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Milwaukee, WI 53203-1117

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LETTER OF TRANSMITTAL

August 15, 2012

The Honorable Donald Merkes, Mayor
City of Menasha
140 Main St.
Menasha, Wisconsin 54952

Re: Draft Work Plan to Conduct a Succession and Efficiency Study

Dear Mayor Merkes:

On behalf of the Springsted team, we are pleased to submit this draft work plan to conduct a Succession and Efficiency Study for the City of Menasha. We are confident that our experience and expertise can provide you with a credible and successful process, as well as practical and realistic recommendations. Our immediate goal is to establish strong lines of communication and trust, which will provide you confidence in our capabilities and our process.

Springsted is a multi-disciplined financial and management advisory firm. The depth of our professional experience and the scope of our consulting practice are the most important parts of Springsted's ability to provide high quality services. The team that we bring to Menasha will have experience in the important skills you are seeking, including the ability to evaluate and assess the City's services and how they are provided, organized and delivered. In addition, we have extensive experience in human resources, financial management and working with elected officials. All together, we bring a comprehensive team that will partner with the City for a successful process and outcomes.

We believe our team can provide a great foundation on which you can build a strong, progressive and successful organization. If you have any questions on our proposal or want to discuss any aspect of our process, feel free to contact me at 414-220-4256 / kthomas@springsted.com or Dave Unmacht at 651-223-3047 / dunmacht@springsted.com. We look forward to hearing from you on our proposal.

Respectfully submitted,


Kathleen A. Thomas
Springsted Incorporated


David J. Unmacht
Springsted Incorporated

kmd

**City of Menasha, Wisconsin
Draft Work Plan to Conduct a
Succession and Efficiency Study**

I. Company Profile

Springsted Incorporated

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Brief History

Springsted is one of the largest and most established independent public sector advisory firms in the United States. For more than 50 years, we have continually grown in the range of our client relationships, the comprehensiveness of our services and our prominence within the industry. Our business philosophy is focused on providing local governments with a balance of national perspective and local expertise.

Springsted is a women-owned business and is certified as a Women’s Business Enterprise (“WBE”) by the City of Saint Paul, Minnesota. Three employee-owners lead Springsted and our 60 staff members. Our headquarters are located in Saint Paul, Minnesota, with additional offices located throughout the Midwest and Mid-Atlantic states. Specifically, our regional offices include Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; and Denver, Colorado. For more detailed information on our firm we refer to our website www.springsted.com.

Public entities are under a great amount of pressure to deliver high quality services in a fiscally constrained environment. Traditional methods and means don’t necessarily work anymore and this scenario is not likely to change at any time in the future. To that end, elected officials and professional staff are under pressure to employ new and innovative solutions that require progressive leadership, creative partnerships, cautious risk taking and an investment in their personnel and organizational foundation. Those public entities that enhance and enrich their people, their process and their systems are likely to deliver more value by maximizing the use of public resources. We believe your request for succession and efficiency planning is very consistent with this philosophy.

Springsted’s staff has been advising local governments in organizational development for over 25 years. We have a strong staff with direct experience in managing and leading city governments. Our team of professionals brings practical, realistic and creative solutions to the challenges faced by public entities.

Our Organizational Management focus ranges from executive recruitment, group facilitation, strategic planning, cultural assessments, resource sharing and building collaborations to organizational improvement and efficiency studies. This focus will help us serve the City of Menasha for this study.

II. Project Team

The project team will consist of top senior managers and consultants within the Management Consulting Group. The table below identifies the consultants and their planned role within the study.



David J. “Dave” Unmacht

Senior Vice President and Project Manager



Mr. Dave Unmacht will be the Project Manager and Lead Consultant for the study. He will be the day-to-day contact for the City and will be responsible for the overall coordination of the project. Mr. Unmacht is director of Springsted’s Organizational Management/ Human Resources group. Mr. Unmacht brings more than 15 years of county administration experience, having worked for Scott and Dakota counties, Minnesota. He has also worked as City Manager in Prior Lake and City Administrator in Belle Plaine, Minnesota. He guides clients in organizational and leadership development, staff/elected official relations, human resources, intergovernmental collaborations, comprehensive planning and growth management, communication strategies, facilitation services and strategic planning. He has a master’s in Public Administration from Drake University in Iowa and a bachelor’s degree in Business Administration and Political Science from Wartburg College in Iowa.

Mr. Unmacht was the recipient of the Minnesota Association of County Administrators (MACA) Joseph F. Ries County Administrator of the Year Award in 2000 and the Minnesota City/County Management Association (MCMA) Manager of the Year in 2006.

Mr. Unmacht is also a Credentialed Manager with the International City/County Management Association (ICMA) and a community faculty member with Metropolitan State University in Saint Paul, Minnesota. He taught a course in the summer and fall of 2011 on leading and managing organizational change in the public and non-profit sectors.

Kathleen A. “Kathy” Thomas

Vice President and Client Representative



Ms. Kathy Thomas will be the Springsted Incorporated representative from our local office. She provides financial advisory and other special consulting services to municipalities, schools, parks, and counties on their issuance of debt transactions for capital projects. She has been in public finance since 1983 and has participated in more than \$6.9 billion in debt issuances. Ms. Thomas has managed various types of financings, for both refunding and new money purposes, including general obligation bonds, water and sewer/electric revenue bonds, special service area bonds, tax increment financing bonds, debt certificates and alternate revenue source bonds. She has been an underwriter as well, and brings a unique perspective to a transaction. Ms. Thomas is active in numerous professional organizations, including the Illinois Government Finance Officers Association, the Illinois County/County Managers Association, the Wisconsin Government Finance Officers Association, the Wisconsin City Managers Association, the Wisconsin Economic Development Association and the Municipal Treasurers Association of Wisconsin. She is a graduate of the University of Michigan and has her Series 63 and 7 securities licenses.

Sharon G. Klumpp

Senior Vice President and Consultant



Ms. Sharon Klumpp will be a Consultant on the Study. She specializes in organizational and management consulting for public agencies. Her area of expertise and focus will be in the data analysis, on site interviews, findings and recommendations components of the process. Ms. Klumpp has extensive government experience, having served as an Executive Director of the Metropolitan Council – the seven-county regional planning agency for the Twin Cities metropolitan area of Minnesota, as the Associate Executive Director for the League of Minnesota Cities, as a City Administrator and as an Assistant City Manager. She holds a master’s in public administration degree in public administration from the University of Kansas and a bachelor’s degree in political science from Miami University in Ohio.

Sub-Consultant

Edward J. “Ed” Huck

Sub-Consultant

Mr. Ed Huck is the owner of Ed Huck Political Consultant LLC and is currently working on issues that involve local government. Edward Huck was the Executive Director of the Wisconsin Alliance of Cities for more than 25 years. The Alliance was a voluntary organization of older cities and first-ring suburbs. From 1969 to 2011, the Alliance lobbied for changes in State and Federal laws as they relate to land use, taxation, the environment and intergovernmental transfers. Mr. Huck has served as an advisor to state agencies as a member of the Shared Revenue Task force for the Department of Revenue, Counties and Municipalities Work Group for the Department of Administration and Watershed Advisory Committee for the Department of Natural Resources. He

oversaw production of the Wisconsin Metropatterns Report and Conference. Wisconsin Metropatterns, written by Myron Orfield and Tom Luce of the Metropolitan Area Research Corporation, uncovered growing poverty, declining tax base, inefficient growth and racial and social segregation in seven metropolitan areas of Wisconsin. He presented at the 2004 Marquette Law Symposium on Wisconsin Tax Policy and later published the article Tiebout vs. Samuelson in “Municipal World.” Mr. Huck played a major role developing the Marquette Law Symposium; “Is the Wisconsin Constitution Obsolete?” He is currently serving on the Board of One Thousand Friends of Wisconsin and is a political consultant.

Springsted Team

The Springsted team will provide the following value added benefits to the process and outcomes:

Knowledge of the City of Menasha – We have met with the Mayor and City Attorney/HR Director to gain an initial understanding of the goals of this study. We understand the overall goals are to determine the best way to achieve efficiencies in providing City services and to provide suggestions for succession planning. We will work hard to develop a strong understanding of all of the City’s needs prior to the beginning of our study.

Knowledge of Local Government – We have extensive knowledge and background in the fields of municipal operations, human resource management, organizational development, and financial management. We are former public sector managers who bring distinct, yet complementary experiences to the team.

Experience with Elected Officials, Department Heads and Staff – The team members have spent our careers working directly with appointed and elected officials, department heads and line staff members. We respect and understand each group’s roles and responsibilities. We will work closely with you to identify outsourcing options, but also help evaluate each option in light of its impact on each group, as well as the service delivery impacts to citizens.

III. Proposed Process and Timeline

There are five specific steps to our process to complete the study. The methodology used to address the general scope of services will include a combination of on site field work and interviews, existing document review and analysis, and application of best practices and professional standards.

Process and Outcome Credibility

One of our distinctive qualities is the commitment we have to ensure the success of the study. To that end, our experience and project approach takes into consideration two key variables: *process credibility* and *outcome credibility*. Process credibility is the realization to all involved, in particular the Council and staff, that the methodology used is credible, reasonable and fair to all concerned. In addition, the information and communication must be transparent, honest and timely. Outcome credibility is the realization that the information and data used to develop the findings and conclusions is comprehensive, complete and applied consistently and appropriately without bias or preference to any particular person, persons or individual agenda. If these two objectives are realized, the recommendations, outcomes and future

implementation are on a strong foundation. This distinction is unique in our business and is a contributing factor to the benefits and strengths of the Springsted team.

The four main departments we will focus on in this study are *utilities, finance, human resources and public works*. The City has two main questions with specifics (a-c and a-b) included as follows:

- 1) Evaluate the City services and compare to similarly sized communities.
 - a. Determine if the City is providing more or less services. The question of whether the City should make changes will be addressed as a result of the survey.
 - b. Make recommendations on how to prioritize the existing services?
 - c. Evaluate the current level of staff resources and identify important elements of a succession plan.

- 2) Determine the most efficient way to organize City services.
 - a. Review the organizational and department structures and make recommendations on possible changes
 - b. Review the number of employees to see if any can be consolidated, re-organized or utilized more effectively.

- 3) Prepare a plan for implementation of the recommendations.

We will work closely with the City to identify the communities to include as peer groups for the comparison and analysis. We believe we have an understanding of the full scope of what the City desires to be included in the study. As part of our due diligence, prior to initiating the study we will confirm our final scope of work to insure the work plan is acceptable to the City.

Based on our understanding of the scope of work listed above, we expect five main steps will be necessary to complete this study:

Step One Project Coordination

This includes ensuring that the details and logistics of the study are understood and agreed upon. We propose that the logistics and details be completed immediately upon approval to proceed with the study. We encourage the City to identify a project coordinator who can serve as the day to day contact with the Springsted Project Manager.

Step Two On Site Field Work – Elected Official and Employee Input

This includes members of Springsted’s team on site conducting extensive interviews and document review. We will work with the City to identify the individuals to interview, including the Mayor and members of the City Council, the management team, staff (supervisory and non-supervisory) and any partners and affiliates of the City that can provide valuable insight into the areas of study. We are very respectful and personable in our interactions; we treat each interview in confidence and we earn the trust of the individuals we interact with. This is an important component of our process as our body of work is only as good as the information we can obtain from those we interview.

Based on the size of the City’s staff, individual interviews with every member of the staff is not practical. We propose conducting focus group meetings with key line staff members. Line staff members are the most knowledgeable about actual operations and can provide key insight on operational issues and opportunities. We will also introduce the idea of doing an on-line confidential staff survey using a tool like survey monkey. This will allow us to collect input from staff on a broader level.

Step Three Document Review

At the beginning of the study we will provide a list of information necessary to fully understand the existing conditions and status of the City’s operations. This list will include such items as job descriptions, existing structure and reporting relationships, City and department strategic plans, the City’s financial plans, previous reports if available, policies, procedures and other documents of record that the City uses as guides and directives. This step actually coincides with the on site field work, but is completed in earnest after we have gathered all of the interview information.

Step Four Preparation of Preliminary Findings

Upon completion of steps two and three the Springsted team will prepare a set of findings which are based on all of the inputs we have received to date. This set of findings will articulate the facts and will be used as a foundation for our recommendations. City officials will have an opportunity to review and comment on the findings before they are completed. The City’s review is critical to confirming the reliability and accuracy of the information we have prepared. We recommend that the findings be presented in a work session of city leaders.

Step Five Preparation of the Report

Upon completion of the findings, the team will prepare the report. This report will include all of the tasks within the scope of services and any other information we determine based on our work. The report format will be determined in conjunction with input from the City.

Our commitment is that the City will have a report that will be a practical and useful guide for the future. This report will provide a road-map for the City to enhance, improve and improve service delivery efficiency for the long term future. We will break out each of the three areas in different sections and have specific findings and recommendations for each bullet. Furthermore, if in our analysis and discovery we identify efficiencies and possible cost savings, beyond the four areas of the study, we will include them in our work.

Project Schedule

The schedule below illustrates a possible project milestones and estimated time frame. The specific steps and timeframe are subject to review and discussion with the City. We estimate the overall process to be approximately two to three months in length.

The timeframe is a reflection of a possible schedule; however the date used for the notice to proceed is for illustration purposes.

Project Milestones	Timeframe
Contract award; notice to proceed	August 22
Project coordination; discuss details, finalize study process	Week of August 27
Data request submitted and analysis begins	Week of August 27
On site field work, document review and data analysis (two trips)	September 4 – September 28
Preparation of preliminary findings	October 1 – October 15
Briefing on preliminary findings with the City	Week of October 15
Preparation of draft report	By November 9*
Briefing on draft report with the City	Week of November 5
Prepare final report	Balance of November

*Although the final report will not be completed until mid to late November, the City will have sufficient information to use in planning, organizing and preparing for the future at the time of the preliminary findings and draft report.

Springsted will organize the report and presentation to fully comply with the final work plan and wishes of the City. We will provide the City with an electronic version of the Report, along with copies as determined in the project coordination meetings.

IV. Conflicts of Interest

As an independent public sector advisor, Springsted was founded on the belief of avoidance of conflicts of interest when representing our clients. Our independence covers all service lines from Public Finance to Economic Development and Organizational Management. Our only clients are public entities and non-profit corporations. Since Springsted’s founding, clients have relied upon and valued our independent approach on their behalf.

V. Fee Proposal

The estimated cost to conduct the study as outlined in this proposal is \$27,500. This fee does not include miscellaneous out-of-pocket expenses that will be needed. These expenses will be invoiced separately and will be primarily related to travel. We estimate that these expenses will not exceed \$4,000. We will invoice the City half the cost of the study and expenses incurred to-date following the briefing on the preliminary findings. The balance of the fee and expenses will be billed upon completion of the study.

We recognize that the City may want to discuss the specific project and process to address changes and additional needs that may arise. Thus, our proposal is subject to discussion and change at the request of the City. We will work with the City to revise our fee proposal based on the final scope of work plan agreed to prior to initiating the study.

VI. References

The references below are some of those that will be able to provide you with information on Springsted and on projects which were similar, but may not be exactly the same in scope as sought by the city. We also can provide you with additional references that can provide you with more specific information on our work.

City of New Berlin, Wisconsin

Dispatch Outsourcing Study

Mr. Joe Rieder, Police Chief

262-780-8101

Polk County, Minnesota

Organization and Structure Review

Mr. Jack Schmalenberg, County

Administrator

218-281-5408

City of Manitowoc, Wisconsin

Budget, Revenue and Cost Savings Study

Mr. Justin Nickels, Mayor

920-686-6980

Winona County, Minnesota

Review of Financial Systems and Processes

Mr. Duane Hebert, County Administrator

507-457-6355

City of Melrose, Minnesota

Organizational Review

Mr. John Harren, Public Works Director

(Project Coordinator)

320-256-1960

Town of Buchanan, Wisconsin

Organization Review

Ms. Angela Gorall, Town Administrator

920-734-8599

Naperville Park District, Illinois

Organizational Review – Parks

Mr. Ray McGury, Executive Director

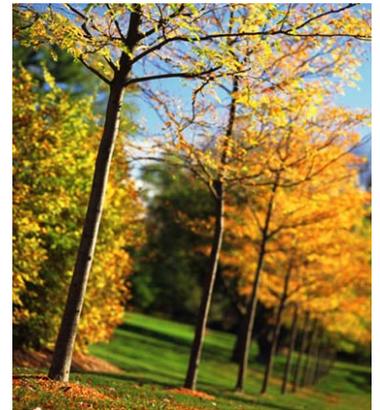
630-848-5000

Willmar Municipal Utilities, Willmar, Minnesota

Organizational Review

Mr. Dave Baker, Chair of the Commission

320-894-5774



Human Resource and Organizational Study

Final Report

Town of Buchanan, Wisconsin

August, 2009

Table of Contents

LETTER OF TRANSMITTAL	
1	INTRODUCTION..... 2
2	METHODOLOGY 4
3	OVERVIEW OF TOWN ORGANIZATION 6
4	SERVICE ASSESSMENTS 8
	Survey Results 8
	Law Enforcement Service Assessments 14
	Fire Services Service Assessments 19
	Public Works Service Assessments 23
5	COMPENSATION 30
6	FINDINGS AND RECOMMENDATIONS 39
	DATA COLLECTION FORMS APPENDIX I
	JOB DESCRIPTIONS APPENDIX II
	SURVEY DATA APPENDIX III

Mission Statement

Springsted provides high quality, independent financial and management advisory services to public and non-profit organizations, and works with them in the long-term process of building their communities on a fiscally sound and well-managed basis.



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LETTER OF TRANSMITTAL

August 18, 2009

The Buchanan Town Board
Ms. Angela Gorall, Town Administrator
N178 County Road N
Appleton, WI 54915

Re: Organizational Study

Dear Member of the Town Board and Ms. Gorall:

Springsted is pleased to transmit the Human Resource and Organizational Study for the Town of Buchanan. The study design reflects four broad objectives established for this study:

- A review and update of Town job descriptions
- An analysis of compensation and benefits trends in comparable communities that could be used to develop a recommended compensation program for the Town of Buchanan
- Limited assessments of the Town's law enforcement, fire, and public works services
- Reviewing future Town staffing needs and recommending any changes that should be considered to the Town's organizational structure.

The study process provided opportunities for Town staff and various service providers to share information with Springsted's consultant team. It also included a customized survey used to obtain salary and fringe benefit data, staffing and service statistics, and information on service delivery practices from comparable communities identified in consultation with the Town Board and Town Administrator.

Many communities are evaluating options to contract for services as a means of responding to tight economic times. The study finds that through contracting for services, Buchanan has done a good job of providing quality services to residents at a reasonable cost. Although the study offers other service arrangements for the Town's consideration, we believe that it is unlikely that the Town can reduce costs without a reduction in the service levels currently provided.

Recommendations included in this study call for:

- Adopting a compensation program
- Evaluating the Town's fringe benefit program
- Increasing the number of general government staff
- Creating an integrated Fire Department, including Fire and Rescue, Emergency Management and First Responders, headed by a part-time Fire Chief
- Designating a Town Engineer

The findings and recommendations presented in this report reflect the consultant team's professional opinion of the steps the Town can take to increase its efficiency and effectiveness and prepare for future growth. We encourage the Town's discussion and consideration of the recommendations offered in this report.

Springsted expresses its thanks to the Town Board, the Town Administrator, and the Town staff who participated in this study process. We deeply appreciate the time of town and village officials who responded to the survey questionnaire and who responded to questions that came up as we analyzed the survey data. We also appreciate the responsiveness of the Outagamie County Sheriff's Department and the Outagamie County Highway Department who provided service information and answered our questions throughout the study. It has been a privilege to work with the Town; we hope that we may be of service to the Town in the future.

Sincerely,

Sharon G. Klumpp, Senior Vice President
Consultant

Joseph M. Murray, Vice President
Client Representative

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1. Introduction

Springsted Incorporated was retained by the Town of Buchanan, Wisconsin in February 2009 to conduct a Human Resource and Organizational Study. Town officials recognized that increasing demands were being placed on staff but they did not have a clear vision of the type and level of services to be provided and the staffing implications of these decisions.

The Town established the following objectives for the study:

- Evaluate existing positions to determine overall consistency of job descriptions and assess the overload or available capacity to meet future needs
- Evaluate employee compensation and benefits and recommend a compensation plan or salary schedule
- Provide a limited assessment of Town law enforcement services compared to other communities
- Provide a limited assessment of Town Fire Department services compared to other communities including a review of paid and volunteer positions
- Provide a limited assessment of Town public works services, particularly with respect to road maintenance, minor repair, and snow plowing
- Provide overall recommendations for future staffing positions, compensation changes, and changes in the Town's organizational structure, commenting on building space or capacity issues.

To address these objectives, Springsted assembled a consultant team that included an organizational management consultant and three subject matter experts who formerly managed municipal law enforcement, fire, and public works operations.

The study approach included many elements found in a traditional classification and compensation study. As such, the study offers a comprehensive review of the components that affect an organization's compensation program – position descriptions, current compensation structure, the Town's pay philosophy, regional market competitiveness of Town salaries, the internal equity of salaries paid to comparable positions, fringe benefits, and ongoing maintenance and administration of the compensation system – and provides the foundation for developing a classification and compensation system.

Conducting a limited assessment of three Town services – law enforcement, fire, and public works – broadens the scope of the study beyond a compensation study, necessitating a review of how services are currently being provided and an identification of other service options.

Meeting with Town employees and service providers was an important aspect of the study. The consultant team met with employees to gather information about their positions and to note changes occurring in the functions handled by each employee. Similarly, the consultant team met with service providers to get an understanding of service issues, including changes in citizen demands and workload.

Comparable communities provided a wealth of information on their salary and fringe benefit programs as well as staffing levels and approaches to service delivery. Therefore, we want to recognize the following Wisconsin communities who responded to our request for information: Towns of Clayton, Grand Chute, Greenville, Harrison, Ledgeview, and Menasha and the Villages of Combined Locks, Hobart, Kimberly, and Suamico.

Most importantly, we want to recognize the efforts of the Town staff who completed Position Analysis Questionnaires, participated in job audits, and provided other requested information. Lieutenant Proietti of the Outagamie Sheriff's Department and Commissioner Alvin Geurts and his staff at the Outagamie Highway Department were helpful and prompt in providing us with the information needed for this study. Finally, we particularly appreciate the efforts of Town Administrator Angela Gorall who provided us with extensive background information related to this study.

2. Methodology

The study methodology is explained below.

1. The Springsted consultant team met with the Town Administrator to establish a working relationship, to clarify the Town's needs and expectations of this study, and to obtain background information related to the study.
2. The Town Administrator accompanied the consultant team on a tour of the Town and its facilities.
3. Representatives of each service area met individually with the Springsted consultant team and the Town Administrator to discuss such things as their operations, staffing, service issues, and opportunities.
4. Springsted conducted an employee orientation session to explain the study process and answer questions. Town employees received a Position Analysis Questionnaire (PAQ) and instructions on how to complete the form, found in Appendix I. They were encouraged to participate in the study by using the PAQ to describe their job duties and responsibilities. Employees also responded to questions on characteristics and factors applicable to their position and provided information needed to conform to the federal requirements under the Americans with Disabilities Act. The employee's supervisor then reviewed the completed questionnaires for completeness and accuracy and added any information relevant to the position.
5. The Springsted consultant team met with the Town Board to review preliminary observations based on meetings with Town staff and service providers and to clarify study expectations. The Town Board also identified a list of comparable communities at this meeting.
6. The Springsted team reviewed each PAQ upon receipt and made preliminary classification decisions. At this initial stage of the process, any apparent discrepancies, conflicts or omissions were noted. Springsted conducted eight job audits, one for each employee, to expand, clarify or confirm available information. Existing position descriptions were updated based on information provided in the PAQs and job audits. Revisions were made and position descriptions were finalized.
7. Springsted developed a two-part survey to collect compensation and benefit data and information about staffing levels and service delivery; the survey can be found in Appendix I. Comparable communities were asked to provide actual salaries and salary ranges for similar positions, features of their benefits programs, and general information on compensation plans, such as whether an open range or step system was utilized, the spread of a range between its minimum and maximum rates, the number of years to reach the maximum salary rate, number of steps if utilized, and percentages between steps and grades. The second part of the survey asked a series of questions dealing with staffing and service statistics, and service delivery approaches.

The table below shows the communities asked to participate in the survey:

Table 1: Communities Invited to Participate in the Study

Community	County	Population	Compensation & Staffing Statistics	Service Assessment
Towns				
Clayton	Winnebago	3,500	X	X
Freedom*	Outagamie	5,640	X	X
Grand Chute	Outagamie	20,520		X
Greenville	Outagamie	9,401	X	X
Harrison	Calumet	8,677	X	X
Ledgeview	Brown	5,407	X	X
Menasha	Winnebago	17,375		X
Villages				
Combined Locks	Outagamie	3,036	X	
Hobart	Brown	5,873	X	
Kimberly	Outagamie	6,245	X	
Little Chute*	Outagamie	11,000	X	
Suamico	Brown	10,945	X	

* Did not participate

8. Using the salary and benefits data supplied by comparable government organizations, a proposed compensation plan was developed. The plan includes suggested guidelines for implementation and ongoing administration. These guidelines provide for annual adjustments to the salary schedule ensuring that the Town's pay scale stays current with changing economic and market conditions. The guidelines also provide for annual salary adjustments based on employee performance that meets or exceeds job expectations.
9. An overview of each service area was compiled, including an evaluation of service options available to the Town. The law enforcement and public works options discuss the implications associated with contracting for the service or providing the service with Town staff.

3. Overview of Town Organization

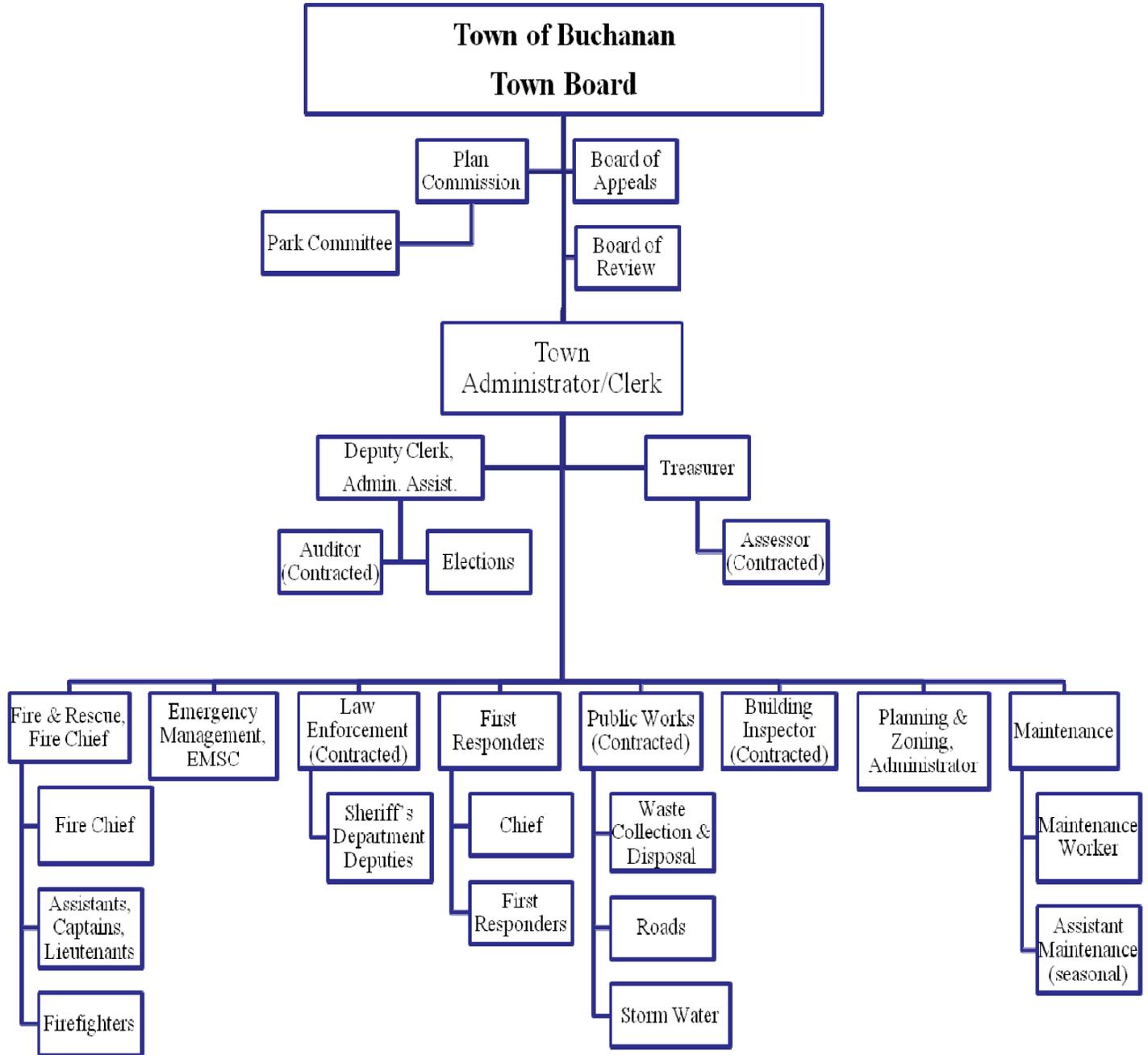
The Town of Buchanan is located in northeastern Wisconsin. Located in Outagamie County, it has a population of 6,708 residents. Buchanan is bounded by the Cities of Appleton and Kaukauna, the Villages of Kimberly and Combined Locks, and the Towns of Harrison, Holland, and Woodville. The Town covers 16.6 square miles with a density of 404 persons per square mile. Land use patterns in the Town vary from suburban neighborhoods and highway commercial districts to farms and large lot single family residences.

The Town operates under a five-member Town Board/Town Administrator form of government. The Town Board is assisted by a seven-member Plan Commission. The Town offers basic municipal services; many are provided under contract with other entities or individuals, including law enforcement, public works, building inspections, information technology, and assessing. Services provided by Town staff include administration, finance, elections, maintenance, planning and zoning, and emergency management services. The Town also has a Volunteer Fire Department and first responder unit and contracts with the Village of Wrightstown to provide fire service to the northeast portion of Buchanan. In addition, two special service districts serve the Town of Buchanan: Garners Creek Storm Water Utility and the Darboy Joint Sanitary District.

The Town has a staff of 4.2 FTEs (full-time equivalents) consisting of two regular full-time employees, the Town Administrator and the Emergency Management Services Coordinator, and three regular part-time employees, the Deputy Clerk, Administrative Assistant, and Maintenance Worker; its employees are not unionized. The Fire Chief is a volunteer position which receives a stipend. The Town Treasurer is elected and receives a flat fee for services provided. In the summer, a seasonal part-time employee is hired to assist the Maintenance Worker with the increased workload.

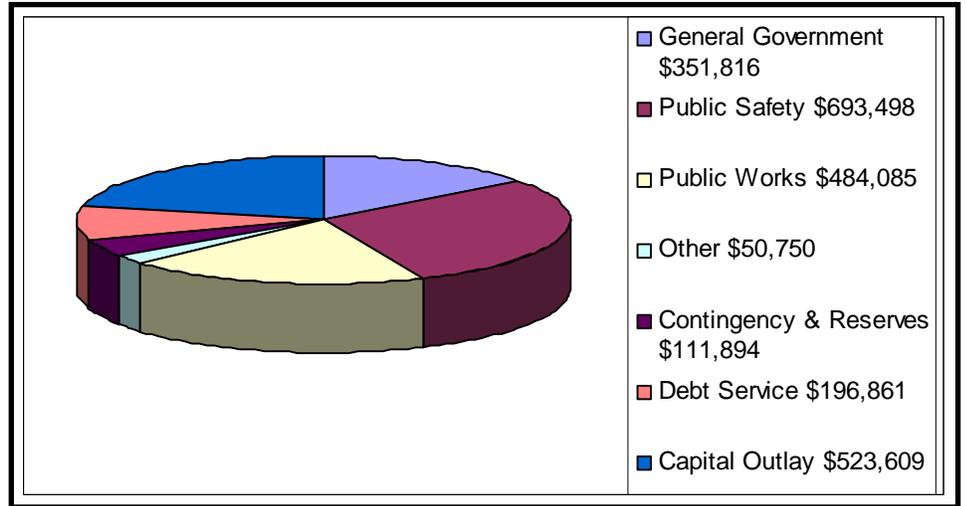
The existing organizational chart is shown on the following page.

Figure 1: Town of Buchanan Organizational Chart



The Town's adopted 2009 budget totals \$2,412,513. A breakdown of expenditures is shown below.

Figure 2: Town of Buchanan
2009 Adopted Budget



4. Service Assessments

Survey Results

The research for this study comes primarily from surveys completed by communities with populations ranging from 3,036 to 20,520. All are located near the Town of Buchanan, in one of four counties—Brown, Calumet, Outagamie, and Winnebago. Six townships and four villages responded to the survey. Each respondent is listed below along with current population, area, and density expressed as population per square mile.

Table 2: Community Statistics

	Town of Buchanan	Town of Clayton	Town of Freedom	Town of Grand Chute	Town of Greenville	Town of Harrison	Town of Ledgeview	Town of Menasha	Village of Combined Locks	Village of Hobart	Village of Kimberly	Village of Little Chute	Village of Suamico
Population	6,708	3,500	0	20,520	9,401	8,677	5,407	17,375	3,036	5,873	6,245	11,000	10,945
City Area in Sq. Miles	16.6	33.8	35.8	25	35.8	30	17.8	12	1.7	33.3	2	4.5	59.3
Population per Sq. Mile	404	104	0	821	263	289	304	1,448	1,786	176	3,123	2,444	185

Recognizing that certain differences exist in the powers granted by state law to towns and villages, this study presents its findings based on an analysis of the prevalent staffing and service patterns of towns, noting variations that may be attributable to population and service area. Similarly, the study also examines data provided by villages to identify staffing and service arrangements which are more a function of population.

Overall survey responses indicate differences in the mix and level of services provided by communities. These differences may be based on policies adopted by the governing body that reflect citizen preferences. The responses also demonstrate various methods of delivering services from having the service provided by town or village staff to contracting for services and relying upon another jurisdiction to provide the service. These different service models make it difficult to compare staffing levels and service metrics with precision.

Based on our review of survey responses, communities with populations under 10,000 provided the best staffing comparison. The table on the following page shows the number of general purpose staff for these communities.

Table 3: General Government Staffing
Study Communities Under 10,000 Population

Community	Population	Administration	Finance	Planning	General Gov't FTEs	General Gov't FTEs per 1,000 persons
Buchanan	6,708	1.6	0.74	0	2.34	0.35
Clayton	3,500	2	1	0	3	0.86
Greenville	9,401	3	0	0	3	0.32
Harrison	8,677	3	0	0	3	0.35
Ledgeview	5,407	1	2	2	5	0.92
Hobart	5,873	2	2	3	7	1.19
Kimberly	6,245	3	1	0	4	0.64
Average		2.23	0.96	0.71	3.91	0.66

General Government. General government staffing, expressed as FTEs per one thousand population averages 0.66 FTEs and ranges from a low of 0.32 FTEs to a high of 1.19 FTEs per one thousand population. Buchanan is at the low end of this range with 0.35 FTEs per one thousand population. (Note: Survey data on FTEs are not in sufficient detail to allocate regular part-time staff to those functions. Therefore, table 3 may understate staffing for the study communities).

Administration. In communities with a population of under 10,000, the administrator often wears multiple hats, depending upon his or her particular skill sets. Those administrators who have strong financial skills tend to take on more finance responsibilities while those who have more experience in planning may take on some of the duties performed by a planner. Therefore, staffing patterns often reflect the particular strengths and skills of individual employees.

Administrative staffs among the survey respondents ranged from 1 to 4 employees; four towns have three-member administrative staffs. In the Town of Ledgeview, the administrator also performs clerk duties. In the Towns of Clayton and Greenville, the administrator performs planning and zoning duties. Administrators for the Villages of Combined Locks and Kimberly also report performing clerk and planning and zoning duties.

Finance. Three towns report that they do not have any finance staff, suggesting that financial duties are handled by administrative staff. The Towns of Grand Chute and Ledgeview report having two-member financial staffs while the Town of Menasha has six employees in its finance department. All of the villages report having finance department staff.

Planning. Seven of the nine communities responding to questions on planning have at least one full-time planner on staff. In the Towns of Clayton and Greenville, planning activities are performed by the administrator. Clayton contracts with a consulting planner when the administrator does not have sufficient time available to devote to a planning application.

Law Enforcement. Law enforcement services for all of the towns surveyed with a population under 10,000 are provided by the county sheriff. These towns do not have officers dedicated to the community; rather deployment of officers is determined by the county sheriff.

Table 4: Law Enforcement Service Approach

Town	Law Enforcement Service Approach
Grand Chute	In-house, studying a merger with the Appleton Police Department
Menasha	In-house
Greenville	Outagamie County, no contract
Harrison	Calumet County, no contract
Clayton	Winnebago County, no contract
Ledgeview	Brown County, no contract

Under Wisconsin law, villages must provide police services by establishing a police department or contracting for services. Three of the four villages responding to the survey had police departments. The Village of Suamico contracts with Brown County for law enforcement services.

Entities with police departments or who contract for law enforcement services reported an annual average of 7,674 calls for service. The average number of calls for service per capita is .74. Based on 2008 calls for service, Buchanan reported 3,437 calls for service or .51 calls for service per capita. Calls for service data were not reported by those towns who rely upon the county sheriff for law enforcement.

Table 5: Calls for Service

Community	Population	Annual Calls for Service	Calls for Service Per Capita
Grand Chute	20,520	20,563	1.00
Menasha	17,375	7,388	0.43
Suamico	10,945	3,731	0.34
Buchanan	6,708	3,437	0.51
Kimberly	6,245	8,650	1.39
Combined Locks	3,036	2,272	0.75
Average		7,674	0.74

Fire. All of the towns we surveyed with a population under 10,000 reported having a volunteer fire department. Grand Chute has a combination department with 19 full-time fire fighters and 42 volunteers; and Menasha has 5 full-time fire fighters and 52 volunteers. All of the towns reported having first responders and/or emergency medical technicians (EMTs), except for Ledgeview.

Table 6: Fire Service Approach

Town	Fire Service Approach
Grand Chute	Combination full-time and volunteer
Menasha	Combination full-time and volunteer
Greenville	Volunteer
Harrison	Volunteer
Clayton	Volunteer
Ledgeview	Volunteer

All four villages responding to the survey had volunteer fire departments. Combined Locks offers first responder services while Hobart offers first responder and EMT services. Neither Kimberly nor Suamico report having first responders and/or EMTs.

The average annual number of fire calls (excluding emergency medical calls) for survey respondents under 10,000 population is 85. The average number of fire calls per 1,000 population is 15; for Buchanan the number of fire calls per 1,000 population is 8. For communities under 10,000 population, the average number of fire fighters per capita is 37. The Town of Buchanan has 27 volunteer fire fighters.

Table 7: Fire Services Number of Fire Calls

Community	Population	No. of Volunteer Firefighters	Annual Calls for Fire Service	Calls for Service Per 1,000 Population
Greenville	9,401	48	107	11.382
Harrison	8,677	60	70	8.067
Buchanan	6,708	27	55	8.199
Kimberly	6,245	26	100	16.013
Hobart	5,873	35	75	12.770
Ledgeview	5,407	35	70	12.946
Clayton	3,500	44	90	25.714
Combined Locks	3,036	24	30	9.881
Average		37	85	14.996

Some of the survey responses on the number of first responders/EMTs and the annual number of medical runs raised questions regarding the accuracy and validity of the data. Data from Greenville and Harrison provided the best comparison to Buchanan.

Table 8: EMT Comparison

Community	No. of First Responders	No. of EMTs	Annual Calls for First Responders
Greenville	14	14	199
Harrison	8	0	200
Buchanan	6	1	200
Kimberly	0	0	0
Hobart	7	3	50
Ledgeview	0	0	10
Clayton	20	0	NA
Combined Locks	24	0	1
Average	10		162

Public Works All of the towns responding to the survey reported having an in-house public works department. Only one town, Ledgeview, relies solely upon a third party contract to provide road maintenance and snow removal services. This is a long-standing contract with a private contractor; the cost of services is determined by the rate established for the piece of equipment used, e.g. plow, grader, front-end loader. Since Ledgeview does not own heavy equipment, any maintenance projects requiring heavy equipment must be contracted.

Two towns augment their public works staff through contracts. The Town of Grand Chute contracts for some of its road maintenance projects while the Town of Greenville has a contract with Outagamie County that gives it the flexibility to use the County for different tasks, such as snowplowing in rural areas, ditching with larger equipment, and paving a small percentage of the road paving projects.

Table 9: Public Works Service Approach

Town	Public Works Service Approach
Grand Chute	In-house, some contracts for road maintenance
Menasha	In-house
Greenville	In-house, contract with Outagamie County for various tasks
Harrison	In-house
Clayton	In-house
Ledgeview	Combination in-house and private contracts for snow removal and street maintenance

All four villages responding to the survey have in-house public works departments. In addition, the Village of Hobart contracts for some street maintenance projects.

From our analysis, density appears to be a significant factor in determining the level of public works. Based on the table shown below, the Village of Kimberly has the highest density with 3,123 persons per square mile. The village has 13 public works employees, or 6.5 staff per square mile. In contrast, the Town of Clayton has a density of 104 persons per square mile and 3 public works employees, or 0.1 staff per square mile. For towns with less than 1,000 persons per square mile, the ratio of public works staff per square mile is 0.2. For Buchanan, this would indicate a staffing level of 3.32 public works staff. (Note: Data reflects only regular full-time staff. Staff per road miles would be a better measure; survey respondents were not asked to provide this information and it could not be located on the Wisconsin Department of Transportation website).

Table 10: Public Works Staffing Comparison

Community	Population	Area (sq.miles)	Population per sq. mile	Public Works staff	Staff per square mile
Kimberly	6,245	2.0	3,123	13	6.5
Combined Locks	3,036	1.7	1,786	6	3.5
Menasha	17,375	12.0	1,448	15	1.25
Communities with a density of less than 1,000 people per square mile					
Grand Chute	20,520	25.0	821	8	0.3
Suamico	10,945	59.3	185	12	0.2
Greenville	9,401	35.8	263	7	0.2
Harrison	8,677	30.0	289	5	0.2
Hobart	5,873	30.0	196	4	0.1
Ledgeview	5,407	17.8	304	2	0.1
Clayton	3,500	33.8	104	3	0.1
Average	9,189	33.1	309	5.9	0.2
Buchanan	6,708	16.6	404	NA	NA

Engineering. All ten communities responding to questions on engineering services had an engineering function. Eight communities, or 80% of respondents, report contracting with private firms for engineering services. Two communities, the Town of Grand Chute and the Village of Suamico, have in-house engineering staff. The Town of Grand Chute supplements its engineering staff with consulting engineers as needed.

Building Inspections. Six of the ten communities responding to questions on building inspections report having one or more full-time inspectors. Two respondents have a regular part-time inspector; two communities contract for building inspection services.

Information Services. Three towns contract for information services while three towns perform information technology services in-house. Three villages report that they contract for information services.

Law Enforcement Service Assessment

The Town of Buchanan has been contracting with the Outagamie Sheriff's Department to provide law enforcement services since 1996. The current agreement establishes a continuous, 24/7 patrol coverage in the town. The only time that a Buchanan deputy can leave his/her post is to respond to a Part 1 call involving a violent crime against persons. When a Buchanan deputy makes an arrest and is out of service, another deputy who "floats" between the County's four patrol districts is assigned to Buchanan. The floater is also used during those times when required training impacts regular staffing.

Under the contract, the Sheriff's Department provides four deputies to patrol; a fifth deputy serves as the school liaison officer during the school year and works the 7 p.m. – 3 a.m. shift in the summer. Deputies are scheduled to work eight hour and twenty minute shifts five days on, two days off, five days on and three days off. Overtime, which is used primarily for report writing, is minimal reflecting an estimated 157 hours or slightly more than 2% of the annual number of hours provided under contract.

Staffing of the contract occurs through an annual posting based on seniority. The Buchanan assignment is attractive; the deputies who bid for this assignment tend to have more experience and to bid for the assignment year after year. This arrangement benefits Buchanan by providing experienced deputies who have developed a good knowledge of the community and its service needs.

Each assigned deputy has a take-home vehicle. The Sheriff's Department confirms that take home vehicles are assigned to all deputies who provide patrol services in the county. Cars assigned to the Buchanan deputies are marked with the Town's insignia giving further identification to the town. Vehicles are usually replaced every 4-5 years, or when they reach 120,000 miles.

In 2007, there were 4,436 calls for service compared to 3,437 in 2008. Through June 2009, there were 1,673 calls; based on this six-month experience, 3,350 calls for service are projected for Buchanan in 2009. Based on this information, the Town averages 3,741 calls annually.

All calls for service are dispatched through the Outagamie Sheriff's Department, which provides dispatching services for 14 police departments in the county as well as for all fire departments and emergency transport services. Calls for service received by the Sheriff are routed to the Buchanan deputies. This centralized dispatching arrangement provides efficiency and facilitates coordination when a multi-jurisdictional response is needed.

The services provided by the Outagamie Sheriff's Department demonstrate support for the principles and practices of community policing. Experienced deputies who have developed a knowledge and understanding of the community, squad cars marked with the town's insignia, and crime prevention programs are hallmarks of community policing. Crime prevention activities include GREAT, a gang resistance program targeted to students, and a Neighborhood Watch program that is run by a County investigator who lives in Buchanan but is not assigned to the contract. Other programs include a bicycle safety program and community presentations.

The Sheriff's Department provides periodic reports to the Town, breaking down the number and type of calls received. These reports should be accompanied with narrative to give Town officials an idea of what's happening in the community and identify developing trends. For example, if the Sheriff's Department is responding to increased narcotics activity, this should be noted in reports filed with the Town along with a summary of steps being taken to address the issue.

The Sheriff's Department is taking actions to increase the efficiency and effectiveness of services provided. Efforts are underway to develop performance measurements to provide the County Sheriff with additional information on the efficiency of its operations. These performance measurements will allow the County Sheriff's Department to present more detailed information about trends and the plans for responding to those trends. In addition, the Sheriff is selecting random incident reports and sending surveys to the subject of the reports to obtain feedback that will be used to examine how services can be improved.

The Sheriff's Department understands that the Town's growth is projected to increase to 10,000 by 2020 and that increased commercial growth is expected with 20 to 30 commercial lots currently available. It is willing to provide additional dedicated deputies based on the level of services the Town wants to provide.

The 2009 estimated cost of the contract is \$485,589, based on the salary, overtime and benefit costs for five officers and the costs of operating five squad cars. 86.3% of the contract estimate reflects personnel costs while 9.3% covers vehicle costs. A 5% administrative fee is charged on salary, overtime, and benefit costs only, representing 4.3% of the estimated contract costs. The administrative fee used to be calculated on the total contract cost; the recent change was made at the Town's request to exclude vehicle and fuel costs from the administrative fee.

Three survey respondents, the Villages of Combined Locks, Hobart, and Kimberly, provided salary information on police officers. The average salary for a police officer is \$44,115 and the minimum and maximum rates are \$36,887 and \$51,343, respectively. Although not designated as comparable communities, Outagamie County and the City of Appleton provided us with their minimum and maximum rates for patrol officers, shown in Table 11.

For purposes of this study, the maximum salary rates define the salary for experienced law enforcement officers. At the minimum rate, the spread between the highest and lowest annual salaries is 27.5 % while at the maximum rate the spread is 15%. This information suggests that it is possible to hire entry level officers with little experience at a lower cost. However, entry level officers require field training and more supervision which offsets some of that savings. We also note that salaries for village police officers are lower across the board compared to the City of Appleton and Outagamie County, which would suggest that the villages likely experience turnover in their patrol positions. To the extent that turnover is occurring, the villages could experience increased administrative costs needed to hire and train new officers.

Table 11: 2009 Patrol Officers Salaries

Community	Minimum Salary Rate	Midpoint	Maximum Salary Rate
City of Appleton	\$47,029	\$52,999	\$58,968
Outagamie County	\$41,546	\$47,382	\$53,217
Salary Survey	\$36,887	\$44,115	\$51,343

Salary costs listed above do not reflect benefit costs. The contract with the Sheriff shows benefits as ranging from 56% to 59% of a deputy's salary.

The fringe benefits calculation includes:

FICA	7.50%
Retirement	19.70% (Employee 5%, + Employer 14.7%)
Health	24.00%
Dental	1.00%
Life Insurance	0.17%
Clothing	0.56%

The Town Board is looking for information to determine if Town citizens are receiving the most cost-effective level of service. Cost, efficiency, and quality are intertwined. Therefore, reducing the cost of service requires an examination of the changes in the level and quality of service that are acceptable to the community. We note that the 24/7 coverage Buchanan provides is higher than that of the towns with populations under 10,000 that participated in the survey.

These towns receive services from the county sheriff's department based on the deployment model determined by the county sheriff.

We have identified four service level/provider options the Town could consider.

1. The Kimberly High School PSL reimburses the Town of Buchanan for the cost of the school resource officer. In 2009, this amount is estimated at \$73,000, or 76% of the annual cost of a deputy, including salary and fringe benefits, applicable administrative costs, and vehicle-related costs. When school is not in session, the school resource officer is assigned to Buchanan, and the Town pays the remaining 26%, or \$22,857. The Town could forgo the fifth deputy for those months that school is not in session for a savings of \$22,857 while preserving 24/7 patrol coverage. To effect this option, the Town would need to give sufficient notice to the Sheriff's Department, so its staff allocation could be adjusted.
2. Reduce the level of service by dedicating a deputy during the top hours of activity or allowing Buchanan to be covered according to the sheriff's standard deployment model. Regular county-wide staffing is done on the basis of four service areas. One deputy is assigned to each district and two floaters cover the entire county going where they are needed. In these two options, response time could be affected if deputies have to cross the Fox River to respond to a call. This option would also require coordination with the Sheriff's Department to allow for changes in staff allocation.
3. Look to another provider, other than the Outagamie County Sheriff's Department. As earlier information shows, it may be possible to reduce costs by contracting with another provider that has a lower salary scale. We do not believe that a law enforcement provider should be selected on cost alone. The Town places a strong value on having law enforcement services provided by officers who know and understand the community. However, as we noted earlier, departments that pay lower salaries may experience greater turnover offsetting potential savings with the cost of more frequent changes in personnel.

We also found it interesting to note that geography is one of the reasons that Grand Chute and Appleton are exploring the possibility of a merger; areas of the town are intertwined with the city which provides a service incentive to look at a cooperative model for providing police services. Reducing administrative costs is another reason to look at a cooperative model—a merger allows the communities to save money by streamlining management and administrative functions that are currently duplicated in both departments.

4. Establish an in-house police department. This option is essentially a variation of changing the service provider.

Data obtained through the survey suggests that it may be possible to reduce costs if the salary structure is lower than the current provider. However, we would also expect the Town to incur higher management and administrative costs than under its existing contract. An in-house department needs to have a chief. Although survey data on police chief salaries is limited, the Town could expect to pay an annual salary of \$60,000 to \$75,000. Some of the work performed by a chief, e.g. developing administrative procedures and administering training, would duplicate work already being done by the Sheriff's Department. Examples of other expenses the Town would incur include purchasing of vehicles and equipment, vehicle and equipment maintenance, and increased human resources administration, which could include labor negotiations and contract administration, if officers were unionized. Similarly, the cost of professional liability insurance would also increase. While the Town indemnifies the County in certain instances, the insurance coverage for the Sheriff's Department County is broader and would have a higher cost because it covers such things as the negligence of an officer.

We have identified two recommendations for law enforcement services:

1. Review the assignment of take-home vehicles. While assigning take home vehicles to deputies is the practice followed in the Outagamie Sheriff's Department, we are aware of many law enforcement agencies that do not assign officers take-home vehicles. Instead, officers use pool cars and the agency is able to reduce the number of vehicles in its fleet. We did not research the history of assigning take home vehicles to deputies and whether the Sheriff's Department has analyzed the costs and benefits of take home vehicles. This may be a subject for further discussion with the Sheriff's Department when negotiating the service contract.
2. Establish a format and frequency for receiving more detailed information about the services provided. The Sheriff's Department is taking steps to increase the amount of information being provided to the Town. We would encourage discussions between the Town and the Sheriff's Department to identify the type of information that will be prepared and how the information will be used to set law enforcement service goals and objectives.

Fire Services Service Assessments

The Town has a 28-member Buchanan Volunteer Fire Department (BVFD) and provides fire, rescue and first responder services. Of the 27 fire fighters, six are also certified as first responders or EMTs. The department also includes a first responder who is not a firefighter. In 2008, the BVFD responded to 55 fire calls and made 200 medical runs.

The 2009 adopted budget provides funding for fire, rescue and emergency management as follows:

Table 12: Town of Buchanan Fire Services 2009 Adopted Budget Breakdown

Fire and Rescue	\$117,715
First Responders	\$29,508
Emergency Management	\$47,575
Total	\$194,798

The Fire and Rescue budget includes a \$4,000 contract with the Village of Wrightstown to provide fire service in the northeastern part of Buchanan. The contract also includes a rate for fire call and establishes a not to exceed total contract amount of \$20,000. This contract replaces a previous contract the Town had with Hollandtown which had an annual 2008 cost of \$24,631.

Staffing is consistent with accepted standards, providing for minimum staffing levels and response times in accordance with the National Fire Protection Association (NFPA) 1720 which addresses standards for volunteer fire departments. Standards for suburban and rural areas call for a ten and fourteen minute response, respectively, at least 80% of the time.

The department has three paid positions including a volunteer fire chief, a full-time emergency services coordinator, and a department secretary. Like many volunteer departments, coverage can be an issue, particularly on regular work days and summer weekends. Creating the emergency services coordinator position has helped to address coverage issues; during regular work hours the emergency coordinator responds to calls. The emergency services coordinator also serves as the EMS chief for the first responders.

The current volunteer fire chief is the first department chief to be appointed by the Town Board; he serves at the pleasure of the Board and does not have a set term. Previous chiefs were elected by the members of the department. The Town Board's appointment of the Fire Chief is an appropriate exercise of its powers and ultimately demonstrates its oversight and accountability for providing these services.

Selecting a chief by the popular vote of department members exposes the Town to potential liabilities. In our review of the department's by-laws, we note that department members forward a list of three recommended candidates from which the Town Board makes the appointment. If more than three members express an interest in the position, members elect three members by a secret ballot to forward to the Town Board. This provision seems inconsistent with the Equal Employment Opportunity clause included in the by-laws and could expose the Town Board to potential liabilities.

Firefighters are eligible to receive a Length of Service Award. The amount of the annual payment is determined based on the number of calls and training drills attended. Vesting occurs in 10 years; payout occurs with 20 years of service. The Fire Chief receives \$8,000 annually; the department secretary is paid \$1,200, annually. The Town also pays certified and non-certified inspectors an hourly rate of \$17.50 and \$12.50, respectively.

The Fire Department operates from one station which is co-located at the Town Hall. The Town Hall garage houses five pieces of apparatus: two fire engines, one tanker, which the department hopes to replace in the near future, one support unit, one pick up truck, and one boat.

Mutual aid is provided by surrounding communities. The on-duty deputy sheriff is usually the first on the scene of an emergency call. All deputies are crossed trained to provide some first responder services and they carry automatic defibrillators in their vehicles. The Fire Department reports a good working relationship with the Sheriff's Department. EMS transport services are provided by the City of Kaukauna or Gold Cross. Buchanan does not provide transport services.

Over the past year, many changes in the Fire Department have taken place as a result of the efforts of the new volunteer Fire Chief, the Emergency Services Coordinator and the Town Administrator to ensure department compliance with state and local regulations. Work continues on the Department's standard operating procedures. As the procedures are revised, ongoing training will be needed to familiarize members with changes. The department will also need to establish a schedule for conducting training on the county's standard operating guidelines.

The department is making steady progress on its mutual aid box alarm system (MABAS) planning, which will provide greater pre-planning for the use of personnel and equipment. MABAS allows for a department to augment its resources for any type of emergency call by working other departments within the county and surrounding counties. Depending on the size of the incident, MABAS also makes it possible to mobilize a state response as needed.

Opportunities for further revenue generation are limited. The Fire Department charges a flat fee for accident clean-up on highways and roads as provided for

in Wisconsin statutes. On average, the Town receives \$3,000 annually for these services. Fire Insurance Dues Aid is a major source of funding, accounting for \$15,950 or 13.6% of the Fire and Rescue budget. This aid is generated by a 2% charge on insurance policies for multi-family, commercial, industrial, and institutional buildings. There is a fee in place for false alarms from commercial automated systems although there has been a reluctance to charge fees.

The Fire Department has had success in obtaining grants for such things as turnout gear and ventilation systems, and four defibrillators. The Department also received a \$10,000 grant from the Wisconsin Office of Justice to purchase new radios. Grants can play a critical role in augmenting local revenues. However, the costs associated with grants should be evaluated before deciding to go ahead with a grant. Considerable staff time can be needed to prepare a grant application. The Fire Department should also be aware of future commitments that may be required, particularly those requiring matching funds and staff resources.

We have identified five recommendations for the Fire Department:

1. Establish an integrated department structure headed by a part-time Fire Chief. The current structure is set up in a silo fashion, with fire fighters reporting to the volunteer Fire Chief and first responders, most of whom are cross-trained as firefighters, reporting to the Emergency Services Coordinator, who also serves as the EMS Chief.

Information received from the Fire Chief shows that he is spending approximately 1,300 hours fulfilling his duties; this is not surprising given the progress the Town has made in addressing many fire-related issues. Integration of fire and rescue, first responder and emergency management services are important to ensuring clear lines of accountability and eliminating duplication in duties.

We propose establishing a part-time Fire Chief position that functions as a department head over fire and rescue, first responder, and emergency management services. The position would be appointed by the Town Board. As a part-time Town position, we would recommend that the Town consider an open recruitment process to solicit the interest of qualified internal and external candidates.

The Emergency Services Coordinator would report to the Fire Chief and would continue to have primary responsibility for coordinating emergencies and natural disasters. We believe that this staffing plan provides a clear chain of command and reflects the existing working relationship between the Fire Chief and the Emergency Services Coordinator who currently acts on behalf of the Chief in his absence.

2. Address software issues. The Emergency Services Coordinator has been trained in the system. However she is the only person who understands the system. Cross-training others in the department is vital to ensuring that data needed to assess and respond to service needs are continuously available. For example, consider that the number of medical calls is increasing, a review of data shows an increase in injuries among the elderly. With this data, the department could identify preventive actions, such as Red Cross training or coordination with county social services, which could help reduce the number of calls. With training, department officers would be a logical choice to fill the existing void and share these administrative duties.
3. Address the backlog of inspections. Twice a year inspections are required of multi-family, commercial, industrial, and institutional buildings to ensure continued receipt of Fire Insurance Dues Aid. More fire fighters should be trained and certified as fire inspectors to maintain scheduled inspections. The Fire Chief has been handling some inspections, but it would be a better use of personnel to pay others to do this work and to free up the Chief's time for management and administrative duties. The department can increase the efficiency of conducting inspections by maintaining computerized records of all inspections.
4. Continue working on MABAS. Fulfilling MABAS requirements continues to be an important priority for the Fire Department. Creating and maintaining run cards is one part of MABAS that the department can put into place. Run cards specify equipment and personnel needs for specific calls and allow for a more efficient use of mutual aid. A run card prototype is available on the MABAS web site. Clearly, many fire departments do not have run cards in place—the Towns of Ledgeview and Menasha were the only two departments out of the six surveyed, reporting the use of run cards.
5. Continue to encourage more first responders to become certified as EMTs. The Fire Department could increase the level of emergency services provided by encouraging first responders to become certified as EMTs. With EMTs the Town could consider providing transport services as a future service enhancement with the potential to generate revenue. Without extensive study, we cannot predict start up and operating costs or estimate the point at which estimated revenues would exceed the cost of the service. Many factors would affect this analysis, including the number of public and private providers that would be in competition with the Town.

Public Works Service Assessment

Buchanan has limited in-house public works services, using regular and seasonal staff to assist with maintenance of Town buildings and grounds and to occasionally fill potholes, install street name signs and perform other duties as required. Issues pertaining to road maintenance are handled by the Town Administrator. She also handles drainages issues, with some assistance from the Town's engineering firm, McMahon Engineering, particularly on matters involving implementation of MS-4 and NR 216 (State of Wisconsin) permits. The Town does not have an established program to deal with drainage issues; the Town Administrator has been assuming responsibility for drainage issues, which has become increasingly time-consuming.

The Town of Buchanan contracts with Outagamie County for public works maintenance services, including street maintenance and snow plowing, an arrangement that has been in effect for a number of years. The County contracts with 11 towns and one village to provide these services based on a minimum amount of \$1,200 per road center line. Since Buchanan has 46.15 miles of town roads, the current contract has a base amount of \$55,380. Wisconsin statutes cap the amount the Town can spend on the construction, maintenance and repair of highways and bridges at \$5,000 per center lane mile, or \$230,750 for Buchanan. The Town receives electoral approval to exceed this amount.

In 2009, the State of Wisconsin distributed government road aids based on a per rate calculation based on \$2,015 per center lane mile or the share of costs approach, whichever is greater. Buchanan received \$127,190.94 based on the share of cost calculation instead of the rate per mile calculation of \$92,992.25.

In 2008, the Town received \$127,022.91 in road government aids based on the share of cost formula and paid Outagamie County \$97,584.09 for highway and street maintenance and \$112,288.81 for snow removal, totaling \$200,002.72. The Town also paid the County \$102,418.63 for capital projects, including the County N Roundabout for \$32,485.16 and \$69,933.47 for two developer-reimbursed projects, Whitetail Ridge Court and Erv Court.

More than half of the public works contract went towards snow plowing in 2008. The superintendent assigned to Buchanan estimates that it takes an average of 4 to 5 hours to plow snow. The urban area of the Town requires five operators assigned to one loader, one grader, and three dumps. An additional operator and dump is assigned to the Town's rural area. The County provides emergency snow and ice services as requested.

According to the Highway Commissioner, several towns have privatized snow plowing or looked at providing the service themselves. When a town contracts for snow removal, it does not have to commit up front funds to purchase and maintain equipment and it can expect to have lower labor costs since the wages and benefits of a private contractor will be less than those of the County.

However, a private contractor can be expected to pay for higher costs associated with deadheading, which will be charged back to the town. Generally, private contractors cannot obtain as competitive a price for salt as the County, which will increase costs. Responsiveness on emergency snow and ice requests for service may take longer. Towns that contracted with a private company for snow and ice services include Osborn and Center (all located in Outagamie County). These are rural areas, based on the population per square mile which ranged from 70 to 89 persons per square mile for Osborn and Center, respectively. Ledgeview is the only survey respondent that reported having a contract for snow removal services. This is a long term contract that is based on the hourly rates of equipment used for snow removal.

Buchanan also receives the majority of its street maintenance service, including major and minor repairs and reconstruction, through the County. Usually, the Town Administrator informs the County of pothole repairs, although the County will notify the Town Administrator if it sees a condition in need of immediate attention. Minor repairs are typically addressed within 24 hours of receipt. Other maintenance activities performed by the County, as requested by the Town, include installation and repair of traffic control signage, roadside mowing, ditch cutting, and brush removal.

The County invoices the Town on a time and material basis, according to established hourly rates for labor and machinery and supply costs. Labor rates are based on the pay rates for Equipment Operators I, II, and III; machinery rates are consistent with the uniform county reimbursement rates established by the Wisconsin DOT. A 2% administrative fee is charged on all work performed. This is lower than the administrative fee of 4.25% that counties are authorized to charge on service invoices to the Wisconsin DOT.

The salary survey shows the average annual wage rate paid to an equipment operator as \$41,020 with a minimum rate of \$38,945 and a maximum rate of \$42,391. The maximum rates paid by the County for equipment operators are fairly comparable at:

Equipment Operator I*	\$40,435
Equipment Operator II	\$43,472
Equipment Operator III	\$45,282

** Employees in the Equipment Operator I position advance to Equipment Operator II after successfully completing a one-year probationary period.*

The salaries listed above do not include the cost incident to labor (CIL), which runs 66.03% of salary. The CIL breakdown provided by the Outagamie Highway Department is shown on the following page.

Table 13: Cost Incident to Labor (CIL)

	2008
Time off with pay	15.10%
Retirement	11.72%
Social Security	8.52%
Hospital Insurance (including dental & ltd)	27.26%
Life Insurance	0.23%
Workers Compensation	2.18%
Unemployment Compensation	0.05%
Variance Adjustment	0.97%
2009 CIL Rate	66.03%

The Town conducts pavement analyses every two and develops the Town's capital improvement program (CIP), now in its second year with an annual cost of \$225,000. At this point, the CIP is more of a project list than a long-term planning and financing document. The program is limited by available funding; the Town does not assess for major road improvements or reconstruction. A windshield survey of the Town revealed many roads with deteriorating pavement conditions that are likely to require major repairs or reconstruction in the coming years. CIP planning is critical to establish and prioritize capital needs over the next five years and identify funding sources.

In comparison with other communities that have a CIP, Buchanan's annual CIP budget is very low. The table below estimates the average CIP budget per capita as \$287. The difference between Buchanan's per capita investment in infrastructure and that of the other comparable communities is significant, even when considering that capital outlay for some of these communities could include such things as heavy equipment, vehicles, and facilities.

Table 14: Annual CIP Budget Comparison

Community	Population	Annual CIP Budget (in thousand \$)	Annual CIP Budget per capita
Grand Chute	20,520	\$7,900	\$385
Suamico	10,945	\$6,150	\$562
Buchanan	6,708	\$225	\$34
Combined Locks	3,036	\$500	\$165
Average			\$287

The County indicated that it could provide additional assistance to the Town to recommend road improvements and construct approved projects. The County uses its public works crews to construct road projects. Its annual construction

budget is approximately \$60 million. Based on its maintenance experience and knowledge, the County can quantify material needed for a project and obtain these materials at competitive prices. The County does not use an engineer to design road improvement projects, which they estimate would save the Town about 10-12% of project costs generally associated with engineering fees.

Until recently, nearly all of the Town's road improvement projects were constructed by the County on a time and material basis. Following the Town's dissatisfaction with a County project to construct a roundabout, the Town Board adopted a purchasing policy stating that it could require bids on projects instead of seeking time and material proposals by the County. The Town Administrator said that the policy allows the Town Board to specify each year if it will accept a proposal from the County for scheduled projects or put the projects out to bid. While the County expressed an interest in proposing on specifications, the Highway Commissioner noted that statutes limit the County to providing only time and material "proposals," and not "bids" for construction projects.

To provide further information on the public works practices of the survey communities we asked the six towns to respond to a series of key questions. The findings listed below reflect the responses from the Towns of Clayton, Grand Chute, Greenville, Harrison, Ledgeview, and Menasha.

Table 14: Public Works Practices of Survey Communities

Have a road maintenance and construction policy and program	100%
Develop specifications and bid projects	100%
Program requiring permits for using the public rights of way	83%
Assess road maintenance/improvement costs to benefiting properties	67%
Jointly advertise for bids	67%
Comprehensive drainage plan	67%

We note that six towns have a road maintenance and construction policy and program that help them anticipate and plan projects over a multi-year program. This approach looks at evenly spacing projects and capital outlay requirements over a period of time commensurate with the expected life of the improvement. It also addresses scheduled maintenance projects to prolong the life of pavement.

Similarly, the six responding towns reported that they develop specifications for projects and competitively bid projects and four of them bid their projects jointly. We support using a consulting engineer to prepare project specifications and take competitive bids. After the award of the bid, the consulting engineer provides an inspector to ensure that the actual construction project conforms to specifications. The engineer acts on the Town's behalf, serving as a check and balance in the design and construction process.

An engineer also plays a key role in other activities covered in the survey. The survey indicates that five of the six towns have a program in place requiring permits for the use to public rights-of-way. Clayton, the only town without such a program, is currently working on getting one in place.

Four of the six towns have policies that establish guidelines for assessing improvement costs. Clayton is also working on an assessment policy; the town emphasizes the importance of working with the community to develop guidelines that can be applied consistently and uniformly for assessing project costs.

Drainage appears to be a major issue for other towns, since anywhere from two-thirds to the entire town is served by drainage ditches. Four of the six towns responding to the survey have a comprehensive drainage plan. The Town of Clayton has a series of drainage plans created for subdivisions and acknowledges the need for a comprehensive plan.

In identifying service level options for the Town, we considered several things.

1. Increase the level of engineering services. The Town would benefit from increased engineering services, particularly in developing a road maintenance and reconstruction policy and program and standards for urban streets and rural roads. A Town Engineer would also be able to help the Town develop a comprehensive approach to drainage issues. We would also expect a Town Engineer to attend Board meetings, to meet with citizens as needed, to have oversight of maintenance and construction projects, and to be available to assist the Town Administrator as requested. A Town Engineer could also enhance coordination with the Darboy Joint Sanitary District and the Garners Creek Storm Water Utility.

The Town Administrator has done a good job of ensuring that day-to-day operational issues are being addressed. Although she has a good understanding of engineering issues because of her planning expertise, a good planning background is not a substitute for the professional knowledge of an engineer. Since Buchanan's engineering workload does not warrant hiring a full-time Town Engineer, we recommend that the Town appoint a consulting engineer to serve as the Town Engineer and provide services as needed.

We did consider the possibility of recommending that a road superintendent be brought on staff. However, we believe having increased access to engineering skills and analysis is more critical for the Town now than relying on practical know-how. Contractors and superintendents offer a great deal of maintenance and construction knowledge, and it is important for them to work closely with a Town

Engineer. The analytical training of an engineer is particularly needed to formulate a long-term, planned approach to maintenance and reconstruction projects that will maximize and extend the life of the Town's infrastructure.

A Town Engineer can work on a retainer providing a certain level of service, such as attendance at Board meetings and updating the CIP. Typically, an engineer will charge an hourly rate for the development of plans and specifications and special projects.

2. Establish an in-house Public Works Department. The survey shows that most towns have their own Public Works Department. Based on the survey ratio of staff per square mile, an in-house Public Works Department would probably require a staff of 4 to 5 employees, including a working superintendent. Salary costs alone would come close to the amount paid under the County contract in 2008, without taking into account fringe benefits, equipment, supplies, and administrative costs. In addition, the Town does not have an existing facility to house heavy equipment and road supplies, such as salt. Finding or building suitable space would be another cost to establishing an in-house department.

Unlike contracting for services with the County where the Town pays for only the time and materials it uses, it would pay the total costs for in-house personnel, equipment and materials. At the same time, residents could experience a reduction of services. For example, it currently takes the County 4 to 5 hours using six equipment operators to plow snow throughout the entire Town. An in-house department would have fewer staff thereby increasing the time required to remove snow.

3. Look to another provider for services. The Town could investigate other public and private service providers. The survey did not identify other public entities other than Outagamie County which provides snow removal and street maintenance services. In today's tight economic environment, there maybe other communities interested in providing services. However, based on the survey data, none of the communities appeared to have available staff capacity to provide services to Buchanan. We learned of only one private company providing such services; data obtained were not adequate to determine if this arrangement could provide a similar level of services at a lower cost for the Town.

4. Utilize a hybrid approach. Buchanan could consider a hybrid approach to public works services by continuing to contract with the County for certain services in the rural area and establishing a public works department that would handle services in the Town's urbanized area. This approach would also allow the Town to phase in an in-house public works department over several years.

We have identified recommendations for the Town's public works function:

- a. Develop a road maintenance and construction policy and program. This will help the Town with its long-range planning for road maintenance and reconstruction projects.
- b. Consider a policy to assess major road maintenance and improvement projects to benefiting properties. Many jurisdictions find it difficult to cover the cost of major maintenance and improvement projects without assessing some portion of the costs to benefiting properties. Before adopting assessment policies, many communities hold information meetings with citizens to explain the assessment process and get public input.
- c. Establish a permitting program that allows the Town to approve plans for and inspect restoration of the right-of-way and sets a fee for the permit.
- d. Develop a comprehensive drainage plan and implementation program. Currently, the Town is responding to drainage issues on a piecemeal basis. A comprehensive plan provides a way for the Town to determine strategies to manage drainage and stormwater issues.

5. Compensation

Employee job descriptions were recently completed. We reviewed the job descriptions taking into consideration the information provided by each employee who completed a Position Analysis Questionnaire. Revised job descriptions can be found in Appendix II.

In order to develop a compensation plan for the Town, we evaluated the internal relationships of all positions within the organization and analyzed market data obtained through the salary survey, using this information to create a salary schedule for the Town.

1. Job Evaluation

Springsted used its SAFE job evaluation system to review and analyze the Town's position on each of the factors listed below:

- a. Training and Ability
- b. Experience Required
- c. Level of Work
- d. Human Relations Skills
- e. Physical Demands
- f. Working Conditions/Hazards
- g. Independence of Actions
- h. Impact on End Results
- i. Supervision Exercised

2. Salary Survey

Springsted developed a customized salary and benefits survey to obtain salary and benefit data for the following positions:

Administrative Assistant**
Administrator/Clerk
Emergency Management Services Coordinator**
Finance Clerk
Fire Chief
Maintenance Worker
Groundskeeper
Treasurer**
Police Officer
Police Chief
Public Works Superintendent
Equipment Operator
Planning/Zoning Administrator

Positions marked with asterisks were not used in this analysis because we did not receive sufficient data. For those positions without salary data, we used our evaluation of the position to determine appropriate salary levels. Similarly, italicized job titles reflect positions that are not currently part of the organization but are related to specific service areas we were asked to study.

The survey instrument provided respondents with the Town's job title and a brief description of each benchmark position, based on the revised job descriptions. Respondents were asked to indicate the job title of the corresponding position in their organization and to provide the actual average salary paid to these positions as well as the minimum and maximum salary rates of the assigned salary grades.

The survey was sent to ten organizations, seven of which completed and returned the information. Survey respondents are listed below:

Town of Greenville
Town of Harrison
Town of Ledgeview
Village of Combined Locks
Village of Hobart
Village of Kimberly
Village of Suamico

A summary of the salary and fringe benefits survey results can be found in Appendix III. Major findings based on our analysis of the respondents' compensation programs and fringe benefits are explained below. It should be noted that, in several cases, respondents returned the surveys without answering all of the questions we asked.

Compensation Program Findings. The following compensation findings are presented based on an analysis of seven survey responses:

- Four of seven respondents reported that they did not have a pay plan. Three respondents have adopted pay plans; two of those organizations have step plans in place that specify how employees will progress through a pay range while the other organization has an open range, which defines the minimum and maximum rates of the salary range.
- Respondents with pay plans reported an average of 13 pay grades; with 12 being the lowest number of pay grades and 14 the highest.
- Respondents indicated an average range spread of 28 percent from the minimum rate of the range to the maximum rate, with 26 percent being the lowest spread and 30 percent the highest.
- The average interval between pay grades is approximately 13.75 percent. (Based on our experience conducting compensation studies, this number is very high and was not used in developing our recommendations for Buchanan.)

- Respondents using a step system reported having an average of 25.5 steps, with 20 being the lowest and 31 the highest. Step increases averaged 1.78 percent, with the lowest increase being 1.55 percent and the highest 2 percent. (Again, based on our experience, the number of steps is very high and the step increase is somewhat lower than what we would typically expect to find.)
- Six respondents reported that they did not have a longevity program in place; only one respondent reported having such a program.
- Only one respondent reported having a pay for performance program.

Benefit Findings. Seven organizations provided information about their benefit programs as part of the salary survey. Several observations can be made based on a review of the survey data.

- Holiday leave varies from 6 to 10 days a year with an average of 9 days of holiday leave.
- Annual leave schedules vary with organizations providing average annual leave of:
 - 7 days for employees with 1 year of service
 - 9 days for employees with 2 years of service
 - 10 days for employees with 3 years of service
 - 11 days for employees with 4 years of service
 - 12 days for employees with 5 years of service
 - 13 days for employees with 6 years of service
 - 15 days for employees with 7 to 8 years of service
 - 16 days for employees with 9 to 10 years of service
 - 17 days for employees with 11 years of service
 - 18 days for employees with 12 years of service
 - 19 days for employees with 13 to 14 years of service
 - 20 days for employees with 15 to 16 years of service
 - 21 days for employees with 17 years of service
 - 22 years for employees with 18 years of service
 - 23 days for employees with 19 years of service
 - 24 days for employees with 20 or more years of service
- Respondents provided an average of 10 days of sick leave annually, with a low of 5 days and a high of 12 days.
- All respondents offer health insurance. The reported average for monthly medical insurance premiums appears below. It should be noted that the annual deductibles associated with health insurance plans can vary substantially from no deductible to as much as \$2,000 for an employee plan and \$6,000 deductible for an employee/spouse plan.
 - Single coverage of \$664.26 with 90.71% of the cost paid by the employer

- Employee/spouse coverage of \$984 with 82% of the cost paid by the employer
 - Employee/child coverage of \$960 with 82% of the cost paid by the employer
 - Employee/family coverage of \$1,286.41 with 82.5% of the cost paid by the employer
- Seven respondents offered dental insurance with the employer paying all or a portion of the premium for employee and dependent coverage. Five respondents offered vision insurance with the employer paying all or a portion of the premiums for employee and dependent coverage.
 - Two of seven respondents provide retiree health insurance.
 - All respondents provided employer-paid life insurance. Six respondents provided employer-paid short-and long-term disability insurance.

3. Current Compensation and Benefit Program

Compensation Program. The Town's existing compensation practices call for adjusting salaries on an annual basis according to the cost of living, perceived merit, and the Town's ability to pay. The Town does not have formal policies and procedures for determining cost of living adjustments or a formal program for evaluating performance.

Generally, Buchanan's pay rates are low when compared to the organizations responding to the survey. Several factors are likely to contribute to this finding, including the number of part-time staff employed by the Town and the lack of a formal compensation policy and program. Despite this finding, it is important to point out that the Town has not experienced any difficulty attracting and retaining employees.

Benefits Program. When we compared the Town's benefits to those offered by organizations participating in the salary survey, we found the Town's benefits to be comparable in some areas and below the average reported in other areas.

Town benefits were consistent with the average benefits provided by the survey organizations in the areas of holiday leave and employer-paid life insurance and long-term disability insurance. However, unlike six of the seven survey respondents, Buchanan does not provide employer-paid short-term disability insurance.

Vacation leave was generally lower for employees with up to 15 years of service. Buchanan provides employees with 15 or more years of service with 20 days of vacation; on average the survey organizations provide employees with 20 days of vacation at 15 years and then a day for each year up to 24 days for 20 or more years of service.

The Town provides five days of sick leave annually, which is less than the average of ten days of sick leave reported by survey respondents, but equal to the lowest amount of sick leave reported. Most organizations provide 12 days of sick leave annually.

The Town's health insurance policy calls for the employer to pay 90% of the monthly premium while the employee pays the remaining 10%. This percentage is consistent with the average of employer-paid costs for single coverage and exceeds the average paid by employers for employee/spouse, employee child and employee/family coverage. The Town's plan does not have an annual deductible. Unlike the survey respondents, Buchanan pays a \$500 stipend for dental care instead of providing employee dental insurance. The Town does not provide vision insurance.

Currently, the Town Administrator is the only employee who is receiving health care benefits. If the number of Town employees eligible for health insurance increases, it will be important for the Town to review its health care plan and its policies related to the percentage of employer-paid costs.

4. Pay Philosophy

A pay philosophy guides the design of a compensation plan and answers key questions regarding pay strategy. It generally takes a comprehensive, long term focus and explains the compensation program's goals and how the program supports the employer's long-range strategic goals. Without a pay philosophy, compensation decisions tend to be viewed in the short-term on a case-by-case basis apart from the organization's overall goals.

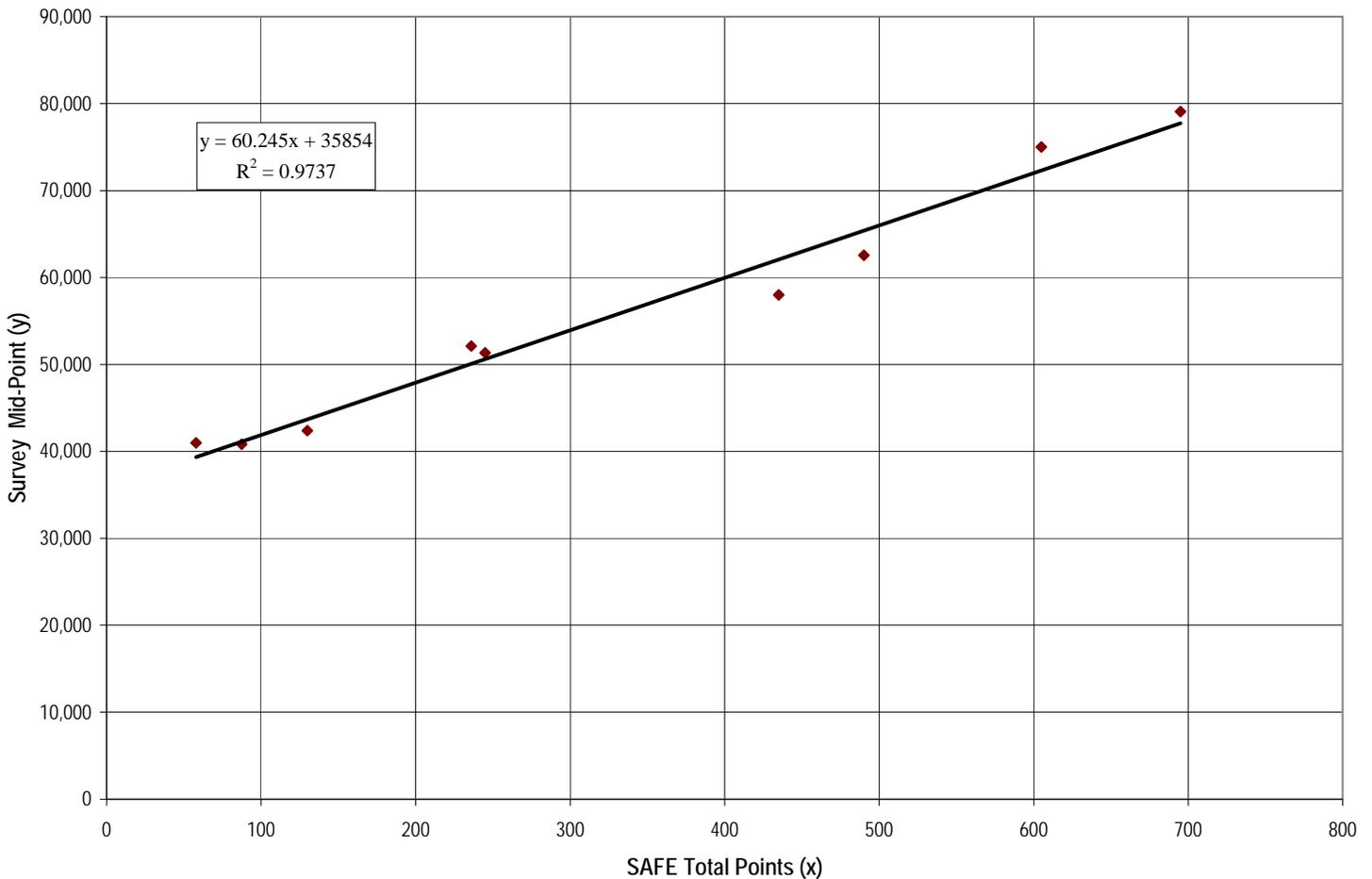
Concepts that are generally part of a formal pay philosophy include:

- a. Providing fair and equitable rates of pay to all employees
- b. Establishing a market position that enables the Town to attract and retain employees while being fiscally responsible with public resources
- c. Defining the Town's market area based on the nature of the position and job class requirements and the availability of potential candidates locally, state-wide and regionally
- d. Developing a system of pay grades that state the minimum and maximum rates that the Town will pay individuals within a position or job class and specifying how pay grades will be adjusted to reflect changing economic conditions
- e. Determining the desired relationship between pay and performance
- f. Defining the process that will be used to ensure that employees who meet or exceed performance expectations progress in their assigned grade
- g. Ensuring that the compensation program is understandable to employees, managers, elected officials, and the public.

5. Developing a Salary Schedule

The first step in developing a salary schedule is to create a salary line using the salary survey data for the Town’s benchmark positions and their corresponding job evaluation point factors. Because of the Town’s limited number of positions, we are also using data obtained for the other positions surveyed, including patrol officer, equipment operator, etc. This provides additional points to the salary line as though the Town had staff performing these functions instead of contracting for services. These data produce the salary line shown below.

Figure 3: 2009 Salary Line
Town of Buchanan, Wisconsin
Compensation Survey



Using the salary line shown on the previous page, Springsted created the following salary schedule for the Town:

Table 15: 2009 Proposed Pay Scale

Grade	Min	Mid	Max
1	30,000.00	35,250.00	40,500.00
2	32,100.00	37,717.50	43,335.00
3	34,347.00	40,357.73	46,368.45
4	36,751.29	43,182.77	49,614.24
5	39,323.88	46,205.56	53,087.24
6	42,076.55	49,439.95	56,803.35
7	45,021.91	52,900.74	60,779.58
8	48,173.44	56,603.80	65,034.15
9	51,545.59	60,566.06	69,586.54
10	55,153.78	64,805.69	74,457.60
11	59,014.54	69,342.09	79,669.63
12	63,145.56	74,196.03	85,246.50
13	67,565.75	79,389.75	91,213.76
14	72,295.35	84,947.04	97,598.72

This salary schedule has 14 pay grades, each with a 35 percent spread between the minimum and maximum rates. Each pay grade increases 7 percent over the previous pay grade.

Positions are assigned to pay grades as follows:

Table 16: 2009 Proposed Title and Grade Assignment

Title	Proposed			
	Grade	Min	Mid	Max
Groundskeeper	1	30,000.00	35,250.00	40,500.00
Maintenance Worker	1	30,000.00	35,250.00	40,500.00
Administrative Assistant	3	34,347.00	40,357.73	46,368.45
Deputy Clerk	5	39,323.88	46,205.56	53,087.24
Emergency Services Coordinator	6	42,076.55	49,439.95	56,803.35
Fire Chief	7	45,021.91	52,900.74	60,779.58
Administrator/Clerk	11	59,014.54	69,342.09	79,669.63

6. Implementation

Of the Town’s 8 positions, five are below the minimum rate of their assigned pay range. Two positions fall within the assigned range; one exceeds the assigned range.

We developed two implementation options for the Town’s consideration. Option 1 illustrates the minimal level of implementation, which ensures that all employees are paid at the minimum level of their assigned pay grade. The cost of Option 1 is estimated at \$24,851.59 which is 13.87 percent of payroll.

**Figure 3: Implementation
Option 1 - Move to Min**

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	8	179,131.11	203,982.70	24,851.59	13.87%
Employee Below Min	5	89,071.10	113,922.69	24,851.59	27.90%
Employee Within Range	2	82,060.01	82,060.01	0.00	
Employee Above Max	1	8,000.00	8,000.00	0.00	

Option 2 moved all employees to the minimum rate of their assigned grade or by 2 percent, whichever is greater. The cost of Option 2 is estimated at \$26,492.79 or 14.79 percent of payroll.

**Figure 4: Implementation
Option 2 - Min or 2%**

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	8	179,131.11	205,623.90	26,492.79	14.79%
Employee Below Min	5	89,071.10	113,922.69	24,851.59	27.90%
Employee Within Range	2	82,060.01	83,701.21	1,641.20	2.00%
Employee Above Max	1	8,000.00	8,000.00	0.00	

All options assume that the pay rates of all employees who are paid at a rate that is higher than the maximum pay rate of their assigned pay grade will be frozen until the maximum pay rate exceeds their current rate of pay. (Note: These implementation schedules were developed based on the assumption of a part-time Fire Chief on a regular 20 hour a week schedule. Another option for the Town would be to consider an increased stipend for the Fire Chief and list of the defined duties, work goals and other expectations).

7. Ongoing Plan Administration

The following actions are recommended for the Town’s ongoing plan administration:

- a. Review the pay philosophy concepts with the Town Board and identify long term compensation goals that the Town will pursue. Linking pay for performance requires a sustained organizational approach to establish performance standards and adopt administrative policies and practices that support an organizational culture based on performance.
- b. Make annual adjustments to the salary schedule to stay current with changing market conditions. This action is critical to the Town’s ability to attract and retain employees at all levels of the organization. This step can be accomplished by contacting comparable organizations in the immediate area to find out the percentage range adjustment they are

- considering. Cost of living data can also be considered, but should not be the sole determinant in determining the range adjustment.
- c. Determine how employees whose performance meets or exceeds expectations will advance in their pay grade. Increasing employee salaries by only the amount of the annual schedule adjustment essentially holds salaries constant without any recognition of pay for performance.
 - d. Develop procedures for determining the pay range to which a newly created position will be assigned and when a position reclassification is warranted. The Town can use the SAFE system to evaluate new positions and when a change in job duties should result in a reclassification of the position. Employees in the position can be asked to complete a new Position Analysis Questionnaire, which can be scored internally or by Springsted, if the Town desires a third party opinion. Procedures can also address considerations that will be reviewed when establishing a new salary for employees assigned to the reclassified position.
 - e. Conduct an annual evaluation of the Town's benefit program, with particular attention to a review of medical insurance benefits. Medical, dental, and vision insurance benefits are generally regarded as a part of total compensation; the cost of this benefit should be considered as part of the Town's total compensation program.
 - f. Review the effectiveness of the Town's performance evaluation system to ensure that a uniform process is in place and that performance standards are applied consistently for all Town employees.

6. Findings and Recommendations

- 1. The Town staff does not have available capacity to meet all of its existing demands and cannot be expected to take on new demands without adding staff or retaining contract services.**

Through an effective use of contracts for law enforcement and public works, the Town has done a good job of efficiently providing high quality services. As a result of these contracts, the Town has held down the number of full-time equivalents, as demonstrated by data presented earlier in the report comparing the general government staffing levels of communities in our study group. While having fewer staff holds down costs, it may also be creating office coverage and customer service issues and causing inefficiencies as a result of inadequate cross-training. Coverage limitations also require the Town Administrator to produce her own work products and take care of office matters that fall between the cracks, taking away time to work on other pressing duties.

Cross-training may be difficult to accomplish, in part due to the scheduling of part-time employees and the lack of a computer network. The lack of cross-training on fire and emergency management records is of particular concern. Only the Emergency Services Coordinator knows how to operate the system; others should be trained and share in this workload to ensure a back-up if the coordinator is not available or leaves the Town's employment.

Recommendations:

- a. Designation of a Town Engineer. We recommend retaining a consulting engineer to serve as the Town Engineer and provide services related to such things as long-range planning for road maintenance and reconstruction, oversight of public improvements, and developing a comprehensive drainage plan. With a strong background in planning, the Town Administrator has been able to address urgent road improvements and drainage issues. But without comprehensive, long-term road and drainage policies, plans, and standards, the Town could be losing opportunities to maximize or extend the life of its infrastructure and to schedule projects in a timely and cost-effective manner. The absence of these plans makes it difficult to predict future public works staffing needs.

Additionally, the Town Engineer functions as the Town's representative on a variety of projects. We believe that the Town has taken appropriate steps in its policy regarding the presentation of specifications and bid documents for road projects; this is consistent with our recommendation to retain an engineer who can

take on some of the project oversight and coordination that the Town Administrator has been providing.

- b. Increase general government staffing. Town staffing for administration, finance, and planning functions should be 3 to 4 FTEs, based on survey results. We recommend the Town Board consider extending the hours of current employees to achieve more overlapping office coverage. Employee hours could be increased without putting employees on a 40-hour work week. This change would also help the Town provide additional cross-training for staff and would allow staff to take on new areas, such as maintenance of the Town web site.

A future opportunity to increase general government staffing is to consider establishing the treasurer position as an appointed position and to assign the position additional financial responsibilities beyond the duties set forth in statutes.

- c. Continue to make use of consultants or contract employees. Some Town functions cannot support a full-time employee. For such things as planning, inspections, information technology, etc, it is better for the Town to continue using consultants as contract employees until a sustained, full-time need for an in-house position can be demonstrated.

2. Over half of the Town's employees are being compensated at rates that are below market. Fringe benefits are generally below the level of benefits found in comparable communities.

Our study finds that many of the salaries paid to Buchanan employees are below market. This finding reflects the absence of a compensation plan. Although the Town has not experienced difficulty attracting and retaining employees, it is important to develop a consistent approach to establishing employee pay so the Town does not fall too far below market. This approach will ensure that the Town has a plan in place to recruit employees whenever a position becomes vacant.

Recommendations:

- a. Implement the proposed compensation plan to ensure salaries that are competitive in the labor market and to provide equitable internal pay relationships for employees. Initial implementation of the plan should ensure that all employees are paid the minimum rate of their assigned pay range.

- b. Adopt a compensation policy to ensure that pay ranges are reviewed and adjusted annually to reflect the market. The policy should include procedures for how employee pay rates will be adjusted.
- c. Evaluate changes to the Town's benefit program to bring it into line with other comparable public employers, recognizing that prospective employees consider benefits as part of total compensation.

3. The Town's contract with the Outagamie County Sheriff's Department is providing residents with a high level of service at a reasonable cost.

Based on our review of the law enforcement services the Town receives, we believe that it would be difficult to obtain this level of service at a lower cost. The contract with the County provides the Town with experienced staff and 24/7 protection. While we note that Buchanan is the only town under 10,000 population to contract for law enforcement services, we also note that it has a higher density than these towns; which generally translates into an increased number of quality of life issues and order maintenance calls.

Recommendations:

- a. Continue to contract with the Outagamie Sheriff Department for law enforcement services.
- b. Work with the Sheriff's Department to develop a format and frequency for receiving performance data related to the Buchanan contract. This will increase dialogue between the Sheriff's Department and the Town on law enforcement service goals and objectives.
- c. Explore opportunities to hold down the costs of law enforcement services, including such things as reducing the summer contract hours of the deputy who serves as the school resource officer and reviewing the take-home vehicle policy for the deputies assigned to the Buchanan contract.

4. The Town's fire services are comparable to those of the study jurisdictions.

The Buchanan Volunteer Fire Department has made significant progress in many areas that have increase the department's professionalism and the value of its services. The Fire Chief and the Emergency Services Coordinator have put in many hours of work; survey results demonstrate that Buchanan is among those departments working towards the adoption of the MABAS protocol.

To maintain this progress, we believe that it is important for the structure of the Fire Department to encompass Fire and Rescue, Emergency Management Services, and First Responder programs under the direction of a part-time Fire Chief. An integrated structure offers clear lines of accountability and eliminates some of the duplication that can exist when each program is regarded as a separate department. A part-time Fire Chief is necessary to provide the overall direction and coordination of services.

Recommendations:

- a. Establish an integrated department structure headed by a part-time Fire Chief. This structure will increase the cohesiveness of the volunteer fire department and improve coordination among the fire and rescue, emergency management, and first responder services. The structure can be implemented by creating a part-time Fire Chief position to be appointed by the Town Board; the Emergency Services Coordinator position would report to the Fire Chief.
 - b. Address cross-training particularly as it pertains to operating the fire and emergency management software and providing an adequate number of firefighters who are certified to perform fire inspections.
 - c. Continue working towards adoption of the MABAS protocol which will provide increased efficiency and coordination in working with other departments.
 - d. Continue to encourage first responders to become certified as EMTs. Increasing the number of EMTs enhances the services provided and also keeps volunteer members involved and interested in the department.
- 5. The Town's contract with the Outagamie County Highway Department is providing residents with a high level of snow removal services at a reasonable cost. While road maintenance services are also provided efficiently, coordination and oversight of these activities by a designated Town Engineer should be considered.**

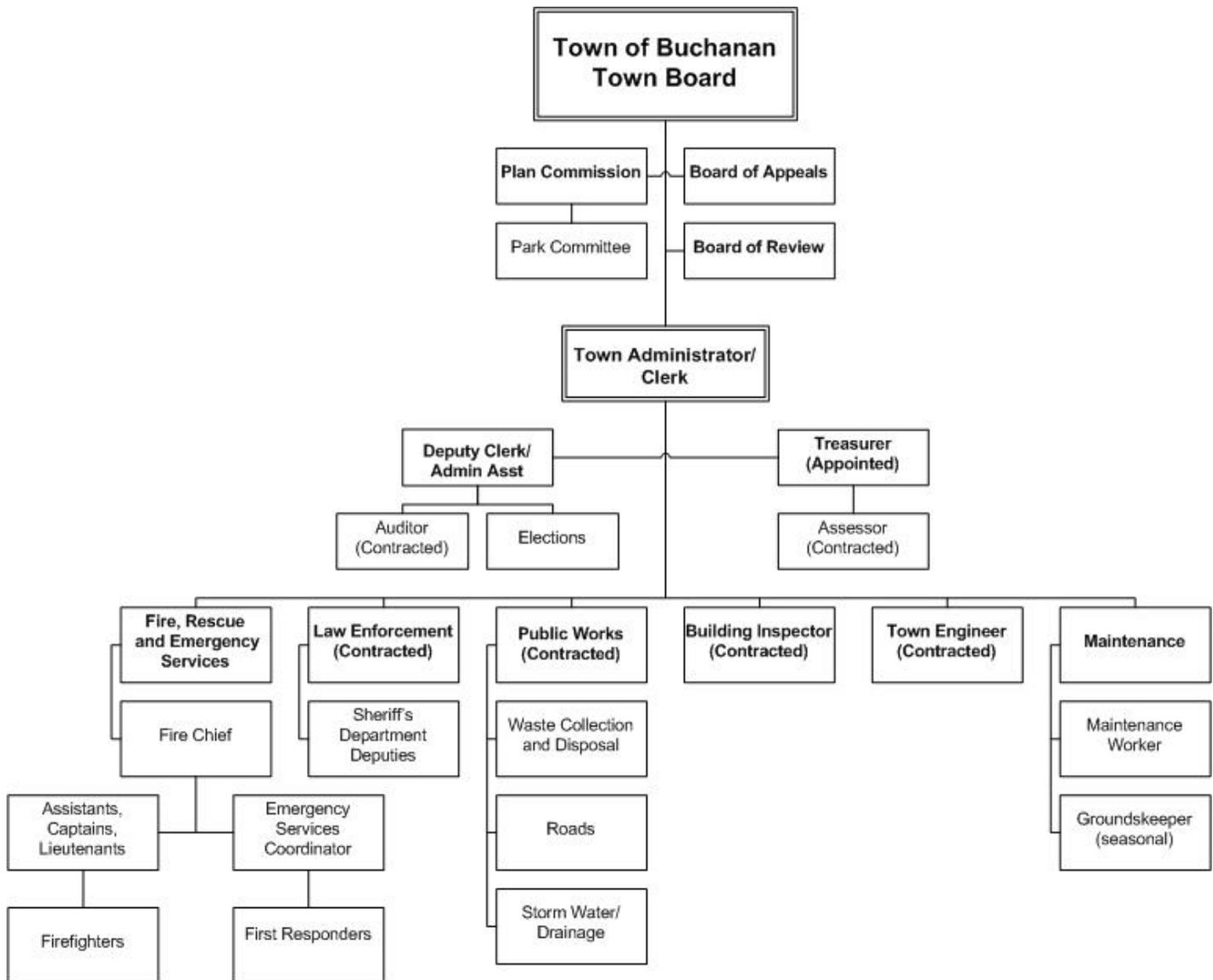
It would be difficult to offer the current level of services at a reduced cost by changing providers or establishing an in-house department based on the costs of personnel and equipment alone. The Town benefits from the current arrangement because it is paying for these services on a time and materials basis instead of hiring full-time employees and purchasing the necessary equipment. It should be noted that designating a Town Engineer and developing a long-range road maintenance and reconstruction plan could change the Town's maintenance requirements in a way that requires revisiting the establishment of an in-house public works department. If the Town decides to move towards an in-house department, contracting with the County to provide services for certain areas of Buchanan may allow the Town to phase in a public works department.

Recommendations:

- a. Continue to contract with the County for snow removal and road maintenance services.
- b. Designate a Town Engineer and charge that person with developing long-range plans for maintaining and reconstructing roads as well as preparing project specifications and inspecting field work. The Town Engineer would also be responsible for the coordination and oversight of public activities developing a comprehensive drainage plan and implementation program.

6. Review the Town’s organizational structure. The preceding recommendation suggest changes in the Town’s organizational structure. A new proposed organizational chart is presented for the Board’s consideration.

Figure 5: Proposed Organizational Chart



7. **Review space needs.** This report provides recommendations that the Town Board can use to determine future staffing, after it makes certain decisions about the level of services that will be provided to residents. From our limited conversations and field observations, the Town is providing a good level of services at a reasonable cost. Therefore, reducing costs is likely to result in service reductions.

However, we also note future needs that should be addressed, including a more comprehensive approach to engineering and public works and more cross-training of various office and fire functions as noted in this study. As these needs are addressed by the Town, space in the Town Hall will become an issue. Storage space for Town records and voting equipment is at a premium. While it may be possible for the Town to take advantage of electronic records management, we note the need for additional space to house computer equipment. At this time, the Town has only stand-alone personal computers. A network needs to be created and housed at the Town Hall to allow the Town to use technology that will increase the efficiency of its operations and provide increased service and accessibility to public information.

Although we cannot make any recommendations with respect to the Town's future space, we do concur that capacity is limited. Future public facility needs can be addressed in the Town's CIP budget.

APPENDIX I
Data Collection Forms



Springsted Incorporated
380 Jackson Street, Suite 300
Saint Paul, MN 55101-2887

Tel: 651-223-3000

Fax: 651-223-3002

www.springsted.com

MEMORANDUM

TO: Employees of the Town of Buchanan, Wisconsin
FROM: Sharon Klumpp
DATE: March 6, 2009
SUBJECT: **Instructions for Completing Your Position Analysis Questionnaire**

Please read these instructions before completing your Position Analysis Questionnaire (PAQ). This form is used to obtain information about your position and will be used to develop a class description. The questionnaire consists of multiple-choice and fill-in-the-blank questions; please be clear, accurate and complete. For multiple-choice questions, please check only the appropriate box on the left-hand side of the document; the right-hand box is for your supervisor or department/division head to complete. **Please complete and return the PAQ to your supervisor within five business days.**

Tips for Completing Your PAQ

- Spell out acronyms – acronyms may be exclusive to your department and mean something else nationally or to another part of the organization
- Minimum Requirements – Answer the questions based on the minimum requirements needed to perform the duties (you may have 10 years of experience, but would a new hire need that to do the job).
- Priority/Description of Duties – Question number nine (9) is the most important question, which requests the priority and description of your duties. This question provides you the opportunity to explain your day-to-day duties in your words.
 - Give this question extra thought and provide your response as clearly and completely as possible, so that someone who has never met you or performed your duties may understand what your job entails.
 - Think about your day, week, month and even year on the job; some major duties are performed annually.
 - Begin with your most important duty and continue on down to the least important duty.
 - Try to keep the description to one-line or short phrases; begin each statement with a verb. Avoid paragraphs.
 - As a percentage, indicate the amount of time that it takes for you to complete each of the described tasks. Please keep in mind that the most important duty may not take the highest percentage of time.
 - Percentages should total 100%; it is strongly recommended that these percentages should be no smaller than 5%.

If you need more space than what is allotted, please feel free to attach a separate piece of paper.

TO: Supervisors and/or Division/Department Heads of the Town of Buchanan, Wisconsin
SUBJECT: **Instructions for Completing Position Analysis Questionnaire**

After each employee under your day-to-day supervision has completed a PAQ, they should return them to you for your review and verification. You will want to check the boxes on the right-hand side of every page, either agreeing or disagreeing with the boxes the employee has checked on the left-hand side. There is a section on Page 7 where you can comment on the accuracy and completeness of the employee's response. Please note any comments in this section and do not make any changes to employee responses.

10. Primary Objectives of Job

In a few short sentences, summarize the major job duties and responsibilities that indicate the primary purpose which your job fulfills in meeting the organizations service goals. (Supervisor's comments regarding this information may be provided on Page 7 in the Supervisor's Comments section)

Examples:

- To develop and maintain financial records and reports, coordinate and supervise administrative functions of the finance office and prepare annual fiscal reports.
- To process purchase requisitions and provide administrative support.
- To conduction building inspections and make determinations regarding compliance status with building codes, enforce building and zoning codes and ordinances, provide information to the public and assist them in achieving compliance with codes and ordinances.
- To maintain records of grant and special aid programs revenue and expenditure reports for reimbursements and perform various administrative functions associated with grant and special aid programs.

Attach a separate sheet if more space is needed.

11. Education and Experience

Please indicate the minimum education and minimum experience level needed to complete the normal, day-to-day tasks (Supervisor's comments regarding this information may be provided on Page 7 in the Supervisor's Comments section):

- Less than High School Diploma or GED.....
- High School Diploma or GED.....
- Associates Degree.....
- Bachelors Degree.....
- Masters Degree.....
- PhD.....
- Other.....

Major/Coursework: _____

Type of Experience _____

Years of Experience

- None
- One to Three years
- Less than one year
- Three to Five Years
- Six or more

12. Licenses, Certificates and Registrations

Please indicate if there are any licenses, certificates and/or registrations required to perform your job (e.g. driver's license) (Supervisor's comments regarding this information may be provided on Page 7 in the Supervisor's Comments section)

Are these required: Upon Hire Within 6 months Within 1 year Within 2 years

If requirement is specific to the license, certification or registration, please indicate timeframe by each one individually.

13. Special Training

Please indicate if there is any special training required to perform your job. (Supervisor's comments regarding this information may be provided on Page 7 in the Supervisor's Comments section)

Are these required: Upon Hire Within 6 months Within 1 year Within 2 years

If requirement is specific to the training, please indicate timeframe by each one individually.

14. Work Level

Level of work required to complete your normal, day-to-day duties satisfactorily.

- Handles everyday, reoccurring basic assignments and problems.....
- Handles a variety of typical assignments and problems independently.....
- Senior or supervisory level; handles all assignments and problems except those requiring policy or procedural change.....
- Managerial in nature; directs all assignments and deals with all problems

15. Work Complexity

Complexity and difficulty level associated with the tasks necessary to complete your work. Consider the level of judgment, analytical ability and creativity required and whether there are standards, policies and procedures that guide your actions.

- Regular and repetitive tasks, processes or operations requiring the selection and execution of actions based on defined procedures
- Fairly standard procedures and tasks where basic analytical ability is required, such as comparison of numbers and facts to select the correct actions. Detailed guidelines and procedures are generally used to make decisions or determine actions.....
- Requires the application of a variety of procedures, policies and/or precedents and moderate analytic ability in adapting standard methods to fit facts and conditions.....
- Considerable analytical ability is needed to select, evaluate and interpret data from several sources; interpretation of guidelines, policies and procedures is required.
- Widely varied and involving many complex and significant variables, requiring analytical ability and inductive thinking in adapting policies, procedures and methods to fit unusual and complex situations.....

16. Working Conditions

Conditions you are subjected to during your day-to-day duties:

- Absence of disagreeable conditions
- Involves occasional exposure to some disagreeable elements (*dust, heat, fumes, cold, noise, vibration or wetness*) and accidents are improbable other than minor injuries.....
- One or more elements above; involves frequent exposure to hazards where lost-time accidents are definitely possible
- Several elements above are occasionally present to the extent of being objectionable or regular exposure to work situations that could result in incapacitating accidents or, on occasion, loss of life.
- One or more of the above elements are regularly present and objectionable, or continuing exposure to work situations that could result in incapacitating accidents or periodic exposure to situations involving hazards that could result in total disability, critical illness or loss of life.....
- Continuous exposure to work situations involving hazards that could result in total disability, critical illness or loss of life, despite the provision and/or implementation of available safety measures.....

17. Mental Stress and/or Effort

Conditions you are subjected to during your day-to-day duties:

- Limited mental effort and/or stress.....
- Some mental effort and stress involved resulting in inconvenience and frustration.....
- Considerable mental effort and stress
- Serious mental stress involved that could, over a period of time, result in temporary nervous disorder and severe mental anguish.....
- Severe mental stress involved that could result in permanent nervous disorder/mental instability

18. Interpersonal Skills and Communication Skills

Skills required during your day-to-day duties:

- Little or no contact required except with immediate associates and direct supervisor.....
- Regular contact within the department and periodic contacts with other departments, outside agencies and the general public.....
- Regular contact within the department and other departments, outside agencies and general public (supplying or seeking information) on specialized matters.
- Outside and inside contacts to carry out organization programs or occasional contacts with officials at higher levels on matters requiring cooperation, explanation and persuasion, or work requiring enforcement of laws, ordinances, policies and procedures.....
- Regular contact with persons of importance and influence involving considerable tact, discretion and persuasion.
- Continuing contact involving difficult negotiations calling for well-developed sense of timing and strategy; representing department or organization in policy settings.....

*Please list people or groups with whom you must interact and/or communicate in the performance of your job.
(e.g.: citizens, customers, clients, elected officials, supervisors, subordinates, consultants, engineers, etc.)*

19. Knowledge

Level of knowledge required to complete your normal, day-to-day duties satisfactorily.

- (S) Some Basic knowledge of principles and terminology
- (G) General Sufficient knowledge to perform and deal effectively with normal and routine situations
- (T) Thorough Sufficient comprehension to deal with and resolve unusual and difficult problems
- (C) Comprehensive Mastery and understanding of the subject; most advanced degree of knowledge

a. Comprehension Skills

Please list the type(s) of manuals, texts, drawings, documentation, technical abilities, etc. to which you refer in the performance of your job (e.g.: maintenance manuals, policy and/or procedure manuals, engineering or architectural drawings, electrical or mechanical diagrams, maps, etc.). Please consider the level of knowledge required to comprehend and mark appropriately. (Supervisor's comments regarding this information may be provided on Page 7 in the Supervisor's Comments section)

S	G	T	C
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

b. Information Processing Skills

Please list the type(s) of records, reports, charts, graphs, technical abilities, etc. you prepare or process in the performance of your job (e.g.: billing statements, attendance records, time sheets, vehicle maintenance reports, letters, flow charts/diagrams, technical reports, performance appraisals, meter readings, balance sheets, etc.) Please consider the level of knowledge required to prepare the items and mark appropriately. (Supervisor's comments regarding this information may be provided on Page 7 in the Supervisor's Comments section)

S	G	T	C
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

c. Equipment

Please list the type(s) of machinery and/or equipment that you use or service in the performance of your duties. (e.g. standard office, specific law enforcement, specific fire fighting, bulldozer, garbage packer, container truck, lawnmowers, front loader, etc.). Please consider the level of knowledge to operate the items listed and mark appropriately. (Supervisor's comments regarding this information may be provided on Page 7 in the Supervisor's Comments section)

S	G	T	C
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Standard Office (computer, fax, telephone, copier, etc.)

d. Technology Hardware/Software Requirements

Please list the type(s) of hardware and/or software that you use or service in the performance of your duties (e.g. spreadsheets, word processing, presentation, accounting, servers, CPUs, printers, etc.) Please consider the level of knowledge to operate the items listed and mark appropriately. (Supervisor's comments regarding this information may be provided on Page 7 in the Supervisor's Comments section)

S	G	T	C	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Standard Office Software (spreadsheets, word processing, presentations, databases, etc.)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Standard Accounting Software
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Are you performing troubleshooting prior to contacting your organizations IT/IS department or vendor? Yes No

e. Mathematical Requirements

What mathematical skills are required in order to perform your job?

<input type="checkbox"/>	Ability to make arithmetic computations using whole numbers, fractions and decimals.
<input type="checkbox"/>	Ability to compute rates, ratios and percentages
<input type="checkbox"/>	Ability to understand and apply governmental accounting practices in maintenance of financial records
<input type="checkbox"/>	

f. Other Required Knowledge, Skills, Abilities or Other Factors

Are there other requirements required to perform your job not referenced in a-e?

20. Level of Responsibility

How much freedom or independence is required or allowed in the performance of your normal day-to-day duties:

- Close supervision, or tasks are so routine and standardized that they do not require supervision.
- Moderate supervision within standard operating procedures; supervisor or senior workers are generally nearby to answer questions, make "judgment calls" and/or prioritize work
- Limited supervision with general autonomy in determining how objectives are achieved; supervisors generally set operating benchmarks, goals and objectives
- General direction, based on broad goals and policies
- Involves setting policies and goals for the department or organization operation.....

21. Organizational Impact and Consequences

How your day-to-day duties impact the organization and the consequences of those duties:

- Supportive, informational, recording or other services to assist others in producing correct and effective results; minor consequences
- Assisting and supporting others or individually providing data or facilitating services for use by others; minor to moderate consequences
- Daily actions or services affect individual clients/citizens; activity has moderate impact on specific cases in service area.....
- Participating with others (within and/or outside of community/agency) in program development, service delivery and supervision of subordinate staff; moderate to serious impact
- Major individual impact on and accountability for end results affecting organizational unit or total community/agency.

22. Financial

Please indicate the dollar amount over which you have accountability, approval and/or authority. *(Supervisor's comments regarding this information may be provided on Page 7 in the Supervisor's Comments section)*

- | | | |
|---|--|---|
| <input type="checkbox"/> \$0 (N/A) | <input type="checkbox"/> \$20,000 - \$49,000 | <input type="checkbox"/> \$1,000,000 - \$4,999,999 |
| <input type="checkbox"/> \$1 - \$999 | <input type="checkbox"/> \$50,000 - \$99,999 | <input type="checkbox"/> \$5,000,000 - \$19,999,999 |
| <input type="checkbox"/> \$1,000 - \$4,999 | <input type="checkbox"/> \$100,000 - \$499,999 | <input type="checkbox"/> \$20,000,000 - 49,999,999 |
| <input type="checkbox"/> \$5,000 - \$19,999 | <input type="checkbox"/> \$500,000 - \$999,999 | <input type="checkbox"/> \$50,000,000 + |

23. Supervision and/or Oversight

The scope and type of responsibility that you exercise as a supervisor or lead worker of other employees. *(Supervisor's comments regarding this information may be provided on Page 7 in the Supervisor's Comments section)*

Do you supervise or have oversight of other positions: Yes, continue in this box No, continue to next section

Please check all that apply:

- N/A Work Group/Team Unit/Section Department Division Organization

List the positions by title, along with number of individuals within the position, that you have responsibility for:

_____	_____
_____	_____
_____	_____
_____	_____

For the positions listed above, do you effectively recommend or take action on the following:

- | Effectively Recommend | Take Action | | Effectively Recommend | Take Action | |
|--------------------------|--------------------------|-------------------|--------------------------|--------------------------|--------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | Hire | <input type="checkbox"/> | <input type="checkbox"/> | Suspend |
| <input type="checkbox"/> | <input type="checkbox"/> | Assign Work | <input type="checkbox"/> | <input type="checkbox"/> | Terminate |
| <input type="checkbox"/> | <input type="checkbox"/> | Direct Work | <input type="checkbox"/> | <input type="checkbox"/> | Discipline (Oral Reprimand) |
| <input type="checkbox"/> | <input type="checkbox"/> | Reward | <input type="checkbox"/> | <input type="checkbox"/> | Discipline (Written Reprimand) |
| <input type="checkbox"/> | <input type="checkbox"/> | Transfer | <input type="checkbox"/> | <input type="checkbox"/> | Evaluate Performance |
| <input type="checkbox"/> | <input type="checkbox"/> | Promote | <input type="checkbox"/> | <input type="checkbox"/> | Demote |
| <input type="checkbox"/> | <input type="checkbox"/> | Adjust Grievances | <input type="checkbox"/> | <input type="checkbox"/> | Coach and/or Counsel |
| <input type="checkbox"/> | <input type="checkbox"/> | Train | <input type="checkbox"/> | <input type="checkbox"/> | Develop Staff Schedules |
| <input type="checkbox"/> | <input type="checkbox"/> | Inspect Work | <input type="checkbox"/> | <input type="checkbox"/> | Other |

Town of Buchanan, Wisconsin

Position Analysis Questionnaire

In order to assist in developing class descriptions which recognize and accommodate the requirements of the Act, each employee is requested to complete the attached ADA supplemental information form. Please check only those physical requirements or activities and sensory requirements that are **absolutely necessary** to perform the essential functions of your job and those environmental conditions which apply. **If options provided are not applicable, please do not check the corresponding box.**

The employee should check the appropriate box on the left side of the form. Supervisors should review information provided by the employee and verify the requirements of the position by checking the appropriate box on the right side of the form.

1. The physical requirements of this position.

Does this job require that weight be lifted or force be exerted? If so, how much and how often? Check the appropriate boxes below.

	Employee Amount of Time				Supervisor's Input			
	None	up to 1/3	1/3 to 2/3	2/3 & up	None	up to 1/3	1/3 to 2/3	2/3 & up
Up to 10 pounds of force	<input type="checkbox"/>							
Up to 25 pounds of force	<input type="checkbox"/>							
Up to 50 pounds of force	<input type="checkbox"/>							
Up to 100 pounds of force	<input type="checkbox"/>							
In excess of 100 pounds of force	<input type="checkbox"/>							

What is being lifted: _____

2. The physical activity of this position.

How much on-the-job time is spent in the following physical activities? Show the amount of time by checking the appropriate boxes below.

	Employee Amount of Time				Supervisor's Input			
	None	up to 1/3	1/3 to 2/3	2/3 & up	None	up to 1/3	1/3 to 2/3	2/3 & up
Stand	<input type="checkbox"/>							
Walk	<input type="checkbox"/>							
Sit	<input type="checkbox"/>							
Speak or hear	<input type="checkbox"/>							
Use hands to finger, handle or feel	<input type="checkbox"/>							
Climb or balance	<input type="checkbox"/>							
Stoop, kneel, crouch or crawl	<input type="checkbox"/>							
Reach with hands and arms	<input type="checkbox"/>							
Taste or smell	<input type="checkbox"/>							
Push or pull	<input type="checkbox"/>							
Lifting	<input type="checkbox"/>							
Repetitive Motions	<input type="checkbox"/>							

Employee (check all that apply)

Supervisor (verify job requirement)

3. The sensory requirements of the position are:

Visual Acuity

- Standard vision requirements
- Close vision
- Distance vision
- Ability to adjust focus
- Depth perception
- Color perception
- Night vision
- Peripheral vision

Employee
(check only one)
Vocal Communication

Supervisor
(verify job requirement)

- Expressing or exchanging ideas by means of the spoken word.
- Detailed or loud talking to convey detailed or important spoken instructions to others accurately, loudly or quickly.

Hearing Perception

- Ability to recognize information at normal spoken word levels.
- Ability to receive detailed information through oral communications and/or to make fine distinctions in sound.

Sensory Utilization

- Preparing and analyzing written or computer data.
- Visual inspection involving small defects and/or small parts.
- Use of measuring devices.
- Assembly or fabrication of parts within arms length.
- Operating machines.
- Operating motor vehicles or equipment.
- Observing general surroundings and activities.

4. The environmental conditions the worker will be subject to in this position.

How much exposure to the following environmental conditions does this job require? Show the amount of time by checking the appropriate boxes below.

	Employee Amount of Time				Supervisor's Input			
	None	up to 1/3	1/3 to 2/3	2/3 & up	None	up to 1/3	1/3 to 2/3	2/3 & up
Wet, humid conditions (non-weather)	<input type="checkbox"/>							
Work near moving mechanical parts	<input type="checkbox"/>							
Work in high, precarious places	<input type="checkbox"/>							
Fumes or airborne particles	<input type="checkbox"/>							
Toxic or caustic chemicals	<input type="checkbox"/>							
Outdoor weather conditions	<input type="checkbox"/>							
Extreme cold (non-weather)	<input type="checkbox"/>							
Extreme heat (non-weather)	<input type="checkbox"/>							
Risk of electrical shock	<input type="checkbox"/>							
Work with explosives	<input type="checkbox"/>							
Vibration	<input type="checkbox"/>							
Breathing apparatus	<input type="checkbox"/>							
Exposure to blood borne pathogens	<input type="checkbox"/>							
Exposure to bodily fluids	<input type="checkbox"/>							
Other:	<input type="checkbox"/>							
Other:	<input type="checkbox"/>							
Other:	<input type="checkbox"/>							

5. Typical Noise Level

Employee (check only one) Supervisor (verify job requirement)

- Very Quiet (e.g. park trail, storage or file room)
- Quiet (e.g. library, private offices)
- Moderate Noise (e.g. business office with typewriters and/or computer printers, light traffic)
- Loud Noise (e.g. heavy traffic, large earth-moving equipment)
- Very Loud Noise (e.g. jack hammer work, garbage recycle plant)

Town of Buchanan, Wisconsin

2009 Questionnaire on Compensation, Benefits, and Service Delivery

Responding Community/Agency: _____

Population (Cities, Towns Villages, and Counties Only):

Total Regular Full-Time Employees:

Total Regular Part-Time Employees:

Total Projected Temporary or Seasonal Employees:

Name & Title of person completing survey:

Phone: _____

E-mail: _____

Effective date of compensation data supplied: _____

Next scheduled date for pay increases: _____

When was the last time your organization conducted a comprehensive compensation study? _____

Are there future plans to conduct a study? Yes No

Would you like to receive a copy of the survey averages? Yes No

Instructions

Section I: Compensation Plan

This section requests data regarding your general compensation plan including the basic structure of your compensation schedule(s) and general pay practices.

Section II: Pay Data

This section explains the major duties and basic educational requirements for certain benchmark positions. If you have personnel in your organization whose duties substantially correspond to those outlined in the description, please record the information requested. Compensation rates can be reported in annual or hourly amounts. Please do not report overtime pay or special bonuses in your response. Terms used in the survey are defined below.

- **Number of Employees:** the total number of employees assigned to a particular position and the percentage of time worked of regular part-time employees based on the standard number of hours worked by a full-time employee (e.g. if full-time is a 40 hour work week and there is a part-time employee scheduled to work 30 hours a week, they would be considered 0.75 which is 30 hours divided by 40).
- **Annual/Hourly Minimum:** the minimum base pay rate of the range assigned to a particular position. If your current hire rate consistently exceeds the minimum for a particular range, please indicate this in the remarks section.
- **Annual/Hourly Maximum:** the top rate of the range assigned for the position. If your current wage rates exceed the maximum salary for a particular range, please indicate this in the remarks section.
- **Actual Salary/Wage:** the current actual salary paid to the employee within the position. If you have more than one person within the position, you may put "varies" or indicate an average actual salary.
- **FLSA Status:** is the position eligible for overtime compensation (Non-Exempt) or not eligible (Exempt).
- **Hours/Week:** how many hours per week is the position scheduled to work.
- **Years of Service:** how many years the current incumbent has held the position.

Section III: Fringe Benefits

This section requests information on the various types of fringe benefits available to your employees. Please indicate your responses directly on the questionnaire.

Section IV: Staffing, Statistics & Service Delivery

This section requests information regarding services provided by the entity to the regarded citizens. Please indicate your responses directly on the questionnaire. If you do not have any employees in the listed area, please provide any statistics that are available. If you contract for the services, please provide the name of the service provider and the amount of the current contract.

Town of Buchanan, Wisconsin
2009 Questionnaire on Compensation, Benefits, and Service Delivery

Please contact Rebecca Trepanier at 651-223-3006, for additional information or clarification. When completed, please return the questionnaire by fax to 651-268-5006, e-mail it to rtrepanier@springsted.com, or mail to:

Springsted Incorporated
Attn: Rebecca Trepanier
380 Jackson Street, Suite 300
Saint Paul, MN 55101

Thank you for your participation in this study.

Town of Buchanan, Wisconsin
2009 Questionnaire on Compensation, Benefits, and Service Delivery

Section I: Compensation Plan

1. Does your organization use an adopted pay plan?
 Yes *(please continue to next question and provide a copy of your current plan(s))*
 No *(please skip to question 4)*

2. Does your organization use a single pay schedule for all classes or multiple schedules?
 Single
 Multiple

3. Compensation Structure
 - a. What type of system to do you have? open range step system Other _____
 - b. What is the number of pay ranges (grades)? _____
 - c. What is the approximate percentage spread between ranges (grades)? _____%
 - d. What is the approximate percentage spread from minimum to maximum of each pay range/grade _____%
 - e. If applicable, how many pay steps are there in each range (grade)? _____
 - f. If applicable, what is the approximate percentage spread between steps? _____%

4. What practices does your organization use to provide pay increases or for progression through the pay range?

5. Does your organization have a longevity pay plan outside the basic pay plan? Yes No
If yes, please explain or attach a copy of the policy.

6. Does your organization have a pay for performance program? Yes No
If yes, please explain or attach a copy of the policy.

7. Does your organization provide any bonuses, education supplements, etc.?. Yes No
If yes, please explain or attach a copy of the policy.

8. How many hours constitute the standard official work week, excluding the regular lunch period?

Office Workers _____	Public Safety _____
Field Forces _____	Others _____ (Please Explain)

Town of Buchanan, Wisconsin

2009 Questionnaire on Compensation, Benefits and Service Delivery

Section II: Pay Data

Listed below are selected benchmark positions with titles, major duties and basic educational requirements. Please look at the description with the title and if you have personnel in your organization whose duties and qualifications substantially correspond to those outlined, please record the information requested, along with your operational title and any pertinent remarks.

1. Administrative Assistant

Provides general office assistance to town staff members and town officials as well as provides a first point of contact for residents, developers, businesses, and other governmental units which may have questions or concerns regarding the Town. High school graduate or GED equivalent with coursework in accounting or office support, Associate's Degree preferred plus one (1) to three (3) years experience working experience in a government environment or any combination of education and experience that provides equivalent knowledge, skills, and abilities. Work is performed under the general direction of the Town Administrator/Clerk.

Your Title: <i>(if different)</i>	Number of Employees	Annual/Hrly Minimum	Annual/Hrly Maximum	Actual Salary/Wage
FLSA Status: <input type="checkbox"/> Non-Exempt <input type="checkbox"/> Exempt				
<input type="checkbox"/> Fulltime <input type="checkbox"/> Part-time	Hrs/Wk: <input type="checkbox"/> 40 <input type="checkbox"/> 37.5 <input type="checkbox"/> Other:			Yrs of Service
Months/Days per year:		<input type="checkbox"/> Union <input type="checkbox"/> Non-Union		
Remarks:				

2. Administrator/Clerk

Oversees all Town functions, implements Town Board policies, administers Town services, acts as primary contact for inquiries to the Town, and coordinates Town functions and operations with other agencies and units of government. Work is performed under the broad direction of the Town Board. Master's Degree in Public Administration, Urban Planning or related field preferred plus three (3) to five (5) years local government administrative experience or any combination of education and experience that provides equivalent knowledge, skills, and abilities.

Your Title: <i>(if different)</i>	Number of Employees	Annual/Hrly Minimum	Annual/Hrly Maximum	Actual Salary/Wage
FLSA Status: <input type="checkbox"/> Non-Exempt <input type="checkbox"/> Exempt				
<input type="checkbox"/> Fulltime <input type="checkbox"/> Part-time	Hrs/Wk: <input type="checkbox"/> 40 <input type="checkbox"/> 37.5 <input type="checkbox"/> Other:			Yrs of Service
Months/Days per year:		<input type="checkbox"/> Union <input type="checkbox"/> Non-Union		
Remarks:				

Town of Buchanan, Wisconsin
2009 Questionnaire on Compensation, Benefits and Service Delivery

3. Emergency Management Services Coordinator

Oversees Town emergency management functions, implements Town Board policies related to emergency management, and coordinates emergency management functions with other agencies and units of government. Work is performed under the limited direction of the Town Board and Administrator/Clerk. High School Diploma/GED or equivalent with certification as an Emergency Medical Technician required, Associate's Degree preferred. Must have a valid Wisconsin State driver's license. Must have the ability to successfully pass a criminal background check. Must be within a maximum ten (10) minute response time to the Town Hall (residency in Town is not required). Must have three (3) to five (5) years experience in local emergency management services or any combination of education and experience that provides equivalent knowledge, skills, and abilities. Must be able to obtain NIMS certification within six months of accepting position. Must have successfully completed the certification for First Responder, Firefighter Part One (1) and Two (2). Must have the ability to complete the certification for Fire Fighter Part Three (3) within one year of hire unless an extension has been provided by the Town Board. Work is performed under the limited direction of the Town Administrator/Clerk.

Your Title: <i>(if different)</i>	Number of Employees	Annual/Hrly Minimum	Annual/Hrly Maximum	Actual Salary/Wage
FLSA Status: <input type="checkbox"/> Non-Exempt <input type="checkbox"/> Exempt				
<input type="checkbox"/> Fulltime <input type="checkbox"/> Part-time	Hrs/Wk: <input type="checkbox"/> 40 <input type="checkbox"/> 37.5 <input type="checkbox"/> Other:	Yrs of Service		
Months/Days per year:	<input type="checkbox"/> Union <input type="checkbox"/> Non-Union			
Remarks:				

4. Finance Clerk

Provides day-to-day accounting of town expenditures and revenues and serves as the deputy to the functions performed by the Administrator/Clerk. This position also provides back up to the Administrative Assistant. Associate's Degree required. One (1) to three (3) years experience working in a finance department in a government environment or any combination of education and experience that provides equivalent knowledge, skills, and abilities. Work is performed under the general direction of the Town Administrator/Clerk. Must be certified as a Treasurer upon hire unless granted an extension by the Town Board.

Your Title: <i>(if different)</i>	Number of Employees	Annual/Hrly Minimum	Annual/Hrly Maximum	Actual Salary/Wage
FLSA Status: <input type="checkbox"/> Non-Exempt <input type="checkbox"/> Exempt				
<input type="checkbox"/> Fulltime <input type="checkbox"/> Part-time	Hrs/Wk: <input type="checkbox"/> 40 <input type="checkbox"/> 37.5 <input type="checkbox"/> Other:	Yrs of Service		
Months/Days per year:	<input type="checkbox"/> Union <input type="checkbox"/> Non-Union			
Remarks:				

Town of Buchanan, Wisconsin
2009 Questionnaire on Compensation, Benefits and Service Delivery

5. Fire Chief

Oversees the Town Fire Department including management functions and implementation of Town Board policies related to the Fire Department, coordinates fire protection management functions with other agencies and units of government, and generally plans, directs, and reviews activities and operations including fire suppression, prevention, and technical services. Work is performed under the limited direction of the Town Board and Administrator/Clerk. High school graduate or GED equivalent required, Associate's Degree preferred. Must have a valid Wisconsin State driver's license. Must have the ability to successfully pass a criminal background check. Must be within a maximum ten (10) minute response time to the Buchanan Town Hall (residency in Town is not required). Must have more than (6) years experience in local emergency management services or any combination of education and experience that provides equivalent knowledge, skills, and abilities. Must be able to obtain NIMS certification within one (1) year of date of hire. Must have possession of Firefighter Part Two (2) certification and the capacity to obtain Firefighter Part Three (3) within one (1) year of accepting position, or with an extension granted by the Town Board.

Your Title: <i>(if different)</i>	Number of Employees	Annual/Hrly Minimum	Annual/Hrly Maximum	Actual Salary/Wage
FLSA Status: <input type="checkbox"/> Non-Exempt <input type="checkbox"/> Exempt				
<input type="checkbox"/> Fulltime <input type="checkbox"/> Part-time	Hrs/Wk: <input type="checkbox"/> 40 <input type="checkbox"/> 37.5 <input type="checkbox"/> Other:		Yrs of Service	
Months/Days per year:		<input type="checkbox"/> Union <input type="checkbox"/> Non-Union		
Remarks:				

6. Maintenance Worker

Provides general maintenance of town buildings, parks, other town owned infrastructure, or items located in road right-of-ways including signs. This position serves under the general direction of the Town Administrator/Clerk. This position gives work direction to temporary Groundskeepers. High School Diploma /GED or equivalent. Must have a valid Wisconsin Driver's License and one (1) to three (3) years experience working in maintenance, janitorial, public works, park and recreation, landscaping, or government environment or any combination of education and experience that provides equivalent knowledge, skills, and abilities.

Your Title: <i>(if different)</i>	Number of Employees	Annual/Hrly Minimum	Annual/Hrly Maximum	Actual Salary/Wage
FLSA Status: <input type="checkbox"/> Non-Exempt <input type="checkbox"/> Exempt				
<input type="checkbox"/> Fulltime <input type="checkbox"/> Part-time	Hrs/Wk: <input type="checkbox"/> 40 <input type="checkbox"/> 37.5 <input type="checkbox"/> Other:		Yrs of Service	
Months/Days per year:		<input type="checkbox"/> Union <input type="checkbox"/> Non-Union		
Remarks:				

Town of Buchanan, Wisconsin 2009 Questionnaire on Compensation, Benefits and Service Delivery

7. Groundskeeper

Provides general grounds maintenance of town buildings, parks, other town owned infrastructure, or items located in road right-of-ways including signs. This position serves as the assistant to the Maintenance Worker for the Town. Valid Wisconsin driver's license and minimal experience working in maintenance, janitorial, public works, park and recreation, landscaping, or government environment or any combination of education and experience that provides equivalent knowledge, skills, and abilities.

Your Title: <i>(if different)</i>	Number of Employees	Annual/Hrly Minimum	Annual/Hrly Maximum	Actual Salary/Wage
FLSA Status: <input type="checkbox"/> Non-Exempt <input type="checkbox"/> Exempt				
<input type="checkbox"/> Fulltime <input type="checkbox"/> Part-time	Hrs/Wk: <input type="checkbox"/> 40 <input type="checkbox"/> 37.5 <input type="checkbox"/> Other:		Yrs of Service	
Months/Days per year:		<input type="checkbox"/> Union <input type="checkbox"/> Non-Union		
Remarks:				

8. Treasurer

Provides end of year tax and accounting to town expenditures and revenues as provided in Section 60.34, Wisconsin Statutes, and as provided in Wisconsin Statutes Chapters 70-79 relating to taxation, and other related statutes. The Treasurer maintains the Town's Financial System, administers Town finances and maintains records in compliance with the state statutes. The Treasurer must take and file the official oath and bond as provided in Section 60.31, Wisconsin Statutes. This position also provides general assistance to town staff members, town officials, and serves as a point of contact for residents, developers, businesses, and other governmental units which may have questions or concerns regarding the Town of Buchanan. High school graduate or GED equivalent required and one (1) to three (3) years of experience working in a government environment or any combination of education and experience that provides equivalent knowledge, skills, and abilities. Certification of the Treasurers Institute is required upon hire unless granted an extension by the Town Board. Work is performed under the general direction of the Town Administrator/Clerk.

Your Title: <i>(if different)</i>	Number of Employees	Annual/Hrly Minimum	Annual/Hrly Maximum	Actual Salary/Wage
FLSA Status: <input type="checkbox"/> Non-Exempt <input type="checkbox"/> Exempt				
<input type="checkbox"/> Fulltime <input type="checkbox"/> Part-time	Hrs/Wk: <input type="checkbox"/> 40 <input type="checkbox"/> 37.5 <input type="checkbox"/> Other:		Yrs of Service	
Months/Days per year:		<input type="checkbox"/> Union <input type="checkbox"/> Non-Union		
Remarks:				

Town of Buchanan, Wisconsin
2009 Questionnaire on Compensation, Benefits and Service Delivery

9. Police Officer

Performs responsible protective service work involving a variety of general or support duty police assignments including enforcing laws, investigating criminal activity, ensuring public safety, maintaining records and files, testifying in court, preparing reports and related work as required. Much of the work is performed under emergency conditions and involves considerable personal hazard. Work is performed under limited supervision of the Police Chief. Graduation from an accredited community or technical college with a degree in criminal justice, law enforcement, or related field plus Wisconsin Law Enforcement Standards Board Certification.

Your Title: <i>(if different)</i>	Number of Employees	Annual/Hrly Minimum	Annual/Hrly Maximum	Actual Salary/Wage
FLSA Status: <input type="checkbox"/> Non-Exempt <input type="checkbox"/> Exempt				
<input type="checkbox"/> Fulltime <input type="checkbox"/> Part-time	Hrs/Wk: <input type="checkbox"/> 40 <input type="checkbox"/> 37.5 <input type="checkbox"/> Other:		Yrs of Service	
Months/Days per year:		<input type="checkbox"/> Union <input type="checkbox"/> Non-Union		
Remarks:				

10. Police Chief

Performs difficult professional and administrative work managing and directing all activities of the Police Department, including planning, organizing, directing and supervising law enforcement, investigation and crime prevention programs and services of the Town, maintaining records, preparing reports and related work as required. Work involves setting department goals under the direction of the Town Administrator/Clerk and participating in the Town's management team. Departmental supervision is exercised over the Patrol Officers. Graduation from an accredited college or university with coursework in criminal justice or law enforcement, along with extensive law enforcement and supervisory experience.

Your Title: <i>(if different)</i>	Number of Employees	Annual/Hrly Minimum	Annual/Hrly Maximum	Actual Salary/Wage
FLSA Status: <input type="checkbox"/> Non-Exempt <input type="checkbox"/> Exempt				
<input type="checkbox"/> Fulltime <input type="checkbox"/> Part-time	Hrs/Wk: <input type="checkbox"/> 40 <input type="checkbox"/> 37.5 <input type="checkbox"/> Other:		Yrs of Service	
Months/Days per year:		<input type="checkbox"/> Union <input type="checkbox"/> Non-Union		
Remarks:				

11. Public Works Superintendent

Performs difficult technical and administrative work directing and supervising the activities of the Town's various public works operations excluding water and sewer utilities; maintaining records and files, preparing reports, and related work as required. Work involves setting department goals under the direction of the Town Administrator/Clerk and participating in the Town's management team.

Your Title: <i>(if different)</i>	Number of Employees	Annual/Hrly Minimum	Annual/Hrly Maximum	Actual Salary/Wage
FLSA Status: <input type="checkbox"/> Non-Exempt <input type="checkbox"/> Exempt				
<input type="checkbox"/> Fulltime <input type="checkbox"/> Part-time	Hrs/Wk: <input type="checkbox"/> 40 <input type="checkbox"/> 37.5 <input type="checkbox"/> Other:		Yrs of Service	
Months/Days per year:		<input type="checkbox"/> Union <input type="checkbox"/> Non-Union		
Remarks:				

Town of Buchanan, Wisconsin
2009 Questionnaire on Compensation, Benefits and Service Delivery

12. Equipment Operator

Performs intermediate semiskilled work operating a vehicle in the collection and disposal of snow, cleaning and clearing of roads and Town property; maintenance and upkeep of streets, crack sealing, pothole and signage repair and related work as required. Work is performed under regular supervision. Any combination of education and experience equivalent to graduation from high school and moderate experience in the operation of heavy equipment. Possession of Class A CDL license valid in the State of Wisconsin.

Your Title: <i>(if different)</i>	Number of Employees	Annual/Hrly Minimum	Annual/Hrly Maximum	Actual Salary/Wage
FLSA Status: <input type="checkbox"/> Non-Exempt <input type="checkbox"/> Exempt				
<input type="checkbox"/> Fulltime <input type="checkbox"/> Part-time	Hrs/Wk: <input type="checkbox"/> 40 <input type="checkbox"/> 37.5 <input type="checkbox"/> Other:		Yrs of Service	
Months/Days per year:		<input type="checkbox"/> Union <input type="checkbox"/> Non-Union		
Remarks:				

13. Planning/Zoning Administrator

Performs intermediate professional and administrative work interpreting and enforcing the zoning ordinance and town codes; performs difficult professional work preparing maps and graphics, assisting with zoning enforcement, records management and research functions related to planning. Any combination of education and experience equivalent to graduation from an accredited college or university with major course work in urban planning, architecture, engineering or related field and considerable experience in zoning enforcement and urban planning.

Your Title: <i>(if different)</i>	Number of Employees	Annual/Hrly Minimum	Annual/Hrly Maximum	Actual Salary/Wage
FLSA Status: <input type="checkbox"/> Non-Exempt <input type="checkbox"/> Exempt				
<input type="checkbox"/> Fulltime <input type="checkbox"/> Part-time	Hrs/Wk: <input type="checkbox"/> 40 <input type="checkbox"/> 37.5 <input type="checkbox"/> Other:		Yrs of Service	
Months/Days per year:		<input type="checkbox"/> Union <input type="checkbox"/> Non-Union		
Remarks:				

Town of Buchanan, Wisconsin
2009 Questionnaire on Compensation, Benefits and Service Delivery

Section III: Fringe Benefits

If you have different levels for various groups of employees or different bargaining units, please provide the average granted. Please specify if the benefit is granted to all employees, or if it only applies to one or more class, but not all (Regular Full Time).

1. Holidays

- a. How many official holidays are observed by your organization each year? _____
- b. Do you offer floating holidays? Yes, how many _____ No
- c. How do you handle holidays that fall on regular days off? Friday before/Monday after Other, please explain

- d. How are employees compensated if they are required to work on an official holiday?
 Time and a ½ Double Time Double Time and a ½ Other, please explain

2. Annual Leave – Vacation

- a. Does the organization provide Vacation/Sick or Paid Time Off (PTO)?
- b. How many annual leave days/hours do employees accrue after:

6 months	_____	6 years	_____	12 years	_____	18 years	_____
1 year	_____	7 years	_____	13 years	_____	19 years	_____
2 years	_____	8 years	_____	14 years	_____	20 years	_____
3 years	_____	9 years	_____	15 years	_____	20+ years	_____
4 years	_____	10 years	_____	16 years	_____		
5 years	_____	11 years	_____	17 years	_____		

If you have provided hours, are the hours accrued per month or per pay period? If pay period, how many hours are within the pay period? _____

- c. How many accrued vacation days/hours can be carried into the next year?..... _____
- d. What is the maximum allowable accumulation? _____
- e. Do you have a method to compensate employees for annual leave lost after exceeding maximum accrual?
 Yes No If yes, please explain or attach policy.

Town of Buchanan, Wisconsin
2009 Questionnaire on Compensation, Benefits and Service Delivery

3. Sick Leave

- a. How many paid sick leave days/hours do employees accrue per year/month? _____
 - b. How many sick leave days/hours may be carried forward into the next year?..... _____
 - c. What is maximum allowable accumulation? _____
 - d. Is accrued sick leave paid at termination? Yes No
If yes, please attach a copy of the policy.
 - e. Are employees allowed to use sick leave for medical appointments? Yes No
 - f. Are employees allowed to use sick leave for dental appointments? Yes No
 - g. Are employees allowed to use sick leave for illness in the immediate family? Yes No
 - h. Do you have a sick leave bank? Yes No
If yes, please explain or attach policy.
-

4. Pension and Retirement

- a. Do you offer a retirement plan other than Social Security? Yes No
- b. Is this a State sponsored system? Yes No
- c. What percentage of the employee's pay does the employer contribute to the plan?..... _____ %
- d. How much of the employee's pay are they allowed to contribute to the plan? _____ %
- e. Does your retirement plan provide a death benefit? Yes No

5. Life and Disability Insurance

- a. Do you offer life insurance? Yes No
 What portion of this cost is paid by the employer?..... _____ %
Please describe the benefit

- b. Do you offer group accidental death and dismemberment insurance? Yes No
 Do benefits provide for double indemnity for accidental death? Yes No
 What portion of this cost is paid by the employer?..... _____ %
- c. Do you offer short-term disability insurance? Yes No
 What portion of this cost is paid by the employer?..... _____ %
- d. Do you offer long-term disability insurance? Yes No
- e. What portion of this cost is paid by the employer?..... _____ %

Town of Buchanan, Wisconsin
2009 Questionnaire on Compensation, Benefits and Service Delivery

6. Health Insurance

- a. Do you offer group health insurance? Yes No
- b. Do you offer multiple insurance plans (i.e. different levels, health savings account, etc.)? Yes No
If yes, please explain or attach policy.
-

- c. Does the organization compensate those not participating in its health insurance plan? Yes No
If yes, please explain or attach policy.
-

- d. What is the monthly cost (in dollars) for individual coverage?..... \$ _____
 What portion of this cost is paid by the employer?..... %
 What is the annual deductible? \$ _____
 What is the standard office visit co-pay?..... \$ _____

- e. What is the monthly cost for individual and spouse? \$ _____
 What portion of this cost is paid by the employer?..... %
 What is the annual deductible? \$ _____
 What is the standard office visit co-pay?..... \$ _____

- f. What is the monthly cost for individual and child? \$ _____
 What portion of this cost is paid by the employer?..... %
 What is the annual deductible? \$ _____
 What is the standard office visit co-pay?..... \$ _____

- g. What is the monthly cost for family coverage?..... \$ _____
 What portion of this cost is paid by the employer?..... %

- h. Is group health insurance available to retirees? Yes No
if yes, how many years of service are required?

What portion of this cost is paid by the employer?..... %

- i. Do you offer dental insurance? Yes No
 Is it part of your Health Insurance Plan? Yes No

What is the monthly cost for individual coverage?..... \$ _____
 What portion of this cost is paid by the employer?..... %
 What is the monthly cost of family coverage? \$ _____
 What portion of this cost is paid by the employer?..... %

- j. Do you offer vision insurance? Yes No
 Is it part of your Health Insurance Plan? Yes No

What is the monthly cost for individual coverage?..... \$ _____
 What portion of this cost is paid by the employer?..... %
 What is the monthly cost of family coverage? \$ _____
 What portion of this cost is paid by the employer?..... %

Town of Buchanan, Wisconsin
2009 Questionnaire on Compensation, Benefits and Service Delivery

7. Deferred Compensation

- a. Do you offer a deferred compensation plan? Yes No
- b. Is the plan available to all employees? Yes No
If no, please indicate class included.

- c. What type of deferred compensation plan is offered?

- d. Does the employer contribute to the plan? Yes No
If yes, please describe.

8. Other Benefits Programs

- a. Does your organization offer any other benefits to its employees? Yes No
If yes, please describe.

- b. Does your organization offer a post retirement healthcare savings plan? Yes No
Employee contribution Employer contribution
If yes, please describe.

- c. Does your organization provide call back pay? Yes No
If yes, please explain or attach a copy of the policy.

- d. Does your organization provide on-call or standby pay? Yes No
If yes, please explain or attach a copy of the policy.

- e. Does your organization provide a clothing allowance? Yes No
If yes, please explain or attach a copy of the policy.

Town of Buchanan, Wisconsin
2009 Questionnaire on Compensation, Benefits and Service Delivery

9. City / County / Town Manager / Administrator Compensation

a. Is your Manager/Administrator included in your pay plan?

Yes

No

b. Does your Manager/Administrator have a County/City/Town car or receive a vehicle allowance?

Yes

No

if yes, are they able to use for personal business or how much of an allowance do they receive?

If yes, does the County/City/Town cover associated expenses (i.e. gas and maintenance)? Yes No

c. Does your Manager/Administrator accrue/receive annual and sick leave differently from other employees?

Yes No

If yes, please describe.

d. Is your Manager/Administrator's retirement plan different from other employees?

Yes No

If yes, please describe.

e. Please describe any additional benefits that your Manager/Administrator receives.

Town of Buchanan, Wisconsin
2009 Questionnaire on Compensation, Benefits and Service Delivery

Section IV a: Staffing and Statistics

1. Administration:

- a. Number of FTE's in department
- b. Administrator performs clerk duties Yes No
- c. Administrator responsible for zoning Yes No

2. Finance

- a. Number of FTE's in department
- b. Amount of General Fund budget \$

3. Planning

- a. Number of FTE's in department
- b. Number of applications reviewed for re-zoning, condition use, etc.
- c. Number of applications reviewed for building permits or plan reviews with citizens/developers?
- d. Number of zoning cases/appeals
- e. Provided under contract? Yes No
- f. Amount of current contract? \$
- g. Name of contractor
- h. Public or private contractor? Pub. Priv.

4. Engineering

- a. Number of FTE's in department
- b. Annual average CIP Budget \$
- c. Provided under contract? Yes No
- d. Amount of current contract? \$
- e. Name of contractor
- f. Public or private contractor? Pub. Priv.

Town of Buchanan, Wisconsin
2009 Questionnaire on Compensation, Benefits and Service Delivery

5. Public Works – excluding water and waste water services

- a. Number of FTE's in department
- b. Number of temporary employees:
 - i. Winter
 - ii. Summer
- c. Miles of streets and roads maintained
- d. Acres of parkland maintained
- e. Snow Removal:
 - i. Provided under contract? Yes No
 - ii. Amount of current contract? \$
 - iii. Name of contractor
 - iv. Public or private contractor? Pub. Priv.
- f. Streets:
 - i. Provided under contract? Yes No
 - ii. Amount of current contract? \$
 - iii. Name of contractor
 - iv. Public or private contractor? Pub. Priv.

6. Inspections

- a. Number of FTE's in department
- b. Number of inspections conducted
- c. Provided under contract? Yes No
- d. Amount of current contract? \$
- e. Name of contractor
- f. Public or private contractor? Pub. Priv.

7. Police

- a. Number of sworn FTE's
- b. Number of non-sworn FTE's
- c. Total calls
- d. Annual number of arrests
 - 1. Adult
 - 2. Juvenile
- e. Number of hours sworn officers spend in the schools
- f. Provided under contract? Yes No
- g. Amount of current contract? \$
- h. Name of contractor
- i. Public or private contractor? Pub. Priv.
- j. Are officers allowed to take home and commute to work with their squad vehicles? Yes No

Comment:

Town of Buchanan, Wisconsin
2009 Questionnaire on Compensation, Benefits and Service Delivery

8. Fire

- a. Number of regular Full Time Employees
- b. Authorized number of volunteer firefighters
- c. Annual number of fire calls
- d. ISO rating (indicate if more than one rating)

Comment:

- e. Number of annual inspections
- f. Number of annual plan reviews
- g. Number of First Responders
- h. Number of EMTs
- i. Annual number of emergency medical runs

- j. Provided under contract? Yes No
- k. Amount of current contract? \$
- l. Name of contractor
- m. Public or private contractor? Pub. Priv.

9. Snow removal

- a. Provided under contract? Yes No
- b. Amount of current contract? \$
- c. Name of contractor
- d. Public or private contractor? Pub. Priv.

10. Street Maintenance

- a. Provided under contract? Yes No
- b. Amount of current contract? \$
- c. Name of contractor
- d. Public or private contractor? Pub. Priv.

11. Information Technology

- a. Provided under contract? Yes No
- b. Amount of current contract? \$
- c. Name of contractor
- d. Public or private contractor? Pub. Priv.

12. Other functions provided by the entity (please specify: name of function, if provided under contract, amount of the contract, name of the contractor and if they are a public or private contractor)

Town of Buchanan, Wisconsin
2009 Questionnaire on Compensation, Benefits and Service Delivery

Section IVb: Service Questions

1. Public Works – excluding water and waste water services

- a. Do you have a street maintenance/reconstruction program and policy? Yes No
Comments:
- b. Do you ever assess the costs of all or part of the street maintenance and reconstruction improvements to benefiting properties? Yes No
Comments:
- c. Do you develop specifications for road and street projects and obtain competitive bids? Yes No
Comments:
- d. Do you have open drainage ditches? Yes No
Comments:
- e. If you have open drainage ditches, what percent (estimate) of the community is within the system of open drainage ditches? %
Comments:
- f. Does your community have a comprehensive drainage plan? Yes No
Comments:
- g. Have you ever jointly advertised for bids? Yes No
Comments:
- h. Does your community have a program in place to permit use of the public right of way? Yes No
Comments:

2. Fire

- a. What is the average number of personnel responding on service calls:
 i. During standard business hours?
 ii. Outside of standard business hours?
- b. What is the average number of personnel responding on reported structure fire?
- c. Are you satisfied with the response time for calls? Yes No
If no, what steps are you taking to improve the response time?
- d. Does the department currently have run cards with designated departments and equipment to be requested for different types of alarms? Yes No
Comments:
- e. Have you adopted the MABAS protocol? Yes No
Comments:
- f. How often do you call mutual aid? Yes No
Comments:
- g. Have there been any recent changes in ISO ratings in all or any part of your community? Yes No
Comments:
- h. Do you participate in joint training programs with other departments? Yes No
Comments:

Town of Buchanan, Wisconsin
2009 Questionnaire on Compensation, Benefits and Service Delivery

3. Law Enforcement

- a. Does your community have 24/7 patrol coverage Yes No
Comments:
- b. Do you ever have times when there is not a sworn officer present in your community? Yes No
Comments:
- c. Does your community have crime prevention programs such as Neighborhood Watch? Yes No
Comments:
- d. Do you have a fee for false alarms? Yes No
Comments:
- e. Does your community have a full-time school liaison program? Yes No
Indicate how the program is funded:
- f. Do you have a formal mutual aid agreement with other communities? Yes No
Indicate how frequently it is used:

APPENDIX II
Job Descriptions

Town of Buchanan

Position Title: Administrative Assistant

Reports To: Town Administrator/Clerk

Purpose of Position: The purpose of this position is to provide general office assistance to town staff members and town officials as well as provide a first point of contact for residents, developers, businesses, and other governmental units which may have questions or concerns regarding the Town of Buchanan.

Essential Functions: To perform this job successfully, an individual must be able to perform each essential function listed satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

1. Perform basic office support tasks including: recording and typing various items for staff, sorting and distributing mail, making copies, sending faxes, answering telephone calls, performing data entry, addressing inquiries from various sources in person and on the telephone, maintaining office supplies, creating and maintaining electronic and paper files and scheduling Town facilities for resident use.
2. Organize and maintain electronic records management system for Town documents
3. Fill out real estate inquires, issue dog licenses and building permits; receipt money as necessary.
4. Sell and receipt brown goods and appliance stickers and maintain lists for pick-up.
5. Provide administrative support to the Administrator/Clerk in posting and publishing of notices, ordinances, hearings, etc.
6. Give out absentee ballots in Administrator/Clerk or Deputy Clerk absence.
7. Maintain town voter list utilizing the State Voter Registration System (SVRS).
8. Manage and maintain the Town of Buchanan website by regularly posting and removing materials in consultation with the Administrator/Clerk.
9. Assist Treasurer with annual tax collections.
10. Performs duties of the Deputy Clerk in their absence.

Minimum Training and Experience Required to Perform Essential Job Functions: High school graduate or GED equivalent with coursework in accounting or office support, Associate's Degree preferred and one (1) to three (3) years experience working in a government environment or any combination of education and experience that provides equivalent knowledge, skills, and abilities.

Knowledge, Skills and Abilities Required to Perform Essential Job Functions:

Language Ability and Communication

Ability to communicate orally, and in writing as necessary, with Town Board, Town Chairperson, Town employees, developers, contractors, consultants, residents, and various Board/Commission members. Must have comprehensive skill when commanding the English language.

Technical

Proficient with standard office software and standard accounting software or equivalent. Familiarity with working on the internet and basic internet based research. Ability to create and maintain electronic records with standard software.

Judgment and Situational Reasoning Ability

Ability to use functional reasoning in performing job duties including managing office operations, prioritization of work tasks, and reasoning and listening to citizen and other parties who may have requests or complaints. Ability to remain calm when dealing with potentially disgruntled or difficult people over the telephone or in person.

Physical Requirements

Ability to operate office equipment and machinery requiring simple but continuous adjustments, such as telephone, calculator, computer, and copying instruments.

Ability to coordinate eyes, hands, feet, and limbs in performing slightly skilled movements such as typing.

Ability to recognize and identify individual characteristics of colors, sounds, and shapes associated with job-related objects, materials, and tasks.

Environmental Adaptability

Ability to work under generally safe and comfortable conditions where exposure to environmental factors such as irate individuals, intimidation and deadline pressures may cause discomfort and poses a limited risk of injury.

Additional Task and Responsibilities: While the following tasks are necessary for the work of the unit, they are not an essential part of the purpose of this position and may also be performed by other unit members.

Responds to citizen complaints, investigates and provides recommendations. Responds to requests for services from the Town.

The Town of Buchanan is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the Town will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

Last Updated: 07/07/2009

Adopted:

Town of Buchanan

Position Title: Administrator/Clerk

Reports To: Town Board

Purpose of Position: The purpose of this position is to oversee all Town functions, implement Town Board policies, administer Town services, act as primary contact for inquiries to the Town, and coordinate Town functions and operations with other agencies and units of government. Work is performed under the broad direction of the Town Board.

Essential Functions: To perform this job successfully, an individual must be able to perform each essential function listed satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

1. Assist the Town Board in developing policy by providing information, options, and recommendations for providing Town services and coordinate the implementation of Board policy .
2. Coordinate Town services and operations and administer contracts for service.
3. Act as Town liaison to other agencies and units of government.
4. Perform Town Clerk duties as per Wisconsin Statute 60.33.
5. Act as Town zoning administrator as per Town of Buchanan zoning code sec. 63-08.
6. Attend and participate in Town Board and other Town commission, board, and committee meetings. Prepare and submit reports on government activities to the Board and other duly commissions, boards, and committees. Prepare and review Board and subcommittee agendas and oversee preparation of minutes.
7. Represent the Town to the public and developers regarding proposals, requests for services, and requests for information.
8. Respond to and take appropriate action on citizen requests for services and complaints,
9. Assist Town departments/employees regarding work problems and policy administration.
10. Develop, administer and review personnel policies. Negotiate personnel contracts.
11. Develop annual budget and recommend staffing and expenditure levels; administer the annual budget by monitoring expenditures and providing the Town Board with periodic budget reports, ,.
12. Prepare grant applications and administer grant funding.
13. Recommend a capital improvement program that identifies project priorities and funding sources; manage public works projects.
14. Obtain and review insurance proposals and other service contracts.
15. Maintain knowledge of County, State, and Federal legislation affecting the Town; availability of County, State, and Federal funding for Town functions; budget development and administration principles; personnel supervision principles; and Town and area development trends.

Minimum Training and Experience Required to Perform Essential Job Functions: Master's Degree in Public Administration, Urban Planning or related field preferred. Three (3) to five (5) years local government administrative experience or any combination of education and experience that provides equivalent knowledge, skills, and abilities.

Knowledge, Skills and Abilities Required to Perform Essential Job Functions:

Language Ability and Communication

Ability to modify existing policies, strategies and/or methods to meet unusual conditions within the context of existing management principles. Ability to analyze and categorize data and information to determine consequences and identify and select alternatives. Ability to decide the time, place, and sequence of operations within an organizational framework, as well as, the ability to oversee their execution.

Ability to provide formal instruction in a classroom or other structured setting. Ability to manage and direct a group of workers, including the ability to counsel and provide mediation. Ability to persuade, convince, and train others. Ability to advise and interpret policies, statutes, procedures, and standards for application to specific situations. Ability to work independently and manage multiple projects at one time.

Ability to utilize a variety of advisory data and information such as budget reports, vouchers, invoices, zoning amendments, site plans, maps, subdivision plats, job applications, contracts, ordinances, resolutions, requests for proposals, municipal code, Wisconsin Administrative Code, statutes, employee policy manual, legal documents, attorney opinions, and non-routine correspondence.

Ability to communicate orally and in writing with Town Board, Town Chairperson, attorneys, other municipalities, officials, government agency personnel, Town employees, developers, contractors, consultants, residents, Chamber of Commerce members and various Board/Commission members.

Technical

Ability to calculate percentages, fractions, decimals, volumes, ratios, present values, and spatial relationships. Ability to interpret basic descriptive statistical reports. Ability to utilize standard business accounting and communication programs such as Microsoft Office software or equivalent in daily tasks.

Judgment and Situational Reasoning Ability

Ability to use functional reasoning in performing synthesis and influence functions such as leading, controlling, managing, supervising, and teaching.

Ability to exercise the judgment, decisiveness, and creativity required in critical or unexpected situations involving moderate risk to organization.

Physical Requirements

Ability to operate office equipment and machinery requiring simple but continuous adjustments, such as telephone, calculator, surveying equipment, computer, and drafting instruments.

Ability to coordinate eyes, hands, feet, and limbs in performing slightly skilled movements such as typing.

Ability to recognize and identify individual characteristics of colors, sounds, and shapes associated with job-related objects, materials, and tasks.

Environmental Adaptability

Ability to work under generally safe and comfortable conditions where exposure to environmental factors such as irate individuals, intimidation and deadline pressures may cause discomfort and poses a limited risk of injury. Occasional exposure to some disagreeable elements such as dust, heat, fumes, cold, noise, vibration or wetness and accidents are improbable, but may occur.

Additional Task and Responsibilities: While the following tasks are necessary for the work of the unit, they are not an essential part of the purpose of this position and may also be performed by other unit members.

Reviews equipment and vehicle maintenance records.

The Town of Buchanan is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the Town will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

Adopted:

Last Revised: 07/07/2009

Town of Buchanan

Position Title: Deputy Clerk

Reports To: Town Administrator/Clerk

Purpose of Position: The purpose of this position is to provide for day-to-day accounting of town expenditures and revenues and serve as the deputy to the functions performed by the Administrator/Clerk. This position also provides back up to the Administrative Assistant.

Essential Functions: To perform this job successfully, an individual must be able to perform each essential function listed satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

1. Sell and receipt brown goods and appliance stickers. Answer or refer all garbage and recycling questions to the proper vendor.
2. Notify liquor license holders of license renewals. Collect and develop all liquor licensing certificates and operators licenses. Provide direct assistance to the Administrator/Clerk with all duties related to liquor, cigarette, and operators licenses as directed.
3. Complete payroll and related functions including, but not limited to:
 - a. W-2's
 - b. Quarterly tax reports
 - c. Calculation of withholding
 - d. Wisconsin deferred compensation and Wisconsin Retirement System
 - e. Tracking vacation, holiday, sick leave of employees
 - f. Issuing checks
 - g. Monthly tax reports and payments
4. Pay town bills in QuickBooks, issue checks, obtain proper signatures, and mail bills.
5. Maintain Town's financial records and deposits to include petty cash box.
6. Balance monthly bank statements in QuickBooks and with Treasurer.
7. Gather information; perform various levels of accounting data entry.
8. Provide administrative support to the Treasurer..
9. Keep address/parcel database updated.
10. Performs duties of the Administrator/Clerk, Treasurer or Administrative Assistant in their absence in accordance with Wisconsin State Statute 30.32

Minimum Training and Experience Required to Perform Essential Job Functions: **Associate's Degree required.** One (1) to three (3) years experience working in a finance department in a government environment or any combination of education and experience that provides equivalent knowledge, skills, and abilities. Must be certified as a Treasurer upon hire unless granted an extension by the Town Board.

Knowledge, Skills and Abilities Required to Perform Essential Job Functions:

Language Ability and Communication

Ability to communicate orally, and in writing as necessary, with Town Board, Town Chairperson, Town employees, developers, contractors, consultants, residents, and various Board/Commission members.

Technical

Proficient with standard business accounting and communication programs such as Microsoft Office software or equivalent. Familiarity with working on the internet and basic internet based research. Proficient with standard accounting software.

Judgment and Situational Reasoning Ability

Ability to use functional reasoning in performing job duties including managing office operations, prioritization of work tasks, and reasoning and listening to citizen and other parties who may have requests or complaints.

Physical Requirements

Ability to operate office equipment and machinery requiring simple but continuous adjustments, such as telephone, calculator, computer, and copying instruments.

Ability to coordinate eyes, hands, feet, and limbs in performing slightly skilled movements such as typing.

Ability to recognize and identify individual characteristics of colors, sounds, and shapes associated with job-related objects, materials, and tasks.

Environmental Adaptability

Ability to work under generally safe and comfortable conditions where exposure to environmental factors such as irate individuals, intimidation and deadline pressures may cause discomfort and poses a limited risk of injury.

Other

None.

Additional Task and Responsibilities: While the following tasks are necessary for the work of the unit, they are not an essential part of the purpose of this position and may also be performed by other unit members.

Responds to citizen complaints, investigates and provides recommendations. Responds to requests for services from the Town.

The Town of Buchanan is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the Town will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

Last Revised: 07/23/2009

Adopted:

Town of Buchanan

Position Title: Groundskeeper

Reports To: Maintenance Worker

Purpose of Position: The purpose of this position is to provide general grounds maintenance of town buildings, parks, other town owned infrastructure, or items located in road right-of-ways including signs. This position receives work direction from the Maintenance Worker..

Essential Functions: To perform this job successfully, an individual must be able to perform each essential function listed satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

1. Assist in general grounds maintenance to Town owned properties to include: providing lawn cutting and maintenance of all town parks, providing landscaping maintenance, providing general maintenance on town truck or lawn equipment.
2. Assist with the cleaning and maintaining of all town owned buildings.
3. Assist in installing street signs and other signs as directed as well as maintaining signs in need of repair or maintenance.
4. Assist with posting of notices and complete requests from residents regarding the marquee at the Town Hall.
5. Assist in completing small maintenance projects for roads including pothole patching, ditch maintenance, etc.
6. Provide for some weekend cleaning of the Town Hall between hall rentals, generally not to exceed one hour of work.

Minimum Training and Experience Required to Perform Essential Job Functions: Valid Wisconsin driver's license. Minimal experience working in maintenance, janitorial, public works, park and recreation, landscaping, or government environment or any combination of education and experience that provides equivalent knowledge, skills, and abilities.

Knowledge, Skills and Abilities Required to Perform Essential Job Functions:

Language Ability and Communication

Ability to communicate orally, and in writing as necessary, with Town employees and residents. Ability to receive and understand oral and written communications from Town employees and the Maintenance Worker directing job duties.

Technical

Ability to use and maintain materials, tools, and equipment used in park and building maintenance. Ability to maintain industry standards of methods of work.

Judgment and Situational Reasoning Ability

Ability to use functional reasoning in performing job duties including prioritization of work tasks, listening to citizen or other parties requests, working with other Town employees, and mitigating risks to personal or public safety.

Ability to interpret and utilize necessary safety procedures and equipment in performance of job duties. Ability to ensure that all work is performed in accordance with federal, state, and local laws, rules, and regulations for safety standards.

Physical Requirements

Ability to utilize standard janitorial equipment and supplies. Ability to operate mowers, weed eaters, hand tools, power operated tools, and other necessary tools and equipment to perform job duties.

Ability to perform moderate to heavy manual labor for extended periods under possibly less than desirable conditions and in all types of weather.

Ability to coordinate eyes, hands, feet, and limbs in utilizing maintenance and janitorial equipments and tools.

Environmental Adaptability

Ability to work in outdoor environments which may include extreme heat and cold. Ability to work in an environment which may include use or exposure to hazards such as chemicals. Work performed may place the employee at risk of occupational exposure to blood borne pathogens.

Other

None.

Additional Task and Responsibilities: While the following tasks are necessary for the work of the unit, they are not an essential part of the purpose of this position and may also be performed by other unit members.

Flexibility to be available for emergency situations during off time.

The Town of Buchanan is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the Town will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

Last Revised: 07/07/2009

Adopted:

Town of Buchanan

Position Title: Maintenance Worker

Reports To: Town Administrator/Clerk

Purpose of Position: The purpose of this position is to provide for general maintenance of town buildings, parks, other town owned infrastructure, or items located in road right-of-ways including signs. This position serves under the general direction of the Town Administrator/Clerk. The Maintenance Worker provides work direction to the Groundskeeper.

Essential Functions: To perform this job successfully, an individual must be able to perform each essential function listed satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

1. Clean and maintain all town buildings, properties and selected equipment.
2. Install street signs and other signs as directed as well as maintain signs in need of repair or maintenance consistent with applicable regulations.
3. Complete posting of notices as directed and complete requests from residents regarding the marquee at the Town Hall.
4. Provide lawn cutting, maintenance and landscaping of all Town parks and properties.
5. Perform general maintenance of the Town truck, lawnmowers, and other related equipment.
6. Maintain adequate cleaning and maintenance supplies for the Town Hall.
7. Provide snow and ice removal of Town Hall parking lot and walkways including portions of sidewalk.
8. Complete small maintenance projects for roads including pothole patching, ditch maintenance, etc.
9. Provide information to the Town Administrator/Clerk on budgetary needs, operational and capital, which are necessary for facilities overseen by this position.
10. Ensure that all work is performed in accordance with federal, state, and local laws, rules, and regulations for safety standards.
11. Coordinate work activities with other departments if necessary.

Minimum Training and Experience Required to Perform Essential Job Functions High School Diploma /GED or equivalent. Must have a valid Wisconsin Driver's License. Three (3) to five (5) years experience working in maintenance, janitorial, public works, park and recreation, landscaping or any combination of education and experience that provides equivalent knowledge, skills, and abilities.

Knowledge, Skills and Abilities Required to Perform Essential Job Functions:

Language Ability and Communication

Ability to communicate orally, and in writing as necessary, with Town employees, Town Board Supervisors, contractors, residents, and other government entities. Ability to communicate and direct staff, which the position is directly responsible for, in a manner to attain high efficiency, quality work, and high morale.

Technical

Working knowledge of the methods, materials, tools, and equipment used in park and building maintenance including some knowledge of electricity, plumbing, carpentry, landscaping, drainage systems, and road pavements.

Judgment and Situational Reasoning Ability

Ability to use functional reasoning in performing job duties including managing staff, prioritization of work tasks, listening to citizen or other parties requests, and mitigating risks to personal or public safety. Ability to interpret and utilize necessary safety procedures and equipment in performance of job duties.

Ability to work independently with little or no direction from supervisor.

Physical Requirements

Ability to utilize standard janitorial equipment and supplies. Ability to operate mowers, weed eaters, snow blowers, hand tools, power operated tools, and other necessary tools and equipment to perform job duties.

Physical ability to perform moderate to heavy manual labor for extended periods under less than desirable conditions in various weather conditions.

Ability to coordinate eyes, hands, feet, and limbs in utilizing maintenance and janitorial equipments and tools.

Environmental Adaptability

Ability to work in outdoor environments which may include extreme heat and cold. Ability to work in an environment which may include use or exposure to hazards such as chemicals. Work performed may place the employee at risk of occupational exposure to blood borne pathogens.

Other

None.

Additional Task and Responsibilities: While the following tasks are necessary for the work of the unit, they are not an essential part of the purpose of this position and may also be performed by other unit members.

Respond to citizen complaints, investigates and provides recommendations. Responds to request for services from the Town.

Participate in short-term and long-range planning for town park facilities.

Flexibility to be available for emergency situations during off time.

The Town of Buchanan is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the Town will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

Last Revised: 07/07/2009

Adopted:

Town of Buchanan

Position Title: **Treasurer**

Reports To: Town Administrator/Clerk

Purpose of Position: The purpose of this position is to provide for Treasurer duties as provided in Section 60.34, Wisconsin Statutes, and as provided in Wisconsin Statutes Chapters 70-79 relating to taxation, and other related statutes. The Treasurer maintains the Town's Financial System, administers Town finances and maintains records in compliance with the state statutes. The Treasurer must take and file the official oath and bond as provided in Section 60.31, Wisconsin Statutes. This position also provides general assistance to town staff members, town officials, and serves as a point of contact for residents, developers, businesses, and other governmental units which may have questions or concerns regarding the Town of Buchanan.

Essential Functions: To perform this job successfully, an individual must be able to perform each essential function listed satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

1. Collect tax payments, refund overpayments of taxes, balance tax collections and prepare tax collection reports. Make partial and final settlement of State, County, school and vocational school taxes.
2. Initiate action to collect delinquent personal property taxes and prepare charge back reports for delinquent personal property taxes not received.
3. Comply with mandates and processes as directed by the County Treasurer and the Wisconsin Department of Revenue.
4. Retain all public records that are required by Wisconsin Statutes and/or federal regulations.
5. Attend Town Board meetings, coordinate and obtain information on other special projects as assigned by the Town Board, attend various training sessions, meetings and seminars.

Minimum Training and Experience Required to Perform Essential Job Functions: High school graduate or GED equivalent required. One (1) to three (3) years of experience working in a government environment or any combination of education and experience that provides equivalent knowledge, skills, and abilities. Certification of the Treasurers Institute is required upon hire unless granted an extension by the Town Board.

Knowledge, Skills and Abilities Required to Perform Essential Job Functions:

Language Ability and Communication

Ability to communicate orally, and in writing as necessary, with Town Board, Town Chairperson, Town employees, developers, contractors, consultants, residents, County Treasurer, and various Board/Commission members.

Technical

Ability to work at a proficient level with standard business accounting and communication programs. Familiarity with the internet and basic internet based research.

Judgment and Situational Reasoning Ability

Ability to use functional reasoning in performing job duties including managing office operations, prioritization of work tasks, and reasoning and listening to citizen and other parties who may have requests or complaints.

Physical Requirements

Ability to operate office equipment and machinery requiring simple but continuous adjustments, such as telephone, calculator, computer, and copying instruments.

Ability to coordinate eyes, hands, feet, and limbs in performing slightly skilled movements such as typing.

Ability to recognize and identify individual characteristics of colors, sounds, and shapes associated with job-related objects, materials, and tasks.

Environmental Adaptability

Ability to work under generally safe and comfortable conditions where exposure to environmental factors such as irate individuals, intimidation and deadline pressures may cause discomfort and poses a limited risk of injury.

Other

None.

Additional Task and Responsibilities: While the following tasks are necessary for the work of the unit, they are not an essential part of the purpose of this position and may also be performed by other unit members.

Responds to citizen complaints, investigates and provides recommendations. Responds to requests for services from the Town.

The Town of Buchanan is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the Town will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

Last Revised: 07/07/2009

Adopted:

Town of Buchanan

Position Title: Fire Chief

Reports To: Town Administrator/Clerk

Purpose of Position: The purpose of this position is to oversee the Town of Buchanan Fire Department including management functions and implementation of Town Board policies related to the Fire Department, coordinate fire protection management functions with other agencies and units of government, and generally plan, direct, and review activities and operations including fire suppression, prevention, and technical services. Work is performed under the direction of the Administrator/Clerk.

Essential Functions: To perform this job successfully, an individual must be able to perform each essential function listed satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

1. Serve as the Chief of the Buchanan Fire Department and assumes full management responsibility.
2. Manage the development and implementation of Buchanan Fire Department goals, objectives, policies, and priorities.
3. Serve as a Firefighter within the Town of Buchanan Fire Department.
4. Provide direction and perform reviews of grant writing completed for the Fire Department, including grants related to emergency management and first responder services.
5. Coordinate Fire Department activities with other departments and outside agencies and organizations.
6. Maintain compliance with current federal, state, county, and local requirements concerning public safety including, but not limited to, NFPA standards and ordinances of the Town of Buchanan
7. Provide recommendations and facilitate equipment and vehicle repairs and maintenance and scheduling equipment and vehicle replacement.
8. Coordinate meetings and training of the Fire Department.
9. Represent the Town in community relations and public safety awareness events and programs for local schools, churches, civic groups, and the business community.
10. Attend Fire Department meetings and other meetings as prescribed by the Town Board or the Administrator/Clerk.
11. Participate in boards and committees as appropriate; attend and participate in professional work group meetings, conferences, and workshops; stay abreast of new trends and innovations in the field of emergency services.
12. Develop and administer the annual budget for the Fire Department.
13. Recruit and maintain adequate volunteer staffing within the Fire Department including evaluation of volunteers, working with volunteers to correct deficiencies, and implementing discipline or grievance procedures.
14. Assist the Town Administrator/Clerk in meeting the overall mission, goals, and objectives of the Town of Buchanan.

Minimum Training and Experience Required to Perform Essential Job Functions:

High school graduate or GED equivalent required, Associate's Degree preferred. Must have a valid Wisconsin State driver's license. Must have the ability to successfully pass a criminal background check. Must be within a maximum ten (10) minute response time to the Buchanan Town Hall (residency in Town is not required). Must have more than (6) years experience in local emergency management services with command or supervisory experience or any combination of education and experience that provides equivalent knowledge, skills, and abilities. Must be able to obtain NIMS certification within one (1) year of date of hire. Must have possession of Firefighter Part Two (2) certification and the capacity to obtain Firefighter Part Three (3) within one (1) year of accepting position, or with an extension granted by the Town Board.

Knowledge, Skills and Abilities Required to Perform Essential Job Functions:

Language Ability and Communication

Ability to recommend modification or creation of policies, strategies, methods to meet existing or changing context of fire protection service provision. Ability to oversee the execution of policies, strategies, and methods selected by the Town Board for fire protection service provision.

Ability to provide formal and informal instruction and/or training. Ability to manage and direct a group of employees or volunteers. Ability to advise and interpret policies, procedures, and regulations for application to specific situations.

Ability to utilize a variety of data, information, and regulations such as budgets, contracts, municipal code, Wisconsin State Statutes, Wisconsin Administrative Code, and codes and regulations related to emergency services.

Ability to communicate orally and in writing with the Town Board, Administrator/Clerk, other municipalities, officials, other government entities, personnel, town employees, volunteers, attorneys, consultants, residents, and other entities as necessary to perform job duties.

Ability to manage other staff members, assign and evaluate work, and discipline and reward staff.

Technical

Familiar with standard computer office software or equivalent and familiarity with the internet. Ability to interpret basic descriptive statistical reports. Ability to utilize specialized communication equipment.

Judgment and Situational Reasoning Ability

Ability to use functional reasoning in performing functions such as leading, controlling, managing, supervising, and teaching/training.

Ability to exercise the judgment, decisiveness, and creativity required in critical or unexpected situations.

Physical Requirements

Ability to meet the physical requirements as prescribed by the Fire Department to meet the essential duties and responsibilities which may include the following:

- a) Directing/participating in emergency fire suppression activities
- b) Running, walking, crouching, or crawling during emergency operations
- c) Moving equipment and injured/deceased persons
- d) Climbing stairs/ladders
- e) Walking, standing, or sitting for extended periods of time
- f) Performing life-saving and rescue procedures
- g) Operating assigned equipment

Ability to effectively deal with personal danger, which may include exposure to:

- a) Hazardous chemicals and materials
- b) Fumes and smoke
- c) Intense heat
- d) Electrical hazards
- e) Confined or high work places
- f) Dangerous animals
- g) Extremely loud noises
- h) Hazards of emergency driving
- i) Hazards associated with traffic control and working in and near traffic
- j) Natural and man-made disasters

Ability to operate office equipment and machinery requiring simple but continuous adjustments, such as telephone, cell phone, calculator, and computer.

Ability to recognize and identify individual characteristics of colors, sounds, and shapes related with job-related objects, materials, and tasks.

Environmental Adaptability

Ability to work in conditions as required for responding to emergencies and completing training as necessary as a member of the Fire Department. Ability to work in stressful or physically harmful situations.

Other

When acting as a First Responder or Firefighter for the Town of Buchanan, the command structure of each department shall be observed.

Knowledge of the geography of the town and surrounding areas is required. Must have a working knowledge of safe work practices and procedures.

Ability to work irregular hours including weekends, holidays, and extended hours in emergency, disaster or other situations influenced by workload or staffing needs.

Additional Task and Responsibilities: While the following tasks are necessary for the work of this position, they are not an essential part of the purpose of this position and may also be performed by other staff members.

Responds to citizen complaints, investigates and provides recommendations.

Participate in special studies, projects, and activities as assigned.

The Town of Buchanan is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the Town will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

Last Revised: 07/07/02009

Adopted:

Town of Buchanan

Position Title: **Emergency Services Coordinator**

Reports To: Fire Chief

Purpose of Position: The purpose of this position is to assist the Fire Chief in the coordination of fire services and to direct Town emergency management functions and provide coordination with other emergency management agencies and units of government. Work is performed under the direction of the Fire Chief.

Essential Functions: To perform this job successfully, an individual must be able to perform each essential function listed satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

1. Serve as the Chief First Responder for the Town of Buchanan.
2. Serve as a Firefighter with the Town of Buchanan Fire Department.
3. Ensure data entry for emergency services and fire department calls are accurate and up to date by cross-training officers in data entry and performing data entry as needed
4. Maintain necessary public and employee records for each fire department personnel and first responders regarding compliance with federal, state, county, and local regulations, policies, or rules.
5. Assist the Fire Chief in maintaining compliance with current federal, state, county, and local requirements concerning public safety.
6. Assist the fire department and first responders with equipment repairs and maintenance and scheduling equipment replacement.
7. Coordinate various meetings and training programs for fire fighters and first responders.
8. Participate in community relations and public safety awareness events and programs for local schools, churches, civic groups, and the business community.
9. Attend fire department meetings, training, drill and other meeting as prescribed by the Town Board or the Administrator/Clerk. Respond to fire calls.
10. Participate in boards and committees as appropriate; attend and participate in professional work group meetings, conferences, and workshops; stay abreast of new trends and innovations in the field of emergency services.
11. Assist the Fire Chief with developing and administering the annual Fire Department budget.
12. Perform continuous improvement of all emergency management activities including updating and maintaining the Emergency Operations Plan and coordinating training for non-emergency town employees as necessary.
13. Advise the Fire Chief of grant opportunities and develop grant applications as directed. Serve as the grant administrator for all grants awarded to Fire Department.

Minimum Training and Experience Required to Perform Essential Job Functions: High School Diploma/GED or equivalent with certification as an Emergency Medical Technician required, Associate's Degree preferred. Must have a valid Wisconsin State driver's license. Must have the ability to successfully pass a criminal background check. Must be within a maximum ten (10) minute response time to the Buchanan Town Hall (residency in Town is not required). Must have three (3) to five (5) years experience in local emergency management

services or any combination of education and experience that provides equivalent knowledge, skills, and abilities. Must be able to obtain NIMS certification within six months of accepting position. Must have successfully completed the certification for First Responder, Firefighter Part One (1) and Two (2). Must have the ability to complete the certification for Fire Fighter Part Three (3) within one year of hire unless an extension has been provided by the Town Board.

Knowledge, Skills and Abilities Required to Perform Essential Job Functions:

Language Ability and Communication

Ability to recommend modification or creation of policies, strategies, methods to meet existing or changing context of emergency service provision. Ability to oversee the execution of policies, strategies, and methods selected by the Town Board for emergency service provision.

Ability to provide formal and informal instruction and/or training. Ability to manage and direct a group of employees or volunteers. Ability to advise and interpret policies, procedures, and regulations for application to specific situations.

Ability to utilize a variety of data, information, and regulations such as budgets, contracts, municipal code, Wisconsin State Statutes, Wisconsin Administrative Code, and codes and regulations related to emergency services.

Ability to communicate orally and in writing with the Town Board, Administrator/Clerk, other municipalities, officials, other government entities, personnel, town employees, volunteers, attorneys, consultants, residents, and other entities as necessary to perform job duties.

Ability to manage other staff members, assign and evaluate work, and discipline and reward staff.

Technical

Familiar with standard computer programs such as Microsoft Office software or equivalent and familiarity with using the internet. Ability to interpret basic descriptive statistical reports. Ability to utilize specialized communication equipment. Ability to operate Visual Fire records management system.

Judgment and Situational Reasoning Ability

Ability to use functional reasoning in performing functions such as leading, controlling, managing, supervising, and teaching/training.

Ability to exercise the judgment, decisiveness, and creativity required in critical or unexpected situations.

Physical Requirements

Ability to meet the physical requirements as prescribed by the Fire Department and First Responders to meet the essential duties and responsibilities which may include the following:

- h) Directing/participating in emergency fire suppression and emergency medical care activities
- i) Running, walking, crouching, or crawling during emergency operations
- j) Moving equipment and injured/deceased persons
- k) Climbing stairs/ladders
- l) Walking, standing, or sitting for extended periods of time
- m) Performing life-saving and rescue procedures
- n) Operating assigned equipment

Ability to effectively deal with personal danger, which may include exposure to:

- a) Hazardous chemicals and materials
- b) Fumes and smoke
- c) Intense heat
- d) Electrical hazards
- e) Confined or high work places
- f) Dangerous animals
- g) Extremely loud noises
- h) Hazards of emergency driving
- i) Hazards associated with traffic control and working in and near traffic
- j) Natural and man-made disasters

Ability to operate office equipment and machinery requiring simple but continuous adjustments, such as telephone, cell phone, calculator, and computer.

Ability to recognize and identify individual characteristics of colors, sounds, and shapes related with job-related objects, materials, and tasks.

Environmental Adaptability

Ability to work in conditions as required for responding to emergencies and completing training as necessary as a member of the Fire Department and First Responders. Ability to work in stressful or physically harmful situations.

Other

When acting as a First Responder or Firefighter for the Town of Buchanan, the command structure of each department shall be observed.

Knowledge of the geography of the town and surrounding areas is required. Must have a working knowledge of safe work practices and procedures.

Ability to work irregular hours including weekends, holidays, and extended hours in emergency, disaster or other situations influenced by workload or staffing needs.

Additional Task and Responsibilities: While the following tasks are necessary for the work of this position, they are not an essential part of the purpose of this position and may also be performed by other staff members.

Responds to citizen complaints, investigates and provides recommendations.

Participate in special studies, projects, and activities as assigned.

The Town of Buchanan is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the Town will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

Last Revised: 07/23/2009

Adopted:

APPENDIX III
Survey Data

**Town of Buchanan, Wisconsin
Salary Survey Summary**

Position Surveyed	Number of Respondents	Average FTES	Weighted Avg Sal	Minimum Salary			Midpoint Salary		Maximum Salary		
				Lowest	Highest	Weighted	Lowest	Highest	Lowest	Highest	Weighted
DNU - Administrative Assistant	5	1.00	32,107	28,259	28,259	28,259	31,667	31,667	33,030	39,475	36,395
Administrator/Clerk	7	1.00	74,641	66,489	66,602	66,545	78,223	78,354	64,000	90,106	79,089
Emergency Management Services Coordinator	0										
Finance Clerk	7	1.00	48,246	39,770	45,347	42,558	46,779	53,349	41,205	61,351	52,115
DNU - Fire Chief	7	1.00	51,998	44,198	44,198	44,198	51,998	51,998	59,798	59,798	59,798
Maintenance Worker	5	3.60	37,519	32,397	35,360	34,214	35,997	38,480	39,597	41,600	40,825
Groundskeeper	3	1.67	37,703	32,397	35,360	34,433	35,997	38,480	39,597	41,600	40,974
DNU - Treasurer	6	1.00	51,220	45,347	45,347	45,347	53,349	53,349	50,000	61,351	54,963
Police Officer	3	9.00	44,115	34,486	41,974	36,887	42,640	47,642	49,920	53,310	51,343
Police Chief	3	1.00	64,252	47,000	60,008	53,504	53,500	75,005	60,000	90,002	75,001
Public Works Superintendent	7	1.00	57,268	43,950	54,024	50,363	50,236	63,535	53,893	73,045	62,564
Equipment Operator	5	4.00	41,020	34,846	42,286	38,945	38,480	44,554	39,374	46,821	42,391
Planning/Zoning Administrator	6	1.00							51,000	68,500	58,000

*DNU = Did not use.

Town of Buchanan, Wisconsin Fringe Benefits Comparison

		<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Town of Buchanan</u>
1	Holidays (Days/Year)	6	10	9	9
a	Floating Holidays	No (2)	Yes (5)	Yes	No
b	Holiday on Regular Days Off	Other (1)	Fri-Mon (6)	Fri-Mon	Mon-Fri
c	Comp on Holidays Worked		Dbl (4)		
d	Time and a ½	T&½ (2)	2		
	Double Time	Dbl (4)	4	Dbl (4)	
	Double Time and a ½	DT&½ (0)	0		
	Other	Other (1)	1		
2	Annual Leave (Days/Year)				
a	Vacation/Sick or PTO	PTO (0)	Vac-Sick (7)	Vac-Sick	Vac-Sick
b	Vacation				
	6 months	0	5	3	0
	1 year	5	11	7	5
	2 years	5	12	9	5
	3 years	10	13	10	8
	4 years	10	14	11	8
	5 years	10	15	12	10
	6 years	10	16	13	10
	7 years	14	17	15	10
	8 years	15	18	15	10
	9 years	15	19	16	10
	10 years	15	20	16	15
	11 years	15	20	17	15
	12 years	15	20	18	15
	13 years	15	20	19	15
	14 years	15	21	19	15
	15 years	20	22	20	20
	16 years	20	23	20	20
	17 years	20	24	21	20
	18 years	20	25	22	20
	19 years	20	25	23	20
	20 years	20	25	24	20
	20+ years	20	25	24	20
c	Carried into Next Year	0	5	4	40
d	Max Accumulation	0	20	4	
e	Comp after Max Accumulation	Yes (1)	No (6)	No	
3	Sick Leave (Days/Year)	5	12	10	5
a	Carried into Next Year	0	Unltd (2)	5	
b	Max. Accumulation	0	120	56	100
c	Paid at Termination/Retirement	No (3)	Yes (4)	Yes	No/Yes
d	Use for Medical Appointments	No (0)	Yes (7)	Yes	Yes
e	Use for Dental Appointments	No (1)	Yes (6)	Yes	Yes
f	Use for Family Illness	No (0)	Yes (7)	Yes	Yes
g	Sick Leave Bank	Yes (1)	No (6)	No	Yes
h					
4	Pension and Retirement				
a	Other Than Social Security	No (1)	Yes (6)	Yes	Yes
b	State Sponsored	No (0)	Yes (6)	Yes	Yes
c	Employer Paid	6.00%	100.00%	54.07%	100.00%
d	Employee Paid	0.00%	7.00%	2.33%	0.00%
e	Death Benefit	No (0)	Yes (6)	Yes	
5	Life & Disability Insurance				
a	Life Insurance	No (0)	Yes (7)	Yes	Yes
	Employer Paid	50.0%	100.0%	88.21%	100.00%
b	AD&D	No (3)	Yes (4)	Yes	No
	AD&D Double Indemnity	Yes (2)	No (5)	No	No
	Employer Paid	90.0%	100.0%	96.67%	No
c	Short Term Disability	No (1)	Yes (6)	Yes	No
	Employer Paid	0.0%	100.0%	77.92%	No
d	Long Term Disability	No (1)	Yes (6)	Yes	Yes
e	Employer Paid	0.0%	100.0%	81.67%	100.00%

Town of Buchanan, Wisconsin Fringe Benefits Comparison

		<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Town of Buchanan</u>
6 a	Health Insurance	No (0)	Yes (7)	Yes	Yes
b	Different Levels	Yes (2)	No (5)	No	No
c	Not participating	Yes (1)	No (6)	No	No
d	Employee Only	\$216.00	\$1,073.00	\$664.26	
	Employer Paid	85.00%	100.00%	90.71%	90.00%
	Employee Paid	0.00%	15.00%	9.29%	10.00%
	Annual Deductible	\$0.00	\$2,000.00	\$658.33	\$0.00
	Standard Office Visit Co-pay	\$0.00	\$25.00	\$14.17	\$10.00
e	Employee/Spouse	\$515.00	\$1,364.00	\$984.00	
	Employer Paid	50.00%	90.00%	82.00%	90.00%
	Employee Paid	10.00%	50.00%	18.00%	10.00%
	Annual Deductible	\$0.00	\$6,000.00	\$1,940.00	\$0.00
	Standard Office Visit Co-pay	\$0.00	\$20.00	\$15.00	\$10.00
f	Employee/Child	\$443.00	\$1,364.00	\$960.00	
	Employer Paid	50.00%	90.00%	82.00%	90.00%
	Employee Paid	10.00%	50.00%	18.00%	10.00%
	Annual Deductible	\$0.00	\$3,000.00	\$1,240.00	\$0.00
	Standard Office Visit Co-pay	\$0.00	\$20.00	\$15.00	\$10.00
g	Employee/Family	\$753.00	\$1,822.04	\$1,286.41	
	Employer Paid	50.00%	90.00%	82.50%	90.00%
	Employee Paid	10.00%	50.00%	17.50%	10.00%
h	Retirees	Yes (2)	No (5)	No	Yes
	Years of Service Required	15	15	15	0
	Employer Paid	85.0%	100.0%	92.50%	100.00%
i	Dental Insurance	No (0)	Yes (7)	Yes	\$500 annually
	Part of Health Plan	Yes (3)	No (4)	No	No
	Employee Only	\$27.00	\$38.00	\$31.59	\$0.00
	Employer Paid	90.0%	100.0%	95.00%	\$500
	Employee/Family	\$63.00	\$124.00	\$95.49	Yes
	Employer Paid	50.0%	100.0%	86.67%	\$500
j	Vision Insurance	No (2)	Yes (5)	Yes	No
	Part of Health Plan	No (3)	Yes (4)	Yes	
	Employee Only	\$6.34	\$6.34	\$6.34	
	Employer Paid	90.0%	100.0%	95.00%	
	Employee/Family	\$20.96	\$20.96	\$20.96	
	Employer Paid	50.0%	100.0%	82.50%	
7 a	Deferred Compensation	No (0)	Yes (7)	Yes	
b	Available to all Employees	No (1)	Yes (6)	Yes	
c	Type of Plan				
d	Employer Contribution	Yes (1)	No (6)	No	
8	Other Benefits Program				
a	Other Benefits	No (2)	Yes (5)	Yes	
b	Post Retirement Hlth Care Svgs	Yes (0)	No (7)	No	
c	Call Back Pay	Yes (1)	No (6)	No	
d	On Call/Stand By Pay	No (3)	Yes (4)	Yes	
e	Clothing Allowance	No (1)	Yes (6)	Yes	
9	Mgr/Administrator Compensation				
a	Included in Pay Plan	No (3)	Yes (4)	Yes	
b	Car or Vehicle Allowance	No (3)	Yes (4)	Yes	
	Personal Allowance	Yes (0)	No (2)	No	
c	Accrues Leave Differently	Yes (0)	No (7)	No	
d	Retirement Plan Differ	Yes (0)	No (7)	No	
e	Additional Benefits	LTD + Life = \$70.00 er paid per month FTE's only			
		Medical Rates based on age and gender of covered ee.			