

# *VILLAGE OF PORT EDWARDS*

## *ORGANIZATIONAL AUDIT*



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## **PORT EDWARDS**

### **ORGANIZATIONAL AUDIT**

#### **I. INTRODUCTION, METHODOLOGY AND PURPOSE**

The Village of Port Edwards has engaged Public Administration Associates (PAA), to perform an audit of the Village's organizational structure, operational processes, and financial performance. PAA will also review employee job descriptions and the current salary structure, as part of the organization review. The report will highlight recommendations on organizational efficiency and effectiveness, and draft new employee job descriptions.

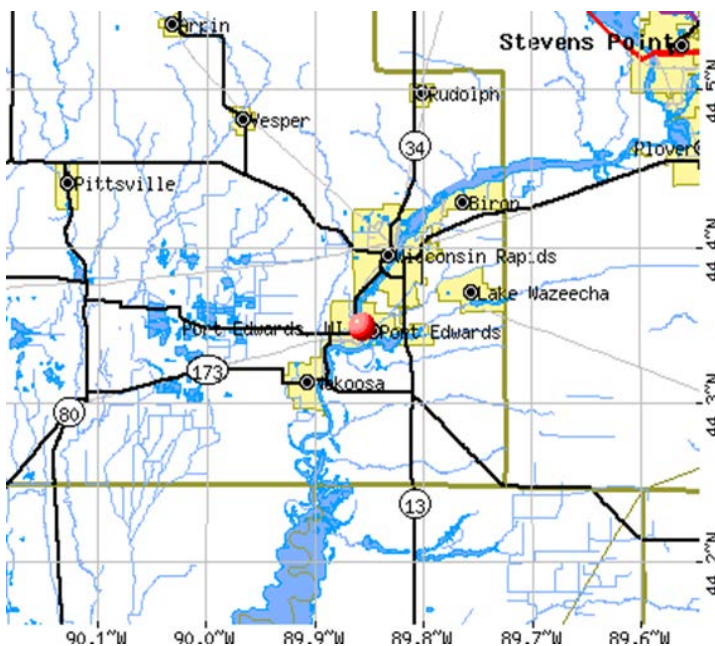
To accomplish the goals of this review, PAA conducted individual interviews with the Village Board, key administrative and public works staff. In addition, PAA reviewed and analyzed relevant information related to structure, operations, work practices, ordinances, policies and procedures, financial data, such as audits, financial reports, budgets, State of Wisconsin Department of Revenue data, developer agreements, inter-governmental agreements and the Village's comprehensive plan.

PAA also surveyed Villages and Cities with similar populations and characteristics, in order to compare salary structure, spending and taxes. The primary uses for comparisons with other similar communities is two-fold. First, it is important to note how other similar villages and cities are organized. Is there any information that would suggest best practice standards? Second, especially with financial data, how does the Village of Port Edwards compare with other villages and cities? What are revenues and expenditure levels?

Based on its analysis, PAA has provided data to address organizational efficiency and effectiveness, and provides strategic policy and operational recommendations.

## II. HISTORY AND DEMOGRAPHIC TRENDS

Originally, Port Edwards was known as Frenchtown; a small community that has origins in the 1830s. In 1869, the town name was changed to Port Edwards, after the mill owner. It incorporated as a Village in 1902. The town's sawmill on the Wisconsin River was the genesis of the establishment of the area paper mills. The lumber and paper mill industry were key to the areas growth, including that of Port Edwards. Port Edwards was one of the many company towns in the area. Like Nekoosa and Wisconsin Rapids, most of the residents of the community owed their living to the Mill. The growth in housing and retail services, as well as the transportation system and the local economy in Port Edwards was tied to the success of the Mill operation. The majority of the housing units, sanitary sewer collection system and local roads were built from 1890-1960. The Port Edwards Mill closed in 2008. The recession along with the closing of the Mill greatly impacted the Village. Adapting to the closure has been a strategic policy initiative of the Village Boards since.



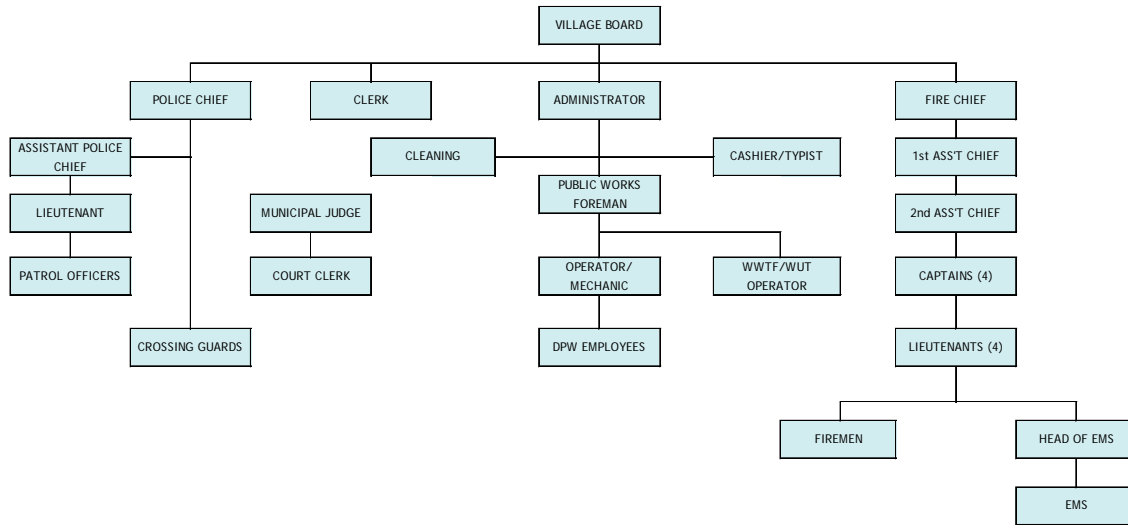
Demographics: The 2019 estimated population of Port Edwards is 1,731 a 21% decrease since its peak in the late 1970's. This decrease has been more acute than the State of Wisconsin, Wood County and surrounding communities. The reasons for the decrease have been household size, an increase in the median age, minimal new construction, and the closing of its Domtar Mill in 2008. According to the Wisconsin Department of Administration's Demographic Services Center, Port Edwards population will experience a gradual decrease until 2040, to 1,465. However, the Village's 2015 comprehensive plan, based on more local knowledge and statistical data shows a gradual increase in population, peaking at 2,168 in 2040, similar to the population level found in the late 1970's. A 2013 development within the Village of Port Edwards and some additional multi-family households, will positively impact on the population growth within the village, factors not included in the State of Wisconsin projections.

### **III. ORGANIZATIONAL ANALYSIS**

- A. Organizational Description. The Village of Port Edwards is a full-service community, providing services found in most developed villages and cities for its population range, save for active recreation programs. The City is governed by a seven-person Board of Trustees which includes the Village President and six Trustees. The Board uses a committee structure to recommend policies to the full Board. Port Edwards has a total of 13 full-time equivalent employees (excluding paid-on-call fire department). There are three general government administrative positions, 7 public works positions (2 seasonal excluded) and 4 Police (2 part-time) employees. Below is an organizational chart, depicting the current organization structure and staffing.

## VILLAGE OF PORT EDWARDS

ORGANIZATIONAL CHART - Updated April 5, 2017



- B. Governance. Port Edwards is governed by a Board consisting of the Village President and six Village Trustees, elected to two (2) and three (3) years staggered terms. At an annual organizational meeting of the Village Board, held after the spring election, the Village Board appoints (without a vote of the Village President) a Vice-President, who presides over the Board meeting in absence of the Village President. At that meeting, the President appoints standing committees of the board, members of the Plan Commission, Board of Appeals, Police and Fire Commission, as well as formal regional committees and commissions, with confirmation by the Board of Trustees. The Board standing committees are, Planning, Property, Legislative and Information Technology, Public Safety, Finance and Human Resources, and Streets, Infrastructure, Recreation and Cemetery, Zoning Board of Appeals and Administrative Review Board. The Board's standing committees are comprised of three members.
- C. Administrator. The Administrator position is codified; however, the ordinance does not define the role and responsibilities of the position. The position started out as an Administrator/Village Engineer and has changed based on the skills and attributes of the person appointed since 2016. The position is responsible for the day to day operations of the Village. Currently, the organizational chart and the job description, does



not include the Administrator position supervising the Clerk-Treasurer or the Village Cashier/Secretary. The organizational chart does show the administrator directly supervising the Public Works Department.

- D. Clerk-Treasurer. The Clerk-Treasurer position is responsible for all statutory duties of the Clerk and Treasurer. This position also serves as the Village's finance director, as well as the water and wastewater utilities business manager. The Village Cashier/Secretary serves as the customer service hub for all operations, including building inspection, parks, utilities and the cemetery. Currently, the position administers building and zoning permits. The department includes a Village Cashier/Secretary, who also serves as Deputy Clerk-Treasurer and is the primary village customer service contact and staff administrative assistant. This position also serves as Court Clerk under the auspices of the Municipal Judge pursuant to state law.
- E. Public Works. The Public Works Department responsibilities falls under five specific functional areas. All areas are directed by the Public Works Foreman.
- Streets, drainage facilities, refuse, forestry and public buildings. There are three primary employees who serve in these service areas. Primary services include street maintenance, ice and snow control, brush and leaf pick-up, catch basin and other drainage facility maintenance, public building and equipment maintenance (one employee is specifically trained as a mechanic). The Mechanic position also currently serves in the role of the Public Works Foreman when the foreman is not available. These staff also serve in the other areas as directed by the Public Works Foreman. New employees are hired as a general public works operator, and as new specialized positions open, such as a water utility operator, individuals in these positions can be promoted to fill that position.
  - Water utility. The water utility is responsible for the Village's four (4) wells and the water distribution system. The department has one primary operator, who along with the Public Works Foreman, hold the required Department of Natural Resources water license. Staff from the wastewater

operations, as well as the other departments, assist as directed. The water operator also assists other departmental units as directed.

- Wastewater treatment plant and sanitary sewer facilities. The wastewater treatment plant and sanitary sewer collection system department has one primary operator, who at this point does not hold all the required Department of Natural Resources Wastewater Treatment Operator licenses. The public works foreman currently holds the required Department of Natural Resources Wastewater Treatment Operator's license. Staff from the water utility department and, as well as other departments assist as directed. The Wastewater treatment operator also assists other department units as directed
- Parks and Cemetery. The departmental unit is responsible for the maintenance of approximately 35 acres of parkland, public grounds, park buildings and facilities, softball and baseball diamonds. The department unit also is responsible for the management of the Port Edwards Cemetery, including maintenance, grave marking, grave preparation and records management. One primary staff person is responsible for these operations. However, this position serves all other departmental units as directed and other staff assist in these operations as directed.

F. Police Services. The Department is under the direction of the Chief of Police. Although, not required by State of Wisconsin statute, the Village established a Police and Fire Commission, to serve the functions related to personnel matters as define by State Statute. The Port Edwards Police Department primarily serves the community for the time period known as first and second shifts from 7:00 a.m. to 11:00 p.m., unless extended due to required operations. The Wood County Sheriff department serves the community in the department's absence, between 1:00 p.m. to 7:00 a.m. without a specific charge The Department operates with a Police Chief, a Lieutenant, one full-time patrol officer and three part-time patrol officers equaling (1 FTE). This staffing provides two sworn personnel during the first shift (7:00 a.m. -3:00 p.m.) and two sworn personnel during the second shift (3:00 p.m. – 11:00 p.m.) Dispatch services are provided by Wood County without charge. The department is considering eliminating the position of Lieutenant and adding the position of Patrol Officer,

- G. Fire and Emergency Services Department. The Port Edwards Fire Department is currently operated under the direction of the Fire Chief, who has a 1st Assistant Chief, a 2<sup>nd</sup> assistant chief, 4 captains, 6 lieutenants, and 20 firefighters. All personnel are paid-on-call. The department participates in mutual aid agreements with area fire departments. The Department serves the entire village and has contracts to serve the southern part of the town Seneca, most of the town of Cranmoor, and the northern part of the town of Port Edwards. Many of the department staff has advanced training and are certified in pre-hospital care for medical emergencies. Emergency transport is provided by Wisconsin Rapids ambulance on a contractual basis. The Village of Port Edwards has established a Police & Fire Commission, to serve personnel related functions pursuant to Wisconsin State Statutes. Dispatch service is provided by Wood County without charge.
- H. Library. Port Edwards does not have a library. Communities without libraries of their own pay for these services through a county assessment, which is included as a surcharge on the county portion of the tax bill. Port Edwards residents can use all Wood county libraries, but the closest and most convenient libraries are located in Nekoosa and Wisconsin Rapids.
- I. Recreation services. Port Edwards does not provide any formal recreational services. The Village's pool was closed in 2013. The Village has recreational facilities, such as a splash pad which was constructed in 2019. It has neighborhood parks and softball and baseball fields. Recreational services are provided by non-profits such as the YMCA Port Edwards Baseball Association, or sports clubs, i.e., youth hockey and soccer, etc.
- J. Building Inspection and Code Enforcement. Building Inspection services are contracted with the City of Wisconsin Rapids. Port Edwards processes the building permit application, forwards it to Wisconsin Rapids which reviews the application, and completes the inspection. The permit is then filed by Port Edwards. The Clerk-Treasurer's office currently provides

administrative support for this service. It was previously supported by the Village Administrator with the assistance of Clerk-Treasurer's office. Often permits for sheds and decks and alike are processed and inspected by the Village of Port Edwards. Code enforcement for exterior violations are addressed on a complaint basis. The public works foreman provides support for code enforcement.

- K. Assessment. The Village of Port Edwards contracts with Bowmar Appraisal, Inc. for these services.
- L. Planning and Development. The Village Administrator has traditionally served as the Village Planner and provided economic development leadership. The Village has contracted with Vandewalle and Associates for their economic and land use planning, as well Planning Commission support.

#### **IV. ANCILLARY OPERATIONS**

In addition to a review of the village departmental organization and management, PAA evaluated the ancillary support of operations, as follows:

- A. Records Management Policy. An effective records management system is part of a broader function of governance, risk management, and compliance, and is primarily concerned with the managing the evidence of an organization's activities. Records management ensures that the institutional records of the vital historical, fiscal and legal value are identified, preserved and are efficiently retrievable. Local government also has a responsibility to have nearly all records for public view. In local government, the clerk is responsible for records management. Port Edwards records management policy are dictated by state laws and local ordinances. There is however no formal records management policy. Records are maintained primarily by individual departments without a centralized method of storing and retrieving documents.

- B. Personnel Policies. Personnel policies provide a framework necessary for the administration of human resource matters in support of operations. Port Edwards has documented many of its policies and work rules in a document that was derived from the previous union contracts. The document provides a good base for its personnel policies but is missing some key components of a comprehensive policy.
- C. Standard Operating Procedures (SOPS). SOPS provide a standard working tool that documents routine quality system management and technical activities. They are essential in training and for transition planning, Examples of SOPS include are documentation of task processes and procedures to perform payroll and accounts payable and other financial operations, routine equipment maintenance, periodic preventative maintenance, and alike. Port Edwards has some documentation of its work processes and procedures, but overall SOPS are limited.
- D. Business Software. Business software is essential for the efficient and effective operations of any municipality. The Village of Port Edwards utilizes a proven municipal software financial software package, for its major functions, i.e., payroll, cash receipting, accounts payable, budget tracking and general ledger functions. There is cross training between the Clerk-Treasurer and Deputy Clerk-Treasurer, to perform these functions. Basic software for non-financial processing, such as for permits and licensing is utilized.
- E. Job Descriptions. Job descriptions are the foundation for many important processes, such as job postings, recruitment, selection, setting performance expectations, compensation and training. Currently, Port Edwards does not have uniform and complete job descriptions, nor is there a complete salary schedule for each position. The Village has hired PAA to provide formal job descriptions and a salary schedule.
- F. Employee Performance Evaluations. The purposes of a performance evaluation process are to promote communication and provide useful feedback about job performance, to facilitate better working relationships,

to provide a record of job performance, and to contribute to professional development. Currently, Port Edwards does not have a formal performance evaluation policy. In many cases, such a policy is part of the personnel handbook or human resource manual.

- G. Civic Engagement. The goal of civic engagement is to provide essential information about municipal services and activities, address public concerns and promote the quality of the community. The main tools utilized by the Village of Port Edwards are the website and a quarterly newsletter. The website is generally easy to navigate and provides updated information. PAA found limited use of social media platforms such as Facebook, LinkedIn and Twitter for communication with its citizenry.

## **V. FINANCIAL ANALYSIS**

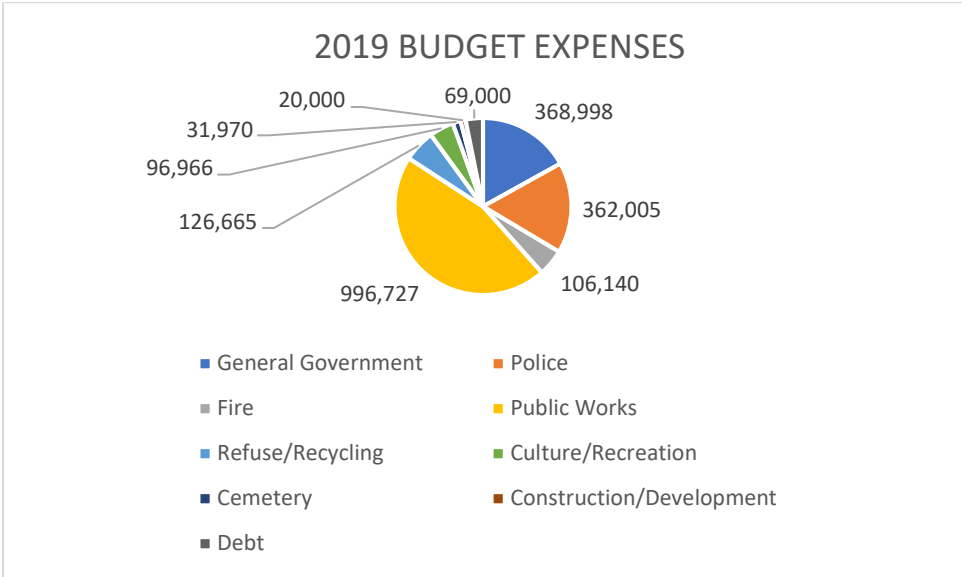
### **A. Financial Overview**

Despite the loss of its major employer and its resultant decrease in tax base, utility usage, jobs and civic contributions, the Village of Port Edwards overall has met its municipal operation obligations effectively. Its tax levy and tax rate have been relatively stable, and the village maintains a healthy fund balance. The Village continues to provide a high level of municipal services to its residents. Its water and sewer utilities also have met their operational service requirements with relatively stable rates. However, with the level of resources required to maintain its operations, the long-term maintenance of the Village's utility infrastructure has begun to be compromised.

### **B. Expenditures**

Below is an overview of the allocation of 2019 budgeted funds. PAA, in analyzing general fund expenditures adjusted the figures presented in the Village 2019 budget, to allocate commercial insurance and employee benefits to the major departmental categories. The Port Edwards budget

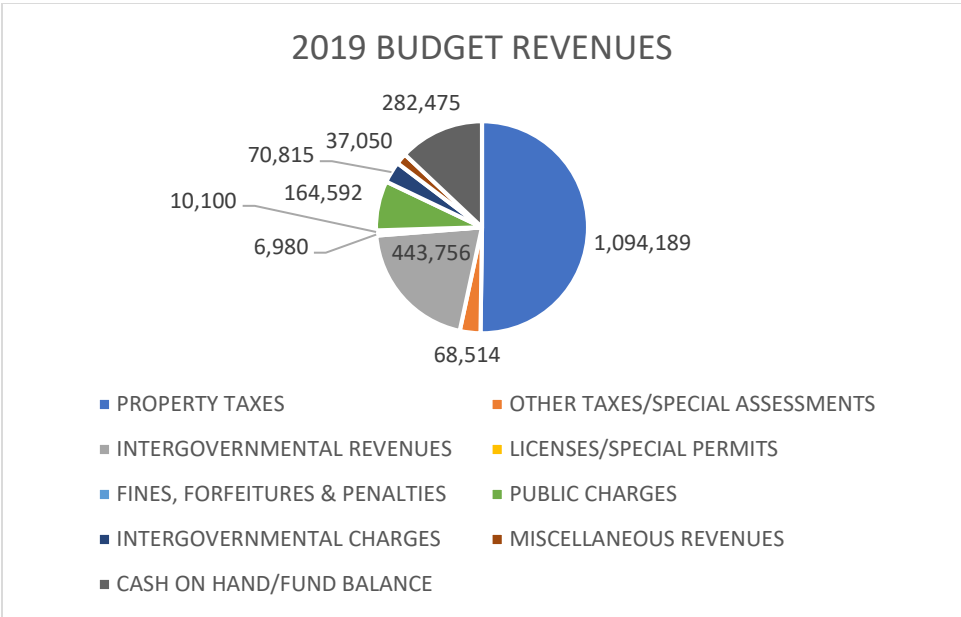
includes these expenses in the general government budget. PAA did not include capital spending of \$100,000 for the Medical Arts building and \$473,333 for fire capital equipment. Both are funded by fire department funds and capital fund surpluses. As the table below shows, public works expenses comprise the largest expenditure category at 45%, which is higher than most Wisconsin municipalities. This is due to the fact that Port Edward's public works services are very comprehensive; it provides a subsidy to its wastewater utility; and because of the required maintenance of an older infrastructure. The Village's public safety expenditures are very low in comparison to other Wisconsin villages and cities. Public safety expenses comprise 23% of the budget, which is one of the lowest among statewide municipalities. The balance of the spending is for general government 17%, refuse and recycling at 6%, culture and recreation (primarily parks) at 4.5%, debt service at 3% cemetery at 1.5%, conservation and development (primarily building inspections) 1%.



C. Revenue

The table below shows revenue sources to support its 2019 budget. Like most Wisconsin municipalities, Port Edwards's property tax revenue funds the major portion of the budget at 50%. However, this is considerably less than the state-wide average, primarily due to the higher level of

intergovernmental revenues, 20.5% for state shared revenues (partially based on per capita tax base) and transportation aids (partially based on road miles and expense per mile). The balance of their revenues are from cash on hand/fund balance at 13%, public charges (primarily for refuse collection and recycling) at 7.5%, intergovernmental charges (primarily for fire service and school district reimbursement for provided services, 3% other taxes and special assessments (primarily water utility taxes) 3%, miscellaneous revenues (primarily unidentified revenue, TIF reimbursement and rental of village facilities) at 2%, license and permits and fines and penalties (court fines and building inspections fees) at 1%.



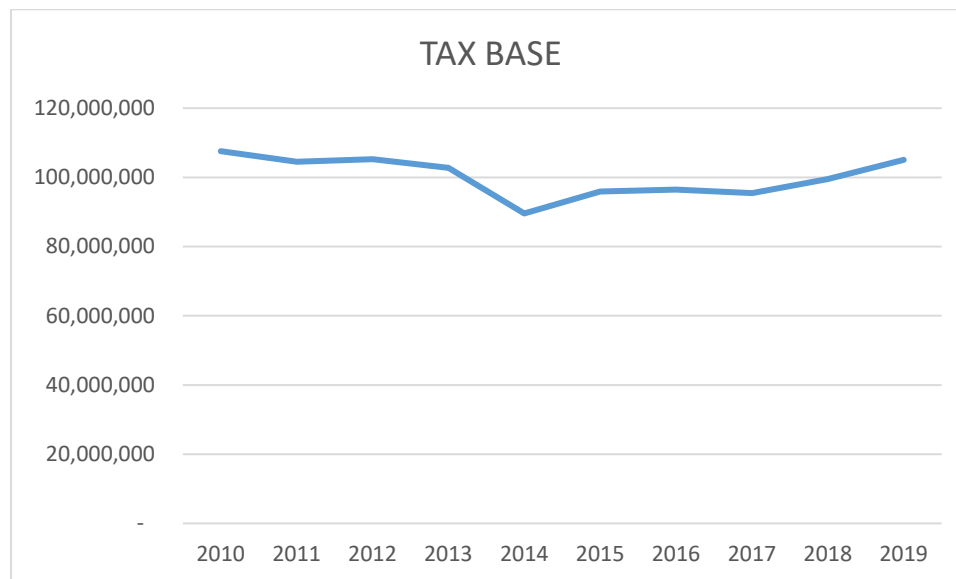
**D. Tax Levy, Tax Base and Tax Rates**

**Tax Base.** Like many communities, the great recession of 2008-2009 resulted in low growth or decreases in their tax base. Port Edwards, in addition to real estate deflation, experienced loss of a major industrial plant which also impacted its tax base. As the table above shows, the tax base was relatively stable from 2010 – 2012, before beginning to fall until 2017, when it increased 4% in 2018 and 5.5% in 2019. This increase is similar to trends in Wisconsin as a result of stronger home sales, but also reflects some of the improvements within the Village’s TIF District. Residential share of the tax base rose from 61% to 73% from the manufacturing peak value in 2003,



shifting the tax burden to Port Edwards residential property owners. Manufacturing property value decreased from its peak in 2003 from \$24,132,600 to \$7,189,700 in 2019.

LEVY, TAX BASE & MUNICIPAL TAX RATE 2010 -2019										
YEAR	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
TAX LEVY	1,049,829	1,078,358	1,075,341	1,077,833	1,081,328	1,070,290	1,092,306	1,089,635	1,093,536	1,094,189
TAX BASE	107,571,600	104,541,000	105,242,900	102,794,100	89,574,200	95,888,000	96,492,400	95,437,400	99,538,800	105,024,800
TAX RATE *	\$9.80	\$10.30	\$10.20	\$10.50	\$12.70	\$11.20	\$11.30	\$11.40	\$10.90	\$10.40
* per \$1,000 of equalized value										



Tax Levy. The table further shows that the Village Board has kept the tax levy relatively stable since 2010. The levy rose only 4.2 over that period, with most increases (or, even decreases) below inflation. The primary reason for the relatively low levy increase, is that debt is very low and has been decreasing, actual expenditures have been substantially less than budgeted expenditures, leaving a cash balance to offset the preceding budgeted years' tax levy, and overall operating expenditures have remained relatively stable.

Tax Rate. As the table shows, with a relatively stable tax levy, the major changes in the tax rate has been reflective of the changes in the equalized tax base, increasing when the value decreases and decreasing when it increases. Taxes on a home valued at \$200,000 have risen by \$120 from \$1,960 in 2010, to \$2,080 in 2019. Because equalized tax base is used, inflation on the individual property is not incorporated in the analysis of the tax bill amount.

## E. Comparison with “Peer” Communities

As part of this review of the Village of Port Edwards financial condition, it is important to view how the Village compare to PAA identified “peer” communities. In selecting comparable municipalities, PAA selected villages or cities with similar populations within central and north central Wisconsin. Port Edwards is unique relative to the comparable “peer” communities, because of its urban character and older infrastructure, which does have an impact on the variables used in this analysis.

The table below compares the tax levy, tax base per capita and operating costs per capita, as well as municipal tax rates.

COMPARISON OF AREA COMMUNITIES (2017 Department of Revenue)										
	Population	Total Operating Expenditures	Public Works Expenditures	Total Property Tax Levy	Total Equalized Value	Operating Expenditures per Capita	Public Works Expenditures per Capita	Tax Base per Capita	Tax Levy per Capita	Local Gross Tax Rate
Port Edwards	1,781	1,796,267	420,952	1,089,635	95,437,400	1008.57	236.36	53,586.41	611.81	11.42
Pittsville	874	730,076	122,146	301,299	59,484,600	835.33	139.76	68,060.18	344.74	5.07
Weyauwega	1,877	1,403,704	131,189	794,566	96,530,300	747.84	69.89	51,427.97	423.32	8.23
Blair	1,366	1,494,032	99,430	477,211	126,131,600	1093.73	72.79	92,336.46	349.35	3.78
Spencer	1,925	1,339,162	248,161	659,499	101,684,600	695.67	128.91	52,823.17	342.60	6.49
Nekoosa	2,533	3,208,619	639,561	1,422,787	109,172,000	1266.73	252.49	43,099.88	561.70	13.03
Omro	3,870	2,880,276	375,071	1,677,330	180,856,100	744.26	96.92	46,732.84	433.42	9.27
Schofield	2,220	2,107,624	331,526	1,366,845	209,107,100	949.38	149.34	94,192.39	615.70	6.54
Adams	1,920	1,394,002	180,722	313,436	80,172,200	726.04	94.13	41,756.35	163.25	3.91
Cameron	1,848	1,523,548	308,257	497,487	89,004,300	824.43	166.81	48,162.50	269.20	5.59
Osseo	1,700	1,385,022	318,270	831,041	114,913,400	814.72	187.22	67,596.12	488.85	7.23
Hortonville	2,843	2,439,134	466,467	1,532,628	182,750,600	857.94	164.08	64,280.90	539.09	8.39
Wautoma	2,148	2,049,739	239,078	850,000	101,238,700	954.25	111.30	47,131.61	395.72	8.40
Westby	2,219	1,949,489	367,773	584,270	122,547,699	878.54	165.74	55,226.54	263.30	4.77
Poynette	2,529	1,785,942	273,255	1,572,673	156,801,000	706.19	108.05	62,001.19	621.86	10.03
Whiting	1,678	629,250	185,278	744,331	116,209,200	375.00	110.42	69,254.59	443.58	6.41
Averages	2,083	1,757,243	294,196	919,690	121,377,550	842.41	140.89	59,854.32	429.22	7.41

Operating expenditures per capita. As expected, operating expenditures in Port Edwards are considerably higher than average, primarily due to higher public works and general government expenses. The table identifies that public works expenditures per capita is \$236.36, second highest among the identified “peer” communities. The City of Nekoosa, a community with similar urban characteristics and an accelerated aging infrastructure like Port Edwards is the highest. Public safety expenditures are lower than average, which moderates the per capita expenditure level. The lower public safety cost is the result of a part time department, and the paid-on-call makeup of fire department. As stated, urban development patterns, older infrastructure and a high level of public works services is the primary reasons for Port Edwards higher operating costs compared to its identified “peer” communities.

Tax base per capita. Port Edwards, at \$53,586, has a lower than average per capita tax base compared to its identified “peer” communities at \$59,854, ranking in the bottom half. This lower tax base is the result of a primarily residential nature of the tax base, as manufacturing property values decreased due to the loss of the Domtar mill. In addition, little new development and smaller increases in real estate values due to local economic conditions suppressed the total tax base.

Tax levy per capita and tax rate. Port Edwards has one of the highest tax levies per capita, at \$611.81, compared to the identified “peer” communities. The average per capita levy among the identified “peer” communities is \$422.22. The primary reason for this higher levy is higher operating expenses, and to some degree lower state aid than other identified “peer” communities. As expected, a higher tax levy and lower tax base results in a higher tax rate. At \$11.42 per \$1,000 of equalized value, it has the 2<sup>nd</sup> highest tax rate among the identified “peer” communities.

#### F. Capital Spending

The table below shows the Village’s capital spending trends since 2009. Nearly \$2.8 million was spent over the 11 years, approximately a quarter million dollars per year. These amounts exclude the 2019 road reconstruction and the splash pad projects, which data was not available for. This spending level as been adequate for equipment replacement, road mill and overlay programs and other capital maintenance programs but will not support long term required capital improvement projects. Port Edwards limits its use of long-term borrowing for capital improvements and capital purchases, rather it sets aside funds annually for large equipment purchases or road improvement projects. Use of fund balance, donated funds, levy and TIF revenues also has supported capital projects and equipment.

GENERAL FUND CAPITAL SPENDING 2009 - 2019										
2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
268,740	87,071	326,527	353,578	400,837	82,070	198,446	74,662	136,679	309,681	543,756*
							* Includes FRE Department Equipment & Medical Arts Building Projects, excludes 2018 Road Program which was not available.			

## G. General Fund Balance

The table below shows The Village of Port Edwards fund balance from 2009-2018. The fund balance over this time is very healthy, averaging over \$500,000 over the 10-year period, with a 2018 total of \$596,943. Best practice dictates that the municipal entity should maintain a fund balance of 15-20% of the operating fund. Port Edwards policy require a 5% fund balance. Utilizing the 2018 audited operating expenses of \$1.6 million, the fund balance is at 37% of operating expenses. Port Edwards utilizes its fund balance to offset annual operating costs, which is not a best practice. However, as the table below show, its annual audited expenses have historically been substantially less than its budgeted costs, which has allowed the fund balance to be stable and fund a portion of the capital expenses. Historically the audited expenses have been approximately 20% lower than the budgeted costs.

FUND BALANCE 2010 - 2018										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Assigned	-	29,384	29,300	29,300	26,740	26,740	26,740	26,740	26,740	26,740
Unassigned	601,922	611,180	276,165	406,290	424,539	553,855	552,585	601,922	587,496	596,943
Operating Budget	<b>1,754,041</b>	<b>1,711,958</b>	<b>1,756,129</b>	<b>1,671,325</b>	<b>1,706,287</b>	<b>1,478,017</b>	<b>1,681,557</b>	<b>1,703,001</b>	<b>1,789,257</b>	<b>1,602,791</b>
Unassigned % of Budget	34%	36%	16%	24%	25%	37%	33%	35%	33%	37%

BUDGETED OPERATING EXPENDITURES COMPARED TO AUDITED EXPENSES 2009 - 2019											
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
ACTUAL AUDITED	1,734,041	1,711,958	1,756,129	1,671,325	1,706,287	1,478,017	1,681,557	1,703,001	1,789,257	1,602,791	2,178,471
BUDGETED	NA	1,953,271	2,044,514	1,979,632	1,842,528	1,832,886	2,109,751	2,051,670	2,080,640	2,130,256	NA
PERCENT AUDITED	NA	88%	86%	84%	93%	81%	80%	83%	86%	75%	NA

## H. Water Utility Finance

- Expenditures. Water utility budgeted operating expenses for 2019 are \$414,141. The largest percentages of operating expenses for the utility is for wages and benefits, electric power and taxes in lieu of to the general fund.

The utility has no long-term debt expenses. Most of its major maintenance and capital expenses have been funded by cash reserves. The utility has not (outside of The Tax Increment District), made any major improvements to its water plant or distribution system over the last ten years.

- Revenues. The water rates have supported operations of the utility adequately over the last 10 years. Water utility revenues have increased steadily since 2009, due to water usage increase for its major industrial user, and steady inflation rate increases since 2013, as approved by the Public Service Commission. Revenues from industrial users, primarily ERCO Worldwide, comprise 60% of the total non-public user charges. The other major income sources are from residential use at 27%. The balance is from public authorities, commercial and multi-family customers. Public fire protection is also a major source of non-water usage income, at 31%. The utility has a cash balance of over \$200,000, to fund emergencies and small capital projects. The utility would have to increase its rates substantially if upgrade of its wells and distribution system is required. There is currently limited long-term water utility capital improvement planning undertaken, to determine long-term needs and related expenses.

The Port Edwards Water Utility has addressed revenue shortfalls by increasing rates. Rates have increased 5 years out of the last 10 years, most of which were simple adjustments to meet inflationary cost increases.

#### I. Wastewater and Collection System Utility Finance

- Expenditures. Wastewater and collection system utility budgeted expenditures for 2019 are \$495,581. The largest percentages of expenses for the utility is for debt service on the 2006 borrowing for the new treatment plant at 49%. The utility borrowed \$2.681 million in 2005 for construction of a new wastewater treatment plant. There is an outstanding balance on the loan of \$987,212 and the annual interest and principal on the debt for 2019 is \$243,400, which will be retired in 2024. The 2019 operating expenses is \$245,181, nearly half is for wages and benefits. The other major

expenses are for equipment maintenance and outside services. Most of its major maintenance and capital expenses have been funded by cash reserves. The utility has not (outside of The Tax Increment District), made any major improvements to its wastewater treatment plant or collection system over the last 10 years.

- Revenues. The wastewater treatment and collection system utility revenues have been relatively stable over the last 10 years. Unlike the water utility, there is minimum use of the wastewater treatment facility by the largest industrial plant in Port Edwards, as ERCO Worldwide has its own treatment facility. Residential Revenues comprise 77.2% of the total revenues. The other major income sources are from commercial use at 11.3%, , and multi-family and public authorities at 3.7% and 3.7% respectively, other revenues 2.4%, and industrial at 1.7% In recent years the general fund has been subsidizing the utility, in order to assure the utility was meeting its operating and long-term debt obligations. The 2019 subsidy is budgeted at \$85,801. The utility has a cash balance of over \$130,000 to fund emergencies and small capital projects. The utility would have to increase rates substantially or wait until the debt is retired on the wastewater treatment plant in 2024, to fund any required upgrades of its wastewater treatment plan and collection system. There has been limited long-term capital planning undertaken to determine long-term requirements and related expense.

The Port Edwards Sanitary Sewer Utility has addressed revenue shortfalls by increasing rates. Rates have increased 6 years out of the last 10 years, most of which made to meet inflationary cost increases. Major increases were 7.5% in 2010, a 21% rise in 2015 and 10% in 2018.

#### J. Tax Increment Financing

Port Edwards established TIF #2 in 2009, to address the closing of the Domtar paper mill in 2008 and other economic development needs within the community, including the retail district. The district was amended in 2018, to remove a large warehouse from the district, which was once part of the Domtar site buildings, and adding parcels in the central business district. The warehouse facility was sold to Milk Specialties Global and is an active and growing operation. The amendment also focused the village's

central business district adding related projects to the village's central business district, specifically calling for TIF increments to be used ½ mile from the TIF boundaries, as well as adding additional planning studies to the project plan.

The table below shows the incremental value of TIF #2 since its establishment in 2009. Its base value was at \$9.5 million in 2009, the increment increased to \$5,548,300 in 2010 and decreased to \$3,228,400 in 2013. Decreases were primarily related to loss of personal property at the Domtar facility. It then showed a steady increase to \$11,023,100 in 2018, before decreasing to \$8,841,700 in 2019 because of the TIF #2 amendment and continued loss of Domtar personal property. Much of the recent increment was primarily due to the expansion of ERCC chemical plant and inflation increment. The district increment was at \$268,778 in 2019. Since its establishment, the district increment was just over \$2.5 million dollars. The 2018 TIF #2 fund balance is \$790,852 and is expected to be over \$1,000,000 as of December 31, 2019. Expenditures within the district, have primarily been for professional services. Capital expenditures included improvements in the commercial district.

TIF INCREMENTAL VALUE										
2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
0	5,548,300	3,993,500	3,377,300	3,228,400	7,756,500	9,415,200	9,369,200	8,762,100	11,023,100	8,841,700

## VI. INFRASTRUCTURE AND PUBLIC FACILITIES

Overall, general fund and utility operating expenses for the village will continue to be stable and rise near inflation for the long-term, without compromising basic service delivery to the residents. Proper maintenance and improvement of infrastructure, however, will require strategic initiatives, to enable the Village to meet the need of the community on a long-term basis. It is important that PAA provide an overview of this infrastructure, most of which was identified in the Village of Port Edwards Comprehensive Plan approved in 2015.

### A. Street Network

Port Edwards maintains 20.0 miles of local roads. Road improvement has been identified by the Village Board and staff as one of the long-term

priorities for the community. The village has been investing in maintenance, such as mill and overlay to extend the useful life of the roads, hence, postponing the cost of total reconstruction. A five-year capital improvement program has been established, which includes a robust road improvement plan. The plan has utilized Wisconsin Department of Transportation DOT PASER condition data in the development of the plan. However, the plan is not based on long-term goals and objectives and excludes specific coordination with major sewer and water projects.

- STH 54 East Arterial Bypass and Bridge Wisconsin River. According to the Port Edwards Comprehensive Plan planning for these transportation improvements goes back to at least the mid-1970s. The proposed project extended STH 54 from Letendre Avenue in Port Edwards across the Wisconsin River and along Highway Z. The plan summarized the benefits of such a bypass and bridge, as connecting residents to employment, unlocking east village development opportunities, connecting Port Edwards and Nekoosa to the airport, improving access to Domtar site, enhancing the commercial attractiveness on STH 54 and 8<sup>th</sup> street, addressing future traffic growth demand. This project remains a priority of the region but has not received Wisconsin DOT support in recent years.

## B. Water Utility Wells and Distribution System

The Port Edward Water Utility provides services to residents west of the Wisconsin River. Residents east of the river are served by private wells, as it was determined that it would not be cost effective to extend the distribution system across the river or build a new well to serve this area of the village. The system is comprised of 4 wells, two water towers (60,000 gallons and 500,000), and 18 miles of water main. According to The Port Edwards Comprehensive Plan, Port Edwards utilized water from Nepco Lake, to provide water to its residents and business for many years. This practice ended in 1982, as the cost of treatment became cost prohibitive. The capacity of the four current wells was analyzed in a 2011 Water System Hydraulic Model performed by AECOM, a private consulting firm. The analysis showed that the system will provide adequate pressure at peak



hours, however, the type of business that could locate in the village may be limited, depending on its peak water usage demand. There have been identified means and methods to address this matter to accommodate a high peak water use customer, if required. The Utility has begun to focus on preventative maintenance of the wells and distribution system, which the current utility rates support. However, with many sections of the distribution system nearing 75 years old, main replacement will be more of a challenge without substantial increases in the water utility rates. PAA did not find any information on the age and condition of the distribution system. According to Public Works staff, the number of water main breaks (an indication of failing water mains) have been very limited. As stated early, the road improvement plan currently is not tied to any watermain replacement planning.

The Port Edwards Comprehensive Plan raised the issue of future groundwater contamination due to a high-water table on the east side of Port Edwards, where residents are served by private wells. There is an emergency water arrangement with the Cities of Wisconsin Rapids and Nekoosa, but the infrastructure required to physically connect the water systems. The plan recommends a wellhead protection strategy, to manage groundwater quality long term.

#### C. Wastewater Treatment and Collection System

The Wastewater treatment plant was constructed in 2005, replacing the plant built in 1968, and has an estimated life of 20 years. The plant is built with future expansion in mind. It currently operates at 30% of capacity. As with water services, it only provides service to the west side of the Village, as construction of an interceptor under the Wisconsin River serving the east side, was determined to be cost prohibitive. The oldest part of the collection system was constructed in 1916 most of which is over 103 years old. Inflow and Infiltration from sewer mains, and from residential homes with foundation drains connected to the system (even at 30% flow capacity) has the potential to overtax the treatment plant processing capacity, resulting in

basement backups under large rain events or seasonally wet times. PAA did not identify any specific data on the age and condition of the sewer collection system, or any specific plans to fund sewer lining, relays or address Inflow and Infiltration in the system by other means.

#### D. Stormwater Drainage System

The Village stormwater drainage system consists of pipes within the roadway connected to the catch basin, culverts and ditches, which provides for the water to the eventual drainage, to the Wisconsin River. The primary requirements for the Village's Stormwater system, consists of regular maintenance like catch basin cleaning and (re)construction, street sweeping, cleaning stormwater pipes, culverts and ditches. PAA did not identify any specific Standard Operating Procedures for stormwater maintenance or plans for stormwater system improvements.

#### E. Village Facilities, Parks and Open Space

The Village of Port Edwards enjoys a substantial amount of park and open space. 73% of its land use is for natural resources and outdoor recreational activities. The Port Edwards Comprehensive Plan identifies 10 major parks and recreation facilities within the Village limits as operated by the County, Village, School District and YMCA. The Village owns and maintains four parks, totaling approximately 35 acres, with a wide array of amenities. The Village pool was recently closed; however, a new splash pad was added this year to Edwards Alexander Memorial Park. Regional and local pedestrian and bicycle trails are located throughout the Village. In addition to parks, there are many acres of riverfront land that are vacant and owned by private interests that could be utilized for passive recreation. In its review PAA did not find any reference to a parks and open space plan, projecting the future needs and improvements in its public space.

#### F. Public Facilities

Current Village facilities include the following: a 10 acre property with two buildings for storage of materials and equipment; a 2.59 acre site that

contains the Wastewater Treatment Facility , which includes a 2 bay garage with heated offices, which is currently used for storage; a less than one acre site constructed in 1987 for Public Works and the Port Edwards Fire Department, and the municipal building located in the central business district. The building is part of a “strip mall” condominium project which was constructed in the 1940s. PAA did not see any review of future facility needs, including major maintenance, or expansion/reconfiguration to meet changing operational needs.

## **VII. PLANNING AND ECONOMIC DEVELOPMENT**

- A. The Port Edwards Comprehensive Plan. This plan was adopted in 2015 and meets the State of Wisconsin requirement for municipal comprehensive plan. It serves as an excellent source document, for many important aspects of the Village of Port Edwards past, current conditions and future needs.
- B. Economic Development. Historically, Wood County region was an economic engine for central Wisconsin, due to the vibrant paper industry. Port Edwards was central to this economic boon. It was home to one of the major mills in the region, which provided a consistent tax base and utility fees to support municipal services, good paying jobs, civic improvements, and strong housing demand. The changing worldwide economy slowly diminished the competitiveness of the statewide and regional paper mills. Although, the paper industry remains central to the regional economy, the great recession of 2007, was the demise of the Port Edwards Domtar Corporation Mill, which closed in 2008. The result was the elimination of 500 jobs and an idle 192-acre mill site. In addition to the closing of the Mill, Port Edwards has additional challenges in growing its local economy and tax base, identified as:
  - The Village corporate boundaries are split by the Wisconsin River. The East an urbanized area with water and sewer. The West side more rural with larger lots on private wells and POWTS, which limits density of future development.
  - Limited border expansion by annexation, due to border agreements, and adjacent land use patterns

- Retail development in the local business district has a limited market, due to regional competition, and limited space for larger commercial enterprises.
  - The majority of the Domtar Corporation property is not ready for marketing of new development, due to current ownership matters.
- C. **Development Initiatives.** After the closing of the Domtar mill, the Village took pro-active actions, to redevelop the property and its 1.4 million square foot facilities, excellent rail and highway connections, fiber optic communication lines and vacant land for additional regional commercial facilities. With the professional assistance of the planning firm of Vandewalle and Associates, regional planning and economic development agencies/corporations and the State of Wisconsin, the Village established a model for The Port Edwards Green Employment District, with the intent of repositioning the paper industry, launching renewable energy systems, and utilizing the region's bio-industry strengths to create green jobs. The planning for this initiative was completed in 2010. In March of 2013, Domtar Corporation sold its mill site to DMI Acquisitions, which specializes in recycling metals. The firm named the site the "Central Wisconsin Applied Research and Business Park. The firm sold off the 280,000 sq. ft. warehouse. A development agreement for the planned growth of the site was executed, as a blueprint for redevelopment of the site. Since purchase of the site in 2013, all the buildings, except for the sold off warehouse are in disrepair and in multiple stages of demolition and are not feasible for reuse. The Village has taken proactive steps, to cooperate with DMI acquisitions and implement the developer's agreement(s) without success. The redevelopment of this site is a critical to the future financial stability of the community. Since 2009, much of the base planning work required to successfully redevelop this property has been completed. It will take time to work out all of the issues that have caused the corporate ownership to stall the implementation of the redevelopment plan for this area.
- D. **Tax Increment Finance District.** As part of the proactive policies initiated by the Village of Port Edwards to address the 2007 Domtar Corporation closing of the Mill, Tax Increment District #2 was established in 2009. TIF funds are generated from tax base growth, due to municipal and ancillary funding

initiatives aimed to encourage new development, like site planning and strategy and infrastructure improvements. TIF expenditures of just over a \$1.5 million dollars within TID #2 to date have been primarily for professional fees. Critical site planning for the Domtar Corporation site, the central business district and extension of public improvements, within these areas were the primary initiatives. The TID #2 fund balance is expected to exceed \$1,000,000 as of December 31, 2019. Much of the recent TID increment has been the result of market increases in property values.

- E. Retail Development. The Village's commercial district, which is located on Market Street, has always been small, but robust. It now consists of the 1940's condominium strip mall that houses the Village hall and police department, the community's only restaurant and small specialty shops. Across the street is a bank, post office and Current Technologies and some vacant storefront and office space. TID #2 amendment specifically called this area a priority site, primarily to improve parking and landscaping, and provide loans and grants for façade improvements and new business locations. This area will continue to be a retail and office district, to serve local needs. The primary retail options for residents is within the City of Wisconsin Rapids, which serves as a regional commercial and retail hub for the area. Planners had designated some potential regional retail within the Domtar redevelopment project.
- F. Pavloski Development. The east side of the Village includes a large parcel of land within the Town of Saratoga, adjacent to Lake NEPCO, a lake created by the NEPCO company owned dam. A unique revenue sharing/boundary agreement and developer agreement was forged between the Village of Port Edwards, the Town of Saratoga and Pavloski Development, LLC. The 10-year agreement calls for the 470 acres of land to be developed into single family homes and condominiums. A total of approximately 250 lakefront lots will be developed with an estimated value at complete buildout at over \$80 million. The revenue sharing aspect of the agreement provides that Port Edwards will provide public services to the area, and receive 80% of the local taxes, plus a \$2,000 per lot impact fee upon development (the first 50 lots being paid in advance). The agreement also requires Pavloski Development

LLC, to dedicate suitable sites for fire and public works equipment, and a yard waste and recycling center. At this time, sanitary sewer and water services are not cost effective to serve this area, hence, service is provided by private wells and POWTS. Further, the Village of Port Edwards will get reimbursed administration costs for administration or execution of the agreement. Thirty-two homes have been constructed to date. The development will continue to pay dividends as to the Village's tax base and vitality. Planning for the transfer of the property to the Village on January 1, 2024, should be ongoing and pro-active.

- G. Housing. Residential development will continue to occur within the Pavloski Development, and land currently utilized for agricultural and other undeveloped parcels. However, there is not a specific plan for future development within the Village corporate limits or in adjacent towns. The Port Edwards Comprehensive Plan emphasizes that it is important for the Village to be cognizant of the housing needs of current residents as they go through their life cycle, as residents would like to stay in their home town rather than having to relocate to a different community to accommodate their housing needs. The Plan further emphasizes that in a 2012 community survey, 39% of the respondents indicated that the community should encourage more housing development.

## **VIII. SUMMARY AND RECOMMENDATIONS.**

Overall, PAA found that the Village of Port Edwards provides effective public services to its residents, has an excellent professional staff, and has a solid organizational ethos and structure. However, the Village has not proactively planned and funded long term capital improvements. It has recognized the need to expand and diversify its tax base and has planned and implemented proactive policies in this regard. This section focuses on recommendations, aimed at assisting the Village in strategically improving its organization, operations and capital assets, in order to best serve its residents on a long-term basis.

In addition to an analysis of the Village of Port Edwards operations, economic development and planning efforts, finances, and capital assets, PAA was also

specifically asked to evaluate the current organizational structure; make recommendations for improvements; develop standard job descriptions and develop a related salary schedule. Also, PAA was asked to make recommendations for the job description and skills and attributes for the position of Village Administrator.

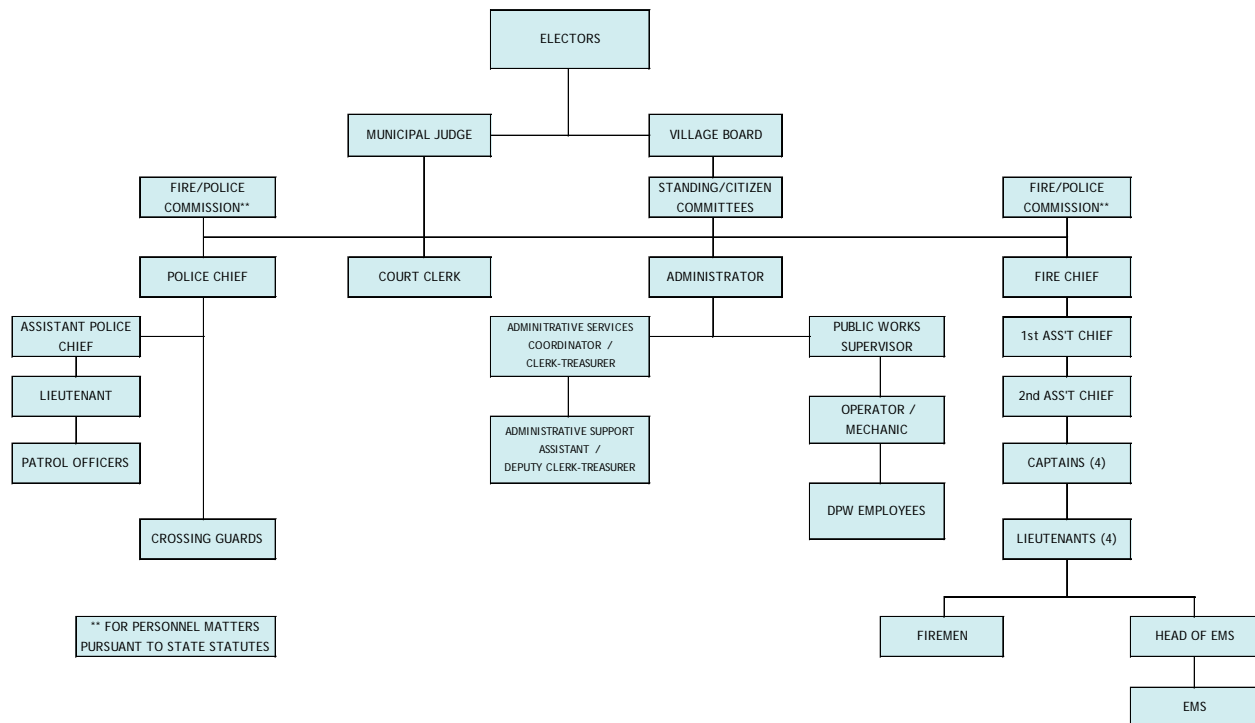
## **A. ORGANIZATIONAL RECOMMENDATIONS**

1. Organizational Structure. In section III, PAA described the departmental organization and detailed how services are provided. The current organization chart was shown as an exhibit. This section will begin with recommendation for a new organizational chart and change in job descriptions, including job titles and duties.

Organizational structure change. Overall PAA found that the organizational chart and related job descriptions established in 2017 were accurate, but an incomplete depiction of the current organization. PAA recommended Job descriptions, and a change in the organizational chart should address this incompleteness. The only recommended organizational structure change is a clarification that the position currently identified as Clerk-Treasurer is a direct report to the Village Administrator, and that the Cashier/Secretary is a direct report to the position currently identified as Clerk-Treasurer. The depiction of the recommended updated organizational chart is found below.

## VILLAGE OF PORT EDWARDS RECOMMENDED ORGANZATIONAL CHART

ORGANIZATIONAL CHART - Updated November 19, 2019



2. Job Descriptions. PAA, interviewed key employees in all department, except the fire department (which was not part of the scope of this project), to review their current job description (if one exists), and determine how it reflects their current roles and responsibilities, and required skills. If a job description did not exist, the interviews provided the information necessary, to establish a job description.

The newly established job descriptions are in the appendix as Exhibit I. Below is a summary of the changes made to the current job descriptions. Discussion of the Administrator's job description is under a separate section.

- a) Department of Public Works. Job descriptions for these positions were found to be incomplete or non-existent. References to job titles in the 2019 labor policy were not current or did not reflect job duties and requirements.



- i. Public Works Foreman. The position of Public Works Foreman was accurate when the Village Administrator/Engineer served as the Publics Work Supervisor. However, the position of Administrator currently does not oversee the daily operations of this department. The position of public works foreman directs the operations of the department. PAA is recommending that the position be retitled Public Works Supervisor, and that the job description accurately depict the roles and responsibilities of that title. The current employee in that position has the knowledge and experience required to serve the community successfully. Required formal management education through seminars and conferences would benefit the individual and the Village.
- ii. DPW Line Staff. Currently, according to the DPW labor policies, the positions on this department include the following:
  - Laborer
  - Helper
  - Operator-Mechanic
  - Operator Mechanic- Grade I
  - Operator Mechanic - Grade II
  - Operator Mechanic- Grade III
  - Operator Mechanic - Grade IV
  - Operator Mechanic – Grade V
  - Operator – Water and Wastewater

Based on interviews, historically the Operator Mechanic position with the numbering system depicted the experience level and/or seniority, and specialized responsibilities of the position. Such a hierarchy remains relevant but may be depicted in title and job description more accurately.

PAA is recommending the following titles, with amended job descriptions:

- Laborer: Position eliminated, as no difference between this position and Public Works Operator was established.
- Public Works Operator (these could be labeled numerically, should the board want to indicate level of seniority or promotional order.
- Public Works Operator- Mechanic
- Public Works Operator- Parks, Public Facilities and Cemetery
- Public Works Operator- Wastewater
- Public Works Operator – Water

b) Clerk-Treasurer and Cashier/Secretary. The Clerk-Treasurer and the Cashier/Secretary titles do not accurately describe the roles and the responsibilities of the positions completely. In addition, the terms cashier and secretary are outdated titles. The office primarily oversees all administrative functions of the Village of Port Edwards, including public works, water and wastewater utilities, building inspection, cemetery and park, budget and finance, and police. As stated earlier, the organizational chart should be amended, to provide for the administrator to directly oversee this department.

PAA is recommending that the titles be amended as follows.

- Clerk-Treasurer changed to Administrative Services Coordinator and Clerk Treasurer.
- Cashier/Secretary changed to Administrative Service Specialist/ Deputy Clerk-Treasurer.
- The Court Clerk title will remain the same and be under the direction of the Municipal Judge per Wisconsin statutes.
- The Administrator would serve as the Finance Director.

c) Police Services. Job descriptions for the Police Chief and patrol officers are well established and will be drafted with current best practices for the positions.

d) Village Administrator Position. In interviews with the village board and staff, it was obvious that since the long-tenured administrator resigned in 2015, the position did not meet the administrative leadership expectations of the Village of Port Edwards board and staff. Over the last three years, there have been two-full time administrators and three interim administrators. It is the goal of the Village Board to appoint an individual who can provide solid leadership to enable the Board and its staff to be successful in meeting the vision and goals of the community.

Based on interviews with staff and board, previous administrators were not successful because:

- They did not live up to the expectations of the position set by the previous administrator.
- They did not have the “right” personality for the position.
- They did not have a commitment to the community.
- They did not possess the technical skills required for the position.
- They did not have the leadership skills that were needed at the time.
- They did not have the necessary communication skills required for the position.

When asked what skills and attributes the new Administrator should possess, the following were cited:

- Understands how to successfully communicate with the Board, staff and residents.
- Have some specific knowledge of public works operations.
- Have the skills to effectively be a positive communications conduit between the Village Board and the Village staff.
- Have an outgoing, not introverted personality.
- Ability to communicate with staff and residents on a consistent basis outside of the physical office.
- Have a comprehensive knowledge of financing, for operational, capital and economic development aspects of municipal operations.
- Be committed to “getting his/her hand” in the operations, such as with building inspections, zoning, budget preparations and capital planning.

- Understanding the ethos of the community of Port Edwards.
- Possess high energy and enthusiasm.
- Understand the State of Wisconsin regulations and laws of running a Village.
- Demonstrate strong leadership and team management style.
- Have direct involvement in planning/zoning, economic development, building inspection, cemetery plat, contract management, downtown mill redevelopment & long-range planning for NEPCO Lake project.
- Address the breakdown of existing silos.

The revised administrator job description should include the major aspects of the administrator position and specifically include those skills and requirements that the Board members and staff thought important and vital to the position. The codification of the position should include specific function and requirements of the position. The recruitment materials for the position should also be very specific as to the skills, qualities and attributes required by the position. The employment agreement may be used to emphasize the expectations of the board and staff.

3. Salary Schedule. PAA was asked, as part of this study, to make a recommendation on the current salary schedule for the Village. Although, this project did not scope a comprehensive classification/compensation study, PAA surveyed municipalities in the central and north central area of the State of Wisconsin, to get salary information on similar Port Edwards positions. The data received was limited, and some was not specifically equivalent to the Port Edwards positions. The summary of that data is attached as Exhibit II. PAA however recommended a salary schedule for its employees utilizing available data as found below. PAA is also recommending that a comprehensive classification/compensation be considered by the new Administrator.

<b>PORT EDWARDS SALARY SCHEDULE 2020 RECOMMENDED SALARY RANGE</b>				
	<b>CURRENT</b>	<b>MINIMUM</b>	<b>MIDDLE</b>	<b>MAXIMUM</b>
<b>VILLAGE ADMINISTRATOR</b>	VACANT	80,000.00	85,000.00	90,000.00
<b>ADMINISTRATIVE SUPPORT COORDINATOR/ CLERK TREASURER</b>	49,392.00	49,392.00	55,000.00	60,000.00
<b>ADMINISTRATIVE SUPPORT SPECIALIST/DEPUTY CLERK- TREASURER/COURT CLERK</b>	20.90	19.00	21.00	23.00
<b>POLICE CHIEF</b>	72,000.00	70,000.00	75,000.00	80,000.00
<b>PATROL OFFICER</b>	26.28	25.00	27.00	29.00
<b>PUBLIC WORKS SUPERVISOR</b>	**62,000.00	65,000.00	70,000.00	75,000.00
<b>PUBLIC WORKS OPERATOR - MECHANIC</b>	25.94	24.00	26.00	28.00
<b>PUBLIC WORKS OPERATOR - PARKS AND CEMETERY</b>	25.94	24.00	25.00	26.00
<b>PUBLIC WORKS OPERATOR - WWTP AND SANITARY SEWER</b>	21.97	25.00	26.00	27.00
<b>PUBLIC WORKS OPERATOR - WATER UTILITY OPERATIONS</b>	26.67	25.00	26.00	27.00
<b>PUBLIC WORKS OPERATOR</b>	21.32	22.56	23.50	24.50
**excludes overtime estimated at \$6,000				

Summary of the recommended salary schedule is:

Administrator Position: Recommended range is between \$80,000 - \$90,000

Administrative Service Coordinator/Clerk-Treasurer. The current salary is below the other municipalities in the area and should be increased on a long-term basis.

Police Chief. The current salary, understanding that the position was recently filled, is slightly below other municipalities in the area.

Police Officer. Port Edwards wages for this position is lower than average for an experienced police officer, and should consider a higher range when adopting a

comprehensive salary schedule. Part-time officer salaries were not surveyed, but based on a cursory review, it would be beneficial to review the current salary range, and adjust to market.

Public Works Supervisor. Position is within an acceptable market range.

Public Works Operator – Wastewater and Water. Positions are within an acceptable salary range currently, given the experience of the current employees in those positions. The salary schedule should provide for future increases above cost of living adjustment (COLA), to account for experience.

Public Work Operator – Mechanic. No changes recommended

Public Works Operator – Parks and Cemetery. No changes recommended; however limited comparable data available.

Public Works Operator. No changes recommended – Salary schedule should provide for future increases above COLA, to account for experience

## **B. OPERATIONAL AND ANICILLARY OPERATIONS RECOMMENDATIONS.**

Overall, Port Edwards provides comprehensive, efficient and effective public services. Below, are recommendations for consideration that may strengthen current operations.

1. Building Inspections and Zoning. Currently, building inspections are contracted with the City of Wisconsin Rapids. Port Edwards provides most of the administrative support, and the Wisconsin Raids Inspector completes the specific inspection. The current system includes many steps, which do not benefit the customer. A review of the building inspection process should be undertaken, to determine if fewer process steps can be realized. In addition, Port Edwards should evaluate the potential to have a private firm handle building inspection operation on a contract basis.

2. WWTP and sewer collection utility and water utility. Formal cross training of the Public Works Operator-Wastewater Treatment Plant and Public Works Operator - Water is recommended.

3. Establish and Implement a records management policy. Records are usually placed with individual departments. There is not a policy on what records should be kept, and how long they should be kept, except per state statute and Village ordinance. The policy should consider, what records are required to be centralized and, for how long. After said policy is drafted an electronic records management system should be implemented, such as “Laserfische”. Implementation should occur over several years.

4. Establish a Formal Employee Handbook. Currently, personnel policies are imbedded within a labor policy document. There are two documents, one for public works and general employees, and one for the police department. These documents are adequate for the purposes of salaries, benefits, job requirements and work rules and serves as a base document for an employee handbook. The handbook should include a comprehensive statement of personnel policies, including a performance evaluation policy, safety policy, employment practices, recruitment policies, workplace policies and work rules, and alike. PAA will supply examples of an employee handbook from another community for the Board to review.

5. Establish Standard Operating Procedures (SOPS). Standard Operating Procedures (SOPS) are an essential working tool that documents routine quality system management and technical activities, such as financial operations, payroll, municipal court procedures, building inspection process, water system maintenance, equipment maintenance preventative maintenance, WWTP daily procedures and maintenance, etc. Port Edwards departments have some informal documentation of SOPS but overtime a formal system of SOPS for all departments should be established.

6. Establish a Performance Evaluation Policy and Program. Most often a performance evaluation system is incorporated into the employee handbook or the human resource manual. However, it can be established as a stand-alone policy. A performance evaluation system can begin with the village administrator and department directors, and then be expanded to village employees.

7. Evaluate Civic Engagement Methods and Management. The Port Edwards website is a good source of village business and community information. It is relatively easy to navigate and is updated on a regular basis. The Village publishes

a quarterly newsletter that provides updates on village services, important meetings, policies and issues. The Village should evaluate the current website and determine what if any updating is necessary to better serve the public i.e. easy to find permit forms. This evaluation can include a website survey asking for suggestions, and/or a citizen committee review of the website and make recommendations. The Village could also use Facebook or other social media platforms on a more regular basis, to provide information that can't wait for the quarterly newsletter publication, and for other community matters.

### **C. FINANCE RECOMMENDATIONS**

1. Budget Document Recommendations. The Port Edwards annual budget provides the basic information categorizing proposed spending by department on a line item basis. The Village should work toward a revised budget document, aimed at meeting Government Finance Office Association (GFOA) standards. Specific improvements that can be completed on a short-term basis,

a. Capital fund: The Village audit shows detail of the Village capital fund, which tracks annual spending and balances. A capital fund in the annual budget document detailing starting balances, proposed expenditures, revenue sources and ending balances would provide improved presentation of information for board and public review.

b. Budget allocation of benefits and commercial insurance. Currently the annual budget includes employee health benefits and commercial insurance expenses within the general government category; approximately \$413,000 annually. Although, these costs are partially allocated as part of the audit, it is best practice that the budget should include those allocations, usually based on salaries and operating expense. Such allocation provides the board and the public a clearer picture of departmental operational expenses.

c. General fund allocations. Evaluate the annual general allocation of general fund expenses to enterprise and TIF funds annually. Annual salaries, benefits and expenses such as space rental are allocated to the enterprise funds, as part of the budget process. Periodic evaluation and policy documentation of the allocation by the village board is a best practice.



d. Fund balance use. Review practice of budgeting fund balance for operational costs. Port Edwards has a healthy fund balance, more than meeting the best practices standards. Annually the budget includes an allocation of fund balance, to offset the required tax levy, which is not a best practice. However, the audit has shown that annual expenditures has been considerably less than budgeted, and hence fund balance has grown annually. For example, from 2010-2018, budgeted expenditures were \$8.39 million and audited expenditures were \$6.8 million, a variance of approximately 20%, or over \$1.6 million. The 2021 budget should include a full detailed evaluation of spending in each category and should include a goal of matching budgeted to actual spending more accurately.

2. Long-range financial planning. Port Edwards has a substantial amount of capital assets and equipment for its tax base and population size. This is due to the historical requirements of supporting a regional paper mill plant and the density of the community. As this infrastructure ages, maintaining these assets could be a financial burden on the community. The Village has been effective in annual operational maintenance of its public facilities, streets, drainage system, water plant and distribution system, WWTP and collection system, parks, public facilities and equipment, but has not planned or funded long term major maintenance and replacement. The components of this planning should include:

- Establishment of a pavement management plan (minimum of 10 years). This plan should be based on a goal of a specific desired road PASER rating, i.e., “by 2030, all roads should have a rating of 7.0 and above, and annual cost and/or debt levy should not exceed .50 per \$1,000 of equalized value”. The plan should include major maintenance (mill and overlay) and total reconstruction.
- Establishment of a water utility and capital maintenance and improvement plan for the plant and distribution system (minimum of 10 years) As in the Pavement Plan, a goal of a specific desired outcome, i.e., “by 2030, 50% of the identified water main rated as failing should be relayed, with a rate impact not to exceed X”. Plant improvements should be identified and included in a goal setting exercise. It is also important that the water main priorities are linked to the road improvement plan.
- Establishment of a WWTP and collection system utility capital maintenance and improvement plan for the plant and distribution system (minimum of 10

years) As in the Pavement Plan, a goal of a specific desired outcome, i.e., “by 2030, 50% of the identified sanitary sewer rated as failing should be relayed or lined , with a rate impact not to exceed X”. Plant improvements should be identified and included in a goal setting exercise. It is also important that the sanitary sewer main priorities are linked to the road improvement plan. The WWTP Clean Water Fund debt will be retired in 2024, providing rate capacity to accelerate required projects.

- Establishment of a capital equipment replacement plan. The Village has a good outline of such a plan but should be extended to a minimum of 10 years and match the length of the other recommended capital plans.
- Establishment of a public parks and facilities plan. Similar to the above-mentioned plans, a long-range plan for public facilities and parks should be established, with a time frame to match the length of the other recommended plans.

With the above detailed plans, coupled with long-range operating budgets of the general fund and utilities, a long-term financial plan can be established, to allow the Village Board, to address long-term capital needs while understanding the impact on long-term tax and utility rates. Such long-term planning may also help, with grant and economic development planning. Both an engineering firm and a financial advising firm would be required, to assist with such planning. Utility, TIF and general fund reserves could provide revenue support for this planning effort.

3. Financial Policies. As part of the financial planning process, financial goal policies are required to be established, such as for fund balance, debt use, tax rate and utility rate level.

4. Audit Matters. The annual audit management letter from CliftonLarsonAllen in 2018 detailed some accounting deficiencies, all of which are experienced by communities with small staffing levels like Port Edwards. An annual review of accounting practices with the auditor and board should take place in order to understand these identified deficiencies and determine if they should just be acknowledged or addressed.

## **D. INFRASTRUCTURE MANAGEMENT**

As discussed, Port Edwards infrastructure, like many full-service communities that incorporated in the early 19<sup>th</sup> century is aging and becoming obsolete. The challenge for Port Edwards is to provide for long-term capital investment while maintaining competitive tax and utility rates. PAA, in the above section, has discussed the need for long-range financial planning. In order to begin that process, a long-term capital needs analysis is necessary. This analysis includes:

- An inventory of all capital assets, to include age and location on a GIS System.
- A condition report of all capital assets, using best practice criteria, such as street PASER ratings, sanitary sewer televising review, etc.
- An improvement schedule based on age and condition criteria, minimum of 10 years
- Written documentation of results with a goal of including in a GIS system.

Again, this data is required as part of any long-range financial plan.

## **E. ECONOMIC DEVELOPMENT**

Port Edwards Village Board and staff have understood the need for pro-active economic development policies. Economic growth in tax base from new development, except for the Pavloski residential project, has been minimal. Tax base growth has been relatively stagnant since the closing of the Domtar Mill in 2009.

The Village proactively:

- Established TID #2 to address the 192-acre Domtar site and the commercial district.
- Engaged in capital infrastructure and marketing planning for the Domtar site.
- Creatively partnered with the neighboring town of Saratoga and a private developer (Pavloski) for the residential development along NEPCO Lake.
- Executed a developer's agreement for the Domtar site.
- Amended TID #2 in 2018 to address changing economic and market conditions.
- Completed The Port Edwards Comprehensive Plan invested in park and recreational facilities.

PAA recommends the following proactive economic development policies for the long-term success of the community.

1. Complete negotiations with the current owner of the Domtar site and begin implementation of the developer's agreement executed with them. Should this option be found not to be feasible, other alternatives for Village control and development of the property may be necessary.
2. Revisit current plans for the Domtar site, i.e., site planning, market research, grant potential, identified "master developers", TIF #2 amendments, regional economic agency partnerships, etc.
3. Market established façade and business improvement initiatives established in TIF #2 amendments
4. Recognize the value of The Port Edwards Comprehensive Plan, and based on its imbedded recommendations, establish a document for use in the Village's proactive operational policies. The current document provides excellent recommendations but are not concisely organized in a policy document for board and staff guidance.
5. Update the comprehensive plan after the 2020 census is completed and organized in 2021. Most of the information in the document is static, but data on land use, economic development, housing, demographic trends may influence recommendations.
6. Consider developing a housing policy. The plan could include a housing study, to address future Port Edwards housing initiatives such as new housing development, and programs to address existing housing issues and policy alternatives. The plan could also include a "priority development site document" for a marketing tool to let potential real estate investors and businesses know about opportunities in Port Edwards.
7. NEPCO Lake/Pavloski Residential Development. The developer's agreement calls for this area to be annexed and managed by the Village of Port Edwards in 2024. Although this shift is slated for January 1, 2024, planning for this change should be proactive. This planning could include annual updates with the town, homeowners association, and developer about addressing current and future issues, providing regular communication to home owners about the impending change of jurisdiction management, assuring the developer's agreement is being followed, and evaluating future environmental matters

such as dam maintenance and groundwater protection. Discussion of future development of this area beyond the current planning area may also be critical.

8. Park and Open Space Plan. The Port Edwards Comprehensive Plan emphasizes the importance of recreational amenities in a community as a way to attract young families. Port Edwards provides several recreational amenities including the newly installed splash pad. It also has an abundance of green space, riverways and a trail system. Enhancement of these amenities has always been a priority for the Village. A long-term parks and open space plan would provide a basis for long-term improvements to these assets. Such documented planning is essential to obtain State of Wisconsin Department of Natural Resource Stewardship and other grants.

PAA summarized its recommendations in the attached table which allows the Village Board to review, determine organizational responsibility, priority and timetable. Many of these recommendations may not be feasible on a short-term basis. Many of them require a substantial time investment, including assistance from professional, i.e., engineering, planning and financial specialists, as well as administrative staff. Many boards conduct special board sessions, to prioritize strategic long-term initiatives, such as recommended in the report. Such special village meetings would serve the Village well.

## SUMMARY OF RECOMMENDATIONS

ORGANIZATIONAL			
RECOMMENDATION	ENTITY/INDIVIDUAL RESPONSIBLE TO IMPLEMENT	TIMEFRAME	PRIORITY
<b>Organization Chart</b>			
A. Clerk-Treasurer reports to Administrator	Village Board Action		
B. Cashier/Secretary reports to Clerk-Treasurer	Village Board Action		
<b>Job Descriptions</b>			
C. Rename Public Work Foreman to Public Works Supervisor	Village Board Action		
D. Rename Public Works Line Positions	Village Board Action		
E. Rename Clerk-Treasurer to Administrative Coordinator/ Clerk-Treasurer	Village Board Action		
F. Rename Cashier/Secretary to Administrative Specialist/Deputy Clerk-Treasurer	Village Board Action		
G. Update Administrator's Job Description, to Reflect Organizational Requirements	Village Board Action		
H. Add a Salary Schedule Integral to Job Descriptions, with Minimum, Moderate and Maximum Salary Ranges.	Village Board Action/Administrator		

<b>OPERATIONAL AND ANICILLARY OPERATIONS</b>			
<b>RECOMMENDATION</b>	<b>ENTITY/INDIVIDUAL RESPONSIBLE TO IMPLEMENT</b>	<b>TIMEFRAME</b>	<b>PRIORITY</b>
A. Review Alternative Building Inspection Processes, and Potential Service Alternatives	Administrator		
B. Formal Cross Training of DPW Operators - Utilities	Public Works Supervisor		
C. Implement Records Management Policies and Electronic Filing System	Administrative Coordinator/Clerk Treasurer		
D. Establish a Formal Employee Handbook	Administrator/Village Board		
E. Establish Standard Operating Procedures	All Departments		
F. Establish a Performance Evaluation Policy and System	Administrator		
G. Evaluate Civic Engagement Policies	Administrator		

<b>FINANCIAL RECOMMENDATIONS</b>			
<b>RECOMMENDATION</b>	<b>ENTITY/INDIVIDUAL RESPONSIBLE TO IMPLEMENT</b>	<b>TIMEFRAME</b>	<b>PRIORITY</b>
A. Revise Budget Document with a Long-Term Goal of Achieving GFOA Standards	Administrator		
B. Include Capital Fund in Budget Document	Administrator		
C. Allocate Commercial Insurance and Employee Benefits, in Budget Document	Administrator		
D. Evaluate Allocation of Expenses to Other Village Funds, i.e., Utility, TIF.	Administrator/Village Board		
E. Invoke Policy of Not Using Fund Balance to Reduce Tax Levy	Administrator/Village Board		
F. More Accurately Budget Annual Expenditure and Revenues	Administrator		
G. Initiate Comprehensive Long-Range Financial Planning; for Both Operations and Capital.	Administrator/Public Works Supervisor		



INFRASTRUCTURE AND ECONOMIC DEVELOPMENT			
RECOMMENDATION	ENTITY/INDIVIDUAL RESPONSIBLE TO IMPLEMENT	TIMEFRAME	PRIORITY
A. Initiate an Infrastructure Inventory, Age, Condition, Improvement Schedule Report	Administrator/Public Works Supervisor		
B. Continue Pro-Active Economic Development Policies:	Administrator with Consultants.		
1. Complete negotiations with current owner of Domtar site and begin developer's agreement implementation; or other options for Village control.	Administrator/Attorney		
2. Revisit current plans for Domtar site.	Administrator		
3. Market façade and business loan program	Administrator		
4. Recognize value of <i>The Village of Port Edwards Comprehensive Plan</i> , by organizing recommendation in a policy implementation plan.	Administrator/Intern		
5. Update (not complete revision) <i>The Port Edwards Comprehensive Plan</i> after 2021 census.	Administrator/Consultant		
6. Consider Housing Improvement policy and implementation plan.	Administrator		
7. Take pro-active steps to be prepared for 2024 jurisdiction change of NEPCO Lake/Pavloski Development.	Administrator		

INFRASTRUCTURE AND ECONOMIC DEVELOPMENT			
RECOMMENDATION	ENTITY/INDIVIDUAL RESPONSIBLE TO IMPLEMENT	TIMEFRAME	PRIORITY
8. Initiate a Long-range Park and Open Space Plan.	Administrator/DPW/ Consultant		

## EXHIBIT I

# *Village of Port Edwards Job Descriptions*

Prepared by Chris Swartz and Duane Gau  
Public Administration Associates, LLC

Presented to Port Edwards Village Board  
December 5, 2019



***Public Administration Associates, LLC***

## Village of Port Edwards, Wisconsin

### Job Descriptions

1. Village Administrator
2. Administrative Support Coordinator/Clerk Treasurer
3. Administrative Support Specialist/Deputy Clerk Treasurer
4. Court Clerk
5. Police Chief
6. Patrol Officer
7. Public Works Supervisor
8. Public Works Operator – Mechanic
9. Public Works Operator – Parks and Cemetery
10. Public Works Operator – WWTP and Sanitary Sewer
11. Public Works Operator – Water Utility Operations
12. Public Works Operator
13. Summer Seasonal Laborer

# Village of Port Edwards, Wisconsin

## Job Description

**DEPARTMENT:** Administration

**POSITION TITLE:** Village Administrator

**REPORTS TO:** Village Board

### **GENERAL NATURE OF POSITION**

The Village Administrator is responsible for the day-to-day administration of the Village, and direction of Village departments and staff, when such authority is not otherwise vested by Wisconsin Statute or Municipal Code in boards, commissions, committees or other Village offices.

The Village Administrator supervises Village department directors and serves under the general direction and policy guidance of the Village Board. The Administrator reports to and is evaluated by the Village Board and is the key point of contact with the Village Board. The Administrator serves as the Director of Planning and Development, including building inspection zoning administrator and cemetery manager..

**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

- Administers all day-to-day operations, services, functions and programs of the Village.
- Serves as Finance Director.
- Directs the effective and efficient performance of all Village operations.
- Implements all directives approved by the Village Board.
- Directs, coordinates and expedites the activities of the village departments, except when Wisconsin Statutes vest such authority with the Village Board, certain boards and commissions.
- Monitors and enforces Village Ordinances, Resolutions, State Statutes and Village Board directives, except when Wisconsin State Statutes vest authority in other Agencies, departments, boards and commissions.
- Supervises the accounting system of the Village and ensures that the system employs methods in accordance with current professional governmental accounting standards and practices.
- Coordinates the accounting procedures and maintenance of the financial records of the Village and supervises the preparation for the annual audit of all funds. Is responsible for drafting documents as necessary to be in compliance with government requirements.
- Applies for, administers, accounts for and assures compliance with all grants under the responsibility of the Village.
- Develops budgeting procedures, prepares and administers the annual operating and capital budgets in accordance with the guidelines provided by the Village Board, pursuant to Wisconsin State Statutes and in coordination with Department Directors, committees and the Village Board.
- Attends all required meetings of the Village Board and other village boards, commissions and committees.
- Prepares appropriate agendas for all meetings of the village (including boards, commissions and committees in coordination with the Village President, Village Board and Administrative Coordinator/Clerk-Treasurer along with such supporting materials as may be required); nothing

herein should be construed as to give the village administer authority to limit or in any way prevent matters from being considered by the Village Board or any of its committees.

- Attends professional meetings, seminars and conferences to maintain current knowledge of federal, state and county legislation and administrative rules affecting the village and submit related reports and recommendations regarding same to the Village Department Directors, Village Board as appropriate.
- Represents the Village in matters involving legislative and intergovernmental affairs and reports matters that could possibly affect the Village interest to the Village Board
- Establishes and maintains procedures to facilitate communications between the citizens and the Village government to ensure complaints, grievances, recommendations and other matters receive prompt attention and are expeditiously resolved.
- Promotes the economic well-being and growth of the Village through the public and private sector cooperation, and by facilitating land use planning initiatives, serving as the liaison for development entities, managing development financing tools, and preparing and coordinating developer's agreement with the Village Attorney, for recommendation to the Village Board.
- Serves as Liaison to the Plan Commission in matters of development.
- Administers building inspection and zoning permits, including required daily operational record keeping and maintenance, and coordinating with contracted services.
- Serves as coordinator and claims agent for Village property, liability, workers compensation and other insurance programs. Renewal agent for all Village insurance policies, ensuring complete coverage for the Village.
- Communicates regularly with the Village Board, through oral or written reports, regarding status of Village activities and initiatives.
- Serves as the Village's Human Resources Officer and enforces village personnel policies and procedures as approved by the Village Board. Recommends revisions to personnel policies when necessary, and annually evaluates village department directors.
- Recommends to the Village Board the promotion, compensation, discipline and termination of employees as appropriate.
- Maintains employee records and official personnel files.
- Maintains compliance with Federal, State and Village drug and alcohol testing requirements.
- Solicits or advertises for applicants to fill position vacancies as appropriate. Reviews the applications according to established hiring procedures and submit a recommendation to the Village Board for action.
- Performs pre-employment and termination interviews with employees to ensure all benefit documents are correctly administered.
- Serves as Village agent for all benefit programs.
- Recommends salaries, wage scales and working conditions of employees to the Village Board for appropriate action.
- Assures that Village employees receive adequate opportunities for training and professional development necessary to maintain and improve their job-related knowledge and skills. Responsible as the approving authority for employee requests to attend conference, professional meetings and training schools, etc., provided that sufficient budgeted funds are available for such attendance.
- Supervises and ensures the maintenance of employee seniority and benefits earned and used for compensatory, sick and vacation time.

- Serves as Cemetery manager including customer service inquiries, receive and allocate funds to the proper account, process deed and other required documents, maintain all cemetery records.
- Manage the Village's Website, Facebook and Twitter accounts and other Village social media and newsletters.
- Acts as the public information officer for the Village with the responsibility of assuring that the news media are kept informed of the operations of the Village and that all open meeting and open record rules and regulations are followed.
- Works with the Village financial advisor, bonding agents and the Village Board to facilitate municipal borrowing. Responsible for maintenance of records of all bonds issued by the village by tracking projects, borrowed funds and payment schedules.
- Responsible for developing long-range capitol, financial and land use planning for the Village for consideration by the Village Board.
- This position is also responsible for other duties, special projects, and responsibilities as assigned by the Village Board.
- This position may delegate any of the above duties and responsibilities to other Village staff as may be appropriate and is in the best interest for the efficient and effective operation of the Village.

**QUALIFICATION REQUIREMENTS:** To perform this job successfully, an individual must be able to perform each essential duty 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.

**EDUCATION and/or EXPERIENCE:** Position requires a bachelor's degree in public or business administration or related field; minimum of five years local government work experience; and supervisory experience. A master's degree in public or business administration or equivalent degree is desired but not required. Experience in planning, economic development, and public works operations, and financial management is desired. Excellent communication and inter-personal skills required.

**SKILLS AND ABILITIES:**

- Ability to read, understand and interpret general business periodicals, professional journals, technical procedures and governmental manuals.
- Ability to write reports, business correspondence and procedure manuals, to effectively present information and respond to questions from groups of residents, government agencies, boards and commissions.
- Ability to calculate figures and amounts such as percentages, proportions, etc., using appropriate equipment and software to work with mathematical concepts such as probability, statistical inference and to apply concepts such as fractions, percentages, ratios, proportions to practical situations.
- Ability to apply common sense understanding to carry out instructions furnished in written, oral or diagram form. Ability to define problems, collect data, establish facts and draw valid conclusions.
- Ability to use computer-based applications for word processing, financial management and planning and database management.
- Knowledge of municipal budgeting and financial management principles and practices, including fund accounting consistent with policies and rules set by state agencies and generally accepting accounting practices (GAAP).

- Knowledge of human resource management principles and practices, including employee recruitment, selection, training, evaluation, discipline, compensation administration and employee contract management.
- Knowledge of economic and community development issues and legal requirements. Understanding of Tax Increment Financing, annexation and intergovernmental regulations.
- Knowledge of subdivision regulations including working with developers in the establishment of new subdivisions and other developments, including plan review, regulations and related agreements.
- Knowledge with social media development and administration.
- Knowledge of Federal and State election laws and regulations.
- Ability to train and supervise others.
- Additional continuing education and training may be required.
- Ability to effectively administer routine and non-routine activities of the Village, analyze and implement policy, manage financial and human resources. Communicate verbally and in written form, build consensus and manage change.
- Ability to identify and implement process modifications to improve operational performance.
- Ability to access, input and retrieve information from computer systems, along with the ability to learn and operate software programs.
- Requires interpersonal skills to work closely and courteously with the public, Village Board and staff.
- Requires the use of office equipment and tools, such as copiers, computers, calculators and knowledge of modern office practices.
- Strong organizational skills and a pleasant and efficient manner for interaction with Village officials, management and staff.

**RESIDENCY:** Residency within the Village is encouraged.

**PHYSICAL DEMANDS:** The Physical Demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions

While performing the duties of this job, the employee is regularly required to sit, use hands to finger, handle, or feel objects, tools, or controls; reach with hands and arms and talk and hear. The employee is occasionally required to stand, walk, stoop and kneel.

The employee must occasionally lift and/or move up to 50 pounds. Specific vision abilities required by the job include close vision and the ability to adjust focus.

**WORK ENVIRONMENT:** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities perform the essential functions. The noise level in the work environment is usually moderate.

**WORK SCHEDULE:** This position is a full-time position. Generally, hours are between 8:00 A.M. – 5:00 P.M. Additional hours are required during Village meetings, elections, intergovernmental meetings and seasonal service peaks.



# Village of Port Edwards, Wisconsin

## Job Description

**DEPARTMENT:** Administration

**POSITION TITLE:** Administrative Support Coordinator/Clerk Treasurer

**REPORTS TO:** Village Administrator

### GENERAL NATURE OF POSITION

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Under the direct supervision of the Village Administrator, provide statutory duties required of the Clerk-Treasurer. In addition, provide general assistance in the administration of the Village, including supervision and operation of license, and permit issuance, utility billing, and park and cemetery administration, records and document management, supervision of customer service and public information operations, and directly be responsible for accounting/bookkeeping functions such as , accounts payable, payroll, cash deposits, investments, tax roll preparation, County and State reports, and the related accounting of such transactions. Assist Administrator in budget preparation and management

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**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

### CLERK DUTIES:

- Provides direct supervision of election inspectors, including maintaining list of eligible inspectors, recruiting additional inspectors, training of new inspectors, administering Oaths of office and administering the compensation for the Election Inspector staff
- Provides direct supervision of Election Day preparations such as ensuring polling locations have proper supplies, updating and distributing poll books, absentee ballot logs and master poll lists.
- Responsible for the maintenance and testing of voting machines and assuring proper operations during elections.
- Supervises and administers maintenance of Statewide Voter Registration System as required by State statues, merging duplicative voters, entry of absentee applications and record returned absentee ballots.
- Supervises and administers all aspects of candidate filings, Campaign finance mailings, voter registration, Caucus administration and other election processes.
- Responsible as Clerk of the Board of Review and handles corrections, errors and omissions tax roll.
- Attends, records and draft minutes for Village Board, Zoning Board of Appeals and member of Board of Review.
- Responsible for ordinance management and maintaining Village ordinances.
- Develops procedures and supervises implementation to ensure the security of Village property, records and systems. Serves as official custodian of all Village records, including corporate seal.
- Ensures that all official publications of the Village such as ordinances, resolutions, and meeting minutes are duly published or posted according to law.
- Supervises and administers Village permits and licensing, including liquor, operators, dog, solicitors, curb cutting, fireworks, and other miscellaneous permits and licensing, including

publication, communication with licensees, interdepartmental coordination, background checks, and related record keeping.

**TREASURER AND FINANCE DUTIES:**

- Prepares and maintains Village accounting records, including accounts payable, payroll, payroll taxes, deposits, and accounts receivables.
- Maintains up to date village financial records.
- Produce monthly financial reports and prepare required documents for the village contracted accountant and auditor.
- Monitors and maintain employee benefit documents and records.
- Prepare and maintain tax rolls, tax bills, tax collections, tax distributing proportions and related reports in conjunction with Wood County.

**WATER SEWER UTILITY DUTIES:**

- Prepares and maintains Utility accounting records, including accounts payable, payroll, payroll taxes, deposits, and accounts receivables.
- Maintains up to date Utility financial records.
- Enter meter readings and issue quarterly water bills, prepare interim bills and reconcile bank statements.
- Prepare records including inventory and depreciation records for annual audit.
- Prepare data for Public Service Commission report.

**GENERAL DUTIES:**

- Supervises contact with residents, customers, visitors for collecting fees, issuing permits, licenses answering inquiries, completing record requests.
- Oversees payrolls and assures accurate and complete official employment records for all Village employees. Supervises and ensures that required monthly, quarterly and annual payroll reports due to the Federal and State agencies are submitted. Supervises and ensures the maintenance of employee seniority and benefits earned and used for compensatory, sick and vacation time
- Supervises the maintenance of the Village's Website, Facebook and Twitter accounts and other village social media and newsletters.
- Support building inspection administration, to process building and zoning permits
- Assist administrator in Insurance administration, including annual applications and claim management.

**QUALIFICATION REQUIREMENTS:** To perform this job successfully, an individual must be able to perform each essential duty 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.

**EDUCATION AND EXPERIENCE:** Position requires excellent customer service skills, with a minimum of three years in accounting and financial management. Experience in State of Wisconsin Clerk and/or Treasurer duties preferred. Individual is encouraged to receive clerk certification within three years of starting the position. Possessing at least an Associate's Degree is preferred but not required.

**SKILLS AND ABILITIES:**

- Ability to read, understand and interpret general business periodicals, professional journals, technical procedures and governmental manuals. Ability to write reports, business correspondence and procedure manuals, to effectively present information and respond to questions from groups of residents, election inspectors and the general public. Employee must be proficient in speaking and understanding the English language.
- Employee must have the ability to calculate figures and amounts such as percentages, proportions, etc., using appropriate equipment and software to work with mathematical concepts such as probability, statistical inference and to apply concepts such as fractions, percentages, ratios, proportions to practical situations.
- Ability to apply common sense understanding to carry out instructions furnished in written, oral or diagram form. Ability to define problems, collect data, establish facts and draw valid conclusions.
- Strong organization skills and a pleasant and efficient manner for interaction with Village officials, management and staff.
- Position requires a thorough knowledge of bookkeeping and accounting, and the ability to make independent judgement without immediate review.
- Proficient in Microsoft Windows environment and Microsoft Office products, specifically including Word, Excel and Outlook. Knowledge of Microsoft Access. Working knowledge of modern office procedures and equipment such as copy machine, copier, fax and postage machines.
- Ability to train and supervise others.
- Knowledge of Federal and State Election Laws, voting equipment and Elections data base management.
- Knowledge of municipal budgeting and financial management principles and practices, including fund accounting with policies and rules set by state agencies and generally accepted accounting practices (GAAP).
- Knowledge of Municipal software management programs. Basic knowledge of computer network terminology and function.

**PHYSICAL DEMANDS:** The Physical Demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to sit, use hands to finger, handle, or feel objects, tools, or controls; reach with hands and arms and talk and hear. The employee is occasionally required to stand, walk, stoop and kneel.

The employee must occasionally lift and/or move up to 50 pounds. Specific vision abilities required by the job include close vision and the ability to adjust focus.

**WORK ENVIRONMENT:** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities perform the essential functions. The noise level in the work environment is usually moderate.

**WORK SCHEDULE:** This position is a full-time position. Generally, hours are between 8:00 AM and 4:30PM. Additional hours are required during Village meetings, elections and tax season.

# Village of Port Edwards, Wisconsin

## Job Description

**DEPARTMENT:** Administration

**POSITION TITLE:** Administrative Support Specialist/Deputy Clerk-Treasurer

**REPORTS TO:** Administrative Support Coordinator/Clerk-Treasurer

### GENERAL NATURE OF POSITION

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Under the direct supervision of the Administrative Support Coordinator/Clerk-Treasurer, performs a variety of administrative and clerical and customer service support for the village departments, including administrator, Building Inspection, public works, parks and cemetery.

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**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

- Serves as Village clerk in absence of the administrative service coordinator/clerk-treasurer
- Process outgoing mail; open, date stamp and sort incoming mail.
- Answer telephones, direct calls and take messages as necessary.
- File, copy/scan, compile, reproduce and distribute documents.
- Process customer inquiries related to refuse collection and recycling
- Assist in processing building and zoning permit
- Provide planning and zoning information as requested.
- Compute, record and proofread data and other information, such as records and reports.
- Type, proofread, format and edit correspondence and other documents, from notes, audio or other recording sources.
- Serve as office and cleaning supply procurement clerk
- Process accounts payable and receivables as required
- Provide notary services
- Maintain and update village website; serve as web master.
- Posting meeting agendas and assist as requested in attending meetings and taking notes and recording meeting details.
- Provide effective call handling and in-person response to telephone and counter service inquiries, and concerns from customers, visitors and village staff.
- Collect, count and disburse money, do basic math, and complete departmental bank deposits
- Process and receipt payments including property taxes, licensing permits and other miscellaneous fees received in person, by mail depository, lockbox and other sources.
- Process taxes, including completing and sending reports to Wood County, and processing refunds.
- Prepare daily high-quality correspondence.
- Maintain confidentiality.

- Provide election support to the Administrative Support Coordinator/Clerk-Treasurer, such as voter registration, data entry, public information and as assigned.
- Maintains copy machine and other office equipment and provide support to Administrative Support Coordinator/Clerk-Treasurer relating to contracts.
- Promotes and maintains positive public relations and image with village departmental staff and the community.
- Administers park and softball reservation requests, including maintaining the reservation calendar, complete reservation forms and distribute to appropriate departments, process park refund requests
- Processing water bills, collect water payments and make required deposits, administer collection policies, including processing disconnect notices, maintain updated account information, and provide customer service billing tracking as necessary.
- Assist Administrator in cemetery operations, including customer service inquiries and maintain all cemetery records.
- Other clerical duties as assigned.

**QUALIFICATION REQUIREMENTS:** To perform this job successfully, an individual must be able to perform each essential duty 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.

**EDUCATION and/or EXPERIENCE:** High school degree or equivalent. Knowledge of methods and practices of modern office methods and procedures, cash handling, office equipment and filing systems, business letters and report-writing techniques; record keeping principles and procedures. At least three years of related clerical experience required. At least two years of cash handling experience required. Knowledge and experience in business transaction software. Customer service skills highly desired.

**SKILLS AND ABILITIES:** Ability to read and interpret documents, such as office equipment, election, cash handling, operating software and related procedure manuals. Ability to complete work logs and correspondence.

- Ability to calculate figures and amounts such as proportions and percentages.
- Ability to apply common sense understanding and to carry out instructions furnished in written and oral form.
- Ability to speak and understand the English language fluently and use proper grammar, punctuation and spelling.
- Ability to perform responsible secretarial and clerical work requiring independent judgement with speed and accuracy.
- Ability to Type accurately at a speed of 50 words per minute.
- Ability to make basic arithmetic calculations with speed and accuracy.
- Ability to communicate with the public tactfully and courteously answering questions in person or over the phone.
- Ability to research and obtain pertinent information through various resources.

- Ability to use networked personal computer equipment to process, retrieve, access, or input information using Windows, word processing and spreadsheet software or other standardized software common to an office environment.
- Ability to use other essential office service equipment such as telephone, 10 key calculator, copy machine, mail equipment, fax machine and various printers.
- Ability to maintain confidentiality.

**PHYSICAL DEMANDS:** The physical demands described here are represented of those that must be met by the employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable an individual with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to sit, use hands to finger, handle, or feel objects, tools, or controls; reach with hands and arms and talk and hear. The employee is occasionally required to stand, walk, stoop and kneel.

The employee must occasionally lift and/or move up to 50 pounds. Specific vision abilities required by the job include close vision and the ability to adjust focus.

**WORK ENVIRONMENT:** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.

While performing the essential functions of this job, the employee will occasional work in a busy and noisy environment representative of an open environment of a business office.

**WORK SCHEDULE:** Regular work hours require both morning and afternoon hours; some call-out time may be required. The work week is up to 40 hours of scheduled/assigned time. The normal shift is between 8:00 A.M. and 4:30 P.M.

## Job Description

**DEPARTMENT:** Court & Administrative Services

**POSITION TITLE:** Court Clerk

**REPORTS TO:** Municipal Judge for Court Duties Only

### GENERAL NATURE OF POSITION

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Under the direction of the Municipal Judge, assists with all aspects of the municipal court and other customer service assistance. Position is the primary employee responsible for municipal court administration regarding court dates, monies owed, payment schedules and court procedures.

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**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

- Answer inquiries from the public, defendants, Village prosecutor, and attorneys regarding court dates, monies owed, payment schedules and court procedures.
- Obtain citations from the Police Department to review type of citation, date/time, and accuracy.
- Prepare for court by gathering and verifying all scheduled cases and processing not guilty pleas, requests by defendant, judicial reassignments and other necessary paperwork.
- Administer the court check-in procedure and process the necessary paperwork during the court hearings.
- During court, record pleas, amendments, and dispositions while assisting the defendant with sentences, conditions, consequences, compliance dates, payment schedules, forfeiture due dates, and written notices.
- Complete any reports required by the Department of Transportation (DOT) or other agencies.
- Perform open communication regarding proceedings and cases with the Police Department, attorneys, and defendants.
- Commence and follow-up with judgment enforcement actions.
- Research and keep current with new laws and procedural changes along with advising the Police Department on these items when applicable.

**SUPERVISION RECEIVED:** This position receives general supervision from the Municipal Judge for court services.

**QUALIFICATION REQUIREMENTS:** To perform this job successfully, an individual must be able to perform each essential duty 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.

**EDUCATION and/or EXPERIENCE:** Position requires a minimum of 3 years of experience in providing administrative support, preferably in a judicial/legal/law enforcement environment. Experience in a State

of Wisconsin municipal court setting is preferred but not required. A minimum of having a high school diploma/GED and continuing education as required by WI ss 755.18.

**LANGUAGE SKILLS:** Ability to read, understand and interpret citation summaries and dispositions. Ability to write reports, effectively present information, and respond to questions from the general public. Employee must be proficient in speaking and understanding the English language.

**MATHEMATICAL SKILLS:** Employee must have the ability to calculate figures and amounts necessary to help process payments and create financial reports for the municipal court.

**REASONING ABILITY:** Ability to apply common sense understanding to carry out instructions furnished in written, oral or diagram form.

**OTHER SKILLS AND ABILITIES:** Strong organizational skills and a pleasant and efficient manner for interaction with Village officials, management, staff, and general public.

**TECHNOLOGY SKILLS:** Proficient in Microsoft Windows environment and Microsoft Office products, specifically including Word, Excel, and Outlook; knowledge of Microsoft Access. Position works with reporting and payment collection software which requires a working knowledge of modern office procedures and equipment.

**PHYSICAL DEMANDS:** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is regularly required to sit, use hands to finger, handle, or feel objects, tools, or controls; reach with hands and arms; and talk and hear. The employee is occasionally required to stand, walk and stoop kneel, crouch or crawl. The employee must occasionally lift and/or move up to 50 pounds.

Specific vision abilities required by this job include close vision, peripheral vision and the ability to adjust focus.

**WORK ENVIRONMENT:** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually moderate.

**WORK HOURS:** This position is currently combined with the Administrative Support Specialist/Deputy Clerk and the hours coincide with that position. The normal shift is between 8:00 A.M. and 4:30 P.M.



# Village of Port Edwards, Wisconsin

## Job Description

**DEPARTMENT:** Police Department

**POSITION TITLE:** Police Chief

**REPORTS TO:** Village Board

### GENERAL NATURE OF POSITION

The Chief of Police shall be responsible for the planning and implementation of the preservation of the public peace and safety within the Village subject to the provisions of the State Statute and Ordinances of the Village. He/she will prepare policies, procedures, general orders, and directives conducive to the efficient operation and administration of the department and, in cooperation with the Village Board, Police and Fire Commission and Village Administrator, prepare rules of conduct governing the members of the department.

**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

- The Chief of Police shall promote excellent community relations with particular attention to public contacts by public safety personnel, and by rule, training, instruction, or direction insure positive interaction between such personnel and members of the public.
- Manage personnel through evaluation, appointment, and recommendation of appointment, promotion, and discipline in accordance with state law and procedures set forth by the Board of Police Commissioners and Police Department. This includes civil service and Auxiliary Police Officers.
- Represent the Police Department and speak on behalf of the public safety of the Village's citizens before the Village Board and/or its constituent committees.
- Meet with other public safety agencies, citizens, business groups, other Village departments, school representatives, state and federal units, and other interested individuals or groups as necessary to promote public safety.
- Initiate, plan, and implement activities pertaining to public safety education or information.
- Administer, on behalf of the Village, the current labor contracts between the Village and public safety members, and coordinate with the village administrator and attorney, labor issues arising by virtue of such contracts.
- Recommend and/or review Village ordinances pertaining to public safety matters or issues reflecting public safety concerns.
- Be responsible for the fiscal and budgetary procedures promulgated by proper Village authority as they pertain to the Police Department and develop the yearly budget for presentation to the administrator and Village Board.
- Develop and implement documents that track statistics relating to public safety activities and trends and those required by local, state, or federal authority.
- Take immediate command of any resource available to the Village in the event of major civil or natural disaster and notify and recommend further action to the Village President as soon as possible after the event.
- Work cooperatively with the village administrator and department directors to ensure uniform, coordinated, and efficient delivery of services for citizens.

- Direct the day to day activities, schedules, and responsibilities of the Police Department.
- Abide by all laws and ordinances and other duties as assigned.
- Work cooperatively with the village administrator and other department heads to ensure that uniform, coordinated, and efficient delivery of services is available to citizens.
- Keep such books and records as necessary or required by law.
- Have control of, and provide for, the purchase, maintenance, and replacement of all public safety premises, vehicles, uniforms, and other items and equipment as may be necessary.
- Be aware of, and promote, the welfare and morale of members of the Police Department.
- Enforce, or cause to be enforced, the laws and ordinances within his/her assigned area of duty and as otherwise may come to his/her attention.
- Develop and implement strategic and tactical plans for the police department
- Perform administrative requirements of the department

The descriptions noted previously are intended as illustrative of the various types of duties which may be performed. The absence of specific statements of each responsibility does not exclude unnamed tasks from this position if the work is similar, related, or a logical and reasonable assignment of the position.

**QUALIFICATION REQUIREMENTS:** To perform the job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of knowledge, skill and/or ability required. Reasonable accommodations may be made to tenable individuals with disabilities to perform the essential functions.

**KNOWLEDGE AND SKILLS REQUIRED FOR POSITION:**

- Ability to think strategically and set department goals and objectives.
- Ability to communicate, coordinate, organize written and oral reports and presentations.
- Knowledge of relevant federal, state, and local laws or codes pertaining to current labor practices, civil liability, arrest, search and seizure.
- Understanding of the rules of evidence and ability to provide courtroom testimony.
- Knowledge of and experience in designing and using crime prevention practices and strategies.
- Skills in management, planning, and budgeting.
- Skills in basic fingerprinting, photography, diagram and/or reconstruction of crime scenes, collection and preservation of evidence.
- Skills and knowledge in use of firearms, handcuffs, baton, OC Spray, ECD, emergency vehicle operation, basic first aid, communicable diseases, defensive arrest tactics.

**EQUIPMENT USED:** The Chief of Police needs to be reasonably competent in the use of all vehicles used for patrol, Prisoner/patient restraints, OC spray, expandable baton, firearms (handgun and shotgun), and electronic control device (ECD)., use of telephone, two-way radio, computer terminal, body camera equipment, ballistic vest, riot helmet, hearing and eye protection.

**PHYSICAL DEMANDS:** The physical demands described here are represented to those that must be met by the employee to successfully perform the essential functions of the job. Reasonable accommodations may be made, to enable an individual with disabilities to perform the essential functions of the job. While performing the essential functions of the job, the Chief of Police must be capable of performing the following activities:

- Stamina – sit/stand for prolonged periods of time, pursue running suspects, climb ladders, stairs, fences, pull, drag, or carry persons, lift traffic cones or barricades.
- Extent Flexibility – crouch, twist, reach, push, pull, move equipment, subdue suspects, or extricate accident victims.
- Explosive Strength – force entry to vehicles or residences, apply established physical control techniques described in the use of force continuum, rapidly run in immediate pursuit of suspects.
- Speed Limb Movement – dodge debris or other hazardous materials, pursue offenders, don and use self-contained breathing apparatus, riot gear, handcuffs, baton, firearms, perform CPR and other rescue techniques, drive police vehicles under emergency conditions.
- Arm/Hand/Finger Dexterity – utilize baton, handcuffs, and firearms, perform CPR, type, use tools and extraction equipment, conduct field sobriety tests, and operate radar.
- Vision – color discrimination, close vision, distance vision, peripheral vision, and ability to adjust focus. Tasks illustrative of these duties would be the ability to identify and describe suspects, vehicles, assess patient's skin color, recognize color of smoke, fire, and hazardous materials.
- Hearing – hear calls for help or assistance, directions or radio broadcasts, warning sirens or alarms, detect unusual or unreasonable loud noises, firecrackers and other similar explosive devices.

#### **EDUCATION AND EXPERIENCE:**

- A current, valid Wisconsin driver's license
- Bachelor's Degree in criminal justice, Management, Public Administration, or closely related field.
- Completion of an Advanced Police Management School (FBI Academy, Northwestern University or Southern Police Institute) or Advanced Degree.
- A combination of related experience and education may be substituted for these requirements at the sole discretion of the Police and Fire Commission
- Ten years as a full-time law enforcement officer with a minimum of seven years of progressively responsible supervisory/management (command level) experience.
- Continuing education to maintain knowledge and competency in police skills.

The descriptions noted previously are intended as illustrative of the various types of duties which may be performed. The absence of specific statements of each responsibility does not exclude unnamed tasks from this position if the work is similar, related, or a logical and reasonable assignment of the position.

**WORK ENVIRONMENT:** In addition to performing daily tasks in an indoor business office environment of a usually moderate noise level, the Chief of Police may be exposed to the following work conditions:

- Working in a confined environment above or below ground under claustrophobic circumstances.
- Exposure to extreme hot or cold temperatures.
- In contact with water or other liquids.
- Loud noises of 90 or greater decibels associated with sirens or audible warning alarm systems.
- Vibrations related to the use of tools, equipment, or machinery.
- Hazardous conditions such as exposure to smoke or fire, electricity, chemicals, CN, CS, or OC gas, explosives, extreme heights, physical attack.

- Exposure to atmospheric conditions such as fumes, gases, toxic or caustic chemicals, noxious odors, dust, lead, and other airborne particles.
- Contact with blood borne pathogens through blood/saliva found at accidents, crime scenes, EMS services, jail facilities, or caused by human bites.

Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.

**MEDICAL AND BACKGROUND REQUIREMENTS:** The Chief of Police candidate is subject to a police background investigation and a medical examination including a psychological evaluation and drug screening.

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions of this position.

**WORK HOURS:** The Chief of Police regular work hours are eight (8) hours a day. Times vary according to shift requirements, Monday through Friday, except he/she is responsible to be available for emergencies and command-required incidents, staff and board meetings.

# Village of Port Edwards, Wisconsin

## Job Description

**DEPARTMENT:** Police Department

**POSITION TITLE:** Patrol Officer (full or part-time)

**REPORTS TO:** Police Chief

### GENERAL NATURE OF POSITION

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Under direct supervision of the Police Chief. The Patrol Officer shall be responsible for the preservation of the public peace and safety within the Village, subject to the provisions of the State Statute and Ordinances of the Village.

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**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

- Working knowledge of and obey all policies, procedures, rules, regulations, orders, or directives pertaining specifically or generally to police officers.
- Familiarize himself/herself thoroughly with her/him assigned patrol area and be familiar with persons, locations, or occurrences within her/his patrol area that are likely to require attention,
- Be acquainted with all departmental information regarding wanted persons, property, or other police related activities,
- Maintain a continuous patrol of assigned area, except when otherwise engaged in law enforcement activities, checking all locations requiring police attention,
- Respond immediately to the scene of crimes, accidents, or other disturbances in or adjacent to his/her assigned patrol area,
- Enforce laws and ordinances within her/him assigned patrol area, or as may come to her/his attention,
- Report any crime, unusual occurrence, or condition as soon as circumstances permit,
- Render miscellaneous police services such as preliminary investigations of crimes, compile necessary incident reports, protect crime scenes, control public gatherings, aid the sick, injured or lost. Locate and report fires and fire hazards, defect water or gas mains, sidewalk, and highway defects or obstructions, defective streetlights and check licenses and permits as necessary.
- Have a general knowledge of law and ordinances of the State of Wisconsin and the Village of Port Edwards.
- Complete and submit all relative reports prior to going off duty unless directed by a police supervisor or Police Chief
- Perform such duties and assignments as required by a police supervisor or the Police Chief.

The descriptions noted above are intended as illustrative of the various types of duties which may be performed. The absence of specific statements of each responsibility does not exclude unnamed tasks from this position if the work is similar, related, or a logical and reasonable assignment of the position.

**QUALIFICATION REQUIREMENTS:** To perform the job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of knowledge, skill

and/or ability required. Reasonable accommodations may be made to tenable individuals with disabilities to perform the essential functions.

**KNOWLEDGE AND SKILLS REQUIRED FOR POSITION:** The police officer must possess, or be capable of developing the following skills after receiving appropriate training:

- Ability to communicate, coordinate, organize written and oral reports and presentations
- Comprehend and follow work rules, policies, procedures, and equipment operating manuals
- Basic reading, writing and mathematical skills
- Knowledge of relevant federal, state and local laws or codes pertaining to arrest, search and seizure.
- Understanding of the rules of evidence and ability to provide courtroom testimony
- Skills in basic fingerprinting, photography, diagram and/or reconstruction of crime scene, collection and preservation of evidence.
- Knowledge of crime prevention, practices and strategies.
- Skills and knowledge in use of firearms, handcuffs, baton, OC Spray, ECD, emergency vehicle operation, basic first aid, defensive arrest tactics, use of intoximeter and related equipment, body camera equipment, and operation of radar devices.

**EQUIPMENT USED:** The Police Officer needs to be reasonably competent in the use of:

all vehicles used for patrol, Prisoner/patient restraints, OC spray, expandable baton, firearms (handgun and shotgun), and electronic control device (ECD)., use of telephone, two-way radio, computer terminal, body camera equipment, ballistic vest, riot helmet, hearing and eye protection.

**PHYSICAL DEMANDS:** The physical demands described here are represented to those that must be met by the employee to successfully perform the essential functions of the job. Reasonable accommodations may be made, to enable an individual with disabilities to perform the essential functions of the job. While performing the essential functions of the job, the Patrol Officer must be capable of performing the following activities:

- Stamina – sit/stand for prolonged periods of time, pursue running suspects, climb ladders, stairs, fences, pull, drag, or carry persons, lift traffic cones or barricades.
- Extent Flexibility – crouch, twist, reach, push, pull, move equipment, subdue suspects, or extricate accident victims.
- Explosive Strength – force entry to vehicles or residences, apply established physical control techniques described in the use of force continuum, rapidly run in immediate pursuit of suspects.
- Speed Limb Movement – dodge debris or other hazardous materials, pursue offenders, don and use self-contained breathing apparatus, riot gear, handcuffs, baton, firearms, perform CPR and other rescue techniques, drive police vehicles under emergency conditions.
- Arm/Hand/Finger Dexterity – utilize baton, handcuffs, and firearms, perform CPR, type, use tools and extraction equipment, conduct field sobriety tests, and operate radar.
- Vision – color discrimination, close vision, distance vision, peripheral vision, and ability to adjust focus. Tasks illustrative of these duties would be the ability to identify and describe suspects, vehicles, assess patient's skin color, recognize color of smoke, fire, and hazardous materials.
- Hearing – hear calls for help or assistance, directions or radio broadcasts, warning sirens or alarms, detect unusual or unreasonable loud noises, firecrackers and other similar explosive devices.

**EDUCATION AND EXPERIENCE:**

- A current, valid Wisconsin driver's license
- An Associate degree (minimum requirement) or a bachelor's degree (preferred) from an accredited college or university is required for all patrol officers hired after the date for passage of this job description.
- A combination of related experience and education may be substituted for these requirements at the sole discretion of the Police and Fire Commission
- Certification by the Wisconsin Law Enforcement Standards Board or valid status as certifiable by the Wisconsin Law Enforcement Standards Board.
- Continuing education to maintain knowledge and competency in police skills.

**WORK ENVIRONMENT:** In addition to performing daily tasks in an indoor business office environment of a usually moderate noise level, the Police officer may be exposed to the following work conditions:

- Working in a confined environment above or below ground under claustrophobic circumstances.
- Exposure to extreme hot or cold temperatures.
- In contact with water or other liquids.
- Loud noises of 90 or greater decibels associated with sirens or audible warning alarm systems.
- Vibrations related to the use of tools, equipment, or machinery.
- Hazardous conditions such as exposure to smoke or fire, electricity, chemicals, CN, CS, or OC gas, explosives, extreme heights, physical attack.
- Exposure to atmospheric conditions such as fumes, gases, toxic or caustic chemicals, noxious odors, dust, lead, and other airborne particles.
- Contact with blood borne pathogens through blood/saliva found at accidents, crime scenes, EMS services, jail facilities, or caused by human bites.

Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.

**MEDICAL AND BACKGROUND REQUIREMENTS:** The Police Officer candidate is subject to a police background investigation and a medical examination including a psychological evaluation and drug screening.

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions of this position.

**WORK HOURS:** The Police officer regular work hours are assigned by the Police Chief.

# Village of Port Edwards, Wisconsin

## Job Description

**DEPARTMENT:** Public Works

**REPORTS TO:** Administrator

**POSITION TITLE:** Public Works/Utilities Supervisor

### **GENERAL NATURE OF POSITION**

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Under the direct supervision of the Village Administrator. This position is responsible for directing, planning, assigning, supervising and as needed performing the field operations of the Department of Public Works, Water, Wastewater Utilities and supervising all contract engineering and construction services. The position currently serves as the licensed operator for the Wastewater Treatment Plant.

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**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

Supervises Public Works and Utility operations on a day to day basis, with the ability and skills, to perform essential functions, including:

- Scheduling and supervising maintenance and operations of streets, public rights-of-way, street signs, street lighting, street control lights and drainage facilities, water and wastewater utilities.
- Scheduling and supervising maintenance of public facilities, parks and open spaces, including baseball diamonds, splash pad, play equipment, village trees, flowers and other decorative open spaces in peak condition.
- Scheduling and supervising maintenance and operation of the village cemetery.
- Scheduling and supervising maintenance and operations of water utility facilities, distribution system and meter maintenance and administration, and other utility owned property and equipment.
- Scheduling and supervising proper maintenance of all vehicles and equipment.
- Scheduling and supervising maintenance and operations of WWTP and sanitary sewer and collection system utility facilities and other utility owned property and equipment i.e. Water Utility.
- Identifying and develop, under the auspices of the village administrator, long-term and annual capital improvement plan for equipment, facilities and infrastructure.
- Procure vehicles and equipment, including the development of specifications for such.
- Scheduling and supervision for the proper maintenance of all Village buildings and facilities.
- Scheduling, coordination and supervising street and public facility winter snow and ice control operations.
- Administers all contracted public works services, including public construction programs. Confers with and directs supervisory personnel and subcontractors engaged in planning and executing work procedures, interpreting specifications and coordinating various phases of construction to prevent delays.
- Mediates construction problems and concerns and communicates with contractors, engineers and Village staff.



- Oversees contracted construction Inspectors work in progress.
- Performs contracted construction inspections, as approved by the village administrator.
- Addresses and resolves resident complaints related to service matter regarding road, park, drainage system, signage, utility and other public facilities.
- Responsible for development of departmental budget, policies and procedures, as approved by village administrator.
- Oversees field inspection for the new building permit, coordinate with contracted services and field inspection for remodeling.
- Corresponds verbally and in writing with other agencies regarding matters of mutual concern
- Attends Village Board meetings, committee meetings and seminars as required.
- Responsible for on call emergencies related to public works and utility facilities and operations.

**QUALIFICATION REQUIREMENTS:** To perform this job successfully, an individual must be able to perform each essential duty 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.

**EDUCATION and/or EXPERIENCE:** High school diploma or general education degree (GED); and at least seven years of experience in the following areas: maintenance and construction of streets, alleys, sanitary sewers water mains, parks and open spaces; maintenance of public works equipment, scheduling of work crews; scheduling and running winter storm operations; three years of which must have been in a supervisory capacity; or an equivalent combination of experience and training. Formal training, with a certificate in Public Works Management or Public Administration is desired. Associates degree in Engineering would be a plus.

**SKILLS AND ABILITIES:**

- Ability to read, understand and interpret documents such as construction plans, blueprints, safety rules, operating and maintenance instructions and procedure manuals.
- Ability to write routine reports and correspondence.
- Ability to speak effectively before groups of customers or employees.
- Ability to calculate figures and amounts such as proportions, percentages, quantities, area, circumference and volume.
- Ability to apply concepts of basic algebra and geometry is needed.
- Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists.
- Ability to interpret a variety of instructions furnished in written, oral, diagrammatic or schedule form.
- Ability to supervise staff in a professional and effective manner.
- Ability to interact professionally and effectively with the Village Board and department directors.
- Ability to interact professionally and effectively with the general public.

**CERTIFICATES, LICENSES & REGISTRATIONS:** Possession of a valid Wisconsin CDL Driver's License. WWTP and water utility DNR certification preferred or the ability to obtain DNR operator's license within three years of hire.

**OTHER SKILLS AND ABILITIES:**

- Ability to coordinate projects, schedule work and supervise crews.
- Demonstrated leadership skills, a positive attitude and the ability to identify strengths of a team.
- Familiarity with Village policies, OSHA, DNR and DSPS rules and codes.
- Ability to present and transmit ideas, both orally and in writing. Ability to write clear and concise reports.
- Ability to make minor repairs to vehicles and equipment.
- Ability to operate large equipment, utility trucks, landscaping equipment, and hand tools, in order to provide village wide daily maintenance.
- Ability to research and obtain pertinent information through various resources.
- Ability to use networked personal computer equipment to process, retrieve, access, or input information using Windows, word processing, spreadsheet software such as Excel, or other standardized software common to office environment and in public works operations.
- Knowledge of GIS technology.
- Ability to read and understand blueprints, plans, diagrams and schematics. Familiarity with engineering terminology.

**PHYSICAL DEMANDS:** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to stand and walk. The employee frequently is required to use hands to finger, handle or feel objects, tools or controls; reach with hands and arms, climb or balance, stoop, kneel crouch or crawl; and talk or hear. The employee is occasionally required to sit.

The employee must frequently lift and/or move up to 50 pounds and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception and the ability to adjust focus.

**WORK ENVIRONMENT:** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee regularly works near moving mechanical parts and in outside weather conditions. The employee is frequently exposed to wet and/or humid, cold and freezing conditions, including conditions of rain and snow. The employee is occasionally exposed to fumes or airborne particles and vibration and works periodically near moving mechanical parts and equipment. The employee sometimes works in confined spaces.

The noise level in the work environment is often loud.

**WORK SCHEDULE:** Regular work hours are 7:00 – 3:30, and is required to be available for emergencies, winter snow operations and village board meetings and alike.

## Village of Port Edwards, Wisconsin

### Job Description

**DEPARTMENT:** Public Works

**POSITION TITLE:** Public Works Operator - Mechanic

**REPORTS TO:** Public Works Supervisor

#### **GENERAL NATURE OF POSITION**

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Under the direction supervision of the Public Works Supervisor, responsible for major and minor maintenance of all vehicles and equipment owned by Port Edwards and its Water and Wastewater Treatment Plant and sanitary sewer and water utilities. Serves as public works foreman when Public Works Supervisor is not available for service. Provides general labor in maintaining streets, street signs and traffic signage and traffic control signals, drainage systems, public buildings, equipment, snow and ice control, forestry, fall leaf collection, right-of-way clearing, brush collection. Assist water and sanitary sewer utility, park and cemetery departmental operations as directed by the public works supervisor.

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**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

- Provides general vehicle and equipment maintenance.
- Assists in troubleshooting and possible repair of all village and village utility owned equipment.
- Assists public works supervisor, in recommending specifications and purchase of village and utility vehicles and equipment.
- Perform proper maintenance of streets and drainage systems.
- Perform basic maintenance of all vehicles and equipment.
- Performs basic maintenance of all village public buildings.
- Perform proper maintenance of all village buildings and facilities, including equipment, signs, control.
- Maintain all village owned streetlight, sidewalks, traffic control, debris control, and systems.
- Perform snow and ice control operations for public buildings and public streets as required.
- Collects debris from village right of ways.
- Performs seasonal leaf collection.
- Performs brush and tree collection services.
- Perform forestry services.
- Assists sanitary sewer and water utility, park and cemetery, and mechanic as directed by the public works supervisor.

**QUALIFICATION REQUIREMENTS:** To perform this job successfully, an individual must be able to perform each essential duty 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.

**EDUCATION and/or EXPERIENCE:** High school diploma or general education degree (GED); and at least five years of experience in the following areas: maintenance and repair of vehicles and equipment, operation of streets and drainage facilities, parks, buildings and facilities, heavy equipment, snow and ice control or equivalent such as an office complex, college campus, cranberry marsh, construction or landscape company.

**SKILLS AND ABILITIES:**

- Have a thorough knowledge of vehicles, equipment, pumps and other machinery and the ability to diagnose and either correct equipment malfunction or breakdown, or work with a private contractor to repair the malfunction or breakdown.
- Have a thorough knowledge of vehicle, equipment and machinery maintenance and repair
- Have the ability to work independently, to make routine operational decisions
- Ability to communicate and supervise personnel effectively
- Ability to read, understand and interpret documents such as construction plans, safety rules, operating and maintenance instructions and procedure manuals.
- Ability to write routine reports and correspondence.
- Ability to calculate figures and amounts such as proportions, percentages, quantities, area, circumference and volume.
- The ability to apply concepts of basic algebra and geometry is needed.
- Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists.
- Ability to interpret a variety of instructions furnished in written, oral, diagrammatic or schedule form.

**CERTIFICATES, LICENSES & REGISTRATIONS:** Possession of a valid Wisconsin CDL Driver's License.

**OTHER SKILLS AND ABILITIES:**

- Ability to operate large equipment, utility trucks, landscaping equipment, and hand tools, in order to provide village wide daily maintenance.
- Ability to work with networked personal computer equipment to process, retrieve, access, or input information using Windows, word processing and spreadsheet software or other standardized software.
- Ability to utilize hand tools in order to make minor repairs to facilities.

**PHYSICAL DEMANDS:** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to stand and walk. The employee frequently is required to use hands to finger, handle or feel objects, tools or controls; reach with hands and arms, climb or balance, stoop, kneel crouch or crawl; and talk or hear. The employee is occasionally required to sit. Working in confined spaces is often required.

The employee must frequently lift and/or move up to 75 pounds and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception and the ability to adjust focus.

**WORK ENVIRONMENT:** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee regularly works near moving mechanical parts and in outside weather conditions. The employee is frequently exposed to wet and/or humid, cold and freezing conditions, including conditions of rain and snow. The employee is occasionally exposed to fumes or airborne particles and vibration and works periodically near moving mechanical parts and equipment. The employee sometimes works in confined spaces.

The noise level in the work environment is often loud.

**WORK SCHEDULE:** The position is part-time, up to 20 hours per week. The workday is generally from 7:00 a.m. to 3:30 but is subject to change. The employee occasionally is called in cases of emergency, water main breaks, and for snow and ice control operations.

# Village of Port Edwards, Wisconsin

## Job Description

**DEPARTMENT:** Public Works

**POSITION TITLE:** Public Works Operator – Parks and Cemetery

**REPORTS TO:** Public Works Supervisor

### GENERAL NATURE OF POSITION

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Under the direction supervision of the Public Works Supervisor, responsible for the operation and maintenance of all parks, open spaces, baseball fields, other recreational facilities and the village owned cemetery. Directs seasonal employees as required. Provides general labor in maintaining streets, street signs and traffic signage and traffic control signals, drainage systems, public buildings, equipment, snow and ice control, forestry, fall leaf collection, right-of-way clearing, brush collection. Assist water and sanitary sewer utility, public works departmental operations as directed by the public works supervisor.

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**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

- Mows grass in all parks and village and utility facilities.
- Maintains all trees, shrubs, flowers, and improved greenspace.
- Maintains all improved recreational facilities, such as playground equipment, splash pad, softball diamonds, park shelters, village owned trails, right of ways and alike
- Operates the village owned cemetery, including plot surveying, deed preparation, grave preparation, road maintenance, map preparation and alike.
- Makes recommendations on maintenance and improvements of park and open space, and other recreational facilities
- Perform proper maintenance of streets and drainage systems., signage, traffic control markings and traffic control facilities
- Performs basic maintenance of all village public buildings
- Perform snow and ice control operations for public buildings and public streets as required.
- Collects debris from village right of ways
- Performs seasonal leaf collection
- Performs brush and tree collection services
- Perform forestry services
- Assists sanitary sewer and water utility, park and cemetery, and mechanic as directed by the public works supervisor.
- Provides general labor in maintaining streets, street signs and traffic signage and traffic control signals, drainage systems, public buildings, equipment, snow and ice control, forestry, fall leaf collection, right-of-way clearing, brush collection.

**QUALIFICATION REQUIREMENTS:** To perform this job successfully, an individual must be able to perform each essential duty 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.

**EDUCATION and/or EXPERIENCE:** High school diploma or general education degree (GED); and at least five years of experience in the following areas:, operations and maintenance of parks and open spaces, buildings and facilities, heavy equipment, snow and ice control or equivalent such as an office complex, college campus, cemetery, cranberry marsh, construction or landscape company.

**SKILLS AND ABILITIES:**

- Have a thorough knowledge of vehicles and equipment utilized for maintenance of open space and landscaping o improved greenspace.
- Have knowledge of cemetery operations
- Have knowledge of mapping software, such as GIS
- Have the ability to work independently, to make routine operational decisions
- Ability to communicate and supervise personnel effectively
- Ability to read, understand and interpret documents such as construction plans, safety rules, operating and maintenance instructions and procedure manuals.
- Ability to write routine reports and correspondence.
- Ability to calculate figures and amounts such as proportions, percentages, quantities, area, circumference and volume.
- The ability to apply concepts of basic algebra and geometry is needed.
- Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists.
- Ability to interpret a variety of instructions furnished in written, oral, diagrammatic or schedule form.

**CERTIFICATES, LICENSES & REGISTRATIONS:** Possession of a valid Wisconsin CDL Driver's License.

**OTHER SKILLS AND ABILITIES:**

- Ability to operate large equipment, utility trucks, landscaping equipment, and hand tools, in order to provide village wide daily maintenance.
- Ability to work with networked personal computer equipment to process, retrieve, access, or input information using Windows, word processing and spreadsheet software or other standardized software.
- Ability to utilize hand tools in order to make minor repairs to facilities.

**PHYSICAL DEMANDS:** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to stand and walk. The employee frequently is required to use hands to finger, handle or feel objects, tools or controls; reach with hands and arms, climb or balance, stoop, kneel crouch or crawl; and talk or hear. The employee is occasionally required to sit. The employee must frequently lift and/or move up to 75 pounds and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception and the ability to adjust focus.

**WORK ENVIRONMENT:** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee regularly works near moving mechanical parts and in outside weather conditions. The employee is frequently exposed to wet and/or humid, cold and freezing conditions, including conditions of rain and snow. The employee is occasionally exposed to fumes or airborne particles and vibration and works periodically near moving mechanical parts and equipment. The employee sometimes works in confined spaces.

The noise level in the work environment is often loud.

**WORK SCHEDULE:** The position is part-time, up to 20 hours per week. The workday is generally from 7:00 a.m. to 3:30. The employee occasionally is called in cases of emergency, water main breaks, and for snow and ice control operations.



# Village of Port Edwards, Wisconsin

## Job Description

**DEPARTMENT:** Public Works

**POSITION TITLE:** Public Works Operator – WWTP and Sanitary Sewer

**REPORTS TO:** Public Works Supervisor

### GENERAL NATURE OF POSITION

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Under the direction supervision of the Public Works Supervisor, responsible for general operation of the Port Edwards Wastewater Treatment Plant (WWTP) and sanitary sewer and collection system. As directed by the Public Works Supervisor, assist other departments by providing general labor in maintaining streets, street signs and traffic signage and traffic control signals, drainage systems, public buildings, equipment, snow and ice control, forestry, fall leaf collection, right-of-way clearing, brush collection, water park and cemetery departmental operations.

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**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

- Perform all aspects of process control operations of the plant in order to comply with the effluent limitations as permitted by the WDNR under the Wisconsin Pollutant Discharge Elimination System (WPDES)
- Operate and maintain the collection system, including gravity sewers, lift station, force mains and interceptors.
- Perform the installation, maintenance and repair of the physical plant and pump station and all of their components
- Assist in the performance of regular and unscheduled maintenance and repairs on all plant equipment and machinery
- Be prepared to be on call to respond to emergencies and breakdowns at the plant and pump station
- Conduct the necessary weekend checks of the treatment plant based on the personnel rotation schedule
- Update Public Works Supervisor regarding the treatment process and pump station operations and malfunctions, as well as make recommendations for repairs and improvement of these systems
- Assure required preventative maintenance on utility owned equipment
- Perform laboratory sample collection pursuant to WPDES permit.
- Perform proper maintenance of streets and drainage systems.
- Perform basic maintenance of all vehicles and equipment
- Perform basic maintenance of all village public buildings
- Perform proper maintenance of all Village buildings and facilities, including equipment.
- Assist other departments by providing general labor in maintaining streets, street signs and traffic signage and traffic control signals, drainage systems.
- Perform snow and ice control operations for public buildings and public streets as required.
- Collects debris from village right of ways.

- Performs seasonal leaf collection.
- Performs brush and tree collection services.
- Perform forestry services.
- Assists water utility, park and cemetery, and mechanic as directed by the public works supervisor.

**QUALIFICATION REQUIREMENTS:** To perform this job successfully, an individual must be able to perform each essential duty 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.

**EDUCATION and/or EXPERIENCE:** High school diploma or general education degree (GED); and at least five years of experience in the following areas: wastewater treatment and/or water utility maintenance operation of streets and drainage facilities, parks, buildings and facilities, heavy equipment, snow and ice control or equivalent such as in a, private treatment plant, plumbing company, office complex, college campus, cranberry marsh, construction or landscape company.

**SKILLS AND ABILITIES:**

- Be able to perform and document various tests by State and Federal agencies for the operation of the wastewater treatment plant
- Have a working knowledge of the operation, methods and procedures for wastewater treatment plant
- Have a working knowledge of the machinery used for the wastewater treatment plant and lifts station
- Have a thorough knowledge of mechanical equipment and the ability to diagnose and either correct equipment malfunction or work with private contractor to correct the malfunction.
- Have a working knowledge of basic machinery preventative maintenance and repair
- Have a basic knowledge of State and Federal rules governing wastewater discharges and workers safety
- Have the ability to work independently to make routine operations decisions
- Ability to read, understand and interpret documents such as construction plans, safety rules, operating and maintenance instructions and procedure manuals.
- Ability to write routine reports and correspondence.
- Ability to calculate figures and amounts such as proportions, percentages, quantities, area, circumference and volume.
- The ability to apply concepts of basic algebra and geometry is needed.
- Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists.
- Ability to interpret a variety of instructions furnished in written, oral, diagrammatic or schedule form.

**CERTIFICATES, LICENSES & REGISTRATIONS:** Possession of a valid Wisconsin CDL Driver's License. Technical or Associates degree in Wastewater Treatment, engineering, or a related field is desired. Obtained or have the ability to obtain within three years all Wisconsin DNR Wastewater Operator Certifications.

**OTHER SKILLS AND ABILITIES:**

- Ability to make minor repairs to vehicles and equipment.
- Ability to operate large equipment, utility trucks, landscaping equipment, and hand tools, in order to provide village wide daily maintenance.
- Ability to work with networked personal computer equipment to process, retrieve, access, or input information using Windows, word processing and spreadsheet software or other standardized software.
- Ability to utilize hand tools in order to make minor repairs to facilities.
- Ability to understand basic biology and chemistry concepts.

**PHYSICAL DEMANDS:** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to stand and walk. The employee frequently is required to use hands to finger, handle or feel objects, tools or controls; reach with hands and arms, climb or balance, stoop, kneel crouch or crawl; and talk or hear. The employee is occasionally required to sit.

The employee must frequently lift and/or move up to 75 pounds and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception and the ability to adjust focus.

**WORK ENVIRONMENT:** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee regularly works near moving mechanical parts and in outside weather conditions. The employee is frequently exposed to wet and/or humid, cold and freezing conditions, including conditions of rain and snow. The employee is occasionally exposed to fumes or airborne particles and vibration and works periodically near moving mechanical parts. Employee sometimes works in confined spaces.

The noise level in the work environment is often loud.

**WORK SCHEDULE:** The position is full-time. The workday is generally from 7:00 a.m. to 3:30 but is subject to change. The employee occasionally is called in cases of emergency, plant and pumping stations malfunctions, water main breaks, and for snow and ice control operations.

# Village of Port Edwards, Wisconsin

## Job Description

Department: Public Works

Reports to: Public Works Supervisor

**POSITION TITLE:** Public Works Operator – Water Utility Operations

### **GENERAL NATURE OF POSITION**

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Under the direction supervision of the Public Works Supervisor, responsible for general operation of the Port Edwards Water treatment facilities and distribution system. As directed by the Public Works Supervisor, assist other departments by providing general labor in maintaining streets, street signs and traffic signage and traffic control signals, drainage systems, public buildings, equipment, snow and ice control, forestry, fall leaf collection, right-of-way clearing, brush collection, wastewater and sanitary sewer collection system, park and cemetery departmental operations.

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**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

- Perform all aspects of water process control operations, to meet environmental standards set forth by Federal and State government agencies.
- Perform maintenance and operation of wells, pump stations, utility vehicles, equipment and machinery, and all water infrastructure
- Locate water utility facilities as requested
- Satisfactorily complete Federal and State required reports
- Install, test and repair water meters, hydrants, gate valves, and general maintenance of the water distribution apparatuses.
- Assist residents as required with technical meter and usage related matters
- Perform the installation, maintenance and repair of the physical plant mechanical pumps and all of their components
- Performance of regular and unscheduled maintenance and repairs on all plant equipment and machinery
- Provide lead in the repair of emergencies, such as a water main break or emergency water shut off
- Be prepared to be on call to respond to emergencies and breakdowns at the plant and pumping equipment
- Conduct the necessary weekend checks of water utility plant and distribution system on the personnel rotation schedule
- Update Public Works Supervisor regarding the utility plant and water distributions system, operations and malfunctions, as well as make recommendations for repairs and improvement of these systems
- Assure required preventative maintenance on utility owned equipment

- Perform proper maintenance of streets and drainage systems.
- Perform basic maintenance of all village public buildings
- Perform proper maintenance of all Village buildings and facilities, including equipment, signs, control.
- Provide general labor in maintaining streets, street signs and traffic signage and traffic control signals and drainage systems.
- Perform snow and ice control operations for public buildings and public streets as required.
- Collect debris from village right of ways
- Perform seasonal leaf collection
- Perform brush and tree collection services
- Perform forestry services
- Assist Wastewater treatment and Sanitary sewer utility, park and cemetery, and mechanic as directed by the public works supervisor.

**QUALIFICATION REQUIREMENTS:** To perform this job successfully, an individual must be able to perform each essential duty 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.

**EDUCATION and/or EXPERIENCE:** High school diploma or general education degree (GED); and at least five years of experience in the following areas: water utility and/or wastewater treatment operations, maintenance and operation of streets and drainage facilities, parks, buildings and facilities, heavy equipment, snow and ice control or equivalent such as in a private treatment plant, plumbing company, office complex, college campus, cranberry marsh construction or company.

**SKILLS AND ABILITIES:**

- Be able to perform and document various tests by State and Federal agencies for the operation of the water utility plant and distribution system
- Have a working knowledge of the operation, methods and procedures for water utility plant and distribution system
- Have a working knowledge of the machinery used for the water utility plant and distribution system
- Have a thorough knowledge of mechanical equipment and the ability to diagnose and either correct equipment malfunction or work with private contractor to correct the malfunction.
- Have a working knowledge of basic machinery preventative maintenance and repair
- Have a thorough knowledge of State and Federal rules environmentally safe drinking water. and workers safety
- Have the ability to work independently to make routine operations decisions
- Ability to read, understand and interpret documents such as construction plans, safety rules, operating and maintenance instructions and procedure manuals.
- Ability to write routine reports and correspondence.
- Ability to calculate figures and amounts such as proportions, percentages, quantities, area, circumference and volume.
- The ability to apply concepts of basic algebra and geometry is needed.
- Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists.

- Ability to interpret a variety of instructions furnished in written, oral, diagrammatic or schedule form.

**CERTIFICATES, LICENSES & REGISTRATIONS:** Possession of a valid Wisconsin CDL Driver's License. Technical or Associates degree in engineering, or a related field is desired. Obtained or have the ability to obtain within three years a Class D Water License and other required Operator Certifications.

**OTHER SKILLS AND ABILITIES:**

- Ability to make minor repairs to vehicles and equipment.
- Ability to operate large equipment, utility trucks, landscaping equipment, and hand tools, in order to provide village wide daily maintenance.
- Ability to work with networked personal computer equipment to process, retrieve, access, or input information using Windows, word processing and spreadsheet software or other standardized software.
- Ability to utilize hand tools in order to make minor repairs to facilities.

**PHYSICAL DEMANDS:** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to stand and walk. The employee frequently is required to use hands to finger, handle or feel objects, tools or controls; reach with hands and arms, climb or balance, stoop, kneel crouch or crawl; and talk or hear. The employee is occasionally required to sit.

The employee must frequently lift and/or move up to 75 pounds and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception and the ability to adjust focus.

**WORK ENVIRONMENT:** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee regularly works near moving mechanical parts and in outside weather conditions. The employee is frequently exposed to wet and/or humid, cold and freezing conditions, including conditions of rain and snow. The employee is occasionally exposed to fumes or airborne particles and vibration and works periodically in areas with moving mechanical parts. Employee sometimes works in confined spaces.

The noise level in the work environment is often loud.

**WORK SCHEDULE:** The position is full-time. The workday is generally from 7:00 a.m. to 3:30 but is subject to change. The employee occasionally is called in cases of emergency, plant and pumping equipment malfunctions, water main breaks, emergency water shut off, and for snow and ice control operations.

# Village of Port Edwards, Wisconsin

## Job Description

**DEPARTMENT:** Public Works

**POSITION TITLE:** Public Works Operator

**REPORTS TO:** Public Works Supervisor

### GENERAL NATURE OF POSITION

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Under the direction supervision of the Public Works Supervisor, responsible for general labor in maintaining streets, street signs and traffic signage and traffic control signals, drainage systems, public buildings, equipment, snow and ice control, forestry, fall leaf collection, right-of-way clearing, brush collection. Assist water and sanitary sewer utility, park and cemetery departmental operations as directed by the public works Supervisor.

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**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

- Perform proper maintenance of streets and drainage systems.
- Perform basic maintenance of all village public buildings
- Perform proper maintenance of all Village buildings and facilities, including equipment, signs, control.
- Responsible for general labor in maintaining streets, street signs and traffic signage and traffic control signals, drainage systems.
- Perform snow and ice control operations for public buildings and public streets as required.
- Collects debris from village right of ways
- Performs seasonal leaf collection
- Performs brush and tree collection services
- Perform forestry services
- Assists sanitary sewer and water utility, park and cemetery, and mechanic as directed by the public works supervisor.

**QUALIFICATION REQUIREMENTS:** To perform this job successfully, an individual must be able to perform each essential duty 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.

**EDUCATION and/or EXPERIENCE:** High school diploma or general education degree (GED); and at least five years of experience in the following areas: maintenance and operation of streets and drainage facilities, parks, buildings and facilities, heavy equipment, snow and ice control or equivalent such as an office complex, college campus, cranberry marsh, construction or landscape company.

### SKILLS AND ABILITIES:

- Ability to read, understand and interpret documents such as construction plans, safety rules, operating and maintenance instructions and procedure manuals.
- Ability to write routine reports and correspondence.

- Ability to calculate figures and amounts such as proportions, percentages, quantities, area, circumference and volume.
- The ability to apply concepts of basic algebra and geometry is needed.
- Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists.
- Ability to interpret a variety of instructions furnished in written, oral, diagrammatic or schedule form.

**CERTIFICATES, LICENSES & REGISTRATIONS:** Possession of a valid Wisconsin CDL Driver's License.

**OTHER SKILLS AND ABILITIES:**

- Ability to make minor repairs to vehicles and equipment.
- Ability to operate large equipment, utility trucks, landscaping equipment, and hand tools, in order to provide village wide daily maintenance.
- Ability to work with networked personal computer equipment to process, retrieve, access, or input information using Windows, word processing and spreadsheet software or other standardized software.
- Ability to utilize hand tools in order to make minor repairs to facilities.

**PHYSICAL DEMANDS:** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to stand and walk. The employee frequently is required to use hands to finger, handle or feel objects, tools or controls; reach with hands and arms, climb or balance, stoop, kneel crouch or crawl; and talk or hear. The employee is occasionally required to sit.

The employee must frequently lift and/or move up to 75 pounds and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception and the ability to adjust focus.

**WORK ENVIRONMENT:** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee regularly works near moving mechanical parts and in outside weather conditions. The employee is frequently exposed to wet and/or humid, cold and freezing conditions, including conditions of rain and snow. The employee is occasionally exposed to fumes or airborne particles and vibration and works periodically near moving mechanical parts. The employee sometimes works in confined areas.

The noise level in the work environment is often loud.

**WORK SCHEDULE:** The position is part-time, up to 20 hours per week. The workday is generally from 7:00 a.m. to 3:30 but is subject to change. The employee occasionally is called in cases of emergency, water main breaks, and for snow and ice control operations.



# Village of Port Edwards, Wisconsin

## Job Description

### **DEPARTMENT:**

**POSITION TITLE:** Summer Seasonal Laborer

**REPORTS TO:** Public Works Supervisor and Public Works Operator – Parks and Cemetery

### **GENERAL NATURE OF POSITION**

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Under the direct supervision of the Public Works Supervisor, performs a variety of tasks with varied difficulty related to streets, parks, cemetery and village owned buildings and grounds.

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**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

- Works on parks maintenance, including baseball fields, park picnic shelters, restrooms, park toys, fences and buildings.
- General labor, including but not limited to assisting Public with refuse collection from public spaces, brush and debris pick up.
- Assist in planting, trimming, pruning, watering, maintaining lawns and decorative plantings at the Village cemetery.
- Mows grass and operates string trimmers.
- Assist the removal, reuse and rearranging of office furnishings.
- Operate automotive and seasonal equipment, including but not limited to light trucks, golf cars type service vehicles and other village equipment.
- Keeps Village equipment and tools clean

**QUALIFICATION REQUIREMENTS:** To perform this job successfully, an individual must be able to perform each essential duty 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.

**EDUCATION and/or EXPERIENCE:** High school degree or equivalent.

### **SKILLS AND ABILITIES:**

- Ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals.
- Ability to communicate with co-workers and the general public.
- Ability to calculate figures and amounts such as proportions, percentages and area.
- Ability to use basic landscape tools and equipment.

**LICENSE/CERTIFICATIONS:** Possession of a Valid Wisconsin motor vehicles operator's license and willingness to use own transportation performing normal duties.

**PHYSICAL DEMANDS:** The physical demands described here are represented of those that must be met by the employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- While performing the duties of this job, the employee is regularly required to stand, walk, talk and hear.
- Use hands to properly finger, handles, feel or operate objects, tools or controls and reach with hands and arms.
- The employee is regularly required to climb/balance, stoop, kneel, crouch or crawl.
- The employee must frequently lift, pull and move up to 75 pounds for extended periods.
- Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception and the ability to adjust focus

**WORK ENVIRONMENT:** The employee frequently works near moving mechanical parts and in high, precarious places. The employee is occasionally exposed to wet and /or humid, cold, rainy or snowy conditions. The work environment characteristics requires the employee to regularly work in outside weather conditions and is regularly exposed to fumes or airborne particles and vibration. The employee sometimes works in confined spaces

The noise level in the work environment is occasionally loud.

**WORK SCHEDULE:** Regular work hours require both morning and afternoon hours; some call-out time may be required. The work week is up to 40 hours of scheduled/assigned time, the normal shift is between 7:00 A.M. to 3:30P.M.

EXHIBIT #2											
REGIONAL MUNICIPAL SALARY COMPARISONS (2019)											
MUNICIPALITY	ADMINISTRATOR/	SUPPORT	SUPPORT	POLICE CHIEF	PATROL OFFICER	SUPERVISOR	OPERATOR -	OPERATOR -	OPERATOR -	OPERATOR -	OPERATOR
PORT EDWARDS	NA	49,392.00	20.90	72,000.00	26.28	62,000.00	25.94	25.94	21.97	26.67	21.32
LODI	84,927.00	NA	NA	78,605.00	23.93	60,783.00	NA	NA	28.12	28.12	22.86
MAUSTON	87,360.00	NA	23.10	75,412.00	26.94	62,275.00	24.97	24.35	NA	NA	24.07
MOSINEE	80,579.00	63,960.00	15.47	73,091.00	30.22	70,782.00	27.14	NA	26.58	26.58	24.84
NEKOOSA	NA	NA	NA	28.01	NA	NA	27.43	24.92	25.91	25.90	23.91
OMRO	89,762.00	55,927.00	23.93	72,222.00	30.80	68,362.00	25.02	NA	25.02	25.02	23.98
OSSEO	NA	50,258.00	17.69	60,000.00	23.00	60,000.00	NA	23.30	21.54	21.96	20.26
PITTSVILLE	NA	47,320.00	NA	45,011.00	13.50	49,712.00	NA	NA	18.00	18.00	16.50
PLOVER	112,660.00	80,675.00	27.06	91,613.00	32.18	98,231.00	27.10	NA	28.60	28.64	26.17
PORTAGE	107,660.00	72,300.00	19.25	91,020.00	NA	72,300.00	28.76	NA	26.76	26.76	22.76
PRAIRIE DU SAC	108,107.00	63,044.00	20.53	NA	NA	99,996.00	NA	NA	24.16	24.16	20.50
WEYAUWEGA	86,000.00	46,739.00	NA	78,041.00	28.04	58,477.00	NA	NA	NA	NA	20.72
WHITING	NA	55,572.00	18.49	NA	NA	75,163.00	NA	NA	23.30	23.30	NA
WINDSOR	91,800.00	NA	20.00	NA	NA	80,000.00	23.93	23.93	23.88	23.88	22.00
WINNECONNE	80,000.00	49,564.00	19.95	68,269.00	30.24	63,440.00	NA	NA	NA	NA	22.48
WISCONSIN RAPIDS	NA	NA	26.77	95,506.00	31.62	94,087.00	25.33	25.33	29.27	29.27	24.76
NA REFERS TO NOT AVAILABLE OR NOT APPLICABLE											