LIBRARY BOARD MEETING
IN PERSON AND VIA ZOOM
MONDAY, JANUARY 12, 2026 – 9:30 AM
ROTARY ROOM (2ND FLOOR OF LIBRARY)

https://us02web.zoom.us/j/85079409884?pwd=bEl6SnRHcGhNeVVTSVp5S0loa1lJdz09

Meeting ID: 850 7940 9884
Passcode: J3dEeSUL

Dial by Location
+1 312 626 6799

If you have special needs or circumstances which may make communication or accessibility difficult at the meeting, please call (920) 563-7790 at least three (3) days prior to the meeting date. Accommodations will, to the fullest extent possible, be made available on request by a person with a disability.

AGENDA

1. **Call meeting to order**

2. **Roll Call**

3. **Trust Update**
   a. Bruce Waller from Edward Jones will present about the Library's trust

4. **Approval of Minutes**
   a. Review and possible action relating to the minutes of the December 8 regular Library Board meeting

5. **Financial Report**
   a. Discussion relating to the January financial report of the library (Lippert)
   b. Discussion relating to the summary of 2025 trust expenditures and contributions (Lippert)

6. **Approval of Bills**
   a. Review and possible action relating to the library's bills (Lippert)

7. **Public Input**

8. **Reports**
   a. Director's Report
   b. Friends of the Library Liaison Report

9. **Unfinished Business**

10. **New Business**
    a. Review and possible action relating to the pay grades and pay ranges for full-time library employees as outlined in the City of Fort Atkinson's classification and compensation report (Lippert)
    b. Review and possible action relating to the phone system replacement project (Lippert)
    c. Review and possible action relating to a cooperative computer purchase (Lippert)
    d. Review the Jefferson County Library Service Guidelines (Lippert)

11. **Miscellaneous**
    a. Trustee Training: Board Matrix and Trustee Self-Assessment

12. **Adjournment**

Library Board Meeting Dates

- *Monday, January 12, 2026 at 9:30 a.m.*
- *Monday, February 9, 2026 at 9:30 a.m.*
- *Monday, March 9, 2026 at 9:30 a.m.*
- *Monday, April 13, 2026 at 9:30 a.m.*
- *Monday, May 11, 2026 at 9:30 a.m.*
- *Monday, June 8, 2026 at 9:30 a.m.*
- *Monday, August 10, 2026 at 9:30 a.m.*
- *Monday, September 14, 2026 at 9:30 a.m.*
- *Monday, October 12, 2026 at 9:30 a.m.*
- *Monday, November 9, 2026 at 9:30 a.m.*
- *Monday, December 14, 2026 at 9:30 a.m.*

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PORTFOLIO ANALYSIS

PREPARED FOR

January 5, 2026

Dwight Foster Public Library

Saving for Library operational finance

Special Purchase Portfolio Objective: **Balanced Toward Growth**

Account(s) Included

ACCOUNT NUMBER	ACCOUNT NAME	ACCOUNT TYPE DESCRIPTION
536–25929	CITY OF FORT ATKINSON	Select–Corporation Income Focus
536–25940	CITY OF FORT ATKINSON	Advisory–Corporation All Equity Focus

Account(s) Not Included

ACCOUNT NUMBER	ACCOUNT NAME	ACCOUNT TYPE DESCRIPTION
536–62474	EDWARD JONES TRUST CO AS CUST FBO DOROTHY ARLENE OTTING IRA C/O CITY OF FORT ATKINSON	Closed Preservation Of Principal

Only assets that are included in the above goal will be incorporated in this report. This may include the accounts(s) listed above, assets held by a vendor outside of Edward Jones, and/or assets you indicated you hold outside of Edward Jones.

The office of:

Bruce C Waller AAMS®
Financial Advisor
(920) 563-9393

Edward Jones®
MAKING SENSE OF INVESTING

Important Disclosures

Prepared for: Dwight Foster Public Library

A variety of investments may help you reach your investment goals. These investments may have different costs, which impact our compensation and, as a result, create a conflict of interest. For more details please ask your financial advisor or visit edwardjones.com/compensation.

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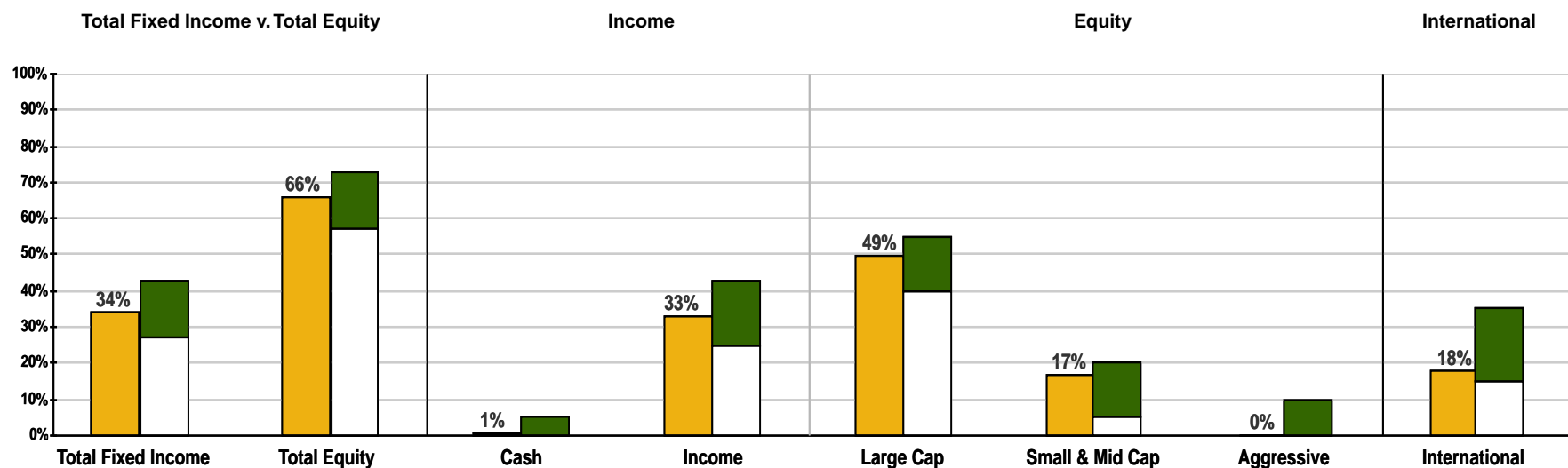
Edward Jones

Diversification by Investment Category

Portfolio Objective: Balanced Toward Growth

Bruce C Waller
Financial Advisor

Prepared for: Dwight Foster Public Library
Saving for Library operational finance

January 5, 2026

Investment Category	Value	Actual	Suggested Range	Recommended Target
Fixed Income				
Cash	$7,010	0.69%	0–5%	Middle
Income	$334,678	33.15%	25–43%	Low
Total Fixed Income	$341,688	33.84%	27–43%	Low
Equity				
Large Cap	$499,453	49.47%	40–55%	Middle
Small & Mid Cap	$168,494	16.69%	5–20%	High
Aggressive	$0	0.00%	0–10%	High
Total Equity	$667,948	66.16%	57–73%	High
Portfolio Total	**$1,009,635**			
International	$183,727	18.20%	15–35%	Middle
Aggressive Income (included in Income)	$0	0.00%	0–10%	Low

The Suggested Range reflects the Edward Jones Investment Policy Committee's recommended weightings for each investment category based on your Portfolio Objective. To take advantage of timely market opportunities and risks, we also recommend specific Targets within those Suggested Ranges.

Edward Jones

Diversification by Investment Category

Portfolio Objective: Balanced Toward Growth

Bruce C Waller	**Prepared for: Dwight Foster Public Library**	January 5, 2026
Financial Advisor	**Saving for Library operational finance**	

What Do I Own?		What Is It Worth Today?			How Is It Diversified?								
Held By	Investment Name	Current Quantity	Current Price	Current Value	Fixed Income	Equity	Cash	Income	Large Cap	Small & Mid Cap	Aggressive	International	Aggressive Income
Fixed Income													
Acct. 536–25929	Dwight Foster Pub Library – Select Acct												
J	BLACKROCK LOW DURATION BOND A	22407	9.190	205,928	205,928			205,928					
J	BR TOTAL RETURN A	12849	10.020	128,749	128,749			128,749					
Acct. 536–25940	Dwight Foster Pub Library – Advisory												
J	JPM U.S. GOVT MONEY MARKET IM	7009	1.000	7,009	7,009		7,009						
J	MONEY MARKET INVESTMENT SHARES	0	1.000	1	1		1						
Equity													
Acct. 536–25940	Dwight Foster Pub Library – Advisory												
J	ISH COR MSCI ETF	1282	90.600	116,149		116,149			116,149			116,149 100%	
J	ISH CORE S&P SC	328	122.010	40,019		40,019				40,019			
J	ISH MSCI GRW ETF	114	116.230	13,250		13,250			13,250			13,250 100%	
J	ISH MSCI VLU ETF	189	71.990	13,606		13,606			13,606			13,606 100%	
J	ISH RS M GRW ETF	194	138.770	26,921		26,921				26,921			
J	ISH RS MD–C ETF	343	97.870	33,569		33,569				33,569			
J	ISH RS MD–CP ETF	190	143.490	27,263		27,263				27,263			
J	ISHARES MSC EAFE	520	78.310	40,721		40,721				40,721		40,721 100%	
J	ISHARES S&P 500 GROWTH ETF	108	124.060	13,398		13,398			13,398				
J	ST STR SPDR ETF	1745	80.830	141,048		141,048			141,048				
J	VANGUARD INDEX FUNDS VANGUARD GROWTH ETF	41	489.010	20,049		20,049			20,049				
J	VNG LARGE CAP	276	317.200	87,547		87,547			87,547				
J	VNG S&P 500	96	631.790	60,652		60,652			60,652				
J	VNG VALUE INDEX	174	193.980	33,753		33,753			33,753				

Assets Held By: C–Client outside Edward Jones J–Edward Jones V–Vendor P–Proposed Investment

Diversification by Investment Category

Portfolio Objective: Balanced Toward Growth

Bruce C Waller
Financial Advisor

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Saving for Library operational finance

January 5, 2026

		What Do I Own?	What Is It Worth Today?			How Is It Diversified?									
Held By	Investment Name		Current Quantity	Current Price	Current Value	Fixed Income	Equity	Cash	Income	Large Cap	Small & Mid Cap	Aggressive	International		Aggressive Income
Portfolio Total					$1,009,635	$341,688	$667,948	$7,010	$334,678	$499,453	$168,494	$0	$183,727	18%	$0
						34%	66%	1%	33%	49%	17%	0%		18%	0%

Assets Held By: C–Client outside Edward Jones J–Edward Jones V–Vendor P–Proposed Investment

Reviewing your investment performance over time is an important step to determine if you're on track toward achieving your financial goals.

To put your performance into perspective, this report can help you answer the following questions:

1. How am I doing overall?

Answering this question is crucial to staying on track, but it can be complex. Your personal rate of return, an industry-defined calculation, measures the performance of your account(s) by considering several factors, including the timing and amount of any additions or withdrawals you've made, dividends and interest paid, costs incurred and taxes withheld.

When it comes to comparing your personal rate of return, we believe that the benchmark most meaningful to you should be the rate of return needed to achieve your goal. To determine that rate of return, your financial advisor accounts for your specific goal, your comfort with risk and how long you have to invest.
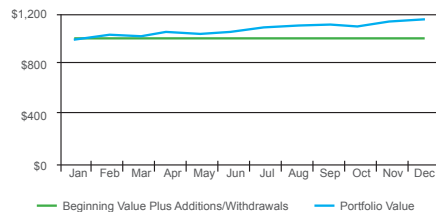
How Your Personal Rate of Return Is Calculated

Within one year, John and Jane both invest $1,000 and achieve a $100 gain, each ending the year with $1,100.

John	
January:.............................	Invested $1,000
Rate of Return...	10%

Beginning Value Plus Additions/Withdrawals — Portfolio Value

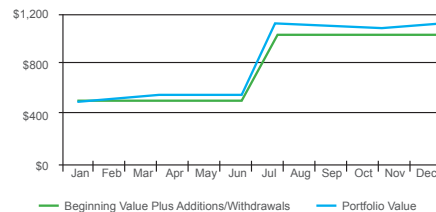| Jane	
January:.................................	Invested $500
July:	Invested other $500
Rate of Return...................................	13.4%

Beginning Value Plus Additions/Withdrawals — Portfolio Value

Because there were no additional investments or withdrawals, his personal rate of return is identical to the dollar-change percentage, 10%.

Her rate of return is higher because half of her deposit was not invested until July, which means her investments had to perform better to achieve that same $100 growth.

2. How is a specific investment doing?

When evaluating the specific investments you own, there are multiple factors to consider. Since this report is simply a snapshot in time, we believe you should think about not just an investment's current value but also:

- The outlook for the investment, including the Edward Jones Research Opinion

- The investment's return over time

- Your cost basis, which can help you better understand your possible capital gain or loss if you sell the investment

- The purpose of the investment in your portfolio (current income, growth potential, etc.)

At Edward Jones, we began tracking performance for clients on Jan. 1, 2009. This information is based on the performance of your investments since they have been held in the current account, but no earlier than Jan. 1, 2009. This also includes investments you owned during this period but have since sold. Certain events, including a transfer of an investment between accounts, a share class conversion or a change in an investment's identification code (CUSIP) caused by a corporate action, will impact the time frame over which the investment's rate of return is calculated. Returns of fewer than 12 months are not annualized.

We're providing this information to help you stay informed and in turn on track to meet your long-term financial goals. If you have any questions, talk with your financial advisor.

For more information, see edwardjones.com/performance.

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Cost basis is the amount of your investment for tax purposes and is used to calculate a gain or loss incurred on the sale or other disposition of a security. Cost basis is not a measure of performance. The cost basis date generally reflects the initial trade date of the oldest shares you currently hold in your account. If the cost basis date for a mutual fund is 5/28/2010, you likely purchased the first lot of that mutual fund on or before 5/28/2010; however, that is the date Edward Jones began tracking mutual fund cost basis for reporting purposes. If the security was transferred to Edward Jones, the cost basis date reflects the information we were provided by the firm where the security was formerly held (e.g., if the cost basis date is 1/1/1901). The cost basis dates and amounts in this report should not be relied upon for tax preparation purposes. Please refer to your official tax documents for more information about reporting cost basis to the IRS. You should consult your attorney or qualified tax advisor regarding your situation.

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- Bloomberg Aggregate Bond Index[1] – Measures the performance of government, mortgage-backed, asset-backed and corporate securities with at least one year to maturity.

- Bloomberg Municipal Bond Index[1] – This market-cap-weighted index includes investment-grade, tax-exempt bonds and is classified into four main sectors: General Obligation, Revenue, Insured, and Pre-refunded. Bonds with floating rates (including derivative and residual interest securities) are excluded.

- Russell 2000 Index[2] – Following the Russell 1000 measurement of the 1,000 largest U.S. companies, this index measures the performance of the next 2,000 largest U.S. companies based on total market capitalization, representing approximately 8% of the invested U.S. equity market.

- S&P 500 Index[3] – A broad-based measurement of changes in stock market conditions based on the average performance of 500 widely held common stocks. While many of the stocks are among the largest, this index also includes many relatively small companies. It is a float-adjusted, capitalization-weighted index (stock price times number of publicly available shares outstanding), calculated on a total return basis with dividends reinvested.

- MSCI EAFE[4] – A market weighted index maintained by Morgan Stanley Capital International composed of foreign stocks from developed markets (excluding the U.S. and Canada). Source: MSCI. MSCI makes no express or implied warranties or representations and shall have no liability whatsoever with the respect to any MSCI data contained herein. The MSCI data may not be further redistributed or used to create indices or financial products. This report is not approved by MSCI.

Index returns on your performance benchmarking report are customized to reflect the timing of your specific additions and withdrawals. Custom benchmark return calculations are provided by a third-party vendor and are not generated by the index providers.

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Performance Summary
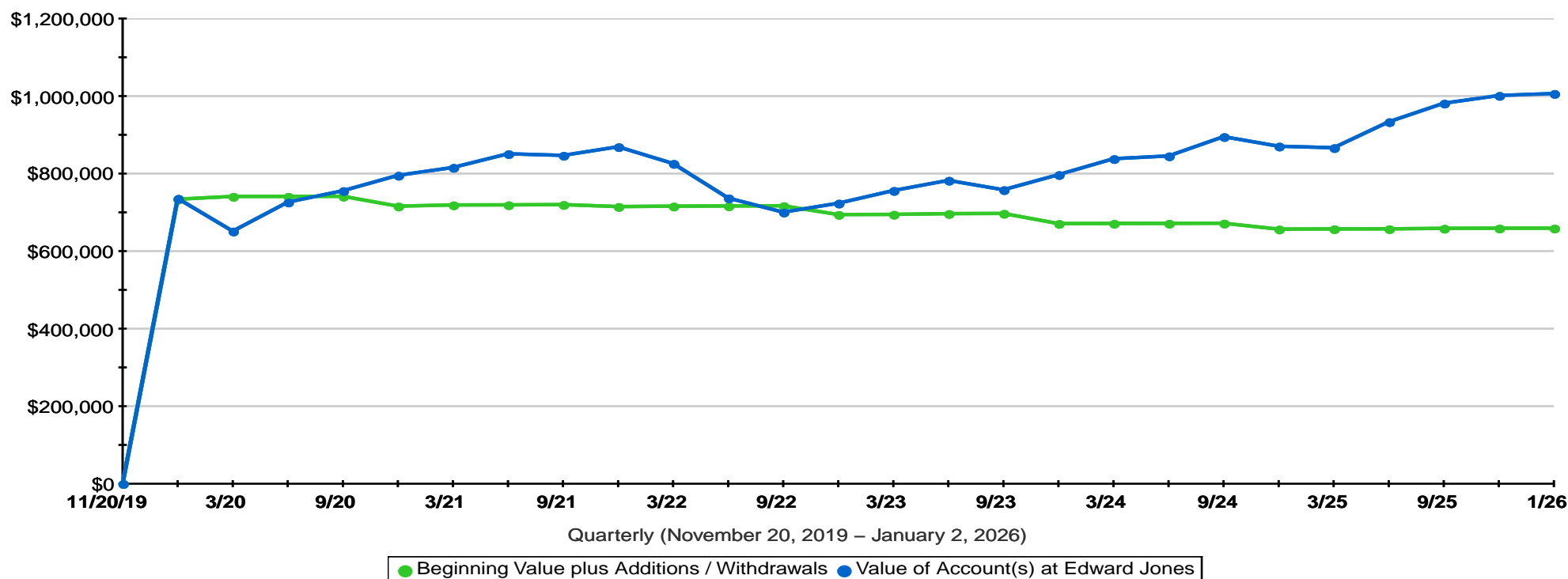
Portfolio Objective: Balanced Toward Growth

Bruce C Waller	**Prepared for: Dwight Foster Public Library**
Financial Advisor	**Saving for Library operational finance**

January 5, 2026

This summary details the value of your account(s) at Edward Jones. It excludes information about assets held by a vendor outside of Edward Jones.

Quarterly (November 20, 2019 – January 2, 2026)

● Beginning Value plus Additions / Withdrawals ● Value of Account(s) at Edward Jones

Value of Account(s) at Edward Jones	2023	2024	2025	2026	Since 20–Nov–2019
Beginning Value	$723,535.93	$797,199.43	$870,627.51	$1,001,417.75	$0.00
Amount Added / Withdrawn	($23,277.00)	($14,316.09)	$2,466.07	$0.00	$659,155.91
Return in $	$96,940.50	$87,744.17	$128,324.17	$5,029.73	$347,291.57
Ending Value	**$797,199.43**	**$870,627.51**	**$1,001,417.75**	**$1,006,447.48**	**$1,006,447.48**
					Annualized Return
Your Personal Rate of Return as of Jan 2, 2026	13.39%	11.01%	14.42%	0.50%	6.80%

Please refer to "Putting Your Performance into Perspective" for Important Information.

209 Merchants Avenue
Fort Atkinson, WI 53538
LIBRARY BOARD MINUTES
MONDAY, DECEMBER 8, 2025 – 9:30 AM
FCCU COMMUNITY ROOM (MAIN FLOOR OF LIBRARY)

AGENDA
1.Meeting called to order by Julie Olver at 9:31 am

2. Roll call Present: Rob Abbott, Rebecca Houseman, Kyle Jacobson, Leslie LaMuro, Davin Lescohier, Julie Olver, Minetta Lippert, Laura Becker, Sarah Dorfman, Duane Scott, Sara Scullen, Sara Podoll
Absent: Lori Compas

3. Approval of Minutes
    a. Review and possible action relating to the minutes of the November 10 regular
    Meeting. Move to approve by Davin Lescohier 2nd by Laura Becker, all approved
g. Financial Report
    a. Discussion relating to the December financial report of the library (Lippert) We are in good shape for the rest of the year.

5. Approval of Bills
    a. Review and possible action relating to the library's bills (Lippert)
    Move to approve by Kyle Jacobson 2nd by Rob Abbott, all approved

6. Public Input: none

7. Reports
    a. Director's Report Holiday hours closing early and closing Holiday dates. New hire Rashid Robinson, very qualified. Replaced rugs in Storytime room and reference room. Teen room furniture being reupholstered. New AC unit installed on the rooftop and will be hooked up in the spring. FCCU donated $909.09 to library and about 10 other community orgs. Friends holding a gift basket auction in the lobby.
    b. Friends of the Library Liaison Report- gift basket auction and a renewal campaign are ongoing. Annual meeting next Tuesday and will to choose what to fund.

8. Unfinished Business: none

9. New Business
    a. Review and possible action relating to the updated 2026 library operating budget (Lippert). Move to approve by Leslie LaMuro, 2nd by Sara Scullen, all approved
    Changes to full time salaries and benefits, property tax down.

b. Review and possible action relating to the meeting schedule of the Library Board of Trustees in 2026 (Lippert)
Move to approve by Sara Podoll, 2nd by Davin Lescohier, all approved

c. Review and possible action relating to the 2026 Jefferson County Library Service contracts (Lippert)
 Move to approve by Leslie LaMuro, 2nd by Laura Becker, all approved

d. Review progress on the 2024-2026 Strategic Plan (Lippert) Showing progress on all goals.

10. Miscellaneous

11. Closed Session
a. The Library Board of Trustees may consider a motion to convene in closed session pursuant to Wis. Stat. § 19.85(1)(c) to consider employment, promotion, compensation, or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility [performance review of the Library Director]
Move to convene in closed session Sara Podoll, 2nd Sarah Dorfman, all approved
Move to adjourn closed session, Sara Podoll, 2nd by, Duane Scott, all approved

12. Adjournment Move to adjourn by Sara Podoll, 2nd by Kyle Jacobson,
 all approved

Minutes respectfully submitted by,
Leslie LaMuro

Library Board Meeting Dates
• Monday, January 13, 2025 at 9:30 a.m.
• Monday, February 10, 2025 at 9:30 a.m.
• Monday, March 10, 2025 at 9:30 a.m.
• Monday, April 14, 2025 at 9:30 a.m.
• Monday, May 12, 2025 at 9:30 a.m.
• Monday, June 9, 2025 at 9:30 a.m.
• Monday, August 11, 2025 at 9:30 a.m.
• Monday, September 8, 2025 at 9:30 a.m.
• Monday, October 13, 2025 at 9:30 a.m.
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Visit us online! City news and information can be found at www.fortatkinsonwi.gov, and be sure to follow us on Facebook @FortAtkinsonWI

Dwight Foster PUBLIC LIBRARY

Expense Fund Accounts	Description	City Budget	Spent	$ left in budget	Projected expens	Projected revenue	Projected $ left in budget
15-55-5511-0100	Salaries - Regular (FT)	$360,000.00	$350,432.83	$9,567.17	$0.00		$9,567.17
15-55-5511-0200	Salaries - Part Time	$130,000.00	$127,850.75	$2,149.25	$0.00		$2,149.25
15-55-5511-0300	Salaries - Janitor	$23,000.00	$22,229.38	$770.62	$0.00		$770.62
15-55-5511-2500	Benefits	$204,000.00	$179,593.10	$24,406.90	$0.00		$24,406.90
	Total Salaries and Benefits	**$717,000.00**	**$680,106.06**	**$36,893.94**	**$0.00**		**$36,893.94**
15-55-5511-0600	Supplies	$20,000.00	$23,032.65	-$3,032.65		$5,288.10	$2,255.45
15-55-5511-0700	Postage (Acct 38806)	$800.00	$1,674.96	-$874.96			-$874.96
15-55-5511-0800	Insurance	$6,500.00	$7,028.74	-$528.74			-$528.74
15-55-5511-0900	Telephone	$400.00	$1,050.29	-$650.29			-$650.29
15-55-5511-1000	Electricity and Water	$39,000.00	$34,936.68	$4,063.32	$3,000.00		$1,063.32
15-55-5511-1100	Natural Gas	$14,000.00	$6,705.48	$7,294.52	$1,500.00		$5,794.52
15-55-5511-1200	Maint. & Repair	$26,000.00	$38,211.49	-$12,211.49	$0.00	$1,855.05	-$10,356.44
15-55-5511-1300	Books	$66,700.00	$65,918.01	$781.99		$315.53	$1,097.52
15-55-5511-1400	Other	$800.00	$1,303.29	-$503.29		$503.35	$0.06
15-55-5511-1500	Periodicals	$4,800.00	$3,697.69	$1,102.31			$1,102.31
15-55-5511-1600	AV	$26,000.00	$24,734.03	$1,265.97		$2,543.00	$3,808.97
15-55-5511-1700	Summer Reading Program	$3,750.00	$5,486.85	-$1,736.85		$2,525.00	$788.15
15-55-5511-1800	Continuing Ed & Travel	$2,000.00	$2,469.44	-$469.44		$674.35	$204.91
15-55-5511-1900	Information Sources/Services	$54,000.00	$57,324.55	-$3,324.55	$0.00		-$3,324.55
15-55-5511-2000	Programming	$8,000.00	$9,218.83	-$1,218.83		$5,438.05	$4,219.22
	Total Operations/Services	**$272,750.00**	**$282,792.98**	**-$10,042.98**	**$4,500.00**	**$19,142.43**	**$4,599.45**
	Total Operating Budget	**$989,750.00**	**$962,899.04**	**$26,850.96**	**$4,500.00**		**$41,493.39**
15-60-0065-1100	CIP Furniture Replacement	$7,000.00	$8,850.21	-$1,850.21	$0.00		-$1,850.21
15-60-0065-1105	CIP Server replacement	$14,000.00	$10,634.50	$3,365.50			$3,365.50
15-60-0065-1103	CIP Computers	$5,000.00	$2,423.32	$2,576.68			$2,576.68
15-60-0065-1104	CIP Carpet/Flooring	$4,000.00	$0.00	$4,000.00			$4,000.00
15-60-0065-1102	Emergency HVAC Repair	$0.00	$85,000.00	-$85,000.00	$0.00		-$85,000.00
	Total CIP	**$30,000.00**	**$106,908.03**	**-$76,908.03**			
	Grand Total	**$1,019,750.00**	**$1,069,807.07**	**-$50,057.07**			

Revenue Fund Accounts	Description	Budget	Revenue:
15-44-0044-6000	LIBRARY-ADJ COUNTY FUNDING (R)	$19,344.73	$19,344.56
15-44-0044-6120	Jeff. Co. Aid	$298,147.00	$298,147.00
15-44-0044-6100	LIBRARY-Copy, Scan, Fax, Print	$7,000.00	$7,483.23
15-44-0044-6110	LIBRARY-Fines	$1,200.00	$1,946.83
15-47-0047-1100	Donations and Grants	$8,000.00	$28,674.33
15-42-0042-1000	State/Fed Misc Revenue	$0.00	$106.75
15-41-0041-1100	General Property Taxes	$624,000.00	$624,000.00
15-48-0048-1200	Insurance Recoveries	$0.00	$0.00
15-49-0049-9999	Fund Balance Applied	$32,058.27	$0.00
	Total Revenue for Operations	**$989,750.00**	**$979,702.70**
15-44-0044-6135	Trust Contributions (CIP)	$30,000.00	$21,908.03
15-44-0044-6135	Trust Contributions (Additional Requests)	$87,550.00	$85,000.00
	Total CIP Reimbursement	**$117,550.00**	**$106,908.03**
	Total Revenue	**$1,107,300.00**	**$1,086,610.73**
	Donations (Edward Jones)	$0.00	$9,209.09

Current Funds

Community Foundation balance:	Edward Jones trust balance:	Fund Balance (12/31/2024)
$78,647.28	$1,013,908.66	$81,695.00

Signatures of Approval:

Library Director	Board of Trustees President	Board of Trustees Secretary

January 2026
Financial Report (2026 Budget)

Expense Fund Accounts	Description	City Budget	Spent	$ left in budget	Projected expens	Projected revenue	Projected $ left in budget
15-55-5511-0100	Salaries - Regular (FT)	$367,000.00	$13,426.98	$353,573.02	$0.00		$353,573.02
15-55-5511-0200	Salaries - Part Time	$134,000.00	$2,816.49	$131,183.51	$0.00		$131,183.51
15-55-5511-0300	Salaries - Janitor	$23,000.00	$0.00	$23,000.00	$0.00		$23,000.00
15-55-5511-2500	Benefits	$200,000.00	$2,158.41	$197,841.59	$0.00		$197,841.59
	Total Salaries and Benefits	**$724,000.00**	**$18,401.88**	**$705,598.12**			
15-55-5511-0600	Supplies	$20,000.00	$289.26	$19,710.74		$0.00	$19,710.74
15-55-5511-0700	Postage (Acct 38806)	$1,400.00	$0.00	$1,400.00			$1,400.00
15-55-5511-0800	Insurance	$7,000.00	$0.00	$7,000.00			$7,000.00
15-55-5511-0900	Telephone	$3,000.00	$0.00	$3,000.00			$3,000.00
15-55-5511-1000	Electricity and Water	$39,000.00	$0.00	$39,000.00	$0.00		$39,000.00
15-55-5511-1100	Natural Gas	$14,000.00	$0.00	$14,000.00	$0.00		$14,000.00
15-55-5511-1200	Maint. & Repair	$34,500.00	$0.00	$34,500.00	$0.00	$0.00	$34,500.00
15-55-5511-1300	Books	$66,700.00	$0.00	$66,700.00		$0.00	$66,700.00
15-55-5511-1400	Other	$1,000.00	$0.00	$1,000.00		$0.00	$1,000.00
15-55-5511-1500	Periodicals	$4,800.00	$0.00	$4,800.00			$4,800.00
15-55-5511-1600	AV	$17,500.00	$0.00	$17,500.00		$0.00	$17,500.00
15-55-5511-1700	Summer Reading Program	$3,750.00	$0.00	$3,750.00		$0.00	$3,750.00
15-55-5511-1800	Continuing Ed & Travel	$2,000.00	$0.00	$2,000.00		$0.00	$2,000.00
15-55-5511-1900	Information Sources/Services	$58,500.00	$2,243.33	$56,256.67	$0.00		$56,256.67
15-55-5511-2000	Programming	$8,000.00	$0.00	$8,000.00		$0.00	$8,000.00
	Total Operations/Services	**$281,150.00**	**$2,532.59**	**$278,617.41**			
	Total Operating Budget	**$1,005,150.00**	**$20,934.47**	**$984,215.53**			
15-60-0065-1103	CIP Computers	$5,000.00	$0.00	$5,000.00			$5,000.00
	CIP Sorting Machine Replacement	$150,000.00	$0.00	$150,000.00			
	CIP Phone System Replacement	$5,000.00	$0.00	$5,000.00			
	Total CIP	**$160,000.00**	**$0.00**	**$160,000.00**			
	Grand Total	**$1,165,150.00**	**$20,934.47**	**$1,144,215.53**			

Revenue Fund Accounts	Description	Budget	Revenue:
15-44-0044-6000	LIBRARY-ADJ COUNTY FUNDING (R)	$24,632.00	$0.00
15-44-0044-6120	Jeff. Co. Aid	$305,504.00	$0.00
15-44-0044-6100	LIBRARY-Copy, Scan, Fax, Print	$7,000.00	$487.24
15-44-0044-6110	LIBRARY-Fines	$1,200.00	$213.52
15-47-0047-1100	Donations and Grants	$8,700.00	$0.00
15-42-0042-1000	State/Fed Misc Revenue	$0.00	$0.00
15-41-0041-1100	General Property Taxes	$637,000.00	$0.00
15-48-0048-1200	Insurance Recoveries	$0.00	$0.00
15-49-0049-9999	Fund Balance Applied	$21,114.00	$0.00
	Total Revenue for Operations	**$1,005,150.00**	**$700.76**
15-44-0044-6135	Trust Contributions (CIP)	$32,500.00	$0.00
15-44-0044-6135	Trust Contributions (Additional Requests)	$127,500.00	$0.00
	Total CIP Reimbursement	**$160,000.00**	**$0.00**
	Total Revenue	**$1,165,150.00**	**$700.76**
	Donations (Edward Jones)	$0.00	$500.00

Current Funds

Community Foundation balance:	Edward Jones trust balance:	Fund Balance (12/31/2025)
$78,647.28	$1,013,908.66	

Signatures of Approval:

Library Director	Board of Trustees President	Board of Trustees Secretary

Dwight Foster Public Library

2025
Summary of Trust
Contributions and Expenditures

DATE	ACTIVITY	DESCRIPTION	AMOUNT
01/02/2025	Check Received	PERSONAL CHECK	$30.00
02/20/2025	Check Received	BUSINESS CHECK	$450.00
03/19/2025	Check Received	BUSINESS CHECK	$100.00
06/03/2025	Check Received	BUSINESS CHECK	$200.00
08/25/2025	Check Received	BUSINESS CHECK	$1,000.00
09/10/2025	Check Received	PERSONAL CHECK	$100.00
09/10/2025	Check Received	PERSONAL CHECK	$150.00
10/7/2025	Transfer	Transfer from xxxx-2474 Transitional IRA to xxxx-5929	$70,000.00
10/08/2025	Transfer	Transfer from xxxx-2474 Transitional IRA to xxxx-5940	$30,126.64
10/27/2025	Transfer	Transfer from xxxx-2474 Transitional IRA to xxxx-5940	$7.86
11/20/2025	Transfer	Transfer from xxxx-2474 Transitional IRA to xxxx-5940	$0.51
12/09/2025	Check Received	BUSINESS CHECK	$909.09
12/09/2025	Check Received	PERSONAL CHECK	$100.00
12/16/2025	Check Received	BUSINESS CHECK	$4,000.00
12/16/2025	Transfer	TRANSFER FROM xxxx-5940	-$71,272.03
12/16/2025	Transfer	TRANSFER TO xxxx-5929	$71,272.03
12/16/2025	Check Issued	CHECK ISSUED FROM xxxx-5940	-$106,908.03
12/19/2025	Check Received	BUSINESS CHECK	$2,000.00
12/19/2025	Check Received	PERSONAL CHECK	$200.00
		Total =	**$2,466.07**

Invoice Number	Description	Total Cost	GL Account and Title
AMAZON CAPITAL SERVICES			
11DP-WJKX-R3VC	13 CDS	189.04	15-55-5511-1600 LIBRARY-A.V.
134D-HWD7-H3VJ	CLOUD ATLAS: A NOVELASIN: 0375507256	11.00	15-55-5511-1300 LIBRARY-Books
134D-HWD7-H3VJ	NORTH OF THE TENSION LINE (1)ASIN: 0825308291	13.89	15-55-5511-1300 LIBRARY-Books
134D-HWD7-H3VJ	THE AUDACITY OF GOATS: A NOVEL (VOLUME 2) (NORTH OF THE TENSIONLINE)	14.40	15-55-5511-1300 LIBRARY-Books
134D-HWD7-H3VJ	A SMALL EARNEST QUESTION (4) (NORTH OF THE TENSION LINE)	15.76	15-55-5511-1300 LIBRARY-Books
134D-HWD7-H3VJ	ROBERT'S RULES (NORTH OF THE TENSION LINE)	16.95	15-55-5511-1300 LIBRARY-Books
134D-HWD7-H3VJ	THE ENGLISH PATIENT: MAN BOOKER PRIZE WINNER	8.74	15-55-5511-1300 LIBRARY-Books
13Y9-KQ31-3JLD	THE CAREGIVER'S GUIDE TO DEMENTIA: PRACTICAL ADVICE FOR CARING FORYOURSELF AND YOUR LOVED ONE	19.48	15-55-5511-0600 LIBRARY-Supplies
16JP-XVG9-4P1T	20 BOOKS	244.74	15-55-5511-1300 LIBRARY-Books
16TL-L1JF-GJ9Q	1 GABBY'S DOLLHOUSE: THE MOVIE - PAWSOME EDITION [DVD]	17.95	15-55-5511-1600 LIBRARY-A.V.
19CK-7HGP-CLJP	ZEBRA ZD411 PRINTER, DIRECT THERMAL, 203DPI, USB, USB HOST,MODULAR CONNECTIVITY	321.82	15-55-5511-0600 LIBRARY-Supplies
19DP-4H7J-6K74	BAND OF BROTHERS: E COMPANY, 506TH REGIMENT, 101ST AIRBORNEFROM NORMANDY TO HITLER'S EAGLE'S	10.80	15-55-5511-1300 LIBRARY-Books
19DP-4H7J-6K74	BREAKING THE HABIT OF BEING YOURSELF: HOW TO LOSE YOUR MIND ANDCREATE A NEW ONE	6.93	15-55-5511-1300 LIBRARY-Books
19QY-76H1-CJCN	CD CASE 6", CD PLAYER	215.92	15-55-5511-0600 LIBRARY-Supplies
1D1D-1T9D-KR16	1 WICKED: FOR GOOD - THE SOUNDTRACKASIN: B0FRB746L2SOLD BY: AMAZON.COM SERVICES, INCORDER #114-9336849-5386620	13.97	15-55-5511-1600 LIBRARY-A.V.
1D1D-1T9D-KR16	2 LUXASIN:SOLD BY: AMAZON.COM SERVICES, INCB0FVNGF9PGORDER #114-5679633-0822612	13.98	15-55-5511-1600 LIBRARY-A.V.
1D1M-FVDM-D7WX	8 BOOKS	91.35	15-55-5511-1300 LIBRARY-Books
1FJX-L7J3-1R9H	LA MISIÓN DE LA ROBOT SALVAJE / THE WILD ROBOT PROTECTS (SPANISHEDITION)	-9.72	15-55-5511-1300 LIBRARY-Books
1GGM-HR3Y-7YVP	AMAZON BASICS 8-PACK 9V ALKALINE BATTERIES, 5-YEAR SHELF LIFE - FORSMOKE/CO DETECTOR,		

Invoice Number	Description	Total Cost	GL Account and Title
	ELECTRONICS & AUDIO	12.33	15-55-5511-0600 LIBRARY-Supplies
1GGM-HR3Y-7YVP	AMAZON BASICS 4-PACK 23A ALKALINE BATTERY, 12 VOLT, LONG-LASTINGPOWER	8.32	15-55-5511-0600 LIBRARY-Supplies
1GLW-HF4J-996Y	PACHINKO	11.00	15-55-5511-1300 LIBRARY-Books
1GLW-HF4J-996Y	THE BLACK WOLF: A NOVEL (CHIEF INSPECTOR GAMACHE NOVEL, 20)	13.72	15-55-5511-1300 LIBRARY-Books
1GLW-HF4J-996Y	NASH FALLS	14.63	15-55-5511-1300 LIBRARY-Books
1GLW-HF4J-996Y	MONA'S EYES	16.50	15-55-5511-1300 LIBRARY-Books
1H1G-YQR4-JXX9	THE RED TENTASIN: 0312427298	6.66	15-55-5511-1300 LIBRARY-Books
1H1G-YQR4-JXX9	THE PERSIAN PICKLE CLUB: 20TH ANNIVERSARY	7.58	15-55-5511-1300 LIBRARY-Books
1JKX-9RHD-7KKH	THE CHOSEN ADVENTURES: SEASON 1 DVDASIN:SOLD BY: STUDIOS,ORDER # 111-4598591-3136227	14.99	15-55-5511-1600 LIBRARY-A.V.
1JKX-9RHD-7KKH	FREAKIER FRIDAYASIN:SOLD BY: AMAZON.COM SERVICES, INCB0FV11GWHVORDER # 111-4598591-3136227	19.96	15-55-5511-1600 LIBRARY-A.V.
1K3Q-L3JD-9FJP	1MAGICORANGE PICKLEBALL BALLS, 20 PACK USAPA APPROVED 40 HOLESOUTDOOR PICKLEBALLS,	18.97	15-55-5511-0600 LIBRARY-Supplies
1K7N-WN1F-VGNH	2 BOOKS	31.48	15-55-5511-1300 LIBRARY-Books
1M11-H1YC-KCJ7	1AVERY EASY PEEL PRINTABLE ADDRESS LABELS WITH SURE FEED, 1" X2-5/8" CUSTOMIZABLE STICKERS	26.99	15-55-5511-0600 LIBRARY-Supplies
1M9L-KNLG-6KJN	DIVERSEY 903904 STRIDE NEUTRAL CLEANER, CITRUS, 1 GAL, 4BOTTLES/CARTON	51.97	15-55-5511-0600 LIBRARY-Supplies
1NLN-XVYF-PRWQ	1BETCKEY - 1.25" X 1" (32 MM X 25 MM) BARCODE & ADDRESSLABELS	37.61	15-55-5511-0600 LIBRARY-Supplies
1P4P-7337-JQFM	1 GIRL IN PIECESASIN: 1101934743	4.75	15-55-5511-1300 LIBRARY-Books
1P4P-7337-JQFM	2 NO PLACE LEFT TO HIDEASIN: 1728270146	8.30	15-55-5511-1300 LIBRARY-Books
1P4P-7337-JQFM	3 YOKAI CATS VOL. 10	8.99	15-55-5511-1300 LIBRARY-Books
1W4P-VVLY-GY1Y	ZIPPER POUCH, TABLE LAMP, FILE FOLDER	94.96	15-55-5511-0600 LIBRARY-Supplies
1X3C-4LKY-G3VL	LIITRSH 6 PAIRS FUNNY BOOK SOCKS FOR MEN WOMEN NOVELTY	14.99	15-55-5511-2000 LIBRARY-Programming
1X3C-4LKY-G3VL	CALIBRON CHRISTMAS BOOK LOVERS GIFTS,	24.99	15-55-5511-2000 LIBRARY-Programming
1X3C-4LKY-G3VL	ZILINY 6 PACK BOOK LOVER GIFTS BOOK CLUB GIFT 16 OZ LIBRARYREADING GLASS DRINKING TUMBLERS WITH LIDS STRAWS	27.99	15-55-5511-2000 LIBRARY-Programming
1XCL-6QHP-GK47	NOBODY'S GIRL: A MEMOIR OF SURVIVING ABUSE AND FIGHTING FORJUSTICEINC	19.25	15-55-5511-1300 LIBRARY-Books

Invoice Number	Description	Total Cost	GL Account and Title
1XCL-6QHP-GK47	CAT ON THE ROAD TO FINDOUTAMAZON.COM SERVICES, INC113-6154280-9875460	19.25	15-55-5511-1300 LIBRARY-Books
1XHD-D36G-G9T6	DIEZ MANERAS DE ESCUCHAR LA NIEVE (SPANISH EDITION)	11.69	15-55-5511-1300 LIBRARY-Books
1XHD-D36G-G9T6	LA MISION DE LA ROBOT SALVAJE / THE WILD ROBOT PROTECTS (SPANISHEDITION)	9.72	15-55-5511-1300 LIBRARY-Books
1Y3F-W4M9- V4VV	SILVERBLOOD PROMISE (THE LAST LEGACY, 1)	13.98	15-55-5511-1300 LIBRARY-Books
1Y3F-W4M9- V4VV	QUICKSILVER (STANDARD EDITION)ASIN: 1538775794	16.50	15-55-5511-1300 LIBRARY-Books
1Y3F-W4M9- V4VV	3 BRIMSTONE (DELUXE LIMITED EDITION) (FAE & ALCHEMY, 2)	18.15	15-55-5511-1300 LIBRARY-Books
1YFW-9K9L-FPM4	FOAM SPONGE, PICTURE BOOK OF PUPPIES, PICTURE BOOK OF KITTENS	27.93	15-55-5511-0600 LIBRARY-Supplies
1YNK-YKRD-9DK9	AMAZON BASICS RECLOSABLE QUART FOOD STORAGE BAGS, BPA FREE,150 COUNT	7.01	15-55-5511-0600 LIBRARY-Supplies
1YRH-PRNH-KCVC	BRUSHES, CAT COLLAR, DOG COLLAR FOR CIRCULATING KITS	28.35	15-55-5511-0600 LIBRARY-Supplies
Total AMAZON CAPITAL SERVICES:		1,866.51	

AT & T

11-19-25	SERVICE	7.81	15-55-5511-0900 LIBRARY-Telephone
11-19-25	SERVICE	7.81	15-55-5511-0900 LIBRARY-Telephone
12-19-25	SERVICE	79.75	15-55-5511-0900 LIBRARY-Telephone
12-19-25	SERVICE	79.75	15-55-5511-0900 LIBRARY-Telephone
Total AT & T:		175.12	

BRIDGES LIBRARY SYSTEM

CINV2025-02302	2025 BILLING FOR ENVISIONWARE CLOUD NINE	242.80	15-55-5511-1900 LIBRARY-Information Sourc/Serv
Total BRIDGES LIBRARY SYSTEM:		242.80	

BRODART CO

668294	6-PACK DVD CASES, 15 COUNT	91.95	15-55-5511-0600 LIBRARY-Supplies
Brodart November 2	AUDIOBOOKS	224.35	15-55-5511-1600 LIBRARY-A.V.
Brodart November 2	BOOKS	2,832.38	15-55-5511-1300 LIBRARY-Books
Total BRODART CO:		3,148.68	

CASELLE LLC

INV-14180A	Semi - Annual Software Support Fees	234.77	15-55-5511-0600 LIBRARY-Supplies

Invoice Number	Description	Total Cost	GL Account and Title
	Total CASELLE LLC:	234.77	
CENTER POINT LARGE PRINT			
2214135	11 LARGE PRINT BOOKS	276.87	15-55-5511-1300 LIBRARY-Books
	Total CENTER POINT LARGE PRINT:	276.87	
CENTURYLINK			
764270032	STATE PROGRAM/LONG DISTANCE SERVICE #12	3.95	15-55-5511-0900 LIBRARY-Telephone
	Total CENTURYLINK:	3.95	
CHARTER COMMUNICATIONS			
170837201112125	12 LIBRARY	190.56	15-55-5511-1900 LIBRARY-Information Sourc/Serv
170837201122125	#1 FOR 2026	190.56	15-55-5511-1900 LIBRARY-Information Sourc/Serv
	Total CHARTER COMMUNICATIONS:	381.12	
CLOUTE INC			
48705	SNOW SHOVELING, DEICING SALT	156.25	15-55-5511-1200 LIBRARY-Maint. & Repairs
	Total CLOUTE INC:	156.25	
DEB BAUER			
12-9-25	MILEAGE REIMBURSEMENT FOR CLASSES, SYMPOSIUMS, MEETINGS	88.20	15-55-5511-1800 LIBRARY-Continuing Ed & Travel
	Total DEB BAUER:	88.20	
DEMCO INC			
7737725	LABEL PROTECTORS, PAPER TAPE, GENRE LABELS, STAFF NAME BADGE	117.87	15-55-5511-0600 LIBRARY-Supplies
7742042	SMALL BOOK EASELS	1,813.68	15-55-5511-0600 LIBRARY-Supplies
	Total DEMCO INC:	1,931.55	
DWIGHT FOSTER PUBLIC LIBRARY			
Dec 2025 Petty Cas	USPS: 5 ILL PACKAGES	21.96	15-55-5511-0700 LIBRARY-Postage
Dec 2025 Petty Cas	FESTIVAL: WALL STREET JOURNAL NEWSPAPER	5.00	15-55-5511-1500 LIBRARY-Periodicals
November 2025 Pet	USPS: 6 ILL PACKAGES, 2 ROLLS OF STAMPS	182.92	15-55-5511-0700 LIBRARY-Postage
	Total DWIGHT FOSTER PUBLIC LIBRARY:	209.88	
G.F.C. LEASING			
I01078515	#1 FOR 2026	528.92	15-55-5511-1900 LIBRARY-Information Sourc/Serv
	Total G.F.C. LEASING:	528.92	

Invoice Number	Description	Total Cost	GL Account and Title
GALE/CENGAGE LEARNING			
99101750693	2 LARGE PRINT BOOKS	52.78	15-55-5511-1300 LIBRARY-Books
999101751711	2 LARGE PRINT BOOKS	59.98	15-55-5511-1300 LIBRARY-Books
999101774551	1 LARGE PRINT BOOK	28.79	15-55-5511-1300 LIBRARY-Books
999101798621	2 LARGE PRINT BOOKS	51.98	15-55-5511-1300 LIBRARY-Books
	Total GALE/CENGAGE LEARNING:	193.53	
GIMLET			
INV-4108	12 MONTHS OF GIMLET SERVICE TRACKING PLATFORM	384.00	15-55-5511-1900 LIBRARY-Information Sourc/Serv
	Total GIMLET:	384.00	
GREY HOUSE PUBLISHING			
992741	3 NONFICTION TITLES	371.25	15-55-5511-1300 LIBRARY-Books
	Total GREY HOUSE PUBLISHING:	371.25	
HOOPLA OR MIDWEST TAPE LLC			
508110234	DIGITAL AUDIOBOOKS, DIGITAL BINGEPASSES, DIGITAL COMICS, DIGITAL EBOOKS, DIGITAL MOVIES, DIGITAL MUSIC, DIGITAL TELEVISION	749.05	15-55-5511-1600 LIBRARY-A.V.
508157513	DIGITAL AUDIOBOOKS, DIGITAL BINGEPASSES, DIGITAL COMICS, DIGITAL EBOOKS, DIGITAL MOVIES, DIGITAL MUSIC, DIGITAL TELEVISION	418.27	15-55-5511-1600 LIBRARY-A.V.
	Total HOOPLA OR MIDWEST TAPE LLC:	1,167.32	
IGNATEK LLC			
23638	MONTHLY BILLING FOR MANAGED IT	827.16	15-55-5511-1900 LIBRARY-Information Sourc/Serv
	Total IGNATEK LLC:	827.16	
J.F. AHERN CO INC			
786543	BOILER REPAIR	3,662.50	15-55-5511-1200 LIBRARY-Maint. & Repairs
	Total J.F. AHERN CO INC:	3,662.50	
JIM'S JANITORIAL SERVICE LLC			
15722	GENERAL CLEANING 11/24/2025-12/05/2025	850.00	15-55-5511-0300 LIBRARY-Salaries Janitor
15727	GENERAL CLEANING 12/8/2025-12/19/2025	850.00	15-55-5511-0300 LIBRARY-Salaries Janitor
	Total JIM'S JANITORIAL SERVICE LLC:	1,700.00	

Invoice Number	Description	Total Cost	GL Account and Title
JP MORGAN CHASE BANK-WIRE			
4647	FESTIVAL FOODS-REFRESHMENTS FOR APL	59.15	15-55-5511-0600 LIBRARY-Supplies
4647	JOURNAL SENTINEL-SUBSCRIPTION 1 MONTH	69.03	15-55-5511-1500 LIBRARY-Periodicals
4647	FESTIVAL FOODS-SNACKS FOR CARS PROGRAM	42.12	15-55-5511-2000 LIBRARY-Programming
4666	FESTIVAL-FOOD FOR CARS EVENT	39.73	15-55-5511-2000 LIBRARY-Programming
4666	PLA-CONF REGISTRATION	364.00	15-55-5511-1800 LIBRARY-Continuing Ed & Travel
4666	ALA-MEMBERSHIP	90.00	15-55-5511-1800 LIBRARY-Continuing Ed & Travel
4666	POYERS-PIES FOR ADULT PROGRAM	72.95	15-55-5511-2000 LIBRARY-Programming
4666	MILWAUKEE JOURNAL SIENTNAL-SUBSCRIPTION	40.00	15-55-5511-1500 LIBRARY-Periodicals
4666	FESTIVAL- VINEGAR	12.76	15-55-5511-0600 LIBRARY-Supplies
4666	BETTY BRINN MUSEUM-MEMBERSHIP	500.00	15-55-5511-2000 LIBRARY-Programming
Total JP MORGAN CHASE BANK-WIRE:		1,289.74	
LIBRARY STORE			
766355	FILMOLUX SOFT LAMINATE	32.34	15-55-5511-0600 LIBRARY-Supplies
768325	FILMOLUX SOFT LAMINATE, 7 ROLLS IN VARIOUS SIZES	226.83	15-55-5511-0600 LIBRARY-Supplies
Total LIBRARY STORE:		259.17	
MIDWEST TAPE			
508075261	18 AUDIOBOKS, 3 DVDS	887.29	15-55-5511-1600 LIBRARY-A.V.
508117344	4 DVDS	106.46	15-55-5511-1600 LIBRARY-A.V.
508143238	2 AUDIOBOOKS, 2 DVDS	157.71	15-55-5511-1600 LIBRARY-A.V.
508161654	4 DVDS	78.71	15-55-5511-1600 LIBRARY-A.V.
508197039	4 DVDS, 1 AUDIOBOOK	138.95	15-55-5511-1600 LIBRARY-A.V.
508238005	2 AUDIOBOOOKS	79.98	15-55-5511-1600 LIBRARY-A.V.
508245121	8 DVDS, 1 BLURAY	212.16	15-55-5511-1600 LIBRARY-A.V.
Total MIDWEST TAPE:		1,661.26	
O'REILLY AUTO PARTS			
3899-394352	ROCKER SWITCH, FUSE HOLDER	33.97	15-55-5511-0600 LIBRARY-Supplies
Total O'REILLY AUTO PARTS:		33.97	
PACKERLAND RENT-A-MAT INC			
3265633	MONTHLY MAT SERVICE	236.73	15-55-5511-1200 LIBRARY-Maint. & Repairs
3273516	MONTHLY MAT SERVICE	151.53	15-55-5511-1200 LIBRARY-Maint. & Repairs
Total PACKERLAND RENT-A-MAT INC:		388.26	
PLAYAWAY			
518940	4 PLAYAWYS	255.56	15-55-5511-1600 LIBRARY-A.V.
519040	28 WONDERBOOKS	1,543.47	15-55-5511-1600 LIBRARY-A.V.
519104	2 WONDERBOOKS	128.23	15-55-5511-1600 LIBRARY-A.V.

Invoice Number	Description	Total Cost	GL Account and Title
Total PLAYAWAY:		1,927.26	
ROCKET INDUSTRIAL INC			
IN00558501	WET MOPS, MULTI-FOLD PAPER TOWELS	165.73	15-55-5511-0600 LIBRARY-Supplies
Total ROCKET INDUSTRIAL INC:		165.73	
SALEM PRESS			
193349	2 NONFICTION TITLES	430.56	15-55-5511-1300 LIBRARY-Books
Total SALEM PRESS:		430.56	
TOTAL MECHANICAL			
70492-2	EMERGENCY 60 TON CONDENSER REPLACEMENT-PARTIAL AMOUNT DUE	25,000.00	15-60-0065-1102 CIP HVAC CONTROLS
70492-3F	60 TON CONDENSER REPLACEMENT- FINAL AMOUNT DUE	5,000.00	15-60-0065-1102 CIP HVAC CONTROLS
TOTAL MECHANICAL:		30,000.00	
WATER DEPARTMENT			
12-31-25	WATER	545.50	15-55-5511-1000 LIBRARY-Electricity and Water
Total WATER DEPARTMENT:		545.50	
WE ENERGIES			
12-18-25	#11 ELECTRIC	2,488.22	15-55-5511-1000 LIBRARY-Electricity and Water
12-18-25	#11 GAS	995.83	15-55-5511-1100 LIBRARY-Natural Gas
Total WE ENERGIES:		3,484.05	
WI DEPT OF ADMINISTRATION			
505-0000107416	TEACH SERVICES FOR 7/1/2025-12/31/2025	600.00	15-55-5511-1900 LIBRARY-Information Sourc/Serv
Total WI DEPT OF ADMINISTRATION:		600.00	
ZOOBEAN			
33162	SUSCRIPTION TO BEANSTACK PLUS 5/1/2026-4/30/2027	887.25	15-55-5511-1900 LIBRARY-Information Sourc/Serv
Total ZOOBEAN:		887.25	
Grand Totals:		59,223.13	

Staff
- I conducted performance evaluation meetings with each full-time library staff member in December.
- I met with Manager Houseman to discuss my professional goals for 2026.

Maintenance of Facility and Equipment
- On Tuesday, December 16, a fuse blew outside the library causing a partial power outage. WE Energies responded quickly, and Jeff Armstrong from the City came to look at the library's mechanical equipment.
- Following the blown fuse, the library's boilers were not working. Technicians from Ahern responded on December 16 and were able to get one boiler running. The second boiler needed additional repairs, which were completed on December 30, 2025.
- Mario from MR Plumber fixed a toilet and addressed a problem with sewer gas smells in the air handling unit room above the library.
- I communicated with representatives from four mat service companies to compare prices. Ultimately, I negotiated a new arrangement with Packerland, our current vendor, that meets the library's mat service needs while also resulting in a lower annual cost.
- Ignatek proposed replacing the library's end-of-life Wifi access points with Ubiquiti hardware instead of Meraki hardware. Ignatek believes this solution will serve the library's needs at a lower cost.

Director's Report

Programs and Services
- The library's Winter Reading Challenge will run through the end of January. Readers of all ages are encouraged to participate.
- Starting in January, library programs are back in full swing.
- The popular Bear on a Bookshelf program returned on January 2, 2026. Patrons can find the bear in a different place each week to earn a small prize and an entry in the grand prize drawing.
- Carlee is assembling bins for the youth services and adult areas of the library that include items such as fidgets and noise reduction headphones that patrons can use while they are in the library to make their visit more comfortable.
- Daphne replaced some worn toys in the children's area.

Collections, Displays, and Marketing
- Carlee gathered statistics about the library's social media and email marketing in 2025. In 2025, the library had 458.8K Facebook views, 9.8K Facebook interactions, an Instagram reach of 34.4K, and 1.8K Instagram interactions. The library's top social media post on both Facebook and Instagram was the reel from October 28 that featured three staff members dancing. Additionally, the library sent out 18,428 marketing emails in 2025 with a unique open rate of 43.21%.
- Cataloging librarian Molley created four new circulating portable CD player kits. The goal of these kits is to enable patrons to utilize the library's existing music CD and audiobook on CD collections.

- Deb and Molley worked together to redesign the circulating Memory Kits. Our library checks out six Memory Kits, each with a different theme.
- Deb created circulating "Learn to Knit" and "Learn to Crochet" kits.
- The Dwight Foster Public Library discontinued our Hoopla service on December 11, 2025. While patrons are disappointed, most have understood the reasoning behind the decision.
- Library staff used book easels to face out more titles throughout the library.
- Staff member Molley's Star Trek collectables are currently on display in the display case next to the second floor service desk.

Budget/Donations
- The Friends of the Library pledged $14,000 for the library in 2026 to cover programming and Explore Pass costs. We are very grateful for the Friends generous support!
- I requested and received a check for $106,908.03 from the library's trust at Edward Jones to reimburse the City of Fort Atkinson for 2025 CIP expenses. This total includes $8,850.21 for furniture replacement, $10,634.50 for the server replacement, $2,423.32 for

Director's Report

computers, and $85,000 for emergency HVAC repairs. Reimbursement for each of these purchases was approved by the Library Board.

- The library received a donation for $4,000 from Mary Ellen Papara. I deposited the donation in the trust at Edward Jones.
- The library received a donation for $200 from Dan Jones. I deposited the donation in the trust at Edward Jones.
- The library received a donation for $2,000 from the Elizabeth Jones Chisholm Charitable Trust. I deposited the donation in the trust at Edward Jones.
- The library received a donation for $500 from Carol Keleny. I deposited the donation in the trust at Edward Jones. On a note accompanying the donation, Ms. Keleny wrote, "Please accept this donation to the library. We have a wonderful facility and I'd like to help support it."

Bridges/APL/Jefferson County Library Service
- I was selected and approved for the APL secretary role in 2026.
- I am continuing to work with Jefferson County staff to migrate the Jefferson County Library Service's web presence to the County's website.

Other
- I donated the remaining items from the library's temporary mini food pantry to the Fort Atkinson Food Pantry.
- I am working with DPW Director Zach Navin to gather books for the City's new leadership book club.

Director's Report

Dwight Foster Public Library
Monthly Statistical Report   **December 2025**

Library collection:	Nov 2025	**Dec 2025**	Dec 2024
Items in collection	99,030	**99,642**	92,546
Number of item records created	475	**680**	355
Number of items deleted	499	**573**	1,002

Circulation by material type:	Nov 2025	**Dec 2025**	Dec 2024
Selected book circulation:			
Book	3,443	**3,511**	3,552
Browsing (Lucky Day Book)	36	**50**	27
Children's book	4,834	**5,099**	4,268
New book (nonfiction)	320	**316**	210
New fiction	392	**414**	359
Selected AV circulation:			
Blu-Ray	58	**57**	38
Browsing AV (Lucky Day AV)	35	**32**	28
CD	111	**150**	166
CD book	145	**162**	164
Children's Blu-Ray	8	**13**	18
Children's CD	5	**2**	15
Children's CDBook	28	**38**	37
Children's digital audiobook (+/YA Playaway)	52	**51**	47
Children's DVD	382	**385**	447
DVD	1,304	**1,379**	1,360
Nonfiction DVD	62	**47**	76
Playaway	60	**35**	47
Selected other circulation:			
Book club kits	12	**4**	4
Children's magazine	40	**64**	23
Library of things	348	**371**	168
Magazine	113	**106**	136
Total physical item circulation:	11,999	**12,533**	11,465

Digital circulation:	Nov 2025	Dec 2025	Dec 2024
Hoopla	340	**170**	543
Overdrive ebooks and digital audiobooks	2,769	**2,979**	2,493
Overdrive magazines	360	**365**	307
Total digital item circulation:	3,469	**3,514**	3,343

Circuation by patron statistical class:	Nov 2025	Dec 2025	Dec 2024
City of Fort Atkinson circulation:	6,578	**6,987**	6,865
Jefferson County "City" circulation:	1,619	**1,405**	607
Jefferson County Rural circulation:	2,835	**3,261**	3,106
Total:	11,847	**12,422**	11,345

Cardholders:	Nov 2025	Dec 2025	Dec 2024
YTD new patron registrations	890	**924**	1,102
Total number of cardholders	8,676	**8,708**	8,327

Patrons in the building:	Nov 2025	**Dec 2025**	Dec 2024
Total number of patrons	7,333	**6,695**	6,565
Largest day/number	Nov 19/469	**Dec 3/450**	Dec 16/486
Smallest day/number	Nov 29/95	**Dec 27/148**	Dec 28/146

Meeting rooms:	Nov 2025	**Dec 2025**	Dec 2024
Number of room reservations	220	**197**	
Number of patron-initiated reservations	64 (29%)	**66 (34%)**	

Public computers and wifi use:	Nov 2025	**Dec 2025**	Dec 2024
Number of users of public internet computers	469	**474**	562
Hours of public internet computer use	314	**332**	374
Number of unique wireless clients	817	**750**	995
Average daily wireless visits	77	**71**	89
Wifi total data transferred	1.60 TB	**1.59 TB**	1.27 TB

Patron questions at desks:	Nov 2025	**Dec 2025**	Dec 2024
Reference interactions	98	**158**	172
General/Directional	146	**113**	136
Technical assistance	185	**283**	269
Circulation	28	**40**	79
Conflict/Resolution	1	**0**	1

Other:	Nov 2025	**Dec 2025**	Dec 2024
Books mended	141	**121**	76
AV mended	0	**84**	0
Copy machines	7,713	**7,391**	6,918
Outgoing faxes	62	**74**	84
Incoming faxes	8	**9**	7

Resource sharing:	Nov 2025	**Dec 2025**	Dec 2024
Outgoing ILL	91	**79**	66
Incoming ILL	11	**16**	21
DFPL items shipped to other libraries	1,892	**1,880**	1,732
Holds received at DFPL	2,198	**2,318**	2,044

Programs and attendance:	Nov 2025	**Dec 2025**	Dec 2024
Young child (0-5) programs/attendance	22 prog/448 att	**9 prog/136 att**	9 prog/146 att
Child (6-11) programs/attendance	6 prog/99 att	**3 prog/56 att**	2 prog/46 att
Young adult (12-18) programs/attendance	2 prog/26 att	**0 prog/0 att**	0 prog/0 att
Adult (19+) programs/attendance	3 prog/49 att	**2 prog/17 att**	2 prog/25 att
General interest (all ages) programs/attendance	9 prog/0 att	**0 prog/0 att**	1 prog/8 att
Total programs/attendance:	33 prog/622 att	**14 prog/209 att**	14 prog/225 att

Self-directed activites and participation:	Nov 2025	**Dec 2025**	Dec 2024
Total activities/participation	1 prog/203 particip	**2 prog/299 partici**	4 prog/290 partic

Date: **January 12, 2026**

To: **Board of Trustees of the Dwight Foster Public Library**

From: **Minetta Lippert, Library Director**

Subject: **Library Full-Time Employee Pay Grades and Pay Ranges**

Background

In 2025, the City of Fort Atkinson hired MGT to conduct a classification and compensation study about all full-time City employees. MGT shared their final report with City Council in November 2025.

Wisconsin State Statute §43.58(4) states, "The library board shall supervise the administration of the public library and shall appoint a librarian, who shall appoint such other assistants and employees as the library board deems necessary, and prescribe their duties and compensation." Chapter 7 of Trustee Essentials interprets this statute to mean the following: "It is the library director who hires and supervises all other library staff, but the library board has the legal responsibility for establishing the duties and compensation, as well as the personnel policies, for all library staff."

Discussion

The main goals of the classification and compensation study were to develop a classification structure that supports pay equity across the City and to offer competitive compensation for City employees based on market data.

To recommend a classification system for the City of Fort Atkinson, MGT gathered current job descriptions, requested that employees complete job analysis questionnaires, and conducted virtual interviews with many employees. Three library employees were interviewed as part of this process. MGT then converted the data into numbers and created a classification plan for the City of Fort Atkinson that includes 17 pay grades.

To recommend a compensation plan, MGT gathered data about comparable communities' compensation for benchmark positions. The City of Fort Atkinson intends to utilize the information and recommendations included in the classification and compensation report to implement a pay philosophy of compensating employees at the 50th percentile.

See the attached "2026 Library Pay Grades and Pay Ranges" document for specific pay grades and 2026 pay ranges recommended by the classification and compensation study for full-time library employees.

Financial Analysis

Library Pay Grades and Pay Ranges

The library's approved 2026 budget includes the wage increases recommended by the classification and compensation report.

Recommendation

Library staff recommends approving the pay grades and 2026 pay ranges recommended by the City of Fort Atkinson's classification and compensation report.

Attachments

1. 2026 Library Pay Grades and Ranges
2. Fort Atkinson, WI Classification & Compensation Final Report 11.6.25

50th Percentile - 2026 Library Pay Ranges**				
Position	**Pay Grade**	**Minimum**	**Midpoint**	**Maximum**
Library Director	13	$77,520.00	$96,900.00	$116,280.00
Youth Services Librarian	9	$59,568.00	$74,460.00	$89,352.00
Reference Librarian (Adult Services)	9	$59,568.00	$74,460.00	$89,352.00
Library Assistant II	1	$40,800.00	$51,000.00	$61,200.00

**Includes a 2% COLA for 2026

Final Report

NOVEMBER 2025

Classification and Compensation Study

Submitted by:

RACHEL KING

PROJECT MANAGER

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City of Fort Atkinson, WI

TABLE OF CONTENTS

EXECUTIVE SUMMARY

MGT is pleased to have had the opportunity to work with the City of Fort Atkinson on this Classification and Compensation Study. Human resource management is a significant concern as governmental services continue to increase in cost and complexity, and the resources to fund local governments are constrained. Day-to-day operations present challenging administrative problems in planning, organizing, and directing human resource functions in order to achieve maximum efficiency and effectiveness in the delivery of municipal services. A properly developed and administered Classification and Compensation Plan forms the foundation for meeting these challenges. It helps to ensure that the City can not only recruit the best and brightest employees but can also retain those employees, even in a competitive marketplace. By retaining qualified, experienced employees, the City avoids the costs of re-recruitments and lost productivity while maximizing the benefits of the investments it has made in employees and the institutional and community knowledge acquired by those employees over their tenures.

MGT understands the high expectations established in Fort Atkinson for service delivery and competitiveness in recruiting and retaining excellent employees. These factors have been considered in the analysis and reflected in the Study results.

A Classification and Compensation Study encompasses a significant amount of information that can be time-consuming to condense and organize into an abbreviated format. Therefore, MGT has compiled this Executive Summary in order to provide a quick synopsis regarding the major components, findings, and recommendations of this Study. The purpose of a well-designed Classification and Compensation Study is twofold. First, it establishes internal equity (ranking) among employees across Departments in the City. Second, it assures external equity/competitiveness by comparing the compensation of Fort Atkinson employees against market data. The following is a brief overview of the process:

Job Evaluation Analysis and Job Classification System

Below is a list of tasks included in this component of the Study (listed in the order that the work was performed):

- **Study preparation and project meetings**. Met with City Administration to discuss Study methods and expectations, review the current Classification and Compensation Plan and organizational structure, answer questions, and review the scope and schedule of work.

- **Material distribution**. Prepared a memorandum of explanation, which was distributed to employees. Held meetings with employees to discuss the Job Analysis Questionnaire (JAQ) and to explain the scope and purpose of the Study. Employees were provided time to complete the questionnaire. The JAQs were returned to MGT within approximately three (3) weeks of distribution.

- **Determined comparable communities and collected compensation data.** MGT, along with the City, determined a logical survey sample of "like" communities that impact the compensation market of Fort Atkinson. Then, MGT designed, and Fort Atkinson sent out the survey for the benchmark positions covered in the Study.

- **Job Evaluation Analysis and Establishment of a Classification Plan**. Upon return of the JAQs by the City, MGT performed the following:

  - Read each JAQ and the corresponding Job Description in its entirety.

  - Conducted virtual interviews with at least one (1) employee in each position covered by the Study to further understand the scope of duties and responsibilities of the position.

  - Applied a measurement system of Job Evaluation Factors to all positions, which formed the basis for internal rankings (equity) of positions.

  - Upon completion of the Job Evaluation measurements, a new Classification Plan was developed.

Market Survey

The following tasks were included in this component of the Study:

- Tabulated, summarized, and analyzed comparative compensation information obtained from the comparable communities. Prepared pay tabulations that compared the salary ranges of the City of Fort Atkinson to the salary ranges of its comparable communities. Prepared comparison calculations at the 50th, 60th, 65th, 75th, and 80th percentiles. Displayed data for each community and for each position and summarized the data in table form. Based on discussions with the City and the gathered data, developed salary ranges that would establish Fort Atkinson as a payer at the 50th percentile of the salary data from the comparable communities.

- Based on the above data, developed and recommended new salary schedules.

Draft and Final Report Preparation

- A preliminary analysis of the data and recommended Classification and Compensation Plan was shared with the City. Feedback from City Administration was reviewed and incorporated into the recommendations.

- A draft report was prepared by MGT and sent electronically to the City.

- A presentation of these draft findings was conducted, as requested.

- Once the presentation was made and review comments were returned by the City, this final report was prepared and transmitted electronically.

Future Administration of the Classification and Compensation Plan

- Within the body of this report, MGT has outlined how the City can maintain the Classification and Compensation Plan. MGT will supply the City with a User's Manual and all associated documents to maintain the Classification and Compensation Plan and the steps to ensure the City remains competitive with the market in the years to come.

JOB EVALUATION

MGT's approach to Job Evaluation involves a quantitative point and factor comparison method, which cross-compares all positions in the organization against numerous factors such as educational requirements, experience, work conditions, etc. Therefore, all jobs in each organizational unit (e.g., Police, Administration, Finance, etc.) may be compared against each other based upon the same factors.

In conducting the Job Evaluation, it must be emphasized that the position, and not the incumbent's qualifications, performance, or years of service in the position, is evaluated. An incumbent employee may feel they should be placed in a higher level (i.e., receive more points) because the individual performs well, has a long tenure with the organization, and/or has additional education or skills not required to perform that job, or may feel they have a more significant workload than a similar employee in another Department; however, these are employee specific characteristics and not determinants for a position evaluation.

Before reviewing the results of the evaluation of the positions, it is important to note that the purpose of a Job Evaluation is to identify whether a job is more or less advanced than, or equal to, other jobs in the organization based on nine (9) objective factors. While these factor definitions are guidelines, they are constructed to allow limited flexibility of interpretation while at the same time providing a strict framework and structure for comparison. The nine (9) factors used for the evaluation of Fort Atkinson's positions are as follows:

1. Preparation and Training

2. Experience Required

3. Decision-Making and Independent Judgment

4. Responsibility for Policy Development

5. Planning of Work

6. Contact with Others

7. Work of Others (Supervision Exercised)

8. Working Conditions

9. Use of Technology/Specialized Equipment

As part of the Job Evaluation process, the duties, responsibilities, and qualification requirements for each position were reviewed via a thorough reading of the incumbent's current job description and a Job Analysis Questionnaire (JAQ) completed by each employee (Appendix A). In addition, MGT conducted interviews with at least one (1) employee in each of the positions covered by the Study. Points were then assigned to each factor by selecting the description that best fit the appropriate level for the position. In other words, a position that supervises ten (10) full-time staff members would receive more points under the "Work of Others" factor than positions that do not supervise. Points for each factor were then totaled for each position. Using this method, the positions were found to fall into distinguishable Skill Levels. Table 1 contains the Classification Plan, including the Position Title, Skill Level, and proposed Grade for the evaluated positions.

THE CLASSIFICATION PLAN

A Classification Plan provides for a systematic arrangement of positions into classifications. A position, often referred to as a job (e.g., Office Assistant), contains a specific set of duties and responsibilities, and that is the objective of the classification process, not the person currently holding that job. A classification is a grouping of positions that have similar levels of knowledge, skills, and abilities needed to perform the job. The positions are also similar in nature of work, level of work difficulty, and responsibilities. Positions allocated to the same classification are sufficiently similar with respect to the types of factors enumerated above to permit them to be compensated at the same general level of pay. The positions do not have to be identical; they can be in different departments, dealing with different subject matters, and performing different duties.

It is this arrangement of positions and resulting classification structure that forms the basis for the Classification Plan. As noted in the previous section, a Job Evaluation and Classification Plan is not intended to assess individual performance. To that end, a position that belongs in a certain classification is not entitled to be placed in a higher classification simply because the individual performs with a high degree of success and efficiency, nor is it placed in a lower classification simply because the incumbent performs with low competence or productivity. Variations in individual performance are not recognized by differences in classifications; instead, they are management issues. Similarly, there is a tendency in some workforces to use the Classification Plan to reward longevity, even though the duties and responsibilities of individual positions may not have changed over time. Longevity is not a classification factor, and the Classification Plan should not be used in this manner.

As an assessment of duties performed and responsibilities exercised, a Classification Plan is an exceedingly useful managerial tool. It provides the fundamental rationale for the Compensation Plan and helps management identify positions that have taken on (or, in some cases, reduced) duties and responsibilities. Through proper maintenance of the Classification Plan, employees are assured of management's continuing concern about the nature of the work that they conduct and its reward in the form of appropriate pay levels and relationships. The Classification Plan also provides the basis for recruitment, screening, and selection of employees in direct relationship to job content. Promotional ladders, as well as opportunities for lateral career development, are also evidenced by the logical grouping of allied occupational classifications and hierarchies.

SALARY DATA

The City initiated this Study with the objective of assuring that its Compensation Plan is both internally equitable and externally competitive. The Job Evaluation System (outlined above) is performed to address the issue of internal equity. To achieve external competitiveness, a market survey of comparable communities was conducted. The following explains the labor market review and the collection of salary data.

Selection of Comparable Communities for Data Purposes

Selecting communities for the comparison group is an important element in a Classification and Compensation Study. When selecting communities to serve as comparables, it is important to use particular criteria to evaluate the other communities to ensure that those chosen as comparables will be the most similar to Fort Atkinson.

To determine which communities should be used for survey purposes, MGT first considered all cities and villages in Columbia, Dane, Dodge, Green, Jefferson, Rock, Walworth, Washington, and Waukesha Counties with populations between 6,200 and 26,000.

Criteria	Total Possible Points
1. Population	20
2. Total Equalized Value (million)	15
3. Property Tax Levy Per Capita	15
4. Basic Spending Per Capita	15
5. Total Shared Revenue (thousand)	15
6. Per Capita Debt	10
7. Proximity to Fort Atkinson	10
	100

The seven (7) categories listed above were selected to mirror important criteria such as similar financial conditions, population, and proximity.

Within each of the seven (7) categories, ranges of compatibility were established. For example, the closer a community was to matching Fort Atkinson's estimated population, the closer the community would be to receiving the maximum of twenty (20) points. A community whose population was significantly larger or smaller than the City's population would receive fewer or even zero (0) points. Thus, a community achieving a total of one hundred (100) points would be considered most comparable to the City of Fort Atkinson. A community with zero (0) points was therefore determined to be the least comparable to Fort Atkinson. A more detailed explanation of the methodology used to determine the comparable communities is included in Appendix B.

A cutoff of sixty-five (65) points was established to select the communities most similar to Fort Atkinson across the seven (7) categories. After applying the sixty-five (65) criteria, thirty (30) communities achieved sixty-five (65) or more compatibility points on the comparison scale with Fort Atkinson. The full list of the thirty (30) comparables is below:

Hartford	DeForest	Slinger
Delavan	Hartland	Delafield
Stoughton	Lake Mills	Jackson
Beaver Dam	Oregon	McFarland
Monroe	Watertown	Waunakee
Portage	Monona	Oconomowoc
Whitewater	Waupun	Pewaukee (V)
Jefferson	Windsor	Sussex
Cottage Grove	Mount Horeb	Verona
Elkhorn	Pewaukee (C)	*Burlington*

Bolded peers indicate that the community responded to the survey or supplied MGT with a copy of their compensation plan or union contracts.

Selection of Benchmark Positions for Survey Purposes

When developing the market survey, it is important to select positions that are likely to have data available from the surveyed communities. These positions are referred to as benchmark positions. Based on the size of the Study and the number of positions in Fort Atkinson, MGT recommended limiting the benchmark positions in the survey to approximately forty (40) positions. This is because, as the number of positions surveyed increases, there tends to be a decline in the number of communities responding to the survey. This decline in response rates is thought to be due to the amount of work communities need to devote to completing a lengthier survey. Positions recommended as benchmarks are those that:
1) Are representative of each occupational grouping (e.g., Administration, Finance, Police, etc.).
2) Include multiple numbers of City employees when possible.
3) Can be described in a concise manner that accurately identifies the nature of work and level of difficulty.
4) Are known to commonly exist in other communities.

After discussion with City Administration, forty (40) positions were selected as benchmark positions for the survey. The benchmark positions are represented in Appendix C.

Market Survey

After identifying the benchmark positions, the Consultants then prepared and distributed a market survey to the thirty (30) comparable communities. Table 1 is a summary of the benchmark market survey data. The detailed market survey data for each position is contained in Appendix C.

It is important to make a few observations regarding Table 1 and Appendix C.

1) The salary data is information that was available as of June 2025 – July 2025. The new recommended salary ranges for the City were developed using this salary data from the comparable communities.

2) Some of the comparable communities provided salary range minimums and maximums for comparison purposes, while others (those that don't utilize salary ranges as part of their pay plans) provided actual salaries for surveyed positions. The salary range minimums and maximums were analyzed to determine the 50th, 60th, 65th, 75th, and 80th percentiles to identify wage ranges for "average" and "above average" payers. Any actual salaries provided by the comparable communities were only analyzed in a few instances when there was not enough salary range information. Salary ranges are a better gauge of market salaries than an actual salary and are thus preferred to conduct analysis.

3) Data contained within Appendix C has been thoroughly reviewed. If the Consultants determined the data was not relevant, it was removed to ensure accuracy and relevance.

Appraisal and Use of Salary Data

While comparing Fort Atkinson's current salaries to those paid by other employers in the comparable communities, it must be noted that variations in compensation may be due to several factors, including:

1) Organizational size and economic conditions can have an impact on positions. In smaller communities, employees are often asked to "wear many hats" and, therefore, take on more duties and responsibilities than would normally be required of a certain position. In addition, the economic downturn forced communities to "do more with less", compelling staff to take on more duties and responsibilities than they had in the past. Therefore, it becomes increasingly harder to compare "like" positions within communities.

2) Some employers place different relative worth on certain groups of employees. For example, some employers are forced to place a higher value on certain employees or groups of employees because of the market and, therefore, pay them more. Overall, the policies and value judgments of different employers in compensating for the same kind of work can vary widely. There is rarely a single prevailing rate for any particular kind of work, even within the same labor market.

3) It can be difficult to make exact comparisons among the different employers of the duties and responsibilities of ostensibly similar jobs.

Nevertheless, comparative salary data is widely considered a reliable indicator of appropriate compensation levels in relation to the prevailing market. This data is also useful as an indication of prevailing opinions concerning the compensation relationships that should exist among different classifications of work. Of equal importance, however, are the internal relationships for the various positions that were accomplished in the Job Evaluation portion of this Study.

In addition to the salary data, a comprehensive review of regional salary data was incorporated to provide a broader understanding of compensation trends. MGT maintains a subscription to Salary.com's CompAnalyst online database, which offers real-time access to the most current and reliable market data. To ensure the analysis reflects relevant and accurate benchmarks, the following employment market area was utilized for this assessment:

1) Fort Atkinson, WI (City)

2) Government & Public Administration

3) 50 - 100 FTEs & All FTEs

The industry scopes that were applied to the data were as follows:

1) August 2025

2) Minimum/Maximum

COMPENSATION PLAN DEVELOPMENT AND RECOMMENDATIONS

Development of the Compensation Plan

A basic element in any human resources management program is adequate and equitable employee compensation. A Compensation Plan of this nature is essential if qualified employees are to be recruited and retained. To achieve this goal, there must be a reasonable and widely accepted model of Job Factors upon which the Compensation Plan rests. Application of this model was the purpose of the Job Evaluation aspect of this Study. The Plan presented in this report is designed to accomplish the Study goals by:

1) Providing for equal compensation for work of equivalent job content and responsibility.

2) Facilitating adjustments to compensation levels based on changing economic and employment conditions that impact these interrelationships.

3) Establishing compensation ranges that compare favorably with those of other equivalent communities within the appropriate labor market.

In preparing this Plan, the Study only looked at base compensation. The compensation associated with longevity or other fringe benefits was not analyzed or factored into the Compensation Plan.

Compensation Plan Options for the City's Consideration

One of the purposes of this Study was to provide an updated Compensation Plan that relates to the external market and is internally equitable. Below is a detailed explanation of three (3) different Compensation Plans:

1) Defined Increment Plan: This is a Compensation Plan that has salary ranges with a minimum and a maximum with defined percentage increments (e.g., 3%) in between. If an employee has a satisfactory performance evaluation, they systematically advance through the compensation range. The performance evaluation and resulting salary increment increase occur annually.

2) Open Range Merit Plan: This is a Compensation Plan that also has salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the compensation range based on an annual satisfactory performance evaluation, with the percentage of their increase determined annually by City Administration.

3) Blended Merit Plan: This is a Compensation Plan that uses techniques from both a Defined Increment Plan and an Open Range Merit Plan.

In considering which Plan to use, it is important to understand that employees at various levels of responsibility may react differently toward and be motivated differently by the Compensation Plan they work under. Management personnel who are goal-oriented may have a higher acceptance of the Open Range Merit Plan, and thus tend to be more comfortable with this method of compensation. Mid to lower-level positions may want the assurance of a defined salary increase based on satisfactory performance.

Each system provides advantages and disadvantages, which should be evaluated by the community to determine the most appropriate system to be established.

Recommendation: Open Range Merit Plan

MGT typically recommends the adoption of an Open Range Merit Plan. An Open Range Merit Plan has salary ranges with minimums, midpoints, and maximums, but without defined percentage increments in between. Employees are advanced through the ranges based on an annual satisfactory performance evaluation, with the percentage of their increase determined by their supervisor and City Administration.

The Open Range Merit Plan also allows maximum flexibility for the City relative to recruitment and funding, as employees can be hired within the range, and the increases provided annually for meritorious performance can fluctuate based on available funding. Given Fort Atkinson's goal to recruit, reward, and retain motivated, high-performing employees, the Open Range Merit Plan has been selected for recommendation.

Proposed Compensation Plan and Structure

Within the market analysis, MGT refers to "percentiles" (for example: 50th, 60th, 65th, 75th, and 80th percentiles). Percentiles indicate where salaries or salary ranges fall in comparison to the other salaries or salary ranges from the comparable communities. The 50th percentile is the median (or middle) of the data set. When a community is considering which percentile to compensate employees at, they are deciding where they want their employee salaries and salary ranges to fall within the market of comparable communities. For example, if a community selects the 50th percentile, that means they would be paying a fair market rate at the 50th

percentile or the middle of the comparable communities. If a community selects the 60th percentile, then the salary ranges would be 10% higher than the middle of the market.

An important component in the process of developing a Compensation Plan is understanding and applying the pay philosophy of the City. For the purposes of this study, the City is considering a pay philosophy of compensating employees at the 50th percentile.

The next step in this process is to combine the Skill Levels included in Table 1 with the proposed salary ranges in Table 2. The Classification and Compensation Plan consists of seventeen (17) pay grades; one (1) being the lowest and number seventeen (17) being the highest.

All proposed pay ranges include a minimum, midpoint, and maximum. Grades 1 – 16 have a 50% range spread from minimum to maximum, and Grade 17 has a 44% range spread from minimum to maximum.

Table 1 combines all of the classification and compensation data at the 50th percentile.

Implementation and Administration of the Compensation Plan

Implementation of the Compensation Plan, as it affects individual employees, should be under the following pattern of adjustments:

1) Employees whose present compensation is below the minimum compensation of the range for their classification should be raised to the minimum of the range.

2) The compensation of employees whose present compensation is within the range for their classification should be slotted into the new Compensation Plan at their current pay rate.

3) Employees who are between the minimum and the midpoint of the range will receive an annual systematic pay increase to move them through the range, subject to budget availability.

4) Employees who are at or beyond the midpoint of the range are eligible for merit increases to continue to move through the range, subject to budget availability.

5) The compensation of employees whose present compensation is above the maximum compensation of the range should be held at their present rate, without a reduction in compensation, until such time that further market analysis indicates commensurate alignment with the marketplace. However, the City can consider lump sum increases for these employees, which does not impact base compensation levels, until the ranges adjust to include the individual employee compensation rates.

In other studies, MGT has been asked for ideas on how to address the situation of long-term employees whose current compensation falls near the bottom (within 5 - 10%) of the proposed range. If this occurs, it illustrates that the position has been compensated at less than the market rate for someone with similar tenure. Thus, some communities elect to make additional adjustments for those employees at implementation. This decision is discretionary for the City to adopt and only occurs one time at the implementation of the new Classification and Compensation Plan. If the City wishes to consider implementation adjustments, MGT can provide examples of implementation options.

Employee Advancement through the Ranges

To implement the new Compensation Plan, MGT recommends that the starting salary of the range (minimum) is the normal hiring/promoting rate. Exceptions to this starting point should be limited to hiring situations involving:

1) Applicants with an exceptional background and qualifications.

2) A promotion in which the employee's current compensation is higher than the minimum of the new range.

3) In the case of a labor market situation where it is impossible to recruit qualified candidates at the minimum.

In these cases, employees may be appointed to their positions anywhere within the defined range (generally up to the midpoint), depending on their experience and qualifications, and based on the provisions of the City's policies (if applicable). Employees should not be hired below the minimum of their compensation range.

Salary advancement between the hiring rate and the top-of-the-range (maximum) is done throughout the employee's tenure with the organization. Advancement through the range would be done on an annual basis and would be dependent on a satisfactory performance evaluation. Incumbents progressing through the range should understand that standards of performance would become more exacting or controlling as compensation levels advance. Typical movement through the range could be in increments of 1% to 3%, depending on the employee's performance evaluation and goal attainment, as well as the financial resources of the City.

The City may also wish to provide a merit bonus for exemplary performance after an employee reaches the maximum compensation for the range. If this option is exercised, then an employee would be eligible to receive a payment after a successful performance evaluation each year. This payment should not be worked into the base salary but should be in the form of a lump sum payment that is a set amount calculated each year and is consistent for all affected employees.

It is recommended that the City set aside funding for a performance-based increase for employees in this Plan. This funding would then serve as the pool for merit payments, knowing that some employees will be high performers, getting a higher percentage, and some employees will be lower performers, getting a lower percentage.

Again, it should also be noted that the implementation and use of a formal performance evaluation process for all staff members is a key component to the success of this Plan. Equally, if not more important, is that supervisors are adequately trained to perform the formal performance evaluation process.

FUTURE ADMINISTRATION OF THE COMPENSATION PLAN

To maintain competitive salary levels, there should be an annual review of the City's salary ranges. The communities used in the survey group for this Study have been determined to be comparable to the City. Therefore, Fort Atkinson can continue to use these communities as a comparable market survey group for annual salary comparison purposes until it is determined that they should be reevaluated. It is MGT's recommendation that an annual survey of these communities be conducted to determine the percentage increase each community in the comparable group is granting, either as an annual across-the-board increase to their employees or as a general adjustment to their compensation ranges. The City may wish to provide an across-the-board increase to all employees based on the information received from the comparable communities. If this is the case, then the increases would be granted separately from any merit increase that would be awarded as a result of a successful performance evaluation.

It is the further recommendation of MGT that the compensation ranges for each grade be increased by the average percentage increase of the comparable group, even if an across-the-board increase is not given to all employees. Employees would continue to advance through the compensation ranges (provided that the employee is not at the maximum of the compensation range) by virtue of a merit increase granted for satisfactory or above-satisfactory performance of their job duties.

FUTURE ADMINISTRATION OF THE CLASSIFICATION PLAN

The administration of a Classification Plan is an ongoing process. It must be recognized that it is not static and is not intended to affix positions permanently into classifications. Instead, the Plan must be administered continually to adapt it to changing conditions.

Three (3) specific types of changes in the Plan itself are possible: elimination of a position, creation of a position, or revision of a position.

1) When a position in a classification is eliminated or when a position has significantly changed work duties and responsibilities to the extent that the position becomes inappropriate or inaccurate, the position should be abolished.

2) New positions should be created when new work situations arise that are not covered by the established positions. However, caution should be exercised in this respect, particularly to ensure that new positions are justified, are not merely duplicating established positions, cannot be accommodated through changes in existing positions, and reflect substantially permanent rather than temporary situations.

3) The adjustment or revision of a position should be done when there are substantial changes to the requirements of the position or to the nature and complexities of the duties being performed. In this instance, a position may need to be re-scored and move up or down into a new classification.

All changes should be thoroughly evaluated to maintain the integrity of the classification relationships established in the Classification and Compensation Plan. City Administration has been provided with the Job Analysis Questionnaire as well as the Job Factor Scoring Sheet, enabling the City to grade a newly created or revised position. MGT provides scoring assistance in such cases in accordance with the Study contract.

Appreciation

MGT has appreciated the opportunity to work with the City of Fort Atkinson on this Classification and Compensation Study. A special thank you to the employees for all of the information provided to allow for the analysis, and to the City Manager, Clerk/Treasurer/Finance Director, and Public Relations Executive Assistant for the significant amount of work and support dedicated to the project.

City of Fort Atkinson, WI
Table 1 - Comprehensive Table

Position:	Skill Level	New Grade	50th Percentile Salary Survey Data		CompAnalyst Data		Current Salary Range		Proposed Salary Range 50th Percentile		
			Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Midpoint	Maximum
	790 +	17									
City Manager		17	116,938	155,659	108,300	176,700	119,394	136,835	125,000	150,000	180,000
	755 - 785	16									
Chief of Police		16	100,568	130,062	97,100	147,900	100,981	111,331	96,000	120,000	144,000
Director of Public Works		16	99,490	131,966	107,100	174,900	104,010	114,671	96,000	120,000	144,000
	720 - 750	15									
Clerk/Treasurer/Finance Director		15	94,370	117,257	98,200	161,900	89,233	99,417	89,600	112,000	134,400
Fire Chief/EM Director		15	94,848	119,808	69,100	112,000	96,828	107,878	89,600	112,000	134,400
	685 - 715	14									
City Engineer		14	91,582	125,236	72,100	101,600	86,567	95,919	84,000	105,000	126,000
Director of Building and Neighborhood Services		14	na	na	84,200	132,300			84,000	105,000	126,000
Police Captain		14	93,907	117,052	na	na	86,567	95,919	84,000	105,000	126,000
Recreation Director		14	79,425	104,510	94,700	162,500	84,628	90,881	84,000	105,000	126,000
	650 - 680	13									
Library Director		13	79,976	109,678	80,000	141,300	84,628	90,881	76,000	95,000	114,000
Police Lieutenant		13	92,000	115,190	98,400	134,500	81,945	87,359	76,000	95,000	114,000
Superintendent (PW)		13	84,488	114,056	na	na	84,628	90,881	76,000	95,000	114,000
Superintendent (W)		13	78,939	106,209	na	na	84,628	90,881	76,000	95,000	114,000
Superintendent (WW)		13	78,939	106,209	68,400	105,900	84,628	90,881	76,000	95,000	114,000
	615 - 645	12									
Building & Facilities Manager		12	na	na	72,400	119,500			72,000	90,000	108,000
Building Inspector		12	73,382	98,450	64,300	98,100	71,959	80,172	72,000	90,000	108,000
Electrician		12	na	na	50,400	81,600	71,959	80,172	72,000	90,000	108,000
Fire Division Chief		12	82,430	113,048	61,800	104,400	67,471	74,387	72,000	90,000	108,000
	580 - 610	11									
Assistant City Engineer		11	73,278	100,526	62,000	87,100	70,516	78,564	68,000	85,000	102,000
Museum Director		11	na	na	64,700	103,200	70,516	78,564	68,000	85,000	102,000
	545 - 575	10									
Foreperson (W)		10	61,537	77,761	62,900	102,600	58,145	64,780	60,000	75,000	90,000
Foreperson (WW)		10	61,537	77,761	62,900	102,600	58,145	64,780	60,000	75,000	90,000
Park & Rec Maintenance Supervisor		10	67,581	91,235	61,600	100,300	58,145	64,780	60,000	75,000	90,000
Recreation Supervisor		10	61,214	84,713	64,100	106,500	58,145	64,780	60,000	75,000	90,000
Supervisor (PW)		10	69,650	91,661	82,100	120,400	65,551	73,032	60,000	75,000	90,000
	510 - 540	9									
Head Mechanic		9	56,395	80,879	48,700	76,600	57,084	63,598	58,400	73,000	87,600
Reference Librarian		9	na	na	52,300	87,600	55,683	62,038	58,400	73,000	87,600
Youth Services Librarian		9	na	na	55,300	90,900	55,683	62,038	58,400	73,000	87,600
	485 - 505	8									
Crewleader (Parks)		8	57,605	78,586	48,200	70,500	52,861	58,893	57,200	71,500	85,800
Crewleader (PW)		8	59,197	78,957	46,100	71,900	52,861	58,893	57,200	71,500	85,800
PR/Executive Assistant		8	56,196	75,865	63,400	95,400	58,145	64,780	57,200	71,500	85,800
Technician (WW)		8	56,368	73,549	40,600	68,200	53,646	59,768	57,200	71,500	85,800
	460 - 480	7									
Senior Center Director		7	na	na	na	na	50,335	56,080	56,000	70,000	84,000
	435 - 455	6									
Assistant Museum Director		6	na	na	58,400	94,300	50,335	56,080	54,000	67,500	81,000
	410 - 430	5									
Mechanic		5	58,531	74,077	48,700	76,600	52,861	58,893	52,000	65,000	78,000
Operations Specialist		5	52,262	70,554	na	na	53,646	59,768	52,000	65,000	78,000
	385 - 405	4									
Aquatics Specialist		4	na	na	na	na	50,335	56,080	48,000	60,000	72,000
Building Maintenance		4	49,712	69,826	33,800	50,000	47,937	53,408	48,000	60,000	72,000
Crewperson (PW)		4	51,958	69,931	39,000	63,000	52,861	58,893	48,000	60,000	72,000
Crewperson (W)		4	51,958	69,931	39,000	63,000	48,659	54,212	48,000	60,000	72,000
Crewperson (WW)		4	51,958	69,931	39,000	63,000	48,659	54,212	48,000	60,000	72,000
Parks Forestry & Facilities		4	48,797	66,290	41,000	58,900	48,659	54,212	48,000	60,000	72,000
Sweeper Operator		4	54,776	69,140	38,000	60,800	50,335	56,080	48,000	60,000	72,000
	360 - 380	3									
Telecommunicator		3	51,282	62,820	37,200	57,500	46,473	51,777	46,000	57,500	69,000
	335 - 355	2									
Admin Asstnt - Program Coordinator		2	na	na	41,200	64,400	45,844	51,076	44,000	55,000	66,000
Administrative Assistant (PW)		2	43,659	59,259	40,600	59,100	41,753	46,518	44,000	55,000	66,000
Deputy Clerk		2	50,600	68,051	45,300	68,800	44,935	50,063	44,000	55,000	66,000
Deputy Treasurer		2	50,544	69,118	67,700	106,400	44,935	50,063	44,000	55,000	66,000
Municipal Court Clerk/Admin Assist.		2	45,614	61,865	42,600	65,000	44,935	50,063	44,000	55,000	66,000
Records Clerk		2	na	na	42,000	66,400	46,473	51,777	44,000	55,000	66,000
Utility Billing Specialist		2	46,966	62,754	36,200	53,800	44,935	50,063	44,000	55,000	66,000
	Up to 330	1									
Library Assistant II		1	na	na	36,800	59,100	44,935	50,063	40,000	50,000	60,000

50th Percentile - Proposed Pay Ranges Annual			
Grade	Minimum	Midpoint	Maximum
17	125,000	150,000	180,000
16	96,000	120,000	144,000
15	89,600	112,000	134,400
14	84,000	105,000	126,000
13	76,000	95,000	114,000
12	72,000	90,000	108,000
11	68,000	85,000	102,000
10	60,000	75,000	90,000
9	58,400	73,000	87,600
8	57,200	71,500	85,800
7	56,000	70,000	84,000
6	54,000	67,500	81,000
5	52,000	65,000	78,000
4	48,000	60,000	72,000
3	46,000	57,500	69,000
2	44,000	55,000	66,000
1	40,000	50,000	60,000

APPENDIX A

MGT

EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

City of Fort Atkinson, WI

NAME:	DATE:
YEARS OF EXPERIENCE WITH EMPLOYER:	JOB TITLE:
YEARS OF EXPERIENCE ON THIS JOB:	YOUR JOB IS: FULL TIME ☐ PART TIME ☐
YOUR YEARS OF EXPERIENCE IN THIS FIELD:	DEPARTMENT:
NAME OF IMMEDIATE SUPERVISOR:	THEIR TITLE:

INSTRUCTIONS

The purpose of this questionnaire is to obtain additional information about your job that may not be included in your current job description. Please answer each question thoughtfully and frankly. After you have finished your portion of the questionnaire, give it to your immediate supervisor, who will complete their section.

General Summary: In three or four sentences, please summarize the major purpose or primary function of your job.

Please indicate if you have reviewed your current job description.

If you have any changes to your current job description, please mark them on the JD and attach it to this JAQ, or indicate changes here:

If you do not have a job description available to review, please list your job duties. Try to place your duties in order of importance and group "like" tasks together (e.g., "clerical duties including word processing, opening mail, filing, etc." or "front desk responsibilities including greeting visitors, answering telephones and routing calls, etc."). Job duties:

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

Feel free to add more numbers/duties if necessary.

FACTOR 1. Education & Training: In your opinion, what kind of education and training is necessary to perform your job?

☐ LEVEL 1: Level of knowledge that is below what is normally attained through high school graduation.
☐ LEVEL 2**:** High school diploma (GED) or equivalent.
☐ LEVEL 3: High school, plus elementary technical training, acquired on the job or through one year or less of technical or business school.
☐ LEVEL 4: Extensive technical or specialized training such as would be acquired by an Associate's Degree or two years of technical or business school.
☐ LEVEL 5: Completion of four-year college degree program.
☐ LEVEL 6: Additional professional level of education beyond a four-year college program, such as a CPA or Professional Engineer (P.E.) training.
☐ LEVEL 7: Completion of graduate coursework equal to a Master's Degree or higher.

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

If a specific certificate or license is mandated by an outside agency to perform your duties, name the certificate or license:

What special skills, knowledge, and abilities are required to perform your job? Please list:

FACTOR 2. Years of Experience: How much previous work experience do you feel is necessary to perform your job?

LEVEL 1:	LEVEL 2:	LEVEL 3:	LEVEL 4:	LEVEL 5:
☐ Less Than 1 Year	☐ 1 to 3 Years	☐ 4 to 6 Years	☐ 7 to 10 Years	☐ More than 10 Years

What is the minimum number of years required?

What specific experience is necessary?

FACTOR 3. Independent Judgment and Decision Making

Part 1: How much discretion do you have in making decisions with or without the input or direction of your supervisor?

☐ LITTLE: Little discretion or independent judgment exercised.

☐ SOME: Some discretion or judgment exercised, but supervisor is normally available.

☐ OFTEN: Job often requires making decisions in absence of specific policies and/or guidance from supervisors, but some direct guidance is received from supervisors.

☐ HIGH: High level of discretion with decisions restricted only by Departmental policies and little direct guidance from supervisors.

☐ VERY HIGH: Very high level of discretion with decisions only restricted by the broadest policies of the Organization.

Part 2: If you make an erroneous decision, what impact would this decision have on your work unit, department, and/or the Organization?

☐ MINOR: Some inconvenience and delays but minor costs in terms of time, money, or public/employee good will.

☐ MODERATE: Moderate costs in time, money, or public/employee good will would be incurred. Delays in important projects/schedules likely.

☐ SERIOUS: Important goals would not be achieved and the financial, employee, or public relations posture of the Organization would be seriously affected.

☐ CRITICAL: Critical goals and objectives of the Organization would be adversely and very seriously affected. Error could likely result in critical financial loss, property damage, or bodily harm/loss of life.

FACTOR 4. Responsibility for Policy Development: Does your job require you to participate in the development of policies for your unit/division/department/the Organization?

☐ LEVEL 1: Position involves only the execution of policies or use of existing procedures.

☐ LEVEL 2: May provide some input to supervisor when policies and procedures are updated.

☐ LEVEL 3: Position involves some development of policies/procedures for the Department and/or the interpretation or explanation of departmental policies for others in the organization or residents.

☐ LEVEL 4: Position involves significant or primary responsibility for the development of policies and procedures for a division or organizational component of a department, as well as the interpretation, execution and recommendation of changes to department policies.

☐ LEVEL 5: Position involves significant or primary responsibility for the development of policies and procedures for an entire department, plus occasional participation in the development of policies which affect other departments in the organization.

☐ LEVEL 6: Position involves the primary responsibility for the development of departmental policies and procedures and regular participation in the development of policies that affect other departments and occasionally involves participation in the development of organization-wide policies.

Give some examples of the types of policies you've written or been a part of creating:

FACTOR 5. Planning: How much latitude do you have to set your own daily work schedule and priorities for a given workday?

☐ LEVEL 1: Position requires that my daily work load and activities are assigned to me by my supervisor.

☐ LEVEL 2: Position requires that I plan my own daily work load and work independently according to established procedures or standards.

☐ LEVEL 3: Position requires that I plan my own daily work load and those of others in the department (first-level supervision).

☐ LEVEL 4: Position requires an above average ability to analyze data and develop departmental plans, including plans where a number of difficult, technical and/or administrative problems must be addressed (Manager/Division level planning).

☐ LEVEL 5: Position requires a high level of analytical ability to develop plans for a department or complex situation, including plans that involve integrating/involving/impacting other departments (Department Head level planning).

FACTOR 6. Contacts with Others: In the course of performing your job, what contacts with people in your department, other departments within the organization, and/or people from outside the organization are you required to make?

☐ LEVEL 1: Position involves interaction with fellow workers on routine matters with relatively little public contact.

☐ LEVEL 2: Position involves frequent internal and external contact, but generally on routine matters such as furnishing or obtaining information.

☐ LEVEL 3: Position involves frequent internal contact and regular contact with outsiders generally on routine matters, including contacts with irate outsiders which require some public relations skill for taking complaints for others to follow up upon.

☐ LEVEL 4: Position involves frequent internal and external contacts which require public relations skills in handling complaints. Contacts involve non-routine problems and require in-depth discussion and/or persuasion in order to resolve the problem. Handles more difficult contacts that are referred by front line employees.

☐ LEVEL 5: Position involves frequent internal and external contacts which require skill in dealing with, and influencing others, and initiating changes in policy/procedures to address the issue so as to avoid having to deal with the issue again in the future.

☐ LEVEL 6: Position involves frequent internal and external contacts in which I act as the spokesperson for the department and am authorized to make commitments of significant resources on behalf of the department.

☐ LEVEL 7: Position involves frequent internal and external contacts where I represent the entire organization and am authorized to make commitments in matters of broad or critical interest to the entire organization.

With which internal individuals or groups do you have the most contact?

With which external individuals or groups do you have the most contact?

FACTOR 7. Supervision Given:

Do you supervise or assign work to other employees? ☐ Yes ☐ No

Actual number of full-time employees supervised:

If yes:
☐ LEVEL 1: Position is regularly responsible for assigning work to an employee or employees, without acting in a supervisory role. To whom does this position assign work?
☐ LEVEL 2: Position is responsible for the supervision of one full time or several part time employees.
☐ LEVEL 3: Position is responsible for the direct and/or indirect supervision of two to five full time (or full time equivalent) employees.
☐ LEVEL 4: Position is responsible for the direct and/or indirect supervision of six to 15 full time (or full time equivalent) employees.
☐ LEVEL 5: Position is responsible for direct and/or indirect supervision of 16 to 29 full time (or full time equivalent) employees.
☐ LEVEL 6: Position is responsible for direct and/or indirect supervision of 30 to 50 full time (or full time equivalent) employees.
☐ LEVEL 7: Position is responsible for direct and/or indirect supervision of more than 51 full time (or full time equivalent) employees.

Actual number of full-time (or full-time equivalent) employees supervised:

FACTOR 8. Physical Demands: Please describe any physical demands required to perform your job.

Demand	No	Yes	How often? (Rarely, Occasionally or Daily)
Lifting to 20 pounds	☐	☐	
Lifting 20-50 pounds	☐	☐	
Lifting 50+ pounds	☐	☐	
Climbing	☐	☐	
Walking	☐	☐	
Kneeling	☐	☐	
Crouching	☐	☐	
Crawling	☐	☐	
Bending	☐	☐	
Sitting	☐	☐	
Prolonged Standing	☐	☐	
Prolonged Visual Concentration	☐	☐	

Unpleasant or Hazardous Conditions: Please describe any unpleasant or hazardous conditions you are exposed to in performing your job and how often you are exposed to those conditions. Include only those conditions which are directly related to your work rather than specific work area conditions.

Condition	No	Yes	How Often? (Rarely, Occasionally or Daily)
Lighting-dimness or brightness	☐	☐	
Dust	☐	☐	
Heat	☐	☐	
Cold	☐	☐	
Odors	☐	☐	
Noise	☐	☐	
Vibration	☐	☐	

22

Wetness/Humidity	☐	☐
Toxic Agents	☐	☐
Electrical Currents	☐	☐
Heavy Machinery	☐	☐
Violence	☐	☐
Disease	☐	☐
Smoke `	☐	☐
Other	☐	☐

FACTOR 9. Use of Technology/Specialized Equipment: Please check the level of technology or specialized equipment use needed for you to perform your job.

☐ LEVEL 1: Position has no responsibility for, or use of, technology.

☐ LEVEL 2: Position has some basic use of computers for data entry and some use of the telephone, copier, etc.

☐ LEVEL 3: Position has daily use of computers for data entry and use of the telephone, fax machine, copier, etc. Position has daily use of light equipment such as push mowers, weed whackers, pole saws, custodial equipment, etc.

☐ LEVEL 4: Position has daily use of computers, the Internet, Smartphones, etc. to create databases, spreadsheets, or reports. Position designs and creates customized reports, presentations, and/or documents using advanced software skills.

☐ LEVEL 5A: Position provides routine consultation and technology support for everyday computer programming and/or software requests/questions to others in the organization; is an applications super user; or uses specialized software such as GIS, SCADA or telecommunications software.

☐ LEVEL 5B: Position uses, troubleshoots, and/or repairs various pieces of specialized equipment such as HVAC, lighting, gas flares, blowers, engines, heavy equipment, diagnostic equipment, large vehicles (vacuum trucks, street sweepers, fire apparatus) and/or medical or public safety equipment.

☐ LEVEL 6: Position is responsible for advanced computer programming, system security, maintenance, training, and purchasing of items such as computers, printers, scanners, etc., for the computer system for the organization (IT personnel).

☐ LEVEL 7: Position is responsible for the overall direction and supervision of the staff that are responsible for the computer and technology needs of the organization, including responsibility for developing technology policies for the organization (IT personnel).

10. FLSA EXEMPT OR NON-EXEMPT DETERMINATION

Do you receive overtime or comp time for hours worked beyond your normal work week?   ☐ Yes   ☐ No

Is your position considered any one of the following: Executive, Administrative, Professional, or Computer? If so, please answer the questions in the applicable sections below. <u>If not, please skip to Question 11.</u>

Please answer for only <u>one</u> category:

A. Executive	No	Yes	Unsure
Are you paid the equivalent of at least $684 per week on a salary basis?	☐	☐	☐
Is your primary duty managing the department or unit of a local government? Percent of time spent managing	☐	☐	☐
Do you customarily direct the work of two or more other employees (or the equivalent of two or more, e.g., 4 part-timers)?	☐	☐	☐
Do you have the ability to hire and fire, or do your recommendations carry significant weight even if you are unauthorized to make the final decision?	☐	☐	☐

B. Administrative	No	Yes	Unsure
Are you paid the equivalent of at least $684 per week on a salary basis?	☐	☐	☐
Is this a "staff" position where your primary duty is performing office or non-manual work directly related to the management or general operations of the organization, division or unit?	☐	☐	☐
Do you exercise discretion and independent judgment with respect to matters of significance, have the authority to formulate/interpret policy, and have a high level of operational responsibility?	☐	☐	☐

C. Professional	No	Yes	Unsure
Are you paid the equivalent of at least $684 per week on a salary basis?	☐	☐	☐
Does your primary duty include the performance of work that requires advanced knowledge in a field of science or learning that is customarily acquired by a prolonged course of specialized instruction?	☐	☐	☐
Is a specialized advanced degree a prerequisite for your job? If yes, what is the degree or certification?	☐	☐	☐

D. Computer

	No	Yes	Unsure
Are you paid the equivalent of at least $684 per week on a salary basis?	☐	☐	☐

Do your primary duties involve:

	No	Yes	Unsure
The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications; OR	☐	☐	☐
The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on or related to user or system design specifications; OR	☐	☐	☐
The design, documentation, testing, creation or modification of computer programs related to organizational operating systems; OR	☐	☐	☐
A combination of the aforementioned duties, the performance of which requires the same level of skills?	☐	☐	☐

11. Comments/Additional Information: Feel free to add additional information below. If using a printed copy of this form, use the back of the form to add your comments.

Type your name and the date below, then save this form as a Word document with the file name of "JobTitle.LastName.FirstName" and email it to your supervisor. If using a printed copy of this form, sign and date it and then deliver to your supervisor.

_____   _____

EMPLOYEE'S SIGNATURE OR TYPED NAME   *DATE*

THIS SECTION TO BE COMPLETED BY IMMEDIATE SUPERVISOR AND/OR DEPARTMENT HEAD AND USED BY MGT ONLY.

Please provide your comments below. If using a printed copy of the form and additional space is needed, please use the back of this form or attach an additional sheet. **Please do not mark in employee's portion of the questionnaire. The intent of this section is informational for MGT use only and not intended for distribution.**

1. Do you agree with the employee's answers to all of the above questions? If not, please explain.

2. List any job duties or assignments which the employee performs which are in addition to those listed on the job description or this form.

3. How long has this employee worked for you?

4. Additional comments from the employee's immediate supervisor:

Type your name and the date below, then email this form to your Department Head (if applicable) or to the City Administration. If using a printed copy of this form, sign and date it before forwarding.

_____   _____
SUPERVISOR'S SIGNATURE OR TYPED NAME   *DATE*

If Supervisor isn't Department Head, Department Head should review this form as well.

☐ I have read the above and substantially concur.
☐ I have read the above and have the following comments:

Type your name and the date below, and then email this form to the City Administration. If using a printed copy of this form, sign and date it before forwarding.

_____   _____
DEPARTMENT HEAD SIGNATURE OR TYPED NAME   *DATE*

IMPORTANT DATES:

Tuesday, June 24th:
Employees complete and submit the JAQs to their Supervisors. Please save file as follows: JobTitle.LastName.FirstName.

Tuesday, June 30th:
Supervisors and Department Heads review and then submit the JAQs to Human Resources.

Tuesday, July 1st:
City Administration reviews and then submits the JAQs to MGT.

Weeks of July 7th & July 28th:
MGT conducts virtual interviews with employees.

APPENDIX B

1. Population: Maximum 20 Points

12,583

Factor	Minimum Range			Maximum Range		Points
1.50	8,389	12,583		12,583	18,875	20
2.00	6,292	8,388		18,876	25,166	15
2.50	5,033	6,291		25,167	31,458	10
3.00	4,194	5,032		31,459	37,749	5
All Others						0

2. Total Equalized Value: Maximum 15 Points

1,352 Million

Factor	Minimum Range			Maximum Range		Points
1.50	901	1,352		1,352	2,028	15
2.00	676	900		2,029	2,704	11
2.50	541	675		2,705	3,380	7
3.00	451	540		3,381	4,056	3
All Others						0

3. Property Tax Levy Per Capita: Maximum 15 Points

701

Factor	Minimum Range			Maximum Range		Points
1.50	467	701		701	1,052	15
2.00	351	466		1,053	1,402	11
2.50	280	350		1,403	1,753	7
3.00	234	279		1,754	2,103	3
All Others						0

4. Basic Spending Per Capita : Maximum: 15 Points

370

Factor	Minimum Range			Maximum Range		Points
1.50	247	370		370	555	15
2.00	185	246		556	740	11
2.50	148	184		741	925	7
3.00	123	147		926	1,110	3
All Others						0

5. Shared Revenues: Maximum 15 Points

1,285 Thousand

Factor	Minimum Range			Maximum Range		Points
1.50	857	1,285		1,285	1,928	15
2.00	643	856		1,929	2,570	11
2.50	514	642		2,571	3,213	7
3.00	428	513		3,214	3,855	3
All Others						0

6. Per Capita Debt: Maximum 10 Points

1,320

Factor	Minimum Range			Maximum Range			Points
1.50	880	1,320		1,320	1,980		10
2.00	660	879		1,981	2,640		7
2.50	528	659		2,641	3,300		4
3.00	440	527		3,301	3,960		2
All Others							0

7. Proximity to Fort Atkinson: Maximum 10 Points

					Points
	0.00	to	19.90	Miles	10
	20.00	to	39.90	Miles	7
	40.00	to	59.90	Miles	4
				All Others	2

Initial screen:

All cities and villages in Columbia, Dane, Dodge, Green, Jefferson, Rock, Walworth, Washington and Waukesha Counties with Populations between 6,200 and 26,000.

Sources:
(1) Wisconsin Policy Forum's Municipal Data Tool:
https://wispolicyforum.org/research/municipal-datatool-examining-and-comparing-wisconsin-cities-and-villages/.
(2) Google Maps: Proximity

Municipality	County	Population	Max. Points	Total Equalized Value (million)	Max. Points	Property Tax Levy Per Capita	Max. Points	Basic Spending Per Capita	Max Points	Total Shared Revenue (thousand)	Max. Points	Per Capita Debt	Max. Points	Proximity (miles)	Max. Points	Total Points
Fort Atkinson	Jeff	12,583	20	1,352	15	701	15	370	15	1285	15	1320	10	0	10	100
Beaver Dam	Dodge	16,727	20	1,717	15	905	15	669	11	1866	15	2133	7	43	4	87
Burlington	Racine	11,166	20	1,402	15	753	15	755	7	59	0	655	4	42	4	65
Cottage Grove	Dane	8,854	20	1,242	15	595	15	437	15	161	0	2623	7	24	7	79
DeForest	Dane	11,388	20	2,085	11	786	15	477	15	647	11	3656	2	41	4	78
Delafield	Waukesha	7,172	15	2,308	11	920	15	714	11	159	0	1957	10	30	7	69
Delavan	Walworth	8,527	20	992	15	718	15	544	15	671	11	1422	10	26	7	93
Elkhorn	Walworth	10,317	20	1,195	15	776	15	520	15	429	3	3207	4	29	7	79
Elm Grove	Waukesha	6,676	15	1,612	15	1,174	11	853	7	224	0	736	7	47	4	59
Germantown	Washington	21,040	15	3,939	3	757	15	632	11	1209	15	4003	0	57	4	63
Hartford	Washington	15,805	20	2,015	15	555	15	452	15	882	15	1448	10	50	4	94
Hartland	Waukesha	9,946	20	1,995	15	710	15	597	11	431	3	1991	7	36	7	78
Jackson	Washington	7,844	15	1,182	15	738	15	517	15	398	0	2528	7	61	2	69
Jefferson	Jefferson	7,747	15	815	11	664	15	567	11	812	11	1338	10	6	10	83
Lake Geneva	Walworth	8,542	20	2,261	11	1,110	11	1,053	3	179	0	2121	7	38	7	59
Lake Mills	Jefferson	6,452	15	900	11	745	15	548	15	534	7	3172	4	12	10	77
McFarland	Dane	9,537	20	1,618	15	917	15	580	11	275	0	4381	0	27	7	68
Middleton	Dane	23,031	15	5,137	0	893	15	622	11	2000	11	1636	10	42	4	66
Monona	Dane	8,869	20	1,874	15	1,104	11	672	11	794	11	6482	0	29	7	75
Monroe	Green	10,691	20	1,143	15	752	15	656	11	1845	15	2171	7	58	4	87
Mount Horeb	Dane	7,871	15	1,180	15	716	15	528	15	337	0	2403	7	52	4	71
Mukwonago	Waukesha	8,384	15	1,437	15	902	15	601	11	415	0	4449	0	30	7	63
Muskego	Waukesha	25,343	10	4,789	0	549	15	480	15	576	7	1360	10	39	7	64
Oconomowoc	Waukesha	18,485	20	3,745	3	843	15	531	15	390	0	2386	7	27	7	67
Oregon	Dane	11,815	20	1,821	15	763	15	460	15	248	0	2970	4	32	7	76
Pewaukee (C)	Waukesha	16,127	20	4,856	0	718	15	728	11	869	15	3527	2	39	7	70
Pewaukee (V)	Waukesha	8,215	15	1,362	15	565	15	622	11	280	0	2735	4	39	7	67
Portage	Columbia	10,325	20	964	15	710	15	633	11	1942	11	1754	10	63	2	84
Richfield	Washington	11,866	20	2,558	11	302	7	204	11	181	0	30	0	51	4	53
Slinger	Washington	6,401	15	987	15	663	15	648	11	128	0	1493	10	56	4	70
Stoughton	Dane	13,204	20	1,788	15	844	15	531	15	990	15	2777	4	23	7	91
Sussex	Waukesha	11,750	20	2,260	11	797	15	449	15	247	0	3514	2	46	4	67
Vernon	Waukesha	7,486	15	1,332	15	263	3	314	15	143	0	373	0	34	7	55
Verona	Dane	14,889	20	3,988	3	1,008	15	631	11	521	7	2561	7	40	4	67
Watertown	Jefferson	23,018	15	2,270	11	671	15	525	15	3280	3	1399	10	21	7	76
Waukesha (V)	Waukesha	8,489	20	1,589	15	207	0	289	15	147	0	0	0	35	7	57
Waunakee	Dane	15,426	20	3,067	7	826	15	457	15	406	0	2100	7	42	4	68
Waupun	Dodge	11,117	20	683	11	322	7	485	15	2803	7	1092	10	57	4	74
Whitewater	Walworth	15,773	20	976	15	370	11	437	15	3361	3	1462	10	10	10	84
Windsor	Dane	9,305	20	1,571	15	597	15	274	15	187	0	3336	2	39	7	74

Municipality	County	Population	Max. Points	Total Equalized Value (million)	Max. Points	Property Tax Levy Per Capita	Max. Points	Basic Spending Per Capita	Max Points	Total Shared Revenue (thousand)	Max. Points	Per Capita Debt	Max. Points	Proximity (miles)	Max. Points	Total Points
Fort Atkinson	**Jeff**	**12,583**	**20**	**1,352**	**15**	**701**	**15**	**370**	**15**	**1285**	**15**	**1320**	**10**	**0**	**10**	**100**
Hartford	Washington	15,805	20	2,015	15	555	15	452	15	882	15	1448	10	50	4	94
Delavan	Walworth	8,527	20	992	15	718	15	544	15	671	11	1422	10	26	7	93
Stoughton	Dane	13,204	20	1,788	15	844	15	531	15	990	15	2777	4	23	7	91
Beaver Dam	Dodge	16,727	20	1,717	15	905	15	669	11	1866	15	2133	7	43	4	87
Monroe	Green	10,691	20	1,143	15	752	15	656	11	1845	15	2171	7	58	4	87
Portage	Columbia	10,325	20	964	15	710	15	633	11	1942	11	1754	10	63	2	84
Whitewater	Walworth	15,773	20	976	15	370	11	437	15	3361	3	1462	10	10	10	84
Jefferson	Jefferson	7,747	15	815	11	664	15	567	11	812	11	1338	10	6	10	83
Cottage Grove	Dane	8,854	20	1,242	15	595	15	437	15	161	0	2623	7	24	7	79
Elkhorn	Walworth	10,317	20	1,195	15	776	15	520	15	429	3	3207	4	29	7	79
DeForest	Dane	11,388	20	2,085	11	786	15	477	15	647	11	3656	2	41	4	78
Hartland	Waukesha	9,946	20	1,995	15	710	15	597	11	431	3	1991	7	36	7	78
Lake Mills	Jefferson	6,452	15	900	11	745	15	548	15	534	7	3172	4	12	10	77
Oregon	Dane	11,815	20	1,821	15	763	15	460	15	248	0	2970	4	32	7	76
Watertown	Jefferson	23,018	15	2,270	11	671	15	525	15	3280	3	1399	10	21	7	76
Monona	Dane	8,869	20	1,874	15	1,104	11	672	11	794	11	6482	0	29	7	75
Waupun	Dodge	11,117	20	683	11	322	7	485	15	2803	7	1092	10	57	4	74
Windsor	Dane	9,305	20	1,571	15	597	15	274	15	187	0	3336	2	39	7	74
Mount Horeb	Dane	7,871	15	1,180	15	716	15	528	15	337	0	2403	7	52	4	71
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Richfield	Washington	11,866	20	2,558	11	302	7	204	11	181	0	30	0	51	4	53

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Monona	Dane	8,869	20	1,874	15	1,104	11	672	11	794	11	6482	0	29	7	75
Waupun	Dodge	11,117	20	683	11	322	7	485	15	2803	7	1092	10	57	4	74
Windsor	Dane	9,305	20	1,571	15	597	15	274	15	187	0	3336	2	39	7	74
Mount Horeb	Dane	7,871	15	1,180	15	716	15	528	15	337	0	2403	7	52	4	71
Pewaukee (C)	Waukesha	16,127	20	4,856	0	718	15	728	11	869	15	3527	2	39	7	70
Slinger	Washington	6,401	15	987	15	663	15	648	11	128	0	1493	10	56	4	70
Delafield	Waukesha	7,172	15	2,308	11	920	15	714	11	159	0	1957	10	30	7	69
Jackson	Washington	7,844	15	1,182	15	738	15	517	15	398	0	2528	7	61	2	69
McFarland	Dane	9,537	20	1,618	15	917	15	580	11	275	0	4381	0	27	7	68
Waunakee	Dane	15,426	20	3,067	7	826	15	457	15	406	0	2100	7	42	4	68
Oconomowoc	Waukesha	18,485	20	3,745	3	843	15	531	15	390	0	2386	7	27	7	67
Pewaukee (V)	Waukesha	8,215	15	1,362	15	565	15	622	11	280	0	2735	4	39	7	67
Sussex	Waukesha	11,750	20	2,260	11	797	15	449	15	247	0	3514	2	46	4	67
Verona	Dane	14,889	20	3,988	3	1,008	15	631	11	521	7	2561	7	40	4	67
Burlington	Racine	11,166	20	1,402	15	753	15	755	7	59	0	655	4	42	4	65

APPENDIX C

	Administrative Assistant (various departments)			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Administrative Assistant	45,614	62,566	
City of Hartford	Administrative Assistant			58,616
City of Watertown	Administrative Assistant II	46,093	59,259	
Village of Hartland	Administrative Assistant			50,411
City of Portage	Administrative Assistant	39,771	59,669	
Village of Slinger	na			
City of Waupun	na			
City of Elkhorn	Administrative Assistant	39,374	56,181	47,570
City of Lake Mills	Admin Assist/Recep. (Clerk)	43,659	52,416	
City of Pewaukee	Administrative Assistant	44,678	61,277	
Village of Pewaukee	Secretary	41,031	55,392	
Village of Sussex	Administrative Assistant	38,250	61,640	46,700
Village of Cottage Grove	Administrative Assistant			61,912
City of Delafield	Administrative Assistant			51,168
Village of DeForest	Administrative Assistant			47,133
Village of McFarland	Administrative Assistant	46,717	59,197	51,584
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	Administrative Assistant	41,662	53,560	
City of Stoughton	Administrative Assistant			45,885
Village of Windsor	Deputy Clerk			50,960
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Administrative Assistant	46,000	61,865	
Village of Waunakee	Admin. Asst.	47,923	61,381	54,246
City of Whitewater	Administrative Assistant I	42,038	56,751	
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Administrative Assistant (various departments)	41,753	46,518	
Range Data				
Average		43,293	58,550	51,471
50th Percentile		43,659	59,259	50,960
60th Percentile		44,866	59,991	51,168
65th Percentile		45,427	60,955	51,376
70th Percentile		45,769	61,318	51,584
75th Percentile		46,000	61,381	52,915
80th Percentile		46,056	61,536	54,246

Municipality:	Municipal Court Clerk/Administrative Assistant			
	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Municipal Court Clerk	45,614	62,566	
City of Hartford	Admin. Asst. (Law Enforcement)			61,080
City of Watertown	Court Clerk (Municipal)	46,093	59,259	
Village of Hartland	does not have			
City of Portage	Municipal Court Clerk	43,618	65,428	
Village of Slinger	na			
City of Waupun	na			
City of Elkhorn	Municipal Court Clerk	46,904	63,107	54,954
City of Lake Mills	Admin Assist/Recep. (Clerk)	43,659	52,416	
City of Pewaukee	Court Clerk	44,678	61,277	
Village of Pewaukee	Secretary/Clerk of Court	41,031	55,392	
Village of Sussex	na			
Village of Cottage Grove	Admin. Svcs. Mgr./Court Clerk			67,531
City of Delafield	na			
Village of DeForest	Court Clerk			54,912
Village of McFarland	na			
City of Monona	Mun. Court Clerk / Deputy Clerk			55,120
Village of Mount Horeb	na			
Village of Oregon	Court Clerk	53,414	68,682	
City of Stoughton	Court Clerk			53,560
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Court Clerk	46,000	61,865	
Village of Waunakee	Muni Court Clerk/CSR	51,355	65,728	61,048
City of Whitewater	Court Clerk	45,201	61,022	34,121
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Municipal Court Clerk/Administrative Asst.	44,935	50,063	
Range Data				
Average		46,143	61,522	55,291
50th Percentile		45,614	61,865	55,037
60th Percentile		46,000	62,566	56,306
65th Percentile		46,046	62,837	58,380
70th Percentile		46,093	63,107	60,455
75th Percentile		46,498	64,268	61,056
80th Percentile		46,904	65,428	61,067

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| Municipality: | Deputy Clerk | | | |
	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Deputy Clerk	65,104	89,294	
City of Hartford	Deputy City Clerk			53,019
City of Watertown	Deputy Treasurer/Clerk	62,878	80,829	
Village of Hartland	Deputy Clerk			50,527
City of Portage	Deputy Clerk	43,618	65,428	
Village of Slinger	Deputy Clerk	51,287	69,698	51,292
City of Waupun	Clerk Secretary/Office Asst.	40,082	51,522	
City of Elkhorn	Deputy Clerk	44,242	59,550	45,136
City of Lake Mills	Deputy Clerk	47,694	57,242	
City of Pewaukee	Dep Clerk/Comm Dev Coord.	54,995	75,421	
Village of Pewaukee	Deputy Clerk	45,198	61,018	
Village of Sussex	na			
Village of Cottage Grove	Deputy Clerk			61,104
City of Delafield	Deputy Clerk			65,239
Village of DeForest	Deputy Village Clerk			72,446
Village of McFarland	na			
City of Monona	Mun. Court Clerk / Deputy Clerk			55,120
Village of Mount Horeb	na			
Village of Oregon	Deputy Clerk	53,414	68,682	
City of Stoughton	Deputy Clerk			59,987
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Deputy City Clerk	50,600	68,051	
Village of Waunakee	Dep Clerk/Citizen Svcs. Supv.	58,198	74,485	64,251
City of Whitewater	Deputy Clerk	45,201	61,022	47,987
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Deputy Clerk	44,935	50,063	50,063
Range Data				
Average		50,962	67,865	56,919
50th Percentile		50,600	68,051	55,120
60th Percentile		51,712	68,885	59,987
65th Percentile		52,989	69,495	60,546
70th Percentile		54,047	71,613	61,104
75th Percentile		54,995	74,485	62,678
80th Percentile		56,917	75,046	64,251

	Utility Billing Specialist			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	na			
City of Hartford	Utility Billing Specialist			54,567
City of Watertown	Utility Billing Coordinator	50,294	64,646	
Village of Hartland	Fiscal, Recreational, PW Clerk			54,357
City of Portage	Utility Billing Specialist	39,771	59,669	
Village of Slinger	Utility Clerk	44,770	58,157	44,782
City of Waupun	Finance Accounting Spec.	48,818	62,754	
City of Elkhorn	Utility Billing Account Clerk	44,242	59,550	50,814
City of Lake Mills	Utility Bookkeeper	49,026	58,885	
City of Pewaukee	Utility Billing Specialist	46,966	64,418	
Village of Pewaukee	na			
Village of Sussex	Account Clerk/Finance Asst	42,500	61,640	55,000
Village of Cottage Grove	Utility Clerk			60,442
City of Delafield	na			
Village of DeForest	Utility Billing Clerk			59,197
Village of McFarland	na			
City of Monona	na			
Village of Mount Horeb	Account Clerk/Finance Asst	48,797	73,195	67,163
Village of Oregon	Utility Clerk Coordinator	53,414	68,682	
City of Stoughton	Accounting Specialist			54,496
Village of Windsor	Accountant	43,343	65,027	63,142
City of Beaver Dam	Account Clerk II	41,787	54,309	48,464
City of Oconomowoc	Finance Clerk			51,334
City of Verona	Account Clerk/Finance Asst	50,600	68,051	
Village of Waunakee	Account Clerk II	54,787	70,138	62,005
City of Whitewater	Water Utility Clerk	45,201	61,022	50,024
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Utility Billing Specialist	44,935	50,063	47,430
Range Data				
Average		46,954	63,343	55,413
50th Percentile		46,966	62,754	54,531
60th Percentile		48,805	64,509	54,913
65th Percentile		48,838	64,684	56,889
70th Percentile		48,984	64,951	59,321
75th Percentile		49,660	66,539	60,131
80th Percentile		50,356	68,177	61,067

	Deputy Treasurer			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	City Clerk/Deputy Treasurer	72,550	99,486	
City of Hartford	Account Clerk			63,482
City of Watertown	na			
Village of Hartland	Deputy Treasurer			69,461
City of Portage	Deputy Treasurer	43,618	65,428	
Village of Slinger	Deputy Treasurer	46,379	59,545	46,384
City of Waupun	na			
City of Elkhorn	na			
City of Lake Mills	Deputy Treasurer	50,544	60,674	
City of Pewaukee	Deputy Treasurer-Accountant	50,440	69,118	
Village of Pewaukee	Deputy Treasurer	45,198	61,018	
Village of Sussex	Accountant	65,450	94,926	81,200
Village of Cottage Grove	Comptroller			90,000
City of Delafield	na			
Village of DeForest	Accountant/Deputy Treasurer			63,100
Village of McFarland	Deputy Treasurer			58,157
City of Monona	Deputy Clerk/Treasurer			55,000
Village of Mount Horeb	na			
Village of Oregon	Deputy Clerk Village Accountant	56,888	73,154	
City of Stoughton	Asst Finance Director			103,002
Village of Windsor	Deputy Treasurer	47,953	63,938	50,960
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	na			
Village of Waunakee	Accounting Supervisor	68,536	87,734	
City of Whitewater	Comptroller	69,865	94,317	
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Deputy Treasurer	44,935	50,063	50,063
Range Data				
Average		56,129	75,394	68,074
50th Percentile		50,544	69,118	63,291
60th Percentile		56,888	73,154	65,873
65th Percentile		61,169	80,444	68,564
70th Percentile		65,450	87,734	72,982
75th Percentile		66,993	91,026	78,265
80th Percentile		68,536	94,317	82,960

	Clerk/Treasurer/Finance Director			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Finance Director/Treasurer	94,848	130,062	
City of Hartford	Finance Director			73,424
City of Watertown	Finance Director	96,387	123,926	
Village of Hartland	Village Clerk			85,748
City of Portage	Clerk/Treasurer/Finance Director	78,121	117,183	
Village of Slinger	Treasurer	67,317	86,617	67,392
City of Waupun	Finance Director/Asst. Admin.	96,699	124,322	
City of Elkhorn	Finance Director	94,370	127,005	100,131
City of Lake Mills	Finance Director/Treasurer	78,395	101,899	
City of Pewaukee	Clerk/Treasurer	82,430	113,048	
Village of Pewaukee	Village Treasurer	69,321	93,584	
Village of Sussex	Finance Director	96,929	113,415	106,526
Village of Cottage Grove	Assit Admin/Finance Director			142,956
City of Delafield	na			
Village of DeForest	Finance Director			127,000
Village of McFarland	Finance Manager/Treasurer	75,629	102,086	93,101
City of Monona	Finance Director	97,777	132,000	125,000
Village of Mount Horeb	Finance Director	76,794	115,190	113,006
Village of Oregon	Finance Director / Village Treas.	110,573	142,147	
City of Stoughton	Finance Director/Comptroller			148,554
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	Dir. of Fin. and Admin. Svcs.	126,651	162,822	
City of Verona	Finance Director	110,400	148,476	
Village of Waunakee	Finance Director	116,646	149,344	145,704
City of Whitewater	Director of Finance	86,857	117,257	105,097
City of Delavan	na			
City of Monroe	na			
Village of Jackson	Clerk	65,000	75,000	
City of Burlington	na			
Fort Atkinson	Clerk/Treasurer/Finance Director	89,233	99,417	99,417
Range Data				
Average		90,587	119,757	110,280
50th Percentile		94,370	117,257	106,526
60th Percentile		96,079	124,243	115,405
65th Percentile		96,606	126,200	122,601
70th Percentile		96,837	128,839	125,800
75th Percentile		97,353	131,031	127,000
80th Percentile		102,826	136,059	136,574

	Public Relations/Executive Assistant			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	na			
City of Hartford	na			
City of Watertown	Media Productions Manager	50,294	64,646	
Village of Hartland	na			
City of Portage	na			
Village of Slinger	na			
City of Waupun	na			
City of Elkhorn	na			
City of Lake Mills	na			
City of Pewaukee	Office Coordinator	54,995	75,421	
Village of Pewaukee	na			
Village of Sussex	Communications Coordinator	45,050	65,338	46,772
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	Comms Coord/Manager			65,200
Village of McFarland	Communications Manager	67,267	85,259	69,306
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	na			
City of Stoughton	na			
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Business Office Mgr./Executive Admin	71,500	96,160	
Village of Waunakee	Communications Manager	82,264	105,290	90,792
City of Whitewater	Communication Coordinator	56,196	75,865	
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	PR/Executive Assistant	58,145	64,780	64,780
Range Data				
Average		61,081	81,140	68,017
50th Percentile		56,196	75,865	67,253
60th Percentile		62,839	81,501	68,484
65th Percentile		66,160	84,320	69,100
70th Percentile		68,114	87,439	71,454
75th Percentile		69,384	90,709	74,677
80th Percentile		70,653	93,979	77,900

	City Manager			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	na			
City of Hartford	City Administrator			144,912
City of Watertown	na			
Village of Hartland	Village Manager			150,346
City of Portage	City Administrator	99,195	148,794	132,500
Village of Slinger	Village Administrator			122,500
City of Waupun	Administrator/Econ. Dev.	105,373	135,491	
City of Elkhorn	City Administrator	119,122	160,326	136,843
City of Lake Mills	na			
City of Pewaukee	City Administrator	128,190	146,494	
Village of Pewaukee	na			
Village of Sussex	Village Administrator	109,402	139,000	138,500
Village of Cottage Grove	Administrator			183,209
City of Delafield	City Administrator/PW Director			156,109
Village of DeForest	Village Administrator			154,800
Village of McFarland	Village Administrator	116,938	157,872	145,642
City of Monona	City Administrator	121,473	163,988	124,125
Village of Mount Horeb	Village Administrator	96,325	144,498	128,835
Village of Oregon	Village Administrator	126,776	163,010	
City of Stoughton	na			
Village of Windsor	Village Administrator	112,933	147,867	124,200
City of Beaver Dam	City Manager	160,000	175,000	
City of Oconomowoc	na			
City of Verona	City Administrator	146,004	196,359	
Village of Waunakee	Village Administrator			177,174
City of Whitewater	City Manager	115,303	155,659	144,231
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	City Manager	119,394	136,835	146,413
Range Data				
Average		119,772	156,489	144,262
50th Percentile		116,938	155,659	144,231
60th Percentile		119,592	158,363	145,204
65th Percentile		121,003	159,836	146,112
70th Percentile		123,594	161,400	149,405
75th Percentile		126,776	163,010	152,573
80th Percentile		127,625	163,597	155,062

	Library Director			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Library Director	79,976	109,678	
City of Hartford	Library Director			81,775
City of Watertown	Library Director	83,803	107,765	
Village of Hartland	Library Director			80,765
City of Portage	Library Director	74,274	111,424	
Village of Slinger	Library Director			72,000
City of Waupun	Library Director	77,272	96,595	
City of Elkhorn	Library Director	79,227	106,642	84,074
City of Lake Mills	Library Director	65,836	85,587	
City of Pewaukee	na			
Village of Pewaukee	na			
Village of Sussex	*Library is a separate entity*			
Village of Cottage Grove	Library Director			104,646
City of Delafield	Library Director			90,013
Village of DeForest	Library Director			97,500
Village of McFarland	Library Director	92,331	124,654	114,192
City of Monona	Library Director	91,381	123,364	97,750
Village of Mount Horeb	Library Director	61,214	91,832	83,324
Village of Oregon	Library Director	90,334	116,126	
City of Stoughton	Library Director			97,115
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Library Director	96,000	129,109	
Village of Waunakee	Library Director	89,128	114,088	111,301
City of Whitewater	Library Director	75,748	93,158	
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Library Director	84,628	90,881	87,245
Range Data				
Average		81,271	108,463	92,871
50th Percentile		79,976	109,678	93,564
60th Percentile		84,868	111,957	97,346
65th Percentile		88,063	113,555	97,538
70th Percentile		89,611	114,903	97,675
75th Percentile		90,334	116,126	99,474
80th Percentile		90,962	120,469	103,267

	Electrician			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Contracted			
City of Hartford	Only has Journeyman Lineman			
City of Watertown	na			
Village of Hartland	Contracted			
City of Portage	na			
Village of Slinger	Contracted			
City of Waupun	Contracted			
City of Elkhorn	see notes			
City of Lake Mills	Only has Journeyman Lineman			
City of Pewaukee	na			
Village of Pewaukee	na			
Village of Sussex	na			
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	na			
Village of McFarland	na			
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	na			
City of Stoughton	na			
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	na			
Village of Waunakee	na			
City of Whitewater	na			
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Electrician	71,959	80,172	75,955
Range Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

	Building and Facilities Manager			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	na			
City of Hartford	na			
City of Watertown	Building And Grounds Maint. Supv.	41,891	53,851	
Village of Hartland	na			
City of Portage	na			
Village of Slinger	na			
City of Waupun	na			
City of Elkhorn	na			
City of Lake Mills	na			
City of Pewaukee	na			
Village of Pewaukee	na			
Village of Sussex	na			
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	na			
Village of McFarland	Facilities Maintenance Mgr	60,882	77,147	70,782
City of Monona	Public Works Project Manager	67,581	91,235	80,000
Village of Mount Horeb	na			
Village of Oregon	Parks and Facilities Manager	73,902	95,035	
City of Stoughton	Parks Maintenance Supervisor			80,725
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Building Facilities Manager	65,000	87,418	
Village of Waunakee	Buildings & Facilities Manager	75,379	96,512	89,627
City of Whitewater	Streets, Parks & Forestry Supt.	75,123	101,416	
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Park & Rec Maintenance Supervisor	58,145	64,780	64,780
Range Data				
Average		65,680	86,088	80,284
50th Percentile		67,581	91,235	80,362
60th Percentile		71,374	93,515	80,580
65th Percentile		73,270	94,655	80,689
70th Percentile		74,147	95,331	81,615
75th Percentile		74,513	95,774	82,950
80th Percentile		74,879	96,217	84,286

	Building Inspector/Zoning Administrator			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	na			
City of Hartford	Building Inspector			95,230
City of Watertown	Zoning Administrator	75,421	96,970	
Village of Hartland	na			
City of Portage	Economic Development/Zoning	66,604	99,930	
Village of Slinger	na			
City of Waupun	na			
City of Elkhorn	Contract Positions			
City of Lake Mills	Bldg Insp/Zoning Admin	73,965	96,138	
City of Pewaukee	Building Inspector	64,147	87,984	
Village of Pewaukee	na			
Village of Sussex	*Contracted*			
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	na			
Village of McFarland	na			
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	na			
City of Stoughton	Building Inspector			100,090
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Building Inspector	86,515	116,353	
Village of Waunakee	na			
City of Whitewater	na			
City of Delavan	na			
City of Monroe	na			
Village of Jackson	Assistant Building Inspector	72,800	104,000	
City of Burlington	na			
Fort Atkinson	Building Inspector	71,959	80,172	75,955
Range Data				
Average		73,242	100,229	
50th Percentile		73,382	98,450	
60th Percentile		73,965	99,930	
65th Percentile		74,329	100,948	
70th Percentile		74,693	101,965	
75th Percentile		75,057	102,983	
80th Percentile		75,421	104,000	

	Assistant City Engineer			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	na			
City of Hartford	Only has Engineering Aide II			
City of Watertown	Assistant City Engineer	94,712	119,429	
Village of Hartland	na			
City of Portage	Engineering Tech	51,288	76,921	
Village of Slinger	na			
City of Waupun	na			
City of Elkhorn	na			
City of Lake Mills	na			
City of Pewaukee	Civil Engineer	73,278	100,526	
Village of Pewaukee	na			
Village of Sussex	na			
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	na			
Village of McFarland	na			
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	na			
City of Stoughton	na			
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	na			
Village of Waunakee	na			
City of Whitewater	na			
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Assistant City Engineer			
Range Data				
Average		73,093	98,959	
50th Percentile		73,278	100,526	
60th Percentile		77,565	104,307	
65th Percentile		79,708	106,197	
70th Percentile		81,852	108,087	
75th Percentile		83,995	109,978	
80th Percentile		86,139	111,868	

	City Engineer			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	City Engineer	98,550	135,138	
City of Hartford	Only has Senior Engineering Technician			
City of Watertown	Civil Staff Engineer	71,240	91,582	
Village of Hartland	na			
City of Portage	na			
Village of Slinger	Village Engineer/Director of PW	102,142	128,314	118,518
City of Waupun	na			
City of Elkhorn	na			
City of Lake Mills	na			
City of Pewaukee	Chief Engineer - Streets & Dev.	91,582	125,590	
Village of Pewaukee	Engineer/Dir. Of PW	98,952	125,236	
Village of Sussex	na			
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	na			
Village of McFarland	na			
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	Civil Engineer	84,448	108,576	
City of Stoughton	na			
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Construction Engineer	86,515	116,353	
Village of Waunakee	na			
City of Whitewater	na			
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	City Engineer			
Range Data				
Average		90,490	118,684	
50th Percentile		91,582	125,236	
60th Percentile		95,763	125,449	
65th Percentile		97,854	125,555	
70th Percentile		98,631	126,135	
75th Percentile		98,751	126,952	
80th Percentile		98,872	127,769	

	Parks, Forestry, and Facilities			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	na			
City of Hartford	Maintenance III			42,120
City of Watertown	na			
Village of Hartland	Maintenance Technician			
City of Portage	Parks Crewperson	47,441	71,162	
Village of Slinger	na			
City of Waupun	na			
City of Elkhorn	na			
City of Lake Mills	na			
City of Pewaukee	Parks Laborer	44,678	61,277	
Village of Pewaukee	na			
Village of Sussex	Parks Crew Member	45,050	65,338	53,500
Village of Cottage Grove	Parks Maintenance Technician			54,080
City of Delafield	na			
Village of DeForest	Parks Crew Member	52,021	75,005	
Village of McFarland	Parks Crew Member	52,312	66,290	56,888
City of Monona	Parks Crew Member	55,167	74,475	63,000
Village of Mount Horeb	Public Services Arborist	48,797	73,195	65,187
Village of Oregon	Parks Crew Person	50,170	64,501	
City of Stoughton	Facilities Maintenance Specialist			72,114
Village of Windsor	Parks Crew Member	47,316	59,380	60,278
City of Beaver Dam	na			
City of Oconomowoc	Only has seasonal positions			
City of Verona	Parks Maintenance Worker	55,660	74,857	
Village of Waunakee	na			
City of Whitewater	Laborer II	45,202	61,022	
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Parks Forestry & Facilities	48,659	54,212	51,361
Range Data				
Average		49,438	67,864	58,396
50th Percentile		48,797	66,290	58,583
60th Percentile		50,170	71,162	60,822
65th Percentile		51,095	72,179	61,775
70th Percentile		52,021	73,195	62,728
75th Percentile		52,166	73,835	63,547
80th Percentile		52,312	74,475	64,312

	Parks & Recreation Foreperson			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Lead Crew Person-Parks	53,976	74,027	
City of Hartford	Parks/Cemetery Crew Leader			67,954
City of Watertown	na			
Village of Hartland	na			
City of Portage	Parks Crew Foreman	55,111	82,655	
Village of Slinger	Parks & Forestry Working Supv.	59,838	78,215	74,297
City of Waupun	na			
City of Elkhorn	na			
City of Lake Mills	Park/Forestry II			53,539
City of Pewaukee	Parks Foreman	59,550	81,682	
Village of Pewaukee	na			
Village of Sussex	na			
Village of Cottage Grove	Parks Maintenance Supervisor			70,517
City of Delafield	na			
Village of DeForest	Foremen			75,504
Village of McFarland	na			
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	na			
City of Stoughton	na			
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Maintenance Worker	55,660	74,857	
Village of Waunakee	PW/Parks Crew Lead	61,672	78,957	
City of Whitewater	na			
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Crewleader (Parks)	52,861	58,893	58,893
Range Data				
Average		57,635	78,399	68,362
50th Percentile		57,605	78,586	70,517
60th Percentile		59,550	78,957	72,029
65th Percentile		59,622	79,638	72,785
70th Percentile		59,694	80,319	73,541
75th Percentile		59,766	81,000	74,297
80th Percentile		59,838	81,682	74,538

	Recreation Supervisor			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Recreation Supervisor	65,104	89,294	
City of Hartford	Recreation Supervisor			55,078
City of Watertown	Recreation Program Manager	58,656	75,400	
Village of Hartland	na			
City of Portage	Rec Coordinator	47,441	71,162	
Village of Slinger	Recreation Supervisor	52,209	70,163	61,505
City of Waupun	na			
City of Elkhorn	Recreation Supervisor	55,848	75,171	61,672
City of Lake Mills	na			
City of Pewaukee	Recreation Supervisor	68,723	94,224	
Village of Pewaukee	na			
Village of Sussex	Recreation Supervisor	55,250	80,132	67,684
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	Recreation Supervisor	62,100		
Village of McFarland	na			
City of Monona	Recreation Supervisor	67,581	91,235	73,500
Village of Mount Horeb	Recreation Director	61,214	91,832	77,522
Village of Oregon	Recreation & Programming Coord.	53,414	68,682	
City of Stoughton	Recreation Supervisor			86,112
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Recreation Director	78,650	105,776	
Village of Waunakee	Rec. Supervisor	75,379	96,512	94,162
City of Whitewater	na			
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Recreation Supervisor	58,145	64,780	64,780
Range Data				
Average		61,659	84,132	72,154
50th Percentile		61,214	84,713	70,592
60th Percentile		62,701	90,459	74,304
65th Percentile		64,503	91,325	75,712
70th Percentile		66,095	91,653	77,119
75th Percentile		67,581	92,430	79,669
80th Percentile		68,266	93,746	82,676

	Parks & Recreation Director			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Dir. of Parks, Recreation, & Forestry	87,381	119,850	
City of Hartford	Parks & Recreation Director			92,894
City of Watertown	Recreation & Parks Director	79,622	102,378	
Village of Hartland	Recreation Director			91,160
City of Portage	Parks & Recreation Director	66,604	99,930	
Village of Slinger	Parks, Recreation, & Forestry Dir.	72,463	93,394	90,708
City of Waupun	Recreation Program Director	53,165	68,349	
City of Elkhorn	Recreation Director	79,227	106,642	84,074
City of Lake Mills	Grounds & Facilities Director	65,836	85,587	
City of Pewaukee	Director of Parks & Recreation	87,027	119,350	
Village of Pewaukee	na			
Village of Sussex	Parks & Recreation Director	80,750	117,116	94,560
Village of Cottage Grove	Director of Parks & Recreation			87,753
City of Delafield	na			
Village of DeForest	Parks & Recreation Director			80,500
Village of McFarland	Parks Superintendent	75,629	102,086	81,474
City of Monona	Parks & Recreation Director	97,777	132,000	122,000
Village of Mount Horeb	na			
Village of Oregon	Parks and Facilities Manager	73,902	95,035	
City of Stoughton	Director Public Works Dept			134,077
Village of Windsor	Parks & Conservancy Manager	70,583	98,586	73,497
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Director of Parks and Urban Forestry	86,515	116,353	
Village of Waunakee	Community Services Director	109,803	140,566	
City of Whitewater	Director of Parks, Rec., and Forestry	80,777	109,049	95,750
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Recreation Director	84,628	90,881	87,245
Range Data				
Average		79,191	106,642	94,037
50th Percentile		79,425	104,510	90,934
60th Percentile		80,750	109,049	92,201
65th Percentile		80,770	114,527	93,144
70th Percentile		83,646	116,735	94,060
75th Percentile		86,643	117,675	94,858
80th Percentile		87,027	119,350	95,512

	Mechanic			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Mechanic	53,976	74,027	
City of Hartford	Equipment Operator/Mechanic			68,064
City of Watertown	Mechanic	54,475	70,034	
Village of Hartland	na			
City of Portage	Mechanic	47,441	71,162	
Village of Slinger	DPW Operator- Mechanic	59,812	73,782	61,276
City of Waupun	Public Works Mechanic	57,512	73,944	
City of Elkhorn	na			
City of Lake Mills	Fleet Mechanic	65,541	78,749	
City of Pewaukee	Mechanic	59,550	81,682	
Village of Pewaukee	Mechanic	54,909	74,127	
Village of Sussex	na			
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	Mechanic			74,006
Village of McFarland	Mechanic	60,882	77,147	70,782
City of Monona	Mechanic	63,161	85,266	79,700
Village of Mount Horeb	Mechanic	48,797	73,195	70,512
Village of Oregon	Mechanic	69,202	88,962	
City of Stoughton	Mechanic			73,882
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	Mechanic			66,602
City of Verona	na			
Village of Waunakee	Fleet Maint Tech/Crew Mbr	65,104	83,325	70,096
City of Whitewater	Parks Mechanic/Maintenance	52,262	70,554	62,651
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Mechanic	52,861	58,893	58,893
Range Data				
Average		58,045	76,854	69,757
50th Percentile		58,531	74,077	70,304
60th Percentile		59,760	76,543	70,620
65th Percentile		60,293	77,868	70,742
70th Percentile		61,110	79,042	71,712
75th Percentile		62,591	80,948	73,107
80th Percentile		63,938	82,339	73,907

	Head Mechanic			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Chief Mechanic	57,678	79,102	
City of Hartford	na			
City of Watertown	na			
Village of Hartland	na			
City of Portage	na	55,111	82,655	
Village of Slinger	na			
City of Waupun	Lead Mechanic			64,465
City of Elkhorn	na			
City of Lake Mills	na			
City of Pewaukee	na			
Village of Pewaukee	Leadman (Street)	54,909	74,127	
Village of Sussex	na			
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	na			
Village of McFarland	na			
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	na			
City of Stoughton	na			
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Lead Mechanic/Fleet Manager	65,000	87,418	
Village of Waunakee	na			
City of Whitewater	na			
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Head Mechanic	57,084	63,598	63,598
Range Data				
Average		58,175	80,826	
50th Percentile		56,395	80,879	
60th Percentile		57,165	81,944	
65th Percentile		57,550	82,477	
70th Percentile		58,411	83,131	
75th Percentile		59,509	83,846	
80th Percentile		60,607	84,560	

	Crewperson (various departments)			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Public Works & Parks Crewperson	47,466	65,083	
City of Hartford	Equipment Operator			63,865
City of Watertown	Mechanic/Parks Maint./Pool Operator	50,294	64,646	
Village of Hartland	DPW Crew			66,465
City of Portage	Crewperson	43,618	65,428	
Village of Slinger	na			
City of Waupun	na			
City of Elkhorn	DPW Crew Member II	52,686	70,907	
City of Lake Mills	Street Maintenance Level 1	51,958	62,400	
City of Pewaukee	na			
Village of Pewaukee	Utility Operator	51,801	69,931	
Village of Sussex	Public Works Crew Member	55,250	80,132	67,253
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	Public Works Crew Member	60,008	75,005	
Village of McFarland	Public Works Crew Member	55,099	69,826	60,278
City of Monona	Public Works Crew Member	55,167	74,475	58,400
Village of Mount Horeb	Public Works Crew Member	48,797	73,195	63,794
Village of Oregon	Crew Person	50,170	64,501	
City of Stoughton	na			
Village of Windsor	Public Works Crew Member	47,316	59,380	57,408
City of Beaver Dam	na			
City of Oconomowoc	DPW Crewperson	54,766	70,408	
City of Verona	na			
Village of Waunakee	Public Works Crew Member	54,787	70,138	
City of Whitewater	na			
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Crewperson (various departments)	52,861	58,893	
Range Data				
Average		51,946	69,030	62,495
50th Percentile		51,958	69,931	63,794
60th Percentile		53,518	70,246	63,836
65th Percentile		54,768	70,458	63,858
70th Percentile		54,783	70,807	64,385
75th Percentile		54,943	72,051	65,165
80th Percentile		55,113	73,451	65,945

Municipality:	Public Works Laborer			
	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	na			
City of Hartford	Recycling Laborer PT			31,815
City of Watertown	General Laborer-Streets	46,093	59,259	
Village of Hartland	DPW Crew			66,465
City of Portage	na			
Village of Slinger	DPW Operator	57,983	71,953	58,271
City of Waupun	Public Works Light Equip. Op.	48,818	62,754	
City of Elkhorn	DPW Crew Member I	49,712	66,893	53,227
City of Lake Mills	na			
City of Pewaukee	na			
Village of Pewaukee	PW Laborer	41,031	55,392	
Village of Sussex	Public Works Crew Member	55,250	80,132	67,253
Village of Cottage Grove	na			
City of Delafield	Laborer			66,464
Village of DeForest	Public Works Crew Member	60,008	75,005	
Village of McFarland	Public Works Crew Member	55,099	69,826	60,278
City of Monona	Public Works Crew Member	55,167	74,475	58,400
Village of Mount Horeb	Public Works Crew Member	48,797	73,195	63,794
Village of Oregon	Public Works Crew Person I	47,133	60,611	
City of Stoughton	na			
Village of Windsor	Public Works Crew Member	47,316	59,380	57,408
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Utility Worker	55,660	74,857	
Village of Waunakee	Public Works Crew Member	54,787	70,138	
City of Whitewater	Laborer II	45,202	61,022	
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Building Maintenance	47,937	53,408	53,408
Range Data				
Average		51,204	67,659	58,337
50th Percentile		49,712	69,826	59,339
60th Percentile		54,912	70,864	61,684
65th Percentile		55,106	72,077	63,266
70th Percentile		55,153	72,947	64,595
75th Percentile		55,209	73,835	65,796
80th Percentile		55,332	74,551	66,464

	Public Works Superintendent			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	na			
City of Hartford	na			
City of Watertown	na			
Village of Hartland	na			
City of Portage	Public Works Superintendent	66,604	99,930	
Village of Slinger	na			
City of Waupun	na			
City of Elkhorn	na			
City of Lake Mills	na			
City of Pewaukee	Streets Superintendent	73,278	100,526	
Village of Pewaukee	Public Works Superintendent	65,398	88,287	
Village of Sussex	na			
Village of Cottage Grove	Streets Superintendent			81,640
City of Delafield	na			
Village of DeForest	Assistant PW Director			100,963
Village of McFarland	Streets & Utilities Supt	83,574	112,819	92,310
City of Monona	Deputy DPW Director	85,402	115,293	99,000
Village of Mount Horeb	na			
Village of Oregon	Assistant Director of PW	90,334	116,126	
City of Stoughton	Assistant PW Director	93,622	121,708	103,387
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Assistant Public Works Director	86,515	116,353	
Village of Waunakee	na			
City of Whitewater	na			
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Superintendent (PW)	84,628	90,881	90,881
Range Data				
Average		80,591	108,880	95,460
50th Percentile		84,488	114,056	99,000
60th Percentile		85,625	115,460	99,785
65th Percentile		86,014	115,751	100,178
70th Percentile		86,404	116,043	100,570
75th Percentile		87,470	116,183	100,963
80th Percentile		88,807	116,262	101,448

	Equipment Operator			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	na			
City of Hartford	Equipment Operator			63,865
City of Watertown	Heavy Equipment Operator	54,475	70,034	
Village of Hartland	na			
City of Portage	na			
Village of Slinger	DPW Operator	57,983	71,953	58,271
City of Waupun	Public Works Heavy Equip. Operator	53,165	68,349	
City of Elkhorn	na			
City of Lake Mills	Water Operator	55,076	66,144	
City of Pewaukee	na			
Village of Pewaukee	Equipment Operator	51,801	69,931	
Village of Sussex	na			
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	na			
Village of McFarland	na			
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	na			
City of Stoughton	Machine Operator	62,691	66,040	63,110
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	na			
Village of Waunakee	na			
City of Whitewater	na			
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Sweeper Operator	50,335	56,080	56,080
Range Data				
Average		55,865	68,742	61,749
50th Percentile		54,776	69,140	63,110
60th Percentile		55,076	69,931	63,261
65th Percentile		55,803	69,957	63,336
70th Percentile		56,529	69,982	63,412
75th Percentile		57,256	70,008	63,487
80th Percentile		57,983	70,034	63,563

	Public Works Operations Crewleader			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Lead Crew Person-Public Works	53,976	74,027	
City of Hartford	Equipment Operator Crew Leader			69,671
City of Watertown	WW Collections Crew Leader	62,878	80,829	
Village of Hartland	DPW Lead			75,196
City of Portage	na			
Village of Slinger	na			
City of Waupun	na			
City of Elkhorn	DPW Lead - Streets OR Parks	59,197	79,685	65,395
City of Lake Mills	na			
City of Pewaukee	Streets Crew Leader	59,550	81,682	
Village of Pewaukee	Leadman (Utility)	54,909	74,127	
Village of Sussex	na			
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	na			
Village of McFarland	na			
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	W/WW Utility Operator III	56,888	73,154	
City of Stoughton	na			
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	PW Lead Worker	65,000	87,418	
Village of Waunakee	PW/Parks Crew Lead	61,672	78,957	
City of Whitewater	Lead Laborer	56,196	75,865	74,833
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Crewleader (PW)	52,861	58,893	
Range Data				
Average		58,919	78,416	71,274
50th Percentile		59,197	78,957	72,252
60th Percentile		59,480	79,539	73,801
65th Percentile		59,975	79,914	74,575
70th Percentile		60,823	80,371	74,869
75th Percentile		61,672	80,829	74,924
80th Percentile		62,155	81,170	74,978

	Public Works Operations Foreperson			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Public Works Foreman	57,678	79,102	
City of Hartford	na			
City of Watertown	Wastewater Operations Foreman	62,878	80,829	
Village of Hartland	DPW Lead			75,196
City of Portage	PW Foreman	55,111	82,655	
Village of Slinger	DPW Working Foreman	59,838	78,215	64,209
City of Waupun	Public Works Working Foreman	57,512	73,944	
City of Elkhorn	na			
City of Lake Mills	Water Foreman	63,752	76,565	
City of Pewaukee	na			
Village of Pewaukee	na			
Village of Sussex	na			
Village of Cottage Grove	na			
City of Delafield	Foreman			83,304
Village of DeForest	na			
Village of McFarland	na			
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	W/WW Utility Operator III	56,888	73,154	
City of Stoughton	na			
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	PW Lead Worker	65,000	87,418	
Village of Waunakee	na			
City of Whitewater	na			
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Public Works Operations Foreperson	58,145	64,780	64,780
Range Data				
Average		59,832	78,985	74,237
50th Percentile		58,758	78,659	75,196
60th Percentile		60,446	79,448	76,818
65th Percentile		61,510	80,052	77,629
70th Percentile		62,574	80,656	78,439
75th Percentile		63,097	81,285	79,250
80th Percentile		63,403	81,925	80,061

	Public Works Operations Supervisor			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	na			
City of Hartford	na			
City of Watertown	na			
Village of Hartland	PW Ops Supervisor			99,730
City of Portage	na			
Village of Slinger	na			
City of Waupun	na			
City of Elkhorn	na			
City of Lake Mills	na			
City of Pewaukee	Utility Superintendent	64,147	87,984	
Village of Pewaukee	Utility Supervisor	65,398	88,287	
Village of Sussex	na			
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	na			
Village of McFarland	na			
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	Wastewater Utility Manager	73,902	95,035	
City of Stoughton	Streets Supervisor			91,499
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Has Utility Superintendent			
Village of Waunakee	PW/Parks Supervisor	75,379	96,512	83,221
City of Whitewater	Has DPW Superintendent (Water)			
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Supervisor (PW)	65,551	73,032	73,032
Range Data				
Average		69,707	91,955	91,483
50th Percentile		69,650	91,661	91,499
60th Percentile		72,202	93,686	93,145
65th Percentile		73,477	94,698	93,968
70th Percentile		74,050	95,183	94,791
75th Percentile		74,272	95,404	95,614
80th Percentile		74,493	95,626	96,438

	Public Works Director			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Dir. of Public Works	98,550	135,138	
City of Hartford	Director of Public Works			93,152
City of Watertown	Director Of Public Works	100,568	129,314	
Village of Hartland	DPW Director			92,374
City of Portage	Public Works Director	83,856	125,807	
Village of Slinger	Village Engineer/Dir. of PW	102,142	128,314	118,518
City of Waupun	Director Public Works	88,005	113,131	
City of Elkhorn	Public Works Director	100,027	134,618	108,264
City of Lake Mills	PW Director	93,350	121,326	
City of Pewaukee	Public Works Dir/City Engineer	114,462	156,957	
Village of Pewaukee	Engineer/Dir. Of PW	98,952	125,236	
Village of Sussex	Public Works Director	93,500	135,600	120,259
Village of Cottage Grove	PW & Utilities Director			135,000
City of Delafield	na			
Village of DeForest	Public Works Director			131,250
Village of McFarland	Director of Public Works	102,045	137,758	115,752
City of Monona	Public Works Director	104,621	141,239	125,000
Village of Mount Horeb	Public Works Director	76,794	115,190	102,045
Village of Oregon	Director of Public Works	110,573	142,147	
City of Stoughton	Public Works Director			134,082
Village of Windsor	Public Works Director	96,922	125,079	96,922
City of Beaver Dam	na			
City of Oconomowoc	Director of Public Works			110,314
City of Verona	Public Works Director	110,400	148,476	143,190
Village of Waunakee	Public Works Director	106,330	136,136	136,136
City of Whitewater	Director of Public Works	93,395	126,083	118,890
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Director of Public Works	104,010	114,671	116,000
Range Data				
Average		98,583	132,086	117,572
50th Percentile		99,490	131,966	118,704
60th Percentile		100,863	135,230	120,259
65th Percentile		102,050	135,627	123,815
70th Percentile		102,132	136,082	128,125
75th Percentile		104,001	137,353	131,958
80th Percentile		105,646	139,847	134,082

	Water/Wastewater Operator			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Wastewater/Water Plant Op.	57,678	79,102	
City of Hartford	Collection System Operator			68,385
City of Watertown	Water Systems Operator	58,656	75,400	
Village of Hartland	DPW Crew			66,465
City of Portage	Water/Wastewater Operator	47,441	71,162	
Village of Slinger	DPW Operator	57,983	71,953	58,271
City of Waupun	PW Light Equipment Operator	53,165	68,349	
City of Elkhorn	Water Operator I	52,686	70,907	54,829
City of Lake Mills	WWTP Operator	55,076	66,144	
City of Pewaukee	Utility Operator	59,550	81,682	
Village of Pewaukee	Utility Operator	51,801	69,931	
Village of Sussex	na			
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	Utility Crew Member	52,021	66,019	
Village of McFarland	na			
City of Monona	na			
Village of Mount Horeb	Wastewater Operator	61,214	91,832	78,270
Village of Oregon	W/WW Utility Operator I	47,133	60,611	
City of Stoughton	Machine Operator	62,691	66,040	63,110
Village of Windsor	Utility Crew Member	52,993	62,994	57,049
City of Beaver Dam	Utility Worker			64,501
City of Oconomowoc	Water Utility Worker	69,834	94,340	81,313
City of Verona	Utility Worker	55,660	74,857	
Village of Waunakee	na			
City of Whitewater	Water/Wastewater Operator	56,196	75,865	
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Water/Wastewater Operator			
Range Data				
Average		55,987	73,364	65,799
50th Percentile		55,660	71,162	64,501
60th Percentile		57,085	73,695	66,072
65th Percentile		57,800	75,074	66,849
70th Percentile		58,118	75,493	67,617
75th Percentile		58,656	75,865	68,385
80th Percentile		59,372	78,455	72,339

Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
	Water/Wastewater Maintenance			
City of Jefferson	na			
City of Hartford	na			
City of Watertown	Water Sys. Maint. & Fac. Foreman	75,421	96,970	
Village of Hartland	DPW Crew			66,465
City of Portage	na			
Village of Slinger	na			
City of Waupun	Public Works Lead Maint. Tech.	57,512	73,944	
City of Elkhorn	na			
City of Lake Mills	na			
City of Pewaukee	na			
Village of Pewaukee	na			
Village of Sussex	na			
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	na			
Village of McFarland	Utilities Maintenance Worker	60,882	77,147	70,845
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	na			
City of Stoughton	na			
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Maintenance Worker	55,660	74,857	
Village of Waunakee	na			
City of Whitewater	na			
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Water/Wastewater Maintenance			
Range Data				
Average		62,369	80,729	
50th Percentile		59,197	76,002	
60th Percentile		60,208	76,689	
65th Percentile		60,713	77,033	
70th Percentile		62,336	79,129	
75th Percentile		64,516	82,103	
80th Percentile		66,697	85,076	

Municipality:	Water/Wastewater Technician			
	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Wastewater Plant Lab Tech.	47,466	65,083	
City of Hartford	WW Laboratory Technician			66,200
City of Watertown	Water Utility Technician	46,093	59,259	
Village of Hartland	DPW Crew			66,465
City of Portage	na			
Village of Slinger	na			
City of Waupun	Public Works Lead Maint. Tech.	57,512	73,944	
City of Elkhorn	Water Operator II	55,848	75,171	66,747
City of Lake Mills	na			
City of Pewaukee	PW Senior Engineering Tech.	64,147	87,984	
Village of Pewaukee	na			
Village of Sussex	na			
Village of Cottage Grove	Utility Operations Technician			63,784
City of Delafield	na			
Village of DeForest	na			
Village of McFarland	na			
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	Utility Technician	56,888	73,154	
City of Stoughton	PW Engineering Technician			77,834
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	na			
Village of Waunakee	na			
City of Whitewater	Only has seasonal roles.			
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Technician (WW)	53,646	59,768	
Range Data				
Average		54,659	72,433	68,206
50th Percentile		56,368	73,549	66,465
60th Percentile		56,888	73,944	66,578
65th Percentile		57,044	74,251	66,634
70th Percentile		57,200	74,558	66,691
75th Percentile		57,356	74,864	66,747
80th Percentile		57,512	75,171	68,964

	Water/Wastewater Specialist			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	na			
City of Hartford	Wastewater Collection Sys. Op.			68,364
City of Watertown	Wastewater Collections Spec.	50,294	64,646	
Village of Hartland	DPW Crew			66,465
City of Portage	na			
Village of Slinger	na			
City of Waupun	na			
City of Elkhorn	Water Operator III	59,197	79,685	72,405
City of Lake Mills	na			
City of Pewaukee	na			
Village of Pewaukee	na			
Village of Sussex	na			
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	na			
Village of McFarland	na			
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	na			
City of Stoughton	na			
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	na			
Village of Waunakee	na			
City of Whitewater	Wastewater Specialist	52,262	70,554	
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Operations Specialist	53,646	59,768	59,768
Range Data				
Average		53,918	71,628	69,078
50th Percentile		52,262	70,554	68,364
60th Percentile		53,649	72,380	69,172
65th Percentile		54,343	73,293	69,576
70th Percentile		55,036	74,206	69,980
75th Percentile		55,730	75,120	70,384
80th Percentile		56,423	76,033	70,788

Municipality:	Water/Wastewater Foreperson Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Chief Wastewater Plant Operator	61,402	84,198	
City of Hartford	Wastewater Crew Leader			73,682
City of Watertown	Water Operations Foreman	62,878	80,829	
Village of Hartland	DPW Leadman			85,717
City of Portage	Water/Wastewater Foreperson	58,240	74,880	
Village of Slinger	na			
City of Waupun	Public Works Working Foreman	57,512	73,944	
City of Elkhorn	Water Operator in Charge	66,518	89,523	76,419
City of Lake Mills	Waste Water Foreman	63,752	76,565	
City of Pewaukee	na			
Village of Pewaukee	na			
Village of Sussex	na			
Village of Cottage Grove	na			
City of Delafield	Foreman			83,304
Village of DeForest	na			
Village of McFarland	na			
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	W/WW Utility Operator III	56,888	73,154	
City of Stoughton	na			
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	PW Lead Worker	65,000	87,418	
Village of Waunakee	PW/Parks Crew Lead	61,672	78,957	
City of Whitewater	Lead Laborer	56,196	75,865	
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Foreperson (WW)	58,145	64,780	64,780
Range Data				
Average		61,006	79,533	79,781
50th Percentile		61,537	77,761	79,862
60th Percentile		62,155	79,706	81,927
65th Percentile		62,697	80,548	82,960
70th Percentile		63,140	81,840	83,546
75th Percentile		63,534	83,356	83,907
80th Percentile		64,002	84,842	84,269

	Water/Wastewater Superintendent			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	WWTP Superintendent	87,381	119,850	
City of Hartford	WWTP Superintendent			129,272
City of Watertown	Water/Wastewater Utilities Mgr.	96,387	123,926	
Village of Hartland	na			
City of Portage	Utility Superintendent	90,000	115,000	
Village of Slinger	Utilities Superintendent	70,523	97,041	96,283
City of Waupun	na			
City of Elkhorn	W/WW Superintendent	79,227	106,642	92,830
City of Lake Mills	na			
City of Pewaukee	Utility Manager	82,430	113,048	
Village of Pewaukee	na			
Village of Sussex	na			
Village of Cottage Grove	Utility Superintendent			86,507
City of Delafield	na			
Village of DeForest	na			
Village of McFarland	na			
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	Water Utility & Sewer Collections Mgr.	73,902	95,035	
City of Stoughton	na			
Village of Windsor	Utility Manager	70,013	105,031	73,260
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Utility Superintendent	78,650	105,776	
Village of Waunakee	na			
City of Whitewater	Water/Wastewater Superintendent	75,123	101,416	97,110
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Superintendent (WW)	84,628	90,881	87,245
Range Data				
Average		80,364	108,276	95,877
50th Percentile		78,939	106,209	94,557
60th Percentile		80,508	109,204	96,283
65th Percentile		81,950	112,087	96,490
70th Percentile		83,916	113,634	96,697
75th Percentile		86,143	114,512	96,903
80th Percentile		87,905	115,970	97,110

	Telecommunicator			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Dispatchers	50,232	68,890	
City of Hartford	na			
City of Watertown	911 Dispatcher	54,475	70,034	
Village of Hartland	na			
City of Portage	na			
Village of Slinger	na			
City of Waupun	Dispatcher	39,520	49,920	
City of Elkhorn	na			
City of Lake Mills	na			
City of Pewaukee	na			
Village of Pewaukee	na			
Village of Sussex	na			
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	na			
Village of McFarland	na			
City of Monona	Police/Emergency Dispatcher	59,028	79,688	64,000
Village of Mount Horeb	na			
Village of Oregon	na			
City of Stoughton	Dispatcher	52,333	56,597	
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	na			
Village of Waunakee	na			
City of Whitewater	Dispatcher II	42,038	56,751	
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Telecommunicator	46,473	51,777	
Range Data				
Average		49,604	63,646	
50th Percentile		51,282	62,820	
60th Percentile		52,333	68,890	
65th Percentile		52,868	69,176	
70th Percentile		53,404	69,462	
75th Percentile		53,940	69,748	
80th Percentile		54,475	70,034	

	Police Lieutenant			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Police Lieutenant	76,274	104,582	
City of Hartford	na			
City of Watertown	Has Police Sergeant			
Village of Hartland	Lieutenant			105,033
City of Portage	Police Lieutenant	66,604	99,930	
Village of Slinger	Police Lieutenant	92,000	110,416	96,000
City of Waupun	Police Lieutenant	88,005	113,131	
City of Elkhorn	na			
City of Lake Mills	Police Lieutenant			115,000
City of Pewaukee	na			
Village of Pewaukee	Has Police Sergeant			
Village of Sussex	*Contracted*			
Village of Cottage Grove	Only has Sergeant			91,828
City of Delafield	Police Lieutenant			107,830
Village of DeForest	Police Lieutenant			106,250
Village of McFarland	Police Lieutenant	92,331	124,654	
City of Monona	Police Lieutenant	91,381	123,364	110,250
Village of Mount Horeb	Police Lieutenant	76,794	115,190	101,920
Village of Oregon	Lieutenant	104,894	110,406	
City of Stoughton	Police Lieutenant	115,000	119,000	
Village of Windsor	na			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Police Lieutenant	96,000	129,109	
Village of Waunakee	Police Lieutenant	102,877	131,706	113,610
City of Whitewater	na			
City of Delavan	na			
City of Monroe	na			
Village of Jackson	Police Lieutenant			105,000
City of Burlington	Police Lieutenant			112,570
Fort Atkinson	Police Lieutenant	81,945	87,359	
Range Data				
Average		91,105	116,499	105,935
50th Percentile		92,000	115,190	106,250
60th Percentile		92,331	119,000	107,830
65th Percentile		94,166	121,182	109,040
70th Percentile		96,000	123,364	110,250
75th Percentile		99,438	124,009	111,410
80th Percentile		102,877	124,654	112,570

	Police Captain			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Police Captain	83,678	114,774	
City of Hartford	Police Captain	112,320	117,104	
City of Watertown	Police Captain	83,803	107,765	
Village of Hartland	Deputy Chief of Police	120,000		136,606
City of Portage	Police Captain	70,451	105,689	
Village of Slinger	Police Captain	97,000	117,000	103,000
City of Waupun	Deputy Police Chief	92,331	118,706	
City of Elkhorn	Police Captain	83,990	113,027	102,378
City of Lake Mills	Has Lieutenant only			
City of Pewaukee	na			
Village of Pewaukee	Deputy Chief	97,183	118,975	
Village of Sussex	*Contracted*			
Village of Cottage Grove	Deputy Chief			112,500
City of Delafield	Has Lieutenant only			
Village of DeForest	Police Captain			117,300
Village of McFarland	na			
City of Monona	Police Captain	97,777	132,000	127,000
Village of Mount Horeb	Deputy Chief	85,000		
Village of Oregon	Has Lieutenant only			
City of Stoughton	Has Lieutenant only			
Village of Windsor	Contracted			
City of Beaver Dam	na			
City of Oconomowoc	Police Captain	110,531	142,376	
City of Verona	Has Lieutenant only			
Village of Waunakee	Has Lieutenant only			
City of Whitewater	Police Captain	80,778	109,050	
City of Delavan	na			
City of Monroe	Police Captain	95,483	122,227	
Village of Jackson	Has Lieutenant only			
City of Burlington	Has Lieutenant only			
Fort Atkinson	Police Captain	86,567	95,919	
Range Data				
Average		93,595	118,224	116,464
50th Percentile		93,907	117,052	114,900
60th Percentile		96,697	118,065	117,300
65th Percentile		97,082	118,746	119,725
70th Percentile		97,242	118,894	122,150
75th Percentile		97,629	119,788	124,575
80th Percentile		102,879	121,577	127,000

	Police Chief			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Police Chief	94,848	130,062	
City of Hartford	na			
City of Watertown	Police Chief	100,568	129,314	128,066
Village of Hartland	Chief			140,567
City of Portage	Police Chief	83,856	125,807	
Village of Slinger	Police Chief	102,000	125,818	110,000
City of Waupun	Police Chief	105,373	135,491	
City of Elkhorn	Police Chief	100,027	134,618	124,363
City of Lake Mills	Police Chief	83,096	107,994	100,000
City of Pewaukee	na			
Village of Pewaukee	Police Chief	98,952	125,236	
Village of Sussex	*Contracted*			
Village of Cottage Grove	Chief of Police			135,037
City of Delafield	Police Chief			129,797
Village of DeForest	Police Chief			133,600
Village of McFarland	Police Chief	102,045	137,758	
City of Monona	Police Chief	104,621	141,239	131,000
Village of Mount Horeb	Police Chief	86,008	129,002	116,480
Village of Oregon	Chief of Police	118,373	152,194	135,283
City of Stoughton	Police Chief			134,534
Village of Windsor	Contracted			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Police Chief	110,400	148,476	143,190
Village of Waunakee	Police Chief	120,058	153,670	142,688
City of Whitewater	Police Chief	93,395	126,084	122,000
City of Delavan	na			
City of Monroe	Police Chief			126,000
Village of Jackson	Police Chief			115,000
City of Burlington	Police Chief			130,458
Fort Atkinson	Chief of Police	100,981	111,331	111,331
Range Data				
Average		100,241	133,517	127,670
50th Percentile		100,568	130,062	130,127
60th Percentile		102,018	134,967	131,520
65th Percentile		102,302	135,718	133,647
70th Percentile		104,106	137,305	134,441
75th Percentile		104,997	139,499	134,912
80th Percentile		106,378	142,686	135,185

	Fire Division Chief			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	na			
City of Hartford	na			
City of Watertown	Deputy Chief-Fd	87,984	113,131	
Village of Hartland	na			
City of Portage	Fire Captain/EMS	74,274	111,424	
Village of Slinger	na			
City of Waupun	na			
City of Elkhorn	Assistant Fire Chief	74,734	100,589	77,771
City of Lake Mills	na			
City of Pewaukee	Division Chief - EMS	82,430	113,048	
Village of Pewaukee	na			
Village of Sussex	na			
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	na			
Village of McFarland	na			
City of Monona	na			
Village of Mount Horeb	na			
Village of Oregon	na			
City of Stoughton	Deputy Chief-EMS			97,386
Village of Windsor	Contracted			
City of Beaver Dam	na			
City of Oconomowoc	Assistant Chief	119,942	140,531	
City of Verona	Battalion Chief	86,515	116,353	
Village of Waunakee	na			
City of Whitewater	Asst Chief-Fire	69,865	94,317	
City of Delavan	First Asst Chief-Fire			
City of Monroe	na			
Village of Jackson	Assistant Chief			52,000
City of Burlington	na			
Fort Atkinson	Fire Division Chief	67,471	74,387	
Range Data				
Average		85,106	112,770	75,719
50th Percentile		82,430	113,048	77,771
60th Percentile		84,881	113,098	81,694
65th Percentile		86,107	113,123	83,656
70th Percentile		86,809	113,776	85,617
75th Percentile		87,250	114,742	87,578
80th Percentile		87,690	115,709	89,540

	Fire Chief/Emergency Management Director			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
City of Jefferson	Fire Chief/EMS Director	94,848	130,062	
City of Hartford	Chief of Fire and Rescue	97,000	107,000	
City of Watertown	Chief Of Fire/Emergency Operations	100,568	129,314	
Village of Hartland	Chief			103,576
City of Portage	Fire Chief/EMS Director	78,121	117,183	
Village of Slinger	na			
City of Waupun	Fire Chief/Emergency Gov. Dir.	88,005	113,131	
City of Elkhorn	Fire Chief/EMS Director	89,024	119,808	96,366
City of Lake Mills	Fire Chief	83,096	107,994	
City of Pewaukee	Fire Chief	109,886	150,696	
Village of Pewaukee	na			
Village of Sussex	Fire Chief	92,508	104,982	92,588
Village of Cottage Grove	na			
City of Delafield	na			
Village of DeForest	na			
Village of McFarland	Fire & Rescue Chief	102,045	137,758	134,264
City of Monona	Fire Chief	104,621	141,239	113,000
Village of Mount Horeb	na			
Village of Oregon	Fire Chief			114,250
City of Stoughton	EMS/Fire Chief			117,853
Village of Windsor	Contracted			
City of Beaver Dam	na			
City of Oconomowoc	na			
City of Verona	Fire Chief	110,400	148,476	
Village of Waunakee	na			
City of Whitewater	Fire Chief	86,858	117,258	
City of Delavan	na			
City of Monroe	na			
Village of Jackson	na			
City of Burlington	na			
Fort Atkinson	Fire Chief/EM Director	96,828	107,878	107,878
Range Data				
Average		95,152	124,992	110,271
50th Percentile		94,848	119,808	113,000
60th Percentile		97,714	129,463	113,750
65th Percentile		99,854	129,913	114,125
70th Percentile		101,159	133,141	114,971
75th Percentile		102,045	137,758	116,051
80th Percentile		103,591	139,847	117,132

Date: **January 12, 2026**

To: **Board of Trustees of the Dwight Foster Public Library**

From: **Minetta Lippert, Library Director**

Subject: **Phone System Replacement**

Background

The library currently has two analog Centrex phone lines from AT&T. The library needs to update the analog phone lines by April 30, 2026. The library has had the same physical phones since the building renovation in 2011. Many other City departments switched to VOIP phones in 2022. The phone replacement project was included as a CIP project in 2026 with the understanding that the cost will be reimbursed by the library's trust held at Edward Jones.

Discussion

Library staff sought proposals for the phone system replacement project from four companies: AT&T, Gordon Flesch, Ignatek, and Rhyme.

Option 1: Ignatek
Installation cost estimate: $5,563.33
Ongoing monthly cost estimate: $170.33
Notes: Ignatek's proposal would move the library's phone system to the same 3CX phone system used by the rest of the City. Ignatek would install 11 new phones in the library, connect the library to the City's fiber network, and replace the Meraki switch with a Ubiquiti switch.

Option 2: AT&T
Installation cost estimate: $500
Ongoing monthly cost estimate: $258.50
Notes: In addition to the monthly VOIP phone cost, the library would also need to arrange and pay for an additional internet source because Bridges Library System prefers that libraries not run VOIP over the TEACH Network.

Option 3: Gordon Flesch Company
Installation cost estimate: $938.67
Ongoing monthly cost estimate: $355.57
Notes: In addition to the monthly phone cost, the library would also need to arrange and pay for an additional internet source because Bridges Library System prefers that libraries not run VOIP over the TEACH Network.

Option 4: Rhyme

Phone System Replacement

Installation cost estimate: $1,102.78
Ongoing monthly cost estimate: $239.56
Notes: In addition to the monthly phone cost, the library would also need to arrange and pay for an additional internet source because Bridges Library System prefers that libraries not run VOIP over the TEACH Network.

Comparing the four different proposals, one can see that Ignatek's proposal has the highest up front cost and the lowest monthly cost. One should also consider that Ignatek's proposal includes solutions to the internet source and end-of-life Meraki hardware problems. If the library pursued working with AT&T, Gordon Flesch, or Rhyme on the phone project, the library would still need to solve the internet source and end-of-life switch hardware problems. These solutions cost $1,203 and are included in Ignatek's phone proposal. Considering the one-time upfront expenses plus recurring monthly payments, Ignatek's overall cost would be lower than Gordon Flesch's overall cost after 1.5 years and lower than AT&T's and Rhyme's overall costs after 4 years.

Finally, Ignatek's proposal would bring the library in step with other City departments by moving the library's phone system to the City's phone system.

For the reasons listed above, library staff recommends working with Ignatek for the phone system replacement project.

Financial Analysis

The library budgeted $5,000 in the City of Fort Atkinson's 2026 Capital Improvement Plan for the phone system replacement project. Ignatek's installation cost estimate is $563.33 above this cost. However, the installation cost also includes connecting the library to the City's fiber network and replacing the end-of-life Meraki switch hardware.

The Library Board approved replacing the end-of-life Meraki switch and access points in February 2025 for the cost of $5,433.90. However, library staff never made that purchase because Ignatek was continuing to look for discounts or a more affordable option that would still suit the library's needs.

Recommendation

Library staff recommends working with Ignatek to replace the library's phone system for a cost of $5,563.33 and reimbursing the expense with funds from the library's trust at Edward Jones.

Attachments

1. AT&T Dwight Foster Public Library- Fort Atkinson Library Proposal
2. Gordon Flesch Dwight Foster Public Library unified Voice Proposal

Phone System Replacement

3. Ignatek VOIP Phone System
4. Rhyme Phone Systems Quote for Dwight Foster Library

Phone System Replacement

AT&T Lead Client Solutions Executive

Raul Delgado

Phone: 312.982.6761

Email: *RD9616@ATT.COM*

Date:	Expires:
8/20/2025	**9/19/2025**

ADI Dedicate Fiber with Voice		Monthly Cost	One-Time Cost	Qty	Term	Total
209 Merchants Avenue **Fort Atkinson**, WI 53538	10M w 5CC	$447.81	$199.00	1	36 Month	$490.65
Centrex - Analog to Fiber	20M w 5CC	$504.54	$199.00	1	36 Month	$550.15
	50M w 5CC	$580.45	$199.00	1	36 Month	$628.65
			$199			

AT&T Business Voice option		Monthly Cost	One-Time Cost	Qty	Term	Total
Elevator Line		$60.00			36 Month	$60.00
	LTE	$10.00		1	36 Month	$10.00
		RATE PLAN TOTAL:				**$70.00**

Office @ Hand Hosted Phones	Monthly Cost	Optional Install	Qty	Term	Total
Office @ Hand Hosted Phones	$23.50		11	36 Month	$258.50
		$500.00			
	RATE PLAN TOTAL:				**$258.50**

Prepared by: Dan Fearday

danf@dmsstl.com

314-850-4787

		Option 1	$0.00
		Option 2	$0.00

GORDON FLESCH COMPANY

Prepared for:

Dwight Foster Public Library
209 Merchants Ave
Fort Atkinson, WI
53538-2201, United States

Provided by:

Jon Hanson
jhanson@gflesch.com
608.441.6517

Confidential Service Proposal for Business Cloud Communications Solutions

A Leading, Proprietary, AI-Powered Cloud Communication, Collaboration, and Productivity Platform with Advanced Security & Compliance

VOICE
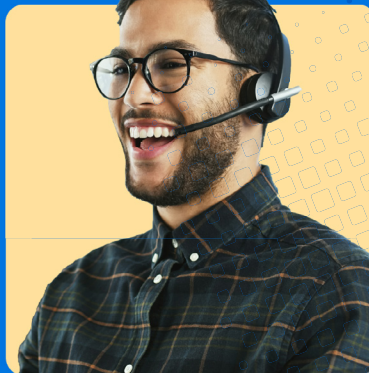
CONTACT CENTER

VIDEO MEETINGS
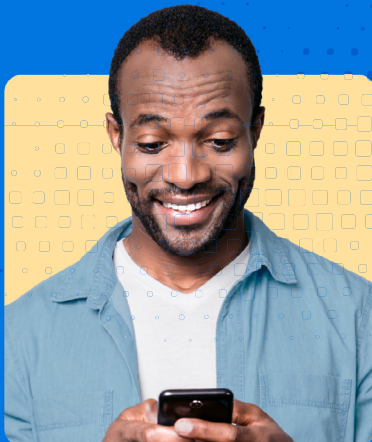
CHAT/SMS

FILE COLLABORATION

ARCHIVING

ELEVATE | **Microsoft Teams**

Elevate for Microsoft Teams Advanced is an easy-to-use cloud-based communication platform that helps employees to be more productive and collaborative by providing an enterprise-grade, cloud-based phone system directly inside of Microsoft Teams. For a seamless experience inside of Teams, use Teams for collaboration tasks such as chat, meetings, and file sharing and use Elevate for communication features like calling, queuing, and SMS.

PHONE SYSTEM

DESKTOP

ARCHIVING

SMS

MOBILE

ELEVATE

PRESENCE INDICATOR

AI
ARTIFICIAL INTELLIGENCE

FAX
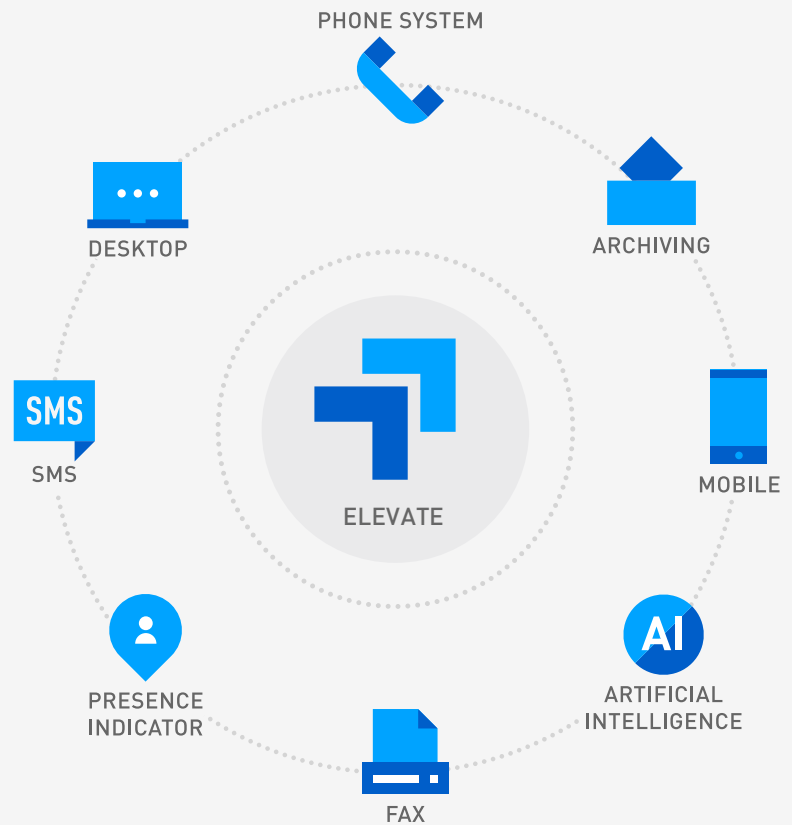
ELEVATE FOR TEAMS ADVANCED INCLUDES

- 100+ enterprise-grade calling features
- Free local and long distance calling to the US, Canada and up to 33 countries
- Pre-programmed, plug and play desk phones simplify installation
- Easy to use Business SMS
- CRM integrations such as Salesforce, ServiceNow, and more
- Changes to system settings, devices, or users can be performed by phone administrators online

- The Elevate Teams Embedded App integrates with company directory, showing employee availability and enabling click-to-call
- The Elevate Mobile App maintains business continuity, keeping you connected on the go with all Elevate phone features

Benefits to Your Business

INCREASED PRODUCTIVITY

Elevate makes a more productive workforce.

- Utilize Teams for collaboration features such as chat, meetings, and file sharing and Elevate for calling and SMS
- Virtually anywhere, anytime, and on any device - creates a more flexible workforce
- Advanced routing ensures the right call gets to the right person or department 24/7

LOWER COSTS

No phone system hardware to buy, install, manage, upgrade or replace.

- Reduces infrastructure and operating costs with no additional hardware to buy
- Consolidates voice and data onto one platform without a Teams Phone license
- Free local and long distance calling to the US, Canada and up to 33 countries
- 100+ enterprise-grade calling features INCLUDED in the service

HIGH RELIABILITY

The Elevate voice network is purpose-built for reliability.

- Proprietary VoIP tests help ensure a reliable connection and high voice quality
- Redundant East/West datacenters increase reliability and reduce latency

SIMPLIFIED SCALING & MANAGEMENT

Elevate scales according to the needs of any business.

- Order service according to the number of users; no guessing number of lines needed

- Ordering additional service is easy & can be done online; no technician or special expertise required

- Manage service and features using user-friendly control panel portal

- Scales easily as your business grows

BUSINESS CONTINUITY

Never miss an important business call.

- Elevate automatically rings all your end points (desk phone, mobile, etc.) with every call and in the event that you don't answer, it routes the call to any number you choose (branch office, automated attendant, mobile number, etc.)

- Combine Elevate and Teams for a layer of redundancy, ensuring you can still make calls via the mobile or web app if Teams loses connectivity

The Business-Class Features You Deserve

100+ ENTERPRISE-LEVEL FEATURES INCLUDED

- Call Forwarding
- Call Park
- Call Transfer
- Do Not Disturb
- Call Recording

- 3-way Calling
- Caller ID
- Extension Dialing
- HD Audio
- Call Waiting

- Receptionist Routing
- Music on Hold
- Spam Caller Protection
- Click to call from Chrome browser

... and many more

VOICEMAIL

- Voicemail to email via WAV file
- SMS notifications
- Auto-delete of voicemail after 90 days
- Change personal greeting
- Remote voicemail access
- Voicemail transcription

ARCHIVING FOR ELEVATE

- 30-days rolling Archiving retention included
- Have continual historical access to your company's last 30 days of Elevate calls and SMS free as part of your Elevate solution

CALL FLIP

- Allows the user to seamlessly move an active call from the desktop phone to a mobile phone or vice versa
- Flip calls multiple times during one conversation

CALL CENTER

- Easily group users to deliver calls
- Route calls based on rules
- Easily monitor, whisper or barge into a call
- View real-time call statistics on a PC or big screen

PERSONAL OR COMPANY TEXTING

- Send business SMS to individuals or groups from within the Elevate For Teams Advanced embedded app

- Engage with clients who prefer SMS, expanding your communication channels beyond email and voice calls

- Manage all business communications, including SMS, in one place

WEBFAX

- Users receive, view, manage faxes via the web, or as email attachments

- Users may send faxes from any Internet-connected PC

- Does not require an additional phone line

Apps/Productivity Included with Elevate for Teams Advanced

ELEVATE FOR TEAMS ADVANCED APP

The Elevate For Teams Advanced desktop app brings essential collaboration and communication tools together, making teamwork easier than ever. Seamlessly combine your telephony experience across Microsoft Teams' collaboration features, such as chat, meetings and file sharing, along with Elevate's advanced telephony capabilities and business SMS, all while enjoying easy setup and local support.

A Simplified Single-App Experience
Teams users can use Elevate for SMS and to make calls within the familiar Teams app.

Microsoft Teams for Collaboration
Use Teams collaboration tools to manage chat, file sharing, and video meetings.

Elevate for Communications
Enhance your business communication with our enterprise-grade phone system featuring advanced call routing and integrated SMS.
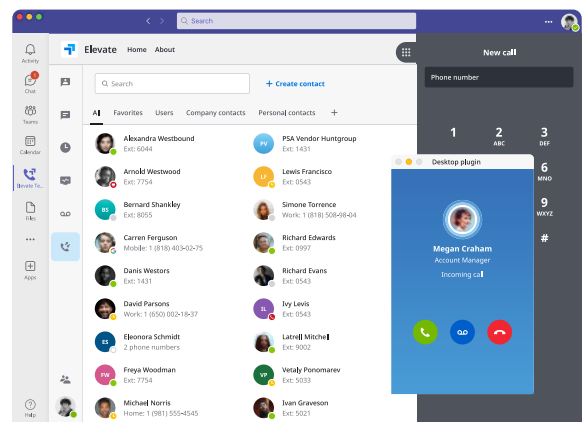
ELEVATE MOBILE APP

This powerful mobile application transforms your phone into an essential collaboration tool, making teamwork on-the-go easier than ever. See who is available, send and receive SMS messages using the business phone number, place calls and read/listen to voicemails - anytime, anywhere.

Never Miss Important Calls
Extend your business phone number and extension to your mobile phone, so you can place and receive calls on-the-go or even transfer calls from your desktop phone to your mobile device—seamlessly, without interruption.
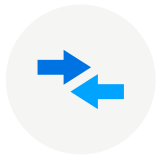
ELEVATE EXTEND

Elevate Extend is an integrations platform that connects powerful voice, chat, video meetings and contact center functionalities into everyday business applications like Google®, Microsoft®, Salesforce®, and more — driving higher productivity and increasing customer retention with no heavy costs.

Increase Employee Productivity
Embed communications into everyday business applications across various teams to streamline business workflows and maximize employee efficiency.

Drive Customer Retention and Increase Revenue
Combine powerful communication capabilities with relevant customer data to ensure sales and support teams have the right information at the right time.

No Heavy IT Investment
Our integrations are easy to use and easy to deploy, with no heavy training or implementation costs required.

Integrations Packages:

Office 365   Outlook   ELEVATE® CRM SCREEN POPS

slack   G Suite   Microsoft Teams

ZOHO   sugarcrm   zendesk

servicenow   Microsoft Dynamics 365   salesforce

ORACLE® NETSUITE

GFC COMPANY OVERVIEW

In 1956, an entrepreneur named Gordon Flesch left the Royal Typewriter Company to take over a small 3M dealership selling what was, at the time, va breakthrough technology, the Thermo-Fax copier. In those early days Gordon Flesch not only sold the machines, but he was also their sole repairman as well. And he offered something else: **a commitment to uncompromising service** and to loyal customer relationships that grew out of that "do whatever it takes" approach.

Today, GFC has a network of **29 offices, in 6 states**, employing over 650 associates. The company continues as a vital, family-owned enterprise led by third generation Flesch family members, Patrick and Mark. They moved into senior leadership roles, ensuring that the ideals and spirit of our company's founder will be preserved. The company's breadth of products and services has diversified as well, as new technologies and workplace changes have created demand for more integrated, networked solutions.
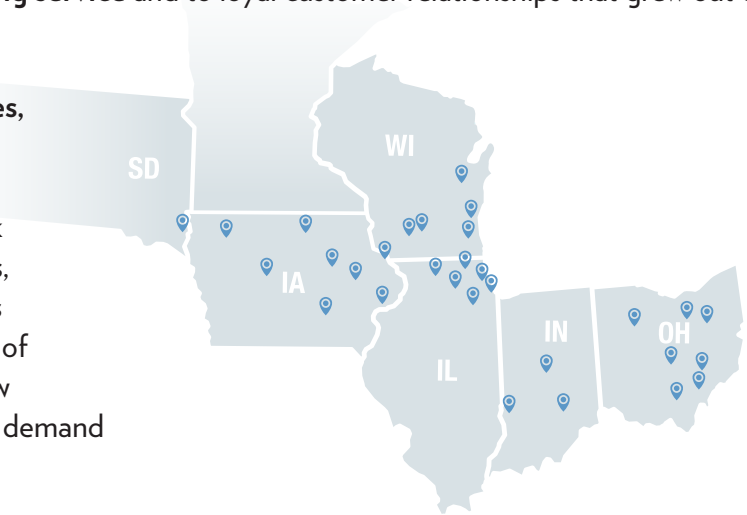
GFC PROFESSIONAL SERVICES

Personalized Client Onboarding

Personalized, live and online training is provided by our **dedicated, local onboarding team** andcustomized to your system usage. Videos for impromptu system training needs are also included.Onboarding is the responsibility of our Elevate support operations, and provides for:

- Dedicated project manager
- Management of the number porting process
- Configuration of all call routing and call-handling requirements, including hunt groups and auto-attendants
- Shipping of pre-configured handsets, for easy plug-in and activation
- Onsite support, to answer questions and identify any issues

24/7 Help Desk Support

GFC's Managed IT division, Elevity will be supporting Elevate Managed Voice Services and are located in our **Appleton, WI facility**. In addition, after hours calls are answered by Elevate's manufacturer in California, for full **100% onshore, 24/7 coverage**. When you need support, we're here to help!

Help Desk service from Elevity includes unlimited support for:
- Diagnostics, troubleshooting and resolution of Elevate service issues
- Client questions on how to use your Elevate system
- Changes to the system, whether it's adding, deleting or moving users or requesting changes to how the system is working

Prepared for

Dwight Foster Public Library
209 Merchants Ave
Fort Atkinson, WI
53538-2201, United States

Provided by

Jon Hanson
jhanson@gflesch.com
608.441.6517

GORDON FLESCH COMPANY

Summary of services

Description	One-time	Monthly
Services		
Unified Communications Services	$10.00	$268.96
Equipment	$68.33	
Shipping	$33.50	
Professional services & other items		
Onboarding	$825.00	
Support		$22.00
Subtotal	$936.83	$290.96
Surcharges & Other fees		$64.61
Estimated taxes	$1.84	
TOTAL	**$938.67**	**$355.57**

Details

Main location   209 Merchants Ave, Fort Atkinson, Wisconsin 53538-2201

Description	Quantity		
Unified Communications Services			
Elevate Essentials	11		
Includes Cloud PBX with unlimited local and long-distance calling, calls to 23 countries, connection of 1 phone device, including mobile and desktop apps, Chat, SMS/MMS (25 included, overage rates apply), File Sharing (5 GB/user), Video Meetings (up to 25 participants) and 30-days Archiving.			
Archiving: 3 Year Retention	11		
For rolling retention period of 2 or 3 years.			

Notes:
• Your first bill may look different than other bills. It may include: (1) one-time fees and prorated charges for new services added during the prior month, (2) full charges for the next month, (3) applicable usage charges, as well as (4) associated taxes and fees.
• Hardware provided on promotion is amortized over a 12-month period. Penalties on hardware for early cancellation of an account are calculated based on the percentage of the term remaining at the time of cancellation.
• Shipping charges may be estimates only and are subject to change. Actual shipping charges will be calculated at the time the order is placed.
• Taxes and fees are based on service address and can differ by address.

Description	Quantity		
Geographic (local) Number One local number is included for each UC user, WebFax, Auto Attendant and Resource/Fax line that is created	2		
Local Number Porting Fee	2		
Resource Line (pay per use) Used to enable common area phones such as conference or lobby phones, all outbound calls are charged pay per use.	1		
Fax Line (pay per use) Used to enable fax machines, all outbound fax calls are charged pay per use.	1		
Equipment			
Grandstream HT801 ATA The HT801 Adapter connects to your existing fax machine allowing you to send and receive faxes through the Cloud Phone System.	1		
Yealink T33G Desk Phone An IP desk phone with Color LCD display, superb sound quality, and a wide range of business telephony features. Includes 4 physical line keys configurable for phone calls, presence, and speed dial.	11		

IGNATEK

We have prepared a quote for you

VOIP phones system V2

Quote # 004113
Version 1

Prepared for:

Dwight Foster Public Library

Minetta Lippert
minetta@fortlibrary.org

Prepared by:

Ignatek LLC

Trever Brandenburg
Trever@ignatek.com

IGNATEK

Thursday, December 11, 2025

Dwight Foster Public Library
Minetta Lippert
209 Merchants Avenue
Fort Atkinson, WI 53538
minetta@fortlibrary.org

Dear Minetta,

Minetta,

Attached you will find, the proposal to move the Libraries phone system to the City's phone system. The monthly phone bill will $170.33 per month.

We will need to get new phones. Jared had quoted 11 new phones the total on that is $1,265.00 for all new phones.

Jared, had mentioned you wanted to make this a capital for next year. I could help out by doing the phone system this year but delay billing until next year.

Please let me know your thoughts.

This new quote will get us to the city fiber as well. There is some one time purchase hadware.

*****THIS QUOTE DOES NOT INCLUDE THE FCC TAXES************

ALL PRODUCT HAS A 1 YEAR MANUFACTURER WARRANTY, LABOR IS NOT COVERED DURING THE 1 YEAR WARRANTY PERIOD. HARDWARE ONLY

THIS QUOTE IS FOR HARDWARE AND INSTALLATION ONLY

THIS DOES NOT INCLUDE ANNUAL SERVICE.

Trever Brandenburg
Owner
Ignatek LLC

Hardware

Description		Price	Qty	Ext. Price
GXP2135	**Grandstream: IP Phone with up to 8 lines** Grandstream: IP Phone with up to 8 lines	$115.00	11	$1,265.00
IGN-Raspberry Pi	**Raspberry Pi** Mini phone server.	$225.00	1	$225.00
USW-PRO-48-POE	**Ubiquiti Layer 3 Switch** Ubiquiti Layer 3 Switch - 48 Ports - Manageable - 3 Layer Supported - Modular - Optical Fiber, Twisted Pair - 1U High - Rack-mountable - 1 Year Limited Warranty	$1,099.00	1	$1,099.00
1MSingle	**1M Singlemode Duplex Fiber Optic Cable (9/125) - LC/APC to LC/UPC**	$26.00	2	$52.00
Optical Transciever	**1000BASE-BX-U SFP BiDi 1310nm-TX/1490nm-RX 10km DOM Simplex LC/UPC SMF Optical Transceiver Module for FS Switche**	$26.00	2	$52.00

	Subtotal	$2,693.00

Services

Description		Recurring	Price	Qty	Ext. Recurring	Ext. Price
IG-TELECOM	**-Simultaneous virtual call-Numbers ported-E911-Virtual Fax-Cloud hosting**	$170.33	$0.00	1	$170.33	$0.00
IGN-Labor	**Build and configure phones system-Install phones system-Train(ONE TIME SYSTEM BUILD CHARGE)** Ignatek hourly labor	$0.00	$2,700.00	1	$0.00	$2,700.00
IG-TELECOM	**-First months bill** -Simultaneous virtual call -Numbers ported -E911 -Virtual Fax -Cloud hosting	$0.00	$170.33	1	$0.00	$170.33

	Recurring Subtotal	$170.33
	Subtotal	$2,870.33

IGNATEK

VOIP phones system V2

Quote Information:

Quote #: 004113

Version: 1
Delivery Date: 12/11/2025
Expiration Date: 01/06/2026

Prepared for:

Dwight Foster Public Library

209 Merchants Avenue
Fort Atkinson, WI 53538
Minetta Lippert
(920) 563-7790
minetta@fortlibrary.org

Prepared by:

Ignatek LLC

Trever Brandenburg
(608) 314-0895
Trever@ignatek.com

Quote Summary

Description	Amount
Hardware	$2,693.00
Services	$2,870.33
	Total: $5,563.33

Recurring Expenses Summary

Description	Amount
Services	$170.33
	Recurring Total: $170.33

Taxes, shipping, handling and other fees may apply. We reserve the right to cancel orders arising from pricing or other errors.

Ignatek LLC

Signature: _____

Name: Trever Brandenburg

Title: Owner

Date: 12/11/2025

Dwight Foster Public Library

Signature: _____

Name: Minetta Lippert

Date: _____

Rhyme

Confidential Service Proposal for Business Cloud Communications Solutions

A Leading, Proprietary, AI-Powered Cloud Communication, Collaboration, and Productivity Platform with Advanced Security & Compliance

VOICE
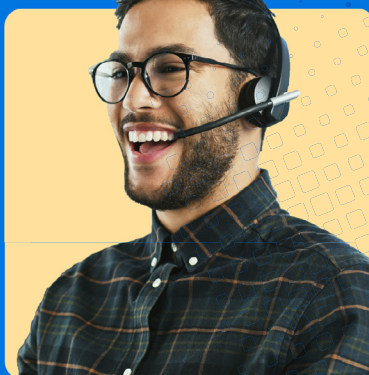
CONTACT CENTER

VIDEO MEETINGS
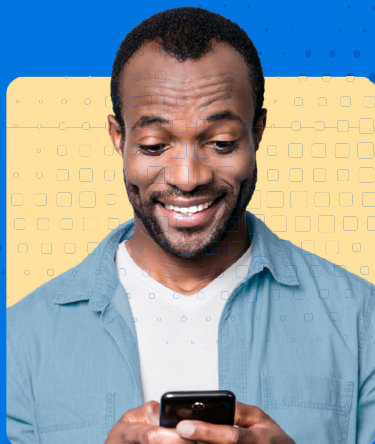
CHAT/SMS

FILE COLLABORATION

ARCHIVING

1 | UNIFIED COMMUNICATIONS (UC) PLATFORM

All Your Business Communications – Integrated, Efficient, and Reliable

Wherever work takes you, a better way to communicate needs to come, too. With our intelligent UC platform, a full office communications suite goes wherever you go.

Our UC platform combines a feature-rich business phone system with video meetings, chat, business texting, contact center, file sharing, and more, with integrated mobile and desktop apps that allow for wherever, whenever communication. And with our UC, they are all available on one integrated, secure, reliable, and easy-to-use platform.

PHONE SYSTEM
CONTACT CENTER
VIDEO MEETINGS
TEAM CHAT AND SMS
AI BUSINESS INTELLIGENCE
UC UNIFIED COMMUNICATIONS
PRESENCE INDICATOR
MOBILE
DESKTOP
BACKUP AND COLLABORATION
FILES
ARCHIVING
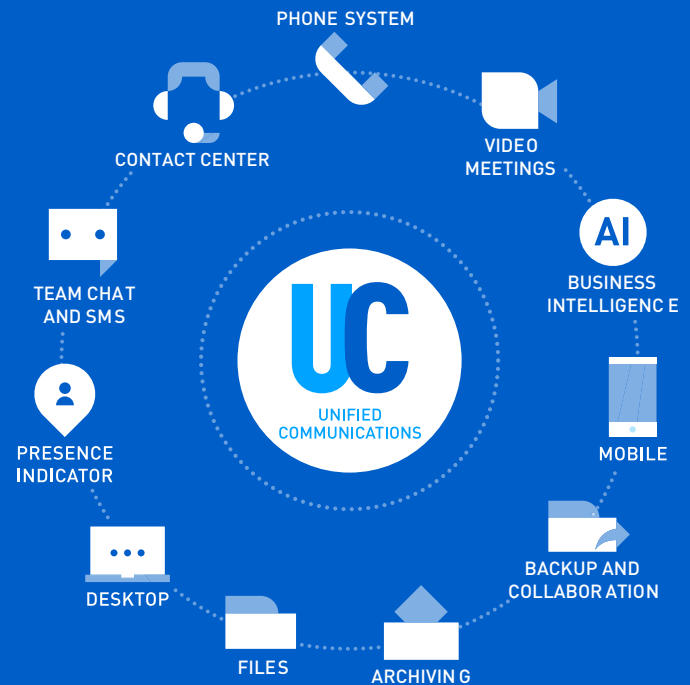
Best-in-Class Business Features:

- **PHONE SYSTEM AND HARDWARE:** Cloud-based phone service offering 100+ enterprise-grade calling features and excellent network call quality and uptime. System configuration and call reporting managed from a single web-based portal with built-in Spam Call Protection. A variety of plug-and-play devices available, pre-configured to cater to your business needs.

- **MOBILE + DESKTOP APPS:** Our UC App transforms smartphones and computers into essential collaboration tools with calls, chats, texting, video meetings, advanced voicemail features, and presence awareness.

- **VIDEO MEETINGS:** Secure 720p HD audio/video meetings from a conference room or remotely with screen sharing, interactive presentation tools, and an intelligent virtual assistant for transcriptions and meeting insights.

- **CHAT + SMS:** Real-time internal chat with direct, private and public channels, as well as convenient SMS communication with customers.

- **AI ASSISTANT:** Increased productivity using Generative AI to access information more easily and help with daily tasks right within the mobile and desktop app.

- **FILE MANAGEMENT:** Seamless file access across devices with user control, real-time backup, quick recovery, and up to 200 GB per user of file storage.

- **TRIPLE SHIELD SECURITY:** Protection for users and data from potential cyber threats with our secure datacenters, certified security team, encryption, password management, and 2FA.

ALL UC & CC LICENSES INCLUDE 30-DAYS ROLLING ARCHIVING RETENTION

Have continual historical access to your company's last 30 days of UC calls, video meetings, texts, chats, SMS, and Contact Center communications free as part of your UC and CC solution https://go.serverdata.net/30-days-free-archiving/

2 | ADVANCED CUSTOMER COMMUNICATIONS

Resolving customer needs at scale takes a solution that can help you work intelligently to effectively meet customer expectations.

Our AI-powered customer experience solution helps businesses of all sizes drive more responsive, informed, and engaging customer interactions. Connect with customers across the communication channels they prefer, using our easy-to-use solution for customer care professionals, supervisors, and administrators – anywhere, any time.

Customer Communications Included with our UC Platform:

- **SMART CALL QUEUES:** Send inbound calls to a queue rather than a busy signal. Communicate current wait times and their position in the queue to reduce dropped calls.

- **ADVANCED HUNT GROUPS:** Assign groups of employees to manage inbound calls and set up automated call distribution to quickly connect customers wit h employees

- **REAL-TIME DASHBOARDS:** Track live performance data against your service level agreement (SLA) including total active calls, calls in queue, average hold and handle time

- **CALL MONITORING & REPORTS:** Let managers monitor customer calls, whisper to the employee, and take over a call. Use historical reporting to track employee and call performance.

3 | AI-POWERED CUSTOMER INTERACTIONS WITH CONTACT CENTER

We enhance the customer experience at every stage—before, during, and after the interaction—with AI-powered tools that boost responsiveness, personalization, and efficiency.

Before the Interaction

Prepare for success with smart tools that proactively manage engagement and reduce friction.

- **OMNICHANNEL COMMUNICATIONS:** Support voice, webchat, SMS, email, and WhatsApp from one interface.

- **AUTOMATED CUSTOMER OUTREACH:** Deliver proactive notifications and follow-ups via text, email, or voice

- **SELF-SERVICE VOICE & AI CHAT:** Allow customers to resolve requests like hours, balances, and payments without agent involvement.

- **CRM INTEGRATIONS:** Connect to your system of record to inform call routing and personalize interactions.

- **INTELLIGENT CONTACT ROUTING:** Route customers to the right person based on their input and business rules.

During the Interaction

Empower agents and supervisors with AI-driven tools that enhance live interactions and optimize outcomes.

- **SINGLE APP FOR ALL COMMUNICATIONS:** Let frontline employees manage customer conversations and team collaboration in one interface.

- **AI AGENT ASSIST:** Real-time transcription, live sentiment analysis, and instant access to business-specific knowledge via a chat-based assistant

- **MICROSOFT TEAMS EMBEDDED SOLUTION:** Seamlessly deliver Contact Center capabilities within the Teams interface.

After the Interaction

Unlock valuable insights and maintain compliance with automated analysis and archival tools.

- **AI TRANSCRIPTION & REDACTION:** Post-call automation of transcripts and redaction of sensitive data (PII, PHI, PCI) for compliance.

4 ADD ARCHIVING FOR UC AND CONTACT CENTER
Protect your organization's interactions, and leverage intelligence.

Archiving captures, retains, and provides powerful search across employee and customer chats, phone calls, meetings, voicemails and more, so you can quickly find information when its needed.

Best-in-Class Business Features:

- **AUTOMATED DATA CAPTURE:** Captures and retains call records, voicemails, chats, SMS messages, video meetings, emails and more without administrative or user action.

- **FAST, POWERFUL CONTEXTUAL SEARCH:** Indexes both content and metadata using dozens of properties for fast and easy searching.

- **SEAMLESS INTEGRATION WITH UC AND CC PLATFORMS:** Designed to be deployed in minutes to enable compliant retention of employee and consumer UC and Contact Center communications.

- **RETENTION:** Stores data for as long as the business case requires with retention options ranging up to 10 years.

- **REGULATIONS AND COMPLIANCE:** Supports HIPAA, FINRA, and MiFID II compliance programs with optional WORM tamper-proof media storage to comply with SEC Rule 17a-4.

- **SECURITY:** Securely stores and encrypts data in transit and at rest with multi-factor authentication and role-based access control (manager/personal access) to protect access and limit export to authorized users.

- **EDISCOVERY AND LITIGATION SUPPORT:** Apply legal hold to override retention periods and utilize workflow and export features for all case documents.

- **DATA RESIDENCY:** Complies with US, Canadian, and European geographic data center location requirements.
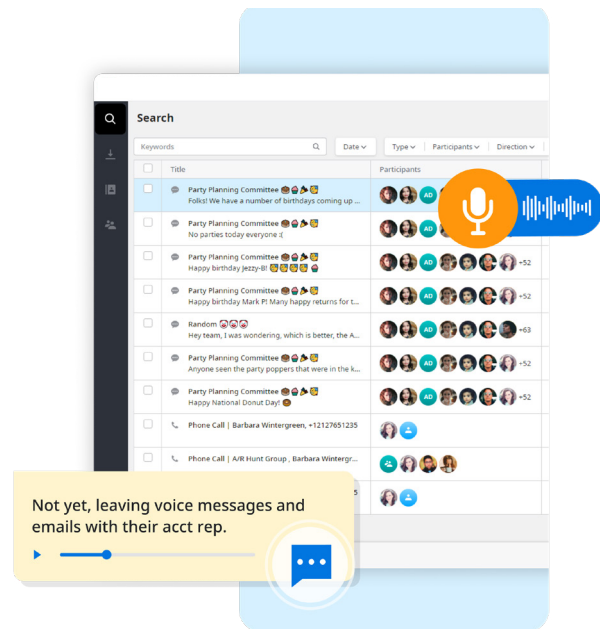
Prepared for

Dwight foster Library
209 Merchants Ave
Fort Atkinson, WI
53538-2201, United States

Provided by

Rhyme
jwolfe@rhymebiz.com
16086073699

Rhyme

Summary of services

	Customer total	
Description	**One-time**	**Monthly**
Services		
Unified Communications Services	$6.00	$184.89
Equipment	$1,061.00	
Shipping	$33.91	
Professional services & other items		
Implementation and Training	$3,600.00	
Subtotal	$4,700.91	$184.89
Surcharges & Other fees		$54.67
Estimated taxes	$1.87	
TOTAL	**$4,702.78**	**$239.56**
	One-time	Monthly

Details

Main location   209 Merchants Ave, Fort Atkinson, Wisconsin 53538-2201

			Customer total	
Description	**Quantity**	**Unit price**	**One-time**	**Monthly**
Unified Communications Services				
Elevate Essentials Includes Cloud PBX with unlimited local and long-distance calling, calls to 23 countries, connection of 1 phone device, including mobile and desktop apps, Chat, SMS/MMS (25 included, overage rates apply), File Sharing (5 GB/user), Video Meetings (up to 25 participants) and 30-days Archiving.	6	$19.99		$119.94
Local Number Porting Fee	2	$3.00	$6.00	

Notes:
• Your first bill may look different than other bills. It may include: (1) one-time fees and prorated charges for new services added during the prior month, (2) full charges for the next month, (3) applicable usage charges, as well as (4) associated taxes and fees.
• Hardware provided on promotion is amortized over a 12-month period. Penalties on hardware for early cancellation of an account are calculated based on the percentage of the term remaining at the time of cancellation.
• Shipping charges may be estimates only and are subject to change. Actual shipping charges will be calculated at the time the order is placed.
• Taxes and fees are based on service address and can differ by address.

Description	Quantity	Unit price	One-time	Monthly
Resource Line (500 min) Used to enable common area phones such as conference or lobby phones, 500 minutes of outbound local calls included per month.	5	$12.99		$64.95
Equipment				
Yealink T44W An IP desk phone with a 2.8-inch color LCD, dual Gigabit Ethernet ports, built-in Wi-Fi and Bluetooth and two USB ports. Includes 8 physical line keys with up to 21 DSS keys.	6	$101.00	$606.00	
Yealink T33G Desk Phone An IP desk phone with Color LCD display, superb sound quality, and a wide range of business telephony features. Includes 4 physical line keys configurable for phone calls, presence, and speed dial.	5	$91.00	$455.00	
Shipping				
N6832 US Highway 51, Portage, Wisconsin 53901-9678	—	—	$33.91	
Taxes & Fees				
Surcharges & Other fees	—	—		$54.67
Estimated taxes	—	—	$1.87	
Total - Main location			**$1,102.78**	**$239.56**

Notes:
• Your first bill may look different than other bills. It may include: (1) one-time fees and prorated charges for new services added during the prior month, (2) full charges for the next month, (3) applicable usage charges, as well as (4) associated taxes and fees.
• Hardware provided on promotion is amortized over a 12-month period. Penalties on hardware for early cancellation of an account are calculated based on the percentage of the term remaining at the time of cancellation.
• Shipping charges may be estimates only and are subject to change. Actual shipping charges will be calculated at the time the order is placed.
• Taxes and fees are based on service address and can differ by address.

Date: **January 12, 2026**

To: **Board of Trustees of the Dwight Foster Public Library**

From: **Minetta Lippert, Library Director**

Subject: **Cooperative Computer Purchase**

Background

Each year, Bridges Library System works with Prairie Lakes Library System to coordinate cooperative computer purchases for member libraries in order to take advantage of better prices.

Discussion

For 2026, library staff proposes purchasing six desktop computers with monitors to replace aging staff and public computers. The library currently has 13 staff computers, 8 dedicated catalog computers, 22 public computers, and 4 laptops for staff and public use.

Financial Analysis

Six desktop computers with monitors through the Prairie Lakes 2026 cooperative purchase will cost $4,500.

The library budgeted $5000 for computers as part of the Capital Improvement Project plan for 2026 with the understanding that the library will reimburse the City for CIP purchases with funds from the library's trust at Edward Jones. The cost of the six desktop computers falls within the computer replacement budget for 2026.

Recommendation

Library staff recommends approving purchasing six desktop computers with monitors through the Prairie Lakes cooperative purchase and reimbursing the expense with funds from the library's trust at Edward Jones.

Cooperative Computer Purchase

Jefferson County Library Service Guidelines

To ensure all Jefferson County residents receive quality public library service, the Jefferson County Library Board seeks to support and strengthen established municipal libraries. To that end, the following guidelines have been adopted.

Chapter 43.11 (d) and Chapter 43.64 (2m) of the Wisconsin State Statutes allows counties to set standards for public libraries. However, the Jefferson County library board seeks to encourage rather than penalize. Therefore, the following are set forth as minimum guidelines and not legally required standards. It should be noted that the state of Wisconsin has published library standards. Please consult: Wisconsin Public Library Standards (Wisconsin Department of Public Instruction) at https://dpi.wi.gov/libraries/public-libraries/planning-evaluation for further information.

The Jefferson County Library Board seeks to do its part to encourage excellence in public library service within our county. Excellence is not a mere dream. Despite the multifaceted character of the nation's public libraries and diverse communities they serve, excellence is achieved daily. Three principles are worth noting:

--Excellence must be defined locally - it results when library services match community needs, interests, and priorities

--Excellence is possible for both small and large libraries - it rests more on commitment than on unlimited resources

--Excellence is a moving target - even when achieved, excellence must continually be maintained

Each community must do the work to set its own standards for excellence in public library service. An annual review of these guidelines can be a step in a continuous process of self-evaluation and planning that leads toward excellence.

All county libraries should:

- Provide free, equal, and easy public access to all library services to county residents.
- Be in compliance with all requirements for library system membership and participate in system activities.
- Be governed by Boards of Trustees which represent their communities and are responsible for ensuring that library services meet community needs.
- Provide an orientation and/or manual for new library board trustees.
- Encourage trustees to take part in continuing education and enrichment programs.

- Have long range plans that articulate their mission and plans for achieving results.
- Adopt and maintain policies that guide operations.
- Draw support from their communities and spend public funds responsibly. It should be noted that the public library must be supported by funds from local government on a permanent basis; special grants and donations supplement, but do not supplant, the responsibility of the local funding authority to support the library.
- Provide accurate accounting of budget and expenditures.
- Encourage gifts and bequests to augment the primary funding sources.
- Cooperate with other libraries and community agencies to broaden their services and engage partners.
- Have trained staff and properly certified library directors responsible for their overall operation.
- Provide collections which are important community resources.
- Provide a clean, safe, and an ADA accessible facility.
- Provide patron access to the Internet, governed by locally determined policy.
- Maintain a website that provides access to the library's catalog, an up-to-date calendar, subscription databases such as BadgerLink, e-content, and the library board agendas and minutes.
- Offer services and programs for all ages that are appropriate to the mission of the library.
- Encourage volunteers, Friends, and/or other support groups to work for the library to broaden library services and increase community involvement.
- Conduct an annual review of the library director.
- Annually assess their library's performance against the guidelines.

Adopted by the Jefferson County Library Board on December 3, 2024

Trustee Information

Please share information about yourself as it pertains to your role on the Library Board of Trustees. Responses will be shared with library staff, city staff, and other Trustees.

Name: _____

1. Field of Work: In what general category of work are you currently employed? For example, this may be teaching, business, law, or healthcare. If retired, please put "retired."

2. Expertise: What specialized area(s) are you an expert in?

3. Community Connections: List any other groups or organizations you are involved with. This may include religious organizations, service groups, sports, or other committees.

4. Other Qualifications: Do you have any other qualifications or experiences that you think are valuable to the Library Board?

5. Desired Training: Is there anything you would like to learn more about to help you fulfill your role as a Trustee?

Trustee Self-Assessment

(Done individually, for your personal use only.)

Instructions: Please mark the statements that you are in total agreement with.

- ☐ 1. I know the library's mission statement.
- ☐ 2. I am familiar with the library's current strategic plan.
- ☐ 3. I am familiar with Wisconsin laws that apply to public libraries.
- ☐ 4. I understand the basics of Wisconsin's open meetings law.
- ☐ 5. I am familiar with the board's bylaws.
- ☐ 6. I am familiar with the library's policies.
- ☐ 7. I am familiar with the library's annual report.
- ☐ 8. I am familiar with the library's budget and funding sources.
- ☐ 9. I attend board meetings regularly.
- ☐ 10. I am willing and available to serve on committees as needed.
- ☐ 11. I come to meetings having already reviewed the information relevant to that meeting.
- ☐ 12. I understand and am comfortable with the board's decision-making process during meetings.
- ☐ 13. I willingly abide by majority board decisions and support them publicly.
- ☐ 14. I treat other board members with respect and listen openly to their opinions.
- ☐ 15. I understand and respect the different roles and duties of the library director and the board.
- ☐ 16. I route my requests of staff through the library director.
- ☐ 17. I encourage and support the library director in achieving our organization's goals.
- ☐ 18. I visit my library frequently enough to be thoroughly familiar with services and to see potential needs.
- ☐ 19. I have attended at least two library events in the past year.
- ☐ 20. I am a library advocate to civic groups, community organizations, and public officials.
- ☐ 21. I keep abreast of legislation impacting the library community.
- ☐ 22. I have established a relationship with my local and state representatives and discuss library issues with them advocating for their support.
- ☐ 23. I stay current on state and national library issues and take advantage of trustee training opportunities.

Adapted from Kentucky Department for Libraries and Archives' "Library Trustee Self-Assessment."