



City of Fort Atkinson
City Manager's Office
101 N. Main Street
Fort Atkinson, WI 53538

**FINANCE COMMITTEE MEETING
IN PERSON
THURSDAY, SEPTEMBER 10, 2026 – 5:00 PM
CITY HALL – SECOND FLOOR**

If you have special needs or circumstances which may make communication or accessibility difficult at the meeting, please call (920) 397-9901. 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. Public Comment

- a. The Finance Committee will receive public comments relating to matters on the agenda. Speakers must be City residents, property owners, or business representatives. Comments are generally limited to three minutes per individual. Anyone wishing to speak is required to sign up in advance or state the following items for the record when called upon: name, address, subject matter, and contact information.

4. New Business

- a. Review and possible recommendation to the City Council relating to the draft 2027 Schedule of Fees (Houseman, City Manager)
- b. Review and possible action relating to the City's Compensation Philosophy, an Appendix to the Employee Handbook (Houseman, City Manager)
- c. Review and possible action relating to a requested Cost of Living Adjustment to be included in the 2027 budget for full-time non-represented City employees (Houseman, City Manager)
- d. Review and possible action relating to requested wage adjustments to be included in the 2027 budget for part-time and seasonal City staff (Houseman, City Manager)

5. Adjournment

Date Posted: September 8, 2026

CC: Finance Committee Members; City Council; City Staff; City Attorney; News Media

Notice is hereby given that a majority of the Fort Atkinson City Council will be present at this meeting at the location and time indicated above to gather information about any subject matters on this agenda over which they have decision-making responsibility. This may constitute a meeting of the City Council pursuant to State ex rel. Badke v. Greendale Village Bd., 173 Wis.2d 553, 494 N.W.2d 408 (1993), and must be noticed as such although the City Council will not take any formal action at this meeting.

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RESOLUTION NO. ____
A RESOLUTION ESTABLISHING THE 2027 SCHEDULE OF FEES
FOR THE CITY OF FORT ATKINSON, JEFFERSON COUNTY

WHEREAS, the City of Fort Atkinson has the authority to establish reasonable fees for services provided or costs incurred in the administration of government; and

WHEREAS, the City has been moving toward the goal of removing fees from the Municipal Code of Ordinances and establishing them by City Council resolution; and

WHEREAS, establishing an annual Schedule of Fees will allow the City Council and staff to review fees annually in conjunction with the budget process; and

WHEREAS, the fees established below represents the City's fees as of January 1, 2027; and

WHEREAS, the City Council has determined that all of the fees set forth hereinafter are reasonable, equitable, and necessary to cover the costs of various services.

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Fort Atkinson hereby adopts and approved the Schedule of Fees as outlined below with an effective date of January 1, 2027.

Adopted this ____ day of ____ 2026.
Effective the 1st day of January 2027.

CITY OF FORT ATKINSON

Kyle Jaeckel, President

ATTEST:

Michelle Ebbert, City Clerk/Treasurer/Finance Director

DRAFT 2027 CITY OF FORT ATKINSON SCHEDULE OF FEES

TYPE OF LICENSE OR PERMIT	2026 FEE AMOUNT	2027 FEE AMOUNT	UNIT/DURATION
ADMINISTRATIVE FEES			
Bicycle, E-Bicycle, E-Scooter: New Non-expiring	\$5.00	\$5.00	Per Bicycle, E-Bicycle, E-Scooter
Bicycle, E-Bicycle, E-Scooter: Replacement Non-expiring	\$1.00	\$1.00	Per Bicycle, E-Bicycle, E-Scooter
Room Tax – Per Quarter	5%	5%	Based on gross receipts
Room Tax – Penalty	10% of previous quarter	10% of previous quarter	Per quarter
Private Well Permit	\$200.00	\$200.00	Per two-year permit
Special Event Permit	\$25.00	\$25.00	Per event + additional service charges
Vehicle Registration Fee	\$20.00	\$20.00	Per car per year (with registration)
Special Charge on Property Tax Bill – Garbage and Recycling Collection	\$231.00	\$239.09	Per unit receiving curbside collection services
ANIMAL			
Dog – Altered	\$10.00	\$10.00	Per dog per year
Dog – Unaltered	\$15.00	\$15.00	Per dog per year
Cat – Altered	\$10.00	\$10.00	Per cat per year
Cat – Unaltered	\$15.00	\$15.00	Per cat per year
Late Fee - After April 1 st	\$10.00	\$10.00	Per dog/cat
ALCOHOL			
Class “A” Beer –	\$100.00	\$100.00	Per year
“Class A” Liquor	\$500.00	\$500.00	Per year
Class “B” Beer	\$100.00	\$100.00	Per year
“Class B” Liquor	\$500.00	\$500.00	Per year
Reserve License	\$10,000.00	\$10,000.00	Initial application
“Class C” Wine	\$100.00	\$100.00	Per year
Temporary Class “B” Beer	\$10.00	\$10.00	Per event
Temporary “Class C” Wine	\$10.00	\$10.00	Per event
Temporary Beer and Wine	\$10.00	\$10.00	Per event
Publication: New	\$100.00	\$100.00	Per license
Publication: Renewal	\$30.00	\$30.00	Per renewal
Operator (2 year) July 1 st – June 30 th Even Years	\$30.00	\$30.00	Per 2 years
Operator (1 year) July 1 st – June 30 th Odd Years	\$15.00	\$15.00	Per 1 year

DRAFT 2027 CITY OF FORT ATKINSON SCHEDULE OF FEES

TYPE OF LICENSE OR PERMIT	2026 FEE AMOUNT	2027 FEE AMOUNT	UNIT/DURATION
Provisional Operator One per person	\$10.00	\$10.00	For 60 days
Temporary Operator One per person per year	\$10.00	\$10.00	For 1-10 consecutive days
BUSINESS			
Cigarettes	\$100.00	\$100.00	Per year
Door-to-Door Direct Seller	\$50.00	\$50.00	Per year/person (max. 10 per business/year)
MOBILE MERCHANT			
Application Fee	\$25.00	\$25.00	Per application
Daily	\$5.00	\$5.00	Per day
Six Month	\$25.00	\$25.00	Per six months
Twelve Month	\$50.00	\$50.00	Per twelve months
BUILDING PERMIT FEES - SEE NOTE 1			
One and Two Family Residential			
Base Fee	\$35.00	\$60.00	\$85.00 min. fee per permit
New Constructions	\$0.25	\$0.35	Per square foot
Addition/Alteration/Remodel	\$0.25	\$0.35	Per square foot
Kitchen Remodel	\$10.00	\$10.00	Per project
Plan Review	\$150.00	\$150.00	Per plan
Plan Review – Decks/Additions	\$25.00	\$75.00	Per project
UDC Stamp	\$40.00	\$40.00	Per structure
Erosion Control	\$100.00	\$150.00	Per project
Erosion Control – Addition with Foundation	\$25.00	\$75.00	Per Project
Occupancy	\$125.00	\$125.00	Per unit
Remodels, Repairs, or Alterations where area cannot be determined	\$7.00	\$7.00	Per \$1,000 of project value
Moving Principal Building	\$100.00	\$100.00	Per structure
Moving Accessory Building	\$50.00	\$50.00	Per structure
Raze	\$50.00	\$100.00	Per structure
Re-inspect	\$50.00	\$50.00	Per inspection
Early Start	\$75.00	\$300.00	Per project
Failure to call for required inspection	\$50.00	\$85.00	Failure to call for inspection charge
Renewal/Extension of existing permit	\$50.00	\$75.00	Per 3-month extension; limit 1/project
Reroofing, residing, window and exterior	\$25.00	\$25.00	Per project

DRAFT 2027 CITY OF FORT ATKINSON SCHEDULE OF FEES

TYPE OF LICENSE OR PERMIT	2026 FEE AMOUNT	2027 FEE AMOUNT	UNIT/DURATION
Commercial / Industrial			
Base Fee	\$35.00	\$60.00	\$200.00 min. fee per permit
New Construction	\$0.30	\$0.30	Per square foot
Additions/Alterations	\$0.30	\$0.30	Per square foot
Remodels, Repairs, or Alterations where area cannot be determined	\$6.00	\$7.00	Per \$1,000 of project value; Min. \$200.00
Plan Review, not State approved	\$350.00	\$350.00	Per plan
Plan Review, State approved	\$150.00	\$150.00	Per plan
Erosion Control (new building)	\$0.05	\$0.05	Per SF of area disturbed; min. \$200
Erosion Control (addition)	\$0.05	\$0.05	Per SF of area disturbed; min. \$200
Occupancy	\$175.00	\$175.00	Per unit building, plus \$30.00 per unit
Moving Principal Building	\$250.00	\$250.00	Per structure
Moving Accessory Building	\$100.00	\$140.00	Per structure
Raze	\$100.00	\$200.00	Per structure
Re-inspect	\$100.00	\$100.00	Per inspection
Renewal/Extension of existing permit	\$100.00	\$200.00	Per 3-month extension; limit 2/project
Reroofing, residing, window and exterior	\$65.00	\$65.00	Per project
Early Start	\$75.00	\$450.00	Per project
Commercial Specialty (Cell Towers, Solar, Windmills, etc.)	\$10.00	\$12.00	Per \$1,000 of project cost
Electrical			
New Construction and Service Fees			
Base Fee	\$35.00	\$60.00	\$85.00 min. fee per permit
Residential addition/remodels	\$0.05	\$0.07	Per SF of project
Commercial addition/remodels	\$0.05	\$0.07	Per SF of project
New Cons up to 1000 sq ft	\$0.00	\$0.00	Base fee
New Cons 1001 to 2000 sq ft	\$0.00	\$0.00	Base fee
New Cons 2001 to 3000 sq ft	\$0.00	\$0.00	Base fee
New Cons 3001 sq ft and up	\$0.00	\$0.00	Base fee
Existing Structures			
Minimum Fee	\$35.00	\$60.00	\$85.00 min. fee per permit
0-100 Amp	\$45.00	\$45.00	Base fee

DRAFT 2027 CITY OF FORT ATKINSON SCHEDULE OF FEES

TYPE OF LICENSE OR PERMIT	2026 FEE AMOUNT	2027 FEE AMOUNT	UNIT/DURATION
101-200 Amp	\$55.00	\$55.00	Base fee
201-400 Amp	\$65.00	\$65.00	Base fee
401-600 Amp	\$75.00	\$75.00	Base fee
600 Amp and up	\$75.00	\$75.00	Plus \$20/100 amps over 600
Feeder/Subfeeder	\$25.00	\$45.00	Base fee
Outlets/Fixtures	\$0.75	\$0.75	Per outlet/fixture
Direct Wired	\$5.00	\$5.00	Per opening
220V	\$5.00	\$5.00	Per opening
Pole / Area Lighting and Signs	\$10.00	\$10.00	Per unit
Electric Heater	\$5.00	\$5.00	Per unit
Gas/Oil Heater	\$10.00	\$10.00	Per unit
Exhaust Fan	\$5.00	\$5.00	Per unit
Air Conditioning	\$10.00	\$10.00	Per unit
Motors/Controllers	\$10.00	\$10.00	Per unit
Miscellaneous	\$10.00	\$10.00	Per unit
Back-up Generator	\$50.00	\$100.00	Per unit
Swimming Pool	\$25.00	\$50.00	Per unit
Plumbing			
Base Fee	\$35.00	\$60.00	\$85.00 min. fee per permit
New residential and additions/remodels	\$0.05	\$0.07	Per SF of project
New commercial and additions/remodels	\$0.05	\$0.07	Per SF of project
Per Fixture	\$6.00	\$8.00	Per fixture
Per Air Admittance Valve	\$10.00	\$10.00	Per valve
Laterals	\$75.00	\$125.00	Per lateral
Grease Trap	\$50.00	\$75.00	Per new grease trap; \$150 per year without certified inspection
Manhole/Catch Basins	N/A	\$50.00	Per unit
Misc. Specialty	\$30.00	\$30.00	Per unit
Heating, Venting, Air Conditioning (HVAC)			
Base Fee	\$35.00	\$60.00	\$85.00 min. fee per permit
New residential and additions/remodels	\$0.05	\$0.07	Per SF of project
New commercial and additions/remodels	\$0.05	\$0.07	Per SF of project
New Furnace	\$60.00	\$60.00	Per unit

DRAFT 2027 CITY OF FORT ATKINSON SCHEDULE OF FEES

TYPE OF LICENSE OR PERMIT	2026 FEE AMOUNT	2027 FEE AMOUNT	UNIT/DURATION
New Air Conditioning	\$45.00	\$45.00	Per unit
Replace Furnace	\$35.00	\$35.00	Per unit
Replace Air Conditioning	\$35.00	\$35.00	Per unit
Air Handler	\$60.00	\$60.00	Per unit
Unit Heater	\$25.00	\$25.00	Per unit
Boiler	\$25.00	\$25.00	Per unit
Exhaust	\$25.00	\$25.00	Per unit
Fireplace	\$40.00	\$40.00	Per unit
Solid Fuel Stove	\$40.00	\$40.00	Per unit
Commercial Exhaust Hoods	\$50.00	\$100.00	Per unit
Roof Top Units	\$50.00	\$60.00	Per unit
Miscellaneous	\$25.00	\$50.00	Per unit
Miscellaneous Building Permits			
Base Fee	\$35.00	\$60.00	Per structure
Awnings	\$25.00	\$25.00	Per awning
Deck	\$0.25	\$0.35	Per square foot
Fence	\$0.00	\$0.00	Base fee plus zoning
Pool	\$35.00/\$100.00	\$50.00/\$200.00	Above ground/in ground
Signs	\$55.00	\$55.00	Per sign
Failure to obtain occupancy	\$250.00	\$250.00	Per parcel
Private Driveway	\$50.00	\$100.00	Per project (no base fee; no charge w/ ROW permit)
Foundation Repair	\$25.00	\$25.00	Per project
Alarm Fee/Fire Suppression	\$75.00/ \$300.00	\$0.07	Per SF plus Base fee
Erosion Control Bond	\$1,500.00	\$1,500.00	Bond, less fees accrued by City for maintaining the site. Returned when perennial cover of 70% is achieved
Code Enforcement Reinspection Fee – 1 st	\$50.00	\$50.00	Per Inspection
Code Enforcement Reinspection Fee – 2 nd	\$75.00	\$100.00	Per Inspection
Code Enforcement Reinspection Fee – 3 rd	\$100.00	\$150.00	Per Inspection
Code Enforcement Reinspection Fee – 4 th +	\$200.00	\$300.00	Per Inspection
Zoning Review Fees			

DRAFT 2027 CITY OF FORT ATKINSON SCHEDULE OF FEES

TYPE OF LICENSE OR PERMIT	2026 FEE AMOUNT	2027 FEE AMOUNT	UNIT/DURATION
Residential – New	\$100.00	\$125.00	Per project
Residential – Additions & Accessory Structures	\$50.00	\$50.00	Per project
Residential – Deck	\$25.00	\$25.00	Per project
Commercial – New	\$150.00	\$175.00	Per project
Commercial – Additions & Accessory Structures	\$100.00	\$125.00	Per project
Handicap Ramp – Temporary	\$50.00	\$50.00	Per project
Home Occupation Permit Fee	\$75.00	\$75.00	Per HO
Vacant Property Registration Zoning Fee	\$0.00	\$0.00	Annually (0-1 years)
	\$100.00	\$150.00	Annually (2-5 years)
	\$250.00	\$350.00	Annually (6-10 years)
	\$400.00	\$750.00	Annually (11+ years)
Zoning Letter	\$50.00	\$50.00	Per letter
EMERGENCY MEDICAL SERVICES (EMS) FEES			
Basic Life Support – Resident	\$1,500.00	\$1,500.00	Per response
BLS – Non City Resident	\$1,700.00	\$1,700.00	Per response
Advanced Life Support – Resident	\$1,700.00	\$1,700.00	Per response
ALS – Non City Resident	\$1,900.00	\$1,900.00	Per response
ALS2 – Resident	\$1,900.00	\$1,900.00	Per response
ALS2 – Non City Resident	\$2,100.00	\$2,100.00	Per response
BLS On Scene Care – Resident	\$600.00	\$600.00	Per response
BLS On Scene Care – Non City Resident	\$800.00	\$800.00	Per response
ALS On Scene Care – Resident	\$1,000.00	\$1,000.00	Per response
ALS On Scene Care – Non City Resident	\$1,200.00	\$1,200.00	Per response
Lift Assist – Resident (after 5 th per calendar year)	\$300.00	\$300.00	Per lift assist after 5 per calendar year
Lift Assist – Non City Resident (after 5 th per calendar year)	\$500.00	\$500.00	Per lift assist after 5 per calendar year
Mileage – Resident	\$26.00	\$26.00	Per mile
Mileage – Non City Resident	\$26.00	\$26.00	Per mile
Facility Charge for Service	\$500.00	\$500.00	Per non-trauma-related lift assist or non-emergent transport; charged to facility
ENGINEERING FEES - SEE NOTE 2			
Commercial Erosion and Sediment Control Permit Review	\$150.00	\$200.00	Per project plus cost recovery agreement
Right of Way Permit Review	\$50.00	\$50.00	Per request

DRAFT 2027 CITY OF FORT ATKINSON SCHEDULE OF FEES

TYPE OF LICENSE OR PERMIT	2026 FEE AMOUNT	2027 FEE AMOUNT	UNIT/DURATION
Boring in the Right of Way	n/a	\$0.10	Per foot of boring
Boring in the Street	n/a	\$100.00	Per street crossing
Storm Water Permit Review	\$200.00	\$250.00	Per project plus cost recovery agreement
LAND USE APPLICATION FEES - SEE NOTE 2			
Conditional Use Permit Review	\$250.00	\$250.00	Per request
Parkland Dedication	769 sf	769 sf	Per single/dup.
	577 sf	577 sf	Per multifam unit
	307 sf	307 sf	Per senior unit
Payment in Lieu of Parkland Dedication	\$741	\$741	Per single/dup.
	\$556	\$556	Per multifam unit
	\$296	\$296	Per senior unit
Park Impact Fees	\$1,009	\$1,009	Per single/dup.
	\$757	\$757	Per multifam unit
	\$404	\$404	Per senior unit
Planned Unit Development Review	\$750.00	\$750.00	Per project (includes zoning change)
Plat Review	\$200.00 base plus \$10.00 per lot; Maximum \$750.00	\$300.00 base plus \$10.00 per lot; Maximum \$1000.00	Per lot or maximum fee
Certified Survey Review – Plan Commission Review	\$100.00 base plus \$10.00 per lot; Maximum \$150.00	\$200.00 base plus \$10.00 per lot; Maximum \$250.00	Per lot or maximum fee
Certified Survey Review – Staff Review	N/A	\$75.00 per lot or \$150.00 max	Per lot or maximum fee
Extraterritorial Certified Survey Map – Staff Review	\$25.00 per lot or \$100.00 max	\$50.00 per lot or \$150.00 max	Per lot or maximum fee
Sign Permit Review	\$75.00	\$100.00	Per sign
Site Plan Review	\$300.00	\$300.00	Per project
Special Area Design Review – Renovation Review	\$25.00	\$25.00	Per request
Special Area Design Review – Design Alteration Review	\$50.00	\$50.00	Per request
Special Area Design Review – Project Review	\$200.00	\$200.00	Per request

DRAFT 2027 CITY OF FORT ATKINSON SCHEDULE OF FEES

TYPE OF LICENSE OR PERMIT	2026 FEE AMOUNT	2027 FEE AMOUNT	UNIT/DURATION
Temporary Use Permits	\$50.00	\$50.00	Per request
Variance	\$200.00	\$200.00	Per request
Zoning Ordinance Amendment	\$300.00	\$400.00	Per request
Zoning Map Amendment	\$300.00	\$400.00	Per request
PARKING VIOLATION FEES AND FINES			
Parking over the time permitted	\$10.00	\$20.00	Per offense
Parking from 2 AM to 5 AM	\$15.00	\$20.00	Per offense
Parking in a No Parking area	\$15.00	\$20.00	Per offense
Blocking a Driveway or Alley	\$15.00	\$20.00	Per offense
Parking over 48 hour limit	\$15.00	\$30.00	Per offense
Parking during a Snow Emergency	\$25.00	\$30.00	Per offense
Alternate Side/Winter Parking	\$10.00	\$20.00	Per offense
Parking on a through HWY from 2 AM to 5 AM	\$15.00	\$20.00	Per offense
Parking in a School Zone	\$20.00	\$25.00	Per offense
Parking next to Fire Hydrant	\$25.00	\$30.00	Per offense
Parking in a Handicap/Disabled	\$50.00	\$50.00	Per offense
Other	\$15.00	\$20.00	Per offense
Unattached Trailer Parking	N/A	\$30.00	Per offense
Overweight Parking	N/A	\$30.00	Per offense
PARKS AND RECREATION FEES - SEE NOTES 3, 4, 5			
Open Air Shelters	\$60.00	\$60.00	Per day; deposit refundable
	Deposit: \$50.00	Deposit: \$50.00	
Clubhouse	\$225.00	\$225.00	Per day; deposit refundable
	Deposit: \$100.00	Deposit: \$100.00	
Rotary Pavilion	\$150.00	\$150.00	Per day; deposit refundable
	Deposit: \$50.00	Deposit: \$50.00	
Table Rentals	\$4.50 per table	\$4.50 per table	Per weekend
Table Rental – Replacement Fee	\$125.00	\$125.00	Per table
Chair Rentals	\$0.75 per chair	\$0.75 per chair	Per weekend
Chair Rental – Replacement Fee	\$30.00	\$30.00	Per chair
Aquatic Center Family Pass – Resident	\$100.00	\$100.00	Per Annual Pass
Aquatic Center Family Pass – Non Resident	\$115.00	\$115.00	Per Annual Pass
Aquatic Center Individual Pass – Resident	\$45.00	\$45.00	Per Annual Pass

DRAFT 2027 CITY OF FORT ATKINSON SCHEDULE OF FEES

TYPE OF LICENSE OR PERMIT	2026 FEE AMOUNT	2027 FEE AMOUNT	UNIT/DURATION
Aquatic Center Individual Pass – Non Resident	\$55.00	\$55.00	Per Annual Pass
Aquatic Center Lost Pass – Replacement Fee	\$5.00	\$5.00	Per pass
Aquatic Center Daily Admission – Child	\$3.50	\$3.50	Per Daily Pass
Aquatic Center Daily Admission – Adult	\$4.50	\$4.50	Per Daily Pass
Aquatic Center Pool Party Rental	\$200.00	\$200.00	Per hour (2 hour maximum)
Municipal Building Gym Rental – Birthday Parties	\$30.00	\$30.00	Per 2-hour rental
Municipal Building Gym Rental – Resident/Recreational Use	\$5.00	\$5.00	Per hour
Municipal Building Gym Rental – Non-res./organized team	\$20.00	\$20.00	Per hour (2 hour maximum)
Municipal Building Gym Rental – Resident Special Events	\$50.00	\$50.00	Per day
Municipal Building Gym Rental – Non-resident Special Events	\$100.00	\$100.00	Per day
PUBLIC WORKS OPERATIONS FEES - SEE NOTE 6			
Brush collection in excess of 15 minutes	\$270.00	\$300.00	Per hour - billed in 10 Min increments
Front End Loader (use by PW Staff)	\$65.00	\$86.00	Per hour – billed in 15 Min increments
12-Yard Dump Truck (use by PW Staff)	\$57.00	\$75.00	Per hour – billed in 15 Min increments
Residential Lot Mowing - in excess of 8" in height (code enforcement action required)	\$195.00	\$225.00	Per hour – billed in minimum 1 hour increments (with 15 min increments thereafter)
Large Vacant Lot Mowing - in excess of 24" in height (code enforcement action required)	\$220.00	\$250.00	Per hour – billed in minimum 1 hour increments (with 15 min increments thereafter)
Public Works Staff Labor	\$40.00	\$72.00	Per hour – billed in 15 Min increments
PUBLIC WORKS SPECIAL EVENT FEES - SEE NOTE 5			

DRAFT 2027 CITY OF FORT ATKINSON SCHEDULE OF FEES

TYPE OF LICENSE OR PERMIT	2026 FEE AMOUNT	2027 FEE AMOUNT	UNIT/DURATION
Traffic Barricades	n/a	\$6.00	each; 1st 4 are free when more than 10 are requested/required for event
Traffic Barricade w/ Flasher Replacement	n/a	\$115.00	Each (when damaged, destroyed or not returned)
Water-filled Jersey Barriers	n/a	\$16.00	each; 1st 4 are free when more than 10 are requested/required for event
Water-filled Jersey Barrier Replacement	n/a	\$320.00	Each (when damaged, destroyed or not returned)
Traffic Control Equipment Delivery	n/a	\$150.00	per hour (2 workers, truck, and trailer)
No Parking Signs	n/a	\$1.00	each
No Parking Sign Replacement	n/a	\$3.00	Each (when damaged, destroyed or not returned)
Staff Time	n/a	\$72.00	Per hour (fully burdened wage rate)
Equipment Time	n/a	Hourly Rate	Hourly rate as defined in WIDOT Highway Maintenance Manual
PUBLIC WORKS - COMPOST SITE FEES			
Screened compost for purchase	\$25.00	\$25.00	Per cubic yard. Delivery fee extra based on actual labor & equip costs
Unscreened/unturned Compost	Free	Free	No loading and delivery available.
Raw Leaves	Free	Free	\$70.00 load and delivery fee per truckload within City limits.
Wood Mulch	Free	Free	\$70.00 load and delivery fee within City limits.
Screened compost partials	\$15.00	Free	Compost site hand load only
	\$10.00	Free	Compost site hand load only
	\$2.00	Free	Compost site hand load only
Tube-style TV/Monitor E-Waste	\$25.00	\$10.00	Per TV (flat screen, tube style, projection) and

DRAFT 2027 CITY OF FORT ATKINSON SCHEDULE OF FEES

TYPE OF LICENSE OR PERMIT	2026 FEE AMOUNT	2027 FEE AMOUNT	UNIT/DURATION
			computer monitor

NOTE 1: For any building permit application that requires state plan review, the City will invoice the applicant directly for any additional costs relating to state plan review by an employee, contractor, or consultant.

NOTE 2: In addition to application fees, land use applicants shall bear all reasonable costs and expenses associated with third-party consultants necessary to review applications in any case where the City does not have the in-house expertise to perform such review (§15.10.32(7)(a)1.)

NOTE 3: The Municipal Building is not available for rent during Parks & Recreation sponsored programming. If there is a request to rent during Youth Center Programming, there may be additional fees to relocate the Youth Center.

NOTE 4: The Municipal gym rental fee is in addition to the actual cost of any services requested to be performed by City Staff for the event (i.e. chairs, tables, mats, etc.)

NOTE 5: Field Rental Fees are incorporated at the end of this document.

NOTE 6: Public Works Fees represent the actual labor and equipment costs associated with requested service. The City does not rent equipment nor provide labor for private purposes.

NOTE 7: When the fee is highlighted, it means there was a change from the previous year. When the type of license or permit is highlighted, it means that is a new fee.



2027 Field Rental Fees

Park	Facility		Reservation & Use Fee
Jones Park			
600 Janesville Avenue	Baseball Field	Game	\$100/1st game + \$50/additional game
		Tournament*	\$100/1st game + \$50/additional game
		Practice (2 hrs)	\$30/practice
		Prep Fee	\$50/1st game
		Lights	\$10/day
If a non-resident team plays after a resident team, the fee is \$100/game			
If a resident team plays after a different resident team, the fee is \$50/game			
All diamond preparations during the week (Mon-Fri) will be the responsibility of the City, unless otherwise			
All diamond preparations during the weekend (Sat-Sun) will be the sports organization's responsibility, unless otherwise			
*Tournaments: if there is a game on Friday, then a game on Saturday, the Saturday game would be considered "additional game"			
Memorial Park			
520 Bark River Drive	Baseball Diamond #1	Game	\$40/game
		Tournament*	\$250/day/3 diamonds
		Practice (max 2 hrs)	\$15/practice
		Prep Fee	\$20/1st game
		Lights	\$10/day/3 diamonds
	Baseball Diamond #2	Game	\$40/game
		Tournament*	\$250/day/3 diamonds
		Practice (max 2 hrs)	\$15/practice
		Prep Fee	\$20/1st game
		Lights	\$10/day/3 diamonds
	Baseball Diamond #3	Game	\$40/game
		Tournament*	\$250/day/3 diamonds
		Practice (max 2 hrs)	\$15/practice
		Prep Fee	\$20/1st game
		Lights	\$10/day/3 diamonds
Ralph Park			
600 Jefferson Street	Softball Diamond North	Game	\$40/game
		Tournament*	\$250/day/2 diamonds (Fri 5:30-10:00 p.m. \$100/2 diamonds)
		Practice (max 2 hrs)	\$15/practice
		Prep Fee	\$20/1st game
		Lights	\$10/day/2 diamonds
	Softball Diamond South	Game	\$40/game
		Tournament*	\$250/day/2 diamonds (Fri 5:30-10:00 p.m. \$100/2 diamonds)
		Practice (max 2 hrs)	\$15/practice
		Prep Fee	\$20/1st game
		Lights	\$10/day/2 diamonds
Luther Elementary			
205 Park St	Softball Diamond North	Game	\$40/game
		Practice (max 2 hrs)	\$10/practice
		Prep Fee	\$20/1st game
	Softball Diamond South	Game	\$40/game
		Practice (max 2 hrs)	\$10/practice
		Prep Fee	\$20/1st game
Rock River Park			
1300 Lillian Street	Football Field North	Game/Practice - no prep	\$10/hour
		Lights	\$10/day/3 fields
	Football Field South	Game/Practice - no prep	\$10/hour
		Lights	\$10/day/3 fields
	Practice Field	Game/Practice - no prep	\$10/hour
		Lights	\$10/day/3 fields
*All tournaments require park shelter rental at 50% of the rental fee.			
Game/tourney fee includes use of dragging machine, 1 bag of chalk per 2 games, scoreboard (if operable), and up to 8 bags of diamond dry per day.			
\$15/bag of diamond dry if more is needed. \$10/bag of chalk if more is needed.			
Teams are required to perform pre and post game care of the field.			
No charge for Fort Atkinson City sponsored activities or Fort Atkinson School District activities.			

City of Fort Atkinson Compensation Philosophy

***To be included in the Employee Manual during next update**

Draft V.4

9.10.26

The City of Fort Atkinson engaged in a Classification and Compensation study in 2025. The final report and manual may be found on the City's shared drive and are available through the City Manager's Office. The final report and manual recommended changes to the City's step pay plan to an open range merit plan. Efforts toward implementation of that plan were further described during the 2026 Performance Management Program. The new Performance Management Program includes new annual review forms, self-evaluation forms, leadership feedback forms, core competencies, and ratings explanations. These documents may be found on the City's shared drive and are available through the City Manager's Office.

COMPENSATION PHILOSOPHY

The City of Fort Atkinson considers its staff to be key assets. The salary and benefits program provided to the non-represented employees of the City is intended to attract, retain, and motivate highly qualified, enthusiastic, productive, and committed employees. The program is designed to assist the City in providing high quality services to the public. This objective is attained by providing compensation based on internal equity and external competitiveness within the City's fiscal capabilities. The City Manager has the discretion when hiring new employees, to negotiate wages and benefits pursuant to existing wage schedules for the new hires, giving consideration to the employee's qualifications and experience.

COMPENSATION OBJECTIVES

The objectives of the City's compensation program are to:

1. Attract and retain highly qualified, enthusiastic, productive, and committed employees.
2. Maintain and motivate employees to help the City achieve its short- and long-term goals; and reward employees for their valued contributions.
3. Communicate the City's expectations regarding different rates of pay.
4. Maintain appropriate controls for payroll costs.
5. Recognize the internal worth of jobs and pay accordingly.
6. Ensure internal equality among non-represented employees.
7. Meet competitive pay levels within the City's chosen market and within the available resources.
8. Ensure consistent administration and application of pay policies.
9. Ensure that pay plan administration decisions are not based upon or influenced by an employee's sex, race, color, age, religion, or any other legally protected personal characteristic.

PAY STRUCTURE

To facilitate effective administration, an open range merit pay structure has been established for all non-represented positions. See Open Range Merit Plan for additional information on pay structure and compensation paid based on employment status and merit.

OPEN RANGE MERIT PLAN

To facilitate effective administration, an open range merit pay structure has been established for all non-represented positions. The framework of the pay structure includes 17 pay grades. Each non-represented position has been assigned to a pay grade through an objective process including a job factor analysis, job analysis questionnaire, and interview during the 2025 Classification and Compensation study as outlined in the final report. The framework also includes pay ranges within each grade.

PAY GRADE AND RANGES

The pay structure consists of a set range for each pay grade. The ranges were initially calculated by developing a midpoint for each pay grade based on comparable data through the 2025 Classification and Compensation report. The minimum for each pay grade was determined by calculating 80% of the midpoint, and the maximum was determined by calculating 120% of the midpoint. Pay ranges will change annually by the cost-of-living adjustment included in the annual budget, if applicable.

Creating wide ranges for each pay grade allows for supervisor discretion in hiring and providing feedback and incentive during the performance review process. Pay range spread is intended to be sufficient to recognize and reward different levels of experience within each grade.

IMPLEMENTATION OF NEW OPEN RANGE MERIT PLAN

This pay structure has been established as part of the City's 2025 Classification and Compensation Report. In order to move current employees onto the new pay structure, the following strategy was used:

1. Employees whose annual salary was below the minimum in the pay range, were increased to the minimum of the pay 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. All non-represented employees received at least a 4% increase to bring them into the pay structure when implemented in 2026.
3. Employees whose annual salary was between the minimum and the midpoint of the pay range will receive a systematic adjustment annually until such time that the employee reaches the midpoint, provided that employee receives a satisfactory performance evaluation.
4. Employees whose annual salary is between the midpoint and the maximum of the pay range will not receive an annual systematic adjustment, beyond the annual cost of living adjustment (COLA). Employees in this category will be eligible for merit pay increases through the performance evaluation process.

5. Employees whose annual salary is greater than the maximum of the pay range will not receive an annual adjustment beyond the COLA provided to all non-represented employees. If the employee receives merit pay through the performance evaluation process, the pay will be a lump sum and not added to the employee's base salary.

COMPENSATION UPON PROMOTION

Employees receiving a promotion on or after January 1, 2026, and who are being promoted to a new pay grade, will move to a location in that pay grade that provides a salary increase commensurate with the promotion, subject to the discretion of the Department Head and City Manager. Any other adjustments must be approved by the City Manager, provided substantial reasons exist.

TRANSFER

Employees who transfer to a new position within the same pay grade as their old position may receive a compensation adjustment if circumstances warrant. Any salary increase proposed must be approved by the City Manager.

COMPENSATION UPON INTERIM ASSIGNMENT

Employees who are assigned to an interim classification in a higher pay range for a planned period of at least 60 days, and who are expected to perform a majority of the higher classification's duties and responsibilities, may move up to that pay grade or may receive additional compensation as a stipend, as determined by the City Manager.

Upon return to the employee's original position and/or classification, the employee's pay will revert to their base compensation prior to receiving the interim assignment adjustment, plus any additional annual pay increases the employee would have received in the original classification.

COMPENSATION UPON INVOLUNTARY DEMOTION

Compensation for an employee who is demoted for involuntary reasons unrelated to performance will be determined on a case-by-case basis, taking into consideration the level of demotion and circumstances for the change as determined by the City Manager.

COMPENSATION UPON VOLUNTARY DEMOTION

An employee who requests and is granted a voluntary demotion will receive a decrease in pay, the amount of which is to be determined given the facts and individual circumstances as determined by the City Manager.

PAY GRADE ASSIGNMENT NEW POSITION

When a new position is created, the major duties, responsibilities, knowledge, skills, and ability requirements, reporting relationships, and working conditions of the proposed position should be outlined; and a draft job description that summarizes the information should be completed and approved by the City Manager. The City Manager shall use the methodology outlined in the

2025 Classification and Compensation Report and manual, including the job factor analysis, to determine the proper pay grade for the position.

PAY GRADE ASSIGNMENT FOR RECLASSIFICATION OF CURRENT POSITION

When a significant change is made in the duties and responsibilities of a position and that change has occurred for a minimum of six months, a department head or an employee may request that the classification of the position be reviewed for possible adjustment. To determine the appropriate placement of the position within the pay structure, the incumbent must review the most recent job description and indicate where the changes in major duties and responsibilities has occurred. The job description will then be forwarded to his/her Department Head for review and the Department Head must sign the job description confirming the accuracy of the information provided and, in turn, forward the review request to the City Manager. A letter will also be required, explaining what change is being sought, why the change in responsibilities occurred, and how long the change has occurred.

If the Department Head agrees with the incumbent's job description change, the Department Head will indicate agreement and forward it to the City Manager. If the Department Head disagrees with the incumbent's job description change, he/she will discuss the contents of it with the incumbent and either reach agreement on its content or acknowledge disagreement on specific information prior to forwarding it to the City Manager.

The City Manager shall use the methodology outlined in the 2025 Classification and Compensation Report and manual, including the job factor analysis, to determine if the changes in responsibility and job description warrant a change in the pay grade for the position. If a new pay grade is warranted, the City Manager shall determine where, within the pay range for that grade, the incumbent shall be placed. Generally, the incumbent will be placed between the start and the midpoint of the pay range; however, the City Manager may determine otherwise provided substantial reasons exist.

POSITIONS REQUIRING A MARKET ADJUSTMENT

The 2025 Classification and Compensation Report took into account internal equity and external market conditions to determine the pay grades and ranges. It is expected that the City will continue to provide annual cost of living adjustments to keep the pay plan competitive with external comparable communities.

In the future, a circumstance could develop where a position in the City's compensation plan could be considered for an increase within the existing pay grade. These are positions that may command higher pay within the range due to unusual market demands.

Market adjustments should generally be considered in the future under only *one or more* of the following circumstances:

1. The City has documented problems recruiting and/or selecting employees between the minimum and the midpoint within the assigned pay range (for example, a position is advertised two or more times resulting in few or no qualified applicants).
2. The City has an unacceptable rate of turnover in the position, and exit interview information indicates pay as a significant issue.
3. In situations where the market demands higher pay rates, at the discretion of the City Manager, the position may be hired above the midpoint in the existing pay grade.

The City recognizes that the allowance of market adjustments does disrupt some of the internal equity in its compensation plan because there are jobs that are of higher internal value that may be paid less than a job of lower internal value. This is why the City intends to utilize market adjustments sparingly.

POSITIONS REQUIRING A COMPRESSION ADJUSTMENT

Salary compression exists when there is an unacceptable difference in salary between a supervisor and a direct subordinate. Compression can exist under a base salary comparison, under a total gross earnings comparison, or both. There are several factors that may be contributing to compression. The City needs to determine if the compression issue is a concern or if there are valid, acceptable reasons for the compression to exist. If the City determines the compression issue is a concern, then the City must determine if the compression issue must be resolved through a pay increase or if alternative solutions need to be found to address the issue. Some examples of factors, other than pay, that may be contributing to the pay compressions issues include management/distribution of overtime within the department, insufficient staffing levels, delegation of workload, special projects causing a spike in overtime, special skills/knowledge possessed by a subordinate, market demands and/or difficulty in recruiting for a specific skill.

Once the City has determined there is a compression issue and is confident the appropriate action to address the compression issue is a pay increase for the supervisor, the City should review the differences in total compensation (i.e., direct pay and benefits) between the supervisor and subordinate positions. If it is determined, the benefit package of the supervisor is determined not sufficient enough to compensate for the wage compression and the City has determined the best course of action is a pay raise for the supervisor, the City will calculate an acceptable base pay differential between the exempt supervisory position and the average gross earnings of the subordinates the supervisor supervises. An explanation is provided below on how to determine the “average” gross earnings of subordinate positions if it is determined this is how the City is going to remedy the situation.

Calculating “Average Gross Earnings”: Review the gross pay for the prior year for the employee for which compression may be an issue. Review the average gross pay of the subordinate employees who are at the top of their pay range. When performing this calculation, be sure to remove the outliers from consideration. For example, if one particular employee has a much greater amount of overtime due to a special project, or if one employee is new to the position and not yet at the maximum of that pay grade, then they should be excluded from the analysis.

Using this average, calculate a rate that is 108% of the average gross pay for the subordinate employee and compare against the salary of the supervisor. If the supervisor is less than 8% higher, the supervisor's salary may be adjusted. This may be done permanently or temporary while compression issues are causing the problem. Any compression problem and/or temporary or permanent solution shall be approved by the City Manager.

The City recognizes that the allowance of compression adjustments disrupts some of the internal equity in the compensation plan. This is why the City intends to use compression adjustments sparingly and monitor these adjustments closely. All compression adjustments must be approved by the City Manager.

DETERMINING PAY FOR NEW HIRES

In general, new employees should be hired between the minimum and the midpoint of the pay range in the pay grade in which their position is located depending on the previous experience and particular skills of that new employee. The City Manager must approve any request to hire an employee above the midpoint of the pay range.

DETERMINING ANNUAL COST OF LIVING ADJUSTMENTS (COLA)

The City will perform periodic (generally annual) adjustments to maintain the desired market position relating to employee compensation. If pay ranges are not adjusted to keep up with the labor market and inflation, eventually the City's pay ranges will be out of line with the market and comparable communities which may lead to the need for another compensation study. Considerations for COLA adjustment should include several pieces of information: a survey of planned structure increases by comparable organizations, established economic indicators such as the Consumer Price Index (CPI), analysis of the across-the-board adjustments given to the City's represented positions, and a current financial analysis of the City's ability to pay.

All employees who may be eligible for a COLA must have an annual performance review confirming that the employee is, at a minimum, meeting the expectations of the job.

The Finance Committee and City Council will consider and determine any annual COLA through the annual budget process so that the City may maintain its competitive position. When a COLA occurs, all salary ranges will be adjusted by that COLA percentage.

This compensation philosophy is intended to be a guideline, and sound management judgment should be used when administering it. Compensation decisions that do not meet these guidelines established herein require the approval of the City Manager.

MERIT PAY INCREASES

Employees who reach the midpoint of their pay range are eligible for merit pay increases associated with the annual performance evaluation process. For employees between the midpoint and the maximum of their range, any merit increase will be added to their base salary. For employees at the maximum of their range, any merit pay will be paid through a lump sum payment and not added to their base salary.

Typical merit pay increases will be in increments of between 1% and 3%, depending on their employee's performance evaluation and goal attainment, and the City's ability to pay.

PERFORMANCE EVALUATIONS

The City values high-quality public service and is committed to supporting employee growth and accountability. Regular performance evaluations provide an opportunity to review accomplishments, identify areas for improvements, and align individual goals with the City's mission and strategic objectives identified in planning documents. Evaluations help ensure that employees receive constructive feedback, recognition for strong performance, and guidance for professional development. They also allow the City to make informed decisions about training, promotions, and other personnel actions. Through this process, the City promotes fairness, transparency, and continuous improvement in the delivery of public services.

The practices of Departments for the evaluation process may vary. However, all employees must be evaluated on an annual basis. The City recognizes that the implementation and use of a formal performance evaluation process for all staff members is a key component to the success of the open range merit pay plan it has adopted through the 2025 Classification and Compensation report. Furthermore, the City recognizes that it is equally, if not more important, that supervisors are adequately trained to perform the formal performance evaluation process. See the Performance Manager Program documents for more information about the annual performance review process adopted in 2026.



Final Report
NOVEMBER 2025

Classification and Compensation Study

Submitted by:

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City of Fort Atkinson, WI

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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.

<u>Criteria</u>	<u>Total Possible Points</u>
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
<u>7. Proximity to Fort Atkinson</u>	<u>10</u>
	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
<i>Delavan</i>	Hartland	Delafield
Stoughton	Lake Mills	Jackson
Beaver Dam	Oregon	McFarland
<i>Monroe</i>	Watertown	Waunakee
Portage	Monona	Oconomowoc
Whitewater	Waupun	Pewaukee (V)
Jefferson	Windsor	Sussex
Cottage Grove	Mount Horeb	Verona
Elkhorn	Pewaukee (C)	<i>Burlington</i>

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		
	790 +	17	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Midpoint	Maximum
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



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	☐	☐	

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. If not, please skip to Question 11.

Please answer for only one 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:			
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

Appendix B
Fort Atkinson, WI
Criteria Comparisons - Sorted By Name

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

Appendix B
Fort Atkinson, WI
Criteria Comparisons - Sorted By Rank

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
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
Middleton	Dane	23,031	15	5,137	0	893	15	622	11	2000	11	1636	10	42	4	66
Burlington	Racine	11,166	20	1,402	15	753	15	755	7	59	0	655	4	42	4	65
Muskego	Waukesha	25,343	10	4,789	0	549	15	480	15	576	7	1360	10	39	7	64
Germantown	Washington	21,040	15	3,939	3	757	15	632	11	1209	15	4003	0	57	4	63
Mukwonago	Waukesha	8,384	15	1,437	15	902	15	601	11	415	0	4449	0	30	7	63
Elm Grove	Waukesha	6,676	15	1,612	15	1,174	11	853	7	224	0	736	7	47	4	59
Lake Geneva	Walworth	8,542	20	2,261	11	1,110	11	1,053	3	179	0	2121	7	38	7	59
Waukesha (V)	Waukesha	8,489	20	1,589	15	207	0	289	15	147	0	0	0	35	7	57
Vernon	Waukesha	7,486	15	1,332	15	263	3	314	15	143	0	373	0	34	7	55
Richfield	Washington	11,866	20	2,558	11	302	7	204	11	181	0	30	0	51	4	53

Appendix B
Fort Atkinson, WI
Top Comparables 65+ Points

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
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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	Municipal Court Clerk/Administrative Assistant			
Municipality:	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	Deputy Clerk			
Municipality:	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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 of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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	<i>Library is a separate entity</i>			
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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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				

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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	<i>Contracted</i>			
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	

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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 of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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	

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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	

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	Public Works Laborer			
Municipality:	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	Water/Wastewater Maintenance			
Municipality:	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
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	

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	Water/Wastewater Technician			
Municipality:	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	Water/Wastewater Foreperson			
Municipality:	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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	

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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	<i>Contracted</i>			
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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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	<i>Contracted</i>			
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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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	<i>Contracted</i>			
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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

City of Fort Atkinson, WI
Appendix C - Market Survey Salary Data

	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

Classification and Compensation Manual



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Intent and Purpose

MGT has developed a Job Analysis System that will enable our Clients to evaluate positions within their organizations and maintain their Classification Plan into the future. The System can be used by public sector agencies including cities, towns, villages, special districts and non-profit organizations. The System has four (4) components:

- 1) The Classification Plan
- 2) Job Analysis
- 3) Job Analysis Questionnaire (JAQ)
- 4) Job Factor Analysis

Each component will be explained thoroughly within this manual so the user will be able to effectively maintain the Classification Plan.

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., Administrative Assistant), contains a specific set of duties and responsibilities and those are used as the basis guiding the classification process. A classification is a grouping of positions which 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 impact on the organization. Positions allocated to the same classification are sufficiently similar with respect to the types of factors enumerated above to warrant them to be compensated at the same general level of pay. Positions within a classification group do not have to be identical, they can be in different departments, dealing with different subject matters and performing different duties.

A Classification Study (or the review or creation of a position once a Study is completed) 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 employee performs the work with a high degree of success and efficiency, nor is it placed in a lower classification simply because the incumbent performs the work with low competence or productivity. Variations in individual performance are not recognized by differences in classification, instead they are management issues. Similarly, there may be a tendency to use the Classification Plan to reward longevity, even though the duties and responsibilities of individual positions may not have changed over time. However, just because an individual

has been with an organization for a long time and is at the top of their pay range does not mean they should be moved to the next higher pay grade. Longevity is not a classification factor, and the Classification Plan should not be used in this manner.

As an assessment of duties performed and of 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 which have expanded (or in some cases reduced) duties and responsibilities, thereby sustaining the principle of equal pay for equal work. Through proper maintenance of the Classification Plan, employees are assured of management's continuing concern about the nature of work that they carry out and its compensation in the form of appropriate pay levels and relationships.

The Classification Plan 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 supported by the logical grouping of positions.

Job Analysis

MGT's approach to Job Analysis, also referred to as a 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 positions in each organizational unit (e.g., Administration, Finance, Public Safety, Public Works, etc.) may be compared against each other, based upon the same factors.

In conducting the Job Evaluation exercise, 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 he/she 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 he/she does more tasks than a similar employee in another Department, but these are not valid determinants for a position analysis.

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 analysis of positions, with corresponding definitions are as follows:

- 1) Preparation and Training: The minimum level of education required by the job that is normally acquired through formal instruction.
- 2) Experience Required: The amount of work experience an employee would need to possess before assuming full responsibility for the position and performing the work effectively.

Note: Preparation and Training and Experience Required should be considered together because when hiring for positions, multiple combinations of education, training and work experience can fulfill the job requirements for a position.

- 3) Decision Making and Independent Judgment: The level of discretion or judgment the individual exercises in making decisions and the potential impact of such decisions or judgments on the overall success of the organization and on the community.
- 4) Responsibility for Policy Development: The extent to which the position requires the employee to participate in the development of policies and procedures both within the department and between departments in the organization. This factor also considers the level of policy interpretation or explanation that a position may be required to perform through internal and external interactions.
- 5) Planning of Work: The degree to which the incumbent plans, either their own daily work or for the use of resources (personnel, equipment, supplies, etc.) in the attainment of departmental objectives and organization-wide goals.
- 6) Contact with Others: The extent to which the position requires meeting and dealing with the public and influencing other individuals, as well as the level of authority the employee has to make commitments on behalf of the organization.
- 7) Work of Others (Supervision Exercised): The extent to which the employee is responsible for determining work levels and work content for other employees.

- 8) Working Conditions: The physical conditions surrounding the job that are beyond the employee's control, but which may be physically demanding, unpleasant, strenuous, and/or hazardous, and may impact the employee's physical well-being.
- 9) Technology Used: The extent to which the employee utilizes and supports technology, enhancing efficiency and communication on behalf of the organization.

Job Analysis Questionnaire

To conduct the Job Analysis, a questionnaire is completed by the incumbent employee or by an appropriate party for a new position, which evaluates the nine (9) factors listed in the section above. It is important to understand that when a questionnaire is completed the position is evaluated, not the incumbent employee. Job Analysis focuses on the position, not the person. Thus, the questionnaire should be completed by the incumbent employee, if possible, and then reviewed by the supervisor and/or Human Resources Department to ensure that all perspectives are included in the Job Analysis. The Job Analysis Questionnaire (JAQ) is organized into five sections:

- 1) Employee Information: The incumbent employee should complete this section of the questionnaire so that the evaluator is supplied with some general information. This is the only section of the questionnaire that should include personal information about the incumbent employee. The remainder of the questionnaire should be completed by evaluating the position, not the person.
- 2) General Summary and Job Duties: A general summary of the work performed should be provided as it will serve as the job definition. It can be viewed as the "elevator" speech that someone may give if they meet a stranger and are asked what type of work they perform for their organization. The next step is to review the existing job description. There is a section included in the questionnaire to make minor edits to the current job description. If there are major changes to the job description or if it is a new position, it is recommended that those changes be listed so a job description can be developed or updated after the Job Analysis is completed. It is also helpful to list the duties in order of priority or those that the employee will be spending the most time completing.

- 3) **Job Factors:** The nine (9) Job Factors are listed as mentioned in the prior section. When assessing the level to which each factor is performed, the minimum requirement for the work to be completed should be checked. For example, under Factor 1, Preparation and Training, if the incumbent employee possesses a Bachelor's Degree but a High School education is what is necessary to perform the work, then the level corresponding with a High School education should be checked. Conversely, if the incumbent possesses a High School education but the job has changed over time and now the minimum educational requirement to perform the work is a college degree, then that corresponding level should be checked.
- 4) ***Optional: Fair Labor Standards Act (FLSA) Review:** This section of the questionnaire should be completed to assist in determining whether the position should be classified as Exempt or Nonexempt under the FLSA. *This section is only included in studies that have included an FLSA review in the study.
- 5) **Signatures and Comments:** The incumbent employee should sign off on the questionnaire and then forward it to their supervisor for review and comment. Supervisory review and comment, if warranted, is essential to the success of the analysis. Supervisors should be strongly encouraged to include their remarks, in the appropriate section of the JAQ, especially if they disagree with any section of the employee's assessment of his/her job. The supervisor can then forward the questionnaire to Human Resources/Administration when their review is completed.

Job Factor Analysis

Once the JAQ is completed, points are then assigned to each factor by selecting the description that best fits the appropriate level of compliance. The Job Factor Analysis tool is used for this purpose. MGT supplies two (2) tools for evaluation. The "long" form which has all of the factors included on it with the corresponding explanations for each level. The "short" form which is a one (1) page document that has all of the factors, with the corresponding levels and points. Both of these documents are attached to this Manual. It is not recommended that the short form be used until there is a good understanding of the Job Factor Analysis Tool so it is applied consistently throughout the organization.

When using the Job Factor Analysis, it is important to keep in mind that the higher level checked

for each factor will result in a higher point value for that factor. In other words, a position that requires a Master's Degree would receive more points under the "Preparation and Training" factor than a position that did not require this advanced degree.

Once all of the factors are scored, then the total is calculated for the position being analyzed. Once the aggregate score is calculated from the JAQ, the skill level is known. Based on the total score, the position is assigned to the corresponding Grade on the Classification Plan. Thus, if the position scores four hundred (400) points as a result of the Job Analysis, then it will fall into the Grade that has the corresponding skill level that includes the four hundred (400) point score.

Explanation of Job Factor Analysis Tool

When using the Job Factor Analysis tool, MGT has found that interpretations can vary. To help with maintaining consistency in the system, the following interpretations can be used as a guide:

- 1) Factor 1 Preparation and Training: The minimum level of education and training should be checked that is necessary to perform the work. Further, an extra ten (10) points can be assigned if certifications are required to perform the job duties or be hired into a position. For example, if a Wastewater Operator license is required, the position can receive extra points.
- 2) Factor 2 Experience: When considering the level of experience needed to perform the job, Level 3 should be the starting point. If a position requires supervisory responsibility, then the minimum should be four (4) to six (6) years. With that said, a technical job that does not require supervisory responsibility could also require four (4) to six (6) years or more experience, it just depends upon the job. Seven (7) years or over should be assigned to either highly technical jobs or division managers and department heads or directors. Jobs requiring no experience, which are very few, but examples may include a Library Page or Custodian, should be assigned to less than 1 year of experience. Other jobs that do not require supervisory experience and require only basic job knowledge should be assigned to the level of one (1) to three (3) years of experience.

- 3) **Factor 3 Independent Judgement and Decision Making:** This factor measures both independent judgement and decision making. Essentially this means how much discretion a position has when making decisions and what the ramifications are if an error is made. For Decision Making, if a position works independently or is a front-line supervisor, such as an Office Manager or Crew Leader, then "Often" is the appropriate level to be checked. If the position is supervised, meaning work is assigned daily, then "Some" should be checked. If a position is truly entry level, then "Little" should be checked. Examples of positions that have a "High" level of discretion are Division Managers or those that oversee a functional area of a Department, such as Risk Management. A "Very High" level of discretion is reserved for Department Heads or Directors. The next measure for this factor relates to errors in which the ramifications could be Minor, Moderate, Serious or Critical. Minor errors are usually caught easily or in a succeeding transaction, such as bank reconciliations that may be completed by one employee and then reviewed by another. On the other hand, a Critical error may result in a loss of life, significant financial loss or adverse public relations. The spectrum here is somewhat open to the discretion of the rater; however, when thinking about the ramification of a decision, keep in mind that the more complex and technical the position, the more likely an error would result in a Serious or Critical ramification. If a position scores less than fifty-five (55) points in this Factor, then it is likely to be a non-exempt position.
- 4) **Factor 4 Policy Making:** Positions may or may not have input or policy development responsibilities. Those that do not are likely to be non-exempt positions, usually up to Level 3 of this Factor. Level 4 or above denotes an element of policy making that can range from development of policy (meaning policies, procedures, guidelines, standard operating procedures, etc.) for a division or organizational component of a department, to policy making for a full department as well as policy making that affects other departments in the organization, for example, Finance, Human Resources and Safety Policies. There is a level of Policy Making that does not appear on the JAQ. This level is denoted with an "*" in the JFA Tool and is reserved for the Manager of the entire organization, such as a Town, Village or City Manager.

- 5) Factor 5 Planning of Work: Level 1 is for an entry level position or a position that is very closely supervised, meaning the position comes to work, receives assignments, completes the assignments, and then requests additional assignments. A position that comes to work and is aware of the day's work and can "get right to it" would be considered a position that works independently and has control over how the work is prioritized each day; Level 2 is the appropriate level for this type of position. Level 3 is for front line supervisors, such as Office Manager, Crew Leaders or any position that oversees a small group of people. Level 4 is for Division Managers and Level 5 is for Department Heads.
- 6) Factor 6 Contact with Others: All positions in municipal government have contact with others. The question is how much contact. Thus, the spectrum of contact is narrow, meaning the contact is generally within the organization with co-workers all the way up to being a spokesperson for the organization or someone who has significant authority to bind the financial and/or staffing resources of the organization. This factor also takes into account the nature of public work, meaning the reality of working with the public or patrons, which may be unpleasant at times. If a position is required to have significant contact with the public either at a front counter or out in the field, where the interaction can get confrontational or escalated, then Level 3 is the appropriate level. Prior to that level, there is less interaction with the public, which ranges to only dealing with staff internally to a few outside contacts such as dealings with vendors. Beyond Level 3, positions are expected to have more interaction with the public as follows:
- Level 4: Handles complaints referred from lower level or subordinate positions and uses in-depth discussion and persuasion to resolve problems (for example, front line supervisors and Police Officers).
 - Level 5: Initiates solutions to dealing with issues that arise such as Division Managers or those who oversee a functional area of a department that will be expected to resolve issues as they arise and not bring them to their Department Head or Director unless this issue is highly unusual.
 - Level 6: Authorized to commit resources, financial/staffing, on behalf of the organization and is a recognized spokesperson for the organization, such as a Police Chief or other Department Head.
 - Level 7: This level is generally reserved for the Town, Village or City Manager. However, in larger organizations, Department Heads and Directors may also be

assigned to Level 7 to accommodate the other senior managers in the organization, such as Deputies or Assistant Department Heads and so on.

On the JAQ there is a section to give examples of with whom the position interacts regularly, both internal and external to the organization, which will help to assign the appropriate level.

- 7) Factor 7 Work of Others (Supervision Given): Our interpretation of this section is liberal; thus, the first question that should be asked is does this position supervise or assign work? If the answer is No, then the No box should be checked, and you can move on to Factor 8. If the answer is a definitive Yes, then the Yes box should be checked and the corresponding box for the number of employees should also be checked. We consider all employees: full-time, part-time and seasonal so the number of employees should be full time equivalents (FTEs). We have been asked if volunteers should also be counted as employees. The answer is generally no, unless the position is required to supervise a large number of volunteers that would translate into a number of FTEs. The gray area in this factor is whether a position "assigns" work. This is where the liberal interpretation is applied. If a position is responsible for the work of others in any capacity, such as overseeing volunteers stuffing envelopes, or assigning work to seasonal employees working a community event, then question should be responded to with a "Yes" and Level 1 should also be checked. We think a nominal number of points should be assigned for this responsibility as technically the position is responsible for a work product that is arrived at using other individuals. Additionally, positions that oversee and manage independent contracts should be given supervision points for the number of contractors they oversee and manage (ex: depending on the size of the contract, each contract may be equivalent to 1-3 FTEs).
- 8) Factor 8 Physical Requirements and Working Conditions: There are five (5) levels associated with this factor, even though the JAQ only lists individual requirements and working conditions and their exposure. The levels in the JFA tool are interpreted as follows:
- Level 1: An office or very sedentary job, meaning the employee comes to work and the environment is pleasant, and the employee does not have to leave the office/building until the end of the day should the weather be inclement or otherwise undesirable.

- Level 2: The same as Level 1, relative to the sedentary nature of the job and the pleasant work environment. The difference is that employees assigned to Level 2 must leave the office during the day to go to other locations to perform the work, such as to meetings in different buildings, or in other geographic locations all together. If this is required to perform the work, then Level 2 is appropriate. If going outside can be avoided due to inclement weather or otherwise undesirable conditions, then Level 1 is the appropriate level.
- Level 3: This level is assigned to someone who works out in the field most of the time and is exposed to hazards or inclement weather more than 50% of the time. Examples would be Inspectors or Assessors or others working in the field and having to navigate uneven terrain or construction sites and who may be exposed to the elements to perform the work.
- Level 4: This level is assigned to public works employees who are out in the field and exposed to the elements and other unpleasant working conditions. The work is highly physical and can be hazardous depending upon the conditions under which the work is being performed. Mechanics are also assigned to this level as the working conditions can be very unpleasant.
- Level 5: Front line public safety personnel are assigned to this level as the working conditions are unknown depending upon the situation and the risk of personal injury or death is present on a daily basis.

Department Heads, Directors and other Management or Command staff in Public Works and Public Safety are generally assigned to Level 2 if the vast majority of their time is in the office. If they are out in the field regularly then they may be assigned to Level 3. If they are out in the field more than 50% of the time, then they should be assigned to Level 4 for Public Works and Level 5 for Public Safety. For working conditions, "odors" is a reference to those that may be found in a garage, treatment facility, etc. It does not refer to smells from a cafeteria. Disease refers to airborne illnesses or something related to public safety or public health conditions, not residents coming to the building with common colds requesting tissues. Violence relates to imminent death, not irate residents at the front counter (this interaction is covered under Factor 6 – Contact with Others).

- 9) Factor 9 Technology Used/Specialized Equipment: Technology is interpreted as technological proficiency, not just computers. Thus, when looking at the factor, use Level 4 as the starting point. Most employees will be using a computer, the Internet, a Smartphone and working with Microsoft Office and other job-related software in some capacity. If that is the case, then check Level 4. If the proficiency needed to perform the work is less, then check a lower level. Levels 5A and 5B carry the same weight. The difference is that level 5A does work related to computers. A position assigned to level 5A is one that works with highly technical software such as AutoCAD or is an applications superuser and has administrative rights or is able to configure software and develop customized reports or tables, etc. Level 5B is related to technological proficiency used in the field, such as operating large or medical equipment requiring a proficiency that is beyond what is expected of most employees, such as operating a backhoe, shoring up a trench, driving a fire truck or ambulance and using the related medical equipment, driving police vehicles, firing guns and using other related equipment. When interpreting the responses on the JAQ using the JFA Tool, keep in mind that there are many places on the JAQ to give examples of work performed that will help in the interpretation and assignment to the appropriate level. It is recommended that the Master Worksheets used by the MGT Consultant with the JFA scores assigned to each position at the time of the Study be maintained by the Human Resources Department so that consistency can be realized over time.

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 a 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 eliminated.
- 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 assure 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 for their effect on the integrity of the classification relationships established in the Classification and Compensation Plan.

Future Administration of the Compensation Plan

To maintain a competitive compensation plan, which includes salary levels and salary ranges, there should be an annual review of the community's salary ranges. The peer jurisdictions used in the survey group for the Study have been determined to be comparable by the Consultant and/or the organization. Therefore, the organization may continue to use these jurisdictions as a comparable salary survey group for annual salary comparison purposes, until it is determined that they are no longer valid. It is MGT's recommendation that an annual "survey" of these jurisdictions be conducted to determine the percentage increase each organization in the comparable group is granting either as an annual "across-the-board increase" to their employees or as a general adjustment to their pay ranges.

It is the further recommendation of MGT that the organization uses the survey result to consider increasing their salary ranges by the average percentage increase of the comparable group. This process should ensure that the organization's salary ranges remain competitive with the comparable market.



EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

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

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	☐	☐	
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. 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

Factor 1: Education		Factor 2: Work Experience		Factor 3: Level of Discretion				
1	20	1	25		Minor	Moderate	Serious	Critical
2	40	2	50	Little	10	20	35	55
3	50	3	75	Some	15	25	45	70
4	60	4	100	Often	25	45	55	80
5	80	5	125	High	45	55	75	100
6	90			Very High	50	60	90	115
7	100							
License/ Certificate	+10							

Factor 4: Policy Development		Factor 5: Planning		Factor 6: Contact with Others		Factor 7: Work of Others	
1	15	1	35	1	15	No Supv	0
2	30	2	50	2	30	1	10
3	40	3	65	3	45	2	25
4	60	4	80	4	60	3	40
5	75	5	95			4	65
6	95	6*	110	5	75	5	80
7*	105			6	85	6	85
				7	100	7	95
						8	105*

Factor 8: Working Conditions		
1	Office work only. Good working conditions with almost complete absence of physically demanding, unpleasant, strenuous, and/or hazardous elements.	15
2	Minimal external work or occasional exposure to physically demanding, unpleasant, strenuous, and/or hazardous situations.	30
3	Frequent exposure to physically demanding, unpleasant, strenuous, and/or hazardous elements.	45
4	Regular exposure to particularly physically demanding, unpleasant, strenuous, and/or hazardous elements, such as, dealing with inclement weather, operating heavy equipment, etc.	60
5	Continuous exposure to life threatening public safety situations which could jeopardize personal safety.	75

Factor 9: Technology	
1	0
2	10
3	30
4	50
5A	65
5B	65
6	75
7	85

* These responses reserved for the highest-level of organization-wide authority, i.e. the Administrator/Manager



JOB EVALUATION INSTRUMENT

FACTOR 1: EDUCATION

This factor measures the minimum level of education required by the job that is normally acquired through formal instruction.

Level	Definition	Point Value
1	Level of knowledge that is below what is normally attained through high school graduation.	20
2	High school degree or equivalent (GED).	40
3	High school, plus elementary technical training, acquired on the job or through one year or less of technical or business school.	50
4	Extensive technical or specialized training such as that which would be acquired by an Associates Degree or two years of technical or business school.	60
5	Completion of four-year college degree program.	80
6	Additional professional level of education beyond a four-year college program, such as a CPA or Professional Engineer (P.E.) training.	90
7	Completion of graduate coursework equal to a Master's Degree or higher.	100
Add on to any level as needed	License or certificate required to perform job duties	10



JOB EVALUATION INSTRUMENT

FACTOR 2: WORK EXPERIENCE

This factor measures the amount of work experience an employee would need to possess before assuming full responsibility for the position and performing the work effectively.

Level	Definition	Point Value
1	Less than one year experience is required.	25
2	Between one year and three years experience is required.	50
3	Between four to six years experience is required.	75
4	Between seven to ten years experience is required.	100
5	More than ten years experience is required.	125



JOB EVALUATION INSTRUMENT

FACTOR 3: INDEPENDENT JUDGMENT & DECISION

This factor measures the level of discretion or judgment the individual exercises in making decisions and the potential impact of such decisions or judgments on the overall success of the organization and impact on the community.

Level of Discretion	Potential Impact of Erroneous Decisions or Judgment			
	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
LITTLE: Little discretion or independent judgment exercised	10	20	35	55
SOME: Some discretion or judgment exercised, but supervisor is normally available	15	25	45	70
OFTEN: Job often requires making decisions in absence of specific policies and/or guidance from supervisors, but some direct guidance is received from supervisors	25	45	55	80
HIGH: High level of discretion with decisions restricted only by Departmental policies and little direct guidance from supervisors	45	55	75	100
VERY HIGH: Very high level of discretion with decisions only restricted by the broadest policies of the Organization	50	60	90	115



JOB EVALUATION INSTRUMENT

FACTOR 4: RESPONSIBILITY FOR POLICY DEVELOPMENT

This factor is a measure of the extent to which the position requires the employee to participate in the development of policies and procedures both within the department and between departments in the organization.

Level	Definition	Point Value
1	Position involves only the execution of policies or existing standard operating procedures.	15
2	May provide some input to supervisor when policies or standard operating procedures are updated.	30
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.	40
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.	60
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.	75
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.	95
7	Position involves primary responsibility for the overall development of organization-wide policies.	105



JOB EVALUATION INSTRUMENT

FACTOR 5: PLANNING

This factor measures the degree to which the incumbent plans, either their own daily work or for the use of resources (manpower, equipment, supplies, etc.) in the attainment of departmental objectives and organization-wide goals.

Level	Definition	Point Value
1	Position requires that my daily work load and activities are assigned to me by my supervisor.	35
2	Position requires that I plan my own daily work load and work independently according to established procedures or standards.	50
3	Position requires that I plan my own daily work load and those of others in the department (first-level supervision).	65
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).	80
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).	95
6	An extremely high level of planning and analysis is required for the entire organization. Work at this level often includes strategic planning for the organization, long range (five years or more) plans, etc (City Manager/Administrator level).	110



JOB EVALUATION INSTRUMENT
FACTOR 6: CONTACT WITH OTHERS

This factor considers the extent to which the employee requires meeting and dealing with the public and influencing other persons, as well as the level of authority the employee has to make commitments on behalf of the organization.

Level	Definition	Point Value
1	Position involves interaction with fellow workers on routine matters with relatively little public contact.	15
2	Position involves frequent internal and external contact, but generally on routine matters such as furnishing or obtaining information.	30
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.	45
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.	60
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.	75
6	Position involves frequent internal and external contacts in which position acts as the spokesperson for the department and is authorized to make commitments of significant resources on behalf of the department.	85
7	Position involves frequent internal and external contacts where position represents the entire organization and is authorized to make commitments in matters of broad or critical interest to the entire organization.	100



JOB EVALUATION INSTRUMENT

FACTOR 7: WORK OF OTHERS

This factor measures the extent to which the employee is responsible for determining work levels and work content for other employees.

Level	Size of Group	Point Value
0	No responsibility for the work of others.	0
1	Responsible for assigning work to an employee or employees, without acting in a supervisory role.	10
2	Responsible for the supervision of one full time or several part time employees.	25
3	Responsible for the supervision of two to five full time (or full time equivalent) employees.	40
4	Responsible for the supervision of six to 15 full time (or full time equivalent) employees.	65
5	Responsible for direct and/or indirect supervision of 16 to 29 full time (or full time equivalent) employees.	80
6	Responsible for direct and/or indirect supervision of 30 to 50 full time (or full time equivalent) employees.	85
7	Responsible for direct and/or indirect supervision of more than 51 full time (or full time equivalent) employees.	95
8	Responsible for direct and indirect supervision of the entire organization.	105



JOB EVALUATION INSTRUMENT FACTOR 8: WORKING CONDITIONS

This factor considers the physical conditions surrounding the job that are beyond the employee's control, but which may be physically demanding, unpleasant, strenuous, and/or hazardous, and may impact the employee's physical well-being.

Level	Definition	Point Value
1	Office work only. Good working conditions with almost complete absence of physically demanding, unpleasant, strenuous, and/or hazardous elements.	15
2	Minimal external work or occasional exposure to physically demanding, unpleasant, strenuous, and/or hazardous situations.	30
3	Frequent exposure to physically demanding, unpleasant, strenuous, and/or hazardous elements.	45
4	Regular exposure to particularly physically demanding, unpleasant, strenuous, and/or hazardous elements such as dealing with inclement weather, operating heavy equipment, etc.	60
5	Continuous exposure to life threatening public safety situations which could jeopardize personal safety.	75



JOB EVALUATION INSTRUMENT
FACTOR 9: USE OF TECHNOLOGY/SPECIALIZED EQUIPMENT

This factor considers the extent to which the employee utilizes and supports technology, enhancing the efficiency and communication on behalf of the organization.

Level	Definition	Point Value
1	Position has no responsibility for, or use of, technology.	0
2	Position has some basic use of computers for data entry, and some use of the telephone, copier, etc.	10
3	Position has daily use of computers for data entry and use of the telephone, radios, fax machine, copier, etc. Position has daily use of light equipment such as push mowers, weed whackers, pole saws, custodial equipment, etc.	30
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.	50
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.	65
5B	Position uses, repairs, and/or troubleshoots 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.	65
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).	75
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).	85



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PERFORMANCE MANAGEMENT PROGRAM

Document Purpose: This is an internal document that details the full Performance Management Program. This document and the support documents will be maintained and updated by The City Manager's Office as necessary. Communication and publishing of each document is specified below.

Document contents: The Performance Management Program Contains the following elements

- Performance Management Program – Saved on the M:Drive and maintained by the City Manager's Office as needed.
- Leadership Feedback – Annual Review Form Resource Guide – This document will be available via SharePoint and provided annually and during the onboarding process to any leader with one more direct report.
- Employee Self-Evaluation – Annual Review Form Resource Guide – This document will be available via SharePoint and provided annually and during the onboarding process to all eligible employees and leaders.
- Leadership Training Video – This training will be available via SharePoint and provided annually and during the onboarding process to any leader with one more direct report. A PowerPoint presentation will accompany the video.
- Employee Training Video – This training will be available via SharePoint and provided annually and during the onboarding process to all eligible employees and leaders. A PowerPoint presentation will accompany the video.
- Leadership Feedback - Annual Review Form – This document will be available via SharePoint and provided annually to any leaders with a direct report and during the onboarding process. Completed forms are returned to the City Manager's Office.
- Employee Self-Evaluation - Annual Review Form – This document will be available via SharePoint and provided annually to eligible employees and during the onboarding process. Completed forms are returned to the employee's leader and then provided to the City Manager's Office.
- Competency Ratings Explanations – This document is available via SharePoint, provided to leaders and employees as applicable.
- Performance Management Supplemental Form – This form is available via SharePoint and is optional for Leaders to use as a semi-formal, consistent performance management tool. The planned use of this form should be communicated with the employee(s) upon hire or during the Annual Review Meeting, ensuring employees understand the planned use of this form.
- Performance Improvement Plan – This form is optional for leaders to use at any time of the year. The leader may also utilize the form at the Annual Review time.

Eligibility: This program applies to all non-represented employees.



Program Goal: To provide tools that support the needs of the organization and balances consistency and flexibility in consideration of each department's diverse needs. The intention is to help leaders build soft skills that contribute to effective performance management conversations.

Preparation: Leaders and employees are encouraged to utilize the tools provided to prepare for Annual Review Meetings, semi-formal performance conversations, and Performance Improvement plans. However, the program highly recommends having conversations with employees regarding their performance in real time to ensure there are no surprises when having formal or semi-formal performance conversations.

Timing: The following describes when each element of the program will occur.

- August 2026 – The program will be rolled out to all eligible employees and leaders
- September 2026 and all years after until otherwise specified.
 - Employees and leaders will be given a one-week time frame to complete their own Employee Self-Evaluation – Annual Review Form
 - Leaders will be given a 2–3-week time frame to complete a Leadership Feedback – Annual Review Form for all eligible employees that directly report to them, as well as schedule and complete each direct report's Annual Review Meeting. Team size will determine the time allowed. The City Manager's Office will communicate the exact dates to leaders.
- December – Any raises (Merit, COLA, midpoint adjustments) are communicated to employees for the following calendar year.
- January following the review process – Any raises communicated to employees will be effective 1/1/xx each year.

Compensation Correlation: See Compensation Philosophy Draft for full details. Ratings in this program do not have a defined merit rate value. The City of Fort Atkinson may assign a certain value to the rating scale at any time in relation to their budget that may change year over year and be adjusted based on the market, compensation philosophy, and organizational budget.

Competencies: These are maintained by the City Manager's Office via an excel document and PDF. These may be reviewed and updated by the City Manager's Office and communicated as it impacts the performance management program and employee expectations.

Roles and Responsibilities:

Role/Responsibilities	Implementation	Advocacy	Participation	Feedback	Maintenance
City Manager's Office	x	x	x	x	x
Leaders	x	x	x	x	
Employees		x	x	x	

If leaders use "Additional Competencies" in their Annual Review Forms, the City Manager's Office intends to review these to ensure consistency based on Title and/or Department.



Handbook: The handbook will include an abbreviated version of the Performance Management Program that provides information helpful to employees and leaders to ensure they understand an overview of the program and where to find additional resources.

Feedback and Updates: Feedback about the program can be communicated and used to make updates to the program at any time. Feedback may occur formally or informally. Updates to the program may occur to support employees and leaders in alignment with the organization's business practices and compensation philosophy. The City Manager's Office will communicate any program changes to employees and leaders as necessary.



LEADERSHIP FEEDBACK – ANNUAL REVIEW FORM RESOURCE GUIDE

Note: Items highlighted in yellow: Items that are additional or different from the Employee Self-Evaluation – Annual Review Form Resource Guide.

Purpose: This document is provided to all leaders who have eligible (non-represented) employees as direct reports with the purpose of supporting the effective and consistent use of the performance management documents, specifically “Leadership Feedback – Annual Review Form” and any additional related support documents as noted in this document.

Having constructive conversations about performance year-round builds confidence in leaderships performance management abilities and teaches effective leadership skills utilizing and communicating performance ratings. Leaders should avoid surprises and use the review as a coaching conversation rather than simply an evaluation.

Note: Employees also receive a similar document that helps employees feel prepared and builds confidence in the performance management program’s consistency, flexibility, and transparency.

Terminology:

- **Leader(s):** Any manager or supervisor who has one or more direct reports.
- **Employee(s):** Any individual who receives an annual review; leaders become the employee, when they are completing their own self-evaluation.
- **City Manager’s Office:** Pertains to initiatives, directives, and content coming from individual(s) at the City Manager’s Office.
- **Annual Review Meeting:** Discussion scheduled annually by the leader to utilize performance review documents that support formal performance conversations and documentation of those conversations.

Preparation and Responsibilities: Each section will specify responsibilities for each party as well as specify which responsibilities will require preparation prior to the Annual Review Meeting.

THE ANNUAL REVIEW FORM

Information:

- Leadership Feedback Annual Review Form: The leader fills out the entirety of the Information section at the top of the first page.
- Employee-Self Evaluation Annual Review Form: The leader fills out the Employee Name and Title and provides the full document to that employee.

Opening Conversation (1-2 Minutes) The leader will lead the conversation.

Leader recommendations: Set a positive tone by explaining the purpose of the discussion.

Example: "Today's conversation is an opportunity to reflect on your accomplishments, discuss growth areas, and align goals moving forward."

Section A: Job Description Review (2-3 Minutes)

The employee receives a copy of their job description prior to review prior to the Annual Review Meeting.

During the conversation, the leader and employee review the employee's current job description together. The leader and employee document any suggested changes in their respective forms and check the box indicating their review has been completed.

FAQ: Why did we build the job description review into the Annual Performance Review?

- Answer 1: The benefits to the employee include:
 - Encourages Engagement -
 - Gives the employee a voice in validating the work they perform
 - Demonstrates the organization recognizes your contributions
 - Builds in an opportunity to provide feedback about changing role expectations
 - Supports Career Development -
 - Creates opportunities to discuss new skills, expanding responsibilities, and growth aspirations
 - Helps employees see how their role has evolved and what competencies they need to develop for future opportunities
 - Clarifies expectations –
 - Ensures employees understand their current responsibilities and expectations
 - Identifies any duties that have evolved since the job description was last updated
 - Reduces confusion, opening an opportunity to discuss any conflicting views of the role expectations
- Answer 2: The benefits for leaders include:
 - Strengthens Coaching conversations
 - Creates a natural opportunity to discuss role effectiveness, future expectations, and developmental goals
 - Identifies Workload changes
 - Reveals when employees have taken on more responsibilities and when duties have shifted
 - Provides insight into whether work should be redistributed or if additional resources are needed
 - Improves performance evaluations
 - Leaders can assess employees against accurate and current job expectations
 - Prevents evaluating performance based on outdated responsibilities
- Answer 3: The benefits for the organization include:
 - Maintains Accurate Job Documentation
 - Keeps job descriptions current as business needs, technology and processes evolve
 - Ensures HR Records reflect actual work being performed
 - Lowers administrative burden and provides cost savings for the whole organization
 - Supports Compensation decisions
 - Helps identify roles that may have changed and could warrant compensation review
 - Improves consistency and internal equity across similar positions
 - Reduces Compliance Risk

- Ensures essential functions are documented appropriately
- Supports FLSA classifications, ADA accommodations, and other employment related compliance requirements
- Enhances recruiting and succession planning
 - Accurate job descriptions improve future hiring efforts
 - Helps identify critical skills, knowledge and competencies needed for organizational success

Section B: Performance Evaluation and Ratings (7-10 Minutes)

Responsibilities: Both the leader and the employee complete this section prior to the Annual Review Meeting, and the content is used to facilitate a conversation between the leader and the employee.

- Page one provides a chart that has a general explanation for the 1-5 ratings scale. For more specific explanations of each competency, please see the full “Competency Ratings Explanations” document.
- Page two provides standard competencies for which all eligible employees will be rated.
 - Leader: Completes ratings for the employee on their “Leadership Feedback – Annual Review Form” for all provided standard competencies and provides details supporting their ratings.
 - Employee: Completes ratings for each competency and provides details supporting their ratings for themselves.
- Page three (optional) represents any additional competencies for which an employee may be rated.
 - Leader: Selects additional competencies that align with the job description and apply them consistently by position and/or department.
 - Example: If three employees hold the same job title, they will be rated on the same competencies as their peers in the same role.
 - The leader fills out these additional competencies on the “Employee Self-Evaluation – Annual Review Form” and provides that to the employee.
 - The leader mirrors these selections on the “Leadership Feedback – Annual Review Form” and completes the ratings and comments section.
 - These additional competencies may change from year to year. If changes occur, the employee must receive communication about the change to the competencies at the beginning of the calendar year.
 - Employee: Completes ratings for each competency and provides details supporting their ratings for themselves.

FAQ: Why did we create these charts?

- Answer: We received feedback during our focus group discussions that employees want clear and consistent ratings explanations.

FAQ: Why is there more than one chart?

- Answer: The different charts have different benefits and purposes. See below for in-depth breakdown.

General Rating Explanation	
Location	On Annual Review Form provided annually and during onboarding; Sharepoint
Benefit	Provides a basic understanding of what any competency is rated on a five-point scale.
Why add this to Annual Review Form	Easy to read, small in size, quick reference on Annual Review Form

Standard Competency Rating Explanation	
Location	Provided annually and during onboarding; Sharepoint
Benefit	Provides detailed explanations of how to rate performance in each required competency. Provides additional guidance, includes behavioral examples.
Why is it not included on the Annual Review Form?	Large in size, extensive detail

Additional Competency Rating Explanation - OPTIONAL	
Location	As needed: Provided annually and during onboarding; Sharepoint
Benefit	Provides additional competency ratings explanations as an option for leaders to rate employees. Certain departments or positions may require more than the standard Competencies. This provides a flexible program with a structured format.
Will all positions have additional competency ratings?	No, not all positions will have additional competency ratings.
Who decides if there are additional competencies?	The leader - They base the decision on position and/or department needs. The City Manager's Office reviews to ensure consistency.

Things to consider

- Before the conversation -
 - Review specific examples that support the rating.
 - Be prepared to use the chart to explain how the rating aligns with established criteria and expectations.
 - Anticipate questions and potential reactions.
 - Separate performance assessments from personal characteristics.
- During the Conversation
 - Start with Appreciation
 - Acknowledge the employee's contributions before discussing the rating.
 - Example: "I want to start by recognizing the impact you've had this year, particularly your work on X and your support of the team."
 - Be Direct About the Rating.

- Example: "Based on your overall performance against expectations and goals, your final rating is a 'Meets Expectations'."
 - Avoid creating confusion or suspense.
- Explain the "Why"
 - Connect the rating to business outcomes, behaviors, and expectations.
 - Focus on: Results achieved, demonstrated competencies, areas where expectations were exceeded or not fully met, comparisons to rating definitions, not to other employees.
- Use Specific Examples
 - Employees are more likely to accept feedback when it is supported by facts.
 - Example: "Your project delivery timelines consistently met expectations, and the community provided positive feedback. At the same time, there were opportunities to improve proactive communication during periods of change."
- Avoid Surprises - The review discussion should reinforce feedback shared throughout the year, not introduce new concerns.
 - Leaders should utilize tools that work best for them to take notes on performance, and conversations had throughout the year. Reference those notes for accurate representation of a full year of performance. Examples tools: OneNote, Excel (tabs for each employee, include dates, etc.)
- Listen Actively
 - Give the employee space to react and ask questions.
 - Helpful phrases to gain more insight into the employee's thoughts:
 - "How does this align with your perspective?"
 - "What are your thoughts on this feedback?"
 - "What would you like to discuss further?"
- Stay Calm if the Employee Disagrees - Acknowledge feelings without changing the discussion into an argument.
 - Example: "I understand this may not be the outcome you were expecting. Let's talk about the factors that were considered in reaching this rating."
- Avoid Common Pitfalls
 - Don't:
 - Compare employees to one another.
 - Focus only on recent events.
 - Debate every individual data point.
 - Overpromise future ratings or compensation outcomes.
 - Present personal opinions without examples.
 - Over generalize.
 - Do:
 - End with a forward-looking discussion.
 - Shift the conversation toward growth and development.
 - Ask questions like, ""What actions can we both take to help you be successful?"
 - Be specific.

Employees may not always agree with their rating, but they should leave the conversation understanding the overall clear message from the leader to the employee:

- What is the rating?
- Why was the rating selected?

- What did they do well?
- What can they improve?
- What does success look like moving forward?

This helps keep the discussion balanced, transparent, and growth oriented.



Ratings Calculations: This section provides a summary that clearly states the employee's total score, as well as the average score. The leader and employee will complete their own calculations on their respective forms, compare those scores during the Annual Review meeting, and discuss any differences in ratings.

If the employee has an average score of 2 or less, consider utilizing the Performance Improvement Plan (PIP) form. The PIP form can be used at any time during the year; the leader does not need to wait until annual review time to create a PIP.

Section C: Key Accomplishments (2-3 minutes)

- Leader: Leader shares employee's individual and/or team accomplishments and strengths from the previous year.
- Employee: Employee shares their own individual and/or team accomplishments and highlights strengths from the previous year.

FAQ: Why is this section important?

- Recalls employee accomplishments during the year.
- Supports employee performance ratings.
- Reviews accomplishments year after year to show growth and development.

Things to consider:

- Start with Recognition of the overall impact their accomplishments the employee has made to the team and organization.
- Provide specific examples and discuss the meaningful business impact each example has made.
- Focus on the outcome, not just the task.
 - "You successfully led the system implementation, which improved efficiency and reduced processing time for the team."
- Highlight strengths and competencies related to accomplishments – tying Section B and C together, reinforcing the ratings.
- Balance individual and Team contributions – recognize personal ownership while also acknowledging collaboration.
- Link accomplishments to future growth.
- Identify what patterns emerged throughout the year.

Suggested phrase example: "You delivered several important accomplishments this year, and those contributions were highly valued. When evaluating overall performance, we also consider consistency across all goals, competencies, and impact relative to expectations, which contributed to the final rating."

Or

"During the Q3 product launch (Situation), you coordinated cross-functional meetings and proactively addressed project risks (Behavior), which helped the team meet the launch deadline and avoid delays (Impact)."

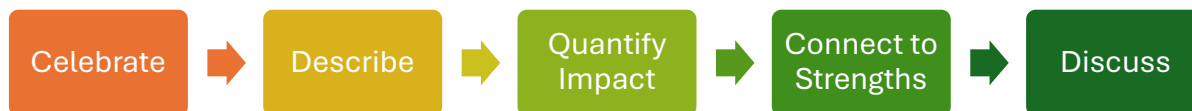
Or

"You effectively managed multiple competing priorities during the systems transition, which helped the team maintain service levels and meet deadlines. Going forward, I'd like to see you continue leveraging this strength while increasing delegation opportunities to develop others."

This framework creates reviews that are fair, developmental, and actionable while helping leaders build trust and accountability with their employees.

Complete this section ensuring that employees understand:

- What did they achieve?
- Why did it matter?
- How did it impact the organization?
- What strengths did they demonstrate?
- How do those accomplishments position them for future success?



Section D: Areas of Development (3-5 minutes)

Leader: The leader shares feedback on what the employee can do to improve in the areas above.

Leader's response:

- Listen fully before responding; avoid becoming defensive.
- Acknowledge their feedback and validate their thoughts, concerns, and/or requests.
- Discuss actions to address their feedback; ask questions to understand how to support them.
- Be honest about what you can and cannot influence.
- Identify shared ownership, focusing on success as a partnership.
- Clarify commitments for both parties.
- Thank the employee for their feedback.

Employee: The employee answers two questions in this section.

- The employee shares the ways that leadership or organization can help them succeed.
- The employee also shares which areas they want to improve as an employee.

Leader's response:

- Acknowledge the employee's self-awareness and encourage their growth mindset.
- Validate and build upon their perspective, offering positive ways to build their skills can help them move forward.
- Dig into the motivation for building and developing in those stated areas.
- Reinforce their existing strengths.
- Guide desired development into action items and clear commitments.
- Offer support; i.e. regular check-ins, feedback opportunities, etc.

FAQ: Why is this section important?

- Encourages Professional Growth
- Demonstrates Self-Awareness
- Supports Career Development
- Creates Actionable Development Plan
- Aligns individual and organizational needs

Note: These may or may not align with the areas the employee would like to improve.



Section E: Goals and Objectives (5 minutes)

Last Year's Goals:

Note – In 2026, “Last year’s goals” refer to any goals set in 2025’ review period for the calendar year 2026. Not all employees created and communicated formal goals for 2026. This section may be left blank or used to recall goals that were discussed throughout the year.

- Employee: Writes and discusses last year’s goals/objectives and if they were accomplished.
- Leader: Writes and discusses last year’s goals/objectives, and if they were accomplished.

Next Year's Goals:

- Employee: Employee leaves this section blank and waits for the Annual Review meeting to write and discuss goals for the following year.
- Leader: Leader may complete this section for the employee pertaining to the following year, or they may wait to discuss with the employee during the Annual Review meeting.

Setting SMART goals

- Specific: The goal should be clear and highly defined. Answer the "W" questions: What do I want to accomplish? Why is this important? Who is involved? What is the business impact? What is the impact of personal development?
- Measurable: Establish concrete criteria for tracking progress. You need a way to know exactly how much or how many. (Or how often)



- Achievable: Your goal should be realistic and attainable. It stretches your abilities but remains possible with your current skills, resources, and timeline.
- Relevant: The objective must matter to you and align with your broader, long-term ambitions as well as business needs.
- Time-bound: Every goal needs a target date or deadline. This creates urgency and prevents everyday tasks from taking priority.

FAQs provided for employees:

FAQ: What if I don't remember what my leader and I discussed as my goals for 2026?

- Answer: Not all employees set formal goals for 2026. You may reach out to ask your leader about 2026 goals or wait until the annual review meeting to complete this section.

FAQ: What if I am not sure about what I should set for goals for the following year?

- Answer: The employee may choose to leave this section blank until this has been discussed during the Annual Review Meeting. When both parties have discussed and finalized these goals for the following year, these can be completed on the form.

SMART goal examples:

Performance Goal: Improve project delivery predictability by achieving 95% on-time completion of assigned projects during FY27.

Development Goal: Complete executive presentation training and present quarterly updates to senior leadership by year-end.

Section F: Employee Development (3-5 minutes)

- Employee: The employee shares goals they have for themselves, i.e. other jobs they want to start preparing for, training to support their current role, or other ways to provide more value for themselves and/or the organization.
- Leader: The leader asks questions and shares areas that the employee may want to focus on for professional development. i.e. training available, relevant certifications, skills to learn that can assist in development, etc.

FAQs provided for employees:

FAQ: What if I'm not sure what I want to focus on for professional development?

- Answer: That's completely ok. This is an opportunity to discuss this with the leader, and both can discuss how the leader can support employee development goals. In preparation for the conversation, the employee can consider the following areas of growth:
 - o Technical/Functional - Industry certifications, process improvement methodologies, system training.
 - o Leadership skills – Coaching and mentoring others, influencing without authority, strategic thinking, and being a change management champion.
 - o Communication skills – Presentations, facilitation skills, written communications, conflict management.



- o Business acumen – Understanding company strategy, financial literacy (department budgeting), customer focus, cross-functional collaboration.

FAQ: What if I like where I am and want to keep doing that?

- Answer: That's great information to share with your leader. There may be things you two can discuss to help you grow and develop in your current role based on your feedback.

FAQ: What if I'm not sure about what opportunities are available to me at the City of Fort Atkinson?

- Answer: That's ok as well. Employees are encouraged to discuss professional interests openly and make plans based on realistic options and growth potential aligned with employee interests and the alignment of the business needs.

Leader recommendations:

- Ask Questions to understand the employee's goals. Examples:
 - o "What experiences, skills, or knowledge would help you be more successful as an employee?"
 - o "What is a reasonable time frame for you to reach this goal?"
 - o "Is there an existing role at the organization that you see yourself in?"
- Focus on growth, not just performance.
- Be specific and action-oriented – Avoid vague statements.
- Balance strength and development areas – This is not just about addressing gaps, but also an opportunity to encourage growth in areas where the employee already excels.
- Align development to career goals.
- Include measurable outcomes.
- 70-20-10 approach
 - o 70% - On the job experience and stretch assignments.
 - o 20% - Coaching mentoring, networking.
 - o 10% - Formal training and courses.
- Include diverse options for development – Suggested categories provided to employees in FAQs:
 - o Technical/Functional - industry certifications, process improvement methodologies, system training.
 - o Leadership skills – Coaching and mentoring others, influencing without authority, strategic thinking, change management champion.
 - o Communication skills – Presentations, facilitation skills, written communications, conflict management.
 - o Business acumen – Understanding company strategy, financial literacy (department budgeting), customer focus, cross-functional collaboration.

Section G: Additional Comments

This section provides a space to document any additional feedback from employees and leaders that may not have been represented in the other sections of the form.

Wrap-Up: The leader will wrap up the conversation and officially end the Annual Review Meeting.

Leader Recommendations:

End the conversation positively and collaboratively.

- Summarize key agreements.
- Confirm support and resources.

Example: Closing Statement: "I appreciate your contributions this year. I'm confident in your ability to build on your strengths, and I am committed to supporting your development goals."

Section H: Signature

The leader's signature confirms that the content on this form was completed by the leader, discussed during the Annual Review meeting, and returned to the City Manager's Office along with the employee's Self-Evaluation – Annual Review Form. The date generally represents the date of the completed Annual Review meeting.

If the employee refuses to sign the review, reiterate that their signature confirms that the conversation took place, and not that they agree with the leader's assessment. The content on the self-evaluation form conveys their perspective of their behavior in a formal document.

Final Note: This guide is a helpful tool to navigate the formal Annual Review Meeting, however, this Performance Management Program highly recommends having conversations with employees regarding their performance in real time to ensure there are no surprises when having formal or semi-formal performance conversations.



EMPLOYEE SELF-EVALUATION – ANNUAL REVIEW FORM RESOURCE GUIDE

Purpose: This document is provided to all eligible (non-represented) employees with the purpose of supporting the effective and consistent use of the performance management documents, specifically “Employee Self-Evaluation – Annual Review Form”. The information in this document intends to help employees feel prepared and build confidence in the performance management program’s consistency, flexibility, and transparency.

Note: Leaders also receive a similar document that includes support and guidelines for a consistent, flexible, and transparent application of the program.

Terminology:

- **Leader(s):** Any manager or supervisor who has one or more direct reports.
- **Employee(s):** Any individual who receives an annual review; leaders become the employee, when they are completing their own self-evaluation.
- **City Manager’s Office:** Pertains to initiatives, directives, and content coming from individual(s) at the City Manager’s Office.
- **Annual Review Meeting:** Discussion scheduled annually by the leader to utilize performance review documents that support formal performance conversations and documentation of those conversations.

Preparation and Responsibilities: Each section will specify responsibilities for each party as well as specify which responsibilities will require preparation prior to the Annual Review Meeting.

THE ANNUAL REVIEW FORM

Information:

- **Leadership Feedback Annual Review Form:** The leader fills out the entirety of the Information section at the top of the first page.
- **Employee-Self Evaluation Annual Review Form:** The leader fills out the Employee Name and Title and provides the full document to that employee.

Opening Conversation (1-2 Minutes): The leader will lead the conversation.

Section A: Job Description Review (2-3 Minutes)

The employee receives a copy of their job description prior to review prior to the Annual Review Meeting. During the conversation, the leader and employee review the employee’s current job description together. The leader and employee document any suggested changes in their respective forms and check the box indicating their review has been completed.

FAQ: Why did we build the job description review into the Annual Performance Review?

- **Answer 1:** The benefits for the employee include:
 - Encourages Engagement
 - Supports Career Development
 - Clarifies Expectations



- Answer 2: The benefits for leaders include:
 - Strengthens Coaching Conversations
 - Identifies Workload Changes
 - Improves Performance Evaluations
- Answer 3: The benefits for the organization include:
 - Maintains Accurate Job Documentation
 - Supports Compensation Decisions
 - Reduces Compliance Risk
 - Enhances Recruiting and Succession Planning

Section B: Performance Evaluation and Ratings (7-10 Minutes)

Responsibilities: Both the leader and the employee complete this section prior to the Annual Review Meeting, and the content is used to facilitate a conversation between the leader and the employee.

- Page one provides a chart that has a general explanation for the 1-5 ratings scale. For more specific explanations of each competency, please see the full “Competency Ratings Explanations” document.
- Page two provides standard competencies for which all employees will be rated.
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 - Employee: Completes ratings for each competency and provides details supporting their ratings for themselves.

FAQ: Why did we create these charts?

- Answer: We received feedback during our focus group discussions that employees want clear and consistent ratings explanations.

FAQ: Why is there more than one chart?

- Answer: The different charts have different benefits and purposes. See below for in-depth breakdown.

General Rating Explanation	
Location	On Annual Review Form provided annually and during onboarding; Sharepoint
Benefit	Provides a basic understanding of what any competency is rated on a five-point scale.
Why add this to Annual Review Form	Easy to read, small in size, quick reference on Annual Review Form

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Additional Competency Rating Explanation - OPTIONAL	
Location	As needed: Provided annually and during onboarding; Sharepoint
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Will all positions have additional competency ratings?	No, not all positions will have additional competency ratings.
Who decides if there are additional competencies?	The leader - They base the decision on position and/or department needs. The City Manager's Office reviews to ensure consistency.

Ratings Calculations: This section provides a summary that clearly states the employee's total score, as well as the average score. The leader and employee will complete their own calculations on their respective forms, compare those scores during the Annual Review meeting, and discuss any differences in ratings.

Section C: Key Accomplishments (2-3 minutes)

- Leader: Leader shares employee's individual and/or team accomplishments and strengths from the previous year.
- Employee: Employee shares their own individual and/or team accomplishments and highlights strengths from the previous year.



FAQ: Why is this section important?

- Recalls employee accomplishments during the year.
- Supports employee performance ratings.
- Reviews accomplishments year after year to show growth and development.

Section D: Areas of Development (3-5 minutes)

Leader: The leader shares feedback on what the employee can do to improve in the areas above.

Employee: The employee answers two questions in this section.

- The employee shares the ways that leadership or the organization can help them succeed.
- The employee also shares which areas they want to improve as an employee.

FAQ: Why is this section important?

- Encourages Professional Growth
- Demonstrates Self-Awareness
- Supports Career Development
- Creates Actionable Development Plan
- Aligns individual and organizational needs

Section E: Goals and Objectives (5 minutes)

Last Year's Goals:

Note – In 2026, “Last year’s goals” refer to any goals set in 2025’ review period for the calendar year 2026. Not all employees created and communicated formal goals for 2026. This section may be left blank or used to recall goals that were discussed throughout the year.

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Next Year's Goals:

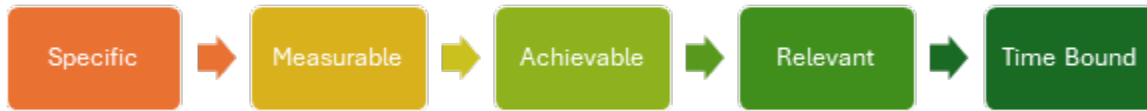
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Setting SMART goals

- Specific: The goal should be clear and highly defined. Answer the "W" questions: What do I want to accomplish? Why is this important? Who is involved? What is the business impact? What is the impact of personal development?
- Measurable: Establish concrete criteria for tracking progress. You need a way to know exactly how much or how many. (Or how often)
- Achievable: Your goal should be realistic and attainable. It stretches your abilities but remains possible with your current skills, resources, and timeline.



- Relevant: The objective must matter to you and align with your broader, long-term ambitions as well as business needs.
- Time-bound: Every goal needs a target date or deadline. This creates urgency and prevents everyday tasks from taking priority.



FAQ: What if I don't remember what my leader and I discussed as my goals for 2026?

- Answer: Not all employees set formal goals for 2026. You may reach out to ask your leader about 2026 goals or wait until the annual review meeting to complete this section.

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- Answer: The employee may choose to leave this section blank until this has been discussed during the Annual Review Meeting. When both parties have discussed and finalized these goals for the following year, these can be completed on the form.

Section F: Employee Development (3-5 minutes)

- Employee: The employee shares goals they have for themselves, i.e. other jobs they want to start preparing for, training to support their current role, or other ways to provide more value for themselves and/or the organization.
- Leader: The leader asks questions and shares areas that the employee may want to focus on for professional development. i.e. training available, relevant certifications, skills to learn that can assist in development, etc.

FAQ: What if I'm not sure what I want to focus on for professional development?

- Answer: That's completely ok. This is an opportunity to discuss this with the leader, and both can discuss how the leader can support employee development goals. In preparation for the conversation, the employee can consider the following areas of growth:
 - Technical/Functional - Industry certifications, process improvement methodologies, system training.
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FAQ: What if I like where I am and want to keep doing that?

- Answer: That's great information to share with your leader. There may be things you two can discuss to help you grow and develop in your current role based on your feedback.



FAQ: What if I'm not sure about what opportunities are available to me at the City of Fort Atkinson?

- Answer: That's ok as well. Employees are encouraged to discuss professional interests openly and make plans based on realistic options and growth potential aligned with employee interests and the alignment of the business needs.

Section G: Additional Comments

This section provides a space to document any additional feedback from the employee and leader that may not have been represented in the other sections of the form.

Wrap-Up: The leader will wrap up the conversation and officially end the Annual Review Meeting.

Section H: Signature

The employee's signature confirms that the content on the form was completed by the employee, discussed during the Annual Review meeting, and provided to their leader. The date generally represents the date of the completed Annual Review meeting.

The leader receives similar instructions in addition to requiring them to provide the completed Employee Self-Evaluation Annual Review Form to the City Manager's Office.



LEADERSHIP FEEDBACK - ANNUAL REVIEW FORM

Employee Name		Employee Title	
Leader Name		Leader Title	
Employee Hire Date		Review Year	

Section A: Job Description Review Complete _____

The leader reviews job description prior to Annual Review Meeting and provides employee with a copy prior to meeting. The leader checks the box after reviewing the job description with the employee during the Annual Review Meeting.

Comments:

Section B: Performance Evaluation and Ratings: *The leader fills out the ratings for the employee for all standard competencies provided. Provided is a General Ratings Explanations. For more specific explanations of each competency, please see the full "Competency Ratings Explanations" document.*

General Ratings Explanation				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
The employee's performance falls significantly below the expectations and requirements for this competency. Results and behaviors are consistently below the standard expected for the role. The employee does not consistently demonstrate the skills, knowledge, or behaviors associated with this competency, and substantial improvement is required. Immediate attention, coaching, and a focused development plan are needed.	The employee's performance in this competency is inconsistent and does not yet fully meet expectations for the role. The employee demonstrates some of the expected behaviors; however, there are noticeable gaps in effectiveness, consistency, or application. Additional coaching, support, and development are needed to help the employee achieve the expected level of proficiency.	The employee consistently demonstrates this competency at the level expected for the role. Performance is reliable and satisfactory, and the employee effectively applies the associated skills and behaviors in day-to-day responsibilities. Contributions support team objectives and align with business needs, resulting in successful performance in this area.	The employee frequently demonstrates this competency above the level expected for the role. Performance is consistently strong, and the employee often goes above and beyond standard requirements. The employee makes meaningful contributions to team success, proactively applies this competency in a variety of situations, and may occasionally support or guide others in developing their capabilities.	The employee's performance in this competency is consistently exceptional and serves as a model for others. The employee demonstrates outstanding expertise, anticipates challenges, and proactively identifies opportunities to improve outcomes. Their application of this competency significantly enhances team, department, and/or organizational success. The employee is recognized as a trusted resource or subject matter expert and regularly contributes beyond the expectations of their role.

Section B Continued: ALL EMPLOYEE COMPETENCIES (Rating 1-5)			
Employee Name		Employee Title	
Competency	Dependability and Reliability	Rating:	
Comments			
Competency	Quality of Work/Accuracy/Attention to Detail	Rating:	
Comments			
Competency	Productivity	Rating:	
Comments			
Competency	Teamwork and Collaboration	Rating:	
Comments			
Competency	Communication	Rating:	
Comments			
Competency	Initiative and Innovation	Rating:	
Comments			
Competency	Safety Focused	Rating:	
Comments			
Competency	Customer Focused	Rating:	
Comments			
Competency	Job Knowledge	Rating:	
Comments			

Section B Continued: ADDITIONAL EMPLOYEE COMPETENCIES (Rating 1-5)

The Competency Ratings Explanation Document is provided for leaders to select additional competencies, consistently applied by position or department. The employee completes ratings and comments for themselves.

Employee Name		Employee Title	
Competency		Rating:	
Comments			
Competency		Rating:	
Comments			
Competency		Rating:	
Comments			
Competency		Rating:	
Comments			
Competency		Rating:	
Comments			
Competency		Rating:	
Comments			
Competency		Rating:	
Comments			
Competency		Rating:	
Comments			

Ratings Calculations					
Employee Name:					
Total Score (a)		# of Competencies Rated (b)		Average Score (a) divided by (b)	

Section C: Key Accomplishments:

The leader shares individual and/or team accomplishments and strengths from the previous year.

Discuss the employee's individual and team accomplishments, highlighting strengths throughout the previous year

Section D: Areas of Development:

The leader shares feedback on what the employee can do to improve in the areas above.

Discuss ways the employee can improve for the following year

Section E: Goals and Objectives: *The leader completes this section if applicable and works with the employee to create next year's goals using the SMART Goal definitions and examples on the Resource Guide.*

Discuss last year's goals and objectives; provide details regarding complete or incomplete goals
Discuss next year's goals and objectives



EMPLOYEE SELF-EVALUATION - ANNUAL REVIEW FORM

Employee Name		Employee Title
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Section A: Job Description Review Complete _____

The employee receives a copy of their job description prior to review prior to the Annual Review Meeting. The employee checks this box after reviewing the job description during the Annual Review Meeting.

Comments:

Section B: Performance Evaluation and Ratings: *The employee fills out the ratings for themselves for all standard competencies provided. Provided is a General Ratings Explanations. For more specific explanations of each competency, please see the full “Competency Ratings Explanations” document.*

General Rating Explanation				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
The employee’s performance falls significantly below the expectations and requirements for this competency. Results and behaviors are consistently below the standard expected for the role. The employee does not consistently demonstrate the skills, knowledge, or behaviors associated with this competency, and substantial improvement is required. Immediate attention, coaching, and a focused development plan are needed.	The employee’s performance in this competency is inconsistent and does not yet fully meet expectations for the role. The employee demonstrates some of the expected behaviors; however, there are noticeable gaps in effectiveness, consistency, or application. Additional coaching, support, and development are needed to help the employee achieve the expected level of proficiency.	The employee consistently demonstrates this competency at the level expected for the role. Performance is reliable and satisfactory, and the employee effectively applies the associated skills and behaviors in day-to-day responsibilities. Contributions support team objectives and align with business needs, resulting in successful performance in this area.	The employee frequently demonstrates this competency above the level expected for the role. Performance is consistently strong, and the employee often goes above and beyond standard requirements. The employee makes meaningful contributions to team success, proactively applies this competency in a variety of situations, and may occasionally support or guide others in developing their capabilities.	The employee’s performance in this competency is consistently exceptional and serves as a model for others. The employee demonstrates outstanding expertise, anticipates challenges, and proactively identifies opportunities to improve outcomes. Their application of this competency significantly enhances team, department, and/or organizational success. The employee is recognized as a trusted resource or subject matter expert and regularly contributes beyond the expectations of their role.

Section B Continued: ALL EMPLOYEE COMPETENCIES (Rating 1-5)			
Employee Name		Employee Title	
Competency	Dependability and Reliability	Rating:	
Comments			
Competency	Quality of Work/Accuracy/Attention to Detail	Rating:	
Comments			
Competency	Productivity	Rating:	
Comments			
Competency	Teamwork and Collaboration	Rating:	
Comments			
Competency	Communication	Rating:	
Comments			
Competency	Initiative and Innovation	Rating:	
Comments			
Competency	Safety Focused	Rating:	
Comments			
Competency	Customer Focused	Rating:	
Comments			
Competency	Job Knowledge	Rating:	
Comments			

Section B Continued: ADDITIONAL EMPLOYEE COMPETENCIES (Rating 1-5)

The Competency Ratings Explanation Document is provided for leaders to select additional competencies, consistently applied by position or department. The employee completes ratings and comments for themselves.

Employee Name		Employee Title	
Competency		Rating:	
Comments			
Competency		Rating:	
Comments			
Competency		Rating:	
Comments			
Competency		Rating:	
Comments			
Competency		Rating:	
Comments			
Competency		Rating:	
Comments			
Competency		Rating:	
Comments			
Competency		Rating:	
Comments			



Section B Continued: Ratings Calculations

Employee Name:					
Total Score (a)		# of Competencies Rated (b)		Average Score (a) divided by (b)	

Section C: Accomplishments:

The employee completes prior to the Annual Review Meeting.

The employee shares accomplishments and highlights strengths from the previous year

Section D: Areas of Development:

The employee completes prior to the Annual Review Meeting.

What ways can leadership or organization help you succeed?

What areas do you as an employee want to improve?

Section E: Goals and Objectives:

The employee completes section if applicable and works with Leader to create next year's goals using the SMART Goal definitions and examples on the Resource Guide.

Discuss last year's goals and objectives; provide details regarding complete or incomplete goals

Discuss next year's goals and objectives



Employee Name:	
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Section F: Employee Development:

The employee may complete this section prior to or during the Annual Review meeting.

The employee shares professional development goals they have for themselves for the following year

Section G: Additional Comments:

The employee may complete this section prior to or during the Annual Review meeting.

All other items to discuss can be summarized below

Section H: Signature: *The employee's signature confirms that the content on this form was completed by the employee, discussed during the Annual Review meeting, and provided to their leader. The date generally represents the date of the completed Annual Review meeting.*

Employee Name

Employee Signature

Date



PERFORMANCE IMPROVEMENT PLAN (PIP) FORM

Employee Name		Employee Title	
Leader Name		Leader Title	
Employee Hire Date		Review Year	
PIP Start Date		PIP Completion Date	

Purpose of PIP:

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Section A: Specific Performance Concerns:

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Section B: Expected Performance Standards:

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Section C: Measurable Goals and Action Items:

Section D: Additional Comments: *Leader may complete prior to meeting or write a summary of the details from the PIP meeting that represents the leader and/or employee's thoughts and commitment to the PIP.*

Section E: Signature: Leader and employee (optional, witness) sign confirming they were present for the conversation and that the content of this form accurately represents the discussion. The date generally represents the date of the conversation.

Employee Name

Employee Signature

Date

Leader Name

Leader Signature

Date

Witness Name (Optional)

Witness Signature

Date

*Finalize and sign document; Provide to the City Manager's Office



PERFORMANCE IMPROVEMENT PLAN (PIP) RESOURCE GUIDE

Resource Guide: This document provides guidance for the use of the Performance Improvement Plan (PIP) form. Note: It is suggested to bring along a witness to observe the conversation and sign confirming the conversation occurred and that the details on the form accurately represent the conversation.

Performance Improvement Plan Form: This form may be used to document the implementation of a Performance Improvement Plan (PIP). The content of the form and the conversation may address identified gaps in employee performance and provide an opportunity to discuss clear expectations, support, and timelines to achieve and sustain satisfactory performance.

Filling out the Form: The leader fills out the Information, Purpose, and Sections A, B, and C prior to setting up the meeting with the employee.

Section A: Specific Performance Concerns: The Leader should describe the performance issues objectively and factually. Include what expectations are not being met, use specific examples, and explain the impact on the team, customers, community, and organization. Focus on behaviors, outcomes, and measurable results – not personality traits.

Example:

Monthly reports have been submitted late in four of the last six reporting cycles, causing delays in leadership review and decision-making.

Section B: Expected Performance Standards: Clearly define what successful performance looks like.

Examples:

- *Meet all deadlines*
- *Achieve productivity targets*
- *Improve quality metrics*
- *Follow established processes*

The employee should know exactly what "success" means.

Section C: Measurable Goals and Action Items: This is the most important section. Define the employee's expectations in SMART Goals format. Reference Leadership Performance Management Resource Guide for more on SMART Goals.

Section D: Additional Comments: The Leader may leave this blank or fill it out prior to the meeting. The employee may have feedback that the leader may summarize in this section to represent the employee's thoughts or commitment to the PIP.

Section E: Signature: The leader and employee (optional, witness) sign confirming they were present for the conversation and that the content of this form accurately represents the discussion. The date generally represents the date of the conversation. The finalized and signed form should be provided to the City Manager's Office.



PERFORMANCE MANAGEMENT SUPPLEMENTAL FORM

This is an optional form that leaders can utilize to supplement annual employee performance management. This form may be used to provide feedback after completing a long-term project, or during a regularly scheduled quarterly or semi-annual semi-formal performance of conversations. This form can be completed prior to discussion with the employee or utilized as a conversation guide for the semi-formal performance discussion.

Employee Name		Employee Title	
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Section A: Discuss Strengths:

Discuss the employee's individual strengths and how those impact the business

Section B: Areas of Development:

Discuss areas the employee can improve

Section C: Goals and Objectives - Refer to Resource Guide for SMART Goal definitions and Examples.

Discuss progress on the employee's goals for the year. Is the employee on track for reaching these goals?



Section C: Employee Development:

Discuss any training, certificates, or other professional development commitments or action items made at the previous annual review meeting

Section D: Additional Comments:

Any additional comments or summary or discussion can be noted here

Section E: Signature: Leader and employee sign confirming they were both present for the conversation and that the content of his form represents a summary of the discussion. The date generally represents the completed Annual Review meeting.

Employee Name

Employee Signature

Date

Leader Name

Leader Signature

Date

*Finalize and sign document; Provide to City Manager's Office

Job Title/Department (Template)

Competency					
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional	Notes:

Competency					
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional	Notes:

Competency					
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional	Notes:

Competency					
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional	Notes:

All Employee Competency Ratings Explanations

The below explanations provide guidance for employees to rate themselves, and leaders to rate employees in the standard employee competencies.

Dependability and Reliability

1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Frequently fails to meet commitments and deadlines, demonstrates poor follow-through, and cannot be consistently relied upon to complete responsibilities. Requires significant supervision and intervention. Performance in this area falls well below expectations and negatively impacts team and organizational objectives.	Demonstrates inconsistent dependability and reliability. May occasionally miss deadlines, require frequent follow-up, or fail to fully meet commitments. Accountability and follow-through need improvement to ensure consistent performance and team effectiveness.	Dependably fulfills job responsibilities and meets established expectations. Completes assigned work on time, follows through on commitments, and demonstrates an appropriate level of accountability. Can generally be relied upon to perform duties effectively and consistently.	Regularly demonstrates strong dependability and reliability. Meets commitments, consistently produces quality work within deadlines, and requires minimal supervision. Takes responsibility for outcomes and is trusted to handle responsibilities effectively.	Consistently exceeds expectations in dependability and reliability. Can be counted on to deliver high-quality work on time, follows through on commitments without reminders, proactively addresses issues, and is viewed as a trusted resource by colleagues and leadership. Demonstrates outstanding accountability and ownership.

Quality of Work/Accuracy/Attention to Detail

1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Frequently produces work that does not meet quality standards. Errors are common, often significant, and negatively impact team or business results. Demonstrates insufficient attention to detail and requires substantial oversight, correction, or rework. Performance in this area falls well below expectations.	Work quality and accuracy are inconsistent. Errors occur more frequently than expected and may require correction by others. Attention to detail needs improvement, and work may occasionally be incomplete, inaccurate, or require rework. Greater focus on quality assurance and consistency is needed.	Produces work that meets quality standards and is generally accurate and complete. Demonstrates appropriate attention to detail and reviews work sufficiently to minimize errors. Occasional mistakes may occur but are typically minor and corrected promptly. Consistently meets job requirements and expectations.	Regularly produces high-quality work with a high degree of accuracy and attention to detail. Errors are rare and typically minor. Demonstrates strong quality control practices, reviews work carefully, and consistently meets or exceeds established standards. Often identifies and corrects issues before they impact others.	Consistently delivers work of the highest quality with exceptional accuracy and attention to detail. Produces thorough, well-organized, and error-free work products. Anticipates potential issues, proactively verifies information, and identifies opportunities to improve quality and efficiency. Serves as a role model for quality standards.

Productivity

1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Consistently fails to meet productivity expectations. Frequently misses deadlines, produces insufficient work output, or struggles to complete assigned responsibilities. Demonstrates ineffective time management and requires significant supervision or intervention to meet basic job requirements.	Productivity is inconsistent and occasionally falls below expectations. May struggle to manage workload, prioritize tasks, or meet deadlines. Output may be lower than expected, and additional support or oversight is sometimes needed to ensure work is completed on time.	Meets productivity expectations for the role. Completes assigned work within established deadlines and effectively manages routine responsibilities. Demonstrates an appropriate pace of work while maintaining expected quality standards. Reliably achieves performance goals and deliverables.	Regularly demonstrates a high level of productivity. Consistently completes work on time, manages workload effectively, and handles additional responsibilities when needed. Maintains strong efficiency while producing quality results and often exceeds established performance goals.	Consistently exceeds productivity expectations. Delivers a high volume of quality work efficiently while effectively managing competing priorities. Frequently completes assignments ahead of schedule, takes initiative to improve processes, and contributes beyond the scope of assigned responsibilities. Maximizes resources and time without sacrificing quality.

Teamwork and Collaboration

1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Frequently demonstrates behaviors that hinder teamwork and collaboration. Has difficulty working constructively with others, may create conflict or barriers to cooperation, and does not consistently support team goals. Fails to communicate or collaborate effectively, negatively impacting team performance and workplace relationships.	Collaboration and teamwork are inconsistent. May have difficulty working effectively with others, sharing information, or supporting team objectives. Communication or interpersonal challenges may occasionally impact team effectiveness. Greater effort is needed to build relationships and contribute positively to team success.	Works effectively with team members and maintains positive working relationships. Collaborates appropriately, shares information when needed, and contributes to achieving team goals. Demonstrates respect for others and participates constructively in team activities and discussions.	Regularly demonstrates strong teamwork and collaboration. Works effectively with others, communicates openly, and contributes positively to team success. Frequently supports colleagues, shares information and resources, and helps create a cooperative and productive work environment.	Consistently fosters a highly collaborative and inclusive work environment. Actively builds strong relationships across teams, shares knowledge freely, and supports others in achieving team and organizational goals. Seeks diverse perspectives, resolves conflicts constructively, and is recognized as a role model for teamwork and partnership.

Communication				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Frequently demonstrates ineffective communication behaviors. Information may be unclear, inaccurate, delayed, or omitted, leading to confusion or misunderstandings. Does not consistently listen to or consider others' perspectives and may negatively impact teamwork, relationships, or business outcomes. Significant improvement is required.	Communication is inconsistent and occasionally unclear, incomplete, or untimely. May have difficulty adapting messages to the audience, actively listening, or keeping others adequately informed. Misunderstandings or communication gaps may occur and occasionally impact productivity or working relationships. Improvement is needed to ensure effective communication and collaboration.	Communicates effectively and appropriately in most situations. Provides clear and timely information, listens to others, and maintains professional interactions. Demonstrates an ability to exchange information, ask questions, and contribute to discussions in a manner that supports individual and team objectives.	Regularly communicates clearly, effectively, and professionally. Keeps stakeholders informed, listens attentively, and adapts communication style to meet the needs of different audiences. Shares information proactively, contributes positively to discussions, and helps foster strong working relationships through open and respectful communication.	Consistently demonstrates outstanding communication skills. Communicates information clearly, concisely, and professionally across all audiences and situations. Actively listens, seeks to understand others' perspectives, and ensures mutual understanding. Proactively shares relevant information, facilitates productive discussions, and effectively navigates difficult or complex conversations. Serves as a role model for effective communication.
Initiative and Innovation				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Rarely demonstrates initiative or innovation. Typically waits for instruction rather than taking action independently and is resistant to change or new ideas. Does not actively seek solutions to problems or opportunities for improvement. Performance in this area falls significantly below expectations and may hinder team or organizational progress.	Shows limited initiative and tends to rely on direction before taking action. May be hesitant to suggest improvements, address problems proactively, or pursue new approaches. Opportunities to improve processes or outcomes are sometimes missed. Greater ownership and proactive problem-solving are needed.	Demonstrates appropriate initiative in carrying out responsibilities and addressing routine challenges. Willingly takes on new tasks, identifies and resolves issues within their scope of responsibility, and contributes ideas when opportunities arise. Adapts to change and supports continuous improvement efforts.	Regularly demonstrates initiative by identifying opportunities for improvement and taking action beyond assigned responsibilities. Contributes valuable ideas, embraces change, and actively seeks ways to improve efficiency, quality, or effectiveness. Shows a strong willingness to solve problems and implement innovative approaches.	Consistently demonstrates exceptional initiative and innovation. Proactively identifies opportunities to improve processes, solve problems, and enhance results without being prompted. Frequently introduces creative, effective solutions that drive meaningful improvements for the team or organization. Takes ownership of challenges, anticipates future needs, and inspires others to think innovatively.
Safety Focused				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Frequently fails to comply with safety policies, procedures, or standards. Demonstrates behaviors that create unnecessary risk to self or others and does not consistently take responsibility for maintaining a safe work environment. Immediate and significant improvement is required.	Demonstrates inconsistent adherence to safety procedures or requires occasional reminders regarding safety requirements. May overlook potential hazards or fail to fully comply with established safety practices. Improvement is needed to ensure consistent attention to workplace safety and risk prevention.	Consistently follows safety policies, procedures, and workplace guidelines. Maintains awareness of safety requirements, uses appropriate precautions, and contributes to a safe work environment. Meets expectations for safe and responsible workplace behavior.	Regularly demonstrates a strong commitment to safety. Consistently follows established safety procedures, identifies potential risks, and takes appropriate action to prevent incidents. Actively supports safety initiatives and encourages safe behaviors among team members.	Consistently demonstrates an outstanding commitment to safety and serves as a role model for safe work practices. Actively promotes a culture of safety, proactively identifies and addresses potential hazards, and encourages others to follow safety procedures. Consistently complies with all safety policies and contributes to continuous improvement of workplace safety.
Customer Focused				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Frequently fails to meet customer expectations. Responses may be untimely, unprofessional, or ineffective, resulting in customer dissatisfaction. Demonstrates limited understanding of customer needs and does not consistently take responsibility for resolving issues. Performance negatively impacts customer relationships and requires significant improvement.	Customer focus is inconsistent. May occasionally be slow to respond, fail to fully understand customer needs, or miss opportunities to address concerns effectively. Customer interactions generally meet minimum requirements but may occasionally result in dissatisfaction or require additional follow-up. Improvement is needed to consistently provide a positive customer experience.	Consistently provides professional, courteous, and timely service to customers. Responds appropriately to requests, follows through on commitments, and meets customer expectations. Demonstrates an understanding of customer needs and contributes positively to the customer experience.	Regularly delivers a high level of customer service and responsiveness. Demonstrates a strong understanding of customer needs, follows through on commitments, and works proactively to resolve issues. Builds positive relationships and frequently goes above and beyond to ensure customer satisfaction.	Consistently demonstrates an exceptional commitment to understanding and meeting customer needs. Anticipates customer expectations, proactively identifies solutions, and consistently delivers outstanding service. Builds strong, trusted relationships with internal and/or external customers and regularly exceeds expectations. Serves as a role model for customer-focused behavior and contributes to improving the overall customer experience.

Problem Solving/Decision Making				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Frequently struggles to identify, analyze, and resolve problems effectively. Decisions are often delayed, poorly informed, or result in negative outcomes. Demonstrates limited judgment and requires significant oversight or intervention when addressing issues. Performance in this area falls substantially below expectations.	Demonstrates inconsistent problem-solving and decision-making skills. May have difficulty identifying root causes, evaluating alternatives, or making timely decisions. Solutions may not fully address underlying issues, and additional guidance or support is often needed. Improvement is needed in analyzing situations and exercising sound judgment.	Effectively identifies and addresses routine problems within the scope of the role. Uses available information to evaluate options and make appropriate decisions. Demonstrates good judgment, seeks input when necessary, and resolves issues in a timely and effective manner. Consistently meets expectations for problem solving and decision making.	Regularly demonstrates strong analytical thinking and sound judgment. Effectively identifies problems, gathers relevant information, evaluates options, and implements appropriate solutions. Makes timely and well-reasoned decisions that positively impact team and business objectives. Approaches challenges proactively and contributes valuable recommendations.	Consistently demonstrates exceptional problem-solving and decision-making abilities. Quickly identifies root causes, evaluates complex situations effectively, and develops innovative, practical solutions. Makes sound, well-informed decisions with confidence, even in challenging circumstances, while considering risks, impacts, and long-term outcomes. Serves as a trusted resource for resolving difficult issues and guiding others through problem resolution.
Job Knowledge				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Demonstrates insufficient knowledge or understanding of the requirements necessary to perform the job effectively. Frequently relies on others for basic guidance, makes errors due to knowledge gaps, and is unable to consistently perform essential responsibilities. Significant improvement and development are required.	Job knowledge is developing but does not consistently meet role requirements. May lack understanding of certain processes, systems, procedures, or technical aspects of the position. Requires more frequent guidance or coaching than expected and would benefit from additional learning and skill development.	Possesses and applies the knowledge and skills necessary to perform job responsibilities effectively. Demonstrates a solid understanding of required processes, systems, policies, and procedures. Successfully completes assigned work with an appropriate level of independence and seeks assistance when needed.	Demonstrates a strong understanding of job responsibilities and applies knowledge effectively in a variety of situations. Requires minimal guidance, serves as a valuable resource to colleagues, and consistently uses expertise to improve performance and outcomes. Actively pursues opportunities to enhance skills and knowledge.	Demonstrates exceptional knowledge and expertise in all aspects of the role. Possesses a deep understanding of job responsibilities, processes, systems, policies, and industry best practices. Consistently applies knowledge to achieve outstanding results, serves as a subject matter expert, and willingly shares expertise to help develop others. Proactively seeks opportunities to expand knowledge and stay current in the field.
Accountability				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Makes excuses or blames others for mistakes. Resists constructive criticism and feedback. Demonstrates antagonistic, resentful, or disruptive behavior toward department goals and objectives. Openly degrades department procedures, policies, operations, or employees. Maintains a persistently negative attitude that negatively impacts the work environment and team effectiveness.	May minimize or justify mistakes rather than fully accepting responsibility. Listens to constructive criticism but inconsistently acts on feedback. Occasionally questions or resists department goals, objectives, procedures, or decisions. Requires encouragement to participate in activities that advance department goals. May be critical of departmental practices without offering constructive solutions.	Accepts and supports decisions and assignments regardless of personal position. Understands and works toward fulfilling department goals and objectives. Supports department procedures, policies, operations, and fellow employees. Maintains a generally positive attitude and is receptive to constructive criticism. Accepts responsibility for errors and works to correct them.	Maintains a positive attitude and actively supports department procedures, policies, operations, goals, and employees. Accepts feedback and constructively applies it to improve performance. Regularly offers meaningful suggestions to improve departmental operations. Takes ownership of mistakes and works toward solutions. Consistently contributes to achieving department goals and objectives.	Actively champions and promotes department procedures, policies, operations, goals, and employees. Consistently demonstrates a highly positive attitude and inspires the same in others. Proactively seeks feedback and implements suggestions for improvement. Serves as a role model for accountability and professionalism. Work consistently advances department goals and objectives.

Leadership Competency Ratings Explanations				
The below explanations provide guidance for leaders to rate themselves, and leaders to rate their direct reports in leadership competencies.				
Strategic Vision & Planning				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Rarely demonstrates strategic thinking or effective planning. Focuses primarily on immediate tasks without considering broader organizational goals or future implications. Planning is ineffective or lacking, resulting in missed opportunities, poor prioritization, or failure to achieve intended outcomes.	Shows limited focus on longer-term goals and strategic priorities. Planning is often reactive rather than proactive, and may not consistently align with broader business objectives. Requires guidance to anticipate challenges, prioritize effectively, and develop comprehensive plans.	Demonstrates an adequate understanding of organizational objectives and develops plans that support team and business goals. Considers future needs when making decisions and effectively prioritizes work to achieve desired outcomes. Successfully executes plans and adapts when necessary.	Frequently thinks beyond immediate tasks and considers long-term implications of decisions. Develops well-structured plans that support organizational goals and successfully adjusts strategies as business needs evolve. Regularly identifies opportunities for improvement and contributes valuable strategic insights.	Consistently demonstrates a strong strategic mindset. Anticipates future business needs, opportunities, and risks, and develops proactive plans that drive long-term organizational success. Aligns team objectives with broader business strategy, influences others to think strategically, and delivers measurable results through effective planning and execution.
People Leadership				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Fails to communicate expectations or provide direction. Avoids addressing performance issues. Does not support employee development. Creates or contributes to a negative team environment. Demonstrates poor leadership judgment and accountability.	Provides limited feedback or coaching. Inconsistently addresses performance issues. Has difficulty motivating or engaging team members. Communication may be unclear or infrequent. Requires improvement in developing employee skills and capabilities.	Communicates expectations clearly. Provides routine coaching and feedback. Manages employee performance and workload effectively. Fosters teamwork and cooperation. Treats employees fairly and consistently.	Provides effective coaching and development opportunities. Encourages employee engagement and collaboration. Holds team members accountable while maintaining positive relationships. Recognizes and rewards performance appropriately. Supports employee growth and career development.	Consistently develops high-performing teams. Actively mentors and prepares employees for advancement. Builds a culture of trust, engagement, and accountability. Addresses performance issues proactively and effectively. Achieves strong team performance, retention, and engagement outcomes.
Operational Excellence				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Does not meet established operational standards or goals. Fails to address recurring operational challenges. Poor prioritization negatively impacts results. Inefficient use of resources and processes. Quality, productivity, or service levels are consistently below expectations.	Misses operational targets or deadlines more frequently than expected. Inconsistently manages resources or workflows. Limited focus on process improvement opportunities. Experiences recurring operational issues that require intervention. Requires guidance to improve execution and efficiency.	Delivers consistent operational results. Maintains established quality and service standards. Effectively prioritizes work and manages resources. Addresses operational issues in a timely manner. Supports organizational goals through reliable execution.	Regularly identifies and implements process improvements. Effectively balances quality, productivity, and efficiency. Anticipates and resolves operational issues before they escalate. Drives accountability for operational performance. Consistently achieves or exceeds operational goals.	Leads significant process improvements that enhance efficiency and effectiveness. Consistently exceeds performance, quality, and productivity expectations. Anticipates operational challenges and implements proactive solutions. Optimizes resource allocation while maintaining high-quality outcomes. Promotes a culture of continuous improvement and operational excellence.
Budget Management/Fiscal Responsibility				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Consistently exceeds budget without justification. Fails to monitor or manage expenditures adequately. Demonstrates poor financial judgment. Does not comply with established financial processes or controls. Financial decisions negatively impact operational or organizational performance.	Budget variances occur more frequently than expected. Limited proactive monitoring of financial performance. Spending decisions may not consistently reflect priorities. Requires assistance with forecasting or financial planning. Misses opportunities to improve efficiency or control costs.	Operates within approved budget parameters. Monitors expenses and follows financial policies. Uses organizational resources responsibly. Addresses routine budget issues as they arise. Demonstrates basic understanding of financial impacts on operations.	Manages budgets with minimal variances. Proactively monitors financial performance and addresses issues. Makes sound spending decisions that support business goals. Identifies opportunities for cost control and process improvement. Demonstrates strong accountability for financial outcomes.	Consistently delivers results within or below budget. Anticipates financial risks and implements mitigation plans. Identifies significant cost-saving or efficiency opportunities. Aligns spending decisions with strategic priorities and organizational goals. Demonstrates exceptional financial acumen and accountability.
Policy Administration/Enforcement				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Frequently fails to follow or enforce policies. Applies policies inconsistently or unfairly. Creates compliance, legal, or operational risks through poor policy administration. Does not address policy violations appropriately. Requires significant oversight and intervention.	Inconsistently applies policies across situations. Occasionally overlooks compliance requirements or documentation needs. Requires guidance when interpreting policies. Delays addressing policy-related issues. May create confusion through inconsistent communication or enforcement.	Consistently follows and enforces established policies. Maintains compliance with organizational standards. Communicates policy requirements clearly when needed. Addresses policy issues within scope of responsibility. Demonstrates sound judgment when applying policies.	Consistently applies policies in a fair and objective manner. Proactively addresses policy compliance issues. Provides reliable guidance to employees and leaders. Ensures policy-related decisions are well documented. Contributes recommendations to improve policy effectiveness.	Ensures consistent and equitable enforcement of policies across all situations. Identifies and addresses policy risks before they become issues. Provides expert guidance on complex policy matters. Leads policy development, updates, or process improvements. Promotes a culture of compliance, accountability, and fairness.

Safety & Risk Management				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Disregards or fails to follow established safety procedures. Does not address identified risks or hazards appropriately. Creates unnecessary exposure to safety, compliance, or operational risks. Fails to report incidents or concerns when required. Requires significant oversight to maintain safe practices.	Inconsistently applies safety procedures or protocols. May fail to recognize or address potential risks promptly. Requires reminders regarding compliance obligations. Limited proactive involvement in risk mitigation efforts. Inconsistently promotes safety awareness among others.	Adheres to established safety requirements and guidelines. Addresses routine safety concerns in a timely manner. Understands basic risk management principles. Reports hazards, incidents, or compliance concerns appropriately. Maintains a safe work environment within area of responsibility.	Adheres to established safety requirements and guidelines. Addresses routine safety concerns in a timely manner. Understands basic risk management principles. Reports hazards, incidents, or compliance concerns appropriately. Maintains a safe work environment within area of responsibility.	Proactively identifies and mitigates significant risks. Leads safety initiatives that improve organizational performance. Consistently promotes and models a strong safety culture. Anticipates emerging risks and develops preventative strategies. Ensures full compliance while improving risk management processes.

Customer Service				
General Customer Service Competencies				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Frequently fails to meet customer expectations. Demonstrates poor responsiveness, ineffective communication, or lack of follow-through. Customer concerns often remain unresolved and negatively impact relationships or business outcomes.	Inconsistently meets customer needs. Response times, communication, or problem resolution may be delayed or incomplete. Requires coaching to improve service quality and customer interactions.	Provides courteous, timely, and professional service. Addresses customer requests and concerns effectively, follows through on commitments, and maintains positive working relationships.	Regularly provides high-quality service and responds promptly to customer needs. Effectively resolves complex issues, demonstrates strong empathy, and often goes above and beyond to ensure customer satisfaction.	Consistently exceeds customer expectations. Anticipates customer needs, proactively resolves issues, builds strong relationships, and serves as a role model for customer service excellence. Receives frequent positive feedback from customers and peers.
Responsiveness				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Frequently fails to respond to customer inquiries, requests, or concerns within an acceptable timeframe. Communication and follow-up are often lacking, resulting in unresolved issues, customer frustration, or negative impacts on service delivery. Does not demonstrate the level of urgency or accountability required to meet basic customer service expectations.	Demonstrates inconsistent responsiveness to customer needs, with occasional delays in responding to inquiries or providing follow-up. May require reminders to complete actions or communicate updates. While customer concerns are generally addressed, opportunities exist to improve timeliness, consistency, and proactive communication.	Responds to customer inquiries, requests, and concerns within expected timeframes and provides appropriate follow-up to ensure resolution. Maintains clear and professional communication, effectively manages priorities, and delivers reliable service that meets customer and organizational expectations.	Regularly responds to customer needs in a timely and effective manner, often exceeding established service expectations. Takes ownership of requests, communicates progress clearly, and follows through to ensure issues are fully resolved. Demonstrates a strong commitment to customer satisfaction and consistently provides dependable and attentive service.	Consistently demonstrates outstanding responsiveness by proactively anticipating customer needs and addressing inquiries, concerns, or requests with a high sense of urgency. Keeps customers informed throughout the process, follows through on commitments without prompting, and frequently exceeds expectations by delivering solutions before deadlines or potential issues arise. Sets the standard for responsiveness and is viewed as a trusted resource by customers and colleagues alike.
Relationship Building				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Struggles to establish and maintain positive relationships with customers and stakeholders. Interactions may be perceived as impersonal, ineffective, or lacking in professionalism, resulting in diminished trust and confidence. Fails to foster productive working relationships, which negatively impacts customer satisfaction, collaboration, and business outcomes.	Demonstrates inconsistent effectiveness in building and maintaining customer relationships. While interactions are generally professional, opportunities are sometimes missed to strengthen trust, collaboration, or customer engagement. May require additional effort to understand customer perspectives, establish rapport, and maintain positive long-term relationships.	Builds and maintains effective working relationships with customers and stakeholders through respectful, professional, and reliable interactions. Demonstrates a willingness to understand customer needs, communicates openly, and collaborates effectively to address concerns and achieve positive outcomes. Consistently meets expectations for fostering productive customer relationships.	Regularly develops positive and productive relationships with customers and stakeholders through consistent, professional, and customer-focused interactions. Establishes credibility quickly, demonstrates strong interpersonal skills, and effectively maintains rapport even in challenging situations. Frequently goes above and beyond to strengthen customer trust and engagement.	Consistently builds and maintains strong, trusting relationships with customers, colleagues, and stakeholders. Demonstrates a genuine commitment to understanding customer needs, fostering collaboration, and creating positive experiences that strengthen long-term partnerships. Anticipates relationship challenges, proactively addresses concerns, and is widely recognized as a trusted advisor and advocate for customer success.
Knowledge and Expertise				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Lacks the knowledge and expertise necessary to effectively support customers and perform key job responsibilities. Frequently provides incorrect information, struggles to apply policies or procedures appropriately, and requires significant assistance to address routine inquiries. Knowledge gaps negatively impact customer experiences, service quality, and overall job performance.	Demonstrates a basic understanding of products, services, policies, procedures, and systems but occasionally provides incomplete or inaccurate information or requires additional support to resolve customer issues. May struggle with applying knowledge consistently in more complex situations and would benefit from further development to improve effectiveness and confidence.	Maintains a solid working knowledge of products, services, policies, procedures, and systems necessary to perform job responsibilities effectively. Provides accurate information to customers, appropriately addresses routine inquiries and concerns, and seeks assistance when needed to resolve more complex issues. Consistently meets expectations for knowledge and application of job-related expertise.	Demonstrates a strong understanding of products, services, policies, procedures, and systems and regularly applies that knowledge to provide accurate and effective customer support. Handles most customer inquiries and issues independently, offers reliable guidance, and quickly learns and applies new information to improve service delivery.	Consistently demonstrates expert-level knowledge of products, services, policies, procedures, and systems, and applies that knowledge effectively to address customer needs. Serves as a trusted resource for customers and colleagues, providing accurate guidance and resolving complex issues with confidence and efficiency. Proactively stays informed of changes and continuously expands expertise to enhance service quality and support organizational goals.
Adaptability				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Struggles significantly to adapt to changing circumstances, customer needs, or organizational priorities. Resists new processes, approaches, or expectations, resulting in reduced effectiveness and service quality. Difficulty adjusting to change negatively impacts customer experiences, team performance, and business outcomes.	Demonstrates some difficulty adapting to changes in priorities, processes, customer expectations, or work requirements. May require additional guidance, time, or support to adjust to new situations. While eventually able to adapt, resistance or delays can impact service effectiveness and responsiveness.	Adjusts appropriately to changing customer needs, work assignments, and business priorities. Remains productive and professional when faced with new situations or processes and is generally open to change. Effectively manages routine shifts in expectations while maintaining service standards.	Adapts quickly and effectively to new situations, changing priorities, and evolving customer requirements. Maintains a positive attitude during periods of change and willingly adjusts methods or approaches to achieve desired outcomes. Demonstrates flexibility while continuing to provide high-quality customer service.	Consistently demonstrates exceptional adaptability by quickly adjusting to changing customer needs, priorities, processes, and business demands. Remains composed and effective in uncertain or challenging situations, readily embraces new approaches, and proactively identifies opportunities to improve service delivery. Serves as a role model for flexibility and helps others successfully navigate change.

Display of Empathy				
1 - Unsatisfactory	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Exceptional
Rarely demonstrates empathy in customer interactions and often fails to recognize or appropriately respond to customer concerns, frustrations, or emotions. Communication may come across as dismissive, impersonal, or overly transactional, resulting in negative customer experiences and diminished trust. Significant improvement is needed to demonstrate understanding, compassion, and customer-centered service.	Demonstrates empathy inconsistently and may sometimes focus more on processes or solutions than on understanding the customer's perspective. While generally professional, responses may occasionally lack sensitivity or fail to fully acknowledge customer concerns. Additional effort is needed to actively listen, show understanding, and build stronger customer relationships.	Demonstrates empathy in customer interactions by listening attentively, showing respect for differing perspectives, and responding appropriately to customer concerns. Maintains a professional and courteous approach, acknowledges customer frustrations when they arise, and works to address issues in a supportive manner. Consistently meets expectations for respectful and customer-focused communication.	Regularly demonstrates empathy by actively listening to customers, acknowledging their concerns, and responding with understanding and professionalism. Effectively balances compassion with problem-solving, helping customers feel valued and heard while working toward positive resolutions. Frequently builds rapport and trust through thoughtful and considerate interactions.	Consistently demonstrates a deep understanding of customer perspectives and emotions, even in challenging or highly sensitive situations. Actively listens, acknowledges concerns with sincerity, and responds in a compassionate and supportive manner. Anticipates customer needs, fosters trust through meaningful interactions, and consistently creates positive customer experiences that strengthen relationships and confidence in the organization.



MEMORANDUM

DATE: September 10, 2026

TO: Committee/Commission/Board

FROM: Rebecca Houseman, City Manager

RE: Review and possible action relating to a requested Cost of Living Adjustment to be included in the 2027 budget for full-time non-represented City employees (Houseman, City Manager)

BACKGROUND

Annually at the September Finance Committee meeting, staff presents a proposed Cost of Living Adjustment, or COLA, to be included in the following year's operating budget. In 2027, staff is proposing a 2% COLA.

DISCUSSION

Due to the proposed changes in the compensation philosophy based on the Classification and Compensation Report (2025) and the Performance Management Program (2026), staff is proposing a nominal cost of living adjustment in 2027 of 2% for full-time non-represented employees. Additional increases are available for employees who are between the minimum and the midpoint of the pay range (systematic) and those between the midpoint and the maximum of the pay range (merit).

Whitewater, Jefferson County, and Johnson Creek are all proposing a 3% COLA for 2027.

Per the approved contract, WPPA Police Union members will receive a 4% increase in hourly wages. Per the approved contract with FF Local 580, Fire Union members will receive a 4% increase in hourly wages.

FINANCIAL ANALYSIS

If the requested COLA is approved by the Finance Committee, it will be incorporated into the 2027 operating budget document.

RECOMMENDATION

Staff recommends that the Finance Committee approve the requested 2% COLA for full-time non-represented employees.

ATTACHMENTS

1. 2027 Pay Grades and Ranges

50th Percentile - 2027 Proposed Pay Ranges**

Position	Pay Grade	Minimum	Midpoint	Maximum
City Manager	17	\$124,848.00	\$156,060.00	\$187,272.00
Chief of Police	16	\$99,878.40	\$124,848.00	\$149,817.60
Director of Public Works	16	\$99,878.40	\$124,848.00	\$149,817.60
Fire Chief/EM Director	15	\$93,219.84	\$116,524.80	\$139,829.76
Clerk/Treasurer/Finance Director	15	\$93,219.84	\$116,524.80	\$139,829.76
Director of Parks and Recreation	14	\$87,393.60	\$109,242.00	\$131,090.40
Director of Building and Neighborhood Services	14	\$87,393.60	\$109,242.00	\$131,090.40
Police Captain	14	\$87,393.60	\$109,242.00	\$131,090.40
City Engineer	14	\$87,393.60	\$109,242.00	\$131,090.40
Superintendent (WW)	13	\$79,070.40	\$98,838.00	\$118,605.60
Superintendent (W)	13	\$79,070.40	\$98,838.00	\$118,605.60
Library Director	13	\$79,070.40	\$98,838.00	\$118,605.60
Superintendent (PW Operations)	13	\$79,070.40	\$98,838.00	\$118,605.60
Police Lieutenant	13	\$79,070.40	\$98,838.00	\$118,605.60
Building Inspector	12	\$74,908.80	\$93,636.00	\$112,363.20
Facilities Manager	12	\$74,908.80	\$93,636.00	\$112,363.20
Fire Division Chief	12	\$74,908.80	\$93,636.00	\$112,363.20
Electrician	12	\$74,908.80	\$93,636.00	\$112,363.20
Museum Director	11	\$70,747.20	\$88,434.00	\$106,120.80
Assistant City Engineer	11	\$70,747.20	\$88,434.00	\$106,120.80
Foreperson (WW)	10	\$62,424.00	\$78,030.00	\$93,636.00
Foreperson (W)	10	\$62,424.00	\$78,030.00	\$93,636.00
Supervisor (PW)	10	\$62,424.00	\$78,030.00	\$93,636.00
Park & Rec Maintenance Supervisor	10	\$62,424.00	\$78,030.00	\$93,636.00
Recreation Supervisor	10	\$62,424.00	\$78,030.00	\$93,636.00
Youth Services Librarian	9	\$60,759.36	\$75,949.20	\$91,139.04
Reference Librarian (Adult Services)	9	\$60,759.36	\$75,949.20	\$91,139.04
Head Mechanic	9	\$60,759.36	\$75,949.20	\$91,139.04
Crewleader (Parks)	8	\$59,510.88	\$74,388.60	\$89,266.32
Crewleader (PW)	8	\$59,510.88	\$74,388.60	\$89,266.32
Technician (WW)	8	\$59,510.88	\$74,388.60	\$89,266.32
PR/Executive Assistant	8	\$59,510.88	\$74,388.60	\$89,266.32
Senior Center Director	7	\$58,262.40	\$72,828.00	\$87,393.60
Assistant Museum Director	6	\$56,181.60	\$70,227.00	\$84,272.40
Water Maint./Distribution Technician	5	\$54,100.80	\$67,626.00	\$81,151.20

50th Percentile - 2027 Proposed Pay Ranges**				
Position	Pay Grade	Minimum	Midpoint	Maximum
Mechanic	5	\$54,100.80	\$67,626.00	\$81,151.20
Aquatics Specialist	4	\$49,939.20	\$62,424.00	\$74,908.80
Equipment Operator	4	\$49,939.20	\$62,424.00	\$74,908.80
Parks Forestry & Facilities	4	\$49,939.20	\$62,424.00	\$74,908.80
Parks Caretaker	4	\$49,939.20	\$62,424.00	\$74,908.80
Crewperson (W)	4	\$49,939.20	\$62,424.00	\$74,908.80
Crewperson (PW)	4	\$49,939.20	\$62,424.00	\$74,908.80
Specialist (WW)	4	\$49,939.20	\$62,424.00	\$74,908.80
Telecommunicator	3	\$47,858.40	\$59,823.00	\$71,787.60
Deputy Clerk	2	\$45,777.60	\$57,222.00	\$68,666.40
Records Clerk/Administrative Assistant (PD)	2	\$45,777.60	\$57,222.00	\$68,666.40
Utility Billing Specialist	2	\$45,777.60	\$57,222.00	\$68,666.40
Deputy Treasurer	2	\$45,777.60	\$57,222.00	\$68,666.40
Admin Asstnt - Program Coordinator (P&R)	2	\$45,777.60	\$57,222.00	\$68,666.40
Administrative Assistant (PW Operations)	2	\$45,777.60	\$57,222.00	\$68,666.40
Municipal Court Clerk/Admin Assist.	2	\$45,777.60	\$57,222.00	\$68,666.40
Public Works Unskilled Laborer	2	\$45,777.60	\$57,222.00	\$68,666.40
Library Assistant II	1	\$41,616.00	\$52,020.00	\$62,424.00

****Includes a 2% COLA for 2027**

**CITY OF FORT ATKINSON, WISCONSIN
2027**

Wages represent a 3% increase from 2026

CITY COUNCIL		2027					
Council President	\$	360.00					
Council Members	\$	300.00					
MUNICIPAL JUDGE	Hourly Wage	Annual Hours	Annual Salary				
Municipal Judge	\$	40.95	520 \$ 21,294.00				
CITY ATTORNEY	Hourly Wage	Annual Hours	Annual Salary				
City Attorney	\$	30.12	1560 \$ 46,987.20				
ELECTIONS	Hourly Wage						
Chief Inspector	\$	12.00					
Election Inspector	\$	11.45					
ENGINEERING	Hourly Wage 1st Year	Hourly Wage 2nd Year	Hourly Wage 3rd Year				
Seasonal Intern	\$	13.82	\$ 14.12 \$ 14.40				
FIRE DEPARTMENT - PAID ON CALL		Hourly Wage					
Division Chief - Part Time	\$	23.41					
Captain/EMT	\$	20.16					
Captain	\$	19.89					
Lieutenant/Paramedic	\$	20.22					
Paramedic/Firefighter	\$	19.13					
Lieutenant/EMT-A	\$	18.85					
Lieutenant/EMT-B	\$	18.74					
EMT-A/Firefighter	\$	18.68					
Paramedic	\$	18.58					
Lieutenant	\$	18.04					
EMT-A	\$	17.76					
EMT-B/Firefighter	\$	17.76					
EMT-B	\$	17.48					
Driver/Operator	\$	17.21					
EMR/Firefighter	\$	16.39					
Firefighter 2	\$	16.12					
Firefighter 1	\$	15.85					
Firefighter (non-certified)	\$	14.20					
Mechanic	\$	19.67					
LIBRARY	Hourly Wage 1st Year	Hourly Wage 2nd Year	Hourly Wage 3rd Year	Hourly Wage 4th Year	Hourly Wage 5th Year		
Custodian	\$	12.86	\$ 14.05	\$ 14.92	\$ 15.37	\$ 15.83	
Desk Assistant	\$	12.16	\$ 12.86	\$ 14.57	\$ 15.01	\$ 15.46	
Maintenance Person	\$	15.86	\$ -	\$ -	\$ -	\$ -	
Office Assistant	\$	13.86	\$ 14.46	\$ 14.98	\$ 15.43	\$ 15.89	
Page	\$	11.26	\$ 11.55	\$ 11.81	\$ 12.16	\$ 12.54	
Regular Part-time Youth Assistant	\$	19.55	\$ 20.54	\$ 21.54	\$ 22.19	\$ 22.86	
Seasonal	\$	11.65	\$ -	\$ -	\$ -	\$ -	
MUNICIPAL BUILDING/YOUTH CENTER	Hourly Wage 1st Year	Hourly Wage 2nd Year	Hourly Wage 3rd Year	Hourly Wage 4th Year	Hourly Wage 5th Year		
Custodian	\$	12.86	\$ 14.05	\$ 14.92	\$ 15.37	\$ 15.83	
POLICE DEPARTMENT	Hourly Wage 1st	Hourly Wage 2nd	Hourly Wage 3rd	Hourly Wage 4th	Hourly Wage 5th		
Code Enforcement Officer	\$	17.56	\$ 18.73	\$ 19.50	\$ 20.27	\$ 21.08	
Community Service Officer	\$	11.81					
Crossing Guard	\$	14.63					
Custodian	\$	12.86	\$ 14.05	\$ 14.92	\$ 15.53	\$ 15.99	
Maintenance Person	\$	15.86					
Substitute Dispatcher	\$	24.21					
Substitute Patrol Officer	\$	33.07	*Same as Start Union Officer				
CITY SCAPE PARKS PUBLIC WORKS OPERATIONS WASTEWATER AND WATER DEPARTMENT	Hourly Wage 1st Season	Hourly Wage 2nd Season	Hourly Wage 3rd Season	Hourly Wage 4th Season	Hourly Wage 5th Season	Hourly Wage 6th Season	Hourly Wage 7th Season
Custodian	\$	17.56					
Compost Site Attendant	\$	16.88					
Part-Time Mower	\$	16.39	\$ 16.94	\$ 17.48	\$ 18.04	\$ 18.58	\$ 19.13
Retired Part-Time CDL	\$	19.67					
Seasonal Intern	\$	16.39					
Seasonal Part-Time	\$	15.30	\$ 15.85	\$ 16.39	\$ 16.94	\$ 17.48	\$ 18.04
			\$ 18.58	\$ 19.13	\$ 19.67	\$ 20.22	\$ 20.76
			\$ 21.31	\$ 21.85	\$ 22.39	\$ 22.93	\$ 23.47
			\$ 24.05	\$ 24.59	\$ 25.13	\$ 25.67	\$ 26.21
			\$ 26.95	\$ 27.49	\$ 28.03	\$ 28.57	\$ 29.11
			\$ 31.85	\$ 32.39	\$ 32.93	\$ 33.47	\$ 34.01
			\$ 36.75	\$ 37.29	\$ 37.83	\$ 38.37	\$ 38.91
			\$ 41.65	\$ 42.19	\$ 42.73	\$ 43.27	\$ 43.81
			\$ 46.55	\$ 47.09	\$ 47.63	\$ 48.17	\$ 48.71
			\$ 51.45	\$ 51.99	\$ 52.53	\$ 53.07	\$ 53.61
			\$ 56.35	\$ 56.89	\$ 57.43	\$ 57.97	\$ 58.51
			\$ 61.25	\$ 61.79	\$ 62.33	\$ 62.87	\$ 63.41
			\$ 66.15	\$ 66.69	\$ 67.23	\$ 67.77	\$ 68.31
			\$ 71.05	\$ 71.59	\$ 72.13	\$ 72.67	\$ 73.21
			\$ 75.95	\$ 76.49	\$ 77.03	\$ 77.57	\$ 78.11
			\$ 80.85	\$ 81.39	\$ 81.93	\$ 82.47	\$ 83.01
			\$ 85.75	\$ 86.29	\$ 86.83	\$ 87.37	\$ 87.91
			\$ 90.65	\$ 91.19	\$ 91.73	\$ 92.27	\$ 92.81
			\$ 95.55	\$ 96.09	\$ 96.63	\$ 97.17	\$ 97.71
			\$ 100.45	\$ 100.99	\$ 101.53	\$ 102.07	\$ 102.61
			\$ 105.35	\$ 105.89	\$ 106.43	\$ 106.97	\$ 107.51
			\$ 110.25	\$ 110.79	\$ 111.33	\$ 111.87	\$ 112.41
			\$ 115.15	\$ 115.69	\$ 116.23	\$ 116.77	\$ 117.31
			\$ 120.05	\$ 120.59	\$ 121.13	\$ 121.67	\$ 122.21
			\$ 124.95	\$ 125.49	\$ 126.03	\$ 126.57	\$ 127.11
			\$ 129.85	\$ 130.39	\$ 130.93	\$ 131.47	\$ 132.01
			\$ 134.75	\$ 135.29	\$ 135.83	\$ 136.37	\$ 136.91
			\$ 139.65	\$ 140.19	\$ 140.73	\$ 141.27	\$ 141.81
			\$ 144.55	\$ 145.09	\$ 145.63	\$ 146.17	\$ 146.71
			\$ 149.45	\$ 149.99	\$ 150.53	\$ 151.07	\$ 151.61
			\$ 154.35	\$ 154.89	\$ 155.43	\$ 155.97	\$ 156.51
			\$ 159.25	\$ 159.79	\$ 160.33	\$ 160.87	\$ 161.41
			\$ 164.15	\$ 164.69	\$ 165.23	\$ 165.77	\$ 166.31
			\$ 169.05	\$ 169.59	\$ 170.13	\$ 170.67	\$ 171.21
			\$ 173.95	\$ 174.49	\$ 175.03	\$ 175.57	\$ 176.11
			\$ 178.85	\$ 179.39	\$ 179.93	\$ 180.47	\$ 181.01
			\$ 183.75	\$ 184.29	\$ 184.83	\$ 185.37	\$ 185.91
			\$ 188.65	\$ 189.19	\$ 189.73	\$ 190.27	\$ 190.81
			\$ 193.55	\$ 194.09	\$ 194.63	\$ 195.17	\$ 195.71
			\$ 198.45	\$ 198.99	\$ 199.53	\$ 200.07	\$ 200.61
			\$ 203.35	\$ 203.89	\$ 204.43	\$ 204.97	\$ 205.51
			\$ 208.25	\$ 208.79	\$ 209.33	\$ 209.87	\$ 210.41
			\$ 213.15	\$ 213.69	\$ 214.23	\$ 214.77	\$ 215.31
			\$ 218.05	\$ 218.59	\$ 219.13	\$ 219.67	\$ 220.21
			\$ 222.95	\$ 223.49	\$ 224.03	\$ 224.57	\$ 225.11
			\$ 227.85	\$ 228.39	\$ 228.93	\$ 229.47	\$ 230.01
			\$ 232.75	\$ 233.29	\$ 233.83	\$ 234.37	\$ 234.91
			\$ 237.65	\$ 238.19	\$ 238.73	\$ 239.27	\$ 239.81
			\$ 242.55	\$ 243.09	\$ 243.63	\$ 244.17	\$ 244.71
			\$ 247.45	\$ 247.99	\$ 248.53	\$ 249.07	\$ 249.61
			\$ 252.35	\$ 252.89	\$ 253.43	\$ 253.97	\$ 254.51
			\$ 257.25	\$ 257.79	\$ 258.33	\$ 258.87	\$ 259.41
			\$ 262.15	\$ 262.69	\$ 263.23	\$ 263.77	\$ 264.31
			\$ 267.05	\$ 267.59	\$ 268.13	\$ 268.67	\$ 269.21
			\$ 271.95	\$ 272.49	\$ 273.03	\$ 273.57	\$ 274.11
			\$ 276.85	\$ 277.39	\$ 277.93	\$ 278.47	\$ 279.01
			\$ 281.75	\$ 282.29	\$ 282.83	\$ 283.37	\$ 283.91
			\$ 286.65	\$ 287.19	\$ 287.73	\$ 288.27	\$ 288.81
			\$ 291.55	\$ 292.09	\$ 292.63	\$ 293.17	\$ 293.71
			\$ 296.45	\$ 296.99	\$ 297.53	\$ 298.07	\$ 298.61
			\$ 301.35	\$ 301.89	\$ 302.43	\$ 302.97	\$ 303.51
			\$ 306.25	\$ 306.79	\$ 307.33	\$ 307.87	\$ 308.41
			\$ 311.15	\$ 311.69	\$ 312.23	\$ 312.77	\$ 313.31
			\$ 316.05	\$ 316.59	\$ 317.13	\$ 317.67	\$ 318.21
			\$ 320.95	\$ 321.49	\$ 322.03	\$ 322.57	\$ 323.11
			\$ 325.85	\$ 326.39	\$ 326.93	\$ 327.47	\$ 328.01
			\$ 330.75	\$ 331.29	\$ 331.83	\$ 332.37	\$ 332.91
			\$ 335.65	\$ 336.19	\$ 336.73	\$ 337.27	\$ 337.81
			\$ 340.55	\$ 341.09	\$ 341.63	\$ 342.17	\$ 342.71
			\$ 345.45	\$ 345.99	\$ 346.53	\$ 347.07	\$ 347.61
			\$ 350.35	\$ 350.89	\$ 351.43	\$ 351.97	\$ 352.51
			\$ 355.25	\$ 355.79	\$ 356.33	\$ 356.87	\$ 357.41
			\$ 360.15	\$ 360.69	\$ 361.23	\$ 361.77	\$ 362.31
			\$ 365.05	\$ 365.59	\$ 366.13	\$ 366.67	\$ 367.21
			\$ 369.95	\$ 370.49	\$ 371.03	\$ 371.57	\$ 372.11
			\$ 374.85	\$ 375.39	\$ 375.93	\$ 376.47	\$ 377.01
			\$ 379.75	\$ 380.29	\$ 380.83	\$ 381.37	\$ 381.91
			\$ 384.65	\$ 385.19	\$ 385.73	\$ 386.27	\$ 386.81
			\$ 389.55	\$ 390.09	\$ 390.63	\$ 391.17	\$ 391.71
			\$ 394.45	\$ 394.99	\$ 395.53	\$ 396.07	\$ 396.61
			\$ 399.35	\$ 399.89	\$ 400.43	\$ 400.97	\$ 401.51
			\$ 404.25	\$ 404.79	\$ 405.33	\$ 405.87	\$ 406.41
			\$ 409.15	\$ 409.69	\$ 410.23	\$ 410.77	\$ 411.31
			\$ 414.05	\$ 414.59	\$ 415.13	\$ 415.67	\$ 416.21
			\$ 418.95	\$ 419.49	\$ 420.03	\$ 420.57	\$ 421.11
			\$ 423.85	\$ 424.39	\$ 424.93	\$ 425.47	\$ 426.01
			\$ 428.75	\$ 429.29	\$ 429.83	\$ 430.37	\$ 430.91
			\$ 433.65	\$ 434.19	\$ 434.73	\$ 435.27	\$ 435.81
			\$ 438.55	\$ 439.09	\$ 439.63	\$ 440.17	\$ 440.71
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			\$ 463.05	\$ 463.59	\$ 464.13	\$ 464.67	\$ 465.21
			\$ 467.95	\$ 468.49	\$ 469.03	\$ 469.57	\$ 470.11
			\$ 472.85	\$ 473.39	\$ 473.93	\$ 474.47	\$ 475.01
			\$ 477.75	\$ 478.29	\$ 478.83	\$ 479.37	\$ 479.91
			\$ 482.65	\$ 483.19	\$ 483.73	\$ 484.27	\$ 484.81
			\$ 487.55	\$ 488.09	\$ 488.63	\$ 489.17	\$ 489.71
			\$ 492.45	\$ 492.99	\$ 493.53	\$ 494.07	\$ 494.61
			\$ 497.35	\$ 497.89	\$ 498.43	\$ 498.97	\$ 499.51
			\$ 502.25	\$ 502.79	\$ 503.33	\$ 503.87	\$ 504.41
			\$ 507.15	\$ 507.69	\$ 508.23	\$ 508.77	\$ 509.31
			\$ 512.05	\$ 512.59	\$ 513.13	\$ 513.67	\$ 514.21
			\$ 516.95	\$ 517.49	\$ 518.03	\$ 518.57	\$ 519.11
			\$ 521.85	\$ 522.39	\$ 522.93	\$ 523.47	\$ 524.01
			\$ 526.75	\$ 527.29	\$ 527.83	\$ 528.37	\$ 528.91
			\$ 531.65	\$ 532.19	\$ 532.73	\$ 533.27	\$ 533.81
			\$ 536.55	\$ 537.09	\$ 537.63	\$ 538.17	\$ 538.71
			\$ 541.45	\$ 541.99	\$ 542.53	\$ 543.07	\$ 543.61
			\$ 546.35	\$ 546.89	\$ 547.43	\$ 547.97	\$ 548.51
			\$ 551.25	\$ 551.79	\$ 552.33	\$ 552.87	\$ 553.41
			\$ 556.15	\$ 556.69	\$ 557.23	\$ 557.77	\$ 558.31
			\$ 561.05	\$ 561.59	\$ 562.13	\$ 562.67	\$ 563.21
			\$ 565.95	\$ 566.49	\$ 567.03	\$ 567.57	\$ 568.11
			\$ 570.85	\$ 571.39	\$ 571.93	\$ 572.47	\$ 573.01
			\$ 575.75	\$ 576.29	\$ 576.83	\$ 577.37	\$ 577.91
			\$ 580.65	\$ 581.19	\$ 581.73	\$ 582.27	\$ 582.81
			\$ 585.55	\$ 586.09	\$ 586.63	\$ 587.17	\$ 587.71
			\$ 590.45	\$ 590.99	\$ 591.53	\$ 592.07	\$ 592.61
			\$ 595.35	\$ 595.89	\$ 596.43	\$ 596.97	\$ 597.51
			\$ 600.25	\$ 600.79	\$ 601.33	\$ 601.87	\$ 602.41
			\$ 605.15	\$ 605.69	\$ 606.23	\$ 606.77	\$ 607.31
			\$ 610.05	\$ 610.59	\$ 611.13	\$ 611.67	\$ 612.21
			\$ 614.95	\$ 615.49	\$ 616.03	\$ 616.57	\$ 617.11
			\$ 619.85	\$ 620.39	\$ 620.93	\$ 621.47	\$ 622.01
			\$ 624.75	\$ 625.29	\$ 625.83	\$ 626.37	\$ 626.91
			\$ 629.65	\$ 630.19	\$ 630.73	\$ 631.27	\$ 631.81
			\$ 634.55	\$ 635.09	\$ 635.63	\$ 636.17	\$ 636.71
			\$ 639.45	\$ 639.99	\$ 640.53	\$ 641.07	\$ 641.61

Fort Atkinson Parks and Recreation
DRAFT 2027 Part-time Employee Pay Scale

LEAGUE SUPERVISOR:

Season (Years)	1	2	3	4	5	6+
Per Hour	\$16.50	\$17.00	\$17.50	\$18.00	\$18.50	\$19.00

Updated: 2026

ADULT ATHLETICS

Scorekeepers

Season (Years)	1	2	3	4	5	6+
Per Game	\$13.50	\$14.00	\$14.50	\$15.00	\$15.50	\$16.00

Updated: 2026

Softball Umpires

Season (Years)	1	2	3/Cert	4	5	6+
Per Game	\$23.00	\$24.00	\$25.00	\$26.00	\$27.00	\$28.00

Updated: 2026

Solo Softball Umpire \$35.00 \$40.00 (Advancement after 5 years on staff)

Basketball Officials

Season (Years)	1	2	3/Cert	4	5	6+
Per Game	\$29.00	\$30.00	\$31.00	\$32.00	\$33.00	\$34.00

Updated: 2026

\$ 31.00 \$ 32.50 \$ 35.00 \$ 36.50 \$ 38.00 \$ 40.00 Proposed: 2027

Volleyball Officials

Season (Years)	1	2	3/Cert	4	5	6+
Per Game	\$22.00	\$23.00	\$24.00	\$25.00	\$26.00	\$27.00

Updated: 2026

\$ 25.00 \$ 26.00 \$ 27.00 \$ 28.00 \$ 29.00 \$ 30.00 Proposed: 2027

Volleyball Set up/Take Down: \$14.00/hr

YOUTH SPORTS AND RECREATION

Sport/Rec Instructor

Experience	1	2	3/Exp	4	5	6+
Youth Staff - Per Hour	\$11.50	\$12.00	\$12.50	\$13.00	\$13.50	\$14.00
Adult Lead - Per Hour	\$14.50	\$15.00	\$15.50	\$16.00	\$16.50	\$17.00

Updated: 2027

Camp/Clinic Instructor

Experience	1	2	3/Exp	4	5	6+
Youth Staff- Per Hour	\$ 13.50	\$ 14.00	\$ 14.50	\$ 15.00	\$ 15.50	\$ 16.00
Adult Staff- Per Hour	\$ 16.50	\$ 17.00	\$ 17.50	\$ 18.00	\$ 18.50	\$ 19.00
	\$ 19.50	\$ 20.00	\$ 20.50	\$ 21.00	\$ 21.50	\$ 22.00

Updated: 2027

FORT YOUTH CENTER STAFF

Supervision

Experience	1	2	3/Exp	4	5	6+
Per hour	\$10.00	\$10.25	\$10.50	\$10.75	\$11.00	\$11.25

Updated: 2027

Staff Leader

Experience	1	2	3/Exp	4	5	6+
Youth Staff - Per Hour	\$ 11.50	\$ 11.75	\$ 12.00	\$ 12.25	\$ 12.50	\$ 12.75
Adult Lead - Per Hour	\$ 13.00	\$ 13.50	\$ 14.00	\$ 14.50	\$ 15.00	\$ 15.50

Updated: 2027

RECREATION ADMINISTRATION/PART-TIME OFFICE STAFF

Experience	1	2	3/Exp	4	5	6+
Per Hour	\$10.00	\$10.25	\$10.50	\$11.00	\$11.25	\$11.50

Updated: 2023

COLLEGE INTERN

\$300 monthly stipend

Updated: 2023

CONSULTANT

\$16.85

Updated: 2023

AQUATIC CENTER (Seasonal Facility) *Exempt seasonal recreation facility - overtime & min. wage

Pool Manager

\$16.00 \$16.75 \$17.50 \$18.25

Updated: 2023

Assistant Manager		<table><tr><td>\$15.00</td><td>\$15.75</td><td>\$16.50</td></tr></table>			\$15.00	\$15.75	\$16.50	Updated: 2023
\$15.00	\$15.75	\$16.50						
Swim Instructor WSI								
Starting Rate	\$11.00				Updated: 2023			
Level 2	\$11.75	\$12.50	\$13.25					
Level 3	\$14.00	\$14.75	\$15.50					
Level 4	\$16.25	\$17.00	\$17.75					
Future increases: skip a level if all certifications met & minimum of 72 hours of group instruction annually.								
Attendance Bonus: \$25.00								
Lifeguard								
Level 1	\$12.50	\$13.25	\$14.00		Updated: 2023			
Level 2	\$14.75	\$15.50	\$16.25					
(Also maintenance rate for clean-up when pool is operational. Parks & Aquatic Center Maintenance 1 rates for pre-season.)								
Instructor Aid/Substitute:								
	\$10.00	\$11.00			Updated: 2023			
Checker/Cashier/Concessions (maintenance rate for clean-up)								
Level 1	\$10.00	\$10.50	\$11.00	\$11.50	Updated: 2023			
Concessions/Admissions Assistant Manager								
Level 1	\$11.00	\$11.75	\$12.50		Updated: 2023			
Concessions/Admissions Manager								
Level 1	\$14.00	\$15.00	\$16.00		Updated: 2023			
Aquatic Center Cleaning								
Level 1	\$10.00	\$10.50	\$11.00		Updated: 2023			