

Monday, November 22, 2021

Village Board
7:00 PM

McFarland Municipal Center
Community Room

AGENDA

You are invited to this meeting through a Zoom webinar. The public is strongly encouraged to watch and participate in these meetings remotely through either the webinar or telephone options listed below.

PLEASE CLICK THE LINK BELOW TO JOIN THE ZOOM WEBINAR:

<https://us02web.zoom.us/j/81533980082>

Or by Telephone: +1 (312) 626-6799
Webinar ID: 815 3398 0082

1. CALL TO ORDER.
2. ATTENDANCE/ROLL CALL.
3. PUBLIC ANNOUNCEMENTS AND COMMUNICATIONS.
 - a. Public Announcements
 - 1) Circulation of nomination papers begins December 1st - Information available at:
<https://www.mcfarland.wi.us/477/Nomination-Paper-Process>
 - b. Public Communications
4. CONSENT AGENDA.
 - a. All items listed under the Consent Agenda will be approved in one motion unless a Board member requests that the item be removed for individual discussion and action. Any item(s) removed for individual consideration shall be considered in the same order in which they were originally listed on the agenda under Business.
 - 1) Motion to approve the minutes of the November 4, 2021 Village Board special meeting.
 - 2) Motion to approve the minutes of the November 8, 2021 Village Board regular meeting.
 - 3) Motion to approve checks in the amount of \$228,972.48.
 - 4) Motion to approve appointing Kitty Brussock to serve on the Parks, Recreation, and Natural Resource Committee.
 - 5) Motion to approve appointing Amy Johnson to serve on the Senior Outreach Committee.
 - 6) Motion to approve an event permit for the McFarland Chamber of Commerce to hold the Winter

Wonderland event on December 4, 2021 from 4:30 p.m. to 6:30 p.m. with the conditions outlined by the Police Chief, Fire & Rescue Chief and Director of Public Works.

- 7) Motion to approve a service agreement with Dane County for funding to provide case management and nutrition services through the Senior Outreach Department as a Focal Point.
- 8) Motion to approve a request to fill the vacancy for the Public Works Crewperson position within the Public Works Department.

5. PUBLIC APPEARANCES.

- a. This is an opportunity for members of the public to address the Village Board. Please remember this is a virtual meeting conducted through the Zoom online meeting platform. Zoom meeting attendees wishing to address the board may do so using the Question and Answer feature within the Zoom online meeting platform. You may state your name, address, and provide your comments to the board for their consideration. Members of the public who are present in person and wish to address the board should fill out a public comment form and turn into the meeting chairperson. Members of the public may speak during public appearances or during their selected agenda item as they designate on the public comment form. Please adhere to the 3-minute time limit. Additionally, you may send your public comments to cassandra.suettinger@mcfarland.wi.us to be included as part of the meeting.

6. BUSINESS.

- a. Discussion and action to consider acceptance of the Classification/Compensation Study and Staffing Analysis for the Village of McFarland prepared by GovHR USA.
- b. Communications and Technology Committee (Trustees Flaherty & Wreh)
 - 1) Discussion and action to approve the Underwriting Policy for the McFarland Cable Channel.
- c. Parks, Recreation, and Natural Resources (Trustees Nelson & Rupert)
 - 1) Discussion and action regarding Community Park Phase 1 Design/Bidding Services.
 - 2) Discussion and action regarding a proposal from the Waubesa Sailing Club to replace the decking for the McDaniel Park pier.
- d. Public Works Committee (Trustees Rupert & St. Clair)
Public Utilities Committee (Trustees Wreh & Nelson)
 - 1) Discussion and action regarding the 2022 Sidewalk Replacement project and authorize for bid.
- e. Discussion and action regarding the State/Municipal Financial Agreement for a State-Let Highway Project with the Wisconsin Department of Transportation for the reconstruction of US Highway 51 through the Village of McFarland.
- f. Discussion and action on Ordinance 2021-12: an ordinance approving the budget for the year 2022 and establishing the 2021 payable in 2022 property tax levy for the Village of McFarland.

- g. Future Authority, Board, Commission, and Committee agenda items requests and referrals - *This is an opportunity for Village board members to put forth Authority, Board, Commission and Committee agenda item requests and referrals, without discussion.*

7. ADJOURNMENT.

This meeting notice constitutes an official meeting of the above referenced group and was posted in accordance with all applicable laws related to Open Meetings Law. It is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals. For additional information or to request this service, contact the McFarland Municipal Center at (608) 838-3153 or cassandra.suettinger@mcfarland.wi.us

VILLAGE OF
McFarland
SUMMARY SHEET

MEETING DATE: Monday, November 22, 2021

SECTION: Consent Agenda

The Consent Agenda is for routine, procedural, and self-explanatory non-controversial items. Items will be approved by one motion unless a Board member requests that the item be removed. Board members who have a question on an item on the consent agenda or would like to have additional discussion, should request an item be removed from the consent agenda and discussed separately. Items requested to be dealt with separately, will be dealt with in the same order in which they were originally listed on the Consent Agenda under Business.

VILLAGE OF MCFARLAND

Village Board Minutes

Thursday, November 4, 2021 - 6:00 PM

1. CALL TO ORDER.

Village President Clow called the special meeting of the McFarland Village Board to order at 6:00 pm in the Community Room of the McFarland Municipal Center.

2. ATTENDANCE/ROLL CALL.

Village Board members present: Village Trustee Stephanie Brassington, Village President Carolyn Clow, Village Trustee Michael Flaherty, Village Trustee Chris St. Clair, Village Trustee Carrie Nelson, Village Trustee Edward Wreh

Village Board members not present: Village Trustee Justin Rupert

Staff Present: Administrator Matt Schuenke, Clerk/Treasurer Cassandra Suettinger, Police Chief Aaron Chapin, Community and Economic Development Director Andrew Bremer, Public Works Director Jim Hessling, and Communications & Technology Director Stephanie Miller.

3. PUBLIC APPEARANCES.

- a. *This is an opportunity for members of the public to address the Village Board. Please remember this is a virtual meeting conducted through the Zoom online meeting platform. Zoom meeting attendees wishing to address the board may do so using the Question and Answer feature within the Zoom online meeting platform. You may state your name, address, and provide your comments to the board for their consideration. Members of the public who are present in person and wish to address the board should fill out a public comment form and turn into the meeting chairperson. Members of the public may speak during public appearances or during their selected agenda item as they designate on the public comment form. Please adhere to the 3-minute time limit. Additionally, you may send your public comments to cassandra.suettinger@mcfarland.wi.us to be included as part of the meeting.*
- None.

4. BUSINESS.

- a. *Discussion regarding inclusion within the State Expenditure Restraint Program.*

President Clow reported that the Board had already heard the presentation on the State Expenditure Restraint Program, how it works, and where the Village is in reference to qualifying for 2023 funds for the proposed 2022 budget.

The Board noted they would like to participate in the program, but would likely need to evaluate how those limits would affect proposed budget changes and programs accordingly.

- b. *Discussion and action regarding proposed changes to the 2022 Budget presented by the Village Board members:*
- i. *General Fund (100):*

- 1) Add funding within the Village Board budget to create a Community Grant program.

Motion by Village President Carolyn Clow, second by Village Trustee Carrie Nelson, to add funding within the Village Board budget to create a Community Grant program in the amount of 15,000.

Motion by Trustee Brassington, second by Trustee Wreh, to amend the motion to reduce the program funds to to 10,000. Motion to amend the motion fails 2 - 4 - 0 by acclamation.

Motion by Trustee Nelson, second by Trustee St. Clair, to amend the motion to postpone the item and return to the item after other changes are considered. Motion to amend the motion carries 5 - 1 - 0 by acclamation with Trustee Flaherty voting nay. Amended motion carries 5 - 1- 0 by acclamation with Trustee Flaherty voting nay.

At 9:30 p.m. the Board returned to item 4.b.i.1.

Motion by President Clow, second by Trustee Nelson to add funding in the General Fund Village Board budget in the amount of 12,250 to create a Community Grant Program and that a policy be created and approved by the Board before anything is issued. Motion carries 6 - 0 - 0 by acclamation.

- 2) Add funding within the Village Administrator budget for Community art projects.

Motion by President Clow, to add funding within the Village Administrator budget for Community arts projects. Motion fails for lack of second.

The Board noted funding for the project is still in the 2022 budget, it will just remain in the capital projects fund.

- 3) Reduce funding within the Community Development Department budget through a wage and benefit allocation shift from the General Fund to the Tax Increment Districts.

Motion by Trustee Brassington, second by Trustee Flaherty, to approve shifting 3% of wage funding from the General Fund, evenly to the TIDs to maintain funding for the Planning Assistant position. Motion carries 6 - 0 - 0 by acclamation.

- 4) Reduce funding within the Public Works Department budget regarding request for uniforms.

Motion by Trustee Brassington, second by Trustee St. Clair, to reduce funding within the Public Works Department budget regarding request for uniforms by \$3750. Motion carries 6 - 0 - 0 by acclamation.

- 5) Remove funding within the Senior Outreach Department budget for the proposed position transfer from part-time to full-time employment.

Motion by President Clow, second by Trustee Nelson, to remove funding within the Senior Outreach Department budget for the proposed position transfer from part-time to full-time employment. Motion fails 2 - 4 - 0 with Wreh, St. Clair, Brassington, and Flaherty voting nay.

6) Increase funding within the Parks budget to include two additional Parks LTE positions.
Motion by Trustee St. Clair, second by Trustee Flaherty, to add funding within the Parks budget to fund one additional Parks LTE position which would increase the tax levy by \$12,000. Motion carries 6 - 0 - 0 by acclamation.

7) Reduce funding within the Parks budget regarding facility maintenance, meeting expenses, training expenses, and community groups.
Motion by Trustee St. Clair, second by Trustee Brassington, to reduce funding within the Parks budget regarding facility maintenance, meeting expenses, training expenses, and community groups and decrease the tax levy by \$8,000. Motion carries 6 - 0 - 0 by acclamation.

8) Increase funding within the budget for a higher Across the Board wage increase.
Motion by President Clow to increase funding within the budget for a higher Across the board wage increase. Motion fails for lack of second.

ii. Library Fund (205):

1) Reduce funding within the Library budget regarding allocation linked with landscaping services.
Motion by Village Trustee Chris St. Clair, second by Village Trustee Carrie Nelson, to approve reducing funding within the Library budget regarding allocation linked with landscaping services by \$5,000. Motion fails 1 - 5 - 0 by acclamation with Clow, Wreh, Nelson, Flaherty, and Brassington voting nay.

2) Reduce funding within the Library budget regarding allocation linked to technology.
Motion by Village Trustee Carrie Nelson, second by Village Trustee Edward Wreh, to reduce funding within the Library budget regarding allocation linked to technology. Motion fails 2 - 4 - 0 by acclamation with Brassington, Clow, St. Clair, and Flaherty voting nay.

iii. Tax Increment District #3 Fund (305):

1) Reduce funding within the Tax Increment District #3 budget for the redevelopment incentive.
The Board moved to discuss the next two agenda items together, but vote on each separately.

Motion by Trustee Wreh to reduce funding within the Tax Increment District #3 budget for the redevelopment incentive. Motion fails for lack of second.

iv. Tax Increment District #4 Fund (310):

1) Increase funding within Tax Increment District #4 budget for property acquisitions.
Motion by Trustee St. Clair, second by Trustee Wreh, to increase the expenditure item for property acquisitions from 250,000 to 500,000 and to offset the increase by increasing the transfer from TID 3 to \$702,750. Motion carries 6 - 0 - 0 by acclamation.

v. Capital Projects Fund (400):

1) Increasing funding within Parks capital budget for consulting services to update management plans within Conservancy Parks

Motion by President Clow, second by Trustee Nelson, to approve increasing funding within Parks capital budget for consulting services to update management plans within Conservancy Parks. Motion carries 5 - 1 - 0 by acclamation with Trustee Flaherty voting nay.

vi. Utility Fund (600):

1) Increase funding within the Sanitary Sewer Service budget for community outreach.

Motion by President Clow, second by Trustee Flaherty, to increase funding within the Sanitary Sewer Service budget for community outreach. Motion carries 6 - 0 - 0 by acclamation.

vii. Other:

1) Creation of new fund for Affordable Housing.

Motion by President Clow, second by Trustee St. Clair, to direct staff to bring back discussion and creation of a new fund for Affordable Housing in 2022. Motion carries 6 - 0 - 0 by acclamation.

2) Creation of new fund for Sustainability.

Motion by Trustee St. Clair, second by President Clow, to not entertain business item 4.b.vii.2. Motion carries 6 - 0 - 0 by acclamation.

c. Discussion regarding amended budget summary following review of Village Board requested changes.

Village Administrator Schuenke provided a report on the final budget summary with all changes approved at the meeting.

d. Review schedule for future meetings.

Village Administrator Schuenke reported the Board will take up adoption of the proposed 2022 budget at the November 22nd Village Board meeting.

5. ADJOURNMENT.

Motion by Village President Carolyn Clow, second by Trustee St. Clair, to adjourn at 9:50 p.m.

Pursuant to law, written notice of this meeting was given to the public and posted on the public bulletin boards in accordance with Open Meetings Law.

Respectfully submitted,
Cassandra Suettinger
Village Clerk/Treasurer

VILLAGE OF MCFARLAND

Village Board Minutes

Monday, November 8, 2021 - 7:00 PM

1. CALL TO ORDER.

Village President Clow called the regular meeting of the McFarland Village Board to order at 7:00 pm in the Community Room of the McFarland Municipal Center.

2. ATTENDANCE/ROLL CALL.

Village Board members present: Village Trustee Stephanie Brassington, Village President Carolyn Clow, Village Trustee Justin Rupert, Village Trustee Chris St. Clair, Village Trustee Edward Wreh

Village Board members not present: Village Trustee Michael Flaherty, Village Trustee Carrie Nelson(joined at 7:02 p.m.)

Staff Present: Administrator Matt Schuenke, Clerk/Treasurer Cassandra Suettinger, Police Chief Aaron Chapin, Community and Economic Development Director Andrew Bremer, and Communications & Technology Director Stephanie Miller.

3. PUBLIC ANNOUNCEMENTS AND COMMUNICATIONS.

a. Public Announcements

- 1) Exchange Street Reconstruction Project Public Information Meeting scheduled for Tuesday, November 9, 2021 at 6:00 pm.*
- 2) WisDOT US Highway 51 Reconstruction Project meeting scheduled for Thursday, November 18, 2021 from 4:00 to 6:00 pm.*

b. Public Communications

4. CONSENT AGENDA.

- a. All items listed under the Consent Agenda will be approved in one motion unless a Board member requests that the item be removed for individual discussion and action. Any item(s) removed for individual consideration shall be considered in the same order in which they were originally listed on the agenda under Business.*

- 1) Motion to approve the minutes of the October 6, 2021 Village Board special meeting.*
- 2) Motion to approve the minutes of the October 25, 2021 Village Board regular meeting.*
- 3) Motion to approve checks in the amount of \$782,303.31.*

Motion by Village President Carolyn Clow, second by Village Trustee Chris St. Clair, to approve the consent agenda as presented. Motion carries 6 - 0 - 0 by acclamation.

5. PUBLIC APPEARANCES.

- a. This is an opportunity for members of the public to address the Village Board. Please*

remember this is a virtual meeting conducted through the Zoom online meeting platform. Zoom meeting attendees wishing to address the board may do so using the Question and Answer feature within the Zoom online meeting platform. You may state your name, address, and provide your comments to the board for their consideration. Members of the public who are present in person and wish to address the board should fill out a public comment form and turn into the meeting chairperson. Members of the public may speak during public appearances or during their selected agenda item as they designate on the public comment form. Please adhere to the 3-minute time limit. Additionally, you may send your public comments to cassandra.suettinger@mcfarland.wi.us to be included as part of the meeting.

None.

6. BUSINESS.

a. Parks, Recreation, and Natural Resources (Trustees Nelson & Rupert)

1) Discussion and action regarding the final draft of the master plan for William McFarland Park and the future Community Park.

Blake Theisen, representative of Parkitecture and Planning LLC., provided an overview of the final draft of the master plan for William McFarland Park and the future Community Park. He additionally highlighted the public hearings that have been held to date and the comments received from participants.

Motion by Trustee Nelson, second by President Clow, to accept the final draft of the master plan for William McFarland Park and the future Community Park as recommended by the Parks, Recreation, and Natural Resource Committee. Motion carries 6 - 0 - 0 by acclamation.

b. Community Development Authority (Trustees Brassington & Rupert) Plan Commission (President Clow & Trustee St. Clair)

1) Discussion and action regarding a Request for Proposals for an East Side Neighborhood Economic Development & Land Use Plan.

President Clow provided an overview of the Request for Proposals for an East Side Neighborhood Economic Development & Land Use Plan and the Plan Commission's and Community Development Authority's recommendation for approval.

Motion by Village President Carolyn Clow, second by Village Trustee Stephanie Brassington, to approve a Request for Proposals for an East Side Neighborhood Economic Development & Land Use Plan. Motion carries 6 - 0 - 0 by acclamation.

c. Update and discussion regarding planned decorations for Arnold Larson Park.

Village Administrator Schuenke provided an overview of the planned decorations for Arnold Larson Park. He noted the decorations planned for 2021 will be more inclusive. The Board discussed the plans and thanked all those who work hard to make the downtown area look beautiful during the holiday.

d. Discussion regarding the State/Municipal Financial Agreement for a State-Let Highway Project with the Wisconsin Department of Transportation for the reconstruction of US

Highway 51 through the Village of McFarland.

Village Administrator Schuenke provided an overview of the State/Municipal Financial Agreement for a State-Let Highway Project with the Wisconsin Department of Transportation for the reconstruction of US Highway 51 through the Village of McFarland. He reported the agreement is presented for discussion only as planning is ongoing. Future updates will be provided to the Board as the project progresses.

- e. Future Authority, Board, Commission, and Committee agenda items requests and referrals - This is an opportunity for Village board members to put forth Authority, Board, Commission and Committee agenda item requests and referrals, without discussion.

Trustee St. Clair referred the issue of ensuring landscaping is contained within the core functions of the Public Works Department, discussion on the Village's merit pay program, and Village Board member compensation.

7. ADJOURNMENT.

Motion by Village Trustee Stephanie Brassington, second by Village Trustee Justin Rupert, to adjourn at 8:10 p.m.

Pursuant to law, written notice of this meeting was given to the public and posted on the public bulletin boards in accordance with Open Meetings Law.

Respectfully submitted,
Cassandra Suettinger
Village Clerk/Treasurer

Report Criteria:

Detail report type printed

Vendor Number	Name	Invoice Number	Description	Seq	Invoice Date	Invoice Amount	Discount Amount	Check Amount	Check Issue Date
4	MIDDLETON FORD	152123	M3 MAINTENANCE	1	11/03/2021	597.30	.00	597.30	11/19/2021
		152259	VEHICLE PARTS TRUCK	1	11/15/2021	9.35	.00	9.35	11/19/2021
		152259	VEHICLE PARTS TRUCK	2	11/15/2021	9.35	.00	9.35	11/19/2021
		152259	VEHICLE PARTS TRUCK	3	11/15/2021	9.35	.00	9.35	11/19/2021
		152259	VEHICLE PARTS TRUCK	4	11/15/2021	34.28	.00	34.28	11/19/2021
Total 4:						659.63	.00	659.63	
10	ARAMARK	0016414593	MATS	1	11/05/2021	52.33	.00	52.33	11/19/2021
		0016414645	MATS	1	11/12/2021	52.33	.00	52.33	11/19/2021
Total 10:						104.66	.00	104.66	
30	ALLIANT ENERGY/WP&L	111021	MUNICIPAL CENTER	1	11/10/2021	2,733.03	.00	2,733.03	11/19/2021
		111021	PW FACILITY	2	11/10/2021	324.05	.00	324.05	11/19/2021
		111021	LIBRARY	3	11/10/2021	2,290.67	.00	2,290.67	11/19/2021
		111021	WELL #4	4	11/10/2021	1,632.80	.00	1,632.80	11/19/2021
		111021	SOCCER BLDG 4820 MA	5	11/10/2021	22.80	.00	22.80	11/19/2021
Total 30:						7,003.35	.00	7,003.35	
68	BADGER WELDING SUPP	3677990	ACETYLENE & OXYGEN	1	10/31/2021	6.82	.00	6.82	11/19/2021
		3677990	ACETYLENE & OXYGEN	2	10/31/2021	1.86	.00	1.86	11/19/2021
		3677990	ACETYLENE & OXYGEN	3	10/31/2021	1.86	.00	1.86	11/19/2021
		3677990	ACETYLENE & OXYGEN	4	10/31/2021	1.86	.00	1.86	11/19/2021
Total 68:						12.40	.00	12.40	
74	BAKER & TAYLOR BOOK	2036325842	BOOKS	1	11/11/2021	125.86	.00	125.86	11/19/2021
Total 74:						125.86	.00	125.86	
115	BRANDT, BRETT	BB111121	CLOTHING ALLOWANCE	1	11/11/2021	191.75	.00	191.75	11/19/2021
Total 115:						191.75	.00	191.75	
150	CDW GOVERNMENT INC	M745019	POWER ADAPTER	1	10/27/2021	16.36	.00	16.36	11/19/2021
Total 150:						16.36	.00	16.36	
158	CHARTER COMMUNICATI	00032611101	CHARTER CABLE	1	11/01/2021	98.39	.00	98.39	11/15/2021
Total 158:						98.39	.00	98.39	
194	CONCENTRA	103465893	CONCENTRA PHYSICAL	1	10/21/2021	341.00	.00	341.00	11/19/2021
Total 194:						341.00	.00	341.00	
234	DANE CO EMERGENCY	10765	COUNTY OF DANE EM -	1	11/15/2021	244.00	.00	244.00	11/19/2021
Total 234:						244.00	.00	244.00	
261	DECKER SUPPLY CO INC	917160	SIGNS	1	11/05/2021	1,455.00	.00	1,455.00	11/19/2021
		917160	SIGN PARTS	2	11/05/2021	351.00	.00	351.00	11/19/2021

Vendor Number	Name	Invoice Number	Description	Seq	Invoice Date	Invoice Amount	Discount Amount	Check Amount	Check Issue Date
		917161	SIGNS	1	11/05/2021	67.95	.00	67.95	11/19/2021
		917162	SIGNS BRIDGE MARKER	1	11/05/2021	77.00	.00	77.00	11/19/2021
		917163	SIGNS	1	11/05/2021	39.70	.00	39.70	11/19/2021
Total 261:						1,990.65	.00	1,990.65	
267	DEMCO INC	7038806	LIBRARY SUPPLIES	1	11/09/2021	343.06	.00	343.06	11/19/2021
Total 267:						343.06	.00	343.06	
408	GRAINGER INC	9115727647	WATER TOOLS	1	11/10/2021	9.46	.00	9.46	11/19/2021
		9115727654	WATER TOOLS	1	11/10/2021	367.05	.00	367.05	11/19/2021
		9123748841	TRUCK 7 PUMP	1	11/17/2021	103.94	.00	103.94	11/19/2021
		9123748841	TRUCK 7 PUMP	2	11/17/2021	28.34	.00	28.34	11/19/2021
		9123748841	TRUCK 7 PUMP	3	11/17/2021	28.34	.00	28.34	11/19/2021
		9123748841	TRUCK 7 PUMP	4	11/17/2021	28.34	.00	28.34	11/19/2021
Total 408:						565.47	.00	565.47	
476	JEFFERSON FIRE & SAF	IN133004	EXTINGUISHER ANNUAL	1	09/09/2021	68.40	.00	68.40	11/19/2021
		IN135110	GROVES PACIFIC TRADI	1	11/11/2021	342.12	.00	342.12	11/19/2021
Total 476:						410.52	.00	410.52	
548	LIBRARY PETTY CASH	111621	LIBRARY OFFICE SUPPLI	1	11/16/2021	64.04	.00	64.04	11/19/2021
		111621	LIBRARY POSTAGE	2	11/16/2021	35.96	.00	35.96	11/19/2021
Total 548:						100.00	.00	100.00	
553	LINCOLN CONTRACTOR	N68092	WATER UTILITY PARTS	1	11/01/2021	490.57	.00	490.57	11/19/2021
Total 553:						490.57	.00	490.57	
581	MADISON TRUCK EQUIP	11-97725	TRUCK PARTS TRUCK 6	1	11/15/2021	1,018.06	.00	1,018.06	11/19/2021
		11-97725	TRUCK PARTS TRUCK 6	2	11/15/2021	277.65	.00	277.65	11/19/2021
		11-97725	TRUCK PARTS TRUCK 6	3	11/15/2021	277.65	.00	277.65	11/19/2021
		11-97725	TRUCK PARTS TRUCK 6	4	11/15/2021	277.65	.00	277.65	11/19/2021
		11-97728	TRUCK PARTS TRUCK 6	1	11/15/2021	3.68	.00	3.68	11/19/2021
		11-97728	TRUCK PARTS TRUCK 6	2	11/15/2021	1.00	.00	1.00	11/19/2021
		11-97728	TRUCK PARTS TRUCK 6	3	11/15/2021	1.00	.00	1.00	11/19/2021
		11-97728	TRUCK PARTS TRUCK 6	4	11/15/2021	1.00	.00	1.00	11/19/2021
		11-97760	TRUCK PARTS TRUCK 1	1	11/17/2021	53.90	.00	53.90	11/19/2021
		11-97760	TRUCK PARTS TRUCK 1	2	11/17/2021	14.70	.00	14.70	11/19/2021
		11-97760	TRUCK PARTS TRUCK 1	3	11/17/2021	14.70	.00	14.70	11/19/2021
		11-97760	TRUCK PARTS TRUCK 1	4	11/17/2021	14.70	.00	14.70	11/19/2021
Total 581:						1,955.69	.00	1,955.69	
640	MGE	110921-3200	GOBEN BUILDING	1	11/09/2021	58.89	.00	58.89	11/19/2021
		6300112994-	STREET LIGHTS	1	11/01/2021	596.98	.00	596.98	11/19/2021
Total 640:						655.87	.00	655.87	
759	POSTMASTER	111121	UTILITY BILLS - ADD TO	1	11/11/2021	333.67	.00	333.67	11/15/2021
		111121	UTILITY BILLS - ADD TO	2	11/11/2021	332.67	.00	332.67	11/15/2021
		111121	UTILITY BILLS - ADD TO	3	11/11/2021	333.66	.00	333.66	11/15/2021

Vendor Number	Name	Invoice Number	Description	Seq	Invoice Date	Invoice Amount	Discount Amount	Check Amount	Check Issue Date
Total 759:						1,000.00	.00	1,000.00	
765	LEGAL SHIELD	0108629-111	LEGAL SHIELD	1	11/15/2021	268.15	.00	268.15	11/19/2021
Total 765:						268.15	.00	268.15	
802	RENNERT'S FIRE EQUIP	44363	E1 REPAIRS	1	11/09/2021	1,659.56	.00	1,659.56	11/19/2021
Total 802:						1,659.56	.00	1,659.56	
836	SCHILLING SUPPLY COM	849464-00	FOAM SOAP & ROLL TO	1	11/11/2021	193.73	.00	193.73	11/19/2021
Total 836:						193.73	.00	193.73	
879	SOUTH CENTRAL LIBRA	21-561	LIBRARY SUPPLIES	1	10/31/2021	79.99	.00	79.99	11/19/2021
		21-574	RFID TAGS	1	10/31/2021	414.00	.00	414.00	11/19/2021
		21-600	LIBRARY APP SETUP	1	10/31/2021	600.00	.00	600.00	11/19/2021
Total 879:						1,093.99	.00	1,093.99	
937	THE LIBRARY STORE IN	541558	LIBRARY SUPPLIES	1	11/16/2021	231.38	.00	231.38	11/19/2021
Total 937:						231.38	.00	231.38	
958	TOWN & COUNTRY ENGI	23358	EXCHANGE ST PRELIM -	1	11/11/2021	3,743.75	.00	3,743.75	11/19/2021
		23359	JUNIPER RIDGE ESCRO	1	11/11/2021	217.50	.00	217.50	11/19/2021
		23360	EASTSIDE SEWER EXTE	1	11/11/2021	217.50	.00	217.50	11/19/2021
		23361	VERIDIAN/UTTERBACK -	1	11/11/2021	573.30	.00	573.30	11/19/2021
		23362	2021 BROADHEAD/CTH	1	11/11/2021	1,844.90	.00	1,844.90	11/19/2021
		23363	2021 STREET & STORM S	1	11/11/2021	187.50	.00	187.50	11/19/2021
		23364	2021 STORMWATER SUP	1	11/11/2021	2,299.25	.00	2,299.25	11/19/2021
		23365	2022 SIDEWALK REPLAC	1	11/11/2021	1,016.25	.00	1,016.25	11/19/2021
		23366	2022 STREET & UTILITY I	1	11/11/2021	13,160.98	.00	13,160.98	11/19/2021
Total 958:						23,260.93	.00	23,260.93	
1015	VILLAGE OF MCFARLAN	110821	BALANCE OF FINAL BILL	1	11/08/2021	21.98	.00	21.98	11/19/2021
Total 1015:						21.98	.00	21.98	
1103	WINGRA STONE CO	22650	MATERIALS FOR WATER	1	11/13/2021	1,048.13	.00	1,048.13	11/19/2021
Total 1103:						1,048.13	.00	1,048.13	
1128	ZARNOTH BRUSH WORK	0187222-IN	SWEEPER BROOMS	1	11/12/2021	54.21	.00	54.21	11/19/2021
		0187222-IN	SWEEPER BROOMS	2	11/12/2021	54.23	.00	54.23	11/19/2021
		0187222-IN	SWEEPER BROOMS	3	11/12/2021	54.23	.00	54.23	11/19/2021
		0187222-IN	SWEEPER BROOMS	4	11/12/2021	198.83	.00	198.83	11/19/2021
Total 1128:						361.50	.00	361.50	
1245	PROFESSIONAL PEST C	542465	PW PEST CONTROL	1	11/17/2021	5.85	.00	5.85	11/19/2021
		542465	PW PEST CONTROL	2	11/17/2021	5.85	.00	5.85	11/19/2021
		542465	PW PEST CONTROL	3	11/17/2021	5.85	.00	5.85	11/19/2021
		542465	PW PEST CONTROL	4	11/17/2021	21.45	.00	21.45	11/19/2021
		542466	MC PEST CONTROL	1	11/17/2021	25.30	.00	25.30	11/19/2021

Vendor Number	Name	Invoice Number	Description	Seq	Invoice Date	Invoice Amount	Discount Amount	Check Amount	Check Issue Date
		542466	MC PEST CONTROL	2	11/17/2021	6.90	.00	6.90	11/19/2021
		542466	MC PEST CONTROL	3	11/17/2021	6.90	.00	6.90	11/19/2021
		542466	MC PEST CONTROL	4	11/17/2021	6.90	.00	6.90	11/19/2021
Total 1245:						85.00	.00	85.00	
1256	BOUND TREE MEDICAL,	84281298	EMS - SUPPLIES	1	11/08/2021	2.95	.00	2.95	11/19/2021
		84281299	EMS - SUPPLIES	1	11/08/2021	314.03	.00	314.03	11/19/2021
Total 1256:						316.98	.00	316.98	
1452	JACOBSEN, NATE	NJ110121	JACOBSEN-UNIFORM AL	1	11/01/2021	52.70	.00	52.70	11/19/2021
Total 1452:						52.70	.00	52.70	
1694	HEARTLAND LITHO	66090	UTILITY BILLS	1	11/03/2021	75.22	.00	75.22	11/19/2021
		66090	UTILITY BILLS	2	11/03/2021	75.22	.00	75.22	11/19/2021
		66090	UTILITY BILLS	3	11/03/2021	75.23	.00	75.23	11/19/2021
Total 1694:						225.67	.00	225.67	
1709	VON BRIESEN & ROPER	374114	PERSONNEL ISSUES	1	11/15/2021	147.50	.00	147.50	11/19/2021
Total 1709:						147.50	.00	147.50	
1759	MANDT SANDFILL TRUC	62630	WATER MAIN MATERIALS	1	10/20/2021	643.25	.00	643.25	11/19/2021
		62768	WATER MAIN REPAIRS	1	10/27/2021	185.10	.00	185.10	11/19/2021
		62811	SPOILS AND GRAVEL	1	10/27/2021	577.10	.00	577.10	11/19/2021
		62811	STREET SWEEPINGS	2	10/27/2021	180.00	.00	180.00	11/19/2021
Total 1759:						1,585.45	.00	1,585.45	
1896	NAPAAUTO PARTS	807905	VEHICLE PARTS TRUCK	1	11/05/2021	31.39	.00	31.39	11/19/2021
		807905	VEHICLE PARTS TRUCK	2	11/05/2021	31.39	.00	31.39	11/19/2021
		807905	VEHICLE PARTS TRUCK	3	11/05/2021	31.39	.00	31.39	11/19/2021
		807905	VEHICLE PARTS TRUCK	4	11/05/2021	115.09	.00	115.09	11/19/2021
		809032	VEHICLE PARTS TRUCK	1	11/11/2021	3.59	.00	3.59	11/19/2021
		809032	VEHICLE PARTS TRUCK	2	11/11/2021	3.59	.00	3.59	11/19/2021
		809032	VEHICLE PARTS TRUCK	3	11/11/2021	3.59	.00	3.59	11/19/2021
		809032	VEHICLE PARTS TRUCK	4	11/11/2021	13.19	.00	13.19	11/19/2021
		809926	VEHICLE PARTS BACKH	1	11/17/2021	74.51	.00	74.51	11/19/2021
		809926	VEHICLE PARTS BACKH	2	11/17/2021	20.33	.00	20.33	11/19/2021
		809926	VEHICLE PARTS BACKH	3	11/17/2021	20.33	.00	20.33	11/19/2021
		809926	VEHICLE PARTS BACKH	4	11/17/2021	20.33	.00	20.33	11/19/2021
Total 1896:						368.72	.00	368.72	
1955	FILE 13 E-WASTE SOLUTI	46203	ELECTRONIC DISPOSAL	1	11/11/2021	74.00	.00	74.00	11/19/2021
Total 1955:						74.00	.00	74.00	
1989	CORPORATE BUSINESS	30435947	COPIER LEASE	1	11/08/2021	190.00	.00	190.00	11/19/2021
		30435948	COPIER LEASE	1	11/08/2021	51.36	.00	51.36	11/15/2021
		30435948	COPIER LEASE	2	11/08/2021	14.00	.00	14.00	11/15/2021
		30435948	COPIER LEASE	3	11/08/2021	14.00	.00	14.00	11/15/2021
		30435948	COPIER LEASE	4	11/08/2021	14.00	.00	14.00	11/15/2021
		30464746	COPIER LEASE	1	11/11/2021	142.30	.00	142.30	11/19/2021

Vendor Number	Name	Invoice Number	Description	Seq	Invoice Date	Invoice Amount	Discount Amount	Check Amount	Check Issue Date
Total 1989:						425.66	.00	425.66	
1993	TKK ELECTRONICS LLC	140964	2 COMPUTERS	1	10/28/2021	5,639.82	.00	5,639.82	11/19/2021
		140968	COMPUTER DOCKING ST	1	11/01/2021	1,197.32	.00	1,197.32	11/19/2021
Total 1993:						6,837.14	.00	6,837.14	
2042	THOMSON REUTERS	845292711	WEST INFORMATION CH	1	11/01/2021	185.96	.00	185.96	11/19/2021
Total 2042:						185.96	.00	185.96	
2058	MICROMARKETING LLC	867435	ADULT AUDIO BOOKS	1	11/02/2021	79.99	.00	79.99	11/19/2021
		867477	ADULT AUDIO BOOKS	1	11/02/2021	229.98	.00	229.98	11/19/2021
Total 2058:						309.97	.00	309.97	
2185	MSA PROFESSIONAL SE	R09361024.0	SURVEY WORK	1	11/05/2021	7,200.00	.00	7,200.00	11/19/2021
Total 2185:						7,200.00	.00	7,200.00	
2216	ANDRES MEDICAL	253199	OCTOBER COLLECTION	1	11/08/2021	1,185.97	.00	1,185.97	11/19/2021
Total 2216:						1,185.97	.00	1,185.97	
9137	RICOH USA INC	5063145641	RICOH COPIER EXTRA	1	11/01/2021	35.80	.00	35.80	11/19/2021
Total 9137:						35.80	.00	35.80	
9151	PAGE PRODUCTION	21-18	SENIOR NEWS	1	10/22/2021	1,074.00	.00	1,074.00	11/19/2021
Total 9151:						1,074.00	.00	1,074.00	
11014	DEERFIELD PISTOL & AR	88537	KILCOYNE - INITIAL ISSU	1	10/27/2021	1,070.00	.00	1,070.00	11/19/2021
		88538	LOVDAL - INITIAL ISSUE	1	10/27/2021	1,070.00	.00	1,070.00	11/19/2021
		88825	BOYD CLOTHING ALLOW	1	11/02/2021	1,070.00	.00	1,070.00	11/19/2021
Total 11014:						3,210.00	.00	3,210.00	
16236	WEBER, MARK	MW111121	CLOTHING ALLOWANCE	1	11/11/2021	350.00	.00	350.00	11/19/2021
Total 16236:						350.00	.00	350.00	
16238	PUBLIC HEALTH MADISO	10292021	2019 DELINQUENT SEPTI	1	10/29/2021	8.67	.00	8.67	11/19/2021
Total 16238:						8.67	.00	8.67	
16247	CITY TREASURER	07100600:11	STORMWATER CHARGE	1	11/05/2021	24.61	.00	24.61	11/19/2021
Total 16247:						24.61	.00	24.61	
16257	CORPORATE BUSINESS	308180	COPIER LEASE	1	11/01/2021	16.19	.00	16.19	11/15/2021
		308181	COPIER LEASE	1	11/01/2021	101.85	.00	101.85	11/15/2021
Total 16257:						118.04	.00	118.04	
16322	STRYKER SALES CORP	3579149M	SPO2CO SENSOR	1	11/10/2021	571.20	.00	571.20	11/19/2021

Vendor		Invoice			Invoice	Invoice	Discount	Check	Check
Number	Name	Number	Description	Seq	Date	Amount	Amount	Amount	Issue Date
Total 16322:						571.20	.00	571.20	
16395	TRC LOCKBOX	501217-4605	2022 PAVING AND UTILIT	1	11/10/2021	3,438.61	.00	3,438.61	11/19/2021
Total 16395:						3,438.61	.00	3,438.61	
16489	ZIETSMA, JOEL	JZ102421	CANDY FOR COMMUNIT	1	10/24/2021	21.58	.00	21.58	11/19/2021
Total 16489:						21.58	.00	21.58	
16577	SRB'S TREES INC	7860	STREET TREES	1	11/09/2021	20,997.50	.00	20,997.50	11/19/2021
Total 16577:						20,997.50	.00	20,997.50	
16655	WI DEPT OF TRANSPORT	395-0000239	EXCHANGE ST PRELIMIN	1	11/01/2021	604.32	.00	604.32	11/19/2021
Total 16655:						604.32	.00	604.32	
16657	RAYMOND P. CATTELL, I	102121-PAY	2021 STORMWATER/STR	1	10/21/2021	70,544.97	.00	70,544.97	11/19/2021
Total 16657:						70,544.97	.00	70,544.97	
16731	WISCONSIN BEDDING C	110421	MATTRESSES	1	11/04/2021	900.00	.00	900.00	11/19/2021
Total 16731:						900.00	.00	900.00	
16829	REUTER, WHITISH & EVA	68950	GENERAL LEGAL	1	11/17/2021	7,449.50	.00	7,449.50	11/19/2021
		68950	GENERAL LEGAL	2	11/17/2021	888.00	.00	888.00	11/19/2021
		68950	GENERAL LEGAL	3	11/17/2021	64.00	.00	64.00	11/19/2021
		68951	PROSECUTIONS	1	11/17/2021	2,582.83	.00	2,582.83	11/19/2021
		68971	LEGAL - TID #4	1	11/17/2021	48.30	.00	48.30	11/19/2021
Total 16829:						11,032.63	.00	11,032.63	
16890	PIRTEK MADISON	MA-T000042	PW SHOP PRESSURE W	1	09/21/2021	24.53	.00	24.53	11/19/2021
		MA-T000042	PW SHOP PRESSURE W	2	09/21/2021	24.53	.00	24.53	11/19/2021
		MA-T000042	PW SHOP PRESSURE W	3	09/21/2021	24.53	.00	24.53	11/19/2021
		MA-T000042	PW SHOP PRESSURE W	4	09/21/2021	89.93	.00	89.93	11/19/2021
Total 16890:						163.52	.00	163.52	
16911	SKAALLEN VILLAGE	111721	SALT SAVER PROGRAM	1	11/17/2021	200.00	.00	200.00	11/19/2021
		111721	SALT SAVER PROGRAM	2	11/17/2021	200.00	.00	200.00	11/19/2021
		111721	SALT SAVER PROGRAM	3	11/17/2021	200.00	.00	200.00	11/19/2021
		111721	SALT SAVER PROGRAM	4	11/17/2021	200.00	.00	200.00	11/19/2021
Total 16911:						800.00	.00	800.00	
16912	LAKESTONE PROPERTIE	110821	REFUND OF DUP PMT O	1	11/08/2021	28.29	.00	28.29	11/19/2021
Total 16912:						28.29	.00	28.29	
16921	AVANT GARDENING & LA	20211760	LANDSCAPE MAINTENA	1	11/08/2021	744.72	.00	744.72	11/19/2021
Total 16921:						744.72	.00	744.72	

Vendor Number	Name	Invoice Number	Description	Seq	Invoice Date	Invoice Amount	Discount Amount	Check Amount	Check Issue Date
17084	AMAZON CAPITAL SERVI	11F1-1N63-N	IN-OFFICE HEADPHONE	1	11/11/2021	317.00	.00	317.00	11/19/2021
		11F1-1N63-N	CABLE CADDIES	2	11/11/2021	113.70	.00	113.70	11/19/2021
		13MH-639M-	DVDS & CDS	1	11/02/2021	11.99	.00	11.99	11/19/2021
		14D6-YGCF-	DVDS & CDS	1	11/09/2021	17.99	.00	17.99	11/19/2021
		16C7-RFMM-	DVDS & CDS	1	11/18/2021	32.94	.00	32.94	11/19/2021
		16GT-MGG3-	PROGRAM SUPPLIES	1	11/14/2021	42.71	.00	42.71	11/19/2021
		16L4-P176-1	DVDS & CDS	1	11/02/2021	.03-	.00	.03-	11/19/2021
		19CX-VRCL-	DVDS & CDS	1	11/10/2021	.02-	.00	.02-	11/19/2021
		1C4Y-K3HY-	OFFICE SUPPLIES	1	11/07/2021	139.03	.00	139.03	11/19/2021
		1C4Y-K3HY-	PAGERS	2	11/07/2021	495.00	.00	495.00	11/19/2021
		1C6H-17LY-6	DVDS & CDS	1	11/15/2021	3.88-	.00	3.88-	11/19/2021
		1FKM-Y6GT-	DVDS & CDS	1	11/09/2021	59.92	.00	59.92	11/19/2021
		1HFT-FVFP-	DVDS & CDS	1	11/07/2021	55.38	.00	55.38	11/19/2021
		1HL1-7NW3-	DVDS & CDS	1	11/15/2021	43.98	.00	43.98	11/19/2021
		1HNM-VCHG	DVDS & CDS	1	11/10/2021	36.77	.00	36.77	11/19/2021
		1M4Y-Q1LH-	LEWIS PARK VACUUM	1	10/24/2021	14.98-	.00	14.98-	11/19/2021
		1M4Y-Q1LH-	DVDS & CDS	1	11/09/2021	6.06-	.00	6.06-	11/19/2021
		1NTT-4FWX-	DVDS & CDS	1	11/09/2021	45.98	.00	45.98	11/19/2021
		1RWL-ND4J-	PW PHONE SUPPLIES	1	11/17/2021	29.11	.00	29.11	11/19/2021
		1RWL-ND4J-	PW PHONE SUPPLIES	2	11/17/2021	7.94	.00	7.94	11/19/2021
		1RWL-ND4J-	PW PHONE SUPPLIES	3	11/17/2021	7.94	.00	7.94	11/19/2021
		1RWL-ND4J-	PW PHONE SUPPLIES	4	11/17/2021	7.94	.00	7.94	11/19/2021
		1V4R-M6KD-	OFFICE SUPPLIES	1	11/14/2021	168.78	.00	168.78	11/19/2021
		1VPD-W9FJ-	DVDS & CDS	1	11/10/2021	.82-	.00	.82-	11/19/2021
		1WKV-17FH-	DVDS & CDS	1	11/13/2021	22.96	.00	22.96	11/19/2021
		1XG6-7FM1-	DVDS & CDS	1	11/04/2021	24.77	.00	24.77	11/19/2021
		1XLJ-D9F1-3	DVDS & CDS	1	11/02/2021	12.99	.00	12.99	11/19/2021
		1XLJ-D9F1-6	DVDS & CDS	1	11/02/2021	268.42	.00	268.42	11/19/2021
		1YL4-JJPT-3	PPE - MASKS	1	11/09/2021	14.88	.00	14.88	11/19/2021
Total 17084:						1,952.33	.00	1,952.33	
17092	GENERAL ENGINEERING	33	BUILDING INSPECTION S	1	11/11/2021	6,934.24	.00	6,934.24	11/19/2021
Total 17092:						6,934.24	.00	6,934.24	
17187	B&H PHOTO	195269056	VARIOUS OPERATING SU	1	11/09/2021	303.65	.00	303.65	11/19/2021
		195269056	50-FOOT XLRS	2	11/09/2021	143.76	.00	143.76	11/19/2021
Total 17187:						447.41	.00	447.41	
17191	IRWIN, AIMEE	AI111021	TRAINING MILEAGE	1	11/10/2021	17.92	.00	17.92	11/19/2021
Total 17191:						17.92	.00	17.92	
17226	LARSON, SAYER	SL111621	UNIFORM ALLOWANCE	1	11/16/2021	293.27	.00	293.27	11/19/2021
Total 17226:						293.27	.00	293.27	
17232	APG OF SOUTHERN WIS	28886-1021	BUDGET PUBLIC HEARIN	1	10/31/2021	897.50	.00	897.50	11/19/2021
		28886-1021	PUBLIC INFO MEETING -	2	10/31/2021	49.79	.00	49.79	11/19/2021
		28886-1021	VILLAGE BOARD MINUTE	3	10/31/2021	123.10	.00	123.10	11/19/2021
Total 17232:						1,070.39	.00	1,070.39	
17320	PARKITECTURE & PLANN	17	COMMUNITY PARK MAST	1	11/04/2021	1,146.50	.00	1,146.50	11/19/2021
		17	MCFARLAND PARK MAST	2	11/04/2021	2,097.50	.00	2,097.50	11/19/2021

Vendor Number	Name	Invoice Number	Description	Seq	Invoice Date	Invoice Amount	Discount Amount	Check Amount	Check Issue Date
Total 17320:						3,244.00	.00	3,244.00	
17352	BRAY ASSOCIATES ARC	3488-18	PUBLIC SAFETY CENTER	1	11/08/2021	12,140.00	.00	12,140.00	11/19/2021
Total 17352:						12,140.00	.00	12,140.00	
17426	IDEMIA	142428	MOBILE MAINTENANCE	1	10/28/2021	184.00	.00	184.00	11/19/2021
Total 17426:						184.00	.00	184.00	
17488	DOG WASTE DEPOT	448020	DOG WASTE BAGS	1	11/11/2021	299.90	.00	299.90	11/19/2021
Total 17488:						299.90	.00	299.90	
17569	MCFARLAND ACE HARD	003120/1	FACILITY REPAIR MUNICI	1	11/05/2021	1.08	.00	1.08	11/19/2021
		003120/1	FACILITY REPAIR MUNICI	2	11/05/2021	1.08	.00	1.08	11/19/2021
		003120/1	FACILITY REPAIR MUNICI	3	11/05/2021	1.08	.00	1.08	11/19/2021
		003120/1	FACILITY REPAIR MUNICI	4	11/05/2021	3.95	.00	3.95	11/19/2021
		003127/1	MOWER PARTS	1	11/05/2021	10.88	.00	10.88	11/19/2021
		003127/1	MOWER PARTS	2	11/05/2021	2.96	.00	2.96	11/19/2021
		003127/1	MOWER PARTS	3	11/05/2021	2.96	.00	2.96	11/19/2021
		003127/1	MOWER PARTS	4	11/05/2021	2.96	.00	2.96	11/19/2021
		003130/1	WET DRY VACCUM	1	11/05/2021	59.99	.00	59.99	11/19/2021
		003155/1	PARKS SUPPLIES PARK	1	11/08/2021	7.18	.00	7.18	11/19/2021
		003175/1	KEYS FOR CROSSING G	1	11/10/2021	4.48	.00	4.48	11/19/2021
		003184/1	PARKS SUPPLIES	1	11/11/2021	12.58	.00	12.58	11/19/2021
		003190/1	PW SHOP SUPPLIES	1	11/11/2021	26.23	.00	26.23	11/19/2021
		003190/1	PW SHOP SUPPLIES	2	11/11/2021	7.15	.00	7.15	11/19/2021
		003190/1	PW SHOP SUPPLIES	3	11/11/2021	7.15	.00	7.15	11/19/2021
		003190/1	PW SHOP SUPPLIES	4	11/11/2021	7.15	.00	7.15	11/19/2021
		003222/1	TRUCK 10 PARTS	1	11/15/2021	6.58	.00	6.58	11/19/2021
		003222/1	TRUCK 10 PARTS	2	11/15/2021	1.80	.00	1.80	11/19/2021
		003222/1	TRUCK 10 PARTS	3	11/15/2021	1.80	.00	1.80	11/19/2021
		003222/1	TRUCK 10 PARTS	4	11/15/2021	1.79	.00	1.79	11/19/2021
		003240/1	PW SHOP SUPPLIES	1	11/16/2021	18.31	.00	18.31	11/19/2021
		003240/1	PW SHOP SUPPLIES	2	11/16/2021	4.99	.00	4.99	11/19/2021
		003240/1	PW SHOP SUPPLIES	3	11/16/2021	4.99	.00	4.99	11/19/2021
		003240/1	PW SHOP SUPPLIES	4	11/16/2021	4.99	.00	4.99	11/19/2021
		003241/1	PW SHOP SUPPLIES RET	1	11/16/2021	.49	.00	.49	11/19/2021
		003241/1	PW SHOP SUPPLIES RET	2	11/16/2021	.14	.00	.14	11/19/2021
		003241/1	PW SHOP SUPPLIES RET	3	11/16/2021	.14	.00	.14	11/19/2021
		003241/1	PW SHOP SUPPLIES RET	4	11/16/2021	.13	.00	.13	11/19/2021
		003249/1	PARKS SUPPLIES DOG P	1	11/17/2021	67.45	.00	67.45	11/19/2021
		003252/1	PW SHOP SUPPLIES	1	11/17/2021	7.43	.00	7.43	11/19/2021
		003252/1	PW SHOP SUPPLIES	2	11/17/2021	2.02	.00	2.02	11/19/2021
		003252/1	PW SHOP SUPPLIES	3	11/17/2021	2.02	.00	2.02	11/19/2021
		003252/1	PW SHOP SUPPLIES	4	11/17/2021	2.02	.00	2.02	11/19/2021
		003256/1	PW SHOP SUPPLIES	1	11/17/2021	6.73	.00	6.73	11/19/2021
		003266/1	PARK BENCH SUPPLIES	1	11/17/2021	6.29	.00	6.29	11/19/2021
		003271/1	TRAILER PARTS	1	11/18/2021	4.94	.00	4.94	11/19/2021
		003271/1	TRAILER PARTS	2	11/18/2021	1.35	.00	1.35	11/19/2021
		003271/1	TRAILER PARTS	3	11/18/2021	1.35	.00	1.35	11/19/2021
		003271/1	TRAILER PARTS	4	11/18/2021	1.35	.00	1.35	11/19/2021
Total 17569:						306.16	.00	306.16	

Vendor Number	Name	Invoice Number	Description	Seq	Invoice Date	Invoice Amount	Discount Amount	Check Amount	Check Issue Date
17654	RODRIGUES LAWN SERV	110321	LAWN MOWING - 5705 LE	1	11/03/2021	175.00	.00	175.00	11/19/2021
Total 17654:						175.00	.00	175.00	
17685	INGRAM LIBRARY SERVI	62756150	BOOKS	1	11/04/2021	508.71	.00	508.71	11/19/2021
		62756466	BOOKS	1	11/04/2021	253.57	.00	253.57	11/19/2021
		62757106	BOOKS	1	11/08/2021	587.43	.00	587.43	11/19/2021
		62757833	BOOKS	1	11/10/2021	708.23	.00	708.23	11/19/2021
		62758633	BOOKS	1	11/12/2021	301.03	.00	301.03	11/19/2021
		67377566	BOOKS	1	11/03/2021	536.32	.00	536.32	11/19/2021
		67380477	BOOKS	1	11/08/2021	613.08	.00	613.08	11/19/2021
Total 17685:						3,508.37	.00	3,508.37	
17712	HUFFMAN FACILITY DEV	MCF 10 2021	PUBLIC SAFETY CENTER	1	11/05/2021	12,825.00	.00	12,825.00	11/19/2021
Total 17712:						12,825.00	.00	12,825.00	
17748	MARKS & STRIPES	1798	STREET LINE PAINTING	1	11/05/2021	450.00	.00	450.00	11/19/2021
Total 17748:						450.00	.00	450.00	
17758	BLUM, SUSAN	110821	REFUND DUPLICATE PM	1	11/08/2021	149.74	.00	149.74	11/19/2021
Total 17758:						149.74	.00	149.74	
17759	WESTBURY, BRYAN	BW111121	CLOTHING ALLOWANCE	1	11/11/2021	335.06	.00	335.06	11/19/2021
Total 17759:						335.06	.00	335.06	
17760	WILSON, CLAYTON	CW111121	CLOTHING ALLOWANCE	1	11/11/2021	350.00	.00	350.00	11/19/2021
Total 17760:						350.00	.00	350.00	
17761	CBS SQUARED, INC.	8899	MN & CTH AB ICE STUDY	1	11/03/2021	1,284.50	.00	1,284.50	11/19/2021
Total 17761:						1,284.50	.00	1,284.50	
17762	SANCHEZ, MARIA	110321	ITEM REFUND	1	11/03/2021	20.00	.00	20.00	11/19/2021
Total 17762:						20.00	.00	20.00	
17763	HOUGHTLING, AMBER	110321	ITEM REFUND	1	11/03/2021	21.50	.00	21.50	11/19/2021
Total 17763:						21.50	.00	21.50	
17765	BARTZEN, MARIA	111721	SALT SAVER REIMBURS	1	11/17/2021	200.00	.00	200.00	11/19/2021
Total 17765:						200.00	.00	200.00	
17766	BENNETT, DENNIS & JULI	111721	SALT SAVER REIMBURS	1	11/17/2021	200.00	.00	200.00	11/19/2021
Total 17766:						200.00	.00	200.00	
17767	LENZ, MICHAEL & TERRI	111721	MMSD SALT SAVER REIM	1	11/17/2021	200.00	.00	200.00	11/19/2021

Vendor Number	Name	Invoice Number	Description	Seq	Invoice Date	Invoice Amount	Discount Amount	Check Amount	Check Issue Date
Total 17767:						200.00	.00	200.00	
17768	RAY, JOHN & DIANE	111721	MMSD SALT SAVER REIM	1	11/17/2021	200.00	.00	200.00	11/19/2021
Total 17768:						200.00	.00	200.00	
17769	NORBY, LORRAINE	111721	REFUND OVERPAYMENT	1	11/17/2021	21.69	.00	21.69	11/19/2021
		111721STW	REFUND OVERPAYMENT	1	11/17/2021	14.83	.00	14.83	11/19/2021
Total 17769:						36.52	.00	36.52	
17770	SJE	CD99412568	LIFT STATION 5 PART	1	11/11/2021	3,069.70	.00	3,069.70	11/19/2021
Total 17770:						3,069.70	.00	3,069.70	
17771	MANSTRONG CONSTRU	111921	REFUND OVERPAYMENT	1	11/19/2021	77.35	.00	77.35	11/19/2021
Total 17771:						77.35	.00	77.35	
Grand Totals:						228,110.12	.00	228,110.12	

Report Criteria:

Detail report type printed

Pay Period Date	Journal Code	Check Issue Date	Check Number	Payee	Payee ID	Amount
11/06/2021	CDPT	11/12/2021		FIRE FIGHTERS LOCAL 3	8	150.67
11/06/2021	CDPT	11/12/2021		WI SCTF	5	207.69
11/06/2021	CDPT	11/12/2021		WPPA TREASURER	6	504.00

PAYROLL RELATED

\$862.36

McFarland Volunteer Application

Village of McFarland 5915 Milwaukee Street McFarland, WI 53558

Last Name Brussock	First Name Kitty	Middle Initial R
Home Phone 608 445-5505		Cell Phone same
E-mail kittybrussock@yahoo.com		Date of Birth [REDACTED]
Street Address 6214 South Ct		
City McFarland	State WI	Zip 53558
In Case of Emergency Notify: Jerry or Judy Adrian	Phone [REDACTED]	Relationship neighbors
Volunteer Areas of Interest (Office Work, Technology, Park Maintenance, Community Events, Village Committees, other): Parks, Recreation & Natural Resources Committee		
Skills and Abilities: As an active member of the Clean Lakes Alliance, I am familiar with the current science and policies affecting our lakes, wetlands and the need for shoreland stabilization. I am now beginning my sixth year as one of the designated CLA Lake Monitors. Much of what my husband and I learned about conifers when we began our family Christmas Tree Farm in Marquette County in 1983 could be applied to most trees. To keep a tree alive and thriving takes a holistic approach involving the geology/soil science, breeding stock, climatic events, pestilence, disease, etc. etc. The marketing and shipping of the trees is a whole other aspect of the business. Hobbies which could be related to the Park Committee: I am an active birder, lover of wildflowers and turtles, hiker and tree hugger.		
I prefer to be contacted by: Phone <u> </u> E-mail <u>X</u>		
Today's Date: 28 April 2021		

From: noreply@civicplus.com
Sent: Tuesday, August 17, 2021 8:31 AM
To: Admin
Subject: Online Form Submittal: Village Boards & Committee Application

Village Boards & Committee Application

Applicant Information

Name	Amy Johnson
Email Address	asj.johnson@charter.net
Address	4610 Larson Beach Rd.
City	McFarland
State	WI
Zip Code	53558
Phone Number	6082155240
Job/Profession	Publisher, General Manager, Sales & Marketing Director
Education	H.S.

(Section Break)

Questionnaire

What board, commission, or committee are you interested in being appointed to?	DEI
Have you attended or watched a meeting of the interest listed above? If no, please do so prior to completing this application.	Yes
Why are you interested in serving?	It's an area in which I have interest in contributing to, and I'd like to be more active in the McFarland community.
What else would you like to tell us about yourself	I feel community service is very important, and in my work, I've served in a variety of areas. I also reached out about this

and/or your interest in
serving on the board,
commission, or committee
you listed above?

committee previously, but it was full at the time. I'm hopeful I'll
now be able to be included.

Email not displaying correctly? [View it in your browser.](#)



Event Permit
Pursuant to Village Ordinance Chapter 11

For parades, run/walks, car shows, community events, and special events in which 200 or more attendees are anticipated at one time or that is likely to have a significant impact on neighborhood parking or the free-flow of traffic (only pertains to events that are open to the public).

☐ - Application Fee - \$100 (due with application)

Public Property vs. Private Property		Notes/Instructions
1. Will any portion of this event take place on public property? ☒ - Yes ☐ - No	If yes, please complete entire application. If no, please complete question 1a.	
1a. If no, will the event involve the sale of alcohol? ☐ - Yes ☒ - No	If yes, please complete the entire application. If no, please contact Village Administration to determine if you need to complete the application	

Applicant Information	
Name(First, M.I., Last) of Primary Contact: Toni Stolarik or Becky Rogers	Phone: [REDACTED]
Address: [REDACTED]	
Email Address: [REDACTED]	

Agency/Organization Information – (if applicable)	
Name: McFarland Chamber of Commerce	Phone: [REDACTED]
Address: [REDACTED]	
Email Address: [REDACTED]	

Event Information	
Name of Event: Winter Wonderland	Type of Event: Parade and Bon Fire
Location of Event: Downtown, Fire Station to Exchange St.	
Event Date(s): December 4, 2021	Event Time(s): Dusk approx. 4:30 p.m.
Total number of anticipated attendees: 100-1200 weather dependent	Total Number of attendees anticipated being at the event at one time: 100-1200 weather dependent
Set up Start Time: 2 p.m.	Tear Down End Time: 9 p.m.

Event Questionnaire	Notes/Instructions
1. Is this event proposed to take place on a Village street? ☒ - Yes ☐ - No	If yes, please attach map of route including all intersections and road closures.
2. Will the event involve closure of a Village Street(s)? ☒ - Yes ☐ - No	
3. Does this event include a parade which will take place on any portion of a Village street? ☒ - Yes ☐ - No	If yes, please attach map of route. *only allowed for community organizations
4. Is this event predicted to have 200 attendees at one time? ☒ - Yes ☐ - No	This only pertains to events open to the public, not private parties.
5. Will there be outdoor amplified sound? <i>* pending cond restrictions/ guidelines.</i> ☒ - Yes ☒ - No	Choir + Christmas band may play at Bonfire *
6. Will the event generate amplified sound after 10 p.m.? ☐ - Yes, a variance is requested as part of this application ☒ - No	All events generating noise after 10 p.m. require a variance from the Village Board.
7. Will alcohol be consumed? ☒ - Yes ☐ - No	
7a. If yes, will minors be present where alcohol is served? ☐ - Yes, a variance is requested as part of this application ☒ - No	All events that allow for the presence of minors where alcohol is served require a variance from the Village Board.
7b. Will alcohol be sold? - Yes ☒ - No	If yes, a temporary alcohol license is required. Please contact the Clerk at 608-838-3153. Form may also be accessed at: Mcfarland.wi.us/licensespermits
8. Will a Village Park be used? ☒ - Yes ☐ - No Please identify the park: Arnold Larson Park	Reservations should be made at: Mcfarland.wi.us/parks_reserve
9. Will the event involve tents, or any other activities that will require digging or turf disturbance? ☐ - Yes ☒ - No	*You are required to contact digger's hotline no less than 5 days prior to the event to provide a locate.
10. Has this event been previously approved in prior years by the Village? ☒ - Yes ☐ - No	If yes, when: _____ (month/year)
10a. If yes, have any of the event details changed from the prior years? ☐ - Yes ☒ - No	If yes, describe changes(attach additional sheets if necessary):
11. Will the event include any mobile food carts? - Yes ☒ - No	If yes, a Mobile Food Establishment Permit is required for each cart. Please contact the Clerk at 608-838-3153. Form may also be accessed at: Mcfarland.wi.us/licensespermits
12. Will the event include any vendors? ☒ - Yes ☒ - No	If yes, a Direct Seller Permit may be required for each vendor. Municipal Staff will contact you to obtain more information.

Required Attachments

☒ - Detailed event schedule

☒ - Site Plan Requirement – a site plan must be attached that identifies the event layout for the event including stages, tents, equipment, fencing, alcohol sale and carding areas, etc.

☒ - (if applicable) If the event will take place on a Village street, include a map of all routes or activities.

☒ - Insurance - The applicant shall furnish a certificate to the Village demonstrating that applicant has in force and will maintain during the time the Event Permit is in effect public liability insurance of not less than \$1,000,000 per one person, \$2,000,000 per occurrence for personal injury and \$1,000,000 for property damage naming the Village as an additional insured.

Event Details and Security Plan

As part of the application process, you will be required to meet with the McFarland Police Department to discuss details of your event and security requirements. Please provide some dates/times you would be available for a meeting:

Event Coordinators

Village requires each event to identify event coordinators who shall serve as direct contacts for the event. These should be individuals that are not directly participating in the event activities, but rather specifically assigned to monitor and assist in coordinating the activities of the event.

Identify Event coordinators (identify 1 for every 50 expected attendees) – attach additional sheets if necessary.

Name	Location at Event (Ex: Race Start, supply tent)	Time On-site (ex: 10 a.m. to 2 p.m.)	Cell Phone

Indemnification Agreement

In consideration for the issuance of the Event Permit, the undersigned, both individually and the agency or organization applying for the Event Permit, shall indemnify, defend and hold harmless the Village of McFarland and its officers, officials, agents, and employees against all loss or expense (including liability costs and reasonable attorney's fees) by reason of any claim or suit, or of liability imposed by law upon the Village or its officers, officials, agents or employees, for damages because of injury, including death at any time resulting therefrom, sustained by any person or persons, or on account of damages to property, including loss of use thereof, arising from, in connection with, caused by or resulting from the Event. The undersigned represents that he or she has authority to enter into this agreement on behalf of the agency or organization applying for this permit.

Applicant Signature:

Becky Rogers

Date:

11/9/2021

Certification Section

PLEASE READ CAREFULLY BEFORE SIGNING

I understand the application and event requirements and agree to the following:

- ☒ - I agree to adhere to all applicable, federal, state and municipal laws and understand the violation of such laws will be subject to applicable fines and penalties, and failure to do so is ground for revocation of the event permit.
- ☒ - I understand that my event permit may be revoked at any time, if the Chief of Police, Fire/EMS Chief, Public Works Director, or designee, in their sole discretion, determine that health or general welfare to the public is endangered.
- ☒ - I agree to return the site to the condition that existed before the event within twenty-four (24) hours or the expiration of my parks reservation.
- ☒ - I agree to abide by all including any additional conditions imposed by the Village, and understand failure to adhere to conditions will result in revocation of the event permit.

Applicant Signature:

Becky Rogers

Date:

11/9/2021

FOR VILLAGE USE ONLY

☐ - Approved ☐ - Denied Police Chief: _____ Date: _____

Application Received: _____ 45-day application requirement met?: ☐ - Yes ☐ - No

Public Safety Committee Date: _____ ☐ - Approved ☐ - Denied ☐ - Not applicable

Village Board Meeting Date: _____ ☐ - Approved ☐ - Denied

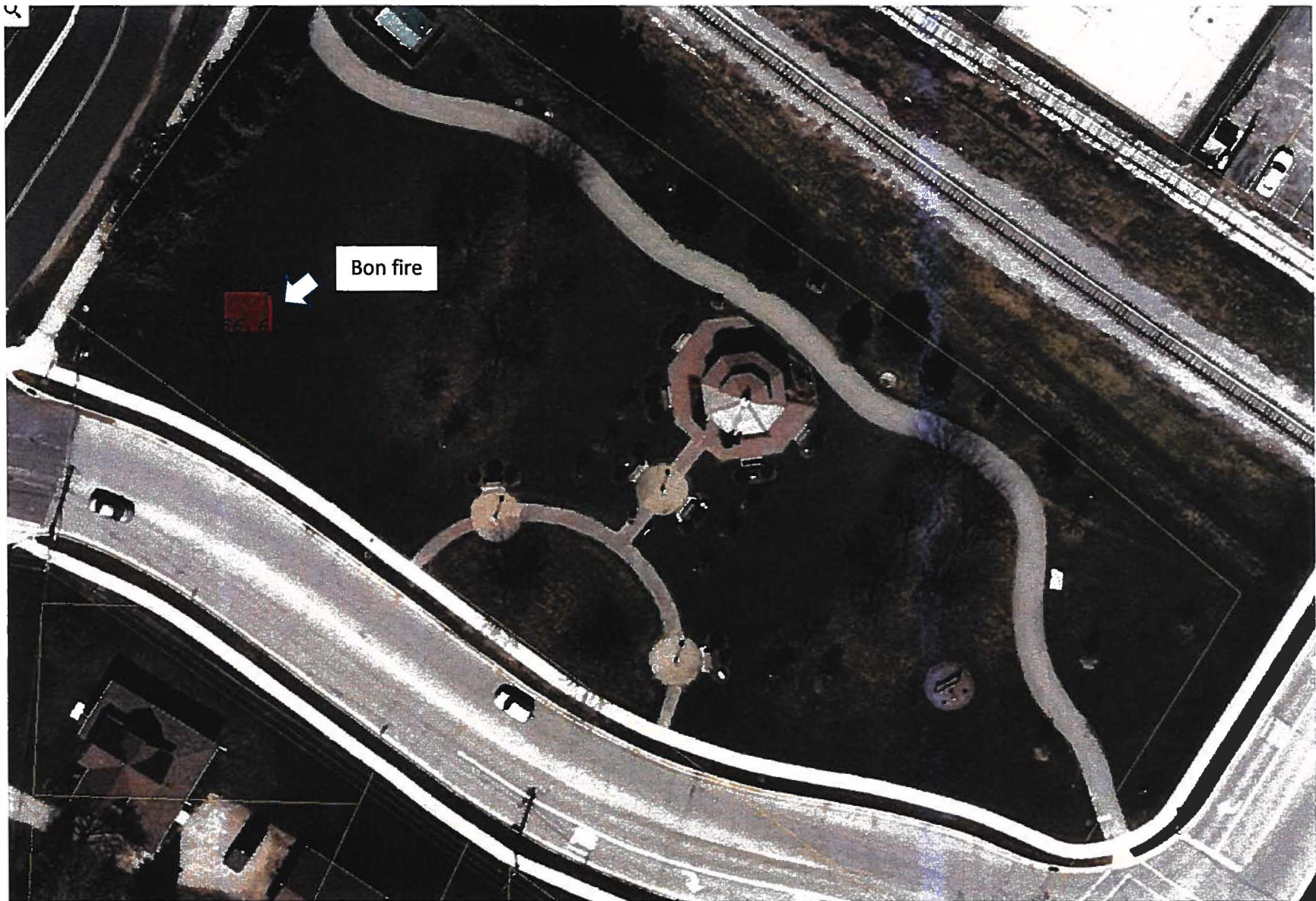
Detailed Security Plan Requirements – Appendix A

****Police Department to provide criteria regarding security plan requirements. This would include number of event coordinators required per number of attendees, security requirements when alcohol is served, etc.**

Detailed Emergency Management Expectations and Requirements – Appendix B

- Actions to be taken in the event of a fire, hazardous condition, or similar emergency requiring building or tent evacuation.
 - Have an individual call 911, not all facilities that have a fire alarm notify the 911 center. The 911 operator will have several questions but know the Fire & Rescue Department will be notified while questions are being obtained.
 - If amplified music is playing, have the music stop and if possible calmly announce the need to evacuate to the nearest exit.
 - Individuals will need to be designated in assisting in evacuating individuals to the nearest exit. Keep in mind most individuals will attempt to exit the same way they accessed the area. The exit will most likely not be able to handle the number of individuals exiting and have people near the exits to allow them to exit quickly while ushering individuals to the exit.
 - Designate an area of event-goers to an assembly area that is away from the building, fire department vehicle access. We want to allow access for fire trucks and firefighters to address the situation.
 - In the event, an individual is unwilling to exit do not put individuals at risk in attempting to remove the individual. Notify the initial arriving first responders.
- Actions to be taken in the event of a medical emergency.
 - Call 911 to report the incident. The 911 operator will have several questions but know the Fire & Rescue Department will be notified while questions are being obtained.
 - Identify individuals that can assist in getting responders from the entrance of the area to the individual that is in need of medical care. Note more than one vehicle will often respond and maybe several depending on the situation. Having adequate staff to remain in locations to direct additional vehicles responding is preferred.

Site Map



Various events take place as businesses through the day (as detailed in the example schedule from 2018). The main event is from 4:30 p.m. to 6:30 pm. The event includes hot cocoa, cider, food and drink and a bon fire.

Parade Route

Route:

1. Start at Municipal Center
2. Head down Milwaukee St.
3. Take Left on Hough St.
4. Take a left on to Main St.
5. Turn right on Farwell St.
6. Turn Right on Taylor Road
7. Drop Santa at the start of the path into Arnold Larson Park





Becky Rogers MK <[REDACTED]>

Winter Wonderland - Event Permit

Becky Rogers MK <[REDACTED]>
To: Cassandra Suettinger <Cassandra.Suettinger@mcfarland.wi.us>
Cc: Toni Stolarik <[REDACTED]>

Tue, Nov 9, 2021 at 11:07 AM

Hello Cassandra,

I will be dropping off the paperwork for the event permit today. I would like to request the application fee be waived for the McFarland Chamber of Commerce as this is an established community event.

We would also like to request the bonfire be relocated this year to keep children a little further from the road. The exact location could be determined in the field with a Village of McFarland employee. We would ensure the fire is an appropriate distance from any tree canopies, structures, etc. This is also noted on the map that I will bring in with the paperwork.

I also wanted to inquire if this also covers the burn permit or is that a separate application?

Thank you for your consideration,
Becky Rogers
McFarland Chamber Presidet

[Quoted text hidden]

—



Becky Rogers

[REDACTED]

November 10, 2021

RE: 2021 Winter Wonderland Event

Thanks for the opportunity to review this application.

This event is approved with the following comments:

- The Public Works Department will install a temporary burning pad for the bonfire in the location marked on the provided map.
- As part of this approval, no vehicle traffic and/or parking will be allowed in the park during the event. Any set up or teardown activities that require vehicles, will need to stay on the asphalt path.
- Traffic control will need to be coordinated with police and fire departments.

I wish them well with their event and hopefully the weather cooperates.

Regards,

A handwritten signature in black ink, appearing to read 'Jim Hessling', is written in a cursive style.

Jim Hessling
Director of Public Works

h:\winter wonderland 2021 approval letter.docx

VILLAGE OF McFarland

Police Department

5915 Milwaukee St, McFarland, WI 53558 | 608.838.3151 | www.mcfarland.wi.us/police

Aaron P. Chapin | Chief of Police

DATE: November 19, 2021

TO: McFarland Village Board

FROM: Aaron P. Chapin, Chief of Police

RE: Recommendation of Approval

I have reviewed the Event/Parade permit application for the Winter Wonderland event to be held on December 4, 2021. I am recommending approval of the application. The following conditions apply:

- Event organizers will follow and comply with all direction given by Police, Fire and Public Works officials before, throughout and at the conclusion of the event.
- If alcohol is consumed in the area of the event, it must remain in the park and cannot be consumed on the streets or sidewalks per Village Ordinance. Alcohol shall also not be in glass containers.

Any questions, feel free to contact me.

Thanks,



Aaron P. Chapin – Chief of Police



McFarland Fire & Rescue Department

5915 Milwaukee Street • PO Box 110 • McFarland, WI 53558-0110

(608) 838-3278 • Fax: (608) 838-3619

Emergency: 911

November 18, 2021

Re: Event Permit Review – Winter Wonderland

I have reviewed the submitted event application by Toni Stolarik and Becky Rogers, McFarland Chamber of Commerce for the Winter Wonderland Event to occur on December 4, 2021.

The application is substantially complete and complies with the EMS and fire requirements. The organizer has been coordinating with the Fire & Rescue Department for the parade section. The Bon Fire will require a burning permit to be issued. The event is re-occurring, and we have not experienced any substantial concerns in the past.

I recommend approval of the permit.

Sincerely,

A handwritten signature in black ink that reads "Christopher C. Dennis".

Christopher C. Dennis, Chief
Fire & Rescue Department
Village of McFarland

**VILLAGE OF
McFarland**
SUMMARY SHEET

MEETING DATE: Monday, November 22, 2021

SECTION: Business

DEPARTMENT: Outreach

CONTACT: Matt Schuenke, Village Administrator, Lori Andersen, Senior Outreach Director

AGENDA ITEM: Motion to approve a service agreement with Dane County for funding to provide case management and nutrition services through the Senior Outreach Department as a Focal Point.

PREVIOUS ACTION:

None.

ISSUE SUMMARY:

Enclosed is our annual agreement with Dane County to receive funds to support services we provide through our Senior Outreach Department as a Focal Point. These services include case management and nutrition based services within the Village as well as our service territory. This does not change our agreements with the other Communities within the service territory. Services funded remain the same and in doing so continues to use these funds to support Seniors in our Community.

FINANCIAL/BUDGET IMPACT:

In 2021, this amount was approximately \$80,250 and in 2022 this will grow to just above \$90,000. This is inline with budget estimates currently proposed.

VILLAGE PLAN REFERENCE:

None.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Recommended for approval on the Consent Agenda.

ATTACHMENTS:

1. 2022 Village of McFarland POS ACS

DCDHS - COUNTY OF DANE

Purchase of Services Agreement

Agreement No:	85332
Begin Date:	1/1/2022
Expiration Date:	12/31/2022
Authority: Res.	NA
Maximum Cost:	<u>\$90,072</u>
Number of Pages:	<u>44</u>
Corporation Counsel Approval:	<u>SLM 11/9/21</u>

THIS AGREEMENT is made and entered into by and between the County of Dane (hereafter referred to as "COUNTY") and Village of McFarland (hereafter, "PROVIDER"), as of the respective dates representatives of both parties have affixed their respective signatures.

WHEREAS COUNTY, whose address is 1202 Northport Drive, Madison, WI 53704, desires to purchase services from PROVIDER, whose address is 5915 Milwaukee St, McFarland WI 53558 for the purpose of:

- Congregate Meals (SPC 401)
- Home Delivered Meals (SPC 402)
- Case Management (SPC 604)

These services are more particularly described in Section 1 of Schedule A.

AND WHEREAS Provider is able and willing to provide such services;

NOW, THEREFORE, in consideration of the mutual covenants of the parties hereinafter set forth, the receipt and sufficiency of which is acknowledged by each party for itself, COUNTY and PROVIDER do agree as follows:

[End of Page]

I. TERM.

The term of this Agreement shall commence as of the *Begin Date* and shall end as of the *Expiration Date*, both of which are set forth on page one (1) hereof. PROVIDER shall complete its service obligations under this Agreement not later than the *Expiration Date*. COUNTY shall not be liable for any services performed by PROVIDER other than during the term of this Agreement. COUNTY shall never pay more than the *Maximum Cost* as stated above for all services.

II. SERVICES.

- A. PROVIDER agrees to provide the services detailed in the bid specifications, if any; the request for proposals (RFP) and PROVIDER's response thereto, if any; and on the attached *Schedule A*, which is fully incorporated herein by reference. In the event of a conflict between or among the bid specifications, the RFP or responses thereto, or the terms of *Schedule A* or any of them, it is agreed that the terms of *Schedule A*, to the extent of any conflict, are controlling.
- B. PROVIDER shall furnish the services contained in and comply with the performance and productivity requirements contained in the *Program Summary* document, which is attached hereto and fully incorporated herein by reference. PROVIDER shall complete its obligations under this Agreement in a sound, economical and efficient manner in accordance with this Agreement and all applicable laws.
- C. COUNTY will make payments for services rendered under this Agreement as and in the manner specified herein and in *Schedule B*, which, if attached, is fully incorporated herein by reference.
- D. PROVIDER agrees to make such reports as are required by this Agreement and in the attached *Schedule C*, which is fully incorporated herein by reference.
- E. PROVIDER agrees to secure at PROVIDER's own expense all personnel with the necessary training, supervision and qualifications necessary to carry out PROVIDER's obligations under this Agreement. Such personnel shall not be deemed to be employees of COUNTY. PROVIDER shall ensure PROVIDER's personnel are instructed that they will not have any direct contractual relationship with COUNTY. COUNTY shall not participate in or have any authority over any aspect of PROVIDER's personnel policies and practices, and shall not be liable for actions arising from such policies and practices.
- F. COUNTY shall have the right to request replacement of personnel. PROVIDER shall comply where such personnel are deemed by COUNTY to present a risk to consumers. In other instances, PROVIDER and COUNTY shall cooperate to reach a reasonable resolution on the issue presented.
- G. PROVIDER warrants that it has complied with all necessary requirements to do business in the State of Wisconsin and has met all applicable state and federal statutes, rules, regulations, service standards, certifications and assurances.
- H. PROVIDER shall notify COUNTY immediately, in writing, of any change in its registered agent, his or her address, and/or PROVIDER's legal status. For a partnership, the term 'registered agent' shall mean a general partner.
- I. PROVIDER understands that time is of the essence.
- J. Unless specified differently herein, a PROVIDER shall maintain a consistent volume of service delivery throughout the months of the Agreement as determined by COUNTY.

SECTION A
(Non-Discrimination)

III. NON-DISCRIMINATION.

- A. During the term of this Agreement, PROVIDER agrees not to discriminate on the basis of age, race, ethnicity, religion, color, gender, disability, marital status, sexual orientation, national origin, cultural differences, ancestry, physical appearance, arrest record or conviction record, military participation or membership in the national guard, state defense

force or any other reserve component of the military forces of the United States, or political beliefs against any person, whether a recipient of services (actual or potential) or an employee or applicant for employment. Such equal opportunity shall include but not be limited to the following: employment, upgrading, demotion, transfer, recruitment, advertising, layoff, termination, training, rates of pay, and any other form of compensation or level of service(s).

- B. PROVIDER agrees to post in conspicuous places, available to all employees, service recipients and applicants for employment and services, notices setting forth the provisions of this paragraph. The listing of prohibited bases for discrimination shall not be construed to amend in any fashion state or federal law setting forth additional bases, and exceptions shall be permitted only to the extent allowable in state or federal law.

IV. AFFIRMATIVE ACTION.

- A. If PROVIDER has twenty (20) or more employees and receives \$20,000 in annual contracts with COUNTY, PROVIDER shall file an Affirmative Action Plan with the Dane County Contract Compliance Officer in accord with Chapter 19 of the Dane County Code of Ordinances. Such plan must be filed within fifteen (15) days of the effective date of this Agreement and failure to do so by said date shall constitute grounds for immediate termination of this Agreement by COUNTY.
- B. PROVIDER shall also, during the term of this Agreement, provide copies of all announcements of employment opportunities to COUNTY's Contract Compliance office, and shall report annually the number of persons, by race, ethnicity, gender, and disability, status, who apply for employment and, similarly classified, the number hired and the number rejected.
- C. PROVIDER agrees to furnish all information and reports required by COUNTY's Contract Compliance Officer as the same relate to affirmative action and nondiscrimination, which may include any books, records, or accounts deemed appropriate to determine compliance with Chapter 19, D. C. Ords., and the provisions of this Agreement.

V. AMERICANS WITH DISABILITIES ACT COMPLIANCE.

- A. PROVIDER and all Subcontractors agree not to discriminate on the basis of disability in accordance with The Americans with Disabilities Act (ADA) of 1990, the Wisconsin Statutes secs. 111.321 and 111.34, and Chapter 19 of the Dane County Code of Ordinances. PROVIDER agrees to post in conspicuous places, available to employees, service recipients, and applicants for employment and services, notices setting forth the provisions of this paragraph.
- B. PROVIDER shall give priority to those methods that offer programs and activities to disabled persons in the most integrated setting. Where service or program delivery is housed in an inaccessible location, and accessible alterations are not readily achievable, PROVIDER agrees to offer "programmatic accessibility" to recipients (real or potential) of said services and programs (e.g. change time/location of service).
- C. PROVIDER agrees that it will employ staff with special translation and sign language skills appropriate to the needs of the client population, or will purchase the services of qualified adult interpreters who are available within a reasonable time to communicate with hearing impaired clients. PROVIDER agrees to train staff in human relations techniques and sensitivity to persons with disabilities. PROVIDER agrees to make programs and facilities accessible, as appropriate, through outstations, authorized representatives, adjusted work hours, ramps, doorways, elevators, or ground floor rooms. PROVIDER agrees to provide, free of charge, all documents necessary to its clients' meaningful participation in PROVIDER's programs and services in alternative formats and languages appropriate to the needs of the client population, including, but not limited to, Braille, large print and verbally transcribed or translated taped information. The PROVIDER agrees that it will train its staff on the content of these policies and will invite its applicants and clients to identify themselves as persons needing additional assistance or accommodations in order to apply for or participate in PROVIDER's programs and services.

VI. BILINGUAL SERVICES.

PROVIDER agrees to maintain comprehensive policies to ensure compliance with Title VI of the Civil Rights Act of 1964, as updated to address the needs of employees and clients with limited English proficiency. PROVIDER agrees that it will employ staff with bilingual or special foreign language translation skills appropriate to the needs of the client population, or will purchase the services of qualified adult interpreters who are available within a reasonable time to communicate with clients who have limited English proficiency. PROVIDER will provide, free of charge, all documents necessary to its clients' meaningful participation in PROVIDER's programs and services in alternative languages appropriate to the needs of the client population. PROVIDER agrees that it will train its staff on the content of these policies and will invite its applicants and clients to identify themselves as persons needing additional assistance or accommodations in order to apply or participate in PROVIDER's programs and services.

VII. CIVIL RIGHTS COMPLIANCE.

- A. If PROVIDER has twenty (20) or more employees and receives \$20,000 in annual contracts with COUNTY, the PROVIDER shall submit to the COUNTY a current Civil Rights Compliance Plan (CRC) for Meeting Equal Opportunity Requirements under Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, Title VI and XVI of the Public Service Health Act, the Age Discrimination Act of 1975, the Omnibus Budget Reconciliation Act of 1981 and Americans with Disabilities Act (ADA) of 1990. PROVIDER shall also file an Affirmative Action (AA) Plan with COUNTY in accordance with the requirements of Chapter 19 of the Dane County Code of Ordinances. PROVIDER shall submit a copy of its discrimination complaint form with its CRC/AA Plan. The CRC/AA Plan must be submitted prior to the effective date of this Agreement and failure to do so by said date shall constitute grounds for immediate termination of this Agreement by COUNTY. If an approved plan has been received during the previous CALENDAR year, a plan update is acceptable. The plan may cover a two-year period. Providers who have less than twenty employees, but who receive more than \$20,000 from the COUNTY in annual contracts, may be required to submit a CRC Action Plan to correct any problems discovered as the result of a complaint investigation or other Civil Rights Compliance monitoring efforts. If PROVIDER submits a CRC/AA Plan to a Department of Workforce Development Division or to a Department of Health Services Division that covers the services purchased by Dane County, a verification of acceptance by the State of PROVIDER's Plan is sufficient.
- B. PROVIDER agrees to comply with the COUNTY's civil rights compliance policies and procedures. PROVIDER agrees to comply with civil rights monitoring reviews performed by the COUNTY, including the examination of records and relevant files maintained by the PROVIDER. PROVIDER agrees to furnish all information and reports required by the COUNTY as they relate to affirmative action and non-discrimination. The PROVIDER further agrees to cooperate with the COUNTY in developing, implementing, and monitoring corrective action plans that result from any reviews.
- C. PROVIDER shall post the Equal Opportunity Policy; the name of the PROVIDER's designated Equal Opportunity Coordinator and the discrimination complaint process in conspicuous places available to applicants and clients of services, and applicants for employment and employees. The complaint process will be according to COUNTY's policies and procedures and made available in languages and formats understandable to applicants, clients and employees. PROVIDER shall supply to the Dane County Contract Compliance Officer upon request a summary document of all client complaints related to perceived discrimination in service delivery. These documents shall include names of the involved persons, nature of the complaints, and a description of any attempts made to achieve complaint resolution.
- D. PROVIDER shall provide copies of all announcements of new employment opportunities to the Dane County Contract Compliance Officer when such announcements are issued.
- E. If PROVIDER is a government entity having its own compliance plan, PROVIDER's plan shall govern PROVIDER's activities.

VIII. EQUAL OPPORTUNITY NOTICE.

In all solicitations for employment placed on PROVIDER's behalf during the term of this Agreement, PROVIDER shall include a statement to the effect that PROVIDER is an "Equal Opportunity Employer".

SECTION B
(General Terms)

IX. ACKNOWLEDGEMENT OF COUNTY SUPPORT.

PROVIDER shall acknowledge funding support by COUNTY in all publications, including social media statements, regarding services and programs funded by COUNTY. PROVIDER agrees to display the Dane County Department of Human Services logo in its waiting rooms and incorporate the logo in all PROVIDER publications, websites and stationery that pertain to services funded in whole or in part by COUNTY.

X. ASSIGNMENT AND TRANSFER.

PROVIDER shall not assign, subcontract or transfer any interest or obligation in this Agreement without the prior written consent of COUNTY, including the hiring of independent contract service providers, unless otherwise provided herein. Claims for money due to PROVIDER from COUNTY under this Agreement may be assigned to a bank, trust company or other financial institution without COUNTY consent if and only if the instrument of assignment provides that the right of the assignee in and to any amounts due or to become due to PROVIDER shall be subject to prior claims of all persons, firms and corporations for services rendered or materials supplied for the performance of the work called for in this Agreement. PROVIDER shall furnish COUNTY with notice of any such assignment or transfer.

XI. CONFIDENTIALITY.

A. PROVIDER agrees to comply with all pertinent federal and state statutes, rules, regulations and county ordinances related to confidentiality. Further, COUNTY and PROVIDER agree that:

1. Client specific information, including, but not limited to, information which would identify any of the individuals receiving services under this Agreement, shall at all times remain confidential and shall not be disclosed to any unauthorized person, forum, or agency except as permitted or required by law.
2. PROVIDER knows and understands it is not entitled to any client specific information unless it is released to persons who have a specific need for the information which is directly connected to the delivery of services to the client under the terms of this Agreement and only where such persons require the requested information to carry out official functions and responsibilities.
3. Upon request from COUNTY, client specific information, including but not limited to treatment information, shall be exchanged between PROVIDER and COUNTY, consistent with applicable federal and state statutes, for the following purposes:
 - a. Research (names and specific identifying information not to be disclosed);
 - b. Fiscal and clinical audits and evaluations;
 - c. Coordination of treatment or services; and
 - d. Determination of conformance with court-ordered service plans.

B. Health Insurance Portability and Accountability Act of 1996 (HIPAA) Applicability.

1. The PROVIDER agrees to comply with the federal regulations implementing the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and all relevant regulations as from time to time amended, if PROVIDER receives Medicaid funding or as these regulations otherwise apply to the services the PROVIDER provides or purchases with funds provided under this Agreement. Such requirements, where applicable, include:

- a. Holding protected health information (PHI) in confidence and using it or further disclosing it only for authorized purposes.
 - b. Having a Notice of Privacy Practices.
 - c. Developing and maintaining current and appropriate administrative, technical, and physical safeguards to protect the confidentiality, integrity and availability of all PHI, in any form or media, including electronic storage and transmission.
 - d. Maintaining policies and procedures to protect against the identity theft of client/consumer information.
 - e. Tracking disclosures of PHI as required by law.
 - f. Having and maintaining procedures in the event of a breach of PHI, logging security events, providing notices and mitigating damages as required by law.
2. Where PROVIDER has access to COUNTY's client records and discovers any breach or unauthorized acquisition, access, use or disclosure of such records, PROVIDER shall inform COUNTY within five (5) business days after PROVIDER learns of such breach involving COUNTY's clients.
 3. If COUNTY has determined that PROVIDER is a "Business Associate" within the context of the law, PROVIDER will sign and return the attached Business Associate Addendum, which will be included and made part of this Agreement.

XII. COOPERATION.

- A. PROVIDER agrees to cooperate with departments, agencies, employees and officers of COUNTY in providing the services described herein.
- B. Where PROVIDER furnishes counseling, care, case management, service coordination or other client services and COUNTY requests PROVIDER or any of PROVIDER's employees to provide evidence in a court or other evidentiary proceeding regarding the services provided to any named client or regarding the client's progress given services provided, services purchased under this Agreement include PROVIDER making itself or its employees available to provide such evidence requested by COUNTY as authorized by law.

XIII. DELIVERY OF NOTICES.

Notices, bills, invoices and reports required by this Agreement shall be deemed delivered as of the date of postmark if deposited in a United States mailbox, first class postage attached, addressed to a party's address as set forth in this Agreement. Any party changing its address shall notify the other party in writing within five (5) business days.

XIV. DISPUTE RESOLUTION.

- A. **Good Faith Efforts.** In the event of a dispute between PROVIDER and COUNTY involving the interpretation or application of the contents of this Agreement, PROVIDER and COUNTY agree to make good faith efforts to resolve grievances informally.
- B. **Formal Procedure.** In the event informal resolution is not achieved, COUNTY and PROVIDER shall follow the following procedure to resolve all disputes:

Step 1: PROVIDER's Chief Executive Officer shall present a description of the dispute and PROVIDER's position, in writing, to COUNTY's Division Manager within fifteen (15) working days of gaining knowledge of the issue. The description shall cite the provision or provisions of this Agreement that are in dispute and shall present all available factual information supporting PROVIDER's position. Failure to timely provide said document constitutes a waiver of PROVIDER's right to dispute the item.

Step 2: Both parties shall designate representatives, who shall attempt to reach a mutually satisfactory resolution within the fifteen (15) working days after mailing of the written notice.

Step 3: If resolution is not reached in Step 2, COUNTY's Division Manager shall provide in writing by mail, an initial decision. Said decision shall be binding until and unless a different decision is reached as outlined below.

Step 4: PROVIDER's Chief Executive Officer or equivalent may request a review of the initial decision by mailing a written request to COUNTY's Human Services Director within fifteen (15) working days of the receipt of the initial decision. Failure to timely provide said request constitutes a waiver of PROVIDER's right to dispute the item.

Step 5: COUNTY's Human Services Director shall respond to the request for review by mailing a final written decision to PROVIDER within fifteen (15) working days of receipt of the request.

Step 6: PROVIDER's Chief Executive Officer or equivalent may request a review by the County Executive of the final decision by mailing said request within fifteen (15) working days of the postmarked date of the final decision. Failure to timely provide said request constitutes a waiver of PROVIDER's right to dispute the item.

Step 7: The County Executive shall provide a final decision by mailing it to PROVIDER within fifteen (15) working days following the postmarked date of the request for a review. The decision of the County Executive is final and binding on the parties.

C. **Client Grievance Procedure.**

1. PROVIDER shall have a written client grievance procedure approved by COUNTY, posted in its service area, at all times during the term of this Agreement and made available to each client upon admission.
2. Where clients may be entitled to an administrative hearing concerning eligibility, PROVIDER will cooperate with COUNTY in providing notice of said eligibility to clients.

XV. EMERGENCY PLANNING.

- A. In order for PROVIDER and the people PROVIDER serves to be prepared for an emergency such as a tornado, flood, blizzard, electrical blackout, pandemic and/or other natural or man-made disaster, PROVIDER shall develop a written plan that at a minimum addresses:
1. The steps PROVIDER has taken or will be taking to prepare for an emergency;
 2. Which of PROVIDER's services will remain operational during an emergency;
 3. The role of staff members during an emergency;
 4. PROVIDER's order of succession, evacuation and emergency communications plans, including who will have authority to execute the plans and/or to evacuate the facility;
 5. Evacuation routes, means of transportation and use of alternate care facilities and service providers, (such as pharmacies) with which PROVIDER has emergency care agreements in place;
 6. How PROVIDER will assist clients/consumers to individually prepare for an emergency; and
 7. How essential care records will be protected, maintained and accessible during an emergency.
- A copy of the written plan should be kept at each of PROVIDER's office(s).
- B. Providers who offer case management or residential care for individuals with substantial cognitive, medical, or physical needs shall assure at-risk clients/consumers are provided for during an emergency.

XVI. FAIR LABOR STANDARDS COMPLIANCE.

- A. **Reporting Adverse Findings.** During the term of this Agreement, PROVIDER shall report to the County Contract Compliance Officer, within ten (10) days, any allegations to, or findings by the National Labor Relations Board (NLRB) or Wisconsin Employment Relations Commission (WERC) that PROVIDER has violated a statute or regulation regarding labor standards or relations. If an investigation by the Contract Compliance

Officer results in a final determination that the matter adversely affects PROVIDER's responsibilities under this Agreement, and which recommends termination, suspension or cancellation of this Agreement, COUNTY may take such action.

- B. **Appeal Process.** PROVIDER may appeal any adverse finding by the Contract Compliance Officer as set forth in sec. 25.08(20)(c), D.C. Ords.
- C. **Notice Requirement.** PROVIDER shall post the following statement in a prominent place visible to employees: "As a condition of receiving and maintaining a contract with Dane County, this employer shall comply with federal, state and all other applicable laws prohibiting retaliation for union organizing."

XVII. INDEMNIFICATION BY PROVIDER.

- A. To the fullest extent permitted by law, PROVIDER shall indemnify, hold harmless and defend COUNTY, its boards, commissions, agencies, officers, agents, volunteers, employees and representatives against any and all liability, claims, losses (including, but not limited to, property damage, bodily injury and loss of life), damages, costs or expenses (including, but not limited to, court costs, as well as fees and charges of attorney(s)) which COUNTY, its officers, employees, agencies, boards, commissions and representatives may sustain, incur or be required to pay by reason of PROVIDER furnishing the services or goods required to be provided under this Agreement, provided, however, that the provisions of this paragraph shall not apply to liabilities, claims, damages, losses, charges, costs, or expenses caused by or arising from the acts or omissions of COUNTY, its agencies, boards, commissions, officers, agents, volunteers, employees or representatives. The obligations of PROVIDER under the paragraph shall apply to liability, claims, losses, damages, costs or expenses arising from any aspect of PROVIDER's personnel policies or practices, because, except as otherwise provided herein, it is understood that COUNTY assumes no control over PROVIDER's business operations, methods or procedures.
- B. COUNTY reserves the right, but not the obligation, to participate in defense without relieving PROVIDER of any obligation under this paragraph.
- C. The obligations of PROVIDER under this paragraph shall survive the expiration or termination of this Agreement.
- D. The requirements of this section are waived where PROVIDER is the State of Wisconsin.

XVIII. INSURANCE.

- A. In order to protect itself and COUNTY, its officers, boards, commissions, agencies, agents, volunteers, employees and representatives under the indemnity provisions of *paragraph XVII*, PROVIDER shall, at PROVIDER's own expense, obtain and at all times during the term of this Agreement keep in full force and effect the insurance coverages, limits, and endorsements listed below. Neither these requirements nor the COUNTY's review or acceptance of PROVIDER's certificates of insurance is intended to limit or qualify the liabilities or obligations assumed by the PROVIDER under this Agreement.
 - 1. **Commercial General Liability.**
PROVIDER agrees to maintain Commercial General Liability at a limit of not less than \$1,000,000 per occurrence. Coverage shall include, but not be limited to, Bodily Injury and Property Damage to Third Parties, Contractual Liability, Personal Injury and Advertising Injury Liability, Premises-Operations, Independent PROVIDERS and Subcontractors, and Fire Legal Liability. The policy shall not exclude Explosion, Collapse, and Underground Property Damage Liability Coverage. The policy shall list DANE COUNTY as an Additional Insured.
 - 2. **Commercial/Business Automobile Liability.**
PROVIDER agrees to maintain Commercial/Business Automobile Liability at a limit of not less than \$1,000,000 Each Occurrence. PROVIDER further agrees coverage shall include liability for Owned, Non-Owned & Hired automobiles. In the event PROVIDER does not own automobiles, PROVIDER agrees to maintain coverage for Hired & Non-Owned Auto Liability, which may be satisfied by way of

endorsement to the Commercial General Liability policy or separate Business Auto Liability policy.

3. Professional Liability.
PROVIDER agrees to maintain Professional Liability at a limit of not less than \$1,000,000 per claim with a \$1,000,000 aggregate for all PROVIDER's professional employees. The coverage shall include Unintentional Errors/Omissions Endorsement. There shall be an extended reporting period provision of not less than two years.
 4. Umbrella or Excess Liability.
PROVIDER may satisfy the minimum liability limits required above for Commercial General Liability and Business Auto Liability under an Umbrella or Excess Liability policy. There is no minimum Per Occurrence limit of liability under the Umbrella or Excess Liability; however, the Annual Aggregate limit shall not be less than the highest "Each Occurrence" limit for the Commercial General Liability and Business Auto Liability. PROVIDER agrees to list DANE COUNTY as an "Additional Insured" on its Umbrella or Excess Liability policy.
 5. Workers' Compensation.
PROVIDER agrees to maintain Workers Compensation insurance at Wisconsin statutory limits.
- B. PROVIDER Prohibited from Waiving COUNTY's Right to Subrogation: When obtaining required insurance under this Agreement and otherwise, PROVIDER agrees to preserve COUNTY's subrogation rights in all such matters that may arise that are covered by PROVIDER's insurance.
- C. Upon execution of this Agreement, PROVIDER shall furnish COUNTY with a Certificate of Insurance listing COUNTY as an additional insured and, upon request, certified copies of the required insurance policies. If PROVIDER's insurance is underwritten on a Claims-Made basis, the Retroactive Date shall be prior to or coincide with the date of this Agreement, the Certificate of Insurance shall state that professional malpractice or errors and omissions coverage, if the services being provided are professional services coverage is Claims-Made and indicate the Retroactive Date, PROVIDER shall maintain coverage for the duration of this Agreement and for six (6) years following the completion of this Agreement. PROVIDER shall furnish COUNTY, annually on the policy renewal date, a Certificate of Insurance as evidence of coverage. It is further agreed that PROVIDER shall furnish the COUNTY with a 30-day notice of aggregate erosion, in advance of the Retroactive Date, cancellation, or renewal. It is also agreed that on Claims-Made policies, either PROVIDER or COUNTY may invoke the tail option on behalf of the other party and that the Extended Reporting Period premium shall be paid by PROVIDER. In the event any action, suit or other proceeding is brought against COUNTY upon any matter herein indemnified against, COUNTY shall give reasonable notice thereof to PROVIDER and shall cooperate with PROVIDER's attorneys in the defense of the action, suit or other proceeding. PROVIDER shall furnish evidence of adequate Worker's Compensation Insurance. In case of any sublet of work under this Agreement, PROVIDER shall furnish evidence that each and every subcontractor has in force and effect insurance policies providing coverage identical to that required of PROVIDER.
- D. COUNTY, acting at its sole option and through its Risk Manager, may waive any and all insurance requirements. Waiver is not effective unless in writing. Such waiver may include or be limited to a reduction in the amount of coverage required above. The extent of waiver shall be determined solely by COUNTY's Risk Manager taking into account the nature of the work and other factors relevant to COUNTY's exposure, if any, under this Agreement.
- E. In case of any sublet of work under this Agreement, PROVIDER shall furnish evidence that each and every subcontractor has in force and effect insurance policies providing coverage identical to that required of PROVIDER.
- F. The requirements of this section are waived where PROVIDER is the State of Wisconsin.

XIX. LICENSE, CERTIFICATION AND STANDARD COMPLIANCE.

- A. **All Service Standards Met.** PROVIDER shall meet State and Federal service standards, certifications and assurances as expressed by State and Federal statutes, rules, and regulations applicable to the services covered by this Agreement, including all regulations applicable to the expenditure and reporting of funds for services purchased by this Agreement.
- B. **Background Checks.** PROVIDER agrees to do background checks for all its workforce, including interns and volunteers, having regular contact with children, the elderly or vulnerable adults, including caregiver background checks where required by law.
- C. **Debarment.** PROVIDER certifies that it is not debarred, suspended or declared ineligible from participating in federal procurements. COUNTY reserves the right to cancel this Contract if PROVIDER is presently, or is in the future, on the list of parties excluded from federal procurements.
- D. **County Standards.** Where COUNTY wants to apply a specific set of standards to PROVIDER not contrary to state and federal regulations, the same are specified or are specifically referred to in this Agreement.
- E. **Licenses and Certifications.** Where required by law, PROVIDER must, at all times, be licensed or certified by either the State or County as a qualified provider of the services purchased hereby. PROVIDER shall fully cooperate with licensing and certification authorities. PROVIDER shall submit copies of the required licenses or certifications upon request by COUNTY. PROVIDER shall promptly notify COUNTY in writing of any citation PROVIDER receives from any licensing or certification authority, including all responses and correction plans.
- F. **Public Health Standards.** PROVIDER will follow applicable public health guidelines to provide safe services and a safe workplace. In addition, by signing this Agreement, PROVIDER acknowledges the contagious nature of COVID-19 and voluntarily assumes the risk that PROVIDER and its staff may be exposed to or infected by COVID-19 by providing services under this Agreement and that such exposure or infection may result in personal injury, illness, permanent disability, and death.

PROVIDER further acknowledges that PROVIDER is assuming all of the foregoing risks and accepts sole responsibility for any injury to itself and staff, including, but not limited to, personal injury, disability, death, illness, damage, loss, claim, liability, or expense of any kind, that PROVIDER or its staff may experience or incur in connection with providing services. PROVIDER hereby releases, covenants not to sue, discharges, and holds harmless and indemnifies the COUNTY, its employees, agents, and representatives, of and from any and all claims, including all liabilities, claims, actions, damages, costs or expenses of any kind arising out of or relating thereto. Provider understands and agrees that this release includes any claims based on the actions, omissions, or negligence of COUNTY, its employees, agents and representatives, whether a COVID-19 infection occurs before, during, or after the provision of services under this Agreement.
- G. **Notification.** PROVIDER shall notify the COUNTY promptly, in writing, if it is unable to comply with any of the above requirements.

XX. NO WAIVER OF RIGHT OF RECOVERY.

In no event shall the making of any payment or acceptance of any service or product required by this Agreement constitute or be construed as a waiver by COUNTY of any breach of the covenants of this Agreement or a waiver of any default of PROVIDER. The making of any such payment or acceptance of any such service or product by COUNTY while any such default or breach shall exist shall in no way impair or prejudice the right of COUNTY with respect to recovery of damages or other remedy as a result of such breach or default.

XXI. PATENTS, COPYRIGHTS AND INVENTIONS. PROVIDER may elect to retain the entire right, title and interest to any invention conceived or first actually reduced to practice in the performance

of this Agreement as provided by 37 CFR 401. In the event any invention results from work performed jointly by PROVIDER and COUNTY, the invention(s) shall be jointly owned. COUNTY is licensed to use information and materials in any publication produced by COUNTY resulting from joint projects between COUNTY and PROVIDER.

XXII. PENALTIES.

- A. PROVIDER shall provide immediate notice in the event it will be unable to meet any deadline, including deadlines for filing reports, set by COUNTY. Concurrent with notification, PROVIDER shall submit either a request for an alternative deadline or other course of action or both. COUNTY may grant or deny the request. COUNTY has the prerogative to withhold payment to PROVIDER upon denial of request or until any condition set by COUNTY is met. In the case of contracts that have been renewed or continued from a previous contractual period, COUNTY may withhold payment in the current period for failures that occurred in a previous period.
- B. If COUNTY is liable for damages sustained as a result of breach of this Agreement by PROVIDER, COUNTY may withhold payments to PROVIDER as set off against said damages.
- C. If, through any act of or failure of action by PROVIDER, COUNTY is required to refund money to a funding source or granting agency, PROVIDER shall pay to COUNTY within ten (10) working days, any such amount along with any interest and penalties.

XXIII. RECORDS.

- A. **Open Records Requests.** PROVIDER agrees to assist COUNTY in promptly fulfilling or answering any open records request, in the manner determined by COUNTY, of a record not protected by a law requiring confidentiality that PROVIDER keeps or maintains on behalf of COUNTY.
- B. **Records Retention.** PROVIDER shall retain any record required to be kept on behalf of COUNTY for a period of not less than seven (7) years unless a shorter period of retention is authorized by applicable law or for a longer period of time if required by law. PROVIDER shall preserve Medicaid funded service and billing records for a period of not less than ten (10) years from the last service provided unless a shorter period or retention is specifically authorized by law. This provision survives the term of this contract.
- C. **Records Ownership.**
 - 1. It is understood that in the event this Agreement terminates for any reason, COUNTY, at its option may take ownership of all records created for the purpose of providing and facilitating provision of services under the Agreement.
 - 2. If, as the result of the expiration or termination of this Agreement, PROVIDER discontinues services provided under this Agreement to any client who continues to require such service, COUNTY shall have the right to take immediate physical custody of any of the client's records that are necessary to facilitate the transition of services to another provider of such service, including, but not limited to, all documents, electronic data, products and services prepared or produced by PROVIDER under this Agreement.

XXIV. RENEGOTIATION.

- A. This Agreement or any part thereof, may be renegotiated at the option of COUNTY in the case of: 1) increased or decreased volume of services; 2) changes required by Federal or State law or regulations or court action; 3) cancellation, increase or decrease in funding; 4) changes in service needs identified by COUNTY; 5) PROVIDER's failure to provide monthly services purchased; or 6) upon any mutual agreement. PROVIDER agrees to renegotiate in good faith if COUNTY exercises this option.
- B. Any agreement reached pursuant to renegotiation shall be acknowledged through a written Agreement addendum signed by COUNTY and PROVIDER.

- C. Changes to the number of units purchased under this Agreement pursuant to renegotiation shall be reflected by amendment to the *Program Summary*.
- D. If PROVIDER refuses to renegotiate in good faith as required by this section, COUNTY may either terminate the Agreement or unilaterally adjust payments downward to reflect COUNTY's best estimate of the volume of services actually delivered by PROVIDER under this Agreement.

XXV. TERMINATION, SUSPENSION AND/OR MODIFICATION.

This Agreement may be terminated and/or its terms may be modified or altered as follows:

- A. Either party may terminate the Agreement, for any reason, at any time upon ninety (90) days written notice.
- B. Failure of PROVIDER to fill any of its obligations under the Agreement in a timely manner or violation by PROVIDER of any covenants or stipulations contained in this Agreement shall constitute grounds for COUNTY to terminate this Agreement upon ten (10) days written notice of the effective date of termination.
- C. The following shall constitute grounds for immediate termination:
 - 1. Violation by PROVIDER of any state, federal or local law, or failure by PROVIDER to comply with any applicable state and federal service standards, as expressed by applicable statutes, rules and regulations.
 - 2. Failure by PROVIDER to carry applicable licenses or certifications as required by law.
 - 3. Failure of PROVIDER to comply with reporting requirements contained herein.
 - 4. Inability of PROVIDER to perform the work provided for herein.
 - 5. Exposure of a client to immediate danger when interacting with PROVIDER.
- D. In the event of cancellation or reduction of state, federal or county funding upon which COUNTY relies to fulfill its obligations under this Agreement, PROVIDER agrees and understands that COUNTY may take any of the following actions:
 - 1. COUNTY may terminate this Agreement, upon thirty (30) days written notice.
 - 2. COUNTY may suspend this Agreement without notice for purposes of evaluating the impact of changed funding.
 - 3. COUNTY may reduce funding to PROVIDER upon thirty (30) days written notice. If COUNTY opts to reduce funding under this provision, COUNTY may, after consultation between PROVIDER and COUNTY's contract manager or designee, specify the manner in which PROVIDER accomplishes said reduction, including, but not limited to, directing PROVIDER to reduce expenditures on designated goods, services and/or costs.
- E. Failure of the Dane County Board of Supervisors or the State or Federal Governments to appropriate sufficient funds to carry out COUNTY's obligations hereunder or failure of PROVIDER to timely commence the contracted for services, shall result in automatic termination of this Agreement as of the date funds are no longer available, without notice.
- F. Termination or reduction actions taken by COUNTY under this Agreement are not subject to the review process set forth in Section XV B of this document.

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SECTION C
(Financial Terms)

XXVI. FINANCIAL PROVISIONS.

A. **Accounting.** PROVIDER shall maintain such records, financial statements and necessary evidences of accounting procedures and practices sufficient to document the funding received and disbursements made under this contract. Accounting records must be supported by such source documentation as cancelled checks/electronic payments, paid bills, bank statements, payrolls, time and attendance records, contract award documentation, etc. PROVIDER shall adhere to the *Wisconsin Department of Health Services and/or Wisconsin Department of Children and Families Allowable Cost Policy Manual(s)*, including revisions and updates and return to COUNTY any funding paid in excess of allowable costs.

B. **Method of Payment.** PROVIDER shall be paid for its services as indicated below.

1. *Monthly Expense Reimbursement:* Expenses incurred by PROVIDER shall be reimbursed by COUNTY on a monthly basis. Requests for payment shall be made on COUNTY's Payment Voucher (Form 014-64-05) and submitted to COUNTY within twenty-five (25) days after the month of service. This provision will be applicable to the following programs:

2. *Unit of Service Reimbursement:* Units of service provided shall be paid by COUNTY on a monthly basis. Requests for payment shall be made on COUNTY's Payment Voucher (Form 014-64-05) or a monthly billing statement and submitted to COUNTY within twenty-five (25) days after the month of service. This provision will be applicable to the following programs:

3. *Monthly Advance Payment with Year End Reconciliation:* PROVIDER shall be advanced equal monthly payments consisting of the annual Agreement amount divided by the number of months covered under this Agreement. The last monthly payment to PROVIDER may be adjusted to actual expenses anticipated for the Agreement term. Request for payment shall be made on COUNTY's Payment Voucher (Form 014-64-05) and submitted to COUNTY by the first of the month previous to the month the payment is to be issued. This provision will be applicable to the following programs:

Program 4368, 1236, 12670

4. *Other Method of Payment:* This method is described in Schedule B for the following programs:

C. **Alternate Method of Payment.** Notwithstanding the agreed upon method of payment stated above, COUNTY may at its option refuse to advance all or part of any unearned payment otherwise due to PROVIDER if COUNTY reasonably suspects any of the following:

1. PROVIDER has mismanaged any funds provided by COUNTY.
2. Funds in PROVIDER's possession are at risk of being seized by PROVIDER's creditors or other adverse interest.

3. PROVIDER appears incapable of maintaining itself as a going business concern.
 4. PROVIDER fails to meet reporting requirements.
- D. **Administrative Cost Ceiling.** PROVIDER agrees to keep administrative costs for each program at or below the percentage approved by COUNTY. The approved administrative cost is that percentage most recently approved by COUNTY, whether governed by this year's Agreement or by a previous year's Agreement. No variance in excess of the approved administrative percentage will be allowed unless approved by COUNTY in advance and in writing. In no event will COUNTY approve an administrative cost percentage in excess of 15% of the cost of each program.
- E. **Exemptions from Administrative Cost Ceiling.** At the discretion of COUNTY, programs will be exempt from the prescribed ceiling if any of the following applies:
1. The program is 100% administrative, or
 2. The program is paid monthly under the unit of service reimbursement method of payment, or
 3. The program is 100% funded from medical assistance or another federal source; in such case the administrative expense shall be limited to the requirements of the funding source.
- F. **Bond.** At all times during the term of this Agreement PROVIDER shall maintain an employee dishonesty bond in an amount sufficient to hold PROVIDER harmless in the event of employee fraud or defalcation. Said bond shall insure PROVIDER against the loss of funds provided through this Agreement and the loss of client funds to which the PROVIDER or its employees has access through the services provided through this Agreement. PROVIDER shall furnish evidence of having met this requirement upon request by COUNTY.
- G. **Budgets and Personnel Schedules.**
1. Programs paid under the unit of service reimbursement method of payment shall be exempt from the requirements of this section.
 2. For each program funded by COUNTY, PROVIDER shall prepare a program budget and supporting personnel schedule and submit it to COUNTY for approval within fifty-six (56) days after the effective date of this Agreement. PROVIDER agrees to submit its program budgets and personnel schedules on forms provided by COUNTY and according to guidelines provided by COUNTY. Program budgets and personnel schedules shall be considered approved when signed by both PROVIDER and COUNTY. Upon approval by COUNTY, both the program budget and personnel schedule shall be made a part of this Agreement.
 3. Variances in any program account category (categories are: Personnel, Operating, Space, Special Costs, and Other Expense) in excess of \$5,000.00 or 10%, whichever is less, shall not be allowed unless PROVIDER obtains written approval of COUNTY at COUNTY's discretion for good cause shown. Overall program under-spending is not considered a variance.
 4. Funds allocated to each program must be used as allocated in accordance with the approved program budget and may not be transferred between programs without the written agreement of COUNTY at COUNTY's discretion for good cause shown.
 5. If there is a change in program funding under this Agreement, PROVIDER shall submit a revised budget and personnel schedule, unless waived in writing by COUNTY.
 6. In performing services required under this Agreement, PROVIDER shall not exceed either the approved program budget or the staffing level indicated in the approved personnel schedule.
- H. **Client Accounts.**
1. Under no circumstances is PROVIDER permitted to commingle funds belonging to clients with PROVIDER's funds. Client funds shall be kept in separate accounts ("Client Accounts") such that all monies can be accounted for at all times, and a monthly accounting shall be made available to each client or his or her legal representative.

2. Client Accounts established pursuant to this section shall be subject to audit at any time during normal business hours and without prior notice.
 3. If COUNTY discovers a deficiency in any Client Account or if a formal complaint is filed pertaining to such an account, COUNTY or its representative may withhold from PROVIDER funds equivalent to the sum in dispute until settlement is reached.
- I. **Collection of Client Fees.**
1. COUNTY shall determine which programs operated by PROVIDER are required under Wis. Stats. 46.03(18) to participate in the Wisconsin Administrative Code (DHS 1) Uniform Fee System of charging clients for services provided and inform PROVIDER. PROVIDER shall assume responsibility for the billing and collection of fees, unless specified otherwise in this Agreement.
 2. PROVIDER shall not delegate collection of fees to private collection firms without written permission from COUNTY.
- J. **Deadline for Requesting Cost Variances and Transfers of Funds Between Programs.** Requests for approval of cost variances and transfers of funds between programs must be made in writing to COUNTY no later than January 25 of the year following the Agreement year. COUNTY will not consider written requests for further revisions unless they are the result of auditing adjustments detailed in a letter from PROVIDER's auditor and submitted prior to or with the annual audit report.
- K. **Deposits in FDIC or NCUA-Insured Account.** Any payments of monies to PROVIDER by COUNTY for services provided under this Agreement shall be deposited in a financial institution with Federal Deposit Insurance Corporation (FDIC) or National Credit Union Administration (NCUA) insurance coverage. For any balance exceeding FDIC or NCUA coverage PROVIDER must obtain additional insurance.
- L. **Donations.** PROVIDER shall account for donations in accordance with the *Wisconsin Department of Health Services and/or Wisconsin Department of Children and Families Allowable Cost Policy Manual(s)* and other applicable laws.
- M. **Expense Reports.** PROVIDER shall submit expense reports on the form provided by COUNTY. The report shall be submitted on a quarterly basis and is due no later than the 25th of the month following the end of the quarter. COUNTY may require reports more frequently upon thirty (30) day notice. Programs paid under the unit of service reimbursement method of payment shall be exempt from submitting the expense reports described in this paragraph.
- N. **Financial and Compliance Audit by PROVIDER.**
1. PROVIDER, if it receives departmental funding over \$25,000, shall submit a copy of its agency-wide annual audit to COUNTY within one hundred eighty (180) days of the end of its fiscal year. In determining the amount of annual funding provided by the COUNTY, the PROVIDER shall consider funds provided through all direct contracts with the COUNTY. If PROVIDER receives department funding less than \$100,000, it may request a waiver of this requirement.
 2. Audit Requirements: The audit shall be performed on behalf of PROVIDER by an independent certified public accountant and shall be conducted in accordance with generally accepted auditing standards, Wisconsin Statute Section 46.036, Government Auditing Standards as issued by the U.S. Government Accountability Office and the applicable state and federal regulations and guidelines, including but not limited to:
 - a. Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 CFR Chapters 1 and 2;
 - b. The State Single Audit Guidelines;
 - c. State of Wisconsin's Department of Health Services Audit Guide;
 - d. State of Wisconsin's Department of Children and Families Provider Agency Audit Guide.

3. When an audit is required, the audit shall include the following items:
 - a. Financial Statements of the overall agency, including the independent auditor's opinion on the statement.
 - b. Schedule of Findings and Questioned Costs, Schedule of Prior Audit Findings, Corrective Action Plan and the Management Letter (if issued).
 - c. Report on Compliance and a Report on Internal Control over Financial Reporting based on an audit performed in accordance with Government Auditing Standards.
 - d. Report on Compliance with Requirements Applicable to the Federal and State Program and a Report on Internal Control over Compliance in Accordance with the Program-Specific Audit Option.
 - e. A Supplementary Cost Reimbursement Award Schedule identifying expenses and revenues by funding source and program, including the independent auditor's opinion on the supplementary schedule. This schedule shall be presented in a worksheet format with programs and funding sources as columns, revenues and expenses as line items, with expenditures reflected by category as defined by COUNTY as allocated between "administrative" and "program" categories, and an excess or deficit computed at the foot of each column. Expenditure categories shall include: Personnel, Operating, Space, Special Costs, and Other Expenses.
 - f. For each program funded by COUNTY, a supplementary schedule in the form of a final expense report as prescribed by COUNTY, including the independent auditor's opinion on the supplementary schedule.
 - g. Allowable Profit Schedule if PROVIDER is a for-profit entity and a Reserve Schedule if the PROVIDER is a non-profit entity, if applicable.
4. Where the Agreement period and PROVIDER's fiscal year do not coincide, the audit shall include a bridging schedule by program identifying expenses to the Agreement period. "By program" means that the bridging schedule must show each program individually.
5. The PROVIDER must provide the auditor with access to personnel, accounts, books, records, supporting documentation, and other information as needed for the auditor to perform the required audit. The PROVIDER shall permit appropriate representatives of the COUNTY to have access to the PROVIDER's records and financial statements as necessary to review the PROVIDER's compliance with Federal and State requirements for the use of the funding. Having an independent audit does not limit the authority of the COUNTY to conduct or arrange for other audits or review of Federal or State programs. The COUNTY shall use information from the audit to conduct its own reviews without duplication of the independent auditor's work.
6. The auditor shall make audit work papers available upon request to the PROVIDER, the COUNTY or its designee as part of performing a quality review, resolving audit findings, or carrying out oversight responsibilities. Access to working papers includes the right to obtain copies of working papers.
7. COUNTY shall comment on the audit in writing to PROVIDER within one hundred eighty (180) days of when the audit is due or received whichever is later. COUNTY shall identify in writing to PROVIDER those findings or recommendations in the audit which shall require a written response and plan of corrective action by PROVIDER.
8. PROVIDER understands and acknowledges that all auditing requirements survive the Expiration Date of this Agreement. If this contract terminates or is assigned with COUNTY's permission to another entity before the expiration date, these audit provisions shall be due within 120 days of the termination or assignment.

- O. **Financial Interest Prohibited.** Under s. 946.13, Wis. Stats. COUNTY employees and officials are prohibited from holding a private pecuniary interest, direct or indirect, in any public contract. By executing this Agreement, each party represents that it has no knowledge of a COUNTY employee or official involved in the making or performance of the Agreement that has a private pecuniary interest therein. It is expressly understood and agreed that any subsequent finding of a violation of s. 946.13, Wis. Stat. may result in this Agreement being voided at the discretion of the COUNTY.
- P. **Final Settlement Where County Pays PROVIDER's Costs.**
1. If this Agreement employs Method of Payment under sub term B., paragraphs 1., 3. or 4. above, COUNTY shall pay the lesser of net audited expenses or the annual Agreement amount on a per program basis. Net audited expenses shall be determined as follows:
 - a. As required by the terms of this Agreement, PROVIDER shall submit an audit, which shall include a supplementary schedule identifying expenses and revenues by funding source and by program. Where there are other revenues in COUNTY program columns of the audit, except for interest and dividends, the revenues shall be deducted from the expenses in those columns to give the net expense to COUNTY.
 - b. In the event the audit requirement is waived by COUNTY, PROVIDER shall provide COUNTY an unaudited supplementary schedule by program showing net county-funded expenditures by category (i.e., Personnel, Operating, Space, Special Costs, and Other Expense) compared to the most recently approved program budget for this Agreement, which shall be submitted to COUNTY no later than January 25 of the year following the Agreement year. Said schedule shall include an actual vs. budget analysis of expenditures as allocated between "administrative" and "program". The percentage actual expenses vary from the budget shall be calculated and displayed for each account category. This schedule shall be submitted on the form provided by COUNTY and COUNTY shall pay the lesser of unaudited expenses or the annual Agreement amount on a per program basis.
 - c. On a per program basis, any account category or administrative cost variance not approved by COUNTY will be considered an overpayment and PROVIDER shall reimburse any such amount to COUNTY within ten (10) working days of notification. Overall program under spending is not considered a variance issue.
 - d. If PROVIDER is a nonprofit organization, it may not keep excess revenue over the approved program budget described in Section C, term XXVI, sub term G.2.
 - e. If PROVIDER is a profit organization, Final Settlement on a per program basis, excluding Systems Management programs, shall be the lesser of audited expenses plus four percent (4%) of audited expenses less related revenue or the *Maximum Cost* as stated on page one of this Agreement.
 - f. PROVIDER must claim any alleged underpayment by COUNTY by the time of final settlement or such claims are waived.
 2. If this Agreement employs Method of Payment under sub term B., paragraph 2. Unit of Service Reimbursement above, COUNTY shall pay the lesser of net audited expenses or the annual Agreement amount on a per program basis. Net audited expenses shall be determined as follows:
 - a. In the event the audit requirement is waived by COUNTY, PROVIDER shall provide COUNTY an unaudited supplementary schedule identifying reserves (non-profit organization) or allowable profit computation (profit organization) by funding source and by program.
 - b. If PROVIDER is a profit organization, final settlement on a per program basis, shall be audited expenses plus five percent (5%) of audited expenses less related revenue.

- c. If PROVIDER is a non-profit organization, final settlement on a per program basis, shall be in accordance with Wis. Stat. 46.036(5m).

Q. **Notice of Financial Instability.** PROVIDER shall give COUNTY immediate notice of any of the following events:

1. That PROVIDER is unable to meet its financial obligations to its employees, to the state or federal governments, or to any creditor.
2. That PROVIDER has written a check drawn on insufficient funds.
3. That PROVIDER has received notice that it has been sued or that a lawsuit against PROVIDER is pending.
4. That PROVIDER has filed a bankruptcy action.
5. That PROVIDER has sustained or will sustain a loss for which it has insufficient financial resources.
6. That PROVIDER has ceased doing business or sold the business contracted for in this Agreement to another entity.
7. Any other event that impedes PROVIDER's ability to perform under this Agreement.

R. **Organizations with Religious Affiliations.** No portion of funds under this Agreement may be used to support or advance religious activities.

S. **Overpayment.** Any overpayment due COUNTY shall be paid within ten (10) working days of notification. PROVIDER understands that time is of the essence with respect to repayments and agrees that if PROVIDER fails to timely submit repayment, COUNTY may withhold payment due from either a previous year Agreement or the current year Agreement.

T. **Purchased Equipment.**

1. Any asset with an acquisition cost in excess of \$5,000 must be capitalized. PROVIDER shall make requests for any exceptions to this policy in writing to the Fiscal and Management Services Administrator for COUNTY. These requests shall be made prior to the purchase of any such asset.
2. If COUNTY approves an exception under sub. (1), above, and any assets are expensed to COUNTY, said assets shall become the property of COUNTY upon termination or non-renewal of this or any extension or future Agreement.
3. Any item capitalized on PROVIDER's books and depreciated to COUNTY shall remain the property of PROVIDER.
4. PROVIDER agrees to maintain records that clearly identify all items expensed or depreciated to COUNTY and shall provide those records to COUNTY upon request. Where the records are unclear, it shall be assumed that COUNTY is the owner of the property upon termination or non-renewal of the Agreement.

U. **Purchase of Computer Equipment.**

1. Any of PROVIDER's hardware intended to link with the COUNTY network, shall meet Dane County Department of Administration, Management Information Services standards in effect at the time the linkage is desired.
2. PROVIDER shall be responsible for the costs associated with connectivity hardware and software, including, but not limited to, installation of data lines and associated monthly costs, port patch panels (hubs), patch cables, network interface cards and network software.
3. PROVIDER shall be responsible for all maintenance of its computer equipment. Dane County Department of Administration, Management Information Services shall be responsible for maintenance of the network.
4. COUNTY shall be responsible for completing and submitting current and accurate Security Access forms for all staff who will be logging on to a Dane County network. COUNTY has the discretion to refuse access to the network for any reason.

SECTION D
(Reporting and Evaluation Requirements)

XXVII. REPORTS AND EVALUATION.

- A. **Audits and Contract Reviews.** PROVIDER agrees to submit to such random audits by COUNTY as COUNTY may request. Unless a violation of State, Federal or local law is alleged, COUNTY will give no less than ten (10) working days notice before a review or monitoring procedure. COUNTY's review and monitoring responsibilities under the terms of this Agreement may include, but are not limited to: Agreement compliance, certification status, financial expenditures, reporting requirements, units of service provided, Affirmative Action Plan, Civil Rights Compliance Plan, American Disability Act Compliance, on-site visits by COUNTY staff and/or county board members, or both, interviews with program consumers, families and guardians, interviews with direct service and management personnel. The State and/or Federal government may also conduct program reviews in connection with their financial oversight functions. PROVIDER agrees to cooperate with COUNTY, State and Federal governments in these reviews.
- B. **Client Reporting.** PROVIDER shall submit monthly client registration and/or client service participation reports in a format provided by COUNTY. Reports for January through November are due on the tenth of the following month. The December report is due no later than January 5.
- C. **Copies to be Supplied.** Copies of any evaluative information obtained by PROVIDER during the year, such as, outside evaluation or accreditation will be submitted to COUNTY at the time received.
- D. **Data Gathering.** PROVIDER will cooperate with COUNTY and other providers to define common data elements to be reported to COUNTY to assist in developing baseline data about program delivery, efficiency, and effectiveness.
- E. **Evaluation Compliance.** PROVIDER will comply with all COUNTY requirements regarding program evaluation COUNTY deems required under Wis. Stats. 46.23(6m)(g).
- F. **Quarterly Report.** PROVIDER will report, in a format as required by COUNTY, to COUNTY's designee on a quarterly basis, beginning on May 1. The final report shall be provided on April 1 of the following year. Reports shall include:
1. Information on client waiting lists.
 2. Quantity of services by Agreement/client category.
 3. Progress or problems in achieving Agreement goals and performance outcomes.
 4. Progress or problems associated with overall PROVIDER operations.
 5. Other information as may reasonably be required by COUNTY.
 6. The fourth quarter report will also include a description of:
 - a. Agency and program objectives for that year;
 - b. Achievement of or progress toward those objectives;
 - c. Problems encountered in meeting the objectives.
 7. Reports on services provided in specific geographical areas as identified to PROVIDER by COUNTY.
- G. **Timeliness.** PROVIDER understands that time is of the essence with respect to all reports and agrees to make all reports in a timely manner as provided below, and agrees that if PROVIDER fails to timely submit any report due under the terms of this Agreement, COUNTY may withhold payment until such report is provided, including payment due from either a previous year or the current year.
- H. **Reporting Requirements.** PROVIDER understands and acknowledges that all reporting requirements survive the *Expiration Date* of this Agreement.

SECTION E
(Contract Construction and Legal Process)

XXVIII. CONTRACT CONSTRUCTION AND LEGAL PROCESS.

- A. **Choice of Law.** It is expressly understood and agreed to by the parties hereto that in the event of any disagreement or controversy between the parties, Wisconsin law shall be controlling.
- B. **Copies Valid.** This Agreement, and any amendment or addendum relating to it, may be executed and transmitted to any other party by legible facsimile reproduction or by scanned legible electronic PDF copy, and utilized in all respects as, an original, wet-inked manually executed document. Further, this Agreement and any amendment or addendum thereto, may be stored and reproduced by each party electronically, photographically, by photocopy or other similar process, and each party may at its option destroy any original document so reproduced. All parties hereto stipulate that any such legible reproduction shall be admissible in evidence as the original itself in any judicial, arbitration or administrative proceeding whether or not the original is in existence and whether or not such reproduction was made by each party in the regular course of business. This term does not apply to the service of notices under this Agreement.
- C. **Construction.** This Agreement shall not be construed against the drafter.
- D. **Counterparts.** The parties may evidence their agreement to the foregoing upon one or several counterparts of this instrument, which together shall constitute a single instrument.
- E. **Entire Agreement.** The entire agreement of the parties is contained herein and this Agreement supersedes any and all oral agreements and negotiations between the parties relating to the subject matter hereof. The parties expressly agree that this Agreement shall not be amended in any fashion except in writing, executed by both parties.
- F. **Execution.** This Agreement has no effect until signed by both parties. The submission of this Agreement to PROVIDER for examination does not constitute an offer. PROVIDER warrants that the persons executing this Agreement on its behalf are authorized to do so. The parties further agree that execution of this document may be made by electronic signatures. Any party not agreeing to execute this document by electronic signature will instead print out this Agreement, execute it by hand-inked signature and notate near the signature line that the organization either refuses to recognize electronic signatures of COUNTY or refuses to be bound by electronic signatures purporting to represent agreement of PROVIDER or both. The parties may make electronic signatures by typing the name of the authorized signature followed by the words, "electronically signed" or by any other electronic means representing an authorized signature by PROVIDER. PROVIDER shall ensure that only authorized persons may affix electronic signatures to this Agreement and COUNTY may rely that the electronic signature provided by PROVIDER is authentic.
- G. **Limitation of Agreement.** This Agreement is intended to be an agreement solely between the parties hereto and for their benefit only. No part of this Agreement shall be construed to add to, supplement, amend, abridge or repeal existing duties, rights, benefits or privileges of any third party or parties, including but not limited to employees or subcontractors of either of the parties. Except, where PROVIDER intends to meet its obligations under this or any part of this Agreement through a subcontract with another entity, PROVIDER shall first obtain the written permission of COUNTY; and further, PROVIDER shall ensure that it requires of its subcontractor the same obligations incurred by PROVIDER under this Agreement.
- H. **Severability.** The invalidity or un-enforceability of any particular provision of this Agreement shall not affect the other provisions herein, and this Agreement shall be construed, in all respects, as though all such invalid or unenforceable provisions were omitted.
- I. **Venue.** Venue for any legal proceedings shall be in the Dane County Circuit Court.

IN WITNESS WHEREOF, COUNTY and PROVIDER, by their respective authorized agents, have caused this Agreement and its Schedules to be executed, effective as of the date by which all parties hereto have affixed their respective signatures, as indicated below.

FOR PROVIDER:

Date Signed: _____ Signature: _____

Print Name and Title of Authorized Agent: _____

Date Signed: _____ Signature: _____

Print Name and Title of Authorized Agent: _____

PROVIDER'S Registered Agent: _____

Agent's Address: _____

FOR COUNTY:

Date Signed: _____
SHAWN TESSMANN, Director of Human Services
(when applicable)

Date Signed: _____
JOE PARISI, County Executive
(when applicable)

Date Signed: _____
SCOTT MCDONELL, County Clerk
(when applicable)

rev. 9/22/2021

Created: 10/12/2021 Revised:	Contract #: 85332 Division: Adult Community Services	Provider: Village of McFarland Funding Period: January 1, 2022 through December 31, 2022
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Contract Maximum Service Costs: Subject to the provisions specified elsewhere in this contract, the following summarizes and sets forth the rates and maximum payments available for services under this contract.

Program Number	Program Group	Org. #	Obj. #	Program Name	SPC	# of Clients	# of Slots	Unit Cost	Unit Quantity	County Cost	Other Revenue*	Total Cost	Reporting
a. 4368	4368	41000	35604	Case Management	604	198	0	\$ 99.62	653	\$ 65,091	\$ -	\$ 65,091	Monthly 610 & QTR Rpts
b.													
c.													
d.													
e.													
f.													
g.													
h.													
i.													
j.													
Total										\$ 65,091	\$ -	\$ 65,091	

The section below is to be used to further define the information above.

*Other Revenue-Include here the source and related amount for each program:

a.	Funding reflects allocation based on Case Management formula using 2010 census & current ACS data. 1 unit of service = 1 hour of case management service. Funding: County Tax Levy and \$1,697 in MIPPA & SHIP grants. Includes 4.5% COLA increase and program increase from the County Exec's budget. # of Clients = 3.5% of total population (age 60+) living in service area (5,643 older adults).												
b.													
c.													
d.													
e.													
f.													
g.													
h.													
i.													
j.													

Standard Program Category (SPC) Code Description:

a. 604 = casemanagement	e.	g.	j.
b.	f.	h.	k.

Contract Manager(s)/Programs:	Cheryl Batterman	Accountant(s)/Programs:	Mary Jacobson
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Village of McFarland
2022 SCHEDULE A PROGRAM REQUIREMENTS
Client-Centered Case Management Services
Program 4368

NOTE: While the COVID-19 pandemic continues in 2022, services under this contract shall be provided using a mix of in-person programming that follows all current CDC and PHMDC safe distance, masking, and exposure response guidelines or through virtual programming. PROVIDER shall provide specific programming updates in quarterly program reports. Units of service shall be counted the same as defined in the Program Summary Form whether delivered in-person or on-line.

- A. Description of Services to be Purchased:** SPC 604 Case Management. This program funds professional and confidential client-centered case management services that are culturally and linguistically appropriate to financially eligible clients, age 60+ who live in Dane County. Financially eligible is determined as falling below 240% of the Federal Poverty Level. Client-centered and client/family-centered case management acknowledges the importance of respecting each client's values and beliefs, and their right to confidentiality, and self-determination and/or familial determination. In doing so, case managers are charged with building a trusting relationship with their client and/or client and family and one that seeks to empower such that clients and/or families will feel safe in discussing what they need in order to restore or maintain interdependent and/or independent functioning to the fullest extent possible. Building this relationship is a necessary foundation for linking the client and/or family with systems that include advocacy, services, resources, and opportunities. In cases where clients have immigrated to the U.S. and may lack knowledge of the health and social welfare systems, case managers will serve as educators to these clients such that they understand the systems and available benefits regardless of immigration status. For clients seeking legal status, coordinating immigration services and support, including linking to resources and assisting older adults with visa, residency, and citizenship processes. Using a collaborative client-centered and/or client/family centered approach, a case manager assesses the needs of the client and, when appropriate, the client's family, and then plans, implements, coordinates, monitors, evaluates, and advocates for options and services required to meet their needs and preferences.
1. **Service Location:** PROVIDER shall provide Client-Centered Case Management Services in the residence of the older adult. Clients may also receive the service over the telephone or walk into the PROVIDER'S office at 5915 Milwaukee St, McFarland, WI 53558.
 2. **Persons to be Served:**
 - a. **Target Population:** To be eligible for this service, a client must reside in the Village of McFarland, Village of Cambridge, Village of Rockdale, Town of Dunn, Town of Pleasant Springs, or Town of Christiana.
 - b. **Eligibility Requirements:** The client must be age 60 (or older), live in their own home, apartment, or home of a family member, and fall below 240% of the Federal Poverty Level. Clients eligible for Targeted Case Management (e.g., Medical Assistance) or for

case management paid for by any Waiver program (e.g., Family Care, IRIS, Partnership) are not eligible for case management under this program. Three exceptions are allowed: clients requesting a home-delivered meal assessment/clients requiring a home-delivered meal reassessment, Medicare Part D enrollment assistance, and/or referrals from DCDHS Adult Protective Services.

3. **Funding Source:** PROVIDER shall comply with all federal, state, and COUNTY requirements related to the funding source(s) for this program. Funding source is COUNTY GPR.
4. **Units of Service:** A unit of service is defined as one hour of paid staff time providing Client-Centered Case Management Services.

B. Program Specifications

1. Service Specifications:

- a. **Referrals:** Referrals to the client-centered case management program come from individual older adults or their families, neighbors or friends, social service agencies (to include ADRC & APS), medical clinics, clergy, hospitals, first responders, skilled nursing facilities, or other professionals. During the referral process, the PROVIDER shall gather initial information from the potential client in order to determine what assistance is needed and verifies the client resides within the PROVIDER's defined service area, is not currently case managed under another program, and does not reside in an assisted-living facility, nursing home, or CBRF.
- b. **Assessment:** Assessment shall be conducted during an initial telephone call and/or face-to-face meetings, and information shall be gathered to determine whether the person needs on-going case management services. If appropriate, Client Intake and Functional Assessment forms shall be initiated. Requests for services shall be followed-up in a timely manner to determine eligibility for client-centered case management services.
- c. **Open Case:** PROVIDER shall open a case by completing the following:
 1. The case manager has a face-to-face meeting with the client, in the client's home*;
 2. The case manager determines on-going case management is needed;
 3. The client is financially eligible to receive case management services;
 4. The Client Intake and Functional Assessment Forms are complete;
 5. A Case Management Service Plan is developed with the client, approved by the client, and a copy offered to the client;
 6. A course of action for service is initiated; and
 7. A completed DHS 600 Client Registration Form is submitted to obtain a new client number.

*A case can be initially opened without a home-visit, but must be completed within three months of providing case management services. Exceptions to this must be approved by the PROVIDER director (or designated staff member).

PROVIDER shall provide proof of client services through case notes. Case notes are documented proof the client has received service from the case manager. Case notes

shall reflect the service plan developed with the client. A case shall remain open as long as the needs of the client are being met with the service plan. An open case shall involve continued contact with the case manager to include an annual reassessment. Three exceptions are allowed: case managers shall open cases when providing home-delivered meal assessments/clients requiring a home-delivered meal reassessment, Medicare Part D enrollment assistance even if this is the only service provided to the client, and/or after receiving referrals from DCDHS Adult Protective Services.

- d. **Reportable Hours:** PROVIDER shall report specific, identifiable services for each client on the Dane County Monthly Client Service Report (610 Form). All reportable activities shall also be documented in case notes and shall include the amount of time spent on the activity to the nearest quarter of an hour. (The client doing something for himself/herself is not reportable client-centered case management time.) Examples of case manager reportable services include but are not limited to time spent:
- Traveling to and from a client's home
 - Arranging for medical services
 - Arranging for home-delivered meals
 - Assisting in the completion of forms of some type
 - Arranging for client transportation
 - Arranging for home chore service
 - Providing specific information
 - Acting as an advocate on behalf of the client
 - Contacting family members and/or professionals to gather information
 - Providing information on public benefit program eligibility and assisting clients with applications and enrollment (e.g., Social Security, Medicare, Medicaid, FoodShare, and others)
 - Coordinating housing for clients
 - Engaging in activities directly related to meeting the goals of the client's service plan
 - Providing Medicare Part D enrollment assistance/Plan Finder Reviews
 - Completing case notes
 - Documentation and record keeping management
- e. **Reporting:** PROVIDER shall report specific, identifiable services for each client on the Dane County Monthly Client Service Report (610 Form). This form shall be completed and emailed using encrypted software to Dane County Human Services by the dates indicated in Schedule C. Electronic documents sent by email shall include the standard confidentiality statement. Case managers shall securely maintain appropriate and up-to-date documentation in support of the monthly reports requested by the COUNTY. The hours reported on the monthly 610 form for each client shall match/equal the hours of service documented in case notes.
- f. **Closed Case:** The client-centered case management program has no time limit for a person to receive the service. In each case, the file shall be closed and be removed from the open case history count until reopened, or shall be archived for a period no less than seven (7) years. A case manager making a yearly phone call to a client to see how he/she is doing shall not be used to keep the case file open. The case manager shall close the file when the client withdraws from the program and/or the client's

needs have been met. Cases shall be closed by the PROVIDER when any of the following events occurs:

1. There is no activity on a client file for a period of one year; or
 2. The client withdraws from the program or no longer needs client-centered case management services; or
 3. The client enrolls in a Family Care model (e.g., Family Care, IRIS, Partnership); or
 4. The client enters an assisted-living facility, nursing home, or CBRF; or
 5. The client moves to a residence outside of Dane County; or
 6. The client dies.
- g. **Information & Assistance (I&A):** This program provides information to the general public about services, resources, and programs in areas such as: disability and long-term care related services and living arrangements, health, adult protective services, employment and training for people with disabilities, transportation, home maintenance, and nutrition. While the COUNTY prefers to refer consumers seeking I&A to the Aging and Disability Resource Center (ADRC) of Dane County, it is aware consumers may access this type of assistance through the PROVIDER. This activity outside of on-going client-centered case management is not funded by the COUNTY. ADRC I&A activities are not to exceed a period of 90 days and are thus not considered on-going client-centered case management services.

2. **Frequency of Contact:** PROVIDER shall maintain and document contact with each client at least once during the year.
3. **Service Hours/Days:** PROVIDER shall maintain program service hours Monday through Friday 8 am-4:30 pm, and other hours by appointment.
4. **Length of Service:** This program has no time limit for a client to receive the service.
5. **Capacity/Waiting List:** PROVIDER shall give priority to older adults most at risk; this includes victims of elder abuse and neglect, older adults experiencing imminent homelessness, and persons with dementia. A waiting list will occur when the PROVIDER is unable to contact a client within 10 business days of the initial referral to schedule a face-to-face meeting. PROVIDER shall maintain a waiting list, including a description of the client's current situation, notify COUNTY when a waiting list occurs, and provide COUNTY with monthly updates with the number of older adults on the list and the length of time before case management services will commence.
6. **PROVIDER Responsibilities:** During the term of this Agreement, PROVIDER shall:
 - a. Require case management staff to adhere to the National Association of Social Worker's Code of Ethics, Dane County Client-Centered Management Standards, and Dane County Client-Centered Case Management Policy & Procedures and Logic Diagram;
 - b. Require at least one case management staff member attend COUNTY coordinated case management trainings;
 - c. Require all case management staff attend an Ethics and Boundaries course each year, hosted and funded by the COUNTY or another National Association of Social Workers (NASW) accredited course approved by the COUNTY and funded by the PROVIDER;

- d. Require PROVIDER director (or designated staff member) to attend COUNTY coordinated Focal Point Director meetings;
- e. Provide resumes of all case management staff funded by this contract to the AAA Manager;
- f. Report specific, identifiable services for each client/consumer on the Dane County Monthly Client Service Report (610 Form). All reportable activities shall also be documented in case notes and shall include the amount of time spent on the activity to the nearest quarter of an hour. This form is to be completed and emailed to Dane County Human Services by the dates indicated in Schedule C. The hours reported on the monthly 610 form for each client/consumer shall match/equal the hours of service documented in case notes;
- g. Require case management staff to complete and submit a Quarterly Client-Centered Case Management Report to the COUNTY as described in Schedule C;
- h. Require case management staff to include the standard confidentiality statement in all electronic documents sent by email;
- i. Require case management staff to offer their clients an opportunity to receive an injury prevention/home safety assessment and assistance in eliminating home safety dangers;
- j. Require case management staff to provide information on public benefit program eligibility and assist clients with applications and enrollment (e.g. Social Security, Medicare, Medicaid, FoodShare, and others);
- k. Require case management staff to provide their clients a directory that includes the telephone numbers for the Aging and Disability Resource Center of Dane County, Dane County Emergency Management's Disaster Preparedness Registry, Domestic Abuse Crisis Line, Elder Abuse Helpline, Home Safety Assessment, Mental Health 24-hour Crisis Line, and Senior Focal Points;
- l. Require case management staff to conduct home-delivered meal eligibility assessments within four (4) weeks of start of service. Reassessments will be completed at least annually for ongoing participants and more frequently as necessary to determine continued eligibility. The assessment/reassessment will be forwarded to the appropriate home-delivered meal provider;
- m. Require case management staff to conduct Medicare Part D enrollments and provide Medicare counseling for new beneficiaries;
- n. Require case management staff to provide case management services to clients referred by DCDHS Adult Protective Services to address the specific issue(s) reflected in the referral;
- o. Complete and submit an annual Emergency Planning Guide by the date indicated in Schedule C and provide an updated guide when changes are required;
- p. Require case management staff to follow COUNTY Supportive Home Care (SHC) Program Guidelines when providing this service to clients; and
- q. Require case management staff to collect, record, and submit State Health Insurance Program (SHIP) participant data by the date indicated in Schedule C.

- 7. **COUNTY Responsibilities:** During the term of this Agreement, COUNTY agrees to:
 - a. Facilitate case management trainings for PROVIDER's case management staff;

- b. Provide all standardized client-centered case management forms and reporting mechanisms to the PROVIDER; and
- c. Provide funding for this program (as indicated on the Program Summary Form).

C. Program Evaluation

1. **Goals:** The primary goal of client-centered and client/family-centered case management program is to optimize client functioning by conducting a thorough and culturally responsive assessment of needs. Using this assessment, the case manager and the client and/or their family can work together to develop a plan to provide services in the most culturally responsive, efficient, and effective manner. Client-centered and client/family-centered case management rests on a foundation of professional training, values, knowledge, theory, experience, and skills used in the service of attaining goals established in conjunction with the client and the client's family and/or significant individuals, when appropriate. Client-centered and client/family-centered case management is ongoing and includes the following specific goals:
 - a. Promote and enhance, when possible, the skills of the client and/or their family in accessing and utilizing supports and services;
 - b. Educate clients who have immigrated to the U.S. and their families about how the service system works and how to access and use it;
 - c. Use the capacities of social networks and relevant human services providers to promote the functioning and well-being of the client to enable independent or interdependent functioning;
 - d. Provide supportive services for clients seeking legal status, which can include providing services for their passing the citizenship test;
 - e. Monitor and evaluate service effectiveness while providing services and supports that align with the client and their family's culture; and
 - f. Create and/or promote formal and informal systems to provide the client and/or family with resources, services, and opportunities.
2. **Performance Indicators:** The following measures shall be used to evaluate program effectiveness:
 - a. PROVIDER shall serve a minimum number of unduplicated clients with client-centered case management services in 2022 (as indicated on the Program Summary Form);
 - b. PROVIDER shall provide a minimum number of service hours of client-centered case management services in 2022 (as indicated on the Program Summary Form); and
 - c. Compliance shall also be measured by timely submission of required reports as described in Schedule C.

D. Other Requirements:

1. COUNTY may withhold monthly payment in the event of contract non-compliance.
2. The mission of the Aging and Disability Resource Center of Dane County (ADRC) is to support older adults, adults with disabilities, their families and caregivers by providing useful information, assistance, and education on community services and long-term care options.

- a. PROVIDER may refer individuals seeking information on adult services and long-term care options to the ADRC as the ADRC is the single entry point for publically funded long-term care;
 - b. PROVIDER shall cooperate with ADRC staff in developing referral protocols, memorandum of understanding, and other areas related to the ADRC's mission; and
 - c. If PROVIDER has services listed in the database jointly managed by the ADRC and United Way 2-1-1, PROVIDER shall ensure the data is accurate and shall update the data whenever necessary.
- 3. PROVIDER understands the system of care for its consumers that may include court oversight. PROVIDER is responsible for knowing which of its consumers are subjects of Wisconsin Statutes Chapter 51 Commitments or Settlement Agreements, Chapter 54 Guardianship, Chapter 55 Protective Placement and/or Protective Services and any Probation and Parole orders/rules.
 - a. PROVIDER has the following responsibilities:
 - i. PROVIDER shall maintain the following information in the individual's file or chart as is applicable:
 - 1) The guardian's name, current address, phone number, and e-mail address.
 - 2) A copy of the current Determination and Order for Protective Services/ Protective Placement, or other specific court order/rules. PROVIDER shall confidentially maintain these documents.
 - 3) A copy of the Letters of Guardianship specifying the consumer's rights retained and the extent of the guardian's responsibility.
 - ii. The PROVIDER shall prepare a Report to the Court when ordered by the Court or requested by the COUNTY.
 - iii. Unless instructed otherwise, PROVIDER shall coordinate necessary supports to ensure consumers can attend required Court Hearings.
 - iv. When requested, PROVIDER shall provide testimony in court hearings.
 - v. To facilitate the acquisition of medical reports required for Court Hearings, the PROVIDER, when requested shall schedule an appointment with the appropriate physician or psychologist and shall take the consumer to the appointment or otherwise assure the consumer's presence at the appointment.
 - b. The COUNTY'S Adult Protective Services Unit will, at the PROVIDER'S request, assist the PROVIDER in identifying individuals under Chapters 51, 54, and 55.
 - c. PROVIDER is responsible for meeting any Adult at Risk or Elder Adult at Risk reporting obligations it has pursuant to Wisconsin Statutes Chapters 46 and 55. In addition upon request of the COUNTY, PROVIDER will assist the COUNTY in investigating Adult at Risk or Elder Adult at Risk referrals received by the COUNTY regarding any consumer the PROVIDER serves in consultation with the COUNTY Contract Manager or designee and the COUNTY's Adult Protective Services Unit.

10/8/21
CLB

SCHEDULE C REPORTING REQUIREMENTS

The Agreement requires some reports to be filed upon request and other reports to be filed at a particular time. There are three changes to Schedule C (re: **Client-Centered Case Management Services**):

1. Quarterly Client Services Reports should be changed to:

REPORT	WHERE SUBMITTED	DUE DATE
Quarterly Client-Centered Case Management Report	Submitted electronically to: aaa@countyofdane.com	10 April, 10 July, and 10 October 2022; and final quarter due 10 January 2023

2. Emergency Planning Guide should be added:

REPORT	WHERE SUBMITTED	DUE DATE
2022 Emergency Planning Guide	Submitted electronically to: aaa@countyofdane.com	1 February 2022

3. SHIP Participant Data should be added:

REPORT	WHERE SUBMITTED	DUE DATE
State Health Insurance Program (SHIP) Participant Data	Submitted electronically to: aaa@countyofdane.com	20 th of Each Month

Created: 10/10/2021 Revised:		Contract #: 85332 Division: Adult Community Services		Provider: Village of McFarland Funding Period: January 1, 2022 through December 31, 2022									
Contract Maximum Service Costs: Subject to the provisions specified elsewhere in this contract, the following summarizes and sets forth the rates and maximum payments available for services under this contract.													
Program Number	Program Group	Org. #	Obj. #	Program Name	SPC	# of Clients	# of Slots	Unit Cost	Quantity	County Cost	Other Revenue*	Total Cost	Reporting
a. 1236	6514	41341	35401	Nutrition	401	58	0	23.81	378	\$ 8,989	\$ -	\$ 8,989	Nut.Report
b. 12670	6514	41342	35401	Home Delivered Meal Nutrition	402	108	0	20.96	763	\$ 15,992	\$ -	\$ 15,992	SAMS
c.										\$ -	\$ -	\$ -	
d.										\$ -	\$ -	\$ -	
e.										\$ -	\$ -	\$ -	
f.										\$ -	\$ -	\$ -	
g.										\$ -	\$ -	\$ -	
h.										\$ -	\$ -	\$ -	
i.										\$ -	\$ -	\$ -	
j.										\$ -	\$ -	\$ -	
Total										\$ 24,981	\$ -	\$ 24,981	

*Other Revenue-Include here the source and related amount for each program:

The section below is to be used to further define the information above.													
a.	A unit is equivalent to one hour of staff work on congregate meals and related activities. Purchases labor for 2 congregate meal days at Cambridge and no congregate meal days at McFarland. Unit cost includes \$1.43 rate increase and inflationary increase of .045												
	A "unit" is equivalent to one hour of staff work on activities related to home delivered meal management and related activities. Unit cost includes \$1.43 rate increase and inflationary increase of .045												
c.													
d.													
e.													
f.													
g.													
h.													
i.													
j.													

<u>Standard Program Category (SPC) Code Description:</u>											
a. 401=Congregate Meals				c.				e.			
b. 402= Home Delivered Meals				d.				f.			
								g.			
								h.			
								j.			
								k.			
Contract Manager(s)/Programs:						Accountant(s)/Programs:					
Velasquez						Mary Jacobson					

Village of McFarland
2022 SCHEDULE A PROGRAM REQUIREMENTS
Nutrition & Home Delivered Meal Nutrition
Program 1236 and 12670

- A. Description of Services to be Purchased: SPC 401 Congregate Meals and SPC 402 Home Delivered Meals.** This program is intended to provide Older American Act (OAA) Senior Nutrition Program (SNP) Site Management of congregate and home-delivered meal (HDM) services in accordance with: (1) Chapter 8. Nutrition Program Operations of the Manual of Policies, Procedures and Technical Assistance for the Wisconsin Aging Group (Wisconsin Bureau of Aging and Disability Resources); (2) Wisconsin Food Code; and (3) Area Agency on Aging of Dane County's Senior Nutrition Program Policies and Procedures.

Senior Nutrition Program Site Management includes coordination and oversight of the following: (1) program outreach targeting low-income, minority, and rural seniors; (2) supervision of a safe and sanitary facility; (3) service of at least 1,560 meals in a congregate setting (Cambridge meal site) and the delivery of at least 5,020 meals to homebound seniors by trained volunteers; (4) collection and data entry of required participant registration and service delivery data; (5) utilization of a meal reservation system to accurately and timely order meals through the County contracted Caterer; (6) monthly solicitation of donations for home delivered meals utilizing a County approved letter, and (7) the provision of nutrition education and isolation reducing activities for senior adults.

1. **Service Location:** Congregate meals are offered at two locations within the PROVIDER's service area as approved by the COUNTY:
 - a. McFarland Outreach, 5915 Milwaukee Street, McFarland, WI 53558 (M-W-F).
 - b. Cambridge Community Center, 200 Spring Street, Cambridge, WI 53523 or Christiana Municipal Building (T, F)

Home-delivered meals are portioned and packaged 5 days per week (M-F) at the McFarland Outreach location and delivered by volunteers to eligible persons residing in the Village of McFarland, Village of Cambridge, Village of Rockdale, Town of Dunn, Town of Pleasant Springs, or Town of Christiana.

2. **Persons to be Served:**
 - a. **Target Population:** As required by the OAA, the PROVIDER shall target adults (age 60+) who have the greatest economic or social need with particular attention to low-income minority and rural individuals. PROVIDER will attempt to serve these

target populations in the same proportion as their incidence in the population of the service area served by the PROVIDER.

b. Eligibility Requirements:

1) For Congregate Meals

- Any individual age 60 and older
- The spouse of an age 60 and over congregate participant—the spouse can be of any age
- A person with a disability, under age 60 who resides in housing facilities occupied primarily by older individuals at which congregate nutrition services are provided
- A disabled individual who resides at home with and accompanies an older individual to the site
- Any nutrition services staff over the age of 60
- Volunteers under or over age 60

2) For Home-Delivered Meals (HDM)

- Any individual age 60 and over who is frail and essentially homebound by reason of illness, disability, or isolation
- A spouse of a person eligible for a HDM as described above, regardless of age or condition, if an assessment concludes that it is in the best interest of the homebound older individual
- An individual with a disability who resides at home with older individuals if an assessment concludes that it is in the best interest of the homebound older individual

3. **Funding Source:** PROVIDER shall comply with all federal, state, and COUNTY requirements related to the funding source(s) for this program. Funding for this program is OAA Title 3C and GPR.

4. **Units of Service:** A unit of service is defined as one hour of paid staff time working on the provision of meals at congregate meals sites and/or for home-delivered meals.

B. Program Specifications

1. Service Specifications:

- a. The meals for this program shall be provided by a caterer as decided by the COUNTY unless otherwise specified in this contract.

- b. PROVIDER shall coordinate and oversee daily nutrition program operation at the congregate site as well as the packaging and delivery of home-delivered meals subject to COUNTY contracts with caterers in accordance with Chapter 8: Nutrition Program Operations and the Wisconsin Food Code.
- c. PROVIDER is responsible for ordering congregate and home-delivered meals from the caterer contracted by the COUNTY by 1:00 PM on the business day before the meal is to be provided. While COVID exists, affecting Catering operations in 2022, meal order times may change to meet production demands. Special holiday meals include St. Patrick's Day, Veteran's Day, Thanksgiving and Christmas. Meals for these holidays must be ordered by 1:15 PM three (3) days in advance of the meal. When PROVIDER anticipates serving 10 more meals than normally served on any given day or for a special event, PROVIDER will provide the caterer with advance notice of estimated meals needed at least 5 business days prior to the event and final numbers 3 days prior to the special event meal. PROVIDER will notify caterer 2 days in advance if the meal order will be 10 meals or more fewer than the normal daily meal order. Individual consumers can reserve their meal by calling a local number operated by PROVIDER that is publicized in the community. Participant meal orders shall be accepted by the PROVIDER until at least 12 noon the day prior to the meal being served.
- d. PROVIDER shall work cooperatively and remain respectful in all communications with catering staff and delivery drivers under contract for the site. PROVIDER shall work cooperatively on the following activities:
 - 1) Reserving the meal in advance of serving, as agreed upon by the caterer;
 - 2) Contacting caterer by telephone prior to 6 am on any day the meal needs to be cancelled due to weather or other emergencies unless the school district assigned to the site closes for weather conditions prior to 7 am.
 - 3) Monitoring and recording temperatures as taken by the catering staff upon food delivery to ensure food safety at time of delivery;
 - 4) Keep pathways open and accept the delivery of all food prior to starting the packaging and moving of foods in order to expedite the delivery of food.
 - 5) Determining the level of consumer satisfaction with quality of food, special diet requests, special menus for special occasions, and other issues as they arise which are related to the meal; and
 - 6) Administering COUNTY approved customer satisfaction surveys as requested.
- e. Immediate problems requiring resolution, such as food shortages or preparation issues, shall be discussed by the PROVIDER directly with the caterer in

accordance to the caterer contact instructions. PROVIDER shall report immediately, in writing via email to the COUNTY contracted Nutritionist, all instances of food shortages, improper temperatures, food waste, or complaints regarding the quality of the food received from the COUNTY contracted caterer so that these issues can be proactively addressed by the COUNTY with the caterer. If the site is shorted portions of food items to complete each meal ordered, they should contact the caterer immediately upon notice of shortage. Caterer must be provided an opportunity to correct the shortage, within 15 minutes post serving time. If the shortage is not repaired, PROVIDER shall immediately report shortage of portions/number of incomplete meals for billing purposes to the COUNTY Nutrition Director. If shortage of meals delivered is the result of PROVIDER error, the PROVIDER is responsible for remedying the issue with the participants. PROVIDER is responsible for ensuring back up orders are current and on file with the caterer in the case of missing the ordering deadline.

- f. PROVIDER shall ensure the site's kitchen, dining area, utensils, dishware, HDM carriers, and food storage facilities are maintained in a sanitized condition at all times.
- g. PROVIDER shall ensure food handling and storage is conducted in accordance with food safety regulations of the Wisconsin Food Code, Chapter 8 Nutrition Program Operations and additional Dane County Senior Nutrition Program policies and procedures. PROVIDER will cooperate with all required on-site inspections and make needed corrections required by the COUNTY contracted Nutritionist or by the Public Health Department, depending on the type of license or certification held by the site's kitchen.
- h. PROVIDER shall:
 - 1) Employ a ServSafe certified Food Service Manager (certification must be received within first 90 days of employment and be renewed every 5 years); and ensure a ServSafe certified individual is on-site any day a meal is served;
 - 2) Require any other nutrition program staff to be certified in Serving Safe Food;
 - 3) Require all staff complete a minimum of six (6) hours of annual food safety training as described by Chapter 8: Senior Nutrition Program Operation guidelines and approved by the COUNTY; volunteers in direct contact with food shall complete a minimum of six (6) hours of annual food safety training as well; and
 - 4) Require staff attendance at regional annual training as convened by the COUNTY. A representative of the PROVIDER and/or site shall attend the four

regularly scheduled Nutrition Program Site Manager/Directors meetings during the year. Training records for staff and volunteers shall be kept by PROVIDER.

- i. PROVIDER shall encourage all participants to contribute toward the cost of the meal and a confidential mechanism shall be established by the PROVIDER that provides a person the privacy to make the donation they determine that they can afford (including none); all signs regarding donations or other signs required by the COUNTY will be maintained and posted in a visible manner. PROVIDER shall provide a County approved, written monthly home delivered meal donation letter to each person receiving home delivered meals. All outreach materials, to include monthly newsletters, shall state "The suggested minimum donation is \$4.00. Please contribute the amount you can afford." Persons under the age of 60 must pay full cost of meal and a record of under age 60 meals must be kept (see Requirements and Exceptions in 2004 Donation Best Practice document).
- j. PROVIDER shall initially interview all home-delivered meal participants to assess:
 - 1) Eligibility for home-delivered meals;
 - 2) Need for other services and/or information; and
 - 3) Level of nutritional risk

An in person visit and Home Delivered Meal assessment shall be completed no later than four (4) weeks from the beginning of meal service. If eligible, participants shall have their eligibility reassessed at least once per year and more frequently if the meal provision is indicated for less than one year at the time of assessment.

- k. PROVIDER shall have all meal program participants complete a program registration and nutrition risk assessment, malnutrition and food insecurity screening at the onset of participation and at least annually thereafter. PROVIDER shall enter this information in the SAMS data system within the first 30-days of service and within 30 days of reassessment.
- l. PROVIDER shall ensure home-delivered meal participants receive reputable information about nutrition at least four (4) times (once per quarter) during the year and a record of such activities shall be reported to the COUNTY Nutritionist each month.

2. **Service Hours/Days:** PROVIDER shall maintain program service hours of Monday through Friday. The congregate meal shall be served at a consistent time during the middle of the day as determined by the PROVIDER. Home-delivered meals shall be delivered between the hours of 11:00 am and 1:00 pm.
3. **Service Termination:** PROVIDER shall terminate service when an individual voluntarily withdraws from the program or when the participant no longer meets eligibility criteria.
4. **Transportation:** This contract provides no COUNTY-funded transportation for program participants. Home-delivery of meals is arranged by the PROVIDER through the COUNTY-funded Retired Senior Volunteer Program.
5. **Capacity/Waiting List:** PROVIDER shall use the nutrition risk assessment provided by the COUNTY for determining the number of home-delivered meals provided to eligible participants. If PROVIDER believes a waitlist may be necessary due to funding limitations, the PROVIDER shall seek approval from the COUNTY prior to implementing a waitlist.

C. Program Evaluation

1. **Goals:** The goals of the Senior Nutrition Program are:
 - a. To reduce hunger and food insecurity;
 - b. To promote socialization of older individuals; and
 - c. To promote the health and well-being of older individuals by assisting such individuals to gain access to nutrition and other disease prevention/health promotion services to delay the onset of adverse health conditions resulting from poor nutritional health or sedentary behavior.
2. **Performance Indicators:** The following measures shall be used to evaluate Nutrition Site Management effectiveness:
 - a. Number of Senior Nutrition Program safety, sanitation, and program standard violations requiring corrective action during annual site inspection by COUNTY contracted Nutritionist shall indicate compliance with Chapter 8: Nutrition Program Operations and Wisconsin Food Code.
 - b. Cost effectiveness shall be measured by the COUNTY by: (1) considering the total program budget and catering contract allowances for meals ordered divided by the number of meals served annually; and, (2) the percent of wasted meals as determined by the COUNTY based on a comparison of the number of meals

ordered by the PROVIDER and the number of meals served by the PROVIDER, (3) the provision of at least 15 congregate meals and 20 Home Delivered Meals on average each day.

- c. PROVIDER outreach to targeted populations shall be measured by the total number of participants, total number of meals served to eligible participants, average number of total and congregate meals served per day, and the proportion of those served that are of low-income, minority, and/or rural to the total number of persons served.
- d. Chapter 8 reporting compliance shall be measured by: (1) the number of instances wherein required data is not entered by the PROVIDER into the SAMS data collection software within 30-days of service provided; and, (2) timely submission of required monthly reports as described in Schedule C.

D. Reporting: Refer to Schedule C.

E. Other Requirements:

- 1. Requests for special diet accommodations, with medical orders, and special occasion meals are to be submitted to the COUNTY contracted Nutritionist prior to making arrangements with the COUNTY contracted caterer. The COUNTY contracted Nutritionist shall approve/deny special diet requests and special occasion meals. PROVIDER shall include the following statement on all menus used in the program: All menu items are prepared in kitchens that are not allergen-free. We cannot guarantee that food allergens will not be transferred through cross-contact. No substitutions allowed.
- 2. PROVIDER is responsible for creating a welcoming, non-threatening, enjoyable dining atmosphere for all participants. Participant behaviors that require intervention beyond a verbal warning shall be made known to the COUNTY prior to further disciplinary action. The COUNTY Aging Program Specialist must be consulted prior any action involving suspension from the dining site for any period of time.
- 3. PROVIDER shall clearly post or periodically distribute cards provided by the COUNTY that identify the telephone numbers for the Elder Abuse Helpline.
- 4. The mission of the Aging and Disability Resource Center of Dane County (ADRC) is to support older adults, adults with disabilities, their families and caregivers by providing useful information, assistance, and education on community services and long term care options.

- a. PROVIDER is invited to refer individuals seeking information on adult services and long term care options to the ADRC;
 - b. When asked by the ADRC, PROVIDER shall cooperate with ADRC staff in developing referral protocols, memorandum of understanding and other areas related to the ADRC's mission; and
 - c. If PROVIDER has services listed in the database jointly managed by the ADRC and United Way 2-1-1, PROVIDER shall assure that the data is accurate and shall update the data whenever necessary.
5. The PROVIDER shall participate in meetings, as requested by the COUNTY, for the purpose of planning, coordinating, or improving the provision of congregate or home-delivered meal services.
6. PROVIDER shall solicit congregate and home-delivered meal consumer satisfaction using the approved State-wide survey provided by the COUNTY at least one time per year.

10/6/2021

2022 DCDHS SUBRECIPIENT SCHEDULE

Provider Name: Village of McFarland

Program Name: Nutrition

Program Number: 1236

Your contract has been identified as one that potentially contains subrecipient programs as defined by the State and/or Federal government. The following information associated with your contracted program(s) is included to comply with State/Federal subrecipient requirements.

FEDERAL AWARD IDENTIFICATION

Dane County Vendor Number:	8470
Federal Award Identification Number (FAIN):	TBD
Catalog of Federal Domestic Assistance (CFDA) #:	93.045
Amount of Federal Funds Obligated by this Action:	\$6,097
CFDA Name:	Special Programs for the Aging, Title III, Part C, Nutrition Services
State Agency:	State of Wisconsin Department of Health Services, Division of Public Health
Awarding Official:	TBD
Federal Awarding Agency:	Department of Health and Human Services
Federal Award Date:	TBD
Contract Period:	1/1/2022 – 12/31/2022
Award Contains R & D Costs:	No
Indirect Cost Rate for Federal Award:	Not to exceed the Federal de minimis rate of 10%, unless provider has a federally negotiated indirect cost rate.
Requirements Imposed to Ensure Accordance with Federal Statutes:	Title 3C-1 Congregate Meals: Provider shall comply with all federal, state, and county requirements related to the funding source(s) for this program
Requirement to Permit Access to Financial Records:	Dane County Department of Human Services (DCDHS) - County of Dane Purchase of Services Agreement, Section C, XXVI, N. Financial and Compliance Audit by PROVIDER., Pgs. 15-16
Closeout Appropriate Terms and Conditions:	DCDHS - County of Dane Purchase of Services Agreement, Section C, XXVI, O. Final Settlement, Pg. 17
Project Description as Required by Federal Funding Accountability & Transparency Act (FFATA)	To provide grants to States and U.S. Territories to support nutrition services including nutritious meals, nutrition education and other appropriate nutrition services for older adults in order to maintain health, independence and quality of life. Meals and nutrition services are to be served in a congregate setting or delivered to the home, if the older adult is homebound.

2022 DCDHS SUBRECIPIENT SCHEDULE

Provider Name: **Village of McFarland**
 Program Name: Home Delivered Meal Nutrition
 Program Number: 12670

Your contract has been identified as one that potentially contains subrecipient programs as defined by the State and/or Federal government. The following information associated with your contracted program(s) is included to comply with State/Federal subrecipient requirements.

FEDERAL AWARD IDENTIFICATION

Dane County Vendor Number:	8470
Federal Award Identification Number (FAIN):	TBD
Catalog of Federal Domestic Assistance (CFDA) #:	93.045
Amount of Federal Funds Obligated by this Action:	\$2,131
CFDA Name:	Special Programs for the Aging, Title III, Part C, Nutrition Services
State Agency:	State of Wisconsin Department of Health Services Division of Public Health
Awarding Official:	TBD
Federal Awarding Agency:	Department of Health and Human Services
Federal Award Date:	TBD
Contract Period:	1/1/22 – 12/31/22
Award Contains R & D Costs:	No
Indirect Cost Rate for Federal Award:	Not to exceed the Federal de minimis rate of 10%, unless provider has a federally negotiated indirect cost rate.
Requirements Imposed to Ensure Accordance with Federal Statutes:	Title 3C-2 Home Meals: Provider shall comply with all federal, state, and county requirements related to the funding source(s) for this program.
Requirement to Permit Access to Financial Records:	Dane County Department of Human Services (DCDHS) - County of Dane Purchase of Services Agreement, Section C, XXVI, N. Financial and Compliance Audit by PROVIDER., Pgs. 15-16
Closeout Appropriate Terms and Conditions:	DCDHS - County of Dane Purchase of Services Agreement, Section C, XXVI, O. Final Settlement, Pg. 17
Project Description as Required by Federal Funding Accountability & Transparency Act (FFATA)	To provide grants to States and U.S. Territories to support nutrition services including nutritious meals, nutrition education and other appropriate nutrition services for older adults in order to maintain health, independence and quality of life. Meals and nutrition services are to be served in a congregate setting or delivered to the home, if the older adult is homebound.

**VILLAGE OF MCFARLAND
SCHEDULE B - FISCAL**

NUTRITION 1236 AND 12670

As required by the Older Americans Act and the Wisconsin Bureau on Aging, the PROVIDER shall collect nutrition donations from persons who participate in the nutrition program. Persons age 60 and over are not obligated to make a contribution and shall not be required to do so. However, persons age 60 and over should be encouraged to contribute what they can reasonably afford to help defray the cost of the meal. Efforts may be made to increase the average donations, but such efforts should be positive in nature and should not discourage the participation of individuals who are unable to increase the amount of their donation.

All donations collected are the property of the COUNTY and shall be submitted monthly to the COUNTY. Per Wisconsin Bureau on Aging and Disability Resources requirements, collected donations shall be counted daily by two persons, both of whom should sign daily a register verifying the amount collected. The full amount of the collected donations shall be deposited in a bank or savings institution daily in an account designated for nutrition donations only. The deposited donations should be forwarded to the COUNTY monthly.

2022 SCHEDULE C REPORTING REQUIREMENTS

The Agreement requires some reports to be filed upon request and other reports to be filed at a particular time. The following reports for **Nutrition & Home Delivered Meal Nutrition** have specific due dates as provided below:

Client Registration/Client Services Data Entry (Nutrition)	Client Registration/Nutrition Risk Assessment and ADL & IADL Assessment is entered in the SAMS data-entry system within 30 days of the onset of congregate or home delivered meals. Client Services (number of meals received each month) are entered into SAMS data-entry system by the 20 th of the month following service.	20 th of Each Month Except for Sept. which is due the 15 th of the Month
Monthly Nutrition Report	Submitted Electronically to: aaa@countyofdane.com	20 th of Each Month
Nutrition Education	Entered each month in the SAMS data entry system within 30 days of date of service	20 th of Each Month
Food Service Licensing & Inspection Reports	Submitted Electronically to: Gabriel.shannon@countyofdane.com	Within 10 days of Receipt

SCHEDULE C REPORTING REQUIREMENTS

The Agreement requires some reports to be filed upon request and other reports to be filed at a particular time. The following reports have specific due dates as provided below:

REPORT	WHERE SUBMITTED	DUE DATE
Affirmative Action Plan (Unless PROVIDER is exempt)	Contract Compliance Specialist Office of Equity & Inclusion 210 Martin Luther King, Jr. Blvd. Rm. 356 Madison, WI 53703 oby.joe@countyofdane.com	January 15, 2022 (15 days after Agreement effective date.)
Civil Rights Compliance Plan (Unless PROVIDER is exempt)	Contract Compliance Specialist Office of Equity & Inclusion 210 Martin Luther King, Jr. Blvd. Rm. 356 Madison, WI 53703 oby.joe@countyofdane.com	On or before the effective date of the Agreement
NLRB or WERC complaints or findings that PROVIDER has violated labor standards.	Contract Compliance Specialist Office of Equity & Inclusion 210 Martin Luther King, Jr. Blvd. Rm. 356 Madison, WI 53703 oby.joe@countyofdane.com	Within 10 days of complaint or findings
Certificate of Insurance listing Dane County as additional insured.	Dane County Department of Human Services Contract Coordination Assistant 1202 Northport Dr. Madison, WI 53704 dcdhscontracts@countyofdane.com	At the time the Agreement is signed
Program Budget and Supporting Personnel Schedule (Unless PROVIDER is exempt)	Dane County Department of Human Services Accounting, Ground Floor 1202 Northport Dr. Madison, WI 53704	February 26, 2022 (56 days after Agreement effective date) Final Revisions due January 25, 2023
Quarterly Expense Reports (Unless PROVIDER is exempt)	Dane County Department of Human Services Accounting, Ground Floor 1202 Northport Dr. Madison, WI 53704	April 25, July 25, and October 25, 2022; and January 25, 2023
Annual Audit (Unless PROVIDER is exempt)	Dane County Department of Human Services Accounting, Ground Floor 1202 Northport Dr. Madison, WI 53704	June 30, 2023, or 180 days after the end of PROVIDER's fiscal year
Notice of Financial Instability	Dane County Department of Human Services Accounting, Ground Floor 1202 Northport Dr. Madison, WI 53704	Upon triggering event occurring that requires notice
Client Registration/Client Services Reports.	Client Registration is faxed to 608-242-6288. Client Services Reports are submitted electronically to your assigned keyer.	February 10, March 10, April 10, May 10, June 10, July 10, August 10, September 10, October 10, November 10, December 10, 2022; and January 5, 2023
Quarterly Client Services Reports	County Designee	May 1, 2022, August 1, 2022, November 1, 2022 and final quarter due April 1, 2023

McFarland
SUMMARY SHEET

MEETING DATE: Monday, November 22, 2021

SECTION: Business

DEPARTMENT: Public Works

CONTACT: Matt Schuenke, Village Administrator, Jim Hessling, Public Works Director

AGENDA ITEM: Motion to approve a request to fill the vacancy for the Public Works Crewperson position within the Public Works Department.

PREVIOUS ACTION:

None.

ISSUE SUMMARY:

There is currently a vacancy within the Public Works Department for a Crewperson position following the departure of Kean Paltz from this position. Kean has worked for the Village in this capacity since earlier this year, and we wish him luck on future endeavors. The Public Works Department is requesting authorization from the Village Board to fill the vacancy as is required by policy. Included within your packets is the Job Description for the position which already includes changes related to cultural competency that were previously adopted earlier this year. Recruitment for the position will begin shortly after the Thanksgiving holiday.

FINANCIAL/BUDGET IMPACT:

The position is within Grade 5 of the new Compensation and Classification Study. The range for this grade is \$49,200 to \$62,050.

The Study is also on the agenda for presentation and approval in this same meeting.

VILLAGE PLAN REFERENCE:

None.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

This item is included on the consent agenda for approval.

ATTACHMENTS:

1. Position Description - PW Crewperson 04122021

Public Works Crewperson

POSITION DESCRIPTION

Position Title:	Public Works Crewperson	FLSA:	Non-Exempt
Department:	Public Works	Represented:	No
Reports to:	Streets and Utilities Superintendent	Employment Status:	Full-Time

POSITION SUMMARY

Distinguishing Characteristics of the Class

This position is responsible for performing a wide variety of unskilled and semi-skilled work associated with the operation and maintenance of streets, storm sewers, and water and sewer utility systems and of Village owned facilities and parks. The work includes construction, operation, repair, maintenance, and replacement activities and involves the operation of a variety of different vehicles, machinery, and equipment.

Supervision Received

Performs under the direct supervision of the Streets and Utilities Superintendent and general supervision of the Public Works Director.

Supervision Exercised

None.

DESCRIPTION OF WORK

Essential Duties and Responsibilities

- Drives trucks and light utility vehicles of various sizes and weights in the loading, hauling, and unloading of various equipment and materials and in snow removal and ice control operations.
- Operates a variety of machinery and equipment, including tractors, backhoes, loaders, rollers, street sweepers, mowers, trimmers, pumps, compressors, generators, and related small engine equipment.
- Does general and trench excavation associated with the maintenance and repair of streets, sidewalks, storm sewers, water mains and services, hydrants, and sanitary sewer mains and services.
- Sweeps streets, patches potholes and street excavations, installs street signs, and paints street markings.
- Mows and trims grass and weeds, rakes and collects leaves, and trims trees and shrubs.

- Maintains and cleans parks, recreational facilities, playgrounds and equipment, natural areas, drainageways, and storm water management areas.
- Maintains Village owned or leased buildings, grounds, and parking lots.
- Services and repairs elevated water towers, water wells and related pumping and treatment equipment, and sanitary lift stations.
- Cleans and flushes water mains and hydrants and, as part of a crew, repairs or replaces broken mains, hydrants, and curb boxes.
- Inspects, tests, repairs, and replaces water meters and outside display readers; reads water meters and records the reading for utility billing purposes.
- Determines and marks the location of underground water and sanitary sewer lines for other contractors.
- Insures the proper maintenance of equipment and tools by cleaning and checking them after use.
- Performs other related duties as required.

Equipment Used

A variety of motorized vehicles and equipment, including dump trucks, utility vehicles, and construction equipment; mowers and trimmers; pumps, compressors, and generators; snow plows and snow blowers; compactor; saws; common hand and power tools; detection devices; telephone, mobile and portable radio, pager.

Work Environment and Working Conditions

Works in a normal shop setting and under uncontrolled field conditions. Some overtime required, including periodic weekend work. Subject to 24-hour emergency call-in and may be required to work extended periods at a time.

While performing the duties of this job, the employee frequently works near moving mechanical parts and in a work environment where the noise level is moderately noisy. The employee regularly works in outside weather conditions and may be exposed to extreme heat or cold, wet and/or humid conditions, or snow and/or ice conditions. The employee is occasionally exposed to fumes and toxic/caustic chemicals and is required to enter confined spaces with breathing apparatus.

As a CDL holder, the employee is subject to pre-employment reasonable suspicion, post-accident, and random drug and alcohol testing under the Omnibus Transportation Employee Testing Act of 1991.

TECHNICAL REQUIREMENTS

Knowledge of

- Methods, materials, tools, and equipment used in the construction, operation and maintenance of public works and utility infrastructure.
- Methods used in the general maintenance of facilities, grounds, parks, recreational facilities, playgrounds, natural areas, and storm water management areas.
- The operation of construction equipment and power tools.
- Occupational hazards and standard safety precautions common to this field of work.
- The cultural context of interactions with individuals of diverse backgrounds that includes sex, race, religion, creed, color, national origin, age, disability, sexual orientation, ancestry, marital status, arrest or conviction record, military service, or any other legally protected status

Ability to

- Operate and care for a variety of vehicles, equipment, hand and power tools.
- Perform heavy manual tasks for extended periods of time.
- Interpret and work from charts, technical manuals, diagrams, and construction plans.
- Maintain accurate records and complete required reports.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Maintain a valid Wisconsin driver's license with applicable CDL endorsements.

GENERAL COMPETENCIES

The employee must use power and hand tools, frequently lift and/or move up to 25 pounds, and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, color vision, and the ability to adjust focus. In addition, the employee must be able to satisfy the following competency requirements.

- ◆ **ANALYTICAL SKILLS:** Identify problems and opportunities; review possible alternative courses of action before selecting one; utilize information resources available when making decisions.

- ◆ **COMMUNICATION SKILLS:** Communicate ideas and information effectively in both written and oral form.
- ◆ **PROBLEM-SOLVING SKILLS:** Develop feasible, realistic solutions to problems; recommend actions designed to prevent problems from occurring; refer problems to supervisor when necessary.
- ◆ **ORGANIZATIONAL SKILLS:** Establish systematic methods of accomplishing goals.
- ◆ **READING ABILITY:** Effectively read and understand information contained in memoranda, reports, ordinances, codes, regulations, technical manuals, bulletins.
- ◆ **TECHNICAL COMPREHENSION:** Ability to learn, adopt, and apply new technology, computer systems and software programs.
- ◆ **ABILITY TO COMPREHEND AND FOLLOW INSTRUCTIONS:** Effectively follow verbal or written instructions from supervisor.
- ◆ **MATHEMATICAL ABILITY:** Calculate basic arithmetic problems (addition, subtraction, multiplication, division) without aid of a calculator.
- ◆ **TIME MANAGEMENT SKILLS:** Set priorities in order to meet assignment deadlines.

REQUIRED MINIMUM QUALIFICATIONS

Graduation from high school or GED equivalency; five (5) years of related experience in the construction and maintenance of public works or utilities infrastructure and the operation of vehicles and equipment commonly used in this type of work; or any equivalent combination of training and experience which provides the required knowledge, skills, and abilities. Must possess or be able to obtain a valid Wisconsin drivers' license with applicable Commercial Driver's License endorsements.

NOTES

1. The job duties listed herein are intended only as illustrations of the types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.
2. The work environment characteristics and physical demands described herein are representative of those that the employee encounters or must meet while performing the essential functions of this job. In compliance with the Americans with Disabilities Act, the Village will provide reasonable accommodations to qualified individuals with disabilities. The Village is an Equal Opportunity Employer.

3. The job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer as the needs of the employer and requirements of the job change. The Village retains and reserves any and all rights to change, modify, amend, add to, or delete from any section of this position description.

I hereby acknowledge that I have received a copy of and do understand the requirements of this position description with the Village of McFarland.

Dated this ____ day of _____, 20__.

Employee Signature

Department Head Signature

Created: May 1, 2014

Amended: July 31, 2019
April 12, 2021

McFarland
SUMMARY SHEET

MEETING DATE: Monday, November 22, 2021

SECTION: Business

DEPARTMENT: Administration

CONTACT: Cassandra Suettinger, Village Clerk/Treasurer

AGENDA ITEM: Discussion and action to consider acceptance of the Classification/Compensation Study and Staffing Analysis for the Village of McFarland prepared by GovHR USA.

PREVIOUS ACTION:

On May 20, 2021 The Village Board approved contracting with GOVHR to update the Village's Compensation and Classification Study.

ISSUE SUMMARY:

GOVHR began work on updating the Village Compensation and Classification study in July 2021. Attached is the draft report submitted to the Board for review and possible acceptance. Senior Vice President Rachel Skaggs From GOVHR will be at the meeting to present and report on the draft study. Accepting the study is the initial step in the process.

The timeline and over of the rest of the work associated with the study would be as follows:

Administer 2021 Compensation Program -December 1, 2021 through March 31, 2022

Once the Plan is adopted, staff will work swiftly to carry out administering the 2021 performance review and compensation program.

- a. Presentation of Plan and new performance evaluation tool training to employees from GOVHR - December 2021*
- b. Conduct Evaluation process - December 2021 - January 2021*
- c. Performance Appraisal Review and Wage/Merit determination made - February 2022*
- d. 2021 Compensation administered - March 2022 (Note: all compensation and awards would be made retroactive to January 1, 2022)*

Position Description & Organization Chart updates - The study identifies updates to position titles and organizational structure changes.

- a. Update job description format - December 2021 - Village Board review and approval- As part of its work, GOVHR will propose a new job description format. The new format will be submitted to the Village Board for review and approval. Once approved, all job descriptions without duty changes will be converted to the new format by staff.*
- b. Update changes to job descriptions and structure - Begin in December 2021, and phase review Department by Department - For the changes that involved duty or organizational structure changes, staff will bring changes forward department by department on a prioritized*



timeline. Review will occur first for those departments with 2022 staffing changes, and then move through each department until all changes are made.

Changes to Personnel Policy Manual & Compensation and Benefits Manual- The study identifies various areas for the Village to review and review for changes. The Village would also combine its Personnel Policy Manual and Compensation & Benefits manual through this process to create more simplicity and ease for staff and management.

Review to begin in March of 2022, or as soon as the newly structured Personnel Committee is created.

Future Staff Forecasting Plan - *Begin review in April 2022.* - The study identifies recommendations for staffing in the next 5 to 10 years. Staff will use the recommendations to create future staffing forecast plan.

FINANCIAL/BUDGET IMPACT:

The 2022 Budget provides for \$76,000 to pay for grid point and merit based pay adjustments.

This amount is in addition to the 2.0% Across the Board wage adjustment that is applied to all non-represented employees equally. The Across the Board adjustment is proposed for implementation in line with January 1st next year as is customary. The remaining application of merit based pay adjustments will be applied following the completion of the performance evaluation process. The funds proposed for adoption in the budget in 2022 will be used to cover the conversion costs to the new system for compensation next year, and are presently within the estimates provided by the study.

VILLAGE PLAN REFERENCE:

[Personnel Policy Manual](#) and Compensation and Benefits Manual

ORDINANCE REFERENCE:

N/A

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

The study is presented for the Board's review and to consider acceptance.

Motion to accept the Classification/Compensation Study and Staffing Analysis for the Village of McFarland prepared by GOVHR USA and direct GOVHR to issue the final plan.

ATTACHMENTS:

1. 001 Final Draft Report - McFarland, WI 11.19.2021



McFarland, Wisconsin

Classification/Compensation Study and Staffing Analysis

Draft Final Report

November 2021



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INTRODUCTION

GovHR USA, LLC (GovHR) is pleased to have had the opportunity to work with the Village of McFarland on this Classification/Compensation Study and Staffing Analysis. 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, along with adequate staffing, forms the foundation for meeting these challenges. It helps to ensure that the Village 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 Village 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.

GovHR understands the high expectations that have been established in McFarland for service delivery and competitiveness in recruiting and retaining excellent employees. These factors have been taken into consideration in the analysis and reflected in the Study results.

Scope of Work:

The scope of work called for GovHR to carry out the following:

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 Village Administration to discuss Study methods and expectations, and to review the current Classification and Compensation Plan and organizational structure. Determined problem areas, answered questions, and reviewed 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 allowed about ten (10) days to complete the questionnaire. The completed questionnaires were then reviewed by each employee's Supervisor and/or Department Head and Village Administration. The JAQs were returned to GovHR within approximately three (3) weeks of distribution.
- **Determined comparable communities and collected staffing data.** GovHR, along with the Village, determined a logical survey sample of "like" communities that impact the compensation market of McFarland. Then, GovHR designed and sent out the survey for staffing levels and other specific department questions. Organizations were also asked to supply GovHR with a copy of their current compensation plan for their community.

- *Job Evaluation Analysis and Establishment of a Classification Plan.* Upon return of the JAQs by the Village, GovHR performed the following:
 - Read each JAQ and corresponding Job Description in its entirety.
 - Conducted in person 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 and to ask the employees specific staffing and compensation/benefit questions.
 - 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.

Staffing Survey and Compensation Analysis

GovHR reviewed and analyzed all responses to the staffing survey. Specific responses are displayed in each department section of this report. As a part of this review GovHR recommended staffing changes to some departments.

Then, GovHR reviewed all of the compensation plans that were provided by the communities and completed the following tasks:

- Tabulated, summarized, and analyzed comparative compensation information obtained from the comparable communities. Prepared pay tabulations that compared the salary ranges of the Village of McFarland to the salary ranges of its comparable communities. Prepared comparison calculations at the 50th, 60th, 65th, 70th, 75th and 80th percentiles. Displayed data for each jurisdiction and for each position and summarized the data in table form. Based on discussions with the Village and the gathered data, developed salary ranges that would establish McFarland as a payer at the 65th percentile of the salary data from the comparable communities. This decision was made after a review of the current market and taking into consideration the current market volatility and the need to not only recruit but also retain a competent and successful workforce.
- Based on the above data, developed, and recommended new salary schedules and recommended new Job Titles for some positions.

Draft and Final Report Preparation

- A preliminary analysis of the data and recommended Classification/Compensation Plan and Staffing Analysis was shared with the Village. Feedback from Village Administration was reviewed and incorporated into the recommendations.
- This draft report has been prepared by the Consultant and sent electronically to the Village.
- A review of the findings was shared with Department Heads.
- A presentation of these draft findings will be conducted for the Village Leaders.
- Once the presentation is made and the Board accepts the Report, GovHR will submit the Final Report electronically.

EXECUTIVE SUMMARY

A Classification/Compensation Study and Staffing Analysis encompasses a significant amount of information that can be time consuming to condense and organize into an abbreviated format. Therefore, GovHR 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/Compensation Study and Staffing Analysis is important for three (3) reasons. First, it establishes internal equity (ranking) among employees across Departments in the Village. Second, it assures external equity/competitiveness by comparing the compensation of McFarland employees against market data. And third, it ensures that the staffing levels within each Department are appropriate based on the level of service provided.

Internal Equity - Classification Plan Development

The Study developed a new Classification Plan for forty-five (45) positions in the Village of McFarland. To complete this task, the Consultant completed a Job Evaluation. The Job Evaluation included the completion of a questionnaire by all employees covered in the Study and interviews with at least one (1) employee working in each position covered by the Study (see Appendix A). Upon the completion of those tasks, the Consultants assigned a numerical value to each position so that like positions within the organization would be grouped together in a classification to produce an internal equity hierarchy. Nine (9) factors were used for the evaluation of McFarland's positions:

- 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

The product of this internal ranking is shown in Table 1, which lists the Village's positions with their numerical Job Evaluation score, also known as a Classification Plan. The higher the Job Evaluation Score, the higher the position is within the Classification Plan. After conducting the Job Evaluation noted above, the Consultants observed some inconsistencies with the market and the actual duties assigned to some positions. Therefore, GovHR is recommending some job title changes, the specific changes are reflected in the Department recommendations.

External Equity – Market Competitiveness/Staffing Levels

The next component of the Classification/Compensation Study and Staffing Analysis involved establishing external competitiveness. A group of communities comparable to the Village was established. GovHR started with the previous analysis that was completed in early 2021 for the Dane County Cities and Villages Association (DCVVA). During that Study, McFarland was in Group 4 which was communities with an average population of 7,000. For this Study, GovHR used all communities in Group 4 and Group 5 (average population of 12,000). This included all cities and villages in Brown, Columbia, Dodge, Green, Iowa, Jefferson, Kewaunee, Lafayette, Milwaukee, Oconto, Outagamie, Ozaukee, Rock, Sauk, Washington, Waukesha, and Winnebago Counties with Population between 3,500 and 20,000 and Income Per Capita between \$37,000 and \$148,000 and then a specific set of comparison criteria was used (i.e., population, income per tax return, equalized value, etc.). See Appendix B for the full detail and scoring.

Based on the results of this analysis, fifteen (15) communities with a total compatibility score of 100 were deemed to be most comparable to the Village. Port Washington and Sussex scored 100 points but were deemed not comparable by the Village and removed from the top comparables list, due to their size and services provided (i.e., Sussex does not have a Police Department). In addition, Stoughton, Waunakee, and Verona scored less than 100 points, but were included because they are within Dane County, and they directly compete with the Village of McFarland in the labor market. The full list of the fifteen (15) chosen comparables is listed below:

Cedarburg	Hartland	Oregon
Cottage Grove	Jackson	Pewaukee (v)
DeForest	Monona	Stoughton
Delafield	Mount Horeb	Verona
Grafton	Mukwonago	Waunakee

Staffing and Compensation Data

GovHR then prepared and distributed a staffing survey to the fifteen (15) comparable communities. There were separate surveys for each Department. The surveys got distributed to the corresponding Department Head in the comparable community. Most communities responded to all of the surveys, but there is a specific list of what communities responded under each Department section.

GovHR also requested compensation data from each community, all communities sent the appropriate compensation data. The salary summary results can be found in Table 2 and the detailed salary data can be found in Appendix C. To provide external competitiveness for the Village's salaries, the salary ranges derived from this data collection were used to help establish the proposed Compensation Plan. In some cases where there was not enough salary range data, actual salaries were used. The recommended pay ranges are contained within Table 3 of the report.

Proposed Classification and Compensation Plan

The goal of this Study was to recommend a Classification and Compensation Plan that is internally equitable and externally competitive. To accomplish this, a Compensation Plan was developed using the 65th percentile comparison of the salary ranges that were acquired through the salary survey. The resulting Classification and Compensation Plan consists of fourteen (14) pay grades; one (1) being lowest and fourteen (14) being highest and is broken down into the following four (4) bands:

Grades 1 – 5:	Pay Band A
Grades 6 – 9:	Pay Band B
Grades 10 – 13:	Pay Band C
Grade 14:	Pay Band D

Grades 1 – 9 have a defined step increment that provides various increases throughout the steps based on satisfactory performance evaluations. Non-department head positions in Grades 10 – 12 have a similar structure with a defined step increment and then moving into an open range until the maximum of the range. Department Heads in Grades 10 – 14 have open ranges with no defined step increment.

The defined step increases allow for steady progression through the salary ranges, based on performance. The step increases are spread out over more steps to provide larger increases alongside the employee's longevity with the Village. In addition, there is one final step that is outside of the pay range that can be granted to employees once they are at the maximum of the pay range, have reached 15 years of service with the Village, and have an exceptional performance evaluation. This last step is a 4.5% increase and has been incorporated in the Plan to award employees for their longevity and dedication to the Village. All increases are based on the Village's ability to pay and the employee having a satisfactory performance evaluation.

Recommended Changes to Benefits:

All employees completed a confidential staffing and benefit questionnaire. The results of that questionnaire are summarized in this report and the full list of questions asked is attached as Appendix D. GovHR also spoke with each position to expand on their thoughts on the Village's compensation and benefit package. Below is a summary of GovHR's recommendations for internal changes regarding employee recognition and benefits. A detailed explanation of employee's response to questions can be found starting on page 18.

- ✓ Complete a review of the education reimbursement policy; consider making policy changes and increasing the amount paid towards continuing education in a related field. There should be an approval process that is based on a budget and a timeline of when employees can apply for the program if they are interested in continued education.
- ✓ Currently there is a limit for compensation time, but employees are accruing over the limit. Going forward there should be a limit in payroll so this is not allowed. GovHR typically sees the limit anywhere between 40-100 hours.
- ✓ Review the vacation leave policy and consider adding more leave time after one (1) year of service.
- ✓ Change personal days to floating holidays and consider adding one (1) additional floating holiday, for a total of three (3) floating holidays per year. This transition recognizes the original intent that employees may have additional holidays they celebrate that are not captured as designated holidays by policy. It also proposes to expand this to an additional day it to provide more latitude and inclusivity.
- ✓ In the future, the Village should review the vacation buyback program and consider changes, if needed.
- ✓ Work with GovHR on creating a new performance evaluation tool. Once the tool is put into place employees and supervisors need to review and understand the process and all step or merit increases should be tied to a performance review. An annual training curriculum should also be developed to ensure the long-term success of the program.
- ✓ Develop a telecommute or flexible schedule policy for administrative staff. The policy needs to be fair and consistent across all departments and monitored appropriately so that employees do not take advantage of it.
- ✓ Implement an Employee Engagement work group with at least one (1) employee from each Department. This work group would focus on employee engagement opportunities including employee gatherings, employee recognition, and other tasks. This would allow for increased employee participation in events and better communication and overall morale throughout the Village.
- ✓ Create an Employee Benefit work group with one (1) employee from each department. This employee should serve as the point of contact with the HR Generalist or Deputy Village Administrator/Clerk for all types of benefit questions for their Department. By creating this committee, it provides better benefit education to employees, helps employees understand, and gives them a voice in the decisions that are being made. This committee could also look at benefits offered by the Village and offer suggested changes and educational opportunities on these benefits to employees. Lastly, this committee could host wellness initiatives and should also look at potential funding options for the voluntary benefits (dental, vision, life) and see if there are areas of improvement.
- ✓ Provide more opportunities for employee training programs and provide opportunities for supervisors to go to leadership training at least once every two (2) years. Training recommendations and opportunities should be incorporated into employees' annual performance

evaluations. In addition, supervisory training should be mandatory for any new supervisory staff. Village-wide training such as sexual harassment, DEI training, etc. should be conducted annually. GovHR would recommend that the HR Generalist position oversees the training program, based on the input and recommendations of training programs from the Village Administrator and Department Heads.

- ✓ Implement a program/system that allows a streamlined approach for employees to confidentially submit concerns and assurance that the concerns are being considered and followed-up on. This task would fall under the recommended HR Generalist role.

Recommended Staffing Changes:

After meeting with employees and reviewing the questionnaires; then GovHR reviewed the external survey responses from the comparable communities on staffing levels within their organization. Based on that review, GovHR has developed the recommended changes listed below by Department. A detailed understanding and list of these recommendations can be found in the Department section of the report.

Administration Department Recommendations:

- ✓ Immediate Need: Change the Job Title and Classification from Village Clerk/Treasurer to Deputy Administrator/Clerk. This position would retain the duties of the Treasurer and inherit the 'Personnel Policy Officer' duties authorized by code.
- ✓ Immediate Need: Add one (1) full time Human Resource Generalist position that would report to the Deputy Administrator/Clerk and handle all human resources functions for the Village. Having one individual dedicated to HR functions will allow the Village Administrator and Deputy Village Administrator to work on more strategic goals for the organization.
- ✓ Future Need (2023): Add one (1) full-time Administrative Assistant position. When the current shared employee goes to the Public Safety Center, the Village should hire a full-time dedicated employee or two part-time employees.
- ✓ Future Need (within the next 3 – 5 years): Addition of one (1) Management Assistant to support the Village Administrator position. Currently, there is no general management assistance that directly supports the Village Administrator. This position would handle all administrative and confidential tasks, along with special projects that directly relate to the work of the Village Administrator but may not be directly in line with departmental responsibilities. Currently this work is either handled by the Village Administrator or most routinely falls on the Administration Department. Likely could be implemented sooner by starting out part time and growing into a full-time position within the next 3-5 years.
- ✓ Future Consideration (within the next 5 – 10 years): Addition of internal staffing to support ongoing finance and treasurer duties along with future consideration of how the Clerk duties function within the Department.
- ✓ Although there is not a separate section for Court Services, it is important to note that GovHR also interviewed and reviewed the position of Judicial Administrative Assistant. GovHR has recommended a job title change for this position – Judicial Executive Assistant. This is a very important and unique position. When looking at hiring a part-time or full-time administrative assistant, the Village should also consider hiring someone that could step in and learn some of the Executive Assistant's job duties. This position should transition to full-time in the immediate future.

Communications and Technology Department Recommendations:

- ✓ Currently the Director is in a shared office space with other employees. This can be difficult to have private discussions and strategically plan for the Department. GovHR understands that right now there is not a private office for this position, but the Village should work towards a solution on a private office for the Director, as time allows, or when the Community Center is built.
- ✓ Future Need (within the next year): Review the duties of the Technical Specialist and the contracted IT service. Identify potential areas of overlap and create a clear division of service.
- ✓ Future Need (within the next 1 – 3 years): Recruit one (1) or two (2) interns that can assist in the daily operation of the Department. One intern should be more IT skilled and one intern should be more communication focused. Continued recruitment and partnership with the high school is recommended.
- ✓ Future Need (within the next 5-10 years): Explore the potential transition of IT duties from the contracted service to in-house dedicated IT staff.
- ✓ Future Need (within the next 5 – 10 years): Addition of one (1) Technical Specialist OR one (1) Communications Specialist. There are two areas of potential growth expected for the Department, either in increased IT functions or public relations (social media, press releases, etc.). The Department should evaluate the need for additional staff based on these two areas of potential growth, needs, and goals of the Village.

Community Development Department Recommendations:

- ✓ Immediate Need: Change the Job Title of the Community Development Clerk to Community Development Specialist. This position is handling more than just administrative/clerical duties and the position needs to be re-named.
- ✓ Immediate Need: Hire one (1) full time planner to assist with the growth of the Village and helping with development review, planning studies, sustainability planning, committee meetings, etc.
- ✓ Future Need (within the next 5 – 10 years): As the community grows, re-evaluate the possibility of bringing Building Inspections back in-house. At the same time, review the current structure and developments within the Village and consider hiring another planner position or in-house engineer (in collaboration with Public Works).

Outreach Department Recommendations:

- ✓ If the current service offerings stay the same, the staffing should stay the same. However, eventually (within the next 2 – 3 years) the Nutrition Manager should be a full-time position, especially if a Community Center is built. Currently that position is only part-time, and the case managers often have to help with some of the Nutrition Manager's tasks.
- ✓ Immediate Need: Change the Job Title for Volunteer Coordinator to Community Outreach Specialist. Since this position coordinates volunteers not only for the Department but also for the entire Village, it is important that they work closely with all Village Departments.
- ✓ Future Need (within the next 5- 10 years): The growth of this department will be very closely tied to the future of a Community Center within the Village. Staffing recommendations for the Outreach department should continue to be explored through this process.

Public Works Department Recommendations:

- ✓ Immediate Need: The current structure of the Public Works Department is appropriate and common given the size of the department. The structure was implemented just over 2 years ago. The Village Administrator along with the PW team should ensure that there is a clear delineation of roles and responsibilities among the leadership staff. In addition, the communication path between supervisors and staff can be strengthened through this process and each supervisor and employee should be aware of their goals and how they align with the overall goals of the department.
- ✓ Immediate Need: Addition of two (2) full-time PW crewpersons and one (1) full-time Parks crewperson. One of the new crewpersons, should also spend some time with the Village Mechanic and help with mechanical issues. Understanding that the addition of these positions has a large financial impact on the Village, GovHR would recommend that the three (3) additional positions be phased in over five (5) years but starting as soon as possible.
- ✓ Immediate Need: Review the duties of the Park Superintendent and consider moving the position from non-exempt to exempt once the second full-time park crewperson is added.
- ✓ Future Need (within the next 1 – 3 years): Evaluate the operations of the Parks Division. Considering hiring additional summer help or LTEs to assist with the upkeeps of the Parks. In addition, as new Park amenities are added (i.e., soccer fields, ecosystem park, etc.), the staffing in the Parks Division may need to be re-evaluated.
- ✓ Future Need (within the next 1 – 3 years): GovHR feels that the current on-call pay is competitive and above average of what we have seen in other communities. The current on-call pay is one (1) hour a day for carrying the phone and being on-call and then two additional (2) hours for each weekend day for a total of eleven (11) hours of overtime pay for the week they are on-call. The four (4) hours on the weekend are hours when the employees are physically working and completing the weekend task list. It was noted during meetings that the on-call task list has increased over the years, and it is taking more time to complete all the tasks need to be done when you are on call. Employees expressed the importance of weekends and family time. The Village could study alternatives to completing the additional duties such as contracted services or limited term employees to cover the additional tasks so that employees can complete their work within the two hours/day allotted. It is not uncommon to have employees complete additional tasks/work on the weekends when they are on-site.
- ✓ Future Need (within the next 1 – 3 years): The Department has a lot of institutional knowledge and a lot of employees with long tenures with the organization. Put in place a succession plan and ensure all processes, policies, etc. are documented.
- ✓ Future Need (within the next 3 – 5 years): As the Department continues to grow, the Village should study position designations (i.e., utility operator). If this happens, the specialty position designations will need to be re-scored and may need to be re-classified. This would allow the Village to have specific employees that are specialized in certain areas with advanced knowledge. However, all positions should still be capable of completing all Public Works tasks. In addition, and at the same time, the Village should also ensure that more field supervision is provided to the crewpersons in the field. In the future, the Village may need to re-evaluate the current supervision levels provided by superintendents and consider new Crew Lead positions to be developed. This should be re-evaluated after the immediate needs are complete and as the staff grows.
- ✓ Future Need (within the next 5 – 7 years): Addition of one (1) crewperson (this could be Parks or Public Works or split between the two).

Library Recommendations:

- ✓ Immediate Need (within the next 1 – 2 years): In McFarland, the information or service desk is not regularly staffed. GovHR would recommend that the Library work on a plan to staff that more regularly with additional part-time staff. The Library could consider increasing the current hours of the Library Assistants (if they were interested) to cover the information desk.
- ✓ Future Need: The Library is currently undertaking future facility planning. Future Staffing projections should be closely monitored as part of that process.

Fire and Rescue Department Recommendations:

- ✓ Immediate Need: Currently there is one (1) full time Administrative Assistant position that is split between Fire/Rescue and Administration. As the Fire and Rescue Department transitions to the new Public Safety Center, this position should become full-time at the Public Safety Center and at that time the position should be reclassified to Executive Assistant. It is crucial that the Fire and Rescue Department has a full-time Executive Assistant at that building to provide support to the employees, residents, visitors, and businesses.
- ✓ Future Need (within the next 1 – 5 years): Overall, the McFarland Fire Department runs a very smooth operation, the area that is lacking the most is around the clock supervision. Currently there are not enough full-time staff members that are able to supervise all of the shifts and paid on-call staff are used as supervisors in their place. Focus should be placed on beginning to add supervisory staff into the department immediately.
- ✓ Future Need (5 – 10 years): GovHR recommends using this report and the previous Public Safety Analysis that was conducted in 2017 to put together a ten (10) year plan that would increase the number of full-time staff enough to allow adequate supervision of all shift.

Police Department Staffing Recommendations:

- ✓ Immediate Need: Change the job title of the Administrative Assistant to Office Manager. This position is overseeing and handling a lot of the office administrative tasks. In addition, this position acts as a supervisor to the Police Clerk III, but there is not a formalized supervision role presently established. This needs to be formalized in the job description along with the job title change, the proposed classification and scoring is based on this change being made.
- ✓ Immediate Need: Change the job title of the Police Clerk III to Office Assistant. This position is very knowledgeable on the day-to-day operations of the Police Department and this title change is more consistent with trends in the marketplace based on the job responsibilities for the position.
- ✓ Immediate Need: Addition of one (1) Police Officer.
- ✓ Future Need (within the next 1 – 3 years): Addition of a Sergeant that can be over Investigations.
- ✓ Future Need (within the next 3 – 5 years): Addition of a School Resource Officer. Currently there is only one (1) SRO handling all four (4) campuses. Having an additional full-time SRO position would provide more dedicated and more proactive coverage to all school in the Village. The Village should explore grant opportunities such as the COPS grant to bring on this position.
- ✓ Future Need (5 – 10 years): Similar to the Fire Department Recommendation, GovHR recommends using the information provided in this report to put together a full 10-year plan for the Public Safety Departments.

Ongoing Administration of the Classification/Compensation Plan and Staffing Analysis:

Within the body of this report, GovHR has outlined how the Village can maintain the Classification and Compensation Plan. GovHR will supply the Village with a User's Manual and all associated documents to maintain the Classification and Compensation Plan and the steps to ensure the Village remains competitive with the market in the years to come. In addition, GovHR will be working with McFarland on putting together a performance appraisal system and employee recognition program, based on the feedback that was gathered during this process.

JOB EVALUATION

GovHR'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, 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.

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 which positions in the organization are similar 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 McFarland'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, GovHR 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 of compliance. In other words, a position that requires a master's degree would receive more points under the "Preparation and Training" factor than positions that did not require this advanced degree. Points for each factor were then totaled for each position. Using this method, the positions were found to fall into distinguishable Job Factor Analysis (JFA) scores. Table 1 contains the Classification Plan, including the Position Title, the Proposed New Title (if applicable), the JFA Score, Skill Level, and proposed Grade for the evaluated positions.

As part of the service provided in the Compensation Study, GovHR makes Job Title change recommendations to either reflect a better description of the job being performed or to be consistent with trends in the organization or the marketplace. Job Title change recommendations can be found on Table 1 and contained within the Department specific staffing recommendations.

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 that is the objective of the classification process – not the person currently holding that job. 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 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 work forces 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 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 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 work that they carry out 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 AND STAFFING DATA COLLECTION

The Village of McFarland initiated this Study with the objective of assuring that its Compensation Plan is both internally equitable and externally competitive, and to ensure that staffing levels are appropriate for each Department. The Job Evaluation System, outlined above, is performed to address the issue of internal equity. To achieve external salary and staffing competitiveness, a survey of comparable jurisdictions was conducted. The following explains the labor/staffing market review and collection of data.

Selection of Comparable Jurisdictions for Data Purposes:

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

To determine which municipalities should be used for survey purposes, GovHR first started with the previous analysis that was completed for the Dane County Cities and Villages Association. This included all cities and villages in Brown, Columbia, Dodge, Green, Iowa, Jefferson, Kewaunee, Lafayette, Milwaukee, Oconto, Outagamie, Ozaukee, Rock, Sauk, Washington, Waukesha, and Winnebago Counties with Population between 3,500 and 20,000 and Income Per Capita between \$37,000 and \$148,000. and then a applied the following criteria:

<u>Criterion</u>	<u>Total Possible Points</u>	<u>Factor Weight</u>
1. Population	20	20%
2. Income Per Tax Return	20	20%
3. Equalized Value	20	20%
4. Property Tax Levy Per Capita	20	20%
5. Basic Spending Per Capita	20	20%
	100	100%

Within each of the five (5) categories, ranges of compatibility were established. For example, the closer a community was to matching McFarland'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 McFarland's population would receive fewer or even zero (0) points. Thus, a municipality achieving a total of one hundred (100) points would be considered most comparable to the Village of McFarland. A community with zero (0) points was therefore determined to be the least comparable to McFarland. A more detailed explanation of the methodology used to determine the comparable communities is included in Appendix B.

Based on the results of this analysis, fifteen (15) communities with a total compatibility score of 100 were deemed to be most comparable to the Village. Port Washington and Sussex scored 100 points but were deemed not comparable by the Village and removed from the top comparables list, due to their size and services provided (i.e., Sussex does not have a Police Department). In addition, Stoughton, Waunakee, and Verona scored less than 100 points, but were included because they are within Dane County (insert language from above that they are a comparable and directly compete with the Village in the labor market due to similar size and comparability). The full list of the fifteen (15) chosen comparables is listed below:

Cedarburg	Hartland	Oregon
Cottage Grove	Jackson	Pewaukee (v)
DeForest	Monona	Stoughton
Delafield	Mount Horeb	Verona
Grafton	Mukwonago	Waunakee

Salary Data and Staffing Survey:

After identifying the comparable communities, the Consultants then prepared and distributed a salary survey to the fifteen (15) comparable communities. The surveys were individual and specific to each department within the organization. Most communities responded to all the department surveys, while others only responded to a few. The full list of what communities responded to the surveys are contained in the department specific section of the report. All communities supplied GovHR with a copy of their most recent pay or compensation plan. Table 2 is a summary of the salary data. The detailed salary survey data for each position is contained in Appendix C. It is important to make a few of observations regarding Table 2 and Appendix C.

- 1) The salary data is information that was available as of August – September 2021. The new recommended salary ranges for the Village were developed using this salary data from the comparable communities. GovHR will be working with the Village on an implementation plan for 2022.
- 2) Some of the comparable municipalities have salary range minimums and maximums for comparison purposes, while others (those that don't utilize salary ranges as part of their pay plans) have actual salaries for surveyed positions. The salary range minimums and maximums were analyzed to determine the 50th, 60th, 65th, 70th, 75th and 80th percentiles to identify wage ranges for "average" and "above average" payers. Any actual salaries provided by the comparable municipalities 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.
- 4) GovHR also incorporated salary data from the Economic Research Institute (ERI) for certain positions that are used in both the private and public sectors. Also, data that was not provided by the communities but WAS provided in the previous report for DCCVA was incorporated into this report.

Appraisal and Use of Salary Data:

While comparing McFarland'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 organizations, 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 organizations to "do more with less", compelling staff to take on more duties and responsibilities than they have in the past. Therefore, it becomes increasingly harder to compare "like" positions within organizations.
- 2) Some employers place a 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 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 recognized as a good measure of the appropriate compensation rates with respect 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.

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 jurisdictions 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 Village'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., 2%) in between. If an employee has a satisfactory performance evaluation, he/she systematically advances through the compensation range. The performance evaluation and resulting salary increment increase occurs 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 Village 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 that 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. Possible advantages and disadvantages of each Plan are summarized below.

Defined Increment Plan

Advantages

Village: A Defined Increment Plan has the advantage of creating financial predictability because it is easier for management to predict and plan for salary increases on an annual basis.

Employees: Employees like a Defined Increment Plan because it offers security and predictability for advancement through the range. Another advantage of this Plan is that it offers a high degree of internal equity and fairness – the expectation that fellow workers in this Plan are all being treated the same.

Disadvantages

Village: The Village may feel that a Defined Increment Plan simply rewards compensation increases on a routine basis. However, by tying the increase to a satisfactory performance evaluation, the Village can be assured that only employees with acceptable performance will receive a salary increase.

Employees: Employees may feel unmotivated to perform at an above average or at a superior level, knowing their salary increase amount is pre-determined. One way to remove this negative notion is to allow an employee with a superior performance evaluation to get a two (2) increment increase. This, however, would be the exception and not the rule. Most employees would be considered “average” performers and receive a one (1) increment increase.

Open Range Merit Plan

Advantages

Village: The Open Range Merit Plan tends to motivate employees to perform at a higher level, thereby achieving greater production/benefit for the Village. This Plan also enables the supervising authority to reward high-performing employees with a salary increase greater than a defined increment.

Employees: Employees who are high performers like working under this Plan as they can earn a higher percentage salary increase.

Disadvantages

Village: Anticipating the cost of merit increases has less financial predictability, as it is not always possible to know how many employees will be high performers in any given year. However, the Village can fund a “merit increase pool” for all Open Range Merit Plan employees to receive an average percentage (i.e., a 2-3% increase), knowing that some employees will receive less (or no) increase and some employees will earn more.

Employees: An Open Range Merit Plan can create a perceived inequity regarding how individuals are granted salary increases. It is incumbent upon management to use an equitable performance evaluation system when implementing this Plan. It is also incumbent on management to ensure that the performance evaluation system is applied fairly and that supervisors receive appropriate training on conducting the evaluation and using the evaluation tool properly.

Blended Merit Plan

There are positives and negatives for both Defined Increment and Open Range Merit Plans. However, it is also possible to design a pragmatic salary system that uses elements of both Defined Increment and Open Range Merit Plans. It is becoming increasingly common for organizations to have a Blended Merit Plan for various levels of positions that reflects the particular circumstances and culture of the organization. A Plan of this type is customizable to the needs of the organization. It is also the preferred Plan for organizations that are transitioning from a Defined Increment Plan to an Open Range Merit Plan. The following is one example of a Blended Merit Plan:

Exempt: All exempt employees are in an Open Range Merit Plan.

Non-exempt: Non-exempt employees are in a Blended Merit Plan. In this Plan, salary ranges begin at the minimum with, for example, three (3) defined increments and then transition into an open range. The initial increment of the assigned range is intended as the normal hiring/promoting rate. Increments two (2) and three (3) would be awarded upon successful completion of the employee's initial evaluation period and/or after another period that is set by the Village (e.g., increment two (2) after the initial evaluation and increment three (3) after an additional year of employment.) After that, the employee may advance through the open range as a result of a successful performance evaluation.

Pay Plan Recommendation:

GovHR is recommending that the Village adopt a Defined Increment Plan for Grades 1 – 9; a Blended Merit Plan for non-department head positions in Grades 10 – 12; and an Open Range Merit Plan for Department Heads in Grades 10 – 14. An Open Range Merit Plan has salary ranges with minimums 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 Village Administration. A Defined Increment Plan has steps from the minimum of the range to the maximum of the range and employees advance through those steps based on a satisfactory performance evaluation. And, a Blended Plan combines both options by starting with a defined increment and moving to an open range.

Incorporating all three of these structures into the overall Plan allows maximum flexibility for the Village relative to recruitment and funding as employees can be hired within the range and the increases provided annually for satisfactory performance can fluctuate based on available funding. Given McFarland's goal to recruit, reward and retain motivated, high-performing employees, the combination of these three plans has been selected for recommendation.

Pay Philosophy:

An important component in the process of developing a Compensation Plan is understanding and applying the pay philosophy of the Village. After reviewing the external market data and having discussions with the Village, GovHR is recommending that McFarland subscribes to a pay philosophy of compensating employees at the 65th percentile. This decision was made after a review of the current market and taking into consideration the current market volatility and the need to not only recruit but also retain a competent and successful workforce.

Proposed Compensation Plan and Structure:

The next step in this process is to combine the JFA scores included in Tables 1 and 2 with the proposed salary ranges in Table 3. The resulting Classification and Compensation Plan consists of fourteen (14) pay grades; one (1) being lowest and fourteen (14) being highest and is broken down into the following four (4) bands:

Grades 1 – 5: Pay Band A
Grades 6 – 9: Pay Band B
Grades 10 – 13: Pay Band C
Grade 14: Pay Band D

Grades 1 – 9 have a defined step increment that provides various increases throughout the steps based on satisfactory performance evaluations. Non-department head positions in Grades 10 – 12 have a similar structure with a defined step increment and then moving into an open range until the maximum of the range. Department Heads in Grades 10 – 14 have open ranges with no defined step increment.

The defined step increases allow for steady progression through the salary ranges, based on performance. The step increases are spread out over more steps to provide larger increases alongside the employee's longevity with the Village. In addition, there is one final step that is outside of the pay range that can be granted to employees once they are at the maximum of the pay range, have reached 15 years of service with the Village, and have an exceptional performance evaluation. This last step is a 4.5% increase and has been incorporated in the Plan to award employees for their longevity and dedication to the Village. All increases are based on the Village's ability to pay and the employee having a satisfactory performance evaluation.

Note 1: Different compensation grades may have different ranges from minimum to maximum compensation. It is appropriate for the lower grades in a Compensation Plan to have a smaller spread from minimum to maximum as it is likely that new employees would start at the minimum compensation of the range. Conversely, it is more likely that more experienced employees or Department Head level employees may be hired at a rate above the minimum compensation of a range, thus it is necessary to have a greater spread from minimum to maximum compensation.

Note 2: Gradation refers to the relationship between the minimum compensation of one grade to the minimum compensation of the next grade. In this case, the starting compensation for employees in Grade 2 is 12% higher than Grade 1 and so on. The gradation will vary depending upon the relationship between the salary data for the grade, the number of grades in the compensation band and the established compensation range.

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) 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 Village 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, GovHR 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. GovHR will work with the Village on this process at implementation and determine who, if anyone, this applies too. If there is an employee that has had more than five (5) years of service and is at or below the recommended minimum pay range, GovHR will make a recommendation to move that employee up to a higher step, based on their tenure.

Employee Advancement through the Ranges:

To implement the new Compensation Plan, GovHR 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 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 Village'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 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, for Department Heads in Grades 10 – 13 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 Village. For non-department head employees in Grades 1 – 13, their annual increase would be a combination of any COLA provided along with the step increase (if they are eligible for a step increase and if they have a satisfactory performance evaluation).

It is recommended that the Village set aside a "merit pool" every year. This pool would be dependent on the Village's ability to pay. The Village Administrator could allocate "x" dollars to each department. The Department Heads would have to justify their reasoning behind who receives some of these funds and why. The Village Administrator should oversee and approve the final merit pool. For example, the Village could set aside \$1,000 for the Police Department, the Police Chief could then decide what employee(s) went above and beyond and justify his/her reasoning to give them the merit funds for the year – the funds could be two (2) \$500 allotments, one (1) \$1,000, etc. But it is crucial that each monetary merit award is adequately justified. This payment should not be worked into the base salary.

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. GovHR will be working with the Village on the implementation of a new performance evaluation tool.

Future Administration of the Compensation Plan:

To maintain competitive salary levels there should be an annual review of the Village's salary ranges. The fifteen (15) communities used in the survey group for this Study have been determined to be comparable jurisdictions to the Village. Therefore, McFarland can 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 comparables. As mentioned earlier, the salary levels for these comparables are current as of August – September 2021. It is GovHR's recommendation that an annual survey of these communities 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 compensation ranges. The Village 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.

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: abolition 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 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 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 employee morale and the integrity of the classification relationships established in the Classification and Compensation Plan. Village Administration has been provided with the Job Analysis Questionnaire as well as the Job Factor Scoring Sheet, enabling the Village to grade a newly created or revised position. GovHR provides scoring assistance in such cases free of charge for one (1) year after the delivery of this report.

EMPLOYEE STAFFING, COMPENSATION AND BENEFIT OVERVIEW

Every employee filled out a confidential salary, benefit and staffing questionnaire. The survey came back directly to GovHR and asked questions about the staffing levels in their Department and their overall thoughts on the compensation and benefits provided by the Village. Appendix D is a list of all the questions that employees were asked. GovHR received 36 responses to this survey. In addition, GovHR also asked similar questions during the employee interviews. The information below is a summary of the data that was collected and analyzed from the questionnaire and from the employee interviews.

Compensation and Benefits:

One of the questions asked employees if they are satisfied with the Village's current compensation system. There were 36 responses to this question; 17 said no; 14 said yes; and 5 said "other". After further explanation of their answers during the employee interviews, it was evident that a large majority of employees within the Village are satisfied with their current pay and feel they are paid appropriately; however, the ranges and method for increases is what they are not satisfied with. Some additional comments on this question from the survey and the employee interviews are included below:

- Merit increases need to be based on true merit and not just saying everyone did what they should have.
- Transparency on progression through ranges and differences in exempt/non-exempt positions.
- More comparability to the private sector.
- Ensure jobs are not placed under a category that does not properly fit the job.
- More opportunities to earn raises.
- Ability to progress – more training opportunities
- Less overtime – staffed appropriately.
- Bonuses for exceptional performers.
- Ensuring wages are appropriate to retain staff.
- Options for flexible schedules – more work/life balance.
- Above average performers are not rewarded for doing a better job.

When asked about health insurance benefits 12 said they are outstanding; 6 above average; 7 average; 1 below average; and 10 "other". Most of the individuals who chose "other" are employees that do not currently have coverage through the Village. During the employee interviews every employee shared that they are very satisfied with the employee benefits and feel fortunate to have such great health insurance benefits. Under the recommendations section there are some potential recommendations that could be explored to enhance the health insurance benefits; but overall, this is a benefit that is valued and appreciated. Multiple employees commented that they are so grateful for the health insurance and said it is one of the main reasons they stay at the Village. Employees are not as satisfied with their dental insurance, but also are understanding that this is a voluntary benefit. Employees are satisfied with their life insurance benefits; however, a few employees commented that they were not aware of this benefit. As mentioned in the recommendation section, additional education and awareness of all Village benefits is suggested.

Retirement benefits are very well received with 10 employees saying they are outstanding; 16 above average; 3 average; and 6 "other". There were a couple of comments about having a better payout of sick leave at retirement, but other than that everyone is very satisfied with the retirement benefits. GovHR reviewed the Village's sick leave payout and feels that it is comparable and competitive to what we have

seen in other communities; thus, GovHR is not recommending a change in the sick leave payout, at this time, however, this may be something the Village wants to re-visit and review in the next five (5) years.

Paid time off benefits were also viewed very highly; 3 employees said outstanding; 11 above average; 15 average; 2 below average; and 3 “other”. Overall, the comments on improving paid time off benefits included offering more vacation time after one (1) year of service; being allowed to transfer more than 50% of unused time into the VEBA account; considering lumping all paid time off together; offering flexible schedules; and increasing the cap on compensation time.

Department Staffing and Meeting Goals:

GovHR asked employees, “Based on the staffing in your department, are you able to achieve the goals set out by the Village?”. There were 36 responses to this question and 66.7% (24 responses) said that their department is understaffed and 33.3% (12 responses) said that their department is adequately staffed. Employees commented that they are worked beyond their capacity and it is hard to keep up. In addition, they said it is hard to keep up with routine work and there is no time for education and training. Lastly, employees feel that the staffing levels have not kept up with the population growth.

Employees spoke positively about the inter-departmental cooperation. Many noted that this has changed in recent years and departments are less siloed and there is more cooperation between departments. By creating the Employee Engagement work group that is outlined in the recommendations, along with providing more options for departments to work together, this will continue to increase. There are a couple of areas where there is a little bit of a duplication of service. The Village should look at creating an employee contact for each of these areas to remove any duplication of service:

- ✓ Administration and PW Utility Billing. Ensuring that residents can get the correct answer with one phone call. Currently, there is a separation of duties, which is needed, but it is important that residents are able to get the answer they need with one phone call regarding their utility bills.
- ✓ Parks and Public Works – cross training, sharing equipment, etc.
- ✓ Senior Outreach and Library have some cross over with planning events for seniors, in addition there is some overlap in volunteer management. Creating the Community Outreach Specialist (noted in the Outreach Department Recommendations) that handles all volunteers will eliminate this.
- ✓ Community Development and Public Works, calls are sometimes sent to Community Development and they don’t have the information from PW to answer the questions or vice versa.

The biggest factor that hinders the opportunity for improvement within each Department was the Budget at 63.6% (21 responses) followed by Personnel at 54.5% (18 responses) and then Leadership Support at 15.2% (5 responses) and Technology Support at 9.1% (3 responses). All employees felt that the current structure provides an appropriate level of supervision of employees. Supervision does not appear to be a concern. However, moving up and progressing is hard because the organization is so small – better plans for progression was mentioned by a couple of employees.

GovHR also asked a question about employee recognition, based on the results of the question, employees feel that a monetary gift is the most meaningful, followed by time off. In the recommendations, GovHR has suggested creating an Employee Engagement Committee, this committee should focus on employee

recognition for years of service, but also for a job well done, someone that went out of their way, etc. A budget can be set for this group, and it can be used how they see fit (i.e., gift cards to employees).

Employees were asked how residents and elected officials view their department, 7 said outstanding; 15 above average; 6 average; and 8 “other”. A couple of the comments under “other” stressed a concern that the elected officials are not fully aware of what their job functions are.

The top two (2) responses for what resources the department would benefit from the most were Additional Staffing and Training. Both of these go hand in hand and is evident in the recommendations that by increasing staffing levels in certain areas there will be more time for training opportunities for employees.

And, lastly, GovHR asked employees what they think the Village could do better and what the Village is doing really well.

What is the Village doing really well?

- Expansion/Development.
- Teamwork.
- Benefits.
- Responding to resident concerns.
- Managing resources.
- Snow plowing.
- Elections.
- Outreach during the pandemic.

What do you think the Village could do better?

- Support/employee recognition.
- Better pay.
- Succession plan/staffing structure.
- Increased staffing.
- Better leadership/clear communication.
- Equity between departments – hold everyone accountable

Employees were very engaged and helpful throughout the process, providing GovHR with a of valuable information. The next page outlines some internal recommendations from GovHR that should be implemented by the Village over the next 1 – 5 years based on our review of employee morale, participation, and compensation, and benefits.

Recommendations Based Internal Questionnaire and Employee Interviews:

- ✓ Complete a review of the education reimbursement policy; consider making policy changes and increasing the amount paid towards continuing education in a related field. There should be an approval process that is based on a budget and a timeline of when employees can apply for the program if they are interested in continued education.
- ✓ Currently there is a limit for compensation time, but employees are accruing over the limit. Going forward there should be a limit in payroll so this is not allowed. GovHR typically sees the limit anywhere between 40-100 hours.
- ✓ Review the vacation leave policy and consider adding more leave time after one (1) year of service.
- ✓ Change personal days to floating holidays and consider adding one (1) additional floating holiday, for a total of three (3) floating holidays per year. This transition recognizes the original intent that employees may have additional holidays they celebrate that are not captured as designated holidays by policy. It also proposes to expand this to an additional day it to provide more latitude and inclusivity.
- ✓ In the future, the Village should review the vacation buyback program and consider changes, if needed.

- ✓ Work with GovHR on creating a new performance evaluation tool. Once the tool is put into place employees and supervisors need to review and understand the process and all step or merit increases should be tied to a performance review. An annual training curriculum should also be developed to ensure the long-term success of the program.
- ✓ Develop a telecommute or flexible schedule policy for administrative staff. The policy needs to be fair and consistent across all departments and monitored appropriately so that employees do not take advantage of it.
- ✓ Implement an Employee Engagement work group with at least one (1) employee from each Department. This committee would focus on employee engagement opportunities including employee gatherings, employee recognition, and other tasks. This would allow for increased employee participation in events and better communication and overall morale throughout the Village.
- ✓ Create an Employee Benefit work group with one (1) employee from each department. This employee should serve as the point of contact with the HR Generalist or Deputy Village Administrator/Clerk for all types of benefit questions for their Department. In addition, this committee could look at other health and dental options. By creating this committee, it provides better benefit education to employees, helps employees understand and gives them a voice in the decisions that are being made. This committee could also look at benefits offered by the Village and offer suggested changes and educational opportunities on these benefits to employees. Lastly, this committee could host wellness initiatives and should also look at potential funding options for the voluntary benefits (dental, vision, life) and see if there are areas of improvement.
- ✓ Provide more opportunities for employee training programs and provide opportunities for supervisors to go to leadership training at least once every two (2) years. Training recommendations and opportunities should be incorporated into employees' annual performance evaluations. In addition, supervisory training should be mandatory for any new supervisory staff. Village-wide training such as sexual harassment, DEI training, etc. should be conducted annually. GovHR would recommend that the HR Generalist position oversees the training program, based on the input and recommendations of training programs from the Village Administrator and Department Heads.
- ✓ Implement a program/system that allows a streamlined approach for employees to confidentially submit concerns and assurance that the concerns are being considered and followed-up on. This task would fall under the recommended HR Generalist role.

STAFFING ANALYSIS BY DEPARTMENT

This next section focuses on the external staffing survey results from the comparable communities. The analysis and recommendations in this report are based upon our focused efforts to gain an understanding of the staffing of the various Departments within the Village and their service delivery and operational approaches, comparing those findings to present day models of similar organizations, in making recommendations for potential staffing adjustments and/or efficiency optimization measures.

The intent of this section of the report is to assist Village Administration, and management staff in refining service delivery methods and ensuring appropriate staffing which will lend itself to a greater level of effective and efficient administration and management of the following eight (8) Village Departments:

- Administration Department (Including HR and Finance functions)
- Communications and Technology Department
- Community Development Department
- Outreach Department
- Public Works Department
- Library
- Fire Department
- Police Department

ADMINISTRATION, FINANCE AND HUMAN RESOURCES DEPARTMENTS

Fifteen (15) communities responded to the Administration, Finance, and Human Resources Survey that was sent out. The communities that responded are listed below.

Cottage Grove	Grafton	Mukwonago
Pewaukee	Hartland	Oregon
Cedarburg	Jackson	Stoughton
DeForest	Monona	Verona
Delafield	Mount Horeb	Waunakee

All of the communities have an Administration Department; 12 have a Finance Department; 5 have a Human Resource Department. In the communities that do not have a HR Department a lot of the HR duties are absorbed in Administration or Finance. Some communities have an employee dedicated to HR but not a HR Department (i.e., Cedarburg).

Community:	Administration/ Clerk's Office	Human Resources Department	Finance Department
McFarland	X		
Cottage Grove	X		X
Cedarburg	X		X
DeForest	X	X	X
Delafield	X		X
Grafton	X		X
Hartland	X		X
Jackson	X		
Monona	X	X	X
Mount Horeb	X		
Mukwonago	X		X
Oregon	X		X
Pewaukee	X		
Stoughton	X	X	X
Verona	X	X	X
Waunakee	X	X	X

The number of full-time and part-time employees per Department is listed in the chart below.

Community:	Admin/ Clerk FT	Admin/ Clerk PT	Finance FT	Finance PT	HR FT	HR PT	Total Full Time	Total Part Time
McFarland	4	1	0	0	0	0	4	1
Cottage Grove	3	0	1	0	0	0	4	0
Cedarburg	4	1	3	1	1	0	8	2
DeForest	7	2	1	0	1	0	9	2
Delafield	5	0	0	1	0	0	5	1
Grafton	5	2	1	1	0	0	6	3
Hartland	3	0	3	0	0	0	6	0
Jackson	4	0	0	0	0	0	4	0
Monona	4	1	1	1	1	0	6	2
Mount Horeb	8	0	0	0	0	0	8	0
Mukwonago	3	0	4	0	0	0	7	0
Oregon	4	1	3	0	0	0	7	1
Pewaukee	4	1	0	0	0	0	4	1
Stoughton	3	2	4	0	2	0	9	2
Verona	3	0	2	0	1	0	6	0
Waunakee	5	0	2	0	1	0	8	0
<i>Average:</i>	4.33	0.67	1.67	0.27	0.47	0.00	6.47	0.93

GovHR went through the data provided and made sure to account for any overlaps between survey answers – for instance if a community listed the Finance Director in the Administration Department survey but also in the Finance Department survey, GovHR only accounted for the Finance Director one (1) time. In addition, if they listed the Community Development/Planning or Zoning under administration that was moved over to Community Development and not counted for in Administration.

During interviews with employees, it became clear that they have a lot of job responsibilities and limited time to complete all of their work. A lot of the work they are doing is being reactive to concerns that arise and not being able to focus on proactive projects. In addition, they are also responsible for covering the front desk, filling in in other areas as needed, and helping other departments.

After reviewing all the data, the average number of full-time employees in the Administration, HR and Finance Departments is 6.47 and the average part-time is 0.93. McFarland is below the average at four (4) full-time employees and (1) part-time employee.

The primary functions for the communities are fairly similar with some differences; for instance, some communities do not handle room rentals, or a service is contracted out (i.e., property tax payments).

Administration, Finance and HR Department Recommendations:

GovHR is recommending that the structure stay the same with Administration, Finance and HR all under one (1) Department. However, based on the employee interviews and a review of the external market data, it is evident that additional staffing is needed in the Department in order to achieve all tasks adequately and proactively. GovHR recommends the following:

- ✓ Immediate Need: Change the Job Title and Classification from Village Clerk/Treasurer to Deputy Administrator/Clerk. This position would retain the duties of the Treasurer and inherit the 'Personnel Policy Officer' duties authorized by code.
- ✓ Immediate Need: Add one (1) full time Human Resource Generalist position that would report to the Deputy Administrator/Clerk and handle all human resources functions for the Village. Having one individual dedicated to HR functions will allow the Village Administrator and Deputy Village Administrator to work on more strategic goals for the organization.
- ✓ Future Need (2023): Add one (1) full-time Administrative Assistant position. When the current shared employee goes to the Public Safety Center, the Village should hire a full-time dedicated employee or two part-time employees.
- ✓ Future Need (within the next 3 – 5 years): Addition of one (1) Management Assistant to support the Village Administrator position. Currently, there is no general management assistance that directly supports the Village Administrator. This position would handle all administrative and confidential tasks, along with special projects that directly relate to the work of the Village Administrator but may not be directly in line with departmental responsibilities. Currently this work is either handled by the Village Administrator or most routinely falls on the administration department. Likely could be implemented sooner by starting out part time and growing into a full-time position within the next 3-5 years.
- ✓ Future Consideration (within the next 5 – 10 years): Addition of internal staffing to support ongoing finance and treasurer duties along with future consideration of how the Clerk duties function within the Department.
- ✓ Although there is not a separate section for Court Services, it is important to note that GovHR also interviewed and reviewed the position of Judicial Administrative Assistant. GovHR has recommended a job title change for this position – Judicial Executive Assistant. This is a very important and unique position. When looking at hiring a part-time or full-time administrative assistant, the Village should also consider hiring someone that could step in and learn some of the Executive Assistant's job duties. This position should transition to full-time in the immediate future.

COMMUNICATIONS AND TECHNOLOGY DEPARTMENT

Eleven (11) communities responded to the survey for the Communications and Technology Department.

Jackson	Pewaukee (V)	Grafton
DeForest	Stoughton	Monona
Verona	Oregon	
Delafield	Waunakee	

The only communities that responded and said they had a Communications Department are DeForest, Stoughton, and Waunakee. The remaining communities have their communication functions under the Administrator, City Clerk, Administrative Services Director, or a decentralized approach with Department Heads being responsible for their own communication.

In McFarland, there are three (3) full-time employees which includes the Director of Communications and Technology, Technical Specialist, and a Production Assistant. There are also two (2) part time camera operators.

In DeForest the Human Resources Director is also the Communications Director and is the only full-time communications employee. In Stoughton there is one (1) full-time Communications Manager and four (4) part-time camera operators. In Waunakee there is one (1) full time Management and Communications Manager. The primary functions of the Communications Departments for each community are checked below.

Task:	McFarland	DeForest	Stoughton	Waunakee
Social Media Management	X	X	X	X
Website Management	X	X	X	X
Public Relations	X	X	X	X
Press Releases	X	X	X	X
Story Writing	X	X		X
Journalism	X			
Marketing	X	X		X
Brand Management	X	X		X
Cable Channel Management	X		X	
Video Creation	X	X	X	X
Graphic Design	x	x	X	X

All comparables that responded handle website, social media platforms and other communications in-house, which is similar to McFarland.

Cable Channel Management and IT Functions:

Since managing a cable channel is fairly unique to the original set of comparable communities, a separate Cable Survey was sent to some additional communities that have cable channels. The communities that responded were:

Lake Mills	Stoughton*	Mount Horeb*
Reedsburg	Columbus	Monona*
Cottage Grove*		

**Communities with an asterisk are part of the original comparable community group.*

Oregon responded in the Communications Survey and mentioned that they have the Oregon Community Access (OCA Media) which broadcasts on two channels both on Spectrum Cable and TDS. Of the four (4) communities that responded to the survey, only one other has a cable channel with camera operators (Stoughton).

Community:	Full Time Employees:	Position Titles of Full Time Positions:	Part Time Employees:	Position Titles of Part Time Positions:
McFarland	3	Director, Technical Specialist, Production Assistant	2	Camera Operators
Lake Mills	1	Cable TV Operator	1	Production Assistant
Reedsburg	1	1 Contracted Position	0	None
Cottage Grove	0	None	1	Cable Technician
Stoughton	1	Manager	4	Did not provide.
Columbus	1	Comm. and Multimedia Coordinator	1	Production Specialist
Mount Horeb	0	None	2	Communications Coordinator and Production Assistant
Monona	2	None	0	Director and Content Producer
<i>Average:</i>	0.86		1.33	

McFarland is above the average for both full-time and part-time employees; however, it is important to note that the Department in McFarland is also responsible for all communications **and** IT functions. In addition, the coverage of community, school events, and public service announcements are not responsibilities in some of the comparable communities. In Monona their employees are tied in with the school and the camera operators are students through a study organization.

The chart below shows the areas each community covers; McFarland, Mount Horeb, and Reedsburg are the only communities that cover all areas; however, Mount Horeb did note on their survey that within the last couple of years their priorities have adjusted, and they are focusing mostly on covering government meetings. Furthermore, Mount Horeb said that they are limited in scope and engagement with part time staffing. The column checked “other” includes Talks Shows for Stoughton and Children’s Programming for Columbus.

Community:	Government Meetings	Community Events	School Events	Public Service Announcements	Other
McFarland	X	X	X	X	
Lake Mills	X	X		X	
Reedsburg	X	X	X	X	
Cottage Grove	X				
Stoughton	X	X	X		X
Columbus	X	X	X		X
Mount Horeb	X	X	X	X	
Monona	X	X	X		

In addition, these communities were also asked what other functions or roles their department plays in the community. McFarland and Lake Mills both said IT and AV assistance; Mount Horeb said the coordinating the installation of digital display for the main entrance of the municipal building; and Monona said radio station and AV assistance for the school district.

Stoughton and McFarland are the only two (2) communities that said they have an IT Department. The IT Department in Stoughton is made up of one (1) full time Director and one (1) IT support staff member. Four (4) of the communities commented that they contract out all IT service. Although their IT is contracted out, they do have employees in-house that manages the website and other functions.

Communications and Technology Department Recommendations:

Having Communications and Technology combined in McFarland proves to be a very beneficial structure and provides excellent support to employees while ensuring that the public is getting the information they need in a timely manner. In addition, the services provided to the community are greater than the comparable communities. Some communities have a more decentralized structure where departments are responsible for their own IT needs, whereas others have it centralized in Administration or Communications and an employee oversees the contractor and their tasks. If the service level of the Communications and Technology Department stays the same or increases, GovHR would recommend the following changes:

- ✓ Currently the Director is in a shared office space with other employees. This can be difficult to have private discussions and strategically plan for the Department. GovHR understands that right now there is not a private office for this position, but the Village should work towards a solution on a private office for the Director, as time allows, or when the Community Center is built.
- ✓ Future Need (within the next year): Review the duties of the Technical Specialist and the contracted IT service. Identify potential areas of overlap and create a clear division of service.
- ✓ Future Need (within the next 1 – 3 years): Recruit one (1) or two (2) interns that can assist in the daily operation of the Department. One intern should be more IT skilled and one intern should be more communication experienced. Continued recruitment and partnership with the high school is recommended.
- ✓ Future Need (within the next 5-10 years): Explore the potential transition of IT duties from the contracted service to in-house dedicated IT staff.
- ✓ Future Need (within the next 5 – 10 years): Addition of one (1) Technical Specialist or one (1) Communications Specialist. There are two areas of growth expected for the Department, either in increased IT functions or public relations (social media, press releases, etc.). The Department should evaluate the need for additional staff based on these two areas of potential growth, needs, and goals of the Village.

COMMUNITY DEVELOPMENT DEPARTMENT

The seven (7) communities shown in the chart below responded to the staffing survey for the Community Development Department. All of them, except for Hartland, have a Community Development Department. Hartland has a contractor that they use for building inspections and engineering tasks. The full-time positions are mostly Directors (Planning, Economic Development, Inspections, Zoning, and Community Development). Some of them also have full time or part time building inspectors, administrative assistants, office managers, or community development specialists.

McFarland contracts out for building inspections, which is very similar to the following communities that also contract out this task: Hartland, Monona, and Waunakee. Verona has a separate department for building inspections and Grafton has a full-time building inspector on staff in their Community Development Department. The number of full-time and part-time staff for each community is listed below:

Community:	Full Time Employees	Part Time Employees	Total # Housing Units	Population
McFarland	2	1	3,556	9,031
Grafton	4	2	5,300	11,715
Hartland	Contracted	-	3,200	9,320
Jackson	1	3	3,196	7,169
Monona	1	1	4,024	8,175
Oregon	1	0	4,900	10,571
Verona	2	0	5,122	13,233
Waunakee	3	0	6,011	14,052
<i>Average:</i>	2.0	1.0	4,536	10,605

Hartland is not included in the averages for full-time and part-time employees since they contract out the work. In addition, most communities listed the Director as the full-time employee; typically, Directors have some sort of administrative support even if the position is not directly in the Community Development Department; thus, it can be assumed that additional administrative support is concentrated in the Department to some extent and not listed in the numbers above for some communities.

GovHR asked questions relating to the annual value of residential, commercial, and industrial permits over the last three year; however, there is not a consistency in the trends for each community, other than each community continues to experience ongoing development.

The primary functions selected by each comparable community are listed on the next page. Based on the chart below McFarland's Community Development Department is covering all areas listed, and they are also responsible for Annexation Review, and Property Maintenance Inspections. The "other" box for Grafton includes assessments, cemetery management and code enforcement; for Jackson it includes property maintenance enforcement; and for Monona it includes floodplain management. All communities contract out their engineering review. Economic Development is a task that is handled in some capacity by each community, but many stated that most of those functions fall to the Village Administrator's Office.

Community:	Zoning	Planning	Economic Development	Building Permits	Sustainability	Other
McFarland	x	x	x	x	x	x
Grafton	x	x	x	x		x
Hartland						
Jackson	x			x		x
Monona	x	x	x	x		x
Oregon	x	x	x			
Verona	x	x			x	
Waunakee	x	x	x			

McFarland's Community Development Department also staffs the Plan Commission, Community Development Authority, Landmarks Commission, and Board of Zoning Appeals. The primary functions of the Department also require occasional attendance at Public Safety, Public Works, Public Utility, Parks, Recreation & Natural Resource Committee meetings.

Community Development Department Recommendations:

After a review of the external data, along with interviewing employees in the department, and McFarland's continued growth and expansion, GovHR recommends the following:

- ✓ Immediate Need: Change the Job Title of the Community Development Clerk to Community Development Specialist. This position is handling more than just administrative/clerical duties and the position needs to be re-named.
- ✓ Immediate Need: Hire one (1) full time planner to assist with the growth of the Village and helping with development review, planning studies, sustainability planning, committee meetings, etc.
- ✓ Future Need (within the next 5 – 10 years): As the community grows, re-evaluate the possibility of bringing Building Inspections back in-house. At the same time, review the current structure and developments within the Village and consider hiring another planner position or in-house engineer (in collaboration with Public Works).

OUTREACH DEPARTMENT

DeForest, Oregon, and Waunakee responded to the Outreach Department's survey and stated that they also have an Outreach Department. Grafton has a Senior Center that is part of the Parks and Recreation Department, they have one (1) full-time Recreation Supervisor/Senior Coordinator and one (1) part-time senior center assistant.

DeForest is a community and senior center that offers case management, nutrition, and programs with four (4) full-time employees and 11 part-time employees. Oregon has two (2) case managers that are part-time, and Waunakee has two (2) case managers that are full-time. The services provided by Waunakee are just case management services for seniors. In Oregon they provide outreach, nutrition services, and case management services.

DeForest and McFarland both provide the most services with nutrition services, case management, and volunteer coordination. DeForest also provides recreational outreach and community center services, whereas McFarland provides volunteer coordination for the department and the entire village.

Outreach Department Recommendations:

- ✓ If the current service offerings stay the same, the staffing should stay the same. However, eventually (within the next 2 – 3 years) the Nutrition Manager should be a full-time position, especially if a Community Center is built. Currently that position is only part-time, and the case managers often have to help with some of the Nutrition Manager's tasks.
- ✓ Immediate Need: Change the Job Title for Volunteer Coordinator to Community Outreach Specialist. Since this position coordinates volunteers not only for the Department but also for the entire Village, it is important that they work closely with all Village Departments.
- ✓ Future Need (within the next 5- 10 years): The growth of this department will be very closely tied to the future of a Community Center within the Village. Staffing recommendations for the Outreach department should continue to be explored through this process.

PUBLIC WORKS DEPARTMENT

GovHR examined each comparable communities' Public Works Departments services in comparison with how McFarland's Public Works efforts are organized. Not surprisingly, Public Works Departments not only reflect the diverse nature of the municipalities themselves, but Public Works Departments today present one of the more broadly, diverse skilled groups of workers found among municipal personnel who are charged with delivering an inter-disciplinary range of services. The old paradigm where public works handled streets, fleets, and utilities, is today a contemporary conglomeration of services that not only include the fundamental services, but requiring meeting the challenges such as stormwater management, environmental concerns, and lifestyle expectations.

The primary functions of each communities' Public Works Department are listed below. Based on the primary functions, it is evident that responsibilities vary by each community. McFarland's Public Works Department is combined for all functions, streets, water, sewer, parks, etc. The only primary functions from the list below that McFarland does not handle is Cemetery Maintenance and Public Media/Outreach. The Public Media/Outreach in McFarland are all handled by the Communications and IT Department.

Only four (4) other communities handle utility billing within their Public Works Department, most of the other communities have utility billing handled in the Village Clerk or Administration Office. In McFarland, Administration collects the billings in order to create a segregation of duties, but the creation of the bills and billing questions are handled by Public Works.

The "other" box was checked for some communities; for instance, in Cedarburg this included horticulture; in Mount Horeb this included brush/yard waste collection and aquatic center maintenance; in Stoughton and McFarland it included village-wide fleet maintenance; in Verona it included construction engineering; and in Waunakee it included recreation program set-up. McFarland has the most boxes checked at 12 of the 14 tasks listed below.

Community/Task:	McFarland	Cedarburg	Cottage Grove	DeForest	Grafton	Hartland	Monona	Mount Horeb	Mukwonago	Oregon	Stoughton	Verona	Waunakee
Street Maintenance	X	X	X	X	X	X	X	X	X	X	X	X	X
Facility Maintenance	X		X	X	X	X	X	X	X	X		X	X
Parks Maintenance	X	X		X		X	X	X	X	X	X	X	X
Water Utility	X		X	X		X	X			X		X	
Sewer Utility	X		X	X		X	X			X		X	
Storm Water Utility	X	X	X	X		X	X	X	X	X	X	X	X
Utility Billing	X		X	X				X				X	
Media/Outreach			X					X		X	X	X	X
Emergency Response	X		X	X		X	X			X	X		
Cemetery Maint.						X				X	X	X	
Light/Traffic Signal	X	X	X		X	X		X			X	X	
Refuse/Recycling	X	X			X	X							X
Forestry	X	X		X	X	X	X	X	X	X	X		X
Other	X	X						X			X	X	X

The charts below compare the full-time and part-time staffing levels for the comparable communities. The chart on the left shows the number of full-time and part-time employees in the department for each community; the chart on the right removes those communities that do not have water/sewer utility or park functions in the Public Works Department. As shown below, McFarland is below the average in both charts. When looking at just the five (5) communities that have similar functions, McFarland is 2.20 full time employees below and 1.00 part-time employee below the average. However, it is important to note that

the part-time employees in McFarland (along with some of the other communities) are LTE or seasonal employees and not year-round part-time employees. The only year-round part-time employee in McFarland is the Utility Billing Assistant at 30 hours/week.

All Responding Communities		
Community:	Full Time Employees	Part Time Employees
McFarland	12	4
Cedarburg	13	4
Cottage Grove	8	1
DeForest	14	8
Grafton	15	0
Hartland	13	6
Monona	13	3
Mount Horeb	7	2
Oregon	14	4
Stoughton	14	1
Verona	17	4
Waunakee	13	6
<i>Average:</i>	12.82	3.54

Communities with Water/Sewer and Parks		
Community:	Full Time Employees	Part Time Employees
McFarland	12	4
Cedarburg		
Cottage Grove		
DeForest	14	8
Grafton		
Hartland	13	6
Monona	13	3
Mount Horeb		
Oregon	14	4
Stoughton		
Verona	17	4
Waunakee		
<i>Average:</i>	14.20	5.00

The chart below depicts the miles of water lines, sewer lines, stormwater pipes, ROW, and number of public buildings maintained for each community's public works department. McFarland is below the average for all areas except for the number of public buildings maintained and lane miles of ROW where they are above the average. Through the data it shows that McFarland Public Works is responsible for more tasks than their comparable communities and are completing the work with less employees. For instance, fleet maintenance is responsible for not only Public Works vehicles but all vehicles within the Village. Although that position is housed under Public Works, they are performing work for other departments.

Community:	Lane Miles or ROW	# of Public Buildings/Facilities	Miles of Water Lines	Miles of Sewer Lines	Miles of Stormwater Pipes
McFarland	88	12	36.7	38.6	19.6
Cedarburg	50	1	0.0	0.0	0
Cottage Grove	75	3	37.0	38.0	No Data
DeForest	65	14	75.0	63.0	35
Grafton	52	8	71.7	55.3	No Data
Hartland	45	16	59.0	53.0	27.0
Monona	68	8	44.0	39.0	37.1
Mount Horeb	40	5	No Data	No Data	No Data
Mukwonago	91	9	89.0	50.6	36.9
Oregon	46	6	64.0	60.0	No Data
Stoughton	60	10	n/a	n/a	n/a
Verona	150	6	82.0	66.0	69.0
Waunakee	128	3	No Data	No Data	No Data
<i>Average:</i>	72.50	7.42	57.97	47.21	34.17

The next chart shows the number of parks in each community along with the number of acres the Public Works or Parks Department is responsible for. Based on the information below, McFarland is above the average for both parks and acres.

Community:	Number of Parks	Number of Acres
McFarland	37	311
Cedarburg	32	142
Cottage Grove	n/a	n/a
DeForest	21	301
Grafton	17	120
Hartland	No Data	100
Monona	n/a	n/a
Mount Horeb	16	52
Mukwonago	7	300
Oregon	18	365
Stoughton	22	110
Verona	21	130
Waunakee	27	325
<i>Average:</i>	21.11	194.50

It is not uncommon in municipal organizations today, operating under the strain of limited dollars, staffing and time, for staff to feel stretched and challenged with work, training, programs, policy maker and resident expectations, call volumes and other variables such as weather that adds to the challenges of any Public Works Department. McFarland's Public Works staff has a deep appreciation for the high expectations from elected officials and residents. But it is also understandable that it's not conscientiousness alone that drives professional staff to appreciate that not meeting community goals and expectation is having a discernible impact on service delivery. With the continued growth of the Village, both in population and the addition of streets/utilities, the workload is increasing, and it is important that the staffing within Public Works is increased appropriately to account for the additional workload. For instance, due to the current workload some proactive tasks are not getting done – i.e., behind on hydrant maintenance and turning valves.

GovHR is not recommending any changes to the structure of the department. As was evidenced in the comparable community analysis, some communities have separate departments for utilities and parks. In larger organizations this makes a lot of sense, but in a community the size of McFarland, keeping these functions all housed within one Public Works Department has a lot of benefits. Benefits include employee knowledge, employee growth, cross-training, and more experienced employees. In addition, GovHR does provide some recommendations in the next section on specialized positions within Public Works as the Department continues to grow.

Public Works Department Recommendations:

- ✓ Immediate Need: The current structure of the Public Works Department is appropriate and common given the size of the department. The structure was implemented just over 2 years ago. The Village Administrator along with the PW team should ensure that there is a clear delineation of roles and responsibilities among the leadership staff. In addition, the communication path between supervisors and staff can be strengthened through this process and each supervisor and employee should be aware of their goals and how they align with the overall goals of the department.
- ✓ Immediate Need: Addition of two (2) full-time PW crewpersons and one (1) full-time Parks crewperson. One of the new crewpersons, should also spend some time with the Village Mechanic and help with mechanical issues. Understanding that the addition of these positions has a large financial impact on the Village, GovHR would recommend that the three (3) additional positions be phased in over five (5) years but starting as soon as possible.
- ✓ Immediate Need: Review the duties of the Park Superintendent and consider moving the position from non-exempt to exempt once the second full-time park crewperson is added.
- ✓ Future Need (within the next 1 – 3 years): Evaluate the operations of the Parks Division. Considering hiring additional summer help or LTEs to assist with the upkeeps of the Parks. In addition, as new Park amenities are added (i.e., soccer fields, ecosystem park, etc.), the staffing in the Parks Division may need to be re-evaluated.
- ✓ Future Need (within the next 1 – 3 years): GovHR feels that the current on-call pay is competitive and above average of what we have seen in other communities. The current on-call pay is one (1) hour a day for carrying the phone and being on-call and then two additional (2) hours for each weekend day for a total of eleven (11) hours of overtime pay for the week they are on-call. The four (4) hours on the weekend are hours when the employees are physically working and completing the weekend task list. It was noted during meetings that the on-call task list has increased over the years, and it is taking more time to complete all the tasks need to be done when you are on call. Employees expressed the importance of weekends and family time. The Village could study alternatives to completing the additional duties such as contracted services or limited term employees to cover the additional tasks so that employees can complete their work within the two hours/day allotted. It is not uncommon to have employees complete additional tasks/work on the weekends when they are on-site.
- ✓ Future Need (within the next 1 – 3 years): The Department has a lot of institutional knowledge and a lot of employees with long tenures with the organization. Put in place a succession plan and ensure all processes, policies, etc. are documented.
- ✓ Future Need (within the next 3 – 5 years): As the Department continues to grow, the Village should study position designations (i.e., utility operator). If this happens, the specialty position designations will need to be re-scored and may need to be re-classified. This would allow the Village to have specific employees that are specialized in certain areas with advanced knowledge. However, all positions should still be capable of completing all Public Works tasks. In addition, and at the same time, the Village should also ensure that more field supervision is provided to the crewpersons in the field. In the future, the Village may need to re-evaluate the current supervision levels provided by superintendents and consider new Crew Lead positions to be developed. This should be re-evaluated after the immediate needs are complete and as the staff grows.
- ✓ Future Need (within the next 5 – 7 years): Addition of one (1) crewperson (this could be Parks or Public Works or split between the two).

LIBRARY DEPARTMENT

Five (5) of the comparable communities responded to the Library Department Survey. The chart below shows the number of full-time employees, part-time employees, annual circulation, service population, hours open each week, number of service desks, and the hours the service desk is staffed. Based on the information below, the McFarland Library is right below the average for full-time employees and under the average for part time employees. However, it is hard to compare part-time employees without knowing the specific of hours worked. The average for annual circulation is at 281,646 and McFarland is at 190,000; however, it is important to note that Verona's annual circulation is double some of the comparables; by removing their circulation the average is 210,312.50. McFarland is above the average for the hours open per week but well below the average for the hours that the service desk is staffed.

Community:	Full Time Employees	Part Time Employees	Annual Circulation	Service Population	Hours Open Per Week	# of Service Desks	Hours the Service Desk is Staffed
McFarland	6	5	190,000	12,000	65.0	1	10
Hartland	4	6	200,000	12,000	56.0	2	56.0
Mount Horeb	5	5	200,000	12,000	60.5	2	60.5
Mukwonago	7	20	200,192	23,147	66.0	2	62.0
Oregon	6	13	241,058	No Data	59.0	1	59.0
Verona	11	38	566,981	18,777	68.0	3	68.0
Average:	5.5	11.0	210,312	15,715	60.78	1.75	59.38

The averages above do **not** include Verona as they seem to be an outlier in the information provided. All of the communities that responded have a one level library and none of them have a social worker on staff.

Library Recommendations:

- ✓ Immediate Need (within the next 1 – 2 years): In McFarland, the information or service desk is not regularly staffed. GovHR would recommend that the Library work on a plan to staff that more regularly with additional part-time staff. The Library could consider increasing the current hours of the Library Assistants (if they were interested) to cover the information desk.
- ✓ Future Need: The Library is currently undertaking future facility planning. Future Staffing projections should be closely monitored as part of that process.

FIRE AND RESCUE DEPARTMENT

Providing prompt, professional, and compassionate emergency and non-emergency responses, the Fire and Rescue Department consists of first responders to fires, public safety, medical emergencies, acts of terrorism, specialized rescue, individual safety and community health, regulatory and community education, natural and manmade disasters, and more. The Fire and Rescue Department is tasked with protecting the lives and property of all those who live, work, and play in the Village of McFarland. The Department is made up of full-time professional/career public servants along with dedicated paid-on call employees; all who are sworn to uphold and dedicate their lives in an effort to provide those critical services to the Village. The chart below shows the comparable communities that responded to the Fire and Rescue survey, along with the number of full-time employees, part-time employees and sworn personnel.

Community:	Fire	EMS	Full Time Employees	Part Time Employees	Sworn Personnel
McFarland	Yes	Yes	9.5	47	56
Cedarburg	Yes	Yes	2	66	No Data
Cottage Grove	Yes	No	Volunteer	Volunteer	40
DeForest	Yes	Yes	10	4	60
Grafton	Yes	Yes	5	65	No Data
Hartland	Yes	Yes	4	50	48
Monona	Yes	Yes	10	6	51
Mount Horeb	Yes	Yes	8	5	57
Mukwonago	Yes	Yes	7	Varies	43
Oregon	Yes	Yes	8	27	35
Stoughton Fire	Yes	No	2	Volunteer	36
Stoughton EMS	No	Yes	2	44	No Data
Verona	Yes	Yes	8	47	55
<i>Average:</i>			6.6	31.50	47.22

The chart below shows the call volume for the last three (3) years (2018, 2019, and 2020). Stoughton and Cottage Grove were not used in the analysis below because they don't have both a Fire and Rescue Department. Based on the chart below McFarland is just below the average for all three (3) years.

Community:	Call Volume 2018	Call Volume 2019	Call Volume 2020
McFarland	1,182	1,123	1,186
Cedarburg	1,190	1,162	1,273
DeForest	1,499	1,485	1,641
Grafton	1,326	1,413	1,614
Hartland	959	984	978
Monona	1,879	2,029	1,728
Mount Horeb	1,332	1,320	1,295
Mukwonago	2,241	2,234	2,302
Oregon	1,500	1,600	1,700
Verona	907	962	892
<i>Average:</i>	1,426	1,465	1,491

Fire and Rescue Department Recommendations:

- ✓ Immediate Need: Currently there is one (1) full time Administrative Assistant position that is split between Fire/Rescue and Administration. As the Fire and Rescue Department transitions to the new Public Safety Center, this position should become full-time at the Public Safety Center and at that time the position should be reclassified to Executive Assistant. It is crucial that the Fire and Rescue Department has a full-time Executive Assistant at that building to provide support to the employees, residents, visitors, and businesses.
- ✓ Future Need (within the next 1 – 5 years): Overall, the McFarland Fire Department runs a very smooth operation, the area that is lacking the most is around the clock supervision. Currently there are not enough full-time staff members that are able to supervise all of the shifts and paid on-call staff are used as supervisors in their place. Focus should be placed on beginning to add supervisory staff into the department immediately.
- ✓ Future Need (5 – 10 years): GovHR recommends using this report and the previous Public Safety Analysis that was conducted in 2017 to put together a ten (10) year plan that would increase the number of full-time staff enough to allow adequate supervision of all shift.

POLICE DEPARTMENT

The McFarland Police Department is a professional organization dedicated to the service and safety of the community. GovHR is impressed with the ability of the Department to provide community programs and services while continuing to provide proactive policing efforts and anticipating future community needs. GovHR feels that the structure of the Department is functional and in line with the Village's goals. Policing has been brought to the forefront lately and the types of calls that the McFarland Police Department is receiving is becoming more serious and more violent. Having adequate staff along with properly trained and educated staff is crucial to maintain the integrity of the Department. Ten (10) communities responded to the Police Department Survey. The average number of full-time employees is 21.8 and the average number of part-time employees is 1.0; McFarland is below the average at 19 full-time and no part-time employees. The average annual call volume (both emergency and non-emergency) is 13,510.

Community:	Full Time Employees	Part Time Employees	Calls for Service
McFarland	19	0	9,000
Cedarburg	29	1	25,805
Cottage Grove	15	2	11,000
DeForest	23	0	5,150
Delafield	18	0	12,000
Grafton	28	0	14,835
Hartland	19	2	12,268
Jackson	15	1	No Data
Monona	26	2	No Data
Oregon	23	0	No Data
Waunakee	22	2	No Data
<i>Average:</i>	21.8	1.0	13,510

The following communities have a School Resource Officer: Cedarburg, Cottage Grove, DeForest, Grafton, Monona, Oregon, Waunakee. GovHR also asked communities if they anticipate a staffing change in the near future to meet the needs of the community and all communities except three (3) said they do anticipate a staffing change. For instance, Cedarburg, Cottage Grove, Grafton, Hartland, and Monona are looking at adding another Police Officer and some other communities are looking at adding to their administrative support staff.

As calls continue to increase and the types of calls continue to become more severe, it is important that the staffing level within the Department are appropriate. It was noted from interviews, surveys, and review of the Department that the non-union employees within the Department each have a significant number of primary and secondary duties and responsibilities and feel that they are working at their maximum capacity. Many expressed that they lack much discretionary time with which to perform non-routine activities or provide subordinate personnel more collaborative or developmental engagement and supervision. Many stated that they often start early, stay late, and continue to do additional work at home in order to fulfill their varied responsibilities. For instance, Sergeants are often having to run solo shifts.

Police Department Staffing Recommendations:

- ✓ Immediate Need: Change the job title of the Administrative Assistant to Office Manager. This position is overseeing and handling a lot of the office administrative tasks. In addition, this position acts as a supervisor to the Police Clerk III, but there is not a formalized supervision role presently established. This needs to be formalized in the job description along with the job title change, the proposed classification and scoring is based on this change being made.
- ✓ Immediate Need: Change the job title of the Police Clerk III to Office Assistant. This position is very knowledgeable on the day-to-day operations of the Police Department and this title change is more consistent with trends in the marketplace based on the job responsibilities for the position.
- ✓ Immediate Need: Addition of one (1) Police Officer.
- ✓ Future Need (within the next 1 – 3 years): Addition of a Sergeant that can be over Investigations.
- ✓ Future Need (within the next 3 – 5 years): Addition of a School Resource Officer. Currently there is only one (1) SRO handling all four (4) campuses. Having an additional full-time SRO position would provide more dedicated and more proactive coverage to all school in the Village. The Village should explore grant opportunities such as the COPS grant to bring on this position.
- ✓ Future Need (5 – 10 years): Similar to the Fire Department Recommendation, GovHR recommends using the information provided in this report to put together a full 10-year plan for the Public Safety Departments.

APPRECIATION

GovHR has appreciated the opportunity to work with the Village of McFarland on this Classification /Compensation Study and Staffing Analysis. A special thank you to the employees for all of the information provided to allow for the analysis and to the Village Administration for the significant amount of work and support dedicated to the project. GovHR will continue to work with the Village of McFarland on a performance evaluation tool and an employee recognition program.

Table 1: Classification Plan
McFarland, WI

Current Job Title	Recommended Job Title Changes	Grade	Skill Level
Pay Band D			
Village Administrator		14	815+
			55 Points
Pay Band C			
Chief of Police		13	755 - 810
Director of Public Works			55 Points
Fire/EMS Chief			
Clerk/Treasurer	Deputy Village Administrator/Clerk	12	695 - 750
Community and Economic Development Director			55 Points
Library Director			
Police Lieutenant			
Administrative Captain		11	635 - 690
Police Sergeant			55 Points
Street and Utilities Superintendent			
Director of Communications and Technology		10	575 - 630
Director of Senior Outreach			55 Points
Parks Superintendent			
Pay Band B			
<i>No Positions in Grade</i>		9	535 - 570
			35 Points
Assistant Library Director		8	495 - 530
Accountant/Deputy Treasurer			35 Points
Mechanic		7	455 - 490
Fire Inspector/Public Education Specialist			35 Points
Assistant to the Public Works Director			
Technical Services Supervisor		6	415 - 450
PW Crewperson			35 Points
Youth Services Librarian			
Case Manager			
Case Manager and Outreach	Community Outreach Specialist		
Adult Services Librarian			
Young Adult Librarian			
Pay Band A			
Community Development Clerk/Property Maint	Community Development Specialist	5	375 - 410
Administrative Assistant	Office Manager - Police		35 Points
Parks Crewperson			
Technical Specialist			
Deputy Clerk			
Judicial Assistant	Judicial Executive Assistant		

Table 1: Classification Plan
McFarland, WI

Production Assistant		4	335 - 370
Confidential Administrative Assistant	Administrative Assistant		35 Points
Police Clerk III	Office Assistant - Police		
Utility Clerk III	Utility Billing Assistant		
Planning and Zoning Assistant			
Library Assistant			
Nutrition Manager		3	295 - 330
			35 Points
Crossing Guard		2	255 - 290
Nutrition Site Coordinator			35 Points
Library Shelver		1	Up to 250
Camera Operator			
Public Works LTE			
Parks LTE			

Table 2: Comprehensive Table
McFarland, WI

Job Title	Grade	Skill Level	65th Percentile Salary Survey Data		Current Salary Range		Proposed Salary Range 65th Percentile	
Pay Band D								
Village Administrator	14	815+	106,608.25	130,601.18	96,200.00	124,945.60	104,000.00	140,400.00
		55 Points						
Pay Band C								
Chief of Police	13	755 - 810	90,226.00	115,464.50	90,750.40	117,873.60	90,735.89	122,493.46
Director of Public Works		55 Points	90,754.47	114,039.60	90,750.40	117,873.60		
Fire/EMS Chief			87,816.80	112,263.58	90,750.40	117,873.60		
Deputy Village Administrator/Clerk	12	695 - 750	83,938.90	107,435.33	76,190.40	98,966.40	82,113.93	110,853.81
Community and Economic Development Director		55 Points	80,375.49	104,510.84	80,766.40	104,915.20		
Library Director			71,754.53	95,810.90	76,190.40	98,966.40		
Police Lieutenant			80,297.79	103,808.62	76,190.40	98,966.40		
Administrative Captain	11	635 - 690	71,477.69	91,426.47	67,808.00	88,088.00	74,311.25	100,320.19
Police Sergeant		55 Points	74,535.50	95,642.63	71,884.80	93,371.20		
Street and Utilities Superintendent			67,917.65	91,154.34	67,808.00	88,088.00		
Director of Communications and Technology*	10	575 - 630	65,382.51	88,458.69	50,668.80	65,811.20	67,250.00	90,787.50
Director of Senior Outreach		55 Points	64,723.73	89,346.31	60,361.60	78,395.20		
Parks Superintendent			67,850.19	84,418.56	56,929.60	65,436.80		
Pay Band B								
No Positions in Grade	9	535 - 570					66,112.40	83,778.51
		35 Points						
Assistant Library Director*	8	495 - 530	58,434.49	80,690.75	56,929.60	69,763.20	59,830.23	75,817.65
Accountant/Deputy Treasurer		35 Points	53,786.31	76,468.20	63,980.00	83,096.00		
Mechanic	7	455 - 490	51,744.96	70,953.65	47,798.40	62,088.00	54,145.00	68,613.26
Fire Inspector/Public Education Specialist		35 Points	56,883.95	75,108.63	56,929.60	69,763.20		
Assistant to the PW Director					60,361.00	78,395.20		
Technical Services Supervisor*	6	415 - 450	40,652.29	55,000.15	37,876.80	49,192.00	49,000.00	62,093.45
PW Crewperson		35 Points	47,879.72	63,592.84	45,094.40	58,572.80		
Youth Services Librarian			48,044.00	66,593.75	47,798.40	62,088.00		
Case Manager			45,007.13	57,032.56	60,361.60	78,395.20		
Community Outreach Specialist					60,361.60	78,395.20		

Table 2: Comprehensive Table
McFarland, WI

Adult Services Librarian			49,515.80	67,160.03	47,789.40	62,088.00		
Young Adult Librarian			48,019.80	65,649.80	47,798.40	62,088.00		
Pay Band A								
Community Development Specialist	5	375 - 410	46,017.43	60,319.45	42,556.80	55,265.60	46,513.23	58,942.18
Office Manager - PD		35 Points	43,440.40	58,653.24	45,094.40	58,572.80		
Parks Crewperson			48,004.95	63,823.67				
Technical Specialist					40,144.00	52,124.80		
Deputy Clerk			50,127.54	66,028.66	45,094.40	58,572.00		
Judicial Executive Assistant					42,566.80	55,265.60		
46,897.58								
Production Assistant	4	335 - 370	43,208.62	52,285.54	35,713.60	46,404.80	41,529.67	52,626.95
Administrative Assistant		35 Points	39,578.24	56,131.32	42,556.80	55,265.60		
Office Assistant			38,110.41	51,486.48	42,556.80	55,265.60		
Utility Billing Assistant			37,972.46	52,008.32	42,556.80	55,265.60		
Planning and Zoning Assistant					35,713.60	46,404.80		
Library Assistant			31,792.16	43,038.00	33,696.00	43,763.20		
Nutrition Manager	3	295 - 330	33,544.25	46,917.86	28,288.40	36,753.60	37,080.06	46,988.35
		35 Points						
Crossing Guard	2	255 - 290	25,592.40	31,880.10	33,696.00	43,763.20	33,107.20	41,953.88
Nutrition Site Coordinator		35 Points			26,686.40	34,673.60		
Library Shelver	1	Up to 250			-	-	29,560.00	37,458.82
Camera Operator					26,686.40	34,973.60		
Public Works LTE					28,288.00	36,753.60		
Parks LTE					31,803.20	41,288.00		

Table 3: Proposed Compensation Ranges - Annually
McFarland, WI

65th Percentile															
Pay Band A															Maximum A-11 with Exceptional Performance
12% Between Grades; and a 26% Range Spread															
	A-1	A-2	A-3	A-4	A-5	A-6	A-7		A-8		A-9		A-10		
	Step A Starting	Step B 3.00%	Step C 2.25%	Step D 2.25%	Step E 2.50%	Step F 2.50%	Step G 2.75%	Step H 0.00%	Step I 2.75%	Step J 0.00%	Step K 3.00%	Step L 0.00%	Step M 3.00%	Step N 0.00%	
1	29,560	30,447	31,132	31,832	32,628	33,444	34,364	34,364	35,309	35,309	36,368	36,368	37,459	37,459	39,144
2	33,107	34,100	34,868	35,652	36,544	37,457	38,487	38,487	39,546	39,546	40,732	40,732	41,954	41,954	43,842
3	37,080	38,192	39,052	39,930	40,929	41,952	43,106	43,106	44,291	44,291	45,620	45,620	46,988	46,988	49,103
4	41,530	42,776	43,738	44,722	45,840	46,986	48,278	48,278	49,606	49,606	51,094	51,094	52,627	52,627	54,995
5	46,513	47,909	48,987	50,089	51,341	52,625	54,072	54,072	55,559	55,559	57,225	57,225	58,942	58,942	61,595
Pay Band B															Maximum B-11 with Exceptional Performance
10.5% Between Grades; and a 26% Range Spread															
	B-1	B-2	B-3	B-4	B-5	B-6	B-7		B-8		B-9		B-10		
	Step A Starting	Step B 3.00%	Step C 2.25%	Step D 2.25%	Step E 2.50%	Step F 2.50%	Step G 2.75%	Step H 0.00%	Step I 2.75%	Step J 0.00%	Step K 3.00%	Step L 0.00%	Step M 3.00%	Step N 0.00%	
6	49,000	50,470	51,606	52,767	54,086	55,438	56,963	56,963	58,529	58,529	60,285	60,285	62,093	62,093	64,888
7	54,145	55,769	57,024	58,307	59,765	61,259	62,944	62,944	64,675	64,675	66,615	66,615	68,613	68,613	71,701
8	59,830	61,625	63,012	64,429	66,040	67,691	69,553	69,553	71,465	71,465	73,609	73,609	75,818	75,818	79,229
9	66,112	68,096	69,628	71,195	72,974	74,799	76,856	76,856	78,969	78,969	81,338	81,338	83,779	83,779	87,549
Pay Band C (Non-Department Head Positions)															Maximum C-11 with Exceptional Performance
Open Ranges with 10.5% Between Grades and a 35% Range Spread															
	C-1	C-2	C-3	C-4	C-5	C-6	C-7		C-8		C-9		C-10		
	Step A Starting	Step B 3.00%	Step C 2.25%	Step D 2.25%	Step E 2.50%	Step F 2.50%	Step G 2.75%	Step H 0.00%	Step I 2.75%	Step J 0.00%	Step K 3.00%	Step L 0.00%	Open Range/Merit Based Until Maximum		
10	67,250	69,268	70,826	72,420	74,230	76,086	78,178	78,178	80,328	80,328	82,738	82,738	90,788		94,873
11	74,311	76,541	78,263	80,024	82,024	84,075	86,387	86,387	88,763	88,763	91,425	91,425	100,320		104,835
12	82,114	84,577	86,480	88,426	90,637	92,903	95,458	95,458	98,083	98,083	101,025	101,025	110,854		115,842
Pay Band C (Department Heads)															Maximum with Exceptional Performance
Open Ranges with 10.5% Between Grades and a 35% Range Spread															
	Minimum						Midpoint						Maximum		
10	67,250						79,019						90,788		94,873
11	74,311						87,326						100,320		104,835
12	82,114						96,484						110,854		115,842
13	90,736						106,615						122,493		128,006
Pay Band D															Maximum D-11 with Exceptional Performance
Opoen Range with a 35% Range Spread															
	Minimum						Midpoint						Maximum		
14	104,000.00						122,200						140,400.00		146,718

*The Midpoint for Grades 1 - 5 is A-6; the Midpoint for Grades 6 - 9 is B-6; the Midpoint for Grades 10 - 12 is C-7.

APPENDIX A

EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

Village of McFarland, 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:	YOUR EDUCATION: ☐ High Sch. ☐ Assoc. Deg. ☐ Bach. Deg. ☐ Mas. Deg.
NAME OF IMMEDIATE SUPERVISOR:	HIS/HER 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 his/her 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.
- 15.

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 supervision of two to five full time (or full time equivalent) employees.
- ☐ LEVEL 4: Position is responsible for the 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).

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

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.**

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.
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 Village 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 Manager. If using a printed copy of this form, sign and date it before forwarding.

DEPARTMENT HEAD SIGNATURE OR TYPED NAME

DATE

IMPORTANT DATES:

July 14th – July 28th:

Employees complete and submit the JAQs to their Supervisors. Please save file as follows:
JobTitle.LastName.FirstName.

July 28th – August 4th:

Supervisors and Department Heads review and then submit the JAQs to Village Administration.

August 4th – August 13th:

Village Administration reviews and then submits the JAQs to GovHR USA.

APPENDIX B

1. 2018 Population: Maximum 15 Points

8,527

Factor	Minimum Range			Maximum Range			Points
1.50	5,685	8,527		8,527	12,791		20
2.00	4,264	5,684		12,792	17,054		15
2.50	3,411	4,263		17,055	21,318		10
3.00	2,842	3,410		21,319	25,581		5
All Others							0

2. 2018 Income Per Tax Return: Maximum 20 Points

\$91,000

Factor	Minimum Range			Maximum Range			Points
1.50	\$60,667	\$91,000		\$91,000	\$136,500		20
2.00	\$45,500	\$60,666		\$136,501	\$182,000		15
2.50	\$36,400	\$45,499		\$182,001	\$227,500		10
3.00	\$30,333	\$36,399		\$227,501	\$273,000		5
All Others							0

3. 2019 Equalized Value: Maximum 20 Points

\$1,056 Million

Factor	Minimum Range			Maximum Range			Points
1.50	704	1,056		1,056	1,584		20
2.00	528	703		1,585	2,112		15
2.50	422	527		2,113	2,640		10
3.00	352	421		2,641	3,168		5
All Others							0

4. 2019 Property Tax Levy Per Capita: Maximum 20 Points

\$732

Factor	Minimum Range			Maximum Range			Points
1.50	488	732		732	1098		20
2.00	366	487		1099	1464		15
2.50	293	365		1465	1830		10
3.00	244	292		1831	2196		5
All Others							0

5. 2018 Basic Spending Per Capita: Maximum 20 Points

\$563

Factor	Minimum Range			Maximum Range			Points
1.50	375	563		563	845		20
2.00	282	374		846	1,126		15
2.50	225	281		1,127	1,408		10
3.00	188	224		1,409	1,689		5
All Others							0

Initial Screen:

All cities and villages in Brown, Columbia, Dodge, Green, Iowa, Jefferson, Kewaunee, Lafayette, Milwaukee, Oconto, Outagamie, Ozaukee, Rock, Sauk, Washington, Waukesha and Winnebago Counties with Population between 3,500 and 20,000 and Income Per Capita between \$37,000 and \$148,000.

Sources:

(1) Wisconsin Policy Forum's Municipal Data Tool for Population, Income Per Tax Return, Equalized Value, Property Tax Levy and Basic Spending Per Capita: <https://wispolicyforum.org/research/municipal-datatool-examining-and-comparing-wisconsin-cities-and-villages/>

(2) Google Maps: Proximity to Approximate Center of Dane County (Represented by City of Madison)

Note:

Each of the five criterion contain ranges to assess comparability with the Group's average data. For example, each of the four ranges for the Group's average population is developed using a factor of .5 percent (+/-). To determine the population range that will receive a score of 20 (most similar to the Group), the Group's average population is multiplied by 1.5 (maximum range) and divided by 1.5 (minimum range). The Group's average population is then multiplied and divided by 2.0, 2.5 and 3.0 to determine ranges of decreasing similarity (and subsequently decreasing "comparability points").

McFarland, WI
Comparable Communities - Sorted by Rank

Municipality	Population	Max. Points	Income Per Tax Return	Max. Points	Eq. Value (millions)	Max. Points	Prop. Tax Levy Per Capita	Max. Points	Basic Spending Per Capita	Max. Points	Total Points
McFarland	8,527	20	91,000	20	1,056	20	732	20	563	20	100
Jackson	7,035	20	65,000	20	732	20	676	20	413	20	100
DeForest	10,221	20	67,000	20	1,336	20	746	20	435	20	100
Sussex	11,114	20	72,000	20	1,430	20	685	20	438	20	100
Mount Horeb	7,240	20	71,000	20	794	20	749	20	439	20	100
Cottage Grove	6,661	20	81,000	20	799	20	628	20	471	20	100
Oregon	10,078	20	82,000	20	1,232	20	648	20	472	20	100
Port Washington	11,713	20	62,000	20	1,113	20	516	20	553	20	100
Pewaukee (v)	7,983	20	78,000	20	1,060	20	626	20	584	20	100
Hartland	9,293	20	109,000	20	1,398	20	673	20	584	20	100
Cedarburg	11,628	20	93,000	20	1,433	20	861	20	584	20	100
Mukwonago	8,057	20	68,000	20	926	20	756	20	589	20	100
Grafton	11,803	20	72,000	20	1,491	20	658	20	629	20	100
Monona	7,801	20	79,000	20	1,386	20	1,025	20	635	20	100
Delafield	7,176	20	123,000	20	1,552	20	876	20	650	20	100
Windsor	7,795	20	85,000	20	1,000	20	491	20	287	15	95
Hartford	15,384	15	64,000	20	1,443	20	515	20	407	20	95
Fort Atkinson	12,390	20	51,000	15	994	20	608	20	466	20	95
Stoughton	12,854	15	62,000	20	1,234	20	727	20	473	20	95
Lake Mills	5,953	20	63,000	20	601	15	734	20	507	20	95
Hales Corners	7,622	20	60,000	15	728	20	711	20	620	20	95
Monroe	10,684	20	53,000	15	793	20	699	20	629	20	95
Baraboo	12,017	20	46,000	15	866	20	731	20	642	20	95
Greendale	14,345	15	66,000	20	1,568	20	702	20	672	20	95
Brown Deer	12,346	20	49,000	15	1,006	20	709	20	709	20	95
Waunakee	13,675	15	107,000	20	2,017	15	786	20	432	20	90
Jefferson	7,967	20	57,000	15	573	15	564	20	515	20	90
Jefferson	7,967	20	57,000	15	573	15	564	20	515	20	90
Slinger	5,559	15	72,000	20	627	15	566	20	515	20	90
Reedsburg	9,475	20	46,000	15	662	15	595	20	572	20	90
Kaukauna	16,049	15	58,000	15	1,154	20	570	20	619	20	90
Shorewood	13,315	15	101,000	20	1,755	15	864	20	676	20	90
St. Francis	9,434	20	49,000	15	652	15	650	20	774	20	90
Glendale	12,587	20	73,000	20	2,052	15	1,037	20	1,033	15	90
Suamico	12,676	20	98,000	20	1,416	20	409	15	267	10	85
Allouez	13,757	15	70,000	20	1,057	20	472	15	319	15	85
Little Chute	11,120	20	58,000	15	952	20	436	15	353	15	85
Kimberly	6,686	20	50,000	15	562	15	487	15	422	20	85

McFarland, WI
Comparable Communities - Sorted by Rank

Municipality	Population	Max. Points	Income Per Tax Return	Max. Points	Eq. Value (millions)	Max. Points	Prop. Tax Levy Per Capita	Max. Points	Basic Spending Per Capita	Max. Points	Total Points
McFarland	8,527	20	91,000	20	1,056	20	732	20	563	20	100
Milton	5,546	15	62,000	20	427	10	616	20	459	20	85
Oconomowoc	16,889	15	93,000	20	2,444	10	690	20	531	20	85
Portage	10,211	20	45,000	10	681	15	588	20	609	20	85
Ashwaubenon	16,795	15	64,000	20	2,587	10	744	20	684	20	85
Hobart	9,261	20	93,000	20	972	20	312	10	264	10	80
Fox Crossing	19,029	10	64,000	20	1,820	15	462	15	435	20	80
Prairie du Sac	4,152	10	64,000	20	450	10	638	20	472	20	80
Columbus	5,127	15	59,000	15	476	10	648	20	552	20	80
Evansville	5,317	15	57,000	15	437	10	519	20	575	20	80
Saukville	4,429	15	57,000	15	462	10	673	20	600	20	80
Verona	12,384	20	111,000	20	3,072	5	1,121	15	654	20	80
Germantown	20,183	10	79,000	20	2,808	5	630	20	505	20	75
Dodgeville	4,700	15	53,000	15	401	5	688	20	540	20	75
Mayville	5,063	15	53,000	15	376	5	525	20	544	20	75
New London	7,466	20	44,000	10	407	5	491	20	546	20	75
Pewaukee (c)	14,436	15	104,000	20	3,333	0	663	20	623	20	75
Howard	19,508	10	65,000	20	1,918	15	353	10	284	15	70
Kewaskum	4,071	10	61,000	20	343	0	530	20	414	20	70
Waupun	11,591	20	50,000	15	476	10	279	5	424	20	70
Edgerton	5,613	15	55,000	15	420	5	475	15	424	20	70
Harrison	12,786	20	86,000	20	1,213	20	271	5	162	0	65
Richfield	11,703	20	105,000	20	1,832	15	287	5	202	5	65
Bellevue	15,423	15	65,000	20	1,429	20	243	0	245	10	65
Merton	3,629	10	116,000	20	474	10	391	15	267	10	65
Omro	3,559	10	53,000	15	200	0	522	20	496	20	65
Horicon	3,721	10	48,000	15	269	0	644	20	632	20	65
Oconto	4,587	15	52,000	15	227	0	382	15	721	20	65
Combined Locks	3,525	10	76,000	20	321	0	421	15	343	15	60
Pulaski	3,552	10	52,000	15	236	0	487	15	576	20	60
West Milwaukee	4,159	10	40,000	10	376	5	1,025	20	1,353	10	55

McFarland, WI
Top Comparables - 100 Points

Municipality	Population	Max. Points	Income Per Tax Return	Max. Points	Eq. Value (millions)	Max. Points	Prop. Tax Levy Per Capita	Max. Points	Basic Spending Per Capita	Max. Points	Total Points
McFarland	8,527		91,000		1,056		732		563		
Jackson	7,035	20	65,000	20	732	20	676	20	413	20	100
DeForest	10,221	20	67,000	20	1,336	20	746	20	435	20	100
Mount Horeb	7,240	20	71,000	20	794	20	749	20	439	20	100
Cottage Grove	6,661	20	81,000	20	799	20	628	20	471	20	100
Oregon	10,078	20	82,000	20	1,232	20	648	20	472	20	100
Pewaukee (v)	7,983	20	78,000	20	1,060	20	626	20	584	20	100
Hartland	9,293	20	109,000	20	1,398	20	673	20	584	20	100
Cedarburg	11,628	20	93,000	20	1,433	20	861	20	584	20	100
Mukwonago	8,057	20	68,000	20	926	20	756	20	589	20	100
Grafton	11,803	20	72,000	20	1,491	20	658	20	629	20	100
Monona	7,801	20	79,000	20	1,386	20	1,025	20	635	20	100
Delafield	7,176	20	123,000	20	1,552	20	876	20	650	20	100
Stoughton	12,854	15	62,000	20	1,234	20	727	20	473	20	95
Waunakee	13,675	15	107,000	20	2,017	15	786	20	432	20	90
Verona	12,384	20	111,000	20	3,072	5	1,121	15	654	20	80

**Top Comparables are those that scored 100 points. Port Washington and Sussex scored 100 points, but were deemed not comparable by the Village and removed from the top comparables list. In addition, Stoughton, Waunakee, and Verona scored less than 100 points, but were included because they are within Dane County.*

APPENDIX C

Detailed Salary Data
McFarland, WI

Position:	Administrator			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	104,000.00	124,000.00		Administrator
Cottage Grove			136,680.50	Administrator
Deforest			142,104.51	Administrator/Finance Director
Delafield			138,049.60	Administrator/Director of PW
Grafton	83,483.00	112,911.00		Administrator
Hartland				Contract - did not provide salary information.
Jackson			92,251.64	Administrator
Monona			105,851.20	Administrator
Mount Horeb	93,519.78	140,279.70	111,300.80	Village Administrator
Mukwonago	88,037.00	118,849.00		Administrator
Oregon	114,433.00	127,375.00	127,375.00	Administrator
Pewaukee (v)				n/a
Stoughton				n/a
Verona	114,820.18	142,650.35	132,467.40	City Administrator
Waunakee			127,961.00	Administrator
ERI Data				n/a
McFarland	96,200.00	124,945.60	120,190.34	
Range Data				
Average	99,715.49	127,677.51	123,782.41	
50th Percentile	98,759.89	125,687.50	127,961.00	
60th Percentile	104,000.00	127,375.00	131,566.12	
65th Percentile	106,608.25	130,601.18	133,310.02	
70th Percentile	109,216.50	133,827.35	134,995.26	
75th Percentile	111,824.75	137,053.53	136,680.50	
80th Percentile	114,433.00	140,279.70	137,228.14	
Actual Data				
Average	99,025.92	148,538.89		
50th Percentile	108,766.85	147,155.15		
60th Percentile	111,831.20	151,301.04		
65th Percentile	113,313.52	153,306.52		
70th Percentile	114,745.97	155,244.55		
75th Percentile	116,178.43	157,182.58		
80th Percentile	116,643.92	157,812.36		

Detailed Salary Data
McFarland, WI

Position:	Village Clerk/Treasurer			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	80,000.00	100,000.00		Finance Director/Treasurer
Cottage Grove	93,000.00	103,000.00	79,129.05	Two separate positions - Clerk and Finance Director
Deforest			90,000.00	Deputy Administrator/Village Clerk
Delafield			65,769.60	Finance Officer/Treasurer
Grafton	75,715.00	102,384.00		Director of Administrative Services
Hartland	84,378.00	108,274.00		Finance Director/Treasurer
Jackson			64,001.60	Treasurer
Monona			102,814.40	Finance Director
Mount Horeb	83,499.80	125,249.71	102,960.00	Treasurer/Deputy Administrator
Mukwonago	73,097.00	98,681.00		Finance Director - Also Clerk/Treasurer at \$62,625 - \$84,541.
Oregon	79,371.00	103,582.00	99,733.00	Treasurer
Pewaukee (v)	62,876.60	84,888.41		Village Treasurer
Stoughton			114,113.22	Finance Director/Comptroller - Also Clerk at \$69,558.32.
Verona	85,800.31	106,596.65	104,506.52	Finance Director/Treasurer
Waunakee	69,668.80	114,732.80	112,715.20	Deputy Administrator/Village Clerk
ERI Data	97,263.00	127,317.00	109,568.00	Finance Director; Madison, WI; 50-100 Employees; Median.
McFarland	76,190.40	98,966.40	85,384.00	
Range Data				
Average	80,424.50	106,791.42	95,028.24	
50th Percentile	80,000.00	103,582.00	102,814.40	
60th Percentile	83,499.80	106,596.65	102,960.00	
65th Percentile	83,938.90	107,435.33	103,733.26	
70th Percentile	84,378.00	108,274.00	104,506.52	
75th Percentile	85,089.16	111,503.40	107,037.26	
80th Percentile	85,800.31	114,732.80	109,568.00	
Actual Data				
Average	76,022.59	114,033.88		
50th Percentile	87,392.24	118,236.56		
60th Percentile	87,516.00	118,404.00		
65th Percentile	88,173.27	119,293.25		
70th Percentile	88,830.54	120,182.50		
75th Percentile	90,981.67	123,092.85		
80th Percentile	93,132.80	126,003.20		

Detailed Salary Data
McFarland, WI

Position:	Deputy Treasurer/Accountant			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	52,000.00	72,000.00		Deputy Treasurer/Human Resources
Cottage Grove				n/a
Deforest			52,936.00	Deputy Treasurer /Accountant
Delafield			56,784.00	Deputy Clerk/Treasurer
Grafton	51,696.00	69,906.00		Accountant
Hartland	49,256.00	63,206.00		Deputy Treasurer
Jackson				n/a
Monona				n/a
Mount Horeb	53,065.64	79,598.45		Village Clerk/Deputy Treasurer
Mukwonago	51,750.40	69,867.20		Accountant
Oregon	67,549.00	89,477.00		Deputy Treasurer
Pewaukee (v)	40,995.92	55,345.12		Deputy Clerk/Treasurer
Stoughton			64,668.50	Deputy Treasurer/Accountant
Verona				n/a
Waunakee	59,716.80	76,440.00		Accounting Supervisor
ERI Data	56,669.00	76,581.00	66,894.00	Accountant; Madison, WI; 1-16 YOS; Median.
McFarland	63,980.00	83,096.00	68,016.00	
Range Data				
Average	53,633.20	72,491.20	60,320.63	
50th Percentile	52,000.00	72,000.00	60,726.25	
60th Percentile	52,852.51	75,552.00	63,091.60	
65th Percentile	53,786.31	76,468.20	64,274.28	
70th Percentile	55,227.66	76,524.60	64,891.05	
75th Percentile	56,669.00	76,581.00	65,224.88	
80th Percentile	57,888.12	77,787.98	65,558.70	
Actual Data				
Average	48,256.50	72,384.75		
50th Percentile	51,617.31	69,835.19		
60th Percentile	53,627.86	72,555.34		
65th Percentile	54,633.13	73,915.42		
70th Percentile	55,157.39	74,624.71		
75th Percentile	55,441.14	75,008.61		
80th Percentile	55,724.90	75,392.51		

Detailed Salary Data
McFarland, WI

Position:	Deputy Clerk			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	52,000.00	72,000.00		Deputy Clerk
Cottage Grove				n/a
Deforest			54,004.29	Office Manager
Delafield			56,784.00	Deputy Clerk-Treasurer
Grafton	41,284.00	55,788.00		Deputy Clerk
Hartland	40,708.00	52,236.00		Deputy Clerk
Jackson			61,963.20	Clerk
Monona			45,448.00	City Hall Receptionist/Deputy Clerk
Mount Horeb	37,771.07	56,656.61		Deputy Clerk/Office Assistant II
Mukwonago	43,160.00	58,260.80		Deputy Clerk/Treasurer
Oregon	67,549.00	89,477.00		Deputy Clerk
Pewaukee (v)	40,995.92	55,345.12		Deputy Clerk/Treasurer
Stoughton			32,982.11	Deputy Clerk
Verona	49,976.62	70,226.52		Deputy Clerk
Waunakee	50,731.20	64,979.20		Deputy Clerk
ERI Data				n/a
McFarland	45,094.40	58,572.00	53,331.20	
Range Data				
Average	47,130.65	63,885.47	50,236.32	
50th Percentile	43,160.00	58,260.80	54,004.29	
60th Percentile	48,613.30	63,635.52	55,116.17	
65th Percentile	50,127.54	66,028.66	55,672.12	
70th Percentile	50,429.37	68,127.59	56,228.06	
75th Percentile	50,731.20	70,226.52	56,784.00	
80th Percentile	51,238.72	70,935.91	57,819.84	
Actual Data				
Average	40,189.06	60,283.58		
50th Percentile	45,903.65	62,104.93		
60th Percentile	46,848.75	63,383.60		
65th Percentile	47,321.30	64,022.93		
70th Percentile	47,793.85	64,662.27		
75th Percentile	48,266.40	65,301.60		
80th Percentile	49,146.86	66,492.82		

Detailed Salary Data
McFarland, WI

Position:	Confidential Administrative Assistant (Administration)			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	36,000.00	56,000.00		Administrative Assistant
Cottage Grove			42,368.35	Administrative Assistant
Deforest			39,180.34	Administrative Assistant
Delafield			47,652.80	Administrative Support Specialist
Grafton	44,562.00	60,223.00		Administrative Assistant
Hartland	37,007.00	47,487.00		Administrative Assistant
Jackson			41,510.04	Administrative Assistant
Monona				n/a
Mount Horeb	37,771.07	56,656.61		Office Coordinator
Mukwonago	40,144.00	54,204.80		Administrative Clerk/HR Specialist
Oregon				n/a
Pewaukee (v)	39,436.80	53,248.00		Accounting Finance and Admin Assistant Clerk (Part Time)
Stoughton			36,704.00	Administrative Assistant
Verona	37,949.57	47,147.80		Administrative Assistant
Waunakee	44,720.00	57,283.20		Administrative Assistant
ERI Data	36,768.00	54,212.00	46,049.00	Admin Assistant; Madison, WI; 1-16 YOS; Median.
McFarland	42,556.80	55,265.60	43,825.60	
Range Data				
Average	39,373.16	54,051.38	42,244.09	
50th Percentile	37,949.57	54,212.00	41,939.20	
60th Percentile	39,139.35	55,642.40	42,368.35	
65th Percentile	39,578.24	56,131.32	43,288.51	
70th Percentile	39,861.12	56,393.97	44,208.68	
75th Percentile	40,144.00	56,656.61	45,128.84	
80th Percentile	41,911.20	56,907.25	46,049.00	
Actual Data				
Average	35,907.48	48,580.70		
50th Percentile	35,648.32	48,230.07		
60th Percentile	36,013.10	48,723.60		
65th Percentile	36,795.24	49,781.79		
70th Percentile	37,577.37	50,839.98		
75th Percentile	38,359.51	51,898.16		
80th Percentile	39,141.65	52,956.35		

Detailed Salary Data
McFarland, WI

Position:	Clerk (Community Development, Public Works and Court)			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	32,000.00	52,000.00		Clerk
Cottage Grove			49,963.68	Utility Clerk
Deforest			47,008.00	Court Clerk
Delafield			39,520.00	Administrative Support Assistant
Grafton	41,284.00	55,788.00		Administrative Secretary
Hartland	37,007.00	47,487.00		Administrative Assistant
Jackson			50,918.40	Utility Clerk
Monona	39,520.00	43,680.00		Utility Billing Clerk
Mount Horeb	37,771.07	56,656.61		Office Assistant II
Mukwonago	37,356.80	50,419.20		Administrative Clerk
Oregon	38,064.00	52,041.60		Account Clerk I, II and III
Pewaukee (v)				n/a
Stoughton			31,104.04	Clerk
Verona	37,949.57	47,147.80		Administrative Assistant
Waunakee	29,785.60	38,105.60		Citizen Services Representative
ERI Data				n/a
McFarland	42,556.80	55,265.60		
Range Data				
Average	36,748.67	49,258.42	43,702.82	
50th Percentile	37,771.07	50,419.20	47,008.00	
60th Percentile	37,913.87	51,683.84	48,190.27	
65th Percentile	37,972.46	52,008.32	48,781.41	
70th Percentile	38,018.23	52,024.96	49,372.54	
75th Percentile	38,064.00	52,041.60	49,963.68	
80th Percentile	38,646.40	53,540.16	50,154.62	
Actual Data				
Average	37,147.40	50,258.25		
50th Percentile	39,956.80	54,059.20		
60th Percentile	40,961.73	55,418.81		
65th Percentile	41,464.20	56,098.62		
70th Percentile	41,966.66	56,778.43		
75th Percentile	42,469.13	57,458.23		
80th Percentile	42,631.43	57,677.82		

Detailed Salary Data
McFarland, WI

Position:	Director of Communications and Technology			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg				n/a
Cottage Grove				n/a
Deforest			65,000.00	Human Resources/Communications Director
Delafield				n/a
Grafton				n/a
Hartland	37,007.00	47,487.00		Cable TV Director
Jackson				n/a
Monona			61,235.20	Community Media Director
Mount Horeb				n/a
Mukwonago				n/a
Oregon				n/a
Pewaukee (v)				n/a
Stoughton			99,999.00	IT/Media Director
Verona				n/a
Waunakee				n/a
ERI Data	60,616.00	84,440.00	77,548.00	Com. Mgr.; Madison, WI; YOS 1 - 16; Median.
McFarland	50,668.80	65,811.20	53,872.00	
Range Data				
Average	48,811.50	65,963.50	75,945.55	
50th Percentile	48,811.50	65,963.50	71,274.00	
60th Percentile	51,172.40	69,658.80	75,038.40	
65th Percentile	52,352.85	71,506.45	76,920.60	
70th Percentile	53,533.30	73,354.10	79,793.10	
75th Percentile	54,713.75	75,201.75	83,160.75	
80th Percentile	55,894.20	77,049.40	86,528.40	
Actual Data				
Average	64,553.72	87,337.38		
50th Percentile	60,582.90	81,965.10		
60th Percentile	63,782.64	86,294.16		
65th Percentile	65,382.51	88,458.69		
70th Percentile	67,824.14	91,762.07		
75th Percentile	70,686.64	95,634.86		
80th Percentile	73,549.14	99,507.66		

Detailed Salary Data
McFarland, WI

Position:	Technical Specialist			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg				n/a
Cottage Grove				n/a
Deforest				n/a
Delafield				n/a
Grafton				n/a
Hartland				n/a
Jackson				n/a
Monona				n/a
Mount Horeb				n/a
Mukwonago				n/a
Oregon				n/a
Pewaukee (v)				n/a
Stoughton	56,451.00	74,568.00	60,528.00	IT Specialist
Verona				n/a
Waunakee				n/a
ERI Data	59,628.00	80,706.00	71,108.00	Technical Specialist; Madison, WI; 1-12 YOS; Median.
McFarland	40,144.00	52,124.80	43,825.60	
Range Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Detailed Salary Data
McFarland, WI

Position:	Production Assistant			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg				n/a
Cottage Grove				n/a
Deforest				n/a
Delafield				n/a
Grafton				n/a
Hartland				n/a
Jackson				n/a
Monona	44,990.40	50,003.20		Multimedia Content Producer
Mount Horeb				n/a
Mukwonago				n/a
Oregon				n/a
Pewaukee (v)				n/a
Stoughton			61,196.08	Media Production Specialist
Verona	40,226.00	49,967.63		Cable Coordinator
Waunakee				n/a
ERI Data	42,445.00	57,611.00	50,496.00	Production Coordinator; Madison, WI; YOS 1-14; Median.
McFarland	35,713.60	46,404.80	37,980.80	
Range Data				
Average	42,553.80	52,527.28	55,846.04	
50th Percentile	42,445.00	50,003.20	55,846.04	
60th Percentile	42,954.08	51,524.76	56,916.05	
65th Percentile	43,208.62	52,285.54	57,451.05	
70th Percentile	43,463.16	53,046.32	57,986.06	
75th Percentile	43,717.70	53,807.10	58,521.06	
80th Percentile	43,972.24	54,567.88	59,056.06	
Actual Data				
Average	47,469.13	64,222.95		
50th Percentile	47,469.13	64,222.95		
60th Percentile	48,378.64	65,453.46		
65th Percentile	48,833.39	66,068.71		
70th Percentile	49,288.15	66,683.96		
75th Percentile	49,742.90	67,299.22		
80th Percentile	50,197.65	67,914.47		

Detailed Salary Data
McFarland, WI

Position:	Camera Operator			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg				n/a
Cottage Grove			31,200.00	Cable Tech - Part Time.
Deforest				n/a
Delafield				n/a
Grafton				n/a
Hartland				n/a
Jackson				n/a
Monona			21,486.40	Cable Caster
Mount Horeb				n/a
Mukwonago				n/a
Oregon				n/a
Pewaukee (v)				n/a
Stoughton				n/a
Verona				n/a
Waunakee				n/a
ERI Data	44,413.00	58,090.00	52,427.00	Camera Operator; Madison, WI; YOS 1-12; Median.
McFarland	26,686.40	34,973.60	28,392.00	Part Time Position \$13.65/hour. Converted to Full Time.
Range Data				
Average			35,037.80	
50th Percentile			31,200.00	
60th Percentile			35,445.40	
65th Percentile			37,568.10	
70th Percentile			39,690.80	
75th Percentile			41,813.50	
80th Percentile			43,936.20	
Actual Data				
Average	29,782.13	40,293.47		
50th Percentile	26,520.00	35,880.00		
60th Percentile	30,128.59	40,762.21		
65th Percentile	31,932.89	43,203.32		
70th Percentile	33,737.18	45,644.42		
75th Percentile	35,541.48	48,085.53		
80th Percentile	37,345.77	50,526.63		

Detailed Salary Data
McFarland, WI

Position:	Community Development Director			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg				n/a
Cottage Grove			79,174.79	Director of Planning and Development
Deforest			85,000.00	Community Development Director
Delafield				n/a
Grafton	79,681.00	107,741.00		Community Development Director
Hartland				n/a
Jackson				n/a
Monona			61,963.20	City Planner/Assistant ED Director
Mount Horeb	59,433.51	89,150.27		Economic Development Director
Mukwonago	62,625.00	84,541.00		Community Planner
Oregon	75,591.00	98,648.00		Village Planner
Pewaukee (v)				n/a
Stoughton	84,905.60	112,132.80	110,968.00	Director of Planning and Development
Verona	80,943.70	100,562.87		Planning Director
Waunakee	89,668.80	114,732.80		Community Development Director
ERI Data	60,362.00	86,910.00	73,095.00	CD Manager; Madison, WI; YOS 1-16; Median.
McFarland	80,766.40	104,915.20	90,521.60	
Range Data				
Average	74,151.33	99,302.34	82,040.20	
50th Percentile	77,636.00	99,605.44	79,174.79	
60th Percentile	79,933.54	101,998.50	81,504.87	
65th Percentile	80,375.49	104,510.84	82,669.92	
70th Percentile	80,817.43	107,023.19	83,834.96	
75th Percentile	81,934.18	108,838.95	85,000.00	
80th Percentile	83,320.84	110,376.08	90,193.60	
Actual Data				
Average	69,734.17	94,346.23		
50th Percentile	67,298.57	91,051.01		
60th Percentile	69,279.14	93,730.61		
65th Percentile	70,269.43	95,070.40		
70th Percentile	71,259.71	96,410.20		
75th Percentile	72,250.00	97,750.00		
80th Percentile	76,664.56	103,722.64		

Detailed Salary Data
McFarland, WI

Position:	Community Development Specialist			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg				n/a
Cottage Grove				n/a
Deforest				n/a
Delafield				n/a
Grafton	41,284.00	55,788.00		Administrative Secretary
Hartland				n/a
Jackson				n/a
Monona				na
Mount Horeb				n/a
Mukwonago	40,144.00	54,204.80		Administrative Clerk/Building Support Specialist
Oregon				n/a
Pewaukee (v)				n/a
Stoughton				n/a
Verona	57,062.10	70,892.84		Community Development Specialist
Waunakee				n/a
ERI Data				n/a
McFarland	42,556.80	55,265.60	51,335.20	
Range Data				
Average	46,163.37	60,295.21		
50th Percentile	41,284.00	55,788.00		
60th Percentile	44,439.62	58,808.97		
65th Percentile	46,017.43	60,319.45		
70th Percentile	47,595.24	61,829.94		
75th Percentile	49,173.05	63,340.42		
80th Percentile	50,750.86	64,850.90		
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Detailed Salary Data
McFarland, WI

Position:	Planning and Zoning Assistant			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg				n/a
Cottage Grove				n/a
Deforest				n/a
Delafield				n/a
Grafton				n/a
Hartland				n/a
Jackson				n/a
Monona			37,440.00	Planning and Sustainability Intern
Mount Horeb				n/a
Mukwonago				n/a
Oregon				n/a
Pewaukee (v)				n/a
Stoughton				n/a
Verona				n/a
Waunakee				n/a
ERI Data	30,984.00	47,333.00	43,023.00	Planner Assistant; Madison, WI; YOS 1-15; Median.
McFarland	35,713.60	46,404.80	35,713.60	
Range Data				
Average	30,984.00	47,333.00	40,231.50	
50th Percentile	30,984.00	47,333.00	40,231.50	
60th Percentile	30,984.00	47,333.00	40,789.80	
65th Percentile	30,984.00	47,333.00	41,068.95	
70th Percentile	30,984.00	47,333.00	41,348.10	
75th Percentile	30,984.00	47,333.00	41,627.25	
80th Percentile	30,984.00	47,333.00	41,906.40	
Actual Data				
Average	34,196.78	46,266.23		
50th Percentile	34,196.78	46,266.23		
60th Percentile	34,671.33	46,908.27		
65th Percentile	34,908.61	47,229.29		
70th Percentile	35,145.89	47,550.32		
75th Percentile	35,383.16	47,871.34		
80th Percentile	35,620.44	48,192.36		

Detailed Salary Data
McFarland, WI

Position:	Fire Chief			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	52,000.00	72,000.00		Part Time Fire Chief
Cottage Grove				n/a
Deforest				n/a
Delafield				n/a
Grafton	83,483.00	112,911.00		Fire Chief
Hartland	90,706.00	115,688.00		Fire Chief
Jackson			93,770.43	Fire Chief
Monona			97,988.80	Fire Chief
Mount Horeb				n/a
Mukwonago	80,407.00	108,549.00		Fire Chief
Oregon				n/a
Pewaukee (v)				n/a
Stoughton	75,587.20	99,819.20	69,417.60	Fire Chief
Verona	90,948.34	111,292.45	107,812.08	Director of PW/Fire Chief
Waunakee				n/a
ERI Data				n/a
McFarland	90,750.40	117,873.60	106,808.00	
Range Data				
Average	78,855.26	103,376.61	92,247.23	
50th Percentile	81,945.00	109,920.73	95,879.62	
60th Percentile	83,483.00	111,292.45	97,145.13	
65th Percentile	85,288.75	111,697.09	97,777.88	
70th Percentile	87,094.50	112,101.73	98,971.13	
75th Percentile	88,900.25	112,506.36	100,444.62	
80th Percentile	90,706.00	112,911.00	101,918.11	
Actual Data				
Average	78,410.14	106,084.31		
50th Percentile	81,497.67	110,261.56		
60th Percentile	82,573.36	111,716.89		
65th Percentile	83,111.20	112,444.56		
70th Percentile	84,125.46	113,816.80		
75th Percentile	85,377.93	115,511.31		
80th Percentile	86,630.40	117,205.83		

Detailed Salary Data
McFarland, WI

Position:	Fire Administrative Captain			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg				n/a
Cottage Grove				n/a
Deforest				n/a
Delafield				n/a
Grafton	79,681.00	107,741.00		Assistant Fire Chief
Hartland	62,580.00	80,303.00		Assistant Fire Chief
Jackson				n/a
Monona				Assistant Fire Chief \$305-\$395/month.
Mount Horeb				n/a
Mukwonago				n/a
Oregon				n/a
Pewaukee (v)				n/a
Stoughton				n/a
Verona	67,961.98	84,434.53		Battalion Chief
Waunakee				n/a
ERI Data				n/a
McFarland	67,808.00	88,088.00	74,048.00	
Range Data				
Average	70,074.33	90,826.18		
50th Percentile	67,961.98	84,434.53		
60th Percentile	70,305.78	89,095.82		
65th Percentile	71,477.69	91,426.47		
70th Percentile	72,649.59	93,757.12		
75th Percentile	73,821.49	96,087.77		
80th Percentile	74,993.39	98,418.41		
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Detailed Salary Data
McFarland, WI

Position:	Fire Inspector			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	52,000.00	72,000.00		Fire Inspector
Cottage Grove				n/a
Deforest				n/a
Delafield				n/a
Grafton	67,667.00	91,508.00		Building Inspector
Hartland				n/a
Jackson				n/a
Monona				n/a
Mount Horeb				n/a
Mukwonago	51,755.00	69,896.00		Building Code Official
Oregon				n/a
Pewaukee (v)				n/a
Stoughton	53,289.60	70,366.40	66,968.55	Building Inspector
Verona	67,961.88	84,434.53	78,093.34	Building Inspector
Waunakee				n/a
ERI Data	49,098.00	66,060.00	58,020.00	Building Inspector; Madison, WI; YOS 1-14; Median.
McFarland	56,929.60	69,763.20	60,528.00	
Range Data				
Average	56,961.91	75,710.82	67,693.96	
50th Percentile	52,644.80	71,183.20	66,968.55	
60th Percentile	53,289.60	72,000.00	69,193.51	
65th Percentile	56,883.95	75,108.63	70,305.99	
70th Percentile	60,478.30	78,217.27	71,418.47	
75th Percentile	64,072.65	81,325.90	72,530.95	
80th Percentile	67,667.00	84,434.53	73,643.42	
Actual Data				
Average	57,539.87	77,848.06		
50th Percentile	56,923.27	77,013.83		
60th Percentile	58,814.48	79,572.53		
65th Percentile	59,760.09	80,851.89		
70th Percentile	60,705.70	82,131.24		
75th Percentile	61,651.30	83,410.59		
80th Percentile	62,596.91	84,689.94		

Detailed Salary Data
McFarland, WI

Position:	Library Director			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	75,000.00	95,000.00		Library Director
Cottage Grove				n/a
Deforest			86,346.00	Library Director
Delafield			78,083.20	Library Director
Grafton	67,667.00	91,508.00		Library Director
Hartland	59,600.00	76,479.00		Library Director
Jackson				n/a
Monona			71,988.80	Library Director
Mount Horeb			63,294.40	Library Director
Mukwonago				n/a
Oregon	69,189.00	98,325.00	79,314.00	Library Director
Pewaukee (v)				n/a
Stoughton			78,520.20	Library Director
Verona	72,039.59	89,500.59		Library Director
Waunakee	77,667.20	98,904.00		Library Director
ERI Data	63,795.00	95,901.00	80,250.00	Library Director; Madison, WI; YOS 1-16; Median.
McFarland	76,190.40	98,966.40	90,875.20	
Range Data				
Average	69,279.68	92,231.08	76,828.09	
50th Percentile	69,189.00	95,000.00	78,520.20	
60th Percentile	70,899.35	95,540.60	78,996.48	
65th Percentile	71,754.53	95,810.90	79,234.62	
70th Percentile	72,631.67	96,385.80	79,501.20	
75th Percentile	73,519.80	97,113.00	79,782.00	
80th Percentile	74,407.92	97,840.20	80,062.80	
Actual Data				
Average	65,303.87	88,352.30		
50th Percentile	66,742.17	90,298.23		
60th Percentile	67,147.01	90,845.95		
65th Percentile	67,349.43	91,119.81		
70th Percentile	67,576.02	91,426.38		
75th Percentile	67,814.70	91,749.30		
80th Percentile	68,053.38	92,072.22		

Detailed Salary Data
McFarland, WI

Position:	Assistant Library Director			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	56,000.00	76,000.00		Assistant Library Director
Cottage Grove				n/a
Deforest			36,608.00	Assistant Library Director
Delafield				n/a
Grafton				n/a
Hartland				n/a
Jackson				n/a
Monona			49,067.20	Library - Business Services Coordinator
Mount Horeb				n/a
Mukwonago				n/a
Oregon				n/a
Pewaukee (v)				n/a
Stoughton				n/a
Verona	64,114.98	79,655.21		Assistant Library Director - Youth Services
Waunakee				n/a
ERI Data	55,230.00	83,107.00	80,250.00	Assistant Library Director; Madison, WI; YOS 1-16; Median.
McFarland	56,929.60	69,763.20	58,905.60	
Range Data				
Average	58,448.33	79,587.40	55,308.40	
50th Percentile	56,000.00	79,655.21	49,067.20	
60th Percentile	57,623.00	80,345.57	55,303.76	
65th Percentile	58,434.49	80,690.75	58,422.04	
70th Percentile	59,245.99	81,035.93	61,540.32	
75th Percentile	60,057.49	81,381.11	64,658.60	
80th Percentile	60,868.99	81,726.28	67,776.88	
Actual Data				
Average	47,012.14	63,604.66		
50th Percentile	41,707.12	56,427.28		
60th Percentile	47,008.20	63,599.32		
65th Percentile	49,658.73	67,185.35		
70th Percentile	52,309.27	70,771.37		
75th Percentile	54,959.81	74,357.39		
80th Percentile	57,610.35	77,943.41		

Detailed Salary Data
McFarland, WI

Position:	Technical Services Supervisor			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg				n/a
Cottage Grove				n/a
Deforest			47,866.00	Technical Services Supervisor
Delafield			42,432.00	Head of Technical Services/Gaming Coordinator
Grafton	38,242.00	51,696.00		Head of Technical Services
Hartland				n/a
Jackson				n/a
Monona			47,070.40	Technical Services Coordinator
Mount Horeb				n/a
Mukwonago				n/a
Oregon				n/a
Pewaukee (v)				n/a
Stoughton				n/a
Verona	53,832.18	66,880.04		Technical Services Librarian
Waunakee				n/a
ERI Data	42,334.00	59,957.00	51,910.00	Tech Services Coord.; Madison, WI; YOS 1-14; Median.
McFarland	37,876.80	49,192.00	46,654.40	
Range Data				
Average	44,802.73	59,511.01	47,319.60	
50th Percentile	42,334.00	59,957.00	47,468.20	
60th Percentile	44,633.64	61,341.61	47,706.88	
65th Percentile	45,783.45	62,033.91	47,826.22	
70th Percentile	46,933.27	62,726.22	48,270.40	
75th Percentile	48,083.09	63,418.52	48,877.00	
80th Percentile	49,232.91	64,110.82	49,483.60	
Actual Data				
Average	40,221.66	54,417.54		
50th Percentile	40,347.97	54,588.43		
60th Percentile	40,550.85	54,862.91		
65th Percentile	40,652.29	55,000.15		
70th Percentile	41,029.84	55,510.96		
75th Percentile	41,545.45	56,208.55		
80th Percentile	42,061.06	56,906.14		

Detailed Salary Data
McFarland, WI

Position:	Librarian - Youth Services			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	48,000.00	68,000.00		Librarian
Cottage Grove				n/a
Deforest			42,458.00	Children's Librarian
Delafield			49,920.00	Head of Youth Services
Grafton	48,033.00	64,937.00		Head of Youth Services
Hartland	44,778.00	57,460.00		Children's Librarian
Jackson				n/a
Monona			46,696.00	Youth Services Coordinator
Mount Horeb				n/a
Mukwonago				n/a
Oregon				n/a
Pewaukee (v)				n/a
Stoughton			58,647.40	Youth Services Librarian
Verona	47,910.45	59,523.00		Youth Services Librarian
Waunakee	56,700.80	72,571.20		Youth Services Librarian
ERI Data	48,077.00	66,125.00	57,492.00	Librarian; Madison, WI; YOS 1-16; Median.
McFarland	47,798.40	62,088.00	49,462.40	
Range Data				
Average	48,916.54	64,769.37	51,042.68	
50th Percentile	48,016.50	65,531.00	49,920.00	
60th Percentile	48,033.00	66,125.00	52,948.80	
65th Percentile	48,044.00	66,593.75	54,463.20	
70th Percentile	48,055.00	67,062.50	55,977.60	
75th Percentile	48,066.00	67,531.25	57,492.00	
80th Percentile	48,077.00	68,000.00	57,723.08	
Actual Data				
Average	43,386.28	58,699.08		
50th Percentile	42,432.00	57,408.00		
60th Percentile	45,006.48	60,891.12		
65th Percentile	46,293.72	62,632.68		
70th Percentile	47,580.96	64,374.24		
75th Percentile	48,868.20	66,115.80		
80th Percentile	49,064.62	66,381.54		

Detailed Salary Data
McFarland, WI

Position:	Librarian - Adult Services			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	48,000.00	68,000.00		Librarian
Cottage Grove				n/a
Deforest			41,210.00	Adult Program/Volunteer Coordinator
Delafield			41,204.80	Adult Programming/Outreach Coordinator
Grafton	48,033.00	64,937.00		Reference Librarian
Hartland	40,708.00	52,236.00		Engagement Librarian
Jackson				n/a
Monona			48,027.20	Adult Services Coordinator
Mount Horeb				n/a
Mukwonago				n/a
Oregon				n/a
Pewaukee (v)				n/a
Stoughton			55,079.08	Adult Services Librarian
Verona	53,832.18	66,880.04		Adult Program Librarian
Waunakee	56,700.80	72,571.20		Adult Services Librarian
ERI Data	48,077.00	66,125.00	57,492.00	Librarian; Madison, WI; YOS 1-16; Median.
McFarland	47,789.40	62,088.00	49,462.40	
Range Data				
Average	49,225.16	65,124.87	48,602.62	
50th Percentile	48,055.00	66,502.52	48,027.20	
60th Percentile	48,077.00	66,880.04	50,847.95	
65th Percentile	49,515.80	67,160.03	52,258.33	
70th Percentile	50,954.59	67,440.02	53,668.70	
75th Percentile	52,393.39	67,720.01	55,079.08	
80th Percentile	53,832.18	68,000.00	55,561.66	
Actual Data				
Average	41,312.22	55,893.01		
50th Percentile	40,823.12	55,231.28		
60th Percentile	43,220.76	58,475.14		
65th Percentile	44,419.58	60,097.08		
70th Percentile	45,618.40	61,719.01		
75th Percentile	46,817.22	63,340.94		
80th Percentile	47,227.41	63,895.91		

Detailed Salary Data
McFarland, WI

Position:	Librarian - Young Adult			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	48,000.00	68,000.00		Librarian
Cottage Grove				n/a
Deforest				n/a
Delafield			39,915.20	Youth Services/Teen Librarian
Grafton	48,033.00	64,937.00		Reference Librarian
Hartland	40,708.00	52,236.00		Engagement Librarian
Jackson				n/a
Monona			39,852.80	Youth Librarian
Mount Horeb				n/a
Mukwonago				n/a
Oregon				n/a
Pewaukee (v)				n/a
Stoughton				n/a
Verona	47,910.45	59,523.00		Community Engagement Librarian
Waunakee				n/a
ERI Data	48,077.00	66,125.00	57,492.00	Librarian; Madison, WI; YOS 1-16; Median.
McFarland	47,798.40	62,088.00	54,953.60	
Range Data				
Average	46,545.69	62,164.20	45,753.33	
50th Percentile	48,000.00	64,937.00	39,915.20	
60th Percentile	48,013.20	65,412.20	43,430.56	
65th Percentile	48,019.80	65,649.80	45,188.24	
70th Percentile	48,026.40	65,887.40	46,945.92	
75th Percentile	48,033.00	66,125.00	48,703.60	
80th Percentile	48,041.80	66,500.00	50,461.28	
Actual Data				
Average	38,890.33	52,616.33		
50th Percentile	33,927.92	45,902.48		
60th Percentile	36,915.98	49,945.14		
65th Percentile	38,410.00	51,966.48		
70th Percentile	39,904.03	53,987.81		
75th Percentile	41,398.06	56,009.14		
80th Percentile	42,892.09	58,030.47		

Detailed Salary Data
McFarland, WI

Position:	Library Assistant			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	32,000.00	52,000.00		Library Associate
Cottage Grove				n/a
Deforest			35,516.00	Circulation Manager
Delafield			26,041.60	Circulation
Grafton	30,358.00	40,941.00		Library Assistant
Hartland	25,699.00	34,250.00		Library Clerks
Jackson				n/a
Monona	30,929.60	38,979.20		Library Assistant
Mount Horeb				n/a
Mukwonago				n/a
Oregon				n/a
Pewaukee (v)				n/a
Stoughton			25,357.59	Library Assistant II
Verona	35,801.46	44,479.00		Library Assistant
Waunakee	29,785.60	38,105.60		Library Assistant I
ERI Data	31,888.00	43,271.00	38,042.00	Library Assistant; Madison, WI; YOS 1-12; Median
McFarland	33,696.00	43,763.20		
Range Data				
Average	30,923.09	41,717.97	31,239.30	
50th Percentile	30,929.60	40,941.00	30,778.80	
60th Percentile	31,504.64	42,339.00	33,621.12	
65th Percentile	31,792.16	43,038.00	35,042.28	
70th Percentile	31,910.40	43,512.60	35,768.60	
75th Percentile	31,944.00	43,875.00	36,147.50	
80th Percentile	31,977.60	44,237.40	36,526.40	
Actual Data				
Average	26,553.40	35,925.19		
50th Percentile	26,161.98	35,395.62		
60th Percentile	28,577.95	38,664.29		
65th Percentile	29,785.94	40,298.62		
70th Percentile	30,403.31	41,133.89		
75th Percentile	30,725.38	41,569.63		
80th Percentile	31,047.44	42,005.36		

Detailed Salary Data
McFarland, WI

Position:	Outreach Director			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg				Senior Center Director (Part Time \$32,000 - \$52,000)
Cottage Grove				n/a
Deforest				n/a
Delafield				n/a
Grafton	48,033.00	64,937.00		Senior Coordinator/Recreation Program Supervisor
Hartland				n/a
Jackson				n/a
Monona			75,920.00	Senior Center Director
Mount Horeb	59,433.51	89,150.27		Program Supervisor/Senior Center Director
Mukwonago				n/a
Oregon	67,549.00	89,477.00		Senior Center Director
Pewaukee (v)				n/a
Stoughton			74,911.54	Senior Center Director
Verona	60,485.83	75,146.44		Senior Center Director
Waunakee	74,672.00	95,160.00		Senior Services Director
ERI Data				
McFarland	60,361.60	78,395.20	67,641.60	
Range Data				
Average	62,034.67	82,774.14	75,415.77	
50th Percentile	60,485.83	89,150.27	75,415.77	
60th Percentile	63,311.10	89,280.96	75,516.62	
65th Percentile	64,723.73	89,346.31	75,567.04	
70th Percentile	66,136.37	89,411.65	75,617.46	
75th Percentile	67,549.00	89,477.00	75,667.89	
80th Percentile	68,973.60	90,613.60	75,718.31	
Actual Data				
Average	64,103.40	86,728.14		
50th Percentile	64,103.40	86,728.14		
60th Percentile	64,189.12	86,844.11		
65th Percentile	64,231.98	86,902.09		
70th Percentile	64,274.84	86,960.08		
75th Percentile	64,317.70	87,018.07		
80th Percentile	64,360.56	87,076.05		

Detailed Salary Data
McFarland, WI

Position:	Nutrition Manager			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg				n/a
Cottage Grove				n/a
Deforest				n/a
Delafield				n/a
Grafton	35,393.00	47,861.00		Senior Center Assistant
Hartland				n/a
Jackson				n/a
Monona				n/a
Mount Horeb	30,110.87	45,166.30		Nutrition Manager
Mukwonago				n/a
Oregon			49,212.80	Assistant Director - Senior Center
Pewaukee (v)				n/a
Stoughton			43,703.04	Nutrition Site Manager
Verona				n/a
Waunakee				n/a
ERI Data				n/a
McFarland	28,288.40	36,753.60	32,531.20	Part time position - converted to full time.
Range Data				
Average	32,751.94	46,513.65	46,457.92	
50th Percentile	32,751.94	46,513.65	46,457.92	
60th Percentile	33,280.15	46,783.12	47,008.90	
65th Percentile	33,544.25	46,917.86	47,284.38	
70th Percentile	33,808.36	47,052.59	47,559.87	
75th Percentile	34,072.47	47,187.33	47,835.36	
80th Percentile	34,336.57	47,322.06	48,110.85	
Actual Data				
Average	39,489.23	53,426.61		
50th Percentile	39,489.23	53,426.61		
60th Percentile	39,957.56	54,060.23		
65th Percentile	40,191.73	54,377.04		
70th Percentile	40,425.89	54,693.85		
75th Percentile	40,660.06	55,010.66		
80th Percentile	40,894.22	55,327.48		

Detailed Salary Data
McFarland, WI

Position:	Nutrition Coordinator			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg				n/a
Cottage Grove				n/a
Deforest				n/a
Delafield				n/a
Grafton				n/a
Hartland				n/a
Jackson				n/a
Monona				n/a
Mount Horeb				n/a
Mukwonago				n/a
Oregon	28,350.40	37,044.80		Meal Site Coordinator
Pewaukee (v)				n/a
Stoughton				n/a
Verona				n/a
Waunakee				n/a
ERI Data				n/a
McFarland	26,686.40	34,673.60		
Range Data				
Average	28,350.40	37,044.80		
50th Percentile	28,350.40	37,044.80		
60th Percentile	28,350.40	37,044.80		
65th Percentile	28,350.40	37,044.80		
70th Percentile	28,350.40	37,044.80		
75th Percentile	28,350.40	37,044.80		
80th Percentile	28,350.40	37,044.80		
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Detailed Salary Data
McFarland, WI

Position:	Case Manager			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg				n/a
Cottage Grove				n/a
Deforest				n/a
Delafield				n/a
Grafton				n/a
Hartland				n/a
Jackson				n/a
Monona				n/a
Mount Horeb	37,771.01	56,656.61		Case Manager
Mukwonago				n/a
Oregon	34,465.60	45,032.00		Case Manager
Pewaukee (v)				n/a
Stoughton			51,711.50	
Verona	45,198.55	56,153.80		Case Manager
Waunakee	44,720.00	57,283.20		Case Manager
ERI Data	68,384.00	91,287.00	84,439.00	Case Manager; Madison, WI; YOS 1-10; Median.
McFarland	60,361.60	78,395.20	48,526.00	
Range Data				
Average	46,107.83	61,282.52	68,075.25	
50th Percentile	44,720.00	56,656.61	68,075.25	
60th Percentile	44,911.42	56,907.25	71,348.00	
65th Percentile	45,007.13	57,032.56	72,984.38	
70th Percentile	45,102.84	57,157.88	74,620.75	
75th Percentile	45,198.55	57,283.20	76,257.13	
80th Percentile	49,835.64	64,083.96	77,893.50	
Actual Data				
Average	57,863.96	78,286.54		
50th Percentile	57,863.96	78,286.54		
60th Percentile	60,645.80	82,050.20		
65th Percentile	62,036.72	83,932.03		
70th Percentile	63,427.64	85,813.86		
75th Percentile	64,818.56	87,695.69		
80th Percentile	66,209.48	89,577.53		

Detailed Salary Data
McFarland, WI

Position:	Police Chief			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	100,000.00	120,000.00		Police Chief
Cottage Grove			104,773.22	Police Chief
Deforest			116,133.19	Police Chief
Delafield			111,779.20	Police Chief
Grafton	83,483.00	112,911.00		Police Chief
Hartland	90,706.00	115,688.00		Police Chief
Jackson			97,581.64	Police Chief
Monona			117,104.00	Police Chief
Mount Horeb	83,499.80	125,249.71		Police Chief
Mukwonago	80,407.00	108,549.00		Police Chief
Oregon	87,506.00	114,198.00		Police Chief
Pewaukee (v)	84,143.07	113,593.15		Police Chief
Stoughton	84,905.60	112,132.80	107,085.04	Police Chief
Verona	98,574.35	112,466.84		Police Chief
Waunakee	104,624.00	133,910.00		Police Chief
ERI Data				n/a
McFarland	90,750.40	117,873.60	110,572.80	
Range Data				
Average	89,784.88	116,869.85	109,076.05	
50th Percentile	86,205.80	113,895.58	109,432.12	
60th Percentile	88,786.00	114,794.00	111,779.20	
65th Percentile	90,226.00	115,464.50	112,867.70	
70th Percentile	93,066.51	116,981.60	113,956.20	
75th Percentile	96,607.26	118,922.00	115,044.69	
80th Percentile	98,859.48	121,049.94	116,133.19	
Actual Data				
Average	92,714.64	125,437.46		
50th Percentile	93,017.30	125,846.94		
60th Percentile	95,012.32	128,546.08		
65th Percentile	95,937.54	129,797.85		
70th Percentile	96,862.77	131,049.62		
75th Percentile	97,787.99	132,301.40		
80th Percentile	98,713.21	133,553.17		

Detailed Salary Data
McFarland, WI

Position:	Police Lieutenant			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	90,000.00	110,000.00		Police Lieutenant
Cottage Grove			82,456.90	Police Lieutenant
Deforest			95,018.06	Police Lieutenant
Delafield			93,516.80	Police Lieutenant
Grafton	79,681.00	107,741.00		Police Captain
Hartland	79,602.00	102,145.00		Police Captain
Jackson			90,631.32	Police Lieutenant
Monona			98,675.20	Police Lieutenant
Mount Horeb	66,565.53	99,848.30	80,620.80	Police Lieutenant
Mukwonago	73,097.00	98,681.00		Police Lieutenant
Oregon	77,187.00	100,342.00	91,543.00	Police Lieutenant
Pewaukee (v)	66,649.20	89,976.41		Police Lieutenant
Stoughton			90,283.24	Police Lieutenant
Verona	82,764.93	102,825.53	100,809.34	Police Lieutenant
Waunakee	89,668.80	114,732.80	94,640.00	Police Lieutenant
ERI Data				n/a
McFarland	76,190.40	98,966.40	91,977.60	
Range Data				
Average	78,357.27	102,921.34	91,819.47	
50th Percentile	79,602.00	102,145.00	92,529.90	
60th Percentile	79,665.20	102,689.42	93,966.08	
65th Percentile	80,297.79	103,808.62	94,471.52	
70th Percentile	81,531.36	105,774.81	94,753.42	
75th Percentile	82,764.93	107,741.00	94,923.55	
80th Percentile	85,526.48	108,644.60	95,749.49	
Actual Data				
Average	78,046.55	105,592.39		
50th Percentile	78,650.42	106,409.39		
60th Percentile	79,871.17	108,060.99		
65th Percentile	80,300.79	108,642.25		
70th Percentile	80,540.41	108,966.43		
75th Percentile	80,685.01	109,162.08		
80th Percentile	81,387.06	110,111.91		

Detailed Salary Data
McFarland, WI

Position:	Police Sergeant			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	80,000.00	100,000.00		Police Sergeant
Cottage Grove			66,630.23	Police Sergeant
Deforest			48,460.50	Police Sergeant
Delafield			85,113.60	Detective
Grafton				n/a
Hartland	75,096.00	96,364.00		Police Lieutenant
Jackson			85,045.48	Police Sergeant
Monona			86,257.60	Police Sergeant
Mount Horeb	59,433.51	89,150.27		Police Sergeant
Mukwonago				n/a
Oregon	69,483.00	89,131.00		Police Sergeant
Pewaukee (v)	62,876.60	84,883.41		Police Sergeant
Stoughton			76,735.88	Police Sergeant
Verona	69,491.00	86,331.31	84,641.48	Police Sergeant
Waunakee	80,662.40	103,230.40	82,087.20	Police Sergeant
ERI Data				n/a
McFarland	71,884.80	93,371.20	82,543.50	
Range Data				
Average	71,006.07	92,727.20	76,871.50	
50th Percentile	69,491.00	89,150.27	83,364.34	
60th Percentile	72,854.00	93,478.51	84,722.28	
65th Percentile	74,535.50	95,642.63	84,863.68	
70th Percentile	76,076.80	97,091.20	85,005.08	
75th Percentile	77,548.00	98,182.00	85,062.51	
80th Percentile	79,019.20	99,272.80	85,086.35	
Actual Data				
Average	65,340.77	88,402.22		
50th Percentile	70,859.69	95,868.99		
60th Percentile	72,013.94	97,430.62		
65th Percentile	72,134.13	97,593.23		
70th Percentile	72,254.32	97,755.84		
75th Percentile	72,303.13	97,821.89		
80th Percentile	72,323.40	97,849.30		

Detailed Salary Data
McFarland, WI

Position:	Police Clerk			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	32,000.00	52,000.00		Police Secretary/Record Clerk
Cottage Grove			39,780.00	PD Records Clerk
Deforest			50,211.20	Data Entry Clerk
Delafield	44,512.00	51,230.40		Police Clerk
Grafton	38,242.00	51,696.00		Police Support Specialist
Hartland				n/a
Jackson				Part Time Police Clerk \$9,406.04/year.
Monona				n/a
Mount Horeb				n/a
Mukwonago	43,160.00	58,260.80		Police Dispatcher/Clerk
Oregon			41,953.60	Police Secretary II
Pewaukee (v)	37,216.56	50,242.36		Secretary/Court of Clerk
Stoughton				n/a
Verona	37,949.57	47,147.80		Police Records Clerk
Waunakee	32,801.60	41,974.40		Administrative Assistant
ERI Data	33,653.00	43,733.00	39,633.00	Admin Assistant/Clerk; Madison, WI; YOS 1-12; Median.
McFarland	42,556.80	55,265.60	46,467.20	
Range Data				
Average	37,441.84	49,535.60	42,894.45	
50th Percentile	37,583.07	50,736.38	40,866.80	
60th Percentile	38,008.06	51,323.52	41,518.88	
65th Percentile	38,110.41	51,486.48	41,844.92	
70th Percentile	38,212.76	51,649.44	42,779.36	
75th Percentile	39,471.50	51,772.00	44,018.00	
80th Percentile	41,192.80	51,878.40	45,256.64	
Actual Data				
Average	36,460.28	49,328.62		
50th Percentile	34,736.78	46,996.82		
60th Percentile	35,291.05	47,746.71		
65th Percentile	35,568.18	48,121.66		
70th Percentile	36,362.46	49,196.26		
75th Percentile	37,415.30	50,620.70		
80th Percentile	38,468.14	52,045.14		

Detailed Salary Data
McFarland, WI

Position:	Police - Administrative Assistant			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	36,000.00	56,000.00		Police Admin Assistant
Cottage Grove			46,632.77	Police Admin Services Manager
Deforest			54,004.29	Office Manager
Delafield				n/a
Grafton	44,562.00	60,223.00		Administrative Assistant
Hartland	37,007.00	47,487.00		Administrative Assistant
Jackson			47,904.04	Administrative Assistant
Monona				n/a
Mount Horeb	33,724.17	50,586.26		Police Admin Assistant
Mukwonago	43,160.00	58,260.80		Police Dispatcher/Clerk
Oregon			46,571.20	Police Clerk II
Pewaukee (v)	39,449.56	53,256.90		Executive Secretary
Stoughton			41,953.81	Administrative Assistant
Verona	60,485.83	75,146.44		Executive Administrative Assistant - Police
Waunakee	56,700.80	72,571.20		Police Office Manager
ERI Data	37,829.00	56,923.00	47,875.00	Admin Assistant; Madison, WI; YOS 1-16; Median.
McFarland	45,094.40	58,572.80	50,544.00	
Range Data				
Average	43,213.15	58,939.40	47,490.19	
50th Percentile	39,449.56	56,923.00	47,253.89	
60th Percentile	42,417.91	57,993.24	47,875.00	
65th Percentile	43,440.40	58,653.24	47,882.26	
70th Percentile	44,001.20	59,438.12	47,889.52	
75th Percentile	44,562.00	60,223.00	47,896.78	
80th Percentile	49,417.52	65,162.28	47,904.04	
Actual Data				
Average	40,366.66	54,613.71		
50th Percentile	40,165.80	54,341.97		
60th Percentile	40,693.75	55,056.25		
65th Percentile	40,699.92	55,064.60		
70th Percentile	40,706.09	55,072.95		
75th Percentile	40,712.26	55,081.30		
80th Percentile	40,718.43	55,089.65		

Detailed Salary Data
McFarland, WI

Position:	Crossing Guard			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	24,960.00	31,200.00		
Cottage Grove				n/a
Deforest				n/a
Delafield				n/a
Grafton				n/a
Hartland				n/a
Jackson			29,993.60	Crossing Guard
Monona			33,924.80	
Mount Horeb				n/a
Mukwonago	24,648.00	28,142.40		Converted to full time.
Oregon			30,368.00	
Pewaukee (v)				n/a
Stoughton				\$1,078.18/year - seasonal.
Verona				n/a
Waunakee				b/a
ERI Data	27,068.00	33,467.00	31,892.00	School Crossing Guard; Madison, WI; YOS 1-8; Median.
McFarland	33,696.00	43,763.20		Multiple part time positions - converted to full time.
Range Data				
Average	25,558.67	30,936.47	31,544.60	
50th Percentile	24,960.00	31,200.00	31,130.00	
60th Percentile	25,381.60	31,653.40	31,587.20	
65th Percentile	25,592.40	31,880.10	31,815.80	
70th Percentile	25,803.20	32,106.80	32,095.28	
75th Percentile	26,014.00	32,333.50	32,400.20	
80th Percentile	26,224.80	32,560.20	32,705.12	
Actual Data				
Average	26,812.91	36,276.29		
50th Percentile	26,460.50	35,799.50		
60th Percentile	26,849.12	36,325.28		
65th Percentile	27,043.43	36,588.17		
70th Percentile	27,280.99	36,909.57		
75th Percentile	27,540.17	37,260.23		
80th Percentile	27,799.35	37,610.89		

Detailed Salary Data
McFarland, WI

Position:	Public Works Director			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	94,000.00	114,000.00		Director of Engineering and PW
Cottage Grove			105,788.80	DPW Director/Deputy Administrator
Deforest			111,250.00	Director of Public Services
Delafield			138,049.60	Administrator/Director of Public Works
Grafton	83,483.00	112,911.00		Director of Public Works/Engineer
Hartland	90,706.00	115,688.00		Public Works Director
Jackson			94,490.24	Public Works Director
Monona			99,153.60	Public Works Director
Mount Horeb	74,553.40	111,830.09	85,300.80	Public Services Director
Mukwonago	73,097.00	98,681.00		Public Works Director
Oregon	87,506.00	114,198.00	108,657.00	Public Works Director
Pewaukee (v)	84,143.07	113,593.15		Engineer/Director of Public Works
Stoughton			87,825.80	Public Works Director
Verona	90,948.34	112,992.45	107,812.09	Director of PW/Fire Chief
Waunakee	92,643.20	118,580.80	124,966.40	Public Works Director
ERI Data				n/a
McFarland	90,750.40	117,873.60	101,712.00	
Range Data				
Average	85,675.56	112,497.17	106,329.43	
50th Percentile	87,506.00	113,593.15	106,800.45	
60th Percentile	90,066.00	113,918.63	108,150.05	
65th Percentile	90,754.47	114,039.60	108,530.26	
70th Percentile	90,851.40	114,118.80	109,434.90	
75th Percentile	90,948.34	114,198.00	110,601.75	
80th Percentile	91,626.28	114,794.00	113,993.28	
Actual Data				
Average	90,380.02	122,278.85		
50th Percentile	90,780.38	122,820.51		
60th Percentile	91,927.55	124,372.56		
65th Percentile	92,250.72	124,809.80		
70th Percentile	93,019.67	125,850.14		
75th Percentile	94,011.49	127,192.01		
80th Percentile	96,894.29	131,092.27		

Detailed Salary Data
McFarland, WI

Position:	Assistant to the Public Works Director (Administrative Position)			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg				n/a
Cottage Grove				n/a
Deforest				n/a
Delafield				n/a
Grafton				n/a
Hartland				n/a
Jackson				n/a
Monona				n/a
Mount Horeb				n/a
Mukwonago				n/a
Oregon				n/a
Pewaukee (v)				n/a
Stoughton				n/a
Verona				n/a
Waunakee	49,732.80	63,710.40		Engineering and PW Office Manager
ERI Data	56,971.00	78,994.00	67,696.00	Office Manager; Madison, WI; YOS 1-14; Median.
McFarland	60,361.00	78,395.20	62,441.60	
Range Data				
Average	53,351.90	71,352.20		
50th Percentile	53,351.90	71,352.20		
60th Percentile	54,075.72	72,880.56		
65th Percentile	54,437.63	73,644.74		
70th Percentile	54,799.54	74,408.92		
75th Percentile	55,161.45	75,173.10		
80th Percentile	55,523.36	75,937.28		
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Detailed Salary Data
McFarland, WI

Position:	Street and Utilities Superintendent			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	75,000.00	95,000.00		Superintendent Public Works/Parks/Forestry
Cottage Grove			65,175.55	PW Foreman
Deforest			83,190.29	PW Supervisor
Delafield			74,276.80	PW Foreman
Grafton	67,667.00	91,508.00		PW Superintendent
Hartland	79,602.00	102,145.00		Utility Operations Supervisor
Jackson			83,830.24	Utility Superintendent
Monona			74,360.00	PW Operations Supervisor
Mount Horeb	59,433.51	89,150.27	60,028.80	Water Utility Manager
Mukwonago	62,625.00	84,541.00		Assistant Utilities Director
Oregon	66,802.00	86,842.00	82,719.00	Assistant Director of Public Works
Pewaukee (v)	59,317.55	80,078.69		Public Works Supervisor
Stoughton			70,914.83	Public Works Street Supervisor
Verona	67,961.88	84,434.53	74,266.43	PW Street Superintendent
Waunakee	65,728.00	84,115.20	93,995.20	PW / Parks Foreman
ERI Data	70,835.00	104,772.00	88,810.00	Utility Sup.; Madison, WI; YOS 1-14; Median.
McFarland	67,808.00	88,088.00	82,617.60	
Range Data				
Average	67,497.19	90,258.67	77,415.19	
50th Percentile	67,234.50	87,996.14	74,360.00	
60th Percentile	67,784.95	90,093.36	82,719.00	
65th Percentile	67,917.65	91,154.34	82,954.65	
70th Percentile	68,823.82	92,555.60	83,190.29	
75th Percentile	70,116.72	94,127.00	83,510.27	
80th Percentile	71,668.00	96,429.00	83,830.24	
Actual Data				
Average	65,802.92	89,027.47		
50th Percentile	63,206.00	85,514.00		
60th Percentile	70,311.15	95,126.85		
65th Percentile	70,511.45	95,397.84		
70th Percentile	70,711.75	95,668.83		
75th Percentile	70,983.73	96,036.80		
80th Percentile	71,255.70	96,404.78		

Detailed Salary Data
McFarland, WI

Position:	Parks Superintendent			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	75,000.00	95,000.00		Superintendent Public Works/Parks/Forestry
Cottage Grove			64,988.00	Director of Parks, Recreation and Forestry
Deforest				n/a
Delafield				n/a
Grafton				n/a
Hartland				n/a
Jackson				n/a
Monona				n/a
Mount Horeb				n/a
Mukwonago				n/a
Oregon				n/a
Pewaukee (v)				n/a
Stoughton	56,451.00	74,568.00	61,006.00	Parks Supervisor/Public Services Project Coord.
Verona	67,961.88	84,434.53		Parks and Urban Forestry Director
Waunakee	65,728.00	84,115.20		PW / Parks Foreman
ERI Data				n/a
McFarland	56,929.60	65,436.80	60,528.00	
Range Data				
Average	66,285.22	84,529.43	62,997.00	
50th Percentile	66,844.94	84,274.87	62,997.00	
60th Percentile	67,515.10	84,370.66	63,395.20	
65th Percentile	67,850.19	84,418.56	63,594.30	
70th Percentile	68,665.69	85,491.08	63,793.40	
75th Percentile	69,721.41	87,075.90	63,992.50	
80th Percentile	70,777.13	88,660.72	64,191.60	
Actual Data				
Average	53,547.45	72,446.55		
50th Percentile	53,547.45	72,446.55		
60th Percentile	53,885.92	72,904.48		
65th Percentile	54,055.16	73,133.45		
70th Percentile	54,224.39	73,362.41		
75th Percentile	54,393.63	73,591.38		
80th Percentile	54,562.86	73,820.34		

Detailed Salary Data
McFarland, WI

Position:	Public Works - Crewperson			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	48,000.00	68,000.00		DPW, Parks and Forestry Crew
Cottage Grove	46,166.02	54,949.44		PW Technician
Deforest			53,424.00	Crewperson
Delafield	52,124.80	66,144.00		PW Laborer
Grafton	48,033.00	64,937.00		Crewperson
Hartland	54,182.00	69,842.00		DPW Laborers
Jackson			55,432.00	Maintenance Worker
Monona	40,414.40	42,536.00		Parks Maintenance Worker
Mount Horeb	42,303.60	63,455.40	49,774.40	Public Services Crewperson II
Mukwonago	43,160.00	58,260.80		Crewperson
Oregon	46,550.40	63,627.20	50,107.20	Crewperson, Plant Operator, Utility Maintenance
Pewaukee (v)	37,216.56	50,242.36		Laborer
Stoughton			51,958.00	Machine Operator
Verona	47,910.45	59,523.00	55,355.89	PW Maintenance
Waunakee	47,756.80	61,110.40	52,608.40	PW Crew Member
ERI Data	35,988.00	48,780.00	42,547.00	Laborer; Madison, WI; YOS 1-14; Median.
McFarland	45,094.40	58,572.80	55,265.60	
Range Data				
Average	45,369.69	59,339.05	51,400.86	
50th Percentile	46,550.40	61,110.40	52,283.20	
60th Percentile	47,787.53	63,489.76	52,771.52	
65th Percentile	47,879.72	63,592.84	53,056.98	
70th Percentile	47,946.27	64,151.12	53,342.44	
75th Percentile	48,000.00	64,937.00	53,906.97	
80th Percentile	48,019.80	65,661.20	54,583.13	
Actual Data				
Average	43,690.73	59,110.99		
50th Percentile	44,440.72	60,125.68		
60th Percentile	44,855.79	60,687.25		
65th Percentile	45,098.43	61,015.53		
70th Percentile	45,341.07	61,343.81		
75th Percentile	45,820.93	61,993.02		
80th Percentile	46,395.66	62,770.60		

Detailed Salary Data
McFarland, WI

Position:	Mechanic			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	52,000.00	72,000.00		Mechanic
Cottage Grove				n/a
Deforest				n/a
Delafield				n/a
Grafton	51,696.00	69,906.00		Crewperson - Mechanic
Hartland				n/a
Jackson				n/a
Monona			65,228.80	Mechanic
Mount Horeb	47,380.03	71,070.05		Public Services Mechanic/Foreman
Mukwonago	51,750.40	69,867.20		Mechanic
Oregon				n/a
Pewaukee (v)	46,985.05	63,429.82		Mechanic
Stoughton				n/a
Verona				n/a
Waunakee	56,700.80	72,571.20		Mechanic
ERI Data	40,857.00	58,880.00	50,364.00	Mechanic; Madison, WI; YOS 1-12; Median.
McFarland	47,798.40	62,088.00	58,572.80	
Range Data				
Average	49,624.18	68,246.32	57,796.40	
50th Percentile	51,696.00	69,906.00	57,796.40	
60th Percentile	51,728.64	70,604.43	59,282.88	
65th Percentile	51,744.96	70,953.65	60,026.12	
70th Percentile	51,800.32	71,256.04	60,769.36	
75th Percentile	51,875.20	71,535.03	61,512.60	
80th Percentile	51,950.08	71,814.01	62,255.84	
Actual Data				
Average	49,126.94	66,465.86		
50th Percentile	49,126.94	66,465.86		
60th Percentile	50,390.45	68,175.31		
65th Percentile	51,022.20	69,030.04		
70th Percentile	51,653.96	69,884.76		
75th Percentile	52,285.71	70,739.49		
80th Percentile	52,917.46	71,594.22		

Detailed Salary Data
McFarland, WI

Position:	Parks Crewperson			
Community:	Minimum Rate	Maximum Rate	Actual Salary	Job Title (If Different)/ Comments
Cedarburg	48,000.00	68,000.00		DPW, Parks and Forestry Crew
Cottage Grove	46,166.02	54,949.44		PW Technician
Deforest			53,424.80	Crewperson
Delafield	52,124.80	66,144.00		PW Laborer
Grafton	48,033.00	64,937.00		Crewperson
Hartland	54,182.00	69,842.00		DPW Laborers
Jackson			55,453.00	Maintenance Worker
Monona	50,419.20	57,158.40		Crew
Mount Horeb	37,771.07	56,656.61		Public Services Crewperson I
Mukwonago				n/a
Oregon	46,550.40	63,627.20		Crewperson, Plant Operator, Utility Maintenance
Pewaukee (v)	37,216.56	50,242.36		Laborer
Stoughton				n/a only had seasonal salary information.
Verona	45,198.55	56,153.80		Parks Maintenance
Waunakee	47,756.80	61,110.40		PW Crew Member
ERI Data	35,988.00	48,780.00	42,547.00	Laborer; Madison, WI; YOS 1-14; Median.
McFarland				
Range Data				
Average	45,783.87	59,800.10	50,474.93	
50th Percentile	47,153.60	59,134.40	53,424.80	
60th Percentile	47,902.72	62,620.48	53,830.44	
65th Percentile	48,004.95	63,823.67	54,033.26	
70th Percentile	48,023.10	64,544.06	54,236.08	
75th Percentile	48,629.55	65,238.75	54,438.90	
80th Percentile	49,941.96	65,902.60	54,641.72	
Actual Data				
Average	42,903.69	58,046.17		
50th Percentile	45,411.08	61,438.52		
60th Percentile	45,755.87	61,905.01		
65th Percentile	45,928.27	62,138.25		
70th Percentile	46,100.67	62,371.49		
75th Percentile	46,273.07	62,604.74		
80th Percentile	46,445.46	62,837.98		

APPENDIX D

McFarland, WI - Staffing Analysis Survey

GovHR USA, LLC (GovHR) is serving as the Village of McFarland's consultant for the Staffing Analysis and Classification and Compensation Study. As part of this important process, please fill out the survey below by Monday August 2nd. Your answers are confidential and will come back directly to GovHR. GovHR will review, evaluate, and analyze all responses.

The Village wants you to know this process and feedback are very important to help shape the Village's compensation system. This is your opportunity to provide feedback; the Village wants to hear about issues and problems that exist, and in addition to that they also want meaningful feedback on changes you would like to see.

If you have any questions on the survey or need any additional information please contact Rachel Skaggs at rskaggs@govhrusa.com or at 815-303-2187. Please feel free to email any additional materials that may be of use as the analysis is conducted.

Thank you so much for your assistance with this important project.

*** Required**

1. Are you satisfied with the Village's current compensation plan/pay structure for positions?

Mark only one oval.

☐ Yes

☐ No

☐ Other: _____

2. What areas of the current pay plan would you like to see improved/adjusted?

3. Based on the staff in your department are you able to achieve the goals set out by the Village?

4. What do you believe are the top three (3) things that would allow your department to work more efficiently and accomplish goals?

5. Chose one of the following:

Mark only one oval.

- ☐ My Department is under staffed.
- ☐ My Department is over staffed.
- ☐ My Department is adequately staffed.

6. In five (5) years, do you anticipate the staffing levels in your department will:

Mark only one oval.

- ☐ Increase
- ☐ Stay the Same
- ☐ Decrease

7. What upcoming issues do you anticipate that may affect your staffing levels over the next five years? Please explain your answer.

8. How would you assess interdepartmental cooperation? Do you have any suggestions on how the cooperation could be changed to better assist you in performing your work?

9. In your opinion, is there duplication of services between departments? If so, where do you think efficiencies can be realized?

10. Are there any services in your department/division that you are performing today that you believe would be more efficient and effective performed in another department/division? Please explain your answer.

11. Conversely, do you believe there are any services performed by another department/division (or outsourced) that you believe would be better performed by your department/division? Please explain your answer.

12. Question for Supervisors Only: Have you looked at alternative service delivery models, such as outsourcing services, shared services, managed competition, joint bidding, etc.?

13. If your department uses seasonal, variable, or temporary employees, in your opinion what are the advantages and disadvantages of these types of employees?

14. Please rank in order of importance the resources listed below that you believe your department would benefit from: *

Mark only one oval per row.

	1 (most important)	2	3	4	5	6	7 (least important)
Additional Staffing	☐	☐	☐	☐	☐	☐	☐
Training	☐	☐	☐	☐	☐	☐	☐
Equipment	☐	☐	☐	☐	☐	☐	☐
Interns	☐	☐	☐	☐	☐	☐	☐
Smaller Supervisor Span of Control / More Autonomy	☐	☐	☐	☐	☐	☐	☐
Leadership Development	☐	☐	☐	☐	☐	☐	☐
Improved Facilities	☐	☐	☐	☐	☐	☐	☐

15. Is there anything else you would add that is missing from the question above?

16. Do you feel you have the adequate resources to do your work, such as personnel, equipment, training, etc.? If not, what additional resources do you need?

17. Would the use of better technology assist in the delivery of the services your department provides? If so, please specify.

18. What factors hinder the opportunity for improvement within your department (chose the top 2)?

Check all that apply.

- ☐ Budget
☐ Personnel
☐ Technology Support
☐ Leadership Support

Other: ☐ _____

19. Please explain your answer to the question above:

20. Do you believe your department's current structure provides an appropriate level of supervision of employees and operations? If no, please explain your answer.

21. Do you feel your department offers employees opportunities for advancement or succession? If no, please explain your answer.

22. If we were to ask the residents and elected officials for their impressions of your department, what would they tell us?

Mark only one oval.

- ☐ Outstanding
- ☐ Above Average
- ☐ Average
- ☐ Below Average
- ☐ Other: _____

23. Do you believe there is a department within the Village that is run particularly well? Please explain your answer:

24. If you could change one thing about how your department is run, what would that be?

25. As an employee, what do you think the Village is doing really well?

26. As an employee, what do you think the Village could do better?

27. If someone approached you about applying for a position within the Village, what are the top two reasons you would give them to encourage them to apply?

28. Research shows that the top two reasons an employee leaves an organization are related to compensation and supervisor/manager. Other than these two things, what would cause you to consider leaving Village employment?

29. How do you view your health insurance benefits?

Mark only one oval.

- ☐ Outstanding
- ☐ Above Average
- ☐ Average
- ☐ Below Average
- ☐ Other

30. Please provide feedback on how your view of health insurance benefits could be improved?

31. How do you view your dental insurance benefits?

Mark only one oval.

- ☐ Outstanding
- ☐ Above Average
- ☐ Average
- ☐ Below Average
- ☐ Other

32. Please provide feedback on how your view of dental insurance benefits could be improved?

33. How do you view your life insurance benefits?

Mark only one oval.

- ☐ Outstanding
- ☐ Above Average
- ☐ Average
- ☐ Below Average
- ☐ Other

34. Please provide feedback on how your view of life insurance benefits could be improved?

35. How do you view your retirement benefits?

Mark only one oval.

- ☐ Outstanding
- ☐ Above Average
- ☐ Average
- ☐ Below Average
- ☐ Other

36. Please provide feedback on how your view of life retirement benefits could be improved?

37. How do you view your paid time off benefits (sick, vacation, personal, holiday, etc.)?

Mark only one oval.

- ☐ Outstanding
- ☐ Above Average
- ☐ Average
- ☐ Below Average
- ☐ Other

38. Please provide feedback on how your view of paid time off benefits could be improved?

39. How do you view all other benefits offered by the Village that were not mentioned?

Mark only one oval.

- ☐ Outstanding
- ☐ Above Average
- ☐ Average
- ☐ Below Average
- ☐ Other

40. Please provide feedback on how your view of other benefits could be improved?

41. Are there any non-traditional benefits you would like to see added? (i.e. summer hours, more flexible work schedule, etc.). Please be specific.

42. The Village is looking to create an employee recognition program that is meaningful to employees. Please rate the following: *

Mark only one oval per row.

	1 (most meaningful)	2	3	4	5 (least meaningful)
Monetary Gift	☐	☐	☐	☐	☐
Time Off	☐	☐	☐	☐	☐
Departmental Recognition	☐	☐	☐	☐	☐
Village-Wide Recognition	☐	☐	☐	☐	☐
Other	☐	☐	☐	☐	☐

43. Is there anything missing from the question above?

44. What would you like to see changed regarding employee benefits?

45. Having a solid performance appraisal system is a necessity to a good compensation plan. What areas of the current performance appraisal system do you like and find useful?

46. What parts of the current performance appraisal system would you like to change if you could? Please be specific in your response.

47. Is there something that you feel strongly about that was not addressed in any of the questions that you would like to share that you believe is important for the Village to be aware of and/or consider?

48. Please provide your department: *

49. Please provide your name (optional):

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McFarland
SUMMARY SHEET

MEETING DATE: Monday, November 22, 2021

SECTION: Business

DEPARTMENT: Communications & Technology

CONTACT: Stephanie Miller, Comm & Technology Director

AGENDA ITEM: Discussion and action to approve the Underwriting Policy for the McFarland Cable Channel.

PREVIOUS ACTION:

The Communications and Technology Committee reviewed this policy at their meeting on October 26, 2021 and recommended its approval.

ISSUE SUMMARY:

McFarland Cable is pursuing underwriting opportunities (i.e. - sponsorship) for future sports seasons. Underwriting is a potential revenue stream that would supplement funding for the cable channel's operating costs related to sporting events, allowing the expansion to cover costs for equipment needs and broadcast announcers that are currently staffed by volunteers. A few legal documents have been drafted for use by the Department in order to establish the policy and agreement for this purpose. These documents set forth the standards by which the Department/Village will follow when underwriting for the cable channel, and also defines the terms of agreement that future sponsors will enter into with the Village. An informational sheet is included, which will be given to potential sponsors as a brief overview of what McFarland Cable is offering for sponsorship opportunities.

The program is setup to be administered by Departmental Staff under the guidance, as needed, of the Village Administrator. It was revised recently followed Committee review to direct issues to the Village Board in the future rather than the Committee. This change was made as a result of the Village Board's desire to discontinue the Communications and Technology Committee through the Restructuring Project. The changes made are contained within the responsibility section in the first page of the policy.

FINANCIAL/BUDGET IMPACT:

There will be additional revenue incurred as a result of this policy and its implementation. Those revenues will be listed in the Communications and Technology Fund budget and accounted for in future budget cycles based on actual experience.

VILLAGE PLAN REFERENCE:

None.

ORDINANCE REFERENCE:

None.



BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Recommended action:

Motion and second to approve the Underwriting Policy for the McFarland Cable Channel.

ATTACHMENTS:

1. Sponsorship policy draft 11182021
2. Sponsorship Agreement - McFarland 10-15-21
3. WMCF Sponsorship Packages-Letterhead
4. McFarland Cable 982 Operating Guidelines

Village of McFarland

PEG Channel Sponsorship Policy

I. PURPOSE:

The Village of McFarland operates its own cable channel and is authorized to accept underwriting and sponsorships for its continued operations and programing. The Village welcomes partnership opportunities in support of the Village's mission to provide quality programming to the community.

This policy sets out guidelines for entering into sponsorship agreements with private entities. This policy is not applicable to gifts, grants or unsolicited donations in which no benefits are granted to the benefactor and where no business relationship is created.

II. POLICY:

- a. It is the policy of the Village of McFarland that businesses may sponsor the cable channel and its programing. For each sponsor, a written sponsorship agreement will be entered into in accordance with guidelines set forth in this policy.
- b. Sponsorship recognition may be given at the opening and closing of a program, as well as during breaks during programming. Recognition may be in the form of identifying the sponsor and its business logo. No sponsorship recognition may take the form of advertising and the recognition may not promote or endorse any product or service provided by the sponsor.
- c. The following organizations, industries and products are not eligible to sponsor operations and programing:
 - i. Religious and political organizations and entities;
 - ii. Businesses that derive more than 50% of gross revenues from the sale of alcohol, tobacco, gambling, mood-altering substances, vaping/e-cigarettes, or firearms;
 - iii. Businesses and entities that provide lewd products or services, including adult entertainment; and,
 - iv. Businesses and entities whose name or logo would be considered offensive to the standards of the McFarland community.

III. RESPONSIBILITY:

- a. The Communications and Technology Director, with consultation of the Village Administrator, may consider and/or recommend sponsorship proposals for the Village enter into agreements with organizations and businesses consistent with this policy. The Director shall regularly provide updates to the Village Board regarding sponsorships and sponsorship agreements.
- b. All sponsorship agreements shall be in writing in a form approved by Village staff. If the Director approves a sponsorship application, Village staff will prepare a sponsorship agreement for approval and execution by the Village Administrator.

IV. CRITERIA:

The Communications and Technology Director shall use, but is not limited to, the following criteria when evaluating a sponsorship proposal; in all cases, the Director (or designee) will have the prerogative to accept or reject the proposal:

- a. The compatibility of the entity's products, customers and promotional goals with the Village of McFarland's mission and image, and the purpose of the channel to provide community programming;
- b. The entity's past record of involvement in the community and Village projects;
- c. The timeliness or readiness of the entity to enter an agreement; and
- d. The actual value of the consideration provided to the Village in exchange for the sponsorship recognition.
- e. The extent to which the sponsorship proposal is likely to generate public controversy.

SPONSORSHIP AGREEMENT

THIS AGREEMENT is entered into by and between the **VILLAGE OF MCFARLAND**, a Wisconsin municipal corporation ("Village") and **NAME OF SPONSOR** ("Sponsor").

For and in consideration of the sponsorship by Sponsor of the Village's YouTube and cable channels, the Village shall recognize such sponsorship on the terms and conditions set forth in this Agreement.

- I. DURATION OF SPONSORSHIP.** The term of Sponsor's sponsorship and of this Agreement shall be for one (1) year from the date of this Agreement. Notwithstanding any of the foregoing, the Village's obligations set forth in this Agreement shall not commence until fifteen (15) days following the payment of the Sponsorship Fee by Sponsor.
- II. SPONSOR RECOGNITION.** Subject to the terms and conditions contained in this section, the Village agrees that, during the term of the sponsorship, it will:
 - A.** Identify Sponsor by its name, business logo, and other identifying information, before and after select programing, and during applicable breaks during programing. The Village's recognition of Sponsor will not be promotional in nature of Sponsor's products and services. The form and appearance of the recognition is subject to approval by both the Village and Sponsor. The Village has sole authority as to which programming to recognize Sponsor, and how often to make such recognition, but the Village will make reasonable efforts to accommodate Sponsor's requests for the same.
 - B.** Identify Sponsor by its name, business logo, and other identifying information, on the Village's website as a sponsor of the cable and YouTube channels.

III. OBLIGATIONS OF SPONSOR.

A. Intellectual Property.

- 1. Warranty of Title.** Sponsor shall be solely responsible for any legal liability arising out of or relating to the use by the Village of Sponsor's business logo or other information in accordance with this Agreement. Sponsor represents and warrants that it currently holds, and throughout the term of this Agreement will hold, with the necessary rights to permit the use of its designated business logo by Village for the purpose of this Agreement; and that the use, reproduction, distribution, or transmission of the business logo will not violate any criminal laws or any rights of any third parties, including, but not limited to, such violations as infringement or misappropriation of any copyright, patent, trademark or trade name, unfair competition, defamation, invasion of privacy or rights of celebrity, violation of any antidiscrimination law or regulation, or any other right of any person or entity.
- 2. Irrevocable License.** For the term of this Agreement, and for an additional period of sixty (60) days after expiration or termination hereof, Sponsor hereby grants to the Village a limited, non-exclusive, worldwide license to use Sponsor's trademarks, trade names and business logos on the Village's website and during programing on the Village's cable and YouTube channels. Sponsor also grants to the Village, for the term of this Agreement and after the expiration or termination of this Agreement, the right to broadcast recorded programming, originally made during the term of the Sponsorship or sixty (60) days thereafter, on the Village's cable and YouTube channels in which the Sponsor's trademarks, trade names and business logos are shown in the programming. The provisions of this paragraph shall survive the expiration or termination of this Agreement regardless of the cause.

- B. Indemnification for Liability.** Sponsor shall fully and forever indemnify the Village and hold the Village harmless from any and all liability, loss, damages, claims, or causes of action, including reasonable legal fees and expenses that may be incurred by the Village, arising out of or related to Sponsor's breach of any of the foregoing representations, warranties or obligations. The provisions of this subsection shall survive the expiration or termination of this Agreement regardless of the cause.
- C. Misrepresentation.** Sponsor shall not, directly or indirectly, including through its website or any other advertising media, state or imply that the Village has endorsed, has approved, guarantees or in any other manner supports any claim with respect to the quality, value or usefulness of any of Sponsor's product or services.

IV. VILLAGE RIGHTS AND OBLIGATIONS.

- A. Removal of Sponsor's Name on Termination.** Upon the expiration of this Agreement, or its earlier termination, the Village shall have the right to remove Sponsor's name, business logo and other identifying information from the Village's website and any programming as it relates to the sponsorship.
- B. Reserved Powers.** The parties acknowledge that the Village is a municipal corporation with governmental powers and obligations that cannot be lawfully waived, limited or delegated by contract. The Village reserves all right to enact, amend, modify or repeal any ordinance or resolution in the exercise of its governmental powers and the rights granted by this Agreement shall be subject to any such action. In the event an exercise of the foregoing powers by the Village shall have the effect of substantially altering the rights granted to Sponsor hereunder, Sponsor may, as its sole and exclusive remedy, terminate this Agreement and recover a proportionate share of the Sponsorship Fee paid for the then-current term *pro rated* to the date of actual termination.
- C. Content of Village Media.** The Village shall retain full and exclusive control over the content of its website and programming, subject only to the obligations expressly set forth herein. Nothing in this Agreement shall be construed to grant Sponsor any rights with respect to such content other than the right to have its name, business logo or other identifying information displayed and identified as a Sponsor on the terms and conditions contained herein.
- D. Maintenance of Facilities and Website.** Subject to the rights of the Village described in §IV.B., the Village shall be responsible for the general maintenance of its website and channels, and any sponsor recognition on the same. Notwithstanding the foregoing, the Village shall not be deemed in breach of this Agreement, and shall have no liability to Sponsor, for temporary inoperability of its website or its channels due to hardware or software failures, routine or non-routine maintenance, disruption of service by the Village's internet service provider, power outages, compliance with lawful governmental or court orders or any other cause beyond the reasonable control of the Village. Sponsor acknowledges that its rights to have the Sponsor's name displayed and functional under this Agreement are limited to those times when the Village's website and channels are operational and programming is broadcast. The Village shall not be deemed in breach of this Agreement, and shall have no liability to Sponsor, due to damages caused by weather events, fire, criminal acts, or any other act or event which results in the Village being unable to provide sponsorship recognition in its programming or website.
- E. No Guarantee of Exposure.** Sponsor acknowledges that the Village has made no guarantee or assurance that any service provided by the Village under this Agreement will result in increased exposure to Sponsor or its products or services, increase Sponsor's revenues, profits or goodwill, or otherwise provide any benefit to Sponsor. To the extent the Village has provided any information or projections relating to anticipated traffic or exposure, Sponsor acknowledges that all of such information is historical only and cannot be relied upon as a measure of future results. Sponsor

has made its own independent determination to enter into the Sponsorship arrangement and this Agreement without any assurance that doing so will provide it any benefit whatsoever.

V. SPONSORSHIP FEE. In consideration for the rights granted by this Agreement, Sponsor shall pay the Village _____ upon execution of this Agreement. The Sponsorship Fee shall be non-refundable upon payment, except to the extent expressly provided otherwise in this Agreement.

VI. TERMINATION. Notwithstanding the general term provided in §I., this Agreement may be terminated prior to expiration:

- A.** By the Village upon a default of any obligation of Sponsor if such default shall continue for a period of thirty (30) days after notice to Sponsor of such default. Termination under this paragraph shall not affect Sponsor's obligation to pay all of the Sponsorship Fee.
- B.** By the parties' written agreement.
- C.** By the Village, if it receives a claim that Sponsor violated the intellectual property rights of any third party, or any state or federal law, if the Village reasonably believes that the claim may be valid and may subject the Village to legal liability if Sponsor's name, business logo or other identifying information are used during programming or on the Village's website.
- D.** By the Village, immediately if Sponsor shall violate, or be determined or become ineligible as a sponsor under any generally applicable policy of the Village with respect to permissible sponsors, as such policies may be adopted or amended from time to time.

VII. MISCELLANEOUS PROVISIONS.

- A. Binding Effect.** This Agreement shall be binding upon and inure to the benefit of the Sponsor and the Village and the successors and assigns of the parties.
- B. Assignment.** Sponsor may not assign this Agreement, in whole or in part, without Village's written consent. Any attempt to assign this Agreement without such consent will be null and void.
- C. Governing Law.** This Agreement will be governed by and construed in accordance with the laws of the State of Wisconsin.
- D. Entire Agreement.** This Agreement constitutes the complete and exclusive agreement between the parties with respect to the subject matter hereof, superseding and replacing any and all prior agreements, communications, and understandings (both written and oral) regarding such subject matter. This Agreement may only be modified, or any rights under it waived, by a written document executed by both parties.
- E. Authority of Signatories.** The individuals signing on behalf of Sponsor warrant and represent that they are duly authorized, in the capacity indicated in the signature blocks forming a part of this Agreement, to sign this Agreement on behalf of Sponsor, and such signatures are sufficient to bind Sponsor hereto.
- F. Immunity.** Nothing contained in this Agreement constitutes a waiver of the Village's sovereign immunity under applicable law.
- G. Headings.** Descriptive headings are for ease of reference only and shall not control or affect the meaning or construction of any provision of this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement in McFarland, Wisconsin on the date first written below.

SPONSOR:

By: _____

Title: _____

Date: _____

VILLAGE OF MCFARLAND:

By: _____

Title: _____

Date: _____

WMCF Sponsorship Packages

Every year McFarland Cable (WMCF) broadcasts dozens of live sporting events from McFarland High School athletics. Broadcasts are shown on multiple cable stations as well as the McFarland Cable YouTube page, where every live event is viewable on-demand and reaches hundreds of viewers from within and outside of the community. Every event has a crew of dedicated camera operators, directors, and live announcers that help bring viewers some of the best high school sports coverage around.

WMCF is now offering seasonal sponsorships for local businesses to help support the creation of these broadcasts. Sponsors will have their businesses recognized during breaks in gameplay, as well as the start and end of every event. Seasonal sponsorships will be covered at a variety of different sporting events including, but not limited to: football, volleyball, girls swimming, boys soccer, girls soccer, boys basketball, and girls basketball.

Season Sponsorship

Recognition:

- Sponsor's name and identifying information will be read aloud during breaks, and the start/end of a broadcast.
- An on-screen graphic will be displayed during recognition periods, showing identifying information and a business logo.
- Sponsor will be identified as a cable channel sponsor through the Village website.



Example

Platforms

- TDS / Spectrum: Our sporting events broadcast live on TDS and Spectrum cable and continue to be rerun well after the date of the event.
- McFarland Cable YouTube: Every broadcast is shown live and stays on our YouTube channel for on-demand viewing afterwards. Over time, videos gather potentially thousands of views.

McFarland Cable 98/982 Operating Guidelines

Village of McFarland

A. Purpose/Mission Statement

The purpose of this policy is to establish guidelines for the administration, operations, and programming of McFarland Cable Channel 98/982.

The purpose of McFarland Cable Channel 98/982 is to provide the residents of McFarland with access to information and entertainment from public, educational and governmental sources. McFarland Cable Channel 98/982 develops, produces, and broadcasts quality programming that provides access to local government, improves communications between the government and the public, highlights and documents community events, provides a place to share ideas, and promotes the story of McFarland through the voice of its people.

B. Definitions

- Administrator: McFarland Village Administrator
- Cable: McFarland Cable Channel 98/982, which is a public access, PEG channel run by the Village of McFarland and funded by franchise fees from McFarland residents. Also known as McFarland Cable Station and WMCF.
- CBB: Stands for the Community Bulletin Board, which is a slideshow of messages and PSA's from the Village and the community. The CBB is displayed on the channel when no program is being broadcast.
- Committee: Communications & Technology Committee, a standing committee of the McFarland Village Board.
- Community Producers: Eligible persons who have been given access to Village of McFarland Cable Station equipment/facilities in order to produce a program for distribution via McFarland Cable Channel 98/982.

- Primary Government Meetings: These are the most important regularly scheduled meetings filmed by Cable. They include: Village Board, School Board, and Plan Commission.
- Secondary Government Meetings: All other regularly scheduled meetings that are not included in the Primary Government Meetings category.
- Village: Village of McFarland Government

C. Department Overview

- 1) The Communications & Technology Committee, appointed by the Village President and confirmed by the Village board, is responsible for setting policy and overseeing the administration, operations, and programming of Cable. (McFarland Municipal Code, Sec. 2-358)
- 2) In regards to Cable, the Committee's main duties include, but are not limited to:
 - Development and evaluation of annual operating and capital budget.
 - Development and approval of Cable policies.
 - Resolving complaints about the operations or programming of Cable.
- 3) The McFarland Village Administrator is tasked with the day to day oversight and management of Cable. The Administrator may choose to appoint a manager or managers, to assist with the management and day to day operations of Cable. The managers main duties might include, but are not limited to:
 - Plan, direct, and exercise general supervision over technical and programming operations of Cable.
 - Develop community programming that reflects education, governmental, cultural, religious, and commercial activities of McFarland community.

- Coordinate/conduct live video/taped productions of government meetings and other events in the community.
- Assist in development of annual operating and capital budget.
- Serve as staff support to the Committee.

D. Use of Production Equipment/Facilities

- 1) Use of Village equipment/facilities must be for the purpose of recording and preparing programs for distribution via Cable. Use of Village equipment for personal use or commercial purposes is prohibited.

- 2) Cable equipment and facilities are owned by the Village of McFarland and are primarily reserved for use by Village staff. The following persons are also eligible to use Cable equipment and facilities:
 - Village of McFarland residents
 - Employees of the Village of McFarland
 - Employees/Students of the McFarland School District
 - Members of local non-profit groups and organizations

- 3) Anyone checking out equipment or using Cable facilities must be at least 18 years of age. Anyone between the ages of 16-18 years old must have a legal parent or guardian co-sign all rental agreements.

- 4) Any person who wishes to use Cable equipment or facilities must demonstrate sufficient technical competence, as defined by Cable staff, before being able to check out equipment or use Cable facilities. Once approved by a manager, anyone wishing to use equipment/facilities will be classified as Community Producers.

- 5) Community Producers will be financially liable for any costs of repairing or replacing equipment incurred due to any damage, misuse or theft that occurs while the equipment or facilities are in their use.

- 6) Use of Cable equipment and facilities shall be on a first come, first serve basis. All requests for use of equipment or facilities must be made two weeks prior to the date the equipment/facility is needed.
- 7) Because of Cable production priorities, equipment and staff may not be available at all times. Cable will adhere to the following production and programming priorities, with the top being the highest priority:
 - a) Primary Government Meetings (Live & Replay)
 - b) Community Programs (Sporting Events, Parades, Concerts, etc)
 - c) Secondary Government Meetings
 - d) Submitted programs
 - e) Community Message Board
- 8) If additional technical assistance is needed, arrangements must be made with Cable staff a week prior to the date of production.
- 9) All equipment must be returned to Cable promptly after use or as agreed upon in the rental agreement.
- 10) Cable reserves the right to refuse the use of equipment or facilities to any persons who appear to be under the influence of alcohol or drugs, who engage in inappropriate conduct, or have previously violated the guidelines set out in this policy.

E. Program Submission/Distribution

- 1) Community Producers Responsibilities
 - a) Community Producers are fully responsible for the content of the programs that they produce. This responsibility includes liability against libel, defamation, copyright, and any other legal accountability. Criminal prosecution and/or civil lawsuits can result from illegal use of Cable. Cable staff and other Village staff are neither qualified nor permitted to advise producers about the legality of questionable material.

- b) Community Producers are responsible for all the preproduction, production, and post-production work associated with their programs. They are also responsible for gathering their own crew. Cable staff may provide assistance if their time and schedule allow for it.

2) Submitting Programs

- a) Locally and non-locally produced programs may be distributed via Cable if they meet the following criteria:

- The program must be sponsored by an eligible person listed in section D2.

- The program must meet the Program Standards set forth in this document.

- The program sponsor must obtain all the necessary rights to the program. This includes all necessary literary, artistic, intellectual, performing, and music rights as well as all necessary clearances from the owners of licensees of such material. Sponsors must be able to document, in writing, that the distribution of such material does not violate the rights of any third party or individuals appearing in the program.

- Technical Standards: All submitted programs must meet minimum technical standards (good quality video & audio) as determined by Cable staff. These programs must also be compatible with cable broadcast equipment. Cable Staff should be contacted prior to the submission of the program to determine what the compatible formats are.

- b) Programs which meet the above criteria and are submitted properly may be distributed a minimum of two times. Cable staff will determine when a program plays in accordance with the production priorities outlined in section D7.

3) Program Standards

- a) All programs distributed via Cable are expected to reflect the general ethical/moral standards of the McFarland community as determined by the Cable staff, Committee, and Village Board.

- b) All submitted programs must have a graphic at the beginning and end of the program that identified the community producer and the program name. This graphic must be displayed for at least eight (8) seconds.
- c) Prohibited Content:
- Any material which constitutes libel, slander, invasion of privacy or publicity rights, or violation of trademark of copyright.
 - Any material which might violate local, state, or federal law.
 - Misrepresentation*: Programs may not contain content that is intended to defraud the viewer or designed to obtain money by false or fraudulent pretenses, representations or promises.
 - Advertising*: Any submitted programs may not promote the sale of products or services, including prices, or endorse a trade or business.
 - Gambling*: No program may promote or conduct any commercial lottery, raffle, contest or game involving prizes award in whole or part by lot or chance.
- d) Political Content: Legally qualified candidates for public office desiring to use Cable for political programming must adhere to the following:
- For state, county, and municipal offices, material is broadcast after the last official deadline for filing papers has passed, and ending at 6:00 p.m. the day before the election.
 - For federal offices, the material is broadcast beginning six months before the election and ending at 6:00 p.m. the day before the election.
 - The minimum length of a political program in which a candidate appears is three minutes.
 - The total amount of time allotted to any one candidate for public office to appear on Cable in a political program is one hour per month, excluding panel discussions, candidate forums or scheduled governmental meetings that may be covered by Cable.

-Candidates may appear in other programming on Cable provided their roll in the program is incidental. Elected officials may appear in other programming provided that they appear is part of their elected duty.

-Political content must have a disclaimer preceding every program submitted for broadcast. The content of the disclaimer is outlined in section E3-f.

- e) Cable Staff shall make the determination if a program contains prohibited content and is inappropriate for distribution. A program may be classified as inappropriate for distribution if it contains any of the above material or if it contains other material that does not reflect the standards of the McFarland community.
- f) Any programming which does not fall within the above definitions, but which maligns religious groups, attacks racial or ethnic minorities; contains nudity, sexual content, offensive language , or violence of such a nature as to be inappropriate for children will be defined as “Mature Content”. This content may be aired only at times least likely to be viewed by children. The ethical/moral standards of the community will be applied when determining if a program is considered “Mature Content”.
- g) If a program is classified as political or mature content, the following disclaimer must appear for at least five (5) seconds preceding every program that is submitted for broadcast:

The viewpoints expressed in the following program are not necessarily those of McFarland Cable Channel 98/982, the Village of McFarland, its employees or Charter Communications. Each program’s producer or sponsor is responsible for the programs content.

- h) Underwriting: Cable or Community Producers may choose to solicit underwriting funds to defray costs, provided that such underwriting does not constitute commercial exploitation of Cable. The following guidelines apply to underwriting and programs:

-Advertising, as defined in section E3, subsection b, is not permitted.

-Corporate logos and slogans are permitted only at the opening and/or closing of a program. In the case of sporting events, logos and slogans are permitted at halftime or between periods/quarters as well.

-Location, website, and phone number are permitted.

-Value-neutral descriptions of a product line or service that aid in identifying the contributor.

F. Community Bulletin Board Submission Guidelines

- 1) Individuals outlined in section D2 are able to submit a written message that will be displayed on the Community Bulletin Board (CBB). All messages must meet the following criteria:
 - a) The message must contain the name, address, and contact information of the person/organization submitting the message.
 - b) The message can be no more than 200 words.
 - c) A graphic or image may be submitted to go with the message. The message sponsor must obtain all the necessary rights to the graphic or image. This includes all necessary literary, artistic, and intellectual rights, as well as all necessary clearances from the owners of licensees of such material. Sponsors must be able to document, in writing, that the distribution of such material does not violate the rights of any third party or individuals appearing in the graphic or image.
 - d) The message may not contain any Prohibited Content listed in E3-c.
 - e) The message may not contain any political content that promotes a political candidate or party.
 - f) All messages distributed via the CBB are expected to reflect the general ethical/moral stands of the McFarland community, as determined by the Cable staff, Committee, and Village Board.
- 2) Cable Staff shall make the determination if a message contains any prohibited content and is inappropriate for distribution. A message may be classified as inappropriate for distribution if it contains any of the above material or if it contains other material that does not reflect the standards of the McFarland community.
- 3) The length of time a message is displayed on the CBB will depend on the content of the message. Cable staff will work with the submitter to determine the length. Cable staff has the final say on the length of time.
- 4) All messages must be submitted to Cable staff via e-mail. If a message cannot be submitted via e-mail, contact Cable staff to make arrangements.

G. Complaint Procedure

- 1) If there is a question regarding the acceptability of program content or a community message, Cable staff should be contacted to address those concerns. If not resolved at the staff level, the issue may be referred to the Committee. If not resolved at the Committee level, the issue may be referred to the Village Board.
- 2) The decisions made by Cable staff concerning acceptable program and message content may be appealed to the Committee by filing a written notice of appeal to the Administrator within ten (10) business days of the staff decision. The decisions made by the Committee may be appealed to the Village Board by filing a written notice of appeal to the Administrator within ten (10) business days of the Committee's decision.
- 3) All written notices of appeal must contain the following:
 - a) Name, Address, and Contact Information,
 - b) A copy of the document from Cable staff explaining why the content was rejected,
 - c) An explanation of why you disagree with the reasons for which cable staff found the submitted content to be unacceptable.

**VILLAGE OF
McFarland
SUMMARY SHEET**

MEETING DATE: Monday, November 22, 2021

SECTION: Business

DEPARTMENT: Public Works

CONTACT: Matt Schuenke, Village Administrator

AGENDA ITEM: Discussion and action regarding Community Park Phase 1 Design/Bidding Services.

PREVIOUS ACTION:

The Master Plan for the new Community Park was accepted by the Committee at the meeting on October 28, 2021 and received acceptance by the Village Board at its meeting on November 8, 2021.

The Parks, Recreation, and Natural Resources Committee reviewed the proposal at their meeting on November 18, 2021 and recommended its approval.

ISSUE SUMMARY:

Included within the packet is a proposal to design the mass grading at the Community Park as the first phase to develop this area. The project scope includes development of a mass grading plan as the first step in developing the site plan for this park that is recommended within the Master Plan. This work will also address future needs for septic, wells, and irrigation systems.

The plans prepared will provide a bid package for site preparation and earthwork balancing for the future implementation of the Master Plan elements. This will also provide for the final grading and restoration plans to allow for the use of the planned soccer fields beginning in 2023 and beyond. The design work will begin this Winter in anticipation for a Spring 2022 bidding process. Construction would begin in the late Spring and early Summer of next year. This is mainly rough grading of the site to make way for final improvements in the future. Getting the terrain situated to allow grass to grow is a lengthy process with the soonest eligibility to use this new space to take place in the Fall of 2023 or later, so starting sooner rather than later simply to get the grass growing at the proper elevations is a key first step before anything else can happen.

FINANCIAL/BUDGET IMPACT:

The total project budget for 2022 on this project is \$1.1 million that is funded between borrowed money in the Capital Projects Fund and impact fees within the Parks Fund. The cost of this proposal is \$26,596. The Village Board is set to approve this project within the 2022 Budget as part of their meeting on November 22nd.

The proposal is presented by Parkitecture which is who prepared and completed the Master Plan for the site. Staff is recommending this proposal as a sole source purchase without conducting a larger Request for Proposal (RFP) effort for the following reasons:



1. The Planner and Designer will be the same group. They have familiarity with the site and project overall.
2. Going through an RFP process may identify another Consultant that has a lower cost proposal, but it will require them to start over on the project. They will have the Master Plan to draw from but without the knowledge gained in preparing that plan.
3. The work that is proposed on this site is unique in nature that should be designed, specified, and bid with an Consultant that specializes in this work. This is an area where, again, we may find a lower cost option within a Consultant but if they lack familiarity in the final outcome it could cost us within our bids based on how they prepare the design.
4. The proposed Consultant has experience in these projects and the resources to design and bid the project as presented.
5. The proposed Consultant has previously completed work for the Village to prepare the Master Plan, Aquatics Feasibility Study, and Pickleball Planning/Design. We have a good relationship with them, they are highly responsive, and they provide a high quality product.
6. As you move from Planning to Design, the project evolves and the details take over which can alter the vision for the project. Keeping the Planner and Designer the same helps keep that vision consistent from plan to design and ultimately construction.

Sole source purchasing is an available purchasing option for the Village to consider and when in the best interest of the Village should be pursued. For these reasons listed above, Staff recommends this route as it is in the best interest of the Village for the design services needed within Phase 1 at the new Community Park.

VILLAGE PLAN REFERENCE:

[William McFarland Park and New Community Park Master Plan \(Appendices\)](#) - November 8, 2021

ORDINANCE REFERENCE:

[Fiscal Policy Manual - Section 10.06\(f\)\(2\) \(page 41\)](#) - "If the Village has an ongoing working relationship with a firm (e.g. engineer or legal services), however, it may elect to solicit and evaluate a proposal from just that firm if deemed to be in the best interest of the Village."

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Recommended Action:

Motion and second to approve the proposal from Parkitecture in the amount of \$26,596 for the Community Park Phase 1 Design/Bidding Services.

ATTACHMENTS:

1. 21_0913 MCF Community Park Mass Grading Proposal

Community Park Mass Grading Plan

TASK ORDER #4 - SCOPE OF SERVICES

General Project Scope:

Project scope includes development of a mass grading plan for the new Community Park site located on CTH AB and Siggelkow Road. This effort is the first step towards development of this facility. Plans shall provide a bid package for the site prep and earthwork balancing for the future implementation of the Master Plan elements. This bid package will also include final grading and restoration plans for the soccer fields. The Village desires to have the soccer complex online for public use by spring of 2023.

Task Items below are further described in the Master Agreement set forth between Parkitecture + Planning and the Village of McFarland.

Services to be completed:

1. **Mass Grading and Drainage System Plan Preparation**
Parkitecture will prepare schematic design and earthwork modeling for the entire site. Storm sewer system and field underdrain network will be included. Irrigation, septic and well systems design by others, Parkitecture will assist the Village with coordination and collaboration with these service providers for implementation in conjunction with the grading efforts.
2. **Preliminary Site Plan Preparation**
Parkitecture will develop site layout plans for a temporary entrance road, main pathways, and parking lot to establish limits of grading, drainage patterns, etc.
3. **Site Restoration Plan Preparation**
Parkitecture will prepare a site restoration, seeding, and erosion control plan for the entire site.
4. **Stormwater Management Plan and Permit**
Parkitecture will develop a SWMP for the grading and disturbance activity. This will include a model and report for permit inclusion. Permit will be submitted on behalf of the Village. Permit fees shall be paid directly by Village or submitted as a reimbursable expense by Parkitecture. Village to order soil borings and infiltration test pits.
5. **Opinion of Probable Construction Costs**
Parkitecture will assemble a table of probable construction costs for the proposed project bid items.
6. **Bidding Documents**
Parkitecture will develop final plan set and specifications manual for public bidding for this phase of construction.
7. **Solicitation of Bids**
Parkitecture will post bidding documents on Quest CDN, solicit bidders, answer bidder questions, issue addenda, and conduct bid opening. A bid tabulation and recommendation for award will be provided to the Village Board.

Deliverables:

Final project deliverables will include the following:

- Preliminary Plans
- Final Bid Documents (Plans and Specifications)
- Stormwater Management Plan

Community Park Mass Grading Plan

Schedule:

Parkitecture is prepared to begin work on the project on or about November 1, 2021 and will solicit bids in spring of 2022.

Fee:

In consideration of the scope outlined above, Parkitecture requests a fixed fee of \$26,596 including expenses (permit and geo-technical fees not included).

Signature below shall serve as notification to proceed.

Accepted by:

Village of McFarland



Parkitecture + Planning

Date:

____9/13/2021____

Date:

**VILLAGE OF
McFarland
SUMMARY SHEET**

MEETING DATE: Monday, November 22, 2021

SECTION: Business

DEPARTMENT: Administration

CONTACT: Matt Schuenke, Village Administrator

AGENDA ITEM: Discussion and action regarding a proposal from the Waubesa Sailing Club to replace the decking for the McDaniel Park pier.

PREVIOUS ACTION:

The Parks, Recreation, and Natural Resources Committee reviewed this proposal at their meeting on November 18, 2021 and recommended its approval.

ISSUE SUMMARY:

The current decking of the pier at McDaniel Park is in need of either significant maintenance or replacement. The pier was constructed and installed by the Waubesa Sailing Club in 2005/2006, and has been under the ownership of the Village since 2013. The Club uses it to park their boats within their membership, but the pier is also accessible to the Public used for fishing or just accessing the water without being in the water. The Club would like to partner with the Village to replace the current wood decking using composite lumber that is maintenance free and also more slip resistant than the current product. If agreeable, the Club would coordinate for this work in the Spring to align with the piers installation. Without the replacement, we would need to consider staining the existing decking material which will incur a cost and a limited return on investment.

Please see the enclosed presentation from the Club outlining their proposal.

FINANCIAL/BUDGET IMPACT:

The cost for the project is proposed at \$20,000. The Club is offering to cover up to \$8,000 of this expense. The Village would cover the remaining \$12,000.

The project will be paid for out of the Parks Fund from the 2022 Budget. The costs incurred will be applied to Facility Improvements which lists a total allowance next year of \$75,000.

VILLAGE PLAN REFERENCE:

None.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Recommended Action:



Motion and second to approve the proposal from the Waubesa Sailing Club to replace the decking for the McDaniel Park pier.

ATTACHMENTS:

1. WSC & McDaniel Pier Proposal - Final (3)



Waubesa Sailing Club Proposal to Upgrade McDaniel Pier

Fall, 2021

Waubesa Sailing Club and McFarland have a strong long-standing relationship and partnership



- Waubesa Sailing Club (WSC) was founded 35+ years ago
- WSC members built and installed McDaniel Pier in 2005/2006
- Ownership of the Pier transferred to the Village of McFarland in 2013
- WSC enhanced the Pier by adding slip sections (fingers), cleats, bumpers and other pier safety features (\$10,000)
- WSC annually performs minor repairs, installation and removal
- Annually, WSC hosts 'Friends and Family Sail Day' for the community
- WSC holds an annual fundraiser for the McFarland Food Pantry
- McFarland residents, visitors and WSC all benefit from the Pier



Proposal to upgrade McDaniel Pier to synthetic material

The existing wood decking is near end of life.

WSC proposes to convert main pier decking to synthetic.

Note: Aluminum frames are structurally sound and are not included in this proposal.

The advantages of a synthetic pier:

- More cost effective than wood decking (e.g., eliminates board replacement and staining)
- Improves safety
- Extends expected useful life
- 12-year warranty
- Facilitates easier storage

Synthetic
estimated cost
~ \$20K* vs
unstained
cedar ~ \$17K*

** Quotes honored
through 12/31/21*



WSC MEMBERS VOTED 'YES' TO
CONTRIBUTE SUBSTANTIAL \$\$
TOWARD SYNTHETIC DECKING



WSC CONTINUES TO
ENHANCE, INSTALL AND
REMOVE PIER ANNUALLY



MCFARLAND MAINTAINS 2021
SLIP PRICING FOR WSC
MEMBERS



MCFARLAND RESIDENTS,
VISITORS AND WSC CONTINUE
TO BENEFIT FROM THE PIER



Thank You for Your Consideration!
WSC Board of Directors



APPENDIX

McDaniel Pier

- The Pier is a unique, non-standard size, providing safer public access
- 22 frame sections: 10' L x 5' W
- 2 triangle frames: 5' L x 2 ½' W
- Each frame take 2-5' x 5' deck sections = 44 total deck sections
- Each frame has support bars: 1 lengthwise & 2 side to side
- Each 5' x 5' deck section consists of 5-5' x 1' section

Titan Deck By Voyager

- Barefoot friendly, non-slip, skid-resistant surface
- Reliable, durable, and virtually maintenance-free
- Titan Deck boards are made of injection-molded polypropylene
- Can be stored outside on site
- Comes with a 12-year limited warranty
- Quote honored through 12/31/2021
- New sections initially need to be assembled on site by Bryan Gill
- Assembly and installation Spring 2022, dependent upon material availability

Clearwater Piers

Bryan Gill

Clearwater Piers

4525 Pflaum Road

Madison, WI 53718

clearwaterpiers@gmail.com

608.400.3334

Clearwater Piers (4 years)

Previous Gill's Marine Crane Service (10 years)

Note: Bryan installed and removed McDaniel Pier for several years

VILLAGE OF
McFarland
SUMMARY SHEET

MEETING DATE: Monday, November 22, 2021

SECTION: Business

DEPARTMENT: Public Works

CONTACT: Lee Igl, Streets/Utilities Superintendent, Jim Hessling, Public Works Director

AGENDA ITEM: Discussion and action regarding the 2022 Sidewalk Replacement project and authorize for bid.

PREVIOUS ACTION:

The Public Works and Utilities Committees met jointly on November 9, 2021 and recommended approval to proceed with bidding for the project.

ISSUE SUMMARY:

Property owners are the maintaining authority of the sidewalk adjacent to their property. To assist property owners with correction of structural deficiencies with concrete sidewalks and ramps, the Department of Public Works inspects and corrects and/or replaces defective sidewalk sections on an annual basis. This process is driven by inspections and citizen requests/inquiries. Replacement areas are logged on our GIS system. Residents are not assessed for this work as funds in the Public Works budget cover this.

In an effort to streamline the process as contractors schedules fill up rather quickly, the department would like to bid 2022 replacement work earlier next year in order to secure pricing and a time slot to have the work completed during the construction season. Enclosed within your packet is a map showing the extent of the possible work broken up into zones. One map is provided to show all zones, and then three maps are provided to zoom in on zones individually.

The base bid will be to conduct sidewalk replacement where indicated within Zone 1 for 2022 including alternate bids for Zone 2 and 3 next year. If bids are favorable and align with budget parameters we may be able to go beyond Zone 1 next year otherwise the plan would be pick up Zone 2 in 2023 and continue through the cycle.

FINANCIAL/BUDGET IMPACT:

The 2022 Budget allocates \$50,000 within the General Fund for "Street Maintenance" which does from time to time include sidewalk maintenance for replacement, grinding, or cutting.

Additionally, the Capital Projects fund allocates \$150,000 for longer term maintenance projects like this proposed replacement. Staff will evaluate the bid results against the availability of funds in line with other planned maintenance for 2022 when it makes its final recommendation on the extent of this work at the time of contract award.

VILLAGE PLAN REFERENCE:

None.



ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

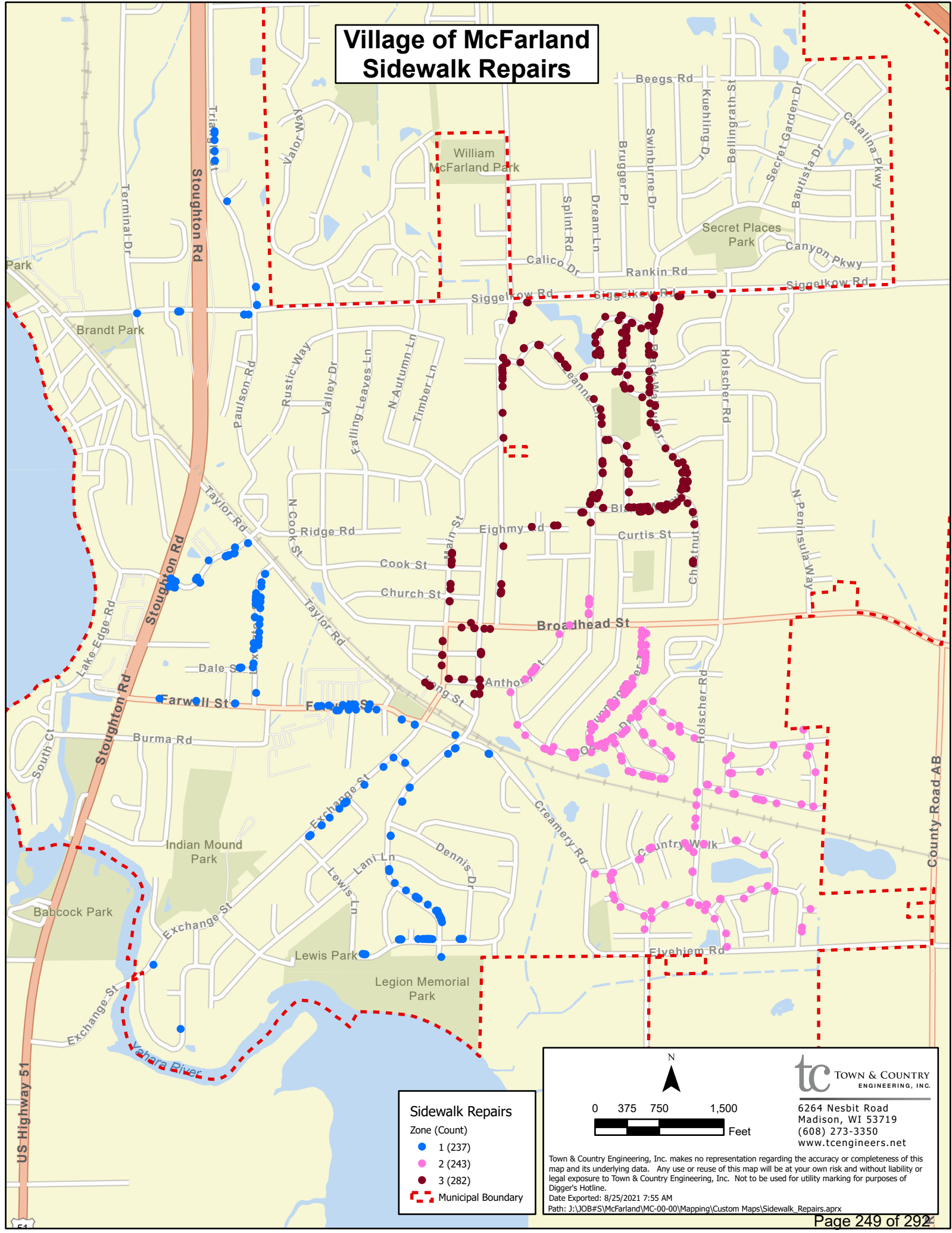
Recommended action:

Motion and second to approve the 2022 Sidewalk Replacement Plan and authorize project for bidding.

ATTACHMENTS:

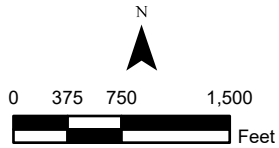
1. Sidewalks - All Zones
2. Sidewalks - Zone 1
3. Sidewalks - Zone 2
4. Sidewalks - Zone 3

Village of McFarland Sidewalk Repairs



Sidewalk Repairs

- Zone (Count)
- 1 (237)
 - 2 (243)
 - 3 (282)
 - Municipal Boundary



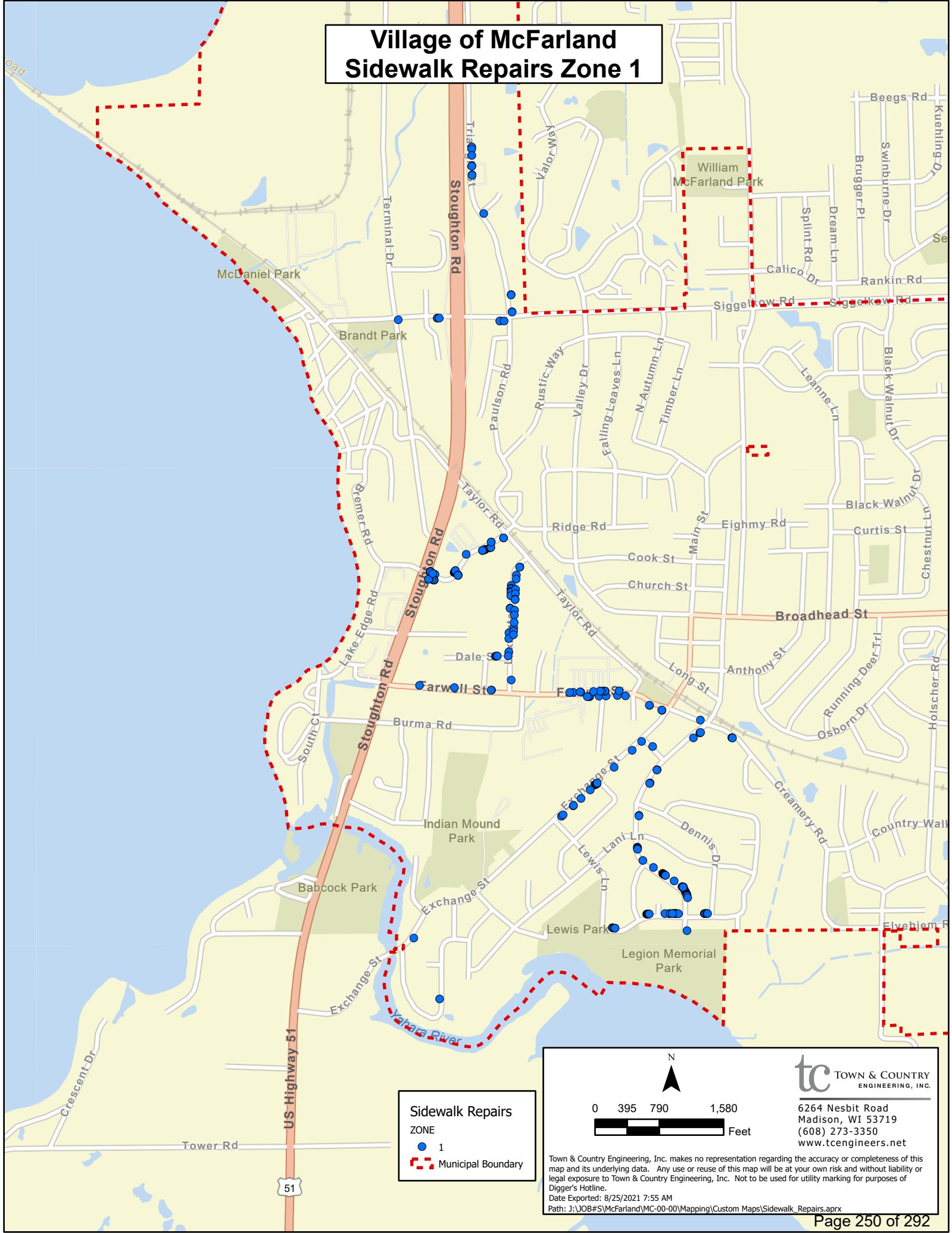
tc TOWN & COUNTRY
ENGINEERING, INC.

6264 Nesbit Road
Madison, WI 53719
(608) 273-3350
www.tcengineers.net

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Village of McFarland Sidewalk Repairs Zone 1



Sidewalk Repairs

ZONE

● 1

▬ Municipal Boundary

N

0 395 790 1,580
Feet

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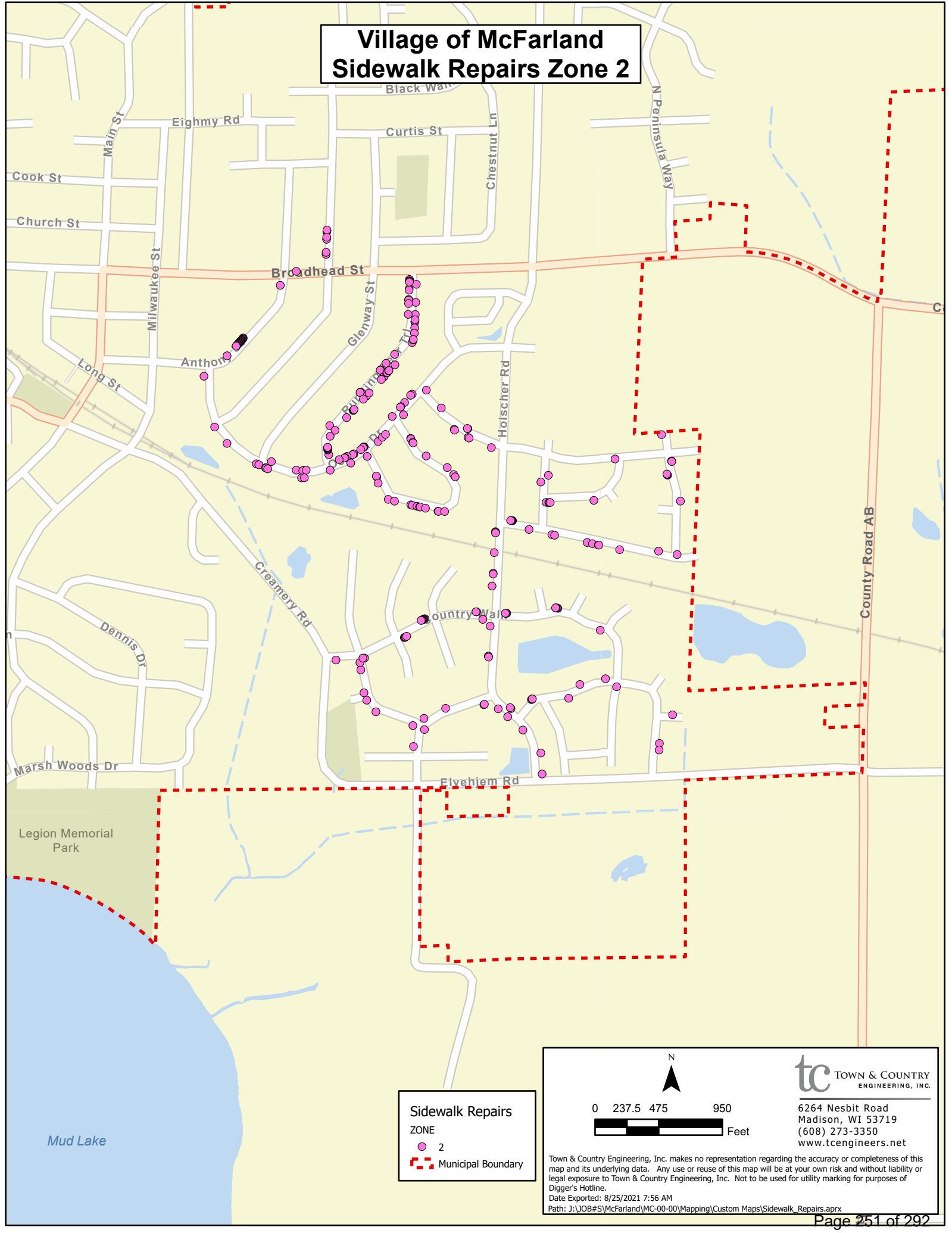
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Village of McFarland Sidewalk Repairs Zone 2



Sidewalk Repairs

ZONE

- 2
- ▬ Municipal Boundary

N

0 237.5 475 950

Feet

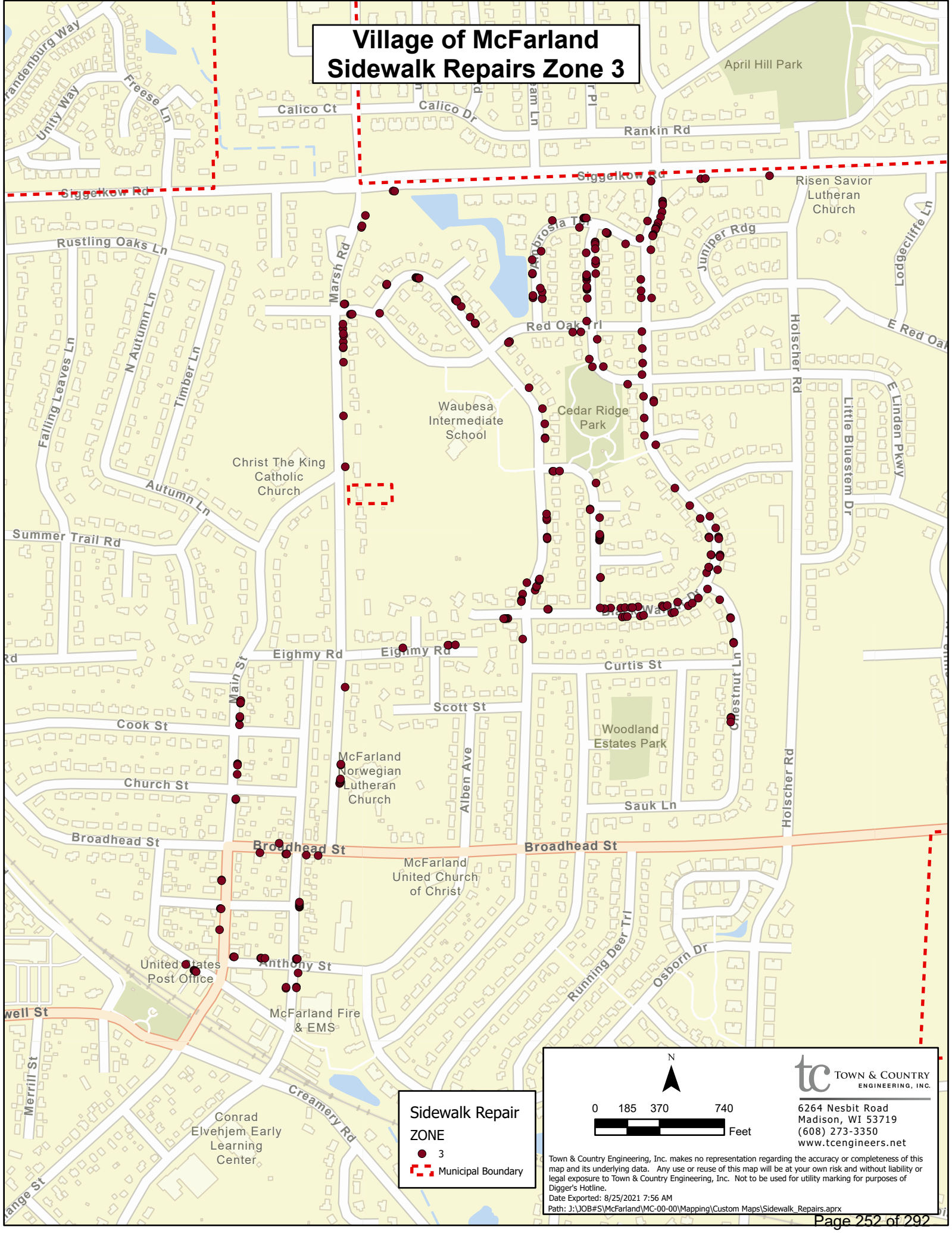
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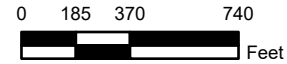
Village of McFarland Sidewalk Repairs Zone 3



Sidewalk Repair

ZONE

- 3
- ▬ Municipal Boundary



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Date Exported: 8/25/2021 7:56 AM

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McFarland
SUMMARY SHEET

MEETING DATE: Monday, November 22, 2021

SECTION: Business

DEPARTMENT: Administration

CONTACT: Matt Schuenke, Village Administrator

AGENDA ITEM: Discussion and action regarding the State/Municipal Financial Agreement for a State-Let Highway Project with the Wisconsin Department of Transportation for the reconstruction of US Highway 51 through the Village of McFarland.

PREVIOUS ACTION:

The original draft of the agreement was presented to the Village Board at its meeting on November 8, 2021.

WisDOT held a Public Information Meeting on the project at the Municipal Center on November 18, 2021.

ISSUE SUMMARY:

The Wisconsin Department of Transportation had previously completed an Environmental Assessment of the USH 51 corridor from McFarland through Stouhgtton all the way to Interstate 39/90. This document essentially establishes the plan for the Federal Highway Administration to authorize the State to move forward with design and ultimately construction of projects. With the plan generally accepted, WisDOT is now moving forward to design the projects forecasted within it. Included is the reconstruction of US Highway 51 through the Village almost entirely within our northern and southern borders. The project is broken into two segments with two different timelines:

- **Segment 6 - Southern Village limits to Larson Beach Road:** This work is planned for completion as early as 2027 but as late as 2029. This work will have more of an impact through the reconstruction of the pavement, changing median patterns, different interactions with local roads, stormwater conveyance, pedestrian accommodation, replacement of the bridge over Yahara River, and other related details of the project. There is going to be a lot of work that goes into the design for this plan and we would see the first draft of design plans within a year or two; although, there are elements of this segment we continue to discuss.
- **Segment 7 - Larson Beach Road to before Voges Road:** This work is planned for completion in 2024. Mainly this is a repaving project to remove the existing pavement and replace in kind generally within the existing boundaries of the highway. The biggest impact of this project, other than its actual construction, will be the reconstruction of the off ramps on Siggelkow Road. Those off-ramps are being studied for either traffic signals or roundabouts in the future. WisDOT continues to study both improvements,



but the off-ramps will be upgraded to one of these two options as part of this project given that current traffic volumes warrant the enhancement. This portion of the project DOES NOT include the Voges Road intersection. Village Staff had previously inquired about this during the planning phase and most recently as the design phase has started about this possibility. WisDOT is studying this intersection as part of a separate Environmental Analysis related to projects to the north, namely the future of the Stoughton Road interchange with USH 12/18. Given its proximity to the interchange the Voges Road intersection has to be considered within that study and cannot be combined with this project segment.

Segments 1-5 are the remainder of the highway south of the Village through Stoughton all the way to Interstate 39/90. Segment 4 as an example will include the reconstruction of the Exchange Street intersection as a roundabout that will have an effect on the Village as our gateway. Its located within the Town of Dunn but we'll keep an eye on these plans also as they progress and other elements that are relevant to the Village.

The agreement enclosed within this agenda item is needed to outline our fiscal obligation on the project as we work towards its implementation. There will be several amendments to this document over the years as the project continues to advance through the design stages. As amendments come forward, these present opportunities to reset expectations between all parties as is needed. Representatives from WisDOT will be present at the meeting to answer our questions regarding the project and/or agreement.

FINANCIAL/BUDGET IMPACT:

The project is funded primarily through State and Federal funds; however, there are some aspects of the project that will be the responsibility of the Village to fund. That is where the State/Municipal Financial Agreement comes into play. These agreements are customary with municipalities to outline our fiscal obligations in whole or in part of the planned improvements. The following items are forecasted right now for local cost share as follows:

- **Pedestrian Underpass** - The project proposes to pursue a pedestrian underpass at the Yahara River Bridge on the north side of the abutment. The intent of this will provide safer access to Babcock Park and generally across the highway by going underneath. Will also provide better access for fishing, canoeing, kayaking, and other recreational activities. Dane County is likely a partner in this project as well and they are engaged in discussions on the improvement. The Parks, Recreation, and Natural Resources Committee reviewed this at their meeting on November 18th and recommended its approval. Current cost is estimated at \$1,509,000, but as we continue the discussion in the design we will continue the discussion on joint funding for the improvement. Adopting this agreement now confirms that WisDOT will include this as part of project going forward. This is a big step as previously during the planning phase they would not commit to the project. Shared funding opportunities continue to be vetted and will likely take some time to finalize between all parties.
- **New Sidewalk** - This project will add sidewalk on USH 51 on both sides of the street. The State is offering an 80/20 cost share for this improvement which would result in a cost locally at



\$16,300.

- **Water Main** - The Village does not have a lot of water and/or sanitary sewer main within the USH 51 right of way. There is water main that should be replaced through this project from Farewell Street to Yahara Drive which is estimated to cost \$540,000 to be paid for by the Water Utility.

VILLAGE PLAN REFERENCE:

[WisDOT Environmental Assessment](#) - August 16, 2021

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Recommended action:

Motion and second to approve the State/Municipal Financial Agreement for a State-Let Highway Project with the Wisconsin Department of Transportation for the reconstruction of US Highway 51 through the Village of McFarland.

ATTACHMENTS:

1. 5845-16-76_DRAFT_SMFA_McFarland(9.28.21)
2. us51newsletter-nov2021
3. USH 51 Project Segments

	STATE/MUNICIPAL FINANCIAL AGREEMENT FOR A STATE- LET HIGHWAY PROJECT	Date: September 1, 2021 I.D.: 5845-00-00/-06/-26/-76 Road Name: USH 51 Title: Stoughton – Madison Limits: Exchange St to Larson Beach Rd County: Dane Roadway Length: 1.09 Miles
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The signatory **Village of McFarland**, hereinafter called the Municipality, through its undersigned duly authorized officers or officials, hereby requests the State of Wisconsin Department of Transportation, hereinafter called the State, to initiate and affect the highway or street improvement hereinafter described.

The authority for the Municipality to enter into this agreement with the State is provided by Section 86.25(1), (2), and (3) of the Statutes.

NEEDS AND ESTIMATE SUMMARY:

Existing Facility - Describe and give reason for request: USH 51 is a principal arterial. The existing roadway from Exchange Street to Burma Road is a 4-lane undivided urban section with four 12-foot lanes and no shoulders. From Burma Road to Larson Beach Road is a 4-lane divided urban cross-section with four 12-foot lanes and no shoulders. The existing pavement is deteriorated and close to the end of its pavement life. Pedestrian accommodations will be updated and added to both sides of US 51 where not currently present. A new bridge crossing the Yahara River will provide an increased span that matches the existing dam opening, improved pedestrian accommodations, and a new pedestrian underpass.

Proposed Improvement - Nature of work: Reconstruction of USH 51. Replace existing pavement structure, curb & gutter, sidewalk, and curb ramps. Replace and lengthen Yahara River Bridge structure (B-13-085). Add new pedestrian accommodations along both sides of US 51. Babcock County Park has 15 mitigation items that will be completed with this project.

Describe non-participating work included in the project and other work necessary to finish the project completely which will be undertaken independently by the municipality: Construct a new pedestrian underpass at Yahara River. The pedestrian underpass requires raising the roadway grade and increasing the height of proposed retaining walls. The Municipality is responsible for all costs associated with the design and construction of the new pedestrian underpass, including State oversight. The replacement or addition of water main, including design, construction costs, mobilization, and oversight and acceptance of the work. Additionally, backfill necessary for the replacement of the Municipality-owned utilities.

TABLE 1: SUMMARY OF COSTS

Phase	Total Est. Cost	Federal/State Funds	%	Municipal Funds	%
Preliminary Engineering: 5845-16-00	\$ 3,464,500	\$ 3,464,500	100%		
Plan Development: 5845-16-06	\$ 2,654,600	\$ 2,654,600	100%	\$ -	
Real Estate Acquisition: Acquisition: 5845-16-26 Compensable Utilities	\$ 436,000	\$ 436,000	100% 100%	\$ -	
¹ Construction: 5845-16-76					
Roadway	\$ 11,130,100	\$ 11,130,100	100%	\$ -	
- Pedestrian Underpass		\$ (1,509,000)		\$ 1,509,000	LS
New Bridge Structure	\$ 1,720,000	\$ 1,720,000	100%	\$ -	
Retaining Walls	\$ 1,100,000	\$ 1,100,000	100%	\$ -	
New Sidewalk	\$ 81,500	\$ 65,200.00	80%	\$ 16,300	20%
Non-Participating: 5845-16-78					
Water Main	\$ 540,000	\$ -		\$ 540,000	100%
Total Cost Distribution	\$ 21,126,700	\$ 19,061,400		\$ 2,065,300	

This request shall constitute agreement between the Municipality and the State; is subject to the terms and conditions that follow (pages 3 – 4); is made by the undersigned under proper authority to make such request for the designated Municipality, upon signature by the State, upon fully executed signature of applicable State Municipal Maintenance Agreement and delivery to the Municipality. The initiation and accomplishment of the improvement will be subject to the applicable federal and state regulations. No term or provision of neither the State/Municipal Financial Agreement nor any of its attachments may be changed, waived or terminated orally but only by an instrument in writing executed by both parties to the State/Municipal Financial Agreement.

Signed for and in behalf of the **Village of McFarland** (please sign in blue ink)

Name (print) _____ Title _____

Signature _____ Date _____

Signed for and in behalf of the **State** (please sign in blue ink)

Name **Steve Flottmeyer** Title **WisDOT Southwest Region Planning Chief**

Signature _____ Date _____

TERMS AND CONDITIONS:

1. The Municipality shall pay to the State all costs incurred by the State in connection with the improvement which exceeds federal/state financing commitments or are ineligible for federal/state financing. Local participation shall be limited to the items and percentages set forth in the Summary of Costs table, which shows Municipal funding participation. In order to guarantee the Municipality's foregoing agreements to pay the State, the Municipality, through its above duly authorized officers or officials, agrees and authorizes the State to set off and withhold the required reimbursement amount as determined by the State from General Transportation Aids or any moneys otherwise due and payable by the State to the Municipality.
2. Funding of each project phase is subject to inclusion in an approved program and per the State's Facility Development Manual (FDM) standards. Federal aid and/or state transportation fund financing will be limited to participation in the costs of the following items as specified in the Summary of Costs:
 - (a) Design engineering and state review services.
 - (b) Real Estate necessitated for the improvement.
 - (c) Compensable utility adjustment and railroad force work necessitated for the project.
 - (d) The grading, base, pavement, curb and gutter, and structure costs to State standards, excluding the cost of parking areas.
 - (e) Storm sewer mains, culverts, laterals, manholes, inlets, catch basins, and connections for surface water drainage of the improvement; including replacement and/or adjustments of existing storm sewer manhole covers and inlet grates as needed.
 - (f) Construction engineering incidental to inspection and supervision of actual construction work, except for inspection, staking, and testing of sanitary sewer and water main.
 - (g) Signing and pavement marking necessitated for the safe and efficient flow of traffic, including detour routes.
 - (h) Replacement of existing sidewalks necessitated by construction.
 - (i) Replacement of existing driveways, in kind, necessitated by the project.
 - (j) New installations or alteration resulting from roadway construction of standard State street lighting and traffic signals or devices. Alteration may include salvaging and replacement of existing components.
3. Work necessary to complete the improvement to be financed entirely by the Municipality or other utility or facility owner includes the following items:
 - (a) New installations of or alteration of sanitary sewers and connections, water, gas, electric, telephone, telegraph, fire or police alarm facilities, parking meters, and similar utilities.
 - (b) New installation or alteration of signs not necessary for the safe and efficient flow of traffic.
 - (c) Roadway and bridge width in excess of standards.
 - (d) Construction inspection, staking, and material testing and acceptance for construction of sanitary sewer and water main.
 - (e) Provide complete plans, specifications, and estimates for sanitary sewer and water main work. The Municipality assumes full responsibility for the design, installation, inspection, testing, and operation of the sanitary sewer and water system. This relieves the State and all of its employees from the liability for all suits, actions, or claims resulting from the sanitary sewer and water system construction.
 - (f) Parking lane costs.
 - (g) Coordinate, clean up, and fund any hazardous materials encountered for Municipality utility construction. All hazardous material cleanup work shall be performed in accordance to state and federal regulations.

4. As the work progresses, the Municipality will be billed for work completed which is not chargeable to federal/state funds. Upon completion of the project, a final audit will be made to determine the final division of costs.
5. If the Municipality should withdraw the project, it shall reimburse the State for any costs incurred by the State in behalf of the project.
6. The work will be administered by the State and may include items not eligible for federal/state participation.
7. The Municipality shall, in cooperation with the State, assist with public relations for the project and announcements to the press and such outlets as would generally alert the affected property owners and the community of the nature, extent, and timing of the project and arrangements for handling traffic within and around the project.
8. Basis for local participation:
 - (a) Roadway Construction (5845-16-76): The construction estimate is based on the estimated unit prices and quantities of all bid items required for construction. As items are identified during the design phase that require cost participation or are ineligible for Federal/ State funding, this agreement will be amended to reflect those costs. The Municipality is required to pay \$1,509,000 Lump Sum for the cost of the pedestrian underpass. (See Exhibit A.) The Lump Sum amount includes all costs associated with the pedestrian underpass, including design, construction, State oversight, additional roadway fill, increased girder length, increased retaining wall heights required for the pedestrian underpass, and aesthetics(railings, lighting, etc.). These costs are not eligible for Federal/State Funding.
 - (b) Non-Participating Construction (5845-16-78): Construction estimates were provided by the Municipality. The Municipality is responsible for 100% of the costs for improvements to the water main. The Municipality is responsible for all construction costs associated with the utility project, including mobilization, oversight, and acceptance. The Municipality is responsible for 100% of the costs for backfill for the replacement or addition of the Municipality-owned utilities. These costs are not eligible for Federal/State Funding.

Comments and Clarification: This agreement is an active agreement that may need to be amended as the project is designed. It is understood that these amendments may be needed as some issues have not been fully evaluated or resolved. The purpose of this agreement is to specify the local and state involvement in funding the project. A signed agreement is required before the State will prepare or participate in the preparation of detailed designs, acquire right-of-way, or participate in construction of a project that merits local involvement.

EXHIBIT A:

**PEDESTRIAN
UNDERPASS ESTIMATE**

To: David Schmidt, WisDOT SW Region
From: Ben Wilkinson, MSA Professional Services
Subject: Cost Estimate for Pedestrian Underpass, USH 51 at Yahara River Bridge, ID 5845-16-06
Date: September 27, 2021

At the direction of WisDOT, MSA has reviewed adding a pedestrian underpass beneath the USH 51 structure crossing the Yahara River near Babcock Park, on the south edge of the Village of McFarland. The estimated additional costs for the pedestrian underpass are summarized on the following pages. For USH 51, a 45-mph design speed has been assumed with upper minimum design values per the FDM. The proposed mainline profile will require a maximum ~5.5 foot grade raise from the profile used during the study phase of the project (see Exhibit A). Four retaining walls (A, C, D, and E in Exhibits A and B) will need to increase in height with the proposed profile change. If traffic is maintained on USH 51 during construction, additional costs for staging is expected due to the differential between the elevation of the existing structure and the new structure. An estimation of additional staging costs are also provided. Significant temporary shoring will be required to accommodate the profile change.

The underpass is assumed to have a 12' horizontal clearance and 10' vertical clearance. Since the difference in elevation between the 100-year flood and the 10-year flood is less than 0.15 feet, the underpass minimum elevation is just above the 100-year elevation of 845.69. A 15.5-foot lengthening of the bridge is required to accommodate the underpass (If additional lengthening is required beyond what is currently shown, a girder size increase will be needed as well as a corresponding additional profile raising). Design details for the location of the path after it exits the underpass on the west side of USH 51 will still need to be determined with Dane County Parks. Any additional walls or railings needed for the path in that area are not included with this estimate. 100' of railing has been included along the path on the east approach to the underpass.

The USH 51 construction project is assumed to have excess fill material available; therefore, the estimated additional fill quantity of 5594 CY is not included in this estimate because the material will be readily available (Borrow should not be needed).

SUMMARY OF ADDITIONAL COSTS FOR PEDESTRIAN UNDERPASS (see further below for details of each line item):

- Additional Bridge Structure Cost = \$517,000
- Additional Underpass Structure Cost = \$275,000
- Additional Retaining Wall Cost = \$454,000
- Additional Multi-Use Path Cost = \$61,000
- Additional Lighting Cost = \$13,000
- Additional Real-Estate Cost = \$15,000
- 10% Construction Delivery Costs = \$134,000
- Engineering Design Costs = \$40,000
- **TOTAL ADDITIONAL COST = \$1,509,000**

Additional Structure Costs:

Bridge (aesthetic costs are included in the linear footage costs below):

- 15.5 feet of additional structure length (79.6 feet wide). The previous bridge was 80 feet long; the revised bridge is 95.5 feet long. The difference in bridge costs – shorter bridge vs longer bridge required for the underpass = \$2,148,750 - \$1,720,000 = \$428,750
 - o Estimated Cost of the 95.5' bridge = \$22,500/LF @ 95.5 feet = \$2,148,750
 - o Estimated Cost of the 80' bridge = \$21,500/LF @ 80.0 feet = \$1,720,000
- Temporary shoring to accommodate grade raise: 1202 SF (south end) + 348 SF (north end) = 1600 SF @ \$55/SF = \$88,000
- **Subtotal for additional bridge structure cost = \$517,000**

Underpass beneath bridge:

- Reinforced Concrete Path: 140 feet x 14 feet width, 12 inches thick = 73 CY @ \$1000/CY = \$73,000
- Sheet Pile: 130 feet length x 18 feet height @ \$45/SF = \$105,300
- Pedestrian Railing (aesthetics costs included): 140 feet @ \$300/LF = \$42,000
- Base Aggregate 1 1/4-Inch: 140 feet x 14 feet width, 9 inches thick = 55 CY @ \$15/TON = \$1650
- Protective Surface Treatment: 265 SY @ 5\$/SY = \$1325
- Structure Excavation: 80 feet excavation length x 21 feet excavation width x 20 feet excavation depth = 1245 CY @ a LS of \$8000
- Structure Backfill: 80 feet backfill length x 15.5 feet backfill width x 15 feet backfill depth x 2 Ton/CY = 1380 TON @ 30\$/TON = \$41,400
- **Subtotal for underpass structure cost = \$275,000**

- **Total Additional Structure Costs = \$792,000**

Additional Retaining Wall Costs:

- Retaining Wall A: 660 SF added @ \$100/SF = \$66,000
- Retaining Wall B: 60 SF subtracted @ \$100/SF = **-\$6000**
- Retaining Wall C: 2175 SF added @ \$100/SF = \$220,000
- Retaining Wall D: 1617.5 SF added @ \$100/SF = \$162,000
- Retaining Wall E: 120 SF added @ \$100/SF = \$12,000
- **Total for Additional Retaining Wall costs = \$454,000**

Additional Multi-Use Path Costs:

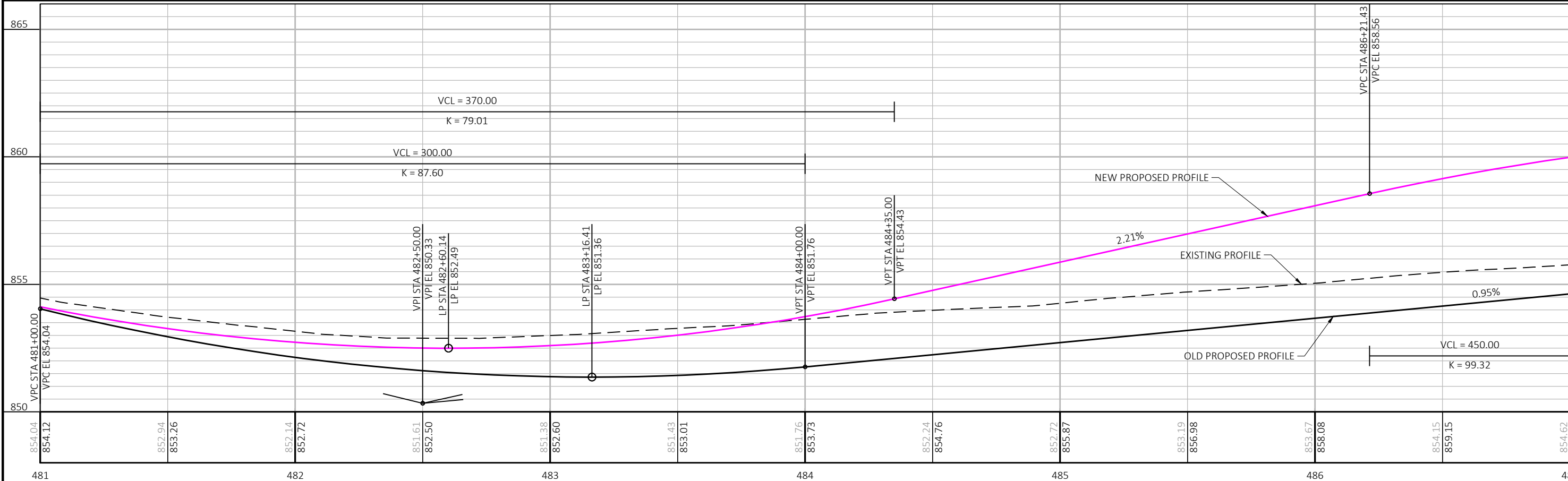
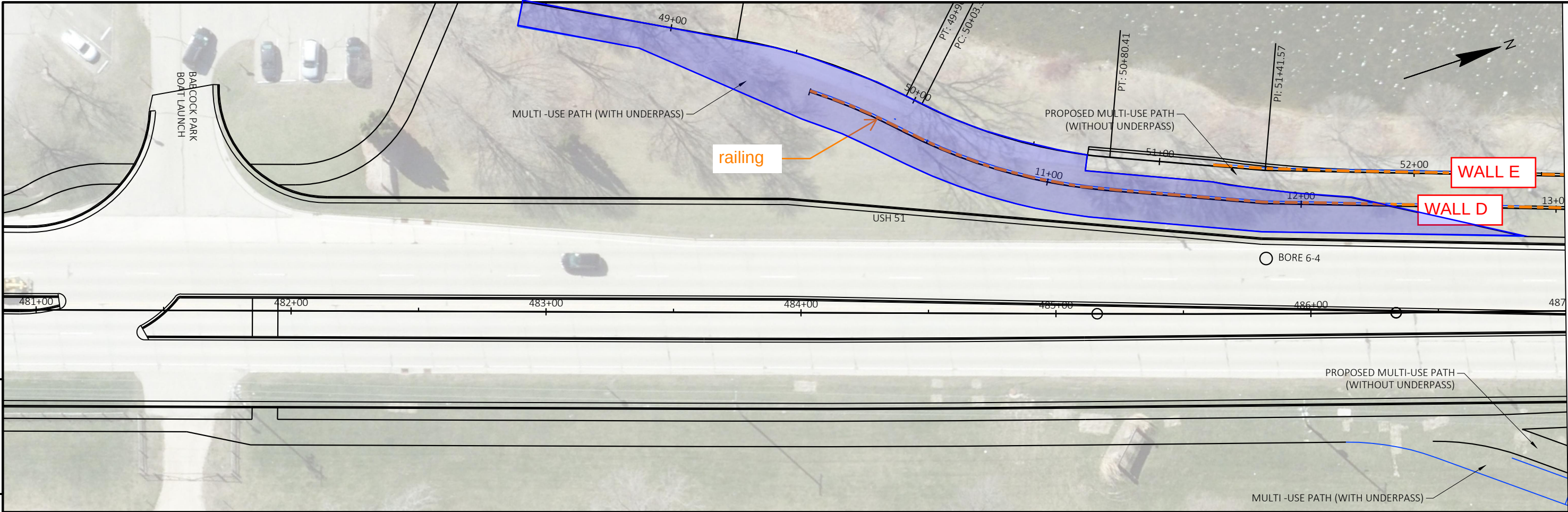
- Asphaltic Surface: 1330 feet additional path length x 10 path width x 3 inches thick = 250 Ton @\$110/Ton = \$27,500
- Base Aggregate Dense 1 1/4": 1330 feet additional path length x 14 feet width x 8 inches thick = 920 Ton @ \$13.00/Ton = \$13,000
- Additional Railing in areas near water: 100 feet @\$200/LF = \$20,000
- **Total for Additional Multi-Use Path costs = \$61,000**

Additional Lighting Costs:

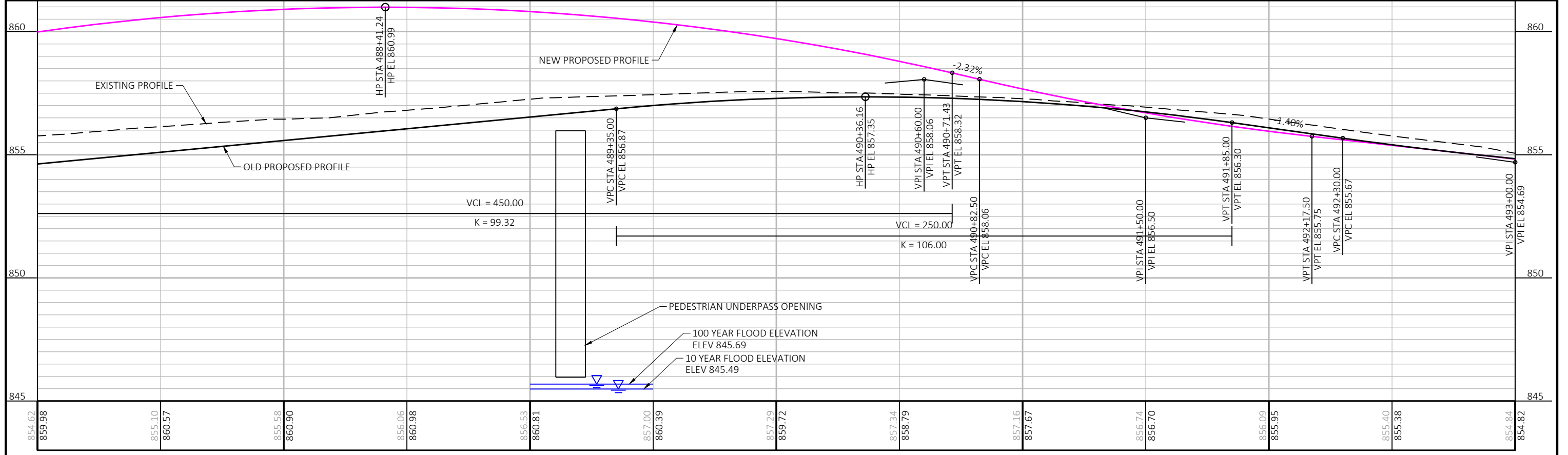
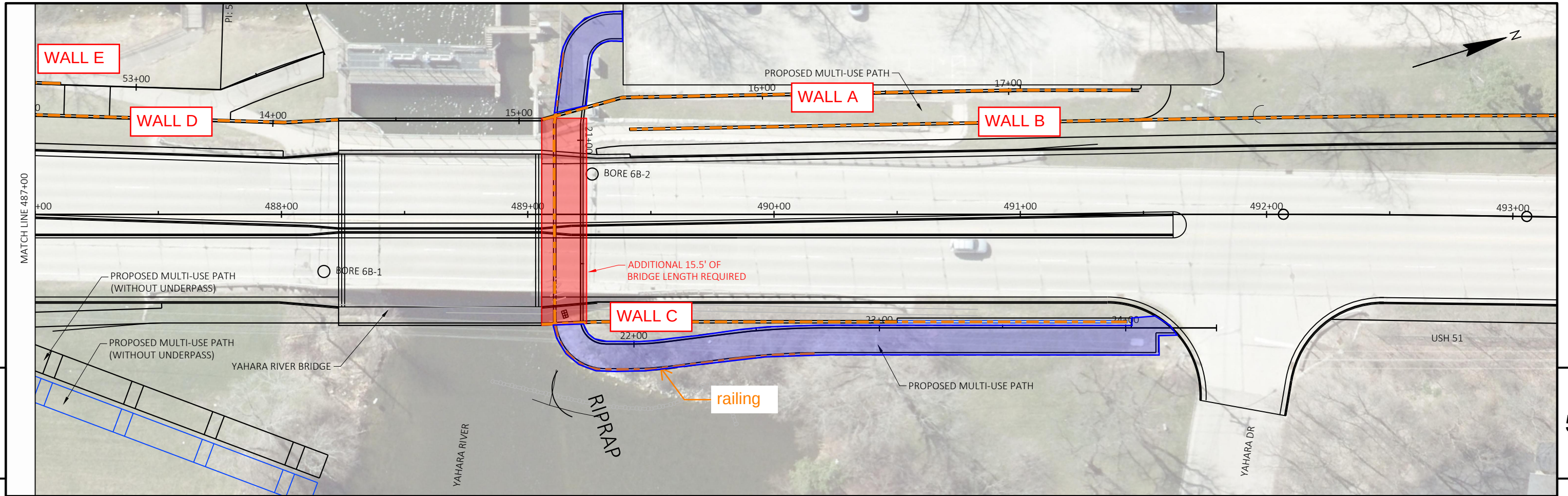
- Light pole, concrete base, luminaire and mounting bracket: 2 @ \$3,000/EACH = \$6,000
- Underpass Luminaire: 3 @ \$1000/EACH = \$3,000
- Conduit: 400 feet @ \$8/LF = \$3,200
- Electrical Wire: 300 feet @ \$1.00/LF = \$300
- **Total for Additional Lighting costs = \$13,000**

Additional Real Estate Costs:

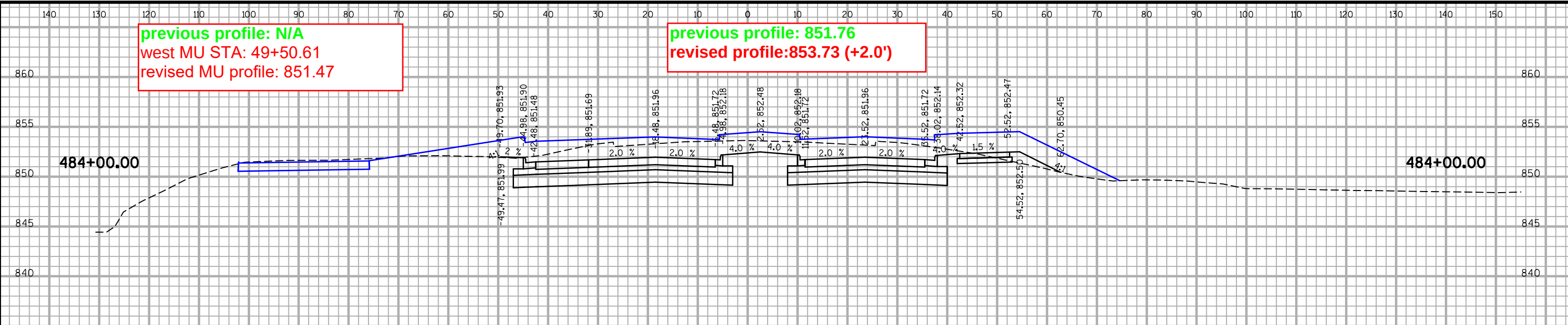
- Additional TLE (southwest and southeast quadrants) for additional grading: 14,000 SF @ \$20,000/acre = \$6000
- Additional FEE R/W (southwest quadrant) for additional retaining wall: 3700 SF @ \$100,000/acre = \$9000
- **Total for Additional Real Estate costs = \$15,000**



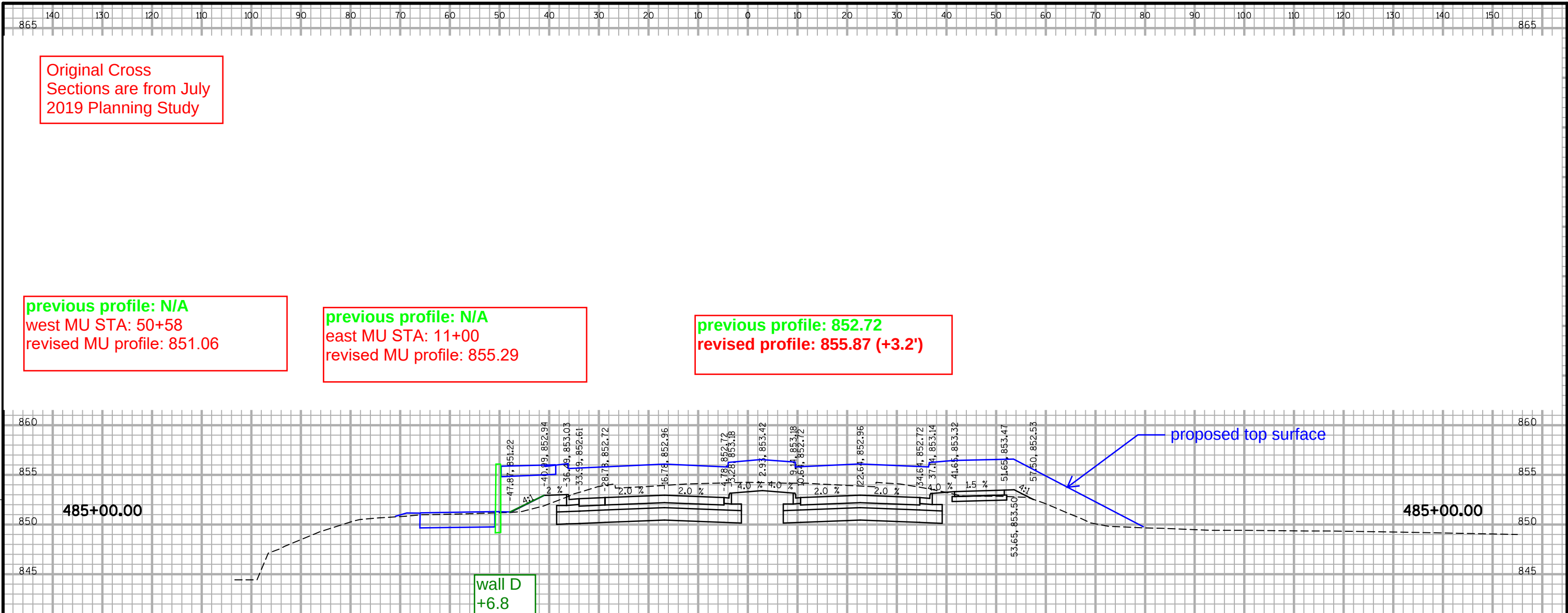
PROJECT NO:	5845-16-06	HWY:	USH 51	COUNTY:	DANE	PLAN AND PROFILE:	BRIDGE UNDERPASS EXHIBIT	SHEET	E
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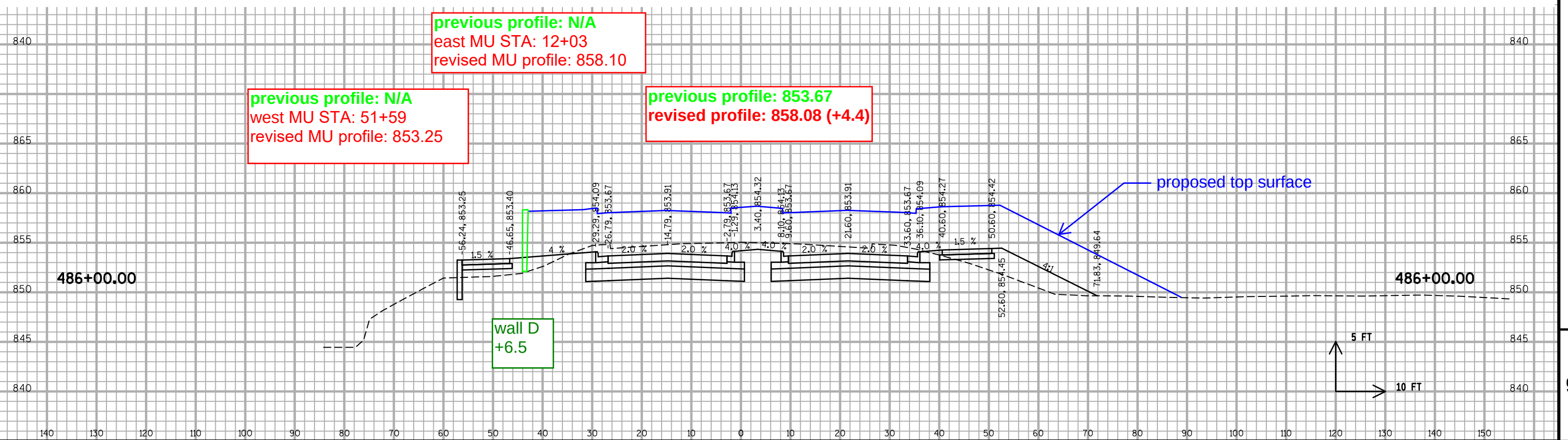
PROJECT NO:	5845-16-06	HWY:	USH 51	COUNTY:	DANE	PLAN AND PROFILE:	BRIDGE UNDERPASS EXHIBIT	SHEET	E
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Original Cross
Sections are from July
2019 Planning Study



Original Cross
Sections are from July
2019 Planning Study



PROJECT NO: 5845-06-03

HWY: USH 51

COUNTY: DANE

CROSS SECTIONS: USH 51 - URBAN MCFARLAND

SHEET

FILE NAME : S:\MAD\1000--1099\1089\947\Drawings\CAD\Alternative H\Plan\US 51 Urban McFarland Sheets.dgn

PLOT DATE : 7/10/2019

PLOT BY : _username_

PLOT NAME :

PLOT SCALE : \$\$.....plotscale.....\$\$

WISDOT/CADDS SHEET 21

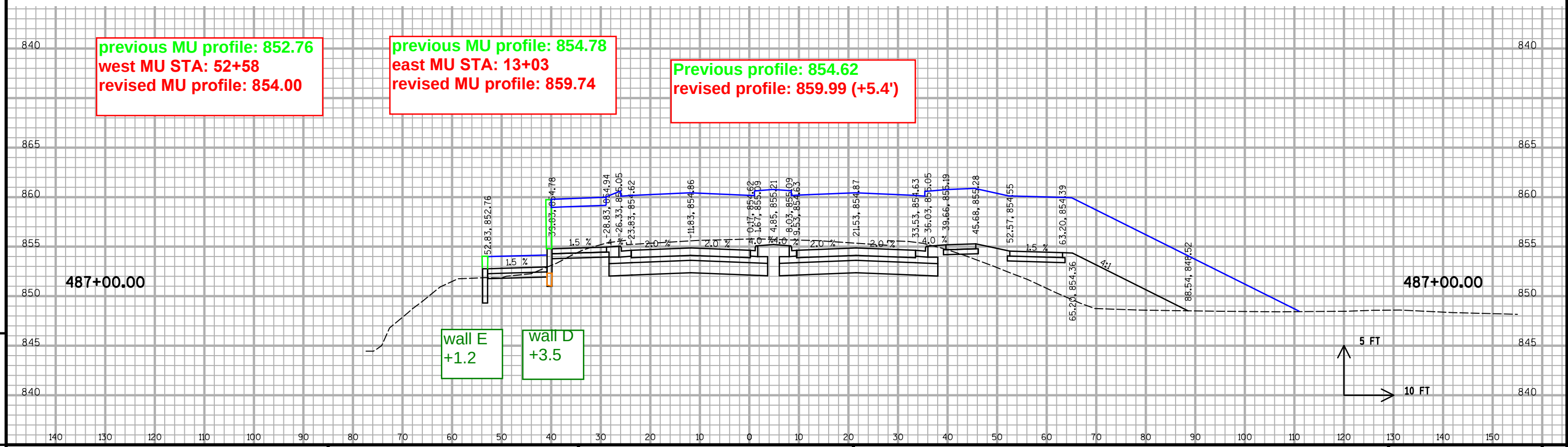
Original Cross
Sections are from July
2019 Planning Study

previous MU profile: 852.76
west MU STA: 52+58
revised MU profile: 854.00

previous MU profile: 854.78
east MU STA: 13+03
revised MU profile: 859.74

Previous profile: 854.62
revised profile: 859.99 (+5.4')

9



9

Original Cross
Sections are from July
2019 Planning Study

previos profile: N/A
MU STA: 15+55
revised MU profile: 859.06

previous profile: 857.00
revised profile: 860.39 (+3.4)

previos profile: N/A
MU STA: 22+07
revised MU profile: 846.07'

wall A
+2.0

wall B
+1.0

wall C
+12.0'

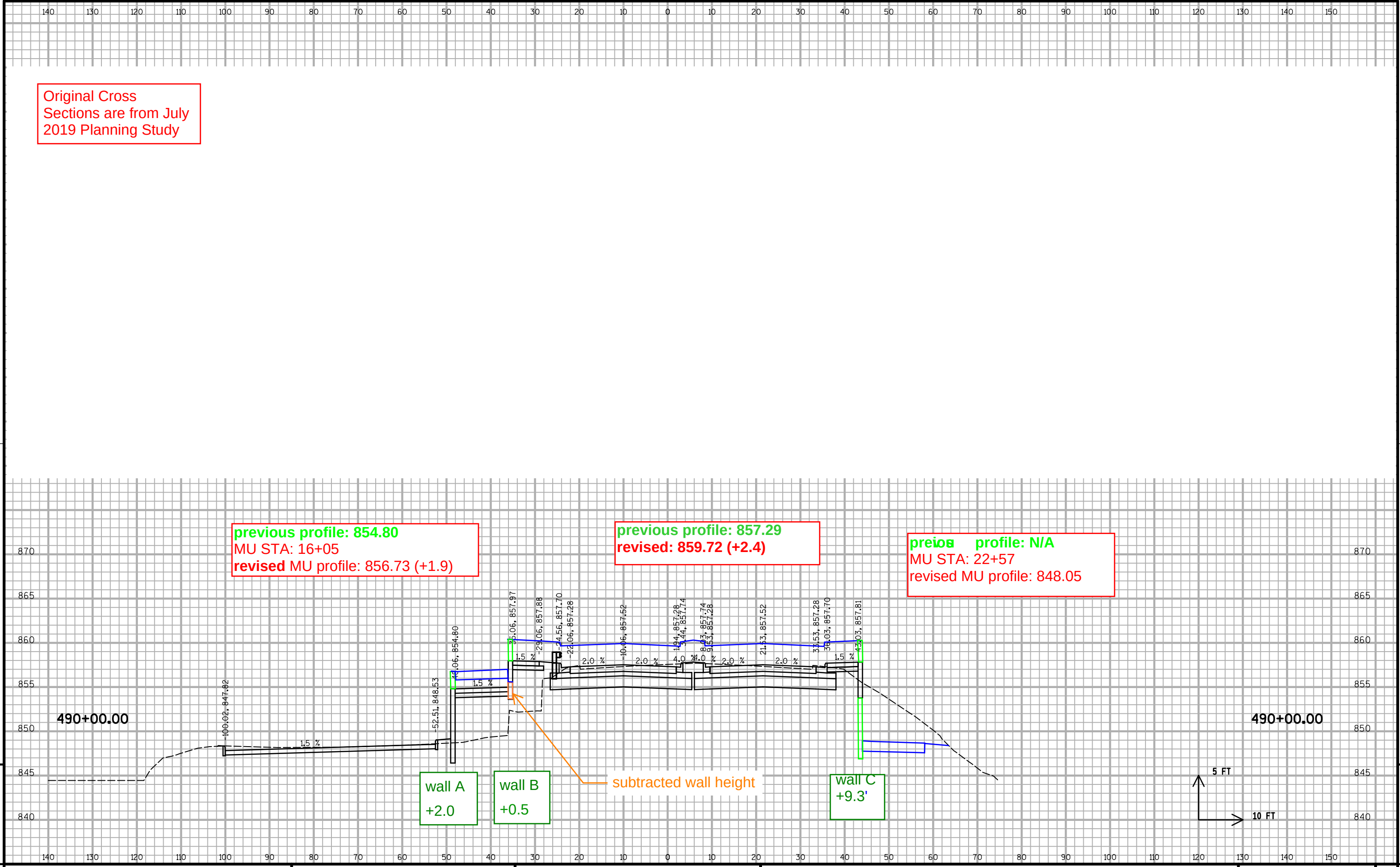
previous profile: 855.74
east MU STA: 14+03
MU profile: 861.35 (+5.6)

previous profile: 855.58
revised profile: 860.91 (+5.3)

previous profile: 851.91
west MU STA: 53+61
MU profile: 851.91

wall D
+5.4

5 FT
10 FT



Original Cross
Sections are from July
2019 Planning Study

strand profile: 850.12
MU STA: 17+55
revised MU profile: 851.32
(+1.2)

previous profile: 856.74
revised profile: 856.70 (-.04')

previous profile: N/A
MU STA: 24+07
revised MU profile: 855.84

wall A
+2.2

wall B
-0.8

wall C
+1.5

previous profile: 849.29
MU STA: 17+05
revised MU profile: 852.35
(+2.0)

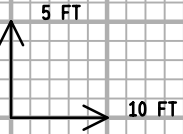
previous profile: 857.16
revised profile: 857.67 (+0.5)

previous profile: N/A
MU STA: 23+57.21
revised MU profile: 853.06

wall A
+4.1

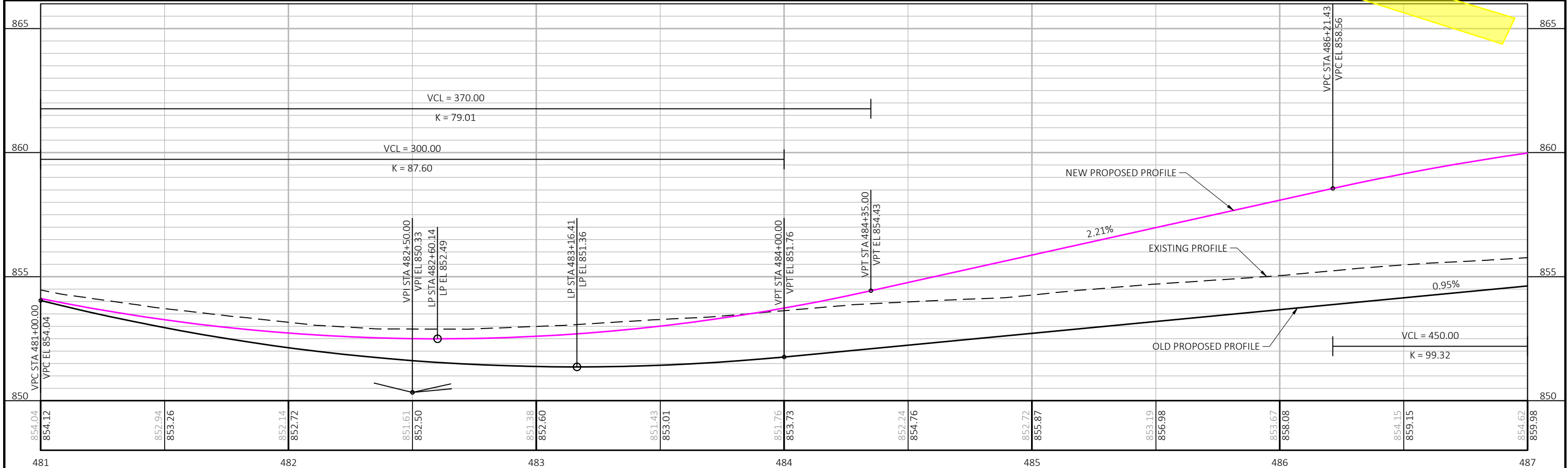
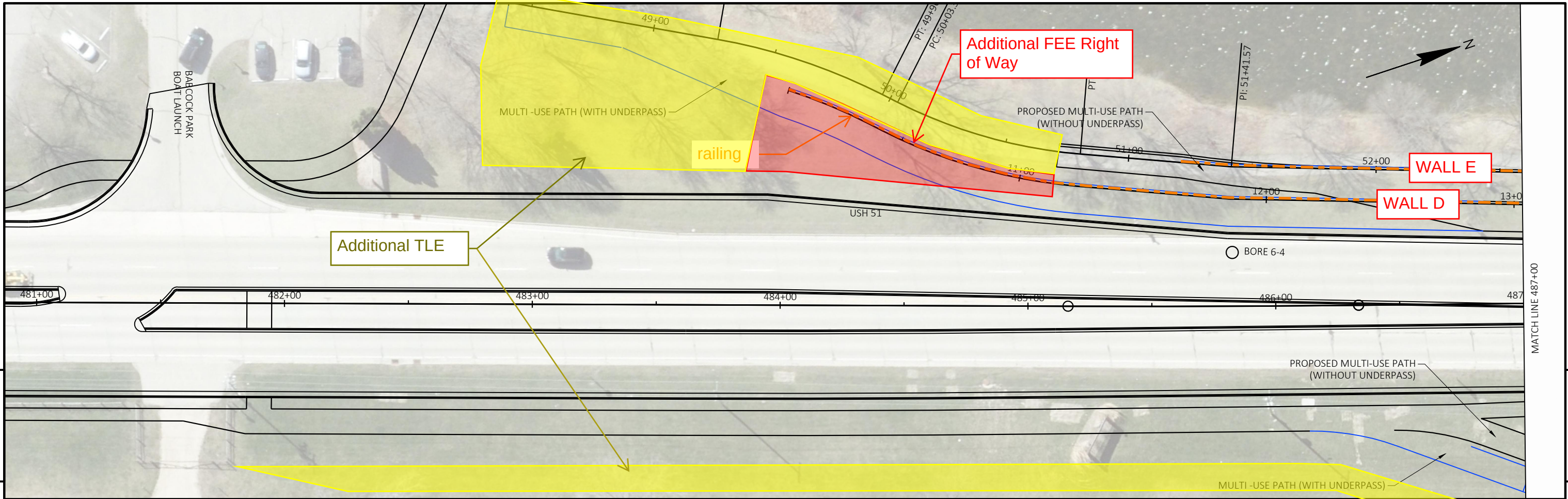
wall B
-1.7

wall C
+7.2'



9

9



PROJECT NO:	5845-16-06	HWY:	USH 51	COUNTY:	DANE	PLAN AND PROFILE:	BRIDGE UNDERPASS EXHIBIT	SHEET	E
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Wisconsin Department of Transportation
Southwest Region Office
2101 Wright Street
Madison, WI 53704

US 51 CORRIDOR NEWSLETTER

NOVEMBER 2021



The Wisconsin Department of Transportation (WisDOT) invites you to participate in a public involvement meeting for US 51 Stoughton to McFarland. There will be two opportunities to attend in-person.

PUBLIC INVOLVEMENT MEETINGS THURSDAY, NOVEMBER 11 from 4-6 p.m.

Stoughton Fire Department
401 East Main Street
Stoughton, WI 53589

THURSDAY, NOVEMBER 18 from 4-6 p.m.

McFarland Municipal Center
5915 Milwaukee Street
McFarland, WI 53558

For those interested in learning about the project, but unable to attend the in-person meetings, please visit the US 51 corridor website to view the narrated presentation and all meeting materials.



wisconsindot.gov/us51

US 51 CORRIDOR NEWSLETTER



STAY CONNECTED



FOLLOW US ON TWITTER:
[@WisDOTsouthwest](https://twitter.com/WisDOTsouthwest)

**Scan this code to sign up
for future US 51 Corridor updates!**



COVID-19 SAFETY



Enhanced safety measures will be applied to in-person public involvement meetings. Guidelines from the Centers for Disease Control and Protection and Public Health Madison & Dane County will be followed.

UPDATES SINCE THE APRIL 2021 PUBLIC HEARING

- Finding of No Significant Impact (FONSI) signed August 2021
- Started preliminary/final design efforts along the corridor

SEEKING FEEDBACK ON INTERSECTION CONTROL

- Rutland-Dunn Townline Road intersection
- Exchange Street/Tower Road intersections
- Siggelkow Road ramp terminals

CONTACT US

David Schmidt, P.E.

Project Manager

(608) 246-3867

David2.Schmidt@dot.wi.gov

Steve Theisen

Region Communications Manager

(608) 884-1230

Steven.Theisen@dot.wi.gov

Both can also be reached by mail at:

WisDOT Southwest Region Office
2101 Wright Street
Madison, WI 53704

If you require special accommodations to participate in the public involvement meeting, contact Steve Theisen, WisDOT Region Communications Manager, and arrangements will be made to share the information in another format. Persons who are deaf or hard of hearing and who require an interpreter may request one by contacting the Wisconsin Telecommunications Relay System (dial 711) at least three days prior to the public involvement meeting.

US 51 CORRIDOR STOUGHTON TO MCFARLAND

KEY

*Construction year noted indicates the anticipated earliest year of construction (subject to change depending on funding).

Larson Beach Road to south of Terminal Drive/Voges Road (2024 construction*)

- Replace the existing concrete pavement on this 4-lane divided expressway
- Reconstruct the southbound bridge over Taylor Road
- Add an auxiliary lane to the outside lane northbound and southbound between the north ramps of the Siggelkow Road interchange and Terminal/Voges Road intersection
- Seeking input on the intersection control at the Siggelkow Road ramp terminals

Exchange Street to Larson Beach Road (2026 construction*)

- Reconstruct the existing 4-lane urban section with intersection improvements
- Replace and lengthen the Yahara River Bridge
- Improve pedestrian accommodations
- Provide a two-way, left-turn lane (TWLTL) between Yahara Drive and Burma Road
- Provide agreed-upon mitigation measures for impacts to Babcock Park

Exchange Street (2026 construction*)

- Seeking input on the intersection control at Exchange Street and Tower Road

County B/AB to Exchange Street (2026 construction*)

- Reconstruct the existing 2-lane rural section with intersection improvements
- Pave shoulders to accommodate bicycles

Roby Road to County B/AB (2026 construction*)

- Expand the existing 2-lane rural section between Roby Road and County B (east) to a 4-lane urban section
- Provide a 10-foot-wide sidewalk on both sides of US 51 between Roby Road and County B (east)
- Construct a roundabout at the County B (east) intersection
- Reconstruct the existing 2-lane rural section from County B (east) to County B /AB to add continuous median and intersection improvements at each side road
- Pave shoulders to accommodate bicycles
- Seeking input on the intersection control at the Rutland-Dunn Townline Road intersection

Harrison Street to Roby Road (2026 construction*)

- Reconstruct the existing 4-lane urban section between Harrison Street and Hoel Avenue
- Expand the existing 2-lane rural section between Jackson Street and Roby Road to a 4-lane urban section
- Provide a 10-foot-wide sidewalk on both sides of US 51 between Jackson Street and Roby Road

Fifth Street to Harrison Street (2027 construction*)

- Reconstruct the existing 2- and 4-lane urban sections
- Improve pedestrian accommodations
- Update pavement markings at the Fourth Street intersection to provide a dedicated northbound left-turn lane
- Provide parallel bike routes

Spring Road to Fifth Street (2025 construction*)

- Reconstruct the existing 2-lane urban section
- Improve pedestrian accommodations
- Provide a bicycle lane in both directions

I-39/90 to Spring Road (2026 construction*)

- Reconstruct the existing 2-lane rural section
- Pave shoulders to accommodate bicycles
- Add an eastbound passing lane between Washington Road and Tower Drive

OTHER PROGRAMMED PROJECTS

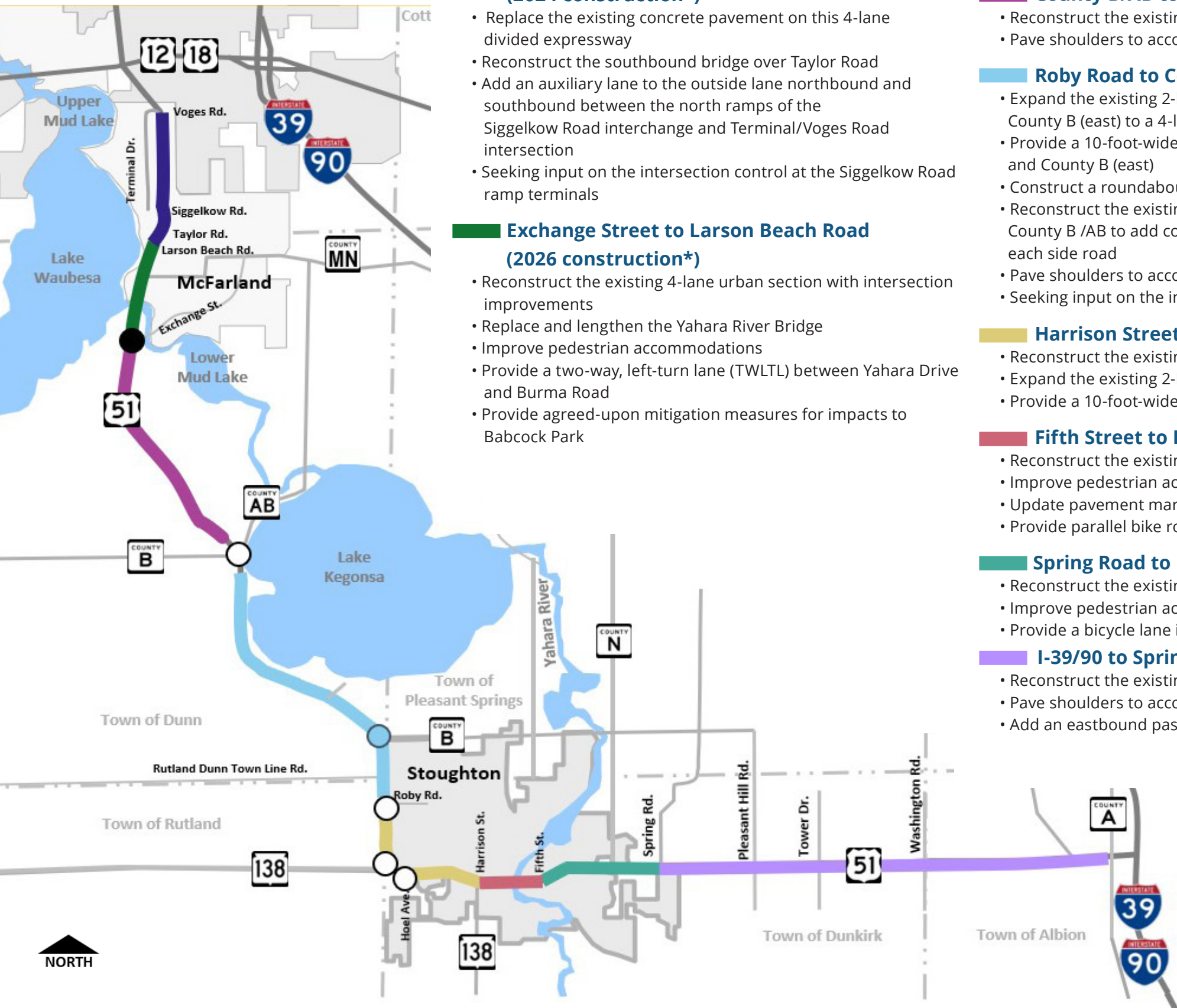
US 51 Roundabout Intersections

2022 Construction

- Roby Road
- WIS 138 (west)
- Hoel Avenue

2024 Construction

- County B/County AB



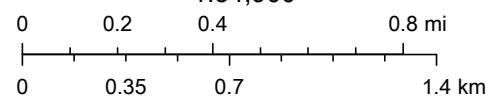
Village of McFarland



11/4/2021, 3:55:45 PM

1:34,900

- | | | | |
|--|--------------------|---|--------------------|
|  | Village |  | County Highway |
|  | Road Centerlines |  | Local Road |
|  | Interstate Highway |  | Restricted Access |
|  | US Highway |  | Ramp |
|  | State Highway |  | Named Private Road |



County of Dane, Esri, HERE, Garmin, INCREMENT P, NGA, USGS

McFarland
SUMMARY SHEET

MEETING DATE: Monday, November 22, 2021

SECTION: Business

DEPARTMENT: Administration

CONTACT: Matt Schuenke, Village Administrator, Cassandra Suettinger, Village Clerk/Treasurer

AGENDA ITEM: Discussion and action on Ordinance 2021-12: an ordinance approving the budget for the year 2022 and establishing the 2021 payable in 2022 property tax levy for the Village of McFarland.

PREVIOUS ACTION:

June 29 & 30 - Retreat I

July 26 - Set 2022 Budget Review Process and Schedule

August 2 - Retreat II

September 27 - Draft 2022 Budget Transmittal to Village Board

October 7 - Review Meeting #1

October 11 - Review Meeting #2

October 14 - Review Meeting #3

October 19 - Public Utilities Committee Review

October 25 - Public Hearing and Review Meeting #4

October 27 - Finance Committee Review

November 4 - Review Meeting #5

ISSUE SUMMARY:

Included within your packets is an ordinance to officially adopt the 2022 Budget. The required public hearing has already been completed at a previous meeting. This is the culmination of our work that began in July with the review beginning in September and final changes authorized in November. Each of the 15 funds that have been reviewed by the Village Board are included within the ordinance followed by a 16th section to summarize and establish the tax levy. The total levy for the Village in 2021 payable in 2022 is \$6,969,750 which is 5.99% higher than the previous year. Due to an increase in Assessed Value, the Village tax rate is projected to decrease to approximately \$6.17 per \$1,000 of value which is a reduction of 6 cents or 0.99% from the prior year in which the rate was set at \$6.23. This is the lowest tax rate the Village has had since at least 1999 and marks the fifth consecutive year of decline.

FINANCIAL/BUDGET IMPACT:

The median home value as of January 1st increased from \$295,100 in 2020 to \$312,300 in 2021.

A home owner with a median value of \$312,300 in 2021 would expect to see a tax bill 4.78% higher than the previous year for Village services or an increase of about \$87.82. While the total tax levy went up, increases in overall value of the Village allows for it to be spread across a larger area and in turn keeps the tax rate down.



The Village is about a third of the total bill in addition to the property tax levy from the School District, Dane County, and Madison Area Technical College. A draft summary of the final levy totals will be provided at a later date once all levy reports are received from taxing jurisdictions.

VILLAGE PLAN REFERENCE:

None.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Recommended action:

Motion and second to approve Ordinance 2021-12, an ordinance approving the budget for the year 2022 and establishing the 2021 payable in 2022 property tax levy for the Village of McFarland.

ATTACHMENTS:

1. 2021-12 Ordinance to Adopt 2022 Budget
2. 11.16.2021 - 2022 Budget Review Changes
3. 11.04.2021 - 2022 Budget Village Board Changes

ORDINANCE #2021-12

AN ORDINANCE APPROVING THE BUDGETS AND APPROPRIATING FUNDS FOR THE GENERAL, COMMUNICATIONS/TECHNOLOGY, LIBRARY, YOUTH CENTER, DEBT SERVICE, TID #3, TID #4, TID #5, CAPITAL PROJECTS, PARKS, UTILITIES, STORMWATER UTILITY, SOLID WASTE, RETIREE, AND CANINE FUNDS FOR THE YEAR 2022 BUDGET AND ESTABLISHING THE 2021 PAYABLE IN 2022 PROPERTY TAX LEVY FOR THE VILLAGE OF MCFARLAND, WISCONSIN

The Village Board of the Village of McFarland do ordain as follows:

SECTION 1. – There is hereby appropriated out of the receipts of the Village of McFarland for the year 2022, including monies received from the general property tax levy, to the various purposes specified in the General Fund (100) budget presented herewith for the purposes therein stated, the following amounts:

General Government	\$856,500
Public Safety	\$3,980,250
Public Works	\$1,044,750
Health and Social Services	\$328,000
Culture and Recreation	\$419,000
Conservation and Development	\$264,250
Other Financing Uses	<u>\$10,000</u>
Total All Expenses	\$6,902,750
Property Tax Levy	\$4,345,750
Fund Balance Applied	\$60,000
Other Revenue	<u>\$2,497,000</u>
Total All Revenues	\$6,902,750

SECTION 2. – There is hereby appropriated out of the receipts of the Communications and Technology Fund (200) of the Village of McFarland for the year 2022, to the various purposes specified in the budget presented herewith for the purposes therein stated, the following amounts:

Total All Expenses	\$173,750
Property Tax Levy	\$23,000
Fund Balance Applied	\$10,000
Other Revenue	<u>\$140,750</u>
Total All Revenues	\$173,750

SECTION 3. - There is hereby appropriated out of the receipts of the Library Fund (205) of the Village of McFarland for the year 2022, to the various purposes specified in the budget presented herewith for the purposes therein stated, the following amounts:

Total All Expenses	\$1,001,750
Property Tax Levy	\$674,250
Fund Balance Applied	\$0
Other Revenue	<u>\$327,500</u>
Total All Revenue	\$1,001,750

SECTION 4. – There is hereby appropriated out of the receipts of the Youth Center Fund (210) of the Village of McFarland for the year 2022, to the various purposes specified in the budget presented herewith for the purposes therein stated, the following amounts:

Total All Expenses	\$40,750
Property Tax Levy	\$25,000
Fund Balance Applied	\$750
Other Revenue	<u>\$15,000</u>
Total All Revenues	\$40,750

SECTION 5. – There is hereby appropriated out of the receipts of the Debt Service Fund (300) of the Village of McFarland for the year 2022, to the various purposes specified in the budget presented herewith for the purposes therein stated, the following amounts:

Total All Expenses	\$2,634,000
Property Tax Levy	\$1,777,000
Fund Balance Applied	\$292,000
Other Revenues	<u>\$565,000</u>
Total All Revenue	\$2,634,000

SECTION 6. – There is hereby appropriated out of the receipts of the Tax Incremental District #3 Fund (305) of the Village of McFarland for the year 2022, to the various purposes specified in the budget presented herewith for the purposes therein stated, the following amounts:

Total All Expenses	\$3,778,750
Property Tax Levy	\$0
Property Tax Increment	\$927,000
Fund Balance Applied	\$1,118,750
Other Revenue	<u>\$1,733,000</u>
Total All Revenues	\$3,778,750

SECTION 7. – There is hereby appropriated out of the receipts of the Tax Incremental District #4 Fund (310) of the Village of McFarland for the year 2022, to the various purposes specified in the budget presented herewith for the purposes therein stated, the following amounts:

Total All Expenses	\$807,750
Property Tax Levy	\$0
Property Tax Increment	\$98,000
Fund Balance Applied	\$0
Other Revenue	<u>\$709,750</u>
Total All Revenues	\$807,750

SECTION 8. – There is hereby appropriated out of the receipts of the Tax Incremental District #5 Fund (315) of the Village of McFarland for the year 2022, to the various purposes specified in the budget presented herewith for the purposes therein stated, the following amounts:

Total All Expenses	\$593,750
Property Tax Levy	\$0
Property Tax Increment	\$193,750
Fund Balance Applied	\$0
Other Revenue	<u>\$400,000</u>
Total All Revenues	\$593,750

SECTION 9. – There is hereby appropriated out of the receipts of the Capital Projects Fund (400) of the Village of McFarland for the year 2022, to the various purposes specified in the budget presented herewith for the purposes therein stated, the following amounts:

Total All Expenses	\$22,862,250
Property Tax Levy	\$0
Fund Balance Applied	\$8,570,000
New Borrowings (Note)	\$2,709,250
New Borrowings (Bond)	\$7,455,000
Other Revenues	<u>\$4,128,000</u>
Total All Revenues	\$22,862,250

SECTION 10. – There is hereby appropriated out of the receipts of the Parks Fund (405) of the Village of McFarland for the year 2022, to the various purposes specified in the budget presented herewith for the purposes therein stated, the following amounts:

Total All Expenses	\$440,000
Property Tax Levy	\$0
Fund Balance Applied	\$189,500
Other Revenue	<u>\$250,500</u>
Total All Revenues	\$440,000

SECTION 11. – There is hereby appropriated out of the receipts of the Utilities Fund (600) of the Village of McFarland for the year 2022, to the various purposes specified in the budget presented herewith for the purposes therein stated, the following amounts:

Sewer Service	\$2,227,500
Water Service	<u>\$2,596,000</u>
Total All Expenses	\$4,823,500
Special Assessments	\$120,000
Public Charges for Services	\$1,568,000
Miscellaneous	\$5,750
Other Financing Sources	<u>\$533,750</u>
Total Sewer Revenue	\$2,227,500
Special Assessments	\$75,000
Public Charges for Services	\$1,276,000
Miscellaneous	\$5,250
Other Financing Sources	<u>\$1,239,750</u>
Total Water Revenue	\$2,596,000
Total All Revenues	\$4,823,500

SECTION 12. – There is hereby appropriated out of the receipts of the Utilities Fund (605) of the Village of McFarland for the year 2022, to the various purposes specified in the budget presented herewith for the purposes therein stated, the following amounts:

Total All Expenses	\$793,250
Special Assessments	\$10,000
Licenses and Permits	\$20,250
Public Charges for Services	\$555,500
Miscellaneous	\$1,750
Other Financing Sources	<u>\$205,750</u>
Total All Revenues	\$793,250

SECTION 13. – There is hereby appropriated out of the receipts of the Solid Waste Fund (610) of the Village of McFarland for the year 2022, to the various purposes specified in the budget presented herewith for the purposes therein stated, the following amounts:

Total All Expenses	\$601,000
Property Tax Levy	\$74,750
User Charge (\$144.60 per Res. Parcel)	\$455,750
Fund Balance Applied	\$48,000
Other Revenue	<u>\$22,500</u>
Total All Revenues	\$601,000

SECTION 14. – There is hereby appropriated out of the receipts of the Retiree Fund (700) of the Village of McFarland for the year 2022, to the various purposes specified in the budget presented herewith for the purposes therein stated, the following amounts:

Total All Expenses	\$150,000
Property Tax Levy	\$50,000
Fund Balance Applied	\$99,750
Other Revenue	<u>\$250</u>
Total All Revenues	\$150,000

SECTION 15. – There is hereby appropriated out of the receipts of the Canine Fund (800) of the Village of McFarland for the year 2022, to the various purposes specified in the budget presented herewith for the purposes therein stated, the following amounts:

Total All Expenses	\$32,000
Property Tax Levy	\$0
Fund Balance Applied	\$15,750
Other Revenue	<u>\$16,250</u>
Total All Revenues	\$32,000

SECTION 16. – There is hereby levied a tax of \$6,969,750 upon all taxable property in the Village of McFarland as returned by the Assessor as of January 1, 2021 for the uses and purposes set forth in the 2022 Budget as follows:

General Fund (100)	\$4,345,750
Communications/Technology Fund (200)	\$23,000
Library Fund (205)	\$674,250
Youth Center Fund (210)	\$25,000
Debt Service Fund (300)	\$1,777,000
Tax Increment District #3 Fund (305)	\$0
Tax Increment District #4 Fund (310)	\$0
Tax Increment District #5 Fund (315)	\$0
Capital Projects Fund (400)	\$0
Parks Fund (405)	\$0
Utilities Fund (600)	\$0
Stormwater Utility Fund (605)	\$0
Solid Waste Fund (610)	\$74,750
Retiree Fund (700)	\$50,000
Canine Fund (800)	\$0
Total 2021 Tax Levy Payable 2022	\$6,969,750

SECTION 17. – The Village Clerk/Treasurer is hereby authorized and directed to spread the said tax upon the current tax roll of the Village of McFarland, Wisconsin.

SECTION 18. – This ordinance shall be in force and effect from and after its adoption.

The above and foregoing ordinance was duly adopted at a regular meeting of the McFarland Village Board on the 22nd day of November, 2021.

APPROVED:

Carolyn A. Clow, Village President

ATTEST:

Cassandra Suettinger, Village Clerk/Treasurer

ORDINANCE # 2021-12	
MOTION ACTION	SECOND DATE
Adopted	
Referred	
Tabled	
Withdrawn	
Defeated	
Published	
INDIVIDUAL VOTING RECORD	
Brassington	Rupert
Clow	St. Clair
Flaherty	Wreh
Nelson	
VOTING RESULTS	
Motion Carried:	
Motion Defeated:	

2022 Budget Changes Since Distribution

Administrative and Village Board Changes

Change Date	Change Number	Fund	Name	Type	Page	Dept	Line Item Description	Line Item Number	Old	New	Rev & (Exp)	New Levy Increase or (Decrease)	Change from Draft	New Rate
10/22/2021	1	100	General	Rev	59, 87	Inter Chg Serv	County - Outreach Case Mgmt	47350-101	62,000	64,750	2,750	(2,750)	-0.04%	(0.00)
10/22/2021	1	100	General	Rev	59, 87	Inter Chg Serv	County - Outreach Nutrition	47350-102	23,000	25,000	2,000	(4,750)	-0.07%	(0.00)
10/22/2021	1	100	General	Rev	59, 87	Inter Chg Serv	Towns - Outreach Services	47350-103	46,000	44,750	(1,250)	(3,500)	-0.05%	(0.00)
11/04/2021	1	100	General	Exp	62	Village Board	Community Grant	51100-725	0	12,500	(12,500)	9,000	0.13%	0.01
10/22/2021	2	100	General	Exp	76	Police	Health Insurance	52100-130	268,000	264,000	4,000	5,000	0.07%	0.00
11/04/2021	2	100	General	Exp	81	Comm Devel	Salaries	52400-110	97,500	91,500	6,000	(1,000)	-0.01%	(0.00)
11/04/2021	2	100	General	Exp	81	Comm Devel	Part-Time	52400-120	10,500	9,750	750	(1,750)	-0.03%	(0.00)
11/04/2021	2	100	General	Exp	81	Comm Devel	Health Insurance	52400-130	21,500	20,250	1,250	(3,000)	-0.04%	(0.00)
11/04/2021	2	100	General	Exp	81	Comm Devel	Retirement	52400-131	6,500	6,000	500	(3,500)	-0.05%	(0.00)
11/04/2021	2	100	General	Exp	81	Comm Devel	Social Security/Medicare	52400-132	8,500	8,000	500	(4,000)	-0.06%	(0.00)
11/04/2021	2	100	General	Exp	81	Comm Devel	Other Employment Benefits	52400-135	500	250	250	(4,250)	-0.06%	(0.00)
11/04/2021	2	100	General	Exp	81	Comm Devel	Wage Adjustment	52400-140	2,750	2,500	250	(4,500)	-0.06%	(0.00)
11/04/2021	3	100	General	Exp	85	Public Works	Uniforms	53000-142	8,000	4,250	3,750	(8,250)	-0.12%	(0.01)
11/04/2021	4	100	General	Exp	90	Parks	Seasonal	55200-124	29,000	40,250	(11,250)	3,000	0.04%	0.00
11/04/2021	4	100	General	Exp	90	Parks	Social Security/Medicare	55200-132	16,250	17,000	(750)	3,750	0.05%	0.00
11/04/2021	4	100	General	Exp	90	Parks	Facility Maintenance	55200-242	25,000	21,500	3,500	250	0.00%	0.00
11/04/2021	4	100	General	Exp	91	Parks	Meeting Expenses	55200-330	1,000	500	500	(250)	0.00%	(0.00)
11/04/2021	4	100	General	Exp	91	Parks	Training Expenses	55200-331	3,500	1,500	2,000	(2,250)	-0.03%	(0.00)
11/04/2021	4	100	General	Exp	91	Parks	Community Groups	55200-720	3,500	1,500	2,000	(4,250)	-0.06%	(0.00)
											4,250	6,969,750	-0.06%	6.17

Notes Regarding Administrative and Village Board Changes

Changes made October 22, 2021:

- 1 Dane County has provided updated numbers regarding their funding support within Senior Outreach for Case Management and Nutrition Services. This additional revenue is shared with the other member communities of the focal point. The corresponding changes are shown where the increases in revenue are listed per line from the County which also represents a lower contribution from the member communities. The net impact is positive for the Village as it lowers the levy by a proportionate amount.
- 2 October is the month for health insurance open enrollment changes where employees can elect to change their coverage between single, family, and declining coverage for health in lieu payment. As they make those changes it effects our contributions and two changes happened within the Police Department resulting in an overall cost savings.

Changes made November 4, 2021:

- 1 The Village Board authorized funds be allocated to establish a Community Grant program.
- 2 The Village Board authorized shifting 3% of the wage and benefit allocation within Community Development from the General Fund to 1% within each of our existing Tax Increment Districts.
- 3 The Village Board authorized reducing the funding request for Uniforms within the Public Works Department.
- 4 The Village Board authorized increasing the funding to add another Limited Term Employee (LTE) within the Parks Division, and made corresponding changes within the same budget to offset the costs.

2022 Budget Changes Since Distribution

Original Submitted Budget Summary - September 27, 2021

	2021 Budget	2022 Budget	Difference vs. 2021	% Change vs. 2021
TOTAL ASSESSED VALUATION	1,105,802,249	1,191,107,600	85,305,351	7.71%
TID INCREMENT ASSESSED VALUATION	50,590,166	61,297,976	10,707,810	21.17%
ASSESSED VALUATION MINUS TID INCREMENT	1,055,212,083	1,129,809,624	74,597,541	7.07%
MUNICIPAL PROPERTY TAX LEVY	6,575,750	6,974,000	398,250	6.06%
MUNICIPAL TAX RATE	6.23	6.17	(0.06)	-0.95%

1/1/2020 Median Home Value \$ 295,100 \$ 1,838.97

1/1/2021 Median Home Value \$ 312,300 \$ 1,927.74 \$ 88.77

5.83% 4.83%

Amended Budget Summary following Village Board Review

	2021 Budget	2022 Budget	Change vs. 2021	% Change vs. 2021
TOTAL ASSESSED VALUATION	1,105,802,249	1,190,967,000	85,164,751	7.70%
TID INCREMENT ASSESSED VALUATION	50,590,166	61,290,740	10,700,574	21.15%
ASSESSED VALUATION MINUS TID INCREMENT	1,055,212,083	1,129,676,260	74,464,177	7.06%
MUNICIPAL PROPERTY TAX LEVY	6,575,750	6,969,750	394,000	5.99%
MUNICIPAL TAX RATE	6.23	6.17	-0.06	-0.99%

1/1/2020 Median Home Value \$ 295,100 \$ 1,838.97

1/1/2021 Median Home Value \$ 312,300 \$ 1,926.79 \$ 87.82

5.83% 4.78%

2022 Budget Changes Since Distribution

Other Funds (Non-Tax Levy)

Tax Increment District #4 Fund (310)

Change Date	Change Number	Fund	Name	Type	Page	Dept	Line Item Description	Line Item Number	Old	New	Rev & (Exp)	Change Increase or (Decrease)
11/04/2021	1	305	TID #3	Rev	135	Other	Fund Balance Applied	49300-000	868,750	1,118,750	250,000	(250,000)
11/04/2021	1	310	TID #4	Rev	145	Other	Transfers from Other Funds	49200-000	452,750	702,750	250,000	(500,000)
11/04/2021	1	305	TID #3	Exp	140	Transfers	Miscellaneous	59200-390	952,750	1,202,750	(250,000)	(250,000)
11/04/2021	1	310	TID #4	Exp	148	Operations	Property	56700-826	250,000	500,000	(250,000)	0
											0	0

Notes Regarding Tax Increment #4 Fund (310) Changes

Changes made November 4, 2021:

- The Village Board authorized additional funds from TID #3 to TID #4 to support property acquisitions within the Downtown where applicable.

Capital Projects Fund (400)

Change Date	Change Number	Fund	Name	Type	Page	Dept	Line Item Description	Line Item Number	Old	New	Rev & (Exp)	Change Increase or (Decrease)
11/04/2021	1	400	Capital	Rev	166	Other	Borrowing Proceeds	49100-000	10,089,250	10,164,250	75,000	(75,000)
11/04/2021	1	400	Capital	Exp	182	Parks	Consultant Services	57620-211	122,000	197,000	(75,000)	0
											0	0

Notes Regarding Capital Projects Fund (400) Changes

Changes made November 4, 2021:

- The Village Board authorized additional funds for consulting services within the Parks capital allocation to support work on conservation planning.

2022 Budget Changes Since Distribution

Other Funds (Non-Tax Levy) CONTINUED

Utility Fund (600)

Change Date	Change Number	Fund	Name	Type	Page	Dept	Line Item Description	Line Item Number	Old	New	Rev & (Exp)	Change Increase or (Decrease)
11/04/2021	1	600	Utility	Rev	199	Public Charge	Res. Use Charges	46410-101	1,270,000	1,272,250	2,250	(2,250)
11/04/2021	1	600	Utility	Exp	204	San. Sewer	Programming	53612-391	250	2,500	(2,250)	0
											0	0

Notes Regarding Utility Fund (600) Changes

Changes made November 4, 2021:

- The Village Board authorized additional funding for community outreach to meet MAMSWAP requirements.

Other

Change Date	Change Number	Fund	Name	Type	Page	Dept	Line Item Description	Line Item Number	Old	New	Rev & (Exp)
11/04/2021	1	TBD	Housing	R/E	N/A	N/A	Fund Transfer	N/A	0	75,000	(75,000)
											(75,000)

Notes Regarding Other Changes

Changes made November 4, 2021:

- The Village Board authorized a fund be created in 2022 to be used to support Affordable Housing initiatives.

2022 Budget - Village Board Changes Review

ACCEPTED

REJECTED

i. General - Fund 100

Item	Elected Official	Fund	Name	Type	Page	Dept	Line Item Descp.	Line Item Number	Old	New	Describe Question and/or Nature of the Change Requested	Offsetting Changes to Rev/Exp to Account for Change
1)	CC	100	General	Exp	62	Village Board	Community Grant	51100-TBD	\$ -	\$ 12,500	Create a grant program to fund small Community based projects.	Increases tax levy by \$12,500.
2)	CC	100	General	Exp	67	Village Administrator	Operating Supplies	51410-340	\$ -	\$ 5,000	Leave the funding for the community art project within the operating budget.	Increases tax levy by \$5,000.
3)	SB	100	General	Exp	81	Comm Devel	Wage and Benefit Lines	Multiple	\$ 147,750	\$ 138,250	Requesting to keep part-time Planner but shift 3% from Gen Fund Allocation evenly to each TID. Cost savings will cover the Gen Fund portion of the PT Planner position allowing for it to be retained.	Decreases tax levy by \$9,500.
4)	CC, SB	100	General	Exp	85	Public Works	Uniforms	53000-142	\$ 8,000	\$ 4,250	Reduce uniform allowance increase.	Decreases tax levy by \$3,750.
5)	CC	100	General	Exp	87	Senior Outreach	Wage and Benefit Lines	Multiple	\$ 284,750	\$ 259,750	Do not increase funding to transition Nutrition Manager to full-time in 2022.	Decreases tax levy by \$25,000.
6)	CC, CSC	100	General	Exp	90	Parks	Wage and Benefit Lines	Multiple	\$ 45,250	\$ 57,250	CSC - Add funds for additional Parks LTE position. CC - Add funding for 1 Parks LTE positions to address/manage Summer workload.	Increases tax levy by \$12,000.
7)	CSC	100	General	Exp	90	Parks	Facility Maint.	55200-242	\$ 25,000	\$ 21,500	Cost reduction tied to request for additional Parks LTE.	Decreases the tax levy by \$3,500.
7)	CSC	100	General	Exp	91	Parks	Meeting Exp.	55200-330	\$ 1,000	\$ 500	Cost reduction tied to request for additional Parks LTE.	Decreases the tax levy by \$500.
7)	CSC	100	General	Exp	91	Parks	Training Exp.	55200-331	\$ 3,500	\$ 1,500	Cost reduction tied to request for additional Parks LTE.	Decreases the tax levy by \$2,000.
7)	CSC	100	General	Exp	91	Parks	Comm. Groups	55200-720	\$ 3,500	\$ 1,500	Cost reduction tied to request for additional Parks LTE.	Decreases the tax levy by \$2,000.
8)	CSC, SB	Multiple	Multiple	Exp	Multiple	Multiple	Wages and Benefits	Multiple	\$ 5,598,000	\$ 5,626,000	Budget for 3% annual across the board salary increase for Staff. Perhaps 2.5% would be the alternative.	Increases tax levy by \$28,000. Increases all other non-tax levy supported funds by an additional \$8,000.
									Total Tax Levy Impact			
									\$ 6,631,250	\$ 6,667,250		
									Total All Fund Impact			

2022 Budget - Village Board Changes Review

ii. Library - Fund 205

Item	Elected Official	Fund	Name	Type	Page	Dept	Line Item Descp.	Line Item Number	Old	New	Describe Question and/or Nature of the Change Requested	Offsetting Changes to Rev/Exp to Account for Change
1)	CSC	205	Library	Exp	113	Library	Other Serv.	55110-290	\$ 23,250	\$ 18,250	Cost reduction tied to request for additional Parks LTE.	Decreases the tax levy by \$5,000.
2)	EW	205	Library	Exp	113	Library	Technology	55110-342	\$ 24,500	\$ 15,500	Request to decrease technology expenditures.	Decreases the tax levy by \$9,000.

iii. Tax Increment District #3 - Fund 305

Item	Elected Official	Fund	Name	Type	Page	Dept	Line Item Descp.	Line Item Number	Old	New	Describe Question and/or Nature of the Change Requested	Offsetting Changes to Rev/Exp to Account for Change
1)	EW	305	TID #3	Exp	138	Operations	Redevelopment Incentive	56700-725	\$ 500,000	\$ 350,000	Request to lower anticipated redevelopment incentives for the next year in order to reallocate additional funds to TID #4.	Decreases fund balance by \$150,000.

iv. Tax Increment District #4 - Fund 310

Item	Elected Official	Fund	Name	Type	Page	Dept	Line Item Descp.	Line Item Number	Old	New	Describe Question and/or Nature of the Change Requested	Offsetting Changes to Rev/Exp to Account for Change
1)	CSC	310	TID #4	Exp	148	Operations	Property	56700-826	\$ 250,000	\$ 500,000	Property in the Downtown area could and would likely come at significantly greater expense. Projects in TID #4 are significantly greater value to residents and the Village overall, especially as the Village embarks on Community Center and Library expansion projects in the near future.	Line item increase offset by higher advance from TID #3. Also consider TID #4's remaining obligation on past advances.

2022 Budget - Village Board Changes Review

v. Capital Projects - Fund 400

Item	Elected Official	Fund	Name	Type	Page	Dept	Line Item Descp.	Line Item Number	Old	New	Describe Question and/or Nature of the Change Requested	Offsetting Changes to Rev/Exp to Account for Change
1)	CC	400	Capital Projects	Exp	182	Parks	Consultant Services	57620-211	\$ 122,000	\$ 197,000	Prepare updated Management Plans for Conservancy Parks (Previous plan is dated October 10, 2007).	Increases borrowed funds by \$75,000.

vi. Utility Fund - Fund 600

Item	Elected Official	Fund	Name	Type	Page	Dept	Line Item Descp.	Line Item Number	Old	New	Describe Question and/or Nature of the Change Requested	Offsetting Changes to Rev/Exp to Account for Change
1)	CC	600	Utility	Exp	204	Sanitary Sewer	Programming	53612-391	\$ 250	\$ 2,500	Additional funding for community outreach to meet MAMSWAP requirements.	Increases revenue generated through rates by \$2,250.

vii. Other

Item	Elected Official	Fund	Name	Type	Page	Dept	Line Item Descp.	Line Item Number	Old	New	Describe Question and/or Nature of the Change Requested	Offsetting Changes to Rev/Exp to Account for Change
1)	CSC	TBD	Afford. Housing	R/E	N/A	N/A	Fund Transfer	N/A	\$ -	\$ 75,000	Request is to establish a fund to support low-income housing initiatives. Additional ord work needed to determine criteria through which allocation of funds is decided and contribution to this fund moving forward, potentially through TID revenues, etc.	Transfer from the General Fund to the proposed Affordable Housing Fund to be established. Paid for within the General Fund through unassigned fund balance.
2)	CSC	TBD	Sustain.	R/E	N/A	N/A	Fund Transfer	N/A	\$ -	\$ 50,000	Request is to establish a fund for the Village to work on improving green energy initiatives at existing Village sites/parks.	Transfer from GF to the proposed Sustainability Fund to be established. Paid for within the GF through unassigned fund balance.

Amended Budget Summary following Administrative Changes

As of Administrative Change Sheet Dated October 28, 2021

	2021 Budget	2022 Budget	Difference vs. 2021	% Change vs. 2021
TOTAL ASSESSED VALUATION	1,105,802,249	1,190,967,000	85,164,751	7.70%
TID INCREMENT ASSESSED VALUATION	50,590,166	61,290,740	10,700,574	21.15%
ASSESSED VALUATION MINUS TID INCREMENT	1,055,212,083	1,129,676,260	74,464,177	7.06%
MUNICIPAL PROPERTY TAX LEVY	6,575,750	6,966,500	390,750	5.94%
MUNICIPAL TAX RATE	6.23	6.17	-0.06	-1.04%

1/1/2020 Median Home Value \$ 295,100 \$ 1,838.97

1/1/2021 Median Home Value \$ 312,300 \$ 1,925.90 \$ 86.92

5.83% 4.73%

Amended Budget Summary following Village Board Changes

As of Village Board Change Sheet Submitted on November 4, 2021

	2021 Budget	2022 Budget	Change vs. 2021	% Change vs. 2021
TOTAL ASSESSED VALUATION	1,105,802,249	1,190,967,000	85,164,751	7.70%
TID INCREMENT ASSESSED VALUATION	50,590,166	61,290,740	10,700,574	21.15%
ASSESSED VALUATION MINUS TID INCREMENT	1,055,212,083	1,129,676,260	74,464,177	7.06%
MUNICIPAL PROPERTY TAX LEVY	6,575,750	6,969,750	394,000	5.99%
MUNICIPAL TAX RATE	6.23	6.17	-0.06	-0.99%

1/1/2020 Median Home Value \$ 295,100 \$ 1,838.97

1/1/2021 Median Home Value \$ 312,300 \$ 1,926.79 \$ 87.82

5.83% 4.78%

Requested Changes Effect on Borrowed Money:

Increases	75,000
(Decreases)	0
Inc or Dec in Borrowing	75,000

Bond	7,455,000
Note	2,709,250
New Est. Borrowing	10,164,250

Requested Changes Effect on Property Tax Levy:

Increases	24,500
Decreases	(21,250)
New Levy Increase or (Decrease)	3,250

Projected Levy Limit	6,994,509
Levy Limit Variance	(24,759)

Expenditure Restraint Variance	(2,443)
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