

# ***RESOLUTION NO.: 30—2024-25***

TO THE HONORABLE, THE OUTAGAMIE COUNTY BOARD OF SUPERVISORS

LADIES AND GENTLEMEN:

*2/3 MAJORITY – 24 VOTES*

1           The Appleton International Airport (the Airport) is requesting approval for the following in-  
2           year Table of Organization changes:

- 3           • Add one (1) full-time Marketing and Social Media Coordinator position
- 4           • Add one (1) full-time Assistant Airport Director position
- 5           • Add one (1) full-time Airport Electrician position

6  
7           The above positions are being requested due to the significant growth of the Airport. Funding  
8           for the positions will be recouped partially through airline rates and charges and partially  
9           through increased revenues from the growth of the Airport. In addition, there should be cost  
10          savings as the Airport has been outsourcing some electrical work as well as social media  
11          consulting. The impact on the 2024 budget will be approximately \$167,000.

12  
13          NOW THEREFORE, the undersigned members of the Legislative/Audit and Human Resources  
14          Committee recommend adoption of the following resolution.

15          BE IT RESOLVED, that the Outagamie County Board of Supervisors does approve an in-year  
16          Table of Organization request by adding one (1) full-time Marketing and Social Media Coordinator  
17          position, one (1) full-time Assistant Airport Director position, and one (1) full-time Airport Electrician  
18          position effective July 1, 2024 at the Appleton International Airport as noted on the attached Position  
19          Addition Forms, Job Descriptions, and Table of Organization, which by reference are made a part hereof,  
20          and

21          BE IT FURTHER RESOLVED, that the Outagamie County Board of Supervisors does authorize  
22          and approve of the following budget adjustments to the Airport Terminal cost center: increase Salaries  
23          line item by \$103,700; increase Fringe Benefits line item by \$51,200; increase IT Direct Billed line item  
24          by \$12,100; decrease Fund Balance Applied line item by \$167,000 as note on the attached fiscal note,  
25          which by reference is made a part hereof, and

1 BE IT FINALLY RESOLVED, that the Outagamie County Clerk be directed to forward a copy of  
2 this resolution to the Outagamie County Finance Director, the Outagamie County Human Resources  
3 Director, and the Appleton International Airport Director.

4 Dated this \_\_\_\_\_ day of June 2024

5 Respectfully Submitted,

6  
7 LEGISLATIVE/AUDIT & HUMAN RESOURCES  
8 COMMITTEE  
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12 \_\_\_\_\_  
13 Cathy Spears

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12 \_\_\_\_\_  
13 Sara MacDonald

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16 \_\_\_\_\_  
17 Ryan Ferguson

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16 \_\_\_\_\_  
17 John Kostelny

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19  
20 \_\_\_\_\_  
21 Sarah Weinberg

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23  
24 Duly and officially adopted by the County Board on: \_\_\_\_\_  
25

26  
27 Signed: \_\_\_\_\_  
28 Board Chairperson

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27 \_\_\_\_\_  
28 County Clerk

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31 Approved: \_\_\_\_\_

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31 Vetoed: \_\_\_\_\_

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33  
34 Signed: \_\_\_\_\_  
County Executive

<b>POSITION ADDITION FORM - IN YEAR REQUEST</b>		
<b>Request Details</b>		
Effective Date of Requested Change:	7/1/2024	
Department:	Airport	
Department Head:	Abe Weber	
Cost Center Number:	5000110	
Position Title:	Marketing and Social Media Coordinator	
Sunset Position? (Yes or No)	N	
Exempt (Salaried) or Non-Exempt (Hourly):	N	
Pay Grade of Position:	140	
Estimated Starting Step:	1	
Position exists in current the Table of Organization?	N	
Is this position full time or part time? <i>(If more than one position, use the worksheet for Multiples)</i>	Full Time:	Y
	Part Time:	N
If Part Time position, how many hours per week will this position be working?	Hours:	na
What other alternatives were considered?	We are currently using a contract service for this work.	
If deleting a position to add this position; which position(s) will be deleted?		
<i>(If deleting a position, complete the Position Deletion Form and include the Cost Savings below)</i>		
List any positions in your Table of Organization that have been vacant for 6 months or longer:	None	
<b>Position Justification</b>		
Briefly summarize why this position is needed, as well as areas of revenue and savings.		
<p>The marketing and social media coordinator (MSMC) position will play a crucial role in the success of our marketing team and the overall marketing strategy. ATW participates in numerous community events, trade shows, and internal airport customer events where the MSMC will help planning and execution of these activities. Further tasks that will include coordinating logistics, designing promotional materials, and ensuring a strong brand presence. Each year we have over 50 ice cream bus events, 14+ in-terminal customer events, and 5 major community partnership events that MSMC will support. ATW has six social media channels that we monitor, use for creating awareness and as vehicle to fill the airplanes. The MSMC's role in email marketing encompasses planning and executing campaigns. They will create engaging content, manage subscriber lists, and implement automation workflows along with ensuring compliance to prescribed standards, monitoring delivery, and optimization. This position will also be able to help with tracking and analyzing key metrics, generating reports, and coordinating with other marketing channels. The role also involves customer segmentation, continuous optimization, and staying informed about industry trends to contribute to the overall success of the marketing strategy. At ATW we've made an effort to organically grow our email list to 73,000+ subscribers. This is a way for us to communicate airport updates and sell airplane tickets to fill our seats.</p>		
<b>Employee(s) Impacted By This Change (if no one in position - leave blank)</b>		

Fiscal Data	
How will this position be funded (choose from drop-down list)?	<b>Non-Levy (Chgs for Service)</b>
PROJECTED 2023 EXPENDITURES - Amounts must agree to amounts included in the proposed budget.	
Salary	\$ 28,489
Fringe Benefits	\$ 16,840
Travel/Training	\$ -
Supplies - IT	\$ 1,000
Supplies - Other	\$ -
Purchased Services - IT	
Purchased Services - Other	\$ -
Capital Outlay	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 46,329</b>
COST SAVINGS OR INCREASED REVENUES:	
Please list below the additional revenues pertaining to this position and/or cost savings (reductions in expenditures) that will be shown in the budget.	
<i>Description</i>	<i>Dollar Value (enter as negative)</i>
Deleted Position (if applicable)	
	\$ -
	\$ -
<b>TOTAL COST SAVINGS/REVENUES</b>	<b>\$ (36,906)</b>
<b>NET COUNTY COST (Levy/Fund Bal)</b>	<b>\$ 9,423</b>
PARTIAL YEAR FUNDING - ANNUAL PROJECTION	
If you are requesting a position that will only be funded initially for a part of a year, please complete the following for annual (12 month) position cost:	
Salary	\$ 56,514
Fringe Benefits	\$ 33,405
Other Expenditures	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 89,918</b>
Deleted Position (if applicable)	
Less Increased Revenue/Cost Savings (enter as negative)	\$ (71,226)
<b>NET COUNTY COST (Levy/Fund Bal)</b>	<b>\$ 18,692</b>

TO BE COMPLETED BY HUMAN RESOURCES:	
Reviewed by HR	4/15/2024
County Executive Decision (Approved/Denied)	Approved

## Airport Marketing & Social Media Coordinator

### **SALARY RANGE**

\$40,289.60 - \$46,696.00 Annually

### **POSITION PURPOSE:**

Reporting to the Marketing & Communications Specialist, the Marketing and Social Media Coordinator is essential for promoting ATW's brand, engaging with our digital audience, and creating memorable events that enhance passenger experience and community engagement.

### **KEY RESPONSIBILITIES:**

The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- **Social Media Management:** Manage and grow our presence across six social media channels. Create engaging content, monitor engagement, and use social media as a tool to fill airplanes and enhance brand awareness. Analyze the effectiveness of social media campaigns and other marketing efforts, providing reports on ROI and suggestions for improvement.
- **Event Planning:** Coordinate over 50 ice cream bus events, 14+ traveler and employee events, plus 5+ major community partnership events annually. This includes logistics, promotional material design, and ensuring brand presence.
- **Email Marketing:** Execute email marketing campaigns for our 73,000+ subscriber list. Develop content, manage automation workflows, conduct A/B testing, and analyze performance to optimize reach and effectiveness.
- **Graphic Design:** Manage the visual aspects of our marketing materials, from concept to execution. Collaborate with designers, create basic design assets, and ensure all materials meet our brand standards.
- **Market Research:** Conduct market research to stay ahead of industry trends, understand competitor strategies, and gather customer insights through surveys and events.
- **Project Coordination:** Oversee the scheduling and content updates for our diverse in-terminal advertising spaces, ensuring regular updates and brand consistency.

### **EDUCATION/CERTIFICATIONS/EXPERIENCE REQUIREMENTS:**

- Bachelor's degree in Marketing, Communications, or a related field.
- Proven experience in marketing and social media management.

- Strong organizational and project management skills, with the ability to manage multiple projects simultaneously.
- Excellent written and verbal communication skills.
- Creative mindset with a strong eye for design.
- Proficiency in graphic design software is a plus.
- Ability to analyze data and derive meaningful insights to inform strategy.
- Team player with the ability to work collaboratively across different departments.

### **REQUIRED OR PREFERRED SKILLS:**

- Excellent oral, written and visual communication skills
- Knowledge in Adobe Photoshop and Illustrator; WordPress; Microsoft Office, Outlook, Word, Excel, and PowerPoint; Google aps including Drive and Docs; file sharing/storage aps including Dropbox and iCloud; Apple iMovie and GarageBand; Prezi preferred
- Experience working with the public
- Knowledge of photography
- Understanding of writing for the news media and creation writing
- Understanding of principles of design
- Ability to work independently and with teams, and maintain effective working relationships to accomplish job responsibilities
- Ability to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology
- Ingenuity and inventiveness in the performance of assigned tasks

OUTAGAMIE COUNTY IS AN EQUAL OPPORTUNITY EMPLOYER. IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, THE COUNTY WILL PROVIDE REASONABLE ACCOMMODATIONS TO QUALIFIED INDIVIDUALS WITH DISABILITIES AND ENCOURAGES BOTH PROSPECTIVE EMPLOYEES AND INCUMBENTS TO DISCUSS POTENTIAL ACCOMMODATIONS WITH THE EMPLOYER.

POSITION ADDITION FORM - IN YEAR REQUEST		
<b>Request Details</b>		
Effective Date of Requested Change:	7/1/2024	
Department:	Airport	
Department Head:	Abe Weber	
Cost Center Number:	5000110	
Position Title:	Assistant Airport Director	
Sunset Position? (Yes or No)	N	
Exempt (Salaried) or Non-Exempt (Hourly):	E	
Pay Grade of Position:	180	
Estimated Starting Step:	2	
Position exists in current the Table of Organization?	N	
Is this position full time or part time? Enter number of positions.	Full Time:	1
	Part Time:	
If Part Time position, how many hours per week will this position be working?	Hours:	NA
What other alternatives were considered?	No	
If deleting a position to add this position; which position(s) will be deleted?	NA	
(If deleting a position, complete the Position Deletion Form and include the Cost Savings below)		
List any positions in your Table of Organization that have been vacant for 6 months or longer:	None	
<b>Position Justification</b>		
Briefly summarize why this position is needed, as well as areas of revenue and savings.		
<p>The Assistant Airport Director is pivotal for maintaining operational efficiency, safety, and regulatory compliance at ATW. This role supports the Airport Director in overseeing daily operations, emergency preparedness, and stakeholder engagement, while also ensuring the airport meets safety standards and operates within its budget. With the growing complexity of airport management and the need for continuous infrastructure and service improvement, the Assistant Airport Director is essential for enhancing service quality, fostering positive community relations, and securing the airport's financial sustainability. This position supports the successful day-to-day operation and long-term development of the airport.</p>		
<b>Employee(s) Impacted By This Change (if no one in position - leave blank)</b>		
<b>Fiscal Data</b>		
How will this position be funded (choose from drop-down list)?	Non-Levy (Chgs for Service)	
<b>PROJECTED 2024 EXPENDITURES</b> - Amounts must agree to amounts included in the proposed budget.		
Salary	\$	52,320
Fringe Benefits	\$	18,481
Travel/Training	\$	-
Supplies - IT	\$	1,000
Supplies - Other	\$	-

Purchased Services - IT	\$	5,985
Purchased Services - Other	\$	-
Capital Outlay	\$	-
<b>TOTAL EXPENDITURES</b>	\$	<b>77,786</b>
<b>COST SAVINGS OR INCREASED REVENUES:</b>		
Please list below the additional revenues pertaining to this position and/or cost savings (reductions in expenditures) that will be shown in the budget.		
<i>Description</i>	<i>Dollar Value (enter as negative)</i>	
<b>Deleted Position (if applicable)</b>		
	\$	-
	\$	-
<b>TOTAL COST SAVINGS/REVENUES</b>		
<b>NET COUNTY COST (Levy/Fund Bal)</b>	\$	<b>77,786</b>

<b>TO BE COMPLETED BY HUMAN RESOURCES:</b>	
Reviewed by HR	4/15/2024
County Executive Decision (Approved/Denied)	Approved

## Assistant Airport Director

### **POSITION PURPOSE:**

Reporting to the Airport Director, the Assistant Director oversees all operational divisions of the airport to ensure compliance with federal regulations, safety of users, performance objectives are met, and customer experience metrics are achieved. Through leadership, accountability, and stakeholder engagement, the Assistant Director is responsible for short term and long term strategic direction of the division, promoting efficient and deliberate use of resources, and planning innovative solutions for the success of Appleton International Airport.

### **KEY RESPONSIBILITIES:**

The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- Provides airport leadership in the absence of the airport director; directs, administers, and manages the operations of the Appleton International Airport; develops and monitors internal policies and procedures; aids in the development and administration of the annual budget; supervises, directs and evaluates the activities of all division staff, either directly or through senior staff.
- Consults frequently with the Airport Director and department directors, helps develop policy and procedural directives for the airport's possible adoption, and carries out policies and directives of the Airport.
- Assists in creating policy recommendations to the Airport regarding compliance requirements of federal and state directives affecting airport operations and development.
- By direction, represents the Airport when communicating with legislative bodies and public officials. Develops relationships with key stakeholders and maximizes partnerships for the Win-Win-Win.
- Builds strategic vision and goals for airport operations including airfield, terminal operations, Fixed Base Operator, and other operational divisions.
- Reviews performance standards for airport service contractors and tenants to ensure goals are met and lease requirements are fulfilled.
- Oversees the development and compliance with the Airport Certification Manual, the Snow and Ice Control Plan, the Wildlife Hazard Mitigation Plan, and the Airport Emergency Plan; coordinates agencies who have responsibility under all airport plans, including the Airport Emergency Plan.
- Explore and implement solutions to increase revenue, reduce expenses, push innovation and/or elevate customer experience throughout airport divisions.
- Develops and implements budget process for airport operations, prepares cost estimates for new construction/renovation projects, acquisition of equipment, and coordinates work of associated subcontractors.
- Guide and oversee the airport relationships with the following federal agencies, TSA, Air Traffic Control Tower, law enforcement agencies, mutual aid agencies, FAA Airport Certification Office.
- Serves as designated Airport Security Coordinator in compliance with TSR 1542.

- Remains on-call twenty-four (24) hours a day for emergency situations.
- Maintains regular and predictable attendance, works overtime/extra hours as required.
- Performs other duties as assigned.

## **EDUCATION/CERTIFICATIONS/EXPERIENCE REQUIREMENTS:**

- Bachelor degree in airport management, business administration, aeronautical engineering or related field.
- Certified Member of American Association of Airport Executives; A.A.A.E preferred.
- Minimum of five (7) years of progressively responsible experience
- Supervisory experience required.

## **REQUIRED OR PREFERRED SKILLS:**

1. Ability to operate a variety of motorized vehicles and equipment.
2. Ability to hear, speak, walk, stoop, climb ladders, bend, stretch; push, pull, and lift objects up to 50 pounds, understanding and using proper safety equipment and body mechanics.
3. Must possess a valid Wisconsin Driver's License.
4. Ability to assign, supervise, and review the work of maintenance, operations, and public safety staff.
5. Ability to make decisions regarding the selection, discipline and discharge of employees.
6. Ability to add, subtract, multiply, divide, calculate decimals and percent.
7. Ability to comprehend and interpret a variety of documents including labor agreements, personnel manual, time cards, budgets, work orders, building blueprints electrical and wiring diagrams, etc.
8. Ability to prepare a variety of documents including performance evaluations, interoffice memos, letters, etc.
9. Ability to use and interpret electrical, mechanical, plumbing and construction related terminology.
10. Ability to effectively communicate with the Airport Director, Property/Airport committee, County Executive, maintenance, operations, and public safety, outside vendors, contractors and others both verbally and in writing.
11. Ability to use and comprehend standard airport phraseology, and operate a two-way radio.

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<b>POSITION ADDITION FORM - IN YEAR REQUEST</b>		
<b>Request Details</b>		
Effective Date of Requested Change:	7/1/2024	
Department:	Airport	
Department Head:	Abe Weber	
Cost Center Number:	5000110	
Position Title:	Airport Electrician	
Sunset Position? (Yes or No)	N	
Exempt (Salaried) or Non-Exempt (Hourly):	NE	
Pay Grade of Position:	150	
Estimated Starting Step:	1	
Position exists in current the Table of Organization?	N	
Is this position full time or part time? <i>(If more than one position, use the worksheet for Multiples)</i>	Full Time:	1
	Part Time:	
If Part Time position, how many hours per week will this position be working?	Hours:	
What other alternatives were considered?	We are currently using contract service providers to assist with completing tasks and projects.	
If deleting a position to add this position; which position(s) will be deleted?		
<i>(If deleting a position, complete the Position Deletion Form and include the Cost Savings below)</i>		
List any positions in your Table of Organization that have been vacant for 6 months or longer:	None	
<b>Position Justification</b>		
Briefly summarize why this position is needed, as well as areas of revenue and savings.		

Appleton Airport currently has one Airport Electrician that is responsible for maintaining electrical needs campus wide which includes multiple buildings, parking lots, and the airfield electrical systems. Prior to 2013, the electrician was responsible for approximately 417,610 square feet of building electrical maintenance. Since 2013, the airport has seen significant growth with additional Air Carrier Service and campus buildings to support that growth. The current square footage of buildings the Electrician is responsible for is 598,802, a 43.3% increase and growing. Because of this growth, the electrician spends a majority of their time responding to critical issues. Many projects that are preventative and scheduled are unable to be accomplished. Delaying preventative maintenance and projects creates the potential safety and reliability issues which will have an effect on airport tenants and users. An example of delayed preventative maintenance are the airport generators and airfield lighting/ switchgear systems. These systems alone have values in excess of \$750,000. If the generators and airfield systems are not maintained properly we risk the potential of flight delays and reduced confidence by our tenants and traveling public. In recent years, the electrician position work scope has expanded to include items related to network and camera issues. Network related components encompass a large portion of daily activities and will remain a focus as all new electrical products require some type of network cabling or interface. Afterhour's calls for electrical related issues (including network problems) requires our current electrician to travel back/forth to the airport. With the increase of evening and weekend activity (flight activity) this has put a strain on the current electrician. We have supplemented with contract staff but additional resources are still needed. The new position will help reduce many of the items mentioned above including: providing additional knowledge base for electrical and network issues, multiplying workforce for afterhours/ weekend issues, addressing preventive maintenance work, and completing project work. Finally, this position will also provide support for snow operations during winter months as they will be included as an equipment operator within our snow removal team.

Employee(s) Impacted By This Change (if no one in position - leave blank)

**Fiscal Data**

How will this position be funded (choose from drop-down list)? **Non-Levy (Chgs for Service)**

**PROJECTED 2023 EXPENDITURES** - Amounts must agree to amounts included in the proposed budget.

Salary	\$	34,320
Fringe Benefits	\$	17,704
Travel/Training	\$	-
Supplies - IT	\$	1,000
Supplies - Other	\$	-
Purchased Services - IT	\$	2,760
Purchased Services - Other	\$	-
Capital Outlay	\$	-
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>55,784</b>

**COST SAVINGS OR INCREASED REVENUES:**

Please list below the additional revenues pertaining to this position and/or cost savings (reductions in expenditures) that will be shown in the budget.

<i>Description</i>	<i>Dollar Value (enter as negative)</i>
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<b>Deleted Position (if applicable)</b>	
	\$ -
<b>Charges for Services</b>	<b>\$ (53,784)</b>
<b>TOTAL COST SAVINGS/REVENUES</b>	<b>\$ (53,784)</b>
<b>NET COUNTY COST (Levy/Fund Bal)</b>	<b>\$ 2,000</b>
<b>PARTIAL YEAR FUNDING - ANNUAL PROJECTION</b>	
If you are requesting a position that will only be funded initially for a part of a year, please complete the following for annual (12 month) position cost:	
Salary	\$ 68,640
Fringe Benefits	\$ 35,407
Other Expenditures	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 104,047</b>
<b>Deleted Position (if applicable)</b>	
Less Increased Revenue/Cost Savings (enter as negative)	\$ (99,232)
<b>NET COUNTY COST (Levy/Fund Bal)</b>	<b>\$ 4,815</b>

<b>TO BE COMPLETED BY HUMAN RESOURCES:</b>	
Reviewed by HR	4/15/2024
County Executive Decision (Approved/Denied)	Approved

## Electrician (Airport)

### Position Purpose

Reporting to the Airport Director or as assigned, to the Operations Supervisor Airfield or Operations Supervisor Landside, the Electrician performs skilled electrical work in installing, maintaining and repairing various lighting systems, CCTV, phone, computer cable, fiber optics, machinery and equipment controls for the airport and other Outagamie County departments as necessary.

### Key Responsibilities

- Maintains and repairs Airside and Landside electrical systems and components.
- Assists with snow and ice removal.
- Assists with preventive maintenance and repair of buildings, grounds and equipment.
- Maintains and repairs airfield lighting, regulators, and circuits as needed.
- Works with contractors in updating electrical prints for new and existing electrical facilities.
- Prepares project layout, cost estimates, and performs installation of electrical and other work as needed on projects.
- Oversees projects to ensure quality of work and standards are met.
- Performs skilled electrical work for various Outagamie County departments as required.
- Establishes and follows safety procedures for troubleshooting high voltage.
- Conforms to federal, state and local codes.
- Provides on-call coverage as assigned.

- Maintains regular and predictable attendance, works overtime/extra hours as required.
- Performs other duties as assigned.

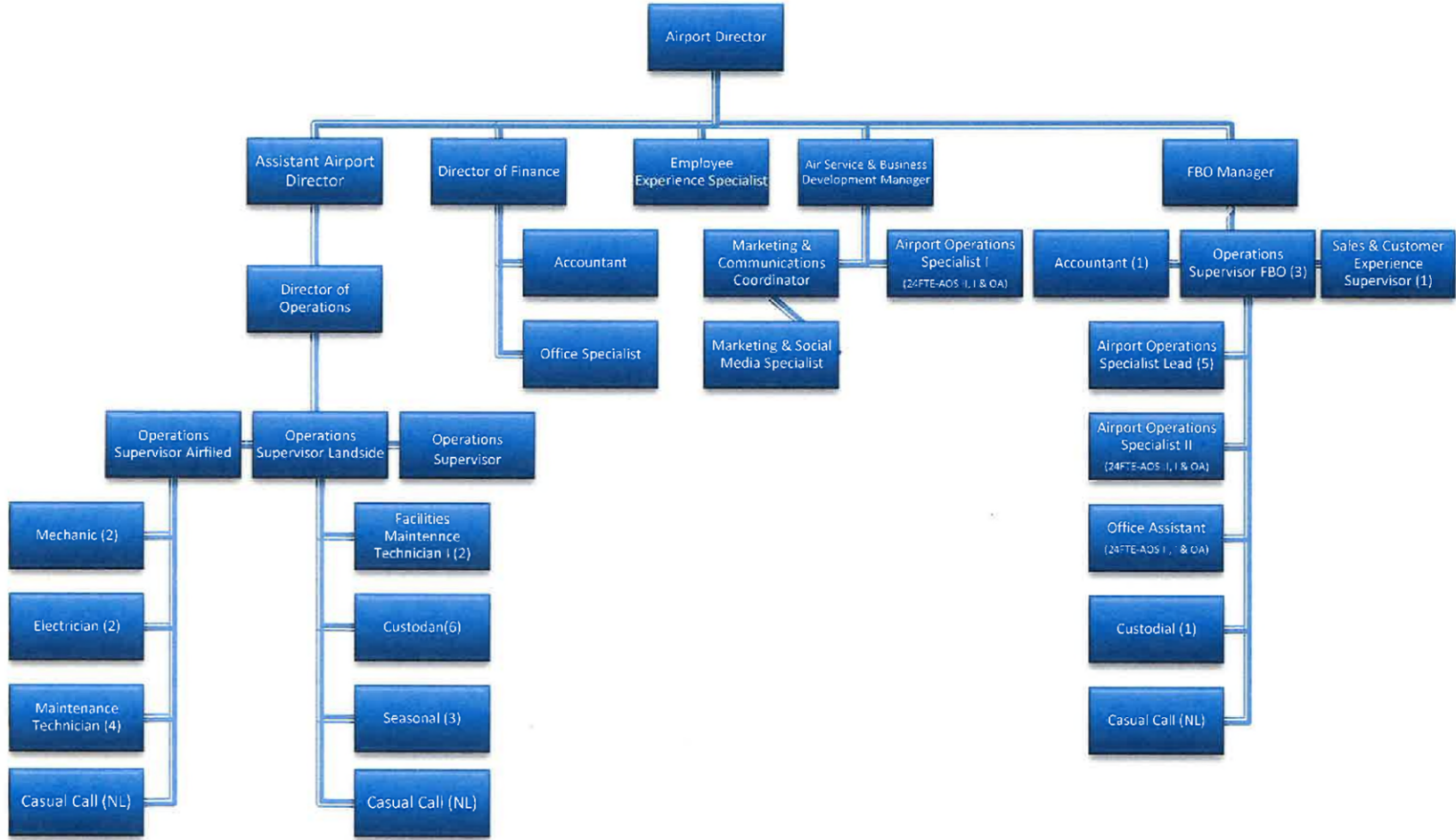
Education/Certifications/Experience Requirements

- High School graduate or GED.
- Completion of an accredited 4 year electrical apprenticeship and certified as a journeyman.

Required or Preferred Skills

- Knowledge of and demonstrated ability to conform to goals, policies, and procedures of the Department as well as the Outagamie County Work Rules and Terms of Employment.
- Ability to hear, speak, walk, stoop, climb ladders, bend, stretch, push, pull, and lift maximum of 100 pounds, understanding and utilizing proper body mechanics.
- Ability to operate heavy equipment such as snow removal equipment, trencher, front loader, maintenance equipment, lawnmowers, etc.
- Ability to work long hours, including evenings, weekends and holidays during emergencies, snow and ice removal operations, and as other circumstances dictate.
- Ability to add, subtract, multiply, divide, and calculate decimals and percentages.
- Ability to communicate effectively both verbally and in writing, with County department staff, vendors, contractors, engineers, architects and others in an articulate and professional manner.
- Ability to use and comprehend standard airport phraseology, and operate a two-way radio.

APPLETON AIRPORT TABLE OF ORGANIZATION





**Appleton International Airport  
Mid-year position requests**

	2024	2025
Assistant Airport Director	75,963	145,000
Electrician	53,784	100,000
Marketing & Social Media Coordinator	36,906	71,000
	<u>166,653</u>	<u>316,000</u>

	Asst Director	Electrician	Social Media Coordinator	Total
Salaries & Wages	50,799	32,620	20,310	103,729
Fringe Benefits	18,179	17,404	15,596	51,179
IT Costs	6,985	3,760	1,000	11,745
	<u>75,963</u>	<u>53,784</u>	<u>36,906</u>	<u>166,653</u>