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Mequon, WI 53092
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Office of the City Clerk
Taped & Televised

COMMITTEE OF THE WHOLE

Tuesday, January 10, 2023

6:45 PM

Christine Nuernberg Hall

Agenda

1. Call to Order, Roll Call
2. Approval of Meeting Minutes
 - a. December 13, 2022
3. Discussion
 - a. 2022 Compensation Study Presentation
4. Ordinances
 - a. **ORDINANCE 2022-1633** - An Ordinance Amending Chapter 58 of the Mequon Municipal Code, Establishing Banquet Facilities as Conditional Uses in the B-2 (Community Commercial), TC (Town Center), and AC (Arrival Corridor) Zoning Districts, and Conference Centers as Conditional Uses in the B-2 (Community Commercial), B4 (Business Park) and Ulao Creek Mixed-Use Zoning Districts
5. Future Policy Items for Discussion/Consideration/Analysis
6. Adjourn

Dated: January 10, 2023

/s/ Andrew Nerbun, Mayor

Notice is hereby given that a quorum of other governmental bodies may be present at this meeting to present, discuss and/or gather information about a subject over which they have decision-making responsibility, although they will not take formal action thereto at this meeting.

Persons with disabilities requiring accommodations for attendance at this meeting should contact the City Clerk's Office at 262-236-2914, twenty-four (24) hours in advance of the meeting.

Any questions regarding this agenda may be directed to the City Administrator's Office at 262-236-2941, Monday through Friday, 8:00 AM – 4:30 PM.



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COMMITTEE OF THE WHOLE
Tuesday, December 13, 2022
6:30 PM
Christine Nuernberg Hall

Minutes

1. Call to Order, Roll Call

Mayor Nerbun called the meeting to order at 6:30 PM.

Present:

Mayor Andrew Nerbun
Alderman Glenn Bushee
Alderman Mark Gierl
Alderman Jeffrey Hansher
Alderman Dale Mayr
Alderman Brian Parrish
Alderman Kathleen Schneider
Alderman Robert Strzelczyk
Alderman Vacant Seat - Absent

Also present: City Administrator Jones, Assistant City Administrator Schoenemann, City Attorney Sajdak, City Clerk Fochs, Community Development Director Tollefson, Finance Director Engroff, Director of Public Works/City Engineering Lundeen, Deputy Director of Utilities Driscoll, Police Chief Pryor, Fire Chief Bialk, Assistant to the Finance Director Keyser, Administrative Assistant Schlereth, Parks and Forestry Superintendent Gies, Water Utility Supervisor Voigt, press and interested public.

Attachment: 12.13.22 COTW (8028 : COTW 12/13/2022)

2. Approval of Meeting Minutes

a. October 11, 2022

RESULT: **Approved by Voice Acclamation [8-1]**

MOVED BY: Alderman Hansher

SECONDED BY: Alderman Schneider

AYES:	Nerbun, Bushee, Gierl, Hansher, Mayr, Parrish, Schneider, Strzelczyk
DEEMED NO:	Vacant Seat

3. Discussion

a. Discussion Regarding Expenditure Adjustments for Weyenberg Library: Fiscal Year 2023 & American Recovery Plan Act Funding

Weyenberg Library Director, Rachel Muchin Young, gave an overview of facility trends, staffing, grants, costs, and savings from the last 10 years. She then reviewed their plans for allocation and ARPA funds to continue to better maintain their facility. Nancy Urbani submitted written support for the Library.

Questions from the Committee were answered by Director Muchin Young.

b. Review of Preliminary Design Plans for Expansion of the Pavilion at Lemke Park

Mequon Parks and Forestry Superintendent Mike Gies introduced the proposal for the new Lemke Park Pavilion. Jon Wallenkamp from Kueny Architects presented the plans for the new structures and green areas including usage, size, and cost estimates.

The Committee shared a promising discussion with Gies and Wallenkamp and their support of the project.

4. Quarterly Departmental Reports

- a. Finance Department
- b. Clerk's Department
- c. Community Development
- d. Public Works
- e. Fire Department
- f. Police Department

5. Future Policy Items for Discussion/Consideration/Analysis

Attachment: 12.13.22 COTW (8028 : COTW 12/13/2022)

6. Adjourn

Motion to adjourn at 7:26 PM.

RESULT: **Approved by Voice Acclamation [8-1]**
MOVED BY: Alderman Mayr
SECONDED BY: Alderman Gierl

AYES: Nerbun, Bushee, Gierl, Hansher, Mayr, Parrish, Schneider, Strzelczyk
DEEMED NO: Vacant Seat

Respectfully Submitted,

Janet Meyer
Deputy Clerk

Attachment: 12.13.22 COTW (8028 : COTW 12/13/2022)



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Office of Administration

TO: Committee of the Whole
FROM: Justin Schoenemann, Assistant City Administrator
DATE: December 30, 2022
SUBJECT: 2022 Compensation Study Presentation

Background

In June of 2022, the Common Council adopted a resolution approving a professional services agreement with GovHR USA, LLC, Northbrook, Illinois, for the completion of a classification and compensation review of the City's non-represented employees. The study also includes staff of the Frank L. Weyenberg Library. GovHR was selected to perform this analysis from a group of eleven (8) firms that originally submitted proposals to the City. The agreement was awarded to GovHR at a not-to-exceed cost of \$22,200.

Since the award of the contract in June, GovHR has been working with members of the City's project team as well as staff from each Department to complete the analysis. The City's primary contacts during this review have included Rachel Skaggs, Senior Vice President, who holds an MBA and has 10 years of experience in local government of leading change management and conducting compensation studies for local governments. GovHR CEO Joellen Cademartori served as the Project Manager, and Senior Vice Presidents Joan Walko, HR Specialist Alice Bieszczat, and HR Generalist Mysi Hall also assisted with the City's study.

Analysis

The project team completed the analysis in December of 2022 after seven months of work and is presenting the results to the Common Council. As such, the final draft report is attached herein for review and consideration by the Common Council. An executive summary of the process that was followed is also outlined in the introductory section of the report. The report's referenced appendices are on file in the Human Resources Division and are upon request. Ms. Skaggs will be in virtual attendance at the Committee of the Whole meeting on Tuesday, January 10, with the following format proposed to guide the Council's review and discussion:

6:45 p.m. - 7:15 p.m.	Presentation of Analysis
7:15 p.m. - 7:30 p.m.	Questions/Discussion

Recommendation

The majority of the Committee of the Whole Workshop Meeting on January 10 will be devoted to the presentation of the analysis that was recently completed by GovHR. Time has also been allotted during the meeting to allow for questions from members of the Committee.

Subsequently, City staff will work to bring forward the study's results at a future Finance-Personnel Committee meeting for additional review and discussion, and work towards developing implementation plan(s) for review and consideration by the Common Council.

Attachments:

City of Mequon WI - Final Draft Report 01.05.2022 (PDF)



City of Mequon

CLASSIFICATION AND COMPENSATION STUDY

DRAFT FINAL REPORT

January 2023



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I. INTRODUCTION

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

GovHR understands the high expectations that have been established in Mequon 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.

A. 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 the Assistant City Administrator to discuss Study methods and expectations, and to review the current Classification and Compensation Plan and organizational structure. GovHR also met with Department Heads to review the project and scope 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. The JAQs were returned to GovHR within approximately three (3) weeks of distribution.

- **Determined comparable communities and collected compensation data.** GovHR determined a logical survey sample of “like” communities that impact the compensation market of Mequon. Then, GovHR designed and sent out the survey for the benchmark positions covered in the Study. The final list of comparable communities was reviewed in advance with Assistant City Administrator, Department Heads, and the Common Council.
- **Job Evaluation Analysis and Establishment of a Classification Plan.** Upon return of the JAQs by the City, GovHR performed the following:
 - Read each JAQ and corresponding Job Description in its entirety.
 - Conducted virtual interviews with at least one (1) employee in each position covered by the Study to further understand the scope of duties and responsibilities of the position.
 - Applied a measurement system of Job Evaluation Factors to all positions, which formed the basis for internal rankings (equity) of positions.
 - Upon completion of the Job Evaluation measurements, a new Classification Plan was developed.

Salary Survey

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

- Tabulated, summarized, and analyzed comparative compensation information obtained from the comparable communities. Prepared pay tabulations that compared the salary ranges of the City of Mequon to the salary ranges of its comparable communities. Prepared comparison calculations at the 50th, 60th, 65th, 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 City and the gathered data, developed salary ranges that would establish Mequon as a payer at the 50th percentile of the salary data from the comparable communities, which is consistent with past practice.
- Based on the above data, developed, and recommended new salary schedules and recommended new Job Titles for some positions.
- Analyzed and summarized the FLSA classifications.

Draft and Final Report Preparation

- A preliminary analysis of the data and recommended Classification and Compensation Plan was shared with the Assistant City Administrator and Department Heads.
- A draft report was prepared by GovHR and sent electronically to the City.
- A presentation of the draft findings will be conducted for the City Council.
- Once the presentation is made and review comments are returned by the City, a final report will be prepared and transmitted electronically.

II. EXECUTIVE SUMMARY

A Classification and Compensation Study encompasses a significant amount of information that can be time consuming to condense and organize into an abbreviated format. Therefore, 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 and Compensation Study is twofold. First, it establishes internal equity (ranking) among employees across Departments in the City. Second, it assures external equity/competitiveness by comparing the compensation of Mequon employees against market data.

A. Internal Equity - Classification Plan Development

The Study developed a new Classification Plan for approximately fifty-five (55) non-union positions in the City and Library. 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 Mequon'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 City's positions with their Skill Level, also known as a Classification Plan. The higher the Job Evaluation Score, the higher the position is within the Classification Plan. Positions are listed in alphabetical order within each grade.

B. Job Title Changes

After conducting the Job Evaluation noted above, the Consultants observed some inconsistencies with the market and the actual duties assigned to some positions. Therefore, the following Job Title changes have been recommended based on clarification of duties and market trends.

<u>Current Title</u>	<u>Proposed New Title</u>
Sewer Foreman	Sewer Section Supervisor
Highway Section Foreman	Highway Section Supervisor
Records Clerk	Records Specialist

C. External Equity – Market Competitiveness

The next component of the Classification and Compensation Study involved establishing external competitiveness. A group of communities comparable to the City was established. The Consultants started with all cities and villages in Ozaukee, Washington, Sheboygan, Fond Du Lac, Dodge, Jefferson, Waukesha, and Milwaukee Counties, plus the communities of Sun Prairie, Middleton, and Pleasant Prairie with a population between 8,000 and 75,000. After that, a specific set of comparison criteria (e.g., total equalized value, property tax levy per capita, basic spending, etc.) was applied to each community (see Appendix B). Based on the results of this analysis, eighteen (18) communities with a total compatibility score of seventy-four (74) or greater were deemed to be most comparable to the City. In addition, the City added Grafton, Pleasant Prairie, and Sheboygan to the list because they have been used as comparables in the past and are competitors in the marketplace. The full list of the twenty-one (21) chosen comparable is listed below.

Grafton*	Brookfield	Brown Deer*
Cedarburg*	Franklin*	Germantown
Greendale	Greenfield*	Menomonee Falls*
Middleton	Muskego*	New Berlin*
Oak Creek*	Oconomowoc*	Pewaukee City*
Pleasant Prairie*	Sheboygan*	Sun Prairie*
Wauwatosa*	West Bend*	Whitefish Bay

**Communities shown above with an asterisk responded to the survey or supplied GovHR with a copy of their Compensation Plan.*

Salary Data

GovHR then prepared and distributed a salary survey to the twenty-one (21) comparable communities. The sixteen (16) communities shown above with an asterisk responded to the survey either by directly responding to the survey or supplying GovHR with a copy of their most recent Compensation Plan. 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 City'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 50th percentile comparison of the salary ranges that were acquired through the salary survey. There are three (3) separate plans: a plan for the non-union City positions, a plan/recommended compensation for the non-union Fire positions; and a plan for the Library positions.

The resulting Classification and Compensation Plan for the City consists of ten (10) pay grades; one (1) being lowest and ten (10) being highest and is broken down into three (3) bands: Grades 1 – 3, Grades 4 – 7, and Grades 8 – 10. All proposed pay ranges are open ranges. There is a 10% gradation between Grades 1 – 3; an 8% gradation between Grades 4 – 7; and a 20% gradation between Grades 8 – 9. Grades 1 – 7 have a 35% range spread from minimum to maximum and Grades 8 – 9 have a 40% range spread from minimum to maximum. Grade 10 is reserved for the City Administrator whose pay is established by contract.

The Classification and Compensation Plan for the Library consists of five (5) pay grades; one (1) being lowest and five (5) being highest and is broken down into four (4) bands: Grades 1, Grades 2 – 3, Grade 4, and Grade 5. All proposed pay ranges are open ranges. There is a 10% gradation between Grades 2 – 3. Grades 1 – 4 have a 35% range spread from minimum to maximum and Grade 5 has a 40% range spread from minimum to maximum.

The Classification and Compensation Plan for the non-union Fire positions consists of five (5) pay grades; one (1) being lowest and five (5) being highest and is broken down into two (2) bands: Grades 1 – 2, and Grades 3 – 5. All proposed pay ranges are open ranges. There is a 10% gradation between Grades 1 – 2; and an 8.5% gradation between Grades 3 – 5. All Grades have a 35% range spread from minimum to maximum.

Future Administration of the Classification and Compensation Plan

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

III. 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, Finance, 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 whether a job is more or less advanced than, or equal to, other jobs in the organization, based on nine (9) objective factors. While these factor definitions are guidelines, they are constructed to allow limited flexibility of interpretation while at the same time providing a strict framework and structure for comparison. The nine (9) factors used for the evaluation of Mequon'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 fits 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 and Skill Levels. Table 1 contains the Classification Plan, including the Position Title, the Proposed New Title (if applicable), the Skill Level, and proposed Grade for the evaluated positions. Positions are listed in alphabetical order within each grade.

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. Based on this, GovHR recommends the following Job Title changes:

<u>Current Title</u>	<u>Proposed New Title</u>
Sewer Foreman	Sewer Section Supervisor
Highway Section Foreman	Highway Section Supervisor
Records Clerk	Records Specialist

A. Determination of Fair Labor Standards Act Designation

The Fair Labor Standards Act (FLSA) imposes certain minimum wage and overtime pay requirements on employers for jobs that are covered under the Act. Most jobs, including the majority of public-sector jobs, are covered under the Act and entitled to overtime pay. But certain positions, mostly office jobs, are "exempt" from coverage under the Act and therefore not entitled to overtime pay.

Employers often misclassify employees as exempt (and therefore not entitled to overtime pay) because of a misunderstanding of the law or unfamiliarity with the rules. An incorrect determination regarding whether certain positions within an organization are entitled to overtime pay can subject an employer to back pay, penalties and expensive fines if the employees file a complaint with the Department of Labor and if the Department decides to file a lawsuit against the employer. Thus, it is very important to make the proper determination regarding the status of each job within the organization, and whether that job is entitled to the rights and protections afforded to workers under the FLSA.

Before any determination can be made, it is important to become familiar with the many rules, regulations and exceptions contained in the Fair Labor Standards Act. These rules can be complex, and the determination regarding whether a particular position is covered by the Act is not always clear-cut. GovHR began its analysis by having employees complete a questionnaire that has been specifically designed to elicit responses from the employees regarding the types of duties they are required to perform on a regular basis (see Appendix A). The answers provided were generally sufficient for GovHR to determine if the position was or was not exempt under the Act. GovHR also gathered additional information during the employee interviews, including concrete examples of the types of policies the employees had been involved in formulating, or whether the employees had significant input or sole discretion on things such as hiring, firing and discipline of other employees in their departments.

It is important to note that the FLSA provides certain minimum standards that the employer must provide, and that cannot be waived or reduced by the nonexempt employee either individually or through a collective bargaining agreement. The employer can, of course, choose to also apply minimum wage and overtime pay requirements to otherwise exempt employees, or to exceed the minimum requirements for some or all of its employees by agreement.

As a result of a review of the positions covered by the Study, GovHR recommends further review by the City of the following positions to determine if the FLSA assignment of is correct:

Administrative Coordinator	Non-Exempt (currently exempt)
Inspector	Exempt (currently non-exempt)

IV. THE CLASSIFICATION PLAN

A Classification Plan provides for a systematic arrangement of positions into classifications. A position, often referred to as a job (e.g., Administrative Assistant), contains a specific set of duties and responsibilities and 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.

V. SALARY DATA

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

A. 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 Mequon.

To determine which municipalities should be used for survey purposes, GovHR first considered all cities and villages in Ozaukee, Washington, Sheboygan, Fond Du Lac, Dodge, Jefferson, Waukesha, and Milwaukee Counties, plus the communities of Sun Prairie, Middleton, and Pleasant Prairie with a population between 8,000 and 75,000. Then, GovHR applied the following criteria:

<u>Criterion</u>	<u>Total Possible Points</u>	<u>Factor Weight</u>
1. Population	20	20%
2. Total Equalized Value	15	15%
3. Property Tax Revenue	15	15%
4. Basic Spending Per Capita	15	15%
5. Shared Revenues	15	15%
6. Per Capita Debt	10	10%
7. Proximity	10	10%
	100	100%

Within each of the seven (7) categories, ranges of compatibility were established. For example, the closer a community was to matching Mequon's estimated population, the closer the community would be to receiving the maximum of one hundred (100) points. A community whose population was significantly larger or smaller than the City's population would receive fewer or even zero (0) points. Thus, a municipality

achieving a total of one hundred (100) points would be considered most comparable to the City of Mequon. A community with zero (0) points was therefore determined to be the least comparable to Mequon. A more detailed explanation of the methodology used to determine the comparable communities is included in Appendix B.

A cut-off of seventy-four (74) points was established to select the communities most similar to Mequon across the seven (7) categories. After applying the seven (7) criteria, eighteen (18) communities achieved seventy-four (74) or more compatibility points on the comparison scale with Mequon. In addition, the City added Grafton, Pleasant Prairie, and Sheboygan to the list because they have been used as comparables in the past and are competitors in the marketplace. The full list of the twenty-one (21) chosen comparable is listed below.

Brookfield	Brown Deer*	Cedarburg*
Franklin*	Germantown	Grafton*
Greendale	Greenfield*	Menomonee Falls*
Middleton	Muskego*	New Berlin*
Oak Creek*	Oconomowoc*	Pewaukee City*
Pleasant Prairie*	Sheboygan*	Sun Prairie*
Wauwatosa*	West Bend*	Whitefish Bay

**Communities listed above with an asterisk responded to the salary survey or supplied GovHR with a copy of their Compensation Plan.*

In addition, to the data collected above, GovHR also incorporated data from the Economic Research Institute's Salary Assessor tool as a private sector data point for specific positions that can be found in the private sector and available on their tool for the Mequon, WI region.

B. Salary Survey

After identifying the comparable communities, the Consultants then prepared and distributed a salary survey to the twenty-one (21) comparable communities. Sixteen (16) of the communities responded to the survey or supplied GovHR with a copy of their Compensation Plan/Union Contracts. Table 2 is a summary of the benchmark salary survey data. The detailed salary survey data for each position is contained in Appendix C. It is important to make a few observations regarding Table 2 and Appendix C.

- 1) The salary data is information that was available as of October and November 2022. The new recommended salary ranges for the City were developed using this salary data from the comparable communities.
- 2) Some of the comparable municipalities provided salary range minimums and maximums for comparison purposes, while others (those that don't utilize salary ranges as part of their pay plans) provided actual salaries for surveyed positions. The salary range minimums and maximums were analyzed to determine the 50th, 60th, 65th, 75th and 80th percentiles to identify wage ranges for "average" and "above average" payers. Any actual salaries provided by the comparable 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. If the Consultants determined the data was not relevant, it was removed. Thus, if a specific position within the salary survey has two worksheets associated with it in Appendix C, then data was removed. The second data sheet will have the word "Edited" after the title of the position surveyed. If a specific data point was removed, it is highlighted on the first and second worksheets and then removed on the second worksheet associated with the position.

C. Appraisal and Use of Salary Data

While comparing Mequon'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 had 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.

VI. COMPENSATION PLAN DEVELOPMENT AND RECOMMENDATIONS

A. 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.

B. Compensation Plan Options for the City's Consideration

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

- 1) Defined Increment Plan: This is a Compensation Plan that has salary ranges with a minimum and a maximum with defined percentage increments (e.g., 3%) in between. If an employee has a satisfactory performance evaluation, 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 the City.
- 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

City: 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

City: The City 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 City 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

City: The Open Range Merit Plan tends to motivate employees to perform at a higher level, thereby achieving greater production/benefit for the City. 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

City: 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 City 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 City (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.

C. Recommendation: Open Range Merit Plan

GovHR is recommending that the City adopt an Open Range Merit Plan. 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 City Administration. Advancement of employees in an Open Range Merit Plan is not based on longevity within a position or years of service with the City.

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

D. Pay Philosophy and Proposed Compensation Plan

An important component in the process of developing a Compensation Plan is understanding and applying the pay philosophy of the City. GovHR worked with the City to develop a proposed Plan at the 50th for consideration. In addition, the proposed plan has a FY 2023 implementation option with an additional 3% COLA included in the ranges to stay current with the market.

Proposed Compensation Plan and Structure

The next step in this process is to combine the Skill Levels included in Tables 1 and 2 with the proposed salary ranges in Table 3. There are three (3) separate plans: a plan for the non-union City positions; a plan/compensation recommendations for the non-union Fire positions; and a plan for the Library positions.

The Classification and Compensation Plan for the City consists of ten (10) pay grades; one (1) being lowest and ten (10) being highest and is broken down into three (3) bands: Grades 1 – 3, Grades 4 – 7, and Grades 8 – 10. All proposed pay ranges are open ranges. There is a 10% gradation between Grades 1 – 3; an 8%

gradation between Grades 4 – 7; and a 20% gradation between Grades 8 – 9. Grades 1 – 7 have a 35% range spread from minimum to maximum and Grades 8 – 9 have a 40% range spread from minimum to maximum. Grade 10 is reserved for the City Administrator and is established by contract.

The Classification and Compensation Plan for the Library consists of five (5) pay grades; one (1) being lowest and five (5) being highest and is broken down into four (4) bands: Grades 1, Grades 2 – 3, Grade 4, and Grade 5. All proposed pay ranges are open ranges. There is a 10% gradation between Grades 2 – 3. Grades 1 – 4 have a 35% range spread from minimum to maximum and Grade 5 has a 40% range spread from minimum to maximum.

The Classification and Compensation Plan for the non-union Fire positions consists of five (5) pay grades; one (1) being lowest and five (5) being highest and is broken down into two (2) bands: Grades 1 – 2, and Grades 3 – 5. All proposed pay ranges are open ranges. There is a 10% gradation between Grades 1 – 2; and an 8.5% gradation between Grades 3 – 5. All Grades have a 35% range spread from minimum to maximum.

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 in the City's Plan is 10% 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.

Table 2 combines all of the classification and compensation data at the 50th percentile.

Implementation and Administration of the Compensation Plan

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

- 1) Employees whose present compensation is below the minimum compensation of the range for their classification should be raised to the minimum of the range.
- 2) The compensation of employees whose present compensation is within the range for their classification should be slotted into the new Compensation Plan at their current pay rate.
- 3) The compensation of employees whose present compensation is above the maximum compensation of the range should be held at their present rate, without a reduction in compensation, until such time that further market analysis indicates commensurate alignment with the marketplace. However, the City can consider lump sum increases for these employees, which does not impact base compensation levels, until the ranges adjust to include the individual employee compensation rates.

In other studies, 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. Thus, some communities elect to make additional adjustments for those employees at implementation. This program is discretionary for the City to adopt and only occurs one time, at the implementation of the new Classification and Compensation Plan. If the City wishes to consider such a program, an example is illustrated below:

Service	Adjustment
1 - 3 Years	0%
Over 3 and up to 8 Years	1%
Over 8 and up to 15 Years	2%
Over 15 Years	3%

Employee Advancement through the Ranges

To implement the new Compensation Plan, GovHR recommends that the starting salary of the range (minimum through 1st or 2nd quartile) is the general hiring/promoting rate. However, exceptions to this starting point can be permitted in limited 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 City's policies (if applicable). Employees should not be hired below the minimum of their compensation range.

Salary advancement between the hiring rate and the top of the range (maximum) is done throughout the employee's tenure with the organization. Advancement through the range would be done on an annual basis and be dependent on a satisfactory performance evaluation. Incumbents progressing through the range should understand that standards of performance would become more exacting or controlling as compensation levels advance. Typical movement through the range could be in increments of 1% to 3%, depending on the employee's performance evaluation and goal attainment, as well as the financial resources of the City. Cost of living adjustments (COLA) could be given annually when the ranges are adjusted and would be outside of the 1-3% merit increase. In addition, the City could choose to apply market rate adjustments to positions at the implementation of this plan and every x number of years (i.e., every five (5) years market rate adjustments would be made to ensure employees are progressing steadily through the ranges based on their position and the market).

The City may also wish to provide a merit bonus for exemplary performance after an employee reaches the maximum compensation for the range. If this option is exercised, then an employee would be eligible to receive a payment after a successful performance evaluation each year. This payment should not be worked into the base salary. It can be in the form of a lump sum payment that is a set amount calculated each year and the same for all employees, such as \$500 for meeting expectations and \$1,000 for exceeding expectations. Another option is to calculate a percentage of the employee's base compensation and provide a lump sum payment equivalent to that amount, such as 1% for meeting expectations and 2% for exceeding expectations.

It is recommended that the City set aside a "merit pool" every year, to fund increases for employees in this Plan. This money would then serve as the pool for merit payments, knowing that some employees will be high performers, getting a higher percentage, and some employees will be lower performers, getting a lower percentage.

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

E. Future Administration of the Compensation Plan

To maintain competitive salary levels there should be an annual review of the City's salary ranges. The twenty-one (21) communities used in the survey group for this Study have been determined to be comparable jurisdictions to the City. Therefore, Mequon 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 October and November 2022. 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 City may wish to provide an across-the-board increase to all employees based on the information received from the comparable communities. If this is the case, then the increases would be granted separately from any merit increase that would be awarded as a result of a successful performance evaluation.

It is the further recommendation of GovHR that the compensation ranges for each grade be increased by the average percentage increase of the comparable group, even if an across-the-board increase is not given to all employees. Employees would continue to advance through the compensation ranges (provided that the employee is not at the maximum of the compensation range) by virtue of a merit increase granted for satisfactory or above satisfactory performance of their job duties. Finally, it is recommended that the City review the compatibility of the municipalities after five (5) years.

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. City Administration has been provided with the Job Analysis Questionnaire as well as the Job Factor Scoring Sheet, enabling the City to grade a newly created or revised position. GovHR provides scoring assistance in such cases free of charge for one (1) year after the delivery of this report.

Appreciation

GovHR has appreciated the opportunity to work with the City of Mequon on this Classification and Compensation Study. A special thank you to the employees for all of the information provided to allow for the analysis and to the Assistant City Administrator for the significant amount of work and support dedicated to the project.

City of Mequon, WI
Table 1 - Classification Plan

Current Job Title	Recommended Job Title Change	Grade	Skill Level
City Administrator		10	790+
Assistant City Administrator		9	735-785
Director of Community Development			
Director of Public Works/City Engineer			
Finance Director			
Police Chief			
Assistant City Engineer		8	680-730
Assistant Community Development Director			
City Clerk			
Deputy Director of Public Works			
Deputy Director of Utilities			
IT Manager			
Police Captain			
Buildings Superintendent		7	625-675
Highway Superintendent			
Inspections Supervisor			
Parks & Forestry Superintendent			
Wastewater Superintendent			
Assistant Finance Director		6	570-620
Fleet Superintendent			
Associate Planner		5	515-565
Inspector			
Public Safety IT Specialist			
Administrative Coordinator		4	460-510
Engineering Field Coordinator			
Engineering Technician			
Executive Assistant - Communications			
Highway Foreman	Highway Section Supervisor		
Mechanic			
Sewer Foreman	Sewer Section Supervisor		
Accounting Specialist		3	405-455
Buildings Maintenance Worker			
Equipment Operator			
Forestry Worker			
Highway Worker			
Human Resource Coordinator			
Parks Worker			
Permit Coordinator			
Sewer Maintenance Worker			
Accounts Receivable Specialist		2	350-400
Administrative Assistant			
Administrative Clerk			
Assessment Technician			
Deputy Clerk			
Librarian			
Records Clerk	Records Specialist		
No Positions in Grade		1	Up to 345

City of Mequon, WI
Table 2 - Comprehensive Table 50th Percentile City Positions

Job Title	New Grade	Skill Level	50th Percentile Salary Survey Data		Current Salary Range		Current Salary	Proposed Salary Range 50th Percentile			Proposed Salary Range 50th Percentile for 2023 Implementation		
								Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
City Administrator	10	790+						Established by Contract			Established by Contract		
Assistant City Administrator	9	735-785	100,160	140,192	79,143	112,709	97,273	99,000	118,800	138,600	101,970	122,364	142,758
Director of Community Development			92,278	116,845	104,735	137,812	128,282						
Director of Public Works/City Engineer			95,153	125,311	104,735	137,812	130,267						
Finance Director			95,254	118,856	104,735	137,812	128,125						
Police Chief			102,711	138,554	104,735	137,812	129,930						
Assistant City Engineer	8	680-730	75,930	101,123	79,143	112,709	79,088	82,500	99,000	115,500	84,975	101,970	118,965
Assistant Community Development Director			75,497	97,999	79,143	112,709	110,454						
City Clerk			80,012	104,000	79,143	112,709	98,373						
Deputy Director of Public Works			76,980	100,266	79,143	112,709	92,032						
Deputy Director of Utilities			76,980	100,266	79,143	112,709	85,779						
IT Manager			80,059	104,770	72,511	96,631	85,000						
Police Captain			89,960	115,617	79,143	112,709	106,800						
Buildings Superintendent	7	625-675	68,686	93,994	66,132	89,471	72,000	71,804	84,369	96,935	73,958	86,900	99,843
Highway Superintendent			67,350	93,364	66,132	89,471	80,496						
Inspections Supervisor			74,027	94,261	66,132	89,471	80,017						
Parks & Forestry Superintendent			65,255	88,094	66,132	89,471	78,709						
Wastewater Superintendent			74,826	96,882	66,132	89,471	81,698						
Assistant Finance Director	6	570-620	69,525	91,062	61,234	82,846	67,442	66,485	78,120	89,754	68,479	80,463	92,447
Fleet Superintendent			68,487	92,185	66,132	89,471	74,137						
Associate Planner	5	515-565	64,106	79,083	56,697	76,709	75,001	61,560	72,333	83,106	63,407	74,503	85,599
Inspector			62,358	85,509	56,697	76,709	76,710						
Public Safety IT Specialist			62,267	81,990	56,697	76,709	63,000						
Administrative Coordinator	4	460-510	52,541	69,755	56,697	76,709	66,726	57,000	66,975	76,950	58,710	68,984	79,259
Engineering Field Coordinator			58,927	79,030	56,697	76,709	72,779						
Engineering Technician			53,467	72,159	56,697	76,709	67,662						
Executive Assistant - Communications			55,327	74,888	48,406	65,766	54,350						
Highway Section Supervisor			55,307	73,534	52,499	71,027	66,186						
Mechanic			52,364	70,546	48,406	65,766	65,770						
Sewer Section Supervisor			56,430	74,110	52,499	71,027	68,910						
Accounting Specialist	3	405-455	48,516	63,617	41,674	56,384	50,003	50,820	59,714	68,607	52,345	61,505	70,665
Buildings Maintenance Worker			48,443	65,374	48,406	65,766	48,609						
Equipment Operator			49,438	66,741	48,406	65,766	55,141						
Forestry Worker			49,211	67,894	48,406	65,766	49,525						
Highway Worker			45,490	60,578	48,406	65,766	48,610						
Human Resource Coordinator			57,668	78,447	41,674	56,384	51,168						
Parks Worker			44,886	60,590	48,406	65,766	48,610						
Permit Coordinator			44,224	57,420	41,674	56,384	53,955						
Sewer Maintenance Worker			50,211	68,765	48,406	65,766	65,770						
Accounts Receivable Specialist	2	350-400	42,952	56,000	41,674	56,384	44,013	46,200	54,285	62,370	47,586	55,914	64,241
Administrative Assistant			44,143	59,176	41,674	56,384	46,238						
Administrative Clerk					41,674	56,384	56,181						
Assessment Technician			44,470	59,821	41,674	56,384	42,993						
Deputy Clerk			51,137	71,017	41,674	56,384	46,301						
Records Specialist			41,184	52,728	41,674	56,384	49,129						
No Positions in Grade	1	Up to 345						42,000	49,350	56,700	43,260	50,831	58,401

Table 3 - Proposed Pay Ranges City Positions

50th Percentile - Proposed Pay Ranges Implementation 2023			
20% Between Each Grade and a 40% Range Spread			
Grade	Minimum	Midpoint	Maximum
10	Established by Employment Contract		
9	101,970	122,364	142,758
8	84,975	101,970	118,965
8% Between Each Grade and a 35% Range Spread			
Grade	Minimum	Midpoint	Maximum
7	73,958	86,900	99,843
6	68,479	80,463	92,447
5	63,407	74,503	85,599
4	58,710	68,984	79,259
10% Between Each Grade and a 35% Range Spread			
Grade	Minimum	Midpoint	Maximum
3	52,345	61,505	70,665
2	47,586	55,914	64,241
1	43,260	50,831	58,401

50th Percentile - Proposed Pay Ranges Original			
20% Between Each Grade and a 40% Range Spread			
Grade	Minimum	Midpoint	Maximum
10	Established by Employment Contract		
9	99,000	118,800	138,600
8	82,500	99,000	115,500
8% Between Each Grade and a 35% Range Spread			
Grade	Minimum	Midpoint	Maximum
7	71,804	84,369	96,935
6	66,485	78,120	89,754
5	61,560	72,333	83,106
4	57,000	66,975	76,950
10% Between Each Grade and a 35% Range Spread			
Grade	Minimum	Midpoint	Maximum
3	50,820	59,714	68,607
2	46,200	54,285	62,370
1	42,000	49,350	56,700

City of Mequon, WI
Table 2 - Comprehensive Table 50th Percentile Fire Positions

Job Title	New Grade	Skill Level	50th Percentile Salary Survey Data		Current Salary Range		Proposed Salary Range 50th Percentile			Proposed Salary Range 50th Percentile for 2023 Implementation		
							Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Fire Chief	5	735-785	102,760	135,459	104,735	137,812	101,241	118,959	136,676	101,970	122,364	142,758
Deputy Chief	4	680-730	87,235	118,691	79,143	112,709	93,310	109,639	125,969	84,975	101,970	118,965
Battalion Chief	3	625-675	88,514	112,549	77,137	104,361	86,000	101,050	116,100	73,958	86,900	99,843
Administrative Assistant	2	350-400	44,143	59,176	41,674	56,384	46,200	54,285	62,370	47,586	55,914	64,241
No Positions in Grade	1	Up to 345					42,000	49,350	56,700	43,260	50,831	58,401

Table 3 - Proposed Pay Ranges Fire Positions

50th Percentile - Proposed Pay Ranges Implementation 2023			
8.5% Between Each Grade and a 35% Range Spread			
Grade	Minimum	Midpoint	Maximum
5	104,279	122,527	140,776
4	96,109	112,928	129,748
3	88,580	104,082	119,583
10% Between Each Grade and a 35% Range Spread			
Grade	Minimum	Midpoint	Maximum
2	47,586	55,914	64,241
1	43,260	50,831	58,401

50th Percentile - Proposed Pay Ranges Original			
8.5% Between Each Grade and a 35% Range Spread			
Grade	Minimum	Midpoint	Maximum
5	101,241	118,959	136,676
4	93,310	109,639	125,969
3	86,000	101,050	116,100
10% Between Each Grade and a 35% Range Spread			
Grade	Minimum	Midpoint	Maximum
2	46,200	54,285	62,370
1	42,000	49,350	56,700

City of Mequon, WI
Table 2 - Comprehensive Table 50th Percentile Library Positions

Job Title	New Grade	Skill Level	50th Percentile Salary Survey Data		Proposed Salary Range 50th Percentile			Proposed Salary Range 50th Percentile for 2023 Implementation		
					Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Library Director	5	680-730	82,340	108,909	82,500	99,000	115,500	84,975	101,970	118,965
Access Services Manager - Library	4	460-510	54,444	74,069	57,000	66,975	76,950	58,710	68,984	79,259
Patron Services Manager - Library			63,055	83,087						
Business Manager - Library			50,461	66,504						
Librarian	3	405-455	50,002	66,530	50,820	59,714	68,607	52,345	61,505	70,665
Access Services Technician - Library	2	350-400			46,200	54,285	62,370	47,586	55,914	64,241
Access Services Associate - Library			34,747	48,922						
Patron Services Associate - Library										
Library Page	1	Up to 345			10.50	12.34	14.18	10.82	12.71	14.60

Attachment: City of Mequon WI - Final Draft Report 01.05.2022 (8031 : Comp Study)

Table 3 - Proposed Pay Ranges Library Positions

50th Percentile - Proposed Pay Ranges Implementation 2023			
8.5% Between Each Grade and a 40% Range Spread			
40% Range Spread			
Grade	Minimum	Midpoint	Maximum
5	84,975	101,970	118,965
35% Range Spread			
Grade	Minimum	Midpoint	Maximum
4	58,710	68,984	79,259
10% Between Each Grade and a 35% Range Spread			
Grade	Minimum	Midpoint	Maximum
3	52,345	61,505	70,665
2	47,586	55,914	64,241
35% Range Spread			
Grade	Minimum	Midpoint	Maximum
1	10.82	12.71	14.60

50th Percentile - Proposed Pay Ranges Original			
40% Range Spread			
Grade	Minimum	Midpoint	Maximum
5	82,500	99,000	115,500
35% Range Spread			
Grade	Minimum	Midpoint	Maximum
4	57,000	66,975	76,950
10% Between Each Grade and a 35% Range Spread			
Grade	Minimum	Midpoint	Maximum
3	50,820	59,714	68,607
2	46,200	54,285	62,370
35% Range Spread			
Grade	Minimum	Midpoint	Maximum
1	10.50	12.34	14.18



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Office of Community Development

TO: Committee of the Whole
FROM: Jac Zader, Assistant Director Community Development
DATE: November 9, 2022
SUBJECT: ORDINANCE 2022-1633 An Ordinance Amending Chapter 58 of the Mequon Municipal Code, Establishing Banquet Facilities as Conditional Uses in the B-2 (Community Commercial), TC (Town Center) and AC (Arrival Corridor) Zoning Districts, and Conference Centers as Conditional Uses in the B-2 (Community Commercial), B4 (Business Park) and Ulao Creek Mixed-Use Zoning Districts

Background

An applicant is requesting a text amendment to allow for Banquet Facilities and Conference Centers in the City's B-2 Zoning District. The B-2 Zoning District was established to accommodate the retail and service needs of the greater community. The request is based on the potential redevelopment of the parcels located at 10500 and 10520 N. Port Washington Road.

Analysis

Staff believes there is a need for these types of uses in Mequon and along the Port Washington Road commercial corridor. Currently, the only existing banquet facilities are accessory to the principal use and are typically located within restaurants and country clubs. The case is similar when looking at conference centers. Educational institutions such as Concordia and MATC have conference space available within the campus, which is accessory to their principal use as a college or university.

When looking at the two proposed uses, staff believes there is a distinction between Banquet Halls and Conference Centers in terms of use and zoning classification. Banquet Hall facilities are primarily for entertainment purposes and include catering or onsite meals. Conference Centers are typically meant for trade shows or business-related activities. In order to distinguish each use, staff has prepared definitions to be included in the Zoning Code (see below). The distinction is important when looking at whether the two proposed uses are appropriate in the B-2 Zoning District as well as other zoning districts across the City.

When evaluating the two distinct uses, staff believes there are certain zoning categories that would be appropriate for both and others that would be appropriate for one of the uses. Accordingly, staff's recommendations are as follows:

District	Use	Permitted or Conditional
B-2	Banquet or Reception Hall	Conditional

B-2	Convention or Conference Center	Conditional
B-4	Convention or Conference Center	Conditional
Ulao Creek Mixed Use	Convention or Conference Center	Conditional
Town Center	Banquet or Reception Hall	Conditional/8,000 sq. ft. max.
Arrival Corridor	Banquet or Reception Hall	Conditional/12,000 sq. ft. max.

The size of the facilities would be limited by the requirements in each individual district, if not specifically listed above.

Summary Definitions

Convention or Conference Center - A building or buildings containing exposition halls, exhibit halls, and facilities to house cultural or civic events, conferences, or conventions of political, industrial, fraternal, commercial, trade, or other similar associations.

Banquet or Reception Hall - Any establishment operated for profit where the facilities are leased on an event-specific basis for private wedding receptions, meetings, banquets, and other similar events. This use may include facilities for preparing food and areas for dancing, dining, and other entertainment activities typically found in association with banquets or receptions.

Off-Street Parking

Convention or Conference Center - 1 space per 3 persons based on the occupancy load, plus 1 space per employee on the largest shift.

Banquet or Reception Hall - 1 space per 3 persons based on the occupancy load, plus 1 space per employee on the largest shift.

Fiscal Impact

The fiscal impact is neutral.

Recommendation

The Planning Commission recommended approval of the proposed ordinance amendments on October 17, 2022, by a vote of 8-0. A recommendation is forthcoming from the Committee of the Whole on January 10, 2023.

Attachments:

Exhibit A (DOCX)

COMMON COUNCIL
OF THE
CITY OF MEQUON

ORDINANCE 2022-1633

An Ordinance Amending Chapter 58 of the Mequon Municipal Code, Establishing Banquet Facilities as Conditional Uses in the B-2 (Community Commercial), TC (Town Center) and AC (Arrival Corridor) Zoning Districts, and Conference Centers as Conditional Uses in the B-2 (Community Commercial), B4 (Business Park) and Ulao Creek Mixed-Use Zoning Districts

RECITALS

A. Pursuant to the authority granted to it under Section 62.23(7) of the Wisconsin Statutes, the City of Mequon previously adopted a comprehensive Zoning Code for the City.

B. On October 17, 2022, the Planning Commission, by a majority vote, adopted a recommendation to approve a text amendment to authorize banquet facilities and conference centers as conditional uses in certain zoning districts.

C. Following due notice and a public hearing by the Common Council, the Council finds that the proposed amendment is consistent with the City's comprehensive master plan and that the amendment would further the health, safety and welfare of the community.

BASED UPON THE FOREGOING RECITALS, the Common Council of the City of Mequon, Wisconsin, do ordain as follows:

SECTION I

Chapter 58 of the Mequon Zoning Code, which establishes definitions, parking requirements and conditional uses in the City's B-2, B-4, TC, AC and Ulao Creek Mixed-Use Zoning Districts, is amended as attached in Exhibit A.

SECTION II

The terms and provision of this ordinance are severable. Should any term or provision of this ordinance be found to be invalid by a court of competent jurisdiction, the remaining terms and provisions shall remain in full force and effect.

SECTION III

All ordinances and parts of ordinances in contravention to this ordinance are hereby repealed.

SECTION IV

This ordinance shall be in full force and effect upon its passage and on the day after its publication.

Approved by: Andrew Nerbun, Mayor

Date Approved: January 10, 2023

I certify that the foregoing Ordinance was adopted by the Common Council of the City of Mequon, Wisconsin, at a meeting held on January 10, 2023.

Caroline Fochs, City Clerk

Published: _____

EXHIBIT A

Sec. 58-8. Definitions.

The following words, terms and phrases, when used in this chapter, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Automobile repair facility means a service establishment where engine repairs, replacement of parts, or bodywork and general maintenance are performed.

Banquet or Reception Hall means an establishment operated for profit where the facilities are leased on an event-specific basis for private wedding receptions, meetings, banquets, and other similar events. This use may include facilities for preparing food and areas for dancing, dining, and other entertainment activities typically found in association with banquets or receptions.

Base setback line means the edge of the established ultimate street right-of-way.

Basement, habitable means a habitable story having part, but not more than one-half of its height below grade.

Basement, uninhabitable, (Also see *Cellar*) means an uninhabitable area of a building having more than one-half its height below grade.

Bed and breakfast establishment means any place of lodging that provides four or fewer rooms for rent, is the owner's personal residence and is occupied by the owner at the time of rental.

Berm means a manmade mound of earth in excess of two feet in vertical height used to shield or buffer properties from adjoining uses, highways or noise or to control the direction of surface water flow.

Buildable area means the space remaining on a lot after the minimum open space, offset and setback requirements of this chapter have been complied with; excepting therefrom any floodplain, wetland, or similarly designated unbuildable lands.

Building means a structure having a roof supported by columns or walls for the housing or enclosure of persons, animals, or chattel.

Building, accessory. See *Accessory use or structure*.

Building height means the height of a building shall be the vertical distance measured from the mean elevation of the finished grade at the front of the building to the highest point of the building.

Bulk storage means the storage of chemicals, petroleum products and other materials for subsequent resale to distributors or retail dealers or outlets. Bulk storage is essentially a warehousing operation. The key portion of the definition is that the products are stored for eventual resale and not directly to the consuming public.

Business means any commercial or industrial activity or establishment.

Business park means a project owned, developed, and managed by a single owner or a group of owners acting jointly. Types of uses include, but are not limited to: offices; research and development laboratories; wholesale distribution facilities; establishments providing services to other businesses such as printing, publishing, and advertising; public and quasi-public uses such as public administration offices, and public utility installations; certain small to moderate scale light industrial establishments and motels. The land encompassed by this type of park is usually sub-divided and developed in accordance with a development agreement. The term "park" signifies an area developed as a coordinated entity with similar building facades, extensive landscaping, common parking and access drives, and unified site design.

Business services means establishments primarily engaged in rendering services to business establishments on a fee or contract basis, such as advertising and mailing; building maintenance, employment service; management and consulting services; protective services; equipment rental; leasing and financial services.

Campground means a plat of ground designated for two or more sites for temporary occupancy within tents and/or recreational vehicles.

Canopy means a roof like structure of a permanent nature which may project from the wall of a building.

Carport means a roofed structure providing space for the parking or storage of motor vehicles and enclosed on not more than three sides.

Convention or Conference Center is a building or buildings containing exposition halls, exhibit halls, and facilities to house cultural or civic events, conferences, or conventions of political, industrial, fraternal, commercial, trade, or other similar associations.

Cellar means a space having more than one-half of its height below grade and which may not be occupied for dwelling purposes.

Sec. 58-441. Parking requirements.

In all districts and in connection with every use, there shall be provided at the time any use or building is erected, enlarged, extended or increased off-street parking stalls for all vehicles in accordance with the following:

- (10) *Required number of stalls.* The following parking standards shall be applied unless deviations have been specifically approved by the planning commission in accordance with section 58-441.
 - g. *Retail, entertainment and customer service establishments.* One space per 200 square feet of gross leasable area plus one space per employee, except as specifically set forth below:
 1. *Financial institutions.* One space per 300 square feet of gross leasable area plus one space per employee.
 2. *Funeral homes.* One space per three patron seats of maximum capacity or 35 spaces per chapel unit, whichever is greater.
 3. *Grocery stores or supermarkets.* One space per 100 square feet of gross leasable area.
 4. *Repair services.* One space per 300 square feet of gross floor area plus one space per employee for the work shift with the largest number of employees.
 5. *Restaurant, standard.* One space per 100 square feet of gross floor area plus one space per employee for the work shift with the largest number of employees.
 6. *Restaurant, fast food/carryout.* One space per 75 square feet of gross floor area plus one space per two employees for the work shift with the largest number of employees. Sufficient space shall be provided for a minimum of five waiting vehicles at each drive-thru.
 7. *Personal services.* One space per 200 square feet of gross floor area plus one space per employee for the work shift with the largest number of employees.
 8. *Convenience grocery store.* One space per 150 square feet of gross floor area. If associated with a gasoline station, gasoline pump parking shall be considered as parking stalls.
 9. *Taverns, dance halls, night clubs and lounges.* One space per 100 square feet of gross floor area plus one space per employee for the work shift with the largest number of employees.
 10. *Motor vehicle sales establishments.* Two customer parking spaces per salesperson for the work shift with the largest number of employees plus one employee parking space per employee (including salespersons) for the work shift with the largest number of employees.
 11. *Motor vehicle repair, maintenance and service stations.* Three spaces per indoor service bay plus one space per employee for the work shift with the largest number of employees.

12. *Animal hospitals.* Three patron parking spaces per doctor, plus one space per employee for the work shift with the largest number of employees.
13. *Shopping centers (gross leasable area of at least 30,000 square feet).* Five spaces per 1,000 square feet of gross leasable area.
14. *General merchandise stores.* Five spaces per 1,000 square feet of gross leasable area.
- 15. Convention or Conference Center - 1 space per 3 persons based on the occupancy load, plus 1 space per employee on the largest shift.**
- 16. Banquet or Reception Hall - 1 space per 3 persons based on the occupancy load, plus 1 space per employee on the largest shift.**

Sec. 58-295. B-2 community business district.

(e) *Conditional uses.*

- (1) Public uses including, but not limited to, post offices, schools and local governmental offices and facilities.
- (2) Restaurants and nightclubs.
- (3) Cultural activities including, but not limited to, museums, libraries and art galleries.
- (4) Public and/or private utilities, telecommunication installations, transmission and distribution lines, poles, and other accessories. Specific regulations related to wireless telecommunication installations shall be subject to this chapter. When a utility proposes a main inter-city transmission facility, the utility shall give notice to the city of such intention and of the date of hearing before the public service commission. Public and/or private utility installations less than three feet in height shall be subject only to City of Mequon staff approval and may be allowed subject to staff imposed conditions regarding, among other things, effective screening from public view with all season vegetation.
- (5) Churches, temples and synagogues.
- (6) Animal hospitals, veterinary clinics and kennels pursuant to the specific requirements set forth in division 11.
- (7) Wholesaling establishments.
- (8) Outdoor recreational facilities.
- (9) Automobile service facilities including, but not limited to, gasoline sale and automotive repair.
- (10) Motels and hotels.
- (11) Satellite dishes.
- (12) Warehouse and distribution facilities.
- (13) Car dealerships.
- (14) Research and development facilities.
- (15) Child day care facilities.
- (16) Light assembly or fabrication incidental to the principal use.
- (17) Structures in which shall be located only principal or conditional uses, as enumerated in subsections (c) and (e) above, but which are greater than 20,000 square feet, but not to exceed 40,000 square feet, in size and/or greater than two stories in height.

- (18) Development that includes a proposed modification to one or more standard district regulation applicable to the base zoning district and located on a vacant parcel which is non-conforming to the required base zoning district standards for minimum lot size or minimum lot width.
- (19) Fitness centers.
- (20) Indoor recreation and amusement facilities.
- (21) Development that includes a proposed modification to one or more standard district regulation applicable to the base zoning district and located on an improved parcel with an existing structure in which parcel, or improvement, or both, are non-conforming to any of the required base zoning district standards.
- (22) General merchandise stores subject to the following regulations:
 - The GLA of the use must be between 20,000 and 30,000 square feet.
 - The square footage of all uses classified as general merchandise stores shall not exceed 40 percent of the total GLA of a retail development.
 - Floor area dedicated to food related merchandise shall not exceed five percent of the total GLA of the general merchandise store.
 - The development in which the use is located shall be located along a secondary arterial and shall abut an interstate highway.
 - General merchandise stores located in an existing multi-tenant building shall be subject to building and site plan review.
- (23) Resale clothing and clothing accessories shall be subject to the following conditions:
 - The resale floor area shall not exceed 1,500 square feet.
 - All merchandise shall be displayed on permanent racks or shelving which may or may not be affixed to the floor or walls.
 - No outdoor display of merchandise.
 - All windows into the tenant space shall remain clear of merchandise or shelving unless approved by planning commission.
 - All interior walls and ceilings shall be finished with drywall or other city approved materials.
 - No sale of furniture or other household items.

(24) Banquet or Reception Hall.

(25) Convention or Conference Center.

Sec. 58-297. B-4 business park district.

- (e) *Conditional uses.* Conditional uses shall include, but not necessary be limited to, the following:
 - (1) Light manufacturing.
 - (2) Processing.
 - (3) Wholesaling.
 - (4) Distribution.
 - (5) Research and development.
 - (6) Printing and publication.

- (7) Warehousing.
- (8) Barbershops and beauty salons.
- (9) Bookstores.
- (10) Commercial child day care facilities.
- (11) Restaurants (not including fast food facilities).
- (12) Florists (not including greenhouses).
- (13) Gift shops.
- (14) Pharmacies.
- (15) Studios for photography, painting, music, sculpture, dance or other recognized fine art.
- (16) Automobile service facilities.
- (17) Satellite dishes.
- (18) Public and/or private utilities, telecommunication installations, transmission and distribution lines, poles, and other accessories. Specific regulations related to wireless telecommunication installations shall be subject to this chapter. When a utility proposes a main inter-city transmission facility, the utility shall give notice to the city of such intention and of the date of hearing before the public service commission. Public and/or private utility installations less than three feet in height shall be subject only to City of Mequon staff approval and may be allowed subject to staff-imposed conditions regarding, among other things, effective screening from public view with all season vegetation.
- (19) Theatres.
- (20) Structures greater than 40,000 square feet in size and/or greater than two stories in height.
- (21) Development that includes a proposed modification to one or more standard district regulation applicable to the base zoning district and located on a vacant parcel which is non-conforming to the required base zoning district standards for minimum lot size or minimum lot width.
- (22) Pet day-cares and kennels pursuant to the specific requirements set forth in division 11.
- (23) Fitness centers.
- (24) Development that includes a proposed modification to one or more standard district regulation applicable to the base zoning district and located on an improved parcel with an existing structure in which parcel, or improvement, or both, are non-conforming to any of the required base zoning district standards.

(25) Convention or Conference Center

Sec. 58-305. Ulao Creek Mixed Use Commercial (UCMU) district.

- (c) *Permitted, accessory and conditional uses.* Table 58-305-1, uses in the Ulao Creek Mixed Use Commercial district, lists all the permitted and conditional uses.

Table 58-305-1 Uses in the Ulao Creek Mixed-Use Commercial District

Land Use	Ulao Creek Mixed Use Commercial	Specific Development Standards Notes

Commercial		
Catering facilities	C	Use shall include a minimum 20 percent of building area to office and/or retail showroom and a minimum 20 percent of defined catering use. Use shall be a minimum of 3,000 square feet. An operational plan including hours, staffing, capacity, noise, safety and security regulations is subject to planning commission approval. The use may be subject to commissioning a traffic impact analysis and implementation of conditions of such.
Commercial greenhouse or plant nursery	P	May be a principal use or accessory to farmstead and dwelling and shall comply with section 58-236(c)(1). May include an indoor market and accessory structures. Operations, including annual, special or seasonal events, are subject to planning commission approval and may be subject to commissioning a traffic impact analysis and implementation of conditions of such.
<u>Convention or Conference Center</u>	<u>C</u>	<u>An operational plan including hours, staffing, capacity, noise, safety and security regulations is subject to planning commission approval. The use may be subject to commissioning a traffic impact analysis and implementation of conditions of such.</u>

Sec. 58-301. TC town center district.

- (f) *Permitted and conditional uses.* Table 58-301-1, Uses in the Town Center District, lists all the permitted and conditional uses.

Table 58-301-1 Uses in the Town Center District		
Use	Town Center	Specific Development Standards
Office and Clinic:		
Office	P	
Medical clinics	P	

Financial institutions	P	✓
Institutional and Public Uses:		
Public libraries	P	
Public parks	P	
Public administrative offices and service buildings	P	
Performing arts school and studios of 2,000 square feet or less	P	
Public and private schools of 2,000 square feet or less	P	
Private lodges and clubs	C	
Community center	C	
Public parking facilities, non-accessory	C	✓
Residential Uses:		
Home occupations	P	
Artist's live/work units	P	✓
Multiple-family dwellings, eight units or less, if part of a mixed-use development	P	✓
Multiple-family dwellings, nine units to 16, if part of a mixed-use development* ¹	C	✓
Bed and breakfast	C	✓
Planned residential development	PUD	✓
Retail and Services:		
Stationary stores	P	
Antiques, collectibles, gift or florist stores	P	✓
Toy, hobby or game store	P	
Graphic design	P	
Interior design services	P	
Paint/wallpaper store	P	
Luggage and leather goods store	P	
Art supply, artistic studios or galleries	P	
Camera and photography supply store	P	
Music and musical instrument store	P	
Optical/vision center	P	
Dry cleaning and tailors	P	
Apparel and accessories/repair	P	
Photocopying, film development, printing and publishing, packaging store of 4,000 square feet gross floor area or less	P	
Video stores of 4,000 square feet gross floor area or less	P	
Bookstores and newsstands of 2,000 square feet gross floor area or less	P	
Home furnishings/accessories 4,000 square feet or less	P	
Bicycle repair and sales	P	
Computer and software store	P	
Electronic goods store	P	
Child daycare facilities and preschools	C	✓
Planned commercial development	PUD	✓
Salon and spas	P	
Sports and fitness centers of 3,000 square feet or less	P	
Farmers market	P	✓
Confectionary (chocolate, ice cream, candy) 2,000 square feet or less	P	
Specialty food stores	P	

Tobacco, cigar or nicotine product/e-cigarette shop 2,000 square feet or less	P	
Beer, wine or liquor store	P	
Convenience store w/o gas	C	
Grocery store	C	
Car wash facility	C	✓
Animal hospitals and veterinary clinics	P	✓
Banquet or Reception Hall - 8,000 square feet or less	C	
Food and Beverage:		
Catering services	P	
Bakeries, retail	P	
Coffeeshop of 2,000 square feet gross floor area or less	P	✓
Delicatessen of 2,000 square feet gross floor area or less	P	✓
Fast-food restaurant	P	✓
Sit-down restaurants, if part of a mixed-use development	P	✓
Nightclubs	C	
Town center breweries, micro-distilleries, micro-wineries	C	✓

P = Permitted uses.

C = Conditional uses.

PUD = Planned Unit Development.

*1 = excluding density bonuses per section 58-301(i)(2).

Sec. 58-302. AC arrival corridor district.

- (f) *Permitted and conditional uses.* Table 58-302-1, Uses in the Arrival Corridor District, lists all the permitted and conditional uses.

Table 58-302-1 Uses in the Arrival Corridor District		
Use	Arrival Corridor	Specific Development Standards
Office & Clinic:		
Office	P	
Medical clinics	P	
Financial institutions	P	✓
Institutional & Public Uses:		
Public parks	P	
Public administrative offices and service buildings	P	
Religious institutions	P	
Public or private schools	C	
Private lodges and clubs	C	
Performing arts school and studios		
Public parking facilities, non-accessory	C	✓
Residential Uses:		
Home occupations	P	
Artist's live/work units	P	✓
Bed and breakfast	C	✓
Multiple-family dwellings, eight units per one acre	P	✓

Multiple-family dwellings, nine units to 16* ¹	PUD	✓
Planned residential development	PUD	✓
Retail & Services:		
Stationary stores	P	
Antiques, collectibles, gift or florists	P	✓
Toy, hobby or game store	P	
Luggage and leather goods store	P	
Art supply, artistic studios or galleries	P	
Camera and photography supply store	P	
Music and musical instrument store	P	
Apparel and accessories/repair	P	
Video stores	P	
Bookstores and newsstands	P	
Home furnishings and accessories 4,000 sq. ft. or less	P	
Bicycle repair and sales	P	
Computer and software store	P	
Electronic goods store	P	
Furniture store	C	
Hardware store	C	
Garden store	C	
Drug store/pharmacy	C	✓
Planned commercial development	PUD	✓
Interior design services	P	
Graphic design	P	
Paint/wallpaper stores	P	
Optical/vision center	P	
Dry cleaning and tailors	P	
Child daycare facilities and preschools	P	✓
Animal hospitals and veterinary clinics	P	✓
Pet supply stores, pet grooming facilities and pet daycares	C	✓
Photocopying, film development, printing and publishing, packaging store	P	
Salon and spa	P	
Fitness center	C	
Indoor recreation and amusement facilities	C	
Theatres, live performances only	C	
Farmers market	P	✓
Confectionary (chocolate, ice cream, candy) 2,000 sq. ft.	P	
Specialty food stores	P	
Tobacco, cigar or nicotine product/e-cigarette shop 2,000 square feet or less	P	
Beer, wine or liquor store	P	
Grocery store	C	
Convenience store w/o gas	C	
Gas stations	C	✓
Gas stations with car wash	C	✓
Banquet or Reception Hall - 12,000 square feet or less	C	
Food & Beverage:		

Catering services	P	
Bakeries, retail	P	
Coffee shop	P	✓
Delicatessen	P	✓
Fast food restaurant, if part of a mixed-use building	P	✓
Sit-down restaurants	P	✓
Nightclubs	C	✓

P = Permitted uses.

C = Conditional uses.

*¹ = excluding density bonuses per section 58-302(i)(2).