



11345 North Cedarburg Road, Mequon, WI 53092

BOARD OF TRUSTEES
REVISED MEETING AGENDA
Wednesday, March 15, 2023, 6:00pm
Tolzman Community Room

- I. Pledge of Allegiance**
- II. Call to Order, Verification of Posting, Roll Call**
- III. Announcements**
 - a. Introduction of Emily Vosberg, Access Services Manager
- IV. Public Comment** (All parties wishing to speak must sign in the prior to the start of the meeting. Limit of 5 min./person. Written public comments may be sent to the Director's Office via email at director@flwlib.org at least two hours prior to the meeting.)
- V. Approval of Minutes**
 - a. Action Item: Approval of the Minutes of the February 15, 2023 Meeting
- VI. Financial Reports**
 - a. Revenue and Expense Reports for February 2023
 - b. Action Item: Accounts Payable for February 2023
- VII. Board Reports**
 - a. President's Report – J. Hitchcock
 - b. Finance – G. Baxter
 - c. Advocacy – J. Hansher
 - d. Personnel – J. Abraham
- VIII. Staff Reports**
 - a. Library Operations
 - b. Director's Report – R. Muchin Young
 - c. Managers' Reports
 - i. Access Services Manager
 - ii. Business Manager
 - iii. Patron Services Manager

IX. Unfinished Business

- a. Classification and Compensation Study

X. New Business

- a. Action Required: Appointment of Nominating Committee
- b. Discussion and Action Requested: Disposition of Damaged Sculpture

XI. Trustee Training & System/State Library Update

- a. TE18: Library Board Appointments and Composition
- b. TE19: Library Director Certification

XII. Future Meeting Dates

- a. Board of Trustees Meeting: April 19, 2023, 6pm
- b. Board of Trustees Meeting: May 17, 2023, 6pm
- c. Other Meetings: Personnel Committee: May 23, 2023, 1pm

XIII. Adjourn

JanaLee Hitchcock, President

Posted: March 13, 2023



11345 North Cedarburg Road, Mequon, Wisconsin 53092

Minutes of the Board of Trustees February 15, 2023 Meeting Unapproved

A regular meeting of the Frank L. Weyenberg Library Board of Trustees was held on February 15, 2023 at 6:00 pm in the Library's Tolzman Community Room.

I. Pledge of Allegiance

JanaLee Hitchcock led the Pledge of Allegiance.

II. Call to Order, Verification of Posting, Roll Call

JanaLee Hitchcock called the meeting to order at 6:01 pm.

Posting of notice as of February 10, 2022 was verified.

Trustees present: JanaLee Hitchcock, President; Catherine Perry, Vice President (via Zoom); Jeffrey Hansher, Secretary; Rachel Burner, Kevin Deering, Alex Lemke, Tedd Lookatch and Cathrine Wagner.

Trustees Absent: Jennifer Abraham and Graham Baxter.

Staff Present: Rachel Muchin Young, Library Director and Craig Jacobson, Business Manager.

III. Announcements

IV. Public Comment (Limit of 5 min./person)

None at this time.

V. Approval of Minutes

A. Action Item: Minutes of the January 18, 2023 Meeting

The minutes of the January 18, 2023 meeting were included in the packet. Hearing no objections, the minutes were approved as presented.

VI. Financial Reports

A. Unaudited End of Year Revenue and Expense Reports for 2022

The unaudited reports were included in the Board Packet. The included reports reconciled with the Library's internal reports with no issues found. The Library's anticipated Reserve Fund for 2023 is 13.3% of the Library's approved 2023 operating budget, which is comfortably within the recommended range.

B. Revenue and Expense Reports for January 2023

The reports were included in the Board Packet. Nothing was found to be out of order.

C. Action Item: Accounts Payable Statement for January 2023

Mr. Hansher moved to approve the Accounts Payable Statement for January 2023 in the amount of \$90,869.66. Motion carried.

VII. Board Reports

A. President's Report

Ms. Hitchcock announced that she intends to appoint a Nominating Committee at the Board's March meeting. Ms. Hitchcock further announced that she will not be seeking reappointment at the end of her current term.

B. Finance

No meeting was held.

C. Advocacy

Mr. Hansher reported that no meeting was held.

D. Personnel

No meeting was held.

VIII. Staff Reports

A. Library Operations Report

The statistical summary was included in the Board Packet. The report was updated in an attempt to streamline the presentation. Following discussion, the consensus of the Board was a preference for more detailed reports, with more historical data presented when available.

B. Director's Report

The written Library Director's report was included in the Board Packet. Ms. Muchin Young commented further on her activities.

C. Staff Reports:

i. Access Services Manager

There is no report for this month.

ii. Business Manager

The written report was included in the Board Packet.

iii. Patron Services Manager

The written report was included in the Board Packet.

IX. Unfinished Business

A. Classification and Compensation Study Update

Due to the schedule availability of the consultant, it was suggested that the report be given at a special meeting during the workday. A meeting for this will be announced at a future time.

B. Discussion and Action Requested: Annual Contract with Vanguard Cleaning Systems

The revised proposed contract with Vanguard Cleaning Systems was included in the Board Packet. Discussion ensued.

Mr. Hansher moved to approve the Annual Contract with Vanguard Cleaning Systems.
Motion carried.

X. New Business

- A. Action Requested: Approval of 2022 Public Library Annual Report to the State of Wisconsin
The draft 2022 Public Library Annual Report was included in the Board Packet. A correction was noted and applied in the Interlibrary Loan statistics section. Discussion ensued.

Mr. Hansher moved to approve the corrected 2022 Public Library Annual Report to the State of Wisconsin. Motion carried.

XI. Trustee Training & System/State Library Update

- A. TE16: Ethics and Conflict of Interest Laws Applying to Trustees
Ms. Muchin Young presented the topic on ethics and conflicts of interest.
- B. TE17: Membership in the Library System
Ms. Muchin Young presented the topic on membership in the library system.

XII. Future Meeting Dates

The next Board of Trustees meeting will be on Wednesday, March 15, 2023.

XIII. Adjournment

There being no further business before the Board, a motion to adjourn was made by Mr. Hansher. Motion carried and meeting was adjourned at 6:57 p.m.

Respectfully submitted,
Craig Jacobson, Business Manager

VILLAGE OF THIENSVILLE

03/13/23 11:15 AM

Library - Revenue Guideline

Page 1

Current Period: FEBRUARY 2023

Account Descr	2023 YTD Budget	2023 YTD Amt	FEBRUARY 2023 Amt	Balance	2023 % of Budget
FUND 98 FLW LIB GIFTS & GRANTS FUND					
MAJ CLS 45 MISCELLANEOUS REVENUES					
DEPT 015 OTHER INCOME					
R 98-45-015-290 LIB GIFTS & GRANTS RESTRICTE	\$1,347.82	\$300.00	\$0.00	\$1,047.82	22.26%
R 98-45-015-291 LIB GIFTS & GRANTS UNRESTRIC	\$83,772.43	\$282.00	\$259.00	\$83,490.43	0.34%
DEPT 015 OTHER INCOME	\$85,120.25	\$582.00	\$259.00	\$84,538.25	0.68%
MAJ CLS 45 MISCELLANEOUS REVENUES	\$85,120.25	\$582.00	\$259.00	\$84,538.25	0.68%
FUND 98 FLW LIB GIFTS & GRANTS FUND	\$85,120.25	\$582.00	\$259.00	\$84,538.25	0.68%
FUND 99 F. L. WEYENBERG LIBRARY FUND					
MAJ CLS 40 TAXES					
DEPT 001 LOCAL PROPERTY TAXES					
R 99-40-001-900 MEQUON TAXES	\$1,106,716.00	\$276,679.00	\$0.00	\$830,037.00	25.00%
R 99-40-001-901 THIENSVILLE TAXES	\$110,740.00	\$27,685.00	\$0.00	\$83,055.00	25.00%
R 99-40-001-902 COUNTY REIMBURSEMENT	\$15,976.00	\$3,278.82	\$3,278.82	\$12,697.18	20.52%
DEPT 001 LOCAL PROPERTY TAXES	\$1,233,432.00	\$307,642.82	\$3,278.82	\$925,789.18	24.94%
MAJ CLS 40 TAXES	\$1,233,432.00	\$307,642.82	\$3,278.82	\$925,789.18	24.94%
MAJ CLS 41 INTER-GOVERNMENTAL REVENUES					
DEPT 003 GRANTS & AIDS					
R 99-41-003-131 ARPA LOCAL RECOVERY FUNDS	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
DEPT 003 GRANTS & AIDS	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
MAJ CLS 41 INTER-GOVERNMENTAL REVEN	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
MAJ CLS 42 REGULATION & COMPLIANCE					
DEPT 006 FINES & FORFEITURES					
R 99-42-006-903 FINES & FEES	\$19,932.00	\$7,159.04	\$531.20	\$12,772.96	35.92%
DEPT 006 FINES & FORFEITURES	\$19,932.00	\$7,159.04	\$531.20	\$12,772.96	35.92%
MAJ CLS 42 REGULATION & COMPLIANCE	\$19,932.00	\$7,159.04	\$531.20	\$12,772.96	35.92%
MAJ CLS 44 COMMERCIAL REVENUES					
DEPT 013 INTEREST INCOME					
R 99-44-013-300 INVESTMENT INTEREST	\$2,668.00	\$1,829.55	\$858.06	\$838.45	68.57%
DEPT 013 INTEREST INCOME	\$2,668.00	\$1,829.55	\$858.06	\$838.45	68.57%

Account Descr	2023 YTD Budget	2023 YTD Amt	FEBRUARY 2023 Amt	Balance	2023 % of Budget
MAJ CLS 44 COMMERCIAL REVENUES	\$2,668.00	\$1,829.55	\$858.06	\$838.45	68.57%
MAJ CLS 45 MISCELLANEOUS REVENUES					
DEPT 014 SALE INCOME					
R 99-45-014-904 BOOK SALES	\$9,880.00	\$1,980.99	\$621.75	\$7,899.01	20.05%
R 99-45-014-906 PHOTOCOPIER	\$2,534.00	\$454.35	\$231.80	\$2,079.65	17.93%
DEPT 014 SALE INCOME	\$12,414.00	\$2,435.34	\$853.55	\$9,978.66	19.62%
DEPT 015 OTHER INCOME					
R 99-45-015-280 MISCELLANEOUS	\$1,554.00	\$68.66	\$68.66	\$1,485.34	4.42%
R 99-45-015-299 LIBRARY GIFTS & GRANTS	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
R 99-45-015-520 FUND BALANCE APPLIED	\$20,000.00	\$0.00	\$0.00	\$20,000.00	0.00%
R 99-45-015-905 GIFTS & GRANTS	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
DEPT 015 OTHER INCOME	\$21,554.00	\$68.66	\$68.66	\$21,485.34	0.32%
MAJ CLS 45 MISCELLANEOUS REVENUES	\$33,968.00	\$2,504.00	\$922.21	\$31,464.00	7.37%
FUND 99 F. L. WEYENBERG LIBRARY FUND	\$1,290,000.00	\$319,135.41	\$5,590.29	\$970,864.59	24.74%
	\$1,375,120.25	\$319,717.41	\$5,849.29	\$1,055,402.84	23.25%

VILLAGE OF THIENSVILLE
Library - Expenditure Guideline
Current Period: FEBRUARY 2023

03/13/23 11:13 AM

Page 1

Account Descr	2023 YTD Budget	2023 YTD Amt	FEBRUARY 2023 Amt	Balance	2023 % of Budget
FUND 98 FLW LIB GIFTS & GRANTS FUND					
MAJ CLS 95 LIBRARY GIFTS & GRANTS					
DEPT 551 LIBRARY					
E 98-95-551-7-298 LIB GIFTS & GRANTS RESTRICTED	\$1,347.82	\$541.78	\$541.78	\$806.04	40.20%
E 98-95-551-7-299 LIB GIFTS & GRANTS UNRESTRICT	\$83,772.43	\$3,750.00	\$3,750.00	\$80,022.43	4.48%
DEPT 551 LIBRARY	\$85,120.25	\$4,291.78	\$4,291.78	\$80,828.47	5.04%
MAJ CLS 95 LIBRARY GIFTS & GRANTS	\$85,120.25	\$4,291.78	\$4,291.78	\$80,828.47	5.04%
FUND 98 FLW LIB GIFTS & GRANTS FUND	\$85,120.25	\$4,291.78	\$4,291.78	\$80,828.47	5.04%
FUND 99 F. L. WEYENBERG LIBRARY FUND					
MAJ CLS 91 LIBRARY STAFFING					
DEPT 551 LIBRARY					
E 99-91-551-1-100 SALARIES & WAGES	\$670,300.00	\$83,874.07	\$45,887.80	\$586,425.93	12.51%
E 99-91-551-1-115 TRAVEL/TRAINING/SEMINARS	\$2,500.00	\$314.22	\$314.22	\$2,185.78	12.57%
E 99-91-551-1-199 FRINGE BENEFITS	\$215,600.00	\$31,257.55	\$18,926.67	\$184,342.45	14.50%
E 99-91-551-2-202 DUES & SUBSCRIPTIONS	\$3,500.00	\$1,013.30	\$716.20	\$2,486.70	28.95%
E 99-91-551-2-237 WORKER S COMPENSATION	\$1,325.00	\$663.00	\$0.00	\$662.00	50.04%
E 99-91-551-7-715 FLEX BENEFIT	\$2,100.00	\$1,888.68	\$1,888.68	\$211.32	89.94%
E 99-91-551-7-730 UNEMPLOYMENT COMPENSATION	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
DEPT 551 LIBRARY	\$895,325.00	\$119,010.82	\$67,733.57	\$776,314.18	13.29%
MAJ CLS 91 LIBRARY STAFFING	\$895,325.00	\$119,010.82	\$67,733.57	\$776,314.18	13.29%
MAJ CLS 92 LIBRARY ADMINISTRATION					
DEPT 551 LIBRARY					
E 99-92-551-2-201 POSTAGE	\$1,000.00	\$470.00	\$470.00	\$530.00	47.00%
E 99-92-551-2-206 AUDIT	\$6,750.00	\$569.00	\$569.00	\$6,181.00	8.43%
E 99-92-551-2-243 ALL OTHER INSURANCE	\$21,525.00	\$16,652.50	\$0.00	\$4,872.50	77.36%
E 99-92-551-2-284 CONTRACTED SERVICES-TECHNOLOG	\$9,300.00	\$997.76	\$649.76	\$8,302.24	10.73%
E 99-92-551-2-285 WEPKO LEASE	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
E 99-92-551-2-286 COMPUTERS	\$5,000.00	\$102.19	\$0.00	\$4,897.81	2.04%
E 99-92-551-2-287 MILEAGE	\$1,500.00	\$0.00	\$0.00	\$1,500.00	0.00%
E 99-92-551-2-288 FISCAL AGENT FEE	\$8,000.00	\$2,000.00	\$0.00	\$6,000.00	25.00%
E 99-92-551-2-289 PAYROLL PROCESSING	\$3,725.00	\$724.99	\$464.50	\$3,000.01	19.46%
E 99-92-551-2-290 CONSULTANTS	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
E 99-92-551-3-300 OFFICE SUPPLIES	\$3,500.00	\$395.75	\$387.87	\$3,104.25	11.31%
E 99-92-551-3-301 PROCESSING SUPPLIES	\$3,500.00	\$0.00	\$0.00	\$3,500.00	0.00%
E 99-92-551-3-303 TELEPHONE	\$4,000.00	\$1,508.56	\$1,335.94	\$2,491.44	37.71%
E 99-92-551-3-307 SUPPLIES-COPY MACHINE	\$6,000.00	\$979.55	\$690.82	\$5,020.45	16.33%
E 99-92-551-3-358 DEBT COLLECTION	\$1,000.00	\$104.85	\$104.85	\$895.15	10.49%

Account Descr	2023 YTD Budget	2023 YTD Amt	FEBRUARY 2023 Amt	Balance	2023 % of Budget
E 99-92-551-3-359 MONARCH FEES	\$17,150.00	\$0.00	\$0.00	\$17,150.00	0.00%
DEPT 551 LIBRARY	\$91,950.00	\$24,505.15	\$4,672.74	\$67,444.85	26.65%
MAJ CLS 92 LIBRARY ADMINISTRATION	\$91,950.00	\$24,505.15	\$4,672.74	\$67,444.85	26.65%
MAJ CLS 93 LIBRARY PROGRAM & COLLECTION					
DEPT 551 LIBRARY					
E 99-93-551-3-370 PROGRAMMING	\$5,000.00	\$495.53	\$495.53	\$4,504.47	9.91%
E 99-93-551-3-371 MEDIA	\$25,000.00	\$413.79	\$413.79	\$24,586.21	1.66%
E 99-93-551-3-372 E CONTENT	\$37,000.00	\$1,724.90	\$1,724.90	\$35,275.10	4.66%
E 99-93-551-3-373 PRINT	\$85,000.00	\$5,929.49	\$5,802.04	\$79,070.51	6.98%
DEPT 551 LIBRARY	\$152,000.00	\$8,563.71	\$8,436.26	\$143,436.29	5.63%
MAJ CLS 93 LIBRARY PROGRAM & COLLECTION	\$152,000.00	\$8,563.71	\$8,436.26	\$143,436.29	5.63%
MAJ CLS 94 LIBRARY BUILDING					
DEPT 551 LIBRARY					
E 99-94-551-2-282 JANITORIAL SERVICE	\$42,120.00	\$7,020.00	\$7,020.00	\$35,100.00	16.67%
E 99-94-551-2-283 CONTRACTED-BUILDING	\$24,000.00	\$3,600.00	\$2,760.00	\$20,400.00	15.00%
E 99-94-551-3-306 JANITOR SUPPLIES	\$2,605.00	\$1,729.24	\$1,729.24	\$875.76	66.38%
E 99-94-551-3-308 BUILDING SUPPLIES	\$30,000.00	\$11,934.63	\$12,109.88	\$18,065.37	39.78%
E 99-94-551-3-360 UTILITIES	\$45,000.00	\$8,258.77	\$4,134.59	\$36,741.23	18.35%
E 99-94-551-3-361 SEWER & WATER	\$1,800.00	\$0.00	\$0.00	\$1,800.00	0.00%
E 99-94-551-3-374 HEALTH & SAFETY SUPPLIES	\$200.00	\$0.00	\$0.00	\$200.00	0.00%
E 99-94-551-7-700 BUILDING PROJECTS	\$5,000.00	\$0.00	\$0.00	\$5,000.00	0.00%
DEPT 551 LIBRARY	\$150,725.00	\$32,542.64	\$27,753.71	\$118,182.36	21.59%
MAJ CLS 94 LIBRARY BUILDING	\$150,725.00	\$32,542.64	\$27,753.71	\$118,182.36	21.59%
MAJ CLS 95 LIBRARY GIFTS & GRANTS					
DEPT 551 LIBRARY					
E 99-95-551-7-299 LIB GIFTS & GRANTS UNRESTRICT	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
DEPT 551 LIBRARY	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
MAJ CLS 95 LIBRARY GIFTS & GRANTS	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
FUND 99 F. L. WEYENBERG LIBRARY FUND	\$1,290,000.00	\$184,622.32	\$108,596.28	\$1,105,377.68	14.31%
	\$1,375,120.25	\$188,914.10	\$112,888.06	\$1,186,206.15	13.74%

VILLAGE OF THIENSVILLE

03/13/23 11:16 AM

Page 1

Library - Balance Sheet

Account Descr	Begin Yr	MTD Debit	MTD Credit	YTD Debit	YTD Credit	Current Balance	FUND
FUND 98 FLW LIB GIFTS & GRANTS FUND							
G 98-11110 CHECKING - PWSB/BMO GE	\$5,120.25	\$259.00	\$4,291.78	\$582.00	\$4,291.78	\$1,410.47	98
G 98-11210 INVESTMENTS	\$80,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80,000.00	98
G 98-12310 ACCOUNTS RECEIVABLE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	98
G 98-21110 ACCOUNTS PAYABLE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	98
G 98-31111 REVENUE SUMMARY	\$0.00	\$0.00	\$259.00	\$0.00	\$582.00	-\$582.00	98
G 98-31112 EXPENDITURE SUMMARY	\$0.00	\$4,291.78	\$0.00	\$4,291.78	\$0.00	\$4,291.78	98
G 98-31190 GIFTS & GRANTS RESTRIC	-\$1,347.82	\$0.00	\$0.00	\$0.00	\$0.00	-\$1,347.82	98
G 98-31191 GIFTS & GRANTS UNRESTR	-\$83,772.43	\$0.00	\$0.00	\$0.00	\$0.00	-\$83,772.43	98
FUND 98 FLW LIB GIFTS & GRANTS FUN	\$0.00	\$4,550.78	\$4,550.78	\$4,873.78	\$4,873.78	\$0.00	
FUND 99 F. L. WEYENBERG LIBRARY FUND							
G 99-11110 CHECKING - PWSB/BMO GE	\$3,468.85	\$121,140.03	\$157,073.87	\$677,749.71	\$677,381.11	\$3,837.45	99
G 99-11113 FLEX-BANCORP	\$2,500.00	\$2,194.74	\$2,194.74	\$2,584.87	\$2,584.87	\$2,500.00	99
G 99-11140 SAVINGS - PWBS/HARRIS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-11155 PORT WASHINGTON STAT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-11160 SPECIAL CLEARING ACCOU	\$0.00	\$33,526.23	\$33,526.23	\$69,533.22	\$69,533.22	\$0.00	99
G 99-11210 INVESTMENTS	\$287,502.45	\$858.06	\$70,000.00	\$278,508.55	\$260,000.00	\$306,011.00	99
G 99-11310 PETTY CASH	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-12310 ACCOUNTS RECEIVABLE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-12315 ALLOWANCE FOR DOUBTF	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-12320 ACCRUED INTEREST RECEI	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-12520 PREPAID EXPENSES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-13110 DEFERRED EXPENDITURE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-14110 LAND	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-14120 BUILDINGS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-14130 IMPROVEMENTS OTHER T	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-14150 FURNITURE AND FIXTURES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-21110 ACCOUNTS PAYABLE	-\$100,734.14	\$0.00	\$0.00	\$100,734.14	\$0.00	\$0.00	99
G 99-21210 WISCONSIN WITHHOLDIN	\$0.00	\$1,510.22	\$1,510.22	\$3,223.47	\$3,223.47	\$0.00	99
G 99-21220 FEDERAL WITHHOLDING T	\$0.00	\$2,803.29	\$2,803.29	\$6,210.44	\$6,210.44	\$0.00	99
G 99-21230 SOCIAL SECURITY TAX	\$0.00	\$3,333.74	\$3,333.74	\$6,995.89	\$6,995.89	\$0.00	99
G 99-21245 FLEX BENEFIT	-\$4,705.94	\$2,284.91	\$568.79	\$2,873.73	\$1,050.63	-\$2,882.84	99
G 99-21258 WISCONSIN DEFERRED CO	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-21265 WI RETIREMENT	-\$4,241.10	\$3,056.10	\$2,849.09	\$7,297.20	\$5,905.19	-\$2,849.09	99
G 99-21275 DENTAL INSURANCE WITH	\$0.00	\$83.92	\$51.72	\$83.92	\$93.68	-\$9.76	99
G 99-21276 VISION INSURANCE WITH	\$0.00	\$102.88	\$57.16	\$102.88	\$108.60	-\$5.72	99
G 99-21280 HEALTH INSURANCE WITH	\$0.00	\$1,697.44	\$1,628.70	\$2,867.40	\$2,798.66	\$68.74	99
G 99-21285 LIFE INSURANCE WITHHOL	\$0.00	\$3.20	\$3.20	\$6.40	\$6.40	\$0.00	99
G 99-21286 ACCIDENTAL INS WITHHO	\$0.00	\$25.66	\$25.66	\$51.32	\$51.32	\$0.00	99
G 99-21291 ACCRUED PAYROLL	-\$11,633.43	\$0.00	\$0.00	\$11,633.43	\$0.00	\$0.00	99
G 99-21370 DUE TO LIBRARY FUND	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-21510 DEFERRED REVENUES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-21680 LIBRARY DONATION FUND	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-31110 UNAPPROPRIATED	-\$172,156.69	\$0.00	\$0.00	\$0.00	\$0.00	-\$172,156.69	99
G 99-31111 REVENUE SUMMARY	\$0.00	\$0.00	\$5,590.29	\$0.00	\$319,135.41	-\$319,135.41	99
G 99-31112 EXPENDITURE SUMMARY	\$0.00	\$108,646.28	\$50.00	\$200,722.10	\$16,099.78	\$184,622.32	99
G 99-31190 GIFTS & GRANTS RESTRIC	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-31191 GIFTS & GRANTS UNRESTR	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
G 99-39100 INVESTMENTS IN FIXED A	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	99
FUND 99 F. L. WEYENBERG LIBRARY FU	\$0.00	\$281,266.70	\$281,266.70	\$1,371,178.67	\$1,371,178.67	\$0.00	

Account Descr	Begin Yr	MTD Debit	MTD Credit	YTD Debit	YTD Credit	Current Balance	FUND
	\$0.00	\$285,817.48	\$285,817.48	\$1,376,052.45	\$1,376,052.45	\$0.00	



VILLAGE OF THIENSVILLE

03/13/23 11:46 AM

Page 1

*Check Detail Register©

Batch: 0223 LIB MN1,0223 LIB AP,0223 LIB MN2

Check #	Check Date	Vendor Name	Amount	Invoice	Comment
11110 HARRIS GF -CHECKING					
1064 e	02/01/23	ADP, LLC			
E 99-92-551-2-289		PAYROLL PROCESSING	\$210.95	624565378	Processing EOY Payroll
		Total	\$210.95		
1065 e	02/03/23	ADP, LLC			
E 99-92-551-2-289		PAYROLL PROCESSING	\$91.40	625123720	Processing 2-3-23 Payroll
		Total	\$91.40		
1068 e	02/09/23	CARDMEMBER SERVICE			
E 99-92-551-2-284		CONTRACTED SERVICE	\$100.00		Mailchimp
E 99-93-551-3-370		PROGRAMMING	\$334.98		Illinois Library Association
E 99-92-551-2-284		CONTRACTED SERVICE	\$5.26		Apple
E 99-91-551-1-115		TRAVEL/TRAINING/SEMI	\$288.23		Panera Bread
		Total	\$728.47		
1069 e	02/09/23	AT&T (OFFICE@HAND)			
E 99-92-551-3-303		TELEPHONE	\$1,335.02	1102055703	JAN 2023 Office@Hand
		Total	\$1,335.02		
1074 e	02/10/23	ADP			
G 99-21220		FEDERAL WITHHOLDIN	\$1,381.66		FED/Wages Pd 2-10-23
G 99-21210		WISCONSIN WITHHOLDI	\$742.21		WI/Wages Pd 2-10-23
G 99-21230		SOCIAL SECURITY TAX	\$1,638.12		SS & MED/Wages Pd 2-10-23
E 99-91-551-1-199		FRINGE BENEFITS	\$1,638.12		SS Employer/Wages Pd 2-10-23
G 99-11160		SPECIAL CLEARING AC	\$16,238.44		DirectDep/Wages Pd 2-10-23
		Total	\$21,638.55		
1075 e	02/10/23	LIBRARY PAYROLL			
E 99-91-551-1-100		SALARIES & WAGES	\$22,511.70		Salaries & Wages/Wages Pd 2-10-23
G 99-21265		WI RETIREMENT	(\$1,387.28)		WRS Employees/Wages Pd 2-10-23
G 99-21220		FEDERAL WITHHOLDIN	(\$1,381.66)		FED/Wages Pd 2-10-23
G 99-21210		WISCONSIN WITHHOLDI	(\$742.21)		WI/Wages Pd 2-10-23
G 99-21230		SOCIAL SECURITY TAX	(\$1,638.12)		SS & MED/Wages Pd 2-10-23
G 99-21245		FLEX BENEFIT	(\$240.92)		FLEX BEN/Wages Pd 2-10-23
G 01-21280		HEALTH INSURANCE WI	(\$760.81)		HEALTH/Wages Pd 2-10-23
G 01-21285		LIFE INSURANCE WITH	(\$3.20)		LIFE/Wages Pd 2-10-23
G 99-21275		DENTAL INSURANCE WI	(\$41.96)		DENTAL/Wages Pd 2-10-23
G 99-21276		VISION INSURANCE WIT	(\$51.44)		VISION/Wages Pd 2-10-23
G 99-21286		ACCIDENTAL INS WITH	(\$25.66)		ACCIDENT/Wages Pd 2-10-23
G 99-11160		SPECIAL CLEARING AC	(\$16,238.44)		Net Pay/Wages Pd 2-10-23
G 01-21280		HEALTH INSURANCE WI	\$760.81		HEALTH/Wages Pd 2-10-23
G 99-21280		HEALTH INSURANCE WI	(\$760.81)		HEALTH/Wages Pd 2-10-23
G 01-21285		LIFE INSURANCE WITH	\$3.20		LIFE/Wages Pd 2-10-23
G 99-21285		LIFE INSURANCE WITH	(\$3.20)		LIFE/Wages Pd 2-10-23
		Total	\$0.00		
1081 e	02/17/23	ADP, LLC			
E 99-92-551-2-289		PAYROLL PROCESSING	\$91.40	626213333	Procesing 2-10-2023 Payroll
		Total	\$91.40		



VILLAGE OF THIENSVILLE

03/13/23 11:46 AM

Page 2

*Check Detail Register©

Batch: 0223 LIB MN1,0223 LIB AP,0223 LIB MN2

Check #	Check Date	Vendor Name	Amount	Invoice	Comment
1082 e	02/28/23	WISCONSIN RETIREMENT SYSTEM			
E 99-91-551-1-199		FRINGE BENEFITS	\$3,056.10	280971	JAN 2023 WRS-Employer
G 99-21265		WI RETIREMENT	\$3,056.10	280971	JAN 2023 WRS-Employee
		Total	\$6,112.20		
1083 e	02/24/23	DEPT. OF EMPLOYEE TRUST FUNDS			
E 99-91-551-1-199		FRINGE BENEFITS	\$12,447.56	36420002023	MAR Health-Employer
G 99-21280		HEALTH INSURANCE WI	\$1,697.44	36420002023	MAR Health-Employee
		Total	\$14,145.00		
1084 e	02/24/23	ADP			
G 99-21220		FEDERAL WITHHOLDIN	\$1,421.63		FED/Wages Pd 2-24-23
G 99-21210		WISCONSIN WITHHOLDI	\$768.01		WI/Wages Pd 2-24-23
G 99-21230		SOCIAL SECURITY TAX	\$1,695.62		SS & MED/Wages Pd 2-24-23
E 99-91-551-1-199		FRINGE BENEFITS	\$1,695.61		SS Employer/Wages Pd 2-24-23
G 99-11160		SPECIAL CLEARING AC	\$17,287.79		DirectDep/Wages Pd 2-24-23
		Total	\$22,868.66		
1085 e	02/24/23	LIBRARY PAYROLL			
E 99-91-551-1-100		SALARIES & WAGES	\$23,376.10		Salaries & Wages/Wages Pd 2-24-23
G 99-21265		WI RETIREMENT	(\$1,461.81)		WRS Employees/Wages Pd 2-24-23
G 99-21220		FEDERAL WITHHOLDIN	(\$1,421.63)		FED/Wages Pd 2-24-23
G 99-21210		WISCONSIN WITHHOLDI	(\$768.01)		WI/Wages Pd 2-24-23
G 99-21230		SOCIAL SECURITY TAX	(\$1,695.62)		SS & MED/Wages Pd 2-24-23
G 99-21245		FLEX BENEFIT	(\$327.87)		FLEX BEN/Wages Pd 2-24-23
G 99-21280		HEALTH INSURANCE WI	(\$867.89)		HEALTH/Wages Pd 2-24-23
G 99-21275		DENTAL INSURANCE WI	(\$9.76)		DENTAL/Wages Pd 2-24-23
G 99-21276		VISION INSURANCE WIT	(\$5.72)		VISION/Wages Pd 2-24-23
G 99-11160		SPECIAL CLEARING AC	(\$17,287.79)		Net Pay/Wages Pd 2-24-23
E 99-92-551-2-201		POSTAGE	\$470.00		JACOBSON Reimbursement
		Total	\$0.00		
1091 e	02/24/23	ADP, LLC			
E 99-92-551-2-289		PAYROLL PROCESSING	\$70.75	627093873	TIME & ATTENDANCE/FEB
		Total	\$70.75		
27094	02/09/23	WE ENERGIES			
E 99-94-551-3-360		UTILITIES	\$4,134.59	4458153161	FEB 2023 Electrical & Gas
		Total	\$4,134.59		
27095	02/09/23	GREATAMERICA			
E 99-92-551-3-307		SUPPLIES-COPY MACHI	\$200.99	33364056	Monthly Admin Copier Lease + Prop Tax
E 99-92-551-3-307		SUPPLIES-COPY MACHI	\$195.06	33364057	Monthly 2 Copiers Lease + Prop Tax
		Total	\$396.05		
27103	02/21/23	WISCONSIN LIBRARY ASSOCIATION			
E 99-91-551-2-202		DUES & SUBSCRIPTION	\$250.00	16404	MUCHIN YOUNG WLA Dues
E 99-91-551-2-202		DUES & SUBSCRIPTION	\$180.00	16415	PIKE WLA Dues
E 99-91-551-2-202		DUES & SUBSCRIPTION	\$115.20	16608	BRUCE WLA Dues
E 99-91-551-2-202		DUES & SUBSCRIPTION	\$171.00	16984	VOSBERG WLA Dues



VILLAGE OF THIENSVILLE

03/13/23 11:46 AM

Page 3

*Check Detail Register©

Batch: 0223 LIB MN1,0223 LIB AP,0223 LIB MN2

Check #	Check Date	Vendor Name	Amount	Invoice	Comment
Total			\$716.20		
27104	02/21/23	VANGUARD CLEANING SYSTEMS			
E 99-94-551-2-282		JANITORIAL SERVICE	\$3,510.00	681	JAN 2023 janitorial service
E 99-94-551-2-282		JANITORIAL SERVICE	\$3,510.00	901	FEB 2023 janitorial service
Total			\$7,020.00		
27105	02/21/23	UNIQUE MANAGEMENT SERVICES			
E 99-92-551-3-358		DEBT COLLECTION	\$104.85	6109160	JAN 2023 Placements
Total			\$104.85		
27106	02/21/23	SECURIAN FINANCIAL GROUP, INC			
G 99-21286		ACCIDENTAL INS WITH	\$25.66	032023-A	FEB Accident-Employee
E 99-91-551-1-199		FRINGE BENEFITS	\$89.28	032023-L	FEB Life Ins-Employer
G 99-21285		LIFE INSURANCE WITH	\$3.20	032023-L	FEB Life Ins-Employee
Total			\$118.14		
27107	02/21/23	RINDERLE DOOR COMPANY			
E 99-94-551-3-308		BUILDING SUPPLIES	\$598.46	46896	Fire door battery replacement
Total			\$598.46		
27108	02/21/23	PIGGLY WIGGLY			
E 99-91-551-1-115		TRAVEL/TRAINING/SEMI	\$25.99	2009210921	Programming supplies
Total			\$25.99		
27109	02/21/23	OTTO HOPFINGER & SONS INC.			
E 98-95-551-7-299		LIB GIFTS & GRANTS UN	\$3,750.00	21048	Childrens arch way down-Unres Gift
Total			\$3,750.00		
27110	02/21/23	OAKHILL CORRECTIONAL INST			
E 99-93-551-3-373		PRINT	\$15.99	2272023	Lot item fee
Total			\$15.99		
27111	02/21/23	NASSCO			
E 99-94-551-3-306		JANITOR SUPPLIES	\$1,209.48	6251440	Janitorial supplies
E 99-94-551-3-306		JANITOR SUPPLIES	\$207.58	6258483	Janitorial supplies
Total			\$1,417.06		
27112	02/21/23	MIDWEST TAPE			
E 99-93-551-3-372		E CONTENT	\$1,724.90	503310887	JAN 2023 Hoopla
Total			\$1,724.90		
27113	02/21/23	GEGRB/AMAZON			
E 99-93-551-3-371		MEDIA	\$39.99	CITKabafaRB	Video game collection
Total			\$39.99		
27114	02/21/23	FORWARD TS			
E 99-92-551-3-307		SUPPLIES-COPY MACHI	\$9.47	AR189053	Toner shipping charges
E 99-92-551-3-307		SUPPLIES-COPY MACHI	\$266.36	AR190225	JAN 2023 copy charges
E 99-92-551-3-307		SUPPLIES-COPY MACHI	\$9.47	AR190922	Toner shipping charges
E 99-92-551-3-307		SUPPLIES-COPY MACHI	\$9.47	AR191022	Toner shipping charges



VILLAGE OF THIENSVILLE

03/13/23 11:46 AM

Page 4

*Check Detail Register©

Batch: 0223 LIB MN1,0223 LIB AP,0223 LIB MN2

Check #	Check Date	Vendor Name	Amount	Invoice	Comment
Total			\$294.77		
27115	02/21/23	DIVERSIFIED BENEFIT SERVICES			
E 99-91-551-7-715		FLEX BENEFIT	\$1,888.68	372858	2023 FSA Administration
Total			\$1,888.68		
27116	02/21/23	DELTA DENTAL OF WISCONSIN			
G 99-21275		DENTAL INSURANCE WI	\$83.92	1916586	MAR Dental-employee
G 99-21276		VISION INSURANCE WIT	\$102.88	1919565	MAR Vision-Employee
Total			\$186.80		
27117	02/21/23	CENTURY LINK			
E 99-92-551-3-303		TELEPHONE	\$0.92	628481469	JAN 2023 long distance
Total			\$0.92		
27118	02/21/23	BAKER TILLY VIRCHOW KRAUSE LLP			
E 99-92-551-2-206		AUDIT	\$569.00	BT2291519	2022 audit progress billing #1
Total			\$569.00		
27119	02/21/23	BAKER & TAYLOR			
E 99-93-551-3-373		PRINT	\$16.90	2037194034	Print Collection Materials
E 99-93-551-3-373		PRINT	\$162.93	2037212881	Print Collection Materials
E 99-93-551-3-373		PRINT	\$201.72	2037216089	Print Collection Materials
E 99-93-551-3-373		PRINT	\$132.72	2037227682	Print Collection Materials
E 99-93-551-3-373		PRINT	\$246.16	2037237735	Print Collection Materials
E 99-93-551-3-373		PRINT	\$231.72	2037250195	Print Collection Materials
E 98-95-551-7-298		LIB GIFTS & GRANTS RE	\$273.74	2037264306	KREMER/Ozaukee Master Gerdners Gift
E 99-93-551-3-373		PRINT	\$106.42	2037264606	Print Collection Materials
E 99-93-551-3-373		PRINT	\$1,464.99	2037267415	Print Collection Materials
E 99-93-551-3-373		PRINT	\$1,243.56	2037276002	Print Collection Materials
E 99-93-551-3-373		PRINT	\$147.15	2037279207	Print Collection Materials
E 99-93-551-3-373		PRINT	\$1,531.36	2037286439	Print Collection Materials
E 99-93-551-3-371		MEDIA	\$49.06	H63303660	Media Collection
E 99-93-551-3-371		MEDIA	\$24.50	H63324880	Media Collection
E 99-93-551-3-371		MEDIA	\$131.34	H63346880	Media Collection
E 99-93-551-3-371		MEDIA	\$49.03	H63378900	Media Collection
E 99-92-551-2-284		CONTRACTED SERVICE	\$544.50	NS23010206	TS 360 Annual Subscription
Total			\$6,557.80		
27120	02/21/23	AMAZON CAPITAL SERVICES			
E 99-92-551-3-300		OFFICE SUPPLIES	\$29.60	11WR-16C4-	Office supplies
E 99-92-551-3-300		OFFICE SUPPLIES	\$39.79	13FF-R6W1-	Office supplies
E 99-92-551-3-300		OFFICE SUPPLIES	\$15.26	14NL-J7MM-	Office supplies
E 99-94-551-3-306		JANITOR SUPPLIES	\$19.99	1CJK-WR6D-	Janitor supplies
E 99-93-551-3-370		PROGRAMMING	\$55.07	1CQM-D4M4-	Programming
E 99-93-551-3-370		PROGRAMMING	\$87.30	1G6J-39KX-	Programming
E 99-93-551-3-373		PRINT	\$23.04	1GND-17WV-	Programming
E 98-95-551-7-298		LIB GIFTS & GRANTS RE	\$268.04	1JNN-TQGD-	Memory café
E 99-94-551-3-306		JANITOR SUPPLIES	(\$25.00)	1M47-FVGG-	Janitor supplies
E 99-94-551-3-306		JANITOR SUPPLIES	\$185.28	1MPF-R61Q-	Janitor supplies



VILLAGE OF THIENSVILLE

03/13/23 11:46 AM

Page 5

*Check Detail Register©

Batch: 0223 LIB MN1,0223 LIB AP,0223 LIB MN2

Check #	Check Date	Vendor Name	Amount	Invoice	Comment
E 99-92-551-3-300		OFFICE SUPPLIES	\$60.79	1NC6-NMGL-	Office supplies
E 99-94-551-3-306		JANITOR SUPPLIES	\$51.59	1PGL-JVKQ-	Janitor supplies
E 99-92-551-3-300		OFFICE SUPPLIES	\$101.93	1PND-JW67-	Office supplies
E 99-94-551-3-308		BUILDING SUPPLIES	\$397.98	1Q17-HDDD-	Building supplies
E 99-93-551-3-373		PRINT	\$248.00	1R6J-KJ63-1	Print
E 99-92-551-3-300		OFFICE SUPPLIES	\$22.99	1RFR-NLTT-	Office supplies
E 99-94-551-3-306		JANITOR SUPPLIES	(\$25.00)	1RQX-RWRL	Janitor supplies
E 99-93-551-3-370		PROGRAMMING	\$18.18	1RWV-HY7V	Programming
E 99-94-551-3-308		BUILDING SUPPLIES	\$614.80	1TW6-0MFH-	Building supplies
E 99-93-551-3-371		MEDIA	\$119.87	1V4G-MVRK-	Media
E 99-94-551-3-306		JANITOR SUPPLIES	\$105.32	1V6H-XK7Q-	Janitor supplies
E 99-93-551-3-373		PRINT	\$18.39	1WNJ-X99D-	Print
E 99-92-551-3-300		OFFICE SUPPLIES	\$117.51	1WRR-HHR6	Office supplies
E 99-93-551-3-373		PRINT	\$10.99	1X7J-GCR9-	Programming
Total			\$2,561.71		

27121	02/21/23	ADVANCED CHILLER SERVICES			
E 99-94-551-2-283		CONTRACTED-BUILDIN	\$2,760.00	4630	Annual HVAC service contract
E 99-94-551-3-308		BUILDING SUPPLIES	\$6,784.57	4633	HVAC repairs and updates
E 99-94-551-3-308		BUILDING SUPPLIES	\$1,457.34	4687	Controls addition and updates
E 99-94-551-3-308		BUILDING SUPPLIES	\$696.88	4695	Boiler exhaust repair
E 99-94-551-3-308		BUILDING SUPPLIES	\$178.50	4702	Hot water heater flush
E 99-94-551-3-308		BUILDING SUPPLIES	\$1,381.35	4705	HVAC repair
Total			\$13,258.64		

11110 HARRIS GF -CHECKING			\$112,672.94		
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Fund Summary

11110 HARRIS GF -CHECKING

01 GENERAL FUND	\$0.00
98 FLW LIB GIFTS & GRANTS FUND	\$4,291.78
99 F. L. WEYENBERG LIBRARY FUND	\$108,381.16
	\$112,672.94

STATISTICAL SUMMARY

Checkouts	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD
2021	22,141	21,060	24,065	22,076	20,878	24,366	24,983	23,516	20,377	21,689	21,387	20,132	266,670
2022	21,589	19,963	22,015	21,989	20,474	23,813	25,497	21,861	21,148	21,121	21,112	19,001	259,583
2023	23,469	21,854											45,323
eCircs	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD
2021	5,352	4,590	4,900	4,610	4,782	4,833	4,756	4,888	4,877	5,028	4,924	4,948	58,488
2022	5,487	4,920	5,086	4,930	5,212	5,021	5,199	5,338	4,987	5,135	5,499	5,635	62,449
2023	6,156	5,589											11,745
Combined Circ/eCirc	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD
2021	27,493	25,650	28,965	26,686	25,660	29,199	29,739	28,404	25,254	26,717	26,311	25,080	325,158
2022	27,076	24,883	27,101	26,919	25,686	28,834	30,696	27,199	26,135	26,256	26,611	24,636	322,032
2023	29,625	27,443	0	0	0	0	0	0	0	0	0	0	57,068
eCollections	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD
2021	1,085	1,055	2,293	1,342	1,447	1,371	2,002	1,501	1,490	1,784	1,954	1,265	18,589
2022	1,327	1,282	2,660	3,093	2,129	1,808	1,052	2,828	2,181	3,788	1,605	1,371	25,124
2023	1,462	1,384											2,846
Reference Questions	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD
2021	1,282	1,288	1,494	1,256	1,176	1,740	1,383	1,507	1,134	1,316	1,112	1,056	15,744
2022	1,173	1,067	1,209	1,090	1,022	1,768	1,498	1,242	1,132	1,293	1,053	974	14,521
2023	1,548	1,213											2,761
Door Count	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD
2021	7,705	7,618	9,213	8,409	8,277	10,161	10,959	10,333	8,268	9,084	8,752	8,004	106,783
2022	8,947	8,296	9,593	9,844	9,659	11,182	11,810	11,448	9,563	10,336	9,924	7,944	118,546
2023	10,714	10,035											20,749
Library Cards	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD
2021	80	89	90	84	96	155	196	112	108	117	93	81	1,301
2022	89	79	109	107	109	158	160	116	112	101	99	86	1,325
2023	114	117											231
Adult Programs	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD
2021	6	9	6	9	7	8	7	8	11	11	11	9	102
attendance	86	56	45	58	37	58	30	30	102	60	62	39	663
2022 in person programs	10	9	6	14	11	8	9	9	13	17	16	9	131
2022 attendance	71	74	105	107	83	75	76	45	84	91	109	66	986
2023 in person programs	14	13											27
2023 attendance	67	107											174

[illegible]

Date: March 9, 2023
To: Frank L. Weyenberg Board of Trustees
From: Rachel Muchin Young
Re: Director's Report March 2023

Meetings Attended:

- Monarch Directors' Chat, 2/16, 3/2
- Friends of Weyenberg Library, 2/16
- Met w/ Jennifer Bogli to transition Foundation Finances, 2/17
- Thiensville Village Board of Trustees Meeting, 2/20
- Thiensville-Mequon Rotary Meetings, 2/21
- Better Together: Leader Ethics Training, 2/22
- Monarch ILS Committee Meeting, 2/23
- Monarch Library System Director Check-In, 3/1
- Hook, Yarn & Stitch, 3/2
- Personnel/Executive Committees Meeting, 3/6
- State of the Community Luncheon, 3/8
- Management Team, 3/8
- Monarch Directors Council, 3/9
- Fine Arts Event: *Squeezettes*, 3/12
- Evening Readers: *The Violin Conspiracy*, 3/13
- Mequon Common Council, 3/14
- Manager Check-Ins, 3/15
- Regular and As-Needed Adult and Children's Reference and Circulation Desk shifts

PERSONNEL & CONTINUING EDUCATION:

Emily Vosberg is busy reacquainting herself with Polaris and delving into parts of it they've never seen before. Their staff is welcoming and helpful.

I have forwarded dozens of CE hours to the system office for verification, but still require about a dozen more for my recertification in October. And then a new cycle begins.

Our managers are planning for our May 23 half-day staff training. Our focus will be safety.

OPERATIONS ACTIVITIES:

We have closed early a couple of times so staff could get home amidst storms in daylight. We have received compliments for opening in the mornings so people could arm themselves with reading and other materials with which to weather the storms. We also opened late one morning so staff could come in on clear roads. Finally, we closed Friday, March 10, because of both the storm and power outages in Mequon. I am definitely ready for spring.

We had an unfortunate incident with a patron harassing an employee Wednesday, March 1. This patron was sent a certified letter banning him from the library for a month. I further asked him

to contact me for library services rather than other staff members. I also suggested he visit the other libraries in Monarch Library System. However, since we did not receive the receipt, I'm guessing he refused the letter and we will have to address the issue face to face.

Since 2020 I have been telling staff that we are about more than numbers, that for many people in our community we were the lifeline that got them through the pandemic, and we continue today to be a community center as much as a traditional library. We have patrons who come in to use our computers to get an education that rivals that which they could receive at any university; we have patrons who need the computer access to navigate 2023, be it keeping in touch with friends and family, financial matters, career growth, or something else; or simply to avoid isolation they may otherwise be experiencing. That said, our numbers are quite impressive. Shout out to Ashley Pike and the Patron Services Team for creative programming for all age groups and diligent collection development that represents a wide range of topics and a variety of perspectives.

OTHER:

Construction of our new entry did not progress as quickly as promised. We are currently awaiting the installation of the glass.

Thursday, February 23, we noticed that the Boehm Eagle of Freedom II Porcelain Figurine was damaged. We do not know when or how it happened. It is encased in Plexiglas on a wooden pedestal, but since the sculpture itself is off-center and two feathers are broken, we can only assume that the pedestal was jostled. The most recent appraisal (dated October 21, 2013) values the sculpture at \$2,000 for insurance purposes. We have a \$1,000 deductible. A claim was filed with our insurance company March 1, 2023, however, we still need to determine if there is a covered cause of loss.

I submitted a memo to City Treasurer Jennifer Engroff describing our first ARPA project of the year (RFID Security Gates and necessary remodeling). The Library ARPA funds were transferred the week of February 27. Our next ARPA project will be new outdoor return bins, but before we place the order we need to find someone to install them.

Thursday, after our Board of Trustees meeting, I am meeting with Mequon City Administrator to discuss ways in which we can partner with the City for increased budget efficiencies. The installation of the return bins will be one of the topics of conversation.

FRIENDS:

The Friends have set up an eBay account to sell books that we are not putting in the Book Shop for a variety of reasons, primarily if the items appeal to a niche market we may not be able to reach here in Mequon-Thiensville. They have sold several items.

Date: March 10, 2023

To: Frank L. Weyenberg Library Board of Trustees

From: Emily Vosberg

Re: Access Services Manager Report, February 2023

My activities since the last Board of Trustees meeting have included:

- Vega Program Training – 3/8
- Management Meeting – 3/8
- Meeting with Alison Hoffman – 3/10
 - Discussed cataloging and overlays

STATISTICS

- Physical circulation is up by 1,891 from last year coming in at 21,854 items checked out for February 2023.
- We have added about the same number of Patron Records as last month at 117 for February 2023.
- Our Quick Pick-up numbers dropped from 18 to 8 this month due to an issue with the software – it is up & running fine now. With the better weather, we are expecting more pickups in the coming months.

OTHER TASKS & TIDBITS

- In my first month as the Access Services Manager, I have been re-familiarizing myself with the department and learning all the changes that have been made since I left in June of 2021. Re-integrating myself with the Library has been going very well. The staff have been extremely welcoming, helpful, and patient as I learn the ropes of my new role at FLW.
- An order for recyclable receipt paper has been placed and we will be implementing that as soon as we run out of our current stock. Staff is excited about this change.
- With the help of my staff, we have begun cleaning up our patron records database by removing Parent/Guardian information from Adult accounts and changing the Patron Codes to Juvenile for any cards under 18. Throughout this process, they have been deleting any cards that have been expired for 3+ years with fines under \$25 that are on my list. After this task is finished, I hope to go through our entire patron record database and delete accounts that are 3+ years expired with fines under \$25. Going forward, I hope to make expired account deletion a bi-annual task.
- RFID Project Update: We are making considerable progress on tagging – all we have left is the media, reference, local history, book kits, and JV nonfiction. We have volunteers and staff working together every day and are making considerable progress each week.

Date: March 9, 2023
To: Frank L. Weyenberg Library Board of Trustees
From: Craig Jacobson
Re: Business Manager, March 2023

- At some point, Monarch removed my ability to manage email accounts, so we are back to relying on tickets with the system office whenever we have an issue logging in to accounts or if 2-factor authenticator devices need to be changed. Tickets are taking a few weeks on average to get a response.
- A new firewall was installed at the system office, promising much improved and more versatile security offerings for the Library. However, doing so also broke remote access for our staff and vendors who utilized it. Updated remote protocols have been promised but not received. This will hamper my ability to troubleshoot IT issues remotely during off hours. In addition, the HVAC vendors were hoping to install and configure the condenser controller but will be unable to do so until their access has been restored.
- The planned Polaris upgrade has been postponed, so we will need to wait to see if this will resolve our issues with Gmail bounce-backs as well as delay upgrading staff and public computers to Windows 11.
- The monthly IT workgroup meeting took place on March 2, though discussions were limited as no staff members from the system office were present at the meeting.
- That being said, Monarch has made some changes at their IT department, including a new hire, so we're hopeful things will improve rapidly soon.
- The emergency elevator phone line has not yet been installed because of issues with the AT&T scheduler. There is a possibility it will be done on the 21st of March, though I have not received confirmation from the technician that he has been correctly scheduled yet. In the meantime, the old copper POTS line in the elevator is still functioning, even though we are not paying for it anymore, so we have no great urgency at this time to get this finished and can afford to wait for them to get their act together.
- The audit was completed without a site visit necessary thanks to the advanced prep work I was able to complete. I have not heard from them directly but would anticipate our final reports being complete about the same time of year that they typically are available.
- A separate Worker's Compensation audit was also completed without any anticipated issues.
- The glass blocks for the remodeled entrance to the Library's rotunda should be delivered and installed within 2-3 weeks.
- Due to staff changes, the Library will pick up \$3,256.17 from forfeited flex spending account funds. These funds will appear as miscellaneous income on a future report.
- Our next staff day in May will be focused on Safety. So far, we have a fire extinguisher on-hands demonstration and training scheduled as part of the activities.

Date: March 15, 2023
To: Frank L. Weyenberg Library Board of Trustees
From: Ashley Pike
Re: Patron Services Manager Report

My activities since the last Board of Trustees meeting have included:

- Program: Friday Movie Matinee, 2/17
- Program: Monarch Memory Cafe, 2/20
- Program: Genealogy Interest Group, 2/23
- Passive Program: Spice of the Month Kit, 3/1
- Program: Family Storytimes, 2/21, 2/22, 2/28, 3/1, 3/14, 3/15
- Program: Tips & Tricks for Caregivers, 3/6
- Program: Acupuncture Awareness, 3/7
- Program: Family Throwback Movie Matinee, 3/18
- Monarch Meeting: Public Information Workgroup, 2/24
- Vega Program Training, 3/8
- Management Meeting, 3/8

MONTHLY STATISTICS

-Both the eCircs and eCollections monthly statistics were high in February. Our digital offerings continue to grow, which is great! Our Reference statistics were good in February, which is also reflected in our program offerings and attendance. We have increased our program offerings for all ages, which is very noticeable with our children's programs, with almost double the number of in-person programs offered this year in comparison to 2021 and 2022. This is also seen more subtly with our teen and adult programs, with only an increase of 2-4 programs in comparison to 2021 and 2022. Our storytimes continue to have great attendance, with 40-60+ people attending our family storytimes each Tuesday and Wednesday, and 40-50+ people attending our biweekly Shake & Shimmy storytimes for ages 1-3.

OTHER TASKS & TIDBITS

-On Wednesday, March 1, one of the Patron Services librarians had an unpleasant encounter with a patron. While it was not physical, my staff member did feel very unsettled and intimidated, and I ended up sending them home for the remainder of the day.

-My department is starting to plan out our summer reading program schedule. I have two special events booked, as well as a number of staff-led programs scheduled. We also had a teacher reach out to us from Donges Bay Elementary to schedule the 1st grade library visit to hear about the summer reading program and get a tour of the library. I will reach out to the other two elementary schools in the coming weeks to also see if they would like to resume the summer reading library visits for the 1st graders.

-I hired a new Patron Services Associate. Paola Lomeli will begin working at the library on Monday, March 13, 2023. We look forward to having Paola as part of the Patron Services department.

UPCOMING LIBRARY PROGRAMS

- Drop-In Tech Help (3-4 each month)
 - Evening Readers Book Club (monthly)
 - Genealogy Interest Group (monthly)
 - History Book Club (monthly)
 - Hook, Yarn & Stitch Club (monthly)
 - Monarch Memory Café (quarterly)
 - Movie Matinees (1st & 3rd Fridays monthly)
 - Throwback Movie Matinees (Last Saturdays, monthly)
 - M-T Book Club (monthly)
 - Philosophy Lectures series (quarterly)
 - Spice of the Month Kits (monthly)
 - Monarch Memory Café (May)
 - Advanced Directives with Compassus Hospice (April)
-
- Read It! Make It! Book Discussion & Craft (monthly)
 - Dungeons & Dragons (biweekly)
 - Teen Craft Take & Make Kits (monthly)
-
- Family Storytimes (2x weekly)
 - Monday LEGO Club (monthly)
 - Saturday LEGO Club (monthly)
 - Parachute Play (monthly)
 - Nintendo Switch Days (monthly)
 - Shake & Shimmy Storytime (biweekly)
 - Card Game Club for Kids (monthly)
 - Little Scientists (monthly)
 - Little Artists (monthly, starting in April)
 - Unlock the Box (December, February, March)
 - Crazy 8s Math Club (February-April)
 - Super Smash Bros. Tournament (March)



City of Mequon

CLASSIFICATION AND COMPENSATION STUDY

FINAL REPORT

February 2023



Table of Contents

I.	INTRODUCTION	1
A.	Scope of Work	1
	Job Evaluation Analysis and Job Classification System	1
	Salary Survey	2
	Draft and Final Report Preparation	2
II.	EXECUTIVE SUMMARY	3
A.	Internal Equity - Classification Plan Development	3
B.	Job Title Changes	4
C.	External Equity – Market Competitiveness	4
	Salary Data	5
	Proposed Classification and Compensation Plan	5
	Future Administration of the Classification and Compensation Plan	6
III.	JOB EVALUATION	7
A.	Determination of Fair Labor Standards Act Designation	8
IV.	THE CLASSIFICATION PLAN	10
V.	SALARY DATA	11
A.	Selection of Comparable Jurisdictions for Data Purposes	11
B.	Salary Survey	13
C.	Appraisal and Use of Salary Data	13
VI.	COMPENSATION PLAN DEVELOPMENT AND RECOMMENDATIONS	15
A.	Development of the Compensation Plan	15
B.	Compensation Plan Options for the City’s Consideration	15
	Defined Increment Plan	16
	Open Range Merit Plan	16
	Blended Merit Plan	17
C.	Recommendation: Open Range Merit Plan	18
D.	Pay Philosophy and Proposed Compensation Plan	18
	Proposed Compensation Plan and Structure	18
	Implementation and Administration of the Compensation Plan	20
	Employee Advancement through the Ranges	20
E.	Future Administration of the Compensation Plan	22
	Appreciation	23

TABLES

Table 1: City Classification Plan	Page 24
Table 2: Comprehensive Table – City Positions	Page 25
Table 3: Proposed Compensation Ranges – City Positions	Page 26
Table 2: Comprehensive Table – Fire Positions	Page 27
Table 3: Proposed Compensation Ranges – Fire Positions	Page 28
Table 2: Comprehensive Table – Library Positions	Page 29
Table 3: Proposed Compensation Ranges – Fire Positions	Page 30

APPENDICES

Appendix A: Job Analysis Questionnaire	Page 31
Appendix B: Comparable Community Analysis	Page 40
Appendix C: Detailed Salary Survey Data	Page 45

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 was conducted for the City Council.
- This final report has been 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 nineteen (19) 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
Inspector

Non-Exempt (currently exempt)
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. Nineteen (19) 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 to the 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

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			93,309	116,899	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	138,088	104,735	137,812	129,930						
Assistant City Engineer	8	680-730	75,863	97,487	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			79,360	102,699	79,143	112,709	98,373						
Deputy Director of Public Works			76,980	100,612	79,143	112,709	92,032						
Deputy Director of Utilities			76,980	100,612	79,143	112,709	85,779						
IT Manager			78,617	103,016	72,511	96,631	85,000						
Police Captain			91,437	115,688	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			68,058	93,399	66,132	89,471	80,496						
Inspections Supervisor			75,372	97,099	66,132	89,471	80,017						
Parks & Forestry Superintendent			65,255	88,094	66,132	89,471	78,709						
Wastewater Superintendent			73,931	96,882	66,132	89,471	81,698						
Assistant to the Finance Director	6	570-620	67,454	84,240	61,234	82,846	67,442	66,485	78,120	89,754	68,479	80,463	92,447
Fleet Superintendent			66,126	89,473	66,132	89,471	74,137						
Associate Planner	5	515-565	62,976	79,477	56,697	76,709	75,001	61,560	72,333	83,106	63,407	74,503	85,599
Inspector			64,501	89,419	56,697	76,709	76,710						
Public Safety IT Specialist			60,053	81,071	56,697	76,709	63,000						
Administrative Coordinator	4	460-510	51,855	69,722	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			56,166	74,318	52,499	71,027	66,186						
Mechanic			52,572	70,546	48,406	65,766	65,770						
Sewer Section Supervisor			56,586	74,214	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			50,024	66,213	48,406	65,766	55,141						
Forestry Worker			49,211	67,894	48,406	65,766	49,525						
Highway Worker			46,049	60,996	48,406	65,766	48,610						
Human Resource Coordinator			57,668	78,447	41,674	56,384	51,168						
Parks Worker			45,718	60,882	48,406	65,766	48,610						
Permit Coordinator			44,224	57,420	41,674	56,384	53,955						
Sewer Maintenance Worker			51,091	67,255	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			43,964	58,273	41,674	56,384	46,238						
Administrative Clerk					41,674	56,384	56,181						
Assessment Technician			44,044	57,828	41,674	56,384	42,993						
Deputy Clerk			51,210	70,727	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	<i>Established by Employment Contract</i>		
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	<i>Established by Employment Contract</i>		
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

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
Fire Chief	5	735-785	102,167	129,299	104,735	137,812	136,962	99,005	116,330	133,656	101,975	119,820	137,666
Deputy Chief	4	680-730	87,235	118,691	79,143	112,709	108,637	91,249	107,217	123,185	93,986	110,433	126,881
Battallion Chief	3	625-675	85,940	109,864	77,137	104,361	95,838	84,100	98,818	113,535	86,623	101,782	116,941
Administrative Assistant	2	350-400	43,964	58,273	41,674	56,384	46,238	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	101,975	119,820	137,666
4	93,986	110,433	126,881
3	86,623	101,782	116,941
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	99,005	116,330	133,656
4	91,249	107,217	123,185
3	84,100	98,818	113,535
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

Table 2 - Comprehensive Table 50th Percentile Library Positions

Job Title	New Grade	Skill Level	50th Percentile Salary Survey Data		Current Salary	Proposed Salary Range 50th Percentile			Proposed Salary Range 50th Percentile for 2023 Implementation		
						Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Library Director	5	680-730	82,760	110,033	98,850	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	57,000	66,975	76,950	58,710	68,984	79,259
Patron Services Manager - Library			62,405	82,456	68,557						
Business Manager - Library			50,461	66,504	62,130						
Librarian	3	405-455	50,597	67,689	50,561	50,820	59,714	68,607	52,345	61,505	70,665
Access Services Technician - Library	2	350-400			20.34	46,200	54,285	62,370	47,586	55,914	64,241
Access Services Associate - Library			34,747	49,859	15.45 and 16.17	22.21	26.10	29.99	22.88	26.88	30.89
Patron Services Associate - Reference Associate					16.22 and 19.29						
Library Page	1	Up to 345			10.00 and 10.50	10.50	12.34	14.18	10.82	12.71	14.60

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

APPENDIX A

EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

CITY OF MEQUON, WI

NAME:	DATE:
YEARS OF EXPERIENCE WITH EMPLOYER:	JOB TITLE:
YEARS OF EXPERIENCE ON THIS JOB:	YOUR JOB IS: FULL TIME ☐ PART TIME ☐
YOUR YEARS OF EXPERIENCE IN THIS FIELD:	YOUR EDUCATION: ☐ High Sch. ☐ Assoc. Deg. ☐ Bach. Deg. ☐ Mas. Deg.
NAME OF IMMEDIATE SUPERVISOR:	HIS/HER TITLE:

INSTRUCTIONS

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

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

Please indicate if you have reviewed your current job description.

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

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

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

Feel free to add more numbers/duties if necessary.

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

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

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

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

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

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

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

What is the minimum number of years required?

What specific experience is necessary?

FACTOR 3. Independent Judgment and Decision Making

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

- ☐ LITTLE: Little discretion or independent judgment exercised.
- ☐ SOME: Some discretion or judgment exercised, but supervisor is normally available.
- ☐ OFTEN: Job often requires making decisions in absence of specific policies and/or guidance from supervisors, but some direct guidance is received from supervisors.
- ☐ HIGH: High level of discretion with decisions restricted only by Departmental policies and little direct guidance from supervisors.
- ☐ VERY HIGH: Very high level of discretion with decisions only restricted by the broadest policies of the Organization.

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

- ☐ MINOR: Some inconvenience and delays but minor costs in terms of time, money, or public/employee good will.
- ☐ MODERATE: Moderate costs in time, money, or public/employee good will would be incurred. Delays in important projects/schedules likely.
- ☐ SERIOUS: Important goals would not be achieved and the financial, employee, or public relations posture of the Organization would be seriously affected.
- ☐ CRITICAL: Critical goals and objectives of the Organization would be adversely and very seriously affected. Error could likely result in critical financial loss, property damage, or bodily harm/loss of life.

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

- ☐ LEVEL 1: Position involves only the execution of policies or use of existing procedures.
- ☐ LEVEL 2: May provide some input to supervisor when policies and procedures are updated.
- ☐ LEVEL 3: Position involves some development of policies/procedures for the Department and/or the interpretation or explanation of departmental policies for others in the organization or residents.
- ☐ LEVEL 4: Position involves significant or primary responsibility for the development of policies and procedures for a division or organizational component of a department, as well as the interpretation, execution and recommendation of changes to department policies.
- ☐ LEVEL 5: Position involves significant or primary responsibility for the development of policies and procedures for an entire department, plus occasional participation in the development of policies which affect other departments in the organization.
- ☐ LEVEL 6: Position involves the primary responsibility for the development of departmental policies and procedures and regular participation in the development of policies that affect other departments and occasionally involves participation in the development of organization-wide policies.

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

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

- ☐ LEVEL 1: Position requires that my daily work load and activities are assigned to me by my supervisor.
- ☐ LEVEL 2: Position requires that I plan my own daily work load and work independently according to established procedures or standards.
- ☐ LEVEL 3: Position requires that I plan my own daily work load and those of others in the department (first-level supervision).
- ☐ LEVEL 4: Position requires an above average ability to analyze data and develop departmental plans, including plans where a number of difficult, technical and/or administrative problems must be addressed (Manager/Division level planning).
- ☐ LEVEL 5: Position requires a high level of analytical ability to develop plans for a department or complex situation, including plans that involve integrating/involving/impacting other departments (Department Head level planning).

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

- ☐ LEVEL 1: Position involves interaction with fellow workers on routine matters with relatively little public contact.
- ☐ LEVEL 2: Position involves frequent internal and external contact, but generally on routine matters such as furnishing or obtaining information.
- ☐ LEVEL 3: Position involves frequent internal contact and regular contact with outsiders generally on routine matters, including contacts with irate outsiders which require some public relations skill for taking complaints for others to follow up upon.
- ☐ LEVEL 4: Position involves frequent internal and external contacts which require public relations skills in handling complaints. Contacts involve non-routine problems and require in-depth discussion and/or persuasion in order to resolve the problem. Handles more difficult contacts that are referred by front line employees.
- ☐ LEVEL 5: Position involves frequent internal and external contacts which require skill in dealing with, and influencing others, and initiating changes in policy/procedures to address the issue so as to avoid having to deal with the issue again in the future.
- ☐ LEVEL 6: Position involves frequent internal and external contacts in which I act as the spokesperson for the department and am authorized to make commitments of significant resources on behalf of the department.
- ☐ LEVEL 7: Position involves frequent internal and external contacts where I represent the entire organization and am authorized to make commitments in matters of broad or critical interest to the entire organization.

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

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

FACTOR 7. Supervision Given:

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

If yes:

- ☐ LEVEL 1: Position is regularly responsible for assigning work to an employee or employees, without acting in a supervisory role. To whom does this position assign work?
- ☐ LEVEL 2: Position is responsible for the supervision of one full time or several part time employees.

- ☐ LEVEL 3: Position is responsible for the supervision of two to five full time (or full time equivalent) employees.
- ☐ LEVEL 4: Position is responsible for the supervision of six to 15 full time (or full time equivalent) employees.
- ☐ LEVEL 5: Position is responsible for direct and/or indirect supervision of 16 to 29 full time (or full time equivalent) employees.
- ☐ LEVEL 6: Position is responsible for direct and/or indirect supervision of 30 to 50 full time (or full time equivalent) employees.
- ☐ LEVEL 7: Position is responsible for direct and/or indirect supervision of more than 51 full time (or full time equivalent) employees.

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

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

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

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

Condition	No	Yes	How Often? (Rarely, Occasionally or Daily)
Lighting-dimness or brightness	☐	☐	
Dust	☐	☐	
Heat	☐	☐	
Cold	☐	☐	
Odors	☐	☐	
Noise	☐	☐	
Vibration	☐	☐	
Wetness/Humidity	☐	☐	
Toxic Agents	☐	☐	
Electrical Currents	☐	☐	
Heavy Machinery	☐	☐	
Violence	☐	☐	
Disease	☐	☐	
Smoke	☐	☐	
Other	☐	☐	

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

- ☐ LEVEL 1: Position has no responsibility for, or use of, technology.
- ☐ LEVEL 2: Position has some basic use of computers for data entry and some use of the telephone, copier, etc.
- ☐ LEVEL 3: Position has daily use of computers for data entry and use of the telephone, fax machine, copier, etc. Position has daily use of light equipment such as push mowers, weed whackers, pole saws, custodial equipment, etc.
- ☐ LEVEL 4: Position has daily use of computers, the Internet, Smartphones, etc. to create databases, spreadsheets, or reports. Position designs and creates customized reports, presentations, and/or documents using advanced software skills.
- ☐ LEVEL 5A: Position provides routine consultation and technology support for everyday computer programming and/or software requests/questions to others in the organization; is an applications super user; or uses specialized software such as GIS, SCADA or telecommunications software.
- ☐ LEVEL 5B: Position uses, troubleshoots, and/or repairs various pieces of specialized equipment such as HVAC, lighting, gas flares, blowers, engines, heavy equipment, diagnostic equipment, large vehicles (vacuum trucks, street sweepers, fire apparatus) and/or medical or public safety equipment.
- ☐ LEVEL 6: Position is responsible for advanced computer programming, system security, maintenance, training, and purchasing of items such as computers, printers, scanners, etc., for the computer system for the organization (IT personnel).
- ☐ LEVEL 7: Position is responsible for the overall direction and supervision of the staff that are responsible for the computer and technology needs of the organization, including responsibility for developing technology policies for the organization (IT personnel).

10. FLSA EXEMPT OR NON-EXEMPT DETERMINATION

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

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

Please answer for only one category:

A. Executive

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

B. Administrative

Are you paid the equivalent of at least \$684 per week on a salary basis?

No	Yes	Unsure
☐	☐	☐

Is this a "staff" position where your primary duty is performing office or non-manual work directly related to the management or general operations of the organization, division or unit?

☐	☐	☐
--------------------------	--------------------------	--------------------------

Do you exercise discretion and independent judgment with respect to matters of significance, have the authority to formulate/interpret policy, and have a high level of operational responsibility?

☐	☐	☐
--------------------------	--------------------------	--------------------------

C. Professional

Are you paid the equivalent of at least \$684 per week on a salary basis?

No	Yes	Unsure
☐	☐	☐

Does your primary duty include the performance of work that requires advanced knowledge in a field of science or learning that is customarily acquired by a prolonged course of specialized instruction?

☐	☐	☐
--------------------------	--------------------------	--------------------------

Is a specialized advanced degree a prerequisite for your job?

☐	☐	☐
--------------------------	--------------------------	--------------------------

If yes, what is the degree or certification?

D. Computer

Are you paid the equivalent of at least \$684 per week on a salary basis?

No	Yes	Unsure
☐	☐	☐

Do your primary duties involve:

The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications; OR

☐	☐	☐
--------------------------	--------------------------	--------------------------

The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on or related to user or system design specifications; OR

☐	☐	☐
--------------------------	--------------------------	--------------------------

The design, documentation, testing, creation or modification of computer programs related to organizational operating systems; OR

☐	☐	☐
--------------------------	--------------------------	--------------------------

A combination of the aforementioned duties, the performance of which requires the same level of skills?

☐	☐	☐
--------------------------	--------------------------	--------------------------

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

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

EMPLOYEE'S SIGNATURE OR TYPED NAME

DATE

THIS SECTION TO BE COMPLETED BY IMMEDIATE SUPERVISOR AND/OR DEPARTMENT HEAD

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

1. Do you agree with the employee's answers to all of the above questions? If not, please explain.
2. List any job duties or assignments which the employee performs which are in addition to those listed on the job description or this form.
3. How long has this employee worked for you?
4. Additional comments from the employee's immediate supervisor:

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

SUPERVISOR'S SIGNATURE OR TYPED NAME

DATE

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

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

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

DEPARTMENT HEAD SIGNATURE OR TYPED NAME

DATE

IMPORTANT DATES:

August 4th to August 19th:

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

August 19th to August 26th:

Supervisors and Department Heads review and then submit the JAQs to Human Resources.

August 26th to September 2nd:

Human Resources/City Administration reviews and then submits the JAQs to GovHR USA.

Week of September 12th:

GovHR USA conducts virtual interviews with employees

APPENDIX B

1. Population: Maximum 20 Points						
25,142						
Factor	Minimum Range			Maximum Range		Points
1.50	16,761	25,142		25,142	37,713	20
2.00	12,571	16,760		37,714	50,284	15
2.50	10,057	12,570		50,285	62,855	10
3.00	8,381	10,056		62,856	75,426	5
All Others						0
2. Total Equalized Value: Maximum 15 Points						
5,232 Million						
Factor	Minimum Range			Maximum Range		Points
1.50	3,488	5,232		5,232	7,848	15
2.00	2,616	3,487		7,849	10,464	11
2.50	2,093	2,615		10,465	13,080	7
3.00	1,744	2,092		13,081	15,696	3
All Others						0
3. Property Tax Levy Per Capita: Maximum 15 Points						
920						
Factor	Minimum Range			Maximum Range		Points
1.50	613	920		920	1,380	15
2.00	460	612		1,381	1,840	11
2.50	368	459		1,841	2,300	7
3.00	307	367		2,301	2,760	3
All Others						0
4. Basic Spending Per Capita : Maximum: 15 Points						
560						
Factor	Minimum Range			Maximum Range		Points
1.50	373	560		560	840	15
2.00	280	372		841	1,120	11
2.50	224	279		1,121	1,400	7
3.00	187	223		1,401	1,680	5
All Others						0
5. Shared Revenues: Maximum 15 Points						
353 Thousand						
Factor	Minimum Range			Maximum Range		Points
1.50	235	353		353	530	15
2.00	177	234		531	706	11
2.50	141	176		707	883	7
3.00	118	140		884	1,059	3
All Others						0
6. Per Capita Debt: Maximum 10 Points						
1,814						
Factor	Minimum Range			Maximum Range		Points
1.50	1,209	1,814		1,814	2,721	10
2.00	907	1,208		2,722	3,628	7
2.50	726	906		3,629	4,535	4
3.00	605	725		4,536	5,442	2
All Others						0

7. Proximity to Mequon: Maximum 10 Points	
Factor:	Points
1 to 10 miles:	10
11 to 20 miles:	7
21 to 30 Miles:	4
31 and more miles:	2
All Others	0
Initial screen: 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 Population between 8,000 and 75,000. Sources: (1) Wisconsin Policy Forum's Municipal Data Tool: https://wispolicyforum.org/research/municipal-datatool-examining-and-comparing-wisconsin-cities-and-villages/. (2) Census Bureau: 2020 Population (3) Google Maps: Proximity Note: Each of the seven (7) criterion contain ranges to assess comparability with the City's data. For example, each of the four factor ranges for City population is developed using a factor of .5 percent (+/-). To determine the population range that will receive a score of 15 (most similar to the City), the City's population is multiplied by 1.5 (maximum range) and divided by 1.5 (minimum range). The City's population is then multiplied and divided by 2.0, 2.5 and 3.0 to determine ranges of decreasing similarity (and subsequently decreasing "comparability points").	

City of Mequon, WI
Criteria Comparisons - Sorted by Rank

Municipality	Population	Max. Points	Total EV (million)	Max. Points	Per Capita Property Tax Levy	Max. Points	Per Capita Basic Spending	Max Points	Shared Revenues (thousand)	Max. Points	Per Capita Debt	Max. Points	Proximity (miles)	Max. Points	Total Points
Mequon	25,142	20	5,232	15	920	15	560	15	353	15	1,814	10	-	10	100
Germantown	20,917	20	2,901	11	661	15	555	15	842	7	2,070	10	5.7	10	88
Menomonee Falls	38,527	15	5,621	15	636	15	586	15	863	7	2,295	10	7.0	10	87
Muskego	25,032	20	3,480	11	526	11	445	15	485	15	1,797	10	28.8	4	86
Brookfield	41,464	15	7,714	15	1,049	15	835	15	855	7	2,477	10	14.1	7	84
Oconomowoc	18,203	20	2,656	11	706	15	543	15	280	15	648	2	30.8	4	82
Franklin	36,013	20	4,588	15	600	11	607	15	774	7	1,997	10	24.4	4	82
Pewaukee City	15,914	15	3,526	15	672	15	714	15	765	7	1,010	7	19.4	7	81
Whitefish Bay	14,954	15	2,473	7	844	15	565	15	180	11	1,832	10	13.7	7	80
Middleton	21,827	20	4,077	15	875	15	678	15	955	3	2,022	10	99.6	2	80
Sun Prairie	35,967	20	3,864	15	704	15	575	15	802	7	2,595	10	73.9	2	80
Wauwatosa	48,387	15	6,864	15	938	15	830	15	1,661	0	2,559	10	11.9	7	77
Greenfield	37,803	15	3,533	15	748	15	712	15	1,683	0	2,161	10	20.4	7	77
Cedarburg	12,121	10	1,548	0	872	15	622	15	420	15	1,554	10	8.1	10	75
Brown Deer	12,507	10	1,045	0	734	15	725	15	455	15	2,303	10	6.6	10	75
West Bend	31,752	20	3,200	11	658	15	587	15	1,720	0	1,463	10	22.5	4	75
Greendale	14,854	15	1,639	0	720	15	706	15	466	15	1,621	10	22.4	4	74
New Berlin	40,451	15	5,849	15	685	15	595	15	1,024	0	1,392	10	21.5	4	74
Oak Creek	36,497	20	4,216	15	623	15	819	15	6,161	0	2,731	7	31.0	2	74
Shorewood	13,859	15	1,789	3	878	15	678	15	535	11	3,561	7	14.9	7	73
Grafton	12,094	10	1,542	0	675	15	663	15	500	15	2,749	7	10.5	10	72
Glendale	13,357	15	2,075	3	1,060	15	1,070	11	592	11	3,044	7	9.7	10	72
West Allis	60,325	10	4,324	15	744	15	837	15	8,826	0	1,453	10	16.6	7	72
Pleasant Prairie	21,250	20	4,294	15	614	15	698	15	2,594	0	4,240	4	55.0	2	71
Hartland	9,501	5	1,436	0	678	15	620	15	247	15	2,303	10	23.0	4	64
Waukesha	71,158	5	7,118	15	937	15	671	15	3,701	0	2,347	10	22.6	4	64
Sheboygan	49,929	15	3,299	11	521	11	635	15	11,401	0	1,224	10	50.2	2	64
Sussex	11,487	10	1,534	0	694	15	411	15	214	11	3,664	4	13.7	7	62
Hartford	15,626	15	1,495	0	512	11	432	15	849	7	1,374	10	23.8	4	62
South Milwaukee	20,795	20	1,351	0	555	11	620	15	2,903	0	1,269	10	29.4	4	60
Cudahy	18,204	20	1,333	0	525	11	629	15	3,766	0	1,269	10	25.9	4	60
Watertown	22,926	20	1,648	0	602	11	483	15	3,139	0	1,488	10	39.1	2	58
Fort Atkinson	12,579	15	1,042	0	615	15	478	15	1,214	0	1,677	10	63.2	2	57
Mukwonago	8,262	0	993	0	789	15	664	15	242	15	3,262	7	37.4	2	54
Beaver Dam	16,708	15	1,306	0	667	15	648	15	1,960	0	1,202	7	51.8	2	54
Port Washington	12,353	10	1,175	0	515	11	575	15	2,704	0	2,452	10	17.0	7	53
Plymouth	8,932	5	863	0	506	11	455	15	743	7	2,100	10	44.6	2	50
Sheboygan Falls	8,210	0	699	0	448	7	409	15	490	15	1,712	10	45.8	2	49
Saint Francis	9,161	5	697	0	655	15	842	11	2,176	0	2,176	10	24.2	4	45
Whitewater	14,889	15	741	0	271	0	399	15	3,365	0	1,460	10	56.9	2	42
Waupun	11,344	10	511	0	285	0	437	15	2,666	0	1,217	10	55.5	2	37
Richfield	11,739	10	1,878	3	290	0	190	5	137	3	60	0	10.9	10	31

City of Mequon, WI
Top Comparables 74+ Points

Municipality	Population	Max. Points	Total EV (million)	Max. Points	Per Capita Property Tax Levy	Max. Points	Per Capita Basic Spending	Max Points	Shared Revenues (thousand)	Max. Points	Per Capita Debt	Max. Points	Proximity (miles)	Max. Points	Total Points
Mequon	25,142	20	5,232	15	920	15	560	15	353	15	1,814	10	-	10	100
Germantown	20,917	20	2,901	11	661	15	555	15	842	7	2,070	10	5.7	10	88
Menomonee Falls	38,527	15	5,621	15	636	15	586	15	863	7	2,295	10	7.0	10	87
Muskego	25,032	20	3,480	11	526	11	445	15	485	15	1,797	10	28.8	4	86
Brookfield	41,464	15	7,714	15	1,049	15	835	15	855	7	2,477	10	14.1	7	84
Oconomowoc	18,203	20	2,656	11	706	15	543	15	280	15	648	2	30.8	4	82
Franklin	36,013	20	4,588	15	600	11	607	15	774	7	1,997	10	24.4	4	82
Pewaukee City	15,914	15	3,526	15	672	15	714	15	765	7	1,010	7	19.4	7	81
Whitefish Bay	14,954	15	2,473	7	844	15	565	15	180	11	1,832	10	13.7	7	80
Middleton	21,827	20	4,077	15	875	15	678	15	955	3	2,022	10	99.6	2	80
Sun Prairie	35,967	20	3,864	15	704	15	575	15	802	7	2,595	10	73.9	2	80
Wauwatosa	48,387	15	6,864	15	938	15	830	15	1,661	0	2,559	10	11.9	7	77
Greenfield	37,803	15	3,533	15	748	15	712	15	1,683	0	2,161	10	20.4	7	77
Cedarburg	12,121	10	1,548	0	872	15	622	15	420	15	1,554	10	8.1	10	75
Brown Deer	12,507	10	1,045	0	734	15	725	15	455	15	2,303	10	6.6	10	75
West Bend	31,752	20	3,200	11	658	15	587	15	1,720	0	1,463	10	22.5	4	75
Greendale	14,854	15	1,639	0	720	15	706	15	466	15	1,621	10	22.4	4	74
New Berlin	40,451	15	5,849	15	685	15	595	15	1,024	0	1,392	10	21.5	4	74
Oak Creek	36,497	20	4,216	15	623	15	819	15	6,161	0	2,731	7	31.0	2	74

Communities that did not score 74+ points but were added due to being comparables in the past and competitors in the marketplace.

Grafton	12,094	10	1,542	0	675	15	663	15	500	15	2,749	7	10.5	10	72
Pleasant Prairie	21,250	20	4,294	15	614	15	698	15	2,594	0	4,240	4	55.0	2	71
Sheboygan	49,929	15	3,299	11	521	11	635	15	11,401	0	1,224	10	50.2	2	64

APPENDIX C

Assistant City Administrator

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Assistant Manager	50,002	73,207	
Cedarburg	n/a			
Franklin	n/a			
Germantown	Support Services Manager	73,212	99,576	82,264
Grafton	n/a			
Greenfield	n/a			
Menomonee Falls	Asst. Village Manager/Dir. Of Public Works	107,182	140,192	140,192
Middleton	Asst City Administrator/Finance Director	109,470	142,314	124,063
Muskego	n/a			
New Berlin	n/a			
Oak Creek	Assistant City Administrator	99,681		119,500
Oconomowoc	n/a			
Pewaukee City	n/a			
Pleasant Prairie	Assistant Village Administrator	92,519	115,649	115,649
Sheboygan	Assistant to City Administrator	68,640	87,714	72,842
Sun Prairie	Director of Administrative Services	100,638	143,841	
Wauwatosa	Deputy City Administrator	111,405	152,776	141,315
West Bend	n/a			
Whitefish Bay	Assistant Village Manager			84,050
ERI Data	n/a			
Mequon	Assistant City Administrator	79,143	112,709	97,273
Range Data				
Average		90,305.49	119,408.53	109,984.36
50th Percentile		99,681.00	127,920.50	117,574.50
60th Percentile		100,446.60	140,616.32	120,412.57
65th Percentile		101,946.88	141,358.88	122,009.57
70th Percentile		104,564.64	142,101.44	123,606.57
75th Percentile		107,182.40	142,695.45	128,095.14
80th Percentile		108,097.60	143,230.04	133,740.34
Actual Data				
Average		98,985.92	131,981.23	
50th Percentile		105,817.05	141,089.40	
60th Percentile		108,371.31	144,495.08	
65th Percentile		109,808.61	146,411.48	
70th Percentile		111,245.91	148,327.88	
75th Percentile		115,285.62	153,714.17	
80th Percentile		120,366.31	160,488.41	

Assistant City Administrator (Edited)

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Assistant Manager			
Cedarburg	n/a			
Franklin	n/a			
Germantown	Support Services Manager	73,212	99,576	82,264
Grafton	n/a			
Greenfield	n/a			
Menomonee Falls	Asst. Village Manager/Dir. Of Public Works	107,182	140,192	140,192
Middleton	Asst City Administrator/Finance Director	109,470	142,314	124,063
Muskego	n/a			
New Berlin	n/a			
Oak Creek	Assistant City Administrator	99,681		119,500
Oconomowoc	n/a			
Pewaukee City	n/a			
Pleasant Prairie	Assistant Village Administrator	92,519	115,649	115,649
Sheboygan	Assistant to City Administrator	68,640	87,714	72,842
Sun Prairie	Director of Administrative Services	100,638	143,841	
Wauwatosa	Deputy City Administrator	111,405	152,776	141,315
West Bend	n/a			
Whitefish Bay	Assistant Village Manager			84,050
ERI Data	n/a			
Mequon	Assistant City Administrator (Edited)	79,143	112,709	97,273
Range Data				
Average		95,343.43	126,008.75	109,984.36
50th Percentile		100,159.50	140,192.00	117,574.50
60th Percentile		101,946.88	141,464.96	120,412.57
65th Percentile		104,237.42	142,101.44	122,009.57
70th Percentile		106,527.96	142,619.08	123,606.57
75th Percentile		107,754.40	143,077.30	128,095.14
80th Percentile		108,555.20	143,535.52	133,740.34
Actual Data				
Average		98,985.92	131,981.23	
50th Percentile		105,817.05	141,089.40	
60th Percentile		108,371.31	144,495.08	
65th Percentile		109,808.61	146,411.48	
70th Percentile		111,245.91	148,327.88	
75th Percentile		115,285.62	153,714.17	
80th Percentile		120,366.31	160,488.41	

Executive Assistant - Communications

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Communications & Marketing Coordinator	49,920	72,800	58,240
Cedarburg	n/a			
Franklin	n/a			
Germantown	n/a			
Grafton	n/a			
Greenfield	n/a			
Menomonee Falls	Executive Assistant	59,821	78,333	78,333
Middleton	n/a			
Muskego	n/a			
New Berlin	Executive Assistant - Communications	56,476	76,242	60,000
Oak Creek	Communications Coordinator	55,576	77,474	77,474
Oconomowoc	n/a			
Pewaukee City	n/a			
Pleasant Prairie	Communications Manager	74,278	92,848	83,563
Sheboygan	Communications Specialist & Admin. Asst.	55,078	70,366	50,502
Sun Prairie	Community Events/Dev Coordinator	54,469	73,534	
Wauwatosa	Communications Manager	58,282	79,914	68,266
West Bend	Executive Assistant - Administration	56,638	76,461	56,638
Whitefish Bay	n/a			
ERI Data	Communications Coord. 1-14 YOS, Average	42,712	63,200	56,063
Mequon	Executive Assistant	48,609	65,766	54,350
Range Data				
Average		56,324.98	76,117.18	65,453.20
50th Percentile		56,026.00	76,351.50	60,000.00
60th Percentile		56,540.80	76,866.20	66,612.80
65th Percentile		56,613.70	77,322.05	70,107.60
70th Percentile		57,131.20	77,731.64	73,790.80
75th Percentile		57,871.00	78,118.10	77,474.00
80th Percentile		58,589.76	78,649.04	77,817.52
Actual Data				
Average		58,907.88	78,543.84	
50th Percentile		54,000.00	72,000.00	
60th Percentile		59,951.52	79,935.36	
65th Percentile		63,096.84	84,129.12	
70th Percentile		66,411.72	88,548.96	
75th Percentile		69,726.60	92,968.80	
80th Percentile		70,035.77	93,381.02	

Executive Assistant - Communications (Edited)

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Communications & Marketing Coordinator	49,920	72,800	58,240
Cedarburg	n/a			
Franklin	n/a			
Germantown	n/a			
Grafton	n/a			
Greenfield	n/a			
Menomonee Falls	Executive Assistant	59,821	78,333	78,333
Middleton	n/a			
Muskego	n/a			
New Berlin	Executive Assistant - Communications	56,476	76,242	60,000
Oak Creek	Communications Coordinator	55,576	77,474	77,474
Oconomowoc	n/a			
Pewaukee City	n/a			
Pleasant Prairie	Communications Manager			
Sheboygan	Communications Specialist & Admin. Asst.	55,078	70,366	50,502
Sun Prairie	Community Events/Dev Coordinator	54,469	73,534	
Wauwatosa	Communications Manager			
West Bend	Executive Assistant - Administration	56,638	76,461	56,638
Whitefish Bay	n/a			
ERI Data	Communications Coord. 1-14 YOS, Average	42,712	63,200	56,063
Mequon	Executive Assistant	48,609	65,766	54,350
Range Data				
Average		53,836.23	73,551.23	62,464.26
50th Percentile		55,327.00	74,888.00	58,240.00
60th Percentile		55,756.00	76,285.80	59,296.00
65th Percentile		56,071.00	76,362.45	59,824.00
70th Percentile		56,386.00	76,439.10	63,494.80
75th Percentile		56,516.50	76,714.25	68,737.00
80th Percentile		56,573.20	77,068.80	73,979.20
Actual Data				
Average		56,217.83	74,957.11	
50th Percentile		52,416.00	69,888.00	
60th Percentile		53,366.40	71,155.20	
65th Percentile		53,841.60	71,788.80	
70th Percentile		57,145.32	76,193.76	
75th Percentile		61,863.30	82,484.40	
80th Percentile		66,581.28	88,775.04	

Administrative Secretary				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	n/a			
Germantown	Administrative Assistant	32,793	51,851	48,082
Grafton	Admin Assistant I and II	43,784	59,176	52,458
Greenfield	Administrative Assistant	57,658	66,206	66,206
Menomonee Falls	Administrative Assistant	50,211	65,728	
Middleton	n/a			
Muskego	Administrative Assistant (not filled)	44,143	57,370	
New Berlin	Office Coordinator	45,261	61,110	
Oak Creek	Administrative Support Assistant	33,956	39,037	
Oconomowoc	n/a			
Pewaukee City	Administrative Assistant	41,496	56,909	46,550
Pleasant Prairie	Executive Secretary	51,855	64,819	64,819
Sheboygan	n/a			
Sun Prairie	Administrative Assistant	38,736	52,294	
Wauwatosa	n/a			
West Bend	Office Specialist	44,886	60,590	48,623
Whitefish Bay	Administrative Assistant			44,782
ERI Data	Secretary 1-12 YOS, Median	36,649	52,474	45,408
Mequon	Administrative Secretary	41,674	56,384	
Range Data				
Average		43,452.35	57,297.02	52,116.06
50th Percentile		43,963.50	58,273.00	48,352.73
60th Percentile		44,588.80	60,024.40	49,390.00
65th Percentile		44,942.25	60,668.00	50,732.25
70th Percentile		45,148.50	60,954.00	52,074.50
75th Percentile		46,498.55	62,037.25	55,548.25
80th Percentile		49,221.16	64,077.20	59,874.60
Actual Data				
Average		46,904.45	62,539.27	
50th Percentile		43,517.46	58,023.28	
60th Percentile		44,451.00	59,268.00	
65th Percentile		45,659.03	60,878.70	
70th Percentile		46,867.05	62,489.40	
75th Percentile		49,993.43	66,657.90	
80th Percentile		53,887.14	71,849.52	

City Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Village Clerk	56,886	83,287	72,500
Cedarburg	City Clerk	69,000	89,000	75,000
Franklin	Director of Clerk Services	82,340	111,157	
Germantown	Village Clerk Treasurer	80,943	104,702	83,824
Grafton	City Clerk	60,572	81,915	71,785
Greenfield	City Clerk	88,362	101,398	101,398
Menomonee Falls	Village Clerk	84,843	111,093	84,843
Middleton	City Clerk/Human Resources Assistant	68,685	89,291	
Muskego	n/a			
New Berlin	City Clerk	77,936	105,213	93,380
Oak Creek	City Clerk	85,907	95,907	93,407
Oconomowoc	City Clerk	80,891	104,000	97,074
Pewaukee City	Clerk/Treasurer	76,544	104,978	92,310
Pleasant Prairie	Village Clerk	74,278	92,848	92,848
Sheboygan	City Clerk			92,373
Sun Prairie	City Clerk	80,012	106,689	
Wauwatosa	City Clerk	78,707	107,931	87,714
West Bend	City Clerk	83,366	112,549	83,366
Whitefish Bay	Finance Director/Clerk			100,860
ERI Data	n/a			
Mequon	City Clerk	79,143	112,709	98,373
Range Data				
Average		76,829.53	100,122.32	88,178.79
50th Percentile		79,359.50	104,350.89	92,310.00
60th Percentile		80,891.20	104,977.60	92,563.00
65th Percentile		80,930.05	105,154.15	92,901.20
70th Percentile		81,641.50	105,951.00	93,273.60
75th Percentile		82,596.50	106,999.50	93,393.50
80th Percentile		83,366.00	107,931.00	94,140.32
Actual Data				
Average		79,360.91	105,814.54	
50th Percentile		83,079.00	110,772.00	
60th Percentile		83,306.70	111,075.60	
65th Percentile		83,611.08	111,481.44	
70th Percentile		83,946.24	111,928.32	
75th Percentile		84,054.15	112,072.20	
80th Percentile		84,726.29	112,968.38	

City Clerk (Edited)				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Village Clerk	56,886	83,287	72,500
Cedarburg	City Clerk	69,000	89,000	75,000
Franklin	Director of Clerk Services	82,340	111,157	
Germantown	Village Clerk Treasurer			
Grafton	City Clerk	60,572	81,915	71,785
Greenfield	City Clerk	88,362	101,398	101,398
Menomonee Falls	Village Clerk	84,843	111,093	84,843
Middleton	City Clerk/Human Resources Assistant	68,685	89,291	
Muskego	n/a			
New Berlin	City Clerk	77,936	105,213	93,380
Oak Creek	City Clerk	85,907	95,907	93,407
Oconomowoc	City Clerk	80,891	104,000	97,074
Pewaukee City	Clerk/Treasurer			
Pleasant Prairie	Village Clerk	74,278	92,848	92,848
Sheboygan	City Clerk			92,373
Sun Prairie	City Clerk	80,012	106,689	
Wauwatosa	City Clerk	78,707	107,931	87,714
West Bend	City Clerk	83,366	112,549	83,366
Whitefish Bay	Finance Director/Clerk			
ERI Data	n/a			
Mequon	City Clerk (Edited)	79,143	112,709	98,373
Range Data				
Average		76,556.10	99,448.41	87,140.65
50th Percentile		79,359.50	102,699.00	90,043.50
60th Percentile		80,715.36	104,970.40	92,658.00
65th Percentile		81,543.16	105,877.20	92,927.80
70th Percentile		82,442.60	106,813.20	93,220.40
75th Percentile		83,109.50	107,620.50	93,386.75
80th Percentile		83,956.88	109,195.72	93,401.60
Actual Data				
Average		78,426.59	104,568.78	
50th Percentile		81,039.15	108,052.20	
60th Percentile		83,392.20	111,189.60	
65th Percentile		83,635.02	111,513.36	
70th Percentile		83,898.36	111,864.48	
75th Percentile		84,048.08	112,064.10	
80th Percentile		84,061.44	112,081.92	

Deputy Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Deputy Clerk - Treasurer (not filled)	50,002	73,207	
Cedarburg	Deputy Clerk	52,000	72,000	57,000
Franklin	Deputy City Clerk	56,166	73,016	
Germantown	Deputy Clerk - Treasurer	44,318	60,277	47,840
Grafton	Deputy Clerk	42,120	56,909	46,218
Greenfield	Deputy City Clerk	64,834	74,402	67,101
Menomonee Falls	Deputy Village Clerk	56,430	73,902	65,686
Middleton	Deputy Clerk/Finance Assistant	54,405	70,727	
Muskego	Deputy Clerk	57,921	75,273	58,718
New Berlin	Deputy Clerk	56,476	76,242	76,125
Oak Creek	Deputy Clerk	69,525	77,099	75,402
Oconomowoc	Deputy Clerk	46,072	59,238	59,238
Pewaukee City	Deputy Clerk/Comm. Dev. Coord.	51,064	70,034	63,003
Pleasant Prairie	Deputy Village Clerk	39,042	48,797	43,909
Sheboygan	Deputy City Clerk	51,210	65,437	52,374
Sun Prairie	Deputy City Clerk	44,842	60,536	
Wauwatosa	Deputy City Clerk	50,107	68,682	60,112
West Bend	Deputy City Clerk	42,349	57,179	42,349
Whitefish Bay	Deputy City Clerk			58,219
ERI Data	n/a			
Mequon	Deputy Clerk	41,674	56,384	
Range Data				
Average		51,604.63	67,386.52	58,219.65
50th Percentile		51,137.00	70,380.30	58,718.00
60th Percentile		52,481.00	72,203.20	59,587.84
65th Percentile		54,493.05	73,025.55	60,401.10
70th Percentile		55,989.90	73,187.90	62,424.80
75th Percentile		56,364.30	73,728.55	64,344.70
80th Percentile		56,457.76	74,202.16	65,969.32
Actual Data				
Average		52,397.69	69,863.58	
50th Percentile		52,846.20	70,461.60	
60th Percentile		53,629.06	71,505.41	
65th Percentile		54,360.99	72,481.32	
70th Percentile		56,182.32	74,909.76	
75th Percentile		57,910.23	77,213.64	
80th Percentile		59,372.39	79,163.18	

Deputy Clerk (Edited)				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Deputy Clerk - Treasurer (not filled)	50,002	73,207	
Cedarburg	Deputy Clerk	52,000	72,000	57,000
Franklin	Deputy City Clerk	56,166	73,016	
Germantown	Deputy Clerk - Treasurer			
Grafton	Deputy Clerk	42,120	56,909	46,218
Greenfield	Deputy City Clerk	64,834	74,402	67,101
Menomonee Falls	Deputy Village Clerk	56,430	73,902	65,686
Middleton	Deputy Clerk/Finance Assistant	54,405	70,727	
Muskego	Deputy Clerk	57,921	75,273	58,718
New Berlin	Deputy Clerk	56,476	76,242	76,125
Oak Creek	Deputy Clerk	69,525	77,099	75,402
Oconomowoc	Deputy Clerk	46,072	59,238	59,238
Pewaukee City	Deputy Clerk/Comm. Dev. Coord.	51,064	70,034	63,003
Pleasant Prairie	Deputy Village Clerk	39,042	48,797	43,909
Sheboygan	Deputy City Clerk	51,210	65,437	52,374
Sun Prairie	Deputy City Clerk	44,842	60,536	
Wauwatosa	Deputy City Clerk	50,107	68,682	60,112
West Bend	Deputy City Clerk	42,349	57,179	42,349
Whitefish Bay	Deputy City Clerk			58,219
ERI Data	n/a			
Mequon	Deputy Clerk (Edited)	41,674	56,384	
Range Data				
Average		52,033.26	67,804.73	58,961.06
50th Percentile		51,210.00	70,727.00	58,978.20
60th Percentile		53,443.00	72,609.60	59,937.28
65th Percentile		55,109.40	73,092.40	61,412.95
70th Percentile		56,218.88	73,346.08	63,271.34
75th Percentile		56,430.40	73,902.40	65,015.55
80th Percentile		56,466.88	74,302.08	66,252.24
Actual Data				
Average		53,064.95	70,753.27	
50th Percentile		53,080.38	70,773.84	
60th Percentile		53,943.55	71,924.74	
65th Percentile		55,271.66	73,695.54	
70th Percentile		56,944.21	75,925.61	
75th Percentile		58,514.00	78,018.66	
80th Percentile		59,627.02	79,502.69	

Finance Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Treasurer/Comptroller (Finance Director)	73,574	107,720	97,500
Cedarburg	Finance Director	80,000	100,000	85,000
Franklin	Director of Finance and Treasurer	88,514	119,494	
Germantown	Clerk/Treasurer	80,943	104,702	83,824
Grafton	Director of Administrative Services	77,266	104,425	97,411
Greenfield	Finance Director	97,989	112,446	112,446
Menomonee Falls	Finance Director	89,960	117,790	104,645
Middleton	Asst City Administrator/Finance Director	109,470	142,314	124,063
Muskego	Finance & Admin. Director	115,636	150,278	129,875
New Berlin	Finance Director	87,568	118,218	116,252
Oak Creek	See Assistant City Administrator			
Oconomowoc	Director of Finance & Admin Services	113,672	146,162	136,427
Pewaukee City	Clerk/Treasurer	76,544	104,978	92,310
Pleasant Prairie	Finance Director/Treasurer	92,519	115,649	115,649
Sheboygan	Finance Director	114,254	145,974	120,931
Sun Prairie	Finance Director	100,626	128,949	
Wauwatosa	Finance Director	103,230	141,544	141,544
West Bend	Finance Director	100,880	136,198	100,880
Whitefish Bay	Finance Director/Clerk			100,860
ERI Data	Finance Director - Median	125,322	133,314	129,678
Mequon	Finance Director	10,435	137,812	
Range Data				
Average		95,998.21	123,897.47	111,135.00
50th Percentile		95,254.00	118,856.00	112,446.00
60th Percentile		100,676.80	129,822.00	116,010.80
65th Percentile		100,997.50	133,458.20	118,123.68
70th Percentile		102,995.00	135,909.60	121,557.53
75th Percentile		107,910.30	140,207.50	124,062.85
80th Percentile		111,991.36	142,005.76	128,554.97
Actual Data				
Average		100,021.50	133,362.00	
50th Percentile		101,201.40	134,935.20	
60th Percentile		104,409.72	139,212.96	
65th Percentile		106,311.31	141,748.42	
70th Percentile		109,401.78	145,869.04	
75th Percentile		111,656.57	148,875.42	
80th Percentile		115,699.47	154,265.96	

Assistant Finance Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Senior Accountant	66,643	97,572	72,134
Cedarburg	Deputy Treasurer	52,000	72,000	64,000
Franklin	Deputy Treasurer	61,754	81,825	
Germantown	Senior Deputy Treasurer	51,521	73,680	67,662
Grafton	n/a			
Greenfield	Deputy Comptroller	85,267	97,847	94,538
Menomonee Falls	Assistant Finance Director	63,398	82,971	75,629
Middleton	n/a			
Muskego	Finance & Administration Associate Director	88,132	114,536	94,037
New Berlin	posting for Deputy Finance Director	77,936	105,213	
Oak Creek	Assistant Comptroller	69,525	79,299	74,412
Oconomowoc	Accounting Manager	80,891	104,000	92,456
Pewaukee City	Senior Accountant & Budget Analyst	59,571	81,702	77,563
Pleasant Prairie	Assistant Finance Director	74,278	92,848	92,848
Sheboygan	Deputy Finance Director	79,414	101,462	82,389
Sun Prairie	Senior Accountant/Deputy Treasurer	60,053	81,071	
Wauwatosa	Assistant Finance Director	74,651	102,315	101,920
West Bend	Assistant Finance Director	67,454	91,062	67,454
Whitefish Bay	n/a			
ERI Data	n/a			
Mequon	Assistant to the Finance Director	61,234	82,846	
Range Data				
Average		69,530.59	91,212.77	81,310.92
50th Percentile		68,489.50	91,955.00	77,563.00
60th Percentile		74,278.00	97,572.00	84,402.24
65th Percentile		74,557.75	97,778.25	90,442.56
70th Percentile		76,293.50	99,654.70	92,612.80
75th Percentile		78,305.60	101,675.55	92,848.00
80th Percentile		79,414.40	102,315.00	93,561.40
Actual Data				
Average		73,179.83	97,573.11	
50th Percentile		69,806.70	93,075.60	
60th Percentile		75,962.02	101,282.69	
65th Percentile		81,398.30	108,531.07	
70th Percentile		83,351.52	111,135.36	
75th Percentile		83,563.20	111,417.60	
80th Percentile		84,205.26	112,273.68	

Assistant Finance Director (Edited)				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Senior Accountant			
Cedarburg	Deputy Treasurer	52,000	72,000	64,000
Franklin	Deputy Treasurer	61,754	81,825	
Germantown	Senior Deputy Treasurer	51,521	73,680	67,662
Grafton	n/a			
Greenfield	Deputy Comptroller	85,267	97,847	94,538
Menomonee Falls	Assistant Finance Director	63,398	82,971	75,629
Middleton	Accountant/Budget Analyst	64,792	84,240	70,607
Muskego	Finance & Administration Associate Director	88,132	114,536	94,037
New Berlin	posting for Deputy Finance Director	77,936	105,213	
Oak Creek	Assistant Comptroller	69,525	79,299	74,412
Oconomowoc	Accounting Manager			
Pewaukee City	Senior Accountant & Budget Analyst	59,571	81,702	77,563
Pleasant Prairie	Assistant Finance Director	74,278	92,848	92,848
Sheboygan	Deputy Finance Director	79,414	101,462	82,389
Sun Prairie	Senior Accountant/Deputy Treasurer	60,053	81,071	
Wauwatosa	Assistant Finance Director	74,651	102,315	101,920
West Bend	Assistant Finance Director	67,454	91,062	67,454
Whitefish Bay	n/a			
ERI Data	n/a			
Mequon	Assistant to the Finance Director	61,234	82,846	
Range Data				
Average		68,649.81	89,471.49	80,254.90
50th Percentile		67,454.00	84,240.00	76,595.90
60th Percentile		71,426.20	91,776.40	80,458.48
65th Percentile		74,315.30	93,347.90	83,957.68
70th Percentile		74,576.40	96,847.20	89,710.24
75th Percentile		76,293.50	99,654.70	93,145.25
80th Percentile		78,231.68	101,632.92	93,799.20
Actual Data				
Average		72,229.41	96,305.89	
50th Percentile		68,936.31	91,915.08	
60th Percentile		72,412.63	96,550.18	
65th Percentile		75,561.91	100,749.22	
70th Percentile		80,739.22	107,652.29	
75th Percentile		83,830.73	111,774.30	
80th Percentile		84,419.28	112,559.04	

Accounting Specialist				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Payroll & Benefits Coordinator	36,281	53,119	63,648
Cedarburg	Accounting Specialist	36,000	56,000	45,000
Franklin	Accounting Supervisor	66,385	87,961	
Germantown	Accountant I	44,318	60,277	50,128
Grafton	Accountant	52,728	71,302	70,054
Greenfield	Senior Accountant	73,102	83,888	83,888
Menomonee Falls	Accounting Clerk	50,211	65,728	59,842
Middleton	Accounting Assistant	51,325	66,723	
Muskego	n/a			
New Berlin	Payroll Coordinator	45,261	61,111	54,891
Oak Creek	Staff Accountant	44,916	57,242	53,059
Oconomowoc	Accountant	52,582	67,600	63,107
Pewaukee City	Deputy Treasurer - Accountant	46,821	64,189	52,270
Pleasant Prairie	Finance Account Clerk	50,482	63,045	63,045
Sheboygan	Accounting Specialist	60,757	77,646	65,936
Sun Prairie	n/a			
Wauwatosa	Accountant	54,205	74,318	60,403
West Bend	Payroll Technician	44,886	60,590	44,886
Whitefish Bay	Assistant Finance Clerk			59,675
ERI Data	Accounting Specialist 1-12 YOS, Median	39,923	52,210	46,442
Mequon	Accounting Specialist	41,674	56,384	
Range Data				
Average		50,010.80	66,055.84	58,517.09
50th Percentile		50,211.20	64,188.80	59,758.30
60th Percentile		50,987.80	66,325.00	60,403.00
65th Percentile		51,827.96	67,073.80	62,384.50
70th Percentile		52,611.52	68,340.40	63,076.10
75th Percentile		52,728.00	71,302.00	63,242.40
80th Percentile		53,909.60	73,714.80	63,648.00
Actual Data				
Average		52,665.38	70,220.51	
50th Percentile		53,782.47	71,709.96	
60th Percentile		54,362.70	72,483.60	
65th Percentile		56,146.05	74,861.40	
70th Percentile		56,768.49	75,691.32	
75th Percentile		56,918.16	75,890.88	
80th Percentile		57,283.20	76,377.60	

Accounting Specialist (Edited)

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Payroll & Benefits Coordinator	36,281	53,119	63,648
Cedarburg	Accounting Specialist	36,000	56,000	45,000
Franklin	Accounting Supervisor	66,385	87,961	
Germantown	Accountant I	44,318	60,277	50,128
Grafton	Accountant	52,728	71,302	70,054
Greenfield	Senior Accountant			
Menomonee Falls	Accounting Clerk	50,211	65,728	59,842
Middleton	Accounting Assistant	51,325	66,723	
Muskego	n/a			
New Berlin	Payroll Coordinator	45,261	61,111	54,891
Oak Creek	Staff Accountant	44,916	57,242	53,059
Oconomowoc	Accountant	52,582	67,600	63,107
Pewaukee City	Deputy Treasurer - Accountant	46,821	64,189	52,270
Pleasant Prairie	Finance Account Clerk	50,482	63,045	63,045
Sheboygan	Accounting Specialist	60,757	77,646	65,936
Sun Prairie	n/a			
Wauwatosa	Accountant	54,205	74,318	60,403
West Bend	Payroll Technician	44,886	60,590	44,886
Whitefish Bay	Assistant Finance Clerk			59,675
ERI Data	Accounting Specialist 1-12 YOS, Median	39,923	52,210	46,442
Mequon	Accounting Specialist	41,674	56,384	
Range Data				
Average		48,567.60	64,941.33	56,825.70
50th Percentile		48,516.00	63,616.90	59,675.00
60th Percentile		50,482.00	65,728.00	60,066.16
65th Percentile		51,114.25	66,474.25	60,667.20
70th Percentile		51,953.70	67,161.50	62,516.60
75th Percentile		52,618.80	68,525.50	63,076.10
80th Percentile		52,728.00	71,302.00	63,215.36
Actual Data				
Average		51,143.13	68,190.84	
50th Percentile		53,707.50	71,610.00	
60th Percentile		54,059.54	72,079.39	
65th Percentile		54,600.48	72,800.64	
70th Percentile		56,264.94	75,019.92	
75th Percentile		56,768.49	75,691.32	
80th Percentile		56,893.82	75,858.43	

Accounts Receivable Specialist

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	Accounts Receivable Specialist	36,000	56,000	35,984
Franklin	Account Clerk	42,952	55,836	
Germantown	Utility Clerk	32,793	51,851	43,264
Grafton	Accounting Clerk	39,000	52,728	44,138
Greenfield	Finance Specialist	57,658	66,206	57,658
Menomonee Falls	Utility Billing Clerk	44,720	58,510	54,683
Middleton	Accounting Assistant	51,325	66,723	
Muskego	Utility Accountant	44,143	57,370	50,710
New Berlin	Cashier-Clerk	39,541	53,352	45,219
Oak Creek	Admin Support Assistant	33,956	39,037	
Oconomowoc	Financial Clerk - Accounts Payable	46,072	59,238	59,238
Pewaukee City	n/a			
Pleasant Prairie	Finance Account Clerk	44,470	55,557	55,557
Sheboygan	Accounts Receivable Specialist	55,078	70,366	63,294
Sun Prairie	Financial Services Technician	40,673	54,908	
Wauwatosa	Accounting Technician	46,010	63,086	49,962
West Bend	Account Technician I	42,349	57,179	42,349
Whitefish Bay	Assistant Finance Clerk			59,675
ERI Data	ARS 1-8 YOS, Average	38,196	49,977	45,622
Mequon	Utility Clerk	41,674	56,384	
Range Data				
Average		43,231.55	56,936.80	50,525.29
50th Percentile		42,952.00	56,000.00	50,336.00
60th Percentile		44,339.20	57,293.60	53,888.56
65th Percentile		44,570.00	57,826.16	55,076.41
70th Percentile		44,978.00	58,656.00	55,767.10
75th Percentile		46,010.00	59,238.40	57,132.75
80th Percentile		46,059.60	62,316.48	58,290.16
Actual Data				
Average		45,472.76	60,630.34	
50th Percentile		45,302.40	60,403.20	
60th Percentile		48,499.70	64,666.27	
65th Percentile		49,568.77	66,091.69	
70th Percentile		50,190.39	66,920.52	
75th Percentile		51,419.48	68,559.30	
80th Percentile		52,461.14	69,948.19	

Assessment Technician				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	Assessors Clerk	42,952	55,836	
Germantown	Contracted			
Grafton	n/a			
Greenfield	n/a			
Menomonee Falls	Contracted			
Middleton	n/a			
Muskego	n/a			
New Berlin	n/a			
Oak Creek	Contracted			
Oconomowoc	n/a			
Pewaukee City	Police Clerk/Assessment Tech	43,618	59,821	43,618
Pleasant Prairie	Assessment Technician	44,470	55,557	55,557
Sheboygan	Contracted			
Sun Prairie	Assessment Technician	40,673	54,908	
Wauwatosa	Assessment Technician	46,010	63,086	44,304
West Bend	Assessment Technician	44,886	60,590	44,886
Whitefish Bay	Assistant Finance Clerk			59,675
ERI Data	n/a			
Mequon	Assessment Technician	41,674	56,384	
Range Data				
Average		43,768.10	58,299.63	49,608.00
50th Percentile		44,043.80	57,828.40	44,886.00
60th Percentile		44,470.00	59,820.80	49,154.40
65th Percentile		44,574.00	60,013.10	51,288.60
70th Percentile		44,678.00	60,205.40	53,422.80
75th Percentile		44,782.00	60,397.70	55,557.00
80th Percentile		44,886.00	60,590.00	56,380.60
Actual Data				
Average		44,647.20	59,529.60	
50th Percentile		40,397.40	53,863.20	
60th Percentile		44,238.96	58,985.28	
65th Percentile		46,159.74	61,546.32	
70th Percentile		48,080.52	64,107.36	
75th Percentile		50,001.30	66,668.40	
80th Percentile		50,742.54	67,656.72	

Human Resources Coordinator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	Human Resource Coordinator	66,385	87,961	
Germantown	n/a			
Grafton	HR Generalist	52,728	71,302	60,008
Greenfield	HR Director	90,787	104,181	104,181
Menomonee Falls	Human Resources Coordinator	63,398	82,971	79,310
Middleton	City Clerk/Human Resources Assistant	68,685	89,291	
Muskego	n/a			
New Berlin	Human Resource Director	87,568	118,218	110,000
Oak Creek	Human Resources Manager	84,373	93,605	110,000
Oconomowoc	Director of Human Resources	108,222	139,131	108,222
Pewaukee City	Employee Services Coordinator	55,307	75,858	56,888
Pleasant Prairie	n/a			
Sheboygan	Director of HR & Labor Relations	114,254	145,974	114,254
Sun Prairie	Human Resources Generalist	51,910	70,079	
Wauwatosa	Senior HR Generalist			80,122
West Bend	Human Resources Business Partner	60,029	81,037	60,029
Whitefish Bay	Assistant Manager/HR Manager	65,445	82,815	
ERI Data	HR Generalist 1-12 YOS, Median	53,997	71,869	63,440
Mequon	Human Resources Coordinator	41,674	56,384	
Range Data				
Average		73,077.81	93,878.03	86,041.38
50th Percentile		65,915.00	85,466.10	80,122.00
60th Percentile		68,225.00	89,025.00	104,181.00
65th Percentile		75,744.60	91,232.30	106,201.70
70th Percentile		84,692.50	94,662.60	108,222.40
75th Percentile		86,769.25	101,537.00	109,111.20
80th Percentile		88,855.60	109,795.80	110,000.00
Actual Data				
Average		77,437.24	103,249.66	
50th Percentile		72,109.80	96,146.40	
60th Percentile		93,762.90	125,017.20	
65th Percentile		95,581.53	127,442.04	
70th Percentile		97,400.16	129,866.88	
75th Percentile		98,200.08	130,933.44	
80th Percentile		99,000.00	132,000.00	

Human Resources Coordinator (Edited)				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	Human Resource Coordinator	66,385	87,961	
Germantown	n/a			
Grafton	HR Generalist	52,728	71,302	60,008
Greenfield	HR Director			
Menomonee Falls	Human Resources Coordinator	63,398	82,971	79,310
Middleton	City Clerk/Human Resources Assistant	68,685	89,291	
Muskego	n/a			
New Berlin	Human Resource Director			
Oak Creek	Human Resources Manager			
Oconomowoc	Director of Human Resources			
Pewaukee City	Employee Services Coordinator	55,307	75,858	56,888
Pleasant Prairie	n/a			
Sheboygan	Director of HR & Labor Relations			
Sun Prairie	Human Resources Generalist	51,910	70,079	
Wauwatosa	Senior HR Generalist			80,122
West Bend	Human Resources Business Partner	60,029	81,037	60,029
Whitefish Bay	Assistant Manager/HR Manager			
ERI Data	HR Generalist 1-12 YOS, Median	53,997	71,869	63,440
Mequon	Human Resources Coordinator (Edited)	41,674	56,384	
Range Data				
Average		59,054.95	78,795.98	66,632.90
50th Percentile		57,668.10	78,447.30	61,734.50
60th Percentile		60,702.88	81,423.84	63,440.00
65th Percentile		61,882.17	82,100.81	67,407.60
70th Percentile		63,061.46	82,777.78	71,375.20
75th Percentile		64,145.05	84,218.65	75,342.80
80th Percentile		65,190.36	85,965.08	79,310.40
Actual Data				
Average		59,969.61	79,959.48	
50th Percentile		55,561.05	74,081.40	
60th Percentile		57,096.00	76,128.00	
65th Percentile		60,666.84	80,889.12	
70th Percentile		64,237.68	85,650.24	
75th Percentile		67,808.52	90,411.36	
80th Percentile		71,379.36	95,172.48	

Director of Community Development				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Community Development Director	73,574	107,720	94,182
Cedarburg	n/a			
Franklin	Economic Development Director	82,340	111,157	
Germantown	Director of Community Development	94,098	115,758	104,998
Grafton	Community Development Director	81,278	109,899	104,825
Greenfield	Community Development Manager	88,362	101,398	101,398
Menomonee Falls	Director of Community Development	84,843	111,093	111,093
Middleton	Director Planning and Comm Development	97,431	126,661	
Muskego	PW & Development Director	115,636	150,278	128,294
New Berlin	Director of Community Development	98,392	132,830	126,965
Oak Creek	Director of Community Development	92,037	102,102	101,613
Oconomowoc	City Planner/Zoning Administrator	97,282	118,040	119,517
Pewaukee City	Community Dev. Director/Planner	89,315	122,470	108,742
Pleasant Prairie	Community Development Director	92,519	115,649	115,649
Sheboygan	Director of Planning and Development	114,254	145,974	117,749
Sun Prairie	Director of Community Development	98,701	125,768	
Wauwatosa	Development Director	103,230	141,544	141,544
West Bend	Development Director	100,880	136,198	100,880
Whitefish Bay	Director of Building Services			92,652
ERI Data	n/a			
Mequon	Director of Community Development	104,735	137,812	
Range Data				
Average		94,363.08	122,031.74	111,340.03
50th Percentile		94,098.00	118,040.00	108,742.00
60th Percentile		97,371.24	124,448.96	112,915.28
65th Percentile		97,815.40	126,125.20	115,858.98
70th Percentile		98,453.80	127,894.80	117,328.84
75th Percentile		98,701.00	132,830.00	118,632.80
80th Percentile		100,444.20	135,524.40	121,006.44
Actual Data				
Average		100,206.02	133,608.03	
50th Percentile		97,867.80	130,490.40	
60th Percentile		101,623.75	135,498.34	
65th Percentile		104,273.08	139,030.78	
70th Percentile		105,595.96	140,794.61	
75th Percentile		106,769.52	142,359.36	
80th Percentile		108,905.80	145,207.73	

Director of Community Development (Edited)

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Community Development Director	73,574	107,720	94,182
Cedarburg	n/a			
Franklin	Economic Development Director	82,340	111,157	
Germantown	Director of Community Development	94,098	115,758	104,998
Grafton	Community Development Director	81,278	109,899	104,825
Greenfield	Community Development Manager	88,362	101,398	101,398
Menomonee Falls	Director of Community Development	84,843	111,093	111,093
Middleton	Director Planning and Comm Development	97,431	126,661	
Muskego	PW & Development Director			
New Berlin	Director of Community Development	98,392	132,830	126,965
Oak Creek	Director of Community Development	92,037	102,102	101,613
Oconomowoc	City Planner/Zoning Administrator	97,282	118,040	119,517
Pewaukee City	Community Dev. Director/Planner	89,315	122,470	108,742
Pleasant Prairie	Community Development Director	92,519	115,649	115,649
Sheboygan	Director of Planning and Development	114,254	145,974	117,749
Sun Prairie	Director of Community Development	98,701	125,768	
Wauwatosa	Development Director	103,230	141,544	141,544
West Bend	Development Director	100,880	136,198	100,880
Whitefish Bay	Director of Building Services			92,652
ERI Data	n/a			
Mequon	Director of Community Development	104,735	137,812	
Range Data				
Average		93,033.53	120,266.35	110,129.03
50th Percentile		93,308.50	116,899.00	106,870.00
60th Percentile		97,281.60	122,470.40	110,622.64
65th Percentile		97,393.65	124,943.60	113,143.09
70th Percentile		97,911.50	126,214.50	115,858.98
75th Percentile		98,469.25	128,203.25	117,223.85
80th Percentile		98,701.00	132,830.00	118,456.00
Actual Data				
Average		99,116.13	132,154.83	
50th Percentile		96,183.00	128,244.00	
60th Percentile		99,560.38	132,747.17	
65th Percentile		101,828.78	135,771.71	
70th Percentile		104,273.08	139,030.78	
75th Percentile		105,501.47	140,668.62	
80th Percentile		106,610.40	142,147.20	

Assistant Community Development Director

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	Planning Manager	76,716	101,649	
Germantown	n/a			
Grafton	n/a			
Greenfield	n/a			
Menomonee Falls	n/a			
Middleton	n/a			
Muskego	Planning Manager	70,570	91,713	91,707
New Berlin	Deputy Director of DCD	87,568	118,218	101,215
Oak Creek	n/a			
Oconomowoc	n/a			
Pewaukee City	n/a			
Pleasant Prairie	Comm. Dev. Assistant Planner/Zoning	74,278	92,848	92,848
Sheboygan	Planning and Zoning Manager	73,840	94,349	94,744
Sun Prairie	Director of Planning	83,066	116,852	
Wauwatosa	n/a			
West Bend	n/a			
Whitefish Bay	n/a			
ERI Data	n/a			
Mequon	Assistant Dir. Of Community Dev.	79,143	112,709	
Range Data				
Average		77,673.00	102,604.80	95,128.50
50th Percentile		75,497.00	97,998.90	93,796.00
60th Percentile		76,716.00	101,649.00	94,364.80
65th Percentile		78,303.50	105,449.75	94,649.20
70th Percentile		79,891.00	109,250.50	95,391.10
75th Percentile		81,478.50	113,051.25	96,361.75
80th Percentile		83,066.00	116,852.00	97,332.40
Actual Data				
Average		85,615.65	114,154.20	
50th Percentile		84,416.40	112,555.20	
60th Percentile		84,928.32	113,237.76	
65th Percentile		85,184.28	113,579.04	
70th Percentile		85,851.99	114,469.32	
75th Percentile		86,725.58	115,634.10	
80th Percentile		87,599.16	116,798.88	

Planner				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Zoning & Planning Specialist	40,315	59,025	Not filled
Cedarburg	Contracted			
Franklin	Principal Planner	71,364	94,558	
Germantown	Associate Planner	62,976	85,655	69,014
Grafton	Director is also Planner.			
Greenfield	Planner	64,106	73,590	73,590
Menomonee Falls	Planner/Communications Coordinator	56,430	73,902	67,246
Middleton	Associate Planner	61,131	79,477	62,085
Muskego	Planner	60,853	79,083	61,402
New Berlin	Principal Planner	56,476	76,242	64,516
Oak Creek	Zoning Administrator/Planner	69,525	77,099	73,224
Oconomowoc	Planner/Community Dev Specialist	69,950	89,939	81,952
Pewaukee City	n/a			
Pleasant Prairie	Comm. Dev. Admin. Coord. / Planner I	51,855	64,819	51,855
Sheboygan	Community Development Planner	68,640	87,714	58,656
Sun Prairie	Principal Planner	69,519	93,850	
Wauwatosa	Principal Planner	70,533	96,720	96,720
West Bend	Planner	60,029	81,037	65,639
Whitefish Bay	n/a			
ERI Data	n/a			
Mequon	Planner	56,697	76,709	
Range Data				
Average		62,246.87	80,847.33	68,825.00
50th Percentile		62,976.00	79,476.80	66,442.70
60th Percentile		65,919.60	82,884.16	68,307.20
65th Percentile		68,727.90	85,860.78	69,645.84
70th Percentile		69,343.20	87,301.86	71,961.12
75th Percentile		69,522.00	88,826.40	73,315.50
80th Percentile		69,610.08	90,721.36	73,516.80
Actual Data				
Average		61,942.50	82,590.00	
50th Percentile		59,798.43	79,731.24	
60th Percentile		61,476.48	81,968.64	
65th Percentile		62,681.26	83,575.01	
70th Percentile		64,765.01	86,353.34	
75th Percentile		65,983.95	87,978.60	
80th Percentile		66,165.12	88,220.16	

Inspections Supervisor				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	Director of Inspection Services	76,716	101,649	
Germantown	Contracted			
Grafton	n/a			
Greenfield	n/a			
Menomonee Falls	n/a			
Middleton	Building Inspection Manager	86,714	112,728	
Muskego	n/a			
New Berlin	Lead Inspector	74,027	99,937	85,323
Oak Creek	Inspections Supervisor	84,964	94,261	87,836
Oconomowoc	n/a			
Pewaukee City	n/a			
Pleasant Prairie	Municipal Code Enforcement Officer	45,677	57,117	51,397
Sheboygan	n/a			
Sun Prairie	Senior Code Official	57,193	77,211	
Wauwatosa	n/a			
West Bend	Building Insp./Facilities Maint. Sup.	83,366	112,549	83,366
Whitefish Bay	n/a			
ERI Data	Inspection Sup. 1-14 YOS, Average	59,694	82,484	72,830
Mequon	Inspections Supervisor	66,132	89,471	
Range Data				
Average		71,043.88	92,242.00	76,150.40
50th Percentile		75,371.50	97,099.00	83,366.00
60th Percentile		78,046.00	100,279.40	84,148.80
65th Percentile		80,373.50	100,878.60	84,540.20
70th Percentile		82,701.00	101,477.80	84,931.60
75th Percentile		83,765.50	104,374.00	85,323.00
80th Percentile		84,324.80	108,189.00	85,825.60
Actual Data				
Average		68,535.36	91,380.48	
50th Percentile		75,029.40	100,039.20	
60th Percentile		75,733.92	100,978.56	
65th Percentile		76,086.18	101,448.24	
70th Percentile		76,438.44	101,917.92	
75th Percentile		76,790.70	102,387.60	
80th Percentile		77,243.04	102,990.72	

Building Inspector				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Building Inspector	66,643	97,572	
Cedarburg	n/a			
Franklin	n/a			
Germantown	Contracted			
Grafton	Building Inspector	71,137	93,329	86,528
Greenfield	n/a			
Menomonee Falls	n/a			
Middleton	Inspector - Electric and Plumbing	72,800	94,640	88,000
Muskego	n/a			
New Berlin	n/a			
Oak Creek	n/a			
Oconomowoc	n/a			
Pewaukee City	Building Inspector	59,571	81,702	80,600
Pleasant Prairie	n/a			
Sheboygan	n/a			
Sun Prairie	n/a			
Wauwatosa	Building Inspector	62,358	85,509	83,720
West Bend	n/a			
Whitefish Bay	Building Inspector			67,912
ERI Data	Bldg. Inspector 1-14 YOS, Average	51,276	68,900	60,688
Mequon	Building Inspector	66,132	89,471	
Range Data				
Average		63,964.20	86,942.07	77,908.00
50th Percentile		64,500.50	89,419.00	82,160.00
60th Percentile		66,643.00	93,329.00	83,720.00
65th Percentile		67,766.50	93,656.75	84,422.00
70th Percentile		68,890.00	93,984.50	85,124.00
75th Percentile		70,013.50	94,312.25	85,826.00
80th Percentile		71,137.00	94,640.00	86,528.00
Actual Data				
Average		70,117.20	93,489.60	
50th Percentile		73,944.00	98,592.00	
60th Percentile		75,348.00	100,464.00	
65th Percentile		75,979.80	101,306.40	
70th Percentile		76,611.60	102,148.80	
75th Percentile		77,243.40	102,991.20	
80th Percentile		77,875.20	103,833.60	

Permit Coordinator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	Permit Coordinator	52,249	67,923	
Germantown	Contracted			
Grafton	Admin. Asst. - Community Dev.	42,120	56,909	51,376
Greenfield	n/a			
Menomonee Falls	Management Assistant	47,403	61,984	47,403
Middleton	n/a			
Muskego	Admin. Asst. - Utility/Public Works	44,143	57,370	50,648
New Berlin	Code Compliance Specialist	56,476	76,242	70,591
Oak Creek	n/a			
Oconomowoc	n/a			
Pewaukee City	Office Coordinator	51,064	70,034	52,520
Pleasant Prairie	Inspections Clerical Secretary	33,592	41,995	35,693
Sheboygan	Permit Clerk	44,304	56,618	35,506
Sun Prairie	Permit Specialist	44,842	60,536	
Wauwatosa	Office Assistant	41,912	57,470	45,510
West Bend	Office Specialist	44,886	60,590	51,939
Whitefish Bay	Administrative Assistant			44,782
ERI Data	Permit Tech 1-14 YOS, Average	34,781	55,456	47,496
Mequon	Permit Coordinator	41,674	56,384	
Range Data				
Average		44,814.35	60,260.52	48,496.71
50th Percentile		44,573.00	59,003.00	47,496.00
60th Percentile		44,868.40	60,568.40	50,648.00
65th Percentile		45,263.58	60,799.10	51,012.00
70th Percentile		46,648.04	61,565.80	51,376.00
75th Percentile		48,318.40	63,468.75	51,657.50
80th Percentile		50,331.84	66,735.20	51,939.00
Actual Data				
Average		43,647.04	58,196.05	
50th Percentile		42,746.40	56,995.20	
60th Percentile		45,583.20	60,777.60	
65th Percentile		45,910.80	61,214.40	
70th Percentile		46,238.40	61,651.20	
75th Percentile		46,491.75	61,989.00	
80th Percentile		46,745.10	62,326.80	

Permit Coordinator (Edited)				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	Permit Coordinator	52,249	67,923	
Germantown	Contracted			
Grafton	Admin. Asst. - Community Dev.	42,120	56,909	51,376
Greenfield	n/a			
Menomonee Falls	Management Assistant			
Middleton	n/a			
Muskego	Admin. Asst. - Utility/Public Works	44,143	57,370	50,648
New Berlin	Code Compliance Specialist			
Oak Creek	n/a			
Oconomowoc	n/a			
Pewaukee City	Office Coordinator	51,064	70,034	52,520
Pleasant Prairie	Inspections Clerical Secretary	33,592	41,995	35,693
Sheboygan	Permit Clerk	44,304	56,618	35,506
Sun Prairie	Permit Specialist	44,842	60,536	
Wauwatosa	Office Assistant	41,912	57,470	45,510
West Bend	Office Specialist	44,886	60,590	51,939
Whitefish Bay	Administrative Assistant			44,782
ERI Data	Permit Tech 1-14 YOS, Average	34,781	55,456	47,496
Mequon	Permit Coordinator	41,674	56,384	
Range Data				
Average		43,389.30	58,490.02	46,163.29
50th Percentile		44,223.50	57,420.00	47,496.00
60th Percentile		44,519.20	58,696.40	50,017.60
65th Percentile		44,761.30	60,076.10	50,793.60
70th Percentile		44,855.20	60,552.20	51,084.80
75th Percentile		44,875.00	60,576.50	51,376.00
80th Percentile		46,121.60	62,056.60	51,601.20
Actual Data				
Average		41,546.96	55,395.95	
50th Percentile		42,746.40	56,995.20	
60th Percentile		45,015.84	60,021.12	
65th Percentile		45,714.24	60,952.32	
70th Percentile		45,976.32	61,301.76	
75th Percentile		46,238.40	61,651.20	
80th Percentile		46,441.08	61,921.44	

Information Technology Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	Contracted			
Franklin	Information Services Director	82,340	111,157	
Germantown	Contracted			
Grafton	n/a			
Greenfield	IT Manager	109,947	126,166	126,166
Menomonee Falls	IT Manager	80,059	104,770	97,843
Middleton	Information Technology Manager	77,175	100,327	
Muskego	Director Information Systems	99,713	129,587	111,134
New Berlin	Director of IT	87,568	118,218	113,680
Oak Creek	IT Manager	98,450	109,234	100,914
Oconomowoc	IT Services Supervisor	75,421	96,970	84,053
Pewaukee City	IT Director	80,808	110,822	92,914
Pleasant Prairie	IT Director	92,519	115,649	115,649
Sheboygan	Director of Information Technology	114,254	145,974	123,448
Sun Prairie	Director of Information Technology	101,567	132,057	
Wauwatosa	Director of Information Services	103,230	141,544	141,544
West Bend	IT Director	100,880	136,198	100,880
Whitefish Bay	n/a			
ERI Data	IT Manger 1-14 YOS, Average	71,411	101,263	87,970
Mequon	Information Technology Manager	72,511	96,631	
Range Data				
Average		91,689.49	118,662.40	108,016.25
50th Percentile		92,519.00	115,649.00	106,024.00
60th Percentile		98,955.20	121,397.20	112,661.60
65th Percentile		99,829.70	126,508.10	113,975.35
70th Percentile		100,646.60	128,902.80	115,058.30
75th Percentile		101,223.50	130,822.00	117,598.75
80th Percentile		101,899.60	132,885.20	121,888.20
Actual Data				
Average		97,214.63	129,619.50	
50th Percentile		95,421.60	127,228.80	
60th Percentile		101,395.44	135,193.92	
65th Percentile		102,577.82	136,770.42	
70th Percentile		103,552.47	138,069.96	
75th Percentile		105,838.88	141,118.50	
80th Percentile		109,699.38	146,265.84	

Information Technology Manager (Edited)				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	Contracted			
Franklin	Information Services Director			
Germantown	Contracted			
Grafton	n/a			
Greenfield	IT Manager	109,947	126,166	126,166
Menomonee Falls	IT Manager	80,059	104,770	97,843
Middleton	Information Technology Manager	77,175	100,327	
Muskego	Director Information Systems			
New Berlin	Director of IT			
Oak Creek	IT Manager	98,450	109,234	100,914
Oconomowoc	IT Services Supervisor	75,421	96,970	84,053
Pewaukee City	IT Director			
Pleasant Prairie	IT Director			
Sheboygan	Director of Information Technology			
Sun Prairie	Director of Information Technology			
Wauwatosa	Director of Information Services			
West Bend	IT Director			
Whitefish Bay	n/a			
ERI Data	IT Manger 1-14 YOS, Average	71,411	101,263	87,970
Mequon	Information Technology Manager (Edited)	72,511	96,631	
Range Data				
Average		85,410.50	106,454.87	99,389.20
50th Percentile		78,617.10	103,016.30	97,843.20
60th Percentile		80,059.20	104,769.60	99,071.52
65th Percentile		84,656.90	105,885.70	99,685.68
70th Percentile		89,254.60	107,001.80	100,299.84
75th Percentile		93,852.30	108,117.90	100,914.00
80th Percentile		98,450.00	109,234.00	105,964.40
Actual Data				
Average		89,450.28	119,267.04	
50th Percentile		88,058.88	117,411.84	
60th Percentile		89,164.37	118,885.82	
65th Percentile		89,717.11	119,622.82	
70th Percentile		90,269.86	120,359.81	
75th Percentile		90,822.60	121,096.80	
80th Percentile		95,367.96	127,157.28	

Director of Public Works				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Director DPW/Engineer	79,329	116,146	100,381
Cedarburg	City Engineer and Dir. of Public Works	94,000	114,000	96,824
Franklin	City Engineer/DPW Director	95,153	128,458	
Germantown	Director of Public Works	94,098	106,422	102,252
Grafton	Director of Public Works/Engineer	85,161	115,160	106,024
Greenfield	Superintendent of Public Works	89,842	108,982	108,982
Menomonee Falls	Dir. Of PW/Asst. Village Manager	107,182	140,192	140,192
Middleton	Director of Public Works/City Engineer	103,277	134,261	
Muskego	PW & Development Director	115,636	150,278	128,294
New Berlin	Director of Public Works	92,823	125,311	114,226
Oak Creek	Director of Public Works	92,037	102,805	112,200
Oconomowoc	Director of Public Works	108,222	139,131	123,680
Pewaukee City	Public Works Director/City Engineer	106,288	145,766	117,250
Pleasant Prairie	DPW Director	96,002	120,003	
Sheboygan	Director of Public Works	114,254	145,974	132,870
Sun Prairie	Director of Public Services	108,742	142,228	
Wauwatosa	Director of Public Works	111,405	152,776	148,325
West Bend	Public Works Director	91,707	123,802	91,707
Whitefish Bay	Director of Public Works			126,270
ERI Data	n/a			
Mequon	Director of Public Works	104,735	137,812	
Range Data				
Average		99,175.51	128,427.54	116,631.83
50th Percentile		95,577.50	126,884.50	114,226.00
60th Percentile		103,879.20	135,235.04	119,822.00
65th Percentile		106,332.72	139,184.24	123,939.00
70th Percentile		107,092.96	140,085.92	125,752.00
75th Percentile		107,962.40	141,719.00	127,282.00
80th Percentile		108,534.16	144,351.04	129,209.28
Actual Data				
Average		104,968.64	139,958.19	
50th Percentile		102,803.40	137,071.20	
60th Percentile		107,839.80	143,786.40	
65th Percentile		111,545.10	148,726.80	
70th Percentile		113,176.80	150,902.40	
75th Percentile		114,553.80	152,738.40	
80th Percentile		116,288.35	155,051.14	

Director of Public Works (Edited)

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Director DPW/Engineer	79,329	116,146	100,381
Cedarburg	City Engineer and Dir. of Public Works	94,000	114,000	96,824
Franklin	City Engineer/DPW Director	95,153	128,458	
Germantown	Director of Public Works	94,098	106,422	102,252
Grafton	Director of Public Works/Engineer	85,161	115,160	106,024
Greenfield	Superintendent of Public Works	89,842	108,982	108,982
Menomonee Falls	Dir. Of PW/Asst. Village Manager	107,182	140,192	140,192
Middleton	Director of Public Works/City Engineer	103,277	134,261	
Muskego	PW & Development Director			
New Berlin	Director of Public Works	92,823	125,311	114,226
Oak Creek	Director of Public Works	92,037	102,805	112,200
Oconomowoc	Director of Public Works	108,222	139,131	123,680
Pewaukee City	Public Works Director/City Engineer	106,288	145,766	117,250
Pleasant Prairie	DPW Director	96,002	120,003	
Sheboygan	Director of Public Works	114,254	145,974	132,870
Sun Prairie	Director of Public Services	108,742	142,228	
Wauwatosa	Director of Public Works	111,405	152,776	148,325
West Bend	Public Works Director	91,707	123,802	91,707
Whitefish Bay	Director of Public Works			126,270
ERI Data	n/a			
Mequon	Director of Public Works	104,735	137,812	
Range Data				
Average		98,207.25	127,142.22	115,798.81
50th Percentile		95,153.00	125,311.00	113,213.00
60th Percentile		100,367.00	131,939.80	116,645.20
65th Percentile		104,481.40	136,209.08	120,143.50
70th Percentile		106,466.88	139,343.36	123,939.00
75th Percentile		107,182.40	140,192.00	125,622.50
80th Percentile		108,014.40	141,820.80	128,910.16
Actual Data				
Average		104,218.93	138,958.58	
50th Percentile		101,891.70	135,855.60	
60th Percentile		104,980.68	139,974.24	
65th Percentile		108,129.15	144,172.20	
70th Percentile		111,545.10	148,726.80	
75th Percentile		113,060.25	150,747.00	
80th Percentile		116,019.14	154,692.19	

Deputy Director of Public Works

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	DPW Superintendent	76,716	101,649	
Germantown	Highway, Bldg. and Grounds Supt.	73,211	99,575	79,955
Grafton	n/a			
Greenfield	n/a			
Menomonee Falls	Asst. Director of Utilities & PW	75,546	98,883	87,901
Middleton	Assistant Dir PW/Asst City Engineer	86,714	112,278	
Muskego	PW Superintendent	75,997	98,764	88,317
New Berlin	n/a			
Oak Creek	Assistant Director of Public Works	77,244	85,667	81,453
Oconomowoc	Assistant Director of Public Works	91,811	118,040	104,936
Pewaukee City	n/a			
Pleasant Prairie	Superintendent of Operations	82,129	102,662	102,662
Sheboygan	n/a			
Sun Prairie	Public Works Operations Manager	91,458	125,536	
Wauwatosa	n/a			
West Bend	PW Operations Superintendent	75,795	87,173	
Whitefish Bay	n/a			
ERI Data	n/a			
Mequon	Deputy Director of Public Works	79,143	112,709	
Range Data				
Average		80,662.08	103,022.72	90,870.63
50th Percentile		76,980.00	100,612.00	88,108.90
60th Percentile		79,198.00	102,054.20	88,317.00
65th Percentile		81,396.25	102,510.05	91,903.25
70th Percentile		83,504.50	105,546.80	95,489.50
75th Percentile		85,567.75	109,874.00	99,075.75
80th Percentile		87,662.80	113,430.40	102,662.00
Actual Data				
Average		81,783.57	109,044.76	
50th Percentile		79,298.01	105,730.68	
60th Percentile		79,485.30	105,980.40	
65th Percentile		82,712.93	110,283.90	
70th Percentile		85,940.55	114,587.40	
75th Percentile		89,168.18	118,890.90	
80th Percentile		92,395.80	123,194.40	

Assistant City Engineer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	Assistant City Engineer	69,000	89,000	59,751
Franklin	Assistant City Engineer	76,716	101,649	
Germantown	Civil Engineer	62,976	85,654	
Grafton	n/a			
Greenfield	Project Engineer	75,930	87,131	87,131
Menomonee Falls	n/a			
Middleton	n/a			
Muskego	n/a			
New Berlin	Assistant City Engineer	69,185	93,399	83,242
Oak Creek	Assistant City Engineer	93,137	101,123	98,638
Oconomowoc	n/a			
Pewaukee City	Chief Engineer- Streets & Development	68,058	93,330	88,005
Pleasant Prairie	Assistant Village Engineer	82,129	102,662	102,662
Sheboygan	City Engineer	106,267	135,803	108,285
Sun Prairie	Staff Engineer II	69,519	93,850	
Wauwatosa	Assistant City Engineer	82,784	113,526	113,526
West Bend	Assistant City Engineer	75,795	102,315	75,795
Whitefish Bay	Staff Engineer			71,734
ERI Data	n/a			
Mequon	Assistant City Engineer	79,143	112,709	
Range Data				
Average		77,624.65	99,953.48	88,876.88
50th Percentile		75,862.50	97,486.50	87,568.00
60th Percentile		76,401.60	101,438.60	92,258.20
65th Percentile		77,527.95	101,748.90	97,043.05
70th Percentile		80,505.10	102,115.20	99,845.20
75th Percentile		82,292.75	102,401.75	101,656.00
80th Percentile		82,653.00	102,592.60	103,786.56
Actual Data				
Average		79,989.19	106,652.26	
50th Percentile		78,811.20	105,081.60	
60th Percentile		83,032.38	110,709.84	
65th Percentile		87,338.75	116,451.66	
70th Percentile		89,860.68	119,814.24	
75th Percentile		91,490.40	121,987.20	
80th Percentile		93,407.90	124,543.87	

Engineering Field Coordinator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	Engineering Tech IV	66,385	80,409	
Germantown	n/a			
Grafton	n/a			
Greenfield	Engineering Specialist	57,658	66,206	66,206
Menomonee Falls	Engineering Technician II	53,227	69,722	69,722
Middleton	n/a			
Muskego	Civil Tech Leader	55,129	71,646	
New Berlin	n/a			
Oak Creek	Design Engineer	84,964	94,261	89,671
Oconomowoc	DPW Field Sup/Crewperson	60,778	78,146	78,146
Pewaukee City	Senior Engineering Technician	59,571	81,702	65,104
Pleasant Prairie	Engineering Secretary	39,042	48,797	48,797
Sheboygan	Engineering Field Coordinator	79,414	101,462	92,934
Sun Prairie	Construction Supervisor	66,208	89,381	
Wauwatosa	Senior Engineering Technician	58,282	79,914	70,907
West Bend	Engineering Technician	53,435	72,134	67,668
Whitefish Bay	n/a			
ERI Data	n/a			
Mequon	Engineering Field Coordinator	56,697	76,709	
Range Data				
Average		61,174.45	77,815.00	72,128.29
50th Percentile		58,926.60	79,029.80	69,721.60
60th Percentile		60,295.04	80,211.00	70,669.92
65th Percentile		61,592.16	80,603.01	72,354.72
70th Percentile		64,578.88	81,314.38	75,250.16
75th Percentile		66,252.25	83,622.05	78,145.60
80th Percentile		66,349.60	87,845.28	82,755.76
Actual Data				
Average		64,915.46	86,553.95	
50th Percentile		62,749.44	83,665.92	
60th Percentile		63,602.93	84,803.90	
65th Percentile		65,119.25	86,825.66	
70th Percentile		67,725.14	90,300.19	
75th Percentile		70,331.04	93,774.72	
80th Percentile		74,480.18	99,306.91	

Engineering Technician				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Engineering Technician	47,667	69,789	
Cedarburg	n/a			
Franklin	Engineering Tech II	56,166	73,016	
Germantown	n/a			
Grafton	Engineering Technician II	52,728	71,302	68,120
Greenfield	Environmental Eng./GIS Tech	75,930	87,131	87,131
Menomonee Falls	n/a			
Middleton	n/a			
Muskego	n/a			
New Berlin	n/a			
Oak Creek	Senior Engineering Technician	43,742	60,112	
Oconomowoc	DPW Engineering Technician	64,480	77,397	77,397
Pewaukee City	Engineering Technician	46,821	64,189	58,427
Pleasant Prairie	Engineering Technician	63,669	79,581	71,614
Sheboygan	Engineering Technician	62,379	79,726	71,594
Sun Prairie	Engineering Technician	51,910	70,079	
Wauwatosa	Engineering Technician	54,205	74,318	74,318
West Bend	n/a			
Whitefish Bay	n/a			
ERI Data	Engineering Tech 1-14 YOS, Average	49,498	68,231	61,164
Mequon	Engineering Technician	52,499	71,027	
Range Data				
Average		55,766.28	72,905.93	71,220.55
50th Percentile		53,466.50	72,159.00	71,603.80
60th Percentile		55,381.60	73,797.20	72,154.80
65th Percentile		57,097.98	74,779.85	73,101.20
70th Percentile		60,515.24	76,473.30	74,047.60
75th Percentile		62,701.65	77,943.00	75,087.70
80th Percentile		63,411.04	79,144.20	76,165.28
Actual Data				
Average		64,098.50	85,464.66	
50th Percentile		64,443.42	85,924.56	
60th Percentile		64,939.32	86,585.76	
65th Percentile		65,791.08	87,721.44	
70th Percentile		66,642.84	88,857.12	
75th Percentile		67,578.93	90,105.24	
80th Percentile		68,548.75	91,398.34	

Fleet Superintendent				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	n/a			
Germantown	Maintenance Shop Foreman	62,976	85,655	70,034
Grafton	n/a			
Greenfield	n/a			
Menomonee Falls	Superintendent of Public Works	71,261	93,309	77,085
Middleton	Lead Mechanic	64,797	84,237	
Muskego	n/a			
New Berlin	n/a			
Oak Creek	Chief Mechanic	51,738	75,261	73,424
Oconomowoc	Fleet Superintendent	64,792	83,304	72,218
Pewaukee City	n/a			
Pleasant Prairie	n/a			
Sheboygan	Equipment Services Supervisor	73,840	94,349	74,630
Sun Prairie	Fleet Maint and Contracts Supervisor	69,519	93,850	
Wauwatosa	Fleet Superintendent	70,533	96,720	96,325
West Bend	Fleet Superintendent	67,454	91,062	71,391
Whitefish Bay	n/a			
ERI Data	Fleet Supervisor 1-14 YOS, Average	63,977	87,883	78,241
Mequon	Fleet Superintendent	66,132	89,471	
Range Data				
Average		66,088.67	88,562.92	76,668.43
50th Percentile		66,125.50	89,472.50	74,027.20
60th Percentile		68,280.00	91,960.72	75,121.28
65th Percentile		69,209.25	92,971.78	75,980.32
70th Percentile		69,823.20	93,471.16	76,839.36
75th Percentile		70,279.50	93,714.70	77,373.85
80th Percentile		70,678.56	93,949.76	77,778.52
Actual Data				
Average		69,001.58	92,002.11	
50th Percentile		66,624.48	88,832.64	
60th Percentile		67,609.15	90,145.54	
65th Percentile		68,382.29	91,176.38	
70th Percentile		69,155.42	92,207.23	
75th Percentile		69,636.47	92,848.62	
80th Percentile		70,000.67	93,334.22	

Mechanic				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Fleet Mechanic	47,667	69,789	66,581
Cedarburg	Mechanic	52,000	72,000	68,000
Franklin	Mechanic I	61,754	81,825	
Germantown	Mechanic	52,416	62,108	57,429
Grafton	Crewperson - Mechanic	52,728	71,302	63,752
Greenfield	Fabricator/Mechanic	62,920	72,197	72,197
Menomonee Falls	Mechanic	53,227	69,722	
Middleton	Mechanic	57,669	74,970	
Muskego	PW Shop Mechanic	51,192	66,531	65,562
New Berlin	Mechanic	48,443	65,374	64,584
Oak Creek	Mechanic II	47,755	71,594	69,846
Oconomowoc	n/a			
Pewaukee City	Mechanic	55,307	75,858	67,496
Pleasant Prairie	Mechanic	45,718	68,890	50,482
Sheboygan	Mechanic	53,893	68,848	60,466
Sun Prairie	Fleet Maintenance Technician I	47,084	63,563	
Wauwatosa	Mechanic	54,205	74,318	74,318
West Bend	Mechanic	56,638	76,461	58,453
Whitefish Bay	n/a			
ERI Data	Mechanic 1-12 YOS, Average	41,729	55,713	49,034
Mequon	Mechanic	48,609	65,766	
Range Data				
Average		52,352.50	70,058.99	63,442.84
50th Percentile		52,572.00	70,545.50	65,073.00
60th Percentile		53,360.32	71,674.88	66,377.20
65th Percentile		53,908.41	72,009.85	66,992.75
70th Percentile		54,173.78	72,177.30	67,546.40
75th Percentile		55,031.65	73,787.75	67,874.00
80th Percentile		56,105.68	74,709.20	68,738.56
Actual Data				
Average		57,098.56	76,131.41	
50th Percentile		58,565.70	78,087.60	
60th Percentile		59,739.48	79,652.64	
65th Percentile		60,293.48	80,391.30	
70th Percentile		60,791.76	81,055.68	
75th Percentile		61,086.60	81,448.80	
80th Percentile		61,864.70	82,486.27	

Highway Superintendent				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Operations Supervisor	66,643	97,572	83,637
Cedarburg	n/a			
Franklin	Assistant Supt. Of Public Works	66,385	87,961	
Germantown	Highway, Bldg. and Grounds Supt.	73,211	99,575	79,955
Grafton	n/a			
Greenfield	n/a			
Menomonee Falls	n/a			
Middleton	n/a			
Muskego	PW Asst. Superintendent/Foreman	65,532	85,165	71,739
New Berlin	Streets Supervisor	69,185	93,399	73,058
Oak Creek	n/a			
Oconomowoc	DPW Supervisor	80,891	104,000	94,765
Pewaukee City	Streets Superintendent	68,058	93,330	86,258
Pleasant Prairie	n/a			
Sheboygan	Streets & Sanitation Superintendent	91,915	117,458	91,520
Sun Prairie	Public Works and Stormwater Sup.	63,055	85,125	
Wauwatosa	Operations Superintendent	70,533	96,720	96,720
West Bend	n/a			
Whitefish Bay	Superintendent of Public Works			89,303
ERI Data	Operations Supt. 1-14 YOS, Average	63,880	85,440	76,545
Mequon	Highway Superintendent	66,132	89,471	
Range Data				
Average		70,844.36	95,067.65	84,349.98
50th Percentile		68,057.60	93,399.00	84,947.50
60th Percentile		69,185.00	96,720.00	87,476.00
65th Percentile		69,859.00	97,146.00	88,846.25
70th Percentile		70,533.00	97,572.00	89,968.10
75th Percentile		71,872.00	98,573.50	90,965.75
80th Percentile		73,211.00	99,575.00	92,168.96
Actual Data				
Average		75,914.98	101,219.98	
50th Percentile		76,452.75	101,937.00	
60th Percentile		78,728.40	104,971.20	
65th Percentile		79,961.63	106,615.50	
70th Percentile		80,971.29	107,961.72	
75th Percentile		81,869.18	109,158.90	
80th Percentile		82,952.06	110,602.75	

Highway Foreman				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	Foreman	56,166	73,016	
Germantown	Public Works Foreman	62,976	85,654	74,984
Grafton	n/a			
Greenfield	Working Foreman	74,942	85,966	85,966
Menomonee Falls	n/a			
Middleton	Streets Crew Lead	57,669	74,970	
Muskego	PW Crew Leader	53,785	69,899	65,707
New Berlin	Streets Crew Leader	48,443	65,374	
Oak Creek	DPW Foreman	68,278	74,408	72,592
Oconomowoc	DPW Crew Supervisor	60,778	78,146	78,146
Pewaukee City	Streets Crew Leader	55,307	75,858	68,224
Pleasant Prairie	Crew Lead	58,240	72,779	72,779
Sheboygan	Streets & Sanitation Supervisor	73,840	94,349	74,464
Sun Prairie	PW and Traffic Control Crewleader	54,469	73,534	
Wauwatosa	Operations Supervisor	54,205	74,318	74,006
West Bend	Public Works Crew Leader	53,435	72,134	53,435
Whitefish Bay	n/a			
ERI Data	Foreman 1-14 YOS, Average	51,606	70,256	62,492
Mequon	Highway Foreman	52,499	71,027	
Range Data				
Average		58,942.59	76,043.99	71,163.15
50th Percentile		56,166.00	74,318.00	72,779.00
60th Percentile		57,897.40	74,632.70	74,006.00
65th Percentile		58,493.76	75,058.76	74,235.00
70th Percentile		60,270.08	75,680.08	74,464.00
75th Percentile		61,876.80	77,001.60	74,724.00
80th Percentile		64,036.42	79,647.28	74,984.00
Actual Data				
Average		64,046.83	85,395.77	
50th Percentile		65,501.10	87,334.80	
60th Percentile		66,605.40	88,807.20	
65th Percentile		66,811.50	89,082.00	
70th Percentile		67,017.60	89,356.80	
75th Percentile		67,251.60	89,668.80	
80th Percentile		67,485.60	89,980.80	

Equipment Operator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Labor-Truck Driver (Laborer)	45,224	66,213	60,673
Cedarburg	Public Works Crew Member	48,000	68,000	65,450
Franklin	Heavy Equipment Operator	52,249	67,923	
Germantown	Maintenance Operator	51,771	60,923	56,368
Grafton	n/a			
Greenfield	Operator	52,603	60,362	60,362
Menomonee Falls	Equipment Operator	53,227	69,722	
Middleton	n/a			
Muskego	n/a			
New Berlin	Equipment Operator	48,443	65,374	61,610
Oak Creek	Public Works Specialist	63,586	67,648	65,998
Oconomowoc	n/a			
Pewaukee City	n/a			
Pleasant Prairie	DPW Highway Maintenance Worker (3 levels)	45,718	68,890	59,360
Sheboygan	Equipment Operator	50,024	63,918	57,200
Sun Prairie	Maintenance Worker II	49,438	66,741	
Wauwatosa	DPW Maintenance Worker II	46,010	63,086	63,086
West Bend	Public Works Technician	50,419	68,058	50,419
Whitefish Bay	DPW Service Worker	51,979	63,585	
ERI Data	Heavy Equip Op 1-12 YOS, Average	48,374	66,158	57,681
Mequon	Highway Equipment Operator	48,609	65,766	
Range Data				
Average		50,470.99	65,773.39	59,837.04
50th Percentile		50,024.00	66,213.00	60,362.00
60th Percentile		50,959.80	67,103.74	60,673.00
65th Percentile		51,791.80	67,675.36	61,141.50
70th Percentile		51,937.40	67,867.97	61,610.00
75th Percentile		52,114.00	67,961.50	62,348.00
80th Percentile		52,319.80	68,011.60	63,086.00
Actual Data				
Average		53,853.33	71,804.44	
50th Percentile		54,325.80	72,434.40	
60th Percentile		54,605.70	72,807.60	
65th Percentile		55,027.35	73,369.80	
70th Percentile		55,449.00	73,932.00	
75th Percentile		56,113.20	74,817.60	
80th Percentile		56,777.40	75,703.20	

Highway Worker				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	DPW Laborer/Driver	45,224	66,213	45,760
Cedarburg	n/a			
Franklin	Laborer	42,952	55,836	
Germantown	n/a			
Grafton	Crewperson	48,984	66,227	58,323
Greenfield	Laborer	47,424	50,814	50,814
Menomonee Falls	n/a			
Middleton	Street Crew Member	51,325	66,723	
Muskego	PW Highway Patrol	46,379	60,274	60,278
New Berlin	Maintenance Worker	45,261	61,110	
Oak Creek	Public Works Technician	44,970	50,586	44,970
Oconomowoc	DPW Crewperson	49,150	63,190	63,211
Pewaukee City	Streets Maintenance Laborer	51,064	70,034	65,624
Pleasant Prairie	DPW Highway Maintenance Worker	45,718	68,890	59,360
Sheboygan	Maintenance Worker	47,653	60,882	50,398
Sun Prairie	Maintenance Worker I	42,706	57,654	
Wauwatosa	DPW Maintenance Worker	41,912	57,470	51,979
West Bend	n/a			
Whitefish Bay	DPW Service Worker	51,979	63,585	
ERI Data	Maint. Worker 1-12 YOS, Average	44,081	57,707	51,230
Mequon	Highway Worker	48,609	65,766	
Range Data				
Average		46,673.86	61,074.64	54,722.47
50th Percentile		46,048.50	60,995.80	51,979.00
60th Percentile		47,424.00	63,190.40	58,323.00
65th Percentile		47,595.60	63,486.35	58,841.50
70th Percentile		48,318.40	64,899.00	59,360.00
75th Percentile		49,025.60	66,216.50	59,819.00
80th Percentile		49,150.40	66,227.00	60,278.00
Actual Data				
Average		49,250.23	65,666.97	
50th Percentile		46,781.10	62,374.80	
60th Percentile		52,490.70	69,987.60	
65th Percentile		52,957.35	70,609.80	
70th Percentile		53,424.00	71,232.00	
75th Percentile		53,837.10	71,782.80	
80th Percentile		54,250.20	72,333.60	

Sewer Superintendent				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	Sewer Superintendent	75,000	95,000	79,997
Franklin	Sewer & Water Superintendent	76,716	101,649	
Germantown	Sewer Superintendent	73,211	99,575	80,101
Grafton	Assistant Utility Director/Engineer	77,226	104,425	81,185
Greenfield	n/a			
Menomonee Falls	Superintendent of Utilities	71,261	93,309	87,027
Middleton	Assistant Utility Mgr./Utility Foreman	68,685	89,291	
Muskego	Utility Superintendent	75,997	98,764	98,758
New Berlin	Utility Manager	87,568	118,218	104,250
Oak Creek	Utility General Manager	114,439	132,642	132,642
Oconomowoc	Wastewater Operations Manager	97,282	125,070	111,197
Pewaukee City	Utility Superintendent	59,571	81,702	77,750
Pleasant Prairie	Crew Lead	58,240	72,779	72,779
Sheboygan	Wastewater Treatment Plant Supt.	91,915	117,458	96,928
Sun Prairie	WWTP Supervisor	69,519	93,850	
Wauwatosa	Water Superintendent	74,651	102,315	97,656
West Bend	Utilities Superintendent - Sewer	75,795	102,315	84,176
Whitefish Bay	Superintendent of Public Works			89,303
ERI Data	n/a			
Mequon	Sewer Superintendent	66,132	89,471	
Range Data				
Average		77,942.24	101,772.64	92,410.63
50th Percentile		75,397.50	100,612.00	88,165.10
60th Percentile		75,997.00	102,315.00	95,403.00
65th Percentile		76,536.25	102,315.00	97,255.60
70th Percentile		76,971.00	103,370.00	97,766.20
75th Percentile		79,811.50	107,683.15	98,482.50
80th Percentile		87,568.00	117,457.60	100,954.80
Actual Data				
Average		83,169.57	110,892.75	
50th Percentile		79,348.59	105,798.12	
60th Percentile		85,862.70	114,483.60	
65th Percentile		87,530.04	116,706.72	
70th Percentile		87,989.58	117,319.44	
75th Percentile		88,634.25	118,179.00	
80th Percentile		90,859.32	121,145.76	

Sewer Superintendent (Edited)				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	Sewer Superintendent	75,000	95,000	79,997
Franklin	Sewer & Water Superintendent			
Germantown	Sewer Superintendent	73,211	99,575	80,101
Grafton	Assistant Utility Director/Engineer			
Greenfield	n/a			
Menomonee Falls	Superintendent of Utilities	71,261	93,309	87,027
Middleton	Assistant Utility Mgr./Utility Foreman	68,685	89,291	
Muskego	Utility Superintendent	75,997	98,764	98,758
New Berlin	Utility Manager			
Oak Creek	Utility General Manager			
Oconomowoc	Wastewater Operations Manager	97,282	125,070	111,197
Pewaukee City	Utility Superintendent	59,571	81,702	77,750
Pleasant Prairie	Crew Lead			
Sheboygan	Wastewater Treatment Plant Supt.			
Sun Prairie	WWTP Supervisor	69,519	93,850	
Wauwatosa	Water Superintendent	74,651	102,315	97,656
West Bend	Utilities Superintendent - Sewer	75,795	102,315	84,176
Whitefish Bay	Superintendent of Public Works			89,303
ERI Data	n/a			
Mequon	Sewer Superintendent	66,132	89,471	
Range Data				
Average		74,097.16	98,119.16	89,551.64
50th Percentile		73,931.00	96,882.00	87,027.20
60th Percentile		74,790.60	99,088.40	88,847.84
65th Percentile		74,947.65	99,453.35	90,973.60
70th Percentile		75,238.50	100,397.00	94,314.80
75th Percentile		75,596.25	101,630.00	97,656.00
80th Percentile		75,835.40	102,315.00	98,096.80
Actual Data				
Average		80,596.48	107,461.97	
50th Percentile		78,324.48	104,432.64	
60th Percentile		79,963.06	106,617.41	
65th Percentile		81,876.24	109,168.32	
70th Percentile		84,883.32	113,177.76	
75th Percentile		87,890.40	117,187.20	
80th Percentile		88,287.12	117,716.16	

Sewer Foreman				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Sewer Service Operator	47,667	69,789	66,581
Cedarburg	Sewer Foreman	62,000	82,000	66,560
Franklin	Sewer & Water Operator II	56,166	73,016	
Germantown	n/a			
Grafton	Plant Operator - Maintenance	52,728	71,302	66,248
Greenfield	n/a			
Menomonee Falls	Crew Leader - Utilities	56,430	74,110	72,322
Middleton	Utility Crew Lead	57,669	74,970	
Muskego	Utility Crew Leader	53,785	69,899	65,499
New Berlin	Utility Supervisor	74,027	99,937	79,326
Oak Creek	n/a			
Oconomowoc	Wastewater Operator Advanced	56,742	72,966	72,987
Pewaukee City	Utility Operator	55,307	75,858	66,789
Pleasant Prairie	Crew Lead	58,240	72,779	72,779
Sheboygan	n/a			
Sun Prairie	WWTP Supervisor	69,519	93,850	
Wauwatosa	Water Supervisor	54,205	74,318	74,318
West Bend	Utilities Supervisor - Sewer	67,454	91,062	72,454
Whitefish Bay	n/a			
ERI Data	n/a			
Mequon	Sewer Foreman	52,499	71,027	
Range Data				
Average		58,710.00	78,275.46	70,532.98
50th Percentile		56,586.40	74,214.20	72,321.60
60th Percentile		57,483.68	74,839.60	72,454.00
65th Percentile		57,925.95	75,369.42	72,616.50
70th Percentile		58,616.00	76,471.84	72,779.00
75th Percentile		61,060.00	80,464.40	72,883.10
80th Percentile		64,181.60	85,624.80	72,987.20
Actual Data				
Average		63,479.68	84,639.58	
50th Percentile		65,089.44	86,785.92	
60th Percentile		65,208.60	86,944.80	
65th Percentile		65,354.85	87,139.80	
70th Percentile		65,501.10	87,334.80	
75th Percentile		65,594.79	87,459.72	
80th Percentile		65,688.48	87,584.64	

Sewer Foreman (Edited)				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Sewer Service Operator	47,667	69,789	66,581
Cedarburg	Sewer Foreman	62,000	82,000	66,560
Franklin	Sewer & Water Operator II	56,166	73,016	
Germantown	n/a			
Grafton	Plant Operator - Maintenance			
Greenfield	n/a			
Menomonee Falls	Crew Leader - Utilities	56,430	74,110	72,322
Middleton	Utility Crew Lead	57,669	74,970	
Muskego	Utility Crew Leader	53,785	69,899	65,499
New Berlin	Utility Supervisor			
Oak Creek	n/a			
Oconomowoc	Wastewater Operator Advanced	56,742	72,966	72,987
Pewaukee City	Utility Operator	55,307	75,858	66,789
Pleasant Prairie	Crew Lead	58,240	72,779	72,779
Sheboygan	n/a			
Sun Prairie	WWTP Supervisor	69,519	93,850	
Wauwatosa	Water Supervisor	54,205	74,318	74,318
West Bend	Utilities Supervisor - Sewer	67,454	91,062	72,454
Whitefish Bay	n/a			
ERI Data	n/a			
Mequon	Sewer Foreman	52,499	71,027	
Range Data				
Average		57,932.08	77,051.45	70,032.09
50th Percentile		56,586.40	74,214.20	72,321.60
60th Percentile		57,298.36	74,709.20	72,427.52
65th Percentile		57,754.65	75,103.14	72,519.00
70th Percentile		58,068.70	75,591.32	72,649.00
75th Percentile		59,180.00	77,393.20	72,779.00
80th Percentile		61,248.00	80,771.52	72,862.28
Actual Data				
Average		63,028.88	84,038.51	
50th Percentile		65,089.44	86,785.92	
60th Percentile		65,184.77	86,913.02	
65th Percentile		65,267.10	87,022.80	
70th Percentile		65,384.10	87,178.80	
75th Percentile		65,501.10	87,334.80	
80th Percentile		65,576.05	87,434.74	

Sewer Worker				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Utility Technician (Operator)	47,667	69,789	60,674
Cedarburg	n/a	52,000	72,000	64,164
Franklin	Sewer & Water Technician	48,603	63,183	
Germantown	Maintenance Operator with DNR Cert.	52,478	61,734	57,096
Grafton	Utility Operator	50,856	68,765	54,288
Greenfield	n/a			
Menomonee Falls	Utilities Operator	50,211	65,728	
Middleton	Utility Crew Member	51,325	66,723	
Muskego	Utility Maintenance	46,379	60,274	60,278
New Berlin	Operator	51,813	69,971	
Oak Creek	n/a			
Oconomowoc	Wastewater Operator Basic	52,728	67,787	67,808
Pewaukee City	Utility Operator	55,307	75,858	66,789
Pleasant Prairie	DPW Utility Maintenance Worker	45,718	68,890	59,360
Sheboygan	Wastewater Operator	55,078	70,366	60,403
Sun Prairie	WWTP Operator in training	44,842	60,536	
Wauwatosa	Water Technician	41,912	57,470	57,470
West Bend	Sewer Operations Specialist	53,435	72,134	61,443
Whitefish Bay	DPW Service Worker	51,979	63,585	
ERI Data	Maint. Worker 1-12 YOS, Average	44,081	57,707	51,230
Mequon	Sewer Worker	48,609	65,766	
Range Data				
Average		49,800.71	66,250.01	60,083.60
50th Percentile		51,090.50	67,255.10	60,340.60
60th Percentile		51,846.20	68,790.00	60,565.68
65th Percentile		51,980.05	68,934.95	60,789.35
70th Percentile		51,997.90	69,699.10	61,212.30
75th Percentile		52,358.50	69,925.50	62,123.25
80th Percentile		52,628.00	70,208.24	63,619.80
Actual Data				
Average		54,075.24	72,100.32	
50th Percentile		54,306.54	72,408.72	
60th Percentile		54,509.11	72,678.82	
65th Percentile		54,710.42	72,947.22	
70th Percentile		55,091.07	73,454.76	
75th Percentile		55,910.93	74,547.90	
80th Percentile		57,257.82	76,343.76	

Buildings Superintendent				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	Building Maintenance Superintendent	61,754	81,825	
Germantown	n/a			
Grafton	Public Works Foreman	52,728	71,302	66,373
Greenfield	n/a			
Menomonee Falls	Superintendent of Buildings & Grounds	56,430	73,902	73,902
Middleton	n/a			
Muskego	n/a			
New Berlin	Facilities Supervisor	74,027	99,937	98,353
Oak Creek	Facility Manager	93,137	101,124	97,377
Oconomowoc	n/a			
Pewaukee City	n/a			
Pleasant Prairie	Construction Inspector	63,669	79,581	67,642
Sheboygan	Facilities Superintendent	91,915	117,458	91,166
Sun Prairie	Facilities Supervisor	63,055	85,125	
Wauwatosa	Facilities Manager	70,533	96,720	92,290
West Bend	n/a			
Whitefish Bay	n/a			
ERI Data	Bldg. Mgr. 1-14 YOS, Average	66,839	91,268	83,031
Mequon	Buildings Superintendent	66,132	89,471	
Range Data				
Average		69,408.76	89,824.20	83,766.85
50th Percentile		65,254.00	88,196.50	87,098.70
60th Percentile		68,316.60	93,448.80	91,391.12
65th Percentile		69,978.90	95,902.20	91,784.38
70th Percentile		71,581.20	97,685.10	92,177.64
75th Percentile		73,153.50	99,132.75	93,561.75
80th Percentile		77,604.64	100,174.40	95,342.20
Actual Data				
Average		75,390.17	100,520.22	
50th Percentile		78,388.83	104,518.44	
60th Percentile		82,252.01	109,669.34	
65th Percentile		82,605.94	110,141.26	
70th Percentile		82,959.88	110,613.17	
75th Percentile		84,205.58	112,274.10	
80th Percentile		85,807.98	114,410.64	

Buildings Superintendent (Edited)				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	Building Maintenance Superintendent	61,754	81,825	
Germantown	n/a			
Grafton	Public Works Foreman			
Greenfield	n/a			
Menomonee Falls	Superintendent of Buildings & Grounds	56,430	73,902	73,902
Middleton	n/a			
Muskego	n/a			
New Berlin	Facilities Supervisor	74,027	99,937	98,353
Oak Creek	Facility Manager	93,137	101,124	97,377
Oconomowoc	n/a			
Pewaukee City	n/a			
Pleasant Prairie	Construction Inspector			
Sheboygan	Facilities Superintendent	91,915	117,458	91,166
Sun Prairie	Facilities Supervisor	63,055	85,125	
Wauwatosa	Facilities Manager	70,533	96,720	92,290
West Bend	n/a			
Whitefish Bay	n/a			
ERI Data	Bldg. Mgr. 1-14 YOS, Average	66,839	91,268	83,031
Mequon	Buildings Superintendent	66,132	89,471	
Range Data				
Average		72,211.33	93,419.88	89,353.30
50th Percentile		68,686.00	93,994.00	91,728.20
60th Percentile		71,231.80	97,363.40	92,290.00
65th Percentile		72,454.70	98,489.35	93,561.75
70th Percentile		73,677.60	99,615.30	94,833.50
75th Percentile		78,499.05	100,233.75	96,105.25
80th Percentile		84,759.92	100,649.20	97,377.00
Actual Data				
Average		80,417.97	107,223.96	
50th Percentile		82,555.38	110,073.84	
60th Percentile		83,061.00	110,748.00	
65th Percentile		84,205.58	112,274.10	
70th Percentile		85,350.15	113,800.20	
75th Percentile		86,494.73	115,326.30	
80th Percentile		87,639.30	116,852.40	

Building Maintenance Worker

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	Building Maintenance Worker	48,000	68,000	52,000
Franklin	Custodian	37,167	48,317	
Germantown	n/a			
Grafton	n/a			
Greenfield	n/a			
Menomonee Falls	Part-time Custodian (\$16.87/hr.)			
Middleton	n/a			
Muskego	Building Maintenance	49,944	64,907	64,917
New Berlin	Building Maintenance Technician	48,443	65,374	59,093
Oak Creek	Custodian	26,441	38,480	
Oconomowoc	n/a			
Pewaukee City	n/a			
Pleasant Prairie	DPW Parks Maint. Worker	45,718	68,890	59,360
Sheboygan	Building Maintenance Worker	53,456	68,307	55,973
Sun Prairie	Building Maintenance Technician	38,736	52,294	
Wauwatosa	Custodial Worker	34,944	47,902	48,963
West Bend	Facilities Maintenance Technician	50,419	68,058	53,942
Whitefish Bay	n/a			
ERI Data	Bldg. Maint Worker 1-14 YOS, Average	41,868	54,019	48,283
Mequon	Building Maintenance Worker	48,609	65,766	
Range Data				
Average		43,194.18	58,595.29	55,316.35
50th Percentile		45,718.00	64,907.00	54,957.40
60th Percentile		48,000.00	65,374.00	56,596.84
65th Percentile		48,221.50	66,687.00	57,688.91
70th Percentile		48,443.00	68,000.00	58,780.98
75th Percentile		49,193.50	68,029.00	59,159.75
80th Percentile		49,944.00	68,058.00	59,253.20
Actual Data				
Average		49,784.72	66,379.62	
50th Percentile		49,461.66	65,948.88	
60th Percentile		50,937.16	67,916.21	
65th Percentile		51,920.02	69,226.69	
70th Percentile		52,902.88	70,537.18	
75th Percentile		53,243.78	70,991.70	
80th Percentile		53,327.88	71,103.84	

Building Maintenance Worker (Edited)

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	Building Maintenance Worker	48,000	68,000	52,000
Franklin	Custodian			
Germantown	n/a			
Grafton	n/a			
Greenfield	n/a			
Menomonee Falls	Part-time Custodian (\$16.87/hr.)			
Middleton	n/a			
Muskego	Building Maintenance	49,944	64,907	64,917
New Berlin	Building Maintenance Technician	48,443	65,374	59,093
Oak Creek	Custodian			
Oconomowoc	n/a			
Pewaukee City	n/a			
Pleasant Prairie	DPW Parks Maint. Worker			
Sheboygan	Building Maintenance Worker	53,456	68,307	55,973
Sun Prairie	Building Maintenance Technician	38,736	52,294	
Wauwatosa	Custodial Worker			
West Bend	Facilities Maintenance Technician	50,419	68,058	53,942
Whitefish Bay	n/a			
ERI Data	Bldg. Maint Worker 1-14 YOS, Average	41,868	54,019	48,283
Mequon	Building Maintenance Worker	48,609	65,766	
Range Data				
Average		47,266.57	62,994.17	55,701.30
50th Percentile		48,443.00	65,374.00	54,957.40
60th Percentile		49,343.60	66,949.60	55,972.80
65th Percentile		49,793.90	67,737.40	56,752.85
70th Percentile		50,039.00	68,011.60	57,532.90
75th Percentile		50,181.50	68,029.00	58,312.95
80th Percentile		50,324.00	68,046.40	59,093.00
Actual Data				
Average		50,131.17	66,841.56	
50th Percentile		49,461.66	65,948.88	
60th Percentile		50,375.52	67,167.36	
65th Percentile		51,077.57	68,103.42	
70th Percentile		51,779.61	69,039.48	
75th Percentile		52,481.66	69,975.54	
80th Percentile		53,183.70	70,911.60	

Parks and Forestry Superintendent

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Parks & Rec Director	66,643	97,572	74,000
Cedarburg	City Forester	62,000	82,000	76,000
Franklin	City Forester	61,754	81,825	
Germantown	n/a			
Grafton	Public Works Superintendent	71,137	93,329	82,281
Greenfield	Parks & Recreation Director	88,362	101,398	101,398
Menomonee Falls	n/a			
Middleton	n/a			
Muskego	Conservation Coordinator/Forester	59,369	77,154	77,147
New Berlin	Parks Supervisor	74,027	99,937	85,508
Oak Creek	n/a			
Oconomowoc	Director - Parks, Rec & Forestry	97,282	125,070	111,197
Pewaukee City	Director of Parks & Recreation	80,808	110,822	83,117
Pleasant Prairie	Crew Lead	58,240	72,779	72,779
Sheboygan	Parks and Forestry Superintendent	91,915	117,458	87,838
Sun Prairie	Parks/Forestry Supervisor	63,055	85,125	
Wauwatosa	Parks & Forestry Superintendent	70,533	96,720	91,478
West Bend	Parks & Forestry Maintenance	67,454	91,062	72,454
Whitefish Bay	Superintendent of Public Works			89,303
ERI Data	n/a			
Mequon	Parks and Forestry Superintendent	66,132	89,471	
Range Data				
Average		72,327.06	95,160.81	84,961.55
50th Percentile		68,993.50	95,024.50	83,117.00
60th Percentile		71,016.20	97,401.60	85,974.08
65th Percentile		72,437.50	98,636.25	87,372.32
70th Percentile		74,705.10	100,083.10	88,424.24
75th Percentile		79,112.75	101,032.75	89,303.00
80th Percentile		83,829.60	105,167.76	90,608.00
Actual Data				
Average		76,465.40	101,953.86	
50th Percentile		74,805.30	99,740.40	
60th Percentile		77,376.67	103,168.90	
65th Percentile		78,635.09	104,846.78	
70th Percentile		79,581.82	106,109.09	
75th Percentile		80,372.70	107,163.60	
80th Percentile		81,547.20	108,729.60	

Parks and Forestry Superintendent (Edited)

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Parks & Rec Director			
Cedarburg	City Forester	62,000	82,000	76,000
Franklin	City Forester	61,754	81,825	
Germantown	n/a			
Grafton	Public Works Superintendent	71,137	93,329	82,281
Greenfield	Parks & Recreation Director			
Menomonee Falls	n/a			
Middleton	n/a			
Muskego	Conservation Coordinator/Forester	59,369	77,154	77,147
New Berlin	Parks Supervisor	74,027	99,937	85,508
Oak Creek	n/a			
Oconomowoc	Director - Parks, Rec & Forestry			
Pewaukee City	Director of Parks & Recreation			
Pleasant Prairie	Crew Lead	58,240	72,779	72,779
Sheboygan	Parks and Forestry Superintendent	91,915	117,458	87,838
Sun Prairie	Parks/Forestry Supervisor	63,055	85,125	
Wauwatosa	Parks & Forestry Superintendent	70,533	96,720	91,478
West Bend	Parks & Forestry Maintenance	67,454	91,062	72,454
Whitefish Bay	Superintendent of Public Works			89,303
ERI Data	n/a			
Mequon	Parks and Forestry Superintendent	66,132	89,471	
Range Data				
Average		67,948.42	89,738.86	81,643.16
50th Percentile		65,254.50	88,093.50	82,281.00
60th Percentile		68,685.60	91,968.80	84,862.60
65th Percentile		70,071.15	92,988.95	85,974.08
70th Percentile		70,714.20	94,346.30	86,906.24
75th Percentile		70,986.00	95,872.25	87,838.40
80th Percentile		71,715.00	97,363.40	88,424.24
Actual Data				
Average		73,478.84	97,971.79	
50th Percentile		74,052.90	98,737.20	
60th Percentile		76,376.34	101,835.12	
65th Percentile		77,376.67	103,168.90	
70th Percentile		78,215.62	104,287.49	
75th Percentile		79,054.56	105,406.08	
80th Percentile		79,581.82	106,109.09	

Parks Worker				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	Parks Worker	48,000	68,000	54,000
Franklin	n/a			
Germantown	n/a			
Grafton	Crewperson	48,984	66,227	58,323
Greenfield	n/a			
Menomonee Falls	n/a			
Middleton	Parks Crew Member	48,420	62,946	
Muskego	n/a			
New Berlin	Parks and Forestry Worker	39,541	53,352	
Oak Creek	n/a			
Oconomowoc	Parks Maintenance Worker	49,150	63,190	63,211
Pewaukee City	Parks Laborer	41,496	56,909	42,682
Pleasant Prairie	Parks Worker	45,718	68,890	59,360
Sheboygan	Parks Maintenance Worker	47,653	60,882	53,123
Sun Prairie	Maintenance Worker I	42,706	57,654	
Wauwatosa	Parks Maintenance Worker	41,912	57,470	51,501
West Bend	Parks & Forestry Maintenance	44,886	60,590	
Whitefish Bay	DPW Service Worker	51,979	63,585	
ERI Data	Maintenance Worker 1-12 YOS, Avg.	44,081	57,707	51,230
Mequon	Parks Worker	48,609	65,766	
Range Data				
Average		45,732.78	61,338.60	54,178.80
50th Percentile		45,718.00	60,881.60	53,561.60
60th Percentile		47,722.24	62,994.88	54,864.60
65th Percentile		47,930.56	63,141.52	56,377.65
70th Percentile		48,168.00	63,348.24	57,890.70
75th Percentile		48,420.00	63,585.00	58,582.25
80th Percentile		48,758.40	65,170.20	58,945.20
Actual Data				
Average		48,760.92	65,014.56	
50th Percentile		48,205.44	64,273.92	
60th Percentile		49,378.14	65,837.52	
65th Percentile		50,739.89	67,653.18	
70th Percentile		52,101.63	69,468.84	
75th Percentile		52,724.03	70,298.70	
80th Percentile		53,050.68	70,734.24	

Forestry Worker				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	Forestry Worker	48,000	68,000	52,000
Franklin	Arborist	56,166	73,016	
Germantown	n/a			
Grafton	Crewperson	48,984	66,227	58,323
Greenfield	n/a			
Menomonee Falls	n/a			
Middleton	n/a			
Muskego	n/a			
New Berlin	Lead Forestry Worker	56,472	76,232	63,877
Oak Creek	n/a			
Oconomowoc	Parks Maint Worker - Arborist	52,728	67,787	54,246
Pewaukee City	Parks Laborer	41,496	56,909	42,682
Pleasant Prairie	DPW Parks Maint. Worker	45,718	68,890	59,360
Sheboygan	Forestry Worker	59,925	76,586	57,325
Sun Prairie	Maintenance Worker II	49,438	66,741	
Wauwatosa	Arborist	46,010	63,086	63,086
West Bend	Arborist/Horticulturalist	53,435	72,134	53,435
Whitefish Bay	n/a			
ERI Data	n/a			
Mequon	Forestry Worker	48,609	65,766	
Range Data				
Average		50,761.07	68,691.60	56,037.13
50th Percentile		49,438.00	68,000.00	57,324.80
60th Percentile		52,728.00	68,890.00	58,123.36
65th Percentile		53,081.50	70,512.00	58,530.40
70th Percentile		53,435.00	72,134.00	58,945.20
75th Percentile		54,800.50	72,575.00	59,360.00
80th Percentile		56,166.00	73,016.00	60,850.40
Actual Data				
Average		50,433.42	67,244.56	
50th Percentile		51,592.32	68,789.76	
60th Percentile		52,311.02	69,748.03	
65th Percentile		52,677.36	70,236.48	
70th Percentile		53,050.68	70,734.24	
75th Percentile		53,424.00	71,232.00	
80th Percentile		54,765.36	73,020.48	

Forestry Worker (Edited)

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	Forestry Worker	48,000	68,000	52,000
Franklin	Arborist			
Germantown	n/a			
Grafton	Crewperson	48,984	66,227	58,323
Greenfield	n/a			
Menomonee Falls	n/a			
Middleton	n/a			
Muskego	n/a			
New Berlin	Lead Forestry Worker	56,472	76,232	63,877
Oak Creek	n/a			
Oconomowoc	Parks Maint Worker - Arborist	52,728	67,787	54,246
Pewaukee City	Parks Laborer	41,496	56,909	42,682
Pleasant Prairie	DPW Parks Maint. Worker	45,718	68,890	59,360
Sheboygan	Forestry Worker	59,925	76,586	57,325
Sun Prairie	Maintenance Worker II	49,438	66,741	
Wauwatosa	Arborist			
West Bend	Arborist/Horticulturalist			
Whitefish Bay	n/a			
ERI Data	n/a			
Mequon	Forestry Worker	48,609	65,766	
Range Data				
Average		50,345.10	68,421.45	55,401.89
50th Percentile		49,211.00	67,893.60	57,324.80
60th Percentile		50,096.00	68,178.00	57,923.72
65th Percentile		51,247.50	68,489.50	58,223.18
70th Percentile		52,399.00	68,801.00	58,530.40
75th Percentile		53,664.00	70,725.50	58,841.50
80th Percentile		54,974.40	73,295.20	59,152.60
Actual Data				
Average		49,861.70	66,482.26	
50th Percentile		51,592.32	68,789.76	
60th Percentile		52,131.35	69,508.46	
65th Percentile		52,400.86	69,867.82	
70th Percentile		52,677.36	70,236.48	
75th Percentile		52,957.35	70,609.80	
80th Percentile		53,237.34	70,983.12	

Police Chief				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Police Chief	97,950	143,408	125,466
Cedarburg	Police Chief	100,000	120,000	110,000
Franklin	Police Chief	102,289	138,088	
Germantown	Police Chief	94,098	115,758	107,723
Grafton	Police Chief	85,161	115,160	110,564
Greenfield	Police Chief	124,804	138,554	138,554
Menomonee Falls	Police Chief	107,182	140,192	137,051
Middleton	Police Chief	103,277	134,261	
Muskego	Police Chief	102,207	132,826	117,666
New Berlin	Police Chief	98,392	132,830	129,700
Oak Creek	Police Chief	110,286	124,867	124,867
Oconomowoc	Chief of Police	113,672	146,162	123,427
Pewaukee City	n/a			
Pleasant Prairie	Police Chief	94,734	118,418	118,418
Sheboygan	Police Chief	122,845	156,957	145,662
Sun Prairie	Police Chief	102,711	138,660	
Wauwatosa	Police Chief	103,230	141,544	133,869
West Bend	Police Chief	105,934	143,021	126,817
Whitefish Bay	Police Chief			121,975
ERI Data	n/a			
Mequon	Police Chief	104,735	137,812	
Range Data				
Average		104,045.42	134,159.14	124,783.99
50th Percentile		102,711.00	138,088.00	124,867.00
60th Percentile		103,258.20	138,617.60	126,006.40
65th Percentile		104,339.80	139,272.80	127,105.30
70th Percentile		106,183.68	140,462.40	129,123.40
75th Percentile		107,182.40	141,544.00	131,784.50
80th Percentile		109,665.28	142,725.60	134,505.44
Actual Data				
Average		112,305.59	149,740.78	
50th Percentile		112,380.30	149,840.40	
60th Percentile		113,405.76	151,207.68	
65th Percentile		114,394.77	152,526.36	
70th Percentile		116,211.06	154,948.08	
75th Percentile		118,606.05	158,141.40	
80th Percentile		121,054.90	161,406.53	

Administrative Coordinator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Police Executive Secretary	47,667	69,789	63,523
Cedarburg	Administrative Coordinator	36,000	56,000	55,000
Franklin	n/a			
Germantown	Administrative Assistant	32,793	51,851	53,476
Grafton	n/a			
Greenfield	Office Supervisor/Admin. Comm. Coord.	66,411	76,207	76,207
Menomonee Falls	Administrative Assistant	53,227	69,722	69,722
Middleton	n/a			
Muskego	n/a			
New Berlin	Administrative Services Manager	64,658	87,289	79,497
Oak Creek	Police Executive Assistant	46,353	68,489	63,449
Oconomowoc	n/a			
Pewaukee City	n/a			
Pleasant Prairie	Municipal Services Exec. Sec.	51,855	64,819	58,337
Sheboygan	Office Manager	68,640	87,714	65,291
Sun Prairie	Police Department Business Manager	54,469	73,534	
Wauwatosa	n/a			
West Bend	Executive Assistant to the Chief	47,570	64,210	57,416
Whitefish Bay	Court Clerk			56,076
ERI Data	n/a			
Mequon	Administrative Coordinator	56,697	76,709	
Range Data				
Average		51,785.75	69,965.75	63,453.98
50th Percentile		51,855.00	69,721.60	63,449.00
60th Percentile		53,227.20	69,789.00	63,523.00
65th Percentile		53,848.10	71,661.50	64,407.10
70th Percentile		54,469.00	73,534.00	65,291.20
75th Percentile		59,563.50	74,870.50	67,506.40
80th Percentile		64,658.00	76,207.00	69,721.60
Actual Data				
Average		57,108.58	76,144.78	
50th Percentile		57,104.10	76,138.80	
60th Percentile		57,170.70	76,227.60	
65th Percentile		57,966.39	77,288.52	
70th Percentile		58,762.08	78,349.44	
75th Percentile		60,755.76	81,007.68	
80th Percentile		62,749.44	83,665.92	

Police Captain (Administration or Operations)				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Police Captain	88,937	130,212	109,200
Cedarburg	Police Captain	94,000	114,000	104,000
Franklin	Assistant Police Chief	95,153	128,458	
Germantown	Police Captain	94,098	115,758	104,936
Grafton	Assistant Chief	81,278	109,899	105,054
Greenfield	Police Captain	106,515	122,229	122,229
Menomonee Falls	Police Captain	89,960	117,790	112,486
Middleton	Police Captain	91,915	119,496	115,248
Muskego	Police Captain	88,132	114,537	117,395
New Berlin	Police Captain	82,612	111,526	110,156
Oak Creek	Police Captain	110,286	121,165	115,870
Oconomowoc	Police Captain	97,282	125,070	100,069
Pewaukee City	n/a			
Pleasant Prairie	Police Captain (Operations)	79,968	99,960	99,960
Sheboygan	Police Captain	84,261	108,285	108,285
Sun Prairie	Police Lieutenant	84,500	114,076	
Wauwatosa	Police Captain	90,958	124,758	124,758
West Bend	Police Captain	110,637	115,617	110,637
Whitefish Bay	Police Lieutenant	106,897	108,449	
ERI Data	n/a			
Mequon	Police Captain	79,143	112,709	
Range Data				
Average		93,188.26	116,738.09	110,685.51
50th Percentile		91,436.60	115,687.50	110,156.00
60th Percentile		94,019.60	118,131.52	111,376.76
65th Percentile		94,150.75	119,579.45	112,762.52
70th Percentile		95,047.50	120,998.10	114,695.39
75th Percentile		96,749.45	121,963.00	115,558.82
80th Percentile		102,821.64	123,746.40	116,175.00
Actual Data				
Average		99,616.96	132,822.61	
50th Percentile		99,140.40	132,187.20	
60th Percentile		100,239.08	133,652.11	
65th Percentile		101,486.27	135,315.03	
70th Percentile		103,225.85	137,634.47	
75th Percentile		104,002.94	138,670.58	
80th Percentile		104,557.50	139,410.00	

Police Captain (Administration or Operations) (Edited)

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Police Captain	88,937	130,212	109,200
Cedarburg	Police Captain	94,000	114,000	104,000
Franklin	Assistant Police Chief			
Germantown	Police Captain	94,098	115,758	104,936
Grafton	Assistant Chief			
Greenfield	Police Captain	106,515	122,229	122,229
Menomonee Falls	Police Captain	89,960	117,790	112,486
Middleton	Police Captain	91,915	119,496	115,248
Muskego	Police Captain	88,132	114,537	117,395
New Berlin	Police Captain	82,612	111,526	110,156
Oak Creek	Police Captain	110,286	121,165	115,870
Oconomowoc	Police Captain	97,282	125,070	100,069
Pewaukee City	n/a			
Pleasant Prairie	Police Captain (Operations)	79,968	99,960	99,960
Sheboygan	Police Captain	84,261	108,285	108,285
Sun Prairie	Police Lieutenant	84,500	114,076	
Wauwatosa	Police Captain	90,958	124,758	124,758
West Bend	Police Captain	110,637	115,617	110,637
Whitefish Bay	Police Lieutenant	106,897	108,449	
ERI Data	n/a			
Mequon	Police Captain	79,143	112,709	
Range Data				
Average		93,809.85	116,433.04	111,087.76
50th Percentile		91,436.60	115,687.50	110,396.50
60th Percentile		94,000.00	117,790.40	112,116.52
65th Percentile		94,073.50	119,069.60	113,728.96
70th Percentile		95,689.80	120,330.50	115,309.88
75th Percentile		99,589.95	121,431.00	115,714.41
80th Percentile		106,515.00	122,229.00	116,480.00
Actual Data				
Average		99,978.98	133,305.31	
50th Percentile		99,356.85	132,475.80	
60th Percentile		100,904.87	134,539.82	
65th Percentile		102,356.06	136,474.75	
70th Percentile		103,778.89	138,371.85	
75th Percentile		104,142.97	138,857.29	
80th Percentile		104,832.00	139,776.00	

Records Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Police Desk Clerk	40,315	59,025	55,474
Cedarburg	Records Clerk	32,000	52,000	49,000
Franklin	Police Utility Clerk	37,167	48,317	
Germantown	Records Clerk	32,794	51,851	42,941
Grafton	Police Records Administrator	39,000	52,728	52,374
Greenfield	Police Clerk Typist	49,587	53,373	53,373
Menomonee Falls	Police Support Specialist	44,720	58,510	50,170
Middleton	Records Clerk	43,094	56,022	
Muskego	Administrative Assistant	49,945	64,907	60,570
New Berlin	Records and Information Manager	69,185	93,399	73,777
Oak Creek	Records Clerk	44,916	57,242	49,667
Oconomowoc	Police Administrative Assistant	48,152	61,901	60,528
Pewaukee City	n/a			
Pleasant Prairie	Municipal Services Clerk	41,974	49,296	49,296
Sheboygan	Records Specialist Clerk	41,184	52,624	45,448
Sun Prairie	Police Records Admin	38,736	52,294	
Wauwatosa	n/a			
West Bend	Police Dept. Clerk/Typist			46,579
Whitefish Bay	Court Clerk			56,076
ERI Data	Record Clerk 1-12 YOS, Average	36,302	47,668	43,381
Mequon	Records Clerk	41,674	56,284	
Range Data				
Average		43,066.93	56,947.33	52,576.95
50th Percentile		41,579.00	53,050.50	50,169.60
60th Percentile		43,094.00	56,022.00	52,773.84
65th Percentile		44,313.50	56,937.00	53,583.10
70th Percentile		44,818.00	57,876.20	55,053.80
75th Percentile		45,725.00	58,639.05	55,775.00
80th Percentile		48,152.00	59,025.00	56,966.40
Actual Data				
Average		47,319.25	63,092.33	
50th Percentile		45,152.64	60,203.52	
60th Percentile		47,496.46	63,328.61	
65th Percentile		48,224.79	64,299.72	
70th Percentile		49,548.42	66,064.56	
75th Percentile		50,197.50	66,930.00	
80th Percentile		51,269.76	68,359.68	

Records Clerk (Edited)

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Police Desk Clerk	40,315	59,025	55,474
Cedarburg	Records Clerk	32,000	52,000	49,000
Franklin	Police Utility Clerk	37,167	48,317	
Germantown	Records Clerk	32,794	51,851	42,941
Grafton	Police Records Administrator	39,000	52,728	52,374
Greenfield	Police Clerk Typist	49,587	53,373	53,373
Menomonee Falls	Police Support Specialist	44,720	58,510	50,170
Middleton	Records Clerk	43,094	56,022	
Muskego	Administrative Assistant	49,945	64,907	60,570
New Berlin	Records and Information Manager			
Oak Creek	Records Clerk	44,916	57,242	49,667
Oconomowoc	Police Administrative Assistant	48,152	61,901	60,528
Pewaukee City	n/a			
Pleasant Prairie	Municipal Services Clerk	41,974	49,296	49,296
Sheboygan	Records Specialist Clerk	41,184	52,624	45,448
Sun Prairie	Police Records Admin	38,736	52,294	
Wauwatosa	n/a			
West Bend	Police Dept. Clerk/Typist			46,579
Whitefish Bay	Court Clerk			56,076
ERI Data	Record Clerk 1-12 YOS, Average	36,302	47,668	43,381
Mequon	Records Clerk	41,674	56,284	
Range Data				
Average		41,325.72	54,517.21	51,062.66
50th Percentile		41,184.00	52,728.00	49,918.30
60th Percentile		42,422.00	54,432.60	51,933.44
65th Percentile		43,256.60	56,144.00	52,823.77
70th Percentile		44,394.80	56,998.00	53,583.10
75th Percentile		44,818.00	57,876.20	54,948.75
80th Percentile		45,563.20	58,613.32	55,714.80
Actual Data				
Average		45,956.39	61,275.19	
50th Percentile		44,926.47	59,901.96	
60th Percentile		46,740.10	62,320.13	
65th Percentile		47,541.39	63,388.52	
70th Percentile		48,224.79	64,299.72	
75th Percentile		49,453.88	65,938.50	
80th Percentile		50,143.32	66,857.76	

Public Safety IT Specialist

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	n/a			
Germantown	n/a			
Grafton	n/a			
Greenfield	Systems Administrator	88,362	101,398	101,398
Menomonee Falls	Information Technology Specialist	59,821	78,333	78,333
Middleton	Information Technology Technician	57,669	74,970	
Muskego	n/a			
New Berlin	Public Safety IT Network Administrator	64,658	87,289	73,000
Oak Creek	n/a			
Oconomowoc	IT Coordinator Network & Support	64,480	82,909	68,182
Pewaukee City	n/a			
Pleasant Prairie	Comms. & Systems Admin.	74,278	92,848	92,848
Sheboygan	Communications & Electronics Technician	73,840	94,349	91,707
Sun Prairie	Public Safety Support Specialist	60,053	81,071	
Wauwatosa	Public Safety IT Technician	50,107	68,682	58,677
West Bend	Public Safety Technical Specialist	53,435	72,134	55,368
Whitefish Bay	n/a			
ERI Data	n/a			
Mequon	Public Safety IT Specialist	56,697	79,709	
Range Data				
Average		64,670.28	83,398.24	77,439.18
50th Percentile		62,266.50	81,989.90	75,666.40
60th Percentile		64,551.20	84,660.88	81,007.68
65th Percentile		64,631.30	86,631.97	85,688.72
70th Percentile		67,412.60	88,956.70	90,369.76
75th Percentile		71,544.50	91,458.25	91,992.40
80th Percentile		73,927.60	93,148.16	92,391.68
Actual Data				
Average		69,695.26	92,927.01	
50th Percentile		68,099.76	90,799.68	
60th Percentile		72,906.91	97,209.22	
65th Percentile		77,119.85	102,826.46	
70th Percentile		81,332.78	108,443.71	
75th Percentile		82,793.16	110,390.88	
80th Percentile		83,152.51	110,870.02	

Public Safety IT Specialist (Edited)

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	n/a			
Germantown	n/a			
Grafton	n/a			
Greenfield	Systems Administrator			
Menomonee Falls	Information Technology Specialist	59,821	78,333	78,333
Middleton	Information Technology Technician	57,669	74,970	
Muskego	n/a			
New Berlin	Public Safety IT Network Administrator	64,658	87,289	73,000
Oak Creek	n/a			
Oconomowoc	IT Coordinator Network & Support	64,480	82,909	68,182
Pewaukee City	n/a			
Pleasant Prairie	Comms. & Systems Admin.	74,278	92,848	92,848
Sheboygan	Communications & Electronics Technician	73,840	94,349	91,707
Sun Prairie	Public Safety Support Specialist	60,053	81,071	
Wauwatosa	Public Safety IT Technician	50,107	68,682	58,677
West Bend	Public Safety Technical Specialist	53,435	72,134	55,368
Whitefish Bay	n/a			
ERI Data	n/a			
Mequon	Public Safety IT Specialist	56,697	79,709	
Range Data				
Average		62,037.87	81,398.27	74,016.49
50th Percentile		60,053.00	81,071.00	73,000.00
60th Percentile		63,594.60	82,541.24	76,199.68
65th Percentile		64,515.60	83,784.84	77,799.52
70th Percentile		64,586.80	85,536.92	81,007.68
75th Percentile		64,658.00	87,289.00	85,020.00
80th Percentile		68,330.80	89,512.60	89,032.32
Actual Data				
Average		66,614.84	88,819.78	
50th Percentile		65,700.00	87,600.00	
60th Percentile		68,579.71	91,439.62	
65th Percentile		70,019.57	93,359.42	
70th Percentile		72,906.91	97,209.22	
75th Percentile		76,518.00	102,024.00	
80th Percentile		80,129.09	106,838.78	

Fire Chief				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	Part Time Fire Chief			
Franklin	Fire Chief	102,289	138,088	
Germantown	Fire Chief	94,098	115,758	90,563
Grafton	Fire Chief	85,161	115,160	109,542
Greenfield	Fire Chief	124,804	138,554	138,554
Menomonee Falls	Fire Chief	107,182	140,192	137,051
Middleton	EMS Chief	91,916	119,491	
Muskego	n/a			
New Berlin	Fire Chief	98,392	132,830	131,184
Oak Creek	Fire Chief	109,675	124,283	124,283
Oconomowoc	n/a			
Pewaukee City	Fire Chief	102,045	139,942	129,438
Pleasant Prairie	Fire Chief	93,795	117,243	117,243
Sheboygan	Fire Chief	122,845	156,957	132,330
Sun Prairie	EMS Chief	93,162	125,768	
Wauwatosa	Fire Chief	103,230	141,544	139,797
West Bend	Fire Chief	105,934	121,826	124,702
Whitefish Bay	No Data			
ERI Data	n/a			
Mequon	Fire Chief	104,735	137,812	136,962
Range Data				
Average		102,466.29	130,545.44	124,971.53
50th Percentile		102,166.90	129,299.00	129,438.00
60th Percentile		103,041.80	137,036.40	131,184.00
65th Percentile		104,446.80	138,297.70	131,756.80
70th Percentile		106,058.84	138,692.84	132,329.60
75th Percentile		106,870.30	139,595.30	134,690.40
80th Percentile		108,179.44	140,042.24	137,051.20
Actual Data				
Average		112,474.37	149,965.83	
50th Percentile		116,494.20	155,325.60	
60th Percentile		118,065.60	157,420.80	
65th Percentile		118,581.12	158,108.16	
70th Percentile		119,096.64	158,795.52	
75th Percentile		121,221.36	161,628.48	
80th Percentile		123,346.08	164,461.44	

Deputy Fire Chief				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	Deputy Fire Chief	52,000	72,000	64,000
Franklin	Assistant Fire Chief	95,153	128,458	
Germantown	n/a			
Grafton	Assistant Fire Chief	81,278	109,899	87,973
Greenfield	Assistant Fire Chief	109,947	126,166	117,779
Menomonee Falls	Deputy Chief	80,059	104,770	104,770
Middleton	n/a			
Muskego	n/a			
New Berlin	Assistant Fire Chief	87,568	118,218	
Oak Creek	Assistant Fire Chief	109,675	120,554	115,287
Oconomowoc	n/a			
Pewaukee City	Deputy Fire Chief	85,051	116,646	99,133
Pleasant Prairie	Assistant Fire Chief	85,003	106,253	106,253
Sheboygan	Assistant Fire Chief	106,267	135,803	110,864
Sun Prairie	n/a			
Wauwatosa	Assistant Chief	86,902	119,163	119,163
West Bend	Deputy Fire Chief	91,707	123,802	105,915
Whitefish Bay	No Data			
ERI Data	n/a			
Mequon	Deputy Fire Chief	79,143	112,709	108,637
Range Data				
Average		89,217.55	115,144.35	103,113.66
50th Percentile		87,235.00	118,690.50	106,084.00
60th Percentile		90,051.40	119,997.60	108,097.40
65th Percentile		92,223.90	121,041.20	110,172.35
70th Percentile		94,119.20	122,827.60	112,190.90
75th Percentile		97,931.55	124,393.00	114,181.25
80th Percentile		104,044.36	125,693.20	115,785.40
Actual Data				
Average		92,802.29	123,736.39	
50th Percentile		95,475.60	127,300.80	
60th Percentile		97,287.66	129,716.88	
65th Percentile		99,155.12	132,206.82	
70th Percentile		100,971.81	134,629.08	
75th Percentile		102,763.13	137,017.50	
80th Percentile		104,206.86	138,942.48	

Battalion Chief				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	Battalion Chief	88,514	119,494	
Germantown	Battalion Chief	73,211	99,575	81,187
Grafton	n/a			
Greenfield	Fire Battalion Chief	109,947	126,166	111,929
Menomonee Falls	Battalion Chief	71,261	93,309	77,085
Middleton	n/a			
Muskego	n/a			
New Berlin	n/a			
Oak Creek	Battalion Chief	99,417	107,178	107,178
Oconomowoc	n/a			
Pewaukee City	Battalion Chief (2912 hours)	76,556	104,978	68,349
Pleasant Prairie	Fire Lieutenant	85,846	87,826	86,079
Sheboygan	Battalion Chief	91,915	117,458	102,190
Sun Prairie	n/a			
Wauwatosa	n/a			
West Bend	Battalion Chief	83,366	112,549	99,557
Whitefish Bay	No Data			
ERI Data	n/a			
Mequon	Battalion Chief	77,137	104,361	95,838
Range Data				
Average		86,670.39	107,614.67	91,694.22
50th Percentile		85,846.00	107,178.00	92,818.00
60th Percentile		87,980.40	111,474.80	100,083.68
65th Percentile		89,194.24	113,530.72	101,005.37
70th Percentile		90,554.72	115,494.16	101,927.06
75th Percentile		91,915.20	117,457.60	103,437.30
80th Percentile		94,915.92	118,272.16	105,182.96
Actual Data				
Average		82,524.80	110,033.06	
50th Percentile		83,536.20	111,381.60	
60th Percentile		90,075.31	120,100.42	
65th Percentile		90,904.83	121,206.44	
70th Percentile		91,734.35	122,312.47	
75th Percentile		93,093.57	124,124.76	
80th Percentile		94,664.66	126,219.55	

Battalion Chief (Edited)				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Cedarburg	n/a			
Franklin	Battalion Chief	88,514	119,494	
Germantown	Battalion Chief	73,211	99,575	81,187
Grafton	n/a			
Greenfield	Fire Battalion Chief	109,947	126,166	111,929
Menomonee Falls	Battalion Chief	71,261	93,309	77,085
Middleton	n/a			
Muskego	n/a			
New Berlin	n/a			
Oak Creek	Battalion Chief	99,417	107,178	107,178
Oconomowoc	n/a			
Pewaukee City	Battalion Chief (2912 hours)	76,556	104,978	68,349
Pleasant Prairie	Fire Lieutenant			
Sheboygan	Battalion Chief	91,915	117,458	102,190
Sun Prairie	n/a			
Wauwatosa	n/a			
West Bend	Battalion Chief	83,366	112,549	99,557
Whitefish Bay	No Data			
ERI Data	n/a			
Mequon	Battalion Chief	77,137	104,361	95,838
Range Data				
Average		86,773.44	110,088.25	92,496.39
50th Percentile		85,940.00	109,863.50	99,557.00
60th Percentile		89,194.24	113,530.72	101,137.04
65th Percentile		90,384.66	115,248.73	101,927.06
70th Percentile		91,575.08	116,966.74	103,187.92
75th Percentile		93,790.65	117,966.70	104,684.20
80th Percentile		96,416.28	118,679.44	106,180.48
Actual Data				
Average		83,246.75	110,995.67	
50th Percentile		89,601.30	119,468.40	
60th Percentile		91,023.34	121,364.45	
65th Percentile		91,734.35	122,312.47	
70th Percentile		92,869.13	123,825.50	
75th Percentile		94,215.78	125,621.04	
80th Percentile		95,562.43	127,416.58	

Library Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Library Director	56,886	83,287	69,035
Franklin	Library Director	82,340	111,157	
Germantown	Library Director			76,835
Grafton	Library Director	71,137	93,329	
Menomonee Falls	Library Director	83,179	108,909	
Middleton	Library Director	91,917	119,492	
Muskego	Library Director	88,132	114,536	
Oconomowoc	Library Director	75,421	96,970	88,358
Sun Prairie	Library Director	95,147	119,779	
Wauwatosa	Library Director	86,902	119,163	110,718
Whitefish Bay	Library Director			86,567
ERI Data	Library Director 1-14 YOS, Average	64,410	93,042	81,025
Mequon				98,850.34
Range Data				
Average		79,547.09	105,966.33	85,423.10
50th Percentile		82,759.60	110,032.90	83,796.00
60th Percentile		84,668.32	112,508.60	86,567.00
65th Percentile		86,343.58	114,029.15	87,014.85
70th Percentile		87,271.00	115,924.10	87,462.70
75th Percentile		87,824.50	118,006.25	87,910.55
80th Percentile		88,888.97	119,228.79	88,358.40
Actual Data				
Average		76,880.79	102,507.72	
50th Percentile		75,416.40	100,555.20	
60th Percentile		77,910.30	103,880.40	
65th Percentile		78,313.37	104,417.82	
70th Percentile		78,716.43	104,955.24	
75th Percentile		79,119.50	105,492.66	
80th Percentile		79,522.56	106,030.08	

Patron Services Manager or Public Services Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Franklin	Library Circulation Supervisor	61,754	81,825	
Germantown	n/a			
Grafton	n/a			
Menomonee Falls	Assistant Director	69,867	91,478	
Middleton	Public Services Manager	51,326	66,724	
Muskego	Head of Public Services	63,933	83,087	
Oconomowoc	Special Services Coordinator	53,560	68,848	61,214
Sun Prairie	Head of Access and Circulation Svcs	63,055	85,125	
Wauwatosa	Circulation Supervisor	66,435	91,125	
Whitefish Bay	n/a			
ERI Data	Circulation Mgr 1-14 YOS, Average	58,603	81,804	71,984
Mequon	Patron Services Manager			68,557
Range Data				
Average		61,066.64	81,252.01	66,599.20
50th Percentile		62,404.50	82,456.00	66,599.20
60th Percentile		63,230.60	83,494.60	67,676.16
65th Percentile		63,537.90	84,207.90	68,214.64
70th Percentile		63,845.20	84,921.20	68,753.12
75th Percentile		64,558.50	86,625.00	69,291.60
80th Percentile		65,434.20	88,725.00	69,830.08
Actual Data				
Average		59,939.28	79,919.04	
50th Percentile		59,939.28	79,919.04	
60th Percentile		60,908.54	81,211.39	
65th Percentile		61,393.18	81,857.57	
70th Percentile		61,877.81	82,503.74	
75th Percentile		62,362.44	83,149.92	
80th Percentile		62,847.07	83,796.10	

Access Services Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Franklin	Library Circulation Supervisor	61,754	81,825	
Germantown	Access Services Manager			37,690
Grafton	n/a			
Menomonee Falls	Access Services Manager	55,328	72,446	
Middleton	n/a			
Muskego	Circulation Services Supervisor	51,192	66,530	
Oconomowoc	Special Services Coordinator	53,560	68,848	61,214
Sun Prairie	Head of Technical Services	63,055	85,125	
Wauwatosa	n/a			
Whitefish Bay	n/a			
ERI Data	Library Systems Specialist 1-14 YOS	52,380	75,692	68,585
Mequon	Access Services Manager			57,700
Range Data				
Average		56,211.50	75,077.73	55,829.67
50th Percentile		54,444.00	74,069.20	61,214.40
60th Percentile		55,328.00	75,692.00	62,688.52
65th Percentile		56,934.50	77,225.25	63,425.58
70th Percentile		58,541.00	78,758.50	64,162.64
75th Percentile		60,147.50	80,291.75	64,899.70
80th Percentile		61,754.00	81,825.00	65,636.76
Actual Data				
Average		50,246.70	66,995.60	
50th Percentile		55,092.96	73,457.28	
60th Percentile		56,419.67	75,226.22	
65th Percentile		57,083.02	76,110.70	
70th Percentile		57,746.38	76,995.17	
75th Percentile		58,409.73	77,879.64	
80th Percentile		59,073.08	78,764.11	

Business Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	n/a			
Franklin	n/a			
Germantown	Assistant Director			50,253
Grafton	n/a			
Menomonee Falls	Business/Facilities Manager	52,187	68,349	
Middleton	n/a			
Muskego	n/a			
Oconomowoc	Administrative Coordinator	46,072	59,238	55,286
Sun Prairie	Admin and Project Librarian	54,469	73,534	
Wauwatosa	n/a			
Whitefish Bay	n/a			
ERI Data	Library Supervisor 1-14 YOS, Average	48,734	64,659	58,011
Mequon	Business Manager			62,130
Range Data				
Average		50,365.55	66,445.05	54,516.73
50th Percentile		50,460.60	66,503.90	55,286.40
60th Percentile		51,496.56	67,610.84	55,831.32
65th Percentile		52,014.54	68,164.31	56,103.78
70th Percentile		52,415.38	68,867.32	56,376.24
75th Percentile		52,757.65	69,645.10	56,648.70
80th Percentile		53,099.92	70,422.88	56,921.16
Actual Data				
Average		49,065.06	65,420.08	
50th Percentile		49,757.76	66,343.68	
60th Percentile		50,248.19	66,997.58	
65th Percentile		50,493.40	67,324.54	
70th Percentile		50,738.62	67,651.49	
75th Percentile		50,983.83	67,978.44	
80th Percentile		51,229.04	68,305.39	

Librarian				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Adult/Youth Librarian	50,002	73,207	50,461
Franklin	Youth Reference/Young Adult Librarian	56,166	73,016	
Germantown	Librarian	41,371	47,216	
Grafton	n/a			
Menomonee Falls	Librarian	43,846	57,366	
Middleton	Librarian	61,130	79,469	
Muskego	Librarian (Adult, Young Adult, Children's)	51,192	66,530	
Oconomowoc	Youth Services Librarian	53,560	68,848	62,754
Sun Prairie	Adult Services Librarian	44,842	60,536	
Wauwatosa	Librarian	58,281	79,914	79,914
Whitefish Bay	Head of Youth and Adult Services			57,259
ERI Data	Librarian 1-14 YOS, Average	48,734	64,659	48,011
Mequon	Librarian			50,561
Range Data				
Average		50,912.46	67,076.14	59,679.72
50th Percentile		50,597.00	67,689.00	57,259.00
60th Percentile		52,139.20	70,515.20	59,456.84
65th Percentile		53,204.80	72,390.80	60,555.76
70th Percentile		54,341.80	73,073.30	61,654.68
75th Percentile		55,514.50	73,159.25	62,753.60
80th Percentile		56,589.00	74,459.39	66,185.68
Actual Data				
Average		53,711.75	71,615.66	
50th Percentile		51,533.10	68,710.80	
60th Percentile		53,511.16	71,348.21	
65th Percentile		54,500.18	72,666.91	
70th Percentile		55,489.21	73,985.62	
75th Percentile		56,478.24	75,304.32	
80th Percentile		59,567.11	79,422.82	

Reference Associate				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer	Reference Librarian	29,194	42,744	44,554
Franklin	Reference Librarian	56,166	73,016	
Germantown	n/a			
Grafton	Reference Librarian	48,988	66,236	
Menomonee Falls	Patron Services Associate	34,674	45,427	
Middleton	n/a			
Muskego	Reference Assistant	37,136	48,263	
Oconomowoc	Reference Librarian	40,165	51,646	51,646
Sun Prairie	n/a			
Wauwatosa	Reference Librarian	58,282	79,914	
Whitefish Bay	Library Support	20,280	56,160	
ERI Data	n/a			
Mequon	Reference Associate	33,738	40,123	
Range Data				
Average		40,610.55	57,925.83	48,100.20
50th Percentile		38,650.40	53,903.20	48,100.20
60th Percentile		41,929.44	58,175.20	48,809.44
65th Percentile		45,017.56	61,701.80	49,164.06
70th Percentile		48,105.68	65,228.40	49,518.68
75th Percentile		50,782.50	67,931.00	49,873.30
80th Percentile		53,294.80	70,304.00	50,227.92
Actual Data				
Average		43,290.18	57,720.24	
50th Percentile		43,290.18	57,720.24	
60th Percentile		43,928.50	58,571.33	
65th Percentile		44,247.65	58,996.87	
70th Percentile		44,566.81	59,422.42	
75th Percentile		44,885.97	59,847.96	
80th Percentile		45,205.13	60,273.50	

Access Service Technician				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer				
Franklin				
Germantown				
Grafton				
Menomonee Falls				
Middleton				
Muskego				
Oconomowoc				
Sun Prairie				
Wauwatosa				
Whitefish Bay				
ERI Data				
Mequon	Access Services Technician			42,312
Range Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Access Associates				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Brown Deer				
Franklin				
Germantown				
Grafton				
Menomonee Falls	Access Services Associate	32,698	42,827	
Middleton	Library Assistant	38,353	49,859	
Muskego				
Oconomowoc				
Sun Prairie	Asst Tech Svcs Librarian	42,706	57,654	
Wauwatosa				
Whitefish Bay	Library Support	20,280	56,160	
ERI Data	Library Technician 1-14 YOS, Average	34,747	48,922	42,019
Mequon	Access Associates	32,136	34,653	
Range Data				
Average		33,756.72	51,084.44	
50th Percentile		34,747.00	49,859.00	
60th Percentile		36,189.40	52,379.40	
65th Percentile		36,910.60	53,639.60	
70th Percentile		37,631.80	54,899.80	
75th Percentile		38,353.00	56,160.00	
80th Percentile		39,223.60	56,458.80	
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Library Board Appointments and Composition

18

In Wisconsin, as in most states, citizen boards govern public libraries. Citizen governance partially isolates the operation of the library from political pressure—an important concern especially in the development of your library’s collection and policies. Public library collections and policies have traditionally supported the ideals of freedom of expression and inquiry—free from any partisan or political pressures. Citizen control helps your library support these ideals. (For more information, see [Trustee Essential #22: Freedom of Expression and Inquiry](#).)

Diversity of Viewpoint and Expertise

Another traditional public library ideal is that the library serves *all* members of the community equitably. A citizen board representing a cross section of the community should help your library do that. A library board composed of members with varying backgrounds and perspectives can contribute to the success of the library. For example, the school district administrator (or administrator’s designee) brings expertise in the field of education and often in the field of personnel management practice. A lawyer, a businessperson, a parent, an elected official, and many others, all have knowledge and experience that can contribute to effective library board decision-making.

It is appropriate for the library board to suggest potential appointees to fill upcoming vacancies on the library board. When developing lists of candidates for appointment, keep in mind the importance of having a board that is representative of the entire community and any special need for added expertise on the library board. See also [Trustee Essential #1: The Trustee Job Description](#) for additional qualities of a good library board member.

Statutory Requirements

The appointment, composition, and terms of office for all types of library boards in Wisconsin (municipal, joint, county, and system) must be in accordance with Chapter 43 of the Wisconsin Statutes. To qualify for membership in a library system, your library must have a legally appointed and constituted library board that exercises the statutorily required duties and powers. (See also [Trustee Essential #2: Who Runs the Library](#) and [Trustee Essential #17: Membership in the Library System](#).)

In This Trustee Essential

- Why citizen boards control public libraries in Wisconsin
- The legally required procedures for appointment of library board members
- The legally required composition of library boards

Municipal Library Boards

The mayor, village president, town chair, or tribal chair makes appointments to a municipal² public library board, with the approval of the municipal governing body, for three-year terms. Not more than two board members may reside outside of the municipality. Terms of office for library trustees begin on the date set by local ordinance (usually May 1) and are for three years unless the appointment is to fill an unexpired term. Special terms of office apply for a newly formed library (see Wisconsin Statutes Section [43.54\(1\)\(b\)](#)), and when a city council has voted to reduce the size of the board under Section [43.54\(3\)](#).

One of the members must be a school district administrator or the administrator's representative, to represent the public school district(s) in which the public library is located. The school district administrator or the administrator's designee must still be formally appointed for a three-year term by the mayor, village president, town chair, or tribal chair, with the approval of the municipal governing body.

Although the law does not require that a member of the municipal governing body be appointed, this is a frequent practice and one that often improves communication between the library board and the municipality. The law does, however, specify that at any one time not more than one member of the municipal governing body can be a member of the library board.

If a board member leaves office before the expiration of his or her term, the appointment to fill the position is made in the same way as other appointments, but the term of office is for the unexpired portion of the term (which will be less than three years).

If a county (or another municipality) provides financial support to your library, it may have the option of appointing members to your board. Wisconsin Statutes Section [43.60\(3\)](#) provides that whenever a county (or another municipality) appropriates funds for a municipal library equaling at least one-sixth of the amount appropriated by the establishing municipality, the county (or other municipality) may appoint a library board member to serve in addition to those appointed by the municipality. Two board members may be appointed when the county (or another municipality) appropriates at least one-third the amount that was appropriated by the establishing municipality. These appointments are *in addition* to the municipal appointments. So, for example, if your board has seven municipal appointments, and the county appoints one member under the provisions of Section [43.60\(3\)](#), your board would have a total of eight members.

Village, Town, and Tribal Libraries

Library boards established by a village, town, tribal government or tribal association have either five or seven members appointed by the village president, town chair, or tribal chair, respectively, with the approval of the municipal governing body.

² For purposes of Wisconsin library law, tribal governments and tribal associations are considered "municipalities." Public libraries in a First Class City have special rules for the appointing authority and for library board composition (see Section [43.54\(am\)](#)).

Fourth Class Cities

Library boards established by a Fourth Class City have seven members appointed by the mayor, with approval of the city council.

Second and Third Class Cities

Library boards established by a Second or Third Class City have nine members appointed by the mayor, with approval of the city council. However, the city council may, by a two-thirds vote, reduce the number appointed by the mayor to seven.

First Class Cities

Library boards established by a First Class City have special rules for appointing authority and library board composition (see Wisconsin Statutes Section [43.54\(1\)\(am\)](#)).

Joint Library Boards

A joint public library can be established by two or more municipalities or a county and one or more municipalities located in whole or in part in the county, by appropriate agreement of their governing bodies. The library board of a joint library has seven to eleven members, and the composition of the board must be representative of the participants in the joint library. The joint library agreement must spell out the number of representatives for each participant. The head of each participating governing body appoints board members. The rules discussed above regarding length of terms, unexpired terms, and school district representation also apply to joint library boards.

County Library Boards

In counties with a consolidated county public library, the county board chair, with the approval of the county board, appoints a seven-member or nine-member county library board. In counties with a county library service, the county board chair, with the approval of the county board, appoints a seven-member county library board. Both types of county library boards must have at least one, but not more than two, county board members. In addition, the board must include at least one school district administrator (or that school district administrator's designee) of a school district located in whole or in part in the county.

The board of a county library *service* must also include representatives of municipal library boards of libraries in the county and also persons residing in municipalities not served by municipal libraries.

The same rules discussed above regarding length of terms and filling unexpired terms also apply to county library boards.

Federated Public Library System Boards for a Single-County Library System

In a single-county library system, a seven-member board is appointed by the county executive or the county board chair (in counties without a county executive) and approved by the county board. Board terms are three years. At least three members of the system board, at the time of their appointment, shall be active voting members of library boards governing public libraries of participating municipalities, and at least one of these shall be a member of the library board governing the resource library. At least one but not more than two members of the county board shall be members of the system board at any one time. No current employee of a member public library may serve on the board. Board terms begin on January 1. If a board member leaves office before expiration of term, the appointment to fill the position is made in the same way as other appointments, but the term of office is for the unexpired portion of the term (which will be less than three years).

Federated Public Library System Boards for a Multi-County Library System

In a multicounty federated public library system (a federated library system whose territory lies within 2 or more counties), the system board consists of a minimum of 11 but no more than 20 members. However, the board may consist of more than 20 members if the county boards, acting jointly, determine that each county in the system shall be represented by at least two members on the system board (see Wisconsin Statutes Section [43.19](#) for more on federated public library systems).

Members are nominated by the county executive or the county board chair (in counties without a county executive) in each county in the system and approved by each county board. Board terms are three years. Appointments must be as closely proportionate to the populations of the respective counties as practical, but each county shall be represented by at least one member on the system board. Each county board may appoint one county board member to the system board. At least one of the appointees shall be a member of the library board governing the resource library. No current employee of a member public library may be appointed to the board. Board terms begin on January 1. If a board member leaves office before the expiration of his or her term, the appointment to fill the position is made in the same way as other appointments, but the term of office is for the unexpired portion of the term (which will be less than three years).

Discussion Questions

1. What are possible reasons why the statutes provide for a school district representative on the library board?
2. What are possible reasons why the statutes limit board membership to one elected official from the governing body?

3. What groups (demographic, occupational, etc.) are currently represented on the library board? When board positions become vacant, what community groups could be looked to for possible candidates?

Sources of Additional Information

- Your library system staff (See [*Trustee Tool B: Library System Map and Contact Information.*](#))
- Division for Libraries and Technology staff (See [*Trustee Tool C: Division for Libraries and Technology Contact Information.*](#))

Trustee Essentials: A Handbook for Wisconsin Public Library Trustees was prepared by the DLT with the assistance of the Trustee Handbook Revision Task Force.

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Library Director Certification

19

Background

The Wisconsin Legislature has declared that it is the policy of the state to provide laws for the development and improvement of public libraries. Librarian certification has been part of Wisconsin law since 1921, when the legislature, at the urging of the Wisconsin Library Association, passed the first comprehensive state public librarian certification law. The concern was that the public libraries of the state be headed by qualified library personnel, assuring a high level of professional management and administration of Wisconsin's library resources, programs, and services.

Wisconsin's current public librarian certification law reflects a continuing interest in ensuring that qualified personnel direct Wisconsin's public libraries. The law requires a broad educational background, as well as coursework designed to focus on the issues and concerns relevant in a public library setting. The law also recognizes the need for public librarians to increase their skills and knowledge and be prepared for the challenges and responsibilities.

Library Board Responsibilities

Public library boards are required to hire library directors who are currently either appropriately certified or eligible for certification. Only libraries with properly certified library directors can be members of a library system.

Library boards recruiting for directors should specify that a required qualification for the job is eligibility for a Wisconsin regular or temporary public librarian certificate appropriate to the library's municipal, joint municipal, or county population. The employment contract and/or letter of appointment should specify that as a condition of employment the director will obtain and maintain the appropriate certification.

A regular certificate signifies that the holder meets all of the general education and library education requirements for the grade level. A temporary certificate signifies that the holder meets all of the general education requirements but not all of the library education requirements for the grade level. Temporary certificates are valid for only a limited time period before they must be replaced with regular certificates. An uncertified new library director needing a temporary certificate *must* apply for it within three months of the date of hire.

It is *not* the intent of the certification law that the various grade levels of certification be used either as conditions of employment for positions other than the library director or as requirements for advancement within an organization.

In This Trustee Essential

- Requirements for certifying your library director
- Continuing education to maintain certification

Summary of Certification Requirements

A regular certificate is valid for a period of five years, with legally prescribed requirements for recertification every five years.³ The required level (grade) of certification depends on the population⁴ of the library's community. The certification grades and their corresponding educational requirements and populations are:

Grade I: Administrators of municipal, joint, and county public libraries with a municipal, joint municipal, or county population of 6,000 or more, and administrators of public library systems are required to hold grade I certificates.

Educational requirements: Bachelor's Degree from a college or university approved by an accrediting association of more than statewide standing and a Master's Degree from a library school program accredited by the American Library Association (ALA) or a Master's Degree from an unaccredited library school program if the division is satisfied that the program leading to that degree is substantially equivalent and the applicant's professional experience is demonstrative of the ability to provide professional library services.

Note: Temporary certification will be granted for one year to applicants for Grade I certification to allow completion of the Library and Information Science Master's Degree.

Grade II: Administrators of municipal, joint, and county public libraries with a municipal, joint municipal or county population between 3,000 and 5,999 are required to hold at least grade II certificates.

Educational requirements: Bachelor's Degree from a college or university approved by an accrediting association of more than statewide standing, including or supplemented by twelve semester credits for the following courses:

- Basic Public Library Administration
- Advanced Public Library Administration
- Organization and Management of Collections
- Public and Community Services

OR

Bachelor's Degree with a minor in Library Science and completion of Advanced Public Library Administration

³While this summary should be helpful to you, you should see the latest edition of the *Certification Manual for Wisconsin Public Library Directors* for the most comprehensive and authoritative treatment of the certification requirements set forth in the *Wisconsin Administrative Code* Chapter PI 6.

⁴ For the purposes of this summary, "population" means the population of any village, city, township, or county which operates a public library or the combined population of municipalities participating in a joint public library.

Note: Temporary certification will be granted to:

- Applicants for Grade II certification in order for them to complete the four required courses. Temporary certification may be renewed on an annual basis up to three times for a total coverage not exceeding a period of four years, provided the applicant has completed a basic public library administration course by the end of the first year and at least one course by the end of each subsequent year, not to exceed four years. The certificate is not renewable a fourth time.
- An applicant for grade II certification who has a bachelor's degree with a minor in library science but has not earned three semester credits of coursework in advanced public library administration.

Grade III: Administrators of municipal, joint, and county public libraries with a municipal, joint municipal or county population representing a population under 3,000 are required to hold at least grade III certificates.

Educational requirements: For initial certification, 54 college semester credits (including at least 27 in the liberal arts and sciences) at a college or university approved by an accrediting association of more than statewide standing, including or supplemented by 12 semester credits of coursework or the equivalent, approved by the Division, in the following areas:

- Basic Public Library Administration
- Advanced Public Library Administration
- Organization and Management of Collections
- Public and Community Services

Note: Temporary certification may be renewed on an annual basis up to three times for a total coverage not exceeding a period of four years, provided the applicant has completed a basic public library administration course by the end of the first year and at least one course by the end of each subsequent year, not to exceed four years. The certificate is not renewable a fourth time.

A *temporary certificate* may be granted to an individual who was previously certified and whose certification has been expired for at least one year and who has not served as the administrator of a public library or public library system in Wisconsin during that period. For details, see the *Certification Manual for Wisconsin Public Library Directors*, Lapsed Certification.

Special *provisional certificates* are granted in certain circumstances, such as for an individual who is employed as the administrator for a public library in which he or she was originally certified at the appropriate grade level but who is no longer properly certified due to population growth.

Continuing Education

Library directors are required to participate in continuing education activities in order to maintain their certification. These activities may be library system workshops, college courses, Wisconsin Library Association general and unit conferences, or a variety of other educational programs—as long as the activities are directly related to the individuals' position or will permit advancement in the profession. Every year, librarians should report their continuing education activities to their library system continuing education validator. Every five years, as part of the recertification process, librarians *must* report their participation in continuing education activities. Library directors in all grades must participate in 100 hours of continuing education including at least 10 hours of technology training over the five-year period.

The Division for Libraries and Technology recommends that, at a minimum, every library should budget sufficient annual funds for the continuing education needed to maintain the library director's certification and improve his/her knowledge. Payment of certification fees is recommended, as well as paid leave time and payment for other expenses needed to pursue continuing education.

Discussion Questions

1. What is in jeopardy if the library does not have a certified library director?
2. Is it advantageous to look for a director with qualifications higher than your community population requires?
3. Should the library board take some responsibility for assisting its director to acquire continuing education? If yes, to what degree?

Sources of Additional Information

- [*Certification Manual for Wisconsin Public Library Directors*](#). Department of Public Instruction, 2011
- Your library system continuing education validator (See [*Trustee Tool B: Library System Map and Contact Information*](#).)
- Division for Libraries and Technology staff (See [*Trustee Tool C: Division for Libraries and Technology Contact Information*](#).)

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