



CITY OF WAUKESHA
EMPLOYEE CLASSIFICATION &
COMPENSATION STUDY

FINAL REPORT

JANUARY 2016



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I. INTRODUCTION

GovHR USA is pleased to have had the opportunity to work with the City of Waukesha on this Compensation and Classification Study. Human resource management is a significant concern as governmental services continue to increase in cost and complexity, and the resources to fund local government are restrained. The day-to-day governing of the City of Waukesha presents 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 position classification and compensation plan forms the foundation for meeting these challenges. It also helps to ensure that the City can recruit and retain the best and brightest employees to complete its mission.

It was the City's goal to update its existing classification and compensation plan for all classified positions, excluding represented public safety (police and fire) positions, utilizing accepted practices in the management and design of compensation systems in accordance with applicable federal and state laws. In doing so, the objectives of the City were:

- *To attract and retain qualified workers who will be paid equitable salaries*
- *To provide fair salaries for all workers, including the ability to recognize job performance as a part of the pay plan*
- *To enable the City to maintain a competitive position with other comparable public jurisdictions and private companies within the same geographic area*
- *To provide a compensation plan(s) easy to understand and administer and possibly simplifying the number of classifications and pay systems through the City*
- *To establish practices and policies to continue to meet the aforementioned objectives in future years*

GovHR USA has completed its analysis on behalf of the City and is pleased to present the results of our findings and to make recommendations for consideration by City officials.

Scope of Work

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

I. Job Evaluation Analysis and Job Classification System

The following steps were included in this component of the Study (listed in the order that the work was performed):

- **Study preparation and project meetings.** Met with the City Administrator and the Assistant City Attorney/Human Resources Manager to discuss study methods, review organization charts, personnel rules and regulations, and the current compensation plan. Determined problem areas, answered questions, and reviewed the scope and schedule of work.
- **Material distribution.** Prepared a memorandum of explanation which was distributed to employees, followed by a series of meetings with employees to distribute and explain the Job Analysis Questionnaire (JAQ) forms and to discuss the scope and purpose of the Study. There were four employee meetings held at four locations (City Hall, the Library, the City Garage, and the Parks, Recreation & Forestry Building) over two days to provide multiple and convenient opportunities for employees to attend. The City Hall presentation was recorded by the City's Information Technology team and made available to employees who were not able to attend a meeting in person. All employees were required to either attend a meeting or watch the recorded presentation. Employees were then allowed about one and a half weeks to complete the questionnaire. These questionnaires were reviewed by each employee's Supervisor and Department Head for comments as well as approval of content, and returned to GovHR USA within approximately five weeks of distribution.
- **Determined comparable communities and prepared and distributed the compensation survey.** Working with the City Administrator and the Assistant City Attorney/Human Resources Manager, determined a logical survey sample of "like" communities that impact the compensation market for the City of Waukesha. Designed and distributed the compensation survey (in both online and fillable document formats) for 47 benchmark job classifications to 13 municipalities. In addition, a separate survey with 16 benchmark job classifications most likely to be found in the private sector was prepared and distributed to a selection of local private sector employers by the City Administrator.
- **Job evaluation analysis and establishment of job classification system.** Upon return of the JAQs by the City, GovHR USA performed the following:
 - Read each JAQ and corresponding Job Description (when available) in its entirety.
 - Interviewed in person at least one person in each classification covered by the Study, as well as the Department Heads with regard to jobs under their jurisdiction, to further understand the scope, requirements and responsibilities of every job.
 - Applied a measurement system of job evaluation factors to all classifications, which formed the basis for internal rankings of classifications.
 - Upon completion of the job evaluation measurements, a new Classification Plan was developed.

II. Survey Analysis

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

- Tabulated, summarized, and analyzed comparative compensation information obtained through the salary survey. The salary range minimums and maximums provided by the comparables for each classification were analyzed at both the 50th percentile and the 75th percentile. Data has been displayed for each jurisdiction on each classification, summarized in an overall table, and analyzed to develop salary ranges that establish Waukesha as a payer that is competitive in relation to comparable municipalities.
- Based on the above data, developed and recommended new salary schedules and titles.

III. Draft and Final Report Preparation

- A preliminary analysis of the data and recommended classification and compensation plan was shared with the City Administrator and Assistant City Attorney/Human Resources Manager, and subsequently with the City's Department Heads. Feedback from these parties was reviewed and incorporated into revised recommendations.
- The revised analysis and recommendations were presented to the City Administrator and Department Heads.
- A draft report was prepared by the Consultant and sent electronically to the City.
- After incorporating additional revisions requested by the City, this report has been finalized and issued in electronic and hard copy formats.

II. THE POSITION CLASSIFICATION PLAN

A position classification plan provides for a systematic arrangement of positions into classes. A position, often referred to as a job (e.g., Administrative Assistant), contains a specific set of duties and responsibilities that is the objective of the classification process - not the person currently holding that job. A classification is a grouping of positions which are "similar" in nature of work, principal duties and responsibilities, and relative level of work difficulty, and which require similar levels of knowledge, ability, and skill. 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, however, and can be in different departments or even in the same department dealing with different subject matter or performing different duties.

It is this arrangement of positions and resulting classification structure that forms the basis for the pay plan. As noted above, a classification study 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 class simply because the individual performs with a high degree of success and efficiency, nor is it placed in a lower class simply because the incumbent performs with low competence or productivity. Variations in individual performance are not recognized by differences in classification, but 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. However, just because an individual has been with an organization for a long time and is at the top of their pay range does *not* mean they should be moved to the next higher pay grade. Longevity is not a classification factor and the classification plan should not be used in this manner.

As an assessment of duties performed and of responsibilities exercised, a position classification plan is an exceedingly useful managerial tool. It provides the fundamental rationale for the pay 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 classes and hierarchies.

III. JOB EVALUATION

GovHR USA's approach to job evaluation involves a quantitative point and factor comparison method, which "cross-compares" all jobs in the organization against numerous factors such as educational requirements, experience, work conditions, and the like (see below). Therefore, all jobs in each organizational unit (e.g., Finance, Police, Public Works, etc.) are compared against each other, based upon the same factors.

In conducting the job evaluation exercise, it must be again emphasized that the position, and *not the qualifications, performance, or years of service of the incumbent in the position*, is evaluated. An incumbent employee may feel s/he 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 s/he may feel s/he does more tasks than a similar employee in another Department. However, these personal attributes are not valid determinants for job classification analysis.

Before reviewing the results of the evaluation of the job classifications, it is important to note that the purpose of 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 Waukesha's job classes are as follows:

1. Preparation and Training
2. Experience
3. Decision Making and Independent Judgment
4. Responsibility for Policy Development
5. Planning
6. Contact with Others
7. Work of Others (Supervision Exercised)
8. Working Conditions
9. Technology Used

As part of the job evaluation process, the duties, responsibilities, and qualification requirements for each job classification were reviewed through a thorough reading of the incumbent’s current job description (when available) and a Job Analysis Questionnaire (JAQs) completed by each employee (Appendix A). In addition, we conducted interviews with at least one employee in each classification covered by the study and the Department Directors. Points were assigned to each factor by selecting the description that best fit the appropriate level of compliance. In other words, a job classification that requires a Masters Degree would receive more points under the “Preparation and Training” factor than a job classification that did not require this advanced degree. Points for each factor were then totaled for each job classification. Using this method, the classifications were equated to distinguishable job factor analysis (JFA) scores. Based on this analysis, a recommended classification plan was delivered to the City. Subsequently, the City conducted an internal review that resulted in score adjustments for several positions, as listed below:

<u>Position Title</u>	<u>Preliminary JFA Score</u>	<u>Revised JFA Score</u>
Planner II	520	535
Clerk-Steno II (Comm. Dev.)	360	305
Building Maintenance (PRF)	275	345
SPARS Coordinator	415	485
Battalion Fire Chief	725	740
Assistant City Attorney	585	620
HR Specialist	455	490
Application Project Support Manager (new)	N/A	530
Stockroom Attendant	325	340
WWTP Maintenance Supervisor	530	585
WWTP SCADA Technician	415	450
WWTP Pretreatment Sampling Tech.	340	385
WWTP Lab Technician	415	385

Table 1 contains the job classification title and the JFA score for the evaluated classifications. The Table is arranged by department in order to provide a “snapshot” of how each classification fits within their department. Should a classification or title change be recommended for a particular position, the recommendation is also listed in Table 1.

One of the City’s stated objectives for this study is to simplify the number of classifications throughout the City. Therefore, when possible, multiple classifications with similar responsibilities and JFA scores were consolidated into a single classification. Table 2 lists the newly created consolidated classifications along with the current position titles that have been assigned to each consolidated classification. For example, fifteen clerical classifications have been consolidated into three new classifications (Office

Manager, Administrative Assistant, and Clerical Assistant). Four financial classifications have been consolidated into two new classifications (Finance Analyst and Account Clerk). Through these consolidations along with others listed in Table 2, an approximate 157 job classifications under the current system has been streamlined to 135 classifications.

As part of the service provided in the pay study, we make recommendations of title changes/additions to reflect either a more accurate description of the job being performed or to be consistent with trends in the organization or the marketplace. The title changes are listed in Table 3.

The Classification Plan resulting from the process described above is presented in Table 4.

IV. SALARY SURVEY

The City of Waukesha initiated this study with the objective of assuring that its pay plan is both internally equitable and externally competitive. The Job Evaluation System (outlined in Part III) is performed to address the issue of internal equity. In order to achieve external competitiveness, a survey of the salaries and benefits offered by comparable jurisdictions was conducted. The following presents and explains the labor market review and survey data.

Selection of Comparable Jurisdictions for Survey Purposes

Selecting jurisdictions for the comparison group is an important element in a compensation study. When selecting jurisdictions to serve as survey comparables, it is important to use relevant and consistent criteria to evaluate the other jurisdictions to assure that those chosen as comparables will be the most similar to Waukesha.

To determine which municipalities should be used for survey purposes in Waukesha, the Consultants chose communities within the following parameters: communities located within the State of Wisconsin with populations of more than 30,000 and less than 150,000. To all these communities, the following criteria were then applied:

<u>Criterion</u>	<u>Total Possible Points</u>	<u>Factor Weight</u>
1. Population	15	15%
2. Total General Fund Expenditures	15	15%
3. Equalized Value	15	15%
4. Spending per Capita	15	15%
5. General Obligation Debt	15	15%
6. Property Tax Rate	10	10%
7. Shared Revenues	10	10%
8. Proximity Miles to Waukesha	5	5%
	<hr/>	<hr/>
	100	100%

The eight (8) categories were selected to mirror important criteria that reflected the following:

- *Similar financial conditions:* 80% of the criteria involve financial criteria and equalized valuation (property value/worth of community).
- *Population:* 15% of the criteria involve population comparison.

- *Proximity*: 5% of the criteria reflect proximity to Waukesha.

Within each of the eight (8) categories, ranges of compatibility were established (Appendix B). For example, the closer a community is to matching the City of Waukesha’s estimated population, the closer the community would be to receiving the maximum of 15 points. A community whose population is significantly larger or smaller than Waukesha’s population would receive fewer or even zero points. Thus, a municipality achieving a total of 100 points would be considered **most comparable** to the City of Waukesha. A community with zero points would therefore be deemed least comparable to the Waukesha.

A total of 22 communities were initially selected using the geographic area and population parameters noted above to form the comparison group. A cutoff of 69 points was established to select the communities most strongly similar to Waukesha across the eight (8) criterial categories. After applying the eight (8) criteria, the following 12 communities achieved 69 or more compatibility points on our comparison scale with Waukesha. They are as follows, in alphabetical order:

<u>COMMUNITY</u>		
Appleton	Kenosha	Oshkosh
Eau Claire	Janesville	Racine
Fond du Lac	LaCrosse	Wauwatosa
Green Bay	Menomonee Falls	West Allis

It should be noted that typically when GovHR USA conducts an analysis of potential comparable communities it includes the Property Tax Levy as a criterial category rather than Total General Fund Expenditures. The comparables analysis was initially performed for Waukesha as such and it identified the following ten communities as the top comparables: Appleton, Eau Claire, Green Bay, Kenosha, Janesville, LaCrosse, Oshkosh, Racine, Wauwatosa and West Allis. At the request of the City, Total General Fund Expenditures was substituted for Property Tax Levy and the analysis redone. The resulting analysis generated the same ten communities as the original recommendation along with two additional communities: Fond du Lac and Menomonee Falls. With the approval of the City, the expanded grouping of twelve municipalities (the original ten recommended along with Fond du Lac and Menomonee Falls) was established as the City’s top comparables.

In addition, at the request of the City, Waukesha County was included as a comparable due to its proximity as well as similarity of functions and positions, bringing the total number of public sector comparables to 13.

The City also sought to survey private sector companies in the region that are potential competitors in the labor market. Expectations are generally low for private sector participation in a municipal salary survey for the following reasons: 1) there are few “like” positions found in both the private and public sectors; 2) unlike public employers, a private employer’s salary information is not part of the public record; they are under no obligation to share their data with others and are usually very reluctant to do so; and 3) the comparability of any data received from the private sector is limited if the respondent does not include bonuses, commissions and/or stock options as part of the base salary. Nonetheless, a salary survey tailored for the private sector was created with 14 positions considered most likely to be found in private sector companies (such as administrative/clerical, financial, human resources and information technology positions) and sent by the City Administrator to local employers with which the City has cooperative relationships. Despite assurances of confidentiality, only three private sector employers responded to the survey; unfortunately, the limited response did not supply sufficient data to conduct a meaningful analysis.

The Public Sector Salary Survey

After selecting the above referenced municipalities as our source for salary and benefit survey data, the Consultants then selected 47 classifications for the purposes of gathering minimum and maximum salary data. These classifications were chosen as “benchmarks” to achieve representation from the City’s current positions to provide an overall basis for comparison. “Benchmarks” selected are those that:

1. Are representative of each occupational grouping; i.e., administrative, library, public safety;
2. Include substantial numbers of Waukesha employees, when possible;
3. Can be described in a concise manner that accurately identifies the nature of work and level of difficulty; and
4. Are known to commonly exist in other local government organizations.

The detailed survey data for each position is contained in Appendix C. Table 5 provides a summary of the benchmark salary survey data. Also displayed in Table 5 are Waukesha's classifications grouped into one of nineteen pay grades according to JFA scores, as well as the recommended salary range minimums and maximums associated with each grade. It is important to make a few observations regarding the survey data and the recommended pay ranges.

1. All of the 13 surveyed public sector jurisdictions responded to the survey by providing their salary data.
2. The salary data from the comparables reflects their wage ranges as of September 2014. The new recommended salary ranges for Waukesha were developed using the September 2014 salary data from the comparables. Since Waukesha does not expect to implement its updated classification and compensation plan until after July 1, 2015, the recommended salary ranges for Waukesha have been increased by 1.75% to reflect the average market-wide increase expected in 2015 (according to data provided by the surveyed comparables.)
3. The actual salaries listed for Waukesha are the salaries that will be in place as of the 1.5% across-the-board increase planned for July 1, 2015.
4. The salary range minimums and maximums collected from the comparable communities were analyzed to determine both the 50th percentile (to identify wage ranges for an "average" payer) as well as the 75th percentile (to identify wage ranges for a "competitive" payer seeking a competitive advantage in the marketplace in order to attract and retain top talent). [Definition: the Nth percentile represents the salary that is higher than N% of the salaries provided by comparable municipalities.]
5. Together these statistics were used to derive recommended new salary ranges reflecting two alternative pay philosophies for Waukesha to consider implementing: salary ranges at the 50th percentile that position the City as an average/"at-market" payer and salary ranges at the 75th percentile that position the City as an "above-market" payer with a competitive advantage when recruiting its labor force. A review of the City's current salary ranges indicates that the City in general currently pays above-market/"competitive" wages.

Appraisal and Use of Salary Survey Data

While comparing Waukesha's current salaries to those paid by other employers in the survey group, 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 classifications. 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 to that, the economic downturn forced organizations to "do more with less", compelling staff to take on more duties and responsibilities than they have in the past. Therefore, it becomes increasingly harder to compare "like" classifications within organizations. To try to avoid inaccurate comparisons, we always include a short job description of the classifications we are surveying in order to assure that we are comparing "like" positions.
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 vary widely. There is rarely a single prevailing rate for any particular kind of work, even within the same labor market.
3. Exact comparisons among different employers of ostensibly similar jobs as to duties and responsibilities and related employment factors are sometimes difficult to make.

Nevertheless, comparative salary data generally is a good measure of the appropriate compensation rates with respect to the prevailing market. They are also useful as an indication of generally prevailing opinions concerning the pay relationships that should exist among different classes of work. Of equal importance, however, are the internal relationships arrived at by comparing the relative levels of difficulty, responsibility, experience, and training for the various classes, as was accomplished in the job evaluation portion of this Study.

V. PAY PLAN DEVELOPMENT AND RECOMMENDATIONS

Development of the Pay Plan

A basic element in any human resources management program is adequate and equitable employee compensation. A pay plan of this nature is essential if qualified employees are to be recruited and retained. To achieve these ends, there must also be a reasonable and uniform ascertainment of the job content upon which the compensation system rests. Such ascertainment and definition of job content were the purpose of the job evaluation aspects of this study.

The primary function of the proposed pay plan is to provide a structure that will enable Waukesha to recruit and retain competent employees. The plan presented in this report is designed to accomplish these goals by: (1) providing for equal compensation for work of equivalent responsibility; (2) facilitating adjustments to changing economic and employment conditions requiring changes in pay levels and interrelationships; and (3) establishing pay rates that compare favorably with those of other comparable jurisdictions within the appropriate labor market.

Pay Plan Options for the City's Consideration

One of the purposes of this Study was to provide a more structured pay plan that both relates to the external market and is internally equitable. The consulting team held several discussions with the City Administrator and Assistant City Attorney/Human Resources Manager to examine the many facets of salary administration, at both the technical and philosophical level. The City would like to further explore and assess pay plan options with the active participation of the Department Heads and Common Council. Accordingly, the following primer on pay plan options is provided to inform the City's discussions.

Defined Increment, Open-Range, and Blended Pay Plans

Defined increment merit plans are pay plans that have 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 pay range. This performance

evaluation, and resulting salary increment increase, occurs annually. *Open-range merit plans* also have salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the pay range based on annual satisfactory performance evaluation, with the “percentage” of their increase determined by their supervisor and the City Administrator.

The various levels of an organization may react differently toward, and be motivated differently by, the salary plan they work under. Management personnel may have a higher acceptance of open-range, goal-oriented merit salary plans, and thus tend to be more comfortable with and motivated by 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 MERIT PLAN

Advantages

City: A defined increment merit plan has the advantage of creating financial predictability because it is easier for management to foresee and plan for salary increases on an annual basis.

Employees: Employees like a defined increment merit plan because it offers security and predictability for advancement through the range. Another plus 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: A City may feel that increment plans simply reward pay increases on a routine basis. However, by tying the increase to a satisfactory performance evaluation, the City can be assured that only acceptably-performing employees will receive a salary increase.

Employees: Employees may feel unmotivated to perform at an above average or superior level, knowing their salary increase amount is pre-determined. One way to remove this negative 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 to this system. Most employees would be considered “average” performers and receive a one (1) increment increase.

OPEN-RANGE MERIT PLAN

Advantages

City: The open range plan tends to motivate employees to perform at a higher level, thereby achieving greater production/benefit for the City. This plan also enables the City Administrator and

Department Directors 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 employees to receive an average percentage (i.e., a 3-4% increase), knowing that some employees will receive less (or no increase) and some employees will earn more.

Employees: Open-range merit plans 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 salary plan.

BLENDED MERIT PLAN

There are positives and negatives for both defined increment merit plans 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 plans. It is becoming increasingly common for organizations to have a blended pay 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. The following is one example provided for consideration:

Exempt: All exempt employees are in an open-range merit plan.

Non-exempt: Non-exempt employees are in defined-increment/open-range blended merit plan. In this plan, salary ranges begin at the minimum with, for example, three 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 2 and 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. Step B after the initial evaluation and Step C after an additional year of employment.) After Increment 3 employees may advance through the open range as a result of a successful performance appraisal.

Regardless of the pay plan structure (open range, defined increment, or blended) chosen, we recommended that employee progression through the salary ranges be linked to merit, e.g. a performance review indicating satisfactory performance (or better). Linking salary increases to merit – or “pay for performance” – is considered a modern best practice in local government management and is becoming increasingly common among municipalities. A 2015 survey by International Public Management Administrators of public sector Human Resources professionals (the majority from local

governments) found that almost half (49%) report that pay increases in their municipalities are due to either merit alone or a combination of factors including merit. This national trend is also evident locally – every Wisconsin municipality for which GovHR has conducted a classification and compensation study in the past year is either currently using or planning to implement a merit-based pay plan.

Proposed Pay Plan and Structure

The next step in this process is to combine the Job Factor Analysis (JFA) scores included in Table 1 with the proposed salary ranges in Table 5. The JFA scores were categorized into 19 skill level/pay grades, which recognize significant and definable differences in the level of duties and responsibilities and group classifications according to these factors. Upon consideration of proposed salary ranges at both the 50th and 75th percentiles, the City selected the salary ranges at the 75th percentile. Subsequently, the City requested that the gradations between the salary ranges for grades 15 through 19 be increased to 7%; as a result, the salary ranges for those grades are no longer aligned with the 75th percentile.

Table 6 outlines the Proposed Salary Schedules for this report. The plan's 19 pay grades (1 being lowest, 19 being highest) are grouped into six (6) categories:

- Grade 1 – Part-time Entry-level Positions
- Grades 2–5 –Technicians and Administrative Staff
- Grades 6–8 – Advanced Technicians
- Grades 9-12 – Supervisors and Specialists
- Grades 13-15 – Mid-level Managers and Administrators
- Grades 16-19 – Upper-level Management and Department Directors.

There is a 7.5% gradation between the Grades 2–12, a 6% gradation between Grades 13-14 and a 7% gradation between Grades 15-19. Each pay range has a 35% spread from minimum to maximum (Grades 1-19).

Review of Exempt vs. Non-exempt Status Under the Fair Labor Standards Act (FLSA)

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 high-level managerial and supervisory 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 backpay awards and expensive fines and penalties if the employees file a complaint with the Department of Labor, and the Department decides to file a lawsuit against the employer. It is therefore 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 begins its analysis by having employees complete a questionnaire which has been specifically designed to elicit responses from the employees regarding the types of duties they are required to perform on a regular basis. In many cases, the answers provided will be sufficient for the Consultant to determine that the position is or is not exempt under the Act. Where further clarification is needed, the Consultant will gather additional information during the employee interview, including concrete examples of the types of policies the employee has been involved in formulating, or whether the employee has significant input or sole discretion on things such as hiring, firing and discipline of other employees in their department. The Consultant will also sometimes review the answers provided with the employee’s supervisor, as we have found that employees may grade their positions with a higher level of decision-making authority or significance than actually exists when reviewing the organization in its entirety. GovHR then shares its determinations of exempt vs. nonexempt for each position with the Client, along with its recommendations for any change in classification that may be required.

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, however, 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.

The recommended FLSA status of each classification has been included in the job description for each position as it is reviewed and updated. Updating the City's job descriptions is occurring concurrently but separately from this classification and compensation study.

Implementation and Administration of the Pay Plan for Current Employees

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

1. Employees whose present pay is below the minimum pay of the range for their classification should be raised to the minimum of the range.
2. The pay of employees whose present pay is within the range for their class should be slotted into the new pay plan at the current pay.
3. The pay of the employee whose present pay is above the maximum step of the range should be held at his or her present rate, *without a reduction in pay* (sometimes referred to as "red circling" or "red lining"), until such time as the pay range increases to the employee's pay level.

Employee Advancement through the Ranges

It is recommended that the following procedure be implemented.

The starting salary of the range (Minimum) is the normal hiring/promoting rate. Exceptions to this starting point should be limited to hiring situations involving applicants with exceptional background and qualifications; a promotional increase in which the employee's current pay is higher than the minimum of the new range; or 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, depending on their experience and qualifications. Employees should not be hired below the minimum of their pay range.

Salary advancement between the hiring rate and the top of the range (Maximum) is done throughout the employee's tenure with the organization. Advancement through the range would be done on an annual basis and would be dependent on a satisfactory performance evaluation. Incumbents progressing through the range should understand that standards of performance would become more exacting or controlling as compensation levels advance. Typical movement through the range could be in increments of 1% to 4%, depending on the employee's performance evaluation and goal attainment, as well as the financial resources of Waukesha.

It is recommended that Waukesha set aside a "merit pool" every year, so as 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.

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 merit system. Equally, if not more important, is to have supervisors be adequately trained to perform the formal performance evaluation process.

Future Administration of the Salary Plan

In order to maintain competitive salary levels and salary ranges, there should be a periodic (annual or bi-annual) review of Waukesha's salary ranges. The 13 municipal entities used in the survey group for this Study have been determined to be comparable jurisdictions to Waukesha. Therefore, Waukesha 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. It is GovHR USA's recommendation that a periodic (annual or bi-annual) "survey" of these jurisdictions be conducted to determine the percentage increase each organization in the comparable group is granting as an "across-the-board increase" to their employees.

It is the further recommendation of the Consulting team that the salary ranges for each grade be increased by the average percentage increase of the comparable group and that each employee be granted the same percentage increase so that he or she retains the same position in the new salary range as he or she had in the previous range. Employees would "advance" through the pay ranges (provided that the employee is not at the maximum of the pay range) by virtue of a merit increase granted for satisfactory or above satisfactory performance of their job duties. These increases would be

in addition to the increase the employees received from the across-the-board adjustment to the ranges. Once an employee reaches the maximum of the pay range, increases may still be granted but based on a lump-sum methodology.

Future Administration of the Classification Plan

The administration of a classification plan is an ongoing process. It must be recognized that it is not static and is not intended to affix positions permanently into job classes. Instead, the plan must be administered continually to adapt it to changing conditions.

Three specific types of changes in the plan itself are possible: *abolition* of a classification, *creation* of a classification, or *adjustment/revision* of a classification. When all positions in a class are abolished or when positions are significantly changed in the nature of work duties and responsibilities so that the class becomes inappropriate or inaccurate, the classification should be abolished. Similarly, new classifications should be created when new work situations arise that are not covered by the established classifications. However, caution should be exercised in this respect, particularly to assure that new classifications are not merely duplicating established classifications, cannot be accommodated through changes in existing classifications, and reflect substantially permanent rather than temporary situations. The adjustment or revision of a classification should be done when there are substantial changes to the requirements of the classification or to the nature and complexities of the duties being performed. All changes should be thoroughly evaluated for their effect on employee morale and the integrity of the class relationships established in the classification and pay plans.

Waukesha Administration has been provided with the Job Analysis Questionnaire as well as the Job Factor Scoring Sheet, enabling Waukesha to grade a newly created or revised positions and maintain the classification system plan.

APPRECIATION

GovHR USA has appreciated the opportunity to work with the City of Waukesha in this most important management study.

**CITY OF WAUKESHA, WI
JOB FACTOR ANALYSIS SCORES -- BY DEPARTMENT**

Table 1

CURRENT POSITION TITLE	TOTAL	NEW JOB TITLE OR CLASSIFICATION RECOMMENDATION
<u>ASSESSOR'S OFFICE</u>		
Assessor	685	
Appraiser 3	405	Senior Appraiser
Appraiser 2	370	Consolidate into one classification with Appraiser 1
Appraiser 1	370	Consolidate into one classification with Appraiser 2
Cartographer Technician	325	
<u>ATTORNEY'S OFFICE</u>		
Assistant City Attorney	620	
Legal Assistant	340	Administrative Assistant
Confidential Secretary	270	Clerical Assistant
<u>CEMETERY</u>		
Cemetery Manager	735	Cemetery Director
Cemetery Crew Leader	535	
Cemetery Service Specialist	450	
Groundskeeper	420	
Administrative Assistant	365	
Administrative Specialist (new position)	245	Clerical Assistant
<u>CLERK/TREASURER</u>		
City Clerk/Treasurer	680	
Deputy Clerk/Treasurer	495	
Account Clerk III	360	Finance Analyst
Clerk Typist III	310	Clerical Assistant
Account Clerk II	280	Account Clerk
<u>COMMUNITY DEVELOPMENT</u>		
Director of Community Development	770	
City Planner	695	
Chief Building Inspector	595	
Community Development Specialist	550	Senior Planner - Planning & Redevelopment
Planner II	535	Senior Planner - Planning & Zoning
Special Projects Coordinator	490	
Administrative Assistant I	450	Office Manager
Electrical Inspector	445	
Carp/Masonry Inspector	445	Construction Inspector
Housing Inspector	445	Property Maintenance Inspector
Plumbing/HVAC Inspector	445	Plumbing Inspector
Rehabilitation Specialist	390	Not recommended for grading because position is grant-funded
Clerk Typist IV	370	Administrative Assistant
Clerk Steno III	305	Clerical Assistant
Clerk Typist II	305	Clerical Assistant
Clerk Steno II	305	Clerical Assistant
<u>FINANCE</u>		
Finance Director	785	
Assistant Finance Director	670	
Accountant II	565	Position reclassified as "Assistant Finance Director"

**CITY OF WAUKESHA, WI
JOB FACTOR ANALYSIS SCORES -- BY DEPARTMENT**

Table 1

CURRENT POSITION TITLE	TOTAL	NEW JOB TITLE OR CLASSIFICATION RECOMMENDATION
Special Projects Accountant	545	
Accountant I	440	Senior Accountant
Accountant I	390	Accountant
Account Clerk IV	365	Finance Analyst
Account Clerk III	315	Account Clerk
<u>FIRE</u>		
Fire Chief	810	
Assistant Fire Chief	755	
Battalion Fire Chief	740	
Deputy Fire Chief - EMS/Training	700	
Fire Marshall	595	
Administrative Assistant II	470	Office Manager
EMS Educator	445	
EMS QA Coordinator	445	
Code Enforcement Inspector	435	
Account Clerk IV	340	Account Clerk
Clerk Steno III	315	Clerical Assistant
<u>HUMAN RESOURCES</u>		
Human Resources Manager	735	Human Resources Director
Human Resources Specialist	490	
Payroll Specialist	310	
<u>INFORMATION TECHNOLOGY</u>		
Director of Information Services	760	
Telecomm. Website Coordinator	645	Project/Applications Support Manager
IT Infrastructure Support Manager	645	
Sr. Project & Network Security Manager	640	
Information Tech. Technician II	580	Network and Security Specialist
Webmaster Quality Assurance Coord.	580	Applications Developer
Content Management Administrator	580	Applications Developer
Sr. Application Software Administrator	580	Applications Developer
IT Project Manager	565	
Enterprise Sys. Bus. Integration Anal.	565	Senior Business Analyst
Application Project Support Manager	530	
Sr. Network & Security Administrator	485	System Security Analyst
TV 25 Technical Coordinator	460	Audio/Visual Coordinator
Help Desk Specialist	460	Service Desk Coordinator/IT Trainer
Account Clerk II	275	Account Clerk
<u>LIBRARY</u>		
Library Director	760	
Deputy Library Director	670	
Assistant Library Director	645	
Librarian II	550	
Supervisor Circulation Services	545	
Building & Operations Supervisor	545	

CITY OF WAUKESHA, WI
JOB FACTOR ANALYSIS SCORES -- BY DEPARTMENT

Table 1

CURRENT POSITION TITLE	TOTAL	NEW JOB TITLE OR CLASSIFICATION RECOMMENDATION
Unicorn Systems Manager	490	
Librarian I	400	
Information Tech. Technician II	390	
Administrative Assistant	375	
Confidential Bookkeeper	370	Finance Analyst
Custodian II	360	Building Maintenance Coordinator
Library Associate II	350	Consolidate into one classification with Library Associate I
Library Associate I	350	Consolidate into one classification with Library Associate II
Custodian I	285	Custodian
Library Assistant	275	
Page/Shelvers	225	
 <u>MAYOR'S OFFICE</u>		
City Administrator	885	
Executive Assistant	375	Administrative Assistant
 <u>MUNICIPAL COURT</u>		
Senior Administrative Assistant	435	Office Manager
Administrative Assistant	355	
Court Clerk	350	
Bailiff	255	
Clerk Typist III	230	Clerical Assistant
Interpreter	200	
 <u>POLICE</u>		
Chief of Police	815	
Deputy Chief	750	
Captain	730	
Lieutenant	715	
Community Relations Sgt.	675	
Sergeant	665	
Administrative Supervisor	655	
Dispatch Supervisor	605	Emergency Communications Center Supervisor
Administrative Assistant II	450	Office Manager
Parking Enforcement Agent III	410	Parking Enforcement Agent Supervisor
Dispatcher	390	
Custodian III	385	Building Maintenance Coordinator
Parking Agent I	370	Parking Enforcement Agent
Clerk Steno II	295	Clerical Assistant
Clerk Typist III	290	Clerical Assistant
Clerk Steno I	260	Clerical Assistant
Court Clerk	250	Clerical Assistant
Clerk Typist II	245	Clerical Assistant
 <u>PARKS, RECREATION & FORESTRY</u>		
Parks, Rec & Forestry Director	770	
Parks & Forestry Operations Mgr.	645	
Recreation Services Manager	625	
Customer & Admin. Svcs. Mgr.	605	

**CITY OF WAUKESHA, WI
JOB FACTOR ANALYSIS SCORES -- BY DEPARTMENT**

Table 1

CURRENT POSITION TITLE	TOTAL	NEW JOB TITLE OR CLASSIFICATION RECOMMENDATION
Forestry Crew Leader	575	Forestry Supervisor
Grounds Supervisor	570	
Recreation Supervisor	560	
Building Supervisor	555	
Recreation Programmer	500	
Recreation Facilities Coordinator	485	
SPARS Coordinator	485	
Sports Coordinator	480	
Before/Afterschool Prog. Coord. (new)	480	
Building Crew Leader	470	Assistant Supervisor
Special Event Coordinator	470	
Grounds Crew Leader	455	Assistant Supervisor
Volunteer Coordinator	450	
Building Maintenance Specialist	380	
Administrative Technician	375	Administrative Assistant
Arborist	370	"Senior" Arborist reclassified as Assistant Supervisor
Marketing Coordinator	365	
Mechanic	375	
Grounds Maintenance	345	
Building Maintenance - FT	345	
Gardener	325	
Horticulturalist	325	
Account Clerk II	325	Account Clerk
Stockroom/Grounds Maintenance	310	Stockroom Attendant
Customer Service Specialist	305	
Building Maintenance - PT	255	Custodian
<u>PUBLIC WORKS</u>		
Director of Public Works	815	
City Engineer	750	
WWTP Superintendent (Manager)	700	
Transit Manager	690	
Engineer III	605	
Streets Supervisor	605	
WWTP Process Control Supervisor	585	
WWTP Maintenance Supervisor	585	
Engineer II	535	Includes WWTP Engineer II
WWTP Pretreatment Coordinator	520	
GIS Coordinator	495	
Engineering Tech V	495	Engineering Tech Supervisor
Streets Superintendent	495	Position unfilled and not recommended for grading at this time
Engineering Tech IV (Nolan)	480	Solid Waste Coordinator
Municipal Parking Supervisor	455	
Administrative Assistant I	450	Office Manager
WWTP SCADA Technician	450	
Streets Crew Leader	425	
Engineer I	440	
Engineering Tech IV	420	Sr. Engineering Tech

CITY OF WAUKESHA, WI
JOB FACTOR ANALYSIS SCORES -- BY DEPARTMENT

Table 1

CURRENT POSITION TITLE	TOTAL	NEW JOB TITLE OR CLASSIFICATION RECOMMENDATION
WWTP Liftstation Maintainer	395	
WWTP Operator	395	
Motor Equipment Operator IV	395	Consolidate into one classification with MEO III
WWTP Lab Technician	385	WWTP Pretreatment/Lab Technician
WWTP Pretreatment Sampling Tech.	385	
Motor Equipment Operator III	380	Consolidate into one classification with MEO IV
Engineering Tech III	370	Consolidate into one classification with Eng. Tech II
Motor Equipment Operator II	370	Equipment Operator
Mechanic	370	Mechanic/Welder
Maintenance Welder	370	Mechanic/Welder
Engineering Tech II	355	Consolidate into one classification with Eng. Tech III
Traffic Signal Maintenance	350	
Stockroom Attendant (PW)	340	Stockroom Attendant
Motor Equipment Operator I	335	Laborer
Account Clerk III	325	Account Clerk
WWTP Administrative Technician	325	Clerical Assistant
Mechanics Helper	315	
Clerk Typist III	285	Clerical Assistant
Municipal Parking Clerk	260	
Custodian III (City Hall)	255	Custodian
Custodian I (Parking Ramp)	245	Custodian
Recycling Center Monitors	205	

**CITY OF WAUKESHA, WI
CONSOLIDATED CLASSIFICATIONS**

Table 2

CURRENT POSITION TITLE	DEPARTMENT	TOTAL JFA SCORE	NEW CLASSIFICATION RECOMMENDATION
Administrative Assistant II	Fire	470	Office Manager
Administrative Assistant I	Comm. Dev.	450	Office Manager
Administrative Assistant II	Police	450	Office Manager
Administrative Assistant I	Public Works	450	Office Manager
Sr. Administrative Assistant	Court	435	Office Manager
Executive Assistant	Mayor	375	Administrative Assistant
Administrative Assistant	Library	375	Administrative Assistant
Administrative Technician	Parks, Rec & Forestry	375	Administrative Assistant
Clerk Typist IV	Comm. Dev.	370	Administrative Assistant
Administrative Assistant	Cemetery	365	Administrative Assistant
Administrative Assistant	Court	355	Administrative Assistant
Legal Assistant	Attorney	340	Administrative Assistant
WWTP Administrative Technician	Public Works	325	Clerical Assistant
Clerk Steno III	Fire	315	Clerical Assistant
Clerk Typist III	Clerk-Treasurer	310	Clerical Assistant
Clerk Typist II	Comm. Dev.	305	Clerical Assistant
Clerk Steno III	Comm. Dev.	305	Clerical Assistant
Clerk Steno II	Comm. Dev.	305	Clerical Assistant
Clerk Steno II	Police	295	Clerical Assistant
Clerk Typist III	Police	290	Clerical Assistant
Clerk Typist III	Public Works	285	Clerical Assistant
Confidential Secretary	Attorney	270	Clerical Assistant
Clerk Steno I	Police	260	Clerical Assistant
Court Clerk	Police	250	Clerical Assistant
Clerk Typist II	Police	245	Clerical Assistant
Administrative Specialist	Cemetery	245	Clerical Assistant
Clerk Typist II	Court	230	Clerical Assistant
Confidential Bookkeeper	Library	370	Finance Analyst
Account Clerk IV	Finance	365	Finance Analyst
Account Clerk III	Clerk-Treasurer	360	Finance Analyst
Account Clerk IV	Fire	340	Account Clerk
Account Clerk III	Public Works	325	Account Clerk
Account Clerk II	Parks, Rec & Forestry	325	Account Clerk
Account Clerk III	Finance	315	Account Clerk
Account Clerk II	Clerk-Treasurer	280	Account Clerk
Account Clerk II	Information Technology	275	Account Clerk
Custodian III	Police	385	Building Maint. Coord.
Custodian II	Library	360	Building Maint. Coord.
Custodian I	Library	285	Custodian
Building Maintenance - PT	Parks, Rec & Forestry	255	Custodian
Custodian III (City Hall)	Public Works	255	Custodian

**CITY OF WAUKESHA, WI
CONSOLIDATED CLASSIFICATIONS**

Table 2

CURRENT POSITION TITLE	DEPARTMENT	TOTAL JFA SCORE	NEW CLASSIFICATION RECOMMENDATION
Custodian I (Parking Ramp)	Public Works	245	Custodian
Appraiser 2	Assessor	370	Appraiser
Appraiser 1	Assessor	370	Appraiser
Webmaster Quality Assurance Coord.	Information Technology	580	Applications Developer
Content Management Administrator	Information Technology	580	Applications Developer
Sr. Application Software Administrator	Information Technology	580	Applications Developer
Library Associate II	Library	350	Library Associate
Library Associate I	Library	350	Library Associate
Engineering Tech III	Public Works	370	Engineering Tech
Engineering Tech II	Public Works	355	Engineering Tech
Mechanic	Public Works	355	Mechanic/Welder
Maintenance Welder	Public Works	350	Mechanic/Welder
Motor Equipment Operator IV	Public Works	395	Heavy Equipment Operator
Motor Equipment Operator III	Public Works	380	Heavy Equipment Operator

**CITY OF WAUKESHA, WI
RECOMMENDED TITLE CHANGES**

Table 3

CURRENT POSITION TITLE	NEW JOB TITLE RECOMMENDATION
Appraiser III	Senior Appraiser
Cemetery Manager	Cemetery Director
Community Development Specialist	Senior Planner - Planning & Redevelopment
Building Inspector	Property Maintenance Inspector
Carpentry & Masonry Inspector	Construction Inspector
Plumbing/HVAC Inspector	Plumbing Inspector
Planner II	Senior Planner - Planning & Zoning
Accountant I (with JFA score of 440)	Senior Accountant
Accountant I (with JFA score of 390)	Accountant
Human Resources Manager	Human Resources Director
Telecomm. Website Coordinator	Project/Applications Support Manager
Information Tech. Technician II (IT Dept.)	Network and Security Specialist
Enterprise Sys. Bus. Integration Anal.	Senior Business Analyst
Sr. Network & Security Administrator	System Security Analyst
TV 25 Technical Coordinator	Audio/Visual Coordinator
Help Desk Specialist	Service Desk Coordinator/IT Trainer
Dispatch Supervisor	Emergency Communications Center Supervisor
Parking Enforcement Agent III	Parking Enforcement Agent Supervisor
Parking Agent I	Parking Enforcement Agent
Forestry Crew Leader	Forestry Supervisor
Building Crew Leader	Assistant Supervisor
Grounds Crew Leader	Assistant Supervisor
Arborist ("Senior" Arborist only)	"Senior" Arborist reclassified as Assistant Supervisor
Engineering Tech V	Engineering Tech Supervisor
Engineering Tech IV (with score of 480)	Solid Waste Coordinator
Engineering Tech IV (with score of 420)	Senior Engineering Tech
WWTP Pretreatment Sampling Technician	WWTP Pretreatment/Lab Technician
Motor Equipment Operator II	Equipment Operator
Motor Equipment Operator I	Laborer

**CITY OF WAUKESHA, WISCONSIN
CLASSIFICATION PLAN**

Table 4

NEW PAY GRADE	POSITION TITLE	Former Position Name, if Title Change is Recommended
UPPER-LEVEL MANAGEMENT AND DEPARTMENT DIRECTORS		
19	Chief of Police Director of Public Works Fire Chief	
18	Finance Director	
17	Assistant Fire Chief City Engineer Deputy Police Chief Director of Community Development Director of Information Services Library Director Parks, Rec & Forestry Director	
16	Battalion Fire Chief Cemetery Director Human Resources Manager Police Captain	Cemetery Manager Human Resources Manager
MID-LEVEL MANAGEMENT AND ADMINISTRATORS		
15	Deputy Fire Chief - EMS/Training Police Lieutenant WWTP Superintendent	
14	Assessor Assistant Finance Director City Clerk/Treasurer City Planner Community Relations Sergeant Deputy Director - Library Sergeant Transit Manager	
13	Administrative Supervisor - Police Assistant Library Director IT Infrastructure Support Manager Parks and Forestry Operations Mgr. Project/Applications Support Manager	Telecommunications Website Coordinator

**CITY OF WAUKESHA, WISCONSIN
CLASSIFICATION PLAN**

Table 4

NEW PAY GRADE	POSITION TITLE	Former Position Name, if Title Change is Recommended
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Senior Project & Network Security Manager

SUPERVISORS AND SPECIALISTS		
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12	Assistant City Attorney Chief Building Inspector Customer & Admin. Svcs. Manager - PR&F Emergency Comm. Center Supervisor Engineer III Fire Marshall Network and Security Specialist Recreation Services Manager Applications Developer Streets Supervisor WWTP Maintenance Supervisor WWTP Process Control Supervisor	Dispatch Supervisor Information Tech. Technician II (IT) Content Management Administrator, Senior Application Software Administrator
11	Application Project Support Manager Building & Operations Supervisor (Library) Building Supervisor (PRF) Crew Leader (Cemetery) Engineer II Senior Business Analyst Forestry Supervisor Grounds Supervisor (PRF) IT Project Manager Librarian II Recreation Supervisor Senior Planner-Planning & Redevelopment Senior Planner-Planning & Zoning Special Projects Accountant Supervisor Circulation Services	Enterprise Systems Bus. Integration Analyst Forestry Crew Leader Webmaster QA Coordinator Community Development Specialist Planner II
10	Before/Afterschool Program Coordinator Deputy Clerk/Treasurer Solid Waste Coordinator Engineering Tech Supervisor GIS Coordinator Human Resources Specialist Recreation Facilities Coordinator	Engineering Tech V

**CITY OF WAUKESHA, WISCONSIN
CLASSIFICATION PLAN**

Table 4

NEW PAY GRADE	POSITION TITLE	Former Position Name, if Title Change is Recommended
	Recreation Programmer SPARS Coordinator Special Projects Coordinator Sports Coordinator System Security Analyst Unicorn Systems Manager WWTP Pretreatment Coordinator	Sr. Network & Security Administrator
9	Building Assistant Supervisor (PRF) Cemetery Service Specialist Code Enforcement Inspector (Fire) EMS Educator EMS QA Coordinator Engineer I Forestry Assistant Supervisor (PRF) Grounds Assistant Supervisor (PRF) Service Desk Coordinator/IT Trainer Inspector (Electrical; Plumbing; Construction; Property Maintenance) Municipal Parking Supervisor Office Manager Senior Accountant Special Event Coordinator Audio/Visual Coordinator Volunteer Coordinator WWTP SCADA Technician	Building Crew Leader (PRF) Grounds Crew Leader (PRF) Help Desk Specialist Inspector (Electrical; Plumbing/HVAC; Carpentry/Masonry; Housing) Admin. Asst. II (Fire & Police), Admin. Asst. I (CD & PW), Sr. Admin. Asst. (Court) TV 25 Technical Coordinator
ADVANCED TECHNICIANS		
8	Senior Appraiser Senior Engineering Tech Groundskeeper (Cemetery) Parking Enforcement Agent Supervisor Streets Crew Leader	Appraiser III Engineering Tech IV Parking Enforcement Agent III
7	Accountant Building Maintenance Coordinator Building Maintenance Specialist Dispatcher Information Tech. Technician II (Library)	Custodian III (Police), Custodian II (Library)

**CITY OF WAUKESHA, WISCONSIN
CLASSIFICATION PLAN**

Table 4

NEW PAY GRADE	POSITION TITLE	Former Position Name, if Title Change is Recommended
	Librarian I	
	Heavy Equipment Operator	Motor Equipment Operator IV and III
	WWTP Lab Technician	
	WWTP Liftstation Maintainer	
	WWTP Operator	
	WWTP Pretreatment/Lab Technician	
6	Administrative Assistant	Executive Assistant (Mayor's Office), Administrative Assistant (Cemetery, Court, Library), Admin. Tech. (PRF), Clerk-Typist IV (CD), Legal Assistant (Attorney's Office)
	Appraiser	Appraiser 2 and Appraiser 1
	Arborist	
	Engineering Tech	Engineering Tech III and II
	Finance Analyst	Account Clerk IV (Finance), Account Clerk III (Clerk-Treasurer), Confidential Bookkeeper (Library)
	Marketing Coordinator	
	Mechanic (PRF)	
	Mechanic/Welder (PW)	Mechanic (PW), Maintenance Welder (PW)
	Equipment Operator	Motor Equipment Operator II
	Parking Enforcement Agent	Parking Agent I

TECHNICIANS AND ADMINISTRATIVE STAFF

5	Account Clerk	Account Clerk IV (Fire), Account Clerk III (Finance, PW), Account Clerk II (Clerk-Treasurer, IT, PRF)
	Building Maintenance (PRF)	
	Court Clerk (Court)	
	Grounds Maintenance (PRF)	
	Library Associate	Library Associate II and Library Associate I
	Laborer	Motor Equipment Operator I
	Stockroom Attendant (PW)	
	Traffic Signal Maintenance	
4	Cartographer Technician	
	Clerical Assistant	Clerk Steno III (CD, Fire), Clerk Steno II (CD, Police), Clerk Steno I (Police), Clerk Typist III (Clerk-Treasurer, Police, PW), Clerk Typist II (CD, Court, Police), Confidential Secretary (Attorney), Court Clerk (Police), Admin. Tech. (WWTP)
	Customer Service Specialist (PRF)	

**CITY OF WAUKESHA, WISCONSIN
CLASSIFICATION PLAN**

Table 4

NEW PAY GRADE	POSITION TITLE	Former Position Name, if Title Change is Recommended
	Gardener Horticulturalist Mechanics Helper Payroll Specialist Stockroom/Grounds Maint. (PRF)	
3	Custodian	Building Maintenance - PT (PRF), Custodian III (PW - City Hall), Custodian I (PW-Parking Ramp, Library)
2	Bailiff Library Assistant Municipal Parking Clerk	
PART-TIME ENTRY-LEVEL POSITIONS		

- | | |
|---|---|
| 1 | Interpreter
Page/Shelvers
Recycling Center Monitors |
|---|---|

The Rehabilitation Specialist in the Community Development Department is not recommended for inclusion in the classification and compensation plan as it is a grant-funded position.

**CITY OF WAUKESHA, WISCONSIN
BENCHMARK SALARY DATA AND RECOMMENDATIONS**

Table 5

Position Title	Total JFA Score	Skill Level Ranges	New Pay Grade	Salary Survey Data - At the 50th Percentile		Salary Survey Data - At the 75th Percentile		Recommended New Pay Ranges @ 75th %		Waukesha Salary Ranges and Actual Salaries (as of 7/1/15)		
				Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.	Actuals*
UPPER-LEVEL MANAGEMENT AND DEPARTMENT DIRECTORS												
Director of Public Works	815	800-820	19	\$96,877	\$128,024	\$100,447	\$132,251	\$ 107,515	\$ 145,145	\$110,612	\$143,957	\$143,945
Chief of Police	815			\$92,560	\$121,970	\$94,834	\$124,862			\$105,345	\$137,102	\$130,804
Fire Chief	810			\$89,648	\$119,475	\$93,984	\$122,785			\$105,345	\$137,102	vacant
Finance Director	785	775-795	18	\$88,335	\$118,572	\$94,834	\$123,599	\$ 100,481	\$ 135,650	\$105,345	\$137,102	\$115,920
Director of Community Development	770	750-770	17	\$86,287	\$112,329	\$89,033	\$120,374	\$ 93,908	\$ 126,776	\$95,551	\$124,355	\$110,058
Parks, Rec & Forestry Director	770			--	--	--	--			\$91,001	\$118,434	\$112,467
Library Director	760			--	--	--	--			\$91,001	\$118,434	\$101,367
Director of Information Services	760			--	--	--	--			\$91,001	\$118,434	\$107,998
Assistant Fire Chief	755			--	--	--	--			\$91,001	\$118,434	\$112,473
City Engineer	750			\$80,216	\$107,220	\$84,609	\$112,416			\$91,001	\$118,434	\$117,856
Deputy Police Chief	750			\$79,561	\$104,908	\$82,886	\$107,840			\$91,001	\$118,434	\$115,739
Battalion Fire Chief	740	730-745	16	\$66,934	\$87,714	\$73,567	\$94,355	\$ 87,764	\$ 118,482	\$82,540	\$107,322	\$95,609
Human Resources Manager (Director)	735			\$75,117	\$94,515	\$86,861	\$101,407			\$78,610	\$102,307	\$96,670
Cemetery Manager (Director)	735			--	--	--	--			\$78,610	\$102,307	vacant
Police Captain	730			\$72,426	\$95,664	\$76,631	\$100,894			\$86,667	\$112,794	\$108,411
MID-LEVEL MANAGEMENT AND ADMINISTRATORS												
Lieutenant	715	700-725	15	\$69,274	\$87,802	\$75,955	\$90,511	\$ 82,023	\$ 110,731	\$82,540	\$107,322	\$97,243
Deputy Fire Chief - EMS/Training	700			--	--	--	--			\$86,667	\$112,794	\$95,587
WWTP Superintendent	700			\$67,517	\$88,125	\$71,471	\$101,296			\$82,540	\$107,322	\$92,091
City Planner	695	665-695	14	\$66,658	\$84,481	\$67,605	\$88,956	\$ 77,380	\$ 104,463	\$82,540	\$107,322	\$91,035
Transit Manager	690			\$71,224	\$93,282	\$75,615	\$98,678			\$86,667	\$112,794	\$91,000
Assessor	685			--	--	--	--			\$78,610	\$102,307	\$93,226
City Clerk/Treasurer	680			--	--	--	--			\$78,610	\$102,307	\$90,688
Community Relations Sgt.	675			--	--	--	--			\$78,610	\$102,307	\$96,696
Assistant Finance Director	670			--	--	--	--			UG	UG	TBD
Deputy Director - Library	670			--	--	--	--			\$78,610	\$102,307	\$82,572
Sergeant	665			\$64,480	\$79,236	\$70,649	\$82,555			\$78,610	\$102,307	\$88,005
Administrative Supervisor	655	630-660	13	--	--	--	--	\$ 73,000	\$ 98,550	\$61,593	\$80,161	\$77,050
Telecomm. Website Coordinator	645			--	--	--	--			\$58,660	\$76,343	\$76,343

**CITY OF WAUKESHA, WISCONSIN
BENCHMARK SALARY DATA AND RECOMMENDATIONS**

Table 5

Position Title	Total JFA Score	Skill Level Ranges	New Pay Grade	Salary Survey Data - At the 50th Percentile		Salary Survey Data - At the 75th Percentile		Recommended New Pay Ranges @ 75th %		Waukesha Salary Ranges and Actual Salaries (as of 7/1/15)		
				Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.	Actuals*
IT Infrastructure Support Manager	645			--	--	--	--			\$71,301	\$92,796	\$81,600
Assistant Library Director	645			--	--	--	--			\$71,301	\$92,796	\$71,302
Parks and Forestry Operations Mgr.	645			--	--	--	--			\$71,301	\$92,796	\$79,941
Sr. Project & Network Security Mgr.	640			--	--	--	--			UG	UG	TBD

SUPERVISORS AND SPECIALISTS

Recreation Services Manager	625	580-625	12	\$59,173	\$80,884	\$61,365	\$86,495	\$ 69,522	\$ 93,855	\$71,301	\$92,796	\$83,528
Assistant City Attorney	620			--	--	--	--			\$91,001	\$118,434	\$101,377
Customer & Admin. Svcs. Mgr.	605			--	--	--	--			\$55,866	\$72,708	\$64,065
Dispatch Supervisor	605			--	--	--	--			\$67,906	\$88,377	\$75,644
Streets Supervisor	605			--	--	--	--			\$64,672	\$84,169	\$81,500
Engineer III	605			--	--	--	--			\$79,894	\$92,922	\$85,975
Fire Marshall	595			--	--	--	--			\$71,301	\$92,796	\$83,884
Chief Building Inspector	595			\$61,236	\$88,125	\$66,854	\$89,378			\$67,906	\$88,377	\$79,000
WWTP Process Control Supervisor	585			--	--	--	--			\$67,906	\$88,377	\$83,529
WWTP Maintenance Supervisor	585			--	--	--	--			\$67,906	\$88,377	\$74,154
Information Tech. Technician II (IT)	580			--	--	--	--			\$58,660	\$76,343	\$63,465
Webmaster Quality Assurance Coord.	580			--	--	--	--			\$64,672	\$84,169	\$74,257
Content Management Administrator	580			--	--	--	--			\$71,301	\$92,796	\$89,499
Sr. Application Software Administrator	580			--	--	--	--			\$71,301	\$92,796	\$81,573

Forestry Crew Leader	575	530-575	11	\$44,595	\$58,718	\$48,420	\$61,818	\$ 64,672	\$ 87,307	\$54,596	\$58,016	\$58,013
Grounds Supervisor (PRF)	570			\$58,427	\$73,050	\$62,933	\$82,383			\$64,672	\$84,169	\$67,932
Enterprise Systems Bus. Integration Ar	565			--	--	--	--			UG	UG	\$87,325
IT Project Manager	565			--	--	--	--			UG	UG	TBD
Accountant II	565			\$55,131	\$70,891	\$59,367	\$81,551			\$64,672	\$84,169	N/A
Recreation Supervisor	560			--	--	--	--			\$64,672	\$84,169	\$72,021
Building Supervisor (PRF)	555			\$58,427	\$73,050	\$62,933	\$82,383			\$64,672	\$84,169	vacant
Librarian II	550			\$59,571	\$78,996	\$63,837	\$81,099			\$67,906	\$88,377	\$67,906
Community Development Specialist	550			--	--	--	--			\$61,593	\$80,161	\$64,056
Special Projects Accountant	545			--	--	--	--			UG	UG	TBD
Supervisor Circulation Services	545			--	--	--	--			\$55,866	\$72,708	\$64,697
Building & Operations Supervisor (Libr:	545			--	--	--	--			\$61,593	\$80,161	\$64,660
Planner II	535			\$54,776	\$64,480	\$59,835	\$75,587			\$61,593	\$80,161	\$73,569
Engineer II	535			--	--	--	--			\$69,724	\$81,072	\$80,341
Crew Leader (Cemetery)	535			--	--	--	--			\$54,575	\$58,016	\$63,157
Application Project Support Manager	530			--	--	--	--			UG	UG	TBD

**CITY OF WAUKESHA, WISCONSIN
BENCHMARK SALARY DATA AND RECOMMENDATIONS**

Table 5

Position Title	Total JFA Score	Skill Level Ranges	New Pay Grade	Salary Survey Data - At the 50th Percentile		Salary Survey Data - At the 75th Percentile		Recommended New Pay Ranges @ 75th %		Waukesha Salary Ranges and Actual Salaries (as of 7/1/15)		
				Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.	Actuals*
WWTP Pretreatment Coordinator	520	480-525	10	--	--	--	--	\$ 60,160	\$ 81,216	\$67,906	\$88,377	\$78,428
Recreation Programmer	500			--	--	--	--			\$55,866	\$72,708	\$55,870
Engineering Tech V	495			--	--	--	--			\$69,724	\$81,072	\$81,055
GIS Coordinator	495			--	--	--	--			\$64,672	\$84,169	\$72,545
Deputy Clerk/Treasurer	495			--	--	--	--			\$67,906	\$88,377	\$71,329
Human Resources Specialist	490			--	--	--	--			\$53,206	\$69,246	\$70,552
Special Projects Coordinator	490			--	--	--	--			UG	UG	TBD
Unicorn Systems Manager	490			--	--	--	--			\$61,593	\$80,161	\$72,840
Sr. Network & Security Administrator	485			--	--	--	--			\$71,301	\$92,796	\$82,920
Recreation Facilities Coordinator	485			--	--	--	--			\$55,866	\$72,708	\$63,466
SPARS Coordinator	485			--	--	--	--			\$50,673	\$65,948	\$52,711
Eng. Tech IV (Solid Waste Coord.)	480			--	--	--	--			\$57,451	\$66,774	\$58,872
Sports Coordinator	480			--	--	--	--			\$55,866	\$72,708	\$57,596
Before/After school Prog. Coord.	480			--	--	--	--			UG	UG	TBD
Building Crew Leader (PRF)	470	430-475	9	\$44,595	\$58,718	\$48,420	\$61,818	\$ 55,963	\$ 75,549	\$54,596	\$58,016	\$58,013
Special Event Coordinator	470			--	--	--	--			\$50,673	\$65,948	\$52,700
Office Manager				\$43,555	\$57,527	\$44,537	\$59,403			varies	varies	\$57,482
TV 25 Technical Coordinator	460			--	--	--	--			UG	UG	\$36,608
Help Desk Specialist	460			--	--	--	--			\$53,206	\$69,246	\$59,241
Grounds Crew Leader (PRF)	455			\$44,595	\$58,718	\$48,420	\$61,818			\$54,596	\$58,016	\$58,013
Municipal Parking Supervisor	455			--	--	--	--			\$48,260	\$62,808	\$55,861
Cemetery Service Specialist	450			--	--	--	--			UG	UG	\$55,861
Volunteer Coordinator	450			--	--	--	--			\$50,673	\$65,948	\$52,711
WWTP SCADA Technician	450			--	--	--	--			UG	UG	vacant
EMS Educator	445			--	--	--	--			UG	UG	vacant
EMS QA Coordinator	445			--	--	--	--			UG	UG	vacant
Inspector (Elec; Plumb; Carp; Bldg)	445			\$50,762	\$64,480	\$56,025	\$69,495			\$69,600	\$76,714	\$76,715
Senior Accountant	440			--	--	--	--			UG	UG	\$60,410
Engineer I	440			\$52,233	\$66,319	\$54,607	\$69,584			\$63,166	\$73,434	\$73,434
Code Enforcement Inspector (Fire)	435			--	--	--	--			UG	UG	\$57,467
ADVANCED TECHNICIANS												
Streets Crew Leader	425	405-425	8	--	--	--	--	\$ 52,913	\$ 71,433	\$54,596	\$58,016	\$58,013
Engineering Tech IV	420			--	--	--	--			\$57,451	\$66,774	\$66,774
Groundskeeper (Cemetery)	420			--	--	--	--			\$52,442	\$55,482	\$55,472
Parking Enforcement Agent III	410			--	--	--	--			\$40,767	\$49,465	\$49,464

**CITY OF WAUKESHA, WISCONSIN
BENCHMARK SALARY DATA AND RECOMMENDATIONS**

Table 5

Position Title	Total JFA Score	Skill Level Ranges	New Pay Grade	Salary Survey Data - At the 50th Percentile		Salary Survey Data - At the 75th Percentile		Recommended New Pay Ranges @ 75th %		Waukesha Salary Ranges and Actual Salaries (as of 7/1/15)		
				Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.	Actuals*
Appraiser 3	405			--	--	--	--			\$67,906	\$88,377	\$71,329
Librarian I	400	380-400	7	\$44,678	\$64,917	\$50,606	\$65,458	\$ 49,222	\$ 66,449	\$50,753	\$56,749	\$55,984
WWTP Liftstation Maintainer	395			--	--	--	--			\$51,197	\$59,916	\$60,856
WWTP Operator	395			\$41,756	\$53,851	\$46,825	\$56,852			\$52,083	\$60,866	\$60,362
Motor Equipment Operator IV	395			\$43,826	\$55,702	\$45,369	\$58,198			\$54,596	\$58,016	\$58,013
Dispatcher	390			\$36,463	\$54,538	\$41,246	\$54,933			\$50,901	\$58,248	\$56,757
Accountant I	390			\$44,300	\$58,812	\$46,566	\$62,574			\$50,673	\$65,948	\$60,410
Rehabilitation Specialist	390			--	--	--	--			UG	UG	\$53,122
Information Tech. Technician II (Library)	390			--	--	--	--			\$53,206	\$69,246	\$56,649
WWTP Lab Technician	385			--	--	--	--			\$55,866	\$72,708	\$68,719
WWTP Pretreatment Sampling Techni	385			--	--	--	--			\$55,866	\$72,708	\$68,719
Building Maintenance Coordinator	385			\$41,059	\$51,334	\$44,200	\$53,279			\$39,353	\$47,771	\$52,361
Building Maintenance Specialist	380			--	--	--	--			\$54,596	\$58,016	\$60,016
Motor Equipment Operator III	380			--	--	--	--			\$54,026	\$57,066	\$57,066
Mechanic (PRF)	375	355-375	6	\$44,210	\$57,614	\$45,031	\$60,998	\$ 45,788	\$ 61,813	\$54,596	\$58,016	\$58,013
Mechanic/Welder (PW)	370			--	--	--	--			\$54,596	\$58,016	\$58,013
Appraiser 1	370			--	--	--	--			\$48,260	\$62,808	\$50,190
Appraiser 2	370			--	--	--	--			\$53,206	\$69,246	\$58,232
Parking Agent I	370			--	--	--	--			\$36,503	\$44,335	\$39,332
Arborist	370			--	--	--	--			\$53,603	\$56,981	\$55,712
Engineering Tech III	370			--	--	--	--			\$51,315	\$59,625	\$59,625
Motor Equipment Operator II	370			--	--	--	--			\$53,097	\$56,221	\$56,226
Financial Analyst										varies	varies	\$47,268
Marketing Coordinator	365			--	--	--	--			\$48,260	\$62,808	\$48,723
Administrative Assistant				\$40,449	\$52,720	\$42,448	\$55,360			varies	varies	\$46,555
Engineering Tech II	355			--	--	--	--			\$43,791	\$50,859	\$50,859
TECHNICIANS AND ADMINISTRATIVE STAFF												
Library Associate II	350	330-350	5	--	--	--	--	\$ 44,162	\$ 59,619	\$41,232	\$46,953	\$45,677
Library Associate I	350			--	--	--	--			\$38,656	\$44,335	\$44,339
Traffic Signal Maintenance	350			--	--	--	--			\$53,097	\$56,221	\$56,786
Court Clerk (Court)	350			--	--	--	--			\$38,656	\$47,333	\$47,332
Grounds Maintenance (PRF)	345			--	--	--	--			\$53,118	\$56,221	\$56,226
Building Maintenance (PRF)	345			--	--	--	--			\$53,603	\$56,981	\$56,985
Account Clerk										varies	varies	\$46,561
Stockroom Attendant (PW)	340			--	--	--	--			\$54,026	\$57,066	\$58,487

**CITY OF WAUKESHA, WISCONSIN
BENCHMARK SALARY DATA AND RECOMMENDATIONS**

Table 5

Position Title	Total JFA Score	Skill Level Ranges	New Pay Grade	Salary Survey Data - At the 50th Percentile		Salary Survey Data - At the 75th Percentile		Recommended New Pay Ranges @ 75th %		Waukesha Salary Ranges and Actual Salaries (as of 7/1/15)		
				Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.	Actuals*
Motor Equipment Operator I	335			\$38,314	\$49,338	\$42,963	\$55,089			\$52,442	\$55,482	\$55,350
Cartographer Technician	325	305-325	4	--	--	--	--	\$ 41,081	\$ 55,460	\$53,206	\$69,246	\$65,446
Gardener	325			\$39,291	\$49,119	\$42,864	\$52,010			\$53,118	\$56,221	\$56,226
Horticulturalist	325			--	--	--	--			\$53,118	\$56,221	\$56,226
Clerical Assistant										varies	varies	\$43,156
Mechanics Helper	315			--	--	--	--			\$52,442	\$55,482	\$55,472
Payroll Specialist	310			\$40,420	\$51,657	\$42,494	\$56,217			\$41,688	\$54,256	\$51,568
Stockroom/Grounds Maint. (PRF)	310			--	--	--	--			\$53,603	\$56,221	\$56,635
Customer Service Specialist (PRF)	305			--	--	--	--			\$34,349	\$41,337	\$41,346
Custodian	285	280-300	3	\$33,477	\$41,278	\$38,100	\$45,834	\$ 38,215	\$ 51,590	varies	varies	\$50,934
Library Assistant	275	255-275	2	--	--	--	--	\$ 35,549	\$ 47,991	\$35,173	\$38,973	\$38,234
Municipal Parking Clerk	260			--	--	--	--			\$34,349	\$41,337	\$41,346
Bailiff	255			--	--	--	--			UG	UG	n/a
PART-TIME ENTRY-LEVEL POSITIONS												
Page/Shelvers	225	up to 250	1	\$20,706	\$23,639	\$23,119	\$30,025	\$ 23,500	\$ 31,725	\$22,379	\$27,234	\$26,232
Recycling Center Monitors	205			--	--	--	--			UG	UG	\$22,457
Interpreter	200			--	--	--	--			UG	UG	n/a

*If there are multiple incumbents in a position their salaries are averaged for "Actual Salaries". Part-time positions are standardized to a 40-hour week for comparability; when implemented, the recommended salaries should be pro-rated according to the actual number of hours worked per week.

The "Waukesha Salary Ranges and Actual Salaries" represent the ranges and salaries that will be in place as of the 1.5% across-the-board increase planned for 7/1/15. The "Salary Survey Data" from the comparables was current as of September 2014. The new salary ranges were developed using the September 2014 salary data. Therefore, the new ranges recommended for implementation after 7/1/15 have been increased by 1.75% to reflect the average market-wide increase expected in 2015 (according to data provided by the surveyed comparables.)

Consolidated clerical classifications are highlighted in:

Consolidated custodial classifications are highlighted in:

Salaries in red font are above the recommended range maximum

Salaries in green font are below the recommended range minimum

CITY OF WAUKESHA, WISCONSIN
PROPOSED PAY RANGES AT THE 75TH PERCENTILE (COMPETITIVE PAYER)

Table 6

Part-time Entry-level Positions Range = 35%			
Grade	Minimum		Maximum
1	\$ 23,500		\$ 31,725

Technicians and Administrative Staff 7.5% Between Grades Range = 35%			
Grade	Minimum		Maximum
2	\$ 35,549		\$ 47,991
3	\$ 38,215		\$ 51,590
4	\$ 41,081		\$ 55,460
5	\$ 44,162		\$ 59,619

Advanced Technicians and Coordinators 7.5% Between Grades Range = 35%			
Grade	Minimum		Maximum
6	\$ 45,788		\$ 61,813
7	\$ 49,222		\$ 66,449
8	\$ 52,913		\$ 71,433

Supervisors and Specialists 7.5% Between Grades Range = 35%			
Grade	Minimum		Maximum
9	\$ 55,963		\$ 75,549
10	\$ 60,160		\$ 81,216
11	\$ 64,672		\$ 87,307
12	\$ 69,522		\$ 93,855

Mid-level Management and Administrators 6% Between Grades Range = 35%			
Grade	Minimum		Maximum
13	\$ 73,000		\$ 98,550
14	\$ 77,380		\$ 104,463
15	\$ 82,023		\$ 110,731

Department Heads and Upper-level Management 7% Between Grades Range = 35%			
Grade	Minimum		Maximum
16	\$ 87,764		\$ 118,482
17	\$ 93,908		\$ 126,776
18	\$ 100,481		\$ 135,650
19	\$ 107,515		\$ 145,145

APPENDIX A

EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

City of Waukesha, Wisconsin

IDENTIFICATION INFORMATION

NAME:	DATE:
YEARS OF EXPERIENCE WITH THE CITY:	JOB TITLE:
YEARS OF EXPERIENCE ON THIS JOB:	YOUR JOB IS: FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/>
YOUR YEARS OF EXPERIENCE IN THIS FIELD:	YOUR EDUCATION: <input type="checkbox"/> High Sch. <input type="checkbox"/> Assoc. Deg. <input type="checkbox"/> Bach. Deg. <input type="checkbox"/> 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. It is important that you answer each question thoughtfully and frankly. There are no right or wrong answers and you are not being evaluated on how well you complete the questionnaire.

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.

Job Tasks: Please list your job duties. Try to place your duties in their order of importance, and group "like" tasks together (e.g. "clerical duties including word processing, opening mail, filing, etc." or e.g. "front desk responsibilities including greeting visitors, answering telephones and routing calls, etc.").

Job Duty

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

- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

Feel free to add more numbers/duties if necessary.



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

- Level of knowledge that is below what is normally attained through high school graduation.
- High school diploma (GED) or equivalent.
- High school, plus elementary technical training, acquired through one year or less of technical or business school.
- Extensive technical or specialized training such as would be acquired by an Associate’s Degree or two years of technical or business school.
- Extensive technical or specialized training such as would be acquired by an Associate’s Degree or two years of technical or business school, plus two or more certifications in incumbent’s field.
- Completion of four-year college degree program.
- Additional professional level of education beyond a four-year college program, such as a CPA or Professional Engineer (P.E.) training.
- Completion of graduate coursework equal to a Master’s Degree or higher.

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:



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

- LESS THAN 1 YEAR 1 TO 3 YEARS 4 TO 6 YEARS 7 TO 10 YEARS MORE THAN 10 YEARS



3. **Independent Judgment and Decision Making:** How much discretion do you have in making decisions with or without the input or direction of your supervisor?

- Little discretion or independent judgment exercised.
- Some discretion or judgment exercised, but supervisor is normally available.
- Job often requires making decisions in absence of specific policies and/or guidance from superiors, but some direct guidance is received from superiors.
- High level of discretion with decisions restricted only by broad Organization-wide policies and little direct guidance from superiors.
- Very high level of discretion with decisions only restricted by the broadest policies of the Organization.

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 little cost in terms of time, money, or public/employee good will.
- Moderate: Significant 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.
- Very Serious: Critical goals and objectives would be adversely and very seriously affected.

.....

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

- Position involves only the execution of policies or use of existing procedures.
- Position involves some participation in the development of policies and procedures for the department only.
- Position involves some development of policies/procedures, as well as the interpretation and execution of broader policies in the department.
- Position involves the 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.
- Position involves the responsibility for major input/development of departmental policies and procedures, plus occasional participation in the development of policies which affect other departments in the organization.
- 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:

.....

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

- Position requires that my daily work load and activities are assigned to me by my supervisor.
- Position requires that I plan my own daily work load and work independently according to established procedures or standards.
- Position requires that I plan my own daily work load and those of others in the department (first-level supervision).
- 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 dealt with.
- 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.

How much planning do you do for others in the department?

Scheduling: Yes No Assigning of Duties/Jobs: Yes No

.....

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?

- Position involves interaction with fellow workers on routine matters with relatively little public contact.
- Position involves frequent internal and external contact, but generally on routine matters such as furnishing or obtaining information.
- 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.
- 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 gain concurrence or to resolve the problem.
- 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.
- Position involves frequent internal and external contacts in which I act as the spokesperson for the department and may be authorized to make commitments on behalf of the department.
- Position involves frequent internal and external contacts where I represent the organization and am authorized to make commitments in matters of critical interest to the City.

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

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

.....

7. **Supervision Given:** Do you supervise or assign work to other employees? Yes No

If yes:

- Position is responsible for assigning work to an employee or employees, without acting in a supervisory role.
- Position is responsible for the supervision of one full time or several part time employees.
- Position is responsible for the supervision of two to five full time (or full time equivalent) employees.
- Position is responsible for the supervision of six to 15 full time (or full time equivalent) employees.
- Position is responsible for direct and/or indirect supervision of 16 to 29 full time (or full time equivalent) employees.
- Position is responsible for direct and/or indirect supervision of 30 to 50 full time (or full time equivalent) employees.
- Position is responsible for direct and/or indirect supervision of more than 51 full time (or full time equivalent) employees.

.....

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

Demand	No	Yes	How often? (rarely, occasionally or daily)
Lifting up to 20 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 20-50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 50+ pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Climbing	<input type="checkbox"/>	<input type="checkbox"/>	

Walking	<input type="checkbox"/>	<input type="checkbox"/>
Kneeling	<input type="checkbox"/>	<input type="checkbox"/>
Crouching	<input type="checkbox"/>	<input type="checkbox"/>
Crawling	<input type="checkbox"/>	<input type="checkbox"/>
Bending	<input type="checkbox"/>	<input type="checkbox"/>
Sitting	<input type="checkbox"/>	<input type="checkbox"/>
Prolonged Standing	<input type="checkbox"/>	<input type="checkbox"/>
Prolonged Visual Concentration	<input type="checkbox"/>	<input type="checkbox"/>

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	<input type="checkbox"/>	<input type="checkbox"/>	
Dust	<input type="checkbox"/>	<input type="checkbox"/>	
Heat	<input type="checkbox"/>	<input type="checkbox"/>	
Cold	<input type="checkbox"/>	<input type="checkbox"/>	
Odors	<input type="checkbox"/>	<input type="checkbox"/>	
Noise	<input type="checkbox"/>	<input type="checkbox"/>	
Vibration	<input type="checkbox"/>	<input type="checkbox"/>	
Wetness/Humidity	<input type="checkbox"/>	<input type="checkbox"/>	
Toxic Agents	<input type="checkbox"/>	<input type="checkbox"/>	
Electrical Currents	<input type="checkbox"/>	<input type="checkbox"/>	
Heavy Machinery	<input type="checkbox"/>	<input type="checkbox"/>	
Violence	<input type="checkbox"/>	<input type="checkbox"/>	
Disease	<input type="checkbox"/>	<input type="checkbox"/>	
Smoke	<input type="checkbox"/>	<input type="checkbox"/>	
Other	<input type="checkbox"/>	<input type="checkbox"/>	



9. Use of Technology: Please check the level of technology needed for you to perform your job:

- Position has no responsibility for, or use of, technology.
- Position has some basic use of computers for word processing/data entry and some use of the telephone, copier, etc.
- Position has daily use of computers for word processing/data entry and use of the telephone, fax machine, copier, etc.
- Position has daily use of computers, the Internet, Smartphones, etc. to create databases, spreadsheets, or reports.
- Position provides routine consultation and technology support for everyday computer programming and/or software requests/questions to others in the organization. Or, may use specialized equipment such as GIS, SCADA, etc. or various hardware components to control mechanical equipment such as HVAC, lighting, gas flares, blowers, engines, etc
- Position is responsible for advanced computer programming, maintenance, training, and purchasing of items such as computers, printers, scanners, etc., for the computer system for the organization.
- Position is responsible for system security, as well as 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.



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.

a. <u>Executive</u>	<u>Yes</u>	<u>No</u>	<u>Don't know</u>
Are you paid the equivalent of at least \$455 per week on a salary basis?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is your primary duty managing the department or unit of a local government?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you customarily direct the work of two or more other employees (or the equivalent of two or more, e.g., 4 part timers)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

b. <u>Administrative</u>	<u>Yes</u>	<u>No</u>	<u>Don't know</u>
Are you paid the equivalent of at least \$455 per week on a salary basis?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

c. <u>Professional</u>	<u>Yes</u>	<u>No</u>	<u>Don't know</u>
Are you paid the equivalent of at least \$455 per week on a salary basis?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your work require specialized education or an advanced degree?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your work involve any degree of discretion and/or judgment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

d. <u>Computer</u>	<u>Yes</u>	<u>No</u>	<u>Don't know</u>
Are you paid the equivalent of at least \$455 per week on a salary basis?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do your primary duties involve:			
1. The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications; or	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. 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

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

4. 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 your last name in the file name 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

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 Director (if applicable) or to the Human Resources Manager and abieszczat@govhrusa.com. If using a printed copy of this form, sign and date it before delivering to your Director (if applicable) or scanning and emailing it to the Human Resources Manager and abieszczat@govhrusa.com.

SUPERVISOR'S SIGNATURE OR TYPED NAME

DATE

If Supervisor isn't the Director, the Director 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, then email this form to the Human Resources Manager and abieszczat@govhrusa.com. If using a printed copy of this form, sign and date it before scanning and emailing it to the Human Resources Manager and abieszczat@govhrusa.com.

DIRECTOR'S SIGNATURE OR TYPED NAME

DATE

APPENDIX B

CITY OF WAUKESHA, WISCONSIN
Eight Criteria Used to Determine Survey Comparables

1. Population: Maximum 15 points

71,020

<u>Factor</u>	<u>Minimum Range</u>		<u>Maximum Range</u>		<u>Points</u>
1.33	53,398	71,020	71,020	94,457	15
1.67	42,527	53,397	94,458	118,603	10
2.00	35,510	42,526	118,604	142,040	5
2.33	30,481	35,509	142,041	165,477	3
All Others					0

2. Total General Government Fund Expenditures (Thousands): Maximum 15 points

\$99,085

<u>Factor</u>	<u>Minimum Range</u>		<u>Maximum Range</u>		<u>Points</u>
1.33	\$74,500	\$99,085	\$99,085	\$131,783	15
1.67	\$59,332	\$74,499	\$131,784	\$165,472	10
2.00	\$49,543	\$59,331	\$165,473	\$198,170	5
2.33	\$42,526	\$49,542	\$198,171	\$230,868	3
All Others					0

3. Equalized Value (Millions): Maximum 15 points

\$5,390

<u>Factor</u>	<u>Minimum Range</u>		<u>Maximum Range</u>		<u>Points</u>
1.33	\$4,053	\$5,390	\$5,390	\$7,169	15
1.67	\$3,228	\$4,052	\$7,170	\$9,001	10
2.00	\$2,695	\$3,227	\$9,002	\$10,780	5
2.33	\$2,313	\$2,694	\$10,781	\$12,559	3
All Others					0

4. Spending Per Capita: Maximum 15 points

\$587

<u>Factor</u>	<u>Minimum Range</u>		<u>Maximum Range</u>		<u>Points</u>
1.33	\$441	\$587	\$587	\$781	15
1.67	\$351	\$440	\$782	\$980	10
2.00	\$294	\$350	\$981	\$1,174	5
2.33	\$252	\$293	\$1,175	\$1,368	3
All Others					0

5. General Obligation Debt (Thousands): Maximum 15 points

\$116,335

<u>Factor</u>	<u>Minimum Range</u>		<u>Maximum Range</u>		<u>Points</u>
1.33	\$87,470	\$116,335	\$116,335	\$154,726	15
1.67	\$69,662	\$87,469	\$154,727	\$194,279	10
2.00	\$58,168	\$69,661	\$194,280	\$232,670	5

CITY OF WAUKESHA, WISCONSIN
Eight Criteria Used to Determine Survey Comparables

2.33	\$49,929	\$58,167		\$232,671	\$271,061	3
All Others						0

6. Municipal Property Tax Rates: Maximum 10 points

\$10.19

<u>Factor</u>	<u>Minimum Range</u>		<u>Maximum Range</u>		<u>Points</u>
1.33	\$7.66	\$10.19	\$10.19	\$13.55	10
1.67	\$6.10	\$7.65	\$13.56	\$17.02	8
2.00	\$5.10	\$6.09	\$17.03	\$20.38	5
2.33	\$4.37	\$5.09	\$20.39	\$23.74	3
All Others					0

7. Shared Revenues (Thousands): Maximum 10 points

3,547

<u>Factor</u>	<u>Minimum Range</u>		<u>Maximum Range</u>		<u>Points</u>
1.33	2667	3,547	3547	4,718	10
1.67	2124	2,666	4,719	5,923	8
2.00	1774	2,123	5,924	7,094	5
2.33	1522	1,773	7,095	8,265	3
All Others					0

8. Proximity in Miles to Waukesha: Maximum 5 Points

<u>Factor</u>	<u>Points</u>
0 to 30	5
31 to 60	4
61 to 90	3
All Others	0

Source: MunicipalFacts 14 (Wisconsin Taxpayers Alliance)

**2012 population

**Equalized Value (2012)

**Spending Per Capita (2012) General Government; Streets; Public Safety

**General Obligation Debt (2012)

**Municipal Property Tax Rates (2012/13)

**State Shared Revenues (2012)

Total Expenditures: Wisconsin DOR County and Municipal Revenues and Expenditures 2012

Mileage: Google Maps

Note: Each of the eight (8) factors contain ranges to assess comparability with Waukesha's data. For example, the four (4) factor ranges for 2011 population are developed using a factor of .33 percent (+/-). The closer the individual community's population to Waukesha's population (71,020), the higher the point value.

CITY OF WAUKESHA, WISCONSIN
Criteria Comparisons
(All Municipalities)

Municipality	Pop.	Max.	Total	Max.	Eq. Value	Max.	Spending per	Max.	Gen. Oblig.	Max.	Prop. Tax	Max.	Shared	Max.	Proximity	Max.	Total
	2011	Points	Expend.	Points	(Millions)	Points	Capita	Points	Debt	Points	Rate	Points	Revenues	Points	Miles	Points	Points
Waukesha	71,020	15	\$99,085	15	\$5,390	15	\$587	15	\$116,335	15	\$10.19	10	\$3,547	10	0	5	100
Appleton	72,810	15	\$86,748	15	\$4,622	15	\$540	15	\$33,305	0	\$8.48	10	\$10,929	0	98	0	70
Beloit	36,850	5	\$69,904	10	\$1,377	0	\$686	15	\$55,449	3	\$12.18	10	\$16,833	0	61	3	46
Brookfield	37,870	5	\$48,007	3	\$5,998	15	\$731	15	\$48,725	0	\$6.04	5	\$973	0	9	5	48
Eau Claire	66,170	15	\$87,065	15	\$4,326	15	\$547	15	\$91,176	15	\$8.77	10	\$7,574	3	231	0	88
Fond du Lac	43,100	10	\$78,225	15	\$2,566	3	\$615	15	\$77,118	10	\$8.48	10	\$6,136	5	58	4	72
Franklin	35,520	5	\$41,523	0	\$3,414	10	\$554	15	\$21,670	0	\$6.19	8	\$856	0	15	5	43
Green Bay	104,250	10	\$197,319	5	\$5,787	15	\$626	15	\$135,052	15	\$9.25	10	\$18,540	0	135	0	70
Greenfield	36,740	5	\$44,207	3	\$2,741	5	\$591	15	\$35,556	0	\$8.12	10	\$1,502	0	16	5	43
Janesville	63,480	15	\$88,286	15	\$3,793	10	\$487	15	\$74,190	10	\$8.28	10	\$5,126	8	62	3	86
Kenosha	99,660	10	\$150,383	10	\$5,358	15	\$579	15	\$138,697	15	\$12.03	10	\$14,020	0	54	4	79
La Crosse	51,590	10	\$155,599	10	\$3,103	5	\$694	15	\$88,915	15	\$12.11	10	\$11,555	0	43	4	69
Manitowoc	33,750	3	\$50,135	5	\$1,869	0	\$630	15	\$68,730	5	\$8.24	10	\$5,725	8	98	0	46
Menomonee Falls	35,680	5	\$81,303	15	\$4,245	15	\$558	15	\$101,560	15	\$5.54	5	\$476	0	15	5	75
New Berlin	39,770	5	\$42,387	0	\$4,524	15	\$547	15	\$46,880	0	\$5.40	5	\$648	0	8	5	45
Oak Creek	34,530	3	\$54,800	5	\$2,922	5	\$745	15	\$23,315	0	\$6.72	8	\$6,195	5	29	5	46
Oshkosh	66,325	15	\$97,297	15	\$3,759	10	\$522	15	\$137,859	15	\$9.28	10	\$10,808	0	79	3	83
Racine	78,830	15	\$135,528	10	\$3,266	10	\$818	10	\$108,340	15	\$16.26	8	\$27,583	0	43	4	72
Sheboygan	49,110	10	\$55,318	5	\$2,448	3	\$563	15	\$45,507	0	\$9.26	10	\$11,770	0	73	3	46
Wausau	39,160	5	\$65,067	10	\$2,521	3	\$623	15	\$48,346	0	\$9.35	10	\$4,865	8	180	0	51
Wauwatosa	46,320	10	\$74,707	15	\$4,933	15	\$793	10	\$60,205	5	\$8.18	10	\$1,785	5	15	5	75
West Allis	60,300	15	\$79,497	15	\$3,701	10	\$738	15	\$78,410	10	\$10.84	10	\$8,856	0	14	5	80
West Bend	31,380	3	\$54,974	5	\$2,378	3	\$575	15	\$70,747	10	\$8.61	10	\$1,847	5	34	4	55

Criteria for Initial Screen: Population between 30,000 and 150,000

Sources: Google Maps: Mileage (first distance listed)

Total Expenditures: Wisconsin DOR County and Municipal Revenues and Expenditures 2012

MunicipalFacts 13 (Wisconsin Taxpayers Alliance): All other criteria

CITY OF WAUKESHA, WISCONSIN
Top Comparable Communities
 (All Municipalities)

Municipality	Pop.	Max.	Total	Max.	Eq. Value	Max.	Spending per	Max.	Gen. Oblig.	Max.	Prop. Tax	Max.	Shared	Max.	Proximity	Max.	Total
	2011	Points	Expend.	Points	(Millions)	Points	Capita	Points	Debt	Points	Rate	Points	Revenues	Points	Miles	Points	Points
Waukesha	71,020	15	\$99,085	15	\$5,390	15	\$587	15	\$116,335	15	\$10.19	10	\$3,547	10	0	5	100
Eau Claire	66,170	15	\$87,065	15	\$4,326	15	\$547	15	\$91,176	15	\$8.77	10	\$7,574	3	231	0	88
Janesville	63,480	15	\$88,286	15	\$3,793	10	\$487	15	\$74,190	10	\$8.28	10	\$5,126	8	62	3	86
Oshkosh	66,325	15	\$97,297	15	\$3,759	10	\$522	15	\$137,859	15	\$9.28	10	\$10,808	0	79	3	83
West Allis	60,300	15	\$79,497	15	\$3,701	10	\$738	15	\$78,410	10	\$10.84	10	\$8,856	0	14	5	80
Kenosha	99,660	10	\$150,383	10	\$5,358	15	\$579	15	\$138,697	15	\$12.03	10	\$14,020	0	54	4	79
Menomonee Falls	35,680	5	\$81,303	15	\$4,245	15	\$558	15	\$101,560	15	\$5.54	5	\$476	0	15	5	75
Wauwatosa	46,320	10	\$74,707	15	\$4,933	15	\$793	10	\$60,205	5	\$8.18	10	\$1,785	5	15	5	75
Fond du Lac	43,100	10	\$78,225	15	\$2,566	3	\$615	15	\$77,118	10	\$8.48	10	\$6,136	5	58	4	72
Racine	78,830	15	\$135,528	10	\$3,266	10	\$818	10	\$108,340	15	\$16.26	8	\$27,583	0	43	4	72
Appleton	72,810	15	\$86,748	15	\$4,622	15	\$540	15	\$33,305	0	\$8.48	10	\$10,929	0	98	0	70
Green Bay	104,250	10	\$197,319	5	\$5,787	15	\$626	15	\$135,052	15	\$9.25	10	\$18,540	0	135	0	70
La Crosse	51,590	10	\$155,599	10	\$3,103	5	\$694	15	\$88,915	15	\$12.11	10	\$11,555	0	43	4	69
West Bend	31,380	3	\$54,974	5	\$2,378	3	\$575	15	\$70,747	10	\$8.61	10	\$1,847	5	34	4	55
Wausau	39,160	5	\$65,067	10	\$2,521	3	\$623	15	\$48,346	0	\$9.35	10	\$4,865	8	180	0	51
Brookfield	37,870	5	\$48,007	3	\$5,998	15	\$731	15	\$48,725	0	\$6.04	5	\$973	0	9	5	48
Beloit	36,850	5	\$69,904	10	\$1,377	0	\$686	15	\$55,449	3	\$12.18	10	\$16,833	0	61	3	46
Manitowoc	33,750	3	\$50,135	5	\$1,869	0	\$630	15	\$68,730	5	\$8.24	10	\$5,725	8	98	0	46
Oak Creek	34,530	3	\$54,800	5	\$2,922	5	\$745	15	\$23,315	0	\$6.72	8	\$6,195	5	29	5	46
Sheboygan	49,110	10	\$55,318	5	\$2,448	3	\$563	15	\$45,507	0	\$9.26	10	\$11,770	0	73	3	46
New Berlin	39,770	5	\$42,387	0	\$4,524	15	\$547	15	\$46,880	0	\$5.40	5	\$648	0	8	5	45
Franklin	35,520	5	\$41,523	0	\$3,414	10	\$554	15	\$21,670	0	\$6.19	8	\$856	0	15	5	43
Greenfield	36,740	5	\$44,207	3	\$2,741	5	\$591	15	\$35,556	0	\$8.12	10	\$1,502	0	16	5	43

Criteria for Initial Screen: Population between 30,000 and 150,000

Sources: Google Maps: Mileage (first distance listed)

Total Expenditures: Wisconsin DOR County and Municipal Revenues and Expenditures 2012

MunicipalFacts 13 (Wisconsin Taxpayers Alliance): All other criteria

APPENDIX C

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - City Administrator

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse					N/A
Oshkosh			\$133,985	City Manager	
West Allis	\$97,885	\$122,366			
Appleton			\$92,829	Mayor	
Waukesha County	\$124,738	\$179,608		Director of Administration	
Eau Claire			\$135,000	City Manager	
Fond du Lac					N/R
Green Bay					N/A
Janesville			\$140,000	City Manager	
Kenosha	\$113,076	\$141,360			
Menomonee Falls			\$157,098	Village Manager	
Racine	\$106,555	\$143,847			
Wauwatosa					
Waukesha	N/A	N/A	\$140,579		
50th Percentile	\$109,816	\$142,604	\$135,000		
75th Percentile	\$115,992	\$152,788	\$140,000		

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Administrative Assistant II

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse					N/A
Oshkosh	\$43,826	\$50,086		Administrative Assistant	
West Allis	\$37,315	\$46,654			
Appleton	\$43,285	\$64,917		various-Sec'y to Mayor, Legal Asst, A	These positions do not have supervisory responsibility
Waukesha County	\$44,762	\$59,197		Office Services Coordinator	
Eau Claire					N/A
Fond du Lac					N/A
Green Bay	\$42,518	\$56,097		Office Manager, PW Supervisor	
Janesville	\$38,006	\$54,700		Executive Secretary	
Kenosha	\$48,216	\$58,956		Executive Assistant	
Menomonee Falls	\$40,456	\$52,915		Administrative Management Assistant	
Racine	\$44,462	\$60,023			
Wauwatosa					N/A
Waukesha	\$45,925	\$59,770	\$55,522		AAll, AAI and Sr. AA - CD/PW/Court/Fire/Police and Exec. Asst.
50th Percentile	\$43,555	\$57,527			
75th Percentile	\$44,537	\$59,403			M.F deleted from analysis b/c AAll salary less than AAI salary

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Administrative Assistant

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse					N/A
Oshkosh					N/A
West Allis	\$33,696	\$42,120			
Appleton					N/A
Waukesha County	\$37,773	\$48,859		Department Secretary	
Eau Claire	\$40,400	\$50,136		Secretary/Administrative Assistant (PW)	
Fond du Lac	\$43,306	\$55,682			
Green Bay	\$40,497	\$50,419			
Janesville	\$36,146	\$52,021			
Kenosha	\$44,484	\$54,396			
Menomonee Falls	\$42,848	\$56,098		Administrative Assistant II	
Racine	\$39,571	\$53,420			
Wauwatosa	\$41,246	\$56,576		Administrative Support Specialist	
Waukesha	\$41,655	\$54,213	\$46,935		Court and PRF (Admin Tech)
50th Percentile	\$40,449	\$52,720			
75th Percentile	\$42,448	\$55,360			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Clerk-Typist IV

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$34,029	\$44,803		Clerk Steno III	
Oshkosh	\$34,653	\$39,603		Office Assistant	
West Allis	\$24,086	\$35,256		Clerk Typist	
Appleton	\$36,358	\$54,538		Administrative Support Specialist	
Waukesha County	\$34,237	\$44,304		Senior Administrative Specialist	
Eau Claire	\$33,087	\$40,608		Clerk III	
Fond du Lac	\$35,526	\$45,677		Inspection Clerk; Utility Clerk II & III	
Green Bay	\$32,032	\$35,589		Clerk-Typist III	
Janesville	\$32,800	\$47,201		Customer Service Specialist	
Kenosha	\$36,048	\$45,048		Clerk-Typist II	
Menomonee Falls	\$33,946	\$44,408		Utility Billing Clerk	
Racine	\$34,070	\$40,498			
Wauwatosa	\$37,586	\$51,542		Office Assistant	
Waukesha	\$39,353	\$47,771	\$45,718		Clerk Steno IV salary range
50th Percentile	\$34,154	\$44,606			
75th Percentile	\$35,657	\$46,058			W. Allis deleted from analysis b/c same range given for C-T II

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Clerk-Typist II

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$29,723	\$39,125		Clerk Typist or Clerk Steno I	
Oshkosh	\$28,850	\$32,968		Secretary	
West Allis	\$24,086	\$35,256		Clerk Typist	
Appleton	\$32,906	\$49,338		Administrative Assistant	
Waukesha County	\$28,184	\$36,442		Administrative Assistant	
Eau Claire	\$26,136	\$31,356		Clerk I	
Fond du Lac	\$31,616	\$40,664		Clerk Cashier; Records Clerk	
Green Bay	\$30,430	\$33,821		Clerk Typist II	
Janesville	\$28,371	\$40,837		Switchboard Operator/Cashier	
Kenosha	\$31,200	\$38,988		Clerk-Typist I	
Menomonee Falls					N/A
Racine	\$32,490	\$38,605			
Wauwatosa	\$31,325	\$42,952		Clerical Assistant	
Waukesha	\$33,153	\$39,934	\$38,743		
50th Percentile	\$30,077	\$38,796			
75th Percentile	\$31,398	\$40,707			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Account Clerk IV

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse					N/A
Oshkosh	\$34,653	\$39,603		Office Assistant	
West Allis	\$45,760	\$51,210		Account Clerk III	
Appleton	\$39,811	\$59,738		Various: payroll coordinator, property tax specialist, assessment technician	
Waukesha County	\$34,237	\$44,304		Fiscal Specialist	
Eau Claire	\$36,511	\$45,169		Account Clerk II	
Fond du Lac	\$35,526	\$45,677			
Green Bay	\$35,443	\$39,374		Account Clerk III	
Janesville	\$34,364	\$49,452		Accounting Clerk	
Kenosha	\$36,948	\$46,188		Account Clerk II	
Menomonee Falls	\$42,848	\$56,098		Administrative Assistant II	
Racine	\$38,605	\$46,259		Account Clerk Coordinator	
Wauwatosa	\$41,246	\$56,576		Accounting Technician	
Waukesha	\$39,353	\$47,771	\$47,091		
50th Percentile	\$36,948	\$46,259			
75th Percentile	\$40,529	\$53,654			Osh. deleted from analysis b/c A.C. IV salary is lower than A.C.II

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Account Clerk II

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$34,029	\$44,803		Accountant Bookkeeper	
Oshkosh	\$43,826	\$50,086		Lead Cashier	
West Allis	\$41,163	\$46,696			
Appleton	\$30,285	\$45,427		Account Clerk I	
Waukesha County	\$31,054	\$40,186		Fiscal Assistant	
Eau Claire	\$29,879	\$36,340		Account Clerk	
Fond du Lac					N/A
Green Bay	\$33,550	\$37,274			
Janesville					N/A
Kenosha				Account-Clerk I	Position eliminated
Menomonee Falls	\$40,456	\$52,915		Accounting Clerk	
Racine	\$37,066	\$44,096		Acct./Data Entry Clerk III	
Wauwatosa	\$31,325	\$42,952		Account Assistant	
Waukesha	\$35,241	\$42,819	\$42,827		
50th Percentile	\$33,550	\$44,096			
75th Percentile	\$37,066	\$45,427			Osh. deleted from analysis b/c A.C. II salary is higher than A.C.IV

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Appraiser I

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$44,595	\$58,718		Property Appraiser	
Oshkosh	\$43,826	\$50,086		Property Appraiser	
West Allis	\$41,662	\$47,861			
Appleton	\$43,285	\$64,917		Property Assessor II	
Waukesha County					
Eau Claire	\$45,072	\$56,509		Property Assessor I	
Fond du Lac					N/A
Green Bay	\$45,515	\$52,936			
Janesville	\$41,835	\$60,214		Property Appraiser I	
Kenosha	\$48,996	\$61,260		Appraiser II	
Menomonee Falls					N/A -- Outsourced/contracted
Racine	\$38,605	\$46,259		Assessment Technician	
Wauwatosa	\$44,907	\$61,568		Appraiser I	
Waukesha	\$45,925	\$59,770	\$48,479		
50th Percentile	\$44,210	\$57,614			
75th Percentile	\$45,031	\$60,998			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Director of Community Development

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$87,735	\$115,513		Director of Planning and Development	No oversight of inspection programs
Oshkosh	\$80,282	\$91,748			
West Allis	\$95,326	\$119,163			
Appleton	\$86,570	\$129,875		Director of Community & Economic Development	
Waukesha County					N/A
Eau Claire	\$85,128	\$109,145			
Fond du Lac	\$100,698	\$129,469			
Green Bay	\$74,394	\$92,460		Community Services Director	
Janesville					N/A
Kenosha	\$86,004	\$107,508			
Menomonee Falls	\$72,426	\$94,786			
Racine	\$89,466	\$120,777		Director of City Development	
Wauwatosa					N/A
Waukesha	\$90,929	\$118,340	\$110,058		
50th Percentile	\$86,287	\$112,329			
75th Percentile	\$89,033	\$120,374			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Chief Building Inspector

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$66,932	\$88,125		Chief Inspector	
Oshkosh	\$60,275	\$68,874			
West Allis	\$71,510	\$89,378		Director of Building Inspection and Neighborhood Services	
Appleton	\$60,590	\$90,875		Inspections Supervisor	
Waukesha County					N/A
Eau Claire					
Fond du Lac	\$59,835	\$76,931		Chief Inspector	
Green Bay	\$53,941	\$67,143		Inspection Services Specialist	
Janesville	\$61,770	\$88,893		Bldg & Dev Services Manager	
Kenosha	\$61,236	\$68,712		Senior Inspector	
Menomonee Falls					N/A -- Outsourced/contracted
Racine	\$66,854	\$90,252			
Wauwatosa					
Waukesha	\$64,621	\$84,102	\$79,000		
50th Percentile	\$61,236	\$88,125			
75th Percentile	\$66,854	\$89,378			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Inspector

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$47,715	\$62,837		Building/Housing Inspector; Electrical Inspector; Plumbing Inspector	
Oshkosh	\$48,256	\$55,141		Building System Inspector	
West Allis	\$56,139	\$64,480			
Appleton	\$50,211	\$75,296		Inspector	
Waukesha County					N/A
Eau Claire	\$49,655	\$63,047		Inspector (Comm. Bldg./Plmbing/HVAC/Electrical)	
Fond du Lac	\$51,087	\$65,684		Inspector (Building, Electrical, Plumbing/Heating)	
Green Bay	\$62,732	\$62,732		Inspector (Building/Electrical/Plumbing & Heating)	
Janesville	\$50,762	\$73,050		Electrical Inspector	
Kenosha	\$58,332	\$65,940		Inspector II	
Menomonee Falls					N/A -- Outsources/contracted
Racine	\$48,568	\$58,011		Building Inspector I	
Wauwatosa	\$55,910	\$76,648		Inspector (Building/Electrical/Plumbing)	
Waukesha	\$67,194	\$74,099	\$74,099		
50th Percentile	\$50,762	\$64,480			
75th Percentile	\$56,025	\$69,495			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - City Planner

Position - City Planner					
All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse					N/A
Oshkosh	\$66,320	\$75,797		Planning Services Manager	
West Allis	\$67,870	\$84,843		Manager of Planning & Zoning	
Appleton	\$67,517	\$101,296		Deputy Director Community Economic Development	
Waukesha County					N/A
Eau Claire					N/A
Fond du Lac					N/A
Green Bay	\$57,440	\$71,429		Principal Planner & Building Inspection Manager	
Janesville	\$58,756	\$84,556		Planning Services Manager	
Kenosha	\$66,996	\$82,092		Deputy Dtr. Comm. Dev. & Inspection	
Menomonee Falls	\$64,480	\$84,406		Assistant Community Dev Dir/Economic Dev. Specialist	
Racine	\$75,117	\$101,407		Assistant Director of City Development	
Wauwatosa					N/A
Waukesha	\$78,548	\$102,131	\$87,931		
50th Percentile	\$66,658	\$84,481			
75th Percentile	\$67,605	\$88,956			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Planner II

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse					N/A
Oshkosh	\$54,776	\$62,595		Principal Planner	
West Allis	\$56,139	\$64,480			
Appleton	\$50,211	\$75,296		Principal Planner	
Waukesha County					N/A
Eau Claire					N/A
Fond du Lac	\$59,835	\$76,931			Principal Planner; Redevelopment Planner
Green Bay	\$47,793	\$59,516			
Janesville	\$43,921	\$63,207		Associate Planner I	
Kenosha	\$49,836	\$59,964			
Menomonee Falls	\$40,456	\$52,915		Planning Technician	
Racine	\$62,691	\$75,587		Principal Planner	
Wauwatosa	\$63,232	\$86,715		Principal Planner	
Waukesha	\$58,613	\$76,283	\$71,061		
50th Percentile	\$54,776	\$64,480			
75th Percentile	\$59,835	\$75,587			M.F. deleted from analysis b/c Technician not Planner

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Director of Finance

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$93,876	\$123,599			
Oshkosh	\$88,335	\$100,952			
West Allis	\$83,574	\$104,478			
Appleton	\$86,570	\$129,875		Finance Director	City Clerk and Assessor under other department directors
Waukesha County	\$84,408	\$110,240		Accounting Services Manager	
Eau Claire	\$96,877	\$121,162			
Fond du Lac	\$94,866	\$121,970		Director of Administration	
Green Bay	\$79,524	\$98,871		Finance Director/Comptroller	
Janesville	\$68,053	\$97,939			
Kenosha	\$94,860	\$118,572			
Menomonee Falls	\$72,426	\$94,786			
Racine	\$94,834	\$128,024			
Wauwatosa	\$92,560	\$126,922			
Waukesha	\$100,249	\$130,470	\$111,968		
50th Percentile	\$88,335	\$118,572			
75th Percentile	\$94,834	\$123,599			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Accountant II

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse					N/A
Oshkosh	\$54,776	\$62,595		Financial Accounting Manager	
West Allis	\$49,462	\$63,045		Senior Accountant	
Appleton	\$67,517	\$101,296		Deputy Director Finance	
Waukesha County	\$80,392	\$115,773		Business Manager	
Eau Claire	\$55,486	\$70,957		Accounting Supervisor	
Fond du Lac	\$51,087	\$65,684		Senior Accountant	
Green Bay	\$65,304	\$81,098		Assistant Finance Director/Treasurer	
Janesville	\$58,756	\$84,556		Senior Accountant	
Kenosha					N/A
Menomonee Falls	\$54,122	\$70,824		Finance Coordinator	
Racine	\$52,250	\$62,691		Accountant	
Wauwatosa	\$59,571	\$81,702		Finance Manager	
Waukesha	\$61,544	\$80,097	\$78,196		
50th Percentile	\$55,131	\$70,891			
75th Percentile	\$59,367	\$81,551			County deleted from analysis as outlier; the minimum is greater than City's current maximum

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Accountant I

Position - Accountant I					
All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse					N/A
Oshkosh	\$34,653	\$39,603		Account Clerk II	
West Allis	\$44,678	\$56,950		Accountant	
Appleton	\$53,664	\$80,496		Customer Service Accounting Supervisor	
Waukesha County	\$63,003	\$87,464		Sr Financial Analyst	
Eau Claire	\$40,732	\$50,732		Accountant	
Fond du Lac	\$47,195	\$60,674		Accountant	
Green Bay	\$42,518	\$52,925		Senior Accountat	
Janesville	\$43,921	\$63,207		Accountant	
Kenosha	\$52,440	\$65,532		Accountant	
Menomonee Falls					N/A
Racine					N/A
Wauwatosa					N/A
Waukesha	\$48,221	\$62,758	\$58,350		
50th Percentile	\$44,300	\$58,812			
75th Percentile	\$46,566	\$62,574			Osh/App deleted from analysis b/c positions not analogous; County deleted as outlier

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Fire Chief

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$93,876	\$123,599			
Oshkosh	\$94,224	\$107,682			
West Allis	\$89,648	\$112,050			
Appleton	\$79,664	\$119,475			
Waukesha County					N/A
Eau Claire	\$84,231	\$109,199			
Fond du Lac	\$94,866	\$121,970			
Green Bay	\$85,802	\$106,718			
Janesville	\$86,763	\$124,862			
Kenosha	\$94,092	\$117,660			
Menomonee Falls	\$76,773	\$100,485		Assistant Fire Chief	
Racine	\$89,466	\$120,777			
Wauwatosa	\$92,560	\$126,922			
Waukesha	\$100,249	\$130,470			
50th Percentile	\$89,648	\$119,475			
75th Percentile	\$93,984	\$122,785			M.F. deleted from analysis b/c Assistant position

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Battalion Chief

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$71,618	\$94,293		Division Chiefs	40 or 56 hrs/wk
Oshkosh	\$57,034	\$59,946			Under contract; 52 hrs/wk
West Allis	\$68,827	\$87,714			
Appleton	\$64,043	\$96,075			
Waukesha County					N/A
Eau Claire	\$56,999	\$73,336			
Fond du Lac					N/A
Green Bay	\$65,304	\$81,098			
Janesville	\$86,478	\$124,450			56 hrs/wk
Kenosha	\$75,516	\$94,416			
Menomonee Falls	\$48,194	\$63,066			
Racine	\$81,565	\$87,214			56 hrs/wk
Wauwatosa	\$66,934	\$91,749			
Waukesha	\$78,548	\$102,131	\$92,349		56 hrs/wk
50th Percentile	\$68,827	\$91,749			
75th Percentile	\$75,516	\$94,416			M.F. deleted from analysis as an outlier

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Human Resources Manager

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$87,735	\$115,513		Director of Human Resources	
Oshkosh	\$70,741	\$80,850			
West Allis	\$75,608	\$94,515			
Appleton	\$86,570	\$129,875		Human Resources Director	
Waukesha County	\$84,406	\$121,555			
Eau Claire	\$50,544	\$63,663			
Fond du Lac	\$85,802	\$106,718		Human Resources Director	N/A
Green Bay					
Janesville	\$82,632	\$118,918		Human Resources Director	
Kenosha	\$89,484	\$111,816		Director of Personnel	
Menomonee Falls	\$51,085	\$66,851		Human Resources Coordinator	
Racine	\$75,117	\$101,407			
Wauwatosa	\$92,560	\$126,922		Assistant Attorney/HR Director	
Waukesha	\$74,807	\$97,359	\$93,374		
50th Percentile	\$83,519	\$109,267			
75th Percentile	\$86,861	\$119,577			
Manager Positions only - 50%	\$75,117	\$94,515			
Manager Positions only - 75%	\$75,608	\$101,407			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Payroll Specialist

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$38,958	\$51,293		Payroll Technician	
Oshkosh	\$48,256	\$55,141		Payroll Coordinator	
West Allis	\$42,910	\$49,254		Payroll Clerk	
Appleton	\$39,811	\$59,738		Payroll Coordinator	
Waukesha County	\$37,773	\$48,859		Payroll Coordinator	
Eau Claire	\$36,511	\$45,169		Account Clerk II/Payroll Specialist	
Fond du Lac	\$51,087	\$65,684		Payroll Coordinator	
Green Bay	\$50,750	\$63,211		Payroll Manager	
Janesville	\$36,146	\$52,021		Admin Assistant	
Kenosha	\$41,028	\$50,172		Account Clerk Coordinator	
Menomonee Falls					N/A
Racine	\$52,955	\$71,488		Payroll Manager	
Wauwatosa	\$41,246	\$56,576			
Waukesha	\$39,672	\$51,631	\$49,810		
50th Percentile	\$40,420	\$51,657			
75th Percentile	\$42,494	\$56,217			G.B./Racine deleted from analysis b/c managerial

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Senior Application Software Administrator

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse					N/A
Oshkosh	\$66,320	\$75,797		Information Technology Manager	
West Allis	\$57,450	\$73,216		GIS Supervisor	
Appleton	\$60,590	\$90,875		Network Administrator	
Waukesha County	\$76,565	\$110,240		Principal IT Professional	
Eau Claire					
Fond du Lac					N/A
Green Bay					N/A
Janesville	\$75,011	\$107,952		Info Technology Manager	
Kenosha					N/A
Menomonee Falls	\$54,122	\$70,824		Network Administrator	
Racine	\$65,666	\$79,144		Infrastructure Manager	
Wauwatosa					
Waukesha	\$67,852	\$88,307			
50th Percentile	\$65,666	\$79,144			
75th Percentile	\$70,665	\$99,414			

Data not used in analysis as Waukesha's IT titles and job descriptions need updating to reflect actual duties.

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Telecommunication Website Coordinator

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse					N/A
Oshkosh	\$45,240	\$51,695		Programmer/Analyst	
West Allis	\$54,642	\$69,659		Video Communications Coordinator	
Appleton					N/A
Waukesha County					N/A
Eau Claire					
Fond du Lac					N/A
Green Bay	\$45,055	\$56,097			
Janesville					N/A
Kenosha					N/A
Menomonee Falls					N/A
Racine	\$41,808	\$49,899		Work Station Support Technician	
Wauwatosa					
Waukesha	\$55,822	\$72,651			
50th Percentile	\$45,148	\$53,896			
75th Percentile	\$47,590	\$59,488			

Data not used in analysis as Waukesha's IT titles and job descriptions need updating to reflect actual duties.

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Help Desk Specialist

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$41,808	\$55,049		Computer Specialist	
Oshkosh					A combination of positions of various pay grade perform these tasks
West Allis	\$39,187	\$45,282		PC Technician	
Appleton	\$39,811	\$59,738		Help Desk Analyst	
Waukesha County					N/A
Eau Claire	\$40,732	\$50,732		Computer Support Specialist	
Fond du Lac	\$51,087	\$65,684		Network/System Support Specialist	
Green Bay					N/A
Janesville					N/A
Kenosha					N/A
Menomonee Falls					N/A
Racine	\$42,141	\$50,565		PC Support Technician	
Wauwatosa	\$37,586	\$51,542		IT Help Desk Specialist	
Waukesha	\$50,633	\$65,896			
50th Percentile	\$40,732	\$51,542			
75th Percentile	\$41,974	\$57,393			

Data not used in analysis as Waukesha's IT titles and job descriptions need updating to reflect actual duties.

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Librarian II

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse					N/A
Oshkosh	\$64,605	\$73,840		Assistant Library Director	
West Allis	\$57,450	\$73,216			
Appleton	\$53,664	\$80,496		Library Supervisor	
Waukesha County	\$55,786	\$72,155		Library Automation Coordinator	
Eau Claire					
Fond du Lac					N/A
Green Bay					N/A
Janesville	\$78,688	\$113,248		Library Director	
Kenosha	\$71,820	\$78,996		Asst. Director of Library	
Menomonee Falls	\$45,448	\$59,509		Business Manager - Library	
Racine	\$63,070	\$85,143		Library Business Manager	
Wauwatosa	\$59,571	\$81,702		Children's Library Supervisor	
Waukesha	\$64,621	\$84,102	\$65,591		
50th Percentile	\$59,571	\$78,996			
75th Percentile	\$63,837	\$81,099			M.F./Janes. deleted from analysis b/c positions not analogous

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Librarian I

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse					N/A
Oshkosh	\$58,718	\$67,101		Managing Librarian	City employee but Library has their own pay scale
West Allis	\$44,678	\$56,950			
Appleton	\$43,285	\$64,917		Librarian	
Waukesha County	\$50,606	\$65,458		Librarian	
Eau Claire					N/A
Fond du Lac					N/A
Green Bay					N/A
Janesville					N/A
Kenosha	\$41,208	\$50,640		Librarian	
Menomonee Falls	\$48,194	\$63,066		Circulation Services Supervisor	
Racine	\$59,500	\$80,324		Librarian - Head of AYS	
Wauwatosa	\$52,250	\$71,656		Children's Librarian/Ref. Librarian	
Waukesha	\$48,998	\$52,936	\$54,075		
50th Percentile	\$44,678	\$64,917			
75th Percentile	\$50,606	\$65,458			Osh/M.F./Racine deleted from analysis b/c positions not analogous

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Page/Shelver

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse					N/A
Oshkosh	\$19,531	\$20,654			
West Allis	\$29,723	\$38,646		Circulation Services Representative	
Appleton	\$26,832	\$40,227		Library Page/Clerk	
Waukesha County					N/A
Eau Claire					
Fond du Lac				N/A	
Green Bay					N/A
Janesville					N/A
Kenosha	\$16,120	\$20,634		Page	
Menomonee Falls	\$28,475	\$37,274		Library Technical Assistant	
Racine	\$21,882	\$26,624		Shelving Clerk I	
Wauwatosa	\$31,325	\$42,952		Circulation Assistant	
Waukesha	\$20,883	\$25,418	\$25,338		
50th Percentile	\$20,706	\$23,639			
75th Percentile	\$23,119	\$30,025			WA/MF/Wau. deleted from analysis b/c positions not analogous

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Police Chief

Position - Police Chief					
All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$93,876	\$123,599			
Oshkosh	\$94,224	\$107,682			
West Allis	\$89,648	\$112,050			
Appleton	\$79,664	\$119,475			
Waukesha County	\$102,608	\$147,763		Inspector	
Eau Claire	\$87,524	\$112,217			
Fond du Lac	\$94,866	\$121,970			
Green Bay	\$85,802	\$106,718			
Janesville	\$86,763	\$124,862			
Kenosha	\$99,384	\$124,236			
Menomonee Falls	\$91,478	\$119,642		Police Chief/Assistant Village Manager Protective Services	
Racine	\$94,834	\$128,024			
Wauwatosa	\$92,560	\$126,922			
Waukesha	\$100,249	\$130,470	\$126,344		
50th Percentile	\$92,560	\$121,970			
75th Percentile	\$94,834	\$124,862			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Deputy Police Chief

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$81,995	\$107,956		Assistant Chief of Police	
Oshkosh					N/A
West Allis	\$79,498	\$99,382			
Appleton	\$67,517	\$101,296			
Waukesha County	\$84,406	\$121,555		Deputy Inspector	
Eau Claire					
Fond du Lac	\$83,183	\$106,949			
Green Bay	\$74,394	\$92,460		Assistant Police Chief	
Janesville	\$71,471	\$102,866			
Kenosha	\$88,140	\$109,248			
Menomonee Falls	\$76,773	\$100,485		Assistant Police Chief	
Racine	\$79,624	\$107,491			
Wauwatosa					N/A
Waukesha	\$86,599	\$112,705	\$111,792		
50th Percentile	\$79,561	\$104,908			
75th Percentile	\$82,886	\$107,840			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Police Captain

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$76,631	\$100,894			
Oshkosh	\$70,741	\$80,850			Also acts as Chief in Chief's absence
West Allis	\$68,827	\$87,714			
Appleton	\$64,043	\$96,075			
Waukesha County	\$76,565	\$110,240			
Eau Claire	\$66,826	\$82,619		Deputy Chief/Captain	
Fond du Lac					N/A
Green Bay			\$74,325		
Janesville					N/A
Kenosha	\$77,256	\$95,664			
Menomonee Falls	\$72,426	\$94,786			
Racine					N/A
Wauwatosa	\$81,557	\$111,842			
Waukesha	\$82,475	\$107,338	\$104,715		
50th Percentile	\$72,426	\$95,664	\$74,325		
75th Percentile	\$76,631	\$100,894	\$74,325		

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Lieutenant

All Comparables					
Minimum	Maximum	Actual	Title - If Different	Comments	
La Crosse	\$69,098	\$82,139			
Oshkosh	\$76,170	\$80,142			Under contract
West Allis	\$65,666	\$83,678			
Appleton	\$60,590	\$90,875			
Waukesha County	\$69,451	\$91,832			
Eau Claire					Varied
Fond du Lac					N/A
Green Bay			\$69,488		
Janesville	\$61,770	\$88,893			
Kenosha	\$75,312	\$86,712			
Menomonee Falls	\$68,328	\$89,419			
Racine	\$83,533	\$86,029			
Wauwatosa	\$77,917	\$106,829			
Waukesha	\$78,548	\$102,131	\$93,927		
50th Percentile	\$69,274	\$87,802	\$69,488		
75th Percentile	\$75,955	\$90,511	\$69,488		

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Sergeant

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$63,211	\$75,105			
Oshkosh	\$72,238	\$76,024			Under contract
West Allis					N/A
Appleton					Lieutenant performs duties
Waukesha County					N/A
Eau Claire					Varied
Fond du Lac					N/A
Green Bay					N/A
Janesville	\$56,079	\$80,704			
Kenosha	\$69,060	\$79,236			
Menomonee Falls	\$64,480	\$84,406			
Racine	\$76,482	\$78,083			
Wauwatosa	\$63,232	\$86,715			
Waukesha	\$74,807	\$97,359	\$85,004		
50th Percentile	\$64,480	\$79,236			
75th Percentile	\$70,649	\$82,555			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Dispatcher

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse					N/A
Oshkosh	\$28,850	\$32,968		Telecommunications Clerk	
West Allis	\$34,341	\$41,163			
Appleton	\$36,358	\$54,538		Communication Technician	
Waukesha County	\$41,642	\$54,933		Telecommunicator	
Eau Claire	\$36,463	\$44,975			
Fond du Lac					N/A
Green Bay					N/A
Janesville					N/A
Kenosha					N/A
Menomonee Falls	varies			Telecommunicator	
Racine					N/A
Wauwatosa	\$41,246	\$56,576			
Waukesha	\$48,443	\$55,432	\$54,822		
50th Percentile	\$36,463	\$54,538			
75th Percentile	\$41,246	\$54,933			Oshkosh deleted from analysis as an outlier

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Recreation Services Manager

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse					N/A
Oshkosh					N/A
West Allis					N/A
Appleton	\$57,117	\$85,696		Recreation Manager	
Waukesha County					N/A
Eau Claire	\$56,710	\$72,621		Superintendent of Recreation	
Fond du Lac					N/A
Green Bay	\$61,230	\$76,072		Recreation Superintendent	
Janesville	\$61,770	\$88,893		Recreation Director	
Kenosha					N/A
Menomonee Falls					N/A
Racine	\$89,466	\$120,777		Director of Parks, Rec & Cultural Svcs.	
Wauwatosa					
Waukesha	\$67,852	\$88,307	\$80,680		
50th Percentile	\$59,173	\$80,884			
75th Percentile	\$61,365	\$86,495			Racine deleted from analysis b/c positions is not analogous

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Recreation Programmer

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse					N/A
Oshkosh	\$58,427	\$66,768		Parks Revenue & Facilities Manager	No recreation division but we hold events this person is in charge of
West Allis					N/A
Appleton	\$50,211	\$75,296			
Waukesha County					N/A
Eau Claire					
Fond du Lac					N/A
Green Bay	\$47,793	\$59,516		Recreation Supervisor	
Janesville					N/A
Kenosha					N/A
Menomonee Falls					N/A
Racine	\$59,500	\$80,324		Community Center Recreation Supervisor II	
Wauwatosa					
Waukesha	\$53,164	\$69,191			
50th Percentile	\$54,319	\$71,032			
75th Percentile	\$58,695	\$76,553			

Data not included in analysis due to insufficient data points.

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Supervisor (Building or Grounds Maintenance)

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$51,062	\$67,230		Park and Recreation Supervisor	
Oshkosh	\$58,427	\$66,768		Parks Operations Manager	No recreation division; performs some duties listed in position description
West Allis	\$62,795	\$78,499		Forestry & Grounds Superintendent	
Appleton	\$64,043	\$96,075		Grounds Manager	
Waukesha County	\$66,144	\$87,464		Parks Supervisor	
Eau Claire					
Fond du Lac	\$51,087	\$65,684		Parks Supervisor	
Green Bay	\$57,440	\$71,429		Parks Superintendent	
Janesville	\$50,762	\$73,050		Assistant Parks Director	
Kenosha	\$53,040	\$64,884		Field Supervisor	
Menomonee Falls	\$60,819	\$79,622		Superintendent of Buildings & Grounds	
Racine	\$63,070	\$85,143		Building Complex Facilities Manager	
Wauwatosa					N/A
Waukesha	\$61,544	\$80,097	\$65,616		
50th Percentile	\$58,427	\$73,050			
75th Percentile	\$62,933	\$82,383			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Crew Leader (Building Maintenance, Grounds Maintenance or Forestry)

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$44,595	\$58,718			
Oshkosh	\$58,427	\$66,768		Landscape Operations Manager	
West Allis	\$56,347	\$61,818		Lead Arborist	
Appleton	\$39,811	\$59,738		Grounds Technician	
Waukesha County	\$41,642	\$54,933		Park Foreman	
Eau Claire					
Fond du Lac					N/A
Green Bay	\$45,055	\$56,097		Grounds Supervisor	
Janesville	\$48,420	\$69,682		General Foreman	
Kenosha	\$42,931	\$53,685		Construction Maintenance Worker III	
Menomonee Falls					N/A
Racine	\$63,070	\$85,143		Parks Maintenance Superintendant	
Wauwatosa	\$41,246	\$56,576		Building Maintenance Lead	
Waukesha	\$50,939	\$54,122	\$56,035		
50th Percentile	\$44,595	\$58,718			
75th Percentile	\$48,420	\$61,818			Racine deleted from analysis b/c position not analogous

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Gardener

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse					N/A
Oshkosh					N/A
West Allis	\$45,136	\$49,670		Arborist	
Appleton	\$36,358	\$54,538		Grounds Coordinator	
Waukesha County					N/A
Eau Claire					
Fond du Lac	\$31,616	\$40,664		Park Caretaker I and II	
Green Bay	\$43,077	\$45,344		Park Maintenance Worker	
Janesville	\$35,152	\$48,568		Grounds Maintenance I	
Kenosha	\$42,224	\$52,790		Skilled Main. Repairer II (Nursery)	
Menomonee Falls					N/A
Racine	\$56,132	\$75,777		Labor Supervisor-Forestry	
Wauwatosa					
Waukesha	\$49,546	\$52,458	\$54,309		
50th Percentile	\$39,291	\$49,119			
75th Percentile	\$42,864	\$52,010			Racine deleted from analysis b/c position not analogous

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Director of Public Works

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$100,447	\$132,251			
Oshkosh	\$97,188	\$111,072			
West Allis	\$95,722	\$119,642			
Appleton	\$86,570	\$129,875			Our WW, Water Treatment & Mass transit are separate departments
Waukesha County	\$118,768	\$171,059			
Eau Claire	\$96,877	\$121,162			
Fond du Lac	\$100,698	\$129,469			
Green Bay	\$90,167	\$112,171			
Janesville	\$92,620	\$133,291			
Kenosha	\$101,772	\$127,212			
Menomonee Falls	\$91,478	\$119,642		Assistant Village Manager - Director of Public Works	
Racine	\$94,834	\$128,024		Commissioner of Public Works	
Wauwatosa	\$99,902	\$136,989			
Waukesha	\$105,261	\$136,993	\$139,037		
50th Percentile	\$96,877	\$128,024			
75th Percentile	\$100,447	\$132,251			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Transit Director

Position - Transit Director					
All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$76,631	\$100,894			
Oshkosh	\$66,320	\$75,797			
West Allis					We are covered by Milwaukee County Transit
Appleton	\$79,664	\$119,475			
Waukesha County					N/A
Eau Claire	\$62,183	\$79,156		Transit Manager	
Fond du Lac	\$65,668	\$84,430		Transit Manager	
Green Bay					
Janesville	\$68,053	\$97,939			
Kenosha	\$75,276	\$94,104		Director of Transportation	
Menomonee Falls					
Racine					N/A
Wauwatosa	\$74,394	\$92,460			
Waukesha	\$82,475	\$107,338	\$87,897		
50th Percentile	\$71,224	\$93,282			
75th Percentile	\$75,615	\$98,678			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - City Engineer

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$87,735	\$115,513			
Oshkosh	\$72,969	\$83,402			Also the Assistant Director of Public Works
West Allis	\$95,722	\$119,642		Director of Public Works	
Appleton	\$64,043	\$96,075		Assistant City Engineer	
Waukesha County	\$84,406	\$121,555		Engineering Services Manager	
Eau Claire	\$85,610	\$111,384			
Fond du Lac	\$83,183	\$106,949		City Engineer/Deputy Dtr of Public Works	
Green Bay	\$76,625	\$95,234		Assistant Public Works Director	
Janesville	\$75,011	\$107,952			
Kenosha	\$80,808	\$101,004		Deputy Director of Public Works	
Menomonee Falls	\$72,426	\$94,786		Director of Engineering	
Racine	\$79,624	\$107,491		Assistant Commissioner of Public Works/Engineering	
Wauwatosa	\$85,218	\$116,854			
Waukesha	\$86,599	\$112,705	\$113,838		
50th Percentile	\$80,216	\$107,220			
75th Percentile	\$84,609	\$112,416			W.A. deleted from analysis b/c position not analogous

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Engineer I

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$51,062	\$67,230		Civil Engineer I	
Oshkosh	\$64,293	\$73,466		Civil Engineer Supervisor	
West Allis					N/A
Appleton	\$60,590	\$90,875		Professional Engineer	
Waukesha County	\$72,925	\$96,450		Senior Civil Engineer	
Eau Claire	\$48,548	\$61,129		Civil Engineer	
Fond du Lac	\$47,195	\$60,674		Civil Engineer I	
Green Bay	\$42,518	\$52,925		Civil Engineer I	
Janesville	\$53,404	\$76,856		Civil Engineer	
Kenosha	\$54,816	\$66,972		Civil Engineer I	
Menomonee Falls					N/A
Racine	\$54,538	\$65,666		Civil Engineer I	
Wauwatosa	\$55,910	\$76,648		Civil Engineer	
Waukesha	\$60,112	\$69,888	\$70,930		
50th Percentile	\$52,233	\$66,319			
75th Percentile	\$54,607	\$69,584			Osh/App/County deleted from analysis b/c positions not analogous

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Superintendent (Streets or WWTP)

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$66,932	\$88,125			
Oshkosh	\$70,741	\$80,850		Public Works Field Operations Mana	Streets
West Allis	\$68,557	\$85,696		Sanitation & Street Superintendent	
Appleton	\$67,517	\$101,296		Deputy Director Operations	Oversees street, sanitation, fleet, traffic, water distribution, forestry
Waukesha County	\$80,392	\$115,773		Highway Operations Manager	
Eau Claire	\$62,183	\$79,156		Street Maintenance Manager	
Fond du Lac	\$71,519	\$91,952		Wastewater Operations Manager	
Green Bay	\$50,750	\$63,211		Public Works Superintendent	
Janesville	\$71,471	\$102,866		Operations Director	
Kenosha	\$66,996	\$82,092			
Menomonee Falls	\$60,819	\$79,622		Superintendent of Public Works	
Racine	\$66,854	\$90,252		Street/Solid Waste Superintendant	
Wauwatosa	\$77,917	\$106,829		Water Superintendent	
Waukesha	\$78,548	\$102,131	\$88,951	*Salary range for "WWTP Manager"	
50th Percentile	\$67,517	\$88,125			
75th Percentile	\$71,471	\$101,296			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Motor Equipment Operator IV

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$44,595	\$58,718			
Oshkosh	\$43,826	\$50,086		Lead Equipment Operator	
West Allis	\$56,347	\$61,818		Lead Equipment Mechanic	
Appleton	\$39,811	\$59,738		Operator II	no supervision in our position
Waukesha County	\$43,701	\$57,678		Crew Leader	
Eau Claire	\$45,955	\$50,523		Construction Skilled Worker	
Fond du Lac	\$43,306	\$55,682		Equipment Operator III	
Green Bay	\$47,507	\$47,507		Equipement Operator	
Janesville	\$40,206	\$55,702		Equipment Operator III	
Kenosha	\$40,622	\$50,794		Equipment Operator	
Menomonee Falls	varies			Equipment Operator	
Racine	\$44,782	\$55,973		Truck Mechanic II	
Wauwatosa					N/A
Waukesha	\$52,728	\$56,035	\$56,035		
50th Percentile	\$43,826	\$55,702			
75th Percentile	\$45,369	\$58,198			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Motor Equipment Operator I

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$36,400	\$47,944		Equipment Operator I	
Oshkosh	\$34,653	\$39,603		Equipment Operator	
West Allis	\$50,170	\$55,245			
Appleton	\$32,906	\$49,338		Operator I	
Waukesha County	\$41,642	\$54,933		Patrolworker	
Eau Claire	\$44,323	\$48,511		Heavy Equipment Operator	
Fond du Lac	\$35,526	\$45,677		Equipment Operator I	
Green Bay	\$37,877	\$44,554		Laborer	
Janesville	\$38,314	\$53,352		Equipment Operator I	
Kenosha				N/A	
Menomonee Falls					N/A
Racine	\$44,283	\$55,349		Truck Mechanic I	
Wauwatosa	\$41,246	\$56,576		Heavy Equipment Operator	
Waukesha	\$50,634	\$53,562	\$53,463		
50th Percentile	\$38,314	\$49,338			
75th Percentile	\$42,963	\$55,089			

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - WWTP Operator

Position - WWTP Operator					
All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$36,400	\$47,944			
Oshkosh	\$34,653	\$39,603		Waste Water Operator I	
West Allis					N/A - we are Covered by MMSD
Appleton	\$39,811	\$59,738		Utility Worker	
Waukesha County					N/A
Eau Claire	\$44,323	\$48,511		Operator I	
Fond du Lac	\$43,306	\$55,682			
Green Bay	\$57,866	\$58,365		Filtration Plant Operator	
Janesville	\$36,146	\$52,021		WWTP Operator I	
Kenosha	\$40,206	\$50,274			
Menomonee Falls					N/A
Racine	\$54,330	\$56,347		Operator I	
Wauwatosa					
Waukesha	\$49,428	\$58,822	\$58,304		
50th Percentile	\$41,756	\$53,851			
75th Percentile	\$46,825	\$56,852			Oshkosh deleted from analysis as an outlier

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Custodian III

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$34,029	\$44,803			
Oshkosh	\$48,256	\$55,141		Maintenance Coordinator	
West Allis	\$46,758	\$51,626			
Appleton					City contracts out custodial duties
Waukesha County	\$41,642	\$54,933		Maintenance Mechanic II	
Eau Claire					
Fond du Lac					N/A
Green Bay	\$39,978	\$44,408		Building Maintenance Worker	
Janesville					N/A
Kenosha	\$38,875	\$48,589		Building Maintenance Helper II	
Menomonee Falls			\$29,910	Custodian	
Racine	\$41,059	\$51,334		Building Complex Maintenance Worker	
Wauwatosa					N/A
Waukesha	\$39,353	\$47,771	\$50,575	Recommended: Bldg Main. Coord.	Salaries averaged: Custodian II (Library) and Custodian III (Police)
50th Percentile	\$41,059	\$51,334	\$29,910		
75th Percentile	\$44,200	\$53,279	\$29,910		

This data is being used for the Custodian III position (recommended new title of Building Maintenance Coordinator).

**CITY OF WAUKESHA, WISCONSIN
DETAILED SALARY SURVEY DATA**

Position - Custodian I

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
La Crosse	\$29,723	\$39,125			
Oshkosh	\$34,653	\$39,603		Building Maintenance Custodian	
West Allis	\$42,640	\$47,403			
Appleton					City contracts out custodial duties
Waukesha County	\$26,832	\$35,402		Building Service Worker	
Eau Claire	\$42,855	\$46,118			
Fond du Lac					N/A
Green Bay	\$32,302	\$35,900			
Janesville					N/A
Kenosha	\$36,587	\$45,739		Building Maintenance Helper	
Menomonee Falls					N/A
Racine					N/A
Wauwatosa	\$31,325	\$42,952		Custodial Worker	
Waukesha	\$35,241	\$42,819	\$49,197		Salaries averaged: Cust III/City Hall, Cust I/Ramp, Cust II/Lib, Bldg Main/PRF
50th Percentile	\$33,477	\$41,278			
75th Percentile	\$38,100	\$45,834			