Waukesha, WI

Market Analysis Report

September 3, 2024

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Executive Summary

Project Overview

The City of Waukesha, WI ("The City") engaged Segal to conduct a classification and compensation study to determine the market competitiveness of the City's compensation offerings for employees. Segal distributed a compensation survey via email to twelve (12) peer public sector organizations representative of the City's relevant labor market. All data are reflective of the market as of March 1, 2024.

Additionally, Segal collected salary data from four (4) published data sources representing private sector data.

Segal evaluated the competitiveness of the City's salary structure for fifty six (56) benchmark job titles to ensure the City's compensation plan is internally equitable and market competitive to attract, motivate and retain employees.

This report presents the findings of the FY24 Compensation Market Assessment, with the objective of determining the City's market position for pay within its defined comparison markets.

Summary of Findings

Overall, we found that, when averaged across all fifty-six (56) job titles, the City's market ratio is competitive to the Overall Market Average at all points of the pay range.

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Table 1

City of Waukesha, WI
as a % of Overall Market Average
for Base Pay Ranges

|	Base Pay Range		
	Minimum	**Midpoint**	**Maximum**
Custom Survey	96%	102%	101%
Published Data Sources	109%	98%	92%
Overall Market Average	**102%**	**101%**	**98%**

Overall market average excludes 5 benchmark job titles that did not have enough market data to meet the data sufficiency requirement as defined on page 8.

Defining Market Competitiveness

Segal uses the concept of a "competitive range", defined as any value between 95% of a market value (e.g., range midpoint) to 105% of the market value:

- Values shown in **red** text are less than 95% of the market average and are considered "below market"

- Values shown in **black** text are between 95% and 105% of the market average and are considered "at market", "market competitive", and/or "in the competitive range"

- Values shown in **blue** text in are greater than 105% of the market average and are considered "above market"

An example of the concept of the "competitive range" follows.

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Market Data and Competitive Range
Example Data
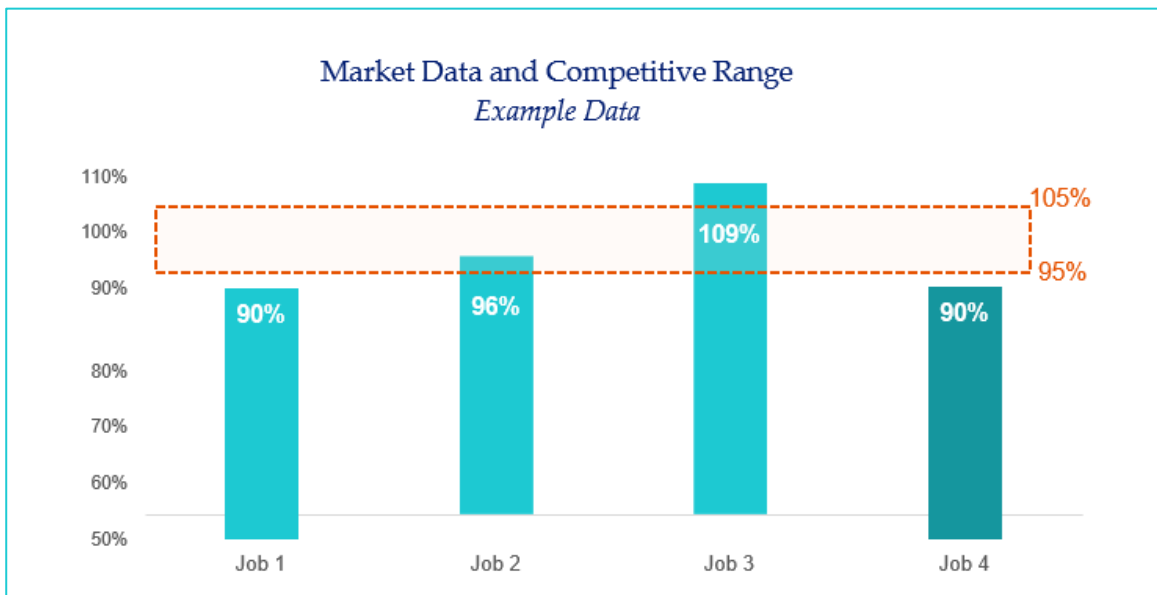
In the example above, only Job 2 is paying in the competitive range, whereas Jobs 1 and 4 are below the competitive range and Job 3 pays above the competitive range.

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Methodology

Market Sectors and Data Sources

The data presented in this analysis reflect salary offerings of twelve (12) local peer public sector organizations representative of the City's relevant labor market. Segal obtained data from eleven (11) peers which is a 92% response rate.

Peer Organizations

Table 2

Peer Employers

Brookfield	Oak Creek
Franklin	Racine
Green Bay	Waukesha County
Janesville	Wauwatosa
Kenosha	West Allis
New Berlin	Menomonee Falls (Did not participate)

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Published Data

To represent the private sector market, Segal utilized four (4) published private sector data sources.

<div align="right">*Table 3*</div>

Published Data Sources

Source	Description
CompAnalyst (Salary.com)	CompAnalyst Market Data, a subscription database maintained by Salary.com, includes pay data from hundreds of professionally conducted employer-provided surveys. For this analysis, we used base salaries at the 10th, 50th and 90th percentiles for all industries with revenue between $200 million and $500 million within 50 miles of Waukesha, Wisconsin.
Economic Research Institute (ERI)	ERI's Salary Assessor database aggregates pay data from hundreds of published data sources for thousands of non-leadership job titles. The data is updated quarterly and provides salary information for nearly any geographic area in the U.S. For this analysis, we used base salaries at the 10th, 50th and 90th percentiles for all industries with revenue between $200 million and $500 million within 50 miles of Waukesha, Wisconsin.
PayFactors	PayFactors' Survey of Surveys is a compensation database that compiles pay data from published data sources and HR departments. PayFactors updates their data constantly and provides salary information for most geographic areas in the U.S. For this analysis, we used base salaries at the 10th, 50th and 90th percentiles for all industries with revenue between $200 million and $500 million within 50 miles of Waukesha, Wisconsin.
Mercer	The MBD Executive Survey aggregates leadership salary survey data from over 2,700 organizations. The data is updated annually and provides salary information for nearly any geographic location in the U.S. For this analysis, we used base salaries at the 10th, 50th and 90th percentiles for all industries with revenue between $200 million and $500 million within 50 miles of Waukesha, Wisconsin

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Benchmark Job Titles

The study included fifty six (56) benchmark jobs from all departments throughout City. The benchmark titles shown in **Table 4** are sorted alphabetically.

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Table 4

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Benchmark Job Title	
Administrative Assistant	Director of Info Service
Appraiser	Director of Public Works
Arborist	Director of Parks, Recreation & Forestry
Assessor	Dispatcher
Associate Planner	Division Chief of Training & EMS
Assistant City Attorney	Economic Development Project Manager
Assistant Human Resources Director	Emergency Comms Center Supervisor
Assistant Supervisor	Engineer III
Building Maintenance Specialist	Equipment Operator
Building Maintenance	Finance Director
Cemetery Director	Financial Analyst
City Administrator	Fleet Manager
City Clerk Treasurer	Forestry Supervisor
City Electrician	GIS Coordinator
Clerical Assistant	Grounds Maintenance
Clean Water Plant Maintenance Operator	Heavy Equipment Operator
Clean Water Plant Manager	Human Resources Generalist
Clean Water Plant Pretreatment Coordinator	Human Resources Director
Deputy Clerk Treasurer	Inspector

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Benchmark Job Title	
Legal Administrative Assistant	Principal Planner
Library Assistant	SCADA Technician
Library Associate	Special Events Coordinator
Mechanic Welder	Sports Coordinator
Office Manager	Senior Appraiser
Operator Operations Clean Water Plant	Senior Engineering Technician
Parks & Forestry Operations Manager	Stock Room Attendant
Payroll Specialist	Streets Crew Leader
Police Sergeant	Streets Supervisor

Data Sufficiency Requirement

Benchmark jobs that have fewer than five (5) peer matches from the custom survey are excluded from overall competitiveness calculations.

Job Matching

Job matching was determined based on overall comparability to the City's benchmark job summary contained in the survey document. It is important to keep in mind that 100% job matches are rare. Differences in size and organizational structure may result in dissimilarities among positions. In certain cases, Segal removed a matching title because the job is broader or narrower in terms of scope and complexity. Segal strives to identify positions that meet the "75% rule" meaning the work is predominantly the same and the required qualifications are very similar. As part of our quality control efforts, we reviewed data carefully and reached out to peers to validate matching titles that seemed to be outliers or inappropriate. Where available, we requested and reviewed job descriptions provided by peers as part of our validation process.

Survey Document

Segal and City developed an Excel survey document which was emailed to peer organizations to populate. This survey document contained questions on compensation administration and pay ranges.

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Data Adjustments

Geographic Adjustments

To reflect the geographic differences in salaries between each surveyed employers' location and the City, we adjusted the reported salaries using the geographic wage and salary differentials reported by the Economic Research Institute (ERI) Geographic Assessor as of March 2024, as shown in **Table 5**. The Economic Research Institute (ERI), Geographic Assessor provides cost-of-labor comparison data enabling us to adjust market data to reflect differences between the cost of labor for Waukesha, Wisconsin, and the peer organizations from whom salary data was gathered and used in the peer market study. For example. ERI reports the difference in Cost of Labor between Waukesha County and the City as 5.1% lower than the City. Salaries for Waukesha County have been adjusted 5.1% higher.

It is important to note that the cost-of-labor differentials do not necessarily reflect cost-of-living differences. ERI has found that cost-of-living differences (which reflect the supply and demand for goods and services) are not a good predictor of salary levels. In other words, while the cost of housing (or other goods and services) in Waukesha (WI) may differ from the cost of housing in another peer location by a certain percentage, the prevailing salaries may not differ by the same percentage. Using the Cost of Labor is the recommended approach based on industry practice. Additionally, the Cost of Labor is not as volatile as Cost of Living, offering greater consistency quarter to quarter.

Table 5

Geographic Adjustments by Peer Organization

Peer Organization	% Difference	Geographic Differential
Waukesha, Wisconsin	0.0%	100.0%
Waukesha County, WI	-5.1%	94.9%
Brookfield, Wisconsin	-9.6%	90.4%
Franklin, Wisconsin	-7.6%	92.4%
Green Bay, Wisconsin	6.8%	106.8%
Janesville, Wisconsin	6.9%	106.9%
Kenosha, Wisconsin	-4.6%	95.4%
New Berlin, Wisconsin	-3.8%	96.2%
Oak Creek, Wisconsin	-3.5%	96.5%
Racine, Wisconsin	5.0%	105.0%
Wauwatosa, Wisconsin	-8.6%	91.4%
West Allis, Wisconsin	1.9%	101.9%

Work Week Adjustments

Since workweeks sometimes vary across peer employers, we could adjust the base pay ranges for the FLSA non-exempt positions (where applicable) to be consistent with the City's standard 40-hour work schedule. No peers required an adjustment. Pay rates for exempt (salaried)

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positions have not been adjusted for workweek differences since it is common for employees in those positions to work beyond the standard workweek hours.

Market Composite Data ("Combined Sources")

Market data are segmented, for each benchmark job, into sub-sections, displayed on the detailed sheets for each benchmark job:

1. Peers
2. Published Survey Sources

For each of the Peer Surveys and Published Data Sources, Segal has provided a Market Average minimum, midpoint, and maximum rate and an "index" comparing the City's rates to the market minimum, midpoint, and maximum of the pay ranges.

Study Findings: Base Pay

Overall Competitiveness

Using the concept of the "competitive pay range" described earlier (95% to 105% of market), on an *overall* basis across all benchmark job titles, the City's pay rates are competitive with the market at the pay range minimum, midpoint and maximum.

Table 6

City of Waukesha, WI as a % of Overall Market Position

| | Base Pay Range | | |
	Minimum	Midpoint	Maximum
Custom Survey	96%	102%	101%
Published Data Sources	109%	98%	92%
Overall Market Average	**102%**	**101%**	**98%**

Overall market average excludes 5 benchmark job titles that did not have enough market data to meet the data sufficiency requirement.

However, market competitiveness does vary by benchmark job. In **Table 7**, on the following page, we present the overall base pay range competitiveness for each benchmark job title (based on Custom Survey data), organized in alphabetical order. Focusing on the *pay range midpoint,* we found that:

- Twelve (12) benchmark titles are below the market average
- Fourteen (14) benchmark titles are competitive with the market average
- Twenty-five (25) benchmark job titles are above the market average
- Five (5) benchmark job titles did not have enough market data to meet the data sufficiency requirement of 5 market matches

Please note in **Table 7** that some peers provided single rates for select positions. Segal uses the single rates provided as the midpoint value and makes a market comparison only at the midpoint rate.

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Table 7

Base Pay Overall Competitiveness by Benchmark Job Title

Benchmark Job Title	Count of Matches	City of Waukesha Base Pay as a % of Peer Market Average		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Administrative Assistant	14	114%	112%	108%
Appraiser	10	92%	90%	86%
Arborist	8	96%	101%	104%
Assessor	8	93%	95%	96%
Associate Planner	12	101%	99%	94%
Assistant City Attorney	12	87%	86%	78%
Assistant Human Resources Director	5	87%	88%	86%
Assistant Supervisor	11	90%	87%	85%
Building Maintenance Specialist	10	119%	117%	114%
Building Maintenance	10	116%	117%	113%
Cemetery Director	0	N/A	N/A	N/A
City Administrator	3	N/A	N/A	N/A
City Clerk Treasurer	10	101%	106%	107%
City Electrician	7	107%	106%	103%
Clerical Assistant	9	125%	127%	127%
Clean Water Plant Maintenance Operator	6	113%	113%	111%
Clean Water Plant Manager	9	104%	101%	101%
Clean Water Plant Pretreatment Coordinator	3	N/A	N/A	N/A
Deputy Clerk Treasurer	9	99%	104%	109%
Director of Info Service	12	81%	78%	75%

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Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Director of Public Works	10	101%	107%	104%
Director of Parks, Recreation & Forestry	8	103%	96%	96%
Dispatcher	8	128%	129%	126%
Division Chief of Training & EMS	7	97%	114%	98%
Economic Development Project Manager	5	78%	78%	79%
Emergency Comms Center Supervisor	6	118%	119%	113%
Engineer III	9	94%	89%	83%
Equipment Operator	11	110%	109%	107%
Finance Director	9	97%	99%	101%
Financial Analyst	8	82%	82%	80%
Fleet Manager	8	93%	89%	85%
Forestry Supervisor	9	106%	102%	98%
GIS Coordinator	11	102%	101%	99%
Grounds Maintenance	11	133%	132%	127%
Heavy Equipment Operator	9	121%	115%	107%
Human Resources Generalist	10	92%	93%	91%
Human Resources Director	12	77%	67%	70%
Inspector	12	113%	111%	109%
Legal Administrative Assistant	10	108%	106%	101%
Library Assistant	11	111%	116%	113%
Library Associate	7	107%	104%	101%
Mechanic Welder	12	100%	99%	96%
Office Manager	7	111%	106%	100%
Operator Operations Clean Water Plant	10	117%	111%	104%

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Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Parks & Forestry Operations Manager	4	N/A	N/A	N/A
Payroll Specialist	10	105%	103%	100%
Police Sergeant	10	130%	116%	109%
Principal Planner	6	106%	114%	115%
SCADA Technician	3	N/A	N/A	N/A
Special Events Coordinator	7	133%	131%	126%
Sports Coordinator	6	139%	137%	133%
Senior Appraiser	6	91%	84%	80%
Senior Engineering Technician	11	119%	109%	105%
Stock Room Attendant	6	102%	103%	103%
Streets Crew Leader	13	97%	95%	92%
Streets Supervisor	9	107%	110%	112%

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