



Final Report

Town of Menasha, Wisconsin

Classification and Compensation Study

April 21, 2014

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Mission Statement

Springsted provides high quality, independent financial and management advisory services to public and non-profit organizations, and works with them in the long-term process of building their communities on a fiscally sound and well-managed basis.



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LETTER OF TRANSMITTAL

April 21, 2014

Mr. Jeffrey S. Sturgell
Town Administrator
Town of Menasha
2000 Municipal Drive
Neenah, Wisconsin 54956

Re: Classification and Compensation Study Final Report

Dear Mr. Sturgell:

Springsted Incorporated is pleased to provide Town of Menasha with the completed Classification and Compensation Study. This Study provides an overview of the Town's current compensation and classification system and our final report, including the methodology used to revise position descriptions, job evaluation results, compensation plan and options for implementing a new compensation program.

This Study represents a thorough and comprehensive review of all aspects of the Town's classification and compensation system. The recommendations offered in this Study will increase the market competitiveness of the Town's compensation program for its employees within the regional marketplace and provide increased internal equity among positions. Implementation of these recommendations will help the Town attract new employees and assist in retaining current employees needed to meet the Town's service demands.

Springsted expresses its thanks to the Town of Menasha staff who completed Springsted's Position Analysis Questionnaires and to Town staff for providing information and feedback throughout the phases of the Study. Springsted, Incorporated appreciates the privilege of serving the Town of Menasha and hope that we may be of assistance to you in the future.

Respectfully submitted,

Ann Antonsen

Ann Antonsen
Consultant

1. Introduction

The Town of Menasha, Wisconsin, retained Springsted Incorporated to conduct a Classification and Compensation Study of the Town's positions in the spring of 2013. The Study represents a comprehensive review of the components that affect an organization's compensation program – position descriptions, current compensation structure, the Town's pay philosophy, regional market competitiveness of Town salaries, the internal equity of salaries paid to comparable Town positions, fringe benefits, and ongoing maintenance and administration of the compensation system.

A classification and compensation system provides the framework for determining how employees will be paid. As a general rule, most organizations conduct new classification and compensation studies approximately every five to seven years ensuring their ability to hire and retain qualified employees and that internal relationships are equitable. The external market comparison is important because it ensures that the compensation plan is adequate to attract new employees and retain existing employees.

If compensation levels fall below those in the regional marketplace:

- The organization will experience difficulty hiring people
- Increased employee turnover as employees seek jobs with other organizations that will pay the market rates for their skills and abilities

Organizations should expect some employee turnover, but when it becomes excessive turnover has a serious impact on the organization's overall effectiveness. Advertising costs are a measurable component of turnover, and as the Town moves through the selection process the time spent by current employees covering the void left by the departing employee often diverts their attention from their day to day responsibilities creating overtime demands and often frustration on the part of the remaining employees as they attempt to meet deadlines and maintain acceptable levels of service. These are some of the hidden and non-quantifiable costs associated with turnover.

In addition, time spent by Town staff participating in the recruitment and selection process for new employees:

- Often diverts focus from their other duties and responsibilities
- Slowing progress on meeting established goals
- Adding to frustrations in meeting other job objectives beneficial to the Town

There is also a substantial cost to turnover that comes with training new employees. Employees receive significant on-the-job training which diverts the attention of other employees away from their regular duties to assist in training. Organizational effectiveness is affected as employees train new employees as those new employees endeavor to become proficient in their job.

While these costs are not necessarily visible in expense reports, they will show up in performance data in the form of reduced service outcomes.

The following Study documents the comprehensive review and evaluation of the Town's existing classification and compensation system and the methodology used to develop a new classification and compensation system. The Study was conducted with extensive participation and input from Town employees.

Individual interviews were conducted with department heads concerning the organizational structure of their department, the nature of their operations and discussed particular issues they were having with employee recruitment and retention.

All Town employees were invited to attend an informational meeting to introduce the study, explain study processes and procedures and to answer any questions employees may have regarding the study. Employees were requested to supply information about the work they perform and other factors applicable to their positions, by employees and their supervisors completing Position Analysis Questionnaires (PAQs) and reviewing current job descriptions, which provided information on essential duties and responsibilities and job requirements.

Information gathered from employees and supervisors in the PAQs and updated job descriptions were used for the next two phases of the project, job evaluation and market survey.

Positions were evaluated by Springsted using the Systematic Analysis and Factor Evaluation (SAFE[®]) system. The SAFE system provides a consistent and objective approach to evaluating jobs by applying standard criteria to the training and experience needed to perform the job, the level of complexity in the work performed, working conditions, the impact of end results and the consequences of error. The SAFE system is a unique job evaluation method designed to measure job factors which apply specifically to local government. This system has been successfully used for many years in Wisconsin and throughout the Country, updated to account for changes in technology, etc., and has been reviewed by the United States Circuit Court, in conjunction with an Equal Employment Opportunity (EEO) suit, and found acceptable to the Court. The system has also been accepted by the State of Wisconsin under the requirements of the Local Government Pay Equity Act.

The system rates and ranks jobs based on various skill levels and work factors. The result is an equitable and consistent method of evaluating jobs and relating positions to the compensation plan. The system facilitates proper and equitable comparisons between and among classes and minimizes the appearance of favoritism in evaluating, rating and ranking jobs.

Each position will be evaluated and placed within the proposed compensation plan based on the job evaluation system and the market rates paid by survey participants.

The elements considered in determining the relative value of classifications are:

- Training and Ability
- Level of Work
- Physical Demands
- Independence of Actions
- Supervision Exercised
- Education and Experience
- Human Relations Skills
- Working Conditions/Hazards
- Impact on End Results

In order to determine appropriate salary levels of positions in the workforce and to address the issue of comparable compensation, Springsted conducted a comprehensive salary and benefits survey to compare Town positions with analogous positions in other comparable agencies in the area labor market. By gathering and analyzing information on wages, wage equivalents and benefits, a comparison of the Town's total compensation package can be reviewed in comparison to the Town's established market area. The survey was developed, utilizing information from the Town's updated job descriptions for comparisons with position in the selected comparables.

The results of the job evaluation and the salary survey data were used to create a salary curve which served as the foundation for creating a revised classification and compensation program. The compensation program structure relied upon a review of pay philosophy concepts that included:

- Providing fair and equitable compensation to employees
- Maintaining a competitive pay structure that takes into consideration the Town's fiscal resources
- Ensuring that employee compensation is based on individual performance that meets or exceeds expectations, and reflects changing economic conditions
- Providing consistent administration of pay policies and procedures among all Town departments
- Evaluate additional compensation and fringe benefits in comparison with comparable employers
- Developing recommendations for modifications to the current compensation system that addresses internal equity and external market competitiveness

This final report represents the culmination of the Classification and Compensation Study. It reflects significant Town staff involvement, including their participation and attendance at orientation meetings held in June of 2013 and submission of Position Analysis Questionnaires and suggested changes to the current position descriptions. Members of the Springsted team also met

with Town department heads to learn about the Town's operations. These interviews also provided an opportunity for department heads to explain staffing problems affecting their operations that could be addressed through the Study.

A comprehensive salary survey was also conducted as part of this Study. Survey recipients were selected in conjunction with the Town, based on demographics and geographic proximity. The Town requested that the survey group include only the public sector. Fifteen public entities, listed below, were invited to participate in the survey:

- Village of Allouez
- City of Appleton
- Village of Ashwaubenon
- Village of Bellevue
- Darboy Sanitary District
- City of DePere
- Town of Grand Chute
- Village of Howard
- City of Kaukauna
- Village of Kimberly
- Village of Little Chute
- City of Neenah
- City of Menasha
- City of Menasha Utilities
- City of Oshkosh

We were able to gather information for all entities, with the exception of the Darboy Sanitary District and the City of Kaukauna despite multiple requests from both Springsted and Town staff providing an excellent response rate of 13 of the identified regional organizations.

Survey respondents were asked to provide information on only those Town of Menasha positions which they considered to be comparable to positions in their organizations. Therefore, survey respondents did not provide data for every position surveyed.

2. Methodology

Springsted, Incorporated used the following methodology to develop recommendations for the Town of Menasha:

1. Springsted met with the Town Administrator and the Town's designated project manager to establish a working relationship and gain an understanding of the needs and expectations of the Town. This also provided an opportunity to discuss the Town's goals in reviewing the compensation and fringe benefits offered to the Town's employees, review current policies and practices relating to the Town's existing pay practices, and obtain data on the programs and materials currently in use.
2. Individual meetings were conducted with each department head to collect data on organizational structure, operations, and staffing along with identifying any specific departmental needs and concerns related to this study.
3. Employee orientation sessions were conducted by Springsted explaining the study process and answering questions. These meetings also provided an opportunity for employees to ask questions, voice concerns and have input into the study.
4. All employees received Position Analysis Questionnaires (PAQs) and instruction sheets. They were encouraged to participate in the study by using the PAQ to provide information on the characteristics and factors applicable to their position. Each employee's supervisor then reviewed the completed questionnaires for completeness and accuracy and provided any additional information they felt was relevant to the position. Employee's and supervisors were also asked to review the current job descriptions for each position and provide input on any necessary changes in the essential functions of the position and the knowledge, skills and abilities required of the position.
5. Information was gathered from the Town on the current compensation structure, current bargaining unit contracts, current benefits, and existing job descriptions covering the positions included in the study.
6. Springsted developed a comprehensive wage and benefits survey which included requests for general information on compensation policies, such as whether an open range or step system was utilized, years to maximum, number of steps if utilized, and percentage between steps and grades.
7. Information was also gathered on minimum, maximum and actual wage information for all positions, information on any additional compensation such as longevity pay, pay for performance, educational incentives, and information on a wide variety of fringe benefits, including holidays, vacation, sick leave, insurances, deferred compensation, uniform allowance and any other additional compensation.

8. Using the salary and benefits data supplied by comparable government organizations recommendations were created for modifications to the Town's current compensation system.
9. Guidelines for implementation and ongoing administration of the compensation program were developed. These guidelines provide for annual adjustments to the salary schedule ensuring that the Town's pay scale stays current with changing economic and market conditions. The guidelines also provide for annual salary adjustments based on employee performance that meets or exceeds job expectations.

3. Findings and Recommendations

Conducting a comprehensive compensation study involves the analysis of substantial quantities of data collected from comparable employers and the Town. We have evaluated the Town's existing compensation program based on our analysis of the study data and the survey results. Using this information, we have developed recommendations for development of a new compensation system for the Town of Menasha.

A. Evaluation of the Current Compensation Program

Discussions with Town personnel and a review of current compensation data indicates that the Town has a fairly stable work force but there are some positions in the Town which are under-compensated in relation to other comparable organizations and in relation to comparable positions within the Town. Other findings indicate:

- Concerns about the potential for future employee turnover as employees reach retirement or because employees choose to leave the Town to take higher paying jobs or promotional opportunities with other employers
- Difficulty hiring new personnel, especially for specialized positions such as technical, public safety and managerial
- Positions with comparable responsibilities requiring comparable education and experience that are assigned to different pay ranges

B. Pay Philosophy

A pay philosophy guides the design of a compensation system and answers key questions regarding pay strategy. It generally takes a comprehensive, long term focus and explains the compensation program's goals and how the program supports the employer's long-range strategic goals. Without a pay philosophy, compensation decisions tend to be viewed from a short-term tactical standpoint apart from the organization's overall goals.

Market competitiveness and internal equity are among the most important areas addressed in a pay philosophy. An organization's desired market position involves defining the market and identifying where the organization wants to be positioned within that market. Market position should balance what it takes to attract new employees and to retain skilled employees (in other words, eliminating higher pay as the reason employees leave the organization) with the organization's financial resources. Internal equity expresses an organization's desire to provide comparable pay to positions with comparable duties and responsibilities.

A pay philosophy should be developed that establishes a compensation program based on individual employee performance as a key feature of the pay philosophy. Therefore, we have emphasized references to performance in the pay philosophy discussion. As part of this Study, it is

recommended that the Town consider these concepts in the adoption of a formal pay philosophy:

- Providing fair and equitable rates of pay to employees
- Defining the Town's market area
- Developing a system that establishes a "market rate" for each position and states the minimum wage and maximum rates that the Town will pay individuals within a position
- Establishing rates of pay that allow the Town to compete successfully for new employees within its market area
- Establishing a market position that is fiscally responsible with public resources
- Ensuring that pay rates for existing employees are based on individual performance that meets or exceeds expectations and reflects changing economic conditions
- Developing a pay system that allows employees to progress through the pay range as long as their performance consistently meets expectations
- Developing pay administration policies and procedures that ensure their consistent application between departments
- Ensuring that the compensation program is understandable to employees, managers, the Town Board, and the public

C. Defining and Evaluating Job Classes

Town employees completed individual Position Analysis Questionnaires (PAQs). Supervisors reviewed the PAQs and provided information for each position. Employees and supervisors both responded to questions regarding the various job factors affecting positions, working conditions and the physical requirements of each job in compliance with the Americans with Disabilities Act (ADA).

We examined the PAQs carefully to review the type of work performed and the qualifications of positions. If the work performed is essentially the same, positions can be consolidated into one job class, such as Administrative Assistant. Consolidating job titles, if practicable, can be beneficial for an organization as it can promote internal equity, particularly with comparable positions that exist in different departments. It also gives greater flexibility to supervisors in assigning work and supports employee cross training and professional development.

All job classes were reviewed to determine each positions status under the federal Fair Labor Standards Act (FLSA) consistent with the regulations which took effect on August 23, 2004. This determines whether positions are exempt or non-exempt from the overtime requirements of the FLSA based on current job responsibilities.

With the completion of the review and update of job descriptions, we utilized the SAFE job evaluation system, to review and rate each Town position.

D. Developing A Salary Schedule

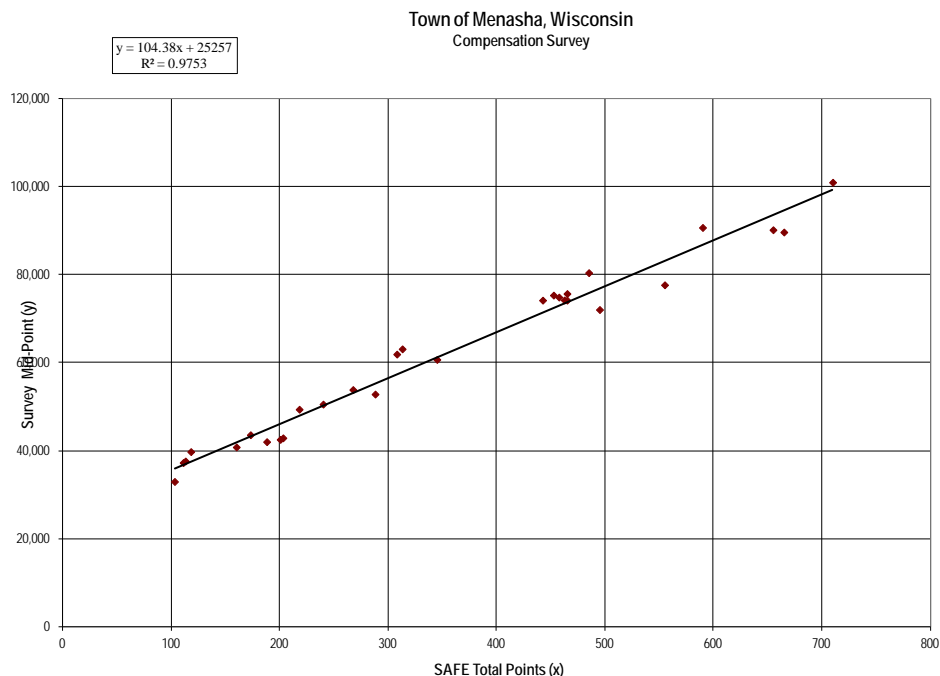
The process of developing a salary schedule draws substantially from market data. This data is obtained by conducting a survey of other comparable employers within the Town's defined market. Respondents are asked to provide information about the structure of their pay plans, the minimum, maximum and actual salary rates of positions, years to maximum, number of steps, and information on additional compensation if relevant.

Survey Results. The salary survey included a series of questions designed to obtain information on a variety of pay practices. This survey was conducted using data from comparable employers in the region. Of the 43 positions included in the survey, the information for 34 positions was used in analyzing the salary data. Nine positions were not used in the overall analysis as there was either incomplete or inconsistent information provided by the responding organizations. A review of the salary ranges, for those positions with salary ranges, indicates that the majority of the salary ranges the Town of Menasha positions included in the survey are below those of comparable organizations. Town of Menasha minimum salaries are, on average 4.49% below the market, midpoint salaries are 5.15% below and the maximums of the salary ranges are 7.44% below the average maximums reported by the survey participants.

A summary of the market survey results can be found in Appendix I.

Compensation Plans. A review of the compensation programs of the survey participants that provided compensation plan information indicates that of the 11 organizations that completed the fringe benefit portions of the survey 6 utilize a step system and 3 use an open range system. The number of steps varied from 5 to 27, with an average of 12.83 steps. The percentage between steps ranged from 1 to 5 with an average of 2.4 percent. The number of grades in the pay plans ranged from 8 to 23 with an average of 16 with an average spread from minimum to maximum of 35%. The spread between grades ranges from 2% to 9% with an average of 6% between grades.

Designing the Salary Schedule. The first step in designing a compensation plan is to create a salary curve using the salary survey data for the Town's positions and the corresponding job evaluation point factors for each position. This data produced the salary curve shown below. Any given point on the salary curve identifies where the market salary rate and the job evaluation point factors intersect.



The recommended compensation plan was designed as an open range system with 23 pay grades with a 6 percent spread between grades. An open range system has a defined minimum wage for each range, a midpoint of the range and a maximum wage for each range. The open range structure for the pay plan was selected rather than a traditional step system as it allows the Town flexibility in the placement of employees upon hire based on experience and market conditions and the system also allows flexibility in the movement of employees through the range based on economic conditions and on individual employee performance. The midpoint of each pay grade generally corresponds with the market as defined by the salary survey. There is a 25% spread between the minimum and the maximum of each grade. The compensation plan is structured on annual wages based on a 2080 hour work year. The preliminary compensation plan was developed utilizing 2013. The proposed compensation plan for the Town of Menasha can be found in Appendix II of this report.

Each position was then assigned to the appropriate salary grade in the salary schedule. The List of Positions and Assignment to Salary Grade is shown in Appendix III.

As stated above, it is recommended that as part of this compensation plan employee movement within the range be based on individual employee performance. Employees should only receive wage increases if their performance is satisfactory or better.

An established performance evaluation program includes ongoing training of the system ensuring that supervisors in all departments consistently

apply performance standards. When compensation is based on performance, employees look for assurance that managers will honestly evaluate performance and not inflate ratings in order to obtain a higher salary for particular employees. Generally, such systems provide for a review by the Town Administrator's Office to provide a mechanism that helps supervisors apply performance standards consistently for all employees.

When pay is based on performance, the evaluation system often provides for reviews at six or 12 month intervals, so employees know how supervisors view their performance and have the opportunity to improve performance and their prospect for a pay increase. Employees who have satisfactory or better performance evaluations should expect annual wage increases.

4. Implementing the Recommended Salary Plan

A. Implementation

To estimate implementation costs we used current employee salaries including current longevity pay supplied by the Town for all positions. Employees received a 1.5% increase on January 1, 2014. The scale was developed utilizing 2013 market survey information.

Implementation – Option 1

The first option for implementation of the study results is to place employees whose current wage falls below the minimum of the proposed range for their position at the minimum of the range. Of the Town’s 64 employees, 17 employees or 26.5% of the Town’s work force are compensated at a level which is below the minimum wage of the proposed wage scale for their position. The annual cost to bring these employees to the minimum is \$57,078.71, which is 1.67% of the Town’s total payroll.

Option 1 - Move to Min					
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	64	3,410,418.30	3,467,497.01	57,078.71	1.67%
Employee Below Min	17	791,500.70	848,579.41	57,078.71	7.21%
Employee Within Range	40	2,248,796.80	2,248,796.80		
Employee Above Max	7	370,120.80	370,120.80		

Option 2

To implement option 2 employees whose current wage falls within the proposed range for their position would receive a 2% increase in wages which is consistent with the current cost of living adjustments provided to public sector employees. 62.5% of the Town’s workforce are compensated at a level which falls within the proposed wage scale for their position. Seven employees are compensated at a level which is above the proposed range for their position. The annual cost to bring employees onto the proposed compensation plan with a minimum of a 2% increase is \$46,167.39, which includes an additional \$1,988.08 for employees in which the move to minimum was less than a 2% increase. The total cost to implement option 1 and option 2 is \$103,246.10 which is 3.03% of the Town’s total payroll.

Option 2 - At Least a % Increase					
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	64	3,410,418.30	3,513,664.40	103,246.10	3.03%
Employee Below Min	17	791,500.70	850,567.49	59,066.79	7.46%
Employee Within Range	40	2,248,796.80	2,292,976.11	44,179.31	1.96%
Employee Above Max	7	370,120.80	370,120.80		

While option 2 provides a general increase for employees it does not provide an opportunity for employees to move through the range. The Town should develop a policy for general wage increases and also to provide for employees to move through the range.

Ongoing Administration

After initial implementation is achieved, the Town will need to develop administration procedures that provide for annual salary adjustments based on market and economic conditions and adjustments that recognize individual employee performance.

Employee Adjustments. Employees will move through the wage schedule based on a combination of years of service, cost of living adjustments and performance factors.

Base adjustments. In subsequent years it will be necessary for the Town to adjust the salary schedules based on cost of living and other factors such as recruitment and retention issues. The Town can establish a guideline for determining annual base adjustments. For example, the Town could base its adjustment on the Consumer Price Index (CPI). The Town could also contact comparable jurisdictions to find out what percentage adjustment they are making to their pay scales as a second level of verification of the pay range adjustment. This would also ensure that the Town maintains marketability among comparable regional organizations.

If the CPI for example, is 2.0 a 2.0 percent increase would be applied to the pay scale. In addition, employees would move through the wage schedule on their anniversary date, based on satisfactory performance and based on the policy developed by the Town to ensure that employees are moving through the wage schedule. By making this base adjustment to all employee salaries, the Town ensures that employees will not fall behind the market.

B. Review of Fringe Benefits

The local government organizations that responded to the salary survey also provided information about their fringe benefit programs. Only five of the organizations provided this information so the data is limited. Several observations can be made based on a review of the survey data.

- Holiday leave varies from 7.5 to 10 days per year, with an average of 9 holidays, 9 of the organizations also offer floating holidays, with an average of 3 floating holidays. The Town of Menasha provides 9 days of holiday leave plus 2 floating holidays, which is slightly below that provided by the survey participants.
- Five of the organizations provide traditional vacation and sick leave plans, 2 provide Paid Time Off. Town of Menasha provides vacation and sick leave. Vacation leave schedules vary with organizations providing 0 to 6 days of leave during the first year of employment with an average of 3 days, 5 to 12 days of vacation leave after 1 year of employment with an average of 7 days, 10 to 12 days of leave for

employees with 1 to 5 years of service, with an average of 10 days, 15-17 days of leave for employees with 8-11 years of service, with an average of 15 days. From 12-15 years of service, survey participants provided 15-22 days of vacation leave with an average of 18 days. After 15 years of service, employees receive 20 to 22 days of annual leave with the average leave of 21 days. After 20 years of service, employees receive 20 to 27 days of annual leave, with an average of 24 days. Once employees achieve 20 years or more of service, annual leave ranges from 25 to 27 days with an average of 25 days. The Town of Menasha provides 0 days in the first year, which is slightly above the average, and 10 days in years 1-5, which is consistent with the average. The Town provides 15 days in years 6-12, which is also consistent with the average, 20 days of leave from years 12 to 18 beyond which is consistent with the average and 25 days after 19 or more years of service and then the Town's accrued vacation leave is slightly above to consistent with the average. Vacation carry over into the next year ranges from 0 days to 15 days with an average of 6 days which is above the Town's allowable carry-over of 2 days of accumulated leave. Maximum accumulation of annual leave ranges from 0 days to 32 days with an average of 10 days, which is above that allowed by Town of Menasha.

- Annual sick leave accumulation among survey respondents ranges from 6 to 15 days per year, with an average of 11 days which is slightly below the 12 days provided by the Town of Menasha. The maximum accumulation for survey respondents ranges from 0 days to unlimited days with an average maximum accumulation of 45 days which is below that provided by the Town of Menasha.
- Of the organizations that responded to the benefits survey 4 have provisions for a sick leave bank, and 4 provide sick leave pay out on termination or retirement. The Town of Menasha has provisions for a sick leave bank for employees but does not provided sick leave pay out on termination or retirement.
- Most of the organizations allowed employees to use sick leave for medical and dental appointments and for family illness.
- All organizations offer medical insurance, four offered different levels of contribution. The average monthly employer contribution for single and family coverage is 92%. The Town contributes 85% for both single and family coverage, which is slightly below the average.
- Six organizations cover retirees in their medical insurance program, one provided a contribution towards that coverage. The Town of Menasha allows retirees to be covered under the Town's health insurance plan but does not pay for that coverage, which is consistent with the practices of the survey participants.
- All of the organizations provided life insurance coverage, 9 paid for that coverage. Six of the organizations who responded offered short-term disability coverage, 3 pay for the coverage. Six respondents offer long-term disability insurance, and paid for that coverage. The Town of

Menasha provides basic life insurance coverage and both short-term and long-term disability insurance and pays for short-term disability coverage.

- All of the organizations surveyed provide a deferred compensation program, two provide a contribution towards that program. The Town of Menasha also offers a deferred compensation program and does not provide a contribution, which is consistent with the practices of the responding organizations.
- Three of the respondents offer a Post Retirement Health Care Savings Plan, the Town of Menasha does not provide this benefit, which is consistent with the survey participants.

A summary of the fringe benefits survey appears in Appendix IV.

Market Survey Information

APPENDIX I Market Survey Information

Market Survey Information

Position Surveyed	Number of Respondents	Number of responses Included	Average FTES	Average YOS	Average Midpoint	Minimum Salary			Midpoint Salary		Maximum Salary		
						Lowest	Highest	Average	Lowest	Highest	Lowest	Highest	Average
Account Technician I	7	6	1.00	12.20	42,537.40	29,681.60	39,545.00	35,590.20	37,107.20	46,523.00	43,680.00	53,501.00	49,304.48
Account Technician II	7	3	1.00	10.50	42,889.17	35,630.00	37,544.00	36,275.07	39,591.50	44,553.60	43,553.00	53,456.00	49,503.27
Administrative Assistant - Utility	5	3	1.00	8.67	40,809.75	31,800.00	37,544.00	34,998.40	36,879.50	44,522.40	41,959.00	51,500.80	46,729.90
DNU - Human Resources Coordinator/Assistant to the Town	5		1.00	3.25	48,034.48	38,000.00	44,500.00	41,569.72	44,000.00	49,400.00	50,000.00	56,576.00	54,499.25
DNU - Police Administrative Assistant	7		1.00	16.00	41,626.20	33,229.00	40,287.00	36,491.75	38,745.00	44,522.40	40,813.00	51,500.80	46,512.43
DNU - Assessor	3		1.00	9.00	73,024.58	59,085.00	66,185.60	62,635.30	63,306.75	82,742.40	67,528.50	99,299.20	83,413.85
Assistant Street Superintendent	7	2	1.43	17.25	61,929.50	53,433.00	54,900.00	54,166.50	61,000.00	62,859.00	67,100.00	72,285.00	69,692.50
DNU - Associate Planner	8		1.25	5.82	59,451.23	44,343.00	63,000.00	50,671.35	52,581.50	63,000.00	60,820.00	70,614.00	68,231.12
Billing Specialist	9	9	1.11	17.33	43,591.00	32,721.00	45,490.00	37,915.84	39,696.50	50,398.50	40,150.00	55,307.00	48,594.62
Building Inspector	8	5	2.00	11.85	60,712.50	46,419.00	55,200.00	50,201.07	54,598.00	64,017.50	62,777.00	73,840.00	71,223.93
Communication Technician	5	4	2.65	14.00	37,621.78	32,240.00	33,900.00	33,185.95	36,806.25	40,310.40	40,616.00	48,380.80	42,057.62
Community Development Director	9	6	1.00	10.00	77,685.60	56,869.00	78,702.00	67,428.33	66,895.50	84,327.75	76,922.00	90,821.00	87,942.86
Custodian	4	3	2.00	15.00	33,085.21	26,208.00	31,863.00	30,755.14	29,454.00	34,134.75	32,700.00	36,406.50	35,415.29
DNU - Customer Service Assistant	4		1.00	11.67	31,588.54	21,450.00	31,800.00	27,685.00	25,203.75	35,600.00	28,957.50	39,400.00	35,492.08
Deputy Clerk	11	8	1.00	6.34	42,018.80	32,721.00	40,287.00	36,681.56	36,922.50	47,765.00	40,310.40	55,243.00	46,831.86
Division Chief of Training	6	5	2.00	15.50	74,237.24	54,704.00	87,229.00	67,568.03	69,357.60	87,229.00	81,872.00	87,613.50	80,906.46
Finance Clerk/Receptionist	7	5	1.43	12.50	39,758.22	29,681.60	40,150.00	34,190.08	37,107.20	40,891.50	40,150.00	49,062.00	45,326.37
Finance Director	11	7	1.00	8.67	90,723.95	54,817.00	94,000.00	79,126.71	68,521.00	103,000.00	81,243.00	118,755.00	102,321.20
Fire Chief	9	5	1.00	7.14	90,203.14	73,231.00	83,928.00	76,382.38	85,704.50	99,507.20	92,174.00	115,086.40	103,112.38
Fire Fighter	7	5	18.57	10.00	52,840.55	39,157.00	47,923.20	43,139.42	50,366.50	54,835.00	61,193.60	67,209.00	62,599.22
Fire Marshal/Deputy Chief	6	6	1.00	22.75	75,693.42	61,620.00	69,368.00	65,292.70	74,092.00	79,695.20	76,710.00	92,430.00	85,504.90
DNU - Lift Station Operator	1		6.00		36,410.40	33,987.20	33,987.20	33,987.20	36,410.40	36,410.40	38,833.60	38,833.60	38,833.60
DNU - Municipal Court Manager	6		1.17	11.08	40,108.53	31,684.00	35,919.00	33,390.88	36,922.50	44,908.50	40,616.00	53,898.00	46,616.92
Director of Information Technology	5	4	1.00	14.50	80,447.33	60,049.00	71,253.00	68,104.17	70,646.00	89,076.00	80,400.00	106,899.00	92,790.50
Park and Recreation Director	10	7	1.00	16.17	72,059.94	50,000.00	78,702.00	62,720.22	60,000.00	89,076.00	70,000.00	106,899.00	80,861.79
Park Laborer	8	6	2.63	13.80	40,912.14	32,323.20	41,496.00	35,794.03	36,379.20	45,350.00	38,771.20	50,400.00	46,046.54
PC Network Technician	6	4	1.17	8.00	49,393.19	33,841.60	48,100.00	42,620.10	40,123.20	53,400.00	46,404.80	63,648.00	56,166.27
Police Chief	8	7	1.00	8.83	89,685.05	68,230.00	83,928.00	75,757.12	80,254.00	99,507.20	92,174.00	117,145.60	103,010.93
Police Lieutenant	8	7	3.00	12.25	74,195.05	55,716.00	75,171.20	68,861.26	65,538.00	77,864.80	72,452.00	87,110.40	79,528.83
DNU - Public Safety Educator/Fire Department Associate	2		1.00	5.00		46,134.00	46,134.00		52,572.00	52,572.00	59,010.00	59,010.00	
Records Clerk	4	2	1.63	14.25		31,684.00	31,684.00		37,275.50	37,275.50	42,827.00	42,867.00	42,855.59
DNU - Recreation Supervisor	9	4	1.11	10.00	50,351.98	32,895.00	57,283.20	43,644.18	39,490.00	61,370.40	43,552.00	73,144.50	57,059.78
Street Laborer	12	9	8.50	16.80	43,804.15	29,681.60	51,958.00	38,238.54	37,107.20	51,958.00	44,532.80	55,418.00	49,151.80
Street Secretary	8	4	1.00	13.83	41,521.63	31,800.00	41,800.00	36,464.32	36,879.50	46,400.00	41,959.00	51,000.00	46,578.95
Street Superintendent	9	8	1.00	24.40	74,892.64	56,014.40	77,200.00	63,158.95	66,913.00	89,532.00	74,600.00	101,864.00	86,626.33
Town Administrator	9	5	1.00	2.90	101,005.00	77,378.00	91,332.80	85,616.95	96,722.00	108,295.20	103,524.00	125,257.60	115,403.12
Town Clerk	8	6	1.00	12.20	63,120.07	50,530.00	56,014.40	53,567.35	59,447.00	70,012.80	61,082.00	84,011.20	71,948.37
Wastewater Laborer	5	4	1.00	27.50	46,382.85	33,841.60	42,000.00	38,299.20	40,123.20	48,796.80	46,404.80	58,552.00	54,466.50
Wastewater Superintendent	6	3	1.00	10.67	74,193.47	58,864.00	63,024.00	60,430.93	73,590.40	74,734.00	86,444.00	89,107.20	87,956.00
Water Foreman	7	6	1.00	26.50	53,863.08	41,267.20	55,266.00	46,455.70	48,921.60	61,214.50	56,056.00	67,766.00	60,691.93
Water Laborer	7	7	1.86		46,978.92	33,841.60	47,819.00	40,006.51	40,123.20	52,977.50	45,668.00	58,136.00	53,415.21
Water Plant Operator	5	3	3.20	24.00	50,557.75	38,313.60	50,128.00	42,259.80	47,902.40	55,525.50	57,491.20	60,923.00	58,855.70
Water Superintendent	7	3	1.00	2.00	75,343.13	58,864.00	73,205.00	65,031.00	73,590.40	77,705.00	82,205.00	88,316.80	85,655.27
Averages	6.86	5.17	2.02	12.69									
DNU - did not use survey information													

APPENDIX II
Compensation Plan

Compensation Plan

% between grade	6.00%					
% within range	25%	13%				
Starting Midpoint	\$32,500.00					
	Salary			Hourly @ 2080		
Grade	Min	Mid	Max	Min	Mid	Max
1	28,888.89	32,500.00	36,111.11	13.89	15.63	17.36
2	30,622.22	34,450.00	38,277.78	14.72	16.56	18.40
3	32,459.56	36,517.00	40,574.44	15.61	17.56	19.51
4	34,407.13	38,708.02	43,008.91	16.54	18.61	20.68
5	36,471.56	41,030.50	45,589.45	17.53	19.73	21.92
6	38,659.85	43,492.33	48,324.81	18.59	20.91	23.23
7	40,979.44	46,101.87	51,224.30	19.70	22.16	24.63
8	43,438.21	48,867.98	54,297.76	20.88	23.49	26.10
9	46,044.50	51,800.06	57,555.62	22.14	24.90	27.67
10	48,807.17	54,908.07	61,008.96	23.46	26.40	29.33
11	51,735.60	58,202.55	64,669.50	24.87	27.98	31.09
12	54,839.74	61,694.70	68,549.67	26.37	29.66	32.96
13	58,130.12	65,396.39	72,662.65	27.95	31.44	34.93
14	61,617.93	69,320.17	77,022.41	29.62	33.33	37.03
15	65,315.00	73,479.38	81,643.75	31.40	35.33	39.25
16	69,233.90	77,888.14	86,542.38	33.29	37.45	41.61
17	73,387.94	82,561.43	91,734.92	35.28	39.69	44.10
18	77,791.21	87,515.12	97,239.02	37.40	42.07	46.75
19	82,458.69	92,766.02	103,073.36	39.64	44.60	49.55
20	87,406.21	98,331.98	109,257.76	42.02	47.27	52.53
21	92,650.58	104,231.90	115,813.23	44.54	50.11	55.68
22	98,209.62	110,485.82	122,762.02	47.22	53.12	59.02
23	104,102.19	117,114.97	130,127.74	50.05	56.31	62.56

APPENDIX III
Position Grade Assignment

Position Grade Assignment

Department	D	Title	Grad	Proposed Pay Scale		
				Min	Mid	Max
Street	N/A	Custodian	2	30,622.22	34,450.00	38,277.78
Police	N/A	Communication Technician	3	32,459.56	36,517.00	40,574.44
Police	N/A	Records Clerk	3	32,459.56	36,517.00	40,574.44
Park and Recrea	N/A	Administrative Assistant - Park and Recreation	3	32,459.56	36,517.00	40,574.44
Finance	N/A	Finance Clerk/Receptionist	4	34,407.13	38,708.02	43,008.91
Street	N/A	Administrative Assistant - Street	5	36,471.56	41,030.50	45,589.45
Water	N/A	Administrative Assistant - Utility	5	36,471.56	41,030.50	45,589.45
Global	N/A	Laborer	5	36,471.56	41,030.50	45,589.45
Community Dev	N/A	Building Inspection Assistant	6	38,659.85	43,492.33	48,324.81
Finance	N/A	Billing Specialist	6	38,659.85	43,492.33	48,324.81
Clerk	N/A	Deputy Clerk	7	40,979.44	46,101.87	51,224.30
Park and Recrea	N/A	Park Maintenance Worker	7	40,979.44	46,101.87	51,224.30
Finance	N/A	Account Technician I	7	40,979.44	46,101.87	51,224.30
Finance	N/A	Account Technician II	7	40,979.44	46,101.87	51,224.30
Street	N/A	Street Maintenance Worker	7	40,979.44	46,101.87	51,224.30
Wastewater	N/A	Wastewater Maintenance Worker	7	40,979.44	46,101.87	51,224.30
Water	N/A	Water Maintenance Worker	7	40,979.44	46,101.87	51,224.30
Police	N/A	Police Administrative Assistant	7	40,979.44	46,101.87	51,224.30
Court	N/A	Municipal Court Manager	7	40,979.44	46,101.87	51,224.30
Information Tec	N/A	PC Network Technician	8	43,438.21	48,867.98	54,297.76
Fire	N/A	Public Safety Educator/Fire Department Associate	8	43,438.21	48,867.98	54,297.76
Wastewater	N/A	Lift Station Operator	9	46,044.50	51,800.06	57,555.62
Water	N/A	Water Plant Operator	9	46,044.50	51,800.06	57,555.62
Park and Recrea	N/A	Recreation Supervisor	10	48,807.17	54,908.07	61,008.96
Water	N/A	Water Foreman	10	48,807.17	54,908.07	61,008.96
Fire	N/A	Fire Fighter	10	48,807.17	54,908.07	61,008.96
Community Dev	N/A	Associate Planner	10	48,807.17	54,908.07	61,008.96
Administration	N/A	Human Resources Coordinator/Assistant to the Town Ad	12	54,839.74	61,694.70	68,549.67
Clerk	N/A	Town Clerk	12	54,839.74	61,694.70	68,549.67
Street	N/A	Assistant Street Superintendent	12	54,839.74	61,694.70	68,549.67
Assessing	N/A	Assessor	13	58,130.12	65,396.39	72,662.65
Community Dev	N/A	Building Inspector	13	58,130.12	65,396.39	72,662.65
Fire	N/A	Division Chief of Training	14	61,617.93	69,320.17	77,022.41
Fire	N/A	Fire Marshal/Deputy Chief	15	65,315.00	73,479.38	81,643.75
Street	N/A	Street Superintendent	16	69,233.90	77,888.14	86,542.38
Information Tec	N/A	Director of Information Technology	16	69,233.90	77,888.14	86,542.38
Park and Recrea	N/A	Park and Recreation Director	16	69,233.90	77,888.14	86,542.38
Police	N/A	Police Lieutenant	16	69,233.90	77,888.14	86,542.38
Wastewater	N/A	Wastewater Superintendent	16	69,233.90	77,888.14	86,542.38
Water	N/A	Water Superintendent	16	69,233.90	77,888.14	86,542.38
Community Dev	N/A	Community Development Director	17	73,387.94	82,561.43	91,734.92
Fire	N/A	Fire Chief	18	77,791.21	87,515.12	97,239.02
Finance	N/A	Finance Director	19	82,458.69	92,766.02	103,073.36
Police	N/A	Police Chief	19	82,458.69	92,766.02	103,073.36
Administration	N/A	Town Administrator	21	92,650.58	104,231.90	115,813.23

APPENDIX IV
Fringe Benefit Comparison

Fringe Benefit Comparison

	Least Reported	Most Reported	Average Reported	Town of Menasha, WI
Multiple sets of fringe benefits?	No (4)	Yes (7)	Yes	No
Holidays (Days/Year)	7.5	10	9	9
Floating Holidays	No (3)	Yes (9)	Yes	Yes
If yes, how many?	-	5.00	3	2
Holiday on Regular Days Off	Other (0)	Fri-Mon (10)	Fri-Mon	Fri-Mon
Comp on Holidays Worked		Dbl (6)		
Time and a ½	T&½ (3)	3		
Double Time	Dbl (6)	6	Dbl (6)	
Double Time and a ½	DT&½ (0)	0		
Other	Other (2)	2		
Annual Leave (Days/Year)				
Vacation/Sick or PTO	PTO (2)	Vac-Sick (5)	Vac-Sick	Vac-Sick
Vacation - days or hours?				
6 months	-	6.00	3	-
1 year	5.00	12.00	7	10.00
2 years	10.00	12.00	10	10.00
3 years	10.00	12.00	10	10.00
4 years	10.00	12.00	10	10.00
5 years	10.00	15.00	11	10.00
6 years	10.00	15.00	13	15.00
7 years	10.00	17.00	14	15.00
8 years	15.00	17.00	15	15.00
9 years	15.00	17.00	15	15.00
10 years	15.00	17.00	16	15.00
11 years	15.00	17.00	16	15.00
12 years	15.00	22.00	18	20.00
13 years	15.00	22.00	19	20.00
14 years	15.00	22.00	19	20.00
15 years	20.00	22.00	21	20.00
16 years	20.00	22.00	21	20.00
17 years	20.00	22.00	21	20.00
18 years	20.00	25.00	22	20.00
19 years	20.00	25.00	22	25.00
20 years	20.00	27.00	24	25.00
20+ years	25.00	27.00	25	25.00
Carried into Next Year	-	15.00	6	2.00
Max Accumulation	-	32.00	10	-
Comp after Max Accumulation	Yes (0)	No (11)	No	No
Sick Leave (Days/Year)				
Carried into Next Year	15.00	Unltd (5)	68	120.00
Max Accumulation	15.00	Unltd. (2)	256	120.00
Paid at Termination/Retirement	Yes (4)	No (5)	No	No
Use for Medical Appointments	No (1)	Yes (8)	Yes	Yes
Use for Dental Appointments	No (2)	Yes (7)	Yes	Yes
Use for Family Illness	No (1)	Yes (8)	Yes	Yes
Sick Leave Bank	Yes/No (4/4)	Yes/No (4/4)		Yes

Fringe Benefit Comparison

	<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Town of Menasha, WI</u>
Pension and Retirement				
Other Than Social Security	No (1)	Yes (11)	Yes	Yes
State Sponsored	No (0)	Yes (11)	Yes	Yes
Employer Paid	6.65%	13.30%	7.48%	6.65%
Employee Paid	6.65%	6.65%	6.65%	6.65%
Death Benefit	No (0)	Yes (8)	Yes	Yes
Life & Disability Insurance				
Life Insurance	No (0)	Yes (12)	Yes	Yes
Employer Paid	0%	100%	82%	100%
AD&D	No (4)	Yes (5)	Yes	Yes
AD&D Double Indemnity	Yes (3)	No (4)	No	No
Employer Paid	0%	100%	50%	100%
Short Term Disability	No (5)	Yes (6)	Yes	Yes
Employer Paid	0%	100%	60%	100%
Long Term Disability	No (5)	Yes (6)	Yes	Yes
Employer Paid	25%	100%	88%	0%
Health Insurance				
Different Types of Coverage?	No (0)	Yes (11)	Yes	Yes
100% FTE participation required	Yes (4)	No (6)	No	No
Not participating	Yes (2)	No (8)	No	No
Employee Only	Yes (4)	No (7)	No	No
Employee Only	\$ 21.94	\$ 675.88	\$ 394.66	\$ 671.90
Employer Paid	85%	100%	92%	85%
Employee Paid	3%	15%	10%	15%
Max out of pocket	\$ 150.00	\$ 5,000.00	\$ 1,591.67	\$ 500.00
Standard Office Visit Co-pay	\$ -	\$ 35.00	\$ 12.50	\$ -
Employee/Spouse	\$ 63.10	\$ 1,257.94	\$ 832.51	
Employer Paid	85%	100%	90%	
Employee Paid	10%	15%	13%	
Max out of pocket	\$ 30.00	\$ 3,800.00	\$ 1,382.50	
Standard Office Visit Co-pay	\$ -	\$ 35.00	\$ 11.25	
Employee/Child	\$ 63.10	\$ 1,257.94	\$ 766	
Employer Paid	85%	100%	90%	
Employee Paid	10%	15%	13%	
Max out of pocket	\$ 200.00	\$ 3,800.00	\$ 2,125.00	
Standard Office Visit Co-pay	\$ -	\$ 35.00	\$ 11.25	
Employee/Family	\$ 59.28	\$ 2,062.56	\$ 1,143.35	\$ 1,673.20
Employer Paid	85%	100%	92%	85%
Employee Paid	3%	15%	10%	15%
Max out of pocket	\$ 30.00	\$ 10,000.00	\$ 2,388.33	\$ 1,000.00
Standard Office Visit Co-pay	\$ -	\$ 35.00	\$ 12.50	\$ -

Fringe Benefit Comparison

	<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Town of Menasha, WI</u>
Supplemental program for HDP?	Yes (2)	No (6)	No	No
Type of Program				
Employer Paid	100%	100%	100%	
Retirees	No (4)	Yes (6)	Yes	Yes
Years of Service Required	No (0)	Yes (3)	Yes	
If yes, how many?	1.00	10.00	6	
Employer Paid	0%	90%	15%	0%
Dental Insurance	No (2)	Yes (9)	Yes	Yes
Part of Health Plan	Yes (2)	No (7)	No	No
Employee Only	\$ 1.73	\$ 43.05	\$ 22.58	\$ 26.26
Employer Paid	85%	100%	93%	85%/90%
Employee/Family	\$ 5.22	\$ 115.00	\$ 67.55	\$ 76.66
Employer Paid	0%	100%	75%	85%/90%
Vision Insurance	Yes (2)	No (8)	No	No
Part of Health Plan	Yes (1)	No (4)	No	
Employee Only	Yes/No (0/0)	Yes/No (0/0)		
Employer Paid	90%	100%	95%	
Employee/Family	\$ -	\$ 12.40	\$ 6.20	
Employer Paid	90%	100%	95%	
Deferred Compensation	No (0)	Yes (12)	Yes	Yes
Available to all Employees	No (1)	Yes (11)	Yes	Yes
Type of Plan				437b
Employer Contribution	Yes (2)	No (10)	No	No
Other Benefits Program				
Other Benefits	No (4)	Yes (6)	Yes	
Post Retirement Hlth Care Svcs	Yes (3)	No (8)	No	No
Call Back Pay	Yes/No (5/5)	Yes/No (5/5)		No
On Call/Stand By Pay	No (2)	Yes (9)	Yes	Yes
Clothing Allowance	No (3)	Yes (8)	Yes	Yes
Mgr/Administrator Compensation				
Included in Pay Plan	No (3)	Yes (5)	Yes	Yes
Car or Vehicle Allowance	No (3)	Yes (5)	Yes	No
Personal Allowance	Yes/No (2/2)	Yes/No (2/2)		No
Accrues Leave Differently	Yes (2)	No (6)	No	No
Retirement Plan Differ	Yes (0)	No (8)	No	No
Additional Benefits	Yes (0)	No (5)	No	No

Department	Name	Title	Grade	Hrly	Salary	Min	Mid	Max	Range
Administration	Burrill, Joan	HR Coordinator/Asst. to the Town Administration	12	\$ 26.32	\$ 54,739.00	\$ 54,839.74	\$ 61,694.70	\$ 68,549.67	Below
Administration	Sturgell, Jeffrey	Administrator	21	\$ 42.47	\$ 88,336.00	\$ 92,650.58	\$ 104,231.90	\$ 115,813.23	Below
Assessing	Telfer, Lucas	Assessor	13	\$ 29.60	\$ 61,561.00	\$ 58,130.12	\$ 65,396.39	\$ 72,662.65	Within
Clerk	Giese, Brenda (1,560 Hours)	Deputy Clerk	7	\$ 18.57	\$ 28,969.00	\$ 30,734.58	\$ 34,576.40	\$ 38,418.23	Below
Clerk	Backman, Karen	Clerk	12	\$ 25.18	\$ 52,371.00	\$ 54,839.74	\$ 61,694.70	\$ 68,549.67	Below
Community Development	Fischenich, Lucas	Building Inspection Assistant	6	\$ 18.91	\$ 39,333.00	\$ 38,659.85	\$ 43,492.33	\$ 48,324.81	Within
Community Development	Hull, Oriana	Associate Planner	10	\$ 21.88	\$ 45,507.00	\$ 48,807.17	\$ 54,908.07	\$ 61,008.96	Below
Community Development	Jencks, Lorraine	Building Inspector	13	\$ 30.56	\$ 63,560.00	\$ 58,130.12	\$ 65,396.39	\$ 72,662.65	Within
Community Development	Dearborn, George	Community Development Director	17	\$ 40.55	\$ 84,349.00	\$ 73,387.94	\$ 82,561.43	\$ 91,734.92	Within
Court	Hermus, Susan	Municipal Court Manager	7	\$ 24.03	\$ 49,972.00	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Within
Finance	Bradle, Tina	Finance Clerk	4	\$ 18.44	\$ 38,356.00	\$ 34,407.13	\$ 38,708.02	\$ 43,008.91	Within
Finance	Swanson, Linda	Billing Specialist	6	\$ 21.21	\$ 44,121.00	\$ 38,659.85	\$ 43,492.33	\$ 48,324.81	Within
Finance	Reschke, Corey	Account Technician II	7	\$ 21.07	\$ 43,821.00	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Within
Finance	Thompson, Tami	Account Technician I	7	\$ 21.17	\$ 44,035.00	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Within
Finance	Piergrossi, Myra	Finance Director	19	\$ 42.31	\$ 87,998.00	\$ 82,458.69	\$ 92,766.02	\$ 103,073.36	Within
Fire	Jentz, Pamela	Public Safety Educator/Fire Department Associate	8	\$ 21.40	\$ 44,506.00	\$ 43,438.21	\$ 48,867.98	\$ 54,297.76	Within
Fire	Tedford, Michael	Fire Fighter	10	\$ 23.91	\$ 49,726.00	\$ 48,807.17	\$ 54,908.07	\$ 61,008.96	Within
Fire	Sweeney, Todd	Division Chief Of training	14	\$ 28.21	\$ 58,684.00	\$ 61,617.93	\$ 69,320.17	\$ 77,022.41	Below
Fire	Phillips-Wheeler, Susan	Fire Marshal/Deputy Chief	15	\$ 32.31	\$ 67,212.00	\$ 65,315.00	\$ 73,479.38	\$ 81,643.75	Within
Fire	Kiesow, Keith	Fire Chief	18	\$ 40.77	\$ 84,811.00	\$ 77,791.21	\$ 87,515.12	\$ 97,239.02	Within
Information Technology	Champeau, Ben	PC/Network Technican	8	\$ 19.10	\$ 39,728.00	\$ 43,438.21	\$ 48,867.98	\$ 54,297.76	Below
Information Technology	Plagenz, Timothy	Director of Information Technology	16	\$ 29.71	\$ 61,805.00	\$ 69,233.90	\$ 77,888.14	\$ 86,542.38	Below
Park and Recreation	Hull, Patricia (1,370 hours)	Administrative Assistant - Park & Recreation	3	\$ 14.75	\$ 20,208.00	\$ 21,379.61	\$ 24,052.06	\$ 26,724.51	Below
Park and Recreation	Koehler, Adam	Park Laborer	7	\$ 17.00	\$ 35,360.00	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Below
Park and Recreation	Tauscher, Edward	Park Laborer	7	\$ 22.95	\$ 47,742.00	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Within
Park and Recreation	Mahn, Randy	Park Laborer	7	\$ 23.00	\$ 47,849.00	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Within
Park and Recreation	Geiser, Amanda	Recreation Supervisor	10	\$ 19.70	\$ 40,979.00	\$ 48,807.17	\$ 54,908.07	\$ 61,008.96	Below
Park and Recreation	Kading, Michael	Director of Park & Rec	16	\$ 33.97	\$ 70,648.00	\$ 69,233.90	\$ 77,888.14	\$ 86,542.38	Within
Police	Gabrielse, Andrew (1,040 hour	Police Communication Technican	3	\$ 13.77	\$ 14,321.00	\$ 16,229.78	\$ 18,258.50	\$ 20,287.22	Below
Police	Richards, JoAnn	Police Communication Technican	3	\$ 16.29	\$ 33,878.00	\$ 32,459.56	\$ 36,517.00	\$ 40,574.44	Within
Police	Scott, Christy	Police Communication Technican	3	\$ 18.50	\$ 38,485.00	\$ 32,459.56	\$ 36,517.00	\$ 40,574.44	Within
Police	Coenen, Theresa	Police Communication Technican	3	\$ 18.55	\$ 38,592.00	\$ 32,459.56	\$ 36,517.00	\$ 40,574.44	Within
Police	Lemaheiu, Erin	Records Clerk	3	\$ 18.55	\$ 38,592.00	\$ 32,459.56	\$ 36,517.00	\$ 40,574.44	Within
Police	Oppor, Angela	Police Communication Technican	3	\$ 18.55	\$ 38,592.00	\$ 32,459.56	\$ 36,517.00	\$ 40,574.44	Within
Police	DelPlaine, Sheri (1,560 Hours)	Police Administrative Assistant	7	\$ 18.57	\$ 28,969.00	\$ 30,734.58	\$ 34,576.40	\$ 38,418.23	Below
Police	Severson, Jason	Police Lieutenant	16	\$ 30.56	\$ 63,573.00	\$ 69,233.90	\$ 77,888.14	\$ 86,542.38	Below
Police	Cutler, Gary	Police Lieutenant	16	\$ 31.80	\$ 66,135.00	\$ 69,233.90	\$ 77,888.14	\$ 86,542.38	Below
Police	DeBoer, Peter	Police Lieutenant	16	\$ 34.24	\$ 71,215.00	\$ 69,233.90	\$ 77,888.14	\$ 86,542.38	Within
Police	Leneau, Rick	Police Lieutenant	16	\$ 34.24	\$ 71,215.00	\$ 69,233.90	\$ 77,888.14	\$ 86,542.38	Within
Police	Blashka, Scott	Police Lieutenant	16	\$ 34.74	\$ 72,267.00	\$ 69,233.90	\$ 77,888.14	\$ 86,542.38	Within
Police	Seaver, Tim	Police Lieutenant	16	\$ 34.74	\$ 72,267.00	\$ 69,233.90	\$ 77,888.14	\$ 86,542.38	Within
Police	McCants, Rodney	Police Chief	19	\$ 44.92	\$ 93,440.00	\$ 82,458.69	\$ 92,766.02	\$ 103,073.36	Within

Street	Coenen, Ricky	Custodian	2	\$ 17.74	\$ 36,899.00	\$ 30,622.22	\$ 34,450.00	\$ 38,277.78	Within
Street	Christman, Kelly	Administrative Assistant - Street	5	\$ 18.49	\$ 38,464.00	\$ 36,471.56	\$ 41,030.50	\$ 45,589.45	Within
Street	Mitchell, Nick	Street Maintenance Worker	7	\$ 17.83	\$ 37,086.00	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Below
Street	Smith, Matthew	Street Maintenance Worker	7	\$ 23.45	\$ 48,771.00	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Within
Street	Campbell, Mike	Street Maintenance Worker	7	\$ 23.50	\$ 48,878.00	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Within
Street	Hoertsch, Tyler	Street Maintenance Worker	7	\$ 23.50	\$ 48,878.00	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Within
Street	Vanlieshout, Samuel	Street Maintenance Worker	7	\$ 23.50	\$ 48,878.00	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Within
Street	Quandt, Robert	Street Maintenance Worker	7	\$ 23.55	\$ 48,985.00	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Within
Street	Bauer, Brian	Assistant Street Superintendent	12	\$ 26.32	\$ 54,739.00	\$ 54,839.74	\$ 61,694.70	\$ 68,549.67	Below
Street	Gallow, Randy	Street Superintendent	16	\$ 36.35	\$ 75,611.00	\$ 69,233.90	\$ 77,888.14	\$ 86,542.38	Within
Wastewater	Meyer, Gerald	Wastewater Maintenance Worker	7	\$ 24.91	\$ 51,813.00	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Above
Wastewater	VanOrnum, William	Wastewater Maintenance Worker	7	\$ 24.91	\$ 51,813.00	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Above
Wastewater	Schmitt, Mark	Lift Station Operator	9	\$ 28.06	\$ 58,370.00	\$ 46,044.50	\$ 51,800.06	\$ 57,555.62	Above
Wastewater	Laabs, Steven	Wastewater Superintendent	16	\$ 37.72	\$ 78,465.00	\$ 69,233.90	\$ 77,888.14	\$ 86,542.38	Within
Water	Heschke, Sharon	Administrative Assistant - Utility	5	\$ 19.71	\$ 40,992.00	\$ 36,471.56	\$ 41,030.50	\$ 45,589.45	Within
Water	Diem, Brian	Water Maintenance Worker	7	\$ 24.91	\$ 51,812.80	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Above
Water	Paltzer, Peter	Water Maintenance Worker	7	\$ 25.01	\$ 52,020.00	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Above
Water	Rudebeck, Scott	Water Maintenance Worker	7	\$ 25.01	\$ 52,020.00	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Above
Water	Swanson, Dennis	Water Maintenance Worker	7	\$ 25.13	\$ 52,270.00	\$ 40,979.44	\$ 46,101.87	\$ 51,224.30	Above
Water	Zimmer, Jonathan	Water Plant Operator	9	\$ 27.36	\$ 56,909.00	\$ 46,044.50	\$ 51,800.06	\$ 57,555.62	Within
Water	Johnson, Greg	Water Foreman	10	\$ 28.90	\$ 60,112.00	\$ 48,807.17	\$ 54,908.07	\$ 61,008.96	Within
Water	Roth, Jeffrey	Water Superintendent	16	\$ 37.89	\$ 78,812.00	\$ 69,233.90	\$ 77,888.14	\$ 86,542.38	Within
Park, Street, Wastewater, Water	Vacant	Laborer (entry level)	5			\$ 36,471.56	\$ 41,030.50	\$ 45,589.45	