

# Village of Cross Plains Staff Salary and Compensation Plan Assessment and Proposal

September 10, 2021

## **Management Staff:**

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## Executive Summary

This document is intended to explore the current employment compensation conditions for employees of the Village of Cross Plains and offer solutions to address such issues. There have been many separate meetings, discussions, and proposals which have contributed to the creation of this document. Meetings were conducted between the Village Board and staff, the Village Administrator and Department Heads, and Village President and Village Administrator.

The recommended actions in this document are intended to provide the Village Board with an effective and efficient process for deciding impactful employee compensation policy while meeting the Village's budgeting timeline.

Concluding, the immediate recommendations are to:

- 1) **Approve the salary adjustments** as proposed in the 2022 Budget Supplements for the following positions:
  - a. Public Facilities I
  - b. Public Facilities II (all)
  - c. Wastewater Treatment Plant Operator
  - d. Park Maintenance
  - e. Recreation Coordinator
  - f. After School Program Event Coordinator
  - g. Assistant Library Director
  - h. Youth Services (Children's) Librarian
  - i. Police/Court Clerk

The overall budgetary impact of the budget supplements is \$32,428.00, and it is proposed that a portion of future Bonus Pool funds be used to pay for the increased salaries instead of a "bonus" program. See page 14 for more detail

- 2) **Adopt the proposed Salary Schedule.** The Salary Schedule does not have a financial impact to the budget. This schedule provides the parameters for hiring new employees and provides the necessary information to help the Village make future pay decisions
- 3) **Create a Wage and Compensation Committee** to review the Deferred Actions and provide recommendations regarding these actions prior to 2023 budgeting cycle. These items will require more detailed research and due diligence. They will need to be explored for a complete compensation package.

## Current Conditions and Challenges

The Village of Cross Plains currently has 24 authorized full-time positions (see Exhibit A). Twenty-two (22) of the twenty-four (24) positions are filled. Two Public Facilities II positions are vacant and staff is currently recruiting to fill those positions. Of the 24 full-time positions, 4 are represented by a union and are excluded in this assessment.

Over the last year, the Village has had three Public Facilities II resign to take positions with other Dane County communities. Exit interviews from each employee show that pay and pay advancement were factors in the employee leaving.

Currently, the Village approves employee raises as part of its annual budgeting process. The following are the employee raises implemented over the last six years.

<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
2.5%	2.5%	2.5%	2.8%	1.5%	1.0%

An annual merit pay program (Bonus Pool) was approved in 2015 and first implemented in 2016. Upon the successful completion of the annual Performance Evaluation, an employee not otherwise contractually obligated, may be granted an additional Merit Pay increase. The increase provided shall be authorized based on the calculated score in the evaluation as follows:

<b>Percentage Increase</b>	<b>Calculated Score (%)</b>
2.00%	85-100%
1.50%	70-85%
1.00%	50-70%
0.00%	< 50%

A percentage increase of the Employee's base salary is provided based on the score calculated in the annual Performance Evaluation. The increase provided shall also be defined as a one-time bonus given to the Employee through normal payroll procedures as a reward for good performance identified in the evaluation.

This program is not guaranteed and approval of the program has been requested annually.

Employee wage increases are decided by the Village Board on an annual basis as part of the budgeting process.

The Village provides a comparable benefits program to other communities in Dane County. A list and explanation of the Village's benefits can be found in Exhibit B.

The Village conducted a budget prioritization meeting on June 14, 2021. Management staff repeatedly expressed the need to retain qualified staff and challenge of recruiting qualified employees. Through this meeting, additional discussions with staff, and exit interviews, the following items have been identified as existing compensation items as areas of concern:

- Equitable pay
- Pay and career advancement opportunities
- Annual Performance Evaluation and Bonus Pool program
- Retention and recruitment of qualified employees

## Village Study

The Village identified similar concerns in 2014 and hired GovHR to conduct an Employee Classification and Compensation Study (Village Study). The objective of the report was to resolve inaccuracies and inequities in the current approach to compensating staff, and in the end, implement a pay plan that is not only externally competitive, but also internally equitable. The final report was issued in October 2014 (Exhibit C).

Following the report, the Village Board took action to adopt implementation elements to address employment concerns at the time and the created a “bonus” pool. These elements included:

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 as is.
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*, until such time that further market analysis indicates commensurate alignment with the market place.

The Village Board adopted the actions, it did not adopt the pay plan, salary schedules, and pay structure.

## Proposal

Exit interviews with previous employees and discussion with staff suggests that take home pay and knowing about future earning potential are the most urgent matters. Many issues identified in the Village Survey, including internal equity and external competitiveness, are still reminiscent today. Therefore, staff is proposing that the Village consider adopting a Salary Schedule in addition to its consideration of budget supplements. This will help to identify any short comings and provide a method to measure future salary and compensation decisions.

## Determining a Wage Scale

A salary range scale helps staff understand their earning potential and provides transparency and consistency for all employees.

Creating a fair and equitable salary range scale system specific to the Village of Cross Plains is difficult without conducting an independent study. In order to reach a conclusion with factual data, staff utilized data from the Village Study and the Dane County/Cities and Villages Association (DCCVA), which was recently conducted (Exhibit D). The Village Study provided the specifics needed to holistically create a unique range for the Village specifically, but is outdated. The DCCVA Study is recent, but does not provide the details to analyze the Village and organizational structure specifically.

A basic question that needed to be answered prior to conducting an analysis is determining who the comparable/competitors for the Village are. Recent history shows that the Village has generally been successful recruiting staff and talent from smaller communities, the private/non-profit sector, and/or people with ties to the Village. The Village has generally lost staff to retirement or other Dane County communities. When considering salary ranges only, this is reinforced by the data shown DCCA Study.

On the following table, you can see that the Village generally outperforms other communities in its group, which consists of similar size communities across the state. Note that the DCCVA did not solicit salary information for some positions in the statewide section.

Analysis for All Cities in Group 3						
Average Data (Mean) Comparison						
Position (Village)	Position (Survey)	Salary	Range Data		Actual Data	
			Low	High	Low	High
Administrator	Administrator	\$87,000	\$75,950	\$92,413	\$82,089	\$100,331
Finance Director/Clerk	Finance Director	\$68,200	\$56,619	\$69,849	\$59,615	\$72,863
Deputy Clerk/Treasurer	Administrative Assistant	\$43,000	N/A	N/A	N/A	N/A
Police Chief	Police Chief	\$76,000	\$69,536	\$84,198	\$74,185	\$90,671
Police Lieutenant	Police Captain/Lieutenant	\$59,000	N/A	N/A	N/A	N/A
Public Facilities Director	Public Works Director	\$77,000	\$62,912	\$78,842	\$69,621	\$85,092
Public Facilities I	Street Superintendent	\$45,300	N/A	N/A	N/A	N/A
Public Facilities II	Public Works Crew Member	\$41,100	N/A	N/A	N/A	N/A
Parks & Recreation Director	Parks Director	\$70,000	\$47,112	\$60,569	\$59,308	\$72,488
Park Maintenance	Parks Crew Member	\$40,310	N/A	N/A	N/A	N/A
Library Director	Library Director	\$67,500	\$44,911	\$55,838	\$47,795	\$58,416
Librarian	Librarian	\$37,000	N/A	N/A	N/A	N/A
Library Assistant Director	Library Assistant	\$44,000	N/A	N/A	N/A	N/A
50th Percentile (Median) Comparison						
Position (Village)	Position (Survey)	Salary	Range Data		Actual Data	
			Low	High	Low	High
Administrator	Administrator	\$87,000	\$80,038	\$96,577	\$72,273	\$108,409
Finance Director/Clerk	Finance Director	\$68,200	\$55,000	\$67,000	\$50,649	\$75,974
Deputy Clerk/Treasurer	Administrative Assistant	\$43,000	N/A	N/A	N/A	N/A

<b>Police Chief</b>	Police Chief	\$76,000	\$70,979	\$83,177	\$64,866	\$94,300
<b>Police Lieutenant</b>	Police Captain/Lieutenant	\$59,000	N/A	N/A	N/A	N/A
<b>Public Facilities Director</b>	Public Works Director	\$77,000	\$59,286	\$72,500	\$60,000	\$90,000
<b>Public Facilities I</b>	Street Superintendent	\$45,300	N/A	N/A	N/A	N/A
<b>Public Facilities II</b>	Public Works Crew Member	\$41,100	N/A	N/A	N/A	N/A
<b>Parks &amp; Recreation Director</b>	Parks Director	\$70,000	\$47,112	\$60,569	\$52,718	\$79,078
<b>Park Maintenance</b>	Parks Crew Member	\$40,310	N/A	N/A	N/A	N/A
<b>Library Director</b>	Library Director	\$67,500	\$45,018	\$53,330	\$44,062	\$66,093
<b>Librarian</b>	Librarian	\$37,000	N/A	N/A	N/A	N/A
<b>Library Assistant Director</b>	Library Assistant	\$44,000	N/A	N/A	N/A	N/A
KEY: Range Not Met						
Range Met						

The DCCVA shows that the Village generally underperforms in comparison to other Dane County communities. Note that this table shows all communities in Dane County no matter the size of the community.

Analysis For Dane County Only						
Average Data (Mean) Comparison						
Position (Village)	Position (Survey)	Salary	Range Data		Actual Data	
			Low	High	Low	High
<b>Administrator</b>	Administrator	\$87,000	\$106,763	\$136,978	\$84,906	\$127,359
<b>Finance Director/Clerk</b>	Finance Director	\$68,200	\$88,121	\$115,541	\$82,123	\$123,184
<b>Deputy Clerk/Treasurer</b>	Administrative Assistant	\$43,000	\$40,555	\$52,237	\$35,070	\$52,605
<b>Police Chief</b>	Police Chief	\$76,000	\$93,886	\$125,283	\$82,851	\$124,277
<b>Police Lieutenant</b>	Police Captain/Lieutenant	\$59,000	\$76,429	\$100,338	\$69,537	\$104,301
<b>Public Facilities Director</b>	Public Works Director	\$77,000	\$82,241	\$108,735	\$67,298	\$100,948
<b>Public Facilities I</b>	Street Superintendent	\$45,300	\$63,893	\$84,898	\$54,736	\$82,105
<b>Public Facilities II</b>	Public Works Crew Member	\$41,100	\$42,702	\$55,596	\$39,364	\$59,046

<b>Parks &amp; Recreation Director</b>	Parks Director	\$70,000	\$64,112	\$84,701	\$60,836	\$91,254
<b>Park Maintenance</b>	Parks Crew Member	\$40,310	\$39,709	\$53,047	\$36,254	\$54,381
<b>Library Director</b>	Library Director	\$67,500	\$77,917	\$103,514	\$62,396	\$93,594
<b>Librarian</b>	Librarian	\$37,000	\$49,470	\$66,547	\$40,917	\$61,376
<b>Library Assistant Director</b>	Library Assistant	\$44,000	\$38,110	\$52,416	\$33,397	\$50,096

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#### 50th Percentile (Median) Comparison

Position (Village)	Position (Survey)	Salary	Range Data		Actual Data	
			Low	High	Low	High
<b>Administrator</b>	Administrator	\$87,000	\$112,568	\$139,853	\$89,040	\$133,560
<b>Finance Director/Clerk</b>	Finance Director	\$68,200	\$88,121	\$115,541	\$82,368	\$123,552
<b>Deputy Clerk/Treasurer</b>	Administrative Assistant	\$43,000	\$35,070	\$52,605	\$35,151	\$52,727
<b>Police Chief</b>	Police Chief	\$76,000	\$96,641	\$125,249	\$84,572	\$126,859
<b>Police Lieutenant</b>	Police Captain/Lieutenant	\$59,000	\$76,192	\$100,338	\$73,092	\$109,638
<b>Public Facilities Director</b>	Public Works Director	\$77,000	\$56,640	\$111,830	\$68,240	\$102,360
<b>Public Facilities I</b>	Street Superintendent	\$45,300	\$64,064	\$83,867	\$56,320	\$84,480
<b>Public Facilities II</b>	Public Works Crew Member	\$41,100	\$42,317	\$56,729	\$39,909	\$59,864
<b>Parks &amp; Recreation Director</b>	Parks Director	\$70,000	\$62,123	\$82,778	\$56,000	\$84,000
<b>Park Maintenance</b>	Parks Crew Member	\$40,310	\$40,414	\$56,240	\$37,895	\$56,842
<b>Library Director</b>	Library Director	\$67,500	\$75,868	\$99,072	\$63,150	\$94,725
<b>Librarian</b>	Librarian	\$37,000	\$52,776	\$67,228	\$42,718	\$64,077
<b>Library Assistant Director</b>	Library Assistant	\$44,000	\$36,449	\$47,745	\$33,463	\$50,194

KEY:	Range Not Met
	Range Met



## Salary Schedule Adjustment

In effort to find a justifiable approach for the Village of Cross Plains, we first conducted an analysis of salary schedules proposed in the Village Study to see if it was still relevant to the current Village structure and employee staffing structure. We then applied an adjustment for changes in the market. Finally, we then referenced the resulting salary schedule to the DCCVA Study data to confirm if all positions were within range. We believe that the results provide a fair assessment to base salary decisions on. Note that we are recommending that a future independent compensation study be conducted for the Village of Cross Plains.

For the adjustment, we first started with the assumption that the Village Study's Proposed Salary Schedule referenced below were acceptable to the Village because in 2015, the Village Board approved changing the minimum salaries of certain employees to within the suggested ranges.

As the study states, each staff position was assigned to a specific grade depending on their scores at the time. Grades 1-2 represent General Staff; Grades 3-7 represent Supervisors and Technical Staff; Grade 8 represents Management; and Grades 9-10 represent Executive Management. For the most part, this is still accurate. Staff recommended changes to grades are included in the recommendation section of this document.

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**VILLAGE OF CROSS PLAINS, WISCONSIN  
PROPOSED SALARY SCHEDULES**

<b>Grades 1 - 2</b>  <b>40% range</b> <b>5% between grades</b>			
<b>Grade</b>	<b>Min.</b>		<b>Max.</b>
<b>1</b>	<b>\$28,000</b>		<b>\$39,200</b>
<b>2</b>	<b>\$29,400</b>		<b>\$41,160</b>

<b>Grades 3 -7</b>  <b>40% range</b> <b>5% between grades</b>			
<b>Grade</b>	<b>Min.</b>		<b>Max.</b>
<b>3</b>	<b>\$30,975</b>		<b>\$43,365</b>
<b>4</b>	<b>\$32,524</b>		<b>\$45,533</b>
<b>5</b>	<b>\$34,150</b>		<b>\$47,810</b>
<b>6</b>	<b>\$35,857</b>		<b>\$50,200</b>
<b>7</b>	<b>\$37,650</b>		<b>\$52,710</b>

<b>Grade 8</b>  <b>45% range</b>			
<b>Grade</b>	<b>Min.</b>		<b>Max.</b>
<b>8</b>	<b>\$43,500</b>		<b>\$63,075</b>

<b>Grades 9-10</b>  <b>45% range</b> <b>5% between grades</b>			
<b>Grade</b>	<b>Min.</b>		<b>Max.</b>
<b>9</b>	<b>\$55,000</b>		<b>\$79,750</b>
<b>10</b>	<b>\$57,750</b>		<b>\$83,738</b>

The next in our process was to determine what type of adjustments are required for today's market. Although there are several different methods to do this, we determined that the most logical way to do this was by using Actual Pay Raises and the Consumer Price Index as an adjustment to inflation. These are identified in the following table.

	2015	2016	2017	2018	2019	2020	Average
<b>CPI</b>	0.8%	2.1%	2.1%	1.9%	2.3%	1.4%	1.8%
<b>Raises</b>	2.0%	2.5%	2.5%	2.5%	2.8%	1.5%	2.5%

Our analysis adjusts the salary grade ranges inflation (baseline adjustment) and assumes that from 2015 to 2020, employees would have received the same raises (growth adjustment). This resulted in an average annual salary increase of 4.3%. This rate was then applied and compounded annually from 2015-2020 to determine the adjusted salary ranges for our analysis. The resulting salary schedule is as follows:

### 2014 vs 2022 Salary Schedule

	Scale 2014 Study		Scale 2014 Study Adjusted for CPI and Wages	
	Minimum	Maximum	Minimum	Maximum
Grade 10	\$57,750	\$83,739	\$74,346	\$107,803
Grade 9	\$55,000	\$79,750	\$70,805	\$102,668
Grade 8	\$43,500	\$63,075	\$56,000	\$81,201
Grade 7	\$37,650	\$52,710	\$48,469	\$67,857
Grade 6	\$35,857	\$50,200	\$46,161	\$64,626
Grade 5	\$34,150	\$47,810	\$43,963	\$61,549
Grade 4	\$32,524	\$45,533	\$41,870	\$58,618
Grade 3	\$30,975	\$43,365	\$39,876	\$55,827
Grade 2	\$29,400	\$41,160	\$37,848	\$52,988
Grade 1	\$28,000	\$39,200	\$36,046	\$50,465

We then compared the adjusted scale to the DCCVA Study to check for any inconsistencies or deviations. Since the DCCVA Study provided a wide range of data and there can be numerous ways to analyze the data, we chose to utilize two points of data sets that best represented the Village. These included the Dane County Range Data of the 50<sup>th</sup> for the high end of the spectrum, which represents the competitors where we are losing employees to versus the Group 3 Range Data as the low end for the spectrum, which we are comparable in size.

We believe that this would provide us with the best results. As you can see in the next table, the revised salary schedule is generally in line with the DCCVA Study average ranges. The adjusted ranges have minimum grade floors above the Group 3 minimums and maximum grade ceilings below the Dane County maximums. This provides a compromise between the two DCCVA data sets and is representative of the current employment conditions as stated previously when comparing our competitors. The 50<sup>th</sup> percentile is defined as average pay ranges and the range data is generally preferred over average data when

conducting analysis. Note that the positions shown in the table below are represented from the Village Study and does not represent all current positions (see Exhibit A).

### 2022 Pay Grades and Ranges Analysis

	Scale - Dane County (Range, 50%)		Scale - Group 3 (Range, 50%)		Scale 2014 Study Adjusted for CPI and Wages	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
<b>Grade 10</b>					<b>\$74,346</b>	<b>\$107,803</b>
Village Administrator/ED and Tourism Director	\$89,040	\$133,560	\$72,273	\$108,409		
<b>Grade 9</b>					<b>\$70,805</b>	<b>\$102,668</b>
Chief of Police	\$84,572	\$126,859	\$64,866	\$94,300		
Director of Public Facilities	\$68,240	\$102,360	\$60,000	\$90,000		
<b>Grade 8</b>					<b>\$56,000</b>	<b>\$81,201</b>
Lieutenant/Detective	\$73,092	\$109,638				
Library Director	\$63,150	\$94,725	\$44,062	\$66,093		
Director of Parks and Recreation	\$56,000	\$84,000	\$52,718	\$79,078		
Finance Director/Clerk	\$88,121	\$115,541	\$50,649	\$75,974		
<b>Grade 7</b>					<b>\$48,469</b>	<b>\$67,857</b>
Wastewater Treatment Plant Operator	\$56,320	\$84,480				
<b>Grade 6</b>					<b>\$46,161</b>	<b>\$64,626</b>
Public Facilities I - Lead Worker	\$56,320	\$84,480				
<b>Grade 5</b>					<b>\$43,963</b>	<b>\$61,549</b>
Public Facilities II	\$39,909	\$59,864				
<b>Grade 4</b>					<b>\$41,870</b>	<b>\$58,618</b>
No Current Positions						
<b>Grade 3</b>					<b>\$39,876</b>	<b>\$55,827</b>
Police/Court Clerk	\$35,151	\$52,727				
Assistant Library Director	\$42,718	\$64,077				
<b>Grade 2</b>					<b>\$37,848</b>	<b>\$52,988</b>
Deputy Clerk-Treasurer	\$35,151	\$52,727				
Children's Librarian	\$33,463	\$50,194				
Recreation Coordinator						
<b>Grade 1</b>					<b>\$36,046</b>	<b>\$50,465</b>
No Current Positions						

Our next step was to compare current staff positions and salaries to the adjusted salary schedule in order to identify any inconsistencies or understand where current wages are compared to the adjusted scale. Below are the results. The positions highlighted indicate a need to for adjustment.

### Current Pay Analysis

		Current Pay	Scale 2014 Study Adjusted for CPI and Wages	
			Minimum	Maximum
Grade 10			\$74,346	\$107,803
	Village Administrator/ED and Tourism Director	\$87,876		
Grade 9			\$70,805	\$102,668
	Chief of Police	\$78,000		
	Director of Public Facilities	\$78,507		
Grade 8			\$56,000	\$81,201
	Lieutenant/Detective	\$66,099		
	Library Director	\$68,129		
	Director of Parks and Recreation	\$70,699		
	Finance Director/Clerk	\$73,000		
Grade 7			\$48,469	\$67,857
	Wastewater Treatment Plant Operator	\$49,621		
Grade 6			\$46,161	\$64,626
	Public Facilities I - Lead Worker	\$46,260		
Grade 5			\$43,963	\$61,549
	Public Facilities II	\$41,932		
	Public Facilities II	\$40,560		
	Public Facilities II	Vacant		
	Public Facilities II*	Vacant		
	Parks Maintenance*	\$41,113		
Grade 4			\$41,870	\$58,618
	No Current Positions			
Grade 3			\$39,876	\$55,827
	Police/Court Clerk	\$47,424		
	Assistant Library Director	\$44,495		

<b>Grade 2</b>		<b>\$37,848</b>	<b>\$52,988</b>
Deputy Clerk-Treasurer	\$43,907		
Recreation Coordinator	\$39,726		
Youth Services Librarian	\$37,415		
After School Special Event Coordinator*	\$34,285		
<b>Grade 1</b>		<b>\$36,046</b>	<b>\$50,465</b>
No Current Positions			
* Indicates new positions since 2016			

### Wages and Budget Supplements

Management staff have provided budget supplements to the 2022 General Budget in order to bring their staff into each range and to compensate for added duties and responsibilities.

The total impact of the wage budget supplements (wages and benefits) on the General Fund for 2022 is \$32,428.00 as show below:

### Wage Budget Supplement Financial Impact

Position	Current Rate	2022 Rate	Adjusted Rate	2022 Salary	Total Adjusted Salary	Total 2022 All Funds Impact (Wage and Benefits)	Total 2022 GO Impact (Wage and Benefits)
<b>Public Facilities I</b>	\$22.24	\$22.46	\$24.46	\$46,721.79	\$50,881.79	\$4,857.00	\$3,643.00
<b>Public Facilities II</b>	\$20.16	\$20.36	\$22.36	\$42,352.13	\$46,512.13	\$4,857.00	\$3,400.00
<b>Public Facilities II</b>	\$19.50	\$19.70	\$21.70	\$40,965.60	\$45,125.60	\$3,250.00	\$3,408.00
<b>Public Facilities II</b>	\$19.50	\$19.50	\$21.50	\$40,560.00	\$44,720.00	\$4,967.00	\$2,600.00
<b>Public Facilities II</b>	\$19.50	\$19.50	\$21.50	\$40,560.00	\$44,720.00	\$4,868.00	\$3,053.00
<b>WWTP Operator</b>	\$23.86	\$24.10	\$26.10	\$50,125.09	\$54,285.09	\$4,857.00	\$729.00
<b>Park Maintenance</b>	\$20.16	\$20.36	\$21.77	\$42,352.13	\$45,284.93	\$3,368.00	\$3,368.00
<b>Recreation Coordinator</b>	\$19.10	\$19.29	\$21.10	\$40,125.28	\$43,890.08	\$4,325.00	\$4,325.00
<b>After School Spec. Event Coordinator</b>	\$17.51	\$17.69	\$19.04	\$36,785.01	\$39,593.01	\$3,222.00	\$3,222.00
<b>Assistant Library Director</b>	\$21.39	\$21.60	\$22.09	\$44,936.11	\$45,955.31	\$1,150.00	\$1,150.00
<b>Librarian</b>	\$17.99	\$18.17	\$18.65	\$37,793.39	\$38,791.79	\$1,150.00	\$1,150.00
<b>Police/Court Clerk</b>	\$22.80	\$23.03	\$24.03	\$47,898.24	\$49,978.24	\$2,080.00	\$2,380.00
				\$511,174.77	\$549,737.97	\$42,951.00	<b>\$32,428.00</b>

The following table shows the adjusted 2022 salaries and with 1% base rate increases compared to the adjusted salary schedule. Assuming that these rates are accepted, a majority of the salaries will fall within range of the adjusted salary schedule.

### 2022 Proposed Rates and Proposed Salary Schedule

		Current Pay	2022 Proposed Rates	Proposed Salary Schedule	
				Minimum	Maximum
<b>Grade 10</b>				<b>\$74,346</b>	<b>\$107,803</b>
	Village Administrator/ED and Tourism Director	\$87,876	\$88,755		
<b>Grade 9</b>				<b>\$70,805</b>	<b>\$102,668</b>
	Chief of Police	\$78,000	\$80,800		
	Director of Public Facilities	\$78,507	\$79,292		
<b>Grade 8</b>				<b>\$56,000</b>	<b>\$81,201</b>
	Lieutenant/Detective	\$66,099	\$66,760		
	Library Director	\$68,129	\$68,810		
	Director of Parks and Recreation	\$70,699	\$71,406		
	Finance Director/Clerk	\$73,000	\$73,730		
<b>Grade 7</b>				<b>\$48,469</b>	<b>\$67,857</b>
	Wastewater Treatment Plant Operator	\$49,621	\$54,285		
<b>Grade 6</b>				<b>\$46,161</b>	<b>\$64,626</b>
	Public Facilities I - Lead Worker	\$46,260	\$50,882		
<b>Grade 5</b>				<b>\$43,963</b>	<b>\$61,549</b>
	Public Facilities II	\$41,932	\$46,512		
	Public Facilities II	\$40,560	\$45,126		
	Public Facilities II	Vacant	\$44,720		
	Public Facilities II*	Vacant	\$44,720		
	Parks Maintenance*	\$41,113	\$45,285		
<b>Grade 4</b>				<b>\$41,870</b>	<b>\$58,618</b>
	No Current Position				
<b>Grade 3</b>				<b>\$39,876</b>	<b>\$55,827</b>
	Police/Court Clerk	\$47,424	\$49,978		
	Assistant Library Director	\$44,495	\$45,955		

<b>Grade 2</b>				<b>\$37,848</b>	<b>\$52,988</b>
	Deputy Clerk-Treasurer	\$43,907	<b>\$44,346</b>		
	Recreation Coordinator	\$39,726	<b>\$43,890</b>		
	Youth Services Librarian	\$37,415	<b>\$38,792</b>		
	After School Special Event Coordinator*	\$34,285	<b>\$39,593</b>		
<b>Grade 1</b>				<b>\$36,046</b>	<b>\$50,465</b>
	No Current Positions				
	* Indicates new positions since 2016				

## Recommendations:

### Immediate Actions

### Budget Supplement

Management is recommending that the Village Board approval the salary adjustments as proposed in the 2022 Budget Supplements for the following positions.

- 1) Public Facilities I
- 2) Public Facilities II (all)
- 3) Wastewater Treatment Plant Operator
- 4) Park Maintenance
- 5) Recreation Coordinator
- 6) After School Program Event Coordinator
- 7) Assistant Library Director
- 8) Youth Services (Children's) Librarian
- 9) Police/Court Clerk

To offset the cost of the salary adjustments, management is proposing that the 2022 Bound Pool funds proposed for these employees in 2022 cover a portion of the total cost. The Bonus Pool will be distributed automatically to those employees who did not receive a salary adjustment (see below).

<b>2022 Bonus Pool Analysis</b>				
		Current Pay	2022 Proposed Rates	2022 Bonus Pool Payments
<b>Grade 10</b>				
	Village Administrator/ED and Tourism Director	\$87,876	\$88,755	N/A
<b>Grade 9</b>				
	Chief of Police	\$78,000	\$80,800	<b>\$1,616.00</b>
	Director of Public Facilities	\$78,507	\$79,292	<b>\$1,585.84</b>



<b>Grade 8</b>				
	Lieutenant/Detective	\$66,099	\$66,760	\$1,335.20
	Library Director	\$68,129	\$68,810	\$1,376.21
	Director of Parks and Recreation	\$70,699	\$71,406	\$1,428.12
	Finance Director/Clerk	\$73,000	\$73,730	\$1,474.60
<b>Grade 7</b>				
	Wastewater Treatment Plant Operator	\$49,621	\$54,285	N/A
<b>Grade 6</b>				
	Public Facilities I - Lead Worker	\$46,260	\$50,882	N/A
<b>Grade 5</b>				
	Public Facilities II	\$41,932	\$46,512	N/A
	Public Facilities II	\$40,560	\$45,126	N/A
	Public Facilities II	Vacant	\$44,720	N/A
	Public Facilities II	Vacant	\$44,720	N/A
	Parks Maintenance	\$41,113	\$45,285	N/A
<b>Grade 4</b>				
	No Current Position			
<b>Grade 3</b>				
	Police/Court Clerk	\$47,424	\$49,978	N/A
	Assistant Library Director	\$44,495	\$45,955	N/A
<b>Grade 2</b>				
	Deputy Clerk-Treasurer	\$43,907	\$44,346	\$886.92
	Recreation Coordinator	\$39,726	\$43,890	N/A
	After School Special Event Coordinator	\$34,285	\$39,593	N/A
	Youth Services Librarian	\$37,415	\$38,792	N/A
<b>Grade 1</b>				
	No Current Positions			
				\$9,702.89

The Bonus Pool is recommended to be dissolved after 2022 payments are applied. Future wages and performance evaluations should be determined through committee study and recommendation below.

### Salary Schedule

Management is recommending that the Village Board approve and implement the proposed Salary Schedule. This item does not have a financial impact on the Village. However, it does provide some transparency and sets the foundation to implement the items recommended below.

### Create a Wage and Compensation Committee

The objective of the committee will be to review the following items in order to make recommendations to the Village Board for inclusion into future budgets. It is recommended that this committee consist of the Village President, one Trustee, Village Administrator, Finance Director/Clerk, and one other staff.

### Deferred Actions

#### Revision of Job Descriptions and Grades

The following grade changes were recommended by the Management Staff as part of their review of current staff responsibilities:

- a. Park Maintenance – Create a new job description (Parks and Forestry Manager) and recommend moving to Grade 6. An analysis of the job requirements and duties for the Parks Maintenance position indicated the assignments of this position have increased quite considerably over the last 5 years. Most importantly, this position has provided the Village with all of its forestry services (cutting, aerial lift, etc.) and developed and maintained the Village’s downtown revitalization process (Mill Creek Parkway plantings).
- b. Recreation Coordinator – Create a new job description (Recreation Supervisor) and recommend moving to Grade 6. An analysis of the job requirements and duties for the full-time Recreation Coordinator indicated the assignments of this position have changed and increased substantially over the last few years. In addition to its original duties, this position has acquired the organization and staffing for a variety of recreational activities. In addition, this position reviews, evaluates, and improves service delivery methods and procedures for all of our recreation programs.
- c. Assistant Library Director – Move from Grade 3 to Grade 5: This professional position requires the employee to be in-charge of the library in the absence of the Director and is the second highest position in the hierarchy of library staff. There are supervisory aspects to this position as well as technical expertise pertinent to staff and public computers.
- d. Youth Services Librarian – Move from Grade 2 to Grade 3: This is a specialist position that is conducted almost solely by this professional. This position requires some supervisory responsibilities in terms of managing volunteers and support staff for special projects.
- e. Public Facilities and Utility Organization Chart – Consider the addition of Stormwater, Water Utility and Sewer Utility lead operators in addition to laborers as each of these disciplines are becoming more specialized. These positions will require certifications and additional compensation.

In addition to these considerations, the Committee should interview each department and explore future organizational structure to consider if there may be efficiencies. All job descriptions shall be reviewed and grades assigned to any new job description.

#### *Salary Adjustment by Steps*

In order to fully realize the benefits of a salary scale system, the Village may want to consider step raises within each grade. This provides the agency and the employee with standardized and expected growth and financial projection.

#### *Salary Adjustment by Cost of Living*

In order to address the continuing market changes, the Village may want to consider an annual Cost of Living Adjustment (COLA). COLA is generally indexed off of a formula that is based on the rate of inflation. Thus, as market costs increase for the employee, so does their salary.

#### *Salary Adjustments by Merit*

In order to address performance, the Village may want to consider wage adjustments by merit. This would require honest annual performance evaluations. Instead of funds contributing to past performance (current system), which is a reward system, merit should be applied toward future wages. If the Village decides to utilize this type of adjustment, it should also consider rewriting the current annual performance questionnaires.

#### *Performance Evaluations*

Performance evaluations should be reviewed and rewritten to specifically address employee goals and objectives to help the employee improve performance, service, and interpersonal and career goals. Currently, performance evaluations are conducted in February and given as a reward to employees for their performance in the previous year. These should be conducted at the end of the year.

#### *Salary Adjustments by Longevity*

In order to address organizational loyalty and retention, the Village may want to consider longevity pay. Longevity pay is intended to retain and reward employees for continued employment with the Village. The following schedule is provided as an example of the potential cost of a longevity pay system. The Village may decide rates and schedules as it sees fit.

#### **EXAMPLE: Longevity pay program implemented in 2023.**

Pay Schedule: Start of identified year of employment below on anniversary date.

6<sup>th</sup> year – additional 1% on rate

11<sup>th</sup> year – additional 2% on rate

16<sup>th</sup> year – additional 3% on rate

21<sup>st</sup> year – additional 4% on rate

#### **Implementation Schedule**

2023 – all employees having 6 or more years of service will receive a 1% on rate

2024 - all employees having 11 or more years of service will receive a 2% on rate

2025 - all employees having 16 or more years of service will receive a 3% on rate

2026 - all employees having 21 or more years of service will receive a 4% on rate

Longevity Pay Analysis				
	2023	2024	2025	2026
<b>Number of Employees</b>	14	10	10	6
<b>Cost to Village Above Wages</b>	\$8,746	\$21,452	\$41,166	\$58,446

#### Paid Maternal/Paternal/Adoption Leave

The Village does not provide this benefit currently. Employee must resort to sick time, vacation time, and other paid benefit for these types of events. There are several studies that show the benefits of this type of leave and many organizations have it as a standard benefit.

#### Vacation Payout Option

The Village currently has a generous vacation time allowance. However, it only allows for employees to carry over 40 hours into the next year. Often, this conflicts with scheduling. Since it is already budgeted, the Village should consider allowing for a 40 hours of vacation payout if the employee besides to not carry the vacation time over to the next year. This ensure that the employee will not lose the benefit and gives the employee some control for this. Allowing for payout of vacation time could also help alleviate scheduling conflicts and provide better service delivery in some departments.

#### Sick Leave Bank Allowance for Medical Only

The Village allows for an employee to bank up to 1,440 hours. Upon eligible retirement under the Wisconsin Retirement System and upon actual retirement, the employee will have the option of receiving Retirement Sick Leave Conversion benefits in cash or paid- up Village health insurance monthly Premiums on accumulated sick leave. If an employee has a significant illness towards the later part of their career and uses up their accumulated sick leave, this could have a drastic impact on their post retirement plans. Staff is proposing that employees be allowed to bank additional sick leave time for medical appointments and illnesses only.

#### Other changes and benefits that may be reviewed include:

- Dental and Vision Plans
- Changing shift hours, splitting shifts and providing shift flexibility.
- Increasing equipment/uniform allowances
- Employee Discounts to Village Programs
- Paid Time off for volunteering
- Student loan assistance/payoff

#### Future Compensation Study

In order to keep the salary scale, wages, and compensation package competitive, the Village should consider incremental compensation studies. This should be budgeted in Human Resources as an ongoing expense to avoid large adjustments moving forward.

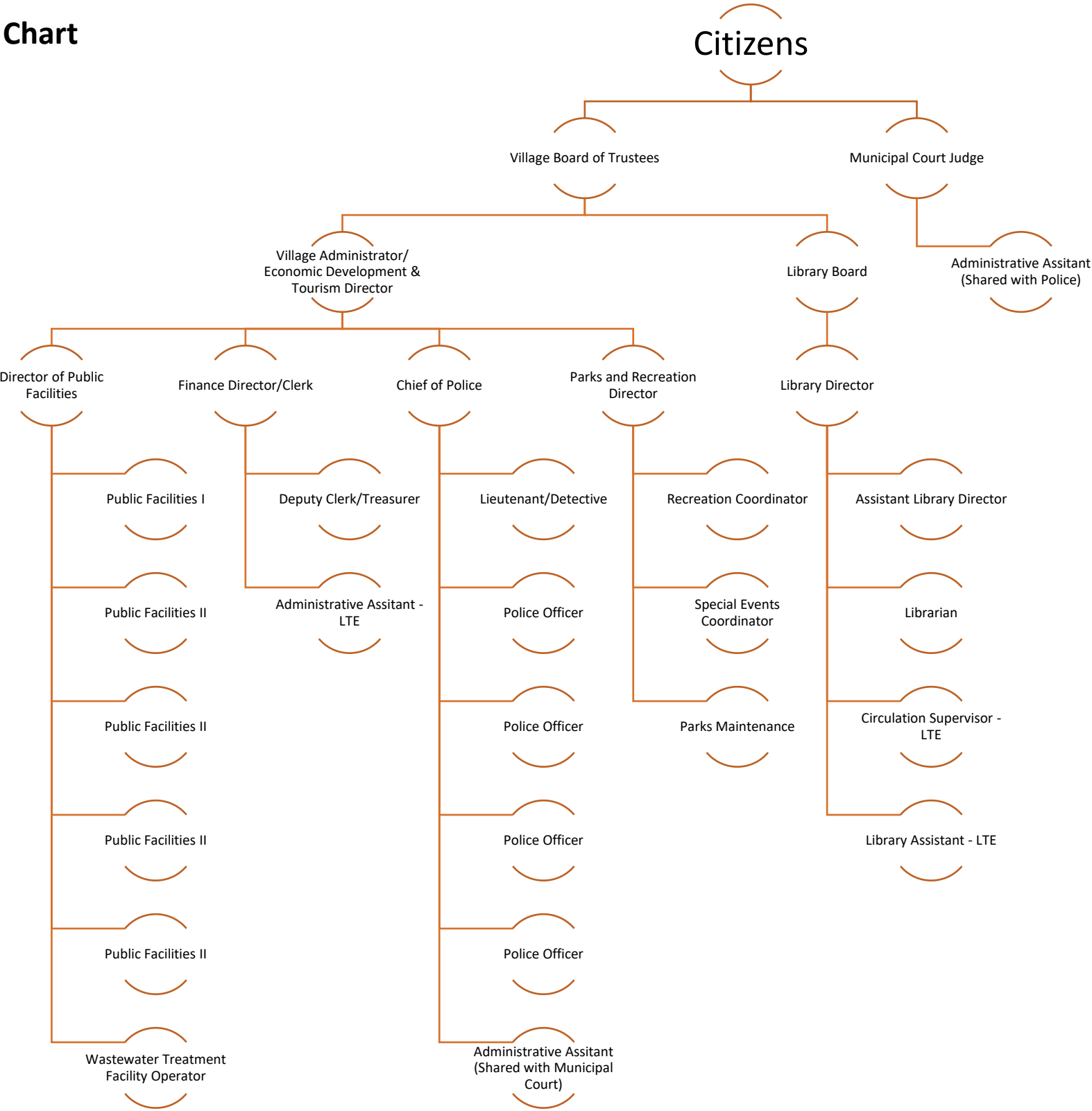
## Implementation

Upon approval of these items by the Village Board, staff will work to update the Village's Employee Manual and any ancillary documents or policies as needed. The approved items will be added to the Village's future budgets as approved.

## Exhibit A (Village of Cross Plains Organizational Chart)

Village of Cross Plains Organizational Chart

01/2021      LTE – represents permanent part  
time positions eligible for WRS.



## Exhibit B (Listing and Explanation of Village Benefits)



**2022 EMPLOYEE BENEFITS  
FULL-TIME EMPLOYEES**

<b>BENEFIT</b>	<b>WHO PAYS</b>	<b>WHEN YOU ARE ELIGIBLE</b>	<b>WHAT YOU RECEIVE</b>
Health Insurance	Employee Village	Upon employment	<b>Local Traditional PO2, 12 Plan</b> Village pays 88% of lowest plan with employee paying the difference (12% contribution in 2021) <b>2021 Lowest Plan</b> Single \$712.12 per month Family \$1,743.32 per month
Dental Insurance	Village	Upon employment	<b>Delta Dental Insurance</b> Village pay 100% of the premium for family or single dental coverage.
Flexible Benefits Plan	Employee	Upon employment	<b>Health Care Account &amp; Dependent Care Account</b> Employee determines pre-tax dollar amount for plan year to be used for approved medical expenses and dependent care expenses.
Sick Leave	Village	Upon employment	8 hours for each full month of employment, employee may accumulate up to 1,440 hours, which may be converted upon retirement (subject to conversion rates)
Retirement Contributions	Employee Village	Upon employment	The Village pays the required employer share (7.10%) into the Wisconsin Retirement System. Employee is responsible for employee share (6.50%).  2022 Rate = 13.60% of total Salary
Deferred Compensation	Employee	Upon program enrollment	Employee may contribute towards a program either through Wisconsin Deferred Compensation Program, North Shore Bank or ICMA Retirement Corporation.
Vacation	Village	Upon employment	First year: 3.33 hours per month Years 2 – 5: 80 hours per year Years 6 – 11: 120 hours per year Years 12 – 17: 160 hours per year Years 18 – 23: 200 hours per year Years 24 – 29: 240 hours per year 30+ Years: 280 hours per year
Holidays	Village	Upon employment	10 paid Official Village Holidays per year and 1 additional paid Floating Holiday of his/her choosing
Basic Life Insurance	Village	Upon employment	Payment formula derived from employee annual salary.
Income Cont. Insurance	Village	Upon employment	180-day waiting period for full compensation.
Worker's Compensation	Village	Upon employment.	Compensation for on-the-job injury or illness, maximum of 6 months.
Family & Medical Leave		Federal: After 12 months for a min of 1,250 hours State: After 52 weeks for a minimum of 1,000 hours	12 weeks of unpaid leave during a calendar year for: Birth, adoption, foster placement of a child, care for spouse, parent or child with serious health condition, employee's own serious health condition
Bereavement Leave	Village	Upon employment.	Up to 3 days' time off with pay for funeral of immediate family members and up to 2 days for all other relatives.
Jury Duty	Village	Upon employment.	Time off with pay for jury service.

The general purpose of this employee benefits table is to provide information in a summary form as a matter of information only regarding the Village's system of personnel administration for full-time employees. This employee benefits table only provides a summary of policies and procedures. Complete Village policies are available through the Employee Manual through the Village Administrator. The Village of Cross Plains has the right to add to, modify, or eliminate any of its employment procedures, practices, policies, rules, and benefits at any time. Also, in instances where the provisions of this table are in conflict with federal, state, and/or municipal legal requirements, the table's provisions shall be superseded by such legal requirements to whatever extent is necessitated by the applicable law or ordinance. Neither this table nor any policy statement by the Village, whether verbal or written, is intended to guarantee employment, to guarantee employment on any particular terms, or to present an employment contract or any other kind of contract to any employee or any group of employees.

Exhibit C (2014 Village of Cross Plains Employee Classification & Compensation Study – Village Study)



# **VILLAGE OF CROSS PLAINS**

## **EMPLOYEE CLASSIFICATION &**

## **COMPENSATION STUDY**

### **PRELIMINARY REPORT**

### **SUBJECT TO DISCUSSION AND FINAL ACTION**

### **BY THE VILLAGE BOARD**

**SEPTEMBER 2014**

**GovHR USA**

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### **APPENDICES**

Appendix A – Job Analysis Questionnaire

Appendix B – Comparable Community Analysis

Appendix C – Detailed Salary Survey Data

## I. INTRODUCTION

GovHR USA is pleased to have had the opportunity to work with the Village of Cross Plains 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 Village of Cross Plains 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 pay plan forms the foundation for meeting these challenges. It also helps to ensure that the Village can recruit and retain the best and brightest employees to complete its mission.

Prior to this study, the Village's pay system for non-represented employees had never been subject to study and required additional review following union decertification and recent law changes. Thus, the Village set forth to resolve inaccuracies and inequities in the current approach to compensating staff, and in the end, implement a pay plan that is not only externally competitive, but also internally equitable.

### **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 Village Administrator 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 meeting with all employees to distribute Job Analysis Questionnaire (JAQ) forms and to explain the scope and purpose of the Study. Employees were allowed about one week to complete the questionnaire. These questionnaires were reviewed by each

employee's Department Head as well as by the Village Administrator for approval as to content, and returned to GovHR USA within approximately three (3) weeks of distribution.

- **Determined comparable communities and prepared and sent out the compensation survey.** Working with the Village Administrator, determined a logical survey sample of "like" communities that impact the compensation market for the Village of Cross Plains. Designed and sent out the compensation survey (in online survey and fillable document formats) for the 15 classifications covered in the Study.
- **Job evaluation analysis and establishment of job classification system.** Upon return of the JAQs by the Village, GovHR USA performed the following:
  - Read each JAQ and corresponding Job Description (when available) in its entirety.
  - Interviewed in person all employees in classifications covered by the Study, as well as the Department Heads with regard to jobs under their jurisdiction, to further understand the scope of everyone's 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. Salary 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. Our pay tabulations compare the actual salaries of the Village of Cross Plains to the range of actual salaries of its "like" communities. Data has been displayed for each jurisdiction on each classification, summarized in an overall table, and analyzed to develop salary ranges that establish Cross Plains as a payer that is competitive with comparable municipalities.
- Based on the above data, developed and recommended new salary schedules and titles.

## **III. Draft and Final Report Preparation**

- This draft report has been prepared by the Consultant and sent electronically to the Village.
- A presentation is scheduled for Monday, September 8, 2014 to the Village's Committee of the Whole.
- Once the presentation is made and review comments are returned by the Village, a final report (hard copy) will be prepared.

## 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 class is a grouping of positions which are "similar" in nature of work, principal duties and responsibilities, relative level of work difficulty, and require a minimum level of knowledge, ability, and skill to perform the job. Positions allocated to the same class 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 class 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, thereby sustaining the principle of equal pay for equal work. 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., Administration, 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, but these are not valid determinants for job classification.

Before reviewing the results of the evaluation of the job classes, 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 Cross Plains' job classes are as follows:

1. Preparation and Training
2. Experience Required
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 each employee in classifications 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 position that requires a Masters Degree would receive more points under the “Preparation and Training” factor than positions that did not require this advanced degree. Points for each factor were then totaled for each position. Using this method, the positions were found to fall into distinguishable job factor analysis (JFA) scores. Table 1 contains the position title and the JFA score for the evaluated positions. The Table is arranged by department in order to provide a “snapshot” of how each classification fits within their department.

As part of the service provided in the pay study, we make recommendations of title changes/additions to reflect either a better description of the job being performed or to be consistent with trends in the organization or the marketplace. Based on this, we recommend the following changes to the current plan in alphabetical order:

**Current Title**

Assistant Village Administrator  
Public Facilities I

**Proposed New Title**

Assistant Village Administrator/Director of Finance  
Public Facilities I – Lead Worker

**VILLAGE OF CROSS PLAINS, WI  
JOB FACTOR ANALYSIS  
ALL POSITIONS BY DEPARTMENT**

**Table 1**

DEPARTMENT & JOB TITLE	JFA SCORE
<b><u>ADMINISTRATION</u></b>	
Village Administrator/Clerk-Treas.	745
Assistant Village Administrator	630
Deputy Clerk-Treasurer	340
<b><u>LIBRARY</u></b>	
Library Director	660
Assistant Library Director	435
Children's Librarian	355
<b><u>PUBLIC WORKS DEPARTMENT</u></b>	
Director of Public Facilities	730
Wastewater Treatment Plant Op.	610
Public Facilities I	565
Public Facilities II	535
<b><u>POLICE DEPARTMENT</u></b>	
Chief of Police	740
Lieutenant	675
Police/Court Clerk	450
<b><u>PARKS &amp; RECREATION</u></b>	
Director of Parks, Rec & Conserv.	635
Recreation Coordinator	355

## IV. SALARY SURVEY

The Village of Cross Plains 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 deal with the issue of internal equity. In order to achieve external competitiveness, a salary survey of comparable jurisdictions is conducted. The following presents and explains the labor market review and salary survey data.

### Selection of Comparable Jurisdictions for Survey Purposes

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

To determine which municipalities should be used for survey purposes in Cross Plains, the Consultants chose communities within the following parameters: Communities located within approximately 60 miles with populations of more than 2,000 and less than 10,000. 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. Property Tax Levy	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 Cross Plains	5	5%
	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 Cross Plains.

Within each of the eight (8) categories, ranges of compatibility were established (Appendix B). For example, the closer a community is to matching the Village of Cross Plains' 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 Cross Plains' population would receive fewer or even zero points. Thus, a municipality achieving a total of 100 points would be considered **most comparable** to the Village of Cross Plains. A community with zero points would therefore be deemed least comparable to the Village.

A total of 32 communities were initially selected using the geographic area and population parameters noted above to form the comparison group. A cutoff of 60 points was established to select the communities most strongly similar to Cross Plains across the eight (8) criterial categories. After applying the eight (8) criteria, the following 21 communities achieved 60 or more compatibility points on our comparison scale with Cross Plains.

They are as follows, in alphabetical order:

**COMMUNITY**

Belleville  
 Brodhead  
 Columbus  
 Deerfield  
 Edgerton  
 Evansville  
 Jefferson  
 Johnson Creek  
 Lake Mills  
 Lodi  
 Marshall  
 Milton  
 Mineral Point  
 Mount Horeb  
 New Glarus  
 Poynette  
 Prairie du Sac  
 Richland Center  
 Sauk City  
 Waterloo  
 Wisconsin Dells

**NOTE:** Even after repeated attempts to gather data, the following communities did not respond to the survey:

Brodhead  
Jefferson  
Johnson Creek  
Milton

## **The Salary Survey**

After selecting the above referenced municipalities as our source for salary survey data, the Consultants then prepared and distributed a salary survey to the 21 top comparable communities

Table 2 is a summary of the benchmark salary survey data. The detailed survey data is contained in Appendix C. It is important to make a few of observations regarding Table 2.

1. The salary data is information that was available as of June/July 2014, provided by the 17 municipalities that responded to the survey.
2. The salaries under the heading "Cross Plains' Current Salaries" are the current salaries for Cross Plains' classifications as of the writing of this Study.
3. For comparison purposes, the actual salaries collected from the comparable communities were analyzed as very few of the comparables utilize ranges in their pay plans. The following statistics derived from the comparable communities are presented: minimum actual salary among comparables; maximum actual salary among comparables; and the 15<sup>th</sup>, 50<sup>th</sup> and 85<sup>th</sup> percentiles of the actual salaries paid by comparables. Together these statistics were used to derive recommended salary ranges that enable Cross Plains to meet its goal of being an externally competitive payer, rather than pay above or below market.

## **Appraisal and Use of Salary Survey Data**

While comparing Cross Plains' 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 recent economic downturn has 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. For example, employees in IT tend to be in high demand and short supply, therefore they are often paid above the market. 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.

**VILLAGE OF CROSS PLAINS, WISCONSIN  
BENCHMARK SALARY DATA AND RECOMMENDATIONS**

**Table 2**

Position Title	Total JFA Score	Skill Level Ranges	New Pay Grade	Comparables Salaries -- Actuals					Cross Plains Current Salaries	Recommended	
				Min.	Max.	15% Percentile	50% Percentile	85% Percentile		New Pay Ranges	
									Min.	Max.	
Village Administrator/Clerk-Treas.	745	745+	10	\$ 53,769	\$ 88,600	\$ 61,798	\$ 70,000	\$ 82,139	\$ 75,545	\$ 57,750	\$ 83,738
Chief of Police	740	680-740	9	\$ 55,723	\$ 87,000	\$ 61,342	\$ 65,713	\$ 76,750	\$ 68,682	\$ 55,000	\$ 79,750
Director of Public Facilities	730			\$ 49,858	\$ 81,350	\$ 55,947	\$ 64,407	\$ 80,656	\$ 67,454		
Lieutenant	675	615-675	8	\$ 41,496	\$ 66,666	\$ 51,328	\$ 55,656	\$ 62,314	\$ 57,990	\$ 43,500	\$ 63,075
Library Director	660			\$ 41,184	\$ 58,032	\$ 42,104	\$ 46,363	\$ 51,966	\$ 57,970		
Director of Parks, Rec & Conserv.	635			\$ 38,480	\$ 62,440	\$ 39,478	\$ 51,678	\$ 61,327	\$ 48,942		
Asst. Village Admin./Dtr. of Finance	630			\$ 45,177	\$ 67,200	\$ 50,531	\$ 59,288	\$ 64,636	\$ 55,556		
Wastewater Treatment Plant Op.	610	585-610	7	\$ 44,283	\$ 60,216	\$ 46,570	\$ 48,744	\$ 51,592	\$ 40,206	\$ 37,650	\$ 52,710
Public Facilities I -- Lead Worker	565	555-580	6	\$ 36,067	\$ 52,104	\$ 37,003	\$ 46,000	\$ 51,056	\$ 37,544	\$ 35,857	\$ 50,200
Public Facilities II	535	525-550	5	\$ 27,581	\$ 48,250	\$ 35,053	\$ 40,231	\$ 47,599	\$ 34,091	\$ 34,150	\$ 47,810
No current positions		470-520	4							\$ 32,524	\$ 45,533
Police/Court Clerk	450	415-465	3	\$ 31,825	\$ 40,000	\$ 33,915	\$ 36,528	\$ 39,952	\$ 37,294	\$ 30,975	\$ 43,365
Assistant Library Director	435			\$ 28,496	\$ 42,140	\$ 30,080	\$ 38,750	\$ 41,603	\$ 37,336		
Children's Librarian	355	340-410	2	\$ 23,304	\$ 41,038	\$ 25,272	\$ 27,373	\$ 34,819	\$ 31,866	\$ 29,400	\$ 41,160
Recreation Coordinator	355			n/a	n/a	n/a	n/a	n/a	\$ 31,990		
Deputy Clerk-Treasurer	340			\$ 32,926	\$ 46,900	\$ 34,337	\$ 38,522	\$ 43,039	\$ 37,752		
No current positions		up to 335	1							\$ 28,000	\$ 39,200



## 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 the Village to recruit and retain competent employees. The plan presented in this report is designed to accomplish the 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.

### Recommendation: Open-Range Merit Plan

One of the purposes of this Study was to provide a more structured pay plan that relates to the external market and is internally equitable. The Village Administrator currently develops an annual Compensation Plan based on job responsibilities and market changes subject to Village Board approval within the annual budget. (The Library is under the governance of the Library Board, which has the statutory obligation to set Library staff compensation.) The consulting team held several discussions with the Village Administrator to examine the many facets of salary administration, at both the technical and philosophical level. Based on these discussions, GovHR USA is recommending an *open-range merit plan*. Open-range merit plans 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 Village Administrator.

The **advantages** of an open-range merit plan include:

- Village: The open range plan can motivate employees to perform at a higher level, thereby achieving greater production/benefit for the Village. This plan also enables the Village 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.

The **disadvantages** of an open-range merit plan can include:

- Village: 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. To mitigate this uncertainty, it is recommended that the Village fund a “merit increase pool” for all employees to receive an average percentage (i.e., a 3-4% increase) determined by Village financial resources, 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. To mitigate this potential disadvantage, it is incumbent upon management to use an equitable performance evaluation system when implementing this salary plan.

In summary, there are both positives and potential negatives for the open-range merit plans. Given Cross Plains’ goal to recruit, reward and retain motivated, high-performing employees, the open-range merit plan has been selected for recommendation.

## **Proposed Pay Plan and Structure**

The next step in this process is to combine the JFA scores outlined in Table 1 with the proposed salary ranges in Table 3. The JFA scores were categorized into 10 skill level/pay grades, which recognize significant and definable differences in the level of duties and responsibilities and group classifications according to these factors.

Table 3 outlines the Proposed Salary Schedules for this report. The plan’s 10 pay grades (1 being lowest, 10 being highest) are grouped into four (4) categories:

- Grades 1-2 – General Staff
- Grades 3-7 – Supervisors and Technical Specialists
- Grade 8 – Management
- Grades 9-10 – Executive Management

There is a 5% gradation between the grades in each category. Each range has a 40% spread from minimum to maximum (grades 1-7) or a 45% spread (grades 8-10).

### **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 as is.
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*, until such time that further market analysis indicates commensurate alignment with the market place.

There are currently no employees whose present pay is above the maximum of the range for their classification.

The present pay of the Public Facilities II incumbents is currently \$59 below the range minimum for their classifications. It is recommended that the current salaries of the Public Facilities II incumbents be increased to meet at least the range minimum. It should also be noted that the current salary for the Wastewater Treatment Plant Operator position is above the recommended range minimum but 9% below the lowest actual salary paid to other Operators among the pool of comparables. The Village may

want to consider a salary increase for this position to align it more competitively with similar communities.

### **Employee Advancement through the Ranges**

It is suggested that the following procedure be implemented.

The starting salary of the range (Min.) 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 promotion in which the employee's current pay is higher than the minimum of the new range, or in the case of a labor market situation where it is impossible to recruit qualified candidates at the minimum. In these cases, employees may be appointed to their positions anywhere within the defined range, 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, as indicated above, would be done on an annual basis and be dependent on a satisfactory performance evaluation. Incumbents progressing through the range should understand that standards of performance would become more exacting or controlling as compensation levels advance. Typical movement through the range could be in increments of 1% to 5%, depending on the employee's performance evaluation and goal attainment, as well as the financial resources of the Village.

It is recommended that the Village 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 an annual review of the Village's salary ranges. The 21 Villages used in the survey group for this Study have been determined to be comparable jurisdictions to the Village. Therefore, Cross Plains can continue to use these jurisdictions as a comparable salary survey group for annual salary comparison purposes, until it is determined that they are no longer valid comparables. As mentioned earlier, the salary levels for these comparables are current as of June/July 2014. It is GovHR USA's recommendation that an annual "survey" of these jurisdictions be conducted to determine the percentage increase each organization in the comparable group is granting as an annual "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 retain the same position in the new salary range as he or she had in the previous range. Employees would also continue to "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 class, creation of a class, or adjustment/revision of a class. 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 class should be abolished. Similarly, new classes should be created when new work situations arise that are not covered by the established classes. However, caution should be exercised in this respect, particularly to assure that new classes are justified, are not merely duplicating established classes, cannot be accommodated through changes in existing classes, and

reflect substantially permanent rather than temporary situations. The adjustment or revision of a class should be done when there are substantial changes to the requirements of the position or to the nature and complexities of the duties being performed. 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.

The Village Administrator has been provided with the Job Analysis Questionnaire as well as the Job Factor Scoring Sheet, enabling the Administrator to grade a newly created or revised class. GovHR USA provides scoring assistance in such cases free of charge for one year after the delivery of this report.

## **APPRECIATION**

GovHR USA has appreciated the opportunity to work with the Village of Cross Plains in this most important management study.

**VILLAGE OF CROSS PLAINS, WISCONSIN  
PROPOSED SALARY SCHEDULES**

**Table 3**

<b>Grades 1 - 2</b>			
40% range			
5% between grades			
Grade	Min.		Max.
1	\$28,000		\$39,200
2	\$29,400		\$41,160

<b>Grades 3 -7</b>			
40% range			
5% between grades			
Grade	Min.		Max.
3	\$30,975		\$43,365
4	\$32,524		\$45,533
5	\$34,150		\$47,810
6	\$35,857		\$50,200
7	\$37,650		\$52,710

<b>Grade 8</b>			
45% range			
Grade	Min.		Max.
8	\$43,500		\$63,075

<b>Grades 9-10</b>			
45% range			
5% between grades			
Grade	Min.		Max.
9	\$55,000		\$79,750
10	\$57,750		\$83,738

# APPENDIX A



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## EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

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Village of Cross Plains, WI

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### IDENTIFICATION INFORMATION

NAME:	DATE:
YEARS OF EXPER. WITH THE VILLAGE:	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"/> Hgh. Sch. <input type="checkbox"/> Asso. 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 that is not provided in your attached job description. It is important that you answer each question thoughtfully and frankly. There are not any 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.

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Please read the attached job description. Are there any major changes (additions and/or deletions) that need to be made? ☐ Yes ☐ No If yes, please explain:

\*\*\*\*\*

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:

\*\*\*\*\*

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 Village-wide policies and little direct guidance from superiors.
- ☐ Very high level of discretion with decisions only restricted by the broadest policies of the Village.

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

- ☐ 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 Village would be seriously affected.
- ☐ Very Serious: Critical goals and objectives would be adversely and very seriously affected and/or very serious financial or significant negative public relations impact for the community.

\*\*\*\*\*

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

- ☐ Position involves only the execution of existing standard operating procedures.
- ☐ Position involves some participation in the development of policies and/or standard operating procedures for the department only.
- ☐ Position involves some development, interpretation and execution of standard operating procedures and/or policies, as well as the interpretation and execution of broader policies in the department.
- ☐ Position involves some responsibility for the development of policies for a division or organizational component of the department, as well as some interpretation and recommendation of changes to department policies.
- ☐ Position involves significant responsibility for input/development of departmental policies and procedures, plus occasional participation in the development of policies which may 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 may affect other departments.

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 a minimum level of planning to complete own work load.
- ☐ Position requires some planning and analysis to ensure duties are performed according to established procedures or standards.
- ☐ Position requires planning to ensure incumbent's duties are performed according to established procedures or standards and to ensure other tasks be completed within the Department.
- ☐ Position requires planning to ensure that unit/workgroup activities for incumbent and others are performed according to established procedures or standards within the Department.
- ☐ Position requires planning and an above average ability to analyze some data and develop departmental work plans where a number of difficult, technical and/or administrative problems must be dealt with.
- ☐ Position requires a managerial level of planning, with a high level of analytical ability to develop plans for the entire department, including strategic planning for the Department and plans that may integrate/involve/impact other departments, etc.

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 Village, and/or people from outside the Village (i.e., vendors) are you required to make?

- ☐ Position involves minimal interaction with fellow workers on routine matters with relatively little public contact.
- ☐ Position involves some internal and external contact, but generally on routine matters such as furnishing or obtaining information, including contact with vendors or other suppliers.
- ☐ Position involves regular internal contact and 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 regular 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; may serve as a representative on a task force or intergovernmental committee, etc.
- ☐ Position involves frequent internal and external contacts which require skill in dealing with, and influencing others, and initiating changes in policy/procedures within the Department to address the issue so as to avoid having to deal with the issue again in the future.
- ☐ Position involves everyday internal and external contacts, acting as the spokesperson for the Department, responsible for the Departmental employees and may be authorized to make commitments on behalf of the department. Hears grievances and can issue discipline for the Department.
- ☐ Position can represent the entire organization and is authorized to make commitments in matters of critical interest to the Village. Authorized by Ordinance to negotiate contracts, enter into agreements for the organization, etc.

.....

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?
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?
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, radios, fax machine, copier, etc.
- ☐ Position has daily use of computers, the Internet, PDA's, etc. to create databases, spreadsheets, accounting programs, etc. to produce reports for supervisors.
- ☐ Position provides routine consultation and technology support for everyday computer programming and/or software requests/questions to others in the organization. Also uses specialized equipment such as GIS, SCADA, etc.
- ☐ Position is responsible for advance 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. **Overtime:** Do you receive overtime or comp time for hours worked beyond your normal work week?

☐ Yes ☐ No

\*\*\*\*\*

11. **Comments/Additional Information:** Feel free to attach a document or use the back of this sheet to include any additional information or comments on your job or your department that you do not feel were addressed in the above questions.

\_\_\_\_\_  
**EMPLOYEE'S SIGNATURE**

\_\_\_\_\_  
**DATE**

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

1. Do you agree with the employee's answers to all of the above questions? If not, please explain. Do not mark on the employee's portion of the questionnaire.

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:

\_\_\_\_\_  
**SUPERVISOR'S SIGNATURE**

\_\_\_\_\_  
**DATE**

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**If Supervisor isn't Department Head, Department Head should sign below.**

☐ I have read the above and substantially concur. ☐ I have read the above and attached my comments.

\_\_\_\_\_  
**DEPARTMENT HEAD'S SIGNATURE**

\_\_\_\_\_  
**DATE**

# APPENDIX B

# VILLAGE OF CROSS PLAINS, WISCONSIN

## Eight Criteria Used to Determine Survey Comparables

### 1. Population: Maximum 15 points

**3,543**

<u>Factor</u>	<u>Minimum Range</u>		<u>Maximum Range</u>		<u>Points</u>
1.33	2,664	3,543	3,543	4,712	15
1.67	2,122	2,663	4,713	5,917	10
2.00	1,772	2,121	5,918	7,086	5
2.33	1,521	1,771	7,087	8,255	3
All Others					0

### 2. Municipal Property Tax Levy (Thousands): Maximum 15 points

**\$2,255**

<u>Factor</u>	<u>Minimum Range</u>		<u>Maximum Range</u>		<u>Points</u>
1.33	\$1,695	\$2,255	\$2,255	\$2,999	15
1.67	\$1,350	\$1,694	\$3,000	\$3,766	10
2.00	\$1,128	\$1,349	\$3,767	\$4,510	5
2.33	\$968	\$1,127	\$4,511	\$5,254	3
All Others					0

### 3. Equalized Value (Millions): Maximum 15 points

**\$328**

<u>Factor</u>	<u>Minimum Range</u>		<u>Maximum Range</u>		<u>Points</u>
1.33	\$247	\$328	\$328	\$436	15
1.67	\$196	\$246	\$437	\$548	10
2.00	\$164	\$195	\$549	\$656	5
2.33	\$141	\$163	\$657	\$764	3
All Others					0

### 4. Spending Per Capita: Maximum 15 points

**\$417**

<u>Factor</u>	<u>Minimum Range</u>		<u>Maximum Range</u>		<u>Points</u>
1.33	\$314	\$417	\$417	\$555	15
1.67	\$250	\$313	\$556	\$696	10
2.00	\$209	\$249	\$697	\$834	5
2.33	\$179	\$208	\$835	\$972	3
All Others					0

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

**\$6,129**

<u>Factor</u>	<u>Minimum Range</u>		<u>Maximum Range</u>		<u>Points</u>
1.33	\$4,608	\$6,129	\$6,129	\$8,152	15
1.67	\$3,670	\$4,607	\$8,153	\$10,235	10
2.00	\$3,065	\$3,669	\$10,236	\$12,258	5
2.33	\$2,630	\$3,064	\$12,259	\$14,281	3
All Others					0

# VILLAGE OF CROSS PLAINS, WISCONSIN

## Eight Criteria Used to Determine Survey Comparables

### 6. Municipal Property Tax Rates: Maximum 10 points

**\$6.97**

<u>Factor</u>	<u>Minimum Range</u>		<u>Maximum Range</u>		<u>Points</u>
1.33	\$5.24	\$6.97	\$6.97	\$9.27	10
1.67	\$4.17	\$5.23	\$9.28	\$11.64	8
2.00	\$3.49	\$4.16	\$11.65	\$13.94	5
2.33	\$2.99	\$3.48	\$13.95	\$16.24	3
All Others					0

### 7. Shared Revenues (Thousands): Maximum 10 points

**187**

<u>Factor</u>	<u>Minimum Range</u>		<u>Maximum Range</u>		<u>Points</u>
1.33	141	187	187	249	10
1.67	112	140	250	312	8
2.00	94	111	313	374	5
2.33	80	93	375	436	3
All Others					0

### 8. Proximity in Miles to Cross Plains: Maximum 5 Points

<u>Factor</u>	<u>Points</u>
0 to 20	5
21 to 40	4
41 to 60	3
All Others	0

Source: MunicipalFacts 13 (Wisconsin Taxpayers Alliance)

\*\*2011 population

\*\*Municipal Tax Levy (2011/12)

\*\*Equalized Value (2011)

\*\*Spending Per Capita (2011) General Government; Streets; Public Safety

\*\*General Obligation Debt (2011)

\*\*Municipal Property Tax Rates (2011/12)

\*\*State Shared Revenues (2011)

Mileage: Google Maps

Note: Each of the eight (8) factors contain ranges to assess comparability with Cross Plains' 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 Cross Plain's population (3,543), the higher the point value.



# VILLAGE OF CROSS PLAINS, WISCONSIN

## Criteria Comparisons

(All Municipalities)

Municipality	Pop.	Max.	Prop Tax	Max.	Eq. Value	Max.	Spending per	Max.	Gen. Oblig.	Max.	Prop. Tax	Max.	Shared	Max.	Proximity	Max.	Total
	2011	Points	Levy	Points	(Millions)	Points	Capita	Points	Debt	Points	Rate	Points	Revenues	Points	Miles	Points	Points
<b>Cross Plains</b>	<b>3,543</b>	<b>15</b>	<b>\$2,255</b>	<b>15</b>	<b>\$328</b>	<b>15</b>	<b>\$417</b>	<b>15</b>	<b>\$6,129</b>	<b>15</b>	<b>\$6.97</b>	<b>10</b>	<b>\$187</b>	<b>10</b>	<b>0</b>	<b>5</b>	<b>100</b>
Prairie du Sac	3,986	15	\$1,967	15	\$334	15	\$410	15	\$7,762	15	\$6.51	10	\$186	10	20	5	100
Sauk City	3,421	15	\$1,864	15	\$302	15	\$402	15	\$6,184	15	\$6.38	10	\$201	10	16	5	100
Evansville	5,033	10	\$2,148	15	\$322	15	\$480	15	\$7,427	15	\$6.84	10	\$507	0	37	4	84
Edgerton	5,465	10	\$2,221	15	\$329	15	\$400	15	\$7,729	15	\$7.58	10	\$857	0	44	3	83
Lodi	3,053	15	\$1,664	10	\$232	10	\$427	15	\$3,345	5	\$7.19	10	\$165	10	18	5	80
Waterloo	3,334	15	\$1,900	15	\$198	10	\$630	10	\$4,980	15	\$9.90	8	\$503	0	47	3	76
Columbus	5,036	10	\$2,991	15	\$359	15	\$604	10	\$10,109	10	\$8.62	10	\$757	0	40	4	74
Marshall	3,864	15	\$1,186	5	\$211	10	\$386	15	\$5,226	15	\$6.65	10	\$481	0	40	4	74
Poynette	2,527	10	\$1,513	10	\$164	5	\$480	15	\$5,769	15	\$9.23	10	\$338	5	28	4	74
Deerfield	2,342	10	\$989	3	\$184	5	\$399	15	\$4,748	15	\$5.91	10	\$209	10	36	4	72
Milton	5,548	10	\$2,535	15	\$364	15	\$397	15	\$13,895	3	\$7.73	10	\$707	0	52	3	71
Wisconsin Dells	2,667	15	\$3,108	10	\$418	15	\$1,229	0	\$7,898	15	\$9.64	8	\$321	5	45	3	71
New Glarus	2,174	10	\$1,280	5	\$156	3	\$482	15	\$5,931	15	\$9.26	10	\$262	8	28	4	70
Lake Mills	5,735	10	\$3,453	10	\$483	10	\$545	15	\$9,000	10	\$7.54	10	\$512	0	47	3	68
Johnson Creek	2,784	15	\$1,063	3	\$322	15	\$569	10	\$10,415	5	\$5.12	8	\$292	8	55	3	67
Jefferson	7,940	3	\$3,684	10	\$503	10	\$461	15	\$7,327	15	\$7.55	10	\$809	0	48	3	66
Brodhead	3,296	15	\$1,692	10	\$161	3	\$544	15	\$4,349	10	\$11.55	8	\$844	0	48	3	64
Belleville	2,386	10	\$1,525	10	\$188	5	\$501	15	\$2,398	0	\$8.15	10	\$198	10	26	4	64
Richland Center	5,186	10	\$1,557	10	\$273	15	\$452	15	\$1,488	0	\$6.83	10	\$1,374	0	46	3	63
Mineral Point	2,493	10	\$1,181	15	\$178	5	\$467	15	\$2,404	0	\$6.87	10	\$353	5	42	3	63
Mount Horeb	7,014	5	\$3,680	10	\$597	5	\$376	15	\$12,941	3	\$6.26	10	\$268	8	11	5	61
Cottage Grove	6,209	5	\$2,282	15	\$592	5	\$372	15	\$14,979	0	\$4.20	8	\$66	0	31	4	52
Oregon	9,263	0	\$4,490	5	\$856	0	\$436	15	\$13,411	3	\$5.41	10	\$226	10	26	4	47
McFarland	7,818	3	\$5,006	3	\$790	0	\$542	15	\$13,449	3	\$6.61	10	\$253	8	25	4	46
Boscobel	3,240	15	\$991	3	\$122	0	\$470	15	\$1,379	0	\$8.40	10	\$1,020	0	59	3	46
Juneau	2,789	15	\$790	0	\$108	0	\$432	15	\$2,938	3	\$8.69	10	\$771	0	59	3	46
Pardeeville	2,117	5	\$726	0	\$133	0	\$357	15	\$144	0	\$6.28	10	\$271	8	43	3	41
Darlington	2,450	10	\$954	0	\$102	0	\$512	15	\$2,985	3	\$10.74	8	\$687	0	56	3	39
DeForest	8,965	0	\$5,011	3	\$827	0	\$404	15	\$24,109	0	\$6.66	10	\$344	5	23	4	37
Monona	7,533	3	\$6,394	0	\$1,035	0	\$569	10	\$36,221	0	\$5.80	10	\$167	10	23	4	37
Reedsburg	9,190	0	\$4,626	3	\$563	5	\$533	15	\$17,334	0	\$8.42	10	\$938	0	47	3	36
Lake Delton	2,912	15	\$2,876	15	\$1,322	0	\$1,553	0	\$16,858	0	\$2.78	0	\$36	0	42	3	33

Criteria for Initial Screen: Located within approximately 60 miles with population between 2,000 and 10,000

Sources: Google Maps: Mileage (first distance listed)

MunicipalFacts 13 (Wisconsin Taxpayers Alliance): All other criteria

Prepared by:  
GovHR USA

# VILLAGE OF CROSS PLAINS, WISCONSIN

## Top Comparable Communities

(Communities Scoring 60 Points or More)

Municipality	Pop.	Max.	Prop Tax	Max.	Eq. Value	Max.	Spending per	Max.	Gen. Oblig.	Max.	Prop. Tax	Max.	Shared	Max.	Proximity	Max.	Total
	2011	Points	Levy	Points	(Millions)	Points	Capita	Points	Debt	Points	Rate	Points	Revenues	Points	Miles	Points	Points
<b>Cross Plains</b>	<b>3,543</b>	<b>15</b>	<b>\$2,255</b>	<b>15</b>	<b>\$328</b>	<b>15</b>	<b>\$417</b>	<b>15</b>	<b>\$6,129</b>	<b>15</b>	<b>\$6.97</b>	<b>10</b>	<b>\$187</b>	<b>10</b>	<b>0</b>	<b>5</b>	<b>100</b>
Prairie du Sac	3,986	15	\$1,967	15	\$334	15	\$410	15	\$7,762	15	\$6.51	10	\$186	10	20	5	100
Sauk City	3,421	15	\$1,864	15	\$302	15	\$402	15	\$6,184	15	\$6.38	10	\$201	10	16	5	100
Evansville	5,033	10	\$2,148	15	\$322	15	\$480	15	\$7,427	15	\$6.84	10	\$507	0	37	4	84
Edgerton	5,465	10	\$2,221	15	\$329	15	\$400	15	\$7,729	15	\$7.58	10	\$857	0	44	3	83
Lodi	3,053	15	\$1,664	10	\$232	10	\$427	15	\$3,345	5	\$7.19	10	\$165	10	18	5	80
Waterloo	3,334	15	\$1,900	15	\$198	10	\$630	10	\$4,980	15	\$9.90	8	\$503	0	47	3	76
Columbus	5,036	10	\$2,991	15	\$359	15	\$604	10	\$10,109	10	\$8.62	10	\$757	0	40	4	74
Marshall	3,864	15	\$1,186	5	\$211	10	\$386	15	\$5,226	15	\$6.65	10	\$481	0	40	4	74
Poynette	2,527	10	\$1,513	10	\$164	5	\$480	15	\$5,769	15	\$9.23	10	\$338	5	28	4	74
Deerfield	2,342	10	\$989	3	\$184	5	\$399	15	\$4,748	15	\$5.91	10	\$209	10	36	4	72
Milton	5,548	10	\$2,535	15	\$364	15	\$397	15	\$13,895	3	\$7.73	10	\$707	0	52	3	71
Wisconsin Dells	2,667	15	\$3,108	10	\$418	15	\$1,229	0	\$7,898	15	\$9.64	8	\$321	5	45	3	71
New Glarus	2,174	10	\$1,280	5	\$156	3	\$482	15	\$5,931	15	\$9.26	10	\$262	8	28	4	70
Lake Mills	5,735	10	\$3,453	10	\$483	10	\$545	15	\$9,000	10	\$7.54	10	\$512	0	47	3	68
Johnson Creek	2,784	15	\$1,063	3	\$322	15	\$569	10	\$10,415	5	\$5.12	8	\$292	8	55	3	67
Jefferson	7,940	3	\$3,684	10	\$503	10	\$461	15	\$7,327	15	\$7.55	10	\$809	0	48	3	66
Brodhead	3,296	15	\$1,692	10	\$161	3	\$544	15	\$4,349	10	\$11.55	8	\$844	0	48	3	64
Belleville	2,386	10	\$1,525	10	\$188	5	\$501	15	\$2,398	0	\$8.15	10	\$198	10	26	4	64
Richland Center	5,186	10	\$1,557	10	\$273	15	\$452	15	\$1,488	0	\$6.83	10	\$1,374	0	46	3	63
Mineral Point	2,493	10	\$1,181	15	\$178	5	\$467	15	\$2,404	0	\$6.87	10	\$353	5	42	3	63
Mount Horeb	7,014	5	\$3,680	10	\$597	5	\$376	15	\$12,941	3	\$6.26	10	\$268	8	11	5	61

Criteria for Initial Screen: Located within approximately 60 miles with population between 2,000 and 10,000

Sources: Google Maps: Mileage (first distance listed)

MunicipalFacts 13 (Wisconsin Taxpayers Alliance): All other criteria

# APPENDIX C

**VILLAGE OF CROSS PLAINS, WISCONSIN  
DETAILED SALARY SURVEY DATA**

**Position - Village Administrator/Clerk-Treasurer**

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
Belleville			\$65,595		Actual salary is budgeted; no range set
Brodhead					N/R
Columbus	\$75,000	\$85,000		City Administrator	Attends 4-8 meetings/function in evening per month
Deerfield			\$58,000		
Edgerton			\$79,607	City Administrator	
Evansville	\$75,000	\$85,000		City Administrator/Finance Director	This is a new position that we are currently recruiting for
Jefferson					N/R
Johnson Creek					N/R
Lake Mills			\$88,600	City Manager	
Lodi					*See below.
Marshall			\$70,000	Village Adm.-Treasurer-Dep. Clerk	Salaried position
Milton					N/R
Mineral Point			\$45,000		
Mount Horeb			\$104,998	Village Administrator	
New Glarus			\$66,040	Village Administrator	
Poynette			\$73,080	Administrator/Treasurer/Dep. Clerk	Smaller raise, another week of vacation
Prairie du Sac			\$84,671	Administrator	
Richland Center			\$67,142	Clerk/Treasurer	
Sauk City			\$75,000		
Waterloo			\$53,769	Clerk/Treasurer	
Wisconsin Dells	\$75,000	\$87,000		City Clerk/Administrative Coordinator	
Cross Plains	N/A	N/A	\$75,545		Position also receives cell phone & vehicle allowance per contract
Min.			\$53,769		
Max.			\$88,600		
Range			\$34,831		
Spread			0.65		
15th Percentile			\$61,798		
50th Percentile	\$75,000	\$85,000	\$70,000		
85th Percentile			\$82,139		

\*Lodi: These duties are shared by two positions. The City Clerks salary is \$44,012 and the Director of Finance and HR's salary is \$72,009.

**VILLAGE OF CROSS PLAINS, WISCONSIN  
DETAILED SALARY SURVEY DATA**

**Position - Assistant Village Administrator**

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
Belleville					N/A
Brodhead					N/R
Columbus	\$60,000	\$65,000		Finance Director	Salaried employee - acts a Treasurer; 40 to 42 hrs/wk
Deerfield			\$23,338		PT 20 hrs/wk; salary converted to FT
Edgerton					N/A
Evansville					N/A
Jefferson					N/R
Johnson Creek					N/R
Lake Mills			\$67,200	Treasurer/Finance Director	N/A
Lodi			\$45,177	Accounting Manager	*See below.
Marshall					N/A
Milton					N/R
Mineral Point					N/A
Mount Horeb			\$61,501		
New Glarus			\$57,075	Village Clerk-Treasurer	
Poynette					N/A
Prairie du Sac					N/A
Richland Center			\$36,566	City Accountant	
Sauk City					N/A
Waterloo					N/A
Wisconsin Dells					N/A
Cross Plains	N/A	N/A	\$55,556		Also receives tuition reimbursement towards major coursework
Min.			\$45,177		
Max.			\$67,200		
Range			\$22,023		
Spread			1.49		
15th Percentile			\$50,531		
50th Percentile	\$60,000	\$65,000	\$59,288		
85th Percentile			\$64,636		

\*Lodi: Dir of Fin & HR manages the annual audit process. No one serves as the Dir of Fin & HR in the director's absence.

**VILLAGE OF CROSS PLAINS, WISCONSIN  
DETAILED SALARY SURVEY DATA**

**Position - Deputy Clerk-Treasurer**

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
Belleville			\$37,985		
Brodhead					N/R
Columbus	\$33,200/\$36,500	\$37,500/\$40,000		2 positions: Dep. Clerk & Dep. Treas	Dep Clerk: 40/hrs; Dep Treas: 32/hrs (sal. converted to 40 hrs)
Deerfield			\$39,395		Works some OT
Edgerton			\$54,797	City Clerk/Treasurer	
Evansville			\$46,900		Accounts payable, licensing, cemetery, election support
Jefferson					N/R
Johnson Creek					N/R
Lake Mills			\$46,900	City Clerk	
Lodi			\$27,040/\$45,177	CSR and Accounting Manager	*See below
Marshall			\$41,995	Vllg. Clerk-Dep. Treas.-Clerk of Court	
Milton					N/R
Mineral Point			\$38,563		
Mount Horeb			\$45,500	Clerk/Dep. Treas./Office Mgr.	
New Glarus			\$38,522		
Poynette			\$36,400	2 positions: Deputy Clerk and Clerk	Actual is for Deputy. Clerk's salary is \$51,085.
Prairie du Sac			\$48,818	Clerk-Treasurer	
Richland Center			\$32,926		
Sauk City			\$33,821		
Waterloo			\$43,950		
Wisconsin Dells	\$25,589	\$37,310			*Converted to 40 hrs/wk
Cross Plains			\$37,752		
Min.			\$32,926		
Max.			\$46,900		
Range			\$13,974		
Spread			1.42		
15th Percentile			\$34,337		
50th Percentile	\$25,589	\$37,310	\$38,522		
85th Percentile			\$43,039		

\*Lodi: These duties are shared. CSR makes \$13/hour and works about 25 hours per week, as a first point of contact and main office support. Accounting Manager responsible for AP, AR, and disbursements, and assisting with elections

**VILLAGE OF CROSS PLAINS, WISCONSIN  
DETAILED SALARY SURVEY DATA**

**Position - Chief of Police**

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
Belleville			\$57,947		Actual salary budgeted; no range set; new in 2012
Brodhead					N/R
Columbus	\$70,000	\$78,000			
Deerfield					Contract with Dane County
Edgerton			\$63,967		
Evansville			\$71,500		
Jefferson					N/R
Johnson Creek					N/R
Lake Mills			\$67,300		
Lodi			\$64,022		No pay ranges
Marshall			\$65,218		
Milton					N/R
Mineral Point			\$46,114		
Mount Horeb			\$86,501		
New Glarus			\$55,723		PT 20 hrs/wk, salary converted to 40 hrs
Poynette			\$63,170		Includes Village Board meetings, not that many patrol hours
Prairie du Sac					N/A
Richland Center			\$69,950		
Sauk City					Separate entity
Waterloo			\$66,207		
Wisconsin Dells			\$87,000		
Cross Plains			\$68,682		
Min.			\$55,723		
Max.			\$87,000		
Range			\$31,277		
Spread			1.56		
15th Percentile			\$61,342		
50th Percentile	\$70,000	\$78,000	\$65,713		
85th Percentile			\$76,750		

**VILLAGE OF CROSS PLAINS, WISCONSIN  
DETAILED SALARY SURVEY DATA**

**Position - Lieutenant/Detective**

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
Belleville					N/A
Brodhead					N/R
Columbus	\$56,700	\$68,000			This is for the top Lt.; there are two
Deerfield					Contract with Dane County
Edgerton	\$52,058	\$55,460			
Evansville			\$62,400		
Jefferson					N/R
Johnson Creek					N/R
Lake Mills			\$61,000	Captain	
Lodi			\$51,168	Police Sergeant	
Marshall			\$59,000		
Milton					N/R
Mineral Point			\$41,496		
Mount Horeb			\$66,666	Lieutenant	
New Glarus			\$51,626	Sergeant	
Poynette			\$52,312	Sergeant	6-3 day work periods (modified Garcia)
Prairie du Sac					N/A
Richland Center			\$51,667	Lieutenant	Detective is a separate position at \$50,627.20
Sauk City					Separate entity
Waterloo			\$62,154		
Wisconsin Dells			\$78,580		
Cross Plains			\$57,990		Salary converted to 40 hrs/wk
Min.			\$41,496		
Max.			\$66,666		
Range			\$25,170		
Spread			1.61		
15th % Comparison			\$51,328		
50th % Comparison	\$54,379	\$61,730	\$55,656		
85th % Comparison			\$62,314		

\*Poynette: Hourly rate for new officers is \$21.00.



**VILLAGE OF CROSS PLAINS, WISCONSIN  
DETAILED SALARY SURVEY DATA**

**Position - Police/Court Clerk**

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
Belleville	\$28,350	\$28,621		Police Clerk and Court Clerk	
Brodhead					N/R
Columbus	\$33,280	\$38,500			
Deerfield					Shared with the Village of Cambridge
Edgerton	\$27,040	\$39,146		Police Administrative Assistant	25-40 hours; salary converted to 40 hrs/wk
Evansville			\$35,200	Police Secretary	There is a separate Court Clerk
Jefferson					N/R
Johnson Creek					N/R
Lake Mills			\$31,825	Secretary/Receptionist	
Lodi			\$39,936	Community Service Coordinator	
Marshall			\$37,856	Police Office Manager-Deputy Clerk of Court	
Milton					N/R
Mineral Point					N/A
Mount Horeb			\$40,000	Police Administrative Assistant II	
New Glarus					N/A
Poynette			\$43,285	PD Office Assistant	Her salary reflects paid out Health premium added years ago
Prairie du Sac					N/A
Richland Center			\$34,611	Police Dept. Secretary	
Sauk City					Separate entity
Waterloo					N/A
Wisconsin Dells	\$32,469	\$43,472		Municipal Court Clerk	Also processes parking citations; Office at City Hall, not PD
Cross Plains			\$37,294		
Min.			\$31,825		
Max.			\$40,000		
Range			\$8,175		
Spread			1.26		
15th % Comparison			\$33,915		
50th % Comparison	\$30,410	\$38,823	\$36,528		
85th % Comparison			\$39,952		

**VILLAGE OF CROSS PLAINS, WISCONSIN  
DETAILED SALARY SURVEY DATA**

**Position - Director of Public Facilities**

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
Belleville			\$52,500	Public Works Director	New hire in 2014
Brodhead					N/R
Columbus	\$60,000	\$68,000		Public Works Manager	Also oversees Sewer Utility
Deerfield			\$59,446		Anything over 40 hours is OT
Edgerton			\$63,121	Director of Public Works	
Evansville			\$80,750	Municipal Services Superintendent	Responsible for Public Works Dept. and Water & Light Dept.
Jefferson					N/R
Johnson Creek					N/R
Lake Mills			\$81,350	Public Works Supertintendent	
Lodi			\$64,542	Director of Public Works	
Marshall					N/A
Milton					N/R
Mineral Point					N/A
Mount Horeb			\$69,701		
New Glarus			\$64,272	Director of Public Works	
Poynette					Currently vacant. Previous Director's salary was \$63,150
Prairie du Sac			\$80,606	Director of Public Works/Utilities	
Richland Center			\$57,803	Public Works Superintendent	Does not include parks or cemetery.
Sauk City			\$68,000	Director of Public Works & Utilities	
Waterloo			\$49,858		
Wisconsin Dells	\$60,000	\$70,000		Director of Public Works and Utilities	Also oversees the City's water, sewer & electric utilities
WWRA 2014 Survey Data	Low: \$43,306	High: \$81,266	Avg: \$62,296	DPW/Superintendent/Foreman	Not included in statistical analysis; for informational purposes
					WWRA data for WI communities with population of 3001-5000
Cross Plains			\$67,454		
Min.			\$49,858		
Max.			\$81,350		
Range			\$31,492		
Spread			1.63		
15th % Comparison			\$55,947		
50th % Comparison	\$60,000	\$69,000	\$64,407		
85th % Comparison			\$80,656		

**VILLAGE OF CROSS PLAINS, WISCONSIN  
DETAILED SALARY SURVEY DATA**

**Position - Public Facilities I - Lead Worker**

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
Belleville	\$43,638	\$45,864		Public Works Operator	Includes utilities; No ranges
Brodhead					N/R
Columbus	\$42,450	\$45,000		Maintenance Worker I	Snow plowing and emergencies
Deerfield			\$36,067		
Edgerton					N/A
Evansville					N/A
Jefferson					N/R
Johnson Creek					N/R
Lake Mills			\$46,000	Heavy Equipment Operator	
Lodi			\$52,104	Streets Supervisor	
Marshall					N/A
Milton					N/R
Mineral Point					N/A
Mount Horeb			\$50,773	Public Works Mechanic II	
New Glarus			\$50,939	Laborer III	
Poynette					N/A
Prairie du Sac					N/A
Richland Center			\$41,392	Street Crew 2	Does not include parks and cemetery.
Sauk City					N/A
Waterloo			\$37,107	DPW Worker III	
Wisconsin Dells					N/A
WWRA 2014 Survey Data	Low: \$32,490	High: \$68,120	Avg: \$50,315	Operator	Not included in statistical analysis; for informational purposes
					WWRA data for WI communities with population of 3001-5000
Cross Plains			\$37,544		
Min.			\$36,067		
Max.			\$52,104		
Range			\$16,037		
Spread			1.44		
15th % Comparison			\$37,003		
50th % Comparison	\$43,044	\$45,432	\$46,000		
85th % Comparison			\$51,056		

**VILLAGE OF CROSS PLAINS, WISCONSIN  
DETAILED SALARY SURVEY DATA**

**Position - Public Facilities II**

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
Belleville	\$33,280	\$39,562		Public Works Operator	No range is set; minimum is rate for new hire
Brodhead					N/R
Columbus	\$41,000	\$43,000		Maintenance Worker II	Responsible for snow plowing and emergencies
Deerfield			\$27,581		Does not repair/maintain vehicles - works more in the parks
Edgerton	\$41,101	\$42,411		Public Works Operator	
Evansville			\$51,600	Department of Public Works Foreman	
Jefferson					N/R
Johnson Creek					N/R
Lake Mills					N/A
Lodi			\$47,382	Equipment Operator	
Marshall			\$46,527	Street Superintendent	Salaried
Milton					N/R
Mineral Point					N/A
Mount Horeb			\$48,250	Public Works Crewperson	
New Glarus			\$37,544	Laborer I	
Poynette			\$46,114	Facility Manager - PW	
Prairie du Sac			\$39,881	Maintenance Worker	
Richland Center			\$40,581	Street Crew 1	Does not include parks and cemetery.
Sauk City					N/A
Waterloo					N/A
Wisconsin Dells					N/A
WWRA 2014 Survey Data	Low: \$32,490	High: \$68,120	Avg: \$50,315	Operator	Not included in statistical analysis; for informational purposes
					WWRA data for WI communities with population of 3001-5000
Cross Plains			\$34,091		
Min.			\$27,581		
Max.			\$48,250		
Range			\$20,669		
Spread			1.75		
15th % Comparison			\$35,053		
50th % Comparison	\$41,000	\$42,411	\$40,231		
85th % Comparison			\$47,599		

**VILLAGE OF CROSS PLAINS, WISCONSIN  
DETAILED SALARY SURVEY DATA**

**Position - Wastewater Treatment Plant Operator**

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
Belleville					N/A
Brodhead					N/R
Columbus	\$41,900	\$53,000		Wastewater Operater A	Also plows snow for city
Deerfield			\$48,048		There is also a Water Superintendent
Edgerton	\$40,747	\$41,995		Utility Operator	
Evansville			\$48,100		
Jefferson					N/R
Johnson Creek					N/R
Lake Mills			\$46,200	WWTP Operator 1	
Lodi			\$48,744		Actual average of two FT employees
Marshall			\$50,461	Water-Sewer Utility Superintendent	salaried
Milton					N/R
Mineral Point			\$44,283		
Mount Horeb			\$49,525		
New Glarus			\$49,962		
Poynette			\$52,000		
Prairie du Sac					N/A
Richland Center			\$61,131	Waste Water Superintendent	
Sauk City					Separate entitiy
Waterloo			\$60,216		
Wisconsin Dells					N/A
WWRA 2014 Survey Data	Low: \$32,490	High: \$68,120	Avg: \$50,315	Operator	Not included in statistical analysis; for informational purposes
					WWRA data for WI communities with population of 3001-5000
Cross Plains			\$40,206		
Min.			\$44,283		
Max.			\$60,216		
Range			\$15,933		
Spread			1.36		
15th % Comparison			\$46,570		
50th % Comparison	\$41,324	\$47,498	\$48,744		
85th % Comparison			\$51,592		

**VILLAGE OF CROSS PLAINS, WISCONSIN  
DETAILED SALARY SURVEY DATA**

**Position - Library Director**

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
Belleville			\$42,224		Actual salary; no range set; new hire 2013
Brodhead					N/R
Columbus	\$50,000	\$54,500			
Deerfield			\$44,928		
Edgerton			\$49,470		
Evansville			\$43,400		
Jefferson					N/R
Johnson Creek					N/R
Lake Mills			\$58,032		
Lodi			\$41,184	Library Co-director	Two people (full time) with the same pay rates
Marshall			\$51,822		Salary converted to 40 hrs/wk
Milton					N/R
Mineral Point			\$49,733		
Mount Horeb			\$52,541		
New Glarus			\$46,363		
Poynette					A new library director is starting and salary is not yet known
Prairie du Sac					N/A
Richland Center			\$45,490		
Sauk City			\$41,625		
Waterloo			\$47,000		
Wisconsin Dells					N/A
Cross Plains			\$57,970		
Min.			\$41,184		
Max.			\$58,032		
Range			\$16,848		
Spread			1.41		
15th % Comparison			\$42,104		
50th % Comparison	\$50,000	\$54,500	\$46,363		
85th % Comparison			\$51,966		

**VILLAGE OF CROSS PLAINS, WISCONSIN  
DETAILED SALARY SURVEY DATA**

**Position - Assistant Library Director**

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
Belleville			\$28,496	Library Assistant	Salary converted to 40 hrs/wk
Brodhead					N/R
Columbus	\$31,500	\$32,000		Asst. Library Dtr./Youth Svcs. Librarian	
Deerfield			\$29,994		Salary converted to 40 hrs/wk
Edgerton					N/A
Evansville			\$41,625		Salary converted to 40 hrs/wk
Jefferson					N/R
Johnson Creek					N/R
Lake Mills			\$28,037	Library Assistant	
Lodi			\$41,184	Library Co-director	
Marshall					N/A
Milton					N/R
Mineral Point			\$36,379		
Mount Horeb					N/A
New Glarus			\$31,720		40 hours
Poynette					N/A
Prairie du Sac					N/A
Richland Center					N/A
Sauk City			\$41,122		Salary converted to 40 hrs/wk
Waterloo			\$42,140		
Wisconsin Dells					N/A
Cross Plains			\$37,336		
Min.			\$28,496		
Max.			\$42,140		
Range			\$13,644		
Spread			1.48		
15th % Comparison			\$30,080		
50th % Comparison	\$31,500	\$32,000	\$38,750		
85th % Comparison			\$41,603		

**VILLAGE OF CROSS PLAINS, WISCONSIN  
DETAILED SALARY SURVEY DATA**

**Position - Children's Librarian**

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
Belleville			\$25,854		Salary converted to 40 hrs/wk
Brodhead					N/R
Columbus					N/A
Deerfield			\$27,040		Salary converted to 40 hrs/wk
Edgerton	\$23,379	\$24,835		Library Assistant	
Evansville			\$23,304		
Jefferson					N/R
Johnson Creek					N/R
Lake Mills			\$30,640		Children's Library Assistant
Lodi			\$41,184	Library Co-Director	
Marshall					N/A
Milton					N/R
Mineral Point			\$26,042		Salary converted to 40 hrs/wk
Mount Horeb			\$41,038	Library Aide III	
New Glarus			\$27,373		Salary converted to 40 hrs/wk
Prairie du Sac					N/A
Richland Center			\$29,217		
Sauk City			\$34,611		Salary converted to 40 hrs/wk
Village of Poynette			\$24,690		Salary converted to 40 hrs/wk
Waterloo			\$35,027	Youth Librarian	
Wisconsin Dells					N/A
Cross Plains			\$31,866		
Min.			\$23,304		
Max.			\$41,038		
Range			\$17,734		
Spread			1.76		
15th % Comparison			\$25,272		
50th % Comparison	\$23,379	\$24,835	\$27,373		
85th % Comparison			\$34,819		



**VILLAGE OF CROSS PLAINS, WISCONSIN  
DETAILED SALARY SURVEY DATA**

**Position - Director of Parks, Recreation and Conservancy**

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
Belleville					Duties included under Public Works Director
Brodhead					N/R
Columbus					Underneath Public Works Manager
Deerfield					N/A
Edgerton					N/A
Evansville					N/A
Jefferson					N/R
Johnson Creek					N/R
Lake Mills			\$62,440	Parks & Forestry Director	
Lodi			\$65,542	Director of Public Works	
Marshall			\$47,840	Interim Parks Director	Contracted for a limited term at this time
Milton					N/R
Mineral Point			\$38,480		
Mount Horeb			\$60,956		
New Glarus			\$39,811	Pool & Parks Manager	Salary converted to 40 hrs/wk
Poynette					N/A
Prairie du Sac					N/A
Richland Center			\$55,515		Includes cemetery
Sauk City					Same as Director of PW/Utilities
Waterloo					N/A
Wisconsin Dells					N/A
Cross Plains			\$48,942		
Min.			\$38,480		
Max.			\$62,440		
Range			\$23,960		
Spread			1.62		
15th % Comparison			\$39,478		
50th % Comparison	#NUM!	#NUM!	\$51,678		
85th % Comparison			\$61,327		

**VILLAGE OF CROSS PLAINS, WISCONSIN  
DETAILED SALARY SURVEY DATA**

**Position - Recreation Coordinator**

All Comparables	Minimum	Maximum	Actual	Title - If Different	Comments
Belleville					N/A
Brodhead					N/R
Columbus	\$37,440	\$41,067		Recreation Director	Salary converted to 40 hrs/wk
Deerfield					N/A
Edgerton			\$14,984	Aquatic Director	
Evansville					N/A
Jefferson					N/R
Johnson Creek					N/R
Lake Mills					N/A
Lodi			\$31,200	Aquatic Manager	Seasonal employee to manage pool and lifeguards
Marshall					N/A
Milton					N/R
Mineral Point					N/A
Mount Horeb			\$34,696		
New Glarus					Duties handled by Pool & Parks Manager
Poynette					N/A
Prairie du Sac					N/A
Richland Center					Parks Director does these duties
Sauk City					N/A
Waterloo					N/A
Wisconsin Dells					N/A
Cross Plains			\$31,990		
Min.			n/a*		
Max.			n/a*		
Range			n/a*		
Spread			n/a*		
15th % Comparison			n/a*		
50th % Comparison			n/a*		
85th % Comparison			n/a*		

\*Insufficient data points for statistical analysis.

## SUPPLEMENTAL PARKS, RECREATION AND CONSERVANCY DATA

The data on this page was assembled by the Parks, Recreation and Conservancy department. It is provided for informational purposes and was not used in the statistical analysis.

<u>All Comparables</u>	<u>Parks and Recreation Director</u>	<u>Parks Director</u>	<u>Recreation Director</u>	<u>Comments</u>
Columbus		\$66,000	\$41,067	Public Facility/Parks, Recreation
Cottage Grove	\$55,000			New hire, no pool
Deforest	\$59,000			No pool
Jefferson	\$64,000			
Lake Mills	\$62,440			
Marshall	\$47,840			Contracted Employee; Also free housing
Monona	\$66,000			
Mount Horeb		\$60,956	\$51,103	2 separate directors
Richland Center	\$55,000			
Sauk City	\$68,000		\$50,000	Public Facility/Parks, Recreation
Wisconsin Dells	\$56,000			

<u>All Comparables</u>	<u>Recreation Coordinator</u>	<u>Comments</u>
Cottage Grove	\$35,500	
Monona	\$38,000	
Mount Horeb	\$33,280.00	
Wisconsin Dells	\$40,000	
Wisconsin Dells	\$40,000	

Exhibit D (Dane County Cities and Villages Association Multi-Community Wage Study – DCCVA Study Amended to include Dane County and Group 3 Only)



**Dane County**  
**Cities & Villages Association**

# **DANE COUNTY CITIES AND VILLAGES ASSOCIATION**

## ***Multi-Community Wage Study***

**FINAL REPORT**

**February 2021**



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## I. INTRODUCTION

GovHR USA, LLC (GovHR) is pleased to have had the opportunity to work with the Dane County Cities' and Villages' Association (DCCVA) on this Multi-Community Wage Study. Human resource management is a significant concern as governmental services continue to increase in cost and complexity, and the resources to fund local governments are constrained. Day-to-day operations present challenging administrative problems in planning, organizing, and directing human resource functions in order to achieve maximum efficiency and effectiveness in the delivery of municipal services.

A properly developed and administered Compensation Plan forms the foundation for meeting these challenges. It helps to ensure that the communities in Dane County can not only recruit the best and brightest employees but can also retain those employees, even in a competitive marketplace. By retaining qualified, experienced employees the communities in Dane County avoid the costs of re-recruitments and lost productivity, while maximizing the benefits of the investments they have made in employees and the institutional and community knowledge acquired by those employees over their tenures. GovHR understands the high expectations that have been established in all communities in Dane County for service delivery and competitiveness in recruiting and retaining excellent employees.

### Scope of Work

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

#### I. Meetings and Salary Survey

Below is a list of tasks included in this component of the Study (listed in the order that the work was performed):

- **Study preparation and project meetings.** Met with the DCCVA project team to discuss Study methods and expectations; answered questions and reviewed the scope and schedule of work.
- **Determined comparable communities and collected compensation data.** GovHR, along with the DCCVA project team, determined a logical survey sample of "like" communities that impact the compensation market of Dane County. Then, GovHR designed and sent out the survey for the positions covered in the Study.

## **II. Salary Survey**

- Tabulated, summarized, and analyzed comparative compensation information obtained from the survey. Prepared pay tabulations that compared the salary ranges of the communities in Dane County to the salary ranges of its comparable communities. Prepared comparison calculations at the 50<sup>th</sup>, 60<sup>th</sup>, 65<sup>th</sup>, 75<sup>th</sup> and 80<sup>th</sup> percentiles. Displayed data for each jurisdiction and for each position and summarized the data in table form.

## **III. Draft and Final Report**

- A preliminary analysis of the data was shared with the DCCVA project team. Feedback from the project team was reviewed and incorporated into the recommendations.
- This report has been prepared by the Consultant and sent electronically to the DCCVA.



## II. SALARY DATA

The DCCVA initiated this Multi-Community Wage Study to ensure that communities within Dane County are informed about the various pay rates for positions within Dane County and outside of Dane County. To achieve external competitiveness, a market survey of comparable jurisdictions was conducted. The market analysis provides information to Dane County communities that will allow them to remain externally competitive in the marketplace. The following explains the labor market review and collection of salary data.

### Selection of Comparable Jurisdictions for Data Purposes

Selecting jurisdictions for the comparison group is an important element in a Wage Study. When selecting jurisdictions to serve as comparables, it is important to use particular criteria to evaluate the other jurisdictions to assure that those chosen as comparables will be the most similar to a specific group of communities within Dane County.

The communities in Dane County were broken down into seven (7) different groups, based on population. The groups are shown below:

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#### Group 1: Rockdale

Group 2: Black Earth  
Blue Mounds  
Brooklyn  
Cambridge  
Dane  
Maple Bluff  
Mazomanie

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Group 3: Belleville  
Cross Plains  
Deerfield  
Marshall  
Shorewood Hills

Group 4: Cottage Grove  
Edgerton  
McFarland  
Monona  
Mount Herob  
Windsor

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Group 5: Deforest  
Oregon  
Stoughton  
Verona  
Waunakee

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Group 6: Fitchburg  
Middleton  
Sun Prairie

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Group 7: Madison

For Groups 1 – 6, GovHR first considered all cities and villages in Brown, Columbia, Dodge, Green, Iowa, Jefferson, Kewaunee, Lafayette, Milwaukee, Oconto, Outagamie, Ozaukee, Rock, Sauk, Washington, Waukesha, and Winnebago counties with varying population requirements per group. For instance, for Group 6, GovHR considered all villages and cities in the counties listed with a population between 13,793 and 55,170. Then, within each of these groups the following criteria was applied:

<u>Criterion</u>	<u>Total Possible Points</u>	<u>Factor Weight</u>
1. Population	20	20%
2. Income Per Tax Return	20	20%
3. Equalized Value	20	20%
4. Property Tax Levy Per Capita	20	20%
5. Basic Spending Per Capita	20	20%
	100	100%

Groups 1-6 all had the same initial screening criteria and same five (5) criterion applied. There were a couple of small additions to some of the initial screening criteria for a couple of groups. For instance, Group 5 included the counties listed above and cities and villages with a population between 6,000 and 20,000 and with a income per capita between \$57,000 and \$128,000.

Within each of the five (5) categories, ranges of compatibility were established. For example, the closer a community was to matching the group's average estimated population, the closer the community would be to receiving the maximum of twenty (20) points. A community whose population was significantly larger or smaller than a group's population would receive fewer or even zero (0) points. Thus, a municipality achieving a total of one hundred (100) points would be considered most comparable to the group of communities in Dane County. A community with zero (0) points was therefore determined to be the least comparable to a group of communities in Dane County.

For Groups 2 – 6 a cutoff of ninety-five (95) points was established to select the communities most similar to the group across the five (5) categories. For Group 1 a cut-off of eighty-five (85) was established.

For Group 7 (Madison), the criteria used to select comparable communities was different due to their size. The initial screen for this group was Midwestern cities (Illinois, Indiana, Iowa, Kansas, Michigan,

Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin) with populations between approximately 173,000 and 390,000. Then the following four (4) criteria were applied:

<u>Criterion</u>	<u>Total Possible Points</u>	<u>Factor Weight</u>
1. Population	25	25%
2. Per Capita Income	25	25%
3. Full Time Equivalents	25	25%
4. Full Time Payroll	25	25%
	100	100%

For Group 7 a cut-off of eighty-five (85) points was established to select the communities most similar to Madison across the four (4) criteria. Appendix A details the comparable analysis for each group.

### **Selection of Positions for Survey Purposes**

When developing the salary survey, it is important to select positions that are likely to have data available from the surveyed municipalities. These positions are referred to as benchmark positions. Based on the size of the Study and number of positions in the communities, GovHR worked with the DCCVA on selecting twenty-four (24) positions for the in-county survey that would only be sent to Dane County communities. For the external survey, GovHR and DCCVA focused on ten (10) higher-level/managerial positions that were most common in most communities. A list of all positions surveyed are noted below. The positions with an asterisk are the positions included in the external comparable survey.

City/Village Administrator*	Building Inspector*
City/Village Clerk*	Building Maintenance Supervisor
Office Mgr/Admin Services Dir.	Public Works Director*
Administrative Assistant	Streets Supervisor
Finance Director*	Public Works Crew Member
Account Clerk/Finance Assistant	Parks Director*
IT Director	Parks Crew Member
IT Technician	Recreation Supervisor
Police Chief*	Library Director*
Police Captain/Lieutenant	Librarian
Police Sergeant	Library Assistant
Fire Chief*	City/Village Planner*

## **Salary Survey**

After identifying the positions, the Consultants then prepared and distributed a salary survey to the comparable communities inside and outside of Dane County. The detailed salary survey data for each position is contained in Appendix B. It is important to make a few of observations regarding Appendix B.

- 1) The salary data is information that was available as of November 2020 – January 2021.
- 2) Some of the comparable municipalities provided salary range minimums and maximums for comparison purposes, while others (those that don't utilize salary ranges as part of their pay plans) provided actual salaries for surveyed positions. The salary range minimums and maximums and actuals were analyzed to determine the 50<sup>th</sup>, 60<sup>th</sup>, 65<sup>th</sup>, 70<sup>th</sup> and 80<sup>th</sup> percentiles to identify wage ranges for "average" and "above average" payers. Salary ranges are a better gauge of market salaries than an actual salary and are thus preferred to conduct analysis.
- 3) Salary ranges associated with positions that have been reclassified may not be consistent with other salary ranges in a particular Grade.
- 4) Data contained within Appendix B has been thoroughly reviewed.

## **Appraisal and Use of Salary Data**

While comparing your community's current salaries to those paid by other employers in the comparable communities, it must be noted that variations in compensation may be due to several factors, including:

- 1) Organizational size and economic conditions can have an impact on positions. In smaller organizations, employees are often asked to "wear many hats" and therefore take on more duties and responsibilities than would normally be required of a certain position. In addition, the economic downturn forced organizations to "do more with less", compelling staff to take on more duties and responsibilities than they have in the past. Therefore, it becomes increasingly harder to compare "like" positions within organizations.
- 2) Some employers place a different relative worth on certain groups of employees. For example, some employers are forced to place a higher value on certain employees or groups of employees because of the market, and therefore, pay them more. Overall, the policies and value judgments of different employers in compensating the same kind of work can vary widely. There is rarely a single prevailing rate for any particular kind of work, even within the same labor market.
- 3) It can be difficult to make exact comparisons among the different employers of the duties and responsibilities of ostensibly similar jobs.

Nevertheless, comparative salary data is widely recognized as a good measure of the appropriate compensation rates with respect to the prevailing market. This data is also useful as an indication of prevailing opinions concerning the compensation relationships that should exist among different classifications of work. The Study only looked at base compensation. The compensation associated with longevity or other fringe benefits was not analyzed.

### III. COMPENSATION PLAN OPTIONS

A basic element in any human resources management program is adequate and equitable employee compensation. A compensation plan of this nature is essential if qualified employees are to be recruited and retained. The primary function of a compensation plan is to provide a structure that will enable the communities in Dane County to recruit and retain competent employees. The plan should:

- 1) Provide for equal compensation for work of equivalent job content and responsibility.
- 2) Facilitate adjustments to compensation levels based on changing economic and employment conditions that impact these interrelationships.
- 3) Establish compensation ranges that compare favorably with those of other equivalent jurisdictions within the appropriate labor market.

Communities have different compensation structures based on their organizational needs. Below is a summary of two (2) plan options:

**A Defined Increment Plan** is a pay plan that has salary ranges with a minimum and a maximum with defined percentage increments (e.g., 2%) in between. If an employee has a satisfactory performance evaluation, he/she systematically advances through their pay range. This performance evaluation, and resulting salary increment increase, occurs annually.

**An Open Range Merit Plan** also has 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 supervisors.

Some communities have also successfully incorporated a **Blended Pay Plan**, which uses components from both the defined increment and open range. An important component in the process of developing

a compensation plan is first understanding and applying the pay philosophy of the community (50<sup>th</sup>, 60<sup>th</sup> percentile, etc.).

### **Appreciation**

GovHR has appreciated the opportunity to work with the Dane County Cities and Villages Association on this Multi-Community Wage Study. GovHR is available to answer questions provide insight and information to the DCCVA member communities on this Multi-Community Wage Study. A special thank you to Ann Gryphan and the Project Team for their and support dedicated to the project. The Project Team members are listed below:

Ann Gryphan  
Association Manager  
Dane County Cities and Villages Association

Bill Burns  
Finance Director  
City of Middleton

Brad Czebotar  
Village President  
Village of McFarland

Bryan Gadow  
Administrator  
City of Monona

# APPENDIX A

Groups	Municipality	Population
GROUP 7	Madison	252,546
GROUP 6 Population = 27500 * 1.5+/-	Sun Prairie	33,966
	Fitchburg	28,316
	Middleton	20,472
	<b>AVG.</b>	27,585
GROUP 5 Population = 12000 * 1.25+/-	Waunakee	13,675
	Stoughton	12,854
	Verona	12,384
	DeForest	10,221
	Oregon	10,078
	<b>AVG.</b>	11,842
GROUP 4 Population = 7000 * 1.25 +/-	McFarland	8,527
	Monona	7,801
	Windsor	7,795
	Mount Horeb	7,240
	Cottage Grove	6,661
	Edgerton	5,613
	<b>AVG.</b>	7,273
GROUP 3 Population = 3000 * 1.5+/-	Cross Plains	3,974
	Marshall	3,856
	Deerfield	2,472
	Belleville	2,401
	Shorewood Hills	2,238
	<b>AVG.</b>	2,988
GROUP 2 Population = 1300 * 1.5+/-	Mazomanie	1,664
	Cambridge	1,519
	Brooklyn	1,427
	Black Earth	1,397
	Maple Bluff	1,299
	Dane	1,099
	Blue Mounds	961
	<b>AVG.</b>	1,338
GROUP 1	Rockdale	214



# GROUP 3

1. 2018 Population: Maximum 20 Points

2,988

Factor	Minimum Range			Maximum Range			Points
1.50	1,992	2,988		2,988	4,482		20
2.00	1,494	1,991		4,483	5,976		15
2.50	1,195	1,493		5,977	7,471		10
3.00	996	1,194		7,472	8,965		5
All Others						0	

2. 2018 Income Per Tax Return: Maximum 20 Points

\$87,600

Factor	Minimum Range			Maximum Range			Points
1.50	\$58,400	\$87,600		\$87,600	\$131,400		20
2.00	\$43,800	\$58,399		\$131,401	\$175,200		15
2.50	\$35,040	\$43,799		\$175,201	\$219,000		10
3.00	\$29,200	\$35,039		\$219,001	\$262,800		5
All Others						0	

3. 2019 Equalized Value: Maximum 20 Points

\$354 Million

Factor	Minimum Range			Maximum Range			Points
1.50	236	354		354	531		20
2.00	177	235		532	708		15
2.50	142	176		709	885		10
3.00	118	141		886	1,061		5
All Others						0	

4. 2019 Property Tax Levy Per Capita: Maximum 20 Points

\$800

Factor	Minimum Range			Maximum Range			Points
1.50	533	800		800	1200		20
2.00	400	532		1201	1600		15
2.50	320	399		1601	2001		10
3.00	267	319		2002	2401		5
All Others						0	

5. 2018 Basic Spending Per Capita: Maximum 20 Points

\$600

Factor	Minimum Range			Maximum Range			Points
1.50	400	600		600	900		20
2.00	300	399		901	1,200		15
2.50	240	299		1,201	1,500		10
3.00	200	239		1,501	1,800		5
All Others						0	

**Initial Screen:**

All cities and villages in Brown, Columbia, Dodge, Green, Iowa, Jefferson, Kewaunee, Lafayette, Milwaukee, Oconto, Outagamie, Ozaukee, Rock, Sauk, Washington, Waukesha and Winnebago Counties with Population between 1,600 and 5,800 and Income Per Tax Return between \$45,000 and \$170,000.

**Sources:**

(1) Wisconsin Policy Forum's Municipal Data Tool for Population, Income Per Tax Return, Equalized Value, Property Tax Levy and Basic Spending Per Capita: <https://wispolicyforum.org/research/municipal-datatool-examining-and-comparing-wisconsin-cities-and-villages/>

(2) Google Maps: Proximity to Approximate Center of Dane County (Represented by City of Madison)

**Note:**

Each of the five criterion contain ranges to assess comparability with the Group's average data. For example, each of the four ranges for the Group's average population is developed using a factor of .5 percent (+/-). To determine the population range that will receive a score of 20 (most similar to the Group), the Group's average population is multiplied by 1.5 (maximum range) and divided by 1.5 (minimum range). The Group's average population is then multiplied and divided by 2.0, 2.5 and 3.0 to determine ranges of decreasing similarity (and subsequently decreasing "comparability points").

Municipality	Population	Max. Points	Income Per Tax Return	Max. Points	Eq. Value (millions)	Max. Points	Prop. Tax Levy Per Capita	Max. Points	Basic Spending Per Capita	Max. Points	Proximity to Dane County	Total Points
Cross Plains	3,974		78,000		423		768		432			
Marshall	3,856		57,000		235		503		424			
Deerfield	2,472		67,000		241		502		438			
Belleville	2,401		66,000		235		876		664			
Shorewood Hills	2,238		170,000		635		1,352		1,042			
<b>AVERAGE</b>	<b>2,988</b>	<b>20</b>	<b>87,600</b>	<b>20</b>	<b>354</b>	<b>20</b>	<b>800</b>	<b>20</b>	<b>600</b>	<b>20</b>		<b>100</b>
Thiensville	3,192	20	70,000	20	375	20	745	20	782	20	87	100
Lodi	3,092	20	68,000	20	280	20	642	20	531	20	24	100
Prairie du Sac	4,152	20	64,000	20	450	20	638	20	472	20	26	100
Wrightstown	2,925	20	72,000	20	294	20	760	20	545	20	119	100
Horicon	3,721	20	48,000	15	269	20	644	20	632	20	51	95
Saukville	4,429	20	57,000	15	462	20	673	20	600	20	87	95
Columbus	5,127	15	59,000	20	476	20	648	20	552	20	28	95
Johnson Creek	2,997	20	64,000	20	373	20	465	15	536	20	35	95
Poynette	2,528	20	60,000	20	187	15	636	20	533	20	25	95
New Glarus	2,173	20	69,000	20	207	15	708	20	525	20	25	95
Sauk City	3,436	20	54,000	15	375	20	624	20	470	20	24	95
Milton	5,546	15	62,000	20	427	20	616	20	459	20	36	95
Dousman	2,336	20	64,000	20	216	15	535	20	439	20	54	95
Kewaskum	4,071	20	61,000	20	343	20	530	15	414	20	76	95
Hortonville	2,744	20	72,000	20	219	15	579	20	631	20	110	95
Winneconne	2,447	20	67,000	20	223	15	661	20	488	20	96	95
Waterloo	3,362	20	52,000	15	234	15	590	20	617	20	25	90
Dodgeville	4,700	15	53,000	15	401	20	688	20	540	20	44	90
Mineral Point	2,488	20	54,000	15	217	15	670	20	534	20	51	90
Slinger	5,559	15	72,000	20	627	15	566	20	515	20	66	90
Brodhead	3,274	20	46,000	15	191	15	571	20	508	20	35	90
North Prairie	2,214	20	74,000	20	254	20	419	15	322	15	58	90
Pulaski	3,552	20	52,000	15	236	20	487	15	576	20	149	90
Combined Locks	3,525	20	76,000	20	321	20	421	15	343	15	110	90
Evansville	5,317	15	57,000	15	437	20	519	15	575	20	22	85
Mayville	5,063	15	53,000	15	376	20	525	15	544	20	57	85
Spring Green	1,630	15	60,000	20	174	10	719	20	532	20	38	85
Eagle	2,014	20	65,000	20	196	15	381	10	467	20	55	85
Fredonia	2,201	20	63,000	20	184	15	418	15	392	15	88	85
Wales	2,566	20	90,000	20	415	20	510	15	280	10	58	85
Kewaunee	2,906	20	53,000	15	172	10	564	20	683	20	159	85
Omro	3,559	20	53,000	15	200	15	522	15	496	20	90	85
Seymour	3,443	20	53,000	15	220	15	469	15	589	20	126	85

Municipality	Population	Max. Points	Income Per Tax Return	Max. Points	Eq. Value (millions)	Max. Points	Prop. Tax Levy Per Capita	Max. Points	Basic Spending Per Capita	Max. Points	Proximity to Dane County	Total Points
Merton	3,629	20	116,000	20	474	20	391	10	267	10	64	80
Oconto Falls	2,823	20	45,000	15	175	10	489	15	581	20	163	80
Palmyra	1,757	15	46,000	15	130	5	618	20	592	20	49	75
Darlington	2,391	20	45,000	15	135	5	517	15	560	20	56	75
Clinton	2,120	20	50,000	15	130	5	438	15	553	20	54	75
Fall River	1,754	15	55,000	15	159	10	435	15	418	20	30	75
Belgium	2,374	20	65,000	20	207	15	429	15	205	5	95	75
Oconto	4,587	15	52,000	15	227	15	382	10	721	20	166	75
Summit	4,754	15	150,000	15	1,090	0	567	20	448	20	51	70
Pardeeville	2,096	20	47,000	15	146	10	344	10	384	15	34	70
Lomira	2,491	20	53,000	15	176	10	391	10	369	15	71	70
Cuba City	2,100	20	49,000	15	135	5	450	15	300	15	76	70
Luxemburg	2,596	20	59,000	20	200	15	262	0	308	15	157	70
Denmark	2,216	20	56,000	15	174	10	370	10	344	15	137	70
Juneau	2,724	20	48,000	15	116	0	344	10	510	20	46	65
Randolph	1,792	15	48,000	15	104	0	504	15	482	20	43	65
Lake Delton	2,919	20	52,000	15	1,584	0	1,239	15	1,832	0	50	50

Municipality	Population	Max. Points	Income Per Tax Return	Max. Points	Eq. Value (millions)	Max. Points	Prop. Tax Levy Per Capita	Max. Points	Basic Spending Per Capita	Max. Points	Proximity to Dane County	Total Points
Cross Plains	3,974		78,000		423		768		432			
Marshall	3,856		57,000		235		503		424			
Deerfield	2,472		67,000		241		502		438			
Belleville	2,401		66,000		235		876		664			
Shorewood Hills	2,238		170,000		635		1,352		1,042			
<b>AVERAGE</b>	<b>2,988</b>		<b>87,600</b>		<b>354</b>		<b>800</b>		<b>600</b>			
Thiensville	3,192	20	70,000	20	375	20	745	20	782	20	87	100
Lodi	3,092	20	68,000	20	280	20	642	20	531	20	24	100
Prairie du Sac	4,152	20	64,000	20	450	20	638	20	472	20	26	100
Wrightstown	2,925	20	72,000	20	294	20	760	20	545	20	119	100
Horicon	3,721	20	48,000	15	269	20	644	20	632	20	51	95
Saukville	4,429	20	57,000	15	462	20	673	20	600	20	87	95
Columbus	5,127	15	59,000	20	476	20	648	20	552	20	28	95
Johnson Creek	2,997	20	64,000	20	373	20	465	15	536	20	35	95
Poynette	2,528	20	60,000	20	187	15	636	20	533	20	25	95
New Glarus	2,173	20	69,000	20	207	15	708	20	525	20	25	95
Sauk City	3,436	20	54,000	15	375	20	624	20	470	20	24	95
Milton	5,546	15	62,000	20	427	20	616	20	459	20	36	95
Dousman	2,336	20	64,000	20	216	15	535	20	439	20	54	95
Kewaskum	4,071	20	61,000	20	343	20	530	15	414	20	76	95
Hortonville	2,744	20	72,000	20	219	15	579	20	631	20	110	95
Winneconne	2,447	20	67,000	20	223	15	661	20	488	20	96	95

# APPENDIX B

# In-County Survey



*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		City/Village Administrator				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison					N/A
6	Sun Prairie			148,052.79	8.00	Receives add'l retirement contribution 4.9%
	Fitchburg			150,425.60	5.00	
	Middleton	120,123.00	156,154.00	129,563.00		
5	Waunakee			127,961.00	10.00	VA/Economic Dev. Director. Contract
	Stoughton			63,918.00	3.00	Mayor (Full-time, Elected)
	Verona	112,568.80	139,853.29	132,467.40	2.00	
	Deforest			140,004.44	18.00	Village Administrator/Finance Director
	Oregon	113,300.00	126,114.00	126,107.00	21.00	
4	McFarland	94,307.20	122,491.20	115,523.20	4.00	
	Monona			104,806.00	2.00	City Administrator/ED Director
	Windsor			93,636.00	12.00	
	Mount Horeb	93,519.78	140,279.67	111,300.80	5.00	
	Cottage Grove			130,795.00	9.00	
	Edgerton			91,020.80		
3	Cross Plains			87,000.00	1.50	Village Administrator/Clerk
	Marshall			84,000.00	20.00	
	Belleville			83,330.00	4.00	Village Administrator/Clerk/Treasurer
	Shorewood Hills			121,284.80	16.00	Performs some functions of Finance Director
2	Cambridge			61,000.00	2.00	Administrator/Clerk/Treasurer
	Brooklyn					N/A
	Black Earth			68,600.00	17.00	Administrator/Clerk/Treasurer
	Dane			58,000.00	8.00	Clerk-Treasurer/Work is Administrator
	Blue Mounds					N/A
1	Rockdale					N/A
Range Data						
Average		106,763.76	136,978.43	106,133.13	8.82	
50th Percentile		112,568.80	139,853.29	111,300.80		
60th Percentile		112,861.28	140,023.84	121,284.80		
65th Percentile		113,007.52	140,109.12	126,107.00		
70th Percentile		113,153.76	140,194.39	127,961.00		
80th Percentile		114,664.60	143,454.54	130,795.00		
Actual Data						
Average		84,906.51	127,359.76			
50th Percentile		89,040.64	133,560.96			
60th Percentile		97,027.84	145,541.76			
65th Percentile		100,885.60	151,328.40			
70th Percentile		102,368.80	153,553.20			
80th Percentile		104,636.00	156,954.00			

*All communities inside Dane County responded to the survey except Deerfield from Group 3 and Mazomanie and Maple Bluff from Group 2.*

*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		City/Village Clerk				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison			121,768.00	4.00	7.75 hrs/day
6	Sun Prairie	48,491.63	92,463.70	80,363.46	3.00	
	Fitchburg	72,009.60	102,856.00	74,048.00	1.00	
	Middleton	67,076.00	87,199.00	71,144.00	17.00	
5	Waunakee	87,900.80	112,486.40	94,640.00	2.00	Dep. VA/Village Clerk. Also serves as HR Mgr.
	Stoughton	63,460.80	83,824.00	69,638.00	2.00	Does not handle HR activities.
	Verona	59,299.84	73,672.98	69,782.18	5.00	
	Deforest			87,000.00	15.00	Deputy Administrator/Village Clerk
	Oregon	66,881.00	88,591.00	72,450.00	7.00	Village Clerk/Deputy Treasurer
4	McFarland	74,692.80	97,032.00	80,995.20	4.00	Clerk/Treasurer - lots of financial duties.
	Monona			69,543.00	19.00	City Clerk. Also does Accounts Payable
	Windsor			70,000.00	10.00	
	Mount Horeb	53,065.64	79,598.45	62,400.00	8.00	
	Cottage Grove			75,361.00	5.00	
	Edgerton			66,664.00		Clerk/Treasurer
3	Cross Plains					See Village Administrator
	Marshall			47,300.00	6.00	Village Clerk/Clerk of Courts/Utility Clerk
	Belleville					See Village Administrator
	Shorewood Hills	57,324.80	73,715.20	67,163.20	3.00	Also performs Rec., Fin & Office Mgr.
2	Cambridge			61,000.00	15.00	Administrator/Clerk/Treasurer
	Brooklyn			46,488.00	5.00	4 10-hour days
	Black Earth	50,000.00		68,600.00	17.00	Administrator/Clerk/Treasurer
	Dane			58,000.00	8.00	Clerk/Treasurer
	Blue Mounds			45,884.00	7.00	Clerk/Treasurer. Also all HR duties
1	Rockdale	29,328.00	42,660.80	31,990.40	0.50	15 hrs/wk. - converted to hrs/wk.
Range Data						
Average		60,794.24	84,918.14	69,227.06	7.43	
50th Percentile		61,380.32	87,199.00	69,638.00		
60th Percentile		65,512.92	88,591.00	70,228.80		
65th Percentile		66,910.25	90,527.35	71,535.80		
70th Percentile		67,017.50	92,463.70	73,089.20		
80th Percentile		71,022.88	97,032.00	78,362.48		
Actual Data						
Average		55,381.65	83,072.48			
50th Percentile		55,710.40	83,565.60			
60th Percentile		56,183.04	84,274.56			
65th Percentile		57,228.64	85,842.96			
70th Percentile		58,471.36	87,707.04			
80th Percentile		62,689.98	94,034.97			

*All communities inside Dane County responded to the survey except Deerfield from Group 3 and Mazomanie and Maple Bluff from Group 2.*

*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		Office Manager/Administrative Services Director				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison	55,413.00	63,187.00	61,393.00	1.00	Admin. Supervisor. 7.75 hrs/day, 13 people
6	Sun Prairie	59,165.64	79,873.62	72,683.54	17.00	Police Records Bureau Manager
	Fitchburg	60,091.20	85,862.40	72,072.00	9.00	Police or Fire Admin. Services Manager
	Middleton	106,909.00	119,257.00	116,918.00	4.00	Assistant City Administrator/Finance Dtr.
5	Waunakee	49,738.80	63,148.80	54,506.40	20.00	Office Manager. 2 FTEs in this position
	Stoughton					N/A
	Verona	59,299.84	73,672.98	73,672.98	10.00	Exec. Admin. Asst., supervises Records Clerks
	Deforest					Role performed by Dep. Administrator/Clerk
	Oregon			63,356.80	2.00	Dtr. of Admin. Svcs./Dep. Clerk/Dep. Treas.
4	McFarland					N/A
	Monona			68,865.00	8.00	ASD - HR & payroll and oversees IT contract
	Windsor					N/A
	Mount Horeb	53,065.64	79,598.45	64,916.80	1.00	Human Resource Manager
	Cottage Grove					N/A
	Edgerton					N/A
3	Cross Plains					N/A
	Marshall					N/A
	Belleville					N/A
	Shorewood Hills	57,324.80	73,715.20	67,163.20	3.00	Administrative Services Manager
2	Cambridge					N/A
	Brooklyn					N/A
	Black Earth					N/A
	Dane					N/A
	Blue Mounds					N/A
1	Rockdale					N/A
Range Data						
Average		62,625.99	79,789.43	71,554.77	7.50	
50th Percentile		58,245.22	76,656.83	68,014.10		
60th Percentile		59,192.48	79,653.48	70,147.80		
65th Percentile		59,239.45	79,749.79	71,590.95		
70th Percentile		59,286.42	79,846.10	72,255.46		
80th Percentile		59,774.66	83,466.89	72,881.43		
Actual Data						
Average		57,243.82	85,865.73			
50th Percentile		54,411.28	81,616.92			
60th Percentile		56,118.24	84,177.36			
65th Percentile		57,272.76	85,909.14			
70th Percentile		57,804.37	86,706.55			
80th Percentile		58,305.14	87,457.71			

*All communities inside Dane County responded to the survey except Deerfield from Group 3 and Mazomanie and Maple Bluff from Group 2.*

*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		Administrative Assistant				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison	47,147.00	53,010.00	51,804.00	3.00	Admin. Clerk I. 7.75 hrs/day, 30 people
6	Sun Prairie	38,163.84	51,521.18	43,939.17	9.00	Average of multiples
	Fitchburg	44,241.60	63,211.20	48,672.00	2.50	
	Middleton	44,609.00	53,165.00		4.00	Actual varies within the range.
5	Waunakee	46,820.80	59,904.00	46,820.80	1.00	Exec. Asst. + several PT AAs \$14.04-\$17.96
	Stoughton	35,443.20	46,800.00	41,100.00	16.00	Department Admin Assistant
	Verona	37,205.46	48,223.33	42,660.80	3.00	Actual salary is average of 2 incumbents
	Deforest			45,177.60	3.00	Actual & yrs. is average of 3 incumbents
	Oregon			38,500.80	1.00	Receptionist/Clerk Assistant III
	McFarland	41,704.00	54,184.00	43,867.20	3.33	Various titles based on dept. Actual is an avg.
4	Monona			45,000.00	7.00	Dep. Clerk/Receptionist/information Clerk
	Windsor			31,200.00	10.00	
	Mount Horeb	37,771.07	56,656.61	43,284.80	2.00	Office Coordinator
	Cottage Grove			46,000.00	3.00	Average of 4 similar positions
	Edgerton			45,635.20		Admin Assistant-Account/Utility Clerk
3	Cross Plains			43,000.00	32.00	Deputy Clerk-Treasurer
	Marshall					N/A
	Belleville			40,164.80	6.00	Part-time 25 hrs/wk. converted to 40 hrs/wk.
	Shorewood Hills	37,648.00	48,422.40	48,422.40	3.00	Also performs Account Clerk duties
2	Cambridge	35,360.00	39,520.00			Hiring in coming months as new position.
	Brooklyn					N/A
	Black Earth					N/A
	Dane					N/A
	Blue Mounds					N/A
1	Rockdale					N/A
Range Data						
Average		40,555.82	52,237.97	43,838.21	6.40	
50th Percentile		38,163.84	53,010.00	43,939.17		
60th Percentile		41,704.00	53,165.00	45,106.56		
65th Percentile		42,972.80	53,674.50	45,360.64		
70th Percentile		44,241.60	54,184.00	45,708.16		
80th Percentile		44,609.00	56,656.61	46,656.64		
Actual Data						
Average		35,070.57	52,605.85			
50th Percentile		35,151.33	52,727.00			
60th Percentile		36,085.25	54,127.87			
65th Percentile		36,288.51	54,432.77			
70th Percentile		36,566.53	54,849.79			
80th Percentile		37,325.31	55,987.97			

*All communities inside Dane County responded to the survey except Deerfield from Group 3 and Mazomanie and Maple Bluff from Group 2.*

*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		Finance Director				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison			174,925.00	6.00	7.75 hrs/day
6	Sun Prairie	75,512.02	101,941.23	93,177.15	6.00	
	Fitchburg	91,811.20	131,164.80	114,088.00	6.00	
	Middleton	106,909.00	119,257.00	116,918.00	4.00	Assistant City Administrator/Finance Dtr.
5	Waunakee	99,632.00	127,524.80	112,715.20	4.00	
	Stoughton	84,905.60	112,132.80	113,963.00		Resp. for both City and Utility finances
	Verona	84,117.95	104,506.52	104,506.52	4.00	Finance Dtr/Treasurer
	Deforest					Included in VA/Finance Director position
	Oregon	78,585.00	102,556.00	99,733.00	8.00	Finance Director/Treasurer
4	McFarland					N/A
	Monona			101,808.00	16.00	
	Windsor					N/A
	Mount Horeb	83,499.80	125,249.71	102,960.00	3.00	
	Cottage Grove			80,005.00	11.00	Treasurer
	Edgerton					N/A
3	Cross Plains			68,200.00	4.00	
	Marshall					N/A
	Belleville					See Village Administrator/Clerk/Treasurer
	Shorewood Hills					Performed by VA, Clerk, DC/ASM
2	Cambridge			51,500.00		Deputy Clerk/Treasurer/Administrator.
	Brooklyn					N/A
	Black Earth					Finance is combined with A/C/T
	Dane					N/A
	Blue Mounds					N/A
1	Rockdale					N/A
Range Data						
Average		88,121.57	115,541.61	102,653.76	6.55	
50th Percentile		84,511.78	115,694.90	102,960.00		
60th Percentile		86,286.72	120,455.54	106,148.26		
65th Percentile		88,703.68	122,552.99	111,073.46		
70th Percentile		91,120.64	124,650.44	113,214.32		
80th Percentile		96,503.68	126,614.76	114,038.00		
Actual Data						
Average		82,123.01	123,184.51			
50th Percentile		82,368.00	123,552.00			
60th Percentile		84,918.60	127,377.91			
65th Percentile		88,858.77	133,288.16			
70th Percentile		90,571.46	135,857.18			
80th Percentile		91,230.40	136,845.60			

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*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		Account Clerk/Finance Assistant				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison					N/A
6	Sun Prairie	51,143.25	69,043.31	58,320.70	3.00	Accountant. Average of 2 employees
	Fitchburg	44,241.60	63,211.20	58,375.20	21.00	Accounting Clerk II
	Middleton	53,130.00	69,069.00	55,743.00	8.00	Deputy City Clerk/Finance Assistant
5	Waunakee	46,820.80	59,904.00	50,377.60	4.00	Account Clerk II
	Stoughton	37,544.00	49,608.00	47,528.00	11.00	Account Specialist
	Verona	39,437.76	48,996.68	43,958.16	4.00	Accounting Assistant
	Deforest			51,521.60	6.00	Accountant/Deputy Treasurer
	Oregon			51,521.60	2.00	Account Clerk III
4	McFarland	62,712.00	81,473.60	64,604.80	2.00	Accountant - Resp for accounting & entries.
	Monona			42,976.00	10.00	Utility Billing Clerk. No A/P or payroll
	Windsor			35,880.00	7.00	Treasurer
	Mount Horeb	37,771.07	56,656.61	44,553.60	8.00	Office Assistant II
	Cottage Grove					N/A
	Edgerton			45,635.20		Admin Assistant-Account/Utility Clerk
3	Cross Plains					N/A
	Marshall			48,672.00	12.00	Village Treasurer/Deputy Clerk
	Belleville					N/A
	Shorewood Hills					Duties performed by Clerk, Deputy Clerk/ASM
2	Cambridge					N/A
	Brooklyn			38,147.20	4.00	Deputy Clerk/Treasurer. 4 10-hr days
	Black Earth					A/C/T does this work
	Dane					N/A
	Blue Mounds					N/A
1	Rockdale					N/A
Range Data						
Average		46,600.06	62,245.30	49,187.64	7.29	
50th Percentile		45,531.20	61,557.60	48,672.00		
60th Percentile		47,685.29	64,377.62	50,835.20		
65th Percentile		49,198.15	66,418.86	51,521.60		
70th Percentile		50,711.00	68,460.10	51,521.60		
80th Percentile		52,335.30	69,058.72	56,258.54		
Actual Data						
Average		39,350.12	59,025.17			
50th Percentile		38,937.60	58,406.40			
60th Percentile		40,668.16	61,002.24			
65th Percentile		41,217.28	61,825.92			
70th Percentile		41,217.28	61,825.92			
80th Percentile		45,006.83	67,510.25			

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*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		IT Director				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison			143,918.00	2.00	7.75 hrs/day
6	Sun Prairie	96,374.61	130,105.73	124,235.98	1.00	
	Fitchburg	87,880.00	125,528.00	114,441.60	5.00	
	Middleton	75,336.00	79,560.00	78,000.00	16.00	IT Manager
	Waunakee					N/A
5	Stoughton	63,460.80	83,824.00	99,840.00	3.00	Have own TV Station, also under IT Director
	Verona					IT Services contracted out
	Deforest					Contracted. DA/VC handles day-to-day
	Oregon					Contracted
4	McFarland	49,691.20	64,521.60	49,836.80	1.00	Comm. & Tech. Director
	Monona					Contracted w/ Lantech Services
	Windsor					N/A
	Mount Horeb					N/A
	Cottage Grove					Contracted
	Edgerton					N/A
3	Cross Plains					N/A
	Marshall					N/A
	Belleville					N/A
	Shorewood Hills					Contracted
2	Cambridge					Contracted
	Brooklyn					N/A
	Black Earth					N/A
	Dane					N/A
	Blue Mounds					N/A
1	Rockdale					N/A
Range Data						
Average		74,548.52	96,707.87	101,712.06	4.67	
50th Percentile		75,336.00	83,824.00	107,140.80		
60th Percentile		80,353.60	100,505.60	114,441.60		
65th Percentile		82,862.40	108,846.40	116,890.20		
70th Percentile		85,371.20	117,187.20	119,338.79		
80th Percentile		89,578.92	126,443.55	124,235.98		
Actual Data						
Average		81,369.65	122,054.48			
50th Percentile		85,712.64	128,568.96			
60th Percentile		91,553.28	137,329.92			
65th Percentile		93,512.16	140,268.23			
70th Percentile		95,471.03	143,206.55			
80th Percentile		99,388.78	149,083.18			

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*Dane County Cities and Villages Association*  
*Full Survey - All Communities in Dane County*

Position Surveyed:		IT Technician				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison	60,836.00	71,630.00	64,742.00	1.00	IT Specialist I. 7.75 hrs/day, 2 people
6	Sun Prairie	56,348.24	76,070.18	63,500.11	1.00	IT Support Specialist
	Fitchburg	52,166.40	74,526.40	62,628.80	2.00	IT Specialist
	Middleton	56,318.00	73,214.00	61,025.00	10.00	
	Waunakee					N/A
5	Stoughton	56,451.20	74,568.00	60,528.00	5.00	Comms. Mgr. & IT Specialist
	Verona					IT services contracted out
	Deforest					Contracted out. DA/VC handles day-to-day
	Oregon					N/A
4	McFarland	39,353.60	51,105.60	41,600.00	1.00	Technology Specialist
	Monona					Contracted w/ Lantech Services
	Windsor					N/A
	Mount Horeb					N/A
	Cottage Grove					Contracted
	Edgerton					N/A
3	Cross Plains					N/A
	Marshall					N/A
	Belleville					N/A
	Shorewood Hills					N/A
2	Cambridge					N/A
	Brooklyn					N/A
	Black Earth					N/A
	Dane					N/A
	Blue Mounds					N/A
1	Rockdale					N/A
Range Data						
Average		53,578.91	70,185.70	59,003.99	3.33	
50th Percentile		56,333.12	73,870.20	61,826.90		
60th Percentile		56,348.24	74,526.40	62,628.80		
65th Percentile		56,373.98	74,536.80	62,846.63		
70th Percentile		56,399.72	74,547.20	63,064.46		
80th Percentile		56,451.20	74,568.00	63,500.11		
Actual Data						
Average		47,203.19	70,804.78			
50th Percentile		49,461.52	74,192.28			
60th Percentile		50,103.04	75,154.56			
65th Percentile		50,277.30	75,415.95			
70th Percentile		50,451.56	75,677.35			
80th Percentile		50,800.09	76,200.13			

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*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		Police Chief				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison			151,460.00	1.00	7.5 hrs/day
6	Sun Prairie	101,193.35	136,611.02	130,050.00	1.00	
	Fitchburg	99,715.20	142,459.20	142,417.60	2.00	
	Middleton	100,857.00	131,114.00	128,401.00	20.00	
5	Waunakee	102,564.80	131,289.60	115,003.20	0.50	Incumbent has worked for Vllg. for 15+ yrs.
	Stoughton	84,905.60	112,132.80	106,642.00	10.00	
	Verona	96,641.52	120,065.53	120,065.53	20.00	
	Deforest			113,025.00	1.00	
	Oregon	86,640.00	113,068.00	109,513.00	0.50	
4	McFarland	88,961.60	115,564.80	104,790.40	10.00	
	Monona			110,059.00	16.00	Current Chief retiring December 2020
	Windsor					N/A
	Mount Horeb	83,499.80	125,249.71	96,886.40	1.00	
	Cottage Grove			101,722.00	5.00	
	Edgerton			84,156.80		
3	Cross Plains			76,000.00	1.00	
	Marshall			80,167.00	15.00	
	Belleville			71,630.00	9.00	
	Shorewood Hills			100,630.40	3.00	
2	Cambridge					N/A - Contracts with Dane Co. Sheriff
	Brooklyn			64,667.20	2.50	
	Black Earth					N/A - Contracts with Dane Co. Sheriff
	Dane					N/A
	Blue Mounds			64,001.00	2.00	
1	Rockdale					N/A
Range Data						
Average		93,886.54	125,283.85	103,564.38	6.34	
50th Percentile		96,641.52	125,249.71	105,716.20		
60th Percentile		99,100.46	129,941.14	109,731.40		
65th Percentile		99,943.56	131,149.12	111,097.10		
70th Percentile		100,400.28	131,219.36	113,618.46		
80th Percentile		100,991.54	133,418.17	121,732.62		
Actual Data						
Average		82,851.50	124,277.25			
50th Percentile		84,572.96	126,859.44			
60th Percentile		87,785.12	131,677.68			
65th Percentile		88,877.68	133,316.52			
70th Percentile		90,894.77	136,342.15			
80th Percentile		97,386.10	146,079.15			

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*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		Police Captain/Lieutenant				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison					N/A
6	Sun Prairie	83,252.01	112,390.21	102,001.67	4.00	Lieutenant. Average of 3
	Fitchburg	75,961.60	108,534.40	107,712.80	2.00	
	Middleton	89,763.00	116,691.00	105,498.00	15.00	
5	Waunakee	87,900.80	116,251.20	94,640.00	0.50	2 FTE, recently promoted, avg. tenure 19 yrs.
	Stoughton	71,302.40	94,161.60	87,797.00	10.00	
	Verona	81,142.09	100,809.34	100,809.34	15.00	2 people in position
	Deforest			91,190.63	13.50	Average of 2 Lieutenants
	Oregon	76,423.00	99,349.00	91,543.00	0.50	
4	McFarland	74,692.80	97,032.00	91,540.80	13.00	
	Monona			96,731.00	9.00	2 Lieutenant positions
	Windsor					N/A
	Mount Horeb	66,535.53	99,868.30	80,620.80	1.00	
	Cottage Grove			80,055.00	3.00	
	Edgerton			66,986.40		
3	Cross Plains			59,000.00	4.00	Police Lieutenant/Detective
	Marshall			69,040.00	8.00	
	Belleville					N/A
	Shorewood Hills	57,324.80	73,715.20	65,520.00	0.50	
2	Cambridge					N/A
	Brooklyn					N/A
	Black Earth					N/A
	Dane					N/A
	Blue Mounds					N/A
1	Rockdale					N/A
Range Data						
Average		76,429.80	101,880.23	86,917.90	6.60	
50th Percentile		76,192.30	100,338.82	91,365.72		
60th Percentile		78,310.64	103,899.36	91,543.00		
65th Percentile		80,434.23	107,375.64	93,865.75		
70th Percentile		81,775.07	109,691.14	95,685.50		
80th Percentile		84,181.77	113,162.41	100,809.34		
Actual Data						
Average		69,534.32	104,301.48			
50th Percentile		73,092.57	109,638.86			
60th Percentile		73,234.40	109,851.60			
65th Percentile		75,092.60	112,638.90			
70th Percentile		76,548.40	114,822.60			
80th Percentile		80,647.47	120,971.21			

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*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		Police Sergeant				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison			72,553.00	4.00	7.5 hrs/day. 45 staff in position
6	Sun Prairie	75,512.02	101,941.23	90,567.40	4.00	Average of 9. Sergeants receive OT
	Fitchburg	63,765.00	91,084.50	88,959.00	4.00	1950 hrs/yr., salary is listed as such
	Middleton	77,277.00	100,460.00	87,736.00		
5	Waunakee	79,081.60	101,212.80	82,087.20	1.00	4 FTE. 2 w. tenure < 1 yr., 1 w. 1 yr. & 1 w. 3 yr
	Stoughton	59,862.40	79,060.80	79,788.80	8.00	
	Verona	68,128.46	84,641.48	84,641.48	10.00	
	Deforest			81,146.67	11.30	Average of 3 Sergeants
	Oregon	68,795.00	88,248.00	78,800.00	5.00	Average
	McFarland	66,066.00	85,819.50	80,476.50	7.33	Actual salary is an average
4	Monona			84,555.00	8.00	3 Sergeant positions
	Windsor					N/A
	Mount Horeb	59,433.51	89,150.27	76,377.60	1.00	
	Cottage Grove			64,525.00	10.00	
	Edgerton					N/A
3	Cross Plains					N/A
	Marshall			62,850.00	5.00	Rate is 2021 union contract
	Belleville			59,479.00	3.00	
	Shorewood Hills	54,537.60	70,116.80	70,116.80	2.00	Eligible for OT
2	Cambridge					N/A
	Brooklyn			50,710.40	1.50	
	Black Earth					N/A
	Dane					N/A
	Blue Mounds					N/A
1	Rockdale					N/A
Range Data						
Average		67,245.86	89,173.54	76,198.23	5.32	
50th Percentile		67,097.23	88,699.14	79,788.80		
60th Percentile		68,395.08	89,923.96	80,878.60		
65th Percentile		68,695.02	90,794.37	81,522.88		
70th Percentile		70,810.11	93,897.15	82,580.76		
80th Percentile		75,865.02	100,610.56	84,624.18		
Actual Data						
Average		60,958.58	91,437.87			
50th Percentile		63,831.04	95,746.56			
60th Percentile		64,702.88	97,054.32			
65th Percentile		65,218.31	97,827.46			
70th Percentile		66,064.61	99,096.91			
80th Percentile		67,699.35	101,549.02			

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*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		Fire Chief				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison			162,159.00	6.00	8 hrs/day
	Sun Prairie					N/A
6	Fitchburg	91,811.20	131,164.80	122,200.00	4.00	Fire Chief & Emergency Management Director
	Middleton					
	Waunakee	s.				N/A
	Stoughton	75,587.20	99,819.20	85,946.00	1.00	
5	Verona	89,165.04	110,776.91	107,812.08	1.00	Had 5+ yrs. of Deputy exp. before promotion
	Deforest					Separate entity; do not have access to data
	Oregon					Fire District - not Village employee
	McFarland	88,961.60	115,564.80	100,609.60	4.00	Fire & Rescue Chief (also over Rescue/EMT)
	Monona			98,000.00	0.50	Fire Chief/EMS Director
4	Windsor					N/A
	Mount Horeb					N/A
	Cottage Grove					Contracted, non-profit volunteer dept.
	Edgerton					N/A
	Cross Plains					N/A
3	Marshall					N/A
	Belleville					N/A
	Shorewood Hills					Contracted
	Cambridge					Part of a commission with volunteers
	Brooklyn					Volunteer
2	Black Earth					N/A - volunteer fire department
	Dane					N/A
	Blue Mounds					N/A
1	Rockdale					N/A
Range Data						
	Average	86,381.26	114,331.43	112,787.78	2.75	
	50th Percentile	89,063.32	113,170.86	104,210.84		
	60th Percentile	89,124.35	114,607.22	107,812.08		
	65th Percentile	89,154.87	115,325.41	111,409.06		
	70th Percentile	89,429.66	117,124.80	115,006.04		
	80th Percentile	90,223.50	121,804.80	122,200.00		
Actual Data						
	Average	90,230.22	135,345.34			
	50th Percentile	83,368.67	125,053.01			
	60th Percentile	86,249.66	129,374.50			
	65th Percentile	89,127.25	133,690.87			
	70th Percentile	92,004.83	138,007.25			
	80th Percentile	97,760.00	146,640.00			

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*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		Building Inspector				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison					N/A
6	Sun Prairie	75,512.02	101,941.23	94,987.33	4.00	Director of Building Inspection
	Fitchburg	52,166.40	74,526.40	64,500.80	1.00	Code Inspector II
	Middleton	84,682.00	110,086.00	90,000.00	1.00	Building Inspector Manager
5	Waunakee					N/A
	Stoughton	53,289.60	70,366.40	65,603.00	2.00	
	Verona	62,857.82	78,093.34	78,093.34	3.00	Had previous experience before Verona
	Deforest					Contracted
	Oregon					Contracted
4	McFarland					N/A
	Monona					Contracted
	Windsor					N/A
	Mount Horeb					N/A
	Cottage Grove					Contracted
	Edgerton					Contracted
3	Cross Plains					N/A
	Marshall					N/A
	Belleville					N/A
	Shorewood Hills					N/A - contracted out; \$41.63/inspection
2	Cambridge					Contracted
	Brooklyn					Contracted
	Black Earth					Contracted
	Dane					Contracted
	Blue Mounds					Contracted position. \$50/inspection
1	Rockdale					N/A
Range Data						
Average		65,701.57	87,002.67	78,636.89	2.20	
50th Percentile		62,857.82	78,093.34	78,093.34		
60th Percentile		67,919.50	87,632.50	82,856.00		
65th Percentile		70,450.34	92,402.07	85,237.34		
70th Percentile		72,981.18	97,171.65	87,618.67		
80th Percentile		77,346.02	103,570.18	90,997.47		
Actual Data						
Average		62,909.52	94,364.27			
50th Percentile		62,474.67	93,712.01			
60th Percentile		66,284.80	99,427.20			
65th Percentile		68,189.87	102,284.80			
70th Percentile		70,094.93	105,142.40			
80th Percentile		72,797.97	109,196.96			

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Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County

Position Surveyed:		Building Maintenance Supervisor				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison					N/A
6	Sun Prairie	59,165.64	79,873.62	69,574.04	5.00	
	Fitchburg	64,064.00	91,520.00	74,520.80	6.00	Building & Grounds Manager
	Middleton					
5	Waunakee	58,552.00	74,942.40	61,578.40	4.50	2 FTEs - 1 for Library & 1 for Comm. Center
	Stoughton	47,424.00	62,628.80	57,262.00	4.00	Does not manage people
	Verona	49,789.29	61,857.24	61,857.24	5.00	Building Facilities Manager
	Deforest					Parks Sup/Public Services Project Coord.
	Oregon					N/A
	McFarland					N/A
4	Monona			45,720.00	1.50	Bldg Maint Leadworker. Does not supervise.
	Windsor					N/A
	Mount Horeb					N/A
	Cottage Grove					N/A
	Edgerton					N/A
	Cross Plains					N/A
3	Marshall					N/A
	Belleville					N/A
	Shorewood Hills	63,211.20	81,265.60	65,000.00	0.50	DPW Crew Chief
	Cambridge			45,000.00	3.00	PW Supt. Oversees building, parks & roads
2	Brooklyn					N/A
	Black Earth					N/A
	Dane					N/A
	Blue Mounds					N/A
1	Rockdale					N/A
Range Data						
Average		57,034.36	75,347.94	60,064.06	3.69	
50th Percentile		58,858.82	77,408.01	61,717.82		
60th Percentile		59,165.64	79,873.62	62,485.79		
65th Percentile		60,177.03	80,221.62	63,585.76		
70th Percentile		61,188.42	80,569.61	64,685.72		
80th Percentile		63,211.20	81,265.60	67,744.42		
Actual Data						
Average		48,051.25	72,076.87			
50th Percentile		49,374.26	74,061.38			
60th Percentile		49,988.63	74,982.95			
65th Percentile		50,868.61	76,302.91			
70th Percentile		51,748.58	77,622.87			
80th Percentile		54,195.54	81,293.31			

All communities inside Dane County responded to the survey except Deerfield from Group 3 and Mazomanie and Maple Bluff from Group 2.

*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		Public Works Director				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison					N/A
6	Sun Prairie	79,287.63	107,038.30	82,459.14	1.00	Public Works Operations Manager
	Fitchburg	99,715.20	142,459.20	105,414.40	1.00	
	Middleton	100,857.00	116,045.00	113,770.00	26.00	Public Works Director/City Engineer
5	Waunakee	102,564.80	131,289.60	124,966.40	25.00	Director of PW/Village Engineer
	Stoughton	75,587.20	99,819.20	87,672.00	5.00	
	Verona	94,514.94	110,776.91	107,812.09	5.00	
	Deforest			96,585.00	14.00	Public Service Director
	Oregon	86,640.00	113,068.00	108,657.00	5.00	
4	McFarland	88,961.60	115,564.80	96,470.40	2.00	
	Monona			98,171.00	9.50	
	Windsor			80,000.00		
	Mount Horeb	74,533.40	111,830.09	85,300.80	4.00	Public Services Director
	Cottage Grove			93,354.00	6.00	
	Edgerton			89,003.20		Municipal Services Director
3	Cross Plains			77,000.00	27.00	Public Facilities Director
	Marshall			73,535.00	25.00	
	Belleville			70,073.00	7.00	
	Shorewood Hills			65,000.00	0.50	DPW Crew Chief
2	Cambridge			45,000.00	3.00	PW Supt. Oversees building, parks & roads
	Brooklyn			64,563.20	2.50	
	Black Earth	50,000.00	65,000.00	60,000.00	4.00	
	Dane	52,000.00	83,200.00	56,160.00	3.00	
	Blue Mounds			53,872.00	11.00	Superintendent of Water & Sewer
1	Rockdale					N/A
Range Data						
Average		82,241.98	108,735.55	84,123.42	8.88	
50th Percentile		86,640.00	111,830.09	85,300.80		
60th Percentile		88,961.60	113,068.00	89,873.36		
65th Percentile		91,738.27	114,316.40	94,288.92		
70th Percentile		94,514.94	115,564.80	96,516.24		
80th Percentile		99,715.20	116,045.00	102,517.04		
Actual Data						
Average		67,298.73	100,948.10			
50th Percentile		68,240.64	102,360.96			
60th Percentile		71,898.69	107,848.03			
65th Percentile		75,431.14	113,146.70			
70th Percentile		77,212.99	115,819.49			
80th Percentile		82,013.63	123,020.45			

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*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		Streets Supervisor				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison					N/A
6	Sun Prairie	62,123.93	83,867.30	72,680.82	6.00	Public Works Supervisor
	Fitchburg	64,064.00	91,520.00	84,032.00	11.00	
	Middleton	63,279.00	82,236.00	70,400.00		Street Foreman
5	Waunakee	79,081.60	101,212.80	93,995.20	7.00	PW/Parks Supt. 22+ yrs. with Village
	Stoughton	59,862.40	79,060.80	69,451.00	5.00	
	Verona	66,629.30	82,778.95	74,266.43	10.00	
	Deforest			80,963.79	25.00	Public Works & Utilities Supervisor
	Oregon	66,140.00	85,982.00	82,719.00	41.00	Assistant Public Works Director
4	McFarland	66,476.80	86,361.60	80,995.20	1.00	Streets/Utilities Superintendent
	Monona			73,620.00	2.00	PW Operations Supervisor
	Windsor					N/A
	Mount Horeb	47,380.03	71,070.05	60,028.80	21.00	Public Services Mechanic/Foreman
	Cottage Grove			65,176.00	15.00	Public Works Foreman
	Edgerton					N/A
3	Cross Plains			45,300.00	3.00	Public Facilities I
	Marshall					N/A
	Belleville					N/A
	Shorewood Hills			65,000.00	0.50	DPW Crew Chief
2	Cambridge			45,000.00	3.00	PW Supt. Oversees building, parks & roads
	Brooklyn			56,097.60	2.50	Public Works Assistant Director
	Black Earth					N/A
	Dane					N/A
	Blue Mounds			43,430.00	7.00	Superintendent of Streets & Parks
1	Rockdale					N/A
Range Data						
Average		63,893.01	84,898.83	68,420.93	10.00	
50th Percentile		64,064.00	83,867.30	70,400.00		
60th Percentile		65,724.80	85,559.06	73,244.33		
65th Percentile		66,207.36	86,057.92	73,878.57		
70th Percentile		66,342.08	86,209.76	75,605.90		
80th Percentile		66,537.80	88,424.96	80,988.92		
Actual Data						
Average		54,736.75	82,105.12			
50th Percentile		56,320.00	84,480.00			
60th Percentile		58,595.46	87,893.19			
65th Percentile		59,102.86	88,654.29			
70th Percentile		60,484.72	90,727.08			
80th Percentile		64,791.13	97,186.70			

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*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		Public Works Crew Member				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison					N/A
6	Sun Prairie	42,075.70	56,802.30	49,732.80	7.00	Maintenance Worker. Average of 16 people.
	Fitchburg	40,268.80	57,532.80	53,310.40	8.00	Public Works Maintenance Worker
	Middleton	50,213.00	65,150.00	55,000.00		Streets Maintenance Worker
5	Waunakee	46,820.80	59,904.00	52,608.40	8.00	9 FTEs w. tenures from 2 to 20 yrs.
	Stoughton	42,203.20	55,744.00	51,958.00	9.00	Machine Operator
	Verona	46,971.03	58,355.89	55,355.89	15.00	Avg years of service.
	Deforest			54,336.53	7.00	Average of 6 out of 9 crew members
	Oregon			50,107.20	15.50	Average
4	McFarland	44,220.80	57,428.80	50,752.00	12.50	Actual salary is an average
	Monona	49,920.00	56,596.80		14.40	PW Crew
	Windsor			48,748.00	8.00	
	Mount Horeb	37,771.07	56,656.61	49,774.40	2.00	Public Services Crewperson
	Cottage Grove			50,000.00	8.00	PW Tech. Avg. of 5 comparable positions
	Edgerton			48,186.67		Public Works Operator
3	Cross Plains	39,894.40	41,100.80		5.00	Public Facilities II
	Marshall	42,432.00	45,032.00		3.00	
	Belleville	41,184.00	54,787.20		9.00	Public Works Operator
	Shorewood Hills	42,785.60	55,016.00	48,921.60	5.00	Also II at \$19-\$25; Mech. \$21-\$27
2	Cambridge			36,000.00	0.50	One person on staff in this position
	Brooklyn	33,280.00		41,464.80	11.25	2 incumbs.: \$21.54/20 yrs. & \$18.33/2.5 yrs.
	Black Earth	39,520.00	58,240.00	41,600.00	6.00	
	Dane	43,680.00		47,840.00	2.00	
	Blue Mounds					N/A
1	Rockdale					N/A
Range Data						
Average		42,702.52	55,596.23	49,205.37	7.81	
50th Percentile		42,317.60	56,729.46	49,887.20		
60th Percentile		42,785.60	57,303.50	50,236.16		
65th Percentile		43,456.40	57,475.60	50,812.30		
70th Percentile		43,950.40	57,603.52	51,837.40		
80th Percentile		46,820.80	58,286.36	53,029.60		
Actual Data						
Average		39,364.30	59,046.45			
50th Percentile		39,909.76	59,864.64			
60th Percentile		40,188.93	60,283.39			
65th Percentile		40,649.84	60,974.76			
70th Percentile		41,469.92	62,204.88			
80th Percentile		42,423.68	63,635.52			

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*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		Parks Director				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison			149,138.00	6.00	Parks Superintendent. 7.75 hrs/day
6	Sun Prairie	62,123.93	83,867.30	69,000.00	1.00	Parks & Forestry Division
	Fitchburg	75,961.60	108,534.40	92,123.20	13.00	Parks & Recreation Director
	Middleton	84,682.00	110,086.00	85,925.00	4.00	Director of Public Lands, Rec & Forestry
	Waunakee					N/A
5	Stoughton	56,451.20	74,568.00	61,006.00	4.00	Parks Supervisor. Reports to DPW Director
	Verona	66,629.30	82,778.95	82,778.95	20.00	Parks & Urban Forestry Director
	Deforest			74,048.00	16.00	Parks Supervisor/Public Services Proj. Coord.
	Oregon					N/A
4	McFarland	55,827.20	72,508.80	57,512.00	1.00	Parks Supt. Reports to DPW Dtr
	Monona			75,276.00	13.00	Parks & Recreation Director
	Windsor					N/A
	Mount Horeb					Role filled by Public Services Director
	Cottage Grove			64,988.00	7.00	Director of Parks, Recreation & Forestry
	Edgerton					Parks maintenance under Muni. Svcs. Dtr.
3	Cross Plains			70,000.00	14.00	Parks & Recreation Director
	Marshall					N/A
	Belleville					N/A
	Shorewood Hills	47,112.00	60,569.60	61,796.80	17.00	Forester. Hourly, eligible for OT
2	Cambridge			45,000.00	3.00	PW Supt. Oversees building, parks & roads
	Brooklyn					N/A
	Black Earth					Combined with Public Works Director
	Dane					N/A
	Blue Mounds					See Supt. of Streets and Parks
1	Rockdale					N/A
Range Data						
Average		64,112.46	84,701.86	76,045.53	9.15	
50th Percentile		62,123.93	82,778.95	70,000.00		
60th Percentile		64,827.15	83,431.96	74,293.60		
65th Percentile		66,178.76	83,758.47	75,030.40		
70th Percentile		68,495.76	88,800.72	78,277.18		
80th Percentile		74,095.14	103,600.98	84,666.58		
Actual Data						
Average		60,836.43	91,254.64			
50th Percentile		56,000.00	84,000.00			
60th Percentile		59,434.88	89,152.32			
65th Percentile		60,024.32	90,036.48			
70th Percentile		62,621.74	93,932.62			
80th Percentile		67,733.26	101,599.90			

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*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		Parks Crew Member				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison			34,486.00	1.00	6 hrs/day, 5 staff, position is PT
	Sun Prairie					See Maintenance Worker under PW
6	Fitchburg	40,268.80	57,532.80	53,310.40		Same as PW Maintenance Worker
	Middleton	47,286.00	61,472.00	48,000.00	2.00	Parks Maintenance Worker
	Waunakee					N/A
	Stoughton					No full-time, all seasonal
5	Verona	44,312.30	55,052.75	51,292.80		4 staff total, 2 w. < 5 yrs. exp. & 2 w. > 10 yrs.
	Deforest			50,204.27	11.60	Average of 3 Public Service Crewmembers
	Oregon					Park of Public Works Crewman
	McFarland	44,220.80	57,428.80	46,737.60	3.00	
	Monona	40,414.40	42,536.00		1.25	Parks Maintenance Worker. 2 employees
4	Windsor					N/A
	Mount Horeb					Role filled by Public Services Crewperson
	Cottage Grove			57,432.00	2.00	Parks Operations Foreman
	Edgerton					
	Cross Plains			40,310.40	3.00	Parks Maintenance
3	Marshall					N/A
	Belleville					N/A
	Shorewood Hills	34,424.00	44,262.40	35,401.60	2.00	Forestry Assistant. Hourly, eligible for OT
	Cambridge			36,000.00		Same person as PW Worker
	Brooklyn					N/A
2	Black Earth					N/A
	Dane					N/A
	Blue Mounds	27,040.00				Part-time mower
1	Rockdale					N/A
Range Data						
Average		39,709.47	53,047.46	45,317.51	3.23	
50th Percentile		40,414.40	56,240.78	47,368.80		
60th Percentile		42,698.24	57,428.80	48,881.71		
65th Percentile		43,840.16	57,454.80	49,873.63		
70th Percentile		44,239.10	57,480.80	50,530.83		
80th Percentile		44,294.00	57,532.80	51,696.32		
Actual Data						
Average		36,254.01	54,381.01			
50th Percentile		37,895.04	56,842.56			
60th Percentile		39,105.37	58,658.05			
65th Percentile		39,898.90	59,848.36			
70th Percentile		40,424.66	60,636.99			
80th Percentile		41,357.06	62,035.58			

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Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County

Position Surveyed:		Recreation Supervisor				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison					N/A
6	Sun Prairie	59,165.64	79,873.62	66,997.24	6.00	
	Fitchburg	60,091.20	85,862.40	76,585.60	12.00	Community Center & Recreation Director
	Middleton	59,697.00	77,606.00	59,697.00	4.00	
5	Waunakee	93,766.40	120,016.00	108,700.80	20.00	Oversees Comm. Ctr. & rec. programs
	Stoughton	63,460.80	83,824.00	70,761.00	5.00	Parks & Recreation Director
	Verona	59,299.84	73,672.98	76,672.98	20.00	Recreation Director
	Deforest			55,000.00	2.00	Recreation & Community Enrichment Dtr.
	Oregon					N/A
4	McFarland					N/A
	Monona			52,535.00	9.00	Aquatic Director/Recreation Supervisor
	Windsor					N/A
	Mount Horeb	53,065.64	79,598.45	62,420.80	10.00	Recreation Director
	Cottage Grove			48,000.00	1.00	
	Edgerton					Recreation/Aquatics Director -seasonal
3	Cross Plains	33,600.00	39,000.00		3.00	Recreation Coordinator
	Marshall			50,070.00	6.00	Recreation Director. Also oversees Parks
	Belleville					N/A
	Shorewood Hills					N/A
2	Cambridge					N/A
	Brooklyn					N/A
	Black Earth					N/A
	Dane					N/A
	Blue Mounds					N/A
1	Rockdale					N/A
Range Data						
Average		60,268.32	79,931.68	66,130.95	8.17	
50th Percentile		59,498.42	79,736.04	62,420.80		
60th Percentile		59,775.84	80,663.70	66,997.24		
65th Percentile		59,913.81	82,046.33	68,879.12		
70th Percentile		60,051.78	83,428.96	70,761.00		
80th Percentile		62,112.96	85,047.04	76,585.60		
Actual Data						
Average		52,904.76	79,357.14			
50th Percentile		49,936.64	74,904.96			
60th Percentile		53,597.79	80,396.69			
65th Percentile		55,103.30	82,654.94			
70th Percentile		56,608.80	84,913.20			
80th Percentile		61,268.48	91,902.72			

All communities inside Dane County responded to the survey except Deerfield from Group 3 and Mazomanie and Maple Bluff from Group 2.

*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		Library Director				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison			150,788.00	6.00	7.75 hrs/wk.
6	Sun Prairie	87,414.61	118,009.72	97,405.95	5.00	
	Fitchburg	79,913.60	114,171.20	103,833.60	10.00	
	Middleton	89,763.00	116,045.00	90,623.00		
5	Waunakee	76,148.80	96,969.60	90,500.80	4.00	
	Stoughton	75,587.20	99,819.20	78,562.00	2.00	
	Verona	70,627.05	87,745.68	87,745.68	15.00	
	Deforest			83,824.00	32.00	
	Oregon	69,189.00	98,325.00	79,314.00	2.00	
4	McFarland	74,692.80	97,032.00	86,590.40	8.00	
	Monona			71,274.00	3.50	
	Windsor					N/A
	Mount Horeb			63,294.40	13.00	
	Cottage Grove					N/A
	Edgerton			52,936.00		
3	Cross Plains			67,500.00		
	Marshall			49,628.00	10.00	
	Belleville			55,099.00	10.00	
	Shorewood Hills					N/A
2	Cambridge			47,000.00	25.00	
	Brooklyn					N/A
	Black Earth			48,000.00	14.00	
	Dane					N/A
	Blue Mounds					N/A
1	Rockdale					N/A
Range Data						
Average		77,917.01	103,514.68	77,995.49	10.63	
50th Percentile		75,868.00	99,072.10	78,938.00		
60th Percentile		76,901.76	102,689.60	84,377.28		
65th Percentile		78,219.44	107,712.80	86,648.16		
70th Percentile		79,537.12	112,736.00	87,630.15		
80th Percentile		84,414.21	115,295.48	90,574.12		
Actual Data						
Average		62,396.39	93,594.59			
50th Percentile		63,150.40	94,725.60			
60th Percentile		67,501.82	101,252.74			
65th Percentile		69,318.53	103,977.80			
70th Percentile		70,104.12	105,156.18			
80th Percentile		72,459.30	108,688.94			

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*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		Librarian				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison					N/A
6	Sun Prairie	53,665.04	72,447.65	59,414.99	3.00	Average of 3
	Fitchburg	56,118.40	80,163.20	64,417.60	3.00	Outreach, Reference, Teen or Youth Svcs. Lib.
	Middleton	59,697.00	77,606.00	60,000.00		
5	Waunakee	55,598.40	71,156.80	60,642.40	4.50	2 FTEs
	Stoughton	50,252.80	66,372.80	58,323.00	7.00	
	Verona	52,776.64	65,568.67	53,397.76	6.00	
	Deforest			34,476.00	8.00	Circulation Manager
	Oregon	43,222.40	67,288.00	57,283.20	8.00	2 Positions
	McFarland	46,862.40	60,881.60	48,692.80	2.00	
4	Monona			47,546.00	2.50	Technical Svcs. Coord./Adult Svcs. Coord.
	Windsor					N/A
	Mount Horeb			46,280.00	7.00	
	Cottage Grove					N/A
	Edgerton					N/A
3	Cross Plains			37,000.00		
	Marshall					N/A
	Belleville					N/A
	Shorewood Hills					N/A
2	Cambridge					N/A
	Brooklyn					N/A
	Black Earth	27,040.00	37,440.00	37,440.00	8.00	
	Dane					N/A
	Blue Mounds					N/A
1	Rockdale					N/A
Range Data						
Average		49,470.34	66,547.19	51,147.21	5.36	
50th Percentile		52,776.64	67,288.00	53,397.76		
60th Percentile		53,487.36	70,383.04	57,491.16		
65th Percentile		54,051.71	71,414.97	58,115.04		
70th Percentile		54,825.06	71,931.31	58,759.80		
80th Percentile		55,806.40	74,510.99	59,766.00		
Actual Data						
Average		40,917.77	61,376.65			
50th Percentile		42,718.21	64,077.31			
60th Percentile		45,992.93	68,989.39			
65th Percentile		46,492.03	69,738.05			
70th Percentile		47,007.84	70,511.76			
80th Percentile		47,812.80	71,719.20			

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*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		Library Assistant				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison					N/A
6	Sun Prairie	42,075.70	56,802.30	47,153.60	16.00	Assistant Tech. Services Librarian
	Fitchburg					Position was included with Admin. Asst.
	Middleton	37,455.00	48,691.00	Varies		Library Ambassador
5	Waunakee					Asst. I, II & III. Range varies on class
	Stoughton	35,443.20	46,800.00	41,829.00	17.00	
	Verona	35,099.47	43,606.68	39,343.20	5.00	Most are part-time
	Deforest			35,542.00	1.00	Assistant Library Director
	Oregon	45,489.60	80,641.60	54,579.20	34.00	Assistant Director/Tech. Svcs. Supervisor
	McFarland	55,827.20	72,508.80	55,827.20	1.00	Assistant Library Director
4	Monona	30,617.60	38,604.80		12.00	
	Windsor					N/A
	Mount Horeb					N/A
	Cottage Grove					N/A
	Edgerton			32,025.07		
3	Cross Plains			44,000.00		Assistant Director
	Marshall					N/A
	Belleville			25,428.00	7.00	
	Shorewood Hills					N/A
2	Cambridge	22,880.00	31,678.40		5.00	Multiple part-time positions
	Brooklyn					N/A
	Black Earth					N/A
	Dane					N/A
	Blue Mounds					N/A
1	Rockdale					N/A
Range Data						
Average		38,110.97	52,416.70	41,747.47	10.89	
50th Percentile		36,449.10	47,745.50	41,829.00		
60th Percentile		38,379.14	50,313.26	43,565.80		
65th Percentile		39,996.38	53,152.22	44,630.72		
70th Percentile		41,613.63	55,991.17	45,892.16		
80th Percentile		44,124.04	66,226.20	50,123.84		
Actual Data						
Average		33,397.98	50,096.97			
50th Percentile		33,463.20	50,194.80			
60th Percentile		34,852.64	52,278.96			
65th Percentile		35,704.58	53,556.86			
70th Percentile		36,713.73	55,070.59			
80th Percentile		40,099.07	60,148.61			

*All communities inside Dane County responded to the survey except Deerfield from Group 3 and Mazomanie and Maple Bluff from Group 2.*

*Dane County Cities and Villages Association  
Full Survey - All Communities in Dane County*

Position Surveyed:		City/Village Planner				
Dane County Communities		Minimum Range	Maximum Range	Actual Salary	Years in Position	Comments:
7	Madison					N/A
6	Sun Prairie	75,512.02	101,941.23	92,311.04	2.00	Planning Director
	Fitchburg	87,880.00	125,528.00	97,905.60	2.00	City Planner & Zoning Administrator
	Middleton	95,148.00	123,693.00	95,148.00	13.00	Dir of Planning & Community Development
5	Waunakee					N/A
	Stoughton	84,905.60	112,132.80	110,968.00	21.00	Director of Planning & Development
	Verona	79,356.57	98,591.05	Vacant		Planning Director. Currently vacant
	Deforest					Contracted
	Oregon	74,842.00	97,671.00	80,629.00	1.00	Director of Planning & Zoning Administrator
	McFarland	79,185.60	102,856.00	85,862.40	1.00	DH position w. Economic Dev. resp., too
4	Monona			61,350.00	1.50	
	Windsor			85,312.00	3.00	Deputy Administrator/Dtr. of Economic Dev.
	Mount Horeb					N/A
	Cottage Grove			74,808.00	6.00	
	Edgerton					N/A
3	Cross Plains					N/A
	Marshall					N/A
	Belleville					N/A
	Shorewood Hills					Duties performed by VA. Contracted services
2	Cambridge					N/A
	Brooklyn					N/A
	Black Earth					Contracted
	Dane					N/A
	Blue Mounds					N/A
1	Rockdale					N/A
Range Data						
Average		82,404.26	108,916.15	87,143.78	5.61	
50th Percentile		79,356.57	102,856.00	85,862.40		
60th Percentile		82,685.99	108,422.08	91,021.31		
65th Percentile		84,350.70	111,205.12	92,878.43		
70th Percentile		85,500.48	114,444.84	94,013.22		
80th Percentile		87,285.12	121,380.96	96,251.04		
Actual Data						
Average		69,715.03	104,572.54			
50th Percentile		68,689.92	103,034.88			
60th Percentile		72,817.05	109,225.57			
65th Percentile		74,302.75	111,454.12			
70th Percentile		75,210.57	112,815.86			
80th Percentile		77,000.83	115,501.25			

*All communities inside Dane County responded to the survey except Deerfield from Group 3 and Mazomanie and Maple Bluff from Group 2.*



# GROUP 3

*Dane County Cities and Villages Association*  
*Detailed Salary Data - Group 3*

Position Surveyed:	City/Village Administrator				
Comparable Communities	Minimum Range	Maximum Range	Actual Salary	Hours/ Week	Comments:
Belleville			83,330.00	40.00	Village Administrator/Clerk/Treasurer
Columbus	82,000.00	95,000.00	94,000.00	40.00	City Administrator/Treasurer
Cross Plains			87,000.00	40.00	Village Administrator/Clerk
Horicon					N/A
Hortonville	60,000.00	75,000.00	60,000.00	40.00	
Kewaskum	83,724.00	98,154.00	94,350.00	40.00	Village Administrator
Lodi	78,077.00	101,500.00	84,926.00	40.00	Director of Administration
Marshall			84,000.00		
Milton			93,683.20	40.00	
Poynette			83,491.00	40.00	Village Administrator; no set range
Prairie du Sac			118,376.00	40.00	
Sauk City			94,970.00	40.00	
Shorewood Hills			121,284.80	40.00	Performs some functions of Finance Director
Thiensville			96,500.00	40.00	No set range
Winneconne			81,040.00	40.00	
Range Data					
Average	75,950.25	92,413.50	91,210.79		
50th Percentile	80,038.50	96,577.00	90,341.60		
60th Percentile	81,215.40	97,523.20	93,936.64		
65th Percentile	81,803.85	97,996.30	94,157.50		
70th Percentile	82,172.40	98,488.60	94,412.00		
80th Percentile	82,689.60	99,492.40	95,582.00		
Actual Data					
Average	82,089.71	100,331.86			
50th Percentile	72,273.28	108,409.92			
60th Percentile	75,149.31	112,723.97			
65th Percentile	75,326.00	112,989.00			
70th Percentile	75,529.60	113,294.40			
80th Percentile	76,465.60	114,698.40			

*The following communities did not respond to the survey: Deerfield, Dousman, Johnson Creek, New Glarus, Saukville, and Wrightstown.*

*Dane County Cities and Villages Association*  
*Detailed Salary Data - Group 3*

Position Surveyed:	City/Village Clerk				
Comparable Communities	Minimum Range	Maximum Range	Actual Salary	Hours/ Week	Comments:
Belleville					See Village Administrator
Columbus			56,180.00	40.00	
Cross Plains					See Village Administrator
Horicon			66,283.44	40.00	
Hortonville	50,000.00	65,000.00	60,000.00	40.00	Clerk-Treasurer
Kewaskum	53,206.40	62,400.00	53,206.40	40.00	Village Clerk/Deputy Treasurer
Lodi	61,652.00	80,148.00	70,013.00	40.00	
Marshall			47,300.00		Village Clerk/Clerk of Courts/Utility Clerk
Milton			51,724.40	35.00	Hours fluctuate depending on time of year.
Poynette			59,030.00	40.00	Village Clerk/Treasurer; no set range
Prairie du Sac			64,937.00	40.00	
Sauk City			75,000.00	40.00	
Shorewood Hills	57,324.80	73,715.20	67,163.20	40.00	Also performs Rec., Fin & Office Mgr
Thiensville			55,000.00	40.00	Village Clerk/Deputy Treasurer
Winneconne			52,000.00	40.00	Village Clerk/Treasurer (combined position)
Range Data					
Average	55,545.80	70,315.80	59,833.65		
50th Percentile	55,265.60	69,357.60	59,030.00		
60th Percentile	56,501.12	71,972.16	60,987.40		
65th Percentile	57,118.88	73,279.44	63,949.60		
70th Percentile	57,757.52	74,358.48	65,475.58		
80th Percentile	59,055.68	76,288.32	66,811.30		
Actual Data					
Average	53,850.28	65,817.01			
50th Percentile	47,224.00	70,836.00			
60th Percentile	48,789.92	73,184.88			
65th Percentile	51,159.68	76,739.52			
70th Percentile	52,380.46	78,570.69			
80th Percentile	53,449.04	80,173.56			

*The following communities did not respond to the survey: Deerfield, Dousman, Johnson Creek, New Glarus, Saukville, and Wrightstown.*

*Dane County Cities and Villages Association*  
*Detailed Salary Data - Group 3*

Position Surveyed:	Finance Director/Treasurer				
Comparable Communities	Minimum Range	Maximum Range	Actual Salary	Hours/ Week	Comments:
Belleville					See Village Administrator/Clerk/Treasurer
Columbus	55,000.00	67,000.00	61,000.00	40.00	Finance Director
Cross Plains			68,200.00	40.00	
Horicon					
Hortonville					None. (See Clerk position)
Kewaskum	53,206.40	62,400.00	59,259.20	40.00	Village Treasurer/Deputy Clerk
Lodi	61,652.00	80,148.00	65,624.00	40.00	Accounting Manager/Treasurer
Marshall					N/A
Milton			91,353.60	40.00	
Poynette					See Village Clerk/Treasurer
Prairie du Sac					Combined with Village Clerk
Sauk City					
Shorewood Hills					Performed by VA, Clerk, DC/ASM
Thiensville					Position is combined w/ Village Admin
Winneconne			52,000.00	40.00	Village Clerk/Treasurer (combined position)
Range Data					
Average	56,619.47	69,849.33	66,239.47		
50th Percentile	55,000.00	67,000.00	63,312.00		
60th Percentile	56,330.40	69,629.60	65,624.00		
65th Percentile	56,995.60	70,944.40	66,268.00		
70th Percentile	57,660.80	72,259.20	66,912.00		
80th Percentile	58,991.20	74,888.80	68,200.00		
Actual Data					
Average	59,615.52	72,863.41			
50th Percentile	50,649.60	75,974.40			
60th Percentile	52,499.20	78,748.80			
65th Percentile	53,014.40	79,521.60			
70th Percentile	53,529.60	80,294.40			
80th Percentile	54,560.00	81,840.00			

*The following communities did not respond to the survey: Deerfield, Dousman, Johnson Creek, New Glarus, Saukville, and Wrightstown.*

*Dane County Cities and Villages Association*  
*Detailed Salary Data - Group 3*

Position Surveyed:	Police Chief				
Comparable Communities	Minimum Range	Maximum Range	Actual Salary	Hours/ Week	Comments:
Belleville			71,630.00	40.00	
Columbus			82,000.00	40.00	
Cross Plains			76,000.00	40.00	
Horicon			70,817.76	40.00	
Hortonville	65,000.00	75,000.00	71,379.00	40.00	
Kewaskum	70,979.00	83,177.00	83,177.00	40.00	
Lodi	72,630.00	94,419.00	89,773.00	40.00	
Marshall			80,167.00		
Milton			95,014.40	40.00	
Poynette			73,507.00	40.00	No set range
Prairie du Sac			103,000.00	40.00	Police is joint dept. w/ Village of Sauk City
Sauk City					Joint police department with Prairie du Sac
Shorewood Hills			100,630.40	40.00	
Thiensville			87,750.00	40.00	
Winneconne			69,157.00	40.00	
Range Data					
Average	69,536.33	84,198.67	82,428.75		
50th Percentile	70,979.00	83,177.00	81,083.50		
60th Percentile	71,309.20	85,425.40	82,941.60		
65th Percentile	71,474.30	86,549.60	85,234.85		
70th Percentile	71,639.40	87,673.80	87,952.30		
80th Percentile	71,969.60	89,922.20	91,869.56		
Actual Data					
Average	74,185.88	90,671.63			
50th Percentile	64,866.80	97,300.20			
60th Percentile	66,353.28	99,529.92			
65th Percentile	68,187.88	102,281.82			
70th Percentile	70,361.84	105,542.76			
80th Percentile	73,495.65	110,243.47			

*The following communities did not respond to the survey: Deerfield, Dousman, Johnson Creek, New Glarus, Saukville, and Wrightstown.*

*Dane County Cities and Villages Association*  
*Detailed Salary Data - Group 3*

Position Surveyed:	Fire Chief				
Comparable Communities	Minimum Range	Maximum Range	Actual Salary	Hours/ Week	Comments:
Belleville					N/A
Columbus			31,800.00		
Cross Plains					
Horicon			4,700.00		Part-time position & dept. Paid on call
Hortonville					N/A
Kewaskum	64,472.00	75,571.00	74,089.00	40.00	
Lodi					N/A
Marshall					N/A
Milton					The City of Janesville's chief is Milton's Chief.
Poynette					Volunteer department/Fire District
Prairie du Sac			5,000.00		Volunteer Fire Department
Sauk City					Part of a Joint Fire District with 7 Townships
Shorewood Hills					Contracted
Thiensville			19,145.00	Part-time	
Winneconne					Volunteer Fire Department
Range Data					
Average	64,472.00	75,571.00	26,946.80		
50th Percentile	64,472.00	75,571.00	19,145.00		
60th Percentile	64,472.00	75,571.00	24,207.00		
65th Percentile	64,472.00	75,571.00	26,738.00		
70th Percentile	64,472.00	75,571.00	29,269.00		
80th Percentile	64,472.00	75,571.00	40,257.80		
Actual Data					
Average	24,252.12	29,641.48			
50th Percentile	15,316.00	22,974.00			
60th Percentile	19,365.60	29,048.40			
65th Percentile	21,390.40	32,085.60			
70th Percentile	23,415.20	35,122.80			
80th Percentile	32,206.24	48,309.36			

*The following communities did not respond to the survey: Deerfield, Dousman, Johnson Creek, New Glarus, Saukville, and Wrightstown.*

*Dane County Cities and Villages Association*  
*Detailed Salary Data - Group 3*

Position Surveyed:	Building Inspector				
Comparable Communities	Minimum Range	Maximum Range	Actual Salary	Hours/ Week	Comments:
Belleville					N/A
Columbus					N/A, contracted out
Cross Plains					N/A
Horicon					Contracted service
Hortonville					N/A
Kewaskum					Contracted out to City of West Bend
Lodi					N/A
Marshall					N/A
Milton			93,246.40	40.00	PW Dir - Contracted Commercial Bldg Insp.
Poynette					Contracted service
Prairie du Sac					Contracted service
Sauk City					Contracted service
Shorewood Hills					Contracted - \$41.63/inspection
Thiensville					Contract service
Winneconne					Contract service
Range Data					
Average			93,246.40		
50th Percentile			93,246.40		
60th Percentile			93,246.40		
65th Percentile			93,246.40		
70th Percentile			93,246.40		
80th Percentile			93,246.40		
Actual Data					
Average	83,921.76	102,571.04			
50th Percentile	74,597.12	111,895.68			
60th Percentile	74,597.12	111,895.68			
65th Percentile	74,597.12	111,895.68			
70th Percentile	74,597.12	111,895.68			
80th Percentile	74,597.12	111,895.68			

*The following communities did not respond to the survey: Deerfield, Dousman, Johnson Creek, New Glarus, Saukville, and Wrightstown.*

*Dane County Cities and Villages Association*  
*Detailed Salary Data - Group 3*

Position Surveyed:	Public Works Director				
Comparable Communities	Minimum Range	Maximum Range	Actual Salary	Hours/ Week	Comments:
Belleville			70,073.00	40.00	
Columbus	60,000.00	70,000.00		40.00	Currently vacant
Cross Plains			77,000.00	40.00	Public Facilities Director
Horicon			80,000.00	40.00	Director of Public Work-Utilities
Hortonville	55,000.00	75,000.00	75,000.00	40.00	Public Works Director
Kewaskum	58,572.80	68,868.80	67,516.80	40.00	Public Works Working Foreman
Lodi	78,077.00	101,500.00	83,013.00	40.00	Director of Operations
Marshall			73,535.00		
Milton					See response to previous questions
Poynette			63,856.00	40.00	Director of Public Works; no set range
Prairie du Sac			102,995.00	40.00	Also oversees public electric utility
Sauk City			96,090.00	40.00	
Shorewood Hills			65,000.00	40.00	DPW Crew Chief
Thiensville			87,300.00	40.00	Director of Community Svcs. & Public Works
Winneconne			64,265.00	40.00	
Range Data					
Average	62,912.45	78,842.20	77,357.22		
50th Percentile	59,286.40	72,500.00	75,000.00		
60th Percentile	59,714.56	74,000.00	77,600.00		
65th Percentile	59,928.64	74,750.00	79,400.00		
70th Percentile	61,807.70	77,650.00	81,205.20		
80th Percentile	67,230.80	85,600.00	85,585.20		
Actual Data					
Average	69,621.49	85,092.94			
50th Percentile	60,000.00	90,000.00			
60th Percentile	62,080.00	93,120.00			
65th Percentile	63,520.00	95,280.00			
70th Percentile	64,964.16	97,446.24			
80th Percentile	68,468.16	102,702.24			

*The following communities did not respond to the survey: Deerfield, Dousman, Johnson Creek, New Glarus, Saukville, and Wrightstown.*



*Dane County Cities and Villages Association*  
*Detailed Salary Data - Group 3*

Position Surveyed:	Parks Director				
Comparable Communities	Minimum Range	Maximum Range	Actual Salary	Hours/ Week	Comments:
Belleville					N/A
Columbus					Falls under DPW Director position
Cross Plains			70,000.00	40.00	
Horicon					
Hortonville					N/A
Kewaskum					See Public Works Working Foreman
Lodi					N/A
Marshall					N/A
Milton					This function is managed by the PW Dir.
Poynette					Handled by DPW & Parks Commission
Prairie du Sac					N/A
Sauk City					Part of DPW Director duties
Shorewood Hills	47,112.00	60,569.60	61,796.80	40.00	Forester. Hourly, eligible for OT
Thiensville					Included in Dtr-Comm. Svcs. & PW position
Winneconne					Public Works Director oversees parks
Range Data					
Average	47,112.00	60,569.60	65,898.40		
50th Percentile	47,112.00	60,569.60	65,898.40		
60th Percentile	47,112.00	60,569.60	66,718.72		
65th Percentile	47,112.00	60,569.60	67,128.88		
70th Percentile	47,112.00	60,569.60	67,539.04		
80th Percentile	47,112.00	60,569.60	68,359.36		
Actual Data					
Average	59,308.56	72,488.24			
50th Percentile	52,718.72	79,078.08			
60th Percentile	53,374.98	80,062.46			
65th Percentile	53,703.10	80,554.66			
70th Percentile	54,031.23	81,046.85			
80th Percentile	54,687.49	82,031.23			

*The following communities did not respond to the survey: Deerfield, Dousman, Johnson Creek, New Glarus, Saukville, and Wrightstown.*

*Dane County Cities and Villages Association*  
*Detailed Salary Data - Group 3*

Position Surveyed:	Library Director				
Comparable Communities	Minimum Range	Maximum Range	Actual Salary	Hours/ Week	Comments:
Belleville			55,099.00	40.00	
Columbus			58,000.00	40.00	
Cross Plains			67,500.00	40.00	
Horicon			50,752.00	40.00	
Hortonville	36,000.00	50,000.00	42,000.00	40.00	
Kewaskum	49,036.00	56,661.00	56,661.00	40.00	
Lodi	53,611.00	69,694.00	55,078.00	40.00	
Marshall			49,628.00		
Milton			62,129.60	40.00	Library Director/Teen Librarian
Poynette			45,000.00	40.00	No set range
Prairie du Sac			55,620.00	40.00	
Sauk City			51,915.00	40.00	
Shorewood Hills					N/A
Thiensville					N/A
Winneconne	41,000.00	47,000.00	41,000.00	40.00	
Range Data					
Average	44,911.75	55,838.75	53,106.35		
50th Percentile	45,018.00	53,330.50	55,078.00		
60th Percentile	47,428.80	55,328.80	55,203.20		
65th Percentile	48,634.20	56,327.95	55,515.80		
70th Percentile	49,493.50	57,964.30	56,036.40		
80th Percentile	50,866.00	61,874.20	57,464.40		
Actual Data					
Average	47,795.72	58,416.99			
50th Percentile	44,062.40	66,093.60			
60th Percentile	44,162.56	66,243.84			
65th Percentile	44,412.64	66,618.96			
70th Percentile	44,829.12	67,243.68			
80th Percentile	45,971.52	68,957.28			

*The following communities did not respond to the survey: Deerfield, Dousman, Johnson Creek, New Glarus, Saukville, and Wrightstown.*

Dane County Cities and Villages Association  
Detailed Salary Data - Group 3

Position Surveyed:	City/Village Planner				
Comparable Communities	Minimum Range	Maximum Range	Actual Salary	Hours/ Week	Comments:
Belleville					N/A
Columbus			62,425.00	40.00	Director of Planning & Development
Cross Plains					N/A
Horicon					N/A
Hortonville					
Kewaskum					N/A
Lodi					N/A
Marshall					N/A
Milton					Duties performed by other staff.
Poynette					Contracted service
Prairie du Sac					Contracted service
Sauk City					Contracted service
Shorewood Hills					Duties performed by VA. Contracted services
Thiensville					Contracted service
Winneconne					Village Administrator performs functions
Range Data					
Average	#DIV/0!	#DIV/0!	62,425.00		
50th Percentile	#NUM!	#NUM!	62,425.00		
60th Percentile	#NUM!	#NUM!	62,425.00		
65th Percentile	#NUM!	#NUM!	62,425.00		
70th Percentile	#NUM!	#NUM!	62,425.00		
80th Percentile	#NUM!	#NUM!	62,425.00		
Actual Data					
Average	56,182.50	68,667.50			
50th Percentile	49,940.00	74,910.00			
60th Percentile	49,940.00	74,910.00			
65th Percentile	49,940.00	74,910.00			
70th Percentile	49,940.00	74,910.00			
80th Percentile	49,940.00	74,910.00			

The following communities did not respond to the survey: Deerfield, Dousman, Johnson Creek, New Glarus, Saukville, and Wrightstown.