



Regular Village Board Meeting Agenda

Tuesday, January 5th, 2016 – 7:00 pm
Village Hall, 235 Hickory Street, Pewaukee, WI 53072

1. Call to Order, Pledge of Allegiance, Moment of Silence and Roll Call.
2. Approval of Minutes of Previous Meeting.
 - Minutes of the Regular Village Board Meeting – December 15, 2015
3. Citizen Comments. – *Comments should be addressed directly to the Village Board and should be limited to a maximum of three minutes per speaker. Speakers are asked to state name and address for the record.*
4. Ordinances
 - a. Ordinance No. 2016-01, Ordinance to Repeal and Recreate Chapter 50, Article VI, Alarm Systems
5. Resolutions
 - a. Resolution No. 2016-01, Resolution to Adopt the Classification and Compensation Study
6. New Business.
 - a. Discussion and Possible Action on Disposition of Service Handgun as Retirement Gift for Retiring Police Officer
 - b. License Approvals and Vendor Permits.
 1. Operator Licenses – New
 2. Transient Merchant Permit - New
 - c. Discussion and Possible Action on Approval of Finance Director Recruitment Posting
7. Citizen Comments. – *Comments should be addressed directly to the Village Board and should be limited to a maximum of three minutes per speaker. Speakers are asked to state their name and address for the record.*
8. Closed Session. – The Village Board of the Village of Pewaukee will enter into closed session pursuant to Wis. Statute Section 19.85(1)(c) to consider employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility, specifically regarding Village Clerk and Village Treasurer, and Village Administrator.
9. Reconvene Into Open Session.
10. Action Out of Closed Session.
 - a. Discussion and Possible Action on Establishing Salary for Village Clerk and Village Treasurer.
11. Adjournment.

Note: Notice is hereby given that a quorum of a Village Committee and/or Commission may be present at the Village Board meeting, and if so, this meeting shall be considered an informational meeting of that Committee or Commission and no formal action of that Committee or Commission shall occur.

Posted: December 30, 2015



To: Jeff Knutson, Village President
Village Board

From: Chaz Schumacher
Interim Clerk/Treasurer

Date: January 5, 2016

Re: Agenda Item 2a), Approval of the Village Board Minutes of the December 15, 2015 Regular Village Board Meeting

Village Board Minutes for the December 15, 2015 Village Board meeting will be provided via email on January 4, 2016 and will be added to the Village website at such time.

Thank you.



To: Jeff Knutson, President
Village Board

From: Scott A. Gosse
Village Administrator

Date: December 23, 2015

Re: Agenda Items 4/a, Ordinance No. 2015-1 Ordinance to Repeal and Recreate Chapter 50,
Article VI, Alarm Systems

BACKGROUND

The attached is on the agenda at the request of the Village Board from its last meeting to allow full discussion regarding possible changes to this section of the Village Code.

ACTION REQUESTED

The action requested of the Village Board is to review the attached draft of the alarm system ordinance and, if prepared, adopt any modifications desired.

ANALYSIS

As you may recall, the discussion at the last meeting involved looking at possible requirements for alarm system maintenance as well as reviewing the false alarm fee structure.

This topic was originally brought forward with Trustee Zompa requesting a review of the false alarm fee structure and Trustee Nauth requesting a review of the following:

1. Proactive method to reduce false alarms (policy for regular meetings with property owners to discuss actions taken by owner to reduce or minimize false alarm calls)
2. Change how false alarms are billed by billing the property owner and not the occupant of an individual residential unit.
3. Any building or facility, excluding detached single-family homes, with two or more false fire alarms in a calendar year shall provide documentation of proper maintenance and inspection of their fire detection/alarm system.
4. OR: Any building or facility, excluding detached single-family homes, shall provide documentation of proper maintenance and inspection of their fire detection/alarm system on an annual basis.

Attachment

ORDINANCE NO. 2016-01

ORDINANCE TO REPEAL AND RECREATE
CHAPTER 50, ARTICLE VI, ALARM SYSTEMS

The Village Board of the Village of Pewaukee, Waukesha County, Wisconsin, do ordain as follows:

SECTION ONE:

The Village Board does hereby repeal and recreate Chapter 50, Article VI of the Code of Ordinances entitled Alarm Systems.

ARTICLE VI. - ALARM SYSTEMS**Sec. 50.123. - Intent.**

The intent of this chapter is to regulate alarm systems, as defined in this chapter, in the Village of Pewaukee, and to prevent carelessness, improper maintenance, and/or other acts or omissions which cause or result in false police and/or fire and/or emergency medical services (EMS) alarms, from privately owned, commercially owned, leased or contract alarm systems. Such false alarms initiate police, EMS, and/or fire personnel and equipment responses, cause or result in unnecessary expense to the village, increase the risk of damage to property or injury to persons, and dilute the level of police, emergency medical, and fire protection services available to other areas of the village.
(Ord. No. 2013-20, § 1, 11-19-2013)

Sec. 50.124. - Definitions.

The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Alarm coordinator means the person(s) designated to administer, control, and/or maintain the records involving false alarms.

Alarm site means a single premise or location, a multi-tenant location, and any property as referenced and defined in subsections 50.125(b)(4), 50.126(b)(4) and 50.127(b)(4), served by an alarm system or systems.

Alarm system means any mechanical, electrical, or radio-controlled device or system, including, but not limited to, local alarms, which is designed to emit, transmit, or relay a signal or message, and which, when activated, is intended to summon, or would reasonably be expected to summon, police, fire or EMS services of the Village of Pewaukee. Alarm system does not include:

- (1) An alarm installed on a vehicle, unless the vehicle is permanently located at a site; or
- (2) An alarm designed to alert only the inhabitants of a premises and which does not constitute a local alarm.

False alarm means someone just placing a call for service under circumstances where no service is needed or the activation of an alarm system signal or message which elicits notification to and/or response by the Village of Pewaukee Police and/or the Pewaukee Fire Department, and/or the Village of Pewaukee Emergency Medical Service, whether the activation is intentional, accidental or otherwise, and when there is no evidence of a crime, fire, medical emergency or other activity which warrants a call for immediate police, fire, or emergency medical assistance. This may include, but is not limited to, an alarm discovered by a police officer, firefighter, or emergency medical technician before notification of said alarm from an alarm company, or a local alarm system, that is not monitored.

Fire or emergency medical alarm means a system or portion of a communication system consisting of components and circuits arranged to monitor and enunciate the status of fire, or a medical emergency, or supervisory signal initiating devices which are intended to summon police, fire, or emergency medical services of the Village of Pewaukee.

Intrusion alarm means a robbery, burglary, panic or another alarm designed or utilized to summon the police.

Local alarm means an alarm system that emits a signal at an alarm site that is audible or visible from the exterior of the structure.

(Ord. No. 2013-20, § 1, 11-19-2013)

Sec. 50.125. - Police alarm systems.

- (a) Each time the Village of Pewaukee Police Department responds to a false alarm arising from an intrusion alarm and/or fire and/or emergency medical alarm, the alarm coordinator shall record the false alarm for the determination of what, if any, service charge is applicable.
- (b) A service charge for excessive alarms shall be charged as follows:
 - (1) No service charge shall be charged for the first false alarm occurring within a calendar year.
 - (2) Each false alarm in excess of one during a calendar year shall result in a service fee of \$200.00 per false alarm.
 - (3) In addition to the aforementioned false alarm fee, each false alarm in excess of two during a calendar year shall be subject to a penalty pursuant to section 1.102 of this Code.
 - (4) Where multiple buildings or a complex of buildings, including, but not limited to, schools, housing complexes commercial and/or industrial buildings are owned and/or controlled by a single person, institution, or entity, on a single parcel of land, or multiple adjacent parcels of land, a false alarm coming from any building on said single parcel of land or any building within said complex on a single parcel or multiple adjacent parcels of land, shall be considered to be a false alarm coming from each of the buildings on said parcel, complex, or multiple adjacent parcels for purposes of determining whether or not, under subsections 50.125(b)(1) through (3), a service charge shall be assessed against said property under this section, to wit: A total of more than one false alarm from any such multiple building complex or property during any calendar year shall result in the imposition of charges under subsections 50.125(b)(1) through (3) of this article.
 - (5) All charges imposed under section 50.125 of this article shall be cumulative and in addition to charges for fire and emergency medical services imposed under sections 50.126 and 50.127
- (c) No service fee shall be assessed if the false alarm is:
 - (1) Caused by an electrical storm, tornado or other act of God where there is clear evidence of physical damage to the alarm system;
 - (2) Caused by the intermittent disruption of telephone circuits beyond the control of the alarm site owner;
 - (3) Caused by the electrical power disruption or failure in excess of two hours beyond the control of the alarm site owner;
 - (4) At a location where the Pewaukee Police Department has installed an alarm.
 - (5) Waukesha County Technical College shall be exempt when an on-site police officer responds to the alarm and no off-site emergency vehicles have been dispatched.
- (d) All false alarm service fees shall be charges against the property owner and are due and payable within 30 days from the date of invoice. Invoices shall be sent by the village. Any fees payable to the Village of Pewaukee which are delinquent may be assessed against the property involved as a special charge for current services, without notice, pursuant to Wis. Stats. § 66.60(16).

(Ord. No. 2013-20, § 1, 11-19-2013)

Sec. 50.126. - Fire alarm systems.

- (a) Each time the Pewaukee Fire Department responds to a false alarm in the Village of Pewaukee, the Pewaukee Fire Department shall notify the alarm coordinator.
- (b) A service fee for excessive false activations shall be charged as follows:
 - (1) No service fee shall be charged for the first false alarm occurring within a calendar year.
 - (2) Each false alarm in excess of one and up to and including four false alarm activations within a calendar year shall result in a service fee equal to 100 percent of the amount charged to the village of \$350. for a fire call.
 - (3) Each false alarm in excess of four within a calendar year shall result in a service fee of \$750.
 - (34) Where multiple buildings or a complex of buildings, including, but not limited to schools, housing complexes, commercial and/or industrial buildings are owned and/or controlled by a single person, institution, or entity, on a single parcel of land, or multiple adjacent parcels of land, a false alarm coming from any building on said single parcel of land or any building within said complex on a single parcel or multiple adjacent parcels of land, shall be considered to be a false alarm coming from each of the buildings on said parcel, complex, or multiple adjacent parcels for purposes of determining whether or not, under subsections 50.126(b)(1) through (3), a service charge shall be assessed against said property under this section, to wit; a total of more than one false

alarm from any such multiple building complex or property during any calendar year shall result in the imposition of charges under subsections 50.126(b)(1) through (3) of this article.

- (45) All charges imposed under section 50.126 of this article shall be cumulative and in addition to charges for police and emergency medical services imposed under sections 50.125 and 50.127
- (c) No service fee shall be assessed if the false alarm is:
- (1) Caused by an electrical storm, tornado or other act of God where there is clear evidence of physical damage to the alarm system.
 - (2) Caused by the intermittent disruption of telephone circuits beyond the control of the alarm site owner.
 - (3) Caused by electrical power disruption or failure in excess of two hours beyond the control of the alarm site owner.
 - (4) All false alarm fees shall be charged against the property owner and are due and payable within 30 days from the date of invoice. In the case of a condominium complex the false alarm fee shall be charged to the association when such information is known. Invoices shall be sent by the village after review and approval by the Village Board. Any fees payable to the Village of Pewaukee which are delinquent maybe assessed against the property involved as a special charge for current services, together with a \$25.00 administrative fee, without notice, pursuant to Wis. Stats. § 66.60(16).

(Ord. No. 2013-20, § 1, 11-19-2013)

Sec. 50.127. - Emergency medical alarm systems.

- (a) Each time the Pewaukee Emergency Medical Service personnel responds to a false alarm in the Village of Pewaukee, the Pewaukee Emergency Medical Service personnel shall notify the alarm coordinator.
- (b) A service fee for excessive false alarms shall be charged as follows:
- (1) No service fee shall be charged for the first false alarm occurring within a calendar year.
 - (2) Each false alarm in excess of one within a calendar year shall result in a service fee equal to 100 percent of the amount charged to the village for an EMS call.
 - (3) Where multiple buildings or a complex of buildings, including, but not limited to schools, housing complexes, commercial and/or industrial buildings are owned and/or controlled by a single person, institution, or entity, on a single parcel of land, or multiple adjacent parcels of land, a false alarm coming from any building on said single parcel of land or any building within said complex on a single parcel or multiple adjacent parcels of land, shall be considered to be a false alarm coming from each of the buildings on said parcel, complex, or multiple adjacent parcels for purposes of determining whether or not, under subsections 50.127(b)(1) through (3), a service charge shall be assessed against said property under this section, to wit; a total of more than one false alarm from any such multiple building complex or property during any calendar year shall result in the imposition of charges under subsections 50.127(b)(1) through (3) of this article.
 - (4) All charges imposed under section 50.127 of this article shall be cumulative and in addition to charges for police and fire medical services imposed under sections 50.125 and 50.126
- (c) No service fee shall be assessed if the false alarm is:
- (1) Caused by an electrical storm, tornado or other act of God where there is clear evidence of physical damage to the alarm system;
 - (2) Caused by the intermittent disruption of telephone circuits beyond the control of the alarm site owner;
 - (3) Caused by the electrical power disruption or failure in excess of two hours beyond the control of the alarm site owner.
- (d) All false activation service fees shall be charges against the property owner and are due and payable within 30 days from the date of invoice. Invoices shall be sent by the village after review and approval by the Village Board. Any fees payable to the Village of Pewaukee which are delinquent may be assessed against the property involved as a special charge for current services, together with a \$25.00 administrative fee, without notice, pursuant to Wis. Stats. § 66.60(16).

(Ord. No. 2013-20, § 1, 11-19-2013)

Sec. 50.128. - Liability disclaimer.

The Village of Pewaukee shall be under no duty or obligation to a subscriber or to any other person concerning any provision of this chapter, including, but not limited to, any defects in an alarm system or any delays in transmission or

response to any alarm; however, this in no way shall be construed that it is not the proper function of the fire, emergency medical service, or police department to respond to alarms.
(Ord. No. 2013-20, § 1, 11-19-2013)

~~Sec. 50.129. Telephone/radio call.~~

~~When a telephone or radio call is received that results in an EMS response that does not in turn result in the medical transport of an individual, the subject of the call shall be charged \$200.00 per instance.
(Ord. No. 2013-20, § 1, 11-19-2013)~~

SECTION TWO: All ordinances or parts of ordinances contravening the terms and conditions of this ordinance are hereby to that extent repealed.

SECTION THREE: The several sections of this ordinance shall be considered severable. If any section shall be considered by a court of competent jurisdiction to be invalid, such decision shall not affect the validity of other portions of the ordinance.

SECTION FOUR: This ordinance shall be retroactive to January 1, 2016 upon passage and publication as required by law.

Passed and adopted this _____ day of _____, 2016, by the Village Board of the Village of Pewaukee.

APPROVED:

Jeff Knutson, Village President

Countersigned:

Chaz Schumacher, Interim Village Clerk



To: Jeff Knutson, President
Village Board

From: Scott A. Gosse
Village Administrator

Date: December 23, 2015

Re: Agenda Item 5a, Discussion and Possible Action on Adoption of Classification and Compensation Study and Performance Management/Evaluation System

BACKGROUND

Ann Antonsen from Springsted appeared before the Village Board this past August to review the Classification and Compensation Study with the Village Board (a copy of the minutes of the 8/5/15 meeting are included below). Since that meeting, staff has worked with Ms. Antonsen to finalize the performance evaluation document as well as staff receiving training on the evaluation tool. Ms. Antonsen will be in attendance at the Village Board to review the following information with the Village Board:

1. Review of the wage scales and how they were developed;
2. Relationship between the performance evaluation and movement through the wage scale;
3. How will an employee move within the wage range (years of service in addition to merit increases, etc?);
4. How are percentages for wage adjustments assigned (certain % based on evaluation rating – 2% for “meets standards” 2.5% “exceeds standards”);

Attached for your information please find a copy of the following: (1) Classification and Compensation Study; (2) Performance Management and Evaluation System Manual; and (3) Title and Grade information including current wages for positions listed.

ACTION REQUESTED

The action requested of the Village Board is to review the information to be reviewed by Ms. Antonsen and to adopt the attached resolution formally adopting the wage/compensation study information as well as the Performance Management/Evaluation System.

ANALYSIS

As stated earlier, Ms. Antonsen will be in attendance to review the process for the compensation/classification study and the establishment of the ranges and will review with the Village Board the correlation between the performance evaluation process and the wage ranges for the various positions.

August 14, 2015 Village Board meeting minutes

“6(a.) Presentation on Classification and Compensation Study

Ann Antonsen with Springsted presented an additional document summarizing the results and provided a detailed overview of the results, how they were obtained, and how the Village compared to the municipalities that participated in the survey. A compensation plan was developed and options for implementing the new compensation plan were given.

Trustee Gergen asked about the performance reviews and if Antonsen is working with Administrator Gosse to develop criteria. Antonsen stated that she is working Gosse and the evaluations can be customized to the Village's needs. Discussion followed.

Trustee Nauth stated her desire to have a list of current employees and the report be expanded to show where employees fall in the range.

President Knutson stated if the Village goes to one of these plans, it will mean employees may get a raise, may get a smaller raise, or may not receive a raise. It would be determined by the supervisors with Administrator Gosse overseeing the process. Discussion followed.

Trustee Calder inquired into how the Village of Pewaukee benefits compare to other similar communities. Antonsen explained the differences and similarities in the main benefit categories.

Trustee Nauth requested a report showing actual wages of current employees with their range and grade. Discussion followed.

Trustee Calder asked if the next step is to adopt a resolution. Gosse explained if the Village board decides to move forward, than in that affect, yes. Discussion followed.”

Attachment

RESOLUTION NO. 2016-01

A RESOLUTION TO ADOPT THE CLASSIFICATION AND COMPENSATION STUDY

WHEREAS, the Village engaged a consulting firm to prepare a Classification and Compensation Study for non-represented employees; and

WHEREAS, the study was presented and reviewed with the Village Board on August 5, 2015 with a final presentation and review of the study and evaluation system on January 5, 2016.

NOW THEREFORE, the Village Board of the Village of Pewaukee does hereby adopt the Classification and Compensation Study as the guideline for the administration of wages and performance based wage adjustments.

This resolution shall take effect immediately upon passage and posting or publication as provided by law.

Approved this _____ day of _____, 2016.

VILLAGE OF PEWAUKEE

Jeff Knutson, President

ATTEST:

Chaz Schumacher, Interim Village Clerk



Performance Management and Evaluation System Manual

Village of Pewaukee, Wisconsin

September, 2015

Table of Contents

1. PERFORMANCE MANAGEMENT PROGRAM OVERVIEW	1
A. Introduction	1
B. Purpose	1
C. Benefits.....	2
D. Process.....	3
2. PERFORMANCE EVALUATION FORMS AND PROCEDURES	6
A. Standards	6
B. Elements of the Performance Evaluation	7
C. Employee Performance Report Procedure	8
3. THE PERFORMANCE EVALUATION INTERVIEW	12
4. ASSESSING THE EVALUATION	15
PERFORMANCE NOTE	APPENDIX I
EMPLOYEE INFORMATION SUPPLEMENT	APPENDIX II
PROGRAM POLICY GUIDANCE AND PROCEDURE.....	APPENDIX III

Mission Statement

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

1. Performance Management Program Overview

A. Introduction

The Village of Pewaukee, Wisconsin is committed to a performance management system for all personnel. The primary purpose of this formalized performance evaluation system is to assist the Village and its employees in improving job effectiveness, identifying professional development needs and assisting in achieving the Village's established goals and objectives.

Performance management is an important part of the Village's overall goals and strategic plan and is a necessary, beneficial, and continuous process for provision of service to the citizens of the Village of Pewaukee. The goals and job responsibilities of the Village and employees are not just assessed on an annual basis, but are continuously evaluated in order to assure employees are meeting or exceeding established performance standards and attainment of mutually established individual and unit goals. As such, the annual performance evaluation is only a small portion of the overall performance management program. More importantly, when the entire personnel management program is used effectively, the annual performance evaluation may become the easiest part of the process.

One of the most important relationships in any organization is that of the employee and their immediate supervisor. In many cases, the supervisor is the only member of the organization's management with whom the average employee has any direct contact. The supervisor, in the eyes of many employees, is management; therefore the actions of the supervisor represent the actions of management to the employee. The importance of this relationship cannot be over-emphasized.

It is the responsibility of the supervisor to outline to an employee what their job is and to ensure that the employee is informed of all conditions surrounding their job. It is the supervisor who must show an employee how to do his job or arrange for the employee to be shown how to do it. In addition, each supervisor must analyze the goals they are expected to achieve, then delegate specific duties and responsibilities among unit employees.

B. Purpose

Performance evaluation is a crucial management tool designed to strengthen employee performance, develop employee potential and improve organizational effectiveness. A formal performance management and performance evaluation system is designed to facilitate this process and ensure that all employees are treated fairly and equitably. It is important, however, to remember that the performance evaluation process can only be as effective as the people who are involved in it. As a result, the

performance evaluation interview can be effectively utilized only if the participants are committed to making the system work.

A performance management program and performance evaluation system provides an opportunity for the supervisor and the employee to engage in mutually beneficial discussions to assist in improving individual employee and unit performance. Performance evaluations are typically conducted during an employee's probationary period and thereafter on an annual basis either on an employee's anniversary date or at the end of a calendar or fiscal year. The purpose of the performance evaluation process is to provide:

- An assessment of individual employees job skills and performance
- Employees with information to be used to enhance or improve job skills and performance
- Communication between management and employees which assists in creating a productive, safe and positive work environment
- An opportunity to minimize problem situations and allow for intervention, if necessary
- An opportunity to recognize employees for better than satisfactory performance
- An opportunity for the supervisor and the employee to establish and agree upon goals for the next evaluation period

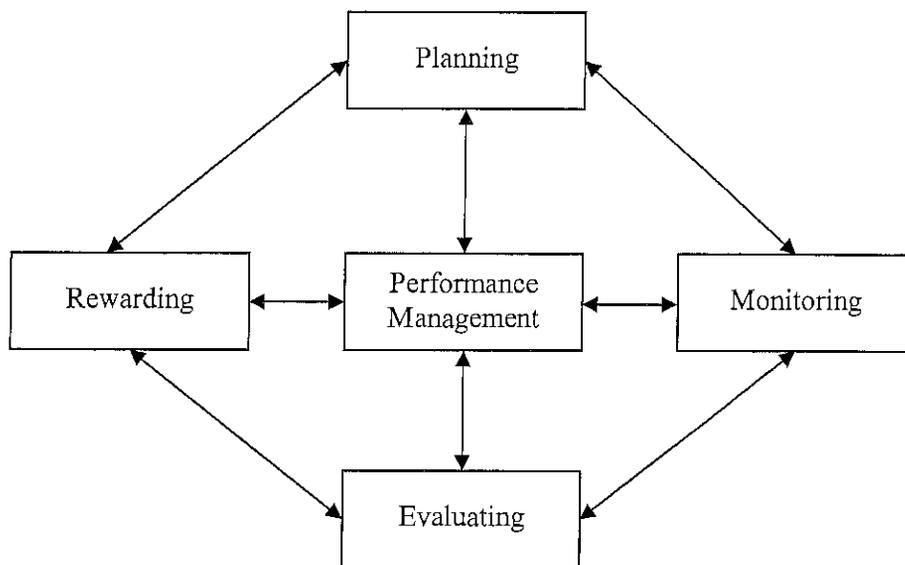
C. Benefits

Performance evaluation is a basic tool of supervision and employee development. Some of the benefits of the communication which takes place between supervisors and employees during the performance evaluation are:

- Employees want to know "how they are doing"
- Employees need to know when improvement is needed and learn how and what to change
- Supervisors and employees gain a better understanding of the jobs to be done and how they are to be accomplished
- Supervisors and employees gain an understanding of individual employee strengths and weaknesses, which aids in making decisions on training, work assignments, and promotions
- Organizational problems and employee relations issues can be identified and dealt with
- Provides employees with specific and clear criteria by which they will be evaluated in the performance of their job

D. Process

The performance management process can be broken down into four parts: planning, monitoring, evaluating, and rewarding.



Planning

Planning is the most important aspect of the performance management program. The establishment of goals for individual employees and work units and the assignment of responsibilities to employees within the unit initiates the planning process. Guidelines for establishing goals for the performance evaluation process include statements that should:

- be job, department, or organization related
- pertain to the type of work the employee is performing
- be achievable and measurable
- challenge the employee
- enable the employee to build on strengths
- assist an employee in correcting weaknesses
- conform to the organization and/or department mission
- involve improving the level of service

Once a supervisor has planned and defined unit goals and mutually established agreed upon individual employee goals, the responsibility moves into the monitoring stage of the performance management program.

Monitoring

Supervisors should monitor unit and individual employee performance on a continuous basis. Performance of essential duties and responsibilities and achievement of mutually established goals are evaluated and re-evaluated as

benchmarks are reached and assignments are modified whenever necessary to attain individual and unit goals.

A supervisor should continuously monitor individual employee and unit performance and provide feedback as a basis for performance evaluation. Monitoring provides the opportunity to identify and assess all facets of performance and developmental and training possibilities for employees within the unit.

The most important aspect of monitoring individual employee and unit performance is communication with employees in the unit. Daily contact or lack of contact with employees is a part of the performance evaluation process. If supervisors do not inform employees they are not performing up to expectations, they can only assume they are meeting the performance standards of their position. Supervisors must provide both constructive criticism and positive feedback. An environment which encourages both is an effective way to improve the quality of work.

By integrating written feedback into the monitoring portion of the performance management program the supervisor initiates the performance evaluation of employees within the unit.

Included as Appendix I is a Performance Note form. This should be used as a formal communications tool. A supervisor should complete a Performance Note as necessary. It may be used to indicate excellent, poor or improved performance or other thoughts and comments to an employee.

The Performance Note is a stepping stone to maintaining performance records that will assist in the preparation of the annual performance evaluation. By incorporating its use in the supervisor's feedback process, employees will know what will be reflected in the annual record of performance. The results of the annual performance evaluation should never be a surprise to the employee.

Evaluating

The evaluation portion of the performance management program becomes simply a matter of recording the data for individual employee personnel records if the supervisor uses feedback as part of monitoring performance.

The employee has been aware of the supervisors assessment via performance feedback offered and recorded during daily monitoring. The actual performance evaluation interview becomes a review of the actual performance over the last evaluation period.

The annual performance evaluation is a chance for the supervisor and employee to specifically address potential development opportunities as well

as the reassessment and statement of goals and objectives for the upcoming evaluation period.

Rewarding

The reward element of the performance management system should occur in every part of the system. Many times the reward portion of the performance management system is viewed strictly as a monetary reward. But the reward could take the form of further training or non-monetary recognition of specific achievements individually, within the unit and within the organization.

As previously mentioned, during the initial planning period a supervisor may realize that in order to accomplish specific goals an employee may need further education or training. During the monitoring stage it may also become apparent that further training or education is needed to accomplish a goal or to assist an employee in attaining the necessary ability to satisfy specific job requirements. The performance evaluation also requires that the supervisor and employee plan for future training needs.

The most important aspect of any performance management program is the ability to create and maintain a forum for open and honest communications between supervisors and employees within the unit concerning job performance and related expectations. This communication necessitates a constant flow of feedback from the supervisor to the employee. By bringing the performance evaluation portion of the performance management system into each step of the process the supervisor facilitates a working environment geared toward goal achievement.

Once the communication channels are open and used to the advantage of the supervisor and employee the performance evaluation portion becomes a known element – with no surprises since the employee has been informed and aware of their individual performance in relation to the upcoming evaluation.

2. Performance Evaluation Forms and Procedures

How does a supervisor conduct an "objective" performance evaluation? On the one hand, total objectivity regarding human behavior is probably not possible. On the other hand, when evaluating an employee's job performance, the system should strive to be as objective as possible.

Performance evaluations should be **job related** and based on **performance standards**. To further increase objectivity, performance evaluations should be made on the basis of **observable behaviors**. This method differs from traditional approaches which emphasize traits, characteristics, attitudes and other non-job related criteria. These frequently have no bearing on job performance.

In order to achieve a more objective performance evaluation system, the evaluation form for non-supervisory employees has three categories in which an individual employee will be evaluated. The evaluation form for supervisory employees has four evaluation categories. These categories are as follows:

Non-Supervisory Employees

- Essential job duties and responsibilities.
- Other performance factors
- Mutually established goals

Supervisory Employees

- Essential job duties and responsibilities.
- Supervision
- Other performance factors
- Mutually established goals

A. Standards

There are five (5) rating categories for each element. These categories are:

Exceptional Performance: Employee consistently performs above the established performance standard for the element. In addition, the employee regularly makes positive contributions to the work unit that demonstrates creativity and initiative. Employee has complete understanding of all the requirements of the position and how they relate to the goals of the organization, the mission of the department and the needs of other departments.

Exceeds Standards: Employee usually performs above the established performance standard for the element. Employee performs effectively and

makes contributions to the work unit that are above the established standards. Employee takes a leadership role in developing new ideas on how to improve the level of service and possesses the job knowledge, skills and abilities required to successfully complete all assigned tasks efficiently and effectively.

Meets Standards: Employee maintains performance level in accordance with the established standard for the element and performs job duties at or near full proficiency. Employee's work is completed accurately and on time, and employee works well with associates and the public.

Needs Improvement: Employee is not meeting some of the performance standards for some of the elements. Counseling may be necessary. Employee may need further training. Employee may be lacking some of the required knowledge, skills, and abilities required to perform some tasks to established standards.

Below Standards: Employee is not meeting the performance standards established for the elements required of this position. Corrective measures are necessary. Employee needs additional training. Employee lacks the required knowledge, skills and abilities and is unable to perform the tasks required of the position.

B. Elements of the Performance Evaluation

1. Evaluation of Essential Duties and Responsibilities

Employees should be evaluated on the established essential duties and responsibilities of the position. These should be reviewed on an annual basis as a part of the performance evaluation process to ensure that the employee is being evaluated on accurate and up-to-date job-related functions. In order to ensure an objective evaluation of relevant job factors, each essential duty and responsibility should be evaluated separately.

As part of the evaluation process a determination must be made on what the standard of performance should be. Employees will not know if they are doing the job up to standard unless they are informed of what the standard is. A measurement standard must be developed for each essential job duty and responsibility. The supervisor's responsibility in this process is to determine whether the individual employee's performance has exceeded the standard, met the standard, or is below the standard.

2. The Scale

In order to compute performance scores and award performance increases a consistent scale is needed. The evaluation scale is:

<u>Rating</u>	<u>Score</u>
Exceptional Performance	4
Exceeds Standards	3
Meets Standards	2
Needs Improvement	1
Below Standards	0

SUPERVISORS: For ratings of Exceptional Performance, Exceeds Standards, Needs Improvement or Below Standards you must provide explanation in the Supervisor Comment Section.

If an employee receives a “needs improvement” or “below standards” rating the supervisor should notify the employee that corrective action will be required. The need for corrective action should be noted under “supervisor comment”. The supervisor should contact the Village Administrator, or his designee, for advice and guidance on possible actions.

Each element of an employees’ evaluation shall be independently scored. The total score for all elements is then added, and the sum is divided by the number of elements rated. This score will be a number between 0 and 4, and will fall within one of the five categories (exceptional performance, exceeds standards, meets standards, needs improvement or below standards). An explanation of the rating for each element can be provided in the space provided for supervisor comments.

A form entitled Employee Information Supplement is included as Appendix II. This form should be given to the employee to fill out and return prior to the evaluation form being completed. This will give the employee an opportunity to detail major accomplishments and provide other input at the beginning of the evaluation process.

C. Employee Performance Evaluation Report Procedure

1. Ensure that you have either electronic or paper copies of the performance evaluation forms for all positions which you supervise.
2. Review Performance Notes and other documentation gathered throughout the evaluation period on individual employee’s performance on the essential duties and responsibilities of the position, customer service, supervision, other performance factors and on the mutually established goals for the evaluation period.

3. Begin with Section I (Tab – Performance Evaluation) which lists the essential duties and responsibilities of the position. Read each element and choose the rating which most accurately reflects the level of the employee’s performance. Place an X in the appropriate evaluation box. If you are using the electronic form the score will automatically be calculated. There is an “Add Duty” button above the listed essential duties and responsibilities which when clicked will add blank spaces at the end of the page in order to add additional job duties and responsibilities in which to rate the employee. If additional job duties and responsibilities are added to the form the supervisor should make sure to add to the comment section whether this was a temporary responsibility for the current evaluation period or whether it is a permanent change in the position which should be added to the class description for the position.
4. If you are using the electronic evaluation form, the average score will be calculated automatically and the average score will be carried over to the Summary page. If you are using a hard copy evaluation form, individual scores should be totaled and divided by the number of elements evaluated to get the average score for the elements. This average should then be placed on the Summary page.
5. Be sure to complete the supervisor comments section on the form. There is a place for a comment for each element. For those using the electronic evaluation form there is also a section to the right of each essential duty and responsibility for Supervisors Notes. This is for the supervisor only and is not shared with the employee. This portion of the form does not print when the form is printed for the employee’s records or for the copy to be placed in the employees personnel file. This section is for use by the supervisor only.
6. For non-supervisory employee evaluation, upon completion of the evaluation of the employee on essential duties and responsibilities, the supervisor should then move to Section II of the evaluation form (Tab – Other Performance Factors) in which you will evaluate the employee on “other performance factors” using the same process as was used when evaluating the essential job duties and responsibilities section. For supervisory employees, this is Section III of the evaluation form. There is an “Add Other Performance Factor” button at the top of the page of this section of the form to add additional performance factors if required.
7. For supervisory employee evaluation, upon completion of the essential duties and responsibilities section, the supervisor should move to Section II of the evaluation form (Tab – Supervision) in which employees are evaluated on the supervisory responsibilities of their position. The same process as was utilized for Section I of the form should be utilized to evaluate the employees supervisory performance. Upon completion of this section, the supervisor should move to Section III, ‘Other Performance Factors’. There is an “Add Supervision Factor” at the top of the page for this section to add additional factors if necessary.

8. Upon completion of the "Other Performance Factors", the supervisor should then move to Section III (Section IV of the Supervisor Form) of the evaluation form (Tab – Mutually Established Goals). The goals for the current evaluation period which were established during the employee's prior evaluation period, will be listed on the form. The supervisor should check the appropriate box as to whether the goal was completed or not. If the goal was completed, then check the appropriate evaluation rating box. If the goal was not completed, make sure that you provide information in the comment section for the goal as to why the goal was not completed and if it was based on factors within or outside the employee's control. There is also an "Add Mutually Established Goal" button in this section to add goals for individual employees which may have been established subsequent to the employee's last performance evaluation. In the first year of evaluation, this area will be blank, arbitrarily bringing down the total evaluation score. To prevent this from occurring in the first evaluation year, we recommend filling in a "FILLER" goal with the highest score to prevent arbitrary reductions of this evaluation area.
9. Upon completion of the evaluation of the employee on their mutually established goals for the evaluation period, the supervisor should move to Section IV (Section V of the Supervisor Form) of the evaluation form (Tab – Mutually Established Future Goals). The supervisor and the employee should establish three or four (dependent on the goals this number could be larger or smaller) job-related and achievable goals and objectives for the employee for the upcoming evaluation period. These should then be listed on the form, along with the means that you will use to measure success in attaining the goals. There is a button on this form to add additional spaces, if necessary, for establishing future goals.
10. On the electronic form, the average scores for each of the three (four for supervisors) factors of the performance evaluation will be carried over to the Summary Page. If you are using a hard copy, transfer the average scores to the Summary Page. For non-supervisory employees the rating for the essential duties and responsibilities counts towards sixty percent (60%) of the overall ranking of the employee, other performance factors count towards thirty percent (30%) and mutually established goals are ten percent (10%) of the total evaluation score. For supervisory employees the rating for the essential duties and responsibilities counts towards forty percent (40%) of the overall ranking of the employee, supervision counts as twenty percent (20%), other performance factors count as twenty percent (20%) and mutually established goals are twenty percent (20%) of the total evaluation score.
11. Sign the form.
12. Conduct the performance evaluation interview. Discuss the job related and achievable goals and objectives for the next year.
13. Allow the employee the opportunity to comment on the evaluation in the "Employee's Comment" section.

14. Be sure the employee signs the completed evaluation form and return it to the Village Administrator's Office for insertion into the employee's records.
15. The last section of the form is to update individual employee contact information, ensure that required certifications and licenses are maintained and up-to-date, and to note if the current job description for the position needs revision.

3. The Performance Evaluation Interview

An important step in the performance evaluation process is the interview with the employee. After the form has been completed and the overall score determined, the results should be discussed with the employee. This should entail two-way communication: conveying the necessary information and answering all questions the employee has about the evaluation. Remember, if the employee's performance was evaluated throughout the year on a daily, weekly and monthly basis, there will already be a high level of knowledge about results of the performance evaluation. Accordingly, there will probably be no significant disagreement. If misunderstanding or disagreement occurs, this is the time to recognize and resolve it. In addition, this is also the time to set goals for the following evaluation period and consider training and education requirements.

1. Interview Process Techniques

Interview skills take time and practice to master. The following techniques are suggested as guides to help make performance evaluations more objective, accurate and more likely to be well received by employees:

- A. Communicate in advance. Explain expectations for employee job performance at the beginning of the rating period. As a part of the evaluation, review the form with the employee and explain how it will be used. Throughout the year, discuss job performance as it occurs and explain how you relate it to the performance standard. Answer all questions openly and thoroughly in order to eliminate any confusion about your expectations and the rationale behind the evaluation.
- B. Evaluate performance for the entire year. It is difficult to remember incidents that happened 10 or 11 months ago. However, the performance evaluation covers the whole year. Therefore, performance notes should be kept so that the evaluation will reflect incidents that happened last month, four months ago and eight months ago.

It is recommended that a critical incident or progress log be maintained on each employee. Significant positive and negative job related events should be recorded and discussed with the employee throughout the year. This will form the basis for the performance evaluation. Be careful not to let the most recent performance or one positive/negative incident dominate your evaluation of an individual. It is the supervisor's responsibility to ensure that subordinates are aware that he/she has informally or formally documented instances of performance and inform employees that such documentation is available for review. Recording observations need not be time consuming if notations are made soon after an incident occurs (e.g. end of each day). Waiting until the end of the week takes much more time in trying to recall the specific incident. Be sure to record the specific behavior observed rather than a vague statement.

Example

Vague: Jane exceeded my expectations today.

Specific: During down time, Jane voluntarily initiated a file review and selected and suggested items to be purged to make files more useful and to free up badly needed file space.

- C. Remember the elements and performance standards. The evaluation is a professional, job related assessment of an employees' annual performance. Objectivity is essential. The elements of the job and the performance standard are intended to help focus your judgment on job related criteria. Make sure you are rating **observable behavior**. You should not be evaluating personal traits, characteristics or attitudes.
- D. The interview with the employee should be conducted in an environment which facilitates communication and the sharing of ideas and information. The supervisor should be able to explain and justify the evaluation. When the employee indicates some disagreement with the score, and is able to substantiate the concern, the supervisor must become an effective listener and maintain objectivity. The additional information will improve the evaluation process. If this results in an altered score, the change should be made on the Employee Performance Evaluation Form. Remember, objective evaluation of job related performance is the goal of this process.

2. Performance Evaluation Techniques

Most employees consider the formal evaluation discussion to be of great importance since it concerns his/her performance and progress, and possible monetary or other reward. Consequently, it should be taken seriously by the supervisor.

The following practices will help make the session a productive and meaningful meeting for both the employee and the supervisor.

- A. Plan the evaluation session in advance by defining your objectives for the interview and by outlining the key points you wish to cover. Explain to the employee that the primary purpose of the evaluation is not to grant or withhold rewards or merit increases, but to promote a common understanding of the work objectives and to provide the employee with feedback that the supervisor feels will be of benefit in the employee's personal growth and advancement.
- B. Plan and schedule the interview for a time and place which provides privacy and undivided attention.

- C. Encourage the employee to discuss any portion of the evaluation he/she feels is incorrect or unfair.
- D. Listen to the employee during the interview, especially immediately after negative feedback has been given. This is when an employee could become defensive and will need to react and explain. Recognize this need and listen. The more the employee talks, the more the defensiveness will dissipate. He/she will then be more willing to look at the situation objectively and accept your evaluation.
- E. Your attitude and interest regarding the employee is more important than any counseling technique you may use. If the employee sees that your primary objective is to help him/her do a better job, the evaluation is more likely to be successful. If you put yourself in the role of a judge and the employee is the defendant, the evaluation interview will most likely be a waste of time.
- F. The evaluation interview should not be the only time you discuss an employee's performance. An effective performance management and evaluation program must be continuous. The evaluation interview should be a re-statement and summary of previous informal evaluations. Feedback is most effective when it immediately follows and employee's performance, both positive and negative.

Ongoing feedback concerning an employee's performance is very important. You are encouraged to hold periodic informal performance evaluation meetings with your employees. The meetings could be monthly, quarterly or at some other interval. This will allow you to advise employees where they stand regarding their performance and allow employees to take whatever corrective measures are required before the formal performance evaluations are conducted.

- G. Together with the employee, establish and agree upon goals for the next evaluation period. Use the Mutually Established Future Goals Tab of the evaluation form when establishing the goals. It may be beneficial to provide the employee with written goals he/she can refer to periodically. Listed below are some guidelines for setting goals. The goals should:
 - Be job related;
 - Pertain to the type of work the employee is performing;
 - Be achievable and measurable;
 - Challenge the employee;
 - Enable the employee to build upon strengths;
 - Assist the employee in correcting weaknesses;
 - Conform to the mission of the organization and the department; and
 - Improve the level of service to citizens.

4. Assessing the Evaluation

In order for the supervisor to be able to make changes in the evaluation after reviewing them with the employee, it is recommended that the evaluation and examples of performance first be written on a separate sheet of paper, if you are not using the electronic version of the performance evaluation form. Once the final ratings are determined, the evaluation form can be completed.

Evaluations should be checked for warning signals which can alert you to parts of the evaluation form which you might want to recheck. Performance evaluation warning signals are noted below:

Halo Effect

This occurs if you allow your rating for one factor to affect your ratings on the other factors. An example of the halo effect might occur if one of your employees has written an especially good report. Impressed by the report, you rate the employee high not only on written communications but on other factors where the high ratings are not necessarily deserved.

To avoid the halo affect look over the factors and think about them as separate skills. Remind yourself that it is possible for someone to be superior in one factor and poor in another.

Leniency

Consistently rating employees at the favorable end of the scale may indicate the rater is not critical enough.

You can check for this tendency by counting the number of "exceptional performance" ratings that you give to your employees. If a majority of your ratings are "4", your ratings may be too lenient

Negative Tendency

A rater who is overly critical of employees' work will give most of his/her employee's generally low ratings on all factors. If you find you have given a majority of ratings in the "below standards" category, you may not be accurately representing the employees' work performance

Central Tendency

This is the tendency to make almost all evaluations in the center of the scale to unrealistically avoid using the "exceptional performance" and "below standards" ratings. It is very unusual for someone to be totally average. Most of us have strong and weak areas, as well as average ones.

Contrast Effect

This is the tendency to rate employees against other employees. If you remember to rate each employee separately and against their own performance standards this effect should be eliminated.

First Impression

A rater who has rated an employee solely upon the basis of a favorable (or unfavorable) first impression, and ignores subsequent favorable or unfavorable observations through the entire evaluation period has fallen into this trap. You should check for this warning signal and evaluate the employee on all observations.

"Similar to Me"

This is the tendency to rate an employee favorably if they seem similar to you, or unfavorably if they are different. Age, sex and race may contribute heavily toward this bias.

Being objective and ignoring personal biases will improve a rater having this tendency.

APPENDIX I
Performance Note

**VILLAGE OF PEWAUKEE, WISCONSIN
EMPLOYEE PERFORMANCE EVALUATION SYSTEM
PERFORMANCE NOTE**

Person completing the form: _____ Date of event: _____

Employee name: _____

Position: _____

Performance element (If relevant, identify the specific knowledge or skill or value from the evaluation form.):

Narrative of the incident or event:

Have you discussed the event with the employee? Yes No Date discussed: _____

Result of the discussion:

Employee's comments:

Employee's initials _____

Manager's initials _____

APPENDIX II
Employee Information Supplement

**VILLAGE OF PEWAUKEE, WISCONSIN
EMPLOYEE PERFORMANCE EVALUATION SYSTEM
EMPLOYEE INFORMATION SUPPLEMENT**

EMPLOYEE _____

POSITION TITLE _____

DEPARTMENT _____ DIVISION _____

SUPERVISOR _____ RATING PERIOD OF _____ TO _____

TO BE COMPLETED BY THE EMPLOYEE:

Answer the following questions and then give this form to your supervisor.

Major accomplishments:

What are your most important accomplishments during this rating period?

Support needed:

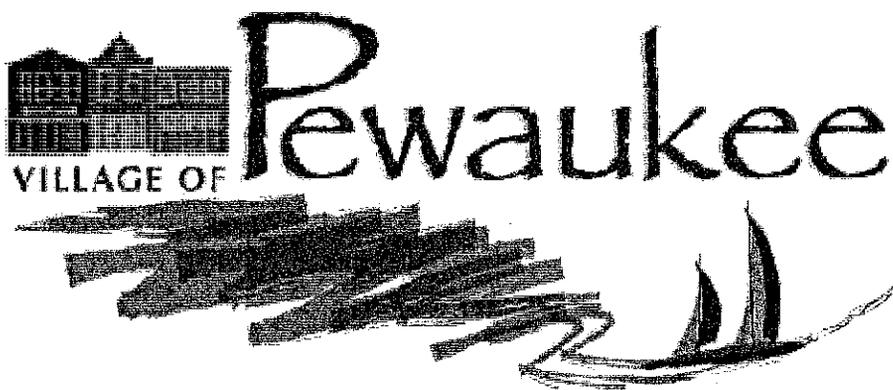
What type of guidance, instruction or other support do you need from your supervisor to improve your performance during the next rating period?

Training and Education:

Describe any training or education you are completing now or have completed during this rating period.

EMPLOYEE'S SIGNATURE _____ DATE _____

Employee's signature indicates only that the employee has seen the form and has had the opportunity to make any written comments.



Final Report

Village of Pewaukee, Wisconsin

Classification and Compensation Study

May 1, 2015

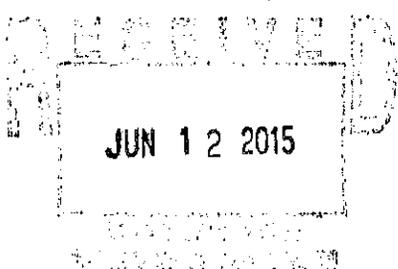


Table of Contents

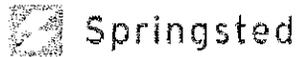
LETTER OF TRANSMITTAL

1	INTRODUCTION	1
2	METHODOLOGY.....	4
3	FINDINGS AND RECOMMENDATIONS.....	6
4	IMPLEMENTING THE RECOMMENDED SALARY PLAN	12
	APPENDIX I MARKET SURVEY INFORMATION	14
	APPENDIX II COMPENSATION PLAN	17
	APPENDIX III POSITION GRADE ASSIGNMENT.....	20
	APPENDIX IV FRINGE BENEFIT COMPARISON.....	22

Mission Statement

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

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LETTER OF TRANSMITTAL

May 5, 2015

Mr. Scott A. Gosse
Village Administrator
Village of Pewaukee
235 Hickory Street
Pewaukee, WI 53072

Re: Classification and Compensation Study Final Report

Dear Mr. Gosse:

Springsted Incorporated is pleased to provide the Village of Pewaukee with the completed Classification and Compensation Study. This Study provides an overview of the Village's current compensation and classification system and our final report, including the methodology used to evaluate positions, conduct a comprehensive market survey, development of a compensation plan and options for implementing a new compensation program.

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

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

Respectfully submitted,

Ann Antonsen

Ann Antonsen
Consultant

1. Introduction

The Village of Pewaukee, Wisconsin, retained Springsted Incorporated to conduct a Classification and Compensation Study of the Village's non-represented positions in the spring of 2014. The Study did not cover the Village's represented positions. The Study represents a comprehensive review of the components that affect an organization's compensation program – position descriptions, current compensation structure, the Village's pay philosophy, regional market competitiveness of Village salaries, the internal equity of salaries paid to comparable Village positions, fringe benefits, and ongoing maintenance and administration of the compensation system.

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

If compensation levels fall below those in the regional marketplace:

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

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

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

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

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

employees as those new employees endeavor to become proficient in their job. While these costs are not necessarily visible in expense reports, they will show up in performance data in the form of reduced service outcomes.

The following Study documents the comprehensive review and evaluation of the Village's existing classification and compensation system and the methodology used to develop a new classification and compensation system. The Study was conducted with extensive participation and input from Village employees. Department heads were interviewed concerning the nature of their operations and discussed particular issues they were having with employee recruitment and retention. Village employees supplied information about the work they perform and other factors applicable to their positions, by employees and their supervisors completing Position Analysis Questionnaires (PAQs) and reviewing current job descriptions, which provided information on essential duties and responsibilities and job requirements. Positions were then evaluated by Springsted using the Systematic Analysis and Factor Evaluation (SAFE[®]) system. The SAFE system provides a consistent and objective approach to evaluating jobs by applying standard criteria to the training and experience needed to perform the job, the level of complexity in the work performed, working conditions, the impact of end results and the consequences of error.

A compensation survey was developed and comprehensive wage and benefit data was collected from comparable regional employers. The results of the job evaluation and the salary survey data were used to create a salary curve which served as the foundation for creating a revised classification and compensation program. The compensation program structure relied upon a review of pay philosophy concepts that included:

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

This final report represents the culmination of the Classification and Compensation Study. It reflects significant Village staff involvement, including their participation and attendance at orientation meetings held in April of 2014 and submission of Position Analysis Questionnaires. Members

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

A comprehensive salary survey was also conducted as part of this Study. Survey recipients were selected based on demographics and geographic proximity. Twenty-five public entities, listed below, were invited to participate in the survey:

- **City of Brookfield**
- **City of Burlington**
- **City of Delafield**
- **City of Delavan**
- **City of Elkhorn**
- **City of Greenfield**
- **City of Muskego**
- **City of Oconomowoc**
- **City of Pewaukee**
- City of Waukesha
- **City of Whitewater**
- **Town of Brookfield**
- **Town of Delafield**
- Town of Geneseo
- Town of Lisbon
- **Town of Merton**
- Town of Mukwanago
- **Town of Oconomowoc**
- Town of Vernon
- Town of Waukesha
- **Village of Elm Grove**
- **Village of Hartland**
- Village of Menomonee Falls
- Village of Mukwanago
- **Village of Sussex**

The communities in bold responded to the survey, providing a total of 17 responses. Multiple contacts were made both by Springsted and the Village Administrator to encourage the remaining communities to participate.

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

2. Methodology

Springsted, Incorporated used the following methodology to develop recommendations for the Village of Pewaukee:

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

8. Using the market survey data, the internal relationships and the Village's pay philosophy recommendations were created for development of a compensation system.
9. Guidelines for implementation and ongoing administration of the compensation program were developed. These guidelines provide for annual adjustments to the salary schedule ensuring that the Village's pay scale stays current with changing economic and market conditions. The guidelines also provide for annual salary adjustments based on individual employee performance.

3. Findings and Recommendations

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

A. Evaluation of the Current Compensation Program

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

- Concerns about the potential for future employee turnover as employees reach retirement or because employees choose to leave the Village to take higher paying jobs or promotional opportunities with other employers
- Positions with comparable responsibilities requiring comparable education and experience that are currently being compensated at different levels

B. Pay Philosophy

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

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

A pay philosophy should be developed that establishes a compensation program based on individual employee performance as a key feature of the pay philosophy. Individual employee movement between steps should be based on satisfactory performance. Therefore, we have emphasized references to performance in the pay philosophy discussion. As part of

this Study, it is recommended that the Village consider these concepts in the adoption of a formal pay philosophy:

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

C. Defining and Evaluating Job Classes

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

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

All job classes were reviewed to determine those positions that can be exempted from the overtime provisions of the federal Fair Labor Standards Act (FLSA) consistent with the regulations which took effect on August 23, 2004.

With the completion of the review of the PAQ's completed by employee's and supervisor's and current job descriptions, we utilized the SAFE job evaluation system, to review and rate each Village position. The factors considered in determining the relative value of classifications are:

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

D. Developing A Salary Schedule

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

Survey Results. The salary survey included a series of questions designed to obtain information on a variety of pay practices. This survey was conducted using data from comparable employers in the region. Thirty-one positions were included in the survey. The survey information was analyzed to ensure that data provided by each responding agency was consistent with the Village of Pewaukee and with the position responsibilities and requirements of the positions within the Village. A comparison was made of the wage ranges available to the positions included in the survey. Many of the Village's positions do not have established salary ranges, for illustrative purposes only, current actual salaries are compared to the survey participants salary ranges (minimum, midpoint and maximum). Based on the analysis of the data, on average the Village's current and minimum salaries are 7.55% above the market, current and midpoint salaries are 4.00% below the market. Village of Pewaukee current and maximum salaries are, on average, 14.16% below the average maximums reported by the survey participants. This data indicates that, on average, the Village's current wages are more competitive with the market minimum salaries than with the maximum wages provided in the organizations which participated in the study.

A review of Village salaries, excluding the library indicates that actual/minimum salaries are, on average, 12.36% above the average, actual/midpoints are 2.0% above the average and actual/maximum salaries are 7.48% below the average.

A comparison of library positions indicates that the current and minimum salaries are 4.5% below the market average, current and midpoint salaries

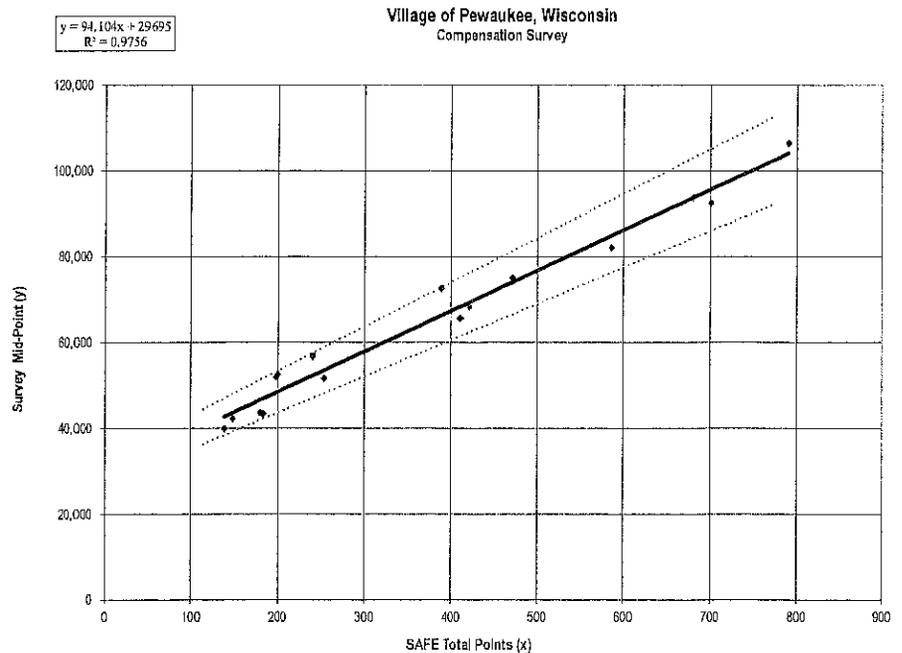
are 19.0% below the average and current and maximum salaries are 33.09% below the average.

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

Compensation Plans. A review of the compensation programs of the survey participants indicates that of the 9 organizations that completed the fringe benefit portions of the survey, 6 have an adopted pay plan. Of those 4 use an open range system and 1 utilizes a step system, the remaining respondents either used multiple systems or did not have established compensation plans and structures. For the community that uses a step system the number of steps was 10 and the percentage between steps was 3.0%. The number of grades in the pay plans ranges from 13 to 46 with an average of 22 grades with an average spread from minimum to maximum of 30%. The spread between grades ranges from 3% to 7% with an average of 5% between grades.

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

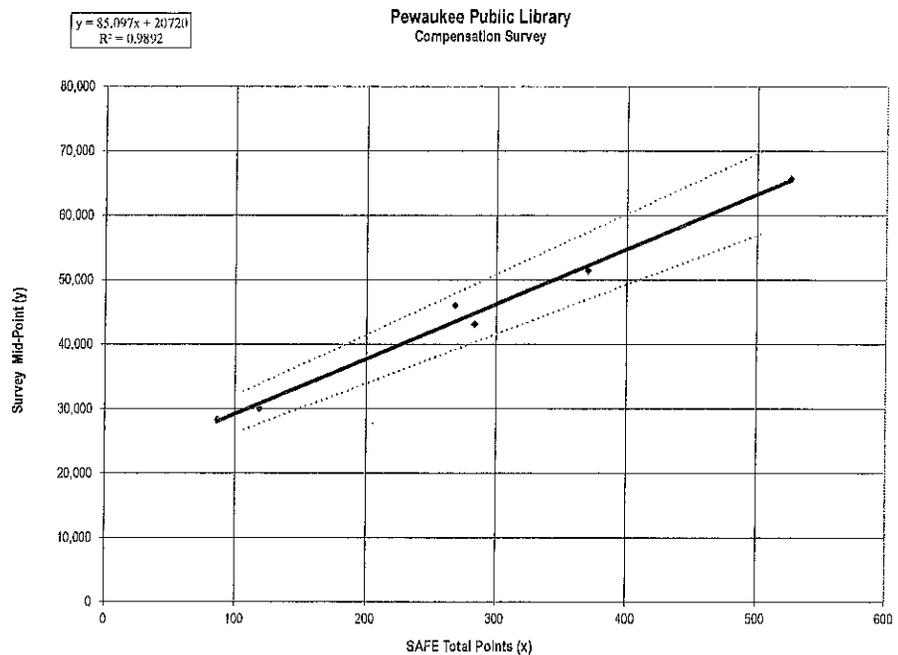
General Government Positions



The recommended compensation plan was designed as an open range system with 22 pay grades and a 6 percent spread between pay grades. There is a 35% spread between the minimum and the maximum of the

range. The midpoint of each pay grade generally corresponds with the market as defined by the salary survey.

Library Positions



The recommended compensation plan was designed as an open range system with 20 pay grades and a 6 percent spread between pay grades. There is a 35% spread between the minimum and the maximum of the range. The midpoint of each pay grade generally corresponds with the market as defined by the salary survey.

The compensation plans are structured on annual wages based on a 2080 hour work year. The proposed compensation plans for the Village of Pewaukee and the Pewaukee Public Library can be found in Appendix II of this report.

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

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

An established performance evaluation program includes ongoing training of the system ensuring that supervisors in all departments consistently apply performance standards. When compensation is based on performance, employees look for assurance that managers will honestly evaluate performance and not inflate ratings in order to obtain a higher

salary for particular employees. Generally, such systems provide for a review by the Village Administrator's Office to provide a mechanism that helps supervisors apply performance standards consistently for all employees.

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

4. Implementing the Recommended Salary Plan

A. Implementation

To estimate implementation costs we used current employee salaries supplied by the Village for all positions. The scale was developed utilizing 2014 market survey information and then adjusted by 2.0% for 2015. The costs of implementation include wages only and reflect full-year impacts.

Implementation

Option 1 – General Government Positions

The first option for implementation of the study results is to place employees whose current wage falls below the minimum of the proposed range for their position at the minimum of the range. Of the Village’s 26 employees, 2 employees are compensated at a level which is below the minimum wage of the proposed wage scale for their position. The annual cost to bring these employees to the minimum is \$4,241.15, which is .26% of the Village’s total payroll.

Option 1 - Move to Min						
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase	
Totals	26	\$ 1,636,294.40	\$ 1,640,535.55	\$ 4,241.15	0.26%	
Employee Below Min	2 ¹	\$ 55,640.00	\$ 59,881.15	\$ 4,241.15	7.62%	
Employee Within Range	23 ¹	\$ 1,530,880.00	\$ 1,530,880.00	\$ -		
Employee Above Max	1 ¹	\$ 49,774.40	\$ 49,774.40	\$ -		

Option 1 – Library Positions

Of the Village’s Library 26 employees, 16 are compensated at a level which falls below the minimum of the range proposed for their position. The annual cost to bring these employees to the minimum (based on actual annual hours worked) is \$22,516.50, which is 4.5% of the Library’s total payroll.

Option 1 - Move to Min						
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase	
Totals	26	\$ 500,029.92	\$ 522,546.42	\$ 22,516.50	4.50%	
Employee Below Min	16 ¹	\$ 139,851.40	\$ 162,367.90	\$ 22,516.50	16.10%	
Employee Within Range	10 ¹	\$ 360,178.52	\$ 360,178.52	\$ -		
Employee Above Max	0 ¹	\$ -	\$ -	\$ -		

Option 2

The Villages remaining General Government and Library employees are compensated at a level which falls within the proposed wage scale for their position. If a 2% increase (the same increase in the wage scale) is provided to the remaining employees whose current wage falls within the

range assigned to their position), the annual cost would be \$28,877.91 for General Government employees and \$7,203.57 for Library employees.

Ongoing Administration

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

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

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

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

B. Review of Fringe Benefits

The local government organizations that responded to the salary survey also provided information about their fringe benefit programs. A summary of the fringe benefits survey appears in Appendix IV.

APPENDIX I
Market Survey Information

Market Survey Information

	Position Surveyed	Number of Respondents	Average FTES	Average YOS	Average Midpoint	Minimum Salary			Midpoint Salary		Maximum Salary		
						Lowest	Highest	Average	Lowest	Highest	Lowest	Highest	Average
1	Village Administrator	9	1.00	9.90	106,373.99	88,105.00	98,987.20	94,192.40	102,758.00	113,453.60	94,701.00	128,252.80	116,129.00
2	DNU - Account Finance Clerk	11	1.00	12.25	43,999.63	37,169.60	39,998.40	38,544.17	42,421.50	45,732.00	45,261.00	54,024.00	49,455.10
3	Clerk/Treasurer	13	1.00	14.89	68,262.70	49,000.00	66,300.00	59,378.75	59,492.00	74,626.50	69,984.00	85,086.00	77,146.65
4	Deputy Clerk	10	1.00	18.00	43,614.06	34,287.00	43,035.20	38,166.87	37,394.00	49,493.60	40,501.00	55,952.00	48,636.97
5	Deputy Treasurer	6	1.00	23.00	51,605.02	43,035.20	43,035.20	43,035.20	49,493.60	49,493.60	54,416.00	69,600.00	62,286.25
6	DNU - Administrative Assistant	3	1.00	15.00	39,257.23	29,140.80	38,272.00	34,153.60	33,508.80	43,742.40	37,876.80	49,212.80	44,360.87
7	Reference Librarian	9	1.00	13.00	46,043.99	37,253.00	44,491.20	39,966.70	40,639.00	50,856.00	44,025.00	59,072.00	52,487.11
8	Children's Assistant II	8	1.00	14.00	30,065.07	22,464.00	30,315.00	26,429.24	25,594.50	35,062.50	28,725.00	39,810.00	33,418.50
9	Circulation Clerk I	3	1.00		28,411.40	22,500.00	24,960.00	23,730.00	27,318.00	29,504.80	32,136.00	34,049.60	33,092.80
10	DNU - Circulation Clerk II	1	1.00		42,754.40	37,169.60	37,169.60	37,169.60	42,754.40	42,754.40	48,339.20	48,339.20	48,339.20
11	Head of Adult & Reference Services	3	1.00	2.00	51,417.65	44,499.10	45,198.40	44,848.75	50,856.10	51,979.20	57,213.10	58,760.00	57,986.55
12	Head of Circulation Services	5	1.00	23.50	43,125.45	32,100.00	43,035.00	37,058.10	38,973.50	49,493.50	45,531.20	55,952.00	49,192.80
13	Library Director	10	1.00	10.50	65,664.38	51,000.00	62,670.40	57,389.08	61,920.50	71,614.40	71,446.00	80,558.40	73,939.68
14	DNU - Library Page I	4	1.08		4,028.22	3,328.00	25,521.60	3,702.98	4,241.00	26,686.40	5,154.00	27,851.20	4,185.00
15	DNU - Library Page II	1	1.00		21,483.29	62,660.00	62,660.00	18,798.00	71,610.97	71,610.97	80,561.94	80,561.94	24,168.58
16	DNU - Reference Associate	3	1.00		33,077.30	27,082.00	32,136.00	29,609.00	29,193.00	36,961.60	31,304.00	41,787.20	36,545.60
17	DNU - Administrative Clerk	2	1.00		42,096.40	34,360.00	35,422.40	34,891.20	40,736.80	43,456.00	46,051.20	52,552.00	49,301.60
18	Administrative Secretary	7	1.00	15.50	43,406.56	32,000.00	40,996.80	37,665.07	38,605.50	47,143.20	44,990.00	53,289.60	48,732.25
19	Chief of Police	9	1.00	31.33	92,489.38	68,100.00	92,989.00	81,245.60	82,682.00	106,938.00	87,901.00	120,887.00	103,195.76
20	Court Clerk	6	1.00	56.75	39,925.00	32,913.00	37,980.00	35,060.00	37,394.00	44,171.00	40,501.00	50,362.00	44,790.00
21	Police Captain	8	1.13	19.67	82,023.17	62,000.00	78,451.00	70,977.92	73,104.00	90,203.00	80,724.80	101,955.00	93,005.18
22	Police Lieutenant	7	1.00	18.00	75,100.71	60,000.00	73,749.00	65,727.56	68,678.50	84,797.00	72,646.00	95,845.00	84,339.46
23	Police Sergeant	7	2.86	15.00	72,584.03	66,788.80	69,264.00	68,026.40	70,127.20	76,804.00	70,990.40	86,819.20	76,260.10
24	Director of Public Works/Engineer	12	1.00	10.44	93,749.44	71,100.00	99,498.00	80,469.53	86,324.00	114,423.50	100,000.00	129,349.00	106,784.00
25	Equipment Operator	11	4.45	13.50	51,896.12	37,128.00	49,442.00	46,156.59	46,103.20	59,492.00	52,185.00	69,984.00	57,616.07
26	Laborer	3	2.00		42,260.40	37,462.00	40,580.80	39,021.40	40,456.00	44,064.80	43,450.00	47,548.80	45,499.40
27	Leadworker - Streets	5	1.00	18.00	56,787.16	49,816.00	50,502.40	50,159.20	57,293.60	57,709.60	58,414.00	64,916.80	62,700.67
28	Leadworker - Utility	4	1.00	16.00							58,552.00	69,222.40	63,696.47
29	Mechanic	8	1.25	22.67							51,813.00	64,916.80	57,131.93
30	Public Works Supervisor	10	1.20	16.00	65,604.17	53,539.20	67,204.80	58,082.03	58,146.40	76,804.00	62,753.60	86,403.20	73,126.30
31	Utility Operator	7	3.29	8.00	52,558.51	43,843.00	49,629.00	47,008.16	48,856.50	53,892.80	53,870.00	60,632.00	58,108.86
	Averages	6.61	1.30	17.37									
	DNU - did not use survey information												

APPENDIX II
Compensation Plan

Compensation Plan

General Government Positions

% Between Grades:	6%
Range:	35.0%
Starting midpoint:	32,640

Grade	Salary Range		
	Min	Mid	Max
1	27,778.72	32,640.00	37,501.28
2	29,445.45	34,598.40	39,751.35
3	31,212.17	36,674.30	42,136.43
4	33,084.90	38,874.76	44,664.62
5	35,070.00	41,207.25	47,344.50
6	37,174.20	43,679.68	50,185.17
7	39,404.65	46,300.46	53,196.28
8	41,768.93	49,078.49	56,388.05
9	44,275.06	52,023.20	59,771.34
10	46,931.57	55,144.59	63,357.62
11	49,747.46	58,453.27	67,159.07
12	52,732.31	61,960.46	71,188.62
13	55,896.25	65,678.09	75,459.94
14	59,250.02	69,618.78	79,987.53
15	62,805.03	73,795.91	84,786.78
16	66,573.33	78,223.66	89,873.99
17	70,567.73	82,917.08	95,266.43
18	74,801.79	87,892.10	100,982.42
19	79,289.90	93,165.63	107,041.36
20	84,047.29	98,755.57	113,463.84
21	89,090.13	104,680.90	120,271.67
22	94,435.54	110,961.76	127,487.97

Compensation Plan

Library Positions

% Between Grades:	6%
Range:	35.0%
Starting midpoint:	25,500

Pts		Grade	Salary Range		
			Min	Mid	Max
0	- 65	1	21,702.13	25,500.00	29,297.87
66	- 83	2	23,004.26	27,030.00	31,055.74
84	- 103	3	24,384.51	28,651.80	32,919.09
104	- 123	4	25,847.58	30,370.91	34,894.23
124	- 145	5	27,398.44	32,193.16	36,987.89
146	- 169	6	29,042.34	34,124.75	39,207.16
170	- 194	7	30,784.88	36,172.24	41,559.59
195	- 220	8	32,631.98	38,342.57	44,053.17
221	- 248	9	34,589.89	40,643.13	46,696.36
249	- 277	10	36,665.29	43,081.71	49,498.14
278	- 309	11	38,865.21	45,666.62	52,468.03
310	- 342	12	41,197.12	48,406.61	55,616.11
343	- 377	13	43,668.94	51,311.01	58,953.08
378	- 414	14	46,289.08	54,389.67	62,490.26
415	- 453	15	49,066.43	57,653.05	66,239.68
454	- 495	16	52,010.41	61,112.23	70,214.06
496	- 540	17	55,131.04	64,778.97	74,426.90
541	- 587	18	58,438.90	68,665.71	78,892.51
588	- 637	19	61,945.23	72,785.65	83,626.06
638	- 690	20	65,661.95	77,152.79	88,643.63

APPENDIX III
Position Grade Assignment

Position Grade Assignment

General Government Positions

Department	Division	Title	Proposed Range			
			Grade	Min	Mid	Max
Police	N/A	Administrative Clerk	3	31,212.17	36,674.30	42,136.43
Police	N/A	Court Clerk	5	35,070.00	41,207.25	47,344.50
Public Works	N/A	Laborer	5	35,070.00	41,207.25	47,344.50
Police	N/A	Administrative Secretary	6	37,174.20	43,679.68	50,185.17
Clerk	N/A	Deputy Clerk	6	37,174.20	43,679.68	50,185.17
Clerk	N/A	Account Finance Clerk	8	41,768.93	49,078.49	56,388.05
Public Works	N/A	Equipment Operator	9	44,275.06	52,023.20	59,771.34
Public Works	N/A	Utility Operator	9	44,275.06	52,023.20	59,771.34
Public Works	N/A	Mechanic	9	44,275.06	52,023.20	59,771.34
Public Works	N/A	Leadworker - Streets	10	46,931.57	55,144.59	63,357.62
Clerk	N/A	Deputy Treasurer	10	46,931.57	55,144.59	63,357.62
Public Works	N/A	Leadworker - Utility	10	46,931.57	55,144.59	63,357.62
Public Works	N/A	Public Works Supervisor	13	55,896.25	65,678.09	75,459.94
Police	N/A	Police Sergeant	14	59,250.02	69,618.78	79,987.53
Clerk	N/A	Clerk/Treasurer	14	59,250.02	69,618.78	79,987.53
Police	N/A	Police Lieutenant	16	66,573.33	78,223.66	89,873.99
Police	N/A	Police Captain	17	70,567.73	82,917.08	95,266.43
Public Works	N/A	Director of Public Works/Engineer	19	79,289.90	93,165.63	107,041.36
Police	N/A	Chief of Police	18	74,801.79	87,892.10	100,982.42
Administration	N/A	Village Administrator	21	89,090.13	104,680.90	120,271.67

Library Positions

Poir	Department	Division	Title	Proposed Range			
				Grade	Min	Mid	Max
50	Library	N/A	Library Page I	1	21,702.13	25,500.00	29,297.87
63	Library	N/A	Library Page II	1	21,702.13	25,500.00	29,297.87
86	Library	N/A	Circulation Clerk I	3	24,384.51	28,651.80	32,919.09
113	Library	N/A	Circulation Clerk II	4	25,847.58	30,370.91	34,894.23
118	Library	N/A	Children's Assistant II	4	25,847.58	30,370.91	34,894.23
140	Library	N/A	Administrative Assistant	5	27,398.44	32,193.16	36,987.89
158	Library	N/A	Reference Associate	6	29,042.34	34,124.75	39,207.16
283	Library	N/A	Head of Circulation Services	11	38,865.21	45,666.62	52,468.03
268	Library	N/A	Reference Librarian	10	36,665.29	43,081.71	49,498.14
295	Library	N/A	Youth Services Librarian	11	38,865.21	45,666.62	52,468.03
370	Library	N/A	Head of Adult & Reference Services	13	43,668.94	51,311.01	58,953.08
370	Library	N/A	Head of Children's and Young Adult Services	13	43,668.94	51,311.01	58,953.08
525	Library	N/A	Library Director	17	55,131.04	64,778.97	74,426.90

APPENDIX IV
Fringe Benefit Comparison

Fringe Benefit Comparison

	Least Reported	Most Reported	Average Reported	Village of Pewaukee
Multiple sets of fringe benefits?	Yes (2)	No (7)	No	yes
What groups are there?				WPPA
Which group was used to complete the questionnaire?				Non-union
Holidays (Days/Year)	8	11	10	9
Floating Holidays	No (2)	Yes (7)	Yes	
If yes, how many?	1.00	2.00	2	
Holiday on Regular Days Off	Other (0)	Fri-Mon (8)	Fri-Mon	Fri-Mon
Comp on Holidays Worked		Dbl (7)		
Time and a ½	T&½ (1)	1		
Double Time	Dbl (7)	7	Dbl (7)	Dbl
Double Time and a ½	DT&½ (0)	0		
Other	Other (0)	0		
Annual Leave (Days/Year)				
Vacation/Sick or PTO	PTO (1)	Vac-Sick (7)	Vac-Sick	Vac-Sick
Vacation - days or hours?				
6 months	-	10.00	4	-
1 year	1.00	11.00	8	10.00
2 years	1.00	14.00	9	10.00
3 years	2.00	15.00	10	10.00
4 years	2.00	15.00	11	10.00
5 years	2.00	15.00	11	15.00
6 years	3.00	16.00	13	15.00
7 years	3.00	21.00	15	15.00
8 years	3.00	21.00	16	15.00
9 years	3.00	21.00	16	15.00
10 years	3.00	21.00	16	15.00
11 years	3.00	21.00	17	15.00
12 years	3.00	21.00	17	20.00
13 years	3.00	22.00	18	20.00
14 years	4.00	25.00	19	20.00
15 years	4.00	25.00	19	20.00
16 years	4.00	25.00	19	20.00
17 years	4.00	25.00	19	20.00
18 years	4.00	25.00	20	20.00
19 years	4.00	25.00	20	20.00
20 years	4.00	25.00	21	25.00
20+ years	4.00	25.00	21	25.00
PTO - days or hours?				
6 months	8.00	8.00	8	
1 year	18.00	18.00	18	
2 years	18.00	18.00	18	
3 years	18.00	18.00	18	
4 years	18.00	18.00	18	
5 years	18.00	18.00	18	
6 years	23.00	23.00	23	
7 years	23.00	23.00	23	
8 years	23.00	23.00	23	
9 years	23.00	23.00	23	
10 years	23.00	23.00	23	
11 years	23.00	23.00	23	
12 years	23.00	23.00	23	
13 years	23.00	23.00	23	
14 years	23.00	23.00	23	
15 years	23.00	23.00	23	
16 years	28.00	28.00	28	
17 years	28.00	28.00	28	
18 years	28.00	28.00	28	
19 years	28.00	28.00	28	
20 years	28.00	28.00	28	
20+ years	28.00	28.00	28	
Carried into Next Year	-	40.00	11	-
Max Accumulation	2.00	40.00	18	-
Comp after Max Accumulation	Yes (0)	No (8)	No	

Fringe Benefit Comparison

	Least Reported	Most Reported	Average Reported	Village of Pewaukee
Sick Leave (Days/Year)	12.00	12.00	12	10.00
Carried into Next Year	12.00	150.00	47	-
Max. Accumulation	120.00	Unltd. (2)	165	-
Paid at Termination/Retirement	No (2)	Yes (6)	Yes	No
Use for Medical Appointments	No (0)	Yes (8)	Yes	Yes
Use for Dental Appointments	No (0)	Yes (8)	Yes	Yes
Use for Family Illness	No (0)	Yes (8)	Yes	
Sick Leave Bank	No (3)	Yes (4)	Yes	No
Pension and Retirement				
Other Than Social Security	No (0)	Yes (9)	Yes	Yes
State Sponsored	No (1)	Yes (8)	Yes	Yes
Employer Paid	7%	11%	8%	50%
Employee Paid	7%	100%	26%	50%
Death Benefit	No (1)	Yes (6)	Yes	
Life & Disability Insurance				
Life Insurance	No (0)	Yes (9)	Yes	Yes
Employer Paid	100%	100%	100%	100%
AD&D	No (2)	Yes (7)	Yes	Yes
AD&D Double Indemnity	Yes (2)	No (6)	No	
Employer Paid	100%	100%	100%	100%
Short Term Disability	No (4)	Yes (5)	Yes	Yes
Employer Paid	0%	100%	75%	100%
Long Term Disability	No (3)	Yes (6)	Yes	No
Employer Paid	100%	100%	100%	
Health Insurance				
Different Types of Coverage?	Yes (1)	No (7)	No	No
100% FTE participation required	Yes (0)	No (9)	No	No
Not participating	No (3)	Yes (6)	Yes	No
Employee Only	\$ 486.86	\$ 897.14	\$ 738.87	\$ 796.90
Employer Paid	88%	100%	92%	88%
Employee Paid	0%	13%	8%	12%
Max out of pocket	\$ -	\$ 6,350.00	\$ 3,603.82	\$ -
Standard Office Visit Co-pay	\$ 15.00	\$ 30.00	\$ 22.50	\$ -
Employee/Spouse	\$ 1,324.60	\$ 1,680.00	\$ 1,568.40	
Employer Paid	88%	100%	92%	
Employee Paid	0%	13%	8%	
Max out of pocket	\$ -	\$ 12,700.00	\$ 6,425.00	
Standard Office Visit Co-pay	\$ 15.00	\$ 30.00	\$ 22.50	
Employee/Child	N/A	\$ 1,669.00	1497	
Employer Paid	88%	90%	89%	
Employee Paid	10%	13%	11%	
Max out of pocket	\$ 7,000.00	\$ 12,700.00	\$ 9,850.00	
Standard Office Visit Co-pay	\$ 15.00	\$ 30.00	\$ 22.50	
Employee/Family	\$ 1,324.60	\$ 2,371.00	\$ 1,852.96	\$ 1,985.70
Employer Paid	88%	100%	92%	88%
Employee Paid	0%	13%	8%	12%
Max out of pocket	\$ 6,000.00	\$ 12,700.00	\$ 8,566.67	\$ -
Standard Office Visit Co-pay	\$ 15.00	\$ 30.00	\$ 25.00	\$ -
HEALTH INSURANCE TYPE 2 -				
Employee Only	\$ 771.93	\$ 794.00	\$ 782.97	
Employer Paid	90%	100%	95%	
Employee Paid	0%	10%	5%	
Annual Deductible	\$ 2,000.00	\$ 3,500.00	\$ 2,750.00	
Standard Office Visit Co-pay	\$ 15.00	\$ 15.00	\$ 15.00	
Annual Maximum Out-of-Pocket	\$ -	\$ -	#DIV/0!	
Employee/Spouse	\$ 1,669.00	\$ 1,669.00	\$ 1,669.00	
Employer Paid	90%	90%	90%	
Employee Paid	10%	10%	10%	
Annual Deductible	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	
Standard Office Visit Co-pay	\$ 15.00	\$ 15.00	\$ 15.00	
Annual Maximum Out-of-Pocket	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	
Employee/Child	\$ 1,669.00	\$ 1,669.00	\$ 1,669.00	
Employer Paid	90%	90%	90%	
Employee Paid	10%	10%	10%	
Annual Deductible	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	
Standard Office Visit Co-pay	\$ 15.00	\$ 15.00	\$ 15.00	
Annual Maximum Out-of-Pocket	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	
Employee/Family	\$ 1,694.93	\$ 2,371.00	\$ 2,032.97	
Employer Paid	90%	100%	95%	
Employee Paid	0%	10%	5%	
Annual Deductible	\$ 4,000.00	\$ 6,000.00	\$ 5,000.00	
Standard Office Visit Co-pay	\$ 15.00	\$ 15.00	\$ 15.00	
Annual Maximum Out-of-Pocket	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	

Fringe Benefit Comparison

	<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Village of Pewaukee</u>
Supplemental program for HDP?	Yes (1)	No (7)	No	No
Type of Program				
Employer Paid	0%	0%	#DIV/0!	
Retirees	Yes (4)	No (5)	No	\$25.00
Years of Service Required	Yes (0)	No (1)	No	
If yes, how many?	-	-	0	
Employer Paid	0%	0%	0%	
Dental Insurance	No (1)	Yes (8)	Yes	Yes
Part of Health Plan	Yes (1)	No (7)	No	Yes
Employee Only	\$ 26.92	\$ 42.00	\$ 35.00	
Employer Paid	0%	100%	63%	
Employee/Family	\$ 95.61	\$ 115.50	\$ 103.42	
Employer Paid	0%	100%	63%	
Vision Insurance	Yes (3)	No (5)	No	Yes
Part of Health Plan	Yes (1)	No (5)	No	Yes
Employee Only	Yes/No (0/0)	Yes/No (0/0)		
Employer Paid	0%	78%	39%	
Employee/Family	\$ 17.10	\$ 20.24	\$ 18.67	
Employer Paid	0%	29%	15%	
Deferred Compensation	No (0)	Yes (9)	Yes	Yes
Available to all Employees	No (1)	Yes (8)	Yes	Yes
Type of Plan				Nationwide and North Shore Bank
Employer Contribution	Yes (2)	No (7)	No	No
Other Benefits Program				
Other Benefits	Yes (2)	No (6)	No	Yes/No
Post Retirement Hlth Care Svcs	Yes (0)	No (8)	No	No
Call Back Pay	Yes (2)	No (6)	No	Yes
On Call/Stand By Pay	No (3)	Yes (5)	Yes	Yes
Clothing Allowance	No (1)	Yes (6)	Yes	Yes
Mgr/Administrator Compensation				
Included in Pay Plan	Yes (2)	No (4)	No	
Car or Vehicle Allowance	Yes (2)	No (4)	No	No
Personal Allowance	Yes (1)	No (2)	No	
Accrues Leave Differently	Yes (0)	No (6)	No	Yes
Retirement Plan Differ	Yes (0)	No (6)	No	No
Additional Benefits	No (1)	Yes (2)	Yes	

**Pewaukee Police
Department**

Memo

To: Scott Gosse, Village Administrator
From: Timothy Otto, Police Chief
Date: 12/23/2015
Re: Officer Terry Grabow Retirement Item

Agenda Item (ea)

Officer Terry Grabow has announced his retirement from the Village of Pewaukee Police Department with a last day in uniform of 12/22/2015. Officer Grabow has made a request to retain his Sig Sauer P226 sidearm.

Officer Grabow has served the department for 38.5 years. In the past, the Village Board has discussed "gifting" the sidearm that an officer carries to the officer upon his/her request at retirement. In the cases of Ed Baumann, Duane Hachtel, and Ed Braun, the Village Board voted to "gift" the weapon.

My request is that the Village Board of Trustees discusses and takes possible action to "gift" the firearm to Officer Grabow. If the Board decides in the affirmative, I will make sure that the firearm is transferred to Officer Grabow by a Federal Firearms License holder after all legalities are satisfied.

The "trade-in" value of the firearm at Sig Sauer is \$375.00.



To: Jeff Knutson, Village President
Village Board

From: Chaz Schumacher
Interim Clerk/Treasurer

Date: January 5, 2016

Re: Agenda Item **6b.1**, Issue Operator License Approvals

BACKGROUND

The Village Board is the ruling body responsible for approving Operator License applications.

ACTION REQUESTED

To approve the Bartender Licenses as listed.

New Operator Permits

Billy-Ho's
Britny Orr

Stop N' Go
Scott Leiser

Nettie's Irish Pub
Julie Denk

ANALYSIS

The bartender license applications listed above are being presented for approval. A background check has been performed and the applicants meet the requirements to hold a license in the Village of Pewaukee.

Staff recommends approval of the licenses as recommended above.



To: Jeff Knutson, Village President
Village Board

From: Chaz Schumacher
Interim Clerk/Treasurer

Date: January 5, 2016

Re: Agenda Item 6)b.2, Issue Transient Merchant Permit Approval

BACKGROUND

The Village Board is the ruling body responsible for approving Transient Merchant applications. Approved Permits are issued for 60 days.

ACTION REQUESTED

To approve the attached Transient Merchant Permit application as presented, for the period of January 6, 2016 through March 6, 2016 (60 days) for:

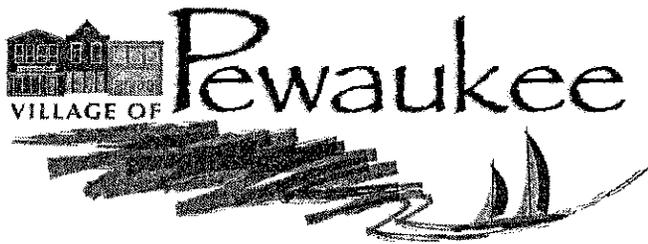
Steven R. Altmayer – Security Insurance Agency, Inc.

ANALYSIS

Mr. Altmayer has applied for a Transient Merchant Permit through the Village of Pewaukee. He is requesting the permit in order to distribute insurance solicitation flyers and business cards. Mr. Altmayer is aware that his permit would be good for 60 days and that he will be required to submit a new application in order to renew his permit.

A background check has been performed by the Village Police Department and the applicant meets the requirements to hold the permit in the Village of Pewaukee.

Staff recommends approval of the permit as presented.



To: Jeff Knutson, President
Village Board

From: Scott A. Gosse
Village Administrator

Date: December 23, 2015

Re: Agenda Item (bc), Discussion and Possible Action on Approval of Finance Director Recruitment Posting

BACKGROUND

The Charter Ordinance recently adopted creating the Finance Director position becomes effective January 23, 2016. Attached for Village Board review and approval please find a copy of the draft recruitment ad for this position.

ACTION REQUESTED

The action requested of the Village Board is to review the recruitment advertisement and approve if acceptable.

ANALYSIS

The recruitment advertisement for this position would be sent to the League of Wisconsin Municipalities, Municipal Treasurers Association of Wisconsin, the Wisconsin Government Finance Officers Association as well as the Village's website.

Attachment

Finance Director
Village of Pewaukee, Wisconsin

The Village of Pewaukee (pop. 8,138) is looking for a fulltime Finance Director. This is a newly created position will be responsible for financial records and financial planning of the Village including all the Village of Pewaukee funds. Additionally, the successful candidate will advise the Village Board and staff on financial matters including the development and monitoring of the various operating budgets, financial reports and be the staff lead on the annual audit. Interested parties should be knowledgeable of WI State Statutes and Generally Accepted Accounting Principles. College Degree in accounting, financial management or related field. CPA and six years of governmental accounting experience as well as supervisory experience highly desired. Salary DOQ. Submit Village Application (required and available at www.villageofpewaukee.wi.us), letter of interest, three references, and resume to: Finance Director Search, c/o Village Administrator, 235 Hickory Street, Pewaukee, WI 53072. Application deadline January 26, 2016 at 4PM CST.

DRAFT