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Mr. Jay Ratchman  
City of Appleton  
Human Resources Department  
100 North Appleton Street  
6th Floor  
Appleton, WI 54911-4799

Dear Mr. Ratchman:

Baker Tilly US, LLP ("Baker Tilly") is pleased to provide the City of Appleton, Wisconsin ("Appleton" or "the City") with results from the completed Classification and Compensation Study. This report documents the approach, findings, and recommendations resulting from the study.

We would like to thank you, Kim Kamp, as well as other City staff that aided us in bringing this study to its successful completion. We understand that your employees are your greatest asset and without a competitive pay program the City of Appleton may struggle to attract qualified candidates and retain/reward experienced employees. We have created a classification and compensation system that, if implemented, will ensure that the City's positions are externally competitive and internally equitable.

It has been a pleasure working with the City of Appleton and we hope to provide you with professional assistance in the future. Further, we would be happy to answer any questions or points of clarity to the findings and recommendations of this study.

Sincerely,

*Jada Kent*

Jada Kent, CCP  
Senior Manager

*Brenda Turner*

Brenda Turner, CCP  
Manager

## Project Methodology

Baker Tilly approached the classification and compensation study for the City of Appleton by completing each of the following phases or milestones:

- **Data Collection** - Baker Tilly initiated the study by conducting a planning meeting with the City's project team to discuss the current classification and compensation system, goals for conducting the study, and to walk through each phase of the process. Next, Baker Tilly collected documentation from the City, to include job descriptions, organization charts, pay structure, personnel policies, and any other documentation describing how work is performed or compensated.

Finally, Baker Tilly facilitated communication meetings with department heads and employees to inform them about the study, answer questions, and review the position analysis questionnaire (PAQ) they were asked to complete. Once PAQ responses were compiled, the City's leadership was tasked with reviewing and providing feedback on employee PAQ responses, as necessary, to ensure accurate and complete responses were provided.

- **Position review** – Employee completed PAQs were the basis for a classification review in which Baker Tilly reviewed position titles and made recommendations, as necessary, to ensure titles appropriately reflected the nature and level of work performed. Next, Baker Tilly conducted job evaluation using our point factor evaluation tool, called SAFE, resulting in a hierarchy of jobs reflective of City's internal equity. FLSA designations were also reviewed.
- **Market Assessment** - Baker Tilly assisted the City in identifying appropriate and relevant peer organizations to collect market competitive values (base pay salaries) for benchmark positions from. The results were analyzed and reviewed with the City's project team to determine the organizations desired position within the market. Fringe benefits information was also collected and compared to the City's offerings.
- **Pay Plan Development** – Baker Tilly established a new pay plan and seasonal pay plan for the City and established grade assignments with consideration to internal and external equity. The City's project team further reviewed and adjusted some grade assignments to reflect internal equity.
- **Project Completion** - At the conclusion of the study, Baker Tilly prepared this final report documenting the methodology used throughout the classification and compensation study, findings and results of the study, as well as our recommendations based on those results. Going forward, Baker Tilly will provide training to Appleton's human resources team responsible for the maintenance and administration of the new classification and compensation system. This includes instructions for utilizing our SAFE Job Evaluation system going forward.

## Position Review

### Job Evaluation

Job evaluation is the process of comparing a job against other jobs within the organization as a means for determining the relative value of each job. In other words, job evaluation is a tool for identifying the internal value within the organization.

The Systematic Analysis and Factor Evaluation (SAFE®) is a point factor evaluation process comprised of nine (9) compensable factors and was developed specifically for the measurement of local government positions. Job evaluation is often the preferred method for reviewing jobs internally because, as an approach, it tends to be systematic, objective, and – therefore - defensible. For that reason, job evaluation is often a tool used to comply with federal, state, local regulations related to the Equal Pay Act.

All positions were evaluated against the following compensable factors:

Education	Human interaction	Independence of actions
Experience	Working conditions	Impact on the organization
Level of work	Physical demands	Supervision exercised

In using a point factor job evaluation system, the result is a total score for each position which represents the internal value of that position. Collectively, these total scores establish a hierarchy across the organization. It's important to emphasize that job evaluation is a measurement of the position and not the person in the position. Baker Tilly established preliminary job evaluation designations based on employee completed PAQs. The City's project team reviewed and revised SAFE designations, as necessary, and worked with Baker Tilly to establish final scores for each position included in the study.

*The following factors were not considered when evaluating positions with the SAFE methodology: employee performance, length of service with the organization, amount of time in the position, education or experience more than what is required by the position, current salary, or market rates.*

### FLSA Review

Baker Tilly conducted a review of the Fair Labor Standard Act (FLSA) designation to assist the City with the application of exempt and nonexempt status. The review was based on the City's existing documentation (job descriptions, organization charts, pay plans), as well as new documentation (employee completed position analysis questionnaire (PAQs) to ensure a holistic understanding of the nature and level of work performed by each position. Finalized FLSA assignments are attached.

## Market Assessment

### Public Peer Organizations

Understanding your labor market is key to selecting relevant peer organizations for a market study. Factors to consider include industry, organization size, geographic location, competition for talent, and published data available.

Baker Tilly worked with Appleton to identify public peer organizations to be included in the study and base pay information was collected from 24 organizations, listed below.

- |                        |   |                        |
|------------------------|---|------------------------|
| 1. Brown County        | 10. Village of Kimberly                     | 18. City of Waukesha   |
| 2. Calumet County      | 11. City of Manitowoc                       | 19. City of Janesville |
| 3. City of De Pere     | 12. City of Menasha                         | 20. City of Racine     |
| 4. City of Eau Claire  | 13. City of Neenah                          | 21. City of Wausau     |
| 5. City of Fond du Lac | 14. City of Oshkosh                         | 22. Winnebago County   |
| 6. Town of Grand Chute | 15. Outagamie County                        | 23. City of Sheboygan  |
| 7. City of Green Bay   | 16. City of Two Rivers                      | 24. City of La Crosse  |
| 8. City of Kaukauna    | 17. Madison Metropolitan<br>Sewage District |                        |
| 9. City of Kenosha     |   |                        |

\* Additional resources referenced for specialized positions in Transit and Utilities departments.

### Data Adjustments

The market data obtained was adjusted, as necessary, to account for the following:

- Differences in work week. For example, reported salaries for a 37.5-hour work week was adjusted to reflect that wage for a 40-hour work week.
- If the market data obtained did not reflect the year in which this study was conducted, the data was aged using World at Work's Annual Salary Budget Survey results.
- Geographic adjustments were applied to account for cost-of-labor differences between the City of Appleton and peer organizations. Baker Tilly uses cost-of-labor differentials reported by the ERI's Geographic Assessor tool. Where cost of living is a measurement of goods and services in each area, the cost of labor is a measurement of compensation paid. Cost of labor can be impacted by the cost of living, but also relates to the supply and demand of labor in each area (rate of unemployment and number of qualified laborers).
  - Geographic differentials applied for each peer and published source can be found in the table below. The geographic cost of labor in Appleton is 96.7 and data from each locality was adjusted by the number in the far-right column. For example, the geographic cost of labor in Fond du Lac, WI is 1.2% higher than in Appleton and their data was adjusted down 1.2% to neutralize those geographical differences.

Date Pulled	Client Name	Location	Geo Adjust	Client Avg Base
6/20/2022	Appleton, WI	Appleton, WI	96.7	69,243

Peer #	Peer Organization	Locality Used	ERI Indicatd	GeoDiff %
1	Brown County, WI	Green Bay, WI	95.6	1.1%
2	Calumet County, WI	Brillion, WI	95.4	1.3%
3	DePere, WI	De Pere, WI	94.5	2.2%
4	Eau Claire, WI	Eau Claire, WI	92.6	4.1%
5	Fond du Lac, WI	Fond du Lac, WI	97.9	-1.2%
6	Grand Chute, WI	Grand Chute, WI	96.7	0.0%
7	Green Bay, WI	Green Bay, WI	95.6	1.1%
8	Kaukauna, WI	Kaukauna, WI	95.7	1.0%
9	Kenosha, WI	Kenosha, WI	106.1	-9.4%
10	Kimberly, WI	Grand Chute, WI	96.7	0.0%
11	Manitowoc, WI	Manitowoc, WI	93.1	3.6%
12	Menasha, WI	Menasha, WI	95.8	0.9%
13	Neenah, WI	Neenah, WI	96.0	0.7%
14	Oshkosh, WI	Oshkosh, WI	96.7	0.0%
15	Outagamie County, WI	Appleton, WI	96.7	0.0%
16	Two Rivers, WI	Two Rivers, WI	92.7	4.0%
17	Madison Metropolitan Sewage District	Madison, WI	97.9	-1.2%
18	Waukesha, WI	Waukesha, WI	102.2	-5.5%
19	Janesville, WI	Janesville, WI	96.1	0.6%
20	Racine, WI	Racine, WI	100.1	-3.4%
21	Wausau, WI	Wausau, WI	95.2	1.5%
22	Winnebago County, WI	Oshkosh, WI	96.7	0.0%
23	Sheboygan, WI	Sheboygan	97.8	-1.1%
24	La Crosse, WI	La Crosse, WI	93.3	3.4%

### Quality Control

Baker Tilly prepared a summary of each benchmark position which included minimum education and experience requirements. Peer organizations were asked to match the position within their organization with at least a 75% overlap in duties and responsibilities. Baker Tilly reviewed peer responses and removed or replaced data that appeared to be an inappropriate match. Some organizations returned base pay information for Baker Tilly to match on their behalf.

Because market results are established by a calculation (such as an average of all midpoints), a bigger sample size tends to yield greater confidence in those results. Therefore, Baker Tilly required at least four matches per benchmark position to determine a market value.

### Market Results

Of Appleton's 173 positions, 91 were included in the survey as benchmark positions (52.6%). Baker Tilly requested pay ranges (minimum to maximum) and calculated for the midpoint of each collected range. Of the 91 benchmark positions, 5 received insufficient data and a market value was not calculated. Overall, market values were established for 94.5% of Appleton's benchmark positions.

Average minimum, midpoint, and maximum data results can be found in the charts below. The market average midpoint is commonly observed to reflect "the market" value for a given position.

## Pay Plan Development

Upon reviewing the market survey results with the City’s project team, Baker Tilly led a discussion with the organization regarding desired position within market, pay plan design preferences, and an approach for classifying positions to the pay plan.

### Proposed Pay Plan

The proposed pay plans, shown below, are open plans (Grades, no steps) with the midpoint set at the market midpoint for each grade. There are 15 grades with range spreads from 40% to 50% and midpoint differentials from 2.5% to 10%.

### General Pay Plan

Grade	Minimum	Midpoint	Maximum	Range Spread
1	\$29,583	\$35,500	\$41,416	40%
2	\$32,542	\$39,050	\$45,559	40%
3	\$35,796	\$42,955	\$50,114	40%
4	\$39,376	\$47,251	\$55,126	40%
5	\$43,313	\$51,976	\$60,638	40%
6	\$47,645	\$57,174	\$66,703	40%
7	\$52,409	\$62,891	\$73,373	40%
8	\$57,650	\$69,180	\$80,710	40%
9	\$60,878	\$76,098	\$91,317	50%
10	\$66,966	\$83,708	\$100,449	50%
11	\$68,641	\$85,801	\$102,962	50%
12	\$73,658	\$92,073	\$110,487	50%
13	\$81,024	\$101,280	\$121,536	50%
14	\$89,126	\$111,408	\$133,689	50%
15	\$98,039	\$122,549	\$147,059	50%

## LTE/Seasonal/Substitute Pay Scale

Grade	Title	Minimum	Midpoint	Maximum
Grade 1	Scorekeepers	\$ 11.00	\$ 12.00	\$ 13.00
	Attendant/Grounds Personnel	\$ 11.00	\$ 12.00	\$ 13.00
	Library Page	\$ 11.00	\$ 12.00	\$ 13.00
Grade 2	Customer Service Associate/Cashier	\$ 13.01	\$ 14.01	\$ 15.00
	Program Activity Leader I	\$ 13.01	\$ 14.01	\$ 15.00
	Sports Official I	\$ 13.01	\$ 14.01	\$ 15.00
Grade 3	Facility Manager I	\$ 15.01	\$ 16.01	\$ 17.00
	Laborer	\$ 15.01	\$ 16.01	\$ 17.00
	Lifeguard I	\$ 15.01	\$ 16.01	\$ 17.00
	Program Activity Leader II	\$ 15.01	\$ 16.01	\$ 17.00
	Recreational Instructor I	\$ 15.01	\$ 16.01	\$ 17.00
	Student/Intern	\$ 15.01	\$ 16.01	\$ 17.00
Grade 4	Activity Coordinator I	\$ 17.01	\$ 18.01	\$ 19.00
	Facility Manager II	\$ 17.01	\$ 18.01	\$ 19.00
	Community Service Officer (CSO)	\$ 17.01	\$ 18.01	\$ 19.00
	Engineering Aide	\$ 17.01	\$ 18.01	\$ 19.00
	Instructor II	\$ 17.01	\$ 18.01	\$ 19.00
	Lifeguard II	\$ 17.01	\$ 18.01	\$ 19.00
	Sports Official II	\$ 17.01	\$ 18.01	\$ 19.00
Grade 5	Activity Coordinator II	\$ 19.01	\$ 20.51	\$ 22.00
	Seasonal Managers	\$ 19.01	\$ 20.51	\$ 22.00
	Sports Official III	\$ 19.01	\$ 20.51	\$ 22.00

Title	Rate	Frequency
Certified Sports Officials	\$30	Per game
Certified Fitness Instructors	\$30	Per class
Background Investigator	\$30	Per hour
Chief Elections Inspector and Co-chief	\$13	Per hour
Elections Inspector	\$10	Per hour

### Compensation Philosophy / Pay Policy Review

A compensation philosophy is a statement of commitment by an organization to its employees, regarding how and why the compensation program exists, the goals for the program, and how it will be managed. Most typically it includes a commitment to pay equity along with the following components: definition of market, intending position within the market, total rewards provided by the organization, as well as administrative guidelines for achieving the compensation philosophy goal.

Baker Tilly met with the City's project team to discuss current pay policies and any challenges the City was facing with regards to the language and application of those policies. Next, Baker Tilly worked with the City to establish a compensation philosophy that describes the intention and expectation for administering the new classification and compensation system in a way that will help the City attract and retain qualified workers to continue providing high quality services to the community. As a result, the salary administration policy and seasonal pay policy are attached with highlighted changes that are recommended.

## Recommendations

The City of Appleton is a service-oriented organization. The organization delivers services through its employees who are a major investment in the organization's infrastructure.

This report contains information which has been gathered from a variety of sources, objectively analyzed, and structured in a way that will provide a fair, defensible, and competitive system for the City to compensate its employees. It is our independent judgment that has resulted in the following recommendations.

We urge the City of Appleton to:

- Approve the recommended position title and classification adjustments.
- Approve the proposed pay plan and position grade assignments.
- Adopt recommended changes and/or additions to the City's pay policies to ensure the new classification and compensation system is administered in a way that achieves the City's compensation philosophy.
- Continue efforts to maintain the classification and compensation system by routinely reviewing positions, descriptions, and market rates. This includes adjustments to the pay structure annual to keep pace with the market as well as adoption of merit increases to reward employees and keep them moving through their pay ranges.



Title and Grade Assignments  
Appleton, WI

Department	Title	FLSA	Grade	Minimum	Midpoint	Maximum	Hourly		
							Minimum	Midpoint	Maximum
PUBLIC WORKS	Parking Ramp Attendant	N	1	\$29,583	\$35,500	\$41,416	\$14.22	\$17.07	\$19.91
LIBRARY	Bindery Clerk	N	2	\$32,542	\$39,050	\$45,559	\$15.65	\$18.77	\$21.90
LIBRARY	Library Page Clerk	N	2	\$32,542	\$39,050	\$45,559	\$15.65	\$18.77	\$21.90
FINANCE	Account Clerk I - Finance	N	3	\$35,796	\$42,955	\$50,114	\$17.21	\$20.65	\$24.09
LIBRARY	Library Clerk	N	3	\$35,796	\$42,955	\$50,114	\$17.21	\$20.65	\$24.09
LIBRARY	Operation Clerk - Library	N	3	\$35,796	\$42,955	\$50,114	\$17.21	\$20.65	\$24.09
PUBLIC WORKS	Operator	N	3	\$35,796	\$42,955	\$50,114	\$17.21	\$20.65	\$24.09
PUBLIC WORKS	Parking Enforcement Person	N	3	\$35,796	\$42,955	\$50,114	\$17.21	\$20.65	\$24.09
PUBLIC WORKS	Parking Enforcement/Ramp Atnd	N	3	\$35,796	\$42,955	\$50,114	\$17.21	\$20.65	\$24.09
FINANCE	Account Clerk II	N	4	\$39,376	\$47,251	\$55,126	\$18.93	\$22.72	\$26.50
Multiple Departments	Administrative Assistant	N	4	\$39,376	\$47,251	\$55,126	\$18.93	\$22.72	\$26.50
PUBLIC WORKS	Operator I- Parking	N	4	\$39,376	\$47,251	\$55,126	\$18.93	\$22.72	\$26.50
PUBLIC WORKS	Service Person-CEA & Parking	N	4	\$39,376	\$47,251	\$55,126	\$18.93	\$22.72	\$26.50
PUBLIC WORKS	Utility Locator	N	4	\$39,376	\$47,251	\$55,126	\$18.93	\$22.72	\$26.50
FINANCE	Account Clerk III - Finance	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
Library	Administrative Support Specialist - Financial	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
Multiple Departments	Administrative Supt Specialist	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
POLICE	Communication Specialist - PD	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
POLICE	Crime Analyst - Police	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
PUBLIC WORKS	Customer Service Specialist	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
PARKS/REC/FACILITIES MGMT	Grounds Coordinator	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
PUBLIC WORKS	Operations Crew Leader-Parking	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
PUBLIC WORKS	Operator I	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
COMMUNITY/ECONOMIC DEV	Real Estate Assessment Tech	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
FINANCE	Utility Clerk - Finance	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
HEALTH	Weights & Measures Spec	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
PUBLIC WORKS	Arborist	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
PUBLIC WORKS	Assessment Technician-Lead	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
COMMUNITY/ECONOMIC DEV	Coordinated Entry Specialist	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
LEGAL SERVICES	Deputy City Clerk	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
PUBLIC WORKS	Erosion Control Inspector	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
PARKS/REC/FACILITIES MGMT	Facilities Technician	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
POLICE	Forensic Evidence Specialist	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
PARKS/REC/FACILITIES MGMT	Grounds Technician	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
INFORMATION TECHNOLOGY	Help Desk Analyst	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
UTILITIES	Laboratory Technician	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
LIBRARY	Library Assistant	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
LIBRARY	Network Services Assistant	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
PUBLIC WORKS	Operator II	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
FINANCE	Payroll Coordinator	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
COMMUNITY/ECONOMIC DEV	Personal Prop Assessment Tech	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
FINANCE	Property Tax Specialist	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
UTILITIES	Relief Operator-Wastewater	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
UTILITIES	Solids Operator	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
VALLEY TRANSIT	Travel Training Specialist	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
UTILITIES	Wastewater Plant Operator	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
UTILITIES	Asset Mgmt Purchasing Specdist	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
HUMAN RESOURCES	Benefits Coordinator	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28

Title and Grade Assignments  
Appleton, WI

Department	Title	FLSA	Grade	Minimum	Midpoint	Maximum	Hourly Minimum	Hourly Midpoint	Hourly Maximum
PARKS/REC/FACILITIES MGMT	Carpenter/Painter	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
FIRE	Civilian Fire Inspector	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
COMMUNITY/ECONOMIC DEV	Community Development Specialist	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PUBLIC WORKS	Engineering Technician	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
HEALTH	Environmentalist II	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
MAYORS OFFICE	Executive Assistant - Mayor	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
POLICE	Executive Assistant - Police Chief	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PARKS/REC/FACILITIES MGMT	Facilities Control Technician	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
FIRE	Fire Public Education and Civilian Fire Inspector	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PUBLIC WORKS	Horticulturist-Conserv Tech	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PARKS/REC/FACILITIES MGMT	HVAC Tech/Pipefitter	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
POLICE	Lead CSO	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
LEGAL SERVICES	Legal Assistant	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
LIBRARY	Library Assistant Supervisor	E	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PUBLIC WORKS	Master Mechanic	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
INFORMATION TECHNOLOGY	PC/LAN Specialist	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
COMMUNITY/ECONOMIC DEV	Property Assessor II	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PUBLIC WORKS	Purchasing Clerk	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PARKS/REC/FACILITIES MGMT	Recreation Coordinator	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
UTILITIES	Relief Operator/Maintenance Helper-Water	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
LIBRARY	Safety Supervisor	E	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PUBLIC WORKS	Traffic Engineering Specialist	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
FIRE	Trng & Resource Dev Specialist	E	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
UTILITIES	Water Plant Operator	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PARKS/REC/FACILITIES MGMT	Admin Services Coord-PRFM	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
VALLEY TRANSIT	Administrative Serv Manager-VT	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PARKS/REC/FACILITIES MGMT	Assistant Facilities Manager	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
FIRE	Assistant To Fire Chief	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
FINANCE	Budget and Accounting Manager	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PUBLIC WORKS	City Surveyor	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PARKS/REC/FACILITIES MGMT	Clubhouse Supervisor	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PUBLIC WORKS	DPW Plans & Records Specialist	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
COMMUNITY/ECONOMIC DEV	Economic Development Specialist	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PARKS/REC/FACILITIES MGMT	Facilities Tech Electrician	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
POLICE	Fiscal Resources Manager	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
COMMUNITY/ECONOMIC DEV	GIS Specialist	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
COMMUNITY/ECONOMIC DEV	Housing Coordinator	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
UTILITIES	Instrmnt/Control Systems Tech	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PUBLIC WORKS	Lead Electrician	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PUBLIC WORKS	Lead Mechanic	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
LIBRARY	Librarian	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
UTILITIES	Maint Specialist Millwright	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PUBLIC WORKS	Managerial Account Coordinator	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
LIBRARY	Marketing Coordinator-Library	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PARKS/REC/FACILITIES MGMT	Marketing/Community Engagement Coordinator .5FTE	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
Multiple Departments	Master Electrician	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
VALLEY TRANSIT	Mobility Manager	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
LIBRARY	Network Services Supervisor	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PUBLIC WORKS	Office Manager	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PUBLIC WORKS	Operations Crew Leader - MSB	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PUBLIC WORKS	Parking Utility Manager	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PARKS/REC/FACILITIES MGMT	Plumber	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
COMMUNITY/ECONOMIC DEV	Property Assessor III	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80

Title and Grade Assignments  
Appleton, WI

Department	Title	FLSA	Grade	Minimum	Midpoint	Maximum	Hourly		
							Minimum	Midpoint	Maximum
HEALTH	Public Health Nurse	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
FINANCE	Purchasing Manager	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PARKS/REC/FACILITIES MGMT	Recreation Programmer	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
INFORMATION TECHNOLOGY	Systems Analyst	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
POLICE	Administrative Serv Supervisor	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
LEGAL SERVICES	Assistant City Attorney I	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
HEALTH	City Sealer	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
PUBLIC WORKS	Civil Engineer	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
FINANCE	Customer Serv Accounting Spvr	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
MAYORS OFFICE	Diversity, Equity and Inclusion Coordinator & Special Assistant to the Mayor	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
FINANCE	Enterprise Accounting Manager	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
UTILITIES	Environmental Program Coordinator	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
HUMAN RESOURCES	Human Resources Generalist	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
PUBLIC WORKS	Inspector	N	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
INFORMATION TECHNOLOGY	Lead Systems Analyst	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
LIBRARY	Library Building Supervisor	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
VALLEY TRANSIT	Paratransit Coord/Oper Supvr	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
COMMUNITY/ECONOMIC DEV	Principal Planner	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
MAYORS OFFICE	Senior Communications Specialist	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
UTILITIES	Technical Services Manager	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
VALLEY TRANSIT	Transit Maint Operations Supvr	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
VALLEY TRANSIT	Transit Operations Specialist	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
VALLEY TRANSIT	Transit Operations Supervisor	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
HEALTH	Environmental Health Supervisor	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PUBLIC WORKS	Inspections Supervisor	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
LIBRARY	Library Supervisor	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PUBLIC WORKS	Oper Supervisor-Engineering	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PUBLIC WORKS	Operations Supervisor - Fleet	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PUBLIC WORKS	Operations Supervisor - Safety	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PUBLIC WORKS	Operations Supervisor - Sanitation	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PUBLIC WORKS	Operations Supervisor - Street	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PUBLIC WORKS	Operations Supervisor - Water Construction	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PUBLIC WORKS	Operations Supervisor Forestry	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PARKS/REC/FACILITIES MGMT	Recreation Manager	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
INFORMATION TECHNOLOGY	Software Engineer	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
LEGAL SERVICES	City Clerk	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
HEALTH	Emergency Mgmt Coordinator	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
INFORMATION TECHNOLOGY	Network Administrator	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
POLICE	Police Lieutenant	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
PUBLIC WORKS	Professional Engineer	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
HUMAN RESOURCES	Risk Manager	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
HUMAN RESOURCES	Staff Dev/Training Coordinator	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
UTILITIES	Water Operations Supervisor	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
UTILITIES	WWW Operations Supervisor	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
LEGAL SERVICES	Assistant City Attorney II	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
PUBLIC WORKS	Assistant City Engineer	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
COMMUNITY/ECONOMIC DEV	City Assessor	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
PARKS/REC/FACILITIES MGMT	Facilities Manager	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
PARKS/REC/FACILITIES MGMT	Facility Project Manager & Sustainability Coordinator	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
FIRE	Fire Battalion Chief	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12

Title and Grade Assignments  
Appleton, WI

Department	Title	FLSA	Grade	Minimum	Midpoint	Maximum	Hourly Minimum	Hourly Midpoint	Hourly Maximum
PARKS/REC/FACILITIES MGMT	Golf Course Superintendent	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
PARKS/REC/FACILITIES MGMT	Grounds Manager	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
POLICE	Police Captain	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
PUBLIC WORKS	Traffic Engineer	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
POLICE	Assistant Chief - Police	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
VALLEY TRANSIT	Assistant General Manager	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
LIBRARY	Assistant Library Director	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
LEGAL SERVICES	Deputy City Attorney	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
COMMUNITY/ECONOMIC DEV	Deputy Dir Community Econ Dev	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
HUMAN RESOURCES	Deputy Dir Human Resources	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
PARKS/REC/FACILITIES MGMT	Deputy Dir Park/Rec/Facilities	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
FINANCE	Deputy Director Finance	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
HEALTH	Deputy Director Health	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
PUBLIC WORKS	Deputy Director Operations	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
UTILITIES	Deputy Director Utilities	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
FIRE	Deputy Fire Chief	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
PUBLIC WORKS	Deputy Director/City Engineer	E	14	\$89,126	\$111,408	\$133,689	\$42.85	\$53.56	\$64.27
LEGAL SERVICES	City Attorney	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
COMMUNITY/ECONOMIC DEV	Community & Economic Dev Director	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
FINANCE	Finance Director	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
FIRE	Fire Chief	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
VALLEY TRANSIT	General Manager	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
HEALTH	Health Officer	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
HUMAN RESOURCES	Human Resources Director	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
INFORMATION TECHNOLOGY	Information Technology Director	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
LIBRARY	Library Director	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
PARKS/REC/FACILITIES MGMT	Park/Rec/Facilities Director	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
POLICE	Police Chief	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
PUBLIC WORKS	Public Works Director	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
UTILITIES	Utilities Director	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70

**LTE/Seasonal/Substitute Positions Pay Scale  
Appleton, WI**

Grade	Title	Minimum	Midpoint	Maximum
Grade 1	Scorekeepers	\$ 11.00	\$ 12.00	\$ 13.00
	Attendant/Grounds Personnel	\$ 11.00	\$ 12.00	\$ 13.00
	Library Page	\$ 11.00	\$ 12.00	\$ 13.00
Grade 2	Customer Service Associate/Cashier	\$ 13.01	\$ 14.01	\$ 15.00
	Program Activity Leader I	\$ 13.01	\$ 14.01	\$ 15.00
	Sports Official I	\$ 13.01	\$ 14.01	\$ 15.00
Grade 3	Facility Manager I	\$ 15.01	\$ 16.01	\$ 17.00
	Laborer	\$ 15.01	\$ 16.01	\$ 17.00
	Lifeguard I	\$ 15.01	\$ 16.01	\$ 17.00
	Program Activity Leader II	\$ 15.01	\$ 16.01	\$ 17.00
	Recreational Instructor I	\$ 15.01	\$ 16.01	\$ 17.00
	Student/Intern	\$ 15.01	\$ 16.01	\$ 17.00
Grade 4	Activity Coordinator I	\$ 17.01	\$ 18.01	\$ 19.00
	Facility Manager II	\$ 17.01	\$ 18.01	\$ 19.00
	Community Service Officer (CSO)	\$ 17.01	\$ 18.01	\$ 19.00
	Engineering Aide	\$ 17.01	\$ 18.01	\$ 19.00
	Instructor II	\$ 17.01	\$ 18.01	\$ 19.00
	Lifeguard II	\$ 17.01	\$ 18.01	\$ 19.00
	Sports Official II	\$ 17.01	\$ 18.01	\$ 19.00
Grade 5	Activity Coordinator II	\$ 19.01	\$ 20.51	\$ 22.00
	Seasonal Managers	\$ 19.01	\$ 20.51	\$ 22.00
	Sports Official III	\$ 19.01	\$ 20.51	\$ 22.00

**Specialty Assignments**

Title	Rate	Frequency
Certified Sports Officials	\$30	Per game
Certified Fitness Instructors	\$30	Per class
Background Investigator	\$30	Per hour
Chief Elections Inspector and Co-chief	\$13	Per hour
Elections Inspector	\$10	Per hour