

Waunakee Public Library
Library Board Meeting
Library Board Room
Friday, November 18, 2022—7:45 AM

- I. Call to order
- II. Roll call: Annie Ballweg, Jean Elvekrog, Kathy Grosskopf, Melissa Hill, Erin Moran, Angie Rojas Agudelo, Cathy Sheffield, Library Director Erick Plumb.
- III. Public Comment
- IV. Consent agenda
 - A. Approve October 28, 2022 Library Board Minutes
 - B. Approve Schedule of Bills
 - C. Approve Financial Reports
- V. Director's Report
- VI. Old Business
 - A. Friends of the Library Update
 - B. Discuss Community Hall marketing
- VII. New Business
 - A. Discuss Village of Waunakee Employee Recruitment & Retention Strategy
 - B. Discuss plans for creation of Library Grounds subcommittee
- VIII. Adjourn

Next Library Board meeting: Friday December 16, 2022 @ 7:45 AM in the Board Room, Waunakee Public Library

Notice is hereby given that the Village Board may attend this meeting. No action will be taken by the Village Board at this meeting.

Any person who has a qualifying disability as defined by the Americans With Disabilities Act that requires the meeting or materials at the meeting to be in an accessible location or form should contact the municipal clerk at (608) 850-8500, 500 West Main Street, Waunakee, Wisconsin.

WAUNAKEE PUBLIC LIBRARY

Library Board Meeting Friday, Oct. 28, 2022

7:45 AM 201 N. Madison St. Board Room

- I. **Call to order:** President Cathy Sheffield called the meeting to order at 7:50 AM.
- II. **Present:** Angie Rojas Agudelo, Annie Ballweg, Jean Elvekrog, Melissa Hill, Erin Moran, Erick Plumb, Cathy Sheffield. Excused: Kathy Grosskopf
- III. **Public Comment:** none
- IV. **Consent Agenda:** Motion to approve by Annie; second by Jean. Passed.
- V. **Director's Report:** Sunday hours (noon to 4PM) are back and visits number 175-200. In comparison, Saturday visits number 250-300 over seven hours (9AM to 4PM). We've hosted four vaccine clinics; also our first blood drive on August 30. All went smoothly. Erick attended the AIA Wisconsin Awards gala in Milwaukee on behalf of WPL. Our architect (OPN) received an award for "a catalyst project for village economy and life" for their work on our library. The staff inservice on August 26 was very successful. Staff feedback was that they'd like to have two such days per year when the building is closed for continuing education and networking. A few staff members have expressed an interest in being further challenged and possibly promoted. To date, we've received five applications from degreed librarians for the new full-time youth services librarian position. We will sign a basic level contract with Kanopy for free in-home movie and TV show streaming by patrons who designate WPL as their "home library." If the number of viewings reach a certain level, the library's cost would increase as we move to a higher tier. Erick proposed asking the Friends for funding if we reach that point. WPL is planning to sign an agreement with the WCSD whereby WPL would serve as a family reunification site if Prairie Elementary needed to be evacuated for an emergency. Our two separate parking areas (main and overflow) were considered highly desirable for such a situation.

work with Erick, Amy S. and Courtney C. to obtain speakers. Library employees will receive a floating holiday for that day.

- D. **Creation of Library Building & Grounds Committee:** We need long range policies and schedules for the replacement of capital equipment within the building and also the roof, parking lot, etc. The core committee will consist of Angie, Jean, Paul & Dianne Larson, Erick and a local landscape architect (Matt Saltzberry). Meetings will begin in January 2023.

VIII. Adjourn: Motion by Cathy, second by Erin. Passed at 9:00 AM.

Respectfully submitted, Jean Elvekrog, Trustee (sub for Kathy Grosskopf)

Next Board meeting is Friday, November 18, 2023 at 7:45 AM in the Board Room.

October 2022

Account	Vender	Amount
<u>100-551400-210 Outside services</u>		
	Total	0.00
<u>100-551400-219 Automation levy</u>	SCLS	0.00
	Total	0.00
<u>100-551400-290 Leased items</u>		
	Total	0.00
	Gordon Flesch	338.88
		0.00
<u>100-551400-292 Maintenance contracts</u>	Total	338.88
	SCLS	0.00
	Bibliotheca	2,009.38
	Midwest Alarm	0.00
	Total	2,009.38
<u>100-551400-311 Postage</u>	Post Office	120.00
	Total	120.00
<u>100-551400-320 Publications, subscriptions and dues</u>	WILS	0.00
	ALA	0.00
	Rotary Club	199.00
	WIA	365.00
	Total	564.00
<u>100-551400-330 Travel and training</u>	SCLS	0.00
	UW- Madison	0.00
	WLA	0.00
	Hyatt	0.00
	Total	0.00
<u>100-551400-340 Programs</u>	Pig	87.93
	Apple Music	0.00
	Amazon	580.60
	Kiara Flowers	50.00
	Boxed	72.15
	Dollar Tree	0.00
	Claire Evans	275.00
	Huma Siddiqui	155.00
	Heidi Herman	154.65
	Dunkin	12.49
	Walgreens	19.48
	Waunakee rental	260.00
	Minuteman Press	42.46
	Theresa Kim	150.00
	Michaels	45.19
	Total	1,904.95
<u>100-551400-341 Equipment</u>		

	Minuteman Press	0.00
	Amazon	0.00
	Nassco	0.00
	Laird Plastics	0.00
	SCLS	0.00
	Total	0.00
<u>100-551400-350 Repairs and maint</u>		
	Total	0.00
<u>100-551400-380 Adult books</u>		
	Amazon	88.25
	Baker and Taylor	2,812.74
	Barnes and Noble	0.00
	Wauaukee Tribune	0.00
	Total	2,900.99
<u>100-551400-381 Juvenile books</u>		
	Amazon	0.00
	Baker and Taylor	1,894.21
	Penworthy	0.00
	The Dot Central	0.00
	Total	1,894.21
<u>100-551400-383 Serial subscriptions</u>		
	Rivistas	0.00
	Total	0.00
<u>100-551400-384 - Digital Materials & Computer Software</u>		
	Amazon	0.00
	Demco Software	0.00
	TBS	0.00
	Verizon -Hotspots	200.05
	CDW - Adobe	0.00
	Total	200.05
<u>100-551400-385 Kit supplies</u>		
	Amazon	12.99
	Minuteman Press	0.00
	LL Bean	0.00
	Pig	0.00
	Total	12.99
<u>100-551400-386 Audio materials</u>		
	Blackstone Publishing	140.00
	Midwest Tape	169.56
	Amazon	0.00
	Findaway	0.00
	Total	309.56
<u>100-551400-387 Videos</u>		
	Amazon	510.47
	Midwest Tape	82.46
	Debbie Howard	0.00
	Greta Productions	0.00
	Total	592.93
<u>100-551400-390 Other</u>		
	Amazon	145.36
	Office Depot	5.32
	SCLS	0.00
	Chicago Distrubution Center	32.90
	Pig	0.00
	Demco	377.88
	Walgreens	0.00
	Office Depot	0.00
	Total	561.46
<u>100-551400-391 Personnel</u>		

<u>100-551400-392 Public relations</u>	Total	<u><u>0.00</u></u>
	Minuteman Press	136.00
	Fearings	0.00
	Waunakee Rotary	500.00
 <u>100-551401-210 Building serices</u>	Total	<u><u>636.00</u></u>
	CJ's Lawn & Snow	385.00
	Reinders	0.00
	Ahern Co	0.00
	The Electricians	0.00
	Bruce Company	246.50
	Total	<u><u>631.50</u></u>
 <u>100-551401-350 Repairs/Maintenance</u>		
	Nassco	0.00
	Kraemer Air Filter Corp	0.00
	Menards	56.94
	Ace Hardware	9.99
	Amazon	96.29
	Schilling Supply Company	423.95
	Capital Coffee	502.80
	Walgreens	0.00
	HF	156.36
	Home Depot	0.00
	Total	<u><u>1,246.33</u></u>
 <u>220 fund</u>		
	Trending now promotions	741.12
	Waunakee Chamber of Commerce	0.00
	Tee Public	0.00
	Total	<u><u>741.12</u></u>
	Month Total	<u><u>14,664.35</u></u>

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VILLAGE OF WAUNAKEE
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 10 MONTHS ENDING OCTOBER 31, 2022

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET AMOUNT	VARIANCE	% OF BUDGET	PRIOR YEAR
<u>LIBRARY OPERATIONS</u>						
100-551400-110 LIBRARY FULL TIME	29,900.81	342,888.13	472,532.00	129,643.87	72.56	300,754.32
100-551400-120 LIBRARY PART TIME	25,893.14	266,137.32	315,607.00	49,469.68	84.33	254,750.71
100-551400-130 LIBRARY FICA	3,993.08	45,893.97	58,414.00	12,520.03	78.57	42,111.40
100-551400-131 LIBRARY RETIREMENT	2,695.58	31,762.20	37,672.00	5,909.80	84.31	32,024.60
100-551400-132 LIBRARY HEALTH	10,802.09	121,211.29	135,329.00	14,117.71	89.57	118,580.20
100-551400-133 LIBRARY LIFE	54.28	609.68	598.00	(11.68)	101.95	661.26
100-551400-134 LIBRARY DENTAL	670.62	7,731.65	10,005.00	2,273.35	77.28	8,072.37
100-551400-210 LIBRARY OUTSIDE SERVICES	108.00	792.00	3,008.00	2,216.00	26.33	832.00
100-551400-217 LIBRARY SECURITY SYSTEMS	.00	.00	.00	.00	.00	323.40
100-551400-219 LIBRARY AUTOMATION LEVY	.00	62,993.00	63,188.00	195.00	99.69	55,512.00
100-551400-225 LIBRARY COMMUNICATIONS	721.65	5,736.16	9,180.00	3,443.84	62.49	6,702.95
100-551400-290 LIBRARY LEASED ITEMS	633.76	5,468.27	8,256.00	2,787.73	66.23	4,782.11
100-551400-292 LIBRARY MAINTENANCE CONTRACTS	2,009.38	4,153.43	2,500.00	(1,653.43)	166.14	1,245.00
100-551400-311 LIBRARY POSTAGE	134.33	952.91	800.00	(152.91)	119.11	574.93
100-551400-320 LIBRARY PUBS/SUBS/DUES	139.00	2,341.70	2,599.00	257.30	90.10	1,332.00
100-551400-330 LIBRARY TRAVEL/TRAINING	385.68	2,533.67	2,900.00	366.33	87.37	990.00
100-551400-340 LIBRARY PROGRAMS	(120.66)	19,742.98	24,000.00	4,257.02	82.26	12,954.68
100-551400-341 LIBRARY EQUIPMENT	189.90	3,253.65	7,500.00	4,246.35	43.38	3,693.02
100-551400-350 LIBRARY REPAIRS/MAINT	.00	372.85	.00	(372.85)	.00	.00
100-551400-380 LIBRARY ADULT BOOKS	3,213.97	34,781.33	42,000.00	7,218.67	82.81	35,023.06
100-551400-381 LIBRARY JUVENILE BOOKS	1,060.59	16,925.88	22,000.00	5,074.12	76.94	17,025.04
100-551400-383 LIBRARY SERIAL SUBSCRIPTIONS	.00	6,840.39	7,950.00	1,109.61	86.04	8,278.90
100-551400-384 LIBRARY COMPUTER SOFTWARE	200.05	8,311.29	15,589.00	7,277.71	53.32	14,592.19
100-551400-385 LIBRARY KIT SUPPLIES	257.90	4,642.48	5,000.00	357.52	92.85	4,904.98
100-551400-386 LIBRARY AUDIO MATERIALS	275.60	5,495.22	9,500.00	4,004.78	57.84	6,947.82
100-551400-387 LIBRARY VIDEOS	436.81	5,963.67	8,500.00	2,536.33	70.16	6,561.96
100-551400-390 LIBRARY OTHER	1,142.01	8,776.24	17,825.00	9,048.76	49.24	9,457.17
100-551400-391 LIBRARY PERSONNEL	.00	112.00	.00	(112.00)	.00	.00
100-551400-392 LIBRARY PUBLIC RELATIONS	626.00	2,680.36	1,500.00	(1,180.36)	178.69	2,497.30
TOTAL LIBRARY OPERATIONS	85,423.57	1,019,103.72	1,283,952.00	264,848.28	79.37	951,185.37

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VILLAGE OF WAUNAKEE
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 10 MONTHS ENDING OCTOBER 31, 2022

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET AMOUNT	VARIANCE	% OF BUDGET	PRIOR YEAR
<u>LIBRARY BUILDING</u>						
100-551401-110 LIBRARY BLDG FULL TIME	4,598.36	48,116.02	59,479.00	11,362.98	80.90	46,568.89
100-551401-120 LIBRARY BLDG PART-TIME	1,548.71	18,373.99	22,697.00	4,323.01	80.95	15,297.18
100-551401-121 LIBRARY BLDG OVERTIME	.00	.15	.00	(.15)	.00	30.63
100-551401-130 LIBRARY BLDG FICA	457.99	5,196.08	6,286.00	1,089.92	82.66	4,873.12
100-551401-131 LIBRARY BLDG RETIREMENT	298.88	3,254.18	3,866.00	611.82	84.17	3,265.75
100-551401-132 LIBRARY BLDG HEALTH	1,504.93	16,800.72	18,720.00	1,919.28	89.75	16,924.39
100-551401-133 LIBRARY BLDG LIFE	5.71	61.48	68.00	6.52	90.41	53.65
100-551401-134 LIBRARY BLDG DENTAL	150.18	1,589.98	1,687.00	97.02	94.25	1,536.21
100-551401-210 LIBRARY BLDG SERVICES	541.49	8,983.49	29,500.00	20,516.51	30.45	14,530.30
100-551401-220 LIBRARY BLDG UTILITIES	2,962.93	23,291.89	24,000.00	708.11	97.05	20,788.75
100-551401-221 LIBRARY BLDG GAS HEAT	863.37	12,532.27	12,000.00	(532.27)	104.44	6,749.32
100-551401-341 LIBRARY BLDG EQUIPMENT	.00	94.99	1,446.00	1,351.01	6.57	.00
100-551401-350 LIBRARY BLDG REPAIRS/MAINT	1,412.59	16,584.99	22,000.00	5,415.01	75.39	11,775.08
100-551401-390 LIBRARY BLDG OTHER	.00	200.00	3,500.00	3,300.00	5.71	1,863.75
TOTAL LIBRARY BUILDING	14,345.14	155,080.23	205,249.00	50,168.77	75.56	144,257.02
<u>DEPOT</u>						
100-551410-350 DEPOT REPAIRS/MAINT	24.00	24.00	600.00	576.00	4.00	248.30
TOTAL DEPOT	24.00	24.00	600.00	576.00	4.00	248.30

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VILLAGE OF WAUNAKEE
BALANCE SHEET
OCTOBER 31, 2022

LIBRARY SPECIAL REVENUE FUND

ASSETS

220-11110	COMMINGLED CASH	83,210.31	
220-11801	CASH ON HAND	1,391.62	
	TOTAL ASSETS		<u>84,601.93</u>

LIABILITIES AND EQUITY

FUND EQUITY

220-34300	FUND BALANCE	63,390.26	
	BEGINNING FUND BALANCE	63,390.26	
	REVENUE OVER EXPENDITURES - YTD	21,211.67	
	TOTAL FUND EQUITY		<u>84,601.93</u>
	TOTAL LIABILITIES AND EQUITY		<u>84,601.93</u>

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1030243: Waunakee Library Forever Fund

9/1/2022 To 9/30/2022

Balance

Beginning Balance 304,484.77

Contributions/Gifts

Contributions* 0.00

**Contribution totals include net gift amounts for credit card gifts. Each credit card gift is assessed a merchant processing fee by the donor's credit card company of approximately 4%.*

Transfers In 0.00

0.00

Portfolio Gains (Losses)

Investment Results, Net Of Fees (12,943.02)

(12,943.02)

Grants/Distributions

Grants/Distributions 0.00

Transfers Out 0.00

MCF Support (253.74)

(253.74)

Ending Balance

\$291,288.01

Cash Available for Grants as of 9/30/2022

\$0.00

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WAUNAKEE PUBLIC LIBRARY MONTHLY ACTIVITY REPORT

October 2022

	2022			2021		% Change Prev Month	% Change Prev Year	YTD % Change
	October	Prev Month	Yr-to-date	October	Yr-to-date			
# of Days Library was open	31	28	283	31	264	10.7%	N/A	N/A
CIRCULATION								
Physical circulation	22,922	22,365	238,155	22,387	213,731	2.5%	2.4%	11.4%
Digital circulation	3,903	3,866	37,988	3,573	35,318	1.0%	9.2%	7.6%
Library Total	26,825	26,231	276,143	25,960	249,049	2.3%	3.3%	10.9%
Per Day library was open	865	937	976	837	943	-7.6%	3.3%	3.4%
Average of Deforest, Monona and Verona	23,694	24,424	260,072	24,446	229,814	-3.0%	-3.1%	13.2%
By Category								
Books								
Juvenile Fiction	3,475	3,132	35,452	3,418	33,321	11.0%	1.7%	6.4%
Juvenile Non-Fiction	1,356	1,263	15,511	1,398	13,855	7.4%	-3.0%	12.0%
Easy Readers	1,685	1,722	17,860	1,520	16,209	-2.1%	10.9%	10.2%
Picture books	5,477	5,086	50,456	4,721	40,576	7.7%	16.0%	24.3%
Total Juvenile	11,993	11,203	119,279	11,057	103,961	7.1%	8.5%	14.7%
Young Adult	583	655	7,399	653	8,266	-11.0%	-10.7%	-10.5%
Adult Fiction	2,840	2,986	30,035	2,842	27,486	-4.9%	-0.1%	9.3%
Adult non-Fiction	2,095	2,250	22,196	2,010	20,251	-6.9%	4.2%	9.6%
Large print	831	842	8,086	693	6,598	-1.3%	19.9%	22.6%
Adult Paperbacks	55	47	632	78	855	17.0%	-29.5%	-26.1%
Total Adult	5,821	6,125	60,949	5,623	55,190	-5.0%	3.5%	10.4%
Magazines	423	426	4,262	429	4,342	-0.7%	-1.4%	-1.8%
Audio	721	747	7,466	725	7,574	-3.5%	-0.6%	-1.4%
DVD and Blu-ray	2,105	2,123	25,195	2,518	26,340	-0.8%	-16.4%	-4.3%
Software and video games	97	121	1,135	109	845	-19.8%	-11.0%	34.3%
Kits	1,086	884	11,458	1,186	6,437	22.9%	-8.4%	78.0%
Electric Resources	0	0	0	0	0	N/A	N/A	N/A
E-reader, laptops, equipment	56	49	679	64	568	14.3%	-12.5%	19.5%
E-books	3,903	3,866	37,988	3,573	35,318	1.0%	9.2%	7.6%
% of total circulation	14.5%	14.7%	13.8%	13.8%	14.2%	-1.3%	5.7%	N/A
PROGRAMS								
Children								
Number	34	28	306	20	134	21.4%	70.0%	128.4%
Attendance	857	632	8,613	504	5,623	35.6%	70.0%	53.2%
Young adult								
Number	5	4	58	5	48	25.0%	0.0%	20.8%
Attendance	41	12	388	36	338	241.7%	13.9%	14.8%
Adult								
Number	13	18	135	11	81	-27.8%	18.2%	66.7%
Attendance	330	192	2,313	81	1,630	71.9%	307.4%	41.9%
NEW PATRONS ADDED	124	166	1,305	72	683	-25.3%	72.2%	91.1%
PUBLIC MEETING ROOM BOOKINGS	27	19	201	15	55	42.1%	80.0%	265.5%
STUDY ROOM BOOKINGS	392	367	3,453	363	1,094	6.8%	8.0%	215.6%
PUBLIC PC SESSIONS	447	364	3,985	0	2,704	22.8%	N/A	47.4%
UNIQUE WIRELESS USERS	2,072	1,984	18,696	6,337	14,938	4.4%	-67.3%	25.2%
CURBSIDE TRANSACTIONS	37	53	519	0	1,565	-30.2%	N/A	-66.8%
# OF VISITORS TO LIBRARY	12,312	10,853	116,087	9,430	73,277	13.4%	30.6%	58.4%

Library Activity Report
Library Director Erick Plumb
November 2022

Library Activity in October/November

- Our Young Adult Librarian, Angie Hircock, will be leaving us in December. Angie has been with us since 2018 as WPL's first YA Librarian, and did a great job in building our services for teens from scratch as we moved to our new building. We'll miss her a lot. She's off to greener (and warmer!) pastures down South. We are advertising for her position and will be aggressive in hopefully getting someone in place by the New Year.
- We conducted a number of interviews last week for the open FT Youth Services Librarian. We met a number of incredible candidates and have made an offer to a fantastic candidate. Here's hoping it all works out!
- Election Day, November 8, was another wild success. Over 3,100 people came into the building during the day. Amazingly, lines for voting were never longer than a 20-minute wait, a credit to Village and Election day staff and the space itself. It was another GREAT day celebrating democracy at the Library!
- The Friends of the Waunakee Library present the Annual Holiday Craft Fair, Bake Sale, and Container Raffle at the Intermediate School on Saturday, November 19 from 9-3. Come shop the sale for crafts and baked goods! Handmade items including textiles, Christmas tree ornaments & wreaths, specialty foods, art, centerpieces, home decor, doll clothes, candles, soaps, cards, embroidered sweaters, quilted items, and much more! Free admission with concessions available for sale.
- The Library will host over 50 SCLS Library Directors at an All-Directors meeting on November 17.
- November sees the return of our popular Dinovember program. Please follow us on social media to follow along with the dinos' adventures in and around the library.
- The Village Board will vote on the 2023 budget on November 21. The final version will include a 4% COLA for employees, which is welcome.
- I attended the November 7 Village Board meeting where Village Administrator Todd Schmidt presented a 12 month stopgap Employee Recruitment and Retention plan to the Board. We'll discuss at length.

Youth Services Report by Brittany Gitzlaff

October was a busy, and beautiful, fall month! We partnered again with the Village Center for a "Finding Fall" scavenger hunt across Waunakee, and also participated in the "Trunk or Treat" event with the Chamber and Create Waunakee. We saw several hundred people, and handed out nearly 1,000 pieces of candy! I also volunteered at Schumacher for their Halloween event, and enjoyed reading with the families that attended. This was also a busy month for school partnerships. As the library is now the "safe spot" in case of an emergency for Prairie

Elementary, many of the classes wanted to practice that process with their classes, so we also turned it into an opportunity for a field trip. We had 13 classes take advantage of that, and we learned a bit more about the library, shared a story, and allowed time for browsing and/or check-out. We also offered an online library card drive for all the elementary and 4K students, and had 73 kids receive their first library card. Cindy registered the library with the Wisconsin Science Festival and received some awesome promotional materials and fun activities that she was able to offer to patrons. 350 different kits were handed out!

Adult Services Report by Courtney Cosgriff

In October, I hosted 8 programs and my book club. I reached out to All Around Town participants to get feedback. It's nearly impossible to get hard data, but Minuteman and Zoe's Pizza both said they had more interest than last year. For example, Minuteman and Meffert Oil (BP) had about 10 uses each and Zoes Pizza/Lone Girl had 30-50 uses each. I met with Amy to discuss the Winter Reading Program. I applied to be on the advisory committee for the SCLS IDEA team. I ordered library logo mugs to sell and set up library logo clothing site for employees to purchase, both through Trending Now. I am still collecting supplies for my Community Art Swap this month. I am planning for some January and February before my maternity leave.

Community Engagement Report by Amy Sampson

In October, we restarted planning and programming for the Building Connections series, this "season" focusing on film discussions instead of books. We had a successful family movie event at the beginning of the month, and have our next event set for December 8th. I worked with Courtney and Angie to plan programs with our VR headset for Dinovember and possibly the Senior Center. I am also working with Waunakee Community Cares Coalition to join their upcoming visioning/planning sessions as a community partner, and we are hosting a movie screening about trauma with them on November 30th. I created a draft of the Community Hall Rental Guide and started working with Courtney on a new adult winter reading program.

**VILLAGE BOARD SUMMARY SHEET****MEETING DATE:** 11/07/2022**ITEM:****PRESENTER:** Village Administrator Todd Schmidt**TITLE:** Discuss and Take Action on 12-Month Employee Recruitment and Retention Strategy**PREVIOUS ACTION:** None

ISSUE SUMMARY: Hiring decisions are, by far, the most important decisions we make as a municipal organization. The right decisions pay dividends over time. The wrong decisions cost us dearly. Further, the cost to replace a seasoned veteran employee greatly exceeds the cost to replace an employee (which doesn't even take into account the loss of institutional knowledge).

Our Village departments are not immune to the unprecedented challenges faced by employers to recruit and retain employees. Over the past couple of years, we have seen dramatic changes in market conditions that are starting to create real concern for me and our Department Heads. Failed searches and rejected job offers are becoming more frequent.

In just the past few months we have seen some cities and villages in Dane County begin to change hiring practices by offering signing bonuses, matching sick leave banks, and increasing vacation benefits. Additionally, other employers are more aggressively "tapping the shoulders" of Village staff to consider applying for their openings.

Over the past several months I held a series of team meetings with our Department Heads on the specific topic of employee recruitment and retention. We discussed together our challenges and what we are seeing in our respective industries. We contemplated strategies that should be considered as a stop-gap measure to help the Village succeed in recruiting new staff and retaining those who are being enticed to consider other opportunities.

Collectively, I and your Department Heads present the strategy below for Board consideration and encourage its prompt adoption. I would note that Deputy Administrator Jared Heyn and I have kicked off a process to fully review and update our employee handbook. We anticipate this review to be completed within the next six months. Depending on the results of the handbook update, we may be able to adjust aspects of this 12-month strategy in alignment with handbook policies.

12-month Employee Recruitment & Retention Strategy

- Grant Village Administrator temporary hiring authority to:
 - Approve initial hires between steps 1-10 within authorized pay-grade dependent on candidate qualifications. (see attached pay charts)
 - Approve initial vacation allotment up to but not exceeding an amount that matches candidate's vacation allotment with current employer.
 - Approve sick-leave balance not to exceed 40 hours, unless authorized by Village Board.
- Establish minimum starting annual vacation benefit for new hires (pro-rated for part time) at 3 weeks and extend same vacation benefit as of 1/1/2023 to current employees who are currently receiving less than 3 weeks of vacation.
- Grant Village Administrator temporary authority to adjust existing employee wages if an employee receives an official job offer to perform similar duties with another employer, not to exceed 5% increase (unless authorized by Village Board for an amount greater than 5%).
- Grant Village Administrator temporary authority to adjust positional pay-grade placement by one grade, up or down, depending on and justified by market conditions for a specific position. (see attached pay charts)
- With intention to widen applicant pool and shorten hiring process for police officer candidates, approve hiring bonus of \$5,000 for police officer candidates currently certified and employed by another law enforcement agency with the following conditions:
 - Candidate must have a minimum of 3 years of full-time law enforcement experience.
 - \$3,000 paid upon successful completion of field training and \$2,000 paid at the successful completion of 18-month probation.
- Authorize Village Administrator to modify seasonal and temporary staff wages as necessary to accomplish successful recruitment, and to implement a bonus system to reward those who stay on through end-of-season.
- Provide to all regular full- and part-time employees hired on or before 11/7/2022, and still employed at the time of payment, a one-time non-base-building \$1,000 Retention and Inflationary Bonus (pro-rated for part-time), with an employee option to accept bonus as cash, contribution to deferred compensation plan, or contribution to health savings account. For purposes of this bonus, regular full- and part-time employees include only those participating in the formal performance review system (NeoGov) and the Village Administrator. The bonus will be disbursed before the end of 2022.

BUDGET IMPACT: Admittedly, this is difficult to accurately predict. It depends entirely on how successful our recruitments are, how many recruitments we need to do, and how the municipal hiring market changes over the next 12 months.

For non-base-building allocations, such as bonus payments, staff recommends the use of unassigned fund balance. Fortunately, our fund balance is very healthy and would be perfectly suitable for this sort of expense. We estimate that the \$1,000 Retention and Inflationary Bonus would require approximately \$84,000 in fund balance. The total allocation for the \$5,000 police officer signing bonuses will be dependent on the number of openings that occur during the year, the quality of the applicant pool, and the recruit's success in completing field training and probation.

Other elements of the strategy have a "base-building" impact that would necessarily cause an impact on the budget for the following year. To reduce the impact of a 2023 to 2024 levy change, staff recommends an additional levy allocation as part of the 2023 budget as a "Strategic Employee Recruitment and Retention Fund." Without the ability to accurately predict the fiscal need, staff recommends allocating between \$30,000 - \$40,000 in the 2023 budget.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION: None

STAFF RECOMMENDATION: to consider and approve the 12-month Employee Recruitment & Retention Strategy, and to authorize the use of unassigned fund balance for non-base-building costs and consider a 2023 budgeted levy allocation for base-building costs.

RECOMMENDED MOTION: move to approve the 12-month Employee Recruitment & Retention Strategy, and to authorize the use of unassigned fund balance for non-base-building costs and consider a 2023 budgeted levy allocation for base-building costs.

ATTACHMENT(S): 2022 Village employee pay charts

FOR MORE INFORMATION CONTACT: Todd Schmidt – (608)850-5227 / tschmidt@waunakee.com

Village of Waunakee Compensation Strategy

Hourly Wage Scale

Adopted: 10/06/2014

Effective: July 3, 2022 - 1% Market-Based Salary Adjustment

Grade	Position	Minimum (95%) Step 1 1 year	97.50% Step 2 1 year	2.5% ↑	Target Rate (100%) Step 3 1 year	2.5% ↑	102.5% Step 4 2 years	2.5% ↑	105.0% Step 5 2 years	2.5% ↑	107.5% Step 6 2 years	2.5% ↑	110.0% Step 7 2 years	2.5% ↑	112.5% Step 8 3 years	2.5% ↑	115.0% Step 9 3 years	2.5% ↑	117.5% Step 10 3 years	2.5% ↑	Maximum (120%) Step 11 3 years	
H20	Police Sergeant	\$ 39.97	\$ 40.97	\$ 41.99	\$ 43.04	\$ 44.12	\$ 45.22	\$ 46.35	\$ 47.51	\$ 48.70	\$ 49.92	\$ 51.17										
H19	Vacant Grade	\$ 38.46	\$ 39.42	\$ 40.41	\$ 41.42	\$ 42.46	\$ 43.52	\$ 44.61	\$ 45.73	\$ 46.87	\$ 48.04	\$ 49.24										
H18	Vacant Grade	\$ 36.98	\$ 37.90	\$ 38.85	\$ 39.82	\$ 40.82	\$ 41.84	\$ 42.89	\$ 43.96	\$ 45.06	\$ 46.19	\$ 47.34										
H17	Vacant Grade	\$ 35.50	\$ 36.39	\$ 37.30	\$ 38.23	\$ 39.19	\$ 40.17	\$ 41.17	\$ 42.20	\$ 43.26	\$ 44.34	\$ 45.45										
H16	Vacant Grade	\$ 34.02	\$ 34.87	\$ 35.74	\$ 36.63	\$ 37.55	\$ 38.49	\$ 39.45	\$ 40.44	\$ 41.45	\$ 42.49	\$ 43.55										
H15	PW / Parks Supervisor	\$ 32.54	\$ 33.35	\$ 34.18	\$ 35.03	\$ 35.91	\$ 36.81	\$ 37.73	\$ 38.67	\$ 39.64	\$ 40.63	\$ 41.65										
H14	Vacant Grade	\$ 31.04	\$ 31.82	\$ 32.62	\$ 33.44	\$ 34.28	\$ 35.14	\$ 36.02	\$ 36.92	\$ 37.84	\$ 38.79	\$ 39.76										
H13	Accounting Supervisor Building Maintenance Supervisor	\$ 29.57	\$ 30.31	\$ 31.07	\$ 31.85	\$ 32.65	\$ 33.47	\$ 34.31	\$ 35.17	\$ 36.05	\$ 36.95	\$ 37.87										
H12	Police Office Manager Mechanic	\$ 28.09	\$ 28.79	\$ 29.51	\$ 30.25	\$ 31.01	\$ 31.79	\$ 32.58	\$ 33.39	\$ 34.22	\$ 35.08	\$ 35.96										
H11	PW / Parks Crew Lead	\$ 26.61	\$ 27.28	\$ 27.96	\$ 28.66	\$ 29.38	\$ 30.11	\$ 30.86	\$ 31.63	\$ 32.42	\$ 33.23	\$ 34.06										
H10	Deputy Clerk / Citizen Services Supervisor Village Center Office Manager Community Development and PW Office Manager	\$ 25.11	\$ 25.74	\$ 26.38	\$ 27.04	\$ 27.72	\$ 28.41	\$ 29.12	\$ 29.85	\$ 30.60	\$ 31.37	\$ 32.15										
H9	Public Works Crew Member Senior Center Program Coordinator Account Clerk II	\$ 23.65	\$ 24.24	\$ 24.85	\$ 25.47	\$ 26.11	\$ 26.76	\$ 27.43	\$ 28.12	\$ 28.82	\$ 29.54	\$ 30.28										
H8	Case Manager Municipal Court Clerk/Customer Service Representative	\$ 22.16	\$ 22.71	\$ 23.28	\$ 23.86	\$ 24.46	\$ 25.07	\$ 25.70	\$ 26.34	\$ 27.00	\$ 27.68	\$ 28.37										
H7	Parks & Recreation Program Coordinator	\$ 20.68	\$ 21.20	\$ 21.73	\$ 22.27	\$ 22.83	\$ 23.40	\$ 23.99	\$ 24.59	\$ 25.20	\$ 25.83	\$ 26.48										
H6	Police Administrative Office Assistant Library Assistant IV Accounting Clerk I (PT)	\$ 19.21	\$ 19.69	\$ 20.18	\$ 20.68	\$ 21.20	\$ 21.73	\$ 22.27	\$ 22.83	\$ 23.40	\$ 23.99	\$ 24.59										
H5	Library Assistant III (PT) Nutrition Site Manager (PT)	\$ 17.71	\$ 18.15	\$ 18.60	\$ 19.07	\$ 19.55	\$ 20.04	\$ 20.54	\$ 21.05	\$ 21.58	\$ 22.12	\$ 22.67										
H4	Library Assistant II (PT) Senior Center Driver Escort / Volunteer Coordinator (PT) Building Supervisor II (PT)	\$ 16.23	\$ 16.64	\$ 17.06	\$ 17.49	\$ 17.93	\$ 18.38	\$ 18.84	\$ 19.31	\$ 19.79	\$ 20.28	\$ 20.79										
H3	Library Assistant I (PT) Citizen Service Representative (PT) Welcome Desk Staff (PT)	\$ 14.74	\$ 15.11	\$ 15.49	\$ 15.88	\$ 16.28	\$ 16.69	\$ 17.11	\$ 17.54	\$ 17.98	\$ 18.43	\$ 18.89										
H2	Fitness Floor Staff (PT)	\$ 13.28	\$ 13.61	\$ 13.95	\$ 14.30	\$ 14.66	\$ 15.03	\$ 15.41	\$ 15.80	\$ 16.20	\$ 16.61	\$ 17.03										
H1	Kitchen Assistant/Dishwasher (PT)	\$ 11.79	\$ 12.08	\$ 12.38	\$ 12.69	\$ 13.01	\$ 13.34	\$ 13.67	\$ 14.01	\$ 14.36	\$ 14.72	\$ 15.09										

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Village of Waunakee Compensation Strategy

Salary Wage Scale

Adopted: 10/06/2014

Effective: July 3, 2022 - 1% Market-Based Salary Adjustment

Grade	Position	Minimum (95%)	Market-Based Salary Adjustment											Maximum (120%)											
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11												
			1 year	2 years	3 years	4 years	5 years	6 years	7 years	8 years	9 years	10 years	11 years	12 years	13 years	14 years	15 years	16 years	17 years	18 years	19 years	20 years			
S17	Police Chief	\$ 51.80	\$ 53.10	\$ 54.43	\$ 55.79	\$ 57.18	\$ 58.61	\$ 60.08	\$ 61.58	\$ 63.12	\$ 64.70	\$ 66.32	\$ 68.00	\$ 69.74	\$ 71.54	\$ 73.40	\$ 75.32	\$ 77.30	\$ 79.34	\$ 81.44	\$ 83.60	\$ 85.82	\$ 88.10		
	Previous Target Rate	\$ 107,744.00	\$ 110,448.00	\$ 113,214.40	\$ 116,043.20	\$ 118,934.40	\$ 121,908.80	\$ 124,966.40	\$ 128,086.40	\$ 131,289.60	\$ 134,576.00	\$ 137,945.60	\$ 141,398.40	\$ 144,936.00	\$ 148,559.20	\$ 152,268.00	\$ 156,063.20	\$ 159,945.60	\$ 163,916.00	\$ 167,974.40	\$ 172,120.00	\$ 176,363.20	\$ 180,704.00	\$ 185,142.40	
S16	Finance Director	\$ 50.33	\$ 51.59	\$ 52.88	\$ 54.20	\$ 55.56	\$ 56.95	\$ 58.37	\$ 59.83	\$ 61.33	\$ 62.86	\$ 64.43	\$ 66.05	\$ 67.72	\$ 69.44	\$ 71.21	\$ 73.03	\$ 74.90	\$ 76.82	\$ 78.79	\$ 80.81	\$ 82.88	\$ 85.00	\$ 87.17	
	Previous Target Rate	\$ 104,686.40	\$ 107,307.20	\$ 109,990.40	\$ 112,736.00	\$ 115,548.80	\$ 118,430.40	\$ 121,392.00	\$ 124,434.40	\$ 127,557.60	\$ 130,762.40	\$ 134,049.60	\$ 137,419.20	\$ 140,871.20	\$ 144,405.60	\$ 148,022.40	\$ 151,721.60	\$ 155,503.20	\$ 159,367.20	\$ 163,313.60	\$ 167,342.40	\$ 171,454.40	\$ 175,649.60	\$ 179,928.00	\$ 184,289.60
S15	Vacant Grade	\$ 48.85	\$ 50.07	\$ 51.32	\$ 52.60	\$ 53.92	\$ 55.27	\$ 56.65	\$ 58.07	\$ 59.52	\$ 61.01	\$ 62.54	\$ 64.12	\$ 65.77	\$ 67.45	\$ 69.17	\$ 70.93	\$ 72.74	\$ 74.59	\$ 76.48	\$ 78.41	\$ 80.38	\$ 82.39	\$ 84.44	
	Previous Target Rate	\$ 101,608.00	\$ 104,145.60	\$ 106,748.80	\$ 109,408.00	\$ 112,123.20	\$ 114,894.40	\$ 117,727.20	\$ 120,622.40	\$ 123,580.00	\$ 126,599.20	\$ 129,680.00	\$ 132,822.40	\$ 136,027.20	\$ 139,294.40	\$ 142,624.00	\$ 146,016.00	\$ 149,470.40	\$ 152,987.20	\$ 156,567.20	\$ 160,210.40	\$ 163,917.60	\$ 167,689.60	\$ 171,527.20	\$ 175,431.20
S14	Community Services Director	\$ 47.39	\$ 48.57	\$ 49.78	\$ 51.02	\$ 52.30	\$ 53.61	\$ 54.95	\$ 56.32	\$ 57.73	\$ 59.17	\$ 60.65	\$ 62.16	\$ 63.70	\$ 65.27	\$ 66.88	\$ 68.52	\$ 70.19	\$ 71.89	\$ 73.62	\$ 75.38	\$ 77.17	\$ 79.00	\$ 80.86	
	Previous Target Rate	\$ 98,571.20	\$ 101,025.60	\$ 103,542.40	\$ 106,121.60	\$ 108,784.00	\$ 111,508.80	\$ 114,296.00	\$ 117,145.60	\$ 120,057.60	\$ 123,033.60	\$ 126,076.00	\$ 129,185.60	\$ 132,361.60	\$ 135,605.60	\$ 138,918.40	\$ 142,291.20	\$ 145,724.80	\$ 149,219.20	\$ 152,775.20	\$ 156,392.80	\$ 160,072.00	\$ 163,813.60	\$ 167,617.60	\$ 171,484.80
S13	Public Works Director	\$ 45.88	\$ 47.03	\$ 48.21	\$ 49.42	\$ 50.66	\$ 51.93	\$ 53.23	\$ 54.56	\$ 55.92	\$ 57.29	\$ 58.69	\$ 60.12	\$ 61.58	\$ 63.07	\$ 64.59	\$ 66.14	\$ 67.71	\$ 69.31	\$ 70.94	\$ 72.60	\$ 74.29	\$ 76.00	\$ 77.73	
	Previous Target Rate	\$ 95,430.40	\$ 97,822.40	\$ 100,276.80	\$ 102,793.60	\$ 105,372.80	\$ 108,014.40	\$ 110,718.40	\$ 113,484.80	\$ 116,313.60	\$ 119,204.00	\$ 122,156.00	\$ 125,170.40	\$ 128,247.20	\$ 131,387.20	\$ 134,589.60	\$ 137,854.40	\$ 141,181.60	\$ 144,571.20	\$ 148,023.20	\$ 151,537.60	\$ 155,114.40	\$ 158,753.60	\$ 162,455.20	\$ 166,219.20
S12	Police Lieutenant Community Development Director	\$ 44.40	\$ 45.51	\$ 46.65	\$ 47.82	\$ 49.02	\$ 50.25	\$ 51.51	\$ 52.80	\$ 54.12	\$ 55.47	\$ 56.86	\$ 58.28	\$ 59.73	\$ 61.20	\$ 62.70	\$ 64.23	\$ 65.79	\$ 67.39	\$ 69.02	\$ 70.68	\$ 72.37	\$ 74.09	\$ 75.84	
	Previous Target Rate	\$ 92,352.00	\$ 94,660.80	\$ 97,032.00	\$ 99,465.60	\$ 101,961.60	\$ 104,520.00	\$ 107,140.80	\$ 109,824.00	\$ 112,569.60	\$ 115,377.60	\$ 118,248.00	\$ 121,181.60	\$ 124,178.40	\$ 127,239.20	\$ 130,364.80	\$ 133,556.00	\$ 136,813.60	\$ 140,137.60	\$ 143,528.80	\$ 146,987.20	\$ 150,513.60	\$ 154,107.20	\$ 157,768.00	\$ 161,495.20
S11	Vacant Grade	\$ 42.93	\$ 44.00	\$ 45.10	\$ 46.23	\$ 47.39	\$ 48.57	\$ 49.78	\$ 51.02	\$ 52.30	\$ 53.61	\$ 54.95	\$ 56.32	\$ 57.73	\$ 59.17	\$ 60.65	\$ 62.16	\$ 63.70	\$ 65.27	\$ 66.88	\$ 68.52	\$ 70.19	\$ 71.89	\$ 73.62	
	Previous Target Rate	\$ 89,194.40	\$ 91,520.00	\$ 93,868.00	\$ 96,138.40	\$ 98,571.20	\$ 101,025.60	\$ 103,542.40	\$ 106,121.60	\$ 108,784.00	\$ 111,508.80	\$ 114,296.00	\$ 117,145.60	\$ 120,057.60	\$ 123,033.60	\$ 126,076.00	\$ 129,185.60	\$ 132,361.60	\$ 135,605.60	\$ 138,918.40	\$ 142,291.20	\$ 145,724.80	\$ 149,219.20	\$ 152,775.20	\$ 156,392.80
S10	Deputy Administrator/Communications Manager	\$ 41.44	\$ 42.48	\$ 43.54	\$ 44.63	\$ 45.75	\$ 46.89	\$ 48.06	\$ 49.26	\$ 50.49	\$ 51.75	\$ 53.04	\$ 54.36	\$ 55.71	\$ 57.09	\$ 58.50	\$ 59.94	\$ 61.41	\$ 62.91	\$ 64.43	\$ 65.98	\$ 67.56	\$ 69.17	\$ 70.80	
	Previous Target Rate	\$ 86,195.20	\$ 88,356.40	\$ 90,568.20	\$ 92,830.40	\$ 95,150.00	\$ 97,531.20	\$ 99,964.80	\$ 102,460.80	\$ 105,019.20	\$ 107,640.00	\$ 110,323.20	\$ 113,068.80	\$ 115,876.00	\$ 118,745.60	\$ 121,677.60	\$ 124,672.00	\$ 127,728.80	\$ 130,848.00	\$ 134,029.60	\$ 137,272.80	\$ 140,578.40	\$ 143,946.40	\$ 147,376.80	\$ 150,869.60
S9	Vacant Grade	\$ 39.97	\$ 40.97	\$ 41.99	\$ 43.04	\$ 44.12	\$ 45.22	\$ 46.35	\$ 47.51	\$ 48.70	\$ 49.92	\$ 51.17	\$ 52.46	\$ 53.78	\$ 55.13	\$ 56.51	\$ 57.92	\$ 59.36	\$ 60.83	\$ 62.33	\$ 63.86	\$ 65.42	\$ 67.01	\$ 68.62	
	Previous Target Rate	\$ 83,137.60	\$ 85,217.60	\$ 87,339.20	\$ 89,523.20	\$ 91,769.60	\$ 94,076.00	\$ 96,442.40	\$ 98,868.80	\$ 101,356.00	\$ 103,904.00	\$ 106,513.60	\$ 109,184.80	\$ 111,917.60	\$ 114,712.00	\$ 117,568.00	\$ 120,485.60	\$ 123,464.80	\$ 126,505.60	\$ 129,608.00	\$ 132,771.20	\$ 135,995.20	\$ 139,280.00	\$ 142,625.60	\$ 146,032.80
S8	Library Director*	\$ 38.46	\$ 39.42	\$ 40.41	\$ 41.42	\$ 42.46	\$ 43.52	\$ 44.61	\$ 45.73	\$ 46.87	\$ 48.04	\$ 49.24	\$ 50.46	\$ 51.71	\$ 52.99	\$ 54.29	\$ 55.62	\$ 56.98	\$ 58.37	\$ 59.79	\$ 61.24	\$ 62.72	\$ 64.23	\$ 65.76	
	Previous Target Rate	\$ 79,996.80	\$ 81,993.60	\$ 84,052.80	\$ 86,159.60	\$ 88,316.80	\$ 90,521.60	\$ 92,788.80	\$ 95,118.40	\$ 97,512.00	\$ 99,969.60	\$ 102,491.20	\$ 105,068.80	\$ 107,702.40	\$ 110,393.60	\$ 113,142.40	\$ 115,949.60	\$ 118,816.00	\$ 121,742.40	\$ 124,729.60	\$ 127,777.60	\$ 130,887.20	\$ 134,058.40	\$ 137,290.40	\$ 140,583.20
S7	Senior Services Director Village Engineer	\$ 36.81	\$ 37.73	\$ 38.67	\$ 39.64	\$ 40.63	\$ 41.65	\$ 42.69	\$ 43.76	\$ 44.85	\$ 45.97	\$ 47.12	\$ 48.29	\$ 49.49	\$ 50.71	\$ 51.96	\$ 53.23	\$ 54.53	\$ 55.86	\$ 57.22	\$ 58.61	\$ 60.03	\$ 61.48	\$ 62.95	
	Previous Target Rate	\$ 76,564.80	\$ 78,478.40	\$ 80,433.60	\$ 82,451.20	\$ 84,510.40	\$ 86,622.00	\$ 88,787.20	\$ 91,005.60	\$ 93,277.20	\$ 95,602.80	\$ 97,982.40	\$ 100,416.00	\$ 102,903.60	\$ 105,445.20	\$ 108,041.60	\$ 110,692.80	\$ 113,400.00	\$ 116,163.20	\$ 118,982.40	\$ 121,857.60	\$ 124,789.60	\$ 127,778.40	\$ 130,824.00	\$ 133,926.40
S6	Vacant Grade	\$ 35.50	\$ 36.39	\$ 37.30	\$ 38.23	\$ 39.19	\$ 40.17	\$ 41.17	\$ 42.20	\$ 43.26	\$ 44.34	\$ 45.45	\$ 46.58	\$ 47.74	\$ 48.93	\$ 50.14	\$ 51.38	\$ 52.64	\$ 53.92	\$ 55.23	\$ 56.57	\$ 57.94	\$ 59.34	\$ 60.76	
	Previous Target Rate	\$ 73,840.00	\$ 75,691.20	\$ 77,584.00	\$ 79,518.40	\$ 81,515.20	\$ 83,553.60	\$ 85,633.60	\$ 87,776.00	\$ 89,980.80	\$ 92,227.20	\$ 94,536.00	\$ 96,907.20	\$ 99,340.80	\$ 101,836.80	\$ 104,396.00	\$ 107,018.40	\$ 109,704.00	\$ 112,453.60	\$ 115,267.20	\$ 118,144.80	\$ 121,086.40	\$ 124,093.60	\$ 127,166.40	\$ 130,305.60
S5	Vacant Grade	\$ 34.02	\$ 34.87	\$ 35.74	\$ 36.63	\$ 37.55	\$ 38.49	\$ 39.45	\$ 40.44	\$ 41.45	\$ 42.49	\$ 43.55	\$ 44.63	\$ 45.73	\$ 46.86	\$ 48.01	\$ 49.19	\$ 50.39	\$ 51.62	\$ 52.88	\$ 54.17	\$ 55.48	\$ 56.81	\$ 58.16	
	Previous Target Rate	\$ 70,761.60	\$ 72,529.60	\$ 74,339.20	\$ 76,190.40	\$ 78,104.00	\$ 80,059.20	\$ 82,056.00	\$ 84,115.20	\$ 86,216.00	\$ 88,379.20	\$ 90,584.00	\$ 92,839.20	\$ 95,144.80	\$ 97,500.00	\$ 99,905.60	\$ 102,361.60	\$ 104,868.80	\$ 107,427.20	\$ 110,036.80	\$ 112,697.60	\$ 115,410.40	\$ 118,175.20	\$ 121,003.20	\$ 123,894.40
S4	Recreation Supervisor Village Clerk	\$ 32.54	\$ 33.35	\$ 34.18	\$ 35.03	\$ 35.91	\$ 36.81	\$ 37.73	\$ 38.67	\$ 39.64	\$ 40.63	\$ 41.65	\$ 42.69	\$ 43.76	\$ 44.85	\$ 45.97	\$ 47.12	\$ 48.29	\$ 49.49	\$ 50.71	\$ 51.96	\$ 53.23	\$ 54.53	\$ 55.86	
	Previous Target Rate	\$ 67,683.20	\$ 69,368.00	\$ 71,094.40	\$ 72,862.40	\$ 74,692.80	\$ 76,584.80	\$ 78,548.80	\$ 80,483.60	\$ 82,451.20	\$ 84,451.20	\$ 86,484.00	\$ 88,549.60	\$ 90,647.20	\$ 92,776.80	\$ 94,938.40	\$ 97,132.00	\$ 99,357.60	\$ 101,614.40	\$ 103,903.20	\$ 106,224.00	\$ 108,577.60	\$ 110,964.00	\$ 113,383.20	\$ 115,834.40
S3	Vacant Grade	\$ 31.04	\$ 31.82	\$ 32.62	\$ 33.44	\$ 34.28	\$ 35.14	\$ 36.02	\$ 36.92	\$ 37.84	\$ 38.79	\$ 39.76	\$ 40.75	\$ 41.76	\$ 42.79	\$ 43.84	\$ 44.91	\$ 46.00	\$ 47.11	\$ 48.24	\$ 49.39	\$ 50.56	\$ 51.75	\$ 52.96	
	Previous Target Rate	\$ 64,563.20	\$ 66,185.60	\$ 67,849.60	\$ 69,555.20	\$ 71,302.40	\$ 73,091.20	\$ 74,921.60	\$ 76,793.60	\$ 78,707.20	\$ 80,663.20	\$ 82,661.60	\$ 84,702.40	\$ 86,786.40	\$ 88,913.60	\$ 91,084.00	\$ 93,297.60	\$ 95,553.60	\$ 97,852.80	\$ 100,195.20	\$ 102,580.80	\$ 105,009.60	\$ 107,481.60	\$ 110,006.40	\$ 112,584.00
S2	Vacant Grade	\$ 29.57	\$ 30.31	\$ 31.07	\$ 31.85	\$ 32.65	\$ 33.47	\$ 34.31	\$ 35.17	\$ 36.05	\$ 36.95	\$ 37.87	\$ 38.81	\$ 39.76	\$ 40.74	\$ 41.74	\$ 42.76	\$ 43.80	\$ 44.87	\$ 45.96	\$ 47.07	\$ 48.20	\$ 49.35	\$ 50.52	
	Previous Target Rate	\$ 61,505.60	\$ 63,044.80	\$ 64,628.00	\$ 66,248.00	\$ 67,912.00	\$ 69,616.00	\$ 71,360.80	\$ 73,145.60	\$ 74,981.60	\$ 76,869.60	\$ 78,800.00	\$ 80,772.80	\$ 82,788.00	\$ 84,845.60	\$ 86,946.40	\$ 89,091.20	\$ 91,280.00	\$ 93,512.80	\$ 95,790.40	\$ 98,113.60	\$ 100,492.00	\$ 102,926.40	\$ 105,416.80	\$ 107,963.20
S1	Youth Services Librarian Adult Services Librarian	\$ 28.09	\$ 28.79	\$ 29.51	\$ 30.25	\$ 31.01	\$ 31.79	\$ 32.58	\$ 33.39	\$ 34.22	\$ 35.08	\$ 35.96	\$ 36.86	\$ 37.77	\$ 38.70	\$ 39.65	\$ 40.62	\$ 41.61	\$ 42.62	\$ 43.65	\$ 44				