



February 9, 2023

Meeting Notice
Village Council Meeting As
A Committee of the Whole
February 14, 2023
6:30 p.m.

The Whitehouse Village Council is encouraging citizens to consider accessing public meetings remotely. You may do so by phone at 1-567-318-0438. You will then be prompted to press the following Meeting ID 635995669#. You may also access the meeting online by going to the Village website at www.whitehouseoh.gov and clicking on the link from the home page, please make sure you mute your microphone.

Notice is hereby given that the Whitehouse Village Council will meet as a Committee of the Whole on Tuesday, February 14, 2023 at 6:30 p.m.

AGENDA

- I. Call to Order
- II. Roll Call
- III. Review and Approval of the January 17, 2023, Committee of the Whole Meeting Minutes
- IV. Citizen Comments on Committee of the Whole Agenda Items
- V. **Finance**
 - A. Continue to Review Revenue Sources and General Fund Department Proportionate Costs
 1. **Supporting Information** – Information from January 2022 Committee of the Whole Meeting (Exhibit A) & Updated 2023 Financial Information (Exhibit B)
 - B. Review Wage Study
 1. **Supporting Information** – Wage Study Memo & Supporting Documentation (Exhibit C)
- VI. Citizen Comments
- VII. Consider Other Business as Appropriate Under the Village Charter
- VIII. Adjourn

Village Council Meeting As
A Committee of the Whole
January 17, 2023
5:00 PM

At 5:00 PM, President of Council Rebecca Conklin Kleiboemer called the meeting to order.

ROLL CALL: Bob Keogh, Louann Artiaga Richard Bingham, Rebecca Conklin Kleiboemer, and Mindy Curry. Also present were the following: Mayor Don Atkinson, Administrator Jordan Daugherty, Director of Public Services Steve Pilcher, Police Chief Mark McDonough, Fire Chief Joshua Hartbarger, Deputy Fire Chief Jason Francis, and Clerk Susan Miller, Steve Fine, Steve Connelly, Amy Valiquette-Shultz, Dave Riggenschach and Karen Gerhardinger,

Motion by Richard Bingham, seconded by Louann Artiaga to accept the minutes of the January 10, 2023 meeting. 5 ayes

President of Council, Rebecca Conklin Kleiboemer asked for Citizen Comments pertaining to Agenda items.

The Mayor will be exiting to speak to the Cub Scouts.

General

The first order business was continued attention to the Vacant Council Seat.

- Councilman Dennis Recker resigned, 30 days for Council to make an appointment
- 11 applications, 1 past the deadline,
- 4 applicants to be interviewed, Amy Shultz-Valiquette, Steve Fine, Steve Connelly, and Dave Riggenschach
- Dave Riggenschach, 17 year resident, wife is a teacher, 3 kids, volunteered at the high school, and Cherry Fest, watched the community grow, worked in several communities, we are unique, getting younger as a community, need to communicate and educate challenges, I am a communicator and education, my duty to put my name in, good at involvement, Concert Series, parks, continue to enhance, experience, entice people to move in, present as youthful and interactive, promote growth for people to move in, encourage more people to move in, grow business tax revenue, be business friendly, infrastructure, services, drive to go talk to people, core services, continue to be a leader, detailed focus on services, had a conversation with the family on the time commitment, flexibility in business to make the time commitment, educated self how to get out of bad financial decisions in early 20s, Financial Peace classes, put a plan together, identified problem, educate, plan, reevaluate, stick to The Plan, will run in November, describing yourself as an open book, know who you are and what you believe, stand by them and know you will alienate some people, empathy, understand people's situations, protect the community as a whole, know what citizens think and feel, fully viable Whitehouse Landing, restaurants, businesses
- Steve Connelly, 20 year resident, youngest of 8, grew up in Perrysburg, safety, stability, worked in Perrysburg and currently in Findlay, give back when you can, not enough to

vote, be engaged, skill set in operations and managing critical applications, managing budgets, Community sells itself, services and amenities are top tier, high school is top tier, accessibility, responsibility to changing demographics, grow businesses, but maintain Small Town feel, can get anywhere in 15-20 minutes, built strong teams everywhere I've gone, mentored, educated, facilitating team member growth, would run again in November, can have the tough conversations, contribute as long as I can, thick skin, stand on your convictions, be deliberate, part of the job, collaborate, fight the battles you need to fight, don't disparage members, all trying to make the right decision, good relationship with Administration and Department Heads, steward of tax dollars, legislators, maintain light touch, red tape and bureaucracy, perform unencumbered, steward of the tax dollars, do we need to legislate, is there another way to privately handle, another business park, Infrastructure with bays for a Farmer's Market

- Steve Fine, Anthony Wayne graduate, 22 years in Federal Government, managing large Organization, figure out how to provide more value to Citizens, chose Whitehouse for quality of life, watched the community grow and change, established HOA, emergency management, weather service, emergency service, communications, trained EMS response team, Citizens advisory committee on Transportation, want to continue to see Whitehouse be great and enhance, Financial issues, could effect the quality of life, watching since March, very interested in contributing to keep this a great place to live, involve more people in the Community, people are busy, areas Citizens have interest, look at the survey, get people involved in meetings, talk to people, balance with business, infrastructure, be attractive to Businesses, make it profitable for businesses to be here, maintaining and enhancing services, maintaining staff quality of life, work through financial difficulties, maintains staff, Infrastructure, roads, water tower, grants and other opportunities, unfunded mandates, help Citizens understand why it's important to them, see how it goes and then determine if this is long term, understand others perspective and different opinions, effective information, clear Vision of Council to know what you want to accomplish, another business park
- Amy Valiquette-Shultz, 16 year resident, Tree Commission, finance committee and Tree Commission in Waterville, one of the best tree commissions in Ohio, business background, Accounting, Management, I'm a doer, have difficulty bragging about myself, strong need to help with the community, work with others, direct communication, positive media, less negative, Communication, involving citizens, make Council more accessible and listen to people, understand they may be coming from a different point of view than you, Great place to live, services do a great job, was going to run in November, need to use experience and knowledge to help the community, conduct self, open and honest, communication with Residents, feedback

President of Council Rebecca Conklin Kleiboemer asked for Citizen Comments. There were none.

Motion by Bob Keogh, seconded by Richard Bingham to adjourn at 6:14 PM. 5 ayes

Respectfully submitted,

Susan Miller
Clerk of Council



TO: Committee of the Whole members and the Mayor
FROM: Jordan D. Daugherty, Village Administrator
SUBJECT: A Review of Village Revenues
DATE: January 7, 2022

OFFICE OF ADMINISTRATION

Jordan D. Daugherty
Administrator

Tuesday evening, I plan to facilitate the first of a series of discussions on the Village's finances with a specific focus on the need for new revenues. As you are aware, the Village has grown rapidly both in terms of residential numbers and their respective service expectations. Over the years, these rightful expectations have put increasing pressure on departments all while staying within a conservative budget. To be sure, the Village has done a remarkable job of limiting rate and fee increases passed on to our residents. Joint economic ventures like our JEDDs and JEDZ have afforded us the ability to hold off the need for evaluating all revenue streams. Unfortunately, the time has come for us to review all our revenue options to ensure that high-level service expectations are met responsibly.

During our discussion, it is also important to consider our type of community. We are a Toledo suburb with high residential density. Accordingly, we are considered a "bedroom community." From a life-cycle perspective, bedroom communities typically experience initial high residential growth due to low cost/high service quality relationship. As more people move to these communities, the pressure to provide such services at the same low cost increases. Over time, most communities must adjust as the low cost/high service quality ratio becomes untenable. This perspective is pertinent as we consider the immediate and long-term future of Whitehouse.

In your packet, you will note a few analyses. These analyses offer a simple reflection of our revenues and expenses over the last five (5) years. Included is essential information detailing the relative proportion certain revenues and department expenses make of the whole. Please look at the numbers in preparation for a robust discussion.

DONALD L. ATKINSON

LOUANN ARTIAGA
RICHARD BINGHAM
REBECCA CONKLIN KLEIBOEMER
MINDY CURRY
ROBERT KEOGH
WILLIAM MAY

Lastly, it should be noted that I am not suggesting any specific decision for Tuesday nor am I recommending adjustments to certain revenue sources at this time. However, while nobody wants to increase costs to our residents, I know we all agree that we owe it to them and future residents to look at all options to ensure sustainable valued services.

Respectfully,

A handwritten signature in black ink, appearing to read 'J. Daugherty', with a long horizontal flourish extending to the right.

Jordan D. Daugherty
Village Administrator

GENERAL FUND REVENUE

	2017	% of Rev	2018	% of Rev	2019	% of Rev	2020	% of Rev	2021	% of Rev	Ave % Change
Property Tax	\$ 373,635	12%	\$ 378,720	11%	\$ 426,730	12%	\$ 446,502	12%	\$ 458,711	12%	5%
Local Gov't	\$ 145,928	5%	\$ 151,427	4%	\$ 165,358	5%	\$ 172,976	5%	\$ 183,279	5%	5%
Cigarette/Liquor Tax	\$ 4,529	0%	\$ 5,825	0%	\$ 4,558	0%	\$ 937	0%	\$ 6,864	0%	10%
Other State/Fed	\$ 21,746	1%	\$ 9,015	0%	\$ 162,703	4%	\$ 69,353	2%	\$ 63,071	2%	38%
Fire Contracts	\$ 52,914	2%	\$ 218,640	6%	\$ 57,632	2%	\$ 73,494	2%	\$ 74,964	2%	8%
Police Contracts	\$ 51,000	2%	\$ 51,000	1%	\$ 100,000	3%	\$ 57,183	2%	\$ -	0%	-20%
Refuse	\$ 173,010	5%	\$ 192,472	6%	\$ 221,290	6%	\$ 235,235	6%	\$ 256,628	7%	10%
EMS Contracts	\$ 66,823	2%	\$ 74,058	2%	\$ 90,714	2%	\$ 83,370	2%	\$ 81,906	2%	5%
Fines & Licenses	\$ 21,817	1%	\$ 26,988	1%	\$ 33,550	1%	\$ 26,882	1%	\$ 28,156	1%	6%
Building, Insp, Zoning	\$ 20,762	1%	\$ 22,746	1%	\$ 23,558	1%	\$ 17,179	0%	\$ 17,986	0%	-3%
Franchise Fees	\$ 58,163	2%	\$ 66,980	2%	\$ 69,792	2%	\$ 73,029	2%	\$ 75,737	2%	6%
Interest	\$ 36,966	1%	\$ 46,884	1%	\$ 73,288	2%	\$ 52,228	1%	\$ 18,587	0%	-10%
Donations	\$ 5,992	0%	\$ 5,034	0%	\$ 7,256	0%	\$ 6,060	0%	\$ 6,067	0%	0%
Miscellaneous	\$ 89,744	3%	\$ 107,122	3%	\$ 86,540	2%	\$ 187,625	5%	\$ 101,677	3%	3%
Income Tax B	\$ 2,048,478	64%	\$ 2,017,629	59%	\$ 2,136,717	58%	\$ 2,275,991	60%	\$ 2,416,011	64%	4%
Sale of Fixed Asset	\$ 6,100	0%	\$ 40,797	1%	\$ 4,722	0%	\$ -	0%	\$ -	0%	0%
	\$ 3,177,605		\$ 3,415,338		\$ 3,664,408		\$ 3,778,043		\$ 3,789,645		4%

GENERAL FUND EXPENSES

	2017	% of Exp	2018	% of Exp	2019	% of Exp	2020	% of Exp	2021	% of Exp	Ave % Change
Police	\$ 1,228,876	43%	\$ 1,227,439	41%	\$ 1,314,756	39%	\$ 1,306,825	41%	\$ 1,395,643	42%	3%
Fire	\$ 474,546	16%	\$ 686,306	23%	\$ 856,085	26%	\$ 792,213	25%	\$ 762,675	23%	12%
Lights, Health Dept, & Civil	\$ 104,884	4%	\$ 107,928	4%	\$ 95,248	3%	\$ 105,964	3%	\$ 103,312	3%	0%
Park	\$ 107,105	4%	\$ 89,390	3%	\$ 106,934	3%	\$ 96,350	3%	\$ 91,353	3%	-3%
Community Planning	\$ 127,255	4%	\$ 125,492	4%	\$ 104,875	3%	\$ 131,035	4%	\$ 156,828	5%	5%
Building	\$ 54,010	2%	\$ 54,031	2%	\$ 45,313	1%	\$ 32,760	1%	\$ 38,937	1%	-6%
Sanitation	\$ 263,450	9%	\$ 247,657	8%	\$ 260,854	8%	\$ 253,975	8%	\$ 293,789	9%	2%
Administration	\$ 273,749	9%	\$ 212,534	7%	\$ 311,003	9%	\$ 216,110	7%	\$ 229,612	7%	-3%
Council	\$ 41,844	1%	\$ 49,773	2%	\$ 50,364	2%	\$ 59,666	2%	\$ 60,262	2%	9%
Maintenance	\$ 157,474	5%	\$ 158,658	5%	\$ 164,843	5%	\$ 162,396	5%	\$ 169,429	5%	2%
Auditor	\$ 49,464	2%	\$ 24,185	1%	\$ 46,279	1%	\$ 24,171	1%	\$ 49,046	1%	0%
	\$ 2,882,658		\$ 2,983,392		\$ 3,356,554		\$ 3,181,466		\$ 3,350,886		3%

FIVE-YEAR PROJECTED GENERAL FUND ANALYSIS**

	2022	2023*	2024	2025	2026
Est. Beg. Bal.	\$ 1,200,000	\$ 909,895	\$ 418,697	\$ (130,475)	\$ (740,225)
Est. Revenue	\$ 4,239,000	\$ 4,323,780	\$ 4,410,256	\$ 4,498,461	\$ 4,588,430
Est. Expenses	\$ (4,529,105)	\$ (4,814,978)	\$ (4,959,427)	\$ (5,108,210)	\$ (5,261,457)
Est. End. Balance	\$ 909,895	\$ 418,697	\$ -	\$ -	\$ -

*Dispatch Fees Begin

** Assumes no changes in revenue structure

**The Village of Whitehouse
Revenue Creation Analysis
To be implemented no later than 2024**

NOTE: *Stabilization Target: \$500,000 of new General Fund revenue
 *Enhancement Target: \$750,000-\$1,000,000 of new General Fund revenue
 *Whitehouse has maxed out its 10 mil inside voted cap. Any additional millage must be voted (put on ballot)

Option 1: Property Tax Levy

*Stabilization Target: \$500,000 of new General Fund revenue
 *Enhancement Target: \$750,000 of new General Fund revenue

Voted Millage	
\$500,000	4.5
\$750,000	6.5

Equates to approximately \$140/\$100,000 in property valuation per year.
 Example: Annual tax on \$250,000 property would be approximately \$350 at 4.5 mils and \$558 at 6.5 mils (per year).

Option 2: Income Tax Credit Reduction and/or elimination (not on ballot)

	<u>Additional Revenue</u>
(A) .25% Income Tax Credit (ITC) reduction	\$ 194,000
(B) .50% ITC reduction	\$ 390,000
(C) .75% ITC reduction (full elimination)	\$ 585,000

Option 3: Income Tax Increase (ballot required), no ITC reduction

	<u>Additional Revenue</u>
(A) .25% Income Tax rate increase	\$ 540,000
(B) .50% Income Tax rate increase	\$ 1,075,000

Option 4: Combination of Income Tax Increase (ballot required) and ITC (not on ballot) reduction

	<u>Additional Revenue</u>
(A) .25% Income Tax rate increase, .25% ITC reduction	\$ 734,000
(B) .25% Income Tax rate increase, .50% ITC reduction	\$ 930,000

Option 5: Combination of Property Tax levy (ballot required) and ITC (not on ballot) reduction

	<u>Additional Revenue</u>
(A) 2.25 mil levy & .50% ITC reduction	\$640,000
(B) 2.25 mil levy & .75% ITC elimination	\$835,000

***Example: Annual tax on \$250,000 property would be approximately \$175 at 2.25 mils.

Recommendation: Phase One-Elimination of ITC in 2022; Phase Two-Meet semiannually and consider long term funding.

GENERAL FUND REVENUE

	2018	% of Rev	2019	% of Rev	2020	% of Rev	2021	% of Rev	2022	% of Rev	Ave % Change
Property Tax	\$ 378,720	11%	\$ 426,730	12%	\$ 446,502	12%	\$ 458,711	10%	\$ 532,378	12%	8%
Local Gov't	\$ 151,427	4%	\$ 165,358	5%	\$ 172,976	5%	\$ 183,279	4%	\$ 231,794	5%	11%
Cigarette/Liquor Tax	\$ 5,825	0%	\$ 4,558	0%	\$ 937	0%	\$ 6,864	0%	\$ 8,070	0%	8%
Other State/Fed	\$ 9,015	0%	\$ 162,703	4%	\$ 69,353	2%	\$ 63,071	1%	\$ 21,307	0%	27%
Fire Contracts	\$ 218,640	6%	\$ 57,632	2%	\$ 73,494	2%	\$ 74,964	2%	\$ 76,464	2%	-13%
Police Contracts	\$ 51,000	1%	\$ 100,000	3%	\$ 57,183	2%	\$ -	0%	\$ 136,785	3%	34%
Refuse	\$ 192,472	6%	\$ 221,290	6%	\$ 235,235	6%	\$ 256,628	6%	\$ 277,715	6%	9%
EMS Contracts	\$ 74,058	2%	\$ 90,714	2%	\$ 83,370	2%	\$ 81,906	2%	\$ 115,622	3%	11%
Fines & Licenses	\$ 26,988	1%	\$ 33,550	1%	\$ 26,882	1%	\$ 28,156	1%	\$ 22,904	1%	-3%
Building, Insp, Zoning	\$ 22,746	1%	\$ 23,558	1%	\$ 17,179	0%	\$ 17,986	0%	\$ 16,542	0%	-5%
Franchise Fees	\$ 66,980	2%	\$ 69,792	2%	\$ 73,029	2%	\$ 75,737	2%	\$ 76,929	2%	3%
Interest	\$ 46,884	1%	\$ 73,288	2%	\$ 52,228	1%	\$ 18,587	0%	\$ 77,114	2%	13%
Donations	\$ 5,034	0%	\$ 7,256	0%	\$ 6,060	0%	\$ 6,067	0%	\$ 5,250	0%	1%
Miscellaneous	\$ 107,122	3%	\$ 86,540	2%	\$ 187,625	5%	\$ 101,677	2%	\$ 98,004	2%	-2%
Income Tax B	\$ 2,017,629	59%	\$ 2,136,717	58%	\$ 2,275,991	60%	\$ 2,416,011	55%	\$ 2,721,485	62%	7%
Sale of Fixed Asset	\$ 40,797	1%	\$ 4,722	0%	\$ -	0%	\$ -	0%	\$ -	0%	-20%
	\$ 3,415,338		\$ 3,664,408		\$ 3,778,043		\$ 3,789,645		\$ 4,418,363		6%

GENERAL FUND EXPENSES

	2018	% of Exp	2019	% of Exp	2020	% of Exp	2021	% of Exp	2022	% of Exp	Ave % Change
Police	\$ 1,227,439	41%	\$ 1,314,756	39%	\$ 1,306,825	41%	\$ 1,395,643	40%	\$ 1,559,794	44%	5%
Fire	\$ 686,306	23%	\$ 856,085	26%	\$ 792,213	25%	\$ 762,675	22%	\$ 816,102	23%	4%
Lights, Health Dept, & Civil	\$ 107,928	4%	\$ 95,248	3%	\$ 105,964	3%	\$ 103,312	3%	\$ 91,405	3%	-3%
Park	\$ 89,390	3%	\$ 106,934	3%	\$ 96,350	3%	\$ 91,353	3%	\$ 67,224	2%	-5%
Community Planning	\$ 125,492	4%	\$ 104,875	3%	\$ 131,035	4%	\$ 156,828	4%	\$ 109,244	3%	-3%
Building	\$ 54,031	2%	\$ 45,313	1%	\$ 32,760	1%	\$ 38,937	1%	\$ 45,517	1%	-3%
Sanitation	\$ 247,657	8%	\$ 260,854	8%	\$ 253,975	8%	\$ 293,789	8%	\$ 317,898	9%	6%
Administration	\$ 212,534	7%	\$ 311,003	9%	\$ 216,110	7%	\$ 229,612	7%	\$ 212,071	6%	0%
Council	\$ 49,773	2%	\$ 50,364	2%	\$ 59,666	2%	\$ 60,262	2%	\$ 63,520	2%	6%
Maintenance	\$ 158,658	5%	\$ 164,843	5%	\$ 162,396	5%	\$ 169,429	5%	\$ 211,039	6%	7%
Auditor	\$ 24,185	1%	\$ 46,279	1%	\$ 24,171	1%	\$ 49,046	1%	\$ 24,796	1%	1%
	\$ 2,983,392		\$ 3,356,554		\$ 3,181,466		\$ 3,350,886		\$ 3,518,610		4%

FIVE-YEAR PROJECTED GENERAL FUND ANALYSIS*

	2023	2024	2025	2026	2027
Est. Beg. Bal.	\$ 1,500,000	\$ 1,102,186	\$ 610,019	\$ 63,083	\$ (541,065)
Est. Revenue	\$ 3,922,000	\$ 4,000,440	\$ 4,080,449	\$ 4,162,058	\$ 4,245,299
Est. Expenses	\$ (4,319,814)	\$ (4,492,607)	\$ (4,627,385)	\$ (4,766,206)	\$ (4,909,192)
Est. End. Balance	\$ 1,102,186	\$ 610,019	\$ 63,083	\$ (541,065)	\$ (1,204,959)

*Assumes no changes in revenue structure

**Assumes nominal health insurance cost increase in 2023-2026

TO: Council members and the Mayor
FROM: Jordan D. Daugherty, Village Administrator
SUBJECT: Wage Study Summary
DATE: February 9, 2023

Enclosed you will find a document that details the results of our recent wage study. This study was conducted by MDF HR Consulting, a firm with significant compensation analysis experience both locally and abroad. Their process was decidedly metric-based and focused on job position, job description, and scope of responsibilities. The overall purpose of the study was to determine whether Whitehouse's wages are competitive (parity) within Northwest Ohio.

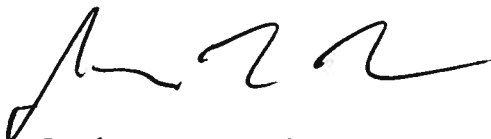
The attached document details how Whitehouse's pay scale compares with that of the region. Specifically, the wage of each Whitehouse position is compared with the region's a) lowest, b) lower third, c) mean, d) top third, and e) highest. The closer the wage is to the middle, the greater wage parity that Whitehouse position has with the region. As the document details, many of our position wages land above the mean.

When reviewing the document, it should be noted that a few positions may be significantly different than those in the region with similar job titles. Some positions may have more or less responsibilities, more or less scheduled overtime, additional job duties/duel roles, etc. Thus, comparison of individual wage parity should be done with a perspective of differentiating factors that may not have been considered in the analysis.

MDF's overall assessment is that Whitehouse's pay scale is indeed in parity with the region. Of course, there may be some positions whose wages should be examined further for potential adjustment. Taken as a whole, Whitehouse compensates their employees at a competitive level within Northwest Ohio.

Of course, during Tuesday's meeting I will present more of the specific details. Should you have any questions in the mean time, please feel free to contact me at the office.

Respectfully,



Jordan D. Daugherty
Village Administrator

Title	Min		Low 3rd		Mid		Upr 3rd		Max		Whitehouse		Notes
	Yearly	Hourly	Yearly	Hourly	Yearly	Hourly	Yearly	Hourly	Yearly	Hourly	Yearly	Hourly	
Crossing Guard	\$35,153	\$16.90	\$40,176	\$19.32	\$42,688	\$20.52	\$45,199	\$21.73	\$50,222	\$24.15	\$50,222	\$24.15	Little data available
Office Assistant	\$35,153	\$16.90	\$40,176	\$19.32	\$42,688	\$20.52	\$45,199	\$21.73	\$50,222	\$24.15	\$44,054	\$21.18	
Seasonal (Pub. Svc / Park)	\$39,028	\$18.76	\$44,693	\$21.49	\$47,526	\$22.85	\$50,358	\$24.21	\$56,023	\$26.93	\$59,883	\$28.54	Little data available
Public Service (Laborer)	\$39,028	\$18.76	\$44,693	\$21.49	\$47,526	\$22.85	\$50,358	\$24.21	\$56,023	\$26.93	\$60,403	\$29.04	
Public Service WO CI	\$39,028	\$18.76	\$44,693	\$21.49	\$47,526	\$22.85	\$50,358	\$24.21	\$56,023	\$26.93	\$59,883	\$28.79	
Public Service WO CII	\$39,028	\$18.76	\$44,693	\$21.49	\$47,526	\$22.85	\$50,358	\$24.21	\$56,023	\$26.93	\$59,883	\$28.79	
Public Service WWC CII	\$42,700	\$20.53	\$48,995	\$23.56	\$52,143	\$25.07	\$55,290	\$26.58	\$61,586	\$29.61	\$63,523	\$30.54	
Firefighter Volunteer	\$42,700	\$20.53	\$48,995	\$23.56	\$52,143	\$25.07	\$55,290	\$26.58	\$61,586	\$29.61	\$63,523	\$30.54	
Foreman, Public Service	\$42,700	\$20.53	\$48,995	\$23.56	\$52,143	\$25.07	\$55,290	\$26.58	\$61,586	\$29.61	\$63,523	\$30.54	No Auxiliary Dept.
Police Officer, Auxiliary	\$42,700	\$20.53	\$48,995	\$23.56	\$52,143	\$25.07	\$55,290	\$26.58	\$61,586	\$29.61	\$63,523	\$30.54	Little data available
Safety Office Assistant	\$46,169	\$22.20	\$53,082	\$25.52	\$56,538	\$27.18	\$59,995	\$28.84	\$66,908	\$32.17	\$59,363	\$28.54	
Account Clerk	\$46,169	\$22.20	\$53,082	\$25.52	\$56,538	\$27.18	\$59,995	\$28.84	\$66,908	\$32.17	\$59,363	\$28.54	Little data available
Accounting & Finance Clerk	\$46,169	\$22.20	\$53,082	\$25.52	\$56,538	\$27.18	\$59,995	\$28.84	\$66,908	\$32.17	\$59,363	\$28.54	
Building & Zoning Clerk	\$46,169	\$22.20	\$53,082	\$25.52	\$56,538	\$27.18	\$59,995	\$28.84	\$66,908	\$32.17	\$59,363	\$28.54	
Deputy Clerk	\$46,169	\$22.20	\$53,082	\$25.52	\$56,538	\$27.18	\$59,995	\$28.84	\$66,908	\$32.17	\$59,363	\$28.54	
EMT Part Time	\$46,169	\$22.20	\$53,082	\$25.52	\$56,538	\$27.18	\$59,995	\$28.84	\$66,908	\$32.17	\$59,363	\$28.54	
Firefighter/EMT	\$46,169	\$22.20	\$53,082	\$25.52	\$56,538	\$27.18	\$59,995	\$28.84	\$66,908	\$32.17	\$59,363	\$28.54	
Firefighter/Paramedic	\$46,169	\$22.20	\$53,082	\$25.52	\$56,538	\$27.18	\$59,995	\$28.84	\$66,908	\$32.17	\$59,363	\$28.54	Position has sig. scheduled O/T
Paramedic (Firefighter / Paramedic)	\$46,169	\$22.20	\$53,082	\$25.52	\$56,538	\$27.18	\$59,995	\$28.84	\$66,908	\$32.17	\$72,209	\$24.15	Position has sig. scheduled O/T
Paramedic Part Time	\$46,169	\$22.20	\$53,082	\$25.52	\$56,538	\$27.18	\$59,995	\$28.84	\$66,908	\$32.17	\$72,209	\$24.15	Position has sig. scheduled O/T
Police Officer	\$46,169	\$22.20	\$53,082	\$25.52	\$56,538	\$27.18	\$59,995	\$28.84	\$66,908	\$32.17	\$14,71-\$19.07		
Police Officer, PT	\$46,169	\$22.20	\$53,082	\$25.52	\$56,538	\$27.18	\$59,995	\$28.84	\$66,908	\$32.17	\$62,451	\$30.02	Position has sig. O/T
Recreation Director	\$46,169	\$22.20	\$53,082	\$25.52	\$56,538	\$27.18	\$59,995	\$28.84	\$66,908	\$32.17	\$22,02		
Utility Account Clerk (Utilities Clerk)	\$46,169	\$22.20	\$53,082	\$25.52	\$56,538	\$27.18	\$59,995	\$28.84	\$66,908	\$32.17	\$0		Little data available
Community Development Coordinator	\$49,439	\$23.77	\$56,955	\$27.38	\$60,713	\$29.19	\$64,471	\$31.00	\$71,988	\$34.61	\$59,363	\$28.54	
Paramedic, Lieutenant	\$52,509	\$25.24	\$60,614	\$29.14	\$64,667	\$31.09	\$68,719	\$33.04	\$76,824	\$36.93	\$72,966	\$24.40	Position has sig. scheduled O/T
Police Corporal	\$52,509	\$25.24	\$60,614	\$29.14	\$64,667	\$31.09	\$68,719	\$33.04	\$76,824	\$36.93	\$64,531	\$31.02	Position has sig. O/T
Public Service Supervisor	\$49,439	\$23.77	\$56,955	\$27.38	\$60,713	\$29.19	\$64,471	\$31.00	\$71,988	\$34.61	\$63,523	\$30.54	
Paramedic, Captain	\$55,383	\$26.63	\$64,060	\$30.80	\$68,399	\$32.88	\$72,738	\$34.97	\$81,416	\$39.14	\$73,255	\$24.50	Position has sig. scheduled O/T
Police Sergeant	\$55,383	\$26.63	\$64,060	\$30.80	\$68,399	\$32.88	\$72,738	\$34.97	\$81,416	\$39.14	\$73,255	\$24.50	Position has sig. O/T
Training Officer	\$58,061	\$27.91	\$67,294	\$32.35	\$71,911	\$34.57	\$76,527	\$36.79	\$85,761	\$41.23	\$2,573		Little data available
Paramedic, Deputy Chief	\$60,544	\$29.11	\$70,315	\$33.81	\$75,201	\$36.15	\$80,086	\$38.50	\$89,858	\$43.20	\$3,455		Annual stipend
Paramedic, Chief	\$60,544	\$29.11	\$70,315	\$33.81	\$75,201	\$36.15	\$80,086	\$38.50	\$89,858	\$43.20	\$3,455		Annual stipend
Deputy Fire Chief	\$60,544	\$29.11	\$70,315	\$33.81	\$75,201	\$36.15	\$80,086	\$38.50	\$89,858	\$43.20	\$74,872	\$36.00	
Deputy Police Chief	\$60,544	\$29.11	\$70,315	\$33.81	\$75,201	\$36.15	\$80,086	\$38.50	\$89,858	\$43.20	\$74,872	\$36.00	
Director of Public Service	\$64,935	\$31.22	\$75,724	\$36.41	\$81,118	\$39.00	\$86,513	\$41.59	\$97,301	\$46.78	\$85,066	\$40.90	Little data available
Planning Administrator/Tax Commissioner	\$64,935	\$31.22	\$75,724	\$36.41	\$81,118	\$39.00	\$86,513	\$41.59	\$97,301	\$46.78	\$71,305	\$34.28	
Chief, Fire	\$66,846	\$32.14	\$78,112	\$37.55	\$83,745	\$40.26	\$89,379	\$42.97	\$100,645	\$48.39	\$85,066	\$40.90	Little data available
Chief, Police	\$66,846	\$32.14	\$78,112	\$37.55	\$83,745	\$40.26	\$89,379	\$42.97	\$100,645	\$48.39	\$85,066	\$40.90	
Director Of Finance	\$66,846	\$32.14	\$78,112	\$37.55	\$83,745	\$40.26	\$89,379	\$42.97	\$100,645	\$48.39	\$85,066	\$40.90	
Administrator	\$77,016	\$37.03	\$91,129	\$43.81	\$98,185	\$47.20	\$105,241	\$50.60	\$119,354	\$57.38	\$107,999	\$51.92	Multiple roles not considered