Finance/Personnel Committee

Regular Meeting

Agenda

335 South Broadway
De Pere, WI 54115
www.deperewi.gov

Tuesday, February 10, 2026 | **7:30 PM** | **Council Chambers and Virtual**

Pursuant to Wisconsin Statute 19.84, Notice is hereby given to the public that a meeting of the **Finance/Personnel Committee** of the City of De Pere will be held on **February 10, 2026** at **7:30 PM** in the **COUNCIL CHAMBERS, 2ND FLOOR CITY HALL, 335 S. BROADWAY STREET. DE PERE**.

Electronic Meeting Access:
https://www.gotomeet.me/DePere

Telephonic Meeting Access:
1 (866) 899-4679 -or- 1 (312) 757-3117
Access Code: 154-883-285

1. Call to Order

   A. Roll call.

   B. Approval of the minutes of the January 13, 2026 Regular Meeting of the Finance/Personnel Committee.

2. Public Comment

   Public comment upon matters not on the agenda. Comments made during the public comment period shall pertain only to matters under the jurisdiction of the Finance/Personnel Committee. §6-3(f)

3. New Business

   A. Consideration and Possible Action to hire The Archer Company to Conduct a Classification and Compensation Study in the amount of $34,390.*

   B. Consideration and Possible Action to enter into a contract for demolition services at 126 S. Broadway St to Dark Horse Deconstruction LLC.*

   C. Consideration and Possible Action on an Ordinance Amending Sections 106-2 and 106-6 of the De Pere Municipal Code.*

   D. Consideration and Possible Action on an Ordinance Amending Chapters 3, 6, 10, 13 & 74 and Sections 22-8 & 30-6 of the De Pere Municipal Code.*

   E. Consideration and Possible Action on request to pay tax bills and rescind property taxes for NeighborWorks Parcels ED-6 and WD-478-1.*

F. Consideration and Possible Action to Approve Forte for Merchant Services Using the Service Fee Model for the Beer Gardens and Pools.*

G. Cash and Investments Report for December 31st, 2025

4. Future Agenda Items

5. Adjournment

Any person wishing to attend this meeting who, because of disability, requires special accommodations should contact the Legal Department at 920-339-4042 by noon on the previous day so that arrangements can be made.

The Public or Members of the Finance-Personnel Committee, which may count toward an official quorum, may attend the meeting either in person in the Council Chambers or telephonically or electronically via video conferencing or other appropriate technological means.

This meeting may also be rebroadcast on TV throughout the week and available on demand at https://deperewi.portal.civicclerk.com/.

City of De Pere, Wisconsin

1.B

Request for Finance/Personnel Committee Action

MEETING DATE:	February 10, 2026
DEPARTMENT:	Administration
FROM:	Amy Darnick, Administrative Assistant
SUBJECT:	Approval of the minutes of the January 13, 2026 Regular Meeting of the Finance/Personnel Committee.
RECOMMENDED ACTION:	Motion to approve.

Minutes

ATTACHMENTS:
January 13, 2026 Minutes

Finance/Personnel Committee

Regular Meeting

Minutes

335 South Broadway
De Pere, WI 54115
www.deperewi.gov

Tuesday, January 13, 2026 **7:30 PM** **335 S. Broadway, De Pere, WI 54115**

I. Call to Order

1. Roll Call

Also present:
City Manager Kim Flom, City Attorney Joanne Bungert, Finance Director/Treasurer Pam Manley, Community and Economic Development Specialist Quasan Shaw, Administrative Assistant Amy Darnick, Health Director/Officer Chrystal Woller, City Clerk Carey Danen (virtual).

2. Approval of the minutes of the November 11, 2025 Regular Meeting of the Finance/Personnel Committee.

RESULT:	**Passed**
MOVER:	James Boyd
SECONDER:	Casey Nelson
AYES:	James Boyd, Pamela Gantz, Amy Kundinger, Casey Nelson, Devin Perock
NAYS:	None

3. Public comment upon matters not on the agenda. Comments made during the public comment period shall pertain only to matters under the jurisdiction of the Finance/Personnel Committee. §6-3(f) DPMC

None

4. Consideration and Possible Action on the 2026 DPH Grant Contract Awarded to the Health Department in the Amount of $12,082 for Maternal Child Health and Lead Programming.*

RESULT:	**Passed**
MOVER:	Devin Perock
SECONDER:	Amy Kundinger
AYES:	James Boyd, Pamela Gantz, Amy Kundinger, Casey Nelson, Devin Perock
NAYS:	None

5. Consideration and Possible Action regarding changes to the De Pere Home Improvement Loan Program.*

Community and Economic Development Specialist Quasan Shaw was present to speak. We created the Deeper Roots Housing Stock Program in 2023. Last year we modified by changing the name and increased the loan amount to $50,000. We did a 15-year term, 1.5 percentage points below the 10-year treasury note. Through conversation with the health dept, we would like to include lead abatement into an allowable use of the home improvement loans. If someone is using the loan for lead abatement, the interest rate would be changed to 1%.

Health Director/Officer Chrystal Woller mentioned that this is a nice option for families and to be able to include this revision in the home improvement loans.

Alderperson Nelson asked about the percentage and Quasan mentioned that lead abatement is 1% flat, because of health risk.

RESULT:	**Passed**
MOVER:	James Boyd
SECONDER:	Amy Kundinger
AYES:	James Boyd, Pamela Gantz, Amy Kundinger, Casey Nelson, Devin Perock
NAYS:	None

6. Consideration and Possible Action on an Ordinance Adopting Section 10-12 of the De Pere Municipal Code Creating The De Pere Youth Commission.*

City Manager Kim Flom mentioned that this is a draft ordinance and will go to council. It takes the provisions of the program and puts them into legal words to make this happen.

RESULT:	**Passed**
MOVER:	Casey Nelson
SECONDER:	Amy Kundinger
AYES:	James Boyd, Pamela Gantz, Amy Kundinger, Casey Nelson, Devin Perock
NAYS:	None

7. Cash and Investments Report for October 31, 2025.

RESULT:	**Passed**
MOVER:	James Boyd
SECONDER:	Amy Kundinger
AYES:	James Boyd, Pamela Gantz, Amy Kundinger, Casey Nelson, Devin Perock
NAYS:	None

8. Cash and Investments Report for November 30th, 2025.

RESULT:	**Passed**
MOVER:	James Boyd
SECONDER:	Amy Kundinger
AYES:	James Boyd, Pamela Gantz, Amy Kundinger, Casey Nelson, Devin Perock
NAYS:	None

9. Future agenda items.

None

10. Adjournment.

Mayor Boyd made a motion to adjourn. Alderperson Nelson seconded the motion. Meeting adjourned at 7:39 pm.

Respectfully submitted,
Amy Darnick

City of De Pere, Wisconsin

3.A

Request for Finance/Personnel Committee Action

MEETING DATE:	February 10, 2026
DEPARTMENT:	Human Resources
FROM:	Shannon Metzler, Human Resources Director
SUBJECT:	Consideration and Possible Action to hire The Archer Company to Conduct a Classification and Compensation Study in the amount of $34,390.*
RECOMMENDED ACTION:	Motion to approve.

ATTACHMENTS:
Memo to finance hiring consulting firm, City of De Pere Compensation Study Proposal.Revised 1.30.26. The Archer Company (002)

Memo City of De Pere

To: Members of the Finance/Personnel Committee
From: Shannon Metzler, Human Resources Director
RE: Consideration and Possible Action to hire The Archer Company to Conduct a Classification and Compensation Study
Date: February 10, 2026

As you may recall, we will be conducting a classification and compensation study this year. The City's compensation policy says that pay grade ranges, classifications, and internal pay compensation issues will be reviewed on an as needed basis, but at least every 5 years. The last formal compensation study was completed in 2022 when we hired Baker Tilly.

Requests for proposals (RFP's) were submitted to 12 consulting firms that conduct compensation studies. We received six proposals back. The City Manager, Human Resources Generalist and I, along with supervisory employees from each of the larger departments interviewed three firms.

We are recommending hiring The Archer Company to conduct the classification and compensation study. The Archer Company has a wealth of experience completing compensation studies for the public sector and felt they will do great job for the city. The cost to complete the study is $34,390 (see attached proposal). These funds were allocated for in the Human Resource's budget.

If you have any questions regarding this report please feel free to contact me at 339-4045.

Thank you.

Proposal for a Compensation Study for the City of De Pere, Wisconsin

January 30, 2026

Prepared by:

Primary Contact for this Proposal:

James Battigaglia, President

7652 Sawmill Road, #295

Dublin, Ohio 43016

jimbattigaglia@archercompany.com

The City of De Pere, WI
Comprehensive Compensation Study

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Exhibits

January 30, 2026
City of De Pere
Sharon Metzler, Human Resources Director
335 S. Broadway Street
De Pere, WI 54115

Email: smetzler@deperewi.gov

RE Compensation Study

Dear Ms. Metzler:

The Archer Company is pleased to provide a proposal for the above-referenced request for proposal. *The project work you seek is right at the core of the mission of the Archer Company.*

Executive Summary

As we understand the project, the City is seeking a highly-qualified firm with extensive experience in conducting compensation studies. The primary objective for the study as identified by the City is to ensure that the City's compensation plan is optimal in meeting the City's objectives, which appear to include internal equity, market competitiveness, a strong pay-for-performance component, sound pay administration policies, and an ongoing methodology to ensure new and significantly-changed jobs are evaluated and placed in the appropriate pay grade within the pay plan. Our review of the City's compensation policies suggest that the City continues to be committed to performing periodic compensation updates.

The proposed study will cover approximately 60 classification titles, in which approximately 100 City non-represented employees are assigned. At the highest level, the study will first focus on understanding the City's compensation program and goals, and in the end, will produce recommendations to support the City's compensation objectives. The study will also result in logical and strategic recommendations for adjustments to the pay plan and perhaps individual pay rates as needed to ensure both internal equity and external competitiveness. Another major objective is to analyze and make recommendations on the current pay for performance compensation component of the compensation plan, to ensure the system is solid and supports the City's objectives to reward performance contributions with monetary (and in some cases, time off) rewards. The study will also focus on the compensation policies and processes that support the actual compensation plan, to ensure the policies are strategically aligned with the operational goals and objectives of the City. Finally, once the pay plan is completed and final presentations delivered, the City is looking to utilize the consultant on an ongoing basis for ongoing needs such as position review and maintenance of the compensation plan.

Our proposal provides an integrated, phased approach, with strategic input points (e.g., working sessions) to ensure the final recommendations and report are aligned with the City's specific needs. All findings are recommendations are to be captured in a project final report and presented to the City in formal presentations.

We provide detail on project phases as a draft timeline in **Section Three (D).** We provide a not-to-exceed cost amount, broken down by project phases, in **Section Five.**

The Archer Company

The Archer Company, LLC is a long-established consulting practice that began on the east coast in 1987 and soon spread through nationwide marketing and distribution efforts. Our company was established in for the sole purpose of providing federal, state, and local governments with award- winning, valid, and reliable human resource management systems. We are proud of our successes, which have led to an extensive list of satisfied clients. The Archer Company has been a profitable company in all the years of its existence, which is a testament to the high quality of services we provide as well as the loyalty we have experienced from many long-term clients. As of today, we have provided compensation and related services successfully to over 1,600 organizations, the majority of which have been cities and towns, counties, and other local and state public sector employers.

The combined 70+ years' experience in public sector class and comp brought by our project team can assure the City that they will be in great hands with the Archer Company. Included in those years is experience with Wisconsin local government compensation systems reaching back to the early 1990s.

The project will be managed from our Raleigh NC office, with the intended project director, Marianne Oyaas, who has performed compensation studies in Wisconsin since 1993, with substantial municipal experience.

The Archer Company is a limited liability company wholly owned (100%) by its principals. With headquarters in Dublin (Columbus), Ohio, we have offices in Raleigh, (North Carolina), Atlanta (Georgia), and Omaha (Nebraska), with additional staff in Virginia.

Corporate Address: 7652 Sawmill Road, Suite 295, Dublin, OH

Primary Contact: Jim Battigaglia, President

Office Phone: (614) 361-4998

Email: jimbattigaglia@archercompany.com

We agree to all terms and requirements issued by the City of De Pere. We have sufficient staff resources to commence work as soon as the City is ready to begin and have provided what we think will be a successful timeline for completing the multi-pronged project within about 22 weeks , with the final timeframe being determined in conjunction with the City's Project Manager.

Thank you for your consideration of our proposal. Please feel free to contact me by letter, email, or phone should you have any questions or need any other information. We look forward to hearing from you.

Sincerely,



Jim Battigaglia
President

Section 2. Firm and Staff Qualifications

A. Company Description, Ownership and Address

The Archer Company, LLC is the flagship of a long-established consulting practice that was established in **1987** for the sole purpose of providing federal, state, and local governments with award-winning, valid, and reliable human resource management systems. As of today's date, we have provided human resources services for more than 1,600 organizations and have operated profitably and without legal challenge all of these years. We are recognized by public sector leaders and union leaders alike as a highly qualified and objective firm.

The Archer Company is a limited liability company wholly owned (100%) by its principals. With headquarters in Columbus, Ohio, we have offices in Raleigh, (North Carolina), Atlanta (Georgia), and Omaha (Nebraska), with additional staff in California and Florida.

Corporate Address: 7652 Sawmill Road, Suite 295, Dublin, OH 43016

Primary Contact: Jim Battigaglia, President

Office Phone: (614) 891-7034

Email: jimbattigaglia@archercompany.com

The project will be managed from our Raleigh, North Carolina office, under the project direction of Marianne Oyaas, Regional Director. Ms. Oyaas has worked extensively with Wisconsin municipalities, counties and special districts, on compensation studies, since 1993.

Project Management Address: 8601 Caswell Court, Raleigh, NC 27613

Project Director: Marianne Oyaas, Regional Director

Office Phone: (608) 698-0606

Email: marianneoyaas@archercompany.com

B. Qualifications and Service Areas

The Archer Company is a leading human resources consulting firm specializing in the development and implementation of compensation and classification systems for local government and public sector organizations of all types. Our seasoned team has broad experience and expertise *across all sectors* in the areas of:

• Job analysis and job evaluation	• Development of Job Architectures, Classification Structures, Career Ladders	• Salary, benefits and total compensation surveys and market analysis
• Review and development of compensation administration programs; current plan assessments	• FLSA compliance	• Performance management systems and management training

• Pay-for-performance programs linking contribution to rewards	• Bonus and incentive plan review and design	• Total compensation assessment and design
• Development of compensation philosophies at the organization level	• Review and development of Human Resources policies and processes	• Interactive cost modeling using user-friendly Excel models

What Sets The Archer Company Apart? First, while the solutions we offer our clients are progressive and linked to the challenges of today's labor market and economic environment, they are built on solid foundations that are logical, defensible, sustainable, and flexible. Second, our solutions and approaches are based on a solid understanding of each client as a separate entity - we do NOT offer cookie cutter approaches. Third, unlike some of our larger competitors who expect staff to manage 8-10 clients simultaneously, our approach is to *manage a much smaller number of client assignments at any one time*. Focusing on a small number of engagements allows our teams to concentrate on the needs of our clients more effectively and enables us to complete projects more quickly than you may find among larger firms. *We are focused, efficient, and highly effective in our approach to completing client assignments*. Fourth and we suspect uniquely, *the team assigned to collaborate with you on this project have worked together for over twenty (20) years*. Our senior team members both have chosen to engage with client organizations from the standpoint of a smaller firm, having worked in large firms in prior years. We have found it easier to provide truly customized, very personalized services from the vantage point of a smaller, highly focused consulting business.

Classification & Compensation Experience: Since our inception, The Archer Company has performed more than 1,600 classification and compensation studies in thirty-six states for union and nonunion cities and towns; utilities; airports and airport authorities; counties; state governments; school districts; housing authorities; colleges; other public agencies; and private organizations throughout the United States. The employee populations among our client organizations range in size from five to over 15,000 employees. Project budgets in past years have ranged from less than $10,000 to $475,000. Our clients utilize our expertise to review and audit their systems, design, and develop classification and compensation systems (pay plans, performance management, etc.), and/or obtain guidance when navigating unique compensation issues. These clients have contracted with The Archer Company to address innovative yet practical classification and compensation methodologies and to develop systems and policies that overcome the problems, or limitations, of traditional compensation systems.

About Our Professionals: It takes experience to maintain the high level of service and to provide the results offered by The Archer Company. We utilize industry best practices in solutions design, ***provided by service professionals who have actually worked as local government managers*** and who, as a result of their experience, understand the practical implications of organizational change. We understand the public sector environment, its issues and concerns, the requirements of government leaders, and how to develop an equitable and defensible classification and compensation plan. Our professionals have the ability to effectively communicate and interact with

employees at all levels of the organization, including elected officials, management, professionals, technicians, laborers, and public safety personnel. Team members have extensive knowledge and understanding of the various areas of local government from both managing government departments and from decades of experience providing consulting services. Thus, we are uniquely qualified and staffed to complete all of the tasks associated with a public sector engagement.

Our proposed team consists of Archer Company employees ***only*** – no subcontractors will be used.

About Our Systems: The Archer Company utilizes a number of proprietary products in its classification and compensation work. They include the Archer Comprehensive Position Questionnaire, the Archer Matrix-Point-Factor Job Evaluation System, the Archer Total Compensation/Total Rewards Framework, the Archer Multi-Dimensional Performance Appraisal System, and the Archer Quality of Work Life Survey. *These products are the result of 27 years of research; and several have won an outstanding practitioner award given by the Society for Human Resource Management*. They were developed and copyrighted by Ernest R. Archer, Ph.D., the late President of The Archer Company. Even though they are based upon the complex mathematical relationships required for valid and defendable systems, all of our systems are easily administered and maintained. Because these systems also facilitate change, clients who adopted our systems years ago have been able to maintain sound, reliable human resource programs through their organizations' growth and the many recent changes in automation capabilities and government service obligations.

C. Benefits of the "Archer Approach"

We know how to work well with you: This project will be organized as a strategic partnership between the Archer Company and the City's Project Team. We see this as a true partnership but at the same time ensure that the City's time is respected and utilized for key purposes: providing Archer Company needed information and perspectives, evaluating options, and driving strategic decisions that impact our recommendations. Also, the Archer Company expects to work closely with Human Resources in order to ensure the success and long-term viability of the pay plan and to facilitate the implementation of our recommendations.

The Archer Company understands that this project is of significant importance to the City. All recommendations made during the study must be supported by objective analysis (data driven rationale) and valid methodologies in order to promote the credibility of the findings to both management and employees. While the Archer Company utilizes a systematic approach and methodology proven to provide reliable and objective findings to develop recommendations, our methods and report formats will be customized to meet the City's specific needs. We also understand that ***communication, perception and buy-in*** will play a key role in whether the plan will meet with success in this project. We recognize that any recommendations developed during this process must be perceived as fair and balanced by the employees represented in the plan.

Our Team is Seasoned and Well-Synergized: With The Archer Company, you will collaborate directly with our team of seasoned consultants who will lend their expertise in public sector (as well as all market sectors) compensation practices and principles appropriate to the City's unique situation and challenges. ***The principals of The Archer Company (Jim Battigaglia and Marianne Oyaas) have been working together as a team for more than twenty years***.

The Archer Company Approach is Effective and Efficient and Leads to a Very High Rate of Plan Adoption: We attribute our long-term success with public employers all over the US, and the fact that so many of our clients have collaborated with us for at least a decade, on key aspects of our approach to client engagements:

1. **Relationship Management and Dedicated Project Director:** While The Archer Company utilizes a team approach in our work, every project is assigned a senior level Project Director who will manage the project and serve as the primary project liaison to the client. The Project Director, Marianne Oyaas, will be hands-on in the development of all recommendations. The workload of all of our consultants is balanced to ensure that they give their full attention to each task at hand and complete deliverables in a timely manner. Ms. Oyaas will be accountable to the City's Project Team and be able to respond to any day-to-day needs and inquiries that arise.

2. **Quality Control and Solid Data Management Practices:** The team approach ensures that all work receives the scrutiny of a second set of eyes—even the work of our most experienced consultants is subject to review by the team to ensure the highest quality of service.

   We handle a tremendous amount of data and information in a study of this size. In our nearly 40 years of experience performing this type of work we have honed processes and procedures for handling, organizing, and analyzing large volumes of electronic project data and information.

3. **Back-up Procedures**: The Archer Company is committed to exceptional customer service, which means that our clients should have open communication with and reasonable access to their assigned Project Director. Should Ms. Oyaas be out of contact for an extended period of time, members of the Project Team will be available to answer questions and address issues as needed. If at any time a client is unsatisfied with the level of service they receive, they may contact the president of the company directly for resolution of the problem.

QUALITY ASSURANCE

"Even the work of our most experienced consultants is subject to review by the team to ensure the highest quality of service."

4. **Client Communication and Coordination:** The Archer Company is committed to active communication and coordination with the City's Project Team from Day One of the project engagement. There is rarely a surprise in the execution of an Archer study. *Our proposal describes a process we will complete with the Project Team to create, and managed, a study communication plan for all impacted City employees.*

5. **Project Meetings**: The Archer Company will meet with the Project Team during strategic points of the study in order to seek their input and facilitate their review of key components and deliverables of the study. The Project Team, supplemented by other stakeholders as identified by the Project Team, will be asked to participate in the decision-making and review process; we also understand that the City may wish to review the project status and progress

as needed. We will provide regular dashboard updates during the project's duration**.** Project meetings will be conducted virtually unless particular meetings require an on-site presence. *Initial kick-off meetings, department director interviews, and final report presentations, at a minimum, will be held on-site.*

D. Your Archer Team and Project Staffing

With The Archer Company, you will collaborate directly with a selected team of seasoned consultants who will lend their expertise in classification and compensation practices and principles appropriate to the City's unique situation and challenges.

We always utilize a team approach in our work to ensure overall consistency for our clients, and we have assembled a team of experienced professionals we believe will best provide the professional analysis and support needed for this project. The majority of the work on this project will be performed by our staff in Raleigh, North Carolina and Columbus, Ohio. Brief biographies of our key project consultants are provided below (Analysts will be assigned to support these consultants in accordance with need and availability).

The City of De Pere Study Proposed Project Team	
Marianne Oyaas Regional Director (Raleigh, NC Office)	**Project Director:** Ms. Oyaas will serve as the **Project Director** and will be responsible for the quality of all project deliverables, oversight of the construction of the classification and pay plan recommendations (job analysis, classification, and evaluation; pay policy review; compression and equity analysis; pay structure and pay plan implementation design; and market analysis) and the work of the Project Team.
Jim Battigaglia President	**Senior Consultant:** Mr. Battigaglia will serve as a Senior Consultant for this project contributing to several phases of the work plan including implementation costing scenarios, leveraging his experience as a County Finance Director and his significant public sector accounting experience.
Amy Lee Project Specialist	**Analyst:** Ms. Lee will coordinate the salary survey development and data compilation. *Ms. Lee has a consistent track record of over 85% custom survey participant participation.*

Marianne Oyaas, MA, CCP · Regional Director

Ms. Oyaas has worked in total rewards consulting for over thirty years, with significant recent experience with a variety of public sector clients in the southeast region. Ms. Oyaas will serve as **Project Director**. Ms. Oyaas is based in Raleigh, North Carolina, rejoining Archer in mid-2024 after a few years at Segal Consulting. She specializes in classification and compensation plan development,

compensation assessments, job architecture, compensation philosophy creation, strategic plan implementations, performance appraisal systems and other human resource engagements.

Ms. Oyaas is a Total Rewards leader and strategist with broad and deep experience in both the public and private sectors, culminating in significant expertise in all areas of total rewards and employee recognition. Ms. Oyaas has extensive experience in developing, maintaining, and enhancing base, variable and executive plans for private, non-for-profit organizations and local governments. Her experience also includes market pricing, point-factor and other quantitative job evaluation and job pricing methodologies, best practices for incorporating custom peer surveys and published data to develop market consensus results, pay equity analyses and corrective strategies, management of HRIS systems and data/fiscal modeling, and design and administration of web-based survey sites. Ms. Oyaas has provided expert testimony in grievance and interest arbitration cases in the areas of job analysis, job evaluation, job classification and job documentation.

Ms. Oyaas worked with Wisconsin cities and counties almost exclusively from 1993 – 2006 and has continued to work with Wisconsin municipalities and counties as recently as the City of Fond du Lac (2024 – present), the City of Waukesha (2024), and Waukesha County (2023-2024).

Ms. Oyaas has completed significant work in the areas of total rewards program design, pay equity, "living wage" programs and initiatives strengthening the link between performance contributions and pay rewards. She also works with Boards, Commissions, and leadership teams in developing compensation philosophies aimed at deepening the connection between employer and human resources objectives on one hand, and the pay delivery system offered by the employer on the other. Previous experience as a labor negotiator provides Ms. Oyaas with the "cred" to work with union organizations effectively.

Recently, Ms. Oyaas has managed a wide variety of client engagements involving the design of compensation and classification systems, following approaches similar to those proposed for the City of De Pere. These clients include (last few years):

(Clients marked with an asterisk were serviced during her tenure at Segal Consulting (2021-May, 2024). In these cases, Ms. Oyaas managed the client relationship and directed the project teams.)

Cities, Towns and Counties

- Town of Carrboro (NC)
- City of Sarasota (FL) (nearly complete; awaiting appointment of new City Manager to re-present our recommendations)
- Swain County (NC)
- City of Greenville (NC)
- Gaston County (NC) *
- City of Ashville (NC)
- City of Manning (SC)
- City of Lancaster (SC)
- Fulton County (GA) *
- City of Laurens, SC (nearly complete)
- City of Simpsonville, SC (nearly complete)

- City of Batesburg-Leesville, SC (nearly complete)
- City of Fountain Inn (SC)
- City of Tega Cay (SC)
- City of Lexington (SC)
- City of Union (SC)
- City of Gaffney (SC)
- City of Mount Pleasant (SC)
- City of Carrolton (GA)
- Bulloch County (GA)
- Waukesha County (WI) *
- City of Fond du Lac (WI)
- Greenville County (SC)
- Stafford County (VA) – several projects *
- Albemarle County Public Schools (VA) *
- City of Waukesha (WI) *
- City of Union (SC)

Utilities and Water Management Districts

- Albemarle County Service Authority , VA
- Prince William County Service Authority (VA) *
- Loudon Water (VA) *
- Greenville Utilities Commission (NC)
- The City of Asheville Water Resources (NC)
- Suwannee River Water Management District (FL)

Ms. Oyaas has served enterprise fund utilities (as well as municipal-owned utilities) since the mid-1990s.

Airport and Airport Authorities

- Sarasota-Manatee Airport Authority (FL)
- Raleigh-Durham Airport Authority – several projects (NC) *
- Fort Wayne-Allen County Airport Authority (IN)*
- Metro Knoxville Airport Authority (TN) *
- Gerald R. Ford International Airport (MI) *
- Morrisville Municipal Airport – Operated by DM Airports, Ltd. (NJ) *

Transit

- Pittsburgh Regional Transit (PA) *

In addition, Ms. Oyaas has conducted comprehensive compensation assessments (qualitative and quantitative audits) for a number of Higher Education institutions, and/or conducted a variety of compensation studies. These institutions include:

Higher Education *

- University of Chicago
- Michigan Technological University
- Western Michigan University
- University of Cincinnati
- Goucher College

Education and Other Experience: Ms. Oyaas directed multi-state consulting practices at MAXIMUS, Carlson Dettman Associates and MRA – the Management Association. Most recently employed at Segal Consulting prior to rejoining the Archer team in 2024, Ms. Oyaas provided similar services to those contained in this proposal to a number of cities, counties, school districts, airport authorities and higher education institutions. Earlier career experiences include creating Polk County, WI's first professional human resource function; classification, compensation, and selection testing management experience for the Minnesota Merit System (part of the State of Minnesota); and directing the compensation functions for three global Fortune 500 companies (Toshiba, Sealy Mattress Company and Time Warner Cable).

She received a Master of Arts degree with honors in Industrial Relations from the University of Minnesota (concentration in Compensation) and a Bachelor of Arts degree in Psychology and Social Work (Phi Beta Kappa) from the University of St. Catherine in Minneapolis/St. Paul. Ms. Oyaas is a Certified Compensation Professional (CCP) as well as a member of WorldatWork, the Public Sector HR Association (PSHRA) and the Society for Human Resource Management (SHRM).

Jim Battigaglia· President

Mr. Battigaglia recently became the President of The Archer Company and will serve as a Senior Consultant for this project. Mr. Battigaglia is based in Columbus, Ohio. Mr. Battigaglia specializes in classification and compensation plan development, implementations, performance appraisal systems and other human resource engagements. Prior to his twenty years as a Principal at The Archer Company, Mr. Battigaglia served as the Director of MAXIMUS Human Resources and Organizational Development practice. Prior to that, Mr. Battigaglia served as a government consultant for KPMG and as the Director of Accounting for Montgomery County, Ohio.

Mr. Battigaglia specializes in classification and compensation system implementations, performance appraisal systems, training human resources and other staff in the utilization of the Archer Point Factor Matrix Job Evaluation System, and other human resource engagements. The majority of the projects managed by Mr. Battigaglia included job analysis, market analysis, classification structure design, job documentation, pay plan implementation design and pay plan implementation cost analysis.

Some clients for whom Mr. Battigaglia has designed compensation and classification systems, following approaches similar to those proposed for the City of De Pere include: the cities of Newton, Sandy Springs and Griffin, Georgia; the City of Mount Pleasant, South Carolina; the City of Asheville, North Carolina; the cities of Carmel and Westfield, Indiana; the City of Beechwood, Cleveland Heights, Perrysburg, and Solon, Ohio; the City of Elgin, Illinois; Beaver, Butler, Centre, Indiana, Monroe, Cumberland, Mifflin, Snyder, Union, and Washington Counties, Pennsylvania; Cuyahoga,

Franklin, Geauga, Lucas, Mahoning, Richland, and Wood counties in Ohio; the City of Manassas and the City of Newport News, Virginia; Franklin County Common Pleas Court, Municipal Court and Probate Court; Franklin County Prosecutor's Office and Public Defender's Office; Cuyahoga County Prosecutor's Office and Public Defender's Office; Cuyahoga County Board of Health; Cleveland Metroparks and Zoo, Ohio; Decatur, Fulton, Cobb, Henry, Newton, and Richmond/Augusta Counties, Georgia; Clayton County Water and Sewerage Authority, Georgia; McHenry County, Illinois; Greenville County, South Carolina; Charleston County Parks and Recreation Commission, South Carolina; Charlotte County, Florida; the City of Orangeburg and Orangeburg Utilities, South Carolina; Jefferson, Plaquemines, St. Bernard and St. Charles Parish, Louisiana.

Mr. Battigaglia provides pay plan maintenance services to numerous organizations including clients in Ohio, Louisiana, Pennsylvania, Michigan, Wisconsin, Minnesota, Tennessee, South Carolina, Georgia, and Massachusetts. He implemented performance appraisal systems at Cuyahoga County, Montgomery County Auditor's Office, Ohio, and the Butler Metropolitan Housing Authority.

Mr. Battigaglia received a Bachelor of Business Administration degree from Ohio University. He is a member of World at Work and holds the World at Work's Certified Compensation Professional (CCP) certification.

E. Client List

In our thirty-five plus years of operation, we have had the privilege to assist over 1,600 cities, counties, utilities, school districts, colleges, and other public agencies with their compensation challenges and needs. These clients utilized our services to address innovative yet practical compensation methodologies and to develop systems and policies that overcome the problems, or limitations, of traditional compensation systems.

Local government compensation studies require a disciplined, valid, and reliable approach that will defend our clients and our own company against legal challenge, and equally importantly, will instill confidence in our results and recommendations. Pay is a very emotional subject for employees in all organizations, and the public nature of public sector pay requires additional sensitivities and a very high level of professionalism in the conduct of our work.

The Archer Company has an extensive list of public-sector clients both nationally and in the Southeast. Many of our clients represent long-term relationships with clients who collaborate with us annually or every other year to evaluate new and changed jobs, provide recommendations for wage increase and/or structure budgets, or to perform other ad-hoc studies and services.

In over thirty years The Archer Company has never received an informal or formal legal challenge. Our adoption rate is close to 100%. We listen hard and make sure we understand what the objectives and priorities are of our client organizations.

CLASSIFICATION AND COMPENSATION CLIENTS

In this section, we are listing The Archer Company clients that we have provided similar classification and compensation studies in the last 5-8 years:

CITIES/TOWNS

- Albany, GA
- Alexandria, LA
- Asheville, NC
- Batesburg-Leesville, SC
- Beachwood, OH
- Cape Coral, FL
- Carrboro, NC
- Carmel, IN
- Christiansburg, VA
- Clinton, NC
- Covington, GA
- Darlington, SC
- Deltona, FL
- Downers Grove, IL
- Dunedin, FL
- Easley, SC
- Elgin, IL
- Fond du Lac, WI
- Fort Mill, SC
- Fountain Inn, SC
- Franklin, NC
- Covington, GA
- Gaffney, SC
- Glendale Heights, IL
- Griffin, GA
- Hapeville, GA
- Hartsville, SC
- Irmo, SC
- Kenner, LA
- Laurens, SC
- Lancaster, SC
- Lexington, SC
- Lyman, SC
- Kennesaw, GA
- Lombard, IL
- Lyman, SC
- Manassas, VA
- Manning, SC
- McHenry, IL

- McDonough, GA
- Morrow, GA
- Manning, SC
- Mount Pleasant, SC
- Newport News, VA
- North Augusta, SC
- Orangeburg, SC
- Ottawa, OH
- Pekin, IL
- Raymore, KS
- Reston, VA
- Richmond Hill, GA
- Ridgeville, GA
- Santee, SC
- Sarasota, FL (Draft Final Report just issued)
- Savannah, TN
- Simpsonville, SC (study nearly complete)
- Smyrna, GA
- Solon, OH
- Tega Kay, SC
- Truckee, CA
- Union, SC
- Westfield, IN
- Westlake, OH
- Winnsboro, SC
- Wisconsin Rapids, WI

COUNTIES

- Augusta/Richland County, GA
- Beaver County, PA
- Bibb County, GA
- Bulloch County, GA
- Butler County, PA
- Centre County, PA
- Chatham County, GA
- Charlotte County, FL
- Cheatham County, TN
- Clark County, OH
- Cobb County, GA

- Cuyahoga County, OH
- Cuyahoga County Auditor's Office, OH
- Cuyahoga Coroner's Office, OH
- Cuyahoga County Data Center, OH
- Cuyahoga Planning Commission, OH
- Cuyahoga Prosecutor's Office, OH
- Cuyahoga Public Defender, OH
- Cuyahoga County Recorder's Office, OH
- Cuyahoga County Sheriff's Office, OH
- Cuyahoga Soil & Water Conservation District, OH
- Dawson County, GA
- DeKalb County, GA
- Douglas County, NV
- Edgefield County, SC
- Fairfield County, SC
- Forsyth County, GA
- Franklin County, OH
- Franklin County Auditor's Office, OH
- Franklin County Common Pleas Court, OH
- Franklin County Coroner's Office, OH
- Franklin County Data Center, OH
- Franklin County Municipal Court, OH
- Franklin County Probate Court, OH
- Franklin County Prosecutor's Office, OH
- Franklin County Public Defender's Office, OH
- Fulton County, GA
- Geauga County, OH
- Geauga County JFS, OH
- Greenville County, SC
- Henry County, GA
- Iberia Parish, LA
- Indiana County, PA
- Jackson County, GA
- Jefferson Parish, LA
- Lee County, FL
- Lee County, GA
- Lyon County, MN
- McHenry County, IL
- Monroe County, PA

- Newton County, GA
- Pender County, NC
- Pickens County, SC
- Plaquemines Parish, LA
- Polk County, FL
- Snyder County, PA
- Solon, OH
- Spalding County, GA
- St. Bernard Parish, LA
- St. Charles Parish, LA
- Stanislaus County Courts, CA
- Stutsman County, ND
- Swain County, NC
- Taylor County, WI
- Union County, PA
- Washington County, PA
- Wayne Township, IN
- Wood County, OH
- Wood County Engineer, OH

SPECIAL DISTRICTS

- Albemarle County Service Authority, VA
- Albany Gas & Electric, GA
- Allen County Health District, OH
- Appomattox Water Authority, VA
- Cleveland Municipal Court, OH
- Cleveland Municipal Court Clerk of Courts, OH
- Cuyahoga County Board of Elections, OH
- Charleston Parks & Recreation, SC
- Charleston Airport Authority, SC
- Clayton County Water Authority, GA
- Cleveland Metroparks and Zoo, OH
- Cuyahoga County Board of Health, OH
- Cuyahoga County Personnel Review Commission, OH
- Dayton Municipal Court, OH
- Daphne Utilities, AL
- Denver Housing Authority, CO
- Florida Keys Aqueduct Authority, FL
- Franklin ADAMH Board, OH

- Fulton County Board of Health, OH
- Greater Cleveland Council for Employment Opportunities, OH
- Huron-Clinton Metro Parks, MI
- Lee County Airport, FL
- Louisiana Department of Recreation & Tourism, LA
- Low Country Council of Governments, SC (numerous projects)
- Orange Beach Water Authority, AL
- Orangeburg Department of Public Utilities, SC
- Peace River Manasota Water Authority, FL
- Pennsylvania Association of Counties, PA
- Regional Income Tax Agency, OH
- Sarasota-Manatee Airport Authority, FL
- Suwannee River Water Management District, FL
- Summit County DD Board, OH
- Tampa Bay Water Authority, FL
- Toledo Metroparks, OH
- Wayne Township, IN
- Winston-Salem Housing Authority, NC
- Wood County DD Board, OH
- Wood County Board of Health, OH
- Wood County Park District, OH

F. References

1. City of Fond du Lac, Wisconsin

Years: 2024 – present (study completed in 2025; continue to provide "add-on" services as requested by the City)

Project Description: The Archer Company completed a comprehensive Total Compensation Study for the City including base salaries, benefits, total compensation expenditures and a review with recommendations on all key City pay policies and pay practices. The study covered over 200 employees in about 150 job classifications. We also provided a set of recommendations for better articulation of the City's Compensation Philosophy and enhancements to the City's compensation policies. We administered an appeals process for employees who wanted their pay grade reviewed. We are scheduled to train the City's Human Resources Department on use of our job evaluation and grading process and will be evaluating and grading all jobs for about one full year as part of the original contract.

Contact: Deb Hoffmann, City Attorney/Director of Human Resources
Phone Number: (920) 322-3423
Email Address: dhoffmann@fdl.wi.gov

2. **Albemarle County Service Authority**

Years: October 2024-March 2025

Project Description: The Archer Company conducted a job analysis and developed a classification and compensation study for the Authority covering approximately 100 employees and 84 unique job classifications including many specialized, highly professional job roles. Job analysis, evaluation and classification was completed, resulting in the establishment of a formal classification plan and assignment of all roles to the new plan. We worked with the Authority to identify the competitive market and benchmark jobs, and we completed a comprehensive compensation and pay practices assessment. Integrating internal value and market value, we created a pay structure, assigned all job classifications to the new plan, and developed and vetted multiple implementation scenarios, including conducting a compression analysis. We continue to evaluate, and assign pay grades for new and substantially-changing job roles.

Contacts: Quin Lunsford, Executive Director;
Emily Roach, Director of Human Resources and Administration

Address: 168 Spotnap Road
Charlottesville, VA 22911

Phone Number: (434) 977-4511

Email Address: qlunsford@serviceauthority.org
eroach@serviceauthority.org

3. **DeKalb County, Georgia**

Years: 1992 – current; current pay plan maintenance agreement

Project Description: The Archer Company developed a classification and compensation study for DeKalb County covering 7,000 employees and over 650 classifications. Employees completed questionnaires. We conducted extensive employee interviews. We worked with the County to identify the competitive market and benchmark jobs. Salary survey data was collected and analyzed. We worked with the County to define the compensation philosophy and pay structure. We classified all employees and designed pay plan implementation scenarios.

Post implementation, we conducted a regional water and salary survey. At a later point, we completed a planning and economic development salary survey of specific job titles. We also developed a formal career progression program and provide general human resource consulting services. We developed various minimum rate scenarios. Recently we conducted focused salary surveys for specific departments and recommended specific employee pay adjustments to address pay compression.

Contact: Ms. Jadia Haynes, Assistant Human Resources Director

Address: Manuel J. Maloof Center

1300 Commerce Drive

Decatur, GA 30030

Phone Number: (404) 687-3888

Email Address: jphaynes@dekalbcountyga.gov

4. Cuyahoga County (Cleveland), Ohio

Years: February 1992 - Present

Project Description: The original study included classification and compensation analysis and plan development, implementation scenarios, compression remediation strategies, and pay policy review and recommendation. We initially surveyed about 85 classification titles. The County currently has 1,200 employees and 950 unique job classifications. Since our original project with the County, we have provided similar services and updates, including updating multiple pay structures for various offices (e.g., the Coroner's Office and Public Defender's Office) and conducting targeted market studies benchmarking jobs to ensure a representative sample across job families and grades, encompassing at least 60% of the employees in the group under study. Most recently, in 2023-24, we conducted a pay compression study for non-bargaining employees.

Contact: Albert Bouchahine, Classification Manager

Address: 9830 Loraine Avenue

Cleveland, Ohio 44102

Phone Number: 216-443-5619

Email Address: abouchahine@cuyahogacounty.us

5. Jefferson Parish, Louisiana

Years: January 1997 - Present

Project Description: The original study included classification and compensation analyses, as well as the development of a formal pay structure aligned with the Parish's compensation objectives. Structure elements (e.g., number of pay grades, range width, midpoint differentials, etc.) were designed around these objectives. We completed a compression analysis and provided per-person recommendations, including costing. We created new classification descriptions for each job in the Final Classification Plan. We initially surveyed about 85 classification titles. The Parish has 2,400 employees and 700 unique job classifications. Since our original project with the Parish, we have provided similar services and updates (in 2008, 2016, and 2023). Each update has included a market study and adjustments to pay ranges to keep the Parish competitive.

Contact: John Dumas, Personnel Director

Address: Joseph S. Yenni Building 1

221 Elmwood Park Blvd., Suite 517

Jefferson, LA 70123

Phone Number: 504-736-6364

Email Address: JDumas@jeffparish.net

6. **City of Lancaster, SC**

Years: 2024 – 2025 (continuing evaluation of new and changed jobs; final study adopted)

Project Description: The Archer Company developed a classification and compensation plan for the City, adopted by the City Council this summer, covering approximately 180 employees in 80 job titles. The study included a custom survey of pay levels and key pay policies and included development of three pay structures (general, Police, Fire) using pay step plans, a review of pay practices and pay policies, and recommendations on ongoing pay plan maintenance. Multiple implementation scenarios were vetted and modeled, and the City chose an implementation strategy based on alleviation of pay compression.

Contact: Mr. Steven "Flip" Hutfles

Address: P.O. Box 1149

216 South Catawba Street

Lancaster, South Carolina 29712

Phone: 803-283-2489

Email Address: shutfles@lancastercitysc.com

Section 3. Approach

A. Introduction

The City of De Pere, Wisconsin (The City) seeks to partner with a qualified consulting firm to complete a comprehensive compensation study. The study will focus on completing a number of objectives and deliverables aimed at ensuring the City's Compensation Plan is internally equitable, market competitive, based on solid policy administration, successful at incorporating "pay-for-performance" principles, and supported by ongoing maintenance work (review of new and changed jobs, and pay plan adjustments to maintain market competitiveness).

The study includes approximately 60 unique job classifications, in which approximately 100employees are assigned. These classifications and positions represent a wide range of functions performed across City departments.

B. Areas of Service and Deliverables

From our understanding of the RFP and addendum, we have identified fourteen (14) objectives, key area areas of service and/or deliverables to be addressed in this study. The objectives are summarized below:

One. **Complete a Comprehensive "Current State Assessment" of the City's current Classification and Compensation System –** The assessment is inclusive of policies, pay structures, and key "class and comp" practices. We have a specific objective below covering review of "class and comp" policies. The current state assessment is accomplished by several means: 1. review of all documents (policy and process documents, job descriptions, pay structures, etc.), 2. working sessions on the policies and practices supporting the Classification and Compensation Plans, and 3. input on the same areas from Department Directors. We will identify strengths and areas of opportunity (if any), and findings will flow into other work described in the objectives below.

Two. **Ensure Internal Pay Equity** – Through thorough job analysis and job evaluation as well as a wholistic review of the City's Job Classification and Compensation Plan, we will ensure that the pay structure itself (number of grades, range width, etc.) is optimal in supporting the City's compensation objectives. Equally as important, each job will be studied both from an "internal worth" standpoint, using our proprietary point factor job evaluation system, and from an "external" worth standpoint via our custom market assessment – to ensure the final classification assignment and corresponding pay grade and range is both internally equitable and market competitive.

We will ensure that the final grade assignments for each class title reflects true *internal equity*. Consistency and equity within the Compensation Plan is critical so that jobs that perform similar functions are provided similar pay opportunities. Equity within the compensation plan is assured by determining the appropriate pay grade for each job classification identified in the study.

We understand the current pay grades are based to some degree on a quantitative job

evaluation system, the details of which are not accessible by the previous consultant to the City. ***We will be completely transparent to the City's Project Team about our point factor evaluation system****, so that the City's Project Team fully understand the factors used in the scoring system and their relative weights, and most importantly, how the scores are integrated with market data to inform final pay grade assignment.*

Another form of *pay equity* refers to appropriate placement of each employee within their assigned pay grade and range. We are finding "pay compression" to be a growing concern among many of our clients and will discover with the City's Project Team whether compression is a concern. If so, we can conduct a thorough analysis to identify both policy/practice issues that can lead to pay compression as well as actual current instances of pay compression. From this analysis, we will recommend policy changes and actual pay adjustments as necessary to remediate the compression issues we may uncover.

Three. **Understand the Current "Market Position" for Compensation and Determine the Optimal Market Position for the New Structure** – Through facilitated working sessions with key stakeholders, we will explore the City's current desired "market position" (e.g. pay at "market average", "lead market" or "lag market") and if requested, we can explore options and implications of different market positions. Once the market data is compiled and the reports completed, we will understand the full costs of continuing to position the pay structure at the current market position, and we will be able to cost out alternatives for different positions/percentiles that the City may wish to consider.

As part of this deliverable, we will need to fully understand how the City has historically operationalized its current market position, including *whether the market position includes base salaries as well as benefit contributions made by the City, or rather is based on benchmarking results with respect to base salaries alone*.

Four. **Through a Custom Survey Process, Understand Current Market Competitiveness for Base Pay and Key Pay Policies and Practices** – To ensure the City provides competitive compensation in the marketplace, we will design and execute a highly customized market assessment process, guided by the City's "compensation philosophy" and compensation program objectives.

Major design decisions are made around defining the "peer" organizations, choosing the appropriate "benchmark" jobs that represent the range of jobs in the City, and determination of the targeted pay practices about which the City wants to understand market trends and practices.

The market competitiveness review includes understanding the market demands at all key points along the pay range:

- Minimums - For hiring purposes
- Midpoint/Market Control Points - Ensuring they are fully competitive at the market position desired by the City (e.g., "at market," "above market") and
- Maximums - Ensuring appropriate salary growth is possible given the desire to

retain trained, seasoned employees over the long run

- True Hiring Ranges - Particularly in public safety/sworn roles, we recommend specifically also surveying hiring rates or ranges (which increasingly we find are "higher" than the stated Range Minimum rates). The intent here is to ensure we understand the true hiring rates and ranges being offered among the peers the City identifies as comprising its "labor market"

We have provided three samples of our custom market work:

- ***Exhibit 1*** provides for a partial example of a Benchmark Job Survey Summary Report we recently produced. This report measures the competitiveness of a client's pay ranges for a large number of benchmark jobs.
- ***Exhibit 2*** provides for a partial example of a custom Pay Practices survey questionnaire we recently prepared (available online or through a fillable Word document). We plan to incorporate a survey component covering key pay practices and policies, particularly those identified by the City's Project Team, to supplement the benchmark pay component of the custom survey.
- ***Exhibit 3*** provides a partial example of a custom Pay Practices Market Report, including a number of key pay policies and practices.

Five. **Provide a Set of Recommendations to Ensure Market Competitiveness of the Pay Structure –** From the market assessment and our deep experience in public sector compensation programs, we will deliver a comprehensive set of recommendations aimed at preserving the City's desired level of competitiveness for its pay structure. If we find the current pay structure, overall or in the case of one or more job classifications or job families is not competitive, we will give specific recommendations in terms of changes or enhancements that will align the pay structure and individual classification pay grade assignments to the market at the level at which the City wishes to compete.

The structure development also includes several key "design" decisions that should link to the City's compensation objectives, such as range width, amount of time it takes the employee to reach a fully competitive rate, and the method(s) by which employees will progress through pay ranges (e.g., time in job, merit, etc.).

Six. **Review and Recommendations on the City's "Pay-for-Performance" Plan and Policies –** The City has incorporated a "pay-for-performance" component, to provide additional salary growth, and other bonus and/or additional time off rewards, beyond the basic step-based compensation plan. The intent of this objective is to provide an overall assessment of the plan by understanding current policies, funding, administration and other elements of plan success, culminating in a set of recommendations to further align the program to the City's compensation objectives, if needed.

Seven. **Review and Recommendations on Job Classification and Compensation Policies –** This objective, which will be one of the project phases, constitutes a thorough review of all of the City's Classification and Compensation policies and key practices. We believe that even the most solid and defensible classification and compensation plan will fall far short

of effectiveness without sufficient, and carefully-considered classification and compensation policies.

Our brief review of the compensation policies provided to us reveal a set of solid policy prescriptions. However, there are areas we believe could be enhanced by more specificity, such as the reclassification policy. In addition, there are additional policies we believe could strengthen the Compensation Plan in general, based on contemporary market trends and the current legislative/legal/compliance environment faced by employers.

Ideally, the classification policies should address such topics as the classification of new positions and job reclassification. The compensation policies should address all "compensation events" including compensation philosophy and use of a broad banded pay structure; hiring salaries; promotions, demotions and transfer pay; temporary/acting assignments; salary structure adjustments and a number of others. We will also review the City's pay for performance initiatives and/or programs, skill pay, special assignment pay, certification pay and any other pay programs that supplement the base pay program. Particular attention will be paid to the area of "starting pay" determination, and options and impacts for "crediting" employees for job knowledge and experience in the determination of the appropriate starting salary.

In this phase, we will utilize market practice information, City compensation philosophy objectives and our deep experience in order to analyze current "class and comp" administration policies and recommend additions and/or modifications to better align with the City's human resources objectives.

Eight. **Development of a New Pay Structure -** We use regression analysis to draw a "pay line" based on the integration of market data and job evaluation points from the application of our trademarked job evaluation system, the Archer Matrix Point Factor Evaluation System, to each final job classification identified in the study. This methodology ensures an internally equitable grade structure coupled with market-competitive pay ranges. We build ranges (Minimums, Midpoints, Maximums, desired range width and Range Midpoint differentials) based on several elements that will be defined in the development of Compensation Philosophy, including:

1. Desired level of hiring competitiveness
2. Desired Maximum Pay versus market pay levels
3. The way in which employees move through pay ranges (combination of step plan and open range components) and the link to performance
4. The point of time in a job at which the City believes the salary or wage should be fully competitive

Based on market data and discussions with the Project Team, the pay structure or structures will reflect the final decision on market position, e.g., aligning the structure to "market average" or "50th percentile" or perhaps another chosen percentile in an effort to "lead" or "lag" the market.

Nine. **Complete an Equity Review, Compression Analysis, Recommend Remediation Strategies with Estimated Costs** – Unless the City believes that pay compression is not a concern, we will compete a pay compression analysis. Through a thorough diagnosis of the types of level of inequities present in the current pay plan, we will identify a series of recommendations including potential grade and even individual pay adjustments that will minimize identified inequities *including* pay compression.

First, we will work with the Project Team to identify the type or type(s) of inequities including compression issues occurring in the City and from that identification process, we will gather the data required from the City, complete the data analysis, and provide recommendations to rectify the specific compression occurring at the City. We will provide cost estimates to accompany our recommendations.

A **pay equity review** includes a focused analysis of current salaries within job titles and grades, identifying "outliers" – rate differences which can't be explained by legally-permissible factors including time in job; related education and experience; special skills; and (although it is sometimes a compliance issue), job performance. We will identify such outliers, in the context of the recommended ranges and rates for each job and provide remediation recommendations – on a per position basis.

Compression analysis centers around the type of pay compression in the salary plan. For example, if the compression is due to high base/overtime earnings of subordinates compared to the earnings of their exempt supervisors/managers, we need to complete a total earnings analysis of all supervisor/managers and each of their subordinates. Or, if the compression is actually a disconnect between current pay within a range and time in the job (i.e., "newer" employees are earning too close to or more than more "senior" employees), a different analysis is required. *We want to make sure we solve the right issue.*

Ten. **Create an Implementation Plan** – By fully understanding all results from the internal and external analysis, by learning the City's objectives, priorities, and pain points, we will develop an *interactive Excel model that will allow the modeling of potential costs under 3-4 scenarios* aligned with the City's fiscal assets and specific objectives and priorities.

At least one option will be based on a gap analysis ***comparing current compa-ratios and target compa-ratios*** (based on such factors as time in position, and perhaps, if important to the City, performance results). This type of implementation, which can be very flexibly implemented, is best used for compression alleviation situations.

Please see ***Exhibit 4*** for an example Implementation Cost Summary Dashboard, describing multiple implementation scenarios considered by a recent municipal client.

The implementation plan will also articulate ***other compensation plan recommendations outside of the pay structure implementation***, such as the creation or change of certain pay "add ons" or practices that we believe should be added, enhanced or in some cases eliminated.

Eleven. **Provide a Plan for Maintaining Ongoing Successful Administration of the Classification and Compensation Program** - This includes specific strategies for monitoring market position, inflation, compression, and internal equity annually and a series of steps to take once the analysis of said factors is complete. These steps would include the appropriate considerations to take, and supporting data to use, to determine periodic pay structure adjustments and the budget amount for the annual pay increase program.

Twelve. **Communication and Education** – Through the development of a comprehensive communication plan, ensure project stakeholders are appropriately informed and updated about the project, including results and recommendations. Here are some key elements of our activities for this important objective:

- At ***Day One***, we will develop a detailed project plan with milestone dates and administer the plan to the City's expectations.
- We will meet with the Project Team, Human Resources Director and Department Directors as the study commences to ensure full understanding of who we are, as well as our processes and methodologies.
- We will also be meeting with each Department Director to understand their specific compensation and classification concerns, any issues with hiring and retention, and any compensation policy/plan administration concerns they may have, as part of our job analysis process.
- We will be happy to draft project update website postings and/or emails to communicate at key points during the project.
- Finally, as the study is completed, we will be prepared to present study findings and recommendations in the form of a draft and final report, and presentations as desired to Department Directors and employee groups, as well as to the Finance/Personnel Committee of the Common Council and the Common Council itself. See ***Exhibit 5*** for an example Archer Company Compensation Study Final Report.

Thirteen. **Human Resources Training for Program Administration** – We will provide Human Resources Team virtual training on job analysis, market assessment, job evaluation and managing job change – in order to support ongoing Classification and Compensation Program effectiveness. We will provide the content, tools, and resources to enable the Human Resources Team to administer the Classification and Compensation Plan independently over time.

Topics to be covered include understanding job changes and effective job analysis, use of the Archer Matrix Point Factor Evaluation System, market assessment, integration of market data and internal evaluation scores to ensure plan effectiveness, and *annual decisions that are necessary to maintain the market competitiveness of the Compensation Plan (i.e., pay structure adjustments, pay increase budgeting).*

Fourteen. **Ongoing Support –** *We are committed to set up the City for success. In order to do this, we provide up to 20 hours of ad-hoc, as-needed project support for one year following the issuance report* – **at no charge to the City.**

These hours could be used to:

1. Analyze, evaluate and recommend a pay grade for new and substantially-changed positions
2. Any other use deemed necessary by the City, during the first year following project completion. This can include consultation on implementation, individual pay issues that might arise, FLSA questions, and anything that falls within the purview of the City's classification and compensation plan, and our recommendations.

Beyond the 20 hours at no cost, we are prepared to provide ad-hoc consulting and/or complete small assignments for the City around the administration of the compensation plan, **maintaining our 2026 rates without increase, through 2027.**

We also provide recommendations on pay structure increases and merit budgeting to all Archer Company clients, **at no charge**, each year upon request and a vast majority of clients request our "budget guidance recommendations" each year.

C. Detailed Description of Project Phases

The Archer Company intends to focus our approach to ensure an alignment of the recommendations and all deliverables to the City's Compensation Philosophy, human resources strategy, and strategic and operational objectives.

As each client is unique and faces its own set of challenges and opportunities, The Archer Company stresses fact-finding, due diligence, and information-gathering from ***Day One***, in order to ensure our efforts and outcomes will be of optimal value to our clients.

For this project, we have identified eleven (11) project phases each with multiple tasks, to ensure quality and timely delivery of expected work products and outcomes. We also provide additional detail on two optional phases.

The Archer Company has put together a project plan to complete all services in 22 weeks. We think the proposed cadence of project activities is optimal given the large scope of the project.. However, we have flexibility within this timeframe based on anticipated discussions with the City to ensure that the project is "completed" within timeframe expectations.

If selected, we will focus during Week One with the Project Team, to create a mutually-agreeable work plan with weekly timeline, and the identification of key dates. The project plan will be created and managed by The Archer Company Project Director.

Phase One: Project Initiation and Kick-Off Meetings

This phase includes relevant data-gathering, kick-off meetings, and agreement on project plan, objectives, and study steps.

Discussions are held with the City Project Team to discuss expectations, gather information, and plan project implementation. The Archer Company will work with the Project Team and appropriate staff to obtain clarification regarding the City's organizational structure, the current classification and compensation plan, compensation concerns, expectations of study results, and other relevant

matters. During this time, we will also collect relevant data and information and solidify the project timeline and mutual accountabilities. The following tasks are expected to take place as part of Phase One:

A. **Project Plan:** The Archer Company will finalize a specific project plan for the City that outlines every task to be completed and due dates for key milestones and deliverables.

B. **Initial Kick-Off and Subsequent Project Meetings**: The Archer Company will conduct meetings with the Project Team at key points during the project timeframe. We are open to periodic meeting with the top leaders at a cadence requested by the group, as well. The kick-off meeting will be on-site, as well as the final report presentation. All other project meetings can be successfully completed virtually.

   initially we will focus on the overall goals and objectives for the study, as well as specific concerns, from the perspective of top leadership within the organization. We want to make sure our approach and methodology are in alignment with the needs of this leadership team. The initial meeting will also focus on the following objectives:

   1. Gain a full understanding of the City's mission, vision, and values
   2. Clarify stakeholders' expectations of the process and deliverables
   3. Discuss the potential impact of the collective bargaining agreements on the study methodology, particularly in terms of the compression analysis and other complexities in salary administration which might be present due to the existence of union groups and a non-union group
   4. Agree to specific project timeframe
   5. Identification of roles and responsibilities
   6. Finalize budget, deadlines, and deliverables

   We will also work with the Project Team to gather data and information we will need to conduct the study.

C. **Meeting with Department Directors: I**f it would be helpful, we are happy to also meet with Department Directors in order to introduce our firm, the team, and our background. Also important is to preview the study timeline, phases, and ways in which their input will be gathered and be important to the success of the study.

D. **Group Employee Orientation Sessions:** We are also happy to conduct up to three employee orientation sessions while on site for the Kick-Off meetings, and *more* sessions if the City is acceptable to virtual orientation sessions. The intent of the orientation sessions is to introduce our company, walk through the project objectives and timeline, and ensure employees are well-versed on the scope of the work, assuring them that certain tasks (such as organizational staffing review) are not in scope. We will also walk through the Comprehensive Position Questionnaire we use for job analysis/evaluation/classification purposes in order to provide useful training and "tips and tricks" for questionnaire completion.

E. **Review the Current Classification and Compensation System (as a prelude to the formal assessment in Phase Two)**: The Archer Company will review with the Project Team the City's current classification plan and all aspects of its pay delivery system, to ensure we have a full understanding of the "current state" of the City's Classification and Compensation Plan (*including challenges, pain points and opportunities).*

As part of this task, we will review all identified job families, job series, career ladders and pay progression plans/policies that may exist at present to establish a baseline and understand the "current state."

We also want to understand leaderships' views on the extent to which the current Classification Plan meets the City's needs to support growth and change. Some of this input will occur at this stage and more through department director interview in **Phase Three.**

F. **Review the Current Organizational Structure and Reporting Relationships**: The Archer Company will review organizational charts, job descriptions, assignment of functions, and job titles for each department.

This and other information will be provided by the City following a data request we issue immediately upon contract execution, for receipt to the Archer Company by the end of Project Week 2.

Phase Two: Compensation Plan Current State Assessment

In this phase, we perform a qualitative and quantitative assessment of the key components of the current Classification and Compensation Plan.

The intent of this phase is to thoroughly understand, through reading and discussion with the Project Team, the Classification and Compensation Plan components including underlying assumptions, policies, key processes, and other components (structures and structure design, for example).

The assessment includes two to three virtual working sessions to understand what is working about the Classification and Compensation Plans, what is not working and what could work better. Through focused working sessions, we will gain a much deeper understanding of the "current state" of these inter-related plans, which, with market data we will be gathering and our strong knowledge of public sector compensation practices, will inform recommendations about both the Classification and Compensation Plans. Our aim is to ensure they are both "solid" and strategically integrated as well.

Topics in the working sessions will include:

1. The City's ability to recruit and retain: turnover statistics, areas of specific concern
2. The current Classification Plan and policies and processes in place to support the plan (e.g., classification of new jobs, reclassification process, and any career ladders/progressions in place)
3. How the Classification Plan and Compensation Plan are integrated through policy and practice .

4. The City's current "market position," that is where the ranges are placed visa vis the market and how the desired market position was integrated into the current pay structure
5. Pay increases within current job assignments: how does pay grow over time
6. The extent to which performance is part of the compensation plan and if so, how performance is measured and how pay is impacted by the City's Performance Management Program. We will continue "pay-for-performance" assessment work in **Phase Seven.**
7. Key policies for "compensation events" include pay for new hires, promotions, demotions, etc., reclassifications, etc.
8. Policies and processes used by the City to maintain pay range competitiveness
9. Policies and processes used to determine general or "across the board" increases
10. The extent to which internal equity is of importance, versus the role of market competitiveness. *We believe our methodology integrates both methods of value well and we assume we will be evaluating each classification with our job evaluation system.*
11. Other pay programs and policies in place and/or perceived as lacking or insufficient), including, but not limited to:
    a. On-call and call-in pay
    b. Shift differentials, wage differentials and other pay "add-ons"
    c. Skill pay
    d. FLSA compliance and overtime compensation for non-exempt employees
    e. Managing base pay for employees at or near Range Maximum
    f. Certification pay
    g. Pay for degrees
    h. Bilingual pay
    i. Acting assignment/Interim pay
    j. Overall, ensuring consistency with the City's Compensation Philosophy and Objectives

The results of the working sessions and "current state" analysis, combined with market findings, department director input and our consulting experience, will be a set of recommendations to better align the Classification and Compensation Plan administration and policies, as well as the pay structure itself, to the needs and objectives of the City. These recommendations will be incorporated into our Final Report for the study.

Phase Three: Job Analysis, Classification Plan Validation, and Job Evaluation

The intent of this phase is to analyze each existing classification and apply sound job evaluation processes to gauge the strengths and any inconsistencies within the City's Classification Plan. Granular data is collected by use of our comprehensive position questionnaires (CPQs), so that we can deeply understand each classification for the purposes of job analysis, job evaluation and

market benchmarking.

To ensure that positions performing similar work are paid in similar pay grades, a quality market study, current job information is really important.

The questionnaires, supplemented by department director interviews, and a review of organization charts, are analyzed to fully understand each specific role that is present at the City and, through that understanding, clearly outline promotional opportunities to provide one form of compensation growth opportunity. This step includes several crucial activities.

The key outcome of this key phase of the project are to ensure that a job evaluation for each classification is completed to ensure that resulting pay grades and pay grade relationships reflect the different jobs performed by City employees. This process becomes the foundation of the pay plan's principle of internal equity.

Job Analysis: A detailed job analysis is performed for every job classification included in the study to ensure our understanding of key job elements sufficient for the completion of job evaluation and market assessment.

The Archer Company utilizes two integrated methods of conducting job analysis: the use of a thorough position questionnaire and information gathered from each department, and in-depth interviews with all department directors.

1. **Employee Questionnaires:** The Archer Company utilizes a copyrighted questionnaire that has proven a highly effective tool to gather in-depth data about each position without placing too high an administrative burden on employees. The questionnaire data is essential to the proper analysis, classification, and evaluation of the City's positions and will also be used to update job descriptions. Every question has a purpose.

   The Archer Company will supply the questionnaires to the City electronically (hard copy if needed), along with easy-to-follow instructions, frequently asked questions ("FAQs") and additional documentation to help facilitate this effort.

   The Archer Company asks department management to ensure that the CPQs are completed, reviewed, and returned to the Project Team in a timely fashion. Department Directors are expected to play a key role in ensuring that all information collected from employees provides accurate, thorough, and quality data for use in the job analysis of their subordinate positions.

   The Archer Company Project Director will work with the Project Team to discuss the best way to organize and provide the completed, reviewed CPQs to The Archer Company, utilizing a cloud-based storage system. We will provide specific instructions on labeling and organization of each electronic file.

2. **Leadership Interviews:** The Archer Company will conduct interviews with each department director and their deputies if desired, for several purposes:

   → Review the departmental structure and operations, including all reporting relationships and interrelationships between positions

→ Understand how the department is impacted by the classification and compensation plan under the current state

→ Review and discuss specific job classification concerns, and

→ Review and discuss specific compensation concerns (e.g., recruitment issues, retention problems, market issues)

→ Receive feedback on the Classification and Compensation Plans overall including policies and processes

Because the interviews are intended to provide data for the classification and compensation study, we will tailor a specific **Department Director Issues Form** to gather specific information from the department directors with respect to any and all classification and/or compensation concerns. ***The interviews will be scheduled by the City and conducted by Archer Company virtually.***

Job Classification Validation: Based on job analysis and job evaluation, we will clarify the actual job classifications that exist in the body of work completed by the City's employees. *The City has not formally asked for a Classification Study its defined Scope of Services (within the RFP)* so essentially we are validating that the classifications are correctly described in terms of key elements of purpose, essential responsibilities, minimum qualifications and, if applicable to the performance management system, key competencies.

Job Evaluation: To ensure the outcome of internal equity, The Archer Company recommends the use of a valid and reliable quantitative job evaluation system to objectively measure and determine the relative worth of each classification to the organization. The Archer Company utilizes the Archer Matrix Point-Factor Job Evaluation System as our primary method to objectively measure and determine the relative worth of each classification to the organization. We will work with the Project Team to ensure that the methodology utilized provides a good fit with the City's objectives, and we are open to using additional methodologies if necessary. However, due to the objectivity, reliability, and validity of this system, other methodologies are rarely needed.

The Archer System is a point-factor evaluation matrix that provides a state-of-the-art methodology to measure the relative value of the City's job classifications and validity in the pay plan's internal equity. It has evaluated positive against four different measures of validity and has proven to be effective for over three decades of direct application to cities and counties; airport authorities; school districts, and all levels of state and local government. The Archer System measures each job classification based on sixteen factors in order to create an internally equitable classification hierarchy. The key job evaluation criteria are listed below:

- The degree of critical impact on departmental/City operations
- Amount of discretion and judgment exercised
- Organizational responsibilities (span of control, etc.)
- Reasoning and decision-making
- Types and levels of interaction with individuals and groups within, and external to, the City

- Knowledge, skills, abilities, and competencies required
- Minimum qualifications for the classification (balance between education and experience with accommodations for professional licenses and certifications)
- The degree of physical effort and personal risk inherent in the job

Internal Equity

The importance of internal equity in the City's pay plan cannot be overstated – especially for a local government under constant scrutiny from the public, a variety of officials, and the employees themselves.

Phase Four: Finalize and Execute a Custom Market Assessment

This phase involves the finalization of the process we will use to measure market competitiveness and current market conditions, and the execution of the strategy via the completion of a comprehensive market assessment.

The City's Compensation Program (base pay, pay structure, pay policies and administration) is a key aspect of the City's ability to recruit and retain talented employees at all levels. This study will be focused on ensuring results support the City's Compensation Philosophy including the City's desired "market position."

The goal of this objective is to ensure we can provide a robust picture of the City's current pay as well as key pay practices and policies, visa vis the City's intended level of competitiveness. From that "gap analysis" we can create recommendations and an implementation plan to align the pay structure, as well as pay practices and policies to the desired market position.

The end of this task is marked by the presentation of a detailed report on the City's market competitiveness overall and for each of the benchmark jobs included in the Market Assessment. Prior to that time, several key decisions are made in conjunction with the City about the true market in which the organization competes, and then The Archer Company conducts a comprehensive survey process to give the City a full and complete picture of its competitiveness at this time.

With respect to pay practices we will complete an assessment of the relative competitiveness of all key pay policies identified by the City to be studied in the custom market assessment.

Specific **Phase Four** tasks are described below:

A. **Identification of the City's Desired Market Position:** Through one or two working sessions, we will come to understand the City's desired market position (e.g., "match market," "lead market," "lag market") and how the current market position is operationalized and maintained over time. We will discuss the impact, advantages and disadvantages of various market positions, the result of this task will be the definition of the City's desired market position. This decision has implications on the analysis of the market data and information

itself, the creation of the gap analysis documentation, and ultimately our recommendations on the pay structure and any recommendations on changes or enhancements to pay policies and practices.

The final decision on final market position is often not made until the market analysis is completed and we work with our clients to "cost out" plan implementation based on different market percentiles (e.g., 50th percentile, 60th percentile,75h percentile or other potential percentiles of interest). We are prepared to provide the appropriate and sufficient implementation costing information through iterative modeling that will allow the Project Team to understand the financial impact of choosing different market positions.

B. **Identification of "Benchmark" Positions and Pay Practices Questions:** The Archer Company will work with the Project Team to identify the list of benchmark classifications that will be included in the custom survey and included in the use of published survey data. We expect to benchmark all of the approximate 60 job titles (with the exception of any titles that the City is sure are really unusual or unique).

With respect to **questions on pay practices and policies**, we will work with the City to add 15-20 additional questions that query peer pay practices around key compensation events such as hiring pay; pay for promotions, demotions, transfers and reclassifications; pay structure increase practices; pay increase budget practices; and a variety of supplemental pay practices such as compensation for degrees, licenses and certifications; bilingual pay; shift differentials, wage differentials and other pay "add-ons"; market pay exceptions; pay for temporary assignments; etc.

C. **Identification of Organizations to Be Surveyed:** We will have direct input from the Department Directors through individual interviews which, among other things, will focus on the organizations with whom the City is truly competing for talent. Then, we will work with the Project Team to identify the final group of up to 20 organizations to be included in the custom survey. The City will be asked to approve the final list of targeted survey participants.

Employers with the following characteristics are typically surveyed: (1) organizations with which the City clearly has been competing for employees; (2) organizations which are recognized as important, or influential, in the local marketplace; (3) organizations which are within proximity to the City's competitive market (i.e. the same geographic region); and/or (4) organizations with similar population, demographics, and scope of services. In Wisconsin, perhaps due to arbitration decision history, there is a tendency to limit the market to "comparable" municipalities and we understand that. However if it turns out the City is in fact competing with the county, school districts and/or other public sector employers, we will urge the consideration of adding such "talent competitors" to the list of final peers.

Because private sector organizations will rarely provide pay data, The Archer Company will supplement peer data with high-quality published survey data for inclusion in the market study process and reports.

We will also discuss options and agree to a methodology for optimal weighting of the private sector data for the jobs for which private sector comparable positions do exist.

D. **Creation of a Customized Web-Based Compensation Survey:** The Archer Company will construct a customized survey designed to collect the data requested by the City. The Archer Company utilizes a specific ***web-based*** format for compensation surveys that has been proven to optimize the collection of data while minimizing the burden to participating organizations; however, this format may be customized to meet the needs or objectives of the City. Respondents can simply click on a link in an email invitation and access the survey, easily completing it. We will also provide a manual copy of the survey in Excel format for organizations who prefer it, and some undoubtedly will.

A draft of the survey document will be submitted to the Project Team for review, and appropriate revisions will be made before the survey is initiated. The Project Team will be asked to approve the final survey document.

E. **Custom Survey Data Collection:** The Archer Company uses a very "hands-on" approach with survey participants to facilitate ease of participation as well as to maximize participation for our clients.

We will identify and compile contact information for the targeted organizations. Each organization will be contacted by phone to invite their participation prior to distribution of the survey.

The Archer Company will contact each participant after the survey has been distributed and provide any follow-up assistance they may need to complete the survey. We will make every reasonable effort to solicit and encourage the participation of the targeted agencies; however, we may ask the City's personnel to follow up with any personal contacts to help encourage participation.

The Archer Company will examine all survey responses and contact participants as needed to clarify their responses and to solicit additional information as necessary to ensure that appropriate comparisons are made. Significant differences between the job functions for similarly titled positions will be identified and factored into our analysis.

F. **Collection of Published Survey Data to Supplement Custom Survey:** As alluded to above, In this step we compile, organize, and analyze additional data from well-respected surveys in our possession, to acknowledge the role of private sector in the market in which the City is competing.

G. **Create and Present a Market Competitiveness Report:** We will prepare a detailed report on the current competitiveness of the City's compensation overall and with specific detail for each of the job titles to be assessed. An important discussion will be facilitated by The Archer Company around the appropriate weight to be given to private sector data.

The market report will also provide specific findings and recommendations with regard to the ***key pay polices/practices*** identified by the City to be most important for ensuring a competitive "total compensation" program. See ***Exhibits 1, 2 and 3*** for Archer Company examples of key survey documents.

Phase Five: Pay Structure Development

Based on the results of direction we receive in sub-task A (below), we will develop specific pay structure recommendations.

The Archer Company will incorporate our findings from the review of the current Classification and Compensation Plan, as well as the Market Assessment, in order to provide recommendations for the City's pay structure. This phase constitutes several steps:

A. **Pay Structure Working Session:** Conduct a virtual working session with the Project Team to understand the market results and gain input on the strengths and potential weaknesses of the current pay structure.

Part of this discussion will require us to focus on understanding whether the City's wishes to have a consistent market position with each employee department/job function or whether there is an interest, and perhaps market rationale for using more aggressive ranges for certain groups. Our methodology and calculation models provide our clients with an understanding of implications, including financial impact (given the new market data) for multiple "market positions" e.g., 50th, 55th and 60th percentile.

As we create the proposed structure in this phase of the project, our goal is to ensure the structure supports and facilitates the City's objectives, Compensation Philosophy, and operations. The creation of a compensation structure, or structures, involves a detailed understanding of the City's human resources objectives as well as philosophy with regard to compensation, so that the structure supports both elements as well as appropriately balances internal equity and market competitiveness. Key structural elements such as the number of pay grades and pay range width are recommended based on a thorough understanding of the City's **desired market position** and policies with respect to key "compensation events" such as hiring salaries, promotions, and reclassifications.

B. **Final Pay Plan and Pay Structure Design:** A full understanding of the Classification Plan, input from the Project Team and Department Directors and of course the market data will allow us to create a structure or structures that best aligns with the City's unique challenges and concerns.

Multiple Pay Structures: Sometimes our clients choose different market positions for different occupational families, for example. Other clients may choose to use a combination of step and open ranges between job families, which can necessitate differing pay structure elements such as range width from Minimum to Maximum.

C. **Final Allocation of Each Classification to a Pay Grade:** In our system, pay grade assignments are most often based on the final Job Evaluation Score (for internal equity). In reality there is a high degree of correlation between our job evaluation scores, and actual market pay. If we do find jobs where there is a major difference between the market pay demands and the internal evaluation result, those jobs will be "flagged" and discussed with the City for a final pay grade placement.

E. **Review of Proposed Pay Structure with Project Team:** At the point at which we have a proposed pay structure or structures, with all the City's jobs assigned to the appropriate classification, pay grade, and pay range, we will present all recommendations first to the Project Team for review and feedback. *Our review document allows the City to easily enter comments and feedback for ease of review and communication.*

Phase Six: Pay Equity and Pay Compression Diagnostic and Strategy Process

We will complete a thorough pay equity analysis and compression analysis and create remediation strategy recommendations.

This was not specified in the City's RFP; however, compression analysis is very popular among our clients due to growing compression issues caused by many labor market factors including post-COVID market changes, and rapidly increasing salaries in the market during 2021 – 2023 and even later. We can exclude this phase upon the City's request, and we have costed it separately in Section Five of the proposal.

The intent of this phase is to identify and provide recommendations around any pay equity issues that may exist in the pay plan. Second we want to fully understand the nature of the compression issues at play, measure the degree of severity, and work with the Project Team to explore and cost out potential remediation strategies.

The pay equity analysis focuses on current pay rates of employees within job titles, and we look for "outliers" where current pay differences cannot be explained by logical factors such as time in job, education, experience and special skills (and performance, if the City has a performance management program).

The fact-finding and diagnostic phase is crucial. With regard to pay equity, we must have full data available on all pay-related factors including education, experience, time in the job, and if relevant, performance scores.

With regard to compression, if we find compression, the "type" of compression we find is important in terms of the right remediation strategy. For example, if the type of compression the City's is experiencing in its Public Safety departments is due to high base/overtime earnings of union subordinates compared to the earnings of their exempt supervisors/managers, we will need to complete a total earnings analysis of all supervisor/managers and each of their subordinates. Or, if the compression is actually a disconnect between current pay within a range and time in the job (i.e., "newer" employees are earning too close to or more than more "senior" employees), a different analysis and likely set of recommendations will be warranted. *We want to make sure we solve the right issue*. *Particularly in unionized work environments, pay compression between supervisors and subordinates can be a significant issue.*

We will also review any employees whose current salary is above the recommended Maximum rate in the new structure(s) and provide policy options.

Pay Equity

We live at a time in the U.S. where demands for pay transparency and equitable salaries are at an all-time high. Our Pay Equity analysis will identify any individual wages and salaries that are risky for the City (if applicable), from a pay equity compliance standpoint. We will provide realistic and defensible remediation recommendations that will resolve any issues that we may find.

Phase Seven: Complete a Review with Recommendations of the Pay-for-Performance Program

Primarily, this phase includes a high level review of the City's merit pay/pay-for-performance program policies and practices to ensure the reward system (which consists of multiple components), meet optimal outcomes for successful pay-for-performance programs.

This phase constitutes several steps:

A. **Pay-for-Performance Working Sessions:** Conduct 2 virtual working sessions with the Project Team to understand the City's current program in terms of objectives, key policies, key administrative practices, and funding. Topics for the working sessions include:

1. The City will present an overview of the current Pay-for-Performance Program including a discussion of goals and objectives, key policy decisions, operational requirements and challenges, pay implications, governance considerations and other policy provisions and program funding
2. Identify strengths and challenges with the "current state" and desires the City has, generally or in specific areas, for program refinement.

B. **Review the Policies and Practices for Performance Management** (performance appraisal form, training, calibration, etc.) **and the Pay-for-Performance Program Itself** (program guidelines, governance, calibration, etc.) to determine the extent to which these key elements of the initiative are coordinated, reflect best practices in the industry, and are aligned with the City's program objectives.

This includes several considerations including:

- Review the pay structures in place to determine if elements are consistent with the City's objectives for rewarding performance contributions (for example, is the structure portion subject to a "step plan" versus the portion above the "top step"

appropriate given the strength of the "pay-for-performance" objectives, and the current level of actual base pay competitiveness)

- Funding levels and outcomes
- The ideal relative balance of funding for general or "across-the-board increases" and performance-based pay increases, etc.)
- The intents and outcomes of "choice" for rewards (base salary increase, additional time off, bonus payments) and consistency considerations
- The role of HR or other department in applying appropriate governance to ensure consistency of program administration and outcomes between departments; the level of training managers receive in both performance evaluation/management as well as allocating rewards; and the degree to which calibration as a consistency tool is applied in reviewing performance evaluations across departments

C. **Policy and Program Recommendations:** The analysis and evaluation steps will culminate in the recommendation of policy and practice revisions to support the City's pay-for-performance program objectives, and ensure best practice alignment around issues such as training, legal compliance, and plan governance. The recommendations will be incorporated into the project Final Report.

Phase Eight: Complete a Review with Recommendations of the City's Classification and Compensation Policies

Primarily, this phase includes a review of the City's needs and challenges with respect to the Plan and then providing best-in-class classification and compensation policies and practices that are suitable for the City's situation and objectives.

While the City did not request a formal Classification Plan review, because job classification is a key component of a compensation plan, we feel it important to look at job classification policies such as establishment of new classifications, handling reclassification requests, and of course pay policies that connect to classification decision (such as promotional pay policies).

We begin this phase with 1-2 virtual working sessions with the Project Team wherein we review each current policy, identify challenges with current policies and "missing "policies within a typical set of salary administration policies, and ensure we understand all issues identified by the Project Team.

Based on a review of the current classification and compensation policies, input from the ***Phase 3*** Department Director interviews and the Project Team working sessions, an analysis of market data collected in this study and best "contemporary" practices of similar employers, The Archer Company will make pay practice recommendations. Our intent will be to better align, as necessary, the City's classification and compensation policies and practices with competitive trends and best contemporary practices, in the following areas (at minimum):

- Administration of the classification plan
- Establishment of new classifications
- Reclassification requests/job changes
- New hire pay determination (based on job-related education and experience, market considerations, and current internal pay relationships)
- Cost of living increases
- Sign-on, hiring and retention bonuses
- Maintaining equitable pay and pay equity reviews
- Shift differentials
- On-call and call-in pay
- Overtime availability
- Pay-for-performance
- Pay "add-ons" for bilingual, special duty, certifications and degrees
- Pay for promotions, demotions, transfers
- Pay structure increase practices; pay increase budget practices
- Acting assignment/Interim pay/temporary assignments
- Managing base pay for employees at or near Range Maximum
- Overall, ensuring consistency with the City's Total Compensation Philosophy and Objectives

We will recommend changes which we believe will align the City's policies and practices with its operational, human resources and compensation goals and objectives.

The City will be able to incorporate our pay practices recommendations in its creation of appropriate pay policies and programs in these areas. Final language of new or revised policies will be determined by the City, using the City's preferences for such elements as language formality. Recommendations to better align the City's practices with the market as well as the City's Compensation Philosophy will be specifically identified.

Phase Nine: Develop a Compensation Plan Implementation Action Plan

In this phase we provide options for timing and expenditure levels that align with the City's compensation objectives and philosophy.

With the preceding objectives complete, The Archer Company will create a detailed, clear, and logical set of implementation recommendations. These will include but not be limited to the steps and costs necessary to move all employees onto the new structure or structures, ensure all employees are paid at their new Range Minimum, and then consider options for placement of employees into the new pay grades and ranges.

To support the costing of our recommendations, The Archer Company will collect current payroll and supplemental information. Each employee will be assigned to a job title, pay grade and salary range. We will work with the Project Team in order to complete the following tasks and deliverables:

A. **Working Session(s) to Finalize Implementation Steps:** We will conduct 1-2 virtual working sessions with the Project Team to discuss priorities, funding, and options for the implementation of the new pay structure(s).

B. **Recommend and Provide Costing Strategies Associated with Implementing the Updated Pay Plan:** (i.e., transitioning employees to the new pay plan and structure or structures). Implementation costs can be calculated using standard methodologies or customized to meet specific needs of the City's. *For example, costs can be spread over multiple years if necessary.* Emphasis is typically placed on resolving existing pay and compression issues in the most fair and equitable manner, taking into consideration financial constraints and the City's Compensation Philosophy.

C. **Provide Implementation Guidelines and Specific Tasks and Their Required Sequence:** In this phase, we explore alternatives with the City's regarding options (e.g., bring all employees to Range Minimum, stagger implementation based on tenure, etc.). We will prepare estimated costs for 2-3 options of the City's choosing.

These options may be based on different market positions under consideration, in which case our iterative Excel models will allow the Project Team to quickly see the cost impact based on different market positions (such as, *for examples*, 50th percentile versus 60th or other percentiles).

As part of the analysis and recommendations we will consider **current compa-ratio compared to target compa-ratio** based on time in job and if the City desires, other factors including performance and market demands. In this "gap analysis" we calculate, for each employee, the difference between current compa-ratio and "target" compa-ratio (based on length of time in job and perhaps other factors) and then roll up individual costs to understand total costs and options for achieving target compa-ratios over a period of time.

We will specifically integrate findings from the previous phase into implementation planning, so that, for example, the Project Team understands the financial implications of remediating areas and instances of pay inequities and compression that we may find.

If costs are extensive, we will work with the City to prioritize expenditures as needed and develop a specific implementation road map to ensure all implementation recommendations are included in the priority consistent with the City's specific challenges and needs.

Again, our implementation files are structured to be interactive, allowing Archer consultants and clients to see the immediate impact of multiple "What if?" scenarios, in considering implementation options.

Phase Ten: Draft and Final Reports; Creation of All Final Products Including Employee Communication Documents; Presentation of Final Report

Provide and present a draft and final report and present the report to the Finance/Personnel Committee of the Common Council, and the Common Council itself, in oral presentations (and other groups upon request). We plan to be on site for a full day for the presentations and can do other virtual presentations as the City may request.

Because of the importance of careful and complete education directed to leaders, and the impact of the study on employees within the affected group, we plan to partner with the Project Team to make sure the Final Report is sufficiently detailed and easy to understand.

Upon review of the report, we will work with the Project Team to determine if one implementation plan (from several "modeled") is to be put into the Final Report, or if the Project Team wishes several options to be documented in the Final Report.

In general, Final Report content will include but not be limited to:

1. Summary of all study methodologies and processes
2. Classification Plan Assessment findings and recommendations
3. Compensation Plan Assessment findings and recommendations
4. Custom Market Assessment results and recommendations (salaries, key pay practices and policies)
5. Recommended pay structure(s) that support the City's objectives
6. Pay grade assignment for each classification title
7. Results and recommendations around pay equity and pay compression
8. Implementation recommendations including individual pay adjustments and relative timing, based on the City's *priorities including results and recommendations to deal with pay compression issues. We can present one implementation option or summarize alternatives.*
9. Recommendations for maintaining the integrity and competitiveness of the Compensation Plan in the future

All feedback from the Project Team will be carefully considered, and appropriate changes will be made prior to submitting the report in final form. All reports will be available in hard copy and electronic formats.

The Archer Company will present the final results and recommendations and other key elements of our Final Report to the Finance/Personnel Committee of the Common Council and the Common Council as well. We will work with the Project Team to ensure the presentation will be optimally useful given the City protocols and preferences around length, depth, etc.

Finally, as a standard practice, The Archer Company provides copies of the survey results to all participants.

As part of this phase, we will organize all working papers, draft and final deliverables, Excel models and final job descriptions into a confidential shared drive, for full and unlimited use by approved City of De Pere personnel. We will meet all City requirements for form, format and delivery of all project documents.

Phase Eleven: Human Resources Training for System Utilization and Maintenance

As part of this proposal, the Archer Company will provide a half day virtual training session for Human Resources staff to support the City's need to successfully administer the new Compensation Plan and new policies and protocols.

Topics can be customized but generally cover job analysis and job evaluation (including our recommendations around using our Comprehensive Position Questionnaire for future job grading in the establishment of new jobs and reclassification of existing jobs), market assessment, integration of market data and internal evaluation scores to ensure plan effectiveness, internal equity analysis and compression monitoring, pay policy administration challenges, managing job changes, and annual decisions that are necessary to maintain the market competitiveness of the Compensation Plan (i.e., pay structure adjustments, pay increase budgeting).

Outsourcing Job Evaluation and Pay Grade Recommendations

Many Archer clients choose to *outsource* the evaluation and grade assignment of new and changed jobs to The Archer Company for two reasons:

1. Most clients do not evaluate enough jobs each year to maintain a high level of proficiency in job evaluation
2. Ease and convenience of outsourcing

We are happy to discuss this option if the City has interest in the outsourcing option.

Post- Study: One Year of Project Support (No Fee Required) and Ongoing Support Considerations

Provide job analysis, evaluation and grade recommendations as needed, and ad-hoc support (up to 20 additional hours) for the first year following issuance of the Final Report.

As part of our services and our commitment to the City's success in administering the new plan, we will provide up to 20 hours of support, at no additional fee, for a period of one (1) year following the issuance of the Final Report. These hours could be used to:

1. Analyze, evaluate and recommend a pay grade for new and substantially-changed positions
2. Any other use deemed necessary by the City, during the first year following project completion. This can include consultation on implementation, individual pay issues that might arise, FLSA questions, and anything that falls within the purview of the City's classification and compensation plan, and our recommendations.

Ongoing Support Beyond the First Year

After the 20 hours of free support are provided, we are available for a fee of $300 per job to evaluate and assign a pay grade to new and substantially-changed positions provided to us, and $375 if the City also requests a new job description. Or, as mentioned above, we can train the City's HR Team to independently evaluate and grade jobs.

Beyond ensuring new and changed jobs are properly assessed and graded, we provide an annual letter with budget recommendations for merit budgets and pay structure adjustments, cost of living budgets, and how to integrate these decisions and budgets, to each client, ***at no additional cost to our clients.*** For custom recommendations, or to perform ad-hoc consultant services needed in administering the compensation plan, ***we will hold our 2026 consulting fees at 2026 levels through the end of calendar year 2027.***

D. Proposed Project Timeline

We are providing a ***draft*** proposed timeline, by project week, capturing the eleven project phases. ***We are certainly open to discussing this timeframe with the City to ensure the City's needs are met.*** *The draft timeline* is certainly sufficient for a quality study and outcome.

As part of Week One activities, we will draft and agree on a final timeline and all key dates. At that point, the Archer will follow the project plan very closely, and we emphasize our strong commitment to careful and transparent project management. *There is rarely a surprise in the execution of an Archer study*. We can however be flexible should the City request extensions for deliverables review or any other reason.

Project Week(s)	Phases	Key Task

Weeks 1 and 2	1. Project Initiation and Kick-Off Meetings	• Week 1: Upon contract execution, Archer sends list of data and information required (employee census, compensation policies, classification plan, etc.)
		• Week 2: Archer on-site for Project Kick-Off Meeting (one day on-site)
		  ○ Group Meeting with Department Directors
		  ○ Up to three employee study and JDQ completion orientation sessions (more can be provided virtually)
		• City – Provides requested data and information by end of Week 2

Weeks 3, 4 and 5	2.Classification and Compensation Plan	• Two Archer-Company facilitated working sessions (Weeks 3-4)

	Current State Assessment	• Archer Company reviews classification and compensation plan and all key documents (Week 3) • Archer Company completes a Current State Assessment Report for Project Team (Week 5)
Weeks 3 –12	3. Job Analysis, Validation of Classification Plan, and Job Evaluation	• Preparation for CPQ distribution and process (Week 1) • Archer conducts virtual CPQ orientation sessions (See Phase One – Week 1 task)) • CPQ distribution, completion by employees (Weeks 2-4), management review (Weeks 5-6), City provides completed CPQs to Archer Portal (Week 7) • Archer Company analyzes all job descriptions, organizational charts and budget documents (Weeks 3-4) • Archer completes virtual Department Director interviews (Week 8) • Archer completes job evaluation, validation of job classifications, and ensuring minimum qualifications indicated in job descriptions align with CPQ information (Weeks 9-11) • Archer presents draft classification plan, class assignments and tentative pay grades (Week 11) • City reviews deliverables and provides feedback (Week 12) • Archer finalizes job evaluation and tentative pay grade assignments (pending market data) (Week 12)
Weeks 3 –12	4. Finalize and Execute a Custom Compensation Market Study Strategy (Culminating in a Market Competitiveness Report)	• Discuss and finalize market strategy including benchmark job selection, selection of peer organizations, use of appropriate private sector data, and questions on pay practices and policies (Weeks 3 and 4) • Archer creates draft custom compensation survey, contacts peers for participation, and makes final edits to launch survey process (Week 4 and 5) • Survey in field; Archer follows up and provides weekly updates on participation to Project Team (Weeks 6-8)

		• Archer Company compiles, cleans, organizes and creates market data report files (Weeks 9-10) • City reviews draft market reports and provides feedback (Week 11) • Archer finalizes Market Competitiveness Report, following up on data if requested (Weeks11 and 12)
Weeks 11 - 14	5. Pay Structure Development	• One to two virtual working sessions on pay structure development (Weeks 10) • Archer creates final structure(s) and assign each classification to grade and range (Week 12) • City reviews structure and associated recommendations (Week 13) • Based on City input, Archer Company finalizes pay structure and individual pay grade assignments for each job role (Week 14)
Weeks 9-15	6. Pay Equity, Pay Compression Diagnostic and Remediation Strategy Process	• City provides necessary employee-specific data (Week 9) • Archer conducts an exploratory virtual working session (Week 10) • Archer conducts pay equity analysis and identifies outliers, and compression analysis (Weeks 11-12) • Archer presents findings and discusses remediation strategies and recommendations, using new pay structure to anchor recommendations (Weeks 14 and 15)
Weeks 4-15	7. Complete a Review with Recommendations of the Pay-for-Performance Program	• Pay-for-Performance Virtual Working Sessions (Weeks 4 and 5) • Archer review of policies and practices, as well as outcomes (Weeks 8- 10) • Once market data is completed, Archer uses market information and program analysis/input/evaluation work to create recommendation report for enhancements, additions and modifications to the City's pay-for-performance program (Week 13)

		• City reviews report and provides feedback (Week 14) Archer finalizes report of findings and recommendations on pay-for-performance program (Week 15)
Weeks 3-5; 14-16	8. Complete Review with Recommendations on City's Classification and Compensation Policies	• Virtual working sessions for deep dive into policies inventory (current state), and identification of missing and/or insufficient policies (Weeks 3 – 5) • Once market data is completed, we will draft policy revisions, enhancements and create specific policy recommendations as needed to improve and enhance the Compensation Plan policies (Weeks 14-15) • Archer will present the policy recommendations for discussion (Week 15) Based on client input, Archer will finalize all policy recommendations (Week 16)
Weeks 16-19	9. Develop a Compensation Plan Implementation Action Plan	• Archer facilitates implementation planning working session (Week 16) • Archer creates 3 – 4 implementation options and associated costing, in per employee detail and roll-up report (dashboard) formats (Weeks 17-18) • Based on Project Team feedback, Archer refines options or focuses on refining chosen option, presenting final implementation recommendations (Week 19)
Weeks 13-22 (Provision of Preliminary Final Report); Creation of Final Report in Timeframe to be Discussed with City	10. Preparation and Presentation of Draft and Final Reports	• Archer drafts final report (Week 19-20) • City reviews and provides feedback to draft final report (Timeframe to be discussed to meet City's needs) and feedback on implementation options, resulting in the creation of a Final Report with City's chosen implementation option (or we can present multiple options for the City as part of the Final Report) (Week 20) • Archer creates Final Project Report (Week 21) • Archer on-site for a full day to present Final Report to Finance/Personnel Committee and to the Common Council (Starting Week 22 or on dates/times to fit City needs)

TBD – after study adoption	11. Human Resources Staff Training on the Utilization and Maintenance of the New Compensation Plan	• Archer works with Project Team to finalize agenda and content (Week 1 of 4 week phase) • Archer prepares content and readies Excel files for City's use (e.g., uploading into HRIS) (Weeks 2 and 3) • Archer conducts one half-day virtual training session(Week 4)

E. Support Needed from Human Resources

The Archer Company uses a turn-key approach that will limit the burden on the City's staff. The Archer Company expects to conduct all analyses independently, soliciting input and feedback from the Human Resources Director and Project Team on design and structure at critical points in the development of the pay plan. While we have designed the scope of work to minimize the burden on the City's staff, we welcome more direct involvement from Human Resources and the City's Management personnel if desired.

We have outlined the support that will be required, by project phase:

Phases	Support Needed from Human Resources Staff
1. Project Initiation and Kick-Off Meetings	• Provide data in Data Request form (census, pay plan information, policies, job descriptions, list of jobs with key fields (pay grade, FLSA, etc.), and a few other items • Provide available day/time options for initial extended meeting (working session) and options for a "set" project meeting (approximately 10 meetings to project completion) day and time • Agree to a set project plan and key dates
2. Compensation Plan Current State Assessment	• Attend two working sessions to provide feedback on the current Compensation and Classification Plan policies, processes, and input on what's working, what's not, etc. • Answer questions and provide any additional data we might request during our analysis of the "current state"
3. Job Analysis, Evaluation, Classification and Job Documentation	• Shephard the organization and submittal of all completed CPQs and Department Director Issue Forms to our shared project file (One Drive) • Schedule virtual Department Director interviews using scheduling templates provided by Archer Company

	• Review our recommended point factor evaluation results for internal equity purposes – are the jobs correctly stacked from lowest to highest grade? • As desired, gain input from department heads on Archer's evaluation and recommendations – to finalize job evaluation and job classification outcomes
4. Finalize and Execute a Total Compensation Market Study Strategy (Culminating in a Total Compensation Market Competitiveness Report)	• Approve final list of peer organizations for custom survey • Identification of pay practices areas for inquiry and providing information on the City pay practices, for comparison analysis • Approve job summaries for survey tool (using job descriptions in place at present) • Participate in working session(s) to finalize the Market Assessment Strategy • Approve survey instrument • Provide contacts if available for peer organizations selected for custom survey • Provide a completed survey for the City's information – on the City's behalf • Provide a letter from the City's "official" to accompany survey invitation • Review draft Market Competitiveness Report and provide feedback • Review market gap/variance analysis and provide feedback
5. Pay Structure(s) Development	• Participate in working sessions impacting pay structure design choices, and any subsequent meetings • Review and provided feedback for draft Pay Structure(s)
6. Pay Equity, Pay Compression Diagnostic and Remediation Strategy Process	• Participate in working session to discuss types of compression that may be at play presently • Provide per-employee detailed pay and job history data needed to complete a thorough pay equity review • Provide data needed to conduct compression analyses, which might include data on time in job, and/or total W-2 earnings per employee • Review analysis findings and remediation strategy recommendations; provide feedback
7. Complete a Review with Recommendations of the City's Pay-for-Performance Program	• Attending working sessions with Archer consultant • Provide 2-3 years of performance evaluation scores for each employee, performance management tool and training materials, 2-3 years of individual performance-based rewards

	(pay increases, bonus amounts, PTO awards) for each employee • Review Archer's draft report of findings and recommendations
8. Review with Recommendations City Classification and Compensation Policies	• Provide a timely inventory of all City Classification and Compensation Policy and Process documents • Attend working sessions where we dive deep into the policies that will be reviewed • Review and provide feedback on Archer Company's policy recommendations
9. Develop a Compensation Plan Implementation Action Plan	• Provide accurate and complete employee data necessary to provide implementation cost modeling (2-3 options) • Attend scheduled meetings and complete timely review of all deliverables • Communicate important elements for implementation including role of time in job, performance, variance from the market
10. Preparation and Presentation of Draft and Final Reports	• Review Preliminary Final Report • Review Final Report before delivery to the City Manager and City Council
11. Human Resources Staff Training on the Utilization and Maintenance of the New Compensation Plan	• Provide input and approve training agenda (Project Team) • Attend virtual training session (HR Staff)

Section 4. Work Samples

The following work samples have been provided. We note that each work example was authored or designed by the project's proposed Project Manager, Marianne Oyaas:

Exhibit 1: Partial Example of a Custom Benchmark Survey Market Report

Exhibit 2: Partial Example of a Custom Pay Practices Survey Questionnaire

Exhibit 3: Partial Example of a Custom Pay Practices Survey Market Report

Exhibit 4: Example Pay Plan Implementation Cost Dashboard

Exhibit 5: Example Compensation Final Report

Section 5. Cost of Services

A. Not-To-Exceed Costs

Based on the scope of work contained in this proposal, with a count of approximately 60 job classifications, we present the ***not-to-exceed*** cost proposal:

Project Phase:	Fees
1. Project Initiation and Kick-Off Meetings	$3,240
2. Compensation Plan Current State Assessment	$0
3. Job Analysis, Validation of Job Classification, Evaluation	$7,650
4. Finalize and Execute a Compensation Market Study Strategy (Culminating in a Market Competitiveness Report) – Including Base Compensation of Benchmark Jobs and Key Pay Practices/Policies	$7,875
5. Pay Structure Development	$4,000
6. Pay Equity, Pay Compression Diagnostic and Remediation Strategy Process	$0
7. Review with Recommendations of City's Pay-for-Performance Program	$1,000
8. Review with Recommendations for City's Classification and Compensation Policies	$3,200
9. Develop a Compensation Plan Implementation Action Plan	$3,420
10. Preparation and Presentation of Draft and Final Reports (separate meetings with Finance/Personnel Committee and Common Council)	$4,005
11. One Half-Day Virtual Human Resources Training on System Maintenance and Utilization	$0
Travel Expenses (lodging, meals, airfare, rental car/Uber):	$0 (two on-site days; one day for Kick-Off meetings and second day for Final Report Presentations
TOTAL:	**$34,390**

The Total Fee amount includes 20 hours of additional support, during the first year, at no additional charge. The City can use those hours as needed.

Should the City ask The Archer Company to provide additional work not covered in the RFP or our proposal, our 2026 hourly fees are:

- Project Director and Senior Consultant Rate - $160 per hour
- Project Specialist Rate - $85 per hour

B. Ongoing Plan Support

Year One – up to 20 hours of support – no charge

Year Two – Archer Company will honor 2026 hourly rates (above) through the end of 2027 for any additional compensation consulting work requested by the City (job evaluation and job descriptions are completed on a fixed fee basis):

Job Evaluations - $300 *

Job Evaluations with Job Descriptions - $375*

**After 20 hours of support has been completed at no charge*

Section 6. Other Assurances

The Archer Company affirms its commitments to all requirements as described in all language contained within the City's RFP.

In addition:

1. The Classification and Compensation System developed by The Archer Company will:
   A. Meet all legal requirements
   B. Be totally nondiscriminatory
   C. Provide for all federal, state and location requirements (including but not limited to the Americans with Disabilities Act, the Fair Labor Standards Act, Equal Employment Opportunity provisions)
   D. Be easy for City management to administer, maintain, explain and defend
   E. Easily scale, adapt and remain sustainable in the face of organizational changes and growth
   F. Be based on sound compensation principles in which internal and external equity are considered within the pay structure, as well as the concepts of equal pay for equal work, equal pay for similar work, and equal pay for comparable work
   G. Provide for new positions, as well as significantly-changed positions, to be incorporated into the compensation plan, as well as regular adjustments to maintain the plans' competitiveness
2. The City of De Pere will have full and complete use of any and all materials developed for the ability to update or change as needed including our proprietary job evaluation methodology and scoring materials.
3. All work provided by The Archer Company under contract with the City of De Pere shall belong exclusively to the City.

Exhibit One:

Partial Example of a Custom Benchmark Survey Detailed Market Report

TOWN OF XXX, NORTH CAROLINA

Pay Range Competitiveness Report - Average Variance by Department - 2024 Market Assessment

Compiled by the Archer Company
2/5/2025

Town rate is more than 20% below the Market Mean value
Town rate is more than 10% below the Market Mean value
Town rate is more than 10% above the Market Mean value

- Indexes (columns F, I and M) within a range of -10% to 10% are considered within a "competitive range"

Overall:		-13%		-14%				-15%	
	PAY RANGE MINIMUM			PAY RANGE MIDPOINT				PAY RANGE MAXIMUM	
Job Title	Current	Market Mean	% Difference from Market Mean	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean
Communications & Engagement Director	$90,555	$103,433	-12%	$115,431	$138,663	-17%	17	$140,306	$173,396	-19%
Communications & Engagement Specialist	$48,023	$58,206	-17%	$61,215	$74,947	-18%	18	$74,407	$92,483	-20%
Overall			-19%			-23%				-25%
Economic Development Director	$90,555	$112,218	-19%	$115,431	$149,330	-23%	13	$140,306	$188,162	-25%
Overall			**-9%**			-11%				-12%
Finance Director	$99,837	$121,563	-18%	$127,262	$160,226	-21%	21	$154,688	$198,639	-22%
Payroll & Benefits Coordinator	$52,946	$55,351	-4%	$67,490	$70,883	-5%	19	$82,034	$87,211	-6%
Procurement Coordinator	$61,291	$65,063	-6%	$78,128	$84,170	-7%	15	$94,965	$103,682	-8%
Overall			-22%			-24%				-25%
Battalion Chief	$61,291	$84,077	-27%	$78,128	$108,657	-28%	12	$94,965	$134,107	-29%
Deputy Fire Chief	$78,225	$101,446	-23%	$99,713	$135,021	-26%	13	$121,202	$169,987	-29%
Fire Captain	$55,593	$73,369	-24%	$70,864	$94,126	-25%	14	$86,136	$115,843	-26%

TOWN OF XXX, NORTH CAROLINA

Pay Range Competitiveness Report - Average Variance by Department - 2024 Market Assessment

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2/5/2025

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Overall:		-13%			-14%				-15%
	PAY RANGE MINIMUM			PAY RANGE MIDPOINT				PAY RANGE MAXIMUM		
Job Title	**Current**	**Market Mean**	**% Difference from Market Mean**	**Current**	**Market Mean**	**% Difference from Market Mean**	**Number of Responses**	**Current**	**Market Mean**	**% Difference from Market Mean**
Fire Chief	$99,837	$127,487	-22%	$127,262	$170,741	-25%	14	$154,688	$210,812	-27%
Fire Driver Operator	$50,425	$61,553	-18%	$64,276	$78,985	-19%	14	$78,128	$97,210	-20%
Fire Marshal	$67,574	$82,412	-18%	$86,136	$106,409	-19%	13	$104,699	$131,617	-20%
Firefighter/Relief Driver	$43,559	$55,867	-22%	$55,524	$72,075	-23%	13	$67,490	$89,087	-24%
Overall			**4%**			**3%**				**1%**
Administrative Assistant	$43,559	$42,044	4%	$55,524	$54,065	3%	20	$67,490	$66,643	1%
Overall			-15%			-17%				-18%
Human Resources Analyst	$58,373	$66,578	-12%	$74,408	$85,667	-13%	17	$90,443	$105,790	-15%
Human Resources Director	$95,083	$114,893	-17%	$121,202	$151,445	-20%	21	$147,322	$189,445	-22%
Overall			-22%			-23%				-24%
IT Operations Manager	$67,574	$93,237	-28%	$86,136	$120,261	-28%	15	$104,699	$148,252	-29%
IT Systems Administrator	$64,356	$77,365	-17%	$82,034	$98,942	-17%	19	$99,713	$121,691	-18%

TOWN OF XXX, NORTH CAROLINA

Pay Range Competitiveness Report - Average Variance by Department - 2024 Market Assessment

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Overall:	-13%			-14%				-15%		
	PAY RANGE MINIMUM			PAY RANGE MIDPOINT				PAY RANGE MAXIMUM		
Job Title	Current	Market Mean	% Difference from Market Mean	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean
Overall			-12%			-12%				-14%
Code Enforcement Officer 1	$45,737	$52,981	-14%	$58,300	$68,081	-14%	18	$70,864	$83,959	-16%
Code Enforcement Supervisor	$70,952	$73,244	-3%	$90,443	$84,943	6%	12	$109,934	$115,899	-5%
Deputy Planning Director	$78,225	$92,065	-15%	$99,713	$123,373	-19%	10	$121,202	$155,104	-22%
Environmental Planner	$61,291	$68,145	-10%	$78,128	$88,296	-12%	6	$94,965	$109,075	-13%
GIS Administrator	$64,356	$79,982	-20%	$82,034	$102,786	-20%	12	$99,713	$125,999	-21%
GIS Technician	$48,023	$55,568	-14%	$61,215	$71,400	-14%	14	$74,407	$88,094	-16%
Permit Technician	$39,510	$44,491	-11%	$50,362	$57,035	-12%	19	$61,215	$70,212	-13%
Planner	$58,373	$61,713	-5%	$74,408	$79,150	-6%	19	$90,443	$97,409	-7%
Planning Administrator	$74,500	$88,723	-16%	$94,965	$114,125	-17%	10	$115,430	$140,259	-18%
Planning Director	$99,837	$113,080	-12%	$127,262	$149,883	-15%	19	$154,688	$186,807	-17%
Transportation Planner	$61,291	$67,771	-10%	$78,128	$85,399	-9%	8	$94,965	$103,488	-8%

TOWN OF XXX, NORTH CAROLINA

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Overall:	-13%			-14%				-15%		
	PAY RANGE MINIMUM			PAY RANGE MIDPOINT				PAY RANGE MAXIMUM		
Job Title	Current	Market Mean	% Difference from Market Mean	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean
Overall			-12%			-13%				-13%
Administrative Assistant	$43,559	$42,044	4%	$55,524	$54,065	3%	20	$67,490	$66,643	1%
Police Chief	$104,829	$126,103	-17%	$133,625	$170,716	-22%	19	$162,422	$206,010	-21%
Police Lieutenant	$67,574	$83,088	-19%	$86,136	$104,345	-17%	18	$104,699	$126,995	-18%
Police Officer 1	$52,946	$59,241	-11%	$67,490	$74,287	-9%	19	$82,034	$90,337	-9%
Police Sergeant	$61,291	$75,021	-18%	$78,128	$94,532	-17%	19	$94,965	$115,131	-18%
Overall			**-10%**			-11%				-12%
Administrative Assistant	$43,559	$42,044	4%	$55,524	$54,065	3%	20	$67,490	$66,643	1%
Building Maintenance Specialist	$43,559	$47,818	-9%	$55,524	$61,283	-9%	18	$67,490	$75,309	-10%
Capital Projects Manager	$67,574	$80,387	-16%	$86,136	$103,951	-17%	16	$104,699	$128,111	-18%
Engineer 1	$58,373	$68,549	-15%	$74,408	$86,543	-14%	9	$90,443	$105,732	-14%
Engineering Inspector	$55,593	$60,783	-9%	$70,864	$77,996	-9%	17	$86,136	$95,927	-10%

TOWN OF XXX, NORTH CAROLINA

Pay Range Competitiveness Report - Average Variance by Department - 2024 Market Assessment

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2/5/2025

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Overall:	-13%			-14%				-15%		
	PAY RANGE MINIMUM			PAY RANGE MIDPOINT				PAY RANGE MAXIMUM		
Job Title	Current	Market Mean	% Difference from Market Mean	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean
Maintenance/Construction Worker 1	$35,836	$40,338	-11%	$45,679	$51,982	-12%	19	$55,525	$64,147	-13%
Public Works Director	$104,829	$118,889	-12%	$133,625	$158,713	-16%	18	$162,422	$194,999	-17%
Solid Waste Equipment Operator 1	$34,129	$42,268	-19%	$43,504	$54,284	-20%	12	$52,880	$66,802	-21%
Solid Waste Equipment Operator 3	$41,484	$47,460	-13%	$52,880	$60,741	-13%	14	$64,276	$74,772	-14%
Solid Waste Supervisor	$58,373	$60,168	-3%	$74,408	$77,348	-4%	15	$90,443	$95,063	-5%
Stormwater Utility Manager	$70,952	$78,255	-9%	$90,443	$101,242	-11%	14	$109,934	$125,062	-12%

Exhibit Two:

Partial Example of a Custom Pay Practices Questionnaire

EXAMPLE

XYZ County
2025 Pay Practices and Benefits Survey

About this survey:

- To complete the form electronically, use the tab key or your mouse to move through the document and select the appropriate field. Type your information into the spaces provided; to select a check box, use your space bar or your mouse. The fields will expand as you enter your responses.
- Please complete the questions with information specific to your organization.
- Responses are due by _____

Who should we contact regarding the data collected in this survey?

Organization:	Name:	Email:
City/State	Title:	Phone:

GENERAL INFORMATION

1. Number of employees in your organization: Full-time:_____ Part-time / Seasonal:_____
2. What is your **annual** operating budget for ***all*** funds? _____

PAY STRUCTURE, PRACTICES, AND POLICIES

3. Please choose the answer below that best describes your pay structure (if you have multiple structures, please answer for the structure covering the largest number of employees):

   ☐ Pay ranges are divided into "step" amounts, i.e., a "step" plan.
   ☐ Open ranges (i.e., Range Minimum, Midpoint and Maximum)
   ☐ Pay ranges are divided into "steps" for the lower half of the range, and open ranges are used for the upper half of the range (i.e., a "hybrid" plan).
   ☐ Other (please specify): _____

4. How often do you adjust your pay structure(s)?

   ☐ Annually
   ☐ Every other year
   ☐ Every 3rd year
   ☐ No defined schedule
   ☐ Other (please specify): _____

Please go to next page

5. What index or data source does your organization use to determine the pay structure amount? We are referring to the amount the *pay ranges themselves* are adjusted periodically (Check all that apply):

- ☐ Consumer Price Index (CPI)
- ☐ Employer Cost Index (ECI)
- ☐ Same amount as the COLA or Across-the-Board increase given to employees in the same year.
- ☐ We use World at Work, Conference Board, Mercer, or other major Compensation Consulting Firm Survey Results on Pay Structure Movement Trends
- ☐ Other (please specify):

6. Do you allow new employees to start at a wage or salary amount higher than the Salary Range Minimum?
   Yes ☐ No ☐

   If "yes," how is starting salary determined? ____

7. Please check the answer that best describes your organization's "pay" policy for hours worked above the normal workweek for **FLSA-exempt professional, supervisory, and managerial** roles:

- ☐ As exempt positions, incumbents are expected to work the necessary hours required. There is no extra compensation, time off, or any specific renumeration of any type for hours above the normal workweek.
- ☐ We provide "compensatory" time at the rate of one (1) hour for each hour worked above the standard workweek.
- ☐ We provide "compensatory" time at the rate of 1.5 hours for each hour worked above the standard workweek.
- ☐ We allow employees to flex time during the current pay period, or the one immediately following, when hours worked are above the standard workweek.
- ☐ We provide pay at the rate of one (1) hour for each hour worked above the standard workweek.
- ☐ We provide pay at the rate of 1.5 hours for each hour worked above the standard workweek.
- ☐ We provide additional time off for exempt supervisory and management positions in the form of additional vacation days, personal days, and/or PTO days.
- ☐ Other (please specify) ____

8. If your organization offers shift differential pay for evenings, nights and/or weekends, please provide the following information:

SHIFT DIFFERENTIAL	
What positions are eligible for shift differentials?	____
Evening Shift Differential Amount (enter N/A if this doesn't apply):	____
Night Shift Differential Amount (enter N/A if this doesn't apply):	____
Weekend Shift Differential Amount (enter N/A if this doesn't apply):	____
Please provide any additional information appropriate to describe your shift differential program:	____

Please proceed to the next page

9. If your organization offers a bilingual pay program, please provide the following information:

BILINGUAL PAY	
What positions are eligible for bilingual pay:	
What type of remuneration is provided (e.g., lump sum amount, increase to hourly rate, additional time off):	
What languages are included in the bilingual pay program?	
Please describe any type of proficiency testing required for the bilingual pay program:	

10. Please provide information about compensation and time off accrual practices for employees working different ANNUAL hours. Example: You have some employees in your organization that work 2080 annual hours (40 per week) and some that work 1950 hours (37.5 per week). Please choose the option that best describes your compensation practice in this situation.

- ☐ N/A – we do not have multiple weekly/annual hours schedules.
- ☐ Employees that work different weekly/annual schedules are paid the same HOURLY RATE, but would receive DIFFERENT ANNUAL EARNINGS
- ☐ Employees that work different weekly/annual schedules are paid DIFFERENT HOURLY RATES, in order to receive the SAME ANNUAL EARNINGS
- ☐ Other option (please describe): _____

11. Do you offer bonuses for any of the following? If so, please indicate the payment type:

Type of Bonus	Yes/No	% of Base Pay or Lump Sum?	Amount
Hiring			
Retention			
Referral			
High Performer			
Incentive based on performance on organizational goals or metrics			
Incentive based on performance on departmental goals or metrics			
Incentive based on performance on individual goals or metrics			

Please proceed to the next page

12. Does your organization offer monetary recognition for longevity/years of service? Yes ☐ No ☐
If yes, please indicate, for each level of Years of Service, how the longevity is rewarded:

	Bonus Payment		Base Salary Increase	
Years of Service	Bonus Amount ($)	Bonus Amount (%)	Base Increase Amount ($)	Base Increase Amount (%)
After 5 Years of Service				
After 10 Years of Service				
After 15 Years of Service				
After 20 Years of Service				
After 25 Years of Service				
After 30 Years of Service				

13. If your organization offers on-call or "stand-by" pay and/or "call-in" pay, please provide the following information:
Definition: "On-call" or "stand-by" pay is payment for designated periods when employees are not working but must remain available to work with little or no notice. "Call-in" pay refers to any payment for coming into work during an "on-call "period:

ON-CALL/STAND-BY/CALL-IN PAY	
What departments/positions are eligible for on-call/call-in pay?	
On-Call: What type of compensation is provided (e.g., lump sum amount, regular hourly rate, additional time off):	
On-Call: If the pay is in the form of an hourly rate, please describe the amount (e.g., regular hourly rate, reduced hourly rate, overtime hourly rate):	
Call-In Pay: If an on-call employee is called in to work, are they offered additional compensation? (Yes or No)	
Call-In Pay: If employees called in are offered additional compensation, please describe the amount (e.g., lump sum amount, regular hourly rate, overtime hourly rate, additional time off):	
Please provide any additional information appropriate to describe your on-call/call-in pay program:	

OTHER POLICIES

14. a. Does your organization have a policy for compensating positions that are either highly specialized, hard to fill, or simply in demand? Yes ☐ No ☐

b. If "Yes," please indicate which actions you take to recruit and retain employees in these positions in the following categories:

Action	Non-Exempt		Exempt- Individual Contributor		Manager/Supervisor	
Salaries targeted higher in pay grade	Yes ☐	No ☐	Yes ☐	No ☐	Yes ☐	No ☐
Special Pay Grade Structure Defined	Yes ☐	No ☐	Yes ☐	No ☐	Yes ☐	No ☐
Skill Premium Paid in Addition to Base Pay	Yes ☐	No ☐	Yes ☐	No ☐	Yes ☐	No ☐
Hire On Bonus Paid	Yes ☐	No ☐	Yes ☐	No ☐	Yes ☐	No ☐
Retention Bonus Paid	Yes ☐	No ☐	Yes ☐	No ☐	Yes ☐	No ☐
Other (please specify)						

15. How do you balance competitive compensation with budgeting constraints and funding limitations? _____

16. Do you have a formal salary administration policy for reclassifications (situations where jobs change suddenly or gradually)? Yes ☐ No ☐

    If "Yes," what is the typical increase or range of possible increases you give to employees whose jobs are reclassified?

Reclassification Type	Percentage	Percentage Range
One Grade Increase		
Two or More Grade Increase		

HEALTH AND RELATED INSURANCE

17. Please provide the following information regarding the **MOST POPULATED** health insurance plan you offer:

    Plan Type:

    ☐ HMO – Health Maintenance Organization
    ☐ PPO – Preferred Provider Organization
    ☐ CDHP/HDHP – Consumer Driven/High Deductible
    ☐ POS – Point-of-Service

18. For the **MOST POPULATED** plan, as indicated above, please provide the following information:

MOST POPULATED HEALTH INSURANCE PLAN			
Plan Provider:	**Employer Contribution to Monthly Premium ($)**	**Employee Contribution to Monthly Premium ($)**	**Maximum Annual Out-of-Pocket**
Employee Only			
Employee + Spouse			
Employee + Child			
Employee + Family			

19. If you offer a high deductible plan, please indicate the **employer annual $ contribution** amount to a Health Savings Account (HSA) or Health Reimbursement Account (HRA) for each category. If your organization does not contribute to an HSA or HRA, enter "N/A."

    Employee Only: $_____ Employee + Spouse: $_____
    Employee + Child: $_____ Employee + Family: $_____

20. If the medical plans listed above do not include prescription drug coverage, please provide the following on the **MOST POPULATED** Prescription Drug Plan:

    Check if Prescription Coverage is NOT a separate plan and move to the next question. ☐

    Prescription Drug Plan Name: _____

MOST POPULATED PRESCRIPTION DRUG PLAN				
Coverage Type	**Employer Contribution to Monthly Premium ($)**	**Employee Contribution to Monthly Premium ($)**	**Co-Pay ($)**	**Annual Deductible ($)**
Employee Only				
Family				

Please go to next page

21. If the medical plans listed above do not include dental coverage, please provide the following on the **MOST POPULATED** Dental Plan:

    Check if Dental Coverage is NOT a separate plan and move to the next question. ☐

    Dental Plan Name: _____

MOST POPULATED DENTAL PLAN			
Coverage Type	**Employer Contribution to Monthly Premium ($)**	**Employee Contribution to Monthly Premium ($)**	**Maximum *annual* benefit *per covered member* ($)**
Employee Only			
Family			

22. If the medical plans listed above do not include vision coverage, please provide the following on the **MOST POPULATED** Vision Plan:

    Check if Vision Coverage is NOT a separate plan and move to the next question. ☐

    Vision Plan Name: _____

MOST POPULATED VISION PLAN		
Coverage Type	**Employer Contribution to Monthly Premium ($)**	**Employee Contribution to Monthly Premium ($)**
Employee Only		
Family		

23. If medical, prescription, dental and vision benefits differ for employee groups, please identify those differences: _____

SHORT-TERM DISABILITY INSURANCE

24. Does your organization provide Short Term Disability Insurance? ☐ Yes ☐ No
    If "Yes," please provide the following information:

SHORT TERM DISABILITY		
Employer Contribution to Monthly Premium ($)	**Employee Contribution to Monthly Premium ($)**	**Maximum number of weeks of coverage**

LONG-TERM DISABILITY INSURANCE

25. Does your organization provide Long-Term Disability Insurance? ☐ Yes ☐ No
    If "Yes," please provide the following information:

LONG TERM DISABILITY		
Employer Contribution to Monthly Premium ($)	**Employee Contribution to Monthly Premium ($)**	**Maximum number of weeks of coverage**

Please go to the next page.

BASIC LIFE INSURANCE

26. Does your organization provide Basic Life Insurance? ☐ Yes ☐ No
    If "Yes," please provide the following information:

BASIC LIFE INSURANCE		
Employer Contribution to Monthly Premium ($)	Employee Contribution to Monthly Premium ($)	What is the benefit amount (e.g., 2x annual salary)

RETIREMENT/DEFERRED SAVINGS PLANS

27. Please provide the following information regarding your Defined Contribution retirement plan (e.g., 401(a), 403(b), including the contribution rate for both the employer and the employee. If the employer contribution is a "match," indicate the *maximum or limit* on the match.
    a. Check if you do ***not*** offer a Defined Contribution Plan and move to the next question. ☐
    b. If you do offer a Defined Contribution Plan, please provide the following:

DEFINED CONTRIBUTION PLAN		
Plan Name:	Percent of Pay (%)	Dollar Amount ($)
Employer Contribution - % of pay or $ (Not included in the maximum match below)		
Maximum Employer Match of Employee Contributions - % of pay or $ (not included in the employer contribution above)		
Required Employee Contribution - % of pay or $		
Voluntary Employee Contribution Maximum - % of pay or $		

28. Please provide the following information regarding your Deferred Compensation/457 plans, including the contribution rate for both the employer and employee. If the employer contribution is a "match," indicate the maximum or limit on the match.
    a. Check if you do ***not*** offer a Deferred Compensation/457 Plan and move to the next question. ☐
    b. If you do offer a Deferred Compensation/457 Plan, please provide the following:

DEFEERED COMPENSATION/457 PLAN		
Plan Name:	Percent of Pay (%)	Dollar Amount ($)
Employer Contribution - % of pay or $ (Not included in the maximum match below)		
Maximum Employer Match of Employee Contributions - % of pay or $ (not included in the employer contribution above)		
Required Employee Contribution - % of pay or $		
Voluntary Employee Contribution Maximum - % of pay or $		

VACATION, SICK TIME, HOLIDAYS, AND OTHER LEAVE

29. Please indicate the number of accrued **days per year** for Vacation, Sick and Personal days for the following years of service.

Definition of Personal Days: Personal Days may be used for a paid or unpaid day of leave from work for reasons other than illness or vacation, taken at the employee's discretion.

Completed Years of Service	Vacation Days Accrued Per Year	Sick Days Accrued Per Year	Personal Days Accrued Per Year
<1 (As of Date of Hire)			
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
21			
22			
23			
24			
25			
25+			

30. When are vacation, sick and personal days accrued (bi-weekly, monthly, annually, etc.)? _____

Please go to next page

31. Please indicate which holidays are observed by your organization, by choosing "Yes" or "No" for each.

New Year's Day	Yes ☐	No ☐
Martin Luther King, Jr.'s Birthday	Yes ☐	No ☐
Presidents' Day	Yes ☐	No ☐
Good Friday	Yes ☐	No ☐
Memorial Day	Yes ☐	No ☐
Juneteenth National Independence Day	Yes ☐	No ☐
Independence Day	Yes ☐	No ☐
Labor Day	Yes ☐	No ☐
Columbus Day (also observed as Indigenous Peoples Day)	Yes ☐	No ☐
Election Day	Yes ☐	No ☐
Veterans Day	Yes ☐	No ☐
Thanksgiving Day	Yes ☐	No ☐
The Day After Thanksgiving	Yes ☐	No ☐
Christmas Eve	Yes ☐	No ☐
Christmas Day	Yes ☐	No ☐
New Year's Eve	Yes ☐	No ☐

32. How many floating holidays do employees receive each year (in addition to paid holidays, vacation, and sick leave; please include any additional days around Christmas Eve or Christmas Day in this number)? _____

OTHER BENEFITS

33. Please choose any of the following benefits your organization offers to employees. Choose all that apply.

- ☐ Retiree Health Insurance
- ☐ Tuition Reimbursement
- ☐ Paid Parental Leave or Paid Family Leave
- ☐ Paid Caregiver Leave
- ☐ Service Level Benefit (Longevity Pay)
- ☐ Employee Assistance Program
- ☐ Remote Work Policy
- ☐ Flexible Scheduling (e.g., 4 – 10-hour days, alternate start, and end times etc.)
- ☐ Sabbatical Leave
- ☐ Catastrophic Leave/Leave Donation

34. Does your organization pay for CDL training? Yes ☐ No ☐
If yes, does your organization have a policy or clause regarding employees reimbursing your organization at a pro-rated rate upon separation (e.g., separation under 8 months – 100% refunded to organization; 9-16 months - 66% refunded to organization, etc.? Yes ☐ No ☐

35. Please describe any benefits that are meant to support employee wellness activities (e.g., wellness benefits, gym memberships, etc.): _____

36. Please describe any unique benefits offered by your organization that employees particularly enjoy (Examples might include: pet insurance, legal services, financial planning assistance, lifestyle reimbursement account, vacation buy-back program, ability to forfeit insurance coverage for higher salary, etc.) _____

37. Additional Comments:_____

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY. XYZ COUNTY IS GREATFUL FOR YOUR EFFORTS, AND WE LOOK FORWARD TO SENDING YOU A FULL PARTICIPANT REPORT EARLY THIS SUMMER.

Save your responses and send them to amylee@archercompany.com by INSERT DATE

Exhibit Three:

Partial Example of a Pay Practices Market Survey Findings Report

City of XYZ

Select Pay Practices and Benefits Custom Survey

Detailed Report of Responses and Archer Company Observations

5/26/2025

Table 1. Organization Information

1. Number of employees in your organization:
2. What is your annual operating budget for all funds?

Peer	# of Full Time Employees	# of Part Time/Seasonal Employees	Annual Budget - Full
City of Appleton	594	867	$199,794,319
City of Beloit	350	170	$116,954,839
City of Eau Claire	515	600	$190,288,829
City of Green Bay	856	945	$139,399,937
City of Janesville	461	206	$133,373,786
City of Kenosha	822	370	$104,745,943
City of Manitowoc	251	175	$71,618,777
City of Oshkosh	457	61	$953,692
City of Sheboygan	382	51	$108,800,000
City of Wausau	360	50	$46,030,541
City of Wauwatosa	418	297	$79,635,637
City of West Bend	226	160	$50,000,000
Market Average	**474**	**329**	**$103,466,358**
City of XYZ	**300**	**100**	**$173,296,267**

Data Effective Date: 4/9/2025

Footnotes: City of Janesville - amount includes internal service funds
City of Kenosha - FT is the # budgeted; current number of ees is 775
City of Wauwatosa - 235 of the 297 PT/Seasonal are Poll Workers

Table 2. Pay Structure

Please choose the answer below that best describes your pay structure (if you have multiple structures, please answer for the structure covering the largest number of employees)

Peer	Ranges Divided into Steps	Open Ranges	Steps - Lower Half Open Ranges - Upper Half	Other
City of Appleton		X		
City of Beloit		X		
City of Eau Claire	X			
City of Green Bay			X	
City of Janesville		X		
City of Kenosha	X			
City of Manitowoc		X		
City of Oshkosh	X			
City of Sheboygan	X			
City of Wausau	X			
City of Wauwatosa	X			
City of West Bend		X		
Number:	**6**	**5**	**1**	**0**
City of XYZ	**X**			

Data Effective Date: 4/9/2025

Notes:
Slightly more than one half of respondents use step-based plan, as is the practice at the City of XYZ. This "split" in practice, in our experience, is fairly consistent across city and county local government organizations. We tend to see "step plans" in non-represented groups more often when there is one or more union also within the organization.

Table 3. Pay Structure Adjustment Frequency

4. How often do you adjust your pay structure?

Peer	Annually	Every Other Year	Every Third Year	No Schedule	Other
City of Appleton	X				
City of Beloit	X				
City of Eau Claire	X				
City of Green Bay	X				
City of Janesville	X				X
City of Kenosha	X				
City of Manitowoc	X				
City of Oshkosh	X				
City of Sheboygan	X				
City of Wausau	X				
City of Wauwatosa	X				
City of West Bend	X				
Number:	**12**	**0**	**0**	**0**	**1**
City of XYZ	**X**				

Data Effective Date: 4/9/2025

Footnotes: City of Janesville - COLA annually, comp study every 5 years

Notes:
Virtually all organizations adjust their pay structures annually.

Table 4. Pay Structure Adjustment - Data Source

5. What index or data source does your organization use to determine the pay structure amount? We are referring to the amount the pay ranges themselves are adjusted periodically (Check all that apply):

Peer	Consumer Price Index (CPI)	Employer Cost Index (ECI)	COLA or Across the Board Increase	World at Work, Other Major Survey, or Compensation Consulting Firm	Other	Notes
City of Appleton					X	
City of Beloit			X			
City of Eau Claire			X			
City of Green Bay			X			
City of Janesville				X		
City of Kenosha					X	Based on available budget funds for non- represented. Union employees is based on comps and available funds
City of Manitowoc			X			
City of Oshkosh			X			
City of Sheboygan			X			
City of Wausau			X			
City of Wauwatosa			X			
City of West Bend			X			
Number:	**0**	**0**	**9**	**1**	**2**	
City of XYZ			**X**			

Data Effective Date: 4/9/2025

Footnotes:

Notes: Open ranges are in place at Appleton, Beloit, Janesville, Manitowoc and the City of West Bend. We note that in these cities, all but Janesville apply the same percentage to the structure as they provide to employees in the form of a COLA/ATB increase. This is a potential concern as it means that employees are not moving within their pay ranges over time. At XYZ, the combination of step increases and across-the-board increases prevent that issue as long as the City fairly routinely funds both type of increases.

Table 5. Starting Wage Above Minimum

6. Do you allow new employees to start at a wage or salary amount higher than the Salary Range Minimum? If "yes," how is starting salary determined?

Peer	Yes	No	Salary Determination
City of Appleton	X		Entrance pay rate shall be within 60% of the minimum of the pay range.
City of Beloit	X		For Union positions - salary determined by Labor Agreement. For non-represented positions - new employees with minimal experience will generally earn the range minimum. can be offered a starting salary between the minimum and mid-point of the range according to Class & Comp plan as discussed and agreed upon by the hiring supervisor and the Human Resources Department.
City of Eau Claire	X		Typically Step 1 is offered and may negotiate a higher step based on experience of individual and also factor in where current employees are on the scale.
City of Green Bay	X		We may start a new employee higher than the minimum for their position if it can be justified based on experience
City of Janesville	X		Dependent on position and experience/qualifications at time of hire
City of Kenosha	X		Based on budget for position, equity within department and experience of candidate
City of Manitowoc	X		Based on experience and skills
City of Oshkosh	X		Based on years of experience, education, verifications, and any relevant skills that might put them in a higher pay range.
City of Sheboygan	X		No higher than midpoint unless approved by City Administrator
City of Wausau	X		experience
City of Wauwatosa	X		Based on internal equity review & the incoming new employee's experience.
City of West Bend	X		Department Head, HR Director and Administrator - Experience of the candidate. Maximum we can start an employee is Market rate (mid). Anything higher has to be approved by Council.
Number:	**12**	**0**	
City of XYZ	**X**		**Knowledge, skills & abilities**

Data Effective Date: 4/9/2025

Footnotes:

Notes:
All of the City's peers have a provision for bringing in new employees above the Range Minimum. The common denominators, in terms of rationale, are experience and education, relevant skills, and in many cases an analysis of the pay of current employees within the same job title. Some responses also indicate that pay offers up to Midpoint can be considered, depending on these factors and considerations.

Table 6. Overtime Policy for Exempt Employees

7. Please check the answer that best describes your organization's "pay" policy for hours worked above the normal workweek for FLSA-exempt professional, supervisory, and

Peer	None	Comp Time - 1 hour accrued for 1 hour worked	Comp Time - 1.5 hours accrued for 1 hour worked	Flex Time	Pay - 1 hour additional pay for 1 hour worked	Pay - 1.5 hours additional pay for 1 hour worked	Additional Vacation/Personal /PTO	Other	Notes
City of Appleton	X								
City of Beloit	X								
City of Eau Claire								X	Managers and above typically do not receive extra pay or comp time. Front-line supervisors are allowed comp/OT at 1.5 in circumstances outside the typical day.
City of Green Bay		X		X					
City of Janesville				X			X		
City of Kenosha								X	Excluding dept heads, we provide 1.5 comp time after 40 hours and 2x for Sundays and holidays (not part of regular schedule) for department related work up to 80 hours. For outside department work, employees are compensated at their rate of pay @ 1.5 or 2x. Departments who budget for cash overtime, exempt employees are paid cash OT after 80 hours of earned comp time
City of Manitowoc	X								
City of Oshkosh	X			X					
City of Sheboygan	X								
City of Wausau				X					
City of Wauwatosa				X					
City of West Bend	X						X		
Number:	**6**	**1**	**0**	**5**	**0**	**0**	**2**	**2**	
City of XYZ				**X**					

Data Effective Date: 4/9/2025

Footnotes:

Notes:
Nearly 50% of the cities allow "flex time", as does the City of XYZ. Fifty percent (50%) of the peers have no policy or provision for "compensating" exempt employees for hours above their regular schedule. For those organizations that do offer compensation, the most prevalent practice is flex time, with nearly fifty percent (50%) of the peers offering one or more other plans or programs without any other strong prevalent practice or policy.

Table 7. Shift Differentials

8. If your organization offers shift differential pay for evenings, nights and/or weekends, please provide the following information:

Peer	Eligible Positions	Evening	Night	Weekend
City of Appleton	non-exempt employees regularly scheduled for a 2nd or 3rd shift	$0.50/hr	$0.50/hr	Double time for Sunday shifts
City of Beloit	Non-represented (Sundays); Public Works- 3rd shift (winter only)		$4.00/hr	
City of Beloit	Police Department non-sworn 2nd and 3rd shift	$0.20/hr	$0.30/hr	Non-rep Sundays- 2x regular rate
City of Eau Claire	Custodians	$0.30/hr	$0.30/hr	
City of Eau Claire	Police Command	$0.15/hr	$0.50/hr	
City of Green Bay	Cleaners, Custodians, Building Services Coordinator, Operator 1 & 2, Records Clerk, Office Clerk, Evidence Tech, Admin Clerk, Dispatcher	$0.30/hr	$0.50/hr	$1.50/hr
City of Janesville				
City of Kenosha	Mechanics in winter			
City of Manitowoc	Laborers, Bridgetenders, Building & Grounds, Mechanics, Engineering Field Staff, Police Lts & Capts	$0.25/hr	$0.35/hr	
City of Oshkosh	Public Works and PD			N/A
City of Sheboygan	Non exempt, non represented employees working between 6:00 pm - 5:59 am	$0.40/hr	$0.40/hr	N/A
City of Wausau	Police Officer		1%	
City of Wausau	Department of Public Works	$1.45/hr	$1.60/hr	N/A
City of Wauwatosa	Public Works employees that are scheduled for something other than first shift. Non-sworn police employees are also eligible.	$0.25/hr	$0.30/hr	N/A
City of West Bend	Police Officers, Detectives	$40/month	$50/month	
Market Average		**$0.42/hr**	**$0.88/hr**	
Protective Services Average		**$0.20/hr**	**$0.38/hr**	
City of XYZ	**Protective service**	**$.09/hr; $.24/hr**	**$.20/hr**	

Data Effective Date: 4/9/2025

Footnotes: City of Beloit - Weekend rate does not apply to positions that work 365-day operations
City of Green Bay - provided grid with details for each position
City of Manitowoc - Police Lts & Capts receive a monthly amount, $46 for 2nd shift & $56 for 3rd shift
City of Sheboygan - Represented employees have shift premium per their contract
City Wauwatosa - We also have a $1.00/hour flex pay that we add to employees that are assigned to second or third shift as their regular schedule at DPW that is paid in addition to the shift differential
City of West Bend - Information entered in "Weekend" was for call-in pay not shift differential, chose to put here & in Call In table rather than in this table - I also removed the positions that would be included from the "eligible" field (Public Works Tech I/Crew Leader/Signal Tech, Sewer and Water Operations Specialists, Building Maintenance Tech): "Public Works - 1 hr pay on Fridays; 4 hrs each day Sat/Sun/holiday; Water - 8 hrs each day; Sewer - 8 hrs/wk and 4 hrs/holiday; or Public Works employees, they get paid to hold the phone and be limited for the weekend. If they receive a call and come in, they are paid a minimum of 2 hours."
City of XYZ - 2:30 p.m. - 11:30 p.m.$7.02; 10:30 p.m. - 7:30 a.m. $18.56; 7 p.m. - 4 a.m. - $15.50

Notes:
All but one peer have a policy for the payment of evening, night and/or weekend pay differentials. The use of a certain amount of cents per hour is the prevalent practice. Eligible positions vary but tend to be public works roles and in some cases sworn law enforcement roles. it appears the City of Fond du Lac's evening and night shift premium for Protective Service roles are within the "competitive range" for evening shift but notably bloew the "Protective Services" market average for the night shift at this point in time.B12

Table 8. Bilingual Pay

9. If your organization offers a bilingual pay program, please provide the following information:

Peer	Eligible Positions	Type of Remuneration	Languages Included	Proficiency Test Required
City of Appleton	N/A	N/A	N/A	N/A
City of Beloit	Municipal Court Clerk	$125.00/month	Spanish	N/A
City of Eau Claire	All non-Union positions	Monthly payment	All	Yes
City of Green Bay	N/A	N/A	N/A	N/A
City of Janesville	N/A	N/A	N/A	N/A
City of Kenosha	N/A	N/A	N/A	N/A
City of Manitowoc	N/A	N/A	N/A	N/A
City of Oshkosh	N/A	N/A	N/A	N/A
City of Sheboygan	N/A	N/A	N/A	N/A
City of Wausau	N/A	N/A	N/A	N/A
City of Wauwatosa	N/A	N/A	N/A	N/A
City of West Bend	N/A	N/A	N/A	N/A
City of XYZ	**N/A**			

Data Effective Date: 4/9/2025

Footnotes: City of Janesville - Policy document provided

Notes:
Only two of twelve reporting peers have any kind of compensation program for use of bilingual skills, The position eligibility is different between the two peers an we only received one actual amount. Fond du Lack's lack of program for bilingual skills is consistent with the prevalent market practice.

Table 9. Compensation Practice for Different Annual Hours

10. Please choose the option that best describes your compensation practice for employees working different ANNUAL hours.

Peer	N/A	Employees are paid the SAME HOURLY RATE, but would receive DIFFERENT ANNUAL EARNINGS	Employees are paid the DIFFERENT HOURLY RATE, in order to receive the SAME ANNUAL EARNINGS	Other	Notes
City of Appleton		X			
City of Beloit		X			
City of Eau Claire		X	X		Telecommunicators, Fire BC, Police Sgt/Lt are paid different hourly rate, but same annual. Utility Operator at Water Plant are paid at same hourly rate, but different annual.
City of Green Bay		X			
City of Janesville		X			
City of Kenosha	X				
City of Manitowoc				X	Employees have different rates of pay, not determined by a 2080 or 1950 hour schedule
City of Oshkosh	X				
City of Sheboygan		X			
City of Wausau		X			
City of Wauwatosa		X			
City of West Bend				X	This is very limited. The part-time custodians are paid a lower rate than the full-time ones. The PTO schedule is based on hours - 1/2 time receive half the hours a full-time employee has.
Number:	**2**	**8**	**1**	**2**	
City of XYZ			**X**		

Data Effective Date: 4/9/2025

Footnotes: City of Kenosha - Response is for non rep employees; Union employees may differ depending CBA (there are 4 - if needed, they are at https://www.kenosha.org/departments/human_resources/policies___procedures.php#outer-5)

Notes:
The majority of peer organizations appear to adjust pay for employees based on the number of annual hours. The City's practice of maintaining the same annual pay for different annual hours worked is not consistent with the majority of the City's peers. This generally is a potential equity for non-sworn jobs . This can be especially true in cases where employees performing similar work in different departments with different annual hour schedules, are earning the same annual salary, as opposed to prorating the employees who work fewer hours annually.

Table 10. Bonuses

11. Do you offer bonuses for any of the following? If so, please indicate the payment type:

Peer	Hiring			Retention			Referral			High Performer			Performance based on Organization Goals			Performance based on Departmental Goals			Performance based on Individual Goals		
	Yes/No	% of Base or Lump Sum?	Amount	Yes/No	% of Base or Lump Sum?	Amount	Yes/No	% of Base or Lump Sum?	Amount	Yes/No	% of Base or Lump Sum?	Amount	Yes/No	% of Base or Lump Sum?	Amount	Yes/No	% of Base or Lump Sum?	Amount	Yes/No	% of Base or Lump Sum?	Amount
City of Appleton	No			No			No			No			No			No			No		
City of Beloit	No			No			No			No			No			No			No		
City of Eau Claire	No			No			No			No			No			No			No		
City of Green Bay	No			No			Yes	Lump Sum	$1,000	No			No			No			No		
City of Janesville	No			No			No			No			No			No			No		
City of Kenosha													Yes	Lump Sum	$125/month						
City of Manitowoc	No			No			No			Yes	% of Base	1%	No			No			No		
City of Oshkosh	No			No			No			No			YES	Employees choose		No			No		
City of Sheboygan	No			No			No			No			No			No			No		
City of Wausau	Yes	Varies		No			No			No			No			No			No		
City of Wauwatosa	Yes/No	Lump Sum	$1,000-2,500	Yes	% of Base	Varies	Yes	Lump Sum	$500-1,000	Yes	% of Base	Extra Step Increase/Double Bump at Time of Performance Reviews	No			No			No		
City of West Bend	No			No			No			No			No			No			No		
Number of "Yes" Responses:	**1**			**1**			**2**			**2**			**2**			**0**			**0**		
City of XYZ							Yes	Lump Sum	$1,000												

Data Effective Date: 4/9/2025

Footnotes: City of Appleton - "No official policy or program"
City of Green Bay - For Bus Operators only; policy provided

Notes:
The market data indicates that none of these bonus programs are used widely among the City's peers. The City's lack of programs in these areas is consistent with the City's peers. The City's Referral Bonus Program is a "market-leading" compensation program that may give the City a competitive advantage as well as assist in finding high quality candidates.

Table 11. Longevity/Years of Service

12. Does your organization offer monetary recognition for longevity/years of service? If yes, please indicate, for each level of Years of Service, how the longevity is rewarded:

Peer	Offered?	After 5 Years				After 10 Years				After 15 Years				After 20 Years				After 25 Years				After 30 Years			
		Bonus Payment		Base Salary Increase		Bonus Payment		Base Salary Increase		Bonus Payment		Base Salary Increase		Bonus Payment		Base Salary Increase		Bonus Payment		Base Salary Increase		Bonus Payment		Base Salary Increase	
	Yes or No	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)
City of Appleton	No																								
City of Beloit	Yes				3.0%				3.0%				3.0%				3.0%				3.0%				3.0%
City of Eau Claire	No																								
City of Green Bay	No																								
City of Janesville	Yes	$250.00				$500.00				$750.00				$1,000.00				$1,250.00				$1,500.00			
City of Kenosha	No																								
City of Manitowoc	Yes					$2,500.00																			
City of Oshkosh	Yes	$25.00				$50.00				$75.00				$100.00				$125.00				$150.00			
City of Sheboygan	No																								
City of Wausau	Yes				0.3%				0.6%				0.9%				1.2%				1.5%				Only PD & Fire
City of Wauwatosa	No																								
City of West Bend	Yes	$5.00				$30.00				$55.00				$55.00				$55.00				$55.00			
Market:	**6**	**$93.33**			**2%**	**$770.00**			**2%**	**$293.33**			**2%**	**$385.00**			**2%**	**$476.67**			**2%**	**$568.33**			**3%**
City of XYZ	**Yes**	**The City utilizes the step plan structure as a mechanism for rewarding longevity**																							

Data Effective Date: 4/9/2025

Footnotes: City of West Bend - Amounts are monthly

Notes:
Fifty percent (50%) of the City's peers offer a Longevity program of some sort and we see a slightly stronger use of one time bonus payments over base salary increases. Overall, the Archer Company is seeing an increase in the use of Longevity programs and the use of a step plan, such as utilized at XYZ, is one common option for rewarding longevity in one's job. Archer Company recommendations will serve to align the step structure more closely to market competitive longevity programs.

Table 12. On Call/Stand by Pay

13. If your organization offers on-call or "stand-by" pay and/or "call-in" pay, please provide the following information:

Peer	Offered?	Eligible Departments/Positions	On-Call Remuneration	On-Call Amount	Additional Compensation if Called In?	Call in Amount	Notes
City of Appleton	Yes	Various positions in DPW, Fire, IT, Police, Utilities,	regular hourly rate	1 hour pay for each day of stand-by and 2 hours if on actual designated city holiday	No	Non-Exempt - $100 Exempt - $75 - $500	Additional Compensation for Emergency Call ins Only: Non-exempt employees who have left the worksite or are in a paid leave status, and who are called to return to work outside of their regularly scheduled hours to handle emergency situations that could not be anticipated, eligible for lump sum of $100; Exempt employees receive $75 lump sum for less than 3 hours; $200 for 3-5 hours; $400 for 5-8 hours; $500 for more than 8 hours.
City of Beloit	Yes	Public Works- Supervisors	lump sum/day	$40/day	No	Non-Exempt - regular hourly rate; OT rate if over 40	
City of Eau Claire	Yes	Varies by Division					
City of Green Bay	Yes	Parks, Recreation & Forestry, Public Works	Some regular hourly rate, some lump sum, depending on position	Hourly - 2 or 3 hrs pay Lump sum - $75-112.50	Yes	Depending on Position: 2 hr minimum; OT rate for over 40; Regular Rate for hrs worked	**On-Call:** Electrician, Electrician Foreperson, Sewer Maintenance Worker, Sewer Maintenance Foreperson = 7 week rotations from Monday 7AM-Monday 7AM with Additional 2 hours of pay (straight time) for Monday-Thursday, Additional 3 hours of pay (straight time) for Friday-Sunday, 1 Hour extra for holidays; Public Works Superintendents, Public Works Supervisors = 8 week rotation from Monday 6:30AM-Monday 6:30A with no additional compensation; Parks Mechanics = On-Call/Standby and when required for certain situations, mechanics receive 3 hours regular pay per day when required to be on call; Forestry Supervisors, Arborist II = On-Call/Standby When carrying on-call phone Friday-Sunday, paid $75.00/day, $37.50 for weekday holidays, and $112.50 for weekend holidays **Call In:** Electrician, Electrician Foreperson, Sewer Maintenance Worker, Sewer Maintenance Foreperson = time and a half after 40hours/week worked. Public Works Superintendents, Public Works Supervisors = Compensation (straight time) for actual time spent performing call-in duties in the field or at workplace and for meeting attendance outside of normal working hours. Supervisors and Superintendents are encouraged to use flex time and compensatory time in lieu of overtime compensation. Parks Maintenance Workers, Mechanics, Maintenance Specialists = Minimum of 2 hours pay at regular rate if called in outside of work hours.
City of Janesville	Yes	Public Works Field Employees			Yes	2 hr minimum at current rate of pay	
City of Kenosha	Yes	DPW/ Transit	DPW - hourly Transit - hourly	DPW - 1.75/hour Transit - OT (1.5) rate	Yes	DPW - 2 hr minimum Transit - 2 hr minimum	week rotation at a time/depends on amount of people required and situation (ex: street light out involves more people) and would move to bottom of rotation - on call is throughout the year
City of Manitowoc	Yes	DPI	lump sum	$50/day (but paid at entire week - $350)	Yes	Hourly Rate	On call period is weekly
City of Oshkosh	Yes	Public Works	hourly rate	hourly rate	Yes	1.5 hourly rate	
City of Sheboygan	Yes	On call: WW technicians, electricians, DPW foremen. Call In: non-exempt employees	lump sum	$25/day	Yes	OT hourly rate - 2 hr minimum	
City of Wausau	Yes	DPW	lump sum		Yes	OT	
City of Wauwatosa	Yes	Some DPW positions offer this (street operations, parks)	hourly rate	OT	Yes	2 hr minimum	employees can bank as OTO or have it paid 1.5; Parks employees are on a one-week call rotation where they switch a phone between 4 team members. Our DPW Maintenance positions get called in for snowplowing based on a rotating list based on who was last called in. Our DPW Supervisors participate in a more traditional rotation, which I believe is a weekend rotation every four weeks.
City of West Bend	Yes	Public Works Tech I, Signal Technician, Sewer Operations Spec, Water Operations Spec, and Building Maintenance Tech	hourly rate	regular hourly rate - depending on department - generally 1 hour for Friday, 4 hours for each Sat/Sun/Hol - except Water is 8 hours for each Sat/Sun/Hol.	Yes	2 hr minimum at OT rate	
Number of Yes Responses:	**12**				**7**		
City of XYZ	**Yes**	**DPW**		**2.25 for every hour on-call for all DPW except Transit who receive 3.00 per hour**	**No**		**On call period is weekly**

Data Effective Date: 4/9/2025

Footnotes: City of Appleton - Provided list of 50 job titles;
City of Kenosha - DPW has 2 ppl on call 24/7 365; Transit information from CBA

Notes:
All peers, and the City of XYZ have some version of a pay program of "on-call" and "call-in" situations. The City's provision of two hours minimum pay for call-in incidents is consistent with the prevalent market practice. The form of payment for on-call varies considerably including per hour payments, per day payments, and per week payments.

Table 13. Highly Specialized Positions

14 a. Does your organization have a policy for compensating positions that are either highly specialized, hard to fill, or simply in demand?
b. If "Yes," please indicate which actions you take to recruit and retain employees in these positions in the following categories:

Peer	Offered?	Salaries targeted higher in pay grade			Special Pay Grade Structure Defined			Skill Premium Paid in Addition to Base Pay			Hire On Bonus Paid			Retention Bonus Paid			Other (please specify)		
	Yes or No	Non-Exempt	Exempt - Individual Contributor	Manager or Supervisor	Non-Exempt	Exempt - Individual Contributor	Manager or Supervisor	Non-Exempt	Exempt - Individual Contributor	Manager or Supervisor	Non-Exempt	Exempt - Individual Contributor	Manager or Supervisor	Non-Exempt	Exempt - Individual Contributor	Manager or Supervisor	Non-Exempt	Exempt - Individual Contributor	Manager or Supervisor
City of Appleton	No																		
City of Beloit	No																		
City of Eau Claire	Yes	X	X	X															
City of Green Bay	No																		
City of Janesville	No																		
City of Kenosha	No																		
City of Manitowoc	No																		
City of Oshkosh	No																		
City of Sheboygan	No																		
City of Wausau	No																		
City of Wauwatosa	No																		
City of West Bend	Yes	X	X	X	X			X									Start Water/Sewer Ops at market rate		
Number:	**2**	**2**	**2**	**2**	**1**	**0**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**0**	**0**
City of XYZ	**No**																		

Data Effective Date: 4/9/2025

Footnotes:

Notes:
Only two peers indicate a policy or protocol for hard-to-fill, specialized roles. The City's lack of policy in this area is consistent with the prevalent market practice. Where there is a policy, the use of higher salaries within existing ranges was reported by both of the organizations with a policy.

Table 14. Balance

15. How do you balance competitive compensation with budgeting constraints and funding limitations?

Peer	Response
City of Appleton	We review and revise our pay plan typically on an annual basis and conduct equity reviews as needed.
City of Beloit	rich benefits package, emphasize WRS and other items we can provide as public-sector employees
City of Eau Claire	
City of Green Bay	We conduct regular salary studies and share the information with our Common Council. Adjustments to the Pay Plan are made with the annual budget
City of Janesville	Consider the experience/qualifications at time of hire and discuss with management rather the budget can sustain a higher wage
City of Kenosha	
City of Manitowoc	We have a non-lapsing fund to address compensation needs.
City of Oshkosh	We have a pay scale that is available to the public, though we try to offer a higher step. On average we hire new employees at step 2-4. Though recently with the demand for increase pay there are many times we are offering at step 4-6 if they're skill/education allow.
City of Sheboygan	PTO/Benefits
City of Wausau	
City of Wauwatosa	We understand that having competitive compensation and benefits will allow us to attract and retain talented employees. We prioritize this as an organization and make sure to prioritize compensation and benefits within the budget.
City of West Bend	carefully. No true answer, depends on the department and the position.
City of XYZ	**probationary step increases - 3, 6, 9 month increments; varies upon candidate**

Data Effective Date: 4/9/2025

Footnotes:

Notes:
There are a number of strategies in place as reported by the responding peer organizations. The City's probationary step increase policy seems unique in this group but certainly is a tool in the City's toolkit to aid in candidate attraction.

Table 15. Reclassification

16. a. Do you have a formal salary administration policy for reclassifications (situations where jobs change suddenly or gradually)?

b. If yes, what is the typical increase or range of possible increases you give to employees whose jobs are reclassified?

Peer	Formal Policy		One Grade Increase		Two or More Grade Increase	
	Yes	No	Percentage	Percentage Range	Percentage	Percentage Range
City of Appleton		X				
City of Beloit		X				
City of Eau Claire	X		5%			
City of Green Bay		X				
City of Janesville	X		0%		0%	
City of Kenosha	X		5%		5%	
City of Manitowoc	X			5-10%		5-10%
City of Oshkosh	X					
City of Sheboygan	X					
City of Wausau		X				
City of Wauwatosa	X		10%		10%	
City of West Bend		X				
Number & Market Average:	**7**	**4**	**5%**	**5%**		
City of XYZ	**X**			**Fall into new grade at closest step to previous wage**		

Data Effective Date: 4/9/2025

Footnotes: City of Janesville - not a guaranteed percentage increase - move to min of new range if not already there; email with policy provided
City of Sheboygan - we send to a consultant to determine new grade - no max or minimum

Notes:
Fifty-eight percent (58%) of peers have a formal promotion pay policy but only a few provided details. In this limited dataset, conclusions are hard to draw. General data from large compensation surveys such as WorldatWork (average promotional increase was 8.0% in 2024) and Mercer (average promotional increase for a one level promotion is 8.5% - March 2025 U.S. Compensation Planning Survey) suggest an increase in the City's policy would make the policy more market-competitive. We think the City may want to consider a policy change to set a minimum percentage amount, and then move employee to the next closest step.

Table 16. Type of Health Coverage Plans

17. Please provide the following information regarding the MOST POPULATED health insurance plan you offer:

Peer	HMO	PPO	CDHP/HDHP	PSO
City of Appleton			X	
City of Beloit		X		
City of Eau Claire	X			
City of Green Bay		X		
City of Janesville	X			
City of Kenosha			X	
City of Manitowoc			X	
City of Oshkosh		X		
City of Sheboygan			X	
City of Wausau			X	
City of Wauwatosa		X		
City of West Bend		X		
Number:	**2**	**5**	**5**	**0**
City of XYZ		**X**		

Data Effective Date: 4/9/2025

Footnotes:

Notes:

Table 17. Health Plan Detail by Coverage Type

18. For the MOST POPULATED plan, as indicated above, please provide the following information:

Employee Only Coverage:									
Peer	**Plan Type**	**Plan Provider**	**Employer Contribution to Monthly Premium ($)**	**Employee Contribution to Monthly Premium ($)**	**Total Monthly Premium ($)**	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**	**Notes**
City of Appleton	HDHP	UMR	$690.19	$69.02	$759.21	91%	9%	$3,000	
City of Beloit	PPO	Self-funded Anthem BCBS Network	$852.59	$94.73	$947.32	90%	10%	$1,500	
City of Eau Claire	HMO	Group Health Coop of Eau Claire	$902.00	$160.00	$1,062.00	85%	15%	$2,900	
City of Green Bay	PPO	UMR	$597.80	$149.45	$747.25	80%	20%	$4,000	
City of Janesville	HMO		$754.54	$116.44	$870.98	87%	13%		
City of Kenosha	HDHP	Self-funded	$1,591.67	$0.00	$1,591.67	100%	0%	$2,500	
City of Manitowoc	HDHP		$756.58	$108.08	$864.66	88%	12%	$4,250	
City of Oshkosh	PPO		$58.71	$430.54	$489.25	12%	88%	$4,000	
City of Sheboygan	HDHP	UMR	$834.86	$80.04	$914.90	91%	9%	$3,650	
City of Wausau	HDHP		$711.70	$97.09	$808.79	88%	12%	$2,650	
City of Wauwatosa	PPO	UHC-NexusACO	$697.42	$123.07	$820.49	85%	15%	$5,500	
City of West Bend	PPO		$692.86	$100.00	$792.86	87%	13%	$5,000	
City of XYZ	**PPO**		**$818.00**	**$133.00**	**$951.00**	**86%**	**14%**	**$4,000**	**In its health care program, the City: 1. Provides access to the Corporate Care Clinic located in XYZ and covers 100% of costs for nine types of visits/services 2. Provides access to Teledoc, which is an online medical service, at no cost to employees 3. More recently has begun using Garner, a service which helps employees choose highly-rated doctors. If the employee chooses one of the doctors recommended on the Garner app, the employee is reimbursed for up to $2,000 single, $4,000 family, for co-pays and deductibles, including prescriptions that the rated doctor issues 4. Provides free access to ATI physical therapy for employees, with no referral required, for up to 25 visits**
Market Average:			**$761.74**	**$127.37**	**$889.12**	**82%**	**18%**	**$3,541**	
XYZ as % of Mkt Avg:			**107%**	**104%**	**107%**	**105%**	**78%**	**113%**	

Data Effective Date: 4/9/2025

Footnotes: City of Janesville - Provided "deductible/coinsurance amount" of 1200 - didn't enter in the grid because it wasn't what we asked for
City of Kenosha - sets aside 19,100 annually for eligible employees; divided by 12 to get monthly amount;

Notes:
The City of Fond du Lac's total Employee Only Monthly Premium (both Employer and Employee contributions) are about 7% above the market average for PPO plans. From a contribution standpoint the City requires a lower percentage contribution from employees compared to the peer market average. The City's Maximum out-of-pocket is about 13% above the market average, representing about a $458 dollar additional annual employee obligation at the City compared to the market average. The additional health care services provided by the City, described under the "Notes" column add significant value to the City's employees, as well as additional financial investment on the part of the City.

Employee + Spouse Coverage:									
Peer	Plan Type	Plan Provider	Employer Contribution to Monthly Premium ($)	Employee Contribution to Monthly Premium ($)	Total Monthly Premium ($)	Employer Contribution to Monthly Premium (%)	Employee Contribution to Monthly Premium (%)	Maximum Out-of-Pocket ($)	Notes
City of Appleton	HDHP	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
City of Beloit	PPO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
City of Eau Claire	HMO	Group Health Coop of Eau Claire	$334.00	$1,890.00	$2,224.00	15%	85%	$5,800	
City of Green Bay	PPO								
City of Janesville	HMO		N/A	N/A	N/A	N/A	N/A	N/A	
City of Kenosha	HDHP	Self-funded	$1,591.67	$0.00	$1,591.67	100%	0%	$5,000	
City of Manitowoc	HDHP								
City of Oshkosh	PPO		$118.37	$868.09	$986.46	12%	88%	$8,000	
City of Sheboygan	HDHP	UMR	$1,588.26	$152.30	$1,740.56	91%	9%	$7,300	
City of Wausau	HDHP								
City of Wauwatosa	PPO	UHC-NexusACO	$1,743.55	$307.68	$2,051.23	85%	15%	$11,000	
City of West Bend	PPO		$1,909.72	$200.00	$2,109.72	91%	9%	$10,000	
City of XYZ	**PPO**		**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	
Market Average:			**$1,214.26**	**$569.68**	**$1,783.94**	**66%**	**34%**	**$7,850**	
XYZ as % of Mkt Avg:			**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	

Data Effective Date: 4/9/2025

Footnotes: City of Kenosha - sets aside 19,100 annually for eligible employees; divided by 12 to get monthly amount;

Notes:
Provided for information only; XYZ does not have this tier in its health plan

Employee + Child Coverage:									
Peer	Plan Type	Plan Provider	Employer Contribution to Monthly Premium ($)	Employee Contribution to Monthly Premium ($)	Total Monthly Premium ($)	Employer Contribution to Monthly Premium (%)	Employee Contribution to Monthly Premium (%)	Maximum Out-of-Pocket ($)	Notes
City of Appleton	HDHP	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
City of Beloit	PPO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
City of Eau Claire	HMO	Group Health Coop of Eau Claire	$334.00	$1,890.00	$2,224.00	15%	85%	$5,800	
City of Green Bay	PPO								
City of Janesville	HMO		N/A	N/A	N/A	N/A	N/A	N/A	
City of Kenosha	HDHP	Self-funded	$1,591.67	$0.00	$1,591.67	100%	0%	$5,000	
City of Manitowoc	HDHP								
City of Oshkosh	PPO		$118.37	$868.09	$986.46	12%	88%	$8,000	
City of Sheboygan	HDHP	UMR	$1,439.72	$138.06	$1,577.78	91%	9%	$7,300	
City of Wausau	HDHP								
City of Wauwatosa	PPO	UHC-NexusACO	$1,394.84	$246.15	$1,640.99	85%	15%	$11,000	
City of West Bend	PPO		$1,909.72	$200.00	$2,109.72	91%	9%	$10,000	
City of XYZ	**PPO**		**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	
Market Average:			**$1,131.39**	**$557.05**	**$1,688.44**	**66%**	**34%**	**$7,850**	
XYZ as % of Mkt Avg:			**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	

Data Effective Date: 4/9/2025

Footnotes: City of Kenosha - sets aside 19,100 annually for eligible employees; divided by 12 to get monthly amount;

Notes:
Provided for information only; XYZ does not have this tier in its health plan

Employee + Family Coverage:									
Peer	**Plan Type**	**Plan Provider**	**Employer Contribution to Monthly Premium ($)**	**Employee Contribution to Monthly Premium ($)**	**Total Monthly Premium ($)**	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**	**Notes**
City of Appleton	HDHP	UMR	$1,788.82	$178.88	$1,967.70	91%	9%	$6,000	
City of Beloit	PPO	Self-funded Anthem BCBS Network	$2,135.11	$237.23	$2,372.34	90%	10%	$3,700	
City of Eau Claire	HMO	Group Health Coop of Eau Claire	$405.00	$2,347.00	$2,752.00	15%	85%	$5,800	
City of Green Bay	PPO	UMR	$1,448.02	$362.00	$1,810.02	80%	20%	$8,000	
City of Janesville	HMO		$246.36	$1,972.10	$2,218.46	11%	89%		
City of Kenosha	HDHP	Self-funded	$1,591.67	$0.00	$1,591.67	100%	0%	$5,000	
City of Manitowoc	HDHP		$1,918.11	$274.02	$2,192.13	87%	13%	$8,500	
City of Oshkosh	PPO		$147.58	$1,082.26	$1,229.84	12%	88%	$8,000	
City of Sheboygan	HDHP	UMR	$2,194.72	$210.44	$2,405.16	91%	9%	$7,300	
City of Wausau	HDHP		$2,192.07	$298.92	$2,490.99	88%	12%	$5,300	
City of Wauwatosa	PPO	UHC-NexusACO	$2,379.43	$356.91	$2,736.34	87%	13%	$11,000	
City of West Bend	PPO		$1,909.72	$200.00	$2,109.72	91%	9%	$10,000	
City of XYZ	**PPO**		**$2,125.00**	**$346.00**	**$2,471.00**	**86%**	**14%**	**$8,000**	**In its health care program, the City:** **1. Provides access to the Corporate Care Clinic located in XYZ and covers 100% of costs for nine types of visits/services** **2. Provides access to Teledoc, which is an online medical service, at no cost to employees** **3. More recently has begun using Garner, a service which helps employees choose highly-rated doctors. If the employee chooses one of the doctors recommended on the Garner app, the employee is reimbursed for up to $2,000 single, $4,000 family, for co-pays and deductibles, including prescriptions that the rated doctor issues** **4. Provides free access to ATI physical therapy for employees, with no referral required, for up to 25 visits**
Market Average:			**$1,529.72**	**$626.65**	**$2,156.36**	**70%**	**30%**	**$7,145**	
XYZ as % of Mkt Avg:			**139%**	**55%**	**115%**	**122%**	**47%**	**112%**	

Data Effective Date: 4/9/2025

Footnotes: City of Janesville - Provided "deductible/coinsurance amount" of 3000 - didn't enter in the grid because it wasn't what we asked for
City of Kenosha - sets aside 19,100 annually for eligible employees; divided by 12 to get monthly amount;

Notes:
The City of Fond du Lac's total Family Coverage Monthly Premium (both Employer and Employee contributions) is about 15% above the market average for PPO plans. From a contribution standpoint the City requires a significantly lower percentage contribution from employees, and therefore contributes a significantly higher employer contribution, compared to the peer market averages. The City's Maximum out-of-pocket is about 12% above the market average, representing about a $855 dollar additional annual employee obligation at the City compared to the market average. The additional health care services provided by the City, described under the "Notes" column add significant value to the City's employees, as well as additional financial investment on the part of the City.

Table 18. HSA Contribution

19. If you offer a high deductible plan, please indicate the employer annual $ contribution amount to a Health Savings Account (HSA) or Health Reimbursement Account (HRA) for each category. If your organization does not contribute to an HSA or HRA, enter "N/A."

Peer	Employee Only ($)	Employee + Spouse ($)	Employee + Child ($)	Employee + Family ($)
City of Appleton	$120	N/A	N/A	$120
City of Beloit	$500	N/A	N/A	$1,000
City of Eau Claire	$0	$0	$0	$0
City of Green Bay	$0	N/A	N/A	$0
City of Janesville	$0	N/A	N/A	$0
City of Kenosha	$0	$0	$0	$0
City of Manitowoc	$800	$1,600	$0	$0
City of Oshkosh	$0	$0	$0	$0
City of Sheboygan	$750	$1,500	$1,500	$1,500
City of Wausau	$600	N/A	N/A	$1,200
City of Wauwatosa	$500	$1,000	$1,000	$1,000
City of West Bend	$0	$0	$0	$0
City of XYZ	**$0**	**$0**	**$0**	**$0**
Percent of Respondents that Fund an Employer H.S.A. or H.R.A. contribution:	**50%**	**43%**	**29%**	**42%**
Market Average of the Organizations that make an H.S.A. Contribution :	**$545**	**$1,367**	**$1,250**	**$964**
XYZ as % of Mkt Avg:	**0%**	**0%**	**0%**	**0%**

Data Effective Date: 4/4/2025

Notes: SInce XYZ does not currently offer an HDHP plan, this information is for "FYI" purposes.
42% of peers with Employee Only coverage offer an Health Savings Account or Health Reimbursement Account contribution. In the case of employers with Family coverage, 42% of employers offer such a contribution. While not yet a "predominant practice" there is a sizeable number of peers who do make a contribution. Amounts vary overall and even with tiers of coverage.

According to the Kaiser Family Foundation "Employer Health Benefit Survey (2024)", the average employer contribution to an H.S.A. Plan for Employee Only coverage is $705 and $1,297 for Family coverage.

Table 19. Prescription Drug Coverage

20. If the medical plans listed above do not include prescription drug coverage, please provide the following on the MOST POPULATED Prescription Drug Plan:

Employee Only Coverage:

Peer	NOT a separate plan	Plan Provider	Employer Contribution to Monthly Premium ($)	Employee Contribution to Monthly Premium ($)	Total Monthly Premium ($)	Employer Contribution to Monthly Premium (%)	Employee Contribution to Monthly Premium (%)	Co-Pay ($)	Annual Deductible ($)
City of Appleton	X								
City of Beloit	X								
City of Eau Claire									
City of Green Bay									
City of Janesville	X								
City of Kenosha		Navatis				100%	0%	varies	
City of Manitowoc	X								
City of Oshkosh		CVS/Caremark							
City of Sheboygan	X								
City of Wausau									
City of Wauwatosa	X								
City of West Bend	X								
City of XYZ	**X**								
Market Average:	**7**								
XYZ as % of Mkt Avg:									

Data Effective Date: 4/9/2025

Notes:
Only two piers offer prescription drug coverage as a plan separate from the Health Care coverage plan. XYZ does not have a separate plan for prescription drugs.

Employee + Family Coverage:									
Peer	**NOT a separate plan**	**Plan Provider**	**Employer Contribution to Monthly Premium ($)**	**Employee Contribution to Monthly Premium ($)**	**Total Monthly Premium ($)**	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Co-Pay ($)**	**Annual Deductible ($)**
City of Appleton	X								
City of Beloit	X								
City of Eau Claire									
City of Green Bay									
City of Janesville	X								
City of Kenosha		Navatis				100%	0%	varies	
City of Manitowoc	X								
City of Oshkosh		CVS/Caremark							
City of Sheboygan	X								
City of Wausau									
City of Wauwatosa	X								
City of West Bend	X								
City of XYZ	**X**								
Market Average:	**7**								
XYZ as % of Mkt Avg:									

Data Effective Date: 4/9/2025

Footnotes:

Notes:

Table 20. Dental Coverage

21. If the medical plans listed above do not include dental coverage, please provide the following on the MOST POPULATED Dental Plan:

Employee Only Coverage:

Peer	NOT a separate plan	Plan Provider	Employer Contribution to Monthly Premium ($)	Employee Contribution to Monthly Premium ($)	Total Monthly Premium ($)	Employer Contribution to Monthly Premium (%)	Employee Contribution to Monthly Premium (%)	Maximum Annual Benefit per Covered Member ($)
City of Appleton		Delta Dental	$102.66	$10.00	$112.66	91%	9%	$1,500
City of Beloit		Delta Dental	$54.79	$6.09	$60.88	90%	10%	$1,500
City of Eau Claire		Delta Dental						
City of Green Bay		Delta Dental	$38.48	$5.45	$43.93	88%	12%	$2,500
City of Janesville			$21.40	$3.48	$24.88	86%	14%	$1,500
City of Kenosha		Care Plus				100%	0%	$1,900
City of Manitowoc		Delta Dental	$14.08	$42.53	$56.61	25%	75%	$1,500
City of Oshkosh		Delta Dental	$50.00	$50.00	$100.00	50%	50%	$1,500
City of Sheboygan		Delta Dental	$42.70	$7.54	$50.24	85%	15%	$1,500
City of Wausau		Delta Dental	$20.40	$20.38	$40.78	50%	50%	$1,500
City of Wauwatosa		Humana or Care Plus	$28.70	$12.30	$41.00	70%	30%	$2,000
City of West Bend		Delta Dental	$0.00	$37.84	$37.84	0%	100%	$1,000
City of XYZ			**$0.00**	**39.84 / 47.84**	**39.84 / 47.84**	**0%**	**100%**	**750 / 1000**
Market Average:			**$37.32**	**$19.56**	**$56.88**	**67%**	**33%**	**$1,627.27**
XYZ as % of Mkt Avg:			**0%**			**0%**	**301%**	

Data Effective Date: 4/9/2025

Footnotes:

Notes:
The lack of an employer contribution to dental insurance it not consistent with the prevalent market practice, namely that all but one peer with Dental Coverage provide some contribution to the premium. The average Employer Contribution is 67% and the average Employee Contribution is 33%. The Total Monthly Premium at the City of XYZ is below the average in the peer market for both the Low and High Plans. The Maximum Annual Benefit per Covered Member ($) is considerably lower than the market average in the case of both plans.

Employee + Family Coverage:								
Peer	**NOT a separate plan**	**Plan Provider**	**Employer Contribution to Monthly Premium ($)**	**Employee Contribution to Monthly Premium ($)**	**Total Monthly Premium ($)**	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Annual Benefit per Covered Member ($)**
City of Appleton		Delta Dental	$261.53	$20.00	$281.53	93%	7%	$1,500
City of Beloit		Delta Dental	$114.15	$12.68	$126.83	90%	10%	$1,500
City of Eau Claire		Delta Dental	$0.00	$82.15	$82.15	0%	100%	$1,200
City of Green Bay		Delta Dental	$116.86	$16.66	$133.52	88%	12%	$2,500
City of Janesville			$77.96	$11.26	$89.22	87%	13%	$1,500
City of Kenosha		Care Plus				100%	0%	$1,900
City of Manitowoc		Delta Dental	$32.52	$119.70	$152.22	21%	79%	$1,500
City of Oshkosh		Delta Dental	$150.00	$150.00	$300.00	50%	50%	$1,500
City of Sheboygan		Delta Dental	$141.48	$24.96	$166.44	85%	15%	$1,500
City of Wausau		Delta Dental	$65.44	$65.44	$130.88	50%	50%	$1,500
City of Wauwatosa		Humana or Care Plus	$106.18	$45.51	$151.69	70%	30%	$2,000
City of West Bend		Delta Dental	$0.00	$132.22	$132.22	0%	100%	$1,000
City of XYZ		**Delta Dental**	**$0.00**	**142.74/177.74**	**142.74/177.74**	**0%**	**100%**	**750/1000**
Market Average:	**0**		**$96.92**	**$61.87**	**$158.79**	**61%**	**39%**	**$1,591.67**
XYZ as % of Mkt Avg:			**0%**			**0%**	**258%**	

Data Effective Date: 4/9/2025

Footnotes:

Notes:

The average Employer Contribution for Family Coverage is 61`% and the average Employee Contribution is 39%. The Total Monthly Premium at the City of XYZ is below the average in the peer market in the Low Plan and above market in the case of the High plan. The Maximum Annual Benefit per Covered Member ($) is considerably lower than the market average in the case of both plans.

Table 21. Vision Coverage

22. If the medical plans listed above do not include vision coverage, please provide the following on the MOST POPULATED Vision Plan:

Employee Only Coverage:							
Peer	**NOT a separate plan**	**Plan Provider**	**Employer Contribution to Monthly Premium ($)**	**Employee Contribution to Monthly Premium ($)**	**Total Monthly Premium ($)**	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**
City of Appleton		Delta Vision	$8.04	$4.02	$12.06	67%	33%
City of Beloit		Delta Vision	$0.00	$6.51	$6.51	0%	100%
City of Eau Claire		Delta Vision					
City of Green Bay		Superior Vision	$0.00	$7.90	$7.90	0%	100%
City of Janesville			$6.46	$0.00	$6.46	100%	0%
City of Kenosha		UHC		$8.99	$8.99	0%	100%
City of Manitowoc		NVA	$0.00	$6.80	$6.80	0%	100%
City of Oshkosh		Delta Vision	$5.83		$5.83	100%	0%
City of Sheboygan		NVA	$0.00	$9.14	$9.14	0%	100%
City of Wausau		NVA	$4.89		$4.89	100%	0%
City of Wauwatosa		Superior Vision	$3.94	$0.69	$4.63	85%	15%
City of West Bend		Delta Vision	$0.00	$5.88	$5.88	0%	100%
City of XYZ			**$6.24**	**$0.00**	**$6.24**	**100%**	**0%**
Market Average:			**$2.92**	**$5.55**	**$7.19**	**41%**	**59%**
XYZ as % of Mkt Avg:			**214%**	**0%**	**87%**	**243%**	**0%**

Data Effective Date: 4/9/2025

Footnotes: City of Sheboygan - Amount is for full plan; materials only is 6.10 pd 100 % by employee

Notes:
The employer contribution to Vision for Employee Only coverage is significantly above market and the fact the employee makes no contribution is another indication Fond Du Lac's benefit in this area is "above market".

Employee + Family Coverage:							
Peer	**NOT a separate plan**	**Plan Provider**	**Employer Contribution to Monthly Premium ($)**	**Employee Contribution to Monthly Premium ($)**	**Total Monthly Premium ($)**	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**
City of Appleton		Delta Vision	$20.00	$10.00	$30.00	67%	33%
City of Beloit		Delta Vision	$0.00	$16.19	$16.19	0%	100%
City of Eau Claire		Delta Vision	$0.00	$21.81	$21.81	0%	100%
City of Green Bay		Superior Vision	$0.00	$20.96	$20.96	0%	100%
City of Janesville			$6.46	$9.69	$16.15	40%	60%
City of Kenosha		UHC		$27.52	$27.52	0%	100%
City of Manitowoc		NVA	$0.00	$17.68	$17.68	0%	100%
City of Oshkosh		Delta Vision	$17.41		$17.41	100%	0%
City of Sheboygan		NVA	$0.00	$24.22	$24.22	0%	100%
City of Wausau		NVA	$14.85	$0.00	$14.85	100%	0%
City of Wauwatosa		Superior Vision	$13.74	$2.42	$16.16	85%	15%
City of West Bend		Delta Vision	$0.00	$17.88	$17.88	0%	100%
City of XYZ			**$18.98**	**$0.00**	**$18.98**	**100%**	**0%**
Market Average:			**$6.59**	**$15.31**	**$20.07**	**33%**	**67%**
XYZ as % of Mkt Avg:			**288%**	**0%**	**95%**	**306%**	**0%**

Data Effective Date: 4/9/2025

Footnotes: City of Sheboygan - Amount is for full plan; materials only is 16.18 pd 100 % by employee

Notes:
Like the Employee Only coverage tier, the employer contribution to Vision for Family coverage is significantly above market and the fact the employee makes no contribution is another indication Fond Du Lac's benefit in this area is "above market".

Table 22: Plan Differences for Employee Groups

23. If medical, prescription, dental and vision benefits differ for employee groups, please identify those differences:

Peer	Response
City of Appleton	None
City of Beloit	None
City of Eau Claire	None
City of Green Bay	None
City of Janesville	None
City of Kenosha	None
City of Manitowoc	None
City of Oshkosh	None
City of Sheboygan	None
City of Wausau	None
City of Wauwatosa	Premiums vary by bargaining group, and full time vs part time
City of West Bend	None
City of XYZ	**N/A**

Data Effective Date: 4/9/2025

Footnotes:

Notes: Other than Wauwatosa, medical, prescription, dental and vision benefits do not differe between employee groups at any of the peer locations. This is also true at the City of XYZ.

Table 23. Short-Term Disability

24. Does your organization provide Short-Term Disability Insurance? If "Yes," please provide the following information:

Peer	Offered?	Employer Contribution to Monthly Premium ($)	Employee Contribution to Monthly Premium ($)	Total Monthly Premium ($)	Employer Contribution to Monthly Premium (%)	Employee Contribution to Monthly Premium (%)	Maximum Number of Weeks of Coverage
City of Appleton	No						
City of Beloit	No						
City of Eau Claire	No						
City of Green Bay	No						
City of Janesville	Yes	$0.00	Varies based on salary & elected elimination period		0%	100%	24
City of Kenosha	No						
City of Manitowoc	Yes				0%	100%	11
City of Oshkosh	No but City offers Income Continuation Insurance for short and long term disabilities						
City of Sheboygan	Yes				0%	100%	4
City of Wausau	No						
City of Wauwatosa	No						
City of West Bend	Yes				0%	100%	
City of XYZ	**Yes**	**$0.00**	**Age based**		**0%**	**100%**	**13**
Number of "Yes" Responses/Averages:	**4**	**$0.00**			**0%**	**100%**	**13**
XYZ as % of Mkt Avg:						**100%**	**100%**

Data Effective Date: 4/9/2025

Footnotes:

Notes:
Forty-two percent (42%) of peers offer short-term disability coverage. The City of XYZ is "above market" in this regard. Like the City of XYZ, in the case of the four cities that provide short-term disability insurance, the employees pay 100% of the premium and the employer is not making a contribution to the premium. In that regard the City's plan is competitive with cities providing this type of insurance. There is substantial variance in the Maximum Benefit Period practice among the cities offering short-term disability insurance, ranging from 4 weeks to 24 weeks. The City's Maximum Benefit Period is consistent with the average of the four peers.

Table 24. Long-Term Disability

25. Does your organization provide Long-Term Disability Insurance? If "Yes," please provide the following information:

Peer	Offered?	Employer Contribution to Monthly Premium ($)	Employee Contribution to Monthly Premium ($)	Total Monthly Premium ($)	Employer Contribution to Monthly Premium (%)	Employee Contribution to Monthly Premium (%)	Maximum Number of Weeks of Coverage
City of Appleton	Yes	$10.05	$0.00	$10.05	100%	0%	260
City of Beloit	No						
City of Eau Claire	Yes	Premium prorated on wage	Premium prorated on wage		50%	50%	Not provided
City of Green Bay	Yes	Varies by Age & Salary	Varies by Age & Salary				104
City of Janesville	Yes	$0.00	Varies by age, salary & elected elimination period		0%	100%	
City of Kenosha	No						
City of Manitowoc	Yes				0%	100%	up to age 65
City of Oshkosh	No but City offers Income Continuation Insurance for short and long term disabilities						
City of Sheboygan	No						
City of Wausau	Yes	$0.00	Varies		0%	100%	104
City of Wauwatosa	No						
City of West Bend	Yes				0%	100%	Not provided
City of XYZ	**Yes**	**$0.00**	**Age Based**		**0%**	**100%**	**social security normal retirement age**
Number of "Yes" Responses/Averages:	**7**	**$3.35**	**$0.00**	**$3.35**	**25%**	**75%**	**156**
XYZ as % of Mkt Avg:		**0%**			**0%**	**133%**	

Data Effective Date: 4/9/2025

Footnotes: City of Appleton - entered "10.05/life"; removed "/life" from entry so formula would work
City of Green Bay - provided link to benefits guide LTD on pg. 29 https://www.greenbaywi.gov/DocumentCenter/View/7681/2025-City-of-Green-Bay-Benefits-Booklet-PDF

Notes:
Sixty-seven percent (67%) of peers offer long-term disability coverage. The City of XYZ also offers this insurance and is competitive with the market in this regard. Of the cities that offer this insurance, there is a mix of EMPLOYER contribution percentages. The City of Fond du Lac's 0% premium contribtion is consistent with the majority of cities that offer long-term disability coverage. In the case of cities that responded to this sub-question, there is a mix of practices for maximum benefit period. Specifically for those with a number of weeks limit the average number of weeks is 156. Some of the peers provide benefits through normal retirement age (as defined by Social Security Administration). The City of XYZ is one such peer. The City's benefit provisions in the area of long-term disability insurance are competitive overall.

Table 25. Basic Life Insurance

26. Does your organization provide Basic Life Insurance? If "Yes," please provide the following information:

Peer	Offered?	Employer Contribution to Monthly Premium ($)	Employee Contribution to Monthly Premium ($)	Total Monthly Premium ($)	Employer Contribution to Monthly Premium (%)	Employee Contribution to Monthly Premium (%)	Benefit Amount
City of Appleton	Yes	$3.55	$0.00	$3.55	100%	0%	1x annual salary rounded to next even thousand up to a max of $50,000
City of Beloit	Yes				100%	0%	1x annual salary
City of Eau Claire	Yes	$0.00	Based on wage				Basic, Supp, Addl, Spouse & Dep available
City of Green Bay	Yes	Varies based on age	$0.00		100%	0%	1x salary rounded up to next $1,000, up to a maximum of $100,000
City of Janesville	Yes	Varies based on age & annual earnings	$0.00		100%	0%	1x salary rounded up to next $1,000
City of Kenosha	Yes	1 x annual salary	varies				1x annual salary
City of Manitowoc	Yes	11 months premium	1 month premium		92%	8%	1x annual salary
City of Oshkosh	Yes	$0.00	$2.88	$2.88	0%	100%	Based Units: 10,000/person and an additional $5000/dependent child
City of Sheboygan	Yes				100%	0%	1x annual salary
City of Wausau	Yes	$0.00	Varies		0%	100%	
City of Wauwatosa	Yes		$0.00		100%	0%	1x salary rounded up to next $1,000
City of West Bend	Yes	Varies by age & wage			100%	0%	2x annual salary
City of XYZ	**Yes**	**Varies by salary/age**	**$0.00**	**Not reported**	**100%**	**0%**	**1x - NE; 1.5x Exempt**
Number of "Yes" responses/averages:	**12**	**$0.89**	**$0.58**	**$3.22**	**79%**	**21%**	
XYZ as % of Mkt Avg:			**0%**		**126%**	**0%**	

Data Effective Date: 4/9/2025

Footnotes: City of Appleton - entered "3.55/life"; removed "/life" from entry so formula would work;
City of Beloit - did not provide amounts, only percentages;
City of Green Bay - provided link to benefits guide Life Ins on pg. 28 https://www.greenbaywi.gov/DocumentCenter/View/7681/2025-City-of-Green-Bay-Benefits-Booklet-PDF

Notes:
All employers provide Basic Life Insurance. Because the average Employer contribution is 79% and the City of XYZ pays 100% of the premium, the City's benefit is "above market" in this regard. The City's benefit amount of 1x for non-exempt and 1.5x for exempt is competitive with the market where the prevalent practice is 1x salary. Additional life insurance for exempt staff is one way the City can recognize "extra" hours worked by exempt that is not directly compensated.

Table 26. Defined Contribution Plan

27. Please provide the following information regarding your Defined Contribution retirement plan, including the contribution rate for both the employer and the employee. If the employer contribution is a "match," indicate the maximum or limit on the match.

*Check if you do **not** offer a Defined Contribution Plan.*

If you do offer a Defined Contribution Plan, please provide the following:

Peer	NOT Offered	Plan Name	Contribution Rate Made by the Employer		Maximum Employer Match of Employee Contributions		Required Employee Contribution		Voluntary Employee Contribution Maximum	
			Percent of Pay	Dollar Amount	Percent of Pay	Dollar Amount	Percent of Pay	Dollar Amount	Percent of Pay	Dollar Amount
City of Appleton		Wisconsin Retirement System	6.95%		N/A		6.95%		N/A	
City of Beloit	X									
City of Eau Claire		MissionSquare		$0.00		$0.00		$0.00		$23,500
City of Green Bay		Wisconsin Retirement System	6.95%				6.95%			
City of Janesville	X									
City of Kenosha	X									
City of Manitowoc		WI Retirement System	6.95%				6.95%			
City of Oshkosh										
City of Sheboygan	X									
City of Wausau		Varies per WRS requirements for each category								
City of Wauwatosa	X									
City of West Bend	X									
City of XYZ	**X**									
Number of "Offered" Responses/Market Averages:	**6**		**6.95%**	**$0.00**		**$0.00**	**6.95%**	**$0.00**		**$23,500**

Data Effective Date: 4/9/2025

Footnotes: City of Eau Claire - entered "Set by IRS" in Voluntary Contribution column; I entered 2025 max allowable
City of Green Bay - provided copy of benefits guide; Retirement on page 35 https://www.greenbaywi.gov/DocumentCenter/View/7681/2025-City-of-Green-Bay-Benefits-Booklet-PDF; entered what I understood from that document.

Notes:
Because 50% of the peers do offer a Defined Contribution plan, the City's lack of a plan is neither above or below the prevalent practice. Among the three peers that provided the Employer Contribution to the Defined Contribution Plan, all are offered through the Wisconsin Retirement System and all require a 6.95%(of base salary) Employer Contribution. In all three of these cases the employees are also required to make a 6.95% (of base salary) contribution.

Table 27. Deferred Compensation Plans/457 Plans

28. Please provide the following information regarding your Deferred Compensation/457 retirement plan, including the contribution rate for both the employer and the employee. If the employer contribution is a "match," indicate the maximum or limit on the match.

Check if you do not offer a Defined Contribution Plan.

If you do offer a Deferred Compensation/457 Plan, please provide the following:

Peer	NOT Offered	Plan Name	Contribution Rate Made by the Employer		Maximum Employer Match of Employee Contributions		Required Employee Contribution		Voluntary Employee Contribution Maximum	
			Percent of Pay	Dollar Amount	Percent of Pay	Dollar Amount	Percent of Pay	Dollar Amount	Percent of Pay	Dollar Amount
City of Appleton		Voya Financial	0%		N/A		No Minimum			$23,500
City of Beloit		Nationwide	0%	N/A	N/A	$0.00	No Minimum			$23,500
City of Eau Claire		MissionSquare and WDC		$0.00		$0.00	No Minimum			$23,500
City of Green Bay		MissionSquare and WDC								$23,500
City of Janesville	X									
City of Kenosha			0%		N/A		No Minimum			$23,500
City of Manitowoc			0%		N/A		No Minimum		100%	
City of Oshkosh		MissionSquare	0%		N/A	$0.00	No Minimum			$23,500
City of Sheboygan		WDC, Nationwide, MissionSquare	0%		N/A					
City of Wausau		Wisconsin Deferred and Nationwide	0%		N/A		No Minimum		0%	
City of Wauwatosa		MissionSquare, Nationwide, and North Shore Bank	0%		N/A		No Minimum			
City of West Bend		WDC	0%	$0.00	N/A	$0.00			Max allowable	$23,500
City of XYZ		**Mission Square**	**0%**		**0%**		**Voluntary**		**N/A**	
Number of "Offered" Responses/Market Trends	**11**		**0%**	**$0.00**	**Not Applicable to any respondent**	**$0.00**	**No Plan has an established Minimum Employee Contribution**		**50%**	**$23,500**

Data Effective Date: 4/9/2025

Footnotes: City of Appleton, City of Beloit, City of Eau Claire - entered "IRS Max" in Voluntary Contribution column; I entered 2025 maximum allowable
City of Green Bay - provided copy of benefits guide; Retirement on page 35 https://www.greenbaywi.gov/DocumentCenter/View/7681/2025-City-of-Green-Bay-Benefits-Booklet-PDF; entered what I understood from that document.

Notes:
All but one peer as well as the City of XYZ provide a Deferred Compensation Plan or 457 Plan, specifically. None of the employers, including the City of XYZ make an Employer contribution. None of the plans require an employee contribution - these are strictly voluntary contribution plans. The maximum contribution amount is based on the IRS maximum. The fact that the City of XYZ offers a plan with key provisions matching the prevalent market practice means that the City's benefit is competitive.

Table 28 A-C. Vacation, Sick Time, Personal Days

*29A. Please indicate the number of accrued **days per year** for **vacation** days, for the following years of service.*

Paid Vacation Days	Years of Service	Years of Service					Years of Service				Years of Service					Years of Service											
Peer	**<1 Year**	**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**	**21 Years**	**22 Years**	**23 Years**	**24 Years**	**25 Years**	**More than 25 Years**
City of Appleton	5.0	5 - NE 10 - E	10 - NE 10 - E	10 - NE 10 - E	10 - NE 10 - E	10 - NE 15 - E	12 -NE 15 - E	12 -NE 15 - E	15 -NE 18 - E	15 -NE 18 - E	15 -NE 18 - E	15 -NE 18 - E	20 -NE 22 - E	20 -NE 22 - E	20 -NE 22 - E	22.0	22.0	22.0	22.0	22.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
City of Beloit	0	11	11	13	13	15	15	15	15	15	18	18	18	18	20	20	20	20	20	20	22	25	25	25	25	25	25
City of Eau Claire	15	15	15	15	15	17	17	17	20	20	20	20	20	22	22	22	22	25	25	25	25	25	25	25	25	25	25
City of Green Bay	10	10	10	10	10	10	15	15	15	15	15	17	17	17	17	17	20	20	20	20	20	25	25	25	25	25	25
City of Janesville	1.25 days/full month worked	15	15	15	15	15	16	17	18	19	20	21	22	23	24	25	25	25	25	25	25	25	25	25	25	25	25
City of Kenosha	12	15	15	15	15	15	17	17	17	17	17	19	19	19	19	19	21	21	21	21	21	25	25	25	25	25	25
City of Manitowoc	8	15	15	15	17	17	17	20	20	20	21	22	23	24	25	25	25	25	25	30	30	30	30	30	30	30	30
City of Oshkosh	10 (prorated)	10	10	10	10	15	15	15	15	15	20	20	20	20	20	20	20	20	25	25	25	25	25	25	25	25	28
City of Sheboygan	10 (prorated)	20	20	20	20	25	25	25	25	25	25	25	25	30	30	30	30	30	30	30	30	35	35	35	35	35	35
City of Wausau	15	15	15	15	15	20	20	20	20	20	25	25	25	25	25	30	30	30	30	30	30	30	30	30	30	30	30
City of Wauwatosa	15 (prorated)	15	15	15	15	20	20	20	20	20	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25
City of West Bend	Uses a Paid time off" program																										
City of XYZ	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10 - NE 15 - E**	**10 - NE 15 - E**	**10 - NE 15 - E**	**15**	**15**	**15**	**15**	**15**	**15**	**20**	**20**	**20**	**20**	**20**	**20**	**25**	**25**	**25**	**25**	**25**	**25**	**25**
Market Average:	**9.3**	**13.7**	**13.7**	**13.9**	**14.1**	**16.9**	**17.7**	**18.1**	**18.2**	**18.6**	**20.6**	**21.2**	**21.4**	**22.3**	**22.5**	**22.9**	**23.3**	**23.9**	**24.4**	**24.8**	**25.3**	**26.8**	**26.8**	**26.8**	**26.8**	**26.8**	**27.1**
XYZ Days vs Market Average:	**0.7**	**-3.7**	**-3.7**	**-3.9**	**-4.1**	**-6.9 for NE and -1.9 for E**	**-7.8 for NE and -2.8 for E**	**-7.9 for NE and -2.9 for E**	**-3.2**	**-3.6**	**-5.6**	**-6.2**	**-6.4**	**-7.3**	**-2.5**	**-2.9**	**-3.3**	**-3.9**	**-4.4**	**-4.8**	**-0.3**	**-1.8**	**-1.8**	**-1.8**	**-1.8**	**-1.8**	**-2.1**

Data Effective Date: 4/9/2025

Footnotes: City of Appleton - Starting at 21 years listed only 5 days for NE; changed to 25 based on amounts for previous years;
City of Eau Claire - gave hours instead of days; divided amounts by 8 to calculate # of days
City of Kenosha - see email for these numbers; Union employees Time Off governed by CBA
City of Sheboygan - gave hours instead of days; divided amounts by 8 to calculate # of days
City of West Bend - PTO - all hours entered in "Personal Days" column
City of XYZ - Used wks, I converted to days based on a 5 day workweek

Notes:
The number of paid vacation days at the City of XYZ is below the market average for every "year of service" category, at different degrees depending on the 'year of service" category under analysis. In several categories the City's benefit level is several days below market, particularly for Non-Exempt employees with 6, 7 and 8 years of service. In general, the number of vacation days jumps from two weeks to three earlier at most peers than the five years (Exempt) and 8 years (Non-Exempt) that are required at the City of XYZ. The number of vacations does vary in numbers and the timing for the increase in the number of days quite a bit between cities, but in any case, Fond du Lac's benefit in this area is not competitive. We also note that the existence of different benefit levels for Exempt and Non-Exempt staff is only true at one peer organization, therefore the City's practice is not consistent with the prevalent market practice in this

29B. Please indicate the number of accrued days per year for sick days, for the following years of service.

Paid Sick Days	Years of Service																									
Peer	<1 Year	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	21 Years	22 Years	23 Years	24 Years	25 Years	More than 25 Years
City of Appleton	N/A - covered under Personal Days Policy	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Beloit	12 (prorated based on hire date)	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
City of Eau Claire	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
City of Green Bay	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
City of Janesville	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
City of Kenosha																											
City of Manitowoc		10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
City of Oshkosh	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67
City of Sheboygan																											
City of Wausau	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
City of Wauwatosa	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
City of West Bend	Uses a Paid time off" program																										
City of XYZ	based on # of months of service in first year of hire	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
Market Average:	**11.4**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**
XYZ Days vs Market Average:		**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**

Data Effective Date: 4/9/2025

Footnotes: City of Beloit - 8 hrs/month; calculated to 12 days/yr;
City of Green Bay - 1/mo; calculated to 12 days/yr;
City of Oshkosh - 1 sick day/30 days worked; calculated based on 5 day workweek
City of West Bend - PTO - all hours entered in "Personal Days" column

Notes:
The number of paid sick days at the City of XYZ is slightly above the market average for every "year of service" category. However, the prevalent practice among the peers is 12 days a year, an amount which is also the case to the City of XYZ. In any case, the City's benefit is competitive in this area.

29C. Please indicate the number of accrued ***days per year*** for **personal** days, for the following years of service.

Personal Days	Years of Service																									
Peer	<1 Year	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	21 Years	22 Years	23 Years	24 Years	25 Years	More than 25 Years
City of Appleton	Prorated based on hire date	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
City of Beloit	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
City of Eau Claire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
City of Green Bay	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
City of Janesville	0	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5
City of Kenosha	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
City of Manitowoc	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
City of Oshkosh	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
City of Sheboygan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
City of Wausau	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
City of Wauwatosa	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
City of West Bend	Uses a Paid time off" program																										
City of XYZ	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Most Prevalent Response (Non-Zero Reponses):	**3.0**	**3.0**	**3.8**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**
XYZ Days vs Market Average:	**-3.0**	**-3.0**	**-3.8**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**

Data Effective Date: 4/9/2025

Footnotes: City of Beloit - <1 year is prorated based on hire date

Notes:
Thirty-three percent (33%) of the City's peers have a personal days benefit in addition to paid vacation and sick leaves. Therefore the City's lack of personal days benefit is consistent with the prevalent market practice. Where the benefit does exist, the most reported benefit level is three days per year. Appleton does not have a sick leave program per se, but instead has a personal days plan to cover sick leave, funeral leave and "floating holidays".

Table 29: Time Off Accrual

30. When are vacation, sick and personal days accrued?

Peer	Response
City of Appleton	Annually
City of Beloit	Vacation and Personal - Annually; Sick- 1 day monthly
City of Eau Claire	Not reported
City of Green Bay	Biweekly
City of Janesville	Annually
City of Kenosha	Not reported
City of Manitowoc	Biweekly
City of Oshkosh	Sick accrued monthly; Vacation accrued annually
City of Sheboygan	PTO is granted Jan. 1st of each year based on length of service they will reach that year.
City of Wausau	Sick/vacation bi-weekly; personal annually
City of Wauwatosa	Vacation time is awarded up-front and not accrued. Sick time is accrued per month
City of West Bend	Bi-weekly
City of XYZ	**Annually**

Data Effective Date: 4/9/2025

Footnotes:

Notes:
There is a variety of practices in this regard. Annual accrual of vacation, sick and personal days, a practice in effect at the City of XYZ, is also used at several peer cities.

Table 30. Designated Paid Holidays

30. Please indicate which holidays are observed by your organization by choosing "Yes" or No" for each.

	New Year's Day	MLK Birthday	President's Day	Good Friday	Memorial Day	Juneteenth	Independence Day	Labor Day	Indigenous Peoples/Columbus Day	Election Day	Veterans Day	Thanksgiving Day	Day After Thanksgiving	Christmas Eve	Christmas Day	New Year's Eve	Total
Peer	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	
City of Appleton	Yes	No	No	No	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	No	8
City of Beloit	Yes	Yes	No	Yes	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	No	10
City of Eau Claire	Yes	No	No	No	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	No	8
City of Green Bay	Yes	Yes	No	No	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	10
City of Janesville	Yes	No	No	No	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	No	8
City of Kenosha	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	12
City of Manitowoc	Yes	No	No	No	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	9
City of Oshkosh	Yes	No	No	Yes	Yes	No	Yes	Yes	No	No	No	Yes	No	Yes	Yes	Yes	9
City of Sheboygan	Yes	No	No	Yes	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	10
City of Wausau	Yes	No	No	Yes	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	10
City of Wauwatosa	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	12
City of West Bend	Yes	No	No	Yes	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	10
City of XYZ	**Yes**	**No**	**No**	**No**	**Yes**	**No**	**Yes**	**Yes**	**No**	**No**	**No**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**	9
Number of "Yes" Responses	**12**	**4**	**0**	**7**	**12**	**2**	**12**	**12**	**0**	**0**	**0**	**12**	**11**	**12**	**12**	**8**	**10**
Number of "No" Responses	**0**	**8**	**12**	**5**	**0**	**10**	**0**	**0**	**12**	**12**	**12**	**0**	**1**	**0**	**0**	**4**	
XYZ Practice is NOT Consistent with Prevalent Market Practice:				**X**													

Data Effective Date: 4/9/2025

Footnotes: City of Eau Claire, City of Janesville & City of West Bend - I entered No for blank responses

Notes: The named holidays observed by the City of XYZ are in line with the market in each case except for Good Friday where more than half of the peers offer this day as a holiday and the City of XYZ does not. In our experience, the public sector is slowly moving toward stopping the addition of named holidays and instead adding a small number of personal days or "floating holidays", to provide employees more choice in time off to meet their individual needs and preferences.

Table 31. Number of Floating Holidays

32. How many floating holidays do employees receive each year (in addition to paid holidays, vacation, and sick leave; please include any additional days around Christmas Eve or Christmas Day in this number)?

Peer	Number of Floating Holidays
City of Appleton	4
City of Beloit	3
City of Eau Claire	3
City of Green Bay	0
City of Janesville	3
City of Kenosha	2
City of Manitowoc	0
City of Oshkosh	4
City of Sheboygan	0
City of Wausau	0
City of Wauwatosa	2
City of West Bend	0
XYZ	**5**
Market Average:	**1.8**
XYZ vs. Market Average:	**3.3**

Data Effective Date: 4/9/2025

Footnotes: City of Beloit - Counted these as "Personal Days" in #29*;*
City of Kenosha - Union employee amount governed by CBA
City of West Bend - included in PTO

Notes: The number of floating holidays at the City of XYZ is significantly above the market average as wellas the most reported response of three (3) days). To fully understand market time off practices, it is important to review the responses for both Personal Days and Floating Holidays, which essentially amount to the same kind of benefit.

Table 32. Other Benefits

33. Please choose any of the following benefits your organization offers to employees. Choose all that apply.

Peer	Retiree Health Insurance	Tuition Reimbursement	Paid Parental Leave	Paid Caregiver Leave	Service Level Benefit (Longevity Pay)	Employee Assistance Program	Remote Work Policy	Flexible Scheduling	Sabbatical Leave	Catastrophic Leave/Leave Donation
City of Appleton	X	X				X	X	X		
City of Beloit		X			X	X		X		
City of Eau Claire		X				X	X	X		X
City of Green Bay	X					X	X	X		X
City of Janesville	X					X	X	X		X
City of Kenosha	X	X				X				
City of Manitowoc	X	X				X		X		X
City of Oshkosh	X	X			X	X	X			
City of Sheboygan	X	X				X	X	X		
City of Wausau		X				X				X
City of Wauwatosa		X	X			X	X	X		
City of West Bend	X	X				X		X		
City of XYZ	**X**	**X**	**X**			**X**	**X**	**X**		**X**
Number of "Yes" Responses	**8**	**10**	**1**	**0**	**2**	**12**	**7**	**9**	**0**	**5**
Number of "No" Responses	**4**	**2**	**11**	**12**	**10**	**0**	**5**	**3**	**12**	**7**
XYZ Practice NOT Consistent with Prevalent Market Practice:			**X**							**X**

Data Effective Date: 4/9/2025

Notes:
There are no benefit areas where the City of Fond Du Lac's program or lack of a program is INCONSITENT with the prevalent market practice. There is one benefit program offered at the City of XYZ that are not offered at the majority of peers. The Leave Donation Program at the City of XYZ is only offered at forty-two percent (42%) of the peer organizations.

Table 33. CDL Training Pay

34. Does your organization pay for CDL training? If yes, does your organization have a policy or clause regarding employees reimbursing your organization at a pro-rated rate upon separation?

Peer	Pay for CDL Training		Employee Reimbursement Upon Separation	
	Yes	No	Yes	No
City of Appleton	X			X
City of Beloit	X		X	
City of Eau Claire	X			X
City of Green Bay	X			X
City of Janesville	X			X
City of Kenosha	X			X
City of Manitowoc	X		X	
City of Oshkosh	X		X	
City of Sheboygan	X		X	
City of Wausau	X		X	
City of Wauwatosa	X			X
City of West Bend	X		X	
Number:	**12**	**0**	**6**	**6**
City of XYZ	**X**		**X**	

Data Effective Date: 4/9/2025

Notes: All peers and the City of XYZ pay for CDL training-related expenditures. Since one half of the peers require pro-rated reimbursement to the City for the training upon voluntary separation and the other half do not, the City's policy of requiring pro-rated reimbursement is neither above or below the prevalent market practice.

Table 34. Wellness Benefits

35. Please describe any benefits that are meant to support employee wellness activities.

Peer	Response
City of Appleton	City health care clinic (Connecting Care Clinic) including physical therapy and health coaching
City of Beloit	Employee Assistance Program, various confidential programs through our medical insurance- JointStrong, Inspera Health
City of Eau Claire	Employees have ability to earn a $500 deductible on health insurance by participating in wellness program
City of Green Bay	
City of Janesville	Wellness portal with opportunity to complete challenges, earn points, and cash in for gift cards at end of the year
City of Kenosha	N/A
City of Manitowoc	wellness membership reimbursements, onsite fitness center, near site medical clinic
City of Oshkosh	Discounts at gyms, Group Challenges (Holistic Hero, Balance Boost etc.), Employee made Cookbook yearly update, Currently doing a spring reading challenge, Lunch N Learns (some in person, some virtual), Monthly Newsletter talking about wellness in the organization and the City.
City of Sheboygan	fitness reimbursement (up to $50/month)
City of Wausau	On-site fitness centers, Bublr bike discount, wellness reimbursement program for gym membership and race participation, wellness portal, on-site instructor led classes, general promotion of wellbeing in the workplace.
City of Wauwatosa	
City of West Bend	wellness team that puts together multiple events and activities through the year
City of XYZ	**Engagement activities**

Data Effective Date: 4/9/2025

Notes:
There are clearly a variety of programs and initiative in this area, a finding consistent among our multiple surveys conducted each year. Perhaps some of these ideas will be of interest to the City of XYZ.

Table 35. Unique Benefits

36. Please describe any unique benefits offered by your organization that employees particularly enjoy:

Peer	Response
City of Appleton	
City of Beloit	
City of Eau Claire	
City of Green Bay	employee resource groups, retirement planner consultations, group exercise classes, onsite health coaching, resilience and mental health lunch and learns, onsite fitness center, reimbursement for required licenses (plumber, electrician), Clothing & Shoe Allowance
City of Janesville	Vacation buy program - employees not at the max vacation of 25 days can buy up to 5 days of vacation and spread out over all 26 pay periods in the year
City of Kenosha	N/A
City of Manitowoc	flexible work schedule, day off for birthday, holiday and summer employee appreciation events
City of Oshkosh	Reading challenge with prizes, City Employee Cookbook, gym discounts
City of Sheboygan	opt out insurance - can receive $100/month they are not enrolled in the City's health insurance
City of Wausau	
City of Wauwatosa	Paid volunteer time, wellness book club
City of West Bend	N/A
City of XYZ	**In its health care program, the City:** **1. Provides access to the Corporate Care Clinic located in XYZ and covers 100% of costs for nine types of visits/services** **2. Provides access to Teledoc, which is an online medical service, at no cost to employees** **3. More recently has begun using Garner, a service which helps employees choose highly-rated doctors. If the employee chooses one of the doctors recommended on the Garner app, the employee is reimbursed for up to $2,000 single, $4,000 family, for co-pays and deductibles, including prescriptions that the rated doctor issues** **4. Provides free access to ATI physical therapy for employees, with no referral required, for up to 25 visits** **The City also pays for the license or certification for employees where they are required for the job, as well as paying for the continuing education credits and expenses required to maintain one's license or certification.**

Data Effective Date: 4/9/2025

Notes: The City has a number of positive attributes within the total package of health plan offerings, as described above

Table 36. Additional Comments

37. Additional comments:

Peer	Response
City of Appleton	
City of Beloit	
City of Eau Claire	
City of Green Bay	
City of Janesville	
City of Kenosha	
City of Manitowoc	
City of Oshkosh	Osh Kosh provided some documents that detail their unique benefits. We are happy to pass these along to the City of XYZ.
City of Sheboygan	
City of Wausau	
City of Wauwatosa	
City of West Bend	"Longevity Pay is only for Fire Union Employees. Our Health Insurance Plan is a Copay Only Plan - no deductible. Both Dental and Vision have four tiers. The Long Term Disability that the City provides is ICI through ETF. We also offer short and long term through an ancillary product, currently American Fidelity, which is 100% employee paid. We do not have separate banks for vacation/sick/personal as of 1/1/25. We have PTO which incorporates these. We also give an extra week per year for management at and over grade 70 of comp plan"
City of XYZ	

Data Effective Date: 4/9/2025

Footnotes:

Notes:

Exhibit Four:

Example Pay Plan Implementation Cost Scenarios Dashboard

City of ZZZ Compensation Study - Implementation Scenarios Summary (Based on 5/1/25 Employee Census)

Updated: 6/21/25

	Scenario Description	ATB Increase Percentage Before Implementation Calculations	# of Employees Receiving an Increase to Minimum	# of Employees Receiving Increase (From ATB and/or Scenario Actions)	Smallest Salary Increase	Largest Salary Increase	Avg Increase to Proposed Salary (excludes "0"/zero increases)	Total Cost ($) to Proposed Salaries	New Base Payroll Total ($)	Average Salary ($)	Percent Change To Base Salary Payroll (%)
Current (Schedule Effective 1/15/2025)	"Total Cost All Salaries Column" (H) represents current baseline salary expenditures, based on Employee Report provided to Archer Company at beginning of study		N/A	N/A	N/A	N/A	N/A	N/A	$10,216,012	$51,080	N/A
Scenario 1	Once the ATB (general increase)has been applied to all employee salaries (optional), bring employees whose current salary is below the Range Minimum of their NEW pay grade, to the Range Minimum. No pay changes for any other employees (other than the ATB/general increase).	0%	98	98	$33	$12,666	$3,715	$364,028	$10,574,701	$53,139	3.6%
Scenario 2	No ATB is applied in this scenario. Maintain employees' current Compa-Ratio in the new pay grades and ranges. For example, an employee who is currently at Compa-Ratio of 50% in the current plan, is placed at a Compa-Ratio value of 50% in the new pay grade and range. If an employee's current salary exceeds the Compa-Ratio in the new grade/range, the employee retains current salary.	0%	98	147	$139	$17,930	$5,744	$837,957	$11,048,630	$55,521	8.2%
Scenario 3	Once the ATB (general increase) has been applied, this "compression reduction strategy" places each employee within new grade and range based on Years of Service in their current position. In that way, the longer an employee has been in their job, ideally, the higher their pay, compared to employees in the same job with less tenure. Compression is not fully solved, because employees already paid higher than the "target" maintain their current salary.	0%	98	148	$0	$30,051	$6,887	$1,012,325	$11,206,821	$56,034	9.9%
Scenario 4	In this scenario, employees are placed at a target salary based on length of time in their role and their current compa-ratio in the new range (current salary/new range midpoint). The rationale is to make adjustments that improve the market position of employees' salaries that are currently below the market reference point. Relatively larger increases are provided to employees with more tenure in their job and those that are currently the farthest from the market reference point in their assigned pay grade and range.	0%	98	176	$20	$14,631	$3,121	$549,343	$10,765,355	$53,827	5.4%
Recommended Implementation Strategy	Implement an across-the-board increase before applying Scenario 4, so that each employee receives at least an ATB increase.	1%	95	200	$53	$14,631	$3,050	$609,909	$10,825,920	$54,130	6.0%

Exhibit Five:

Example Total Compensation Final Report

Consultant Final Report

Classification and Compensation Study

for the

City of Fond du Lac, Wisconsin

City of Fond du Lac

August 19, 2025

THE ARCHER COMPANY

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I. STUDY OBJECTIVES AND AREA OF SERVICE

The City of Fond du Lac, Wisconsin ("City"), contracted with the Archer Company to provide comprehensive classification and compensation study services and report the findings and recommendations of the study.

The intent of the study was to analyze, evaluate and update the City of Fond du Lac's Non-Represented Employee Compensation Plan. The plan covers approximately 225 employees in approximately 147 job classifications (a.k.a. "job titles") that are located across all City departments.

Thirteen (13) areas of service were identified for this study to meet the needs of the City for a thorough, independent analysis of its classification and compensation plan. The identified objectives, presented below, were met through a nine-phase project that began in mid-January and is now complete.

One. **Ensure Department Head Engagement in the Study Process -** As previous public sector managers and longtime compensation consultants the Archer Team working with the City understands the importance of leadership engagement in this kind of study. Working with the City's Project team we ensured Department Head engagement through the following means (along with an initial meeting with the City Manager, Director of Administration and City Attorney/Director – Human Resources, and several meetings with the Project Team):

a. Department Head Interviews – We met individually with each Department Head to clarify information about certain jobs as needed, and to discuss any classification and compensation concerns they had.

b. Draft and Final Findings and Recommendations Meetings – First, we presented our tentative pay grades and ranges to each Department Head for their review and feedback. Then, based on their feedback, we made some final grade changes. All results were then shared with each Department Head for their individual department.

Two. **Review the City's Compensation Philosophy (Including Market Position) -** We presented a framework with the key components of a Compensation Philosophy document including 1. The Role of Compensation and Benefits, 2. Desired Market Position, 3. Governance, and 4. Communications. While our proposed process for considering changes to the Compensation Philosophy included gaining Department Head input into the City's Compensation Philosophy, the Project Team and City Manager believed that work was not necessary at this time. We also reviewed an example Compensation Philosophy document that provides more detail as to the philosophical underpinnings and employer values that can be articulated as part of the Compensation Philosophy. In the end the Project Team believed the City's current language is adequate and reflects the City's intent with respect to its market position

(that is, to pay "competitively" in the market).

Three. **Classification System Optimization** – A Classification System is made up of the assignment of jobs to job families, job classifications, and job levels within a given series (e.g., Engineers, Planners, Administrative Specialists). Consistency and equity within the Job Classification System are critical so that jobs performing similar functions are categorized into the proper job family, and within each family, each classification title represents a different set of essential functions with appropriate minimum qualifications. Through a thorough job analysis, job evaluation and job classification exercise, coupled with an understanding of the City's vision and objectives for its classification plan, we made several recommendations intended to optimize the final Classification System. As part of this optimization, we apply a set of job title guidelines to ensure consistency in the use of different titles or levels, such as Director, Assistant Director, Manager, etc.

Four. **Identify Minimum Qualifications** – From the Job Classification phase we came to understand the true number of different job families, functions, and levels within functions. By clarifying Minimum Qualifications for each distinct job classification, and by working with the City to identify appropriate requirements to move through levels within each job series, the City will be able to identify career progression ladders more easily within job families where this is possible and appropriate.

Five. **Understand Current Market Competitiveness** – To ensure the City provides competitive compensation and benefits in the marketplace, we worked with the Project Team to design and execute a highly customized market assessment process. The market study covered pay ranges for a large sample of City jobs, and a number of questions about pay practices and major benefits programs and was guided by the City's Compensation Philosophy and compensation program objectives. We selected a representative sample of job titles to include in the survey to ensure the results would be generalizable to the entire City pay structure.

The market competitiveness review included understanding the market demands at all key points along the pay range:

- Minimums, for hiring purposes
- Midpoint/Market Control Points, ensuring they are fully competitive at the market position desired by the City (e.g., "at market," "above market") and
- Maximums, ensuring appropriate salary growth is possible given the desire to retain trained, seasoned employees over the long run

Total Compensation:

The City requested, and we completed, a competitive analysis of major benefit categories requiring significant employer contributions to gauge the competitiveness of the "total compensation" package. In practice this is generally done by measuring the total expenditures the City incurs for salary, bonuses, and contributions to major benefit categories including Health and Retirement Plans – and then comparing said expenditures to those incurred by the peer organizations chosen by the City. We worked carefully with the City's Project Team to finalize this methodology including the complete basis for Total Compensation comparison as envisioned by the City.

Six. **Complete a Compression Analysis, Recommend Remediation Strategies with Estimated Costs** – Through a comprehensive diagnosis of the types of potential inequities present in the current pay plan, we were able to identify and discuss with the Project Team options for adjusting individual employee pay. Our focus was on a number of cases where there was a "disconnect" between time in the employee's current position and their range position (the current placement of their salary within the salary range). Because of the existence of a "step-based" pay structure, where employees generally move up a step for each year of longevity in their job, the level and severity of pay compression we tend to see in "open ranges" was not present. We did find opportunities to make some compression adjustments; however, in the end, the cost was not viable for the City to fund. The City can consider compression adjustments at a future date if funding becomes available.

Seven. **Provide a Set of Recommendations to Ensure Market Competitiveness of Total Compensation –** From the market assessment and our deep experience in public sector compensation and benefits programs, we provided a set of recommendations aimed at preserving the City's desired level of competitiveness. While in general we found the major benefits to be quite competitive, we identified a few areas of potential improvement, from a market competitiveness standpoint, and we discussed these findings with the Project Team.

Eight. **Development of a New Pay Structure -** We used regression analysis to draw a "pay line" based on the integration of market data and job evaluation points from the application of our trademarked job evaluation system, the Archer Matrix Point Factor Evaluation System. This methodology ensures an internally equitable grade structure coupled with market-competitive pay ranges. We built the recommended pay ranges (Minimums, Market Reference Points, Maximums, and desired range width) based on several elements that will be defined in the development of the Compensation Philosophy, including:

1. Desired level of hiring competitiveness
2. Desired maximum pay versus market pay levels
3. The way in which employees move through pay ranges and the link to performance
4. The point of time in a job at which the City believes the salary or wage should be fully competitive

These and other factors were used to create the optimal pay structure for the City of Fond du Lac.

Nine. **Review and Make Recommendations on Select Salary Administration Policies** – In working with the Project Team and the City Manager, there were several key salary administration policies we were asked to review and to provide recommendations. The intent of the recommendations is to better align the policies themselves and therefore, the administration of the Compensation Program for Non-Represented Employees, with the objectives of the program.

Ten. **Provide A Plan for Maintaining Competitiveness and the Compensation Philosophy –** In **Section 3** of this report, we provide a set of simple strategies and steps the City can incorporate to monitor market changes to pay ranges and individual pay, inflation, compression, and internal equity annually. The analysis steps will provide the City with key information to make decisions needed to maintain the integrity of the compensation structure over time. These steps would include the appropriate considerations to take and supporting data to use to determine periodic pay structure adjustments and the budget amount for the annual pay increase consideration process.

Our compensation policy recommendations, coupled with these pay structure administration steps, will provide the foundation necessary to maintain a competitive and internally equitable pay program. These steps would include the appropriate considerations to take, and supporting data to use, to determine periodic pay structure adjustments and the budget amount for the annual pay increase program.

Eleven. **Create an Implementation Plan** – By fully understanding all results from the internal and external analysis, by learning the City's objectives, priorities, and pain points, we developed an *interactive model that allowed the modeling of potential costs under multiple scenarios* aligned with the City's fiscal assets and specific objectives and priorities.

One option we considered was aimed at minimizing pay compression. This option was based on a gap analysis comparing current compa-ratios and target compa-ratios (based on length of time in the

employee's current job role) and adjusted many employee salaries to better align time in job and compa-ratio (range position). The costs were not feasible – an outcome which is often true among Archer Company clients. In the end the City has chosen an implementation plan which ensures a reasonable minimum pay increase (given current external market conditions) for every City employee and places each employee into a new pay grade and range that is both internally equitable and market competitive.

Notably, 87% of the current job roles at the City, including the Library will experience increases in their *pay ranges* once the plan is adopted. This translates into greater pay opportunities as employees move through their pay steps as compared to the current pay structure, and, in some cases, the pay opportunities increase significantly for the City to achieve both market competitiveness and internal equity.

Twelve. **Communication and Education** – Through the development of a comprehensive project plan, with the Project Team, we ensured project stakeholders (City Manager, Department Heads) were appropriately informed and updated throughout the project, including results and recommendations. On ***Day One***, we developed a detailed project plan with milestone dates that were mutually agreed upon, so we could meet the City's deadlines. We met with the Project Team nearly weekly to ensure The Archer Company received direction and background that would be important to inform our analysis and later to provide realistic implementation recommendations.

As stated above, we met with each Department Head to understand their specific needs, concerns, and issues as part of our due diligence, and later to share our tentative job title, pay grade, and range recommendations and to receive their input and feedback. Finally, as the study is completed, we are meeting with each Department Head individually to discuss our findings and recommendations. We are also delivering a presentation on the study methodology, findings, and recommendations to employees and on the same day, the City Council.

Thirteen. **Human Resources Training for Program Administration –** We will provide the Human Resources Team training on job analysis, market assessment, job evaluation and managing job change to support ongoing Classification and Compensation Program effectiveness. We will provide the content, tools, and resources to enable the Human Resources Team to administer the Classification and Compensation Plan independently over time.

Topics to be covered include understanding job changes and effective job analysis, use of the Archer Matrix Point Factor Evaluation System, market assessment, integration of market data and internal evaluation scores to

ensure plan effectiveness, and annual decisions that are necessary to maintain the market competitiveness of the Compensation Plan (i.e., pay structure adjustments, pay increase budgeting).

Regarding job grading for *new and reclassified* jobs, The Archer Company will review positions at no charge for one year. After that, for a client this size, and due to the complexity of the job evaluation system, we urge the City to consider utilizing our services to independently analyze, classify and evaluate each new and changed job for grade placement.

II. STUDY FINDINGS AND RECOMMENDATIONS

1. Job Analysis, Evaluation and Classification

The intent of this phase was to analyze each position and apply sound job evaluation and classification analysis processes to establish an internally equitable Classification Plan. Granular data gathered through this process was used to fully understand each specific role that is present at the City and then to define job families, job series, and levels of work within each job series. Minimum qualifications were defined and vetted with leaders to be used in the development of the final list of City job classifications. This step included several crucial activities.

The purpose of this key phase of the project is to ensure that the classification structure is appropriate and reflective of the City's philosophy of job classification, that all positions are properly classified, and that the job evaluation for each classification (and therefore the pay grade) is consistent with the work performed. This process became the foundation of the pay plan's principle of internal equity.

We analyzed and evaluated a total of 147 job titles or classifications within the City through the review of JDQs and other job documentation and interviews with the Department Heads. These job titles represent approximately 228 current positions, including several vacancies within the City at the present time.

Job Analysis Process: The Archer Company utilized two integrated methods of conducting job analysis: the use of a thorough position questionnaire and information gathered from each department, and in-depth interviews with all Department Heads.

JDQs: The analysis utilized the JDQ – "Job Description Questionnaire" which has been utilized at the City for several years. The Archer Company found the JDQ to be very adequate for our own job analysis and job evaluation purposes, and in some situations, supplemented information provided on the JDQ via additional questions to a given Department Head or to the Project Team. For example, departmental budget information, necessary for job evaluation, was provided by the Project Team.

The Archer Company asked that department management review each completed JDQ to make sure they were complete and accurate and to provide management perspective on minimum qualifications and other key attributes of each job title. In fact, Department Heads played a key role in ensuring that all information collected from employees provided accurate, thorough, and quality data for use in the job analysis of their subordinate positions.

Department Head Interviews: The Archer Company conducted interviews with each Department Head and in some cases direct reports to the Department Heads, for ***four key purposes***:

→ Review the departmental structure and operations, including all reporting relationships and interrelationships between positions.

→ Understand how the department is impacted by the classification and compensation plan under the current state.

→ Review and discuss specific classification and compensation concerns.

→ Receive answers to questions we had from reviewing the JDQs.

Each Department Head also completed a tailored **Department Director Issues Form** to gather specific information with respect to all classification and/or compensation concerns.

Job Evaluation and Internal Equity: The Archer Company adheres to the principle that an employee should be paid in accordance with the degree of complexity associated with his or her job. This principle is fundamental to the concept of internal equity. The importance of internal equity in an organization's pay plan – especially for organizations dependent upon taxpayer funding – cannot be overstated. To achieve internal equity in any employer's pay structure, it is necessary to employ an organized and rational job evaluation system to determine the relative worth of jobs.

The Archer Company utilized the Archer Matrix Point Factor Job Evaluation System™, which is a copyrighted, matrix-point-factor job evaluation system developed by the late Earnest R. Archer, Ph.D., P.E., and founder of the Archer Company. Supported by 25 years of research and testing and an additional 30 years of use in hundreds of organizations and further supported by well-defined criteria and verifiable job information, it is a highly dependable evaluation method.

The purpose of the Archer Job Evaluation methodology is to:

1) Provide a common system to evaluate the degree of difficulty of all jobs in the organization against a set of universal criteria.

2) Determine the relative worth of jobs in the organization in accordance with the degree of difficulty associated with each job, (i.e., to establish *internal equity* in the organization's pay structure)

3) Provide an objective basis for establishing pay grade levels for jobs in the organization.

4) Provide the independent variable necessary to integrate with the salary survey data to develop a pay structure that possesses both *internal equity* (job evaluation) and *external equity* (market analysis)

The Archer Matrix-Point-Factor Job Evaluation System employs universal factors that address work requirements, aptitude factors, and responsibility factors. Each job is evaluated using a matrix-point-factor method that involves the analysis of a combination of work requirements, aptitude factors and responsibility factors listed below.

Work Requirements

- Data Utilization
- Human Interaction
- Equipment, Tools, and Materials Utilization

Aptitude Factors

- Language/Verbal Comprehension
- Mathematical
- Functional Reasoning
- Situational Reasoning
- Dexterity
- Physical Effort
- Sensory Awareness
- Previous Experience
- Education
- Environmental Adaptability

Responsibility Factors

- Managerial Span of Control
- Scope of Planning
- Financial Accountability

Applying the Archer Matrix-Point-Factor Job Evaluation System involves determining the relationships between the degrees of difficulty associated with the work requirements and the degrees of difficulty associated with the aptitude factors. These relationships determine the total evaluation point score for a job. In addition to the work requirement and aptitude factor determination, the three responsibility factors are applied to each job. The responsibility factors are summarized as a multiplier and are considered to apply to all aspects of a job. Consequently, the responsibility factor multiplier is applied to the evaluation point total.

The job evaluation process yields a quantitative measurement stated as evaluation points which are based on the job content, which is the duties, responsibilities, and the qualifications required for each job. The point totals derived from the evaluation process are then translated directly into the establishment of pay grades in the pay plan. The pay grade represents a way of defining the relative value of each job to the City, as defined by the total score on the point factor job evaluation scoring system. The scoring of each job is based on the job description, the JDQ and the Department Head Issues Form. *All jobs in the same pay grade are considered to be of relative difficulty to the City, as measured by the job evaluation factors listed above.* Accordingly, jobs assigned to higher pay grades score higher in terms of job complexity, responsibilities, and required knowledge, skills, and experience and thus will have higher pay ranges measured in dollars than jobs in lower pay grades. *It is important to remember the focus of job evaluation is the job itself, not the person in the job.*

Classification of Positions: All positions within each classification were reviewed and analyzed against the information captured in the job analysis phase. Each position was reviewed to ensure that (1) essential functions are accurate and up to date; (2) knowledge, skills, competencies, and abilities are identified; and (3) minimum qualifications (criteria for entrance), physical requirements, and environmental factors are reflective of the work performed.

Based on the input from the Project Team and our analysis of the current classification structure as it relates to the actual duties of the various City job roles, The Archer Company made final recommendations as to the appropriate classification for each existing position and in some cases, new classification series were added to better categorize certain jobs in a fair and equitable way.

We did provide a new Classification Series, with classification specifications, for the City's administrative support roles, *to ensure that there was equitable classification decisions among the jobs providing a variety of administrative, clerical, and programmatic support.*

Once the final classification plan was determined and each classification clearly defined, we completed three other key tasks:

1. Defined the appropriate ***distinguishing characteristics between levels*** in each classification series for clarity purposes and to assist with allocation of individual positions (e.g., the Administrative Specialist I, II and III series),
2. ***Allocated each position*** to ensure assignment to the appropriate job classification, and
3. ***Discussed potential changes to internal ranking*** of classifications.

Major Outcomes of Job Analysis, Job Evaluation and Job Classification Phase

This report reflects the FINAL determinations with respect to job classification/job titles, pay grades, and pay ranges.

As stated earlier, the City's Classification Structure was found to be sound. However, we are recommending 78 job title changes:

Job Titles and Levels Consistency: We started the study with 147 classification titles, and once the classification work was completed, we identified 138 unique classification titles. In performing this analysis, we applied customized "Job Titling Guidelines" which provide the distinguishing characteristics for different job levels within the City's structure including Director, Manager, Supervisor, Lead, Specialist, Coordinator, Administrator and Technician. The idea of the Job Titling Guidelines is to ensure that job titles which include a "level," such as "Manager, or "Supervisor" meet certain common characteristics. The use of the guidelines was also helpful in achieving some greater consistency among non-supervisory job titles. Our classification and titling work resulted in 78 job title changes. Some were minor clarifications and others were changed to better define the nature of the work and/or the true "level" of the work.

Number of Pay Grades: As alluded to above, jobs with similar point scores were placed together in the same pay grade. This is the basis of an internally equitable pay plan.

Once our job evaluation process was complete and all jobs were placed in a pay grade along with jobs of similar internal value, we recommended the establishment of 24 pay grades. The current system utilizes 18 pay grades. While we do not have knowledge of the City's current job evaluation system in any depth, it appears the Archer system provides a bit more detail or refinement in distinguishing job levels since we are recommending an additional four grades in the City's new pay structure.

2. Definition of the Relevant Labor Market, Design and Execution of a Total Compensation Market Assessment, and Market Reporting

This phase involved the finalization of the process we used to measure market competitiveness and current market conditions via the completion of a comprehensive market assessment.

The City's compensation program is a key aspect of competitiveness. This study focused on ensuring results support the City's Compensation Philosophy including the City's desired "market position."

The Archer Company adheres to the principle that an organization's pay structure must possess competitive integrity (i.e., the ability to secure a competent labor force from the labor market(s) in which it competes with other organizations for its labor supply). This principle is fundamental to the concept of external equity.

The impact of current labor market conditions and basic supply-and-demand economics must be considered when developing an organization's pay structure. Jobs that have an adequate applicant pool can usually be recruited at a pay rate that may be lower than absolute reliance on job evaluation indicates. Conversely, jobs that have a limited applicant pool may require compensation higher than the job evaluation indicates.

The goal of this objective was to provide a robust picture of the City's current pay as well as key benefits programs with respect to the City's intended level of competitiveness. From that "gap analysis," we created recommendations and an implementation plan to align the pay structure and benefits programs to the desired market position.

The end of this task was marked by the presentation of a detailed report on the City's market competitiveness overall and for each of the benchmark jobs included in the Market Assessment. Similarly, we provided a comparison of the City's key benefits programs to those in place among the peer organizations and identified areas where the City's benefits are very competitive, and a few areas where competitiveness currently falls short.

To complete this phase, several key decisions were made in conjunction with the City about the true market in which the organization competes, at which time the Archer Company designed and conducted a total compensation survey process to give the City a full and complete picture of its competitiveness at this time.

Specific tasks we completed are described below:

A. **Identification of "Benchmark" Positions and Pay Practices Questions:** The Archer Company worked with the Project Team to identify the list of benchmark classifications that was be included in the custom survey. We chose **58 jobs** to benchmark and received adequate data back on all but one of the benchmark job titles.

   Every good market study requires us to make sure to select jobs that represent the continuum of the City's classifications, focusing on: (1) positions/classes which are widely recognized as possessing similar job content in most organizations; (2) positions/classes which represent a substantial number of employees as well as the various job families; (3) jobs that are considered to be core functions that serve to anchor the pay plan; (4) positions/classes for which the City may have had difficulty recruiting and retaining a qualified work force; and/or (5) positions/classes which represent the full spectrum of salary grades and ranges in the pay plan (including executive and various administrative classifications).

   Our benchmark selection resulted in our collection of market data for 40% of City job titles, which in turn cover a significant percentage of City employees. This is a requirement of a valid market survey. Because we utilized best practices for survey sample selection (variety of disciplines, pay grades, utilization of commonly found jobs in the market), these statistics are more than what is required to develop a compensation structure integrating internal and external equity principles.

   The benchmark jobs in the classification and compensation study are listed in **Exhibit 1.**

   With respect to **the Total Compensation Assessment**, we worked with the City to add 37 custom-designed pay policy and benefits questions around a number of key compensation events such as pay increase and pay structure budgeting, hiring pay, and the pay policy for FLSA-exempt employees working above normal scheduled hours per week. On the benefits side we inquired about a number of key programs such as health insurance, retirement/deferred compensation, short- and long-term disability insurance, and time off provisions.

B. **Identification of Organizations to Be Surveyed:** The City's Project Team chose 14 peer organizations to include in the custom market study, choosing organizations the City sees as similar in a number of key ways and organizations which the City has a history of using as market comparators. Employers with the following characteristics are typically surveyed: (1) organizations with which the City clearly has been competing for employees; (2) organizations which are recognized as important, or influential, in the local marketplace; (3) organizations which are within proximity to the City's competitive market (i.e. the same geographic region); and/or (4) organizations with similar population, demographics, and scope of services.

Table 2. Peer Organizations Surveyed for Classification and Compensation Study

The City of Fond du Lac Peer Organizations	
1	CITY OF APPLETON
2	CITY OF BELOIT
3	CITY OF EAU CLAIRE
4	CITY OF GREEN BAY
5	CITY OF JANESVILLE
6	CITY OF KENOSHA
7	CITY OF LA CROSSE
8	CITY OF MANITOWOC
9	CITY OF OSHKOSH
10	CITY OF RACINE
11	CITY OF SHEBOYGAN
12	CITY OF WAUSAU
13	CITY OF WAUWATOSA
14	CITY OF WEST BEND

C. **Agree to a Definition of "Total Compensation" to Inform the Data to be Collected from Peers**: We worked with the Project Team to specify the components of "total compensation" for the purposes of analyzing the competitiveness of the City's Total Compensation Program. These components were:

1. Base Salary – measured at the Average Range Midpoint for each benchmark job
2. Employer Contributions to Health Coverage, Prescription Coverage, Dental Coverage, Vision Coverage and Health Savings Account contributions
3. Employer Contributions to Defined Benefit, Defined Contribution and Deferred Compensation "Retirement" Contributions

By comparing the City's contributions for these benefits plus base pay levels for each benchmark job against the averages for each peer, we were able to provide feedback on the competitiveness of the City's "Total Compensation" package for each benchmark job, and on an overall basis.

D. **Creation of a Customized Web-Based Compensation Survey:** The Archer Company constructed a customized survey designed to collect the data

requested by the City utilizing a web-based format for compensation surveys that has proven to optimize the collection of data while minimizing the burden to participating organizations. The Project Team reviewed and provided feedback on the draft survey and approved the final survey document.

E. **Custom Survey Data Collection:** The Archer Company used a very "hands-on" approach with survey participants to facilitate ease of participation as well as to maximize participation for our clients. In the end we received participation from all 14 of the City's chosen peer organizations. In a few cases the peer provided partial information, and we were able to complete the benchmark portion of the survey using job descriptions and pay ranges available online. We had significant follow-up with each peer after both the City's Project Team and the Archer Team flagged a few data items for follow up to ensure our data was as clean and accurate as possible .

F. **Collection of Published Survey Data to Supplement Custom Survey:** A number of City jobs exist in the private sector. Department Head interviews confirmed that the City is in fact competing with many local/area businesses for talent. Therefore, we utilized the Economic Research Institute ERI Salary Assessor Survey, which provides data on thousands of U.S. employers, to provide "general industry" data for 52 of the 58 benchmark jobs. General industry data from this survey includes organizations from all sectors, including private sector (all industries reported in the survey) as well as any data reported by public sector organizations for the same area.

   Because we only added private industry data from one survey, the overall weighting of the private industry data for these jobs is not skewing the overall results. In other words, the vast majority of all data points come from the public sector peers listed above.

G. **Create and Present a Market Competitiveness Report:** On the benchmark jobs, we prepared a detailed report on the current competitiveness of the City's compensation overall and with specific detail for each of the 57 job titles for which we had sufficient data. For the select pay policy and Total Compensation comparisons, we have provided specific reports for each component.

Data Adjustments for Custom Survey Data

Two kinds of data adjustments were made to the raw data supplied by the 14 public sector peers, geographic adjustments, and workweek adjustments (non-exempt only):

Geographic Adjustments based On Wage and Salary Differentials (Cost of Labor):

To reflect the geographic differences in salaries between each surveyed employers' location and the City of Fond du Lac, we adjusted the reported salaries using the geographic wage and salary differentials reported by the Economic Research Institute (ERI) Geographic Assessor as of 2/5/25. The Economic Research Institute (ERI), Geographic Assessor provides cost-of-labor comparison data enabling us to adjust market data to reflect differences between the cost of labor for the City of Fond du Lac

and the peer organizations from whom salary data was gathered and used in the peer market study.

It is important to note that the cost-of-labor differentials do not necessarily reflect cost-of-living differences. ERI has found that cost-of-living differences (which reflect the supply and demand for goods and services) are not a good predictor of salary levels. In other words, while the cost of housing (or other goods and services) in Fond du Lac may differ from the cost of housing in another peer location by a certain percentage, the prevailing salaries may not differ by the same percentage.

All peers except Kenosha, Racine, Wauwatosa and West Bend have lower cost of labor than Fond du Lac, necessitating upwards adjustments to the raw market data for the eight remaining peers by amounts between 1.9% and 6.4%. Kenosha, Racine, Wauwatosa and West Bend have higher cost of labor than Fond du Lac, necessitating adjusting their raw market data down by 7.8% (Kenosha), 2.8% (Wauwatosa), and 2.3% (Racine and West Bend).

Workweek Adjustments:

For *non-exempt* jobs only, we also adjusted the market data in cases where the peer's scheduled workweek differs from the City's full-time workweek. For example, the workweek for the Records Clerk in the Police Department is 38.75 hours. Several peers report a 40-hour workweek for this role necessitating a small adjustment down to the raw pay ranges received from these communities to equalize to the City of Fond du Lac's work hours. On the other side, the City of Oshkosh reports a 37.5-hour workweek, necessitating a small adjustment of their raw data higher, to equalize to Fond du Lac's work week.

Major Outcomes of the Market Assessment and Total Compensation Analysis

Benchmark Jobs Market Findings:

As information was compiled from the peer agencies, and in some cases supplemented by data available on the participant's websites, the Archer study team reviewed the data for reasonableness and accuracy. In some cases, an organization did not have an appropriate match for a particular benchmark job. Detailed market reports were provided to the City's Project Team.

Exhibit 2 details the results of the benchmark market analysis, titled "Pay Range Competitiveness Report". *In this exhibit, we provide a comparison of the key elements of the City's current pay structure to the market: Pay Range Minimums, Midpoints and Maximums.*

Our major findings were as follows:

***Overall, the City's pay structure is below the market median on all key comparisons*:**

- On average, Fond du Lac's Range Minimum rates are at about **96%** of market
- On average, Fond du Lac's Range Midpoint rates are at about **94%** of market
- On average, Fond du Lac's Maximum rates are at about **90%** of market

Exhibit 2 *summarizes* the market analysis in terms of the current competitiveness of the City of Fond du Lac's pay ranges. We noted, however, there is considerable variation between positions. In **Exhibit 2** we use green highlighting to indicate jobs where the City's rate is 10% or more above market, and pink highlighting where the City's rate is more than 10% below the market value.

- There are only three (3) jobs, which happen to be within the Library organization, where the City's Range Midpoint exceeds the market by more than 10%.
- However, there are 19 jobs (40% of the surveyed jobs) where the City's Midpoint is more than 10% ***below*** the market and in two of these cases the City's midpoint is more than 20% below the average market midpoint.
- Similar findings for Range Minimums and Range Maximums were found and reported to the Project Team in detailed market reports.
- It is worth noting that for the majority of the benchmark jobs (61%), the City's range midpoints are within competitive range, defined below.

We typically advise that if an organization's pay range midpoint is within +/- 10% of the "average" market value, the job is paid fairly from an external competitiveness standpoint. We define this range as the "competitive range," and we use this principle in developing our new salary ranges.

The structure at the City of Fond du Lac (City), overall, is less competitive for over 1/3 of the surveyed jobs. This is true at the Range Midpoint and, as discussed above, Range Minimums and Maximums are generally less than competitive as well. The City also reports difficulty in attracting and retaining some positions.

The City's Employee Compensation and Benefits Guide issued in 2022 articulates a goal of providing a pay plan that has an objective to "provide an appropriate salary structure to recruit and retain and motivate a qualified workforce of City employees while at the same time controlling cost." In the same document, the statement is made that "The Fond du Lac City Council has chosen to match the market." This generally means setting a market reference point in the pay ranges (often the Range Midpoint) for each job that is close to the "average" rate or "market rate" in the defined labor market.

These important sentences describe the City's base compensation philosophy but do not directly speak to the role of benefits in "total compensation." The document does

say the City will provide ”top quality benefit programs for employees.” We think this statement suggests the value of the benefit program will be “above market.” It could also be interpreted to mean the benefits themselves, and their provisions and costs, are of high quality.

We do think the definitions in several places within the Employee Compensation and Benefits Guide could be sharpened to reflect the City’s true intent. However, overall, the messages are positive and denote a high degree of value the City, as an employer, places on its workforce.

Our market findings indicate that in many cases, the current pay ranges fall short of “matching the market” (City’s intent) and fall short of Archer’s low end of the “competitive range”; meaning the ranges, when measured at Minimum, Midpoint or Maximum are more than 10% below the average market value (e.g. in 19 cases at the range Midpoint and in 24 cases at the range Maximum).

The new structure is designed specifically to support the City’s compensation philosophy.

The results and recommendations of this project will serve to bring all City pay ranges into line with the “competitive range.” The new pay ranges in our recommendations will ensure that the lower end of the new pay ranges, which represent typical “hiring ranges” within the larger range will enable the City to attract and hire qualified employees. The higher end of the pay range will support the City’s objective of retaining qualified, high-performing employees in whom the City has invested in training and development over a period of time.

Select Pay Practices and Benefits Market Findings:

The Archer Company completed an extensive custom survey process covering about 37 areas of select pay practices as well as the major benefit categories. The detailed findings are presented in **Exhibit 3.**

The findings were generally positive from a competitive standpoint; however, we did identify some important areas where the City’s benefits may not be fully competitive:

First, we found the City appears to be “above market” in a number of areas:

1. The existence of a Referral Bonus Program.
2. Unlike Fond du Lac where the benefit *is* offered, the majority of peers do NOT offer short-term disability coverage. Although the City offers short-term disability coverage, the employee pays the entire premium. This practice is also true of the few other cities that provide coverage.
3. Whereas the average EMPLOYER basic life insurance premium is 79%, the City covers the entire premium.
4. The City has a slight market advantage in the number of paid sick days.
5. The City is behind the market on Personal Days but ahead of the market on Floating Holidays, so it may be just that different peers use the definitions differently.

6. The existence of a Catastrophic Leave/Leave Donation Program at the City is not a common benefit among peer organizations.
7. Importantly, there are several positive benefit "add-ons" to basic health care coverage at the City that aren't listed by other peers in most cases, including an employee health clinic, Teledoc services, the Garner service that can assist with lowering co-pays and deductibles, and free access to physical therapy. This "package" should serve as a very positive recruitment tool for the City.

It is important that these benefits are well-communicated to applicants and potential applicants for the City to maximize the benefits of the additional investments they make in these program areas.

Second, we did find the City appears to lag the market in a few areas:

1. The pay increase policy for promotions is below market.
2. The lack of EMPLOYER contribution to dental coverage is not consistent with the prevalent market practice. Also, the Maximum Annual Benefit per Covered Member ($) is considerably below the market average in the case of both Plan Providers.
3. The number of vacation days at all "years" of service categories except the first year of service, is below market and in some cases, considerably. Also, only one peer has differing time off accruals for exempt and non-exempt staff, so the City's practice in this regard isn't consistent with the prevalent market practice.
4. The majority of peers offer "Good Friday" as a holiday; other than that, the City's paid holidays seem to match the market.

Third, there are a few areas where half the peers offer a certain benefit and the other half do not, so the City's practice is not competitive or non-competitive at this point:

1. The existence of a longevity pay program (the City utilizes a step-based pay structure to reward longevity and is expanding the pay ranges to provide even greater reward for longevity, under the study recommendations).
2. The offering of a Defined Contribution plan for employees.
3. The offering of Vision coverage but requiring the employees to pay 100% of the premium.
4. Requiring separating employees to pay back a prorated amount of training expenses. The City does have this requirement and about half of the peers require some repayment of training expenses as well.

Fourth, the market information in Medical Coverage reveals some key points:

1. **Employee only coverage** TOTAL PREMIUMS are above market average, the EMPLOYEE contribution percentage is lower than the peer market average, and the City's maximum out-of-pocket is above the market average.
2. **Family coverage** TOTAL PREMIUMS are above the market average, the

EMPLOYEE contribution percentage is significantly lower than the peer market average, and the City's maximum out-of-pocket is above the market average.

To truly understand the competitiveness of the City's health plan requires looking at employer costs and all elements of employee costs (including premium costs, deductibles, out-of-pocket maximums, and coinsurance and copays).

There are enough flags in the market comparison data in Employee Health Coverage, that, at least from a market perspective, the City may want to re-examine the relative sharing of employer and employee contributions, and other elements of plan expense – including the total premium amounts themselves.

Finally, in the case of the other questions, the City's practices or policies we saw as "competitive' – not above or below the prevalent market practice

Total Compensation Analysis Findings:

The Archer Company completed an analysis of the major categories of employer expenditures in the areas of health coverage and related expenses and retirement-related expenses. We utilized a commonly used industry calculation method to compare the City's expenses/contributions to the average expenses/contributions for the peer cities. The summary of findings is presented in **Exhibit 4.**

In reviewing **Exhibit 4** it becomes evident that by folding in health care-related costs, as well as defined benefit, defined contribution and deferred compensation contributions made both by the City and the peer averages, a number of benchmark jobs are no longer BELOW the competitive range (when the comparison is Total Compensation, rather than just base salary ranges). This is primarily due to the difference between the City's health-related employer contributions and the peer market average.

The peer market average for the two retirement-related plans exceeds the City's 0% contribution by 1.74%, but there is a much bigger difference between the City's health-related contributions and the peer market average. Specifically, the City's contribution exceeds the market average by 25.2%. This is a significant finding. Note this meaningful difference does not even include the additional expenses incurred by the City of Fond du Lac on the employees' behalf for the health care "add-on" services (e.g., the employee health clinic, 25 free physical therapy visits, and employer expenses associated with the Garner service).

Methodology Note: The **health contribution** comparisons were calculated using a weighted average of health plan annual employer costs, including medical, dental, prescription, H.S.A. and vision benefits – calculated using the City's employee distribution by tier of coverage (30% EMPLOYEE ONLY, 70% FAMILY), averaging the four employee groups of "General" employees, Fire, Transit, and Police. We use this weighting to apply to the employer contributions reported by all peers in creating the health contributions analysis.

In summary, overall, on a total compensation basis, the City's costs for pay and benefits

lag the market on average only by 1.7%. This outcome is well within a "competitive range." Recalling that when we looked at the pay range Minimums, Midpoints and Maximums, the City's Midpoints lagged the market by 5.9% on average. So, overall, the inclusion of benefits contributions *improves* the City's current market position.

Select Benefits and Total Compensation Conclusion:

While there are some distinct competitive components among the benefits program at the City, there are a few potential areas of improvement to meet the City's objective of offering competitive Total Compensation. There are flags that indicate the health coverage plan seems to be on the "expensive" end in the market, and from an employer contribution standpoint, the City is incurring costs higher (relatively speaking), than many of its peers.

The decisions to make significant benefits changes are weighty, particularly in looking at all elements of Total Compensation (direct pay and benefits) and involve in-depth comparisons of the City's financial investments given different choice points under potential consideration.

Importantly, we conclude that the benefits program at the City of Fond du Lac is clearly employee-centered and shows a distinct commitment to employee well-being.

3. Development of a New Pay Structure

Based on the direction we received in an initial working session on pay structure design, as well as Department Head input, we developed specific pay structure recommendations.

Current Pay Structures: (City and Library): In examining the composition of the current pay grades, we see the following attributes:

- The range width (from Min to Max) is 28.6%.
- There are 11 pay steps - meaning that, if employees are hired at Step 1, they typically reach the Range Maximum in about 10 years. A number of events can impact progression, such as a job change which in some cases will be a promotion.
- The middle of each range (called the "Midpoint") occurs at Step 6, which we refer to as the "Control Point."
- Over time, the pay of individual employees increases about 14% between the Minimum and Midpoint and another 13% from the Midpoint to Maximum. However, because of nearly annual general increases, actual pay increases substantially more than the 28.6% "lift" from Minimum to Maximum.
- The average step increase is 2.5%, by way of equal dollar increases as employees move through the steps within their pay grade.
- The City has a history of providing nearly annual general or "across-the-board" increases, meaning that until the employee reaches Step 11, they receive two increases each year – a step increase and a general increase.
- The configuration of, and operation of, the step-based pay structure is consistent with contemporary public sector pay management in many public sector

jurisdictions.

- *The average pay range width among the market peers is wider, at 38%, which led The Archer Company to recommend wider pay ranges to be more competitive in the market. The new ranges are 40% wide from Minimum to Maximum.*

The Archer Company's approach to pay plan development seeks to find a balance between internal equity concerns (e.g., fairness across all positions in the organization) and external equity (i.e., establishing competitive pay ranges for all positions in the market). We accomplish this by utilizing regression analysis to align job evaluation data with the market data. Utilizing data derived from the market analysis and the job evaluation process, benchmark job average range midpoints were mathematically regressed against their corresponding job evaluation points for the purpose of establishing the organization's pay line.

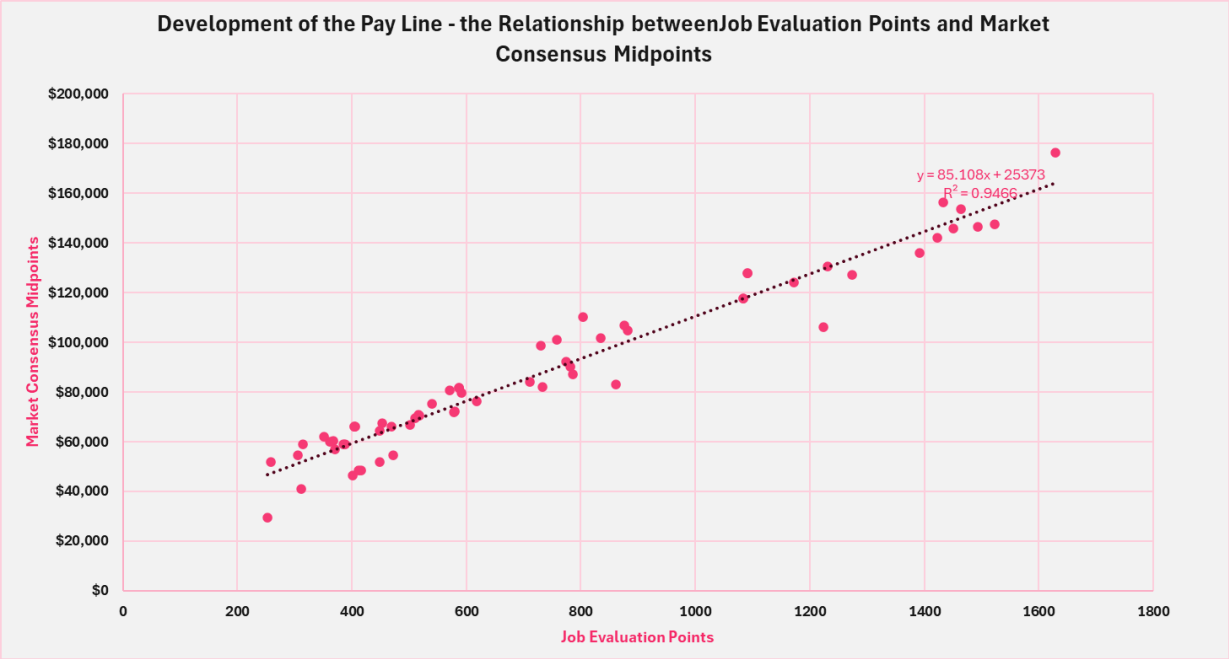
Regression Analysis: While the goal is to use as much of the data gathered as possible, analysis determines whether specific organizations or benchmarks will be included in the regression calculations. To be included in the regression analysis, benchmark positions must meet three requirements:

1) A sufficient number of matches from responding jurisdictions.
2) The definition of the benchmark has not changed significantly from the description provided in the survey, and
3) The matches from an organization remain true to the intent of the benchmark description.

Next, each individual response is compared to the market average for the corresponding benchmark. Those responses that were significantly above or below the market average were again examined for validity and appropriateness for inclusion in the regression. In a few cases, follow-up contacts were made to surveyed organizations and job descriptions were reviewed to ensure the appropriateness of job matches. If it was concluded that a response was an *outlier*, the response was not included, and the market average was recalculated to reflect the shift in matching responses.

After thorough analysis of the survey data, we determined a pay line using regression analysis to identify the relationship between the market averages and corresponding evaluation points for each benchmark.

Statistical Results: A "line of best fit" – the pay line – is drawn from the regression analysis, and that line becomes the market rate (translated into grade "market control points") for the proposed salary ranges for the City. When displayed graphically (see the graph below), the line does not pass through, or touch, all points, but rather minimizes the *overall* distance from the points to the line. The goal is to ensure that the linear regression provides a "good fit" for the benchmark positions.



A good fit—measured statistically using correlation and standards of error calculations—is one in which the change in salary from one grade to the next can be explained by a corresponding change in the number of evaluation points assigned to those positions. Not all variance may be explained; therefore, some points will be above and below the line.

This relationship is typically measured by the coefficient of determination as well as the coefficient correlation. The regression statistics displayed in the charts above show a very high degree of relationship between job evaluation points and market pay. *Practically speaking, this means that the job evaluation points assigned to City jobs by the Archer Point Factor Job Evaluation System are an excellent predictor of the worth of the job in the outside market. In that way, we are confident that the new pay ranges built on the new pay lines will effectively balance internal equity and market equity.*

In this regression analysis, the coefficient of determination is .9466 – a good fit between internal value and market value.

The pay grades and ranges are built around the pay line (line of best fit, above) such that the *new Pay Range "Market Reference Points" for each grade are close to the average Range Midpoint found in the market for the jobs assigned to any particular grade.*

Proposed Pay Structures, Pay Grades and Pay Ranges

The Archer Company incorporated our findings from the review of the current Classification and Compensation Plan, as well as the Market Assessment, to provide recommendations for the City's pay structure. This phase constituted several steps:

A. **Pay Structure Working Session:** We conducted a working session with the Project Team to understand the market results and gain input on the strengths

and potential weaknesses of the current pay structure.

Part of this discussion required us to focus on understanding whether the City wished to have a consistent market position with each employee department/job function or whether there was an interest, and perhaps market rationale, for using more aggressive ranges for certain groups.

As we created the proposed structure in this phase of the project, our goal was to ensure the structure supports and facilitates the City's objectives, Compensation Philosophy, and operations. The creation of a compensation structure, or structures, involves a detailed understanding of the City's human resources objectives and philosophy regarding compensation, so that the structure supports both elements and appropriately balances internal equity and market competitiveness. Key structural elements, such as the number of pay grades and pay range width, are recommended based on a thorough understanding of the City's Compensation Philosophy and policies with respect to key "compensation events" such as hiring salaries, promotions, and reclassifications.

B. **Final Pay Plan and Pay Structure Design:** A full understanding of the Classification Plan, input from the Project Team and Department Directors, and the market data provided the necessary input to create a structure that we believe best aligns with the City's specific compensation objectives, challenges, and concerns.

We have created a unified City structure that is applicable to the Library, as well as the remainder of City departments.

The proposed pay structures consists of grouping jobs into pay grades based on similarity in evaluation points (internal equity) and market pay levels. Theoretically, each job could be assigned to its own pay grade and pay range. The disadvantage of this approach is that it could require adjusting the pay grade assignment and pay range for a job up or down for relatively small changes in job duties and responsibilities. So, we use the approach employed in this study as a reasonable and sustainable methodology for pay structure design and administration.

Key Pay Structure Elements:

- Each City job is placed in the pay grade within the assigned structure along with jobs of similar internal value (measured by our job evaluation system) and similar market value.
- Each pay range is now 40%, up from 28.6% in the current structure.
- The pay structure is "tied to" the market at Step 6/Market Reference Point. For each grade, this step approximates the average Range Midpoint in the market for all jobs assigned to that grade.
- The initial structure we created via regression analysis was adjusted up by 1.5% to *approximate the average market salary movement that will have occurred between the time of the survey and the time the plan is implemented.*

- Each pay grade has been divided into *thirteen pay steps* (an addition of two steps from the current plan) to provide additional salary growth opportunity consistent with range widths we saw in Fond du Lac's market. In the new plan, there is a 20% pay growth opportunity through the steps between Step 6/Market Reference Point and the Maximum (compared to 13%, currently).
- There is a 17% difference between the new range Minimums and Market Reference Points.
- Importantly, the ranges associated with each pay grade are designed to be competitive for all jobs within a given pay grade (assuming the City does adjust the structures based on the market every 1-3 years, and ideally, no less often). In fact, the City does regularly adjust the pay structure.

The recommended pay structure is provided as **Exhibit 5.** This exhibit shows key structure elements such as range width, differentials between Market Reference Points as well as showing the previous and new range section widths and total range width (from Minimum to Maximum).

Pay Range Width: The pay range widths of 40% are competitive in the market. It will be important that the structure itself be adjusted every year or two at the most, based on then-current market information on pay structure increase trends.

The New Ranges Are Competitive: We provided a report to the Project Team which shows that the new ranges will be competitive in the market in which the City competes for its employees, with the *average variance between range Midpoint and market Midpoint at 2.3% above market.*

As stated, all jobs subject to the City's non-represented pay plan have been assigned pay grades based on their job evaluation points (internal worth). The assignment of each job to a Classification Title, with the commensurate assigned pay grade, are shown in several exhibits:

Exhibit 6 City of Fond du Lac Pay Grades and Steps

Exhibit 7 City of Fond du Lac Pay Structure Pay Grade List

Exhibit 8 City of Fond du Lac Pay Structure Classification Title List

Exhibit 9 Cross-Reference List of Current to New Job Title and Pay Grade

Exhibit 10 shows the relationship between the new range Midpoints and the average Market Grade Midpoint for each of the surveyed (benchmarked) jobs. This exhibit shows that the new ranges will be competitive in the market in which the City competes for its employees, with the average variance between new Range Market Reference Points (Step 6) and Market Midpoints of + 4.4%.

4. Pay Compression Diagnostic and Strategy Process

We completed a thorough compression analysis and created remediation strategy recommendations.

The intent of this phase was to fully understand the nature of the compression issues

at play, measure the degree of severity, and work with the Project Team to explore and cost out potential remediation strategies. In the end we created a plan implementation strategy to provide some relief to pay compression found in the pay plan, despite a very proactive strategy used by the current Human Resources Department to minimize compression by careful setting of starting salaries.

The compression remediation strategy would have placed the employees' in their new grade and range based on two factors:

1. Current Compa-Ratio
2. Length of Time in Current Position

The compression reduction strategy focused on making select salary adjustments that improve the market position of employees' salaries that are currently below Step 6/Market Reference Point, particularly in cases where the employee had long tenure in their current job role. Specifically, relatively larger increases would be provided to employees with more tenure in their job and those that are currently the farthest away from Step 6/Market Reference Point.

The costs associated with implementing a compression reduction strategy were estimated to be approximately $707,100, which is an additional 5% increase to current base salaries (and does not include the additional benefit costs which go hand-in-hand with increases to base salaries).

Going forward, one of the best offenses against pay compression is the judicious use of the step-based pay structure, with relatively few exceptions to the policy on hiring salaries and the timing of step progression. Regarding the determination of hiring salaries, we urge the City to consider developing a "pay calculator," which can be manual or automated (generally, Excel) but determines the hiring salary based on an assessment of related education and experience, and based on that "score," sets the appropriate hiring salary. Decisions must be made on such items as 1. The relative importance of Fond du Lac job experience versus external experience, 2. The value to be given to formal education versus related experience, and 3. The definition of "related" experience. The City makes these judgements now. The difference in using a pay calculator is the standardization of the "rules" that calculate the final hiring salary, and the fact that the standardization maximizes consistency in these decisions.

5. Development of a Plan Implementation Strategy

In this phase we provided options for timing and expenditure levels that align with the City's compensation objectives and philosophy.

With the preceding objectives complete, The Archer Company worked with input from the Project Team to create three options for the implementation of the new pay structures. *The City then estimated costs for, and has chosen, a fourth and final implementation strategy.*

To support the costing of our recommendations, The Archer Company collected current payroll and supplemental information. Each employee was assigned to a job title, pay grade and salary range. The implementation options were based on significant input from the Project Team, and indirectly, input from the City Manager's Office.

The implementation options that were considered and estimated in terms of implementation costs were:

1. Bring all employees below Range Minimum to Range Minimum, and no increases for any other City employees.
2. Bring all employees below Range Minimum to Range Minimum and bring the remainder of City employees onto the step in their new grade range, which is closest to, but not less than, their current salary.
3. This was the compression reduction scenario discussed above, in which employees are placed at a target salary based on length of time in their role and their current compa-ratio in the new range (current salary/new range midpoint). Relatively larger increases are provided for employees with more tenure in their job and those that are currently the farthest from the market reference point in their assigned pay grade and range.
4. Bring all employees below Range Minimum to Range Minimum, and for all other employees, first bring them to the step closest to their current salary (without reducing it) and then provide one additional pay step.

Option 4 has been chosen by the Project Team and ensures that each employee receives a minimum of a 2.6% increase upon implementation, and for employees below Range Minimum, the increases are larger.

We stress the importance of bringing the approximately 82 employees whose salaries are currently below the recommended Range Minimum to the Range Minimum as part of initial implementation. Their salaries are considerably below “market” and as such remain a continual risk for retention, as well as hampering the ability of the City to generate a “healthy” pool of qualified applicants.

Plan Implementation Steps

The assumption is full implementation on 1/1/2026, the first day of the next fiscal year.

The steps to be taken by the City to implement the recommended pay structure are summarized as follows:

- On the plan implementation date, 82 employees’ salaries will be moved to the Range Minimum for their new assigned pay grade and range and then will move to the second step in their pay grade and range.
- All City employees will be brought one step beyond the step in the new structure that is closest to their then-current salary (at implementation date).

Implementation cost estimates were prepared by the Archer Company and discussed with the Project Team.

6. Review and Make Recommendations on Certain Compensation Policies

Primarily, this included a review of several key salary administration policies that were identified by the City Manager and Project Team to be in need of review and recommendation if appropriate.

We conducted a working session with the Project Team, reviewing current policies as well as concerns and "pain points" within the current Compensation Program.

In the remainder of this section of the report, we reviewed each of the ten (10) areas of salary administration that was reviewed with the Project Team and in most cases the City Manager. Our findings and recommendations are presented as well.

These areas are:

1. Pay-for-performance
2. The approval process for starting salaries
3. Definition of what constitutes a job "reclassification"
4. Promotion and reclassification salary adjustments
5. Clarification of the City's longevity pay program
6. Equity adjustments
7. Market adjustments
8. Promotional salaries in the case of promotion to a supervisor role
9. Administration of the salary for the City Manager role

1. The Interest in and Readiness for Pay-For-Performance at the City of Fond du Lac

The City links pay growth within an employee's assigned job classification to performance only by withholding step increases if performance is not satisfactory. This is rarely done. The Project Team was of the firm belief that the implementation of a merit-based or pay-for-performance program would be a significant change for the City, and their major concerns were about 1. Fairness and 2. Sufficient funding.

The Archer Company has successfully worked with many organizations to implement pay-for-performance programs. In short there are three key factors that must be present for success:

1. Sufficient funding to truly recognize exceptional performance.
2. A well-designed performance management program (form, significant management training, performance rating calibration sessions, etc.), and
3. The full support and active championing of the chief executive.

At present none of these three critical components are in place. This is true with most Archer Company clients, so Fond du Lac is certainly not alone. In any case, we concur

with the Project Team's conclusion that pay-for-performance is not a viable option for the City at this time.

Should the City wish to move in this direction, we recommend the City start with an "Exceptional Performance Award" Program where a small budget (e.g., 1.5% of base salaries) is set aside for the one-time payment/reward of exceptional performance. The Archer Company has significant experience creating these kinds of programs and would be happy to discuss options, examples, and considerations. In any case, this type of program is a good "first step" toward linking performance contributions to monetary rewards in a way that can be highly structured and carefully administered with relative ease.

2. The Approval Process for Starting Salaries

The current policy is that the City can offer up through Step 3 of the pay grade in the case of a new hire. If a candidate's profile merits a higher starting salary, Human Resources does perform an internal equity impact analysis (a practice which we highly endorse), and in some cases will ask the City Manager to approve a higher pay step for a starting salary.

Increasingly Human Resources has had to ask for more "exceptions" and they believe, and our analysis supports, that this has been the case because the pay ranges have become non-competitive in many cases. *Adoption of the new structure, and annual attention to the market trends in pay structure and pay increases will minimize the need for exceptions to the starting salary policy.*

Archer Company Recommendation: It is our assessment that the Human Resources Department has a highly experienced and trained professional staff who are capable of judiciously governing the starting salary decisioning more independently. We recommend the following approval policies:

1. Salary offers up to and including Step 3 can be approved by the Human Resources Manager.
2. Salary offers from Step 4 through Step 6/Market Reference Point will be reviewed and approved by the City Attorney/ Director – Human Resources with budget input from the Chief Financial Officer.
3. Finally, salary offers above Step 6/Market Reference Point, which should now be rare, should be reviewed and approved by the City Manager.
4. In all cases, the Human Resources Manager should prepare a recommendation, with appropriate documentation and rationale, to provide to the City Attorney/Director - Human Resources. An internal equity analysis should accompany each recommendation for a starting salary.

3. Definition of What Constitutes a Job "Reclassification"

We had considerable discussion about this policy with the Project Team and the City Manager. In addition, in each individual Department Head Interview, we asked how the Department Heads viewed the purpose of the policy and how they used it, as well as their level of satisfaction with the policy.

The current City policy reads as below:

> Reclassification – If a supervisor and/or employee has facts which indicate a position is improperly classified, the employee may work with his/her supervisor to submit a written request to their Department Head to request a reclassification. If the Department Head approves the request, the employee will work with his supervisor and the Department Head to complete a job description questionnaire, which all will sign and submit to the City Attorney/Director – Human Resources for review. The City Attorney/Director – Human Resources may use outside compensation consultants to review market data and make recommendations. The City Attorney/Director - Human Resources will submit the recommendations and reports to the City Manager. The City Manager will decide which recommendations to accept and what can be added to the City Budget, so that any approved reclassifications are duly adopted as part of the annual City budget.
>
> 6) Department Reorganization – If a department or division is reorganized, position descriptions for all affected employees will be submitted to the City Attorney/Director – Human Resources for review and approval as part of such reorganization subject to approval of the City Manager. Reorganized divisions or departments that have new positions or classifications will subsequently be duly adopted as part of the annual City budget.

A reclassification policy should be utilized when a job is thought to have significantly changed over time. The intent of a reclassification policy is to determine if, through the employer's job evaluation methodology, the job has changed enough to merit a different pay grade.

In policy language and in practice at the City of Fond du Lac, the policy is also being used when a department wants to review the current level of pay in the market. This is not the intended use of the Reclassification Policy, per the Project Team, and therefore policy changes should be considered.

Archer Company Recommendation: We are providing draft policy language that we believe better aligns the policy with the intent of the City, and best practices, as to the judicious administration of a Reclassification policy. We urge the City to consider the language and adopt it as it is written or with modifications that will work for the City.

Note this proposed language is broader than just strict reclassification and touches on subjects that we believe additional policy language would benefit the City:

> **Job Analysis and Classification Studies**
>
> Based on studies made by the Human Resources Department on new or proposed positions and on the recommendations resulting from such studies, the City Attorney/Director - Human Resources will place the position in the proper classification reflecting the nature, duties, and requirements of the work.
>
> Based on such studies, the City Attorney/Director - Human Resources may determine a reclassification of a position to a different classification due to a significant change in job duties and/or qualifications is warranted.
>
> In the case of proposed changes to an existing job or a proposed new position, in every

such case, the position must be analyzed, and the appropriate job classification determined before administrative action can be taken on appointments, transfers, promotions, changes in pay grade or new hire decisions.

Evaluating Positions for Classification Determination

Evaluating New Positions

Over time, departments may require the creation of new positions within their area to meet new and evolving needs. Departments will submit a completed Job Description Questionnaire and updated organization chart when they request a new position. Human Resources will determine the appropriate job classification of the new position based on job documentation and consultation with the Department Head as needed to fully understand the role, and its potential impact on other roles in the department. Human Resources will also provide consultation on the appropriate staffing of the new position, if it is approved by the City Manager, including whether a role must be posted and advertised outside of the department and/or to the public.

Adding a New Job Classification

A new job within the classification system is created only when it is demonstrated that a current classification does not currently exist in the City's Classification Plan that adequately captures the scope and/or primary job functions. In each case of a request for a new job classification the Department Head must provide a Job Description Questionnaire to Human Resources for evaluation.

Reclassification of Existing Positions

Job responsibilities and requirements may evolve over time to meet the City's changing needs. Human Resources will review the program and market data regularly, to take these incremental changes into account. However, there may be times when there are significant permanent changes to the responsibilities of a job due to reorganizations, business needs, new initiatives, etc. The City Attorney/Director – Human Resources may initiate a reclassification review, or a review can be requested by a Department Head.

In either case, a reclassification review must include:

1. Position control information
2. Justification of the change/business change
3. Job Description Questionnaire (JDQ) for the identified role with a written description of the nature and extent of the changes including addition/deletion of duties and responsibilities
4. Current and proposed organization charts (if the organization structure is being modified)
5. Availability of funding in the current fiscal year to support the reorganization

The reclassification of an existing classification or position within a multi-incumbent classification should be based on significant changes (normally minimum of fifteen percent

(15%)) of the positions' duties and responsibilities. Such changes should typically be reflected in such factors as increases in the level of training or skills, knowledge, responsibility, scope of supervision, working conditions and accountability.

The Reclassification policy should not be used to reward or punish job performance, dependability, or loyalty; to recognize an increased volume of work; or to assist with an employee's financial needs.

Reclassification may result in a classification or a position within a multiple incumbent classification being moved into a higher or lower pay grade, depending on the nature of the change. Reclassification requests are likely to require a review of other roles impacted within a department and may lead to the reclassification of other jobs within the department.

In cases where a position within a classification with multiple incumbents is found to perform work that is significantly different than other incumbents in the same class, the position will be reclassified to the appropriate job classification and pay grade.

In some cases, the Human Resources Department will initiate a Reclassification study if the Department becomes aware of significant changes in one or more positions or entire job classifications. Similarly, where it becomes clear that a job change in one job has led to another job in the department gaining or losing responsibilities, Human Resources may expand the scope of their review.

Please note: If Human Resources receives information that indicates a position is classified incorrectly, Human Resources has the right to request position documentation to review and make appropriate changes.

Not all changes to a job warrant a grade or salary change. Examples include:

1. Use of different tools to manage the same responsibilities – this most frequently would be the introduction of technology to automate current manual processes, or updates to existing technology.
2. The need for additional training to perform an existing task differently, e.g., the introduction of a new computer system. Training does not generally change the fundamental nature of the job itself.
3. Similar responsibilities are being added or exchanged for existing responsibilities.
4. The volume of work is increasing or decreasing somewhat but the complexity of the work does not change.
5. Attainment of a degree or other educational milestone, unless this results in changes to the job, level of authority, scope of responsibility, etc.

Examples of significant job changes that warrant a review of the pay grade and/or salary include:

1. Introduction of technology that has a material impact on responsibilities and/or that requires specialized training.

2. Additional responsibilities are different from the existing responsibilities and require considerable training/study to learn.
3. The level of accountability has changed significantly, such as significant changes to budget responsibility, additional people management responsibilities, etc.

If the change reflects an upgrade, potential pay adjustments will be determined by the promotion guidelines. If the change reflects a downgrade, pay actions will be determined by the demotion guidelines.

Only applicants who meet minimum qualifications can be considered for a reclassified position assigned to a City of Fond du Lac job classification (single or multi-incumbent).

A job may not be considered for reclassification more than once in a rolling 24-month period.

Reclassification may result in a classification or a position within a multiple incumbent classification being moved into a higher or lower pay grade, depending on the nature of the change.

Classification Reviews at the Time of a Position Vacancy or Department Reorganization

Position Vacancies:

When a position becomes vacant, the Department Head must notify Human Resources of an intent to fill the position and indicate whether the essential job functions and qualifications are still the same, or if different, must submit to Human Resources a job description outlining duties and responsibilities, as well as qualifications required for the position.

Department or Division Reorganizations:

When a department or division is reorganized, the Department Head must submit updated job description questionnaires for all affected positions, including justification for re-organizing the department or division. Justification should be based on cost reduction, improved productivity and efficiency or a combination of these factors. In addition, the Department Head will furnish a current and proposed organization chart.

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In the case of both vacant positions and reorganizations, the Human Resources Department will perform a job analysis and determine the appropriate job classification for each impacted role.

Final job classification decisions are the responsibility of the City Attorney/Director – Human Resources, with the exception of the “executive team” roles, for which the City Manager approves the final classification decision.

Working Titles

In addition to, and apart from, the classification title assigned to a position, a department or unit may grant an employee a working title. Each position is assigned a classification title

based on the responsibilities and scope of the position. The classification title is the official payroll title and, in most cases, adequately describes a position. However, if a position needs further clarification to identify a specific function, area, or specialty, a working title may be used to provide a better understanding of the job. Working titles may also be used to differentiate between similar roles in a workgroup or distinguish between similar specialties within a classification.

City of Fond du Lac Working Title Guidelines:

- A position may have only one working title.
- The working title may not duplicate another classification title.
- Working titles must clearly describe the function, responsibilities, or scope of the position, and should not misrepresent the legitimate authority or function of the position.
- Terms that are easily recognized and understood by internal and external entities should be used in lieu of abbreviations.
- Titles that connotate a level of "people leader" within the City's organization structure can only be assigned by Human Resources. These titles include "Director," "Assistant" or Deputy Director," "Manager," and "Supervisor."
- All working titles must be approved by the City Attorney/Director – Human Resources prior to their use.

4. Promotion and Reclassification Pay Adjustments

The current policy for promotional pay increases states as follows:

> Promotions - The City recognizes that career advancement through promotion is an important aspect of most employees' working life. This makes promotion an important recruitment and retention tool for the City. A promotion occurs when an existing employee is competitively selected as the most qualified candidate for an existing vacant position; or to reward an employee who has mastered all elements of the current job and meets the requirement of a higher-level job. When the circumstances warrant, the City reserves the right to fill positions by offering promotions to current employees. The City further reserves the right to determine what the appropriate level of compensation and benefits an employee will receive if he/she chooses to accept the promotion. Most employees may anticipate at least a 2.5% increase in pay when accepting a promotion. All promotions will include an orientation period set by the City. If the employee is unable to satisfactorily complete the orientation period in the new position, the City may offer the employee the opportunity to return to his/her previous position if it is still available.

The policy also states that the City may choose to place the promoted employee at a higher step than the policy above would dictate, based on "circumstances" warranting a higher increase. Those circumstances are not specially defined in the language.

In practice, in the case of promotions as well as reclassifications that result in a grade change, the City *typically* provides a minimum of a 2.5% increase, within the new pay

grade and range. If the new job is an exempt role, Human Resources reviews the last three years of gross earning(regular and overtime pay) and makes a final salary decision based on consideration of these last three years of earnings. However, there is no formula or specific way in which this analysis leads to the final promotional salary decision. Generally, per the Project Team, promotional increases average a bit more than 2.5%, with some exceptions.

This City's promotional adjustment amount is significantly below the predominant market practice, both in terms of what was reported by the peers in the custom survey as well as in national market data representing thousands of employers. The Archer Company reviewed two major national surveys on promotion/reclassification increases and found the average promotional increase hovers between 8% and 10%.

Archer Company Recommendation: We recommend a change in policy to bring promoted and reclassed employees to the new Range Minimum or to a step which is closest to an eight (8) percent base salary increase, whichever is greater.

We were also asked to provide draft policy language on a broader policy covering promotions, reclassifications, demotion, lateral transfers, and temporary work assignment changes. We urge the City to consider this language as a starting point:

Promotions

A promotion is defined as the movement of an employee from a position in one classification to a position in a different classification in a higher pay grade within the City's pay structure.

It is important to note, only applicants who meet minimum qualifications can be considered for the promotion.

The City of Fond du Lac believes that the pay increases for promotion should be significant enough in magnitude to provide an obvious incentive to take on a higher-level role as well as to stimulate interest in aspiring to higher level positions within the organization. Such a move generally warrants an increase in base pay to recognize higher level responsibilities and to ensure that the compensation for the new job is consistent with market and internal equity. An exception may occur if the employee's current compensation is high in the pay range for the new job and a base pay increase is not necessary.

A. Effective Date of a Change Employees may be promoted at the beginning of any pay period.

B. Pay Change Amount: Human Resources uses a structured process to determine the amount of the promotional pay change.

The specific considerations utilized to determine the appropriate pay rate in the case of a promotion are:

1. Amount and type of directly related, and functionally related, job experience at the City as well as at other organizations, as the experience applies to the new assignment.

2. Job-related formal education, certifications, licenses as they apply to the new assignment.

3. Current pay levels of the employee's direct supervisor in the new role as well as any positions that will report to the new employee in their new role.
4. Current pay levels of employees in the same job title as the new role.

This analysis requires comparing the proposed pay rate to the pay of current incumbents in the same job title (or who perform comparable job duties) within the immediate work area and department by considering the salaries, performance, knowledge, skills, experience, and education/certification/licenses of those incumbents.

Because the City consistently measures market demands for jobs in our organization, the need to adjust a promotional salary due to "market conditions" will be unusual and will require justification to be approved by the City Attorney/Director – Human Resources. Please refer to the policy on "Market Adjustments" for more information.

The starting point for a promotional salary increase will be 8%, however if the analysis of appropriate considerations suggests something different, any increase higher than 10% of base salary will be subject to the approval of the City Manager – as a policy exception.

In no case will the new salary or hourly wage be less than the Range Minimum of the new salary range or higher than the Range Maximum of the new salary range.

All final decisions will be made by the City Attorney/Director – Human Resources (unless a policy exception is brought to the City Manager for approval).

Demotions

A demotion is the movement of an employee from a position in one classification to a position of another classification in a lower salary grade.

A voluntary demotion occurs when an employee applies for a job in a lower pay grade. A demotion generally warrants a pay decrease, however, Human Resources will apply the same guidelines as shown in the "New Hire Pay Determination" section in making a salary recommendation to the City Attorney/Director - Human Resources in the case of a demotion, to ensure an appropriate and internally equitable pay decision is made.

Appropriate employee compensation should be determined by evaluating the incumbent's current pay, the pay range associated with the lower pay grade, the knowledge, skills, and performance of the incumbent, and pay of other similarly situated employees.

If a demotion is due to reorganization, Human Resources will evaluate circumstances on a case-by-case basis. Only applicants who meet minimum qualifications can be considered for the position.

In no case will the new salary or hourly wage be less than the Range Minimum of the new salary range or higher than the Range Maximum of the new salary range.

All final decisions will be made by the City Attorney/Director – Human Resources.

Transfer/Lateral Moves

A transfer is the movement of an employee from one position to another in the same classification in a different department (intra classification transfer), or the movement from one classification to another classification having the same salary grade and range (inter-classification transfer).

Since jobs in the same grade are generally equivalent in terms of responsibilities, requirements and market salary, a salary adjustment is usually not warranted. However, if a pay change is proposed, typically a lateral move warrants a salary increase of less than 5%.

All final decisions will be made by the City Attorney/Director – Human Resources.

Work Assignment Change

The movement of an employee from one position to another in the same classification in the same department is not a transfer, it is a change in work assignment. There is no pay change associated with a change in work assignment.

5. Clarification of the City's Longevity Policy

Considerable discussion was held with the Project Team and the City Manager about the role of the step program at the City of Fond du Lac. Particularly with the addition of two additional steps, it is important to clarify and emphasize that the pay steps above Step 6/Market Reference Point are in place to directly reward continued service to the City in the employee's current position.

Many public sector clients stop pay growth past the "market reference point." Many employers also offer fewer steps or other pay growth opportunities past that point as compared to the seven (7) additional steps and 20% pay growth opportunity that is recommended in this study.

It is important to emphasize that in the new pay structure, steps **L1-L7** are the "longevity zone". By providing these **seven steps above the Market Reference Point, the City is directly rewarding long service by offering employees the opportunity to earn up to 20% above the average or going rate of pay in the City's competitive labor market.**

6. Equity Adjustments

The City's Human Resources policies do not provide for "equity adjustments." Equity adjustment policies, which we endorse, are used to provide for generally small pay adjustments where an internal equity analysis determines that an employee is not paid equitably. This typically happens in an analysis of the incumbents within a multi-incumbent job, and an analysis of time in the job, experience, and education, and perhaps performance, leads to the identification of an "outlier" – an employee whose salary is out of line. An equity adjustment policy provides Human Resources with the authority to bring the salary of that employee in line and restore internal equity within that job title.

This policy can be supplemented by periodic review of individual pay rates within job titles, pay grades and job families, to identify any "outliers" and then make commensurate adjustments, when inequities are identified.

We are providing an example policy for the City's consideration:

Equity Adjustments to Pay

As an equal opportunity employer, the City of Fond du Lac will remain vigilant to ensure that salary differences and pay decisions are neutral with regard to race, color, gender, sex, religion, national origin, age and/or disability, statuses which are protected by federal and state law. The City Attorney/Director – Human Resources and the Human Resources Department are responsible for establishing and maintaining equitable pay relationships.

Equity adjustments are intended for situations where individuals within the same job classification, having similar qualifications and years of experience, are paid at substantially different rates. In those instances where inequities exist that cannot be attributed to differences in experience, education, knowledge, skills and/or abilities, an equity adjustment may be provided to rectify the situation.

Potential internal inequities will require the Human Resources Department to perform an internal equity assessment. The assessment attempts to identify and address inequities in compensation between employees who are considered similarly situated and are performing similarly. Internal equity does not attempt to make pay exactly the same for employees simply because they are in the same job title, but rather considers the similarities and dissimilarities in experience, skills, abilities, and record of job performance, and aligns the pay fairly and equitably based on those factors.

Such adjustments will be recommended by the Human Resources Manager to the City Attorney/Director – Human Resources for consideration and approval.

7. Market Adjustments to Pay

The City does not currently have a policy in place to address situations which may arise from time to time where a focused market review is appropriate. The Project Team is interested in adding such a policy. A market adjustment policy will also help Department Heads understand the difference between a reclassification situation and a market adjustment situation. The two situations are inadvertently co-mingled now in the administration of the City's reclassification policy.

The purpose of a market adjustments policy is to ensure that the salary range for each City job classification remains competitive with the external job market, adjusting for factors such as rising skill demand or industry trends. Similarly, market adjustments to individual salaries can be an option used carefully by Human Resources to adjust salaries in cases where the salary lags the market rate for a position, given a certain amount of time in the job, based on external factors such as industry trends and competitors salaries. Market adjustments should only be considered where there is clear documentation of a substantial market issue including a prolonged period of inability to hire qualified candidates, despite multiple postings and other recruitment efforts.

Here are some drafts of policy language for the City's consideration:

Market Review of Critical/Challenging Roles

The City of Fond du Lac is committed to periodic market studies to ensure the City's pay structure is competitive in the market in line with the City's philosophy of offering competitive pay ranges.

In addition, jobs that are found to be challenging in terms of recruitment and retention may be analyzed and evaluated by way of a focused market study. The list of jobs that are determined to need annual market reviews (expedited reviews) is reviewed by the City Attorney/Director – Human Resources each year.

Market Adjustments

The salary structure will be maintained proactively to reflect overall market movement. However, at times, unusual market conditions may warrant targeted adjustments within the salary structure. In these cases, it may be necessary to adjust salaries to recognize significant market changes in a particular job or job family. Because the City consistently measures the market for pay levels among our competitors, we expect these cases to be relatively unusual.

In these cases, the City Attorney/Director – Human Resources will be responsible to conduct a targeted market study and provide a recommendation as to a market-adjustment for an individual position or job classification, as appropriate. Other factors appropriate for consideration are the employee's performance, years in the job, and education/certifications/licenses. The City Attorney/Director – Human Resources is also responsible for ensuring that the market adjustment does not cause internal equity issues as part of the analysis.

Each year there is an ongoing market-adjusted job classification presently listed on the City's Classification and Compensation Plan, Human Resources will update the market data for those particular jobs to determine if a market-adjusted pay grade is still necessary. If it is not, the job will be returned to the original pay grade.

All final decisions will be made by the City Attorney/Director – Human Resources and will take into consideration affordability and City budget constraints as may be applicable at the time.

8. Promotions to a Supervisory Role

This is another area of some consternation among a few Department Heads, who are concerned that in some cases, the promotional increase given to employees who take on supervisory responsibilities acts as a disincentive.

As part of the effective compensation administration activities conducted by Human Resources, the pay of supervisors as compared to their subordinates must be regularly monitored, especially if there are factors that lead to pay changes for the subordinate group that do not directly impact the supervisors, such as the existence of collective bargaining agreements impacting the wages for subordinate groups.

On this subject, we offer three recommendations:

1. Adopt our recommended promotional increase guidelines, and
2. Adopt a policy that in no case will the base salary of a supervisor be less than the base salary of a direct report with the same amount of tenure in their job as the supervisor.
3. Continue to monitor collective bargaining proposals and settlements to determine if there is an internal inequity issue in terms of pay of the first line non-union supervisor versus the pay of their subordinates. Ensure item 2 continues to be followed at all times.

In terms of item 2, if an employee is promoted to supervisor, it is important that their base salary be at least higher than direct reports who are in their first year. There have been limited cases where that has not been the case as has been reported to us.

However, if the supervisor is supervising employees with greater job tenure than the supervisor (meaning into their second year or beyond), we believe that the recommended pay structure, with pay differentials between pay grades, will allow the base salary of the supervisor to exceed that of all subordinates within a reasonable amount of time in most cases. Also, it is important to note that the top steps of the salaries of supervisors are higher than the top step of their subordinates, which is equitable given the additional responsibilities held by the supervisor.

While there may continue to be some Department Heads who firmly believe that in no case should the pay of a subordinate ever exceed that of a supervisor, we do not agree with that opinion. In our extensive experience, there are cases where subordinates earn more than the supervisors, for a limited period of time. As stated, we have reviewed the pay structure itself, and we believe the pay range differentials are adequate to ensure that item 2 above can easily be met in all cases.

9. Administration of the City Manager Salary

Based on our wide local and state government compensation consulting practice and knowledge of typical practices in place for managing the pay of the chief executive role in municipalities, we have two specific recommendations for administering the salary of the City Manager role:

1. Include the job in the City's Non-Represented Employee Compensation Plan and Pay Structure.
2. Subject the role to the same pay policies as all other City non-represented positions that are part of the City's Non-Represented Compensation Plan.

Because the City Manager is an employee (albeit under an individual contract), we believe it is appropriate and equitable to maintain the salary of the role and the administration of the salary (e.g., general and step increases), as part of the City's Non-Represented Compensation Plan.

Final Observation: We noted several instances where the City's decision on a pay event (new hire, promotion, reclass) is influenced by discretion on the part of the Human Resources Department and sometimes the City Manager. Often, individual

circumstances are considered, and the City works to find a solution that is best for the employee and City. These considerations have, from time to time, impacted hiring salaries, hiring bonuses and other elements of a new hire offer.

While individual policy exceptions are often made for the right reasons, the outcome can be problematic in the long run. Confidence in the fair and equitable administration of the compensation plan erodes, and there is some risk of informal or formal complaints and objections being directed to the City. Finally, it becomes very difficult to ensure appropriate consistency where an employer tends to use an "individual analysis" process which can result in variations from the City's policies.

Recommendation on Final Observation: Rather than rely on "one-off," departures from City policy, *we highly recommend more standardization of policies for compensation events.* We believe between the City's current salary administration policies and the changes we have recommended, the policies themselves will be strong and should support equitable and logical salary administration outcomes.

If the City is finding the need to make many exceptions in one or more policy areas going forward, it is likely the current policy is insufficient and an overall change, for consistency and fairness, should be considered. If the City chooses not to change a particular policy, we think it is important to communicate the City's compensation philosophy clearly to all non-represented employees and to minimize policy exceptions.

III. OTHER RECOMMENDATIONS

Along with the new pay structure implementation recommendations, as well as select salary administration policy recommendations we have offered in this report, The Archer Company has a few other compensation plan recommendations for the City's consideration:

1. Consider the following steps to ensure the Classification and Compensation Plan is maintained optimally, over time.

By way of a preface, ongoing maintenance of the assignment of jobs to pay grades and the adjustment of pay ranges as the competitive job market changes will ensure the viability of this plan as a long-term solution to the City's compensation needs. The key elements of effective compensation administration and maintenance of the integrity of a compensation plan over time are relatively simple:

One. As new jobs are added or as existing jobs change, a comprehensive job analysis and evaluation should be performed to accurately measure the value of the job to the City similar to the process used to develop the original pay plan. The results of the evaluation process will determine the proper pay grade placement and pay range for these jobs.

We urge the City to be consistent in the application of this process, to maintain the integrity of the pay plan and accuracy of the pay grades themselves over time.

The Archer Company will provide individual evaluations of new and/or changed jobs *for no charge* until July 2026. Our current engagement includes training the HR Team on the use of our trademarked job evaluation system, enabling the City to evaluate and pay grade new jobs independently in the future. As an alternative, the City can enter into an agreement with The Archer Company to provide independent pay grade reviews starting in August 2026.

Two. Commit to a comprehensive market study and adjustment of the pay structure every 4 years, and perhaps more often during times of high market volatility. At that time, the market data can be integrated with job evaluation scores once again to determine if adjustments to the pay structure are needed to continue to maintain a plan that successfully integrates internal and market worth.

Three. In the interim years, we recommend that the City gather market data on pay structure increases from sources such as The Archer Company, World at Work, Mercer and/or by querying the peer organizations, and use that market data to determine 1. If a structure

adjustment is merited to remain competitive and 2. The amount of the structure adjustment. When the City provides a general, or "across-the-board" increase, each step in each pay grade is adjusted by that same percentage. So, the City is regularly adjusting pay structures as it is, and our recommendation is intended to endorse that practice and encourage multiple data sources for market trend information.

We recommend the analysis be completed annually, though the City may choose to adjust structures every 1, 2 or even 3 years and, depending on what is occurring with the external market, it should be able to remain competitive in its two pay structures.

The Archer Company provides guidance to our clients each year on recommended pay structure movement.

Four. Formalize a policy and process to determine the *annual increase amount for individual employee pay increases* (generally). Market data and trends on pay increases for the current year and next year can be gathered from several large survey houses, from The Archer Company in our annual guidance report to clients, and/or from requesting this information from the chosen peer organizations.

Understanding the market trends among competitors will help the City determine the best way to utilize limited salary increase funds.

2. Strategically and proactively advertise the total compensation package: direct pay and benefits. As a specific example, the provision of a defined benefits retirement plan is almost unheard of in the private sector, and if "marketed" correctly, should be an attraction to good candidates from the private sector. Candidates accept and reject offers of employment and make the decision to even apply for a variety of reasons, but we know with certainty that those organizations that deliberately advertise their total compensation package increase their pool of qualified candidates. Similarly, by communicating the total investment made by the City to *current* employees, the City is arming the employees with valuable and important data to consider if they are considering moving to a different organization.

   There are several firms that will work with the City to publish annual "Total Compensation" statements, calculating all costs incurred by the City on behalf of the employee for all components of direct compensation as well as indirect compensation (benefits costs). Total Compensation Statements are powerful communication vehicles to provide employee groups as they try to understand the true value of the investments made on their behalf by the City of Fond du Lac.

We would like to sincerely thank the members of the Project Team for their efforts, ideas, and partnership throughout the project.

Exhibit 1

The City of Fond du Lac Benchmark Positions	
1	ADMINISTRATIVE SPECIALIST I
2	ADMINISTRATIVE SPECIALIST II
3	ADMINISTRATIVE SPECIALIST III
4	ADMINISTRATIVE SERVICES MANAGER
5	ASSISTANT CHIEF OF POLICE
6	ASSISTANT CHIEF OF EMS
7	ASSISTANT FIRE CHIEF - TRAINING
8	CIRCULATION SUPERVISOR
9	CITY ATTORNEY/DIRECTOR HR
10	CITY CLERK
11	CITY ENGINEER
12	CITY MANAGER
13	CIVIL ENGINEER II
14	CLERK CASHIER
15	DIRECTOR-ADMINISTRATION/CFO
16	DIRECTOR-COMMUNITY DEVELOPMENT
17	DIRECTOR-INFORMATION TECHNOLOGY SERVICES
18	DIRECTOR-PUBLIC WORKS
19	EQUIPMENT & COLLECTIONS TECHNICIAN (UTILITIES)
20	EQUIPMENT OPERATOR I (CDL REQUIRED)
21	EQUIPMENT OPERATOR II, C&M (CDL REQUIRED)
22	EQUIPMENT OPERATOR II, WATER (CDL REQUIRED)
23	FIRE CHIEF
24	GIS COORDINATOR
25	HUMAN RESOURCES MANAGER
26	LABORATORY ANALYST
27	LIBRARIAN I
28	LIBRARY ASSISTANT I

The City of Fond du Lac Benchmark Positions (cont'd)

29	LIBRARY ASSISTANT I - TECHNICAL SERVICES
30	LIBRARY ASSISTANT II
31	LIBRARY CLERK I
32	LIBRARY DIRECTOR
33	LIBRARY PAGE
34	LIBRARY TECHNOLOGY COORDINATOR
35	MAINTENANCE & MUNICIPAL FACILITIES SUPERVISOR
36	MUNICIPAL CUSTODIAN
37	NETWORK & SYSTEMS SUPPORT SPECIALIST
38	PARK CARETAKER
39	PARK TRADE TECHNICIAN
40	PARKS & FORESTRY SUPERINTENDENT
41	PAYROLL MANAGER
42	POLICE CHIEF
43	RECORDS CLERK - POLICE
44	SENIOR ACCOUNTANT
45	SENIOR NETWORK ENGINEER
46	SIDE LOAD OPERATOR
47	STREET MAINTENANCE WORKER
48	STREET/UTILITY FIELD MAINTENANCE SUPERVISOR
49	TRANSIT MANAGER
50	VEHICLE/EQUIPMENT TECHNICIAN (MECHANIC)
51	WASTEWATER SPECIALIST I
52	WASTEWATER SPECIALIST II
53	WASTEWATER SUPERINTENDENT
54	WATER DISTRIBUTION CREW LEADER
55	WATER PLANT SUPERVISOR
56	WATER UTILITY ENGINEER *(received insufficient data)*
57	WATER UTILITY GENERAL MANAGER
58	WATER UTILITY WORKER

Exhibit 2

CITY OF FOND DU LAC, WISCONSIN

Pay Range Competitiveness Report - 2025 Market Assessment

Compiled by the Archer Company
3/30/2025
Revised: 5/30/25

City rate is more than 10% below the Market Mean value
City rate is more than 10% above the Market Mean value
Insufficient # of Responses

- Indexes (columns E, I and M within a range of -10% to 10% are considered within a "competitive range"

Overall:	-4%	-6%	-10%

Job Title	PAY RANGE MINIMUM				PAY RANGE MIDPOINT				PAY RANGE MAXIMUM			
	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean	Number of Responses
ADMINISTRATIVE SERVICES MANAGER	$59,826	$68,390	-13%	11	$68,373	$80,820	-15%	11	$76,919	$94,122	-18%	11
ADMINISTRATIVE SPECIALIST I	$45,038	$44,983	0%	12	$51,472	$52,901	-3%	12	$57,905	$61,109	-5%	12
ADMINISTRATIVE SPECIALIST II	$49,959	$49,988	0%	14	$57,096	$58,826	-3%	14	$64,233	$67,876	-5%	14
ADMINISTRATIVE SPECIALIST III	$54,905	$55,884	-2%	13	$62,748	$66,209	-5%	13	$70,592	$76,562	-8%	13
ASSISTANT CHIEF OF EMS	$105,464	$99,030	6%	9	$120,530	$117,803	2%	9	$135,596	$138,495	-2%	9
ASSISTANT CHIEF OF POLICE	$105,464	$109,368	-4%	12	$120,530	$127,821	-6%	12	$135,596	$148,808	-9%	12
ASSISTANT FIRE CHIEF - TRAINING	$105,464	$99,546	6%	13	$120,530	$117,722	2%	13	$135,596	$137,799	-2%	13
CIRCULATION SUPERVISOR	$54,933	$59,298	-7%	8	$62,754	$69,472	-10%	8	$70,574	$80,189	-12%	8
CITY ATTORNEY/DIRECTOR HR	$120,276	$115,741	4%	13	$137,459	$156,236	-12%	14	$154,641	$180,940	-15%	13
CITY CLERK	$90,675	$85,287	6%	14	$103,629	$101,758	2%	14	$116,583	$119,573	-3%	14
CITY ENGINEER	$105,464	$104,193	1%	14	$120,530	$124,258	-3%	14	$135,596	$145,928	-7%	14
CITY MANAGER	$0	$120,188	-100%	2	$125,000	$176,423	-29%	4	$0	$190,656	-100%	2

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Job Title	PAY RANGE MINIMUM				PAY RANGE MIDPOINT				PAY RANGE MAXIMUM			
	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean	Number of Responses
CIVIL ENGINEER II	$69,693	$77,644	-10%	14	$79,649	$92,058	-13%	14	$89,605	$107,967	-17%	14
CLERK CASHIER	$40,092	$44,270	-9%	13	$45,820	$51,875	-12%	13	$51,547	$59,349	-13%	13
DIRECTOR-ADMINISTRATION/CFO	$120,276	$123,581	-3%	14	$137,459	$153,659	-11%	14	$154,641	$188,187	-18%	14
DIRECTOR-COMMUNITY DEVELOPMENT	$120,276	$114,444	5%	15	$137,459	$136,044	1%	15	$154,641	$159,423	-3%	15
DIRECTOR-INFORMATION TECHNOLOGY SERVICES	$120,276	$116,892	3%	13	$137,459	$145,833	-6%	13	$154,641	$179,187	-14%	13
DIRECTOR-PUBLIC WORKS	$127,671	$121,777	5%	15	$145,909	$146,617	0%	15	$164,148	$173,786	-6%	15
EQUIPMENT & COLLECTIONS TECHNICIAN (UTILITIES)	$59,826	$59,635	0%	6	$68,373	$70,635	-3%	6	$76,919	$82,081	-6%	6
EQUIPMENT OPERATOR I (CDL REQUIRED)	$49,959	$51,054	-2%	13	$57,096	$60,044	-5%	13	$64,233	$69,121	-7%	13
EQUIPMENT OPERATOR II, C&M (CDL REQUIRED)	$54,905	$56,194	-2%	12	$62,748	$66,226	-5%	12	$70,592	$76,643	-8%	12
EQUIPMENT OPERATOR II, WATER (CDL REQUIRED)	$54,905	$56,679	-3%	8	$62,748	$67,407	-7%	8	$70,592	$78,556	-10%	8
FIRE CHIEF	$120,276	$119,303	1%	14	$137,459	$141,999	-3%	14	$154,641	$166,718	-7%	14
GIS COORDINATOR	$69,693	$69,249	1%	14	$79,649	$82,070	-3%	14	$89,605	$95,158	-6%	14

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Job Title	PAY RANGE MINIMUM				PAY RANGE MIDPOINT				PAY RANGE MAXIMUM			
	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean	Number of Responses
HUMAN RESOURCES MANAGER	$75,863	$91,970	-18%	9	$86,700	$110,053	-21%	9	$97,538	$128,928	-24%	9
LABORATORY ANALYST	$54,905	$63,379	-13%	11	$62,748	$75,125	-16%	11	$70,592	$87,288	-19%	11
LIBRARIAN I	$59,821	$61,086	-2%	12	$68,359	$70,934	-4%	12	$76,898	$81,411	-6%	12
LIBRARY ASSISTANT I	$49,962	$42,170	18%	12	$57,106	$48,524	18%	12	$64,251	$55,080	17%	12
LIBRARY ASSISTANT I - TECHNICAL SERVICES	$49,962	$40,667	23%	6	$57,106	$46,327	23%	7	$64,251	$54,959	17%	6
LIBRARY ASSISTANT II	$54,933	$47,873	15%	8	$62,754	$54,407	15%	8	$70,574	$61,289	15%	8
LIBRARY CLERK I	$17,147	$17,386	-1%	7	$19,590	$19,978	-2%	8	$22,034	$23,715	-7%	7
LIBRARY DIRECTOR	$120,276	$109,038	10%	12	$137,459	$127,162	8%	12	$154,641	$146,291	6%	12
LIBRARY PAGE	$7,092	$8,574	-17%	6	$8,135	$9,157	-11%	8	$9,178	$11,045	-17%	6
LIBRARY TECHNOLOGY COORDINATOR	$75,816	$70,403	8%	8	$86,684	$82,885	5%	8	$97,552	$95,967	2%	8
MAINTENANCE & MUNICIPAL FACILITIES SUPERVISOR	$69,693	$76,560	-9%	8	$79,649	$90,110	-12%	8	$89,605	$104,971	-15%	8
MUNICIPAL CUSTODIAN	$40,092	$44,491	-10%	12	$45,820	$51,953	-12%	12	$51,547	$59,693	-14%	12

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	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean	Number of Responses
NETWORK & SYSTEMS SUPPORT SPECIALIST	$62,747	$60,911	3%	12	$71,711	$72,051	0%	12	$80,675	$83,691	-4%	12
PARK CARETAKER	$45,038	$48,726	-8%	12	$51,472	$57,014	-10%	12	$57,905	$65,323	-11%	12
PARK TRADE TECHNICIAN	$49,959	$55,252	-10%	13	$57,096	$64,557	-12%	13	$64,233	$74,011	-13%	13
PARKS & FORESTRY SUPERINTENDENT	$90,675	$88,678	2%	13	$103,629	$104,649	-1%	13	$116,583	$121,392	-4%	13
PAYROLL MANAGER	$69,693	$67,189	4%	14	$79,649	$79,682	0%	14	$89,605	$92,565	-3%	14
POLICE CHIEF	$120,276	$125,621	-4%	14	$137,459	$147,469	-7%	14	$154,641	$171,651	-10%	14
RECORDS CLERK - POLICE	$43,630	$46,332	-6%	13	$49,863	$54,543	-9%	13	$56,096	$62,755	-11%	13
SENIOR ACCOUNTANT	$64,772	$69,005	-6%	14	$74,025	$81,827	-10%	14	$83,278	$94,912	-12%	14
SENIOR NETWORK ENGINEER	$83,257	$82,990	0%	9	$95,151	$98,765	-4%	9	$107,045	$115,289	-7%	9
SIDE LOAD OPERATOR	$45,038	$50,842	-11%	7	$51,472	$58,892	-13%	7	$57,905	$67,490	-14%	7
STREET MAINTENANCE WORKER	$45,038	$51,866	-13%	12	$51,472	$60,376	-15%	12	$57,905	$68,903	-16%	12
STREET/UTILITY FIELD MAINTENANCE SUPERVISOR	$64,772	$71,265	-9%	14	$74,025	$83,988	-12%	14	$83,278	$96,873	-14%	14

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Job Title	PAY RANGE MINIMUM				PAY RANGE MIDPOINT				PAY RANGE MAXIMUM			
	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean	Number of Responses
TRANSIT MANAGER	$83,257	$89,172	-7%	11	$95,151	$106,857	-11%	11	$107,045	$125,447	-15%	11
VEHICLE/EQUIPMENT TECHNICIAN (MECHANIC)	$54,905	$58,746	-7%	14	$62,748	$69,623	-10%	14	$70,592	$80,231	-12%	14
WASTEWATER SPECIALIST I	$54,905	$57,284	-4%	10	$62,748	$66,919	-6%	10	$70,592	$77,577	-9%	10
WASTEWATER SPECIALIST II	$59,826	$59,666	0%	10	$68,373	$71,816	-5%	10	$76,919	$83,982	-8%	10
WASTEWATER SUPERINTENDENT	$98,070	$89,535	10%	10	$112,080	$106,166	6%	10	$126,090	$124,858	1%	10
WATER DISTRIBUTION CREW LEADER	$54,905	$65,022	-16%	6	$62,748	$76,394	-18%	6	$70,592	$89,352	-21%	6
WATER PLANT SUPERVISOR	$64,772	$73,249	-12%	9	$74,025	$87,160	-15%	9	$83,278	$101,690	-18%	9
WATER UTILITY ENGINEER	$75,863	$86,967	-13%	3	$86,700	$101,171	-14%	3	$97,538	$117,530	-17%	3
WATER UTILITY GENERAL MANAGER	$98,070	$93,525	5%	6	$112,080	$110,698	1%	6	$126,090	$132,908	-5%	6
WATER UTILITY WORKER	$49,959	$52,754	-5%	9	$57,096	$62,029	-8%	9	$64,233	$71,330	-10%	9

Exhibit 3

City of Fond du Lac

Select Pay Practices and Benefits Custom Survey

Detailed Report of Responses and Archer Company Observations

5/26/2025

Table 1. Organization Information

1. Number of employees in your organization:
2. What is your annual operating budget for all funds?

Peer	# of Full Time Employees	# of Part Time/Seasonal Employees	Annual Budget - Full
City of Appleton	594	867	$199,794,319
City of Beloit	350	170	$116,954,839
City of Eau Claire	515	600	$190,288,829
City of Green Bay	856	945	$139,399,937
City of Janesville	461	206	$133,373,786
City of Kenosha	822	370	$104,745,943
City of Manitowoc	251	175	$71,618,777
City of Oshkosh	457	61	$953,692
City of Sheboygan	382	51	$108,800,000
City of Wausau	360	50	$46,030,541
City of Wauwatosa	418	297	$79,635,637
City of West Bend	226	160	$50,000,000
Market Average	**474**	**329**	**$103,466,358**
City of Fond du Lac	**300**	**100**	**$173,296,267**

Data Effective Date: 4/9/2025

Footnotes: City of Janesville - amount includes internal service funds
City of Kenosha - FT is the # budgeted; current number of ees is 775
City of Wauwatosa - 235 of the 297 PT/Seasonal are Poll Workers

Table 2. Pay Structure

Please choose the answer below that best describes your pay structure (if you have multiple structures, please answer for the structure covering the largest number of employees)

Peer	Ranges Divided into Steps	Open Ranges	Steps - Lower Half Open Ranges - Upper Half	Other
City of Appleton		X		
City of Beloit		X		
City of Eau Claire	X			
City of Green Bay			X	
City of Janesville		X		
City of Kenosha	X			
City of Manitowoc		X		
City of Oshkosh	X			
City of Sheboygan	X			
City of Wausau	X			
City of Wauwatosa	X			
City of West Bend		X		
Number:	**6**	**5**	**1**	**0**
City of Fond du Lac	**X**			

Data Effective Date: 4/9/2025

Notes:
Slightly more than one half of respondents use step-based plan, as is the practice at the City of Fond du Lac. This "split" in practice, in our experience, is fairly consistent across city and county local government organizations. We tend to see "step plans" in non-represented groups more often when there is one or more union also within the organization.

Table 3. Pay Structure Adjustment Frequency

4. How often do you adjust your pay structure?

Peer	Annually	Every Other Year	Every Third Year	No Schedule	Other
City of Appleton	X				
City of Beloit	X				
City of Eau Claire	X				
City of Green Bay	X				
City of Janesville	X				X
City of Kenosha	X				
City of Manitowoc	X				
City of Oshkosh	X				
City of Sheboygan	X				
City of Wausau	X				
City of Wauwatosa	X				
City of West Bend	X				
Number:	**12**	**0**	**0**	**0**	**1**
City of Fond du Lac	**X**				

Data Effective Date: 4/9/2025

Footnotes: City of Janesville - COLA annually, comp study every 5 years

Notes:
Virtually all organizations adjust their pay structures annually.

Table 4. Pay Structure Adjustment - Data Source

5. What index or data source does your organization use to determine the pay structure amount? We are referring to the amount the pay ranges themselves are adjusted periodically (Check all that apply):

Peer	Consumer Price Index (CPI)	Employer Cost Index (ECI)	COLA or Across the Board Increase	World at Work, Other Major Survey, or Compensation Consulting Firm	Other	Notes
City of Appleton					X	
City of Beloit			X			
City of Eau Claire			X			
City of Green Bay			X			
City of Janesville				X		
City of Kenosha					X	Based on available budget funds for non- represented. Union employees is based on comps and available funds
City of Manitowoc			X			
City of Oshkosh			X			
City of Sheboygan			X			
City of Wausau			X			
City of Wauwatosa			X			
City of West Bend			X			
Number:	**0**	**0**	**9**	**1**	**2**	
City of Fond du Lac			**X**			

Data Effective Date: 4/9/2025

Footnotes:

Notes: Open ranges are in place at Appleton, Beloit, Janesville, Manitowoc and the City of West Bend. We note that in these cities, all but Janesville apply the same percentage to the structure as they provide to employees in the form of a COLA/ATB increase. This is a potential concern as it means that employees are not moving within their pay ranges over time. At Fond du Lac, the combination of step increases and across-the-board increases prevent that issue as long as the City fairly routinely funds both type of increases.

Table 5. Starting Wage Above Minimum

6. Do you allow new employees to start at a wage or salary amount higher than the Salary Range Minimum? If "yes," how is starting salary determined?

Peer	Yes	No	Salary Determination
City of Appleton	X		Entrance pay rate shall be within 60% of the minimum of the pay range.
City of Beloit	X		For Union positions - salary determined by Labor Agreement. For non-represented positions - new employees with minimal experience will generally earn the range minimum. can be offered a starting salary between the minimum and mid-point of the range according to Class & Comp plan as discussed and agreed upon by the hiring supervisor and the Human Resources Department.
City of Eau Claire	X		Typically Step 1 is offered and may negotiate a higher step based on experience of individual and also factor in where current employees are on the scale.
City of Green Bay	X		We may start a new employee higher than the minimum for their position if it can be justified based on experience
City of Janesville	X		Dependent on position and experience/qualifications at time of hire
City of Kenosha	X		Based on budget for position, equity within department and experience of candidate
City of Manitowoc	X		Based on experience and skills
City of Oshkosh	X		Based on years of experience, education, verifications, and any relevant skills that might put them in a higher pay range.
City of Sheboygan	X		No higher than midpoint unless approved by City Administrator
City of Wausau	X		experience
City of Wauwatosa	X		Based on internal equity review & the incoming new employee's experience.
City of West Bend	X		Department Head, HR Director and Administrator - Experience of the candidate. Maximum we can start an employee is Market rate (mid). Anything higher has to be approved by Council.
Number:	**12**	**0**	
City of Fond du Lac	**X**		**Knowledge, skills & abilities**

Data Effective Date: 4/9/2025

Footnotes:

Notes:
All of the City's peers have a provision for bringing in new employees above the Range Minimum. The common denominators, in terms of rationale, are experience and education, relevant skills, and in many cases an analysis of the pay of current employees within the same job title. Some responses also indicate that pay offers up to Midpoint can be considered, depending on these factors and considerations.

Table 6. Overtime Policy for Exempt Employees

7. Please check the answer that best describes your organization's "pay" policy for hours worked above the normal workweek for FLSA-exempt professional, supervisory, and

Peer	None	Comp Time - 1 hour accrued for 1 hour worked	Comp Time - 1.5 hours accrued for 1 hour worked	Flex Time	Pay - 1 hour additional pay for 1 hour worked	Pay - 1.5 hours additional pay for 1 hour worked	Additional Vacation/Personal /PTO	Other	Notes
City of Appleton	X								
City of Beloit	X								
City of Eau Claire								X	Managers and above typically do not receive extra pay or comp time. Front-line supervisors are allowed comp/OT at 1.5 in circumstances outside the typical day.
City of Green Bay		X		X					
City of Janesville				X			X		
City of Kenosha								X	Excluding dept heads, we provide 1.5 comp time after 40 hours and 2x for Sundays and holidays (not part of regular schedule) for department related work up to 80 hours. For outside department work, employees are compensated at their rate of pay @ 1.5 or 2x. Departments who budget for cash overtime, exempt employees are paid cash OT after 80 hours of earned comp time
City of Manitowoc	X								
City of Oshkosh	X			X					
City of Sheboygan	X								
City of Wausau				X					
City of Wauwatosa				X					
City of West Bend	X						X		
Number:	**6**	**1**	**0**	**5**	**0**	**0**	**2**	**2**	
City of Fond du Lac				**X**					

Data Effective Date: 4/9/2025

Footnotes:

Notes:
Nearly 50% of the cities allow "flex time", as does the City of Fond du Lac. Fifty percent (50%) of the peers have no policy or provision for "compensating" exempt employees for hours above their regular schedule. For those organizations that do offer compensation, the most prevalent practice is flex time, with nearly fifty percent (50%) of the peers offering one or more other plans or programs without any other strong prevalent practice or policy.

Table 7. Shift Differentials

8. If your organization offers shift differential pay for evenings, nights and/or weekends, please provide the following information:

Peer	Eligible Positions	Evening	Night	Weekend
City of Appleton	non-exempt employees regularly scheduled for a 2nd or 3rd shift	$0.50/hr	$0.50/hr	Double time for Sunday shifts
City of Beloit	Non-represented (Sundays); Public Works- 3rd shift (winter only)		$4.00/hr	
City of Beloit	Police Department non-sworn 2nd and 3rd shift	$0.20/hr	$0.30/hr	Non-rep Sundays- 2x regular rate
City of Eau Claire	Custodians	$0.30/hr	$0.30/hr	
City of Eau Claire	Police Command	$0.15/hr	$0.50/hr	
City of Green Bay	Cleaners, Custodians, Building Services Coordinator, Operator 1 & 2, Records Clerk, Office Clerk, Evidence Tech, Admin Clerk, Dispatcher	$0.30/hr	$0.50/hr	$1.50/hr
City of Janesville				
City of Kenosha	Mechanics in winter			
City of Manitowoc	Laborers, Bridgetenders, Building & Grounds, Mechanics, Engineering Field Staff, Police Lts & Capts	$0.25/hr	$0.35/hr	
City of Oshkosh	Public Works and PD			N/A
City of Sheboygan	Non exempt, non represented employees working between 6:00 pm - 5:59 am	$0.40/hr	$0.40/hr	N/A
City of Wausau	Police Officer		1%	
City of Wausau	Department of Public Works	$1.45/hr	$1.60/hr	N/A
City of Wauwatosa	Public Works employees that are scheduled for something other than first shift. Non-sworn police employees are also eligible.	$0.25/hr	$0.30/hr	N/A
City of West Bend	Police Officers, Detectives	$40/month	$50/month	
Market Average		**$0.42/hr**	**$0.88/hr**	
Protective Services Average		**$0.20/hr**	**$0.38/hr**	
City of Fond du Lac	**Protective service**	**$.09/hr; $.24/hr**	**$.20/hr**	

Data Effective Date: 4/9/2025

Footnotes: City of Beloit - Weekend rate does not apply to positions that work 365-day operations
City of Green Bay - provided grid with details for each position
City of Manitowoc - Police Lts & Capts receive a monthly amount, $46 for 2nd shift & $56 for 3rd shift
City of Sheboygan - Represented employees have shift premium per their contract
City Wauwatosa - We also have a $1.00/hour flex pay that we add to employees that are assigned to second or third shift as their regular schedule at DPW that is paid in addition to the shift differential
City of West Bend - Information entered in "Weekend" was for call-in pay not shift differential, chose to put here & in Call In table rather than in this table - I also removed the positions that would be included from the "eligible" field (Public Works Tech I/Crew Leader/Signal Tech, Sewer and Water Operations Specialists, Building Maintenance Tech): "Public Works - 1 hr pay on Fridays; 4 hrs each day Sat/Sun/holiday; Water - 8 hrs each day; Sewer - 8 hrs/wk and 4 hrs/holiday; or Public Works employees, they get paid to hold the phone and be limited for the weekend. If they receive a call and come in, they are paid a minimum of 2 hours."
City of Fond du Lac - 2:30 p.m. - 11:30 p.m.$7.02; 10:30 p.m. - 7:30 a.m. $18.56; 7 p.m. - 4 a.m. - $15.50

Notes:
All but one peer have a policy for the payment of evening, night and/or weekend pay differentials. The use of a certain amount of cents per hour is the prevalent practice. Eligible positions vary but tend to be public works roles and in some cases sworn law enforcement roles. it appears the City of Fond du Lac's evening and night shift premium for Protective Service roles are within the "competitive range" for evening shift but notably bloew the "Protective Services" market average for the night shift at this point in time.B12

Table 8. Bilingual Pay

9. If your organization offers a bilingual pay program, please provide the following information:

Peer	Eligible Positions	Type of Remuneration	Languages Included	Proficiency Test Required
City of Appleton	N/A	N/A	N/A	N/A
City of Beloit	Municipal Court Clerk	$125.00/month	Spanish	N/A
City of Eau Claire	All non-Union positions	Monthly payment	All	Yes
City of Green Bay	N/A	N/A	N/A	N/A
City of Janesville	N/A	N/A	N/A	N/A
City of Kenosha	N/A	N/A	N/A	N/A
City of Manitowoc	N/A	N/A	N/A	N/A
City of Oshkosh	N/A	N/A	N/A	N/A
City of Sheboygan	N/A	N/A	N/A	N/A
City of Wausau	N/A	N/A	N/A	N/A
City of Wauwatosa	N/A	N/A	N/A	N/A
City of West Bend	N/A	N/A	N/A	N/A
City of Fond du Lac	**N/A**			

Data Effective Date: 4/9/2025

Footnotes: City of Janesville - Policy document provided

Notes:
Only two of twelve reporting peers have any kind of compensation program for use of bilingual skills, The position eligibility is different between the two peers an we only received one actual amount. Fond du Lack's lack of program for bilingual skills is consistent with the prevalent market practice.

Table 9. Compensation Practice for Different Annual Hours

10. Please choose the option that best describes your compensation practice for employees working different ANNUAL hours.

Peer	N/A	Employees are paid the SAME HOURLY RATE, but would receive DIFFERENT ANNUAL EARNINGS	Employees are paid the DIFFERENT HOURLY RATE, in order to receive the SAME ANNUAL EARNINGS	Other	Notes
City of Appleton		X			
City of Beloit		X			
City of Eau Claire		X	X		Telecommunicators, Fire BC, Police Sgt/Lt are paid different hourly rate, but same annual. Utility Operator at Water Plant are paid at same hourly rate, but different annual.
City of Green Bay		X			
City of Janesville		X			
City of Kenosha	X				
City of Manitowoc				X	Employees have different rates of pay, not determined by a 2080 or 1950 hour schedule
City of Oshkosh	X				
City of Sheboygan		X			
City of Wausau		X			
City of Wauwatosa		X			
City of West Bend				X	This is very limited. The part-time custodians are paid a lower rate than the full-time ones. The PTO schedule is based on hours - 1/2 time receive half the hours a full-time employee has.
Number:	**2**	**8**	**1**	**2**	
City of Fond du Lac			**X**		

Data Effective Date: 4/9/2025

Footnotes: City of Kenosha - Response is for non rep employees; Union employees may differ depending CBA (there are 4 - if needed, they are at https://www.kenosha.org/departments/human_resources/policies___procedures.php#outer-5)

Notes:
The majority of peer organizations appear to adjust pay for employees based on the number of annual hours. The City's practice of maintaining the same annual pay for different annual hours worked is not consistent with the majority of the City's peers. This generally is a potential equity for non-sworn jobs . This can be especially true in cases where employees performing similar work in different departments with different annual hour schedules, are earning the same annual salary, as opposed to prorating the employees who work fewer hours annually.

Table 10. Bonuses

11. Do you offer bonuses for any of the following? If so, please indicate the payment type:

Peer	Hiring			Retention			Referral			High Performer			Performance based on Organization Goals			Performance based on Departmental Goals			Performance based on Individual Goals		
	Yes/No	% of Base or Lump Sum?	Amount	Yes/No	% of Base or Lump Sum?	Amount	Yes/No	% of Base or Lump Sum?	Amount	Yes/No	% of Base or Lump Sum?	Amount	Yes/No	% of Base or Lump Sum?	Amount	Yes/No	% of Base or Lump Sum?	Amount	Yes/No	% of Base or Lump Sum?	Amount
City of Appleton	No			No			No			No			No			No			No		
City of Beloit	No			No			No			No			No			No			No		
City of Eau Claire	No			No			No			No			No			No			No		
City of Green Bay	No			No			Yes	Lump Sum	$1,000	No			No			No			No		
City of Janesville	No			No			No			No			No			No			No		
City of Kenosha													Yes	Lump Sum	$125/month						
City of Manitowoc	No			No			No			Yes	% of Base	1%	No			No			No		
City of Oshkosh	No			No			No			No			YES	Employees choose		No			No		
City of Sheboygan	No			No			No			No			No			No			No		
City of Wausau	Yes	Varies		No			No			No			No			No			No		
City of Wauwatosa	Yes/No	Lump Sum	$1,000-2,500	Yes	% of Base	Varies	Yes	Lump Sum	$500-1,000	Yes	% of Base	Extra Step Increase/Double Bump at Time of Performance Reviews	No			No			No		
City of West Bend	No			No			No			No			No			No			No		
Number of "Yes" Responses:	**1**			**1**			**2**			**2**			**2**			**0**			**0**		
City of Fond du Lac							Yes	Lump Sum	$1,000												

Data Effective Date: 4/9/2025

Footnotes: City of Appleton - "No official policy or program"
City of Green Bay - For Bus Operators only; policy provided

Notes:
The market data indicates that none of these bonus programs are used widely among the City's peers. The City's lack of programs in these areas is consistent with the City's peers. The City's Referral Bonus Program is a "market-leading" compensation program that may give the City a competitive advantage as well as assist in finding high quality candidates.

Table 11. Longevity/Years of Service

12. Does your organization offer monetary recognition for longevity/years of service? If yes, please indicate, for each level of Years of Service, how the longevity is rewarded:

Peer	Offered?	After 5 Years				After 10 Years				After 15 Years				After 20 Years				After 25 Years				After 30 Years			
		Bonus Payment		Base Salary Increase		Bonus Payment		Base Salary Increase		Bonus Payment		Base Salary Increase		Bonus Payment		Base Salary Increase		Bonus Payment		Base Salary Increase		Bonus Payment		Base Salary Increase	
	Yes or No	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)
City of Appleton	No																								
City of Beloit	Yes				3.0%				3.0%				3.0%				3.0%				3.0%				3.0%
City of Eau Claire	No																								
City of Green Bay	No																								
City of Janesville	Yes	$250.00				$500.00				$750.00				$1,000.00				$1,250.00				$1,500.00			
City of Kenosha	No																								
City of Manitowoc	Yes					$2,500.00																			
City of Oshkosh	Yes	$25.00				$50.00				$75.00				$100.00				$125.00				$150.00			
City of Sheboygan	No																								
City of Wausau	Yes				0.3%				0.6%				0.9%				1.2%				1.5%				Only PD & Fire
City of Wauwatosa	No																								
City of West Bend	Yes	$5.00				$30.00				$55.00				$55.00				$55.00				$55.00			
Market:	**6**	**$93.33**			**2%**	**$770.00**			**2%**	**$293.33**			**2%**	**$385.00**			**2%**	**$476.67**			**2%**	**$568.33**			**3%**
City of Fond du Lac	**Yes**	**The City utilizes the step plan structure as a mechanism for rewarding longevity**																							

Data Effective Date: 4/9/2025

Footnotes: City of West Bend - Amounts are monthly

Notes:
Fifty percent (50%) of the City's peers offer a Longevity program of some sort and we see a slightly stronger use of one time bonus payments over base salary increases. Overall, the Archer Company is seeing an increase in the use of Longevity programs and the use of a step plan, such as utilized at Fond du Lac, is one common option for rewarding longevity in one's job. Archer Company recommendations will serve to align the step structure more closely to market competitive longevity programs.

Table 12. On Call/Stand by Pay

13. If your organization offers on-call or "stand-by" pay and/or "call-in" pay, please provide the following information:

Peer	Offered?	Eligible Departments/Positions	On-Call Remuneration	On-Call Amount	Additional Compensation if Called In?	Call in Amount	Notes
City of Appleton	Yes	Various positions in DPW, Fire, IT, Police, Utilities,	regular hourly rate	1 hour pay for each day of stand-by and 2 hours if on actual designated city holiday	No	Non-Exempt - $100 Exempt - $75 - $500	Additional Compensation for Emergency Call ins Only: Non-exempt employees who have left the worksite or are in a paid leave status, and who are called to return to work outside of their regularly scheduled hours to handle emergency situations that could not be anticipated, eligible for lump sum of $100; Exempt employees receive $75 lump sum for less than 3 hours; $200 for 3-5 hours; $400 for 5-8 hours; $500 for more than 8 hours.
City of Beloit	Yes	Public Works- Supervisors	lump sum/day	$40/day	No	Non-Exempt - regular hourly rate; OT rate if over 40	
City of Eau Claire	Yes	Varies by Division					
City of Green Bay	Yes	Parks, Recreation & Forestry, Public Works	Some regular hourly rate, some lump sum, depending on position	Hourly - 2 or 3 hrs pay Lump sum - $75-112.50	Yes	Depending on Position: 2 hr minimum; OT rate for over 40; Regular Rate for hrs worked	**On-Call:** Electrician, Electrician Foreperson, Sewer Maintenance Worker, Sewer Maintenance Foreperson = 7 week rotations from Monday 7AM-Monday 7AM with Additional 2 hours of pay (straight time) for Monday-Thursday, Additional 3 hours of pay (straight time) for Friday-Sunday, 1 Hour extra for holidays; Public Works Superintendents, Public Works Supervisors = 8 week rotation from Monday 6:30AM-Monday 6:30A with no additional compensation; Parks Mechanics = On-Call/Standby and when required for certain situations, mechanics receive 3 hours regular pay per day when required to be on call; Forestry Supervisors, Arborist II = On-Call/Standby When carrying on-call phone Friday-Sunday, paid $75.00/day, $37.50 for weekday holidays, and $112.50 for weekend holidays **Call In:** Electrician, Electrician Foreperson, Sewer Maintenance Worker, Sewer Maintenance Foreperson = time and a half after 40hours/week worked. Public Works Superintendents, Public Works Supervisors = Compensation (straight time) for actual time spent performing call-in duties in the field or at workplace and for meeting attendance outside of normal working hours. Supervisors and Superintendents are encouraged to use flex time and compensatory time in lieu of overtime compensation. Parks Maintenance Workers, Mechanics, Maintenance Specialists = Minimum of 2 hours pay at regular rate if called in outside of work hours.
City of Janesville	Yes	Public Works Field Employees			Yes	2 hr minimum at current rate of pay	
City of Kenosha	Yes	DPW/ Transit	DPW - hourly Transit - hourly	DPW - 1.75/hour Transit - OT (1.5) rate	Yes	DPW - 2 hr minimum Transit - 2 hr minimum	week rotation at a time/depends on amount of people required and situation (ex: street light out involves more people) and would move to bottom of rotation - on call is throughout the year
City of Manitowoc	Yes	DPI	lump sum	$50/day (but paid at entire week - $350)	Yes	Hourly Rate	On call period is weekly
City of Oshkosh	Yes	Public Works	hourly rate	hourly rate	Yes	1.5 hourly rate	
City of Sheboygan	Yes	On call: WW technicians, electricians, DPW foremen. Call In: non-exempt employees	lump sum	$25/day	Yes	OT hourly rate - 2 hr minimum	
City of Wausau	Yes	DPW	lump sum		Yes	OT	
City of Wauwatosa	Yes	Some DPW positions offer this (street operations, parks)	hourly rate	OT	Yes	2 hr minimum	employees can bank as OTO or have it paid 1.5; Parks employees are on a one-week call rotation where they switch a phone between 4 team members. Our DPW Maintenance positions get called in for snowplowing based on a rotating list based on who was last called in. Our DPW Supervisors participate in a more traditional rotation, which I believe is a weekend rotation every four weeks.
City of West Bend	Yes	Public Works Tech I, Signal Technician, Sewer Operations Spec, Water Operations Spec, and Building Maintenance Tech	hourly rate	regular hourly rate - depending on department - generally 1 hour for Friday, 4 hours for each Sat/Sun/Hol - except Water is 8 hours for each Sat/Sun/Hol.	Yes	2 hr minimum at OT rate	
Number of Yes Responses:	**12**				**7**		
City of Fond du Lac	**Yes**	**DPW**		**2.25 for every hour on-call for all DPW except Transit who receive 3.00 per hour**	**No**		**On call period is weekly**

Data Effective Date: 4/9/2025

Footnotes: City of Appleton - Provided list of 50 job titles;
City of Kenosha - DPW has 2 ppl on call 24/7 365; Transit information from CBA

Notes:
All peers, and the City of Fond du Lac have some version of a pay program of "on-call" and "call-in" situations. The City's provision of two hours minimum pay for call-in incidents is consistent with the prevalent market practice. The form of payment for on-call varies considerably including per hour payments, per day payments, and per week payments.

Table 13. Highly Specialized Positions

14 a. Does your organization have a policy for compensating positions that are either highly specialized, hard to fill, or simply in demand?
b. If "Yes," please indicate which actions you take to recruit and retain employees in these positions in the following categories:

Peer	Offered?	Salaries targeted higher in pay grade			Special Pay Grade Structure Defined			Skill Premium Paid in Addition to Base Pay			Hire On Bonus Paid			Retention Bonus Paid			Other (please specify)		
	Yes or No	Non-Exempt	Exempt - Individual Contributor	Manager or Supervisor	Non-Exempt	Exempt - Individual Contributor	Manager or Supervisor	Non-Exempt	Exempt - Individual Contributor	Manager or Supervisor	Non-Exempt	Exempt - Individual Contributor	Manager or Supervisor	Non-Exempt	Exempt - Individual Contributor	Manager or Supervisor	Non-Exempt	Exempt - Individual Contributor	Manager or Supervisor
City of Appleton	No																		
City of Beloit	No																		
City of Eau Claire	Yes	X	X	X															
City of Green Bay	No																		
City of Janesville	No																		
City of Kenosha	No																		
City of Manitowoc	No																		
City of Oshkosh	No																		
City of Sheboygan	No																		
City of Wausau	No																		
City of Wauwatosa	No																		
City of West Bend	Yes	X	X	X	X			X									Start Water/Sewer Ops at market rate		
Number:	**2**	**2**	**2**	**2**	**1**	**0**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**0**	**0**
City of Fond du Lac	**No**																		

Data Effective Date: 4/9/2025

Footnotes:

Notes:
Only two peers indicate a policy or protocol for hard-to-fill, specialized roles. The City's lack of policy in this area is consistent with the prevalent market practice. Where there is a policy, the use of higher salaries within existing ranges was reported by both of the organizations with a policy.

Table 14. Balance

15. How do you balance competitive compensation with budgeting constraints and funding limitations?

Peer	Response
City of Appleton	We review and revise our pay plan typically on an annual basis and conduct equity reviews as needed.
City of Beloit	rich benefits package, emphasize WRS and other items we can provide as public-sector employees
City of Eau Claire	
City of Green Bay	We conduct regular salary studies and share the information with our Common Council. Adjustments to the Pay Plan are made with the annual budget
City of Janesville	Consider the experience/qualifications at time of hire and discuss with management rather the budget can sustain a higher wage
City of Kenosha	
City of Manitowoc	We have a non-lapsing fund to address compensation needs.
City of Oshkosh	We have a pay scale that is available to the public, though we try to offer a higher step. On average we hire new employees at step 2-4. Though recently with the demand for increase pay there are many times we are offering at step 4-6 if they're skill/education allow.
City of Sheboygan	PTO/Benefits
City of Wausau	
City of Wauwatosa	We understand that having competitive compensation and benefits will allow us to attract and retain talented employees. We prioritize this as an organization and make sure to prioritize compensation and benefits within the budget.
City of West Bend	carefully. No true answer, depends on the department and the position.
City of Fond du Lac	**probationary step increases - 3, 6, 9 month increments; varies upon candidate**

Data Effective Date: 4/9/2025

Footnotes:

Notes:
There are a number of strategies in place as reported by the responding peer organizations. The City's probationary step increase policy seems unique in this group but certainly is a tool in the City's toolkit to aid in candidate attraction.

Table 15. Reclassification

16. a. Do you have a formal salary administration policy for reclassifications (situations where jobs change suddenly or gradually)?

b. If yes, what is the typical increase or range of possible increases you give to employees whose jobs are reclassified?

Peer	Formal Policy		One Grade Increase		Two or More Grade Increase	
	Yes	No	Percentage	Percentage Range	Percentage	Percentage Range
City of Appleton		X				
City of Beloit		X				
City of Eau Claire	X		5%			
City of Green Bay		X				
City of Janesville	X		0%		0%	
City of Kenosha	X		5%		5%	
City of Manitowoc	X			5-10%		5-10%
City of Oshkosh	X					
City of Sheboygan	X					
City of Wausau		X				
City of Wauwatosa	X		10%		10%	
City of West Bend		X				
Number & Market Average:	**7**	**4**	**5%**	**5%**		
City of Fond du Lac	**X**			**Fall into new grade at closest step to previous wage**		

Data Effective Date: 4/9/2025

Footnotes: City of Janesville - not a guaranteed percentage increase - move to min of new range if not already there; email with policy provided
City of Sheboygan - we send to a consultant to determine new grade - no max or minimum

Notes:
Fifty-eight percent (58%) of peers have a formal promotion pay policy but only a few provided details. In this limited dataset, conclusions are hard to draw. General data from large compensation surveys such as WorldatWork (average promotional increase was 8.0% in 2024) and Mercer (average promotional increase for a one level promotion is 8.5% - March 2025 U.S. Compensation Planning Survey) suggest an increase in the City's policy would make the policy more market-competitive. We think the City may want to consider a policy change to set a minimum percentage amount, and then move employee to the next closest step.

Table 16. Type of Health Coverage Plans

17. Please provide the following information regarding the MOST POPULATED health insurance plan you offer:

Peer	HMO	PPO	CDHP/HDHP	PSO
City of Appleton			X	
City of Beloit		X		
City of Eau Claire	X			
City of Green Bay		X		
City of Janesville	X			
City of Kenosha			X	
City of Manitowoc			X	
City of Oshkosh		X		
City of Sheboygan			X	
City of Wausau			X	
City of Wauwatosa		X		
City of West Bend		X		
Number:	**2**	**5**	**5**	**0**
City of Fond du Lac		**X**		

Data Effective Date: 4/9/2025

Footnotes:

Notes:

Table 17. Health Plan Detail by Coverage Type

18. For the MOST POPULATED plan, as indicated above, please provide the following information:

Employee Only Coverage:									
Peer	**Plan Type**	**Plan Provider**	**Employer Contribution to Monthly Premium ($)**	**Employee Contribution to Monthly Premium ($)**	**Total Monthly Premium ($)**	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**	**Notes**
City of Appleton	HDHP	UMR	$690.19	$69.02	$759.21	91%	9%	$3,000	
City of Beloit	PPO	Self-funded Anthem BCBS Network	$852.59	$94.73	$947.32	90%	10%	$1,500	
City of Eau Claire	HMO	Group Health Coop of Eau Claire	$902.00	$160.00	$1,062.00	85%	15%	$2,900	
City of Green Bay	PPO	UMR	$597.80	$149.45	$747.25	80%	20%	$4,000	
City of Janesville	HMO		$754.54	$116.44	$870.98	87%	13%		
City of Kenosha	HDHP	Self-funded	$1,591.67	$0.00	$1,591.67	100%	0%	$2,500	
City of Manitowoc	HDHP		$756.58	$108.08	$864.66	88%	12%	$4,250	
City of Oshkosh	PPO		$58.71	$430.54	$489.25	12%	88%	$4,000	
City of Sheboygan	HDHP	UMR	$834.86	$80.04	$914.90	91%	9%	$3,650	
City of Wausau	HDHP		$711.70	$97.09	$808.79	88%	12%	$2,650	
City of Wauwatosa	PPO	UHC-NexusACO	$697.42	$123.07	$820.49	85%	15%	$5,500	
City of West Bend	PPO		$692.86	$100.00	$792.86	87%	13%	$5,000	
City of Fond du Lac	**PPO**		**$818.00**	**$133.00**	**$951.00**	**86%**	**14%**	**$4,000**	**In its health care program, the City: 1. Provides access to the Corporate Care Clinic located in Fond du Lac and covers 100% of costs for nine types of visits/services 2. Provides access to Teledoc, which is an online medical service, at no cost to employees 3. More recently has begun using Garner, a service which helps employees choose highly-rated doctors. If the employee chooses one of the doctors recommended on the Garner app, the employee is reimbursed for up to $2,000 single, $4,000 family, for co-pays and deductibles, including prescriptions that the rated doctor issues 4. Provides free access to ATI physical therapy for employees, with no referral required, for up to 25 visits**
Market Average:			**$761.74**	**$127.37**	**$889.12**	**82%**	**18%**	**$3,541**	
Fond du Lac as % of Mkt Avg:			**107%**	**104%**	**107%**	**105%**	**78%**	**113%**	

Data Effective Date: 4/9/2025

Footnotes: City of Janesville - Provided "deductible/coinsurance amount" of 1200 - didn't enter in the grid because it wasn't what we asked for
City of Kenosha - sets aside 19,100 annually for eligible employees; divided by 12 to get monthly amount;

Notes:
The City of Fond du Lac's total Employee Only Monthly Premium (both Employer and Employee contributions) are about 7% above the market average for PPO plans. From a contribution standpoint the City requires a lower percentage contribution from employees compared to the peer market average. The City's Maximum out-of-pocket is about 13% above the market average, representing about a $458 dollar additional annual employee obligation at the City compared to the market average. The additional health care services provided by the City, described under the "Notes" column add significant value to the City's employees, as well as additional financial investment on the part of the City.

Employee + Spouse Coverage:									
Peer	Plan Type	Plan Provider	Employer Contribution to Monthly Premium ($)	Employee Contribution to Monthly Premium ($)	Total Monthly Premium ($)	Employer Contribution to Monthly Premium (%)	Employee Contribution to Monthly Premium (%)	Maximum Out-of-Pocket ($)	Notes
City of Appleton	HDHP	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
City of Beloit	PPO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
City of Eau Claire	HMO	Group Health Coop of Eau Claire	$334.00	$1,890.00	$2,224.00	15%	85%	$5,800	
City of Green Bay	PPO								
City of Janesville	HMO		N/A	N/A	N/A	N/A	N/A	N/A	
City of Kenosha	HDHP	Self-funded	$1,591.67	$0.00	$1,591.67	100%	0%	$5,000	
City of Manitowoc	HDHP								
City of Oshkosh	PPO		$118.37	$868.09	$986.46	12%	88%	$8,000	
City of Sheboygan	HDHP	UMR	$1,588.26	$152.30	$1,740.56	91%	9%	$7,300	
City of Wausau	HDHP								
City of Wauwatosa	PPO	UHC-NexusACO	$1,743.55	$307.68	$2,051.23	85%	15%	$11,000	
City of West Bend	PPO		$1,909.72	$200.00	$2,109.72	91%	9%	$10,000	
City of Fond du Lac	**PPO**		**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	
Market Average:			**$1,214.26**	**$569.68**	**$1,783.94**	**66%**	**34%**	**$7,850**	
Fond du Lac as % of Mkt Avg:			**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	

Data Effective Date: 4/9/2025

Footnotes: City of Kenosha - sets aside 19,100 annually for eligible employees; divided by 12 to get monthly amount;

Notes:
Provided for information only; Fond du Lac does not have this tier in its health plan

Employee + Child Coverage:									
Peer	Plan Type	Plan Provider	Employer Contribution to Monthly Premium ($)	Employee Contribution to Monthly Premium ($)	Total Monthly Premium ($)	Employer Contribution to Monthly Premium (%)	Employee Contribution to Monthly Premium (%)	Maximum Out-of-Pocket ($)	Notes
City of Appleton	HDHP	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
City of Beloit	PPO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
City of Eau Claire	HMO	Group Health Coop of Eau Claire	$334.00	$1,890.00	$2,224.00	15%	85%	$5,800	
City of Green Bay	PPO								
City of Janesville	HMO		N/A	N/A	N/A	N/A	N/A	N/A	
City of Kenosha	HDHP	Self-funded	$1,591.67	$0.00	$1,591.67	100%	0%	$5,000	
City of Manitowoc	HDHP								
City of Oshkosh	PPO		$118.37	$868.09	$986.46	12%	88%	$8,000	
City of Sheboygan	HDHP	UMR	$1,439.72	$138.06	$1,577.78	91%	9%	$7,300	
City of Wausau	HDHP								
City of Wauwatosa	PPO	UHC-NexusACO	$1,394.84	$246.15	$1,640.99	85%	15%	$11,000	
City of West Bend	PPO		$1,909.72	$200.00	$2,109.72	91%	9%	$10,000	
City of Fond du Lac	**PPO**		**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	
Market Average:			**$1,131.39**	**$557.05**	**$1,688.44**	**66%**	**34%**	**$7,850**	
Fond du Lac as % of Mkt Avg:			**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	

Data Effective Date: 4/9/2025

Footnotes: City of Kenosha - sets aside 19,100 annually for eligible employees; divided by 12 to get monthly amount;

Notes:
Provided for information only; Fond du Lac does not have this tier in its health plan

Employee + Family Coverage:									
Peer	**Plan Type**	**Plan Provider**	**Employer Contribution to Monthly Premium ($)**	**Employee Contribution to Monthly Premium ($)**	**Total Monthly Premium ($)**	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**	**Notes**
City of Appleton	HDHP	UMR	$1,788.82	$178.88	$1,967.70	91%	9%	$6,000	
City of Beloit	PPO	Self-funded Anthem BCBS Network	$2,135.11	$237.23	$2,372.34	90%	10%	$3,700	
City of Eau Claire	HMO	Group Health Coop of Eau Claire	$405.00	$2,347.00	$2,752.00	15%	85%	$5,800	
City of Green Bay	PPO	UMR	$1,448.02	$362.00	$1,810.02	80%	20%	$8,000	
City of Janesville	HMO		$246.36	$1,972.10	$2,218.46	11%	89%		
City of Kenosha	HDHP	Self-funded	$1,591.67	$0.00	$1,591.67	100%	0%	$5,000	
City of Manitowoc	HDHP		$1,918.11	$274.02	$2,192.13	87%	13%	$8,500	
City of Oshkosh	PPO		$147.58	$1,082.26	$1,229.84	12%	88%	$8,000	
City of Sheboygan	HDHP	UMR	$2,194.72	$210.44	$2,405.16	91%	9%	$7,300	
City of Wausau	HDHP		$2,192.07	$298.92	$2,490.99	88%	12%	$5,300	
City of Wauwatosa	PPO	UHC-NexusACO	$2,379.43	$356.91	$2,736.34	87%	13%	$11,000	
City of West Bend	PPO		$1,909.72	$200.00	$2,109.72	91%	9%	$10,000	
City of Fond du Lac	**PPO**		**$2,125.00**	**$346.00**	**$2,471.00**	**86%**	**14%**	**$8,000**	**In its health care program, the City: 1. Provides access to the Corporate Care Clinic located in Fond du Lac and covers 100% of costs for nine types of visits/services 2. Provides access to Teledoc, which is an online medical service, at no cost to employees 3. More recently has begun using Garner, a service which helps employees choose highly-rated doctors. If the employee chooses one of the doctors recommended on the Garner app, the employee is reimbursed for up to $2,000 single, $4,000 family, for co-pays and deductibles, including prescriptions that the rated doctor issues 4. Provides free access to ATI physical therapy for employees, with no referral required, for up to 25 visits**
Market Average:			**$1,529.72**	**$626.65**	**$2,156.36**	**70%**	**30%**	**$7,145**	
Fond du Lac as % of Mkt Avg:			**139%**	**55%**	**115%**	**122%**	**47%**	**112%**	

Data Effective Date: 4/9/2025

Footnotes: City of Janesville - Provided "deductible/coinsurance amount" of 3000 - didn't enter in the grid because it wasn't what we asked for
City of Kenosha - sets aside 19,100 annually for eligible employees; divided by 12 to get monthly amount;

Notes:
The City of Fond du Lac's total Family Coverage Monthly Premium (both Employer and Employee contributions) is about 15% above the market average for PPO plans. From a contribution standpoint the City requires a significantly lower percentage contribution from employees, and therefore contributes a significantly higher employer contribution, compared to the peer market averages. The City's Maximum out-of-pocket is about 12% above the market average, representing about a $855 dollar additional annual employee obligation at the City compared to the market average. The additional health care services provided by the City, described under the "Notes" column add significant value to the City's employees, as well as additional financial investment on the part of the City.

Table 18. HSA Contribution

19. If you offer a high deductible plan, please indicate the employer annual $ contribution amount to a Health Savings Account (HSA) or Health Reimbursement Account (HRA) for each category. If your organization does not contribute to an HSA or HRA, enter "N/A."

Peer	Employee Only ($)	Employee + Spouse ($)	Employee + Child ($)	Employee + Family ($)
City of Appleton	$120	N/A	N/A	$120
City of Beloit	$500	N/A	N/A	$1,000
City of Eau Claire	$0	$0	$0	$0
City of Green Bay	$0	N/A	N/A	$0
City of Janesville	$0	N/A	N/A	$0
City of Kenosha	$0	$0	$0	$0
City of Manitowoc	$800	$1,600	$0	$0
City of Oshkosh	$0	$0	$0	$0
City of Sheboygan	$750	$1,500	$1,500	$1,500
City of Wausau	$600	N/A	N/A	$1,200
City of Wauwatosa	$500	$1,000	$1,000	$1,000
City of West Bend	$0	$0	$0	$0
City of Fond du Lac	**$0**	**$0**	**$0**	**$0**
Percent of Respondents that Fund an Employer H.S.A. or H.R.A. contribution:	**50%**	**43%**	**29%**	**42%**
Market Average of the Organizations that make an H.S.A. Contribution :	**$545**	**$1,367**	**$1,250**	**$964**
Fond du Lac as % of Mkt Avg:	**0%**	**0%**	**0%**	**0%**

Data Effective Date: 4/4/2025

Notes: SInce Fond du Lac does not currently offer an HDHP plan, this information is for "FYI" purposes.
42% of peers with Employee Only coverage offer an Health Savings Account or Health Reimbursement Account contribution. In the case of employers with Family coverage, 42% of employers offer such a contribution. While not yet a "predominant practice" there is a sizeable number of peers who do make a contribution. Amounts vary overall and even with tiers of coverage.

According to the Kaiser Family Foundation "Employer Health Benefit Survey (2024)", the average employer contribution to an H.S.A. Plan for Employee Only coverage is $705 and $1,297 for Family coverage.

Table 19. Prescription Drug Coverage

20. If the medical plans listed above do not include prescription drug coverage, please provide the following on the MOST POPULATED Prescription Drug Plan:

Employee Only Coverage:

Peer	NOT a separate plan	Plan Provider	Employer Contribution to Monthly Premium ($)	Employee Contribution to Monthly Premium ($)	Total Monthly Premium ($)	Employer Contribution to Monthly Premium (%)	Employee Contribution to Monthly Premium (%)	Co-Pay ($)	Annual Deductible ($)
City of Appleton	X								
City of Beloit	X								
City of Eau Claire									
City of Green Bay									
City of Janesville	X								
City of Kenosha		Navatis				100%	0%	varies	
City of Manitowoc	X								
City of Oshkosh		CVS/Caremark							
City of Sheboygan	X								
City of Wausau									
City of Wauwatosa	X								
City of West Bend	X								
City of Fond du Lac	**X**								
Market Average:	**7**								
Fond du Lac as % of Mkt Avg:									

Data Effective Date: 4/9/2025

Notes:

Employee + Family Coverage:									
Peer	**NOT a separate plan**	**Plan Provider**	**Employer Contribution to Monthly Premium ($)**	**Employee Contribution to Monthly Premium ($)**	**Total Monthly Premium ($)**	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Co-Pay ($)**	**Annual Deductible ($)**
City of Appleton	X								
City of Beloit	X								
City of Eau Claire									
City of Green Bay									
City of Janesville	X								
City of Kenosha		Navatis				100%	0%	varies	
City of Manitowoc	X								
City of Oshkosh		CVS/Caremark							
City of Sheboygan	X								
City of Wausau									
City of Wauwatosa	X								
City of West Bend	X								
City of Fond du Lac	**X**								
Market Average:	**7**								
Fond du Lac as % of Mkt Avg:									

Data Effective Date: 4/9/2025

Footnotes:

Notes:

Table 20. Dental Coverage

21. If the medical plans listed above do not include dental coverage, please provide the following on the MOST POPULATED Dental Plan:

Employee Only Coverage:								
Peer	**NOT a separate plan**	**Plan Provider**	**Employer Contribution to Monthly Premium ($)**	**Employee Contribution to Monthly Premium ($)**	**Total Monthly Premium ($)**	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Annual Benefit per Covered Member ($)**
City of Appleton		Delta Dental	$102.66	$10.00	$112.66	91%	9%	$1,500
City of Beloit		Delta Dental	$54.79	$6.09	$60.88	90%	10%	$1,500
City of Eau Claire		Delta Dental						
City of Green Bay		Delta Dental	$38.48	$5.45	$43.93	88%	12%	$2,500
City of Janesville			$21.40	$3.48	$24.88	86%	14%	$1,500
City of Kenosha		Care Plus				100%	0%	$1,900
City of Manitowoc		Delta Dental	$14.08	$42.53	$56.61	25%	75%	$1,500
City of Oshkosh		Delta Dental	$50.00	$50.00	$100.00	50%	50%	$1,500
City of Sheboygan		Delta Dental	$42.70	$7.54	$50.24	85%	15%	$1,500
City of Wausau		Delta Dental	$20.40	$20.38	$40.78	50%	50%	$1,500
City of Wauwatosa		Humana or Care Plus	$28.70	$12.30	$41.00	70%	30%	$2,000
City of West Bend		Delta Dental	$0.00	$37.84	$37.84	0%	100%	$1,000
City of Fond du Lac			**$0.00**	**39.84 / 47.84**	**39.84 / 47.84**	**0%**	**100%**	**750 / 1000**
Market Average:			**$37.32**	**$19.56**	**$56.88**	**67%**	**33%**	**$1,627.27**
Fond du Lac as % of Mkt Avg:			**0%**			**0%**	**301%**	

Data Effective Date: 4/9/2025

Footnotes:

Notes:
The lack of an employer contribution to dental insurance it not consistent with the prevalent market practice, namely that all but one peer with Dental Coverage provide some contribution to the premium. The average Employer Contribution is 67% and the average Employee Contribution is 33%. The Total Monthly Premium at the City of Fond du Lac is below the average in the peer market for both the Low and High Plans. The Maximum Annual Benefit per Covered Member ($) is considerably lower than the market average in the case of both plans.

Employee + Family Coverage:								
Peer	**NOT a separate plan**	**Plan Provider**	**Employer Contribution to Monthly Premium ($)**	**Employee Contribution to Monthly Premium ($)**	**Total Monthly Premium ($)**	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Annual Benefit per Covered Member ($)**
City of Appleton		Delta Dental	$261.53	$20.00	$281.53	93%	7%	$1,500
City of Beloit		Delta Dental	$114.15	$12.68	$126.83	90%	10%	$1,500
City of Eau Claire		Delta Dental	$0.00	$82.15	$82.15	0%	100%	$1,200
City of Green Bay		Delta Dental	$116.86	$16.66	$133.52	88%	12%	$2,500
City of Janesville			$77.96	$11.26	$89.22	87%	13%	$1,500
City of Kenosha		Care Plus				100%	0%	$1,900
City of Manitowoc		Delta Dental	$32.52	$119.70	$152.22	21%	79%	$1,500
City of Oshkosh		Delta Dental	$150.00	$150.00	$300.00	50%	50%	$1,500
City of Sheboygan		Delta Dental	$141.48	$24.96	$166.44	85%	15%	$1,500
City of Wausau		Delta Dental	$65.44	$65.44	$130.88	50%	50%	$1,500
City of Wauwatosa		Humana or Care Plus	$106.18	$45.51	$151.69	70%	30%	$2,000
City of West Bend		Delta Dental	$0.00	$132.22	$132.22	0%	100%	$1,000
City of Fond du Lac		**Delta Dental**	**$0.00**	**142.74/177.74**	**142.74/177.74**	**0%**	**100%**	**750/1000**
Market Average:	**0**		**$96.92**	**$61.87**	**$158.79**	**61%**	**39%**	**$1,591.67**
Fond du Lac as % of Mkt Avg:			**0%**			**0%**	**258%**	

Data Effective Date: 4/9/2025

Footnotes:

Notes:

The average Employer Contribution for Family Coverage is 61`% and the average Employee Contribution is 39%. The Total Monthly Premium at the City of Fond du Lac is below the average in the peer market in the Low Plan and above market in the case of the High plan. The Maximum Annual Benefit per Covered Member ($) is considerably lower than the market average in the case of both plans.

Table 21. Vision Coverage

22. If the medical plans listed above do not include vision coverage, please provide the following on the MOST POPULATED Vision Plan:

Employee Only Coverage:							
Peer	**NOT a separate plan**	**Plan Provider**	**Employer Contribution to Monthly Premium ($)**	**Employee Contribution to Monthly Premium ($)**	**Total Monthly Premium ($)**	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**
City of Appleton		Delta Vision	$8.04	$4.02	$12.06	67%	33%
City of Beloit		Delta Vision	$0.00	$6.51	$6.51	0%	100%
City of Eau Claire		Delta Vision					
City of Green Bay		Superior Vision	$0.00	$7.90	$7.90	0%	100%
City of Janesville			$6.46	$0.00	$6.46	100%	0%
City of Kenosha		UHC		$8.99	$8.99	0%	100%
City of Manitowoc		NVA	$0.00	$6.80	$6.80	0%	100%
City of Oshkosh		Delta Vision	$5.83		$5.83	100%	0%
City of Sheboygan		NVA	$0.00	$9.14	$9.14	0%	100%
City of Wausau		NVA	$4.89		$4.89	100%	0%
City of Wauwatosa		Superior Vision	$3.94	$0.69	$4.63	85%	15%
City of West Bend		Delta Vision	$0.00	$5.88	$5.88	0%	100%
City of Fond du Lac			**$0.00**	**$6.24**	**$6.24**	**0%**	**100%**
Market Average:			**$2.92**	**$5.55**	**$7.19**	**41%**	**59%**
Fond du Lac as % of Mkt Avg:				**112%**	**87%**		

Data Effective Date: 4/9/2025

Footnotes: City of Sheboygan - Amount is for full plan; materials only is 6.10 pd 100 % by employee

Notes:
50% of the peer organizations contribute toward the Employee Only tier of coverage for Vision, making the City's practice neither above or below "market". It appears the total premium for this tier of coverage is competitive.

Employee + Family Coverage:							
Peer	**NOT a separate plan**	**Plan Provider**	**Employer Contribution to Monthly Premium ($)**	**Employee Contribution to Monthly Premium ($)**	**Total Monthly Premium ($)**	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**
City of Appleton		Delta Vision	$20.00	$10.00	$30.00	67%	33%
City of Beloit		Delta Vision	$0.00	$16.19	$16.19	0%	100%
City of Eau Claire		Delta Vision	$0.00	$21.81	$21.81	0%	100%
City of Green Bay		Superior Vision	$0.00	$20.96	$20.96	0%	100%
City of Janesville			$6.46	$9.69	$16.15	40%	60%
City of Kenosha		UHC	$0.00	$27.52	$27.52	0%	100%
City of Manitowoc		NVA	$0.00	$17.68	$17.68	0%	100%
City of Oshkosh		Delta Vision	$17.41	$0.00	$17.41	100%	0%
City of Sheboygan		NVA	$0.00	$24.22	$24.22	0%	100%
City of Wausau		NVA	$14.85	$0.00	$14.85	100%	0%
City of Wauwatosa		Superior Vision	$13.74	$2.42	$16.16	85%	15%
City of West Bend		Delta Vision	$0.00	$17.88	$17.88	0%	100%
City of Fond du Lac			**$0.00**	**$18.98**	**$18.98**	**0%**	**100%**
Market Average:			**$6.59**	**$14.03**	**$20.07**	**33%**	**67%**
Fond du Lac as % of Mkt Avg:				**135%**	**95%**		

Data Effective Date: 4/9/2025

Footnotes: City of Sheboygan - Amount is for full plan; materials only is 16.18 pd 100 % by employee

Notes:
Fewer than half of the peer employers contribute to the Family tier, so the City's practice is aligned witht the prevalent maret pratice. Like the Employee ONLY tier, the total premium is competitive.

Table 22: Plan Differences for Employee Groups

23. If medical, prescription, dental and vision benefits differ for employee groups, please identify those differences:

Peer	Response
City of Appleton	None
City of Beloit	None
City of Eau Claire	None
City of Green Bay	None
City of Janesville	None
City of Kenosha	None
City of Manitowoc	None
City of Oshkosh	None
City of Sheboygan	None
City of Wausau	None
City of Wauwatosa	Premiums vary by bargaining group, and full time vs part time
City of West Bend	None
City of Fond du Lac	**N/A**

Data Effective Date: 4/9/2025

Footnotes:

Notes: Other than Wauwatosa, medical, prescription, dental and vision benefits do not differ between employee groups at any of the peer locations. This is also true at the City of Fond du Lac.

Table 23. Short-Term Disability

24. Does your organization provide Short-Term Disability Insurance? If "Yes," please provide the following information:

Peer	Offered?	Employer Contribution to Monthly Premium ($)	Employee Contribution to Monthly Premium ($)	Total Monthly Premium ($)	Employer Contribution to Monthly Premium (%)	Employee Contribution to Monthly Premium (%)	Maximum Number of Weeks of Coverage
City of Appleton	No						
City of Beloit	No						
City of Eau Claire	No						
City of Green Bay	No						
City of Janesville	Yes	$0.00	Varies based on salary & elected elimination period		0%	100%	24
City of Kenosha	No						
City of Manitowoc	Yes				0%	100%	11
City of Oshkosh	No but City offers Income Continuation Insurance for short and long term disabilities						
City of Sheboygan	Yes				0%	100%	4
City of Wausau	No						
City of Wauwatosa	No						
City of West Bend	Yes				0%	100%	
City of Fond du Lac	**Yes**	**$0.00**	**Age based**		**0%**	**100%**	**13**
Number of "Yes" Responses/Averages:	**4**	**$0.00**			**0%**	**100%**	**13**
Fond du Lac as % of Mkt Avg:						**100%**	**100%**

Data Effective Date: 4/9/2025

Footnotes:

Notes:
Forty-two percent (42%) of peers offer short-term disability coverage. The City of Fond du Lac is "above market" in this regard. Like the City of Fond du Lac, in the case of the four cities that provide short-term disability insurance, the employees pay 100% of the premium and the employer is not making a contribution to the premium. In that regard the City's plan is competitive with cities providing this type of insurance. There is substantial variance in the Maximum Benefit Period practice among the cities offering short-term disability insurance, ranging from 4 weeks to 24 weeks. The City's Maximum Benefit Period is consistent with the average of the four peers.

Table 24. Long-Term Disability

25. Does your organization provide Long-Term Disability Insurance? If "Yes," please provide the following information:

Peer	Offered?	Employer Contribution to Monthly Premium ($)	Employee Contribution to Monthly Premium ($)	Total Monthly Premium ($)	Employer Contribution to Monthly Premium (%)	Employee Contribution to Monthly Premium (%)	Maximum Number of Weeks of Coverage
City of Appleton	Yes	$10.05	$0.00	$10.05	100%	0%	260
City of Beloit	No						
City of Eau Claire	Yes	Premium prorated on wage	Premium prorated on wage		50%	50%	Not provided
City of Green Bay	Yes	Varies by Age & Salary	Varies by Age & Salary				104
City of Janesville	Yes	$0.00	Varies by age, salary & elected elimination period		0%	100%	
City of Kenosha	No						
City of Manitowoc	Yes				0%	100%	up to age 65
City of Oshkosh	No but City offers Income Continuation Insurance for short and long term disabilities						
City of Sheboygan	No						
City of Wausau	Yes	$0.00	Varies		0%	100%	104
City of Wauwatosa	No						
City of West Bend	Yes				0%	100%	Not provided
City of Fond du Lac	**Yes**	**$0.00**	**Age Based**		**0%**	**100%**	**social security normal retirement age**
Number of "Yes" Responses/Averages:	**7**	**$3.35**	**$0.00**	**$3.35**	**25%**	**75%**	**156**
Fond du Lac as % of Mkt Avg:		**0%**			**0%**	**133%**	

Data Effective Date: 4/9/2025

Footnotes: City of Appleton - entered "10.05/life"; removed "/life" from entry so formula would work
City of Green Bay - provided link to benefits guide LTD on pg. 29 https://www.greenbaywi.gov/DocumentCenter/View/7681/2025-City-of-Green-Bay-Benefits-Booklet-PDF

Notes:
Sixty-seven percent (67%) of peers offer long-term disability coverage. The City of Fond du Lac also offers this insurance and is competitive with the market in this regard. Of the cities that offer this insurance, there is a mix of EMPLOYER contribution percentages. The City of Fond du Lac's 0% premium contribtion is consistent with the majority of cities that offer long-term disability coverage. In the case of cities that responded to this sub-question, there is a mix of practices for maximum benefit period. Specifically for those with a number of weeks limit the average number of weeks is 156. Some of the peers provide benefits through normal retirement age (as defined by Social Security Administration). The City of Fond du Lac is one such peer. The City's benefit provisions in the area of long-term disability insurance are competitive overall.

Table 25. Basic Life Insurance

26. Does your organization provide Basic Life Insurance? If "Yes," please provide the following information:

Peer	Offered?	Employer Contribution to Monthly Premium ($)	Employee Contribution to Monthly Premium ($)	Total Monthly Premium ($)	Employer Contribution to Monthly Premium (%)	Employee Contribution to Monthly Premium (%)	Benefit Amount
City of Appleton	Yes	$3.55	$0.00	$3.55	100%	0%	1x annual salary rounded to next even thousand up to a max of $50,000
City of Beloit	Yes				100%	0%	1x annual salary
City of Eau Claire	Yes	$0.00	Based on wage				Basic, Supp, Addl, Spouse & Dep available
City of Green Bay	Yes	Varies based on age	$0.00		100%	0%	1x salary rounded up to next $1,000, up to a maximum of $100,000
City of Janesville	Yes	Varies based on age & annual earnings	$0.00		100%	0%	1x salary rounded up to next $1,000
City of Kenosha	Yes	1 x annual salary	varies				1x annual salary
City of Manitowoc	Yes	11 months premium	1 month premium		92%	8%	1x annual salary
City of Oshkosh	Yes	$0.00	$2.88	$2.88	0%	100%	Based Units: 10,000/person and an additional $5000/dependent child
City of Sheboygan	Yes				100%	0%	1x annual salary
City of Wausau	Yes	$0.00	Varies		0%	100%	
City of Wauwatosa	Yes		$0.00		100%	0%	1x salary rounded up to next $1,000
City of West Bend	Yes	Varies by age & wage			100%	0%	2x annual salary
City of Fond du Lac	**Yes**	**Varies by salary/age**	**$0.00**	**Not reported**	**100%**	**0%**	**1x - NE; 1.5x Exempt**
Number of "Yes" responses/averages:	**12**	**$0.89**	**$0.58**	**$3.22**	**79%**	**21%**	
Fond du Lac as % of Mkt Avg:			**0%**		**126%**	**0%**	

Data Effective Date: 4/9/2025

Footnotes: City of Appleton - entered "3.55/life"; removed "/life" from entry so formula would work;
City of Beloit - did not provide amounts, only percentages;
City of Green Bay - provided link to benefits guide Life Ins on pg. 28 https://www.greenbaywi.gov/DocumentCenter/View/7681/2025-City-of-Green-Bay-Benefits-Booklet-PDF

Notes:
All employers provide Basic Life Insurance. Because the average Employer contribution is 79% and the City of Fond du Lac pays 100% of the premium, the City's benefit is "above market" in this regard. The City's benefit amount of 1x for non-exempt and 1.5x for exempt is competitive with the market where the prevalent practice is 1x salary. Additional life insurance for exempt staff is one way the City can recognize "extra" hours worked by exempt that is not directly compensated.

Table 26. Defined Contribution Plan

27. Please provide the following information regarding your Defined Contribution retirement plan, including the contribution rate for both the employer and the employee. If the employer contribution is a "match," indicate the maximum or limit on the match.

*Check if you do **not** offer a Defined Contribution Plan.*

If you do offer a Defined Contribution Plan, please provide the following:

Peer	NOT Offered	Plan Name	Contribution Rate Made by the Employer		Maximum Employer Match of Employee Contributions		Required Employee Contribution		Voluntary Employee Contribution Maximum	
			Percent of Pay	Dollar Amount	Percent of Pay	Dollar Amount	Percent of Pay	Dollar Amount	Percent of Pay	Dollar Amount
City of Appleton		Wisconsin Retirement System	6.95%		N/A		6.95%		N/A	
City of Beloit	X									
City of Eau Claire		MissionSquare		$0.00		$0.00		$0.00		$23,500
City of Green Bay		Wisconsin Retirement System	6.95%				6.95%			
City of Janesville	X									
City of Kenosha	X									
City of Manitowoc		WI Retirement System	6.95%				6.95%			
City of Oshkosh										
City of Sheboygan	X									
City of Wausau		Varies per WRS requirements for each category								
City of Wauwatosa	X									
City of West Bend	X									
City of Fond du Lac	**X**									
Number of "Offered" Responses/Market Averages:	**6**		**6.95%**	**$0.00**		**$0.00**	**6.95%**	**$0.00**		**$23,500**

Data Effective Date: 4/9/2025

Footnotes: City of Eau Claire - entered "Set by IRS" in Voluntary Contribution column; I entered 2025 max allowable
City of Green Bay - provided copy of benefits guide; Retirement on page 35 https://www.greenbaywi.gov/DocumentCenter/View/7681/2025-City-of-Green-Bay-Benefits-Booklet-PDF; entered what I understood from that document.

Notes:
Because 50% of the peers do offer a Defined Contribution plan, the City's lack of a plan is neither above or below the prevalent practice. Among the three peers that provided the Employer Contribution to the Defined Contribution Plan, all are offered through the Wisconsin Retirement System and all require a 6.95%(of base salary) Employer Contribution. In all three of these cases the employees are also required to make a 6.95% (of base salary) contribution.

Table 27. Deferred Compensation Plans/457 Plans

28. Please provide the following information regarding your Deferred Compensation/457 retirement plan, including the contribution rate for both the employer and the employee. If the employer contribution is a "match," indicate the maximum or limit on the match.

Check if you do not offer a Defined Contribution Plan.

If you do offer a Deferred Compensation/457 Plan, please provide the following:

Peer	NOT Offered	Plan Name	Contribution Rate Made by the Employer		Maximum Employer Match of Employee Contributions		Required Employee Contribution		Voluntary Employee Contribution Maximum	
			Percent of Pay	Dollar Amount	Percent of Pay	Dollar Amount	Percent of Pay	Dollar Amount	Percent of Pay	Dollar Amount
City of Appleton		Voya Financial	0%		N/A		No Minimum			$23,500
City of Beloit		Nationwide	0%	N/A	N/A	$0.00	No Minimum			$23,500
City of Eau Claire		MissionSquare and WDC		$0.00		$0.00	No Minimum			$23,500
City of Green Bay		MissionSquare and WDC								$23,500
City of Janesville	X									
City of Kenosha			0%		N/A		No Minimum			$23,500
City of Manitowoc			0%		N/A		No Minimum		100%	
City of Oshkosh		MissionSquare	0%		N/A	$0.00	No Minimum			$23,500
City of Sheboygan		WDC, Nationwide, MissionSquare	0%		N/A					
City of Wausau		Wisconsin Deferred and Nationwide	0%		N/A		No Minimum		0%	
City of Wauwatosa		MissionSquare, Nationwide, and North Shore Bank	0%		N/A		No Minimum			
City of West Bend		WDC	0%	$0.00	N/A	$0.00			Max allowable	$23,500
City of Fond du Lac		**Mission Square**	**0%**		**0%**		**Voluntary**		**N/A**	
Number of "Offered" Responses/Market Trends	**11**		**0%**	**$0.00**	**Not Applicable to any respondent**	**$0.00**	**No Plan has an established Minimum Employee Contribution**		**50%**	**$23,500**

Data Effective Date: 4/9/2025

Footnotes: City of Appleton, City of Beloit, City of Eau Claire - entered "IRS Max" in Voluntary Contribution column; I entered 2025 maximum allowable
City of Green Bay - provided copy of benefits guide; Retirement on page 35 https://www.greenbaywi.gov/DocumentCenter/View/7681/2025-City-of-Green-Bay-Benefits-Booklet-PDF; entered what I understood from that document.

Notes:
All but one peer as well as the City of Fond du Lac provide a Deferred Compensation Plan or 457 Plan, specifically. None of the employers, including the City of Fond du Lac make an Employer contribution. None of the plans require an employee contribution - these are strictly voluntary contribution plans. The maximum contribution amount is based on the IRS maximum. The fact that the City of Fond du Lac offers a plan with key provisions matching the prevalent market practice means that the City's benefit is competitive.

Table 28 A-C. Vacation, Sick Time, Personal Days

*29A. Please indicate the number of accrued **days per year** for **vacation** days, for the following years of service.*

Paid Vacation Days	Years of Service	Years of Service					Years of Service			Years of Service			Years of Service			Years of Service			Years of Service			Years of Service							
Peer	<1 Year	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	21 Years	22 Years	23 Years	24 Years	25 Years	More than 25 Years
City of Appleton	5.0	5 - NE 10 - E	10 - NE 10 - E	10 - NE 10 - E	10 - NE 10 - E	10 - NE 15 - E	12 -NE 15 - E	12 -NE 15 - E	15 -NE 18 - E	15 -NE 18 - E	15 -NE 18 - E	15 -NE 18 - E	20 -NE 22 - E	20 -NE 22 - E	20 -NE 22 - E	22.0	22.0	22.0	22.0	22.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
City of Beloit	0	11	11	13	13	15	15	15	15	15	18	18	18	18	20	20	20	20	20	20	22	25	25	25	25	25	25
City of Eau Claire	15	15	15	15	15	17	17	17	20	20	20	20	20	22	22	22	22	25	25	25	25	25	25	25	25	25	25
City of Green Bay	10	10	10	10	10	10	15	15	15	15	15	17	17	17	17	17	20	20	20	20	20	25	25	25	25	25	25
City of Janesville	1.25 days/full month worked	15	15	15	15	15	16	17	18	19	20	21	22	23	24	25	25	25	25	25	25	25	25	25	25	25	25
City of Kenosha	12	15	15	15	15	15	17	17	17	17	17	19	19	19	19	19	21	21	21	21	21	25	25	25	25	25	25
City of Manitowoc	8	15	15	15	17	17	17	20	20	20	21	22	23	24	25	25	25	25	25	30	30	30	30	30	30	30	30
City of Oshkosh	10 (prorated)	10	10	10	10	15	15	15	15	15	20	20	20	20	20	20	20	20	25	25	25	25	25	25	25	25	28
City of Sheboygan	10 (prorated)	20	20	20	20	25	25	25	25	25	25	25	25	30	30	30	30	30	30	30	30	35	35	35	35	35	35
City of Wausau	15	15	15	15	15	20	20	20	20	20	25	25	25	25	25	30	30	30	30	30	30	30	30	30	30	30	30
City of Wauwatosa	15 (prorated)	15	15	15	15	20	20	20	20	20	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25
City of West Bend	Uses a Paid time off" program																										
City of Fond du Lac	**10.0***	**10.0**	**10.0**	**10.0**	**10.0**	**10 - NE 15 - E**	**10 - NE 15 - E**	**10 - NE 15 - E**	**15**	**15**	**15**	**15**	**15**	**15**	**20**	**20**	**20**	**20**	**20**	**20**	**25**	**25**	**25**	**25**	**25**	**25**	**25**
Market Average:	**9.3**	**13.7**	**13.7**	**13.9**	**14.1**	**16.9**	**17.7**	**18.1**	**18.2**	**18.6**	**20.6**	**21.2**	**21.4**	**22.3**	**22.5**	**22.9**	**23.3**	**23.9**	**24.4**	**24.8**	**25.3**	**26.8**	**26.8**	**26.8**	**26.8**	**26.8**	**27.1**
Fond du Lac Days vs Market Average:	**0.7**	**-3.7**	**-3.7**	**-3.9**	**-4.1**	**-6.9 for NE and -1.9 for E**	**-7.8 for NE and - 2.8 for E**	**-7.9 for NE and - 2.9 for E**	**-3.2**	**-3.6**	**-5.6**	**-6.2**	**-6.4**	**-7.3**	**-2.5**	**-2.9**	**-3.3**	**-3.9**	**-4.4**	**-4.8**	**-0.3**	**-1.8**	**-1.8**	**-1.8**	**-1.8**	**-1.8**	**-2.1**

Data Effective Date: 4/9/2025

Footnotes: City of Appleton - Starting at 21 years listed only 5 days for NE; changed to 25 based on amounts for previous years; City of Eau Claire - gave hours instead of days; divided amounts by 8 to calculate # of days
City of Kenosha - see email for these numbers; Union employees Time Off governed by CBA
City of Sheboygan - gave hours instead of days; divided amounts by 8 to calculate # of days
City of West Bend - PTO - all hours entered in "Personal Days" column
City of Fond du Lac - Weeks converted to days based on a 5 day work week
** City of Fond du Lac's Policy: "Vacation eligibility for new employees will be established based on their hire date. New employees must be employed for 90 days before any vacation can be approved. New employees who start employment on or before July 1st are eligible to use 1 week of vacation during a new employee's first partial year of employment."*

Notes:
The number of paid vacation days at the City of Fond du Lac is below the market average for every "year of service" category, at different degrees depending on the 'year of service" category under analysis. In several categories the City's benefit level is several days below market, particularly for Non-Exempt employees with 6, 7 and 8 years of service. In general, the number of vacation days jumps from two weeks to three earlier at most peers than the five years (Exempt) and 8 years (Non-Exempt) that are required at the City of Fond du Lac. The number of vacations does vary in numbers and the timing for the increase in the number of days quite a bit between cities, but in any case, Fond du Lac's benefit in this area is not competitive. We also note that the existence of different benefit levels for Exempt and Non-Exempt staff is only true at one peer organization, therefore the City's practice is not consistent with the prevalent market practice in this regard.

29B. Please indicate the number of accrued days per year for sick days, for the following years of service.

Paid Sick Days	Years of Service																									
Peer	<1 Year	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	21 Years	22 Years	23 Years	24 Years	25 Years	More than 25 Years
City of Appleton	N/A - covered under Personal Days Policy	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Beloit	12 (prorated based on hire date)	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
City of Eau Claire	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
City of Green Bay	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
City of Janesville	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
City of Kenosha																											
City of Manitowoc		10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
City of Oshkosh	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67	8.67
City of Sheboygan																											
City of Wausau	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
City of Wauwatosa	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
City of West Bend	Uses a Paid time off" program																										
City of Fond du Lac	based on # of months of service in first year of hire	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
Market Average:	**11.4**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**	**11.3**
Fond du Lac Days vs Market Average:		**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**	**1.1**

Data Effective Date: 4/9/2025

Footnotes: City of Beloit - 8 hrs/month; calculated to 12 days/yr;
City of Green Bay - 1/mo; calculated to 12 days/yr;
City of Oshkosh - 1 sick day/30 days worked; calculated based on 5 day workweek
City of West Bend - PTO - all hours entered in "Personal Days" column

Notes:
The number of paid sick days at the City of Fond du Lac is slightly above the market average for every "year of service" category. However, the prevalent practice among the peers is 12 days a year, an amount which is also the case to the City of Fond du Lac. In any case, the City's benefit is competitive in this area.

29C. Please indicate the number of accrued ***days per year*** for **personal** days, for the following years of service.

Personal Days	Years of Service																									
Peer	<1 Year	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	21 Years	22 Years	23 Years	24 Years	25 Years	More than 25 Years
City of Appleton	Prorated based on hire date	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
City of Beloit	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
City of Eau Claire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
City of Green Bay	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
City of Janesville	0	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5	.5 - 3.5
City of Kenosha	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
City of Manitowoc	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
City of Oshkosh	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
City of Sheboygan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
City of Wausau	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
City of Wauwatosa	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
City of West Bend	Uses a Paid time off" program																										
City of Fond du Lac	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Most Prevalent Response (Non-Zero Reponses):	**3.0**	**3.0**	**3.8**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**
Fond du Lac Days vs Market Average:	**-3.0**	**-3.0**	**-3.8**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**	**-3.0**

Data Effective Date: 4/9/2025

Footnotes: City of Beloit - <1 year is prorated based on hire date

Notes:
Thirty-three percent (33%) of the City's peers have a personal days benefit in addition to paid vacation and sick leaves. Therefore the City's lack of personal days benefit is consistent with the prevalent market practice. Where the benefit does exist, the most reported benefit level is three days per year. Appleton does not have a sick leave program per se, but instead has a personal days plan to cover sick leave, funeral leave and "floating holidays".

Table 29: Time Off Accrual

30. When are vacation, sick and personal days accrued?

Peer	Response
City of Appleton	Annually
City of Beloit	Vacation and Personal - Annually; Sick- 1 day monthly
City of Eau Claire	Not reported
City of Green Bay	Biweekly
City of Janesville	Annually
City of Kenosha	Not reported
City of Manitowoc	Biweekly
City of Oshkosh	Sick accrued monthly; Vacation accrued annually
City of Sheboygan	PTO is granted Jan. 1st of each year based on length of service they will reach that year.
City of Wausau	Sick/vacation bi-weekly; personal annually
City of Wauwatosa	Vacation time is awarded up-front and not accrued. Sick time is accrued per month
City of West Bend	Bi-weekly
City of Fond du Lac	**Annually**

Data Effective Date: 4/9/2025

Footnotes:

Notes:
There is a variety of practices in this regard. Annual accrual of vacation, sick and personal days, a practice in effect at the City of Fond du Lac, is also used at several peer cities.

Table 30. Designated Paid Holidays

30. Please indicate which holidays are observed by your organization by choosing "Yes" or No" for each.

	New Year's Day	MLK Birthday	President's Day	Good Friday	Memorial Day	Juneteenth	Independence Day	Labor Day	Indigenous Peoples/Columbus Day	Election Day	Veterans Day	Thanksgiving Day	Day After Thanksgiving	Christmas Eve	Christmas Day	New Year's Eve	Total
Peer	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	
City of Appleton	Yes	No	No	No	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	No	8
City of Beloit	Yes	Yes	No	Yes	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	No	10
City of Eau Claire	Yes	No	No	No	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	No	8
City of Green Bay	Yes	Yes	No	No	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	10
City of Janesville	Yes	No	No	No	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	No	8
City of Kenosha	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	12
City of Manitowoc	Yes	No	No	No	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	9
City of Oshkosh	Yes	No	No	Yes	Yes	No	Yes	Yes	No	No	No	Yes	No	Yes	Yes	Yes	9
City of Sheboygan	Yes	No	No	Yes	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	10
City of Wausau	Yes	No	No	Yes	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	10
City of Wauwatosa	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	12
City of West Bend	Yes	No	No	Yes	Yes	No	Yes	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	10
City of Fond du Lac	**Yes**	**No**	**No**	**No**	**Yes**	**No**	**Yes**	**Yes**	**No**	**No**	**No**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**	9
Number of "Yes" Responses	**12**	**4**	**0**	**7**	**12**	**2**	**12**	**12**	**0**	**0**	**0**	**12**	**11**	**12**	**12**	**8**	**10**
Number of "No" Responses	**0**	**8**	**12**	**5**	**0**	**10**	**0**	**0**	**12**	**12**	**12**	**0**	**1**	**0**	**0**	**4**	
Fond du Lac Practice is NOT Consistent with Prevalent Market Practice:				**X**													

Data Effective Date: 4/9/2025

Footnotes: City of Eau Claire, City of Janesville & City of West Bend - I entered No for blank responses

Notes: The named holidays observed by the City of Fond du Lac are in line with the market in each case except for Good Friday where more than half of the peers offer this day as a holiday and the City of Fond du Lac does not. In our experience, the public sector is slowly moving toward stopping the addition of named holidays and instead adding a small number of personal days or "floating holidays", to provide employees more choice in time off to meet their individual needs and preferences.

Table 31. Number of Floating Holidays

32. How many floating holidays do employees receive each year (in addition to paid holidays, vacation, and sick leave; please include any additional days around Christmas Eve or Christmas Day in this number)?

Peer	Number of Floating Holidays
City of Appleton	4
City of Beloit	3
City of Eau Claire	3
City of Green Bay	0
City of Janesville	3
City of Kenosha	2
City of Manitowoc	0
City of Oshkosh	4
City of Sheboygan	0
City of Wausau	0
City of Wauwatosa	2
City of West Bend	0
Fond du Lac	**5**
Market Average:	**1.8**
Fond du Lac vs. Market Average:	**3.3**

Data Effective Date: 4/9/2025

Footnotes: City of Beloit - Counted these as "Personal Days" in #29*;*
City of Kenosha - Union employee amount governed by CBA
City of West Bend - included in PTO

Notes: The number of floating holidays at the City of Fond du Lac is significantly above the market average as wellas the most reported response of three (3) days). To fully understand market time off practices, it is important to review the responses for both Personal Days and Floating Holidays, which essentially amount to the same kind of benefit.

Table 32. Other Benefits

33. Please choose any of the following benefits your organization offers to employees. Choose all that apply.

Peer	Retiree Health Insurance	Tuition Reimbursement	Paid Parental Leave	Paid Caregiver Leave	Service Level Benefit (Longevity Pay)	Employee Assistance Program	Remote Work Policy	Flexible Scheduling	Sabbatical Leave	Catastrophic Leave/Leave Donation
City of Appleton	X	X				X	X	X		
City of Beloit		X			X	X		X		
City of Eau Claire		X				X	X	X		X
City of Green Bay	X					X	X	X		X
City of Janesville	X					X	X	X		X
City of Kenosha	X	X				X				
City of Manitowoc	X	X				X		X		X
City of Oshkosh	X	X			X	X	X			
City of Sheboygan	X	X				X	X	X		
City of Wausau		X				X				X
City of Wauwatosa		X	X			X	X	X		
City of West Bend	X	X				X		X		
City of Fond du Lac	**X**	**X**	**X**			**X**	**X**	**X**		**X**
Number of "Yes" Responses	**8**	**10**	**1**	**0**	**2**	**12**	**7**	**9**	**0**	**5**
Number of "No" Responses	**4**	**2**	**11**	**12**	**10**	**0**	**5**	**3**	**12**	**7**
Fond du Lac Practice NOT Consistent with Prevalent Market Practice:			**X**							**X**

Data Effective Date: 4/9/2025

Notes:
There are no benefit areas where the City of Fond Du Lac's program or lack of a program is INCONSITENT with the prevalent market practice. There is one benefit program offered at the City of Fond du Lac that are not offered at the majority of peers. The Leave Donation Program at the City of Fond du Lac is only offered at forty-two percent (42%) of the peer organizations.

Table 33. CDL Training Pay

34. Does your organization pay for CDL training? If yes, does your organization have a policy or clause regarding employees reimbursing your organization at a pro-rated rate upon separation?

Peer	Pay for CDL Training		Employee Reimbursement Upon Separation	
	Yes	No	Yes	No
City of Appleton	X			X
City of Beloit	X		X	
City of Eau Claire	X			X
City of Green Bay	X			X
City of Janesville	X			X
City of Kenosha	X			X
City of Manitowoc	X		X	
City of Oshkosh	X		X	
City of Sheboygan	X		X	
City of Wausau	X		X	
City of Wauwatosa	X			X
City of West Bend	X		X	
Number:	**12**	**0**	**6**	**6**
City of Fond du Lac	**X**		**X**	

Data Effective Date: 4/9/2025

Notes: All peers and the City of Fond du Lac pay for CDL training-related expenditures. Since one half of the peers require pro-rated reimbursement to the City for the training upon voluntary separation and the other half do not, the City's policy of requiring pro-rated reimbursement is neither above or below the prevalent market practice.

Table 34. Wellness Benefits

35. Please describe any benefits that are meant to support employee wellness activities.

Peer	Response
City of Appleton	City health care clinic (Connecting Care Clinic) including physical therapy and health coaching
City of Beloit	Employee Assistance Program, various confidential programs through our medical insurance- JointStrong, Inspera Health
City of Eau Claire	Employees have ability to earn a $500 deductible on health insurance by participating in wellness program
City of Green Bay	
City of Janesville	Wellness portal with opportunity to complete challenges, earn points, and cash in for gift cards at end of the year
City of Kenosha	N/A
City of Manitowoc	wellness membership reimbursements, onsite fitness center, near site medical clinic
City of Oshkosh	Discounts at gyms, Group Challenges (Holistic Hero, Balance Boost etc.), Employee made Cookbook yearly update, Currently doing a spring reading challenge, Lunch N Learns (some in person, some virtual), Monthly Newsletter talking about wellness in the organization and the City.
City of Sheboygan	fitness reimbursement (up to $50/month)
City of Wausau	On-site fitness centers, Bublr bike discount, wellness reimbursement program for gym membership and race participation, wellness portal, on-site instructor led classes, general promotion of wellbeing in the workplace.
City of Wauwatosa	
City of West Bend	wellness team that puts together multiple events and activities through the year
City of Fond du Lac	**Engagement activities**

Data Effective Date: 4/9/2025

Notes:
There are clearly a variety of programs and initiative in this area, a finding consistent among our multiple surveys conducted each year. Perhaps some of these ideas will be of interest to the City of Fond du Lac.

Table 35. Unique Benefits

36. Please describe any unique benefits offered by your organization that employees particularly enjoy:

Peer	Response
City of Appleton	
City of Beloit	
City of Eau Claire	
City of Green Bay	employee resource groups, retirement planner consultations, group exercise classes, onsite health coaching, resilience and mental health lunch and learns, onsite fitness center, reimbursement for required licenses (plumber, electrician), Clothing & Shoe Allowance
City of Janesville	Vacation buy program - employees not at the max vacation of 25 days can buy up to 5 days of vacation and spread out over all 26 pay periods in the year
City of Kenosha	N/A
City of Manitowoc	flexible work schedule, day off for birthday, holiday and summer employee appreciation events
City of Oshkosh	Reading challenge with prizes, City Employee Cookbook, gym discounts
City of Sheboygan	opt out insurance - can receive $100/month they are not enrolled in the City's health insurance
City of Wausau	
City of Wauwatosa	Paid volunteer time, wellness book club
City of West Bend	N/A
City of Fond du Lac	**In its health care program, the City:** **1. Provides access to the Corporate Care Clinic located in Fond du Lac and covers 100% of costs for nine types of visits/services** **2. Provides access to Teledoc, which is an online medical service, at no cost to employees** **3. More recently has begun using Garner, a service which helps employees choose highly-rated doctors. If the employee chooses one of the doctors recommended on the Garner app, the employee is reimbursed for up to $2,000 single, $4,000 family, for co-pays and deductibles, including prescriptions that the rated doctor issues** **4. Provides free access to ATI physical therapy for employees, with no referral required, for up to 25 visits** **The City also pays for the license or certification for employees where they are required for the job, as well as paying for the continuing education credits and expenses required to maintain one's license or certification.**

Data Effective Date: 4/9/2025

Notes: The City has a number of positive attributes within the total package of health plan offerings, as described above

Table 36. Additional Comments

37. Additional comments:

Peer	Response
City of Appleton	
City of Beloit	
City of Eau Claire	
City of Green Bay	
City of Janesville	
City of Kenosha	
City of Manitowoc	
City of Oshkosh	OshKosh provided some documents that detail their unique benefits. We are happy to pass these along to the City of Fond du Lac.
City of Sheboygan	
City of Wausau	
City of Wauwatosa	
City of West Bend	"Longevity Pay is only for Fire Union Employees. Our Health Insurance Plan is a Copay Only Plan - no deductible. Both Dental and Vision have four tiers. The Long Term Disability that the City provides is ICI through ETF. We also offer short and long term through an ancillary product, currently American Fidelity, which is 100% employee paid. We do not have separate banks for vacation/sick/personal as of 1/1/25. We have PTO which incorporates these. We also give an extra week per year for management at and over grade 70 of comp plan"
City of Fond du Lac	

Data Effective Date: 4/9/2025

Footnotes:

Notes:

Exhibit 4

CITY OF FOND DU LAC, WISCONSIN

Total Compensation Competitiveness Report - 2025 Market Assessment

Compiled by the Archer Company
Revised: 8/19/25

City rate is more than 10% below the Market Mean value
City rate is more than 10% above the Market Mean value
Insufficient # of Responses

- Indexes (columns E, and N within a range of -10% to 10% are considered within a "competitive range"

Overall Pay Range Competitiveness (Range Midpoint):	**-5.9%**
Overall Total Compensation Competitiveness * **** includes health, dental, vision and H.S.A. employer contributions; and defined contribution and deferred compensation employer contributions***	**-1.7%**

Job Title	Pay Range Competitiveness (At Range Midpoints)				Employer Contributions Analysis						
	Pay Range Midpoint				Average Weighted Employer Annual Health-Related Contribution		Total Annual Employer Defined Contribution and Deferred Compensation Contributions		Employer Total Compensation Costs		
	City of Fond du Lac	Market Average	% Difference from Market Average	Number of Responses	City of Fond du Lac	Market Average	City of Fond du Lac	Market Average	City of Fond du Lac	Market Average	% Difference from Market Average
ADMINISTRATIVE SERVICES MANAGER	$68,373	$80,820	-15%	11	$20,795	$16,606	$0	$1,404	$89,168	$98,830	-10%
ADMINISTRATIVE SPECIALIST I	$51,472	$52,901	-3%	12	$20,795	$16,606	$0	$919	$72,267	$70,427	3%
ADMINISTRATIVE SPECIALIST II	$57,096	$58,826	-3%	14	$20,795	$16,606	$0	$1,022	$77,891	$76,454	2%
ADMINISTRATIVE SPECIALIST III	$62,748	$66,209	-5%	13	$20,795	$16,606	$0	$1,150	$83,543	$83,966	-1%
ASSISTANT CHIEF OF EMS	$120,530	$117,803	2%	9	$20,795	$16,606	$0	$2,047	$141,325	$136,456	4%
ASSISTANT CHIEF OF POLICE	$120,530	$127,821	-6%	12	$20,795	$16,606	$0	$2,221	$141,325	$146,648	-4%
ASSISTANT FIRE CHIEF - TRAINING	$120,530	$117,722	2%	13	$20,795	$16,606	$0	$2,045	$141,325	$136,374	4%
CIRCULATION SUPERVISOR	$62,754	$69,472	-10%	8	$20,795	$16,606	$0	$1,207	$83,549	$87,285	-4%
CITY ATTORNEY/DIRECTOR HR	$137,459	$156,236	-12%	14	$20,795	$16,606	$0	$2,715	$158,254	$175,557	-10%
CITY CLERK	$103,629	$101,758	2%	14	$20,795	$16,606	$0	$1,768	$124,424	$120,132	4%
CITY ENGINEER	$120,530	$124,258	-3%	14	$20,795	$16,606	$0	$2,159	$141,325	$143,023	-1%
CITY MANAGER	$125,000	$176,423	-29%	4	$20,795	$16,606	$0	$3,065	$145,795	$196,094	-26%
CIVIL ENGINEER II	$79,649	$92,058	-13%	14	$20,795	$16,606	$0	$1,600	$100,444	$110,263	-9%
CLERK CASHIER	$45,820	$51,875	-12%	13	$20,795	$16,606	$0	$901	$66,615	$69,382	-4%
DIRECTOR-ADMINISTRATION/CFO	$137,459	$153,659	-11%	14	$20,795	$16,606	$0	$2,670	$158,254	$172,935	-8%
DIRECTOR-COMMUNITY DEVELOPMENT	$137,459	$136,044	1%	15	$20,795	$16,606	$0	$2,364	$158,254	$155,014	2%
DIRECTOR-INFORMATION TECHNOLOGY SERVICES	$137,459	$145,833	-6%	13	$20,795	$16,606	$0	$2,534	$158,254	$164,973	-4%
DIRECTOR-PUBLIC WORKS	$145,909	$146,617	0%	15	$20,795	$16,606	$0	$2,547	$166,704	$165,771	1%
EQUIPMENT & COLLECTIONS TECHNICIAN (UTILITIES)	$68,373	$70,635	-3%	6	$20,795	$16,606	$0	$1,227	$89,168	$88,468	1%
EQUIPMENT OPERATOR I (CDL REQUIRED)	$57,096	$60,044	-5%	13	$20,795	$16,606	$0	$1,043	$77,891	$77,693	0%
EQUIPMENT OPERATOR II, C&M (CDL REQUIRED)	$62,748	$66,226	-5%	12	$20,795	$16,606	$0	$1,151	$83,543	$83,983	-1%
EQUIPMENT OPERATOR II, WATER (CDL REQUIRED)	$62,748	$67,407	-7%	8	$20,795	$16,606	$0	$1,171	$83,543	$85,184	-2%
FIRE CHIEF	$137,459	$141,999	-3%	14	$20,795	$16,606	$0	$2,467	$158,254	$161,072	-2%
GIS COORDINATOR	$79,649	$82,070	-3%	14	$20,795	$16,606	$0	$1,426	$100,444	$100,102	0%
HUMAN RESOURCES MANAGER	$86,700	$110,053	-21%	9	$20,795	$16,606	$0	$1,912	$107,495	$128,572	-16%
LABORATORY ANALYST	$62,748	$75,125	-16%	11	$20,795	$16,606	$0	$1,305	$83,543	$93,036	-10%
LIBRARIAN I	$68,359	$70,934	-4%	12	$20,795	$16,606	$0	$1,232	$89,154	$88,773	0%

CITY OF FOND DU LAC, WISCONSIN

Total Compensation Competitiveness Report - 2025 Market Assessment

Compiled by the Archer Company
Revised: 8/19/25

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Overall Pay Range Competitiveness (Range Midpoint):	**-5.9%**
Overall Total Compensation Competitiveness * **** includes health, dental, vision and H.S.A. employer contributions; and defined contribution and deferred compensation employer contributions***	**-1.7%**

Job Title	Pay Range Competitiveness (At Range Midpoints)				Employer Contributions Analysis						
	Pay Range Midpoint				Average Weighted Employer Annual Health-Related Contribution		Total Annual Employer Defined Contribution and Deferred Compensation Contributions		Employer Total Compensation Costs		
	City of Fond du Lac	Market Average	% Difference from Market Average	Number of Responses	City of Fond du Lac	Market Average	City of Fond du Lac	Market Average	City of Fond du Lac	Market Average	% Difference from Market Average
LIBRARY ASSISTANT I	$57,106	$48,524	18%	12	$20,795	$16,606	$0	$843	$77,901	$65,973	18%
LIBRARY ASSISTANT I - TECHNICAL SERVICES	$57,106	$46,327	23%	7	$20,795	$16,606	$0	$805	$77,901	$63,738	22%
LIBRARY ASSISTANT II	$62,754	$54,407	15%	8	$20,795	$16,606	$0	$945	$83,549	$71,958	16%
LIBRARY CLERK I	$19,590	$19,978	-2%	8	$20,795	$16,606	$0	$347	$40,385	$36,931	9%
LIBRARY DIRECTOR	$137,459	$127,162	8%	12	$20,795	$16,606	$0	$2,209	$158,254	$145,977	8%
LIBRARY PAGE	$8,135	$9,157	-11%	8	$20,795	$16,606	$0	$159	$28,930	$25,922	12%
LIBRARY TECHNOLOGY COORDINATOR	$86,684	$82,885	5%	8	$20,795	$16,606	$0	$1,440	$107,479	$100,931	6%
MAINTENANCE & MUNICIPAL FACILITIES SUPERVISOR	$79,649	$90,110	-12%	8	$20,795	$16,606	$0	$1,566	$100,444	$108,282	-7%
MUNICIPAL CUSTODIAN	$45,820	$51,953	-12%	12	$20,795	$16,606	$0	$903	$66,615	$69,462	-4%
NETWORK & SYSTEMS SUPPORT SPECIALIST	$71,711	$72,051	0%	12	$20,795	$16,606	$0	$1,252	$92,506	$89,909	3%
PARK CARETAKER	$51,472	$57,014	-10%	12	$20,795	$16,606	$0	$991	$72,267	$74,610	-3%
PARK TRADE TECHNICIAN	$57,096	$64,557	-12%	13	$20,795	$16,606	$0	$1,122	$77,891	$82,284	-5%
PARKS & FORESTRY SUPERINTENDENT	$103,629	$104,649	-1%	13	$20,795	$16,606	$0	$1,818	$124,424	$123,073	1%
PAYROLL MANAGER	$79,649	$79,682	0%	14	$20,795	$16,606	$0	$1,384	$100,444	$97,672	3%
POLICE CHIEF	$137,459	$147,469	-7%	14	$20,795	$16,606	$0	$2,562	$158,254	$166,637	-5%
RECORDS CLERK - POLICE	$49,863	$54,543	-9%	13	$20,795	$16,606	$0	$948	$70,658	$72,097	-2%
SENIOR ACCOUNTANT	$74,025	$81,827	-10%	14	$20,795	$16,606	$0	$1,422	$94,820	$99,855	-5%
SENIOR NETWORK ENGINEER	$95,151	$98,765	-4%	9	$20,795	$16,606	$0	$1,716	$115,946	$117,087	-1%
SIDE LOAD OPERATOR	$51,472	$58,892	-13%	7	$20,795	$16,606	$0	$1,023	$72,267	$76,521	-6%
STREET MAINTENANCE WORKER	$51,472	$60,376	-15%	12	$20,795	$16,606	$0	$1,049	$72,267	$78,031	-7%
STREET/UTILITY FIELD MAINTENANCE SUPERVISOR	$74,025	$83,988	-12%	14	$20,795	$16,606	$0	$1,459	$94,820	$102,054	-7%
TRANSIT MANAGER	$95,151	$106,857	-11%	11	$20,795	$16,606	$0	$1,857	$115,946	$125,319	-7%
VEHICLE/EQUIPMENT TECHNICIAN (MECHANIC)	$62,748	$69,623	-10%	14	$20,795	$16,606	$0	$1,210	$83,543	$87,439	-4%
WASTEWATER SPECIALIST I	$62,748	$66,919	-6%	10	$20,795	$16,606	$0	$1,163	$83,543	$84,688	-1%
WASTEWATER SPECIALIST II	$68,373	$71,816	-5%	10	$20,795	$16,606	$0	$1,248	$89,168	$89,669	-1%
WASTEWATER SUPERINTENDENT	$112,080	$106,166	6%	10	$20,795	$16,606	$0	$1,845	$132,875	$124,617	7%
WATER DISTRIBUTION CREW LEADER	$62,748	$76,394	-18%	6	$20,795	$16,606	$0	$1,327	$83,543	$94,327	-11%
WATER PLANT SUPERVISOR	$74,025	$87,160	-15%	9	$20,795	$16,606	$0	$1,514	$94,820	$105,281	-10%

CITY OF FOND DU LAC, WISCONSIN

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Revised: 8/19/25

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Overall Pay Range Competitiveness (Range Midpoint):	**-5.9%**
Overall Total Compensation Competitiveness * **** includes health, dental, vision and H.S.A. employer contributions; and defined contribution and deferred compensation employer contributions***	**-1.7%**

Job Title	Pay Range Competitiveness (At Range Midpoints)				Employer Contributions Analysis						
	Pay Range Midpoint				Average Weighted Employer Annual Health-Related Contribution		Total Annual Employer Defined Contribution and Deferred Compensation Contributions		Employer Total Compensation Costs		
	City of Fond du Lac	Market Average	% Difference from Market Average	Number of Responses	City of Fond du Lac	Market Average	City of Fond du Lac	Market Average	City of Fond du Lac	Market Average	% Difference from Market Average
WATER UTILITY ENGINEER	$86,700	$101,171	-14%	3	$20,795	$16,606	$0	$1,758	$107,495	$119,535	-10%
WATER UTILITY GENERAL MANAGER	$112,080	$130,655	-14%	9	$20,795	$16,606	$0	$2,270	$132,875	$149,531	-11%
WATER UTILITY WORKER	$57,096	$62,029	-8%	9	$20,795	$16,606	$0	$1,078	$77,891	$79,712	-2%

Exhibit 5

City of Fond du Lac, WI
Classification and Compensation Study Update (2025)
Recommended Step Plan Structure
Revised: 7/14/25

Market Adjustment:	*1.5%*

structure adjustment reflects predicted market movement between survey date and implementation date

Pay Grade	Range Minimum	Market Reference Point	Range Maximum	Range Width	Range Width ($)	Width Min to Mkt Reference Point ($)	Width Min to Mkt Reference Point (%)	Width Mkt Reference Point to Max ($)	Width Mkt Reference Point to Maximum (%)	Mkt Reference Point Differential ($)	Mkt Reference Point Differential (%)
A	$38,587	$45,147	$54,022	40%	$15,435	$6,560	17%	$8,875	20%		
B	$42,279	$49,466	$59,190	40%	$16,912	$7,187	17%	$9,724	20%	$4,319	10%
C	$45,970	$53,785	$64,359	40%	$18,388	$7,815	17%	$10,573	20%	$4,319	9%
D	$49,662	$58,105	$69,527	40%	$19,865	$8,443	17%	$11,422	20%	$4,319	8%
E	$53,354	$62,424	$74,695	40%	$21,341	$9,070	17%	$12,271	20%	$4,319	7%
F	$57,045	$66,743	$79,864	40%	$22,818	$9,698	17%	$13,120	20%	$4,319	7%
G	$60,737	$71,062	$85,032	40%	$24,295	$10,325	17%	$13,970	20%	$4,319	6%
H	$64,429	$75,382	$90,200	40%	$25,771	$10,953	17%	$14,819	20%	$4,319	6%
I	$68,120	$79,701	$95,368	40%	$27,248	$11,580	17%	$15,668	20%	$4,319	6%
J	$71,812	$84,020	$100,537	40%	$28,725	$12,208	17%	$16,517	20%	$4,319	5%
K	$75,504	$88,339	$105,705	40%	$30,201	$12,836	17%	$17,366	20%	$4,319	5%
L	$79,195	$92,658	$110,873	40%	$31,678	$13,463	17%	$18,215	20%	$4,319	5%
M	$82,887	$96,978	$116,042	40%	$33,155	$14,091	17%	$19,064	20%	$4,319	5%
N	$86,579	$101,297	$121,210	40%	$34,631	$14,718	17%	$19,913	20%	$4,319	4%
O	$90,270	$105,616	$126,378	40%	$36,108	$15,346	17%	$20,762	20%	$4,319	4%
P	$93,962	$109,935	$131,547	40%	$37,585	$15,974	17%	$21,611	20%	$4,319	4%
Q	$99,499	$116,414	$139,299	40%	$39,800	$16,915	17%	$22,885	20%	$6,479	6%
R	$106,883	$125,053	$149,636	40%	$42,753	$18,170	17%	$24,583	20%	$8,638	7%
S	$114,266	$133,691	$159,972	40%	$45,706	$19,425	17%	$26,281	20%	$8,638	7%
T	$121,649	$142,330	$170,309	40%	$48,660	$20,680	17%	$27,979	20%	$8,638	6%
U	$129,033	$150,968	$180,646	40%	$51,613	$21,936	17%	$29,677	20%	$8,638	6%
V	$136,416	$159,607	$190,982	40%	$54,566	$23,191	17%	$31,376	20%	$8,638	6%
W	$143,799	$168,245	$201,319	40%	$57,520	$24,446	17%	$33,074	20%	$8,638	5%
X	$151,182	$176,883	$211,655	40%	$60,473	$25,701	17%	$34,772	20%	$8,638	5%

Exhibit 6

City of Fond du Lac, WI
Classification and Compensation Study Update (2025)
Recommended Step Plan Structure
Revised: 7/20/25

New Step Structure

Based on 2080 Annual Hours

Longevity Zone:

Market Adjustment: ***1.5%***

structure adjustment reflects predicted market movement between survey date and implementation date

				85%	88%	91%	94%	97%	100%	103%	106%	108%	111%	114%	117%	120%
Pay Grade	**Range Minimum**	**Market Reference Point**	**Range Maximum**	**Minimum/Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6/Market Reference Point**	**L1**	**L2**	**L3**	**L4**	**L5**	**L6**	**L7**
A	$38,587	$45,147	$54,022	$38,587	$39,899	$41,211	$42,523	$43,835	$45,147	$46,415	$47,683	$48,951	$50,218	$51,486	$52,754	$54,022
B	$42,279	$49,466	$59,190	$42,279	$43,716	$45,154	$46,591	$48,029	$49,466	$50,855	$52,244	$53,634	$55,023	$56,412	$57,801	$59,190
C	$45,970	$53,785	$64,359	$45,970	$47,533	$49,096	$50,659	$52,222	$53,785	$55,296	$56,806	$58,317	$59,827	$61,338	$62,848	$64,359
D	$49,662	$58,105	$69,527	$49,662	$51,351	$53,039	$54,728	$56,416	$58,105	$59,736	$61,368	$63,000	$64,632	$66,263	$67,895	$69,527
E	$53,354	$62,424	$74,695	$53,354	$55,168	$56,982	$58,796	$60,610	$62,424	$64,177	$65,930	$67,683	$69,436	$71,189	$72,942	$74,695
F	$57,045	$66,743	$79,864	$57,045	$58,985	$60,924	$62,864	$64,804	$66,743	$68,617	$70,492	$72,366	$74,240	$76,115	$77,989	$79,864
G	$60,737	$71,062	$85,032	$60,737	$62,802	$64,867	$66,932	$68,997	$71,062	$73,058	$75,054	$77,049	$79,045	$81,041	$83,036	$85,032
H	$64,429	$75,382	$90,200	$64,429	$66,619	$68,810	$71,000	$73,191	$75,382	$77,499	$79,615	$81,732	$83,849	$85,966	$88,083	$90,200
I	$68,120	$79,701	$95,368	$68,120	$70,436	$72,753	$75,069	$77,385	$79,701	$81,939	$84,177	$86,416	$88,654	$90,892	$93,130	$95,368
J	$71,812	$84,020	$100,537	$71,812	$74,254	$76,695	$79,137	$81,578	$84,020	$86,380	$88,739	$91,099	$93,458	$95,818	$98,177	$100,537
K	$75,504	$88,339	$105,705	$75,504	$78,071	$80,638	$83,205	$85,772	$88,339	$90,820	$93,301	$95,782	$98,263	$100,743	$103,224	$105,705
L	$79,195	$92,658	$110,873	$79,195	$81,888	$84,581	$87,273	$89,966	$92,658	$95,261	$97,863	$100,465	$103,067	$105,669	$108,271	$110,873
M	$82,887	$96,978	$116,042	$82,887	$85,705	$88,523	$91,341	$94,160	$96,978	$99,701	$102,425	$105,148	$107,871	$110,595	$113,318	$116,042
N	$86,579	$101,297	$121,210	$86,579	$89,522	$92,466	$95,410	$98,353	$101,297	$104,142	$106,986	$109,831	$112,676	$115,521	$118,365	$121,210
O	$90,270	$105,616	$126,378	$90,270	$93,339	$96,409	$99,478	$102,547	$105,616	$108,582	$111,548	$114,514	$117,480	$120,446	$123,412	$126,378
P	$93,962	$109,935	$131,547	$93,962	$97,157	$100,351	$103,546	$106,741	$109,935	$113,023	$116,110	$119,197	$122,285	$125,372	$128,459	$131,547
Q	$99,499	$116,414	$139,299	$99,499	$102,882	$106,265	$109,648	$113,031	$116,414	$119,684	$122,953	$126,222	$129,491	$132,761	$136,030	$139,299
R	$106,883	$125,053	$149,636	$106,883	$110,517	$114,151	$117,785	$121,419	$125,053	$128,565	$132,076	$135,588	$139,100	$142,612	$146,124	$149,636
S	$114,266	$133,691	$159,972	$114,266	$118,151	$122,036	$125,921	$129,806	$133,691	$137,446	$141,200	$144,955	$148,709	$152,463	$156,218	$159,972
T	$121,649	$142,330	$170,309	$121,649	$125,785	$129,921	$134,057	$138,194	$142,330	$146,327	$150,324	$154,321	$158,318	$162,315	$166,312	$170,309
U	$129,033	$150,968	$180,646	$129,033	$133,420	$137,807	$142,194	$146,581	$150,968	$155,208	$159,447	$163,687	$167,927	$172,166	$176,406	$180,646
V	$136,416	$159,607	$190,982	$136,416	$141,054	$145,692	$150,330	$154,968	$159,607	$164,089	$168,571	$173,053	$177,536	$182,018	$186,500	$190,982
W	$143,799	$168,245	$201,319	$143,799	$148,688	$153,578	$158,467	$163,356	$168,245	$172,970	$177,695	$182,420	$187,144	$191,869	$196,594	$201,319
X	$151,182	$176,883	$211,655	$151,182	$156,323	$161,463	$166,603	$171,743	$176,883	$181,851	$186,818	$191,786	$196,753	$201,721	$206,688	$211,655

Exhibit 7

City of Fond du Lac
Classification and Compensation Study Update (2025)
Grade Order List
Created: 3/18/2025
Revised: 8/14/2025

			Based on 2080 Annual Hours		
Job Code	Job Title	Pay Grade	Range Minimum	Market Reference Point	Range Maximum
33	Crossing Guard	A	$38,587	$45,147	$54,022
76	Library Page	A	$38,587	$45,147	$54,022
35	Custodian and Grounds Worker	B	$42,279	$49,466	$59,190
88	Parking Facilities Worker	B	$42,279	$49,466	$59,190
3	Administrative Specialist I	C	$45,970	$53,785	$64,359
56	Garage Attendant	C	$45,970	$53,785	$64,359
74	Library Clerk I	C	$45,970	$53,785	$64,359
93	Parts and Supply Specialist I	C	$45,970	$53,785	$64,359
98	Police Records Specialist	C	$45,970	$53,785	$64,359
4	Administrative Specialist II - Community Development	D	$49,662	$58,105	$69,527
4	Administrative Specialist II - Inspections	D	$49,662	$58,105	$69,527
16	Building and Grounds Custodial and Maintenance Worker	D	$49,662	$58,105	$69,527
68	Lead Parking Facilities Worker	D	$49,662	$58,105	$69,527
75	Library Clerk II	D	$49,662	$58,105	$69,527
90	Parks Facilities and Grounds Maintenance Specialist I	D	$49,662	$58,105	$69,527
92	Parks Facilities, Forestry and Grounds Maintenance Specialist I	D	$49,662	$58,105	$69,527
94	Parts and Supply Specialist II	D	$49,662	$58,105	$69,527
101	Property Evidence Specialist	D	$49,662	$58,105	$69,527
105	Refuse Truck Operator	D	$49,662	$58,105	$69,527
112	Street Maintenance Worker	D	$49,662	$58,105	$69,527
134	Water Utility Worker	D	$49,662	$58,105	$69,527
1	Administrative Coordinator - Fire	E	$53,354	$62,424	$74,695
1	Administrative Coordinator - Library	E	$53,354	$62,424	$74,695
1	Administrative Coordinator - Police	E	$53,354	$62,424	$74,695
5	Administrative Specialist III - Construction and Maintenance	E	$53,354	$62,424	$74,695
5	Administrative Specialist III - WTRRF	E	$53,354	$62,424	$74,695
36	Customer Service and Administrative Specialist III	E	$53,354	$62,424	$74,695
37	Customer Service Representative/Cashier	E	$53,354	$62,424	$74,695
48	Engineering Technician I	E	$53,354	$62,424	$74,695
51	Equipment Operator I	E	$53,354	$62,424	$74,695
71	Library Assistant I	E	$53,354	$62,424	$74,695
83	Meter Service Technician	E	$53,354	$62,424	$74,695
91	Parks Facilities and Grounds Maintenance Specialist II	E	$53,354	$62,424	$74,695
104	Records & License Assistant	E	$53,354	$62,424	$74,695
111	Sign Technician	E	$53,354	$62,424	$74,695
127	Utility Television and Metering Technician I	E	$53,354	$62,424	$74,695
13	Associate Accountant - Accounts Payable	F	$57,045	$66,743	$79,864

City of Fond du Lac
Classification and Compensation Study Update (2025)
Grade Order List
Created: 3/18/2025
Revised: 8/14/2025

			Based on 2080 Annual Hours		
Job Code	Job Title	Pay Grade	Range Minimum	Market Reference Point	Range Maximum
15	Billing Specialist	F	$57,045	$66,743	$79,864
17	Bulky Waste Yard Specialist	F	$57,045	$66,743	$79,864
19	Circulation Coordinator or Library Assistant II - Coordinator	F	$57,045	$66,743	$79,864
28	Community Development Grants Specialist	F	$57,045	$66,743	$79,864
29	Community Risk Reduction Specialist	F	$57,045	$66,743	$79,864
47	Engineering Program Assistant	F	$57,045	$66,743	$79,864
52	Equipment Operator II	F	$57,045	$66,743	$79,864
53	Facilities Maintenance Technician	F	$57,045	$66,743	$79,864
63	Human Resources Specialist/Legal Assistant	F	$57,045	$66,743	$79,864
73	Library Assistant II	F	$57,045	$66,743	$79,864
87	Outreach and Program Coordinator	F	$57,045	$66,743	$79,864
128	Utility Television and Metering Technician II	F	$57,045	$66,743	$79,864
132	Water Distribution Equipment Operator/Technician	F	$57,045	$66,743	$79,864
135	Water Utility Technician	F	$57,045	$66,743	$79,864
6	Arborist	G	$60,737	$71,062	$85,032
49	Engineering Technician II	G	$60,737	$71,062	$85,032
50	Equipment and Collections Technician	G	$60,737	$71,062	$85,032
61	Help Desk Support Analyst	G	$60,737	$71,062	$85,032
62	Housing Rehabilitation Specialist	G	$60,737	$71,062	$85,032
67	Laboratory Analyst	G	$60,737	$71,062	$85,032
69	Librarian I	G	$60,737	$71,062	$85,032
72	Library Assistant I - Idea Studio	G	$60,737	$71,062	$85,032
82	Meter Service Coordinator	G	$60,737	$71,062	$85,032
116	Supervisor - Police Records Unit	G	$60,737	$71,062	$85,032
123	Survey/Engineering Technician	G	$60,737	$71,062	$85,032
129	Vehicle/Equipment Diesel Mechanic	G	$60,737	$71,062	$85,032
130	Wastewater Utility Operator I	G	$60,737	$71,062	$85,032
133	Water Plant Operator I	G	$60,737	$71,062	$85,032
136	Welder/Fabricator	G	$60,737	$71,062	$85,032
2	Administrative Services Manager - Water	H	$64,429	$75,382	$90,200
14	Benefits Administrator	H	$64,429	$75,382	$90,200
27	Code Enforcement Officer	H	$64,429	$75,382	$90,200
31	Crew Lead - Road Construction and Maintenance	H	$64,429	$75,382	$90,200
60	GIS Specialist	H	$64,429	$75,382	$90,200
64	Industrial Pre-Treatment Coordinator	H	$64,429	$75,382	$90,200
70	Librarian II	H	$64,429	$75,382	$90,200
84	Network and System Support Specialist	H	$64,429	$75,382	$90,200

City of Fond du Lac
Classification and Compensation Study Update (2025)
Grade Order List
Created: 3/18/2025
Revised: 8/14/2025

			Based on 2080 Annual Hours		
Job Code	Job Title	Pay Grade	Range Minimum	Market Reference Point	Range Maximum
103	Public Relations Coordinator	H	$64,429	$75,382	$90,200
106	Senior Accountant - Budget	H	$64,429	$75,382	$90,200
107	Senior Accountant - Operations	H	$64,429	$75,382	$90,200
108	Senior Accountant - Utilities	H	$64,429	$75,382	$90,200
117	Supervisor - Property and Evidence Control Unit	H	$64,429	$75,382	$90,200
131	Wastewater Utility Operator II	H	$64,429	$75,382	$90,200
23	City Forester	I	$68,120	$79,701	$95,368
32	Crew Lead - Water Distribution Maintenance	I	$68,120	$79,701	$95,368
38	Deputy City Clerk	I	$68,120	$79,701	$95,368
66	Journey Level Electrician	I	$68,120	$79,701	$95,368
85	Network Engineer I	I	$68,120	$79,701	$95,368
95	Payroll Administrator	I	$68,120	$79,701	$95,368
125	Transit Operations Manager	I	$68,120	$79,701	$95,368
46	Electrical Inspector	J	$71,812	$84,020	$100,537
55	Fleet Maintenance Lead	J	$71,812	$84,020	$100,537
96	Plumbing Inspector	J	$71,812	$84,020	$100,537
126	Utilities Electrician and Instrumentation Technician	J	$71,812	$84,020	$100,537
59	GIS Coordinator	K	$75,504	$88,339	$105,705
65	Information and Outreach Services Coordinator	K	$75,504	$88,339	$105,705
81	Master Electrician - Buildings and Facilities	K	$75,504	$88,339	$105,705
99	Principal Planner	K	$75,504	$88,339	$105,705
100	Procurement Administrator	K	$75,504	$88,339	$105,705
109	Senior Center Director	K	$75,504	$88,339	$105,705
114	Supervisor - Parks and Forestry	K	$75,504	$88,339	$105,705
115	Supervisor - Parks and Solid Waste	K	$75,504	$88,339	$105,705
137	Youth Services Coordinator	K	$75,504	$88,339	$105,705
18	Chief Building Inspector	L	$79,195	$92,658	$110,873
25	Civil Engineer II	L	$79,195	$92,658	$110,873
26	Civil Engineer II - Stormwater	L	$79,195	$92,658	$110,873
80	Manager - Utility Technical Operations	L	$79,195	$92,658	$110,873
118	Supervisor - Streets & Utility Field Maintenance	L	$79,195	$92,658	$110,873
119	Supervisor - Water Distribution Maintenance	L	$79,195	$92,658	$110,873
120	Supervisor - Water Treatment Plant	L	$79,195	$92,658	$110,873
121	Supervisor - WTRRF Lab	L	$79,195	$92,658	$110,873
122	Supervisor - WTRRF Maintenance	L	$79,195	$92,658	$110,873
45	Division Chief - Community Risk Reduction & Life Safety	M	$82,887	$96,978	$116,042
79	Manager - Human Resources	M	$82,887	$96,978	$116,042

City of Fond du Lac
Classification and Compensation Study Update (2025)
Grade Order List
Created: 3/18/2025
Revised: 8/14/2025

			Based on 2080 Annual Hours		
Job Code	Job Title	Pay Grade	Range Minimum	Market Reference Point	Range Maximum
110	Senior Network Engineer	M	$82,887	$96,978	$116,042
21	City Clerk	N	$86,579	$101,297	$121,210
77	Library Technology Coordinator	N	$86,579	$101,297	$121,210
124	Transit Manager	N	$86,579	$101,297	$121,210
7	Assistant City Attorney	P	$93,962	$109,935	$131,547
8	Assistant Director - Library Operations	P	$93,962	$109,935	$131,547
39	Deputy Director - Information Technology	P	$93,962	$109,935	$131,547
113	Deputy Manager - WTRRF	P	$93,962	$109,935	$131,547
78	Manager - Fleet Operations and Electrical	P	$93,962	$109,935	$131,547
89	Parks and Forestry Superintendent	P	$93,962	$109,935	$131,547
57	General Manager - Water Utility	Q	$99,499	$116,414	$139,299
58	General Manager - WTRRF	Q	$99,499	$116,414	$139,299
9	Assistant Fire Chief - EMS	R	$106,883	$125,053	$149,636
10	Assistant Fire Chief - Training	R	$106,883	$125,053	$149,636
11	Assistant Police Chief - Administration	R	$106,883	$125,053	$149,636
12	Assistant Police Chief - Operations	R	$106,883	$125,053	$149,636
22	City Engineer	R	$106,883	$125,053	$149,636
86	Operations Superintendent/Deputy Director of Public Works	R	$106,883	$125,053	$149,636
43	Director - Library	S	$114,266	$133,691	$159,972
20	City Attorney/Director, Human Resources	U	$129,033	$150,968	$180,646
40	Director - Administration and Chief Financial Officer	U	$129,033	$150,968	$180,646
41	Director - Community Development/Deputy City Manager	U	$129,033	$150,968	$180,646
42	Director - Information Technology Services	U	$129,033	$150,968	$180,646
44	Director - Public Works	U	$129,033	$150,968	$180,646
54	Fire Chief	U	$129,033	$150,968	$180,646
97	Police Chief	U	$129,033	$150,968	$180,646
24	City Manager	W	$143,799	$168,245	$201,319

Exhibit 8

City of Fond du Lac
Classification and Compensation Study Update (2025)
Classification Order List
Created: 3/18/2025
Revised: 8/14/2025

			Based on 2080 Annual Hours		
Job Code	Job Title	Pay Grade	Range Minimum	Market Reference Point	Range Maximum
1	Administrative Coordinator - Fire	E	$53,354	$62,424	$74,695
1	Administrative Coordinator - Library	E	$53,354	$62,424	$74,695
1	Administrative Coordinator - Police	E	$53,354	$62,424	$74,695
2	Administrative Services Manager - Water	H	$64,429	$75,382	$90,200
3	Administrative Specialist I	C	$45,970	$53,785	$64,359
4	Administrative Specialist II - Community Development	D	$49,662	$58,105	$69,527
4	Administrative Specialist II - Inspections	D	$49,662	$58,105	$69,527
5	Administrative Specialist III - Construction and Maintenance	E	$53,354	$62,424	$74,695
5	Administrative Specialist III - WTRRF	E	$53,354	$62,424	$74,695
6	Arborist	G	$60,737	$71,062	$85,032
7	Assistant City Attorney	P	$93,962	$109,935	$131,547
8	Assistant Director - Library Operations	P	$93,962	$109,935	$131,547
9	Assistant Fire Chief - EMS	R	$106,883	$125,053	$149,636
10	Assistant Fire Chief - Training	R	$106,883	$125,053	$149,636
11	Assistant Police Chief - Administration	R	$106,883	$125,053	$149,636
12	Assistant Police Chief - Operations	R	$106,883	$125,053	$149,636
13	Associate Accountant - Accounts Payable	F	$57,045	$66,743	$79,864
14	Benefits Administrator	H	$64,429	$75,382	$90,200
15	Billing Specialist	F	$57,045	$66,743	$79,864
16	Building and Grounds Custodial and Maintenance Worker	D	$49,662	$58,105	$69,527
17	Bulky Waste Yard Specialist	F	$57,045	$66,743	$79,864
18	Chief Building Inspector	L	$79,195	$92,658	$110,873
19	Circulation Coordinator or Library Assistant II - Coordinator	F	$57,045	$66,743	$79,864
20	City Attorney/Director, Human Resources	U	$129,033	$150,968	$180,646
21	City Clerk	N	$86,579	$101,297	$121,210
22	City Engineer	R	$106,883	$125,053	$149,636
23	City Forester	I	$68,120	$79,701	$95,368
24	City Manager	W	$143,799	$168,245	$201,319
25	Civil Engineer II	L	$79,195	$92,658	$110,873
26	Civil Engineer II - Stormwater	L	$79,195	$92,658	$110,873
27	Code Enforcement Officer	H	$64,429	$75,382	$90,200
28	Community Development Grants Specialist	F	$57,045	$66,743	$79,864
29	Community Risk Reduction Specialist	F	$57,045	$66,743	$79,864
30	Community Service Officer	A	$38,587	$45,147	$54,022
31	Crew Lead - Road Construction and Maintenance	H	$64,429	$75,382	$90,200
32	Crew Lead - Water Distribution Maintenance	I	$68,120	$79,701	$95,368
33	Crossing Guard	A	$38,587	$45,147	$54,022

City of Fond du Lac
Classification and Compensation Study Update (2025)
Classification Order List
Created: 3/18/2025
Revised: 8/14/2025

Job Code	Job Title	Pay Grade	Based on 2080 Annual Hours		
			Range Minimum	Market Reference Point	Range Maximum
35	Custodian and Grounds Worker	B	$42,279	$49,466	$59,190
36	Customer Service and Administrative Specialist III	E	$53,354	$62,424	$74,695
37	Customer Service Representative/Cashier	E	$53,354	$62,424	$74,695
38	Deputy City Clerk	I	$68,120	$79,701	$95,368
39	Deputy Director - Information Technology	P	$93,962	$109,935	$131,547
113	Deputy Manager - WTRRF	P	$93,962	$109,935	$131,547
40	Director - Administration and Chief Financial Officer	U	$129,033	$150,968	$180,646
41	Director - Community Development/Deputy City Manager	U	$129,033	$150,968	$180,646
42	Director - Information Technology Services	U	$129,033	$150,968	$180,646
43	Director - Library	S	$114,266	$133,691	$159,972
44	Director - Public Works	U	$129,033	$150,968	$180,646
45	Division Chief - Community Risk Reduction & Life Safety	M	$82,887	$96,978	$116,042
46	Electrical Inspector	J	$71,812	$84,020	$100,537
47	Engineering Program Assistant	F	$57,045	$66,743	$79,864
48	Engineering Technician I	E	$53,354	$62,424	$74,695
49	Engineering Technician II	G	$60,737	$71,062	$85,032
50	Equipment and Collections Technician	G	$60,737	$71,062	$85,032
51	Equipment Operator I	E	$53,354	$62,424	$74,695
52	Equipment Operator II	F	$57,045	$66,743	$79,864
53	Facilities Maintenance Technician	F	$57,045	$66,743	$79,864
54	Fire Chief	U	$129,033	$150,968	$180,646
55	Fleet Maintenance Lead	J	$71,812	$84,020	$100,537
56	Garage Attendant	C	$45,970	$53,785	$64,359
57	General Manager - Water Utility	Q	$99,499	$116,414	$139,299
58	General Manager - WTRRF	Q	$99,499	$116,414	$139,299
59	GIS Coordinator	K	$75,504	$88,339	$105,705
60	GIS Specialist	H	$64,429	$75,382	$90,200
61	Help Desk Support Analyst	G	$60,737	$71,062	$85,032
62	Housing Rehabilitation Specialist	G	$60,737	$71,062	$85,032
63	Human Resources Specialist/Legal Assistant	F	$57,045	$66,743	$79,864
64	Industrial Pre-Treatment Coordinator	H	$64,429	$75,382	$90,200
65	Information and Outreach Services Coordinator	K	$75,504	$88,339	$105,705
66	Journey Level Electrician	I	$68,120	$79,701	$95,368
67	Laboratory Analyst	G	$60,737	$71,062	$85,032
68	Lead Parking Facilities Worker	D	$49,662	$58,105	$69,527
69	Librarian I	G	$60,737	$71,062	$85,032
70	Librarian II	H	$64,429	$75,382	$90,200

City of Fond du Lac
Classification and Compensation Study Update (2025)
Classification Order List
Created: 3/18/2025
Revised: 8/14/2025

			Based on 2080 Annual Hours		
Job Code	Job Title	Pay Grade	Range Minimum	Market Reference Point	Range Maximum
71	Library Assistant I	E	$53,354	$62,424	$74,695
72	Library Assistant I - Idea Studio	G	$60,737	$71,062	$85,032
73	Library Assistant II	F	$57,045	$66,743	$79,864
74	Library Clerk I	C	$45,970	$53,785	$64,359
75	Library Clerk II	D	$49,662	$58,105	$69,527
76	Library Page	A	$38,587	$45,147	$54,022
77	Library Technology Coordinator	N	$86,579	$101,297	$121,210
78	Manager - Fleet Operations and Electrical	P	$93,962	$109,935	$131,547
79	Manager - Human Resources	M	$82,887	$96,978	$116,042
80	Manager - Utility Technical Operations	L	$79,195	$92,658	$110,873
81	Master Electrician - Buildings and Facilities	K	$75,504	$88,339	$105,705
82	Meter Service Coordinator	G	$60,737	$71,062	$85,032
83	Meter Service Technician	E	$53,354	$62,424	$74,695
84	Network and System Support Specialist	H	$64,429	$75,382	$90,200
85	Network Engineer I	I	$68,120	$79,701	$95,368
86	Operations Superintendent/Deputy Director of Public Works	R	$106,883	$125,053	$149,636
87	Outreach and Program Coordinator	F	$57,045	$66,743	$79,864
88	Parking Facilities Worker	B	$42,279	$49,466	$59,190
89	Parks and Forestry Superintendent	P	$93,962	$109,935	$131,547
90	Parks Facilities and Grounds Maintenance Specialist I	D	$49,662	$58,105	$69,527
91	Parks Facilities and Grounds Maintenance Specialist II	E	$53,354	$62,424	$74,695
92	Parks Facilities, Forestry and Grounds Maintenance Specialist I	D	$49,662	$58,105	$69,527
93	Parts and Supply Specialist I	C	$45,970	$53,785	$64,359
94	Parts and Supply Specialist II	D	$49,662	$58,105	$69,527
95	Payroll Administrator	I	$68,120	$79,701	$95,368
96	Plumbing Inspector	J	$71,812	$84,020	$100,537
97	Police Chief	U	$129,033	$150,968	$180,646
98	Police Records Specialist	C	$45,970	$53,785	$64,359
99	Principal Planner	K	$75,504	$88,339	$105,705
100	Procurement Administrator	K	$75,504	$88,339	$105,705
101	Property Evidence Specialist	D	$49,662	$58,105	$69,527
103	Public Relations Coordinator	H	$64,429	$75,382	$90,200
104	Records & License Assistant	E	$53,354	$62,424	$74,695
105	Refuse Truck Operator	D	$49,662	$58,105	$69,527
106	Senior Accountant - Budget	H	$64,429	$75,382	$90,200
107	Senior Accountant - Operations	H	$64,429	$75,382	$90,200
108	Senior Accountant - Utilities	H	$64,429	$75,382	$90,200

City of Fond du Lac
Classification and Compensation Study Update (2025)
Classification Order List
Created: 3/18/2025
Revised: 8/14/2025

			Based on 2080 Annual Hours		
Job Code	Job Title	Pay Grade	Range Minimum	Market Reference Point	Range Maximum
109	Senior Center Director	K	$75,504	$88,339	$105,705
110	Senior Network Engineer	M	$82,887	$96,978	$116,042
111	Sign Technician	E	$53,354	$62,424	$74,695
112	Street Maintenance Worker	D	$49,662	$58,105	$69,527
114	Supervisor - Parks and Forestry	K	$75,504	$88,339	$105,705
115	Supervisor - Parks and Solid Waste	K	$75,504	$88,339	$105,705
116	Supervisor - Police Records Unit	G	$60,737	$71,062	$85,032
117	Supervisor - Property and Evidence Control Unit	H	$64,429	$75,382	$90,200
118	Supervisor - Streets & Utility Field Maintenance	L	$79,195	$92,658	$110,873
119	Supervisor - Water Distribution Maintenance	L	$79,195	$92,658	$110,873
120	Supervisor - Water Treatment Plant	L	$79,195	$92,658	$110,873
121	Supervisor - WTRRF Lab	L	$79,195	$92,658	$110,873
122	Supervisor - WTRRF Maintenance	L	$79,195	$92,658	$110,873
123	Survey/Engineering Technician	G	$60,737	$71,062	$85,032
124	Transit Manager	N	$86,579	$101,297	$121,210
125	Transit Operations Manager	I	$68,120	$79,701	$95,368
126	Utilities Electrician and Instrumentation Technician	J	$71,812	$84,020	$100,537
127	Utility Television and Metering Technician I	E	$53,354	$62,424	$74,695
128	Utility Television and Metering Technician II	F	$57,045	$66,743	$79,864
129	Vehicle/Equipment Diesel Mechanic	G	$60,737	$71,062	$85,032
130	Wastewater Utility Operator I	G	$60,737	$71,062	$85,032
131	Wastewater Utility Operator II	H	$64,429	$75,382	$90,200
132	Water Distribution Equipment Operator/Technician	F	$57,045	$66,743	$79,864
133	Water Plant Operator I	G	$60,737	$71,062	$85,032
135	Water Utility Technician	F	$57,045	$66,743	$79,864
134	Water Utility Worker	D	$49,662	$58,105	$69,527
136	Welder/Fabricator	G	$60,737	$71,062	$85,032
137	Youth Services Coordinator	K	$75,504	$88,339	$105,705

Exhibit 9

City of Fond du Lac
Classification and Compensation Study Update (2025)
Comparison of Current to Proposed Title, Grade, Range
Created: 4/15/2025
Revised: 8/14/2025

												Averages:
									(Based on 2080 Hours)			104%
Current Job Title	Department Number	Department Name	Current Pay Grade	Current Minimum	Current Midpoint	Current Maximum	Recommended Classification Title	Recommended Pay Grade	Recommended Range Minimum	Recommended Range Midpoint	Recommended Range Maximum	New Midpoint/Average Market Midpoint
OFFICE MANAGER - FIRE	26	26 - FIRE	G07	$59,826	$68,373	$76,919	Administrative Coordinator - Fire	E	$53,354	$62,424	$74,695	
ADMINISTRATIVE ASSISTANT - LIBRARY	35	35 - LIBRARY	05L	$49,962	$57,034	$64,251	Administrative Coordinator - Library	E	$53,354	$62,424	$74,695	
ADMINISTRATIVE ASSISTANT – POLICE CHIEF	24	24 - POLICE	G06	$54,905	$62,748	$70,592	Administrative Coordinator - Police	E	$53,354	$62,424	$74,695	
ADMINISTRATIVE ASSISTANT/OFFICE MANAGER – WATER	30	30 - PUBLIC WORKS	G07	$59,826	$68,373	$76,919	Administrative Services Manager - Water	H	$64,429	$75,382	$90,200	
ADMINISTRATIVE ASSISTANT - COMMUNITY DEVELOPMENT/INSPECTION CLERK	15	15 - COMMUNITY DEVELOPMENT	G04	$45,038	$51,472	$57,905	Administrative Specialist II - Community Development	D	$49,662	$58,105	$69,527	99%
INSPECTION CLERK	15	15 - COMMUNITY DEVELOPMENT	G04	$45,038	$51,472	$57,905	Administrative Specialist II - Inspections	D	$49,662	$58,105	$69,527	99%
CUSTOMER SERVICE SPECIALIST/OFFICE CLERK	30	30 - PUBLIC WORKS	G05	$49,959	$57,096	$64,233	Administrative Specialist III - Construction and Maintenance	E	$53,354	$62,424	$74,695	94%
ADMINISTRATIVE ASSISTANT – WTRRF	30	30 - PUBLIC WORKS	G05	$49,959	$57,096	$64,233	Administrative Specialist III - WTRRF	E	$53,354	$62,424	$74,695	94%
ARBORIST TECHNICIAN	30	30 - PUBLIC WORKS	G05	$49,959	$57,096	$64,233	Arborist	G	$60,737	$71,062	$85,032	
DEPUTY CITY ATTORNEY	20	20 - LEGAL/HR	G10	$75,863	$86,700	$97,538	Assistant City Attorney	P	$93,962	$109,935	$131,547	
ASSISTANT DIRECTOR - OPERATIONS	35	35 - LIBRARY	12L	$90,688	$103,605	$116,584	Assistant Director - Library Operations	P	$93,962	$109,935	$131,547	
ASSISTANT FIRE CHIEF - EMS	26	26 - FIRE	G14	$105,464	$120,530	$135,596	Assistant Fire Chief - EMS	R	$106,883	$125,053	$149,636	106%
ASSISTANT FIRE CHIEF - TRAINING	26	26 - FIRE	G14	$105,464	$120,530	$135,596	Assistant Fire Chief - Training	R	$106,883	$125,053	$149,636	98%
ASSISTANT CHIEF - POLICE ADMINISTRATION	24	24 - POLICE	G14	$105,464	$120,530	$135,596	Assistant Police Chief - Administration	R	$106,883	$125,053	$149,636	98%
ASSISTANT CHIEF - POLICE OPERATIONS	24	24 - POLICE	G14	$105,464	$120,530	$135,596	Assistant Police Chief - Operations	R	$106,883	$125,053	$149,636	98%
ASSOCIATE ACCOUNTANT – ACCTS PAYABLE	10	10 - ADMINISTRATIVE	G05	$49,959	$57,096	$64,233	Associate Accountant - Accounts Payable	F	$57,045	$66,743	$79,864	
BENEFITS MANAGER	20	20 - LEGAL/HR	G07	$59,826	$68,373	$76,919	Benefits Administrator	H	$64,429	$75,382	$90,200	
ASSOCIATE ACCOUNTANT – UTILITY BILLING	10	10 - ADMINISTRATIVE	G04	$45,038	$51,472	$57,905	Billing Specialist	F	$57,045	$66,743	$79,864	
LIBRARY CUSTODIAN II	35	35 - LIBRARY	03L	$40,082	$45,822	$51,563	Building and Grounds Custodial and Maintenance Worker	D	$49,662	$58,105	$69,527	
YARDMASTER	30	30 - PUBLIC WORKS	G06	$54,905	$62,748	$70,592	Bulky Waste Yard Specialist	F	$57,045	$66,743	$79,864	
CHIEF INSPECTOR	15	15 - COMMUNITY DEVELOPMENT	G10	$75,863	$86,700	$97,538	Chief Building Inspector	L	$79,195	$92,658	$110,873	
CIRCULATION SUPERVISOR	35	35 - LIBRARY	06L	$54,933	$62,754	$70,574	Circulation Coordinator or Library Assistant II - Coordinator	F	$57,045	$66,743	$79,864	96%
CITY ATTORNEY/DIRECTOR, HUMAN RESOURCES	20	20 - LEGAL/HR	G16	$120,276	$137,459	$154,641	City Attorney/Director, Human Resources	U	$129,033	$150,968	$180,646	97%
CITY CLERK	10	10 - ADMINISTRATIVE	G12	$90,675	$103,629	$116,583	City Clerk	N	$86,579	$101,297	$121,210	100%
CITY ENGINEER	30	30 - PUBLIC WORKS	G14	$105,464	$120,530	$135,596	City Engineer	R	$106,883	$125,053	$149,636	101%
ARBORIST	30	30 - PUBLIC WORKS	G07	$59,826	$68,373	$76,919	City Forester	I	$68,120	$79,701	$95,368	
CITY MANAGER	05	05 - EXECUTIVE	EO1		$169,007		City Manager	W	$143,799	$168,245	$201,319	95%
CIVIL ENGINEER II	30	30 - PUBLIC WORKS	G09	$69,693	$79,649	$89,605	Civil Engineer II	L	$79,195	$92,658	$110,873	101%
CIVIL ENGINEER II - STORMWATER	30	30 - PUBLIC WORKS	G09	$69,693	$79,649	$89,605	Civil Engineer II - Stormwater	L	$79,195	$92,658	$110,873	101%
CODE ENFORCEMENT OFFICER	15	15 - COMMUNITY DEVELOPMENT	G08	$64,772	$74,025	$83,278	Code Enforcement Officer	H	$64,429	$75,382	$90,200	
COMMUNITY DEVELOPMENT PROGRAM SPECIALIST	15	15 - COMMUNITY DEVELOPMENT	G06	$54,905	$62,748	$70,592	Community Development Grants Specialist	F	$57,045	$66,743	$79,864	
COMMUNITY RISK REDUCTION SPECIALIST	26	26 - FIRE	G06	$54,905	$62,748	$70,592	Community Risk Reduction Specialist	F	$57,045	$66,743	$79,864	
COMMUNITY SERVICE OFFICER	24	24 - POLICE	G01	$25,709	$29,370	$33,010	Community Service Officer	A	$38,587	$45,147	$54,022	
C & M SPECIALIST	30	30 - PUBLIC WORKS	G05	$49,959	$57,096	$64,233	Crew Lead - Road Construction and Maintenance	H	$64,429	$75,382	$90,200	
WATER DISTRIBUTION CREW LEADER	30	30 - PUBLIC WORKS	G07	$59,826	$68,373	$76,919	Crew Lead - Water Distribution Maintenance	I	$68,120	$79,701	$95,368	104%
CROSSING GUARD	24	24 - POLICE	G01	$25,709	$29,370	$33,010	Crossing Guard	A	$38,587	$45,147	$54,022	
LIBRARY PAGE - JANITORIAL MAINT	35	35 - LIBRARY	D01	$25,709	$29,370	$33,010	Custodian and Grounds Worker	B	$42,279	$49,466	$59,190	95%
MUNICIPAL CUSTODIAN	30	30 - PUBLIC WORKS	G03	$40,092	$45,820	$51,547	Custodian and Grounds Worker	B	$42,279	$49,466	$59,190	95%
UTILITY CLERK	30	30 - PUBLIC WORKS	G04	$45,038	$51,472	$57,905	Customer Service and Administrative Specialist III	E	$53,354	$62,424	$74,695	

City of Fond du Lac
Classification and Compensation Study Update (2025)
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Revised: 8/14/2025

												Averages:
									(Based on 2080 Hours)			104%
Current Job Title	Department Number	Department Name	Current Pay Grade	Current Minimum	Current Midpoint	Current Maximum	Recommended Classification Title	Recommended Pay Grade	Recommended Range Minimum	Recommended Range Midpoint	Recommended Range Maximum	New Midpoint/Average Market Midpoint
CLERK CASHIER (PT)	10	10 - ADMINISTRATIVE	G03	$40,092	$45,820	$51,547	Customer Service Representative/Cashier	E	$53,354	$62,424	$74,695	120%
DEPUTY ELECTIONS/PUBLICATIONS TECHNICIAN	10	10 - ADMINISTRATIVE	G07	$59,826	$68,373	$76,919	Deputy City Clerk	I	$68,120	$79,701	$95,368	
DEPUTY DIRECTOR	40	40 - ITS	G13	$98,070	$112,080	$126,090	Deputy Director - Information Technology	P	$93,962	$109,935	$131,547	
ASSISTANT SUPERINTENDENT - WTRRF	30	30 - PUBLIC WORKS	G10	$75,863	$86,700	$97,538	Deputy Manager - WTRRF	P	$93,962	$109,935	$131,547	
DIRECTOR – ADMINISTRATION & CHIEF FINANCIAL OFFICER	05	05 - EXECUTIVE	G16	$120,276	$137,459	$154,641	Director - Administration and Chief Financial Officer	U	$129,033	$150,968	$180,646	98%
DIRECTOR – COMMUNITY DEVELOPMENT	05	05 - EXECUTIVE	G16	$120,276	$137,459	$154,641	Director - Community Development/Deputy City Manager	U	$129,033	$150,968	$180,646	111%
DIRECTOR – ITS	05	05 - EXECUTIVE	G16	$120,276	$137,459	$154,641	Director - Information Technology Services	U	$129,033	$150,968	$180,646	104%
LIBRARY DIRECTOR	35	35 - LIBRARY	15L	$112,882	$129,022	$145,122	Director - Library	S	$114,266	$133,691	$159,972	105%
DIRECTOR – PUBLIC WORKS	6	6 - EXECUTIVE	G17	$127,671	$145,909	$164,148	Director - Public Works	U	$129,033	$150,968	$180,646	103%
DIVISION CHIEF - COMMUNITY RISK REDUCTION & LIFE SAFETY	26	26 - FIRE	G12	$90,675	$103,629	$116,583	Division Chief - Community Risk Reduction & Life Safety	M	$82,887	$96,978	$116,042	
ELECTRICAL INSPECTOR	15	15 - COMMUNITY DEVELOPMENT	G09	$69,693	$79,649	$89,605	Electrical Inspector	J	$71,812	$84,020	$100,537	98%
ADMINISTRATIVE ASSISTANT - ENGINEERING	30	30 - PUBLIC WORKS	G07	$59,826	$68,373	$76,919	Engineering Program Assistant	F	$57,045	$66,743	$79,864	
ENGINEERING TECHNICIAN I	30	30 - PUBLIC WORKS					Engineering Technician I	E	$53,354	$62,424	$74,695	
ENGINEERING TECHNICIAN II - WATER	30	30 - PUBLIC WORKS	G07	$59,826	$68,373	$76,919	Engineering Technician II	G	$60,737	$71,062	$85,032	
ENGINEERING TECHNICIAN II - ENGINEERING	30	30 - PUBLIC WORKS	G07	$59,826	$68,373	$76,919	Engineering Technician II	G	$60,737	$71,062	$85,032	
EQUIPMENT & COLLECTIONS TECHNICIAN - WTRRF	30	30 - PUBLIC WORKS	G07	$59,826	$68,373	$76,919	Equipment and Collections Technician	G	$60,737	$71,062	$85,032	101%
EQUIPMENT OPERATOR I	30	30 - PUBLIC WORKS	G05	$49,959	$57,096	$64,233	Equipment Operator I	E	$53,354	$62,424	$74,695	104%
EQUIPMENT OPERATOR II - C&M	30	30 - PUBLIC WORKS	G06	$54,905	$62,748	$70,592	Equipment Operator II	F	$57,045	$66,743	$79,864	101%
FACILITIES TECHNICIAN	30	30 - PUBLIC WORKS	G06	$54,905	$62,748	$70,592	Facilities Maintenance Technician	F	$57,045	$66,743	$79,864	
FIRE CHIEF	05	05 - EXECUTIVE	G16	$120,276	$137,459	$154,641	Fire Chief	U	$129,033	$150,968	$180,646	106%
FLEET FOREMAN	30	30 - PUBLIC WORKS	G08	$64,772	$74,025	$83,278	Fleet Maintenance Lead	J	$71,812	$84,020	$100,537	
GARAGE ATTENDANT	30	30 - PUBLIC WORKS	G02	$35,171	$40,195	$45,219	Garage Attendant	C	$45,970	$53,785	$64,359	
WATER UTILITY GENERAL MANAGER	30	30 - PUBLIC WORKS	G13	$98,070	$112,080	$126,090	General Manager - Water Utility	Q	$99,499	$116,414	$139,299	105%
WASTEWATER SUPERINTENDENT	30	30 - PUBLIC WORKS	G13	$98,070	$112,080	$126,090	General Manager - WTRRF	Q	$99,499	$116,414	$139,299	110%
GIS COORDINATOR	30	30 - PUBLIC WORKS	G09	$69,693	$79,649	$89,605	GIS Coordinator	K	$75,504	$88,339	$105,705	108%
GIS SPECIALIST	30	30 - PUBLIC WORKS	G07	$59,826	$68,373	$76,919	GIS Specialist	H	$64,429	$75,382	$90,200	
HELP DESK SUPPORT ANALYST	40	40 - ITS	G06	$54,905	$62,748	$70,592	Help Desk Support Analyst	G	$60,737	$71,062	$85,032	
REHABILITATION SPECIALIST	15	15 - COMMUNITY DEVELOPMENT	G08	$64,772	$74,025	$83,278	Housing Rehabilitation Specialist	G	$60,737	$71,062	$85,032	
ADMINISTRATIVE ASSISTANT – LEGAL/HR	20	20 - LEGAL/HR	G05	$49,959	$57,096	$64,233	Human Resources Specialist/Legal Assistant	F	$57,045	$66,743	$79,864	
INDUSTRIAL PRE-TREATMENT COORDINATOR	30	30 - PUBLIC WORKS	G07	$59,826	$68,373	$76,919	Industrial Pre-Treatment Coordinator	H	$64,429	$75,382	$90,200	
INFORMATION & OUTREACH SERVICES COORDINATOR	35	35 - LIBRARY	10L	$75,816	$86,678	$97,552	Information and Outreach Services Coordinator	K	$75,504	$88,339	$105,705	
ELECTRICIAN ("ELECTRICAL SPECIALIST")	30	30 - PUBLIC WORKS		$54,905	$62,748	$70,592	Journey Level Electrician	I	$68,120	$79,701	$95,368	
LABORATORY ANALYST	30	30 - PUBLIC WORKS	G06	$54,905	$62,748	$70,592	Laboratory Analyst	G	$60,737	$71,062	$85,032	95%
PARKING FACILITIES LEAD	15	15 - COMMUNITY DEVELOPMENT	G04	$45,038	$51,472	$57,905	Lead Parking Facilities Worker	D	$49,662	$58,105	$69,527	
LIBRARIAN I	35	35 - LIBRARY	07L	$59,821	$68,411	$76,898	Librarian I	G	$60,737	$71,062	$85,032	100%
ADULT SERVICES LIBRARIAN	35	35 - LIBRARY	07L	$59,821	$68,411	$76,898	Librarian I	G	$60,737	$71,062	$85,032	
LIBRARIAN II	35	35 - LIBRARY	07L	$59,821	$68,411	$76,898	Librarian II	H	$64,429	$75,382	$90,200	
LIBRARY ASSISTANT I	35	35 - LIBRARY	05L	$49,962	$57,034	$64,251	Library Assistant I	E	$53,354	$62,424	$74,695	129%
LIBRARY ASSISTANT I	35	35 - LIBRARY	05L	$49,962	$57,034	$64,251	Library Assistant I	E	$53,354	$62,424	$74,695	129%

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Created: 4/15/2025
Revised: 8/14/2025

												Averages:
									(Based on 2080 Hours)			104%
Current Job Title	Department Number	Department Name	Current Pay Grade	Current Minimum	Current Midpoint	Current Maximum	Recommended Classification Title	Recommended Pay Grade	Recommended Range Minimum	Recommended Range Midpoint	Recommended Range Maximum	New Midpoint/Average Market Midpoint
LIBRARY ASSISTANT I	35	35 - LIBRARY	05L	$49,962	$57,034	$64,251	Library Assistant I	E	$53,354	$62,424	$74,695	129%
LIBRARY ASSISTANT I	35	35 - LIBRARY	05L	$49,962	$57,034	$64,251	Library Assistant I	E	$53,354	$62,424	$74,695	129%
IDEA STUDIO ASSISTANT	35	35 - LIBRARY	05L	$49,962	$57,034	$64,251	Library Assistant I - Idea Studio	G	$60,737	$71,062	$85,032	
LIBRARY ASSISTANT II	35	35 - LIBRARY	06L	$54,933	$62,754	$70,574	Library Assistant II	F	$57,045	$66,743	$79,864	123%
LIBRARY ASSISTANT II	35	35 - LIBRARY	06L	$54,933	$62,754	$70,574	Library Assistant II	F	$57,045	$66,743	$79,864	123%
LIBRARY CLERK I	35	35 - LIBRARY	02L	$35,173	$40,165	$45,198	Library Clerk I	C	$45,970	$53,785	$64,359	131%
LIBRARY CLERK II	35	35 - LIBRARY	03L	$40,082	$45,822	$51,563	Library Clerk II	D	$49,662	$58,105	$69,527	
LIBRARY PAGE II	35	35 - LIBRARY	D01	$25,709	$29,370	$33,010	Library Page	A	$38,587	$45,147	$54,022	
LIBRARY PAGE	35	35 - LIBRARY	C01	$22,693			Library Page	A	$38,587	$45,147	$54,022	154%
LIBRARY TECHNOLOGY COORDINATOR	35	35 - LIBRARY	10L	$75,816	$86,678	$97,552	Library Technology Coordinator	N	$86,579	$101,297	$121,210	122%
FLEET/ELECTRICAL MANAGER	30	30 - PUBLIC WORKS	G10	$75,863	$86,700	$97,538	Manager - Fleet Operations and Electrical	P	$93,962	$109,935	$131,547	
HUMAN RESOURCES MANAGER	20	20 - LEGAL/HR	G10	$75,863	$86,700	$97,538	Manager - Human Resources	M	$82,887	$96,978	$116,042	88%
WATER UTILITY ENGINEER	30	30 - PUBLIC WORKS	G10	$75,863	$86,700	$97,538	Manager - Utility Technical Operations	L	$79,195	$92,658	$110,873	92%
ELECTRICIAN CREW LEADER	30	30 - PUBLIC WORKS	G08	$64,772	$74,025	$83,278	Master Electrician - Buildings and Facilities	K	$75,504	$88,339	$105,705	
METER SERVICE SPECIALIST	30	30 - PUBLIC WORKS	G06	$54,905	$62,748	$70,592	Meter Service Coordinator	G	$60,737	$71,062	$85,032	
METER SERVICE TECHNICIAN	30	30 - PUBLIC WORKS	G05	$49,959	$57,096	$64,233	Meter Service Technician	E	$53,354	$62,424	$74,695	
NETWORK & SYSTEM SUPPORT SPECIALIST	40	40 - ITS	G08	$64,772	$74,025	$83,278	Network and System Support Specialist	H	$64,429	$75,382	$90,200	105%
JR NETWORK ENGINEER	40	40 - ITS	G09	$69,693	$79,649	$89,605	Network Engineer I	I	$68,120	$79,701	$95,368	
OPERATIONS SUPERINTENDENT	30	30 - PUBLIC WORKS	G14	$105,464	$120,530	$135,596	Operations Superintendent/Deputy Director of Public Works	R	$106,883	$125,053	$149,636	
PROGRAM COORDINATOR	15	15 - COMMUNITY DEVELOPMENT	G05	$49,959	$57,096	$64,233	Outreach and Program Coordinator	F	$57,045	$66,743	$79,864	
PARKING FACILITIES HELPER	15	15 - COMMUNITY DEVELOPMENT	G03	$40,092	$45,820	$51,547	Parking Facilities Worker	B	$42,279	$49,466	$59,190	
PARKS & FORESTRY SUPERINTENDENT	30	30 - PUBLIC WORKS	G12	$90,675	$103,629	$116,583	Parks and Forestry Superintendent	P	$93,962	$109,935	$131,547	105%
PARK CARETAKER	30	30 - PUBLIC WORKS	G04	$45,038	$51,472	$57,905	Parks Facilities and Grounds Maintenance Specialist I	D	$49,662	$58,105	$69,527	102%
PARK TRADE TECHNICIAN	30	30 - PUBLIC WORKS	G05	$49,959	$57,096	$64,233	Parks Facilities and Grounds Maintenance Specialist II	E	$53,354	$62,424	$74,695	97%
PARK CARETAKER/ARBORIST TECHNICIAN	30	30 - PUBLIC WORKS	G04	$45,038	$51,472	$57,905	Parks Facilities, Forestry and Grounds Maintenance Specialist I	D	$49,662	$58,105	$69,527	
STOCKROOM/INVENTORY SPECIALIST	30	30 - PUBLIC WORKS	G04	$45,038	$51,472	$57,905	Parts and Supply Specialist I	C	$45,970	$53,785	$64,359	
STOCKROOM ATTENDANT	30	30 - PUBLIC WORKS	G05	$49,959	$57,096	$64,233	Parts and Supply Specialist II	D	$49,662	$58,105	$69,527	
PAYROLL MANAGER	10	10 - ADMINISTRATIVE	G09	$69,693	$79,649	$89,605	Payroll Administrator	I	$68,120	$79,701	$95,368	100%
PLUMBING/HEATING INSPECTOR	15	15 - COMMUNITY DEVELOPMENT	G09	$69,693	$79,649	$89,605	Plumbing Inspector	J	$71,812	$84,020	$100,537	97%
POLICE CHIEF	05	05 - EXECUTIVE	G16	$120,276	$137,459	$154,641	Police Chief	U	$129,033	$150,968	$180,646	102%
RECORDS CLERK - POLICE	24	24 - POLICE	G04	$45,038	$51,472	$57,905	Police Records Specialist	C	$45,970	$53,785	$64,359	99%
PRINCIPAL PLANNER	15	15 - COMMUNITY DEVELOPMENT	G10	$75,863	$86,700	$97,538	Principal Planner	K	$75,504	$88,339	$105,705	
DEPUTY PROCUREMENT OFFICER	10	10 - ADMINISTRATIVE	G10	$75,863	$86,700	$97,538	Procurement Administrator	K	$75,504	$88,339	$105,705	
PROPERTY EVIDENCE CONTROL UNIT CLERK	24	24 - POLICE	G04	$45,038	$51,472	$57,905	Property Evidence Specialist	D	$49,662	$58,105	$69,527	
PROPERTY EVIDENCE CLERK	24	24 - POLICE	G04	$45,038	$51,472	$57,905	Property Evidence Specialist	D	$49,662	$58,105	$69,527	
PUBLIC RELATIONS COORDINATOR	35	35 - LIBRARY	07L	$59,821	$68,411	$76,898	Public Relations Coordinator	H	$64,429	$75,382	$90,200	
RECORDS & LICENSE ASSISTANT	10	10 - ADMINISTRATIVE	G04	$45,038	$51,472	$57,905	Records & License Assistant	E	$53,354	$62,424	$74,695	
SIDE LOAD OPERATOR	30	30 - PUBLIC WORKS	G04	$45,038	$51,472	$57,905	Refuse Truck Operator	D	$49,662	$58,105	$69,527	99%
SENIOR ACCOUNTANT - BUDGET	10	10 - ADMINISTRATIVE	G08	$64,772	$74,025	$83,278	Senior Accountant - Budget	H	$64,429	$75,382	$90,200	92%

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												Averages:
									(Based on 2080 Hours)			104%
Current Job Title	Department Number	Department Name	Current Pay Grade	Current Minimum	Current Midpoint	Current Maximum	Recommended Classification Title	Recommended Pay Grade	Recommended Range Minimum	Recommended Range Midpoint	Recommended Range Maximum	New Midpoint/Average Market Midpoint
SENIOR ACCOUNTANT - OPERATIONS	10	10 - ADMINISTRATIVE	G08	$64,772	$74,025	$83,278	Senior Accountant - Operations	H	$64,429	$75,382	$90,200	92%
SENIOR ACCOUNTANT -UTILITIES	10	10 - ADMINISTRATIVE	G08	$64,772	$74,025	$83,278	Senior Accountant - Utilities	H	$64,429	$75,382	$90,200	92%
DIRECTOR – SENIOR CENTER	7	7 - EXECUTIVE	G10	$75,863	$86,700	$97,538	Senior Center Director	K	$75,504	$88,339	$105,705	
SENIOR NETWORK ENGINEER	40	40 - ITS	G11	$83,257	$95,151	$107,045	Senior Network Engineer	M	$82,887	$96,978	$116,042	98%
SIGN SHOP TECHNICIAN	30	30 - PUBLIC WORKS	G05	$49,959	$57,096	$64,233	Sign Technician	E	$53,354	$62,424	$74,695	
STREET MAINTENANCE WORKER	30	30 - PUBLIC WORKS	G04	$45,038	$51,472	$57,905	Street Maintenance Worker	D	$49,662	$58,105	$69,527	96%
PARKS SUPERVISOR	30	30 - PUBLIC WORKS	G08	$64,772	$74,025	$83,278	Supervisor - Parks and Forestry	K	$75,504	$88,339	$105,705	
PARKS/C&M SUPERVISOR	30	30 - PUBLIC WORKS	G08	$64,772	$74,025	$83,278	Supervisor - Parks and Solid Waste	K	$75,504	$88,339	$105,705	
POLICE RECORDS CLERK SUPERVISOR	24	24 - POLICE	G07	$59,826	$68,373	$76,919	Supervisor - Police Records Unit	G	$60,737	$71,062	$85,032	
PROPERTY & FACILITY MANAGER	24	24 - POLICE	G09	$69,693	$79,649	$89,605	Supervisor - Property and Evidence Control Unit	H	$64,429	$75,382	$90,200	
STREET/UTILITY FIELD MAINTENANCE FOREMAN	30	30 - PUBLIC WORKS	G08	$64,772	$74,025	$83,278	Supervisor - Streets & Utility Field Maintenance	L	$79,195	$92,658	$110,873	110%
WATER DISTRIBUTION MAINTENANCE SUPERVISOR	30	30 - PUBLIC WORKS	G08	$64,772	$74,025	$83,278	Supervisor - Water Distribution Maintenance	L	$79,195	$92,658	$110,873	
WATER PLANT SUPERVISOR	30	30 - PUBLIC WORKS	G08	$64,772	$74,025	$83,278	Supervisor - Water Treatment Plant	L	$79,195	$92,658	$110,873	106%
LAB COORDINATOR	30	30 - PUBLIC WORKS	G08	$64,772	$74,025	$83,278	Supervisor - WTRRF Lab	L	$79,195	$92,658	$110,873	
WTRRF MAINTENANCE & MUNICIPAL FACILILITIES FOREMAN	30	30 - PUBLIC WORKS	G09	$69,693	$79,649	$89,605	Supervisor - WTRRF Maintenance	L	$79,195	$92,658	$110,873	
ENGINEERING TECHNICIAN II - ENGINEERING	30	30 - PUBLIC WORKS	G07	$59,826	$68,373	$76,919	Survey/Engineering Technician	G	$60,737	$71,062	$85,032	
TRANSIT MANAGER	30	30 - PUBLIC WORKS	G11	$83,257	$95,151	$107,045	Transit Manager	N	$86,579	$101,297	$121,210	95%
ASSISTANT TRANSIT MANAGER	30	30 - PUBLIC WORKS	G07	$59,826	$68,373	$76,919	Transit Operations Manager	I	$68,120	$79,701	$95,368	
ELECTRICIAN & INSTRUMENTATION TECHNICIAN	30	30 - PUBLIC WORKS	G08	$69,693	$79,649	$89,605	Utilities Electrician and Instrumentation Technician	J	$71,812	$84,020	$100,537	
TELEVISION & METERING TECHNICIAN I	30	30 - PUBLIC WORKS	G05	$49,959	$57,096	$64,233	Utility Television and Metering Technician I	E	$53,354	$62,424	$74,695	
TELEVISION & METERING TECHNICIAN II	30	30 - PUBLIC WORKS	G06	$54,905	$62,748	$70,592	Utility Television and Metering Technician II	F	$57,045	$66,743	$79,864	
MECHANIC	30	30 - PUBLIC WORKS	G06	$54,905	$62,748	$70,592	Vehicle/Equipment Diesel Mechanic	G	$60,737	$71,062	$85,032	
WASTEWATER SPECIALIST I	30	30 - PUBLIC WORKS	G06	$54,905	$62,748	$70,592	Wastewater Utility Operator I	G	$60,737	$71,062	$85,032	106%
WASTEWATER SPECIALIST II	30	30 - PUBLIC WORKS	G07	$59,826	$68,373	$76,919	Wastewater Utility Operator II	H	$64,429	$75,382	$90,200	105%
EQUIPMENT OPERATOR II - WATER	30	30 - PUBLIC WORKS	G06	$54,905	$62,748	$70,592	Water Distribution Equipment Operator/Technician	F	$57,045	$66,743	$79,864	99%
WATER PLANT OPERATOR	30	30 - PUBLIC WORKS	G06	$54,905	$62,748	$70,592	Water Plant Operator I	G	$60,737	$71,062	$85,032	
WATER UTILITY TECHNICIAN	30	30 - PUBLIC WORKS	G06	$54,905	$62,748	$70,592	Water Utility Technician	F	$57,045	$66,743	$79,864	
WATER UTILITY WORKER	30	30 - PUBLIC WORKS	G05	$49,959	$57,096	$64,233	Water Utility Worker	D	$49,662	$58,105	$69,527	94%
WELDER/FABRICATOR	30	30 - PUBLIC WORKS	G06	$54,905	$62,748	$70,592	Welder/Fabricator	G	$60,737	$71,062	$85,032	
YOUTH SERVICES COORDINATOR	35	35 - LIBRARY	10L	$75,816	$86,678	$97,552	Youth Services Coordinator	K	$75,504	$88,339	$105,705	

Exhibit 10

City of Fond du Lac, WI
Classification and Compensation Study Update (2025)
Comparison of Recommended Market Reference Points to Market Average Midpoints (for Benchmark Jobs)
Created: 4/14/2025
Revised: 8/19/2025

(This analysis was completed prior to the decision to adjust the structure by 1.5% to reflect recent market movement)

Target Average:	95% - 105%
Average:	104.4%

Recommended Pay Grade	Current Classification Title	Recommended Range Market Reference Point (Annualized-Based on 2080 Hours)	Market Average Midpoint	Recommended Range Market Reference Point as a Percent of the Market Average Midpoint
H	ADMINISTRATIVE ASSISTANT/OFFICE MANAGER – WATER	$75,382	$80,820	93%
C	ADMINISTRATIVE SPECIALIST I	$53,785	$52,901	102%
D	ADMINISTRATIVE SPECIALIST II	$58,105	$58,826	99%
E	ADMINISTRATIVE SPECIALIST III	$62,424	$66,209	94%
R	ASSISTANT CHIEF - POLICE OPERATIONS	$125,053	$127,821	98%
R	ASSISTANT FIRE CHIEF - EMS	$125,053	$117,803	106%
R	ASSISTANT FIRE CHIEF - TRAINING	$125,053	$117,722	106%
F	CIRCULATION SUPERVISOR	$66,743	$69,472	96%
U	CITY ATTORNEY/DIRECTOR, HUMAN RESOURCES	$150,968	$156,236	97%
N	CITY CLERK	$101,297	$101,758	100%
R	CITY ENGINEER	$125,053	$124,258	101%
W	CITY MANAGER	$168,245	$176,423	95%
L	CIVIL ENGINEER II	$92,658	$92,058	101%

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Target Average:	95% - 105%
Average:	104.4%

Recommended Pay Grade	Current Classification Title	Recommended Range Market Reference Point (Annualized-Based on 2080 Hours)	Market Average Midpoint	Recommended Range Market Reference Point as a Percent of the Market Average Midpoint
E	CLERK CASHIER (PT)	$62,424	$51,875	120%
U	DIRECTOR – ADMINISTRATION & CHIEF FINANCIAL OFFICER	$150,968	$153,659	98%
U	DIRECTOR – COMMUNITY DEVELOPMENT	$150,968	$136,044	111%
U	DIRECTOR – ITS	$150,968	$145,833	104%
U	DIRECTOR – PUBLIC WORKS	$150,968	$146,617	103%
G	EQUIPMENT & COLLECTIONS TECHNICIAN - WTRRF	$71,062	$70,635	101%
E	EQUIPMENT OPERATOR I	$62,424	$60,044	104%
F	EQUIPMENT OPERATOR II	$66,743	$66,226	101%
U	FIRE CHIEF	$150,968	$141,999	106%
K	GIS COORDINATOR	$88,339	$82,070	108%
M	HUMAN RESOURCES MANAGER	$96,978	$110,053	88%
G	LABORATORY ANALYST	$71,062	$75,125	95%
G	LIBRARIAN I	$71,062	$70,934	100%

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Target Average:	95% - 105%
Average:	104.4%

Recommended Pay Grade	Current Classification Title	Recommended Range Market Reference Point (Annualized-Based on 2080 Hours)	Market Average Midpoint	Recommended Range Market Reference Point as a Percent of the Market Average Midpoint
E	LIBRARY ASSISTANT I	$62,424	$48,524	129%
E	LIBRARY ASSISTANT I -TECHNICAL SERVICES	$62,424	$46,327	135%
F	LIBRARY ASSISTANT II	$66,743	$54,407	123%
C	LIBRARY CLERK I	$53,785	$39,956	135%
S	LIBRARY DIRECTOR	$133,691	$127,162	105%
A	LIBRARY PAGE	$45,147	$29,303	154%
N	LIBRARY TECHNOLOGY COORDINATOR	$101,297	$82,885	122%
G	MECHANIC	$71,062	$69,623	102%
B	MUNICIPAL CUSTODIAN	$49,466	$51,953	95%
H	NETWORK & SYSTEM SUPPORT SPECIALIST	$75,382	$72,051	105%
D	PARK CARETAKER	$58,105	$57,014	102%
E	PARK TRADE TECHNICIAN	$62,424	$64,557	97%
P	PARKS & FORESTRY SUPERINTENDENT	$109,935	$104,649	105%

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Target Average:	95% - 105%
Average:	104.4%

Recommended Pay Grade	Current Classification Title	Recommended Range Market Reference Point (Annualized-Based on 2080 Hours)	Market Average Midpoint	Recommended Range Market Reference Point as a Percent of the Market Average Midpoint
I	PAYROLL MANAGER	$79,701	$79,682	100%
U	POLICE CHIEF	$150,968	$147,469	102%
C	RECORDS CLERK - POLICE	$53,785	$54,543	99%
H	SENIOR ACCOUNTANT - OPERATIONS	$75,382	$81,827	92%
M	SENIOR NETWORK ENGINEER	$96,978	$98,765	98%
D	SIDE LOAD OPERATOR	$58,105	$58,892	99%
D	STREET MAINTENANCE WORKER	$58,105	$60,376	96%
L	STREET/UTILITY FIELD MAINTENANCE FOREMAN	$92,658	$83,988	110%
N	TRANSIT MANAGER	$101,297	$106,857	95%
G	WASTEWATER SPECIALIST I	$71,062	$66,919	106%
H	WASTEWATER SPECIALIST II	$75,382	$71,816	105%
Q	WASTEWATER SUPERINTENDENT	$116,414	$106,166	110%
I	WATER DISTRIBUTION CREW LEADER	$79,701	$76,394	104%

City of De Pere, Wisconsin

3.B

Request for Finance/Personnel Committee Action

MEETING DATE:	February 10, 2026
DEPARTMENT:	Development Services
FROM:	Quasan Shaw, Community & Economic Development Specialist
SUBJECT:	Consideration and Possible Action to enter into a contract for demolition services at 126 S. Broadway St to Dark Horse Deconstruction LLC.*
RECOMMENDED ACTION:	Approve staff recommendation

ATTACHMENTS:
Memo to FPC - 02102026 Demolition Services RFP, Gauthier&Sons, Dark Horse Deconstruction, Best Enterprises, Veit

CITY OF DE PERE
MEMO

To: James Boyd, Mayor
Finance/Personnel Committee Members
From: Quasan Shaw, Economic Development Planner
Date: February 10, 2026

RE: **Consideration and possible action to enter into a contract for demolition services at 126 S. Broadway St to Dark Horse Deconstruction LLC.***

Summary
The City was awarded a Site Assessment Grant (grant) from the Wisconsin Economic Development Corporation on June 23, 2025, in the amount of $143,000. The grant provides $85,000 for site clearance with a public funds match of $28,634 for a total site clearance budget of $113,634. The grant also provides $58,000 for environmental site investigation for a total project cost of $171,634. The first phase of the project is for site clearance, and the second phase is for environmental services to prepare site for future development.

Development Services Department issued a Request For Proposal on October 27, 2025, for demolition services for 126 and 132 S. Broadway St. as this was a collaboration between the City and the adjacent property owner to simultaneously demolish both building due to a common wall. The adjacent property owner withdrew from collaboration, and the original RFP was cancelled.

On January 12, 2026, the Development Services Department released for distribution a new Request for Proposals (RFP) for demolition services at 126 S. Broadway St.

Services provided will include:

1. Remove all structures on site including foundations, basement material and footings. Removal includes foundation walls, and removal of all other walls, partition walls, columns, piers, beams, or other projections, and all footings. In addition, all miscellaneous shrubbery, fences, steps, flagpole base, etc will be removed.
2. Contractor shall be responsible for appropriate handling and disposal of hazardous materials on site. The work shall include abatement and or handling of asbestos containing material (ACM) and lead based paint.
3. Contractor coordinate all required disconnects by private utility companies and obtain all demolition or other permits associated with these operations.
4. The water and sanitary sewer laterals shall be cut/capped at the transition between the private/public lateral. The private lateral beyond the cut/cap and all associated plumbing shall be removed from the site.
5. All disturbed areas shall be graded to maintain the overall drainage pattern and the site restored to dust and erosion free condition.

City staff received a total of four RFP responses from the following agencies:

Proposals Received	Amount	Ranking
Gauthier & Son's Construction Inc.	$91,799	Incomplete proposal and could not be ranked
Dark Horse Deconstruction LLC.	$102,400	1
B.E.S.T Enterprises, LLC.	$123,507	2
Veit & Company, Inc.	$159,072	3

Development Services completed a review of the proposals and based on the evaluation criteria in Section E. of the Request For Proposal (example below).

E. EVALUATION CRITERIA
Proposals will be evaluated based on the overall approach, team experience and qualifications, budget, organizational structure, methodology, schedule and fit with the City of De Pere. Proposals will be evaluated according to the following:

1. Project approach and scope. (20 points).

2. Qualifications of the project team and individual members. Particular attention will be given to the experience and the demonstrated ability of the project manager to complete all project tasks. (20 points).

3. Project Team experience and examples (20 points).

4. Understanding of required project work. (20 points).

5. Project cost. (20 points).

Timeline and Budget
Dark Horse Deconstruction LLC can provide demolition and environmental abatement services for $102,400.00 and will be completed within 2-3 weeks. The City budget for the demolition portion is $113,634 for site clearance. The City was awarded an $85,000 Site Assessment Grant from the Wisconsin Economic Development Corporation to assist with demolition. The remaining $17,400 will come from TID 18.

Staff Recommendation
Recommend approval of the proposal from Dark Horse Deconstruction LLC for demolition services as outlined in the RFP and forward the recommendation to the Common Council for approval.

GAUTHIER & SONS' CONSTRUCTION, INC.

EARTHWORK • DEMOLITION
PHONE: (920) 437-9277
FAX: (920) 437-9279
www.gauthierandsonsconstruction.com

MAIL:
P.O. BOX 8545
GREEN BAY, WI 54308-8545

OFFICE & YARD:
344 N. HENRY ST.
GREEN BAY, WI 54302

City of De Pere
335 S Broadway
De Pere, WI 54115

January 30, 2026

Attn: Quasan Shaw

Re: Razing building at 126 S Broadway

Scope of our services to include:

-Provide City of DePere Demolition and Utility Disconnect Permit
-Provide sidewalk closure permit
-Cover walk adjacent to 126 S Broadway with foam and plywood
-Provide and place erosion control around perimeter and at inlets
-Provide temp chain link fencing around 126 S Broadway
-Cap sanitary sewer and water at the foundation wall
-Demolish building and dispose of rubble
-The north and east foundation walls will remain in place
-Place and compact clay fill within 126 S Broadway footprint
-Fill will match the surrounding elevation on the north and east sides
-Fill to slope down to the west to match the existing pavement elevation
-Place and compact 6" of topsoil, seed and mulch

For the sum of: $87,024.00

Assume: Building at 132 S Broadway would be demolished first for safety reasons.
Fill would be placed / restoration of both sites would happen concurrently.

Voluntary Alternate #1: Abate the asbestos in 126 S Broadway Add: $3,675.00
Voluntary Alternate #2: Install erosion mat in the 126 area Add: $1,100.00

Exclude: Handling hazardous / contaminated material
Repairing concrete and asphalt pavement damaged by construction traffic
Street Closure, signage, barricades

Steve Peckumn

"Over 95 Years of Service"

Demolition of 126 South Broadway St.
City of De Pere, Wisconsin
Request for Proposals – Issued January 12, 2026

Submitted by:
Dark Horse Deconstruction LLC (formally Recyclean)
705 50th Street
Kenosha, WI 53140
Phone: 920-213-0823
Email: Cole@recyclean.net
Website: https://recyclean.net/

Primary Contact:
Cole Alsbach, VP of Operations
Phone: 920-213-0823
Email: cole@recyclean.net

Authorized Representatives:
Mike Goffman, Field Operations Director
Phone: 920-213-0823
Email: mgoffman@recyclean.net

Proposed Subcontractors:

- Badger Environmental LLC – Asbestos Abatement
  Contact: Steve badgerenv@gmail.com

Firm Overview

Dark Horse Deconstruction LLC (formally Recyclean Inc) is a deconstruction/demolition contractor with 20+ years of experience performing building deconstruction, building demolition, and site restoration for public and private clients in Wisconsin.

Understanding of the Project

We understand that the City of De Pere seeks a qualified contractor to provide abatement and demolition services for the commercial building located at 126 South Broadway St., including:

- Removal of the 1.5-story commercial structure and associated .5-story basement.
- Removal of all foundations, footings, partition walls, columns, piers, beams, and other projections. North and East foundation walls to remain in place to

provide support to adjacent sidewalk and parking area, to be coordinated with City of De Pere

- Removal of miscellaneous site elements such as shrubbery, fences, steps, flagpole base, and similar improvements as noted in the RFP.
- Proper handling, abatement, and lawful disposal of asbestos containing material (ACM), lead-based paint, and any other hazardous materials encountered.
- Protection of adjacent sidewalks, roadways, utilities, and overhead lines, and maintenance of site safety measures throughout the work.
- Backfilling and grading to maintain positive drainage and a dust- and erosion-free restored condition.

Our team is well-suited to perform this work due to the following:

- Demonstrated experience with municipal demolition and deconstruction projects in Wisconsin.
- Strong safety record and established procedures for working near public sidewalks, roadways, and overhead utilities.
- Proven ability to coordinate utility and lateral disconnections in compliance with local requirements.

Project Team

Project Manager / Primary Contact:

- Name: Cole Alsbach
- Responsibilities: Overall project coordination, City liaison, schedule and budget control, oversight of safety and quality.

Site Superintendent:

- Name: Mike Goffman
- Responsibilities: Daily site supervision, subcontractor coordination, site safety enforcement, field documentation.

Key Subcontractors:

- Badger Environmental LLC

Resumes for key staff are available upon request.

Scope and Approach

Our team proposes to provide complete services necessary to deliver the project as described in the RFP, including:

- Pre-construction planning and permitting (including razing and lateral permits).
- Hazardous materials abatement, based on pre-demolition report completed by NorthStar Environmental Testing LLC, dated 4/10/25, provided by City of DePere, to include removal and disposal of approx. 30 ft of pipe insulation in the basement area and clean up loose Lead based paint on the north wall. Scrape off misc. loose paint.
- Private utility coordination and disconnection.
- Water and sanitary sewer lateral disconnection, removal of private laterals, and documentation of locations for City record updates.
- Structural demolition of the building, foundations, basement, pits, wells, or cisterns, including removal to at least three feet below existing grade.
    - North and East foundation walls to remain in place to provide support to adjacent sidewalk and parking area, to be coordinated with City of De Pere
- Debris removal and disposal, including provision of landfill and facility receipts.
- Backfilling/rough grading provided as needed to maintain positive drainage on the site.
- Site safety and protection of adjacent public facilities (sidewalks, streets, overhead utilities).

Schedule

We understand the City's conceptual timeline is as follows:

Assuming notice of award on or about February 10th, 2026, our anticipated project duration is 2-3 weeks and will begin on a mutually agreed upon date with the City of De Pere.

Relevant Project References

Project Name/Location: 830-834 N Plankington Ave., Milwaukee, WI
Owner/Client: New Land Development
Year Completed: 2021
Scope: Full deconstruction of buildings
Contract Value: $380,000
Your Role: Deconstruction/Demolition Contractor

Project Name/Location: 147 E Becher., Milwaukee, WI
Owner/Client: Bear Development
Year Completed: 2024
Scope: Full deconstruction of buildings
Contract Value: $1,800,000
Your Role: Deconstruction/Demolition Contractor

Project Name/Location: 1840 Fairwell Ave., Milwaukee, WI
Owner/Client: New Land Development
Year Completed: 2022
Scope: Full deconstruction of buildings
Contract Value: $247,000
Your Role: Deconstruction/Demolition Contractor

References

Name: Boris Gokhman
Title: Owner
Organization: New Land Development
Email: boris@newlandmke.com
Phone: 414-349-5504
Project/Relationship: Long-time client

Name: Jonah Hetland
Title: COO
Organization: CMA Construction
Email: jonah@cmaofwi.com
Phone: 262-818-8114
Project/Relationship: 147 E Becher., Milwaukee, WI

Name: Sheldon Oppermann
Title: CFO
Organization: New Land Development
Email: sheldon@newlandmke.com
Phone: 414-271-5263
Project/Relationship: Long-time client

Cost

We propose to complete the work described in this proposal for the following fees:

Demolition $97,500

Asbestos Abatement: $4,900

Maximum not-to-exceed fee for all services: **$102,400**

Compliance, Insurance, and Other Requirements

- We will comply with all applicable federal, state, and local laws, ordinances, rules, and regulations governing demolition, abatement, safety, and disposal.
- We acknowledge the City's rights regarding proposal rejection, selection, and negotiation, and that all materials prepared for the City under this project will be subject to applicable public records laws.
- See attached certificate of insurance for Dark Horse Deconstruction LLC.

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 01/05/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: MOLLY HARTMAN	
MM Insurance Associates 15885 W. National Ave. Suite 300 New Berlin WI 53151	PHONE (A/C, No, Ext): (262) 754-4736	FAX (A/C, No): (262) 754-4739
	E-MAIL ADDRESS: MOLLY@MMINSURANCEASSOCIATES.COM	

INSURED	INSURER(S) AFFORDING COVERAGE	NAIC #
Dark Horse Deconstruction LLC 6301 122ND AVENUE KENOSHA WI 53142	INSURER A : MT HAWLEY INSURANCE	37974
	INSURER B : ERIE INSURANCE	26830
	INSURER C : HUDSON	25054
	INSURER D : AMERISAFE	31895
	INSURER E : TRAVELERS PROPERTY	25674
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** CL2321002461 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [X] PRO-JECT [ ] LOC [ ] OTHER:			MGL0201877	03/07/2025	03/07/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG [ ]	$ 1,000,000 $ 300,000 $ 1,000 $ 1,000,000 $ 2,000,000 $ 2,000,000 $
B	AUTOMOBILE LIABILITY [ ] ANY AUTO [X] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY			Q03-0740086	03/07/2025	03/07/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) [ ]	$ 1,000,000 $ $ $ $
C	[X] UMBRELLA LIAB [X] OCCUR [ ] EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [ ] RETENTION $			HXS 1001440 05	03/07/2025	03/07/2026	EACH OCCURRENCE AGGREGATE [ ]	$ 5,000,000 $ 5,000,000 $
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N: N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		AVWCIL3298382025	08/13/2025	08/13/2026	[X] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
E	CARGO RENTED/LEASED EQUIPMENT			660-4T144699	11/15/2025	11/15/2026	LIMIT	$350,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER IS NAMED AS ADDITIONAL INSURED

CERTIFICATE HOLDER

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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Demolition of 126 South Broadway St. City of De Pere, Wisconsin

November 26, 2025

BEST Enterprises LLC.

3230 Eiler Rd

De Pere, WI 54115

Contact/Authorized Representatives:

Avery Herr, Project Manager
3230 Eiler Rd
De Pere, WI 54115
(920) 680-2246
excavating@bestenterprisesllc.com

Jesse Juedes, General Manager
3230 Eiler Rd
De Pere, WI 54115
(920) 371-1403
jesse@bestenterprisesllc.com

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Statement Of Qualifications

Frank Calaway founded F & R Trucking in June of 1994. In 2001, he changed the company name to BEST Enterprises, LLC to better reflect the expanded services offered.

Our services include excavating, demolition, trucking, snow plowing and removal, septic systems, and the delivery of a wide array of materials.

With the successful completion of hundreds of excavation and demolition projects—including residential and commercial buildings, agricultural facilities, parking lots, mounds, septic systems, and drainage solutions—BEST Enterprises, LLC stands out as a trusted expert with unmatched knowledge and experience. Our extensive fleet of trucking and excavating equipment ensures we always have the right tools to complete your project with maximum efficiency.

We also operate a full-service repair and fabrication shop, where we perform maintenance and repair on our fleet, as well as fabrication and repair services for equipment outside of our own.

Demolition

BEST Enterprises is uniquely equipped with the staff and equipment necessary to safely and efficiently perform a wide range of demolition and excavation projects. With our three excavators equipped with clam buckets, we are able to sort and process demolition materials with precision and efficiency. Our goal is to minimize the amount of material hauled to the landfill and maximize the materials we are able to salvage and recycle.

By utilizing belt trailers, we can transport demolition materials at peak efficiency, reducing trucking impact on the surrounding community, preserving local roads, and minimizing disruption to traffic patterns. Due to the close proximity of this project to our quarry located in Greenleaf, we will be able to haul all concrete associated with this project back to our quarry for crushing and recycling for future use.

BEST Enterprises has completed many large-scale demolition projects for private individuals and municipalities throughout Wisconsin. We understand that each demolition project is unique and may require different methods to safely and efficiently achieve the desired outcome. BEST Enterprises will coordinate with city and municipal staff to address concerns prior to project commencement to help minimize the impact of our work on the community.

Brush Cutting

Our specialized brush cutting and clearing unit on our backhoe is designed to selectively remove unwanted brush and trees while preserving desirable vegetation. We specialize in reclaiming fence lines or complete fence line removal to help landowners maximize usable acreage. Wood chips and mulch are left on site to promote natural decomposition and reduce erosion.

Excavating

Our diverse fleet of excavating equipment and expert operators make BEST Enterprises, LLC your one-stop contractor with the tools and expertise to get any job done.

Excavation Services Offered

* Basements
* Parking Lots
* Site Preparation
* Driveways
* Mounds
* Septic Systems
* Ponds
* C-Soil Hauling
* Disaster Clean Ups
* Demolition
*Sanitary & Water Laterals
*Brush Clearing & Stump Grinding/Removal
* Material Delivery

Snow Plowing

At BEST Enterprises, LLC, we provide full-service commercial snow plowing and removal throughout Northeastern Wisconsin. We have the equipment and personnel to offer 24-hour snow plowing, removal, and relocation services throughout the winter season. Our versatility allows us to handle all commercial snow removal needs, whether for a parking lot, retail area, medical facility, industrial site, office complex, driveway, or walkway—no job is too large or too small.

We understand the importance of maintaining clean, well-managed, and safe commercial areas to ensure business continuity during winter weather. Each customer's needs and property requirements are unique. For that reason, we meet with customers prior to service commencement to review designated snow removal areas, relocation locations, obstacles to avoid, application of de-icing agents, and any other site-specific conditions. Customer satisfaction is our priority.

Snow Plowing Services Offered

* Plowing with Pick Up Trucks
* Plowing with Loaders, Tractors and Skidsteers
* Snow Blowing or Shoveling of Sidewalks
* Snow Removal, Loading and Hauling from site
* Salting or Sand/Salt Mixtures Applied for de-icing

Trucking

With our wide range of trucks and trailers and our experienced drivers, we have the equipment and expertise to efficiently handle all of your hauling needs. Our fleet includes dump trucks ranging from 5-yard to 30-yard boxes, semi dump trailers, refuse belt trailers capable of transporting up to 120 cubic yards, and flatbed trailers. We also offer lowboy hauling, as well as overweight and over-width transport services.

We provide full-service roll-off dumpster solutions, offering both open-top and compactor units ranging from 10-yard to 40-yard dumpsters for residential, commercial, industrial, and agricultural applications.

Our diverse range of hauling equipment makes us a valuable resource not only for our own projects, but also for other demolition contractors throughout Wisconsin. By offering versatile transport solutions, we help reduce hauling and disposal costs on demolition projects. We are frequently the go-to hauling provider for material handling and waste disposal—whether on our own demolition projects or for other contractors. We take pride in the strong professional relationships we maintain with contractors across the region.

BEST Enterprises, LLC operates statewide, with primary coverage across Northeastern Wisconsin from Marinette to Milwaukee, and extending west into areas such as Wausau and Stevens Point. Our primary service radius includes Brown County and surrounding counties.

Key Staff: Our Team at Your Service

- Frank Calaway, Owner
  - (920) 371-1066 Frank@bestenterprisesllc.com
  - Frank has 32 years of experience in the fields of excavation, demolition, and trucking, as well as managing company operations and projects to deliver exceptional service to customers.
  - Frank's true passion is working on-site with his employees and providing insight and excellent service to our customers.

- Jesse Juedes, General Manager
  - (920) 371-1403 Jesse@bestenterprisesllc.com
  - Jesse has been with BEST Enterprises for 26 years, learning all aspects of the company and building strong relationships with customers and municipalities. He oversees the big picture and manages all divisions of BEST Enterprises.

- Teri Geurts, Office Manager
  - (920) 983-9787 Teri@bestenterprisesllc.com
  - Teri manages all invoicing, billing, fleet and equipment registration, and licensing, and plays a key role in overall company management.

- Avery Herr, Project Coordinator
  - (920) 680-2246 Excavating@bestenterprisesllc.com
  - Avery manages and coordinates excavation and demolition project estimating, permitting, subcontractor coordination, and general site management.
  - Avery is the primary staff member who coordinates most frequently with customers and municipalities throughout the duration of projects.

Scope and Technical Approach

Introduction:
BEST Enterprises will perform all work within the scope described in the RFP documents for the demolition of 126 South Broadway Street, City of De Pere, Wisconsin, in three phases. Phase 1 will include permits, abatement, and installation of erosion control measures and fencing. Phase 2 will consist of structure and concrete demolition. Phase 3 will include site filling, restoration, and project closeout.

Phase 1: Permits, Abatement, and Site Preparation
Before on-site work begins, BEST Enterprises will apply for and post all applicable permits associated with the project scope. Once the required 10-day DNR notification period has passed, our abatement contractor will complete asbestos abatement of all ACM materials identified in the 126 S. Broadway structure. After asbestos abatement, all restricted waste materials will be removed and disposed of accordingly.

During abatement and restricted waste removal, perimeter chain-link fencing will be installed to secure the site and protect the public. Erosion control measures—including silt sock and inlet protection—will be installed to ensure no impact on surrounding surface water or stormwater systems.

Phase 2: Structure and Concrete Demolition
Phase 2 will begin with interior demolition, including removal and salvage of recyclable materials and separation of demolition debris from concrete, block, and brick. Interior demolition is typically performed by hand or with use of mini excavators, skid steers, and other small equipment that can be operated inside the buildings. Performing interior demolition first improves efficiency for larger equipment during structural demolition and helps control debris that may otherwise disperse during demolition activities.

Once interior demolition is complete, structural demolition will begin—likely starting from the north side of the building and proceeding south. We anticipate the use of one to three excavators on site to support, dismantle, and load materials. Water will be used during demolition and loading to control dust and airborne debris.

Demolition material will be hauled to the landfill using our 53-foot belt trailers and semi-trucks. These trailers allow us to maintain legal weight compliance and optimize transport efficiency, resulting in fewer loads and reduced impact on surrounding roads. After building demolition is complete and materials are removed, concrete, brick, and block foundation walls will be extracted. These materials will be loaded onto quad axle dump trucks and hauled to our quarry in Greenleaf for future recycling.

To prevent undermining or structural damage to the adjacent city sidewalk, our intent is to leave the majority of the foundation walls and footings along the east side of the building in place. The top one foot of the east foundation or basement wall will be removed to allow filling and grading over the area.

Once foundations are removed, sewer and water laterals will be exposed, removed, and capped per the direction, inspection, and approval of the city plumbing inspector.

Phase 3: Site Filling and Restoration

Phase 3 will begin with filling and grading of the building and basement voids. Clean clay fill will be imported, placed, and compacted. The filled area will be graded to a 3:1 slope from the North and East sides down to elevations that provide a 2% slope to discharge water toward the west. Fill will be placed in lifts using a bulldozer, with each lift compacted using a drum roller.

Once the proposed subgrade is established, 4 inches of quality topsoil will be placed over the filled areas. The topsoil will be Harley raked or pulverized to optimize seedbed preparation. Grass seeding will be performed using a Brillion seeder where feasible; otherwise, seed will be broadcast. Straw mulch will be blown over areas with gentle slopes, and erosion mat (E-mat) will be installed on critical slopes to prevent erosion. Erosion control measures will remain in place until vegetation is established and the site is dust-free.

Site chain-link fencing will be removed upon completion of restoration work.

BEST Enterprises LLC. Proposed Project Schedule:

Phase 1: Permits, Abatement, and Site Prep.

Estimated Total 18 Working Days

- Permits: Estimated 10 Working Days
  - 10-Day DNR Notification
  - Historical Society Waiting Period
  - City of De Pere Permits
- Asbestos Abatement: Estimated 5 Working Days
  - Abatement of applicable asbestos outlined in the 126 S. Broadway Pre-Demolition report.
- Restricted Waste Abatement: Estimated 1 Working Days
  - Abatement of all Restricted Waste associated with 126 & 132 S. Broadway.
- Site Chain-Link Fence Installation: Estimated 1 Working Days
  - Installation of Perimeter Chain-Link fencing.
- Erosion Control Installation: Estimated 1 Working Day
  - Installation of Silt Sock and Inlet Protection

Phase 2: Structure and Concrete Demolition

Estimated Total 23 Working Days

- Interior Demolition: Estimated 2 Working Days
  - Demolition and sorting of interior fixtures and materials to be performed to eliminate sorting and salvage time during structure demolition.
- Structure Demolition: Estimated 10 Working Days
  - Demolition, Hauling, and Removal of structures down to concrete slabs and basement walls.
- Concrete Demolition: Estimated 10 Working Days
  - Demolition, and Removal of concrete slabs, walls and footings/foundations.
- Sewer and Water Abandonment: Estimated 1 Working Days
  - Abandonment, and removal of sewer and water laterals associated with 126 & 132 S. Broadway.

Phase 3: Site Filling and Restoration

Estimated Total 6 Working Days

- Site Filling: Estimated 4 Working Days
    - Import, Placement, grading and compaction of clay fill material.
- Topsoil Placement: 1 Working Days
    - Import placement, grading, and compaction of 4" of Topsoil.
- Seeding, Mulching, and E-Mat: 1 Working Days
    - Harley raking of Topsoil
    - Seeding with Brillion Seeder
    - Blowing/spreading of straw mulch
    - Installation of E-Mat on critical slope areas

Total Estimated Project Duration

Estimated Total: 47 Working Days (Approximately 9 Calendar Weeks)

Working days between phases and steps will likely overlap reducing total duration of project

This duration assumes continuous progress under normal working conditions. The schedule may be impacted by permitting delays, weather, winter or moisture-sensitive operations, utility conflicts, or unforeseen site conditions. Any such delays may extend the overall project timeline.

Reference List:

City of Green Bay – William Paape

100 N Jeffereson St Green Bay, WI 54301

920-448-3315

Midwest Paper (McKinley Paper) – Katie Byrum

540 Prospect St Combined Locks, WI 54113

920-687-3633

Spirit - Jeff Lewins

3131 Market St Green Bay, WI 54304

920-336-9590

City of Sheboygan - Bernard Rammer

828 Center Ave Sheboygan, WI 53081

920-980-0043

WSI - Scott Halvorson

100 Prospect St Combined Locks, WI 54113

920-830-5608

GEO Solutions - Dave MacDougall

1250 Fifth Ave New Kensington, PA 15068

518-365-3189

WI DOT - Kevin Diehl

4822 Madison Yards Way Madison, WI 53705

608-261-0124

Project History:

Since our founding in 1994 with just one dump truck and a grader, BEST Enterprises has grown into a leading provider of professional services across Northeast Wisconsin. Today, our fleet of trucks and state-of-the-art earth-moving and demolition equipment enables us to complete even the most complex projects with confidence. While we have expanded over the years, we remain committed to our customers, employees, and community. We look forward to continuing to serve Northeast Wisconsin for many years to come.

Relevant Experience – Same Block as Proposed Project

In 2019, BEST Enterprises completed the demolition of the fire-damaged structures at 100 and 106 S. Broadway in De Pere for J&J Enterprises of De Pere, LLP (Mr. Turba). This work was performed just north of the current proposed demolition site, providing us with firsthand experience in this immediate area. In addition, we have completed multiple demolition projects for St. Norbert College, further demonstrating our familiarity with local site conditions, municipal coordination, and permitting processes in the City of De Pere.

Below are three recent, large-scale demolition examples that further highlight our capabilities.

2025

Demolition: HSHS St. Mary's Crossroad Nursing Home

The Crossroad Nursing Home, a 35,000+ square foot facility, was demolished for the HSHS Group. BEST Enterprises provided on-site material crushing, reducing hauling and disposal costs while generating usable aggregate for the next phase of their expansion. The building was demolished while maintaining the integrity of the exterior walls, resulting in a clean site and minimal disruption to ongoing facility operations.

Demolition: Winnebago County Hangar 13 Demolition Project Hangar 13 was a unique project as prior to notice of award the county contacted Best to perform an emergency demolition due to building collapse and the threat of damage to neighboring property. This not only presented scheduling challenges but also subcontractor challenges as the portion of building requiring emergency demolition was full of asbestos. We were able to coordinate with our asbestos contractor to have the proper supervision and DNR permitting to get that part of the building demolished safely and before any major damage could be done to neighboring structures.

2024

Demolition: City of Manitowoc – Lake Shore Mall

In a major project spanning 2024 and 2025, BEST Enterprises completed the demolition of the 200,000 square foot Lakeshore Mall and two out lot buildings. Over 1,000,000 square feet of asphalt and concrete were removed as part of site preparation and restoration to City of Manitowoc specifications. We facilitated asbestos inspection, coordination of abatement, full demolition, and worked closely with the land developer to reduce overall project costs for both the City and the developer.

Demolition: Stevens Point Shopko

Over a three-month period, our team demolished the 90,000 square foot former Shopko located at 1200 Main Street, Stevens Point. Using a specialized "inside-out" demolition method allowed us to maintain a safe, clean jobsite with minimal impact on the surrounding community. All 30-foot-tall exterior block walls were filled with foam insulation beads. Rather than risk contamination, we cut and vacuumed the insulation from inside the walls into enclosed trailers prior to demolition — a step many contractors typically avoid, but one we considered necessary to protect the site and neighborhood.

Project History Continued:

Alliance Construction **2011-Present** **$69,762.00**

Hauling Metal to recycle center, excavating at Alliance new office and install drain tile to ditch and connect to existing tile. Excavating and setting grade for new addition for one of Alliance Customers, partial demolition and grading for Dollar Tree in Green Bay, excavation and backfill for Village of Greenleaf Village Hall adaptation, excavation and backfill of building addition for Mid valley Golf Course.

City of Green Bay **2010-Present** **$838,883.00**

Provided equipment, labor and proper disposal of building materials, contents, building foundation walls and concrete floor to approved disposal sites on various properties in the City of Green Bay. Capped sewer laterals at property lines and provided equipment, labor and material to backfill foundation, compact and place topsoil at same properties. Have ongoing contract to demo condemned houses.

City of Kewaunee **December 2018** **$10,825.00**

Provided equipment, labor and proper disposal of building materials, contents, building foundation walls and concrete floor to approved disposal sites for property on Harrison St. Also capped sewer laterals at property lines and provided equipment, labor and material to backfill foundation, compact and place topsoil.

City of Menasha **2016-Present** **$132,000.00**

Provided equipment, labor and proper disposal of building materials, contents, building foundation walls and concrete floor to approved disposal sites on various properties in the City of Green Bay. Capped sewer laterals at property lines and provided equipment, labor and material to backfill foundation, compact and place topsoil at same properties.

Cornette Farm Supply **2000-Present** **$200,000.00**
Provided equipment, labor and proper disposal of building materials, contents, building foundation walls and concrete floor to approved disposal sites for 2 properties in Greenleaf. Also capped sewer laterals at property lines and provided equipment, labor and materials to backfill foundation, compact and place topsoil for properties. Did miscellaneous excavating and hauling for different projects over the years and snow plow lots.

Country Visions Co-op **9/2018 - 8/2019** **$1,041,128.00**
Provide equipment, labor and proper disposal of building materials, content, elevators, concrete foundation and aprons at approved disposal sites for various projects in Sheboygan Falls, Chilton and Random Lake. Excavation for parking areas and new construction

Creations Galore **12/2018** **$56,800.00**
Remove, load & haul away blacktop - ruff grade for new blacktop.

Brickstead Dairy **2003-Present** **$793,060.00**
Various projects around farm - remove bunker walls, dig test holes, various excavating, brush cutting and other misc. jobs.

Endeavor Environmental **2012-Present** **$897,402.00**
Provided equipment, labor and proper disposal of building materials, contents, building foundation walls and concrete floor to approved disposal sites on various properties around Wisconsin. Capped sewer laterals at property lines and provided equipment, labor and material to backfill foundation, compact and place topsoil at same properties. (Green Bay, Suamico, Sobieski, New Auburn, Neenah, Alma Center) Also did hauling of C-Soil for various projects.

Holy Rosary Catholic Church **06/2018** **$13,450.00**
Provide equipment, labor and proper disposal of building materials, contents, building foundation walls and concrete floor to approved disposal sites. Capped sewer laterals at property line, provided equipment, labor and material to backfill foundation, compact and place topsoil.

Precept Properties **2017-Present** **$426,343.00**
Excavating of 2 sites for mini warehouses and dig for drain tile. Excavating various properties for new commercial construction.

Milis Flatwork, LLC **2016-Present** **$446,631.00**
Excavating at various properties for concrete installation and hauling of material

Neighbor Works Green Bay **10/2017 - 8/2018** **$30,825.00**
Provide equipment, labor and proper disposal of building materials, contents, building foundation walls and concrete floor to approved disposal sites. Capped sewer laterals at property line. Provided equipment, labor and material to backfill foundation, compact and place topsoil all for 2 properties in Green Bay (Oakland/Kellogg St and E Walnut St.) Also removed 8 trees from Oakland/Kellogg St property.

Newcomer Funeral Service Group **3/2018 - 5/2018** **$30,650.00**
Provide equipment, labor and proper disposal of building materials, contents, building foundation walls and concrete floor to approved disposal sites. Capped sewer laterals at property line. Provided equipment, labor and material to backfill foundation, compact and place topsoil. All for 2 properties in Green Bay - Crooks St and Monroe Ave.

St. Norbert College **5/2016 - 4/2017** **$91,906.00**
Provide equipment, labor and proper disposal of building materials, contents, building foundation walls and concrete floor to approved disposal sites. Capped sewer laterals at property line. Provided equipment, labor and material to backfill foundation, compact and place topsoil. For multiple buildings on the campus. Also did digging to expose gas line.

T-Bone Investments **6/2017 - 7/2017** **$487,700.00**
Provide equipment, labor and proper disposal of building materials, contents, building foundation walls and concrete floor to approved disposal sites. Capped sewer laterals at property line. Provided equipment, labor and material to backfill foundation, compact and grade for installing new parking lot.

The Pool Team **2008 – Present** **$259,213.00**
Digging of pools at various locations in Wisconsin.

Town of Morrison **3/25/2016** **$43,386.00**
Provide equipment, labor and proper disposal of building materials, contents, building foundation walls and concrete floor to approved disposal sites. Capped sewer laterals at property line. Provided equipment, labor and material to backfill foundation, compact and place topsoil. For Manner House on Mill Rd in Morrison, WI

Town of Wrightstown **2012 – Present** **$34,241.00**
Install Culverts on town roads - various projects.

Village of Wrightstown **2017 – Present** **$143,429.00**
Provide equipment, labor and proper disposal of building materials, contents, building foundation walls and concrete floor to approved disposal sites. Capped sewer laterals at property line. Provided equipment, labor and material to backfill foundation, compact and place topsoil. For park building and building on Golf Course Drive. Dug out curb on properties in village. Hauled manure out of pit and used backhoe to remove manure out of bottom of pit and dozer to level manure in field for property on Golf Course Drive. Brush Cutting

Apple Valley Orthodox Church **5/2020 – Present** **$183,797.00**
Provide equipment and labor for excavation of parking area, installing sewer and water lines, digging pond and site excavation.

Bonnilake Real Estate, LLC **2/2020 - 4/2020** **$176,816.00**

Provide equipment, labor and proper disposal of building materials, contents, building foundation walls and concrete floor to approved disposal sites. Capped sewer laterals at property line. Provided equipment, labor and material to backfill foundation, compact and place topsoil. For School in Theinsville

J&J Enterprises of De Pere **8/2019 - 12/2019** **$122,022.00**
Provide equipment, labor and proper disposal of building materials, contents, building foundation walls and concrete floor to approved disposal sites. Provided equipment, labor and material to backfill foundation, compact and place topsoil. For 100 - 106 S. Broadway after Fire

Sarah Abts **12/2019 - 6/2020** **$90,844.00**
Provide equipment and labor to demolish and remove all buildings, concrete foundation and slabs on site. Includes House, Round Barn, Riding Ring, Machine Shed and Small Horse Shelter in field. Clean up C-Soil and dispose of at proper disposal site. Excavate site to customers specifications.

Country Aire Farms **10/2015 - 7/2020** **$143,564.00**
Various excavation projects for customer. Fence line removal and ditch work

Valley Christian School **11/2020 – Present** **$267,325.00**
Provide equipment and labor to excavate for new building and parking area.

City of Sheboygan **8/2020 - 5/2021** **$319,500.00**
Provide equipment and labor to demolish and removal Armory building, building foundation walls and floor to approved disposal sites. Provide equipment, labor and material to backfill foundation.

City of Manitowoc **1/2021 – Present** **$1,066,775.00**
Provide equipment, labor and proper disposal of building materials, contents, building foundation walls and concrete floor to approved disposal sites.

Spirit Construction **2/2021 - 4/2021** **$225,853.00**
Removed tanks from site and disposed of at approved disposal site.

Door County Facilities & Parks **8/2020** **$16,477.00**
Provide equipment, labor and proper disposal of building materials, contents, building foundation walls and concrete floor to approved disposal sites.

Upthom Storage **12/2015 - 10/2020** **$130,923.00**
Provide equipment, labor and proper disposal of building materials, contents, building foundation and concrete floor to approved disposal sites. Excavation of sites to prep for new building.

City of Menasha **01/2022** **$420,056.00**
Fire Demolition at Whiting Paper Mill, 100 River St, Menasha - Provide equipment, labor and proper disposal of

all fire damaged and destroyed building materials to approved disposal sites.

Clarence Cumber **05/2022** **$103,436.00**
Butch's Bar Demo, 112 S 3rd Ave, Sturgeon Bay, WI Full demolition of all C&D waste commingled with asbestos. Haul & Dispose in lined dumpsters and backfill site.

Integrity Grading **2021** **$187,000.00**
Hauling of waste from former landfill to new landfill

BEST Built, Inc **2023** **$218,000.00**
Interior Demolition - Provide equipment, labor and proper disposal of all demolition material

US Ecology **2022** **$130,700.00**
Hauling and disposal of C-Soil from natural gas site at 11345 S Hwy 64, Suring, WI

Veit Companies **2019 – Present** **$1,268,000.00**
Hauling from various job sites in area and On Site crushing of material

Village of Allouez **2024** **$200,212.00**
Provide equipment, labor and proper disposal of building materials, contents, building foundation and concrete floor to approved disposal sites. Excavation of sites and seed and mulch area.

B.E.S.T. Enterprises, LLC.
3230 Eiler Rd
De Pere, WI 54115
Phone 920-983-9787 Fax 920-983-9788

Proposal

Date	Proposal No.
1/28/2026	2025-4956

City of De Pere
335 S. Broadway St
De Pere, WI 54115

Contact Name	Phone Number
Quasan Shaw	920-339-2372

Fax/Email	Job Name / Location
qshaw@deperewi.gov	126 S Broadway, De Pere

Description	Unit Price
Demolition Bid Proposal For the property located at 126 S. Broadway, De Pere, WI 54115, the scope of work includes the following: Administrative Services – Permitting Provide administrative labor to apply for, obtain, and maintain all permits required to perform the work described herein, including but not limited to: 10-Day Wisconsin DNR Demolition Notification City of De Pere Demolition Permit City of De Pere Soil Erosion and Sediment Control Permit City of De Pere Sewer Capping Permit All permit fees are included. BEST Enterprises will manage permit tracking and retention for the duration of the project. Mobilization and Demobilization Provide all equipment, labor, and trucking necessary to mobilize and demobilize the equipment required to perform the work described in this proposal.	

Acceptance of Proposal. I accept and authorized you to do work as specified at the rate(s) listed above. I have also read and agree to the General Terms & Conditions for Service document and Special Service Addendum.

Customer Signature: _____ Date: _____

B.E.S.T. Enterprises, LLC: _____ Date: 1/30/26

AS REQUIRED BY THE WISCONSIN CONSTRUCTION LIEN LAW, SERVICE PROVIDER HEREBY NOTIFIES OWNER THAT PERSONS OR COMPANIES PERFORMING, FURNISHING, OR PROCURING LABOR, SERVICES, MATERIALS, PLANS, OR SPECIFICATIONS FOR THE CONSTRUCTION ON OWNER'S LAND MAY HAVE LIEN RIGHTS ON OWNER'S LAND AND BUILDINGS IF NOT PAID. THOSE ENTITLED TO LIEN RIGHTS, IN ADDITION TO THE UNDERSIGNED SERVICE PROVIDER, ARE THOSE WHO CONTRACT DIRECTLY WITH THE OWNER OR THOSE WHO GIVE THE OWNER NOTICE WITHIN 60 DAYS AFTER THEY FIRST PERFORM, FURNISH, OR PROCURE LABOR, SERVICES, MATERIALS, PLANS OR SPECIFICATIONS FOR THE CONSTRUCTION. ACCORDINGLY, OWNER PROBABLY WILL RECEIVE NOTICES FROM THOSE WHO PERFORM, FURNISH, OR PROCURE LABOR, SERVICES, MATERIALS, PLANS, OR SPECIFICATIONS FOR THE CONSTRUCTION, AND SHOULD GIVE A COPY OF EACH NOTICE RECEIVED TO THE MORTGAGE LENDER, IF ANY. SERVICE PROVIDER AGREES TO COOPERATE WITH THE OWNER AND THE OWNER'S LENDER, IF ANY, TO SEE THAT ALL POTENTIAL LIEN CLAIMANTS ARE DULY PAID.

Proposal

B.E.S.T. Enterprises, LLC.
3230 Eiler Rd
De Pere, WI 54115
Phone 920-983-9787 Fax 920-983-9788

Date	Proposal No.
1/28/2026	2025-4956

City of De Pere
335 S. Broadway St
De Pere, WI 54115

Contact Name	Phone Number
Quasan Shaw	920-339-2372

Fax/Email	Job Name / Location
	126 S Broadway, De Pere
qshaw@deperewi.gov	

Description	Unit Price
Temporary Security Fencing Provide equipment, labor, and materials to erect a 6' tall perimeter chain-link fence utilizing panel sections with stands and sandbag stabilization to secure the site and protect the general public during demolition activities. Erosion Control – Silt Sock Installation Provide equipment, labor, and materials to install approximately 350 linear feet of silt sock along the downstream perimeter of the site to ensure compliance with best management erosion control practices. Erosion Control – Inlet Protection Provide equipment, labor, and materials to install an estimated seven (7) inlet protection units throughout and around the proposed work area to ensure compliance with best management erosion control practices. Asbestos Abatement – 126 S. Broadway Provide equipment, labor, materials, hauling, and disposal necessary to perform asbestos abatement in accordance with quantities and locations specifically identified as requiring pre-demolition abatement in the North Star Pre-Demolition Asbestos, Lead-Based Paint and Restricted Waste Report for 126 S. Broadway, De Pere. All work will be performed in compliance with applicable state and federal regulations. Unidentified Materials / Change Order Procedure Any asbestos-containing materials or other regulated wastes discovered during demolition that are not identified in documentation provided at the time of proposal will require immediate notification and	

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B.E.S.T. Enterprises, LLC: Avery Herr Date: 01/30/26

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Proposal

Date	Proposal No.
1/28/2026	2025-4956

City of De Pere
335 S. Broadway St
De Pere, WI 54115

Contact Name	Phone Number
Quasan Shaw	920-339-2372

Fax/Email	Job Name / Location
qshaw@deperewi.gov	126 S Broadway, De Pere

Description	Unit Price
will be handled via change order procedure prior to removal. Documentation Requirement Proof of inspection and proof of asbestos abatement must be provided prior to filing the Wisconsin DNR 10-Day Demolition Notification. In the event this documentation cannot be supplied, a site inspection will be required; this inspection and any related costs are not included in this proposal and will be handled through change order. Unforeseen Underground & Environmental Conditions Any unforeseen underground obstructions or environmental conditions not identified in the reports provided at the time of proposal—including but not limited to buried tanks, abandoned utilities, private service lines, wells, unmarked foundations, structural voids, undocumented footing extensions, contaminated soils, groundwater infiltration, or other regulated materials—will be immediately brought to the attention of the Owner. Such conditions are not included in this proposal and will be addressed through change order prior to removal or remediation.	

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City of De Pere
335 S. Broadway St
De Pere, WI 54115

Contact Name	Phone Number
Quasan Shaw	920-339-2372

Fax/Email	Job Name / Location
qshaw@deperewi.gov	126 S Broadway, De Pere

Description	Unit Price
Restricted Waste Abatement – 126 S. Broadway Provide equipment, labor, hauling, and disposal to perform restricted waste abatement throughout. Restricted waste consists of materials that cannot be disposed of as standard demolition debris, including but not limited to televisions, refrigerators, air conditioning units and associated Freon, light ballasts, and fire extinguishers. Exclusion – Hazardous Materials Any hazardous materials discovered that are not identified prior to demolition (e.g., chemicals, oils, fuel tanks, contaminated soils, or other regulated substances) are not included in this proposal and will require evaluation and handling through change order procedure. Structure Demolition and Removal Provide equipment, labor, hauling, and disposal to raze and remove the structure associated with the property located at 126 S. Broadway, De Pere. Water will be applied during demolition and loading operations to mitigate dust and airborne debris in accordance with Wisconsin DNR regulations.	

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Proposal

Date	Proposal No.
1/28/2026	2025-4956

City of De Pere
335 S. Broadway St
De Pere, WI 54115

Contact Name	Phone Number
Quasan Shaw	920-339-2372

Fax/Email	Job Name / Location
qshaw@deperewi.gov	126 S Broadway, De Pere

Description	Unit Price
Excavation & Structural Concrete Removal Provide equipment, labor, hauling, and disposal to excavate and remove all concrete, block, brick, slabs, basements, footings, walls, and frost walls associated with the structures at 126 S. Broadway, De Pere. Concrete identified as containing lead-based paint in the provided reports will be segregated and disposed of at an approved landfill. All remaining clean concrete, block, and brick will be hauled for recycling and reuse. The existing foundation wall located along the east side adjacent to the city sidewalk will remain in place to prevent undermining of the sidewalk. This wall will be lowered to a minimum depth of one (1) foot below finished grade. Complete removal of this wall is not recommended, as doing so could result in significant damage or potential failure of the sidewalk due to loss of subgrade support. Sanitary Sewer Lateral Abandonment & Removal Provide equipment, labor, and materials to cap, abandon, and remove the sanitary sewer lateral associated with 126 S. Broadway, at the transition point between the private and public lateral. Water Service Lateral Abandonment & Removal Provide equipment, labor, and materials to cap, abandon, and remove the water service lateral associated with 126 S. Broadway, at the transition point between the private and public lateral.	

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City of De Pere
335 S. Broadway St
De Pere, WI 54115

Contact Name	Phone Number
Quasan Shaw	920-339-2372

Fax/Email	Job Name / Location
qshaw@deperewi.gov	126 S Broadway, De Pere

Description	Unit Price
Backfill & Grading – Clay Fill Material Provide equipment, labor, materials, and hauling to import, place, grade, and compact good clay fill material within the proposed building void. Final grading to include a 3:1 slope from the existing North and East sides, and a 2% slope from the bottom sloping toward the West. See attached proposed site plan for reference. Topsoil Placement & Finish Preparation Provide equipment, labor, materials, and hauling to import, place, grade, and compact 4 inches of topsoil in preparation for seeding and mulching. Topsoil will be pulverized using a Harley rake prior to seed and mulch installation. Seeding & Mulching Provide equipment, labor, and materials to seed and mulch all areas topsoiled as part of this project. Erosion control matting will be installed on critical slope areas to prevent erosion until grass is established. 126 S Broadway Demolition Cost Total:	123,507.00
Prevailing Wage Disclaimer Prevailing wages are not included in this proposal. If prevailing wage rates are required by the owner, municipality, or any governing agency, pricing will be revised accordingly and handled through change order prior to proceeding with the applicable work.	

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Proposed Restoration Site Plan:

Demolition of 126 South Broadway
City of De Pere, Wisconsin



Proposed building and foundation voids to be filled with good clay fill material and compacted in lifts matching the proposed site plan contours and defined slopes. 4" of topsoil will be placed and pulverized with a Harley rake in preparation to Seeding and Mulching.

Part of Brown County WI

LEGEND / KEY

- Parcel Boundary
- Condominium
- Gap or Overlap
- "hooks" indicate parcel ownership crosses a line
- Parcel line
- Right of Way line
- Meander line
- Lines between deeds or lots
- Historic Parcel Line
- Vacated Right of Way

A complete map legend (map key) is available at: tinyurl.com/BrownDogLegend

Map printed 11/18/2025

1:480
1 inch = 40 feet*
1 inch = 0.00758 miles*
*original page size is 8.5" x 11"
Appropriate format depends on zoom level

This is a custom web map created by an online user of the GIS map services provided by the **Brown County Wisconsin Planning & Land Services Department**

(920) 448-6480
www.browncountywi.gov

January 30, 2026

PROJECT PROPOSAL

Demolition of 126 South Broadway Street
City of De Pere, Wisconsin



Veit & Company, Inc.

Herb Pundsack III
Senior Project Manager - Demolition
(414) 702-2928 | herb.pundsack@veitusa.com

P: (414) 372-9803 | F: (414) 372-9804

18600 W Lincoln Ave New Berlin WI 53146

City of De Pere, Wisconsin

335 S. Broadway
De Pere, WI 54115

(920) 339-2372 | qshaw@deperewi.gov

January 27, 2026

City of De Pere, Wisconsin
335 South Broadway
De Pere, WI 54115

Re: Demolition of 126 South Broadway Street

Veit & Company Inc. is pleased to submit our proposal to provide demolition services for the demolition of 126 South Broadway Street. With over 98 years of experience in demolition and earthwork, Veit has safely and successfully completed thousands of similar projects across the Midwest—ranging from complex commercial teardowns to full structural removals within urban and environmentally-sensitive settings

We take pride in providing professional services from preconstruction through project closeout, ensuring clear communication, precise execution, and safe, timely completion. Our commitment to safety, environmental stewardship, and client satisfaction is reflected in every project we perform.

We appreciate the opportunity to partner with the City of De Pere on this important project and welcome the chance to discuss how Veit's demolition expertise can best serve your goals.

The Project Manager associated with this opportunity is Herb Pundsack III. Please reach out to him or Derek Johnson, Estimator II if you have any questions or require additional information. Their contact information is as follows:

Herb Pundsack III
Senior Project Manager
414-702-2928
Herb.pundsack@veitusa.com

Derek Johnson
Estimator II
262-422-4329
derek.johnson@veitusa.com

Sincerely,

Brian Volk
Treasurer

Table of Contents

1. Title Page
2. Cover Letter
3. Statement of Qualifications
    a. Team Organization
    b. Project Summary
4. Key Staff
5. Scope & Approach
6. Schedule
7. Experience & Examples
8. Cost

PROJECT TEAM



Tim Reimann
President



Mike Flahave
Vice President of Demolition



Herb Pundsack
Senior Project Manager/Estimator



Derek Johnson
Estimator II



JT Valois
General Superintendent

Leadership Team Project Team

Understanding of the Project

Veit & Company, Inc. understands that the City seeks a qualified contractor to complete the safe, efficient, and environmentally responsible demolition of two commercial structures—including removal of all foundation walls, footings, utilities, and miscellaneous site features—and to restore the site to a clean, graded, and erosion-free condition. Our team recognizes the importance of strict compliance with all safety, permitting, and environmental requirements, including coordination of private utility disconnections, protection of adjacent sidewalks, roads, and power lines, and proper handling and disposal of materials at approved facilities. We also understand that this project's success depends on maintaining site safety, documenting lateral disconnections, and restoring positive drainage while minimizing disruption to surrounding areas.

Why Veit is Best Suited

Veit is uniquely qualified to perform this work based on extensive experience with similar large-scale urban and environmental demolition projects across Wisconsin and the Upper Midwest. Recent examples include:

- 400–420 S Broadway Demolition & Site Improvements – full-site remediation and demolition for the City of Green Bay's EPA-funded brownfield redevelopment.
- Green Bay Packaging Mill Isolation and Demolition – selective demolition of a 160,000 SF active industrial facility requiring precise structural separations, dewatering, and backfilling
- Brown County Expo / Shopko Hall – demolition of multiple landmark facilities adjacent to Lambeau Field, including waste removal, on-site crushing, and recycling of over 89 % of materials

Our in-house demolition and earthwork teams, supported by a dedicated Safety Department and deep equipment fleet, allow us to self-perform nearly all aspects of the work—from hazardous-material handling and structure removal to backfilling and site restoration—ensuring cost control, safety, and schedule certainty.

Demolition of 126 South Broadway St.

City of De Pere Development Services Department

Written Execution Plan

Prepared by Veit & Company, Inc.

Submitted on 1/29/26

Veit & Company, Inc.

14000 Veit Place, Rogers, MN 55374-9583
Phone: (763)428-2242

PROJECT ORGANIZATION

PROJECT DESCRIPTION:

Veit & Company, Inc. (Veit) will perform demolition services at the 126 South Broadway St. site located in De Pere, WI. The project will consist of Veit performing asbestos abatement, sewer/water disconnects, erosion control, mass demolition, backfill and compaction, and site restoration.

Project Address: 126 South Broadway St. De Pere, WI 54115

Contacts:

Party	Name	Phone	Email
Veit	Derek Johnson, Project Manager	262-422-4329	Derek.Johnson@veitusa.com
Veit	JT Valois, General Superintendent	414-343-6360	Jt.Valois@veitusa.com
Veit	Jamie Bowe, Site Superintendent	414-894-0683	Jamie.Bowe@veitusa.com
Veit	Angie Simien, Safety Manager	612-710-0628	Angie.Simien@veitusa.com
Veit	Ryan Olson, Director of Demolition	612-919-1707	Rolson@veitusa.com

WORKING HOURS

Veit intends to work on site five (5) days a week, Monday to Friday, from the hours of 7:00 AM CST to 6:00 PM CST. If additional work shifts are needed to accommodate critical work activities or summer hours, Veit will communicate any changes to the owner for approval.

CORPORATE SAFETY MANUAL

Veit's Corporate Safety Manual is available upon request.

PERMITS, LICENSING & NOTIFICATIONS

Veit will submit the following prior to starting any work onsite. A copy of this notification will be located onsite in the superintendent's field folder.

- WDNR 10-Day Notification
- City of De Pere Demolition Permit
- City of De Pere Soil Erosion Control Permit
- City of De Pere Sewer Cap Permit
- City of De Pere Sidewalk Closure Permit
- City of De Pere Hydrant Permit

CONSTRUCTION AND DEMOLITION DEBRIS (C&D) –

With very little exception, the solid waste materials generated from this project will be classified as C&D Debris and not industrial waste. This project will be generating C&D that will need to be collected, transported, and disposed of at an approved facility. The types of C&D will consist of the following materials:

- Wood

- Concrete
- Plastics
- Roofing materials

These materials will be loaded directly into end-dump or side dump trailers for final transportation and disposal in an approved landfill. The material will then be brought to GFL Hickory Meadows in Hilbert, WI or the Brown County South Landfill in Greanleaf, WI.

STEEL AND PRECIOUS METALS RECYCLING

Veit plans to recover the following materials

- Plate and Structural Steel
- Heavy Melt Steel
- Sheet and Light Gauge steel
- Non-Ferrous metals such as Aluminum, Copper, Brass, Stainless Steel, Nickel, etc.

These materials will be collected and brought to a certified recycling facility.

TRANSPORTATION AND RECYCLING OF CONCRETE

All recyclable concrete will be brough to the Greenleaf Quarry located at 1829 Day Street, Greenleaf, WI 54216.

TRANSPORTATION AND DISPOSAL ASBESTOS & REGULATED WASTE

Veit's subcontractor Balestrieri Environmental and Development, INC. will remove specified universal waste and asbestos containing materials as described in the "Pre-Demolition Inspection: Asbestos, Lead-Based Pain, Restricted Waste Items" Report completed by Stantec for the Tile & Stone Gallery at 126 S Broadway St. De Pere, WI 54115 dated April 10th, 2025.

- Remove approximately 37 linear feet of friable asbestos containing thermal insulation from basement storage and east basement via glove bags method.
- Removal all assumed friable asbestos containing fire doors throughout facility prior to demolition activities
- Remove all universal hazardous waste prior to demolition activities.
- Asphalt perimeter sealant and roofing materials to be left in place and demolished using water suppression.

PRE-CONSTRUCTION & MOBILIZATION PLAN

PRE-CONSTRUCTION

Veit's Project Manager will work with City of De Pere Development Services Department's representative to meet all pre- construction requirements, submittals, attend meetings, perform site inspections, apply for any applicable licensing/permits and/or notifications required.

MOBILIZATION

Mobilization will occur upon approval of the required pre-work submittals and issuance of

any required permits/notifications. Mobilization will include the setup of on-site facilities, identification of transportation routes, establishing contractor support areas, surveying existing Site conditions, and installing temporary controls.

The Superintendent will mobilize early to begin coordination of the arrival of facilities, vehicles, materials, personal protective equipment (PPE), and heavy equipment. Veit will also establish the personnel, equipment, material tracking, safety, and operating procedures that will govern project execution. All equipment will be inspected for mechanical defects and to ensure guards and safety mechanisms are functioning properly.

BARRIERS & SECURITY

Veit will set up a 6' tall perimeter chain-link fence around the construction area where only authorized employees and personnel wearing the approved PPE shall be allowed to enter. Signs and gates will be utilized to gain access and egress to and from the work areas. All employees and visitors will be required to sign in and out of the area each day. Veit will coordinate with the owner to develop the most effective site access control system, to avoid any unauthorized access.

PRESERVATION OF REMAINING STRUCTURES

In compliance with the specifications, and in an effort to protect remaining facilities, structures, and utilities, Veit will implement specific sequences or approach angled demolition methods to control and direct the directional felling of structures, sections and components. This will include a mobile "Bang Board" to prevent debris and other materials from leaving the jobsite and to protect the sidewalk and adjacent parking lots. Additionally, plywood and other materials will be laid down to prevent damage to sidewalks and adjacent parking lots.



EROSION CONTROL AND STORMWATER MANAGEMENT PLAN –

Veit will place storm inlet protection within the grates of the adjacent catch basins and layout bio-logs around the site fencing as identified on Site Logistics Plan within the demolition work area. Best management practices such as street sweeping, dust control, will also be addressed.

DUST SUPPRESSION

During the course of the project, Veit will implement various best management practices (BMPs) to manage fugitive dust emissions, especially during demolition and hauling activities. These BMPs include, but are not limited to:

- Applying dust control water during active deconstruction activities.
- Providing adequate freeboard in haul trucks to prevent spillage.
- Limiting vehicle traffic in disturbed areas to the extent practical.

Veit will mobilize the appropriate dust control equipment to the site for the sole use as dust suppression. During demolition activities, Veit will utilize 1-1/2" fire hoses to adequately control fugitive dust emissions.

PROPOSED DEMOLITION PLAN

This section describes key issues with the structures on site. Structures above and below ground that will be demolished and either disposed or recycled.

Mechanical demolition methods include the use of specialized demolition machines like, excavators with shears, excavator and front-end loaders with grapples, buckets & thumbs, magnets, etc. Mechanical demolition is always performed in a top-down method to allow the demolition operators to control the demolition process in a controlled manner.

SPECIFIC PRE-DEMOLITION ACTIVITIES

Shutdown and decommissioning activities performed by Owner and Utility contractors:

- The isolation and LOTO of electrical services to the structures scheduled for demolition
- Cutting and capping of other utility services including the natural gas, sewer and water that are not to remain
- Obtain written confirmation from utility companies and property caretaker confirming services to the facility are indeed terminated and no longer pose a risk to personnel or the public
- Contact Digger's Hotline for surrounding utility markings
- All existing specified materials that are regulated will be removed from the facility by Balestrieri per the "Pre-Demolition Inspection: Asbestos, Lead-Based Paint, Restricted Waste Items" Report Dated April 10th, 2025
- Traffic management plan will be fully implemented by Veit
- Erosion control measures will be implemented as per local county and state regulations

DEMOLITION TECHNIQUES & SEQUENCING –

Building Separation Work – Selective Demolition

Veit laborers will begin selectively demolishing the structure at the point where the former tile shop ties into the existing bowling alley. With all utilities disconnected, Veit will begin creating air gaps between the tile shop and the bowling alley where the exterior wall and floors tie from one structure to the other leaving the wood floor joist structure for now. Next, laborers working from a boom lift will then begin working top-down with a saw to cut free floor joists and roof beams as needed for Veit's 336 machine to grab these structural pieces from the work area. This work will begin with the roof and work down to grade systematically working through the structure separation zone.

Mass Demolition

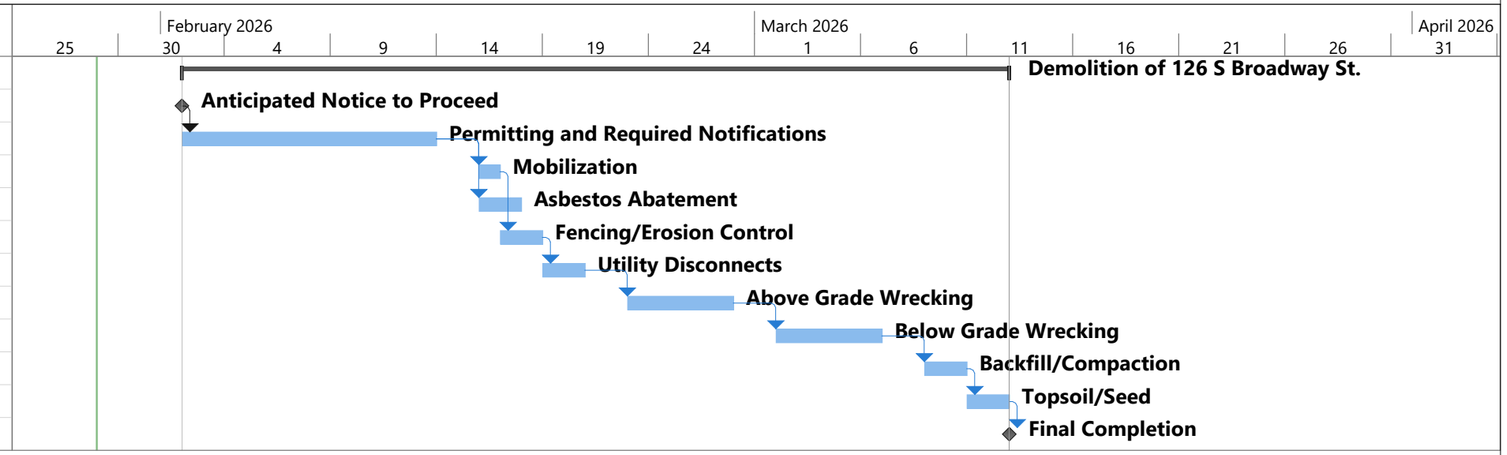
The buildings will be demolished using conventional top-down demolition methods. Veit's 336 machine will wreck the existing above grade structures with a bucket and hydraulic thumb to help segregate materials throughout the demolition process. Demolition debris will be loaded out into end-dump trailers and sent to the landfill. Veit will wreck the structure systematically, so it does not leave any joist or truss unsupported for an extended period of time.

With the above grade removed, Veit will begin removing the poured concrete slab on grade. This material will be segregated from the above grade wood and brick debris so it can be properly recycled. With the slab removed, Veit will begin removing the foundation walls to 3' below grade and backfilling to keep the foundation to remain from failing.

Once the entire structure is removed and backfilled, Veit will begin to place topsoil and seed to restore the site, maintain drainage, and prevent erosion of soils.

Demolition of 126 S Broadway St.
City of De Pere, Wisconsin
Preliminary Demolition Schedule

ID	Task Mode	Task Name	Duration	Start
1		**Demolition of 126 S Broadway St.**	**29 days**	**Mon 2/2/26**
2		Anticipated Notice to Proceed	0 days	Mon 2/2/26
3		Permitting and Required Notifications	10 days	Mon 2/2/26
4		Mobilization	1 day	Mon 2/16/26
5		Asbestos Abatement	2 days	Mon 2/16/26
6		Fencing/Erosion Control	2 days	Tue 2/17/26
7		Utility Disconnects	2 days	Thu 2/19/26
8		Above Grade Wrecking	5 days	Mon 2/23/26
9		Below Grade Wrecking	5 days	Mon 3/2/26
10		Backfill/Compaction	2 days	Mon 3/9/26
11		Topsoil/Seed	2 days	Wed 3/11/26
12		Final Completion	0 days	Thu 3/12/26



Project: 126 S Broadway Schedu
Date: Thu 1/29/26

Task	Project Summary	Manual Task	Start-only	Deadline
Split	Inactive Task	Duration-only	Finish-only	Progress
Milestone	Inactive Milestone	Manual Summary Rollup	External Tasks	Manual Progress
Summary	Inactive Summary	Manual Summary	External Milestone

MIKE FLAHAVE

Vice President, Demolition

Mike has worked for Veit for over 14 years. As Vice President of Demolition, he oversees all demolition project management, estimating, and project coordination in addition to developing the overall growth strategy for demolition services into new markets. Mike has led numerous challenging demolition projects with Veit. He develops strong, trusting relationships with clients, and deliver projects safely, on time and within budget.

EDUCATION + TRAINING

B.A. Leadership Management

St. John's University

A.S. Construction Project Supervision

Dunwoody College of Technology

OSHA 30 Hour

BNSF Contractor Training

BNSF Intermodal Training

Railroad Education

AGC Leadership Blueprint Class of 2019

Traveler's Crane Operations Class





EXPERIENCE: 14 Years — Industry Experience

Veteran's Memorial Arena (Green Bay, WI)

- Demolition of a multi-purpose arena
- Regulated waste removal
- Soft stripping of interiors, hand separation
- Controlled felling
- 23,397 Tons of recycled concrete

Northwestern Mutual Demolition (Milwaukee, WI)

- Dismantled 22-story building
- Interior demolition with mini excavators
- Two elevator shafts were used as chutes to send down demolition debris & concrete
- 20,000 Pieces of scaffolding constructed around the perimeter of the building (230 feet tall)
- Recycling rate 93%
- Recycled 67,000 tons of concrete & 6,500 tons of steel
- Salvaged for reuse: doors, frames, wiring, bathroom fixtures, granite, piping, carpeting
- Contaminated soil, underground storage tank & asbestos removal

Milwaukee Bucks Bradley Center Demolition (Milwaukee, WI)

- Total demolition of multi-use stadium in downtown area
- Regulated waste removal
- Recycled 84,000 tons of concrete
- Recycled 7,000 tons of structural steel
- 84,000 Tons of concrete
- 7,000 Tons of structural steel
- Roof implosion

Veit & Company, Inc. | P: (763) 428-2242 | F: (763) 428-1334 | 14000 Veit Place, Rogers, MN 55374

MIKE FLAHAVE

Vice President, Demolition



Marquette University McCormick Hall (Milwaukee, WI)

- Top-down demolition of 12-story 12,000 SF cast-in-place building
- Interior soft strip of 185,000 SF followed by total demolition
- 50' x 100' Demolition screen & 13' bang board used for public safety
- Abatement of asbestos & regulated waste material
- Recycling rate of 91% of concrete & steel
- Site erosion control
- Removal of foundations & footings 10-15' below grade
- Backfill of void with onsite materials, site grading & topsoiling



Hopkins Cold Storage (Hopkins, MN)

- Demolition of 270,000 SF cold storage facility
- Remediation of 3,500 tons of asbestos containing building components
- Recycling of 25,000 tons of concrete & asphalt onsite
- Recycled 1,500 tons of steel
- Salvaged 95 tons of existing equipment for reuse
- Asbestos & regulated waste removal & disposal
- Removal of all utilities below grade including power, water, gas, sanitary & storm lines
- SWPPP permitting & site stabilization



UMN Mathisen & Electric Steel Demolition (Minneapolis, MN)

- Demolition of (65) 125′ concrete grain bins
- Demolition of (32) steel grain silos (ranging from 60′-80′ tall)
- Demolition of 160′ steel grain elevator
- Demolition of 155′ concrete elevator
- Demolition of (6) 65′ steel tanks
- Demolition of a 165′ steel head house
- Demolition of a 190′ concrete head house
- Demolition of a 6,000 SF office building
- Foundation, asbestos & grain removal
- Site remediation
- Active Class I Railroad surrounding site
- Project recycling rate of 97%
- Recycled 86,000 tons of concrete
- Recycled 6,300 tons of steel

HERB PUNDSACK

Senior Project Manager

Based in Veit's New Berlin, Wisconsin office, Herb Pundsack brings over 20 years of construction experience in many specialized areas of site construction including demolition, earthwork, and utility projects. As a Senior Demolition Project Manager, Herb has managed many large scale demolition projects in eastern Wisconsin.

EDUCATION + TRAINING

OSHA 40 Hour

HAZWOPER

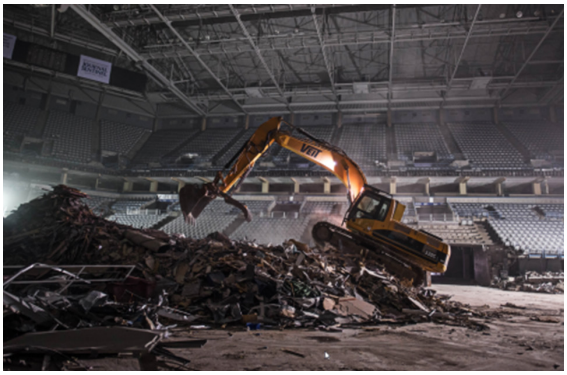
MSHA Certification

Confined Space

First Aid/CPR







EXPERIENCE 24 Years — Industry Experience

Allis-Chalmers Plant
(West Allis, WI)
- Total demolition of all above & below grade structures
- Interior demolition & roof stripping
- Major recycling of wood timbers & brick
- Salvage of historic elements for owner
- Soil testing
- Asbestos & lead paint abatement
- Regulated waste removal/recycle

Milwaukee Bucks Bradley Center Demolition
(Milwaukee, WI)
- 84,000 Tons of concrete crushed & reused onsite as well as for projects all over the City of Milwaukee
- Nearly 7,000 tons of structural steel went to steel mills to be repurposed
- Over 500,000 lbs. of nonferrous metals were removed & recycled
- Roof Implosion

Marquette University North Campus
(Milwaukee, WI)
- Five 3-story building demo in a downtown setting on a major university campus
- Separation of parking structure from a building to remain
- Very compressed work site with multi-trades working onsite at one time

Anchor Bank
(Madison, WI)
- Demolition of 6-story parking structure
- Adjacent to 150 year old historical buildings
- Footing & foundation removal 20 below grade level

Water Street
(Racine, WI)
- Demolition of six structures
- Concrete crushing
- Asbestos
- Salvage of material

DEREK JOHNSON

Estimator II

Derek earned a degree in Construction Management from the University of Wisconsin - Stout & has been in the construction industry for eight years. As Estimator, Derek reviews plans & specifications to determine the scope of a project & from there, calculates crews, equipment, & materials for the projects. He also reviews jobsites prior to bidding & utilizes software to perform takeoffs for various aspects of each project. He works alongside Project Managers throughout the bidding process & after a project is won.

EDUCATION + TRAINING

B.S. Construction Management

University of Wisconsin - Stout

Menomonie, Wisconsin

OSHA 30

Certified Rigger

Certified Fall Protection

LEED Green Associate Certification





EXPERIENCE 8 Years — Industry Experience

North Office Demolition (Milwaukee, WI)
$22.5 Million
- Interior selective demolition
- Exterior cladding demolition

Pewaukee SD 2024 Referendum (Pewaukee, WI)
$374,000
- Mass demolition
- Selective demolition

South Broadway Demolition (Green Bay, WI)
$1.6 Million
- Demolition & removal of four buildings totaling roughly 47,455 square feet
- Abatement & handling of asbestos-containing materials, lead-based paint, & restricted wastes
- Excavation, loading, & hauling of approximately 13,636 tons of VOC- & petroleum-contaminated soil
- After remediation, indicator fabric was installed, & excavations were backfilled with 11,594 CY of granulated material to elevation 585 MSL
- Dewatering was performed as necessary. Additional environmental measures included silt fencing, erosion-control systems, & soil stabilizer application

Milwaukee Bucks Bradley Center Demo (Milwaukee, WI)
$4.3 Million
- 84,000 Tons of concrete crushed & reused onsite as well as for projects all over the City of Milwaukee
- Neartly 7,000 tons of structural steel went to steel mills to be repurposed
- Over 500,000 lbs. of nonferrous metals were removed & recycled
- Roof implosion

Marquette University North Campus (Milwaukee, WI)
$1 Million
- Five 3-story building demo in a downtown setting on a major university campus
- Separation of parking structure from a building to remain
- Very compressed work site with multi-trades working onsite at one time

JT VALOIS

General Superintendent of Demolition

As General Superintendent of Demolition, JT oversees daily site operations to ensure projects are executed safely, on time, and within budget. He leads and supports field personnel, coordinates subcontractors, and manages equipment and workforce needs to keep work progressing efficiently. JT maintains strict adherence to safety and quality standards through daily hazard awareness meetings, inspections, and proactive training. With strong communication and leadership, he drives project success from pre-construction planning through final completion.

EDUCATION + TRAINING

OSHA 501 Certified Trainer Certificate
OSHA 30
First Aid & CPR Certification
Asbestos Certification
AWAIR Employee Right-To-Know
Drug & Alcohol Awareness
Class A Commercial Drivers License
PADI Rescue Diver Certification
California Demolition/Building License
Louisiana Demolition License
Lousiana Concrete & Asphalt Pavement Breaking & Removal Contractors License
Management of Traffice Designer Certification





EXPERIENCE 34 Years — Industry Experience

Northridge Mall (Milwaukee, WI)
$10.6 Million
- Complete abatement & demolition of 2-story, one million square foot mall complex
- Steel, precast, & concrete construction
- Site restoration & utility reconfiguration adjacent to active retail store
- 4,500 tons of steel estimated & 75,000 tons of concrete to demolish & crush

Waukesha County Courthouse (Waukesha, WI)
$860,000
- Complete demolition & selective separation of existing 1-story intake court & 4-story holding area buildings on the Waukesha County Campus
- Labor separation of portions being removed for poritons to remain
- Saw-cutting for separations; stairwell removal
- Interior partion demolition
- Lead-containing glazed clay block wall & tile removal/ disposal
- Dust control during demolition operations

Rush Island Power Plant (Festus, MO)
$30 Million
- Complete Demolition of coal fired 1,200 MW Power Plant
- Removal of 700' tall concrete stack
- Explosive blasting of 700' stack & boiler building structure
- Removal of water intake structures from the river
- Removal of barge unloader at the river
- Removal of 9' diameter steel intake pipes from the river to the boiler building
- Removal of LVW Basins
- 73,000 Ton of steel recycled
- 85,000 Ton of concrete recycled and used onsite

North Office Demolition (Milwaukee, WI)
$22 Million
- Interior selective demo
- Exterior cladding demo

DEMOLITION + EARTHWORK

PROJECT PROFILE

Green Bay Packaging Mill Isolation and Demolition

Veit was subcontracted by Miron Construction Co., Inc. to perform demolition work at Green Bay Packaging, Inc. The project consisted of large-scale industrial demolition of a 160,000 SF multi-structure mill building and equipment that was constructed of heavy steel I-Beams and cast-in-place concrete.

Demolition of the mill took place in between an existing mill structures which remained active. Veit coordinated with the owner to ensure that mill delivery operations would remain as scheduled at the active facility during demolition. Veit performed selective building demolition and separation along over 600 LF of adjacent structures to remain. In coordinating with the client, Veit confirmed all structural stability calculations of buildings to remain allowed for selective demolition in a safe manner.

Additional work included Ultra High reach demolition within 15' of the active mill; wrecking, processing, and recycling of steel materials; on-site concrete recycling; and backfilling basement voids to grade with on-site and imported materials.

Upon completion of backfilling, Veit's Earthwork crew imported crushed stone base material and topsoil to grade for a new parking lot. Additionally, they assisted the client in digging new foundations and footings for new structural exterior walls, ramps, pipe bridge footings, and machine pits.

PROJECT STATS:

- Recycled material:
  - Concrete - 5,000 tons
  - Scrap Iron - 3,500 tons
- Salvaged Materials:
  - Structural I-Beams
  - Tin, heavy-melt iron, and re-bar
  - All non-ferrous copper, stainless, and aluminum materials
- Imported 10,000 CY of backfill materials





LOCATION:
Green Bay, WI

OWNER:
Green Bay Packaging, Inc.

CLIENT:
Miron Construction Co., Inc.

PROJECT TYPE:
Demolition - Earthwork

CONTRACT VALUE:
$2.4 Million

REFERENCE:
Ross Bons
(920) 428-0489

PERIOD:
Oct. 2021 - Jun. 2022

DEMOLITION

PROJECT PROFILE

Brown County Expo - Shopko Hall

The city of Green Bay embarked on a plan to replace the 62 year old Brown County Veterans Memorial Arena and Shopko Hall that sits next to Lambeau Field with a brand new Expo Hall that features 120,000 square feet of event space and additional meeting spaces.

Brown County contracted Veit to demolish multiple buildings on the site which consisted of the Packer Hall of Fame, Shopko Hall Exposition Center, and finally, the iconic landmark Veterans Memorial Arena which held multiple events from 1958 to 2019. Work included regulated waste removal, soft stripping of the interiors, hand separation from existing facility, controlled felling, and crushing the concrete and masonry onsite to be reused as backfill.

Veit's heavy equipment pulled down the walls of the venue, leaving only the roof with skeleton vertical beams remaining. Veit crews brought down the remainder of the building using hydraulic excavators.

Stadium seating was given to sports fans and benches were re-purposed in the new expo center.

LOCATION:
Green Bay, WI

CLIENT:
The Village of Ashwaubenon

PROJECT TYPE:
Demolition

CONTRACT VALUE:
$663K

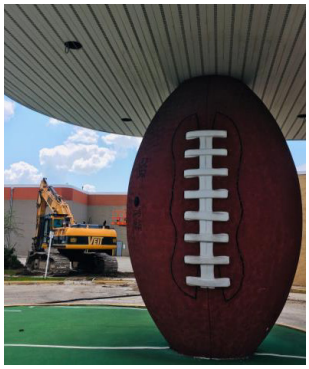
PERIOD:
April 2019 - August 2019

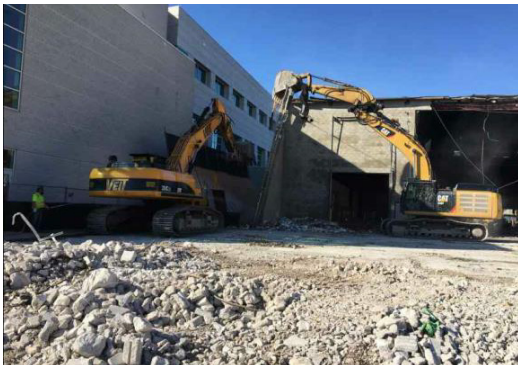
PROJECT STATS

Veit recycled or reused 89% of demolished materials.

- 23,397 tons of concrete
- 1,949 tons of recyclable materials







DEMOLITION

PROJECT PROFILE

South Broadway Demolition & Site Improvements

As part of the City of Green Bay's riverfront revitalization and brownfield redevelopment program, this project cleared the former Badger Sheet Metal site to prepare for a planned mixed-use development. The work was partially funded by a U.S. EPA Brownfield Cleanup Grant.

The contract scope included abatement and handling of asbestos-containing materials (ACM), lead-based paint, and restricted wastes; demolition and removal of four buildings totaling roughly 47,455 square feet; and disconnection and abandonment of all related utilities.

Excavation, loading, and hauling of approximately 13,636 tons of VOC- and petroleum-contaminated soil were completed from four excavations ranging from 6 to 10 feet deep. After remediation, indicator fabric was installed, and excavations were backfilled with 11,594 CY of granulated material to elevation 585 MSL. Dewatering was performed as necessary. Additional environmental measures included silt fencing, erosion-control systems, and soil stabilizer application. Snow fencing was installed as needed to secure the site.

Key challenges involved managing contaminated soils, coordinating multi-utility disconnections, and maintaining strict environmental controls within the sensitive riverfront corridor. Through careful sequencing and documentation, all activities were completed safely, efficiently, and in full regulatory compliance.

The completed work successfully transformed the blighted site into a clean, stable, and redevelopment-ready parcel aligned with the City's Shipyard Corridor Master Plan. By removing obsolete structures, mitigating environmental hazards, and restoring the land for reuse, this project advanced Green Bay's broader vision of sustainable urban growth and downtown revitalization.





LOCATION:
Green Bay, WI

CLIENT:
City of Green Bay

PROJECT TYPE:
Demolition

CONTRACT VALUE:
$1.6 M

REFERENCE:
Kyle VanderLoop
(920) 448-3110

PERIOD:
July 2025 - Oct. 2025

DEMOLITION OF 126 SOUTH BROADWAY ST.
CITY OF DE PERE, WISCONSIN

Location: 126 South Broadway St. De Pere, WI 54115

Date: January 29th, 2026

Proposal:

Mobilization	$	8,040.00
Erosion Control	$	4,160.00
Demolition	$	92,902.00
Backfill/Compaction/Site Restoration	$	38,950.00
Subcontractors	$	15,020.00
PROJECT TOTAL:		$159,072.00

Clarifications/Notes/Assumptions

- Pricing is based on jobsite walk on November 5th, 2025
- Asbestos abatement based on "Pre-Demolition Inspection: Asbestos, Lead-Based Paint, Restricted Waste Items" Report Dated April 10th, 2025
- Permits including WDNR 10-day notification, demolition, soil erosion control, sewer cap, sidewalk closure, and hydrant permits.
- Veit will:
    - Install and maintain erosion bio logs and silt sacks throughout the duration of the project
    - Erect a temporary chain-link fence throughout the duration of the project
    - Disconnect 1 sewer and water lateral at the public/private transition
    - Separate the building to be demolished from the building to remain
    - Demolish the above grade structures at the above address using a top down method while protecting the adjacent sidewalks and parking lot to remain
    - Remove slabs and column pads
    - Remove foundation walls 3' below grade
    - Backfill and compact with clean fill free from organics
    - Place 4" of topsoil and seed to prevent erosion
- All salvage rights are property of Veit.

Excludes:

- Survey and GPS As-builts
- Asbestos/Lead/hazardous waste survey and removals work not called out in the Pre-Demolition Inspection dated April 10th, 2025
- Pre-demolition survey
- Restoration not noted above
- Sheeting, Shoring or Underpinning
- Salvage for Owner or others

Veit & Company, Inc. | Derek Johnson, Estimator II | M: 262-422-4329 | Derek.Johnson@VeitUSA.com | 14000 Veit Place, Rogers, MN 55374

City of De Pere, Wisconsin

3.C

Request for Finance/Personnel Committee Action

MEETING DATE:	February 10, 2026
DEPARTMENT:	City Attorney
FROM:	
SUBJECT:	Consideration and Possible Action on an Ordinance Amending Sections 106-2 and 106-6 of the De Pere Municipal Code.*
RECOMMENDED ACTION:	Motion to Approve.

The intent of these proposed ordinance changes is to route most license denial appeal hearings to the city's license committee, rather than to the finance/personnel committee. Special event permit appeals would remain with the finance/personnel committee.

ATTACHMENTS:
Sec._106_2.___Application_process. Redlined,
Sec._106_6.___Permits_required_under_this_chapter. Redlined, Ord26-XX Chapter 106 Update for License Appeals

Sec. 106-2. Application process.

(a) *Application.* Unless otherwise provided, application for a license or permit shall be made in writing to the responsible city department or officer, upon forms provided by the city. All application forms shall be fully completed and signed by the applicant, and all permit fees, if any, shall be paid before the application is processed.

(b) *License/permit fee.* All applications for any license or permit shall be accompanied by the proper license or permit fee as established by resolution of the common council. No license or permit fee shall be refundable unless the license/permit is denied.

(c) *Background check.* All applications for any license or permit which requires that a background check be run on the applicant shall be accompanied by a background check processing fee as determined by resolution of the common council. An applicant presenting multiple applications for license/permits at one time shall be subject to one processing fee as established by resolution of the common council. The background check processing fee shall be non-refundable.

(d) *Delinquent debts owed to city.*

(1) No license or permit, other than dog or cat licenses, authorized or required by this Code shall be granted or issued:

a. To any person who owes any unpaid, delinquent personal property tax, room tax, special assessment, municipal court forfeiture, charges for false fire or burglar alarms or abandoned 911 calls, parking ticket, sewer or water bill, ambulance bill, hazardous material spill response charge, or inspection or reinspection fee.

b. For any premises for which sewer or water bills, room taxes, special assessments or special charges for current services owed to the city are delinquent and unpaid.

c. For any premises containing personal property upon which a personal property tax owed to the city by the applicant was assessed and the personal property tax remains unpaid and delinquent.

No license shall be denied if a payment becomes delinquent after a fully completed and properly executed application, together with any required application fee, has been filed with the appropriate city official.

(2) This subsection does not apply to a person whose personal liability for payment of a delinquent tax or other charge has been discharged by order of a federal bankruptcy court or other court of competent jurisdiction or to a person or property covered by an automatic stay issued by a federal bankruptcy court or other court of competent jurisdiction while the automatic stay is in effect.

(e) *Bond and insurance.* All required bonds shall be executed by a surety company authorized to do business in the state. Where policies of insurance are required, such policies shall be subject to approval of the city attorney. Satisfactory evidence of coverage by bond or insurance shall be filed with the city before the license or permit is issued.

(f) *Approval or denial of license or permit.*

(1) Where the approval of any city or state officer is required prior to the issuance of any license or permit, proof of such approval must be presented to the issuing city official before any license or permit is issued.

(2) No license or permit shall be approved if it appears that the conduct of the activity for which a license or permit is required will be contrary to the law, if it appears the applicant does not possess the

necessary qualifications or requirements for the license, or if it appears issuance of the license or permit would be contrary to the public health, safety or welfare.

(g) *Appeal or review of license or permit denial.*

(1) Unless provided otherwise in this Code, if a license or permit application is denied, the applicant shall be informed of such decision, in writing, within ten days after the determination is made. The ~~No~~ grant, denial, suspension or revocation of an alcohol license under Wis. Stats. § 125.12(1) or chapter 7 is subject to review under chapter 7~~hereunder~~.

(2) The denied applicant may request in writing a review of the determination to deny the license or permit application. The appeal shall state the reasons the applicant believes the decision to deny the license or permit to be in error. Failure to do so shall result in an automatic affirmance of the denial without further action by the issuing city official or the hearing body. Except for a license applied for under section 106-4(a) or (b), the hearing shall be held before the city's license committee~~finance/personnel committee~~. Wis. Stats. Ch. 68 shall not apply to the city's licensing decisions. Appeal of denial of a license applied for under section 106-4(a) or (b) shall be heard by the board of health. ~~All appeal hearings shall substantially comply with the provisions of Wis. Stats. § 68.11(2). Within 20 days after the hearing, the hearing body shall issue a written decision which shall affirm, reverse or modify the determination of the city official. This decision shall be a final decision. Judicial review of such decision shall be as provided in Wis. Stats. § 68.13.~~

(h) *License and permit terms and renewal.*

(1) Unless otherwise provided by this Code, the term of the license year shall commence on July 1 and end on June 30 of each year, unless the license period is for less than one year, in which case the term of the license shall commence with the date of issuance.

(2) License or permit renewals shall be issued in the same manner and be subject to the same conditions as the original license or permit except that a determination to not renew a license or permit shall be subject to subsection (g)(1) of this section.

(3) Permits shall be issued for the term set forth in the permit and shall not renew.

(i) *Display of license or permit.* Unless otherwise provided in this Code, all licenses and permits shall be displayed on the premises or vehicle for which it is issued. If a license or permit is required to be carried on the person, it shall be displayed to any law enforcement officer or other person authorized by ordinance to request the same.

(j) *Transfer.* No license or permit shall be transferable or assignable unless otherwise provided in this Code. No license or permit for environmental health services under section 106-4(b) shall be transferable or assignable unless otherwise provided in Wis. Admin. Code ch. ATCP 75.

(k) *Compliance with laws and regulations.* An express condition of holding a license or permit is compliance with all city, state and federal rules, regulations, laws and ordinances.

(l) *Suspension or revocation of license or permit.*

(1) Except as otherwise provided by state law or this Code, any license or permit issued by the city may be revoked or suspended for any of the following reasons:

a. A violation of any term, condition or requirement of the license or permit;

b. A violation of any federal, state or city law, regulation or ordinance pertaining to the license or permit whenever such violation is substantially related to the licensed or permitted activity.

(2) Except as provided in subsection (l)(3) of this section, upon the filing of a complaint alleging any violation identified in subsection (l)(1) of this section and requesting the suspension or revocation of a

license or permit, the common council shall schedule a hearing on the same. Any complaint filed under this subsection shall be made by the department head of the department issuing such license or permit.

(3) Upon the filing by the city health officer/director of a complaint requesting the suspension or revocation of a license or permit issued under section 106-4(a) or (b), the board of health shall schedule a hearing thereon.

(4) All hearings conducted under this section shall substantially comply with the provisions of Wis. Stats. § 68.11. Judicial review of the decision on suspension or revocation shall be governed by Wis. Stats. § 68.13.

(5) A license or permit suspension shall be for not less than ten days and not more than 90 days. A license or permit revocation shall be for 12 months during which time the licensee or permittee shall be ineligible to apply for reinstatement of a license or permit that has been revoked.

(6) No hearing shall be required or held for the revocation of a revocable occupancy permit issued under section 106-6(b) or (c) if such revocation is made pursuant to the terms of said permit.

(Code 2001, § 106-2; Ord. No. 15-01, § 1, 1-6-2015; Ord. No. 18-03, § 1, 1-16-2018; Ord. No. 18-17, §§ 1, 2, 8-21-2018; Ord. No. 19-23, § 1, 11-19-2019)

Sec. 106-6. Permits required under this chapter.

(a) *Special events.* This section applies to any public event, ceremony, demonstration, exhibition, march, pageant, parade, procession, race, athletic event, show or other similar display which interferes with the usual flow or regulation of traffic upon the streets, sidewalks, or rights-of-way, or the usual use of parks or other public grounds.

(1) *Definitions.* The following words, terms and phrases, when used in this subsection (a), shall have the meanings ascribed to them in this subsection, except where the context clearly indicates a different meaning:

High hazard event means special events involving major physical activity by participants, moderate to severe exposure of spectators to hazards, and/or crowd sizes of 10,000 to 25,000 persons. High hazard events shall include, but not be limited to, events with more than 20 pounds of propane, and/or liquid petroleum (LP), and/or deep fat fryers, circuses and carnivals with rides, parades with floats, marathons or similar races, and team or individual sporting events.

Low hazard event means special events involving no physical activity by participants, no severe exposure of spectators to hazards, and no alcoholic beverages. Low hazard events shall include, but not be limited to, indoor and outdoor meetings, small theatrical performances, estate sales and auctions.

Medium hazard event means special events involving limited physical activity by participants, no severe exposure of spectators to hazards, and crowd sizes of less than 10,000 persons. Medium hazard events shall include, but not be limited to, dances, animal shows, political rallies, flea markets, and parades with no floats.

Special hazard events means special events involving severe exposure of spectators to hazards and/or crowd sizes in excess of 25,000 persons. Special hazard events shall include, but not be limited to, professional or collegiate sporting events, vehicle races and fireworks displays.

(2) *Permit required.* No person, organization or entity shall conduct, manage, engage in, or participate in a special event unless a permit has been obtained from the city clerk. The special event permit shall be in addition to any underlying permit requirement (i.e., parade permit; park use agreement).

(3) *Exceptions.* This section shall not apply to funeral processions, to neighborhood block parties in compliance with section 22-8, or to a governmental agency acting within the scope of their governmental function.

(4) *Application.*

a. *Filing and contents.* An application for a special event permit shall be filed with the clerk not less than 60 days before the proposed date of the event on a form to be provided by the clerk unless the permit request is for First Amendment expression purposes, in which case the application shall be filed within seven calendar days of the event. The application shall set forth the following information:

1. The name, address, and contact information of the person seeking to conduct such event.
2. The names, addresses, and contact information of the event coordinator and the on-site contact.
3. The date when the event is to be conducted.
4. The hours such event will start and terminate, including set-up and take-down times.
5. The event location or route to be traveled, the starting point, and the termination point, if applicable.

6. The approximate number of persons who, and animals and vehicles which, will constitute such event; the type of animals; and description of the vehicles, if applicable.

7. A statement as to whether the event will occupy all or a portion of the width of any streets, including the names of the streets so affected.

8. Whether any alcoholic beverages and/or food will be served and/or consumed in conjunction with the event, the locations of such activities, and whether the necessary licenses have been obtained.

9. Any additional information which the clerk finds reasonably necessary to a fair determination as to whether a permit should be issued.

b. *Late applications.* The clerk, where good cause is shown, may consider any application which is filed less than 60 days before the date such event is proposed to be conducted. Permit fees for processing late applications shall be doubled. Late application fees for IRS 501(c) organizations shall be the regular special event application fee.

c. *Fees.*

1. A non-refundable application fee to cover the administrative costs of processing the permit shall be paid to the city by the applicant when the application is filed according to the schedule of fees adopted by resolution of the common council.

2. The timely application fee and underlying permit fees other than park rental fees (unless earlier waived by the park board) are waived for events sponsored by charitable organizations which have IRS section 501(c) status.

3. Fees for services provided by the city for the event will be estimated by the city at the time of application. Events for which the estimated service fees are $200.00 or less shall be billed for the services at the conclusion of the event. Events for which the estimated service fees are more than $200.00 shall pay 50 percent of the estimated fees to the city clerk as a down payment at least 14 days prior to the start of the event. After the event, the city shall determine the actual service fees incurred and bill the applicant for those service fees less the deposit paid. The permit applicant shall pay such service fee bill within 30 days of receipt thereof.

4. A cancellation charge shall be paid for events that are cancelled within 14 days of the scheduled start day of the event. The cancellation charge shall be based upon city costs incurred in preparing for the event prior to cancellation and shall be deducted from the service fee down payment referenced in subsection (a)(4)c.3 of this section. The minimum cancellation charge shall be $100.00.

d. *Insurance and indemnification.*

1. *Insurance.* Proof of general liability insurance in the amounts listed below shall be provided by the applicant. All such insurance policies shall name the city as an additional insured for the purposes of the special event. All policies of insurance shall provide the city not less than 30 days' notice of policy cancellation.

(i) Low and medium hazard events: $1,000,000.00 per occurrence.

(ii) High hazard and special hazard events: $2,000,000.00 per occurrence. Higher insurance limits may be required for particular high hazard events as determined necessary by the city attorney.

2. *Indemnification.* Permit holder shall indemnify and save and hold the city and all of its officers, employees and agents harmless from any and all injury that may occur to any

party as the result of the event permitted. This provision is intended to indemnify and hold harmless the city to the fullest extent permitted by law and includes the payment of reasonable attorney fees for the defense of any claims brought which can fairly be said to be under the intent and purpose of this hold harmless agreement. To secure such hold harmless agreement, permit holder shall maintain a general liability insurance policy on its event/operations as required in subsection (a)(4)d.1 of this section.

(5) *Additional city services.*

a. If the special event will require more than the minimal use of any city equipment or services, the applicant shall pay a fee for such services. This may include, but is not limited to, police services, fire/rescue services, barricades and the like. The fee for such equipment or services shall be the actual city personnel costs expended and/or fees as determined by resolution of the common council. Charitable organizations which have IRS 501(c) status shall be charged 50 percent of the established fee for events which start and stop within the corporate limits of the city; events which do not start and stop in the city are not eligible for a service fee reduction. As a condition of the approval of any application, the applicant shall agree to pay, within 30 days of billing, the costs of any additional city services.

b. No service fees shall be charged to IRS 501(c) applicants who do not collect any form of revenue, payment, entrance fee, application fee or cost sharing arrangement, whether in the form of money, in-kind benefit, or repayment deferment or forgiveness from event participants, patrons or event sponsors. This exception shall apply to all events occurring in 2016 and after.

c. To ensure public safety for the event and the city, the city reserves the right to require special events to maintain minimum levels of dedicated fire/EMS services and police/security services throughout the duration of the event. Estimated minimum services will be determined prior to the event (see guidelines) but may reasonably increase or decrease as actual event conditions change to ensure public safety. Actual public safety services shall be determined in the sole discretion of the police/fire chief or their respective designee. Outside vendors may be retained for such services; however, city approval of such vendors and services shall be obtained prior to the event. If the use of outside public safety vendors is approved, the city may require that, in addition to the outside public safety presence, city personnel and/or equipment be present to manage any public safety event that may occur. The city reserves the right to reject any or all outside vendors for any reason or no reason.

(6) *Standards for issuance.* The clerk shall issue the permit when, from a consideration of the application, consultation with other city departments as necessary, and from such other information as may otherwise be obtained, it appears that:

a. The applicant has complied with all of the application requirements of subsection (a)(4) of this section.

b. The conduct of the event will not substantially interrupt the safe and orderly movement of other traffic in the vicinity of its location.

c. The conduct of the event will not require the diversion of so great a number of police officers or emergency medical personnel as to prevent normal public safety protection to the city.

d. The concentration of persons, animals, and vehicles at the event will not unduly interfere with proper fire and police protection of or ambulance service to areas in the vicinity of the event.

e. The conduct of the event will not unduly interfere with the operation of hospitals, schools, or other public institutions.

f. The parade is scheduled to move from its point of origin to its point of termination expeditiously and without unreasonable delays in route.

g. The special event will not conflict or interfere with another special event for which a permit has already been granted.

h. There are a sufficient number of parking spaces within a reasonable distance to accommodate the number of vehicles expected.

i. Adequate sanitation or other necessary health facilities will be available at the event.

j. The conduct of the event is not reasonably likely to cause injury to persons or property.

k. The applicant has no history of noncompliance with any city or state regulation pertaining to the activities covered by this section.

(7) *Action upon application.* The clerk shall provide written notice of the issuance or denial of the permit within 30 days of receipt of an application, unless the permit request is for First Amendment expression purposes within a public forum, in which case the written notification shall be provided within three days of application. If the application is denied, the notice shall state the reasons for the denial.

(8) *Appeal procedure.* Any person aggrieved may request in writing a review of the determination to ~~appeal the~~ deny~~ial~~ the ~~of a~~ special event permit application. This appeal shall state the reasons the applicant believes the decision to deny the permit to be in error. Failure to do so shall result in an automatic affirmance of the denial without further action by the issuing city official or the hearing body. The hearing shall be held before the city's finance/personnel committee. Wis. Stats. Ch. 68 shall not apply to the city's special event permit decisions. ~~as provided in section 106-2(g).~~

(9) *Duties of permittee.* A permittee hereunder shall comply with all permit directions and conditions and with all applicable laws and ordinances.

(10) *Event cancellation.* The city manager or fire department battalion chief may cancel a special event, regardless of whether a permit has been issued or not, with or without prior notice, due to any significant change in conditions which would or may adversely affect the public health or safety of the community, or for any condition which places facilities, grounds, or other natural resources at risk of damage or destruction if the event were allowed to take place. All fees paid prior to cancellation will be refunded to the permit applicant.

(b) *Encroachments/obstructions upon right-of-way and other property owned by city (non-park) and the redevelopment authority of the city.*

(1) *General requirements.* Permission for encroachment or obstruction of city right-of-way or other non-park city or redevelopment authority owned property (herein, city-owned property), other than as allowed or permitted under other sections of this Code, shall be by revocable occupancy permit as provided in this section.

a. Request for a revocable occupancy permit shall be in writing and made to the development services director, or in the director's absence, the city manager/assistant city manager (director).

b. Each request shall describe the location of the encroachment/obstruction, the purpose of the encroachment/obstruction and the length of time it is expected to last. A map (scaled preferred) shall accompany the request.

c. Each requestor shall provide proof of liability insurance in such limits as approved by the city attorney, which policy of insurance shall name the city and, if applicable, the redevelopment authority of the city as an additional insured thereunder for the purposes of the activity allowed in the permit.

d. Revocable occupancy permits for encroachments/obstructions on right-of-way shall comply with Wis. Stats. § 66.0425.

e. Each request shall be reviewed by the director for compliance with state, federal and local transportation and accessibility requirements and for a determination of safety concerns associated with the encroachment or obstruction. If the director determines the request meets those requirements and all other requirements of this section, the city attorney shall draft the revocable occupancy permit, including such conditions as may be recommended by the director or such conditions as may be required under this Code or state or federal laws. Following execution of the permit by the applicant, it shall be executed by the planning director on behalf of the city.

f. Permits may be administratively renewed by the issuing party if all permit requirements continue to be met.

(2) *Specific permits.*

a. *News boxes.* In addition to meeting the requirements of subsection (b)(1) of this section, requests for placement of news boxes upon city right-of-way or other city property (non-park) shall meet the following:

1. Adequate pedestrian passageway shall be maintained.

2. No chaining, bolting, or other means shall be used to attach a news box to any property within public right-of-way without prior express written permission of the property owner.

3. News boxes shall be maintained in a safe, neat, and clean condition at all times. Any graffiti placed upon such boxes shall be removed within 24 hours of notice to permit holder.

4. The news box shall be no larger than 52 inches times 34 inches times 20 inches (height times width times depth).

5. Minimum adequate open space shall be provided as follows:

(i) At least two feet behind any curb face;

(ii) At least three feet behind any curb face at any place where parking is prohibited or stopping, standing or parking is restricted;

(iii) At least five feet from any driveway, fire hydrant, emergency facility or bus shelter opening;

(iv) At least 15 feet between news boxes and police or fire station driveway, railroad track and marked or unmarked crosswalk.

6. No news box shall remain empty of current publications for more than 14 consecutive days.

7. Allowable advertising, other than the name of the publication, shall appear only once, shall be on the side of the news box facing away from the street, and shall not exceed 18 inches by 18 inches.

b. *Sidewalk cafe permit.* In addition to the requirements of subsection (b)(1) of this section, requests for a cafe permit for use of city right-of-way or other city property (non-park) shall meet the following:

1. *Definitions.* The following words, terms and phrases, when used in this subsection (b)(2)b, shall have the meanings ascribed to them in this subsection, except where the context clearly indicates a different meaning:

Class B license means such alcohol beverage license as is issued by the common council allowing the sale and consumption of alcohol beverages on a licensed premises.

Sidewalk cafe means any group of tables, chairs, benches, or partitions maintained upon the city's right-of-way or public sidewalks and walkways for use directly adjacent to an establishment with a valid restaurant license.

2. *Sidewalk cafe permit.*

(i) Any sidewalk cafe permit applicant seeking to serve alcohol beverages in the sidewalk cafe shall make separate application to amend the applicant's "Class B" license to conform with the location of the sidewalk cafe.

(ii) Outdoor furniture and equipment.

A. All tables, chairs and other materials and equipment placed on the permitted area for operation of the sidewalk cafe shall be portable and shall not be permanently affixed to the surface of the permitted area.

B. All outdoor furniture and equipment shall be removed from the permitted area before the close of business and not returned to the permitted area until the usual and customary opening of the sidewalk cafe each day. A permit applicant may request to be exempt from this section, which must be indicated on the permit application. Such requests are subject to the approval of the director of public works and the director of development services or their designees. If the request is approved, all furniture and equipment left outside overnight shall be stacked and secured in a single location against the permittee's building in a manner that prevents the furniture and equipment from being removed from the permitted area. An exemption shall not be approved under this section if requested in an area where the city has invested in beautification efforts.

c. *Construction staging purposes.* The director of public works or, in his/her absence, the city engineer (collectively public works director), may issue a revocable occupancy permit as meets the requirements of this section allowing for the temporary use of city right-of-way or other city property for construction staging purposes. The public works director may set a reasonable fee for the privilege of such permit.

(c) *Encroachments/obstruction upon park property.* Permission for encroachment or obstruction of city-owned park property, other than as allowed or permitted under other sections of this Code, shall be by revocable occupancy permit as provided in this section.

(1) Request for a revocable occupancy permit shall be in writing and made to the director of parks, recreation and forestry, or in the director's absence, to the city manager/assistant city manager (park director).

(2) Each request shall describe the location of the encroachment/obstruction, the purpose of the encroachment/obstruction and the length of time it is expected to last. A map (scaled preferred) shall accompany the request.

(3) Each requestor shall provide proof of liability insurance in such limits as approved by the city attorney, which policy of insurance shall name the city as an additional insured thereunder for the purposes of the activity allowed in the permit.

(4) Each request shall be reviewed by the park director for compliance with state, federal and local transportation and accessibility requirements and for a determination of safety concerns associated

with the encroachment or obstruction. If the park director determines the request meets those requirements and all other requirements of this section, the city attorney shall draft the revocable occupancy permit, including such conditions as may be recommended by the park director or such conditions as may be required under this Code or state or federal laws. Following execution of the permit by the applicant, it shall be executed by the park director on behalf of the city.

(5) Permits may be administratively renewed by the issuing party if all permit requirements continue to be met.

(d) *Special variance permit for noise regulation exceedance in conjunction with outdoor entertainment incidental to primary business activity.* Permission to exceed noise regulation limitations found in in conjunction with outdoor entertainment incidental to the primary business activity on premises which is not covered by any other permit issued by any city department shall be allowed only by permit issued by the health director as provided in this section.

(1) Application shall be made in writing to the health director. Such application shall include the following information:

a. Name, address and contact information of requestor;

b. Date and location of the outdoor entertainment event;

c. The time of date the entertainment is expected to begin and end;

d. A description of the proposed entertainment, including name of performing group and explanation regarding requestors belief that the performance will exceed the noise limits set forth by the city;

e. Reason permit is being requested, including steps to minimize noise; and

f. Such fee as is determined by resolution of the common council shall accompany the application.

(2) No permit may be issued if any conditions of a similar permit issued for the premises in the previous 12 months were violated or not met.

(3) No permit will be granted to allow noise regulation exceedances to continue past 11:00 p.m.

(4) Permits will be issued under this section only for occasional, periodic or sporadic public entertainment noise exceedances. No more than four specific events may be requested in a single permit application.

(5) The permit requestor shall notify all immediately adjacent property owners of any permit being granted under this section prior to the event.

(6) All permits issued shall be conditioned upon the following:

a. If sound amplification is to be used, it shall be positioned so as to face away from residential properties; and

b. Any amplified sound shall be maintained at a reasonable level and shall not interfere with other's enjoyment of the neighborhood.

(7) Appeal of a permit denial shall be as provided in subsection (e) of this section except that the appeal shall be to the board of health.

(e) *Appeal.*

(1) In the event an application for a revocable occupancy permit under this section is disapproved, the applicant shall be informed in writing within ten days of application of the reasons for disapproval. The applicant or any interested party may appeal the disapproval decision to the board of public works in

the case of disapproval issued by the development services director or the public works director or may appeal the park director's decision to the board of park commissioners.

(2) Any such appeal shall be made within ten days of notice of disapproval. The appeal must be in writing and must state the reasons why the applicant believes the decision to be in error. Failure to state the reasons why the decision is in error shall result in automatic approval of the denial without further action.

(3) Within 20 days after receipt of the appeal, the proper board shall hold a hearing which substantially complies with the conduct hearing requirements of Wis. Stats. § 68.11(2). Within 20 days after the hearing, the board shall issue a written decision which shall affirm, reverse or modify the determination. This decision shall be a final decision. Judicial review of such decision shall be as provided in Wis. Stats. § 68.13.

(f) *Fee.* The fee for revocable occupancy permits issued under this section, other than for construction staging purposes, shall be as determined by resolution of the common council.

(g) *Fireworks and pyrotechnics display.*

(1) Pursuant to Wis. Stats. § 167.10, the mayor delegates to the fire chief or the chief's designee the authority to issue permits for the use within the city of those classes of fireworks or pyrotechnics for display within the city. No permit shall be issued to a person under the age of 18 years.

(2) No person shall possess or use fireworks or pyrotechnics for which a permit is required without such permit.

(3) Application for a permit shall be to the fire chief not less than 15 days in advance of the date of the display.

(4) Permittee shall save and hold the city harmless from any and all injury that may occur to any party as the result of permittee's use of fireworks/pyrotechnics for display within the city. This provision is intended to indemnify and hold harmless the city to the fullest extent permitted by law and includes the payment of reasonable attorney fees for the defense of any claims brought which can fairly be said to be under the intent and purpose of this hold harmless agreement. To secure such hold harmless agreement, permittee shall maintain a general liability insurance policy on its business operations in an amount of not less than $2,000,000.00 per occurrence and shall produce a certificate of insurance demonstrating to the satisfaction of the city that the city is named as an additional insured for the purposes of the permit.

(5) Permittee shall comply with all requirements of Wis. Stats. § 167.10 and the current edition of the National Fire Protection Association Standard 1123 and all municipal ordinances in the handling of the fireworks/pyrotechnics.

(Code 2001, § 106-6; Ord. No. 15-01, § 1, 1-6-2015; Ord. No. 15-05, §§ 1, 2, 1-20-2015; Ord. No. 15-11, §§ 1, 2, 3-17-2015; Ord. No. 15-21, §§ 1, 2, 7-7-2015; Ord. No. 15-23, §§ 1, 2, 7-21-2015; Ord. No. 16-03, §§ 1—5, 1-19-2016; Ord. No. 16-13, § 1, 8-2-2016; Ord. No. 16-33, § 1, 12-20-2016; Ord. No. 19-23, §§ 2, 3, 11-19-2019; Ord. No. 19-31, §§ 1, 2, 12-17-2019; Ord. No. 21-12, § 1, 5-18-2021; Ord. No. 21-13, §§ 1, 2, 6-15-2021; Ord. No. 24-18, § 10, 9-17-2024)

ORDINANCE #26-XX

AMENDING DE PERE MUNICIPAL CODE CHAPTER 106 - LICENSES AND PERMITS

THE COMMON COUNCIL OF THE CITY OF DE PERE, WISCONSIN, DOES ORDAIN AS FOLLOWS:

Section 1. Chapter 106 – LICENSES AND PERMITS is hereby amended as follows:

1. **Sec. 106-2 – Application process.** is hereby amended by:
   a. Repealing the last sentence is subsection (g)(1) and replacing with: The grant, denial, suspension or revocation of an alcohol license under Wis. Stats. § 125.12(1) or chapter 7 is subject to review under chapter 7.
   b. Repealing subsection (g)(2) and recreating it to read:

   (2) The denied applicant may request in writing a review of the determination to deny the license or permit application. The appeal shall state the reasons the applicant believes the decision to deny the license or permit to be in error. Failure to do so shall result in an automatic affirmance of the denial without further action by the issuing city official or the hearing body. Except for a license applied for under section 106-4(a) or (b), the hearing shall be held before the city's license committee. Wis Stats. ch. 68 shall not apply to the city's licensing decisions. Appeal of denial of a license applied for under section 106-4(a) or (b) shall be heard by the board of health.

2. **Sec. 106-6. – Permits required under this chapter.** is hereby amended by repealing subsection (a)(8) *Appeal procedure* and replacing with:

   (8) *Appeal procedure.* Any person aggrieved may request in writing a review of the determination to deny the special event permit application. This appeal shall state the reasons the applicant believes the decision to deny the permit to be in error. Failure to do so shall result in an automatic affirmance of the denial without further action by the issuing city official or the hearing body. The hearing shall be held before the city's finance/personnel committee. Wis. Stats. ch. 68 shall not apply to the city's special event permit decisions.

DRAFT

Section 2. All ordinances or parts of ordinances in conflict herewith are hereby repealed.

Section 3. This ordinance shall take effect upon its passage and publication.

Adopted by the Common Council of the City of De Pere, Wisconsin, this _____day of _____, 2026.

APPROVED:

_____
James G. Boyd, Mayor

ATTEST:

_____
Carey E. Danen, City Clerk

Ayes: _____
Nays: _____
Board/Committee Approval: 2/10/2026
Publication Date: _____
Effective Date: _____

DRAFT

City of De Pere, Wisconsin

3.D

Request for Finance/Personnel Committee Action

MEETING DATE:	February 10, 2026
DEPARTMENT:	City Attorney
FROM:	Angela Zills, Paralegal
SUBJECT:	Consideration and Possible Action on an Ordinance Amending Chapters 3, 6, 10, 13 & 74 and Sections 22-8 & 30-6 of the De Pere Municipal Code.*
RECOMMENDED ACTION:	Motion to approve.

The Law Department has typically made low-priority clean-ups to the Code of Ordinances on an annual basis, but is striving to make these types of changes more consistently, and will be implementing them quarterly in 2026. The changes currently presented primarily make some updates to position titles and appointments of those positions as a result of the change to the City Manager form of government. Additionally, as a higher priority, it corrects the one-off changes that were previously made to the mayoral term during the initial transition and removes references to a deputy mayor, among other general clean-ups that were requested/contemplated during the past year. The redlined versions memorializing the changes are attached for reference and comparison. Upon approval, the formal ordinance will be brought to the Common Council for final approval.

ATTACHMENTS:
Sec._3_2.___Elective_officials__terms__primary_elections.-Redlined, Sec._6_1.___Meetings.-Redlined, Sec._10_1.___Officer_positions_created.-Redlined, Sec._13_2.___Financial_statements.-Redlined, Sec._22_8.___Use_of_public_right_of_way.-redlined, Sec._30_6.___Use_of_park_by_private_and_public_groups.-redlined, Sec._74_2.___Health_officer.-Redlined, Ord26-XX Clean-Up

Sec. 3-2. Elective officials; terms; primary elections.

(a) *Which officials elected and term.* The elective officials of the City of De Pere shall include:

(1) A mayor nominated and elected from the city at large to serve a three-year term; and

(2) Eight council members nominated and elected from the city to serve a three-year term.

(b) *Council member elections.* There shall be elected two council members from each council member district, and they shall be residents of the council member district from which they are elected. One council member shall be elected to a term of three years from each council member district in each year for two consecutive years out of a three-year period. The regular mayoral election described in subsection (c) shall occur in the third year.

(c) *Mayoral election.* There shall be elected a mayor for a term of ~~four years in the next regular mayoral election after the effective date of this section. Thereafter, there shall be elected a mayor for a term of three years in the year without a regular council member election as described in subsection (b) of this section.~~ for a term or three years in the year without a regular council member election as described in subsection (b) of this section.

(d) *Eligibility.* Any person possessing the qualifications of an elector in the City of De Pere shall be eligible to election as mayor or as a council member.

(Ord. No. 24-18, § 1, 9-17-2024)

Sec. 3-9. Council duties.

(a) *Appointment and removal of city manager.* The common council shall select a city manager. The city manager shall be selected by the common council purely on merit. In selecting the city manager, the common council shall give due regard to training, experience, executive and administrative ability, efficiency, general qualifications, and fitness for performing the duties of the office. No person shall be eligible to the office of city manager who is not by training, experience, ability and efficiency well-qualified and generally fit to perform the duties of such office. No weight or consideration shall be given by the common council to nationality, political or religious affiliations, or to any other consideration except merit and direct qualifications for the office. Residence in the city or state shall not be a qualification for the office of city manager. The common council may remove the city manager from office in accordance with Chapter 64 of the Wisconsin Statutes (Wis. Stats. §64.09).

(b) *Qualifications of members.* The common council shall be the judge of the election and qualification of its members and may, pursuant to state statute, suspend or remove its members for cause (Wis. Stats. §17.12(1)(a)).

(c) *Legislative power.* The common council shall possess and exercise all legislative and general ordinance powers imposed and conferred by general law or special charter upon the mayor, council and the various boards and commissions not inconsistent with Chapter 64, Wisconsin Statutes. The common council shall not have the power to enact special executive or administrative orders (Wis. Stats. §64.07).

(d) *Attention to duty.* Council members shall devote such time to the duties of their office as the interests and general welfare of the city demand (Wis. Stats. §64.08).

(e) *Power to fix salaries.* The common council shall have power by ordinance to fix the salary of any successor mayor and its own successors in office (Wis. Stats. §64.08).

(f) *Administrative powers.* The common council shall, upon the report and recommendation of the city manager, have the power to create general departments of city administration and to alter, reorganize or

abolish by ordinance any administrative board or commission, with the exception of the board of police and fire commissioners (Wis. Stats. §64.10).

(g) *Annual audit.* At the end of each fiscal year, the common council shall cause a full and complete examination of all books and accounts of the city to be made by competent public accountants who shall report in full to the council (Wis. Stats. §64.12(4)).

(h) *To elect ~~deputy mayor~~council president.* At its first meeting on the third Tuesday following the spring general election the common council shall select by majority vote, one of its members to act as ~~deputy mayor~~ council president, who shall preside over meetings and exercise all duties and responsibilities of the mayor during a temporary absence or disability.

(Ord. No. 24-18, § 1, 9-17-2024)

Sec. 3-11. Substitution of presiding officer.

The mayor or other presiding officer of the common council may call the ~~deputy mayor or a member~~council president to the chair to temporarily preside over the meeting in the case of a conflict of interest, illness, or other matter requiring the presiding officer to temporarily remove themselves from the position of presiding officer, but such substitution shall not extend beyond an adjournment.

(Ord. No. 24-18, § 1, 9-17-2024)

Editor's note(s)—Ord. No. 24-18, § 1, adopted Sep. 17, 2024, set out provisions intended for use as §§ 3-12 and 3-13. To maintain consistency in the numbering of this Code, said sections have been codified herein as §§ 3-11 and 3-12 at the discretion of the editor.

Sec. 3-12. Temporary presiding officer.

In the absence of the mayor and the ~~deputy mayor~~council president, one of the common council members shall be elected to preside temporarily until the return of the mayor or ~~deputy mayor~~council president.

(Ord. No. 24-18, § 1, 9-17-2024)

Sec. 6-1. Meetings.

(a) *Annual and regular meetings.* The common council shall hold its annual organizational meeting on the third Tuesday of April. Thereafter, regular meeting of the council shall be held in the council chambers, commencing at 7:30 p.m., on the first Tuesday and the third Tuesday of each month, excepting legal holidays and election days, in which case such regular meeting shall be rescheduled. When civic or community events or other obligations conflict with a regularly scheduled meeting, the mayor may reschedule not more than one regular meeting per month upon ten days written notice to each member of the council and the city clerk or upon 24-hour written notice in the case of an emergency.

(b) *Adjournments.* Any regular meeting may, by a majority vote of the council, adjourn to a later date.

(c) *Mayor presides.* The mayor shall preside at all meetings when present, and in his or her absence the president of the council shall preside. In case of the absence of the mayor and president of the council, the clerk shall call the council to order, and thereupon the council shall elect one of its own members president of the council, pro tem, who shall preside and have the powers and duties of the mayor. ~~The president, when acting in place of the mayor, shall not forfeit his or her vote as councilmember or as acting mayor on a tie vote.~~

(d) *Special meetings.* The mayor or city manager may call a special meeting of the council by written notice to each member of the council, at least six hours before the meeting, which notice shall specify the object of the meeting and the business to be transacted. Upon a petition filed with the city clerk containing the signature of at least one-third of the members of the council, a special meeting shall be called and notice given as provided in this section. No business may be transacted at a special meeting except that for which such meeting was called.

(e) *Council sessions to be public.* Council sessions shall be open and public, their proceedings shall be recorded in full, and all their papers and records and all election returns shall be deposited with the clerk and may be examined at any time in the presence of the clerk.

(Code 1974, § 3.01; Code 2001, § 6-1; Ord. No. 13-17, § 15, 8-20-2013; Ord. No. 21-17, §§ 1, 2, 8-17-2021; Ord. No. 24-18, § 2, 9-17-2024)

Sec. 6-4. Committees.

(a) *Appointment by mayor.* Members of the common council shall be appointed by the mayor to the committees set forth in this section. Each member of the common council shall be appointed to either the board of public works or the finance/personnel committee. Appointments shall be made annually at the organizational meeting of the common council held pursuant to section 6-1.

(b) *Board of public works.* The board of public works shall consist of the mayor and one member of the common council from each of the four councilmember districts of the city. The mayor shall act as chairperson. The board shall annually elect a vice-chair. The board shall have the powers and duties set forth in Wis. Stats. § 62.14. The board shall also review all parking and traffic recommendations of the city engineer. The director of public works shall act in an advisory capacity to the board and shall attend the board meetings.

(c) *Finance/personnel committee.* The finance/personnel committee shall consist of the mayor and one member of the common council from each of the four councilmember districts of the city. The mayor shall act as chairperson. The committee shall annually elect a vice-chair. The city ~~administrator~~manager shall act in an advisory capacity to such committee and shall attend the committee meetings.

(d) *License committee.* The license committee shall consist of three members of the common council, representing three councilmember districts. The committee shall annually elect a chairperson and vice-

chairperson. The license committee shall review issues relating to the issuance of the licenses, pursuant to chapter 7 and Wis. Stats. ch. 125 and shall make recommendations relating thereto to the common council. The license committee shall make preliminary investigations relating to alleged license violations which may result in suspension or revocation of any alcohol beverage license. The clerk shall act in an advisory capacity to such committee and shall attend the committee meetings.

(e) *Special meetings of committees.* The mayor may call a special meeting of the board of public works or the finance/personnel committee by notice to each member of the committee by providing the members of the common council with the same notice as may be required under the state Open Meeting Law. The clerk may schedule special meetings of the license committee as may be required to give effect to the duties of that committee. The term "special meeting" means a meeting scheduled other than on the regular meeting dates as may be, from time to time, established, but shall not include the resumption of a regular meeting after a committee has recessed to a date certain.

(Code 1974, § 3.04; Code 2001, § 6-4; Ord. No. 13-26, § 1, 12-17-2013)

Sec. 10-1. Officer positions created.

(a) The following city offices are established and are local public officials as designated under section 3-3:

(1) City manager;

(2) Assistant city manager;

(3) City attorney;

(4) City clerk;

(5) City engineer;

(6) Development services director;

(7) Finance director~~/treasurer/comptroller~~;

(8) Health officer/director;

(9) Human resources director;

(10) Information technology ~~administrator~~director;

(11) Parks, recreation and forestry director;

(12) Public works director.

(Code 1974, § 4.06; Code 2001, § 10-5; Ord. No. 00-22, § 1, 11-8-2000; Ord. No. 01-16, §§ 1—3, 9-18-2001; Ord. No. 09-24, § 1, 10-20-2009; Ord. No. 15-17, § 1, 4-21-2015; Ord. No. 15-28, § 1, 10-20-2015; Ord. No. 17-17, § 1, 9-5-2017; Ord. No. 19-06, § 1, 2-20-2019; Ord. No. 21-02, § 1, 2-17-2021; Ord. No. 21-04, § 1, 3-2-2021; Ord. No. 24-18, § 4, 9-17-2024; Ord. No. 24-26, § 1, 12-17-2024)

Editor's note(s)—Ord. No. 24-26, § 1, adopted December 17, 2024, amended the title of § 10-1 to read as herein set out. The former § 10-1 title pertained to officer positions created; appointments confirmed by council.

Sec. 10-14. Public records.

(a) *Definitions.* The provisions of Wis. Stats. §§ 19.32—19.39 are adopted in this section as if fully set forth in this section. The following words, terms and phrases, when used in this section, shall have the meanings ascribed to them in this subsection, except where the context clearly indicates a different meaning:

Authority means any of the following city entities having custody of a city record: an office, elected official, agency, board, commission, committee, council, department or public body, corporate and politic, created by constitution, law, ordinance, rule or order; or a formally constituted subunit of the foregoing.

Custodian means that officer, department head, division head, or employee of the city designated under subsection (c) of this section or otherwise responsible by law to keep and preserve any city records or file, deposit or keep such records in the officer's office, or is lawfully in possession or entitled to possession of such public records, and who is required by this section to respond to requests for access to such records.

Local public office has the meaning given in Wis. Stats. § 19.42(7W) and also includes any appointive office of position of the city government unit in which an individual serves as the head of a department, agency or division of the city, but does not include any office or position filed by a municipal employee as defined in Wis. Stats. § 111.70(4)(i).

Record means any material on which written, drawn, printed, spoken, visual or electromagnetic information is recorded or preserved, regardless of physical form or characteristics, which has been created or is being kept by

an authority. The term "record" includes, but is not limited to, handwritten, typed or printed pages, maps, charts, photographs, films, recordings, tapes and computer printouts. The term "record" does not include drafts, notes, preliminary computations and like materials prepared for the originator's personal use or prepared by the originator in the name of a person for whom the originator is working; materials which are purely the personal property of the custodian and have no relation to the officer's office; materials to which access is limited by copyright, patent or bequest; and published materials in the possession of an authority other than a public library which are available for inspection at a public library.

(b) *Duty to maintain records.*

(1) Except as provided under subsection (g) of this section, each officer and employee of the city shall safely keep and preserve all records received from his or her predecessor or other persons and required by law to be filed, deposited or kept in his or her office or which are in the lawful possession or control of the officer or employee or the officer's deputies, or to the possession or control of which the officer or they may be lawfully entitled as such officers or employees.

(2) Upon the expiration of an officer's term of office or an employee's term of employment, or whenever the office or position of employment becomes vacant, each such officer or employee shall deliver to the officer's successor all records then in the officer's custody, and the successor shall receipt therefor to the officer or employee, who shall file the receipt with the city clerk. If a vacancy occurs before a successor is selected or qualifies, such records shall be delivered to and receipted for by the clerk, on behalf of the successor, to be delivered to such successor upon the latter's receipt.

(c) *Legal custodians.*

(1) The clerk, or in the officer's absence or disability or in case of vacancy, the deputy clerk is hereby designated the legal custodian of all city records. The clerk may designate, in writing, that certain other city officers or employees act as the legal custodian of records ordinarily kept by such officer or employee. Authorized designees shall include the city manager, assessor, attorney, building inspector, clerk, director of parks, recreation and forestry, director of planning and economic development, director of public works, financeial services director, fire chief, health officer director, human resources director, police chief and information technology directoradministrator.

(2) The legal custodian shall have full legal power to render decisions and to carry out the duties of an authority under Wis. Stats. ch. 19, subch. II (Wis. Stats. § 19.21 et seq.) and this section. The designation of a legal custodian does not affect the powers and duties of an authority under this section.

(d) *Local public offices.* The following shall constitute local public offices in the city for the purposes of Wis. Stats. § 19.34(1):

(1) Clerk;

(2) City manager;

(3) City attorney;

(4) City assessor;

(5) Building inspector;

(6) Director of parks, recreation and forestry;

(7) Director of public works;

(8) Director of planning and economic development;

(9) Human resources director;

(10) ~~Financial services~~finance director~~ treasurer~~;

(11) Police chief;

(12) Fire chief;

(13) Health officer director;

(14) Information technology director~~administrator~~.

(e) *Public access to records.*

(1) Except as provided in subsection (f) of this section, any person has a right to inspect a record and to make or receive a copy of any record as provided in Wis. Stats. § 19.35(1).

(2) Records will be available for inspection and copying during all regular office hours.

(3) A requester shall be permitted to use facilities comparable to those available to city employees to inspect, copy or abstract a record.

(4) The legal custodian may require supervision during inspection or may impose other reasonable restrictions on the manner of access to an original record if the record is irreplaceable or easily damaged.

(5) A requester shall be charged a fee to defray the cost of locating and copying records as follows:

a. Such fee for the requested records which does not exceed the actual, necessary and direct costs of complying with the request.

b. The cost of photocopying shall be $0.25 per page. The cost has been calculated not to exceed the actual, necessary and direct cost of reproduction.

c. If the form of a written record does not permit copying, the actual and necessary cost of photographing and photographic processing shall be charged.

d. The actual full cost of providing a copy of other records not in printed form on paper, such as films, computer printouts and audio or video tapes, shall be charged.

e. If mailing or shipping is necessary, the actual cost shall also be charged.

f. There shall be no charge for locating a record unless the actual cost therefor exceeds $50.00, in which case the actual cost shall be determined by the legal custodian and billed to the requester.

g. The legal custodian shall estimate the cost of all applicable fees and may require a cash deposit adequate to ensure payment if such estimate exceeds $5.00.

h. Elected and appointed officials of the city shall not be required to pay for public records they may reasonably require for the proper performance of their official duties.

i. The legal custodian may provide copies of a record without charge or at a reduced charge where he or she determines that waiver or reduction of the fee is in the public interest.

(6) Pursuant to Wis. Stats. § 19.34, and the guidelines therein listed, each authority shall adopt, prominently display, and make available for inspection and copying at its offices, for the guidance of the public, a notice containing a description of its organization and the established times and places at which, the legal custodian from whom, and the methods whereby, the public may obtain information and access to records in its custody, make requests for records, or obtain copies of records, and the costs thereof. Each authority shall also prominently display at its offices, for the guidance of the public, a copy of subsections (d) through (f) of this section. This subsection does not apply to members of the common council.

(f) *Access procedures.*

(1) A request to inspect or copy a record shall be made to the legal custodian. A request shall be deemed sufficient if it reasonably describes the requested record or the information requested. However, a request for a record without a reasonable limitation as to subject matter or length of time represented by the record does not constitute a sufficient request. A request may be made orally, but a request must be in writing before an action to enforce the request is commenced under Wis. Stats. § 19.37. Except as provided in subsections (f)(2) and (3) of this section, no request may be refused because the person making the request is unwilling to be identified or to state the purpose of the request. No request may be refused because the request is received by mail unless prepayment of a fee is required under subsection (e)(5)f of this section. A requester may be required to show acceptable identification whenever security reasons or federal law or regulations so require.

(2) Each custodian, upon request for any record, shall, as soon as practicable and without delay, either fill the request or notify the requester of the authority's determination to deny the request in whole or in part and the reasons therefor. If the legal custodian, after conferring with the city attorney, determines that a written request is so general as to be unduly time consuming, the party making the request may first be required to itemize the officer's request in a manner which would permit reasonable compliance.

(3) A request for a record may be denied as provided in this subsection (f). If a request is made orally, the request may be denied orally unless a demand for a written statement of the reasons denying the request is made by the requester within five business days of the oral denial. If a written request is denied in whole or in part, the requester shall receive a written statement of the reasons for denying the request. Every written denial of a request shall inform the requester that if the request for the record was made in writing, then the determination is subject to review upon petition for a writ of mandamus under Wis. Stats. § 19.37(1), or upon application to the attorney general or a district attorney.

(g) *Limitations upon access and withholding.*

(1) *Application of other laws.* Any record which is specifically exempted from disclosure by state or federal law or authorized to be exempted from disclosure by state law is exempt from disclosure under subsection (e) of this section, except that any portion of that record which contains public information is open to public inspection as provided in subsection (g)(6) of this section.

(2) *Law enforcement records.* Except as otherwise provided by law, whenever federal law or regulations require or as a condition to receipt of aids by the state require that any record relating to investigative information obtained for law enforcement purposes be withheld from public access, then that information is exempt from disclosure under subsection (e) of this section.

(3) *Contractor's records.* Each authority shall make available for inspection and copying under subsection (d) of this section any record produced or collected under a contract entered into by the authority with a person other than an authority to the same extent as if the record were maintained by the authority. This subsection does not apply to the inspection or copying of a record under Wis. Stats. § 19.35(1)(am).

(4) *Computer programs and data.* A computer program, as defined in Wis. Stats. § 16.971(4)(c), is not subject to examination or copying under subsection (e) of this section, but the material used as input for a computer program or the material produced as a product of the computer program is subject to the right of examination and copying, except as otherwise provided in Wis. Stats. § 19.35 or this section.

(5) *Trade secrets.*

a. The legal custodian may provide copies of a record without charge or at a reduced charge where it is determined that waiver or reduction of the fee is in the public interest; and

b. An authority may withhold access to any record or portion of a record containing information qualifying as a trade secret as defined in Wis. Stats. § 134.90(1)(c).

(6) *Separation of information.* If a record contains information that is subject to disclosure under Wis. Stats. § 19.35(1)(a) or (am) and information that is not subject to such disclosure, the authority having custody of the record shall provide the information that is subject to disclosure and delete the information that is not subject to disclosure from the record before release.

(7) *Identities of applicants for public positions.*

a. In this section, the term "final candidate" means each applicant for a position who is seriously considered for appointment or whose name is certified for appointment and whose name is submitted for final consideration to an authority for appointment to any local public office, as defined in Wis. Stats. § 19.42(7w). The term "final candidate" includes whenever there are at least five candidates for an office or position, each of the five candidates who are considered most qualified for the office or position by an authority, and whenever there are less than five candidates for an office or position, each such candidate. Whenever an appointment is to be made from a group of more than five candidates, the term "final candidate" also includes each candidate in the group.

b. Every applicant for a position with any authority may indicate in writing to the authority that the applicant does not wish the authority to reveal the officer's identity. Except with respect to an applicant whose name is certified as a final candidate, if an applicant makes such an indication in writing, the authority shall not provide access to any record related to the application that may reveal the identity of the applicant.

(8) *Identities of law enforcement informants.*

a. In this subsection:

1. The term "informant" means an individual who requests confidentiality from a law enforcement agency in conjunction with providing information to that agency or, pursuant to an express promise of confidentiality by a law enforcement agency or under circumstances in which a promise of confidentiality would reasonably be implied, provides information to a law enforcement agency or, is working with a law enforcement agency to obtain information, related in any case to any of the following:

(i) Another person who the individual or the law enforcement agency suspects has violated, is violating or will violate a federal law, a law of any state or an ordinance of any local government.

(ii) Past, present or future activities that the individual or law enforcement agency believes may violate a federal law, a law of any state or an ordinance of any local government.

2. The term "law enforcement agency" has the meaning given in Wis. Stats. § 165.83(1)(b) and includes the department of corrections.

b. If an authority that is a law enforcement agency receives a request to inspect or copy a record or portion of a record under subsection (e) of this section that contains specific information, including, but not limited to, a name, address, telephone number, voice recording or handwriting sample which, if disclosed, would identify an informant, the authority shall delete the portion of the record in which the information is contained or, if not portion of the record can be inspected or copied without identifying the informant, shall withhold the record unless the legal custodian

of the record, designated under Wis. Stats. § 19.33, makes a determination, at the time that the request is made, that the public interest in allowing a person to inspect, copy or receive a copy of such identifying information outweighs the harm done to the public interest by providing such access.

(9) *Records of plans or specifications for state buildings.* Records containing plans or specifications for any state-owned or state-leased building, structure of facility or any proposed state-owned or state-leased building, structure or facility are not subject to the right of inspection or copying under subsection (e) of this section except as the department of administration otherwise provides by rule.

(10) *Public library circulation records exempt.* As provided by Wis. Stats. § 3.30, public library circulation records are exempt from inspection under this section.

(11) *Refusal of requests not specifically exempt from disclosure.* In responding to a request for inspection or copying of a record which is not specifically exempt from disclosure, the legal custodian, after conferring with the city attorney, may deny the request, in whole or in part, only if it is determined that the harm to the public interest resulting from disclosure would outweigh the public interest in full access to the requested record. Examples of matters for which disclosure may be refused include, but are not limited to, the following:

a. Records obtained under official pledges of confidentiality which were necessary and given in order to obtain the information contained in them.

b. Records of current deliberations after a quasi-judicial hearing.

c. Records of current deliberations concerning employment, dismissal, promotion, demotion, compensation, performance or discipline, or any city officer or employee, or the investigation of charges against a city officer or employee, unless such officer or employee consents to such disclosure.

d. Records concerning current strategy for crime detection or prevention.

e. Records or current deliberations or negotiations on the purchase of city property, investing of city fund, or other city business whenever competitive or bargaining reasons require nondisclosure.

f. Financial, medical, social or personal histories or disciplinary data of specific persons which, if disclosed, would be likely to have a substantial adverse effect upon the reputation of any person referred to in such history or data.

g. Communications between legal counsel for the city and any officer, agent or employee of the city, when advice is being rendered concerning strategy with respect to current litigation in which the city or any of its officers, agents or employees is or is likely to become involved, or communications which are privileged under Wis. Stats. § 905.03.

(12) *Property assessment income and expense information.* Whenever the assessor, in the performance of the officer's duties, requests and obtains income and expense information pursuant to the Wis. Stats. § 70.47(7)(af) or any successor statute thereto, then such income and expense information that is provided to the assessor shall, except as provided below, be held by the assessor on a confidential basis. Notwithstanding the foregoing, such income and expense information may be revealed to, and used by, persons in the discharge of duties imposed by law, in the discharge of duties imposed by office, including, but not limited to, use by the assessor in performance of official duties of the assessor's office and use by the board of review in performance of its official duties or pursuant to order of a court. Income and expense information provided to the assessor under Wis. Stats. § 70.47(7)(af), unless a court determines that it is inaccurate, is pursuant to Wis. Stats. § 70.47(7)(af), not subject to the right of inspection and copying under subsection (e) of this section.

(h) *Record retention and destruction.*

(1) *Retention schedules.* In accordance with Wis. Stats. §§ 16.61 and 19.21(4)(b) and effective June 1, 2015, the city adopts such record retention schedules as approved by the public records board.

(2) *Records not on approved schedule.* Any record not covered by the approved record retention schedules or any law or regulation, shall be retained at least seven years unless the record is added by amendment to the relevant record retention schedule and authorized by resolution of the common council.

(3) *Notice to state historical society.* Unless notice is waived by the state historical society, at least 60 days' notice shall be given to the state historical society prior to the destruction of any record.

(4) *No destruction of records while a request is pending or while a denial of a request is being appealed.* No custodian may destroy any record at any time after the receipt of a request for inspection or copying of a record until after the request is granted or until at least 60 days after the date that the request is denied. If any legal action is pending regarding or related to the record, the record may not be destroyed without the express authorization of the city attorney. No record that is the object of or which has been produced pursuant to a discovery order or a subpoena may be destroyed without the express consent of the city attorney.

(5) *Records that are evidence.* No record may be destroyed that has been identified as, or that may have value as evidence in any civil or criminal legal proceeding, labor arbitration or disciplinary action. No record may be destroyed at any time within 60 days of the denial of a request to review the record or any part thereof.

(6) *Compliance with federal or other retention requirements.* Notwithstanding the record retention schedules, custodians may not destroy any record when any contract, grant, funding conditions, or state or federal statute requires that such record be maintained for a longer period of time.

(i) *Electronic records and signatures accepted.* Electronic records shall be considered original records for all purposes. Electronic signatures shall be acceptable for official business of the city. The use of electronic signatures by a city department or agency shall comply with Wis. Stats. ch. 137.

(Code 1974, § 4.34; Code 2001, § 10-17; Ord. No. 99-30, § 1, 12-21-1999; Ord. No. 03-33, §§ 1, 2, 11-18-2003; Ord. No. 08-20, § 1, 8-5-2008; Ord. No. 09-24, § 4, 10-6-2009; Ord. No. 13-17, §§ 13, 15, 8-20-2013; Ord. No. 15-14, § 1, 3-17-2015; Ord. No. 16-06, §§ 1, 2, 4-19-2016; Ord. No. 21-11, § 1, 5-4-2021; Ord. No. 24-18, § 4, 9-17-2024)

Sec. 13-2. Financial statements.

(a) *Monthly statement.* The city finance director ~~treasurer~~ shall each month prepare and present to the common council a summary statement of the revenues and expenses of the city for the preceding month. These summaries shall be accompanied by such detailed schedules as the council may by resolution require.

(b) *Publication of receipts and disbursements.* Each month the common council shall cause to be published in the official newspaper a general summary of the receipts and disbursements of monies for the preceding month of such publication.

(Code 1974, § 5.02; Code 2001, § 13-2)

Sec. 13-3. Claims; audit.

(a) *Vouchers.* The city finance director ~~treasurer~~ shall furnish a form upon which any claim against the city shall be filed. The form shall show the nature of the claim and the amount and shall be filed by the claimant or his or her agent. The voucher for such claim shall then be filed by the finance director ~~treasurer~~ and presented to the city manager for examination and approval. Thereafter, the claims shall be presented to the common council, at a regular or special meeting, which shall approve, disapprove or refer the same to the proper authorities for investigation. The finance director ~~treasurer~~ shall compile a report on the claims, which shall be presented to the common council at the next regular meeting.

(b) *Payments.* Upon approval of any claim by the common council, the finance director ~~treasurer~~ shall issue a check in payment of such claim.

(c) *Petty cash.*

(1) *Authority of finance director ~~treasurer~~.* The city finance director ~~treasurer~~ is authorized to draw a voucher for petty cash in a sum not to exceed $500.00. The finance director ~~treasurer~~ is authorized to disburse from the petty cash fund sums for purposes for which it may be impractical to follow procedures for the regular payment of claims by the city, including, but not limited to, the purchase of stamps and miscellaneous supplies for city purposes. Before the petty cash fund is replenished, the city finance director ~~treasurer~~ shall file with the common council an itemized statement of expenditures from the petty cash fund. In addition, the ~~office of treasurer~~finance director or his or her designee is authorized to draw a separate voucher for petty cash in a sum not to exceed $300.00 for the purpose of providing change for property tax payments and other transactions paid directly at city hall, which petty cash fund shall be replenished as set forth above.

(2) *Other departments.* The following departments are authorized to draw vouchers for petty cash in the amounts listed below. The petty cash funds established shall be used for the purposes set forth in subsection (c)(1) of this section and shall be replenished by the procedure therein contained.

Departments	*Petty Cash Fund*
Health	$15.00
Public works	$100.00
Police	$150.00
Fire	$100.00
Community center	$100.00
Wastewater treatment	$50.00
Water	$50.00
City hall	$100.00

(d) *Annual audit.* An annual detailed audit of the financial transactions and accounts of the city shall be made by the state auditing department or a licensed public accountant to be designated by the council. This audit shall include the accounts of all city departments and city utilities.

(Code 1974, § 5.03; Code 2001, § 13-3; Ord. No. 00-15, § 1, 7-18-2000; Ord. No. 02-18, §§ 1, 2, 7-16-2002; Ord. No. 13-17, § 15, 8-20-2013; Ord. No. 24-18, § 5, 9-17-2024)

Sec. 13-4. Payment of county taxes.

Pursuant to Wis. Stats. § 70.67(2), the city does obligate itself, as a municipal corporation, to pay, in case the finance director ~~treasurer~~ of the city shall fail so to do, all state and county taxes required by law to be paid by such finance director ~~treasurer~~ to the county treasurer. A certified copy of this section shall be filed with the county treasurer and shall remain in effect until a certified copy of its repeal shall be filed with the county treasurer.

(Code 1974, § 5.04; Code 2001, § 13-4)

Sec. 13-11. Deferment of special assessments for hardship.

(a) *Hardship assessment deferment granted.* Special assessment or sidewalk repair expense (hereinafter, assessment) levied or charged against property may be deferred for reasons of hardship by the finance/personnel committee (the committee) as provided in this section. Hardship assessment deferments may be granted only for assessments levied or charged against owner-occupied, single-family or duplex real estate. Such deferment shall be by resolution directing the finance director ~~treasurer~~ to pay all or any portion of assessments levied or charged against such property.

(b) *Copy of resolution to be filed with county register of deeds.* A copy of such resolution, with a statement of the amount and date paid and a description of the property, certified by the clerk, shall be recorded with the county register of deeds. The amount shall thereby become a lien upon such real property in favor of the city prior to any other lien, than prior outstanding tax certificates or prior liens hereunder, for the amount paid, with legal interest, and shall be enforceable after transfer of title of the property by sale, inheritance, gift or will, in the manner provided by law for the enforcement of mechanics' liens.

(c) *Discharge of lien.* The owner of such property, his or her heirs, personal representatives or assignees may discharge such lien at any time by paying the amount of such lien with accrued interest to the clerk, who shall execute a proper satisfaction which may be duly recorded with the county register of deeds.

(d) *Transfer of title by sale or gift.* After transfer of title by sale, inheritance, gift, or will, or when the basis for hardship no longer exists, the assessment shall be due and owing in full.

(e) *Application.* Application for deferment shall be made to the committee upon an affidavit form provided by the clerk verified by each applicant.

(1) The application shall list the relationship, ages and employment status of the applicant and all dependents; a complete schedule setting forth all assets, liabilities and income from all sources, including his or her own and those of his or her dependents; and any other pertinent information which may assist in evaluating such application. The current federal poverty guidelines shall be used by the committee in evaluating the applicant's ability to pay the assessment. Nothing herein shall prohibit an applicant with a household income above such guidelines from receiving a deferral if the committee determines that extraordinary expenses or other financial obligations of the applicant nonetheless constitute/create hardship to the extent the applicant is unable to pay the assessment.

(2) The above information, together with the information provided in subsection (f) of this section, shall be considered and treated as privileged information and shall not be made public without the applicant's consent.

(3) Applications shall be reviewed by the committee which shall either grant or deny the requested deferment. The decision of the committee shall be final.

(f) *Notification of clerk of increases.* The clerk shall annually request from persons granted a deferral, information pertaining to any increase in assets, annual income or change in any factor identified in the committee's hardship determination. If the information provided shows that the household income of the deferral recipient exceeds the federal poverty guidelines, the clerk shall notify the deferral recipient that the basis of hardship has ceased together with notice that the assessment, plus interest, will be placed upon the tax roll as a special charge for services rendered pursuant to Wis. Stats. § 66.0627. A determination that the basis of hardship has ceased under this subsection may be appealed to the committee for its review of the hardship determination, which determination on review shall be final. Appeal to the committee shall be in writing and filed with the city clerk within 30 days of the clerk's determination that the basis of hardship has ceased.

(g) *Failure to provide, providing false or providing incomplete information.* If the applicant willfully provides false or incomplete information or fails to provide the information requested under subsection (f) of this section, the basis for hardship shall no longer exist and the assessments shall become due and owing in full.

(h) *Interest; deferment period.* Interest at the rate at which the city most recently bonded, plus one percent, shall be charged during the deferment period. The interest rate shall not, however, exceed the legal rate prescribed by state law.

(Code 1974, § 5.11; Code 2001, § 13-10; Ord. No. 06-46, § 1, 12-19-2006; Ord. No. 13-17, § 15, 8-20-2013; Ord. No. 16-16, § 4, 8-16-2016; Ord. No. 17-11, § 1, 6-6-2017; Ord. No. 19-04, § 1, 1-15-2019)

Sec. 22-8. Use of public right-of-way.

(a) *Merchandise in streets.* Except as specifically provided in this Code, it is unlawful for any person to place any goods, wares, displays, decorations, merchandise of any type, or the containers therefor, in, on or above any street or sidewalk in the city without having received a permit therefor as provided in this section or chapter 106.

(1) *Vending machines/collection boxes (other than news boxes).*

a. Vending machines and other collection boxes used for the distribution, collection, or management of non-governmental business operations are prohibited in public right-of-way.

b. Permit for the placement of vending machines/collection boxes upon city property other than right-of-way may be granted as provided in section ~~106-6(a)~~106-6(b). A permit for the placement within city parks may be granted as provided in section 30-2(~~i~~j).

(2) *News boxes.* See section 106-6~~(a)~~(b)(2)a.

(b) *Closure for street parties.* Residents of the city may request to close a street for a period of time not to exceed 24 hours for the purpose of a neighborhood gathering. Such request shall be forwarded to the director of public works and police chief for review, who shall consider the following factors:

(1) Specific location of street to be closed.

(2) Duration.

(3) Access for emergency purposes.

(4) Public works projects affecting the area subject to closure.

(5) Any other factors reasonable in determining whether the closure of the particular portion of the public right-of-way is in the interest of the public health, safety and welfare of the city.

Upon approval by the director of public works and police chief, no further action will be necessary to permit such temporary street closure. If the request for street closure is denied, the applicant shall be entitled to be heard before the common council at its next regular session.

(c) *Sidewalk cafe permits.* See section 106-6(~~a~~b)(2)b.

(Code 1974, § 7.08; Code 2001, § 22-8; Ord. No. 01-20, § 1, 10-16-2001; Ord. No. 07-29, § 2, 11-20-2007; Ord. No. 12-11, § 1, 5-15-2012; Ord. No. 15-01, §§ 4, 5, 1-6-2015)

Sec. 30-6. Use of park by private and public groups.

The director of parks and recreation, or designee authorized in writing, shall permit the use of parks for recreational activities according to the rules and regulations of the board of park commissioners. The director of parks and recreation, or designee authorized in writing, may lease or permit to be used the public parks for private or public groups restricting the use of the park or portions of the park to the group. ~~The leasing of the park known as the county fairgrounds to the Northeastern Wisconsin Fair Association shall be approved by the council.~~

(Code 1974, § 9.05; Code 2001, § 30-6)

Sec. 74-2. Health officer/director.

(a) *Appointment.* The mayor shall appoint~~, subject to confirmation of the common council,~~ a health officer/director according to the qualifications for such officer as found in Wis. Stats. § 251.06, and as may be amended from time to time. If the appointee for health officer/director is not a physician, the board shall arrange and provide for the retention and service of a physician, licensed to practice medicine in the state, on a part-time basis, as a consultant, clinical and medical advisor to the health department.

(b) *Duties.* The duties and powers of the health officer shall be as set forth in Wis. Stats. § 251.06, Wis. Stats. § 252, Wis. Stats. ch. 254, and Wis. Admin. Code ch. DHS 139, as may be amended from time to time, and any other duties and powers granted to a local health officer by state or local public health laws, together with such duties as may be required by the board of health.

(Code 1974, § 21.02; Code 2001, § 74-2; Ord. No. 99-24, § 2, 10-5-1999; Ord. No. 15-10, § 3, 2-17-2015; Ord. No. 19-25, § 1, 12-3-2019)

Sec. 74-3. City health nurse; other personnel.

The city shall employ a full-time qualified registered nurse as the city health nurse, who shall be appointed by the city manager~~mayor, subject to confirmation by the council~~, and who shall be subject to, administer and implement the rules and regulations promulgated by the board of health and as contained in the state statutes and Wisconsin Administrative Code relating to public health. The board of health may employ such additional personnel, consultants and clinicians it deems advisable within the appropriations made therefor by the council.

(Code 1974, § 21.03; Code 2001, § 74-3)

ORDINANCE #26-XX

AMENDING CHAPTERS 3, 6, 10, 13 & 74 AND SECTIONS 22-8 & 30-6
OF THE DE PERE MUNICIPAL CODE

THE COMMON COUNCIL OF THE CITY OF DE PERE, WISCONSIN, DOES ORDAIN AS FOLLOWS:

Section 1. Chapter 3 – CITY MANAGER PLAN is hereby amended as follows:

1. **Sec. 3-2 – Elective officials; terms; primary elections.** is hereby amended by repealing subsection (c) and replacing with "(c) *Mayoral election.* There shall be elected a mayor for a term of three years in the year without a regular council member election as described in subsection (b) of this section."
2. **Sec. 3-9. – Council duties.** is hereby amended by deleting all references to "deputy mayor" and replacing with "council president" in subsection (h).
3. **Sec. 3-11. – Substitution of presiding officer.** is hereby amended by deleting the words "deputy mayor or a member" and replacing with "council president".
4. **Sec. 3-12. – Temporary presiding officer.** is hereby amended by deleting the words "deputy mayor" and replacing with "council president".

Section 2. Chapter 6 – COMMON COUNCIL is hereby amended as follows:

1. **Sec. 6-1. – Meetings.** is hereby amended by deleting the last sentence in subsection (c) *Mayor presides*.
2. **Sec. 6-4. – Committees.** is hereby amended by deleting "city administrator" and replacing it with "city manager" in subsection (c) *Finance/personnel committee*.

Section 3. Chapter 10 - CITY ADMINISTRATION is hereby amended as follows:

1. **Sec. 10-1. – Officer positions created.** is hereby amended by:
    a. Deleting "/treasurer/comptroller" from subsection (7).
    b. Repealing subsection (10) and replacing it with "(10) information technology director".
2. **Sec. 10-14. – Public records.** is hereby amended by:
    a. Deleting the references to "financial services director" and "information technology administrator" in subsection (c)(1) and

replacing with “finance director” and “information technology director”.

b. Deleting the references to “financial services director” and “information technology administrator” in subsections (d)(10) and (d)(14) and replacing with “finance director” and “information technology director”.

Section 4. Chapter 13 - CITY FINANCES is hereby amended as follows:

1. **Sec. 13-2. Financial statements.** is hereby amended by deleting “-treasurer” from the first sentence of subsection (a) under so that the title reads finance director.
2. By deleting “-treasurer” from the first, third and fifth sentences of subsection (a), so that the title reads finance director; deleting “-treasurer” from subsection (b), so that the title reads finance director; from the title of subsection (c)(1), as well as the first, second and third sentences of said subsection, so that the title reads finance director; by deleting “office of the treasurer” from the fourth sentence of subsection (c)(1) and replacing it with “finance director or his or her designee” under **Sec. 13-3. Claims; audit**.
3. In the first sentence of **Sec. 13-4. – Payment of county taxes.** the phrase “-treasurer” shall be deleted so that the title reads “finance director” in the two references to that job title.
4. By deleting “-treasurer” from the first sentence of subsection (a) under **Sec. 13-11. Deferment of special assessments for hardship.**, so that the title reads “finance director.”

Section 5. **Sec. 22–8. – Use of public right-of-way.** is hereby amended by:

a. repealing the hyperlinks in subsection (a)(1)b. “section 106-6(a)” and “section 30-2(i)” and replacing with “section 106-6(b)” and “section 30-2(j).”
b. repealing the hyperlink in subsection (a)(2) “106-6(a)(2) and replacing with “section 106-6(b)(2)a.”
c. repealing the hyperlink in subsection (c) “106-6(a)(2) and replacing with “section 106-6(b)(2)b.”

Section 6. **Sec. 30-6. – Use of park by private and public groups.** is hereby repealed and recreated as follows:

Sec. 30-6. – Use of park by private and public groups. The director of parks and recreation, or designee authorized in writing, shall permit the use of parks for recreational activities according to the rules and regulations of the board of park commissioners. The director of parks and recreation, or designee authorized in writing, may lease or permit to be used the public parks for private or public groups restricting the use of the park or portions of the park to the group.

Section 7. Chapter 74 – PUBLIC HEALTH is hereby amended as follows:

1. **Sec. 74-2. – Health officer.** is hereby repealed and recreated as follows:

   Sec. 74-2. – Health officer/director.

   (a) *Appointment.* The city manager shall appoint a health officer/director according to the qualifications for such officer as found in Wis. Stats. §251.06, and as may be amended from time to time. If the appointee for health officer/director is a not a physician, the board shall arrange and provide for the retention and service of a physician, licensed to practice medicine in the state, on a part-time basis, as a consultant, clinical and medical advisor to the health department.

   (b) *Duties.* The duties and powers of the health officer/director shall be as set forth in Wis. Stats. §251.06, Wis. Stats. ch. 252, Wis. Stats. ch. 254, and Wis. Admin. Code DHS ch. 139, as may be amended from time to time, and any other duties and powers granted to a local health officer by state or local public health laws, together with such duties as may be required by the board of health.

2. **Sec. 74-3. – City health nurse; other personnel.** is hereby amended by deleting “mayor” from the first sentence of said section and replacing with “city manager” and also deleting the phrase “subject to confirmation by the council.”

Section 8. All ordinances or parts of ordinances in conflict herewith are hereby repealed.

Section 9. This ordinance shall take effect upon its passage and publication.

Adopted by the Common Council of the City of De Pere, Wisconsin, this _____day of _____, 2026.

APPROVED:

_____
James G. Boyd, Mayor

ATTEST:

_____
Carey E. Danen, City Clerk

Ayes: _____
Nays: _____
Board/Committee Approval: 2/10/2026
Publication Date: _____
Effective Date: _____

City of De Pere, Wisconsin

3.E

Request for Finance/Personnel Committee Action

MEETING DATE:	February 10, 2026
DEPARTMENT:	City Clerk
FROM:	Carey Danen, City Clerk
SUBJECT:	Consideration and Possible Action on request to pay tax bills and rescind property taxes for NeighborWorks Parcels ED-6 and WD-478-1.*
RECOMMENDED ACTION:	Motion to approve.

Under Wisconsin law, certain types of property are exempt from property tax. Exempt property owners are required to file a report with the Clerk's office every even-numbered year to confirm their status and make updates if needed. I was not aware that in addition, owners of qualifying benevolent low-income housing are required to file a second report annually with the assessor. The CEO of NeighborWorks sent me the report last spring; however, I failed to forward it to the City's assessor, thinking that it was a duplicate of their 2024 report and that their tax-exempt status was current until the next reporting period in 2026.

In order to correct this error, I am requesting your approval to pay the net taxes for both parcels in the amount of $5,687.45 using unassigned reserves. The Common Council must formally rescind the property taxes, and we can then request a charge back to the other taxing jurisdictions for their portion. There is a delay before the funds would be recouped, because the Department of Revenue does not approve chargebacks until after the October 1st submission deadline. The other jurisdictions then have until February 15th, 2027 to make payment. At that point, $3,606.02 will be returned to unassigned reserves.

Thank you for your consideration and understanding in this matter. Please contact me in advance of the meeting with any questions.

ATTACHMENTS:
2025 Tax Bill_ED-6, 2025 Tax Bill_WD-478-1

REAL ESTATE PROPERTY TAX BILL FOR 2025

CITY OF DE PERE

Bill #: 9084212
Parcel #: ED-6
Alt. Parcel #:

NEIGHBORHOOD HOUSING SERVICES OF GREEN BAY INC
437 S JACKSON ST
GREEN BAY WI 54301-3909

Total Due For Full Payment
By January 31, 2026
$2,788.30
-- OR --
Pay First Installment
By January 31, 2026
$1,470.13

Make Check Payable and Mail to:
CITY OF DE PERE
TREASURER
335 S BROADWAY
DE PERE WI 54115

Tear off this stub and include with your first or full payment. If receipt is needed, send a self-addressed stamped envelope.
If payment is made by check, receipt is not valid until check has cleared all banks.

MAIL: City of De Pere Tax Collection, 335 S. Broadway, De Pere, WI 54115
ONLINE: www.browncountywi.gov/propertytax
Use Guest sign-in. Enter Parcel# only. VPS Convenience Fees: E-check $1.25, Personal Visa Debit Cards $3.95, and Credit Cards/Other Debit Cards 2.55%
IN PERSON: City Hall Clerk's Office(Mon-Thurs 7:30AM-5:00PM;Fri 7:30AM-11:30AM, except holidays)
DROP BOX: Secure, built-in drop box marked by signage on Merrill St side of City Hall
NOTE: Homeowners check for Lottery Credit deduction on Primary Residence only.
For mailing address changes go to www.browncountywi.gov/addresschange
Receipts are available at www.browncountywi.gov/propertysearch
Postponed 2nd installment payments will be collected by Brown County.

STATE OF WISCONSIN
REAL ESTATE PROPERTY TAX BILL FOR 2025
CITY OF DE PERE
BROWN COUNTY

BILL NO. 9084212
Correspondence should refer to parcel number
PARCEL#: ED-6

SEQ# 3674

Property Address
726 N BROADWAY ST

Assessed Value Land	Ass'd Value Improvements	Total Assessed Value	Ave. Assmt. Ratio	Est. Fair Mkt. Land	Est. Fair Mkt. Improvements	Total Est. Fair Mkt.
13,000	175,800	188,800	1.0067	12,900	174,600	187,500

☐ A star in this box means unpaid prior year taxes

Taxing Jurisdiction	2024 Est. State Aids Allocated Tax Dist.	2025 Est. State Aids Allocated Tax Dist.	2024 Net Tax	2025 Net Tax	% Tax Change
CITY OF DE PERE	3,828,404	3,953,390		1,031.38	100.0%
NORTHEAST WI VTAE	2,227,029	2,131,916		99.49	100.0%
UNIF DIST DEPERE	14,875,929	16,156,289		1,062.58	100.0%
BROWN COUNTY	1,006,185	1,007,845		504.53	100.0%
Total	21,937,547	23,249,440		2,697.98	100.0%
First Dollar Credit				61.64	100.0%
Lottery & Gaming Credit					
Net Property Tax				2,636.34	100.0%

Gross Property Tax	2,697.98
First Dollar Credit	-61.64
Lottery Credit	
Net Property Tax	2,636.34
STORM WTR MGMT	151.96

TOTAL DUE FOR FULL PAYMENT
PAY BY **January 31, 2026**
▶ $ 2,788.30
Warning: If not paid by due dates, installment option is lost and total tax is delinquent subject to interest and, if applicable, penalty.
Failure to pay on time. See reverse.

PA-685/3 (R. 8-15)

School taxes reduced by school levy tax credit $ 221.93

IMPORTANT: Be sure this description covers your property. This description is for property tax bill only and may not be a full legal description.

NEIGHBORHOOD HOUSING SERVICES OF GI 2481760 ACRES: 0.236
437 S JACKSON ST
GREEN BAY WI 54301-3909
10,323 SQ FT ARNDT'S 1ST ADD.
LOT 4 BLK 2

Net Assessed Value Rate (Does NOT reflect credits)
0.014290164

RETAIN THIS PORTION AS YOUR COPY

Installments may be paid as follows:
1470.13 DUE BY 01/31/2026
1318.17 DUE BY 07/31/2026

FOR INFORMATIONAL PURPOSES ONLY
- Voter Approved Temporary Tax Increases

Taxing Jurisdiction	Total Additional Taxes	Total Additional Taxes Applied to Property	Year Increase Ends
UNIF DIST DEPERE	1,383,331.12	146.54	2045
UNIF DIST DEPERE	1,993,072.99	211.13	2029

SEE REVERSE SIDE FOR IMPORTANT INFORMATION

CITY OF DE PERE
TREASURER
335 S BROADWAY
DE PERE WI 54115

PRESORTED
FIRST CLASS MAIL
US POSTAGE PAID
UMS

TAX BILL ENCLOSED
for ED-6

FORWARDING SERVICE REQUESTED

NEIGHBORHOOD HOUSING SERVICES OF GREEN BAY INC
437 S JACKSON ST
GREEN BAY WI 54301-3909

REAL ESTATE PROPERTY TAX BILL FOR 2025

CITY OF DE PERE

Bill #: 9087169
Parcel #: WD-478-1
Alt. Parcel #:

NEIGHBORHOOD HOUSING SERVICES OF GREEN BAY INC
437 S JACKSON ST
GREEN BAY WI 54301-3909

Total Due For Full Payment
By January 31, 2026
$3,249.91
-- OR --
Pay First Installment
By January 31, 2026
$1,724.36

Make Check Payable and Mail to:
CITY OF DE PERE
TREASURER
335 S BROADWAY
DE PERE WI 54115

Tear off this stub and include with your first or full payment. If receipt is needed, send a self-addressed stamped envelope.
If payment is made by check, receipt is not valid until check has cleared all banks.

MAIL: City of De Pere Tax Collection, 335 S. Broadway, De Pere, WI 54115
ONLINE: www.browncountywi.gov/propertytax
Use Guest sign-in. Enter Parcel# only. VPS Convenience Fees: E-check $1.25,
Personal Visa Debit Cards $3.95, and Credit Cards/Other Debit Cards 2.55%
IN PERSON: City Hall Clerk's Office(Mon-Thurs 7:30AM-5:00PM;Fri 7:30AM-11:30AM, except holidays)
DROP BOX: Secure, built-in drop box marked by signage on Merrill St side of City Hall
NOTE: Homeowners check for Lottery Credit deduction on Primary Residence only.
For mailing address changes go to www.browncountywi.gov/addresschange
Receipts are available at www.browncountywi.gov/propertysearch
Postponed 2nd installment payments will be collected by Brown County.

STATE OF WISCONSIN
REAL ESTATE PROPERTY TAX BILL FOR 2025
CITY OF DE PERE
BROWN COUNTY

BILL NO. 9087169
Correspondence should refer to parcel number
PARCEL#: WD-478-1

SEQ# 6631

Property Address
747 ELM ST

Assessed Value Land	Ass'd Value Improvements	Total Assessed Value	Ave. Assmt. Ratio	Est. Fair Mkt. Land	Est. Fair Mkt. Improvements	Total Est. Fair Mkt.
11,800	203,300	215,100	1.0067	11,700	201,900	213,600

☐ A star in this box means unpaid prior year taxes

Taxing Jurisdiction	2024 Est. State Aids Allocated Tax Dist.	2025 Est. State Aids Allocated Tax Dist.	2024 Net Tax	2025 Net Tax	% Tax Change
CITY OF DE PERE	3,828,404	3,953,390		1,175.05	100.0%
NORTHEAST WI VTAE	2,227,029	2,131,916		113.35	100.0%
WEST DEPERE SCH	16,246,559	16,242,434		1,251.25	100.0%
BROWN COUNTY	1,006,185	1,007,845		574.82	100.0%
Total	23,308,177	23,335,585		3,114.47	100.0%
First Dollar Credit				63.36	100.0%
Lottery & Gaming Credit					
Net Property Tax				3,051.11	100.0%

Gross Property Tax	3,114.47
First Dollar Credit	-63.36
Lottery Credit	
Net Property Tax	3,051.11
STORM WTR MGMT	198.80

TOTAL DUE FOR FULL PAYMENT
PAY BY **January 31, 2026**
▶ $ 3,249.91
Warning: If not paid by due dates, installment option is lost and total tax is delinquent subject to interest and, if applicable, penalty.
Failure to pay on time. See reverse.

PA-685/3 (R. 8-15)

School taxes reduced by school levy tax credit $ 252.84

IMPORTANT: Be sure this description covers your property. This description is for property tax bill only and may not be a full legal description.

NEIGHBORHOOD HOUSING SERVICES OF G 2481760 1857781 ACRES: 0.215
437 S JACKSON ST
GREEN BAY WI 54301-3909
9,375 SQ FT DEPERE CO'S ADDN
LOTS 46, 48, & 50 BLK 19

Net Assessed Value Rate (Does NOT reflect credits)
0.014479167

RETAIN THIS PORTION AS YOUR COPY

SEE REVERSE SIDE FOR IMPORTANT INFORMATION

Installments may be paid as follows:
1724.36 DUE BY 01/31/2026
1525.55 DUE BY 07/31/2026

FOR INFORMATIONAL PURPOSES ONLY
- Voter Approved Temporary Tax Increases

Taxing Jurisdiction	Total Additional Taxes	Total Additional Taxes Applied to Property	Year Increase Ends
WEST DEPERE SCH	81,414.87	8.40	2039
WEST DEPERE SCH	2,114,016.12	218.31	2036
WEST DEPERE SCH	2,349,871.41	242.67	2027

CITY OF DE PERE
TREASURER
335 S BROADWAY
DE PERE WI 54115

PRESORTED
FIRST CLASS MAIL
US POSTAGE PAID
UMS

TAX BILL ENCLOSED
for WD-478-1

FORWARDING SERVICE REQUESTED

NEIGHBORHOOD HOUSING SERVICES OF GREEN BAY INC
437 S JACKSON ST
GREEN BAY WI 54301-3909

City of De Pere, Wisconsin

3.F

Request for Finance/Personnel Committee Action

MEETING DATE:	February 10, 2026
DEPARTMENT:	Finance
FROM:	Pamela Manley, Finance Director
SUBJECT:	Consideration and Possible Action to Approve Forte for Merchant Services Using the Service Fee Model for the Beer Gardens and Pools.*
RECOMMENDED ACTION:	Motion to approve.

To accept credit/debit cards at the Beer Gardens and Pools this summer the Parks Department has worked with Forte, the company we use to process credit card transactions, to get a separate pricing fee schedule, see attachment. The current agreement passes along the convenience fee of 2.80% of the payment amount with a minimum fee of $2.00 to the customer. This new pricing would decrease that minimum fee from $2.00 to $1.00 but have a higher percentage of 3.10%. As most concessions are for low dollar amounts this would save the customer $1/transaction.

Please reach out to me prior to the meeting with any questions you may have.

ATTACHMENTS:
De Pere, WI - Beer Garden CSG Forte - CivicPlus - Gov Pricing 2025

PRICING FEE SCHEDULE
De Pere, WI - Beer Garden

Forte Payment Systems is proud to provide a robust processing platform and flexible pricing strategies:

- **Service Fee Model** – in a service fee model approach, the citizen pays a service fee for processing their transaction. Your office absorbs no cost.

Service (Convenience) Fee Pricing Option:

MasterCard, Visa, Discover and American Express cards

3.10% of the payment amount with a minimum fee of $1.00 based upon volume.

Electronic check – online WEB and IVR payments

Includes Forte Verification for known accounts.

eCheck Transaction Tiers	Fees	Frequency
$0.00 to $50,000.00	$2.00 w/Verification	Per Transaction
$50,000.01 to $75,000.00	$3.25 w/Verification	Per Transaction
$75,000.01 to $100,000.00	$6.25 w/Verification	Per Transaction
$100,000.01 to $150,000.00	$10.25 w/Verification	Per Transaction
$150,000.01 + $250,000.00	$15.25 w/Verification	Per Transaction

Equipment and Service Pricing:

The following table reflects our Equipment and Service Offerings

Standard Product	Description	Fees and Cost of Equipment
VeriFone V400c Terminal (Cloud Based)		$399.00 per terminal plus shipping
Dynaflex II and Counter-Top Docking Station Bundle		$219/Device with Docking station plus shipping

Select pricing option(s) desired: Service Fee Pricing ☐

***Required Merchant Signature:** _____

Date _____

City of De Pere, Wisconsin

3.G

Request for Finance/Personnel Committee Action

MEETING DATE:	February 10, 2026
DEPARTMENT:	Finance
FROM:	Pamela Manley, Finance Director
SUBJECT:	Cash and Investments Report for December 31st, 2025
RECOMMENDED ACTION:	

I have attached a summary of the City's Cash and Investments for your information and review as of December 31st, 2025. I have also attached last year's monthly summary of the accounts, so you can see comparable activity throughout the course of the year for all accounts. The City's interest revenue through December was $2,581,657.50. This includes $100,000 in interest from Water Utility for the long-term advance. In December, we received $129,139.70 in our LGIP account from the State for our EMS-Funding Assistance Program (FAP) award. In December we began using Intrafi Cash Service (ICS) to earn interest on our General City Checking. Both the Associated Bank Trust and Charles Schwab Investments increased due to dividends and interest. In December, the city collected over $20 million in tax payments. Feel free to contact me should you have any questions about this item.

ATTACHMENTS:
Investment Summary-December 2025, Yearly Summary-2025, Yearly Summary-Dec. 2024

DE PERE CASH AND INVESTMENTS SUMMARY

December 31, 2025

CASH ACCOUNTS

CHECKING ACCOUNTS		BALANCE
GENERAL CHECKING	$	14,193.44
TAX COLLECTION CHECKING	$	1,969,387.53
HEALTH CHECKING*	$	-
DENTAL CHECKING*	$	-
TOTAL CASH	**$**	**1,983,580.97**

INVESTMENTS

		BALANCE		INTEREST AND APPRECIATION	RATE OF RETURN
LGIP	$	11,880,035.71	$	536,828.24	4.29%
ASSOCIATED BANK TRUST	$	5,580,146.36	$	260,155.79	4.89%
CHARLES SCHWAB INVESTMENTS	$	7,002,013.64	$	315,539.98	4.72%
ICS - TAX ACCOUNT	$	20,453,558.83	$	13,183.64	3.73%
*INTRAFI CASH SERVICE (ICS)	$	48,885,340.00	$	1,355,949.85	4.26%
TOTAL INVESTMENTS	**$**	**93,801,094.54**	**$**	**2,481,657.50**	

TOTAL CASH AND INVESTMENTS	**$**	**95,784,675.51**

*Accounts are ZBA (Zero Balance Accounts) to the General Checking

**General Checking, Money Market, and ICS interest netted against any fees.

NOTE: The City budgeted $2,000,000 for general fund revenues in the 2025 Adopted Budget.

DE PERE CASH AND INVESTMENT YEARLY SUMMARY
DECEMBER 31, 2025

	31-Jan-2025	28-Feb-2025	31-Mar-2025	30-Apr-2025	31-May-2025	30-Jun-2025
CHECKING ACCOUNTS						
GENERAL CHECKING	8,755,035.10	6,920,951.59	9,302,479.39	8,078,173.90	5,309,622.47	2,137,719.43
REAL & PPT TAX CHECKING	27,032,373.51	12,616,784.81	1,000.00	1,000.00	1,000.00	1,000.00
HEALTH CHECKING	474,815.36	536,579.01	422,196.54	365,583.23	397,111.37	180,410.37
DENTAL CHECKING	87,718.73	83,340.12	85,387.36	84,083.67	87,018.03	91,711.87
TOTAL CASH	**$ 36,349,942.70**	**$ 20,157,655.53**	**$ 9,811,063.29**	**$ 8,528,840.80**	**$ 5,794,751.87**	**$ 2,410,841.67**
INVESTMENTS						
LGIP	11,684,103.57	11,390,123.60	12,812,453.30	13,286,611.84	15,263,762.16	15,280,455.03
ASSOCIATED BANK TRUST	5,342,673.83	5,377,179.54	5,399,549.84	5,433,406.27	5,433,495.49	5,465,004.19
CHARLES SCHWAB INVESTMENTS	6,707,443.35	6,739,321.78	6,768,723.53	6,806,423.44	6,802,158.53	6,853,862.45
MONEY MARKET	3,923,499.08	3,936,621.86	12,972,700.64	13,019,189.17	13,067,399.46	13,114,213.03
TOTAL INVESTMENTS	**$ 27,657,719.83**	**$ 27,443,246.78**	**$ 37,953,427.31**	**$ 38,545,630.72**	**$ 40,566,815.64**	**$ 40,713,534.70**
TOTAL CASH AND INVESTMENTS	**$ 64,007,662.53**	**$ 47,600,902.31**	**$ 47,764,490.60**	**$ 47,074,471.52**	**$ 46,361,567.51**	**$ 43,124,376.37**

	31-Jul-2025	31-Aug-2025	30-Sep-2025	31-Oct-2025	30-Nov-2025	31-Dec-2025
CHECKING ACCOUNTS						
GENERAL CHECKING	1,030,579.89	977,621.96	45,295,158.37	39,402,332.57	38,235,745.62	14,193.44
TAX COLLECTION CHECKING	1,000.00	1,000.00	1,000.00	1,000.00	-	1,969,387.53
HEALTH CHECKING	201,715.26	281,295.76	330,566.54	211,438.27	-	-
DENTAL CHECKING	92,823.92	91,335.28	96,951.47	94,912.78	-	-
TOTAL CASH	**$ 1,326,119.07**	**$ 1,351,253.00**	**$ 45,723,676.38**	**$ 39,709,683.62**	**$ 38,235,745.62**	**$ 1,983,580.97**
INVESTMENTS						
LGIP	20,437,619.26	9,494,068.12	9,528,034.25	9,890,909.95	11,712,549.80	11,880,035.71
ASSOCIATED BANK TRUST	5,468,873.73	5,510,457.63	5,527,356.59	5,543,850.67	5,567,701.52	5,580,146.36
CHARLES SCHWAB INVESTMENTS	6,870,468.23	6,907,507.96	6,930,841.60	6,948,630.82	6,965,813.61	7,002,013.64
MONEY MARKET	12,162,306.27		-	-	-	
ICS - TAX ACCOUNT					1,000.73	20,453,558.83
INTRAFI CASH SERVICE (ICS)		12,205,863.49	12,248,798.69	12,291,523.10	12,331,646.90	48,885,340.00
TOTAL INVESTMENTS	**$ 44,939,267.49**	**$ 34,117,897.20**	**$ 34,235,031.13**	**$ 34,674,914.54**	**$ 36,578,712.56**	**$ 93,801,094.54**
TOTAL CASH AND INVESTMENTS	**$ 46,265,386.56**	**$ 35,469,150.20**	**$ 79,958,707.51**	**$ 74,384,598.16**	**$ 74,814,458.18**	**$ 95,784,675.51**

DE PERE CASH AND INVESTMENT YEARLY SUMMARY
DECEMBER 31, 2024

	31-Jan-2024	29-Feb-2024	31-Mar-2024	30-Apr-2024	31-May-2024	30-Jun-2024
CHECKING ACCOUNTS						
CITY CHECKING	8,658,164.85	6,546,435.65	4,338,133.91	3,966,560.48	1,415,991.35	2,392,194.50
REAL & PPT TAX CHECKING	15,641,771.63	6,514,236.72	1,000.00	1,000.00	1,000.00	1,000.00
HEALTH CHECKING	1,418,730.29	1,410,173.44	1,378,539.11	1,293,115.07	1,284,101.22	750,258.10
DENTAL CHECKING	86,128.58	87,106.05	86,124.74	87,017.04	89,457.87	89,789.67
TOTAL CASH	**$ 25,804,795.35**	**$ 14,557,951.86**	**$ 5,803,797.76**	**$ 5,347,692.59**	**$ 2,790,550.44**	**$ 3,233,242.27**
INVESTMENTS						
LGIP	17,866,153.79	17,658,776.95	18,936,797.56	19,341,730.48	20,398,737.41	20,438,939.67
ASSOCIATED BANK TRUST	5,132,918.84	5,127,445.37	5,145,143.67	5,140,481.49	5,170,236.11	5,193,827.26
CHARLES SCHWAB INVESTMENTS	6,446,202.84	6,430,877.60	6,439,451.41	6,448,746.66	6,472,755.90	6,498,760.90
MONEY MARKET	1,078,564.79	1,083,162.54	7,619,525.82	7,653,126.65	7,687,904.44	7,721,680.79
TOTAL INVESTMENTS	**$ 30,523,840.26**	**$ 30,300,262.46**	**$ 38,140,918.46**	**$ 38,584,085.28**	**$ 39,729,633.86**	**$ 39,853,208.62**
TOTAL CASH AND INVESTMENTS	**$ 56,328,635.61**	**$ 44,858,214.32**	**$ 43,944,716.22**	**$ 43,931,777.87**	**$ 42,520,184.30**	**$ 43,086,450.89**

	31-Jul-2024	31-Aug-2024	30-Sep-2024	31-Oct-2024	30-Nov-2024	31-Dec-2024
CHECKING ACCOUNTS						
CITY CHECKING	6,088,631.77	727,881.28	7,802,828.00	3,708,330.68	1,972,185.65	2,073,383.90
REAL & PPT TAX CHECKING	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	16,203,476.44
HEALTH CHECKING	1,011,765.80	956,627.05	918,795.55	857,501.63	824,097.82	701,634.09
DENTAL CHECKING	80,528.88	82,770.58	83,519.61	87,013.58	88,453.72	90,200.19
TOTAL CASH	**$ 7,181,926.45**	**$ 1,768,278.91**	**$ 8,806,143.16**	**$ 4,653,845.89**	**$ 2,885,737.19**	**$ 19,068,694.62**
INVESTMENTS						
LGIP	20,971,586.74	17,522,703.29	14,947,368.10	14,967,477.54	14,919,096.80	11,214,276.91
ASSOCIATED BANK TRUST	5,241,542.35	5,282,497.12	5,320,173.83	5,295,505.14	5,312,234.41	5,319,990.57
CHARLES SCHWAB INVESTMENTS	6,560,741.25	6,617,696.47	6,659,345.09	6,656,922.28	6,665,667.33	6,686,473.66
MONEY MARKET	7,756,736.36	7,791,951.07	7,824,800.74	7,857,010.73	7,887,021.96	3,909,023.89
TOTAL INVESTMENTS	**$ 40,530,606.70**	**$ 37,214,847.95**	**$ 34,751,687.76**	**$ 34,776,915.69**	**$ 34,784,020.50**	**$ 27,129,765.03**
TOTAL CASH AND INVESTMENTS	**$ 47,712,533.15**	**$ 38,983,126.86**	**$ 43,557,830.92**	**$ 39,430,761.58**	**$ 37,669,757.69**	**$ 46,198,459.65**