

*****ATTACHMENTS*****

CITY OF SHEBOYGAN

REQUEST FOR FINANCE AND PERSONNEL COMMITTEE CONSIDERATION

ITEM DESCRIPTION: Res. No. 99-17-18 by Alderperson Donohue. A Resolution providing for the sale of approximately \$4,855,000 Water Utility Revenue Bonds, Series 2018, and R.O. No. 213-17-18 by Board of Water Commissioners requesting Common Council approval for the Utility to proceed with the sale and acceptance of aforementioned revenue bonds.

REPORT PREPARED BY: Nancy Buss, Finance Director

REPORT DATE: November 21, 2017

MEETING DATE: November 27, 2017

FISCAL SUMMARY:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

STATUTORY REFERENCE:

Wisconsin Statutes: N/A
Municipal Code: N/A

BACKGROUND / ANALYSIS:

The Sheboygan Board of Water Commissioners approved borrowing approximately \$4,855,000 for the public purpose of paying the cost of extensions, additions and improvements to the municipal water utility, including financing an elevated tank and refunding certain outstanding obligations of the City, specifically, the callable maturities of the Water Utility Revenue Bonds, Series 2007, dated April 15, 2007. Repayment of the debt will be water revenues, established through rates approved by the WI Public Service Commission.

STAFF COMMENTS:

The Sheboygan Water Utility construct an elevated storage tank on the southside of the city located west of Hwy OK for approximately \$2,400,000. The existing storage tank on Tower Drive is under sized and needs considerable maintenance. A second tank will improve fire protection and overall water supply to the industrial park.

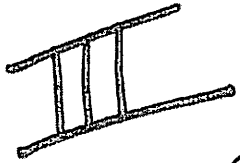
The Sheboygan Water Utility will refinance 2007 Bonds in the amount of \$2,325,000. The interest rate on the existing bonds is 4.125 to 4.5 percent. The bond duration is through 2027. Considerable interest savings are anticipated through refinancing the bonds.

ACTION REQUESTED:

Motion to recommend the Common Council approve Res. No. 99-17-18 providing for the sale of approximately \$4,855,000 Water Utility Revenue Bonds, Series 2018 and file R.O. No. 213-17-18.

ATTACHMENTS:

- I. Res. No. 99-17-18
- II. R.O. No. 213-17-18



57

Res. No. 99 - 17 - 18. By Alderperson Donohue. November 20, 2017.

A RESOLUTION PROVIDING FOR THE SALE OF APPROXIMATELY \$4,855,000 WATER UTILITY REVENUE BONDS, SERIES 2018.

WHEREAS, the City of Sheboygan, Sheboygan County, Wisconsin (the "City") is presently in need of approximately \$4,855,000 for the public purpose of paying the cost of extensions, additions and improvements to the municipal water utility, including financing an elevated tank (the "Project") and refunding certain outstanding obligations of the City, specifically, the callable maturities of the Water Utility Revenue Bonds, Series 2007, dated April 15, 2007 (the "Refunding");

WHEREAS, cities are authorized by the provisions of Section 66.0621, Wisconsin Statutes, to borrow money and to issue water utility revenue bonds to provide funds for extending, adding to and improving a public utility or refunding obligations issued to finance such extensions, additions and improvements; and

WHEREAS, the Common Council of the City hereby finds and determines that water utility revenue bonds in an amount of approximately \$4,855,000 should be issued, pursuant to Section 66.0621, Wisconsin Statutes, for the purpose of paying the cost of the Project and the Refunding.

NOW, THEREFORE, BE IT RESOLVED by the Common Council of the City that:

Section 1. Issuance of the Bonds. The City shall issue water utility revenue bonds designated "Water Utility Revenue Bonds, Series 2018" (the "Bonds") in an amount of approximately \$4,855,000 for the purposes above specified.

Section 2. Sale of the Bonds. The Common Council hereby authorizes and directs that the Bonds be offered for public sale. At a subsequent meeting, the Common Council shall consider such bids for the Bonds as may have been received and take action thereon.

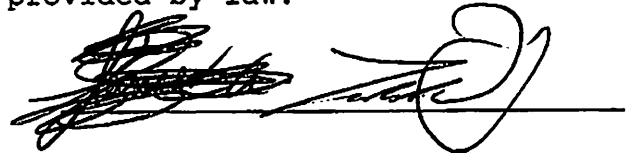
Finance
Personnel

Section 3. Official Notice of Sale. The City Clerk (in consultation with the City's financial advisor, Wisconsin Public Finance Professionals, LLC ("WPFP")) is hereby authorized and directed to cause the sale of the Bonds to be publicized at such times and in such manner as the City Clerk may determine and to cause copies of a complete Official Notice of Sale and other pertinent data to be forwarded to interested bidders as the City Clerk may determine.

Section 4. Official Statement. The City Clerk (in consultation with WPFP) shall also cause an Official Statement to be prepared and distributed. The appropriate City officials shall determine when the Official Statement is final for purposes of Securities and Exchange Commission Rule 15c2-12 and shall certify said Statement, such certification to constitute full authorization of such Statement under this resolution.

Section 5. Award of the Bonds. Following receipt of bids for the Bonds, the Common Council shall consider taking further action to provide the details of the Bonds and to award the Bonds to the lowest responsible bidder therefor.

Section 6. Conflicting Resolutions; Severability; Effective Date. All prior resolutions, rules or other actions of the Common Council or any parts thereof in conflict with the provisions hereof shall be, and the same are, hereby rescinded insofar as the same may so conflict. In the event that any one or more provisions hereof shall for any reason be held to be illegal or invalid, such illegality or invalidity shall not affect any other provisions hereof. The foregoing shall take effect immediately upon adoption and approval in the manner provided by law.



I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the ____ day of _____, 20__.

Dated _____, 20__. _____, City Clerk

Approved _____, 20__. _____, Mayor

TIMETABLE OF EVENTS

- 1. Resolution Setting the Sale**

Discussion – Water Commissioners	November 13
Introduced – Council Meeting	November 20
Discussion – Finance Committee	November 27
Adoption – Council Meeting	December 4

- 2. Prepare for Municipal Bond Market Entry – (December – January)**

Prepare Official Statement (Prospectus)
Coordinate Legal Documents with Quarles & Brady
Apply for Moody's Investors Service Bond Rating (Existing Revenue Bonds Rated Moody's "Aa2")
Advertise Sale of Bonds – Official Notice of Sale
Bids Accepted and Verified – February 5

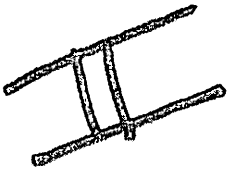
- 3. Award Resolution – Final Interest Rates / Award to Successful Bidder**

Introduced – Council Meeting	January 2
Adoption – Finance Meeting Prior to Council	February 5
Adoption – Council Meeting	February 5

- 4. Closing – Delivery of Funds** **March 1, 2018**

- 5. Notice Published Calling 2007 Bonds** **March 6, 2018**

- 6. 2007 Water Revenue Bonds Paid Off** **May 1, 2018**



5.1

R. O. No. 213 - 17 - 18. By BOARD OF WATER COMMISSIONERS.
November 6, 2017.

To the Honorable, the Mayor and Common Council:

In order to fund the south water tower at \$2.4 million, and refund the 2007 revenue bonds at \$2.34 million for interest savings, the Sheboygan Water Utility intends to seek a revenue bond issuance for the combined purposes in the amount of \$4.74 million in 2018. Interest savings on the refunded bonds is estimated to be \$229,000.

The Utility would repay this issuance entirely using water revenues. The Wisconsin Public Service Commission (PSC) would establish any necessary rate increase to cover loan payments.

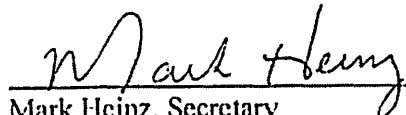
As the Water Utility operates entirely on water revenues, there would be no cost to the City of Sheboygan. The Water Utility's annual tax equivalent payment to the City would be expected to increase by approximately \$52,000 upon completion of the project, using current tax rates.

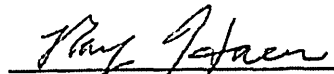
By way of this Report, the Board of Water Commissioners requests Common Council approval for the Utility to proceed with the sale and acceptance of aforementioned revenue bonds.

*Finance
Personnel*

BOARD OF WATER COMMISSIONERS


Gerald R. Van De Kreeke, President


Mark Heinz, Secretary


Raymond W. Haen, Member

CITY OF SHEBOYGAN

REQUEST FOR FINANCE AND PERSONNEL COMMITTEE CONSIDERATION

ITEM DESCRIPTION: Res. No. 98-17-18 by Alderpersons Donohue and Bohren. A Resolution to authorize establishing an appropriation in the 2017 Budget for engineering software.

REPORT PREPARED BY: Nancy Buss, Finance Director

REPORT DATE: November 21, 2017

MEETING DATE: November 27, 2017

FISCAL SUMMARY:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

STATUTORY REFERENCE:

Wisconsin Statutes: N/A
Municipal Code: N/A

BACKGROUND / ANALYSIS:

The Common Council approved Geographical Information System (GIS) software for the Department of Public Works as part of the 2018 Capital Improvement Program. The current software, Websoft, is no longer industry standard or utilized by benchmark communities. The upgrade to Environmental Systems Research Institute, Inc (ESRI) will move the GIS software to a level consistent with benchmark communities as well as compatible with Sheboygan County. The conversion of the data has begun and the annual license is needed to complete the conversion. The Department of Public Works will apply for a land board information grant from Sheboygan County which if received, will offset some of the cost.

STAFF COMMENTS:

WI State Statutes requires no funds may be expended and no liabilities incurred by the city or any department unless authorized. The resolution transfer funds in the Capital Project Funds from street improvements to GIS software.

ACTION REQUESTED:

Motion to recommend the Common Council approve Res. No. 98-17-18 by Alderpersons Donohue and Bohren establishing an appropriation in the 2017 budget for engineering software.

ATTACHMENTS:

- I. Res. No. 98-17-18

III

5.8

Res. No. 98 17 - 18. By Alderpersons Donohue and Bohren.
November 20, 2017.

A RESOLUTION to authorize establishing an appropriation in the 2017 Budget for engineering software.

Establish an appropriation for GIS software for the Engineering Department.

FROM	TO	TOTAL
Capital Project Fund Street Improvements 40033140-631200	Capital Project Fund GIS Software 40032100-649100	\$65,000

*Transferred
12/20/17*

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____, _____, City Clerk

Approved _____ 20____, _____, Mayor

CITY OF SHEBOYGAN

REQUEST FOR FINANCE AND PERSONNEL COMMITTEE CONSIDERATION

ITEM DESCRIPTION: Gen. Ord. 29-17-18 Modify Office of the Mayor Table of Organization

REPORT PREPARED BY: Sandy Rohrick, Director of Human Resources and Labor Relations

REPORT DATE: November 21, 2017

MEETING DATE: November 27, 2017

FISCAL SUMMARY:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

STATUTORY REFERENCE:

Wisconsin Statutes: N/A
Municipal Code: Chapter 82

BACKGROUND / ANALYSIS:

The administrative assistant to the Mayor has traditionally been responsible for the administrative support and coordination of the Office of the Mayor, taking minutes for various meetings, gathering information and compiling data for the employee newsletter. While those duties continue to be needed, in an effort to recognize the future needs of the city staff (specifically, the relocation of the Office of the Mayor and the Office of the City Administrator in the remodeling of city hall), the position of the Administrative Assistant to the Mayor is being replaced with a more advanced roll of Communications Specialist. This new position will continue to assist the Mayor, but will also take on new responsibilities including web-site development and various additional communication needs for both the Office of the Mayor and the City Administrator. Based on the new requirements, advanced education and certifications are required and/or preferred, including experience in web-site development and various Adobe software experience.

STAFF COMMENTS:

The City of Sheboygan web-site is currently upgraded by a combination of efforts of the Planning and Development Director and/or the Information Technology Director. The level of independent thinking and expertise in this area required an employee with advanced skills and competencies in handling the responsibilities needed. This upgrade recognizes the independent thinking and processing needed for the advanced requirements of the position while continuing currently performed by the department employee.

ACTION REQUESTED:

Motion to recommend the Common Council approve the ordinance listing the change for the Office of the Mayor Table of Organization.

ATTACHMENTS:

- I. General Ordinance identifying the change to the Office of the Mayor Table of Organization
- II. Job Description: Communication Specialist/Administrative Assistant

Gen. Ord. No. _____ By Alderpersons Donohue, Bohren, Wolf, Rindfleisch and
Ross.
November 20, 2017

AN ORDINANCE amending Section 82-33 of the Sheboygan Municipal Code so as to amend the positions in the Office of the Mayor Table of Organization.

THE COMMON COUNCIL OF THE CITY OF SHEBOYGAN DO ORDAIN AS FOLLOWS:

Section 1. Section 82-33 of the Sheboygan Municipal Code entitled, "List of Classes and Class Specifications," is hereby amended so that Section B.1., B.5., and B.6. of section 82-33 of the supplement to the Code on file in the city clerk's office is amended follows:

Class Title	Class Grade	NO. of Employees
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B. OFFICE OF THE MAYOR

Delete:

1. Administrative Assistant/Confidential Secretary	04	01
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Add:

1. Communication Specialist/Administrative Assistant	05	01
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Section 2. All ordinances or parts thereof in conflict with the provisions of this ordinance are hereby repealed to the extent of such conflict, and this ordinance and attached revised job descriptions shall be in effect from and after its passage and publication.



Job Description

Job Title: **Communications Specialist/Administrative Assistant** **Department:** Mayor
Up Dated: 11/09/2017 **Reports To:** Mayor
Classification: Non-Exempt **Wage:** Salary Grade 5

Position Summary

This position is responsible for the administrative support and coordination of the Office of the Mayor. It is also responsible for researching, writing, designing and creating communication to inform citizens, businesses, visitors, stakeholders and others about all aspects of the City of Sheboygan. This includes media contacts, public relations and/or public involvement, as well as the design and development of information for the website, social media, and other communications materials for both internal and external audiences. Performs related work as required.

Essential Duties & Responsibilities

1. Receives citizen concerns, adjusts or refers as appropriate; answers inquiries; and supplies information to interested parties, making decisions based on adopted Council ordinances and resolutions, and departmental regulations, procedures, and policy.
2. Answers and screens calls. Opens incoming mail, answers routine correspondence as requested.
3. Maintains a department calendar.
4. Maintains confidentiality in all aspects of work.
5. Obtains, analyzes, and assembles information for special projects and does research as required.
6. Composes letters, memoranda, and other correspondence from general instructions. Drafts and writes communications.
7. Maintains departmental files and turns over custody of files to the succeeding Mayor and/or Mayor's secretary.
8. Responsible for submitting to the City Clerk all mayoral appointments to Common Council Committees, City Commissions, Boards, and Committees.
9. Types from corrected manuscript, rough drafts, and dictation.
10. Gathers background information for speeches and public appearances and drafts speeches as requested.

11. Efficiently operates routine office equipment, including personal computer/word processor equipment, photocopiers, calculators, dictation equipment, typewriters and telephones.
12. Responsible for office budget control and assists in the preparation of the yearly department budget.
13. Plans, schedules, and coordinates meetings, agendas, and appointments.
14. Takes and transcribes minutes at meetings.
15. Serves as secretary of the Mayor's Special International Committee and City/County Shared Services Committee as requested.
16. Organizes special public and departmental events as assigned (i.e., parades, concerts, foreign visitor programs, dinners, parties, etc.).
17. Performs related work as assigned.

Qualification Requirements:

1. Considerable knowledge of office methods and practices.
2. Ability to learn the laws, ordinances, and regulations with respect to functions performed within three months.
3. Proficiency and accuracy in dictation or note taking and transcription and typing at a prescribed rate of speed as determined by the Civil Service Commission.
4. Ability to obtain a satisfactory grade on clerical examinations involving English, spelling, business math, clerical accuracy, etc., as determined by the Civil Service Commission.
5. Ability to research, gather, and analyze information and make accurate reports.
6. Ability to exercise good judgment, courtesy, and tact in maintaining effective working and public relationships.

Education and/or Experience

High school diploma or a GED Certificate recognized by the Wisconsin Department of Public Instruction, advanced education and/or experience in various communications platforms, including advanced MS Office, Adobe, web-site development or other related software preferred. Associates Degree in Communications, Business or Administrative Assistant and Bachelor's Degree in a similar area preferred.

Pre-employment Requirement

Job offers for this position are contingent on the individual passing a pre-employment drug screen.

In compliance with the Americans with Disabilities Act, the City of Sheboygan will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

CITY OF SHEBOYGAN

REQUEST FOR FINANCE AND PERSONNEL COMMITTEE CONSIDERATION

ITEM DESCRIPTION: Gen. Ord. 30-17-18 Modify City Clerks Table of Organization

REPORT PREPARED BY: Sandy Rohrick, Director of Human Resources and Labor Relations

REPORT DATE: November 21, 2017

MEETING DATE: November 27, 2017

FISCAL SUMMARY:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

STATUTORY REFERENCE:

Wisconsin Statutes: N/A
Municipal Code: Chapter 82

BACKGROUND / ANALYSIS:

The City Clerk has requested one additional part-time employee in the department. If approved, this request would modify the table of organization.

STAFF COMMENTS:

The change identified in the ordinance provides assistance for the current and projected needs of the department.

ACTION REQUESTED:

Motion to recommend the Common Council approve the ordinance listing the change for the City Clerk's Office Table of Organization.

ATTACHMENTS:

- I. General Ordinance 30-17-18 identifying the change to the City Clerk's Office Table of Organization
- II. Job Description: Part-Time Clerk I

X

7.3

Gen. Ord. No. 30 - 17 - 18. By Alderpersons Donohue and Bohren.
November 20, 2017.

AN ORDINANCE amending Section 82-33 of the Sheboygan Municipal Code so as to add a Part-Time Clerk I in the City Clerk's Office for the City of Sheboygan.

THE COMMON COUNCIL OF THE CITY OF SHEBOYGAN DO ORDAIN AS FOLLOWS:

Section 1. Section 82-33 of the Sheboygan Municipal Code entitled, "List of Classes and Class Specifications," is hereby amended in Section 4. City Clerk's Office:

A. CITY HALL DEPARTMENTS

3. CITY CLERK OFFICE

<u>ADD:</u>	Class Grade	NO. of Employees
Part-Time Clerk I	1	1.0

Section 2. All ordinances or parts thereof in conflict with the provisions of this ordinance are hereby repealed to the extent of such conflict, and this ordinance and attached job descriptions shall be in effect from and after its passage and publication.

Invoice & Personnel

James A. Bohren

I HEREBY CERTIFY that the foregoing Ordinance was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____, _____, City Clerk

Approved _____ 20____, _____, Mayor



Job Description

Job Title:	Clerk I	Department:	City Clerk		
Date Issue:	November 9, 2017	Reports To:	City Clerk		
FLSA Classification:	Non-Exempt	Wage:	Salary Grade 1		
			Minimum	Midpoint	Maximum
		As of 2017	\$11.92/hour	\$14.90/hour	\$17.88/hour

Position Summary

Under the general supervision performs entry level customer service for citizens and administrative needs for general City Clerk functions. May be assigned daily office functions and special projects where initiative and accuracy are needed in performing assignments. Administrative work may involve various internal departments, as well as other departments within the City of Sheboygan.

Supervision Received

Works under the direction of the City Clerk.

Supervision Exercised

No supervision over other employees.

Essential Duties & Responsibilities

1. Assists citizen needs for both walk-in customers or phone calls.
2. Answers routine correspondence through written or oral responses.
3. Assists with preparing ballots, lists and envelopes for absentee voters
4. Must be familiar with or capable of understanding city ordinances.
5. Assists Council/Licensing Clerk in issuing permits and licenses.
6. Assists Elections Clerk in voter registration.
7. Ability to utilize a personal computer and related equipment.
8. Performs additional tasks as assigned.

Qualification Requirements:

9. Friendly, positive, cooperative professional, able to work with internal and external employees, vendors, and citizens in a professional capacity.
10. Ability to work effectively under tight time constraints.
11. Ability to communicate effectively, both orally and in writing with individuals inside and outside of the organization.
12. Ability to adapt to the needs of the department.

Education and/or Experience

13. Requires a high school diploma or a GED Certificate recognized by the Wisconsin Department of Public Instruction.

Essential Physical Functions/Needs of the Job

14. The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job, including sitting, standing, vision, talking, and occasional lifting.
15. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions.

Pre-employment Requirement

16. Position is contingent on the individual passing a pre-employment drug screen.

The City of Sheboygan, Wisconsin is an Equal Opportunity Employer

In compliance with the Americans with Disabilities Act, the City of Sheboygan will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

CITY OF SHEBOYGAN

REQUEST FOR FINANCE AND PERSONNEL COMMITTEE CONSIDERATION

ITEM DESCRIPTION:

R.O. No 207-15-16 is a Notice of Injury or Circumstances for Braeden Scheele, minor son of Brian Scheele and Faith Danbrova.

R.O. No. 210-17-18 is a claim from the Sheboygan Society Scale Model Railroad Engineers, LTD for recovery of alleged unlawful taxes.

R.O. No. 211-17-18 is a claim from Acuity Insurance on behalf of Kenneth and Rachel Lilge for alleged damages to their vehicle.

R.O. No. 224-17-18 is a claim from Mr. Michael Beeck for alleged damages to his vehicle.

REPORT PREPARED BY: Laurie Suhrke, Auditor/Analyst

REPORT DATE: November 14, 2017

MEETING DATE: November 27, 2017

FISCAL SUMMARY:

Budget Line Item: N/A

Budget Summary: N/A

Budgeted Expenditure: N/A

Budgeted Revenue: N/A

STATUTORY REFERENCE:

Wisconsin Statutes: N/A

Municipal Code: N/A

BACKGROUND / ANALYSIS:

City staff has reviewed the following claims:

Claim No. 16-15 is a Notice of Injury or Circumstances received on November 13, 2015 for Braeden Scheele, minor son of Brian Scheele and Faith Danbrova, 105 First Street, Unit #4, Sheboygan Falls, WI. The Notice of Injury or Circumstances is pending.

Claim No. 18-17 was received on October 20, 2017 from the Sheboygan Society Scale Model Railroad Engineers, LTD, 1001 North Tenth Street, Sheboygan, WI. The claim is for recovery of unlawful taxes.

Claim No. 19-17 was received on October 16, 2017 from Acuity Insurance on behalf of Kenneth and Rachel Lilge. The claim is for \$1,435.74 in damages to the Lilge's vehicle.

Claim No. 22-17 was received on November 6, 2017 from Michael Beeck, 1118A Superior Avenue, Sheboygan, WI. The claim is for \$400.00 in alleged damages to Mr. Beeck's vehicle.

STAFF COMMENTS:

Claim No. 16-15 is a Notice of Injury or Circumstances for Braeden Scheele, a minor son of Brian Scheele and Faith Danbrova, that remains pending and the time period to file a claim has passed with no additional contact from claimant.

Per Res No. 64-17-18 the City staff has reviewed and denied the following claims:

- Claim No. 18-17 the Sheboygan Society Scale Model Railroad Engineers, LTD
- Claim No. 19-17 Acuity Insurance on behalf of Kenneth and Rachel Lilge
- Claim No. 22-17 Michael Beeck.

ACTION REQUESTED:

Motion to recommend the Common Council file R.O. No. 210-17-18, R.O. No. 211-17-18 and R.O. No. 224-17-18 as the claims have already been denied pursuant the authority granted by the Common Council in Res No. 64-17-18.

Motion to recommend the Common Council file R.C. No. 419-16-17, R.C. 348-15-16 and R.O. 207-15-16 as the allowable time to file a claim has passed.

ATTACHMENTS:

- I. R.C. No. 419-16-17
- II. R.O. No. 210-17-18
- III. R.O. No. 211-17-18
- IV. R.O. No. 224-17-18

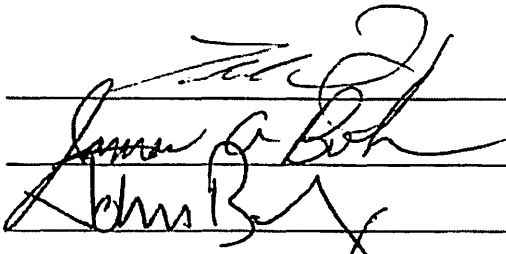
VI

5.10

R. C. No. 419- 16 - 17. By FINANCE. April 17, 2017.

Your Committee to whom was referred R. C. No. 348-15-16 and R. O. No. 207-15-16 by City Clerk submitting a Notice of Injury or Circumstances for Braeden J. Scheele, minor son of Brian J. Scheele and Faith C. Danbrova; recommends referring to Finance of the new council.

*Finance
the Council*

	_____
_____	_____
_____	_____
_____	_____

Committee

I HEREBY CERTIFY that the foregoing Committee Report was duly accepted and adopted by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____, _____, City Clerk

Approved _____ 20____, _____, Mayor

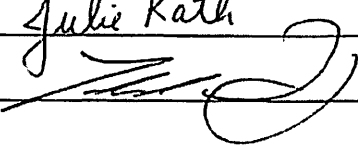
VI

7.17

R. C. No. 348 - 15 - 16. By FINANCE. March 21, 2016.

Your Committee to whom was referred R. O. No. 207-15-16 by the City Clerk submitting a Notice of Injury or Circumstances for Braeden J. Scheele, minor son of Brian J. Scheele and Faith C. Danbrova; recommends that the documents be referred to the new Common Council (2016-2017).

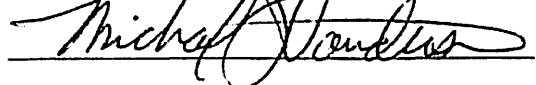
*refer to
new Council
(2016-2017)*

Julie Kath


Committee

I HEREBY CERTIFY that the foregoing Committee Report was duly accepted and adopted by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____. _____, City Clerk

Approved _____ 20____. , Mayor

II

Other Matters

9.3

R. O. No. 207 - 15 - 16. By CITY CLERK. November 16, 2015.

Submitting a Notice of Injury or Circumstances for Braeden J. Scheele, minor son of Brian J. Scheele and Faith C. Danbrova.

City Clerk

Finance

II

5.5

R. O. No. 210 - 17 - 18. By CITY CLERK. November 6, 2017.

Submitting a claim from Sheboygan Society Scale Model Railroad Engineers, owner of the real estate located at 1001 North 10th Street, for recovery of taxes since 2009.

*Finance +
Personnel*

City Clerk

II

5.3

R. O. No. 211 - 17 - 18. By CITY CLERK. November 6, 2017.

Submitting a claim from Acuity Insurance for alleged damages when their insured clients' (Kenneth and Rachel Lilge) vehicle struck a road construction sign that had blown over in the middle of Gateway Drive.

Finance +
Personnel

City Clerk

II

Other Matters

11.2

R. O. No. 224 - 17 - 18. By CITY CLERK. November 6, 2017.

Submitting a claim from Michael Kraig Beeck for alleged damages to his vehicle when he hit a water valve that was not sealed properly on a construction site on Superior Avenue between 18th Street and 20th Street.

Finance +
Personnel

City Clerk

CITY OF SHEBOYGAN

REQUEST FOR FINANCE & PERSONNEL COMMITTEE CONSIDERATION

ITEM DESCRIPTION: HR 101-18 Non-Represented Employee Benefits

REPORT PREPARED BY: Sandy Rohrick, Director of Human Resources and Labor Relations

REPORT DATE: November 22, 2017

MEETING DATE: November 27, 2017

FISCAL SUMMARY:

STATUTORY REFERENCE:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

Wisconsin Statutes: N/A
Municipal Code: N/A

BACKGROUND / ANALYSIS:

City Council has approved a 10% increase in premium contributions for health insurance, as well as changes in other benefits, such as the city health savings account contributions, while other benefits are remaining the same (dental premiums). These changes, as well as a few recommendations (noted below) are captured in the benefit document for 2018.

STAFF COMMENTS:

The additional changes are as follows:

- 1) Health Insurance (Section II: Benefits, Number 4, Page 1)
Insurance premium increase of 10%, increasing both the city contribution and the employee contribution by 10% of current contribution amounts. This action was previously approved by Common Council and is not listed for 2018.

- 2) 2018 Health Savings Account (Section II: Benefits, Number 4, Page 2)
City contributions reduces from \$750 single and \$1,500 family in 2017 to \$600 single and \$1,200 family in 2018.

- 3) Discretionary PTO (Section II: Benefits, Number 7,c., Page 4)
 - a. Active employees may request consideration to carry of 40 hours of Paid Time Off into 2018. 24 of those hours may be Discretionary PTO. Approval remains up to the discretion of the Department Head.
 - b. Employees who terminate employment will be eligible for earned and unused discretionary time upon termination.

- 4) Overtime Pay (Section II: Benefits, Number 13, Page 5)
Pay issued for holiday pay will count as time worked for the purposes of achieving 40 hours in a week for overtime calculation purposes.

- 5) Bereavement Pay (Section II: Benefits, Number 15, Page 5)
This benefit is an added benefit for 2018. Employees previously needed to take an unpaid leave or utilized other available paid time off.

- 6) Shift Premium (Section II: Benefits, Number 17, Page 6)
Language was added to support management's flexibility based on department needs. For DPW, due to the long hours needed during snow plow, for example, one shift premium will apply (the average of the previously identified second and third shift premiums).

ACTION REQUESTED:

Motion to request Common Council approve the resolution, updating the benefit changes outlined in Policy *HR 101-18 Employee Benefits Policy* for calendar year 2018.

ATTACHMENTS:

- I. HR-101-18 Non-represented Employee Benefits Outline Calendar Year 2018

Res. No. - 17 - 18 . By Alderpersons Donohue, Bohren, Wolf, Rindfleisch and Ross. December 4, 2017.


A RESOLUTION approving the amendments to the Non-Represented Employee Benefits Policy for calendar year 2018, Policy Number HR 101-18.

RESOLVED: That the Common Council hereby approves Policy Number HR 101-18, a copy of which is attached hereto.

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____. _____, City Clerk

Approved _____ 20____. _____, Mayor

	Title: Non-Represented Employee Benefits Policy		Policy Number: HR 101-18
	Author: Sandy Rohrick		Revised 11/13/2017
	Scope: Non-Rep City Employees		Page 1 of 7

SECTION I: Purpose and Scope

1) Purpose

This policy outlines benefits provided to employees that are not represented by a union. This is a summary of benefits only and does not include all plan provisions, exclusions, and limitations relating to coverage. If differences exist between this document and the Certificate of Coverage, the Certificate of Coverage will govern.

2) Scope and Application

a. Classifications

There are two classifications of Non-represented employees:

- Civilian (non-sworn)
- Protected Service Command Staff (sworn officers).

b. Employment Status

There are several types of employees:

- Permanent, Full-Time, Benefit Eligible (40 or more hours per week)
- Permanent, Part-Time, Benefit Eligible (20 to 39 hours per week)
- Seasonal (non-benefited)
- Limited Term (non-benefited)
- Limited Hours (non-benefited)
- Temporary (non-benefited)

c. Employment Status / Insurance Benefit Eligibility

The City of Sheboygan provides a comprehensive health and dental insurance plan for qualified employees, as well as other benefits including paid time off. Permanent, full-time employees (regularly scheduled to work 40 or more hours per week) are eligible for all available benefits. Permanent, part-time employees who work between 20 and 39 hours per week are eligible for a prorated portion of benefits. Permanent, part-time employees that are scheduled less than 20 hours per week are eligible for prorated paid time off following the schedule listed in this document.

Limited Term, Limited Hours, Seasonal, and Temporary employees are not eligible for benefits.

d. Employment Status / Other Benefit Eligibility

Employees may be eligible for Wisconsin Retirement Contributions (WRC) following the schedule-of-benefits identified by the Employee Trust Fund (ETF). In addition, Permanent, Part-Time employees may be eligible for paid time off benefits.

SECTION II: Benefits

3) Direct Deposit

All employees shall be required to have direct deposit. Up to three (3) financial institutions may receive funds, as designated by the employee. A minimum of one (1) financial institution shall be designated as receiving 100% of the remaining direct deposit; the other two (2) options, if elected, need to identify an designated dollar amount of the deposit.

4) Health Insurance

The City offers an Affordable Care Act compliant Qualified High Deductible Health Insurance Plan administered by UMR. This plan has a \$1,500 deductible per single/member, and a \$3,000 deductible for family. Cost per month is as follows:



2018 Health Insurance Monthly Costs									
	Health Insurance Premium	Full-Time Employee Cost and Percentage		Full-Time Employee Cost with HRA*		Full-Time Employee Cost w/HRA* and 1100 Wellness Points		Part-Time Employee Cost and Percentage	
Single	\$741.80	\$148.36	20%	\$111.28	15%	\$60.30	8%	\$370.90	50%
Single plus Child/ren	\$1,272.68	\$254.54	20%	\$190.90	15%	\$103.48	8%	\$636.34	50%
Single plus Spouse	\$1,406.64	\$281.34	20%	\$211.00	15%	\$114.36	8%	\$703.32	50%
Family	\$1,953.60	\$390.72	20%	\$293.04	15%	\$158.84	8%	\$976.80	50%

* Health Risk Appraisal

- Employees become eligible for insurance (based on the position they hold) on the first of the month following their start-date. See Summary Plan Document for an overview of benefits.
- Employees on this plan may utilize the In-Health County Clinic. Fees may apply for non-preventive visits and/or appointments.
- Opt-Out Credit: Full-time, qualified employees who chose not to take the City's health insurance are eligible for up to \$1,200 per year (pro-rated for partial year opt-out). This benefit will be paid in one lump sum during the last quarter of the calendar year (for active employees or earlier for employee's who leave employment). (This benefit is not available for those whose Health Savings Account was previously partially funded by the City of Sheboygan.)
- Spousal Surcharge: Covered spouses who work full-time and have medical insurance available to them yet remain on the City's plan are charged an additional \$100 per month for coverage. A Spousal Waiver Form must be completed by employees on a yearly basis to be considered for a waiver of this fee.
- Health Savings Account: For those on the city's health insurance as of January 1, 2018, the city will partially fund the employee's Health Savings Account ("HSA") following the employee's election. Single participants will receive \$600 and Family/limited Family will receive \$1,200 in January 2018. Mid-year contributions may apply. See Human Resources for details.
- A Voluntary Group Medicare Supplement Insurance is available for Retirees and/or their spouses transitioning to Medicare for those able to elect a supplement plan.

5) **Dental Insurance**

The City offers dental insurance administered through Delta Dental. The plan has a \$25 deductible per person, with an out-of-pocket maximum of \$1,500 per year. See Summary Plan Document for an overview of the benefits.

2018 Dental Insurance Monthly Costs (full-time, permanent employee)

	Premium	Employee Costs	Percentage
Single	\$45.24	\$ 6.79	15%
Employee plus Spouse	\$91.31	\$13.70	15%
Employee plus Child/ren	\$102.02	\$15.30	15%
Family	\$149.92	\$22.49	15%

- Permanent, eligible part-time employees (working between 20-39 hours per week) are eligible to split the premium contribution with the City, paying 50% of the monthly premium.



Title: Non-Represented Employee Benefits Policy		Policy Number: HR 101-18
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- Employees become eligible (based on the position they hold) for insurance on the first of the month following their start-date. See Summary Plan Document for an overview of benefits.

6) Life Insurance

a. Group Life

Upon completion of the qualifying period, the City provides eligible employees with the Wisconsin Group Life Insurance Plan equal to one-times an employee’s annual salary. Premiums for basic coverage are paid 50% by the City and 50% by the employee. Additional coverage available for spouse and/or children.

7) Paid Time Off (PTO)

Qualified employees will be eligible for paid time off upon hire and/or through time worked. Part-time, qualified employees will receive a prorated amount of paid time off based on their actual work hours worked the previous year (if part-time the previous year) or the average scheduled projected hours worked divided by a 40-hour work week. (When a person moves to part-time from full-time, the holiday hours follow their scheduled hours, not the hours worked the previous year.)

a. Holidays

Employees are eligible for holiday pay upon hire provided the employee is actively working the day before or after the holiday. If on vacation, the employee must work the day before the scheduled vacation and the day after.

New Years Day	Labor Day	Christmas Eve Day
Friday Before Easter	Thanksgiving Day	Christmas Day
Memorial Day	Day After Thanksgiving	New Year’s Eve
Independence Day		

* The observed day may be modified if appropriate and approved by City administration.

b. Vacation

Employees will generally be granted paid vacation benefits as of January 1 of each year based on their length of continuous service with the City of Sheboygan in accordance with the schedule listed below.

Employees with less than one year of service on January 1, the schedule is as follows:

Pro-rated Vacation Schedule

<u>Hired the previous</u>	<u>Eligible on the following January 1</u>
January 1 – March 31	40 Vacation Hours
April 1 – June 30	28 Vacation Hours
July 1 – Sept 30	16 Vacation Hours
October 1 – December 31	0 Vacation Hours

Employees with greater than 1 full year of service as of January 1 are eligible for the following:

- 1 – 4 years: 80 Hours
- 5 – 12 years: 120 Hours
- 13 – 20 years: 160 Hours
- 21 + years: 200 Hours

Example

On January 1, an employee has completed 4 years of service. This employee’s work anniversary is January 5. He will be *reaching* his fifth year-of-service on January 5. Even though he will be reaching his/her anniversary during the year, the measurement is the actual years the employee has completed



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as of **January 1** (not that which he will be receiving during the year). This employee will be eligible for 120 hours of vacation on January 1 of the following calendar year.

Protected Service Non-Represented Employees (Command Staff with the exception of the Fire Chief) working a 24-hour shift)

If working a Hybrid 24/8 Shift

- >5 Years of Service: 6 Tours (144 hours)
- >15 Years of Service: 9 Tours (216 hours)
- >20 Years of Service: 12 Tour (288 hours)
- >22 Years of Service: 14 Tours (336 hours)

If working the traditional 24-hour shift:

- >5 Years of Service: 10 Tours (244 hours)
- >15 Years of Service: 13 Tours (312 hours)
- >20 Years of Service: 14 Tours (336 hours)
- >22 Years of Service: 15 Tours (360 hours)

- Vacation must be used during the calendar year or it will be forfeited. On rare circumstances, it may be necessary for a person to carry over up to 40 hours of vacation to the next calendar year. Baring emergencies through the end of December, requests must be approved by the Department Head and forwarded to the Director of Human Resources and Labor Relations for approval by December 15.
- Vacation requires supervisor approval and may be taken in 4 or 8 hour increments

c. Discretionary

Discretionary Paid Time Off (DPTO) is available for qualified employees to take care of personal business or tend to the unplanned issues in life. Absences must be coordinated with supervisor approval where possible/practical to allow for continued departmental operations. Time may be taken in a minimum of 1 hour increments.

This benefit is an “earn-as-you-go” benefit where qualified employee earns 10% of their eligible DPTO schedule per month while actively working. Employees may use the benefit as it is “issued” in the current year prior to the benefit being “earned”. That which is not used by the end of the calendar year is forfeited.* **Upon termination, any average used but not earned must be returned.**

*Discretionary time must be used during the calendar year or it will be forfeited. On rare circumstances, employees may present a hardship in using their discretionary time. Based on the needs of the department (as determined by the respective department head), **up to 24 hours may carried over** into the next calendar year. The carryover would be “instead of” 24 of the 40 hours of vacation carryover, not “in addition to”. Baring emergencies through the end of December, requests must be approved by the department head and forwarded to the Director of Human Resources and Labor Relations for approval by December 15.

Prorated PTO Schedule for Civilian Non-Represented Employees:

New full-time employees are issued 8 hours of discretionary time for all full months following 90 days of employment. For example, an employee who starts June 15 would complete 90 days of employment on September 15. That employee would be issued 8 hours of DPTO for October, November and December (24 hours of DPTO). On January 1 following the start-date, that employee would be eligible for 80 hours of DTPO.

DPTO for 24-Hour Command Staff (with the exception of the Fire Chief)

Due to the nature of the position and hours worked, Battalion Chiefs have a separate schedule.

Vacation PTO

96 Hours (4 – 24 hour tours)



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b. Sick Leave / Sick Leave Bank (for those hired prior to January 1, 2012)

Employees with a balance in their sick bank accrual may use the paid time off (PTO) immediately during the duration of any state or federal qualifying Family Medical Leave.

8) Voluntary Short-term and Long-Term Disability / Family Medical Leave (FML)

Short and Long-Term disability Insurance is available on a voluntary basis to provide pay-continuation in the event of an extended illness. Family Medical Leave is available to qualified employees as well. FML and Short Term Disability run concurrent to each other. Active employees who go out on a disability may need to utilize available PTO. Once that PTO is exhausted, the employee will be unpaid during the disability. While Family Medical Leave protects an employee's position for 12 weeks, the City of Sheboygan will hold a person's employment status open for 26 weeks (6 months). Once an employee is out beyond 26 weeks, they will be placed on inactive employment status (active employment termination) and the position they hold may be forfeited, filled with another employee or a new employee may be hired. If the terminated employee receives a return to work authorization releasing him/her return to work, the employee may reapply for an open position, but there is no guarantee they will be able to return to their previous position and/or be offered a return to employment.

9) Voluntary Vision Insurance

Though eye exams are covered in the medical insurance plan, this insurance is available to help pay for the cost of glasses, contacts, and other vision products.

10) Voluntary Accident / Critical Illness Insurance

This product is available to offer cover of hidden costs related to accidents and critical illnesses. This voluntary product is available to assist in expenses related to those hidden costs (cost of lost time from work, deductibles, copays, etc.).

11) Mileage

Mileage is paid to employees who use their personal vehicles to perform work-related activities. The City of Sheboygan reimburses at the IRS mileage rate.

12) Uniform Allowance

Employees who are required to wear special clothing or use special equipment for their work will receive an allowance as follows (amount issued is applicable to IRS tax regulations):

- a) Uniform Allowance: \$100 yearly
- b) Safety Shoes/Boots/Equipment: \$100 yearly
- c) Glasses with safety lens / frame \$ 50 once every two years
- d) Protected Service Command Staff and Fire Chief Uniform Allowance \$425 yearly

13) Overtime Pay

Non-exempt employees working over 40 hours in a week are eligible to receive time and one-half pay for hours worked over 40. **Other than Holiday paid time off, only actual hours worked count in the calculation of overtime.** All other paid time off (PTO) time taken/paid does not count in the calculation of time worked for overtime pay purposes.

14) Parking

City employees will receive employer paid parking, either a specific parking location or a parking lot.

15) Bereavement Pay

Employees will receive up to three days of paid time off for their immediate family members and one day of paid time off for extended family members. Immediate family members include mother, father, step-mother, step-father, brother, sister, spouse, child or step-child. Extended family members include brother-in-law, sister-in-law, son-in-law, daughter-in-law, aunts, uncles, parent-in-laws, and grandparents.



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16) Jury Duty

Employees who are subpoenaed and serve on jury duty on an involuntary basis on any days which are scheduled workdays for them shall be excused for the time spent in jury service and shall receive their regular rate of pay (no greater than 8 hours of pay for each full day served) for said time served on jury duty, not to exceed sixty (60) days per calendar year, subject to the following provisions:

- (a) The employee must present proof of jury duty service, stating the dates and hours per day served on jury duty.
- (b) The employee shall immediately endorse his/her check for such jury service over to the human resources/payroll department.
- (c) When the employee is excused for jury service, the employee shall report back to work within one hour to complete his/her shift unless the employee chooses to utilize paid time off for the absence.

17) Shift Premium

Shift Premium will be paid to non-exempt, hourly employees as follows*:

Work Hours from 6:00 a.m. – 5:59 p.m. No Shift Premium

Work Hours from 6:00 p.m. –5:59 a.m. \$0.40 per hour

*Various positions may have a unique shift premium schedule based on department and/or employee need and may range from \$0.35-\$0.45 per hour.

18) Wisconsin Retirement System (WRS)

Employment with the City of Sheboygan may qualify an employee to participate in the Wisconsin Retirement System. The City will provide the WRS required city contribution. Employees will be required to pay the required employee portions following WRS guidelines for both Civilian Non-Represented Employees and Protected Service Non-Represented Employees.

19) Residency

Protective Service Non-Represented Employees, including the Command Staff and Fire Chief, must establish a residence within 15 miles of City boundaries.

20) Severance/Termination Pay at Retirement, Death, Layoff without Cause, and Termination

Employees leaving in good faith may qualify for a severance payout. In the event of an employee's retirement, resignation with notice, termination without cause or layoff, the employee qualifies for all unused vacation the year in which the employee becomes inactive. Upon death, the employee's beneficiary/estate will be issued a severance payout in accordance with state/federal requirements. Those who quit while a disciplinary action is being performed, are terminated for willful misconduct, or fail to provide 2 weeks resignation will not be eligible for a severance payout. Discretionary PTO cannot be included in the 2-week resignation notification and will not be paid out. The term "retirement" as used herein shall mean the employee must be retired under the Wisconsin Retirement System and has applied for and will be or is receiving monthly annuity payments immediately after the retirement date.

a) Vacation Severance

All earned and unused vacation a person became eligible for on January 1st of the year in which their employment is terminated will be paid out providing employee provides a minimum of two (2) workweeks notice. PTO may not be used during the two-week resignation time.

*Protective Service employees assigned to the 24-hour shift or 24-hour hybrid shift will have the following formula for vacation severance calculation: regular, biweekly pay divided by 112 multiplied by 24.

b) Sick Bank Account

Upon a qualified retirement (WRS eligibility requirements), employees with a balance in their sick bank account are eligible to receive a portion of the account to either use towards the cost of post-employment medical insurance premiums or a cash payout of 50% of the maximum qualified value. The maximum eligible amount an employee "qualifies" for depends on the employee/union group the employee was part of as of December 31, 2011:

As of December 31, 2011
And Upon Retirement

Qualified Value Available For Retiree
Medical or COBRA Med Insurance

Eligible Payout Value



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Non-Rep Employees:	Up to 576	Sick Bank hours = Max Value	50% of Max Value
AFSCME (DPW) & City Hall:	Up to 672	Sick Bank hours = Max Value	50% of Max Value
Professionals:	Up to 640	Sick Bank Hours = Max Value	50% of Max Value

Example: DPW Employee/City Hall Employee

A long-term DPW employee decides to retire. He was hired in 1980 (employees hired before 1978 do not have their bank divided by 2). On December 31, 2011, this employee made \$17.86 per hour and he had 972 hours in his Sick Bank. The value of his Sick Bank \$17,359.92 as of December 31, 2011, and he has not used time from the bank since then. Upon actual retirement (WRS eligible, receiving an annuity), he has the ability receive a portion of that bank in one of two ways:

Option 1: Qualified Portion applied to COBRA medical insurance continuation

The retiring employee may apply the qualified portion of his Sick Bank to apply towards the medical insurance election (COBRA). (This money is not available for dental or other COBRA benefits.) This employee's Qualified Max Value is 672 hours x \$17.86 or \$12,001.92.

Option 2: Qualified Portion 50% Payout

The retiring employee may choose to receive a lump-sum payout equal to 50% of his qualified portion of the max value. His qualified Maximum Value payout is \$6,000.96.

c) Good Attendance Bonus

Tier I and II employees (non-rep employees as of December 31, 2011) may have earned a value based on their good attendance. Employees may use the value to pay for medical insurance premiums if the employee elects to remain on the City's medical insurance program. There is no cash payout of this value if the employee leaves the City's medical insurance plan. The value of the bonus will be based on the number of hours over maximum bank as of December 31, 2011/8 x \$60.

d) Post-Employment Health Insurance Plan / Surviving Spouse

Non-represented employees qualify for continuation of coverage in health and dental insurance. Due to the changes in benefits over time, some employees may have grandfathered benefits. For reference purposes, there are 3 classifications employees may fall into relating to post-employment health insurance:

Class / Tier I

WRS vested employees who, as of December 31, 2011, were retirement eligible but chose not to retire prior to December 31, 2011. Tier I employees will retain the benefit as-is; that is, these employees will be eligible to continue on the City's medical insurance upon retirement after December 31, 2011. As of December 31, 2011, Tier I employees achieved at least 15 years of service with the City of Sheboygan, with at least 5 years as a non-represented employee, and had reached retirement age according to WRS retirement eligibility (55 for non-protective services and age 50 for protected services) on or before December 31, 2011. In all categories, if spouse becomes Medicare eligible, Medicare must be primary:

Benefit:

Exempt Employee*:

Eligible to continue on the City's employee's medical insurance plan for up to 10 years.

Single Continuation of Coverage: Paid 100% by the City

Family Continuation of Coverage: Paid 60% by the City

Non-Exempt Employee*:

Eligible to continue on the City's employees medical insurance plan for up to 5 years.

Single Continuation of Coverage: Paid 100% by the City

Family Continuation of Coverage: Paid 60% by the City

Class / Tier II

Non-represented employees as of December 31, 2011 (employee was not in a bargaining unit) who did not meet eligibility for retirement under WRS guidelines as of December 31, 2011. Upon retirement, providing an employee



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in this group achieves at least 15 years of service as a non-represented employee and retires from an exempt position, the employee is eligible to remain on the health insurance plan for 5 years post-retirement. A non-exempt employee who has been a non-rep for at least 15 years is eligible to remain on the health insurance plan for 2.5 years post-retirement. Premium payment in either situation is 50% City funded and 50% employee funded for either Single or Family coverage until either the retired employee or spouse becomes Medicare eligible.

Class / Tier III

All new employees hired on or after January 1, 2012, and employees hired before January 1, 2012 who were covered under an employment contract prior to January 1, 2012 are qualified for COBRA continuation of coverage. COBRA is available for 18 months following the last day of the month in which an employee retires or terminates employment.

Surviving Spouse

In the event an active employee dies, the surviving spouse may remain on the City of Sheboygan Health Insurance Plan. The spouse would be responsible for 100% of the premium contribution plus 2% administrative fees. In the case of death of a retired employee in Class I or Class II, the spouse would be eligible to continue on the City of Sheboygan health insurance plan until the spouse becomes eligible for health insurance through his/her own employer, by marriage, or becomes Medicare eligible. The surviving spouse would be responsible for the same premium contribution. In the case of death of a retired employee in Class III, the spouse may be eligible for an additional COBRA benefits, following federal guidelines.

21) Severance/Termination Pay at Retirement, Death, Layoff without Cause, and Termination for Protected Service Non-Represented Command Staff Employees (with the exception of the Fire Chief)

Upon a promotion from Local 483 into a Fire Command Staff position (with the exception of the Fire Chief), and upon reaching a WRS qualified retirement for protected, sworn employee and who actually retires, a Fire Command Staff (with the exception of the Fire Chief) may retain the retirement severance benefits earned at time of promotion "OR" follow applicable Non-Represented retirement benefits (Tier II or III, depending on start-date of promotion). Said election to be made at time of retirement notification.

CITY OF SHEBOYGAN

REQUEST FOR FINANCE & PERSONNEL COMMITTEE CONSIDERATION

ITEM DESCRIPTION: Res. No. ____ -17-18. HR 101-18 Non-Represented Employee Benefits

REPORT PREPARED BY: Sandy Rohrick, Director of Human Resources and Labor Relations

REPORT DATE: November 22, 2017

MEETING DATE: November 27, 2017

FISCAL SUMMARY:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

STATUTORY REFERENCE:

Wisconsin Statutes: N/A
Municipal Code: N/A

BACKGROUND / ANALYSIS:

City Council has approved a 10% increase in premium contributions for health insurance, as well as changes in other benefits, such as the city health savings account contributions, while other benefits are remaining the same (dental premiums). These changes, as well as a few recommendations (noted below) are captured in the benefit document for 2018.

STAFF COMMENTS:

The additional changes are as follows:

- 1) Health Insurance (Section II: Benefits, Number 4, Page 1)
Insurance premium increase of 10%, increasing both the city contribution and the employee contribution by 10% of current contribution amounts. This action was previously approved by Common Council and is not listed for 2018.

- 2) 2018 Health Savings Account (Section II: Benefits, Number 4, Page 2)
City contributions reduces from \$750 single and \$1,500 family in 2017 to \$600 single and \$1,200 family in 2018.

- 3) Discretionary PTO (Section II: Benefits, Number 7,c., Page 4)
 - a. Active employees may request consideration to carry of 40 hours of Paid Time Off into 2018. 24 of those hours may be Discretionary PTO. Approval remains up to the discretion of the Department Head.
 - b. Employees who terminate employment will be eligible for earned and unused discretionary time upon termination.

- 4) Overtime Pay (Section II: Benefits, Number 13, Page 5)
Pay issued for holiday pay will count as time worked for the purposes of achieving 40 hours in a week for overtime calculation purposes.

Bereavement Pay (Section II: Benefits, Number 15, Page 5)

This benefit is an added benefit for 2018. Employees previously needed to take an unpaid leave or utilized other available paid time off.

5) Shift Premium (Section II: Benefits, Number 17, Page 6)

Language was added to support management's flexibility based on department needs. For DPW, due to the long hours needed during snow plow, for example, one shift premium will apply (the average of the previously identified second and third shift premiums).

ACTION REQUESTED:

Motion to recommend the Common Council approve Res No. ___-17-18, updating the benefit changes outlined in Policy *HR 101-18 Employee Benefits Policy* for calendar year 2018.

ATTACHMENTS:

- I. Res No. ___-17-18
- II. HR-101-18 Non-represented Employee Benefits Outline Calendar Year 2018

Res. No. - 17 - 18 . By Alderpersons Donohue, Bohren, Wolf, Rindfleisch
and Ross. December 4, 2017.


A RESOLUTION approving the amendments to the Non-Represented Employee
Benefits Policy for calendar year 2018, Policy Number HR 101-18.

RESOLVED: That the Common Council hereby approves Policy Number HR 101-18, a
copy of which is attached hereto.

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the
Common Council of the City of Sheboygan, Wisconsin, on the _____ day of
_____, 20_____.

Dated _____ 20_____. _____, City Clerk

Approved _____ 20_____. _____, Mayor

	Title: Non-Represented Employee Benefits Policy		Policy Number: HR 101-18
	Author: Sandy Rohrick		Revised 11/13/2017
	Scope: Non-Rep City Employees		Page 1 of 7

SECTION I: Purpose and Scope

1) Purpose

This policy outlines benefits provided to employees that are not represented by a union. This is a summary of benefits only and does not include all plan provisions, exclusions, and limitations relating to coverage. If differences exist between this document and the Certificate of Coverage, the Certificate of Coverage will govern.

2) Scope and Application

a. Classifications

There are two classifications of Non-represented employees:

- Civilian (non-sworn)
- Protected Service Command Staff (sworn officers).

b. Employment Status

There are several types of employees:

- Permanent, Full-Time, Benefit Eligible (40 or more hours per week)
- Permanent, Part-Time, Benefit Eligible (20 to 39 hours per week)
- Seasonal (non-benefited)
- Limited Term (non-benefited)
- Limited Hours (non-benefited)
- Temporary (non-benefited)

c. Employment Status / Insurance Benefit Eligibility

The City of Sheboygan provides a comprehensive health and dental insurance plan for qualified employees, as well as other benefits including paid time off. Permanent, full-time employees (regularly scheduled to work 40 or more hours per week) are eligible for all available benefits. Permanent, part-time employees who work between 20 and 39 hours per week are eligible for a prorated portion of benefits. Permanent, part-time employees that are scheduled less than 20 hours per week are eligible for prorated paid time off following the schedule listed in this document.

Limited Term, Limited Hours, Seasonal, and Temporary employees are not eligible for benefits.

d. Employment Status / Other Benefit Eligibility

Employees may be eligible for Wisconsin Retirement Contributions (WRC) following the schedule-of-benefits identified by the Employee Trust Fund (ETF). In addition, Permanent, Part-Time employees may be eligible for paid time off benefits.

SECTION II: Benefits

3) Direct Deposit

All employees shall be required to have direct deposit. Up to three (3) financial institutions may receive funds, as designated by the employee. A minimum of one (1) financial institution shall be designated as receiving 100% of the remaining direct deposit; the other two (2) options, if elected, need to identify an designated dollar amount of the deposit.

4) Health Insurance

The City offers an Affordable Care Act compliant Qualified High Deductible Health Insurance Plan administered by UMR. This plan has a \$1,500 deductible per single/member, and a \$3,000 deductible for family. Cost per month is as follows:

2018 Health Insurance Monthly Costs									
	Health Insurance Premium	Full-Time Employee Cost and Percentage		Full-Time Employee Cost with HRA*		Full-Time Employee Cost w/HRA* and 1100 Wellness Points		Part-Time Employee Cost and Percentage	
Single	\$741.80	\$148.36	20%	\$111.28	15%	\$60.30	8%	\$370.90	50%
Single plus Child/ren	\$1,272.68	\$254.54	20%	\$190.90	15%	\$103.48	8%	\$636.34	50%
Single plus Spouse	\$1,406.64	\$281.34	20%	\$211.00	15%	\$114.36	8%	\$703.32	50%
Family	\$1,953.60	\$390.72	20%	\$293.04	15%	\$158.84	8%	\$976.80	50%

* Health Risk Appraisal

- Employees become eligible for insurance (based on the position they hold) on the first of the month following their start-date. See Summary Plan Document for an overview of benefits.
- Employees on this plan may utilize the In-Health County Clinic. Fees may apply for non-preventive visits and/or appointments.
- Opt-Out Credit: Full-time, qualified employees who chose not to take the City's health insurance are eligible for up to \$1,200 per year (pro-rated for partial year opt-out). This benefit will be paid in one lump sum during the last quarter of the calendar year (for active employees or earlier for employee's who leave employment). (This benefit is not available for those whose Health Savings Account was previously partially funded by the City of Sheboygan.)
- Spousal Surcharge: Covered spouses who work full-time and have medical insurance available to them yet remain on the City's plan are charged an additional \$100 per month for coverage. A Spousal Waiver Form must be completed by employees on a yearly basis to be considered for a waiver of this fee.
- Health Savings Account: For those on the city's health insurance as of January 1, 2018, the city will partially fund the employee's Health Savings Account ("HSA") following the employee's election. Single participants will receive \$600 and Family/limited Family will receive \$1,200 in January 2018. Mid-year contributions may apply. See Human Resources for details.
- A Voluntary Group Medicare Supplement Insurance is available for Retirees and/or their spouses transitioning to Medicare for those able to elect a supplement plan.

5) Dental Insurance

The City offers dental insurance administered through Delta Dental. The plan has a \$25 deductible per person, with an out-of-pocket maximum of \$1,500 per year. See Summary Plan Document for an overview of the benefits.

2018 Dental Insurance Monthly Costs (full-time, permanent employee)

	Premium	Employee Costs	Percentage
Single	\$45.24	\$ 6.79	15%
Employee plus Spouse	\$91.31	\$13.70	15%
Employee plus Child/ren	\$102.02	\$15.30	15%
Family	\$149.92	\$22.49	15%

- Permanent, eligible part-time employees (working between 20-39 hours per week) are eligible to split the premium contribution with the City, paying 50% of the monthly premium.

- Employees become eligible (based on the position they hold) for insurance on the first of the month following their start-date. See Summary Plan Document for an overview of benefits.

6) Life Insurance

a. Group Life

Upon completion of the qualifying period, the City provides eligible employees with the Wisconsin Group Life Insurance Plan equal to one-times an employee's annual salary. Premiums for basic coverage are paid 50% by the City and 50% by the employee. Additional coverage available for spouse and/or children.

7) Paid Time Off (PTO)

Qualified employees will be eligible for paid time off upon hire and/or through time worked. Part-time, qualified employees will receive a prorated amount of paid time off based on their actual work hours worked the previous year (if part-time the previous year) or the average scheduled projected hours worked divided by a 40-hour work week. (When a person moves to part-time from full-time, the holiday hours follow their scheduled hours, not the hours worked the previous year.)

a. Holidays

Employees are eligible for holiday pay upon hire provided the employee is actively working the day before or after the holiday. If on vacation, the employee must work the day before the scheduled vacation and the day after.

New Years Day	Labor Day	Christmas Eve Day
Friday Before Easter	Thanksgiving Day	Christmas Day
Memorial Day	Day After Thanksgiving	New Year's Eve
Independence Day		

* The observed day may be modified if appropriate and approved by City administration.

b. Vacation

Employees will generally be granted paid vacation benefits as of January 1 of each year based on their length of continuous service with the City of Sheboygan in accordance with the schedule listed below.

Employees with less than one year of service on January 1, the schedule is as follows:

Pro-rated Vacation Schedule


<u>Hired the previous</u>	<u>Eligible on the following January 1</u>
January 1 – March 31	40 Vacation Hours
April 1 – June 30	28 Vacation Hours
July 1 – Sept 30	16 Vacation Hours
October 1 – December 31	0 Vacation Hours

Employees with greater than 1 full year of service as of January 1 are eligible for the following:

- 1 – 4 years: 80 Hours
- 5 – 12 years: 120 Hours
- 13 – 20 years: 160 Hours
- 21 + years: 200 Hours

Example

On January 1, an employee has completed 4 years of service. This employee's work anniversary is January 5. He will be *reaching* his fifth year-of-service on January 5. Even though he will be reaching his/her anniversary during the year, the measurement is the **actual years the employee has completed**

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as of **January 1** (not that which he will be receiving during the year). This employee will be eligible for 120 hours of vacation on January 1 of the following calendar year.

Protected Service Non-Represented Employees (Command Staff with the exception of the Fire Chief) working a 24-hour shift)

If working a Hybrid 24/8 Shift

>5 Years of Service: 6 Tours (144 hours)

>15 Years of Service: 9 Tours (216 hours)

>20 Years of Service: 12 Tour (288 hours)

>22 Years of Service: 14 Tours (336 hours)

If working the traditional 24-hour shift:

>5 Years of Service: 10 Tours (244 hours)

>15 Years of Service: 13 Tours (312 hours)

>20 Years of Service: 14 Tours (336 hours)

>22 Years of Service: 15 Tours (360 hours)

- Vacation must be used during the calendar year or it will be forfeited. On rare circumstances, it may be necessary for a person to carry over up to 40 hours of vacation to the next calendar year. Baring emergencies through the end of December, requests must be approved by the Department Head and forwarded to the Director of Human Resources and Labor Relations for approval by December 15.
- Vacation requires supervisor approval and may be taken in 4 or 8 hour increments

c. Discretionary

Discretionary Paid Time Off (DPTO) is available for qualified employees to take care of personal business or tend to the unplanned issues in life. Absences must be coordinated with supervisor approval where possible/practical to allow for continued departmental operations. Time may be taken in a minimum of 1 hour increments.

This benefit is an “earn-as-you-go” benefit where qualified employee earns 10% of their eligible DPTO schedule per month while actively working. Employees may use the benefit as it is “issued” in the current year prior to the benefit being “earned”. That which is not used by the end of the calendar year is forfeited.* **Upon termination, any overage used but not earned must be returned.**

*Discretionary time must be used during the calendar year or it will be forfeited. On rare circumstances, employees may present a hardship in using their discretionary time. Based on the needs of the department (as determined by the respective department head), **up to 24 hours may carried over** into the next calendar year. The carryover would be “instead of” 24 of the 40 hours of vacation carryover, not “in addition to”. Baring emergencies through the end of December, requests must be approved by the department head and forwarded to the Director of Human Resources and Labor Relations for approval by December 15.

Prorated PTO Schedule for Civilian Non-Represented Employees:


New full-time employees are issued 8 hours of discretionary time for all full months following 90 days of employment. For example, an employee who starts June 15 would complete 90 days of employment on September 15. That employee would be issued 8 hours of DPTO for October, November and December (24 hours of DPTO). On January 1 following the start-date, that employee would be eligible for 80 hours of DTPO.

DPTO for 24-Hour Command Staff (with the exception of the Fire Chief)

Due to the nature of the position and hours worked, Battalion Chiefs have a separate schedule.

Vacation PTO

96 Hours (4 – 24 hour tours)

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b. Sick Leave / Sick Leave Bank (for those hired prior to January 1, 2012)

Employees with a balance in their sick bank accrual may use the paid time off (PTO) immediately during the duration of any state or federal qualifying Family Medical Leave.

8) Voluntary Short-term and Long-Term Disability / Family Medical Leave (FML)

Short and Long-Term disability Insurance is available on a voluntary basis to provide pay-continuation in the event of an extended illness. Family Medical Leave is available to qualified employees as well. FML and Short Term Disability run concurrent to each other. Active employees who go out on a disability may need to utilize available PTO. Once that PTO is exhausted, the employee will be unpaid during the disability. While Family Medical Leave protects an employee's position for 12 weeks, the City of Sheboygan will hold a person's employment status open for 26 weeks (6 months). Once an employee is out beyond 26 weeks, they will be placed on inactive employment status (active employment termination) and the position they hold may be forfeited, filled with another employee or a new employee may be hired. If the terminated employee receives a return to work authorization releasing him/her return to work, the employee may reapply for an open position, but there is no guarantee they will be able to return to their previous position and/or be offered a return to employment.

9) Voluntary Vision Insurance

Though eye exams are covered in the medical insurance plan, this insurance is available to help pay for the cost of glasses, contacts, and other vision products.

10) Voluntary Accident / Critical Illness Insurance

This product is available to offer cover of hidden costs related to accidents and critical illnesses. This voluntary product is available to assist in expenses related to those hidden costs (cost of lost time from work, deductibles, copays, etc.).

11) Mileage

Mileage is paid to employees who use their personal vehicles to perform work-related activities. The City of Sheboygan reimburses at the IRS mileage rate.

12) Uniform Allowance

Employees who are required to wear special clothing or use special equipment for their work will receive an allowance as follows (amount issued is applicable to IRS tax regulations):

- a) Uniform Allowance: \$100 yearly
- b) Safety Shoes/Boots/Equipment: \$100 yearly
- c) Glasses with safety lens / frame \$ 50 once every two years
- d) Protected Service Command Staff and Fire Chief Uniform Allowance \$425 yearly

13) Overtime Pay


Non-exempt employees working over 40 hours in a week are eligible to receive time and one-half pay for hours worked over 40. **Other than Holiday paid time off**, only actual hours worked count in the calculation of overtime. All other paid time off (PTO) time taken/paid does not count in the calculation of time worked for overtime pay purposes.

14) Parking

City employees will receive employer paid parking, either a specific parking location or a parking lot.

15) Bereavement Pay

Employees will receive up to three days of paid time off for their immediate family members and one day of paid time off for extended family members. Immediate family members include mother, father, step-mother, step-father, brother, sister, spouse, child or step-child. Extended family members include brother-in-law, sister-in-law, son-in-law, daughter-in-law, aunts, uncles, parent-in-laws, and grandparents.

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16) Jury Duty

Employees who are subpoenaed and serve on jury duty on an involuntary basis on any days which are scheduled workdays for them shall be excused for the time spent in jury service and shall receive their regular rate of pay (no greater than 8 hours of pay for each full day served) for said time served on jury duty, not to exceed sixty (60) days per calendar year, subject to the following provisions:

- (a) The employee must present proof of jury duty service, stating the dates and hours per day served on jury duty.
- (b) The employee shall immediately endorse his/her check for such jury service over to the human resources/payroll department.
- (c) When the employee is excused for jury service, the employee shall report back to work within one hour to complete his/her shift unless the employee chooses to utilize paid time off for the absence.

17) Shift Premium

Shift Premium will be paid to non-exempt, hourly employees as follows*:

Work Hours from 6:00 a.m. – 5:59 p.m. No Shift Premium
 Work Hours from 6:00 p.m. –5:59 a.m. \$0.40 per hour

*Various positions may have a unique shift premium schedule based on department and/or employee need and may range from \$0.35-\$0.45 per hour.

18) Wisconsin Retirement System (WRS)

Employment with the City of Sheboygan may qualify an employee to participate in the Wisconsin Retirement System. The City will provide the WRS required city contribution. Employees will be required to pay the required employee portions following WRS guidelines for both Civilian Non-Represented Employees and Protected Service Non-Represented Employees.

19) Residency

Protective Service Non-Represented Employees, including the Command Staff and Fire Chief, must establish a residence within 15 miles of City boundaries.

20) Severance/Termination Pay at Retirement, Death, Layoff without Cause, and Termination

Employees leaving in good faith may qualify for a severance payout. In the event of an employee's retirement, resignation with notice, termination without cause or layoff, the employee qualifies for all unused vacation the year in which the employee becomes inactive. Upon death, the employee's beneficiary/estate will be issued a severance payout in accordance with state/federal requirements. Those who quit while a disciplinary action is being performed, are terminated for willful misconduct, or fail to provide 2 weeks resignation will not be eligible for a severance payout. Discretionary PTO cannot be included in the 2-week resignation notification and will not be paid out. The term "retirement" as used herein shall mean the employee must be retired under the Wisconsin Retirement System and has applied for and will be or is receiving monthly annuity payments immediately after the retirement date.

a) Vacation Severance

All earned and unused vacation a person became eligible for on January 1st of the year in which their employment is terminated will be paid out providing employee provides a minimum of two (2) workweeks notice. PTO may not be used during the two-week resignation time.

*Protective Service employees assigned to the 24-hour shift or 24-hour hybrid shift will have the following formula for vacation severance calculation: regular, biweekly pay divided by 112 multiplied by 24.


b) Sick Bank Account

Upon a qualified retirement (WRS eligibility requirements), employees with a balance in their sick bank account are eligible to receive a portion of the account to either use towards the cost of post-employment medical insurance premiums or a cash payout of 50% of the maximum qualified value. The maximum eligible amount an employee "qualifies" for depends on the employee/union group the employee was part of as of December 31, 2011:

As of December 31, 2011
 And Upon Retirement

Qualified Value Available For Retiree
 Medical or COBRA Med Insurance

Eligible Payout Value

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Non-Rep Employees:	Up to 576	Sick Bank hours = Max Value	50% of Max Value
AFSCME (DPW) & City Hall:	Up to 672	Sick Bank hours = Max Value	50% of Max Value
Professionals:	Up to 640	Sick Bank Hours = Max Value	50% of Max Value

Example: DPW Employee/City Hall Employee

A long-term DPW employee decides to retire. He was hired in 1980 (employees hired before 1978 do not have their bank divided by 2). On December 31, 2011, this employee made \$17.86 per hour and he had 972 hours in his Sick Bank. The value of his Sick Bank \$17,359.92 as of December 31, 2011, and he has not used time from the bank since then. Upon actual retirement (WRS eligible, receiving an annuity), he has the ability receive a portion of that bank in one of two ways:

Option 1: *Qualified Portion applied to COBRA medical insurance continuation*

The retiring employee may apply the qualified portion of his Sick Bank to apply towards the medical insurance election (COBRA). (This money is not available for dental or other COBRA benefits.) This employee's **Qualified Max Value** is 672 hours x \$17.86 or \$12,001.92.

Option 2: *Qualified Portion 50% Payout*

The retiring employee may choose to receive a lump-sum payout equal to 50% of his **qualified portion of the max value**. His **qualified** Maximum Value payout is \$6,000.96.

c) **Good Attendance Bonus**

Tier I and II employees (non-rep employees as of December 31, 2011) may have earned a value based on their good attendance. Employees may use the value to pay for medical insurance premiums if the employee elects to remain on the City's medical insurance program. There is no cash payout of this value if the employee leaves the City's medical insurance plan. The value of the bonus will be based on the number of hours over maximum bank as of December 31, 2011/8 x \$60.

d) **Post-Employment Health Insurance Plan / Surviving Spouse**

Non-represented employees qualify for continuation of coverage in health and dental insurance. Due to the changes in benefits over time, some employees may have grandfathered benefits. For reference purposes, there are 3 classifications employees may fall into relating to post-employment health insurance:

Class / Tier I

WRS vested employees who, as of December 31, 2011, were retirement eligible but chose not to retire prior to December 31, 2011. Tier I employees will retain the benefit as-is; that is, these employees will be eligible to continue on the City's medical insurance upon retirement after December 31, 2011. As of December 31, 2011, Tier I employees achieved at least 15 years of service with the City of Sheboygan, with at least 5 years as a non-represented employee, and had reached retirement age according to WRS retirement eligibility (55 for non-protective services and age 50 for protected services) on or before December 31, 2011. In all categories, if spouse becomes Medicare eligible, Medicare must be primary:

Benefit:

Exempt Employee*:

Eligible to continue on the City's employee s medical insurance plan for up to 10 years.

Single Continuation of Coverage: Paid 100% by the City

Family Continuation of Coverage: Paid 60% by the City

Non-Exempt Employee*:


Eligible to continue on the City's employees medical insurance plan for up to 5 years.

Single Continuation of Coverage: Paid 100% by the City

Family Continuation of Coverage: Paid 60% by the City

Class / Tier II

Non-represented employees as of December 31, 2011 (employee was not in a bargaining unit) who did not meet eligibility for retirement under WRS guidelines as of December 31, 2011. Upon retirement, providing an employee

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in this group achieves at least 15 years of service as a non-represented employee and retires from an exempt position, the employee is eligible to remain on the health insurance plan for 5 years post-retirement. A non-exempt employee who has been a non-rep for at least 15 years is eligible to remain on the health insurance plan for 2.5 years post-retirement. Premium payment in either situation is 50% City funded and 50% employee funded for either Single or Family coverage until either the retired employee or spouse becomes Medicare eligible.

Class / Tier III

All new employees hired on or after January 1, 2012, and employees hired before January 1, 2012 who were covered under an employment contract prior to January 1, 2012 are qualified for COBRA continuation of coverage. COBRA is available for 18 months following the last day of the month in which an employee retires or terminates employment.

Surviving Spouse

In the event an active employee dies, the surviving spouse may remain on the City of Sheboygan Health Insurance Plan. The spouse would be responsible for 100% of the premium contribution plus 2% administrative fees. In the case of death of a retired employee in Class I or Class II, the spouse would be eligible to continue on the City of Sheboygan health insurance plan until the spouse becomes eligible for health insurance through his/her own employer, by marriage, or becomes Medicare eligible. The surviving spouse would be responsible for the same premium contribution. In the case of death of a retired employee in Class III, the spouse may be eligible for an additional COBRA benefits, following federal guidelines.

21) Severance/Termination Pay at Retirement, Death, Layoff without Cause, and Termination for Protected Service Non-Represented Command Staff Employees (with the exception of the Fire Chief)

Upon a promotion from Local 483 into a Fire Command Staff position (with the exception of the Fire Chief), and upon reaching a WRS qualified retirement for protected, sworn employee and who actually retires, a Fire Command Staff (with the exception of the Fire Chief) may retain the retirement severance benefits earned at time of promotion "OR" follow applicable Non-Represented retirement benefits (Tier II or III, depending on start-date of promotion). Said election to be made at time of retirement notification.

CITY OF SHEBOYGAN

REQUEST FOR FINANCE AND PERSONNEL COMMITTEE CONSIDERATION

ITEM DESCRIPTION: 2018 Non-Represented Compensation Plan

REPORT PREPARED BY: Sandy Rohrick, Director of Human Resources and Labor Relations

REPORT DATE: November 21, 2017

MEETING DATE: November 27, 2017

FISCAL SUMMARY:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

STATUTORY REFERENCE:

Wisconsin Statutes: N/A
Municipal Code: N/A

BACKGROUND / ANALYSIS:

On a yearly basis, the City of Sheboygan reviews the Non-Represented Employee Compensation Program. Any revisions are documented and reviewed with the Finance and Personnel Committee. All approved modifications are presented to City Council for consideration and/or approval.

STAFF COMMENTS:

A comprehensive review of the Non-represented Compensation Program took place earlier in the calendar year. The notable changes are as follows:

- 1) Page 8, Section IX, Minimum Rate and Page 10, Section XII, Wage and Salary Guidelines B, 1, (b) : Unlike prior years, new employees to a position *may* be hired at less than the minimum rate for a position if the employee does not have the minimum training or experience to perform all position requirements.
- 2) Page 11, Section XXII, Salary Offers to New Employees: In an effort to accelerate the hiring process and not lose momentum with a potential new hire, this section is a recommendation to authorize the City Administrator to approve salaries of new hires with a salary at or above market value (mid-point) for the position. (At no time will a new hire be offered greater than the pay grade for the position.)
 - The Director of Human Resources and Labor Relations, as well as individual department leaders are responsible for following the strategic plan, operating fiscally responsible departments. The needs of each department are dynamic. At times, a more senior, experienced employee is needed. Other times, a new employee with limited experience is preferred. This modification allows the department head to hire as-needed rather than postpone the offer until the next Finance and Personnel meeting.

ACTION REQUESTED:

Motion to request Common Council approve the resolution, updating the Non-represented Compensation Plan for the calendar year 2018.

ATTACHMENTS:

- I: City of Sheboygan Compensation Program for Non-represented Employees 2018
- II. Performance Evaluation Process
- III. Employee Feedback and Succession Questionnaire
- IV. Non-Represented Employee Development and Rewards Program Guide
- V. Non-Represented Pay Schedule
- VI. 2018 City of Sheboygan Permanent Non-Represented Positions listing

Res. No. - 17 - 18 . By Alderpersons Donohue, Bohren, Wolf, Rindfleisch and Ross. December 4, 2017.

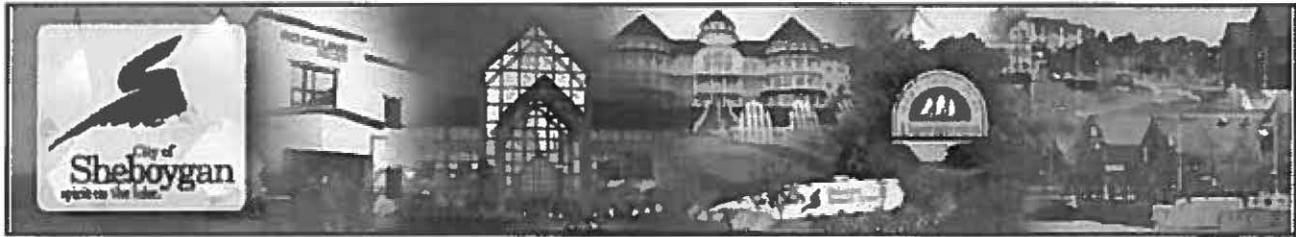
A RESOLUTION adopting the 2018 City of Sheboygan Compensation Program for Non-Represented Employees.

RESOLVED: That the Common Council hereby adopts the 2018 City of Sheboygan Compensation Program for Non-Represented Employees, a copy of which is attached hereto and incorporated herein.

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____. _____, City Clerk

Approved _____ 20____. _____, Mayor



CITY OF SHEBOYGAN

COMPENSATION PROGRAM

FOR

NON-REPRESENTED EMPLOYEES

CALENDAR YEAR 2018



Resolution to Amend to Council: November 20, 2017

Agenda Item Finance and Personnel Committee: November 27, 2017

Approval by City Council:

(Replaces 2017 Non-Rep Comp Plan adopted by way of Res. xxx-17-18)

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I. EXECUTIVE SUMMARY

Approximately ten years ago, the City of Sheboygan completed a comprehensive review of the compensation program in place at that time for Non-Represented employees. Many current Non-Represented positions were covered under collective bargaining agreements and were not included in the review. In 2012, when various collective bargaining agreements dissolved, all positions were melded into the sixteen salary grades that were identified in an range that reasonably fit the pay.

In the past few years, two noticeable changes have occurred in the approach to compensation. First, most public employers and other professional organizations have adopted a “market-based” approach rather than a standard pay grade approach. This approach evaluates the position and determines the fair market value (also known as the “Control Point”) for an employee who is fully trained in the position. The second noticeable change is the accelerated fashion a new employee receives market value once trained.

During the first part of calendar year 2017, a review was completed by Sandy Rohrick, the Director of Human Resources and Labor Relations. This review ultimately re-categorized employees in a new pay scale. In some cases, job titles changes are recommended. In all cases, placement in a pay range was based on the most appropriate market rate based on the actual job duties. This is often a complicated process due to cross functioning departments and responsibilities both in the City of Sheboygan and with other municipalities. As such, in addition to reviewing various compensation studies throughout the State of Wisconsin, many one-on-one communications took place with various Human Resources Departments of comparable locations. The results of this review are listed in this document.

This approach was previously adopted in the City of Sheboygan Department of Public Works, which introduced a modified step increase program for employees under the control point. This was launched in 2017, with the step increase program starting in 2018. This move provides advanced acceleration in pay for those in training and hopes to provide a more defined career path for trained employees.

II. GENERAL COMPENSATION PHILOSOPHY

The salary and benefits provided by the City of Sheboygan to its employees are to attract and retain the most qualified and competent individuals to perform and provide quality public services to the citizens of Sheboygan. For this reason, the City will provide salaries based on internal equity and external competitiveness.

III. GENERAL PROGRAM DEFINITIONS

Department Head: For all purposes defined under this program, department head includes the following officers: City Administrator, Chief of Police, Fire Chief, Director of Public Works, Human Resources Director, Planning Director, and Information Technology Director, Transit Director, and Finance Director.

Department Head Advisory Committee: Depending on the issue needing guidance, this committee will be appointed as needed by the City Administrator and/or the Mayor and may include Department Heads, elected officials or other non-represented departmental leaders.

Employee(s): Any active, permanent full-time or permanent part-time, non-elected, non-represented employee, not including seasonal, temporary, extra help, or permanent employees whose regular work schedules are under 600 hours per year.

Employer: The City of Sheboygan.

Market Survey: The gathering, compilation, and analysis of market pay information by the Human Resources Department, or any agency or service contracted by the Human Resources Department, in order to determine the market value for each pay grade.

Pay Grade: A group of one or more classifications which have been assigned the same pay range for compensation purposes. All jobs in a pay grade have the same range minimum, midpoint, and maximum rates.

Performance Appraisal Review: The procedure used by the employee's supervisor and/or department head to evaluate the employee's performance throughout the calendar year.

Program: Except where another program is specifically referred to, the compensation program for Non-represented employees.

Salary Range: The pay range assigned to a specific pay grade, and which includes either a defined minimum, midpoint and maximum rate of pay, or a progression step and pay range maximum based upon comparable market information.

IV. ROLE OF THE HUMAN RESOURCES DEPARTMENT IN COMPENSATION ADMINISTRATION

The Human Resources Department shall be responsible for the following compensation administration activities:

1. Developing, implementing, and monitoring organization-wide compensation policies, procedures and programs, and ensuring adherence to them.
2. Developing and maintaining current job analysis and job description information throughout the organization, continually monitoring changes to the jobs, and revising analyses and job descriptions as appropriate.
3. Providing analysis and recommendations to support the annual compensation policies to be made by the Common Council as described in Section VII or VIII.
4. Providing compensation administration reports and data needed for effective program review and control.
5. Developing recommendations for and implementation of approved pay rates, pay structures and pay practices; reviewing market data to determine changes necessary to ensure that the organization is competitive within the relevant municipal and private sector labor markets.
6. Ensuring compliance with wage and hour laws and regulations.

7. Consulting with external compensation consultants and/or experts, as well as internal managers, supervisors, and employees on compensation and performance management problems and issues.
8. Developing, implementing and monitoring performance management policies, procedures and programs. This includes developing and reviewing the effectiveness of performance appraisal activities and ensuring that employees receive timely and accurate appraisals.
9. Preparing updates to the compensation program document contained herein for council review and approval, and providing this information to all employees covered by the program.
10. Educating employees on the current compensation program.

V. ROLE OF THE INDIVIDUAL DEPARTMENT IN COMPENSATION ADMINISTRATION

The individual departments shall be responsible for the following compensation administration activities:

1. Ensuring that approved compensation administration policies, programs, and procedures are followed in all divisions within the department.
2. Reviewing and approving all job descriptions and ensuring that the Human Resources Department is informed of all new and changed jobs so that jobs can be re-analyzed and new job descriptions can be developed.
3. Reviewing each employee's performance at least once a year and recommending any salary increase deemed appropriate. This task requires discussing the performance review and rating with the individual employee and submitting the required appraisal forms to the Human Resources Department for review and discussion of pay adjustments.
4. Recommending revisions in compensation administration policies, procedures, and practices to the Director of Human Resources and Labor Relations when deficiencies and problems are identified.

VI. ROLE OF THE DEPARTMENT HEAD ADVISORY COMMITTEE IN COMPENSATION ADMINISTRATION

The role of the Department Head Advisory Committee in compensation is one of providing a broad-based review of, and input into, overall compensation activities. The Department Head Advisory Committee on this issue includes the City Administrator, all Department Heads, the City Attorney, the Mayor, and the City Clerk. The Human Resources Director acts as Chairperson for personnel related matters.

The Department Head Advisory Committee will perform two (2) specific roles:

1. At the request of the Director of Human Resources and Labor Relations, provide counsel and assistance with regard to the integrity and effectiveness of the compensation program for non-represented employees;
2. Review and provide input into the annual major pay policy recommendations made by the Director of Human Resources and Labor Relations, before presentation to the Finance and Personnel Committee (see Section VII).

All recommendations of the Department Head Advisory Committee shall be non-binding to the Director of Human Resources and Labor Relations, and for matters which come before them, the Finance and Personnel Committee.

VII. ROLE OF THE FINANCE AND PERSONNEL COMMITTEE IN COMPENSATION ADMINISTRATION

The Finance and Personnel Committee shall be responsible for the overall administration of the compensation plan in coordination with the Director of Human Resources and Labor Relations, the Department Head Advisory Committee, the Common Council and other appropriate resources.

The Finance and Personnel Committee performs the following functions:

1. Approves, subject to Common Council approval, annual recommendations made by the Director of Human Resources and Labor Relations, after input from the Department Head Advisory Committee, regarding major pay policy decisions including:
 - a. range adjustments
 - b. across-the-board increases, (if applicable)
 - c. merit increase annual budget
2. Approves all modifications to the compensation program described herein, for final approval by the Common Council.

VIII. ROLE OF THE COMMON COUNCIL IN COMPENSATION ADMINISTRATION

Each year, the Common Council shall make three (3) major pay policy decisions:

1. How much, if any, pay ranges should be adjusted to be externally and internally competitive;
2. How much, if any, should be budgeted for across-the-board adjustments (if necessary to maintain internal equity);
3. How much should be budgeted for merit increases;

These decisions shall be made based on information and recommendations provided by the Director of Human Resources and Labor Relations, after input from the Department Head Advisory Committee, and approval of the Finance and Personnel Committee.

In addition, upon recommendation of the Director of Human Resources and Labor Relations and the Finance and Personnel Committee, the Common Council shall approve all changes to the overall compensation program described herein.

IX. SALARY STRUCTURE

The City salary structure consists of a specified number of salary ranges for which range minimum, midpoint (market value), and maximum rates of pay are established.

MINIMUM RATE

The salary for any employee shall not be less than the minimum established for their pay grade provided the minimum requirements of knowledge and/or certification of the position are met. **An employee may be hired under the minimum rate in a training capacity. Once that minimum training or minimum required education and/or certifications are met, the employee must be brought to the minimum rate for the position.**

MIDPOINT RATE (ALSO KNOWN AS THE MARKET RATE OR CONTROL POINT)

The midpoint of a range is typically the comparable market average pay for a position.

MAXIMUM RATE

The maximum rate, the top rate for a pay grade, is the maximum salary the City will pay a position. The base salary for any incumbent shall not exceed the maximum rate established for his/her pay grade. Upon implementation of this pay plan, an employee receiving a salary at or in excess of the maximum rate will not be eligible for a pay adjustments until their rate of pay falls below the maximum for the pay range. At that point, the employee is eligible for the amount identified for their performance, not to exceed the top of pay for the position.

Assignment of classifications to the proper salary range is based on the market analysis results described in Section XI.

The salary structure shall be reviewed once each year, and may be adjusted by the Finance and Personnel Committee based on recommendation of the Director of Human Resources and Labor Relations. This recommendation will be based on the following factors:

1. Known or reasonably anticipated range adjustments for the next year reported by comparable employers used in the market analysis;
2. Analysis of economic conditions faced by the City Government (e.g. loss of shared revenues); and
3. Range adjustments occurring in the City's union contracts or reasonably anticipated by the Director of Human Resources and Labor Relations.
4. The Consumer Price Index (CPI) as determined by WDOR (Wisconsin Department of Revenue)

Achieving consistency with the City's stated pay policy (see Section X. A.) and consideration of the above four (4) factors will be the basis of the recommendation.

X. EXTERNAL RELATIONSHIP

A. POLICY

The City's policy is to place its total salary practice at or near the prevailing market practice for jobs of similar content within the City's chosen market as defined herein. The City's policy includes a desire to provide salary advancement opportunities which recognize changes in the economy, differences in performance, and salary levels which are fair compared to the City's internal market (pay levels in the union groups) and local private sector like positions.

B. SALARY SURVEYS

The City's objective is to maintain a level of pay that is competitive with the level of pay for similar skills in other similar public jurisdictions and private sector for which it competes for employees in the marketplace. The City achieves this competitiveness through a systematic method of determining what other jurisdictions in its market pay.

Specific external relationships shall be determined in general every three (3) years, or for a specific job whenever:

1. A salary range midpoint of a classification is insufficient to attract qualified candidates for employment;
2. A continuing turnover pattern in a classification can be directly linked to established compensation levels; or
3. Management deems that specific external relationships must be examined.

C. COMPOSITION OF THE MARKET

The City of Sheboygan recognizes the importance of correctly surveying the market, in order to:

1. Set pay levels which attract a sufficient quantity of qualified applicants to fill open positions.
2. Retain its high-performing, valuable employees over time, in order to recoup training investments, optimize organizational effectiveness, and minimize unwanted turnover.

Market data shall be gathered directly from other cities through public information requests or as part of a participant or direct consultation of other qualified surveys which include, but are limited to, the following jurisdictions:

Appleton	Beloit	Eau Claire	Fond du Lac	LaCrosse
Janesville	Manitowoc	Oshkosh	Sheboygan County	

These jurisdictions were selected based on one or more of the following criteria: similar populations; similar per capita income; and close proximity to Sheboygan. The City shall periodically re-examine the appropriateness of the market base should circumstances arise which the City believes merit the need for such a re-examination.

D. MARKET ANALYSIS PROCESS

As required, the Human Resources Department will work with the department heads to update position descriptions. At a minimum, the position descriptions will contain the following information:

1. Purpose of position.
2. Description of essential functions of the job.
3. Description of marginal functions of the job.
4. Statement of required education and experience.
5. Description of knowledge, skills, and abilities required for the job.

A survey instrument will be created which includes short descriptions of each job and asks for relevant market data including, but not limited to, range minimums, midpoints, maximums, and actual rates. The survey will be sent to the market jurisdictions, with follow-up contacts as necessary. Every reasonable attempt will be made to obtain this information.

1. The Director of Human Resources and Labor Relations will gather pay data from relevant positions within the City's current workforce as a comparable – that is the "internal market".
2. Relevant market data will also be reviewed with both municipal and private industry employers in the area. Wherever possible, the City of Sheboygan will participate in qualified surveys being performed either through other municipalities or will hire an outside agent to perform a survey if necessary. In addition, the Human Resources Department will perform a direct information search, gathering applicable data directly from other municipalities through a public information data request.
3. An adjustment shall be made, if necessary, to the compiled data so that survey information is relevant for the applicable year.

XI. ASSIGNMENT OF POSITIONS TO SALARY GRADES

A. POLICY

It is the intent of the City to provide a compensation program which relates the pay ranges for its classifications to the pay practices in the defined market. Therefore, the assignment of classifications to pay grades within the pay structure shall be based on market data whenever possible.

B. PROCESS

The Director of Human Resources and Labor Relations shall place positions into the appropriate salary grade where the midpoint of the grade is closest to the "market estimate" pay rate identified through the survey process. The market estimate rate, which could also be referred to as the prevailing rate in the market, is the calculated rate of pay which most closely approximates the worth of that position in the market at the time of the survey.

In an effort to maintain internal equity within the pay structure, the Director of Human Resources and Labor Relations shall identify the appropriate pay grade for positions for which there are insufficient market data using reasonable comparison of such jobs with other City jobs.

The assignment of classifications to pay grades shall be recommended by the Director of Human

Resources and Labor Relations and approved by the Finance and Personnel Committee. No employee's salary will exceed the maximum rate in his/her assigned salary range. If assignment to a grade leads to this occurrence, the situation will be resolved as described in Section XII, letter B,7.

At any time, when the applicable criteria indicate the need for a focused market analysis of a specific classification, the relevant market data from the City's market base shall be examined. Should the market data establish the need for a different pay grade assignment, the Director of Human Resources and Labor Relations make such recommendation to the Finance and Personnel Committee for approval.

In some cases, the City may determine that a different market base is warranted, given the specific circumstances of the position and the current market conditions.

XII. WAGE AND SALARY GUIDELINES

A. POLICY

The City recognizes the importance of consistency in determining wages and salaries for its employees. The intent of this policy is to provide guidelines for department heads to follow in the case of a new employee or change in employee status.

B. GUIDELINES

1. Salary Offers to New Employees

Once the best-qualified candidate for the position is identified, the department head and Director of Human Resources and Labor Relations will determine the starting salary that will be offered to the individual. The Department Head or Human Resources Department shall make a conditional offer of employment to the candidate (conditional offers inasmuch as they are contingent on the City of Sheboygan's verification of reference information, completion of any background check, successful completion of any post-offer medical examination/drug screen, and submission of satisfactory employment eligibility documentation required by law and approval by the Finance and Personnel Committee).

The Human Resources Director shall have the authority to approve a salary offer up to the top of pay for the position, with approval from the City Administrator for offers at or above midpoint of the salary range. Any recommendation which exceeds this amount must be approved by the Finance and Personnel Committee. Such recommendations should be based on employment market realities and/or individual qualifications. Because the salary range minimum rate for each grade is linked to the midpoint but does not automatically represent the amount for which individuals can be attracted to public service, some flexibility in setting hiring levels may be necessary to remain competitive.

The following guidelines shall apply to these situations:

- a.) Given the law of supply and demand, once a candidate is chosen, the employee's current rate of pay or most recent rate will be taken into consideration at the time an offer is made.

- b.) Generally speaking, applicants who don't fully meet or barely meet the minimum education and/or experience requirements may be hired lower than the range minimum for the pay grade in which their position has been placed. Applicants in the category must demonstrate a propensity to gain the necessary skills within a reasonable time. (An example may be driver who needs a CDL to perform a certain position and is actively enrolled in a training program at the time an offer of employment is made. The new employee may be hired less than the minimum pay until the driver becomes certified with a CDL, at which time the employee will be brought to the minimum pay for the position.)
- c.) Once an employee is paid the maximum salary range, no additional compensation will be issued until the point at which a range is recommended to increase.

2. Salary upon Promotion

A promotion is defined as a change by an employee from one position to another which has a higher salary range. At a minimum, promoted employees shall be placed at either the minimum rate in the new salary range, or their current salary, whichever is greater. Every promotion is unique. A reasonable approach will be taken to provide an appropriate incentive for the chosen candidate. All promotional salary offers must be approved by the Director of Human Resources and Labor Relations.

3. Salary upon Demotion

When an employee is unable to perform the position they hold, they will either be laid off or demoted. Each situation is unique as it depends on availability of additional positions and/or the employees qualifications. Generally, if an employee is demoted, they will experience a pay reduction. The demoted employee will need to demonstrate the ability to perform the essential functions in a new position and will be paid an appropriate level of pay considering their abilities and the pay scale of the new position.

4. Salary upon Transfer

An employee who transfers or is transferred from one classification to another classification in the same pay grade shall receive no salary adjustment, provided the transferred employee can perform the essential functions of the new position.

5. Salary upon Change in Pay Grade Due to Market Survey Analysis

When, as a result of the market survey analysis periodically undertaken by the City, an employee's classification is placed into a different pay grade, there will typically be no salary adjustment. If the employee's present salary is at the top pay for the grade or more than the new range maximum, the employee will not be eligible for an increase to his/her base pay while his/her salary equals or exceeds the range maximum.

6. Equity Adjustments

Pay is market driven. Equity adjustments are available, typically in the form of a one-time adjustment to realign the employee's salary to market value for the position.

7. Part-Time Employment

Part-time employees are those in which the employee is normally scheduled to work less than forty (40) hours in a work week. This includes intermittent positions working up to eight (8) hours per day on an irregular and uncertain schedule which alternately begins, ceases, and begins again as the needs of the City require. Part-time employees shall be hired

at a pay grade which is equivalent to or compatible with the hiring rates established for similar full-time classifications. Permanent part-time employees shall be eligible for salary increases under the same manner as full-time employees

XIII. COMPENSATION ADMINISTRATION

A. POLICY ON SALARY INCREASES

The purpose of the City's pay increase policy is to establish and maintain an appropriate relationship between an employee's performance and pay. The system provides management with a mechanism to recognize individual accomplishments and to relate them to pay increases. The Merit Adjustment Program is intended to reward employee growth in a job as well as to differentiate in levels of performance and contribution.

Generally speaking, temporary and/or seasonal part-time employees may be paid at market rate due to the temporary nature of the position, even with returning employees. The position may or may not qualify for an increase from one year to the next.

The City's pay increase policy is designed to attract and retain high-quality employees, to reward employees in accordance with performance on the job, and to motivate employees to their highest level of performance. Above all else, the City treats its employees as individuals and as members of the team by allowing employees to influence their pay opportunities through performance on the job.

Employees are encouraged at all times to work to the best of their abilities, to find ways to eliminate unnecessary work, and to discuss with their supervisor how tasks can be better performed. The result of employee contribution is a more productive City government -- a City more able to meet its obligations to the citizenry, respond to changes in technology and in the workplace, and a City that understands and satisfies the needs of its customers. The City's success and its ability to support its compensation practices depend on employee efforts and contributions.

B. PERFORMANCE EVALUATION

The City of Sheboygan recognizes the importance of recognizing an employee's efforts and follows a merit increase program where an employee's pay is affected by their performance.

Each employee will receive a performance review every 12 months. The review will be performed during the last quarter of the calendar-year with any identified increase to be effective January 1, 2018.

The review form has 4 categories of performance: Unacceptable, Below, Successfully Achieved and Exceeds. Exhibit #3 is one example of an acceptable yearly performance evaluation. Electronic evaluations may also be utilized. In addition, the City Administrator may have an evaluation form that is unique to the position, as governed by the Finance and Personnel committee and the direction and approval of City Council.

Goals are also established during the evaluation process, primarily by the supervisor with input from the employee. Wherever possible, goals are SMART (Specific, Measurable, Attainable, Relevant, and Time-bound). Supervisors and/or Department Heads and the employee need to

document the employee's goals for the upcoming evaluation year, and may use one of two goals template listed in Exhibit #4.

C. MERIT ADJUSTMENTS BASED ON PERFORMANCE EVALUATIONS

Merit adjustments are granted to employees to encourage efficiency and to reward performance when the City's economic conditions permit. Merit increases are not automatic; nor does an employee acquire any right to an increase because of length of service or time in a job. Merit adjustments are based upon his/her supervisor's appraisal of the employee's performance in relation to established performance standards and goals. A merit adjustment should reflect a performance level that has been consistently demonstrated over a meaningful period of time, typically 12 months. If merit adjustments are awarded to the employee based on their performance, any pay increase will be issued on January 1, 2018, or in the first payroll of 2018 following council approval of the plan.

1. Establishment of the Merit Increase Budget

The overall funding for the Merit Increase program budget shall be determined by the Common Council on an annual basis, following recommendation by the Director of Human Resources and Labor Relations, and supported by the Finance and Personnel Committee. The size of the budget will be based primarily on the economic conditions currently experienced by the City and any other factors deemed relevant by the Common Council.

2. Merit Increase Amount

Once the budget has been approved, it is up to each supervisor and/or department head to approve the amount granted to the employee. The City establishes the percentage guidelines in the merit adjustment on an annual basis and the amounts, therefore, are subject to change. A reserve amount will be set aside for merit increases, but the actual amount available as a percent increase will be determined the calendar year.

All merit increase adjustments shall be based on documented performance with higher increase percentages being reserved for performance that has overwhelmingly exceeded performance expectations. The actual size of the merit increase shall follow the percentage guidelines in the Merit Adjustment Schedule found in Exhibit #5. All merit adjustment requests made by department heads for individual employees are subject to appropriate documentation which is reviewed by the Human Resources Director.

The City shall review the merit adjustment amount every year. This review will be conducted by the Director of Human Resources and Labor Relations with approval with the Finance and Personnel Committee. All changes to the schedule shall be subject to the approval of the Common Council.

3. Merit Adjustments Applied to Current Salary

The merit adjustment percentage will be applied directly to the employee's current salary. Salary ranges will be reviewed periodically to insure the City's pay ranges remain competitive while the merit adjustment schedule is reviewed annually. Base wage adjustments provides newer employees and those in the lower part of the wage scale the opportunity to reach the midpoint, or fair market value, at a rate which reflects their job performance. (i.e. the better the performance the faster they reach the midpoint). It also allows above average and outstanding performances to exceed the midpoint which would be

expected for employees who constantly perform at those levels, as well as those who either have greater experience levels when starting the position or those who have a greater length of time on the job.

4. Frequency of Merit Reviews

Consideration for merit adjustments shall be once every twelve (12) months during the final quarter of the calendar year, with any identified pay increase effective the first payroll (or thereafter) of the next calendar year.

A. Employees Returning from a Leave of Absence or Rehired

If an employee is off work on a qualified Leave Of Absence at the time the performance evaluation and applicable merit or incentive increase is due, upon return from leave to "active duty", the employee will receive any identified increase effective from the first date returned to active duty. Employees not returning to work, that is, employees who do not return to active duty, are not eligible for retroactive pay.

5. Performance Appraisal Review Procedures

All employees shall be evaluated by their department head a minimum of once per year. The employee's supervisor shall evaluate each employee's performance for the period following the employee's last performance appraisal review and recommend a merit adjustment for the employee that is consistent with the established merit adjustment amount, using either a manual performance appraisal process (Exhibit #1) and appropriate form (Exhibit #3), or utilizing the on-line review process in MUNIS. In addition, the employee will be provided a feedback opportunity by completing an Employee Questionnaire Form (Exhibit #2) or completing the on-line questionnaire.

6. Delayed or Denied Merit Adjustments

Department heads may deny or delay merit adjustments if employees are not performing in a fully capable manner. When merit adjustments are delayed or denied, a plan of action for improvement and a target date shall be set by the supervisor. Special performance appraisals are conducted when improvements have been noted or when the target date has been reached. Under no circumstance shall the period of time be shorter than three (3) months or longer than the employee's next scheduled review date. If the employee is then performing in a fully capable manner, the merit adjustment deemed appropriate by the department head may be granted. No adjustment shall be given on a retroactive basis, however. The decision to grant or deny a delayed merit adjustment must be made within thirty (30) days of the employee's review date. Employees normal review dates are not advanced by this denial/delay.

7. Merit Increases Effective Date

Except in the case of delayed or denied increases, the effective date for application of the merit adjustment increase shall be the first payroll in January of the following year.

8. Performance Appraisal Appeal Process

Following a completed Performance Evaluation, the supervisor will notify the employees of the appropriate merit adjustment. If the employee is not in agreement with the merit adjustment identified, the employee may request a meeting with the Department Head. If the employee continues to be dissatisfied, the employee may request a meeting with the Director of Human Resources and Labor Relations. A final appeal will be allowed in front of the

City Administrator. The employee will need to complete a *Notice of Evaluation Appeal Form* (Exhibit#6) which is then submitted to the Director of Human Resources and Labor Relations who will submit the Notice of Evaluation Appeal Form to the City Administrator. The City Administrator will schedule a meeting with the employee and the employee's department head to hear the employee's appeal, after which the City Administrator will either confirm the recommended merit adjustment or approve a new merit adjustment for the employee based upon additional objective facts. The decision will be confirmed in writing to the employee, and this decision shall be final. This appeal shall not, in any way, affect the employee's position within the department or as an employee of the City of Sheboygan.

9. Retroactivity

Employees terminating employment for any reason prior to Common Council adoption of an adjustment to the compensation, employment are not entitled to any retroactive application of that adjustment.

10. Employee and Management Training

The Human Resources Department shall conduct periodic training on the performance appraisal process to all supervisors, managers, and department heads responsible for conducting appraisals. The Human Resources Department will conduct periodic employee training on the performance management program in general, particularly if changes to the program occur.

XIV. COMPENSATION PROGRAM REPORTING

A. POLICY

The interests of the Common Council are best served by management reports which accumulate all costs and related information needed in their role as policy-makers who are ultimately responsible for the compensation plan. These reports shall be facilitated by the Human Resources Department which will be responsible for compiling, summarizing and presenting the information to the Finance and Personnel Committee and Common Council.

B. PROCESS

The report shall be done on an as-needed basis, often as part of the budget process for the next year, and will contain the following information:

1. A breakout of requested annual adjustment dollars by component:
 - a. Merit Adjustments
 - b. Equity Adjustments
2. Assurance through Human Resources Department review that all employees have been evaluated.
3. A confidential report on the distribution of performance ratings.
4. Any other information deemed pertinent by Council.

XV. PLAN COMMUNICATION AND MANAGEMENT TRAINING:

The City recognizes the importance of ensuring that all employees are fully knowledgeable about the details of the compensation plan. To that end, the Human Resources Department shall be responsible for the following actions:

1. Preparing and distributing plan information for all new employees as part of the orientation process.
2. As plan changes occur pursuant to Council action, preparing information and holding meetings with employees to review all changes, and preparing and distributing individual notification to employees regarding any changes to their compensation. If minor changes are made, or if the change of the Non-Represented Comp Plan consist primarily to identify differences in the merit adjustment guide and/or pay scale, the Human Resources Department will distribute communication via posting a memo with the changes, either in a department or transmitted through intranet communications.

The City also recognizes the need to provide supervisors, managers, and department heads with details of the compensation plan and their important roles in its administration. To this end, the Human Resources Department shall be responsible for providing new, and updating current supervisors, managers, and department heads thorough training in the areas of:

1. City compensation policies and procedures.
2. Sound pay-for-performance practices and City compensation techniques such as the use of pay increase guidelines.
3. Use of the budgeted merit adjustment and methods for forecasting increases.
4. Use of planning worksheets which include individual employee's past performance rating history, past raises, and timing of these raises, to provide the information to allow increases to be based on long-term performance opposed to short-term changes.

Exhibit #1 Performance Evaluation Process



Workforce Planning & Development Program

On-going organizational success depends on the intellectual capital within the organization. This program is a critical strategic tool for attracting and retaining qualified employees to sustain our organization and ensure that employees are achieving their own personal development goals. In an effort to provide feedback for both employees and supervisors, both need to review their performance for both identified goals from the previous year and the employees performance throughout the calendar year. There are 4 general categories to describe the employee's performance.

Exceeds / Outstanding Performance
Successfully Achieved Expectations
Development / Improvement Needed
Unacceptable Performance

How To Proceed in the Evaluation Process

Step 1: Provide Employees with a Performance Evaluation Form and Feedback Questionnaire
Each employee should be provided a blank Performance Review and Feedback Questionnaire and provide the completed forms at the time of the sit-down meeting with their supervisor.

Step 2: Supervisor Completes The Review And Schedules A Meeting Time
Prior to the face-to-face meeting, supervisors need to complete a performance review for employees and either identify goals for the employee, inform the employee of the goals for the department, or review the employees own professional goals.

Step 3: Determine Merit Adjustment
Supervisor should review the employees job description and responsibilities, as well as review where the position fits on the 2018 Non-Represented Pay Schedule or Department of Public (DPS) Works Pay Plan.

DPW Labor:

Those at mid-point or above, but less than top pay:
Eligible for up to a 2% total merit increase for accomplishing outstanding performance throughout the year in their daily responsibilities and in the accomplishment of goals; up to a 1.5% total merit increase for successfully achieving, and less or no increase for less than achieving performance.

Employees below mid-point are eligible for a step-increase based on their performance. The employee will have "passed" his/her review by completing his/her responsibilities, meeting or exceeding expectations.

Non-represented, Non-labor Employees:

Employees whose pay is in the first or second quartile of the pay range ("Q1 or Q2") will be eligible for additional compensation between 1-4% following the Non-Represented Employee Development and Reward Program Guide.

Employees whose pay is at market rate or higher will be eligible for a performance increase up to a 2% (not to exceed the top pay for the position.)

*See the Non-Represented Employee Development and Reward Program Guide for additional information.

Step 4: Department Merit Increase Award Amount to Human Resources
By December 31, 2017, all departments need to have completed a performance evaluation for all Non-represented employees and provide a final list of merit increase amounts for employees within the department to the Human Resources Office.

Exhibit #2
Employee Questionnaire Form



Employee Feedback and Succession Questionnaire
(Part of the Performance Evaluation Process)

In an effort to improve communication, please take some time to answer the following:

Name (Please print)

Date

Department

Current Position

Evaluation Period Calendar Year 2017

1. What were your most significant work-related accomplishments this past calendar year? (Include projects, assignments, new skills or knowledge gained.)
2. What are your goals for the next evaluation period?
3. What are your career aspirations within the City of Sheboygan? Is there another position or department you may be interested in? Feel free to include thoughts or ideas on a position that may or may not exist but you feel should.


In the next 1 to 3 years, my career goal is to: _____

Where do you see yourself in 5 or more years: _____

4. What additional training or development would help you improve and/or enhance your work performance today?
5. What feedback did you receive that made you most proud about the work that you do?
6. What feedback would you like about your performance that you aren't currently receiving?
7. What kinds of flexibility would be helpful to you in balancing your work and home life?
8. If you could change one thing about your job or the city as your employer, what would it be?
9. In an effort to improve communication from the city and within your department, please identify the following:
 - a. What type of communication practices work best for you within your department?
 - b. What type of communication would you like to receive within your department, either about your department or about the city?

Exhibit #3

Sample Performance Evaluation Form / Competency Ratings (Form or electronic evaluation in MUNIS)



Yearly Performance Evaluation

Name: _____ Clock: _____

Job Title/Grade: _____ Dept: _____

Change Rate from _____ to _____ ETRate _____

	UNACCEPTABLE Not Competent in Position	BELOW Working toward Competency in Position	SUCCESSFULLY ACHIEVED Competent in Position	EXCEEDS OVERWHELMINGLY EXCEEDED EXPECTATIONS	COMMENTS:
Quality of Work Measures the ability of the employee to meet quality standards	<input type="checkbox"/> <u>Many mistakes.</u> Repeated occurrences of careless work and excessive repeat requests of assignments	<input type="checkbox"/> <u>Needs improvement.</u> Higher than normal amount of rework.	<input type="checkbox"/> <u>Consistently Achieved.</u> Solid performance. Work seldom requires rework.	<input type="checkbox"/> <u>High quality.</u> Consistently produces top-notch quality in all assignments. Able to meet critical deadlines.	
Quantity of Work Measures the ability of the employee to meet production standards	<input type="checkbox"/> <u>Fails to meet standards.</u> Very slow on most job assignments. Fails to meet standards of the position	<input type="checkbox"/> <u>Below standard.</u> Generally below standard; requires more time to complete assignments than expected	<input type="checkbox"/> <u>Achieved standards.</u> Satisfactorily Achieved standards and requirements of the position	<input type="checkbox"/> <u>Production high.</u> Employee consistently exceeds production standards or goals.	
Job Knowledge Measures the employee's knowledge of the job and standard work practices	<input type="checkbox"/> <u>Unimprovable.</u> Has not learned and/or makes little attempt to improve.	<input type="checkbox"/> <u>Is still learning job.</u> Does not fully understand all job requirements or standard work procedures.	<input type="checkbox"/> <u>Knows job requirements.</u> Follows standard work methods and procedures.	<input type="checkbox"/> <u>Good job knowledge.</u> Knowledge of standard work. Keeps up with new developments.	
Work Area Safety Measures employee's commitment to safety and continuous improvement	<input type="checkbox"/> <u>Does not support.</u> Departmental objectives are ignored and/or has minimal concern for safety	<input type="checkbox"/> <u>Shows some support.</u> of continuous improvement objectives and safety, areas for improvement needed	<input type="checkbox"/> <u>Supports safety objectives.</u> Successfully follows safety rules and procedures.	<input type="checkbox"/> <u>Leads safety.</u> Keeps work area in excellent condition and follows safety rules. Goes above and beyond.	
Adaptability Measures employee's ability to adapt to changing work environment and adjust to new assignments	<input type="checkbox"/> <u>Needs training.</u> Does not adapt to new situations or support cross-functional needs of the department	<input type="checkbox"/> <u>Slow to accept.</u> Some resistance to change. Does not adapt to cross-functional initiatives	<input type="checkbox"/> <u>Acceptable.</u> Learns job requirements in a normal amount of time.	<input type="checkbox"/> <u>Adapts readily.</u> Very adaptable to change. Takes ownership of initiatives.	
Cooperation Measures employee's ability to respond positively to assigned tasks and to work with others	<input type="checkbox"/> <u>Does not follow.</u> Instructions. Conflicts friction with others and is hard to work with	<input type="checkbox"/> <u>Resistant to follow.</u> directions or instructions. Periodic friction with others.	<input type="checkbox"/> <u>Follows instructions.</u> Cooperates with supervisor and co-workers.	<input type="checkbox"/> <u>responds readily.</u> to unusual or critical assignments. Exceeds team work.	
Attitude/Work and Co. Measures employee's ability to work toward City objectives of higher productivity without compromise	<input type="checkbox"/> <u>Constantly critical.</u> of employee, job assignment, and/or other employees. Has caused dissension among others.	<input type="checkbox"/> <u>Needs improvement.</u> in overall attitude toward City and/or fellow employees.	<input type="checkbox"/> <u>Positive attitude.</u> Has positive attitude toward fellow work and the City. Sets a good example for others.	<input type="checkbox"/> <u>Very positive attitude.</u> Promotes good will. Held in high esteem by co-workers and supervisors and members of the community.	
Dependability Measures the employee's ability to follow job instructions and complete his/her assignments	<input type="checkbox"/> <u>Unable or unwilling.</u> to follow job instructions and has repeated trouble completing work assignments	<input type="checkbox"/> <u>Needs assistance.</u> to insure job instructions are followed and work assignments completed	<input type="checkbox"/> <u>Generally dependable.</u> Can be depended upon to do the job correctly and within instructions.	<input type="checkbox"/> <u>Completely reliable.</u> under any conditions to the best of his/her ability.	
Absence/Punctuality Measures employee's overall attendance and punctuality	<input type="checkbox"/> <u>Unacceptable attendance.</u> High absence and tardiness rate. Leaves early. Doesn't respond to emergencies.	<input type="checkbox"/> <u>Often tardy or absent.</u> Employee is working towards improvement.	<input type="checkbox"/> <u>Acceptable attendance.</u> Tardy very seldom. Responds to emergency calls. Willing to stay late when needed.	<input type="checkbox"/> <u>Very good attendance.</u> All work on time. Willing to help out for emergencies calls.	
OVERALL Performance Based on ratings above, indicate the employee's overall performance rating.	<input type="checkbox"/> <u>UNACCEPTABLE.</u> Employee's performance is unacceptable to position. (Not Competent)	<input type="checkbox"/> <u>BELOW MINIMUM.</u> Employee's performance at times fails to meet minimum job requirements. (Working toward Competency)	<input type="checkbox"/> <u>ACHIEVED.</u> Employee's performance meets all position requirements. (Employee is competent in his/her job)	<input type="checkbox"/> <u>EXCELS.</u> Employee's performance exceeds position requirements. (Employee is very competent in job)	

Supervisor's Signature	Date	Department Head's Signature	Date	Human Resource Signature	Date
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MUNIS-001-2013


Review	Recommendation	Evaluation		
Competency	Rating	Score	Comment	
QUALITY	EXCEEDS	4.00	(High Quality) Consistently produces top-notch quality	
QUANTITY	EXCEEDS	4.00	(Production high) Employee consistently exceeds product	
JOB KNOW	EXCEEDS	4.00	(Good job knowledge) Knowledge of standard work. Keep	
WORK AREA	EXCEEDS	4.00	(Leads safety) Keeps work area in excellent condition a	
ADAPTABLE	EXCEEDS	4.00	(Adjusts readily) Very adaptable to change. Takes own	
COOPERATE	EXCEEDS	4.00	(Does not follow instructions) Continual friction with	
ATTITUDE	EXCEEDS	4.00	(Constantly critica) of employer, job assignment, and	
DEPENDABLE	EXCEEDS	4.00	(Needs guidance) to insure job instructions are followe	
ATTENDANCE	EXCEEDS	4.00	(Acceptable attendance) Tardy very seldom. Responds to	

Exhibit #5

Non-Represented Employee Development and Reward Program Guide					
Salary Increase Reward Guide for Proven Engagement, Growth and Personal Development					
STRATEGY DEPLOYMENT AND PERSONAL PERFORMANCE PLAN EVALUATION	Quadrant 1 (Q1) 88% - 92.47% of CP	Quadrant 2 (Q2) 92.58%-93.93% of CP	CONTROL POINT (MARKET VALUE)	Quadrant 3 (Q3) 108.01% - 107.40%	Quadrant 4 (Q4) Maximum Pay (112%)
EXCEEDS/OUTSTANDING Overall performance throughout the year was outstanding. Consistently excelled in all areas of the job including accomplishing goals and development plans and was exceptional in the use of business skills. Positive contributor, cooperative throughout all areas within and outside the organization.	Up to 4.88%	Up to 3.93%		Yearly Budgeted Amount	Under Max: Yearly budgeted amount. Above Max: No additional increases are available for those at or over the maximum pay for the position.
SUCCESSFULLY ACHIEVED Overall performance results were achieved that met or exceeded expectations for challenging and difficult goals. Consistently excelled in accomplishing daily job duties and assignments and very effective in utilizing business tools and skills.	Up to 3.88%	Up to 2.93%		Yearly Budgeted Amount	Under Max: Yearly budgeted amount. Above Max: No additional increases are available for those at or over the maximum pay for the position.
DEVELOPING / NOT YET ACHIEVED Overall performance results were consistent and effective in learning the new position or responsibility. Goals met expectations. Accomplished established measures and development plans and effectively demonstrated position skills.	Up to 2.88%	Up to 1.93%		Not Available	Under Max: Yearly budgeted amount. Above Max: No additional increases are available for those at or over the maximum pay for the position.
NEW TO POSITION / NOT COMPETENT / PERFORMANCE IMPROVEMENTS NEEDED Overall performance results were inconsistent and did not meet expectations. May not have accomplished goals and development plans, and/or effectively demonstrated business skills. May be new to position or role and needs development to effectively meet performance requirements.	0%	0%		0%	Under Max: Yearly budgeted amount. Above Max: No additional increases are available for those at or over the maximum pay for the position.
	Employees in Q1 are hired at entry level. On-the-job training is expected. As such, this level typically achieves a great deal of learning and advancement in the job. Pay increases received a greater acceleration at this level until the employee achieves the competitive market value for the position.	Employees in Q2 have developed considerably in their position, yet additional development is needed to reach market value.	Control Point is the market value of the position at approximately the 75th percentile point for the position.	Employees in Q3 are expected to know how to do their job competently and effectively. Little supervision is needed in the completion of most tasks at this point. More complex assignments and rotations of duties are expected at this level, and greater mentoring is expected. Employees in this level are often able to teach and mentor others in similar roles or overlapping duties.	Employees in Q4 have been rewarded for their knowledge and expertise and are considered as being "at the top" of their game. Greater expectations of performance in general are expected in this category as they should be able to do what they do and should be able to "do the extra" during "at a time being with the to be truly leader, and are often the "go-to" person for training or mentoring.

NOTES:
 This guide is for use in establishing the allocation of salary merit increases. Categories are used to determine appropriate increases only. Performance evaluations should support strategy deployment / personal performance plans with discretionary merit amounts allocated accordingly.
 Q1: Eligible for Q1 increase plus budgeted wage increase amount (based on merit)
 Q2: Eligible for Q2 increase plus budgeted wage increase amount (based on merit)
 Q3: Eligible for wage increase amount only
 Performance evaluations should support strategy deployment / personal performance plans with discretionary merit amounts allocated accordingly.

Exhibit #6



CONFIDENTIAL

NOTICE OF PERFORMANCE EVALUATION APPEAL

TO: Sandy Rohrick
Director of Human Resources and Labor Relations

FROM: _____
Employee Position

I have reviewed my performance evaluation and my merit adjustment recommendation with my supervisor and/or department head.

The performance rating I was issued was _____.

I wish to appeal the rating for the following reasons:

(If additional space is needed for this explanation, please feel free to attach an additional document.)

I understand that if I request a performance and/or merit adjustment review by the Finance and Personnel Committee, my decision to do so will not, in any way, affect my position within the department or as an employee of the City of Sheboygan.

Signature of Employee

Date

cc: Department Head

P:\Nonrepcomplan\2017
Notice Of Evaluation Appeal

Exhibit #7

2018 Non-Represented Pay Schedule

2018 Non-Represented Pay Schedule (excluding DWP Labor Workforce)					
Salary Grade	Q1 (Minimum)	Q2 92.50%	Q3 Control Point	Q4 (107.50%)	Maximum (115%)
A	\$ 12.75 \$ 26,520.00	\$13.88 \$28,880.00	\$ 15.00 \$ 31,200.00	\$ 18.13 \$ 33,550.40	\$ 17.25 \$ 35,980.00
B	\$ 13.94 \$ 28,995.20	\$15.17 \$31,553.80	\$ 16.40 \$ 34,112.00	\$ 17.63 \$ 38,870.40	\$ 18.88 \$ 39,228.80
C	\$ 15.49 \$ 32,219.20	\$16.85 \$35,048.00	\$ 18.22 \$ 37,807.60	\$ 19.59 \$ 40,747.20	\$ 20.95 \$ 43,576.00
D	\$ 16.61 \$ 34,548.80	\$18.07 \$37,585.60	\$ 19.54 \$ 40,843.20	\$ 21.01 \$ 43,700.80	\$ 22.47 \$ 46,737.60
E	\$ 17.83 \$ 37,088.40	\$19.41 \$40,372.80	\$ 20.98 \$ 43,638.40	\$ 22.55 \$ 46,904.00	\$ 24.13 \$ 50,190.40
F	\$ 18.80 \$ 39,104.00	\$20.46 \$42,140.80	\$ 22.12 \$ 45,552.00	\$ 23.78 \$ 49,462.40	\$ 25.44 \$ 52,915.20
G	\$ 19.72 \$ 41,017.60	\$21.48 \$44,036.80	\$ 23.20 \$ 48,256.00	\$ 24.94 \$ 51,875.20	\$ 26.68 \$ 55,494.40
H	\$ 21.08 \$ 43,846.40	\$22.94 \$47,715.20	\$ 24.80 \$ 51,584.00	\$ 26.66 \$ 56,452.80	\$ 28.52 \$ 59,321.60
I	\$ 22.19 \$ 46,155.20	\$24.14 \$50,211.20	\$ 26.10 \$ 54,288.00	\$ 28.08 \$ 58,364.80	\$ 30.02 \$ 62,441.60
J	\$ 23.10 \$ 48,048.00	\$25.14 \$52,291.20	\$ 27.18 \$ 56,534.40	\$ 29.22 \$ 60,777.60	\$ 31.26 \$ 65,020.80
K	\$ 26.59 \$ 55,307.20	\$28.93 \$60,174.40	\$ 31.28 \$ 65,062.40	\$ 33.63 \$ 69,950.40	\$ 35.97 \$ 74,817.60
M	\$ 29.58 \$ 61,528.40	\$32.19 \$66,955.20	\$ 34.80 \$ 72,384.00	\$ 37.41 \$ 77,812.80	\$ 40.02 \$ 83,241.60
N	\$ 30.94 \$ 64,355.20	\$33.67 \$70,033.60	\$ 36.40 \$ 75,712.00	\$ 39.13 \$ 81,390.40	\$ 41.86 \$ 87,068.80
S	\$ 33.35 \$ 69,368.00	\$36.30 \$75,504.00	\$ 39.24 \$ 81,819.20	\$ 42.18 \$ 87,734.40	\$ 45.13 \$ 93,870.40
T	\$ 37.23 \$ 77,438.40	\$40.52 \$84,281.60	\$ 43.80 \$ 91,104.00	\$ 47.09 \$ 97,947.20	\$ 50.37 \$ 104,769.60
U	\$ 39.30 \$ 81,744.00	\$42.77 \$88,961.60	\$ 46.24 \$ 96,179.20	\$ 49.71 \$ 103,396.80	\$ 53.18 \$ 110,814.40
V	\$ 46.12 \$ 94,057.60	\$50.19 \$102,356.80	\$ 54.28 \$ 110,656.00	\$ 58.33 \$ 118,955.20	\$ 62.40 \$ 127,264.40
Y	\$ 48.69 \$ 101,275.20	\$52.98 \$110,198.40	\$ 57.28 \$ 119,142.40	\$ 61.58 \$ 128,088.40	\$ 65.87 \$ 137,009.60
Z	\$ 54.57 \$ 113,505.60	\$59.39 \$123,531.20	\$ 64.20 \$ 130,624.00	\$ 69.02 \$ 143,561.60	\$ 73.83 \$ 153,566.40

* Pay will be rounded down to the next even number.

Exhibit #8

Department of Public Works Pay Plan

DEPARTMENT OF PUBLIC WORKS PAY PLAN										
2017 & 2018 Non-Represented Temporary / Part-time / Seasonal Pay Schedule										
Grade	Min	Max	Seasonal Staff: Hire as-needed following budget (Pay: DOQ & Department Need)							
Extra Help	\$8.00	\$13.00	Part-Time / Temporary & Seasonal / Bridge Tenders / Misc.							
Seasonal Labor	\$9.00	\$13.00	General buildings & grounds custodial labor (event park cleaners)							
Seasonal Skilled	\$10.00	\$20.00	Fully-trained, skilled labor, seasonal, non-benefited							
2018 DPW Labor Workforce										
Merit Increase Program for "Permanent / Full-time Employees"										
Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7		2017	2018
									MAX	MAX
MW I	\$17.69	\$18.44	\$19.19	\$19.94	\$20.69	Merit			\$21.35	\$21.78
MW II	\$19.77	\$20.52	\$21.27	\$22.02	\$22.77	Merit			\$23.67	\$24.35
MW III	\$21.85	\$22.60	\$23.35	\$24.10	\$24.85	\$25.60	Merit		\$26.38	\$26.91
MW IV	\$23.93	\$24.68	\$25.43	\$26.18	\$26.93	\$27.68	Merit		\$28.90	\$29.48
MW V	\$26.01	\$26.76	\$27.51	\$28.26	\$29.01	\$29.76	\$30.51	Merit	\$31.42	\$32.05
Grade 1: Maintenance Worker I *Control Point = Step 5										
Grade 2: Maintenance Worker II *Control Point = Step 5										
Grade 3: Maintenance Worker III *Control Point = Step 6										
Grade 4: Maintenance Worker IV *Control Point = Step 6										
Grade 5: Maintenance Worker V *Control Point = Step 7										
01/01/2018: 1) Newly hired employees and those in steps below the Control Point will be eligible for a yearly step-increase based on a merit review resulting in a "Pass" rating. Exemplary performance may result in a double-step increase. Merit reviews resulting in a "Marginal or Fail" will not receive an increase and may result in a PIP (Performance Improvement Plan).										
2) In 2018, those in the step-progression will move to the next immediate step or two steps, depending on merit.										
3) Pay increases for employees at or above the Control Point in their pay scale, but below the maximum, will be eligible for the budgeted merit increase amount applied to base wages (based on merit).										
4) Future modifications to the wage scale will be reviewed yearly based on CPI and market trend.										
5) No additional compensation, lump sum or otherwise, will be awarded once an employee reaches the maximum.										
6) Promoted employees will move to the step increase that represents a minimum of \$0.75 per hour increase.										
7) Demoted employees, voluntary or involuntary, will move to the step they previously held in a previous position, may be placed in the step appropriate for the skill the employee possesses, or Step 1 if unskilled.										

DWP 2017_2018 Workforce Wage Scale

Exhibit #9
 2018 City of Sheboygan Permanent Non-Represented Positions
 (Non-DPW Labor)
 Page 1 of 2

2018 City of Sheboygan Permanent Non-Represented Positions			
Grade	Market Rate / Job Titles	Hourly Pay	Yearly Pay
A	Market Rate: \$15.00/\$31,200	Min: \$12.75 - Max: \$17.25	Min: \$26,520 - Max: \$35,880
	Clerk I/Administrative Assistant Maintenance Grounds Worker / Transit TV Production Technician		
B	Market Rate: \$16.80/\$34,112	Min: \$13.84 - Max: \$18.86	Min: \$28,995 - Max: \$39,228
	Clerk II/Administrative Assistant, Inspection Cashier/Data Entry Clerk II/Finance Permit Clerk II/Inspection Assistant Municipal Court Clerk Dispatcher/Transit MC Scheduler/Dispatch		
C	Market Rate: \$18.22/\$37,897	Min: \$15.49 - Max: \$20.95	Min: \$32,219 - Max: \$43,576
	Clerk III/Administrative Assistant/WWTP Transit Lead Support II Coordinator Transit Lead Support I Senior Center Assistant Supervisor MEG Unit Secretary Clerk III/Administrative Assistant/Fire Community Service Officer Transit Dispatcher Fill-in		
D	Market Rate: \$19.54/\$40,643	Min: \$16.61 - Max: \$22.47	Min: \$34,548 - Max: \$46,737
	Clerk IV/Administrative Assistant Clerk IV/Records Specialist/Police Department Parking Lead, Transit Secretary, Court Services/Police Department		
E	Market Rate: \$21.94/\$45,638	Min: \$17.83 - Max: \$24.13	Min: \$37,066 - Max: \$50,190
	Department Secretary/Police Department Elections Specialist/City Clerk Council Licensing Clerk/City Clerk Court Services Secretary/Police Department Administrative Assistant to the Mayor TIME Agency Coordinator/Police Department		
F	Market Rate: \$22.12/\$45,952	Min: \$18.80 - Max: \$25.44	Min: \$39,104 - Max: \$52,915
	Purchasing/Accounts Payable Assistant Legal Secretary Administrative Coordinator (Transit, Fire) Human Resources Assistant		
G	Market Rate: \$23.20/\$48,256	Min: \$19.72 - Max: \$26.68	Min: \$41,017 - Max: \$55,494
	Deputy City Clerk Crime Analyst/Police Department		
H	Market Rate: \$24.80/\$51,584	Min: \$21.08 - Max: \$28.52	Min: \$43,846 - Max: \$59,321
	Digital Evidence Manager/Police Department Property Officer/Police Department		
I	Market Rate: \$26.10/\$54,288	Min: \$22.19 - Max: \$30.02	Min: \$46,155 - Max: \$62,441
	Building Inspection Specialist Municipal Court Clerk Analyst (Budget, Crime, and Management)* Senior Activities Center Supervisor * Community Development Planner* TV Production Director * Operations/PC Technician		

Exhibit #9
 2018 City of Sheboygan Permanent Non-Represented Positions
 (Non-DPW Labor)
 Page 2 of 2

J	Market Rate: \$27.18/\$56,534	Min: \$23.10 - Max: \$31.26	Min: \$48,048 - Max: \$65,020
	Accountant* GIS Project Specialist* Transit Operations Supervisor* Neighborhood Development Planner*		
K	Market Rate: \$31.28/\$65,062	Min: \$26.59 - Max: \$35.97	Min: \$55,307 - Max: \$74,817
	Assistant City Attorney* Payroll Administrator* Auditor/Analyst* Streets Supervisor/DPW* Benefits Analyst/Administrator* Equipment Services Supervisor/DPW* Industrial WW Supervisor/WWTP* Maintenance Supervisor/WWTP* Office Supervisor/Police Department* Engineering Technician Process Systems / OPCO		
M	Market Rate: \$34.80/\$72,384	Min: \$29.58 - Max: \$40.02	Min: \$61,526 - Max: \$83,241
	Building/Housing Inspector I Building/Housing Inspector II Plumbing/Environmental Inspector Electrical/Housing Inspector		
N	Market Rate: \$36.40/\$75,712	Min: \$30.93 - Max: \$41.86	Min: \$64,355 - Max: \$87,068
	Systems Analyst* Network Administrator* Assistant Engineer / Surveyor* Senior Engineering Technician		
S	Market Rate: \$39.24/\$81,619	Min: \$33.35 - Max: \$45.13	Min: \$69,368 - Max: \$93,870
	Environmental Engineer* Communications / Electronics Technician Planning and Zoning Manager*		
T	Market Rate: \$43.80/\$91,104	Min: \$37.23 - Max: \$50.37	Min: \$77,438 - Max: \$104,769
	Superintendent, Parks and Forestry* Superintendent, WWTP* Superintendent, Streets* Superintendent, Facilities and Traffic* Civil Engineer / Project Manager*		
U	Market Rate: \$46.24/\$96,179	Min: \$39.30 - Max: \$53.18	Min: \$81,744 - Max: \$110,614
	Transit Director* Battalion Chief* Deputy Fire Chief* City Engineer*		
V	Market Rate: \$54.26/\$110,656	Min: \$46.12 - Max: \$62.40	Min: \$94,057 - Max: \$127,254
	Finance Director* Assistant Fire Chief Director of Human Resources and Labor Relations IT Director* Director of Planning and Inspection*		
Y	Market Rate: \$57.29/\$119,142	Min: \$48.69 - Max: \$65.87	Min: \$101,275 - Max: \$137,009
	Police Chief* Fire Chief* Director of Public Works*		
Z	Market Rate: \$64.20/\$130,624	Min: \$54.57 - 573.83	Min: \$113,505 - Max: \$153,566
	City Administrator*		

REVISIONS LOG

REVISION YEAR	DATE INTRODUCED TO SAL & GRIEV	MODIFICATION TO PRIOR NON-REP COMP PLAN	GENERAL ORDINANCE / RESOLUTION / OR OTHER REF DOCUMENT
2014	01-22-2014	<ol style="list-style-type: none"> 1) Modified the merit and incentive adjustment amounts to accommodate the 2014 budgeted increase amount to payroll of 2.5% overall 2) Updated Exec Summary, listed all department head titles (adding changes from 2013 re: appointed and at-will department heads), loosened the evaluation form statement, allowing for a switch to electronic/MUNIS based evaluation process if needed 3) Updated XIII, C, 4 to state that inactive employees out on leave will received increase upon return to active status 4) Miscellaneous date and/or title changes, replacing 2013 with 2014 5) Removed 6-month "evaluation" period as it is obsolete 6) 2014 Wage Scale ranges were NOT modified from 2013, just the date of the salary range was revised. 	<p>Resolution 132-13-14 R.C. 310-13-14</p>
2015		<ol style="list-style-type: none"> 1) Modify the merit amount to accommodate the 2015 budget increase to payroll of 2.0% overall. 2) Increase the mid-point of all salary grades by 2%. 3) Referenced the option to use the MUNIS electronic evaluation process. 	
2016		<ol style="list-style-type: none"> 1) Add one level higher Maintenance Worker (5) to the DFW Labor Workforce. 2) Change Chief Admin Officer title to City Administrator and add reference to a separate evaluation form for the position. 3) Modify percent increases for merit to ranges as a guideline to appropriately identify the discretionary element of the merit increase rather than a possible perceived increase amount. 	
2017		<ol style="list-style-type: none"> 1) Starting in 2017, a reserve account will be made available to determine an appropriate salary increase amount and will be based on a combination of market data and Consumer Price Index. 2) Consistent with Chapter 82 of the Municipal Code, it is possible to hire an employee in a position less than minimum pay if the employee does not possess the minimum qualifications but is either enrolled in a certificate program or has demonstrated the propensity to achieve the appropriate training to achieve the minimum qualifications. 3) 2017 Pay Scale Adjustments: 2017 <ol style="list-style-type: none"> a) Pay Grade 0 added. b) 2% increase to mid-point for grades 1-16. Range remains +/- 20%. c) DFW Pay Grades increased by 2% 4) 2017/2018 Pay Scale introduced for DFW Labor Workforce, seasonal and full-time, including a modified step- 	

		<p>increase program.</p> <p>5) Merit Adjustment Guide modified to provide up to 1.5% for merit on regular work assignments and up to .50% for achievement of goals and other duties. Employees at the top of their pay scale are no longer able to receive an increase in pay, either in the form of an increase to base pay or a lump sum.</p>	
2018		<p>1) Market-Based Compensation Plan introduced to accelerate wages for those under mid-point.</p> <p>2) Finance and Personnel Committee replaced Salaries and Grievances Committee during calendar year 2017.</p> <p>3) City Administrator to approve new hires at or above market-point for their position.</p> <p>4) Introduction of new pay scale with 19 grades vs. 16 grade. Scale updated with current comparable information.</p> <p>5) Exhibit #9 / Market-driven classifications of positions.</p>	



Workforce Planning & Development Program

On-going organizational success depends on the intellectual capital within the organization. This program is a critical strategic tool for attracting and retaining qualified employees to sustain our organization and ensure that employees are achieving their own personal development goals. In an effort to provide feedback for both employees and supervisors, both need to review their performance for both identified goals from the previous year and the employees performance throughout the calendar year. There are 4 general categories to describe the employee's performance.

Exceeds / Outstanding Performance
Successfully Achieved Expectations
Development / Improvement Needed
Unacceptable Performance

How To Proceed in the Evaluation Process

Step 1: Provide Employees with a Performance Evaluation Form and Feedback Questionnaire

: Each employee should be provided a blank Performance Review and Feedback Questionnaire and provide the completed forms at the time of the sit-down meeting with their supervisor.

Step 2: Supervisor Completes The Review And Schedules A Meeting Time

Prior to the face-to-face meeting, supervisors need to complete a performance review for employees and either identify goals for the employee, inform the employee of the goals for the department or review the employees own professional goals.

Step 3: Determine Merit Adjustment

Supervisor should review the employees job description and responsibilities, as well as review where the position fits on the 2018 Non-Represented Pay Schedule or Department of Public ("DPS") Works Pay Plan.

DPW Labor:

Those **at mid-point or above**, but less than top pay:
Eligible for up to a 2% total merit increase for accomplishing outstanding performance throughout the year in their daily responsibilities and in the accomplishment of goals; up to a 1.5% total merit increase for successfully achieving, and less or no increase for less than achieving performance.

Employees **below mid-point** are eligible for a step-increase based on their performance. The employee will have "passed" his/her review by completing his/her responsibilities, meeting or exceeding expectations.

Non-represented, Non-labor Employees:

Employees whose pay is in the first or second quartile of the pay range ("Q1 or Q2") will be eligible for additional compensation between 1-4% following the Non-Represented Employee Development and Reward Program Guide.

Employees whose pay is at market rate or higher will be eligible for a performance increase up to a 2% (not to exceed the top pay for the position.)

*See the Non-Represented Employee Development and Reward Program Guide for additional information.

Step 4: Department Merit Increase Award Amount to Human Resources

By December 31, 2017, all departments need to have completed a performance evaluation for all Non-represented employees and provide a final list of merit increase amounts for employees within the department to the Human Resources Office.



Employee Feedback and Succession Questionnaire

(Part of the Performance Evaluation Process)

In an effort to improve communication, please take some time to answer the following:

Name (Please print) Date Department

Current Position Evaluation Period Calendar Year 2017

1. What were your most significant work-related accomplishments this past calendar year? (Include projects, assignments, new skills or knowledge gained.)
2. What are your goals for the next evaluation period?
3. What are your career aspirations within the City of Sheboygan? Is there another position or department you may be interested in? Feel free to include thoughts or ideas on a position that may or may not exist but you feel should.

In the next 1 to 3 years, my career goal is to: _____

Where do you see yourself in 5 or more years: _____

4. What additional training or development would help you improve and/or enhance your work performance today?
5. What feedback did you receive that made you most proud about the work that you do?
6. What feedback would you like about your performance that you aren't currently receiving?
7. What kinds of flexibility would be helpful to you in balancing your work and home life?
8. If you could change one thing about your job or the city as your employer, what would it be?
9. In an effort to improve communication from the city and within your department, please identify the following:
 - a. What type of communication practices work best for you within your department:
 - b. What type of communication would you like to receive within your department, either about your department or about the city?

Non-Represented Employee Development and Reward Program Guide

Salary Increase Reward Guide for Proven Engagement, Growth and Personal Development

STRATEGY DEPLOYMENT AND PERSONAL PERFORMANCE PLAN EVALUATION	Quadrant 1 (Q1) 85% - 92.49% of CP	Quadrant 2 (Q2) 92.50%-99.99% of CP	CONTROL POINT (MARKET VALUE)	Quadrant 3 (Q3) 100.01% - 107.49%	Quadrant 4 (Q4) Maximum Pay (115%)
EXCEEDS/OUTSTANDING Overall performance throughout the year was outstanding. Consistently excelled in all critical aspects of the job including accomplishing goals and development plans and was exceptional in the use business skills. Positive contributor; cooperative throughout all areas within and outside the organization	Up to 4.00%	Up to 3.00%		Yearly Budgeted Amount	Under Max: Yearly budgeted amount. At/Over Max: No additional increases are available for those at or over the maximum pay for the position.
SUCCESSFULLY ACHIEVED Overall performance results were achieved that met or exceeded expectations for challenging and difficult goals. Consistently exceeded in accomplishing daily job duties and assignments and very effective in utilizing business tools and skills.	Up to 3.00%	Up to 2.00%		Yearly Budgeted Amount	Under Max: Yearly budgeted amount. At/Over Max: No additional increases are available for those at or over the maximum pay for the position.
DEVELOPING / NOT YET ACHIEVED Overall performance results were consistent and effective in learning the new position or responsibility. Goals met expectations. Accomplished established measures and development plans and effectively demonstrated position skills.	Up to 2.00%	Up to 1.00%		Not Available	Under Max: Yearly budgeted amount. At/Over Max: No additional increases are available for those at or over the maximum pay for the position.
NEW TO POSITION / NOT COMPETENT / PERFORMANCE IMPROVEMENTS NEEDED Overall performance results were inconsistent and did not meet expectations. May not have accomplished goals and development plans, and/or effectively demonstrated business skills. May be new to position or role and needs development to effectively meet performance requirements.	0%	0%		0%	Under Max: Yearly budgeted amount. At/Over Max: No additional increases are available for those at or over the maximum pay for the position.
	Employees in Q1 are hired at entry level. On-the-job training is expected. As such, this level typically achieves a great deal of learning and advancement in the job. Pay increases represent a greater acceleration at this level until the employee achieves the competitive market value for the position.	Employees in Q2 have developed considerably in their position, yet additional development is needed to reach market value.	Control Point is the market value of the position at approximately the 75th percentile point for the position.	Employees in Q3 are expected to know how to do their job competently and effectively. Little supervision is needed in the completion of most tasks. More complex assignments and variations of duties are expected at this level, and greater multitasking is anticipated. Employees in this level are often able to teach and mentor others in similar roles or overlapping duties.	Employees in Q4 have been rewarded for their knowledge and expertise and are considered as being "at the top of their game." Greater expectation of performance is placed on employees in this category as they should be the best at what they do and should be able to "hit the ground running" on a daily basis, with little to no daily direction, and are often the "go-to" person for answers or direction.

NOTES:

This guide is for use in assisting in the allocation of salary merit increases. Categories are used to determine appropriate increases only.

Performance evaluations should support strategy deployment / personal performance plans with discretionary merit amounts allocated accordingly.

Q1 and Q2: Eligible for Q1 increase plus budgeted wage increase amount (based on merit)

Q3: Eligible for wage increase amount only

Q4: Eligible for wage increase amount only to the top of the pay scale. The top of the scale is the maximum available for the position.

Performance evaluations should support strategy deployment / personal performance plans with discretionary merit amounts allocated accordingly.

2018 Non-Represented Pay Schedule

(excluding DWP Labor Workforce)

Salary Grade	Q1 (Minimum)	Q2 92.50%	Q3 Control Point	Q4 (107.50%)	Maximum (115%)
A	\$ 12.75 \$ 26,520.00	\$13.88 \$28,860.00	\$ 15.00 \$ 31,200.00	\$ 16.13 \$ 33,550.40	\$ 17.25 \$ 35,880.00
B	\$ 13.94 \$ 28,995.20	\$15.17 \$31,553.60	\$ 16.40 \$ 34,112.00	\$ 17.63 \$ 36,670.40	\$ 18.88 \$ 39,228.80
C	\$ 15.49 \$ 32,219.20	\$16.85 \$35,048.00	\$ 18.22 \$ 37,897.60	\$ 19.59 \$ 40,747.20	\$ 20.95 \$ 43,576.00
D	\$ 16.61 \$ 34,548.80	\$18.07 \$37,585.60	\$ 19.54 \$ 40,643.20	\$ 21.01 \$ 43,700.80	\$ 22.47 \$ 46,737.60
E	\$ 17.83 \$ 37,086.40	\$19.41 \$40,372.80	\$ 20.98 \$ 43,638.40	\$ 22.55 \$ 46,904.00	\$ 24.13 \$ 50,190.40
F	\$ 18.80 \$ 39,104.00	\$20.46 \$42,140.80	\$ 22.12 \$ 45,552.00	\$ 23.78 \$ 49,462.40	\$ 25.44 \$ 52,915.20
G	\$ 19.72 \$ 41,017.60	\$21.46 \$44,636.80	\$ 23.20 \$ 48,256.00	\$ 24.94 \$ 51,875.20	\$ 26.68 \$ 55,494.40
H	\$ 21.08 \$ 43,846.40	\$22.94 \$47,715.20	\$ 24.80 \$ 51,584.00	\$ 26.66 \$ 55,452.80	\$ 28.52 \$ 59,321.60
I	\$ 22.19 \$ 46,155.20	\$24.14 \$50,211.20	\$ 26.10 \$ 54,288.00	\$ 28.06 \$ 58,364.80	\$ 30.02 \$ 62,441.60
J	\$ 23.10 \$ 48,048.00	\$25.14 \$52,291.20	\$ 27.18 \$ 58,534.40	\$ 29.22 \$ 60,777.60	\$ 31.26 \$ 65,020.80
K	\$ 26.59 \$ 55,307.20	\$28.93 \$60,174.40	\$ 31.28 \$ 65,062.40	\$ 33.63 \$ 69,950.40	\$ 35.97 \$ 74,817.60
M	\$ 29.58 \$ 61,526.40	\$32.19 \$66,955.20	\$ 34.80 \$ 72,384.00	\$ 37.41 \$ 77,812.80	\$ 40.02 \$ 83,241.60
N	\$ 30.94 \$ 64,355.20	\$33.67 \$70,033.60	\$ 36.40 \$ 75,712.00	\$ 39.13 \$ 81,390.40	\$ 41.86 \$ 87,068.80
S	\$ 33.35 \$ 69,368.00	\$36.30 \$75,504.00	\$ 39.24 \$ 81,619.20	\$ 42.18 \$ 87,734.40	\$ 45.13 \$ 93,870.40
T	\$ 37.23 \$ 77,438.40	\$40.52 \$84,281.60	\$ 43.80 \$ 91,104.00	\$ 47.09 \$ 97,947.20	\$ 50.37 \$ 104,769.60
U	\$ 39.30 \$ 81,744.00	\$42.77 \$88,961.60	\$ 46.24 \$ 96,179.20	\$ 49.71 \$ 103,396.80	\$ 53.18 \$ 110,614.40
V	\$ 46.12 \$ 94,057.60	\$50.19 \$102,356.80	\$ 54.26 \$ 110,656.00	\$ 58.33 \$ 118,955.20	\$ 62.40 \$ 127,254.40
Y	\$ 48.69 \$ 101,275.20	\$52.98 \$110,198.40	\$ 57.28 \$ 119,142.40	\$ 61.58 \$ 128,086.40	\$ 65.87 \$ 137,009.60
Z	\$ 54.57 \$ 113,505.60	\$59.39 \$123,531.20	\$ 64.20 \$ 130,624.00	\$ 69.02 \$ 143,561.60	\$ 73.83 \$ 153,566.40

* Pay will be rounded down to the next even number.

2018 City of Sheboygan Permanent Non-Represented Positions

Grade	Market Rate / Job Titles	Hourly Pay	Yearly Pay
A	Market Rate: \$15.00/\$31,200	Min: \$12.75 - Max: \$17.25	Min: \$26,520 - Max: \$35,880
	Clerk I/Administrative Assistant Maintenance Grounds Worker / Transit TV Production Technician		
B	Market Rate: \$16.40/\$34,112	Min: \$13.94 - Max: \$18.86	Min: \$28,995 - Max: \$39,228
	Clerk II/Administrative Assistant, Inspection Cashier/Data Entry Clerk II/Finance Assistant Municipal Court Clerk Dispatcher/Transit MC Scheduler/Dispatch		
C	Market Rate: \$18.22/\$37,897	Min: \$15.49 - Max: \$20.95	Min: \$32,219 - Max: \$43,576
	Clerk III/Administrative Assistant/WWTP Transit Lead Support II Coordinator Transit Lead Support I Senior Center Assistant Supervisor MEG Unit Secretary Clerk III/Administrative Assistant/Fire Community Service Officer Transit Dispatcher Fill-in		
D	Market Rate: \$19.54/\$40,643	Min: \$16.61 - Max: \$22.47	Min: \$34,548 - Max: \$46,737
	Clerk IV/Administrative Assistant Clerk IV/Records Specialist/Police Department Parking Lead, Transit Secretary, Court Services/Police Department		
E	Market Rate: \$20.98/\$43,638	Min: \$17.83 - Max: \$24.13	Min: \$37,086 - Max: \$50,190
	Department Secretary/Police Department Elections Specialist/City Clerk Council Licensing Clerk/City Clerk Court Services Secretary/Police Department Communications Specialist/Admin Asst to Mayor TIME Agency Coordinator/Police Department		
F	Market Rate: \$22.12/\$45,552	Min: \$18.80 - Max: \$25.44	Min: \$39,104 - Max: \$52,915
	Purchasing/Accounts Payable Assistant Legal Secretary Administrative Coordinator (Transit, Fire) Human Resources Assistant		
G	Market Rate: \$23.20/\$48,256	Min: \$19.72 - Max: \$26.68	Min: \$41,017 - Max: \$55,494
	Deputy City Clerk Crime Analyst/Police Department		
H	Market Rate: \$24.80/\$51,584	Min: \$21.08 - Max: \$28.52	Min: \$43,846 - Max: \$59,321
	Digital Evidence Manager/Police Department Property Officer/Police Department		
I	Market Rate: \$26.10/\$54,288	Min: \$22.19 - Max: \$30.02	Min: \$46,155 - Max: \$62,441
	Building Inspection Specialist Municipal Court Clerk Analyst (Budget, Crime, and Management)* Senior Activities Center Supervisor * Community Development Planner* TV Production Director * Operations/PC Technician		
J	Market Rate: \$27.18/\$56,534	Min: \$23.10 - Max: \$31.26	Min: \$48,048 - Max: \$65,020
	Accountant*		

	GIS Project Specialist*			
	Transit Operations Supervisor*			
	Neighborhood Development Planner *			
K	Market Rate:	\$31.28/\$65,062	Min: \$26.59 - Max: \$35.97	Min: \$55,307 - Max: \$74,817
	Assistant City Attorney *			
	Payroll Administrator *			
	Auditor/Analyst *			
	Streets Supervisor/ DPW*			
	Benefits Analyst/Administrator *			
	Equipment Services Supervisor/ DPW*			
	Industrial WW Supervisor/WWTP*			
	Maintenance Supervisor/WWTP*			
	Office Supervisor/Police Department *			
	Engineering Technician			
	Process Systems / OPCO			
M	Market Rate:	\$34.80/\$72,384	Min: \$29.58 - Max: \$40.02	Min: \$61,526- Max: \$83,241
	Building/Housing Inspector I			
	Building/Housing Inspector II			
	Plumbing/Environmental Inspector			
	Electrical/Housing Inspector			
N	Market Rate:	\$36.40/\$75,712	Min: \$30.94 - Max: \$41.86	Min: \$64,355 - Max: \$87,068
	Systems Analyst *			
	Network Administrator *			
	Assistant Engineer / Surveyor *			
	Senior Engineering Technician			
S	Market Rate:	\$39.24/\$81,619	Min: \$33.35 - Max: \$45.13	Min: \$69,368 - Max: \$93,870
	Environmental Engineer *			
	Communications / Electronics Technician			
	Planning and Zoning Manager *			
T	Market Rate:	\$43.80/\$91,104	Min: \$37.23 - Max: \$50.37	Min: \$77,438 - Max: \$104,769
	Superintendent, Parks and Forestry *			
	Superintendent, WWTP*			
	Superintendent, Streets*			
	Superintendent, Facilities and Traffic *			
	Civil Engineer / Project Manager *			
U	Market Rate:	\$46.24/\$96,179	Min: \$39.30 - Max: \$53.18	Min: \$81,744 - Max: \$110,614
	Transit Director *			
	Battalion Chief *			
	Deputy Fire Chief *			
	City Engineer *			
V	Market Rate:	\$54.26/\$110,656	Min: \$46.12 - Max: \$62.40	Min: \$94,057 - Max: \$127,254
	Finance Director *			
	Assistant Fire Chief			
	Director of Human Resources and Labor Relation			
	IT Director *			
	Director of Planning and Inspection *			
Y	Market Rate:	\$57.28/\$119,142	Min: \$48.69 - Max: \$65.87	Min: \$101,275 - Max: \$137,009
	Police Chief*			
	Fire Chief *			
	Director of Public Works *			
Z	Market Rate:	\$64.20/\$130,624	Min: \$54.57 - \$73.83	Min: \$113,505 - Max: \$153,566
	City Administrator *			