

**CITY OF CEDARBURG  
PERSONNEL COMMITTEE MEETING  
July 8, 2019 – 5:00 P.M.**

A meeting of the Personnel Committee of the City of Cedarburg, Wisconsin, will be held at **5:00 p.m.** on July 8, 2019 at City Hall, W63 N645 Washington Avenue, Cedarburg, WI, Room 2, lower level.

**AGENDA**

1. **CALL TO ORDER** - Council President Patricia Thome
2. **ROLL CALL:** Present - Council Members Patricia Thome, Sherry Bubnitz, Rod Galbraith
3. **STATEMENT OF PUBLIC NOTICE**
4. **APPROVAL OF MINUTES** – April 3, 2019
5. **NEW BUSINESS**
  - \* A. Review and certify Code of Ethics; and action thereon
  - \* B. Review and discussion of Health Insurance Options for 2020 and possible recommendation to the Common Council
  - \* C. Consider additional Deferred Compensation Plan; and possible recommendation to the Common Council
  - \* D. Consider salary and benefits study and possible recommendation to the Common Council
  - \* E. Discuss employee evaluation procedures and addition of merit pay for 2020 budget
6. **ADJOURNMENT**

*\*Information attached for Personnel Committee members, available through City Clerk's Office*

Individual members of various boards, committees, or commissions, including the Common Council, may attend the above meeting. It is possible that such attendance may constitute a meeting of a City board, committee or commission pursuant to State ex. rel. Badke v. Greendale Village Board, 173 Wis. 2d 553, 494 NW 2d 408 (1993). This notice does not authorize attendance at either the above meeting or the Badke Meeting, but is given solely to comply with the notice requirements of the open meeting law.

UPON REASONABLE NOTICE, EFFORTS WILL BE MADE  
TO ACCOMMODATE THE NEEDS OF INDIVIDUALS WITH DISABILITIES.  
PLEASE CONTACT THE CITY CLERK'S OFFICE AT (262) 375-7606  
E-MAIL: [cityhall@ci.cedarburg.wi.us](mailto:cityhall@ci.cedarburg.wi.us)  
MEMBERS - PLEASE NOTIFY CITY CLERK'S OFFICE IF  
UNABLE TO ATTEND THIS MEETING.

## **CHAPTER 5**

### **Ethics Code** (Ord. 2004-08)

2-5-1	Declaration of Policy
2-5-2	Responsibility of Public Office
2-5-3	Dedicated Service
2-5-4	Fair and Equal Treatment
2-5-5	Conflict of Interest
2-5-6	Advisory Opinion
2-5-7	Jurisdiction and Application
2-5-8	Sanctions
2-5-9	Distribution of Ethics Code

#### **SEC. 2-5-1 DECLARATION OF POLICY.**

The proper operation of democratic government requires that public officials and employees be independent, impartial and responsible to the people; that government decisions and policy be made in proper channels of the governmental structure; that public office is not to be used for personal gain; and that the public have confidence in the integrity of its government. In recognition of these goals, there is established in this Chapter a code of ethics for all City of Cedarburg officials and employees whether elected or appointed, paid or unpaid, including members of Council as well as boards, committees and commissions of the City (City agencies). The purpose of this Ethics Code is to establish guidelines for ethical standards of conduct for all such officials and employees by setting forth those acts or actions that are incompatible with the best interests of the City of Cedarburg and by directing disclosure by such officials and employees of private financial or other interests in matters affecting the City.

#### **SEC. 2-5-2 RESPONSIBILITY OF PUBLIC OFFICE.**

Public officials and employees are agents of public purpose and hold office for the benefit of the public. They are bound to uphold the Constitution of the United States and the Constitution of this State and carry out impartially the laws of the nation, state and municipality, to observe in their official acts the highest standards of morality and to discharge faithfully the duties of their office regardless of personal considerations, recognizing that the public interest must be their prime concern.

#### **SEC. 2-5-3 DEDICATED SERVICE.**

- (a) Officials and employees should adhere to the rules of work, professionalism and performance established as the standard for their positions by the appropriate authority.

- (b) Officials and employees should not exceed their authority or breach the law or ask others to do so, and they should work in full cooperation with other public officials and employees unless prohibited from so doing by law or by officially recognized confidentiality of their work.

**SEC. 2-5-4 FAIR AND EQUAL TREATMENT.**

- (a) **Use of Public Property.** No official or employee shall request or permit the unauthorized use of City-owned vehicles, equipment, materials or property for personal convenience or profit.
- (b) **Fundraising.** No official or employee shall request or permit the use of city resources, city time or city equipment for the purpose of fundraising. No official or employee shall use his or her position, authority or influence, whether possessed or anticipated, to represent themselves as a city official or employee for private or public fundraising. (Ord. 2007-14)
- (b) **Obligations to Citizens.** No official or employee shall grant any special consideration, treatment or advantage to any citizen beyond that which is available to every other citizen.

**SEC. 2-5-5 CONFLICT OF INTEREST.**

- (a) **Financial and Personal Interest Prohibited.** No official or employee, whether paid or unpaid, shall engage in any business or transaction or shall act in regard to financial or other personal interest, direct or indirect, which is incompatible with the proper discharge of official duties in the public interest contrary to the provisions of this Chapter or which would tend to impair independence of or action in the performance of official duties.
- (b) **Definitions.**
  - (1) Financial Interest. Any interest which shall yield, directly or indirectly, a monetary or other material benefit to the officer or employee or to any person employing or retaining the services of the officer or employee.
  - (2) Personal Interest. Any interest arising from blood or marriage relationships or from close business or political associations, whether or not any financial interest is involved.
  - (3) Person. Any individual or legal entity.
- (c) **Specific Conflicts Enumerated.**
  - (1) Incompatible Employment. No official or employee shall engage in or accept private employment or render service for private interest when such employment or service is incompatible with the proper discharge of official duties or would tend to impair independence of judgment or action in the performance of official duties, unless otherwise permitted by law.
  - (2) Disclosure of Confidential Information. No official or employee shall, without proper legal authorization, disclose confidential information concerning the property, government or affairs of the City, nor shall such information be used to advance the

financial or other private interests of the official or employee or others.

(3) Gifts and Favors.

- a. No public official or employee may use his or her public office to "obtain financial gain" or "anything of value" for the private benefit of himself or herself, for his or her immediate family, or for an organization with which he or she is associated.
- b. No person may directly or indirectly offer or give "anything of value" to a local public official or employee if it could reasonably be expected to affect that official's vote, official action or judgment, or if it could be construed as a reward for any official action or inaction on the part of the local public official or employee. No local public official or employee may accept "anything of value" tendered under such circumstances. "Anything of value" is defined as "money or property, favor, service, payment, advance, forbearance, loan or promise of future employment". Legal campaign contributions are exempt from the definitions. An official or employee is not to accept hospitality if, after consideration of the surrounding circumstances, it could reasonably be concluded that such hospitality would not be extended were it not for the fact that the guest, or a member of the guest's immediate family, was a City official or employee. This includes any discount on the price of admission, parking, or use of a box at a stadium that is tax exempt from general property taxes. Participation in celebrations, grand openings, open houses, informational meetings and similar events are excluded from this prohibition. This paragraph further shall not be construed to prevent candidates for elective office from accepting hospitality from citizens for the purpose of supporting the candidate's campaign.
- c. No local public official or employee may take any official action that affects a matter in which the public official or employee, a member of his or her immediate family, or an organization with which the official or employee is associated has a substantial financial interest.
- d. No local public official or employee may use his or her office or position in any way that produces or assists in producing a substantial benefit, either directly or indirectly, for the official or employee, any members of his or her immediate family, or an organization with which the official or employee is associated.

(4) Representing Private Interests Before City Agencies or Courts. No officer or employee shall appear on behalf of any private person (other than him or herself, his or her spouse or minor children) before any City agency. However, members of the Common Council may appear before City agencies on behalf of constituents in the course of their duties as representatives of the electorate or in the performance of public or civic obligations.

(d) **Contracts with the City.** No City officer or employee who, in his capacity as such officer or

employee, participates in the making of a contract in which he has a private pecuniary interest, direct or indirect, or performs in regard to that contract with some function requiring the exercise of discretion on his part shall enter into any contract with the City unless it is within the confines of Sec. 946.13

(e) **Disclosure of Interest in Legislation.**

- (1) Any member of the Common Council who has a financial interest or personal interest in any proposed legislation before the Common Council shall disclose on the records of the Common Council or the Ethics Board created by this Chapter the nature and extent of such interest.
- (2) Any other official or employee who has a financial interest or personal interest in any proposed legislative action of the Common Council or who serves on a board or committee, shall disclose the nature and extent of such interest.
- (3) If there is a conflict of interest for any official or employee, he or she must refrain from participating in any way including discussion, deliberations or action on the item.

**SEC. 2-5-6 ADVISORY OPINION.**

Any questions as to the interpretation of any provisions of this Code of Ethics Chapter shall be referred to the Personnel Committee serving as the Ethics Board or the City Attorney. The fact that a person seeks an advisory opinion and abides by the material facts as stated, is evidence of intent to comply with the Ethics Code.

**SEC. 2-5-7 JURISDICTION AND APPLICATION.**

- (a) The Personnel Committee shall have administrative jurisdiction over this Code of Ethics Chapter and shall be deemed the Ethics Board pursuant to Section 19.59 (3)(d) Wis. Stats. for that purpose. An individual may request an advisory opinion on the propriety of any matter to which he or she is or may become a party. However, the Personnel Committee has complete discretion as to whether to issue such an opinion. All requests and advisory opinions to the Ethics Board must be in writing.
- (b) The Personnel Committee may make recommendations with respect to amendments to this Code of Ethics Chapter.
- (c) Upon the sworn complaint of any person alleging facts which, if true, would constitute improper conduct under the provisions of this Chapter, the Personnel Committee shall conduct an investigation of the facts of the complaint; if the investigation indicates there may be a reasonable basis for the complaint justifying further investigation, the Committee shall conduct a public hearing in accordance with the common law requirements of due process, including notice, an opportunity to be heard, an opportunity to cross-examine witnesses and to present testimony and other evidence in support of the accused's position and an opportunity to be represented by counsel or other representatives at the expense of the accused. The Committee shall make written findings of fact and issue a written decision

- concerning the propriety of the conduct of the subject official or employee and shall refer the matter to the Common Council for final disposition.
- (d) In the event a member of the Personnel Committee is allegedly involved in an Ethics Code violation, the Mayor, subject to the confirmation of the Common Council, shall appoint another Council Member to temporarily replace the member of the Committee who is under investigation.

**SEC. 2-5-8 SANCTIONS.**

A determination that an official's or employee's actions constitute improper conduct under the provisions of this Chapter may constitute a cause of suspension, removal from office or employment or other action permitted by law.

**SEC. 2-5-9 DISTRIBUTION OF ETHICS CODE.**

- (a) The City Clerk shall cause a copy of this Code of Ethics to be distributed to every public official and employee of the City of Cedarburg within thirty (30) days after enactment of this Chapter. Each public official and employee elected, appointed or engaged thereafter shall be furnished a copy before entering upon his duties.
- (b) Each public official, the Mayor, the Chairman of each Board, Commission or Committee and, through the City Administrator, the Head of each Department shall, between May 1 and May 31 each year, review the provisions of this Code with his fellow Council, Board, Commission, Committee members or subordinates as the case may be and certify to the City Clerk by June 15 that such annual review had been undertaken. A copy of this Ethics Code Chapter shall be continuously posted on each department bulletin board wherever situated.

## 2019 Wellness Program Tracker - Instructions

This worksheet has a tab for each employee in the department. Please go to your tab name to fill in wellness points.

The tab is divided into 3 sections:

1) **Data** - this represents the health risk assessment that each employee (and spouse) will be required to participate in. There will be no points awarded for participation in the HRA, and there may be an employee contribution toward health premium if employee (and/or spouse) chooses not to participate. Please check with your own department to see if there are exceptions.

2) **Quarterly Challenges** - these challenges are offered by GHT and City and have separate prizes/incentives from the wellness options that earn points.

a) Please fill in participation dates for each challenge.

b) Challenge tracking is on the honor system and you may be required to submit data to either GHT or City. Details of each challenge will be given out prior to the start date of the challenge.

3) **Wellness Program Options** - Items listed here are options available that can earn points toward prizes in 2019.

a) Please fill in participation dates for each wellness option

b) For most of these options, validation by department head is required.

i.) Preventive treatments: EOB

ii.) Holistic options: receipt from provider or supplier

iii.) Attend a health education event: A sign-in sheet will be passed around at all City meetings in 2019, so in order to receive a point for participation, you will need to sign in. If you attend other events outside of City-sponsored wellness speakers, etc., provide a flyer or picture of the speaker.

iv.) Watch health education videos: submit course completion certificate or provide URL or link of video.

v.) Tobacco Cessation: provide details of the program

vi.) Participation in fitness events: registration form or picture of you attending fitness event, attendance log from gym membership, downloaded information from fitbit/garmin.

vii.) Structured Weight Management program: dates of participation, payment receipts.

Wellness Program 2019 Activity Tracker						
	Activity	Incentive	Points Possible	Points Earned	Date(s)	Verification (i.e. receipts, pictures, EOB's) Department manager should initial in this column to validate.
DATA	Health Risk Assessment - Mandatory	n/a	n/a	n/a		
QUARTERLY CHALLENGES	Challenges: Exercise 120 minutes per week for 4 weeks Drink eight 8-oz glasses of water per day for 4 weeks Eat 5 servings of fruits and/or veggies per day for 4 weeks Sleep 7.5 hours per night for 4 weeks GHT Challenges	Cash/Prizes Cash/Prizes Cash/Prizes Cash/Prizes Cash/Prizes	n/a n/a n/a n/a n/a	n/a n/a n/a n/a n/a		
WELLNESS PROGRAM OPTIONS choices to earn towards prizes	Preventative (max 3)		15			
	Annual Flu Shot	Points	5			
	Annual Physical Exam	Points	5			
	Bi-Annual Dental Exams	Points	5			
	Annual Vision Exam	Points	5			
	Annual Screenings (mammogram, prostate, etc.)	Points	5			
	Holistic (max 5)		10			
	Chiropractor	Points	2			
	Massage	Points	2			
	Acupuncture	Points	2			
	Herbs/Vitamins/Minerals	Points	2			
	Attend a Health Education Event (max 5)		5			
	Lunch & Learn	Points	1			
	Employee Meeting	Points	1			
	Community Health Education Event	Points	1			
	Meet with Financial Advisor	Points	1			
	Watch Health Education Videos (max 5)		5			
	Employee Assistance Program (EAP)	Points	1			
	Wisconsin Retirement System (WRS)	Points	1			
	UMR Health/Metlife Dental/Superior Vision	Points	1			
	CVMIC	Points	1			
	Gale Courses (public library)	Points	1			
	Tobacco Cessation Program					
	Provide tobacco cessation program details	Points	50			
	Participate in Fitness Events (max 5)		25			
	Run, Walk, Bike Event	Points	5			
	Fitness Tracking Event (Garmin/Fitbit)	Points	5			
	Sports League (softball, volleyball, etc)	Points	5			
	Gym Membership	Points	5			
	Structured Weight Loss Program (max 25)		25			
	Examples: Weight Watchers, Jenny Craig, Nutrisystems, Medical program. To qualify for points earned for joining a weight management program, participant must be enrolled for at least 2 months.	Points	up to 10 pts awarded at end of year, IF weight was lost (as intended)			
	Maintain or Lose, 1 lb = 1 pt. Points may be awarded for weight lost outside of a structured program, but participant is encouraged to check with their doctor before starting a weight loss plan.	Points	1 pt per pound lost			
TOTALS				0		





State of Wisconsin  
**Wisconsin Deferred  
Compensation Program**  
**Fact Sheet**

As of December 31, 2018

The Wisconsin Deferred Compensation Program (WDC) is a supplemental retirement savings program authorized under Section 457 of the Internal Revenue Code (IRC). The WDC was created by Wisconsin Laws of 1981 Chapter 187 and established in 1982 for state employees. It has been available to local employers since 1985.

### **Program Administration**

The Department of Employee Trust Funds and the Deferred Compensation Board (Board) have statutory authority for program administration and oversight. The Board contracts for administrative services (marketing, record keeping, daily program administration) through a competitive bid process. Empower Retirement is under contract to provide these services through November 30, 2022.

The Board selects the investment options offered by the WDC and contracts directly with investment providers. The Board annually reviews the performance of the investment options offered to determine if they continue to meet established performance benchmarks. Options that are determined to be no longer acceptable may be removed from the WDC and new options may be added at any time.

### **Features**

*Maximum Deferral* - Section 457 plan participants may contribute 100% of taxable income to their accounts, up to a federal maximum that is adjusted annually. In 2018, this maximum was \$18,500. Note: This amount was raised to \$19,000 for 2019. Participants over age 50 are eligible to contribute an additional \$6,000 annually. The maximum limit for federal income tax purposes may be periodically increased (in \$500 increments) for cost of living adjustments tied to the consumer price index. Participants within three years of normal retirement age in 2019 who under-contributed in prior years may also be eligible to contribute an additional \$19,000 annually.

*Account Flexibility* - The WDC allows participants to:

- Change the amount of their deferrals at any time.
- Save by deferring traditional pre-tax or Roth (post-tax) dollars.
- Redirect deferrals to other investment options offered by the WDC without restriction.
- Exchange existing account balances from one option to another (subject to the excessive trading policy).
- Elect to use the asset allocation service to provide automatic rebalancing of a participant's account balance based on an established asset allocation model.
- Elect to use the WDC's managed accounts service (additional separate fee applies).

*Portability* - Dollars from a traditional IRA, a 401(k) and a 403(b) can be rolled into the WDC, and amounts distributed from the WDC, can roll into a traditional IRA, a 401(k) and a 403(b) plan. Dollars rolled out of the WDC are subject to the tax rules of the new plan.

*Participant Services* - WDC representatives in Wisconsin are available to assist participants between 7:00 a.m. and 7:00 p.m. every workday of the year. Both participants and employers may call contact WDC at 1-877-457-9327 (toll-free).

An automated voice response system is available for participants to obtain account information and execute transactions. The WDC's website at [www.wdc457.org](http://www.wdc457.org) offers program information, access to personal account data and execution of transactions online. Distribution of an itemized participant statement and newsletter occurs within 15 days of the end of each quarter.

*Distribution Options* - At termination of employment, participants may defer receiving distributions from their account up to age 70½. Distribution options available include lump sum payments, partial lump sum payments and periodic payments.

## WDC Program Costs

Participant fees provide the primary source of funding for program administration. State funds are not used for the administration of the WDC. Certain contracts with investment providers have been negotiated to include specific reimbursements to participants investing in those options. The Board annually reviews administrative revenues and expenses and adjusts participant fees as necessary. As of January 1, 2017, annual participant fees were:

If participant balance is between:	Monthly fee deducted:	Equals total annual fee of:
\$0 to \$5,000	\$0.00	\$0.00
\$5,001 to \$25,000	\$1.00	\$12.00
\$25,001 to \$50,000	\$3.00	\$36.00
\$50,001 to \$100,000	\$6.00	\$72.00
\$100,001 to \$150,000	\$8.00	\$96.00
\$150,001 to \$250,000	\$11.00	\$132.00
Over \$250,000	\$16.50	\$198.00

## Statistics as of December 31, 2018

- 932 local government and school district employers (from approximately 1,400 eligible) have elected to offer the WDC to their employees.
- 66,153 public employees participate in the WDC. 38,556 are state employees and 27,597 are employees of local and school district employers.
- The WDC offered 6 target date (asset allocation) funds and 17 options in the core investment spectrum in 2018. Participants may have an account with one or more of the available options. Participants also have access to a managed accounts service and thousands of mutual fund choices through the Schwab Personal Choice Retirement Account (PCRA), the WDC's self-directed option.

Investment Option	Number of Participant Accounts	Total Assets
Stable Value	25,022	665,617,520
FDIC Bank Option	9,869	128,865,515
American Funds Europacific Fund - Class R6	15,445	146,615,656
BlackRock EAFE Equity Index	19,497	153,093,008
T. Rowe Price Instl Mid Cap Equity Growth	21,239	465,863,329
BlackRock Mid Cap Equity Index	30,293	181,217,181
Vanguard Instl Trgt Retire 2015	2,971	109,893,018
Vanguard Instl Trgt Retire 2025	6,553	228,779,693
Vanguard Target Retirement 2035	6,717	155,243,866
Vanguard Instl Trgt Retire 2045	6,239	89,508,089
Vanguard Instl Trgt Retire 2055	3,567	25,088,946
Vanguard Instl Trgt Retire Inc	1,802	47,748,271
Calvert Social Investment - Equity Portfolio	3,032	50,456,401
American Beacon Bridgeway Large Cap	14,233	22,047,485
Fidelity Contrafund	32,040	637,538,417
Vanguard Institutional Index Fund Plus	27,254	486,161,275
Vanguard Wellington Fund Admiral	24,313	440,285,565
BlackRock U.S. Debt Index	17,489	183,089,746
Federated US Gov't Securities 2-5 Yr	5,923	31,640,511
Vanguard Long-Term Investment Grade Fund Admiral	16,257	129,377,539
BlackRock Russell 2000 Index	13,917	68,346,092
DFA US Micro Cap	17,941	208,008,339
Vanguard Admiral Treasury Money Market	6,532	33,249,082
Personal Choice Retirement Accounts - Charles Schwab	556	60,265,872
<b>Total</b>	<b>*328,701</b>	<b>\$4,748,000,416</b>

\* The total number of participant accounts exceeds the number of participants, as participants may invest in more than one investment option. The average number of investment options per participant is approximately 4.6.

## **SALARY AND BENEFITS STUDY SUMMARY**

City of Cedarburg has been fortunate to have low employee turnover in the last decade despite the changes in the overall compensation provided to their employees. The exception to this has been the water recycling center and library who have both replaced majority of their staff in the last five years. The reason for the high turnover in the recycling center, based on interviews with previous staff, was that the private sector is paying them more, providing them better benefits, and providing sign on bonuses. Since the first couple of employees left an internal decision was made to increase the salaries of the employees working for the water recycling center. This has helped recruit new staff and hopefully will also help to retain them. The reason for turnover in the library staff has been based on employees finding higher paying jobs in other municipalities or the private sector.

As city leadership continues to evaluate employee wages and benefits they also have to take into consideration how the changes affect employee morale and performance. Many local communities are seeing their employees leaving for better paying jobs and/or having to deal with poor performing employees. This trend results in inefficient services with the lost time for hiring and training staff along with a less productive workforce. Since 2010 an average city employee has seen a 7% increase in compensation while the cost of living has increased by 13.6%. In 2019 all city employees received a 2% pay increase (pay for pulse) while the COLA (cost of living adjustment) set by the social security administration was 2.8%. The process of implementing a fair and equitable pay and benefits structure will not be easy and will take time but a clear plan should be put in place that will move the city in to a position in the next five years that makes it a desirable place to work while also being fiscally responsible.

### **Action Plan**

The ideal plan would be to increase the wages of the staff that are below the minimum to the average wage rate of the comparable communities, leave the longevity pay as it is, and negotiate a reasonable health insurance plan. The cost of this would be \$88,163 additional to the 2020 budget. This does not include water recycling center adopted increases or the annual 1% to 4% increases for the rest of the city staff. The new salary ordinance has the potential to provide up to 4% increases for employees that are below the first quartile of their salary range and 3% for those that are under the mid-point. Employees that are above the mid-point could get 2% and those that are at or above the maximum could get a 1% annual raise. To ensure that the wage increases are distributed equitably a new performance evaluation system needs to be developed and implemented city wide. A pay-for-performance (PFP) system is important to be able to retain high performing employees.

## **Staff Retention & Benefits Recommendation**

There are many thoughts on how to retain valuable employees but the seven key elements that seem to stand out in many of the surveys done on hiring and retaining employees are hiring selectively, offering a competitive salary and benefits, providing a good work environment and culture, offering continuing education along with other work related training, listening to your employees ideas, replacing annual reviews with quarterly reviews, and making sure to recognize employee accomplishments. Public employees have benefitted from having great benefit packages for decades up until the recession of 2008. The recession stripped away many of the perks that public employees received. Along with the changes from the recession, Act 10 was introduced in Wisconsin which took away the ability for unions to negotiate salaries and benefits in majority of the communities across the State. With some unions still having contracts in place, others without contracts, and many supervisors who were never part of a union, the passing of Act 10 created numerous issues for municipalities including pay inequities amongst union and non-union employees (salary compression). Eleven years later these inequities can still be found within local municipalities which continue to cause issues for human resource departments across the State who are trying to create equality amongst all levels of staff. As the city looks at the various comparisons done for this study it is vital for leadership to understand the value of the benefits provided to their employees.

## **Health Insurance**

The City of Cedarburg provides a great health insurance benefits package that is comparable to surrounding communities. It is slightly better than what the Cedarburg School District offers their employees and is considerably better than what the private sector offers. The city currently uses WCA which was developed specifically for municipalities. In recent years many school districts have also been able to benefit from joining WCA. It is truly a public trust and has only a 7% administration cost compared to private health insurance carriers that have a much higher administrative costs. The benefits of being part of the WCA is that they have the broadest network of providers through United Healthcare, are very stable, have flexibility for plan design, and provide wellness grants annually. If the city is looking to cut health insurance costs the greatest change in their premiums would be to have a higher deductible or a having a plan in place with co-pays. Most municipalities that have made a change in either of these categories contribute to the employee's health savings account (HSA). The municipalities that are using wellness tracking systems also contribute towards an HSA or premiums if an employee earns enough points in a year to qualify. As the city looks at the various options it is important to keep in mind that any time the city changes providers there is a likelihood of minor to major changes to the services being provided which can cause a greater workload on the human resources department along with lost employee time trying to figure out a new plan. It is our recommendation that if a new plan is put in place that the city not change it in the next five (5) years. An annual evaluation of the insurance costs is still recommended but a change in carriers is not advised.

The following are options for the city (Note: These options were done based on information in April 2019):

- 1) Keep the current plan with a high deductible at \$4000 for family and \$2000 for single with no premiums paid by the employee. The increases or decreases to the city will not be known until a loss ratio is calculated. This information is usually available in July or August of each year.
- 2) Increase the high deductible amount to \$6000 for family and \$3000 for single. With a higher deductible the city could see savings in premiums for 2020. The amount of savings needs to be evaluated carefully. A small change in premium costs might not warrant employee dissatisfaction which in turn could affect employee turnover.
- 3) Have employees pay a predetermined amount towards the premiums. The average premium paid by municipalities compared to in this study is \$191 for family coverage. The current high deductible would remain at \$4000 for family and \$2000 for single coverage. If the city chooses this option it would be recommended that they contribute towards the employees HSA to help offset the increased costs.
- 4) Have the employees pay towards the premium but if they participate in the wellness tracking program and earn enough points for the year the city would then cover those costs for the following year.

### **Dental Insurance**

The recommendation for dental insurance is to stay with the same provider as in the past (MetLife). The minimal cost savings would not warrant the additional time spent on administering a new dental plan. The cost of the dental plan for the city is comparable to the municipalities surveyed. An annual review by the City Administrator is still necessary to ensure the premiums are in line with market changes.

### **Vacation and Sick Leave**

The City of Cedarburg vacation and sick leave policies are well in-line with the market and should remain the same. Future review of changing to a PTO system could be considered.

### **Paid Holidays**

The City of Cedarburg nine (9) paid holidays and two (2) personal days are comparable to what the neighboring municipalities offer their employees. No changes are needed.

### **Longevity Pay**

This is a benefit that is not provided by many communities and those that do still provide it have a cap on the annual amount paid out. If the city is looking for savings to help offset costs in other areas this is a benefit that should be reviewed. The recommended approach would be to increase the salaries of the people losing longevity pay by the amount lost if they fall under the mid-point of their salary range and for those that do not they would still receive half of the amount lost for 2020. In 2021 the entire longevity pay program would be eliminated.

**Current employees that are paid less than the Fair Market Value**

<u>Employment Position</u>	<u>Less than Fair Market Value</u>
Administrator	-\$6.73/hr
Deputy Treasurer/Payroll	-\$3.67/hr
Adult/Youth Librarian	-\$3.04/hr
Circulation Supervisor	-\$2.76/hr
Parks, Rec, Forestry Director	-\$3.08/hr
Recreation Superintendent	-\$2.05/hr
Recreation Supervisor	-\$3.22/hr
Police Records Admin	-\$3.99/hr
Custodian	-\$2.00/hr

\*The above positions have multiple years of experience and service to the City. Their salaries should be on the higher end of their comparable positions.

The following positions should be evaluated further to determine the need for increased wages based on years of experience, certifications, and service to the community: Fire Inspector, Senior Center Director, Building Inspector.

The following positions should be considered for step increases in order to provide equity amongst similar positions in the City: 1 public works crew member, parks maintenance position, and horticulturist.

## **CEDARBURG SCHOOL DISTRICT WAGE COMPARISON**

In comparison to the Cedarburg school district the City of Cedarburg administrators/department heads are paid lower than their counterparts. The grounds maintenance staff wages start higher compared to DPW/Parks (\$23/hr) but the highest wage at \$29.35 is same as the current wages for crew members that have worked for the City for more than 10 years.

### **2018-2019 Cedarburg School District Salaries - 12 month positions**

<b><u>Position</u></b>	<b><u>Salary</u></b>	<b><u>Fringe Benefits</u></b>
District Administrator	\$175,233	\$44,174
Central Office Administrator	\$132,400	\$39,706
Director of Instruction/Program Supervisor	\$122,043	\$41,773
Business Manager	\$113,736	\$28,697
Director of Special Education and/or Pupil Services	\$116,958	\$40,110
District Instructional Technology Coordinator	\$84,405	\$37,536
Principal	\$121,860	\$39,974
Principal	\$104,517	\$38,422
Principal	\$98,341	\$36,801
Principal	\$99,937	\$37,742
Principal	\$115,344	\$39,449
Principal	\$99,937	\$37,742
Assistant Principal	\$84,788	\$35,818
Assistant Principal	\$85,832	\$35,465
Assistant Principal	\$80,000	\$33,710
School Librarians	\$55,110	not available
Average Teacher Salaries *9-month positions	\$62,525	not available
Facility and Grounds Maintenance (3)	\$25.75 - 29.35/hr	not available
Head Custodians (8)	\$21.00 - \$25.00/hr	not available
Custodians (9)	\$16.00 - \$20.00/hr	not available
Secretaries	\$16.00 - \$20.00/hr	not available

## **PRIVATE SECTOR WAGE COMPARISON**

The private sector wage ranges are wide based on the size and type of the company or business being analyzed. In comparison the City of Cedarburg administrative staff, department heads, and water recycling staff are paid less overall than they would be working for the private sector. Public works, parks and forestry crew, custodial, and secretaries on average are paid the same than their counterparts in the private sector.

<b>Greater Milwaukee/Cedarburg Area Private Industry Pay</b>	
<b><u>Position</u></b>	<b><u>Salary</u></b>
Executive Directors	\$75,000 - \$125,000+
Business Managers	\$100,000 - \$160,000
Operations Managers	\$80,295 - \$107,886+
Sales	\$100,000 +
HR Managers	\$57,000 - \$147,000
Non-Profit Executives	\$40,000 - \$121,000
Fundraisers	\$70,000 - \$100,000
Certified Public Accountants	\$45,000 - \$90,500
Accountant I	\$46,652 - \$56,421
Engineers	\$68,000 - \$125,000
Public Safety Lieutenant	\$59,000 - \$68,000
CDL Truck Drivers	\$54,000 - \$82,000
Fitness Directors	\$34,000 - \$65,000
Event Managers	\$35,000 - \$74,000
Health and Wellness Industry Managers	\$34,000 - \$74,000
Building & Construction Inspectors	\$44,000 - \$60,000
Construction/Maintenance Foreman	\$45,000 - \$75,000
Water/Waste Management Operators	\$56,992 - \$80,412
Water/Waste Management Administration	\$71,302 - \$81,369
Arborist	\$20/hr avg
Snow Plow Operators	\$21/hr avg
Maintenance Staff	\$14.30/hr avg
Equipment Operators	\$19.56/hr avg
Automotive Mechanics	\$23.57/hr avg
Custodians	\$12/hr - \$16.50/hr
Secretaries	\$9.95/hr - 21.45/hr

**\*Bonuses** – range from \$500 to several thousand per year in some positions.

**\*Profit Sharing** – ranges from \$0 to tens of thousands based on position

**\*Commission** – ranges from \$1000 to tens of thousands for sales and fundraising positions.

**\*Tuition Reimbursement, Scholarships, and Leadership Training**



## BENEFITS COMPARISON

### MUNICIPAL

#### Health Insurance

Peer Group Study	Ozaukee Co.	Village of Grafton	Village of Shorewood	Village of Brown Deer	Village of Germantown	Village of Saukville	City of Plymouth	City of West Bend	City of Stoughton	Village of Thiensville
<b>Health Insurance</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>
Monthly Family Plan Premium	\$1,957.62	\$1,905.66	\$1,914.95	\$1,688.01	\$1,874.33	\$1,830.16	\$2,745.00	\$1,556.93	\$1,601.78	\$2,092.52
Employer Contribution	80%	85%	90%	88%	88%	88%	96%	84%	87%	82%
Employer Total Cost per month	\$1,566.10	\$1,619.80	\$1,823.46	\$1,485.45	\$1,634.81	\$1,610.40	\$2,636.00	\$1,306.93	\$1,394.46	\$1,721.52
Employee Contribution	20%	15%	10%	12%	12%	12%	4%	16%	13%	18%
Employee Premium	\$391.52	\$285.86	\$91.49	\$202.56	\$239.52	\$219.60	\$109.00	\$250.00	\$207.32	\$371.00
Deductable	\$0.00	\$1,000.00	\$4,000.00	\$2,000.00	\$2,500.00	\$1,000.00	\$2,700.00	\$5,000.00	\$1,000.00	\$1,000.00
Employee HSA Contribution	\$0.00	\$0.00	\$2,800.00	\$0.00	\$0.00	\$0.00	\$900.00	\$0.00	\$0.00	\$0.00
Employer HSA Contribution	\$0.00	\$0.00	\$1,200.00	\$0.00	\$2,500.00	\$0.00	\$1,800.00	\$1,700.00	\$0.00	\$0.00
Annual Employee Cost	\$4,698.24	\$3,430.32	\$3,897.88	\$2,430.72	\$2,874.24	\$2,635.20	\$2,208.00	\$4,700.00	\$2,487.84	\$4,452.00
Annual Employer Cost	\$18,793.15	\$19,437.60	\$23,081.46	\$17,825.39	\$22,117.72	\$19,324.80	\$33,432.00	\$17,383.16	\$16,733.52	\$20,658.24
Co-Pays	n/a	No	No	\$25/\$50	No	No	Co-Insurance	\$25/\$50/\$75/\$100	\$30.00	\$60.00
Max in-network out of pocket	n/a	\$1,000.00	n/a	\$8,000.00	n/a	n/a	\$5,000.00	\$6,000.00	varies on plan	\$13,700*
*Deductable based on Family Health Insurance Plan										
*In-Network only										
*Only applies to DME, Hearing Aids, & Cochlear Implants (Thiensville)										

Peer Group Study	Village of Pewaukee	City of Port Washington	Village of Slinger	City of Hartford	Village of Glendale	Town of Cedarburg	Village of Whitefish Bay	City of Oconomowoc	City of Cedarburg
<b>Health Insurance</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>
Monthly Family Plan Premium	\$1,557.20	\$2,537.30	\$1,830.16	\$2,318.66	\$1,971.66	\$1,200.00	\$1,707.45	\$1,731.18	\$1,806.83
Employer Contribution	88%	90%	88%	100%	88%	85.50%	88.00%	100%	100%
Employer Total Cost per month	\$1,370.34	\$2,283.75	\$1,610.54	\$2,318.66	\$1,735.06	\$1,026.00	\$1,502.56	\$1,731.18	\$1,806.83
Employee Contribution	12%	10%	12%	0%	12%	14.50%	12.00%	0%	0%
Employee Premium	\$186.86	\$259.48	\$219.62	\$0.00	\$236.60	\$174.00	\$204.89	\$0.00	\$0.00
Deductable	\$500.00	\$6,000.00	\$0.00	\$750.00	\$0.00	\$4,000.00	\$0.00	\$0.00	\$4,000.00
Employee HSA Contribution	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,000.00
Employer HSA Contribution	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,000.00	\$0.00	\$0.00	\$0.00
Annual Employee Cost	\$2,242.32	\$3,113.76	\$2,635.44	\$0.00	\$2,839.20	\$2,088.00	\$2,458.68	\$0.00	\$4,000.00
Annual Employer Cost	\$16,444.08	\$27,405.00	\$19,326.48	\$27,823.92	\$20,820.72	\$16,312.00	\$20,489.40	\$20,774.16	\$21,681.96
Co-Pays	\$15/\$25/\$75	\$30.00	No	Based on issue	No	n/a	*co-pay reimb.	No	No
Max in-network out of pocket	\$2,500.00	\$6,000.00	n/a	\$2,750.00	n/a	n/a	n/a	varies	\$4,000.00

	Low	High	Average	Cedarburg
<b>Monthly Employee Premium</b>	\$0	\$392	\$191	\$0
<b>Annual Employee Cost</b>	\$0	\$4,700	\$2,955	\$4,000
<b>Annual Employer Cost</b>	\$16,312	\$33,432	\$21,213	\$21,682

Based on the data provided the City of Cedarburg pays a slightly higher premium than the average paid by the communities surveyed and the annual cost to the Cedarburg employee is considerably higher than the average even though they do not pay towards the premium.

## Dental Insurance

Peer Group Study	Ozaukee Co.	Village of Grafton	Village of Shorewood	Village of Brown Deer	Village of Germantown	Village of Saukville	City of West Bend	City of Stoughton
<b>Dental Insurance</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>
Monthly Family Plan Premium	\$105.86	\$72.60	\$117.00	\$102.50	\$98.25	\$129.17	\$132.44	\$88.95
Employer Contribution	\$0.00	\$0.00	\$70.00	\$30.00	\$98.25	\$0.00	\$0.00	\$88.95
Employee Contribution	\$105.86	\$72.60	\$47.00	\$72.50	\$0.00	\$129.17	\$132.44	\$0.00
Deductable Amount	\$75.00	\$83.00	\$75.00	\$25.00	\$75.00	\$100.00	\$50.00	\$0.00
Monthly Single Plan	\$33.50	\$30.20	\$39.85	\$31.70	\$40.75	\$42.67	\$37.49	\$31.72
Employer Contribution	\$0.00	\$0.00	\$39.85	\$15.00	\$40.75	\$0.00	\$0.00	\$31.72
Employee Contribution	\$33.55	\$30.20	\$0.00	\$16.70	\$0.00	\$42.67	\$37.49	\$0.00
Deductable Amount	\$75.00	\$42.00	\$25.00	\$25.00	\$25.00	\$50.00	\$75.00	\$0.00

Peer Group Study	Village of Thiensville	Village of Pewaukee	City of Port Washington	City of Hartford	Village of Whitefish Bay	City of Oconomowoc	City of Cedarburg
<b>Dental Insurance</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>
Monthly Family Plan Premium	\$108.75	\$110.41	\$128.75	\$124.33	\$103.43	\$124.33	\$126.74
Employer Contribution	\$108.75	\$55.20	\$96.57	\$93.25	\$91.02	\$93.25	\$91.25
Employee Contribution	\$0.00	\$55.21	\$32.18	\$31.08	\$12.41	\$31.08	\$35.94
Deductable Amount	\$75.00	\$25.00	\$0.00	\$25.00	\$25.00	\$25.00	\$75.00
Monthly Single Plan	\$38.29	\$34.15	\$41.20	\$41.53	\$35.60	\$41.53	\$38.96
Employer Contribution	\$38.29	\$17.07	\$30.90	\$31.15	\$31.33	\$31.15	\$38.96
Employee Contribution	\$0.00	\$17.08	\$10.30	\$10.38	\$4.27	\$10.38	\$0.00
Deductable Amount	\$25.00	\$25.00	\$0.00	\$25.00	\$25.00	\$25.00	\$25.00

	<u>Low</u>	<u>High</u>	<u>Average</u>	<u>City of Cedarburg</u>	<u>% more or less than average</u>
<b>Monthly Family Premium</b>	\$72.60	\$132.44	\$111.57	\$126.74	<b>12%</b>
Employer Contribution	\$0.00	\$108.75	\$61.10	\$91.25	<b>33%</b>
Employee Contribution	\$0.00	\$132.44	\$50.50	\$35.94	<b>-41%</b>
Deductable Amount	\$0.00	\$75.00	\$48.87	\$75.00	<b>35%</b>
<b>Monthly Single Plan</b>	\$30.20	\$42.67	\$37.28	\$38.96	<b>4%</b>
Employer Contribution	\$0.00	\$40.75	\$23.08	\$38.96	<b>41%</b>
Employee Contribution	\$0.00	\$42.67	\$14.20	\$0.00	<b>n/a</b>
Deductable Amount	\$25.00	\$75.00	\$31.13	\$25.00	<b>-25%</b>

The monthly family and single premiums paid by the city are slightly higher than the average. A city employee with family dental insurance pays 41% less than the average and an employee with single coverage does not pay any dental insurance premiums.

## CEDARBURG SCHOOL DISTRICT COMPARISON

### Health & Dental Insurance

Cedarburg School District Health and Dental Insurance Costs Through December 2019										
Benefit	months	x	monthly cost	Total Annual Cost	EMPLOYEE CONTRIBUTIONS			DISTRICT CONTRIBUTIONS		
					Annual 12.60%	Monthly	Per Pay Period/Check	Annual 87.40%	Monthly	Per Pay Period/Check
Health Family - WCA	12	x	\$ 1,715.18	= \$20,582.16	\$2,593.35	\$216.11	\$108.06	\$17,988.81	\$1,499.07	\$749.53
Dental Family	12	x	\$ 129.80	= \$1,557.60	\$196.26	\$16.36	\$8.18	\$1,361.34	\$113.45	\$56.72
Health Single - WCA	12	x	\$ 760.51	= \$9,126.12	\$1,149.89	\$95.82	\$47.91	\$7,976.23	\$664.69	\$332.34
Dental Single	12	x	\$ 46.36	= \$556.32	\$70.10	\$5.84	\$2.92	\$486.22	\$40.52	\$20.26

### HEALTH INSURANCE

School District Comparison	City of Cedarburg	Cedarburg School District
<b>Health Insurance</b>	<b>2019</b>	<b>2019</b>
Monthly Family Plan Premium	\$1,806.83	\$1,715.18
Employer Contribution	100%	87%
Employer Total Cost per month	\$1,806.83	\$1,499.07
Employee Contribution	0%	12.60%
Employee Premium	\$0.00	\$216.11
Deductable	\$4,000.00	\$0.00
Employee HSA Contribution	\$4,000.00	\$0.00
Employer HSA Contribution	\$0.00	\$0.00
Annual Employee Cost	\$4,000.00	\$2,593.32
Annual Employer Cost	\$21,681.96	\$17,988.84
Co-Pay (yes/no)	no	yes
Annual out of pocket limit	\$0.00	\$6,500.00
*Deductable based on Family Health Insurance Plan		
*In-Network only		

### DENTAL INSURANCE

School District Comparison	City of Cedarburg	Cedarburg School District
<b>Dental Insurance</b>	<b>2019</b>	<b>2019</b>
Monthly Family Plan Premium	\$126.74	\$129.80
Employer Contribution	\$91.25	\$113.45
Employee Contribution	\$35.49	\$16.36
Monthly Single Plan	\$38.96	\$46.36
Employer Contribution	\$38.96	\$40.52
Employee Contribution	\$0.00	\$5.84

Dental insurance cost the city pays is lower than the school district costs to the employer. The city employee pays more than the school district employee for a family plan but less for a single plan.

A City of Cedarburg employee will pay between \$0 - \$4000 for family health insurance based on their varying family medical needs compared to a Cedarburg School District employee who will pay a minimum of \$2593.32 and up to \$6500 with co-pays. The utilization of co-pays allows the school district to get a better health insurance rate.

## Vacation/Sick Leave

School District Comparison	City of Cedarburg	Cedarburg School District
<b>SICK LEAVE</b>	<b>2019</b>	<b>2019</b>
# of Sick Days Eamed per Year	12	10
Can Sick Days Accumulate? (Y/N)	Yes	Yes
How Many Sick Days Can Accumulate?	120	75
<b>VACATION / PTO</b>		
How many years to get 1 wk vacation?	n/a	n/a
How many years to get 2 wks vacation?	1	1
How many years to get 3 wks vacation?	5	4
How many years to get 4 wks vacation?	12	7
How many years to get 5 wks vacation?	20	n/a

## Paid Holidays

Cedarburg School District provides two personal days and ten (10) paid holidays for full-time 12-month position employees. In comparison the city provides two personal days and nine (9) paid holidays.

## Retirement

The Cedarburg School District employees are also covered by the Wisconsin Retirement System (WRS). The retirement benefits are the same for City employees compared to school district employees. The school district contribution is 6.55%.

## Other Benefits

Cedarburg School District pays for curriculum planning, extra duty pay, overload pay, and retention bonuses. These are comparable to overtime pay and longevity pay that the city provides their employees.

## **PRIVATE SECTOR COMPARISON**

This study compares the health insurance costs between the City of Cedarburg and four private sector employers within Ozaukee County. In addition, it references a survey done by the Kaiser Family Foundation in 2018 that showed the average health insurance costs for employers and employees throughout the country. Dental, vacation, and sick leave comparisons were left out based on them being very similar to what municipalities offer.

### **Health Insurance**

Private Industry Comparison	City of Cedarburg	Company A HSA + \$0 Deductable	Company B	Company C	Company D	Kaiser Foundation Study 2018 Avg
Health Insurance	2019	2019	2019	2019	2019	2018
Monthly Family Plan Premium	\$1,806.83	\$1,639.95	\$1,692.08	\$1,416.41	\$1,758.00	\$1,634.66
Employer Contribution	100%	62%	75%	25%	95%	71%
Employer Total Cost per month	\$1,806.83	\$1,018.00	\$1,269.06	\$354.14	\$1,670.00	\$1,160.58
Employee Contribution	0%	38.00%	25.00%	75.00%	5.00%	29.00%
Employee Premium	\$0.00	\$621.95	\$423.00	\$1,062.27	\$94.00	\$474.08
Deductable	\$4,000.00	\$4,500.00	\$6,500.00	\$0.00	not available	n/a
Employee HSA Contribution	\$4,000.00	\$4,500.00	\$0.00	\$0.00	not available	n/a
Employer HSA Contribution	\$0.00	\$0.00	\$0.00	\$0.00	not available	n/a
Annual Employee Cost	\$4,000.00	\$11,963.40	\$11,576.00	\$12,747.24	\$1,128.00	n/a
Annual Employer Cost	\$21,681.96	\$12,216.00	\$15,228.72	\$4,249.68	\$20,041.00	n/a
Co-Pay (yes/no)	no	no	yes	yes	yes-\$25/time	n/a
Annual out of pocket limit	n/a	n/a	not available	\$13,000.00	not available	n/a
*Deductable based on Family Health Insurance Plan						
*In-Network only						

The cost of health insurance is less for the private sector employer for a family health plan. The main reason for this is that their employees pay a much higher cost to participate in their health insurance plan than the city employees do for their plan. Company D has a better plan than the city with their employees paying less for coverage based on the percentage of premium they pay. Co-pay and annual out of pocket information was not shared by the company which could show additional costs to the employee.

City of Cedarburg						
2020 Salary Ordinance						

Position	Pay Grade	Minimum	Quartile	Midpoint	Quartile	Maximum
Administrator	10	\$99,000.00	\$105,500.00	\$112,000.00	\$118,500.00	\$125,000.00
Police Chief	9	\$90,000.00	\$96,250.00	\$102,500.00	\$108,750.00	\$115,000.00
Director of Engineering and Public Works	8	\$85,000.00	\$91,250.00	\$97,500.00	\$103,750.00	\$110,000.00
Police Captain	8	\$85,000.00	\$91,250.00	\$97,500.00	\$103,750.00	\$110,000.00
Police Lieutenant	7	\$80,000.00	\$83,750.00	\$87,500.00	\$91,250.00	\$95,000.00
Police Sergeants/Detectives	7	\$80,000.00	\$83,750.00	\$87,500.00	\$91,250.00	\$95,000.00
Water Recycling Superintendent	7	\$80,000.00	\$83,750.00	\$87,500.00	\$91,250.00	\$95,000.00
Library Director	6	\$75,000.00	\$79,250.00	\$83,500.00	\$87,750.00	\$92,000.00
Finance Director or Treasurer (New)	6	\$75,000.00	\$79,250.00	\$83,500.00	\$87,750.00	\$92,000.00
Director of Parks, Recreation, & Forestry	6	\$75,000.00	\$79,250.00	\$83,500.00	\$87,750.00	\$92,000.00
Assessor	5	\$69,000.00	\$73,250.00	\$77,500.00	\$81,750.00	\$86,000.00
Clerk	5	\$69,000.00	\$73,250.00	\$77,500.00	\$81,750.00	\$86,000.00
Planner (currently contracted)	5	\$69,000.00	\$73,250.00	\$77,500.00	\$81,750.00	\$86,000.00
Water Recycling Lead Operator	5	\$69,000.00	\$73,250.00	\$77,500.00	\$81,750.00	\$86,000.00
Parks and Forestry Superintendent	5	\$69,000.00	\$73,250.00	\$77,500.00	\$81,750.00	\$86,000.00
Public Works Superintendent	5	\$69,000.00	\$73,250.00	\$77,500.00	\$81,750.00	\$86,000.00
Assistant Library Director	5	\$69,000.00	\$73,250.00	\$77,500.00	\$81,750.00	\$86,000.00
Assistant Engineer	5	\$69,000.00	\$73,250.00	\$77,500.00	\$81,750.00	\$86,000.00
Recreation Superintendent	4	\$52,000.00	\$56,250.00	\$60,500.00	\$64,750.00	\$69,000.00
Fire Inspector	4	\$52,000.00	\$56,250.00	\$60,500.00	\$64,750.00	\$69,000.00
Deputy Treasurer/Payroll	4	\$52,000.00	\$56,250.00	\$60,500.00	\$64,750.00	\$69,000.00
Water Recycling Advanced Operator	4	\$52,000.00	\$56,250.00	\$60,500.00	\$64,750.00	\$69,000.00
Building Inspector	4	\$52,000.00	\$56,250.00	\$60,500.00	\$64,750.00	\$69,000.00
Librarians (w/Masters)	4	\$52,000.00	\$56,250.00	\$60,500.00	\$64,750.00	\$69,000.00
Circulation Supervisor (w/Masters)	4	\$52,000.00	\$56,250.00	\$60,500.00	\$64,750.00	\$69,000.00
Recreation Supervisor	3	\$48,000.00	\$52,250.00	\$56,500.00	\$60,750.00	\$65,000.00
Mechanic DPW	3	\$48,000.00	\$52,250.00	\$56,500.00	\$60,750.00	\$65,000.00
Deputy Clerk	3	\$48,000.00	\$52,250.00	\$56,500.00	\$60,750.00	\$65,000.00
Water Recycling Operator	3	\$48,000.00	\$52,250.00	\$56,500.00	\$60,750.00	\$65,000.00
DPW/Parks/Forestry Crew Person	3	\$48,000.00	\$52,250.00	\$56,500.00	\$60,750.00	\$65,000.00
Building Maintenance	3	\$48,000.00	\$52,250.00	\$56,500.00	\$60,750.00	\$65,000.00
Library Associates - Full-time	3	\$48,000.00	\$52,250.00	\$56,500.00	\$60,750.00	\$65,000.00
Police Dispatcher	2	\$41,000.00	\$45,250.00	\$49,500.00	\$53,750.00	\$58,000.00
Police Dept. Administrative Assistant	2	\$41,000.00	\$45,250.00	\$49,500.00	\$53,750.00	\$58,000.00
Police Secretary II/Records Clerk	2	\$41,000.00	\$45,250.00	\$49,500.00	\$53,750.00	\$58,000.00
Library Associates/Aides Part-time	2	\$41,000.00	\$45,250.00	\$49,500.00	\$53,750.00	\$58,000.00
Custodians	1	\$32,000.00	\$36,250.00	\$40,500.00	\$44,750.00	\$49,000.00
Accountant II/Accounts Receivable	1	\$32,000.00	\$36,250.00	\$40,500.00	\$44,750.00	\$49,000.00
Accountant II/Accounts Payable	1	\$32,000.00	\$36,250.00	\$40,500.00	\$44,750.00	\$49,000.00
Engineering Secretary	1	\$32,000.00	\$36,250.00	\$40,500.00	\$44,750.00	\$49,000.00
Public works/Building Inspection Secretary	1	\$32,000.00	\$36,250.00	\$40,500.00	\$44,750.00	\$49,000.00
<b>Part Time Department Head Positions</b>						
Fire Chief (PT)	N/A	\$50,000.00	\$56,250.00	\$62,500.00	\$68,750.00	\$75,000.00
Senior Center Director (PT)	N/A	\$32,000.00	\$36,250.00	\$40,500.00	\$44,750.00	\$49,000.00

Pay for Performance max increase		4%	3%	2%	2%	1%

\*wages shown at full-time hours. All wages for hourly employees are calculated at 2080 hours per year (does not include overtime)

**CITY OF CEDARBURG  
POLICY/PROCEDURE MANUAL**

**SUBJECT: PAY, ANNUAL COMPENSATION  
INCREASES AND SALARY BONUSES**

**CC-19**

---

**STARTING PAY.** The City's pay system for non-represented employees is based upon minimum and maximum salary ranges for each position as established by the Common Council. These pay ranges do not include steps. An individual's placement in the range at initial hire is determined by the City Administrator, with approval from Personnel Committee for Department Heads and is based upon experience, education, qualifications, job requirements and other factors pertinent to setting an appropriate pay level.

**ANNUAL COMPENSATION INCREASES.** All pay increases are based on merit. Employees will be considered for a merit pay increase at the end of each calendar year as part of the performance evaluation process. An employee's annual salary increase is comprised of two components:

- A. The **base** amount takes into account cost of living increases, standard, acceptable increased responsibility, relationships to other positions within the City's organization and comparisons to similar increases and positions in other municipal jurisdictions. The pay range is then adjusted annually by the Common Council by the base amount.
- B. An **additional** amount, not to exceed 1.5% above the base increase may be awarded to employees not at the top of their pay range upon recommendation of the Department Head and approval of the City Administrator. Department Heads not at the top of their pay range may be awarded an additional amount upon the recommendation of the City Administrator and approval of the Common Council. This increase is to recognize sustained high performance, increased ability and/or knowledge, accuracy, additional responsibilities, team effort and other criteria which separate the "usual" employee from the "unusual" as identified during the annual performance evaluation.

Each year employees will be considered for an increase ranging from 0 to the total of the base and additional amount. (i.e., if the base increase is 2%, then an employee may receive an increase up to 3.5% if they have not otherwise topped out in their pay range. If topped out, the increase would be limited to 2% in this example).

In order to fund additional increases beyond the base amount, the annual budget shall contain an account in the amount of 1% of the eligible employee wages to fund merit increases above the base amount. Merit increases beyond the total base and additional amount must be approved by the Common Council.

SALARY BONUS. In addition to an annual salary, all City employees are eligible for consideration for a salary bonus. Any supervisor may initiate a recommendation to the City Administrator for a salary bonus for subordinate employees by citing specific and objective reasons to justify the recommendation for the bonus. The following criteria are used to make this determination:

- Development of a significant cost savings operational procedure
- Performance in a temporary work assignment at a higher level of responsibility
- An unusually high workload

Salary bonuses will be considered by the Common Council, meeting in executive session with the City Administrator and the Department Head of the employee under consideration. The bonus may be authorized in amounts deemed appropriate to the individual and his/her accomplishment. After approval, the bonus check will be personally presented to the employee by the Mayor and/or City Administrator, along with an expression of the City's appreciation for the accomplishment. The bonus will not have any impact on the base salary, and the fact that an employee is awarded a salary bonus in one year is no assurance that a bonus can be expected during the following year.

In order to fund the salary bonus program, the Common Council, with the assistance of the City Administrator, will approve the appropriate dollar amount during the annual budget process.

Approved: 11/30/92  
Revised: 09/28/2005  
Revised: 2/11/2013



**CITY OF CEDARBURG  
POLICY/PROCEDURE MANUAL**

**SUBJECT: EMPLOYEE EVALUATION**

**CC-30**

**General:** This policy will guide Department Heads in the completion of the Goal & Development form, Progress Review form, and Employee Evaluation forms.

**Policy:** This process consists of describing and prioritizing major job responsibilities, setting and prioritizing goals and identifying measurement criteria. Also identifying and setting personal development goals to enhance the overall skills of the employee.

There are two types of goals that can be set: (Goal & Development Form - Appendix A)

**A. Work/Job Goals:** The planning process begins with the employee and the supervisor meeting to identify, discuss and prioritize the employee's major areas of responsibility, according to the current job description. Each major area of responsibility should be stated in clear and neutral terms. Examples are record keeping, training, safety, purchasing, and supervision.

*Goal Examples:*

1. Prepare a report by May 1 on the feasibility of computerizing the department's record keeping system. Include both a cost analysis and a possible time table for implementation.
2. Have 60% of the staff certified in CPR by July 31.
3. Do a safety inspection of the building each month.
4. See that all safety hazards uncovered by monthly safety inspections are corrected within two weeks of discovery.
5. Reduce the part-time account by 15% by cross-training employees to cover for each other when they are off on sick leave.
6. Automate maintenance records of vehicles.

**B. Personal goals:** The planning process begins with the employee and the supervisor meeting and discussing training and development needs for the next year. Goals in this area can be set up to improve or enhance employee skills or to assist the employee in developing new skills. Development goals can also focus on improving employee attributes such as getting along with others, decisiveness, judgment, problem solving etc.

*Goal Examples:*

1. Become more proficient in Excel. *How?* Take an approved course on Excel at the Technical College by June 1.
2. Strengthen your short-term planning and organization skills. *How?* Begin using a daily and weekly "To Do List". These lists are to be turned in at the end of each month.
3. Improve your interaction with other staff members. *How?* When disagreements with the other staff members occur, the discussion should be done in a constructive manner. When an agreement can't be reached, a supervisor should be involved.

**C. Progress Review Process:** (Appendix B) The progress review process enables the supervisor and the employee to meet and review the employee's progress toward achieving his/her goals. Review sessions are to be held as often as necessary, but at least once during the calendar year evaluation period (preferable in the middle of the

year). During these review sessions, either party may wish to discuss problems, deviation or modification to the original goals.

**D. Evaluation Process:** (Appendix C) This process enables the supervisor and the employee to meet and review the employee's progress toward achieving his/her goals. Evaluations are to be completed by December 10<sup>th</sup> of each year. The first step is for the employee, on the evaluation form, to provide the supervisor with written comments on what the employee did to meet each goal.

The next step is for the supervisor to make comments on the evaluation form as to how well the employee met each goal.

In the final step, the employee and supervisor meet to review and discuss the evaluation. The conversation should focus on how well each goal was met, and include discussion about the employee's performance as it relates to the agreed upon measurement criteria for each goal. Both parties have the opportunity to modify or make additional comments.

**IMPORTANT: Upon completion of the final evaluation, including signatures, a copy must be sent to the City Administrator.**

(Appendix D) The Evaluation Form maybe used for additional or general comments that a supervisor or employee may wish to make that will help clarify the employee's goals or performance. This section could be used to discuss overall performance goals or to present a different point on an issue identified by either the supervisor or employee.

Approved: 3/31/14  
Adopted: 3/31/14

**CITY OF CEDARBURG GOAL & DEVELOPMENT FORM**

**Employee:** \_\_\_\_\_ **Year:** \_\_\_\_\_

**Job Title:** \_\_\_\_\_

**Department:** \_\_\_\_\_

**Supervisor:** \_\_\_\_\_

---

**#1 Goal:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How **#1 Goal** will be measured or achieved: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

---

**#2 Goal:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How **#2 Goal** will be measured or achieved: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

---

**#3 Goal:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How **#3 Goal** will be measured or achieved: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**CITY OF CEDARBURG GOAL PROGRESS REVIEW PROCESS**

**Employee:** \_\_\_\_\_ **Year:** \_\_\_\_\_

**Job Title:** \_\_\_\_\_

**Department:** \_\_\_\_\_

**Supervisor:** \_\_\_\_\_

---

**Describe how progress is going toward the goal:**

**#1 Goal - Employee comments:** \_\_\_\_\_

---

---

---

**#1 Goal - Supervisor comments:** \_\_\_\_\_

---

---

---

---

**#2 Goal - Employee comments:** \_\_\_\_\_

---

---

---

**#2 Goal - Supervisor comments:** \_\_\_\_\_

---

---

---

---

**#3 Goal - Employee comments:** \_\_\_\_\_

---

---

---

**#3 Goal - Supervisor comments:** \_\_\_\_\_

---

---

---

**CITY OF CEDARBURG GOAL EVALUATION PROCESS**

**Employee:** \_\_\_\_\_ **Year:** \_\_\_\_\_

**Job Title:** \_\_\_\_\_

**Department:** \_\_\_\_\_

**Supervisor:** \_\_\_\_\_

---

**Describe how goal was achieved:**

**#1 Goal - Employee Response:** \_\_\_\_\_

---

---

---

**#1 Goal - Supervisor Review:** \_\_\_\_\_

---

---

---

---

**#2 Goal - Employee Response:** \_\_\_\_\_

---

---

---

**#2 Goal - Supervisor Review:** \_\_\_\_\_

---

---

---

---

**#3 Goal - Employee Response:** \_\_\_\_\_

---

---

---

**#3 Goal - Supervisor Review:** \_\_\_\_\_

---

---

---

**CITY OF CEDARBURG EVALUATION FORM****Employee:** \_\_\_\_\_ **Year:** \_\_\_\_\_**Job Title:** \_\_\_\_\_**Department:** \_\_\_\_\_ **Supervisor:** \_\_\_\_\_

Read each scale carefully then place an "X" in front of the category, which most accurately describes the employee's performance in that particular area. Then give a brief narrative evaluation of the employees' performance in that particular area. Explain your rating and give suggestions for improvements.

**OUTSTANDING** – Employee is definitely superior in this area, in fact, comes close to "ideal" employee, clearly surpassing departmental standards.

**ABOVE AVERAGE** – Employee is consistently above an acceptable level of performance, usually exceeding departmental standards.

**AVERAGE** – Employee performs adequately in this area, normally meets department standards.

**UNSATISFACTORY** – Employee does not perform adequately, below accepted departmental standards.

**Note** – an X+ may be used to indicate that the rating falls between two of the listed categories

---

- **KNOWLEDGE OF WORK:** Consider how well the employee understands work duties and obligations. Does employee forget what he/she knows in pressure situations? Does he/she display willing to learn? How well does he/she retain knowledge? Can he/she apply what he/she knows?

\_\_\_\_\_ Outstanding    \_\_\_\_\_ Above Average    \_\_\_\_\_ Average    \_\_\_\_\_ Unsatisfactory

**COMMENTS:** \_\_\_\_\_

\_\_\_\_\_  
 \_\_\_\_\_

- **QUALITY OF WORK:** Consider the quality of the employee's work including neatness, accuracy and effectiveness. How accurate is his/her work? Does he/she maintain the same level of quality in all job assignments, even those he/she may not like? Does the job assignment ever have to be done over? Could the work have been done better? How does the quality of his/her work compare to others?

\_\_\_\_\_ Outstanding    \_\_\_\_\_ Above Average    \_\_\_\_\_ Average    \_\_\_\_\_ Unsatisfactory

**COMMENTS:** \_\_\_\_\_

\_\_\_\_\_  
 \_\_\_\_\_

- **QUANTITY OF WORK:** Consider the amount and speed of work output. Does he/she do what is expected? Does he/she do extra work which may not have been assigned? Does he/she take extra time to finish a work assignment so he/she won't be assigned other duties? Does he/she hurry to complete assignment he/she dislikes resulting in low quality? Does he/she do only things he/she enjoys and hangs back or avoid thing they dislike?

\_\_\_\_\_ Outstanding    \_\_\_\_\_ Above Average    \_\_\_\_\_ Average    \_\_\_\_\_ Unsatisfactory

COMMENTS: \_\_\_\_\_

---



---



---

- **COOPERATION:** Consider employee's ability to work effectively with others. Does he/she get along with other employees? Does he/she take orders in a positive manner? Does he/she question everything told to do? Does he/she carry out orders begrudgingly? Does he/she work effectively with other employees? When he/she completes a task, is he/she willing to help others? Does he/she share job knowledge and experience with others? Is the employee receptive to change or does he/she fight it? Is employee a good team member?

\_\_\_\_\_ Outstanding    \_\_\_\_\_ Above Average    \_\_\_\_\_ Average    \_\_\_\_\_ Unsatisfactory

COMMENTS: \_\_\_\_\_

---



---



---

- **DEPENDABILITY:** Consider employee's ability to complete job assignments. Does employee do what is expected? Can he/she be relied upon to complete job assignments in a safe and timely manner? Does he/she do all work assigned or only those job assignments which he/she likes? Does he/she finish his/her tasks? Is he/she forgetful? Does he/she make mistakes?

\_\_\_\_\_ Outstanding    \_\_\_\_\_ Above Average    \_\_\_\_\_ Average    \_\_\_\_\_ Unsatisfactory

COMMENTS: \_\_\_\_\_

---



---



---

- **PUNCTUALITY & ATTENDANCE:** Consider employee's punctuality and attendance as rated in comparison to other employees. Does he/she report late to work? Is he/she late for work assignments? Does he/she quit early? Does he/she often miss work?

\_\_\_\_\_ Outstanding    \_\_\_\_\_ Above Average    \_\_\_\_\_ Average    \_\_\_\_\_ Unsatisfactory

COMMENTS: \_\_\_\_\_

---



---



---

**GENERAL COMMENTS:**

---

---

---

---

---

---

**EMPLOYEE COMMENTS:** Is there anything not mentioned or something you do not agree with in the evaluation, which you would like to mention?

---

---

---

---

---

---

---

---

---

---

EMPLOYEE: \_\_\_\_\_ DATE: \_\_\_\_\_

My signature above does not necessarily mean that I agree with the rating. It does, however, signify review of its contents and the opportunity to discuss any questions that I might have with the rating.

SUPERVISOR: \_\_\_\_\_ DATE: \_\_\_\_\_