



Wage and Compensation Study

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Public Administration Associates, LLC

Preface

Public Administration Associates, LLC is pleased to submit this Wage and Compensation Study to the Village of Harrison. There are several observations that we would like to make about the study.

First, the study has been very much a cooperative venture between the Village of Harrison and Public Administration Associates. Initially, PAA worked closely with Village Manager Chad Pelishek to establish a focus for the study and prioritize research. He, and his team of Finance Director Alissa Van Eperen and Clerk/Treasurer Meghan Winkler also provided on-going direction and reviewed segments of the study as it evolved. All employees participated in a job questionnaire to help us further understand job duties so we could make wise comparisons with similar positions in other communities. Information from questionnaires also helped us determine if any issues of internal equity existed. PAA has been hired to write new job descriptions and the collected information will help us create accurate and up to date position descriptions. These will be completed for administrative review within the next couple of months.

Second, Public Administration Associates gathered and analyzed data according to established procedures. We have worked diligently to respond to the requirements and preferences of the Village within the limits of acceptable and prudent practices.

Finally, PAA appreciated the opportunity to work with Harrison and its staff. The Village, by funding this study, is clearly showing the value they place on their existing employees and the importance of establishing a fair and equitable compensation system. We are hopeful that with an updated compensation system in place the Harrison municipal organization can become a long-term magnet for innovative and talented employees, and not a short-term jumping off point to more lucrative positions in larger communities or the private sector.

David Tebo
Kevin Brunner



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I. Overview of the Report

Highly effective and efficient organizations recognize that their employees are their primary assets. These organizations clearly define work expectations and evaluate employee performance. They seek to recruit and retain highly qualified workers because they recognize the heavy cost of employee turnover, recruiting and training. To do this, effective and efficient organizations utilize compensation plans that are competitive in the market, internally equitable, and commensurate with the long-term work contribution of the employees. The Village of Harrison recognizes these facts and has commissioned PAA to undertake a wage and compensation study to help ensure valuable employees are treated fairly and equitably. Based on our study we have the following key recommendations and observations:

1. ***The Village of Harrison should adopt a compensation system for its staff that properly recognizes the added work value that comes with experience, up to the point individual employees have reached maximum performance levels. Fundamentally, this type of compensation system establishes a career ladder for compensation, in addition to annual adjustments for cost-of-living increases.*** At the early stages of their careers, employees begin on the lower rungs of the salary ladder. As they gain experience and perform at higher levels, they move step by step up the ladder. At the point when they have reached their maximum performance capabilities, they should be near the top step of the ladder. These salary points constitute the minimum salary, a series of salary steps, and a maximum salary;
2. ***Our report recommends the adoption of a compensation system based upon: (a) a survey of salary ranges and actual salaries paid in peer municipalities, (b) an evaluation of position content and internal equity, and (3) recognition of the value of experience;***
3. ***Due to the fact Harrison's supervisors will now be responsible for employee evaluations that will determine wage increases we are recommending the employee evaluation and compensation process focus on simple loosely-linked performance adjustments.*** This approach would allow supervisors to establish general measures and goals that would help them to fairly easily determine the steps an employee might move on their compensation ladder each year. This model is recommended instead of the tightly-linked performance adjustment (pay for performance) which tends to demand a great deal of time and energy from staff for performance oversight and evaluation.



II. The Study Process

A. Initial Conversations with Study Partners

PAA's first formal discussion with Manager Pelishek, and his team, to strategize options for how best to move forward with the proposed Wage/Comp Study took place on May 15th, 2025, with a formal kick-off meeting. Topics on the agenda included a review of: project scope and consultant responsibilities; the PAA information gathering process; scheduled meetings with Village employees; proposed project schedule and milestones and needed public presentations. We offered a list of potential peer communities to be included in this study based on our experience of working in Northeastern Wisconsin for over thirty years. Some of the criteria considered in this selection process included: municipality type and structure, population, location in relation to nearby metro areas, likelihood of competing in the regional labor market and similar number of employees.

B. External Compensation Comparisons with Peer Municipalities

Nineteen Wisconsin municipalities were selected as comparison communities by PAA in consultation with the village using the criteria recommended, as well as our experience working with many of these communities in the past. Fifteen municipalities responded to our wage and benefit survey and they are listed below along with their estimated DOA populations.

City of Allouez (13,953)	Village of Bellevue (16,810)
Village of Fox Crossing (19,285)	Town of Grand Chute (24,294)
Village of Greenville (13,290)	Village of Hobart (10,905)
City of Kaukauna (18,250)	Village of Little Chute (12,164)
City of New London (7,587)	City of Plymouth (8,909)
City of Shawano (9,586)	Village of Suamico (13,271)
City of Waupaca (6,377)	City of Waupun (11,211)
City of Sturgeon Bay (9,979)	



The first task was to establish the degree to which job positions in peer communities were comparable to the positions in Harrison. We thoroughly reviewed all available Harrison job descriptions and questionnaires to gain a clear understanding of total job responsibilities. Our salary survey, when possible, attempted to further define positions if clarity was needed and asked peer communities to share the closest title and salary when a specific requested position wage did not exist in their organization. If questions existed about a specific job comparison, we contacted peer communities for clarifications. **(Exhibit B, Page 25)**

We wanted to make sure accurate job and wage comparisons were being made. One benefit of doing wage surveys for smaller local governments in Wisconsin is that job titles and responsibilities tend to match up quite well across these municipalities of similar population. Also, most smaller communities, in our experience, typically ask a lot of their employees and expect multi-tasking to get the job done. These municipalities are often performing a balancing act as they attempt to save money and rely on existing employees to deal with the ever-growing demands of an expanding population and government regulations. This is just the current nature of public service work in smaller cities in Wisconsin.

There will obviously be variations in positions and responsibilities across communities. Some of the municipalities in our survey have passed a certain population threshold and started to become much more specific in their delegation of duties which can make it more difficult to analyze wage comparisons. When possible, to learn more about what those job differences might be and ensure we are making wise comparisons with Harrison, we seek further information about peer communities, such as:

1. What is expected of a certain position within the municipality? As an example, one community may require their Clerk to handle only statutory Clerk duties where another asks also for Treasurer, Human Resource or added supervisory responsibilities. Some of the answers to these questions can be found in the comments section of the wage survey summary;
2. Is this a growing community? A municipality with on-going development will tend to bring much more demand and stress to employees as the community tries to efficiently respond to developers and engage with citizens who are analyzing growth projects. They will also tend to have more annual development money available from net new construction to help fund needed salary positions despite state levy limits;
3. Has this community had a lot of employee turnover at the upper management level? A local government where major employee transition is taking place will tend to add job duties and pressure to every other position as job holes are being filled;



The value of a relatively large peer community sample is that the variations mentioned above in municipal size, complexity, job responsibilities, length of service, investment, etc. can be "averaged." We have developed a formula that allows us to capture the midpoint of wage data by using multiple salary range and point data for job positions.

The **first calculation** is a determination of an average of range midpoints based upon salary range data provided by several municipalities. The average of midpoints includes the midpoints of the (1) low range, (2) high range, (3) average of ranges, and (4) actual low and high salaries.

The **second calculation** is the average of the actual salaries from municipalities without ranges and only actual salaries.

The **third calculation** is the average of the first and second calculations, weighted for the number of municipalities in each category. This yields the external midpoint, also known as the market rate. **(See Exhibit C, Page 27)** for an example of how data was collected for the Manager position along with the computation for wage midpoint. This same collection and calculation was done for each position being studied.

The external midpoint is used to calculate the salary minimum and the salary maximum based on a percentage of the external midpoint. Percentage spreads commonly used by Wisconsin municipalities are 30-40 percent. Based on past practice and in agreement with the liaison team, we decided we utilize 85%-115% of midpoint for our Harrison wage computations. There are two major benefits to having a somewhat extended wage range: (1) It allows the Village to hire at the lower end of a wage range if there is a talented individual who may not have the education and experience to immediately perform at a high-level but there is a confidence that the individual can learn quickly and gain the certifications or education needed to do the job; (2) It presents an upper limit of the wage range that can be attractive to longer-term employees and those who might envision an extended working relationship with the Village.

The following example shows how these calculations have been used for the Manager position in the Village:

2025 Weighted Data Midpoint (100%) \$135,298

Salary Minimum (85%) \$118,453

Salary Maximum (115%) \$155,593

The range between the salary minimum and salary maximum is known as the working range.



C. Salary Grid Options for Individual Employees

Once external comparison midpoints were established for each position, PAA worked with the Village liaison team to determine the best options for utilizing this information. Typically, communities will choose one of two general ways of presenting wage data and creating a compensation and performance evaluation system: 1. A Classification Matrix-showing all employees within a salary grid organized vertically by classification and wage rate; 2. An Individual Step System-organizing a step system for each employee individually based on data results. With input from the liaison team, we developed a classification matrix approach for Harrison's compensation structure modeled very closely after a wage matrix currently being utilized by the Village. The proposed final 2025 matrix is shown below including a 3% increase, to keep the wages relevant for 2026. **(See also Exhibit A, Page 24)** In our wage survey many of the communities who responded were proposing between a 2.5-3.25% wage increase for 2026.

Figure 1

Village of Harrison-2026 Pay Grad Step Plan(Preliminary)																	
Based on PAA Study of 15 Peer Communities completed August 2025 including 3% Adjustment for 2026																	
Code	Job Title	Step 1 85%	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Midpoint Step 8 100%	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16 115%
A	Village Manager	\$ 56.95	\$ 58.29	\$ 59.63	\$ 60.97	\$ 62.31	\$ 63.65	\$ 64.99	\$ 66.33	\$ 67.67	\$ 69.01	\$ 70.35	\$ 71.69	\$ 73.03	\$ 74.37	\$ 75.71	\$ 77.05
B	Fire Chief Finance Director/Treasurer	\$ 48.37	\$ 49.51	\$ 50.65	\$ 51.79	\$ 52.93	\$ 54.07	\$ 55.21	\$ 56.35	\$ 57.49	\$ 58.63	\$ 59.77	\$ 60.91	\$ 62.05	\$ 63.19	\$ 64.33	\$ 65.47
C	Operations Manager IT Manager	\$ 39.93	\$ 40.87	\$ 41.81	\$ 42.75	\$ 43.69	\$ 44.63	\$ 45.57	\$ 46.51	\$ 47.45	\$ 48.39	\$ 49.33	\$ 50.27	\$ 51.21	\$ 52.15	\$ 53.09	\$ 54.03
D	Village Clerk/HR Manager Building Inspector Comm. Risk Reduction Officer	\$ 37.52	\$ 38.40	\$ 39.28	\$ 40.16	\$ 41.04	\$ 41.92	\$ 42.80	\$ 43.68	\$ 44.56	\$ 45.44	\$ 46.32	\$ 47.20	\$ 48.08	\$ 48.96	\$ 49.84	\$ 50.72
E	Utilities Operator Foreman	\$ 33.18	\$ 33.96	\$ 34.74	\$ 35.52	\$ 36.30	\$ 37.08	\$ 37.86	\$ 38.64	\$ 39.42	\$ 40.20	\$ 40.98	\$ 41.76	\$ 42.54	\$ 43.32	\$ 44.10	\$ 44.88
F	Public Works Lead Foreman Associate Planner Parks Supervisor Engineer Tech/Code Enforcement	\$ 30.72	\$ 31.44	\$ 32.16	\$ 32.88	\$ 33.60	\$ 34.32	\$ 35.04	\$ 35.76	\$ 36.48	\$ 37.20	\$ 37.92	\$ 38.64	\$ 39.36	\$ 40.08	\$ 40.80	\$ 41.52
G	Utilities Operator Mechanic HU Office Manager Accountant/Deputy Treasurer	\$ 27.66	\$ 28.31	\$ 28.96	\$ 29.61	\$ 30.26	\$ 30.91	\$ 31.56	\$ 32.21	\$ 32.86	\$ 33.51	\$ 34.16	\$ 34.81	\$ 35.46	\$ 36.11	\$ 36.76	\$ 37.41
H	Public Works Crew	\$ 25.74	\$ 26.35	\$ 26.96	\$ 27.57	\$ 28.18	\$ 28.79	\$ 29.40	\$ 30.01	\$ 30.62	\$ 31.23	\$ 31.84	\$ 32.45	\$ 33.06	\$ 33.67	\$ 34.28	\$ 34.89
I	Deputy/Clerk	\$ 24.68	\$ 25.26	\$ 25.84	\$ 26.42	\$ 27.00	\$ 27.58	\$ 28.16	\$ 28.74	\$ 29.32	\$ 29.90	\$ 30.48	\$ 31.06	\$ 31.64	\$ 32.22	\$ 32.80	\$ 33.38
J	Program Assistant Utility Billing Clerk Administrative Assistant	\$ 22.46	\$ 22.99	\$ 23.52	\$ 24.05	\$ 24.58	\$ 25.11	\$ 25.64	\$ 26.17	\$ 26.70	\$ 27.23	\$ 27.76	\$ 28.29	\$ 28.82	\$ 29.35	\$ 29.88	\$ 30.41
K	Seasonal Employees (PT)	\$ 19.00	\$ 19.40	\$ 19.80	\$ 20.20	\$ 20.60	\$ 21.00	\$ 21.40	\$ 21.80	\$ 22.20	\$ 22.60	\$ 23.00	\$ 23.40	\$ 23.80	\$ 24.20	\$ 24.60	\$ 25.00



D. Internal Position Evaluation

External comparisons are important but internal evaluations of positions must also be conducted to determine if compensation rates are equitable among positions within the organization. The customary approach is to identify a series of job factors—items that are found to greater or lesser degrees in all positions, to assign weights to these factors, and finally to determine how much of a particular job factor there is in a position. For example, a job factor that might be assigned heavy weighting is knowledge/ education/certifications required. If a particular position required a master's degree, then that position would contain a high degree of the factor knowledge/education. If another position required a high school diploma, then that position would contain a low degree of the factor knowledge/education. For this study, eight widely used job factors were applied to all the positions. These factors also were weighted according to standard practices typically used by PAA:

1. Knowledge/education/certifications (20 % weighting)
2. Experience (20 % weighting)
3. Job complexity (20 % weighting)
4. Supervision exercised (10 % weighting)
5. Supervision received (10 % weighting)
6. Consequences of decisions (10 % weighting)
7. Interaction with other sets of people (5 % weighting)
8. Work environment (5 % weighting)

Because the analysis is of the job factors in the position and not in the performance of the employee, the position description was the starting point in the internal factor review and where updated descriptions did not exist, the job description questionnaire. Each employee was asked to respond to a questionnaire which included questions to help us learn of any concerns they had with the accuracy of their job descriptions, or jobs in general, and all were given an opportunity to meet with our consultants to discuss any issues. It was obvious employees took time to invest in the questionnaire and we received important feedback related to all dimensions of their jobs.

As mentioned, the job questionnaire poses a series of questions about the job factors listed above to help us gain a deeper understanding about specific job complexity, supervision exercised, consequences of decisions, job interactions, and work environment. **(Exhibit D, Page 28)** displays a copy of the questionnaire that was filled out by all employees. Also, the format of the questionnaire mimics the template of a job description and the information collected from employees will help us to create updated and standardized job descriptions.

While our ranking of employees attempts to be objective, a key component of understanding how employees are currently performing, and what equity issues might exist comes from a frank discussion with the liaison team. We were grateful for the openness and generosity of time offered by the Village Manager, Finance Director, and Clerk/Treasurer to share their observations on employee contribution within the organization.



E. Unique Wage Research Challenges

Some unique challenges emerged as we started our position wage research with peer communities. Despite receiving good wage data back from almost 80% of those we contacted there were several holes in our initial feedback worth mentioning:

1. **Finding good comparables for the Community Risk Reduction Officer (CRRO) position**-Very few Fire Departments state-wide have a similarly titled position so it was not easy to draw simple comparisons. Many larger departments would assign these duties to a full-time officer and compensation and wages varied widely. Only one community in our wage survey, the Village of Greenville, responded positively to having a match with the CRRO position. We are aware of the job duties of this full-time position in Greenville and feel this is a good match. The wage range is similar and the position is paid hourly. The City of Oshkosh, also has a Safety and Management Risk Officer with a wage range that is comparable to what is being proposed for the CRRO;
2. **Finding good wage comparables for the Utility Office Manager (UOM) position**-Only one community, the City of Plymouth, seemed to have a close position to the job duties of the UOM, an Accountant for Utilities. Most smaller communities have established a Utilities Superintendent position to handle the jobs performed by the UOM, in coordination with a Foreman and Operators. Harrison appears to rely on the UOM to perform a limited administrative role with heavy dependence on the Lead Utilities Foreman and Operators for practical accomplishment of job duties. The study liaison team also recognized a Grand Chute Office Coordinator position as a good wage comparable. The UOM wage range was established based on these comparables and an equity consideration with other positions in the proposed Code G classification;
3. **Finding good wage comparables for the Planner position** -It was determined early on in the study that we would use the Assistant Planner position title in the wage survey sent out to peer communities. None of the communities responded that they had positions titled Assistant Planner but did supply wage information for an Associate Planner position. We did also gather some wage data from communities for a Planner/Zoning Administrator position. In discussions with the study liaison team, and review of the PDQ, it was determined that the person in this position is playing a much more prominent role than just Assistant Planner, or entry level Planner, and in fact is doing staff review work often handled by a Community Development Director or Planner/Zoning Administrator. The proposed range for the newly titled Associate Director closely resembles similar positions in the Village of Fox Crossing, City of Kaukauna, Village of Bellevue, and City of Oshkosh. The position also fits equitably with other positions in Classification F;



- 4. Finding good wage comparables for the Operations Manager position-** Overseeing the public works function in a Village like Harrison with its growing population and infrastructure is certainly a challenging task. But many of the peer communities in our wage survey have chosen to invest differently in their public works leadership or find themselves at different stages in community development, population and growth challenges, and maturity. Some have established a Director of Public Works position, with major administrative oversight and supervisory direction over a large staff, even holding engineering degrees. Some are attempting to meet their public works department needs with hands-on managers (similar to Harrison) but without the expectations for an advanced degree or managerial training. This great variety in DPW position requirements made figuring wage comparisons difficult. PAA recommended that the study liaison team review a wage survey we did earlier this year for NE Wisconsin cities with populations of 5-10,000, but who employed full-time Director of Public Works, tending more toward the Operations Manager approach in Harrison. The wage range we are proposing reflects the range established for Public Works Directors in this previous study. The Harrison position is paid hourly so with greater expectations for the Operations Manager to fulfill after-hours job duties, attend meetings, etc. will come an extra cost. The great majority of the peer communities responding to the wage survey had a Director of Public Works who was paid a salary, so this could be another reason for the inflated comparative wages collected;
- 5. Finding good wage comparables for Seasonal Employees-** The responses to our wage survey for Part-time Seasonal Employees both in the Public Works and Utility displayed very low hourly rates and in our opinion reflects the use by peer communities of summer high-school and college workers. We are recommending a seasonal worker wage range already established by Harrison that is more representative of the Village's willingness to pay a little higher wage to ensure skilled personnel for heavy equipment use;
- 6. Adding a couple of positions:** In our Step Plan proposal two positions have been added, suggested by the study liaison team, which did not appear in our original wage survey. The Mechanic position is well-placed in Classification G based on data collected by PAA earlier this year from other NE Wisconsin communities. The IT Manager position if Classification C provides a placeholder range and hiring for that position will likely depend on the experience and skill expected once a job description is created;



F. Making Equitable Employee Wage Adjustments Based on the Data from this Wage and Compensation Study

This Study offers the Village of Harrison the important information it needs to place its employees in a compensation range that reflects external parity with peer communities and internal equity between employees. **However, only Village management and staff have the detailed day-to-day background information and experience necessary to finally place the employees fairly within the established ranges. Past hiring and employment agreements, combination of duties in one position, years of experience inside and outside the organization, quality of current performance of essential duties, perceived value to the organization, and non-wage benefit comparisons are all factors that will play a role in any initial employee wage adjustments based on this study.** Some further guidance on these factors is discussed in greater detail here:

1. Peer Municipality Compensation Adjustments

Peer municipality compensation data are used to calculate what is termed an external midpoint. As explained earlier, the external midpoint is based on salary ranges and actual salaries for comparable positions in peer municipalities. From this midpoint, the Harrison ranges are determined. For all studied positions, the minimum salary is calculated at 85 percent of the midpoint and the maximum salary is calculated at 115 percent of the midpoint. There are three possible adjustments that can be made from the calculated ranges. The primary adjustment occurs if the current position salary is below the position salary minimum. In this case, the current salary should be adjusted to at least the range minimum. The next adjustment occurs when the current position salary is above the position salary maximum. Management and staff need to decide how to deal with this type of outlier. One option is to hold the salary constant until the entire grid is adjusted upward, as a rule by cost-of-living increases. Finally, if a position salary is found to be within the range but much lower than midpoint, management and staff must determine if job performance dictates an adjustment upward to ensure external parity with peer communities.

2. Combination of Duties Adjustments

In a couple of positions, there may be a combination of duties that require additional experience and training which are not fully reflected in the peer data. When possible, we have attempted to eliminate this discrepancy by only comparing peer positions with similar duty combinations and averaging wage data. If management and staff feel the combination of duties in a certain position still warrant a range or wage adjustment this can certainly be done.

3. Internal Position Comparison Adjustments

Positions are reviewed internally and to the extent that it is possible to determine, jobs with similar training expectations, duties and job complexity should be compensated at similar rates.



4. Initial Placement on Salary Grid

There are several ways to initially place employees on the new matrix. When a current position wage is located within the proposed range, established from peer communities, we recommend Harrison initially place employees on the new matrix at the step increment level closest to the current wage. Since the wage data collected is based on 2025 data it is important for the Village to apply a COLA to the established wage range for 2025 before initial wage adjustment for 2026. Once the COLA is applied employees should maintain the same step increment in the new schedule;

5. Employment Experience Adjustments

Employment experience uses a different adjustment approach. It can be used to determine at what salary increment employees should be placed, considering the years of relevant experience they bring to the job. For example, this adjustment could recognize that a municipality in the past may not have adequately considered the new training and experience employees are bringing to their jobs every year. It may also consider past years where accurate cost-of-living increases were not applied to real wages for employees.

6. Benefit Comparison Adjustments

Our study of peer communities has revealed that the benefits offered by the Village are generally in line with peer communities and no salary adjustments for positions will be necessary.

G. Performance Evaluation and Use of the Salary Grid

Once the salary grids are finalized and initial wage adjustments completed by management and staff the most important human resource work begins. Moving into the future the salary grid for positions offers a great deal of flexibility for the Village to recognize the performance of its employees fairly and sustainably. **The basic concept is that: performance as measured by an evaluation determines increment movement on the position salary grid.**

Implementation of a performance-based compensation system will require Harrison to develop a series of performance standards for each position that are linked to specific movements on the increment grid. For example, in what is termed a loosely-linked compensation system, an employee receiving a “satisfactory performance” evaluation might move one increment on the grid. An employee receiving an “exceeds performance requirements” could move multiple increments on the grid especially if their wage is currently below the midpoint. A more tightly linked compensation system might allow “satisfactory” movement to the midpoint, but then require a higher “exceeds performance” standard for movement beyond the midpoint.

While we can offer recommendations and approaches to performance and position grid movement for Harrison to consider, we have found that most municipal staffs would like to work together to create measures and options they are most comfortable working with as a group. As former city managers, however, we recognize four very important practices are always present at the core of



any good performance evaluation system:

1. **There is regular communication between supervisors who are evaluating and employees who are being evaluated.** Regular communication and feedback about performance is always the most important factor in any evaluation system. Choosing a quality ranking approach can help improve the evaluation process, but is no substitute for consistent and regular engagement between supervisors and those they have responsibility to evaluate;
2. **Performance measures and goals are set for individual positions that meet the SMART standard (Specific, Measurable, Achievable, Realistic, Time-Bound)** in order to get the most out of regular evaluation meetings. Some communities attempt to link individual employee goals with their strategic planning documents;
3. **Clear guidelines are established for the annual administration and decision-making process governing how employees will be rewarded with step increases.** We highly recommend that a salary approval process be formalized ahead of time so all members of the Village Board understand and agree with how approvals will move forward. Of course, available budget funds will dictate the Village's ability to fully implement this compensation plan on an annual basis. It is important for the Board to recognize that the proposed 16-step classification system allows for an approximate 2.25% per step merit wage increase for employees. Also, the intention of this compensation approach is that the 2025 data presented be updated annually to reflect cost-of-living allowances. Whatever step increase model adopted (especially if contingent on available merit increase funds), should be clearly communicated to employees at the outset so as not to create confusion at a later point.

The wage approval process likely to be successful will include: a. Department heads responsible for evaluating and ranking their employees and recommending if any step increase is warranted; b. A Village Manager responsible for collecting all evaluation data from Department heads, along with his or her own, and preparing a formal recommendation to the Board; c. A Village Board that accepts the data-driven and well-documented Manager's proposal and formally approves.

While obviously the Village Board may have their own opinions on job performance it is important for the integrity of the created performance evaluation system that they recognize the significance of the evaluation data collected as primary in their decision-making. If the Board does make changes to the manager's and direct supervisor's proposed employee salary increases it is important the decision should be backed up with a data-driven argument, documented and reported back to impacted employees. We have seen in smaller communities where the integrity of the performance evaluation system suffers if the Board decides to make last minute changes to staff recommendations and there is not a good feedback communication loop back to employees to help them understand why those decisions were made. In some communities, rather than being directly involved in pay raise



decisions, the governing body may decide to budget a certain amount for wage increases and allow the Manager to make appropriate allocations based on evaluation results;

4. **Supervisors who are doing the evaluation process are prepared for their role as performance evaluator.** We recommend that all evaluators be involved in the development of the performance evaluation instrument that is to be used and well-versed in how it is to be implemented. If supervisors are helping to develop measures for their employees, they may need some training in thinking in a SMART way or need general guidance in how to develop their capacities as an evaluator.



H. A Comparison of Non-Wage Benefits as an Element of External Parity with Peer Communities

Wages are only one element of employee compensation so this study also compares non-wage benefits offered by peer communities. We analyzed responses from peer communities, some which are illustrated in the spreadsheets below. Although some seem to offer a much more robust choice of benefits, we did not think that these differences demanded extra compensation from the Village. This information can be further reviewed by management and staff to determine if they agree adequate benefit parity exists with peer communities. The Village should review some of the creative approaches offered by other communities as they seek unique ways to maintain longer-term or supervisory employees in the community. We also have collected several personnel handbooks from the peer communities which we can send to Manager Pelishek if he is interested in reviewing them.

PAA has continually observed that most employees who work in local government are not in it only for the money, but get into the field because they have a certain amount of idealism about serving citizens and building communities. The more Village Board and upper management can create a work culture that: recognizes employee strengths and contributions, offers ways to improve work life-balance in what can be a stressful job setting and seeks to build an environment of camaraderie and partnership for solving hard community problems, the more Harrison will become a place where employees want to come and work and stay.



Village of Harrison Wage/Compensation study

Community	Health/Dental Insurance Info.	Vision/Life Coverage	Sick Leave/Conversion Info.	Vacation Policy Info.	Holidays/Bereavement/Other
Village of Allouez	Medical plan is through United HealthCare (HSA Plan) \$2,000/\$4000 in network deduct. \$4,000/\$8,000 out of network deductible. Co-insurance is 100% in network and 80% out of network Rx-Deductible then \$10.00, 35.00 or \$60.00 no preferred No contribution toward HSA or Risk Assessments Village pays 94% of premium. Village does not offer Flexible Spending Account. 2025 Health monthly rates-Family-\$2,322.52, Employee + 1-\$1,548.34 Employee + Children \$1,393.51, Single \$774.17 Dental plan offered with \$1,000 Annual Deductible Village payss 95% of the premium. 2025 Dental monthly rates Family \$107.90, EE + Spouse \$65.82 Employee + Children \$65.64, Single \$32.91	Vision insurance offered 100% paid by employee. Village pays 50% for life insurance equal to previous year's wages for non-exempt Village pays 100% for life insurance equal to previous year's wages for exempt	Accrues at 4 hours per month. 48 hours per year able to carry over to the following years Use it or lose it upon termination	Less than 1 year-Prorated After 1 year- 13 days (104 hours) After 2 years-104 hours After 3 years-104 hours After 4 years-104 hours After 5 years-144 hours After 6 years-144 hours After 7 years-144 hours After 8 years-144 hours After 9 years-144 hours After 10 years-144 hours After 11 years-144 hours After 12 years-184 hour After 20 years-28 days (224 hours)	8 and 1/2 official 5 day bereavement spouse/children 3 day berevement for parent/in-laws, siblings, grandparents and grandchild Employee Assistance Program offered.

Community	Health/Dental Insurance Info.	Vision/Life Coverage	Sick Leave/Conversion Info.	Vacation Policy Info.	Holidays/Bereavement/Other																		
Grand Chute	Health - ETF, PO14 Town pays 88% of the low tier 1 in Outagamie County.	Delta Vision - Employee pays 100%	One 8 hour sick day per month. Max. accumulation may not exceed 960	<table><tr><th>Length of Continuous Employment</th><th>Annual Vacation Earning Rates</th><th>Accrual hours per pay period</th></tr><tr><td>New Hires</td><td>80 hours</td><td>3.08</td></tr><tr><td>After 3 years</td><td>120 hours</td><td>4.62</td></tr><tr><td>After 8 years</td><td>160 hours</td><td>6.16</td></tr><tr><td>After 15 years</td><td>200 hours</td><td>7.70</td></tr><tr><td>After 20 years</td><td>240 Hours</td><td>9.24</td></tr></table>	Length of Continuous Employment	Annual Vacation Earning Rates	Accrual hours per pay period	New Hires	80 hours	3.08	After 3 years	120 hours	4.62	After 8 years	160 hours	6.16	After 15 years	200 hours	7.70	After 20 years	240 Hours	9.24	Holiday - 9, plus 1 discretionary
	Length of Continuous Employment	Annual Vacation Earning Rates	Accrual hours per pay period																				
	New Hires	80 hours	3.08																				
	After 3 years	120 hours	4.62																				
	After 8 years	160 hours	6.16																				
	After 15 years	200 hours	7.70																				
After 20 years	240 Hours	9.24																					
Dental - Town pays 100% of premium	Mutual of Omaha Life Insurance Town pays for 1x employee salary Employee can pay premium up to 5X salary	hours (120 days).			Bereavement - 3 days immediate family members, 1 day extended family members																		
Delta Dental \$1000 Annual Max		New Hires are advanced 20 days of sick leave, they start to accrue the 21st month.																					
		Those retiring on an immediate WRS annuity can receive up to 720 hours of sick leave paid out. No pay out for other separations.		Town allows carryover up to double accumulation.																			
\$25 Individual Deductible \$75 Family Deductible																							
Basic Services 50% Major Services 80% Orthodontic, dependant to age 19, \$1000 lifetime max per person																							



Village of Harrison Wage/Compensation study

Community	Health/Dental Insurance Info.	Vision/Life Coverage	Sick Leave/Conversion Info.	Vacation Policy Info.	Holidays/Bereavement/Other
Village of Fox Crossing	Offers coverage through State's ETF insurance (P14) program for Wisconsin Public Employers. For permanent full-time employees, Village subsidize up to 85% of the premium of lowest qualified cost plan within Winnebago County. Low cost provider is Network Insurance, with total cost of: Family - \$2,559.94/mo & Single \$1,040.88/mo. This results in an employer cost of: Family - \$2,175.95/mo & Single \$884.75/mo. This health plan has a \$1,000/Family & \$500/single deductible. Prescription costs are not counted towards fulfilling the deductible. However, ETF has set prescription costs based on the prescription tier. For part-time WRS eligible employees, Fox Crossing pays a smaller portion of the medical premiums. We pay based on annual budgeted position hours. For positions with 0 - 1,043 hrs, 25% is contributed. For positions with 1,044 - 2,079 hrs 50% is contributed towards the premium. Offers Dental Insurance coverage through Fox Crossing with Delta Dental. For permanent non-represented full-time employees, Village subsidizes 90% of the premium, with a total cost of: Family - \$118.18/mo & Single - \$40.05/mo. This results in an employer cost of: Family - \$106.36/mo & Single - \$36.46/mo. For permanent represented full-time employees, Village subsidizes 85% of the premium, resulting in an employer cost of: Family - \$100.46/mo & Single - \$34.42/mo. The plan covers an annual maximum of \$1,200/Individual, with deductibles of: \$150/Family \$50/Individual. Please see the Delta Dental Summary of Benefits for the details on the plan. For dental premiums, an employee must be in at least a 1,040/hrs budgeted position for 50% dental premium contribution. Offers a Section 125 Cafeteria Plan for tax free employee health and dental insurance premium deductions. Offers Medical & Dependent Care FSA for employees, no employer contribution.	For full-time employees only, pays for \$25,000 life insurance & AD&D coverage for employee, \$2,000 coverage for spouse, and \$1,000 for dependents. Offers voluntary employee paid vision Offers Voluntary employee paid long-term disability insurance, additional life insurance, accident insurance, and critical illness insurance through The Standard. Pays Short-term Disability insurance for all full-time employees	Full-time employee earn one 8 hour sick day per month. The maximum accumulation may not exceed 960 hours (120 days). Part-time employee earn sick leave on a pro rata basis. At a WRS eligible retirement, the cash value of the sick leave bank will be deposited into a HRA for the employee. The HRA is held and managed by North Shore Bank. If the employee's account continues to have a balance upon the death of the employee who does not have a spouse or eligible dependents, the remaining accumulation reverts to the Village of Fox Crossing.	All full-time and part-time employees who work more than 1,040 hrs a year receive paid vacation. For determining future vacation eligibility, the year of hire shall be treated as a full yr of service if the employee remains employed with the Village through 12/31 of the year of hire. Part-time employees receive vacation on a pro rata basis. Vacation is provided on 1/1 Year of Hire - 40hrs, prorated Yr after hire yr through 5th yr of continuous employment = 80 hrs After 5 yrs = 120 hours After 11 yrs = 160 hours After 18 yrs = 200 hours Village will credit an employee 50% of the # of full-time yrs of relevant work experience from a previous employer for calculating vacation benefits, as determined by the Village Manager	Has 9 standard holidays Employees required to work on the actual holiday will be paid double time, except scheduled police dept. Offers employees 2 floating holidays (8hrs each). Offers funeral leave to permanent full-time & part-time employees. Part-time benefits are based on a pro rata basis. 3 days off with up to 24 hours of regular pay in the event of death of the employee's spouse, child, stepchild, grandchild, parent, stepparent, grand parent, mother-in-law, father-in-law, son-in-law, daughter-in-law, sibling, step-sibling or legal guardian. 1 day off with up to 8 hours regular pay in the event of death of the employee's aunt, uncle, niece, nephew or those of their spouse; brother-in-law, sister-in-law and spouse's grandparents. Offers 2 Deferred Compensation Programs for employee retirement savings. Part of the Wisconsin Retirement System For the past 2 years, the Village has done summer hours for public availability. Our normal office hours are M-F 8:00 - 4:30; however from Memorial Day to Labor Day our office hours are M-H 7:30 - 4:30 & F 7:30 - 11:30. For worker's compensation, the employer will pay the employee the same net check as they normally receive. Offers Longevity Payments upon completion of years of service (pro rated for part-time yrs): 5 yrs of service - \$100, 10 yrs - \$200, 15yrs - \$300, 20 yrs - \$500, 25 yrs - \$750, 30 yrs - \$1,000, 35 yrs - \$1,250, 40 yrs - \$1,500, 45yrs - \$1,750, 50 yrs \$2,000 Employee Assistance Program available for all employees, excluding seasonal employees



Village of Harrison Wage/Compensation study

Community	Health/Dental Insurance Info.	Vision/Life Coverage	Sick Leave/Conversion Info.	Vacation Policy Info.	Holidays/Bereavement/Other
Greenville	Medical Plan is the Local Deductible Plan through the State Deductible is \$500 single and \$1,000 family. No co-insurance after deductible is met. Village pays 88% of premium - \$944.77 single, \$2324.73 family. Dental Plan is offered through the State and paid by employee. Opt out of health insurance is 35% of the premium paid by Village.	Life insurance is 1 x annual wage.	Accrues at 8 hours per month. Maximum accumulation is 960 hrs. Hours Hours in excess of 960 hrs. are forfeited. If employees retire after 10 years of service in good standing, employee is eligible to convert sick time to pay health insurance up to 720 hours. Employee is eligible for a payout at current rate of pay up to a maxium of 720 hours upon retirement.	Start date - Year 8 (3 weeks vacation) Year 9 -Year 15 (4 weeks vacation) Years 16+ (5 weeks vacation)	8 holidays and 1 Floating Holiday 5 day bereavement for immediate family members. 3 day bereavement for grandparents, grandchild, or sibling of spouse. 1 day bereavement for aunt, uncle, or grandparent of employee's spouse. Employee Assistance Program offered.

Community	Health/Dental Insurance Info.	Vision/Life Coverage	Sick Leave/Conversion Info.	Vacation Policy Info.	Holidays/Bereavement/Other
Harrison	Medical plan is through United Health Care. \$1,650/\$3,300 in network deduct. and \$3,000/\$6,000 out of network deductible. Co-insurance is 0% in network and 20% out of network. Out of pocket max. for deductible, coinsurance and non-Rx copys is \$3,500/\$7,000 in network and \$6,000/\$12,000 out. Village pays 90% of premium. Village offers Flexible Spending Account. Dental plan offered and 90% paid by employer. Employer contributes \$3,500 to employee's HSA account for employee/spouse and employee/children. \$1,750 for single. Premium rates are dependent on age and gender.	Vision insurance is offered and the Village pays 90% of the premium. Village pays for life insurance.	no separate sick bank - all time is PTO	considered PTO Upon Hire - 112 hours (prorated) One Year - 152 hours Two Years - 192 hours Six Years - 232 hours Twelve Years - 272 hours Twenty Years - 312 hours time should be taken in the year it is earned for use on a calendar year basis. The Village will pay out any unused time off at the end of the year.	10 official holidays 3 days of bereavement for immediate family and 1 day for extended EAP offered



Village of Harrison Wage/Compensation study

Community	Health/Dental Insurance Info.	Vision/Life Coverage	Sick Leave/Conversion Info.	Vacation Policy Info.	Holidays/Bereavement/Other
Village of Hobart	Medical Plan through United Health Care \$2,000/\$4,000 in-network deductible \$4,000/\$8,000 max out-of-pocket Village pays 88% of premium HCFA: max contribution determined by law 20% carryover DCFA: max contribution determined by law Health Reimbursement (HRA) Employees are reimbursed for 1,500 per unit of deductible after initial 500 is paid. Dental Plan through Delta Dental Village pays 50%	Vision Plan through Delta Dental Employee pays 100% Group Life insurance through Employee Trust Funds (WRS) Village pays 100% of premium for one basic & one supplemental unit Employee pays 100% for additional and/or spouse/dependent units	Employees granted 6 days at beginning of the year May carry 2 days into subsequent year No pay out of sick time State and Federal Family and Medical Leave Acts as applicable to municipalities	Vacation granted at beginning of the year Year 1: 10 days (80 hrs) Year 2: 16 days (128 hrs) Years 3-10: 1 additional day/year Beyond Year 10: 25 days (200 hrs) Carry-over: 40 hours that must be used within first 6-months Vacation is prorated and paid out upon termination.	8 holidays Bereavement: 5 days for immediate family and 3 days extended family Military leave: limited differential pay paid for up to two weeks of service per calendar year after 3 months of employment with the Village Maternity, paternity, adoptive pre-adoptive foster, or commencement of legal guardianship care can be granted for up to 12 weeks upon written notice to department head at least 30-days before anticipated departure date. Employee Assistance Program

Community	Health/Dental Insurance Info.	Vision/Life Coverage	Sick Leave/Conversion Info.	Vacation Policy Info.	Holidays/Bereavement/Other
City of Kaukauna	Offers coverage through State's ETF insurance (PO14) program for Wisconsin Public Employers. City subsidize 88% of the premium of Tier 1 plan (take average if more than Tier 1 plan) within Outagamie County. Tier 1 plan provider is Network Insurance at total premium of \$2641.74/mth/family or \$1073.60/mth/single. Lowest cost provider is Dean Insurance at total premium of \$2516.24/mth/family or \$1023.40/mth/single. Highest cost provider is Robin With HealthPartners Insurance total premium of \$3359.14/mth/family or \$1360.56/mth/single. Employee may elect to reduce premium ~\$30 by removing preventive dental on any plans. City outsources a Flex Savings Account and permits employees to contribute for dependent care and medical expenses. City does not contribute. City contributes to HRA. FT employee on family insurance receives \$800 annually & \$61 monthly. FT employee on single insurance receive \$400 annually & \$12 monthly. PT employee family receives \$800 annually & no monthly. PT employee single receives \$400 annually & no monthly. Optional Supplement Dental offered 100% paid by Employee (crowns & bridges, not preventative)	Vision insurance offered paid by employee. City pays for life insurance equal to previous year's wages.	day = normal scheduled hours in week divided by 5 days Accrue 1 day per month Max bank can contain 120 days	day = normal scheduled hours in week divided by 5 days <u>Vacation</u> Less than 1 year- Prorated 10 days 1st & 2nd year- 10 days 3rd through 7th year- 15 days 8th through 19th year- 20 days 20+ years- 25 days Max carry over 3 days per year <u>Personal</u> Less than 1 year: If hired Jan thru June = 2 days If hired July through Dec = 1 day More than 1 year- 2 days No carry over	8 holidays (Christmas Eve & Friday Thanksgiving) 3 days bereavement for immediate 1 day bereavement foreextended Jury Duty paid for missed wages Military paid for missed wages up to two weeks \$25 monthly Cell Phone reimbursement PT = 20-29hrs/week, FT=>30 hours/week Time off is rewarded for those who are scheduled to work more than 20 hours a week. Employee Assistance Program offered. Residency Incentive 6% of gross Tuition Reimbursement: \$2,500 for FT and \$1,250 for PT. Gym Membership Reimbursement: FT EE spend \$400 gets \$200. PT spend \$200 get \$100.



Village of Harrison Wage/Compensation study

Community	Health/Dental Insurance Info.	Vision/Life Coverage	Sick Leave/Conversion Info.	Vacation Policy Info.	Holidays/Bereavement/Other
City of New London	Medical Plan is through UnitedHealthcare Employees pay 4% of the premium, the city pays 96% Offer two plans, HDHP Low Deductible, HDHP Higher deductible Low deductible HP - deductible and out of pocket max for single is \$3200, family is \$6400. High deductible HP - deductible and out of pocket max for single is \$5000, family is \$10000 Premiums - Low Ded HP - Single - \$11.40 per check, Family - \$31.13 per check. High Ded HP - Single - \$9.70 per check, Family - \$26.47 per check HSA contribution given to all employees enrolled in health plan. City contribution varies by year, in 2025 the city contributions were- Low Ded HP - Single - \$1700, Family - \$3400. For the High Ded HP - Single - \$2700, Family - \$5400 In 2026 starting incentive to give employees an additional \$500 into their City HSA contribution if the employee completes their annual physical. Payout offered to employees who are not enrolled in the City's health insurance program. Payout for a single plan is \$73.08 per paycheck, payout for a family plan is \$146.16 per paycheck Dental - through Delta Dental - city pays a portion of premium. Employee Deductions for Dental: Employee - \$8.97/check, Employee&Spouse - \$17.95/check, Employee and Child(ren) - \$18.87/check, Family (EE,Spouse,Children) - \$30.72	Vision insurance through Delta. Premium is 100% paid by employee City takes out \$10,000 insurance on each full time employee, AD&D (\$5000 each). Voluntary term life insurance offered to the employees, Securian Life Insurance. Employer will pay 20% of premium.	Full time employees accrue 8 hours per month starting the first of the month after 30 days of employment. Sick leave is eligible to be paid out after 15 years of employment. Max payout is 960 hours. Sick leave can be carried over each year, no max amount that can be carried over.	After 6 months through 5 years of service is 2 work weeks per year 6 years-11 years is 3 weeks per year 12 years-17 years is 4 weeks per year 18 years-24 years is 5 weeks per year 25 years and up is 6 weeks per year 1 week = 40 hours Vacation for full time employees only	10 paid holidays per year Floating holidays offered for individuals who have to work on a regular holiday Holidays off paid only offered to FT employees Bereavement - 6 paid days (8 hour days) for spouse, child by birth or adoption, stepchild, father, mother, mother in law, father in law or any other person who is solely dependant upon the employee 3 days (8 hour days) for sister, brother, grandparent, or grandchild 1 day (8 hour day) for brother or sister in law, or an employees relative who is not a member of the employees immediate family If additional time off is required, unused leave banks can be used after approval of Department head Other- Longevity pay after 5 years of service. \$50 per year of service regular employees. \$100 per year for PD. Non exempt employees can earn up to 40 hours per year of comp time, cannot roll it over to the next year.

Community	Health/Dental Insurance Info.	Vision/Life Coverage	Sick Leave/Conversion Info.	Vacation Policy Info.	Holidays/Bereavement/Other
Shawano	Offers coverage through State's ETF insurance (P07/17) program for Wisconsin Public Employers. City pays 88% of premium and employees pay 12% of lowest qualified cost plan within Shawano County. Low cost provider is Network Health at \$3311.38/mth/family or \$1341.46/mth/single. Since the City of Shawano just joined the state health plan, the premiums listed above include a surcharge of \$1,000 per month per employee for a family plan and \$400 per month per employee for a single plan. The surcharge follows the same 88% employer and 12% employee split. The city does offer an HSA but does not make any contributions on behalf of the employee. Employee offers additional dental and vision plans that are 100% employee premiums. There are no benefits to the employees that opt out of the City's health plan. Annual deductible/out of pocket max for family is \$3000/5000 and single is \$1650/2500.	Vision insurance is a supplemental plan where premiums are paid 100% by the employee. The health insurance plan does include one basic eye exam per covered employee/dependent per year. City pays life insurance equal to prior year's wages. Employees can buy additional units, but the employee is responsible for 100% of the premium on additional units.	Employees accrue 8 hours of sick time per month with a maximum accumulation of 960 hours. Upon retirement, 60% of the sick leave balance is paid to the employee via a 401(a) account. If employees terminate employment for reasons other than retirement they forfeit any unused sick pay balance.	First year of employment: pro-rated Tier 1 = 96 hours (2-5 years) Tier 2 = 136 hours (6-10 years) Tier 3 = 176 hours (11-15 years) Tier 4 = 216 hours (16-25 years) Generally an employee will move tiers every 5 years of employment For each year past 25 years of employment, employees receive 8 hours per year with a maximum vacation allowance of 240 hours/yr. Starting tier is determined upon hire and is usually based on prior experience. Police officers that are part of the union do have a variation of this vacation structure as dictated by their CBA. Unused vacation is not paid out	3 day bereavement for immediate family and 1 day for extended paid. 10 paid holidays. Employee Assistance Program offered. Longevity pay only for the police department employees under the CBA.



Village of Harrison Wage/Compensation study

Community	Health/Dental Insurance Info.	Vision/Life Coverage	Sick Leave/Conversion Info.	Vacation Policy Info.	Holidays/Bereavement/Other
Village of Suamico	Medical plan through Teamsters - Blue Cross BS Annual Deductible = \$200/individual, \$400/family Out of Pocket max/year = \$1,000/individual, \$2,000/family Copayment = \$20 Village pays 90% of premium Dental included - \$0 deductible Village offers FSA Premium Rate = \$2,194/month regardless of family size No opt out allowed	Vision included with health \$10 co-payment \$150 allowance/year for frames \$40 through Teamsters, one year salary through 3rd party AFLAC available for supplemental	No "sick" leave - see next column	1st year = vacation prorated 5 days 1st full year = 10 days 4th full year = 15 days 10th full year = 20 days (this is the max) Everyone also gets 5 "casual days" Department heads get an additional 5 casual days	8 holidays Immediate Family – Defined as Spouse, Child, Parent, Sibling, Stepchild, Stepparent and Grandchild-3 days. Other Family – Defined as In-laws (Mother, Father, Sister or Brother), Grandparents, Aunts, Uncles, Nieces and Nephews-1 day.

Community	Health/Dental Insurance Info.	Vision/Life Coverage	Sick Leave/Conversion Info.	Vacation Policy Info.	Holidays/Bereavement/Other
City of Waupaca	Medical plan is through UMR/WCA Group Health Trust. \$2,000/\$4000 in network deduct. and \$4000/\$8000 out of network deductible. Co-insurance is 100% in network and 80% out of network. City has a Health Reimbursement Arrangement to help reimburse deductibles - \$750 for single plan and \$1500 for family plan. City pays 90% of premium. City offers Flexible Spending Account. Dental plan offered with cost borne by employee. Opt out payment for medical insurance possible (\$5000) Payroll deductions (24 paychecks/year): Single-\$38.11/check; Employee+1-\$76.23/check; Family-\$106.83/check	Vision insurance offered paid by employee. City pays for life insurance equal to two times previous year's wages. Additional life insurance available for purchase based on ETF/State rates.	Accrues at 8 hours per month. Pre 2011 employees may accrue to 150 days, post 2011 hires 90 days. Employees who reach maximum shall be paid \$50 for each day accumulated over the maximum. Cash payout for 100% of accumulated sick leave to employees in good standing at the following rates of pay: Pre-2016 hires: 1-5 yrs.-50% 6-10 yrs-60% 11-15 yrs-70% 16+years-100% Post-2016 hires: 10 years-50% 15+-75% Retirement-100%	Less than 1 year-80 hours After 1 year-100 hours After 2 years-120 hours After 3 years-128 hours After 4 years-136 hours After 5 years-144 hours After 6 years-152 hours After 7 years-160 hours After 8 years-168 hours After 9 years-176 hours After 10 years-184 hours After 11 years-192 hours After 12 years-200 hours After 13 years-208 hours After 14 years-216 hours After 15 years-224 hours After 16 years-232 hours After 17 years-240 hours After 18 years-248 hours After 19 years-256 hours After 20 years(MAX)-264 hours	9 and 1/2 official and 2 floating holidays 3 day bereavement for immediate family and 1 day for extended paid. For pre-2011 hires Paid-time off offered for part-timers who work 20 hours or more per week For post-2011 hires Paid-time off offered for part-timers who are WRS eligible. Employee Assistance Program offered.



Village of Harrison Wage/Compensation study

Community	Health/Dental Insurance Info.	Vision/Life Coverage	Sick Leave/Conversion Info.	Vacation Policy Info.	Holidays/Bereavement/Other
Bellevue	Medical plan is through Anthem BCBS Village supports 85% of premium (24 per year) In Network: \$1600/\$3200 Aggregate 90% after coinsurance Max OOP: \$3000 individual/\$6000 family Office Visit: 90% Preventative: 100% Diagnostic Services: 90% Mental Health: 90% Substance Abuse: 90% Out of Network: \$3200/\$6400 Aggregate 70% after coinsurance Max OOP: \$3000 individual/\$6000 family Office Visit: 70% Preventative: 70% Diagnostic Services: 70% Mental Health: 70% Substance Abuse: 70% Premium Per Pay Period (24 per year) Emp: 61.75 Emp & Spouse: 129.67 Emp & Child(ren): 117.33 Employee & Family: 185.25 Annual HSA: \$1475 single \$2225 family (only if insured by Village) Insurance Buyout: \$6000/yr (paid over 24 pay period) Dental: 85% employer/15% employee (Delta)	Vision: Delta Dental Premium: 100% Employee (24 per year) Emp: 3.14 Emp & Spouse: 6.27 Emp & Child(ren): 6.40 Employee & Family: 9.54 Village Stipend (all regular employees) \$200 per year for vision related expenses Life Insurance Village provides 1.0 employee annual salary Employee can add up to 4.0 additional units Additional coverage available for spouse/depen. Other: Worker comp insurance: 100% employer WI deferred comp: 100% employee WI ICI: 100% employee (fee holiday) Short Term Disability: 100% employer	PTO (annual) Upon Initial Eligibility (14 days) After 2 years (18 days) After 7 years (23 days) After 15 years (28 days) After 25 years (33 days) Can Carry over: <7 years service: 10 days >7 years service: 15 days	SEE PTO	9 holidays 5 bereavement for Immedidate (3 other) EAP program (Village sponsored)



Exhibit A

Village of Harrison-2026 Pay Grad Step Plan(Preliminary)																		
Based on PAA Study of 15 Peer Communities completed August 2025 including 3% Adjustment for 2026																		
Code	Job Title	Step 1 85%	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Midpoint Step 8 100%	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16 115%	
A	Village Manager	\$ 56.95	\$ 58.29	\$ 59.63	\$ 60.97	\$ 62.31	\$ 63.65	\$ 64.99	\$ 66.33	\$ 67.67	\$ 69.01	\$ 70.35	\$ 71.69	\$ 73.03	\$ 74.37	\$ 75.71	\$ 77.05	
B	Fire Chief Finance Director/Treasurer	\$ 48.37	\$ 49.51	\$ 50.65	\$ 51.79	\$ 52.93	\$ 54.07	\$ 55.21	\$ 56.35	\$ 57.49	\$ 58.63	\$ 59.77	\$ 60.91	\$ 62.05	\$ 63.19	\$ 64.33	\$ 65.47	
C	Operations Manager IT Manager	\$ 39.93	\$ 40.87	\$ 41.81	\$ 42.75	\$ 43.69	\$ 44.63	\$ 45.57	\$ 46.51	\$ 47.45	\$ 48.39	\$ 49.33	\$ 50.27	\$ 51.21	\$ 52.15	\$ 53.09	\$ 54.03	
D	Village Clerk/HR Manager Building Inspector Comm. Risk Reduction Officer	\$ 37.52	\$ 38.40	\$ 39.28	\$ 40.16	\$ 41.04	\$ 41.92	\$ 42.80	\$ 43.68	\$ 44.56	\$ 45.44	\$ 46.32	\$ 47.20	\$ 48.08	\$ 48.96	\$ 49.84	\$ 50.72	
E	Utilities Operator Foreman	\$ 33.18	\$ 33.96	\$ 34.74	\$ 35.52	\$ 36.30	\$ 37.08	\$ 37.86	\$ 38.64	\$ 39.42	\$ 40.20	\$ 40.98	\$ 41.76	\$ 42.54	\$ 43.32	\$ 44.10	\$ 44.88	
F	Public Works Lead Foreman Associate Planner Parks Supervisor Engineer Tech/Code Enforcement	\$ 30.72	\$ 31.44	\$ 32.16	\$ 32.88	\$ 33.60	\$ 34.32	\$ 35.04	\$ 35.76	\$ 36.48	\$ 37.20	\$ 37.92	\$ 38.64	\$ 39.36	\$ 40.08	\$ 40.80	\$ 41.52	
G	Utilities Operator Mechanic HU Office Manager Accountant/Deputy Treasurer	\$ 27.66	\$ 28.31	\$ 28.96	\$ 29.61	\$ 30.26	\$ 30.91	\$ 31.56	\$ 32.21	\$ 32.86	\$ 33.51	\$ 34.16	\$ 34.81	\$ 35.46	\$ 36.11	\$ 36.76	\$ 37.41	
H	Public Works Crew	\$ 25.74	\$ 26.35	\$ 26.96	\$ 27.57	\$ 28.18	\$ 28.79	\$ 29.40	\$ 30.01	\$ 30.62	\$ 31.23	\$ 31.84	\$ 32.45	\$ 33.06	\$ 33.67	\$ 34.28	\$ 34.89	
I	Deputy/Clerk	\$ 24.68	\$ 25.26	\$ 25.84	\$ 26.42	\$ 27.00	\$ 27.58	\$ 28.16	\$ 28.74	\$ 29.32	\$ 29.90	\$ 30.48	\$ 31.06	\$ 31.64	\$ 32.22	\$ 32.80	\$ 33.38	
J	Program Assistant Utility Billing Clerk Administrative Assistant	\$ 22.46	\$ 22.99	\$ 23.52	\$ 24.05	\$ 24.58	\$ 25.11	\$ 25.64	\$ 26.17	\$ 26.70	\$ 27.23	\$ 27.76	\$ 28.29	\$ 28.82	\$ 29.35	\$ 29.88	\$ 30.41	
K	Seasonal Employees (PT)	\$ 19.00	\$ 19.40	\$ 19.80	\$ 20.20	\$ 20.60	\$ 21.00	\$ 21.40	\$ 21.80	\$ 22.20	\$ 22.60	\$ 23.00	\$ 23.40	\$ 23.80	\$ 24.20	\$ 24.60	\$ 25.00	



Exhibit B

Public Administration Associates, LLC		Wisconsin Community Wage Survey June 2025 Village of Fox Crossing*							
Position	Salaried or Hourly ?	Min. Salary Wage Range	Max. Salary Wage Range	Ave. Salary or Current Salary	Years/Ave. Yrs. in current posit.	Any Additional Duties Outside of Normal Job Responsibilities	Your most Comparable position if not exact title	Estimated Wage Inc. 2026	Total No. of FT Emp. in Community inc. Police and Fire
Administrator/Manager Village Manager	Salaried	126,034	157,542	133,000	18				
Finance Director/Treasurer	Salaried	112,170	140,212	115,000	3	Also in charge of Utility Billing - is the Utility Office Manager			
Clerk/HR Director									
Clerk	Salaried	74,599	93,249	80,030	5	No financial or HR duties			
HR Manager	Salaried	74,599	93,249	82,150	6	Handles all HR duties for Village			
Deputy Clerk/Treasurer									
Deputy Clerk	Hourly	55,745	69,681	58,300	5	Also Admin Asst to Village Manager			
Deputy Finance Director	Salaried	88,849	111,061	101,389	3	Was Finance Director for 22 yrs then stepped down to Deputy 3 years ago (was part-time, but back to full-time in 2025)			
Office/Accounting Assistant II/ Accountant/AP, AR, Payroll	Hourly	55,745	69,681	63,841	22		Accounting Tech II		
	Hourly	55,745	69,681	65,042	37		Accounting Tech I		
Special Projects Coordinator/ Program Assistant/Social Media Coord.									
Administrative Assistant Finance Clerk	Hourly	46,804	58,506	51,392	10	Answers the main Village phone, receipts most finance customers and also handles the utility customers, such as move ins and outs, along with other finance dept needs			
Admin Asst - Park/Rec/Street				52,242	2	Position was combined with Admin Asst Park & Admin Asst Street 1 year ago			
Admin Asst - Utility				54,704	9	Employee was Finance Clerk for many years prior to moving to Utility			
Admin Asst - Fire				50,879	2	This position is only 1560 hrs per yr; however, the salary listed is if full-time			
Community Development Director	Salaried	99,831	124,788	114,618	31	Job includes planning & zoning and oversees building inspections			
Planner/Zoning Administrator	N/A								
City Engineer	N/A					Engineering is Contracted			
Senior Engineering Tech/ Code Enforcement Officer	Hourly	n/a	n/a	\$15/hour	1	Positions are part-time in the Police Department, and handle most code enforcement complaints. They are not sworn officers.	Community Service Officer		
Assistant Planner	Salaried	66,393	82,991	67,004	2		Associate Planner		
Building Inspector	Salaried	74,599	93,249	81,300	4	Was previous Deputy Building Inspector for 8 years)			
Municipal Services Director/Dir. of PW/ Operations Manager/Working Manager	Salaried	112,170	140,212	115,000	1	Includes management of Street, Storm, Water & Sewer Departments, including garbage & recycling Has Stormwater Engineering background	Public Works Director		
Assistant to the Dir. of Public Works/ Program Assistant	Salaried	83,820	104,775	88,725	1	Manages the Water & Sewer laborers (was previous Sewer Superintendent)	Utility Superintendent		
		83,820	104,775	88,725	1	Manages street & storm laborers, including yard waste, leaf & chipping programs (was previous Asst Street Superintendent)	Street Superintendent		
Administrative Assistant for PW Dept. See above Admin Assist.									
Administrative Assistant for Bldg. Insp./ Community Development	Hourly	52,590	65,737	57,000	4	Does a few inspections when needed. Does not handle any community development issues	Building Inspection Assistant		
Administrative Assistant for Assessing Dept.						Assessing is Contracted			
Public Works Foreman/Crew Supervisor								Total Number	
Water Plant Foreman	Hourly	66,393	82,991	78,054	2	Was previously Water Laborer, salary excluding the \$0.45/hr for 3 water certifications			
Water Distribution Foreman	Hourly	66,393	82,991	71,728	2	Was previously Water Laborer, salary excluding the \$0.45/hr for 3 water certifications			
Wastewater Foreman	Hourly	66,393	82,991	74,989	2	Was previously Wastewater Laborer, salary excluding the \$0.45/hr for 3 water certifications			
Lift Station Operator	Hourly	59,090	73,862	63,814	1	Was previously Wastewater Laborer			
Public Works Crew		55,745	69,681	59,500	5	Handles Street/Storm/Yard Waste/Stormwater	Maintenance Worker-Street		Public Works Crew 7 (in process of hiring a Storm Worker, not in count)
Parks Supervisor		66,393	82,991	76,375	8	Was previously Park Laborer	Park Foreman		
Seasonal PW Workers (Part-time)									



Exhibit B (cont.)

Village of Fox Crossing

Position	Salaried or Hourly ?	Min. Salary	Max. Salary	Ave Salary/ Current Salary	Years/Ave Yrs Current Posit.	Any Additional Duties Outside of Normal Job Responsibilities	Your most Comparable position if not exact title
Police Chief	Salaried	112,170	140,212	120,000	3	Was previously Police Lieutenant	
Assistant Police Chief	N/A						
Police Captain	Salaried	99,831	124,788	112,546	2	Was previously Police Lieutenant	
Police Lieutenant	Salaried	94,180	117,725	101,140	9	Position does sometimes receive overtime pay	
Police Office Manager	Hourly	55,745	69,681	58,595	5	Police Captain oversees Comm Techs, but Office Manager handles purchasing and office related jobs	Admin Asst - Police
Police Assistant to Office Manager	N/A						
Fire Chief	Salaried	105,820	132,276	110,000	1	Was previously Assistant Fire Chief	
Assistant Fire Chief	Salaried	88,849	111,061	92,513	1		
Community Risk Reduction Officer/ Fire Inspector/Safety Education							
Fire Dept. Admin. Assistant See Above							
Utility Office Manager See Finance Director							
Utility Billing Clerk	Hourly	52,590	65,737	53,073	1		Billing Specialist
Lead Utility System Operator See Public Works above							
Utility System Operator	Hourly	55,745	69,681	60,106	9	Water Maintenance Workers' salaries receives \$0.45/hr for 3 water certifications, more than Wastewater Maintenance Workers	
Seasonal Utility Workers (PT)							

Total Number of
Utility Operators
7

The Fox Crossing Utilities extends outside our municipal boarders into Town of Clayton, Town of Neenah, Town of Grand Chute, City of Neenah, City of Menasha, City of Appleton, and Village of Harrison. As of 12/31/24, we had 9,574 meters, with 1,675 outside the Village of Fox Crossing.



Exhibit C

POSITION Administrator/ Manager			Community (Est.Pop.)	Minimum	Maximum	Actual(2025)	Comments
			V. of Harrison (15,364)	103,194.00	132,678.00	140,000.00	6 months in current pos., Village Manager
Range Data	Minimum Salary	Maximum Salary					
1. Lowest Base Salary	94,467	141,702	C. of Sturgeon Bay (9,979)	99,032.00	148,584.00	133,901.00	9 yrs in current position of City Administrator
2. Highest Base Salary	136,260	177,132	C. of Allouez (13,953)	94,467.00	141,702.00	140,000.00	1 yr. in current pos., Village Administrator
3. Average of all	114,397	152,575	V. of Bellevue (16,810)	106,255.00	141,674.00	134,560.00	3 yrs in current pos., Village Administrator
			V. of Fox Crossing (19,285)	126,034.00	157,542.00	133,000.00	18 yrs in current pos., Village Manager
4. Lowest-Highest Salary	94,467	177,132	T. of Grand Chute (24,294)	135,200.00	173,826.00	150,634.00	1 yr in current pos. Town Administrator
5. Average of Items 1-4	109,898	162,135	V. of Greenville(13,290)	110,939.00	161,617.00	137,939.00	4 yrs in current pos., Village Administrator
			V. of Hobart (10,905)			134,715.00	8 yrs. in current pos., Village Administrator
6. Range midpoint of Item 5	136,017		C. of Kaukauna (18,250)				n.a.
			V. of Little Chute (12,164)	123,261.00	154,939.00		Village Administrator
7. Average of Actual Base	134,507		C. of New London (7,587)	110,647.00	141,637.00	118,971.00	17 yrs of experience, City Administrator
			C. of Plymouth (8,909)	136,260.00	177,132.00		City Administrator+Utilities Manager +electric
8. Weighted Data Midpoint 2025	135,298		C. of Shawano (9,586)			133,180.00	7 yrs in current position, City Administrator
Working range .85-1.15	115,003	155,593	V. of Suamico (13,271)			128,169.00	6 yrs in current position, Village Administrator
			C. of Waupaca (6,377)	110,897.00	144,181.00		City Administrator
9. Proposed Data Midpoint 2026	139,357		C. of Waupun (11,211)	105,373.00	135,491.00		Administrator/Economic Development
plus 3%							
Working range .85-1.15	118,453	160,260					
				1,258,365.00	1,678,325.00	1,345,069.00	



Exhibit D



Public Administration Associates, LLC

Village of Harrison Position Description Questionnaire (7-30-25)

Dear Staff Member:

As many of you know Harrison is investing in a Wage and Compensation Study, performed by Public Administration Associates, for most employees. Your position is being reviewed as part of this effort. The purpose of the study is to help create a wage and compensation plan that will assure external wage and benefit equity with peer communities and internal wage and benefit equity for employees.

External wage/compensation equity can be understood by analyzing the wages and compensation for similar positions in peer communities and organizations and making sure compensation parity exists. Comparable communities have been selected for this analysis and data is now being collected. With this PDQ we will review your current job duties and responsibilities so that we can ensure similar positions are being compared in the peer communities.

Internal wage/compensation equity is another goal of this study, and to get a better idea about job pay equity within the organization, this PDQ has been developed. Our internal position evaluation consists of eight factors that are weighted: knowledge/education, experience, job complexity, supervision exercised, supervision received, consequences of decisions, interaction with other sets of people and work environment.

In order to complete our evaluation, we ask that you take a few minutes and complete the job questionnaire attached below! Please make a copy of this document when you are finished answering all questions, and retain it for yourself in case further review is necessary.



We ask that employees return this questionnaire to one of the addresses listed below as soon as possible.

If you can e-mail your response please send to:
dtebo.wi2@gmail.com.

If you would prefer to mail back your response, the address for returning questionnaires is:

PAA Associate

Dave Tebo

N1357 Tuckaway Court

Greenville, WI 54942

Thanks for your help.

**Kevin Brunner
President, PAA**

**Dave Tebo
Associate, PAA (920-740-8804)**

PAA will also make time to speak personally with any staff members who feel more discussion is needed to understand current job duties and issues. ZOOM interviews will be set up for those wishing to talk further.



to Title _____

Supervisor Name and Title _____

Date _____

1. I have reviewed my current position description and have included it with my response:

_____ The following items and/or tasks should be added:

a.

b.

c.

_____ The following items and/or tasks should be deleted (please list):

a.

b.

c.

_____ The following items and/or tasks should be modified as follows (please list):

a.

b.

c.

2. Using the left margin of your position description or this PDQ for your response, please indicate the approximate percentage of time that you spend on each job task.



If you do not have a current job description or job description template for review, please complete Question 3,4, 5, 6,7 in detail:

- 3. List your MOST ESSENTIAL duties and responsibilities below followed by the approximate percentage of time spent on each major duty. The percentage should be calculated when analyzing activity over an annual period.**

a.

b.

c.

d.

e.

f.

g.

h.

i.

j.



4. After reviewing your list of essential duties and responsibilities choose the three (3) that are the most significant? Under (d) below write a one to two sentence description or explanation of your job that your next-door neighbor would understand using these top three responsibilities as the main topic:

a.

b.

c.

d.

5. Please list the needed education, certifications, and amount of experience that you think would be important for someone in this position to have?

6. Please list the knowledge, skills, and abilities you think a person in this position should possess, both hard skills and personal characteristics. For example:

- **Knowledge of certain software or computer applications, other technology, specific laws and regulations, general accounting principles, mechanical systems, etc.;**
- **Ability to work independently, analyze financial data, multi-task and be a good communicator, etc.)**



Question 6 (continued)

- 7. Please explain if you think there are certain physical demands that an employee in this position must meet to adequately perform the job. For example:**
- **Is there a certain amount of weight that must be lifted on a regular basis?**
 - **Is there frequent twisting and bending? The need to reach above shoulder height? Ability to sit at a keyboard for extended period of time?**
 - **What is the % sitting, standing, and moving?**
 - **What are the hours of work expected and is the position hourly or salaried?**



8. In terms of overall responsibilities and job complexity, what other position(s) in your organization (are) comparable to your position?

9. With whom do you interact on a regular basis?

<u>initiate</u>	<u>I initiate</u>	<u>They initiate</u>	<u>Both</u>
___ Employees in your department	_____	_____	_____
___ Employees in other departments	_____	_____	_____
___ Employees of other governmental units	_____	_____	_____
___ Village Board members	_____	_____	_____
___ Individual citizens	_____	_____	_____
___ Contractors, suppliers	_____	_____	_____
___ Others (please list) _____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

10. Do you supervise other employees?

_____ **Yes** _____ **No**

If yes, how many employees do you directly supervise ("They report to me.")? _____

If yes, how many employees do you indirectly supervise (They report to someone who reports to me.)? _____



11. Who supervises you?

_____ **Job title of supervisor**

Generally, what is the nature of this supervision (please check one)?

_____ General direction and performance review

_____ Weekly work assignments

_____ Daily work assignments

12. Please list your educational background.

_____ High school

_____ Post high school, including any degrees, diplomas, certifications, and licenses
(continue list on last page if necessary)

13. Please list your work experience.

a. Positions held before your current position and the number of years employed in each position. (Last 3 jobs only)

b. Years employed in your current position. _____



14. If I made an error on a major aspect of my job,

- _____ it could have serious negative consequences (Examples: physical risks, major financial costs, major impact on other employees' jobs, major political fallout).
- _____ it might take some time to correct the error, but it would not have consequences as serious as those defined above.
- _____ it would not have serious consequences and probably no one would notice.

15. Are there any particular skills or knowledge that you bring to the job that are not recognized in your job description?

16. Is there anything else that we should know about your job?

17. Would you like to schedule a ZOOM meeting with us?



Additional Comments or Needed Info for Questionnaire:

