



# City of Appleton

225 N. Oneida Street  
Appleton WI, 54911

## Meeting Agenda - Final Library Board

---

Tuesday, November 8, 2022

10:30 AM

City Hall - 100 N. Appleton Street 6th Floor 6 A/B

---

### Library Board Personnel & Policy Committee

1. Call meeting to order

2. Roll call of membership

5. **Action Items**

[22-1428](#) Library Director's End of Year 2022 Performance Review

[22-1429](#) City of Appleton Non-Represented (Non-Union) Employee Compensation Study

**Attachments:** [Baker Tilly Memo Summary.pdf](#)

[HR Comp Memo.pdf](#)

[Salary Admin Policy \(1\).pdf](#)

[Seasonal Policy.pdf](#)

[22-1433](#)

**Attachments:** [Naming Opportunities Policy 11-2022 \(Draft\).pdf](#)

[22-1434](#) Financial Policy

**Attachments:** [Financial Policy \(Draft 11-2022\).pdf](#)

Closed Session

*The Committee may meet in Closed Session pursuant to WI Statute 19.85(f)(c) to discuss personnel matters and then resume meeting in Open Session.*

7. Adjournment

*Reasonable Accommodations for Persons with Disabilities will be made upon Request and if Feasible.*



Baker Tilly US, LLP  
2500 Dallas Pkwy, Suite 300  
Plano, TX 75093

T: +1 (972) 748 0514  
bakertilly.com

October 10, 2022

Mr. Jay Ratchman  
City of Appleton  
Human Resources Department  
100 North Appleton Street  
6th Floor  
Appleton, WI 54911-4799

Dear Mr. Ratchman:

Baker Tilly US, LLP ("Baker Tilly") is pleased to provide the City of Appleton, Wisconsin ("Appleton" or "the City") with results from the completed Classification and Compensation Study. This report documents the approach, findings, and recommendations resulting from the study.

We would like to thank you, Kim Kamp, as well as other City staff that aided us in bringing this study to its successful completion. We understand that your employees are your greatest asset and without a competitive pay program the City of Appleton may struggle to attract qualified candidates and retain/reward experienced employees. We have created a classification and compensation system that, if implemented, will ensure that the City's positions are externally competitive and internally equitable.

It has been a pleasure working with the City of Appleton and we hope to provide you with professional assistance in the future. Further, we would be happy to answer any questions or points of clarity to the findings and recommendations of this study.

Sincerely,

*Jada Kent*

Jada Kent, CCP  
Senior Manager

*Brenda Turner*

Brenda Turner, CCP  
Manager

## Project Methodology

Baker Tilly approached the classification and compensation study for the City of Appleton by completing each of the following phases or milestones:

- **Data Collection** - Baker Tilly initiated the study by conducting a planning meeting with the City's project team to discuss the current classification and compensation system, goals for conducting the study, and to walk through each phase of the process. Next, Baker Tilly collected documentation from the City, to include job descriptions, organization charts, pay structure, personnel policies, and any other documentation describing how work is performed or compensated.

Finally, Baker Tilly facilitated communication meetings with department heads and employees to inform them about the study, answer questions, and review the position analysis questionnaire (PAQ) they were asked to complete. Once PAQ responses were compiled, the City's leadership was tasked with reviewing and providing feedback on employee PAQ responses, as necessary, to ensure accurate and complete responses were provided.

- **Position review** – Employee completed PAQs were the basis for a classification review in which Baker Tilly reviewed position titles and made recommendations, as necessary, to ensure titles appropriately reflected the nature and level of work performed. Next, Baker Tilly conducted job evaluation using our point factor evaluation tool, called SAFE, resulting in a hierarchy of jobs reflective of City's internal equity. FLSA designations were also reviewed.
- **Market Assessment** - Baker Tilly assisted the City in identifying appropriate and relevant peer organizations to collect market competitive values (base pay salaries) for benchmark positions from. The results were analyzed and reviewed with the City's project team to determine the organizations desired position within the market. Fringe benefits information was also collected and compared to the City's offerings.
- **Pay Plan Development** – Baker Tilly established a new pay plan and seasonal pay plan for the City and established grade assignments with consideration to internal and external equity. The City's project team further reviewed and adjusted some grade assignments to reflect internal equity.
- **Project Completion** - At the conclusion of the study, Baker Tilly prepared this final report documenting the methodology used throughout the classification and compensation study, findings and results of the study, as well as our recommendations based on those results. Going forward, Baker Tilly will provide training to Appleton's human resources team responsible for the maintenance and administration of the new classification and compensation system. This includes instructions for utilizing our SAFE Job Evaluation system going forward.

## Position Review

### Job Evaluation

Job evaluation is the process of comparing a job against other jobs within the organization as a means for determining the relative value of each job. In other words, job evaluation is a tool for identifying the internal value within the organization.

The Systematic Analysis and Factor Evaluation (SAFE®) is a point factor evaluation process comprised of nine (9) compensable factors and was developed specifically for the measurement of local government positions. Job evaluation is often the preferred method for reviewing jobs internally because, as an approach, it tends to be systematic, objective, and – therefore - defensible. For that reason, job evaluation is often a tool used to comply with federal, state, local regulations related to the Equal Pay Act.

All positions were evaluated against the following compensable factors:

Education	Human interaction	Independence of actions
Experience	Working conditions	Impact on the organization
Level of work	Physical demands	Supervision exercised

In using a point factor job evaluation system, the result is a total score for each position which represents the internal value of that position. Collectively, these total scores establish a hierarchy across the organization. It's important to emphasize that job evaluation is a measurement of the position and not the person in the position. Baker Tilly established preliminary job evaluation designations based on employee completed PAQs. The City's project team reviewed and revised SAFE designations, as necessary, and worked with Baker Tilly to establish final scores for each position included in the study.

*The following factors were not considered when evaluating positions with the SAFE methodology: employee performance, length of service with the organization, amount of time in the position, education or experience more than what is required by the position, current salary, or market rates.*

### FLSA Review

Baker Tilly conducted a review of the Fair Labor Standard Act (FLSA) designation to assist the City with the application of exempt and nonexempt status. The review was based on the City's existing documentation (job descriptions, organization charts, pay plans), as well as new documentation (employee completed position analysis questionnaire (PAQs) to ensure a holistic understanding of the nature and level of work performed by each position. Finalized FLSA assignments are attached.

## Market Assessment

### Public Peer Organizations

Understanding your labor market is key to selecting relevant peer organizations for a market study. Factors to consider include industry, organization size, geographic location, competition for talent, and published data available.

Baker Tilly worked with Appleton to identify public peer organizations to be included in the study and base pay information was collected from 24 organizations, listed below.

- |                        |   |                        |
|------------------------|---|------------------------|
| 1. Brown County        | 10. Village of Kimberly                     | 18. City of Waukesha   |
| 2. Calumet County      | 11. City of Manitowoc                       | 19. City of Janesville |
| 3. City of De Pere     | 12. City of Menasha                         | 20. City of Racine     |
| 4. City of Eau Claire  | 13. City of Neenah                          | 21. City of Wausau     |
| 5. City of Fond du Lac | 14. City of Oshkosh                         | 22. Winnebago County   |
| 6. Town of Grand Chute | 15. Outagamie County                        | 23. City of Sheboygan  |
| 7. City of Green Bay   | 16. City of Two Rivers                      | 24. City of La Crosse  |
| 8. City of Kaukauna    | 17. Madison Metropolitan<br>Sewage District |                        |
| 9. City of Kenosha     |   |                        |

\* Additional resources referenced for specialized positions in Transit and Utilities departments.

### Data Adjustments

The market data obtained was adjusted, as necessary, to account for the following:

- Differences in work week. For example, reported salaries for a 37.5-hour work week was adjusted to reflect that wage for a 40-hour work week.
- If the market data obtained did not reflect the year in which this study was conducted, the data was aged using World at Work's Annual Salary Budget Survey results.
- Geographic adjustments were applied to account for cost-of-labor differences between the City of Appleton and peer organizations. Baker Tilly uses cost-of-labor differentials reported by the ERI's Geographic Assessor tool. Where cost of living is a measurement of goods and services in each area, the cost of labor is a measurement of compensation paid. Cost of labor can be impacted by the cost of living, but also relates to the supply and demand of labor in each area (rate of unemployment and number of qualified laborers).
  - Geographic differentials applied for each peer and published source can be found in the table below. The geographic cost of labor in Appleton is 96.7 and data from each locality was adjusted by the number in the far-right column. For example, the geographic cost of labor in Fond du Lac, WI is 1.2% higher than in Appleton and their data was adjusted down 1.2% to neutralize those geographical differences.

Date Pulled	Client Name	Location	Geo Adjust	Client Avg Base
6/20/2022	Appleton, WI	Appleton, WI	96.7	69,243

Peer #	Peer Organization	Locality Used	ERI Indicatd	GeoDiff %
1	Brown County, WI	Green Bay, WI	95.6	1.1%
2	Calumet County, WI	Brillion, WI	95.4	1.3%
3	DePere, WI	De Pere, WI	94.5	2.2%
4	Eau Claire, WI	Eau Claire, WI	92.6	4.1%
5	Fond du Lac, WI	Fond du Lac, WI	97.9	-1.2%
6	Grand Chute, WI	Grand Chute, WI	96.7	0.0%
7	Green Bay, WI	Green Bay, WI	95.6	1.1%
8	Kaukauna, WI	Kaukauna, WI	95.7	1.0%
9	Kenosha, WI	Kenosha, WI	106.1	-9.4%
10	Kimberly, WI	Grand Chute, WI	96.7	0.0%
11	Manitowoc, WI	Manitowoc, WI	93.1	3.6%
12	Menasha, WI	Menasha, WI	95.8	0.9%
13	Neenah, WI	Neenah, WI	96.0	0.7%
14	Oshkosh, WI	Oshkosh, WI	96.7	0.0%
15	Outagamie County, WI	Appleton, WI	96.7	0.0%
16	Two Rivers, WI	Two Rivers, WI	92.7	4.0%
17	Madison Metropolitan Sewage District	Madison, WI	97.9	-1.2%
18	Waukesha, WI	Waukesha, WI	102.2	-5.5%
19	Janesville, WI	Janesville, WI	96.1	0.6%
20	Racine, WI	Racine, WI	100.1	-3.4%
21	Wausau, WI	Wausau, WI	95.2	1.5%
22	Winnebago County, WI	Oshkosh, WI	96.7	0.0%
23	Sheboygan, WI	Sheboygan	97.8	-1.1%
24	La Crosse, WI	La Crosse, WI	93.3	3.4%

### Quality Control

Baker Tilly prepared a summary of each benchmark position which included minimum education and experience requirements. Peer organizations were asked to match the position within their organization with at least a 75% overlap in duties and responsibilities. Baker Tilly reviewed peer responses and removed or replaced data that appeared to be an inappropriate match. Some organizations returned base pay information for Baker Tilly to match on their behalf.

Because market results are established by a calculation (such as an average of all midpoints), a bigger sample size tends to yield greater confidence in those results. Therefore, Baker Tilly required at least four matches per benchmark position to determine a market value.

### Market Results

Of Appleton's 173 positions, 91 were included in the survey as benchmark positions (52.6%). Baker Tilly requested pay ranges (minimum to maximum) and calculated for the midpoint of each collected range. Of the 91 benchmark positions, 5 received insufficient data and a market value was not calculated. Overall, market values were established for 94.5% of Appleton's benchmark positions.

Average minimum, midpoint, and maximum data results can be found in the charts below. The market average midpoint is commonly observed to reflect "the market" value for a given position.

## Pay Plan Development

Upon reviewing the market survey results with the City’s project team, Baker Tilly led a discussion with the organization regarding desired position within market, pay plan design preferences, and an approach for classifying positions to the pay plan.

### Proposed Pay Plan

The proposed pay plans, shown below, are open plans (Grades, no steps) with the midpoint set at the market midpoint for each grade. There are 15 grades with range spreads from 40% to 50% and midpoint differentials from 2.5% to 10%.

### General Pay Plan

Grade	Minimum	Midpoint	Maximum	Range Spread
1	\$29,583	\$35,500	\$41,416	40%
2	\$32,542	\$39,050	\$45,559	40%
3	\$35,796	\$42,955	\$50,114	40%
4	\$39,376	\$47,251	\$55,126	40%
5	\$43,313	\$51,976	\$60,638	40%
6	\$47,645	\$57,174	\$66,703	40%
7	\$52,409	\$62,891	\$73,373	40%
8	\$57,650	\$69,180	\$80,710	40%
9	\$60,878	\$76,098	\$91,317	50%
10	\$66,966	\$83,708	\$100,449	50%
11	\$68,641	\$85,801	\$102,962	50%
12	\$73,658	\$92,073	\$110,487	50%
13	\$81,024	\$101,280	\$121,536	50%
14	\$89,126	\$111,408	\$133,689	50%
15	\$98,039	\$122,549	\$147,059	50%

## LTE/Seasonal/Substitute Pay Scale

Grade	Title	Minimum	Midpoint	Maximum
Grade 1	Scorekeepers	\$ 11.00	\$ 12.00	\$ 13.00
	Attendant/Grounds Personnel	\$ 11.00	\$ 12.00	\$ 13.00
	Library Page	\$ 11.00	\$ 12.00	\$ 13.00
Grade 2	Customer Service Associate/Cashier	\$ 13.01	\$ 14.01	\$ 15.00
	Program Activity Leader I	\$ 13.01	\$ 14.01	\$ 15.00
	Sports Official I	\$ 13.01	\$ 14.01	\$ 15.00
Grade 3	Facility Manager I	\$ 15.01	\$ 16.01	\$ 17.00
	Laborer	\$ 15.01	\$ 16.01	\$ 17.00
	Lifeguard I	\$ 15.01	\$ 16.01	\$ 17.00
	Program Activity Leader II	\$ 15.01	\$ 16.01	\$ 17.00
	Recreational Instructor I	\$ 15.01	\$ 16.01	\$ 17.00
	Student/Intern	\$ 15.01	\$ 16.01	\$ 17.00
Grade 4	Activity Coordinator I	\$ 17.01	\$ 18.01	\$ 19.00
	Facility Manager II	\$ 17.01	\$ 18.01	\$ 19.00
	Community Service Officer (CSO)	\$ 17.01	\$ 18.01	\$ 19.00
	Engineering Aide	\$ 17.01	\$ 18.01	\$ 19.00
	Instructor II	\$ 17.01	\$ 18.01	\$ 19.00
	Lifeguard II	\$ 17.01	\$ 18.01	\$ 19.00
	Sports Official II	\$ 17.01	\$ 18.01	\$ 19.00
Grade 5	Activity Coordinator II	\$ 19.01	\$ 20.51	\$ 22.00
	Seasonal Managers	\$ 19.01	\$ 20.51	\$ 22.00
	Sports Official III	\$ 19.01	\$ 20.51	\$ 22.00

Title	Rate	Frequency
Certified Sports Officials	\$30	Per game
Certified Fitness Instructors	\$30	Per class
Background Investigator	\$30	Per hour
Chief Elections Inspector and Co-chief	\$13	Per hour
Elections Inspector	\$10	Per hour

### Compensation Philosophy / Pay Policy Review

A compensation philosophy is a statement of commitment by an organization to its employees, regarding how and why the compensation program exists, the goals for the program, and how it will be managed. Most typically it includes a commitment to pay equity along with the following components: definition of market, intending position within the market, total rewards provided by the organization, as well as administrative guidelines for achieving the compensation philosophy goal.

Baker Tilly met with the City's project team to discuss current pay policies and any challenges the City was facing with regards to the language and application of those policies. Next, Baker Tilly worked with the City to establish a compensation philosophy that describes the intention and expectation for administering the new classification and compensation system in a way that will help the City attract and retain qualified workers to continue providing high quality services to the community. As a result, the salary administration policy and seasonal pay policy are attached with highlighted changes that are recommended.

## Recommendations

The City of Appleton is a service-oriented organization. The organization delivers services through its employees who are a major investment in the organization's infrastructure.

This report contains information which has been gathered from a variety of sources, objectively analyzed, and structured in a way that will provide a fair, defensible, and competitive system for the City to compensate its employees. It is our independent judgment that has resulted in the following recommendations.

We urge the City of Appleton to:

- Approve the recommended position title and classification adjustments.
- Approve the proposed pay plan and position grade assignments.
- Adopt recommended changes and/or additions to the City's pay policies to ensure the new classification and compensation system is administered in a way that achieves the City's compensation philosophy.
- Continue efforts to maintain the classification and compensation system by routinely reviewing positions, descriptions, and market rates. This includes adjustments to the pay structure annual to keep pace with the market as well as adoption of merit increases to reward employees and keep them moving through their pay ranges.

Title and Grade Assignments  
 Appleton, WI

Department	Title	FLSA	Grade	Minimum	Midpoint	Maximum	Hourly		
							Minimum	Midpoint	Maximum
PUBLIC WORKS	Parking Ramp Attendant	N	1	\$29,583	\$35,500	\$41,416	\$14.22	\$17.07	\$19.91
LIBRARY	Bindery Clerk	N	2	\$32,542	\$39,050	\$45,559	\$15.65	\$18.77	\$21.90
LIBRARY	Library Page Clerk	N	2	\$32,542	\$39,050	\$45,559	\$15.65	\$18.77	\$21.90
FINANCE	Account Clerk I - Finance	N	3	\$35,796	\$42,955	\$50,114	\$17.21	\$20.65	\$24.09
LIBRARY	Library Clerk	N	3	\$35,796	\$42,955	\$50,114	\$17.21	\$20.65	\$24.09
LIBRARY	Operation Clerk - Library	N	3	\$35,796	\$42,955	\$50,114	\$17.21	\$20.65	\$24.09
PUBLIC WORKS	Operator	N	3	\$35,796	\$42,955	\$50,114	\$17.21	\$20.65	\$24.09
PUBLIC WORKS	Parking Enforcement Person	N	3	\$35,796	\$42,955	\$50,114	\$17.21	\$20.65	\$24.09
PUBLIC WORKS	Parking Enforcement/Ramp Atnd	N	3	\$35,796	\$42,955	\$50,114	\$17.21	\$20.65	\$24.09
FINANCE	Account Clerk II	N	4	\$39,376	\$47,251	\$55,126	\$18.93	\$22.72	\$26.50
Multiple Departments	Administrative Assistant	N	4	\$39,376	\$47,251	\$55,126	\$18.93	\$22.72	\$26.50
PUBLIC WORKS	Operator I- Parking	N	4	\$39,376	\$47,251	\$55,126	\$18.93	\$22.72	\$26.50
PUBLIC WORKS	Service Person-CEA & Parking	N	4	\$39,376	\$47,251	\$55,126	\$18.93	\$22.72	\$26.50
PUBLIC WORKS	Utility Locator	N	4	\$39,376	\$47,251	\$55,126	\$18.93	\$22.72	\$26.50
FINANCE	Account Clerk III - Finance	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
Library	Administrative Support Specialist - Financial	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
Multiple Departments	Administrative Supt Specialist	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
POLICE	Communication Specialist - PD	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
POLICE	Crime Analyst - Police	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
PUBLIC WORKS	Customer Service Specialist	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
PARKS/REC/FACILITIES MGMT	Grounds Coordinator	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
PUBLIC WORKS	Operations Crew Leader-Parking	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
PUBLIC WORKS	Operator I	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
COMMUNITY/ECONOMIC DEV	Real Estate Assessment Tech	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
FINANCE	Utility Clerk - Finance	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
HEALTH	Weights & Measures Spec	N	5	\$43,313	\$51,976	\$60,638	\$20.82	\$24.99	\$29.15
PUBLIC WORKS	Arborist	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
PUBLIC WORKS	Assessment Technician-Lead	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
COMMUNITY/ECONOMIC DEV	Coordinated Entry Specialist	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
LEGAL SERVICES	Deputy City Clerk	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
PUBLIC WORKS	Erosion Control Inspector	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
PARKS/REC/FACILITIES MGMT	Facilities Technician	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
POLICE	Forensic Evidence Specialist	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
PARKS/REC/FACILITIES MGMT	Grounds Technician	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
INFORMATION TECHNOLOGY	Help Desk Analyst	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
UTILITIES	Laboratory Technician	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
LIBRARY	Library Assistant	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
LIBRARY	Network Services Assistant	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
PUBLIC WORKS	Operator II	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
FINANCE	Payroll Coordinator	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
COMMUNITY/ECONOMIC DEV	Personal Prop Assessment Tech	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
FINANCE	Property Tax Specialist	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
UTILITIES	Relief Operator-Wastewater	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
UTILITIES	Solids Operator	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
VALLEY TRANSIT	Travel Training Specialist	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
UTILITIES	Wastewater Plant Operator	N	6	\$47,645	\$57,174	\$66,703	\$22.91	\$27.49	\$32.07
UTILITIES	Asset Mgmt Purchasing Specdist	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
HUMAN RESOURCES	Benefits Coordinator	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28

Title and Grade Assignments  
Appleton, WI

Department	Title	FLSA	Grade	Minimum	Midpoint	Maximum	Hourly Minimum	Hourly Midpoint	Hourly Maximum
PARKS/REC/FACILITIES MGMT	Carpenter/Painter	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
FIRE	Civilian Fire Inspector	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
COMMUNITY/ECONOMIC DEV	Community Development Specialist	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PUBLIC WORKS	Engineering Technician	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
HEALTH	Environmentalist II	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
MAYORS OFFICE	Executive Assistant - Mayor	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
POLICE	Executive Assistant - Police Chief	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PARKS/REC/FACILITIES MGMT	Facilities Control Technician	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
FIRE	Fire Public Education and Civilian Fire Inspector	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PUBLIC WORKS	Horticulturist-Conserv Tech	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PARKS/REC/FACILITIES MGMT	HVAC Tech/Pipefitter	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
POLICE	Lead CSO	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
LEGAL SERVICES	Legal Assistant	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
LIBRARY	Library Assistant Supervisor	E	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PUBLIC WORKS	Master Mechanic	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
INFORMATION TECHNOLOGY	PC/LAN Specialist	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
COMMUNITY/ECONOMIC DEV	Property Assessor II	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PUBLIC WORKS	Purchasing Clerk	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PARKS/REC/FACILITIES MGMT	Recreation Coordinator	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
UTILITIES	Relief Operator/Maintenance Helper-Water	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
LIBRARY	Safety Supervisor	E	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PUBLIC WORKS	Traffic Engineering Specialist	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
FIRE	Trng & Resource Dev Specialist	E	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
UTILITIES	Water Plant Operator	N	7	\$52,409	\$62,891	\$73,373	\$25.20	\$30.24	\$35.28
PARKS/REC/FACILITIES MGMT	Admin Services Coord-PRFM	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
VALLEY TRANSIT	Administrative Serv Manager-VT	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PARKS/REC/FACILITIES MGMT	Assistant Facilities Manager	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
FIRE	Assistant To Fire Chief	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
FINANCE	Budget and Accounting Manager	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PUBLIC WORKS	City Surveyor	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PARKS/REC/FACILITIES MGMT	Clubhouse Supervisor	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PUBLIC WORKS	DPW Plans & Records Specialist	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
COMMUNITY/ECONOMIC DEV	Economic Development Specialist	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PARKS/REC/FACILITIES MGMT	Facilities Tech Electrician	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
POLICE	Fiscal Resources Manager	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
COMMUNITY/ECONOMIC DEV	GIS Specialist	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
COMMUNITY/ECONOMIC DEV	Housing Coordinator	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
UTILITIES	Instrmnt/Control Systems Tech	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PUBLIC WORKS	Lead Electrician	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PUBLIC WORKS	Lead Mechanic	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
LIBRARY	Librarian	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
UTILITIES	Maint Specialist Millwright	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PUBLIC WORKS	Managerial Account Coordinator	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
LIBRARY	Marketing Coordinator-Library	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PARKS/REC/FACILITIES MGMT	Marketing/Community Engagement Coordinator .5FTE	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
Multiple Departments	Master Electrician	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
VALLEY TRANSIT	Mobility Manager	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
LIBRARY	Network Services Supervisor	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PUBLIC WORKS	Office Manager	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PUBLIC WORKS	Operations Crew Leader - MSB	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PUBLIC WORKS	Parking Utility Manager	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PARKS/REC/FACILITIES MGMT	Plumber	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
COMMUNITY/ECONOMIC DEV	Property Assessor III	N	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80

Title and Grade Assignments  
Appleton, WI

Department	Title	FLSA	Grade	Minimum	Midpoint	Maximum	Hourly		
							Minimum	Midpoint	Maximum
HEALTH	Public Health Nurse	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
FINANCE	Purchasing Manager	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
PARKS/REC/FACILITIES MGMT	Recreation Programmer	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
INFORMATION TECHNOLOGY	Systems Analyst	E	8	\$57,650	\$69,180	\$80,710	\$27.72	\$33.26	\$38.80
POLICE	Administrative Serv Supervisor	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
LEGAL SERVICES	Assistant City Attorney I	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
HEALTH	City Sealer	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
PUBLIC WORKS	Civil Engineer	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
FINANCE	Customer Serv Accounting Spvr	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
MAYORS OFFICE	Diversity, Equity and Inclusion Coordinator & Special Assistant to the Mayor	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
FINANCE	Enterprise Accounting Manager	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
UTILITIES	Environmental Program Coordinator	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
HUMAN RESOURCES	Human Resources Generalist	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
PUBLIC WORKS	Inspector	N	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
INFORMATION TECHNOLOGY	Lead Systems Analyst	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
LIBRARY	Library Building Supervisor	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
VALLEY TRANSIT	Paratransit Coord/Oper Supvr	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
COMMUNITY/ECONOMIC DEV	Principal Planner	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
MAYORS OFFICE	Senior Communications Specialist	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
UTILITIES	Technical Services Manager	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
VALLEY TRANSIT	Transit Maint Operations Supvr	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
VALLEY TRANSIT	Transit Operations Specialist	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
VALLEY TRANSIT	Transit Operations Supervisor	E	9	\$60,878	\$76,098	\$91,317	\$29.27	\$36.59	\$43.90
HEALTH	Environmental Health Supervisor	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PUBLIC WORKS	Inspections Supervisor	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
LIBRARY	Library Supervisor	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PUBLIC WORKS	Oper Supervisor-Engineering	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PUBLIC WORKS	Operations Supervisor - Fleet	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PUBLIC WORKS	Operations Supervisor - Safety	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PUBLIC WORKS	Operations Supervisor - Sanitation	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PUBLIC WORKS	Operations Supervisor - Street	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PUBLIC WORKS	Operations Supervisor - Water Construction	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PUBLIC WORKS	Operations Supervisor Forestry	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
PARKS/REC/FACILITIES MGMT	Recreation Manager	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
INFORMATION TECHNOLOGY	Software Engineer	E	10	\$66,966	\$83,708	\$100,449	\$32.20	\$40.24	\$48.29
LEGAL SERVICES	City Clerk	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
HEALTH	Emergency Mgmt Coordinator	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
INFORMATION TECHNOLOGY	Network Administrator	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
POLICE	Police Lieutenant	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
PUBLIC WORKS	Professional Engineer	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
HUMAN RESOURCES	Risk Manager	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
HUMAN RESOURCES	Staff Dev/Training Coordinator	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
UTILITIES	Water Operations Supervisor	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
UTILITIES	WWW Operations Supervisor	E	11	\$68,641	\$85,801	\$102,962	\$33.00	\$41.25	\$49.50
LEGAL SERVICES	Assistant City Attorney II	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
PUBLIC WORKS	Assistant City Engineer	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
COMMUNITY/ECONOMIC DEV	City Assessor	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
PARKS/REC/FACILITIES MGMT	Facilities Manager	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
PARKS/REC/FACILITIES MGMT	Facility Project Manager & Sustainability Coordinator	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
FIRE	Fire Battalion Chief	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12

Title and Grade Assignments  
Appleton, WI

Department	Title	FLSA	Grade	Minimum	Midpoint	Maximum	Hourly Minimum	Hourly Midpoint	Hourly Maximum
PARKS/REC/FACILITIES MGMT	Golf Course Superintendent	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
PARKS/REC/FACILITIES MGMT	Grounds Manager	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
POLICE	Police Captain	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
PUBLIC WORKS	Traffic Engineer	E	12	\$73,658	\$92,073	\$110,487	\$35.41	\$44.27	\$53.12
POLICE	Assistant Chief - Police	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
VALLEY TRANSIT	Assistant General Manager	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
LIBRARY	Assistant Library Director	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
LEGAL SERVICES	Deputy City Attorney	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
COMMUNITY/ECONOMIC DEV	Deputy Dir Community Econ Dev	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
HUMAN RESOURCES	Deputy Dir Human Resources	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
PARKS/REC/FACILITIES MGMT	Deputy Dir Park/Rec/Facilities	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
FINANCE	Deputy Director Finance	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
HEALTH	Deputy Director Health	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
PUBLIC WORKS	Deputy Director Operations	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
UTILITIES	Deputy Director Utilities	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
FIRE	Deputy Fire Chief	E	13	\$81,024	\$101,280	\$121,536	\$38.95	\$48.69	\$58.43
PUBLIC WORKS	Deputy Director/City Engineer	E	14	\$89,126	\$111,408	\$133,689	\$42.85	\$53.56	\$64.27
LEGAL SERVICES	City Attorney	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
COMMUNITY/ECONOMIC DEV	Community & Economic Dev Director	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
FINANCE	Finance Director	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
FIRE	Fire Chief	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
VALLEY TRANSIT	General Manager	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
HEALTH	Health Officer	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
HUMAN RESOURCES	Human Resources Director	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
INFORMATION TECHNOLOGY	Information Technology Director	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
LIBRARY	Library Director	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
PARKS/REC/FACILITIES MGMT	Park/Rec/Facilities Director	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
POLICE	Police Chief	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
PUBLIC WORKS	Public Works Director	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70
UTILITIES	Utilities Director	E	15	\$98,039	\$122,549	\$147,059	\$47.13	\$58.92	\$70.70

**LTE/Seasonal/Substitute Positions Pay Scale  
Appleton, WI**

Grade	Title	Minimum	Midpoint	Maximum
Grade 1	Scorekeepers	\$ 11.00	\$ 12.00	\$ 13.00
	Attendant/Grounds Personnel	\$ 11.00	\$ 12.00	\$ 13.00
	Library Page	\$ 11.00	\$ 12.00	\$ 13.00
Grade 2	Customer Service Associate/Cashier	\$ 13.01	\$ 14.01	\$ 15.00
	Program Activity Leader I	\$ 13.01	\$ 14.01	\$ 15.00
	Sports Official I	\$ 13.01	\$ 14.01	\$ 15.00
Grade 3	Facility Manager I	\$ 15.01	\$ 16.01	\$ 17.00
	Laborer	\$ 15.01	\$ 16.01	\$ 17.00
	Lifeguard I	\$ 15.01	\$ 16.01	\$ 17.00
	Program Activity Leader II	\$ 15.01	\$ 16.01	\$ 17.00
	Recreational Instructor I	\$ 15.01	\$ 16.01	\$ 17.00
	Student/Intern	\$ 15.01	\$ 16.01	\$ 17.00
Grade 4	Activity Coordinator I	\$ 17.01	\$ 18.01	\$ 19.00
	Facility Manager II	\$ 17.01	\$ 18.01	\$ 19.00
	Community Service Officer (CSO)	\$ 17.01	\$ 18.01	\$ 19.00
	Engineering Aide	\$ 17.01	\$ 18.01	\$ 19.00
	Instructor II	\$ 17.01	\$ 18.01	\$ 19.00
	Lifeguard II	\$ 17.01	\$ 18.01	\$ 19.00
	Sports Official II	\$ 17.01	\$ 18.01	\$ 19.00
Grade 5	Activity Coordinator II	\$ 19.01	\$ 20.51	\$ 22.00
	Seasonal Managers	\$ 19.01	\$ 20.51	\$ 22.00
	Sports Official III	\$ 19.01	\$ 20.51	\$ 22.00

**Specialty Assignments**

Title	Rate	Frequency
Certified Sports Officials	\$30	Per game
Certified Fitness Instructors	\$30	Per class
Background Investigator	\$30	Per hour
Chief Elections Inspector and Co-chief	\$13	Per hour
Elections Inspector	\$10	Per hour

# CITY OF APPLETON

## HUMAN RESOURCES DEPARTMENT



100 N. Appleton St.  
Appleton, WI 54911



(920) 832-6458



(920) 832-5845



[humanresources@appleton.org](mailto:humanresources@appleton.org)

To: Human Resources/Information Technology Committee and Appleton Common Council

From: Human Resources Director Jay Ratchman

Date: October 19, 2022

Re: Non-represented (Non-Union) Employee Compensation Study

In 2021, the Mayor and the Director Leadership team initiated the process of examining the City of Appleton (COA) compensation program and engaging in a full review. The last full compensation review was completed in 2011-2012 by Carlson and Dettmann Consulting, LLC.

After a competitive request for proposal process, and after approval by the Appleton Common Council, the City hired Baker Tilly to complete a compensation study for non-represented positions. It was their combination of qualifications, proven background in creating and defending compensation plans, and their competitive costs that made them our best partner. The compensation study officially kicked off in February 2022.

Baker Tilly evaluated City positions using their copyrighted job evaluation system known as the Systematic Analysis and Factor Evaluation (SAFE), providing a defensible foundation against legal claims. In addition, Baker Tilly completed a market assessment, comparing City positions to comparable public employers and cross-referencing private sector market data resources.

The intent of the compensation study was to make sure that positions in the organization remained market competitive and that pay practices were fair, equitable, and in compliance with state and federal laws.

The results of Baker Tilly's findings were reported out and reviewed by the COA Compensation Study Review committee, which is comprised of representatives from various departments. This committee also reviewed current COA pay policies.

Attached please find a packet that includes a summary of findings from Baker Tilly. This includes new pay plans for non-represented employees and for seasonal/LTE/substitute employees. Both pay plans provide an open range system, with wages ranging from a minimum to a maximum. It is the recommendation from Baker Tilly that all employees be placed within the range of their respective position and paygrade.

In addition, please find updates to the Salary Administration policy and the Seasonal policy. The most notable change is moving to a merit-based performance increase system. This merit-based system provides an across-the-board increase, approved through the City's budgeting process, for employees who meet or exceed the expectations of their position.

Our recommendation is to implement the new pay plans and policy updates effective January 1, 2023. If you have any questions, please feel free to contact me at (920) 832-6427.

<b>CITY OF APPLETON PERSONNEL POLICIES</b>	<b>TITLE: SALARY ADMINISTRATION</b>	
ISSUE DATE:	LAST UPDATE: <b>October 2022</b>	SECTION: Human Resources
POLICY SOURCE: Human Resources Department	AUDIENCE: All regular full and part-time employees covered by the Non-represented compensation plan. Excludes represented employees.	TOTAL PAGES: 7
Reviewed by Legal Services Date:	Committee Approval Date:	Council Approval Date:

**I. PURPOSE**

To outline the guidelines utilized for administration of the compensation plan.

**II. POLICY**

It is the policy of the City of Appleton to provide competitive compensation to attract and retain competent staff and to encourage and reward performance within the financial resources available.

**III. DISCUSSION**

The City of Appleton is committed to rewarding team members in a fair and consistent manner, we offer compensation and rewards that support equity and align with our diversity, equity, and inclusion values. We aim to attract and retain employees to contribute to the success of the organization. This policy is subject to change with approval of the Common Council. The Human Resources Director shall be responsible for the administration of the compensation policy.

**DEFINITIONS**

- A. Fair Labor Standards Act (FLSA): A federal act that sets minimum wage, overtime pay, equal pay, record keeping and child labor standards for employees who are covered by the act and who are not exempt from specific provisions. An employee classified in the compensation plan as “Exempt” is not eligible for the overtime compensation provisions of FLSA.
- B. Base Pay: An employee's initial rate of compensation, excluding extra lump sum compensation, shift differential etc. An employee's base pay can be expressed as a base hourly rate of pay or as an annual salary.
- C. Position Analysis Questionnaire (PAQ): A job analysis that outlines the responsibilities and the requirements necessary to perform the functions of the position. The PAQ is utilized to evaluate the position responsibilities for allocation to the appropriate pay grade.
- D. Compensation Plan: A schedule of pay ranges listing the job classifications and minimum/maximum rates. All regular positions shall be placed in one of these ranges based on a PAQ and point factor job evaluation.
- E. Emergency: For purposes of this policy, an emergency shall be defined as an unplanned, significant event that affects the operation, or service level of the department (as determined by the Department

Director and/or the Mayor)

- F. Interim Assignment: When an employee is assigned to a different position on a temporary basis, because of a vacancy.
- G. Non-base pay adjustment: Pay adjustments generally in the form of a lump sum or other forms that do not increase the employee's base pay.
- H. Red-circled: The maintenance of an employee's pay rate above the established range maximum. An employee whose pay rate is at or above the range maximum may be eligible for a non-base performance adjustment.
- I. Midpoint: The center of an open pay range. The midpoint provides a reference point to measure progression within the pay range.

#### IV. PROCEDURES

##### A. DETERMINATION OF PAY RANGES

The compensation plan shall be based on the principle of equal pay for equal work. Pay ranges within the compensation plan shall be determined with regard to factors including, but not limited to: training and ability; level of work; physical demands; independence of actions; supervision exercised; experience required; human relations skills; working conditions or hazards and impact of errors; and prevailing rates of pay for similar jobs in public and private employment as determined by the City.

##### B. ENTRANCE PAY RATE

The entrance pay rate shall be within 60% of the minimum of the pay range. All appointments (including department heads) above the 60% must be authorized, in advance, by a majority of the Mayor, Human Resources Committee Chair and Human Resources Director.

##### C. RECLASSIFICATION

The Position Classification Review Process is the method for determining pay range assignment of new positions or reclassification actions involving substantial changes in the duties and responsibilities of an existing position or external market changes.

###### (a) Classification or Reclassification Consideration

A request for reclassification of a current position or the classification of a new position may be initiated by a department director, or by the Human Resource Director. Requests for reclassifications may occur throughout the year as positions are created or become vacant.

Reclassification consideration for existing positions requires that the employee and the department director document substantial changes in existing duties since the most recent review. Duty changes may be from substantial, immediate reassignment of duties due to reorganization, or may be the result of a logical and gradual change of responsibilities over a period of time.

To be considered for reclassification, changes should be stable and typically should have been in effect for at least six months preceding the reclassification request so that it is clear that the changes that exist are likely to remain for some period of time. Reclassification will not be considered for temporary changes in duties.

A request for classification or reclassification consideration must be in writing to the Human Resources Generalist. The Human Resources Generalist will guide the appropriate process for a review.

(b) Review of Requests

Following internal review by the Human Resource Director, the Human Resource Generalist will submit the PAQ and any supporting documentation to the consultant for evaluation if the criteria for reclassification is met. If the recalassification is appropriate, the consultant will recommend a grade assignment for the position. The consultant may request further information.

(c) The Employer's Response to the Consultant's Recommendations

The employee and the department director will be informed of the final decision in writing. The effective date of any compensation changes will be based on the specific circumstance of the reclassification.

D. COMPENSATION PLAN COMPONENTS

(a) Pay Plan Adjustment

Pay Plan adjustments are typically made on an annual basis. The Human Resources Director shall recommend such adjustments to the Mayor and Finance Director based on the general level of pay adjustments in the relevant job markets where the City competes. These adjustments are also made in consideration of general changes in cost-of-living indices.

The adjustment takes the form of an adjustment to pay plan with the goal of maintaining market competitiveness of the pay plan.

No increase will be made to an employee's pay as a result of a pay plan adjustment.

(b) Merit increase

The amount allocated for merit increase shall be established each year by the Mayor and included in the annual budget, subject to approval by the Common Council. Merit increases will be awarded to all employees that meet or exceed their goals and departmental expectations.

E. PAY RATE ADJUSTMENTS

The Human Resources Director and the applicable Department Director shall determine the pay status of an employee based on the following:

- (a) Transfers - When an employee is transferred from one class to another with a common pay range, the employee shall continue to receive the same pay rate unless a different rate is deemed appropriate.
- (b) Promotion - When an employee is promoted from one class to another having a higher pay range, the employee shall receive an increase as deemed appropriate. For consideration of placement into the new pay range, such factors as the average value of overtime lost, average

value of extra hours worked in a non-exempt capacity as well as other internal and external factors shall be considered.

- (c) Demotion - When an employee accepts a position in a lower pay grade for any reason, a rate of pay shall be determined. For consideration of placement into the new salary range, such factors as experience, qualification, length of service, average value of overtime lost and the level of pay similar to employees in the pay range shall be considered.
- (d) Upward Re-Classification - When an employee's position is reclassified into a higher pay grade, the reclassification shall be treated the same as a promotion under (b) above.
- (e) Downward Re-Classification - When an employee's position is reclassified into a lower pay grade, the reclassification shall be treated the same as (c.) above.
- (f) Equity Adjustments  
Equity adjustments are salary changes outside of the normal salary programs (as listed above) to remedy salary issues such as external pressure in high demand areas, internal salary compression, and/or retention considerations. Equity adjustments may also be used when additional duties are added.

#### F. MINIMUM AND MAXIMUM RATES

Generally, an employee shall be paid within the pay range of their position. **Library substitute positions may only advance to the midpoint of the pay scale.**

An employee may be paid below the minimum of their pay range as the result of not receiving a pay adjustment due to their performance.

An employee who receives a base pay adjustment cannot exceed the maximum of their pay range. **An employee who is at the maximum of their pay range may be eligible for a lump sum payment as a method to recognize performance.**

In the event of a reclassification, or re-evaluation of a pay range that results in an employee's pay falling outside the maximum of the newly assigned pay range, such employee's pay rate may be red-circled.

#### G. OVERTIME

- (a) Employees in the Compensation Plan who meet the exemption under the Fair Labor Standards Act shall be exempt from all premium pay provisions except as otherwise outlined in this policy.
- (b) Employees who are required to work Sunday, not part of their regular schedule, shall receive double time pay. Utility Department employees who work Sunday, as part of their regular schedule, shall receive double time pay.
- (c.) All non-represented non-exempt employees in the Compensation Plan shall be paid no less than the minimum compensation required pursuant to the FLSA, including overtime compensation on a time and one half basis, for all hours worked in excess of 40 hours per week subject to the following:
  - 1. Compensatory Time, Sick leave, PTO Sick, approved non-paid leave and FMLA non-paid leave hours shall not be counted as hours worked for purposes of computing overtime compensation; and,
  - 2. Scheduled City holiday hours, vacation, PTO , funeral leave, jury duty and

approved paid FMLA leave (except PTO Sick, see #1 above) may be counted as hours worked for purposes of computing overtime compensation (except when employee is called to work, then see #3 below); and,

3. Hours worked and paid at a Sunday or Holiday double time rate\*, where the employee is also paid an additional call pay premium, shall not be counted as hours worked for purposes of computing overtime compensation.

\*Holiday double time rate refer to Fringe Benefit Policy.

- (c) Battalion Chiefs and Deputy Fire Chiefs who fill in for other Chief Officers, when overtime would otherwise be required, shall receive straight time pay for all such hours worked in addition to their regular bi-weekly rate. Operations Battalion Chiefs who are required by the Chief to attend extended (generally more than four (4) hours) training on their off-duty time may be eligible for straight time pay for attendance at such training at the discretion of the Fire Chief.
- (d) Police Lieutenants and Captains will receive compensation at time and one half of the top senior sergeant rate when working beyond their normal schedule for Grants, Off-Duty Police Services, Avenue Detail, **SWAT related incidents, major case investigations** and special events.
- (e) Overtime shall be approved in advance by the Department Director or supervisor and reviewed periodically by the Department Director. Overtime shall be kept to a minimum and shall be utilized to relieve specific occasional peak workloads or emergencies.

#### H. SHIFT PREMIUM

Non-exempt employees shall be eligible for a \$.50 shift premium added to their base pay if the employee is regularly scheduled (through shift selection or designated assignment) to work a 2<sup>nd</sup> or 3<sup>rd</sup> shift schedule (3<sup>rd</sup> or 4<sup>th</sup> shift schedule for Police).

#### I. TELEPHONE CALL

Non-exempt employees who are called by a supervisor on the telephone, outside of their regularly scheduled hours, to provide information related to the operation of the department shall be paid for the time actually spent on the telephone, but not less than one hour's straight time. This does not apply to employees receiving the Stand-by Duty pay.

#### J. EMERGENCY CALL-IN

Non-exempt employees who have left the worksite or are in a paid leave status, and who are called to return to work outside of their regularly scheduled hours to handle emergency situations that could not be anticipated, will be eligible for a lump sum of \$100 as call-in pay.

#### K. ASSIGNED SHIFT CHANGE

- (a) This applies to Utilities employees who operate on shifts.

When a non-exempt employee is required to work outside their assigned shift the employee will be paid as follows:

Employees notified for a change of assigned shift for a duration of more than one week and are given 48 hours or more notice shall be paid \$1.00 per hour, added to their base pay, for all hours worked for the duration of the scheduled shift.

Employees notified for a change of assigned shift for a duration of one week or less and are given 48 hours or more notice shall be paid \$2.00 per hour, added to their base pay, for all hours worked for the duration of the scheduled shift.

Employees notified for a change of assigned shift and are given less than a 48 hour notice shall be paid \$50 per day for the first 48 hours and then the employee shall be paid pursuant to the above.

The \$1.00 and \$2.00 premium pay shall be added to the employee's regular base rate for purposes of calculating the overtime rate.

- (b) This applies to Department of Public Works and Parks Recreation Facilities Management employees who operate on shifts.

When a non-exempt employee is required to work outside their assigned shift the employee will be paid as follows:

Employees notified for a change of assigned shift shall be paid \$50 per day.

#### L. STAND-BY DUTY

Employees who are required by their department director to be on stand-by duty (required to remain within a one (1) hour response area, accessible by phone or pager, etc.) shall receive one hour's pay for each day of stand-by and (2) two hours if on the actual holiday (does not include the observed holiday).

All employees required to be on stand-by must remain physically fit and ready for duty and must continue to abide by City policies (i.e., Drug-Free Workplace).

#### M. CALL DUTY - EMERGENCY RESPONSE (Excludes Directors, Deputy Directors, Assistant Police Chief, Police Captains, and Police Lieutenants)

Any exempt employee, not on Stand By Duty, who is required to report to duty for emergency operations (e.g. snowplowing, water main breaks, facilities and grounds and technology issues, storms & other disasters) may be eligible for additional compensation in the form of a bonus as outlined below:

- ◆ If the employee reports for work and works less than three (3) hours, the employee shall be entitled to \$75.00 for each report.
- ◆ If the employee reports for work and works between 3-5 hours, the employee shall be entitled to \$200.00 for each report.
- ◆ If the employee reports for work and works between 5-8 hours, the employee shall be entitled to \$400.00 for each report
- ◆ If the employee reports for work and works more than 8 hours, the employee shall be entitled to \$500.00 for each report

<b>CITY OF APPLETON POLICY</b>	<b>TITLE: SEASONAL EMPLOYMENT</b>	
ISSUE DATE:	LAST UPDATE:  October 17, 2022	SECTION: Human Resources
POLICY SOURCE: Human Resources Department	AUDIENCE: All Employees	TOTAL PAGES: 11
Reviewed by Legal Services Date:	Committee Approval Date:	Council Approval Date:

I. PURPOSE

To provide guidelines in the seasonal employment process including recruitment and selection, training, and performance evaluation.

II. POLICY

The City of Appleton will recruit and select the best qualified persons for positions with the City. The Human Resources Department, under the guidance of the Human Resources Director, is responsible for developing and facilitating an active seasonal recruitment and selection program designed to meet the current and anticipated City departments' seasonal employment needs. The procedure will be consistent with the City's Affirmative Action Program and will comply with all Equal Employment Opportunity guidelines.

III. DISCUSSION

The City of Appleton establishes clear and consistent guidelines to assist City supervisors and to ensure equal and unbiased treatment of all applicants and employees. The selection of seasonal employees shall be made by the respective hiring supervisor and in conjunction with the established guidelines.

IV. DEFINITIONS

- A. Seasonal Employment: Certain times of the year necessitate the hiring of temporary, non-benefited positions to assist with increased workloads or to fill recreational program activity positions. These positions shall be consistent with the seasonal pay plan and shall be for a specific time period.
- B. Seasonal Employee: Employees hired to perform seasonal work for a specific time period. Seasonal employees shall not exceed 1200 hours in any 12-month period and are not eligible for benefits. Employment terminates at the end of the season.

V. PROCEDURES

A. Recruitment

When it is determined to be in the best interest of the City of Appleton, seasonal employees may be hired as budgeted. Such employees shall not be eligible to receive City of Appleton fringe benefits unless specifically provided for elsewhere in this policy. The department shall establish job descriptions for each seasonal position within their department and pay rates will be established and approved by Human Resources and the Common Council as referred on the seasonal pay plan.

Hours – No seasonal employee shall exceed 1200 hours of employment in any 12-month period, unless previously authorized by the Human Resources Director. The Human Resources Benefits Coordinator will monitor the number of hours that a seasonal employee has worked and will notify a department if close to the hour limits. Seasonal employees shall not work more than 40 hours per week unless authorized by the Department Head. All hours worked over 40 must be paid at time and one-half.

1. Advertising and Publicity

The Human Resources Department shall post the open positions on the City's website to accept applications for the seasonal position vacancies. A list of the open positions may also be sent to regional high schools, Wisconsin technical colleges and universities, and diversity groups, along with other resources customarily used to distribute regular weekly Open Positions Lists and/or are deemed to be appropriate by the department.

2. Application Forms

All City of Appleton seasonal applications for employment must be completed on-line. Resumes will be accepted only as an attachment to the application; not in lieu of an application. Each returning seasonal employee must update their application annually.

3. Applicant Tracking

Once the applications are submitted via the City's website, the applications will then be forwarded electronically to the hiring supervisor.

4. Candidate Selection

The hiring supervisor will screen the applications based on the job requirements outlined in the job description. After selections are made, candidates will be scheduled for an interview. Interviews can be conducted over the phone or in person. All candidates will be asked the same general questions. Supervisors should refer to their Seasonal Hiring binders for information on conducting interviews. All applicants not chosen from the initial screening will be notified by email.

5. Reference Checks

The hiring supervisor will decide on their final candidate(s). Depending on the position, the hiring supervisor will obtain employment and/or personal references. (Exhibit 1a and 1b).

6. Conditional Offer of Employment

The hiring supervisor will make the job offer contingent upon appropriate background checks using the existing seasonal pay structure.

7. Background Checks

The necessary information to conduct a background check shall be sent to Human Resources. HR Administrative staff will process the background check.

8. Offer Letter

The HR department will prepare a conditional offer letter, contingent on the successful completion of a background check after the supervisor determines a start date and end date (or annual background refresher date) with the candidate. The conditional offer letter will be sent with the appropriate instructions for paperwork that the employee must complete on or before the first day of employment. The required paperwork could include: I-9 form, W-4 form,

ACH Direct Deposit Authorization (all seasonal employees are required to sign-up for direct deposit of their payroll checks), and a Child Labor Permit (if applicable) a policy sign off sheet and policy brochure, and any other required paperwork. (The City reimburses employees for the child labor permit.)

B. Auto Insurance

The City does not provide insurance coverage for an employee's privately-owned vehicle. Employees who use non-City-owned vehicles for City business should confirm that their personal auto insurance policy provides coverage for this use.

All employees who drive non-City-owned vehicles for City business shall be required to purchase (at their own expense) and maintain auto insurance at a level that meets one of the following minimum standards:

The minimum acceptable coverage is:

Single limit of liability - \$200,000 for bodily injury and property damage

OR

Split limit of liability with limits of \$100,000 each person bodily injury,

\$300,000 each accident bodily injury, \$50,000 property damage

All seasonal employees are required to sign the Driver's License Information Update form (Exhibit 2) if they are required to use their own vehicle for City business and/or if they will be using a City-provided vehicle.

A seasonal employee must be 18 years of age to drive a vehicle for City business.

C. Seasonal Employee Orientation and Training

1. The department supervisor should follow the Seasonal Employee Orientation Checklist to orient the new employee(s). (Exhibit 3)
2. The Staff Training and Development Coordinator for the Human Resources Department will coordinate the necessary policy training with each of the department supervisors.
3. Once a new seasonal employee is hired, he/she should attend one of the scheduled training courses. The employee's supervisor is responsible for notifying employees of the training dates and confirming the employee's attendance with the Human Resources Department. The courses include the training that is required by federal and state law and City policy. At the end of each training course, the employee will be asked to sign a form stating that he/she took the class and understands that he/she must abide by the policies covered in it.
4. If the employee cannot attend the training course, the supervisor will be responsible for sending a required training brochure, along with a sign-off form to the employee. The employee is required to return the signed form to their supervisor prior to beginning his/her job. All hard copies of the sign-off form will be filed with the employee's application for future reference. The Human Resources Department will keep such files on-line for all seasonal employees.

D. Evaluation Forms/Process

At the end of each employment period, the supervisor shall fill out a Seasonal Performance Evaluation Form (Exhibit 4) for each seasonal employee who worked under his/her supervision.

The supervisor shall sit down with the employee to discuss the evaluation, then obtain the employee's signature as acknowledgment of the evaluation. Supervisors who are in charge of a large number of seasonal employees may complete the evaluation and mail or email two copies to the seasonal employee, provided the employee has met the minimum performance requirements of the position. The evaluation should be accompanied by a letter (Exhibit 5) explaining the evaluation and requesting that the employee sign and return one of the copies to the supervisor. All employees who fall below minimum performance requirements must be evaluated in person. In order to be eligible for re-hire, the employee must have a prior year satisfactory evaluation on file. Seasonal staff evaluations are kept electronically. If an employee receives a "not eligible for re-hire" evaluation, the supervisor will meet with the employee to discuss the details. It is the supervisor's responsibility to track this for future years. Supervisors from other programs/departments have access to see these evaluations from former years.

E. Seasonal Pay Schedule

Seasonal employment shall be compensated on a per hour or per event basis at a rate established by the Human Resources Director and approved by the Common Council.

TELEPHONE REFERENCE FORM

EXHIBIT 1a

Name of applicant: \_\_\_\_\_

Current/previous employer: \_\_\_\_\_

Employment dates: \_\_\_\_\_ Full time: \_\_\_\_\_ Part time: \_\_\_\_\_

Job title/summary of duties: \_\_\_\_\_

Quality of work: \_\_\_\_\_

Dependability/follow through on assignments: \_\_\_\_\_

Initiative: \_\_\_\_\_

Ability to work with others: \_\_\_\_\_

Attendance/punctuality: \_\_\_\_\_

Any concerns in the area of violence: \_\_\_\_\_

Any concerns in the area of harassment: \_\_\_\_\_

Has this person ever had a positive drug test: \_\_\_\_\_

Reason for leaving: \_\_\_\_\_

Eligible for rehire: \_\_\_\_\_

Areas of strength: \_\_\_\_\_

If you were to coach in one area, what would it be: \_\_\_\_\_

Recommend for hire for this position: \_\_\_\_\_

Additional remarks: \_\_\_\_\_

Name/title of person giving reference: \_\_\_\_\_

Caller: \_\_\_\_\_ Date: \_\_\_\_\_

SEASONAL EMPLOYMENT  
TELEPHONE REFERENCE FORM

EXHIBIT 1b

Name of applicant: \_\_\_\_\_

Name & title/relationship of person giving reference: \_\_\_\_\_

Caller: \_\_\_\_\_ Date: \_\_\_\_\_

---

Job title or nature of relationship to applicant (i.e. teacher, coach): \_\_\_\_\_

Quality of work/assignments: \_\_\_\_\_

Dependability/follow through on tasks or assignments: \_\_\_\_\_

Ability to work with others: \_\_\_\_\_

Attendance/punctuality: \_\_\_\_\_

Additional remarks or anything you would like to share about this individual? \_\_\_\_\_

**Use the following only if the contact is from a previous employer**

Reason for leaving: \_\_\_\_\_

Eligible for rehire/would you hire them again? \_\_\_\_\_

Any concerns in the area of violence or harassment: \_\_\_\_\_

Has this person ever had a positive drug test at work: \_\_\_\_\_

DRIVER'S LICENSE INFORMATION UPDATE \_\_\_\_\_

Please print CLEARLY

First Name: \_\_\_\_\_ Middle Initial: \_\_\_\_\_

Last Name: \_\_\_\_\_

Do you have a valid Driver's License?  Yes  No

Date your Driver's License expires (mm/dd/year): \_\_\_\_/\_\_\_\_/\_\_\_\_

List any restrictions on your Driver's License (i.e. glasses, occupational, etc.):

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

It is your responsibility to notify Human Resources or your Supervisor immediately when your driver's license is restricted, suspended or revoked. Failure to do so may result in disciplinary action up to and including discharge.

\_\_\_\_\_  
Signature Department Date

**AUTO INSURANCE**

The City does not provide insurance coverage for an employee's privately owned vehicle. Employees who use non-City-owned vehicles for City business should confirm that their personal auto insurance policy provides coverage for this use.

All employees who drive non-City-owned vehicles for City business shall be required to purchase (at their own expense) and maintain auto insurance at a level that meets one of the following minimum standards:

(a) Single limit of liability - \$200,000 for bodily injury and property damage

**OR**

(b) Split limit of liability with limits of; \$100,000 each person bodily injury \$300,000 each accident bodily injury \$50,000 property damage.

Proof of insurance must be provided prior to mileage reimbursement payment. Employees who cannot provide proof of this level of insurance will not be entitled to receive mileage reimbursement, and will not be allowed to drive for City business. Failure by the employee to maintain required insurance limits may affect employment status, as stated in the Conditions of Employment policy.

Health Department employees who are reimbursed monthly for mileage must provide regular insurance policy updates to the HR Department.

I anticipate I may drive a non-City owned vehicle in the conduct of my job duties and I understand that, should I use a non-City-owned vehicle in the conduct of my job duties, I must have and maintain adequate insurance coverage (as noted above) for that vehicle.

I do not anticipate that I may drive a non-City owned vehicle in the conduct of my job duties. However, I understand that should I need to use a non-City-owned vehicle in the conduct of my job duties, I will verify that I have adequate insurance coverage (as noted above) for that vehicle, prior to using the vehicle for my job.

\_\_\_\_\_  
Signature Department Date

**SEASONAL EMPLOYEE ORIENTATION CHECKLIST**

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

DEPARTMENT: \_\_\_\_\_ SUPERVISOR: \_\_\_\_\_

**TO BE COMPLETED PRIOR TO FIRST DAY OF EMPLOYMENT**

Complete new hire paperwork with HR and turn-in work permit (if applicable)

**TO BE COMPLETED THE FIRST WEEK OF EMPLOYMENT**

<input type="checkbox"/> Review parking	<input type="checkbox"/> Review Departmental communications (i.e. Bulletin board, staff meetings, etc.)
<input type="checkbox"/> Schedule seasonal training with HR or have employee read and sign the Seasonal Training Brochure	<input type="checkbox"/> Review Departmental Activities (i.e. Casual Fridays)
<input type="checkbox"/> Fire Drill/Evacuation Procedure	<input type="checkbox"/> Show video of department, if applicable
<input type="checkbox"/> Issue PPE (Personal Protective Equipment)	<input type="checkbox"/> Discuss performance evaluation format, if any
<input type="checkbox"/> Issue keys, if applicable	<input type="checkbox"/> Fill out applicable employment forms (if required by specific department)
<input type="checkbox"/> Employee Introductions	<input type="checkbox"/> Train employee on applicable equipment
<input type="checkbox"/> Office/Facility Tour	<input type="checkbox"/> Train employee on phone system
<input type="checkbox"/> Review of work rules, departmental policies, etc.	<input type="checkbox"/> Review Department policy on public relations
<input type="checkbox"/> Review of reporting requirements	<input type="checkbox"/> Review Chain of Command
<input type="checkbox"/> Review of work hours, time cards (if applicable), and location	<input type="checkbox"/> Review of Department Mission and Beliefs
<input type="checkbox"/> Review job description	<input type="checkbox"/> Review all departmental safety/compliance issues
<input type="checkbox"/> Give job assignment	

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

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

SEASONAL PERFORMANCE EVALUATION FORM

Department: Parks & Recreation Employee: \_\_\_\_\_ Job Title: \_\_\_\_\_ Date: \_\_\_\_\_

Please complete the following evaluation near the end of the employment period and review it with the employee prior to the end of his/her employment. Place an 'X' in the box which best indicates employee performance.

Area of Evaluation (X-out those that do not pertain)	Excep- tional	Exceeds Require- ments	Meets Require- ments	Needs Improvement	Unsatis- factory	Comments
<b>Job Knowledge</b> - Consider how well employee understood duties and re-tained and applied knowledge						
<b>Quality of Work</b> - Consider neatness, accuracy and effectiveness						
<b>Quantity of Work</b> - Consider amount and speed of work output, timeliness						
<b>Cooperation</b> - Consider employee's ability to work effectively with others						
<b>Dependability</b> - Consider employee's ability to complete job assignments						
<b>Attendance</b> - Consider employee's punctuality and attendance						
<b>Initiative</b> - Consider employee's willingness to help others and seek out work and perform tasks assigned						
<b>Attitude</b> - Was the employee's attitude positive, professional and supportive of the City						

**DETERMINATION OF OVERALL EVALUATION (Please choose one)**

- Demonstrates consistent exceptional performance. Far exceeds requirements of position.
- Consistently exceeds requirements of position.
- Consistently meets requirements of position.
- Meets minimum requirements of position. Indicates need for improvement.
- Consistently falls below minimum requirements of position.

Do not rehire in this position  
 Yes  Not eligible for rehire within department

Is employee eligible for rehire? \_\_\_\_\_  
 Number of years in this position: \_\_\_\_\_

Employee: This performance review has been completed as a guide to help you in your job performance and development. Your signature does not necessarily imply you agree with the comments or rating, but that you read and understand the review.

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_ Evaluator Signature \_\_\_\_\_ Date \_\_\_\_\_

EMPLOYEE: PLEASE USE REVERSE SIDE FOR COMMENTS. Supervisor Signature \_\_\_\_\_ Date \_\_\_\_\_

EVALUATOR COMMENTS:



**Appleton Parks Recreation  
and Facilities Management**  
1819 Witzke Boulevard  
Appleton, WI 54911  
Phone: (920) 832-5905  
Fax: (920) 832-5950

“Date”

“First Name” “Last Name”

“Address”

“City”, “State” “Zip Code”

Dear “First Name”,

I would like to thank you for your hard work and effort put forth this past summer for the Appleton Parks Recreation and Facilities Management Department. Your time and dedication is greatly appreciated and made this year a rewarding and memorable one.

Enclosed you will find your employee evaluation for this year’s program. Please read, sign, and return a copy for our files. Keep a copy for your personal records. If you have any questions regarding your evaluation, please feel free to call me at (920) 832-3926.

Sincerely,

Recreation Program Supervisor  
Appleton Parks Recreation and  
Facilities Management Department

Enclosure



## Naming Rights-Opportunities Policy

---

### I. Purpose

The Appleton Public Library Board of Trustees (the “Board”) welcomes mission-compatible financial support from the community when it is within the best interests of the library.

The Board considers the granting of Naming Rights-Opportunities the highest distinctions it can bestow.

While all donors to the {insert name of capital campaign}Building Beyond Words (“BBW”) Capital Campaign will be recognized via a donor tier structure yet to be determined, this policy applies specifically to naming rights in connection with Appleton Public Library’s {insert the name}BBW Capital Campaign. This policy establishes a procedure in which donors shall be recognized for donations that are eligible for naming rights within the BBW Capital Campaign (see Attachment A: Menu of Naming Rights).

The {insert name of capital campaign}BBW Capital Campaign is in collaboration with the Friends of Appleton Public Library, who are carrying out the fundraising, and the City of Appleton, who is overseeing construction of the facility.

Please see the library’s Gifts and Donations Policy, or contact the Friends of Appleton Public Library, for other methods of supporting the library’s ongoing programs and services.

### II. Definitions

1. Naming rights-Opportunities – name of room, area, collection, space, equipment, artwork, technology or other interior or exterior space in honor or memory of living or deceased individual, corporation, foundation or organization as grateful recognition of the Donor’s gift.
2. Gift – a voluntary and irrevocable pledge paid to the Friends of Appleton Public Library in the form of a one-time contribution, or in multiple contributions over a period of several years. Stocks can also be provided as a gift. In kind gifts may be accepted should those gifts be convertible to cash or have a value to the campaign.
3. {insert name of capital campaign}Building Beyond Words Capital Campaign– This is a specific campaign to renovate and expand the current library.

4. Friends of Appleton Public Library (“Friends”) -The Friends are a 501(c)(3) organization whose mission is to support the library by advocating and raising funds to provide enhanced programs and services for the community.

### III. Policy

- a. The Board has the sole and absolute discretion regarding Naming ~~Rights~~Opportunities.
- b. Naming ~~rights-Opportunities~~ will be memorialized in a Naming ~~Rights-Opportunities~~ Donor Agreement which will grant Donor specified Naming ~~Rights-Opportunities~~ to a particular space (“Named Space”), subject to acceptance of the Donor’s gift and approval of such naming by the Board and consistent with this Policy.
- c. In no event will the Donor be provided with any decision-making power over the library on operational or capital decisions, or in any other library process or activity. The Board reserves the right to refuse gifts that are not consistent with the Capital Campaign.
- d. Gifts are being made to the Friends with the understanding that it is to be used for the [insert the name] capital campaign. Should the project not proceed, be terminated, or city funds no longer be available, the donor reserves the right to rescind the gift or redirect it towards an endowment that supports library grants.
- e. Gifts will be used to enhance, not replace the City of Appleton’s existing project funding or future operational support.
- f. If the entire Gift amount is not received by the Friends as agreed upon, the Board may, in its sole discretion, remove the Donor’s recognition of the Named Space and offer the Donor an alternate recognition opportunity appropriate to the total amount of the Donor’s Gift.
- g. Holding of funds
  - i. Gifts to the capital campaign will be held by the Friends and will be segregated from other Library or Friends assets.
  - ii. These funds will be overseen by the Friends and distributed in agreement with the City and the Library Board for the purposes agreed upon.
- h. Acknowledgement
  - i. The duration of Naming Rights shall be a maximum of twenty (20) years and specified in the Naming Rights Donor Agreement, but in no event shall extend beyond the useful life of the library or the Named Space as determined by the Library Board.
  - ii. The Board reserves the right to choose the wording, size, location, and style of recognition. Visual recognition of a Named Space will adhere to library brand standards, including exterior and interior signage, logos, letterhead, and all other representations of the library’s identity.
- i. Modification
  - i. The library may make changes to signage to maintain and update facilities but will make efforts to ensure that the signage still reflects the appropriate recognition for the donor.

- ii. If during the useful life of the Named Space, the space is closed, deconstructed, destroyed, severely damaged, significantly renovated, upgraded, modified, or replaced, then the Naming Rights shall cease. The donor, if available, and in consultation with the library, will have the right to have another space named for the duration of the Naming Rights Donor Agreement.
  - iii. Donors who request changes to their recognition signage will be considered by the Board. Changes that require additional expense will be done at the donor's expense.
- j. Termination of Naming. The Board reserves the right to alter or terminate a Naming Rights Donor Agreement in the following cases:
  - i. In the event of the default in payment of the gift, or
  - ii. In the unusual circumstance that the Board determines in its reasonable and good faith opinion that circumstances have changed such that accepting the gift, or the Naming chosen by the Donor would adversely affect the reputation, image, mission or integrity of the Library or the City of Appleton should there be continued association with the Donor and the continued Naming.
  - iii. Should the Naming Rights Donor Agreement be terminated, the Board, the library and the City of Appleton shall have no further obligation or liability to the Donor and shall not be required to return any portion of the gift that has already been paid. The Board may choose an alternative recognition for the portion of the gift that has been received in its sole discretion.
- k. Procedure
  - i. All naming rights must be approved by the Board in accordance with the Naming Rights Donor Agreement. The Library Director will provide a written summary of the naming rights that are recommended for approval including:
    - 1. The name of the donor and how they would like to be publicly acknowledged.
    - 2. The amount of the gift. Should the gift be a multi-year pledge, details including the dates and amounts of each gift should be itemized.
  - ii. Upon approval by the Board, a Naming Rights Donor Agreement shall be finalized and signed by the Library Board President and a donor representative.

*Reviewed by the Friends Steering Committee 4/12/2022*

*Approved by APL Board of Trustees 4/~~19~~/2022; 11/2022*



## FINANCIAL POLICY

---

The Appleton Public Library (“APL”) Board of Trustees (“library board”) establishes this financial policy to ensure fiscal accountability, appropriate use of funds in support of APL’s mission and goals, and compliance with appropriate laws and ordinances and City of Appleton (“city”) policies.

### 1. Consistency

- a. Library staff (“staff”), while preserving the library board’s legal prerogatives under Wis. Stats. §§ 43.58(1) and 43.58(2), will keep library practices in compliance with city policies.
- b. Staff will work with the city’s Finance Department to ensure that the city’s financial policies accommodate the library board’s responsibility and bring these policies to the library board for approval.

### 2. Budget

- a. The library board shall establish an annual budget request according to State of Wisconsin statutes and the city’s Budget Policy.
- b. Staff shall budget revenue funds and associated expenditures as follows:
  - i. Best estimate of revenue, but no associated expenditures for county reimbursements
  - ii. Best estimate of revenue, and associated expenditures for revenue based on use: printing/copying, reader-printers, vending machines, and benefitted positions funded by grant awards approved prior to budget.
  - iii. No revenue budgeted, but any revenue realized during the year to be transferred to appropriate spending accounts via budget adjustments: lost and paid materials with the exception of the variance in 4c, resource library agreement funds, memorials, unbudgeted grants received throughout the year, gifts and donations.”
- c. Staff shall work with the Mayor, Finance Department, and Common Council (“Council”) to seek adoption of the library board’s request, reporting any changes or concerns to the library board.
- d. After the budget adoption by the City Council, staff will present the adopted budget for the year to the library board for review and approval.
- e. The library board delegates to staff the expenditure of monies, the development of an annual collection budget to allocate funds available for library materials and development of a Friends of Appleton Public Library (“Friends”) grant budget all subject to review and approval by the library board.
- f. Budget amendments, transfers and new appropriations are subject to the city’s Budget and Grants policies.

- g. The library board's authority over budgeted city funds shall lapse at the end of the calendar year and any budget fund balances shall revert to city authority, subject to city carryover policies and procedures.

### **3. Expenditures**

- a. Staff will follow the city's Procurement and Contract Management Policy for purchases and processing of payments.
- b. On a monthly basis, staff shall present the bill register, a list of all expenditures, to the library board for review and approval. Staff will also present a monthly financial report showing the status of all accounts and funds.

### **4. Receipts**

- a. Revenue received by the library from overdue fines, rent and utility payments, printing/copying, reader-printer copies, vending machine commissions, and county reimbursements for library service will be submitted to the city as general revenue. Non-sufficient fund charges will be submitted to the city as general revenue.
- b. Reimbursements for lost or damaged materials will be added to the materials budget via budget adjustments to be used to purchase replacement materials. These funds will be eligible for carryover.
- c. There is a multi-year variance as part of the elimination of overdue fines approved in 2021. For a limited time, a portion of the revenue earned from lost and paid materials will be treated in the manner of items in 4.a and will be submitted to the city as a general revenue based on the following schedule:  
2022: \$25,000  
2023: \$15,000  
2024: \$5,000
- d. Should the library utilize petty cash, staff will implement petty cash procedures consistent with city procedures, for use when immediate payment or reimbursement for a purchase or service is required.
- e. Staff will work with the city's Finance Department to ensure appropriate journal entries and necessary budget adjustments are prepared to reflect all additional revenues and expenditures.

### **5. Gifts and Donations**

- a. Gifts and donations are subject to the library's Gifts and Donations Policy
- b. Staff will track donations for the express purpose of purchasing library materials or supporting a specific program. The purchase of specifically identified titles or the funding of specifically dictated programs or services with such funds cannot be guaranteed, nor does the donor have the right of approval of titles or services before purchase. However, donors are encouraged to recommend subject or service areas.

c. Staff will request carryover of any unexpended donated funds, so that funds shall be used to purchase materials or support programs consistent with donor wishes.

d. Any cash found in the library and unclaimed after thirty (30) days will be considered donated funds.

d-e. The Naming Opportunities Policy will guide the funds from the Building Beyond Words Capital Campaign.

## 6. Grants

a. The library board shall have the right to approve or deny library utilization of grant or contract funds on behalf of the library by any organization or individual.

b. Grants received are subject to the city's Grant Policy and approval of the library board.

c. Friends' grants will be administered as follows:

- i. Staff present a spending plan for Friends grants at the beginning of the library's fiscal year. ~~projecting funding based on the previous year's distribution.~~
- ii. Friends will inform the library ~~in spring~~ of the grant allocation for their upcoming July to June fiscal year.
- iii. Should the City of Appleton budget require amendments, staff will present amendments ~~and updated spending plans upon approval of the Friends annual budget~~ to the library board.
- iv. Staff will present grant expenditures via the bill register and monthly reports. They will also provide quarterly report narratives of grant programs to the library board and Friends board.
- v. Friends staff will provide semiannual disbursements upon receipt of an invoice request from library administration.
- vi. Expenditures and receipts will be recorded consistent with city policy and subject to carry over.
- vii. Grants from the Friends of Appleton Library/Frank P. Young Scholarship Fund shall be made in accordance with the Scholarship Policy.
- viii. Distributions from the FOCOL Fund will be made in accordance with the fund agreement.

## 7. Disposal of Property

a. Withdrawn library materials, materials donated but not added to the collection, and other computer equipment no longer needed for library services may be given to the Friends for sale.

b. Other surplus or obsolete supplies or equipment will be disposed of in compliance with the city's Procurement and Contract Management Policy.

## 8. Review and Reporting

- a. All library funds, expenditures and revenues will be audited as part of the city's annual audit. Staff shall report to the library board any notes or communications from the city's auditor regarding the library.
- b. Library finances will be reported annually to the State of Wisconsin's Department of Public Instruction.

| -12/96, 12/99, 12/02, 10/04, 11/10, 2/2016, 12/2018, 7/2021, 11/2022