

**MINUTES OF THE NEENAH WATER WORKS COMMISSION
AND
STORM WATER CITIZEN ADVISORY BOARD MEETING**
Regular Meeting – September 15, 2025
Hauser Room – City Hall, 211 Walnut Street, Neenah, WI

Present: President Schmeichel; Commissioners: Lang, Bauman, and Hemes; and Director Mach.

Excused: Commissioner Steiner.

Also Present: Finance Director Rasmussen, Director of HR and Safety Fairchild, Distribution Tech Janssen, and Distribution Tech Maynard

President Schmeichel called the meeting to order at 4:34 p.m.

Approve Special Meeting Minutes for August 18, 2025 – Following discussion, **M.S.C. Hemes/Lang to approve the August 18, 2025 Regular Meeting Minutes.** Commissioners Lang, Schmeichel, and Hemes voting aye. Commissioner Bauman abstaining.

Approve Closed Session Meeting Minutes for August 18, 2025 – Following discussion, **M.S.C. Schmeichel/Hemes to approve the August 18, 2025 Closed Session Meeting Minutes.** Commissioners Lang, Schmeichel, and Hemes voting aye. Commissioner Bauman abstaining.

Approve the Invoices for August 2025 – Commissioners had a question about the personal charge from Gorges. Director Mach noted that he had accidentally used the Utility P-Card for a personal transaction and reimbursed the Utility promptly.

Following discussion, **M.S.C. Bauman/Hemes approve the August 2025 invoices.** All voting aye.

Appearances – None.

Old Business/New Business

Request to Approve Water Utility Salary Plan Study – Director Mach presented three proposals for the completing of a Water Utility Salary Plan Study. Commissioners discussed the capabilities for each firm. Staff recommended the proposal from MRA as this firm is proposing a time-and-materials model that fits well with our needs. If the Utility decided to join MRA as a member, the fees are discounted.

Following discussion, **M.S.C. Bauman/Hemes to accept the compensation services agreement from MRA, join MRA as a member, and proceed with the Salary Plan Study.** All voting aye.

Request to Create the Position of Water Utility Business Manager – Director Mach presented a memo detailing the creation of this position along with the proposed job description. Finance Director Rasmussen and Director Mach discussed with the Commissioners the strategic vision for the Utility and the Billing Department. This position would be responsible for the billing function for all utilities and also be able to complete high level reporting, engage with the public more effectively, and improve the online billing functions. The goal for the Utility is to begin overseeing Billing Operations effective early 2026.

Following discussion, **M.S.C. Bauman/Schmeichel to create the position of Water Utility Business Manager and fill the position.** All voting aye.

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Request to Approve Final Payment for Contract 1-24W Removal and Replacement of Carbon Dioxide Tank and Related Appurtenances – Director Mach presented the final payment for Contract 1-24W for Commission consideration.

Following discussion, **M.S.C. Schmeichel/Bauman to approve the final payment for Contract 1-24W Removal and Replacement of Carbon Dioxide Tank and Related Appurtenances to Rohde Brothers, Inc. in the amount of \$10,250.00.** All voting aye.

Request to Approve Final Payment for Contract 2-23W West Side Booster Station Building – Director Mach presented the final payment for Contract 2-23W for Commission consideration.

Following discussion, **M.S.C. Hemes/Lang to approve the final payment for Contract 2-23W West Side Booster Station Building to RJM Construction, Inc. in the amount of \$12,597.24.** All voting aye.

Request to Approve Draft Water Supply Service Area Plan – Director Mach presented a memo detailing the completion of this planning document. The Plan is intended to satisfy all requirements of NR854. Commissioners were very interested in the contents of the document. There were a few small corrections needed and Commissioners asked Director Mach to make these corrections before distributing the document.

Following discussion, **M.S.C. Bauman/Hemes to approve the Draft Water Supply Service Area Plan.** All voting aye.

Request to Approve Agreement with McMahon Engineers for Services Relating to the Oak Street Bridge Water Main Project – Director Mach presented a memo detailing the proposal provided by McMahon Engineers for this project. Staff were satisfied with the proposal and pricing and would like to proceed with the project. Commissioners asked if this project was in the 2025 CIP. Director Mach indicated that it was, but completion is not slated until 2026.

Following discussion, **M.S.C. Schmeichel/Bauman to approve the Agreement with McMahon Engineers for Services Relating to the Oak Street Bridge Water Main Project.** All voting aye.

Director's Report –

1. Water Loss Report – Water loss continues to be an issue. Staff are actively looking for leaks.
2. The following applicable items were approved at the August 26, 2025 Board of Public Works meeting:
 - Recommendation to Water Works Commission to approve Final Pay Request for Contract 1- 24W Removal and Replacement of Carbon Dioxide Tank and Related Appurtenances, to Rohde Brothers, Inc., in the amount of \$10,250.00.
3. The following applicable items were approved at the September 9, 2025 Board of Public Works meeting:
 - Recommendation to Water Works Commission to approve the Final Pay Request for Contract 2-23W West Side Booster Station Building Construction, to RJM Construction, LLC, in the amount of \$12,597.24.
4. Booster Station Update – The Booster Station is complete. This will be the last update on this item.
5. Carbon Dioxide Tank Project Update – The project is complete. This will be the last update on this item.

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6. Solar Installation Update – The array is working very well and the Utility is well on its way to paying off the array well ahead of schedule.
7. The next regular Waterworks Commission Meeting is scheduled for Monday, October 20, 2025.

Any Other Business That May Legally Come Before the Commission – Mayor Lang reminded Director Mach to let the Commissioners know that Neenah Water Utility won the Best Tasting Surface Water category at the Wisconsin Section of the American Waterworks Association meeting.

Adjournment – **M.S.C. Hemes/Schmeichel to adjourn at 5:29 p.m.** All voting aye.

Respectfully submitted,



Anthony L. Mach
Director, Neenah Water Utility

Scope of Work: Compensation Study

Objective

To conduct a market assessment of the utility's positions and prepare a recommended pay structure with the goal of internal and external equity alignment. *Assumption: Baker Tilly will utilize existing job descriptions as the bases for comparing positions in the market.*

Tasks and Deliverables

Baker Tilly recommends a 3-phase process to initiate the project, collect necessary market information, and develop a pay structure based on compiled information.



Phase 1: Project Initiation

Baker Tilly will utilize existing job descriptions for the 9 positions included in the study. Other documentation may need to be collected to fully understand the scope and overlap of work performed throughout the Utility.

Phase 2: Market Assessment

Baker Tilly will distribute a survey to the following 13 organizations to collect base salary information on the 9 positions included in the study. An aggregate market report will be prepared as well as a comparison of existing pay to demonstrate current placement within the market.

- | | | |
|----------------|--------------|---------------------|
| 1. Appleton | 6. Manitowoc | 11. Port Washington |
| 2. Cudahy | 7. Marinette | 12. Tomah |
| 3. Fond du Lac | 8. Menasha | 13. Two Rivers |
| 4. Green Bay | 9. Oak Creek | |
| 5. Kenosha | 10. Oshkosh | |

Phase 4: Pay Plan Developed

Baker Tilly will develop a new pay structure for the Utility's 9 positions to include grade assignments for each position and implementation cost analysis for consideration. Baker Tilly will deliver the proposed pay plan, grade assignments, and cost breakdown in excel for the Utility to administer and maintain.

Please note, a final report will not be prepared or delivered.

Timeline

TBD. Baker Tilly estimates this project can be completed in 3-4 months with the assumption of timely receipt of necessary documentation and decisions impacting the direction of the project.

Cost

Baker Tilly can complete the compensation study as described for Neenah Water Utilities for a fixed project fee of **\$10,900**.

Should the Utility desire in-person meetings or presentations, Baker Tilly will invoice for direct out-of-pocket expenses related to travel.

September 10, 2025

**Compensation Services
for
Neenah Water Utility**

Prepared by:
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Overview

Neenah Water Utility is interested in partnering with MRA to complete a market assessment and structure development for their employees. The goal is to provide Neenah Water Utility with a solid foundation for their compensation system that is competitive, equitable, and flexible. This is intended to support Neenah Water Utility's ongoing efforts to attract, retain and motivate high performing employees.

MRA proposes to partner with Neenah Water Utility to provide services relating to the following project components:

- Develop a custom survey for 12 peer organizations.
- Complete a competitive market analysis for approximately 9 jobs.
- Develop a pay grade structure.
 - Optional, may recommend slotting into the current City of Neenah pay structure.
- Provide an Employee Impact Report.

Approach

MRA has developed a thorough approach to achieve the project objectives and the recommended steps are outlined in this preliminary proposal. MRA has the flexibility to provide an approach that works with your timeline and budget based on finally determined project parameters and steps.

Communication and Project Set Up

The goal of this phase is to ensure the project is well planned, documented and communicated so key decision makers have been informed and agree with project objectives, processes, and deliverables. MRA will schedule a project planning meeting with project team members to discuss the following:

- Organization culture and key strategic initiatives
- Additional insights on current compensation philosophy, practices, and challenges
- Project information needs: job descriptions, salary ranges (if have), employee report, organization chart
- Finalize project scope, division of duties, communication protocols and timelines

Meetings will be held by video conference.

Custom Survey

MRA, in collaboration with the Neenah Water Utility, will conduct a confidential, third-party compensation survey.

- MRA will reach out to the surrounding municipalities with similar water utilities to the City of Neenah and secure up to twelve (12) jurisdictions to participate in a market study.
- The custom survey will collect wage/salary data for approximately 9 benchmark job titles (exempt and non-exempt).
- To collect this information, MRA will develop a compensation questionnaire.
 - MRA will develop the survey questionnaire in Excel to collect base pay and ranges.



- MRA will distribute and monitor the survey.
- MRA will review and analyze data.
- MRA will develop and provide comprehensive data reports. The data reports will include detailed data with individual matches and a summary by position.
- The MRA professional will review the market data with the Neenah Water Utility and make refinements based on feedback.

Pay Grade Structure Development

The MRA professional will develop a pay grade structure based on the market data. Various elements of pay range design will be discussed and the structure will be developed in a manner consistent with the compensation strategy as defined by Neenah Water Utility. MRA will recommend placement of jobs in the grade structure. MRA will develop employee impact reports and make recommendations on addressing pay issues for any employees who are above the new range maximum or below the new range minimum.

Communication & Implementation

Thoughtful implementation of a compensation plan can be an integral component of the overall project success. MRA can closely partner with Neenah Water Utility to develop project implementation materials that closely align with your specific business culture and needs. Specific areas may include:

- Compensation program communications: defining audiences, messages and developing supporting communication vehicles such as supervisor/manager compensation training materials
- Formalizing compensation administration guidelines: reviewing and documenting key processes such as salary increases, establishing new hire salaries, granting market or equity salary adjustments.
- MRA will prepare final reports and discuss the project and outcomes with your designee(s). This will include market pricing reports for all positions reviewed as well as a summary presentation of project findings and recommendations.

Why MRA?

MRA is ideally suited to partner with Neenah Water Utility. MRA is an employers' association that has focused on HR for over 120 years. MRA has significant history and depth of experience in successfully providing compensation services to our members. As one of the largest non-profit employer associations in the U.S. today, we serve 5,000 employers covering more than 1,000,000 employees. What sets us apart is our commitment to work with you to provide flexible, tailored services that are based on the unique requirements of your business.



Investment

MRA bills for actual hours worked. To provide flexibility in meeting your needs and financial budget, we have provided estimated professional fees for the different project components. This rate is guaranteed through 2025. Based on the current scope of the project, we estimate our professional fees as follows:

Service	Duration of Time	2025 Member Rate	2025 Non-Member Rate
Project Meetings	5 hours	\$200 per hour \$1,000	\$260 per hour \$1,300
Custom Survey	5 hours	\$200 per hour \$1,000	\$260 per hour \$1,300
Market Analysis	5-10 hours	\$200 per hour \$1,000-\$2,000	\$260 per hour \$1,300-\$2,600
Update Pay Structure & Prepare Employee Impact Analysis	5-10 hours	\$200 per hour \$1,000-\$2,000	\$260 per hour \$1,300-\$2,600
Final Presentation	5 hours	\$200 per hour \$1,000	\$260 per hour \$1,300
Total	25-35 hours	\$5,000-\$7,000	\$6,500-\$9,100

**The project estimate is based on the scope of services as defined in this proposal. The fees will be adjusted if the project scope is changed, if there is a variance in the actual number of jobs reviewed, or if there are unanticipated requests. The estimate is also based on the amount of research that may be required. No additional fees beyond the estimate will be charged to Neenah Water Utility unless there is a change in the scope of services, and both MRA and Neenah Water Utility have agreed to the changes.*

Travel Costs (as needed)

Additional expenses may include mileage at the standard IRS rate, and travel time at \$60 per hour for locations outside of a 20-mile/30-minute radius of MRA's office location. MRA passes through actual expenses for hotel accommodations and meals.

Other Optional Services

MRA is frequently asked to maintain the compensation plan for many member organizations on an ongoing basis, or as might apply in this case, through varied levels of involvement throughout determined stages of implementation. While this generally means providing market data and pay grade recommendations for new and/or significantly changed positions, MRA can provide pay structure movement recommendations on an annual basis or update/complete new market studies annually or every two to three years. In addition, MRA can assist with other compensation services not included in this proposal. These services include employee and/or manager communication, benefits benchmarking, pay equity checkup, total compensation statements, and developing additional compensation policies or other related project work.



How MRA Distinguishes Ourselves

- Highly skilled project team which has demonstrated progressive levels of experience in a diverse range of industries. They are practitioners who have experienced a wide range of professional situations and successfully developed solutions based on the needs of the organization.
- Decades of knowledge and practical experience in all aspects of compensation with services ranging from transactional compensation to strategic planning and specialized knowledge in areas such as sales and executive compensation.
- Access to high quality salary survey data from MRA and Employers Association America sponsored surveys in addition to surveys from other reputable compensation consulting firms.
- Form strong long-term partnerships working jointly with organizations to deliver value added solutions.
- Respect for an organization's unique culture and business challenges
- Stellar reputation for integrity, confidentiality, and professionalism

Payment Terms

MRA invoices monthly with payment due in 30 days.

Hire Away Fee

MRA invests in the careers, talents, and experience of our professionals. Over time, they become a valuable, trusted business partner and strengthen our member's business. Seeing first-hand the talents of our people, the organizations with whom we partner, on occasion, seek to hire an MRA employee during an assignment or shortly thereafter. This impacts MRA's ability to serve other members in the association who also use and value our professionals. If your organization hires an MRA employee during this assignment, or within six months of the assignment's completion, a one-time \$30,000 fee is assessed to cover the cost of replacing this valuable Time Investment Company resource.

About MRA

You have humans. We have resources. ™

We serve 5,000 organizations annually covering more than 1,000,000 employees in the areas of:

- HR Services
- Total Rewards
- Learning & Development
- Talent Management

MRA Code of Ethics - <https://www.mranet.org/mra-code-ethics>

Guaranteed. Absolutely. MRA is dedicated to providing exceptional results. We're proud of it and back it up with a promise of complete satisfaction and a money back guarantee.



September 3, 2025

Prepared for:
Neenah Water Utility
for
MRA Membership

Prepared by:
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Overview

The MRA membership proposal I am presenting to the Neenah Water Utility will outline the various benefits and services available with an MRA membership, which cover all areas of Human Resources, including HR Services, Learning, Organizational Development, Talent Management, and Total Rewards.

Approach

In today's competitive climate, organizations must find a way to operate within the confines of a heavily regulated employment environment while maintaining crucial operational agility.

Our experience is extensive, and we are dedicated to helping our members create great environments for their leaders and their employees. We serve 5,000 organizations annually, covering nearly 1,000,000 employees in the areas of:

- HR Services
- Total Rewards
- Learning & Development
- Talent Management

MRA membership is an organization-wide membership that covers all HR and leadership staff with designated access.

MRA Membership Benefits Include:

Unlimited HR Hotline Access (24/7) – Call or email on HR best practices for critical compliance topics, provide a sounding board for complex employee situations, or just the latest information on an HR issue

- 1,000,000+ inquiries handled to date
- 99.5% of calls answered in less than 2 minutes
- 99.9% of questions were answered on the same day
- 100% certified HR professionals
- HR Compliance assistance for all 50 states

HR Online Resources - MRA's Resources has everything you need, from sample HR policies, forms, job descriptions, toolkits, and articles, many downloadable in Microsoft Word or Excel

- HR Compliance Resources for all 50 states
- Toolkits / Policies / Checklists
- Form Letters / Guides / Job Descriptions
- CCH Compliance Library / Law Posters
- Publications / Webinars / Videos / MRA Blog



MRA Compensation, Benefits, and Business Trends Data - MRA Surveys provide insights to help you complete, stay informed, and attract and maintain the needed talent. MRA Surveys are respected in the marketplace for having credible, high-quality data, resulting from our strong partnerships with members and survey participants. MRA's comprehensive survey reports or select data cuts give you the necessary metrics. MRA's Total Rewards team can help you:

- Benchmark one job or conduct an entire compensation review.
- Analyze job descriptions, industries, and organizations of different sizes.
- Determine how your benefits package stands up compared to the competition.
- Develop the Talent Management Program and Talent Rewards Package you need.
- Review the latest in HR business trends to stay current.
- Data analytic tools to make participation quick and easy.

CCH Compliance Library – (\$2,000 value) The CCH - Compliance Library provides members access to:

- A state-by-state employment laws database
- The latest HR news and best practices in a daily news email
- A state law comparison tool
- Guidance and analysis on various topics, such as HR management and unions

HRCI Recertification Credits

- Earn up to 12 recertification credits per renewal cycle (HRCI or SHRM)
 - Membership
 - Survey Participation
 - MRA Training
 - MRA Roundtable Participation
- Recertification HRCI Concierge
- <https://www.mranet.org/hr-certifications-and-hr-training>

Additional First-Year Membership Benefits

- One free day of MRA Training (Value \$345)
- One free MRA Roundtable (Value \$325)
- One free DiSC Assessment and debriefing session (Value \$290)
- One Free MRA Employee Handbook Quick Check Report (Value \$280)
- Last twelve months of MRA survey data (January -December 2024) (Value \$7,000)

Additionally, as an MRA member, you **save up to 30 percent** on other key MRA services, including:

- HR Audits, Investigations, Payroll Audits
- Training, including all on-demand and eLearning programs
- Recruitment, Reference, Background, and Investigation Checks
- Assessments, Coaching Services, Employee Insight Services, Strategic and Succession Planning



- Reference Background and Investigations
- Total Rewards, including Compensation Planning
- Strategic Planning, Succession Planning, Coaching, Assessments
- Diversity, Equity, and Inclusion Strategic Planning

Other Items Included with Membership

- Free HR Job Ad Creation and HR Postings
- Complimentary Member-Only Webinars and Events
- Inside HR monthly digital Newsletter
- MRA Podcasts

Investment

Your MRA membership is calculated based on the number of **full-time equivalent employees** within your organization. MRA provides a 100% satisfaction guarantee on all services. We know you will be glad you joined, as 95% of our members renew yearly!

FTE's	2025 Annual MRA Dues
2-100 (Not-for-Profit only)	\$750
2 - 50	\$1,300
51-100	\$1,300
101-250	\$2,600
251 – 500	\$4,200
501+	\$6,200

To begin your MRA membership, [click here](#) to complete the appropriate application based on your organization’s headquarters location, and we will invoice you directly.

Code of Ethics

MRA Code of Ethics - <https://www.mranet.org/about-mra#code-of-ethics>

Guaranteed. Absolutely.

MRA provides exceptional results. We are proud of it and back it up with a promise of complete satisfaction and a money-back guarantee.

