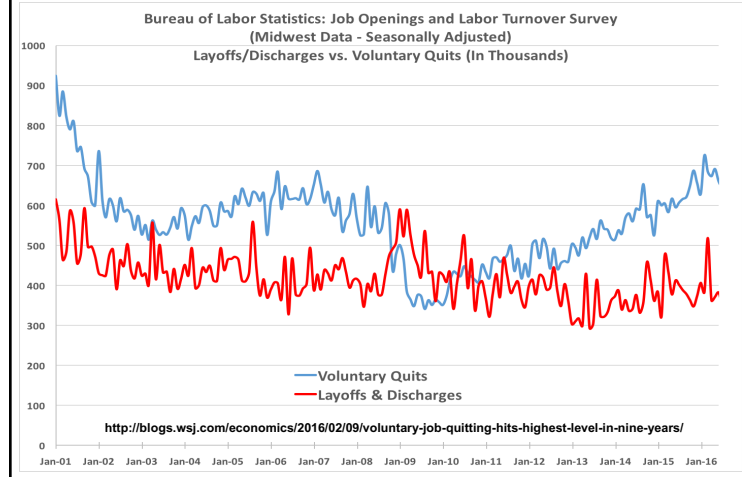


WORKFORCE CHALLENGES

Higher Quit Rate = Wage/Benefits Pressure



CDC: 2016/2017

© Public Sector Annual Wage Increase Survey

WI Public Sector Structural Increase in 2016

Employee Group	n	Average
Non-Exempt (Non-Union)	153	1.41%
Exempt (Non-Union)	155	1.43%
Union – General	34	1.29%
Union – Teachers	17	1.59%
Union – Police	116	1.89%
Union – Fire	43	1.64%
Union – Transit	10	1.45%
All Groups		1.54%

WI Public Sector Structural Increase in 2017

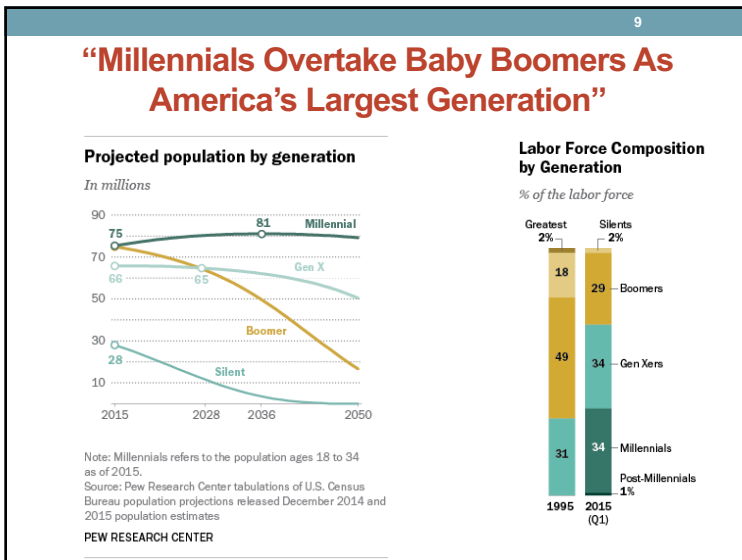
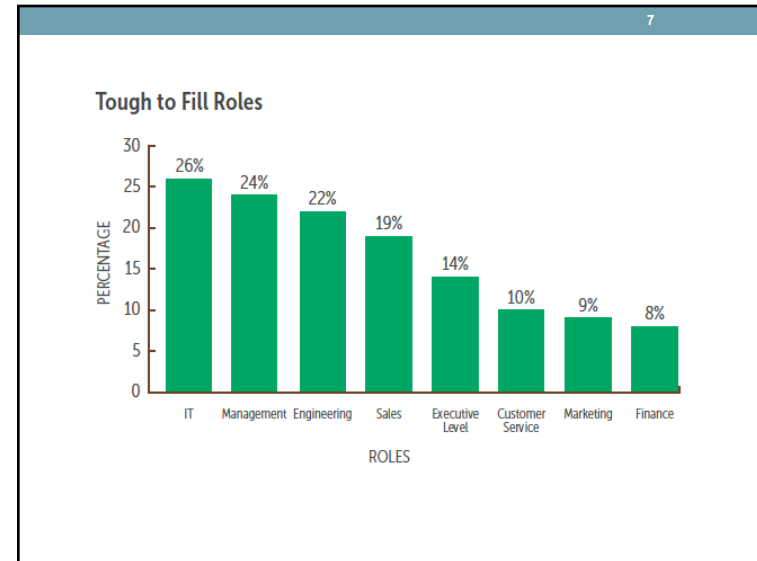
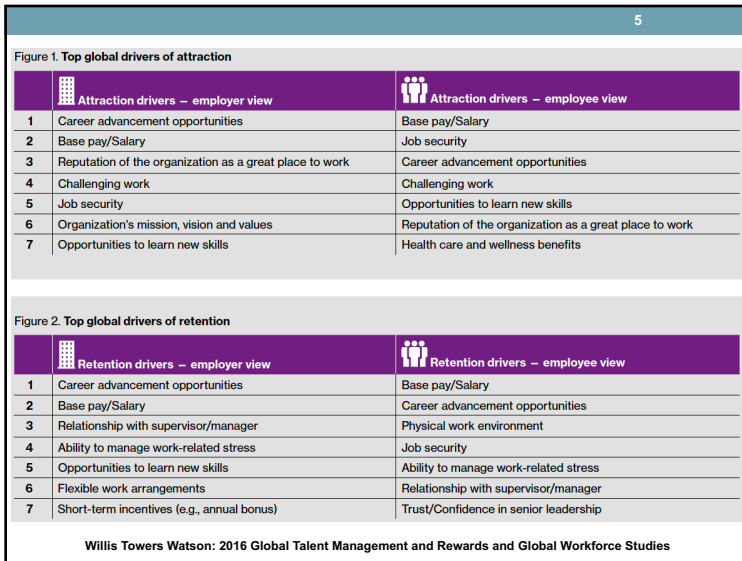
Employee Group	n	Average
Non-Exempt (Non-Union)	65	1.53%
Exempt (Non-Union)	65	1.58%
Union - General	15	1.39%
Union – Teachers	7	1.66%
Union – Police	76	1.78%
Union – Fire	27	1.81%
Union – Transit	8	1.50%
All Groups		1.63%

WorldatWork Surveyed Increases ©

FIGURE 25 10-Year Perspective: Salary Budget and Structure Increases

	Salary Budget Increases										
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017 projected
Nonexempt Hourly Nonunion	3.8%	3.8%	2.3%	2.4%	2.7%	2.8%	2.9%	2.9%	2.9%	3.0%	3.1%
Nonexempt Salaried	3.8%	3.8%	2.1%	2.4%	2.8%	2.9%	2.9%	3.0%	3.0%	2.9%	3.0%
Exempt Salaried	3.9%	3.9%	2.2%	2.5%	2.8%	2.9%	2.9%	3.0%	3.0%	3.0%	3.1%
Officers/Executives	4.1%	4.0%	2.0%	2.5%	2.8%	2.8%	2.9%	3.0%	3.0%	3.0%	3.1%
All	3.9%	3.9%	2.2%	2.5%	2.8%	2.9%	2.9%	3.0%	3.0%	3.0%	3.1%

	Salary Structure Increases										
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017 projected
Nonexempt Hourly Nonunion	2.5%	2.5%	1.5%	1.1%	1.4%	1.7%	1.8%	1.9%	1.8%	1.9%	2.1%
Nonexempt Salaried	2.6%	2.5%	1.5%	1.3%	1.5%	2.1%	1.9%	1.9%	2.0%	1.9%	2.1%
Exempt Salaried	2.6%	2.5%	1.5%	1.2%	1.5%	1.7%	1.9%	1.9%	2.0%	2.0%	2.1%
Officers/Executives	2.6%	2.6%	1.4%	1.2%	1.4%	1.7%	1.9%	1.9%	1.9%	2.0%	2.1%
All	2.6%	2.5%	1.5%	1.2%	1.4%	1.7%	1.9%	1.9%	1.9%	1.9%	2.1%



10

“Wisconsin Companies Must Cope With A Shrinking Workforce” BizTimes (February 20, 2017)

- “More than 23 percent of the state’s workforce is older than 55, a figure that’s more than doubled in the past 20 years and reaches as high as 30 percent in some sectors.”
- “Keeping students and residents in Wisconsin is a challenge for the entire state, not just one company or industry. Between 2005 and 2015, Wisconsin experienced a net loss of more than 61,000 residents to other states, according to U.S. Census Bureau estimates.”
- “... replacing 30-year veterans with millennial employees who could not be more different from those exiting the business, with a greater emphasis on flexible hours and clearly defined career paths.”

CURRENT DATA

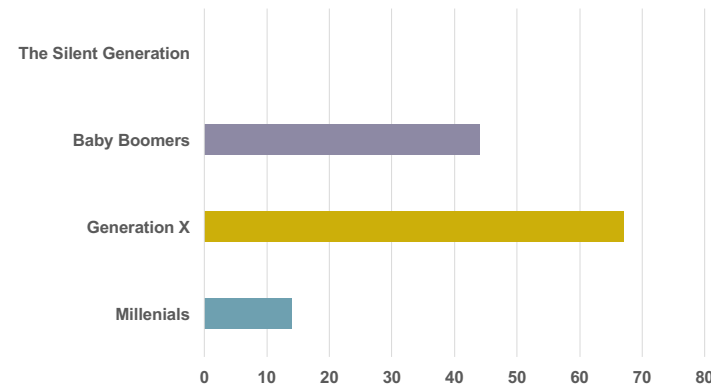
City of Manitowoc: Service Profile

Grouping	Number	Percent of Whole	Cumulative Percent
Greater than 35 Years of Service	1	0.8%	0.8%
30 Years to 35 Years	7	5.6%	6.4%
25 Years to 30 Years	15	12.0%	18.4%
20 Years to 25 Years	19	15.2%	33.6%
15 Years to 20 Years	18	14.4%	48.0%
10 Years to 15 Years	14	11.2%	59.2%
5 Years to 10 Years	13	10.4%	69.6%
Less than 5 Years of Service	38	30.4%	100.0%
Total	125	100%	

City of Manitowoc: Age Profile

Grouping	Number	Percent of Whole	Cumulative Percent
Age 60 or Older	13	10.4%	10.4%
Age 55 to Age 60	11	8.8%	19.2%
Age 50 to Age 55	27	21.6%	40.8%
Age 45 to Age 50	28	22.4%	63.2%
Age 40 to Age 45	23	18.4%	81.6%
Age 35 to Age 40	10	8.0%	89.6%
Age 30 to Age 35	6	4.8%	94.4%
Age 30 or Less	7	5.6%	100.0%
Total	125	100%	

City of Manitowoc: Workforce Generations



Sources:
 • City of Manitowoc Data
 • <http://www.pewresearch.org/fact-tank/2016/04/25/millennials-overtake-baby-boomers/>

PRIOR STUDY DATA

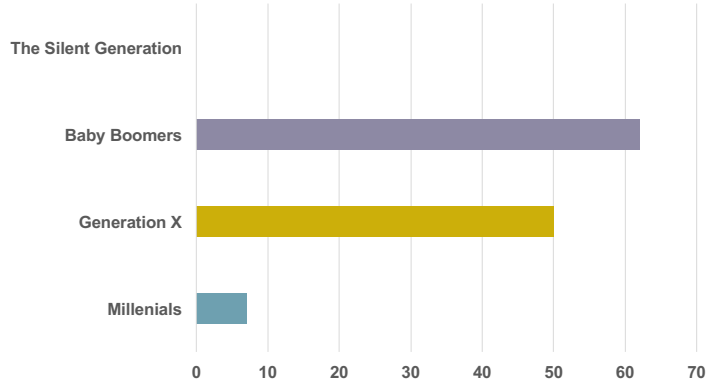
City of Manitowoc: Service Profile

Grouping	Number	Percent of Whole	Cumulative Percent
Greater than 35 Years of Service	3	2.5%	2.5%
30 Years to 35 Years	4	3.4%	5.9%
25 Years to 30 Years	19	16.0%	21.8%
20 Years to 25 Years	17	14.3%	36.1%
15 Years to 20 Years	20	16.8%	52.9%
10 Years to 15 Years	16	13.4%	66.4%
5 Years to 10 Years	19	16.0%	82.4%
Less than 5 Years of Service	21	17.6%	100.0%
Total	119	100%	

City of Manitowoc: Age Profile

Grouping	Number	Percent of Whole	Cumulative Percent
Age 60 or Older	13	10.9%	10.9%
Age 55 to Age 60	19	16.0%	26.9%
Age 50 to Age 55	23	19.3%	46.2%
Age 45 to Age 50	22	18.5%	64.7%
Age 40 to Age 45	21	17.6%	82.4%
Age 35 to Age 40	11	9.2%	91.6%
Age 30 to Age 35	6	5.0%	96.6%
Age 30 or Less	4	3.4%	100.0%
Total	119	100%	

City of Manitowoc: Workforce Generations



Sources:
 • City of Manitowoc Data
 • <http://www.pewresearch.org/fact-tank/2016/04/25/millennials-overtake-baby-boomers/>