



UPPER MIDWEST

SALARY PLANNING SURVEY

2025-2026 SUMMARY REPORT

COTTINGHAM & BUTLER
Total Rewards
Consulting

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About Cottingham & Butler Total Rewards Consulting

Cottingham & Butler Total Rewards Consulting, formerly known as Carlson Dettmann Consulting, specializes in compensation strategies, total rewards and employee engagement consulting, and related human resource management services. With extensive experience in serving the needs of public, private, for-profit, and not-for-profit organizations, our team develops and measures programs that support the continuous improvement of employee performance and rewards at all levels of an organization.

About Cottingham & Butler

Cottingham & Butler is the 3rd largest privately- and independently-held brokerage in the U.S. and a recognized leader in offering innovative property & casualty and employee benefit insurance solutions.

The company is headquartered in Dubuque, Iowa, and employs over 1,300 employees across the U.S., with products and services offered through our major business divisions of employee benefit consulting, health and wellness services, transportation risk solutions, risk management consulting, claims administration, loss control, human resources and compliance consulting, and personal insurance.

Contact Us

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Survey Overview

Cottingham & Butler Total Rewards Consulting is pleased to release the results of our 2025/2026 Upper Midwest Salary Planning Survey. The survey was open for participation from July 8 - August 22, 2025, and we received 352 valid responses. Participation was primarily driven through email invitations and social media outreach.

The U.S. employment market in 2025 has remained resilient but is showing signs of deceleration heading into 2026. National unemployment rates have hovered around 4%, with monthly job growth slowing. Wage growth has moderated, with average salary increase budgets falling over the last few years. This cooling is largely attributed to economic uncertainty, inflationary pressures, and the lingering effects of aggressive tariff policies that have raised consumer prices and dampened business investment.

Key Findings Among All Participants:

- The average wage structure increase in 2025 was 2.8%, with a projected 2.7% increase for 2026.
- The average payroll budget increase in 2025 was 3.5%, with a projected 3.4% increase for 2026.

Similar to last year, we are seeing higher increases among public-sector organizations relative to the private sector. For the private sector, the average **2025 payroll budget increase including reported zeros was 3.3%** and the **average projected 2026 payroll budget including reported zeros is 3.1%**.

The reported increases in the public sector were higher. The average **2025 payroll budget increase including reported zeros was 3.8%**, and the **average projected 2026 payroll budget including reported zeros is 3.6%**.

Looking ahead to 2026, the Midwest is expected to maintain a cautious yet stable employment outlook. Wage growth is likely to remain moderate, with employers emphasizing targeted compensation strategies and non-monetary incentives to retain talent. Tariffs continue to pose challenges—particularly for manufacturing-heavy states—by increasing input costs and contributing to inflation. However, potential policy changes such as tax reforms or trade renegotiations may spur hiring and wage growth, especially in domestic manufacturing and infrastructure sectors. Employers should remain flexible and closely monitor industry-specific trends to stay competitive.

A few notes about the survey and results:

- Both public sector and private companies reported their change in their organization's budgeted payroll expressed as a percentage. This includes structural increases, plus costs associated with the following: step increases, merit/performance increases, equity adjustments, etc.
- Both structural and payroll budget increases are reported as mean and median values and include zero value responses unless noted. Percentage signs are omitted in the summary tables for readability.
- The number of responses for each grouping are noted as "n". In cases of insufficient response counts, results are not reported and denoted with an *. Additionally, regional and industry cuts are displayed only when there is sufficient sample size.
- As with last year, many organizations remain uncertain about what to budget heading into 2026. While 96% responded to the actual 2025 budget increase questions, only 59% provided projections for 2026.

Participation Profile

Responses by Number of Employees

Less than 50	39
50-249	166
250-499	62
500-999	52
1,000 or more	33
Total	352

Responses by State

Wisconsin	211
Iowa	67
Minnesota	21
Illinois	48
Other Midwestern states	5
Total	352

Responses by Public Entity Type

City	43
County	29
School District	46
Technical/Community College	26
Town/Village	10
Public Utility	11
Other	8
Total	173

Responses by Private Sector Type

Agriculture	4
Construction, Machinery, and Homes	7
Education	16
Finance and Insurance	14
Healthcare and Pharmaceuticals	8
Manufacturing	76
Non-Profit	18
Professional and Technical Services	9
Retail and Wholesale	8
Telecommunications, Technology, Internet and Electronics	1
Transportation, Logistics and Delivery	10
Utilities, Energy and Extraction	1
Other	7
Total	179

Top Issues related to Total Rewards

Artificial Intelligence, Off-Cycle Salary Adjustments, Turnover, and Market Position Questions

Top Total Rewards Issues

We asked participants to identify the top three challenges their organizations face regarding Total Rewards. The most pressing issue, according to respondents, is maintaining a **competitive wage structure/package** in today's economy. This year's responses align with last year's survey, where these same concerns were also at the forefront for participants.

Top 3 Total Rewards Issues

1. Competitive Wage Structure/Package
2. Retention of Current Workforce
3. Long Term Sustainability of Insurance Costs

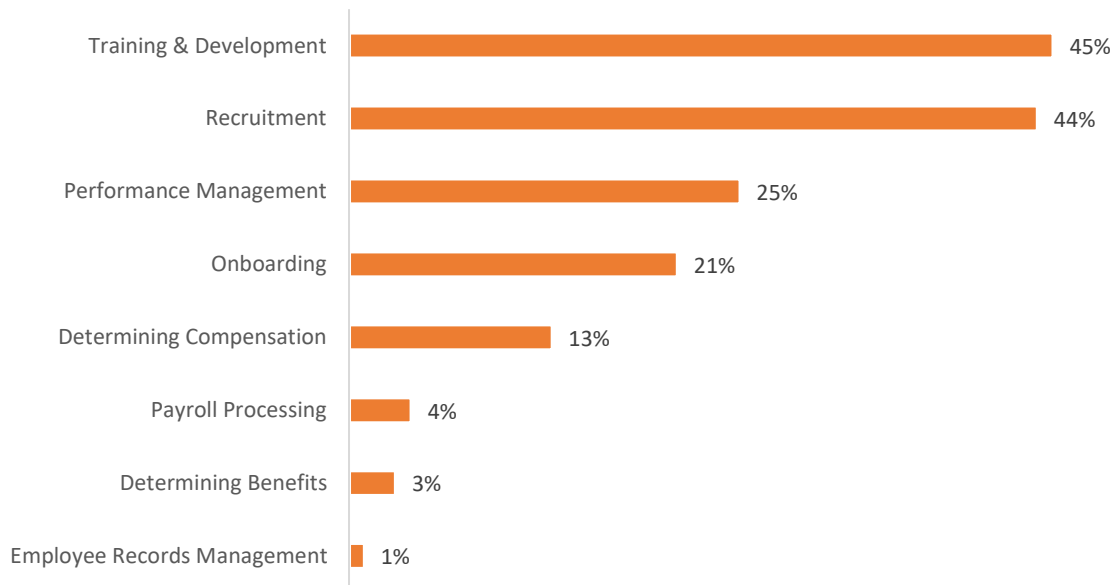
Escalating health care and pharmacy expenses continue to influence total rewards strategies, as employers grapple with rising wage and benefit costs. While compensation growth shows signs of slowing, benefit costs persist in climbing, fueling ongoing concern over the most substantial components of the total rewards package.

Artificial Intelligence (AI) and Human Resources

The adoption of AI in the workforce is transforming how various professions operate. This trend is enhancing efficiency and promoting a more data-driven approach to managing processes. To gauge how employers are adapting to this trend, we asked:

“Are you actively using artificial intelligence (AI) in any of your HR functions?”

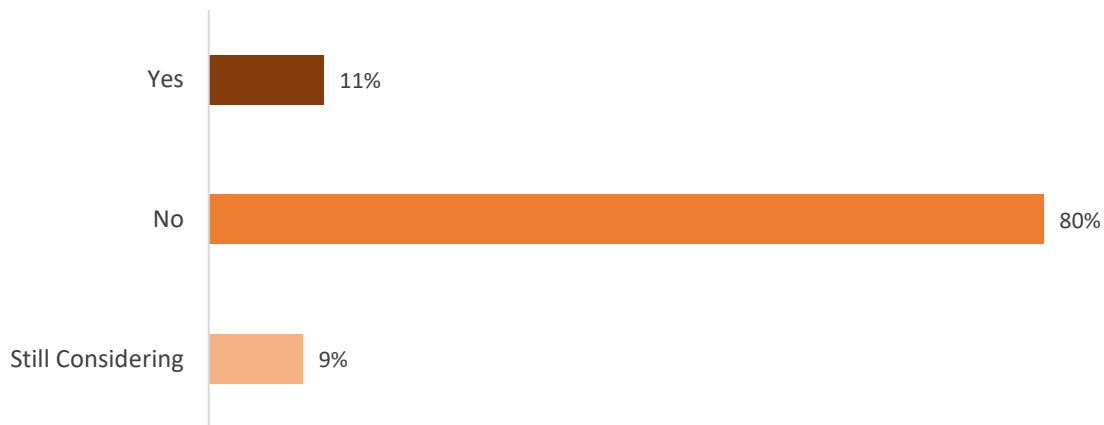
Utilization of AI in Human Resources rose to 29%, up from 17% last year, with private sector usage (20%) outpacing the public sector (9%). Most organizations use AI for training and development, followed by recruitment. Many also cited broader applications, especially for streamlining routine tasks like drafting job descriptions, policies, communications, and administrative support.



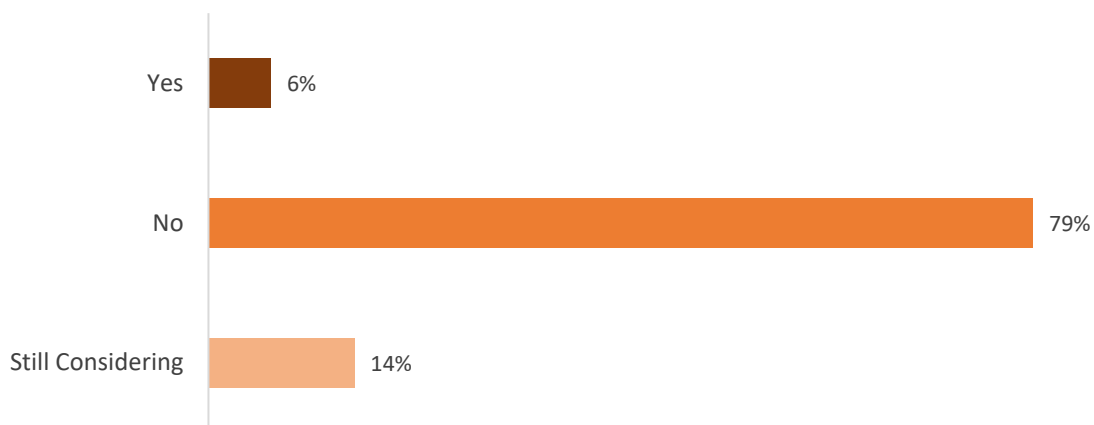
Off-Cycle Salary Adjustments

In response to ongoing labor market competition, employers are implementing measures to retain their existing workforce. These efforts include off-cycle wage adjustments and alternative strategies aimed at ensuring employee satisfaction. We have posed the following inquiries to gain insights into the extent and rationale behind employers' actions related to off-cycle salary adjustments.

“Has your organization implemented or planning to implement an off-cycle salary adjustment in 2025?”



“Is your organization planning to implement an off-cycle salary adjustment in 2026?”

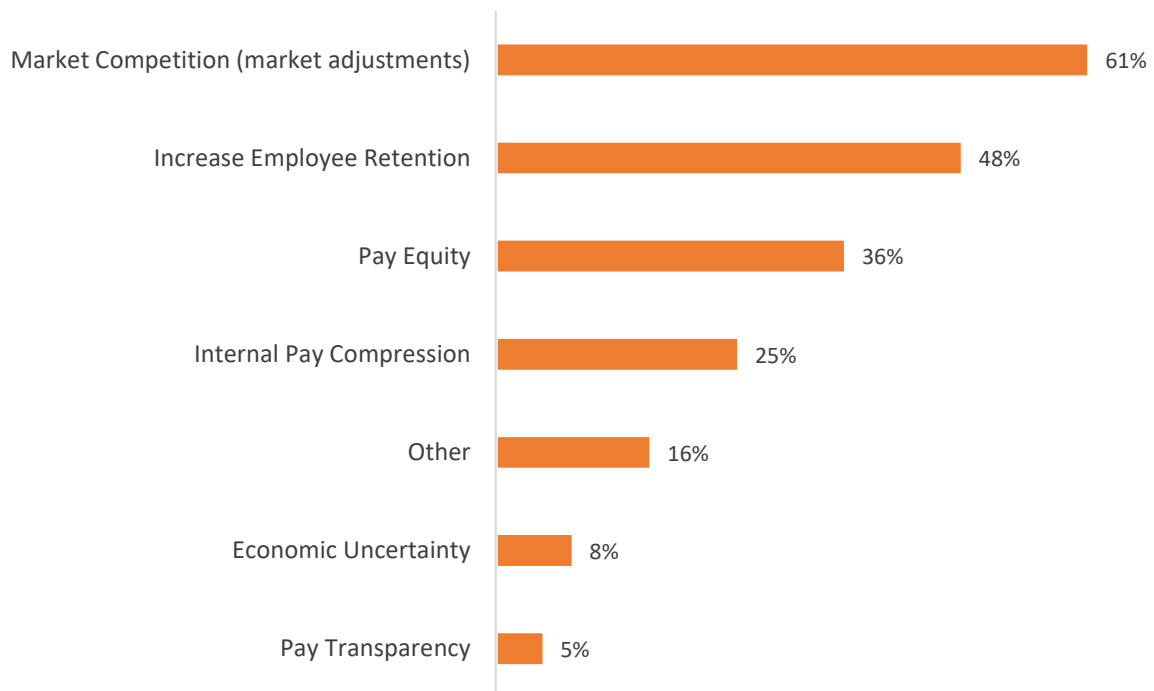


Eleven percent of participants indicated they implemented an off-cycle salary adjustment in 2025, which is consistent with the response we received to the same question posed last year for 2024. It appears that roughly 20% of participants are planning or considering an off-cycle salary adjustment for 2026.

When broken out by sector, generally more private sector employers have implemented or are considering implementing an off-cycle adjustment in 2025. Additionally, there are more considering the possibility of an off-cycle salary adjustment in 2026, specifically among private sector organizations.

Public Sector	2025	2026	Private Sector	2025	2026
Yes	5%	5%	Yes	15%	7%
No	89%	88%	No	74%	73%
Still Considering	6%	7%	Still Considering	11%	20%

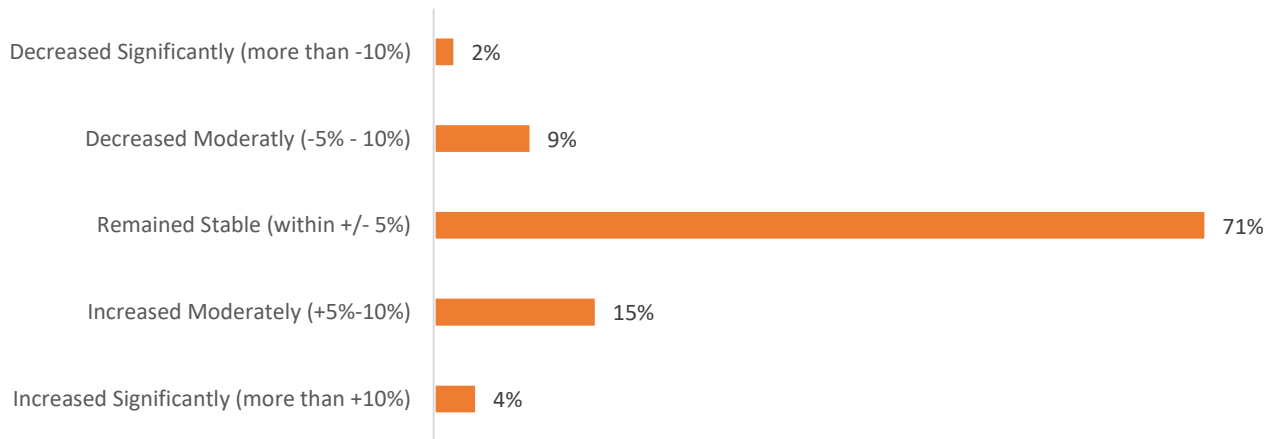
“Please select from the following reasons why your organization has or is considering implementing an off-cycle salary adjustment: (select all that apply)”



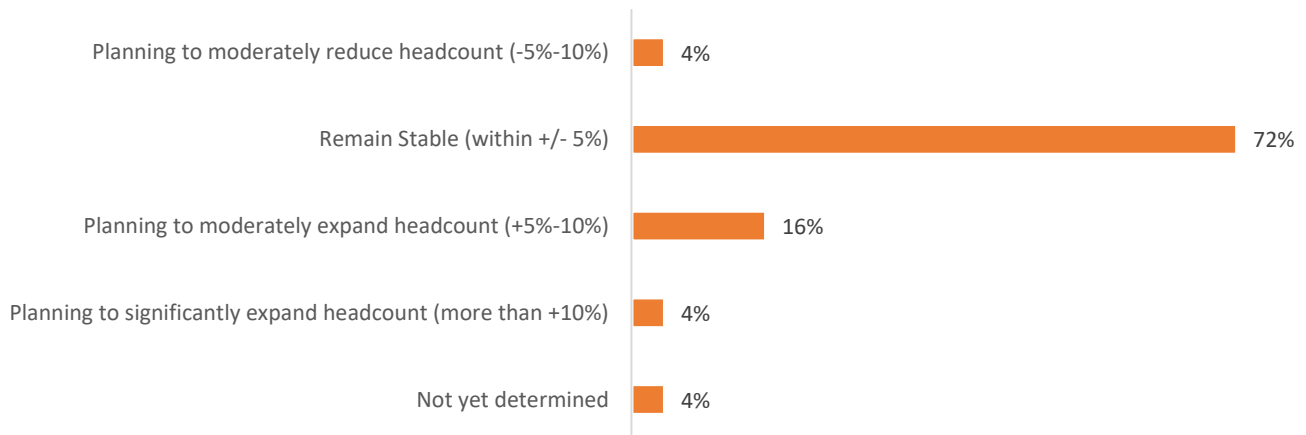
Headcount & Turnover

To better understand workforce dynamics, we asked organizations to share how their organization's headcount has changed over the past year, along with what their expectations are for the year ahead. We have posed the following questions to gain insights into how turnover and staffing strategies are shaping organizational planning.

"How has your organizations total headcount changed in the past 12 months?"



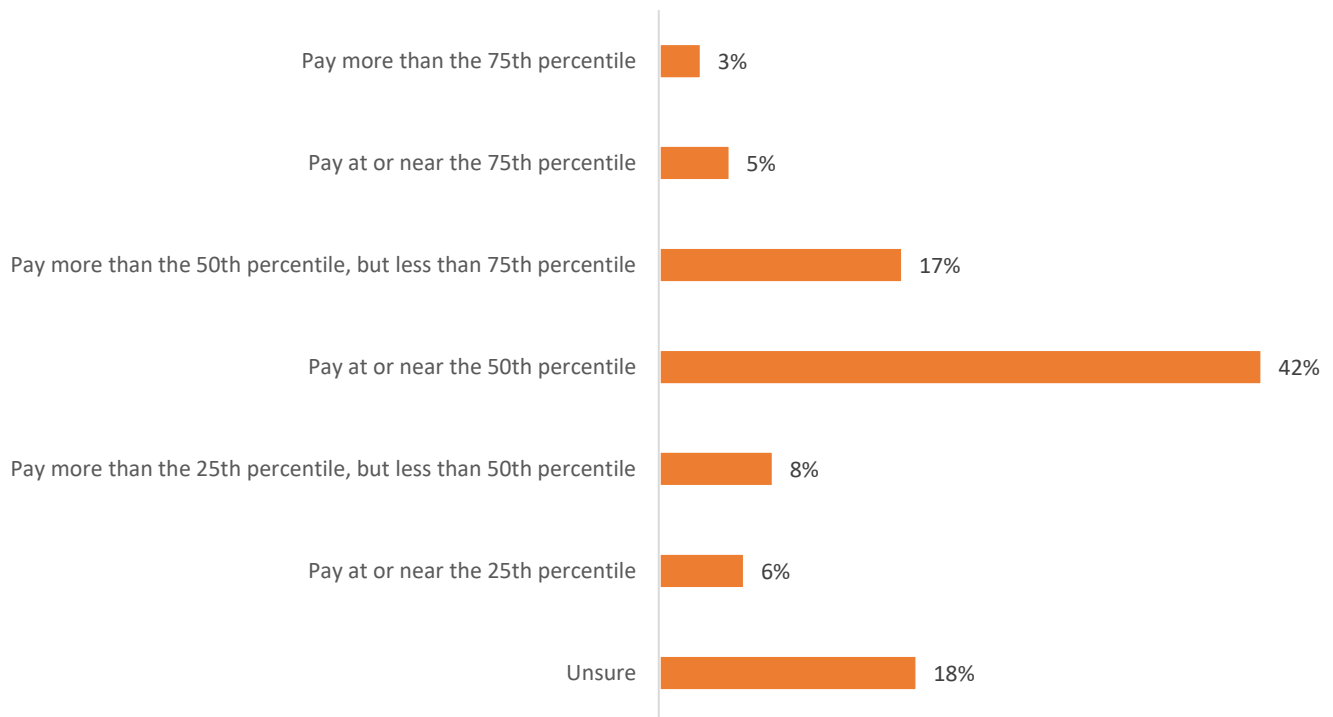
"What are your organization's total headcount plans for the next 12 months?"



Target Market Position

In today's competitive job market, organizations strive to offer attractive compensation packages to secure a strong position in recruiting top talent. Balancing competitive wages with comprehensive benefits is crucial for attracting new employees and retaining the current workforce. To better understand the target market of participants, we asked the following question:

"What is your competitive market target position for most positions?"



Paying at or near the 50th percentile continues to be the plurality target market position. Last year, 37% of organizations reported they targeted pay to be at or near the 50th percentile for most positions, which was more than double the percentage of organizations reporting the next most common, known target market position (paying more than the 50th but less than the 75th percentile – 15% of organizations).

Payroll and Wage Structure Increases Summary by Sector and Industry

Public Sector: Structure and Budget Increases (Including Zero Responses)

Actual Structural Increase in 2025

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	2.9	2.8	2.7	2.4	2.6	3.8	2.9	3.6	3.1
Median	3.0	3.0	2.8	2.8	3.5	3.0	3.0	3.4	3.0
N	137	133	120	19	35	49	22	8	8

Projected Structural Increase in 2026

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	2.8	2.6	2.6	3.0	2.5	3.8	3.2	*	2.3
Median	3.0	2.7	2.6	3.0	2.5	3.5	3.0	*	3.0
N	90	77	66	9	15	38	11	4	6

Actual Payroll Budget Increase in 2025

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	3.8	3.6	3.7	3.5	3.8	4.2	4.0	3.0	4.5
Median	3.5	3.5	3.5	3.0	3.7	4.0	3.8	3.0	4.0
N	165	159	143	24	42	61	22	7	10

Projected Payroll Budget Increase in 2026

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	3.6	3.6	3.5	3.5	3.7	4.3	3.3	*	3.6
Median	3.1	3.2	3.0	3.0	3.0	4.0	3.0	*	4.0
N	111	98	86	12	23	42	13	4	9

Private Sector: Structure and Budget Increases (Including Zero Responses)

Actual Structural Increase in 2025

	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	2.7	2.7	3.6	2.8	2.6
Median	3.0	3.0	3.5	3.0	3.0
N	105	102	12	101	69

Projected Structural Increase in 2026

	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	2.5	2.4	3.8	2.6	2.4
Median	3.0	3.0	3.8	3.0	3.0
N	66	60	8	61	43

Actual Payroll Budget Increase in 2025

	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	3.3	3.2	3.3	3.4	3.3
Median	3.0	3.0	3.0	3.2	3.0
N	170	164	20	165	115

Projected Payroll Budget Increase in 2026

	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	3.1	2.9	3.2	3.1	3.2
Median	3.0	3.0	3.0	3.0	3.0
N	96	87	11	88	62

Public Sector: Structure and Budget Increases (Zero Responses Omitted)

Note: Omitting the zero responses allows us to more clearly identify a pattern of planned increases, for those organizations that have chosen to provide an increase

Actual Structural Increase in 2025

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	3.2	3.1	3.0	2.9	3.3	3.8	3.5	3.6	3.6
Median	3.0	3.0	3.0	3.0	3.0	3.5	3.0	3.0	3.5
N	126	119	107	16	28	49	19	8	7

Projected Structural Increase in 2026

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	3.0	2.8	2.7	3.4	2.8	3.8	3.2	*	*
Median	3.0	2.7	2.7	3.1	2.5	3.5	3.0	*	*
N	84	72	62	8	13	38	11	4	4

Actual Payroll Budget Increase in 2025

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	3.9	3.7	3.8	3.8	3.9	4.3	4.2	3.0	4.5
Median	3.6	3.5	3.5	3.1	3.8	4.0	4.0	3.0	4.0
N	162	154	140	22	41	60	21	7	10

Projected Payroll Budget Increase in 2026

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	3.7	3.7	3.5	3.8	3.7	4.3	3.3	*	3.6
Median	3.3	3.4	3.0	3.0	3.0	4.0	3.0	*	4.0
N	108	95	85	11	23	42	13	4	9

Private Sector: Structure and Budget Increases (Zero Responses Omitted)

Note: Omitting the zero responses allows us to more clearly identify a pattern of planned increases, for those organizations that have chosen to provide an increase

Actual Structural Increase in 2025					
	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	3.1	3.0	3.6	3.1	3.1
Median	3.0	3.0	3.5	3.0	3.0
N	98	91	12	91	59

Projected Structural Increase in 2026					
	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	2.9	2.8	3.8	2.8	2.8
Median	3.0	3.0	3.8	3.0	3.0
N	62	52	8	55	37

Actual Payroll Budget Increase in 2025					
	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	3.6	3.4	3.3	3.5	3.9
Median	3.2	3.2	3.0	3.4	3.3
N	165	156	20	157	98

Projected Payroll Budget Increase in 2026					
	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	3.3	3.2	3.6	3.3	3.6
Median	3.0	3.0	3.0	3.0	3.0
N	89	81	10	83	55

Summary by Industry: Structural Increases

The following data includes both private and public sectors. Only industries with sufficient sample are shown in table.

	2025 Actual		2026 Projected	
Non-Exempt (Non-Union)	n	Average	n	Average
Construction, Machinery, and Homes	6	3.8	3	*
Education ¹	58	2.7	26	2.2
Finance and Insurance	11	2.4	10	2.1
Government ²	68	2.8	44	2.7
Healthcare and Pharmaceuticals	6	2.4	2	*
Manufacturing	44	2.8	23	3.7
Non-Profit	12	2.9	9	2.7
Public Utility	10	2.7	7	2.7
Transportation, Logistics and Delivery	7	2.0	4	*
Exempt	n	Average	n	Average
Construction, Machinery, and Homes	6	3.1	3	*
Education ¹	50	2.7	21	2.2
Finance and Insurance	11	2.4	10	2.1
Government ²	64	2.7	40	2.7
Healthcare and Pharmaceuticals	6	2.4	2	*
Manufacturing	70	3.4	34	3.1
Non-Profit	12	2.9	9	2.7
Public Utility	8	2.3	5	2.2
Transportation, Logistics and Delivery	7	2.5	4	*
Executive/Officer	n	Average	n	Average
Education ¹	6	2.35	3	*
Finance and Insurance	8	2.6	7	2.4
Manufacturing	44	3.1	34	3.2
Non-Profit	11	2.7	8	2.6

¹ Education includes school districts, technical colleges, public universities, and private education,

² Government includes cities, counties, villages, and other government-related entities,

Summary by Industry: Payroll Budget Increases

The following data includes both private and public sectors. Only industries with sufficient sample are shown in table.

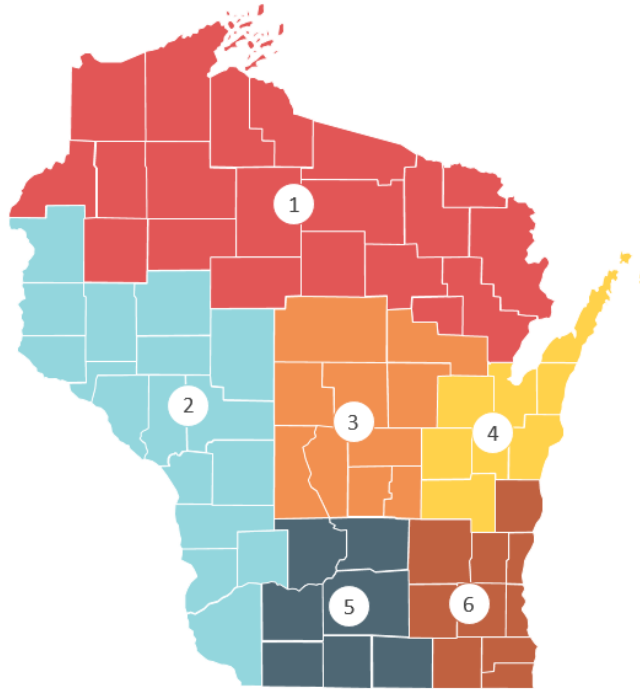
Non-Exempt (Non-Union)	2025 Actual		2026 Projected	
	n	Average	n	Average
Construction, Machinery, and Homes	7	3.2	5	3.1
Education ¹	78	3.4	48	3.2
Finance and Insurance	13	3.6	10	3.0
Government ²	79	3.7	48	3.6
Healthcare and Pharmaceuticals	8	3.5	2	*
Manufacturing	80	3.7	50	3.6
Non-Profit	17	3.3	8	2.9
Professional and Technical Services	7	3.1	5	3.0
Retail and Wholesale	8	3.2	4	*
Public Utility	10	3.9	8	4.1
Transportation, Logistics and Delivery	8	2.5	5	2.3
Exempt	n	Average	n	Average
Construction, Machinery, and Homes	7	3.1	5	3.1
Education ¹	67	3.5	40	3.2
Finance and Insurance	13	3.6	10	3.0
Government ²	73	3.8	43	3.5
Healthcare and Pharmaceuticals	7	3.5	2	*
Manufacturing	78	3.8	49	3.7
Non-Profit	17	3.3	8	2.9
Professional and Technical Services	9	3.2	6	3.7
Public Utility	9	3.3	7	3.8
Retail and Wholesale	8	3.2	4	*
Transportation, Logistics and Delivery	9	3.0	5	2.8
Executive/Officer	n	Average	n	Average
Education ¹	13	2.8	9	2.9
Finance and Insurance	10	4.4	9	3.4
Manufacturing	53	3.5	32	3.5
Non-Profit	13	2.9	6	2.8
Professional & Technical Services	6	2.8	4	*
Retail and Wholesale	6	4.4	3	*
Transportation, Logistics and Delivery	5	3.4	3	*

1 Education includes school districts, technical colleges, public universities, and private education,

2 Government includes cities, counties, villages, and other government-related entities,

Payroll and Wage Structure Increases Summary by State

Wisconsin Participation



Public Sector Responses by Region

Region 1: Northern	14
Region 2: Western	14
Region 3: Central	10
Region 4: Fox Valley-Northeast	27
Region 5: South Central	15
Region 6: Southeast	31

Private Sector Responses by Region

Region 1: Northern	2
Region 2: Western	7
Region 3: Central	4
Region 4: Fox Valley-Northeast	36
Region 5: South Central	23
Region 6: Southeast	28

Wisconsin Summary: Public Sector

Actual Structural Increase in 2025

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	2.6	2.5	2.4	*	2.1	3.7	2.5	3.8	*
N	91	90	81	4	18	35	15	6	-

Projected Structural Increase in 2026

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	2.7	2.4	2.4	*	1.2	4.0	3.2	2.3	*
N	61	54	48	-	6	29	8	3	-

Actual Payroll Budget Increase in 2025

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	3.6	3.5	3.6	3.1	3.8	4.0	3.6	3.0	*
N	105	103	93	6	21	42	14	5	-

Projected Payroll Budget Increase in 2026

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	3.5	3.5	3.3	*	3.5	4.2	3.3	*	*
N	73	65	59	3	9	31	8	2	-

Wisconsin Summary: Private Sector

Actual Structural Increase in 2025

	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	2.5	2.4	*	2.5	2.4
N	41	39	3	39	27

Projected Structural Increase in 2026

	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	2.5	2.5	*	2.5	2.4
N	59	58	4	57	39

Actual Payroll Budget Increase in 2025

	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	3.5	3.3	3.0	3.4	3.8
N	97	92	9	94	64

Projected Payroll Budget Increase in 2026

	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	3.2	3.1	2.6	3.2	3.5
N	54	49	5	51	36

Wisconsin Regions: Public Sector

Only regions with sufficient sample reporting are shown.

Actual Structure Increase in 2025: By Region

Wisconsin Region	Non-Exempt	Exempt	Union					
			General	Teachers	Police	Fire	Transit	Utility
Region 1: Northern	2.1	2.4	*	*	*	*	*	*
Region 2: Western	3.3	2.8	*	*	4.5	*	*	*
Region 3: Central	2.4	2.2	*	*	*	*	*	*
Region 4: Fox Valley-Northeast	2.7	2.7	*	*	3.5	3.3	*	*
Region 5: South Central	2.2	2.2	*	2.3	*	*	*	*
Region 6: Southeast	2.4	2.2	*	1.4	3.2	2.0	*	*

Projected Structure Increase in 2026: By Region

Wisconsin Region	Non-Exempt	Exempt	Union					
			General	Teachers	Police	Fire	Transit	Utility
Region 1: Northern	2.4	2.1	*	*	*	*	*	*
Region 2: Western	2.7	2.3	*	*	4.7	*	*	*
Region 3: Central	2.8	*	*	*	*	*	*	*
Region 4: Fox Valley-Northeast	2.9	2.8	*	*	4.0	*	*	*
Region 5: South Central	2.1	2.1	*	*	*	*	*	*
Region 6: Southeast	2.3	2.4	*	*	3.7	*	*	*

Wisconsin Regions: Public Sector (continued)

Actual Payroll Budget Increase in 2025: By Region

Wisconsin Region	Non-Exempt	Exempt	Union					
			General	Teachers	Police	Fire	Transit	Utility
Region 1: Northern	3.1	3.5	*	*	4.6	*	*	*
Region 2: Western	3.6	4.0	*	*	4.8	*	*	*
Region 3: Central	4.0	3.9	*	*	*	*	*	*
Region 4: Fox Valley-Northeast	3.8	3.8	*	5.2	4.1	*	*	*
Region 5: South Central	3.4	3.0	*	3.5	3.6	*	*	*
Region 6: Southeast	3.3	3.3	*	3.0	3.7	4.3	*	*

Projected Payroll Budget Increase in 2026: By Region

Wisconsin Region	Non-Exempt	Exempt	Union					
			General	Teachers	Police	Fire	Transit	Utility
Region 1: Northern	3.3	3.0	*	*	*	*	*	*
Region 2: Western	3.5	3.1	*	*	4.8	*	*	*
Region 3: Central	3.7	3.7	*	*	*	*	*	*
Region 4: Fox Valley-Northeast	3.6	3.5	*	*	4.7	*	*	*
Region 5: South Central	3.6	3.3	*	*	3.4	*	*	*
Region 6: Southeast	3.2	3.3	*	*	3.7	*	*	*

Wisconsin Regions: Private Sector

Only regions with sufficient sample reporting are shown.

Actual Structure Increase in 2025: By Region

Wisconsin Region	Non-Exempt Non-Union	Non-Exempt Union	Exempt	Executive
Region 2: Western	*	*	2.9	*
Region 4: Fox Valley-Northeast	2.7	*	2.7	2.7
Region 5: South Central	2.3	*	2.2	2.1
Region 6: Southeast	2.4	*	2.4	1.9

Projected Structure Increase in 2026: By Region

Wisconsin Region	Non-Exempt Non-Union	Non-Exempt Union	Exempt	Executive
Region 4: Fox Valley-Northeast	2.5	*	2.7	2.6
Region 5: South Central	1.9	*	2.2	2.2
Region 6: Southeast	2.6	*	2.6	2.2

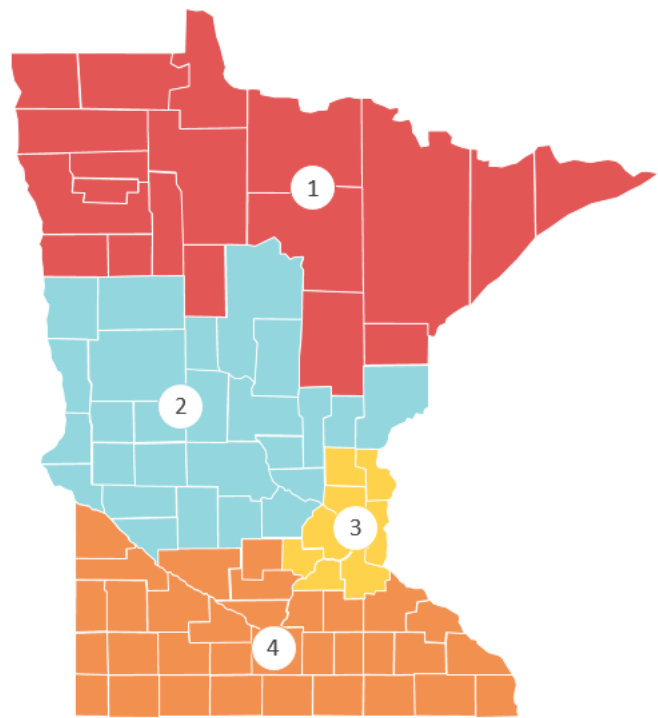
Actual Payroll Budget Increase in 2025: By Region

Wisconsin Region	Non-Exempt Non-Union	Non-Exempt Union	Exempt	Executive
Region 2: Western	3.3	*	3.6	4.1
Region 4: Fox Valley-Northeast	3.1	*	3.4	4.5
Region 5: South Central	3.5	*	3.5	3.7
Region 6: Southeast	3.5	*	3.6	3.5

Projected Payroll Budget Increase in 2026: By Region

Wisconsin Region	Non-Exempt Non-Union	Non-Exempt Union	Exempt	Executive
Region 4: Fox Valley-Northeast	3.0	*	3.2	3.7
Region 5: South Central	3.5	*	3.4	3.5
Region 6: Southeast	2.8	*	3.1	3.5

Minnesota Participation



Public Sector Responses by Region

Region 1: Northern	-
Region 2: Central	-
Region 3: Twin Cities Metro	2
Region 4: Southern	3

Private Sector Responses by Region

Region 1: Northern	-
Region 2: Central	5
Region 3: Twin Cities Metro	9
Region 4: Southern	2

Minnesota Summary: Public Sector

Actual 2025 & Projected 2026 Structural Increase and Projected 2026 Payroll Increase: Insufficient data

Actual Payroll Budget Increase in 2025									
	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	6.7	5.6	*	*	*	*	*	*	*
N	5	5	4	2	1	2	1	-	2

Minnesota Summary: Private Sector

Projected 2026 Structural Increase: Insufficient data

Actual Structural Increase in 2025					
	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	3.2	3.4	*	3.4	2.3
N	8	8	2	8	5

Actual Payroll Budget Increase in 2025					
	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	3.0	3.0	*	3.2	2.6
N	16	16	3	15	11

Projected Payroll Budget Increase in 2026					
	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	2.8	2.5	*	2.7	3.1
N	11	10	2	9	7

Minnesota Regions: Public Sector

Insufficient sample reporting.

Minnesota Regions: Private Sector

Only regions with sufficient sample reporting are shown. Projected 2026 Structural Increase: Insufficient data

Actual Structure Increase in 2025: By Region

Minnesota Region	Non-Exempt Non-Union	Non-Exempt Union	Exempt	Executive
Region 3: Twin Cities Metro	3.5	*	3.7	*

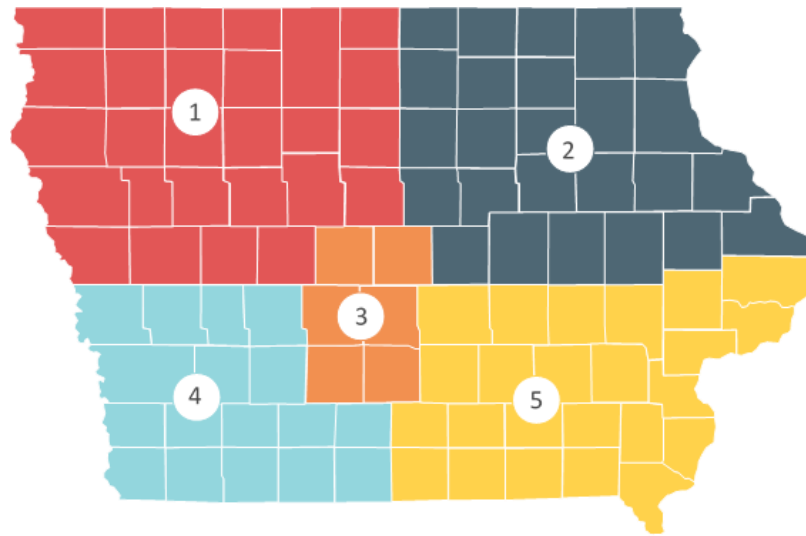
Actual Payroll Budget Increase in 2025: By Region

Minnesota Region	Non-Exempt Non-Union	Non-Exempt Union	Exempt	Executive
Region 2: Central	3.3	*	*	*
Region 3: Twin Cities Metro	2.8	*	3.0	1.6

Projected Payroll Budget Increase in 2026: By Region

Wisconsin Region	Non-Exempt Non-Union	Non-Exempt Union	Exempt	Executive
Region 3: Twin Cities Metro	2.2	*	2.3	1.9

Iowa Participation



Public Sector Responses by Region

Region 1: Northwest	7
Region 2: Northeast	12
Region 3: Des Moines Metro	13
Region 4: Southwest	1
Region 5: Southeast	6

Private Sector Responses by Region

Region 1: Northwest	1
Region 2: Northeast	18
Region 3: Des Moines Metro	2
Region 4: Southwest	-
Region 5: Southeast	7

Iowa Summary: Public Sector

Actual Structural Increase in 2025

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	3.3	3.1	3.3	3.2	2.8	4.2	4.4	*	*
N	27	26	24	8	5	10	6	2	4

Projected Structural Increase in 2026

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	2.8	2.7	2.8	2.7	*	3.5	*	*	*
N	16	13	10	5	2	5	2	1	3

Actual Payroll Budget Increase in 2025

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	3.7	3.8	3.7	3.0	3.7	4.3	3.8	*	3.7
N	38	36	32	12	8	14	7	2	6

Projected Payroll Budget Increase in 2026

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	3.3	3.3	3.5	2.9	2.9	4.1	*	*	3.3
N	23	20	16	6	5	7	4	2	5

Iowa Summary: Private Sector

Actual Structural Increase in 2025

	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	2.8	2.7	*	2.8	2.7
N	19	18	1	18	13

Projected Structural Increase in 2026

	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	2.2	2.1	*	2.2	2.1
N	13	12	1	13	9

Actual Payroll Budget Increase in 2025

	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	3.2	3.3	*	3.2	2.9
N	27	25	2	25	18

Projected Payroll Budget Increase in 2026

	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	3.1	2.9	*	3.3	2.7
N	15	14	1	15	10

Iowa Regions: Public Sector

Only regions with sufficient sample reporting are shown. Projected 2026 Structural Increase: Insufficient data

Actual Structure Increase in 2025: By Region

Iowa Region	Non-Exempt	Exempt	Union					
			General	Teachers	Police	Fire	Transit	Utility
Region 1: Northwest	3.8	*	*	*	*	*	*	*
Region 2: Northeast	3.2	3.3	*	*	*	*	*	*
Region 3: Des Moines Metro	2.9	3.0	*	*	4.1	*	*	*

Actual Payroll Budget Increase in 2025: By Region

Iowa Region	Non-Exempt	Exempt	Union					
			General	Teachers	Police	Fire	Transit	Utility
Region 1: Northwest	4.7	*	*	*	*	*	*	*
Region 2: Northeast	3.6	3.7	*	*	*	*	*	*
Region 3: Des Moines Metro	3.2	3.2	3.0	*	3.6	*	*	*
Region 5: Southeast	4.4	3.5	*	*	*	*	*	*

Projected Payroll Budget Increase in 2026: By Region

Iowa Region	Non-Exempt	Exempt	Union					
			General	Teachers	Police	Fire	Transit	Utility
Region 1: Northwest	2.9	*	*	*	*	*	*	*
Region 2: Northeast	3.4	*	*	*	*	*	*	*
Region 3: Des Moines Metro	3.4	3.2	*	*	*	*	*	*

Iowa Regions: Private Sector

Only regions with sufficient sample reporting are shown.

Actual Structure Increase in 2025: By Region

Iowa Region	Non-Exempt Non-Union	Non-Exempt Union	Exempt	Executive
Region 2: Northeast	2.9	*	3.3	3.0
Region 5: Southeast	2.2	*	1.6	*

Projected Structure Increase in 2026: By Region

Iowa Region	Non-Exempt Non-Union	Non-Exempt Union	Exempt	Executive
Region 2: Northeast	2.3	*	2.7	2.4

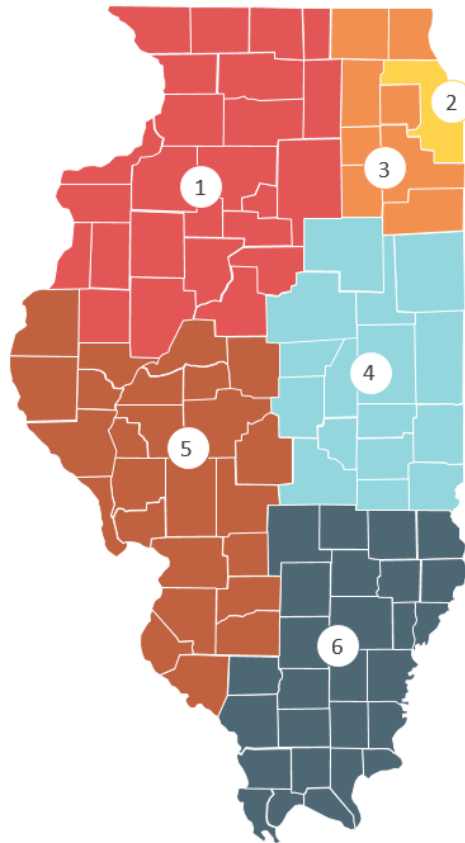
Actual Payroll Budget Increase in 2025: By Region

Iowa Region	Non-Exempt Non-Union	Non-Exempt Union	Exempt	Executive
Region 2: Northeast	3.0	*	3.1	2.3
Region 5: Southeast	3.6	*	3.3	3.8

Projected Payroll Budget Increase in 2026: By Region

Iowa Region	Non-Exempt Non-Union	Non-Exempt Union	Exempt	Executive
Region 2: Northeast	2.5	*	3.2	2.1

Illinois Participation



Public Sector Responses by Region

Region 1: Northwest	6
Region 2: Cook County	2
Region 3: Northeast	3
Region 4: East Central	4
Region 5: West Central	1
Region 6: Southern	-

Private Sector Responses by Region

Region 1: Northwest	12
Region 2: Cook County	5
Region 3: Northeast	9
Region 4: East Central	3
Region 5: West Central	3
Region 6: Southern	-

Illinois Summary – Public Sector

Actual Structural Increase in 2025

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	3.2	3.3	3.4	*	3.2	*	*	*	*
N	14	13	12	4	11	2	-	-	1

Projected Structural Increase in 2026

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	3.4	3.6	3.6	*	3.4	*	*	*	*
N	9	6	6	2	7	2	-	-	-

Actual Payroll Budget Increase in 2025

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	3.7	3.3	4.0	3.0	3.9	*	*	*	*
N	15	14	13	4	11	3	-	-	1

Projected Payroll Budget Increase in 2026

	Overall	Non-Exempt (Non-Union)	Exempt (Non-Union)	Union (General)	Union (Teachers)	Union (Police)	Union (Fire)	Union (Transit)	Union (Utility)
Average	4.2	4.3	4.2	*	4.4	*	*	*	*
N	10	8	8	1	8	2	-	-	1

Illinois Summary: Private Sector

Actual Structural Increase in 2025

	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	3.2	2.9	*	3.1	3.6
N	16	15	2	15	10

Projected Structural Increase in 2026

	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	3.2	2.8	*	3.3	3.3
N	9	7	3	7	5

Actual Payroll Budget Increase in 2025

	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	3.1	2.9	3.6	3.3	2.8
N	30	28	6	28	20

Projected Payroll Budget Increase in 2026

	Overall	Non-Exempt (Non-Union)	Non-Exempt (Union)	Exempt	Executive
Average	2.9	2.7	*	3.0	2.9
N	14	12	3	12	8

Illinois Regions: Overall

The following data includes both private and public sectors. Only regions with sufficient sample reporting are shown.

Actual Structure Increase in 2025: By Region

Illinois Region	Non-Exempt	Exempt	Union					
			General	Teachers	Police	Fire	Transit	Utility
Region 1: Northwest	3.0	3.1	*	*	*	*	*	*
Region 2: Cook County	*	2.4	*	*	*	*	*	*
Region 3: Northeast	3.1	3.1	*	*	*	*	*	*
Region 4: East Central	4.2	4.2	*	*	*	*	*	*

Projected Structure Increase in 2026: By Region

Illinois Region	Non-Exempt	Exempt	Union					
			General	Teachers	Police	Fire	Transit	Utility
Region 3: Northeast	2.6	3.3	*	*	*	*	*	*

Actual Payroll Budget Increase in 2025: By Region

Illinois Region	Non-Exempt	Exempt	Union					
			General	Teachers	Police	Fire	Transit	Utility
Region 1: Northwest	2.8	3.2	*	*	*	*	*	*
Region 2: Cook County	3.1	3.0	*	*	*	*	*	*
Region 3: Northeast	2.9	4.0	*	*	*	*	*	*
Region 4: East Central	3.9	3.7	*	*	*	*	*	*

Projected Payroll Budget Increase in 2026: By Region

Illinois Region	Non-Exempt	Exempt	Union					
			General	Teachers	Police	Fire	Transit	Utility
Region 1: Northwest	3.2	3.7	*	*	*	*	*	*
Region 2: Cook County	*	3.0	*	*	*	*	*	*
Region 3: Northeast	3.1	3.2	*	*	*	*	*	*