



## **CITY OF INDIANOLA COUNCIL STUDY MEETING**

December 19, 2022

6:00 PM

City Council Chambers

110 N 1st Street

Agenda

- 1. Discussion regarding the results of the compensation study**
  - A. Draft Report
- 2. Preliminary Budget Report**
- 3. Discussion regarding upcoming agenda items from within the regular December 19, 2022 City Council meeting at 7:00 p.m.**



# MEMORANDUM

**To:** Mayor and City Council  
**From:** Courtney Silliman, HR Director  
**Date:** December 19, 2022  
**Subject:** Draft Report

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**Recommendation:**

**Attachments:** 1. 001 Final Draft Report - Indianola, IA - 12.07.2022



**City of Indianola**

**CLASSIFICATION AND COMPENSATION STUDY**

**DRAFT FINAL REPORT**

**December 2022**



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## I. INTRODUCTION

GovHR USA, LLC (GovHR) is pleased to have had the opportunity to work with the City of Indianola on this Classification and Compensation Study. Human resource management is a significant concern as governmental services continue to increase in cost and complexity, and the resources to fund local governments are constrained. Day-to-day operations present challenging administrative problems in planning, organizing, and directing human resource functions in order to achieve maximum efficiency and effectiveness in the delivery of municipal services. A properly developed and administered Classification and Compensation Plan forms the foundation for meeting these challenges. It helps to ensure that the City can not only recruit the best and brightest employees but can also retain those employees, even in a competitive marketplace. By retaining qualified, experienced employees the City avoids the costs of re-recruitments and lost productivity, while maximizing the benefits of the investments it has made in employees and the institutional and community knowledge acquired by those employees over their tenures.

GovHR understands the high expectations that have been established in Indianola for service delivery and competitiveness in recruiting and retaining excellent employees. These factors have been taken into consideration in the analysis and reflected in the Study results.

### A. Scope of Work

The scope of work called for GovHR to carry out the following:

#### **Job Evaluation Analysis and Job Classification System**

Below is a list of tasks included in this component of the Study (listed in the order that the work was performed):

- **Study preparation and project meetings.** Met with the City Manager and Director of Human Resources to discuss Study methods and expectations, and to review the current Classification and Compensation Plan and organizational structure.
- **Material distribution.** Prepared a memorandum of explanation, which was distributed to employees. Held meetings with employees to discuss the Job Analysis Questionnaire (JAQ) and to explain the scope and purpose of the Study. Employees were allowed about ten (10) days to complete the questionnaire. The completed questionnaires were then reviewed by each employee's Supervisor and/or Department Head and City Administration. The JAQs were returned to GovHR within approximately three (3) weeks of distribution.

- **Determined comparable communities and collected compensation data.** GovHR, along with the City, determined a logical survey sample of “like” communities that impact the compensation market of Indianola. Then, GovHR designed and sent out the survey for the positions and benefits covered in the Study.
- **Job Evaluation Analysis and Establishment of a Classification Plan.** Upon return of the JAQs by the City, GovHR performed the following:
  - Read each JAQ and corresponding Job Description in its entirety.
  - Conducted virtual interviews with at least one (1) employee in each position covered by the Study to further understand the scope of duties and responsibilities of the position.
  - Applied a measurement system of Job Evaluation Factors to all positions, which formed the basis for internal rankings (equity) of positions.
  - Upon completion of the Job Evaluation measurements, a new Classification Plan was developed.

### **Salary and Benefit Survey**

The following tasks were included in this component of the Study:

- Tabulated, summarized, and analyzed comparative compensation information obtained from the comparable communities. Prepared pay tabulations that compared the salary ranges of the City of Indianola to the salary ranges of its comparable communities. Prepared comparison calculations at the 50<sup>th</sup>, 60<sup>th</sup>, 65<sup>th</sup>, 75<sup>th</sup> and 80<sup>th</sup> percentiles. Displayed data for each jurisdiction and for each position and summarized the data in table form. Based on discussions with the City and the gathered data, developed salary ranges that would establish Indianola as a payer at the 50<sup>th</sup> percentile of the salary data from the comparable communities.
- Based on the above data, developed, and recommended new salary schedules and recommended new Job Titles for some positions.
- Analyzed and summarized the benefit information.

### **Draft and Final Report Preparation**

- A preliminary analysis of the data and recommended Classification and Compensation Plan was shared with the City. Feedback from City Administration was reviewed and incorporated into the recommendations.
- This draft report has been prepared by GovHR and sent electronically to the City.
- A presentation of these draft findings will be conducted for the City Council.
- Once the presentation is made and review comments are returned by the City a final report will be prepared and transmitted electronically.

## **II. EXECUTIVE SUMMARY**

A Classification and Compensation Study encompasses a significant amount of information that can be time consuming to condense and organize into an abbreviated format. Therefore, GovHR has compiled this Executive Summary in order to provide a quick synopsis regarding the major components, findings and recommendations of this Study. The purpose of a well-designed Classification and Compensation Study is twofold. First, it establishes internal equity (ranking) among employees across Departments in the City. Second, it assures external equity/competitiveness by comparing the compensation of Indianola employees against market data.

### **A. Internal Equity - Classification Plan Development**

The Study developed a new Classification Plan for approximately forty (40) non-union positions in the City. In addition, GovHR collected data and analyzed an additional ten (10) union positions. The union positions are not included in the Classification Plan but the detailed salary data for the union positions is included in Appendix C. The first step in establishing internal equity is completing a Job Evaluation. The Job Evaluation included the completion of a questionnaire by all employees covered in the Study and interviews with at least one (1) employee working in each position covered by the Study (see Appendix A). Upon the completion of those tasks, the Consultants assigned a numerical value to each position so that like positions within the organization would be grouped together in a classification to produce an internal equity hierarchy. Nine (9) factors were used for the evaluation of Indianola's positions:

- 1) Preparation and Training
- 2) Experience Required
- 3) Decision Making and Independent Judgment
- 4) Responsibility for Policy Development
- 5) Planning of Work
- 6) Contact with Others
- 7) Work of Others (Supervision Exercised)
- 8) Working Conditions
- 9) Use of Technology/Specialized Equipment

The product of this internal ranking is shown in Table 1, which lists the City's positions with their numerical Job Evaluation score, also known as a Classification Plan. The higher the Job Evaluation Score, the higher the position is within the Classification Plan.

## B. Job Title Changes

After conducting the Job Evaluation noted above, the Consultants observed some inconsistencies with the market and the actual duties assigned to some positions. Therefore, the following Job Title changes have been recommended based on clarification of duties and market trends.

### Current Title

Administrative Bookkeeper

Administrative Clerk/Deputy Clerk

### Proposed New Title

Accounting Specialist

Deputy City Clerk/Finance Assistant

## C. External Equity – Market Competitiveness

The next component of the Classification and Compensation Study involved establishing external competitiveness. A group of communities comparable to the City was established. The Consultants started with Cities and Villages with a population between 5,000 and 40,000 in the following Counties: Warren, Marion, Lucas, Clarke, Madison, Dallas, Polk, Jasper, Decatur, Wayne, Monroe, Union, Adair, Mahaska, Poweshiek, Guthrie, Boone, Story, Marshall, Appanoose, Greene, Ringgold, Adams, Cass, Keokuk and Wapello. After that, a specific set of comparison criteria (e.g., median household income, total valuation, property tax revenue, etc.) was applied to each community (see Appendix B). Based on the results of this analysis, eleven (11) communities with a total compatibility score of 70 points or greater were deemed to be most comparable to the City. The full list of the eleven (11) chosen comparables is listed below.

Altoona

Newton

Pella

Clive

Norwalk

Pleasant Hill

Grimes

Oskaloosa

Waukee

Marshalltown

Ottumwa

In addition, the City also requested to collect some market data from a couple of larger communities that are competitors in the marketplace: Ankeny, Urbandale, West Des Moines, and Des Moines.

## **Salary Data**

GovHR then prepared and distributed a salary survey to the comparable communities. All of the communities, except Ottumwa, responded to the survey either by directly responding to the survey or supplying GovHR with a copy of their pay plan/structure. The salary summary results can be found in Table 2 and the detailed salary data can be found in Appendix C. To provide external competitiveness for the City's salaries, the salary ranges derived from this data collection were used to help establish the proposed Compensation Plan. In some cases where there was not enough salary range data, actual salaries were used. The recommended pay ranges are contained within Table 3 of the report.

## **Proposed Classification and Compensation Plan**

The goal of this Study was to recommend a Classification and Compensation Plan that is internally equitable and externally competitive. To accomplish this, a Compensation Plan was developed using the 50<sup>th</sup> percentile comparison of the salary ranges that were acquired through the salary survey. The resulting Classification and Compensation Plan consists of eleven (11) pay grades; one (1) being lowest and eleven (11) being highest and is broken down into the following four (4) bands:

Grade 1:           Administrative Support  
Grades 2 – 4:    Administrative and Technical  
Grades 5 – 8     Supervisors and Advanced Technical  
Grades 9 – 11:  Directors and Senior Managers

There is a 10% gradation between Grades 2 – 4; a 11.5% gradation between Grades 5 – 8; and a 5% gradation between Grades 9 – 11. All grades have a 35% range spread from minimum to maximum with a defined step increment of 3.4% to get from the minimum (Step A) to the maximum (Step J).

## **Future Administration of the Classification and Compensation Plan**

Within the body of this report, GovHR has outlined how the City can maintain the Classification and Compensation Plan. GovHR will supply the City with a User's Manual and all associated documents to maintain the Classification and Compensation Plan and the steps to ensure the City remains competitive with the market in the years to come.

### III. JOB EVALUATION

GovHR's approach to Job Evaluation involves a quantitative point and factor comparison method, which cross-compares all positions in the organization against numerous factors such as educational requirements, experience, work conditions, etc. Therefore, all jobs in each organizational unit (e.g., Police, Administration, Finance, etc.) may be compared against each other, based upon the same factors.

In conducting the Job Evaluation exercise, it must be emphasized that the position, and not the incumbent's qualifications, performance, or years of service in the position, is evaluated. An incumbent employee may feel he/she should be placed in a higher level (i.e., receive more points) because the individual performs well, has a long tenure with the organization, and/or has additional education or skills not required to perform that job, or may feel he/she does more tasks than a similar employee in another Department, but these are not valid determinants for a position.

Before reviewing the results of the evaluation of the positions, it is important to note that the purpose of a Job Evaluation is to identify whether a job is more or less advanced than, or equal to, other jobs in the organization, based on nine (9) objective factors. While these factor definitions are guidelines, they are constructed to allow limited flexibility of interpretation while at the same time providing a strict framework and structure for comparison. The nine (9) factors used for the evaluation of Indianola's positions are as follows:

- 1) Preparation and Training
- 2) Experience Required
- 3) Decision Making and Independent Judgment
- 4) Responsibility for Policy Development
- 5) Planning of Work
- 6) Contact with Others
- 7) Work of Others (Supervision Exercised)
- 8) Working Conditions
- 9) Use of Technology/Specialized Equipment

As part of the Job Evaluation process, the duties, responsibilities, and qualification requirements for each position were reviewed via a thorough reading of the incumbent's current job description and a Job Analysis Questionnaire (JAQ) completed by each employee (Appendix A). In addition, GovHR conducted interviews with at least one (1) employee in each of the positions covered by the Study. Points were then assigned to each factor by selecting the description that best fit the appropriate level of compliance. In other words, a position that requires a master's degree would receive more points under the "Preparation and Training" factor than positions that did not require this advanced degree. Points for each factor were then totaled for each position. Using this method, the positions were found to fall into distinguishable Job Factor Analysis (JFA) scores. Table 1 contains the Classification Plan, including the Position Title, the Proposed New Title (if applicable), the JFA Score, Skill Level and proposed Grade for the evaluated positions.

As part of the service provided in the Compensation Study, GovHR makes Job Title change recommendations to either reflect a better description of the job being performed or to be consistent with trends in the organization or the marketplace. Based on this, GovHR recommends the following Job Title changes:

**Current Title**

Administrative Bookkeeper

Administrative Clerk/Deputy Clerk

**Proposed New Title**

Accounting Specialist

Deputy City Clerk/Finance Assistant

#### **IV. THE CLASSIFICATION PLAN**

A Classification Plan provides for a systematic arrangement of positions into classifications. A position, often referred to as a job (e.g., Office Assistant), contains a specific set of duties and responsibilities and that is the objective of the classification process – not the person currently holding that job. A classification is a grouping of positions which have similar levels of knowledge, skills and abilities needed to perform the job. The positions are also similar in nature of work, level of work difficulty and responsibilities. Positions allocated to the same classification are sufficiently similar with respect to the types of factors enumerated above to permit them to be compensated at the same general level of pay. The positions do not have to be identical, they can be in different departments, dealing with different subject matters and performing different duties.

It is this arrangement of positions and resulting classification structure that forms the basis for the Classification Plan. As noted in the previous section, a Job Evaluation and Classification Plan is not intended to assess individual performance. To that end, a position that belongs in a certain classification is not entitled to be placed in a higher classification simply because the individual performs with a high degree of success and efficiency, nor is it placed in a lower classification simply because the incumbent performs with low competence or productivity. Variations in individual performance are not recognized by differences in classifications, instead they are management issues. Similarly, there is a tendency in some work forces to use the Classification Plan to reward longevity, even though the duties and responsibilities of individual positions may not have changed over time. Longevity is not a classification factor and the Classification Plan should not be used in this manner.

As an assessment of duties performed and of responsibilities exercised, a Classification Plan is an exceedingly useful managerial tool. It provides the fundamental rationale for the Compensation Plan and helps management identify positions which have taken on (or in some cases reduced) duties and responsibilities. Through proper maintenance of the Classification Plan, employees are assured of management's continuing concern about the nature of work that they carry out and its reward in the form of appropriate pay levels and relationships. The Classification Plan also provides the basis for recruitment, screening, and selection of employees in direct relationship to job content. Promotional ladders as well as opportunities for lateral career development are also evidenced by the logical grouping of allied occupational classifications and hierarchies.

## V. SALARY AND BENEFIT DATA

The City initiated this Study with the objective of assuring that its Compensation Plan is both internally equitable and externally competitive. The Job Evaluation System (outlined in Section III) is performed to address the issue of internal equity. To achieve external competitiveness, a market survey of comparable jurisdictions was conducted. The following explains the labor market review and collection of salary data.

### A. Selection of Comparable Jurisdictions for Data Purposes

Selecting jurisdictions for the comparison group is an important element in a Classification and Compensation Study. When selecting jurisdictions to serve as comparables, it is important to use particular criteria to evaluate the other jurisdictions to assure that those chosen as comparables will be the most similar to Indianola.

To determine which municipalities should be used for survey purposes, GovHR first considered all Cities and Villages with a population between 5,000 and 40,000 in the following Counties: Warren, Marion, Lucas, Clarke, Madison, Dallas, Polk, Jasper, Decatur, Wayne, Monroe, Union, Adair, Mahaska, Poweshiek, Guthrie, Boone, Story, Marshall, Appanoose, Greene, Ringgold, Adams, Cass, Keokuk and Wapello. Then, GovHR applied the following criteria:

| <u>Criterion</u>           | <u>Total Possible Points</u> | <u>Factor Weight</u> |
|----------------------------|------------------------------|----------------------|
| 1. Population              | 15                           | 15%                  |
| 2. Median Household Income | 10                           | 10%                  |
| 3. Total Valuation         | 15                           | 15%                  |
| 4. Property Tax Revenue    | 15                           | 15%                  |
| 5. Total Expenditures      | 15                           | 15%                  |
| 6. Salaries and Wages Paid | 15                           | 15%                  |
| 7. Proximity               | 15                           | 5%                   |
|                            | 100                          | 100%                 |

Within each of the seven (7) categories, ranges of compatibility were established. For example, the closer a community was to matching the Indianola's estimated population, the closer the community would be to receiving the maximum of fifteen (15) points. A community whose population was significantly larger or smaller than City's population would receive fewer or even zero (0) points. Thus, a municipality achieving a total of one hundred (100) points would be considered most comparable to the City of Indianola. A community with zero (0) points was therefore determined to be the least comparable to Indianola. A more detailed explanation of the methodology used to determine the comparable communities is included in Appendix B.

Based on the results of this analysis, eleven (11) communities with a total compatibility score of 70 points or greater were deemed to be most comparable to the City. The full list of the eleven (11) chosen comparables is below.

|              |           |               |
|--------------|-----------|---------------|
| Altoona      | Newton    | Pella         |
| Clive        | Norwalk   | Pleasant Hill |
| Grimes       | Oskaloosa | Waukee        |
| Marshalltown | Ottumwa   |               |

In addition, the City also requested to collect some market data from a couple of larger communities that are competitors in the marketplace: Ankeny, Urbandale, West Des Moines, and Des Moines.

## **B. Salary Survey**

The Consultants then prepared and distributed a salary survey to the comparable communities. All of the communities, except Ottumwa, responded to the survey or supplied GovHR with a copy of their current pay plan/structure. Table 2 is a summary of the benchmark salary survey data. The detailed salary survey data for each position is contained in Appendix C.

It is important to make a few of observations regarding Table 2 and Appendix C.

- 1) The salary data is information that was available as of August – September 2022. The new recommended salary ranges for the City were developed using this salary data from the comparable communities.
- 2) Some of the comparable municipalities provided salary range minimums and maximums for comparison purposes, while others (those that don't utilize salary ranges as part of their pay

plans) provided actual salaries for surveyed positions. The salary range minimums and maximums were analyzed to determine the 50<sup>th</sup>, 60<sup>th</sup>, 65<sup>th</sup>, 75<sup>th</sup> and 80<sup>th</sup> percentiles to identify wage ranges for “average” and “above average” payers. Any actual salaries provided by the comparable municipalities were only analyzed in a few instances when there was not enough salary range information. Salary ranges are a better gauge of market salaries than an actual salary and are thus preferred to conduct analysis.

- 3) Data contained within Appendix C has been thoroughly reviewed. If the Consultants determined the data was not relevant, it was removed. Thus, if a specific position within the salary survey has two worksheets associated with it in Appendix C, then data was removed. The second data sheet will have the word “Edited” after the title of the position surveyed. If a specific data point was removed, it is highlighted on the first and second worksheets and then removed on the second worksheet associated with the position.

### **C. Appraisal and Use of Salary Data**

While comparing Indianola’s current salaries to those paid by other employers in the comparable communities, it must be noted that variations in compensation may be due to several factors, including:

- 1) Organizational size and economic conditions can have an impact on positions. In smaller organizations, employees are often asked to “wear many hats” and therefore take on more duties and responsibilities than would normally be required of a certain position. In addition, the economic downturn forced organizations to “do more with less”, compelling staff to take on more duties and responsibilities than they have in the past. Therefore, it becomes increasingly harder to compare “like” positions within organizations.
- 2) Some employers place a different relative worth on certain groups of employees. For example, some employers are forced to place a higher value on certain employees or groups of employees because of the market, and therefore, pay them more. Overall, the policies and value judgments of different employers in compensating the same kind of work can vary widely. There is rarely a single prevailing rate for any particular kind of work, even within the same labor market.
- 3) It can be difficult to make exact comparisons among the different employers of the duties and responsibilities of ostensibly similar jobs.

Nevertheless, comparative salary data is widely recognized as a good measure of the appropriate compensation rates with respect to the prevailing market. This data is also useful as an indication of prevailing opinions concerning the compensation relationships that should exist among different classifications of work. Of equal importance, however, are the internal relationships for the various positions that were accomplished in the Job Evaluation portion of this Study.

#### **D. The Benefits Survey and Findings**

A review of the benefits offered in Indianola versus the comparable communities shows that the City's benefits are competitive with the other entities surveyed. However, there are some differences that are noted below:

##### **Health, Dental, Vision and Life Insurance**

Health Insurance: Indianola offers a High Deductible PPO Plan. Most comparable communities offer a PPO Plan or a couple of different plan options. The average employee premium percentage for employee only coverage is 9.14% and Indianola is just above the average at 13%. The average employee premium for employee + one coverage and family coverage is 10.94% and 10.32%; and Indianola is right above that at 13%. Indianola also contributes to employees' HSA accounts. Normally the contribution is \$1,200 but this year it is \$2,400.

Dental coverage varies significantly between each community. Some communities cover 100% of the cost and some communities have the employees pay 100% of the cost. In addition, some communities have it built into their health insurance premium. The average employee premium percentage is 14.35%. Indianola is above the average at 27% of the premium for employee only coverage.

Vision coverage is similar to Dental whereas it varies significantly by community. Most communities require employees to cover 100% of the costs. The average employee percentage for vision coverage is 43.35% and Indianola is under the average at 30%.

All communities offer some level of life insurance coverage. Most communities offer \$50,000 or 1.5x salary up to a certain amount. In Indianola, the City covers \$15,000 for union employees and \$45,000 for non-union employees.

#### Paid Time Off

The average Holiday Days granted per year is 10 days and Indianola is right below the average at 9 days per year.

The average Personal Days granted per year is 1.55 days and Indianola is above the average at 2 days per year.

The average Sick Days granted per year is 10.42 days and Indianola is above the average at 12 days per year. Some communities offer a sick leave payout upon retirement or years of service. See Appendix D for specific information relating to this payout.

To analyze Vacation Time, GovHR breaks it down into the following years 0-5 Years of Service, 6-9 Years of Service, 10-14 Years of Service, 15-20 Years of Service, and 21+ Years of Service. Indianola is above the average for 0-5 years of service but slightly below the average for the remaining years of service. For instance, the average for 15-20 years of service is 22.6 and Indianola is at 20 days.

GovHR also asked questions relating to uniform allowance, longevity, educational bonus/reimbursement, and supplemental pay. Each community handles these very differently. See Appendix D for more information. Appendix D contains tables summarizing the detailed data related to the benefits survey.

## **VI. COMPENSATION PLAN DEVELOPMENT AND RECOMMENDATIONS**

### **A. Development of the Compensation Plan**

A basic element in any human resources management program is adequate and equitable employee compensation. A Compensation Plan of this nature is essential if qualified employees are to be recruited and retained. To achieve this goal, there must be a reasonable and widely accepted model of Job Factors upon which the Compensation Plan rests. Application of this model was the purpose of the Job Evaluation aspect of this Study. The Plan presented in this report is designed to accomplish the Study goals by:

- 1) Providing for equal compensation for work of equivalent job content and responsibility.
- 2) Facilitating adjustments to compensation levels based on changing economic and employment conditions that impact these interrelationships.
- 3) Establishing compensation ranges that compare favorably with those of other equivalent jurisdictions within the appropriate labor market.

In preparing this Plan, the Study only looked at base compensation. The compensation associated with longevity or other fringe benefits was not analyzed or factored into the Compensation Plan.

### **B. Compensation Plan Options for the City's Consideration**

One of the purposes of this Study was to provide an updated Compensation Plan that relates to the external market and is internally equitable. Below is a detailed explanation of three (3) different Compensation Plans:

- 1) **Defined Increment Plan:** This is a Compensation Plan that has salary ranges with a minimum and a maximum with defined percentage increments (e.g., 3%) in between. If an employee has a satisfactory performance evaluation, he/she systematically advances through the compensation range. The performance evaluation and resulting salary increment increase occurs annually.
- 2) **Open Range Merit Plan:** This is a Compensation Plan that also has salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the compensation range based on an annual satisfactory performance evaluation, with the percentage of their increase determined annually by City Administration.
- 3) **Blended Merit Plan:** This is a Compensation Plan that uses techniques from both a Defined Increment Plan and an Open Range Merit Plan.

In considering which Plan to use, it is important to understand that employees at various levels of responsibility may react differently toward, and be motivated differently by, the Compensation Plan they work under. Management personnel that are goal-oriented may have a higher acceptance of the Open Range Merit Plan, and thus tend to be more comfortable with this method of compensation. Mid to lower-level positions may want the assurance of a defined salary increase based on satisfactory performance. Possible advantages and disadvantages of each Plan are summarized below.

### **Defined Increment Plan**

#### **Advantages**

City: A Defined Increment Plan has the advantage of creating financial predictability because it is easier for management to predict and plan for salary increases on an annual basis.

Employees: Employees like a Defined Increment Plan because it offers security and predictability for advancement through the range. Another advantage of this Plan is that it offers a high degree of internal equity and fairness – the expectation that fellow workers in this Plan are all being treated the same.

#### **Disadvantages**

City: The City may feel that a Defined Increment Plan simply rewards compensation increases on a routine basis. However, by tying the increase to a satisfactory performance evaluation, the City can be assured that only employees with acceptable performance will receive a salary increase.

Employees: Employees may feel unmotivated to perform at an above average or at a superior level, knowing their salary increase amount is pre-determined. One way to remove this negative notion is to allow an employee with a superior performance evaluation to get a two (2) increment increase. This, however, would be the exception and not the rule. Most employees would be considered “average” performers and receive a one (1) increment increase.

### **Open Range Merit Plan**

#### **Advantages**

City: The Open Range Merit Plan tends to motivate employees to perform at a higher level, thereby achieving greater production/benefit for the City. This Plan also enables the supervising authority to reward high-performing employees with a salary increase greater than a defined increment.

Employees: Employees who are high performers like working under this Plan as they can earn a higher percentage salary increase.

### **Disadvantages**

City: Anticipating the cost of merit increases has less financial predictability, as it is not always possible to know how many employees will be high performers in any given year. However, the City can fund a “merit increase pool” for all Open Range Merit Plan employees to receive an average percentage (i.e., a 2-3% increase), knowing that some employees will receive less (or no) increase and some employees will earn more.

Employees: An Open Range Merit Plan can create a perceived inequity regarding how individuals are granted salary increases. It is incumbent upon management to use an equitable performance evaluation system when implementing this Plan. It is also incumbent on management to ensure that the performance evaluation system is applied fairly and that supervisors receive appropriate training on conducting the evaluation and using the evaluation tool properly.

### **Blended Merit Plan**

There are positives and negatives for both Defined Increment and Open Range Merit Plans. However, it is also possible to design a pragmatic salary system that uses elements of both Defined Increment and Open Range Merit Plans. It is becoming increasingly common for organizations to have a Blended Merit Plan for various levels of positions that reflects the particular circumstances and culture of the organization. A Plan of this type is customizable to the needs of the organization. It is also the preferred Plan for organizations that are transitioning from a Defined Increment Plan to an Open Range Merit Plan. The following is one example of a Blended Merit Plan:

**Exempt:** All exempt employees are in an Open Range Merit Plan.

**Non-exempt:** Non-exempt employees are in a Blended Merit Plan. In this Plan, salary ranges begin at the minimum with, for example, three (3) defined increments and then transition into an open range. The initial increment of the assigned range is intended as the normal hiring/promoting rate. Increments two (2) and three (3) would be awarded upon successful completion of the employee's initial evaluation period and/or after another period that is set by the City (e.g., increment two (2) after the initial evaluation and increment three (3) after an additional year of employment.) After

that, the employee may advance through the open range as a result of a successful performance evaluation.

### **C. Recommendation: Defined Step Increment Plan**

GovHR is recommending that the City adopt a Defined Step Increment Plan, similar to their current structure but with ten (10) steps to get from the minimum to the maximum and a 3.4% increase between each step. Employees are advanced through the steps based on an annual satisfactory performance evaluation. The Defined Increment Plan allows maximum flexibility for the City relative to recruitment and funding as employees can be hired within the range at a specific step. Given Indianola's goal to recruit, reward and retain motivated, high-performing employees, the Defined Step Increment has been selected for recommendation.

### **D. Pay Philosophy and Proposed Compensation Plan**

An important component in the process of developing a Compensation Plan is understanding and applying a pay philosophy. GovHR worked with the City to develop a pay plan at the 50<sup>th</sup> percentile of the market salary data.

#### **Proposed Compensation Plan and Structure**

The next step in this process is to combine the JFA scores included in Tables 1 and 2 with the proposed salary ranges in Table 3. The Classification and Compensation Plan consists of eleven (11) pay grades; one (1) being lowest and eleven (11) being highest and is broken down into the following four (4) bands:

- Grade 1: Administrative Support
- Grades 2 – 4: Administrative and Technical
- Grades 5 – 8 Supervisors and Advanced Technical
- Grades 9 – 11: Directors and Senior Managers

There is a 10% gradation between Grades 2 – 4; an 11.5% gradation between Grades 5 – 8; and a 5% gradation between Grades 9 – 11. All grades have 35% range spread from minimum to maximum with ten (10) defined step increments (Step A – Step J). Each step has a 3.4% increase.

**Note:** Gradation refers to the relationship between the minimum compensation of one grade to the minimum compensation of the next grade. In this case, the starting compensation for employees in Grade 3 is 10.5% higher than Grade 2 and so on. The gradation will vary depending upon the relationship

between the salary data for the grade, the number of grades in the compensation band and the established compensation range.

Table 2 combines all of the classification and compensation data at the 50<sup>th</sup> percentile. Table 2 shows all non-union positions. The salary data sheets for the union positions have been provided in Appendix C, but union rates will be negotiated separately with the union based on contract.

### **Implementation and Administration of the Compensation Plan**

Implementation of the Compensation Plan, as it affects individual employees, should be under the following pattern of adjustments:

- 1) Employees whose present compensation is below the minimum compensation of the range for their classification should be raised to the minimum of the range.
- 2) The compensation of employees whose present compensation is within the range for their classification should be slotted into the new Compensation Plan at their current pay rate.
- 3) The compensation of employees whose present compensation is above the maximum compensation of the range should be held at their present rate, without a reduction in compensation, until such time that further market analysis indicates commensurate alignment with the marketplace. However, the City can consider lump sum increases for these employees, which does not impact base compensation levels, until the ranges adjust to include the individual employee compensation rates.

In other studies, GovHR has been asked for ideas on how to address the situation of long-term employees whose current compensation falls near the bottom (within 5 - 10%) of the proposed range. If this occurs, it illustrates that the position has been compensated at less than the market rate for someone with similar tenure. Thus, some communities elect to make additional adjustments for those employees at implementation. This program is discretionary for the City to adopt and only occurs one time, at the implementation of the new Classification and Compensation Plan. If the City wishes to consider such a program, an example is illustrated below:

| <b>Service</b>            | <b>Adjustment</b> |
|---------------------------|-------------------|
| 1 - 3 Years               | 0%                |
| Over 3 and up to 8 Years  | 1%                |
| Over 8 and up to 15 Years | 2%                |
| Over 15 Years             | 3%                |

### **Employee Advancement through the Ranges**

To implement the new Compensation Plan, GovHR recommends that the starting salary of the range (minimum) is the normal hiring/promoting rate. Exceptions to this starting point should be limited to hiring situations involving:

- 1) Applicants with exceptional background and qualifications.
- 2) A promotion in which the employee's current compensation is higher than the minimum of the new range.
- 3) In the case of a labor market situation where it is impossible to recruit qualified candidates at the minimum.

In these cases, employees may be appointed to their positions anywhere within the defined range (generally up to the midpoint), depending on their experience and qualifications, and based on the provisions of the City's policies (if applicable). Employees should not be hired below the minimum of their compensation range.

Salary advancement between the hiring rate and the top of the range (maximum) is done throughout the employee's tenure with the organization. Advancement through the defined steps would be done on an annual basis and be dependent on a satisfactory performance evaluation. I

The City may also wish to provide a merit bonus for exemplary performance after an employee reaches the maximum compensation for the range. If this option is exercised, then an employee would be eligible to receive a payment after a successful performance evaluation each year. This payment should not be worked into the base salary. It can be in the form of a lump sum payment that is a set amount calculated each year and the same for all employees, such as \$500 for meeting expectations and \$1,000 for exceeding expectations. Another option is to calculate a percentage of the employee's base compensation and provide a lump sum payment equivalent to that amount, such as 1% for meeting expectations and 2% for exceeding expectations.

## **E. Future Administration of the Compensation Plan**

To maintain competitive salary levels there should be an annual review of the City's salary ranges. The communities used in the survey group for this Study have been determined to be comparable jurisdictions to the City. Therefore, Indianola can continue to use these jurisdictions as a comparable salary survey group for annual salary comparison purposes, until it is determined that they are no longer valid comparables. As mentioned earlier, the salary levels for these comparables are current as of August – September 2022. It is GovHR's recommendation that an annual survey of these communities be conducted to determine the percentage increase each organization in the comparable group is granting, either as an annual across-the-board increase to their employees or as a general adjustment to their compensation ranges. The City may wish to provide an across-the-board increase to all employees based on the information received from the comparable communities. If this is the case, then the increases would be granted separately from any merit increase that would be awarded as a result of a successful performance evaluation.

It is the further recommendation of GovHR that the compensation ranges for each grade be increased by the average percentage increase of the comparable group, even if an across-the-board increase is not given to all employees. Employees would continue to advance through the compensation ranges (provided that the employee is not at the maximum of the compensation range) by virtue of a step increase granted for satisfactory or above satisfactory performance of their job duties. Finally, it is recommended that the City review the compatibility of the municipalities after five (5) years.

The administration of a Classification Plan is an ongoing process. It must be recognized that it is not static and is not intended to affix positions permanently into classifications. Instead, the Plan must be administered continually to adapt it to changing conditions.

Three (3) specific types of changes in the Plan itself are possible: abolition of a position, creation of a position, or a revision of a position.

- 1) When a position in a classification is eliminated or when a position has significantly changed work duties and responsibilities to the extent that the position becomes inappropriate or inaccurate, the position should be abolished.
- 2) New positions should be created when new work situations arise that are not covered by the established positions. However, caution should be exercised in this respect, particularly to assure that new positions are justified, are not merely duplicating established positions, cannot be

accommodated through changes in existing positions, and reflect substantially permanent rather than temporary situations.

- 3) The adjustment or revision of a position should be done when there are substantial changes to the requirements of the position or to the nature and complexities of the duties being performed. In this instance, a position may need to be re-scored and move up or down into a new classification.

All changes should be thoroughly evaluated for their effect on employee morale and the integrity of the classification relationships established in the Classification and Compensation Plan. City Administration has been provided with the Job Analysis Questionnaire as well as the Job Factor Scoring Sheet, enabling the City to grade a newly created or revised position. GovHR provides scoring assistance in such cases free of charge for one (1) year after the delivery of this report.

#### **F. Appreciation**

GovHR has appreciated the opportunity to work with the City of Indianola on this Classification and Compensation Study. A special thank you to the employees for all of the information provided to allow for the analysis and to the City Manager and Director of Human Resources for the significant amount of work and support dedicated to the project.

City of Indianola, IA  
Table 1 - Classification Plan

| Current Job Title                            |                                     | Grade | Skill Level |
|----------------------------------------------|-------------------------------------|-------|-------------|
| Directors and Senior Managers                |                                     |       |             |
| Fire Chief                                   |                                     | 11    | 750+        |
| Police Chief                                 |                                     |       |             |
| Public Works Director                        |                                     |       |             |
|                                              |                                     |       |             |
| Finance Director                             |                                     | 10    | 700-745     |
|                                              |                                     |       | 45 Points   |
|                                              |                                     |       |             |
| Captain                                      |                                     | 9     | 650-695     |
| Community and Economic Development Director  |                                     |       | 45 Points   |
| Director of IT                               |                                     |       |             |
| Human Resources Director                     |                                     |       |             |
| Library Director                             |                                     |       |             |
| Parks and Recreation Director                |                                     |       |             |
| WPC Superintendent                           |                                     |       |             |
|                                              |                                     |       |             |
| Supervisors and Advanced Technical           |                                     |       |             |
| Fire Captain                                 |                                     | 8     | 600-645     |
| Fire Training Captain                        |                                     |       | 45 Points   |
| Lieutenant                                   |                                     |       |             |
|                                              |                                     |       |             |
| Assistant Finance Director/City Clerk        |                                     | 7     | 550-595     |
| Building Official                            |                                     |       | 45 Points   |
| Sergeant                                     |                                     |       |             |
|                                              |                                     |       |             |
| Horticulturist Supervisor                    |                                     | 6     | 500-545     |
| Parks Supervisor                             |                                     |       | 45 Points   |
|                                              |                                     |       |             |
| Associate Planner                            |                                     | 5     | 450-495     |
| Firefighter-Paramedic                        |                                     |       | 45 Points   |
| Marketing Coordinator                        |                                     |       |             |
|                                              |                                     |       |             |
| Administrative and Technical                 |                                     |       |             |
| Adult Services Librarian                     |                                     | 4     | 400-445     |
| Children's and Family Services Librarian     |                                     |       | 45 Points   |
| Code Enforcement Officer                     |                                     |       |             |
| IT Technical Support                         |                                     |       |             |
| Recreation Coordinator - Aquatics            |                                     |       |             |
| Recreation Coordinator - Sports and Wellness |                                     |       |             |
| Teen Services and Marketing Librarian        |                                     |       |             |
|                                              |                                     |       |             |
| Administrative Bookkeeper                    | Accounting Specialist               | 3     | 350-395     |
| Administrative Clerk/Deputy Clerk            | Deputy City Clerk/Finance Assistant |       | 45 Points   |
| Office Manager - Police                      |                                     |       |             |
| Paramedic                                    |                                     |       |             |
|                                              |                                     |       |             |
| Children's Services Assistant Librarian      |                                     | 2     | 300-345     |
| Circulation Services Coordinator             |                                     |       | 45 Points   |
| EMT                                          |                                     |       |             |
| Office Assistant - Community Development     |                                     |       |             |
| Office Assistant - HR                        |                                     |       |             |
|                                              |                                     |       |             |
| Administrative Support                       |                                     |       |             |
| Library Assistant                            |                                     | 1     | Up to 295   |
|                                              |                                     |       |             |

City of Indianola, IA  
Table 2 - Comprehensive Table

| Job Title                                   | New Grade | Skill Level | 50th Percentile Salary Survey Data |         | Current Salary Range |         | Proposed Salary Range 50th Percentile |         |
|---------------------------------------------|-----------|-------------|------------------------------------|---------|----------------------|---------|---------------------------------------|---------|
| Directors and Senior Managers               |           |             |                                    |         |                      |         |                                       |         |
| Fire Chief                                  | 11        | 750+        | 116,514                            | 161,485 | 116,095              | 134,587 | 113,558                               | 153,427 |
| Police Chief                                |           |             | 116,514                            | 161,486 | 116,095              | 134,587 |                                       |         |
| Public Works Director                       |           |             | 111,878                            | 152,448 | 99,663               | 129,139 |                                       |         |
|                                             |           |             |                                    |         |                      |         |                                       |         |
| Finance Director/Assistant City Manager     | 10        | 700-745     | 113,311                            | 154,819 | 83,188               | 134,587 | 108,150                               | 146,121 |
|                                             |           | 45 Points   |                                    |         |                      |         |                                       |         |
|                                             |           |             |                                    |         |                      |         |                                       |         |
| Captain                                     | 9         | 650-695     | 93,178                             | 128,009 | 113,853              | 117,303 | 103,000                               | 139,162 |
| Community and Economic Development Director |           | 45 Points   | 107,628                            | 146,631 | 99,663               | 129,139 |                                       |         |
| Director of IT                              |           |             | 109,245                            | 148,179 | 90,985               | 117,079 |                                       |         |
| Human Resources Director                    |           |             | 110,113                            | 149,928 | 75,720               | 101,627 |                                       |         |
| Library Director                            |           |             | 98,977                             | 133,288 | 83,188               | 107,125 |                                       |         |
| Parks and Recreation Director               |           |             | 107,910                            | 144,076 | 89,966               | 101,627 |                                       |         |
| WPC Superintendent*                         |           |             | 87,039                             | 116,051 | 90,985               | 117,079 |                                       |         |
|                                             |           |             |                                    |         |                      |         |                                       |         |
| Supervisors and Advanced Technical          |           |             |                                    |         |                      |         |                                       |         |
| Fire Captain                                | 8         | 600-645     | 84,787                             | 114,002 | 85,201               | 95,895  | 84,558                                | 114,246 |
| Fire Training Captain                       |           | 45 Points   | 84,787                             | 114,002 | 85,201               | 95,895  |                                       |         |
| Lieutenant                                  |           |             | 89,545                             | 114,824 | 100,690              | 108,433 |                                       |         |
|                                             |           |             |                                    |         |                      |         |                                       |         |
| Assistant Finance Director/City Clerk       | 7         | 550-595     | 78,406                             | 102,093 | 57,970               | 76,148  | 75,837                                | 102,462 |
| Building Official                           |           | 45 Points   | 86,559                             | 113,905 | 68,592               | 88,972  |                                       |         |
| Sergeant                                    |           |             | 77,334                             | 102,935 | 85,201               | 95,895  |                                       |         |
|                                             |           |             |                                    |         |                      |         |                                       |         |
| Horticulturist Supervisor*                  | 6         | 500-545     | 69,857                             | 99,386  | 57,970               | 76,148  | 68,015                                | 91,895  |
| Parks Supervisor                            |           | 45 Points   | 77,527                             | 98,961  | 57,970               | 76,148  |                                       |         |
|                                             |           |             |                                    |         |                      |         |                                       |         |
| Associate Planner                           | 5         | 450-495     | 63,503                             | 84,981  | 57,970               | 76,148  | 61,000                                | 82,417  |
| Firefighter-Paramedic                       |           | 45 Points   | 58,491                             | 78,588  | 62,788               | 81,144  |                                       |         |
| Marketing Coordinator                       |           |             | 69,742                             | 93,227  | 52,835               | 67,806  |                                       |         |
|                                             |           |             |                                    |         |                      |         |                                       |         |
| Administrative and Technical                |           |             |                                    |         |                      |         |                                       |         |
| Adult Services Librarian                    | 4         | 400-445     | 61,982                             | 79,184  | 52,835               | 67,806  | 55,055                                | 74,384  |
| Children's and Family Services Librarian    |           | 45 Points   | 61,593                             | 79,184  | 52,835               | 67,806  | 26.47                                 |         |
| Code Enforcement Officer                    |           |             | 58,687                             | 75,636  | 52,835               | 67,806  |                                       |         |
| IT Technical Support                        |           |             | 70,041                             | 93,388  | 47,213               | 60,951  |                                       |         |
| Recreation Coordinator - Aquatics           |           |             | 55,827                             | 74,437  | 52,835               | 67,806  |                                       |         |

City of Indianola, IA  
Table 2 - Comprehensive Table

| Job Title                                    | New Grade | Skill Level | 50th Percentile Salary Survey Data |        | Current Salary Range |        | Proposed Salary Range 50th Percentile |        |
|----------------------------------------------|-----------|-------------|------------------------------------|--------|----------------------|--------|---------------------------------------|--------|
| Recreation Coordinator - Sports and Wellness |           |             | 55,827                             | 74,437 | 52,835               | 67,806 |                                       |        |
| Teen Services and Marketing Librarian        |           |             | 61,001                             | 80,928 | 52,835               | 67,806 |                                       |        |
|                                              |           |             |                                    |        |                      |        |                                       |        |
| Administrative Bookkeeper                    | 3         | 350-395     | 49,926                             | 69,787 | 52,835               | 67,806 | 50,050                                | 67,622 |
| Administrative Clerk/Deputy Clerk            |           | 45          | 61,788                             | 79,698 | 43,571               | 56,488 |                                       |        |
| Office Manager - Police                      |           |             | 50,993                             | 69,316 | 68,592               | 88,972 |                                       |        |
| Paramedic                                    |           |             | 53,428                             | 71,237 |                      |        |                                       |        |
|                                              |           |             |                                    |        |                      |        |                                       |        |
| Children's Services Assistant Librarian      | 2         | 300-345     | 53,289                             | 65,124 | 38,885               | 50,425 | 45,500                                | 61,475 |
| Circulation Services Coordinator             |           | 45 Points   | 55,182                             | 72,009 | 47,213               | 60,951 |                                       |        |
| EMT                                          |           |             | 52,416                             | 69,888 |                      |        |                                       |        |
| Office Assistant - Community Development     |           |             | 47,445                             | 60,278 | 43,571               | 56,488 |                                       |        |
| Office Assistant - HR                        |           |             | 53,357                             | 72,548 | 19,149               | 24,783 |                                       |        |
|                                              |           |             |                                    |        |                      |        |                                       |        |
| Administrative Support                       |           |             |                                    |        |                      |        |                                       |        |
| Library Assistant (PT)                       | 1         | Up to 295   | 34,205                             | 53,234 | 15,319               | 19,827 | 32,500                                | 43,910 |
|                                              |           |             |                                    |        |                      |        |                                       |        |

\*Actual Salary Data was used.

| 50th Percentile - Proposed Pay Ranges                    |                  |        |        |        |        |        |        |        |        |                  |
|----------------------------------------------------------|------------------|--------|--------|--------|--------|--------|--------|--------|--------|------------------|
| Administrative Support                                   |                  |        |        |        |        |        |        |        |        |                  |
| 35% Range Spread with a 3.4% increase between each Step. |                  |        |        |        |        |        |        |        |        |                  |
| Grade                                                    | Minimum - Step A | Step B | Step C | Step D | Step E | Step F | Step G | Step H | Step I | Maximum - Step J |
| 1                                                        | 32,500           | 33,605 | 34,748 | 35,929 | 37,151 | 38,414 | 39,720 | 41,070 | 42,467 | 43,910           |

| Administrative and Technical                                                          |                  |        |        |        |        |        |        |        |        |                  |
|---------------------------------------------------------------------------------------|------------------|--------|--------|--------|--------|--------|--------|--------|--------|------------------|
| 10% Between Each Grade and a 35% Range Spread with a 3.4% increase between each Step. |                  |        |        |        |        |        |        |        |        |                  |
| Grade                                                                                 | Minimum - Step A | Step B | Step C | Step D | Step E | Step F | Step G | Step H | Step I | Maximum - Step J |
| 2                                                                                     | 45,500           | 47,047 | 48,647 | 50,301 | 52,011 | 53,779 | 55,608 | 57,498 | 59,453 | 61,475           |
| 3                                                                                     | 50,050           | 51,752 | 53,511 | 55,331 | 57,212 | 59,157 | 61,168 | 63,248 | 65,399 | 67,622           |
| 4                                                                                     | 55,055           | 56,927 | 58,862 | 60,864 | 62,933 | 65,073 | 67,285 | 69,573 | 71,938 | 74,384           |

| Supervisors and Advanced Technical                                                      |                  |        |        |        |        |        |         |         |         |                  |
|-----------------------------------------------------------------------------------------|------------------|--------|--------|--------|--------|--------|---------|---------|---------|------------------|
| 11.5% Between Each Grade and a 35% Range Spread with a 3.4% increase between each Step. |                  |        |        |        |        |        |         |         |         |                  |
| Grade                                                                                   | Minimum - Step A | Step B | Step C | Step D | Step E | Step F | Step G  | Step H  | Step I  | Maximum - Step J |
| 5                                                                                       | 61,000           | 63,074 | 65,219 | 67,436 | 69,729 | 72,100 | 74,551  | 77,086  | 79,707  | 82,417           |
| 6                                                                                       | 68,015           | 70,328 | 72,719 | 75,191 | 77,748 | 80,391 | 83,124  | 85,951  | 88,873  | 91,895           |
| 7                                                                                       | 75,837           | 78,415 | 81,081 | 83,838 | 86,689 | 89,636 | 92,684  | 95,835  | 99,093  | 102,462          |
| 8                                                                                       | 84,558           | 87,433 | 90,406 | 93,479 | 96,658 | 99,944 | 103,342 | 106,856 | 110,489 | 114,246          |

| Directors and Senior Managers                                                        |                  |         |         |         |         |         |         |         |         |                  |
|--------------------------------------------------------------------------------------|------------------|---------|---------|---------|---------|---------|---------|---------|---------|------------------|
| 5% Between Each Grade and a 35% Range Spread with a 3.4% increase between each Step. |                  |         |         |         |         |         |         |         |         |                  |
| Grade                                                                                | Minimum - Step A | Step B  | Step C  | Step D  | Step E  | Step F  | Step G  | Step H  | Step I  | Maximum - Step J |
| 9                                                                                    | 103,000          | 106,502 | 110,123 | 113,867 | 117,739 | 121,742 | 125,881 | 130,161 | 134,587 | 139,162          |
| 10                                                                                   | 108,150          | 111,827 | 115,629 | 119,561 | 123,626 | 127,829 | 132,175 | 136,669 | 141,316 | 146,121          |
| 11                                                                                   | 113,558          | 117,418 | 121,411 | 125,539 | 129,807 | 134,220 | 138,784 | 143,503 | 148,382 | 153,427          |

# APPENDIX A

## EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

City of Indianola, IA

|                                         |                                                                                                                                                                   |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| NAME:                                   | DATE:                                                                                                                                                             |
| YEARS OF EXPERIENCE WITH EMPLOYER:      | JOB TITLE:                                                                                                                                                        |
| YEARS OF EXPERIENCE ON THIS JOB:        | YOUR JOB IS: FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/>                                                                                |
| YOUR YEARS OF EXPERIENCE IN THIS FIELD: | YOUR EDUCATION:<br><input type="checkbox"/> High Sch. <input type="checkbox"/> Assoc. Deg. <input type="checkbox"/> Bach. Deg. <input type="checkbox"/> Mas. Deg. |
| NAME OF IMMEDIATE SUPERVISOR:           | HIS/HER TITLE:                                                                                                                                                    |

### INSTRUCTIONS

The purpose of this questionnaire is to obtain additional information about your job that may not be included in your current job description. Please answer each question thoughtfully and frankly. After you have finished your portion of the questionnaire, give it to your immediate supervisor, who will complete his/her section.

**General Summary:** In three or four sentences, please summarize the major purpose or primary function of your job.

Please indicate if you have reviewed your current job description.

If you have any changes to your current job description, please mark them on the JD and attach it to this JAQ, or indicate changes here:

If you do not have a job description available to review, please list your job duties. Try to place your duties in order of importance and group "like" tasks together (e.g., "clerical duties including word processing, opening mail, filing, etc." or "front desk responsibilities including greeting visitors, answering telephones and routing calls, etc."). Job duties:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

Feel free to add more numbers/duties if necessary.

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**FACTOR 1. Education & Training:** In your opinion, what kind of education and training is necessary to perform your job?

- ☐ LEVEL 1: Level of knowledge that is below what is normally attained through high school graduation.
- ☐ LEVEL 2: High school diploma (GED) or equivalent.
- ☐ LEVEL 3: High school, plus elementary technical training, acquired on the job or through one year or less of technical or business school.
- ☐ LEVEL 4: Extensive technical or specialized training such as would be acquired by an Associate's Degree or two years of technical or business school.
- ☐ LEVEL 5: Completion of four-year college degree program.
- ☐ LEVEL 6: Additional professional level of education beyond a four-year college program, such as a CPA or Professional Engineer (P.E.) training.
- ☐ LEVEL 7: Completion of graduate coursework equal to a Master's Degree or higher.

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

If a specific certificate or license is mandated by an outside agency to perform your duties, name the certificate or license:

What special skills, knowledge, and abilities are required to perform your job? Please list:

---

**FACTOR 2. Years of Experience:** How much previous work experience do you feel is necessary to perform your job?

- | LEVEL 1:                                  | LEVEL 2:                              | LEVEL 3:                              | LEVEL 4:                               | LEVEL 5:                                    |
|-------------------------------------------|---------------------------------------|---------------------------------------|----------------------------------------|---------------------------------------------|
| <input type="checkbox"/> Less Than 1 Year | <input type="checkbox"/> 1 to 3 Years | <input type="checkbox"/> 4 to 6 Years | <input type="checkbox"/> 7 to 10 Years | <input type="checkbox"/> More than 10 Years |

What is the minimum number of years required?

What specific experience is necessary?

### FACTOR 3. Independent Judgment and Decision Making

**Part 1:** How much discretion do you have in making decisions with or without the input or direction of your supervisor?

- ☐ LITTLE: Little discretion or independent judgment exercised.
- ☐ SOME: Some discretion or judgment exercised, but supervisor is normally available.
- ☐ OFTEN: Job often requires making decisions in absence of specific policies and/or guidance from supervisors, but some direct guidance is received from supervisors.
- ☐ HIGH: High level of discretion with decisions restricted only by Departmental policies and little direct guidance from supervisors.
- ☐ VERY HIGH: Very high level of discretion with decisions only restricted by the broadest policies of the Organization.

**Part 2:** If you make an erroneous decision, what impact would this decision have on your work unit, department, and/or the Organization?

- ☐ MINOR: Some inconvenience and delays but minor costs in terms of time, money, or public/employee good will.
- ☐ MODERATE: Moderate costs in time, money, or public/employee good will would be incurred. Delays in important projects/schedules likely.
- ☐ SERIOUS: Important goals would not be achieved and the financial, employee, or public relations posture of the Organization would be seriously affected.
- ☐ CRITICAL: Critical goals and objectives of the Organization would be adversely and very seriously affected. Error could likely result in critical financial loss, property damage, or bodily harm/loss of life.

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**FACTOR 4. Responsibility for Policy Development:** Does your job require you to participate in the development of policies for your unit/division/department/the Organization?

- ☐ LEVEL 1: Position involves only the execution of policies or use of existing procedures.
- ☐ LEVEL 2: May provide some input to supervisor when policies and procedures are updated.
- ☐ LEVEL 3: Position involves some development of policies/procedures for the Department and/or the interpretation or explanation of departmental policies for others in the organization or residents.
- ☐ LEVEL 4: Position involves significant or primary responsibility for the development of policies and procedures for a division or organizational component of a department, as well as the interpretation, execution and recommendation of changes to department policies.
- ☐ LEVEL 5: Position involves significant or primary responsibility for the development of policies and procedures for an entire department, plus occasional participation in the development of policies which affect other departments in the organization.
- ☐ LEVEL 6: Position involves the primary responsibility for the development of departmental policies and procedures and regular participation in the development of policies that affect other departments and occasionally involves participation in the development of organization-wide policies.

Give some examples of the types of policies you've written or been a part of creating:

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**FACTOR 5. Planning:** How much latitude do you have to set your own daily work schedule and priorities for a given workday?

- ☐ LEVEL 1: Position requires that my daily work load and activities are assigned to me by my supervisor.
  - ☐ LEVEL 2: Position requires that I plan my own daily work load and work independently according to established procedures or standards.
  - ☐ LEVEL 3: Position requires that I plan my own daily work load and those of others in the department (first-level supervision).
  - ☐ LEVEL 4: Position requires an above average ability to analyze data and develop departmental plans, including plans where a number of difficult, technical and/or administrative problems must be addressed (Manager/Division level planning).
  - ☐ LEVEL 5: Position requires a high level of analytical ability to develop plans for a department or complex situation, including plans that involve integrating/involving/impacting other departments (Department Head level planning).
- 

**FACTOR 6. Contacts with Others:** In the course of performing your job, what contacts with people in your department, other departments within the organization, and/or people from outside the organization are you required to make?

- ☐ LEVEL 1: Position involves interaction with fellow workers on routine matters with relatively little public contact.
- ☐ LEVEL 2: Position involves frequent internal and external contact, but generally on routine matters such as furnishing or obtaining information.
- ☐ LEVEL 3: Position involves frequent internal contact and regular contact with outsiders generally on routine matters, including contacts with irate outsiders which require some public relations skill for taking complaints for others to follow up upon.
- ☐ LEVEL 4: Position involves frequent internal and external contacts which require public relations skills in handling complaints. Contacts involve non-routine problems and require in-depth discussion and/or persuasion in order to resolve the problem. Handles more difficult contacts that are referred by front line employees.
- ☐ LEVEL 5: Position involves frequent internal and external contacts which require skill in dealing with, and influencing others, and initiating changes in policy/procedures to address the issue so as to avoid having to deal with the issue again in the future.
- ☐ LEVEL 6: Position involves frequent internal and external contacts in which I act as the spokesperson for the department and am authorized to make commitments of significant resources on behalf of the department.
- ☐ LEVEL 7: Position involves frequent internal and external contacts where I represent the entire organization and am authorized to make commitments in matters of broad or critical interest to the entire organization.

With which internal individuals or groups do you have the most contact?

With which external individuals or groups do you have the most contact?

---

**FACTOR 7. Supervision Given:**

Do you supervise or assign work to other employees? ☐ Yes ☐ No

If yes:

- ☐ LEVEL 1: Position is regularly responsible for assigning work to an employee or employees, without acting in a supervisory role. To whom does this position assign work?
- ☐ LEVEL 2: Position is responsible for the supervision of one full time or several part time employees.
- ☐ LEVEL 3: Position is responsible for the supervision of two to five full time (or full time equivalent) employees.
- ☐ LEVEL 4: Position is responsible for the supervision of six to 15 full time (or full time equivalent) employees.
- ☐ LEVEL 5: Position is responsible for direct and/or indirect supervision of 16 to 29 full time (or full time equivalent) employees.
- ☐ LEVEL 6: Position is responsible for direct and/or indirect supervision of 30 to 50 full time (or full time equivalent) employees.
- ☐ LEVEL 7: Position is responsible for direct and/or indirect supervision of more than 51 full time (or full time equivalent) employees.

Actual number of full-time (or full-time equivalent) employees supervised:

---

**FACTOR 8. Physical Demands:** Please describe any physical demands required to perform your job.

| Demand                         | No                       | Yes                      | How often? (Rarely, Occasionally or Daily) |
|--------------------------------|--------------------------|--------------------------|--------------------------------------------|
| Lifting to 20 pounds           | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Lifting 20-50 pounds           | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Lifting 50+ pounds             | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Climbing                       | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Walking                        | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Kneeling                       | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Crouching                      | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Crawling                       | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Bending                        | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Sitting                        | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Prolonged Standing             | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Prolonged Visual Concentration | <input type="checkbox"/> | <input type="checkbox"/> |                                            |

**Unpleasant or Hazardous Conditions:** Please describe any unpleasant or hazardous conditions you are exposed to in performing your job and how often you are exposed to those conditions. Include only those conditions which are directly related to your work rather than specific work area conditions.

| Condition                      | No                       | Yes                      | How Often? (Rarely, Occasionally or Daily) |
|--------------------------------|--------------------------|--------------------------|--------------------------------------------|
| Lighting-dimness or brightness | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Dust                           | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Heat                           | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Cold                           | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Odors                          | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Noise                          | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Vibration                      | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Wetness/Humidity               | <input type="checkbox"/> | <input type="checkbox"/> |                                            |
| Toxic Agents                   | <input type="checkbox"/> | <input type="checkbox"/> |                                            |

Electrical Currents  
Heavy Machinery  
Violence  
Disease  
Smoke  
Other

|                          |                          |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> |

---

**FACTOR 9. Use of Technology/Specialized Equipment:** Please check the level of technology or specialized equipment use needed for you to perform your job.

- ☐ LEVEL 1: Position has no responsibility for, or use of, technology.
- ☐ LEVEL 2: Position has some basic use of computers for data entry and some use of the telephone, copier, etc.
- ☐ LEVEL 3: Position has daily use of computers for data entry and use of the telephone, fax machine, copier, etc. Position has daily use of light equipment such as push mowers, weed whackers, pole saws, custodial equipment, etc.
- ☐ LEVEL 4: Position has daily use of computers, the Internet, Smartphones, etc. to create databases, spreadsheets, or reports. Position designs and creates customized reports, presentations, and/or documents using advanced software skills.
- ☐ LEVEL 5A: Position provides routine consultation and technology support for everyday computer programming and/or software requests/questions to others in the organization; is an applications super user; or uses specialized software such as GIS, SCADA or telecommunications software.
- ☐ LEVEL 5B: Position uses, troubleshoots, and/or repairs various pieces of specialized equipment such as HVAC, lighting, gas flares, blowers, engines, heavy equipment, diagnostic equipment, large vehicles (vacuum trucks, street sweepers, fire apparatus) and/or medical or public safety equipment.
- ☐ LEVEL 6: Position is responsible for advanced computer programming, system security, maintenance, training, and purchasing of items such as computers, printers, scanners, etc., for the computer system for the organization (IT personnel).
- ☐ LEVEL 7: Position is responsible for the overall direction and supervision of the staff that are responsible for the computer and technology needs of the organization, including responsibility for developing technology policies for the organization (IT personnel).

---

**Comments/Additional Information:** Feel free to add additional information below. If using a printed copy of this form, use the back of the form to add your comments.

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Type your name and the date below, then save this form as a Word document with the file name of "JobTitle.LastName.FirstName" and email it to your supervisor. If using a printed copy of this form, sign and date it and then deliver to your supervisor.

---

**EMPLOYEE'S SIGNATURE OR TYPED NAME**

---

**DATE**

**THIS SECTION TO BE COMPLETED BY IMMEDIATE SUPERVISOR AND/OR DEPARTMENT HEAD**

Please provide your comments below. If using a printed copy of the form and additional space is needed, please use the back of this form or attach an additional sheet. **Please do not mark in employee's portion of the questionnaire.**

1. Do you agree with the employee's answers to all of the above questions? If not, please explain.
2. List any job duties or assignments which the employee performs which are in addition to those listed on the job description or this form.
4. Additional comments from the employee's immediate supervisor:

Type your name and the date below, then email this form to your Department Head (if applicable) or to Village Administration. If using a printed copy of this form, sign and date it before forwarding.

---

***SUPERVISOR'S SIGNATURE OR TYPED NAME***

---

***DATE***

---

**If Supervisor isn't Department Head, Department Head should review this form as well.**

- ☐ I have read the above and substantially concur.
- ☐ I have read the above and have the following comments:

Type your name and the date below, and then email this form to the Human Resources Director. If using a printed copy of this form, sign and date it before forwarding.

---

***DEPARTMENT HEAD SIGNATURE OR TYPED NAME***

---

***DATE***

**IMPORTANT DATES:**

June 22<sup>nd</sup> – July 11<sup>th</sup>:

Employees complete and submit the JAQs to their Supervisors. Please save file as follows:  
JobTitle.LastName.FirstName.

July 12<sup>th</sup> – July 18<sup>th</sup>:

Supervisors and Department Heads review and then submit the JAQs to Human Resources.

July 18<sup>th</sup> – July 25<sup>th</sup>:

Human Resources/City Administration reviews and then submits the JAQs to GovHR USA.

# APPENDIX B

1. Population: Maximum 15 Points

15,833

| Factor     | Minimum Range |        |  | Maximum Range |        |  | Points |
|------------|---------------|--------|--|---------------|--------|--|--------|
| 1.50       | 10,555        | 15,833 |  | 15,833        | 23,750 |  | 15     |
| 2.00       | 7,917         | 10,554 |  | 23,751        | 31,666 |  | 11     |
| 2.50       | 6,333         | 7,916  |  | 31,667        | 39,583 |  | 7      |
| 3.00       | 5,278         | 6,332  |  | 39,584        | 47,499 |  | 3      |
| All Others |               |        |  |               |        |  | 0      |

2. Median Household Income: Maximum 10 Points

\$62,761

| Factor     | Minimum Range |        |  | Maximum Range |         |  | Points |
|------------|---------------|--------|--|---------------|---------|--|--------|
| 1.50       | 41,841        | 62,761 |  | 62,761        | 94,142  |  | 10     |
| 2.00       | 31,381        | 41,840 |  | 94,143        | 125,522 |  | 8      |
| 2.50       | 25,104        | 31,380 |  | 125,523       | 156,903 |  | 6      |
| 3.00       | 20,920        | 25,103 |  | 156,904       | 188,283 |  | 2      |
| All Others |               |        |  |               |         |  | 0      |

3. Total Valuation: Maximum 15 Points

\$644.77 Million

| Factor     | Minimum Range |        |  | Maximum Range |          |  | Points |
|------------|---------------|--------|--|---------------|----------|--|--------|
| 1.50       | 429.85        | 644.77 |  | 644.77        | 967.15   |  | 15     |
| 2.00       | 322.38        | 429.84 |  | 967.16        | 1,289.54 |  | 11     |
| 2.50       | 257.91        | 322.37 |  | 1,289.55      | 1,611.92 |  | 7      |
| 79.88      | 214.92        | 257.90 |  | 1,611.93      | 1,934.31 |  | 3      |
| All Others |               |        |  |               |          |  | 0      |

4. Property Tax Revenue: Maximum 15 Points

\$7.79 Million

| Factor     | Minimum Range |      |  | Maximum Range |       |  | Points |
|------------|---------------|------|--|---------------|-------|--|--------|
| 1.50       | 5.20          | 7.79 |  | 7.79          | 11.69 |  | 15     |
| 2.00       | 3.90          | 5.19 |  | 11.70         | 15.59 |  | 11     |
| 2.50       | 3.12          | 3.89 |  | 15.60         | 19.48 |  | 7      |
| 3.00       | 2.60          | 3.11 |  | 19.49         | 23.38 |  | 3      |
| All Others |               |      |  |               |       |  | 0      |

5. Total Expenditures: Maximum 15 Points

\$79.45 Million

| Factor     | Minimum Range |       |  | Maximum Range |        |  | Points |
|------------|---------------|-------|--|---------------|--------|--|--------|
| 1.50       | 52.97         | 79.45 |  | 79.45         | 119.17 |  | 15     |
| 2.00       | 39.72         | 52.96 |  | 119.18        | 158.90 |  | 11     |
| 2.50       | 31.78         | 39.71 |  | 158.91        | 198.62 |  | 7      |
| 3.00       | 26.48         | 31.77 |  | 198.63        | 238.34 |  | 3      |
| All Others |               |       |  |               |        |  | 0      |

| 6. Salaries and Wages Paid: Maximum 15 Points |               |      |  |               |       |        |
|-----------------------------------------------|---------------|------|--|---------------|-------|--------|
| \$8.56 Million                                |               |      |  |               |       |        |
| Factor                                        | Minimum Range |      |  | Maximum Range |       | Points |
| 1.5                                           | 5.71          | 8.56 |  | 8.56          | 12.84 | 15     |
| 2.0                                           | 4.28          | 5.70 |  | 12.85         | 17.12 | 11     |
| 2.5                                           | 3.42          | 4.27 |  | 17.13         | 21.40 | 7      |
| 3.0                                           | 2.85          | 3.41 |  | 21.41         | 25.68 | 3      |
| All Others                                    |               |      |  |               |       | 0      |

| 7. Proximity to Indianola: Maximum 15 Points |        |
|----------------------------------------------|--------|
|                                              | Points |
| 0 - 30 Miles                                 | 15     |
| 31 - 50 Miles                                | 11     |
| 51 - 70 Miles                                | 7      |
| 71+ Miles                                    | 3      |

**Initial Screen:**

Cities and Villages in Warren, Marion, Lucas, Clarke, Madison, Dallas, Polk, Jasper, Decatur, Wayne, Monroe, Union, Adair, Mahaska, Poweshiek, Guthrie, Boone, Story, Marshall, Appanoose, Greene, Ringgold, Adams, Cass, Keokuk and Wapello Counties with populations between 5,000 and 40,000.

**Sources:**

(1) Iowa Department of Management - 2020 Annual Financial Reports for: Property Tax Revenue, Total Expenditures and Salaries Paid: <https://dom-localgov.iowa.gov/afr-search>

(2) Iowa Department of Management - 2020 City Taxable & TIF Valuation for FY 2020/2021 Total Valuation: <https://dom.iowa.gov/document/city-taxable-tif-valuation-class-ay2019fy2021>

(3) U.S. Census Bureau: Population and Median Household Income - Past 12 Months in 2020 dollars.

(4) Google Maps: Proximity

**Note:**

Each of the eight criterion contain ranges to assess comparability with the City's data. For example, each of the four ranges for the City's population is developed using a factor of .5 percent (+/-). To determine the population range that will receive a score of 15 (most similar to the City), the City's population is multiplied by 1.5 (maximum range) and divided by 1.5 (minimum range). The City's population is then multiplied and divided by 2.0, 2.5 and 3.0 to determine ranges of decreasing similarity (and subsequently decreasing "comparability points").

Indianola, IA  
Criteria Comparisons - Sorted by Rank

| City            | Population | Max. Points | Median HH Income | Max. Points | Total Valuation | Max. Points | Prop. Tax Revenue | Max. Points | Total Exp. | Max. Points | Salaries Paid | Max. Points | Proximity | Max. Points | Total Points |
|-----------------|------------|-------------|------------------|-------------|-----------------|-------------|-------------------|-------------|------------|-------------|---------------|-------------|-----------|-------------|--------------|
| Indianola       | 15,833     | 15          | 62,761           | 10          | 644.77          | 15          | 7.79              | 15          | 79.45      | 15          | 8.56          | 15          | 0         | 15          | 100          |
| Altoona         | 19,566     | 15          | 79,482           | 10          | 1,330.87        | 7           | 10.67             | 15          | 65.13      | 15          | 9.84          | 15          | 25.2      | 15          | 92           |
| Pella           | 10,464     | 11          | 75,848           | 10          | 632.89          | 15          | 6.20              | 15          | 82.61      | 15          | 7.70          | 15          | 37.9      | 11          | 92           |
| Newton          | 15,760     | 15          | 48,417           | 10          | 547.57          | 15          | 8.12              | 15          | 48.51      | 11          | 9.45          | 15          | 49.8      | 11          | 92           |
| Pleasant Hill   | 10,147     | 11          | 74,612           | 10          | 690.85          | 15          | 5.73              | 15          | 39.95      | 11          | 4.76          | 11          | 19.0      | 15          | 88           |
| Grimes          | 15,392     | 15          | 89,113           | 10          | 1,045.71        | 11          | 11.01             | 15          | 60.72      | 15          | 4.41          | 11          | 33.6      | 11          | 88           |
| Norwalk         | 12,799     | 15          | 83,241           | 10          | 616.34          | 15          | 7.41              | 15          | 29.75      | 3           | 5.27          | 11          | 13.7      | 15          | 84           |
| Marshalltown    | 27,591     | 11          | 54,778           | 10          | 927.82          | 15          | 12.36             | 11          | 77.21      | 15          | 12.54         | 15          | 68.1      | 7           | 84           |
| Ottumwa         | 25,529     | 11          | 42,418           | 10          | 625.01          | 15          | 13.88             | 11          | 72.52      | 15          | 11.23         | 15          | 74.2      | 3           | 80           |
| Clive           | 18,601     | 15          | 107,268          | 7           | 1,626.71        | 3           | 16.15             | 7           | 58.60      | 15          | 10.83         | 15          | 27.1      | 15          | 77           |
| Oskaloosa       | 11,558     | 15          | 49,856           | 10          | 368.65          | 11          | 4.96              | 11          | 47.96      | 11          | 4.10          | 7           | 49.8      | 11          | 76           |
| Waukeee         | 23,940     | 11          | 94,371           | 7           | 1,430.11        | 7           | 16.42             | 7           | 93.03      | 15          | 10.22         | 15          | 35.2      | 11          | 73           |
| Boone           | 12,460     | 15          | 60,854           | 10          | 434.11          | 15          | 6.39              | 15          | 26.18      | 0           | 4.72          | 11          | 74.3      | 3           | 69           |
| Johnston        | 24,064     | 11          | 92,984           | 10          | 1,771.26        | 3           | 16.35             | 7           | 68.85      | 15          | 18.65         | 7           | 28.8      | 15          | 68           |
| Grinnell        | 9,564      | 11          | 50,668           | 10          | 374.49          | 11          | 4.44              | 11          | 27.55      | 3           | 3.86          | 7           | 66.3      | 7           | 60           |
| Knoxville       | 7,595      | 7           | 50,629           | 10          | 237.46          | 3           | 4.11              | 11          | 16.01      | 0           | 3.18          | 3           | 25.0      | 15          | 49           |
| Bondurant       | 7,365      | 7           | 95,259           | 7           | 274.57          | 7           | 3.09              | 3           | 32.57      | 7           | 1.66          | 0           | 30.0      | 15          | 46           |
| Nevada          | 6,925      | 7           | 60,144           | 10          | 293.24          | 7           | 3.94              | 11          | 24.86      | 0           | 2.68          | 0           | 52.9      | 7           | 42           |
| Creston         | 7,536      | 7           | 44,631           | 10          | 235.66          | 3           | 3.33              | 7           | 16.94      | 0           | 3.73          | 7           | 61.6      | 7           | 41           |
| Windsor Heights | 5,252      | 0           | 69,490           | 10          | 294.67          | 7           | 3.55              | 7           | 20.86      | 0           | 2.35          | 0           | 23.6      | 15          | 39           |
| Winterset       | 5,353      | 3           | 58,770           | 10          | 221.10          | 3           | 3.12              | 7           | 22.75      | 0           | 2.66          | 0           | 25.8      | 15          | 38           |
| Osceola         | 5,415      | 3           | 50,696           | 10          | 194.67          | 0           | 3.24              | 7           | 25.34      | 0           | 2.38          | 0           | 28.4      | 15          | 35           |
| Perry           | 7,836      | 7           | 47,802           | 10          | 174.64          | 0           | 2.93              | 3           | 22.98      | 0           | 3.80          | 7           | 56.9      | 7           | 34           |
| Atlantic        | 6,792      | 7           | 46,625           | 10          | 243.33          | 3           | 3.98              | 11          | 16.27      | 0           | 2.42          | 0           | 89.7      | 3           | 34           |
| Adel            | 6,153      | 3           | 66,005           | 10          | 166.72          | 0           | 2.18              | 0           | 39.25      | 7           | 1.87          | 0           | 40.0      | 11          | 31           |
| Polk City       | 5,543      | 3           | 127,226          | 4           | 294.38          | 7           | 2.92              | 3           | 13.48      | 0           | 1.87          | 0           | 40.7      | 11          | 28           |
| Centerville     | 5,412      | 3           | 32,689           | 7           | 138.26          | 0           | 2.49              | 0           | 10.94      | 0           | 2.69          | 0           | 74.1      | 3           | 13           |

Indianola, IA  
Top Comparables 70+ Points

| City          | Population | Max. Points | Median HH Income | Max. Points | Total Valuation | Max. Points | Prop. Tax Revenue | Max. Points | Total Exp. | Max. Points | Salaries Paid | Max. Points | Proximity | Max. Points | Total Points |
|---------------|------------|-------------|------------------|-------------|-----------------|-------------|-------------------|-------------|------------|-------------|---------------|-------------|-----------|-------------|--------------|
| Indianola     | 15,833     | 15          | 62,761           | 10          | 644.77          | 15          | 7.79              | 15          | 79.45      | 15          | 8.56          | 15          | 0         | 15          | 100          |
| Altoona       | 19,566     | 15          | 79,482           | 10          | 1,330.87        | 7           | 10.67             | 15          | 65.13      | 15          | 9.84          | 15          | 25.2      | 15          | 92           |
| Pella         | 10,464     | 11          | 75,848           | 10          | 632.89          | 15          | 6.20              | 15          | 82.61      | 15          | 7.70          | 15          | 37.9      | 11          | 92           |
| Newton        | 15,760     | 15          | 48,417           | 10          | 547.57          | 15          | 8.12              | 15          | 48.51      | 11          | 9.45          | 15          | 49.8      | 11          | 92           |
| Pleasant Hill | 10,147     | 11          | 74,612           | 10          | 690.85          | 15          | 5.73              | 15          | 39.95      | 11          | 4.76          | 11          | 19.0      | 15          | 88           |
| Grimes        | 15,392     | 15          | 89,113           | 10          | 1,045.71        | 11          | 11.01             | 15          | 60.72      | 15          | 4.41          | 11          | 33.6      | 11          | 88           |
| Norwalk       | 12,799     | 15          | 83,241           | 10          | 616.34          | 15          | 7.41              | 15          | 29.75      | 3           | 5.27          | 11          | 13.7      | 15          | 84           |
| Marshalltown  | 27,591     | 11          | 54,778           | 10          | 927.82          | 15          | 12.36             | 11          | 77.21      | 15          | 12.54         | 15          | 68.1      | 7           | 84           |
| Ottumwa       | 25,529     | 11          | 42,418           | 10          | 625.01          | 15          | 13.88             | 11          | 72.52      | 15          | 11.23         | 15          | 74.2      | 3           | 80           |
| Clive         | 18,601     | 15          | 107,268          | 7           | 1,626.71        | 3           | 16.15             | 7           | 58.60      | 15          | 10.83         | 15          | 27.1      | 15          | 77           |
| Oskaloosa     | 11,558     | 15          | 49,856           | 10          | 368.65          | 11          | 4.96              | 11          | 47.96      | 11          | 4.10          | 7           | 49.8      | 11          | 76           |
| Waukeez       | 23,940     | 11          | 94,371           | 7           | 1,430.11        | 7           | 16.42             | 7           | 93.03      | 15          | 10.22         | 15          | 35.2      | 11          | 73           |

# APPENDIX C

| City Manager         |                           |               |               |                |
|----------------------|---------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona              | City Administrator        | 130,705       | 186,035       | 186,035        |
| Pella                | City Administrator        |               |               | 180,003        |
| Newton               | City Administrator        |               |               | 142,836        |
| Pleasant Hill        | City Manager              | 142,064       | 194,425       | 186,947        |
| Grimes               | City Administrator        |               |               | 166,500        |
| Norwalk              | City Manager              |               |               | 180,000        |
| Marshalltown         | City Administrator        |               |               | 185,536        |
| Clive                | City Manager              |               |               | 202,909        |
| Oskaloosa            | City Manager              |               |               | 147,000        |
| Waukee               | City Administrator        |               |               | 180,000        |
| Des Moines           | City Administrator        |               |               | 297,060        |
| Ankeny               | City Manager              |               |               | 230,770        |
| West Des Moines      | City Manager              |               |               | 227,920        |
| Urbandale            | City Manager              | 169,520       | 217,954       | 220,132        |
|                      |                           |               |               |                |
| Indianola            |                           |               |               |                |
|                      |                           |               |               |                |
| Range Data           |                           |               |               |                |
| Average              |                           | 147,429.67    | 199,471.33    | 195,260.58     |
| 50th Percentile      |                           | 142,064.00    | 194,425.00    | 185,785.50     |
| 60th Percentile      |                           | 147,555.20    | 199,130.80    | 186,764.60     |
| 65th Percentile      |                           | 150,300.80    | 201,483.70    | 194,129.90     |
| 70th Percentile      |                           | 153,046.40    | 203,836.60    | 204,631.30     |
| 75th Percentile      |                           | 155,792.00    | 206,189.50    | 215,826.25     |
| 80th Percentile      |                           | 158,537.60    | 208,542.40    | 223,247.20     |
|                      |                           |               |               |                |
| Actual Data          |                           |               |               |                |
| Average              |                           | 175,734.52    | 234,312.70    |                |
| 50th Percentile      |                           | 167,206.95    | 222,942.60    |                |
| 60th Percentile      |                           | 168,088.14    | 224,117.52    |                |
| 65th Percentile      |                           | 174,716.91    | 232,955.88    |                |
| 70th Percentile      |                           | 184,168.17    | 245,557.56    |                |
| 75th Percentile      |                           | 194,243.63    | 258,991.50    |                |
| 80th Percentile      |                           | 200,922.48    | 267,896.64    |                |

| Finance Director/Assistant City Manager |                                        |               |               |                |
|-----------------------------------------|----------------------------------------|---------------|---------------|----------------|
| Comparable Community                    | Title & Position Comments              | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                                 | Finance Officer/City Clerk             | 101,450       | 144,395       | 144,395        |
| Pella                                   | Financial Director                     |               |               | 137,599        |
| Newton                                  | Finance Officer                        |               |               | 104,221        |
| Pleasant Hill                           | Finance Director/City Clerk            | 100,962       | 138,174       | 118,112        |
| Grimes                                  | Finance Director                       | 109,245       | 148,179       | 129,239        |
| Norwalk                                 | Finance Director                       | 119,211       | 158,948       | 138,286        |
| Marshalltown                            | Finance Director                       | 92,040        | 124,550       | 124,550        |
| Clive                                   | Assistant City Manager                 |               |               | 138,260        |
| Oskaloosa                               | City Clerk/Finance Director            |               |               | 100,000        |
| Waukee                                  | Finance Director                       | 110,107       | 150,689       | 150,689        |
| Des Moines                              | Finance Director                       | 140,621       | 200,887       | 174,329        |
| Ankeny                                  | Director of Administrative Services    | 126,988       | 170,419       | 165,427        |
| West Des Moines                         | Finance Director                       | 116,514       | 185,841       | 176,752        |
| Urbandale                               | Assistant City Manager                 | 127,476       | 163,884       | 163,884        |
|                                         |                                        |               |               |                |
| Indianola                               | Finance Director / Assistant City Mgr. | 83,188        | 134,587       |                |
|                                         |                                        |               |               |                |
| Range Data                              |                                        |               |               |                |
| Average                                 |                                        | 114,461.40    | 158,596.60    | 140,410.25     |
| 50th Percentile                         |                                        | 113,310.50    | 154,818.50    | 138,273.00     |
| 60th Percentile                         |                                        | 117,592.80    | 160,922.40    | 143,173.20     |
| 65th Percentile                         |                                        | 118,806.45    | 163,143.60    | 147,227.30     |
| 70th Percentile                         |                                        | 121,544.10    | 165,844.50    | 152,008.50     |
| 75th Percentile                         |                                        | 125,043.75    | 168,785.25    | 160,585.25     |
| 80th Percentile                         |                                        | 127,085.60    | 173,503.40    | 164,501.20     |
|                                         |                                        |               |               |                |
| Actual Data                             |                                        |               |               |                |
| Average                                 |                                        | 126,369.22    | 168,492.30    |                |
| 50th Percentile                         |                                        | 124,445.70    | 165,927.60    |                |
| 60th Percentile                         |                                        | 128,855.88    | 171,807.84    |                |
| 65th Percentile                         |                                        | 132,504.57    | 176,672.76    |                |
| 70th Percentile                         |                                        | 136,807.65    | 182,410.20    |                |
| 75th Percentile                         |                                        | 144,526.73    | 192,702.30    |                |
| 80th Percentile                         |                                        | 148,051.08    | 197,401.44    |                |

| Assistant Finance Director/City Clerk |                                       |               |               |                |
|---------------------------------------|---------------------------------------|---------------|---------------|----------------|
| Comparable Community                  | Title & Position Comments             | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                               | n/a                                   |               |               |                |
| Pella                                 | City Clerk                            |               |               | 98,987         |
| Newton                                | Senior Financial Analyst              |               |               | 75,924         |
| Pleasant Hill                         | n/a                                   |               |               |                |
| Grimes                                | City Clerk                            | 109,245       | 148,179       | 133,700        |
| Norwalk                               | City Clerk                            | 76,570        | 102,093       | 89,924         |
| Marshalltown                          | City Clerk                            | 67,267        | 82,201        | 72,696         |
| Clive                                 | City Clerk                            | 86,186        | 106,165       |                |
| Oskaloosa                             | n/a                                   |               |               |                |
| Waukee                                | City Clerk                            | 73,985        | 97,364        | 97,364         |
| Des Moines                            | Deputy Finance Director               | 106,757       | 152,100       | 137,563        |
| Ankeny                                | City Clerk                            | 94,894        | 127,346       | 94,894         |
| West Des Moines                       | City Clerk                            | 61,944        | 95,392        | 88,926         |
| Urbandale                             | City Clerk                            | 78,406        | 100,806       | 90,737         |
|                                       |                                       |               |               |                |
| Indianola                             | Assistant Finance Director/City Clerk | 57,970        | 76,148        |                |
|                                       |                                       |               |               |                |
| Range Data                            |                                       |               |               |                |
| Average                               |                                       | 83,917.11     | 112,405.11    | 98,071.49      |
| 50th Percentile                       |                                       | 78,406.00     | 102,093.00    | 92,815.50      |
| 60th Percentile                       |                                       | 84,630.00     | 105,350.60    | 95,882.00      |
| 65th Percentile                       |                                       | 87,927.60     | 110,401.20    | 96,993.50      |
| 70th Percentile                       |                                       | 91,410.80     | 118,873.60    | 97,850.90      |
| 75th Percentile                       |                                       | 94,894.00     | 127,346.00    | 98,581.25      |
| 80th Percentile                       |                                       | 99,639.20     | 135,679.20    | 105,929.60     |
|                                       |                                       |               |               |                |
| Actual Data                           |                                       |               |               |                |
| Average                               |                                       | 88,264.34     | 117,685.79    |                |
| 50th Percentile                       |                                       | 83,533.95     | 111,378.60    |                |
| 60th Percentile                       |                                       | 86,293.80     | 115,058.40    |                |
| 65th Percentile                       |                                       | 87,294.15     | 116,392.20    |                |
| 70th Percentile                       |                                       | 88,065.81     | 117,421.08    |                |
| 75th Percentile                       |                                       | 88,723.13     | 118,297.50    |                |
| 80th Percentile                       |                                       | 95,336.64     | 127,115.52    |                |

Administrative Bookkeeper/Accounts Payable/Payroll

| Comparable Community | Title & Position Comments              | Minimum Rate: | Maximum Rate: | Actual Salary: |
|----------------------|----------------------------------------|---------------|---------------|----------------|
| Altoona              | Payroll/Utility Billing Supervisor     | 69,784        | 91,083        | 78,561         |
| Pella                | Accounting Manager                     |               |               | 96,553         |
| Newton               | Financial Analyst                      |               |               | 47,351         |
| Pleasant Hill        | Payroll/HR Clerk                       | 50,993        | 69,787        | 62,040         |
| Grimes               | Accounting and Utility Billing Manager | 71,586        | 97,247        | 74,353         |
| Norwalk              | Accounting Specialist                  | 49,926        | 66,568        | 52,145         |
| Marshalltown         | Accounting Clerk I                     | 42,099        | 51,459        | 49,795         |
| Clive                | Accounting Specialist                  | 71,486        | 74,742        |                |
| Oskaloosa            | Payroll-HR Clerk                       | 43,911        | 58,131        |                |
| Waukee               | Accounting Clerk                       | 49,171        | 64,688        | 53,164         |
| Des Moines           | Accounting Specialist I                | 42,349        | 50,419        |                |
| Ankeny               | Accountant                             | 63,111        | 84,696        | 69,580         |
| West Des Moines      | Accounting Associate                   | 47,445        | 70,450        | 58,178         |
| Urbandale            | n/a                                    |               |               |                |
|                      |                                        |               |               |                |
| Indianola            | Administrative Bookkeeper Payroll      | 52,835        | 67,806        |                |
|                      |                                        |               |               |                |
| Range Data           |                                        |               |               |                |
| Average              |                                        | 54,558.00     | 70,589.56     | 64,171.98      |
| 50th Percentile      |                                        | 49,926.00     | 69,787.00     | 60,108.80      |
| 60th Percentile      |                                        | 50,993.00     | 70,449.60     | 65,056.06      |
| 65th Percentile      |                                        | 57,052.18     | 72,595.80     | 68,449.14      |
| 70th Percentile      |                                        | 63,111.36     | 74,742.00     | 71,012.01      |
| 75th Percentile      |                                        | 66,447.68     | 79,718.76     | 73,159.79      |
| 80th Percentile      |                                        | 69,784.00     | 84,695.52     | 75,194.60      |
|                      |                                        |               |               |                |
| Actual Data          |                                        |               |               |                |
| Average              |                                        | 57,754.78     | 77,006.37     |                |
| 50th Percentile      |                                        | 54,097.92     | 72,130.56     |                |
| 60th Percentile      |                                        | 58,550.46     | 78,067.28     |                |
| 65th Percentile      |                                        | 61,604.22     | 82,138.96     |                |
| 70th Percentile      |                                        | 63,910.81     | 85,214.41     |                |
| 75th Percentile      |                                        | 65,843.81     | 87,791.75     |                |
| 80th Percentile      |                                        | 67,675.14     | 90,233.52     |                |

## Administrative Clerk/Deputy City Clerk

| Comparable Community | Title & Position Comments              | Minimum Rate: | Maximum Rate: | Actual Salary: |
|----------------------|----------------------------------------|---------------|---------------|----------------|
| Altoona              | n/a                                    |               |               |                |
| Pella                | Deputy City Clerk                      |               |               | 53,310         |
| Newton               | Administrative Supervisor              |               |               | 45,359         |
| Pleasant Hill        | Deputy City Clerk                      | 61,982        | 84,827        | 84,827         |
| Grimes               | Deputy City Clerk                      | 63,450        | 80,212        | 72,340         |
| Norwalk              | Deputy City Clerk                      | 49,926        | 66,568        | 54,513         |
| Marshalltown         | n/a                                    |               |               |                |
| Clive                | n/a                                    |               |               |                |
| Oskaloosa            | Deputy City Clerk                      | 45,570        | 60,169        |                |
| Waukee               | n/a                                    |               |               |                |
| Des Moines           | Chief Deputy City Clerk                | 86,258        | 109,325       | 81,328         |
| Ankeny               | Budget Analyst                         | 70,911        | 95,166        | 70,911         |
| West Des Moines      | Deputy City Clerk                      | 50,398        | 74,838        | 60,694         |
| Urbandale            | Chief Deputy City Clerk                | 61,593        | 79,184        | 72,156         |
|                      |                                        |               |               |                |
| Indianola            | Administrative Clerk/Deputy City Clerk | 43,571        | 56,488        |                |
|                      |                                        |               |               |                |
| Range Data           |                                        |               |               |                |
| Average              |                                        | 61,261.10     | 81,286.21     | 66,159.86      |
| 50th Percentile      |                                        | 61,787.50     | 79,698.00     | 70,911.36      |
| 60th Percentile      |                                        | 62,275.60     | 81,135.00     | 71,907.07      |
| 65th Percentile      |                                        | 62,789.40     | 82,750.25     | 72,192.80      |
| 70th Percentile      |                                        | 63,303.20     | 84,365.50     | 72,266.40      |
| 75th Percentile      |                                        | 65,315.34     | 87,411.81     | 72,340.00      |
| 80th Percentile      |                                        | 67,926.82     | 91,030.54     | 75,935.20      |
|                      |                                        |               |               |                |
| Actual Data          |                                        |               |               |                |
| Average              |                                        | 59,543.88     | 79,391.83     |                |
| 50th Percentile      |                                        | 63,820.22     | 85,093.63     |                |
| 60th Percentile      |                                        | 64,716.36     | 86,288.49     |                |
| 65th Percentile      |                                        | 64,973.52     | 86,631.36     |                |
| 70th Percentile      |                                        | 65,039.76     | 86,719.68     |                |
| 75th Percentile      |                                        | 65,106.00     | 86,808.00     |                |
| 80th Percentile      |                                        | 68,341.68     | 91,122.24     |                |

| Administrative Assistant |                                |               |               |                |
|--------------------------|--------------------------------|---------------|---------------|----------------|
| Comparable Community     | Title & Position Comments      | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                  | Office Assistant               | 49,212        | 66,372        | 61,731         |
| Pella                    | Administrative Assistant       |               |               | 41,181         |
| Newton                   | Administrative Assistant       |               |               | 53,330         |
| Pleasant Hill            | Office Clerk                   | 44,054        | 60,278        | 53,601         |
| Grimes                   | Administrative Assistant       | 45,251        | 59,196        |                |
| Norwalk                  | Office Assistant               | 48,106        | 64,141        |                |
| Marshalltown             | Administrative Secretary       | 47,944        | 59,883        |                |
| Clive                    | Administrative Assistant       | 50,590        | 72,455        |                |
| Oskaloosa                | Administrative Assistant       | 34,547        | 45,630        |                |
| Waukee                   | n/a                            |               |               |                |
| Des Moines               | Administrative Assistant       | 53,726        | 68,078        | 59,061         |
| Ankeny                   | Administrative Clerk           | 44,304        | 59,708        | 56,281         |
| West Des Moines          | Secretary                      | 47,445        | 70,450        | 58,240         |
| Urbandale                | Administrative Technician      | 43,364        | 55,768        |                |
|                          |                                |               |               |                |
| Indianola                | Admin Assistant/Office Manager | 43,571        | 56,488        |                |
|                          |                                |               |               |                |
| Range Data               |                                |               |               |                |
| Average                  |                                | 46,231.16     | 61,996.28     | 54,774.95      |
| 50th Percentile          |                                | 47,444.80     | 60,278.00     | 56,280.64      |
| 60th Percentile          |                                | 47,944.00     | 64,141.00     | 57,456.26      |
| 65th Percentile          |                                | 48,025.00     | 65,256.50     | 58,044.06      |
| 70th Percentile          |                                | 48,106.00     | 66,372.00     | 58,404.20      |
| 75th Percentile          |                                | 48,659.00     | 67,225.00     | 58,650.50      |
| 80th Percentile          |                                | 49,212.00     | 68,078.00     | 58,896.80      |
|                          |                                |               |               |                |
| Actual Data              |                                |               |               |                |
| Average                  |                                | 49,297.45     | 65,729.94     |                |
| 50th Percentile          |                                | 50,652.58     | 67,536.77     |                |
| 60th Percentile          |                                | 51,710.63     | 68,947.51     |                |
| 65th Percentile          |                                | 52,239.66     | 69,652.88     |                |
| 70th Percentile          |                                | 52,563.78     | 70,085.04     |                |
| 75th Percentile          |                                | 52,785.45     | 70,380.60     |                |
| 80th Percentile          |                                | 53,007.12     | 70,676.16     |                |

| Director of Human Resources |                                 |               |               |                |
|-----------------------------|---------------------------------|---------------|---------------|----------------|
| Comparable Community        | Title & Position Comments       | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                     | n/a                             |               |               |                |
| Pella                       | Personnel Officer               |               |               | 91,873         |
| Newton                      | Administrative Services Manager |               |               | 93,278         |
| Pleasant Hill               | n/a                             |               |               |                |
| Grimes                      | Director of Human Resources     | 109,245       | 148,179       | 129,239        |
| Norwalk                     | HR Director                     | 110,565       | 147,421       | 128,257        |
| Marshalltown                | HR Director                     | 79,830        | 105,705       | 105,705        |
| Clive                       | Director of Human Resources     |               |               | 117,397        |
| Oskaloosa                   | n/a                             |               |               |                |
| Waukee                      | Director of Human Resources     | 105,872       | 144,893       | 133,962        |
| Des Moines                  | Director of Human Resources     | 130,576       | 186,538       | 186,537        |
| Ankeny                      | Human Resources Director        | 113,021       | 151,676       | 145,902        |
| West Des Moines             | Human Resources Director        | 109,661       | 174,907       | 152,000        |
| Urbandale                   | Director of Human Resources     | 119,057       | 153,062       | 136,058        |
|                             |                                 |               |               |                |
| Indianola                   | Director of Human Resources     | 75,720        | 101,627       |                |
|                             |                                 |               |               |                |
| Range Data                  |                                 |               |               |                |
| Average                     |                                 | 109,728.38    | 151,547.63    | 129,109.82     |
| 50th Percentile             |                                 | 110,113.00    | 149,927.50    | 129,239.00     |
| 60th Percentile             |                                 | 111,056.20    | 151,953.20    | 133,962.00     |
| 65th Percentile             |                                 | 111,915.80    | 152,438.30    | 135,010.00     |
| 70th Percentile             |                                 | 112,775.40    | 152,923.40    | 136,058.00     |
| 75th Percentile             |                                 | 114,530.00    | 158,523.25    | 140,980.00     |
| 80th Percentile             |                                 | 116,642.60    | 166,169.00    | 145,902.00     |
|                             |                                 |               |               |                |
| Actual Data                 |                                 |               |               |                |
| Average                     |                                 | 116,198.84    | 154,931.78    |                |
| 50th Percentile             |                                 | 116,315.10    | 155,086.80    |                |
| 60th Percentile             |                                 | 120,565.80    | 160,754.40    |                |
| 65th Percentile             |                                 | 121,509.00    | 162,012.00    |                |
| 70th Percentile             |                                 | 122,452.20    | 163,269.60    |                |
| 75th Percentile             |                                 | 126,882.00    | 169,176.00    |                |
| 80th Percentile             |                                 | 131,311.80    | 175,082.40    |                |

| Office Assistant - HR |                             |               |               |                |
|-----------------------|-----------------------------|---------------|---------------|----------------|
| Comparable Community  | Title & Position Comments   | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona               | n/a                         |               |               |                |
| Pella                 | n/a                         |               |               |                |
| Newton                | n/a                         |               |               |                |
| Pleasant Hill         | n/a                         |               |               |                |
| Grimes                | HR Administrative Assistant | 45,251        | 59,196        | 53,412         |
| Norwalk               | n/a                         |               |               |                |
| Marshalltown          | n/a                         |               |               |                |
| Clive                 | n/a                         |               |               |                |
| Oskaloosa             | n/a                         |               |               |                |
| Waukee                | HR Specialist               | 56,222        | 73,985        | 73,985         |
| Des Moines            | HR Assistant                | 53,726        | 68,078        | 59,099         |
| Ankeny                | HR Coordinator              | 52,988        | 71,111        | 63,180         |
| West Des Moines       | Administrative Assistant    | 50,398        | 74,838        | 70,678         |
| Urbandale             | HR Analyst                  | 72,793        | 93,591        | 76,943         |
|                       |                             |               |               |                |
| Indianola             | Office Assistant HR         | 30,639        | 39,654        |                |
|                       |                             |               |               |                |
| Range Data            |                             |               |               |                |
| Average               |                             | 55,229.73     | 73,466.57     | 66,216.23      |
| 50th Percentile       |                             | 53,357.00     | 72,548.02     | 66,929.20      |
| 60th Percentile       |                             | 53,726.00     | 73,985.00     | 70,678.40      |
| 65th Percentile       |                             | 54,350.00     | 74,198.35     | 71,505.05      |
| 70th Percentile       |                             | 54,974.00     | 74,411.70     | 72,331.70      |
| 75th Percentile       |                             | 55,598.00     | 74,625.05     | 73,158.35      |
| 80th Percentile       |                             | 56,222.00     | 74,838.40     | 73,985.00      |
|                       |                             |               |               |                |
| Actual Data           |                             |               |               |                |
| Average               |                             | 59,594.61     | 79,459.48     |                |
| 50th Percentile       |                             | 60,236.28     | 80,315.04     |                |
| 60th Percentile       |                             | 63,610.56     | 84,814.08     |                |
| 65th Percentile       |                             | 64,354.55     | 85,806.06     |                |
| 70th Percentile       |                             | 65,098.53     | 86,798.04     |                |
| 75th Percentile       |                             | 65,842.52     | 87,790.02     |                |
| 80th Percentile       |                             | 66,586.50     | 88,782.00     |                |

| IT Director          |                             |               |               |                |
|----------------------|-----------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments   | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona              | IT Director                 | 101,450       | 144,395       | 109,728        |
| Pella                | Telecommunications Director |               |               | 135,450        |
| Newton               | n/a                         |               |               |                |
| Pleasant Hill        | Contracted.                 |               |               |                |
| Grimes               | IT Director                 | 109,245       | 148,179       | 129,239        |
| Norwalk              | n/a                         |               |               |                |
| Marshalltown         | Contracted.                 |               |               |                |
| Clive                | Technology Services Manager |               |               | 116,734        |
| Oskaloosa            | n/a                         |               |               |                |
| Waukee               | IT Director                 | 105,872       | 144,893       | 139,321        |
| Des Moines           | IT Director                 | 140,621       | 200,887       | 190,050        |
| Ankeny               | IT Director                 | 113,021       | 151,676       | 144,532        |
| West Des Moines      | IT Director                 | 116,514       | 185,841       | 170,437        |
| Urbandale            | IT Director                 | 106,442       | 136,861       | 124,693        |
|                      |                             |               |               |                |
| Indianola            | IT Director                 | 90,985        | 117,079       |                |
|                      |                             |               |               |                |
| Range Data           |                             |               |               |                |
| Average              |                             | 113,309.29    | 158,961.71    | 140,020.44     |
| 50th Percentile      |                             | 109,245.00    | 148,179.00    | 135,450.00     |
| 60th Percentile      |                             | 111,510.60    | 150,277.20    | 138,546.80     |
| 65th Percentile      |                             | 112,643.40    | 151,326.30    | 140,363.20     |
| 70th Percentile      |                             | 113,719.60    | 158,509.00    | 142,447.60     |
| 75th Percentile      |                             | 114,767.50    | 168,758.50    | 144,532.00     |
| 80th Percentile      |                             | 115,815.40    | 179,008.00    | 154,894.00     |
|                      |                             |               |               |                |
| Actual Data          |                             |               |               |                |
| Average              |                             | 126,018.40    | 168,024.53    |                |
| 50th Percentile      |                             | 121,905.00    | 162,540.00    |                |
| 60th Percentile      |                             | 124,692.12    | 166,256.16    |                |
| 65th Percentile      |                             | 126,326.88    | 168,435.84    |                |
| 70th Percentile      |                             | 128,202.84    | 170,937.12    |                |
| 75th Percentile      |                             | 130,078.80    | 173,438.40    |                |
| 80th Percentile      |                             | 139,404.60    | 185,872.80    |                |

| IT Support Specialist |                              |               |               |                |
|-----------------------|------------------------------|---------------|---------------|----------------|
| Comparable Community  | Title & Position Comments    | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona               | Network Administrator        | 78,790        | 102,832       | 91,353         |
| Pella                 | Network Engineer             |               |               | 88,795         |
| Newton                | IT Support Specialist        |               |               | 52,671         |
| Pleasant Hill         | n/a                          |               |               |                |
| Grimes                | IT Coordinator               | 65,519        | 95,542        | 77,823         |
| Norwalk               | n/a                          |               |               |                |
| Marshalltown          | n/a                          |               |               |                |
| Clive                 | n/a                          |               |               |                |
| Oskaloosa             | n/a                          |               |               |                |
| Waukee                | IT Technician                | 51,979        | 68,411        |                |
| Des Moines            | User Support Technician      | 79,851        | 96,200        | 96,200         |
| Ankeny                | IT Technician                | 66,897        | 89,777        | 79,766         |
| West Des Moines       | Did not provide data.        |               |               |                |
| Urbandale             | IT Administrator             | 67,204        | 86,399        |                |
|                       |                              |               |               |                |
| Indianola             | Technical Support Specialist | 47,213        | 60,951        |                |
|                       |                              |               |               |                |
| Range Data            |                              |               |               |                |
| Average               |                              | 68,373.33     | 89,860.16     | 81,101.32      |
| 50th Percentile       |                              | 67,050.48     | 92,659.48     | 84,280.46      |
| 60th Percentile       |                              | 67,204.00     | 95,542.00     | 88,795.00      |
| 65th Percentile       |                              | 70,100.50     | 95,706.50     | 89,434.50      |
| 70th Percentile       |                              | 72,997.00     | 95,871.00     | 90,074.00      |
| 75th Percentile       |                              | 75,893.50     | 96,035.50     | 90,713.50      |
| 80th Percentile       |                              | 78,790.00     | 96,200.00     | 91,353.00      |
|                       |                              |               |               |                |
| Actual Data           |                              |               |               |                |
| Average               |                              | 72,991.19     | 97,321.58     |                |
| 50th Percentile       |                              | 75,852.41     | 101,136.55    |                |
| 60th Percentile       |                              | 79,915.50     | 106,554.00    |                |
| 65th Percentile       |                              | 80,491.05     | 107,321.40    |                |
| 70th Percentile       |                              | 81,066.60     | 108,088.80    |                |
| 75th Percentile       |                              | 81,642.15     | 108,856.20    |                |
| 80th Percentile       |                              | 82,217.70     | 109,623.60    |                |

| IT Support Specialist (Edited) |                              |               |               |                |
|--------------------------------|------------------------------|---------------|---------------|----------------|
| Comparable Community           | Title & Position Comments    | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                        | Network Administrator        |               |               |                |
| Pella                          | Network Engineer             |               |               |                |
| Newton                         | IT Support Specialist        |               |               | 52,671         |
| Pleasant Hill                  | n/a                          |               |               |                |
| Grimes                         | IT Coordinator               | 65,519        | 95,542        | 77,823         |
| Norwalk                        | n/a                          |               |               |                |
| Marshalltown                   | n/a                          |               |               |                |
| Clive                          | n/a                          |               |               |                |
| Oskaloosa                      | n/a                          |               |               |                |
| Waukee                         | IT Technician                | 51,979        | 68,411        | 65,259         |
| Des Moines                     | User Support Technician      | 79,851        | 96,200        | 96,200         |
| Ankeny                         | IT Technician                | 66,897        | 89,777        | 79,766         |
| West Des Moines                | Did not provide data.        |               |               |                |
| Urbandale                      | IT Administrator             | 67,204        | 86,399        |                |
|                                |                              |               |               |                |
| Indianola                      | Technical Support Specialist | 47,213        | 60,951        |                |
|                                |                              |               |               |                |
| Range Data                     |                              |               |               |                |
| Average                        |                              | 66,289.99     | 87,265.79     | 74,343.78      |
| 50th Percentile                |                              | 66,896.96     | 89,776.96     | 77,823.00      |
| 60th Percentile                |                              | 67,019.78     | 92,082.98     | 78,600.17      |
| 65th Percentile                |                              | 67,081.18     | 93,235.98     | 78,988.75      |
| 70th Percentile                |                              | 67,142.59     | 94,388.99     | 79,377.34      |
| 75th Percentile                |                              | 67,204.00     | 95,542.00     | 79,765.92      |
| 80th Percentile                |                              | 69,733.40     | 95,673.60     | 83,052.74      |
|                                |                              |               |               |                |
| Actual Data                    |                              |               |               |                |
| Average                        |                              | 66,909.41     | 89,212.54     |                |
| 50th Percentile                |                              | 70,040.70     | 93,387.60     |                |
| 60th Percentile                |                              | 70,740.15     | 94,320.20     |                |
| 65th Percentile                |                              | 71,089.88     | 94,786.50     |                |
| 70th Percentile                |                              | 71,439.60     | 95,252.80     |                |
| 75th Percentile                |                              | 71,789.33     | 95,719.10     |                |
| 80th Percentile                |                              | 74,747.46     | 99,663.28     |                |

Community and Economic Development Director

| Comparable Community | Title & Position Comments            | Minimum Rate: | Maximum Rate: | Actual Salary: |
|----------------------|--------------------------------------|---------------|---------------|----------------|
| Altoona              | Community Development Director       | 101,450       | 144,395       | 144,395        |
| Pella                | Community Services Director          |               |               | 103,700        |
| Newton               | Community Development Director       |               |               | 118,507        |
| Pleasant Hill        | Community Development Director       | 106,010       | 145,083       | 124,017        |
| Grimes               | Development Services Director        | 109,245       | 148,179       | 129,239        |
| Norwalk              | Community Development Director       | 116,943       | 155,924       | 131,496        |
| Marshalltown         | Housing and Community Dev. Director  | 92,040        | 124,550       | 124,550        |
| Clive                | Community Development Director       |               |               | 162,378        |
| Oskaloosa            | Development Services Director        |               |               | 109,147        |
| Waukee               | Director of Economic Development     | 105,872       | 144,893       | 119,092        |
| Des Moines           | Development Services Director        | 130,576       | 186,538       |                |
| Ankeny               | Community Development Director       | 126,988       | 170,419       | 163,742        |
| West Des Moines      | Community and ED Director            | 109,661       | 174,907       | 174,907        |
| Urbandale            | Economic Development Director        | 100,831       | 129,645       | 129,645        |
|                      |                                      |               |               |                |
| Indianola            | Community and Economic Dev. Director | 99,663        | 129,139       |                |
|                      |                                      |               |               |                |
| Range Data           |                                      |               |               |                |
| Average              |                                      | 109,961.60    | 152,453.30    | 133,447.31     |
| 50th Percentile      |                                      | 107,627.50    | 146,631.00    | 129,239.00     |
| 60th Percentile      |                                      | 109,411.40    | 151,277.00    | 130,015.20     |
| 65th Percentile      |                                      | 109,598.60    | 154,762.25    | 131,125.80     |
| 70th Percentile      |                                      | 111,845.60    | 160,272.50    | 136,655.60     |
| 75th Percentile      |                                      | 115,122.50    | 166,795.25    | 144,395.00     |
| 80th Percentile      |                                      | 118,952.00    | 171,316.60    | 155,184.80     |
|                      |                                      |               |               |                |
| Actual Data          |                                      |               |               |                |
| Average              |                                      | 120,102.58    | 160,136.77    |                |
| 50th Percentile      |                                      | 116,315.10    | 155,086.80    |                |
| 60th Percentile      |                                      | 117,013.68    | 156,018.24    |                |
| 65th Percentile      |                                      | 118,013.22    | 157,350.96    |                |
| 70th Percentile      |                                      | 122,990.04    | 163,986.72    |                |
| 75th Percentile      |                                      | 129,955.50    | 173,274.00    |                |
| 80th Percentile      |                                      | 139,666.32    | 186,221.76    |                |

| Associate Planner    |                              |               |               |                |
|----------------------|------------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments    | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona              | Planner I                    | 49,212        | 66,372        | 51,500         |
| Pella                | Planning and Zoning Director |               |               | 102,003        |
| Newton               | City Planner                 |               |               | 62,310         |
| Pleasant Hill        | Associate Planner            | 61,982        | 84,827        | 72,510         |
| Grimes               | Assistant City Planner       | 57,129        | 73,444        | 61,400         |
| Norwalk              | Planner II                   | 70,620        | 94,160        | 78,153         |
| Marshalltown         | Planner I                    | 60,424        | 73,798        | 60,424         |
| Clive                | Senior Planner               |               |               | 87,110         |
| Oskaloosa            | n/a                          |               |               |                |
| Waukee               | Planner                      | 64,688        | 85,134        | 75,691         |
| Des Moines           | Assistant Planner            | 62,317        | 74,568        | 67,178         |
| Ankeny               | Associate Planner            | 70,911        | 95,166        | 77,958         |
| West Des Moines      | Associate Planner            | 65,659        | 91,003        | 67,948         |
| Urbandale            | Planner II                   | 72,793        | 93,591        | 91,516         |
|                      |                              |               |               |                |
| Indianola            | Associate Planner            | 57,970        | 76,148        |                |
|                      |                              |               |               |                |
| Range Data           |                              |               |               |                |
| Average              |                              | 63,573.54     | 83,206.32     | 73,515.49      |
| 50th Percentile      |                              | 63,502.50     | 84,980.50     | 72,510.00      |
| 60th Percentile      |                              | 65,076.40     | 87,481.60     | 76,144.48      |
| 65th Percentile      |                              | 65,513.35     | 90,122.65     | 77,504.92      |
| 70th Percentile      |                              | 67,147.30     | 91,779.40     | 78,036.24      |
| 75th Percentile      |                              | 69,379.75     | 92,944.00     | 78,153.00      |
| 80th Percentile      |                              | 70,678.27     | 93,704.80     | 83,527.20      |
|                      |                              |               |               |                |
| Actual Data          |                              |               |               |                |
| Average              |                              | 66,163.94     | 88,218.59     |                |
| 50th Percentile      |                              | 65,259.00     | 87,012.00     |                |
| 60th Percentile      |                              | 68,530.03     | 91,373.38     |                |
| 65th Percentile      |                              | 69,754.43     | 93,005.90     |                |
| 70th Percentile      |                              | 70,232.62     | 93,643.49     |                |
| 75th Percentile      |                              | 70,337.70     | 93,783.60     |                |
| 80th Percentile      |                              | 75,174.48     | 100,232.64    |                |

| Building Official    |                           |               |               |                |
|----------------------|---------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona              | Building Official         | 89,188        | 126,942       | 108,511        |
| Pella                | Building Official         |               |               | 83,241         |
| Newton               | Building Official         |               |               | 88,065         |
| Pleasant Hill        | Senior Building Inspector | 68,335        | 93,521        | 79,942         |
| Grimes               | Building Administrator    | 71,586        | 97,247        | 90,886         |
| Norwalk              | Chief Building Official   | 81,302        | 108,403       | 90,097         |
| Marshalltown         | Building Inspector        | 53,289        | 65,124        | 65,124         |
| Clive                | Building Inspector        |               |               | 78,837         |
| Oskaloosa            | Building Official         | 58,506        | 77,313        |                |
| Waukee               | Building Official         | 86,559        | 113,905       | 109,524        |
| Des Moines           | Deputy Building Official  | 91,562        | 115,898       | 115,897        |
| Ankeny               | Chief Building Official   | 100,589       | 134,990       | 131,058        |
| West Des Moines      | Chief Building Official   | 91,423        | 145,820       | 139,462        |
| Urbandale            | Building Official         | 89,629        | 115,237       | 107,551        |
|                      |                           |               |               |                |
| Indianola            | Building Official         | 68,592        | 88,972        |                |
|                      |                           |               |               |                |
| Range Data           |                           |               |               |                |
| Average              |                           | 80,178.91     | 108,581.82    | 99,091.92      |
| 50th Percentile      |                           | 86,559.00     | 113,905.00    | 90,886.00      |
| 60th Percentile      |                           | 89,188.00     | 115,237.00    | 107,743.00     |
| 65th Percentile      |                           | 89,408.50     | 115,567.50    | 108,319.00     |
| 70th Percentile      |                           | 89,629.00     | 115,898.00    | 108,916.20     |
| 75th Percentile      |                           | 90,526.00     | 121,420.00    | 109,524.00     |
| 80th Percentile      |                           | 91,423.00     | 126,942.00    | 113,347.80     |
|                      |                           |               |               |                |
| Actual Data          |                           |               |               |                |
| Average              |                           | 89,182.73     | 118,910.31    |                |
| 50th Percentile      |                           | 81,797.40     | 109,063.20    |                |
| 60th Percentile      |                           | 96,968.70     | 129,291.60    |                |
| 65th Percentile      |                           | 97,487.10     | 129,982.80    |                |
| 70th Percentile      |                           | 98,024.58     | 130,699.44    |                |
| 75th Percentile      |                           | 98,571.60     | 131,428.80    |                |
| 80th Percentile      |                           | 102,013.02    | 136,017.36    |                |

| Code Enforcement Officer |                                    |               |               |                |
|--------------------------|------------------------------------|---------------|---------------|----------------|
| Comparable Community     | Title & Position Comments          | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                  | Housing Inspector/Code Enforcement | 49,212        | 72,009        | 59,842         |
| Pella                    | n/a                                |               |               |                |
| Newton                   | n/a                                |               |               |                |
| Pleasant Hill            | Building Inspector                 | 57,553        | 65,561        | 59,155         |
| Grimes                   | n/a                                |               |               |                |
| Norwalk                  | Code Enforcement Officer           | 57,325        | 76,433        | 62,930         |
| Marshalltown             | Code Enforcement Officer           | 53,289        | 65,124        | 57,595         |
| Clive                    | Code Enforcement Officer           | 62,148        | 73,161        |                |
| Oskaloosa                | n/a                                |               |               |                |
| Waukee                   | Code Compliance Officer            | 59,820        | 78,707        | 69,971         |
| Des Moines               | Neighborhood Inspector             | 71,198        | 85,363        | 82,282         |
| Ankeny                   | Code Enforcement Officer II        | 70,911        | 95,166        | 89,702         |
| West Des Moines          | Community Compliance Specialist    | 50,398        | 74,838        | 68,661         |
| Urbandale                | Code Enforcement Officer           | 61,593        | 79,184        | 63,362         |
|                          |                                    |               |               |                |
| Indianola                | Code Enforcement Officer           | 52,835        | 67,806        |                |
|                          |                                    |               |               |                |
| Range Data               |                                    |               |               |                |
| Average                  |                                    | 59,344.78     | 76,554.66     | 68,166.62      |
| 50th Percentile          |                                    | 58,686.50     | 75,635.70     | 63,362.00      |
| 60th Percentile          |                                    | 60,529.20     | 77,342.60     | 67,601.04      |
| 65th Percentile          |                                    | 61,327.05     | 78,365.90     | 68,922.84      |
| 70th Percentile          |                                    | 61,759.50     | 78,850.10     | 69,446.92      |
| 75th Percentile          |                                    | 62,009.25     | 79,064.75     | 69,971.00      |
| 80th Percentile          |                                    | 63,900.67     | 80,419.80     | 74,895.27      |
|                          |                                    |               |               |                |
| Actual Data              |                                    |               |               |                |
| Average                  |                                    | 61,349.96     | 81,799.94     |                |
| 50th Percentile          |                                    | 57,025.80     | 76,034.40     |                |
| 60th Percentile          |                                    | 60,840.94     | 81,121.25     |                |
| 65th Percentile          |                                    | 62,030.56     | 82,707.41     |                |
| 70th Percentile          |                                    | 62,502.23     | 83,336.30     |                |
| 75th Percentile          |                                    | 62,973.90     | 83,965.20     |                |
| 80th Percentile          |                                    | 67,405.74     | 89,874.33     |                |

| Fire Chief           |                                     |               |               |                |
|----------------------|-------------------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments           | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona              | Fire Chief                          | 101,905       | 145,042       | 145,042        |
| Pella                | Fire Chief                          |               |               |                |
| Newton               | Fire Chief                          |               |               | 147,329        |
| Pleasant Hill        | Fire Chief                          | 111,311       | 152,337       | 125,210        |
| Grimes               | Fire Chief - did not provide salary |               |               |                |
| Norwalk              | Fire Chief                          | 121,114       | 161,485       | 136,187        |
| Marshalltown         | Fire Chief                          | 97,385        | 131,809       | 131,809        |
| Clive                | Fire Chief                          |               |               | 163,438        |
| Oskaloosa            | Fire Chief                          |               |               | 81,600         |
| Waukee               | Fire Chief                          | 114,511       | 156,717       | 156,717        |
| Des Moines           | Fire Chief                          | 140,621       | 200,887       | 193,163        |
| Ankeny               | Fire Chief                          | 126,988       | 170,419       | 165,427        |
| West Des Moines      | Fire Chief                          | 116,514       | 185,841       | 185,841        |
| Urbandale            | Fire Chief                          | 127,476       | 163,884       | 163,884        |
|                      |                                     |               |               |                |
| Indianola            | Fire Chief                          | 116,095       | 134,587       |                |
|                      |                                     |               |               |                |
| Range Data           |                                     |               |               |                |
| Average              |                                     | 117,536.11    | 163,157.89    | 149,637.22     |
| 50th Percentile      |                                     | 116,514.00    | 161,485.00    | 152,023.00     |
| 60th Percentile      |                                     | 120,194.00    | 163,404.20    | 160,749.60     |
| 65th Percentile      |                                     | 122,288.80    | 165,191.00    | 163,504.90     |
| 70th Percentile      |                                     | 124,638.40    | 167,805.00    | 163,750.20     |
| 75th Percentile      |                                     | 126,988.00    | 170,419.00    | 164,269.75     |
| 80th Percentile      |                                     | 127,183.20    | 176,587.80    | 165,118.40     |
|                      |                                     |               |               |                |
| Actual Data          |                                     |               |               |                |
| Average              |                                     | 134,673.49    | 179,564.66    |                |
| 50th Percentile      |                                     | 136,820.70    | 182,427.60    |                |
| 60th Percentile      |                                     | 144,674.64    | 192,899.52    |                |
| 65th Percentile      |                                     | 147,154.41    | 196,205.88    |                |
| 70th Percentile      |                                     | 147,375.18    | 196,500.24    |                |
| 75th Percentile      |                                     | 147,842.78    | 197,123.70    |                |
| 80th Percentile      |                                     | 148,606.56    | 198,142.08    |                |

| Fire Captain         |                                        |               |               |                |
|----------------------|----------------------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments              | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona              | Deputy Fire Chief                      | 82,460        | 117,366       | 108,895        |
| Pella                | n/a                                    |               |               |                |
| Newton               | Fire Captain                           |               |               | 88,065         |
| Pleasant Hill        | Assistant Fire Chief                   | 91,576        | 125,328       | 103,010        |
| Grimes               | Fire Captain                           |               |               | 99,390         |
| Norwalk              | Fire Captain                           | 77,843        | 103,790       |                |
| Marshalltown         | Fire Captain                           | 79,004        | 96,681        | 87,618         |
| Clive                | Assistant Chief of Training            |               |               | 106,773        |
| Oskaloosa            | Fire Captain                           | 50,757        | 67,017        |                |
| Waukee               | Deputy Fire Chief                      | 95,359        | 125,486       | 125,486        |
| Des Moines           | Fire Captain                           | 86,042        | 105,197       | 104,098        |
| Ankeny               | Division Chief of Training and Safety  | 95,004        | 120,178       | 116,678        |
| West Des Moines      | Fire Captain                           | 83,532        | 112,767       | 103,479        |
| Urbandale            | Fire Captain                           | 89,629        | 115,237       |                |
|                      |                                        |               |               |                |
| Indianola            | Fire Captain and Fire Training Captain | 85,201        | 95,895        |                |
|                      |                                        |               |               |                |
| Range Data           |                                        |               |               |                |
| Average              |                                        | 83,120.60     | 108,904.70    | 104,349.16     |
| 50th Percentile      |                                        | 84,787.00     | 114,002.00    | 103,788.28     |
| 60th Percentile      |                                        | 87,476.80     | 116,088.60    | 105,167.74     |
| 65th Percentile      |                                        | 89,090.95     | 117,046.65    | 106,371.68     |
| 70th Percentile      |                                        | 90,213.10     | 118,209.60    | 107,409.60     |
| 75th Percentile      |                                        | 91,089.25     | 119,475.00    | 108,364.50     |
| 80th Percentile      |                                        | 92,261.60     | 121,208.00    | 110,451.60     |
|                      |                                        |               |               |                |
| Actual Data          |                                        |               |               |                |
| Average              |                                        | 93,914.24     | 125,218.99    |                |
| 50th Percentile      |                                        | 93,409.45     | 124,545.94    |                |
| 60th Percentile      |                                        | 94,650.96     | 126,201.28    |                |
| 65th Percentile      |                                        | 95,734.52     | 127,646.02    |                |
| 70th Percentile      |                                        | 96,668.64     | 128,891.52    |                |
| 75th Percentile      |                                        | 97,528.05     | 130,037.40    |                |
| 80th Percentile      |                                        | 99,406.44     | 132,541.92    |                |

| Firefighter/Paramedic |                              |               |               |                |                      |                |
|-----------------------|------------------------------|---------------|---------------|----------------|----------------------|----------------|
| Comparable Community  | Title & Position Comments    | Minimum Rate: | Maximum Rate: | Actual Salary: | Paramedic Only Rate: | EMT Only Rate: |
| Altoona               | Firefighter Paramedic        | 64,394        | 83,982        | 52,624         | n/a                  | n/a            |
| Pella                 | Paramedic                    |               |               |                | 39,977               | 25,750         |
| Newton                | Firefighter/Paramedic        | 57,846        | 77,740        |                | n/a                  | n/a            |
| Pleasant Hill         | n/a                          |               |               |                | n/a                  | n/a            |
| Grimes                | Firefighter/EMS              | 56,699        | 78,796        |                | n/a                  | 60,551         |
| Norwalk               | Firefighter/Paramedic        | 54,954        | 67,577        | 58,289         | n/a                  | n/a            |
| Marshalltown          | Firefighter (2592)           | 54,328        | 71,124        |                | n/a                  | n/a            |
| Clive                 | Firefighter/Paramedic        | 58,217        | 75,198        |                | 54,134               | n/a            |
| Oskaloosa             | Firefighter                  | 43,108        | 55,958        |                | n/a                  | n/a            |
| Waukee                | Firefighter/Paramedic (2756) | 59,557        | 78,380        | 70,737         | 59,364               | n/a            |
| Des Moines            | Firefighter                  | 69,699        | 86,428        | 79,651         | 76,314               | n/a            |
| Ankeny                | Firefighter/Paramedic        | 63,802        | 85,622        | 70,919         | 75,654               | 58,240         |
| West Des Moines       | Firefighter                  | 58,764        | 83,487        | 69,102         |                      |                |
| Urbandale             | Firefighter/Paramedic        | 59,990        | 82,101        |                |                      |                |
|                       |                              |               |               |                |                      |                |
| Indianola             | Firefighter (2756 hours)     | 62,788        | 81,144        | 71,152         | 59,860               | 47,541         |
|                       |                              |               |               |                |                      |                |
| Range Data            |                              |               |               |                |                      |                |
| Average               |                              | 58,446.52     | 77,199.35     | 66,886.88      | 61,088.55            | 48,180.33      |
| 50th Percentile       |                              | 58,490.58     | 78,588.00     | 69,919.38      | 59,364.00            | 58,240.00      |
| 60th Percentile       |                              | 59,239.86     | 80,778.79     | 70,737.00      | 65,879.90            | 58,702.20      |
| 65th Percentile       |                              | 59,621.97     | 82,308.61     | 70,782.46      | 69,137.86            | 58,933.30      |
| 70th Percentile       |                              | 59,860.20     | 83,071.12     | 70,827.92      | 72,395.81            | 59,164.40      |
| 75th Percentile       |                              | 60,943.09     | 83,610.78     | 70,873.39      | 75,653.76            | 59,395.50      |
| 80th Percentile       |                              | 63,039.56     | 83,883.01     | 70,918.85      | 75,785.81            | 59,626.60      |
|                       |                              |               |               |                |                      |                |
| Actual Data           |                              |               |               |                |                      |                |
| Average               | Paramedic Rate               | 54,979.70     | 73,306.26     | EMT Rate:      | 43,362.30            | 57,816.40      |
| 50th Percentile       |                              | 53,427.60     | 71,236.80     |                | 52,416.00            | 69,888.00      |
| 60th Percentile       |                              | 59,291.91     | 79,055.88     |                | 52,831.98            | 70,442.64      |
| 65th Percentile       |                              | 69,137.86     | 82,965.43     |                | 58,933.30            | 70,719.96      |
| 70th Percentile       |                              | 65,156.23     | 86,874.97     |                | 53,247.96            | 70,997.28      |
| 75th Percentile       |                              | 68,088.38     | 90,784.51     |                | 53,455.95            | 71,274.60      |
| 80th Percentile       |                              | 68,207.23     | 90,942.97     |                | 53,663.94            | 71,551.92      |

| Police Chief         |                             |               |               |                |
|----------------------|-----------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments   | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona              | Police Chief                | 105,444       | 150,080       | 150,080        |
| Pella                | Police Chief                |               |               | 120,000        |
| Newton               | Police Chief                |               |               | 141,139        |
| Pleasant Hill        | Police Chief                | 111,311       | 152,337       | 130,218        |
| Grimes               | Contracted with Polk County |               |               |                |
| Norwalk              | Police Chief                | 121,115       | 161,486       | 144,799        |
| Marshalltown         | Police Chief                | 97,385        | 131,809       | 131,809        |
| Clive                | Police Chief                |               |               | 157,724        |
| Oskaloosa            | Police Chief                |               |               | 92,774         |
| Waukee               | Police Chief                | 114,511       | 156,717       | 170,916        |
| Des Moines           | Police Chief                | 140,621       | 200,887       | 200,888        |
| Ankeny               | Police Chief                | 126,988       | 170,419       | 158,545        |
| West Des Moines      | Police Chief                | 116,514       | 185,841       | 180,101        |
| Urbandale            | Police Chief                | 127,476       | 163,884       | 149,313        |
|                      |                             |               |               |                |
| Indianola            | Police Chief                | 116,095       | 134,587       |                |
|                      |                             |               |               |                |
| Range Data           |                             |               |               |                |
| Average              |                             | 117,929.44    | 163,717.78    | 148,331.25     |
| 50th Percentile      |                             | 116,514.00    | 161,486.00    | 149,313.00     |
| 60th Percentile      |                             | 120,194.80    | 163,404.40    | 151,608.80     |
| 65th Percentile      |                             | 122,289.60    | 165,191.00    | 156,195.20     |
| 70th Percentile      |                             | 124,638.80    | 167,805.00    | 158,052.40     |
| 75th Percentile      |                             | 126,988.00    | 170,419.00    | 158,545.00     |
| 80th Percentile      |                             | 127,183.20    | 176,587.80    | 165,967.60     |
|                      |                             |               |               |                |
| Actual Data          |                             |               |               |                |
| Average              |                             | 133,498.12    | 177,997.50    |                |
| 50th Percentile      |                             | 134,381.70    | 179,175.60    |                |
| 60th Percentile      |                             | 136,447.92    | 181,930.56    |                |
| 65th Percentile      |                             | 140,575.68    | 187,434.24    |                |
| 70th Percentile      |                             | 142,247.16    | 189,662.88    |                |
| 75th Percentile      |                             | 142,690.50    | 190,254.00    |                |
| 80th Percentile      |                             | 149,370.84    | 199,161.12    |                |

| Police Lieutenant    |                           |               |               |                |
|----------------------|---------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona              | Police Lieutenant         | 89,545        | 127,450       | 104,836        |
| Pella                | Police Lieutenant         |               |               | 95,790         |
| Newton               | Police Lieutenant         |               |               | 110,022        |
| Pleasant Hill        | Police Lieutenant         | 83,062        | 113,676       | 101,057        |
| Grimes               | n/a                       |               |               |                |
| Norwalk              | n/a                       |               |               |                |
| Marshalltown         | Police Lieutenant         | 76,564        | 101,504       | 93,946         |
| Clive                | Police Lieutenant         | 97,086        | 110,234       |                |
| Oskaloosa            | Police Lieutenant         | 65,437        | 75,651        |                |
| Waukee               | Police Lieutenant         | 93,622        | 123,200       | 121,618        |
| Des Moines           | Police Lieutenant         | 98,779        | 127,088       | 120,303        |
| Ankeny               | Police Lieutenant         | 92,889        | 121,027       | 117,501        |
| West Des Moines      | Police Lieutenant         | 82,018        | 114,824       | 110,324        |
| Urbandale            | n/a                       |               |               |                |
|                      |                           |               |               |                |
| Indianola            | Police Lieutenant         | 100,690       | 108,433       |                |
|                      |                           |               |               |                |
| Range Data           |                           |               |               |                |
| Average              |                           | 86,555.78     | 112,739.33    | 108,377.48     |
| 50th Percentile      |                           | 89,545.00     | 114,824.00    | 110,022.00     |
| 60th Percentile      |                           | 92,220.20     | 119,786.40    | 110,263.60     |
| 65th Percentile      |                           | 93,035.60     | 121,461.60    | 111,759.40     |
| 70th Percentile      |                           | 93,328.80     | 122,330.80    | 114,630.20     |
| 75th Percentile      |                           | 93,622.00     | 123,200.00    | 117,501.00     |
| 80th Percentile      |                           | 95,007.60     | 124,755.20    | 118,621.92     |
|                      |                           |               |               |                |
| Actual Data          |                           |               |               |                |
| Average              |                           | 97,539.73     | 130,052.97    |                |
| 50th Percentile      |                           | 99,019.80     | 132,026.40    |                |
| 60th Percentile      |                           | 99,237.24     | 132,316.32    |                |
| 65th Percentile      |                           | 100,583.46    | 134,111.28    |                |
| 70th Percentile      |                           | 103,167.18    | 137,556.24    |                |
| 75th Percentile      |                           | 105,750.90    | 141,001.20    |                |
| 80th Percentile      |                           | 106,759.73    | 142,346.30    |                |

| Police Sergeant      |                           |               |               |                |
|----------------------|---------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona              | Police Sergeant           | 78,790        | 102,835       | 85,114         |
| Pella                | Police Sergeant           |               |               | 75,358         |
| Newton               | Police Sergeant           |               |               | 79,743         |
| Pleasant Hill        | Police Sergeant           | 75,339        | 103,107       | 81,487         |
| Grimes               | n/a                       |               |               |                |
| Norwalk              | Police Sergeant           | 77,201        | 102,935       | 87,173         |
| Marshalltown         | Police Sergeant           | 74,380        | 87,360        | 81,440         |
| Clive                | Police Sergeant           | 83,533        | 101,336       |                |
| Oskaloosa            | Police Sergeant           | 58,605        | 67,706        |                |
| Waukee               | Police Sergeant           | 76,960        | 101,254       | 87,172         |
| Des Moines           | Police Sergeant           | 90,230        | 114,254       | 106,751        |
| Ankeny               | Police Sergeant           | 101,563       | 124,734       | 112,928        |
| West Des Moines      | Police Sergeant           | 77,334        | 104,395       | 101,088        |
| Urbandale            | Police Sergeant           | 84,016        | 108,022       |                |
|                      |                           |               |               |                |
| Indianola            | Police Sergeant           | 85,201        | 95,895        |                |
|                      |                           |               |               |                |
| Range Data           |                           |               |               |                |
| Average              |                           | 79,813.77     | 101,630.72    | 89,825.42      |
| 50th Percentile      |                           | 77,334.40     | 102,935.00    | 86,143.00      |
| 60th Percentile      |                           | 78,790.00     | 103,107.00    | 87,172.40      |
| 65th Percentile      |                           | 81,161.50     | 103,751.10    | 87,172.85      |
| 70th Percentile      |                           | 83,533.00     | 104,395.20    | 91,347.50      |
| 75th Percentile      |                           | 83,774.50     | 106,208.60    | 97,609.25      |
| 80th Percentile      |                           | 84,016.00     | 108,022.00    | 102,220.56     |
|                      |                           |               |               |                |
| Actual Data          |                           |               |               |                |
| Average              |                           | 80,842.88     | 107,790.50    |                |
| 50th Percentile      |                           | 77,528.70     | 103,371.60    |                |
| 60th Percentile      |                           | 78,455.16     | 104,606.88    |                |
| 65th Percentile      |                           | 78,455.57     | 104,607.42    |                |
| 70th Percentile      |                           | 82,212.75     | 109,617.00    |                |
| 75th Percentile      |                           | 87,848.33     | 117,131.10    |                |
| 80th Percentile      |                           | 91,998.50     | 122,664.67    |                |

| Police Captain       |                           |               |               |                |
|----------------------|---------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona              | Police Captain            | 91,179        | 129,776       | 122,574        |
| Pella                | Police Captain            |               |               | 97,801         |
| Newton               | n/a                       |               |               |                |
| Pleasant Hill        | Police Captain            | 91,576        | 125,328       | 111,416        |
| Grimes               | n/a                       |               |               |                |
| Norwalk              | Assistant Police Chief    | 94,780        | 126,373       | 108,260        |
| Marshalltown         | Police Captain            | 79,830        | 105,705       | 105,705        |
| Clive                | n/a                       |               |               |                |
| Oskaloosa            | n/a                       |               |               |                |
| Waukee               | n/a                       |               |               |                |
| Des Moines           | Police Captain            | 110,656       | 141,900       | 132,094        |
| Ankeny               | Police Captain            | 105,964       | 138,060       | 134,039        |
| West Des Moines      | Police Captain            | 87,109        | 126,308       | 121,592        |
| Urbandale            | Police Captain            | 100,831       | 129,645       |                |
|                      |                           |               |               |                |
| Indianola            | Police Captain            | 113,853       | 117,303       |                |
|                      |                           |               |               |                |
| Range Data           |                           |               |               |                |
| Average              |                           | 95,240.63     | 127,886.88    | 116,685.11     |
| 50th Percentile      |                           | 93,178.00     | 128,009.00    | 116,504.00     |
| 60th Percentile      |                           | 95,990.20     | 129,671.20    | 121,788.40     |
| 65th Percentile      |                           | 98,108.05     | 129,717.05    | 122,132.10     |
| 70th Percentile      |                           | 100,225.90    | 129,762.90    | 122,475.80     |
| 75th Percentile      |                           | 102,114.25    | 131,847.00    | 124,953.97     |
| 80th Percentile      |                           | 103,910.80    | 134,746.40    | 128,285.92     |
|                      |                           |               |               |                |
| Actual Data          |                           |               |               |                |
| Average              |                           | 105,016.60    | 140,022.13    |                |
| 50th Percentile      |                           | 104,853.60    | 139,804.80    |                |
| 60th Percentile      |                           | 109,609.56    | 146,146.08    |                |
| 65th Percentile      |                           | 109,918.89    | 146,558.52    |                |
| 70th Percentile      |                           | 110,228.22    | 146,970.96    |                |
| 75th Percentile      |                           | 112,458.57    | 149,944.76    |                |
| 80th Percentile      |                           | 115,457.33    | 153,943.11    |                |

| Police Detective     |                                     |               |               |                |
|----------------------|-------------------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments           | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona              | Police Detective                    | 63,024        | 80,954        | 75,212         |
| Pella                | n/a                                 |               |               |                |
| Newton               | n/a                                 |               |               |                |
| Pleasant Hill        | n/a                                 |               |               |                |
| Grimes               | n/a                                 |               |               |                |
| Norwalk              | n/a                                 |               |               |                |
| Marshalltown         | Police Officer (Special Assignment) | 53,102        | 71,344        |                |
| Clive                | n/a                                 |               |               |                |
| Oskaloosa            | Police Detective                    | 54,505        | 65,612        |                |
| Waukee               | Police Officer (plus stipend)       | 62,649        | 82,118        | 71,739         |
| Des Moines           | n/a                                 |               |               |                |
| Ankeny               | Police Detective                    | 80,716        | 98,252        | 90,301         |
| West Des Moines      | Same as Officer                     |               |               |                |
| Urbandale            | n/a                                 |               |               |                |
|                      |                                     |               |               |                |
| Indianola            | Police Officer/Detective            | 62,788        | 81,144        |                |
|                      |                                     |               |               |                |
| Range Data           |                                     |               |               |                |
| Average              |                                     | 62,799.19     | 79,655.98     | 79,083.87      |
| 50th Percentile      |                                     | 62,649.00     | 80,954.00     | 75,212.00      |
| 60th Percentile      |                                     | 62,799.00     | 81,419.60     | 78,229.72      |
| 65th Percentile      |                                     | 62,874.00     | 81,652.40     | 79,738.58      |
| 70th Percentile      |                                     | 62,949.00     | 81,885.20     | 81,247.44      |
| 75th Percentile      |                                     | 63,024.00     | 82,118.00     | 82,756.30      |
| 80th Percentile      |                                     | 66,562.39     | 85,344.78     | 84,265.16      |
|                      |                                     |               |               |                |
| Actual Data          |                                     |               |               |                |
| Average              |                                     | 71,175.48     | 94,900.64     |                |
| 50th Percentile      |                                     | 67,690.80     | 90,254.40     |                |
| 60th Percentile      |                                     | 70,406.75     | 93,875.66     |                |
| 65th Percentile      |                                     | 71,764.72     | 95,686.30     |                |
| 70th Percentile      |                                     | 73,122.70     | 97,496.93     |                |
| 75th Percentile      |                                     | 74,480.67     | 99,307.56     |                |
| 80th Percentile      |                                     | 75,838.64     | 101,118.19    |                |

| Police Officer       |                           |               |               |                |           |
|----------------------|---------------------------|---------------|---------------|----------------|-----------|
| Comparable Community | Title & Position Comments | Minimum Rate: | Maximum Rate: | Actual Salary: | SRO:      |
| Altoona              | Police Officer            | 63,024        | 80,954        | 74,776         | 77,206    |
| Pella                | Police Officer            |               |               | 63,362         | n/a       |
| Newton               | Police Officer            | 59,016        | 76,320        |                | n/a       |
| Pleasant Hill        | Police Officer            | 64,563        | 79,560        | 72,061         | n/a       |
| Grimes               | n/a                       |               |               |                | n/a       |
| Norwalk              | Police Officer            | 57,304        | 79,040        |                | 81,952    |
| Marshalltown         | Police Officer            | 53,102        | 71,344        |                | 62,223    |
| Clive                | Police Officer            | 60,611        | 80,059        |                | 73,923    |
| Oskaloosa            | Police Officer            | 51,505        | 62,612        |                | 63,812    |
| Waukee               | Police Officer            | 61,609        | 81,078        | 63,690         | 63,690    |
| Des Moines           | Police Officer            | 75,608        | 92,955        | 78,219         | n/a       |
| Ankeny               | Police Officer            | 73,212        | 98,252        | 85,312         | same      |
| West Des Moines      | Police Officer            | 63,627        | 88,795        | 82,888         | n/a       |
| Urbandale            | Police Officer            | 62,489        | 82,232        |                | same      |
|                      |                           |               |               |                |           |
| Indianola            | Police Officer            | 62,788        | 81,144        |                |           |
|                      |                           |               |               |                |           |
| Range Data           |                           |               |               |                |           |
| Average              |                           | 62,189.09     | 81,103.46     | 74,329.67      | 70,467.67 |
| 50th Percentile      |                           | 62,049.23     | 80,506.50     | 74,776.00      | 68,867.50 |
| 60th Percentile      |                           | 62,810.18     | 81,028.40     | 76,841.77      | 73,923.00 |
| 65th Percentile      |                           | 63,114.48     | 81,251.08     | 77,874.66      | 74,743.75 |
| 70th Percentile      |                           | 63,446.24     | 81,885.70     | 79,152.76      | 75,564.50 |
| 75th Percentile      |                           | 63,861.15     | 83,872.69     | 80,553.48      | 76,385.25 |
| 80th Percentile      |                           | 64,375.84     | 87,482.53     | 81,954.19      | 77,206.00 |
|                      |                           |               |               |                |           |
| Actual Data          |                           |               |               |                |           |
| Average              | SRO Actual                | 63,420.90     | 84,561.20     |                |           |
| 50th Percentile      |                           | 61,980.75     | 82,641.00     |                |           |
| 60th Percentile      |                           | 66,530.70     | 88,707.60     |                |           |
| 65th Percentile      |                           | 67,269.38     | 89,692.50     |                |           |
| 70th Percentile      |                           | 68,008.05     | 90,677.40     |                |           |
| 75th Percentile      |                           | 68,746.73     | 91,662.30     |                |           |
| 80th Percentile      |                           | 69,485.40     | 92,647.20     |                |           |

| Office Manager - Police |                             |               |               |                |
|-------------------------|-----------------------------|---------------|---------------|----------------|
| Comparable Community    | Title & Position Comments   | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                 | Records Technician          | 49,212        | 66,372        | 59,633         |
| Pella                   | n/a                         |               |               |                |
| Newton                  | n/a                         |               |               |                |
| Pleasant Hill           | Police Admin                | 50,993        | 69,787        | 59,654         |
| Grimes                  | n/a                         |               |               |                |
| Norwalk                 | Office Coordinator          | 51,987        | 69,316        | 56,147         |
| Marshalltown            | Administrative Secretary    | 47,944        | 59,883        |                |
| Clive                   | Administrative Assistant    |               |               | 72,464         |
| Oskaloosa               | Administrative Assistant    | 34,547        | 45,630        |                |
| Waukee                  | Records Technician          | 50,627        | 66,643        | 59,238         |
| Des Moines              | Office Manager - Police     | 60,486        | 76,648        | 72,197         |
| Ankeny                  | Civilian Supervisor         | 66,897        | 89,777        | 82,157         |
| West Des Moines         | n/a                         |               |               |                |
| Urbandale               | Civilian Records Supervisor | 72,793        | 93,591        |                |
|                         |                             |               |               |                |
| Indianola               | Office Manager Police       | 68,592        | 88,972        |                |
|                         |                             |               |               |                |
| Range Data              |                             |               |               |                |
| Average                 |                             | 53,942.89     | 70,849.67     | 65,927.11      |
| 50th Percentile         |                             | 50,993.00     | 69,316.00     | 59,654.00      |
| 60th Percentile         |                             | 51,788.20     | 69,692.80     | 67,179.68      |
| 65th Percentile         |                             | 53,686.80     | 71,159.20     | 70,942.52      |
| 70th Percentile         |                             | 57,086.40     | 73,903.60     | 72,250.24      |
| 75th Percentile         |                             | 60,486.00     | 76,648.00     | 72,330.40      |
| 80th Percentile         |                             | 63,050.40     | 81,899.60     | 72,410.56      |
|                         |                             |               |               |                |
| Actual Data             |                             |               |               |                |
| Average                 |                             | 59,334.40     | 79,112.54     |                |
| 50th Percentile         |                             | 53,688.60     | 71,584.80     |                |
| 60th Percentile         |                             | 60,461.71     | 80,615.62     |                |
| 65th Percentile         |                             | 63,848.27     | 85,131.02     |                |
| 70th Percentile         |                             | 65,025.22     | 86,700.29     |                |
| 75th Percentile         |                             | 65,097.36     | 86,796.48     |                |
| 80th Percentile         |                             | 65,169.50     | 86,892.67     |                |

| Clerical Support Staff |                           |               |               |                |
|------------------------|---------------------------|---------------|---------------|----------------|
| Comparable Community   | Title & Position Comments | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                | n/a                       |               |               |                |
| Pella                  | Police Support Technician |               |               | 35,942         |
| Newton                 | Police Clerks             | 40,020        | 49,620        |                |
| Pleasant Hill          | n/a                       |               |               |                |
| Grimes                 | n/a                       |               |               |                |
| Norwalk                | n/a                       |               |               |                |
| Marshalltown           | Administrative Secretary  | 47,944        | 59,883        |                |
| Clive                  | Administrative Assistant  |               |               | 68,520         |
| Oskaloosa              | Community Service Officer | 32,566        | 43,322        |                |
| Waukee                 | n/a                       |               |               |                |
| Des Moines             | Administrative Assistant  | 53,726        | 68,078        | 59,062         |
| Ankeny                 | Administrative Assistant  | 52,988        | 71,111        | 61,339         |
| West Des Moines        | Administrative Secretary  | 50,398        | 74,838        | 72,197         |
| Urbandale              | n/a                       |               |               |                |
|                        |                           |               |               |                |
| Indianola              | PD Clerical Assistant     | 37,671        | 45,789        |                |
|                        |                           |               |               |                |
| Range Data             |                           |               |               |                |
| Average                |                           | 45,044.77     | 61,142.07     | 59,411.92      |
| 50th Percentile        |                           | 49,171.20     | 63,980.50     | 61,339.20      |
| 60th Percentile        |                           | 50,398.40     | 68,078.00     | 64,211.52      |
| 65th Percentile        |                           | 51,045.80     | 68,836.26     | 65,647.68      |
| 70th Percentile        |                           | 51,693.20     | 69,594.52     | 67,083.84      |
| 75th Percentile        |                           | 52,340.60     | 70,352.78     | 68,520.00      |
| 80th Percentile        |                           | 52,988.00     | 71,111.04     | 69,255.36      |
|                        |                           |               |               |                |
| Actual Data            |                           |               |               |                |
| Average                |                           | 53,470.73     | 71,294.30     |                |
| 50th Percentile        |                           | 55,205.28     | 73,607.04     |                |
| 60th Percentile        |                           | 57,790.37     | 77,053.82     |                |
| 65th Percentile        |                           | 59,082.91     | 78,777.22     |                |
| 70th Percentile        |                           | 60,375.46     | 80,500.61     |                |
| 75th Percentile        |                           | 61,668.00     | 82,224.00     |                |
| 80th Percentile        |                           | 62,329.82     | 83,106.43     |                |

| Director of Parks and Recreation |                                  |               |               |                |
|----------------------------------|----------------------------------|---------------|---------------|----------------|
| Comparable Community             | Title & Position Comments        | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                          | n/a                              |               |               |                |
| Pella                            | n/a                              |               |               |                |
| Newton                           | Parks Operation Superintendent   |               |               | 88,900         |
| Pleasant Hill                    | Director of Parks and Recreation | 83,062        | 113,676       | 93,433         |
| Grimes                           | Parks and Recreation Director    | 93,325        | 124,086       | 117,961        |
| Norwalk                          | Parks and Recreation Director    | 107,910       | 143,880       | 121,339        |
| Marshalltown                     | Parks and Recreation Director    | 92,040        | 124,550       | 109,803        |
| Clive                            | Director of Leisure Services     |               |               | 133,648        |
| Oskaloosa                        | n/a                              |               |               |                |
| Waukee                           | Director of Parks and Recreation | 105,872       | 144,893       | 144,893        |
| Des Moines                       | Parks and Recreation Director    | 130,576       | 186,538       | 186,537        |
| Ankeny                           | Director of Parks and Recreation | 113,021       | 151,676       | 141,896        |
| West Des Moines                  | Parks and Recreation Director    | 116,514       | 185,841       | 174,380        |
| Urbandale                        | Director of Parks and Recreation | 112,055       | 144,076       | 144,076        |
|                                  |                                  |               |               |                |
| Indianola                        | Director of Parks and Recreation | 89,966        | 101,627       |                |
|                                  |                                  |               |               |                |
| Range Data                       |                                  |               |               |                |
| Average                          |                                  | 106,041.67    | 146,579.56    | 132,442.36     |
| 50th Percentile                  |                                  | 107,910.00    | 144,076.00    | 133,648.00     |
| 60th Percentile                  |                                  | 111,226.00    | 144,729.60    | 141,896.00     |
| 65th Percentile                  |                                  | 112,248.20    | 146,249.60    | 142,986.00     |
| 70th Percentile                  |                                  | 112,634.60    | 148,962.80    | 144,076.00     |
| 75th Percentile                  |                                  | 113,021.00    | 151,676.00    | 144,484.50     |
| 80th Percentile                  |                                  | 114,418.20    | 165,342.00    | 144,893.00     |
|                                  |                                  |               |               |                |
| Actual Data                      |                                  |               |               |                |
| Average                          |                                  | 119,198.13    | 158,930.84    |                |
| 50th Percentile                  |                                  | 120,283.20    | 160,377.60    |                |
| 60th Percentile                  |                                  | 127,706.40    | 170,275.20    |                |
| 65th Percentile                  |                                  | 128,687.40    | 171,583.20    |                |
| 70th Percentile                  |                                  | 129,668.40    | 172,891.20    |                |
| 75th Percentile                  |                                  | 130,036.05    | 173,381.40    |                |
| 80th Percentile                  |                                  | 130,403.70    | 173,871.60    |                |

| Parks Supervisor     |                                    |               |               |                |
|----------------------|------------------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments          | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona              | Parks Supervisor                   | 78,790        | 102,835       | 102,835        |
| Pella                | Parks Manager                      |               |               | 75,400         |
| Newton               | Parks Operation Assistant Supt.    |               |               | 71,419         |
| Pleasant Hill        | Parks Supervisor                   | 68,335        | 93,521        | 83,140         |
| Grimes               | n/a                                |               |               |                |
| Norwalk              | Parks Supervisor                   | 65,925        | 87,900        | 71,199         |
| Marshalltown         | Parks Supervisor                   | 67,267        | 82,201        | 69,971         |
| Clive                | Parks Manager                      |               |               | 116,506        |
| Oskaloosa            | n/a                                |               |               |                |
| Waukee               | n/a                                |               |               |                |
| Des Moines           | Parks and Rec Supervisor           | 76,648        | 97,115        | 87,391         |
| Ankeny               | Parks and Facilities Administrator | 94,894        | 127,346       | 123,637        |
| West Des Moines      | Superintendent of Parks            | 91,423        | 145,820       | 129,437        |
| Urbandale            | Parks Supervisor                   | 78,406        | 100,806       | 92,978         |
|                      |                                    |               |               |                |
| Indianola            | Parks Supervisor                   | 57,970        | 76,148        |                |
|                      |                                    |               |               |                |
| Range Data           |                                    |               |               |                |
| Average              |                                    | 77,711.00     | 104,693.00    | 93,083.00      |
| 50th Percentile      |                                    | 77,527.00     | 98,960.50     | 87,391.00      |
| 60th Percentile      |                                    | 78,482.80     | 101,211.80    | 92,978.00      |
| 65th Percentile      |                                    | 78,617.20     | 101,921.95    | 97,906.50      |
| 70th Percentile      |                                    | 78,751.60     | 102,632.10    | 102,835.00     |
| 75th Percentile      |                                    | 81,948.25     | 108,962.75    | 109,670.50     |
| 80th Percentile      |                                    | 86,369.80     | 117,541.60    | 116,506.00     |
|                      |                                    |               |               |                |
| Actual Data          |                                    |               |               |                |
| Average              |                                    | 83,774.70     | 111,699.60    |                |
| 50th Percentile      |                                    | 78,651.90     | 104,869.20    |                |
| 60th Percentile      |                                    | 83,680.20     | 111,573.60    |                |
| 65th Percentile      |                                    | 88,115.85     | 117,487.80    |                |
| 70th Percentile      |                                    | 92,551.50     | 123,402.00    |                |
| 75th Percentile      |                                    | 98,703.45     | 131,604.60    |                |
| 80th Percentile      |                                    | 104,855.40    | 139,807.20    |                |

| Horticulturist Supervisor |                           |               |               |                |
|---------------------------|---------------------------|---------------|---------------|----------------|
| Comparable Community      | Title & Position Comments | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                   | City Arborist             | 69,784        | 91,083        | 83,345         |
| Pella                     | Horticulture Technician   |               |               | 54,641         |
| Newton                    | n/a                       |               |               |                |
| Pleasant Hill             | n/a                       |               |               |                |
| Grimes                    | n/a                       |               |               |                |
| Norwalk                   | n/a                       |               |               |                |
| Marshalltown              | n/a                       |               |               |                |
| Clive                     | n/a                       |               |               |                |
| Oskaloosa                 | n/a                       |               |               |                |
| Waukee                    | Horticulture Technician   | 55,307        | 72,779        | 59,820         |
| Des Moines                | Parks Manager             | 96,426        | 137,751       | 108,937        |
| Ankeny                    | n/a                       |               |               |                |
| West Des Moines           | Urban Forestry Supervisor | 69,929        | 107,689       | 91,000         |
| Urbandale                 | n/a                       |               |               |                |
|                           |                           |               |               |                |
| Indianola                 | Horticulturist Supervisor | 57,970        | 76,148        |                |
|                           |                           |               |               |                |
| Range Data                |                           |               |               |                |
| Average                   |                           | 72,861.50     | 102,325.50    | 79,548.68      |
| 50th Percentile           |                           | 69,856.50     | 99,386.00     | 83,345.00      |
| 60th Percentile           |                           | 69,900.00     | 104,367.80    | 86,407.00      |
| 65th Percentile           |                           | 69,921.75     | 106,858.70    | 87,938.00      |
| 70th Percentile           |                           | 72,578.70     | 110,695.20    | 89,469.00      |
| 75th Percentile           |                           | 76,553.25     | 115,204.50    | 91,000.00      |
| 80th Percentile           |                           | 80,527.80     | 119,713.80    | 94,587.48      |
|                           |                           |               |               |                |
| Actual Data               |                           |               |               |                |
| Average                   |                           | 71,593.81     | 95,458.42     |                |
| 50th Percentile           |                           | 75,010.50     | 100,014.00    |                |
| 60th Percentile           |                           | 77,766.30     | 103,688.40    |                |
| 65th Percentile           |                           | 79,144.20     | 105,525.60    |                |
| 70th Percentile           |                           | 80,522.10     | 107,362.80    |                |
| 75th Percentile           |                           | 81,900.00     | 109,200.00    |                |
| 80th Percentile           |                           | 85,128.73     | 113,504.98    |                |

| Recreation Coordinator |                                   |               |               |                |
|------------------------|-----------------------------------|---------------|---------------|----------------|
| Comparable Community   | Title & Position Comments         | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                | n/a                               |               |               |                |
| Pella                  | n/a                               |               |               |                |
| Newton                 | n/a                               |               |               |                |
| Pleasant Hill          | n/a                               |               |               |                |
| Grimes                 | Recreation Coordinator            | 45,359        | 60,214        | 52,031         |
| Norwalk                | Recreation Supervisor             | 69,253        | 92,338        | 73,563         |
| Marshalltown           | Recreation Supervisor             | 67,267        | 82,201        | 82,201         |
| Clive                  | Recreation Coordinator            |               |               | 72,030         |
| Oskaloosa              | n/a                               |               |               |                |
| Waukee                 | Recreation Supervisor             | 71,145        | 93,622        | 81,765         |
| Des Moines             | Recreation Program Coordinator    | 44,408        | 52,603        | 46,384         |
| Ankeny                 | Recreation Supervisor             | 66,897        | 89,777        | 72,804         |
| West Des Moines        | Recreation Program/Facility       | 80,894        | 129,171       | 113,360        |
| Urbandale              | Recreation Coordinator            | 55,980        | 71,968        |                |
|                        |                                   |               |               |                |
| Indianola              | Recreation Coordinator (aquatics) | 52,835        | 67,806        |                |
|                        |                                   |               |               |                |
| Range Data             |                                   |               |               |                |
| Average                |                                   | 62,650.38     | 83,986.75     | 74,267.25      |
| 50th Percentile        |                                   | 67,082.00     | 85,989.00     | 73,183.50      |
| 60th Percentile        |                                   | 67,664.20     | 90,289.20     | 75,203.40      |
| 65th Percentile        |                                   | 68,359.30     | 91,185.55     | 78,074.10      |
| 70th Percentile        |                                   | 69,054.40     | 92,081.90     | 80,944.80      |
| 75th Percentile        |                                   | 69,726.00     | 92,659.00     | 81,874.00      |
| 80th Percentile        |                                   | 70,388.20     | 93,108.40     | 82,026.60      |
|                        |                                   |               |               |                |
| Actual Data            |                                   |               |               |                |
| Average                |                                   | 66,840.53     | 89,120.70     |                |
| 50th Percentile        |                                   | 65,865.15     | 87,820.20     |                |
| 60th Percentile        |                                   | 67,683.06     | 90,244.08     |                |
| 65th Percentile        |                                   | 70,266.69     | 93,688.92     |                |
| 70th Percentile        |                                   | 72,850.32     | 97,133.76     |                |
| 75th Percentile        |                                   | 73,686.60     | 98,248.80     |                |
| 80th Percentile        |                                   | 73,823.94     | 98,431.92     |                |

| Recreation Coordinator (Edited) |                                   |               |               |                |
|---------------------------------|-----------------------------------|---------------|---------------|----------------|
| Comparable Community            | Title & Position Comments         | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                         | n/a                               |               |               |                |
| Pella                           | n/a                               |               |               |                |
| Newton                          | n/a                               |               |               |                |
| Pleasant Hill                   | n/a                               |               |               |                |
| Grimes                          | Recreation Coordinator            | 45,359        | 60,214        | 52,031         |
| Norwalk                         | Recreation Supervisor             |               |               |                |
| Marshalltown                    | Recreation Supervisor             |               |               |                |
| Clive                           | Recreation Coordinator            |               |               | 72,030         |
| Oskaloosa                       | n/a                               |               |               |                |
| Waukee                          | Recreation Supervisor             |               |               |                |
| Des Moines                      | Recreation Program Coordinator    | 44,408        | 52,603        | 46,384         |
| Ankeny                          | Recreation Supervisor             |               |               |                |
| West Des Moines                 | Recreation Program/Facility       | 80,894        | 129,171       | 113,360        |
| Urbandale                       | Recreation Coordinator            | 55,980        | 71,968        |                |
|                                 |                                   |               |               |                |
| Indianola                       | Recreation Coordinator (aquatics) | 52,835        | 67,806        |                |
|                                 |                                   |               |               |                |
| Range Data                      |                                   |               |               |                |
| Average                         |                                   | 56,660.25     | 78,489.00     | 70,951.25      |
| 50th Percentile                 |                                   | 50,669.50     | 66,091.00     | 62,030.50      |
| 60th Percentile                 |                                   | 53,855.80     | 69,617.20     | 68,030.20      |
| 65th Percentile                 |                                   | 55,448.95     | 71,380.30     | 71,030.05      |
| 70th Percentile                 |                                   | 58,471.40     | 77,688.30     | 76,163.00      |
| 75th Percentile                 |                                   | 62,208.50     | 86,268.75     | 82,362.50      |
| 80th Percentile                 |                                   | 65,945.60     | 94,849.20     | 88,562.00      |
|                                 |                                   |               |               |                |
| Actual Data                     |                                   |               |               |                |
| Average                         |                                   | 63,856.13     | 85,141.50     |                |
| 50th Percentile                 |                                   | 55,827.45     | 74,436.60     |                |
| 60th Percentile                 |                                   | 61,227.18     | 81,636.24     |                |
| 65th Percentile                 |                                   | 63,927.05     | 85,236.06     |                |
| 70th Percentile                 |                                   | 68,546.70     | 91,395.60     |                |
| 75th Percentile                 |                                   | 74,126.25     | 98,835.00     |                |
| 80th Percentile                 |                                   | 79,705.80     | 106,274.40    |                |

| Operation Specialist - Parks |                                |               |               |                |
|------------------------------|--------------------------------|---------------|---------------|----------------|
| Comparable Community         | Title & Position Comments      | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                      | Parks Operator I & II          | 44,740        | 66,372        | 61,027         |
| Pella                        | Parks Maintenance Technician   |               |               | 40,643         |
| Newton                       | Parks Recreation Specialist    |               |               | 38,479         |
| Pleasant Hill                | Park Maintenance Tech          | 53,289        | 60,715        | 57,740         |
| Grimes                       | n/a                            |               |               |                |
| Norwalk                      | Parks Technician               | 48,185        | 64,247        |                |
| Marshalltown                 | Park Maintenance Worker        | 45,240        | 57,200        |                |
| Clive                        | Operation Specialist - Parks   |               |               | 69,481         |
| Oskaloosa                    | n/a                            |               |               |                |
| Waukee                       | Parks Laborer                  | 47,278        | 62,212        | 61,630         |
| Des Moines                   | Parks Maintenance Worker       | 61,318        | 73,320        | 65,344         |
| Ankeny                       | Parks Maintenance Technician   | 52,905        | 64,973        | 54,246         |
| West Des Moines              | Grounds Maintenance Specialist | 50,274        | 70,346        | 68,827         |
| Urbandale                    | Parks Laborer                  | 57,492        | 62,934        |                |
|                              |                                |               |               |                |
| Indianola                    | Operations Specialist - Parks  | 50,595        | 55,783        |                |
|                              |                                |               |               |                |
| Range Data                   |                                |               |               |                |
| Average                      |                                | 51,191.16     | 64,702.06     | 57,490.81      |
| 50th Percentile              |                                | 50,273.60     | 64,247.00     | 61,027.00      |
| 60th Percentile              |                                | 52,378.56     | 64,827.77     | 61,509.40      |
| 65th Percentile              |                                | 52,981.64     | 65,252.77     | 62,372.74      |
| 70th Percentile              |                                | 53,135.32     | 65,812.38     | 63,858.22      |
| 75th Percentile              |                                | 53,289.00     | 66,372.00     | 65,343.70      |
| 80th Percentile              |                                | 54,970.20     | 67,961.44     | 66,737.10      |
|                              |                                |               |               |                |
| Actual Data                  |                                |               |               |                |
| Average                      |                                | 51,741.73     | 68,988.97     |                |
| 50th Percentile              |                                | 54,924.30     | 73,232.40     |                |
| 60th Percentile              |                                | 55,358.46     | 73,811.28     |                |
| 65th Percentile              |                                | 56,135.47     | 74,847.29     |                |
| 70th Percentile              |                                | 57,472.40     | 76,629.86     |                |
| 75th Percentile              |                                | 58,809.33     | 78,412.44     |                |
| 80th Percentile              |                                | 60,063.39     | 80,084.52     |                |

| Publication/Marketing Coordinator |                                       |               |               |                |
|-----------------------------------|---------------------------------------|---------------|---------------|----------------|
| Comparable Community              | Title & Position Comments             | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                           | Communication Specialist              | 69,784        | 91,083        | 80,912         |
| Pella                             | Local Programming Coordinator         |               |               | 48,276         |
| Newton                            | Community Marketing Manager           |               |               | 69,119         |
| Pleasant Hill                     | Communication Specialist              | 68,335        | 93,521        | 79,942         |
| Grimes                            | Marketing and Comm. Coordinator       | 71,586        | 97,247        | 69,166         |
| Norwalk                           | Marketing and Comm. Specialist        | 69,700        | 92,933        | 74,037         |
| Marshalltown                      | n/a                                   |               |               |                |
| Clive                             | n/a                                   |               |               |                |
| Oskaloosa                         | n/a                                   |               |               |                |
| Waukee                            | Marketing and Comm. Specialist        | 51,979        | 68,411        |                |
| Des Moines                        | Communications Specialist I           | 62,317        | 74,568        | 68,377         |
| Ankeny                            | Communications Specialist             | 70,911        | 95,166        | 89,702         |
| West Des Moines                   | n/a                                   |               |               |                |
| Urbandale                         | Director of Marketing and Comm.       | 95,218        | 112,430       | 95,218         |
|                                   |                                       |               |               |                |
| Indianola                         | Publication and Marketing Coordinator | 52,835        | 67,806        |                |
|                                   |                                       |               |               |                |
| Range Data                        |                                       |               |               |                |
| Average                           |                                       | 69,978.75     | 90,669.88     | 74,972.06      |
| 50th Percentile                   |                                       | 69,742.00     | 93,227.00     | 74,037.00      |
| 60th Percentile                   |                                       | 70,009.40     | 93,850.00     | 78,761.00      |
| 65th Percentile                   |                                       | 70,403.85     | 94,425.75     | 80,136.00      |
| 70th Percentile                   |                                       | 70,798.30     | 95,001.50     | 80,524.00      |
| 75th Percentile                   |                                       | 71,079.75     | 95,686.25     | 80,912.00      |
| 80th Percentile                   |                                       | 71,316.00     | 96,414.60     | 84,428.00      |
|                                   |                                       |               |               |                |
| Actual Data                       |                                       |               |               |                |
| Average                           |                                       | 67,474.85     | 89,966.47     |                |
| 50th Percentile                   |                                       | 66,633.30     | 88,844.40     |                |
| 60th Percentile                   |                                       | 70,884.90     | 94,513.20     |                |
| 65th Percentile                   |                                       | 72,122.40     | 96,163.20     |                |
| 70th Percentile                   |                                       | 72,471.60     | 96,628.80     |                |
| 75th Percentile                   |                                       | 72,820.80     | 97,094.40     |                |
| 80th Percentile                   |                                       | 75,985.20     | 101,313.60    |                |

| Library Director     |                           |               |               |                |
|----------------------|---------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona              | Library Director          | 94,836        | 134,981       | 134,981        |
| Pella                | Library Director          |               |               | 90,750         |
| Newton               | Library Director          |               |               | 115,013        |
| Pleasant Hill        | Library Director          | 96,154        | 131,594       | 116,987        |
| Grimes               | Library Director          | 93,325        | 124,086       | 112,167        |
| Norwalk              | Library Director          | 103,881       | 124,657       | 122,349        |
| Marshalltown         | Library Director          | 92,040        | 124,550       | 124,550        |
| Clive                | Library Manager           | 93,021        | 111,414       |                |
| Oskaloosa            | Library Director          |               |               | 56,075         |
| Waukee               | Library Director          | 101,800       | 139,321       | 123,855        |
| Des Moines           | Library Director          |               |               | 191,000        |
| Ankeny               | Library Director          | 113,021       | 151,676       | 137,699        |
| West Des Moines      | Library Director          | 109,661       | 174,907       | 174,915        |
| Urbandale            | Library Director          | 112,055       | 144,076       | 118,468        |
|                      |                           |               |               |                |
| Indianola            | Library Director          | 83,188        | 107,125       |                |
|                      |                           |               |               |                |
| Range Data           |                           |               |               |                |
| Average              |                           | 100,979.40    | 136,126.20    | 124,523.78     |
| 50th Percentile      |                           | 98,977.00     | 133,287.50    | 122,349.00     |
| 60th Percentile      |                           | 102,632.40    | 136,717.00    | 123,994.00     |
| 65th Percentile      |                           | 103,568.85    | 138,670.00    | 124,411.00     |
| 70th Percentile      |                           | 105,615.00    | 140,747.50    | 128,722.40     |
| 75th Percentile      |                           | 108,216.00    | 142,887.25    | 134,981.00     |
| 80th Percentile      |                           | 110,139.80    | 145,596.00    | 136,611.80     |
|                      |                           |               |               |                |
| Actual Data          |                           |               |               |                |
| Average              |                           | 112,071.40    | 149,428.53    |                |
| 50th Percentile      |                           | 110,114.10    | 146,818.80    |                |
| 60th Percentile      |                           | 111,594.60    | 148,792.80    |                |
| 65th Percentile      |                           | 111,969.90    | 149,293.20    |                |
| 70th Percentile      |                           | 115,850.16    | 154,466.88    |                |
| 75th Percentile      |                           | 121,482.90    | 161,977.20    |                |
| 80th Percentile      |                           | 122,950.62    | 163,934.16    |                |

| Adult Services Librarian |                                  |               |               |                |
|--------------------------|----------------------------------|---------------|---------------|----------------|
| Comparable Community     | Title & Position Comments        | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                  | n/a                              |               |               |                |
| Pella                    | n/a                              |               |               |                |
| Newton                   | Public Services Librarian        |               |               | 67,462         |
| Pleasant Hill            | Staff Librarian                  | 61,982        | 84,827        | 78,472         |
| Grimes                   | Head of Circulation              | 58,547        | 75,759        | 60,819         |
| Norwalk                  | Adult Services Librarian         | 54,947        | 73,262        | 59,343         |
| Marshalltown             | Public Services and Tech Manager | 67,267        | 82,201        | 72,696         |
| Clive                    | Adult Services Librarian         |               |               | 80,290         |
| Oskaloosa                | n/a                              |               |               |                |
| Waukee                   | Adult Services Librarian         | 53,705        | 73,486        | 60,403         |
| Des Moines               | Librarian                        | 63,086        | 75,587        | 71,768         |
| Ankeny                   | Adult Services Librarian         | 63,111        | 84,696        | 79,835         |
| West Des Moines          | Head of Adult Services           | 69,929        | 107,689       | 93,926         |
| Urbandale                | Library Specialist               | 61,593        | 79,184        |                |
|                          |                                  |               |               |                |
| Indianola                | Adult Service Librarian          | 52,835        | 67,806        |                |
|                          |                                  |               |               |                |
| Range Data               |                                  |               |               |                |
| Average                  |                                  | 61,574.15     | 81,854.50     | 72,501.36      |
| 50th Percentile          |                                  | 61,982.00     | 79,184.00     | 72,232.00      |
| 60th Percentile          |                                  | 62,865.20     | 81,597.60     | 75,006.40      |
| 65th Percentile          |                                  | 63,091.07     | 82,699.90     | 77,605.60      |
| 70th Percentile          |                                  | 63,101.22     | 83,697.71     | 78,880.77      |
| 75th Percentile          |                                  | 63,111.36     | 84,695.52     | 79,493.92      |
| 80th Percentile          |                                  | 64,773.62     | 84,748.11     | 79,925.65      |
|                          |                                  |               |               |                |
| Actual Data              |                                  |               |               |                |
| Average                  |                                  | 65,251.22     | 87,001.63     |                |
| 50th Percentile          |                                  | 65,008.80     | 86,678.40     |                |
| 60th Percentile          |                                  | 67,505.76     | 90,007.68     |                |
| 65th Percentile          |                                  | 69,845.04     | 93,126.72     |                |
| 70th Percentile          |                                  | 70,992.69     | 94,656.92     |                |
| 75th Percentile          |                                  | 71,544.53     | 95,392.70     |                |
| 80th Percentile          |                                  | 71,933.08     | 95,910.78     |                |

| Library Assistant    |                              |               |               |                |
|----------------------|------------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments    | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona              | Librarian                    | 31,075        | 72,009        |                |
| Pella                | Library Assistant            |               |               | 35,921         |
| Newton               | n/a                          |               |               |                |
| Pleasant Hill        | Library Tech                 | 21,236        | 60,278        | 37,668         |
| Grimes               | Library Associate            | 23,504        | 26,977        |                |
| Norwalk              | Circulation Assistant        | 25,708        | 31,200        |                |
| Marshalltown         | Library Assistant IV         | 44,491        | 54,308        |                |
| Clive                | Library Assistant            | 34,860        | 43,472        |                |
| Oskaloosa            | Library Assistant            | 31,393        | 41,425        |                |
| Waukee               | Public Services Assistant II | 33,550        | 45,905        | 33,550         |
| Des Moines           | Library Assistant            | 53,435        | 63,835        | 61,818         |
| Ankeny               | Library Associate            | 44,491        | 59,708        | 51,257         |
| West Des Moines      | Library Assistant            | 47,445        | 70,450        | 55,328         |
| Urbandale            | Library Assistant            | 40,559        | 52,160        |                |
|                      |                              |               |               |                |
| Indianola            | Library Assistant            | 30,639        | 39,654        |                |
|                      |                              |               |               |                |
| Range Data           |                              |               |               |                |
| Average              |                              | 35,568.15     | 50,875.46     | 45,923.67      |
| 50th Percentile      |                              | 34,205.00     | 53,234.00     | 44,462.72      |
| 60th Percentile      |                              | 38,279.40     | 57,548.29     | 51,257.44      |
| 65th Percentile      |                              | 41,148.80     | 59,793.91     | 52,275.08      |
| 70th Percentile      |                              | 43,311.40     | 60,107.14     | 53,292.72      |
| 75th Percentile      |                              | 44,491.05     | 61,167.25     | 54,310.36      |
| 80th Percentile      |                              | 44,491.16     | 63,123.60     | 55,328.00      |
|                      |                              |               |               |                |
| Actual Data          |                              |               |               |                |
| Average              |                              | 41,331.31     | 55,108.41     |                |
| 50th Percentile      |                              | 40,016.45     | 53,355.26     |                |
| 60th Percentile      |                              | 46,131.70     | 61,508.93     |                |
| 65th Percentile      |                              | 47,047.57     | 62,730.10     |                |
| 70th Percentile      |                              | 47,963.45     | 63,951.26     |                |
| 75th Percentile      |                              | 48,879.32     | 65,172.43     |                |
| 80th Percentile      |                              | 49,795.20     | 66,393.60     |                |

| Youth Services Librarian |                            |               |               |                |
|--------------------------|----------------------------|---------------|---------------|----------------|
| Comparable Community     | Title & Position Comments  | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                  | n/a                        |               |               |                |
| Pella                    | Youth Services Librarian   |               |               | 81,224         |
| Newton                   | Youth Services Librarian   |               |               | 72,302         |
| Pleasant Hill            | n/a                        |               |               |                |
| Grimes                   | Head of Youth Services     | 58,547        | 78,978        | 71,413         |
| Norwalk                  | Youth Services Librarian   | 55,814        | 74,418        | 62,264         |
| Marshalltown             | Youth Services Librarian   | 67,267        | 82,201        | 82,201         |
| Clive                    | Youth Services Librarian   |               |               | 71,495         |
| Oskaloosa                | Youth Services Librarian   | 37,994        | 50,237        |                |
| Waukee                   | Youth Services Manager     | 60,403        | 82,680        | 73,486         |
| Des Moines               | Librarian - Youth Services | 63,086        | 75,587        | 71,769         |
| Ankeny                   | Youth Services Library     | 63,111        | 84,696        | 74,256         |
| West Des Moines          | Head of Youth Services     | 80,984        | 129,171       | 98,487         |
| Urbandale                | Library Specialist         | 61,593        | 79,184        |                |
|                          |                            |               |               |                |
| Indianola                | Youth Services Librarian   | 52,835        | 67,806        |                |
|                          |                            |               |               |                |
| Range Data               |                            |               |               |                |
| Average                  |                            | 60,977.71     | 81,905.72     | 75,889.67      |
| 50th Percentile          |                            | 61,593.00     | 79,184.00     | 72,894.00      |
| 60th Percentile          |                            | 62,787.40     | 81,597.60     | 73,794.00      |
| 65th Percentile          |                            | 63,091.07     | 82,296.80     | 74,140.50      |
| 70th Percentile          |                            | 63,101.22     | 82,488.40     | 76,346.40      |
| 75th Percentile          |                            | 63,111.36     | 82,680.00     | 79,482.00      |
| 80th Percentile          |                            | 64,773.62     | 83,486.21     | 81,419.40      |
|                          |                            |               |               |                |
| Actual Data              |                            |               |               |                |
| Average                  |                            | 68,300.70     | 91,067.60     |                |
| 50th Percentile          |                            | 65,604.60     | 87,472.80     |                |
| 60th Percentile          |                            | 66,414.60     | 88,552.80     |                |
| 65th Percentile          |                            | 66,726.45     | 88,968.60     |                |
| 70th Percentile          |                            | 68,711.76     | 91,615.68     |                |
| 75th Percentile          |                            | 71,533.80     | 95,378.40     |                |
| 80th Percentile          |                            | 73,277.46     | 97,703.28     |                |

| Children Services Assistant |                                    |               |               |                |
|-----------------------------|------------------------------------|---------------|---------------|----------------|
| Comparable Community        | Title & Position Comments          | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                     | Children Services Assistant        | 39,665        | 58,385        | 48,776         |
| Pella                       | n/a                                |               |               |                |
| Newton                      | n/a                                |               |               |                |
| Pleasant Hill               | n/a                                |               |               |                |
| Grimes                      | Youth Services Librarian           | 47,683        | 62,324        | 55,621         |
| Norwalk                     | n/a                                |               |               |                |
| Marshalltown                | Reference Librarian                | 53,289        | 65,124        | 54,371         |
| Clive                       | n/a                                |               |               |                |
| Oskaloosa                   | n/a                                |               |               |                |
| Waukee                      | Children's Librarian               | 53,705        | 73,486        | 53,705         |
| Des Moines                  | Library Assistant (Youth Services) | 53,435        | 63,835        | 61,817         |
| Ankeny                      | n/a                                |               |               |                |
| West Des Moines             | Youth Services Assistant           | 47,445        | 70,450        | 67,454         |
| Urbandale                   | Library Specialist                 | 61,593        | 79,184        |                |
|                             |                                    |               |               |                |
| Indianola                   | Children's Services Assistant      | 38,885        | 50,425        |                |
|                             |                                    |               |               |                |
| Range Data                  |                                    |               |               |                |
| Average                     |                                    | 50,973.54     | 67,541.09     | 56,957.40      |
| 50th Percentile             |                                    | 53,289.00     | 65,124.00     | 54,996.00      |
| 60th Percentile             |                                    | 53,376.60     | 68,319.36     | 55,621.00      |
| 65th Percentile             |                                    | 53,420.40     | 69,917.04     | 57,170.00      |
| 70th Percentile             |                                    | 53,489.00     | 71,056.88     | 58,719.00      |
| 75th Percentile             |                                    | 53,570.00     | 71,967.80     | 60,268.00      |
| 80th Percentile             |                                    | 53,651.00     | 72,878.72     | 61,817.00      |
|                             |                                    |               |               |                |
| Actual Data                 |                                    |               |               |                |
| Average                     |                                    | 51,261.66     | 68,348.88     |                |
| 50th Percentile             |                                    | 49,496.40     | 65,995.20     |                |
| 60th Percentile             |                                    | 50,058.90     | 66,745.20     |                |
| 65th Percentile             |                                    | 51,453.00     | 68,604.00     |                |
| 70th Percentile             |                                    | 52,847.10     | 70,462.80     |                |
| 75th Percentile             |                                    | 54,241.20     | 72,321.60     |                |
| 80th Percentile             |                                    | 55,635.30     | 74,180.40     |                |

| Circulation Services Coordinator |                                   |               |               |                |
|----------------------------------|-----------------------------------|---------------|---------------|----------------|
| Comparable Community             | Title & Position Comments         | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                          | Circulation Lead                  | 55,182        | 72,009        | 60,299         |
| Pella                            | n/a                               |               |               |                |
| Newton                           | Circulation Clerk                 |               |               | 51,367         |
| Pleasant Hill                    | n/a                               |               |               |                |
| Grimes                           | n/a                               |               |               |                |
| Norwalk                          | n/a                               |               |               |                |
| Marshalltown                     | n/a                               |               |               |                |
| Clive                            | Public Services Librarian         |               |               | 78,706         |
| Oskaloosa                        | Library Administrative Assistant  | 34,547        | 45,630        |                |
| Waukee                           | n/a                               |               |               |                |
| Des Moines                       | n/a                               |               |               |                |
| Ankeny                           | n/a                               |               |               |                |
| West Des Moines                  | n/a                               |               |               |                |
| Urbandale                        | Library Manager - Patron Services | 72,793        | 93,591        | 79,042         |
|                                  |                                   |               |               |                |
| Indianola                        | Circulation Services Coordinator  | 43,571        | 56,488        |                |
|                                  |                                   |               |               |                |
| Range Data                       |                                   |               |               |                |
| Average                          |                                   | 54,174.00     | 70,410.00     | 67,353.50      |
| 50th Percentile                  |                                   | 55,182.00     | 72,009.00     | 69,502.50      |
| 60th Percentile                  |                                   | 58,704.20     | 76,325.40     | 75,024.60      |
| 65th Percentile                  |                                   | 60,465.30     | 78,483.60     | 77,785.65      |
| 70th Percentile                  |                                   | 62,226.40     | 80,641.80     | 78,739.60      |
| 75th Percentile                  |                                   | 63,987.50     | 82,800.00     | 78,790.00      |
| 80th Percentile                  |                                   | 65,748.60     | 84,958.20     | 78,840.40      |
|                                  |                                   |               |               |                |
| Actual Data                      |                                   |               |               |                |
| Average                          |                                   | 60,618.15     | 80,824.20     |                |
| 50th Percentile                  |                                   | 62,552.25     | 83,403.00     |                |
| 60th Percentile                  |                                   | 67,522.14     | 90,029.52     |                |
| 65th Percentile                  |                                   | 70,007.09     | 93,342.78     |                |
| 70th Percentile                  |                                   | 70,865.64     | 94,487.52     |                |
| 75th Percentile                  |                                   | 70,911.00     | 94,548.00     |                |
| 80th Percentile                  |                                   | 70,956.36     | 94,608.48     |                |

| Teen Services and Marketing |                             |               |               |                |
|-----------------------------|-----------------------------|---------------|---------------|----------------|
| Comparable Community        | Title & Position Comments   | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                     | n/a                         |               |               |                |
| Pella                       | n/a                         |               |               |                |
| Newton                      | n/a                         |               |               |                |
| Pleasant Hill               | n/a                         |               |               |                |
| Grimes                      | n/a                         |               |               |                |
| Norwalk                     | n/a                         |               |               |                |
| Marshalltown                | n/a                         |               |               |                |
| Clive                       | n/a                         |               |               |                |
| Oskaloosa                   | n/a                         |               |               |                |
| Waukee                      | Technical Services Manager  | 60,408        | 82,672        | 67,951         |
| Des Moines                  | Graphic Designer - Library  | 53,206        | 63,648        | 63,648         |
| Ankeny                      | Teen Services Librarian     | 63,111        | 84,696        | 66,267         |
| West Des Moines             | n/a                         |               |               |                |
| Urbandale                   | Library Specialist          | 61,593        | 79,184        |                |
|                             |                             |               |               |                |
| Indianola                   | Teen Services and Marketing | 52,835        | 67,806        |                |
|                             |                             |               |               |                |
| Range Data                  |                             |               |               |                |
| Average                     |                             | 59,579.59     | 77,549.88     | 65,955.24      |
| 50th Percentile             |                             | 61,000.50     | 80,928.00     | 66,266.72      |
| 60th Percentile             |                             | 61,356.00     | 81,974.40     | 66,603.58      |
| 65th Percentile             |                             | 61,533.75     | 82,497.60     | 66,772.00      |
| 70th Percentile             |                             | 61,744.84     | 82,874.35     | 66,940.43      |
| 75th Percentile             |                             | 61,972.59     | 83,177.88     | 67,108.86      |
| 80th Percentile             |                             | 62,200.34     | 83,481.41     | 67,277.29      |
|                             |                             |               |               |                |
| Actual Data                 |                             |               |               |                |
| Average                     |                             | 59,359.72     | 79,146.29     |                |
| 50th Percentile             |                             | 59,640.05     | 79,520.06     |                |
| 60th Percentile             |                             | 59,943.22     | 79,924.29     |                |
| 65th Percentile             |                             | 60,094.80     | 80,126.40     |                |
| 70th Percentile             |                             | 60,246.39     | 80,328.52     |                |
| 75th Percentile             |                             | 60,397.97     | 80,530.63     |                |
| 80th Percentile             |                             | 60,549.56     | 80,732.75     |                |

| Water Pollution Control Superintendent |                                 |               |               |                |
|----------------------------------------|---------------------------------|---------------|---------------|----------------|
| Comparable Community                   | Title & Position Comments       | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                                | Utilities Supervisor            | 78,790        | 102,835       | 96,928         |
| Pella                                  | Water Treatment Plant Sup.      |               |               | 96,491         |
| Newton                                 | WPC Plant Superintendent        |               |               | 91,089         |
| Pleasant Hill                          | n/a                             |               |               |                |
| Grimes                                 | n/a                             |               |               |                |
| Norwalk                                | n/a                             |               |               |                |
| Marshalltown                           | WPCP Superintendent             | 79,830        | 105,705       | 105,705        |
| Clive                                  | n/a                             |               |               |                |
| Oskaloosa                              | n/a                             |               |               |                |
| Waukee                                 | Water/Wastewater Superintendent | 67,288        | 88,545        | 88,545         |
| Des Moines                             | Sewer Operations Administrator  | 106,757       | 152,100       | 128,768        |
| Ankeny                                 | n/a                             |               |               |                |
| West Des Moines                        | n/a                             |               |               |                |
| Urbandale                              | n/a                             |               |               |                |
|                                        |                                 |               |               |                |
| Indianola                              | Wastewater Superintendent       | 90,985        | 117,079       |                |
|                                        |                                 |               |               |                |
| Range Data                             |                                 |               |               |                |
| Average                                |                                 | 83,166.25     | 112,296.25    | 101,254.31     |
| 50th Percentile                        |                                 | 79,310.00     | 104,270.00    | 96,709.50      |
| 60th Percentile                        |                                 | 79,622.00     | 105,131.00    | 96,928.00      |
| 65th Percentile                        |                                 | 79,778.00     | 105,561.50    | 99,122.25      |
| 70th Percentile                        |                                 | 82,522.70     | 110,344.50    | 101,316.50     |
| 75th Percentile                        |                                 | 86,561.75     | 117,303.75    | 103,510.75     |
| 80th Percentile                        |                                 | 90,600.80     | 124,263.00    | 105,705.00     |
|                                        |                                 |               |               |                |
| Actual Data                            |                                 |               |               |                |
| Average                                |                                 | 91,128.88     | 121,505.17    |                |
| 50th Percentile                        |                                 | 87,038.55     | 116,051.40    |                |
| 60th Percentile                        |                                 | 87,235.20     | 116,313.60    |                |
| 65th Percentile                        |                                 | 89,210.03     | 118,946.70    |                |
| 70th Percentile                        |                                 | 91,184.85     | 121,579.80    |                |
| 75th Percentile                        |                                 | 93,159.68     | 124,212.90    |                |
| 80th Percentile                        |                                 | 95,134.50     | 126,846.00    |                |

| Water Pollution Control Operator |                                    |               |               |                |
|----------------------------------|------------------------------------|---------------|---------------|----------------|
| Comparable Community             | Title & Position Comments          | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                          | Utilities Operator I, II, III      | 44,740        | 72,009        | 51,126         |
| Pella                            | Wastewater Treatment Operator      |               |               | 58,884         |
| Newton                           | WPC Assistant Plant Superintendent |               |               | 75,119         |
| Pleasant Hill                    | n/a                                |               |               |                |
| Grimes                           | n/a                                |               |               |                |
| Norwalk                          | n/a                                |               |               |                |
| Marshalltown                     | Operator II                        | 55,390        | 67,662        |                |
| Clive                            | Public Works Operations Specialist |               |               | 69,973         |
| Oskaloosa                        | n/a                                |               |               |                |
| Waukee                           | Water/Wastewater Operator          | 59,820        | 78,707        | 65,728         |
| Des Moines                       | Wastewater Operation Specialist    | 69,451        | 83,013        | 77,457         |
| Ankeny                           | n/a                                |               |               |                |
| West Des Moines                  | n/a                                |               |               |                |
| Urbandale                        | n/a                                |               |               |                |
|                                  |                                    |               |               |                |
| Indianola                        | WPC Grade 3                        | 63,987        | 73,894        |                |
|                                  |                                    |               |               |                |
| Range Data                       |                                    |               |               |                |
| Average                          |                                    | 57,350.25     | 75,347.75     | 66,381.19      |
| 50th Percentile                  |                                    | 57,605.00     | 75,358.00     | 67,850.50      |
| 60th Percentile                  |                                    | 58,934.00     | 77,367.40     | 69,973.00      |
| 65th Percentile                  |                                    | 59,598.50     | 78,372.10     | 71,259.50      |
| 70th Percentile                  |                                    | 60,783.10     | 79,137.60     | 72,546.00      |
| 75th Percentile                  |                                    | 62,227.75     | 79,783.50     | 73,832.50      |
| 80th Percentile                  |                                    | 63,672.40     | 80,429.40     | 75,119.00      |
|                                  |                                    |               |               |                |
| Actual Data                      |                                    |               |               |                |
| Average                          |                                    | 59,743.07     | 79,657.42     |                |
| 50th Percentile                  |                                    | 61,065.45     | 81,420.60     |                |
| 60th Percentile                  |                                    | 62,975.70     | 83,967.60     |                |
| 65th Percentile                  |                                    | 64,133.55     | 85,511.40     |                |
| 70th Percentile                  |                                    | 65,291.40     | 87,055.20     |                |
| 75th Percentile                  |                                    | 66,449.25     | 88,599.00     |                |
| 80th Percentile                  |                                    | 67,607.10     | 90,142.80     |                |

| Public Works Director |                                     |               |               |                |
|-----------------------|-------------------------------------|---------------|---------------|----------------|
| Comparable Community  | Title & Position Comments           | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona               | Public Works Director               | 101,450       | 144,395       | 144,395        |
| Pella                 | Public Works Director               |               |               | 139,400        |
| Newton                | Director of Public Works            |               |               | 121,194        |
| Pleasant Hill         | Public Works Director               | 106,010       | 145,083       | 124,017        |
| Grimes                | Public Works Director               | 109,245       | 148,179       | 136,407        |
| Norwalk               | Public Works Director               | 118,733       | 158,311       | 133,510        |
| Marshalltown          | Public Works Director/City Engineer | 103,251       | 139,713       | 109,907        |
| Clive                 | Public Works Director               |               |               | 152,732        |
| Oskaloosa             | Public Works Director               |               |               |                |
| Waukee                | Public Works Director               | 114,511       | 156,717       | 156,717        |
| Des Moines            | Public Works Director               | 140,621       | 200,887       | 200,886        |
| Ankeny                | Public Works Operation Manager      | 100,589       | 134,990       | 110,899        |
| West Des Moines       | Public Services Director            | 116,514       | 185,841       | 183,748        |
| Urbandale             | Director of Engineering and PW      | 127,476       | 163,884       | 149,313        |
|                       |                                     |               |               |                |
| Indianola             | Public Works Director               | 99,663        | 129,139       |                |
|                       |                                     |               |               |                |
| Range Data            |                                     |               |               |                |
| Average               |                                     | 113,840.00    | 157,800.00    | 143,317.31     |
| 50th Percentile       |                                     | 111,878.00    | 152,448.00    | 139,400.00     |
| 60th Percentile       |                                     | 115,312.20    | 157,354.60    | 145,378.60     |
| 65th Percentile       |                                     | 116,213.55    | 158,071.90    | 148,329.40     |
| 70th Percentile       |                                     | 117,179.70    | 159,982.90    | 150,680.60     |
| 75th Percentile       |                                     | 118,178.25    | 162,490.75    | 152,732.00     |
| 80th Percentile       |                                     | 120,481.60    | 168,275.40    | 155,123.00     |
|                       |                                     |               |               |                |
| Actual Data           |                                     |               |               |                |
| Average               |                                     | 128,985.58    | 171,980.77    |                |
| 50th Percentile       |                                     | 125,460.00    | 167,280.00    |                |
| 60th Percentile       |                                     | 130,840.74    | 174,454.32    |                |
| 65th Percentile       |                                     | 133,496.46    | 177,995.28    |                |
| 70th Percentile       |                                     | 135,612.54    | 180,816.72    |                |
| 75th Percentile       |                                     | 137,458.80    | 183,278.40    |                |
| 80th Percentile       |                                     | 139,610.70    | 186,147.60    |                |

| Street Foreman       |                                    |               |               |                |
|----------------------|------------------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments          | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona              | Street Supervisor                  | 78,790        | 102,835       | 86,112         |
| Pella                | Public Works Streets Supervisor    |               |               | 66,622         |
| Newton               | PW Operations Assistant Supt.      |               |               | 76,968         |
| Pleasant Hill        | Assistant Public Works Director    | 87,215        | 119,360       | 102,029        |
| Grimes               | Operations Superintendent          | 83,931        | 112,039       | 93,317         |
| Norwalk              | Assistant Public Works Director    | 91,990        | 122,653       | 105,074        |
| Marshalltown         | Street Superintendent              | 70,928        | 94,099        | 77,251         |
| Clive                | PW Operations Supervisor - Streets |               |               | 83,141         |
| Oskaloosa            | Street Supervisor                  | 50,757        | 67,017        |                |
| Waukee               | Streets Crew Lead                  | 53,164        | 69,971        | 69,971         |
| Des Moines           | Public Works Manager - Streets     | 97,115        | 122,990       | 102,051        |
| Ankeny               | Street Supervisor                  | 79,674        | 106,922       | 103,809        |
| West Des Moines      | Public Services Operations Foreman | 69,929        | 107,689       | 103,727        |
| Urbandale            | Roads Supervisor                   | 76,406        | 100,806       | 100,806        |
|                      |                                    |               |               |                |
| Indianola            | Foreman - Streets                  | 62,027        | 68,384        |                |
|                      |                                    |               |               |                |
| Range Data           |                                    |               |               |                |
| Average              |                                    | 76,354.49     | 102,398.31    | 90,067.51      |
| 50th Percentile      |                                    | 78,790.00     | 106,922.40    | 93,317.00      |
| 60th Percentile      |                                    | 79,674.40     | 107,689.00    | 101,050.60     |
| 65th Percentile      |                                    | 81,802.70     | 109,864.00    | 101,784.40     |
| 70th Percentile      |                                    | 83,931.00     | 112,039.00    | 102,037.80     |
| 75th Percentile      |                                    | 85,573.00     | 115,699.50    | 102,051.00     |
| 80th Percentile      |                                    | 87,215.00     | 119,360.00    | 103,056.60     |
|                      |                                    |               |               |                |
| Actual Data          |                                    |               |               |                |
| Average              |                                    | 81,060.76     | 108,081.01    |                |
| 50th Percentile      |                                    | 83,985.30     | 111,980.40    |                |
| 60th Percentile      |                                    | 90,945.54     | 121,260.72    |                |
| 65th Percentile      |                                    | 91,605.96     | 122,141.28    |                |
| 70th Percentile      |                                    | 91,834.02     | 122,445.36    |                |
| 75th Percentile      |                                    | 91,845.90     | 122,461.20    |                |
| 80th Percentile      |                                    | 92,750.94     | 123,667.92    |                |

| Operation Specialist - Streets |                                       |               |               |                |
|--------------------------------|---------------------------------------|---------------|---------------|----------------|
| Comparable Community           | Title & Position Comments             | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Altoona                        | Street Operator I & II                | 44,740        | 66,372        | 56,326         |
| Pella                          | Heavy Equipment Operator              |               |               | 59,622         |
| Newton                         | n/a                                   |               |               |                |
| Pleasant Hill                  | Equipment Operator                    | 53,289        | 63,419        | 59,009         |
| Grimes                         | Street Tech                           | 48,547        | 62,816        |                |
| Norwalk                        | n/a                                   |               |               |                |
| Marshalltown                   | n/a                                   |               |               |                |
| Clive                          | PW Operations Specialist              |               |               | 69,973         |
| Oskaloosa                      | Lead Motor Equipment Operator         | 43,911        | 58,131        |                |
| Waukee                         | Streets Laborer                       | 47,278        | 62,212        | 57,033         |
| Des Moines                     | n/a                                   |               |               |                |
| Ankeny                         | n/a                                   |               |               |                |
| West Des Moines                | Public Services Operations Specialist | 50,274        | 70,346        | 67,954         |
| Urbandale                      | n/a                                   |               |               |                |
|                                |                                       |               |               |                |
| Indianola                      | Operations Specialist - Streets       | 55,848        | 61,572        |                |
|                                |                                       |               |               |                |
| Range Data                     |                                       |               |               |                |
| Average                        |                                       | 49,126.66     | 63,882.60     | 61,652.77      |
| 50th Percentile                |                                       | 47,912.50     | 63,117.50     | 59,315.50      |
| 60th Percentile                |                                       | 48,547.00     | 63,419.00     | 59,622.00      |
| 65th Percentile                |                                       | 48,978.65     | 64,157.25     | 61,704.90      |
| 70th Percentile                |                                       | 49,410.30     | 64,895.50     | 63,787.80      |
| 75th Percentile                |                                       | 49,841.95     | 65,633.75     | 65,870.70      |
| 80th Percentile                |                                       | 50,273.60     | 66,372.00     | 67,953.60      |
|                                |                                       |               |               |                |
| Actual Data                    |                                       |               |               |                |
| Average                        |                                       | 55,487.49     | 73,983.32     |                |
| 50th Percentile                |                                       | 53,383.95     | 71,178.60     |                |
| 60th Percentile                |                                       | 53,659.80     | 71,546.40     |                |
| 65th Percentile                |                                       | 55,534.41     | 74,045.88     |                |
| 70th Percentile                |                                       | 57,409.02     | 76,545.36     |                |
| 75th Percentile                |                                       | 59,283.63     | 79,044.84     |                |
| 80th Percentile                |                                       | 61,158.24     | 81,544.32     |                |

# APPENDIX D

| Comparable Community | Health Plan Offered           | Health Insurance: Employee Only |                       | Health Insurance: Employee + 1 |                       |
|----------------------|-------------------------------|---------------------------------|-----------------------|--------------------------------|-----------------------|
|                      |                               | Employee Contribution           | Employer Contribution | Employee Contribution          | Employer Contribution |
| Altoona              | High Deductible PPO, PPO      | 10.00%                          | 90.00%                | n/a                            | n/a                   |
| Ankeny               | HD PPO and PPO                | 10.00%                          | 90.00%                | 10.00%                         | 90.00%                |
| Pleasant Hill        | High Deductible PPO           | 10.00%                          | 90.00%                | 10.00%                         | 90.00%                |
| Grimes               | High Deductible PPO, PPO      | 5.00%                           | 95.00%                | 5.00%                          | 95.00%                |
| Norwalk              | PPO                           | 5.00%                           | 95.00%                | 5.00%                          | 95.00%                |
| Marshalltown         | PPO                           | 15.00%                          | 85.00%                | 15.00%                         | 85.00%                |
| Clive                | Other (POS, point of service) | 9.00%                           | 91.00%                | 16.00%                         | 84.00%                |
| Oskaloosa            | Other- self insured           | 5.00%                           | 95.00%                | n/a                            | N/A                   |
| Waukee               | PPO                           | 15.00%                          | 85.00%                | 15.00%                         | 85.00%                |
| Urbandale            | PPO                           | 8.50%                           | 91.50%                | 8.50%                          | 91.50%                |
| West Des Moines      | HD PPO and PPO                | 8.00%                           | 92.00%                | 14.00%                         | 86.00%                |
| Average:             |                               | 9.14%                           | 90.86%                | 10.94%                         | 89.06%                |
| Indianola, IA        | High Deductible PPO           | 13.00%                          | 87.00%                | 13.00%                         | 87.00%                |

| Comparable<br>Community | Health Insurance:<br>Coverage |                          | Family<br>Dental Coverage |                          |
|-------------------------|-------------------------------|--------------------------|---------------------------|--------------------------|
|                         | Employee<br>Contribution      | Employer<br>Contribution | Employee<br>Contribution  | Employer<br>Contribution |
| Altoona                 | 10.00%                        | 90.00%                   | 0.00%                     | 100.00%                  |
| Ankeny                  | 10.00%                        | 90.00%                   | 10.00%                    | 90.00%                   |
| Pleasant Hill           | 10.00%                        | 90.00%                   | 10.00%                    | 90.00%                   |
| Grimes                  | 5.00%                         | 95.00%                   | 0.00%                     | 100.00%                  |
| Norwalk                 | 5.00%                         | 95.00%                   | 0.00%                     | 100.00%                  |
| Marshalltown            | 15.00%                        | 85.00%                   | Built into health premium |                          |
| Clive                   | 16.00%                        | 84.00%                   | 0.00%                     | 100.00%                  |
| Oskaloosa               | 5.00%                         | 95.00%                   | 100.00%                   | 0.00%                    |
| Waukee                  | 15.00%                        | 85.00%                   | 15.00%                    | 85.00%                   |
| Urbandale               | 8.50%                         | 91.50%                   | 8.50%                     | 91.50%                   |
| West Des Moines         | 14.00%                        | 86.00%                   | 0.00%                     | 100.00%                  |
| Average:                | 10.32%                        | 89.68%                   | 14.35%                    | 85.65%                   |
| Indianola, IA           | 13.00%                        | 87.00%                   | 27.00%                    | 73.00%                   |

| Comparable Community | Vision Coverage       |                       | Life Insurance            |                                                   |
|----------------------|-----------------------|-----------------------|---------------------------|---------------------------------------------------|
|                      | Employee Contribution | Employer Contribution | Does the City Pay for It? | Total Coverage Amount                             |
| Altoona              | 0.00%                 | 100.00%               | Yes                       | 50,000                                            |
| Ankeny               | 100.00%               | 0.00%                 | Yes                       | 1.5x salary up to 300,000                         |
| Pleasant Hill        | 10.00%                | 90.00%                | Yes                       | Did not Specify.                                  |
| Grimes               | 0.00%                 | 100.00%               | Yes                       | 50,000                                            |
| Norwalk              | 100.00%               | 0.00%                 | Yes                       | 40,000                                            |
| Marshalltown         | Covered under health  |                       | Yes                       | Up to 125,000                                     |
| Clive                | 0.00%                 | 100.00%               | Yes                       | 100% of salary = \$10,000                         |
| Oskaloosa            | 100.00%               | 0.00%                 | Yes                       | 20,000                                            |
| Waukee               | 15.00%                | 85.00%                | Yes                       | 50,000                                            |
| Urbandale            | 8.50%                 | 91.50%                | Yes                       | 50,000                                            |
| West Des Moines      | 100.00%               | 0.00%                 | Yes                       | 1x Salary for non-union and 1/2 salary for union. |
| Average:             | 43.35%                | 56.65%                |                           |                                                   |
| Indianola, IA        | 30.00%                | 70.00%                | Yes                       | \$15,000 - Union<br>\$45,000 - Non Union          |

|                         | How many Holidays<br>granted per year? | How many personal days<br>granted per year? | How many sick days<br>granted per year? |
|-------------------------|----------------------------------------|---------------------------------------------|-----------------------------------------|
| Comparable<br>Community |                                        |                                             |                                         |
| Altoona                 | 11.00                                  | 0.00                                        | 8.65                                    |
| Ankeny                  | 9.00                                   | 4.00                                        | 12.00                                   |
| Pleasant Hill           | 10.00                                  | 2.00                                        | 12.00                                   |
| Grimes                  | 11.00                                  | 0.00                                        | 0                                       |
| Norwalk                 | 9.00                                   | 3.00                                        | 10.00                                   |
| Marshalltown            | 9.00                                   | 3                                           | 12.00                                   |
| Clive                   | 13.00                                  | 0.00                                        | 12                                      |
| Oskaloosa               | 11.00                                  | 0.00                                        | 12                                      |
| Waukee                  | 10.00                                  | 0.00                                        | 12.00                                   |
| Urbandale               | 8.00                                   | 3.00                                        | 12.00                                   |
| West Des Moines         | 9.00                                   | 2.00                                        | 12.00                                   |
| Average:                | 10.00                                  | 1.55                                        | 10.42                                   |
| Indianola, IA           | 9.00                                   | 2.00                                        | 12.00                                   |

| Comparable Community | Sick Leave Pay Out Upon Retirement or YOS                                                                                                                                                                                                                                                                                                                                                          |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Altoona              | After 20 years, employee can convert at 2:1 into vacation & then take a vacation buy out.                                                                                                                                                                                                                                                                                                          |
| Ankeny               | 20 YOS 25% of sick leave balance up to 400 hours                                                                                                                                                                                                                                                                                                                                                   |
| Pleasant Hill        | Any accrued sick leave over thirty days - 50% is paid out to an employee with a bonafide retirement                                                                                                                                                                                                                                                                                                |
| Grimes               | None                                                                                                                                                                                                                                                                                                                                                                                               |
| Norwalk              | Yes, for a bona fide retirement. 30% payout.                                                                                                                                                                                                                                                                                                                                                       |
| Marshalltown         | With 15 years of full time service 25% goes in to a Health Savings Account.                                                                                                                                                                                                                                                                                                                        |
| Clive                | At retirement paid 50% of balance up to 360 hrs total                                                                                                                                                                                                                                                                                                                                              |
| Oskaloosa            | After 20 year of service - payout of 1/4 of balance upon retirement/resignation in good standing.                                                                                                                                                                                                                                                                                                  |
| Waukee               | Upon an employee's separation of service in good standing, and if the employee taking a bona fide retirement from IPERS, or upon his/her death, said employee shall be paid 30% of their sick leave balance, up to a maximum of 216 hours. This compensation shall be placed into a Retirement Health Savings Account (RHS Plan) to be used for post-retiree health care expenses and/or premiums. |
| Urbandale            | 25% of balance for a bona fide retirement.                                                                                                                                                                                                                                                                                                                                                         |
| West Des Moines      | 50% of accumulated sick leave is paid out.                                                                                                                                                                                                                                                                                                                                                         |
| Average:             |                                                                                                                                                                                                                                                                                                                                                                                                    |
| Indianola, IA        | Only Police Union - a one-time payout of 50% of accrued sick leave after retiring from employment after reaching 22 years of service and 55 years old.                                                                                                                                                                                                                                             |

| Comparable Community | Vacation Time |           |             |             |       |
|----------------------|---------------|-----------|-------------|-------------|-------|
|                      | 0 - 5 YOS     | 6 - 9 YOS | 10 - 14 YOS | 15 - 20 YOS | 21+   |
| Altoona              |               |           |             |             |       |
| Ankeny               | 10.00         | 15.00     | 20.00       | 25.00       | 30.00 |
| Pleasant Hill        | 10.00         | 15.00     | 20.00       | 25.00       | 25.00 |
| Grimes               | 20.00         | 25.00     | 30.00       | 36.00       | 36.00 |
| Norwalk              | 10.00         | 15.00     | 20.00       | 20.00       | 20.00 |
| Marshalltown         | 10.00         | 15.00     | 20.00       | 20.00       | 25.00 |
| Clive                | 10.00         | 15.00     | 20.00       | 20.00       | 25.00 |
| Oskaloosa            | 10.00         | 15.00     | 20.00       | 20.00       | 20.00 |
| Waukee               | 10.00         | 15.00     | 20.00       | 20.00       | 20.00 |
| Urbandale            | 10.00         | 15.00     | 15.00       | 20.00       | 25.00 |
| West Des Moines      | 10.00         | 15.00     | 20.00       | 20.00       | 25.00 |
| Average:             | 11.00         | 16.00     | 20.50       | 22.60       | 25.10 |
| Indianola, IA        | 13.00         | 13.00     | 16.00       | 20.00       | 25.00 |

|                      | Uniform Allowance:                                                                             |
|----------------------|------------------------------------------------------------------------------------------------|
| Comparable Community |                                                                                                |
| Altoona              | Approx. \$500 per fiscal year for Pub. Works, Utilities, Building, Engineering & Public Safety |
| Ankeny               | Police = \$700 annual safety boot \$140                                                        |
| Pleasant Hill        | Union Police \$600.00 per year Union Public Works \$250.00 per year (shoes)                    |
| Grimes               | Public Works \$650/annually; some other departments budget for City logo clothing              |
| Norwalk              | Public Works - \$705/year; Police - \$750/year; Fire - \$150/year                              |
| Marshalltown         | Varies between \$300 - 350.                                                                    |
| Clive                | We provide uniforms and a \$250 boot allowance.                                                |
| Oskaloosa            | Yes, depends on which department. \$125 boot allowance.                                        |
| Waukee               | No                                                                                             |
| Urbandale            | \$625/year for field workers.                                                                  |
| West Des Moines      | Yes - varies by position.                                                                      |
| Average:             |                                                                                                |
| Indianola, IA        | Union and Non-Union Police - \$800.00, General Unit (Parks/WPC) -\$350.00, Non-Union \$350.00  |

| Comparable Community | Longevity Pay                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Altoona              | Not after 7-1-2012                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Ankeny               | after 5 yrs = \$500; after 10 yrs = \$1,000; after 15 yrs = \$1,500; after 20 yrs = \$2,000; after 25 yrs = \$2,500                                                                                                                                                                                                                                                                                                                              |
| Pleasant Hill        | 5 years - .05 10 years - .15 15 years - .30 20 years - .50                                                                                                                                                                                                                                                                                                                                                                                       |
| Grimes               | Yes for the AFSCME group in Public Works. Start of 5 years +.20 hr/Start of 10, 15 & 20 years is + .10/hr                                                                                                                                                                                                                                                                                                                                        |
| Norwalk              | No                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Marshalltown         | No                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Clive                | 5 yrs = \$250, 10 yrs = \$500, 15 yrs = \$750, 20 yrs = \$1,000, 25 yrs = \$1,500, 30 yrs = \$2,000                                                                                                                                                                                                                                                                                                                                              |
| Oskaloosa            | Yes, after 6 years of continuous service will receive \$5.00 per month per years of service to a maximum of \$75.00 per month after 20 years of service. Police Union - same except if hired after 6/30/2004, after 6 years - \$100/year; after 10 years - \$350/year; after 15 years - \$600/year; after 20 years - \$850/year.                                                                                                                 |
| Waukee               | \$75 / year of continuous service                                                                                                                                                                                                                                                                                                                                                                                                                |
| Urbandale            | Yes for union employees.                                                                                                                                                                                                                                                                                                                                                                                                                         |
| West Des Moines      | 5 years = \$350; 10 years = \$550, 15 years = \$750; 20 years = \$950.                                                                                                                                                                                                                                                                                                                                                                           |
| Average:             |                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Indianola, IA        | All FT employees who are in Range 8.5 or below receive longevity pay. Longevity pay shall be paid on a per hour basis with regular hourly salary. 5-9.99yrs = \$250 annually / \$.12/hr, 10-14.99yrs = \$300 annually / \$.14/hr, 15-19.99yrs = \$350 annually / \$.16/hr, 20+ = \$400 annually/ \$.19/hr; Non-union PT employee scheduled 20 hours or more per week will receive longevity pay 1 yr = \$.05/hr, 3 yrs = \$10/hr, 5 yrs \$.15/hr |

| Comparable Community | Educational Bonus or Reimbursement                                                                                                                                                                                                                                                             |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Altoona              | All requests must have prior approval. Tuition reimbursement shall be 50% of the cost of tuition. Employees must request permission from their Department Director for review and approval by the City Administrator to attend and to receive reimbursement for a desired degree or program.   |
| Ankeny               | Tuition reimbursement of \$1,200 per fiscal.                                                                                                                                                                                                                                                   |
| Pleasant Hill        | car allowance \$6,000.00 per year phone allowance \$300.00 per year                                                                                                                                                                                                                            |
| Grimes               | job related training, conferences are available to employees with approval from manager and HR Director                                                                                                                                                                                        |
| Norwalk              | Our handbook allows for educational reimbursement at the discretion of the department head. There has to be some tangible benefit to the city for the employee to obtain the education. If employee leaves the city before 2 years after the date of completion, they must reimburse the city. |
| Marshalltown         | No                                                                                                                                                                                                                                                                                             |
| Clive                | Yes, \$125 per credit hour                                                                                                                                                                                                                                                                     |
| Oskaloosa            | No                                                                                                                                                                                                                                                                                             |
| Waukee               | No                                                                                                                                                                                                                                                                                             |
| Urbandale            | Non union employees are eligible for up to \$4500/year for tuition reimbursement if approved                                                                                                                                                                                                   |
| West Des Moines      | Associates - 50% up to \$3,200/FY. Bachelors/Master - 75% up to \$3,200/FY.                                                                                                                                                                                                                    |
| Average:             |                                                                                                                                                                                                                                                                                                |
| Indianola, IA        | Yes, full time employees who have completed their probationary period are eligible for \$1,200 per fiscal year upon successful completion ("C" or better) of a work-related course with a lifetime maximum of \$4,800.                                                                         |

|                      | Supplemental Pay                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Comparable Community |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Altoona              | An employee called out after his/her regular shift or more than an hour before his/her regular shift, for reasons beyond his/her control, shall be paid three (3) hours of straight time at his/her normal rate of pay. Call outs that begin prior to midnight and continue through midnight are considered one call out. Call outs are NOT for snow removal. The Public Works and Public Utilities regular shift is from 7:30am – 4:00pm, Saturday through Friday. Regularly scheduled work is not considered a call out (examples: Brush duty, rental checks on parks shelters, weekend duty, etc.)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Ankeny               | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Pleasant Hill        | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Grimes               | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Norwalk              | Short term and long term disability. The City pays 100% of the premiums.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Marshalltown         | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Clive                | Grade Pay for Public Works with Grades I, II or III - \$.50/Hr/Grade                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Oskaloosa            | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Waukee               | Detectives, \$.50/hour (included in rates indicated above)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Urbandale            | Yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| West Des Moines      | Yes - varies by position and department.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Average:             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Indianola, IA        | Employer Pays 100% of STD/LTD premiums. Police FTOs shall receive one hour of compensation at the employee's regular rate of pay for each a daily observation report is compelled by the FTO for the new employee. Grade pay for WPC staff - Grades I, II, III . Stand by pay for WPC/Streets Union Staff; One full-time, regular, non-exempt employee for the Public Works Department and one such employee for the Sewer Department will be on-call duty at all times outside of the regular schedule. Employees are scheduled to be on call on a rotating weekly basis. Switching on-call weeks will not be allowed unless approved by the Department Director or their designee. Employees who are required to be on call for emergencies after regular hours shall receive nine (9) hours straight time pay for each week (seven-day period) on call or four (4) hours straight time pay for each weekend (two day) period on call. In addition, for those seven-day periods which include a recognized Holiday, employees on call will receive one (1) additional hour of straight time pay. |