

Contribution breakdown by work time 2015-2016						2015-2016													
		14-15 Salary Plus 3.5% Increase	Longevity	Annuity	Other Bene- OT/Education	Total Annual Wage	STREET	SNOW	SEWER	STORM H2O	PARKS	COMM CTR	ADMIN	BLDG INSP	WASTE	POLICE	FIRE	TOTAL	
Administrator	Brett	\$ 111,159.00		\$ 3,123.18		\$ 114,282.18	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 108,568.07	95%	\$ 5,714.11	5%		\$ 114,282.23	
Comm/Dep Clerk	Danielle	\$ 47,610.00				\$ 47,610.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,229.50	95%	\$ 2,380.50	5%		\$ 47,610.00	
Zoning Admin	Sheena	\$ 61,492.20		\$ 1,514.92		\$ 63,007.12	\$ -	\$ -	\$ -	\$ 31,503.56	50%	\$ -	\$ -	\$ 31,503.56	50%			\$ 63,007.12	
Acct Clerk	Marcia	\$ 53,820.00				\$ 53,820.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 51,129.00	95%	\$ 2,691.00	5%		\$ 53,820.00	
City Hall Intern		\$ 4,000.00				\$ 4,000.00							\$ 4,000.00					\$ 4,000.00	
Fire Chief	Chris	\$ 75,903.80	\$ 468.00	\$ 1,138.56		\$ 77,510.35		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					\$ 77,510.35	
FT Fire	Tim	\$ 52,364.79	\$ 468.00			\$ 52,832.79		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					\$ 52,832.79	
FT Fire	Clayton	\$ 49,358.12				\$ 49,358.12		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					\$ 49,358.12	
PT Fire/Amb						\$ 141,405.00												\$ 141,405.00	
Part-time Summer						\$ 11,250.00	\$ 2,250.00	20%	\$ -	\$ 2,250.00	20%	\$ 2,250.00	20%	\$ 2,250.00	20%	\$ -		\$ 11,250.00	
Comm Center	Tina	\$ 45,540.00				\$ 45,540.00		\$ -	\$ -	\$ -	\$ 22,770.00	50%	\$ 22,770.00	50%	\$ -			\$ 45,540.00	
PW Supervisor	Jason	\$ 83,151.90	\$ 312.00			\$ 83,463.90	\$ 25,873.81	31%	\$ 15,858.14	19%	\$ 12,519.59	15%	\$ 12,519.59	15%	\$ 8,346.39	10%	\$ 8,346.39	10%	\$ 83,463.90
PW	Bill	\$ 55,370.43	\$ 1,716.00	\$ 1,107.41		\$ 58,193.84	\$ 26,769.17	46%	\$ 13,966.52	24%	\$ 5,819.38	10%	\$ 8,147.14	14%	\$ 2,909.69	5%	\$ 581.94	1%	\$ 58,193.84
PW	Craig	\$ 46,920.69	\$ 2,028.00	\$ 938.41		\$ 49,887.10	\$ 22,948.07	46%	\$ 11,972.90	24%	\$ 4,988.71	10%	\$ 6,984.19	14%	\$ 2,494.36	5%	\$ 498.87	1%	\$ 49,887.10
PW	Dan	\$ 46,920.69		\$ 469.21		\$ 47,389.90	\$ 21,799.35	46%	\$ 11,373.58	24%	\$ 4,738.99	10%	\$ 6,634.59	14%	\$ 2,369.49	5%	\$ 473.90	1%	\$ 47,389.90
PW	Kevin	\$ 46,920.69	\$ 1,248.00	\$ 938.41		\$ 49,107.10	\$ 22,589.27	46%	\$ 11,785.70	24%	\$ 4,910.71	10%	\$ 6,874.99	14%	\$ 2,455.36	5%	\$ 491.07	1%	\$ 49,107.10
PT PW	Phil	\$ 26,910.00				\$ 26,910.00	\$ -	\$ 269.10	1%	\$ -	\$ -	\$ 9,956.70	37%	\$ 16,684.20	62%	\$ -		\$ 26,910.00	
Part-time Snow						\$ 7,560.00		\$ 7,560.00	100%		\$ -	\$ -	\$ -					\$ 7,560.00	
Police Chief	Dennis	\$ 93,843.45	\$ 1,248.00	\$ 1,990.30		\$ 97,081.75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 97,081.75	\$ 97,081.75	
Police Lt/Comm	Derek	\$ 78,795.59	\$ 1,404.00	\$ 1,575.91		\$ 81,775.50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 81,775.50	\$ 81,775.50	
Police Lt	Trace	\$ 72,585.59	\$ 780.00	\$ 1,088.78		\$ 74,454.37	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 74,454.37	\$ 74,454.37	
	Amanda	\$ 62,320.00	\$ 936.00	\$ 934.80	\$ 10,515.96	\$ 74,706.76	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 74,706.76	\$ 74,706.76	
	Robby	\$ 62,320.00	\$ 624.00	\$ 934.80	\$ 10,815.96	\$ 74,694.76	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 74,694.76	\$ 74,694.76	
	William	\$ 59,901.00	\$ 312.00	\$ 599.01	\$ 10,108.80	\$ 70,920.81	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 70,920.81	\$ 70,920.81	
	Jeremy	\$ 59,901.00	\$ 156.00	\$ 1,499.01	\$ 10,708.80	\$ 72,264.81	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 72,264.81	\$ 72,264.81	
	Danielle	\$ 62,320.00	\$ 1,092.00	\$ 1,246.40	\$ 7,610.64	\$ 72,269.04	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 72,269.04	\$ 72,269.04	
	Andrew	\$ 57,734.00		\$ 1,477.34	\$ 6,795.84	\$ 66,007.18	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 66,007.18	\$ 66,007.18	
	Francisco	\$ 55,332.00		\$ 553.32	\$ 6,224.40	\$ 62,109.72	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 62,109.72	\$ 62,109.72	
	Chad	\$ 55,332.00		\$ 553.32	\$ 6,224.40	\$ 62,109.72	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%			\$ 62,109.72	\$ 62,109.72	
	Natalie	\$ 52,923.00			\$ 5,952.96	\$ 58,875.96	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 58,875.96	\$ 58,875.96	
	New Hire	\$ 50,518.00			\$ 5,684.64	\$ 56,202.64											\$ 56,202.64	\$ 56,202.64	
Matron/C Guard/CSO	PT	\$ 32,350.00				\$ 32,350.00											\$ 32,350.00	\$ 32,350.00	
Office	Tammy	\$ 48,194.78	\$ 624.00		\$ 1,042.80	\$ 48,818.78	\$ -	\$ -	0%	\$ -	0%	\$ -	\$ -				\$ 48,818.78	\$ 48,818.78	
	New Hire	\$ 44,132.40			\$ 954.90	\$ 44,132.40											\$ 44,132.40	\$ 44,132.40	
	<b>Police Totals</b>	\$ 948,502.80	\$ 7,176.00	\$ 12,453.00	\$ 82,640.10	\$ 1,076,111.89												\$ -	
					\$ 25,340.00														
City Council/Mayor		\$ 27,040.00				\$ 27,040.00							\$ 27,040.00					\$ 27,040.00	
<b>TOTALS</b>		\$ 1,782,985.10	\$ 20,592.00	\$ 34,136.09	\$ 165,280.20	\$ 3,135,053.48	\$ 122,229.66	\$ 72,785.95	\$ 35,227.38	\$ 74,914.06	\$ 53,551.99	\$ 52,096.37	\$ 235,966.57	\$ 31,503.56	\$ 10,785.61	\$ 1,048,774.19	\$ 321,106.26	\$ 2,058,941.64	
																		\$ 2,058,941.59	

Contirbution breakdown by work time 2016-2017										2016-2017													
		15-16 Salary	16-17 Salary	Longevity	Annuity	Over time	PTO payout	Total Annual	Education	Total Annual	STREET	SNOW	SEWER	STORM H2O	PARKS	COMM CTR	ADMIN	BLDG INSP	WASTE	POLICE	FIRE	TOTAL	
Administrator	Brett	\$110,970.00	\$ 114,137.10		\$ 2,185.30			\$ 116,322.40		\$ 116,322.40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$110,506.28	95%	\$ 5,816.12	5%		\$ 116,322.45	
Comm/Dep Clerk	Jessica	\$43,472	\$ 44,776.16					\$ 44,776.16		\$ 44,776.16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,537.35	95%	\$ 2,238.81	5%		\$ 44,776.16	
Director Planning/Zoning	Sheena	\$61,492.28	\$ 63,337.05	\$ 156.00	\$ 1,533.37			\$ 65,026.42		\$ 65,026.42	\$ -	\$ -	\$ -	\$ 32,513.21	50%	\$ -	\$ -	\$ 32,513.21	50%			\$ 65,026.42	
Treasurer	Marcia	\$53,820	\$ 55,434.60					\$ 55,434.60		\$ 55,434.60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52,662.87	95%	\$ 2,771.73	5%		\$ 55,434.60	
City Hall Intern		\$15,000	\$ 15,000.00					\$ 15,000.00		\$ 15,000.00							\$ 15,000.00					\$ 15,000.00	
FT Fire	Tim	\$52,364	\$ 53,934.92	\$ 780.00	\$ 809.02	\$ 9,182.16		\$ 64,706.10		\$ 64,706.10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 64,706.10	\$ 64,706.10	
FT Fire	Clayton	\$49,359.96	\$ 51,827.96			\$ 8,801.52		\$ 60,629.48		\$ 60,629.48	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 60,629.48	\$ 60,629.48	
FT Fire	Jason	\$44,427	\$ 45,093.41			\$ 7,656.48		\$ 52,749.89		\$ 52,749.89											\$ 52,749.89	\$ 52,749.89	
FT Fire	Ryan	\$32,760	\$ 33,742.80			\$ 5,081.16		\$ 38,823.96		\$ 38,823.96											\$ 38,823.96	\$ 38,823.96	
FT Fire	Nick	\$34,944	\$ 35,992.32			\$ 5,420.64		\$ 41,412.96		\$ 41,412.96											\$ 41,412.96	\$ 41,412.96	
FT Fire	Kelly	\$32,760	\$ 32,760.00			\$ 4,921.08		\$ 37,681.08		\$ 37,681.08											\$ 37,681.08	\$ 37,681.08	
PT Fire/Amb			\$ 135,000.00					\$ 135,000.00		\$ 135,000.00											\$135,000.00	\$ 135,000.00	
Part-time Summer		\$11,250	\$11,250.00					\$11,250.00		\$11,250.00	\$ 2,250.00	20%	\$ -	\$ 2,250.00	20%	\$ 2,250.00	20%	\$ 2,250.00	20%	\$ -		\$ 11,250.00	
Parks/Special Events Coord	Elizabeth	\$43,492	\$ 44,796.76		\$ 900.00			\$ 45,696.76		\$ 45,696.76	\$ -	\$ -	\$ -	\$ -	\$22,848.38	50%	\$22,848.38	50%	\$ -			\$ 45,696.76	
Director of Public Services	Doug	\$74,520	\$ 76,755.60					\$ 76,755.60		\$ 76,755.60	\$ 23,794.24	31%	\$ 14,583.56	19%	\$11,513.34	15%	\$ 11,513.34	15%	\$ 7,675.56	10%	\$ 7,675.56	10%	\$ 76,755.60
PW	Bill	\$55,369.60	\$ 57,030.69	\$ 1,872.00	\$ 1,140.61			\$ 60,043.30		\$ 60,043.30	\$ 27,619.92	46%	\$ 14,410.39	24%	\$ 6,004.33	10%	\$ 8,406.06	14%	\$ 3,002.17	5%	\$ 600.43	1%	\$ 60,043.30
PW	Craig	\$46,924.80	\$ 48,332.54	\$ 2,340.00	\$ 1,208.31			\$ 51,880.86		\$ 51,880.86	\$ 23,865.19	46%	\$ 12,451.41	24%	\$ 5,188.09	10%	\$ 7,263.32	14%	\$ 2,594.04	5%	\$ 518.81	1%	\$ 51,880.86
PW	Dan	\$46,924.80	\$ 48,332.54	\$ 312.00	\$ 724.99			\$ 49,369.53		\$ 49,369.53	\$ 22,709.98	46%	\$ 11,848.69	24%	\$ 4,936.95	10%	\$ 6,911.73	14%	\$ 2,468.48	5%	\$ 493.70	1%	\$ 49,369.53
PW	Kevin	\$46,924.80	\$ 48,332.54	\$ 1,560.00	\$ 966.65			\$ 50,859.19		\$ 50,859.19	\$ 23,395.23	46%	\$ 12,206.21	24%	\$ 5,085.92	10%	\$ 7,120.29	14%	\$ 2,542.96	5%	\$ 508.59	1%	\$ 50,859.19
PW	Phil	\$26,915.20	\$ 27,722.66		\$ 900.00			\$ 28,622.66		\$ 28,622.66	\$ -	\$ 286.23	1%	\$ -	\$ -	\$ -	\$10,590.38	37%	\$17,746.05	62%	\$ -		\$ 28,622.66
Part-time Snow		\$7,560	\$ 7,560.00					\$ 7,560.00		\$ 7,560.00	\$ 7,560.00	100%										\$ 7,560.00	
Police/Fire Chief	Dennis	\$101,867.16	\$ 104,923.17	\$ 1,404.00	\$ 2,998.46		\$ 6,052.80	\$ 115,378.44		\$ 115,378.44	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 115,378.44	\$ 115,378.44	
Police Captain/IT	Derek	\$79,040.00	\$ 88,621.20	\$ 1,560.00	\$ 1,772.42		\$ 4,696.80	\$ 96,650.42		\$ 96,650.42	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 96,650.42	\$ 96,650.42	
Police Lt	Trace	\$72,585.60	\$ 74,763.17	\$ 936.00	\$ 1,495.26		\$ 4,312.80	\$ 81,507.23		\$ 81,507.23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 81,507.23	\$ 81,507.23	
Detective	Amanda	\$64,601	\$ 64,601.00	\$ 1,092.00	\$ 1,292.02	\$ 10,902.06	\$ 3,727.20	\$ 81,614.28	\$ 300.00	\$ 81,914.28	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 81,914.28	\$ 81,914.28	
Detective	Robby	\$64,601	\$ 64,601.00	\$ 780.00	\$ 969.02	\$ 10,902.06	\$ 3,727.20	\$ 80,979.28	\$ 300.00	\$ 81,279.28	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 81,279.28	\$ 81,279.28	
K 9	William	\$62,320	\$ 62,320.00	\$ 468.00	\$ 623.20	\$ 10,515.96	\$ 3,595.20	\$ 77,522.36		\$ 77,522.36	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 77,522.36	\$ 77,522.36	
Corporal	Jeremy	\$62,320	\$ 62,320.00	\$ 312.00	\$ 1,523.20	\$ 10,515.96	\$ 3,595.20	\$ 78,266.36	\$ 600.00	\$ 78,866.36	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 78,866.36	\$ 78,866.36	
	Danielle	\$64,601	\$ 64,601.00	\$ 1,248.00	\$ 1,292.02	\$ 7,268.04	\$ 3,727.20	\$ 78,136.26	\$ 600.00	\$ 78,736.26	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 78,736.26	\$ 78,736.26	
	Andrew	\$59,901	\$ 59,901.00	\$ 156.00	\$ 1,499.01	\$ 10,108.80	\$ 3,456.00	\$ 75,120.81	\$ 300.00	\$ 75,420.81	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 75,420.81	\$ 75,420.81	
	Vacant	\$55,332	\$55,332			\$ 6,224.40	\$ 3,192.00	\$ 64,748.40		\$ 64,748.40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 64,748.40	\$ 64,748.40	
	Chad	\$57,734	\$ 57,734.00		\$ 577.34	\$ 6,495.84	\$ 3,331.20	\$ 68,138.38		\$ 68,138.38	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 68,138.38	\$ 68,138.38	
	Vacant	\$52,923	\$ 52,923.00			\$ 5,952.96	\$ 3,052.80	\$ 61,928.76		\$ 61,928.76	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 61,928.76	\$ 61,928.76	
	Matthew	\$52,923	\$ 52,923.00		\$ 900.00	\$ 6,252.96	\$ 3,052.80	\$ 63,128.76		\$ 63,128.76											\$ 63,128.76	\$ 63,128.76	
	Joe R	\$55,332	\$ 55,332.00		\$ 900.00	\$ 6,824.40	\$ 3,192.00	\$ 66,248.40		\$ 66,248.40											\$ 66,248.40	\$ 66,248.40	
CSO	Vacant	\$19,095	\$ 19,095.00					\$ 19,095.00		\$ 19,095.00											\$ 19,095.00	\$ 19,095.00	
Matron/C Guard	PT	\$12,340	\$ 12,340.00					\$ 12,340.00		\$ 12,340.00											\$ 12,340.00	\$ 12,340.00	
Office	Tammy	\$48,193.60	\$ 49,639.41	\$ 936.00	\$ 744.59	\$ 715.80	\$ 2,863.20	\$ 54,899.00		\$ 54,899.00	\$ -	\$ -	0%	\$ -	0%	\$ -	\$ -				\$ 54,899.00	\$ 54,899.00	
Office	Angela	\$43,680	\$ 44,990.40			\$ 649.00	\$ 2,595.60	\$ 48,235.00		\$ 48,235.00											\$ 48,235.00	\$ 48,235.00	
Police Full-Time Totals			\$1,046,960.35	\$ 8,892.00	\$16,586.55	\$ 93,328.24	\$ 58,170.00	\$2,100.00	\$2,362,678.09	\$123,634.56	\$ 73,346.48	\$34,978.63	\$ 75,977.95	\$53,971.97	\$52,641.52	\$247,746.50	\$ 32,513.21	\$10,826.66	\$1,226,037.14	\$431,003.47	\$2,362,678.14		
Police - Other Benefits / Full-Time Total Inclusive						\$ 29,840.00	\$1,254,282.14																
Police Part-Time Totals							\$ 31,435.00																
City Council/Mayor		\$27,040	\$ 27,040.00				\$ 27,040.00	\$ -	\$ 27,040.00	\$ 27,040.00							\$ 27,040.00					\$ 27,040.00	
TOTALS		\$1,947,679.80	\$2,125,150.00	\$24,804.00	\$43,541.35	\$216,496.48	\$ 85,210.00	\$2,333,538.09	\$2,100.00	\$2,362,678.09	\$123,634.56	\$ 73,346.48	\$34,978.63	\$ 75,977.95	\$53,971.97	\$52,641.52	\$247,746.50	\$ 32,513.21	\$10,826.66	\$1,226,037.14	\$431,003.47	\$2,362,678.14	

Exhibit 2

Job Title	Suggested Range -Base Salary			Suggested Range	Current Base	Amount Below Mid-Point	Amount Below Minimum
	Min	Mid	Max				
<b>Non-Exempt Positions</b>							
Administrative Support Clerk	\$34.0	\$40.8	\$47.6	40%	\$48.2		
Administrative Support Clerk	\$34.0	\$40.8	\$47.6	40%	\$43.7		
Communications Coordinator/Deputy City Clerk	\$46.9	\$56.3	\$65.7	40%	\$43.5	\$12.8	\$3.4
Custodian	\$22.4	\$26.9	\$31.4	40%	\$26.9		
Parks and Special Events Coordinator	\$42.2	\$50.6	\$59.0	40%	\$45.5	\$5.1	
Public Works Supervisor	\$47.9	\$57.5	\$67.1	40%	\$55.4	\$2.1	
Public Works Laborer	\$32.4	\$38.9	\$45.4	40%	\$46.9		
<b>Exempt Positions</b>							
Chief of Police	\$80.6	\$100.8	\$121.0	50%	\$101.9		
City Administrator	\$96.4	\$120.5	\$144.6	50%	\$105.6	\$14.9	
Director of Planning Development Marketing	\$59.8	\$74.8	\$89.8	50%	\$61.5	\$13.3	
Director of Public Services	\$64.2	\$80.2	\$96.2	50%	\$74.5	\$5.7	
Firefighter/Paramedic Lieutenant	\$37.3	\$46.6	\$55.9	50%	\$52.4		
Police Captain	\$62.8	\$78.5	\$94.2	50%	\$79.0		
Police Lieutenant	\$57.7	\$72.1	\$86.5	50%	\$72.6		
Public Safety/Firefighter/EMT	\$29.8	\$37.2	\$44.6	50%			
Public Safety/Firefighter/Paramedic	\$32.7	\$40.9	\$49.1	50%	\$44.4		
Treasurer	\$55.5	\$69.4	\$83.3	50%	\$53.8	\$15.6	\$1.7
<i>in thousands</i>							
Total						\$69.5	\$5.1

### Compensation Merit Adjustment Recommendations

1. With the introduction of any new salary ranges a given employee's current base salary will be 1) below the new salary range minimum; 2) above the new salary range maximum; 3) within the new salary range. First priority should be given to moving capable employees who are not on probation or a performance improvement plan to the range minimum.
  - We calculate two roles below minimum with a combined total of \$5.1K
2. Second priority should be given to increase proven, good performing employees to midpoint. Superior performing employees should advance at an accelerated rate.
  - We calculate seven roles below midpoint with a combined total of \$69.5K

Exhibit # 3



Job Title	Incumbent	FLSA Status	Base Compensation Median (in \$000's)				
			CWH Current	Survey Data	Peer Group Data	(2) Survey / Peer Blend	(3) Blend Compa Ratio
Administrative Support Clerk	Tammy Breese	NE	\$48.2	\$41.6	\$39.9	\$40.8	118.3%
	Angela Ofstad	NE	\$43.7	\$41.6	\$39.9	\$40.8	107.2%
Chief of Police	Dennis McDaniel	E	\$101.9	\$108.1	\$93.4	\$100.8	101.1%
Chief of Fire Services			\$85.3				
City Administrator	Brett Klein	E	\$105.6	\$124.3	\$116.7	\$120.5	87.6%
Communications Coordinator/Deputy City Clerk	Jessica Vogel	NE	\$43.5	\$51.6	\$61.0	\$56.3	77.3%
Custodian	Phillip Nations	NE	\$26.9	\$26.9	*	\$26.9	100.0%
Director of Planning Development Marketing	Sheena Neutzman	E	\$61.5	\$68.6	\$80.9	\$74.8	82.3%
Director of Public Services	Douglas Stone	E	\$74.5	\$77.6	\$82.7	\$80.2	93.0%
Firefighter/Paramedic Lieutenant	Tim Kurth	E	\$52.4	\$46.6	*	\$46.6	112.4%
Parks and Special Events Coordinator	Tina Campbell	NE	\$45.5	\$49.4	\$51.8	\$50.6	89.9%
Police Captain	Derek Meyer	E	\$79.0	\$83.7	\$73.3	\$78.5	100.6%
Police Lieutenant	Trace Kendig	E	\$72.6	\$63.8	\$80.3	\$72.1	100.8%
Public Safety/Firefighter/EMT	Vacant	E	N/A	\$37.2	*	\$37.2	*
Public Safety/Firefighter/Paramedic	Vacant	E	\$44.4	\$40.7	\$41.1	\$40.9	108.6%
Public Works Supervisor	William Goodrich	NE	\$55.4	\$59.0	\$55.9	\$57.5	96.4%
Public Works Laborer	Craig Stoeker	NE	\$46.9	\$35.8	\$41.9	\$38.9	120.7%
	Danial Sinclair						
	Kevin Patterson						
Treasurer	Marcia Woodke	E	\$53.8	\$63.4	\$75.3	\$69.4	77.6%

(1) Due to limited use of incentives and survey data available, base salary data only is used

(2) Survey Data = 50%, Peer Group Data = 50%, if both available

(\*) not enough information available

Average	98.4%
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## Observations

- For the Non-Exempt roles, there is one role that is below a compa-ratio of 80% or considerably below market.
  - Communications Coordinator/Deputy City Clerk role is at 77.3% of the market median (fully experienced and fully proficient level)
- For the Exempt roles, there is one role that is below a compa-ratio of 80% or considerably below market
  - Treasurer role is at 77.6% of the market median (fully experienced and fully proficient level)
- For the Non-Exempt roles, there is one role that is above a compa-ratio of 120% or considerably below market.
  - Public Works Laborer role is at 120.7% of the market median (fully experienced and fully proficient level)
- For the Exempt roles, there are no roles that are above a compa-ratio of 120% or considerably below market

# Exhibit 4

## Development of Recommended Salary Ranges

Market midpoints are established which reflect the median base compensation for the role/job description. The minimum amount indicates the lowest amount of base compensation that should be given for the roles in the selected grade. The maximum amount indicates the highest amount of base compensation that should be given for the roles in the selected grade. There should be some overlap between grades which allows for entry level employees in a higher grade to potentially earn less than an expert employee in a lower grade.

Based on the market composite, we calculated a formal base salary range for each position. Salary range minimums and maximums are calculated using established formulas for salary range spread, using the market median. The spread is the percent difference between the minimum and the maximum (e.g., a 50% range spread means the difference between the minimum and maximum is 50% of the minimum). It is appropriate to use a wide range spread for leadership and executive positions to recognize differences in performance, skills, and abilities of the incumbents, as well as the complexity of the work.

It is typical practice for incumbent pay to be at least at the minimum of his/her established range, given there are no performance issues. In addition, paying employees in the lower part of the range (between minimum and midpoint) is acceptable if the employee is fairly new to the position, is still learning the role, and has most, but not all competencies required of the position. Conversely, if an employee is very skilled, has been in the position for a substantial period of time and consistently exceeds expectations, pay may be appropriate above the midpoint, up to the maximum of the range. If a range truly reflects market pay for a position no incumbent should exceed the range maximum.

## Salary Ranges & Classification

Based on the market composite for each role, an appropriate base compensation spread is recommended. For each job title, an analysis is made to position the role in an appropriate classification. A commonly used method of determining proper classification is through another form of the compa-ratio analysis. This is computed by dividing the Grade Midpoint by the Market Base Median and is expressed as a percentage. A compa-ratio of 100% indicates the classification midpoint is at market (matches the market median).

Similar to compensation structures in other organizations, we recommend larger spreads as responsibilities, experience (both current and past) and impact of the role increase.

### Key Definitions:

- **Compensation Range Minimum:** The minimum rate that CWH should pay for a given job.
- **Compensation Range Midpoint:** Considered the "market rate" or "going rate" for a fully qualified, fully competent employee in a particular job. For those in an executive role, this may take from 4-8 years in the current role to reach a level of full proficiency
- **Compensation Range Maximum:** The highest rate that CWH is willing to pay for a given job.

# Exhibit 4 continued

levels (25<sup>th</sup>, 50<sup>th</sup> and 75<sup>th</sup> percentiles) our primary focus is on the market median or market midpoint. The midpoint is what we consider to be the "market" base and/or total compensation for the role/job description in the geographic region.

## Published Compensation Surveys

Survey Publisher	Survey Title
Compdata Surveys	CompData Benchmark Pro - Midwest
ERI	Economic Research Institute
Iowa Workforce Development	Iowa Wage Report and Occupational Employment Statistics (OES)
Iowa Hospital Association	Iowa Hospital Association
Mercer	Mercer IHN Healthcare Provider Individual Contributors Mercer Metro Benchmark – North Central Mercer Sales and Marketing
PRM Consulting Group	Management Compensation Report for Not-for-Profit Organizations
Towers Watson Data Services	CSR Information Technology CSR Marketing and Communications CSR Office and Business Support CSR Supervisory and Middle Management Health Care Clinical and Professional

Data from the following published survey sources were used in this analysis:

- a. The Compensation Survey reports from Comp-Data Surveys reports compensation data and pay practices for 4500 organizations throughout the Midwest region. We utilized surveys for Benchmark Pro Midwest 2015.
- b. Economic Research Institute Salary Assessor database that provides pay range and base salary information on more than 4,600 different positions. This information is updated quarterly from an analysis of the most recently published compensation survey sources.
- c. The Iowa Wage Report is a product of Iowa Workforce Development. The report uses OES occupational wages and updates them. OES is a federal Bureau of Labor Statistics program that produces estimates for the State, Metropolitan Statistical Areas (MSA). The wages are based on straight-time and are gross pay.

**Monthly wage savings FY17-18**

Exhibit 5

<u>Vacant Position</u>	<u>Monthly Salary FY17</u>	<u>Interim Salary/Monthly</u>	<u>July Savings</u>	<u>August</u>	<u>September</u>
Admin*	\$8,797.50	\$4,426	\$4,372	\$4,372	
Chief	\$8,743.60	\$1,174.00	\$7,569.60	\$7,569.60	\$7,569.60
Planning/Zoning	\$5,278.09	\$1,200.00	\$4,078.09	\$4,078.09	\$4,078.09
Lt.	\$6,230.26		\$6,230.26	\$6,230.26	\$6,230.26
		<b>Total Monthly Savings</b>	<b>\$22,249</b>	\$22,249	\$17,878
				<b>(\$11,251)</b>	
HR One Source	\$13,500	<b>Total Cost to oursource</b>		\$10,998	
	\$20,000	<b>Admin/PD/FD</b>	<b>\$33,500</b>		
		<b>One time charge</b>			

\* Admin salary does not include car allowance, Annuity, phone allowance etc)

October

Exhibit 6

Salary increase for Treasurer and Commu

	<b>2015/2016</b>	<b>2016-2017</b> budgeted	<b>2016-2017</b> recommended minimum
Treasurer	53,820	55,434.60	\$55,500
Communication Coordinator	\$43,472	\$44,776.16	\$46,900

Proposal: use the \$15,000 left from 2015/2016 budet to fund the minimum salaries for these two postions.  
This would leave an additional \$9,800 of salary leftover from this year

Justification for increase:

All other employees in city are over minimum

We adopted a pay for performance policy July of 2014 that ends in 2018 that refers to the salary ranges  
Copies are attached.

indications Coordinator

**2016-2017**

3% increase on minimum

\$1,665

**2016-2017**

Proposed NEW Salary

\$57,165

\$1730.40 more per year than originally budgeted or \$144

\$1,407

\$48,307

\$3530.84 more per year than originally budgeted or \$294

Add this monthly cost to sheet 1

4.20 per month.

1.23 per month

approx. Monthly cost  
\$438.43

# City of Windsor Heights Organization Chart

