



**AGENDA**  
**WORK SESSION MEETING OF THE**  
**WINDSOR HEIGHTS CITY COUNCIL**  
**Monday, April 5, 2021 – Immediately following the Regular Council**  
**Meeting**  
**Via Zoom**  
**Meeting ID: 882 5126 3290 | Passcode: 084772 | Phone: (312) 626 6799**

Notice to the Public: If you would like the supporting documents and information, please call City Hall by noon the day of the meeting. Copies of City Council Agendas are free to the public. In consideration of all, if you have a cell phone, please turn it off or put it on silent ring. The use of obscene and vulgar language, hate speech, racial slurs, slanderous comments, and any other disruptive behavior during the Council meeting will not be tolerated and the offender may be barred by the presiding officer from further comment before the Council during the meeting and/or removed from the meeting.

1. **Call to Order/Roll Call**
2. **Discussion of Pontifex Compensation Studies**
  - A. Non-Union Public Safety Study
  - B. Public Works and City Hall Study
3. **Adjourn**

The agenda was posted on the official bulletin boards, posted to [www.windsorheights.org](http://www.windsorheights.org), and city social media platforms in compliance with the requirements of city ordinances the open meetings law.

# Compensation Study

City of Windsor Heights

February 2021

Pontifex Consulting Group LLC



PONTIFEX  
CONSULTING GROUP, LLC

## TABLE OF CONTENTS

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	<b><u>Page</u></b>
I. Introduction	3
II. Human Capital Issues and Compensation Philosophy	4
III. Compensation Analysis	9
IV. Summary and Recommendations	15
Appendix A – Compensation Recommendations	18
Appendix B – Compensation Survey Participants	21

## Introduction

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### What was the Pontifex Consulting Group (PCG) asked to do?

The objectives of the study were to:

- Validate the compensation philosophy and its alignment to City of Windsor's (City) strategy and direction.
- Examine current compensation programs and structures for select City jobs.
- Analyze current competitive labor market compensation and benefits practices.
- Prepare a written report of our findings and comparisons.

This report covers all of these objectives.

## II. Human Capital Issues and Compensation Philosophy

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## Human Resources Issues

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For the City to achieve its mission of providing service to the public requires the attraction and retention of key talent to fill staff jobs. These are jobs that have a significant depth in customer service, technical and scientific competencies, while at the same time possessing advanced skills in project coordination and team-building. These unique skills are essential for staff to be successful at carrying-out the City's mission in an effective and efficient manner.

Specifically, the City intends to:

- Become the employer of choice for key staff talent necessary to meet its core mission.
- Retain key staff and limit “poaching” from other agencies.
- Maintain a competitive, market driven compensation and benefits system.
- Maintain a performance-based, results oriented culture.
- Engage in succession planning efforts for staff and management positions.

## Compensation Strategy

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The compensation of an organization’s staff normally follows an established compensation philosophy and strategy. Such strategic documents are critical towards alignment of the organization’s largest budgetary expenditure towards organizational needs and fiscal resources.

A survey of 1,702 organizations across the United States shows that a majority of respondents have a stated compensation strategy of paying at or above the labor market rate for their jobs:

<b>Employee Group</b>	<b>Pay Below Market Rate</b>	<b>Pay Equal to Market Rate</b>	<b>Pay Above Market Rate</b>	<b>Other Percentile or No Strategy</b>
<b>Hourly Employees</b>	2.9%	86.7%	2.8%	7.6%
<b>Salaried Employees</b>	1.8%	87.0%	3.1%	8.1%
<b>Management/Executive Employees</b>	1.8%	77.8%	8.3%	12.1%

SOURCE: World-at-Work (American Compensation Association) 2020/2021 Salary Budget Survey.

## Compensation Strategy

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The “Employer Costs for Employee Compensation” survey is produced by the Bureau of Labor Statistics of the U.S. Department of Labor to show what employer’s average hourly costs are for compensation and its components. Listed below are comparative figures for wages (no benefits data included) between 2009 and 2019:

<i>Private Sector Employers</i>	<i>Cost Compensation 2009</i>	<i>Cost Compensation 2019</i>	<i>% Increase</i>
<b>All Private Employers</b>	<b>\$19.41</b>	<b>\$24.36</b>	<b>+25.5%</b>
- Management/Professionals	\$32.16	\$42.33	+31.6%
- Office & Administrative Support	\$15.65	\$18.72	+19.6%
- Service Occupations	\$10.32	\$13.06	+26.6%

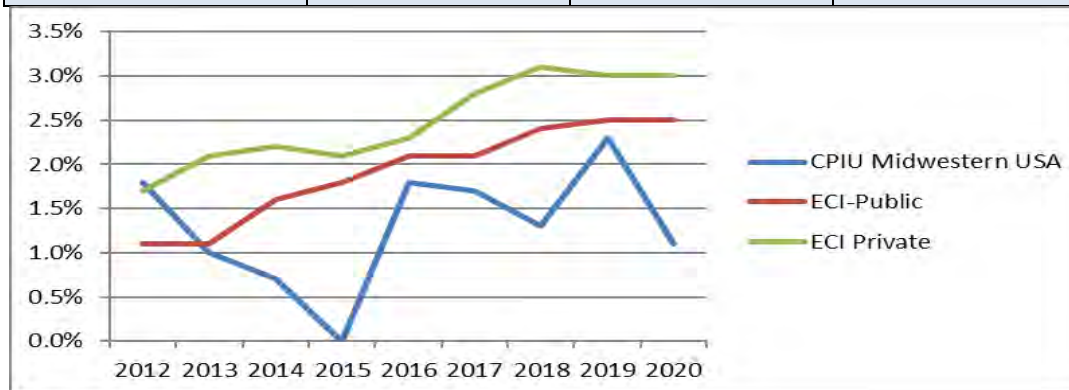
<i>State &amp; Government Employers</i>	<i>Cost Compensation 2009</i>	<i>Cost Compensation 2019</i>	<i>% Increase</i>
<b>All State &amp; Local Government Employers</b>	<b>\$26.11</b>	<b>\$32.50</b>	<b>+24.5%</b>
- Management/Professionals	\$32.54	\$40.39	+24.1%
- Office & Administrative Support	\$17.02	\$20.72	+21.7%
- Service Occupations	\$17.72	\$21.78	+22.9%



## Compensation Strategy

The following chart shows the percentage changes in the Consumer Price Index for Urban Consumers (CPI-U) for the Midwestern United States area and the Employment Cost Index (ECI) for wages and salaries between 2012 and 2020 as reported by the Bureau of Labor Statistics of the U.S. Department of Labor:

Year	CPI-U Midwest USA	ECI Public Sector	ECI Private Sector
2012	1.8%	1.1%	1.7%
2013	1.0%	1.1%	2.1%
2014	0.7%	1.6%	2.2%
2015	0.0%	1.8%	2.1%
2016	1.8%	2.1%	2.3%
2017	1.7%	2.1%	2.8%
2018	1.3%	2.4%	3.1%
2019	2.3%	2.5%	3.0%
2020	1.1%	2.5%	3.0%
<b>Total</b>	<b>13.0%</b>	<b>19.1%</b>	<b>24.8%</b>
<b>Average 2012-2020</b>	<b>1.3%</b>	<b>1.9%</b>	<b>2.5%</b>



## III. Compensation Study

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## Competitive Compensation Analysis

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### Methodology

A majority of the City's jobs only exist in public sector organizations. Therefore, the public sector is one of the City's primary competitors for talent. The City collaborated with the Consultant to identify a group of public sector comparable agencies that compete with the City in attraction and retention of talent. The list of respondents can be found in Appendix B.

Overall responsibilities, specific duties and education and experience requirements from City job descriptions were referenced to provide accurate matching. Jobs were matched based on content, responsibilities, level and qualifications and not on title alone. For this reason, the titles in the market may not necessarily align with the titles employed by the City. This also means that there will be cases where there is not an appropriate match to a City job in the survey database and therefore comparison data will not be available or reported.

To maintain data integrity, PCG can only utilize data provided to us through our survey process in order to conduct a professional and objective analysis of the information.

Data reflect market pay levels effective January 1, 2021.

Survey data provide critical competitive salary information; however, compensation of individual positions may differ from the target labor market for many reasons, including stage of organizational growth, organizational performance and the qualifications, specific responsibilities and performance of the individual position incumbents.

Market analyses show labor market competitor pay practices at a specific point in time. They do not yield a "single correct rate" of compensation for a specific job. Organizations should not consider survey reports as an answer book. Survey data should be utilized in context with the organization's compensation philosophy, ability to pay, and the economic and labor market climate.

NOTE: The job of "Public Safety Director" was benchmarked against both those jobs in the market who manage both Police and Fire services as well as Police Chief positions. Due to the number of combined service jobs being so small (one), the statistical reliability would be questionable. Recognizing that a logical market for recruitment and retention would be Police Chief incumbents in the competitive labor market, those figures were included to provide a statistically reliable and professionally relevant market analysis.

## Competitive Compensation Analysis

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### Salary Structure Rates

Salary structures are a measure of the minimum and maximum value that an organization places on a job. The chart below shows the overall comparison of the competitive labor market salary range averages for minimum, midpoint and maximum rates.

City Job Title	Market Average Minimum Salary Range Rate	Market Average Midpoint Salary Range Rate	Market Average Maximum Salary Range Rate
Administrative Clerk	\$46,067	\$53,054	\$60,366
Fire Captain	\$77,137	\$88,896	\$100,655
Police Lieutenant	\$83,694	\$97,549	\$110,618
Police Captain	\$91,128	\$105,391	\$119,712
Police Chief	\$103,120	\$121,872	\$141,573

## Competitive Compensation Analysis

### Base Salary Comparables

The charts below show the comparison of City incumbents compared to labor market average base salary and salary range midpoint rates.

#### City incumbent salary rate compared to labor market average salary rates

City Job Title	City Incumbent Salary Rate	Market Average Salary Rate	Percentage Difference City Compared to Market Average Rate
Administrative Clerk	\$55,122	\$52,696	+4.6%
Fire Captain	\$60,000	\$91,268	-34.3%
Police Lieutenant	\$84,594	\$98,835	-14.4%
Police Captain	\$94,310	\$108,669	-13.2%
Police Chief	\$95,670	\$121,703	-21.4%

#### City incumbent salary rate compared to labor market salary range midpoint rates

City Job Title	City Incumbent Salary Rate	Market Average Salary Range Midpoint Rate	Percentage Difference City Compared to Market Average Rate
Administrative Clerk	\$55,122	\$53,054	+3.9%
Fire Captain	\$60,000	\$88,896	-32.5%
Police Lieutenant	\$84,594	\$97,549	-13.3%
Police Captain	\$94,310	\$105,391	-10.5%
Police Chief	\$95,670	\$121,872	-21.5%

## Competitive Benefits Analysis

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### Medical Benefits

Comparisons of medical contribution rates are appropriate at the local level since healthcare markets vary significantly amongst regional areas due to a variety of supply, regulations and competitive demographics.

### Medical Plan Premiums:

The following data is sourced from the 2020 Kaiser/HRET Survey of Employer-Sponsored Health Benefits:

- Nationally, 89% of employees with employee only coverage contribute towards their premiums.
- Medical premium inflation has averaged 4.9% annually since 2010.

In Iowa:

- Employees with Employee Only coverage pay an average of 23% of the total premium cost for their medical insurance.
- Employees with Employee+1 coverage pay an average of 29% of the total premium cost for their medical insurance.
- Employees with Family coverage pay an average of 28% of the total premium cost for their medical insurance.

City employees pay:

- 13% of the total premium cost for Employee Only coverage
- 13% of the total premium cost for One Dependent coverage
- 13% of the total premium cost for Two + Dependent coverage

Iowa Public Sector employees pay:

- 8% of the total premium cost for Employee Only coverage
- 13% of the total premium cost for One Dependent coverage
- 13% of the total premium cost for Two + Dependent coverage

## Competitive Benefits Analysis

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### Paid Time Off (PTO)

Years of Service	City Paid Days per Year	Labor Market Average Paid Days per Year
0 through 5	19	22
6 through 12	24	27
13 through 20	29	32
20+	34	35

NOTE: Four (4) agencies have PTO plans. The remainder of respondents have traditional vacation/sick leave programs and are not included.

## IV. Summary and Recommendations

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## Summary and Recommendations

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### Salary Ranges

PCG has recommended compensation ranges for jobs covered by this study that take into account competitive labor market trends and avoid wage compression among/within occupational groups. It is critical that appropriate spacing is maintained so as to enable promotion opportunities, succession planning efforts and retention of talent.

PCG has utilized appropriate competitive labor market average midpoint salary range rates to construct and benchmark the City's new compensation ranges. These structures can be found in Appendix A of this report. This is based upon:

- Average base salary rates reflect wages currently being paid to an organization's incumbents. It carries a bias in that an organization could be paying high or low rates due to a variety of factors. Example: With recent downsizing, the higher seniority (higher paid) incumbents remain employed. This drives up the salary rate and does not reflect the reality of the worth of the job.
- Pay structure rates reflect what value the organization has determined for a particular skill set (job). This provides an objective and measurable indicator of how other organizations value a job/skill set.
- The midpoint rate reflects pay at the journey-level of a particular job. This is a professionally accepted data point used to construct a pay range that reflects the breadth of skill sets within a particular job and allows for valid pay range construction.
- City staff will be able to obtain pay range information more readily in order to benchmark and maintain the system in the future.

This analysis recommends compensation parameters for jobs. In setting the compensation of an individual employee, the City should consider such criteria as experience, value to the organization, scope and complexity of the position in relation to other positions at the same pay grade level. Actual incumbent employee pay level and position within the range is normally determined by years of service, performance and the individual's knowledge, skills and experience.

## Summary and Recommendations

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### System Maintenance:

The market positioning of the City's jobs should be reviewed at a minimum every twenty-four (24) months. This will provide needed data necessary for use in calculating adjustments to the wage structure based upon labor market movement.

# Appendix A

## Compensation Recommendations

**RECOMMENDED CITY COMPENSATION STRUCTURE**

Pay Grade	Salary Range		
	Minimum	Midpoint	Maximum
Administrative Clerk	\$44,212	\$53,054	\$61,896
Fire Captain	\$74,080	\$88,896	\$103,712
Police Lieutenant	\$81,291	\$97,549	\$113,807
Police Captain	\$91,426	\$109,711	\$127,996
Public Safety Director	\$101,560	\$121,872	\$142,184

Methodology

The salary ranges are calculated based upon the market average midpoint rates for salary ranges. This figure represents the true midpoint rate for value of the skill set in the market.

The market figure for Police Captain was too close to the Police Lieutenant to allow for proper spacing and avoid compression. In those circumstance, accepted professional practice is to calculate a rate between the Police Lieutenant and Public Safety Director to then determine a midpoint rate. This will allow for proper benchmarking in the future as the Police Lieutenant and Public Safety Director market movement will maintain the proper spacing and alignment.

The average spread evident in the market data is ±35%. Therefore, range spread is recommended at 40% to allow for alignment and growth.

NOTE: The job of Public Safety Director midpoint was benchmarked mainly against Police Chief positions. Due to the number of combined service jobs being so small (one), the statistical reliability would be questionable. Recognizing that a logical market for recruitment and retention would be Police Chief incumbents in the competitive labor market, those figures were included to provide a statistically reliable and professionally relevant market analysis.



## RECOMMENDED EMPLOYEE COMPENSATION POSITIONING

City Job Title	Employee Name	Employment Date in Job	Current Salary	Salary Range Midpoint	Compa-Ratio
Administrative Clerk	Breese, Tammy	3/2007	\$55,122	\$53,054	1.03
Police Lieutenant	Pearson, Rob	2/2017	\$84,594	\$97,549	.87
Police Captain	Meyer, Derek	6/2015	\$94,310	\$109,711	.86
Public Safety Director	McCluskey, Chad	5/2018	\$95,670	\$121,872	.79

### Methodology

Professional practice for determining an employee's position in range is to calculate their compa-ratio. The compa-ratio is calculated by dividing the employee's salary by the salary range midpoint rate. The salary range midpoint is considered 1.0. Therefore, any result under 1.0 is percentage lower than midpoint and anything higher is percentage higher than midpoint.

Normally, position in range is determined by longevity and experience. An employee will progress through the salary range in tandem with experience and performance.

Since the salary range midpoint represents the journey-level rate of a skill set, an employee should be within  $\pm 5\%$  of the midpoint with 6-8 years of tenure in the job at the organization. However, this is a general rule of thumb in the market. An organization's compensation philosophy and policies would indicate the proper positioning template for its staff within their salary ranges. Economic conditions could also have an impact on range movement and positioning as well.

The recommendations below are based upon a logical position in the new range based on longevity in the job alone. It should not be considered where the wage "should have" been set or any comment on past City compensation practices.

City Job Title	Employee Name	Recommended Salary	New Compa-Ratio	Increase Amount
Administrative Clerk	Breese, Tammy	\$55,707	1.05	\$585
Police Lieutenant	Pearson, Rob	\$87,794	.90	\$3,200
Police Captain	Meyer, Derek	\$100,934	.92	\$6,624
Public Safety Director	McCluskey, Chad	\$103,591	.85	\$7,921

# Appendix B

## Compensation Survey Participants

## Public Sector Employer Survey Participants

Comparable Agencies for all City Jobs	Additional Comparable Agencies for Director Public Safety
Altoona	Basehor, KS
Ames	Hiawatha, IA
Ankeny	Monona, WI
Carlisle	Nevada, IA
Clive	North Kansas City, KS
Des Moines	North Liberty, IA
Indianola	Norwalk, IA
Johnston	Parkville, MO
Newton	Pleasant Hill, IA
Polk City	Ralston, NE
Polk County	St Anthony, MN
Urbandale	
Waukee	
West Des Moines	

# Administrative Services Clerk

	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>
<b>\$55,122</b>				<b>Windsor Heights</b>
\$57,387	\$46,384	\$54,475	\$62,566	Altoona
\$59,686	\$49,450	\$59,545	\$69,639	Ames
\$52,191	\$47,340	\$55,435	\$63,529	Ankeny
\$36,577				Carlisle
\$56,243	\$48,990			Clive
\$59,613	\$50,170	\$56,868	\$63,565	Des Moines
				Indianola
\$49,820	\$45,070	\$52,958	\$60,845	Johnston
				Knoxville
\$46,692	\$37,868	\$46,577	\$55,285	Newton
				Polk City
	\$51,515	\$59,528	\$67,540	Polk County
\$56,057	\$47,021	\$53,735	\$60,449	Urbandale
	\$36,858	\$38,366	\$39,874	Waukee
				West Des Moines
<b>\$52,696</b>	<b>\$46,067</b>	<b>\$53,054</b>	<b>\$60,366</b>	
<b>\$52,939</b>	<b>\$46,067</b>	<b>\$53,054</b>	<b>\$60,366</b>	



# Police Captain

<u>Incumbent</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>
<b>\$94,310</b>				<b>Windsor Heights</b>
\$106,821	\$85,945	\$104,136	\$122,327	Altoona
\$118,156	\$83,220	\$104,686	\$126,151	Ames
\$123,346	\$94,669	\$109,008	\$123,346	Ankeny
\$71,799				Carlisle
\$95,448	\$91,592			Clive
\$124,786	\$100,048	\$113,693	\$127,338	Des Moines
	\$104,280	\$105,860	\$107,440	Indianola
				Johnston
				Knoxville
				Newton
				Polk City
	\$90,192	\$104,542	\$118,892	Polk County
\$111,237	\$88,889	\$101,591	\$114,292	Urbandale
				Waukee
\$117,762	\$81,320	\$99,616	\$117,912	West Des Moines
<b>\$108,669</b>	<b>\$91,128</b>	<b>\$105,391</b>	<b>\$119,712</b>	
<b>\$107,074</b>	<b>\$91,128</b>	<b>\$105,391</b>	<b>\$119,712</b>	

# Police Lieutenant

<u>Incumbent</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>
\$84,594				Windsor Heights
	\$84,405	\$102,270	\$120,134	Altoona
\$105,746	\$75,671	\$94,509	\$113,346	Ames
\$108,127	\$82,988	\$95,558	\$108,127	Ankeny
				Carlisle
\$80,497	\$77,412			Clive
\$111,734	\$89,086	\$101,005	\$112,923	Des Moines
	\$92,224	\$95,770	\$99,315	Indianola
\$103,870	\$92,804	\$104,298	\$115,792	Johnston
				Knoxville
				Newton
\$80,000				Polk City
	\$82,094	\$95,104	\$108,113	Polk County
				Urbandale
				Waukee
\$101,870	\$76,566	\$91,879	\$107,192	West Des Moines
\$98,835	\$83,694	\$97,549	\$110,618	
\$97,055	\$83,694	\$97,549	\$110,618	

# Fire Captain

<u>Incumbent</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>	<u>Annual Hours</u>
\$60,000				Windsor Heights	2080
	\$75,671	\$94,509	\$113,346	Altoona	
\$90,935	\$77,013	\$84,420	\$91,827	Ames	2912
				Ankeny	2912
				Carlisle	
				Clive	
\$97,159	\$80,332	\$88,786	\$97,240	Des Moines	2756
	\$78,037	\$82,935	\$87,832	Indianola	2080
\$88,248	\$86,695	\$102,303	\$117,910	Johnston	2920
				Knoxville	
\$84,231	\$57,695	\$70,963	\$84,231	Newton	2912
				Polk City	
				Polk County	
\$90,841	\$83,672	\$95,625	\$107,578	Urbandale	2904
				Waukee	
\$96,196	\$77,979	\$91,626	\$105,272	West Des Moines	2920
\$91,268	\$77,137	\$88,896	\$100,655		
\$86,801	\$77,137	\$88,896	\$100,655		

# Public Safety Director

<u>Incumbent</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>	<u>Incumbent</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>
\$95,670				Windsor Heights	\$95,670				Windsor Heights
	\$99,391	\$120,428	\$141,464	Altoona	\$94,878	\$92,976	\$113,890	\$134,805	Basehor, KS
\$132,459	\$101,601	\$129,650	\$157,699	Ames					Dayton, MN
\$140,447	\$113,454	\$132,855	\$152,256	Ankeny	\$107,578	\$82,200	\$102,750	\$123,300	Hiawatha, IA
\$88,052				Carlisle	\$111,161	\$95,000	\$105,000	\$115,000	Monona, WI
\$144,462	\$120,205			Clive	\$93,641	\$88,400	\$103,033	\$117,666	Nevada, IA
\$187,533	\$131,269	\$159,401	\$187,533	Des Moines	\$120,570	\$109,787	\$137,239	\$164,691	North Kansas City, KS
	\$106,333	\$114,802	\$123,270	Indianola	\$126,922	\$101,209	\$122,061	\$142,912	North Liberty, IA
\$135,523	\$104,906	\$128,509	\$152,112	Johnston	\$109,762	\$96,500	\$110,920	\$125,340	Norwalk, IA
				Knoxville	\$95,360	\$73,175	\$88,162	\$103,149	Parkville, MO
				Newton	\$118,023	\$104,922	\$124,258	\$143,593	Pleasant Hill, IA
\$92,700				Polk City	\$103,656				Ralston, NE
				Polk County	\$136,864	\$110,153	\$123,596	\$137,039	St Anthony, MN
\$135,997	\$119,033	\$136,012	\$152,991	Urbandale					
				Waukee	\$110,765	\$95,432	\$113,091	\$130,749	
\$158,465	\$108,770	\$141,129	\$173,488	West Des Moines	\$109,507	\$95,432	\$113,091	\$130,749	
					\$121,703	\$103,120	\$121,872	\$141,573	
\$135,071	\$111,662	\$132,848	\$155,102		\$118,569				
\$131,131	\$111,662	\$132,848	\$155,102						

## Benefits

	Paid Time Off (PTO) Days			
	<u>0-5</u>	<u>6-12</u>	<u>11-20</u>	<u>21+</u>
Johnston	24	30	35	40
Polk City	21	26	31	36
Basehor, KS	21	24	28	31
St Anthony, MN	22	27	32	32
	<b>22</b>	<b>27</b>	<b>32</b>	<b>35</b>

	Medical EE Only		Medical EE+1		Medical Family	
	<u>EE</u>	<u>ER</u>	<u>EE</u>	<u>ER</u>	<u>EE</u>	<u>ER</u>
Altoona	10%	90%	10%	90%	10%	90%
Ames	10%	90%	10%	90%	10%	90%
Ankeny	10%	90%	10%	90%	10%	90%
Carlisle	0%	100%	50%	50%	50%	50%
Clive	8%	92%	14%	86%	14%	86%
Des Moines	10%	90%	10%	90%	10%	90%
Hiawatha, IA	3%	97%	3%	97%	2%	98%
Indianola						
Johnston	10%	90%	20%	80%	20%	80%
Knoxville						
Nevada, IA	0%	100%	0%	100%	0%	100%
Newton	0%	100%	5%	95%	5%	95%
Norwalk, IA	5%	95%	5%	95%	5%	95%
Pleasant Hill, IA	10%	90%	10%	90%	10%	90%
Polk City	5%	95%	10%	90%	10%	90%
Polk County	12%	88%	12%	88%	12%	88%
Urbandale						
Waukee						
West Des Moines	8%	92%	14%	86%	14%	86%
	<b>8%</b>	<b>92%</b>	<b>13%</b>	<b>87%</b>	<b>13%</b>	<b>87%</b>

Pay Grade	Salary Range		
	Minimum	Midpoint	Maximum
Administrative Clerk	\$44,212	\$53,054	\$61,896
Fire Captain	\$75,158	\$90,190	\$105,222
Police Lieutenant	\$81,291	\$97,549	\$113,807
Police Captain	\$91,426	\$109,711	\$127,996
Public Safety Director	\$101,560	\$121,872	\$142,184



March 22, 2021

Dennis Durham  
City Administrator  
City of Windsor Heights  
1145 66th Street  
Windsor Heights, IA 50324

Dear Dennis:

Attached you will find the compensation study report for staff positions at the City of Windsor Heights.

This study was conducted in a similar manner to the previous study that was conducted on your public safety positions. You will find that the format and some of the preliminary information is similar due to the fact that the study was performed in the same manner, although with a different group of jobs.

In the study you will find mention of our utilizing a different comparator group due to our feeling that the competitive labor market for these jobs is not similar to the public safety jobs. This is explained in the report and I will be happy to explain to your City Council. I have also included in the report a recommendation for a transition of staff to the new compensation plan.

If you require additional information, or have any questions, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Pete Ronza".

Pete Ronza, CCP, SPHR  
President

# Compensation Study

City of Windsor Heights

April 2021

Pontifex Consulting Group LLC



PONTIFEX  
CONSULTING GROUP, LLC



## TABLE OF CONTENTS

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	<b><u>Page</u></b>
I. Introduction	3
II. Human Capital Issues and Compensation Philosophy	4
III. Compensation Analysis	9
IV. Summary and Recommendations	16
Appendix A – Compensation Recommendations	19
Appendix B – Compensation Survey Participants	25

## Introduction

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### What was the Pontifex Consulting Group (PCG) asked to do?

The objectives of the study were to:

- Validate the compensation philosophy and its alignment to City of Windsor's (City) strategy and direction.
- Examine current compensation programs and structures for select City jobs.
- Analyze current competitive labor market compensation and benefits practices.
- Prepare a written report of our findings and comparisons.

This report covers all of these objectives.

## II. Human Capital Issues and Compensation Philosophy

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## Human Resources Issues

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For the City to achieve its mission of providing service to the public requires the attraction and retention of key talent to fill staff jobs. These are jobs that have a significant depth in customer service, technical and scientific competencies, while at the same time possessing advanced skills in project coordination and team-building. These unique skills are essential for staff to be successful at carrying-out the City's mission in an effective and efficient manner.

Specifically, the City intends to:

- Become the employer of choice for key staff talent necessary to meet its core mission.
- Retain key staff and limit “poaching” from other agencies.
- Maintain a competitive, market driven compensation and benefits system.
- Maintain a performance-based, results oriented culture.
- Engage in succession planning efforts for staff and management positions.

## Compensation Strategy

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The compensation of an organization's staff normally follows an established compensation philosophy and strategy. Such strategic documents are critical towards alignment of the organization's largest budgetary expenditure towards organizational needs and fiscal resources.

A survey of 1,702 organizations across the United States shows that a majority of respondents have a stated compensation strategy of paying at or above the labor market rate for their jobs:

<i>Employee Group</i>	<i>Pay Below Market Rate</i>	<i>Pay Equal to Market Rate</i>	<i>Pay Above Market Rate</i>	<i>Other Percentile or No Strategy</i>
<b>Hourly Employees</b>	2.9%	86.7%	2.8%	7.6%
<b>Salaried Employees</b>	1.8%	87.0%	3.1%	8.1%
<b>Management/Executive Employees</b>	1.8%	77.8%	8.3%	12.1%

SOURCE: World-at-Work (American Compensation Association) 2020/2021 Salary Budget Survey.

## Compensation Strategy

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The “Employer Costs for Employee Compensation” survey is produced by the Bureau of Labor Statistics of the U.S. Department of Labor to show what employer’s average hourly costs are for compensation and its components. Listed below are comparative figures for wages (no benefits data included) between 2009 and 2019:

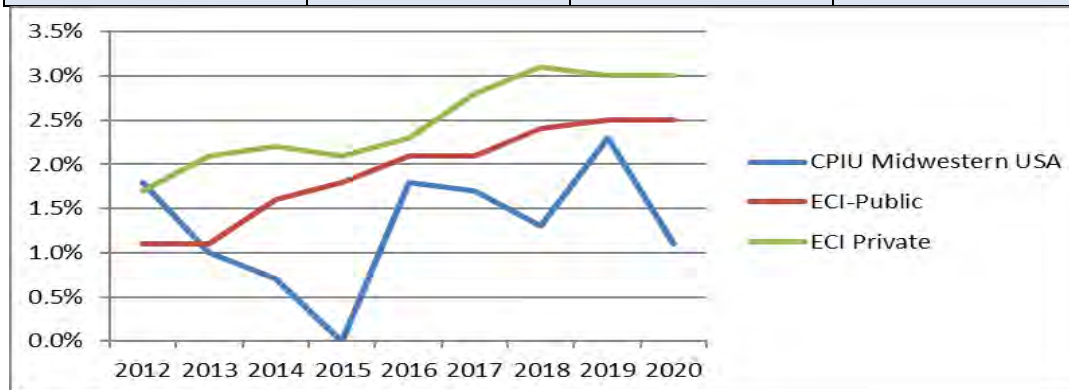
<i>Private Sector Employers</i>	<i>Cost Compensation 2009</i>	<i>Cost Compensation 2019</i>	<i>% Increase</i>
<b>All Private Employers</b>	<b>\$19.41</b>	<b>\$24.36</b>	<b>+25.5%</b>
- Management/Professionals	\$32.16	\$42.33	+31.6%
- Office & Administrative Support	\$15.65	\$18.72	+19.6%
- Service Occupations	\$10.32	\$13.06	+26.6%

<i>State &amp; Government Employers</i>	<i>Cost Compensation 2009</i>	<i>Cost Compensation 2019</i>	<i>% Increase</i>
<b>All State &amp; Local Government Employers</b>	<b>\$26.11</b>	<b>\$32.50</b>	<b>+24.5%</b>
- Management/Professionals	\$32.54	\$40.39	+24.1%
- Office & Administrative Support	\$17.02	\$20.72	+21.7%
- Service Occupations	\$17.72	\$21.78	+22.9%

## Compensation Strategy

The following chart shows the percentage changes in the Consumer Price Index for Urban Consumers (CPI-U) for the Midwestern United States area and the Employment Cost Index (ECI) for wages and salaries between 2012 and 2020 as reported by the Bureau of Labor Statistics of the U.S. Department of Labor:

Year	CPI-U Midwest USA	ECI Public Sector	ECI Private Sector
2012	1.8%	1.1%	1.7%
2013	1.0%	1.1%	2.1%
2014	0.7%	1.6%	2.2%
2015	0.0%	1.8%	2.1%
2016	1.8%	2.1%	2.3%
2017	1.7%	2.1%	2.8%
2018	1.3%	2.4%	3.1%
2019	2.3%	2.5%	3.0%
2020	1.1%	2.5%	3.0%
<b>Total</b>	<b>13.0%</b>	<b>19.1%</b>	<b>24.8%</b>
<b>Average 2012-2020</b>	<b>1.3%</b>	<b>1.9%</b>	<b>2.5%</b>



## III. Compensation Study

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## Competitive Compensation Analysis

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### Methodology

A majority of the City's jobs only exist in public sector organizations. Therefore, the public sector is one of the City's primary competitors for talent. The City collaborated with the Consultant to identify a group of public sector comparable agencies that compete with the City in attraction and retention of talent.

The Consultant ran two (2) analyses: one based upon the same comparable group as was utilized for the public safety study (Option A) and a second based upon a smaller list of municipalities based upon commutable distance and similar size (Option B). The lists of respondents can be found in Appendix B. Option B was created by the Consultant due to the perception that the competitive labor market is more constrained than it is for Public Safety. This grouping represents a more accurate representation of where the focus should be aligned for attraction and retention of talent.

Overall responsibilities, specific duties and education and experience requirements from City job descriptions were referenced to provide accurate matching. Jobs were matched based on content, responsibilities, level and qualifications and not on title alone. For this reason, the titles in the market may not necessarily align with the titles employed by the City. This also means that there will be cases where there is not an appropriate match to a City job in the survey database and therefore comparison data will not be available or reported.

To maintain data integrity, PCG can only utilize data provided to us through our survey process in order to conduct a professional and objective analysis of the information.

Data reflect market pay levels effective January 1, 2021.

Survey data provide critical competitive salary information; however, compensation of individual positions may differ from the target labor market for many reasons, including stage of organizational growth, organizational performance and the qualifications, specific responsibilities and performance of the individual position incumbents.

Market analyses show labor market competitor pay practices at a specific point in time. They do not yield a "single correct rate" of compensation for a specific job. Organizations should not consider survey reports as an answer book. Survey data should be utilized in context with the organization's compensation philosophy, ability to pay, and the economic and labor market climate.

## Competitive Compensation Analysis

### Salary Structure Rates

Salary structures are a measure of the minimum and maximum value that an organization places on a job. The chart below shows the overall comparison of the competitive labor market salary range averages for minimum, midpoint and maximum rates.

#### Option A

City Job Title	Market Average Minimum Salary Range Rate	Market Average Midpoint Salary Range Rate	Market Average Maximum Salary Range Rate
City Clerk	\$73,847	\$88,790	\$103,732
Communications Coordinator	\$55,109	\$63,942	\$72,774
Finance Director	\$105,107	\$126,386	\$147,664
Public Works Director	\$114,079	\$136,218	\$158,357
Public Works Equipment Operator	\$52,094	\$58,362	\$65,244
Public Works Supervisor	\$68,432	\$80,544	\$92,656

#### Option B

City Job Title	Market Average Minimum Salary Range Rate	Market Average Midpoint Salary Range Rate	Market Average Maximum Salary Range Rate
City Clerk	\$76,325	\$90,802	\$105,280
Communications Coordinator	\$58,392	\$66,599	\$74,805
Finance Director	\$103,910	\$121,603	\$139,296
Public Works Director	\$109,935	\$127,477	\$145,018
Public Works Equipment Operator	\$52,601	\$58,691	\$64,781
Public Works Supervisor	\$68,664	\$79,906	\$91,148



## Competitive Compensation Analysis

### Base Salary Comparables – Option A

The charts below show the comparison of City incumbents compared to labor market average base salary and salary range midpoint rates.

#### City incumbent salary rate compared to labor market average salary rates

City Job Title	City Incumbent Salary Rate	Market Average Salary Rate	Percentage Difference City Compared to Market Average Rate
City Clerk	\$72,291	\$80,010	-9.6%
Communications Coordinator	\$46,821	\$65,303	-28.3%
Finance Director	\$81,600	\$125,101	-34.8%
Public Works Director	\$76,315	\$121,271	-37.1%
Public Works Equipment Operator	\$47,553	\$57,151	-16.8%
Public Works Supervisor	\$65,603	\$89,567	-26.8%

#### City incumbent salary rate compared to labor market salary range midpoint rates

City Job Title	City Incumbent Salary Rate	Market Average Salary Range Midpoint Rate	Percentage Difference City Compared to Market Average Rate
City Clerk	\$72,291	\$88,790	-18.6%
Communications Coordinator	\$46,821	\$63,942	-26.8%
Finance Director	\$81,600	\$126,386	-35.4%
Public Works Director	\$76,315	\$136,218	-44.0%
Public Works Equipment Operator	\$47,553	\$58,362	-18.5%
Public Works Supervisor	\$65,603	\$80,544	-18.6%

## Competitive Compensation Analysis

### Base Salary Comparables – Option B

City incumbent salary rate compared to labor market average salary rates

City Job Title	City Incumbent Salary Rate	Market Average Salary Rate	Percentage Difference City Compared to Market Average Rate
City Clerk	\$72,291	\$79,726	-9.3%
Communications Coordinator	\$46,821	\$63,463	-26.2%
Finance Director	\$81,600	\$127,634	-36.1%
Public Works Director	\$76,315	\$109,660	-30.4%
Public Works Equipment Operator	\$47,553	\$56,669	-16.1%
Public Works Supervisor	\$65,603	\$86,183	-23.9%

City incumbent salary rate compared to labor market salary range midpoint rates

City Job Title	City Incumbent Salary Rate	Market Average Salary Range Midpoint Rate	Percentage Difference City Compared to Market Average Rate
City Clerk	\$72,291	\$90,802	-20.4%
Communications Coordinator	\$46,821	\$66,599	-29.7%
Finance Director	\$81,600	\$121,603	-32.9%
Public Works Director	\$76,315	\$127,477	-40.1%
Public Works Equipment Operator	\$47,553	\$58,691	-19.0%
Public Works Supervisor	\$65,603	\$79,906	-17.9%

## Competitive Benefits Analysis

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### Medical Benefits

Comparisons of medical contribution rates are appropriate at the local level since healthcare markets vary significantly amongst regional areas due to a variety of supply, regulations and competitive demographics.

### Medical Plan Premiums:

The following data is sourced from the 2020 Kaiser/HRET Survey of Employer-Sponsored Health Benefits:

- Nationally, 89% of employees with employee only coverage contribute towards their premiums.
- Medical premium inflation has averaged 4.9% annually since 2010.

In Iowa:

- Employees with Employee Only coverage pay an average of 23% of the total premium cost for their medical insurance.
- Employees with Employee+1 coverage pay an average of 29% of the total premium cost for their medical insurance.
- Employees with Family coverage pay an average of 28% of the total premium cost for their medical insurance.

City employees pay:

- 13% of the total premium cost for Employee Only coverage
- 13% of the total premium cost for One Dependent coverage
- 13% of the total premium cost for Two + Dependent coverage

Iowa Public Sector employees pay:

- 8% of the total premium cost for Employee Only coverage
- 13% of the total premium cost for One Dependent coverage
- 13% of the total premium cost for Two + Dependent coverage

## Competitive Benefits Analysis

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### Paid Time Off (PTO)

Years of Service	City Paid Days per Year	Labor Market Average Paid Days per Year
0 through 5	19	22
6 through 12	24	27
13 through 20	29	32
20+	34	35

NOTE: Four (4) agencies have PTO plans. The remainder of respondents have traditional vacation/sick leave programs and are not included.

## IV. Summary and Recommendations

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## Summary and Recommendations

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### Salary Ranges

PCG is recommending utilizing the data from the comparable group listed as Option B. This is based upon a labor market comparator group that is in our opinion more aligned to the pressure of attraction and retention of talent. They are in essence the entities that most align to the City.

PCG has recommended compensation ranges for jobs covered by this study that take into account competitive labor market trends and avoid wage compression among/within occupational groups. It is critical that appropriate spacing is maintained so as to enable promotion opportunities, succession planning efforts and retention of talent.

PCG has utilized appropriate competitive labor market average midpoint salary range rates to construct and benchmark the City's new compensation ranges. These structures can be found in Appendix A of this report. This is based upon:

- Average base salary rates reflect wages currently being paid to an organization's incumbents. It carries a bias in that an organization could be paying high or low rates due to a variety of factors. Example: With recent downsizing, the higher seniority (higher paid) incumbents remain employed. This drives up the salary rate and does not reflect the reality of the worth of the job.
- Pay structure rates reflect what value the organization has determined for a particular skill set (job). This provides an objective and measurable indicator of how other organizations value a job/skill set.
- The midpoint rate reflects pay at the journey-level of a particular job. This is a professionally accepted data point used to construct a pay range that reflects the breadth of skill sets within a particular job and allows for valid pay range construction.
- City staff will be able to obtain pay range information more readily in order to benchmark and maintain the system in the future.



## Summary and Recommendations

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### System Maintenance:

The market positioning of the City's jobs should be reviewed at a minimum every twenty-four (24) months. This will provide needed data necessary for use in calculating adjustments to the wage structure based upon labor market movement.

# Appendix A

## Compensation Recommendations

**RECOMMENDED CITY COMPENSATION STRUCTURE**

Methodology

The salary ranges are calculated based upon the market average midpoint rates for salary ranges from the group listed as Option B. This figure represents the true midpoint rate for value of the skill set in the market.

The average spread evident in the market data is ±40%. Therefore, range spread is recommended at 40% to allow for alignment and growth.

Pay Grade	Salary Range		
	Minimum	Midpoint	Maximum
City Clerk	\$75,668	\$90,802	\$105,935
Communications Coordinator	\$55,499	\$66,599	\$77,699
Finance Director	\$101,336	\$121,603	\$141,870
Public Works Director	\$106,231	\$127,477	\$148,723
Public Works Equipment Operator	\$48,909	\$58,691	\$68,473
Public Works Supervisor	\$66,588	\$79,906	\$93,223



## RECOMMENDED EMPLOYEE COMPENSATION POSITIONING

### Methodology

Professional practice for determining an employee’s position in range is to calculate their compa-ratio. The compa-ratio is calculated by dividing the employee’s salary by the salary range midpoint rate. The salary range midpoint is considered 1.0. Therefore, any result under 1.0 is percentage lower than midpoint and anything higher is percentage higher than midpoint.

Normally, position in range is determined by longevity and experience. An employee will progress through the salary range in tandem with experience and performance.

Since the salary range midpoint represents the journey-level rate of a skill set, an employee should be within ±5% of the midpoint with 6-8 years of tenure in the job at the organization. However, this is a general rule of thumb in the market. An organization’s compensation philosophy and policies would indicate the proper positioning template for it’s staff within their salary ranges. Economic conditions could also have an impact on range movement and positioning as well.

City Job Title	Employee Name	Employment Date in Job	Current Salary	Salary Range Midpoint	Compa-Ratio
City Clerk	Travis Cooke	7/16/2018	\$72,291	\$90,802	0.80
Finance Director	Rachelle Swisher	12/2/2019	\$81,600	\$121,603	0.67
Communications/Rec Coord.	Whitney Tucker	10/21/2019	\$46,821	\$66,599	0.70
Public Works Director	Dalton Jacobus	4/4/2018	\$76,315	\$127,477	0.60
Public Works Supervisor	Bill Goodrich	7/14/2014	\$65,603	\$79,906	0.82
Equipment Operator / Laborer	Craig Stoecker	2/12/1996	\$60,923	\$58,691	1.04
Equipment Operator / Laborer	Dan Morgan	5/16/2018	\$47,070	\$58,691	0.80
Equipment Operator / Laborer	Bobby Fleming	9/14/2019	\$42,848	\$58,691	0.73
Equipment Operator / Laborer	Austin King	11/19/2019	\$45,323	\$58,691	0.77
Equipment Operator / Laborer	Brian Stapleton	10/12/2020	\$41,600	\$58,691	0.71

## RECOMMENDED EMPLOYEE COMPENSATION POSITIONING

The recommendations below are based upon a logical position in the new range based on longevity in the job alone. It should not be considered where the wage “should have” been set or any comment on past City compensation practices.

City Job Title	Employee Name	Current Salary	Recommended Salary	New Compa-Ratio	Increase Amount
City Clerk	Travis Cooke	\$72,291	\$77,182	.85	\$4,891
Finance Director	Rachelle Swisher	\$81,600	\$103,363	.85	\$21,763
Communications/Rec Coord.	Whitney Tucker	\$46,821	\$56,609	.85	\$9,788
Public Works Director	Dalton Jacobus	\$76,315	\$108,355	.85	\$32,040
Public Works Supervisor	Bill Goodrich	\$65,603	\$75,911	.95	\$10,308
Equipment Operator / Laborer	Craig Stoecker	\$60,923	\$60,923	1.04	\$0
Equipment Operator / Laborer	Dan Morgan	\$47,070	\$51,061	.87	\$3,991
Equipment Operator / Laborer	Bobby Fleming	\$42,848	\$49,887	.85	\$7,039
Equipment Operator / Laborer	Austin King	\$45,323	\$49,887	.85	\$4,564
Equipment Operator / Laborer	Brian Stapleton	\$41,600	\$49,887	.85	\$8,287

## RECOMMENDED EMPLOYEE COMPENSATION POSITIONING

The recommended salary increases would cause an undue financial hardship for the City to implement at one time. Therefore we would recommend that the City execute the increases over the course of the next two (2) years to bring the incumbents to the desired compa-ratio.

We have determined a period of two years due to the fact that it will align to a schedule of re-assessing market position of the City vs competitors. It also reflects a reasonable period by which you can “catch-up” to market while taking into account that the market is still moving. Any period of time longer than that will run the danger of continuing to lose pace or falling further behind.

City Job Title	Employee Name	Current Salary	Increase Year 1	Salary After Increase	Percentage Increase
City Clerk	Travis Cooke	\$72,291	\$3,377	\$75,668	4.7%
Finance Director	Rachelle Swisher	\$81,600	\$19,736	\$101,336	24.2%
Communications/Rec Coord.	Whitney Tucker	\$46,821	\$8,678	\$55,499	18.5%
Public Works Director	Dalton Jacobus	\$76,315	\$29,916	\$106,231	39.2%
Public Works Supervisor	Bill Goodrich	\$65,603	\$985	\$66,588	1.5%
Equipment Operator / Laborer	Craig Stoecker	\$60,923	\$0	\$60,923	0%
Equipment Operator / Laborer	Dan Morgan	\$47,070	\$1,839	\$48,909	3.9%
Equipment Operator / Laborer	Bobby Fleming	\$42,848	\$6,061	\$48,909	14.1%
Equipment Operator / Laborer	Austin King	\$45,323	\$3,586	\$48,909	7.9%
Equipment Operator / Laborer	Brian Stapleton	\$41,600	\$7,309	\$48,909	17.6%
<b>Total 1st Year Cost</b>			<b>\$81,487</b>		

**RECOMMENDED EMPLOYEE COMPENSATION POSITIONING**

City Job Title	Employee Name	Salary Year 1	Increase Year 2	Salary After Increase	Percentage Increase
City Clerk	Travis Cooke	\$75,668	\$1,514	\$77,182	2.0%
Finance Director	Rachelle Swisher	\$101,336	\$2,027	\$103,363	2.0%
Communications/Rec Coord.	Whitney Tucker	\$55,499	\$2,155	\$56,609	2.0%
Public Works Director	Dalton Jacobus	\$106,231	\$2,124	\$108,355	2.0%
Public Works Supervisor	Bill Goodrich	\$66,588	\$9,323	\$75,911	14.0%
Equipment Operator / Laborer	Craig Stoecker	\$60,923	\$0	\$60,923	0%
Equipment Operator / Laborer	Dan Morgan	\$48,909	\$2,152	\$51,061	4.4%
Equipment Operator / Laborer	Bobby Fleming	\$48,909	\$978	\$49,887	2.0%
Equipment Operator / Laborer	Austin King	\$48,909	\$978	\$49,887	2.0%
Equipment Operator / Laborer	Brian Stapleton	\$48,909	\$978	\$49,887	2.0%
<b>Total 2nd Year Cost</b>			<b>\$22,229</b>		
<b>Total 1st &amp; 2nd Year Cost</b>			<b>\$103,716</b>		

# Appendix B

## Compensation Survey Participants



## Public Sector Employer Survey Participants

Option A	Option B
Altoona	Altoona
Ames	Carlisle
Ankeny	Clive
Carlisle	Indianola
Clive	Johnston
Des Moines	Newton
Indianola	Polk City
Johnston	Urbandale
Newton	Waukee
Polk City	
Polk County	
Urbandale	
Waukee	
West Des Moines	



<b>City Clerk</b>			
<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>
			Altoona
			Carlisle
\$74,555	\$85,786	\$97,017	Clive
			Indianola
\$94,515	\$115,781	\$137,047	Johnston
\$68,277	\$83,981	\$99,684	Newton
			Polk City
\$67,954	\$77,662	\$87,370	Urbandale
			Waukee

# Communications Coordinator

<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>
			Altoona
			Carlisle
\$65,886	\$68,426	\$70,966	Clive
			Indianola
\$61,208	\$74,980	\$88,751	Johnston
\$53,034	\$65,231	\$77,428	Newton
			Polk City
\$52,259	\$59,722	\$67,184	Urbandale
\$59,575	\$64,635	\$69,694	Waukee
<b>\$58,392</b>	<b>\$66,599</b>	<b>\$74,805</b>	

<b>Finance Director</b>			
<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>
\$95,626	\$115,866	\$136,106	Altoona
			Carlisle
\$120,205	\$129,535	\$138,864	Clive
			Indianola
\$116,437	\$142,636	\$168,834	Johnston
\$68,277	\$83,981	\$99,684	Newton
			Polk City
\$119,003	\$135,997	\$152,991	Urbandale
			Waukee
<b>\$103,910</b>	<b>\$121,603</b>	<b>\$139,296</b>	

<b>Public Works Director</b>			
<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>
\$95,626	\$115,866	\$136,106	Altoona
			Carlisle
\$120,205	\$129,535	\$138,864	Clive
			Indianola
\$104,906	\$128,509	\$152,112	Johnston
			Newton
			Polk City
\$119,003	\$135,997	\$152,991	Urbandale
			Waukee
<b>\$109,935</b>	<b>\$127,477</b>	<b>\$145,018</b>	

# Public Works Equipment Operator

<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>
\$46,384	\$54,475	\$62,566	Altoona
			Carlisle
\$52,295	\$59,555	\$66,815	Clive
			Indianola
			Johnston
\$48,678	\$54,475	\$60,272	Newton
			Polk City
\$65,998	\$67,460	\$68,921	Urbandale
\$49,650	\$57,491	\$65,333	Waukee
<b>\$52,601</b>	<b>\$58,691</b>	<b>\$64,781</b>	

# Public Works Supervisor

<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Entity</u>
\$74,277	\$85,603	\$96,928	Altoona
			Carlisle
\$65,502	\$70,108	\$74,713	Clive
			Indianola
\$70,329	\$86,154	\$101,978	Johnston
\$68,277	\$83,981	\$99,684	Newton
			Polk City
\$73,194	\$83,650	\$94,106	Urbandale
\$60,403	\$69,940	\$79,477	Waukee
<b>\$68,664</b>	<b>\$79,906</b>	<b>\$91,148</b>	