

**Due to the COVID-19 concerns and social distancing recommendations, a virtual meeting is being offered. Participants wishing to speak on a topic should message the meeting moderator. All participants are asked to mute their individual computers at times when they are not speaking to minimize background noise. Join: <https://us02web.zoom.us/j/85494312664>*

NOTICE OF A SPECIAL MEETING BONDURANT CITY COUNCIL JUNE 27, 2022

NOTICE IS HEREBY GIVEN that a Special Meeting of the City Council will be held at 6:00 PM on June 27, 2022, in the Bondurant City Center, 200 Second Street, Northeast, Bondurant, Polk County, Iowa. Said meeting is open and the public is encouraged to attend.

AGENDA

1. Roll Call
2. Call to Order and Declaring a Quorum
3. Abstentions declared
4. Perfecting and Approval of the Agenda
5. Guests requesting to address the City Council
6. Action/Discussion Items
 - a. -Discussion and possible consideration of resolution renaming the West Bondurant Soccer Complex located at 315 Second St NW
 - b. -Discussion and possible consideration of Resolution authorizing submittal to the PetSafe Bark for Your Dog Park Program
 - c. -Discussion and possible consideration of resolution approving Compensation Philosophy and Policy and setting Job Grades and Wage Scales for FY23
 - d. -Discussion and possible consideration of Resolution approving one-time changes to the Employee Handbook by granting additional time to use and paying out excess earned vacation leave accrued during the COVID-19 Global Pandemic
7. Reports / Comments and appropriate action thereon:
 - a. Mayor
 - b. Council Members
 - c. Administrator
 - d. Directors
8. Adjournment

The Bondurant City Council maintains the right to waive the first and second readings of ordinances presented and may pass the third and final reading of the same ordinance within the same council meeting.

Any person with a disability who requires a modification or accommodation in order to participate in the meeting, or any person with limited English proficiency (LEP) who requires language assistance to communicate with the City Council during the meeting, should contact the City Clerk, (515) 967-2418 or shagan@cityofbondurant.com, no fewer than two business days prior to the meeting to enable the City of Bondurant to make reasonable arrangements to assure accessibility or language assistance for the meeting.



**BUSINESS OF THE CITY COUNCIL
BONDURANT, IOWA
AGENDA STATEMENT**

Item No. 6.a.
For Meeting of 6/27/2022
Resolution

TITLE: -Discussion and possible consideration of resolution renaming the West Bondurant Soccer Complex located at 315 Second St NW

CONTACT PERSON:

BRIEF HISTORY & ANALYSIS:

FUNDING SOURCE:

STAFF RECOMMENDATION:

APPROVED FOR SUBMITTAL:

ATTACHMENTS: None



**BUSINESS OF THE CITY COUNCIL
BONDURANT, IOWA
AGENDA STATEMENT**

Item No. 6.b.
For Meeting of 6/27/2022
Resolution

TITLE: -Discussion and possible consideration of Resolution authorizing submittal to the PetSafe Bark for Your Dog Park Program

CONTACT PERSON:

Marketa Oliver, City Administrator

BRIEF HISTORY & ANALYSIS: The City has an opportunity to apply for a \$25,000 grant from PetSafe® through its "Bark for your Park"™. Four communities will receive the grant and the submission period ends June 30, 2022.

Finalists will be chosen on the level of enthusiasm and support for a dog park project within the community and the impact that a dog park project will have on the community. Following the contest voting period, the four communities with the most votes pursuing a new park will receive \$25,000 each, and an additional five communities with the most votes pursuing improvements to an existing local park will be awarded \$5,000 each. The full grant contest timeline is as follows:

Submission Period: May 1 - June 30, 2022

Finalists Announced: August 1, 2022

Voting Period: August 1-31, 2022

Contest Winners Announced: September 2, 2022

One of the criteria for this grant is that the Grant Prize Winners include "PetSafe" in name of dog park in order to receive a Prize. For example, the park would need to be named something like "Pet-ocka PetSafe Dog Park" or "Pawtocka PetSafe Dog Park" or whatever name the Parks and Recreation Board recommends and Council approves.

The attached resolution recognizes the requirement and authorizes staff to submit the grant application. If the City applies and receives this grant, the dog park would be fully funded with outside funds.

FUNDING SOURCE: Grant

STAFF RECOMMENDATION: Approve resolution on a roll call vote.

APPROVED FOR SUBMITTAL:

ATTACHMENTS:

1. RESOLUTION NO. 220627-139

CITY OF BONDURANT
RESOLUTION NO. 220627-139

RESOLUTION AUTHORIZING SUBMITTAL TO THE PETSAFE BARK FOR YOUR
DOG PARK PROGRAM

WHEREAS the City has an opportunity to apply for a \$25,000 grant from PetSafe® through its "Bark for your Park"™; AND

WHEREAS Four communities will receive the grant and the submission period ends June 30, 2022; AND

WHEREAS Finalists will be chosen on the level of enthusiasm and support for a dog park project within the community and the impact that a dog park project will have on the community. Following the contest voting period, the four communities with the most votes pursuing a new park will receive \$25,000 each; AND

WHEREAS One of the criteria for this grant is that the Grant Prize Winners include "PetSafe" in name of dog park in order to receive a Prize.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Bondurant, Iowa, that City staff is authorized to submit an application to the PetSafe Bark for Your Dog Park Program.

BE IT FUTHER RESOLVED that the Council recognizes the requirement to include "PetSafe" in the dog park name and agrees to said requirement should the City of Bondurant be chosen as a Grant Prize Winner.

Passed this 27th day of June 2022,

By: _____
Doug Elrod, Mayor

ATTEST: I, Shelby Hagan, City Clerk of Bondurant, hereby certify that at a meeting of the City Council held on the above date, among other proceedings the above was adopted.

IN WITNESS WHEREOF, I have hereunto set my hand the day and year above written.

Shelby Hagan, City Clerk

Council Action	Ayes	Nays	Abstain	Absent
Cox				
Driscoll				
McKenzie				
Peffer				
Sillanpaa				



**BUSINESS OF THE CITY COUNCIL
BONDURANT, IOWA
AGENDA STATEMENT**

Item No. 6.c.
For Meeting of 6/27/2022
Resolution

TITLE: -Discussion and possible consideration of resolution approving Compensation Philosophy and Policy and setting Job Grades and Wage Scales for FY23

CONTACT PERSON:

Marketa Oliver, City Administrator
Jene Jess, Finance Director

BRIEF HISTORY & ANALYSIS: Four and a half years ago, City staff conducted a city-wide salary survey. At that time, it was evident that the City had multiple positions that were significantly under market. The City has spent recent history trying to bring Bondurant wages into a competitive position. Staff recognizes that we compete with the metro area for talent, while at the same time understanding that Bondurant is one of the smaller metro communities. In determining a sound methodology for comparing salaries appropriately, staff reviewed best practices and researched how similarly situated communities have tackled this challenge. This work is an example of employing the SCORE philosophy the City has adopted to continually evaluate and redesign processes and procedures that enhance organizational efficiency and effectiveness.

City staff reviewed a study model that was recently employed by the City of Norwalk which analyzed a sampling of metro community salaries through the lens of three criteria: population as of the 2020 census, taxable valuation, and growth rate. These factors all play a role in the development of a compensation schedule and policy.

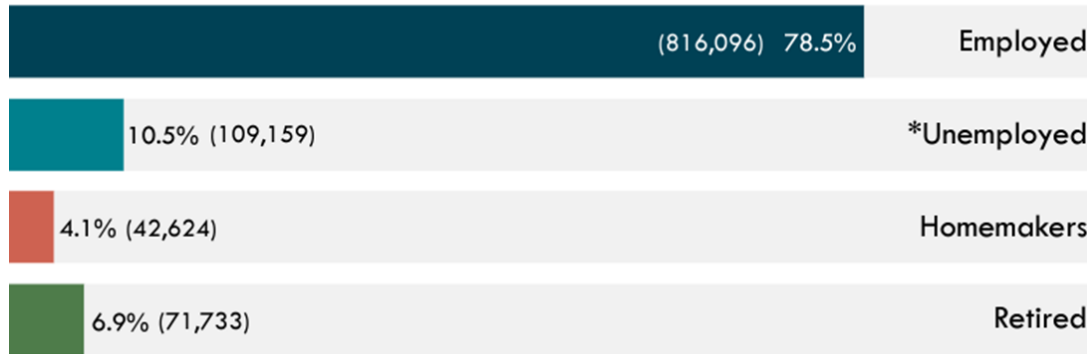
The City of Bondurant currently has only a single-tiered wage schedule or an “up to” amount that is approved by Council. The City Council and City staff have been working over the past five years to develop the City’s organizational structure and to plan for future staffing. Based on City Council priorities, Department Directors developed a multi-year staffing vision, that has been reflected in the budget and approved annually. The Council has also proactively expedited the timeline for certain positions from the approved multi-year staffing vision, recognizing and responding to the needs of our growing community. At this point in the organization’s evolution, staff recommend creating a compensation structure with salary ranges and job grades. As part of the current Financial Policy, staff have drafted a Compensation Philosophy and Policy that

explains the framework for consistency of employee compensation.

A key component of the compensation plan for the City is to determine if the City wishes to lead, lag, or match the market when compensating employees. Staff believe that matching the market is the prudent step. The first step to doing so and a best practice for approaching employee wages is to conduct a salary survey that encompasses the area and organizations from which the talent pool is recruited and attracted. It is important to note here that staff believe matching the market is critical as employee retention is significantly less expensive and more productive than recruitment and training. Research from the Society for Human Resource Management suggests that employee replacement costs can be as high as 50-60% with overall costs ranging anywhere from 90-200%. Therefore, if an employee makes \$60,000 per year, it costs an average of \$30,000 - \$45,000 to replace that employee and can lead to organizational losses of up to \$120,000. Additionally, the current labor market reflects a worker shortage and is very competitive. According to Iowa Workforce Development’s 2020 report, the Des Moines Metro had 11,500 active open positions, 5.5% percent unemployment, and a participation rate of the population of 78.5%.

GREATER DES MOINES REGIONAL LABORSHED ANALYSIS

EMPLOYMENT STATUS (ESTIMATED TOTAL)*



*Employment status is self-identified by the survey respondent. The unemployment percentage above does not reflect the unemployment rate published by the U.S. Bureau of Labor Statistics, which applies a stricter definition.

The 2022 information has not been released yet, except that the unemployment rate has dropped to 2.3%, meaning there are even fewer workers available in the area’s laborshed. The City staff have reviewed the City’s current salary schedule and compared it with that of a core sample of metro communities (the area from which we draw and with which we compete for our talent pool). The following communities were included in the study: Ankeny, Clive, Grimes, Johnston, Norwalk, Pleasant Hill, Waukee, and West Des Moines. As mentioned, the study includes a core sampling of communities in the metro, excluding the highest and lowest population as outliers. Staff then compared Bondurant’s maximum wage rate with similar positions in the metro. It was clear that, for most positions, Bondurant’s wages were below, sometimes, far below, the average of the metro communities. However, it must be considered that Bondurant has a different mix of population according to the 2020 census, taxable valuation, and growth rate than some of these communities and that looking at the

average maximum wage range alone, would not be appropriate. Staff then considered the population size, taxable valuation, and growth rate of Bondurant and the aforementioned metro communities. Staff assigned a wage adjustment percentage based on Bondurant's comparative deviation from the mean population at -10%, Pleasant Hill would also receive that score.

Population			
	Range	Deviation	Cities
	- 11,000	-10%	Pleasant Hill, Bondurant
	11,001 22,000	-3%	Norwalk, Grimes, Clive
	22,001 38,500	0%	Waukee, Johnston
	38,501 63,525	3%	
	63,526 98,464	10%	Ankeny, West Des Moines

The same consideration was given to taxable valuation, assigning a -10% to Bondurant and Norwalk for taxable valuation.

Taxable Valuation			
	Range	Deviation	Cities
	- 700,000,000	-10%	Norwalk, Bondurant
	700,000,001 1,400,000,000	-3%	Pleasant Hill, Grimes
	1,400,000,001 2,450,000,000	0%	Waukee, Johnston, Clive
	2,450,000,001 4,042,500,000	3%	
	4,042,500,001 6,265,875,000	10%	Ankeny, West Des Moines

Growth is also a factor in the matrix to reach the average, particularly given that Bondurant has been growing and is entering a new phase of additional growth. Bondurant is on the upswing in terms of growth, which requires staff to juggle more responsibilities with fewer resources. In terms of growth over the last three fiscal years, Bondurant, Waukee, and Grimes lead the participating metro cities. The wage adjustment assigned is +10% for the growth factor.

Growth Rate			
	Range	Deviation	Cities
-	20.0%	-10%	Clive, Pleasant Hill
20.1%	40.0%	-3%	Johnston, West Des Moines
40.1%	50.0%	0%	Ankeny
50.1%	75.0%	3%	Norwalk
75.1%	100.0%	10%	Bondurant, Grimes, Waukee

Averaging all three factors results in an overall weighted adjustment of 10% below (-10%) the metro average maximum range for each position.

Weight Score	
-10%	Bondurant
-8%	Pleasant Hill
-4%	Clive
-3%	Norwalk
-1%	Johnston
1%	Grimes
3%	Waukee
6%	West Des Moines
7%	Ankeny

Population		Valuation		Growth Rate	
Pleasant Hill	10,147	Pleasant Hill	\$ 678,738,825.00	Pleasant Hill	15.5%
Norwalk	12,799	Norwalk	\$ 712,169,983.00	Norwalk	43.1%
Grimes	15,392	Grimes	\$ 1,144,798,987.00	Grimes	86.7%
Clive	18,601	Clive	\$ 1,566,738,151.00	Clive	20.4%
Waukee	23,940	Waukee	\$ 1,691,866,217.00	Waukee	73.6%
Johnston	24,064	Johnston	\$ 1,829,371,540.00	Johnston	39.3%
Ankeny	67,887	Ankeny	\$ 4,460,767,760.00	Ankeny	48.9%
West Des Moines	68,723	West Des Moines	\$ 6,414,435,455.00	West Des Moines	21.4%
Bondurant	7,365	Bondurant	\$ 423,055,742.00	Bondurant	90.8%
Average	27,658	Average	\$ 2,102,438,073.33	Average	48.9%

Staff have also been working to create recommended salary/wage ranges and job grades. Currently, the City has adopted wage maximums, but no range. A wage range is important because it helps set expectations for entry level and gives staff a path for future compensation potential. Additionally, salary/wage ranges and job grades are important to creating equity among positions. Pay ranges provide a framework for personnel to know their position in the organization and ensures that managers administer pay increases impartially. Ranges also provide a yardstick by which individual employees can measure past and future advancement. Considering job functions, maximum wage ranges from eight of the metro cities, population size, city valuation and city growth, staff developed wage ranges to right size Bondurant with the metro. For Council consideration staff has also prepared a Compensation Philosophy and Policy with a three-tiered salary range that includes: A tier for entry level, 75% the weighted average (3 years or less in their roles); A mid-point tier for median experience, 90% the weighted average (3 to 6 years in their roles); and A top tier for advanced experience, the weighted average as determined by the matrix previously discussed (6 and over years in their roles). Other factors are considered, such as performance determined by their Department Head and budget when determining where an employee should fall within the wage range.

The policy indicates that salary studies should be conducted every three years. In between studies, the policy indicates that ranges would be adjusted by the Midwest CPI as published in the Iowa League of Cities Annual Special Budget Report.

FUNDING SOURCE: General Fund, RUT, Utilities, TIF, Employee Benefits

STAFF RECOMMENDATION: Review policy, job grades, and wage scales. Modify if deemed appropriate and adopt.

APPROVED FOR SUBMITTAL:

ATTACHMENTS:

1. RESOLUTION NO. 220627-140
2. Compensation Philosophy Policy

CITY OF BONDURANT
RESOLUTION NO. 220627-140

RESOLUTION APPROVING COMPENSATION PHILOSOPHY AND POLICY AND
SETTING JOB GRADES AND WAGE SCALES FOR FY23

WHEREAS the City Leadership Team worked to develop and present a compensation philosophy and policy; AND

WHEREAS the Mayor and City Council reviewed market research to determine what wage ranges should be established for each city position; AND

WHEREAS the Mayor and City Council determined the City should match market wages for its employees; AND

WHEREAS the Mayor and City Council find that creating job grades and wage scales helps ensure pay equity among employees and communicates future compensation potential to employees; AND

WHEREAS the Mayor and City Council find that creating job grades is a critical foundation for the City's future organizational growth.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Bondurant, Iowa, that the attached Compensation Philosophy and Policy be adopted.

BE IT FUTHER RESOLVED that the attached Job Grades (Job Family/Job Category/Job Title) and Salary Ranges for the Fiscal Year beginning July 1, 2022, are hereby approved.

Passed this 27th day of June 2022,

By: _____
Doug Elrod, Mayor

ATTEST: I, Shelby Hagan, City Clerk of Bondurant, hereby certify that at a meeting of the City Council held on the above date, among other proceedings the above was adopted.

IN WITNESS WHEREOF, I have hereunto set my hand the day and year above written.

Shelby Hagan, City Clerk

Council Action	Ayes	Nays	Abstain	Absent
Cox				
Driscoll				
McKenzie				
Peffer				
Sillanpaa				



Compensation Philosophy and Policy

Recommended expansion of the current Financial Policy to include a Compensation Philosophy and Policy

A compensation philosophy is simply a formal statement documenting the City's position about employee compensation. It explains the "why" behind employee pay and creates a framework for consistency. Employers use their compensation philosophy to attract, retain and motivate employees.

Compensation philosophies are typically developed by the human resources department in collaboration with the executive team. The philosophy is based on many factors, including the City's financial position, the size of the organization, the industry, service objectives, market salary information, the level of difficulty in finding qualified talent, and the unique circumstances of the organization. The compensation philosophy should be reviewed periodically and updated based on current factors affecting the organization. For example, market conditions may make it difficult to find qualified talent in a particular specialization, and an employer may need to pay a premium for these candidates. If the City's current compensation philosophy does not support this value, then the organization may need to change its philosophy to meet its current needs.

A well-designed compensation philosophy supports the organization's strategic plan and initiatives, service goals, competitive outlook, operating objectives, and compensation and total reward strategies.

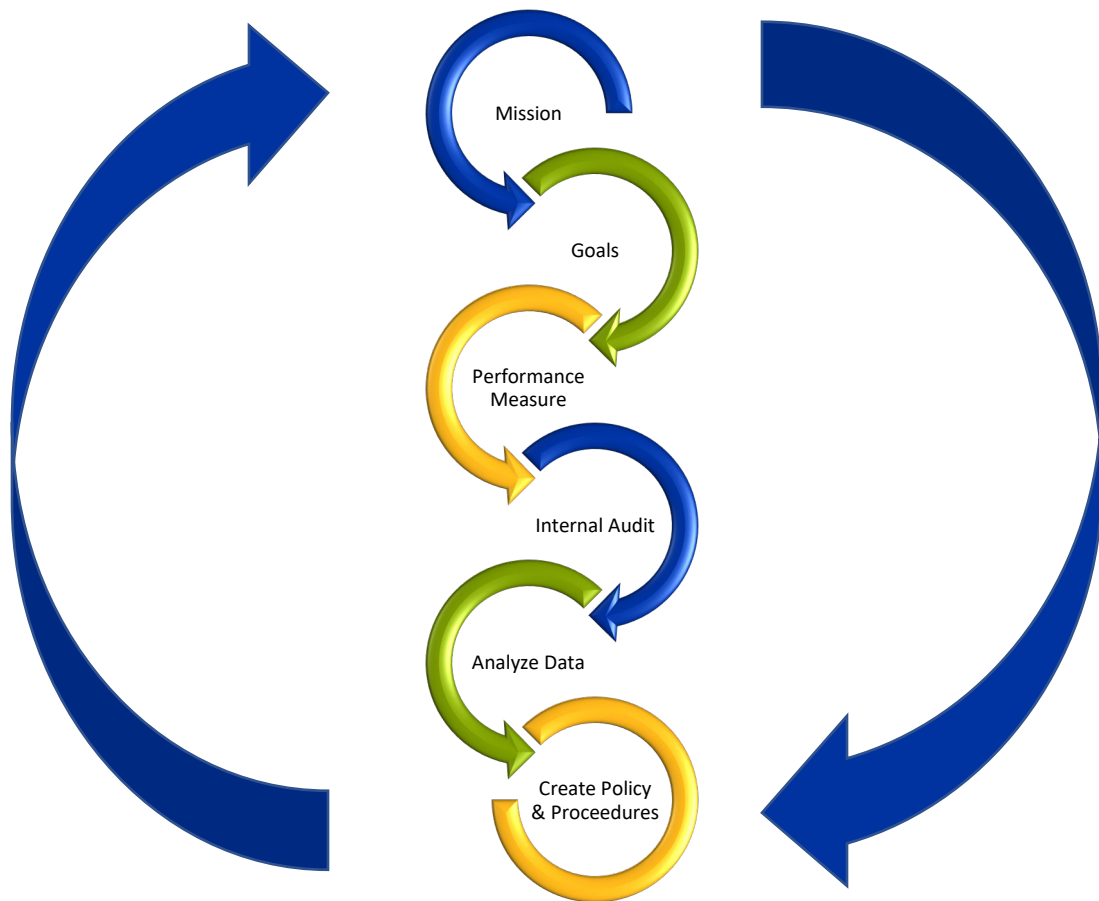
Most compensation philosophies seek to:

- Identify the City's pay programs and total reward strategies.
- Identify how the pay programs and strategies support the City's service strategy, competitive outlook, operating objectives, and human capital needs.
- Attract people to join the City's team.
- Motivate employees to perform at the best of their competencies, abilities, and skill sets.
- Retain key talent and reward high-performing employees.
- Define the competitive market position of the City in relation to base pay, variable compensation, and benefits opportunities.
- Define how the City plans to pay and reward competitively, based on market and organizational conditions, competition, and ability to pay.

- Ensure equal pay for equal work, with allowable pay differences based on factors not prohibited by law.

An effective compensation philosophy should pass the following quality test:

- Is the overall program equitable?
- Is the overall program defensible and perceived by employees as fair?
- Is the overall program fiscally sensitive?
- Are the programs included in the compensation philosophy and policy legally compliant?
- Can the organization effectively communicate the philosophy, policy, and overall programs to employees?
- Are the programs the organization offers fair, competitive, and in line with the compensation philosophy and policies?



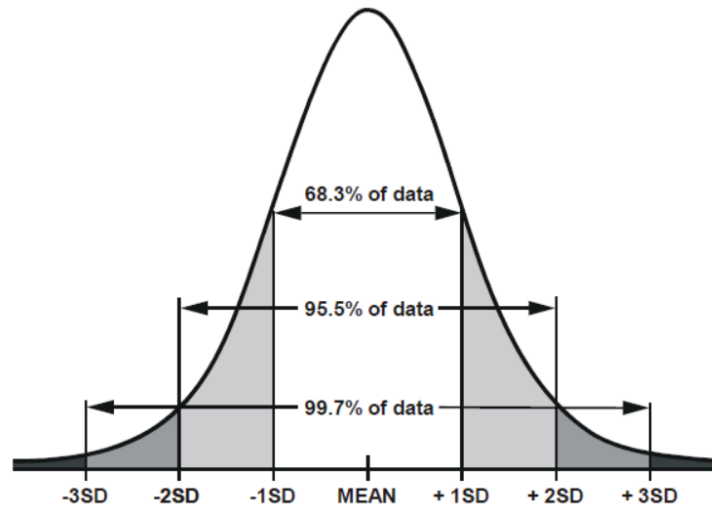
Step 1: Determine the Organization's Compensation Philosophy

Before creating salary ranges, the organization must first determine what its approach or philosophy is to compensation. What is the mindset that drives pay decisions? Determining the compensation philosophy requires an in-depth look at the company's beliefs regarding compensation. The key is to create a philosophy and be consistent in its application regarding pay practices.

Match the Market

An employer can choose to lead, lag, or match the market when compensating employees. Being a market leader means that the organization pays more for jobs than its competitors. Typically, an organization does this to gain an advantage or attract talent away from its competitors. If an employer decides to match the market, it pays roughly the same as its competitors, and if an employer lags the market, it is paying less than market rates. Generally, an employer rarely chooses to lag the market as a conscious pay strategy. It is often either discovered after market research reveals the practice, or it may be the result of a limited compensation budget. In rare circumstances an employer's brand may be so attractive (e.g., Disney, Google) that the employer can pay lower-than-market wages without a negative impact on recruitment and retention. When turnover is high, there are increased costs associated with recruiting, selecting and training replacements. Other, more-difficult-to-quantify effects also arise, such as declines in productivity, morale, customer satisfaction and innovation.

The City of Bondurant has a philosophy of matching the market using a weighted average of the Des Moines Metropolitan communities, excluding the population outliers (the highest and smallest). The market is defined as where the talent pool is and where the City's competitors are located. The weighted average is used with the understanding that Bondurant's population, taxable valuation, and growth rate are variables to consider when comparing to the other communities. The matrix is based on the deviation from the average of each category.



Salary Ranges

Salary ranges help employers control their pay expenses and ensure pay equity among employees. It is critical that the City have rational explanations for why it pays employees a certain rate. Defined salary ranges help accomplish that. Additionally, defined salary ranges communicate a path for future compensation potential and set the expectations for entry level.

Step 2: Conduct a Job Analysis

A job analysis is a process for gathering, documenting, and analyzing information about a job to determine the activities and responsibilities it includes, its relative importance to other jobs, the qualifications necessary for performing the job and the conditions under which the work is performed. The City of Bondurant conducts job analysis at least every three years and anytime the organizational structure requires.

Step 3: Conduct Market Research

Conducting market research ensures that wages paid to employees are comparable to similar positions in the marketplace.

When conducting salary market research, staff should consider the following:

- Job titles vary between Cities. Staff should read the descriptions of the jobs surveyed to make sure that the related tasks, functions, and levels of responsibility match the positions at Bondurant.
- To obtain current, accurate salary information, Bondurant will typically need to purchase or solicit salary data.
- Whenever possible, employers should try to obtain information from more than one market survey resource, at least for benchmark positions.
- It should be realized from the outset that each City has jobs that are unique and that it will be impossible to find exact matches for all jobs. Staff may need to

consider jobs that closely fit the principal aspects of a particular job and consider salary data for more than one type of job.

Step 4: Create Job Grades

Job grades are groupings of positions with similar worth. Bondurant uses their job evaluation data to group positions into job grades by department and function, as is standard Statewide.

Job Family	Job Category	Job Title
Central Administration	Director	Finance & Employee Services City Clerk Planning & Community Development
	Coordinator	Economic Development
	Specialist	Operations & Training Utility Bill Front Desk Communications & Events

Step 6: Create a Salary Range Based on Research

Bondurant should note the range of pay in the salary surveys and other information that may be relevant when establishing a weighted average salary. As conditions change, the index used to calculate the weighted average will change. Three factors determine the weighted average: population, taxable valuation, and growth rate. For each position, the City of Bondurant will establish minimum (up to 3 years in their role), midpoint (3 to 6 years in their roles), and maximum (beyond 6 years in their role), pay ranges. The maximum is the weighted average salary using data from a salary survey with a sample of cities in the Des Moines Metropolitan area (not considering the outliers based on

population) for that position plus a cost-of-living increase over the previous year. The midpoint is 90% of the maximum and the minimum is 75% the maximum.

Maximum = Weighted Average, Midpoint = Maximum x .90, Minimum = Maximum x 0.75

After the salaries for current employees have been placed into the range, several employees may not be in line with the guidelines and ranges the City has established.

"Red circle rates" are salaries/wages that are above the maximum rate the City has established for the position's salary range.

"Green circle rates" are salaries below the minimum rate the City has established for the position's salary range.

Staff will develop strategies to rectify anomalies by considering factors such as budget, employee performance, and years in the role.

Step 7: Updating and Aging

Compensation rarely remains static. The rate of pay is constantly changing with external market and economic activity.

Aging is the activity of increasing salary grades with the market without the cost of purchasing or soliciting new salary survey data each year. To do this, the City of Bondurant will use the Midwest CPI as published in the Iowa League of Cities Annual Special Budget Report. It measures changes in the cost of total compensation, which includes wages, salaries, and the employer's cost of employee benefits.

Salary survey data should be gathered and reviewed every three years so that appropriate adjustments can be made to the organization's salary ranges.

Job Family	Job Category	Job Title
Central Administration	Director	Finance & Employee Services City Clerk Planning & Community Development
	Coordinator	Economic Development Planning Administrative Services Coordinator
	Specialist	Operations & Training Utility Bill Front Desk Communications & Events

Job Family	Job Category	Job Title
Public Works	Director	Public Works
	Coordinator	Water/Wastewater
	Specialist	Operations
	Technician	Crossing Guard

Job Family	Job Category	Job Title
Emergency Services	Director	Emergency Services
	Coordinator	Assistant Fire Chief - EMS Assistant Fire Chief - Inspections
	Specialist	Fire/Paramedic
	Technician	Emergency Medical



Compensation Philosophy and Policy

Recommended expansion of the current Financial Policy to include a Compensation Philosophy and Policy

A compensation philosophy is simply a formal statement documenting the City's position about employee compensation. It explains the "why" behind employee pay and creates a framework for consistency. Employers use their compensation philosophy to attract, retain and motivate employees.

Compensation philosophies are typically developed by the human resources department in collaboration with the executive team. The philosophy is based on many factors, including the City's financial position, the size of the organization, the industry, service objectives, market salary information, the level of difficulty in finding qualified talent, and the unique circumstances of the organization. The compensation philosophy should be reviewed periodically and updated based on current factors affecting the organization. For example, market conditions may make it difficult to find qualified talent in a particular specialization, and an employer may need to pay a premium for these candidates. If the City's current compensation philosophy does not support this value, then the organization may need to change its philosophy to meet its current needs.

A well-designed compensation philosophy supports the organization's strategic plan and initiatives, service goals, competitive outlook, operating objectives, and compensation and total reward strategies.

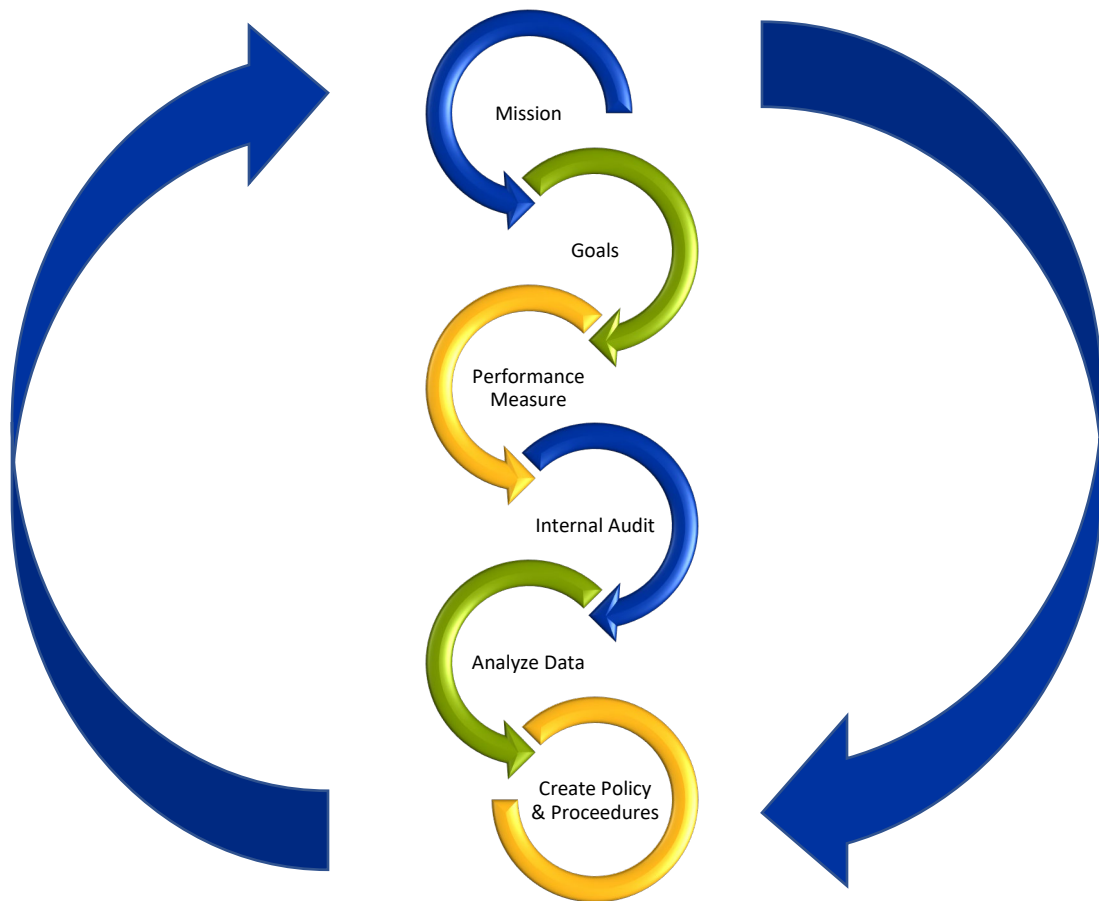
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- Motivate employees to perform at the best of their competencies, abilities, and skill sets.
- Retain key talent and reward high-performing employees.
- Define the competitive market position of the City in relation to base pay, variable compensation, and benefits opportunities.
- Define how the City plans to pay and reward competitively, based on market and organizational conditions, competition, and ability to pay.

- Ensure equal pay for equal work, with allowable pay differences based on factors not prohibited by law.

An effective compensation philosophy should pass the following quality test:

- Is the overall program equitable?
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- Can the organization effectively communicate the philosophy, policy, and overall programs to employees?
- Are the programs the organization offers fair, competitive, and in line with the compensation philosophy and policies?



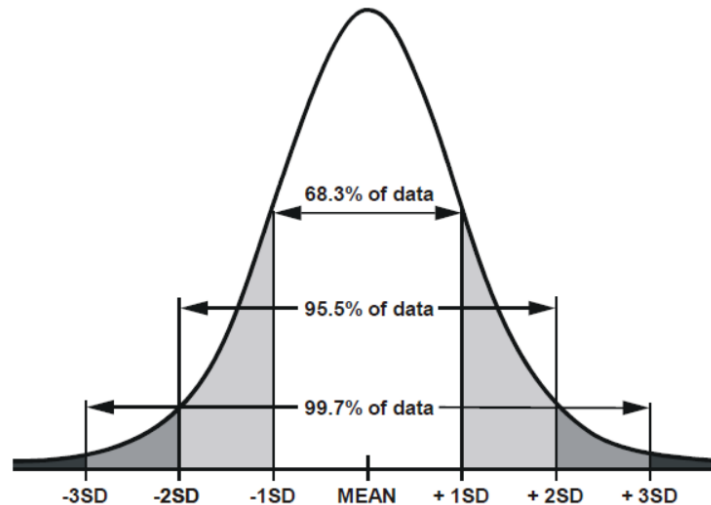
Step 1: Determine the Organization's Compensation Philosophy

Before creating salary ranges, the organization must first determine what its approach or philosophy is to compensation. What is the mindset that drives pay decisions? Determining the compensation philosophy requires an in-depth look at the company's beliefs regarding compensation. The key is to create a philosophy and be consistent in its application regarding pay practices.

Match the Market

An employer can choose to lead, lag, or match the market when compensating employees. Being a market leader means that the organization pays more for jobs than its competitors. Typically, an organization does this to gain an advantage or attract talent away from its competitors. If an employer decides to match the market, it pays roughly the same as its competitors, and if an employer lags the market, it is paying less than market rates. Generally, an employer rarely chooses to lag the market as a conscious pay strategy. It is often either discovered after market research reveals the practice, or it may be the result of a limited compensation budget. In rare circumstances an employer's brand may be so attractive (e.g., Disney, Google) that the employer can pay lower-than-market wages without a negative impact on recruitment and retention. When turnover is high, there are increased costs associated with recruiting, selecting and training replacements. Other, more-difficult-to-quantify effects also arise, such as declines in productivity, morale, customer satisfaction and innovation.

The City of Bondurant has a philosophy of matching the market using a weighted average of the Des Moines Metropolitan communities, excluding the population outliers (the highest and smallest). The market is defined as where the talent pool is and where the City's competitors are located. The weighted average is used with the understanding that Bondurant's population, taxable valuation, and growth rate are variables to consider when comparing to the other communities. The matrix is based on the deviation from the average of each category.



Salary Ranges

Salary ranges help employers control their pay expenses and ensure pay equity among employees. It is critical that the City have rational explanations for why it pays employees a certain rate. Defined salary ranges help accomplish that. Additionally, defined salary ranges communicate a path for future compensation potential and set the expectations for entry level.

Step 2: Conduct a Job Analysis

A job analysis is a process for gathering, documenting, and analyzing information about a job to determine the activities and responsibilities it includes, its relative importance to other jobs, the qualifications necessary for performing the job and the conditions under which the work is performed. The City of Bondurant conducts job analysis at least every three years and anytime the organizational structure requires.

Step 3: Conduct Market Research

Conducting market research ensures that wages paid to employees are comparable to similar positions in the marketplace.

When conducting salary market research, staff should consider the following:

- Job titles vary between Cities. Staff should read the descriptions of the jobs surveyed to make sure that the related tasks, functions, and levels of responsibility match the positions at Bondurant.
- To obtain current, accurate salary information, Bondurant will typically need to purchase or solicit salary data.
- Whenever possible, employers should try to obtain information from more than one market survey resource, at least for benchmark positions.
- It should be realized from the outset that each City has jobs that are unique and that it will be impossible to find exact matches for all jobs. Staff may need to

consider jobs that closely fit the principal aspects of a particular job and consider salary data for more than one type of job.

Step 4: Create Job Grades

Job grades are groupings of positions with similar worth. Bondurant uses their job evaluation data to group positions into job grades by department and function, as is standard Statewide.

Job Family	Job Category	Job Title
Central Administration	Director	Finance & Employee Services City Clerk Planning & Community Development
	Coordinator	Economic Development
	Specialist	Operations & Training Utility Bill Front Desk Communications & Events

Step 6: Create a Salary Range Based on Research

Bondurant should note the range of pay in the salary surveys and other information that may be relevant when establishing a weighted average salary. As conditions change, the index used to calculate the weighted average will change. Three factors determine the weighted average: population, taxable valuation, and growth rate. For each position, the City of Bondurant will establish minimum (up to 3 years in their role), midpoint (3 to 6 years in their roles), and maximum (beyond 6 years in their role), pay ranges. The maximum is the weighted average salary using data from a salary survey with a sample of cities in the Des Moines Metropolitan area (not considering the outliers based on

population) for that position plus a cost-of-living increase over the previous year. The midpoint is 90% of the maximum and the minimum is 75% the maximum.

Maximum = Weighted Average, Midpoint = Maximum x .90, Minimum = Maximum x 0.75

After the salaries for current employees have been placed into the range, several employees may not be in line with the guidelines and ranges the City has established.

"Red circle rates" are salaries/wages that are above the maximum rate the City has established for the position's salary range.

"Green circle rates" are salaries below the minimum rate the City has established for the position's salary range.

Staff will develop strategies to rectify anomalies by considering factors such as budget, employee performance, and years in the role.

Step 7: Updating and Aging

Compensation rarely remains static. The rate of pay is constantly changing with external market and economic activity.

Aging is the activity of increasing salary grades with the market without the cost of purchasing or soliciting new salary survey data each year. To do this, the City of Bondurant will use the Midwest CPI as published in the Iowa League of Cities Annual Special Budget Report. It measures changes in the cost of total compensation, which includes wages, salaries, and the employer's cost of employee benefits.

Salary survey data should be gathered and reviewed every three years so that appropriate adjustments can be made to the organization's salary ranges.

Job Family	Job Category	Job Title
Central Administration	Director	Finance & Employee Services City Clerk Planning & Community Development
	Coordinator	Economic Development Planning Administrative Services Coordinator
	Specialist	Operations & Training Utility Bill Front Desk Communications & Events

Job Family	Job Category	Job Title
Public Works	Director	Public Works
	Coordinator	Water/Wastewater
	Specialist	Operations
	Technician	Crossing Guard

Job Family	Job Category	Job Title
Emergency Services	Director	Emergency Services
	Coordinator	Assistant Fire Chief - EMS Assistant Fire Chief - Inspections
	Specialist	Fire/Paramedic
	Technician	Emergency Medical



**BUSINESS OF THE CITY COUNCIL
BONDURANT, IOWA
AGENDA STATEMENT**

Item No. 6.d.
For Meeting of 6/27/2022
Resolution

TITLE: -Discussion and possible consideration of Resolution approving one-time changes to the Employee Handbook by granting additional time to use and paying out excess earned vacation leave accrued during the COVID-19 Global Pandemic

CONTACT PERSON:
Jene Jess, Finance Director

BRIEF HISTORY & ANALYSIS:

Following up on recent conversations related to excess vacation balances accrued during the global health pandemic, the Finance and Employee Benefits Director developed a recommendation for Council consideration.

The Current Handbook Policy regarding the accrual of vacation time is as follows:

VACATION 2

4.

Eligibility

Full-time employees are eligible for paid vacation based upon their anniversary dates of hire according to the following schedule. Supervisory (exempt) employees receive the vacation accruals as listed below, plus five (5) days, however, no employee will accrue more than 25 days.

Length of Continuous Service	Vacation
One (1) year	10 Days
Five (5) years	15 Days
Ten (10) years	20 Days
Twenty (20) years	25 Days

Part-time employees are not eligible for vacation pay.

For purposes of this policy, “**length of continuous service**” shall mean an employee’s length of continuous service with the City since the employee’s most recent date of hire.

Scheduling Vacation

Vacations may be taken as weekly periods, as individual days, or in periods of one hour as long as the increments chosen meet with departmental approval. Vacation requests must be submitted in writing to the City Administrator before the start of your vacation. Vacation preferences are subject to staffing requirements as determined by the City.

Carryover

Vacation becomes available on the first day of the month after it has accrued. Employees may not accrue vacation time in excess of an amount equal to 150% of the employee’s annual eligibility. Upon termination of employment, employees will be paid accrued unpaid vacation (up to the maximum vacation allowed to be accrued under this paragraph) at the employee’s current rate of pay.

Vacation Pay upon Termination

If your employment with the City is terminated for any reason during your first year of service, no vacation is due upon termination. If your employment is terminated for any reason after your first year of service, you will be paid for unused earned vacation, provided you have given the required notice. Vacation may not be used during the notification period. If an employee fails to give the notice required by Section 2.10, all earned vacation time will be forfeited.

Accrual of Vacation during Unpaid Leaves

Vacation will not accrue during unpaid leaves of absence.

ISSUE

The above policy is a “use it or lose it” policy. Once the employee reaches the max of what can be accrued at their anniversary date of hire the employee (150% of their annual accrual amount) that is all that is carried over into their next year. During the COVID-19 Global Pandemic there were barriers to an employee being able to take their vacation, including an increase in workloads as well as health risk and travel bans.

RECOMMENDATIONS

1. Employee Services over the next fiscal year FY23 will conduct an audit each accrual date of each employee approaching their carry over anniversary date.
2. During this time Employee Services will calculate up to the balance of the employee max carry over amount (150% of their annual accrual).
3. The City Administrator at the request of the Department Director can increase an employee’s cap if the employee’s inability to take vacation leave was caused by unforeseen emergency operations or is being saved for a planned scheduled use.
4. This is a one-time vacation buyout and the original policy of 150% cap will reinstate at the time of the anniversary date payout.
5. Payout will be based on hourly rate at the time of each payment.
6. The City Administrator would have the ability modify the plan as needed to work within the parameters of the City’s software system.
7. Payouts are not subject to IPERS or Deferred Compensation.
8. Vacation payouts are not time worked, therefore not considered for calculating overtime.

The advantages of this proposal include the ability of employees to have the additional time to take the vacation and it is more manageable within the Finance and Employee Services Director’s workload to handle the payouts over a period of time.

FUNDING SOURCE: Employee Benefits, General Fund, RUT, Utilities

STAFF RECOMMENDATION: Modify as appropriate and approve resolution on a roll call vote.

APPROVED FOR SUBMITTAL:

ATTACHMENTS:

1. RESOLUTION NO. 220627-141

CITY OF BONDURANT
RESOLUTION NO. 220627-141

RESOLUTION APPROVING CHANGES TO EMPLOYEE HANDBOOK BY ADDING
EMPLOYEE PROGRAMMING SECTION

WHEREAS, the City of Bondurant recognizes the value of having healthy and productive employees; and

WHEREAS, the City wishes to provide support for employee wellness and morale.

WHEREAS, the City provides fulltime employees with tiered and capped paid vacation day benefit in lieu of days work; and

WHEREAS, Beginning in Spring of 2019 through Spring of 2022 the City's employees experienced a global pandemic that created barriers to the use of the vacation benefit.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Bondurant, Iowa, that the following steps are adopted to resolve vacation balances in excess of the maximum accrual guidance in the City's employee handbook:

1. Employee Services over the next fiscal year FY23 will conduct an audit each accrual date of each employee approaching their carry over anniversary date.
2. During this time Employee Services will calculate up to the balance of the employee max carry over amount (150% of their annual accrual).
3. The City Administrator at the request of the Department Director can increase an employee's cap if the employee's inability to take vacation leave was caused by unforeseen emergency operations or is being saved for a planned scheduled use.
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6. The City Administrator would have the ability modify the plan as needed to work within the parameters of the City's software system.
7. Payouts are not subject to IPERS or Deferred Compensation.
8. Vacation payouts are not time worked, therefore not considered for calculating overtime.

Passed this 27th day of June 2022,

Doug Elrod, Mayor

ATTEST: I, Shelby Hagan, City Clerk of Bondurant, hereby certify that at a meeting of the City Council held on the above date, among other proceedings the above was adopted.

IN WITNESS WHEREOF, I have hereunto set my hand the day and year above written.

Shelby Hagan, City Clerk

Council Action	Ayes	Nays	Abstain	Absent
Cox				
Driscoll				
McKenzie				
Peffer				
Sillanpaa				