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**To:** Mayor Nelson and Members of the City Council

**From:** Daniel R. Buchholtz, MMC, Administrator, Clerk/Treasurer

**Date:** December 15, 2021

**Subject:** Approval of 2022 Pay Plan for Non-Bargained Employees

The City of Spring Lake Park worked with consultant Baker Tilly to conduct a Classification and Compensation Survey to achieve the following goals: 1) provide fair and equitable compensation to employees; 2) balance external market and internal equity; 3) maintain a competitive pay structure with consideration of the City's fiscal resources; and 4) develop an understandable compensation program for the City Council, employees and the public.

Based on these philosophies, Baker Tilly held an employee informational meeting, collected data on existing positions using Position Analysis Questionnaires, updated job descriptions, evaluated positions based on job requirements, and conducted a comprehensive market survey.

For the comprehensive market survey, the City Council identified the following cities as benchmark cities for the purposes of salary comparison.

City of Arden Hills	City of Circle Pines	City of East Bethel
City of Ham Lake	City of Lake Elmo	City of Little Canada
City of Mahtomedi	City of Mendota Heights	City of Mounds View
City of Nowthen	City of Oak Grove	City of St. Anthony Village
City of St. Francis	City of St. Paul Park	

Salary data for benchmarked positions were solicited. Information was gathered on minimum, maximum and actual salaries for all positions surveyed.

The results of the comprehensive market survey are shown on the following page.

Table 1 – Salary Survey Results, All Positions

Position Surveyed	Number of Respondents	Average Midpoint	Minimum Salary			Midpoint Salary		Maximum Salary		
			Lowest	Highest	Average	Lowest	Highest	Lowest	Highest	Average
Accountant	9	67,207.74	52,291.20	66,144.00	59,500.84	59,311.20	74,412.00	66,331.20	82,680.00	74,914.64
Accounting Clerk - Special Projects Coordinator	4	56,998.28	30,613.44	53,331.20	50,991.90	34,120.32	58,720.00	37,627.20	65,604.00	63,004.65
City Administrator - Clerk/Treasurer	14	122,831.97	79,950.00	122,261.00	108,742.65	95,837.50	137,270.73	111,725.00	156,836.59	136,921.29
Permit Technician	7	51,713.70	44,180.00	48,817.60	46,446.10	45,716.50	55,528.28	46,328.00	63,686.64	56,981.29
Building Official	7	87,706.41	73,810.00	84,177.00	78,048.93	83,018.00	96,792.50	92,226.00	109,408.00	97,363.89
Utility Billing Clerk	6	55,174.16	22,386.00	53,310.40	47,993.96	26,748.54	59,976.80	31,111.08	66,643.20	62,354.37
Fire Inspector - Code Enforcement	5	69,810.25	58,843.00	64,766.00	61,795.40	65,291.00	73,404.50	71,739.00	82,043.00	77,825.10
Parks & Recreation Supervisor	4	67,688.16	60,760.00	66,144.00	59,029.73	67,724.50	74,412.00	74,689.00	82,680.00	79,804.00
Parks & Recreation Director	3	84,776.50	72,696.00	76,126.00	74,411.00	84,772.50	84,780.50	93,419.00	96,865.00	95,142.00
DNU - Recreation Support Specialist	1	28,080.00	15,600.00	15,600.00	24,960.00	17,550.00	17,550.00	19,500.00	19,500.00	31,200.00
Police Investigator	6	76,753.14	60,723.00	74,340.00	66,423.60	73,675.00	83,580.00	83,544.00	92,820.00	87,082.68
Patrol Officer	6	72,772.77	58,052.80	69,555.20	62,686.80	67,392.00	77,628.00	76,710.40	88,800.00	82,858.73
Police Chief- Director of Public Safety	5	114,114.25	93,267.20	109,574.00	102,345.16	104,914.94	121,284.50	116,562.68	133,757.00	125,883.34
Records Technician	4	56,979.25	50,737.00	51,016.00	50,876.50	56,863.50	57,095.00	62,711.00	63,451.00	63,082.00
Police Sergeant	6	90,254.41	74,068.80	91,632.00	83,479.60	83,304.00	97,356.00	92,539.20	103,080.00	96,751.63
Public Works Director	13	102,759.08	80,912.00	100,880.00	92,032.43	92,956.50	110,822.40	102,000.00	120,764.80	113,485.73
Public Works Maintenance Worker Lead	7	69,052.77	56,659.20	71,427.20	65,381.44	63,200.80	72,966.40	69,742.40	76,462.00	72,685.87
Public Works Maintenance Worker	14	59,460.67	44,441.78	63,440.00	53,097.08	54,409.70	68,359.00	63,086.00	73,278.00	65,824.26
Deputy City Clerk	3	64,401.00	57,762.00	57,762.00	57,762.00	64,401.00	64,401.00	71,040.00	71,040.00	71,040.00
<b>Averages</b>	<b>6.53</b>									
DNU - did not use survey information										

Table 2 – Salary Survey Results Comparison, All Positions

Position Surveyed	Spring Lake Park, MN Information									
	Min	Diff	%	Mid	Diff	%	Max	Diff	%	
Accountant	57,970.02	(1,530.82)	-2.64%	66,145.25	(1,062.49)	-1.61%	74,320.48	(594.16)	-0.80%	
Accounting Clerk - Special Projects Coordinator	43,675.22	(7,316.68)	-16.75%	49,834.51	(7,163.76)	-14.38%	55,993.81	(7,010.84)	-12.52%	
City Administrator - Clerk/Treasurer	97,314.88	(11,427.77)	-11.74%	111,038.82	(11,793.15)	-10.62%	124,762.77	(12,158.52)	-9.75%	
Permit Technician	39,372.94	(7,073.16)	-17.96%	44,925.50	(6,788.19)	-15.11%	50,478.06	(6,503.22)	-12.88%	
Building Official	70,443.15	(7,605.78)	-10.80%	80,377.44	(7,328.97)	-9.12%	90,311.73	(7,052.16)	-7.81%	
Utility Billing Clerk	43,675.22	(4,318.74)	-9.89%	49,834.51	(5,339.65)	-10.71%	55,993.81	(6,360.56)	-11.36%	
Fire Inspector - Code Enforcement	60,882.22	(913.18)	-1.50%	69,422.91	(387.34)	-0.56%	77,963.60	138.50	0.18%	
Parks & Recreation Supervisor	53,675.44	(5,354.29)	-9.98%	61,245.08	(6,443.08)	-10.52%	68,814.72	(10,989.28)	-15.97%	
Parks & Recreation Director	71,303.65	(3,107.35)	-4.36%	81,359.30	(3,417.20)	-4.20%	91,414.96	(3,727.04)	-4.08%	
DNU - Recreation Support Specialist	43,675.22			49,834.51			55,993.81			
Police Investigator	66,584.69	161.09	0.24%	75,062.35	(1,690.80)	-2.25%	83,540.00	(3,542.68)	-4.24%	
Patrol Officer	65,084.69	2,397.89	3.68%	73,562.35	789.58	1.07%	82,040.00	(818.73)	-1.00%	
Police Chief- Director of Public Safety	87,364.37	(14,980.79)	-17.15%	99,684.94	(14,429.31)	-14.47%	112,005.50	(13,877.83)	-12.39%	
Records Technician	48,721.92	(2,154.58)	-4.42%	55,592.99	(1,386.26)	-2.49%	62,464.06	(617.94)	-0.99%	
Police Sergeant	76,815.24	(6,664.36)	-8.68%	87,648.24	(2,606.17)	-2.97%	98,481.24	1,729.61	1.76%	
Public Works Director	82,015.44	(10,016.99)	-12.21%	93,581.70	(9,177.38)	-9.81%	105,147.95	(8,337.78)	-7.93%	
Public Works Maintenance Worker Lead	66,343.68	962.24	1.45%	70,029.44	976.72	1.39%	73,715.20	1,029.33	1.40%	
Public Works Maintenance Worker	59,829.12	6,732.04	11.25%	63,152.96	3,692.29	5.85%	66,476.80	652.54	0.98%	
Deputy City Clerk										
<b>Averages</b>		<b>(4,247.72)</b>	<b>-6.56%</b>		<b>(4,326.77)</b>	<b>-5.91%</b>		<b>(4,590.63)</b>	<b>-5.73%</b>	
DNU - did not use survey information										

Based on the collected information, Baker Tilly developed a compensation plan and assigned positions to pay grades. Baker Tilly has assigned the following grades to the City’s job titles.

Table 3 – Recommended Position Assignments – Non-bargained

Department	Title	Grade
Parks and Recreation	Recreation Support Specialist	3
Administration	Permit Technician	5
Administration	Accounting Clerk/Special Projects Coordinator	6
Administration	Utility Billing Clerk	6
Police	Records Technician	6

Department	Title	Grade
Parks and Recreation	Parks and Recreation Supervisor	10
Code Enforcement	Fire Inspector-Code Enforcement	10
Parks and Recreation	Parks and Recreation Director	13
Code Enforcement	Building Official	13
Public Works	Public Works Director	16
Police	Police Chief	18
Administration	Administrator, Clerk/Treasurer	20

The following is the pay plan developed by Baker Tilly. The proposed pay plan includes a COLA over 2021 wage rates.

Table 4 – Proposed Salary Schedule - 2022

				% Between Grades:	6%		
				% Between Steps:	3.5%	22.93%	
				Starting midpoint:	43,562.50		
	<b>Step</b>						
<b>Grade</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
1	39,290.88	40,666.06	42,089.37	43,562.50	45,087.19	46,665.24	48,298.52
2	41,648.33	43,106.02	44,614.73	46,176.25	47,792.42	49,465.15	51,196.43
3	44,147.23	45,692.38	47,291.62	48,946.83	50,659.96	52,433.06	54,268.22
4	46,796.07	48,433.93	50,129.12	51,883.63	53,699.56	55,579.05	57,524.31
5	49,603.83	51,339.96	53,136.86	54,996.65	56,921.54	58,913.79	60,975.77
6	52,580.06	54,420.36	56,325.07	58,296.45	60,336.83	62,448.62	64,634.32
7	55,734.86	57,685.58	59,704.58	61,794.24	63,957.04	66,195.53	68,512.38
8	59,078.95	61,146.72	63,286.85	65,501.89	67,794.46	70,167.27	72,623.12
9	62,623.69	64,815.52	67,084.06	69,432.01	71,862.13	74,377.30	76,980.51
10	66,381.11	68,704.45	71,109.11	73,597.93	76,173.85	78,839.94	81,599.34
11	70,363.98	72,826.72	75,375.65	78,013.80	80,744.29	83,570.34	86,495.30
12	74,585.82	77,196.32	79,898.19	82,694.63	85,588.94	88,584.56	91,685.02
13	79,060.97	81,828.10	84,692.09	87,656.31	90,724.28	93,899.63	97,186.12
14	83,804.63	86,737.79	89,773.61	92,915.69	96,167.74	99,533.61	103,017.28
15	88,832.90	91,942.06	95,160.03	98,490.63	101,937.80	105,505.62	109,198.32
16	94,162.88	97,458.58	100,869.63	104,400.07	108,054.07	111,835.96	115,750.22
17	99,812.65	103,306.09	106,921.81	110,664.07	114,537.31	118,546.12	122,695.23
18	105,801.41	109,504.46	113,337.12	117,303.91	121,409.55	125,658.89	130,056.95
19	112,149.49	116,074.73	120,137.34	124,342.15	128,694.12	133,198.42	137,860.36
20	118,878.46	123,039.21	127,345.58	131,802.68	136,415.77	141,190.32	146,131.99
21	126,011.17	130,421.56	134,986.32	139,710.84	144,600.72	149,661.74	154,899.90
22	133,571.84	138,246.86	143,085.50	148,093.49	153,276.76	158,641.45	164,193.90
23	141,586.15	146,541.67	151,670.63	156,979.10	162,473.37	168,159.94	174,045.53
24	150,081.32	155,334.17	160,770.86	166,397.84	172,221.77	178,249.53	184,488.26
25	159,086.20	164,654.22	170,417.12	176,381.72	182,555.08	188,944.50	195,557.56

Staff recommends the City Council take the following actions:

1. Approve the proposed salary schedule shown in Table 2. Adoption of the proposed salary schedule will result in an up-to-date compensation model which will better equip the City to recruit for vacant positions, retain existing employees, and provide for flexibility in hiring, promotions and annual increases.
2. Approve the recommended position assignments as outlined in Table 1, which assigns positions to the proposed salary grades. The proposed position assignments will allow for the establishment of internal equity among the various positions of the City.
3. Approve the following implementation plan:
  - a. Move employees who have a current wage below the minimum to the minimum of the range.
  - b. Provide adjustments for employees whose current wage falls within the range to which their positions have been assigned. Employees will be moved to the step closest to their current wage, which provides an increase to the employee.The implementation plan establishes more equitable compensation levels for all employees, addresses compression issues, and brings employees below the market up to market standards.
4. Provide support for ongoing administration of the program via a system of market adjustments.

Implementation of the above recommendations has been included in the City's 2022 General Fund budget, 2022 Public Utilities budget and 2022 Recycling budget.

If you have any questions regarding the proposed 2022 Pay Plan for non-bargained employees, please don't hesitate to contact me at 763-784-6491.