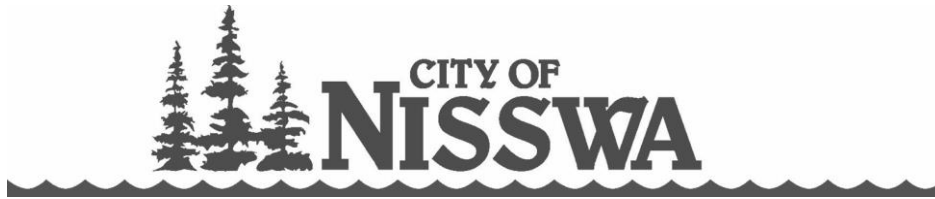


**CITY OF NISSWA  
AGENDA – SPECIAL CITY COUNCIL MEETING  
THURSDAY, APRIL 15, 2021  
5:00 P.M. – CITY HALL**

A. Call to Order

1. 2021 Compensation Study – Results information provided by Ann Antonsen with Baker Tilly (Council Information)
  - a. Memo from Jenny Max re: Compensation Study
  - b. Memo from Baker Tilly re: Market Survey Study Summary
  - c. 2021 Nisswa Results Spreadsheets
2. Questions from Council
3. Questions from Staff

B. Adjourn



April 15, 2021

To: Niswawa City Council  
From: Jenny Max, City Administrator  
Re: Compensation Study Initial Results

**Action Requested:** None; information only at this time.

**Background Information:**

Baker Tilly has completed the initial data collection and review of our compensation study. Following this memo you will find their summary of the results.

The attached 8.5 x 14 spreadsheets (6 in total) are the different comparisons I ran when reviewing the data provided by Baker Tilly. There are many different ways to look at the results, but I believe these options are likely going to provide the best information for the City. Items in blue are classified as DNU – did not use survey information. Upon review of the information with Baker Tilly, we determined that any position with less than 7 respondents would not be included in the results as there was not enough data to obtain a true picture of the comparison to market.

Here is a recap of each spreadsheet:

Summary All

This summary data is for all City positions, as referenced in the Baker Tilly memo.

Summary All w/No Teamsters

This summary data is also referenced in the Baker Tilly memo. It excludes the Teamsters positions as the Officer and Sergeant positions appear to show a different market results than the rest of the city positions.

General Fund

This summary data shows only positions in the General Fund.

General Fund w/No Teamsters

This summary data shows only General Fund positions, also excluding Teamsters positions.

Enterprise Fund

This summary data shows only positions in the City's Enterprise Funds.

Teamsters

This summary data shows only positions in the Teamsters bargaining unit.

In 2016, when the initial compensation study was conducted, the City committed approximately \$50,000 to implement the new step schedule. The criteria used in 2016 included:

- A base increase of 3% for all staff;
- All employees had to get to at least step 1 of the schedule; and
- No employees would lose pay as a result of the adjustment to the step schedule.

The \$50,000 comprised approximately of \$30,000 to non-liquor staff (full time), \$16,000 to liquor staff (full time) and \$1,500 to liquor staff (part time).

Using the initial results on the Summary All spreadsheet, showing an average of 6.86% at the midpoint range, the total cost to make the adjustment would be \$108,813:

	<u>Total Wages</u>	<u>6.86%</u>
<b>General Fund</b>	\$ 959,714	\$ 65,836
<b>Enterprise Fund</b>	\$ 626,484	<u>42,977</u>
<b>Increase in Wages</b>		<b>\$ 108,813</b>
 <u>2021 Budget</u>		
Clerk	\$ 194,119	\$ 13,317
Planning & Zoning	60,528	4,152
Parks & Recreation	123,671	8,484
Police	356,564	24,460
Public Works	<u>224,832</u>	<u>15,423</u>
<b>Total General Fund</b>	\$ 959,714	\$ 65,836
Sewer	\$ 98,801	\$ 6,778
Spirits	273,239	18,744
Pickle	<u>254,443</u>	<u>17,455</u>
<b>Total Enterprise Funds</b>	\$ 626,484	\$ 42,977

This information is for Council review at this time. Additional discussions will take place as part of the 2022 budget process on what the next steps might look like.



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April 6, 2021

Ms. Jenny Max  
 City Administrator  
 City of Nisswa  
 5442 City Hall Street  
 Nisswa, MN 56468

Re: **Compensation Study Final Report**

Dear Ms. Max:

Baker Tilly is pleased to provide the City of Nisswa with the completed Compensation Study. The City of Nisswa retained Baker Tilly (formerly Springsted Incorporated) to conduct a market survey update in the winter of 2021.

A compensation system provides the framework for determining how employees will be paid. As a general rule, most organizations conduct periodic reviews of market comparison (many do this on an annual basis) and then more comprehensive classification and compensation studies approximately every five to seven years ensuring their ability to hire and retain qualified employees and that internal relationships are equitable. The external market comparison is important because it ensures that the compensation plan is adequate to attract new employees and retain existing employees. Conducting periodic reviews of internal and external comparability of an organization's compensation program will assist in maintaining a long-term compensation program and in recruiting and retaining qualified, experienced employees.

**Market Survey.** The City completed a comprehensive classification and compensation study which included a wage and benefits survey in 2016. During that study, the City selected twenty-five (25) public entities to participate in the survey. The City utilized the same entities, listed below, for the market update:

- **City of Aitkin**
- **City of Alexandria**
- City of Annandale
- **City of Baxter**
- **City of Benson**
- **City of Brainerd**
- **City of Breezy Point**
- **City of Crosby**
- **City of Crosslake**
- **City of Detroit Lakes**
- City of Frazee
- **City of Granite Falls**
- **City of Hinckley**
- City of Ironton
- **City of Little Falls**
- **City of Maple Lake**

- **City of Milaca**
- **City of Mora**
- **City of North Branch**
- **City of Park Rapids**
- **City of Pequot Lakes**

- **City of Pine City**
- **City of Pine River**
- **City of Stacy**
- **City of Walker**

The survey participants were selected based on their similarity to the City of Nisswa, geographic location and comparability of positions to City of Nisswa positions. The organizations in bold (21 total public sector) are the organizations in which we were able to gather updated information. The comprehensive compensation survey requested information on wage ranges for individual positions as well as information regarding compensation plan structures and additional types of compensation provided to employees.

**Survey Results.** Twenty-four (24) City positions were included in the survey. In the analysis of the wage information, findings are that on average, the City's salary ranges are below those provided in the comparable organizations. Because the City's ranges are below average market rates, the City may experience difficulty hiring and retaining employees in certain positions. The City may also experience future turnover in positions that are paid at a higher rate by comparable organizations with which the City competes for employees. Our analysis of benchmark organizations indicated that the City's minimum salaries overall are 6.13% below average market rates, 6.86% below the average midpoint salaries and 6.85% below the average maximum salary levels of the responding organizations surveyed. Excluding the Police Officer and Police Sergeant from the averages, the comparison to market is 4.61% below the average minimum, 5.78% below the average midpoint and 6% below the average maximum. For comparison purposes, industry standards identify that a relationship to market within +/- 5% indicates that salaries are comparable to the market.

Although, on average, City salaries are slightly below the market, some positions are competitive with the market (within the 5% comparison) and other positions are more significantly below the market; 9 positions between 5% and 10% below the market and 2 positions are more than 10% below the market, when comparing the midpoint wage (these numbers change to 8 and 3 when comparing the maximum wage). The positions which are more than 5% below the market average midpoints are public safety positions.

**Compensation Philosophy.** A pay philosophy guides the design of a compensation system and answers key questions regarding pay strategy. It generally takes a comprehensive, long term focus and explains the compensation program's goals and how the program supports the employer's long-range strategic goals. Without a pay philosophy, compensation decisions tend to be viewed from a short-term tactical standpoint apart from the organization's overall goals.

Market competitiveness and internal equity are among the most important areas addressed in a pay philosophy. An organization's desired market position involves defining the market and identifying where the organization wants to be positioned within that market. Market position should balance what it takes to attract new employees and retain skilled employees (in other words, eliminate higher pay as the reason employees leave the organization) with the organization's financial resources. Internal equity expresses an organization's desire to provide comparable pay to positions with comparable duties and responsibilities.

A formal pay philosophy typically considers the following concepts:

- Providing fair and equitable rates of pay to employees
- Defining the City's market area
- Developing a system that establishes a "market rate" for each position and states the minimum wage and maximum rates that the City will pay individuals within a position

- Establishing rates of pay that allow the City to compete successfully for new employees within its market area
- Establishing a market position that is fiscally responsible with public resources
- Ensuring that pay rates for existing employees are based on individual performance that meets or exceeds expectations and reflects changing economic conditions
- Developing a compensation system that allows employees to progress through the pay range as long as their performance consistently meets expectations
- Developing pay administration policies and procedures that ensure their consistent application between departments
- Ensuring that the compensation program is understandable to employees, supervisors, managers, the City Council and the public

**Recommendations.** The City may want to adjust the pay scale for all positions to ensure more comparability and competitiveness with the market. In addition, the City should determine if additional changes are warranted for the 2 public safety positions which have a wage range which is more than 5% below the market average.

**Summary.** The City's current compensation plan has been updated since the comprehensive study was conducted in 2016, providing increases to the pay plan and individual employees. The City, however, has fallen below the market averages. The City should consider adjustments to have a compensation plan which is more competitive with the established market and then continue with a practice or reviewing adjustments annually which will ensure that the plan is internally equitable and competitive with the market.

Please contact me if you have any questions.

Respectfully submitted,

*Ann S. Antonsen*

Ann S. Antonsen  
Director

**APPENDIX I**  
**Survey Results**







**Nisswa, Minnesota  
Salary Survey - Summary All**

A.1.c.

Sheet	Position Surveyed	Number of Respondents	Average Midpoint	Minimum Salary			Midpoint Salary		Maximum Salary			City of Nisswa, Minnesota Information								
				Lowest	Highest	Average	Lowest	Highest	Lowest	Highest	Average	Min	Diff	%	Mid	Diff	%	Max	Diff	%
1	Administrative Assistant	10	41,220.78	14,915.80	43,243.20	36,459.06	17,154.40	48,994.40	19,393.00	54,745.60	45,982.51	34,673.60	(1,785.46)	-5.15%	39,301.60	(1,919.18)	-4.88%	43,929.60	(2,052.91)	-4.67%
2	Bar/Liquor Store Manager	13	60,339.25	32,800.00	69,846.40	52,438.13	44,587.50	81,338.40	50,378.00	92,830.40	66,624.43	49,920.00	(2,518.13)	-5.04%	56,586.40	(3,752.85)	-6.63%	63,252.80	(3,371.63)	-5.33%
3	DNU - Barback											22,900.80			25,958.40			29,016.00		
4	DNU - Bartender - FT	2	30,513.73	18,666.00	24,065.60	25,365.66	21,250.50	30,669.60	23,835.00	37,273.60	35,661.80	32,739.20			37,086.40			41,433.60		
5	DNU - Bartender - PT	3	33,763.73	18,666.00	22,035.00	30,960.86	21,250.50	23,231.00	23,835.00	24,427.00	36,566.60	27,268.80			30,908.80			34,548.80		
6	Chief of Police	15	87,079.25	59,010.00	93,756.00	77,706.82	71,115.50	103,858.50	68,411.00	117,116.00	95,084.71	70,824.00	(6,882.82)	-9.72%	80,277.60	(6,801.65)	-8.47%	89,731.20	(5,353.51)	-5.97%
7	City Administrator	16	96,012.18	64,064.00	105,345.00	84,180.65	78,842.40	117,395.20	87,634.00	131,206.40	107,457.31	78,416.00	(5,764.65)	-7.35%	88,868.00	(7,144.18)	-8.04%	99,320.00	(8,137.31)	-8.19%
8	City Clerk	7	53,984.32	41,704.00	49,400.00	45,718.40	51,324.00	56,607.20	58,968.00	68,952.00	62,250.24	46,404.80	686.40	1.48%	52,592.80	(1,391.52)	-2.65%	58,780.80	(3,469.44)	-5.90%
9	Finance Specialist	8	50,895.21	40,560.00	51,550.30	45,897.79	45,968.00	59,605.04	43,118.00	67,659.77	55,311.97	41,308.80	(4,588.99)	-11.11%	46,810.40	(4,084.81)	-8.73%	52,312.00	(2,999.97)	-5.73%
10	DNU - Liquor Store Administrative Clerk											38,958.40			44,158.40			49,358.40		
11	Liquor Store Assistant Manager	8	49,889.00	32,000.00	52,125.00	41,247.75	43,500.00	58,604.00	54,995.00	65,083.00	58,530.25	41,308.80	61.05	0.15%	46,810.40	(3,078.60)	-6.58%	52,312.00	(6,218.25)	-11.89%
12	Liquor Store Clerk - FT	8	34,849.39	24,065.60	37,502.00	30,521.00	30,586.40	40,883.50	23,263.00	45,426.00	38,646.25	29,120.00	(1,401.00)	-4.81%	32,999.20	(1,850.19)	-5.61%	36,878.40	(1,767.85)	-4.79%
13	Liquor Store Clerk - PT	9	28,401.41	8,970.00	20,717.00	23,385.12	10,499.00	28,275.50	7,488.00	35,834.00	33,033.26	24,273.60	888.48	3.66%	27,508.00	(893.41)	-3.25%	30,742.40	(2,290.86)	-7.45%
14	Liquor Store Manager	13	64,592.53	48,235.00	69,846.00	55,674.43	54,756.00	81,338.00	61,194.00	92,830.00	73,286.88	56,097.60	423.17	0.75%	63,575.20	(1,017.33)	-1.60%	71,052.80	(2,234.08)	-3.14%
15	DNU - Parks & Recreation Director	5	66,179.64	57,844.80	61,630.00	59,737.40	65,561.60	69,336.50	63,736.00	77,043.00	71,352.47	52,915.20			59,976.80			67,038.40		
16	Parks Maintenance Technician	9	45,038.97	34,320.00	43,950.00	39,941.12	40,934.40	48,214.00	46,218.00	52,936.00	49,980.06	38,958.40	(982.72)	-2.52%	44,158.40	(880.57)	-1.99%	49,358.40	(621.66)	-1.26%
17	DNU - Planning & Zoning Administrator	4	62,066.40	49,025.60	61,297.60	55,161.60	56,347.20	69,492.80	62,996.00	77,688.00	68,117.60	52,915.20			59,976.80			67,038.40		
18	Police Officer	17	57,950.61	43,285.00	57,366.40	51,291.43	46,665.00	63,471.20	50,045.00	72,446.40	64,915.43	45,281.60	(6,009.83)	-13.27%	51,313.60	(6,637.01)	-12.93%	57,345.60	(7,569.83)	-13.20%
19	Police Sergeant	12	66,411.08	48,963.20	68,552.00	60,818.28	55,307.20	74,318.40	61,651.20	80,891.20	72,102.18	50,606.40	(10,211.88)	-20.18%	57,356.00	(9,055.08)	-15.79%	64,105.60	(7,996.58)	-12.47%
20	Public Works Director	15	82,192.43	48,505.60	85,616.00	71,793.97	59,716.80	99,298.00	70,928.00	112,980.00	91,752.50	66,809.60	(4,984.37)	-7.46%	75,732.80	(6,459.63)	-8.53%	84,656.00	(7,096.50)	-8.38%
21	DNU - Public Works Lead Maintenance Technician	1	58,344.00	51,480.00	51,480.00	51,480.00	58,344.00	58,344.00	65,208.00	65,208.00	65,208.00	43,784.00			49,628.80			55,473.60		
22	Public Works Maintenance Technician	13	50,110.77	39,416.00	49,400.00	44,468.04	45,323.20	54,184.00	51,230.40	59,467.20	55,705.74	41,308.80	(3,159.24)	-7.65%	46,810.40	(3,300.37)	-7.05%	52,312.00	(3,393.74)	-6.49%
23	DNU - Server	1	20,654.00	10,254.00	10,254.00	20,508.00	10,327.00	10,327.00	10,400.00	10,400.00	20,800.00	27,268.80			30,908.80			34,548.80		
24	Wastewater Operator	10	53,085.29	41,724.80	54,891.00	48,071.74	48,016.80	58,874.50	52,083.00	65,083.20	58,133.71	43,784.00	(4,287.74)	-9.79%	49,628.80	(3,456.49)	-6.96%	55,473.60	(2,660.11)	-4.80%
	<b>Averages</b>	<b>9.05</b>											<b>(3,157.36)</b>	<b>-6.13%</b>		<b>(3,857.68)</b>	<b>-6.86%</b>		<b>(4,202.14)</b>	<b>-6.85%</b>
	<b>Average Excluding DNU's</b>	<b>11.44</b>																		
	DNU - did not use survey information																			

**Nisswa, Minnesota**  
**Salary Survey - Summary All w/No Teamsters**

Sheet	Position Surveyed	Number of Respondents	Average Midpoint	Minimum Salary			Midpoint Salary		Maximum Salary			City of Nisswa, Minnesota Information								
				Lowest	Highest	Average	Lowest	Highest	Lowest	Highest	Average	Min	Diff	%	Mid	Diff	%	Max	Diff	%
1	Administrative Assistant	10	41,220.78	14,915.80	43,243.20	36,459.06	17,154.40	48,994.40	19,393.00	54,745.60	45,982.51	34,673.60	(1,785.46)	-5.15%	39,301.60	(1,919.18)	-4.88%	43,929.60	(2,052.91)	-4.67%
2	Bar/Liquor Store Manager	13	60,339.25	32,800.00	69,846.40	52,438.13	44,587.50	81,338.40	50,378.00	92,830.40	66,624.43	49,920.00	(2,518.13)	-5.04%	56,586.40	(3,752.85)	-6.63%	63,252.80	(3,371.63)	-5.33%
3	DNU - Barback											22,900.80			25,958.40			29,016.00		
4	DNU - Bartender - FT	2	30,513.73	18,666.00	24,065.60	25,365.66	21,250.50	30,669.60	23,835.00	37,273.60	35,661.80	32,739.20			37,086.40			41,433.60		
5	DNU - Bartender - PT	3	33,763.73	18,666.00	22,035.00	30,960.86	21,250.50	23,231.00	23,835.00	24,427.00	36,566.60	27,268.80			30,908.80			34,548.80		
6	Chief of Police	15	87,079.25	59,010.00	93,756.00	77,706.82	71,115.50	103,858.50	68,411.00	117,116.00	95,084.71	70,824.00	(6,882.82)	-9.72%	80,277.60	(6,801.65)	-8.47%	89,731.20	(5,353.51)	-5.97%
7	City Administrator	16	96,012.18	64,064.00	105,345.00	84,180.65	78,842.40	117,395.20	87,634.00	131,206.40	107,457.31	78,416.00	(5,764.65)	-7.35%	88,868.00	(7,144.18)	-8.04%	99,320.00	(8,137.31)	-8.19%
8	City Clerk	7	53,984.32	41,704.00	49,400.00	45,718.40	51,324.00	56,607.20	58,968.00	68,952.00	62,250.24	46,404.80	686.40	1.48%	52,592.80	(1,391.52)	-2.65%	58,780.80	(3,469.44)	-5.90%
9	Finance Specialist	8	50,895.21	40,560.00	51,550.30	45,897.79	45,968.00	59,605.04	43,118.00	67,659.77	55,311.97	41,308.80	(4,588.99)	-11.11%	46,810.40	(4,084.81)	-8.73%	52,312.00	(2,999.97)	-5.73%
10	DNU - Liquor Store Administrative Clerk											38,958.40			44,158.40			49,358.40		
11	Liquor Store Assistant Manager	8	49,889.00	32,000.00	52,125.00	41,247.75	43,500.00	58,604.00	54,995.00	65,083.00	58,530.25	41,308.80	61.05	0.15%	46,810.40	(3,078.60)	-6.58%	52,312.00	(6,218.25)	-11.89%
12	Liquor Store Clerk - FT	8	34,849.39	24,065.60	37,502.00	30,521.00	30,586.40	40,883.50	23,263.00	45,426.00	38,646.25	29,120.00	(1,401.00)	-4.81%	32,999.20	(1,850.19)	-5.61%	36,878.40	(1,767.85)	-4.79%
13	Liquor Store Clerk - PT	9	28,401.41	8,970.00	20,717.00	23,385.12	10,499.00	28,275.50	7,488.00	35,834.00	33,033.26	24,273.60	888.48	3.66%	27,508.00	(893.41)	-3.25%	30,742.40	(2,290.86)	-7.45%
14	Liquor Store Manager	13	64,592.53	48,235.00	69,846.00	55,674.43	54,756.00	81,338.00	61,194.00	92,830.00	73,286.88	56,097.60	423.17	0.75%	63,575.20	(1,017.33)	-1.60%	71,052.80	(2,234.08)	-3.14%
15	DNU - Parks & Recreation Director	5	66,179.64	57,844.80	61,630.00	59,737.40	65,561.60	69,336.50	63,736.00	77,043.00	71,352.47	52,915.20			59,976.80			67,038.40		
16	Parks Maintenance Technician	9	45,038.97	34,320.00	43,950.00	39,941.12	40,934.40	48,214.00	46,218.00	52,936.00	49,980.06	38,958.40	(982.72)	-2.52%	44,158.40	(880.57)	-1.99%	49,358.40	(621.66)	-1.26%
17	DNU - Planning & Zoning Administrator	4	62,066.40	49,025.60	61,297.60	55,161.60	56,347.20	69,492.80	62,996.00	77,688.00	68,117.60	52,915.20			59,976.80			67,038.40		
18	Police Officer	17	57,950.61	43,285.00	57,366.40	51,291.43	46,665.00	63,471.20	50,045.00	72,446.40	64,915.43	45,281.60			51,313.60			57,345.60		
19	Police Sergeant	12	66,411.08	48,963.20	68,552.00	60,818.28	55,307.20	74,318.40	61,651.20	80,891.20	72,102.18	50,606.40			57,356.00			64,105.60		
20	Public Works Director	15	82,192.43	48,505.60	85,616.00	71,793.97	59,716.80	99,298.00	70,928.00	112,980.00	91,752.50	66,809.60	(4,984.37)	-7.46%	75,732.80	(6,459.63)	-8.53%	84,656.00	(7,096.50)	-8.38%
21	DNU - Public Works Lead Maintenance Technician	1	58,344.00	51,480.00	51,480.00	51,480.00	58,344.00	58,344.00	65,208.00	65,208.00	65,208.00	43,784.00			49,628.80			55,473.60		
22	Public Works Maintenance Technician	13	50,110.77	39,416.00	49,400.00	44,468.04	45,323.20	54,184.00	51,230.40	59,467.20	55,705.74	41,308.80	(3,159.24)	-7.65%	46,810.40	(3,300.37)	-7.05%	52,312.00	(3,393.74)	-6.49%
23	DNU - Server	1	20,654.00	10,254.00	10,254.00	20,508.00	10,327.00	10,327.00	10,400.00	10,400.00	20,800.00	27,268.80			30,908.80			34,548.80		
24	Wastewater Operator	10	53,085.29	41,724.80	54,891.00	48,071.74	48,016.80	58,874.50	52,083.00	65,083.20	58,133.71	43,784.00	(4,287.74)	-9.79%	49,628.80	(3,456.49)	-6.96%	55,473.60	(2,660.11)	-4.80%
	<b>Averages</b>	<b>9.05</b>											(2,449.71)	-4.61%		(3,287.91)	-5.78%		(3,690.56)	-6.00%
	<b>Average Excluding DNU's</b>	<b>11.44</b>																		
	DNU - did not use survey information																			

**Nisswa, Minnesota**  
**Salary Survey - General Fund**

Sheet	Position Surveyed	Number of Respondents	Average Midpoint	Minimum Salary			Midpoint Salary		Maximum Salary			City of Nisswa, Minnesota Information								
				Lowest	Highest	Average	Lowest	Highest	Lowest	Highest	Average	Min	Diff	%	Mid	Diff	%	Max	Diff	%
1	Administrative Assistant	10	41,220.78	14,915.80	43,243.20	36,459.06	17,154.40	48,994.40	19,393.00	54,745.60	45,982.51	34,673.60	(1,785.46)	-5.15%	39,301.60	(1,919.18)	-4.88%	43,929.60	(2,052.91)	-4.67%
6	Chief of Police	15	87,079.25	59,010.00	93,756.00	77,706.82	71,115.50	103,858.50	68,411.00	117,116.00	95,084.71	70,824.00	(6,882.82)	-9.72%	80,277.60	(6,801.65)	-8.47%	89,731.20	(5,353.51)	-5.97%
7	City Administrator	16	96,012.18	64,064.00	105,345.00	84,180.65	78,842.40	117,395.20	87,634.00	131,206.40	107,457.31	78,416.00	(5,764.65)	-7.35%	88,868.00	(7,144.18)	-8.04%	99,320.00	(8,137.31)	-8.19%
8	City Clerk	7	53,984.32	41,704.00	49,400.00	45,718.40	51,324.00	56,607.20	58,968.00	68,952.00	62,250.24	46,404.80	686.40	1.48%	52,592.80	(1,391.52)	-2.65%	58,780.80	(3,469.44)	-5.90%
9	Finance Specialist	8	50,895.21	40,560.00	51,550.30	45,897.79	45,968.00	59,605.04	43,118.00	67,659.77	55,311.97	41,308.80	(4,588.99)	-11.11%	46,810.40	(4,084.81)	-8.73%	52,312.00	(2,999.97)	-5.73%
15	DNU - Parks & Recreation Director	5	66,179.64	57,844.80	61,630.00	59,737.40	65,561.60	69,336.50	63,736.00	77,043.00	71,352.47	52,915.20			59,976.80			67,038.40		
16	Parks Maintenance Technician	9	45,038.97	34,320.00	43,950.00	39,941.12	40,934.40	48,214.00	46,218.00	52,936.00	49,980.06	38,958.40	(982.72)	-2.52%	44,158.40	(880.57)	-1.99%	49,358.40	(621.66)	-1.26%
17	DNU - Planning & Zoning Administrator	4	62,066.40	49,025.60	61,297.60	55,161.60	56,347.20	69,492.80	62,996.00	77,688.00	68,117.60	52,915.20			59,976.80			67,038.40		
18	Police Officer	17	57,950.61	43,285.00	57,366.40	51,291.43	46,665.00	63,471.20	50,045.00	72,446.40	64,915.43	45,281.60	(6,009.83)	-13.27%	51,313.60	(6,637.01)	-12.93%	57,345.60	(7,569.83)	-13.20%
19	Police Sergeant	12	66,411.08	48,963.20	68,552.00	60,818.28	55,307.20	74,318.40	61,651.20	80,891.20	72,102.18	50,606.40	(10,211.88)	-20.18%	57,356.00	(9,055.08)	-15.79%	64,105.60	(7,996.58)	-12.47%
20	Public Works Director	15	82,192.43	48,505.60	85,616.00	71,793.97	59,716.80	99,298.00	70,928.00	112,980.00	91,752.50	66,809.60	(4,984.37)	-7.46%	75,732.80	(6,459.63)	-8.53%	84,656.00	(7,096.50)	-8.38%
21	DNU - Public Works Lead Maintenance Technician	1	58,344.00	51,480.00	51,480.00	51,480.00	58,344.00	58,344.00	65,208.00	65,208.00	65,208.00	43,784.00			49,628.80			55,473.60		
22	Public Works Maintenance Technician	13	50,110.77	39,416.00	49,400.00	44,468.04	45,323.20	54,184.00	51,230.40	59,467.20	55,705.74	41,308.80	(3,159.24)	-7.65%	46,810.40	(3,300.37)	-7.05%	52,312.00	(3,393.74)	-6.49%
23	DNU - Server	1	20,654.00	10,254.00	10,254.00	20,508.00	10,327.00	10,327.00	10,400.00	10,400.00	20,800.00	27,268.80			30,908.80			34,548.80		
	<b>Averages</b>	<b>9.50</b>											<b>(4,368.35)</b>	<b>-8.29%</b>		<b>(4,767.40)</b>	<b>-7.91%</b>		<b>(4,869.14)</b>	<b>-7.23%</b>
	<b>Average Excluding DNU's</b>	<b>#REF!</b>																		
	DNU - did not use survey information																			

**Nisswa, Minnesota**  
**Salary Survey - General Fund w/No Teamsters**

Sheet	Position Surveyed	Number of Respondents	Average Midpoint	Minimum Salary			Midpoint Salary		Maximum Salary			City of Nisswa, Minnesota Information								
				Lowest	Highest	Average	Lowest	Highest	Lowest	Highest	Average	Min	Diff	%	Mid	Diff	%	Max	Diff	%
1	Administrative Assistant	10	41,220.78	14,915.80	43,243.20	36,459.06	17,154.40	48,994.40	19,393.00	54,745.60	45,982.51	34,673.60	(1,785.46)	-5.15%	39,301.60	(1,919.18)	-4.88%	43,929.60	(2,052.91)	-4.67%
6	Chief of Police	15	87,079.25	59,010.00	93,756.00	77,706.82	71,115.50	103,858.50	68,411.00	117,116.00	95,084.71	70,824.00	(6,882.82)	-9.72%	80,277.60	(6,801.65)	-8.47%	89,731.20	(5,353.51)	-5.97%
7	City Administrator	16	96,012.18	64,064.00	105,345.00	84,180.65	78,842.40	117,395.20	87,634.00	131,206.40	107,457.31	78,416.00	(5,764.65)	-7.35%	88,868.00	(7,144.18)	-8.04%	99,320.00	(8,137.31)	-8.19%
8	City Clerk	7	53,984.32	41,704.00	49,400.00	45,718.40	51,324.00	56,607.20	58,968.00	68,952.00	62,250.24	46,404.80	686.40	1.48%	52,592.80	(1,391.52)	-2.65%	58,780.80	(3,469.44)	-5.90%
9	Finance Specialist	8	50,895.21	40,560.00	51,550.30	45,897.79	45,968.00	59,605.04	43,118.00	67,659.77	55,311.97	41,308.80	(4,588.99)	-11.11%	46,810.40	(4,084.81)	-8.73%	52,312.00	(2,999.97)	-5.73%
15	DNU - Parks & Recreation Director	5	66,179.64	57,844.80	61,630.00	59,737.40	65,561.60	69,336.50	63,736.00	77,043.00	71,352.47	52,915.20			59,976.80			67,038.40		
16	Parks Maintenance Technician	9	45,038.97	34,320.00	43,950.00	39,941.12	40,934.40	48,214.00	46,218.00	52,936.00	49,980.06	38,958.40	(982.72)	-2.52%	44,158.40	(880.57)	-1.99%	49,358.40	(621.66)	-1.26%
17	DNU - Planning & Zoning Administrator	4	62,066.40	49,025.60	61,297.60	55,161.60	56,347.20	69,492.80	62,996.00	77,688.00	68,117.60	52,915.20			59,976.80			67,038.40		
20	Public Works Director	15	82,192.43	48,505.60	85,616.00	71,793.97	59,716.80	99,298.00	70,928.00	112,980.00	91,752.50	66,809.60	(4,984.37)	-7.46%	75,732.80	(6,459.63)	-8.53%	84,656.00	(7,096.50)	-8.38%
21	DNU - Public Works Lead Maintenance Technician	1	58,344.00	51,480.00	51,480.00	51,480.00	58,344.00	58,344.00	65,208.00	65,208.00	65,208.00	43,784.00			49,628.80			55,473.60		
22	Public Works Maintenance Technician	13	50,110.77	39,416.00	49,400.00	44,468.04	45,323.20	54,184.00	51,230.40	59,467.20	55,705.74	41,308.80	(3,159.24)	-7.65%	46,810.40	(3,300.37)	-7.05%	52,312.00	(3,393.74)	-6.49%
24	Wastewater Operator	10	53,085.29	41,724.80	54,891.00	48,071.74	48,016.80	58,874.50	52,083.00	65,083.20	58,133.71	43,784.00	(4,287.74)	-9.79%	49,628.80	(3,456.49)	-6.96%	55,473.60	(2,660.11)	-4.80%
	<b>Averages</b>	<b>9.42</b>											<b>(3,527.73)</b>	<b>-6.59%</b>		<b>(3,937.60)</b>	<b>-6.37%</b>		<b>(3,976.13)</b>	<b>-5.71%</b>
	<b>Average Excluding DNU's</b>	<b>11.44</b>																		
	DNU - did not use survey information																			

**Nisswa, Minnesota**  
**Salary Survey - Enterprise Fund**

Sheet	Position Surveyed	Number of Respondents	Average Midpoint	Minimum Salary			Midpoint Salary		Maximum Salary			City of Nisswa, Minnesota Information								
				Lowest	Highest	Average	Lowest	Highest	Lowest	Highest	Average	Min	Diff	%	Mid	Diff	%	Max	Diff	%
2	Bar/Liquor Store Manager	13	60,339.25	32,800.00	69,846.40	52,438.13	44,587.50	81,338.40	50,378.00	92,830.40	66,624.43	49,920.00	(2,518.13)	-5.04%	56,586.40	(3,752.85)	-6.63%	63,252.80	(3,371.63)	-5.33%
3	DNU - Barback											22,900.80			25,958.40			29,016.00		
4	DNU - Bartender - FT	2	30,513.73	18,666.00	24,065.60	25,365.66	21,250.50	30,669.60	23,835.00	37,273.60	35,661.80	32,739.20			37,086.40			41,433.60		
5	DNU - Bartender - PT	3	33,763.73	18,666.00	22,035.00	30,960.86	21,250.50	23,231.00	23,835.00	24,427.00	36,566.60	27,268.80			30,908.80			34,548.80		
10	DNU - Liquor Store Administrative Clerk											38,958.40			44,158.40			49,358.40		
11	Liquor Store Assistant Manager	8	49,889.00	32,000.00	52,125.00	41,247.75	43,500.00	58,604.00	54,995.00	65,083.00	58,530.25	41,308.80	61.05	0.15%	46,810.40	(3,078.60)	-6.58%	52,312.00	(6,218.25)	-11.89%
12	Liquor Store Clerk - FT	8	34,849.39	24,065.60	37,502.00	30,521.00	30,586.40	40,883.50	23,263.00	45,426.00	38,646.25	29,120.00	(1,401.00)	-4.81%	32,999.20	(1,850.19)	-5.61%	36,878.40	(1,767.85)	-4.79%
13	Liquor Store Clerk - PT	9	28,401.41	8,970.00	20,717.00	23,385.12	10,499.00	28,275.50	7,488.00	35,834.00	33,033.26	24,273.60	888.48	3.66%	27,508.00	(893.41)	-3.25%	30,742.40	(2,290.86)	-7.45%
14	Liquor Store Manager	13	64,592.53	48,235.00	69,846.00	55,674.43	54,756.00	81,338.00	61,194.00	92,830.00	73,286.88	56,097.60	423.17	0.75%	63,575.20	(1,017.33)	-1.60%	71,052.80	(2,234.08)	-3.14%
23	DNU - Server	1	20,654.00	10,254.00	10,254.00	20,508.00	10,327.00	10,327.00	10,400.00	10,400.00	20,800.00	27,268.80			30,908.80			34,548.80		
24	Wastewater Operator	10	53,085.29	41,724.80	54,891.00	48,071.74	48,016.80	58,874.50	52,083.00	65,083.20	58,133.71	43,784.00	(4,287.74)	-9.79%	49,628.80	(3,456.49)	-6.96%	55,473.60	(2,660.11)	-4.80%
	<b>Averages</b>	<b>7.44</b>											<b>(1,139.03)</b>	<b>-2.51%</b>		<b>(2,341.48)</b>	<b>-5.10%</b>		<b>(3,090.46)</b>	<b>-6.23%</b>
	<b>Average Excluding DNU's</b>	<b>#REF!</b>																		
	DNU - did not use survey information																			

**Nisswa, Minnesota  
Salary Survey - Teamsters**

Sheet	Position Surveyed	Number of Respondents	Average Midpoint	Minimum Salary			Midpoint Salary		Maximum Salary			City of Nisswa, Minnesota Information								
				Lowest	Highest	Average	Lowest	Highest	Lowest	Highest	Average	Min	Diff	%	Mid	Diff	%	Max	Diff	%
18	Police Officer	17	57,950.61	43,285.00	57,366.40	51,291.43	46,665.00	63,471.20	50,045.00	72,446.40	64,915.43	45,281.60	(6,009.83)	-13.27%	51,313.60	(6,637.01)	-12.93%	57,345.60	(7,569.83)	-13.20%
19	Police Sergeant	12	66,411.08	48,963.20	68,552.00	60,818.28	55,307.20	74,318.40	61,651.20	80,891.20	72,102.18	50,606.40	(10,211.88)	-20.18%	57,356.00	(9,055.08)	-15.79%	64,105.60	(7,996.58)	-12.47%
	<b>Averages</b>	<b>14.50</b>											<b>(8,110.86)</b>	<b>-16.73%</b>		<b>(7,846.05)</b>	<b>-14.36%</b>		<b>(7,783.20)</b>	<b>-12.84%</b>
	<b>Average Excluding DNU's</b>	<b>#REF!</b>																		
	DNU - did not use survey information																			