



Compensation Study Report

Employee Relations Committee

March 4, 2026



MPRB's Compensation Philosophy

“To attract, retain, and engage the high-quality talent needed to fulfill its mission, MPRB will endeavor to set its wage scales/compensation structures at competitive levels in the labor markets from which it draws talent, and to which it potentially loses talent.”

MPRB's long-term goal is to place its top pay rate 5% to 10% above the market median pay rate for the job.

MPRB does this through the Cresap points-factor system informed by market salary data.

Desired Outcomes



Talent Acquisition

Attract diverse and talented individuals at the forefront of the industry



Market Placement

Maintain competitive wages at the top of MPRB range to retain top talent



Wage Compression Relief

Alleviate pressure between employee and supervisor pay rates at all levels of the organization



Pay Equity

Ensure equitable pay ratios between employees from historically marginalized communities and employees from non-racialized backgrounds



Components/Definitions



Annual Wage Increase: This is an annual increase provided to job categories as determined by CBA or, for non-represented and appointed staff, the Superintendent.



Step Increase: Most positions have a limited series of steps that an individual progresses through during the initial years of employment. These steps are typically about 4% to 4.5% apart from each other.



Reclassification: This is a process of determining if the person's job description is reflective of the work they are being asked to do or are authorized to do. This is a focus on job duties versus compensation.



Market-based Wage Study: This is a process of comparing a job category at the MPRB against relevant positions to determine if the MPRB's wage range is within the market for that position. These are typically done at an organizational level every few years.

Indicators to Consider – Internal (Re)Classification Study

Cresap Points System

- Assigns points based on job duties and minimum requirements as recorded in the job description
- Minneapolis uses the same system

Six Scored Factors in Cresap Matrix

- Pre-requisite knowledge, Decisions, Supervision, Relationships, Working conditions, Effort

Internal Comparisons

- Consider positions with similar factor points, similar total points, similar work/responsibility

Salary Range Determinations

- Utilize comparable internal positions to establish Step One of the standard step structure

Step 1	Step 2	Step 3	Step 4	Step 5
Base	+4.5%	+4.5%	+4%	+4%



What is market-based pay?

WorldatWork describes market-based pay as using market pay statistics from the relevant labor market to establish pay rates or ranges.

Market-pay statistics are derived from third-party survey companies who specialize in collecting actual pay rates from participating organizations and reporting out statistics on those pay rates by job description.

- Participating organizations match their job descriptions to survey job descriptions and report actual pay rates of workers in those jobs.
- The survey companies report the central tendency statistics for each job's pay data.
- Survey data is confidential to recipients of the survey report – they cannot find out whose data they are seeing
- Data can be reported in various data cuts.



2024 Market-based Wage Study Overview and Process

A highly experienced and qualified consultant compiled competitive pay information for MPRB jobs. Data included:

- Market peer group of park and recreation organizations in the Twin Cities metro area

- Comparable park and recreation organizations in large cities across U.S.

- Supplemented with local, regional and national market data as necessary.

Compiled market pay data for 188 MPRB jobs.

Indicators to Consider – Market-based Wage Study

Markets Utilized

- **Local peer or national peer** varies based on availability of comparable positions and candidate pools

Regional Fluctuations

- Geographic location of peer entity, such as urban or rural and desirability of the area, impact salaries

Total Compensation

- **Healthcare, pension, time off, etc.** are major factors that vary widely between industries and contribute to overall income

Duties and Qualifications

- **Tasks performed and required knowledge/experience** influence which positions are similar and comparable

Additional Factors

- **Organizational structure, size of workforce, etc** indicate entity comparability and level of responsibility in individual roles



Market-based Wage Analysis

- The consultant reviewed the market data to establish a market median for each position studied.
 - The 50th percentile (median) is the most common.
 - Using the median is a best and prevailing practice.
- The 50th percentile means that 50% of all the pay rates reported in the survey for a given job are less than the median rate while 50% of reported pay rates are more than that number.
- The market median is a good representation of the cost of labor in the relevant labor market.



Results Summary

Overall, MPRB's maximum pay rates are market competitive. Some groups of jobs are paid significantly above the market while a few are paid below the competitive rates.

Implications

- MPRB continues to bargain in good faith with its unions.
- Wages of current employees were not reduced.
- MPRB targets wage scale maximums and single rates at 5% to 10% over market medians.
- Wage scales for jobs below market are adjusted upward over time (subject to collective bargaining, where applicable)
- Annual increases remain in line with the increase in wage costs in the relevant labor market

Wage & Fringe Budget Trends

Labor contracts normally include a general wage increase on employees' salaries and can also include other monetary items such as longevity and safety allowance

After the impacts of the Great Recession and before COVID-19 annual wage increases for government employees were generally in the range of 2 - 3% per year. Inflation was low during this period.

From 2021-2022 labor contracts settled with slightly lower increases than prior years, due to the uncertainty caused by COVID-19.

With a continued strong labor market and high inflation contracts of agencies settling after 2023 have included larger annual wage increases. The MPRB has approved labor contracts with increases of 4.5% in 2025, and 3.0% in 2026

Part-time provisional staff wages have increased above the Minneapolis minimum wage (currently \$16.37/hour) to attract more applicants and compete with other entities.

Wage & Fringe Budget Methods

Settled labor contracts - budget based on the contractual wage schedules

Unsettled labor contracts – provision for wage adjustment

- Use contracts/increases of other MPRB contracts as well as other governments as basis for budget estimates

Reclassifications/Wage Study/Other Negotiated Changes – provision of wage adjustment

- Examples:
- The 2025 budget included \$300,000 for the estimated impact of the 2024 wage market study
- In 2019, an additional step for Arborists and Parkkeepers was negotiated. In 2020 \$264,000 was budgeted for the additional step.

Wage & Fringe Budget Considerations

General Fund budget is heavily reliant on Property with 81.1% of the budget supported by this one funding source

Wages and Fringe is 72.6% of the General Fund expenditure budget. 86% of union workforce is funded within the General Fund.

A wage increase to the General Fund budget requires a property tax increase or expenditure reduction

- If all certified and appointed positions receive an additional 1% general wage increase the General Fund impact would equate to approximately \$625,000
 - Average Full-Time Position Wage & Benefits = \$126,000 (5 FTE)
 - 0.67% Property Tax Increase
- If all certified and appointed positions receive an additional 5% general wage increase the General Fund impact would equate to approximately \$3,125,000
 - Average Full-Time Position Wage & Benefits = \$126,000 (25 FTE)
 - 3.35% Property Tax Increase

MPRB v Local Jurisdictions

Wage Growth Comparisons 2019-2026

Entity	2019	2019	2020	2020	2021	2021	2023		2023	2024	2024	2025	2025	Cumulative Wage Growth	Average Wage Growth	
	Jan 1	July 1	Jan 1	July 1	Jan 1	July 1	2022	Jan 1	July 1	Jan 1	July 1	Jan 1	July 1			2026
Ramsey County	2.50%		2.50%		0.50%		1.50%	2.25%		2.25%		3.00%		3.50%	19.4%	2.4%
City of St. Paul (AFSCME)	1.50%	1.25%	2.75%		0.00%		1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	4.00%*	21.9%	2.7%
City of Minneapolis (363)	2.35%		2.35%		1.50%		2.50%	2.50%		4.50%		2.50%		2.50%	22.6%	2.8%
Hennepin County	2.50%		2.50%		2.00%		2.50%	2.50%		2.50%		4.00%		4.00%	24.8%	3.1%
MPRB	1.40%	1.40%	1.50%	1.50%	1.50%	1.50%	2.25%	2.50%		2.75%		4.50%		3.00%	26.5%	3.3%

*actual increase was \$1/hour for all covered positions. 4% is estimated increase for comparison purposes.

This chart is shown for illustrated purposes. The City of Minneapolis union contracts have settled for varying increases. One of the City's unions is shown in this chart, and more can be provided, if requested. The uncertainty of COVID19 is reflected in the wage increases in 2021 and 2022 for Ramsey County and City of St. Paul, and in 2021 for the City of Minneapolis. The MPRB wage increases were maintained throughout the period presented at an average of 3.3% annually and reflects the highest accumulated growth.