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STENNIS INSTITUTE

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CELEBRATING 50 YEARS
OF PUBLIC SERVICE



2025 MML SALARY & BENEFITS SURVEY



FORWARD

On behalf of the staff, research fellows, and students of The John C. Stennis Institute of Government and Community Development at Mississippi State University, I would like to present to you our latest installment of the First Responder Salary and Benefits Survey, a collaborative effort between the Stennis Institute, the Mississippi Municipal League, and the Mississippi Association of Supervisors.

Based at our state's land grant university, the Stennis Institute is often referred to as Mississippi's think tank, but the Stennis Institute is much more. We are frequently called upon to provide technical assistance and consultation to state officials, local governments and community leaders regarding political, governmental, and economic/community development matters. Our mission is to enhance the capacities of state and local officials to deal effectively with today's challenges regarding many issues. The Stennis Institute delivers a wide array of services and technical assistance to municipalities, counties, and government agencies, responding to the ever-changing political and economic environment.

The Stennis Institute performs a threefold mission: (1) to enhance the efficiency and effectiveness of Mississippi state and local governments through basic and applied research, training, technical assistance, and service; (2) to provide technical assistance and research for both rural development in Mississippi and regional activities in the Southeast; and (3) to promote civic education and citizen involvement in the political process.

I hope you benefit from the extensive efforts of the Institute's staff in your time studying this installment of the First Responder Salary and Benefits Survey. Should you have any questions regarding the information contained herein, please do not hesitate to contact the Stennis Institute at 662-325-3328. Thank you for taking an interest in this work and for all you do to make a better Mississippi.

A handwritten signature in black ink, appearing to read "J. Breen", with a stylized flourish at the end.

Dr. J "Dallas" Breen
Stennis Institute Executive Director

SPECIAL THANKS...



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ORGANIZATIONAL & COMPENSATION ANALYSIS OVERVIEW

Personnel matters are of central importance to the operation of today's municipal government. Indeed, the efficiency and effectiveness of a municipal government sits squarely on the shoulders of its personnel system. These systems marked by arbitrary compensation levels, capricious decisions regarding promotion and termination, or wildly disparate management styles can cripple a municipality's operation and lead to poor service delivery. In the past, many municipal governments have operated with only rudimentary personnel systems, or in some cases, without a personnel system of any type. As increased citizen expectations related to the volume and quality of municipal service delivery increase the need for fair and equitable personnel systems increases as well.

As part of its legislatively funded mission to supply targeted technical research and assistance to local governments, the Stennis Institute actively conducts personnel and compensation analysis for Mississippi municipalities and counties. In general, the objectives of these efforts are to develop:

- *An analysis of current wage and salary levels in terms of the external labor market. This analysis often includes conducting a wage and salary survey of other counties and municipalities within the local labor market.*
- *Design of a compensation plan for possible implementation by the governing authorities of the organization. This plan will include local labor market conditions that may impact turnover rate and any other factors associated with the local labor force.*
- *Design of a plan for implementing wage and salary levels for newly created positions within the city or county's organizational structure.*
- *The development of a set of cost estimates for implementing the compensation plan, if adopted by local governing authorities.*

The Institute actively uses the national O*NET job analysis and classification system, not only to inform the analysis of the knowledge, skills and abilities necessary to perform each occupational position within the organization, but to also provide comparable, real-time salary data (updated every three months) as provided by state departments of labor (or equivalent organizations) to the United States Department of Labor, and various state and national statistical entities, including the Bureau of the Census, the Bureau of Labor Statistics (BLS), and the Bureau of Economic Analysis (BEA). O*NET data, since it provides comparable specific wage and salary data from jurisdictions throughout the country keyed to job classifications throughout the spectrum of both public and private employment, is an invaluable tool in assessing and designing compensation plans.

Services provided by the Institute are always targeted toward the needs of the municipality and are generally conducted through a contractual arrangement between the Institute and the municipality. In most cases, the contracting party supports the Institute's work by providing funds to cover the incremental costs associated with the successful performance of tasks outlined in a "scope of work" document, a jointly developed appendix to a standard contract outlining the deliverables and respective responsibilities of both parties throughout the course of the agreement.

COMPENSATION ANALYSIS

Determining the proper compensation for an employee is not a straightforward process. Many different methods and theories abound, each promising, with the application of a formula or through the use of a survey, to produce a correct compensation “figure”. Practical experience with the process of determining compensation for employees belies this simple concept. Often, the best results are achieved through an amalgamation of several different methods of compensation analysis.

In many organizations, management unilaterally determines the pay to be offered to employees. This does not imply, however, that management has complete control in setting pay levels. There are three constraints on the ability of management to determine pay levels: the external labor market, internal equity, and the organizational hierarchy.

- *Classical economics teaches that labor is like any other commodity or product, and therefore has a market. Within this market, the forces of supply and demand work to produce a “price” for different positions. For example, due to the heavy demand for truck drivers from the growing trucking industry, the number of available positions in this industry has increased. Since there are a relatively short supply of an available labor force with the corresponding knowledge, skills, and abilities able to fill these*

positions, the “price” of a truck driver has also increased in recent years. This “price” is simply the hourly wage or the fixed salary that an organization must offer a person to fill the requisite position—the position’s compensation; simply, the external labor market must be considered when developing competitive and equitable compensation plans.

- *The second constraint on management is the concept of internal equity. This concept refers to the principles that a position in one area of the organization should be offered the same level of compensation as that same position in another area of the same organization. Within a municipality, for example, given similar job tasks, an administrative assistant in the Mayor’s Office should have pay equity with a similarly situated administrative assistant in the Public Works Department. Ignoring internal equity concerns can lead to high turnover and low morale amount employees.*

- *The third constraint on management is the organizational hierarchy. In a hierarchical organization, it is vital that managers have a greater level of compensation than the subordinates they supervise. Ignoring issues related to organizational hierarchy can lead to poor management performance and reduced motivation among employees.*

EXTERNAL LABOR MARKET

In developing compensation plans for county and municipal governments, salary survey instruments developed by the Institute are distributed to organizations that are either in the city’s local labor market or are comparable to the municipality or county under review. Factors used to determine comparability to other cities and counties include population ($\pm 25\%$) annual general fund budget, number of employees, and types of services offered to the public. All survey results are verified and standardized in format by Institute staff. In cases where only a range was reported for a specific position, the average of the high and low salary listings is used in the computations.

INTERNAL JOB MARKET

The place of a given job's rank within an organizational value system is reflected in the position's compensation, particularly in the form of a base rate or range of pay. With local governments existing in competitive labor markets, systems that establish the relative value of positions are important to both employees and management, as they establish the basis for equity, at least in a traditional sense.

Within public organizations, job hierarchies and organizational structure are used for more than simply determining compensation. Both serve as general guides in recruitment and selection of employees; further, establishing job evaluation systems related to hierarchy and organizational structure can be an important tool in:

- *Redesigning organizational processes.*
- *May assist management in career planning, training and professional development; and*
- *May provide guidance in job assignments and during times of reductions in force.*

The essence of internal job evaluation is the rating or ranking of jobs by their relative worth to the organization and is composed of a variety of job evaluation factors. Technically, these factors need to:

- *Be present in varying degree relative to individual jobs,*
- *Be minimized in number,*
- *Be discrete in meaning in order to avoid double weighting, and*
- *Be known (to some degree) for all positions in the system.*

Finally, each identified factor must measure individual aspects of the position itself, rather than the incumbent holding the position within an organization.

Some of the most commonly used factors include:

- *Job requirements,*
- *Responsibility,*
- *Working conditions,*
- *Physical demands,*
- *Difficulty of work, both intellectually, physically, and emotionally,*
- *Nature and degree of required personal relationships, and*
- *Leadership and management requirements.*

GRADE & STEP SYSTEMS

Most compensation plans designed by the Institute are based on a standard format utilizing a grade and step system (presented on the next page), which helps to provide stability in an organization's overall compensation system. The plan itself is based upon the premise of providing the current minimum wage at Grade One Step One; all other grades and steps are calculated from this base level. An increase in grade represents a ten percent (10%) increase in compensation, while an increase to a higher step within each grade represents a three percent (3%) increase in compensation.

Positions are placed on a grade within the plan using data returned through internal and external data collection; each position is placed so that its compensation is appropriate for the "rank" of the position with the

organizational structure. Individual employees are assigned to a specific step within the grade associated with their current position, based upon their current annual wage and the length of their tenure with the organization. Proposed salaries are never lower than the employee's current rate of pay; each position receives at least a small increase to properly assign the employee to an exact step on the pay scale. Every effort is made to maintain internal pay equity between comparable positions, and further, to standardize wages among similar positions to the greatest extent possible.

IMPLEMENTATION

Implementation of a compensation plan rests within the authority of the governing body of the organization; the plan itself exists as a guide or frame work that can be used to guide current and future personnel and compensation decisions. Almost all plans developed by the Institute, when they are released and accepted by a local Board (or governing authorities), are adjusted by Board action to reflect the Board's thoughts and feelings regarding specific local conditions inherent within the organization. Personnel plans developed by the Institute should exist as 'living documents', and continually evolve with the organization over time in order to retain their value. In some cases, plans may need to be reviewed periodically to account for changes in the external labor market, and to ensure continued commitment to maintaining external and internal equity among positions.

SURVEY RESPONDENTS

Alphabetically

Aberdeen	Eupora	Noxapater
Amory	Flora	Ocean Springs
Arcola	Florence	Olive Branch
Batesville	Forest	Osyka
Bay Springs	Fulton	Oxford
Bay St. Louis	Gautier	Pascagoula
Biloxi	Georgetown	Pearl
Blue Mountain	Glen	Pelahatchie
Blue Springs	Gloster	Petal
Boyle	Golden	Pittsboro
Braxton	Gulfport	Pontotoc
Brookhaven	Hatley	Poplarville
Brooksville	Hernando	Prentiss
Bruce	Horn Lake	Ripley
Byram	Jackson	Sardis
Calhoun City	Jonestown	Sebastopol
Canton	Jumpertown	Senatobia
Carthage	Kosciusko	Sherman
Cary	Laurel	Sidon
Clarksdale	Leakesville	Smithville
Collins	Learned	Southaven
Columbus	Liberty	Starkville
Corinth	Louisville	Stonewall
Crosby	Maben	Summit
Crystal Springs	Magnolia	Sumrall
Decatur	Mantachie	Sylvarena
DeKalb	Marietta	Taylor
Derma	Meridian	Thaxton
Diamondhead	Moorhead	Tremont
D'Iberville	Morgan City	Tupelo
D'Lo	Natchez	Utica
Dumas	Nettleton	Verona
Edwards	New Albany	Vicksburg
Ellisville	New Augusta	Waveland
Enterprise	Newton	Waynesboro
		Winstonville

SURVEY RESPONDENTS

Population Groups

Over 30,000 Residents	
Jackson	153,701
Gulfport	72,926
Southaven	54,648
Biloxi	49,449
Olive Branch	46,466
Tupelo	37,926
Meridian	35,052

10,000 to 29,999 Residents	
Pearl	27,115
Horn Lake	27,000
Oxford	25,416
Starkville	24,360
Columbus	24,084
Pascagoula	22,010
Vicksburg	21,573
Gautier	19,024
Ocean Springs	18,429
Laurel	17,161
Hernando	17,138
Clarksdale	14,903
Corinth	14,622
Natchez	14,520
D'Iberville	12,721
Byram	12,666
Brookhaven	11,674
Bay St. Louis	11,229
Petal	11,010
Canton	10,948

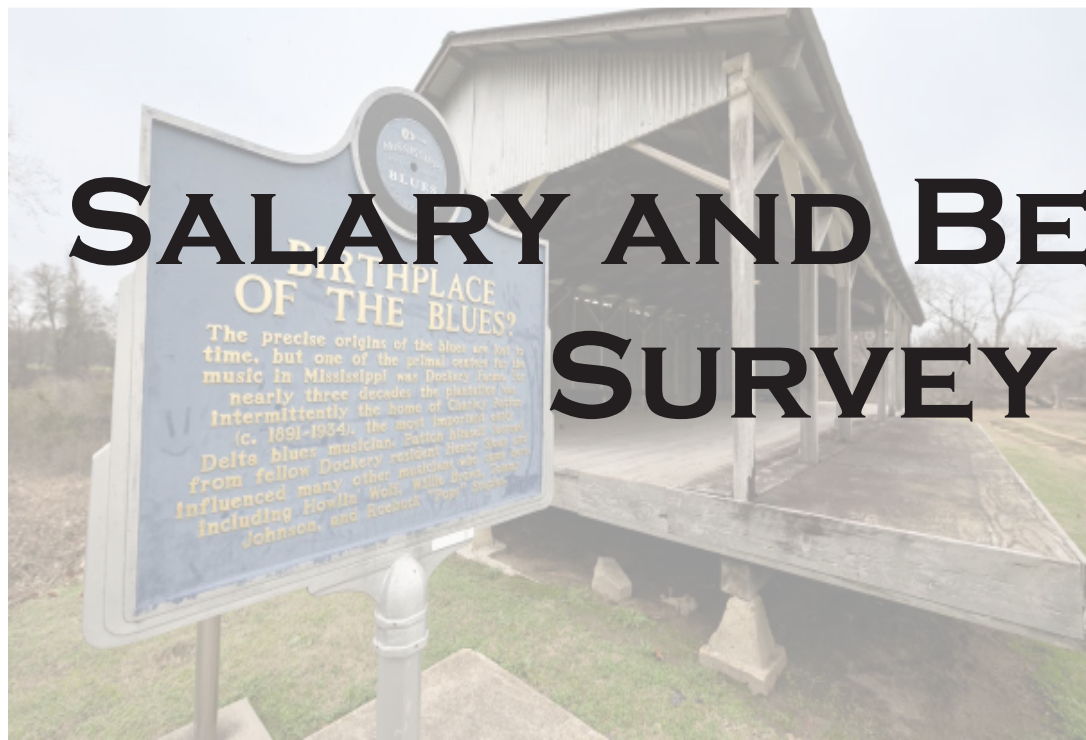
5,000 to 9,999 Residents	
Diamondhead	9,800
Senatobia	8,354
New Albany	7,626
Batesville	7,523
Waveland	7,210
Kosciusko	7,114
Amory	6,666
Louisville	6,000
Pontotoc	5,640
Ripley	5,462
Forest	5,430

1,000 to 4,999 Residents	
Aberdeen	4,961
Carthage	4,901
Crystal Springs	4,862
Ellisville	4,652
Florence	4,572
Waynesboro	4,567
Fulton	4,542
Leakesville	3,775
Newton	3,373
Poplarville	2,833
Verona	2,792
Collins	2,342
Eupora	2,152
Decatur	1,945
Moorhead	1,937
Nettleton	1,935
Magnolia	1,883
Sumrall	1,765
Sardis	1,748
Bruce	1,707
Bay Springs	1,670
Flora	1,647
Calhoun City	1,533
Summit	1,505
Pelahatchie	1,272
Mantachie	1,121

0 to 999 Residents	
Edwards	995
Prentiss	976
Jonestown	962
Derma	957
Blue Mountain	948
Brooksville	915
Gloster	897
Stonewall	879
Sherman	850
DeKalb	836
Maben	771
Smithville	717
Thaxton	692
Utica	636
Boyle	600
Liberty	560
New Augusta	554
Taylor	498
Enterprise	496
Hatley	495
Noxapater	472
Dumas	471
Tremont	467
Blue Springs	436
Jumpertown	450
Osyka	420
Glen	382
D'Lo	373
Sidon	311
Arcola	304
Crosby	302
Georgetown	300
Sebastopol	266
Marietta	256
Cary	241
Morgan City	207
Golden	192
Braxton	186
Pittsboro	157
Winstonville	153
Sylvarena	87
Learned	56



SALARY AND BENEFITS SURVEY



SALARY STATISTICS

	Mean	Minimum	Maximum	Percentiles					
				10%	25%	50%	75%	90%	
MAYOR	Over 30,000	\$121,134.34	\$80,000.00	\$156,790.40	\$95,000.00	\$110,449.00	\$119,999.36	\$135,126.30	\$152,716.16
	10,000 to 29,999	\$77,848.15	\$16,200.00	\$125,000.00	\$23,709.00	\$60,000.00	\$83,240.10	\$99,250.00	\$114,864.07
	5,000 to 9,999	\$77,313.40	\$50,000.00	\$92,639.04	\$62,500.00	\$75,500.00	\$79,870.68	\$85,560.34	\$89,569.52
	1,000 to 4,999	\$9,524.84	\$3,300.00	\$19,200.00	\$4,380.00	\$6,000.00	\$8,742.00	\$13,537.50	\$15,158.93
	0 to 999	\$8,930.76	\$0.00	\$35,360.00	\$1,200.00	\$2,886.00	\$6,000.00	\$11,620.71	\$18,602.50
ELECTED OFFICIAL	Over 30,000	\$26,793.99	\$20,000.00	\$36,075.78	\$21,908.00	\$24,089.76	\$26,654.28	\$28,324.19	\$32,219.33
	10,000 to 29,999	\$24,596.15	\$12,000.00	\$87,781.41	\$15,386.40	\$17,233.50	\$20,000.00	\$23,155.93	\$27,487.20
	5,000 to 9,999	\$19,259.44	\$12,230.00	\$26,011.56	\$14,532.96	\$16,834.14	\$18,113.90	\$22,396.17	\$25,436.63
	1,000 to 4,999	\$9,524.84	\$3,300.00	\$19,200.00	\$4,380.00	\$6,000.00	\$8,742.00	\$13,537.50	\$15,158.93
	0 to 999	\$3,710.83	\$0.00	\$18,000.00	\$598.80	\$1,119.00	\$2,302.50	\$4,912.50	\$8,726.58
CLERK OF THE COUNCIL	Over 30,000	\$62,984.72	\$51,589.00	\$77,304.24	\$54,223.09	\$58,174.22	\$61,267.00	\$66,589.12	\$73,018.19
	10,000 to 29,999	\$59,412.00	\$41,824.00	\$77,000.00	\$45,341.60	\$50,618.00	\$59,412.00	\$68,206.00	\$73,482.40
	5,000 to 9,999	Zero Responses							
	1,000 to 4,999	\$41,494.33	\$20,891.00	\$57,000.00	\$26,031.20	\$33,741.50	\$46,592.00	\$51,796.00	\$54,918.40
	0 to 999	\$20,000.20	\$6,000.00	\$37,100.80	\$7,800.00	\$10,500.00	\$18,450.00	\$27,950.20	\$33,440.56
CITY CLERK	Over 30,000	\$88,859.27	\$65,794.56	\$117,291.00	\$70,206.24	\$73,394.26	\$94,140.80	\$99,000.00	\$106,916.40
	10,000 to 29,999	\$86,790.29	\$67,000.00	\$120,000.00	\$71,140.00	\$79,000.00	\$86,403.20	\$92,983.70	\$101,200.00
	5,000 to 9,999	\$59,535.55	\$34,424.08	\$81,411.20	\$38,532.04	\$46,039.50	\$63,119.00	\$71,875.00	\$76,955.60
	1,000 to 4,999	\$56,990.86	\$38,000.00	\$95,000.00	\$44,777.60	\$50,750.00	\$55,496.04	\$59,887.83	\$70,177.80
	0 to 999	\$28,218.64	\$0.00	\$58,656.00	\$3,480.00	\$18,000.00	\$29,120.00	\$41,600.00	\$49,558.08

SALARY STATISTICS (CONT.)

	Mean	Minimum	Maximum	Percentiles					
				10%	25%	50%	75%	90%	
CITY MANAGER	Over 30,000	\$113,448.61	\$100,000.00	\$125,934.38	\$104,100.00	\$110,250.00	\$113,767.68	\$117,291.00	\$122,477.03
	10,000 to 29,999	\$118,667.33	\$70,000.00	\$150,000.00	\$88,000.00	\$106,537.50	\$121,575.00	\$140,890.50	\$146,427.00
	5,000 to 9,999	Zero Responses							
	1,000 to 4,999	\$41,007.00	\$41,007.00	\$41,007.00	\$41,007.00	\$41,007.00	\$41,007.00	\$41,007.00	\$41,007.00
	0 to 999	\$24,724.27	\$13,048.54	\$36,400.00	\$15,383.69	\$18,886.41	\$24,724.27	\$30,562.14	\$34,064.85
HR DIRECTOR	Over 30,000	\$93,758.79	\$85,400.90	\$108,000.00	\$85,880.36	\$87,423.76	\$94,140.80	\$96,961.16	\$101,697.00
	10,000 to 29,999	\$66,793.04	\$40,000.00	\$125,000.00	\$42,500.00	\$48,318.75	\$56,000.00	\$78,331.60	\$99,464.80
	5,000 to 9,999	\$52,296.27	\$36,337.60	\$81,411.20	\$36,898.08	\$37,738.80	\$39,140.00	\$60,275.60	\$72,956.96
	1,000 to 4,999	\$44,200.00	\$41,600.00	\$46,800.00	\$42,120.00	\$42,900.00	\$44,200.00	\$45,500.00	\$46,280.00
	0 to 999	Zero Responses							
DEPUTY CITY CLERK	Over 30,000	\$65,587.18	\$47,018.13	\$95,025.00	\$49,804.37	\$53,983.73	\$60,152.80	\$71,756.25	\$85,717.50
	10,000 to 29,999	\$49,241.78	\$35,000.00	\$63,003.00	\$43,376.00	\$44,558.50	\$50,000.00	\$52,596.50	\$55,734.43
	5,000 to 9,999	\$35,848.69	\$19,420.00	\$48,439.66	\$24,290.08	\$31,595.20	\$35,000.00	\$44,788.59	\$46,979.23
	1,000 to 4,999	\$39,234.48	\$29,931.20	\$54,392.00	\$30,451.20	\$33,246.86	\$37,950.24	\$43,841.00	\$49,336.00
	0 to 999	\$23,520.00	\$2,000.00	\$41,740.00	\$2,964.00	\$22,451.52	\$25,501.00	\$31,811.00	\$38,950.00
MUNICIPAL COURT CLERK	Over 30,000	\$68,083.91	\$33,412.87	\$93,000.00	\$47,060.92	\$61,500.92	\$65,233.40	\$84,833.62	\$91,957.41
	10,000 to 29,999	\$58,538.88	\$41,849.60	\$85,000.00	\$43,357.90	\$46,892.32	\$59,328.00	\$64,135.69	\$76,175.78
	5,000 to 9,999	\$38,357.14	\$31,720.00	\$42,207.01	\$34,027.50	\$36,912.85	\$39,140.40	\$41,108.60	\$41,903.51
	1,000 to 4,999	\$34,549.16	\$14,000.00	\$46,880.00	\$26,496.00	\$31,924.00	\$34,944.00	\$38,100.48	\$43,784.32
	0 to 999	\$19,511.06	\$1,200.00	\$41,600.00	\$2,640.00	\$6,457.50	\$18,504.00	\$31,179.20	\$35,360.00

SALARY STATISTICS (CONT.)

		Mean	Minimum	Maximum	Percentiles				
					10%	25%	50%	75%	90%
ADMINISTRATIVE ASSISTANT	Over 30,000	\$53,517.36	\$32,431.98	\$85,000.00	\$37,804.79	\$45,864.00	\$52,062.00	\$52,228.80	\$71,891.52
	10,000 to 29,999	\$42,290.24	\$31,075.20	\$55,203.00	\$31,187.52	\$37,216.40	\$42,492.00	\$48,502.25	\$51,004.50
	5,000 to 9,999	\$30,165.85	\$19,420.00	\$40,911.70	\$21,569.17	\$24,792.93	\$30,165.85	\$35,538.78	\$38,762.53
	1,000 to 4,999	\$35,914.75	\$29,120.00	\$41,600.00	\$30,597.06	\$33,155.59	\$36,951.20	\$38,469.60	\$40,196.00
	0 to 999	Zero Responses							
PUBLIC WORKS DIRECTOR	Over 30,000	\$105,258.95	\$85,173.00	\$130,000.00	\$85,693.03	\$87,519.86	\$108,000.00	\$119,299.96	\$127,618.19
	10,000 to 29,999	\$84,676.82	\$57,330.00	\$127,500.00	\$67,600.00	\$76,564.80	\$81,900.00	\$91,140.22	\$93,225.60
	5,000 to 9,999	\$65,994.77	\$60,130.00	\$71,663.00	\$61,661.82	\$63,959.56	\$66,093.04	\$68,128.25	\$70,249.10
	1,000 to 4,999	\$52,341.31	\$13,000.00	\$70,950.00	\$39,897.40	\$51,204.52	\$55,000.00	\$57,022.40	\$62,521.60
	0 to 999	\$32,337.96	\$6,300.00	\$62,400.00	\$11,280.00	\$23,432.25	\$33,772.24	\$42,000.00	\$47,008.00
STREET SUPERINTENDENT	Over 30,000	\$59,186.43	\$42,712.80	\$76,793.60	\$48,125.08	\$54,759.76	\$59,833.50	\$62,115.85	\$69,600.70
	10,000 to 29,999	\$62,683.29	\$47,923.20	\$95,604.60	\$95,604.60	\$50,173.00	\$58,272.24	\$68,318.50	\$81,111.84
	5,000 to 9,999	\$46,346.49	\$41,480.48	\$53,560.00	\$41,984.18	\$42,739.74	\$43,999.00	\$48,779.50	\$51,647.80
	1,000 to 4,999	\$55,477.08	\$38,100.48	\$73,000.00	\$45,550.24	\$53,195.50	\$55,391.00	\$57,735.00	\$65,490.00
	0 to 999	\$29,209.96	\$6,000.00	\$57,740.80	\$13,259.60	\$24,149.00	\$24,960.00	\$33,200.00	\$47,924.48
FOREMAN	Over 30,000	\$55,404.15	\$41,277.60	\$75,000.00	\$42,365.70	\$43,997.85	\$52,669.50	\$64,075.80	\$70,630.32
	10,000 to 29,999	\$46,887.90	\$22,880.00	\$69,000.00	\$33,152.00	\$40,348.25	\$44,990.00	\$55,324.41	\$64,723.69
	5,000 to 9,999	\$61,919.42	\$49,125.23	\$74,713.60	\$51,684.07	\$55,522.32	\$61,919.42	\$68,316.51	\$72,154.76
	1,000 to 4,999	\$39,365.80	\$31,554.00	\$50,000.00	\$32,244.40	\$33,280.00	\$38,995.00	\$43,000.00	\$47,200.00
	0 to 999	\$37,461.00	\$37,461.00	\$37,461.00	\$37,461.00	\$37,461.00	\$37,461.00	\$37,461.00	\$37,461.00

SALARY STATISTICS (CONT.)

	Mean	Minimum	Maximum	Percentiles					
				10%	25%	50%	75%	90%	
TRUCK DRIVER	Over 30,000	\$39,943.09	\$31,675.54	\$49,452.00	\$49,452.00	\$33,986.49	\$39,322.40	\$45,279.00	\$47,782.80
	10,000 to 29,999	\$40,150.89	\$31,200.00	\$49,500.00	\$36,291.84	\$37,566.00	\$38,609.50	\$43,651.67	\$45,525.60
	5,000 to 9,999	\$43,209.92	\$32,240.00	\$52,940.16	\$34,681.92	\$38,344.80	\$44,449.60	\$48,694.88	\$51,242.05
	1,000 to 4,999	\$34,830.62	\$30,409.00	\$43,680.00	\$30,962.70	\$31,231.20	\$34,180.00	\$36,157.08	\$39,926.12
	0 to 999	\$29,100.00	\$29,100.00	\$29,100.00	\$29,100.00	\$29,100.00	\$29,100.00	\$29,100.00	\$29,100.00
LABORER	Over 30,000	\$32,869.15	\$26,130.00	\$41,152.80	\$28,610.40	\$30,732.00	\$31,263.26	\$35,037.00	\$37,589.52
	10,000 to 29,999	\$32,987.53	\$20,800.00	\$39,015.19	\$29,120.00	\$30,652.50	\$34,278.00	\$36,409.25	\$36,940.00
	5,000 to 9,999	\$31,415.80	\$29,120.00	\$33,207.20	\$29,744.00	\$30,680.00	\$31,668.00	\$32,403.80	\$32,885.84
	1,000 to 4,999	\$33,144.05	\$24,000.00	\$50,157.60	\$25,447.48	\$28,204.80	\$32,060.00	\$35,360.00	\$41,394.37
	0 to 999	\$26,851.91	\$12,000.00	\$37,440.00	\$21,120.00	\$22,880.00	\$25,105.00	\$32,520.00	\$37,440.00
DIRECTOR	Over 30,000	\$92,226.93	\$84,000.00	\$110,000.00	\$85,200.00	\$87,084.17	\$88,649.60	\$94,385.30	\$101,015.00
	10,000 to 29,999	\$70,898.66	\$56,650.00	\$89,636.16	\$59,069.96	\$66,398.90	\$71,073.60	\$75,581.50	\$77,801.20
	5,000 to 9,999	\$55,550.67	\$43,000.00	\$67,303.28	\$45,400.00	\$49,000.00	\$51,500.08	\$66,950.00	\$67,161.97
	1,000 to 4,999	\$44,435.12	\$3,000.00	\$73,645.00	\$21,600.10	\$31,970.00	\$50,000.00	\$53,234.00	\$69,940.20
	0 to 999	\$7,733.33	\$3,600.00	\$10,000.00	\$4,800.00	\$6,600.00	\$9,600.00	\$9,800.00	\$9,920.00
LABORER	Over 30,000	\$32,656.34	\$29,802.36	\$36,524.80	\$30,016.94	\$30,212.00	\$31,200.00	\$35,321.63	\$36,066.67
	10,000 to 29,999	\$32,784.83	\$20,800.00	\$42,565.00	\$27,248.00	\$30,530.00	\$33,889.00	\$35,208.75	\$37,631.40
	5,000 to 9,999	\$34,537.99	\$24,024.00	\$40,787.13	\$28,010.40	\$33,990.00	\$35,700.00	\$38,188.80	\$39,747.80
	1,000 to 4,999	\$32,084.27	\$24,000.00	\$43,160.00	\$24,768.00	\$26,478.40	\$31,200.00	\$36,400.00	\$39,352.00
	0 to 999	Zero Responses							

SALARY STATISTICS (CONT.)

		Mean	Minimum	Maximum	Percentiles				
					10%	25%	50%	75%	90%
CITY ENGINEER	Over 30,000	\$100,401.93	\$83,651.10	\$133,681.60	\$85,330.77	\$87,850.28	\$92,137.50	\$104,689.15	\$122,084.62
	10,000 to 29,999	\$99,688.91	\$70,980.00	\$128,750.00	\$75,342.01	\$81,885.02	\$99,512.82	\$117,316.70	\$124,176.68
	5,000 to 9,999	Zero Responses							
	1,000 to 4,999								
	0 to 999								
DIRECTOR	Over 30,000	\$104,951.30	\$93,690.00	\$114,379.20	\$94,784.84	\$98,349.49	\$107,879.45	\$110,000.00	\$112,189.60
	10,000 to 29,999	\$75,568.50	\$59,500.00	\$102,211.00	\$61,950.00	\$64,500.00	\$71,302.00	\$85,950.25	\$91,177.60
	5,000 to 9,999	\$73,632.00	\$73,632.00	\$73,632.00	\$73,632.00	\$73,632.00	\$73,632.00	\$73,632.00	\$73,632.00
	1,000 to 4,999	\$33,000.00	\$5,500.00	\$60,500.00	\$11,000.00	\$19,250.00	\$33,000.00	\$46,750.00	\$55,000.00
	0 to 999	Zero Responses							
PLANNER	Over 30,000	\$54,102.46	\$35,551.10	\$70,496.00	\$40,915.07	\$48,961.02	\$49,017.00	\$66,487.20	\$68,892.48
	10,000 to 29,999	\$69,934.80	\$42,236.00	\$118,196.78	\$43,388.64	\$45,117.60	\$53,810.00	\$90,313.60	\$107,043.51
	5,000 to 9,999	\$33,000.00	\$33,000.00	\$33,000.00	\$33,000.00	\$33,000.00	\$33,000.00	\$33,000.00	\$33,000.00
	1,000 to 4,999	Zero Responses							
	0 to 999								
BUILDING OFFICIAL	Over 30,000	\$68,649.36	\$45,809.65	\$90,000.00	\$52,528.19	\$61,417.04	\$69,357.50	\$76,290.35	\$84,062.40
	10,000 to 29,999	\$66,395.47	\$45,000.00	\$85,794.00	\$48,835.00	\$56,810.57	\$67,204.00	\$76,544.00	\$85,000.00
	5,000 to 9,999	\$53,210.15	\$8,400.00	\$72,500.00	\$25,440.64	\$51,001.60	\$66,663.56	\$67,485.60	\$70,494.24
	1,000 to 4,999	\$23,084.00	\$8,820.00	\$64,000.00	\$9,612.00	\$10,800.00	\$15,000.00	\$16,800.00	\$45,120.00
	0 to 999	\$4,800.00	\$4,800.00	\$4,800.00	\$4,800.00	\$4,800.00	\$4,800.00	\$4,800.00	\$4,800.00

SALARY STATISTICS (CONT.)

CODE
ENFORCEMENT
OFFICER

	Mean	Minimum	Maximum	Percentiles				
				10%	25%	50%	75%	90%
Over 30,000	\$47,936.22	\$36,960.77	\$79,500.00	\$37,685.11	\$39,114.40	\$43,888.00	\$48,488.00	\$62,625.60
10,000 to 29,999	\$41,736.99	\$33,716.80	\$55,328.00	\$34,672.32	\$38,587.00	\$41,283.24	\$44,515.78	\$47,116.16
5,000 to 9,999	\$51,522.76	\$28,922.00	\$71,068.66	\$33,787.51	\$41,085.78	\$53,050.19	\$63,487.17	\$68,036.06
1,000 to 4,999	\$21,774.66	\$2,400.00	\$51,417.00	\$5,640.00	\$12,127.41	\$14,700.00	\$32,755.00	\$44,453.70
0 to 999	\$9,221.00	\$6,000.00	\$12,442.00	\$6,644.20	\$7,610.50	\$9,221.00	\$10,831.50	\$11,797.80

RISK MANAGER

Over 30,000	\$57,314.13	\$49,014.40	\$65,000.00	\$50,797.12	\$53,471.20	\$57,928.00	\$61,464.00	\$63,585.60
10,000 to 29,999	Zero Responses							
5,000 to 9,999	\$53,659.16	\$53,659.16	\$53,659.16	\$53,659.16	\$53,659.16	\$53,659.16	\$53,659.16	\$53,659.16
1,000 to 4,999	Zero Responses							
0 to 999	Zero Responses							

SALARY STATISTICS (CONT.)

		Mean	Minimum	Maximum	Percentiles				
					10%	25%	50%	75%	90%
POLICE CHIEF	Over 30,000	\$116,226.56	\$100,000.00	\$131,456.00	\$108,751.68	\$114,793.07	\$115,252.80	\$118,645.50	\$124,582.40
	10,000 to 29,999	\$94,096.49	\$69,000.00	\$125,000.00	\$77,438.20	\$83,092.25	\$94,997.50	\$101,268.51	\$109,984.70
	5,000 to 9,999	\$75,234.84	\$52,945.00	\$102,814.92	\$58,972.50	\$67,250.00	\$74,471.20	\$80,015.64	\$92,260.82
	1,000 to 4,999	\$60,232.86	\$25,000.00	\$123,600.00	\$44,011.40	\$52,904.04	\$58,656.00	\$65,000.00	\$72,680.00
	0 to 999	\$31,709.13	\$2,400.00	\$58,656.00	\$11,074.56	\$17,400.00	\$36,501.63	\$41,600.00	\$50,400.00
POLICE LIEUTENANT	Over 30,000	\$67,679.34	\$57,788.22	\$79,700.00	\$58,496.09	\$63,682.00	\$68,828.00	\$70,037.57	\$74,229.40
	10,000 to 29,999	\$62,649.63	\$50,232.00	\$74,103.12	\$52,306.80	\$59,114.00	\$62,604.00	\$68,220.36	\$70,859.74
	5,000 to 9,999	\$54,565.43	\$47,840.00	\$61,307.97	\$49,910.22	\$53,015.56	\$53,668.00	\$56,995.64	\$59,583.04
	1,000 to 4,999	\$47,816.80	\$39,686.00	\$65,962.00	\$40,124.00	\$41,677.50	\$46,562.00	\$51,481.85	\$58,100.00
	0 to 999	\$33,565.33	\$7,200.00	\$52,000.00	\$14,059.20	\$24,348.00	\$41,496.00	\$46,748.00	\$49,899.20
POLICE SERGEANT	Over 30,000	\$64,780.52	\$59,000.24	\$74,700.00	\$60,003.90	\$61,425.50	\$65,114.40	\$65,899.00	\$69,628.80
	10,000 to 29,999	\$57,014.63	\$45,864.00	\$68,771.04	\$47,197.44	\$53,154.60	\$55,318.50	\$62,867.96	\$67,151.03
	5,000 to 9,999	\$48,663.86	\$42,800.00	\$53,306.24	\$44,614.45	\$47,336.12	\$47,357.00	\$52,519.95	\$52,991.72
	1,000 to 4,999	\$46,390.86	\$35,443.00	\$65,000.00	\$37,462.40	\$40,000.00	\$45,831.49	\$49,000.00	\$56,244.03
	0 to 999	\$39,312.00	\$39,312.00	\$39,312.00	\$39,312.00	\$39,312.00	\$39,312.00	\$39,312.00	\$39,312.00
POLICE OFFICER	Over 30,000	\$55,837.89	\$47,216.00	\$70,757.00	\$47,866.40	\$51,491.50	\$55,201.15	\$57,354.05	\$63,527.60
	10,000 to 29,999	\$50,410.21	\$39,312.00	\$63,073.92	\$40,400.00	\$44,414.40	\$52,593.32	\$55,255.00	\$59,148.64
	5,000 to 9,999	\$42,167.12	\$35,900.00	\$46,857.14	\$37,299.33	\$39,398.32	\$43,736.16	\$44,944.00	\$46,091.88
	1,000 to 4,999	\$39,755.37	\$27,131.00	\$48,074.00	\$33,863.30	\$38,021.20	\$40,078.32	\$42,765.75	\$45,809.94
	0 to 999	\$22,631.19	\$1,200.00	\$37,128.00	\$4,050.00	\$14,167.50	\$27,650.00	\$30,835.43	\$34,069.03

SALARY STATISTICS (CONT.)

		Mean	Minimum	Maximum	Percentiles				
					10%	25%	50%	75%	90%
FIRE CHIEF	Over 30,000	\$107,606.85	\$94,500.00	\$120,000.00	\$95,717.40	\$101,143.99	\$108,160.00	\$114,149.97	\$117,000.00
	10,000 to 29,999	\$87,407.82	\$65,000.00	\$104,489.87	\$71,579.98	\$75,487.50	\$92,965.60	\$97,074.61	\$100,998.40
	5,000 to 9,999	\$56,552.41	\$17,476.00	\$70,598.00	\$35,066.73	\$61,452.82	\$65,749.65	\$67,485.60	\$69,353.04
	1,000 to 4,999	\$39,552.10	\$0.00	\$70,200.00	\$3,074.54	\$27,941.79	\$43,233.90	\$58,573.25	\$60,588.00
	0 to 999	\$11,176.50	\$0.00	\$37,206.00	\$450.00	\$1,125.00	\$3,750.00	\$13,801.50	\$27,844.20
FIRE LIEUTENANT	Over 30,000	\$59,678.48	\$46,206.18	\$78,000.00	\$47,215.80	\$48,730.24	\$58,465.00	\$66,990.96	\$73,596.38
	10,000 to 29,999	\$54,048.93	\$30,284.80	\$71,876.08	\$45,441.59	\$48,006.00	\$53,708.38	\$63,000.00	\$65,968.99
	5,000 to 9,999	\$42,631.84	\$13,504.00	\$53,286.14	\$24,850.60	\$41,870.50	\$51,868.60	\$52,629.94	\$53,023.66
	1,000 to 4,999	\$46,046.63	\$37,983.00	\$57,408.00	\$37,991.50	\$38,925.00	\$43,083.90	\$53,657.70	\$57,064.50
	0 to 999	\$16,536.00	\$0.00	\$33,072.00	\$3,307.20	\$8,268.00	\$16,536.00	\$24,804.00	\$29,764.80
POLICE SERGEANT	Over 30,000	\$52,740.33	\$39,172.99	\$60,647.00	\$43,018.59	\$48,787.00	\$58,401.00	\$59,524.00	\$69,628.80
	10,000 to 29,999	\$55,328.43	\$42,084.00	\$76,000.00	\$46,233.60	\$49,293.26	\$52,416.00	\$59,106.24	\$67,151.03
	5,000 to 9,999	\$43,037.75	\$42,370.54	\$43,704.96	\$42,503.98	\$42,704.15	\$43,037.75	\$43,371.36	\$52,991.72
	1,000 to 4,999	\$44,697.00	\$38,700.00	\$54,912.00	\$39,090.00	\$39,675.00	\$42,588.00	\$47,610.00	\$56,244.03
	0 to 999	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$39,312.00
FIREFIGHTER	Over 30,000	\$43,829.02	\$24,190.00	\$61,000.00	\$28,922.31	\$37,087.60	\$47,496.00	\$49,970.99	\$55,787.39
	10,000 to 29,999	\$42,263.05	\$27,539.20	\$55,517.55	\$32,977.00	\$36,712.31	\$39,991.02	\$48,974.25	\$55,229.94
	5,000 to 9,999	\$32,194.08	\$3,971.36	\$44,990.00	\$14,031.55	\$29,121.85	\$39,907.47	\$42,979.70	\$44,185.88
	1,000 to 4,999	\$33,944.45	\$3,400.00	\$51,134.00	\$26,000.00	\$29,259.50	\$36,000.00	\$40,716.00	\$43,992.00
	0 to 999	\$15,502.50	\$0.00	\$31,005.00	\$3,100.50	\$7,751.25	\$15,502.50	\$23,253.75	\$27,904.50

FULL-TIME BENEFITS

MEDICAL INSURANCE PERCENTAGES

	Offer Medical Insurance	Spouses and Dependents	Premiums Paid		
			100% Employer Paid	100% Employee Paid	Jointly Paid
Overall %	77.78%	76.40%	73.68%	0.00%	26.32%
Over 30,000	100.00%	100.00%	50.00%	0.00%	50.00%
10,000 to 29,999	100.00%	100.00%	57.89%	0.00%	42.11%
5,000 to 9,999	100.00%	100.00%	60.00%	0.00%	40.00%
1,000 to 4,999	96.15%	92.31%	83.33%	0.00%	16.67%
0 to 999	44.74%	32.14%	94.12%	0.00%	5.88%

DENTAL INSURANCE PERCENTAGES

	Offer Dental Insurance	Spouses and Dependents	Premiums Paid		
			100% Employer Paid	100% Employee Paid	Jointly Paid
Overall %	69.39%	76.19%	36.23%	47.83%	15.94%
Over 30,000	100.00%	100.00%	50.00%	16.67%	33.33%
10,000 to 29,999	100.00%	100.00%	21.05%	63.16%	33.33%
5,000 to 9,999	100.00%	100.00%	30.00%	70.00%	0.00%
1,000 to 4,999	88.46%	84.00%	34.78%	43.48%	21.74%
0 to 999	27.03%	33.33%	63.64%	27.27%	9.09%

FULL-TIME BENEFITS

VISION INSURANCE PERCENTAGES

	Offer Vision Insurance	Spouses and Dependents	Premiums Paid		
			100% Employer Paid	100% Employee Paid	Jointly Paid
Overall %	69.39%	76.19%	24.24%	63.64%	12.12%
Over 30,000	100.00%	83.33%	16.67%	50.00%	33.33%
10,000 to 29,999	100.00%	100.00%	11.76%	70.59%	17.65%
5,000 to 9,999	100.00%	100.00%	10.00%	90.00%	0.00%
1,000 to 4,999	88.46%	84.00%	26.09%	60.87%	13.04%
0 to 999	27.03%	37.50%	60.00%	40.00%	0.00%

FULL-TIME BENEFITS

SHORT TERM DISABILITY INSURANCE

	Offer Short Term Disability	Premiums Paid		
		100% Employer Paid	100% Employee Paid	Jointly Paid
Overall %	50.52%	8.70%	82.61%	8.70%
Over 30,000	83.33%	0.00%	80.00%	20.00%
10,000 to 29,999	63.16%	18.18%	81.82%	0.00%
5,000 to 9,999	70.00%	0.00%	83.33%	16.67%
1,000 to 4,999	57.69%	7.14%	85.71%	7.14%
0 to 999	27.78%	10.00%	80.00%	10.00%

LONG TERM DISABILITY INSURANCE

	Offer Long Term Disability	Premiums Paid		
		100% Employer Paid	100% Employee Paid	Jointly Paid
Overall %	37.11%	9.68%	90.32%	9.68%
Over 30,000	66.67%	0.00%	75.00%	25.00%
10,000 to 29,999	36.84%	100.00%	100.00%	0.00%
5,000 to 9,999	40.00%	0.00%	100.00%	0.00%
1,000 to 4,999	46.15%	0.00%	90.00%	10.00%
0 to 999	25.00%	0.00%	90.00%	10.00%

FULL-TIME BENEFITS

PAID PERSONAL LEAVE

	Offer Paid Personal Leave
Overall %	45.26%
Over 30,000	33.33%
10,000 to 29,999	50.00%
5,000 to 9,999	30.00%
1,000 to 4,999	56.00%
0 to 999	41.67%

PAID VACATION LEAVE

	Offer Paid Vacation Leave
Overall %	86.46%
Over 30,000	83.33%
10,000 to 29,999	83.33%
5,000 to 9,999	90.00%
1,000 to 4,999	96.00%
0 to 999	81.08%

PAID SICK LEAVE

	Offer Paid Sick Leave
Overall %	85.57%
Over 30,000	100.00%
10,000 to 29,999	100.00%
5,000 to 9,999	80.00%
1,000 to 4,999	92.31%
0 to 999	72.22%

PAID HOLIDAYS

	Offer Paid Holidays
Overall %	93.88%
Over 30,000	100.00%
10,000 to 29,999	100.00%
5,000 to 9,999	100.00%
1,000 to 4,999	100.00%
0 to 999	83.78%

FULL-TIME BENEFITS

LIFE INSURANCE

	Offer Life Insurance	Insurance Premiums Paid			Amount Offered		
		100% Employer Paid	100% Employee Paid	Jointly Paid	Less Than \$10,000	\$10,000 to \$25,000	More Than \$25,000
Overall %	76.29%	79.17%	12.50%	8.33%	79.17%	12.50%	8.33%
Over 30,000	100.00%	83.33%	0.00%	16.67%	83.33%	0.00%	16.67%
10,000 to 29,999	100.00%	89.47%	5.26%	5.26%	89.47%	5.26%	5.26%
5,000 to 9,999	100.00%	88.89%	0.00%	11.11%	88.89%	0.00%	11.11%
1,000 to 4,999	100.00%	68.00%	20.00%	12.00%	68.00%	20.00%	12.00%
0 to 999	37.84%	76.92%	23.08%	0.00%	76.92%	23.08%	0.00%

RETIREMENT

	Offer Retirement
Overall %	85.57%
Over 30,000	100.00%
10,000 to 29,999	94.74%
5,000 to 9,999	88.89%
1,000 to 4,999	96.15%
0 to 999	70.27%

SUPPLEMENTAL INSURANCE

	Offer Supplemental Insurance
Overall %	59.14%
Over 30,000	83.33%
10,000 to 29,999	89.47%
5,000 to 9,999	100.00%
1,000 to 4,999	53.85%
0 to 999	30.30%

LONGEVITY PAY

	Offer Retirement
Overall %	17.71%
Over 30,000	16.67%
10,000 to 29,999	52.63%
5,000 to 9,999	33.33%
1,000 to 4,999	4.00%
0 to 999	5.41%

FULL-TIME BENEFITS

MISCELLANEOUS BENEFITS

	Offer Childcare Benefits	Offer Child Tuition Assistance	Offer Flexible Spending Accounts	Operate on Shifts	Offer Shift Differentials	Offer Stipends	Education Reimbursement	Education Obtainment	Performance Based Pay	Remote Work	Flexible Work Schedules
Overall %	1.04%	1.04%	14.58%	62.50%	15.79%	12.50%	11.46%	8.33%	11.58%	15.63%	27.08%
Over 30,000	0.00%	0.00%	50.00%	83.33%	16.67%	33.33%	83.33%	33.33%	16.67%	0.00%	33.33%
10,000 to 29,999	5.26%	5.26%	36.84%	100.00%	21.05%	31.58%	10.53%	26.32%	22.22%	26.32%	36.84%
5,000 to 9,999	0.00%	0.00%	0.00%	88.89%	11.11%	22.22%	0.00%	0.00%	11.11%	11.11%	22.22%
1,000 to 4,999	0.00%	0.00%	7.69%	80.77%	23.08%	7.69%	15.38%	3.85%	11.54%	15.38%	15.38%
0 to 999	0.00%	0.00%	5.56%	19.44%	8.57%	0.00%	0.00%	0.00%	5.56%	13.89%	30.56%

RECRUITMENT

	Do you feel it is difficult to attract applicants with the skills your municipal government needs?				
	Very Difficult	Somewhat Difficult	Neutral	Not Difficult	Very Easy
Overall %	22.34%	34.04%	31.91%	7.45%	4.26%
Over 30,000	0.00%	66.67%	33.33%	0.00%	0.00%
10,000 to 29,999	16.67%	16.67%	50.00%	11.11%	5.56%
5,000 to 9,999	12.50%	37.50%	37.50%	12.50%	0.00%
1,000 to 4,999	24.00%	36.00%	24.00%	8.00%	8.00%
0 to 999	29.73%	35.14%	27.03%	5.41%	2.70%

	What is the most common recruitment strategy to fill positions within your city?					
	Internal Postings	External Postings (City Website)	Ads Through 3rd Party Website	Ads Through Social Media Website	In-Person Application	Employee Referral
Overall %	8.28%	21.02%	10.83%	17.83%	30.57%	11.46%
Over 30,000	16.67%	50.00%	8.33%	8.33%	8.33%	8.33%
10,000 to 29,999	13.04%	28.26%	17.39%	17.39%	13.04%	10.87%
5,000 to 9,999	0.00%	21.43%	0.00%	21.43%	35.71%	21.43%
1,000 to 4,999	8.70%	19.57%	10.87%	23.91%	26.09%	10.87%
0 to 999	2.56%	5.13%	7.69%	12.82%	61.54%	10.26%

	Do you believe your municipality is able to pay what the labor market demands?				
	Very Difficult	Somewhat Difficult	Neutral	Not Difficult	Very Easy
Overall %	30.11%	39.78%	29.03%	1.08%	0.00%
Over 30,000	0.00%	33.33%	66.67%	0.00%	0.00%
10,000 to 29,999	38.89%	44.44%	16.67%	0.00%	0.00%
5,000 to 9,999	22.22%	33.33%	44.44%	0.00%	0.00%
1,000 to 4,999	24.00%	56.00%	16.00%	4.00%	0.00%
0 to 999	37.14%	28.57%	34.29%	0.00%	0.00%

RETENTION

	Is it difficult to retain current employees with your municipality?				
	Very Difficult	Somewhat Difficult	Neutral	Not Difficult	Very Easy
Overall %	5.26%	29.47%	31.58%	27.37%	6.32%
Over 30,000	0.00%	16.67%	66.67%	16.67%	0.00%
10,000 to 29,999	16.67%	16.67%	27.78%	38.89%	0.00%
5,000 to 9,999	11.11%	22.22%	44.44%	22.22%	0.00%
1,000 to 4,999	3.85%	50.00%	19.23%	11.54%	15.38%
0 to 999	0.00%	25.00%	33.33%	36.11%	5.56%

	What is the top reason employees are resigning with your municipality?				
	Better Compensation	Career Change	Retirement	Opportunity with Another Public Employer	Opportunity with a Private Employer
Overall %	22.34%	34.04%	31.91%	7.45%	4.26%
Over 30,000	0.00%	66.67%	33.33%	0.00%	0.00%
10,000 to 29,999	16.67%	16.67%	50.00%	11.11%	5.56%
5,000 to 9,999	12.50%	37.50%	37.50%	12.50%	0.00%
1,000 to 4,999	24.00%	36.00%	24.00%	8.00%	8.00%
0 to 999	29.73%	35.14%	27.03%	5.41%	2.70%

	To what extent do you believe the total compensation rewards you offer your employees are competitive with the overall labor market?				
	Very Competitive	Somewhat Competitive	Neutral	Not Competitive	Very Uncompetitive
Overall %	6.59%	32.97%	30.77%	21.98%	3.30%
Over 30,000	0.00%	50.00%	50.00%	0.00%	0.00%
10,000 to 29,999	11.76%	35.29%	29.41%	23.53%	0.00%
5,000 to 9,999	12.50%	50.00%	37.50%	0.00%	0.00%
1,000 to 4,999	4.00%	48.00%	28.00%	16.00%	4.00%
0 to 999	6.06%	18.18%	33.33%	36.36%	6.06%

	To what extent do you believe the total compensation rewards you offer your employees are competitive with the overall labor market?				
	Very Competitive	Somewhat Competitive	Neutral	Not Competitive	Very Uncompetitive
Overall %	14.89%	28.72%	31.91%	3.19%	3.19%
Over 30,000	40.00%	40.00%	20.00%	0.00%	0.00%
10,000 to 29,999	35.29%	23.53%	23.53%	17.65%	0.00%
5,000 to 9,999	22.22%	33.33%	44.44%	0.00%	0.00%
1,000 to 4,999	11.54%	46.15%	23.08%	15.38%	3.85%
0 to 999	3.13%	18.75%	46.88%	25.00%	6.25%



SALARY SURVEY INSTRUMENT



February 11, 2025

Dear Municipal Official,

The John C. Stennis Institute of Government and Community Development, on behalf of the Mississippi Municipal League, is conducting the **2025 Municipal Salary and Benefits Survey**. The completed survey will be available in time for the Mississippi Municipal League (MML) Annual Conference this summer as well as online.

Please complete the attached survey, which includes a listing of common municipal positions from several departments. We understand that municipalities are different and may not have every position listed on the survey. Bearing this in mind, please provide as much information as possible. If you do not have the exact job title but have a job with similar responsibilities, please report the needed information for the similar job.

Please mail, fax, or e-mail the completed survey to us by **Friday, May 30, 2025**.

Mailing Address:

ATTN: 2025 MML Survey
Stennis Institute
P.O. Drawer LV
Mississippi State, MS, 39762
Fax: 662-325-3772
E-mail: mpeterson@sig.msstate.edu

If you prefer, this survey is also available to be filled out on online at the link below:
https://msstate.qualtrics.com/jfe/form/SV_cfh9nh39O7Yldw2

If you have any questions regarding the enclosed survey, please do not hesitate to call me. On behalf of the Mississippi Municipal League and the Stennis Institute, we thank you for your time and effort.

Sincerely,

Matthew L. Peterson, PhD
Research Associate II
John C. Stennis Institute of Government
Office: 662-325-7010



**John C. Stennis Institute of Government and Community Development
Mississippi Municipal League
2025 Municipal Salary Survey**

Name of Municipality: _____

Mailing Address: _____

Physical Address: _____

Phone Number: _____ Fax Number: _____

Municipal Website: _____

Mayor's Name: _____

City Clerk's Name: _____

Person Completing This Form: _____
(Name/Job Title)

Total Municipal Population: _____

Total Number of Full-Time Employees: _____

Total Number of Part-Time Employees: _____

Elected Officials 2025 Annual Salaries

Mayor (According to State Statute): Full-Time: ☐ Part-Time: ☐

Mayor Annual Salary: \$ _____

Council ☐ / Alderman ☐ / Commissioner ☐ / Selectmen ☐
(Please Check One)

Elected Official Annual Salary: \$ _____

Clerk of the Council: Elected ☐ Appointed ☐
(Please Check One)

Clerk of the Council Annual Salary: \$ _____

City Clerk: Elected ☐ Appointed ☐
(Please Check One)

City Clerk Annual Salary: \$ _____

Administration 2025 Annual Salaries

City Manager: \$ _____

HR Director: \$ _____

Deputy City Clerk: \$ _____

Municipal Court Clerk: \$ _____

Administrative Assistant: \$ _____

Public Works 2025 Annual Salaries

Public Works Director: \$ _____

Street Superintendent: \$ _____

Foreman: \$ _____

Truck Driver: \$ _____

Laborer: \$ _____

Parks & Recreation 2025 Annual Salaries

Parks & Recreation Director: \$ _____

Parks & Recreation Laborer: \$ _____

Building & Code Enforcement 2025 Annual Salaries

City Engineer: \$ _____

Director: \$ _____

Planner: \$ _____

Building Official: \$ _____

Code Enforcement Officer: \$ _____

Risk Manager: \$ _____

Public Safety 2025 Annual Salaries

Police Chief: Elected ☐ Appointed ☐

Police Chief Annual Salary: \$ _____

Police Lieutenant: \$ _____

Police Sergeant: \$ _____

Police Officer: \$ _____

Fire Chief: Elected ☐ Appointed ☐

Fire Chief Annual Salary: \$ _____

Fire Lieutenant: \$ _____

Fire Sergeant: \$ _____

Firefighter: \$ _____

SALARY SURVEY INSTRUMENT



**John C. Stennis Institute of Government and Community Development
Mississippi Municipal League
2025 Municipal Benefits Survey**

Instructions:

- For accurate results, it is important that you fill out and return this survey even if your organization does not offer any benefits.
- Please answer the following questions for both full-time and part-time employees separately. If you have no part-time employees leave this column blank.

Medical, Dental, and Vision Insurance

Medical Insurance Employee	Full-Time Employees	Part-Time Employees
Does your municipality offer medical insurance?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
How many employees are offered medical insurance coverage for themselves?	_____ Employees	_____ Employees
How many employees are enrolled in medical insurance coverage for themselves?	_____ Employees	_____ Employees
Does your municipality offer medical insurance for spouses and dependents?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
How many employees are enrolled in medical insurance coverage for their spouses and dependents?	_____ Employees	_____ Employees
For most employees, are medical insurance premiums:	100% Employer Paid <input type="checkbox"/> 100% Employee Paid <input type="checkbox"/> Jointly Paid <input type="checkbox"/>	100% Employer Paid <input type="checkbox"/> 100% Employee Paid <input type="checkbox"/> Jointly Paid <input type="checkbox"/>

Dental Insurance Employee	Full-Time Employees	Part-Time Employees
Does your municipality offer dental insurance?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
How many employees are offered dental insurance coverage for themselves?	_____ Employees	_____ Employees
How many employees are enrolled in dental insurance coverage for themselves?	_____ Employees	_____ Employees
Does your municipality offer dental insurance for spouses and dependents?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
How many employees are enrolled in dental insurance coverage for their spouses and dependents?	_____ Employees	_____ Employees
For most employees, are dental insurance premiums:	100% Employer Paid <input type="checkbox"/> 100% Employee Paid <input type="checkbox"/> Jointly Paid <input type="checkbox"/>	100% Employer Paid <input type="checkbox"/> 100% Employee Paid <input type="checkbox"/> Jointly Paid <input type="checkbox"/>

Vision Insurance Employee	Full-Time Employees	Part-Time Employees
Does your municipality offer vision insurance?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
How many employees are offered vision insurance coverage for themselves?	_____ Employees	_____ Employees
How many employees are enrolled in vision insurance coverage for themselves?	_____ Employees	_____ Employees
Does your municipality offer vision insurance for employees' spouses and dependents?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
How many employees are enrolled in vision insurance coverage for their spouses and dependents?	_____ Employees	_____ Employees
For most employees, are vision insurance premiums:	100% Employer Paid <input type="checkbox"/> 100% Employee Paid <input type="checkbox"/> Jointly Paid <input type="checkbox"/>	100% Employer Paid <input type="checkbox"/> 100% Employee Paid <input type="checkbox"/> Jointly Paid <input type="checkbox"/>

Disability Insurance

Short Term Disability Insurance	Full-Time Employees	Part-Time Employees
Does your municipality offer short-term disability insurance? (Excluding Worker's Compensation)	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
How many employees are offered short-term disability insurance coverage?	_____ Employees	_____ Employees
How many employees are enrolled in short-term disability insurance coverage?	_____ Employees	_____ Employees
For most employees, are short-term disability insurance premiums:	100% Employer Paid <input type="checkbox"/> 100% Employee Paid <input type="checkbox"/> Jointly Paid <input type="checkbox"/>	100% Employer Paid <input type="checkbox"/> 100% Employee Paid <input type="checkbox"/> Jointly Paid <input type="checkbox"/>
Long Term Disability Insurance	Full-Time Employees	Part-Time Employees
Does your municipality offer long-term disability insurance? (Excluding Worker's Compensation)	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
How many employees are offered long-term disability insurance coverage?	_____ Employees	_____ Employees
How many employees are enrolled in long-term disability insurance coverage?	_____ Employees	_____ Employees
For most employees, are long-term disability insurance premiums:	100% Employer Paid <input type="checkbox"/> 100% Employee Paid <input type="checkbox"/> Jointly Paid <input type="checkbox"/>	100% Employer Paid <input type="checkbox"/> 100% Employee Paid <input type="checkbox"/> Jointly Paid <input type="checkbox"/>

Leave

Paid Personal Leave	Full-Time Employees	Part-Time Employees
Does your municipality offer paid personal leave?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
(Include sick leave and paid vacation leave if your municipality does not differentiate between these types of leave)		
How many days of paid personal leave are offered?		
At 1 year of employment?	Number of Days: _____	Number of Days: _____
At 4 years of employment?	Number of Days: _____	Number of Days: _____
At 10 years of employment?	Number of Days: _____	Number of Days: _____
Paid Vacation Leave	Full-Time Employees	Part-Time Employees
Does your municipality offer paid vacation leave?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
How many days of paid vacation leave are offered?		
At 1 year of employment?	Number of Days: _____	Number of Days: _____
At 4 years of employment?	Number of Days: _____	Number of Days: _____
At 10 years of employment?	Number of Days: _____	Number of Days: _____
Paid Sick Leave	Full-Time Employees	Part-Time Employees
Does your municipality offer paid sick leave?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
How many days of paid sick leave are offered?		
At 1 year of employment?	Number of Days: _____	Number of Days: _____
At 4 years of employment?	Number of Days: _____	Number of Days: _____
At 10 years of employment?	Number of Days: _____	Number of Days: _____
Paid Holidays	Full-Time Employees	Part-Time Employees
Does your municipality offer paid holidays?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, how many paid holidays are offered per year?	Number of Days: _____	Number of Days: _____

SALARY SURVEY INSTRUMENT

Life Insurance, Retirement, and Longevity Pay

Life Insurance	Full-Time Employees	Part-Time Employees
Does your municipality offer life insurance?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
How many employees are offered life insurance?	_____ Employees	_____ Employees
How many employees are enrolled in life insurance?	_____ Employees	_____ Employees
For most employees, are life insurance premiums:	100% Employer Paid <input type="checkbox"/> 100% Employee Paid <input type="checkbox"/> Jointly Paid <input type="checkbox"/>	100% Employer Paid <input type="checkbox"/> 100% Employee Paid <input type="checkbox"/> Jointly Paid <input type="checkbox"/>
What amount of life insurance do you offer?	Less than \$10,000 <input type="checkbox"/> \$10,000 to \$25,000 <input type="checkbox"/> More than \$25,000 <input type="checkbox"/>	Less than \$10,000 <input type="checkbox"/> \$10,000 to \$25,000 <input type="checkbox"/> More than \$25,000 <input type="checkbox"/>
Retirement	Full-Time Employees	Part-Time Employees
Does your municipality offer a retirement plan to employees?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Does your municipality offer a supplemental retirement plan? (Ex: deferred compensation)	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Longevity Pay	Full-Time Employees	Part-Time Employees
Does your municipality offer any type of longevity pay?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, how much is offered?	\$ _____	\$ _____
At 5 years of service?	\$ _____	\$ _____
At 10 years of service?	\$ _____	\$ _____
At 15 years of service?	\$ _____	\$ _____
At 20 years of service?	\$ _____	\$ _____
At 25 years of service?	\$ _____	\$ _____

Miscellaneous Benefits

Miscellaneous Benefits	Full-Time Employees	Part-Time Employees
Does your municipality offer childcare benefits? (on-site childcare, reimbursements, vouchers, etc.)	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Does your municipality offer child tuition or child educational assistance or reimbursement?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Does your municipality offer flexible spending accounts? (Accounts allowing employees to set aside money out of their paycheck pre-tax to pay insurance or medical premiums)	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Does any part of your municipality operate on shifts? (Ex: Fire or Police Departments)	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, does your municipality offer shift differentials?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Does your municipality offer any other types of stipends?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, what types? (Please explain in the space provided)		
Does your municipality offer an employee education reimbursement program?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Does your municipality offer additional pay for educational attainment? (Ex: Associates', Bachelors', or Masters', etc.)	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Does your municipality offer any type of performance-based pay incentives?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Does your municipality offer the ability to work remotely?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Does your municipality offer flexible work schedules?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>

Total Cost of Benefits

Cost of Benefits	
How much did your municipality spend on each of the following components of compensation?	
Insurance (employer contributions for medical, dental and vision)	\$ _____
Retirement plans (employer contributions only)	\$ _____

Recruitment

Recruitment	
Do you feel it is difficult to attract applicants with the skills your municipal government needs?	Very difficult to attract skilled applicants <input type="checkbox"/> Somewhat difficult to attract skilled applicants <input type="checkbox"/> Neutral <input type="checkbox"/> Not difficult to attract skilled applicants <input type="checkbox"/> Very easy to attract skilled applicants <input type="checkbox"/>
What is the most common recruitment strategy to fill positions within your city?	Internal postings <input type="checkbox"/> External postings to the public on city website <input type="checkbox"/> Advertising through 3 rd party website <input type="checkbox"/> Advertising through social media website <input type="checkbox"/> In-person application <input type="checkbox"/> Employee referral <input type="checkbox"/>
Do you believe your municipality is able to pay what the labor market demands?	Very difficult to pay what the labor market demands <input type="checkbox"/> Somewhat difficult to meet what the labor market demands <input type="checkbox"/> Neutral <input type="checkbox"/> Not difficult to pay what the labor market demands <input type="checkbox"/> Very easy to pay what the labor market demands <input type="checkbox"/>
Which positions/functions are the least challenging to fill within your municipality?	
Which positions/functions are the most challenging to fill within your municipality?	

SALARY SURVEY INSTRUMENT

Retention

Is it difficult to retain current employees with your municipality?	Very difficult to retain employees <input type="checkbox"/> Somewhat difficult to retain employees <input type="checkbox"/> Neutral <input type="checkbox"/> Not difficult to retain employees <input type="checkbox"/> Very easy to retain employees <input type="checkbox"/>
What is the top reason employees are resigning with your municipality?	Better compensation <input type="checkbox"/> Career change <input type="checkbox"/> Retirement <input type="checkbox"/> Opportunity with another public employer <input type="checkbox"/> Opportunity with a private employer <input type="checkbox"/>
What was your overall employee turnover rate % in 2024?	
Which positions/functions are the least challenging to retain within your municipality?	
Which positions/functions are the most challenging to retain within your municipality?	
To what extent do you believe the total compensation rewards you offer your employees are competitive with the overall labor market?	Very competitive <input type="checkbox"/> Somewhat competitive <input type="checkbox"/> Neutral <input type="checkbox"/> Not competitive <input type="checkbox"/> Very uncompetitive <input type="checkbox"/>
To what extent do you believe the total compensation rewards you offer your employees are competitive with other nearby municipal or county employers?	Very competitive <input type="checkbox"/> Somewhat competitive <input type="checkbox"/> Neutral <input type="checkbox"/> Not competitive <input type="checkbox"/> Very uncompetitive <input type="checkbox"/>

Comments or Clarifications

Thank you for taking the time to complete this survey! Please make any comments or clarifications to specific survey questions in the space below.



**John C. Stennis Institute of Government
and Community Development**

Mississippi State University

382 Hardy Road,
Mississippi State, MS, 39762

(662) 325-3328 (Phone)
(662) 325-3772 (Fax)

For further information regarding this survey, contact:

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Research Associate
(662) 325-7010
mpeterson@sig.msstate.edu

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2025 MML MISSISSIPPI SALARY & BENEFITS SURVEY

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The John C. Stennis Institute of Government and Community Development
and The Mississippi Municipal League.