



# 2018 ANNUAL REPORT

CITIZENS' COMPENSATION ADVISORY COMMITTEE (CCAC)

SALT LAKE CITY CORPORATION  
HUMAN RESOURCES DEPARTMENT

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## Purpose & Introduction

The Citizens' Compensation Advisory Committee (CCAC) was formed with the purpose of "...evaluating the total compensation levels of the city's elected officials, executives and employees and making recommendations to the human resources department, mayor and the city council..." (City Code Title 2, Chapter 2.35.060).

Each year the committee is responsible for preparing and submitting a written report to the mayor and city council containing, among other things, recommendations on the "appropriate competitive position for the city relative to the compensation practices of comparable employers", "wages and benefits of the city's elected officials, executives and employees" and "general recommendations regarding the mix of compensation for the city's employees, e.g., base salary, benefits, incentives" (City Code Title 2, Chapter 2.35.060.A.6)

In an effort to better advise city leaders, this report highlights the following specific topics reviewed by the committee during the past year, including:

- 1) 2017-18 salary budget forecast
- 2) Employee turnover
- 3) Local market pay comparison
- 4) City living wage
- 5) Gender pay equity

A summary of the committee's review and conclusions, along with recommendations for city leaders, is also included at the end of this report.

Respectfully,



Citizens' Compensation Advisory Committee

Cori Petersen, Chair  
Jeff Herring, Vice-chair  
Dale Cox  
Frances Hume  
Ginny Hsu-Sorenson  
Marlene Sloan  
R.J. Peery

## 2017-18 WorldatWork Salary Budget Forecast



Historically, this committee has relied upon data obtained from the employer salary budget survey conducted by WorldatWork when formulating recommendations to city leaders about annual salary budget increases. As noted in past reports, WorldatWork is a nationally recognized not-for-profit organization focused on human resource issues, and conducts the most anticipated, most respected survey of its kind in the compensation industry.

In the “*WorldatWork 2017-18 Salary Budget Survey*” respondents report that the average 2017 total salary increase budget in the United States is 3.0 percent, mean and median, for the fourth consecutive year. Looking ahead, respondents project only a slight rise in their salary increase budgets in 2018 to 3.1% (median: 3.0%).

The following charts provide a summary of the projected and actual increases reported by participants based on the type of increase and employee category.

**Chart 1 – Median Salary Budget Increases, by Type of Increase**

	Projected 2017	Actual 2017	Projected 2018
General Increase/COLA	2.0 %	1.5 %	2.0 %
Merit Increase	3.0 %	3.0 %	3.0 %
Other Increase	0.5 %	0.5 %	0.5 %
Total Increase	3.0 %	3.0 %	3.0 %

Note: “General Increase/COLA,” “Merit,” and “Other” do not add to the “Total Increase” because not every organization provides all three types of increases.

**Chart 2 – Total U.S. Salary Budget Increases by Employee Category**

	Projected 2017	Actual 2017	Projected 2018
Nonexempt Hourly, Nonunion	3.0 %	3.0 %	3.1 %
Exempt Salaried	3.0 %	3.0 %	3.2 %
Officers/Executives	3.0 %	3.0 %	3.2 %
All	3.0 %	3.0 %	3.1 %

(Source: WorldatWork 2017-2018 Salary Budget Survey. Survey data collected through May 2017.)

No differences exist when comparing nationally-based figures to the salary budget forecast for **Utah employers** and, more specifically, **public sector employers**. The total salary budget increase forecast for Utah and, particularly, government employers is also **three percent**.

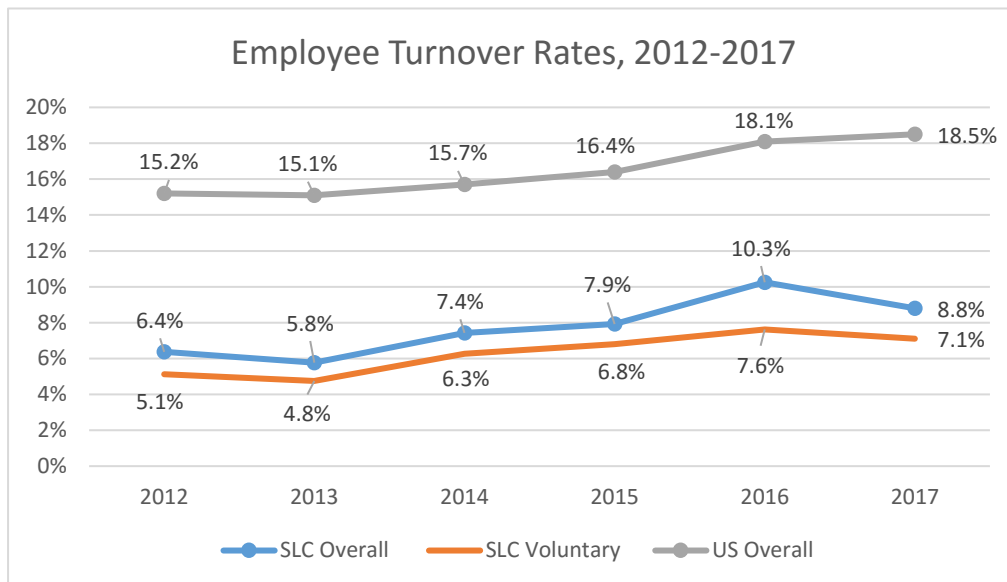


## Salt Lake City Employee Turnover

Considering the city's present success in attracting large applicant pools (including approximately 17,693 applicants for 418 recruitments during 2017), highly competitive wages and low voluntary turnover, there is good evidence to support and demonstrate the city's existing human resources strategy is generally achieving desired results.

In 2017, while the U.S. overall turnover rate increased, the city experienced a notable decrease from 10.3% in 2016 to 8.8%. Of the 198 employees that voluntarily left the city throughout the past year, 72 retired reducing the voluntary turnover rate from 7.6% to 7.1%.

At current rates, the graph below illustrates that the city's turnover is still healthy and well below national standards for all industries combined.



\* Source: U.S. turnover data obtained from <http://blog.compdatasurveys.com>

## Local Market Pay Comparison

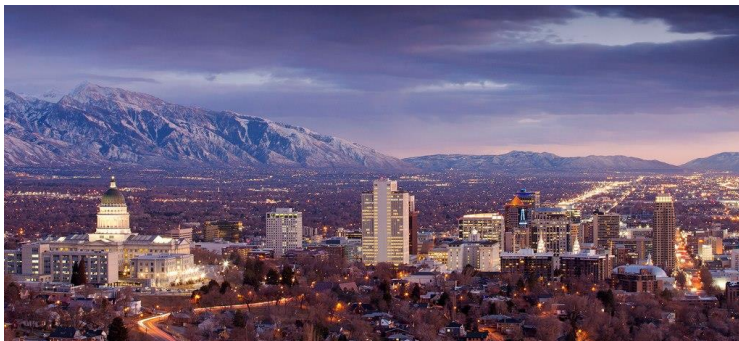
The committee acknowledges and recognizes the on-going challenge city leaders face when trying to balance the *competitive pay fairness* that employees seek with the *fiscal responsibility* demanded by taxpayers. To achieve this goal, this committee is confident and suggests that the best possible outcomes can be achieved as the city strives to maintain a pay position which is no less than 95% when compared locally to other employers with whom the city competes for talent.

Considering the abundance of qualified talent from the available local workforce, the committee affirms that comparing the city's actual pay rates with those of other Wasatch

Front employers is the best approach. As a measure of competitiveness, the committee chooses to rely on a comparison of *actual* pay rates as opposed to range minimums or maximums, which at most may only be considered as *possible* or *potential* earnings an employee might receive. Pay decisions based on comparison of either range minimums or maximums tend to be appropriate only when structural pay rates (i.e. range minimums and maximums) are shown to be less than market, along with actual and median pay rates.

Furthermore, the committee finds best practice in compensation is to primarily consider median pay rates, which unlike the mean (or average), is not sensitive to or skewed by outliers, or abnormally low or high values. Support of this approach as a compensation philosophy is cited in the most recent “Compensation Programs and Practices” report released by WorldatWork (January 2015), which found 85% of organizations surveyed target base salaries at the 50<sup>th</sup> percentile, or median.

As with past years, the committee reviewed local market data, including base wages & salaries, obtained from two locally-based survey groups: 1) the 2017 *Salt Lake Area Survey*, conducted by the Western Management Group (WMG); and, 2) Wasatch Compensation Group’s (WCG) *TechNet* system. The *Salt Lake Area Survey* included 77 participants, the majority of whom are large private or public employers with operations along the Wasatch Front. Data gathered from the Wasatch Compensation Group (WCG) comes exclusively from Utah public employers, including local municipalities, counties and special districts, most of whom serve populations of 40,000 or more along the Wasatch Front.



A complete list of all employers included in this salary comparison are shown in Appendix B of this report.

Among the more than 830 different job titles utilized by the city, the committee reviewed median wage & salary data for 57 salary benchmark jobs, including

approximately 927 employees who represent 33% of the city’s total workforce.

Notable concerns arise when comparative data show the city’s median pay rates **significantly lead** market. The committee **strongly cautions** city leaders to limit pay adjustments for employees covered in this group of benchmark jobs, which currently covers an ever-increasing group of employees (approximately 1,630 or 59% of the city’s total workforce). It is vital for leaders to realize and understand that increasing pay rates for these employees beyond existing pay rates inevitably magnifies a costly and growing pay issue. As evidence, the committee compared the number of benchmark jobs shown in this category in last year to this year. This year’s list includes a total of 20 of the same benchmark jobs plus an additional 6 new benchmarks.

Benchmark jobs categorized as **significantly leading** market are those for which city employee median pay rates exceed market pay by more than ten percent (as shown in Table A below).

**Table A: Benchmark Jobs SIGNIFICANTLY ABOVE MARKET ( > 10%)**

BENCHMARK JOB	SLC Median Salary	Market Median Salary	SLC/MKT
Principal Planner	\$63,211	\$57,064	111%
Painter II	\$50,668	\$44,650	113%
Fleet Mechanic	\$52,228	\$46,272*	113%
Metal Fabrication Technician	\$57,179	\$50,048	114%
Auditor III	\$83,408	\$72,333	115%
Carpenter II	\$50,668	\$43,671	116%
Water Reclamation Facility Operator	\$44,085	\$38,168	116%
Firefighter EMT	\$47,320	\$40,873	117%
Accountant III	\$67,558	\$48,170*	118%
Maintenance Electrician IV	\$57,179	\$48,524*	118%
Asphalt Equipment Operator	\$47,798	\$41,362*	120%
Research Analyst/Grant Program Manager	\$59,263	\$49,067	121%
Building Equipment Operator II	\$47,798	\$39,402*	122%
Custodian II	\$33,404	\$27,259*	123%
Lab Chemist	\$60,590	\$48,855	124%
Utilities Rep II/Senior-Customer Service	\$46,176	\$37,124*	124%
Senior Warehouse Support Worker	\$47,860	\$38,331*	125%
Police Officer	\$66,851	\$51,305	126%
Real Property Agent	\$62,285	\$49,055	127%
HVAC Technician II	\$55,390	\$43,533*	127%
Plumber II	\$53,830	\$41,656	129%
Web Producer III	\$83,740	\$64,023	131%
Public Safety Dispatcher II	\$50,398	\$37,689*	134%
Legal Secretary	\$52,176	\$38,912*	134%
Firefighter Paramedic	\$75,753	\$56,015	135%
Business Licensing Processor II	\$57,324	\$41,829	137%

\* Market salary is based on a weighted average of median salaries reported in both WMG & WCG surveys (with 60% weight given to WMG average salary figures). All other market salary comparisons are from one survey group only.

By contrast, market data also reveal reason for concern in cases when median pay rates lag market either *slightly* or *significantly*. Based on the comparative data reviewed, the committee noted only **two** benchmark jobs that **lag** competing employers either **slightly** (between 4-9% less than market) or **significantly** (>10% less than market), as shown in Tables B & C.

**Table B: Benchmark Jobs SIGNIFICANTLY Below Market (  $\geq$  -10%)**

SLC SALARY BENCHMARK	SLC Median Salary	Market Median Salary	SLC/MKT
Appointed Senior City Attorney	\$126,277	\$144,218	88%

**Table C: Benchmark Jobs SLIGHTLY Below Market (-4 % to -9%)**

SLC SALARY BENCHMARK	SLC Median Salary	Market Median Salary	SLC/MKT
Paralegal*	\$54,891	\$59,193	93%

\* Market salary is based on a weighted average of median salaries reported in both WMG & WCG surveys (with 60% weight given to WMG average salary figures). All other market salary comparisons are from one survey group only.

In no time since 2011, when the city began tracking market pay by job specific benchmarks, has the committee seen so few benchmark jobs in these two lagging categories. This, of course, is a noteworthy accomplishment and milestone of success for which action by city leaders should be commended. The committee strongly supports and encourages the city's commitment to a market-driven compensation philosophy, including reasonable and fair pay adjustments for employees when market conditions change and pay competitiveness is diminished.

For a market pay summary for all benchmark jobs reviewed by the committee, refer to Appendix A of this report.

## City Living Wage



In addition to considering comparative market pay data for benchmark jobs, the committee continues to monitor and assess changes impacting the living wage for residents of Salt Lake County. It is recognized the city opted to raise the living wage set for employees in the past year from \$10.10 to \$10.87 per hour effective July 2, 2017. This change is reported to have primarily impacted the pay rates for seasonal and part-time employees in the city's golf and parks divisions.

Following review of more recent expense data and estimates gathered from agencies such as the USDA, U.S. Bureau of Labor Statistics, and Housing & Urban Development, the committee noted the basic living expenses for a single adult residing in Salt Lake County have increased slightly, resulting in a subsequent adjustment to living wage estimate for a single adult to approximately \$11.09 per hour. This rate was once again obtained from the modern living wage model developed by Dr. Amy K. Glasmeier, Ph.D. and the Massachusetts Institute of Technology's Department of Urban Studies and



Planning, which relies on geographically specific expense data related to a family's likely minimum food, child care, health insurance, housing, transportation and other basic necessities costs.

Although no immediate change to the city's living wage is recommended at this time, the committee advises city officials consider making future living wage adjustments when the estimated rate for a single adult's living wage is increased by 5% or more. For example, considering the current rate adopted by the city is \$10.87 per hour, no adjustment is suggested until the living wage matches or exceeds \$11.41 or more per hour.

Additional living wage rates, including for different family sizes and composition, are highlighted in Appendix C of this report.

### **Gender Pay Equity**

Across many levels, gender pay equity continues to be a topic of concern and high interest, including Salt Lake City's employees, administrators, and elected officials. Among the many articles and studies written on this topic, this committee considered a variety of reports, including one that indicates in 2016 women working full time in the United States typically were paid just 80 percent of what men were paid, leaving a pay gap of 20 percent (Source: American Association of University Women (AAUW), "*The Simple Truth about the Gender Pay Gap*," Fall 2017 Edition). Alarming, this same source indicated an even lower pay ratio for females in Utah. In a state-by-state median annual earnings comparison, pay for females in Utah is tied in the last position with that of women in the state of Louisiana at a ratio of 70 percent.

AAUW's study acknowledges that, nationally, "the gap of 20 cents on the dollar between men and women working full time, year-round is a statistical fact." However, their report also asserts the pay gap itself is more complicated than a single number. They affirm the origins of the pay gap are also more complicated than a single cause due in large part to the fact women and men have always participated in the workforce in different ways. According to the Bureau of Labor Statistics, women are disproportionately represented in education, office and administrative support, and health care occupations, and men are disproportionately represented in construction, maintenance and repair, and production and transportation occupations (U.S. Bureau of Labor Statistics, 2017). They conclude that differences in choice of occupation is a major factor behind the pay gap, especially considering market pay for jobs traditionally associated with men tend to be higher.

Despite the gender pay disparities noted at both national and state levels, Salt Lake City is to be commended for actions and pay decisions that appear to defy the *status quo* by maintaining a remarkably low overall pay gap of only 7% between its female and male employees at the *macro-level*.

As to questions about how the pay gap measures up at the *micro-* (or job) level, the results appear to also be favorable. Determining whether gender discrimination in pay should be measured based on the *same* versus *similar* jobs, we know conclusively that current federal and state laws clearly prohibit paying people who do the *same* job different pay amounts based in gender. Between these two choices, the guidance and consensus of this committee is to advise city leaders to rely on analysis which more objectively compares gender pay rates among those working in the same job title across all departments.



The collective experience of members of this committee finds there are greater difficulties and challenges if one's approach is to measure pay inequities while attempting to define a set of *similar* jobs. For example, if we were to consider whether a "collections manager" is the *same* as a "programming manager," the answer by most might be a resounding "no" based on the more obvious differences in duties, technical knowledge, and skill requirements associated with each job. As to whether the two jobs are *similar* and should be paid (or valued) the same, the answer is less agreeable and likely more subjective to personal opinion.

For purposes of this report, the committee reviewed a detailed analysis of incumbents by gender working in the same job title across all departments. A quick summary of the findings reveal:

- The City's total full time workforce includes **632** females and **2,138** males.
- Among all jobs, the committee noted a total of **75** job titles in which females earn as much or more than their male counterparts (which is up from 68 last year). Of those 75 jobs, there are 23 where male pay lags female pay by 5% or more.
- In other instances, results show a total of **50** jobs where women earn less than their male counterparts (which down from 51 last year). Of those 50 jobs, there are only 24 jobs where the female pay lags males by 5% or more.
- Also noteworthy are totals showing **385** job titles, which are held exclusively by men, and **168** job titles, which are held exclusively by women (many of which are single-incumbent jobs).

Similar to conclusions reached in past years, pay differences were determined to be based on one or more factors not tied to gender, including: *total career experience, job performance, time in position, years of city service, and/or possession of unique skills, education, license or certification*. The committee is less concerned with pay differences based on gender noted for the city's group of union-represented jobs knowing everyone

within these jobs is subject to the same exact pay rates based strictly on individual time in position.

### Executive Recommendations

Based upon a review of market data and other significant considerations presented in this report, the committee now recommends the mayor and city council consider the following when deciding appropriate measures to be taken regarding the city's total compensation plan:

1. As a standard, the committee feels confident the best possible outcomes can be achieved when established range midpoints are within no less than 95% when compared to current market data. The committee finds best practice in compensation is to consider median pay rates, which unlike average pay, is not sensitive to or skewed by outliers, or abnormally low or high values.
2. The committee **strongly recommends** the city consider pay alternatives to general pay increases or cost-of-living adjustments (COLA). Instead, city leaders are advised to appropriate funding towards pay & salary range adjustments necessary to ensure the city remains competitive with other employers. If, however, the city decides to implement a general pay increase for employees, the committee recommends budgeted amounts between 1.5% to 2%, which is the median for this type of increase cited as part of WorldatWork's 2017-18 salary budget survey. City leaders may, however, also wish to account for potentially higher general pay increases which are tied to a rise in the national Consumer Price Index (CPI).
3. As funds permit, the committee **strongly recommends** the mayor and city council appropriate financial resources necessary to grant market salary adjustments for employees in benchmark jobs identified in this report as lagging market.
  - First priority should be given to those lagging significantly;
  - Second priority should be given to those lagging slightly behind market.
4. In consideration of the salary budget forecast available at the time of this report, the committee advises the city consider no greater than a total **3.0%** salary budget increase. This recommended salary budget is based upon a forecast derived from the annual salary budget survey conducted by WorldatWork, a nationally recognized not-for-profit organization focused on human resource issues.

The committee asserts that effective implementation of budgeted salary increases should be influenced by the following considerations:

- a) When granting employee wage & salary increases, the committee **strongly recommends** officials consider the best practice of granting pay increases that accelerate employees whose pay is within the first and second quartiles of their respective salary ranges, up to and including the range midpoint (known as the city market rate);
  - b) For those employees whose pay rates are equal to or above established city market rates, pay increases, if any, should be limited to smaller increments (not to exceed range maximum); and,
  - c) For those employees whose pay rates are at or above range maximums, the committee recommends a zero increase. In such cases, if any cash award is to be given, the committee suggests consideration of lump sum awards such as a bonus or other award in lieu of a base pay increases.
5. For those employees in benchmark-related jobs where market data indicate the city's median pay rates significantly lead market, the committee advises leaders to address compensation in ways that do not continue to escalate the gap between the city's pay rates compared to established market pay rates—especially in cases where the city is known to compete directly for qualified talent with the private sector.
  6. Based upon the city's desire to maintain an established living wage, the committee recommends continued monitoring and tracking of data including local living expenses necessary for basic needs such as food, child care, health insurance, housing, transportation and other basic necessities. Although no immediate change to the city's living wage is recommended at this time, the committee advises city officials consider making future living wage adjustments when the estimated rate for a single adult's living wage is increased by 5% or more. For example, considering the current rate adopted by the city is \$10.87 per hour, no adjustment is suggested until the living wage matches or exceeds \$11.41 or more per hour.
  7. Overall, the committee finds gender pay equity in the city is in a favorable position. Considering the balance of pay among the city's female and male employees working in the same jobs, no pay corrections appear to be necessary at this time.



# Appendix A

Appendix A - 2017-18 Salt Lake City/Market Comparison Using Median Pay

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents	WCG Median Salary	# Incumbents	# Respondents	SLC/WCG Avg	WMG Median Salary	# Incumbents	# Respondents	SLC/WMG Median
ACCOUNTANT III (001666)	\$67,558	8	\$52,000	109	17	130%	\$61,750	126	25	109%
APPOINTED SENIOR CITY ATTORNEY (000185)	\$126,277	12					\$144,218	56	13	88%
ARBORIST II (001375)	\$44,782	3	\$48,433	9	6	92%				
ASPHALT EQUIPMENT OPERATOR (000909 & 000918)	\$47,798	35	\$49,036	107	14	97%	\$35,588	97	10	134%
AUDITOR III (001684)	\$83,408	1					\$72,333	26	11	115%
BUILDING EQUIPMENT OPERATOR II (006071)	\$47,798	6	\$40,445	178	14	118%	\$38,374	202	19	125%
BUILDING INSPECTOR III (001967)	\$67,028	10	\$65,319	28	14	103%				
BUSINESS LICENSE PROCESSOR II (001964)	\$57,324	4	\$41,829	15	11	137%				
CARPENTER II (001349)	\$50,668	7					\$43,671	58	6	116%
CLAIMS ADJUSTER (001995)	\$54,412	1	\$51,545	13	4	106%				
COLLECTIONS OFFICER (001376)	\$44,782	4					Insufficient Data			
CUSTODIAN (006090)	\$33,404	2	\$30,087	63	14	111%	\$25,374	186	12	132%
DEPT PAYROLL/PERSONNEL ADMIN (000410)	\$51,875	4	\$50,003	14	13	104%	\$46,767	30	20	111%
ENGINEER IV (002198)	\$75,150	5	\$76,035	116	23	99%				
ENGINEERING TECHNICIAN IV (000829)	\$57,699	10	\$54,733	19	10	105%	\$55,328	134	8	104%
EVIDENCE TECHNICIAN II (001549)	\$39,582	6	\$43,243	16	11	92%				
FINANCIAL ANALYST III (001670)	\$73,445	3					\$71,658	74	14	102%
FIREFIGHTER I/II/III (001461, 001460, 001480)	\$47,320	45	\$40,425	210	18	117%				
FIREFIGHTER/PARAMEDIC (001463, 001462, 001481)	\$75,753	82	\$56,015	387	15	135%				
FLEET MECHANIC (001952)	\$52,228	38	\$49,578	135	25	105%	\$44,069	27	5	119%
GIS SPECIALIST (000781)	\$59,768	2	\$62,142	19	11	96%				
GOLF PROFESSIONAL (000940)	\$76,637	4	\$72,360	22	17	106%				
HVAC TECHNICIAN II (006050)	\$55,390	8	\$45,955	29	5	121%	\$41,920	90	11	132%
JUDICIAL ASSISTANT II /HEARING OFFICER II (002084 & 000421)	\$43,930	9	\$43,544	20	13	101%				
JUSTICE COURT JUDGE (001601)	\$117,728	4	\$121,638	14	11	97%				
LAB CHEMIST (001806)	\$60,590	1	\$48,855	9	6	124%				
LEGAL SECRETARY III (003136)	\$52,176	2	\$39,122	86	17	133%	\$38,773	35	6	135%
LICENSED ARCHITECT (000752)	\$74,461	1	\$68,308	295	7	109%				
MAINTENANCE ELECTRICIAN IV (000168)	\$57,179	24	\$51,934	31	12	110%	\$46,252	86	12	124%
METAL FABRICATION TECHNICIAN (001925)	\$57,179	5					\$50,048	17	7	114%
NETWORK SYSTEMS ENGINEER II (001394)	\$78,873	5	\$83,161	18	19	95%	\$71,710	58	16	110%
OFFICE FACILITATOR II (001232 & 001259)	\$46,457	22	\$51,860	74	16	90%	\$47,434	27	5	98%
PAINTER II (001347)	\$50,668	6					\$44,650	34	7	113%
PARALEGAL (002201)	\$54,891	6	\$54,730	43	8	100%	\$62,152	27	15	88%
PARKS GROUNDSKEEPER (001813)	\$30,680	9	\$34,893	31	11	88%	\$26,972	92	11	114%
PLANS EXAMINER (002127)	\$53,404	6	\$64,095	11	7	83%				
PLUMBER II (000854)	\$53,830	3					\$41,656	72	9	129%
POLICE INFORMATION SPECIALIST (001713)	\$30,700	11	\$35,213	81	14	87%				
POLICE OFFICER I/II/III (001457, 001456, 001489)	\$66,851	364	\$53,165	1,632	17	126%	\$52,068	252	10	128%
PRINCIPAL PLANNER (001733)	\$63,211	10	\$57,064	55	15	111%				
PROCUREMENT SPECIALIST II (000534)	\$62,441	2	\$56,012	33	12	111%	\$68,746	110	24	91%
PROGRAM COORDINATOR - ARTS COUNCIL (001799)	\$53,934	1	\$54,144	8	8	100%				
PUBLIC SAFETY DISPATCHER II (000161)	\$50,398	53	\$39,863	138	8	126%	\$36,241	48	8	139%
REAL PROPERTY AGENT (000370)	\$62,285	0	\$49,055	782	7	127%				
RESEARCH ANALYST/ GRANT PROG MGR (001276)	\$59,263	0	\$49,067	782	7	121%				
SENIOR HR CONSULTANT (001834)	\$71,052	7	\$61,075	13	7	116%	\$75,559	66	24	94%
SENIOR SECRETARY (0003030) & OFFICE TECH II (001191)	\$38,552	20	\$37,430	102	20	103%	\$39,306	501	27	98%
SENIOR WAREHOUSE SUPPORT WORKER (006048)	\$47,860	6	\$38,831	15	5	123%	\$37,999	78	11	126%
SOFTWARE SUPPORT II (001729)	\$77,022	8					\$78,128	19	9	99%
TECHNICAL SYSTEMS ANALYST III (000585)	\$64,542	5					Insufficient Data			
EMPLOYEE TRAINING & DEVELOPMENT COORD (000491)	\$51,376	1					Insufficient Data			
UTILITIES REP II/SENIOR - CUSTOMER SVC (000198 & 000199)	\$46,176	8	\$35,891	35	8	129%	\$37,947	362	22	122%
WATER RECLAMATION FACILITY OPERATOR (002133)	\$44,085	6	\$38,168	31	8	116%				
WATER METER READER II (006326)	\$33,467	7	\$36,451	24	8	92%				
WATER METER TECHNICIAN II (000997)	\$46,321	1	\$47,683	15	7	97%				
SR WATER SYSTEM DISTRIBUTION/MAINT OPERATOR (000967, 000981)	\$55,396	13	\$50,902	10	8	109%				
WEB PRODUCER III (001413)	\$83,740	1					\$64,023	59	14	131%
No market adjusment required. Topped-out union pay rates meet or exceed the 95% market median threshold.			Significantly leading, >10%		Slightly lagging, -4 to -9%		Significantly lagging, ≥ -10%			

# Appendix B

# 2018 WESTERN MANAGEMENT GROUP (WMG) SURVEY PARTICIPANTS

AECOM/Federal Services	Akima	American Fork City	Arup Laboratories
ASM Research	ASRC Federal	Associated Food Stores	ATK Orbital
BAE Systems USA	Bard Access Systems	Biofire Diagnostics	Boart Longyear
Boeing	Brigham Young University	Browning	Comcast
Compass Minerals	CSRA	Davis County	Dominion Questar
eBay	Edwards Lifesciences	Engility	FBL Financial Group
FJ Management	Flour	General Dynamics/Mission Systems	Hexcel
Hoyt Archery	IM Flash Technologies	Intercontinental Hotels Group	Intermountain Health Care
Ivanti	Jacobs Technology	KBRWyle	Layton Construction
LJT & Associates	Lockhead Martin	Magellan Health	Merit Medical Systems
Moog Aircraft Salt Lake Ops	Northrop Grumman	Orbit Irrigation Products	PacifiCorp
Parsons	Rio Tinto Shared Services	Riverside Research	Rockwell Collins
Safelite Group	SAIC	Salt Lake Community College	Salt Lake County
SGT	Sigmatex	Sinclair Services	Southwest Research Institute
Stampin Up	State of Utah, DHRM	Tecolote Research	Tribune Media
U.S. Foods	University of Utah	US Magnesium	USANA Health Sciences
Utah State Courts	Utah State University	Utah State University Research Foundation/Space	Utah Transit Authority
Utah Valley University	Varex Imaging	Verizon Communications	Vivint Solar
Wasatch Front Waste and Recycling District	Waste Management	Weber State University	Wood Consulting Services
Zions Bancorporation			



**2018 WASATCH COMPENSATION GROUP (WCG) SURVEY PARTICIPANTS**

BOUNTIFUL	SOUTH DAVIS METRO FIRE AGENCY
CEDAR CITY	SOUTH DAVIS SEWER DISTRICT
CEDAR HILLS	SOUTH JORDAN
CENTRAL DAVIS COUNTY SEWER	SOUTH VALLEY SEWER DISTRICT
CENTRAL VALLEY WATER	SOUTH VALLEY WATER RECLAMATION
CENTRAL WEBER SEWER	SPANISH FORK
COTTONWOOD HEIGHTS	SPRINGVILLE
DAVIS BEHAVIOR HEALTH	ST. GEORGE
DAVIS COUNTY	STATE OF COLORADO
DRAPER	STATE OF IDAHO
HURRICANE	STATE OF MONTANA
JORDAN VALLEY WATER	STATE OF NEW MEXICO
LAYTON	STATE OF UTAH
LEHI	STATE OF WYOMING
LOGAN	TAYLORSVILLE
METROPOLITAN WATER, SALT LAKE & SANDY	TAYLORSVILLE-BENNION SPECIAL DISTRICT
MILLARD COUNTY	TIMPANOGOS SPECIAL DISTRICT
MOUNTAINLAND ASSOCIATION OF GOVERNMENTS	TOOELE
MT. OLYMPUS IMPROVEMENT DISTRICT	UNIFIED FIRE AUTHORITY
MURRAY	UNIFIED POLICE DEPARTMENT
NORTH DAVIS COUNTY SEWER	UTAH COUNTY
NORTH DAVIS FIRE DISTRICT	UTAH TRANSIT AUTHORITY
NORTH SALT LAKE	UTAH VALLEY DISPATCH SPECIAL SERVICE DISTRICT
OGDEN	VALLEY EMERGENCY
OREM	VALLEY BEHAVIORAL HEALTH
PARK CITY	WASHINGTON CITY
PARK CITY FIRE DEPT	WEBER BASIN WATER
PAYSON	WEBER COUNTY
PROVO	WEBER FIRE DISTRICT
ROY WATER CONSERVANCY SUBDISTRICT	WEBER HUMAN SERVICES
SALT LAKE COUNTY	WEST BOUNTIFUL
SANDY	WEST JORDAN
SNYDERVILLE BASIN WATER RECLAMATION	WEST VALLEY

# Appendix C

# Living Wage Calculation for Salt Lake County, Utah

The living wage shown is the hourly rate that an **individual** must earn to support their family, if they are the sole provider and are working full-time (2080 hours per year). All values are **per adult in a family** unless otherwise noted. The state minimum wage is the same for all individuals, regardless of how many dependents they may have. The poverty rate is typically quoted as gross annual income. We have converted it to an hourly wage for the sake of comparison.

For further detail, please reference the technical documentation here (/resources/Living-Wage-User-Guide-and-Technical-Notes-2016.pdf).

Hourly Wages	1 Adult	1 Adult 1 Child	1 Adult 2 Children	1 Adult 3 Children	2 Adults (1 Working)	2 Adults (1 Working) 1 Child	2 Adults (1 Working) 2 Children	2 Adults (1 Working) 3 Children	2 Adults (1 Working Part Time) 1 Child*	2 Adults	2 Adults 1 Child	2 Adults 2 Children	2 Adults 3 Children
Living Wage	\$11.09	\$22.96	\$29.22	\$37.99	\$18.30	\$22.89	\$25.58	\$29.28	\$13.11	\$9.15	\$13.11	\$16.02	\$19.44
Poverty Wage	\$5.00	\$7.00	\$9.00	\$11.00	\$7.00	\$9.00	\$11.00	\$13.00		\$3.00	\$4.00	\$5.00	\$6.00
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25		\$7.25	\$7.25	\$7.25	\$7.25

\*Documentation for families with an adult working part-time is available separately, here. (/resources/MIT-Part-Time-Documentation.pdf)

## Typical Expenses

These figures show the individual expenses that went into the living wage estimate. Their values vary by family size, composition, and the current location.

Annual Expenses	1 Adult	1 Adult 1 Child	1 Adult 2 Children	1 Adult 3 Children	2 Adults (1 Working)	2 Adults (1 Working) 1 Child	2 Adults (1 Working) 2 Children	2 Adults (1 Working) 3 Children	2 Adults (1 Working Part Time) 1 Child*	2 Adults	2 Adults 1 Child	2 Adults 2 Children	2 Adults 3 Children
Food	\$3,560	\$5,390	\$8,023	\$10,601	\$6,527	\$8,260	\$10,608	\$12,889		\$6,527	\$8,260	\$10,608	\$12,889
Child Care	\$0	\$5,836	\$11,329	\$16,822	\$0	\$0	\$0	\$0		\$0	\$5,836	\$11,329	\$16,822
Medical	\$2,084	\$6,072	\$5,786	\$5,946	\$4,762	\$5,786	\$5,946	\$5,804		\$4,762	\$5,786	\$5,946	\$5,804
Housing	\$7,236	\$11,256	\$11,256	\$16,212	\$9,084	\$11,256	\$11,256	\$16,212		\$9,084	\$11,256	\$11,256	\$16,212
Transportation	\$3,768	\$7,155	\$9,346	\$10,196	\$7,155	\$9,346	\$10,196	\$10,231		\$7,155	\$9,346	\$10,196	\$10,231
Other	\$2,799	\$4,565	\$5,497	\$6,845	\$4,565	\$5,497	\$6,845	\$6,235		\$4,565	\$5,497	\$6,845	\$6,235
Required annual income after taxes	\$19,447	\$40,273	\$51,236	\$66,622	\$32,094	\$40,144	\$44,851	\$51,370		\$32,094	\$45,980	\$56,180	\$68,192
Annual taxes	\$3,616	\$7,490	\$9,544	\$12,397	\$5,969	\$7,466	\$8,348	\$9,539		\$5,969	\$8,559	\$10,471	\$12,691
Required annual income before taxes	\$23,063	\$47,763	\$60,781	\$79,019	\$38,063	\$47,610	\$53,199	\$60,909	\$54,540	\$38,063	\$54,540	\$66,651	\$80,884

## Typical Annual Salaries

These are the typical annual salaries for various professions in this location.

Occupational Area	Typical Annual Salary
Management	\$79,740
Business & Financial Operations	\$57,470
Computer & Mathematical	\$70,760
Architecture & Engineering	\$70,180
Life, Physical, & Social Science	\$53,090
Community & Social Service	\$37,170
Legal	\$61,960
Education, Training, & Library	\$42,620
Arts, Design, Entertainment, Sports, & Media	\$38,160
Healthcare Practitioners & Technical	\$57,660
Healthcare Support	\$26,290

Occupational Area	Typical Annual Salary
Protective Service	\$35,570
Food Preparation & Serving Related	\$19,220
Building & Grounds Cleaning & Maintenance	\$21,340
Personal Care & Service	\$21,590
Sales & Related	\$25,580
Office & Administrative Support	\$30,130
Farming, Fishing, & Forestry	\$24,410
Construction & Extraction	\$38,250
Installation, Maintenance, & Repair	\$43,000
Production	\$31,680
Transportation & Material Moving	\$31,710

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Software development by West Arete (<http://westarete.com/>). Data compiled by Open Data Nation (<http://www.opendatanation.com/>).

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# Appendix D

## APPENDIX D – Gender Pay Equity by Job Title (ranked by % pay difference)

There are a total of **75** city jobs in which female incumbents earn equal or greater pay than their male counterparts.

As per terms specified in each of the city's various collective bargaining contracts, individual rates of pay for all jobs highlighted in yellow are based solely on incumbent time in position. For all other job titles, pay differences were proven to be based on one or more factors not tied to gender, including: individual career experience, job performance, time in position, years of service, and/or education/ license/ certification requirements.

Job Title	Average hourly Female Pay Rate	# Females	Average hourly Male Pay Rate	# Males	% Difference
FIRE CAPTAIN	41.28	1	41.28	75	0.00%
FIREFIGHTER/PARAMEDIC III	36.42	2	36.42	45	0.00%
ADMINISTRATIVE ASSISTANT	22.06	1	22.06	1	0.00%
AIRPORT COMMERCIAL VEHICLE INSPECTOR	22.98	1	22.98	2	0.00%
AIRPORT OPERATIONS COORD. I	15.81	1	15.81	4	0.00%
CIVIL ENFORCEMENT OFFICER II	28.22	1	28.22	3	0.00%
CONTAINER SERVICE WORKER	15.94	1	15.94	1	0.00%
DEVELOPMENT REVIEW PLANNER II	30.59	1	30.59	1	0.00%
FIREFIGHTER ENGINEER III	33.74	1	33.74	44	0.00%
FIREFIGHTER II	25.52	1	25.52	6	0.00%
FIREFIGHTER INSPECTOR III	33.74	1	33.74	3	0.00%
JUSTICE COURT JUDGE	56.60	3	56.60	2	0.00%
LEAD COMPLIANCE ENFORCEMENT OFFICER	22.98	1	22.98	1	0.00%
PAINTER II	24.36	1	24.36	5	0.00%
PARKS MAINTENANCE WORKER-IRRIGATION SPECIALIST	22.27	1	22.27	1	0.00%
PUBLIC POLICY ANALYST	40.17	1	40.17	1	0.00%
QUARTERMASTER TECHNICIAN	23.01	3	23.01	2	0.00%
SENIOR ASPHALT EQUIPMENT OPERATOR	25.11	1	25.11	6	0.00%
SOFTWARE SUPPORT ADMINISTRATOR I	30.06	1	30.06	1	0.00%
SENIOR COMMUNICATIONS COORDINATOR	22.20	2	22.20	3	0.00%
SENIOR FACILITIES LANDSCAPER	20.38	1	20.38	1	0.00%
WAREHOUSE SPECIALIST	24.32	1	24.32	1	0.00%
WATER RECLAMATION FACILITY SUPERVISOR	31.34	1	31.34	1	0.00%
WATER RESOURCES ENGINEER SCIENTIST	31.73	1	31.73	1	0.00%
ASSOCIATE CITY PROSECUTOR	30.31	7	30.31	5	0.00%
AIRPORT POLICE OFFICER III	29.13	4	29.10	25	0.12%
PRINCIPAL PLANNER	31.04	7	31.00	4	0.13%
PUBLIC SAFETY DISPATCHER I	15.93	8	15.89	2	0.25%
ENGINEERING CONSTRUCTION PROGRAM – PROJECTS MANAGER	33.66	2	33.50	3	0.47%
YOUTH CITY COORDINATOR	15.44	1	15.36	2	0.52%
FINANCIAL ANALYST IV / AUDITOR	39.61	1	39.31	2	0.77%
CONTRACT DEVELOPMENT SPECIALIST	25.79	1	25.59	2	0.78%
GIS SPECIALIST	28.85	1	28.59	2	0.91%
PLANNING MANAGER	44.69	1	44.25	1	0.99%
INFORMATION SYSTEMS SUPERVISOR	26.74	3	26.46	2	1.06%

Job Title	Average hourly Female Pay Rate	# Females	Average hourly Male Pay Rate	# Males	% Difference
AIRFIELD MAINTENANCE EQUIPMENT OPERATOR III	22.98	1	22.70	52	1.25%
EQUIPMENT OPERATOR	\$20.92	3	20.61	33	1.53%
ENGINEERING TECHNICIAN V	\$29.13	1	28.64	11	1.71%
AIRPORT OPERATIONS SUPERVISOR - COMMUNICATIONS	\$29.66	3	29.15	2	1.76%
POLICE OFFICER III	32.34	20	31.64	273	2.20%
PLANS EXAMINER I	27.64	2	27.02	4	2.29%
GENERAL MAINTENANCE WORKER V	25.88	1	25.29	6	2.33%
POLICE OFFICER I	21.60	4	21.06	21	2.60%
HOUSING & NEIGHBORHOOD DEVELOPMENT PROGRAM MANAGER	36.76	1	35.82	1	2.62%
ACCOUNTANT I	22.22	2	21.62	1	2.78%
SENIOR HR CONSULTANT	34.98	5	33.82	2	3.44%
LANDSCAPE ARCHITECT III	36.52	1	35.28	2	3.51%
SANITATION ENFORCEMENT SPECIALIST	19.58	1	18.88	3	3.71%
WATERSHED RANGER	23.64	2	22.78	4	3.78%
SENIOR POLICE INFO SPECIALIST	21.92	9	21.12	4	3.79%
BENEFITS ANALYST	30.21	1	28.98	1	4.24%
PARKS GROUNDSKEEPER	15.84	2	15.14	7	4.65%
AIRPORT POLICE OFFICER II	23.43	2	22.32	10	5.00%
WASTE WATER SENIOR OPERATOR	27.42	1	26.08	3	5.15%
DISPATCH COMMUNICATIONS SUPER.	27.92	9	26.52	1	5.29%
NETWORK SUPPORT ADMINISTRATOR III	35.18	1	33.25	10	5.82%
PRETREATMENT INSPECTOR / PERMIT WRITER	25.28	1	23.83	2	6.08%
GIS COORDINATOR	38.60	1	36.21	1	6.60%
FINANCIAL ANALYST III	36.22	2	33.78	1	7.22%
PUBLIC SAFETY DISPATCHER II	21.74	40	20.26	13	7.29%
OFFICE FACILITATOR II NON UNION	22.56	21	20.70	2	9.03%
COLLECTIONS OFFICER	22.32	3	20.32	1	9.86%
BUILDING INSPECTOR III	33.72	1	30.59	9	10.24%
COMMUNITY PROGRAMS MANAGER	28.67	1	25.56	7	12.17%
OFFICE TECHNICIAN II	19.29	14	16.96	2	13.75%
BUSINESS LICENSE ENFORCEMENT OFFICER	25.32	1	21.85	1	15.88%
POLICE INFORMATION SPECIALIST	16.03	9	13.78	1	16.34%
FOREST AREA SERVICE COORDINATOR	26.42	1	22.59	2	16.98%
PUBLIC SAFETY DISPATCHER III	22.16	6	18.91	2	17.20%
SENIOR ARCHITECT	47.07	1	39.83	1	18.19%
CITY PAYMENTS PROCESSOR	19.75	3	16.39	1	20.52%
CONSTITUENT LIAISON/PUBLIC POLICY ANALYST	28.93	2	23.54	1	22.90%
FINANCIAL ANALYST II	28.77	1	22.58	1	27.41%
CIVIL ENFORCEMENT OFFICER I	25.32	3	18.12	2	39.74%
WAREHOUSE SUPPORT WORKER-AIRPORT	21.46	1	15.27	1	40.54%

There are a total of **50** city jobs in which female incumbents earn less than their male counterparts.

As per terms specified in each of the city's various collective bargaining contracts, individual rates of pay for all jobs highlighted in yellow are based solely on incumbent time in position. For all other job titles, pay differences were proven to be based on one or more factors not tied to gender, including: individual career experience, job performance, time in position, years of service, and/or education/ license/ certification requirements.

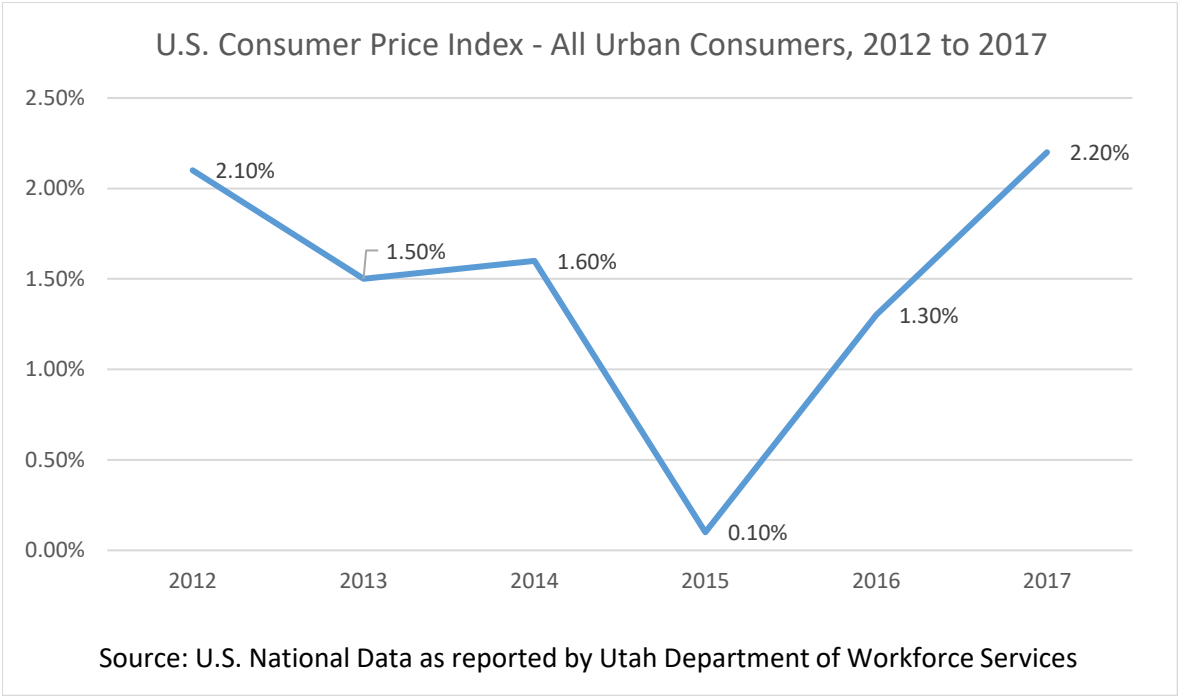
Job Title	Average hourly Female Pay Rate	# Females	Average hourly Male Pay Rate	# Males	% Difference
SENIOR ADVISOR	47.43	3	59.61	2	-20.43%
JUDICIAL ASSISTANT I	19.74	3	23.69	5	-16.65%
WATER RECLAMATION FACILITY OPERATOR I	17.45	1	20.91	6	-16.53%
ACCESS CONTROL SPECIALIST	15.89	2	19.01	2	-16.39%
ECONOMIC DEVELOPMENT MANAGER	32.69	1	38.42	1	-14.91%
COMMUNITY LIAISON	23.30	1	27.31	1	-14.68%
BUSINESS LICENSING PROCESSOR II	19.50	3	22.69	2	-14.04%
AIRPORT PROPERTY SPECIALIST I	25.64	1	29.68	1	-13.61%
AIRPORT OPERATIONS LEAD COORDINATOR	22.60	2	26.16	2	-13.61%
AIRPORT CONTRACT SPECIALIST I	30.53	1	34.52	1	-11.56%
ASSOCIATE DIRECTOR YOUTH CITY	32.64	1	36.87	1	-11.47%
CRIME SCENE TECHNICIAN I	17.97	2	20.25	2	-11.26%
HUMAN RESOURCE PROGRAM MGR. II	45.60	2	51.23	1	-10.99%
POLICE INTELLIGENCE SPECIALIST	20.52	1	22.82	2	-10.06%
DEVELOPMENT REVIEW SUPERVISOR	34.72	1	38.60	1	-10.05%
SOCIAL SERVICE WORKER	20.64	1	22.71	2	-9.11%
FIRST ASSISTANT PROSECUTOR	51.84	1	56.35	1	-8.00%
TECHNICAL SOLUTION MGR	40.77	1	44.14	2	-7.63%
ACCOUNTANT IV	31.56	1	34.03	2	-7.26%
AIRPORT OPERATIONS SPECIALIST AIRFIELD	24.66	5	26.43	13	-6.68%
POLICE OFFICER II	21.53	2	23.00	39	-6.42%
EVIDENCE TECHNICIAN II UNION	18.64	5	19.91	1	-6.37%
AIRPORT OPERATIONS SPECIALIST TERMINALS	25.49	6	27.20	10	-6.26%
ENGINEER VII	48.29	1	51.25	6	-5.77%
ACCOUNTANT III	31.29	3	32.78	5	-4.54%
PARALEGAL	25.68	5	26.88	1	-4.47%
GIS PROGRAMMER ANALYST	30.46	2	31.85	3	-4.38%
WATER METER READER SUPERVISOR	28.98	1	30.22	1	-4.10%
AIRPORT OPERATIONS TERMINAL LANDSIDE SUPERVISOR	28.95	4	30.16	4	-3.99%
AIRPORT POLICE SERGEANT	35.19	1	36.57	8	-3.77%
AIRPORT OPERATIONS MANAGER	35.52	1	36.88	15	-3.70%
ACCOUNTANT II	26.44	5	27.37	3	-3.38%
SENIOR R PARKS GROUNDSKEEPER	17.59	1	18.18	16	-3.27%
FIREFIGHTER I	21.02	2	21.70	25	-3.14%
REDEVELOPMENT AGENCY (RDA) PROJECT MANAGER	35.83	3	36.88	1	-2.84%
ENGINEER V	39.68	2	40.57	5	-2.20%
SENIOR UTILITIES REPRESENTATIVE - GENERALIST	22.56	7	23.01	1	-1.96%



Job Title	Average hourly Female Pay Rate	# Females	Average hourly Male Pay Rate	# Males	% Difference
SAFETY PROGRAM MANAGER	36.40	1	37.12	1	-1.94%
APPOINTED SENIOR CITY ATTORNEY	60.82	6	61.90	6	-1.75%
ENGINEER IV	35.32	2	35.85	4	-1.49%
AIRPORT LANDSIDE OPS OFFICER	22.50	7	22.80	19	-1.32%
POLICE LIEUTENANT	44.10	1	44.68	17	-1.30%
CONSTITUENT LIAISON/BUDGET ANALYST	31.92	2	32.32	1	-1.25%
COMPLIANCE ENFORCEMENT OFFICER	19.67	6	19.91	11	-1.22%
CRIME SCENE TECHNICIAN II	22.05	4	22.31	4	-1.15%
NETWORK SYSTEMS ENGINEER III	42.82	1	43.29	6	-1.09%
DISTRICT SUPERVISOR	27.54	2	27.82	7	-1.02%
FINANCIAL & ADMINISTRATIVE SERVICES MANAGER	41.79	1	42.14	1	-0.83%
FINANCIAL ANALYST IV	38.79	5	38.90	4	-0.28%
POLICE SERGEANT	37.70	7	37.72	46	-0.06%

# Appendix E

# APPENDIX E - Cost of Living Information\*



\*NOTE: These statistics estimate the nationwide rate of inflation for a standard selection of goods and services. Although there is no CPI data specific to Utah, the cost of living comparison for Salt Lake City, UT between 2016 Q3 - 2017 Q3 average is considered to be approximately 96.1% of the U.S. average.

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