



CITY COUNCIL TRANSMITTAL


Lisa Shaffer (Mar 8, 2021 16:27 MST)

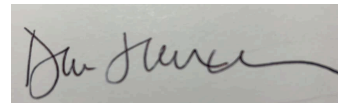
Lisa Shaffer, Chief Administrative Officer

Date Received: 03/08/2021
Date sent to Council: 03/08/2021

TO: Salt Lake City Council
Amy Fowler, Chair

DATE: March 3, 2021

FROM: Deb Alexander, Chief Human Resources Officer
Human Resources Department



SUBJECT: 2021 Citizens' Compensation Advisory Committee (CCAC)
Annual Report

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DOCUMENT TYPE: Information Item

RECOMMENDATION: This report is for informational purposes. Consideration should be given during the city's annual budget review process, as it relates to employee compensation. The city council is tentatively scheduled to receive a formal presentation of the annual report during a work session on March 23, 2021 from Committee Chair Jeff Worthington and committee member Marlene Sloan.

CITY COORDINATION: n/a

BUDGET IMPACT: n/a

BACKGROUND/DISCUSSION: This report includes information and the following recommendations relating to employee compensation, as required by city ordinance (City Code, Title 2, Chapter 2.35 - Citizen's Compensation Advisory Committee (CCAC)).

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

- Impact of COVID-19 on salary budgets
- City recruitment, turnover, and labor statistics
- City living wage

- Local market pay comparison
- Internal pay equity

Specific recommendations in this report, include:

1. As before, the committee recommends the city also consider competitive market pay adjustments rather than general pay increases. City leaders are advised to appropriate funding towards pay and salary range adjustments necessary to ensure the city remains competitive with other employers based upon cost of labor data. Considering the significant impact of COVID-19 on employer salary budgets in 2020 and 2021, if base salary increases are not possible, city leaders may wish to consider offering lump-sum cash payments as an alternative to base pay salary increases.
2. Considering the city's present success in attracting larger applicant pools and low turnover, there is good evidence to generally support and demonstrate the city's current human capital strategies are successfully achieving desirable results. In addition, the committee recommends city leaders continue to rely on a market-based pricing approach, which is the cost of labor, to determine appropriate compensation levels for jobs and employees.
3. No immediate changes to the city's living wage are recommended at this time. However, based upon the city's desire to maintain a living wage for employees, the committee recommends city leaders continue to monitor, examine, and adjust the city's living wage in such a way that minimizes pay compression and allows employees to provide for living expenses necessary for basic needs such as food, child care, health insurance, housing, transportation and other basic necessities.
4. As funds permit, the committee 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; and,
 - Second priority should be given to those lagging slightly behind market.

Furthermore, the committee recommends the City consider itself competitive when data indicates actual median employee pay rates plus the overall additional economic value of (public sector) benefits equals 100% compared to market.

In the case of the city's public safety officers and firefighters, the Committee supports the city's need to distinguish itself as a local area pay leader due to its distinction as Utah's largest city and role as capital city. Therefore, it is recommended the City maintain a relative pay position including actual median employee pay rates plus the overall additional economic value of (public sector) benefits between 105-120% compared to the local area market. It is hoped maintaining this "lead" position will also act as an effective tool for addressing any potential concerns with turnover and/or difficulties attracting and retaining qualified sworn public safety personnel, as highlighted in Section II of this report.

For those employees in benchmark-related jobs where market data indicate the city significantly leads market (which is by 10% or more), 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.

5. The committee recommends the city leaders work to resolve the discrepancies in pay found in the Payfactors internal equity audit due to either gender, age, and/or ethnicity. Corrections can be made through salary adjustments with the goal of correcting the discrepancies found. The recommended priority is to focus on larger pay gaps initially, followed by adjustments to employees that happen to also be below their respective range minimum, or adjustments to employees that are top performers or long tenured. Additionally, while the committee is pleased with the findings of the audit, it is recommended the city conduct a similar audit at least once every three years.

PUBLIC PROCESS: n/a

EXHIBITS: 2021 Citizens' Compensation Advisory Committee Annual Report



2021 Annual Report

Salt Lake City Citizens' Compensation
Advisory Committee (CCAC)

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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)

This year's report highlights contemporaneous topics and issues facing the city, including the impact of COVID-19 on salary budgets, a significant update on the local area living wage, pay equity, and ever important local area market pay comparisons.

Finally, a group of appendices including supporting documentation for information referenced in this report is also provided for greater insight and understanding.

Respectfully,



Citizens' Compensation Advisory Committee

Jeff Worthington, Chair
Ray Schelble, Vice-chair
Brandon Dew
Jana Bake
Jeff Herring
Marlene Sloan
Mike Terry

Section I: Impact of COVID-19 on Salary Budgets

Historically, this committee has relied upon data obtained from employer salary budget surveys conducted by WorldatWork when formulating recommendations to help city leaders determine the annual salary budget, including amounts for employee pay increases. However, given the extraordinary circumstances brought about by the global pandemic, various reports and articles including data and information were provided by the city's human resources management staff to inform the committee about the impact of COVID-19 on salary budgets.

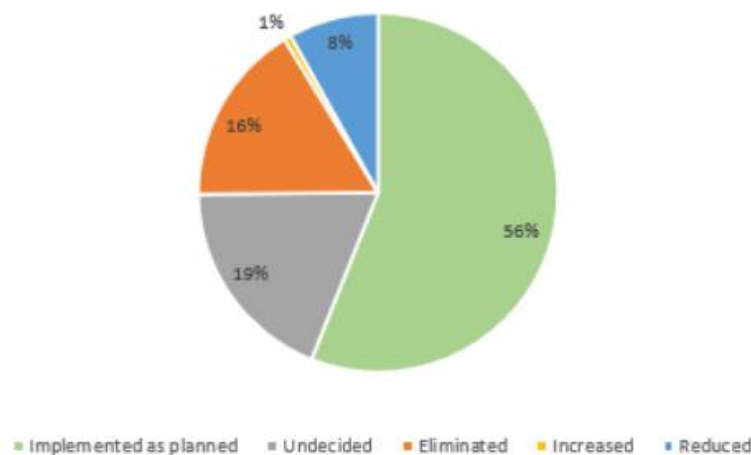
Early year results obtained from the 2020-21 survey conducted by WorldatWork show the average total salary increase budget for all U.S. employers was projected to be **3.0 percent** for the seventh consecutive year.

WorldatWork 2020-21 Salary Budget Survey, Median Total U.S. Salary Budget Increases by Employee Category (zeros included)

	Projected 2020	Actual 2020	Projected 2021
Nonexempt Hourly, Nonunion	3.0 %	3.0 %	3.0 %
Exempt Salaried	3.0 %	3.0 %	3.0 %
Officers/Executives	3.0 %	3.0 %	3.0 %
All	3.0 %	3.0 %	3.0 %

However, as the gravity of the pandemic spread across the globe and the nation, other surveys including the 2020-2021 *Payfactors Salary Budget Survey* asked participants how they planned to modify their salary increase budgets in response to the COVID-19 pandemic. Although a majority (56%) indicated their 2020 salary increases had already been, or would be, implemented as planned, results show a significant number who either remain undecided (19%), chose to eliminate increases (16%), or reduce salary budgets (8%).

Impact of COVID-19 on Salary Increase Budgets



(Source: Payfactors 2020-21 Salary Budget Survey report, "The Impact of COVID-19 on Salary Budgets Survey," May 2020)

The Society for Human Resource Management (SHRM) provided further evidence of the negative economic effect COVID-19 has had on employers, noting the pandemic has forced nearly half of organizations (45 percent) to re-evaluate their salary increase plans for 2021. In an article published on November 17, 2020, SHRM cites yet another study where researchers collected data from 1,283 U.S. organizations during July and August 2020 for benefits advisory and brokerage firm Gallagher's 2020/2021 *Salary Planning Survey*. Among the segment of employers that indicated COVID-19 had forced them to re-evaluate 2021 salary increase plans, 51 percent expected to **reduce** salary increases, and 45 percent plan to **suspend** salary increases altogether.

As an alternative to salary increases, SHRM highlights the fact Gallagher's report suggests variable pay, such as annual bonuses, "can save money and serve as an investment in future success."

RECOMMENDATION:

*As before, the committee recommends the city also consider competitive market pay adjustments rather than general pay increases. City leaders are advised to appropriate funding towards pay and salary range adjustments necessary to ensure the city remains competitive with other employers based upon cost of labor data (as described on **page 5** of this report). Considering the significant impact of COVID-19 on employer salary budgets in 2020 and 2021, if base salary increases are not possible, city leaders may wish to consider offering lump-sum cash payments as an alternative to base pay salary increases.*

Section II: Salt Lake City Recruitment, Turnover and Labor Statistics

Additional information considered by the committee included recruitment, turnover, and recent economic-related statistics for 2020.

The latest recruitment statistics for regular, full-time positions show a significant decrease during the past year, due exclusively to city leaders' decision to halt or freeze hiring in direct response to the global pandemic.

- Posted 348 jobs (which decreased approximately 20% compared to 434 in 2019)
- Received a total of 13,818 applications (which decreased approximately 18% compared to 16,854 in 2019)
- Hired 379 employees* (which decreased approximately 34% compared to 573 in 2019)

*The total number of hires is higher because certain job postings, such as for Firefighters and Police Officers, resulted in multiple hires during 2019.

A more detailed review of the total number of external applicants and hires made by the city for union covered positions in the past year continues to demonstrate the vast majority of its job applicants and new hires come from the local job market.

SALT LAKE CITY **2020 UNION JOB RECRUITMENT STATISTICS**

Unless otherwise noted, the following statistics account for the total number of external applicants and hires made between *January 1, 2020 – December 31, 2020*.

AFSCME

- Trade & Craft (100 Series) – Of 2,299 external applicants, 2,063 (or **90%**) were from Utah. Out of 79 hires, 78 (or, **99%**) were from Utah. 10 were rehires.
- Clerical & Administrative Support (200 Series) – Of 1,077 external applicants, 945 (or, **88%**) were from Utah. Out of 37 hires, **100%** were from Utah. Four were rehires.
- Paraprofessional (330 Series) – Of 449 external applicants, 356 (or, **79%**) were from Utah. Out of 5 hires, four (or, **80%**) were from Utah.

In total approximately **86%** of all external applicants and **85%** of new hires for all AFSCME bargaining units were from the state of Utah.

Police Officers

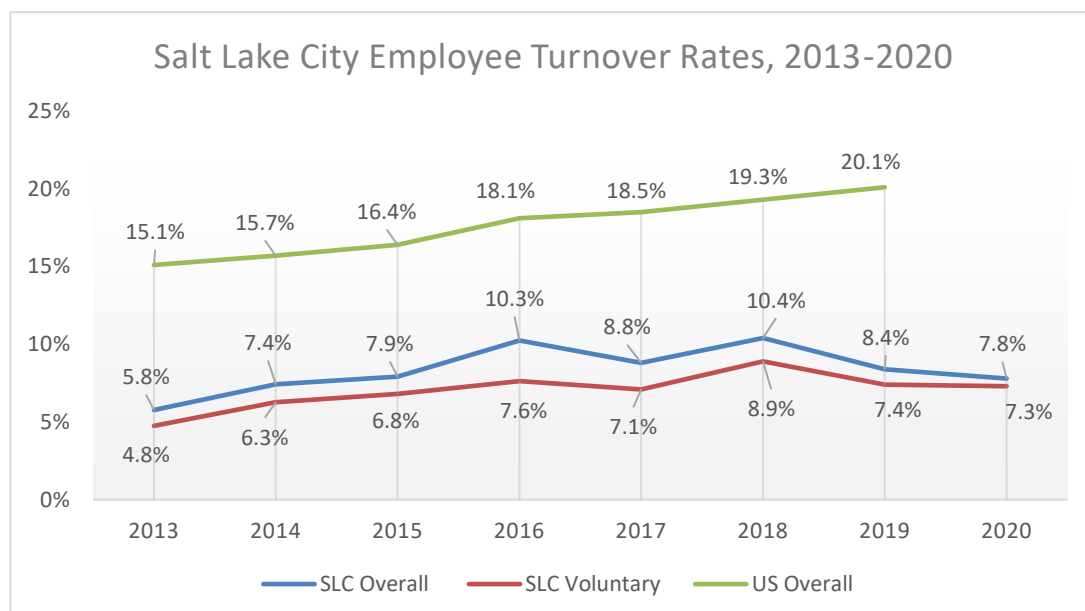
- Of 1,595 external applicants, 1,189 (or, **75%**) were from Utah. Of 45 hires made in 2020, 42 (or, 93%) were from Utah. Five police officers were rehired.

Firefighters* (for 2019 & 2020 (2020 had zero jobs posted))

- Of 1,122 external applicants, 724 were from Utah (**65%**). Out of 25 hires, 22 (or, **88%**) were from Utah. Four were rehires.

*Note – Fire department hiring rosters typically have a hiring delay of up to two years. Applicants from 2020 may still be in the pipeline for 2021 or later.

On the whole, turnover rates among the city's workforce decreased compared to last year and remain substantially below the past 5-year average overall and voluntary turnover rates, which are 9.1% and 7.7%, respectively.



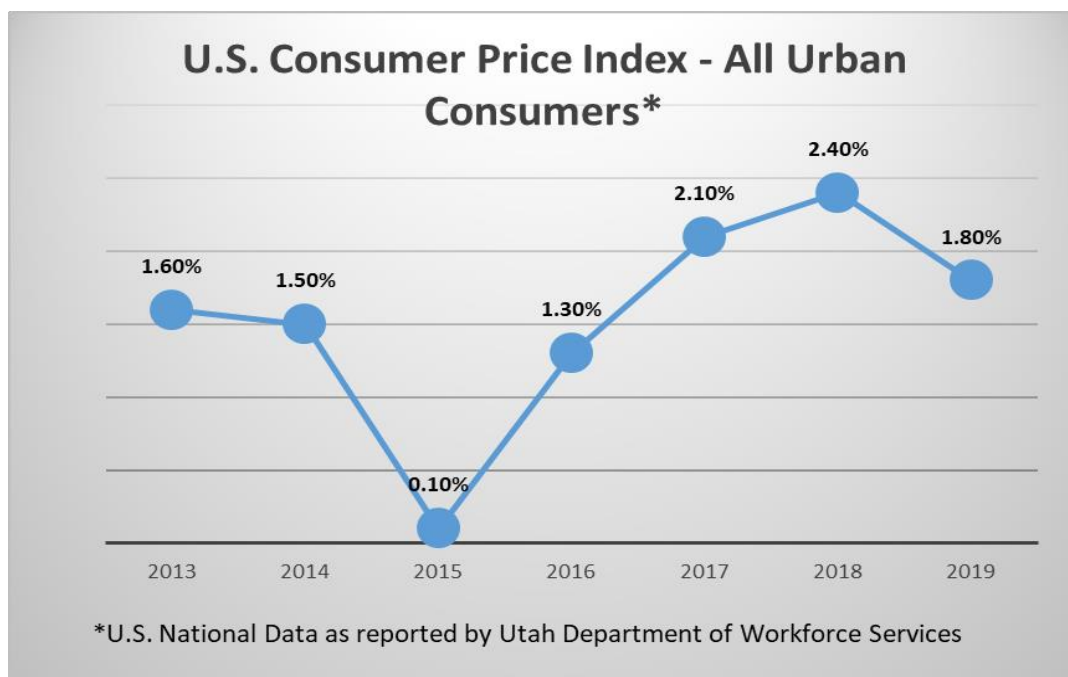
Overall turnover dipped from 8.4% in 2019 to 7.8% in 2020. Of the 213 employees that voluntarily left the city throughout the past year, the number of retirements remained steady at 73 (compared to 75 in 2019) reducing the voluntary turnover rate from 7.3% to 4.8%.

With regard to sworn public safety employees, the committee noted the total number of firefighters and police officers who left city employment in 2020 include—

- **14** firefighters (which is approximately 4.3% of all firefighters), including one dismissal, six resignations, and seven retirements; and,
- **52** police officers (which is approximately 12.8% of all patrol officers) including 38 resignations and 14 retirements.

A comparative analysis of turnover among all employees in each city department is included for reference in Appendix A of this report.

Finally, the committee also reviewed changes in the national consumer price index, which as a measure focuses exclusively on the estimated cost for a standard selection of goods and services utilized by a typical consumer. Based on information obtained through the Utah Department of Workforce Services, costs appear to have risen at a significantly lesser rate compared to last year. Although there is no CPI data specific to Utah, the latest cost of living indicator for Salt Lake City, UT obtained from Mercer in 2019 is 96% compared to the U.S. average.



NOTE: These statistics are CORRECTED and matched for past years as reported by the Utah Department of Workforce Services as of 2/1/2021.

Although “cost of living” is often referred to in more common vernacular as a means to help gauge the potential need for pay adjustments, the committee asserts best practice

is to compensate employees based on “cost of labor” rather than cost of living. This approach is most widely known as “market-based pricing.”

Human resource practitioners and major industry consultants, such as Mercer, mutually agree pay practices based on cost of labor is the preferred method because it reflects what it costs to actually employ someone in a certain city or geographic area for a specific type of work. Cost of labor is, of course, influenced by cost of living, but it also includes:

- Supply of talent in a particular city or area;
- Demand for talent;
- What competing companies in the same city (or general market area) pay; and,
- Desirability to live in the city.

As stated in the report on a special survey conducted by Mercer for Salt Lake City in 2019, “*some cities have a significantly higher **cost of living** than **cost of labor**, which is often driven by the desirability for living in the area (i.e. New York City, Los Angeles, Miami, etc.). Many people live there and there is high demand for housing, food, transportation, etc., which results in high prices for consumers.*” However, this high demand also results in “*a robust labor supply pool which offsets the premiums that companies would otherwise need to pay workers.*” On the other hand, the cost of labor may require cities with many employers competing for scarce skills and human resources to pay premium prices to get talent even when cost of living is low (Source: “2020 Salt Lake City AFSCME Salary Survey” report by Mercer, p.13).

RECOMMENDATION:

Considering the city’s present success in attracting larger applicant pools and low turnover, there is good evidence to generally support and demonstrate the city’s current human capital strategies are successfully achieving desirable results. In addition, the committee recommends city leaders continue to rely on a market-based pricing approach, which is the cost of labor, to determine appropriate compensation levels for jobs and employees.

Section III: City Living Wage

In addition to considering comparative market pay data for benchmark jobs, the committee routinely reviews new living wage estimates released through the Massachusetts Institute of Technology’s living wage calculator. Based upon this calculator, the 2020 living wage for a single adult with zero children residing in Salt Lake County is now estimated to be **\$15.11 per hour**, which is \$3 per hour greater than the estimate reported the previous year.

As explained in previous reports, this rate is originated from a modern living wage model which relies on geographically specific expense data related to an individual or family’s likely minimum food, childcare, health insurance, housing, transportation and other costs for basic necessities.

Previously, the committee recommended city officials consider making future living wage adjustments only when the estimated rate for a single adult's living wage increased by 5% or more above the city's current living wage rate, which is now \$10.87 per hour. However, it is understood by the committee that actual pay rates among the city's regular, full-time workforce are well above the latest estimated living wage for a single adult. Currently, the lowest rate paid by the city to regular full-time employees for work performed is Custodian. With only three years required to reach the maximum pay rate for this job, however, incumbents are actually paid \$16.87 per hour, which is estimated to be at least 11% higher than the local market rate paid by other employers for the same job. Furthermore, the committee has received information indicating the only employees for whom pay rates fall below \$15.11 per hour are employees who are hired by the city to perform temporary work such as seasonal Golf division employees and Parks Groundskeepers. Based on this understanding, the committee advises no immediate changes to the city's living wage are necessary at this time.

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

RECOMMENDATION:

No immediate changes to the city's living wage are recommended at this time. However, based upon the city's desire to maintain a living wage for employees, the committee recommends city leaders continue to monitor, examine, and adjust the city's living wage in such a way that minimizes pay compression and allows employees to provide for living expenses necessary for basic needs such as food, child care, health insurance, housing, transportation and other basic necessities.

Section IV: Local Market Pay Comparison

As with past years, the committee reviewed market data including base wages and salaries obtained from sources including approximately 100 locally based private or public employers with operations along the Wasatch Front. Results of the market pay analysis conducted this year were presented by the city's human resources staff using the compensation management tool offered by Payfactors to aggregate the latest sources of market pay information available.

To facilitate this review, the city has organized its more than 940 job titles into 89 distinct benchmark groups. The committee reviewed job pricing information including median pay data obtained for each of the 89 benchmark job titles shown in Appendix C1 and C2 of this report. In total, these benchmarks cover more than 1,371 employees who represent approximately 47% of the city's regular, full-time workforce. Because market data is not available to price all jobs or levels of a particular job, it is important to note if a job title is not shown as a benchmark title it is instead tied to a benchmark for pricing purposes. For example, *Accountant III* is designated as the benchmark job for related titles in the same job family, including:

- *Accountant I*
- *Accountant II*
- ***Accountant III*** (benchmark)
- *Accountant IV*

In both theory and practice, if market data indicates a particular benchmark job is significantly below market, then all levels of the job should be reviewed for potential market pay adjustments—not just the benchmark job. This way, the pay differences between levels of the same or similar jobs are appropriately maintained.

To account for differences in the pay structures and practices that exist among the city's various bargaining units, results of this year's local market pay analysis are displayed in two separate lists, including one for *union-covered* jobs and another for *non-union* jobs.

Similar to last year the committee considered the additional economic value of benefits provided by NFP to assess and evaluate the overall competitiveness of the city's pay and benefits offerings compared to market. More specifically, the committee wished to reevaluate the city's compensation philosophy, which has been to pay employees slightly less than market because it's believed the benefits offered are intentionally top-of-the-line compared to most employers with whom the city most directly competes for talent.

In its study and report to the committee, NFP specifically noted the overall additional economic value of benefits offered by Salt Lake City to its employees was either \$3,152 (compared to other public sector organizations) or \$3,568 (compared to private sector organizations). These values were drawn from the results of a more comprehensive employee benefits study NFP conducted on the city's behalf at the end of 2019 and reevaluated again in 2021. Added to the base pay rates indicated for employees in each of the city's benchmark jobs, the committee determined jobs for which the combination of base pay plus the additional economic value of benefits was less than 100% are those that should be targeted for market pay adjustments. In such cases, targeted jobs are categorized more specifically as either *slightly* or *significantly* below market.

It is believed this new approach to assessing and evaluating the city's overall competitiveness gives employees and city leaders, alike, a more holistic perspective on the combined value of the pay and "above-market" benefit offerings Salt Lake City provides compared to other local area employers. Ultimately, the market pay information shown in Appendix C1 and C2 for each benchmark job, along with the additional economic value of benefits, reveals how the groups of union and non-union jobs compare to market.

The committee finds best practice in compensation when comparing to market is to primarily consider median pay rates, which unlike the mean (or average), is not sensitive to or skewed by abnormally low or high values. Additionally, based on the total number of external applicants and hires made by the city locally (as presented in Section II), the committee affirms relying primarily on a local area market pay sample is the best practice for the majority of city jobs, including for all three of collective bargaining units.

Based on the committee's new recommended pay guidelines for the city, benchmarks are now considered to be:

- **Competitive** when data indicates actual median employee pay rates plus the overall additional economic value of (public sector) benefits equals 100% compared to market;
- **Slightly leading (or lagging)** when data indicates actual median employee pay rates plus the overall additional economic value of (public sector) benefits are 5.9% below market up to 9.9% above market.
- **Significantly leading (or lagging)** data indicates actual median employee pay rates plus the overall additional economic value of (public sector) benefits are at or more than 6% below market or at or greater than 10% above market.

RECOMMENDATION:

As funds permit, the committee 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; and,*
- *Second priority should be given to those lagging slightly behind market.*

Furthermore, the committee recommends the city consider itself competitive when data indicates actual median employee pay rates plus the overall additional economic value of (public sector) benefits equals 100% compared to market.

In the case of the city's public safety officers and firefighters, the committee supports the city's need to distinguish itself as a local area pay leader due to its distinction as Utah's largest city and role as capital city. Therefore, it is recommended the city maintain a relative pay position including actual median employee pay rates plus the overall additional economic value of (public sector) benefits between 105-120% compared to the local area market. It is hoped maintaining this "lead" position will also act as an effective tool for addressing any potential concerns with turnover and/or difficulties attracting and retaining qualified sworn public safety personnel, as highlighted in Section II of this report.

For those employees in benchmark-related jobs where market data indicate the city significantly leads market (which is by 10% or more), 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.

Section V: Pay Equity

Two federal laws, the **Equal Pay Act (EPA)** and Title VII of the Civil Rights Act (Title VII), protect employees against discrimination based on gender and race/ethnicity and their pay.

The EPA is a labor law amending the Fair Labor Standards Act, aimed at abolishing wage disparity based on sex. **Virtually all employers** are covered by the **Equal Pay Act (EPA)**, which makes it illegal to pay different wages to men and women if they perform substantially equal work in the same workplace. For example, a female electrician must be **paid** the same as a male electrician in the same organization if they have the same skills, effort, responsibility and working conditions.

Title VII identifies certain specified characteristics: race, color, national origin, sex, and religion. Under **Title VII**, an employer with 15 or more employees may not discriminate with regard to any term, condition, or privilege of employment. Areas that may give rise to violations include recruiting, hiring, promoting, transferring, training, compensating, disciplining, etc.

Pay equity **seeks to compensate workers on the basis of the skill, required effort, responsibility, and working conditions of their jobs**, rather than the gender, race or ethnicity of the worker, or the gender and racial/ethnic composition of all workers in a particular job.

Concern for ensuring the city is not only compliant with these laws, but also aligned and on target to achieve the desired goal of being a “pay equity leader” is a shared value and objective of the committee. In the past, the committee has commended city leaders for their continued focus on gender pay, including efforts to close any known pay gaps. The committee has been impressed when hearing about policies and best practices put in place to ensure pay equity among all employees.

Last year, the city took a step to pursue its goal of pay equity by partnering with Payfactors, a national compensation management consulting firm, to review current salaries among the city’s group of non-represented employees. The purpose of this review was to ensure that pay practices are equitable and not adversely impacting employees based on either **gender, age, and ethnicity**. Payfactors compared average pay for each employee demographic group, conducted a multiple regression analysis of employee salaries against employee characteristics such as gender, age, or ethnicity, and performed an in-depth review of any potential salary inequities between employees in the **same or comparable jobs**. Linear regression was used as the method for assessing the strength and significance of the relationships based on all three factors (*i.e.* gender, age, ethnicity) and salary.

Regression analysis models the relationship between one or more predictor variables (for example, gender or ethnicity) and an outcome variable (pay). Once modeled, it measures the size, strength, and significance of the relationship. In other words, it determines how much the outcome changes for a given predictor, how accurately the

outcome can be modeled for a given predictor, and how closely the outcome is dependent on the predictor.

It is important to note the following groups of employees were excluded from the analysis altogether:

- Employees belonging to a collective bargaining unit
- Temporary or seasonal workers
- Political appointees
- Employees assigned to jobs where there is no variability in pay (for example, Justice Court Judge, ranked Fire or Police jobs)

Department of Airport employee's working in Airport-specific jobs were broken out in this analysis with separate regression analyses and employee cohort analyses performed. This was done due to the nature of the roles in this department, being competitively compensated and salary increases in previous years being performance rather than tenure based. Non-Airport specific jobs were included in the general employee population analysis.

After completing the regression and employee cohort analyses, Payfactors noted all but three of 522 employees flagged for *potential* pay discrepancies were ultimately found to be justified. In addition, the only pay differences between male and female employees were determined to be statistically significant and closely linked to one or more of the following reasons, including:

- Prior work experience
- Specialized technical skills
- Knowledge or relevant certification/license
- Relative size of department or team managed

A copy of Payfactors full report is being transmitted to elected officials separate and apart from this annual report, therefore, it is not included herein.

RECOMMENDATION:

The committee recommends the city leaders work to resolve the discrepancies found in pay due to either gender, age, and/or ethnicity. Corrections can be made through salary adjustments with the goal of correcting the discrepancies found. The recommended priority is to focus on larger pay gaps initially, followed by adjustments to employees that happen to also be below their respective range minimum, or adjustments to employees that are top performers or long tenured. Additionally, while the committee is pleased with the findings of the audit, it is recommended the city conduct a similar audit at least once every three years.

Section VI: Summary of Recommendations

Based upon a review of the topics and issues addressed in this report, the committee now recommends the mayor and city council consider the following summary of recommendations:

1. As before, the committee recommends the city also consider competitive market pay adjustments rather than general pay increases. City leaders are advised to appropriate funding towards pay and salary range adjustments necessary to ensure the city remains competitive with other employers based upon cost of labor data (as described on **page 5** of this report). Considering the significant impact of COVID-19 on employer salary budgets in 2020 and 2021, if base salary increases are not possible, city leaders may wish to consider offering lump-sum cash payments as an alternative to base pay salary increases.
2. Considering the city's present success in attracting larger applicant pools and low turnover, there is good evidence to generally support and demonstrate the city's current human capital strategies are successfully achieving desirable results. In addition, the committee recommends city leaders continue to rely on a market-based pricing approach, which is the cost of labor, to determine appropriate compensation levels for jobs and employees.
3. No immediate changes to the city's living wage are recommended at this time. However, based upon the city's desire to maintain a living wage for employees, the committee recommends city leaders continue to monitor, examine, and adjust the city's living wage in such a way that minimizes pay compression and allows employees to provide for living expenses necessary for basic needs such as food, child care, health insurance, housing, transportation and other basic necessities.
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any potential concerns with turnover and/or difficulties attracting and retaining qualified sworn public safety personnel, as highlighted in Section II of this report.

For those employees in benchmark-related jobs where market data indicate the city significantly leads market (which is by 10% or more), 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.

5. The committee recommends the city leaders work to resolve the discrepancies in pay found in the Payfactors internal equity audit due to either gender, age, and/or ethnicity. Corrections can be made through salary adjustments with the goal of correcting the discrepancies found. The recommended priority is to focus on larger pay gaps initially, followed by adjustments to employees that happen to also be below their respective range minimum, or adjustments to employees that are top performers or long tenured. Additionally, while the committee is pleased with the findings of the audit, it is recommended the city conduct a similar audit at least once every three years.

APPENDICES

APPENDIX A – City Overall & Voluntary Turnover Rates by Department

Voluntary turnover includes *resignations, retirements, and job abandonments*. Involuntary turnover includes *probationary releases, dismissals, separations and deaths*.

2020 Rates

Department	# of Employees	# total Terminations	Overall Turnover Rate	Retention	Voluntary Turnover	Involuntary Turnover
911 BUREAU	85	25	31%	67%	29%	2%
AIRPORT	491	32	7%	93%	6%	1%
ATTORNEY	56	12	23%	76%	19%	4%
CITY COUNCIL	23	0	0%	100%	0%	0%
COMMUNITY & NEIGHBORHOODS	192	13	7%	93%	7%	1%
ECONOMIC DEVELOPMENT	14	2	15%	83%	8%	8%
FINANCE	68	3	4%	95%	4%	0%
FIRE	344	21	6%	94%	5%	1%
HUMAN RESOURCES	25	6	28%	67%	28%	0%
INFORMATION MANAGEMENT SERVICES	62	7	11%	89%	11%	0%
JUSTICE COURTS	38	2	5%	95%	3%	3%
MAYOR	22	8	43%	47%	43%	0%
POLICE	632	78	13%	87%	12%	1%
PUBLIC SERVICES	384	24	6%	93%	5%	1%
PUBLIC UTILITIES	404	36	9%	90%	7%	2%
REDEVELOPMENT AGENCY	23	1	4%	96%	4%	0%
SUSTAINABILITY	61	5	9%	91%	9%	0%

2019 Rates

Department	# of Employees	# total Terminations	Overall Turnover Rate	Retention	Voluntary Turnover	Involuntary Turnover
911 BUREAU	96	20	22%	84%	22%	0%
AIRPORT	484	54	11%	91%	9%	3%
ATTORNEY	56	16	28%	76%	26%	2%
CITY COUNCIL	24	1	4%	96%	4%	0%
COMMUNITY & NEIGHBORHOODS	189	24	13%	89%	12%	1%
ECONOMIC DEVELOPMENT	13	3	23%	85%	15%	8%
FINANCE	68	7	10%	94%	6%	4%
FIRE	338	11	3%	97%	3%	0%
HUMAN RESOURCES	24	6	25%	83%	17%	8%
INFORMATION MANAGEMENT SERV	69	1	1%	98%	1%	0%
JUSTICE COURTS	40	5	12%	88%	7%	5%
MAYOR	17	7	38%	40%	38%	0%
POLICE	650	65	10%	92%	9%	1%
PUBLIC SERVICES	394	49	13%	90%	11%	2%
PUBLIC UTILITIES	387	36	9%	93%	8%	1%
REDEVELOPMENT AGENCY	14	0	0%	100%	0%	0%
SUSTAINABILITY	61	4	7%	95%	5%	2%

APPENDIX B – 2020 Living Wage Calculation for Salt Lake County, Utah

The living wage shown is the hourly rate that an **individual** in a household must earn to support his or herself and their family. The assumption is the sole provider is working full-time (2080 hours per year). The tool provides information for individuals, and households with one or two working adults and zero to three children. In the case of households with two working adults, all values are **per working adult, single or in a family** unless otherwise noted.

The state minimum wage is the same for all individuals, regardless of how many dependents they may have. Data are updated annually, in the first quarter of the new year. State minimum wages are determined based on the posted value of the minimum wage as of January one of the coming year (National Conference of State Legislatures, 2019). The poverty rate reflects a person's gross annual income. We have converted it to an hourly wage for the sake of comparison.

	1 ADULT				2 ADULTS (1 WORKING)				2 ADULTS (BOTH WORKING)			
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children
Living Wage	\$15.11	\$30.69	\$37.82	\$49.43	\$24.88	\$29.38	\$33.15	\$36.95	\$12.44	\$16.85	\$20.88	\$24.94
Poverty Wage	\$6.13	\$8.29	\$10.44	\$12.60	\$8.29	\$10.44	\$12.60	\$14.75	\$4.14	\$5.22	\$6.30	\$7.38
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

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.

	1 ADULT				2 ADULTS (1 WORKING)				2 ADULTS (BOTH WORKING)			
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children
Food	\$3,792	\$5,574	\$8,343	\$11,093	\$6,952	\$8,639	\$11,106	\$13,540	\$6,952	\$8,639	\$11,106	\$13,540
Child Care	\$0	\$7,263	\$14,526	\$21,788	\$0	\$0	\$0	\$0	\$0	\$7,263	\$14,526	\$21,788
Medical	\$2,694	\$7,359	\$7,047	\$7,187	\$5,997	\$7,047	\$7,187	\$6,840	\$5,997	\$7,047	\$7,187	\$6,840
Housing	\$9,480	\$14,112	\$14,112	\$19,788	\$11,568	\$14,112	\$14,112	\$19,788	\$11,568	\$14,112	\$14,112	\$19,788
Transportation	\$4,900	\$8,987	\$11,186	\$13,317	\$8,987	\$11,186	\$13,317	\$12,085	\$8,987	\$11,186	\$13,317	\$12,085
Civic	\$1,811	\$3,889	\$3,554	\$4,127	\$3,889	\$3,554	\$4,127	\$3,982	\$3,889	\$3,554	\$4,127	\$3,982
Other	\$2,794	\$4,553	\$4,996	\$6,037	\$4,553	\$4,996	\$6,037	\$6,055	\$4,553	\$4,996	\$6,037	\$6,055
Required annual income after taxes	\$25,471	\$51,737	\$63,765	\$83,337	\$41,946	\$49,534	\$55,886	\$62,290	\$41,946	\$56,797	\$70,412	\$84,078
Annual taxes	\$5,955	\$12,096	\$14,909	\$19,485	\$9,807	\$11,581	\$13,066	\$14,564	\$9,807	\$13,280	\$16,463	\$19,658
Required annual income before taxes	\$31,426	\$63,833	\$78,673	\$102,821	\$51,754	\$61,116	\$68,952	\$76,854	\$51,754	\$70,077	\$86,875	\$103,736

APPENDIX C-1: 2020-21 SLC/Local Market Pay Comparison for union benchmark jobs

Included in this section and appendix C-2 are a total of **45 union benchmark jobs**, covering 1,371 union and general employees combined. The committee's recommendations for this group of jobs is based on the median base rate of pay plus the additional economic value of public employer-provided benefits compared to market. Results of the analysis for this group of jobs shows 12 benchmark jobs in the **significantly lagging** category (\geq -6%); 12 benchmark job in the **slightly lagging** category (\geq -1 to – 5.9%); and 36 benchmark jobs **leading significantly** (\geq 10%).

Job Title (Job Code)	SLC Median Employee Salary	# SLC Incumbents	Market Salary (50th percentile)		SLC Top Rate (union only)	SLC Top Rate/Market (%)	w/ Additional Economic Value of benefits (Public Sector) = \$3,152 per year		Yearly Increase/Decrease > 5%	w/ Additional Economic Value of benefits (Private Sector) = \$3,568 per year	
ACCESS CONTROL SPECIALIST (002340)*	\$40,602	5	\$44,023	92%	\$50,253	114%	\$43,754	99%		\$44,170	100%
ACCOUNTANT III (001666)	\$70,294	14	\$71,200	99%	n/a	n/a	\$73,446	103%		\$73,862	104%
AIR OPER SPECIALIST AIR UNION (002440)*	\$63,627	21	\$71,859	89%	\$63,627	89%	\$66,779	93%	-12%	\$67,195	94%
AIRFIELD MAINT ELECTRICIAN (002311)*	\$66,830	14	\$84,301	79%	\$66,830	79%	\$69,982	83%	-22%	\$70,398	84%
ARBORIST II (001375)	\$51,646	4	\$47,900	108%	\$51,646	108%	\$54,798	114%	-6%	\$55,214	115%
ASPHALT EQUIP OPERATOR II (000909)	\$50,190	33	\$48,600	103%	\$50,190	103%	\$53,342	110%		\$53,758	111%
AUDITOR III (001684)	\$75,754	0	\$75,300	101%	n/a	n/a	\$78,906	105%		\$79,322	105%
BATTALION CHIEF (008030)	\$106,538	12	\$99,300	107%	n/a	n/a	\$109,690	110%		\$110,106	111%
BUILDING EQUIP. OP. II (006071)	\$50,190	0	\$49,700	101%	\$50,190	101%	\$53,342	107%		\$53,758	108%
BUILDING INSPECTOR III (001967)	\$73,674	13	\$65,700	112%	\$73,674	112%	\$76,826	117%		\$77,242	118%
BUSINESS LICENSING PROCESS II (001964)	\$43,181	3	\$51,600	84%	\$53,456	104%	\$46,333	90%		\$46,749	91%
CARPENTER II (001349)	\$53,186	8	\$48,800	109%	\$53,186	109%	\$56,338	115%		\$56,754	116%
CITY PAYMENTS PROCESSOR (000263)	\$39,395	4	\$30,300	130%	\$50,253	166%	\$42,547	140%		\$42,963	142%
CITY PAYROLL ADMINISTRATOR (001945)	\$60,757	2	\$56,200	108%	n/a	n/a	\$63,909	114%		\$64,325	114%
CIVIC ENGAGEMENT PROGRAM SPEC. (001821)	\$56,035	3	\$59,300	94%	n/a	n/a	\$59,187	100%	-6%	\$59,603	101%
CIVIL ENFORCEMENT OFFICER I (001893)	\$51,293	2	\$44,500	115%	\$55,286	124%	\$54,445	122%	7%	\$54,861	123%
CLAIMS ADJUSTER (001995)	\$60,798	1	\$63,500	96%	n/a	n/a	\$63,950	101%	-6%	\$64,366	101%
COLLECTIONS OFFICER (001376)	\$49,182	4	\$42,300	116%	n/a	n/a	\$52,334	124%		\$52,750	125%
CONCRETE FINISHER (001852)	\$54,850	10	\$42,500	129%	\$54,850	129%	\$58,002	136%		\$58,418	137%
CRIME SCENE TECH II UNION (001779)	\$45,219	7	\$50,700	89%	\$50,107	99%	\$48,371	95%		\$48,787	96%
CUSTODIAN II (006090)	\$35,090	2	\$31,600	111%	\$35,090	111%	\$38,242	121%		\$38,658	122%
EEO/ADA SPECIALIST (002299)	\$79,539	0	\$79,300	100%	n/a	n/a	\$82,691	104%		\$83,107	105%
EMPLOYEE MARKETING & COMM (002225)	\$65,354	0	\$66,500	98%	n/a	n/a	\$68,506	103%		\$68,922	104%
EMPLOYEE TRAINING & DEVELOPMEN (000491)	\$62,254	1	\$61,100	102%	n/a	n/a	\$65,406	107%		\$65,822	108%
ENGINEER IV (002198)	\$83,325	11	\$82,800	101%	n/a	n/a	\$86,477	104%	6%	\$86,893	105%
ENGINEERING TECH IV UNION (000829)	\$60,590	12	\$58,200	104%	\$60,590	104%	\$63,742	110%		\$64,158	110%
EVIDENCE TECHNICIAN II (002277)	\$48,069	5	\$48,300	100%	\$48,069	100%	\$51,221	106%		\$51,637	107%
FINANCIAL ANALYST III (001670)	\$71,573	5	\$78,800	91%	n/a	n/a	\$74,725	95%		\$75,141	95%
FIRE CAPTAIN (008040)	\$91,125	77	\$83,300	109%	\$91,125	109%	\$94,277	113%		\$94,693	114%
FIREFIGHTER/EMT - all levels	\$51,708	41	\$48,600	106%	\$42,016	86%	\$54,860	113%		\$55,276	114%
FIREFIGHTER/ENGINEER - all levels	\$74,464	58	\$68,300	109%	\$44,970	66%	\$77,616	114%		\$78,032	114%
FIREFIGHTER/PARAMEDIC - all levels	\$80,392	88	\$60,100	134%	\$48,526	81%	\$83,544	139%		\$83,960	140%
FLEET MECHANIC (001952)	\$54,850	42	\$59,500	92%	\$54,850	92%	\$58,002	97%		\$58,418	98%
FORENSIC SCIENTIST I (001973)	\$60,590	1	\$54,100	112%	\$60,590	112%	\$63,742	118%	8%	\$64,158	119%
GENERAL MAINT. WORKER III (006140)	\$55,994	5	\$46,000	122%	\$44,533	97%	\$59,146	129%	19%	\$59,562	129%
GIS SPECIALIST (000781)	\$62,795	2	\$64,000	98%	n/a	n/a	\$65,947	103%		\$66,363	104%
GOLF CLUB PROFESSIONAL - All levels	\$79,331	4	\$82,500	96%	n/a	n/a	\$82,483	100%		\$82,899	100%
GOLF SUPERINTENDENT 18 HOLES (000936)	\$68,494	3	\$70,200	98%	n/a	n/a	\$71,646	102%	10%	\$72,062	103%
GRAPH DESIGN SPECIALIST (002103)	\$56,129	2	\$55,500	101%	n/a	n/a	\$59,281	107%		\$59,697	108%
HR BUSINESS PARTNER II (002436)	\$76,752	6	\$81,800	94%	n/a	n/a	\$79,904	98%		\$80,320	98%
HR RECRUITER (002297)	\$65,354	1	\$65,600	100%	n/a	n/a	\$68,506	104%		\$68,922	105%
HRIS ANALYST (002155)	\$79,331	1	\$90,300	88%	n/a	n/a	\$82,483	91%		\$82,899	92%
HVAC TEC. II (006050)	\$58,178	8	\$57,000	102%	\$58,178	102%	\$61,330	108%		\$61,746	108%
JUDICIAL ASSISTANT II (002084)	\$53,456	9	\$43,800	122%	\$53,456	122%	\$56,608	129%		\$57,024	130%
JUSTICE COURT JUDGE (001601)	\$153,405	5	\$137,400	112%	n/a	n/a	\$156,557	114%		\$156,973	114%

APPENDIX C-1: 2020-21 SLC/Local Market Pay Comparison for union benchmark jobs (continued)

Job Title (Job Code)	SLC Median Employee Salary	# SLC Incumbents	Market Salary (50th percentile)		SLC Top Rate (union only)	SLC Top Rate/Market (%)	w/ Additional Economic Value of benefits (Public Sector) = \$3,152 per year		Yearly Increase/Decrease > 5%	w/ Additional Economic Value of benefits (Private Sector) = \$3,568 per year	
LABORATORY CHEMIST UNION (001806)	\$63,627	0	\$69,200	92%	n/a	n/a	\$66,779	97%		\$67,195	97%
LCSW/MENTAL HEALTH COUNSELOR (002426)	\$56,014	1	\$68,300	82%	n/a	n/a	\$59,166	87%	-12%	\$59,582	87%
LEGAL SECRETARY III (003136)	\$54,818	2	\$51,600	106%	n/a	n/a	\$57,970	112%		\$58,386	113%
LICENSED ARCHITECT (000752)	\$83,512	0	\$95,700	87%	n/a	n/a	\$86,664	91%		\$87,080	91%
MAINT. ELECTRICIAN IV (000168)	\$60,050	9	\$62,800	96%	\$60,050	96%	\$63,202	101%		\$63,618	101%
METAL FABRICATION TECHNICIAN (001925)	\$60,050	4	\$57,700	104%	\$60,050	104%	\$63,202	110%		\$63,618	110%
NETWORK SYSTEMS ENGINEER II (001394)	\$83,637	7	\$85,000	98%	n/a	n/a	\$86,789	102%		\$87,205	103%
OFFICE FACILITATOR II NON UNIO (001232)	\$49,130	28	\$54,300	90%	n/a	n/a	\$52,282	96%		\$52,698	97%
OFFICE TECHNICIAN II (001191)	\$41,454	22	\$36,900	112%	\$48,506	131%	\$44,606	121%		\$45,022	122%
PAINTER II (001347)	\$53,186	6	\$49,300	108%	\$53,186	108%	\$56,338	114%		\$56,754	115%
PARALEGAL (002201)	\$58,136	6	\$60,600	96%	n/a	n/a	\$61,288	101%		\$61,704	102%
PARKS GROUNDSKEEPER (001813)	\$31,907	10	\$32,500	98%	\$37,357	115%	\$35,059	108%		\$35,475	109%
PLANS EXAMINER I (002127)	\$61,984	2	\$71,300	87%	\$66,830	94%	\$65,136	91%		\$65,552	92%
PLUMBER II (000854)	\$56,514	3	\$56,500	100%	\$56,514	100%	\$59,666	106%		\$60,082	106%
POLICE CAPTAIN (000851)	\$113,922	8	\$108,600	105%	n/a	n/a	\$117,074	108%	-6%	\$117,490	108%
POLICE INFORMATION SPECIALIST (002463)	\$55,328	15	\$44,700	124%	\$48,506	109%	\$58,480	131%	30%	\$58,896	132%
POLICE INTELLIGENCE SPEC.UNION (001539)	\$47,008	3	\$57,500	82%	\$54,974	96%	\$50,160	87%	6%	\$50,576	88%
POLICE LIEUTENANT (000849)	\$100,589	24	\$93,600	107%	n/a	n/a	\$103,741	111%		\$104,157	111%
POLICE OFFICER - All levels	\$70,574	406	\$63,600	111%	\$73,008	115%	\$73,726	116%	-12%	\$74,142	117%
POLICE SERGEANT (007008)	\$85,426	68	\$84,800	101%	n/a	n/a	\$88,578	104%	-10%	\$88,994	105%
PRINCIPAL PLANNER (001733)*	\$66,238	10	\$68,627	97%	n/a	n/a	\$69,390	101%		\$69,806	102%
PROCUREMENT SPECIALIST I (000533)	\$59,758	2	\$65,200	92%	n/a	n/a	\$62,910	96%	-6%	\$63,326	97%
PROG COOR ARTS COUNCIL (001799)	\$57,678	1	\$55,300	104%	n/a	n/a	\$60,830	110%		\$61,246	111%
PUBLIC SAFETY DISPATCHER (002387)	\$45,698	65	\$43,300	106%	\$53,456	123%	\$48,850	113%		\$49,266	114%
REAL PROPERTY AGENT (000370)	\$68,370	1	\$69,400	99%	n/a	n/a	\$71,522	103%		\$71,938	104%
REDEVELOPMENT AGENCY PROP MGR (001391)	\$67,267	1	\$76,700	88%	n/a	n/a	\$70,419	92%		\$70,835	92%
SAFETY PROGRAM MGR (002286)	\$87,714	2	\$91,600	96%	n/a	n/a	\$90,866	99%		\$91,282	100%
SENIOR CITY ATTORNEY (002319)	\$138,882	13	\$144,800	96%	n/a	n/a	\$142,034	98%		\$142,450	98%
SENIOR SECRETARY (003030)	\$34,549	1	\$42,000	82%	\$48,506	115%	\$37,701	90%	-8%	\$38,117	91%
SOCIAL SERVICE WORKER (002499)	\$55,182	4	\$54,000	102%	n/a	n/a	\$58,334	108%		\$58,750	109%
SOFTWARE ENGINEER III (002145)	\$93,246	2	\$89,600	104%	n/a	n/a	\$96,398	108%		\$96,814	108%
SOFTWARE SUPPORT ADMIN II (001729)	\$80,694	2	\$74,100	109%	n/a	n/a	\$83,846	113%		\$84,262	114%
SR BENEFITS ANALYST (002122)	\$68,078	2	\$71,000	96%	n/a	n/a	\$71,230	100%		\$71,646	101%
SR UTILITIES REP CUST SVC (000199)	\$48,506	4	\$44,500	109%	\$48,506	109%	\$51,658	116%		\$52,074	117%
TECH SYSTEM ANALYST III (002203)	\$72,093	1	\$70,000	103%	n/a	n/a	\$75,245	107%		\$75,661	108%
VICTIM ADVOCATE (001765)	\$49,130	3	\$42,800	115%	n/a	n/a	\$52,282	122%	14%	\$52,698	123%
VIDEO PRODUCTION MGR (002217)	\$85,966	1	\$76,200	113%	n/a	n/a	\$89,118	117%		\$89,534	117%
WAREHSE SUP WORKER-AIRPORT (002022)	\$33,363	1	\$37,700	88%	\$46,862	124%	\$36,515	97%	-48%	\$36,931	98%
WASTE & RECYCLING EQUIP OP II (002347)	\$50,190	26	\$47,200	106%	\$50,190	106%	\$53,342	113%		\$53,758	114%
WATER METER READER II (006326)	\$34,840	2	\$39,400	88%	\$40,747	103%	\$37,992	96%	-16%	\$38,408	97%
WATER METER TECHNICIAN II (000997)	\$41,579	3	\$54,000	77%	\$48,651	90%	\$44,731	83%	-11%	\$45,147	84%
WATER PLANT OPERATOR II (000966)	\$58,178	25	\$54,600	107%	\$58,178	107%	\$61,330	112%		\$61,746	113%
WATER SYSTEM MAINTENANCE OP II (000975)	\$51,646	15	\$44,300	117%	\$51,646	117%	\$54,798	124%		\$55,214	125%
WRF OP II (002134)	\$54,850	11	\$62,200	88%	\$54,850	88%	\$58,002	93%	-21%	\$58,418	94%

APPENDIX C-2: 2020-21 SLC/Local Market Pay Comparison for non-represented benchmark jobs

Included in this section and appendix C-2 are a total of **44 non-union benchmark jobs**, covering 1,371 union and general employees combined. The committee’s recommendations for this group of jobs is based on the median base rate of pay plus the additional economic value of public employer-provided benefits compared to market. Results of the analysis for this group of jobs shows 12 benchmark jobs in the **significantly lagging** category (\geq -6%); 12 benchmark job in the **slightly lagging** category (\geq -1 to – 5.9%); and 36 benchmark jobs **leading significantly** (\geq 10%)

Job Title (Job Code)	SLC Median Employee Salary	# SLC Incumbents	Market Salary (50th percentile)		SLC Top Rate (union only)	SLC Top Rate/Market (%)	w/ Additional Economic Value of benefits (Public Sector) = \$3,152 per year		Yearly Increase/Decrease > 5%	w/ Additional Economic Value of benefits (Private Sector) = \$3,568 per year	
ACCOUNTANT III (001666)	\$70,294	14	\$71,200	99%	n/a	n/a	\$73,446	103%		\$73,862	104%
AUDITOR III (001684)	\$75,754	0	\$75,300	101%	n/a	n/a	\$78,906	105%		\$79,322	105%
BATTALION CHIEF (008030)	\$106,538	12	\$99,300	107%	n/a	n/a	\$109,690	110%		\$110,106	111%
CITY PAYROLL ADMINISTRATOR (001945)	\$60,757	2	\$56,200	108%	n/a	n/a	\$63,909	114%		\$64,325	114%
CIVIC ENGAGEMENT PROGRAM SPEC. (001821)	\$56,035	3	\$59,300	94%	n/a	n/a	\$59,187	100%	-6%	\$59,603	101%
CLAIMS ADJUSTER (001995)	\$60,798	1	\$63,500	96%	n/a	n/a	\$63,950	101%	-6%	\$64,366	101%
COLLECTIONS OFFICER (001376)	\$49,182	4	\$42,300	116%	n/a	n/a	\$52,334	124%		\$52,750	125%
EEO/ADA SPECIALIST (002299)	\$79,539	0	\$79,300	100%	n/a	n/a	\$82,691	104%		\$83,107	105%
EMPLOYEE MARKETING & COMM (002225)	\$65,354	0	\$66,500	98%	n/a	n/a	\$68,506	103%		\$68,922	104%
EMPLOYEE TRAINING & DEVELOPMEN (000491)	\$62,254	1	\$61,100	102%	n/a	n/a	\$65,406	107%		\$65,822	108%
ENGINEER IV (002198)	\$83,325	11	\$82,800	101%	n/a	n/a	\$86,477	104%	6%	\$86,893	105%
FINANCIAL ANALYST III (001670)	\$71,573	5	\$78,800	91%	n/a	n/a	\$74,725	95%		\$75,141	95%
GIS SPECIALIST (000781)	\$62,795	2	\$64,000	98%	n/a	n/a	\$65,947	103%		\$66,363	104%
GOLF CLUB PROFESSIONAL - All levels	\$79,331	4	\$82,500	96%	n/a	n/a	\$82,483	100%		\$82,899	100%
GOLF SUPERINTENDENT 18 HOLES (000936)	\$68,494	3	\$70,200	98%	n/a	n/a	\$71,646	102%	10%	\$72,062	103%
GRAPH DESIGN SPECIALIST (002103)	\$56,129	2	\$55,500	101%	n/a	n/a	\$59,281	107%		\$59,697	108%
HR BUSINESS PARTNER II (002436)	\$76,752	6	\$81,800	94%	n/a	n/a	\$79,904	98%		\$80,320	98%
HR RECRUITER (002297)	\$65,354	1	\$65,600	100%	n/a	n/a	\$68,506	104%		\$68,922	105%
HRIS ANALYST (002155)	\$79,331	1	\$90,300	88%	n/a	n/a	\$82,483	91%		\$82,899	92%
JUSTICE COURT JUDGE (001601)	\$153,405	5	\$137,400	112%	n/a	n/a	\$156,557	114%		\$156,973	114%
LABORATORY CHEMIST UNION (001806)	\$63,627	0	\$69,200	92%	n/a	n/a	\$66,779	97%		\$67,195	97%
LCSW/MENTAL HEALTH COUNSELOR (002426)	\$56,014	1	\$68,300	82%	n/a	n/a	\$59,166	87%	-12%	\$59,582	87%
LEGAL SECRETARY III (003136)	\$54,818	2	\$51,600	106%	n/a	n/a	\$57,970	112%		\$58,386	113%
LICENSED ARCHITECT (000752)	\$83,512	0	\$95,700	87%	n/a	n/a	\$86,664	91%		\$87,080	91%
NETWORK SYSTEMS ENGINEER II (001394)	\$83,637	7	\$85,000	98%	n/a	n/a	\$86,789	102%		\$87,205	103%
OFFICE FACILITATOR II NON UNIO (001232)	\$49,130	28	\$54,300	90%	n/a	n/a	\$52,282	96%		\$52,698	97%
PARALEGAL (002201)	\$58,136	6	\$60,600	96%	n/a	n/a	\$61,288	101%		\$61,704	102%
POLICE CAPTAIN (000851)	\$113,922	8	\$108,600	105%	n/a	n/a	\$117,074	108%	-6%	\$117,490	108%
POLICE LIEUTENANT (000849)	\$100,589	24	\$93,600	107%	n/a	n/a	\$103,741	111%		\$104,157	111%
POLICE SERGEANT (007008)	\$85,426	68	\$84,800	101%	n/a	n/a	\$88,578	104%	-10%	\$88,994	105%
PRINCIPAL PLANNER (001733)*	\$66,238	10	\$68,627	97%	n/a	n/a	\$69,390	101%		\$69,806	102%
PROCUREMENT SPECIALIST I (000533)	\$59,758	2	\$65,200	92%	n/a	n/a	\$62,910	96%	-6%	\$63,326	97%
PROG COOR ARTS COUNCIL (001799)	\$57,678	1	\$55,300	104%	n/a	n/a	\$60,830	110%		\$61,246	111%
REAL PROPERTY AGENT (000370)	\$68,370	1	\$69,400	99%	n/a	n/a	\$71,522	103%		\$71,938	104%
REDEVELOPMENT AGENCY PROP MGR (001391)	\$67,267	1	\$76,700	88%	n/a	n/a	\$70,419	92%		\$70,835	92%
SAFETY PROGRAM MGR (002286)	\$87,714	2	\$91,600	96%	n/a	n/a	\$90,866	99%		\$91,282	100%
SENIOR CITY ATTORNEY (002319)	\$138,882	13	\$144,800	96%	n/a	n/a	\$142,034	98%		\$142,450	98%
SOCIAL SERVICE WORKER (002499)	\$55,182	4	\$54,000	102%	n/a	n/a	\$58,334	108%		\$58,750	109%
SOFTWARE ENGINEER III (002145)	\$93,246	2	\$89,600	104%	n/a	n/a	\$96,398	108%		\$96,814	108%
SOFTWARE SUPPORT ADMIN II (001729)	\$80,694	2	\$74,100	109%	n/a	n/a	\$83,846	113%		\$84,262	114%
SR BENEFITS ANALYST (002122)	\$68,078	2	\$71,000	96%	n/a	n/a	\$71,230	100%		\$71,646	101%
TECH SYSTEM ANALYST III (002203)	\$72,093	1	\$70,000	103%	n/a	n/a	\$75,245	107%		\$75,661	108%
VICTIM ADVOCATE (001765)	\$49,130	3	\$42,800	115%	n/a	n/a	\$52,282	122%	14%	\$52,698	123%
VIDEO PRODUCTION MGR (002217)	\$85,966	1	\$76,200	113%	n/a	n/a	\$89,118	117%		\$89,534	117%

APPENDIX C-3: 2020-21 Local Market Survey Participants – WMG

WESTERN MANAGEMENT GROUP SURVEY PARTICIPANTS		
1 800 Contacts	Aerojet Rocketdyne	Agreserves
All Native Group	American Systems	ASRC Federal
Associated Food Stores	Big West Oil	Booz Allen Hamilton
Brigham Young University	Cherokee Nation Businesses	Cognosante
Comcast	Constellation Software Engineering	doTERRA International
eBay	Edwards Lifesciences	Flir Systems
Fluor	General Dynamics/Information Technology	Halfaker & Associates
Hexcel	Hospital Corporation of America	Huntsman Cancer Institute
Innophos Nutrition	Intecon	JT4
KBRWyle	Lockheed Martin	ManTech International
Maverik	Maxar Technologies	Merit Medical Systems
MITRE	Moog	New Age Beverage
Northrop Grumman	O.C. Tanner	Overstock.com
Parker-Hannifin Utah	Parsons	Raytheon Technologies
Rio Tinto Shared Services	SAIC	Salt Lake County
Savers	Sawdey Solution Services	Sinclair Services
Southwest Research Institute	Space Dynamics Laboratory	State of Utah, DHRM
Textron Systems	U.S. Foods	USANA Health Sciences
Utah County	Utah State Courts	Utah System of Higher Education
Utah Transit Authority	Utah Valley University	Wasatch Front Waste & Recycling District
Waste Management	Weber State University	
62 TOTAL PARTICIPANTS		

APPENDIX C-4: 2020-21 Local Market Survey Participants – WCG

WESTERN MANAGEMENT GROUP SURVEY PARTICIPANTS		
1 800 Contacts	Aerojet Rocketdyne	Agreserves
All Native Group	American Systems	ASRC Federal
Associated Food Stores	Big West Oil	Booz Allen Hamilton
Brigham Young University	Cherokee Nation Businesses	Cognosante
Comcast	Constellation Software Engineering	doTERRA International
eBay	Edwards Lifesciences	Flir Systems
Fluor	General Dynamics/Information Technology	Halfaker & Associates
Hexcel	Hospital Corporation of America	Huntsman Cancer Institute
Innophos Nutrition	Intecon	JT4
KBRWyle	Lockheed Martin	ManTech International
Maverik	Maxar Technologies	Merit Medical Systems
MITRE	Moog	New Age Beverage
Northrop Grumman	O.C. Tanner	Overstock.com
Parker-Hannifin Utah	Parsons	Raytheon Technologies
Rio Tinto Shared Services	SAIC	Salt Lake County
Savers	Sawdey Solution Services	Sinclair Services
Southwest Research Institute	Space Dynamics Laboratory	State of Utah, DHRM
Textron Systems	U.S. Foods	USANA Health Sciences
Utah County	Utah State Courts	Utah System of Higher Education
Utah Transit Authority	Utah Valley University	Wasatch Front Waste & Recycling District
Waste Management	Weber State University	
62 TOTAL PARTICIPANTS		

APPENDIX D: Committee's 2020 response to city council letter dated 2/7/2019

For continued reference and information, the committee wishes to once again include the letter dated February 7, 2019 from former city council chair, Charlie Luke. In this letter, the committee was asked to consider requests and/or questions posed around three topics. Questions are summarized, along with the committee's response noted for each, below.

1) *Inclusion of multiple scenarios for compensation and potential adjustments based on the public safety compensation survey conducted by Mercer in FY2019, and more specifically:*

- a. What scenarios does the committee recommend for compensation of public safety professionals compared to market?

Due to Salt Lake City's distinction as Utah's largest city and role as capital city, the committee supports the city's need to distinguish itself as a local area pay leader. Therefore, it is recommended the city maintain a relative pay position including actual median employee pay rates plus the overall additional economic value of (public sector) benefits between 105-120% compared to the local area market.

- b. What scenarios might raise compensation just above market rate to reflect hiring competition and retention challenges?

Continuing to conduct a national survey of wages once every three years enables the city to keep abreast of how pay for Salt Lake City's for public safety personnel, including Firefighters and Police Officers, compares to their counterparts in similar U.S. municipalities. Similarly, monitoring potential shifts in trends and tracking the source of applicants and candidates hired should also allow Salt Lake City to note if and when more weight should be given to national rather than local area market pay comparisons.

As noted earlier in this report, of 1,078 external applicants for police officers in 2019, 869 (or, **81%**) were from Utah; among the 36 hires made, 34 (or, **94%**) were from Utah. The latest recruitment process conducted for firefighters yielded 777 external applicants, of which 486 were from Utah (63%); all 12 job offers made were to candidates from Utah.

- c. What pros and cons does the committee see to adjusting the city's compensation policy so that sworn public safety employees lead the market?

The committee believes advantages to adhering to the compensation philosophy described in 1(a), above, will continue to allow the city to preserve its ability to successfully attract and retain qualified candidates and employees in positions critical for the city to ensure public safety. Disadvantages might include the need to hold wages and salaries for employees if and when pay rates exceed market comparison by 120%.

2) *Insight on balancing the value of and cost of retaining current employees (not just public safety) versus hiring and training new employees;*

In order to identify specifically why employees are leaving, the city needs to understand that many factors besides pay contribute to an employee choosing to leave. As noted in the articles provided under Appendix G, employers can avoid the high costs of turnover through better retention.

Organizations cannot avoid the attrition of mature workers leaving the workplace, but through retention strategies employers can reduce turnover. Compensation and benefits play a role in recruiting and retaining employees, but other factors have significant impacts as well. In many cases it is the working environment or culture that prompts an employee to leave.

According to the Retention Report, the three top specific reasons for employees to leave jobs in 2018 were career development (21%), work-life balance (13%) and manager behaviors (11%). Experts say these reasons all fall under one broad umbrella of why employees leave companies: Their employer is not meeting their needs and expectations.

Retention strategies should be built on the knowledge and understanding of multi-generational needs and expectations. "All managers and companies should know why their employees join, why their employees stay and why their employees leave," says Gabriel Stavsky with Retensa Employee Retention Strategies.

The committee recommends the city begin to ask questions and compile answers via engagement surveys, exit interviews, and other methods to diagnose where and why turnover is specifically occurring. We recommend that the city retain a third-party culture/retention expert to conduct a cultural study at the city that considers the following and to suggest recommended retention strategies to remedy turnover to retain City employees.

- Determine where and why city turnover is occurring by collecting as much information as possible about the types of city positions that have the highest turnover. This would include: why it is specifically occurring; which city departments have ongoing retention or turnover issues; why the higher turnover is specifically happening and; determining if there are any generational or demographic factors where turnover is higher.
- Perform exit surveys to capture the reasons city employees have left. Use of a third-party vendor typically creates a safer environment for honest answers about why an employee chooses to leave. Sadly, the employee has left the city at this point. However, being asked by a third party why he/she left and understanding that the city is working on improving may cause an employee to reconsider leaving.
- Government and city leadership has the potential to change every four years, which contributes to a loss of continuity and provides a challenge in building sustainable cultural values. The effects of this should be examined by the third-party vendor also.
- Ask current employees what they value and why they stay**. Assuming that compensation or benefits are the reason(s) employees stay or leave may be incorrect. Asking employees through confidential surveys, retention interviews, and other methods will assist the city in getting a better understanding of this important retention information of specifically why employees stay and what would cause them to leave.

****Caveat:** If the city asks employees for this information, it must be prepared to share the feedback that it received, good and bad, with employees and also share with them how this information will be used to make improvements. It is important to note the process of obtaining specific turnover information, creating a retention strategy to mitigate turnover, and building cultural values is a long-term process. It does not happen quickly and will require time, dedication, monitoring and evaluation by the city HR Department in partnership with city management to create sustainable processes and programs to improve retention.

3) *Provide an assessment of the city's long-standing salary practice of identifying no less than 95% of market as the preferred range for setting employee compensation and the city's overall benefits offerings, including:*

a. *Should the city's benefits package be holistically reviewed more frequently?*

Aligned with the recommendation received in NFP's benefit and compensation analysis and report, the committee agrees best practice would be to review the city's benefits with a maximum gap of 3-5 years.

b. *Is the benefits package still sufficiently competitive and generous in today's market to warrant the up to 5% of salary reduction from market?*

According to results of a more comprehensive employee benefits study NFP conducted on the city's behalf at the end of 2019, it was determined Salt Lake City's benefits add the following value (in dollar amount) to overall compensation (compared to market), as follows:

- Compared to other Public Sector organizations: **\$3,152.37**
- Compared to Private Sector organizations: **\$3,568.41**
- For Public Safety compared to Public Sector organizations: **\$4,694.33**
- For Public Safety compared to Private Sector organizations: **\$5,110.37**

Where value was most added/lost

- The city's medical plans **added** \$1,909.06 toward the overall value of the benefits package. This was due to the low cost to employees but was tempered by the city lagging in deductibles and out of pocket maximums.
- The city's LTD offering of 66.67% to SSNRA and the low cost for public safety **added** \$416.04 annually toward the overall value of benefits for public safety employees.
- The city's STD offering **added** \$420.00 per year when compared against the private sector.
- The city's longevity pay offering **added** \$1,050.00 across all groups.
- The city's tuition reimbursement **added** \$379.10 across all groups.
- The city's EAP **added** \$180 across all groups.
- The cost of the city's dental plan to employees **subtracted** \$593.37 from the overall benefits package value across all groups.

Other benefits, such as HSA contributions, retirement benefits (when compared to the Public Sector), paid holidays and leave, at the median, meaning that they neither added nor subtracted overall value.



February 7, 2019

ATTN: Citizens Compensation Advisory Committee (CCAC)
SLC Human Resources
PO Box 145464
Salt Lake City, UT 84114-5464

Dear Citizens Compensation Advisory Committee Members,

Thank you for serving Salt Lake City on this important Committee. Your insight and recommendations are valuable to the Mayor's and Council's annual budget deliberations. We're writing to request that the three topics mentioned below be considered by the CCAC and that the resulting information or recommendations be included in the annual report.

In the Fiscal Year 2019 budget, we funded a public safety compensation survey looking at the salary and benefits for police officers and fire fighters. The survey is conducted every three years. Please include in your annual report multiple scenarios for compensation and potential policy adjustments based on the survey findings. For example, what scenarios does the Committee recommend to put compensation of public safety professionals at market rate? What scenarios might raise compensation just above market rate to reflect hiring competition/retention challenges? What pros/cons does the Committee see to adjusting the City's compensation policy so that sworn public safety employees lead the market?

More broadly, we would appreciate the Committee's insight on balancing the value of and cost of retaining current employees (not just public safety) versus hiring and training new employees. This policy balancing test arose in several Council briefings and discussions over the past year.

The last topic regards the City's long-standing salary practice of identifying 95% – 100% of market rate as the preferred range for setting employee compensation. Should the City's benefits package be holistically reviewed more frequently? Is the benefits package still sufficiently competitive and generous in today's market to warrant the up to 5% of salary reduction from market? We know it is valuable to periodically reevaluate the past tradeoff decision to pay employees less than 100% of market because the benefits package is intentionally top-of-the-line. In recent experience we've noted some departments that regularly interact with the Council have lost employees to outside entities and, in some instances, this appears to be impacting the City's ability to advance City priorities.

CHARLIE LUKE | DISTRICT 6 | COUNCIL CHAIR || JAMES ROGERS | DISTRICT 1 | COUNCIL VICE CHAIR ||
ANDREW JOHNSTON | DISTRICT 2 || CHRIS WHARTON | DISTRICT 3 | ANA VALDEMOROS | DISTRICT 4
ERIN MENDENHALL | DISTRICT 5 || AMY FOWLER | DISTRICT 7

Each of these three topics is significant to our annual compensation budget decisions. If you identify areas for further study, opportunities to improve compensation data or pertinent information that would be helpful and is not currently available, please also incorporate those suggestions into your annual report.

We look forward to your annual report and briefing in March and are grateful for your professional expertise.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Charlie Luke', with a stylized, flowing script.

Charlie Luke
Chair, Salt Lake City Council

CL/bl

CC:
Mayor Jackie Biskupski
City Council Members
Patrick Leary, Chief of Staff
David Litvack, Deputy Chief of Staff
Julio Garcia, HR Director
Mary Beth Thompson, Chief Financial Officer
Mike Brown, Police Chief
Karl Lieb, Fire Chief
Cindy Gust-Jenson, City Council Office Executive Director
Jennifer Bruno, City Council Office Deputy Director

APPENDIX F – SHRM articles on impact of COVID-19 on salary budgets

Included in the following pages—

- *“Salary Increase Budgets Decline for First Time in 12 Years,”* by Society for Human Resource Management (August 17, 2020)
- *“One-Third of U.S. Employers Trim Projected Pay Raises for 2021,”* by Society for Human Resource Management (October 13, 2020)
- *“Fewer Workers Will Get Pay Raises in 2021; Bonuses Gain Ground,”* by Society for Human Resource Management (November 17, 2020)

Salary Increase Budgets Decline for First Time in 12 Years

Pay increase rates plunged but may rise again as economy reopens

By Stephen Miller, CEBS
August 17, 2020

updated Sept. 3, 2020

Hoping for an economic rebound before year-end, employers haven't abandoned their salary increase budgets for 2020, although they have trimmed them a bit, new research shows. They don't expect to step up salary budget growth next year, given uncertainty over the economic outlook, salary increase forecasts show.

Responding to Uncertainty

WorldatWork's 2020-2021 Salary Budget Survey, conducted from May 27 to June 26, with 4,754 responses from total rewards professionals, found that salary increase budgets are still in play at most organizations.

Respondents said that they anticipated employee compensation at their organizations would grow by an average of 2.9 percent in 2020, down from the projected average increase of 3.3 percent expected at the start of the year and the first time in 12 years that the rate of increase has fallen (<https://worldatwork.org/workspan/articles/salary-increase-budgets-fall-for-first-time-in-12-years>) from the prior year. "The last time the survey saw a decline in salary budget increases was during the Great Recession of 2008-09," WorldatWork reported.

The table below summarizes the survey's top-level results (https://www.worldatwork.org/docs/research-and-surveys/sbs/SBS2020-21_TopLevelData.pdf) for 2020 and projected salary budget increases for 2021, compared with 2019 salary budget increases (https://www.worldatwork.org/docs/research-and-surveys/sbs/SBS2019_20_TopLevelData_NonParticipants.pdf). The *mean* is the mathematical average, and the *median* is the middle value after listing expected budget increases in successive order. Outliers, or extreme values on either the high or low end, have a bigger effect on the mean and less on the median.

The finding that projections for 2021 closely mirror 2020 outcomes shows the high level of uncertainty among compensation planners about the state of the economy next year, WorldatWork's analysis suggested.

Total U.S. Salary Budget Increases: 2019-2021

Salary increase budgets are the pool of money available annually for base pay adjustments.

Employee Category	Actual 2019 Mean	Actual 2019 Median	Actual 2020 Mean	Actual 2020 Median	Projected 2021 Mean	Projected 2021 Median
Nonexempt hourly, nonunion	3.2%	3.3%	2.8%	3.0%	2.9%	3.0%
Nonexempt salaried (www.shrm.org/ResourcesAndTools/tools-and-samples/hr-qa/Pages/whatisthemeaningofsalaried,nonexemptemployee.aspx)	3.1%	3.0%	2.9%	3.0%	2.9%	3.0%

Exempt salaried	3.2%	3.0%	2.9%	3.0%	2.9%	3.0%
Officers/executives	3.3%	3.0%	3.3%	3.0%	3.3%	3.0%
All	3.2%	3.0%	2.9%	3.0%	2.9%	3.0%

Source: WorldatWork 2020-2021 Salary Budget Survey: Top-Level Results and 2019-2020 Salary Budget Survey: Top-Level Results.

 SHRM RESOURCE SPOTLIGHT

Coronavirus and COVID-19 (www.shrm.org/ResourcesAndTools/Pages/communicable-diseases.aspx)

A Range of Adjustments

Contributing to the decline in salary budget growth was a significant rise in organizations that expect to keep their salary budgets to remain flat throughout 2020. "The sudden jolt of the pandemic has driven a higher percentage of organizations [to indicate] a zero salary increase budget for 2020," nearly 10 times higher than 2019, said Sue Holloway, director at WorldatWork, an association of total rewards professionals, most of whom work for large, North American firms.

Nevertheless, 84 percent of organizations expect to pay some form of salary increases in 2020. At the high end of the spectrum, "more than 70 percent of companies are still giving increases in the 3 percent to 4 percent range," Holloway said, "but we recognize the impact of the pandemic will lag" and those figures could be adjusted lower if the economy becomes mired in a recession.

Pay Equity Adjustments

Among surveyed organizations, 65 percent expect to make pay changes in 2020 to address pay equity issues, making pay more equivalent for women and minority employees based on factors such as position, tenure, education and experience, WorldatWork found. About the same number of organizations anticipate making pay equity adjustments in 2021.

Merit-Based Rewards

WorldatWork reported average base-pay merit increase budgets for 2020 at 2.6 percent of compensation, a 0.3 percent drop from 2019.

Although the size of all salary increase budgets, including merit budgets, declined in 2020, organizations continue to differentiate base pay-related awards.

Merit Increase Differentiation

	High Performers Mean	Middle Performers Mean	Low Performers Mean
2020	3.6%	2.5%	0.6%
2019	4.0%	2.7%	0.8%

Feedback

Source: WorldatWork Salary Budget Survey 2019-2020: Executive Report & Analysis.

WorldatWork will field a survey in October to update these findings in light of the state of the economy later this year.

'Wait and See' Approach Popular

Compensation advisory firm Empsight's August 2020 *Policies, Practices & Merit Survey Report*

(<https://www.empsight.com/s.nl/it.l/id.151/.f>) analyzes results from a survey of 248 large U.S. companies, which asked participants to forecast their merit increase budget for 2021, if known.

Only 175 companies (70 percent of participants) were able to forecast merit budgets for 2021, while 217 provided forecasts last year (86 percent of the total). This "wait and see" approach is consistent with many other survey responses, Empsight pointed out.

Forecasted Merit Increase Budget for 2021

(includes companies planning no merit budget increase for next year)

	Mean	25th Percentile	Median	75th Percentile
Overall Forecasted Merit Increase Budget	2.66%	2.50%	3.00%	3.00%
Executive	2.49%	2.44%	3.00%	3.00%
Management	2.66%	2.50%	3.00%	3.00%
Professionals	2.67%	2.50%	3.00%	3.00%
Support / Nonexempt	2.62%	2.50%	3.00%	3.00%

Feedback

Source: Empsight, *Policies, Practices & Merit Survey Report*, August 2020.

Empsight also asked participating companies to forecast their total percentage salary increase budget (merit + promotional + special competitive adjustment) for 2021:

Forecasted Total Increase Budget for 2021

(includes companies planning no salary budget increase for next year)

	Mean	25th Percentile	Median	75th Percentile
Forecasted Total Increase Budget	2.91%	3.00%	3.00%	3.26%
Executive	2.76%	2.55%	3.00%	3.25%
Management	2.48%	2.74%	3.00%	3.25%
Professionals	2.85%	2.74%	3.00%	3.25%
Support / Nonexempt	2.80%	2.60%	3.00%	3.22%

Source: Empsight, *Policies, Practices & Merit Survey Report*, August 2020.

Other Forecasts in Same Ballpark

A preview of results from consultancy Willis Towers Watson's 2020 General Industry Salary Budget Survey—U.S., conducted between April and July 2020 with responses from 1,010 organizations, found that:

- Companies are projecting average salary increases of 2.8 percent for nonexecutive management and nonmanagement exempt employees in 2021.
- Nonexempt salaried and hourly employees as well as executives are in line to receive slightly smaller increases (2.7 percent).

Companies granted employees increases between 2.5 percent and 2.7 percent this year, below the 3 percent companies had budgeted before the pandemic hit.

Salary increases have hovered around 3 percent for the past decade. Only 7 percent of companies are not planning pay increases next year, down significantly from 14 percent this year, "an indication that many organizations are projecting a turn toward normalcy in 2021," the firm reported.

"This has been the most challenging compensation planning year for many companies since the Great Recession," said Catherine Hartmann, North America rewards practice leader at Willis Towers Watson. "While many companies managed to avoid cutting salaries during the pandemic, most have reduced the size of this year's salary budgets and are holding the line on increases for next year. At the same time, companies continue to embrace variable pay and other reward initiatives to recognize and help retain their best performers."

Feedback

Salary Increases: Including Companies Granting No Increase

Total increases (percentage of salary).

Employee Category	2019 Salary Increases (average % granted)	2020 Salary Increases (average % budgeted)	2021 Salary Increases (average % budgeted)
Executives	3.2%	2.7%	2.7%
Management, excluding executives	3.2%	2.7%	2.8%
Exempt, nonmanagement	3.1%	2.7%	2.8%
Nonexempt salaried	2.9%	2.5%	2.7%
Nonexempt hourly	3.0%	2.6%	2.7%

Source: Willis Towers Watson, 2020 General Industry Salary Budget Survey—U.S.

Projected salary increases for 2021 were slightly higher when excluding companies that planned no increases.

Salary Increases: Excluding Companies Granting No increase

Total increases (percentage of salary).

Employee Category	2019 Salary Increases (average % granted)	2020 Salary Increases (average % budgeted)	2021 Salary Increases (average % budgeted)
Executives	3.4%	3.2%	3.0%
Management, excluding executives	3.2%	3.1%	3.0%
Exempt, nonmanagement	3.2%	3.1%	3.0%
Nonexempt salaried	3.1%	3.0%	3.0%
Nonexempt hourly	3.1%	3.0%	3.0%

Source: Willis Towers Watson, 2020 General Industry Salary Budget Survey—U.S.

The Willis Towers Watson survey reports employees receiving the highest possible rating were granted an average increase of 4.7 percent this year, while those receiving an average rating typically received 2.8 percent increases.

Willis Towers Watson will release full survey results in mid-September.

Other recent research findings are broadly in line with the survey results above.

Salary.com's annual U.S. and Canada National Salary Budget Survey (<https://www.prnewswire.com/news-releases/salarycom-national-2020-2021-salary-budget-survey-reveals-a-measured-approach-with-increase-budgets-remaining-flat-at-3-for-10th-consecutive-year-301123490.html>) found that:

- 2021 *median* salary increase budgets were expected to remain flat at 3.0 percent for the 10th consecutive year.
- The *average* 2020 actual merit increase of 2.3 percent, however, fell from a 2.6 percent increase in 2019 and is substantially lower than the 2.6 percent increase that was predicted for 2020 in last year's survey.
- The projected recovery to an *average* 2.6 percent merit increase next year indicates that employers are optimistic about an economic recovery in 2021 and hope to restore some lost pay as a result, according to Salary.com, which provides compensation data and analytics.

Over 1,300 HR professionals across 20 industries participated in this year's survey, which closed June 21, 2020.

Salary Structure Changes

WorldatWork's survey reported:

- An *average* salary structure upward adjustments of 1.9 percent in 2020, representing a significant slowdown from 2.2 percent in 2019, affected by a much larger number of organizations reporting no salary structure increase.
- The projection for 2021 salary structure increases is holding steady at 1.9 percent.

Similarly, salary.com found that salary structure increases hovered in the 1.7 percent to 2.0 percent range for most employees in 2018 and 2019, and that:

- The *average* salary structure increase fell to the range of 1.3 percent to 1.6 percent in 2020 and is generally expected to stay the same in 2021
- *Median* salary structure increases, however, are staying relatively stable at 2.0 percent for most employees.

[SHRM members-only how-to guide: How to Establish Salary Ranges (www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/howtoestablishsalaryranges.aspx)]

Variable Pay Bonuses

The salary.com survey also tracked changes in variable/performance-based pay as a percentage of base pay and, again, found planning to be largely in line with prior years, across all employment levels.

"Much to our surprise, in 2020 the average variable pay as a percentage of base salary remained consistent with previous years, and as of June 2020, was projected to remain consistent in 2021," said Chris Fusco, senior vice president of compensation at Salary.com. "However, we would not be surprised to find in next year's survey that bonus prevalence and payouts actually dropped in 2020, given the ongoing economic effects of COVID-19."

Fusco noted that given the highly changeable economic climate, salary plans may be significantly altered by 2021 depending on the course of COVID-19 and economic recovery.

Willis Towers Watson's survey found that:

- Three in four companies (76 percent) are planning to award annual performance bonuses next year, roughly the same percentage as this year.
- Bonuses, generally tied to company and employee performance goals, are projected to average 11 percent of salary for exempt employees, while bonuses for nonexempt salaried and hourly employees will average around 6.8 percent and 5.6 percent, respectively.

"Most companies will continue to be in a cash preservation and cost optimization mode regarding their budgets," Willis Towers Watson's Hartmann said. "And although many companies are looking toward stabilizing their business next year, the full extent of the economic impact of the pandemic is yet to play out."

She added, "Companies will remain cautious and continue to adopt strategies that attempt to balance employee engagement with protecting their core business."

In another look at variable pay trends, consultancy Korn Ferry's May survey of some 3,500 executives (<https://www.kornferry.com/insights/articles/the-bonus-question>) at global companies showed that:

- 16 percent of organizations were not planning to offer bonuses this year, and another 40 percent were unsure of what the payout would be, if there is one.
- Among organizations that plan to distribute bonuses, 33 percent expected payouts to be less than originally intended, and 12 percent anticipated them to be at or above the target level.

Other changes include a refocusing of performance metrics and a shorter measurement period for performance.

"Given the environment, we are seeing the lowering of performance metric thresholds with lower corresponding payouts at these thresholds," said Tom McMullen, leader of Korn Ferry's rewards and benefits practice.

Government Pay-Growth Data

Wages and salaries for civilian workers increased 0.4 percent, seasonally adjusted, for the three-month period ending in June 2020 (<https://www.bls.gov/news.release/eci.nr0.htm>), the U.S. Bureau of Labor Statistics (BLS) reported on July 31. That's a stark falloff from the year-over-year trend, given that wages and salaries grew 2.9 percent for the 12-month period ending in June 2020, according to BLS data.

A separate measure of personal income compiled by the Commerce Department's Bureau of Economic Analysis, also released July 31, found that overall U.S. income fell by 1.1 percent in June (<https://www.bea.gov/news/2020/personal-income-and-outlays-june-2020-and-annual-update>) following a steeper drop of 4.4 percent in May, "as portions of the economy continued to reopen in June," the report stated.

At least 4 million private-sector workers have had their pay cut during the pandemic, according to data provided to *The Washington Post* (<https://www.washingtonpost.com/business/2020/07/01/pay-cut-economy-coronavirus/>) in July by economists who worked on a labor market analysis for the University of Chicago's Becker Friedman Institute.

Related SHRM Resource:

Salary Increase Projections 2021 (www.shrm.org/ResourcesAndTools/tools-and-samples/exreq/Pages/Details.aspx?Erid=145), SHRM Express Request

Related SHRM Articles:

One-Third of U.S. Employers Trim Projected Pay Raises for 2021 (www.shrm.org/ResourcesAndTools/hr-topics/compensation/Pages/one-third-of-US-employers-trim-projected-pay-raises-for-2021.aspx), *SHRM Online*, October 2020


Developing a Post-Pandemic Pay Strategy (www.shrm.org/ResourcesAndTools/hr-topics/compensation/Pages/developing-a-post-pandemic-pay-strategy.aspx), *SHRM Online*, June 2020

Employers Adjust Pay and Incentives Amid Economic Turmoil (www.shrm.org/ResourcesAndTools/hr-topics/compensation/Pages/employers-adjust-pay-and-incentives-amid-coronavirus-economic-turmoil.aspx), *SHRM Online*, April 2020

One-Third of U.S. Employers Trim Projected Pay Raises for 2021

Two-thirds are still planning annual bonuses despite the pandemic

October 13, 2020

 One in 3 U.S. companies responding to a recent survey are lowering their projected salary increases for 2021 amid concerns over weaker financial results and budgetary restraints in the wake of the COVID-19 pandemic. Despite these concerns, two-thirds of employers say they expect to fund their annual short-term bonuses.

The survey of 705 U.S. companies, which together employ 14.3 million people, was conducted in late September.

Consultancy Willis Towers Watson's 2020 North American Compensation Planning Pulse Survey found that:

- 35 percent of U.S. companies plan to lower salary increases next year.
- 50 percent anticipate no change.
- 2 percent project higher increases.
- 13 percent hadn't decided yet.

When asked what factors led them to change their projections, surveyed employees (allowed to select multiple reasons) said:

- They anticipated weaker financial results than previously expected (68 percent).
- They were responding to cost management actions, such as budget cuts (66 percent).

All employee groups other than executives are projected to receive salary increases of 2.6 percent on average in 2021, the survey showed. Those include managers, nonexempt salaried employees and hourly employees. Executives are projected to receive slightly smaller increases, averaging 2.5 percent.

While most employers (84 percent) will deliver pay raises on schedule, about 1 in 6 employees will not receive a pay raise in 2021.

An earlier survey conducted by Willis Towers Watson Data Services from May to July showed that companies projected salary increases of 2.8 percent for all employees next year, in line with other surveys conducted during the summer (www.shrm.org/ResourcesAndTools/hr-topics/compensation/pages/salary-increase-budgets-decline-for-first-time-in-12-years.aspx). Before the pandemic, many employers expected average pay increases for 2021 to exceed 3 percent across all employee groups.

"The pandemic's economic implications have led employers in virtually every industry to rethink their compensation plans and budgets for the coming year," said Catherine Hartmann, North America rewards practice leader at Willis Towers Watson. "For many companies, reducing salary budgets—and, in some cases, suspending pay raises—was the most viable option, as they balance remaining competitive with maintaining financial stability."

Conference Board: Salary Increase Budgets Shrank in 2020

The Conference Board's Salary Increase Budgets for 2021 survey report showed that:

- The 2020 average for actual total salary increase budgets—including exempt, executive, and nonexempt salaried employees—fell from 3.19 percent in 2019 to 2.60 percent in 2020.
- For nonexempt workers specifically, salary increase budgets fell from 3.05 in 2019 to 2.58 in 2020.

The Conference Board, a large-business membership and research association, included 183 organizations in its annual survey, fielded between April 16 and June 21 of 2020.

Many respondents indicated their budgets were not yet finalized due to uncertainty created by the COVID-19 crisis. The report stated that "even lower salary increase budgets in 2021 are likely, barring surprisingly good vaccine news," which the end of 2020 apparently brought, making 2021 salary growth difficult to predict.

Bonuses on Track

Willis Towers Watson also asked U.S. companies about their bonus expectations for 2021, and found that:

- 66 percent plan to award annual bonuses next year.
- 8 percent don't expect to do so.
- 26 percent are undecided.

Among employers that plan to pay bonuses, nearly 58 percent expect the bonus pool funding level to be at or above target level.

Executives and management employees are the most likely to receive bonus awards, at 91 percent and 87 percent of surveyed companies, respectively, while 63 percent of respondents expect to award bonuses to nonexempt hourly workers.

"Employers remain laser-focused on their ability to attract and retain talent during these challenging times," Hartmann said. "Annual performance bonuses, which are typically tied to individual and company performance, can play a significant role in helping employers achieve those goals, when faced with less-than-robust salary increases."

A stronger-than-expected economic recovery could yet boost next year's pay gains, while a prolonged recession could do the opposite. As companies navigate through challenging times, "we expect they will test and monitor the external market and their own internal workforce data more frequently, to better adapt their compensation programs and strategies," Hartmann said.

Employees Working Longer Hours Without Extra Pay

Unpaid hours worked by salaried employees have increased since the COVID-19 pandemic, according to a new report from the ADP Research Institute (ADP RI), an affiliate of payroll services firm ADP.

For its Workforce View 2020: Post-COVID-19 (https://www.adpri.org/wp-content/uploads/2020/10/06223715/COLL_WFV_Vol2-Print_US_2020_570908_98571_FV.pdf) report, ADP RI surveyed employees worldwide, including 1,909 workers in the U.S., between April 28 and May 14, 2020. The researchers compared the results to similar research conducted between Oct. 29, 2019, and Jan. 6, 2020, before the COVID-19 epidemic.

When U.S. workers were asked, on average, how many hours per week they believed they worked without being paid—such as hours worked over lunch breaks or by staying up late—they responded:

- In January:  4.1 hours
- In May:  7.1 hours

Employees "have seen a marked uptick in 'free' work, with the proportion doing 11-plus hours almost doubling in a matter of months," according to the report.

"There could be several reasons for this rise, from job security concerns spurring people to work even harder to demonstrate their worth, to staff failing to 'switch off' when working from home," according to ADP RI. "Whatever the cause, employers will want to weigh up whether this is resulting in improved productivity and keep a close eye on the impact on stress levels and job satisfaction."

Feedback

Related SHRM Articles:

(www.shrm.org/ResourcesAndTools/hr-topics/compensation/pages/salary-increase-budgets-decline-for-first-time-in-12-years.aspx), *SHRM Online*, September 2020

(www.shrm.org/ResourcesAndTools/hr-topics/compensation/Pages/executive-pay-measures-shift-toward-fairness-and-social-responsibility.aspx), *SHRM Online*, September 2020

Salary Increase Budgets Decline for First Time in 12 Years (www.shrm.org/ResourcesAndTools/hr-topics/compensation/pages/salary-increase-budgets-decline-for-first-time-in-12-years.aspx), *SHRM Online*, August 2020

Developing a Post-Pandemic Pay Strategy (www.shrm.org/ResourcesAndTools/hr-topics/compensation/Pages/developing-a-post-pandemic-pay-strategy.aspx), *SHRM Online*, June 2020

Related SHRM Resource:

Salary Increase Projections 2021 (www.shrm.org/ResourcesAndTools/tools-and-samples/exreq/Pages/Details.aspx), SHRM Express Request

Fewer Workers Will Get Pay Raises in 2021; Bonuses Gain Ground

More organizations shift from across-the-board increases to variable pay models

By Stephen Miller, CEBS
November 17, 2020

The economic effects of COVID-19 have forced nearly half of organizations (45 percent) to re-evaluate salary increase plans for 2021, new survey findings show.

Researchers collected data from 1,283 U.S. organizations during July and August for benefits advisory and brokerage firm Gallagher's 2020/2021 Salary Planning Survey report (https://www.ajg.com/us/salary-planning-survey-report/?utm_medium=Earned&utm_source=Press_Release&utm_campaign=GBS_2020_US_National_HRCC_SPS_Release).

At the start of 2020, two-thirds (66 percent) of surveyed employers had awarded pay raises, as organizations felt primed for growth with a robust economy and record-high employment. By the end of the first quarter, however, the reality of COVID-19 had set in, forcing many employers to put the brakes on wage hikes.

This trend will continue into 2021, according to surveyed employers.

Among the segment of employers that indicated COVID-19 has forced them to re-evaluate 2021 salary increase plans, half (51 percent) expect to reduce salary increases, and 45 percent plan to suspend salary increases altogether.

According to the report:

- For 2020, salary increase budgets will end up rising 2.5 percent, down from earlier projections of a 2.8 percent average increase.
- For 2021, Gallagher projects average salary budget increases of 2.1 percent, with variations by employee group (see chart below) as well as by location and industry.

Average Fiscal Year Salary Increase Budgets by Employee Group

	2020	2021
Executives	2.3%	2.0%
Managers	2.6%	2.1%
Other exempt workers	2.6%	2.1%
Nonexempt workers	2.6%	2.2%

Source: Gallagher's 2020/2021 Salary Planning Survey report.

Feedback

Salary forecast surveys for 2021 that focus on larger U.S. employers have projected 2021 base-pay increases across employee groups that are somewhat higher (www.shrm.org/ResourcesAndTools/hr-topics/compensation/pages/salary-increase-budgets-decline-for-first-time-in-12-years.aspx) than Gallagher's results.

Organizations and industries most impacted by the COVID-19 pandemic are expected to be more restrained than others when setting salary increase budgets for next year.

Conference Board: Salary Increase Budgets Shrank in 2020

The Conference Board's Salary Increase Budgets for 2021 survey report showed that:

- The 2020 average for actual total salary increase budgets—including exempt, executive, and nonexempt salaried employees—fell from 3.19 percent in 2019 to 2.60 percent in 2020.
- For nonexempt workers specifically, salary increase budgets fell from 3.05 in 2019 to 2.58 in 2020.

The Conference Board, a large-business membership and research association, included 183 organizations in its annual survey, fielded between April 16 and June 21 of 2020.

Many respondents indicated their budgets were not yet finalized due to uncertainty created by the COVID-19 crisis. The report stated that "even lower salary increase budgets in 2021 are likely, barring surprisingly good vaccine news," which the end of 2020 apparently brought, making 2021 salary growth difficult to predict.

Feedback

Shift Toward Variable Pay

As an alternative to salary increases, variable pay, such as annual bonuses, "can save money and serve as an investment in future success," according to Gallagher's report.

"Revenue streams and budgets will be unpredictable in 2021, and for these reasons, many employers are pausing across-the-board salary increases," said William F. Ziebell, CEO of Gallagher's benefits and HR consulting division. "However, the data shows more employers are leaning into variable pay models because this allows them to provide employees with a pay increase based on performance."

The researchers found that 40 percent of respondents use variable pay for at least one employee group. In addition:

- 57 percent don't anticipate changing their variable pay budgets for 2020 despite the pandemic.
- 73 percent don't anticipate changing their variable pay budgets for 2021.

The benefits of variable pay, according to the report, include increasing employee productivity by linking compensation to organizational success while avoiding long-term costs by not adjusting base-pay levels upward.

Incentive Pay Pointers

"Organizations can be prudent in protecting themselves from overpaying under an incentive plan during challenging economic times," said Bob Lindeman and Linda VanDeventer, managing director and co-founder and director of compensation consulting, respectively, of The Overture Group, a boutique executive compensation and search firm that specializes in privately held, small-market organizations.

Lindeman and VanDeventer advise organizations to take the following steps:

- **Review who is participating in the plan.**

Reducing plan participants is a simple way to reduce potential cost, they noted. "Most legal plan documents and employee communications state—and if not, should state—that management reviews and selects the participants in the plan annually. Stating this fact tempers the expectations of employees, albeit it is a drastic change to implement," they noted.

- **Examine the plan's threshold, target and maximum payouts.**

Reducing a payout maximum as a percent of salary, such as from 250 percent to 150 percent, can curb excessive payouts.

"Participants will likely notice such a change, but if communicated effectively, plan participants should respect that an organization does not have a bottomless checkbook, especially in the era of COVID," Lindeman and VanDeventer said.

Similarly, raising the payout threshold percentage, for example from meeting 60 percent of a targeted goal to 80 percent, "is another effective method to modify the plan while still keeping it motivational," they suggested. Increasing the target performance required for a payout in the financial formulas can ensure "the organization will have enough profit dollars to afford the payout."

Financial Sector Rewards

In at least one area of the U.S. economy, the financial sector, employees may find both salary increases and annual bonuses under pressure.

Year-end incentive payments in the U.S. financial sector are expected to be lower compared with last year

(<https://www.globenewswire.com/news-release/2020/11/12/2125648/0/en/Wall-Street-Year-end-Incentive-Awards-Are-Expected-to-Be-Lower-Johnson-Associates-Analysis-Finds.html>), according to an analysis by Johnson Associates, a compensation consulting firm. "The pandemic is wreaking havoc on many parts of the U.S. economy this year, and the financial services industry is no exception," said Alan Johnson, managing director of the firm.

"Unfortunately, as we look to 2021, even with an optimistic vaccine path, the pandemic will continue to negatively influence businesses, but perhaps to a lesser degree than in 2020," Johnson said. "Headcount reductions will continue in the first half as companies transform and adapt. For 2021, we expect some stabilization with early projections for modest salary increases and flat to slightly increased incentives."

Related SHRM Articles:

One-Third of U.S. Employers Trim Projected Pay Raises for 2021 (www.shrm.org/ResourcesAndTools/hr-topics/compensation/pages/one-third-of-us-employers-trim-projected-pay-raises-for-2021.aspx), *SHRM Online*, October 2020

Salary Increase Budgets Decline for First Time in 12 Years (www.shrm.org/ResourcesAndTools/hr-topics/compensation/pages/salary-increase-budgets-decline-for-first-time-in-12-years.aspx), *SHRM Online*, August 2020

Developing a Post-Pandemic Pay Strategy (www.shrm.org/ResourcesAndTools/hr-topics/compensation/Pages/developing-a-post-pandemic-pay-strategy.aspx), *SHRM Online*, June 2020

Related SHRM Resource:

Salary Increase Projections 2021 (www.shrm.org/ResourcesAndTools/tools-and-samples/exreq/Pages/Details.aspx), SHRM Express Request

[Need real-time, HR-reported compensation reports? Check out the *SHRM Compensation Data Center* (www.shrm.org/resourcesandtools/business-solutions/pages/salary-data-service.aspx)]

APPENDIX G – 2020 Public Safety (sworn) employee turnover data (detail)

Total Firefighters = 14 (Dismissal = 1, Resignation = 6, Retire = 7)

Department	Reason Description	Job Title	Hire Date	Term Date
FIRE	DISMISSAL	FIRE CAPTAIN	8/18/02	2/12/20
FIRE	RESIGNATION	FIREFIGHTER II	7/30/18	12/2/20
FIRE	RESIGNATION	FIREFIGHTER I	2/10/20	3/23/20
FIRE	RESIGNATION	FIREFIGHTER I	7/30/18	6/29/20
FIRE	RESIGNATION	FIREFIGHTER I	8/31/20	9/13/20
FIRE	RESIGNATION	FIREFIGHTER/PARAMEDIC II	7/23/19	7/15/20
FIRE	RESIGNATION	FIREFIGHTER I	8/31/20	9/13/20
FIRE	RETIRE	FIREFIGHTER/PARAMEDIC III	1/2/90	1/15/20
FIRE	RETIRE	FIREFIGHTER/PARAMEDIC III	1/2/90	1/15/20
FIRE	RETIRE	FIRE CAPTAIN	7/13/87	11/22/20
FIRE	RETIRE	AIRPORT RESCUE FIREFIGHTER III	10/29/90	5/30/20
FIRE	RETIRE	FIRE CAPTAIN	3/11/90	9/15/20
FIRE	RETIRE	FIREFIGHTER ENGINEER III	6/1/97	8/31/20
FIRE	RETIRE	FIREFIGHTER/PARAMEDIC III	3/11/90	3/29/20

Total Police Officers = 52 (Resignation = 38, Retire = 14)

Department	Reason Description	Job Title	Hire Date	Term Date
POLICE	RESIGNATION	POLICE OFFICER I	10/19/20	10/22/20
POLICE	RESIGNATION	POLICE OFFICER I	7/8/19	6/12/20
POLICE	RESIGNATION	POLICE OFFICER I	1/13/20	9/14/20
POLICE	RESIGNATION	POLICE OFFICER I	1/14/19	12/12/20
POLICE	RESIGNATION	POLICE OFFICER I	9/25/18	10/11/20
POLICE	RESIGNATION	POLICE OFFICER I	1/14/19	7/28/20
POLICE	RESIGNATION	POLICE OFFICER I	1/13/20	6/19/20
POLICE	RESIGNATION	POLICE OFFICER I	7/8/19	6/18/20
POLICE	RESIGNATION	POLICE OFFICER I	1/13/20	8/5/20
POLICE	RESIGNATION	POLICE OFFICER I	10/7/19	10/21/20
POLICE	RESIGNATION	POLICE OFFICER I	7/8/19	6/11/20
POLICE	RESIGNATION	POLICE OFFICER I	8/14/18	6/29/20
POLICE	RESIGNATION	POLICE OFFICER II	5/9/16	9/3/20
POLICE	RESIGNATION	POLICE OFFICER II	1/25/18	7/16/20
POLICE	RESIGNATION	POLICE OFFICER II	3/17/16	9/18/20
POLICE	RESIGNATION	POLICE OFFICER II	2/20/18	9/12/20
POLICE	RESIGNATION	POLICE OFFICER II	5/8/18	10/1/20
POLICE	RESIGNATION	POLICE OFFICER II	1/13/20	7/22/20
POLICE	RESIGNATION	POLICE OFFICER II	5/8/18	4/30/20
POLICE	RESIGNATION	POLICE OFFICER II	8/13/18	8/25/20
POLICE	RESIGNATION	POLICE OFFICER III	8/5/07	11/12/20
POLICE	RESIGNATION	POLICE OFFICER III	9/24/15	9/26/20

POLICE	RESIGNATION	POLICE OFFICER III	6/22/17	10/9/20
POLICE	RESIGNATION	POLICE OFFICER III	5/19/16	12/11/20
POLICE	RESIGNATION	POLICE OFFICER III	4/2/15	10/23/20
POLICE	RESIGNATION	POLICE OFFICER III	9/24/15	11/9/20
POLICE	RESIGNATION	POLICE OFFICER III	4/2/15	10/20/20
POLICE	RESIGNATION	POLICE OFFICER III	9/4/14	10/5/20
POLICE	RESIGNATION	POLICE OFFICER III	10/4/10	8/27/20
POLICE	RESIGNATION	POLICE OFFICER III	1/25/18	7/22/20
POLICE	RESIGNATION	POLICE OFFICER III	7/14/19	9/26/20
POLICE	RESIGNATION	POLICE OFFICER III	9/25/18	10/16/20
POLICE	RESIGNATION	POLICE OFFICER III	7/14/19	12/12/20
POLICE	RESIGNATION	POLICE OFFICER III	9/10/12	11/2/20
POLICE	RESIGNATION	POLICE OFFICER III	1/14/19	4/7/20
POLICE	RESIGNATION	POLICE OFFICER III	6/26/03	10/18/20
POLICE	RESIGNATION	POLICE OFFICER III	8/10/09	5/1/20
POLICE	RESIGNATION	POLICE OFFICER III	7/13/09	10/11/20
POLICE	RETIRE	POLICE OFFICER III	8/1/78	12/15/20
POLICE	RETIRE	POLICE OFFICER III	4/3/00	4/15/20
POLICE	RETIRE	POLICE OFFICER III	1/2/14	5/15/20
POLICE	RETIRE	POLICE OFFICER III	7/9/13	12/15/20
POLICE	RETIRE	POLICE OFFICER III	12/18/89	1/15/20
POLICE	RETIRE	POLICE OFFICER III	1/3/00	6/30/20
POLICE	RETIRE	POLICE OFFICER III	10/1/12	7/7/20
POLICE	RETIRE	POLICE OFFICER III	6/8/90	9/12/20
POLICE	RETIRE	POLICE OFFICER III	7/30/01	10/13/20
POLICE	RETIRE	POLICE OFFICER III	6/8/90	6/7/20
POLICE	RETIRE	POLICE OFFICER III	2/23/95	12/14/20
POLICE	RETIRE	POLICE OFFICER III	6/26/03	9/15/20
POLICE	RETIRE	POLICE OFFICER III	1/5/09	9/1/20
POLICE	RETIRE	POLICE OFFICER III	12/14/20	9/15/20

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