

ANNUAL REPORT 2023



CITIZENS' COMPENSATION ADVISORY COMMITTEE

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 2.35.050).

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 2.35.050.A.6)

To provide city officials with the most valuable and relevant information, the Committee's primary focus included a review of current economic conditions, salary budget forecasts, and local area market pay analysis including approximately 80 benchmark jobs.

Additional information intended to provide city leaders with insight to key measures and indicators impacting the city's workforce are also incorporated at the end of this report.

Respectfully,



Citizens' Compensation Advisory Committee

Mike Terry, Chair

Brandon Dew, Vice-chair

Jana Bake

Jeff Herring

Casey Lund

Ray Schelble

Jeff Worthington

Section One: Impact of labor shortages, cost of labor and inflation on 2023 salary budgets

Research among global compensation consulting firms including WorldatWork, Willis Towers Watson and Mercer all reveal salary budgets and wages are increasing higher than ever.

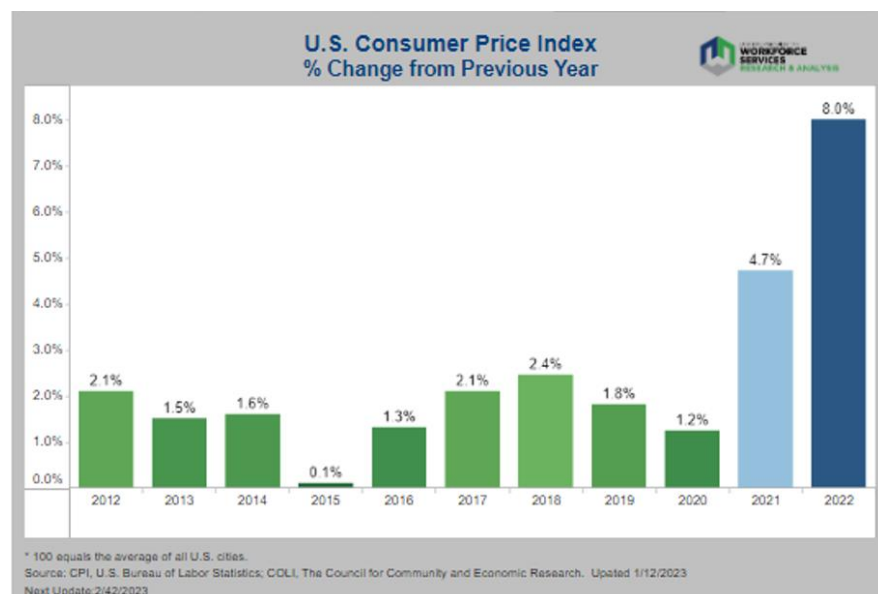
In a Workspan Daily article dated October 25, 2022, WorldatWork writer and editor, Nu Yang, reported these key takeaways and survey results forecasting merit and other pay increases are expected to rise in 2023.

- WorldatWork's [2022-23 Salary Budget Survey](#) revealed that salary increase budgets reached their highest level in 20 years in the United States, rising to an average of 4.1% in 2022 and projected increases to be at a 4.1% average in 2023.
- Willis Towers Watson (WTW) [research](#) also confirmed 2022 salary increase budgets were higher than ever. WTW's "July 2022 Salary Budget Planning Survey" results showed that 96% of companies globally increased salaries (compared to 63% in 2020), and overall budgets have increased significantly over prior years.
- Looking ahead to 2023, Sal DiFonzo, managing director for compensation and rewards consulting at Gallagher, said the most salient trend he saw in 2022 is a break from the long historic streak of steady 3% salary budgets for years to increases now forecast to be between 4-5% in 2023.

Balancing the Impact of Inflation with Employer Compensation Strategies

Considering the latest economic conditions, it's not surprising to note a vast majority of employees (80 percent) say their current salary isn't keeping up with inflation—a statistic noted from data collected by Remote.co, a remote-work firm who surveyed 1,100 global professionals between October 13-30, 2022.

Although there is no Consumer Price Index (CPI) specific to Utah, U.S. Bureau of Labor Statistics show the national measure of prices paid by urban consumers for a market basket of goods and services rose overall by 8% in 2022 compared to 4.7% in 2021.



When asked about the impact of inflation on overall salary budget increases, Mercer senior principal, Lauren Mason, states, “We see in our research and work with clients that labor shortages have been the key driver of heightened merit increases, not inflation.”

As employers set their [2023 preliminary budgets](#), Mason specified **labor shortages**, **cost of labor** and **business performance** were the top three factors organizations said were impacting their 2023 merit budgets. Only 30% of employers said inflation was having a high impact on their 2023 salary budgets.

Society for Human Resource Management (SHRM) writer Kathryn Mayer cited Amy Stewart, associate director of content marketing at Payscale (a Seattle-based compensation software firm) who explained, “Employers understand that high inflation effectively lowers purchasing power and devalues salaries...[however] raising wages to meet inflation can cause pricing [for consumer products and services] to go up to offset the cost, which perpetuates a vicious cycle” (“Employees Say Salary Isn’t Keeping Up with Inflation,” SHRM Newsletter dated December 13, 2022).

While experts say employers would be wise to look at salaries, as well as to consider offering bonuses and other monetary support to help combat employees' concerns over inflation, Payscale’s Amy Stewart and Remote.co’s Kathy Gardner suggest there are other steps employers can take to help retain employees amid volatile times—many of which the Committee acknowledges the City has already implemented. These include:

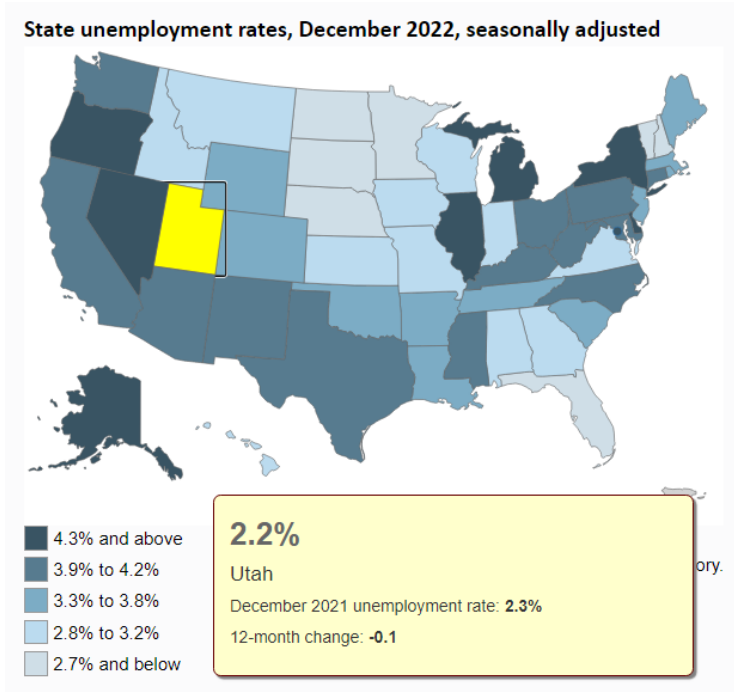
- *Conducting a market analysis to ensure workers are paid fairly for their jobs. As a result, some positions may see pay increases above the inflation rate due to increased market competitiveness, while others may see more modest increases*
- *Offering flexibility including remote-work options*
- *Promoting from within*
- *Providing competitive benefits, including financial wellness benefits and support designed to enable employees to deal with increasing costs*
- *Offering career development opportunities*
- *Creating a feedback loop for workers*

Beyond steps providing financial wellness support, bonuses and pay, and cost-of-living increases, [it’s important to] show appreciation, lead with empathy and recognize employee efforts from all levels, says Remote.co’s Kathy Gardner. “These small and intentional practices can help workers feel more secure in their career choices, foster greater engagement and create long-term employee loyalty.”

Local Economic Trends & Conditions

According to Mark Knold, chief economist at the state’s Department of Workforce Services, Utah ended the year 2022 in a strong economic position.

In its January 20, 2023 DWS press release, the chief economist states, “All of 2022 will be categorized as a robust economic year for Utah. For most of the year, job growth was above average. Job availability and labor utilization was so pervasive that the unemployment rate fell to an historical low of 2.0%.”



Further evidence of Utah's economic strength continuing in 2023 is demonstrated in the U.S. Bureau of Labor Statistics' latest state unemployment report, which is marked by the Beehive state starting the new year with the lowest unemployment rate in the nation at 2.2% in December 2022. Although slightly higher at the national level, economists have noted 3.5% is the lowest unemployment rate seen in the U.S. in more than 50 years.

RECOMMENDATION:

Considering the impact of current market conditions, including labor shortages, increased cost of labor and inflation on employer salary budgets in 2023, the Committee recommends leaders increase the City's overall salary budget by no less than 5%.

Section Two: Local area market pay comparison

The ability to effectively attract and retain key talent is based first and foremost on management, adaptability, administration of the city's pay structures and employee base wage and salary rates. The committee reviewed market pay data obtained primarily from multiple locally based private or public employers with operations along the Wasatch Front. This approach was used because recruitment and applicant pool data historically has strongly suggested the city draws its talent from the local area and competes with other local employers for said talent.

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 organized its job titles into **84 distinct benchmark groups**. The committee reviewed job pricing information obtained for each of the 84 benchmark job titles highlighted in this report. In total, these benchmarks cover **1,382 employees** which represents approximately **46%** of the city's regular, full-time workforce. Because market data

is not available to price all jobs, it is important to note that 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*

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

The results of this year's local market pay analysis are displayed in three separate work groups. This is done not only to account for the differences in each group's unique wage structure and pay practices, but to also gauge the City's success more effectively at positioning itself as a pay leader. These three work groups include:

- **AFSCME**
- **Public Safety** (including Firefighters, Police Officers, and Public Safety Dispatchers)
- **Non-Represented Employees**

As was established last year, the Committee has maintained the following guidelines when determining an individual benchmark job's compensation position relative to the market:

- **Significantly lagging** when data indicates the benchmark job's position relative to market is less than or equal to 90%.
- **Slightly lagging** when data indicates the benchmark job's position relative to market is between 90.1% and 98%.
- **Competitive** when data indicates the benchmark job's position relative to market is between 98.1% and 109.9%.
- **Significantly leading** when data indicates the benchmark job's position relative to market is greater than or equal to 110%.



GROUP FINDINGS & OVERALL SUMMARIES:

Among the AFSCME workgroup, a total of 34 benchmark jobs, covering 286 employees, were evaluated (representing 40% of the total jobs surveyed). Market median (50th percentile) pay rates were compared to the Salt Lake City's wage schedule top rate.



AFSCME Summary	Benchmark Job Count	Overall Average Market Position
Significantly Lagging (Less than or equal to 90% of market)	0	0%
Slightly Lagging (Between 90.1% and 98% of market)	5	95%
Competitive (Between 98.1% and 109.9% of market)	19	105%
Significantly Leading (Greater than or equal to 110% of market)	10	119%
Overall Market Comparison	34	107%

The following list includes all related benchmark jobs sorted by those which are most significantly lagging to most significantly leading.

AFSCME Breakout				
2022 - Job Title (Job Code)	SLC Top Rate (union only)	# SLC Incumbents	Market Salary (50th Percentile)	Market Comparison (SLC Top Rate vs Market Median)
Evidence Technician II (002277)	\$52,499	4	\$57,200	92%
Water Meter Technician II (002714)	\$54,808	2	\$57,400	95%
Plans Examiner I (002127)	\$72,987	4	\$76,200	96%
Maintenance Electrician IV (000168)	\$65,582	2	\$68,300	96%
Airport Environmental Specialist II (002745)	\$80,454	1	\$82,800	97%
Fleet Mechanic (002675)	\$63,544	38	\$63,900	99%
Plumber II (000854)	\$61,714	2	\$60,800	102%
Water Meter Reader II (006326)	\$47,174	1	\$45,900	103%
Airport Airfield Operations Specialist (002619)*	\$72,987	22	\$70,900	103%
Senior Utilities Representative - Customer Service (000199)	\$52,978	0	\$51,200	103%
Laboratory Chemist (002743)	\$76,627	2	\$73,900	104%
Senior Secretary (003030)	\$52,978	0	\$51,000	104%
HVAC Technician II (006050)	\$63,544	8	\$61,100	104%
Custodian II (006090)	\$38,314	2	\$36,600	105%
Painter II (001347)	\$58,074	6	\$55,400	105%
Judicial Assistant II (002084)	\$58,386	9	\$55,500	105%
Crime Scene Technician II (001779)	\$54,704	8	\$51,700	106%
Waste & Recycling Equipment Operator II (002347)	\$54,808	25	\$51,700	106%
General Maintenance Worker II (002489)	\$54,808	2	\$51,200	107%
Business Licensing Processor II (001964)	\$58,386	4	\$54,300	108%
Metal Fabrication Technician (001925)	\$65,582	5	\$60,900	108%
Building Inspector III (001967)	\$80,454	7	\$74,700	108%
Water Plant Operator II (000966)	\$63,544	22	\$58,500	109%
Water Reclamation Facility Operator II (002722)	\$61,714	10	\$56,500	109%
Water System Maintenance Operator II (000975)	\$56,410	13	\$50,500	112%
Warehouse Support Worker - Airport (002022)	\$51,168	0	\$44,200	116%
Carpenter II (001349)	\$58,074	6	\$49,800	117%
Engineering Technician IV (000829)	\$66,165	9	\$56,500	117%
Arborist II (001375)	\$56,410	4	\$48,100	117%
Asphalt Equipment Operator II (000909)	\$54,808	25	\$46,700	117%
Civil Enforcement Officer I (001893)	\$60,382	4	\$51,100	118%
Office Technician II (001191)	\$52,978	18	\$41,900	126%
Parks Maintenance Technician I (002847)	\$45,781	10	\$36,100	127%
Concrete Finisher (001852)	\$59,904	11	\$46,200	130%

* = Market salary normalized to Salt Lake City

Among the Public Safety workgroup, a total of 10 benchmark jobs, covering 914 employees, were evaluated (representing 12% of the total jobs surveyed). Market top pay rates of pay were compared to the Salt Lake City's wage schedule top rate.

Public Safety Summary	Benchmark Job Count	Overall Average Market Position
Significantly Lagging (Less than or equal to 90% of market)	0	0%
Slightly Lagging (Between 90.1% and 98% of market)	3	96%
Competitive (Between 98.1% and 109.9% of market)	7	103%
Significantly Leading (Greater than or equal to 110% of market)	0	0%
Overall Market Comparison	10	101%

The following list includes all related benchmark jobs sorted by those which are most significantly lagging to most significantly leading.

Public Safety Breakout				
2022 - Job Title (Job Code)	SLC Top Rate	# SLC Incumbents	Market Salary (Top Rate)	Market Comparison (SLC Top Rate vs Market Top Rate)
Fire Captain (008040)	\$97,614	79	\$103,438	94%
Firefighter / Paramedic - all levels	\$86,133	79	\$89,606	96%
Firefighter / Engineer - all levels	\$79,768	61	\$81,037	98%
Police Officer (002654)	\$89,669	441	\$90,563	99%
Battalion Chief (008030)	\$122,158	13	\$122,034	100%
Firefighter / EMT - all levels	\$74,568	68	\$74,422	100%
Police Sergeant (007008)	\$105,976	72	\$104,541	101%
Police Lieutenant (000849)	\$124,800	26	\$118,352	105%
Police Captain (000851)	\$141,336	8	\$133,806	106%
Public Safety Dispatcher (002629)	\$70,678	67	\$65,582	108%



Among the Non-Represented Employee workgroup, a total of 40 benchmark jobs, covering 182 employees, were evaluated (representing 48% of the total jobs surveyed). Market pay rates (calculated as the 50th percentile) were compared to the non-represented employee actual median wages/salaries.

As with the other groups, the corresponding list ranks all related benchmark jobs sorted by those which are most significantly lagging to most significantly leading.



RECOMMENDATION:

The Committee continues to express its support for the City's compensation strategy to position Salt Lake City as an area pay leader for employees. The Committee has long recognized that Salt Lake City employees deal with a volume of diverse situations and problems not seen by most other municipal entities in the state. Therefore, it is in the City's best interest to attract the most capable employees to all positions and to encourage them to stay. The Committee believes that compensation should be an important factor in this equation and that this policy will prove beneficial to the City's citizens in the future.

Furthermore, 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.

1. *Priority should be given to those lagging significantly; and,*
2. *Second priority should be given to those lagging slightly behind Market.*

Non-Represented Summary	Benchmark Job Count	Overall Average Market Position
Significantly Lagging (Less than or equal to 90% of market)	8	85%
Slightly Lagging (Between 90.1% and 98% of market)	7	95%
Competitive (Between 98.1% and 109.9% of market)	14	101%
Significantly Leading (Greater than or equal to 110% of market)	11	116%
Overall Market Comparison	40	99%

Non-Represented Breakout				
2022 - Job Title (Job Code)	SLC Median Employee Salary	# SLC Incumbents	Market Salary (50th Percentile)	Market Comparison (SLC Median vs Market Median)
Cybersecurity Engineer II (002794)	\$106,468	2	\$134,300	79%
Systems Engineer III (002800)	\$107,085	2	\$132,800	81%
Network Engineer II (002789)	\$95,784	1	\$114,300	84%
Office Facilitator II (002804)	\$55,931	32	\$64,500	87%
Licensed Architect (002779)	\$91,000	1	\$104,800	87%
Paralegal (002201)	\$68,401	6	\$77,600	88%
Procurement Specialist II (000534)	\$64,595	1	\$72,900	89%
Golfcourse Superintendent - 18 Holes (000936)	\$74,797	3	\$83,900	89%
Real Property Agent (000370)	\$74,963	2	\$81,300	92%
Senior City Attorney (002319)	\$165,788	12	\$175,900	94%
Golf Professional II (002766)	\$83,123	2	\$87,300	95%
Engineer IV (002198)	\$95,784	8	\$100,000	96%
Human Resources Business Partner II (002811)	\$93,868	6	\$97,900	96%
Legal Secretary III (002814)	\$66,560	3	\$69,400	96%
Software Engineer III (002145)^	\$105,602	0	\$108,400	97%
Financial Analyst III (002773)	\$88,472	8	\$89,700	99%
Auditor III (002822)	\$83,911	3	\$84,900	99%
Senior Claims Adjuster (002534)	\$80,662	1	\$81,600	99%
Licensed Clinical Social Worker/Clinical Mental Health Counselor (002585)	\$74,963	3	\$75,800	99%
Principal Planner (001733)	\$77,143	10	\$77,816	99%
Business Systems Analyst II (002338)	\$91,208	6	\$91,900	99%
Forensic Scientist II (001974)	\$75,348	4	\$75,900	99%
Safety Program Manager (002790)	\$102,962	2	\$103,600	99%
Professional Land Surveyor (001890)	\$82,493	1	\$80,700	102%
Employee Marketing & Communications Specialist (002225)^	\$71,386	0	\$69,600	103%
Executive Assistant (001989)	\$74,963	13	\$72,700	103%
Learning & Development Specialist (002516)	\$78,728	1	\$75,100	105%
Accountant III (001666)	\$80,749	9	\$76,100	106%
Management Analyst (002757)	\$78,982	4	\$73,300	108%
Civic Engagement Program Specialist (001821)	\$67,995	1	\$61,600	110%
City Payroll Administrator (001945)	\$69,742	2	\$63,100	111%
Technical Systems Analyst III (002203)^	\$78,749	0	\$71,100	111%
Geographic Information Systems (GIS) Specialist (002154)	\$67,995	3	\$60,900	112%
Collections Officer (001376)	\$59,218	3	\$53,000	112%
Justice Court Judge (001601)	\$167,523	5	\$148,100	113%
Social Media Specialist II (002603)^	\$71,386	0	\$62,800	114%
Victim Advocate (001765)	\$58,822	5	\$49,900	118%
Program Coordinator - Arts Council (001799)	\$70,096	4	\$58,400	120%
Software Support Administrator II (001729)	\$86,632	6	\$71,700	121%
Network Support Administrator II (001396)	\$71,386	7	\$51,300	139%

^ = Comparing against pay grade midpoint in lieu of median wage as job is currently vacant.

Appendices

APPENDIX A

SALT LAKE CITY 2022 OVERALL RECRUITMENT STATISTICS

(as reported 1/23/22)

- Total # of Full-time job postings iCIMS = 209 (compared to 510 in 2021)
- Total # of Full-time job postings Workday = 535 (each Position has its own job requisition/Some will overlap with iCIMS)
- Total # of applicants iCIMS = 5,699 (compared to 17,051 in 2021)
- Total # of applicants Workday = 3,492
- Total # regular, full-time employees hired (excluding seasonal and part-time workers) = 415 (compared to 412 in 2021)
- Internal full-time job bids = 251

APPOINTMENT	4
NEW HIRE	415
REHIRE	45
Grand Total	464

2022 TURNOVER STATISTICS – RATES BY DEPARTMENT

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

Department	# of Employees	# total Terminations	Overall Turnover Rate	Retention	Voluntary Turnover	Involuntary Turnover
911 BUREAU	77	16	21%	79%	21%	0%
AIRPORT	519	62	12%	88%	12%	0%
ATTORNEY	63	17	27%	72%	27%	0%
CITY COUNCIL	25	1	4%	96%	4%	0%
COMMUNITY & NEIGHBORHOODS	186	23	12%	87%	12%	1%
ECONOMIC DEVELOPMENT	20	3	15%	82%	15%	0%
FINANCE	74	9	12%	88%	11%	1%
FIRE	366	18	5%	95%	5%	0%
HUMAN RESOURCES	32	4	13%	87%	13%	0%
INFORMATION MANAGEMENT SERVICES	83	3	4%	96%	4%	0%
JUSTICE COURTS	40	5	13%	88%	10%	3%
MAYOR	30	7	24%	74%	20%	3%
POLICE	644	46	7%	93%	7%	0%
PUBLIC LANDS	159	19	12%	87%	12%	0%
PUBLIC SERVICES	265	36	14%	86%	13%	0%
PUBLIC UTILITIES	396	51	13%	87%	13%	0%
REDEVELOPMENT AGENCY	27	1	4%	96%	4%	0%
SUSTAINABILITY	61	7	12%	88%	12%	0%

2021 TURNOVER STATISTICS

Department	# of Employees	# total Terminations	Overall Turnover Rate	Retention	Voluntary Turnover	Involuntary Turnover
911 BUREAU	84	20	24%	76%	23%	1%
AIRPORT	520	45	9%	91%	8%	1%
ATTORNEY	64	23	38%	60%	36%	2%
CITY COUNCIL	30	7	23%	77%	23%	0%
COMMUNITY & NEIGHBORHOODS	176	20	12%	88%	10%	1%
ECONOMIC DEVELOPMENT	16	3	19%	80%	19%	0%
FINANCE	69	7	10%	90%	9%	1%
FIRE	356	23	7%	93%	6%	1%
HUMAN RESOURCES	30	8	29%	68%	29%	0%
INFORMATION MANAGEMENT SERVICES	77	9	12%	88%	12%	0%
JUSTICE COURTS	40	2	5%	95%	3%	3%
MAYOR	25	5	21%	77%	17%	4%
POLICE	628	70	11%	89%	11%	0%
PUBLIC SERVICES	277	39	14%	86%	14%	0%
PUBLIC LANDS	139	6	5%	95%	5%	0%
PUBLIC UTILITIES	393	47	12%	88%	11%	1%
REDEVELOPMENT AGENCY	26	1	4%	96%	4%	0%
SUSTAINABILITY	62	8	13%	86%	12%	2%

APPENDIX B

2022 SWORN FIREFIGHTER TURNOVER DATA

2022 Total SLCFD Sworn Employees	Voluntary	Involuntary
371	19	3
TOTAL SWORN TURNOVER %	5.12%	0.81%

Voluntary Turnover includes:

7 Resignations

- 3 Firefighters
- 1 Firefighter/Paramedic II
- 2 Firefighter/Paramedic III's
- 1 Firefighter Hazmat Tech II

12 Retirements

- 2 Airport Rescue Firefighter III's
- 2 Battalion Chief's
- 3 Fire Captains
- 1 Firefighter Engineer III
- 1 Firefighter/Paramedic III
- 1 Firefighter Inspector III
- 1 Firefighter Hazmat Technician III
- 1 Firefighter III

Involuntary Turnover includes:

3 Released from Probation

- 3 Firefighter I's

32 New Hire Firefighters in 2022

APPENDIX C

2022 SLCPD SWORN POLICE OFFICER TURNOVER DATA

2022 Total SLCPD Sworn Employees	Voluntary	Involuntary
540	41	10
TOTAL SWORN TURNOVER %	7.59%	1.85%

Voluntary Turnover includes:

25 Resignations

- 25 Police Officers

16 Retirements

- 2 Deputy Chief
- 2 Police Captains
- 3 Police Lieutenants
- 1 Police Sergeant
- 8 Police Officers

Involuntary Turnover includes:

1 Death

- 1 Police Lieutenant

7 Probationary Releases

- 7 Police Officers

2 Dismissals

- 2 Police Officers

75 Total New Hires in 2022:

- 10 Lateral (experienced LEO) Officer New Hires
 - Former agency listed below:
 - 1 came from Tooele PD
 - 1 came from the City of Goodlettsville PD, TN
 - 1 came from San Jose PD, CA
 - 1 came from Cincinnati PD, OH
 - 1 came from Clark County Sheriff's, OR
 - 1 came from Jefferson Parish Sheriff's, LA
 - 1 came from San Diego Sheriff's, CA
 - 1 came from Riverdale PD
 - 1 came from San Francisco PD, CA
 - 1 came from Wright County Sheriff's
 - Number of years in law enforcement when hired by SLCPD
 - 1 lateral had less than 2 years of experience
 - 6 laterals had between 2 to 5 years of experience
 - 3 laterals more than 5 years of experience
- 65 Entry Level Police Officer New Hires
 - 1 new hire moved from Idaho
 - 2 new hires moved from California
 - 1 new hire moved from Tennessee

- 1 new hire moved from Oregon
- 1 new hire moved from New Jersey
- 1 new hire moved from Kansas

8 Rehires in 2022:

- 6 came back after being gone for more than 1 year
- 2 came back after being gone for less than 1 year

Prepared for and on behalf of the Committee by:



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