



COUNCIL BUDGET STAFF REPORT

CITY COUNCIL of SALT LAKE CITY
www.slccouncil.com/city-budget

TO: City Council Members

FROM: Ben Luedtke
Budget and Policy Analyst

DATE: May 19, 2020

RE: **Fiscal Year 2020-21 Compensation Budget**

Project Timeline:

Briefing: May 19, 2020
 Budget Hearings: May 19, and June 2
 Potential Action: June 9 (TBD)

ISSUE AT-A-GLANCE

Historically, personnel and payroll costs make up approximately two-thirds or 67% of the City’s General Fund budget. Included in this figure are salaries, supplemental pay, health insurance, pension costs, and other benefits. The FY2021 budget includes \$204.1 million for compensation which is 63% of the General Fund budget. The compensation budget increased \$2.2 million (1.1%) over last year due to new positions, planned merit increases for represented employees and insurance increases. There is also a \$544,981 pension increase caused by a new legislative mandate for police and fire Tier 2 retirement systems. Other than merit step increases previously agreed upon for represented employees, the Administration is proposing no cost of living/labor pay increase for FY21 and a six-month hiring freeze until January 2021. The Citizens’ Compensation Advisory Committee (CCAC) annual report is Attachment 1 and a summary of their recommendations is in part A of the Additional Info section. The proposed compensation budget includes:

- 1. Medical Insurance (\$986,980 from General Fund)** – A 4.5% increase to premiums for the Summit STAR high deductible health plan (HDHP), the City’s only medical insurance plan. The Utah Retirement System (URS) requires cities to hold a medical plan reserve sufficient to cover 55 – 100 days of typical claims. The table below summarizes medical insurance premium increases and plan reserve funding since FY17. PEHP indicates national average medical insurance increases are 5% to 7%. See Attachment 3 for a chart of the City’s historical medical claims from FY2010-FY2019.

Fiscal Year	Premium Change	Medical Reserve Account	
		# of Days to Cover Typical Claims	\$ Amount
2017	6.6%	76	\$ 5,500,311
2018	3.5%	76	\$ 5,900,962
2019	7.0%	72	\$ 6,036,805
2020*	7.5%	68	\$ 6,200,000
2021	4.5%	TBD	TBD

*FY 20 are estimates and includes two premium holidays

Premium Holidays – Premium holiday for medical insurance means the City and employees do not pay premiums for a pay period. The FY21 proposed budget has two premium holidays which adds a one-



time \$1.8 million transfer to the General Fund. In FY20 the City had one premium holiday. In FY18 the City had two premium holidays.

Medical Insurance Premium Cost Increases by Plan Type for City and Employees – The two tables below summarize the premium increase cost impact to the City and to employees. The increase reflects required annual actuarial contributions.

Plan	City's Biweekly Contribution	Biweekly Increase to City	Annual Increase to City
Single	\$194.42	\$8.37	\$217.62
Double	\$437.44	\$18.83	\$489.58
Family	\$583.25	\$25.11	\$652.86

Plan	Employee's Biweekly Contribution	Biweekly Increase to Employees	Annual Increase to Employees
Single	\$10.23	\$0.44	\$11.44
Double	\$23.02	\$0.99	\$25.74
Family	\$30.70	\$1.32	\$34.32

2. **Represented Employee Merit Increases (\$1.2 million)** – The \$1,196,415 million covers step increases, previously agreed upon, based on years of service. There is no pay increase for non-represented City employees.
3. **No General Pay Increase** – The City has provided general pay increases to all employees in recent years when incoming revenues were growing. The proposed FY21 budget includes no general pay increase due to the current economic situation, expected revenue decreases, reliance on General Fund fund balance (savings), and use of unexpended project budgets to balance the budget.
4. **Health Savings Accounts (HSA) (\$3.1 million)** – The Administration is proposing to continue the one-time annual contribution to front-load employees' HSAs in the amounts of \$750 for singles and \$1,500 for doubles and families. Of the total cost, \$2,465,251 is for General Fund employees.
5. **Pension Contributions** – The Utah State Retirement System (URS) did not require increases for employer pension contribution rates for FY21. The Legislature did require increases for police and fire Tier 2 pension systems at an estimated cost to the City of \$544,981. Large mandatory contributions were common in the years after the Great Recession to make up for retirement system funds lost during the financial crisis. Retirement funding and rates are based on a rolling five-year average of investment returns. URS has an established process to change rates that requires audited financial and investment return information as of December 31 annually. The Administration is monitoring the rate setting process and Retirement Board preliminary rate approvals. Recent volatility in the stock market, bond market and economic downturn indicate the City's mandatory pension contributions could increase next fiscal year. However, the magnitude of investment losses and mandatory pension contribution increases the City must pay, if any, are unknown at this time.
6. **No Market Adjustments** – Salary adjustments for benchmarked employee groups who lag local market pay rates are reported annually by the Citizens' Compensation Advisory Committee (CCAC). See summary chart of benchmarked positions in the Additional Information below. This year 17 positions were identified. The Administration did not propose market-based adjustments in the annual budget despite the City's longstanding practice. These job benchmarks lagging local market pay rates will be revisited for potential adjustments when revenues and other indicators reflect a growing economy. The total estimated cost for these adjustments is \$360,000, of which \$50,000 are for positions significantly lagging the market.

7. **Expanding Military Paid Leave Benefit** – The FY21 Compensation Plan for non-represented City employees proposes to expand the allowed military paid leave from 11 days to 15 days. The change is to align the benefit for all employees regardless of whether they’re represented by a union or not.
8. **Mayoral Emergency Power to Suspend / Modify Parts of Compensation Plan** – The FY21 Compensation Plan for non-represented City employees includes a new section stating “If a local emergency is declared, any provision in this compensation plan may be temporarily modified, suspended, or revoked for the duration (or any portion thereof) of the period of local emergency, if so authorized by the mayor and/or city council.” See Attachment 2 for the redlined version of the FY21 Compensation Plan.
 - a. This addition is intended to align the Compensation Plan with the Mayor’s existing authority during local emergencies. The Council could add further language for clarification. Council staff worked with the Attorney’s Office on this draft language: However, prior to any such temporary modification, suspension, or revocation, the Mayor must provide written notice to the Council of the specific provision(s) being modified, suspended, or revoked, as well as justification for the necessity of the action and the proposed duration of the modification, suspension, or revocation.

American Federation of State, County and Municipal Employees (AFSCME) National Salary Survey Conducted by Mercer *(Attachment 4)*

The full Mercer report had a written brief for the Council at the March 24, 2020 work session and is included as Attachment 4. The survey compared salaries for the City’s three AFSCME represented bargaining units and evaluated the pay scale for job benchmarks and actual pay. The executive summary slides can be found on the following pages of the PDF:

- Pages 22 and 23 for Trade & Craft, Semi-skilled and Non-skilled
- Pages 47 and 48 for Clerical and Operations Support Jobs
- Pages 61 and 62 for Paraprofessional and Technical Jobs

Aggregate Employee Groups Compared to Market

The aggregate results on page 19 show actual pay for the three employee groups are -10%/+10% of market median. Mercer concluded that “across all jobs, SLC is well-aligned to market, though competitiveness varies by position.” However, the minimum pay scale for clerical and operations support jobs was found to be 13% below comparable employers, and the maximum pay scale for paraprofessional and technical jobs was found to be nearly 12% below comparable employers. Considering results of the Mercer survey, the CCAC recommends the City place more weight on the local area survey comparisons, recognizing that the vast majority of individuals filling the selected jobs come from the local market.

2019 Benefits Study *(Attachment 5)*

The executive summary is available on pages 6-11. The CCAC and contracted Benefits consultant agreed the City should conduct a benefits study every three to five year which is an industry best practice. Most of the City’s individual benefits were found to be generous and leading the market. The value of the City’s benefits package was significantly leading the market in some benefits such as offering a nearby health clinic (Midtown Employee’s Clinic), tuition reimbursement amounts, longevity pay and employee participation in ancillary programs.

The study concluded that overall the City’s benefits exceed the average value of benefits from the comparative survey sample of employers and thus add value to compensation (compared to market), as shown below (from page 19 of Attachment 1).

- 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

The one benefit that significant detracted in value was the dental plan which was found to be \$593.37 less economically valuable compared to market

Updating Compensation Philosophy (Attachment 2)

The proposed FY21 Compensation Plan for Non-represented Employees adds the following language to reflect the CCAC's recommended compensation philosophy: "The city shall consider itself competitive when data indicates actual median employee pay rates plus the overall additional economic value of benefits equals at least 100% compared to market" (page 4). This philosophy mirrors the CCAC's latest recommendation the City rely on a combination of actual median pay plus the additional economic value of benefits to gauge the City's overall market pay competitiveness. To date, the City's longstanding salary practice identified no less than 95% of market as the preferred range for setting employee compensation, which is then supplemented by offering generous benefits to make up or exceed the other 5%.

POLICY QUESTIONS

1. **Compensation During the Great Recession** – The Council may wish to ask the Administration how the City handled compensation during the Great Recession, and what lessons learned may be applicable to the current economic downturn.
2. **Increasing Mental Health Resources for Employees**– Some Council Members expressed interest in providing additional flexibility to the Administration for employees suffering from mental health issues such as PTSD. Ideas mentioned in prior discussions were purchasing retirement years to help reach full retirement, increase clinical advisory resources at the Midtown Clinic, suicide prevention training like Question, Persuade, Refer (QPR) or increased flexibility necessary for alternate work arrangements. The Council may wish to ask the Administration what resources would be helpful and if the CCAC could research options and provide recommendations in their 2021 annual report. See Additional Info section for recent enhancements to mental health benefits.
3. **Expanding Employee Reimbursable Expense Options** – City policy allows employees with gym memberships to be reimbursed for those expenses using vacation hours. Personal leave hours more than 80 may be cashed out at a 50% discount. The Council may wish to discuss whether there is interest in expanding the allowable expenses for reimbursement using vacation and/or personal leave hours. In recent discussions, some Council Members expressed interest to explore ways the City could assist employees with costs for childcare, transportation and affordable housing.
4. **Add Voting Leave Benefit** – The Council may wish to discuss with the Administration if there's value in adding a voting leave benefit to the annual compensation plan. The benefit could be subject to administrative / departmental policies to ensure city services are not unduly impacted or suspended. State law (20A-3a-105) currently requires employers to allow two hours of absence for an employee on Election Day if the employee submits the request in advance.

ADDITIONAL & BACKGROUND INFORMATION

A. Citizen's Compensation Advisory Committee (CCAC) Findings and Recommendations

(Attachment 1)

Each year the CCAC is responsible for preparing and submitting a written report, with any recommendations, to the Mayor and City Council for their consideration. The full CCAC report had a written briefing for the Council at the March 24, 2020 work session and is included as Attachment 1. A summary of the Committee's recommendations is available on pages 20 and 21 of the attachment. One role of this Committee is to study and compare the City's salary groups, or job benchmarks, against the salaries of comparable employers, especially those that compete with the City for talent, to see if the City's salaries are competitive.

1. Limit Pay Increases to Competitive Market Salary Adjustments – The Committee recommends instead of a general pay increase that the City selectively fund market-based salary adjustments to ensure salaries for identified job benchmarks are competitive.
2. Bring Lagging Job Benchmarks Up to 100% of Market – Based on its findings, the Committee recommends that resources be appropriated to give market salary adjustments for employees whose annual salary significantly lags market after factoring in the economic value of benefits compared to the public sector sample of other employers. The below table identifies these job benchmarks which in total represent 122 City employees.

Job Benchmarks Lagging Market

SLC Salary Benchmark	SLC Median Salary*	Market Median Salary	SLC/MKT	# of Incumbents
Police Intelligence Specialist	\$47,539	\$58,400	81%	3
Redevelopment Agency Property Manager	\$70,419	\$77,700	91%	1
Business Licensing Processor II	\$47,602	\$52,100	91%	2
Golf Superintendent 18 Holes	\$64,886	\$70,500	92%	3
Plans Examiner	\$63,545	\$68,700	92%	2
Water Meter Technician II	\$48,267	\$51,400	94%	2
HR Business Partner II	\$77,117	\$80,700	96%	5
Financial Analyst III	\$74,725	\$77,500	96%	5
HR Information Systems Analyst	\$82,483	\$85,200	97%	1
Senior Secretary	\$40,010	\$40,900	98%	2
Crime Scene Technician II	\$48,371	\$49,400	98%	7
Golf Club Professional	\$80,944	\$82,500	98%	5
Access Control Specialist	\$38,970	\$39,712	98%	5
Engineer IV	\$81,548	\$83,100	98%	9
LCSW / Mental Health Counselor	\$59,166	\$60,200	98%	1
Office Facilitator II	\$52,282	\$52,800	99%	27
Fleet Mechanic	\$58,002	\$58,300	99%	42

**Note: These figures include the additional \$3,152 economic value of benefits above market average compared to the survey sample of other public sector employers*

3. Pay Equity Study – The Committee recommends the City conduct a pay equity study to look at salaries along age, ethnicity, gender and other factors. A third-party consultant is suggested. HR staff and the Committee have reviewed gender pay equity in recent years and concluded current differences in pay between male and female employees in the same job are accounted for by differences in education, experience or both.
4. Turnover Rates – The Committee found the City’s turnover rates continue to be significantly below the national average. However, the following departments experienced turnover rates in 2019 that exceeded the national average: 911 Bureau, Attorney’s Office, Economic Development and Human Resources. Also, the Committee concluded that “of the 244 employees that voluntarily left the city throughout the past year, 75 retired reducing the voluntary turnover rate from 7.4% to 4.8%” (page 8). Average employer costs from turnover are shown on pages 32 and 33.
5. Weighing Local vs. National Salary Data – “The committee recommends that the mayor and city council place more weight on the local area survey comparisons, recognizing that the vast majority of individuals filling the selected jobs come from the local market. The committee also recommends that the mayor and city council continue to conduct national market surveys every three to five years to keep ahead of possible changes or shifts in the source of qualified applicants.” (page 15)
6. Pay Leader for Public Safety – In response to the City Council’s February 2019 letter to the CCAC, the Committee recommends that “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.” (page 17)
7. Engagement Surveys and Exit Interviews – 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.” (page 18). Specific suggestions for these studies, surveys and interviews are available on page 18 of Attachment 1.

8. Continue the City’s Living Wage at \$10.87/hour – The City’s current minimum wage for a single adult is estimated at \$12.05/hour. No increase is recommended this year. The Committee’s analysis found the only employees receiving the living wage are temporary and seasonal positions. The CCAC was provided analysis of several factors to determine the current living wage. This is available in Appendix B of Attachment 1.

B. Recent Enhancements for Mental Health Benefits

Note that utilization reports for City benefits are typically available each fall. If Council Members have questions about specific benefits or overall benefit utilization, then Council staff can request these reports from the Administration.

1. Residential Treatment Expansion in FY2020 Budget – Part of the medical insurance premium increase was to expand the residential treatment program for PTSD and substance abuse to provide up to 30 days of treatment per fiscal year at 13 available locations of which two specialize in PTSD and one specializes in fire fighter behavioral health treatment programs.
2. Additional Counseling Sessions for Public Safety Employees – All City employees have access to 10 counseling sessions at no additional cost. In FY19 a Request for Proposals (RFP) was issued to increase available counseling sessions with providers specializing in PTSD up to 15 sessions for public safety employees. The budget included \$50,000 to cover the higher than expected cost.
3. Peer Support Groups – All three public safety departments (911 dispatch, fire and police) have established peer support groups with employees who completed training in mental health and wellness.

C. Longevity Pay

As a long-standing policy, the City offers employees, except elected officials, a monthly longevity pay benefit based on years of employment as detailed in the below table. Last year, the Council expanded eligibility for this benefit to include the City’s appointed employees. In total, 48% of the City’s total workforce receive a longevity pay increase.

Years of Employment	Monthly Benefit	Annual Benefit	Number of Employees	Total by Category
Six	\$50	\$600	357	\$214,200
Ten	\$75	\$900	496	\$446,400
Sixteen	\$100	\$1,200	242	\$290,400
Twenty	\$125	\$1,500	492	\$738,000
TOTALS			1587	\$1,689,000

D. Bargaining Units

The City has three bargaining units with which the Administration negotiates compensation and comes to agreements through three-year Memorandums of Understanding (MOU) – Police, Fire, and the American Federation of State, County, and Municipal Employees (AFSCME). Agreements with City bargaining units are developed prior to and after the Mayor presents the recommended annual budget. The recommended budget includes total compensation adjustments for all City employees, both union represented and non-represented alike. However, depending on the outcome of negotiations, recommendations for union employees may be modified.

ATTACHMENTS

1. CCAC 2020 Annual Report
2. Redlined FY 2021 Annual Compensation Plan for Non-represented Employees
3. City’s Historical Medical Claims from FY2010-FY2019
4. 2020 Mercer AFSCME Salary Survey Report
5. 2019 Benefits Study

ACRONYMS

AFSCME – American Federation of State, County and Municipal Employees
 CCAC – Citizens Compensation Advisory Committee
 COLA – Cost-of-living-adjustment OR Cost-of-labor-adjustment

FTE – Full-time Employee
FY – Fiscal Year
HDHP – High Deductible Healthcare Plan
HR – Human Resources
HSA – Health Savings Account
MOU – Memorandum of Understanding
PTSD – Post Traumatic Stress Disorder
RFP – Request for Proposals
SLCPD – Salt Lake City Police Department
TBD – To Be Determined
URS – Utah Retirement System



CITY COUNCIL TRANSMITTAL


Rachel Otto, Chief of Staff

Date Received: 3-9-20
Date sent to Council: 3-10-20

TO: Salt Lake City Council
Christopher Wharton, Chair

DATE: March 4, 2020

FROM: Jodi Langford, Acting Director
Human Resources Department



SUBJECT: 2020 Citizens' Compensation Advisory Committee (CCAC)
Annual Report

STAFF CONTACTS: Jodi Langford, Acting HR Director
(801) 535-6610

David Salazar, Compensation Program Manager
(801) 535-7906

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 24, 2020 from Committee Chair Frances Hume.

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:

- 2019-20 WorldatWork salary budget forecast
- City recruitment, turnover, and labor statistics
- City living wage
- Local market pay comparison

- Special market pay review for AFSCME jobs
- Pay equity
- Response to a city council letter (dated 2/7/19)

Specific recommendations in this report, include:

1. The committee recommends the city consider competitive market pay adjustments as opposed to 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. If, however, the city decides to implement a general pay increase for employees, the committee recommends a budgeted amount between 2.0% to 2.5%, as projected for 2020 by WorldatWork.
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.
 - o First priority should be given to those lagging significantly;
 - o 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.

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. Based on the latest and past year assessments, the committee recommends the city continue to strive for gender, age, and ethnicity pay equity by conducting a more comprehensive third-party audit and review of employee salaries to ensure that pay practices are equitable and not adversely impacting incumbents based on gender, age, and/or ethnicity.

6. Additional recommendations noted within the committee's response to the city council's letter dated February 7, 2019.

PUBLIC PROCESS: n/a

EXHIBITS: 2020 Citizens' Compensation Advisory Committee Annual Report



2020 Annual Report

Salt Lake City Citizens' Compensation
Advisory Committee (CCAC)

Table of Contents

Purpose and Introduction	1
Section I: 2019-20 WorldatWork Salary Budget Forecast	2
Section II: Salt Lake City Recruitment, Turnover and Labor Statistics	3
Section III: City Living Wage	5
Section IV: Local Market Pay Comparison	6
Section V: Local versus National Pay Markets	8
Section VI: Pay Equity	9
Section VII: Committee Response to City Council Letter	11
Summary of Recommendations	14
Appendix A – 2018-2019 City Turnover Rates by department	
Appendix B – 2020 Living Wage Calculation for Salt Lake County, Utah	
Appendix C – 2020 SLC/Local Market Pay Comparison	
Appendix D – NFP Benefit & Compensation Analysis Report	
Appendix E – 2020 Pay Equity Review	
Appendix F – City Council Letter dated 2/7/19	
Appendix G – Articles on workplace culture	

Purpose & Introduction

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

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

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

- I. 2019-20 WorldatWork salary budget forecast
- II. City recruitment, turnover, and labor statistics
- III. City living wage
- IV. Local market pay comparison
- V. Special market pay review for AFSCME jobs
- VI. Pay equity
- VII. Response to a city council letter (dated 2/7/19)

Finally, a summary of the committee's recommendations, along with appendices including supporting documentation, is provided at the end of this report.

Respectfully,



Citizens' Compensation Advisory Committee

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

Section I: 2019-20 WorldatWork Salary Budget Forecast

Historically, this committee has relied upon data obtained from the employer salary budget survey conducted by WorldatWork when formulating recommendations to help city leaders determine the annual salary budget, including amounts for employee pay increases.

In the “*WorldatWork 2019-20 Salary Budget Survey*” respondents report the average 2019 total salary increase budget in the United States is **3.0 percent**, both mean and median, for the sixth consecutive year. Looking ahead, respondents project only a slight rise in their total salary increase budgets in 2020 to 3.3% (median: 3.0%).

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

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

	Projected 2019	Actual 2019	Projected 2020
General Increase/COLA	2.0 %	2.0 %	2.5 %
Merit Increase	3.0 %	3.0 %	3.0 %
Other Increase	0.5 %	0.5 %	0.8 %
Total Increase	3.0 %	3.0 %	3.0 %

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

Chart 2 – Median Total U.S. Salary Budget Increases by Employee Category (zeros included)

	Projected 2019	Actual 2019	Projected 2020
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 %

(Source: WorldatWork 2019-2020 Salary Budget Survey. Survey data collected through May 2019.)

No differences exist when comparing nationally based figures to the salary budget forecast for **Utah employers** and, more specifically, **public sector employers**. The total salary budget increases forecast for Utah and government employers alike are also **3.0%**.

RECOMMENDATION:

The committee recommends the city 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

4 of this report). If, however, the city decides to implement a general pay increase for employees, the committee recommends a budgeted amount between 2.0% to 2.5%, as projected for 2020 by WorldatWork in Chart 1, above.

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

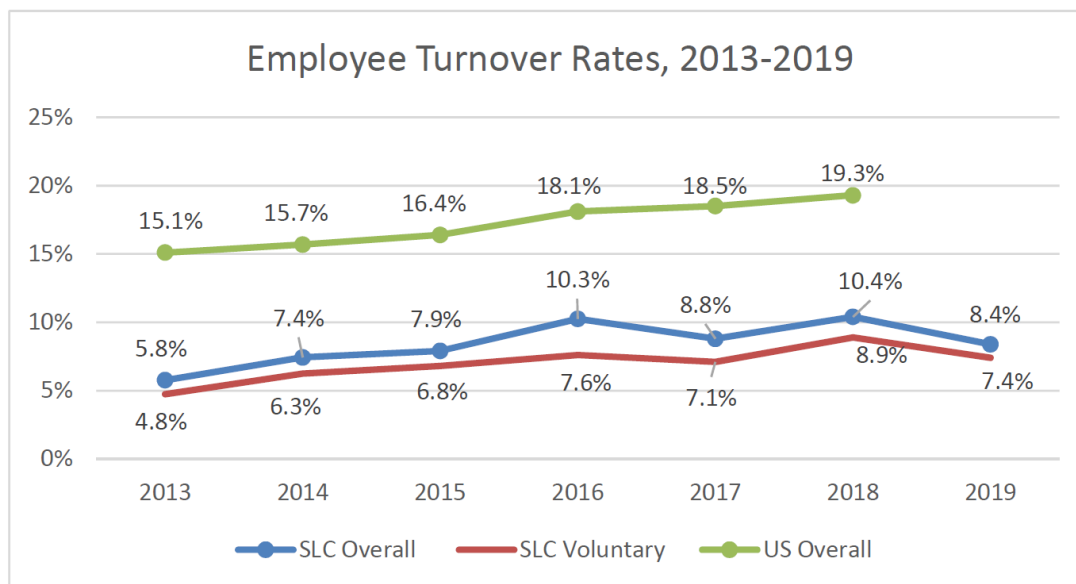
Additional information considered by the committee included recruitment, turnover, and recent economic-related statistics for 2019.

The latest recruitment statistics for regular full-time positions show the city:

- Posted 434 jobs (which increased approximately 28% compared to 339 in 2018)
- Received a total of 16,854 applications (which increased approximately 17% compared to 14,318 in 2018)
- Hired 573 employees* (which decreased approximately 9% compared to 631 in 2018)

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

Overall and voluntary turnover rates experienced by the city decreased from last year's numbers. Both overall and voluntary city turnover rates continue to remain significantly lower than the national average. The city experienced a decrease in **overall turnover** from 10.1% in 2018 to **8.4% in 2019**. Of the 244 employees that voluntarily left the city throughout the past year, 75 retired reducing the voluntary turnover rate from 7.4% to 4.8%.

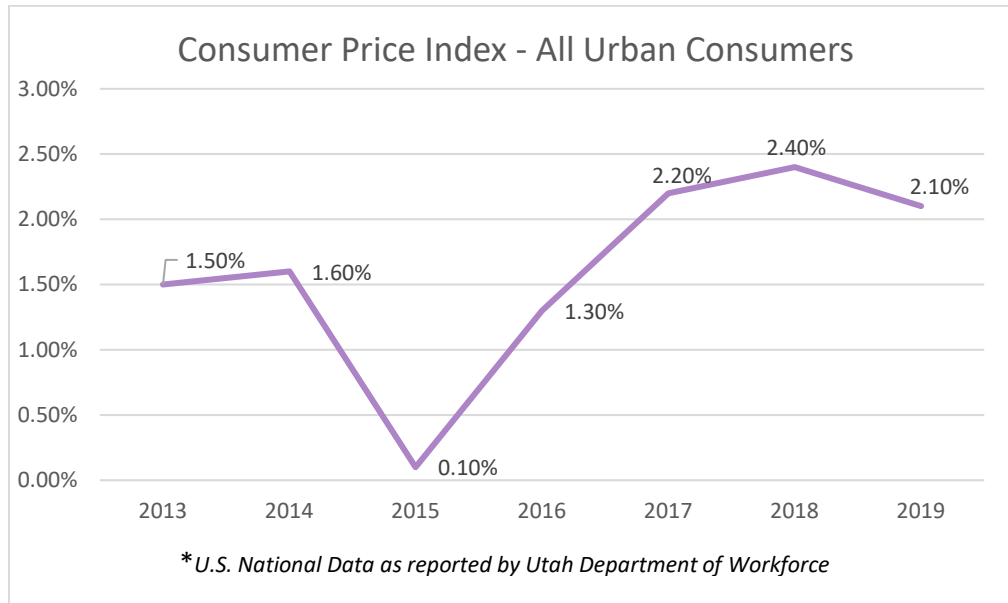


(NOTE: Corrected overall and voluntary turnover statistics for SLC in 2018 are shown in this chart.)

A comparative analysis of turnover 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

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 is 96% compared to the U.S. average.



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, “*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 considered new living wage estimates released through the Massachusetts Institute of Technology's living wage calculator. The 2020 living wage for a single adult with zero children residing in Salt Lake County is now estimated to be **\$12.05 per hour**.

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 15% 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 \$12.05 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 140 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 87 distinct benchmark groups. The committee reviewed job pricing information including median pay data obtained for each of the 87 benchmark job titles shown in Appendix C1 and C2 of this report. In total, these benchmarks cover more than 1,438 employees who represent approximately 49% 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.

New this year, the Committee also relied upon data and information obtained from analysis and a report issued 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. 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.

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 +/- 6% to +/- 9.9% compared to market; and, finally,
- **Significantly leading (or lagging)** when data indicates actual median employee pay rates plus the overall additional economic value of (public sector) benefits are +/- 10% or more compared to market.

For convenience, a copy of NFP's full report presented to this Committee is attached and included as Appendix D.

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;

- Second priority should be given to those lagging slightly behind market.

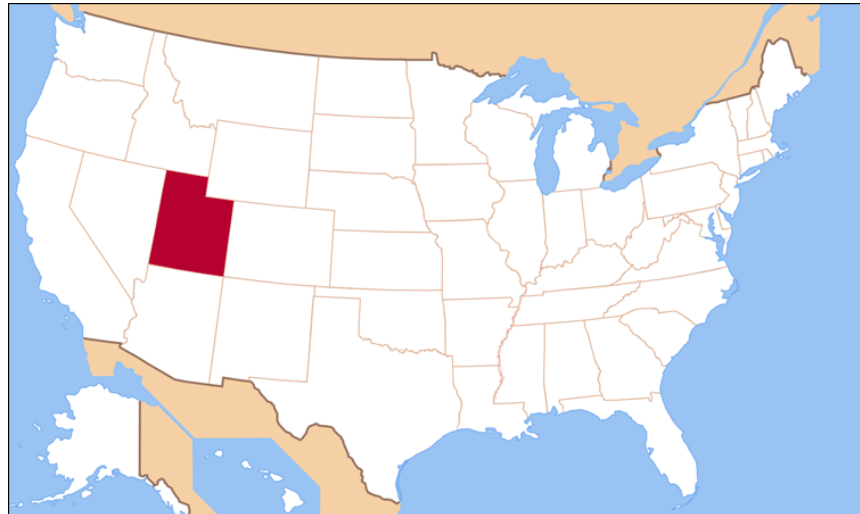
Furthermore, the committee recommends the City consider itself competitive when data indicates actual median employee pay rates plus the overall additional economic value of (public sector) benefits equals 100% compared to market.

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: Local vs. National Pay Markets

For this report, the Committee reviewed three different surveys engaged by the city to compare wages and benefits paid to employees.

1. **A national survey was conducted by Mercer, including 42 AFSCME benchmark jobs, examining wages only.** In addition to reviewing actual pay, Mercer analyzed market median pay compared to Salt Lake City at the minimum, middle, and maximum (or, “top rate”) pay levels shown in the yellow



columns in the chart on page 10. (Note: A copy of Mercer's full report is being transmitted to elected officials separate and apart from this report, therefore, it is not included.)

2. The city conducted a survey including local, Wasatch Front private sector entities and public sector entities (including other municipalities) which generally serve populations of 40,000 or more, shown in the olive and blue columns in the chart on page 10. **This local survey examined only the median wage for the position.**
3. **NFP examined several aspects of city employment, but the one that applies to this section is the added value of the city benefits package,** displayed in the chart on page 10 under the column marked, “Market + Economic Value of Benefits.”

A review of the total number of external applicants and hires made by the city in the past year demonstrates that the vast majority of job applicants and new hires come from the local job market, making the Local Market Survey sample more representative than national sample surveys, such as the latest pay study conducted by Mercer for AFSCME jobs. However, given Mercer's more detailed analysis of pay ranges relative to market and the fact the minimum pay steps are shown to be significantly below market, there may still be something to be learned.

SALT LAKE CITY UNION JOB RECRUITMENT STATISTICS

Unless otherwise noted, the following statistics account for the total number of external applicants and hires made between *February 2019 – February 2020*.

AFSCME – Past 12 Months

- **Trade & Craft (100 Series)** – Of 2,310 external applicants, 2,102 (or **91%**) were from Utah. Out of 74 hires, 72 (or, **97%**) were from Utah
- **Clerical & Administrative Support (200 Series)** – Of 1,590 external applicants, 1,411 (or, **89%**) were from Utah. Out of 42 hires, **100%** were from Utah.
- **Paraprofessional (330 Series)** – Of 1,021 external applicants, 846 (or, **83%**) were from Utah. Out of 17 hires, 16 (or, **94%**) were from Utah.

In total approximately **89%** of all external applicants and **98%** of new hires for all AFSCME bargaining units were from the local area.

Police Officers – Past 12 Months

- Of 1,078 external applicants, 869 (or, **81%**) were from Utah. Out of 36 hires, 34 (or, **94%**) were from Utah.

Firefighters – Past 24 Months

- Of 777 external applicants, 486 were from Utah (63%). Out of 12 hires, **100%** were from Utah.

To this point, the job titles listed in the following chart include those Mercer found had *at least* one pay rate indicator that lags greater than 10 percent below the market median included in their sample. Even though this is a national sample, the data and results may still be worth a closer review to determine if adjusting some part of the range structure is necessary to enhance employee hiring and/or retention. For instance, the city may benefit from increasing pay range minimums to attract greater numbers of qualified applicants and retain current employees longer.

Job titles shown in bold font are among those demonstrating the greatest lag compared to either local or national markets, even with the additional economic value of benefits added to employee pay rates used for comparison with the local market survey.

Mercer AFSCME Salary Survey: Jobs with at least 1 pay level that exceeds 10% below market and Local Survey comparison						
Job Title	Variance to Market Median			Position Top-out Rates	Local Market Survey	
	Min of Scale	Mid of Scale	Max of scale		Market	Market + Economic Value of Public Benefits
Trade & Craft , Semi-Skilled, Non-Skilled Category						
Building Equipment Operator II	-15%	-21%	-17%	104%	104%	110%
Custodian	-13%	-11%	-5%	115%	115%	125%
Maintenance Electrician IV						
Parks Groundskeeper	-7%	-10%	-12%	98%	98%	103%
Plumber II	-16%	-17%	-21%	119%	102%	112%
Water Meter Reader II	-2%	-11%	-12%	104%	104%	110%
	-17%	-19%	-14%	105%	105%	113%
Clerical & Operations Support Category						
Civil Enforcement Officer I						
	-23%	-18%	-13%	126%	108%	115%
Judicial Assistant II	-11%	-7%	-5%	126%	126%	134%
Police (Records) Information Specialist	-19%	-9%	1%	129%	92%	101%
Public Safety Dispatcher	-19%	-18%	-17%	125%	107%	114%
Senior (Public Utilities) Customer Service Rep.	-21%	-14%	-8%	113%	113%	120%
Senior Secretary						
Warehouse Worker (Airport)	-13%	-12%	-5%	119%	90%	98%
	-12%	-8%	-6%	137%	137%	145%
Paraprofessional & Technical Category						
Airport Operations Specialist						
	10%	-1%	-15%	114%	100%	105%
Crime Scene Technician II						
	-11%	-15%	-18%	101%	92%	98%
Forensic Scientist	2%	-8%	-13%	n/a	104%	110%
Lab Chemist	2%	-5%	-14%	--	--	--
Plans Examiner I	-6%	-10%	-16%	97%	88%	92%
Police Intelligence Specialist	-9%	-17%	-21%	94%	76%	81%

RECOMMENDATION:

The committee recommends that the mayor and city council place more weight on the local area survey comparisons, recognizing that the vast majority of individuals filling the selected jobs come from the local market. The committee also recommends that the mayor and city council continue to conduct national market surveys every three to five years to keep ahead of possible changes or shifts in the source of qualified applicants. Whether or not the mayor and city council make wage adjustments based on either the Local Salary Survey or Mercer, the committee recommends working with departments and unions to ensure lower level pay rates successfully attract candidates and retain employees with the skills needed, even for jobs with top out rates already above the median of the market.

Section VI: 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.



While the city has audited pay for employees assigned to the same job

title, the committee also recognizes the importance of assessing pay equity beyond just gender. Equally relevant and important in the modern workplace, best practices reflect a need to also consider factors such as age and ethnicity. Furthermore, the committee finds performing a proactive review of current employee salaries for those in the same job title alone, although meritorious, may not be enough to achieve a more highly desired measure of pay equity. Audit and review of employee salaries across comparable job titles has already been noted as a chosen standard by city leaders to ensure that pay practices are equitable and not adversely impacting incumbents based on gender, age, and/or ethnicity. This is without a doubt a more complex and highly technical task, most likely requiring statistical and regression analyses that control for certain variables such as time in job, years of experience or performance ratings to identify disparities. To this end, the committee suggests this task may be best achieved by a qualified third-party with the technical knowledge and expertise to help the city achieve its goals.

RECOMMENDATION:

*Based on the latest and past year assessments, the committee recommends the city continue to strive for **gender, age, and ethnicity** pay equity by conducting a more comprehensive third-party audit and review of employee salaries to ensure that pay practices are equitable and not adversely impacting incumbents based on gender, age, and/or ethnicity.*

Section VII: Committee Response to City Council Letter

In a letter dated February 7, 2019 from former city council chair, Charlie Luke, 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 invention 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.*

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. The committee recommends the city consider competitive market pay adjustments as opposed to 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 4 of this report). If, however, the city decides to implement a general pay increase for employees, the committee recommends a budgeted amount between 2.0% to 2.5%, as projected for 2020 by WorldatWork.
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;
 - 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.

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. Based on the latest and past year assessments, the committee recommends the city continue to strive for gender, age, and ethnicity pay equity by conducting a more comprehensive third-party audit and review of employee salaries to ensure that pay practices are equitable and not adversely impacting incumbents based on gender, age, and/or ethnicity.
6. Additional recommendations noted within the committee's response to the city council's letter dated February 7, 2019.

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*.

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%

2018 Rates

Department	# of Employees	# total terminations	# voluntary terminations	# involuntary terminations	Overall turnover rate	Voluntary turnover rate	Involuntary turnover rate
911 EMERGENCY BUREAU	84	16	11	5	19%	13%	6%
AIRPORT	461	57	53	4	12%	10%	9%
ATTORNEY	57	10	10	0	18%	18%	0%
CITY COUNCIL	24	0	0	0	0%	0%	0%
COMMUNITY & NEIGHBORHOODS	184	28	25	3	15%	14%	2%
ECONOMIC DEVELOPMENT	13	3	3	0	24%	24%	0%
FINANCE	66	8	6	2	12%	9%	3%
FIRE	333	13	12	1	4%	4%	0%
HUMAN RESOURCES	24	2	1	1	9%	4%	4%
INFORMATION MANAGEMENT SERVICES	67	11	8	3	17%	12%	4%
JUSTICE COURTS	40	1	1	0	3%	3%	0%
MAYOR	19	4	3	1	22%	16%	5%
POLICE	616	60	55	5	10%	10%	8%
PUBLIC SERVICES	374	32	27	5	9%	7%	1%
PUBLIC UTILITIES	374	37	33	4	10%	9%	1%
REDEVELOPMENT AGENCY	14	2	2	0	14%	14%	0%
SUSTAINABILITY	54	6	4	2	11%	7%	4%

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

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.

For further detail, please reference the [technical documentation here](#).

	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	\$12.05	\$25.19	\$31.29	\$40.51	\$19.82	\$24.12	\$26.77	\$31.36	\$9.91	\$14.00	\$17.04	\$21.04
Poverty Wage	\$6.00	\$8.13	\$10.25	\$12.38	\$8.13	\$10.25	\$12.38	\$14.50	\$4.06	\$5.13	\$6.19	\$7.25
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	\$3,592	\$5,306	\$7,976	\$10,578	\$6,586	\$8,208	\$10,589	\$12,893	\$6,586	\$8,208	\$10,589	\$12,893
Child Care	\$0	\$6,797	\$12,776	\$18,755	\$0	\$0	\$0	\$0	\$0	\$6,797	\$12,776	\$18,755
Medical	\$2,192	\$6,569	\$6,281	\$6,401	\$5,148	\$6,281	\$6,401	\$6,302	\$5,148	\$6,281	\$6,401	\$6,302
Housing	\$8,496	\$12,900	\$12,900	\$18,216	\$10,440	\$12,900	\$12,900	\$18,216	\$10,440	\$12,900	\$12,900	\$18,216
Transportation	\$4,094	\$7,982	\$10,126	\$11,032	\$7,982	\$10,126	\$11,032	\$11,564	\$7,982	\$10,126	\$11,032	\$11,564
Other	\$2,734	\$4,558	\$4,732	\$5,953	\$4,558	\$4,732	\$5,953	\$5,955	\$4,558	\$4,732	\$5,953	\$5,955
Required annual income after taxes	\$21,109	\$44,112	\$54,791	\$70,935	\$34,714	\$42,247	\$46,875	\$54,931	\$34,714	\$49,044	\$59,651	\$73,686
Annual taxes	\$3,959	\$8,279	\$10,302	\$13,330	\$6,516	\$7,926	\$8,802	\$10,298	\$6,516	\$9,214	\$11,224	\$13,852
Required annual income before taxes	\$25,067	\$52,391	\$65,093	\$84,265	\$41,229	\$50,173	\$55,677	\$65,229	\$41,229	\$58,258	\$70,874	\$87,538

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

Included in this section is a total of **44 union benchmark jobs**, which cover **1,166** employees. 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 four benchmark jobs in the **significantly lagging** category ($\geq -10\%$); four benchmark job in the **slightly lagging** category (≥ -1 to -9.9%); and 29 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		w/ Additional Economic Value of benefits (Private Sector) = \$3,568 per year	
ACCESS CONTROL SPECIALIST (002340)*	\$35,818	5	\$39,712	90%	\$50,253	127%	\$38,970	98%	\$39,386	99%
AIRFIELD MAINTENANCE ELECTRICIAN (002311)*	\$66,830	17	\$66,641	100%	\$66,830	100%	\$69,982	105%	\$70,398	106%
AIRPORT OPERATIONS SPECIALIST (002440)*	\$63,627	20	\$63,869	100%	\$63,627	100%	\$66,779	105%	\$67,195	105%
ARBORIST II (001375)	\$51,646	4	\$45,400	114%	\$51,646	114%	\$54,798	121%	\$55,214	122%
ASPHALT EQUIPMENT OPERATOR II (000909)	\$50,190	33	\$48,300	104%	\$50,190	104%	\$53,342	110%	\$53,758	111%
BUILDING EQUIPMENT OPERATOR II (006071)	\$50,190	10	\$48,300	104%	\$50,190	104%	\$53,342	110%	\$53,758	111%
BUILDING INSPECTOR III (001967)	\$73,674	12	\$66,000	112%	\$73,674	112%	\$76,826	116%	\$77,242	117%
BUSINESS LICENSING PROCESS II (001964)	\$44,450	2	\$52,100	85%	\$53,456	103%	\$47,602	91%	\$48,018	92%
CARPENTER II (001349)	\$53,186	8	\$49,300	108%	\$53,186	108%	\$56,338	114%	\$56,754	115%
CITY PAYMENTS PROCESSOR (000263)	\$38,210	4	\$29,700	129%	\$50,253	169%	\$41,362	139%	\$41,778	141%
CIVIL ENFORCEMENT OFFICER I (001893)	\$47,299	5	\$43,800	108%	\$55,286	126%	\$50,451	115%	\$50,867	116%
CONCRETE FINISHER (001852)	\$54,850	9	\$41,300	133%	\$54,850	133%	\$58,002	140%	\$58,418	141%
CRIME SCENE TECHNICIAN II UNION (001779)	\$45,219	7	\$49,400	92%	\$50,107	101%	\$48,371	98%	\$48,787	99%
CUSTODIAN II (006090)	\$35,090	3	\$30,500	115%	\$35,090	115%	\$38,242	125%	\$38,658	127%
ENGINEERING TECHNICIAN IV (000829)	\$60,590	12	\$58,300	104%	\$60,590	104%	\$63,742	109%	\$64,158	110%
EVIDENCE TECHNICIAN II (002277)	\$48,069	5	\$50,300	96%	\$48,069	96%	\$51,221	102%	\$51,637	103%
FIRE CAPTAIN (008040)	\$91,125	77	\$83,200	110%	\$91,125	110%	\$95,819	115%	\$96,235	116%
FIREFIGHTER/EMT - all levels	\$48,485	43	\$45,000	108%	\$69,618	155%	\$53,179	118%	\$53,595	119%
FIREFIGHTER/ENGINEER - all levels	\$74,464	53	\$66,800	111%	\$74,464	111%	\$79,158	119%	\$79,574	119%
FIREFIGHTER/PARAMEDIC - all levels	\$78,437	84	\$59,700	131%	\$80,392	135%	\$83,131	139%	\$83,547	140%
FLEET MECHANIC (001952)	\$54,850	42	\$58,300	94%	\$54,850	94%	\$58,002	99%	\$58,418	100%
GENERAL MAINTENANCE WORKER III (006140)	\$44,533	2	\$43,600	102%	\$44,533	102%	\$47,685	109%	\$48,101	110%
HVAC TECHNICIAN II (006050)	\$58,178	9	\$55,200	105%	\$58,178	105%	\$61,330	111%	\$61,746	112%
JUDICIAL ASSISTANT II (002084)	\$53,456	9	\$42,300	126%	\$53,456	126%	\$56,608	134%	\$57,024	135%
MAINTENANCE ELECTRICIAN IV (000168)	\$60,050	8	\$61,500	98%	\$60,050	98%	\$63,202	103%	\$63,618	103%
METAL FABRICATION TECHNICIAN - WELDER (001925)	\$60,050	5	\$55,400	108%	\$60,050	108%	\$63,202	114%	\$63,618	115%
OFFICE TECHNICIAN II (001191)	\$41,454	21	\$35,600	116%	\$48,506	136%	\$44,606	125%	\$45,022	126%
PAINTER II (001347)	\$53,186	6	\$47,600	112%	\$53,186	112%	\$56,338	118%	\$56,754	119%
PARKS GROUNDSKEEPER (001813)	\$31,907	10	\$31,400	102%	\$37,357	119%	\$35,059	112%	\$35,475	113%
PLANS EXAMINER I (002127)	\$60,393	2	\$68,700	88%	\$66,830	97%	\$63,545	92%	\$63,961	93%
PLUMBER II (000854)	\$56,514	2	\$54,200	104%	\$56,514	104%	\$59,666	110%	\$60,082	111%
POLICE INFORMATION SPECIALIST (002463)	\$34,549	10	\$37,500	92%	\$48,506	129%	\$37,701	101%	\$38,117	102%
POLICE INTELLIGENCE SPECIALIST (001539)	\$44,387	3	\$58,400	76%	\$54,974	94%	\$47,539	81%	\$47,955	82%
POLICE OFFICER (001489)	\$68,848	465	\$57,500	120%	\$73,008	127%	\$73,542	128%	\$73,958	129%
PUBLIC SAFETY DISPATCHER (002387)	\$45,698	70	\$42,800	107%	\$53,456	125%	\$48,850	114%	\$49,266	115%
SENIOR SECRETARY (003030)	\$36,858	2	\$40,900	90%	\$48,506	119%	\$40,010	98%	\$40,426	99%
SR UTILITIES REPRESENTATIVE - CUSTOMER SVC (000199)	\$48,506	5	\$42,900	113%	\$48,506	113%	\$51,658	120%	\$52,074	121%
SR WAREHOUSE OPERATOR (002022)	\$50,253	8	\$36,800	137%	\$50,253	137%	\$53,405	145%	\$53,821	146%
WASTE & RECYCLING EQUIPMENT OPERATOR II (002347)	\$50,190	26	\$46,200	109%	\$50,190	109%	\$53,342	115%	\$53,758	116%
WATER METER READER II (006326)	\$40,747	1	\$38,900	105%	\$40,747	105%	\$43,899	113%	\$44,315	114%
WATER METER TECHNICIAN II (000997)	\$45,115	2	\$51,400	88%	\$48,651	95%	\$48,267	94%	\$48,683	95%
WATER PLANT OPERATOR II (000966)	\$58,178	23	\$54,000	108%	\$58,178	108%	\$61,330	114%	\$61,746	114%
WATER RECLAMATION FACILITY OPERATOR II (002134)	\$54,850	9	\$50,600	108%	\$54,850	108%	\$58,002	115%	\$58,418	115%
WATER SYSTEM MAINTENANCE OPERATOR II (000975)	\$51,646	13	\$44,500	116%	\$51,646	116%	\$54,798	123%	\$55,214	124%

* = Market pay rates normalized to Salt Lake City with Economic Research Institute's (ERI) Geographic Assessor.

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

Included in this section is a total of **43 benchmark jobs**, which cover **272** non-represented employees. 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 two benchmark jobs in the **significantly lagging** category ($\geq -10\%$); seven benchmark jobs in the **slightly lagging** category (≥ -1 to -9.9%); and 13 benchmark jobs **leading significantly** ($\geq 10\%$).

Job Title (Job Code)	SLC Median Employee Salary	# SLC Incumbents	Market Salary (50th percentile)		w/ Additional Economic Value of benefits (Public Sector) = \$3,152 per year		w/ Additional Economic Value of benefits (Private Sector) = \$3,568 per year	
			Market Salary	100%	100%	100%	100%	
ACCOUNTANT III (001666)	\$69,867	13	\$68,200	102%	\$73,019	107%	\$73,435	108%
AUDITOR III (001684)	\$88,504	1	\$73,200	121%	\$91,656	125%	\$92,072	126%
BATTALION CHIEF (008030)	\$106,538	12	\$97,700	109%	\$111,232	114%	\$111,648	114%
CITY PAYROLL ADMINISTRATOR (001945)	\$60,757	2	\$55,200	110%	\$63,909	116%	\$64,325	117%
CIVIC ENGAGEMENT PROGRAM SPEC. (001821)	\$56,035	3	\$56,100	100%	\$59,187	106%	\$59,603	106%
CLAIMS ADJUSTER (001995)	\$60,798	1	\$60,000	101%	\$63,950	107%	\$64,366	107%
COLLECTIONS OFFICER (001376)	\$49,182	4	\$41,800	118%	\$52,334	125%	\$52,750	126%
EEO/ADA SPECIALIST (002299)	\$75,566	1	\$75,000	101%	\$78,718	105%	\$79,134	106%
EMPLOYEE MARKETING & COMMUNICATIONS SPECIALIST (002225)	\$64,376	1	\$64,400	100%	\$67,528	105%	\$67,944	106%
EMPLOYEE TRAINING & DEVELOPMENT COORDINATOR (000491)	\$62,254	1	\$60,700	103%	\$65,406	108%	\$65,822	108%
ENGINEER IV (002198)	\$78,396	9	\$83,100	94%	\$81,548	98%	\$81,964	99%
FINANCIAL ANALYST III (001670)	\$71,573	5	\$77,500	92%	\$74,725	96%	\$75,141	97%
FORENSIC SCIENTIST I (001973)	\$56,202	2	\$54,100	104%	\$59,354	110%	\$59,770	110%
GIS SPECIALIST (000781)	\$62,795	4	\$61,100	103%	\$65,947	108%	\$66,363	109%
GOLF CLUB PROFESSIONAL (000940)	\$77,792	5	\$82,500	94%	\$80,944	98%	\$81,360	99%
GOLF SUPERINTENDENT 18 HOLES (000936)	\$61,734	3	\$70,500	88%	\$64,886	92%	\$65,302	93%
GRAPHIC DESIGN SPECIALIST (002103)	\$56,129	2	\$53,300	105%	\$59,281	111%	\$59,697	112%
HR BUSINESS PARTNER II (002436)	\$73,965	5	\$80,700	92%	\$77,117	96%	\$77,533	96%
HR RECRUITER (002297)	\$65,354	1	\$64,400	101%	\$68,506	106%	\$68,922	107%
HRIS ANALYST (002155)	\$79,331	1	\$85,200	93%	\$82,483	97%	\$82,899	97%
JUSTICE COURT JUDGE (001601)	\$153,405	5	\$132,800	116%	\$156,557	118%	\$156,973	118%
LCSW/MENTAL HEALTH COUNSELOR (002426)	\$56,014	1	\$60,200	93%	\$59,166	98%	\$59,582	99%
LEGAL SECRETARY III (003136)	\$54,818	2	\$50,000	110%	\$57,970	116%	\$58,386	117%
NETWORK SYSTEMS ENGINEER II (001394)	\$83,117	8	\$84,700	98%	\$86,269	102%	\$86,685	102%
OFFICE FACILITATOR II (001232)	\$49,130	27	\$52,800	93%	\$52,282	99%	\$52,698	100%
PARALEGAL (002201)	\$58,136	6	\$58,900	99%	\$61,288	104%	\$61,704	105%
POLICE CAPTAIN (000851)	\$113,922	8	\$103,800	110%	\$118,616	114%	\$119,032	115%
POLICE LIEUTENANT (000849)	\$100,589	24	\$93,700	107%	\$105,283	112%	\$105,699	113%
POLICE SERGEANT (007008)	\$85,426	67	\$78,500	109%	\$90,120	115%	\$90,536	115%
PRINCIPAL PLANNER (001733)*	\$66,602	8	\$68,627	97%	\$69,754	102%	\$70,170	102%
PROCUREMENT SPECIALIST I (000533)	\$58,906	2	\$60,300	98%	\$62,058	103%	\$62,474	104%
PROGRAM COORDINATOR, ARTS COUNCIL (001799)	\$58,250	2	\$55,200	106%	\$61,402	111%	\$61,818	112%
REAL PROPERTY AGENT (000370)	\$66,799	2	\$66,500	100%	\$69,951	105%	\$70,367	106%
REDEVELOPMENT AGENCY PROPERTY MANAGER (001391)	\$67,267	1	\$77,700	87%	\$70,419	91%	\$70,835	91%
SAFETY PROGRAM MANAGER (002286)	\$87,714	2	\$91,000	96%	\$90,866	100%	\$91,282	100%
SENIOR BENEFITS ANALYST (002122)	\$68,078	2	\$71,100	96%	\$71,230	100%	\$71,646	101%
SENIOR CITY ATTORNEY (002319)	\$138,445	13	\$141,500	98%	\$141,597	100%	\$142,013	100%
SOCIAL SERVICE WORKER (001921)	\$49,180	6	\$50,100	98%	\$52,332	104%	\$52,748	105%
SOFTWARE ENGINEER III (002145)	\$93,246	2	\$88,100	106%	\$96,398	109%	\$96,814	110%
SOFTWARE SUPPORT ADMINISTRATOR II (001729)	\$80,912	3	\$74,100	109%	\$84,064	113%	\$84,480	114%
TECHNICAL SYSTEM ANALYST III (002203)	\$72,093	1	\$69,500	104%	\$75,245	108%	\$75,661	109%
VICTIM ADVOCATE (001765)	\$50,835	3	\$49,800	102%	\$53,987	108%	\$54,403	109%

* = Market pay rates normalized to Salt Lake City with Economic Research Institute's (ERI) Geographic Assessor.

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

WESTERN MANAGEMENT GROUP SURVEY PARTICIPANTS			
1 800 Contacts	AECOM/Federal Services	Agreserves	Akima
All Native Group	American Systems	Arup Laboratories	ASRC Federal
Associated Food Stores	Biofire Diagnostics	Boeing	Booz Allen Hamilton
Brigham Young University	Browning	CACI International	Clean Harbors
Cognosante	COLSA	Comcast	Davis County
doTERRA International	eBay	Edwards Lifesciences	Engility
FJ Management	Fluor	General Dynamics/Information Technology	General Dynamics/Mission Systems
Halfaker & Associates	Hospital Corporation of America	Hoyt Archery	Huntsman Cancer Institute
IM Flash Technologies	Intermountain Health Care	JT4	KBRWyle
L-3 Communications/Systems West	Leidos	Lennox International	LJT & Associates
Lockheed Martin	Magellan Health	ManTech International	Maximus Federal
Merit Medical Systems	MITRE	NCI Information Systems	Northrop Grumman
O.C. Tanner	Orbit Irrigation Products	PacifiCorp	Parker-Hannifin Utah
Parsons	Post Consumer Brands	Raytheon	Rio Tinto Shared Services
Ryder System	SAIC	Salt Lake City	Salt Lake Community College
Salt Lake County	Sierra Nevada	Sinclair Services	Southwest Airlines
Southwest Research Institute	Stampin Up	State of Utah, DHRM	Sunrise Senior Living
Tecolote Research	Textron Systems	U.S. Foods	U.S. Magnesium
Unisys/Federal Systems	University of Utah	University of Utah Hospitals & Clinics	USANA Health Sciences
Utah County	Utah State Courts	Utah State University	Utah State University Research Foundation/Space Dynamics Lab
Utah Transit Authority	Utah Valley University	Varex Imaging	Verizon Communications
Vivint Smart Homes	Vivint Solar	Wasatch Front Waste & Recycling District	Waste Management
Weber State University	Zions Bancorporation	90 TOTAL PARTICIPANTS	

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

WASATCH COMPENSATION GROUP SURVEY PARTICIPANTS	
BOUNTIFUL, UT	SANDY, UT
CENTRAL DAVIS COUNTY SEWER	SNYDERVILLE BASIN WATER RECLAMATION
CENTRAL VALLEY WATER	SOUTH DAVIS METRO FIRE AGENCY
CENTRAL WEBER SEWER	SOUTH DAVIS SEWER DISTRICT
COTTONWOOD HEIGHTS, UT	SOUTH JORDAN, UT
COTTONWOOD IMPROVEMENT DISTRICT	SOUTH VALLEY WATER RECLAMATION
DAVIS COUNTY	STATE OF UTAH
DRAPER, UT	TAYLORSVILLE, UT
JORDAN VALLEY WATER	TAYLORSVILLE-BENNION SPECIAL DISTRICT
LAYTON, UT	TIMPANOGOS SPECIAL DISTRICT
LEHI, UT	UNIFIED FIRE AUTHORITY
METROPOLITAN WATER, SALT LAKE & SANDY	UNIFIED POLICE DEPARTMENT
MOUNTAINLAND ASSOCIATION OF GOVERNMENTS	UNIVERSITY OF UTAH
MT. OLYMPUS IMPROVEMENT DISTRICT	UTAH ASSOCIATION OF COUNTIES
MURRAY, UT	UTAH COUNTY
NORTH DAVIS COUNTY SEWER	UTAH VALLEY DISPATCH SPECIAL SERVICE DISTRICT
NORTH DAVIS FIRE DISTRICT	UTAH VALLEY UNIVERSITY
OGDEN, UT	VALLEY EMERGENCY COMMUNICATION CENTER
OREM, UT	WEBER BASIN WATER
PARK CITY, UT	WEBER COUNTY
PARK CITY FIRE DEPT	WEBER FIRE DISTRICT
PROVO, UT	WEBER STATE UNIVERSITY
ROY WATER CONSERVANCY DISTRICT	WEST JORDAN, UT
SALT LAKE COUNTY	WEST VALLEY, UT
48 TOTAL PARTICIPANTS	



APPENDIX D: NFP's Benefit & Compensation Analysis Report
(presented to the CCAC on 1/9/2020)

Salt Lake City Benefit and Compensation Analysis

S. David Jackson, SPHR, SHRM-SCP



9 January, 2020

What We're Looking At



Which numbers matter the most?

The City's strategy has been to sit at around a 95% compensation ratio, and then to utilize benefits to make up the other 5%.

This means that we need to look at those areas in the City's benefits package where benefits fall either above the median (market) or below it; in other words, we're looking at where the City's benefits provide a boost above market and when they keep it from achieving its goals.

Where the numbers are from:

NFP recently completed a study for Salt Lake City for both public and private organizations from across the country (but centered in Utah). We asked them about their benefits and measured them against the City's benefits.

"Median," in this context, refers to the median, or market, response from this study group.

Additionally, this study group's answers matched up similarly with responses from both public and private organizations in Utah collected through NFP's Utah Employee Benefit Study.

The final source from which we gathered salary information was the most recent edition of the CCAC Annual Report to the City and staff. This data was aged to contemporary time frames that correlate with the City's recent benefit study.

What We're Looking At



What we're trying to find:

The City's three main questions we were asked to address are as follows:

1. What is the value and cost of retaining current employees versus hiring and training new employees.
2. Should the City's benefits package be holistically reviewed more frequently?
3. Is the City's benefits package still sufficiently competitive and generous in today's market to warrant the up to 5% of salary reduction from market?

We'll address these questions in order.

Q1: Cost of Employee Turnover



ESTIMATED TURNOVER COST BY JOB TYPE

Job Type/Category	Average Turnover Cost (as of % of salary)
Entry Level - Hourly, Non Skilled (e.g. Fast Food worker)	30-50%
Skilled Hourly (e.g. Machinist)	70-100%
Technical (e.g. Computer Technician)	100-150%
Engineers (e.g. Chemical Engineer)	200-300%
Specialists (e.g. Computer Software Designer)	200-400%
Supervisors/Team Leaders (e.g. Section Supervisor)	100-150%
Middle Managers (e.g. Department Manager)	125-200%

Source: Case Study by Jack Phillips Center for Research, ROI Institute and Bloom Consulting, Inc.

Q1: Costs of Employee Turnover



How much does it cost the City to replace employees?

	Average Annual Salaries	Cost to Replace 75% of Salary	Annual Loss of Talent (People)	Total Annual Turnover & Replacement Cost
Non-Represented	\$73,327 	\$54,995 	66 @ 5.95% Turnover 	\$3,629,666
Union (Non-Public Safety)	50,532 	\$37,899 	80 @ 7.25% Turnover 	\$3,031,935
Public Safety	\$72,627 	\$54,470 	20 @ 2.67% Turnover 	\$1,089,400

\$7,751,001
in bottom line turnover costs

Q2: Frequency of Review



If the City is actively evaluating or experiencing challenges to its current strategy and benefits package, best practice would be to review as needed with a maximum gap in review of three years.

If/when the City is satisfied with its strategy and benefits, holistic reviews should be performed no less than every five years (market check).



Q3: How We Determined Additional Benefit Value



How we valued and weighted the City's benefits:

- Those benefits the City has that match up with the median or at market rate response neither enrich nor devalue the net effect that the benefit has on the overall compensation ratio.
- Areas where the City is above the median or leading in the market can count towards the City reaching or exceeding a 100% ratio.
- Areas where the City is below the median or lagging behind the market work to pull the City down below the market. The City's current compensation policy is to stay within 95% of the median and to augment compensation with top-of-the-line benefits.

The number of individuals in a given group, or to which any specific benefit might apply, is also taken into account. For example, the City offers a generous bariatric surgery benefit, to the point that they are in a leading position compared to the market. However, since only a small portion of individuals on the City's plans would be in a position to utilize that benefit, it does not affect the overall net benefit value to the extent that, say, the low employee cost for medical insurance does.

Q3: What Is the Added Value of Salt Lake City's Benefits?



The overall value that benefits add to the City's compensation:

We found that Salt Lake City's benefits add the following value (in dollar amount) to overall compensation (compared to the market):

- 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.*

Q3: How Do the City's Benefits Affect Its Comp. Ratio?



What we looked at:

We examined the net value of benefits compared to salary for three groups: Union groups, Non-Represented groups, and Public Safety.

For Union groups (including Public Safety) and Non-Represented groups, we measured comp. ratio (SLC group compared to the market for public and private sectors) by taking the SLC employee median salary, adding the additional dollar value that we determined the City's benefits package added, and compared it to the market's median salary.

As you review the full data set, you'll see the following:

- SLC employee median salary for each job title
- Number of SLC incumbents in each job title group
- Market salary
- SLC employee median salary with added economic value of benefits compared to the public sector
- SLC employee median salary with added economic value of benefits compared to the private sector

Q3: How Do the City's Benefits Affect Its Comp. Ratio?



The City's strategy—compensating at 95% of market rate and making up or exceeding the balance with exceptional benefits—functions correctly in most cases.

Our study found that the only cases where the City falls short of meeting at least 100% compensation after benefits have been taken into account occur when the salary offered does not meet the 95% City-to-market salary ratio. The positions for which this is the case are listed below. In the case of the Union employees, the City's strategy is achieved when considering the top out rates.

UNION EMPLOYEES

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents	Market Salary (50th percentile)		W/ Additional Economic Value of Benefits (Public Sector)		W/Additional Economic Value of Benefits (Private Sector)		Top Rate (union only)	W/ Additional Economic Value of Benefits (Public Sector)		W/Additional Economic Value of Benefits (Private Sector)	
POLICE INTELLIGENCE SPEC.UNION (001539)	\$44,384	4	\$56,785	78%	\$47,537	84%	47,953	85%	\$54,971	\$58,123	102%	\$58,539	103%
PLANS EXAMINER I (002127)	\$55,543	4	\$67,650	82%	\$58,695	87%	59,111	88%	\$70,162	\$73,314	108%	\$73,730	109%
POLICE INFORMATION SPECIALIST (001713)	\$32,248	12	\$38,540	84%	\$35,401	92%	35,817	93%	\$45,275	\$48,427	126%	\$48,843	127%
WATER METER READER II (006326)	\$34,837	7	\$38,335	91%	\$37,989	99%	38,405	100%	\$40,756	\$43,909	115%	\$44,325	116%
CRIME SCENE TECH II UNION (001779)	\$46,474	6	\$50,020	93%	\$49,627	99%	50,043	100%	\$50,113	\$53,265	106%	\$53,681	107%
EVIDENCE TECHNICIAN II (002277)	\$46,930	5	\$50,328	93%	\$50,083	100%	50,499	100%	\$48,076	\$51,228	102%	\$51,644	103%

NON-REPRESENTED EMPLOYEES

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents	Market Salary (50th percentile)		W/ Additional Economic Value of Benefits (Public Sector)		W/Additional Economic Value of Benefits (Private Sector)	
GOLF SUPERINTENDENT 18 HOLES	\$61,734	3	\$70,008	88%	\$64,886.37	92%	\$65,302.41	93%
LCSW/MENTAL HEALTH COUNSELOR	\$56,028	1	\$61,705	91%	\$59,180.37	96%	\$59,596.41	97%
REDEVELOPMENT AGENCY PROP MGR	\$67,267	1	\$72,570	93%	\$70,419.37	97%	\$70,835.41	98%
GOLF CLUB PROFESSIONAL (000940)	\$77,792	3	\$83,640	93%	\$80,944.37	97%	\$81,360.41	97%
PROCUREMENT SPECIALIST II (000534)	\$65,146	1	\$69,290	94%	\$68,298.37	98%	\$68,714.41	99%



Q3: How Do the City's Benefits Affect Its Comp. Ratio?



Summary—where the City stands:

	Salary Only		Salary + Added Benefits
Union Employees (Non-Public Safety)			
	78% - 135%	Median salary compared to other Public Sector organizations:	84% - 141%
		Median salary compared to Private Sector organizations:	85% - 143%
Non-Represented Employees			
	88% - 125%	Median salary compared to other Public Sector organizations:	92% - 132%
		Median salary compared to Private Sector organizations:	93% - 133%
Public Safety Employees			
	110% - 135%	Median salary compared to other Public Sector organizations:	117% - 141%
		Median salary compared to Private Sector organizations:	119% - 143%



Our Findings:

In most cases, the City meets or exceeds their policy—most employees earn or exceed 100% of the market rate once additional benefit value is taken into account. For employees whose compensation (salary plus added benefit values) does not meet the 100% threshold, it is not caused by a lack of top-of-the-line benefits, but rather the salary of that position that falls short of the 95% of market target.

Another question to consider is whether or not the City's strategy of setting salaries at 95% of the market rate and using benefits to make up or exceed the difference is the correct strategy to have.

In poor economic times, it is a wise choice to settle in at paying around 95% of market rate in salary and offering exceptional benefits whenever possible to add value. Given the strong state of the economy presently and the strong labor market, the right choice may be to aim for compensating at 100% of the market rate in order to aid in hiring and retaining employees—remember, our analysis finds that employee turnover can account for \$7,751,001 annually.

So long as the City's salaries sit between 95%–100% of the market rate, with the ability to adjust based on general economic and labor factors, the City's current strategy can meet the needs of all of its stakeholders.



APPENDIX

City Council Letter Dated February 7, 2019



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

OFFICE OF THE CITY COUNCIL
451 SOUTH STATE STREET, ROOM 304
P.O. Box 145476, SALT LAKE CITY, UTAH 84114-5476

www.slccouncil.com
TEL 801-535-7600 FAX 801-535-7651
EMAIL COUNCIL.COMMENTS@SLCCGOV.COM

CCAC/page 2

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,

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

2018-19 Salt Lake City Union Employees (Non-Represented)

Total Annual Turnover & Replacement Cost

	Average Annual Salaries	Cost to Replace @75% of Salary	Annual Loss of Talent@5.95% Turnover (People)	Total Annual Turnover & Replacement Cost
Non-Represented	\$ 73,327	\$54,995	66	\$3,629,666

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents
LCSW/MENTAL HEALTH COUNSELOR	\$56,028	2
GOLF SUPERINTENDENT 18 HOLES	\$61,734	3
REDEVELOPMENT AGENCY PROP MGR	\$67,267	1
GOLF CLUB PROFESSIONAL (000940)	\$77,792	5
PROCUREMENT SPECIALIST II (000534)	\$65,146	1
OFFICE FACILITATOR II NON UNIO	\$49,136	24
ENGINEER IV (002198)	\$78,945	8
EMPLOYEE TRAINING & DEVELOPMEN	\$59,129	1
EMPLOYEE MARKETING & COMM	\$58,832	1
BENEFITS ANALYST (002121)	\$64,677	2
EEO/ADA SPECIALIST (002299)	\$73,026	1
JUSTICE COURT JUDGE (001601)	\$123,689	5
SOCIAL SERVICE WORKER (001921)	\$49,380	4
HR RECRUITER (002297)	\$62,100	1
VICTIM ADVOCATE (001765)	\$50,834	3
SENIOR CITY ATTORNEY (002319)	\$137,437	12
NETWORK SYSTEMS ENGINEER II (001394)	\$82,912	7
SOFTWARE SUPPORT ADMIN II (001729)	\$80,918	5
PARALEGAL (002201)	\$58,143	6
GIS SPECIALIST (000781)	\$62,544	3
FINANCIAL ANALYST III (001670)	\$78,351	4
HRIS ANALYST (002155)	\$84,355	1
CIVIC ENGAGEMENT PROGRAM SPEC.	\$56,435	2
REAL PROPERTY AGENT (000370)	\$66,735	2
SR. HR CONSULTANT (001834)	\$75,466	4
PRINCIPAL PLANNER (001733)	\$67,764	9
POLICE CAPTAIN (000851)	\$108,987	8
POLICE LIEUTENANT (000849)	\$96,363	19
SOFTWARE ENGINEER III (002145)	\$93,244	2
SAFETY PROGRAM MGR (002286)	\$87,707	2
TECH SYSTEM ANALYST III (002203)	\$72,092	1
VIDEO PRODUCTION MGR (002217)	\$85,968	1
POLICE SERGEANT (007008)	\$81,872	53
CITY PAYROLL ADMINISTRATOR (001945)	\$60,020	2
ACCOUNTANT III (001666)	\$71,997	10
LEGAL SECRETARY III (003136)	\$54,812	2
GRAPH DESIGN SPECIALIST (002103)	\$59,914	1
BATTALION CHIEF (008030)	\$106,547	12
PROG COOR ARTS COUNCIL (001799)	\$62,100	1
COLLECTIONS OFFICER (001376)	\$47,046	4
AUDITOR III (001684)	\$88,514	1
CLAIMS SPECIALIST (002240)	\$53,761	1

Average Salary	\$73,327	1109
Total Salaries	\$81,319,190.95	

2018-19 Salt Lake City Union Employees (Non-Public Safety)

Total Annual Turnover & Replacement Cost

	Average Annual Salaries	Cost to Replace @75% of Salary	Annual Loss of Talent@7.25% Turnover (People)	Total Annual Turnover & Replacement Cost
Union (Non-Public Safety)	\$50,532	\$37,899	80	\$3,031,935

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents
PLANS EXAMINER I (002127)	\$55,543	4
AIR OPER SPECIALIST AIR UNION (001514)	\$63,627	20
WATER METER READER II (006326)	\$34,837	7
CRIME SCENE TECH II UNION (001779)	\$46,474	6
EVIDENCE TECHNICIAN II (002277)	\$46,930	5
LABORATORY CHEMIST UNION (001806)	\$63,627	1
AIRFIELD MAINT ELECTRICIAN IV (002311)	\$66,830	13
WATER METER TECHNICIAN II (000997)	\$48,648	1
FORENSIC SCIENTIST I (001973)	\$54,770	2
BUSINESS LICENSING PROCESS II (001964)	\$49,582	4
PARKS GROUNDSKEEPER (001813)	\$30,138	10
ACCESS CONTROL SPECIALIST (002340)	\$40,607	3
MAINT. ELECTRICIAN IV (000168)	\$60,041	10
CIVIL ENFORCEMENT OFFICER I (001893)	\$45,975	4
BUILDING EQUIP. OP. II (006071)	\$50,197	8
ENGINEERING TECH IV UNION (000829)	\$60,593	11
FLEET MECHANIC (001952)	\$54,843	40
ARBORIST II (001375)	\$47,895	2
SENIOR SECRETARY (003030)	\$41,520	2
HVAC TEC. II (006050)	\$58,175	9
WATER PLANT OPERATOR II (000966)	\$58,175	21
POLICE INTELLIGENCE SPEC.UNION	\$44,384	4
POLICE INFORMATION SPECIALIST (001713)	\$32,248	12
PUBLIC SAFETY DISPATCHER II (000161)	\$49,582	50
ASPHALT EQUIP OPERATOR II (000909)	\$50,197	25
GENERAL MAINT. WORKER III (006140)	\$44,532	3
PLUMBER II (000854)	\$56,519	3
WASTE & RECYCLING EQUIP OP II (002347)	\$50,197	1
WRF OP II (002134)	\$54,843	10
METAL FABRICATION TECHNICIAN (001925)	\$60,041	5
BUILDING INSPECTOR III (001967)	\$73,683	11
SR UTILITIES REP CUST SVC (000199)	\$48,500	6
CARPENTER II (001349)	\$53,189	7
WATER SYSTEM MAINTENANCE OP II	\$51,640	15
PAINTER II (001347)	\$53,189	6
CITY PAYMENTS PROCESSOR (000263)	\$38,210	4
CUSTODIAN II (006090)	\$35,091	2
WAREHOUSE SUP WORKER-AIRPORT (002022)	\$43,461	2
JUDICIAL ASSISTANT II (002084)	\$53,464	8
CONCRETE FINISHER (001852)	\$54,843	10
OFFICE TECHNICIAN II (001191)	\$44,978	16

Average Salary \$50,532 1,103
 Total Salaries \$55,737,075.25

2018-19 Salt Lake City Union Employees (Public Safety Only)

Total Annual Turnover & Replacement Cost

	Average Annual Salaries	Cost to Replace @75% of Salary	Annual Loss of Talent@2.67% Turnover (People)	Total Annual Turnover & Replacement Cost
Public Safety	\$72,627	\$54,470	20	\$1,089,400

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents
FIRE CAPTAIN (008040)	\$89,341	75
FIREFIGHTER (001480)	\$49,455	43
FIREFIGHTER ENGINEER (001485)	\$74,107	56
POLICE OFFICER (001489)	\$70,225	382
FIREFIGHTER/PARAMEDIC (001481)	\$80,006	79

Average Salary	<u>\$72,627</u>	<u>748</u>
Total Salaries	\$54,324,735.70	

2018-19 Salt Lake City Additional Benefits Pay Comparison for Non-Represented Benchmark Jobs

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents	Market Salary (50th percentile)		W/ Additional Economic Value of Benefits (Public Sector)		W/Additional Economic Value of Benefits (Private Sector)	
GOLF SUPERINTENDENT 18 HOLES	\$61,734	3	\$70,008	88%	\$64,886.37	92%	\$65,302.41	93%
LCSW/MENTAL HEALTH COUNSELOR	\$56,028	1	\$61,705	91%	\$59,180.37	96%	\$59,596.41	97%
REDEVELOPMENT AGENCY PROP MGR	\$67,267	1	\$72,570	93%	\$70,419.37	97%	\$70,835.41	98%
GOLF CLUB PROFESSIONAL (000940)	\$77,792	3	\$83,640	93%	\$80,944.37	97%	\$81,360.41	97%
PROCUREMENT SPECIALIST II (000534)	\$65,146	1	\$69,290	94%	\$68,298.37	98%	\$68,714.41	99%
OFFICE FACILITATOR II NON UNIO (001232)	\$49,136	24	\$51,865	95%	\$52,288.83	101%	\$52,704.87	102%
ENGINEER IV (002198)	\$78,945	8	\$82,820	95%	\$82,097.31	99%	\$82,513.35	100%
EMPLOYEE TRAINING & DEVELOPMEN	\$59,129	1	\$62,013	95%	\$62,281.77	100%	\$62,697.81	101%
EMPLOYEE MARKETING & COMM (002225)	\$58,832	1	\$61,500	96%	\$61,983.93	101%	\$62,399.97	101%
BENEFITS ANALYST (002121)	\$64,677	2	\$66,933	97%	\$67,829.55	101%	\$68,245.59	102%
EEO/ADA SPECIALIST (002299)	\$73,026	1	\$74,928	97%	\$74,178.25	102%	\$76,594.29	102%
JUSTICE COURT JUDGE (001601)	\$123,689	5	\$126,383	98%	\$126,841.65	100%	\$127,257.69	101%
SOCIAL SERVICE WORKER (001921)	\$49,380	4	\$50,430	98%	\$52,532.61	104%	\$52,948.65	105%
HR RECRUITER (002297)	\$62,100	1	\$63,345	98%	\$65,252.01	103%	\$65,668.05	104%
VICTIM ADVOCATE (001765)	\$50,834	3	\$51,558	99%	\$53,986.11	105%	\$54,402.15	106%
SENIOR CITY ATTORNEY (002319)	\$137,437	12	\$138,990	99%	\$140,589.21	101%	\$141,005.25	101%
NETWORK SYSTEMS ENGINEER II (001394)	\$82,912	7	\$83,743	99%	\$86,064.09	103%	\$86,480.13	103%
SOFTWARE SUPPORT ADMIN II (001729)	\$80,918	5	\$81,488	99%	\$84,069.99	103%	\$84,486.03	104%
PARALEGAL (002201)	\$58,143	6	\$58,528	99%	\$61,295.43	105%	\$61,711.47	105%
GIS SPECIALIST (000781)	\$62,544	3	\$62,833	100%	\$65,696.73	105%	\$66,112.77	105%
FINANCIAL ANALYST III (001670)	\$78,351	4	\$78,515	100%	\$81,503.67	104%	\$81,919.71	104%
HRIS ANALYST (002155)	\$84,355	1	\$84,460	100%	\$87,507.39	104%	\$87,923.43	104%
CIVIC ENGAGEMENT PROGRAM SPEC.	\$56,435	2	\$56,170	100%	\$59,586.93	106%	\$60,002.97	107%
REAL PROPERTY AGENT (000370)	\$66,735	2	\$66,113	101%	\$69,886.89	106%	\$70,302.93	106%
SR. HR CONSULTANT (001834)	\$75,466	4	\$74,620	101%	\$78,618.09	105%	\$79,034.13	106%
PRINCIPAL PLANNER (001733)	\$67,764	9	\$66,625	102%	\$70,916.07	106%	\$71,332.11	107%
POLICE CAPTAIN (000851)	\$108,987	8	\$106,395	102%	\$113,681.33	107%	\$114,097.37	107%
POLICE LIEUTENANT (000849)	\$96,363	19	\$92,763	104%	\$99,931.89	108%	\$101,473.85	109%
SOFTWARE ENGINEER III (002145)	\$93,244	2	\$89,688	104%	\$96,396.69	107%	\$96,812.73	108%
SAFETY PROGRAM MGR (002286)	\$87,707	2	\$84,358	104%	\$90,859.11	108%	\$91,275.15	108%
TECH SYSTEM ANALYST III (002203)	\$72,092	1	\$68,368	105%	\$75,243.93	110%	\$75,659.97	111%
VIDEO PRODUCTION MGR (002217)	\$85,968	1	\$80,975	106%	\$89,120.01	110%	\$89,536.05	111%
POLICE SERGEANT (007008)	\$81,872	53	\$76,363	107%	\$86,566.67	113%	\$86,982.71	114%
CITY PAYROLL ADMINISTRATOR (001945)	\$60,020	2	\$55,863	107%	\$63,172.23	113%	\$63,588.27	114%
ACCOUNTANT III (001666)	\$71,997	10	\$65,703	110%	\$75,149.07	114%	\$75,565.11	115%
LEGAL SECRETARY III (003136)	\$54,812	2	\$49,405	111%	\$57,964.11	117%	\$58,380.15	118%
GRAPH DESIGN SPECIALIST (002103)	\$59,914	1	\$52,890	113%	\$63,066.15	119%	\$63,482.19	120%
BATTALION CHIEF (008030)	\$106,547	12	\$93,275	114%	\$111,241.49	119%	\$111,657.53	120%
PROG COOR ARTS COUNCIL (001799)	\$62,100	1	\$53,813	115%	\$65,252.01	121%	\$65,668.05	122%
COLLECTIONS OFFICER (001376)	\$47,046	4	\$40,283	117%	\$50,198.85	125%	\$50,614.89	126%
AUDITOR III (001684)	\$88,514	1	\$71,955	123%	\$91,665.93	127%	\$92,081.97	128%
CLAIMS SPECIALIST (002240)	\$53,761	1	\$43,153	125%	\$56,913.51	132%	\$57,329.55	133%

Non-Public Safety	
Public Sector Benefits Additional Annual Economic Value	Private Sector Benefits Additional Annual Economic Value
\$3,152	\$3,568

Public Safety	
Public Sector Benefits Additional Annual Economic Value	Private Sector Benefits Additional Annual Economic Value
\$4,694	\$5,110

2018-19 SLC Local Market Additional Benefits Pay Comparison for Union Benchmark Jobs

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents	Market Salary (50th percentile)		W/ Additional Economic Value of Benefits (Public Sector)		W/Additional Economic Value of Benefits (Private Sector)		Top Rate (union only)	W/ Additional Economic Value of Benefits (Public Sector)		W/Additional Economic Value of Benefits (Private Sector)	
POLICE INTELLIGENCE SPEC.UNION	\$44,384	4	\$56,785	78%	\$47,537	84%	47,953	85%	\$54,971	\$58,123	102%	\$58,539	103%
PLANS EXAMINER I (002127)	\$55,543	4	\$67,650	82%	\$58,695	87%	59,111	88%	\$70,162	\$73,314	108%	\$73,730	109%
POLICE INFORMATION SPECIALIST	\$32,248	12	\$38,540	84%	\$35,401	92%	35,817	93%	\$45,275	\$48,427	126%	\$48,843	127%
WATER METER READER II (006326)	\$34,837	7	\$38,335	91%	\$37,989	99%	38,405	100%	\$40,756	\$43,909	115%	\$44,325	116%
CRIME SCENE TECH II UNION (001779)	\$46,474	6	\$50,020	93%	\$49,627	99%	50,043	100%	\$50,113	\$53,265	106%	\$53,681	107%
EVIDENCE TECHNICIAN II (002277)	\$46,930	5	\$50,328	93%	\$50,083	100%	50,499	100%	\$48,076	\$51,228	102%	\$51,644	103%
LABORATORY CHEMIST UNION (001806)	\$63,627	1	\$66,933	95%	\$66,779	100%	67,195	100%	\$63,627	\$66,779	100%	\$67,195	100%
PARKS GROUNDSKEEPER (001813)	\$30,138	10	\$31,570	95%	\$33,290	105%	33,706	107%	\$37,362	\$40,514	128%	\$40,930	130%
WATER METER TECHNICIAN II (000997)	\$48,648	1	\$50,328	97%	\$51,800	103%	52,216	104%	\$48,648	\$51,800	103%	\$52,216	104%
AIRFIELD MAINT ELECTRICIAN IV (002311)	\$66,830	13	\$69,085	97%	\$69,983	101%	70,399	102%	\$66,830	\$69,983	101%	\$70,399	102%
AIR OPER SPECIALIST AIR UNION (001514)	\$63,627	20	\$65,088	98%	\$66,779	103%	67,195	103%	\$63,327	\$66,479	102%	\$66,895	103%
BUSINESS LICENSING PROCESS II (001964)	\$49,582	4	\$50,328	99%	\$52,735	105%	53,151	106%	\$53,464	\$56,617	112%	\$57,033	113%
ACCESS CONTROL SPECIALIST (002340)	\$40,607	3	\$41,205	99%	\$43,760	106%	44,176	107%	\$48,500	\$51,652	125%	\$52,068	126%
FORENSIC SCIENTIST I (001973)	\$54,770	2	\$55,453	99%	\$57,922	104%	58,338	105%	\$60,593	\$63,745	115%	\$64,162	116%
CIVIL ENFORCEMENT OFFICER I (001893)	\$45,975	4	\$45,818	100%	\$49,128	107%	49,544	108%	\$55,289	\$58,441	128%	\$58,858	128%
MAINT. ELECTRICIAN IV (000168)	\$60,041	10	\$59,245	101%	\$63,194	107%	63,610	107%	\$60,041	\$63,194	107%	\$63,610	107%
BUILDING EQUIP. OP. II (006071)	\$50,197	8	\$49,405	102%	\$53,350	108%	53,766	109%	\$50,197	\$53,350	108%	\$53,766	109%
SENIOR SECRETARY (003030)	\$41,520	2	\$40,180	103%	\$44,672	111%	45,089	112%	\$48,500	\$51,652	129%	\$52,068	130%
ENGINEERING TECH IV UNION (000829)	\$60,593	11	\$58,425	104%	\$63,745	109%	64,162	110%	\$60,593	\$63,745	109%	\$64,162	110%
FLEET MECHANIC (001952)	\$54,843	40	\$52,788	104%	\$57,996	110%	58,412	111%	\$54,843	\$57,996	110%	\$58,412	111%
ARBORIST II (001375)	\$47,895	2	\$46,023	104%	\$51,047	111%	51,464	112%	\$51,640	\$54,792	119%	\$55,208	120%
GENERAL MAINT. WORKER III (006140)	\$44,532	3	\$42,128	106%	\$47,685	113%	48,101	114%	\$50,197	\$53,350	127%	\$53,766	128%
ASPHALT EQUIP OPERATOR II (000909)	\$50,197	25	\$47,150	106%	\$53,350	113%	53,766	114%	\$50,197	\$53,350	113%	\$53,766	114%
HVAC TEC. II (006050)	\$58,175	9	\$54,530	107%	\$61,327	112%	61,743	113%	\$58,175	\$61,327	112%	\$61,743	113%
WATER PLANT OPERATOR II (000966)	\$58,175	21	\$54,428	107%	\$61,327	113%	61,743	113%	\$58,175	\$61,327	113%	\$61,743	113%
WASTE & RECYCLING EQUIP OP II (002347)	\$50,197	1	\$46,945	107%	\$53,350	114%	53,766	115%	\$50,197	\$53,350	114%	\$53,766	115%
PLUMBER II (000854)	\$56,519	3	\$52,685	107%	\$59,672	113%	60,088	114%	\$56,519	\$59,672	113%	\$60,088	114%
WRF OP II (002134)	\$54,843	10	\$50,430	109%	\$57,996	115%	58,412	116%	\$54,843	\$57,996	115%	\$58,412	116%
FIREFIGHTER (001480)	\$49,455	43	\$45,100	110%	\$49,455	110%	49,455	110%	\$69,270	\$69,270	154%	\$69,270	154%
METAL FABRICATION TECHNICIAN	\$60,041	5	\$54,735	110%	\$63,194	115%	63,610	116%	\$60,041	\$63,194	115%	\$63,610	116%
FIRE CAPTAIN (008040)	\$89,341	75	\$79,335	113%	\$89,341	113%	89,341	113%	\$90,677	\$90,677	114%	\$90,677	114%
SR UTILITIES REP CUST SVC (000199)	\$48,500	6	\$43,050	113%	\$51,652	120%	52,068	121%	\$50,261	\$53,413	124%	\$53,829	125%
BUILDING INSPECTOR III (001967)	\$73,683	11	\$64,985	113%	\$76,835	118%	77,251	119%	\$73,683	\$73,683	113%	\$77,251	119%
FIREFIGHTER ENGINEER (001485)	\$74,107	56	\$65,190	114%	\$74,107	114%	74,107	114%	\$74,107	\$74,107	114%	\$74,107	114%
CARPENTER II (001349)	\$53,189	7	\$46,535	114%	\$56,341	121%	56,757	122%	\$53,189	\$56,341	121%	\$56,757	122%
PUBLIC SAFETY DISPATCHER II (000161)	\$49,582	50	\$43,255	115%	\$52,735	122%	53,151	123%	\$53,464	\$53,464	124%	\$53,464	124%
WATER SYSTEM MAINTENANCE OP II	\$51,640	15	\$44,690	116%	\$54,792	123%	55,208	124%	\$51,640	\$51,640	116%	\$55,208	124%
CUSTODIAN II (006090)	\$35,091	2	\$30,135	116%	\$38,243	127%	38,659	128%	\$35,091	\$35,091	116%	\$38,659	128%
CITY PAYMENTS PROCESSOR (000263)	\$38,210	4	\$32,800	116%	\$41,363	126%	41,779	127%	\$50,261	\$50,261	153%	\$53,829	164%
PAINTER II (001347)	\$53,189	6	\$45,408	117%	\$56,341	124%	56,757	125%	\$53,189	\$53,189	117%	\$56,757	125%
WAREHOUSE SUP WORKER-AIRPORT	\$43,461	2	\$35,978	121%	\$46,614	130%	47,030	131%	\$46,866	\$46,866	130%	\$50,434	140%
JUDICIAL ASSISTANT II (002084)	\$53,464	8	\$42,743	125%	\$56,617	132%	57,033	133%	\$53,464	\$53,464	125%	\$57,033	133%
POLICE OFFICER (001489)	\$70,225	382	\$55,350	127%	\$70,225	127%	70,225	127%	\$70,225	\$70,225	127%	\$70,225	127%
CONCRETE FINISHER (001852)	\$54,843	10	\$41,820	131%	\$57,996	139%	58,412	140%	\$54,843	\$57,996	139%	\$58,412	140%
OFFICE TECHNICIAN II (001191)	\$44,978	16	\$34,030	132%	\$48,130	141%	48,546	143%	\$48,500	\$48,500	143%	\$52,068	153%
FIREFIGHTER/PARAMEDIC (001481)	\$80,006	79	\$59,348	135%	\$80,006	135%	80,006	135%	\$80,006	\$80,006	135%	\$80,006	135%

Non-Public Safety	
Public Sector Benefits Additional Annual Economic Value	Private Sector Benefits Additional Annual Economic Value
\$3,152	\$3,568

* Use Topout



Salt Lake City Government 2019 Employee Benefit Study Benefit Analysis Above Market

SLC Employees	Employee Benefit	Potential Annual Economic Value	Additional Material Factor(s)	Normalized if Applicable	Public Sector	Private Sector	Public Safety	Public Safety
					Additional Annual Economic Value	Additional Annual Economic Value	Additional Annual Economic Value	Additional Annual Economic Value
	<u>Medical Premium</u>							
628	Individual	252.36	lead deductible, lag OOPM	\$ 257.03	257.03	257.03	257.03	257.03
573	Two Party	2,850.84	lag Deductible, lag OOPM	\$ 2,627.05	2,627.05	2,627.05	2,627.05	2,627.05
1507	Family	2,522.52	lag Deductible, lag OOPM	\$ 2,324.50	2,324.50	2,324.50	2,324.50	2,324.50
2708	Composite				1,909.06	1,909.06	1,909.06	1,909.06
	ER H.S.A. Contribution	1.00	Median		-	-	-	-
	Bariatric Surgery	35,000.00	leads, but benefits small # of Employees	\$ 2.58	2.58	2.58	2.58	2.58
	<u>Retirement</u>							
	Public Sector	1.00	Median Public Sector		-	-	-	-
	Private Sector	1,379.62	Private Sector	\$ 1,121.96	-	1,121.96	-	1,121.96
	STD	1.00			-	420.00	-	420.00
	LTD	107,304.00	66.67% vs 60%, to SSNRA	\$ 416.04			416.04	416.04
	Near Site Clinic	2,700.00	average office visit savings \$75		225.00	225.00	225.00	225.00
	Tuition Reimbursement	1,115.00	lead	\$ 379.10	379.10	379.10	379.10	379.10
	Longevity Pay	1,050.00	lead		1,050.00	1,050.00	1,050.00	1,050.00
	Holidays	1.00	Median	-	-	-	-	-
	Leave	1.00	Median, slightly less at 10 years	-	-	-	-	-
	<u>Dental</u>							
616	Individual	-274.32	Benefits at Median		(274.32)	(274.32)	(274.32)	(274.32)
517	Two Party	-591.36			(591.36)	(591.36)	(591.36)	(591.36)
1285	Family	-747.12			(747.12)	(747.12)	(747.12)	(747.12)
2418	Composite				(593.37)	(593.37)	(593.37)	(593.37)
	EAP	180.00			180.00	180.00	180.00	180.00
				Total	\$ 3,152.37	\$ 4,694.33	\$ 3,568.41	\$ 5,110.37



APPENDIX E: 2020 Pay Equity Review

Rates of pay for employees in union-represented jobs are based solely on individual incumbent time in position; therefore, everyone (regardless of gender) in the same job title and relative time in position receives the same pay rate.

Pay rates for employees in non-union jobs are based on consideration of current job market rates and a relative pay comparison with current incumbents in the same job title.

There are 15 non-represented city jobs where the male incumbent pay lags female incumbent pay by more than 5%.

There are a total of 15 city jobs in which female incumbents earn less than their male counterparts.

Job Title	Average Hourly Female Pay Rate	# Females	Average Hourly Male Pay Rate	# Males	% Difference
ASSOCIATE DIRECTOR YOUTH CITY	34.29	1	38.74	1	-12.98%
HUMAN RESOURCE PROGRAM MGR. II	48.81	1	53.83	1	-10.28%
AIRPORT SAFETY COORDINATOR	31.36	1	34.56	2	-10.19%
DEPUTY RECORDER	25.84	1	28.40	1	-9.91%
CONTRACT DEV. SPEC	24.24	1	26.56	1	-9.57%
BUSINESS SYSTEMS ANALYST II	34.13	1	36.81	3	-7.85%
ED PROJECT COORDINATOR	27.27	1	29.25	1	-7.26%
SOCIAL SERVICE WORKER	22.18	2	23.78	3	-7.21%
GEO INFO SYSTEMS (GIS) COORD	36.14	1	38.64	1	-6.92%
DEVELOPMENT REVIEW SUPERVISOR	38.15	1	40.56	1	-6.32%
SENIOR PLANNER	35.21	3	37.42	4	-6.27%
GIS PROGRAMMER ANALYST	32.06	2	33.94	3	-5.85%
NET SUP ADM II	27.11	1	28.68	7	-5.78%
ECONOMIC DEVELOPMENT MGR	38.24	1	40.36	1	-5.54%
PRINCIPAL PLANNER	31.70	6	33.32	2	-5.12%

There are 16 *non-represented* city jobs where female incumbents' pay lags male incumbents' pay by more than 5%.

There are a total of 16 city jobs in which female incumbents earn equal or greater pay than their male counterparts.

Job Title	Average Hourly Female Pay Rate	# Females	Average Hourly Male Pay Rate	# Males	% Difference
SENIOR ARCHITECT	49.95	1	41.84	1	16.24%
WRF LEAD OPERATOR	31.37	1	26.53	4	15.42%
FINANCIAL ANALYST III	38.25	2	33.26	3	13.05%
HR ADMIN ONBOARD SPECIALIST	28.22	1	24.55	1	13.00%
BENEFITS ANALYST	31.74	1	27.65	1	12.89%
GRAPH DESIGN SPECIALIST	28.80	1	25.17	1	12.60%
AIRPORT PROPERTY SPECIALIST II	39.48	1	34.66	1	12.21%
COUNCIL ADMIN ASSISTANT	26.62	3	24.25	1	8.89%
CONSTITUENT LIAISON	28.86	1	26.32	1	8.80%
FINANCIAL ANALYST I	24.58	3	22.54	2	8.32%
NET SUP ADM III	36.96	1	33.91	12	8.24%
PUB POLICY ANALYST II	42.21	1	38.94	2	7.76%
LANDSCAPE ARCHITECT III	38.37	1	35.51	1	7.45%
COMMUNITY DEV GRANT ADMIN	33.01	1	30.87	2	6.48%
ACCOUNTANT IV	34.41	1	32.51	1	5.52%
MULTIMEDIA PRODUC. SPEC. II	36.33	1	34.48	3	5.10%



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 black ink, appearing to read 'Charlie Luke', with a stylized flourish at the end.

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 G – Articles on workplace culture

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 following articles, employers can avoid the high costs of turnover through better retention.

Article #1 - "How to Reduce Employee Turnover Through Robust Retention Strategies"

SHRM.org

By Mark Tarallo
September 17, 2018

SHRM has partnered with [Security Management magazine](#) to bring you relevant articles on key HR topics and strategies.

Roughly 42 million U.S. employees, or more than one in four workers, will leave their jobs this year to go work for another company, according to the recently released *2018 Retention Report: Truth and Trends in Turnover*.

It doesn't have to be this way. **"More than three in four employees (77 percent) who quit could have been retained by employers,"** write the authors of the study, which was conducted by the Tennessee-based Work Institute using data from more than 234,000 exit interviews.

Turnover trends such as these are compelling many companies and managers to up their games when it comes to their employee retention strategies. And through better retention, these firms are hoping to avoid the high costs of turnover. For example, the report finds that U.S. employers will pay \$600 billion in turnover costs in 2018. Companies can expect that annual cost to increase to \$680 billion by 2020, according to the study.

But achieving success in retaining talent can be challenging for another reason: The current labor market, which by historic standards is in a very tight, low-unemployment phase. The U.S. Labor Department announced this summer that, for the first time on record, **jobs outnumbered job seekers**.

That development is a "really alarming" one for organizations who are trying to retain talent, says Gabriel Stavsky, a talent management consultant with Retensa Employee Retention Strategies. "Think about the implications of that. Employees will have that upper hand," Stavsky says.

Why do employees leave?

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

Armed with this knowledge, managers can strengthen their retention strategies and efforts and retain more employees by focusing more on the needs and expectations of the workers. Some best practice guidance on how to do this follows.

Retention Starts Early

Most experts agree that retention efforts should start on day one, and this makes the **onboarding process** crucial to retention success—and, sometimes, a predictor as to whether the employee will be short-term or long-term. Yet only 12 percent of U.S. employees strongly agree that their company does a good job of onboarding new employees, according to a Gallup poll released last year.

Successful onboarding should accomplish three things, according to Gallup workplace consultant Robert Gabsa: employees learn what makes the company unique, employees learn exactly how their jobs help fulfill the company's mission, and employees experience the mission and values of the company. "Employees yearn to feel connected to their roles, colleagues, managers and companies," writes Gabsa in a recent article for Gallup.com. "By creating better experiences in the onboarding phase, companies can build these emotional connections early in the employee journey."

Given this, the onboarding process should be a two-way one, says Amy Hirsh Robinson, a principal with Interchange Consulting Group who discussed retention strategies recently in a presentation at the SHRM 2018 Annual Conference. Managers should communicate the company's story and accomplishments to new employees, but they should also focus on the new employee by communicating how his or her skill sets and work accomplishments will help the firm.

But this is where many firms fall down, says Robinson, who has worked with large companies on onboarding issues and observed a common trend in those assignments. Companies are often good at telling their own story, but a continual focus on the company makes the employee feel left out—especially younger workers who want to be recognized. "None of the companies focused on the new employee as an individual," she says. "It was falling flat, especially on the Millennials."

So, Robinson recommends a different approach: early in the onboarding process, managers should sit down with new employees and discuss their background and previous experiences, and how those may fit in to their current job and the organization's mission. "Companies need to connect the employee to the organization's mission or purpose and demonstrate how that employee personally impacts the brand or customer experience," Gabsa writes. "Feeling like your job matters is an underrated aspect of performance."

Some firms that pride themselves on best practice onboarding will even have managers sit down with the employee and draft a sample career path, based on the employee's future goals. "The employees are so appreciative," Robinson says. And managers can supplement this career path exercise by relating examples of former employees who held the same position as the new employee and went on to have a successful career, she adds.

Robinson also advises managers to give new employees meaningful work as early as possible; this shows trust in their abilities and engages them from the start. And managers should not simply rely on organizational charts to explain work flow and reporting structures. Instead, they should try to explain the unwritten rules and process quirks regarding how things work.

On a more granular level, managers should make the effort to ensure that common onboarding pitfalls are avoided, Robinson says. Orientation sessions should not be overloaded with detailed policy information. She cited one company that held a four-hour orientation session that consisted almost exclusively of policy and benefit information discussed in excruciating detail. "It felt so penalizing to the new employees," she says. Instead, companies should try to communicate policy details through online or printed materials and focus on overviews during in-person meetings.

Another common pitfall is not having a clean workstation ready for the employee on the first day, Robinson says. "It happens all the time," she says. Finally, managers should not assume that what worked for them when they were hired will work for all new employees. Some new employees prefer a more hands-off "sink-or-swim" approach, while others like to be more actively guided, so managers should tailor their approaches to whichever style will work best for the employee.

Culture, Connection, Contribution

Let's say that a new employee emerges from a successful onboarding process and continues to work for the organization. Company leaders and managers should continue to focus on the employee's needs and expectations to maximize the firm's chances of retaining the employee.

However, these needs and expectations change across the lifecycle of the employee, Stavsky says. "At two weeks, they are different from what they will be at two years," he explains.

Workers from different generations sometimes have different needs, says Jo Danehl, a retention expert and global practice leader with Crown World Mobility, an international management consulting firm. "Elder Gen X employees are often driven by stability and financial security," Danehl says. "However, in my experience, I see Gen Y to be more interested in company qualities like its approach to corporate social responsibility (CSR) and global citizenship, while also highly focused on their growing career path.

"We're still getting to know the younger generations, but they're adding elements like purpose, communication and overall experience," she adds. "Finding the right balance to each one of these motivations is key to a sustainable culture."

Indeed, many if not most experts cite company culture as a key factor in retaining talent by successfully meeting an employee's expectations and needs. However, exactly what constitutes a company's culture can be hard to define. "Culture is one of those catchall terms, a nebulous term for the feel and experience of working somewhere," Stavsky says.

A company's culture is created through experiences that employees have with peers, managers and executives. And maintaining a positive employee experience is a highly effective retention strategy, says Greg Stevens, an industrial/organizational research consultant with Globoforce. "The **key to that is a more human workplace**," explains Stevens, who also spoke at the SHRM 2018 conference. And **culture is one of the three pillars of a more human workplace, with connection and contribution being the other two**, he adds. All three pillars support successful retention.

Connection, the second pillar, is supported in two ways. One is through positive and productive relationships with coworkers, Stevens says. The other involves work-life balance, so that the employee is not overwhelmed by work but stays connected with

his or her life outside of work. This means that job responsibilities cannot be 24/7; there is enough flexibility to "offer chances to recharge and disconnect," he explains. **Culture surveys with all employees should be done every two-three years.**

Thus, even meaningful work done in a workplace with a positive culture can become too all-consuming, and this can work against retention efforts because the employee may look for a position that offers more time for personal matters. "We all have lives outside of work," Stavsky says. "You want to have balance, and the autonomy to live it effectively."

The third pillar, contribution, can be supported by careful efforts by management to find out where an employees' abilities are especially strong, and then to make good use of them. "To retain talent, a company has to identify and capitalize on the skills of its talent," Danehl says. "It is critical to articulate skills ... and show that the contribution is valued."

However, sometimes managers fail to do this because they are fixated on improving what they consider to be the weaknesses of the employee. "Let's think about how we develop talent. A lot of focus is put on areas for performance improvement, while the areas of strength remain largely untouched," Danehl explains. "How much better would it be for both employee motivation and retention to leverage employee skills—which are, after all, why they were probably hired in the first place," she says.

Power Should Seek Truth

Another key factor in effective retention is **opportunity**, experts say. Employees need opportunities to grow as an employee and opportunities to advance their career.

Danehl says that **all thriving company cultures boast two attributes—effective leadership and opportunity.** "Retention will suffer if these two qualities are not positive, present and evident in the workplace," she explains.

In Robinson's view, once a career plan has been sketched out for an employee, managers should continually help the employee support it by assigning them to strategic projects or rotations and giving them opportunities to showcase their ideas via new platforms. "Train your managers to be good career developers," Robinson says.

Finally, the *Retention Report* finds that effective **employee retention strategies must be built on accurate knowledge and understanding of employees needs and expectations.** "Employers must not limit the extent to which employees can express their ideas, preferences, expectations, and intents," the authors write.

This means that managers and company leaders should "ask for feedback in a way that brings out the truth," according to the report. So, employees should not only be asked to rate aspects of their job and the workplace on a numerical scale of 1-10. They should also be **asked why** they rate as they do, what improvements they would like to see, what is important to them, and more.

"All managers and companies should know why their employees join, why their employees stay, and why their employees leave," Stavsky says.

Exit Interviews – if employees do leave: A third party asking questions about why they left the organization will glean much more honest and effective information.

Mark Tarallo is senior editor of Security Management magazine.

This article is adapted from [Security Management magazine](#) with permission from ASIS © 2018. All rights reserved.

Article #2 - "How to Retain Employees in Government: Employee Retention in the Public Sector"

Government employment historically has one of the lowest separation rates compared to most industry sectors due to its job stability. Government employees can count on clear career paths, strong benefits, retirement and pension plans. In recent years, however, employee retention in public service has become a major area of focus. According to a recent survey from the Center for State and Local Government Excellence (2017), 91% of respondents cited recruitment and retention as important to their organizations. Recent data shows the highest industry turnover rate in more than 4 years. Enter the retirement "Brain Drain" pulling 1530 government staff for work every day. Government agencies now struggle to keep up with disruptive technology, legislative changes, and shrinking budgets and resources. The need to retain talent is more important than ever.

- 91% of respondents cited recruitment and retention as important to their organizations.

- In a recent survey of 70+ public sector leaders from 18 states, roughly two-thirds (64%) reported that it was difficult to attract and retain talent
- States with the highest number of government employees: California, Texas, New York, Illinois, and Florida
- States with the highest percentage of civil servants: Washington D.C., Alaska, Virginia, Maryland, Hawaii, New Mexico, and Wyoming

The Government Employee Engagement Challenge

A further challenge is the rising disengagement among government workers. A recent national poll showed that only 38% of public sector employees are engaged (compared to 44% of private sector employees). A further break down reveals that state government employees are least engaged, with only less than a third (29%) of employees reporting that they are fully engaged (federal 34%, local government 44%) (CPS HR Institute for Public Sector Employee Engagement, 2017). Retirement waves and the increase of turnover leave the employees who stay with an increased workload on top of limited resources and budgets. This causes frustration among the government workforce, which is struggling to combat inefficiency on top of staff shortages.

Attracting Millennials to Government Jobs

Attracting the right talent is one of the biggest challenges for government entities, especially when it comes to millennials. Considering that the millennial workforce is set to make up 75% of the US workforce by 2020, government entities need to make adjustments to cater towards millennials in order to fill open positions. Ironically, resistance to change in the government sector is one of the biggest aspects forced to change. Like any other industry in the past decade, the government sector begins to reinvent itself in order to keep up with today's ever-changing work environment. Inevitably, public sector will start catering toward millennials and what might attract and retain them (e.g. flexible work arrangements, upgrades in technology and autonomy), as well as targeting current employees disengagement in an effort to increase employee retention.

How Retensa Helps To Retain Government Employees

1. **Retention Diagnostic:** Get prioritized recommendations with a data-driven **Retention Diagnostic**. This will identify the areas where your government agency is excelling, where it can focus, and all the "noise" to ignore. To retain your best employees, you can't rely on the public sector's traditional strengths with respect to job security, benefits and retirement. You need to pinpoint root causes of employee dissatisfaction and target your efforts with clear and actionable recommendations.
2. **Exit Interviews:** Gain actionable intelligence from **Exit Interviews**. Using a third party like Retensa to conduct exit interviews creates the safety net people need to avoid burning bridges and be really honest about why they are leaving. Civil servants have a clear view of their organization's mission and their ability to work towards them. Leverage their insight and ask them for feedback on how to create an employee experience where people are able to achieve their goals. Ask the right questions to pinpoint the root causes for high turnover at your government agency and prepare strategies to help increase retention today.
3. **Retention Skills Training:** Provide Retention Skills Training so leaders at your government agency have the tools they need to retain and engage your best civil servants. Retensa provides retention programs based on customized insights from what your staff says they want and need from your administration. Invest in training that is customized to the needs of your organization.

Article #3 - "7 Most Common Reasons Why Employees Leave A Company"

Katherine Eion, lifhack.org for Harvard Business Review

A steady, well-trained workforce is one of the many keys to a successful business. It's always a significant loss when company time and resources are invested in an employee who then leaves prematurely. Some employees quit due to health problems or some other unavoidable reason; however, most leave of their own accord and many of these departures can be avoided. This is especially important if isolated incidents turn into an exodus.

In many cases, it is the working environment rather than low pay that prompts an employee to leave. Fortunately, a simple analysis may explain why employees are "voting with their feet" and choosing to leave a business. By talking openly with current and former employees, recruiters, managers and business owners can discover the reasons behind unhappiness and why people choose to leave. They can then work to rectify an unhappy working environment. Here are seven of the most common reasons why employees leave a company:

1. An inflexible schedule can be very problematic for an employee.

Employers and supervisors sometimes forget that employees have lives outside of the workplace and fail to offer or even consider a flexible schedule. A stringent, five-day, forty-hour working week leaves little time for conducting business

outside of the business. Increasing hours Monday through Thursday so employees work four ten-hour days then have a long weekend each weekend, is one way some employers are addressing this problem.

Another option is to hire two people to share the role. Employers gain in having a broader perspective brought to the position, and the workload can be expanded. Telecommuting is also becoming highly favored in the workplace as more people take advantage of better technology. Productivity is increased and employees may schedule their own workday and week.

2. Management may be causing problems rather than solving them.

Surprisingly, sometimes an employee advanced to management is a poor manager. A manager may also have poor habits, such as being too attached to his or her email, smartphone, or computer. Inattention to employee needs can cause an employee to leave out of frustration. Managers who are too busy or too distracted to listen to employee concerns are definitely a problem that needs to be addressed.

A manager who cannot be bothered to assist employees, or who sloughs off their responsibilities, or who blames others for departmental problems is giving off warning signs of extremely poor management. Perhaps, even, the manager is failing to challenge his or her employees, or sets goals that are unrealistic or are all talk and no action. These are also indicators of a bad manager.

3. Opportunities to advance are not available to talented and gifted employees.

Upward mobility is important to every employee and career stagnation can bring those dreams to a grinding halt. There is more to working than a paycheck. Of course, pay is a big motivator, but it is not a major motivator. People like to feel that they are being challenged or that they are the “go-to” person to resolve particular problems. No one likes to feel they are replaceable or mere cogs in a larger mechanism.

Non-existent training programs or work delegations often contribute to this problem. Performance evaluations that are specific to work development may assist in stemming an employee exodus. If an employee knows where and how improvement can be implemented, the employee will likely choose to stay over searching for a new position.

4. Employers sometimes devalue their workers, creating a hostile work environment.

Employees who do not feel valued or respected in the workplace will leave. It is simply an issue that employees do not and will not endure to stay in a workplace. Disrespect in the workplace causes a significant reduction in productivity as well. As the working relationship is dissolved, expensive high employee turnover is the result.

Part of the work ethic, discipline, and enjoyment of work is derived from being a known and valued employee. A lack of appreciative respect on the part of the employer reflects poorly to potential customers and in the market as well. In other words, new and returning customers take note of this and will begin to wonder: *If employees are derided, is the customer possibly undervalued as well?*

5. Management has failed to provide proper support to employees.

Employees may begin to feel taken advantage of when support is lacking in the workplace. Perhaps, in order to cut costs, the employer has a single employee working in the role of two or even three people. Or an employee spends a great amount of his or her time on tasks outside his or her job description, such as copying, stuffing envelopes, or other unrelated clerical duties.

Another example of lack of support is requiring the employee to ‘fill-in’ for other important roles. Inexperience quickly leads to frustration as the new tasks go undone or are so demanding that the role the person was hired for goes unfulfilled. A lack of support feeds into an employee’s feelings of disrespect, further causing the employee to feel alienated and ultimately leave the company.

6. An out-of-date policy may cause an employee to walk.

A failure to address employee concerns in a timely manner leads to overwhelming frustration. Problems can and should be addressed quickly and soundly. Another frustrating aspect is that the employee may find themselves constantly addressing a problem that could easily be solved with updated policy. Policies that address the conduct of teamwork, supervisor-employee relationships, access to social media in the workplace, or the length of time it may take to resolve an issue are all examples of this. Policies that are outdated, or compliance and implementation procedures that seem to take forever, can often encourage an employee to look elsewhere for employment.

7. A shift in core values can cause an employee to quit.

A change in the central core values of a company often has a negative effect on an employee. The employee may find that his or her personal values are now incongruent with those of the company. An employee may find that the value

change is not something he or she had signed on for when choosing to work there. Rather than compromise, very often the employee will simply leave.

An example of a core value shift may be witnessed at a political scale. Health plans that protect women are now federally mandated, and private organizations are finding themselves at odds with the sweeping change. Companies are choosing to 'walk away' from the mandate by suing and refusing to implement the new policy.

Have you ever found a working environment so bad you felt you had to leave? Have you ever had your complaints to management heard and successfully redressed? What do you find intolerable in the workplace? Let us know in the comments below.

Prepared for and on behalf of the Committee by:



349 South 200 East, Suite 500
Salt Lake City, Utah 84114-5464
(801) 535-7900

Jodi Langford, Acting HR Director
David Salazar, Compensation Program Manager

FY2021

ANNUAL
COMPENSATION PLAN
for Non-Represented
Employees

SALT LAKE CITY CORPORATION
HUMAN RESOURCES DEPARTMENT

FY ~~2020-2021~~ COMPENSATION PLAN FOR NON-REPRESENTED EMPLOYEES of SALT LAKE CITY CORPORATION

EFFECTIVE DATE

The provisions of this plan shall be effective commencing June ~~30, 2019~~28, 2020, unless otherwise noted.

EMPLOYEES COVERED BY THIS PLAN

This ~~plan ordinance shall~~ applies to all full-time city employees. This ~~plan ordinance~~ does not apply to employees classified as: seasonal, hourly, temporary, part-time or those covered by a memorandum of understanding.

AUTHORITY OF THE MAYOR

Employees covered by this compensation plan may be appointed, classified, and advanced under rules and regulations promulgated by the mayor, or the Civil Service Commission, if applicable, within budget limitations established by the city council.

Furthermore, the mayor may authorize leave not specified in this compensation plan to provide for operational flexibility, so long as the additional leave does not exceed the equivalent of eight hours of leave per employee, per year. However, with the exception of a benefit created or expanded pursuant to Section IV, Subsection X ("Emergency Leave"), the mayor may not otherwise create a new benefit or expand an existing benefit for employees covered by this compensation plan if doing so will result in a direct, measurable cost. A direct, measurable cost includes a circumstance where the total cost of the new benefit or expansion of an existing benefit exceeds appropriated funds. Further, city council input and approval is required if the creation of a new benefit has policy implications or is already addressed in this compensation plan.

APPROPRIATION OF FUNDS

All provisions in this compensation plan are subject to the appropriation of funds by the city council.

MODIFICATION, SUSPENSION, OR REVOCATION OF PROVISIONS

If a local emergency is declared, any provision in this compensation plan may be temporarily modified, suspended, or revoked for the duration (or any portion thereof) of the period of local emergency, if so authorized by the mayor and/or city council.

SECTION I: DEFINITIONS

SUBSECTION I - DEFINITION OF TERMS

As used in this [compensation plan ordinance](#):

1. "Appointed employees," with the exception of justice court judges who are covered under this plan, means employees who are "at-will" employees serving at the pleasure of the mayor (or the city council if they are employees of the Office of the City Council).
2. "Adult Designee" means any individual with whom an employee has a long-term, committed relationship of mutual caring and support. The adult designee must have resided in the same household with the eligible employee for at least the past 12 consecutive months, and must have common financial obligations with the employee. The adult designee and the employee must be jointly responsible for each other's welfare.
3. "Exempt" refers to any employee who is not ~~subject to or~~ eligible to receive compensation for overtime ~~pursuant according to §213 of~~ the Fair Labor Standards Act ~~of 1938~~.
4. "FLSA" means the ~~federal~~ Fair Labor Standards Act ~~of 1938, which governs and determines the lawful requirements associated with compensating covered employees for time worked over 40 hours in a work week.~~
5. "Full-time employee" means employees whose positions regularly require more than 30 hours per week on a full-time schedule.
6. "Non-Exempt" refers to an employee who is ~~entitled to receive covered by and must be overtime~~ compensation ~~pursuant to the FLSAed for overtime in accordance with §213 of the Fair Labor Standards Act.~~

SECTION II: EMPLOYEE WAGES, SALARIES & BENEFITS

SUBSECTION I - COMPENSATION PROGRAM & SALARY SCHEDULES

The city's compensation system and program, in conjunction with this [plan ordinance](#), is intended to attract, motivate and retain qualified personnel necessary to effectively meet public service demands.

A. Determination

1. The mayor shall develop policies and guidelines for the administration of the pay plans.

2. To the degree that funds permit, employees shall be paid compensation that:
 - a. Is commensurate with the skills and abilities required of the position;
 - b. Achieves equal pay for equal work;
 - c. Attains comparability and is competitive with the compensation paid by other public and/or private employers with whom the city compares and/or competes for personnel recruitment and retention. The city shall consider itself competitive when data indicates actual median employee pay rates plus the overall additional economic value of benefits equals at least 100% compared to market.
3. To the extent possible, market surveys shall be used to assess and evaluate the city's competitiveness with a cross section of organizations with whom the city competes for personnel recruitment and retention. This may include one or more of the following:
 - a. Compensation surveys, including actual pay and other cash allowances paid to employees.
 - b. Benefits surveys, including paid leave, group insurance plans, retirement, and other employer-provided and voluntary benefits.
 - c. Regular review of the city's compensation plans and pay structures to ensure salary ranges and regular pay practices provide for job growth and encourage employee productivity.

B. Salary Schedules

1. All Employees covered under this plan (except for those designated as "Elected Officials") shall be paid base wages or salaries according to the General Employee Pay Plan attached as Appendix "A." Wages and salaries shall not be less than the established range minimum or higher than the range maximum, unless otherwise approved by the mayor or mayor's designee.
2. Appointed Employees: The specific pay level assignments for Appointed Employees are shown in Appendix "B."
3. Elected Officials: Elected officials shall be paid annual compensation according to schedule attached as Appendix "C."

C. Other Compensation

The mayor or the city council may distribute appropriated monies to city employees as discretionary retention incentives or retirement contributions; or special lump sum supplemental payments. Retention incentives or special lump sum payments are subject to the mayor's or city council's approval.

SUBSECTION II - EMPLOYEE COMPENSATION FOR FISCAL YEAR 2021

For employees covered under this plan, the city will ~~increase~~ maintain each employee's base pay ~~by two percent (2%)~~ without an increase. Salaries for elected officials will, also, be ~~increased by two percent (2%)~~ maintained without an increase.

The city's living wage for regular, full-time employees is set and shall be no less than \$10.87 per hour.

SUBSECTION III - EMPLOYEE INSURANCE

The city will make available group medical, health and flex savings plans, dental, life, accidental death & dismemberment, long-term disability insurance, voluntary benefits and an employee assistance program (EAP) to all eligible employees and their eligible spouse, adult designee, dependents and dependents of adult designee pursuant to city policy.

- A. Employer-Paid Contributions. Effective July 1, ~~2019~~ 2020, the city's contribution toward the total premium for group medical will be 95% for the high-deductible Summit Star Plan. For employees enrolled in the high-deductible Summit Star Plan, the city will also contribute a one-time total of \$750 into a qualified health savings account (HSA) or a Medical Flex Account for those enrolled for single coverage and \$1,500 for those enrolled for double or family coverage per plan year. Health savings account or Medical Flex account contributions will be pro-rated for any employee hired after July 1, ~~2019~~ 2020.
- B. 501(c) (9) Post Employment Health Reimbursement Account ~~Health Plan~~. The city will contribute \$24.30 per bi-weekly pay period into each employee's Educators Benefits Consultants (EBC) Post Employment Health Reimbursement Plan ~~Account~~. For any year in which there are 27 pay periods, no such contribution will be made in the 27th pay period.

SUBSECTION IV - WORKERS' COMPENSATION

The city will provide workers' compensation coverage to employees as required by applicable law.

SUBSECTION V - SOCIAL SECURITY EXCEPTION FOR POLICE & FIRE

All sworn employees in the Police and Fire departments are exempt from the provisions of the federal Social Security System unless determined otherwise by the city or ~~unless~~ required by ~~applicable state or federal~~ law.

SUBSECTION VI - RETIREMENT

- A. Retirement Programs. The city hereby adopts the Utah State Retirement System for providing retirement ~~benefits~~pensions to employees covered by the plan. The city may permit or require the participation of employees in its retirement program(s) under terms and conditions established by the mayor and consistent with ~~applicable state~~ law. Such programs may include:
1. The Utah State Public Employees (Contributory and Non-Contributory); Public Safety Retirement Systems; or, the Utah Firefighters Retirement System; or,
 2. Deferred compensation programs.
- B. The ~~2019-2020~~2020-2021 fiscal year retirement contribution rates for employees, including elected officials, are shown in Appendix "D."

SECTION III: WORK HOURS, OVERTIME & OTHER PAY ALLOWANCES

SUBSECTION I – WORK HOURS

- A. The city's standard work week begins Sunday at 12:00am and ends the following Saturday at 11:59pm. Alternatives to the standard work week may be authorized and adopted for specific work groups, such as:
1. The standard work schedule for combat Fire Battalion Chiefs, which includes two consecutive 24-hour shifts immediately followed by 96 hours off.
 2. A work week beginning Sunday at 7:00am and ending the following Sunday at 6:59am, as in the case of Police Sergeants and Lieutenants.

SUBSECTION II- OVERTIME COMPENSATION

- A. Overtime Compensation. The city will pay non-exempt employees overtime compensation as required by the ~~FLSA~~Air Labor Standards Act. The city will pay ~~for~~ overtime hours at 1 ½ times the employee's regular hourly rate or, at the employee's request and with their department director's approval, provide compensatory time off at a rate of 1½ hours for each overtime hour in lieu of overtime compensation.

1. Employees may accrue compensatory time up to a maximum amount as determined by their department director.
2. The city may elect at any time to pay an employee for any or all accrued compensatory hours.
3. The city will include only actual hours worked and holiday leave hours when calculating overtime.
4. When used, personal leave and compensatory time will not be included in the calculation of overtime
5. The city will pay out all accrued compensatory hours whenever an employee's status or position changes from FLSA non-exempt to exempt.

B. Labor Costs— Declared Emergency— Overtime Compensation for FLSA Exempt Employees. The city may pay ~~FLSA~~ exempt employees overtime pay for any hours worked over forty (40) hours in a workweek at a rate equivalent to their regular base hourly rate of pay during periods of emergency. The city shall only make such payment when all of the following conditions occur:

1. The mayor or the city council has issued a "Proclamation of Local Emergency" or the city responds to an extraordinary emergency; and,
2. Exempt employees are required to work over forty (40) hours for one or more workweek(s) during the emergency period: and,
3. The mayor and/or the city council approve the use of available funds to cover the overtime payments.

The city shall distribute any overtime payments consistently with a pre-defined standard that treats all exempt employees equitably. Hours worked under a declared or extraordinary emergency must be paid hours and cannot be accrued as compensatory time.

SUBSECTION III - LONGEVITY PAY

A. Eligibility. With the exception of elected officials, the city will pay a monthly longevity benefit to full-time employees based on the most recent date an employee began full-time employment as follows:

1. Employees who have completed six (6) consecutive years of employment with the city will receive \$50;
 2. Employees who have completed ten (10) consecutive years of employment with the city will receive \$75;
 3. Employees who have completed sixteen (16) full years of employment with the city will receive \$100; and,
 4. Employees who have completed twenty (20) full years of employment with the city will receive \$125.
- B. Pension Base Pay. Longevity pay will be included in base pay for purposes of pension contributions.
- C. Longevity While on an Unpaid Leave of Absence. Employees do not earn or receive longevity payments while on an unpaid leave of absence. When an employee returns from an approved unpaid leave of absence, longevity payments will resume.

SUBSECTION IV - WAGE DIFFERENTIALS & ADDITIONAL PAY

Eligible employees receive certain wage differentials as follows:

- A. Call Back and Call Out Pay. Non-exempt employees will be paid Call Back or Call Out pay based upon department director approval and the following guidelines:
1. Call Back Pay: Non-sworn, non-exempt employees who have been released from normally scheduled work and standby periods, and who are directed by an appropriate department head or designated representative to return to work prior to their next scheduled normal duty shift, will be paid for a minimum of three (3) hours straight-time pay and, in addition, will be guaranteed a minimum four (4) hours work at straight-time pay.
 2. Call Out Pay for Police Sergeants. Sergeants who have been released from their scheduled work shifts and have been directed by an appropriate division head or designated representative to perform work without at least 24 hours advance notice or scheduling, shall be compensated as follows:
 - a. Sergeants who are directed to report to work shall receive a minimum of four (4) hours compensation at one and one-half times their hourly wage rate, or one and one-half times their hourly wage rate for actual hours worked, whichever is greater.

- b. Sergeants who are assigned to day shift, and who are directed to perform work within eight (8) hours prior to the beginning of their regularly scheduled shift shall receive a minimum of four (4) hours compensation at one and one-half times their hourly wage rate, or one and one-half times their hourly wage rate for actual hours worked, whichever is greater.
- c. Sergeants who are assigned to ~~the~~ afternoon or graveyard shifts, and who are directed to perform work within eight (8) hours following the end of their regularly scheduled shift shall receive a minimum of four (4) hours compensation at one and one-half times their hourly wage rate, or one and one-half times their hourly wage rate for actual hours worked, whichever is greater.

B. Standby Pay: Non-exempt employees are eligible to receive Standby pay based upon the following guidelines.

- 1. Standby for Non-Sworn Employees: Non-exempt, non-sworn employees who have been released from normally scheduled work but have not been released from standby status will be paid either two (2) hours of straight time pay for each 24 hour period of limited standby status; or two (2) hours straight time pay for each 12-hour period of standby status if they are Department of Airports or Public Utilities Department employees.
 - a. First Call to Work. An eligible employee who is directed to return to his or her normal work site during an assigned Standby period by a department head or designated representative without advanced notice or scheduling will be paid a guaranteed minimum of four (4) hours, which may include any combination of hours worked and/or non-worked straight-time pay.
 - b. Additional Calls to Work. An eligible employee will be paid an additional guaranteed minimum of two (2) hours, which may include any combination of hours worked and/or non-worked straight-time pay, for each additional occasion he or she is called to work during the same twenty-four (24) or twelve (12) hour standby period.
 - c. Exclusion for Snow Fighters. Any employee on standby as a member of the Snow Fighter Corps shall not receive standby/on-call pay or shift differential when on standby or called back to fight snow.
- 2. Standby for Police Sergeants: Police Sergeants directed by their division commander or designee to keep themselves available for city service during otherwise off-duty hours shall be compensated one half hour (30

minutes) of straight time for each twelve (12) hours while on a designated Standby status. This compensation shall be in addition to any callout pay or pay for time worked the employee may receive during the standby period.

- C. Extra-Duty Shifts for Police Sergeants. "Extra-duty shifts" are defined as scheduled or unscheduled hours worked other than the sergeant's normally scheduled work shifts. "Extra-duty shifts" do not include extension or carry over of the sergeant's normally scheduled work shift.
1. Any sergeant required by the city to work extra-duty shifts shall receive a minimum of three (3) hours compensation at one and one-half times their regular base hourly rate, or time worked paid at one and one-half times their regular hourly base wage rate, whichever is greater.
- D. Shift Allowance, not including Police Sergeants & Lieutenants. Only ~~FLSA~~ non-exempt employees who perform afternoon/ swing or evening shift work are eligible to receive a shift allowance.
1. The city will include all shift allowance when computing overtime. An employee who receives Snow Fighter Corps differential pay is not eligible to also receive shift allowance.
 2. Day Shift: No allowance will be paid for work hours which are part of a regular day shift.
 3. Eligible Hours: For each non-day shift hour worked between the hours of 6:00 p.m. and 6:00 a.m., the city will pay an eligible non-exempt employee a differential of \$1.00 per hour.
- E. Shift Differential for Police Sergeants & Lieutenants: The city will pay Police sergeants & lieutenants shift differentials according to the shift actually worked. Actual shift differential rates are determined as follows:
1. Day Shift: No differential pay for hours worked during day shift, which begins at 0500 hours until 1159 hours.
 2. Swing Shift: A differential of 2.5% in addition to the regular day rate shall be paid for swing shift, which begins at 1200 hours until 1859 hours.
 3. Graveyard Shift: A differential of 5.0% in addition to the regular day rate shall be paid for graveyard shift, which begins at 1900 hours until 0459 hours.

F. Acting/Working out of Classification. A department head may elect to grant additional compensation to an employee for work performed on a temporary basis, whether in an acting capacity or otherwise, beyond the employee’s regular job classification for any period lasting 20 or more working days. Unless approved by the mayor or mayor’s designee, This-acting pay shall be limited to no more than 90 calendar days from the start date and paid separately from regular earnings on each employee’s wage statement. Compensation adjustments may be retroactive to the start date of the temporary job assignment. Exceptions may be approved by the mayor or mayor’s designee.

1. Acting pay shall be excluded when calculating any leave payouts, including vacation, holiday, and personal leave.

G. Snowfighter Pay. The city will pay employees designated by the department head, or designee, as members of the Snow Fighter Corps a pay differential equal to \$200 per pay period for the snowfighter season not to exceed \$2,000 during each fiscal year for work related to snow removal. This pay shall be separate from regular earnings on each employee’s wage statement.

SUBSECTION V - EDUCATION AND TRAINING PAY

A. Education Incentives. The mayor may adopt programs to promote employee education and training, provided that all compensation incentives are authorized within appropriate budget limitations established by the city council.

1. Police Sergeants, Lieutenants, and Captains are eligible for a \$500 per year job-related training allowance.
2. Fire Battalion-/Division Chiefs are eligible for incentive pay following completion of degree requirements at a fully accredited college or university and submission of evidence of a diploma to Human Resources. The city will pay monthly allowances according to the educational degree held, as follows:

Doctorate.....	\$100.00
Masters.....	\$75.00
Bachelors.....	\$50.00
Associate.....	\$35.00

- a. Eligibility for this pay allowance ends when the department implements approved changes to the minimum requirements for promotion to Battalion-/Division Chief by requiring a degree, as anticipated during the fall of 2020.

SUBSECTION VI – OTHER PAY ALLOWANCES

- A. Meal Allowance. When approved by management, employees may receive meal allowances in the amount of \$10.00 when an employee works two or more hours consecutive to their normally scheduled shift. Employees may also be eligible to receive \$10.00 for each additional four-hour consecutive period of work which is in addition to the normally scheduled work shift.
1. Fire department employees shall be provided with adequate food and drink to maintain safety and performance during emergencies or extraordinary circumstances.
- B. Business Expenses. City policy shall govern the authorization of employee advancement or reimbursement for actual expenses reasonably incurred while performing city business. Advance payment or reimbursement for expenses shall be approved only when the amounts are documented and within the budget limitations established by the city council.
- C. Automobiles
1. The mayor may authorize, subject to the conditions provided in city policy, an employee to utilize a city vehicle on a take-home basis, and may require an employee to reimburse the city for a portion of the take-home vehicle cost as provided in city ordinance.
 2. Employees who are authorized to use privately-owned automobiles for official city business will be reimbursed for the operation expenses at the rate specified in city policy.
 3. ~~The city will provide a~~ car allowance ~~may be paid~~ to department directors, ~~the mayor's chief of staff, the mayor's chief administrative officer, the RDA chief operating officer, and~~ up to three additional employees in the mayor's office, and the city Council Executive Director at a rate not to exceed \$400 per month ~~as determined by the mayor. A car allowance may be paid to the Council Executive Director at a rate not to exceed \$400 per month as determined by the council chair.~~ A car allowance may be paid to specific appointed employees at a rate not to exceed \$400 per month as recommended by the mayor and approved by the city council.
- D. Uniform Allowance. The city will provide employees who are required to wear uniforms in the performance of their duties a monthly uniform allowance as follows:
1. Parking Enforcement Field Supervisor—
\$65.00

2. Non-sworn Police and Fire Department employees—\$65.00
3. Watershed Management Division employees—\$65.00
4. Fire: Battalion Chiefs will be provided uniforms and other job-related safety equipment, as needed. Employees may select uniforms and related equipment from an approved list. The total allowance provided shall be \$600 per year, or the amount received by firefighter employees, whichever is greater. Appointed employees shall be provided uniforms or uniform allowances to the extent stated in Fire Department policy.
 - a. Dangerous or contaminated safety equipment shall be cleaned, repaired, or replaced by the Fire Department.
5. Police: Police sergeants, lieutenants, and captains in uniform assignments, as determined by their bureau commander, will be enrolled in the Department's quartermaster system.
 - a. The quartermaster system will operate as follows:
 - i. Necessary uniform and equipment items, including patrol uniforms, detective uniforms, duty gear, footwear, cold-weather gear, headwear, etc. will be provided to Police sergeants, lieutenants, and captains by the department's Quartermaster pursuant to department policy.
 - ii. A full inventory of items that the quartermaster will provide to Police sergeants, lieutenants and captains within the quartermaster system and the manner in which they will be distributed will be stated in department policy.
 - iii. Police sergeants, lieutenants and captains in the quartermaster system will be paid the sum of One Hundred Dollars (\$100) each fiscal year for the purpose of independently purchasing any incidental uniform item or equipment not provided by the quartermaster system. Payment will be made each year on the first day of the pay-period that includes August 15.
 - b. The city will provide for the cleaning of uniforms as described in Police department policy.

- c. Police sergeants, lieutenants, and captains in plainclothes assignments, as determined by their bureau commander, are provided a clothing and cleaning allowance totaling \$39.00 per pay period. Sergeants, lieutenants, and captains who are transferred back to a uniform assignment will return to the quartermaster system upon transfer.
 - d. Uniforms or uniform allowances for appointed Police employees will be provided to the extent stated in Police department policy.
- E. Allowances for Certified Golf Teaching Professionals. The mayor may, within budgeted appropriations and as business needs indicate, authorize golf lesson revenue sharing between the city and employees recognized as Certified Golf Teaching Professionals as defined in the Golf Division's Golf Lesson Revenue Policy. Payment to an employee for lesson revenue generated shall be reduced by: 1) a ten (10%) percent administrative fee to be retained by the Golf Division, and 2) the employee's payroll tax withholding requirements in accordance with ~~applicable federal and state~~ law.
- F. Other Allowances. The mayor or the city council may, within budgeted appropriations, authorize the payment of other allowances in extraordinary circumstances (as determined by the mayor or the city council).

SUBSECTION VII - SEVERANCE BENEFIT

Subject to availability of funds, any current appointed employee who is not retained, not terminated for cause and who is separated from city employment involuntarily shall receive severance benefits based upon their respective appointment date.

- A. Severance benefits shall be calculated using the employee's salary rate in effect on the employee's date of termination. Receipt of severance benefits is contingent upon execution of a release of all claims approved by the city attorney's office.
 - 1. Employees appointed on or after January 1, 1989 and before January 1, 2000 shall receive a severance benefit equal to one months' base salary for each continuous year of city employment in an appointed status before January 1, 2000. Severance shall be calculated on a pro-rata basis for a total benefit of up to a maximum of six months.
 - 2. Current department heads, along with the mayor's chief of staff and the executive director of the city council office, appointed on or after January 1, 2000 shall receive a severance benefit equal to two month's base salary after one full year of continuous city employment in an appointed status; four months' base salary after two full years of

continuous city employment in an appointed status; or, six months' base salary after three full years or more of continuous city employment in an appointed status.

3. Current appointed employees who are not department heads, and who were appointed on or after January 1, 2000 shall receive a severance benefit equal to one week's base salary for each year of continuous city employment in an appointed status, calculated on a pro-rata basis, for a total benefit of up to a maximum of six weeks.

B. Leave Payout: Appointed employees with leave hour account balances under Plan A or Plan B shall, in addition to the severance benefit provided, receive a severance benefit equal to the "retirement benefit" value provided under the leave plan of which they are a participant (either Plan A or Plan B), if separation is involuntary and not for cause.

C. Not Eligible for Benefit. An appointed employee is ineligible to be paid severance benefits under the following circumstances:

1. An employee who, at the time of termination of employment, has been convicted, indicted, charged or is under active criminal investigation concerning a public offense involving a felony or moral turpitude. This provision shall not restrict the award of full severance benefits should such employee subsequently be found not guilty of such charge or if the charges are otherwise dismissed.
2. An employee who has been terminated or asked for a resignation by the mayor or department director under bona fide charges of nonfeasance, misfeasance or malfeasance in office.
3. An employee who fails to execute a Release of All Claims approved by the city attorney's office, where required as stipulated above.

4. An employee who is hired into another position in the city prior to their separation date.

In the event an employee is hired into another position in the city after their separation date and prior to the expiration of the period of time for which the severance benefit was provided, the employee is required to reimburse the City (on a pro-rata basis) for that portion of the severance benefit covering the period of time between the date of rehire and the expiration of the period of time for which the severance benefit was provided.

SECTION IV: HOLIDAY, VACATION & LEAVE ACCRUAL

Benefits-eligible employees shall receive holidays, vacation and other leave as provided in this section. Employees do not earn or receive holiday and vacation benefits while on unpaid leave of absence. However, employees on an unpaid military leave of absence may be entitled to the restoration of such leave benefits, as required by [applicable law](#)~~federal laws, regulations and city ordinance~~.

SUBSECTION I – HOLIDAYS

- A. The following days are recognized and observed as holidays for covered employees. Eligible employees will receive pay for non-worked holidays equal to their regular rate of pay times the total number of hours which make a regularly scheduled shift. Except as otherwise noted in this subsection, an employee may not bank a worked holiday.
1. New Year's Day, the first day of January.
 2. Martin Luther King, Jr. Day, the third Monday of January.
 3. President's Day, the third Monday in February.
 4. Memorial Day, the last Monday of May.
 5. Independence Day, July 4.
 6. Pioneer Day, July 24.
 7. Labor Day, the first Monday in September.
 8. Columbus Day, the second Monday of October (only for eligible employees assigned to the Justice Court)
 9. Veteran's Day, November 11.
 10. Thanksgiving Day, the fourth Thursday in November.
 11. The Friday after Thanksgiving Day (excluding employees assigned to the Justice Court)
 12. Christmas Day, December 25.
 13. One personal holiday per calendar year, taken upon request of an employee and as approved by a supervisor.

- B. When any holiday listed above falls on a Sunday, the following business day is considered a holiday. When any holiday listed above falls on a Saturday, the preceding business day is considered a holiday. In addition to the above, any day may be designated as a holiday by proclamation of the mayor or the city council.
- C. All holiday hours, including personal holidays, must be used in no less than regular full day or shift increments.
1. A Fire battalion/division chief may be allowed to use a holiday in less than a full shift increment only when converting from a “support” to “operations” work schedule results in the creation of a half-shift.
- D. No employee will receive more than the equivalent of one workday or a regular scheduled shift as holiday pay for a single holiday. Employees must either work or be in an authorized paid leave status a working day before and a working day after the holiday to qualify for holiday pay.
1. An employee who is off work and in a paid status covered by short-term disability or parental leave receives regular pay as a benefit and, therefore, is not entitled to bank a holiday while off work.
- E. Holiday Exceptions: Except for employees assigned to the Justice Court, an eligible employee may observe the Friday after Thanksgiving Day up to 50 days prior to the actual holiday with prior management approval. For Columbus Day, which is limited only to employees assigned to the Justice Court, an employee may observe the holiday up to 50 days following the actual holiday.
- F. Police Sergeant, Lieutenant, & Captain Holiday Hours Worked: When a day designated as a holiday falls on a scheduled work day, a Police sergeant, lieutenant, or captain may elect to take the day off work, subject to the approval of their supervisor, or receive their regular wages for such days worked and designate an alternate day off work to celebrate the holiday. For a Police Sergeant whose assignment requires staffing on either the graveyard shift prior to, or the day and afternoon shift on Thanksgiving Day or Christmas Day, all hours worked will be compensated at a rate of one-and-one-half (1 ½) times the employee’s regular base wage rate.
- G. Police Sergeant, Lieutenant, & Captain Accrued Holiday Leave Payout: Police sergeants, lieutenants, and captains who retire or separate from city employment for any reason shall be compensated for any holiday time accrued and unused during the preceding 12 months. Employees will not be compensated for any unused holiday time accrued before the 12 months preceding the employee’s retirement or separation.

1. Any Police sergeant, lieutenant, or captain who is transferred or promoted to a higher level position within the department, including Deputy Chief, Assistant Chief, or Police Chief, or to a position in another city department will be paid out at their current base pay rate for any holiday time accrued and unused during the preceding 12 months.

SUBSECTION II - VACATION LEAVE

The city will pay eligible employees their regular salaries during vacation periods earned and taken in accordance with the following provisions. Except as provided for expressly in either city policy or this plan, vacation leave hours are ineligible to be cashed out or used to exceed the total number of hours for which an employee is regularly compensated during a work week or a pay period.

Vacation hours may be used on the first day of the pay period following the period in which the vacation hours are accrued.

- A. Full-Time employees and appointed employees (except for those noted in paragraphs B and C of this subsection) accrue vacation leave based upon years of city service as follows:

<u>Years of Accrued City Service</u>	<u>Hours of Vacation Per Bi-weekly Pay Period</u>
0 to end of year 3	3.73
4 to end of year 6	4.42
7 to end of year 9	4.81
10 to end of year 12	5.54
13 to end of year 15	6.15
16 to end of year 19	6.77
20 or more	7.69

- B. Department directors, the mayor's chief of staff, the mayor's chief administrative officer, up to two additional senior positions in the mayor's office as specified by the mayor, the executive director of the city council, and justice court judges, ~~and the chief operating officer of the Redevelopment Agency,~~ will accrue 7.69 hours each bi-weekly pay period.

- C. Fire battalion chiefs in the ~~e~~Operations division of the Fire ~~D~~department will accrue vacation leave according to the following schedule:

<u>Years of Accrued earned vacation per year of City Service</u>	<u># of hHours of Vacation Per bBi-weekly for Pay PeriodFire Employees</u>
0 to end of year 3	5.54
4 to end of year 6	6.46
7 to end of year 9	7.38
10 to end of year 12	8.31
13 to end of year 14	9.23
15 to end of year 19	10.15
20 or more	11.54

- D. For any plan year in which there are 27 pay periods, no vacation leave hours will be awarded in the 27th pay period.
- E. Years of city service are based on the most recent date the person became a full-time salaried employee.
- F. ~~Regular-F~~full-time employees re-hired by the city are eligible to receive up to three years of prior service credit for vacation and personal leave accrual only. Prior service credit does not apply to any other benefits, including longevity pay or short-term disability.
- G. Full-time and appointed employees (except those listed in Paragraph B of this subsection) may accumulate vacations, according to the length of their full-time years of city Service, up to the following maximum limits:

Up to and including 9 years	Up to 30 days/ 15 shifts/ 240 hours
After 9 years	Up to 35 days/ 17.5 shifts/ 280 hours
After 14 years	Up to 40 days/ 20 shifts/ 320 hours

For purposes of this subsection, "days" means "8-hour" days and "shifts" means "24-hour" combat shifts.

- H. Department directors and those included in Paragraph B of this subsection may accumulate up to 320 hours of vacation without regard to their years of employment with the city.
- I. Any vacation accrued beyond the allowable maximums will be deemed forfeited unless used before the end of the calendar year in which the hours are accrued. However, in the case of an employee's return from an unpaid military leave of absence, leave hours may be restored according to requirements under [federal law and city ordinance applicable law](#).
- J. Vacation Payout at Termination: An employee separating from employment may not exhaust more than 80 hours of any combination of accrued vacation, personal leave, or banked (holiday or vacation) leave prior to their last day of employment. Employees shall be paid at their base hourly rate for any unused accrued vacation leave time following termination of employment, including retirement.
- K. Vacation Allowance: As a recruiting incentive, the mayor or the city council may provide a one-time allowance of up to 120 hours of vacation leave.

SUBSECTION III - SICK AND OTHER RELATED LEAVE OR PERSONAL LEAVE

Benefits in this section are for the purpose of continuing income to employees during absence due to illness, accident or personal reasons. Some of these absences may qualify under the Family and Medical Leave Act [of 1993](#) (FMLA). Although the city requires use of accrued paid leave prior to taking unpaid FMLA leave, employees will be allowed to reserve up to 80 hours of non-lapsing leave as a contingency for future use by submitting a written request to [the Human Resources Leave Team or department personnel/payroll administrator](#). Employees are not eligible to earn or receive leave benefits while on an unpaid leave of absence. However, employees on an unpaid military leave of absence may be entitled to the restoration of such leave benefits, as provided by [applicable federal law and city ordinance](#).

Employees hired on or after November 16, 1997 receive personal leave benefits under Plan B. All other employees [receive personal leave benefits pursuant to](#) ~~participate in~~ the plan they participated in ~~as of~~ ~~on~~ November 15, 1998. Employees ~~who were~~ hired before November 16, 1997, shall [receive personal leave benefits under](#) ~~participate in~~ Plan B if they ~~so~~ elected [to do so](#) during any city- established election period occurring ~~after in~~ 1998 [or later](#).

A. Plan "A"

1. Sick Leave

- a. Sick leave is provided for full-time employees under Plan "A" as insurance against loss of income when an employee is unable to perform assigned

duties because of illness or injury. The mayor may establish rules governing the interfacing of sick leave and workers' compensation benefits and avoiding, to the extent allowable by law, duplicative payments.

- b. Each ~~f~~Full-~~t~~Time employee accrues sick leave at a rate of 4.62 hours per pay period. For any plan year in which there are 27 pay periods, no sick leave hours will be awarded in the 27th pay period. Authorized and unused sick leave may be accumulated from year to year, subject to the limitations of this plan.
 - 1. Sick Leave Accrual for Fire Battalion Chiefs – Each covered employee shall be entitled to 15 days of sick leave each calendar year, except for members of the OperationsCombat Division who shall be entitled to 7.5 shifts of sick leave each calendar year. The City shall credit a covered employee's sick leave account in a lump sum (either 15 days or 7.5 shifts) during the first month of each calendar year. Authorized and unused sick leave may be accumulated from year to year subject to the limitations of this plan.

- c. Under this Plan "A," Full-Time employees who have accumulated 240 hours of sick leave may choose to convert up to 64 hours of the sick leave earned and unused during any given year to vacation. Any sick leave used during the calendar year reduces the allowable conversion by an equal amount.
 - 1. Sick Leave Conversion for Fire Battalion Chiefs – Fire Battalion Chiefs who have accumulated 15 shifts (for combat-Operations employees), or 240 hours (for non-Operationseombat employees) may choose to convert a portion of the year sick leave grant from any given year to vacation, as follows—

<u>Number of Sick Leave Shifts Used During Previous Calendar Year (<u>OperationsCombat</u> Only)</u>	<u>Number of Sick Leave Shifts Available for Conversion (<u>OperationsCombat</u> Only)</u>
No shifts used	5 shifts
One shift used	4 shifts
Two shifts used	3 shifts
Three shifts used	2 shifts
Four shifts used	1 shift
Five or more shifts used	No shifts

<u>Number of Sick Leave Shifts Used During Previous Calendar Year (Support Only)</u>	<u>Number of Sick Leave Shifts Available for Conversion (Support Only)</u>
No days used	9 days
One day used	8 days
Two days used	7 days
Three days used	6 days
Four days used	5 days
Five or more days used	0 days

- d. Conversion at the maximum allowable hours will be made unless the employee elects otherwise. Any election by an employee for no conversion, or to convert less than the maximum allowable sick leave hours to vacation time, must be made by notifying the employee's ~~personnel/payroll administrator~~ department timekeeper or the city payroll administrator, in writing, not later than the second pay period of the new calendar year (or the November vacation draw for Fire Battalion Chiefs). Otherwise, the opportunity to waive conversion or elect conversion other than the maximum allowable amount will be deemed waived for that calendar year. In no event may sick leave days be converted from other than the current year's sick leave allocation.
- e. Any sick leave hours, properly converted to vacation benefits as above described, must be taken before any other vacation hours to which the employee is entitled; however, in no event is an employee, upon the employee's separation from employment, entitled to any pay or compensation for any sick leave converted to vacation. An employee forfeits any sick leave converted to vacation remaining unused at the date of separation from employment.
- f. Sick Leave Benefits Upon Layoff. Employees who are subject to layoff because of lack of work or lack of funds will be paid at 100% of their hourly base wage rate as of the~~on~~ date of termination for each accumulated unused sick leave hour.

2. Hospitalization Leave

- a. Hospitalization leave is provided for full-time employees under Plan "A," in addition to sick leave authorized hereunder, as insurance against loss of income when an employee is unable to perform assigned duties because of scheduled surgical procedures, urgent medical treatment, or hospital inpatient admission.
- b. Employees are entitled to 30 days of hospitalization leave each calendar year. Hospitalization leave does not accumulate from year to year.

Employees may not convert hospitalization leave to vacation or any other leave, nor may they convert hospitalization leave to any additional benefit at time of retirement.

- c. Employees who are unable to perform their duties during a shift due to preparations (such as fasting, rest, or ingestion of medicine), for a scheduled surgical procedure, may report the absence from the affected shift as hospitalization leave, with the prior approval of their division head or supervisor.
- d. An employee who must receive urgent medical treatment at a hospital, emergency room, or acute care facility, and who is regularly scheduled for work or unable to perform their duties during a shift (or work day) due to urgent medical treatment, may report the absence from the affected shift as hospitalization leave. Similarly, an employee who is absent from work while on approved leave is also allowed to claim hospitalization leave.
 - 1. An employee who wishes to claim hospitalization leave is responsible to report the receipt of urgent medical treatment to the employee's division head or supervisor as soon as practical.
 - 2. For purposes of use of hospitalization leave, urgent medical treatment includes at-home care directed by a physician immediately after the urgent medical treatment and within the affected shift.
- e. Employees who, because they are admitted as an inpatient to a hospital for medical treatment, are unable to perform their duties, may report the absence from duty while in the hospital as hospitalization leave.
- f. Medical treatment consisting exclusively or primarily of post-injury rehabilitation or therapy treatment, whether conducted in a hospital or other medical facility, shall not be counted as hospitalization leave.
- g. An employee requesting hospitalization leave under this section may be required to provide verification of treatment or care from a competent medical practitioner.

3. Dependent Leave

- a. Under Plan "A," dependent leave may be requested by a full-time employee for the following reasons:
 - 1. Becoming a parent through birth or adoption of a child.
 - 2. Placement of a foster child in the employee's home.

3. Due to the care of the employee's child, spouse, spouse's child, adult designee, adult designee's unmarried child under age 26, or parent with a serious health condition.
- b. Under Plan "A," dependent leave may also be requested by a full-time employee to care for an employee's child, spouse, spouse's child, adult designee, an adult designee's unmarried child under age 26, or a parent who is ill or injured but who does not have a serious health condition.
- c. The following provisions apply to the use of dependent leave by a full-time employee:
 1. Dependent leave may be granted with pay on a straight time basis.
 2. If an employee has available unused sick leave, sick leave may be used as dependent leave.
 3. An employee is required to give notice of the need to take dependent leave, including the expected duration of leave, to his or her supervisor as soon as possible.
 4. Upon request of a supervisor, an employee will be required to provide a copy of a birth certificate or evidence of child placement for adoption, or a letter from the attending physician in the event of hospitalization, injury, or illness of a child, spouse, spouse's child, adult designee, adult designee's child, or parent within five calendar days following a return from leave.
 5. An employee's sick leave shall be reduced by the number of hours taken by an employee as dependent leave.

4. Career Incentive Leave, Plan "A"

Full-Time employees, who have been in continuous full-time employment with the city for more than 20 years, and who have accumulated to their credit 1500 or more sick leave hours, may make a one-time election to convert up to 160 hours of sick leave into 80 hours of paid Career Incentive Leave. Career Incentive Leave must be taken prior to retirement. Sick leave hours converted to Career Incentive Leave will not be eligible for a cash payout upon termination or retirement even though the employee has unused Career Incentive Leave hours available. This leave can be used for any reason. Requests for Career Incentive Leave must be submitted in writing to the appropriate department director and be approved subject to the department's business needs (e.g., work schedules and workloads).

5. Retirement Benefit, Plan “A”

- a. Employees who meet the eligibility requirements of the Utah State Retirement System and who retire from the city will be paid at their base hourly rate for 50% of their accumulated sick leave hours balance based on the schedule below:

Retirement Month	50% sick leave will be:
January 1 st – June 30 th	Contribution to EBC 501(c)9 <u>HRA</u> Plan (premium-only account)
July 1 st – December 31 st	Cash to retiree

B. Plan “B”

- The benefit Plan Year of Plan “B” begins in each calendar year on the first day of the pay-period that includes November 15. Under Plan “B,” paid personal leave is provided for employees as insurance against loss of income when an employee needs to be absent from work because of illness or injury, to care for a dependent, or for any other emergency or personal reason. Where the leave is not related to the employee’s own illness or disability—or an event that qualifies under the FMLA—a personal leave request is subject to supervisory approval based on the operational requirements of the city and any policies regarding the use of such leave adopted by the department in which the employee works. Personal leave hours may be used on the first day of the pay period following the period in which the hours are earned.
- Each full-time employee under Plan “B” is awarded personal leave hours based on the following schedule:

<u>Months of Consecutive City Service</u>	<u>Hours of Personal Leave</u>
Less than 6	40
Less than 24	60
24 or more	80

Employees hired during the plan year are provided paid personal leave on a pro-rated basis.

- Not later than October 31st of each calendar year, employees covered by Plan “B” may elect, by notifying their ~~personnel~~ department timekeeper or the city payroll administrator in writing, to:

- a. Convert any unused personal leave hours available at the end of the first pay period of November to a lump sum payment equal to the following: For each converted hour, the employee will be paid 50 percent of the employee's regular hourly base wage rate (not including acting pay) in effect on the date of conversion. In no event will total pay hereunder exceed 40 hours of pay (80 hours at 50%); or
 - b. Carryover to the next calendar year up to 80 unused personal leave hours; or
 - c. Convert a portion of unused personal leave hours, to a lump sum payment as provided in subparagraph (3)(a), above, and carry over a portion as provided in subparagraph (3)(b), above.
4. Maximum Accrual. A maximum of 80 hours of personal leave may be carried over to the next plan year. Any personal leave hours unused at the end of the plan year in excess of 80 will be converted to a lump sum payment as provided in subparagraph 3(a) above.
5. Termination Benefits. An employee separating from employment may not exhaust more than 80 hours of any combination of accrued vacation, personal leave, or banked (holiday or vacation) leave prior to their last day of employment. At termination of employment for any reason, accumulated unused personal leave hours, minus any adjustment necessary after calculating the "prorated amount," shall be paid to the employee at 50 percent of the regular hourly base wage rate (not including acting pay) on the date of termination for each unused hour. For purposes of this paragraph, "prorated amount" shall mean the amount of personal leave credited at the beginning of the plan year, multiplied by the ratio of the number of pay periods worked in the plan year (rounded to the end of the pay period which includes the separation date) to 26 pay periods. If the employee, at the time of separation, has used personal leave in excess of the prorated amount, the value of the excess amount shall be reimbursed to the city and may be deducted from the employee's paycheck.
6. Conditions on Use of Personal Leave include:
- a. Minimum use of personal leave, with supervisory approval, must be in no less than quarter-hour increments.
 - b. Except in unforeseen circumstances, such as emergencies or the employee's inability to work due to ~~their~~ illness or accident, or an unforeseen FMLA-qualifying event, an employee must provide their supervisor with prior notice to allow time for the supervisor to make arrangements necessary to cover the employee's work.

- c. For leave due to unforeseen circumstances, the employees must give their supervisor as much prior notice as possible.
 - d. Except as provided for expressly in either city policy or this plan, personal leave hours are ineligible to be cashed out or used to exceed the total number of hours for which an employee is regularly compensated during a work week or a pay period.
7. Career Enhancement Leave, Plan "B": A full-time employee covered under this Plan "B" is eligible, after 15 years of full-time service with the city, to be selected to receive up to two weeks of career enhancement leave. This one-time leave benefit could be used for formal training, informal course of study, job-related travel, internship, mentoring or other activity that could be of benefit to the city and the employee's career development. Selected employees will receive their full regular salary during the leave. Request for this leave must be submitted in writing to the appropriate department head, stating the purpose of the request and how the leave is intended to benefit the city. The request must be approved by the department head and by the Human Resources director (who will review the request ~~to ensure for~~ compliance with these ~~outlined here~~ guidelines).
8. Retirement/Layoff (RL) Benefit, Plan "B"
- a. Full-Time employees currently covered under Plan "B" who were hired before November 16, 1997, and who elected to be covered under Plan "B," shall have a retirement/layoff (RL) account equal to sixty percent of their accumulated unused sick leave hours available on November 16, 1997, minus any hours withdrawn from that account since it was established.
 - b. Full-Time employees who were hired before November 16, 1997 and who elected in 1998 to be covered under Plan "B," shall have a retirement/layoff (RL) account equal to fifty percent of their accumulated unused sick leave hours available on November 14, 1998, minus any hours withdrawn after the account is established.
 - c. Full-Time employees who were hired before November 16, 1997 and who elected in 2007 or later during any period designated by the city to be covered under Plan "B," shall have a retirement /layoff (RL) account equal to forty percent of their accumulated unused sick leave hours available on the date that Plan B participation began, minus any hours withdrawn after the account is established.
 - d. Payment of the RL Account.
 - 1. All ~~of the~~ hours in an employee's ~~the~~ RL account shall be payable upon

retirement or as a result of layoff. In the case of layoff, 100% of R/L hours shall be paid to the employee according to the employee's base hourly rate of pay on date of layoff. Any employee who quits, resigns, is separated, or is terminated for cause is not eligible to receive payment for RL account hours.

2. In the case of retirement, employees who meet the eligibility requirements of the Utah State Retirement System and who retire from the city shall be paid at their base hourly rate for 100% of their RL account balance based on the schedule below:

Retirement Month	100% RL hours will be:
January 1 st – June 30 th	Contribution to EBC 501(c)9 <u>HRA</u> Plan (premium-only account)
July 1 st – December 31 st	Cash to retiree

- e. Hours may be withdrawn from the RL account to cover for an employee's absence from work due to illness or injury, need to care for a dependent, any emergency emergencies or to supplement Workers' Compensation benefits after personal leave hours are exhausted. RL account hours, when added to the employee's workers' compensation benefit, may not exceed the employee's regular net salary.

9. Short-Term Disability Insurance, Plan "B": Protection against loss of income when an employee is absent from work due to short-term disability shall be provided to ~~f~~Full-~~t~~Time employees covered under Plan "B" through short-term disability insurance (SDI). There shall be no cost to the employee for SDI. SDI shall be administered in accordance with the terms determined by the city.

SUBSECTION IV - PARENTAL LEAVE

- A. Full-time employees who become parents through birth, adoption, or foster care may take up to six consecutive weeks of paid leave to care for and bond with the child. Parental leave will start on the date of the child's birth or, in the case of adoption or foster care, the date the child is placed in the employee's home. Parental leave may be taken during a new employee's probationary period. The probationary period will be extended by an amount of time equivalent to the parental leave taken.
- B. Parental leave will run concurrently (during the same period of time) with FMLA and SDI (if applicable). Parental leave is limited to six weeks per twelve-month period. For employees approved for short-term disability, parental leave will make up the difference between 100% pay and 66 2/3% pay (if applicable) for up to six weeks.

SUBSECTION V - BEREAVEMENT LEAVE

- A. Time off with pay will be granted to an employee who suffers the loss of a current spouse, domestic partner, or adult designee; child, mother, father, brother, sister; current father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law; grandparent; current step-grandfather, step-grandmother; grandchild, or current step grandchild, stepchild, stepmother, stepfather, stepbrother or stepsister, grandfather-in-law, grandmother-in-law; or, domestic partner's or adult designee's relative as if the domestic partner or adult designee were the employee's spouse. In the event of death in any of these instances, the city will provide an employee with up to five working days of paid leave for bereavement, including attendance at a funeral, memorial service, or related event(s). The employee will be permitted one additional day of bereavement leave if the employee attends a funeral, memorial service or equivalent event that is held more than 150 miles ~~distance~~ from Salt Lake City and the day following the memorial service or equivalent event is a regular working shift.
1. In the event of death of a first-line extended relative of an employee, or of an employee's spouse, domestic partner, or adult designee's relative as if the adult designee were the employee's spouse not covered in paragraph A above (such as an uncle, aunt or cousin), the city will pay an employee for time off for one work shift to attend memorial services. The employee will be permitted one additional day of bereavement leave if the employee attends a funeral, memorial service or equivalent event that is held more than 150 miles ~~distance~~ from Salt Lake City and the day following the memorial service or equivalent event is a regular working shift.
 2. In the event of death of a friends, an employee may be allowed to use vacation or personal leave for time off to attend the funeral or memorial service, as approved by an immediate supervisor.
 3. In the event of death of any covered family member while an employee is on vacation leave, an employee's absence may be extended and authorized as bereavement leave.

SUBSECTION VI - MILITARY LEAVE

- A. Leave of absence for employees who enter uniformed service. An employee who enters the ~~service of a~~ uniformed services of the United States, including the United States Army, United States Navy, United States Marine Corps, United States Air Force, commissioned Corps of the National Oceanic and Atmospheric Administration, United States Coast Guard, or the commissioned corps of the Public Health Service, is entitled to be absent from his or her duties and service from the city, without pay, as required by applicable state and federal law. Leave will be granted ~~for no more than five cumulative years as in accordance with per the guidelines and maximum totals provided by, consistent with the federal~~ Uniformed

Services Employment and Reemployment [Rights](#) Act ([USERRA](#)).

- B. Leave while on duty with the armed forces or Utah National Guard. An employee who is or who becomes a member of the reserves of the federal armed forces, including [the](#) United States Army, United States Navy, United States Marine Corps, United States Air Force, and the United States Coast Guard, or any unit of the Utah National Guard, is allowed military leave for up to ~~11~~15 working days per calendar year for time spent on active or reserve duty. Military leave may be in addition to vacation leave and need not be consecutive days of service. To be covered, an employee must provide documentation ~~to the city~~ demonstrating a duty requirement.

SUBSECTION VII - JURY LEAVE & COURT APPEARANCES

- A. Jury Leave: An employee will be released from duty with full pay when, in obedience to a subpoena or direction by proper authority, the employee is required to either serve on a jury or appear as a witness for the United States, the state of Utah, or other political subdivision.
1. Employees are entitled to retain statutory fees paid for service in a federal [court](#), state [court](#), or city/county justice court.
 2. On any day that an employee is required to report for service and is thereafter excused from such service during his or her regular working hours from the city, he or she must forthwith return to and carry on his or her regular city employment. Employees who fail to return to work after being excused from service for the day are subject to discipline.
- B. Court Appearances. A Police sergeant is eligible to receive compensation as a witness subpoenaed by the city, the ~~s~~State of Utah, or the United States for a court or administrative proceeding appearance as follows:
1. Appearances in court or administrative proceeding made while on-duty will be compensated as normal hours worked.
 2. In the event an appearance extends beyond the end of an employee's regularly scheduled shift, time will be counted as normal work time for the purpose of computing an employee's overtime compensation.
 3. Appearances made while off-duty will be compensated as follows:
 - (a) The city will pay employees for two hours of preparation time plus actual time spent in court or in an administrative hearing at one and one-half times their regular hourly rate. Lunch periods granted are not considered compensable time. Compensation for additional preparation time for any

subsequent appearance during the same day is allowed only when there is at least two hours between the employee's release time from a prior court or administrative proceeding and the start of the other.

(b) If the time spent in court or administrative proceeding extends into the beginning of the employee's regularly scheduled work shift, time spent in court or in administrative proceeding will be deemed ended at the time such shift is scheduled to begin.

4. An employee is required to provide a copy of the subpoena, including the beginning time and time released from the court or administrative hearing, with initials of the prosecuting or another court representative within seven working days following the appearance.
5. Any employee failing to appear in compliance with the terms of a formal notice or subpoena may be subject to disciplinary action.

SUBSECTION VIII - INJURY LEAVE (SWORN POLICE AND FIRE EMPLOYEES ONLY)

The city has established rules governing the administration of an injury leave program for sworn police officers and firefighters under the following qualifications and restrictions:

- A. The disability must have resulted from an injury arising out of the discharge of official duties or while exercising some form of necessary job-related activity as determined by the city;
- B. The employee must be unable to return to work due to the injury, as verified by a medical provider acceptable to the city;
- C. The leave benefit may not exceed the value of the employee's net salary during the period of absence due to the injury, less all amounts paid or credited to the employee as workers' compensation, Social Security, long-term disability or retirement benefits, or any form of governmental relief whatsoever;
- D. The value of benefits provided to employees under this injury leave program may not exceed the total of \$5,000 per employee per injury, unless approved in writing by the employee's department head after receiving an acceptable treatment plan and consulting with the city's risk manager;
- E. The city's risk manager is principally responsible for the review of injury leave claims, except that appeals from the decision of the city's risk manager may be reviewed by the Human Resources director, who may make recommendations to the mayor for final decisions;

- F. If an employee is eligible for workers' compensation as provided by law, and is not receiving injury leave pursuant to this provision, an employee may elect to use either accumulated sick leave or hours from the RL account, if applicable, and authorized vacation time to supplement workers' compensation. The total value of leave hours or hours from an RL account combined with a workers' compensation benefit may not exceed an employee's regular net salary.

SUBSECTION IX - ADDITIONAL LEAVES OF ABSENCE

Additional leaves of absence may be requested in writing and granted as identified in policy to an employee at the discretion of a department director.

SUBSECTION X - EMERGENCY LEAVE

The city may provide additional paid leave to employees if: i) the mayor has declared a local emergency; and ii) the mayor and/or city council authorize and approve the use of available funds for such purposes during the period of local emergency.

Emergency leave may also be provided as a form of income replacement for part-time (hourly) and/or seasonal employees whose work hours are either reduced or discontinued temporarily, so long as there is an expectation they will return to work after the emergency period is ended.

APPENDIX A - SALT LAKE CITY CORPORATION

GENERAL EMPLOYEE PAY PLAN (GEPP)

Effective ~~June 30, 2019~~ June 28, 2020

GRADE	MINIMUM	CITY MARKET	MAXIMUM
SEAX/HRLY	\$10.87		\$35.00
10	\$11.54	\$15.07	\$18.60
11	\$12.10	\$15.83	\$19.55
12	\$12.71	\$16.76	\$20.79
13	\$13.35	\$17.46	\$21.56
14	\$14.01	\$18.26	\$22.51
15	\$14.71	\$19.33	\$23.93
16	\$15.44	\$20.46	\$25.46
17	\$16.22	\$21.28	\$26.34
18	\$17.03	\$22.62	\$28.20
19	\$17.88	\$23.63	\$29.36
20	\$18.78	\$24.63	\$30.47
21	\$18.95	\$25.84	\$32.74
22	\$19.91	\$27.16	\$34.40
23	\$20.91	\$28.52	\$36.14
24	\$21.95	\$29.93	\$37.92
25	\$23.04	\$31.42	\$39.81
26	\$24.20	\$33.01	\$41.81
27	\$25.40	\$34.66	\$43.93
28	\$26.66	\$36.42	\$46.17
29	\$28.01	\$38.24	\$48.47
30	\$29.41	\$40.15	\$50.90
31	\$30.88	\$42.17	\$53.45
32	\$32.42	\$44.27	\$56.11
33	\$34.05	\$46.49	\$58.93
34	\$35.75	\$48.81	\$61.88
35	\$37.53	\$51.25	\$64.97
36	\$39.41	\$53.81	\$68.22
37	\$41.38	\$56.50	\$71.62
38	\$43.45	\$59.33	\$75.20
39	\$45.63	-	\$95.83
40	\$47.90	-	\$100.60
41	\$50.30	-	\$163.20

APPENDIX B – APPOINTED EMPLOYEES BY DEPARTMENT

Effective ~~January 6~~ June 28,
2020

911 BUREAU	Job Title	Grade
	911 DISPATCH DIRECTOR	033X
	911 COMMUNICATIONS DEPUTY DIRECTOR	029X
AIRPORT		
	EXECUTIVE DIRECTOR OF AIRPORTS	041X
	DIRECTOR AIRPORT ENGINEERING	039X
	DIRECTOR AIRPORT MAINTENANCE	039X
	DIRECTOR FINANCE/ACCOUNTING AIRPORT	039X
	DIRECTOR OF AIRPORT ADMINISTRATION/ COMMUNICATIONS COMMERCIAL SERVICES	039X
	DIRECTOR OF AIRPORT INFORMATION TECHNOLOGY	039X
	DIRECTOR OF AIRPORT PLANNING & CAPITAL PROJECTS	039X
	DIRECTOR OF OPERATIONS - AIRPORT	039X
	DIRECTOR OF OPERATIONAL READINESS & TRANSITION	039X
	DIRECTOR PUBLIC RELATIONS COMMUNICATIONS & /MARKETING	038X
	ADMINISTRATIVE ASSISTANT APPOINTEEEXECUTIVE ASSISTANT	024X
CITY ATTORNEY		
	CITY ATTORNEY	041X
	DEPUTY CITY ATTORNEY	039X
	CITY RECORDER	033X
CITY COUNCIL		
	COUNCIL MEMBER-ELECT	N/A*
	EXECUTIVE DIRECTOR CITY COUNCIL OFFICE	041X
	COUNCIL LEGAL DIRECTOR	039X
	DEPUTY DIRECTOR - CITY COUNCIL	039X
	ASSOCIATE DEPUTY DIRECTOR COUNCIL	037X
	SENIOR ADVISOR CITY COUNCIL	037X
	SENIOR PUBLIC POLICY ANALYST	033X
	COMMUNICATIONS DIRECTOR CITY COUNCIL	031X
	COMMUNITY FACILITATOR	031X
	OPERATIONS MANAGER & MENTOR – CITY COUNCIL	031X
	PUBLIC POLICY ANALYST (3-positions)	031X
	POLICY ANALYST/PUBLIC ENGAGEMENT (2-positions)	028X
	PUBLIC ENGAGEMENT & COMMUNICATIONS SPECIALIST II	028X
	CONSTITUENT LIAISON/POLICY ANALYST	027X
	CONSTITUENT LIAISON (2-positions)	026X
	PUBLIC ENGAGEMENT & COMMUNICATIONS SPECIALIST I (2-positions)	026X
	ASSISTANT TO THE COUNCIL EXECUTIVE DIRECTOR	025X
	COUNCIL ADMINISTRATIVE ASSISTANT/AGENDA	024X
	COUNCIL ADMINISTRATIVE ASSISTANT (4-positions)	021X
COMMUNITY & NEIGHBORHOODS		
	DIRECTOR OF COMMUNITY & NEIGHBORHOODS	041X
	CITY ENGINEER	039X
	DEPUTY DIRECTOR - COMMUNITY & NEIGHBORHOODS	037X
	DIRECTOR OF TRANSPORTATION (ENGINEER)	037X
	PLANNING DIRECTOR	037X
	BUILDING OFFICIAL	035X

	DIRECTOR OF HOUSING & NEIGHBORHOOD DEVELOPMENT	035X
	DIRECTOR OF TRANSPORTATION (PLANNER)	035X
	ADMINISTRATIVE ASSISTANT-APPOINTED EXECUTIVE ASSISTANT	024X
ECONOMIC DEVELOPMENT		
	DIRECTOR OF ECONOMIC DEVELOPMENT	041X
	DEPUTY DIRECTOR ECONOMIC DEVELOPMENT	037X
	ARTS COUNCIL EXECUTIVE DIVISION DIRECTOR	032X
FINANCE		
	CHIEF FINANCIAL OFFICER	041X
	CITY TREASURER	039X
	CHIEF PROCUREMENT OFFICER	033X
FIRE		
	FIRE CHIEF	041X
	DEPUTY FIRE CHIEF	037X
	ASSISTANT FIRE CHIEF (2-positions)	035X
HUMAN RESOURCES		
	DIRECTOR-OF-CHIEF HUMAN RESOURCES OFFICER	041X
	DEPUTY DIRECTOR HUMAN RESOURCES	037X
	CIVILIAN REVIEW BOARD INVESTIGATOR	035X
	TRANSITION CHIEF OF STAFF	041X*
	TRANSITION COMMUNICATIONS DIRECTOR	039X*
	TRANSITION EXECUTIVE ASSISTANT	024X*
INFORMATION MGT SERVICES		
	CHIEF INFORMATION OFFICER	041X
JUSTICE COURTS		
	JUSTICE COURT JUDGE (5-positions)	037X
	CITY COURTS ADMINISTRATOR	033X
MAYOR		
	CHIEF OF STAFF	041X
	CHIEF ADMINISTRATIVE OFFICER	041X
	COMMUNICATIONS DIRECTOR	039X
	DEPUTY CHIEF OF STAFF	039X
	SENIOR ADVISOR (4-positions)	039X
	COMMUNICATIONS DEPUTY DIRECTOR	030X
	POLICY ADIVSOR	029X
	ASSOCIATE DIRECTOR OF COMMUNITY EMPOWERMENT	028X
	COMMUNITY LIAISON (3-positions)	026X
	EXECUTIVE ASSISTANT (4-positions)	024X
	OFFICE MANAGER - MAYOR'S OFFICE	024X
	CENSUS COORDINATOR	023X
	COMMUNICATION AND CONTENT MANAGER - MAYOR'S OFFICE	021X
	ADMINISTRATIVE ASSISTANT (2-positions)	019X
POLICE		
	CHIEF OF POLICE	041X
	ASSISTANT CHIEF OF POLICE	039X
	DEPUTY CHIEF OF POLICE (2-positions)	037X
	EMERGENCY MANAGEMENT PROGRAM DIRECTOR	031X
	POLICE PUBLIC RELATIONS DIRECTOR	030X
	ADMINISTRATIVE ASSISTANT-APPOINTED	024X
PUBLIC SERVICES		

	DIRECTOR OF PUBLIC SERVICES	041X
	DEPUTY DIRECTOR OF ADMINISTRATIVE SERVICES	038X
	DEPUTY DIRECTOR OF OPERATIONS	038X
	DEPUTY DIRECTOR OF PUBLIC LANDS	038X
	FACILITIES DIVISION DIRECTOR	035X
	FLEET DIVISION DIRECTOR	035X
	GOLF DIVISION DIRECTOR	035X
	PARKS DIVISION DIRECTOR	035X
	STREETS DIVISION DIRECTOR	035X
	YOUTH & FAMILY DIVISION DIRECTOR	035X
	COMPLIANCE DIVISION DIRECTOR	035X
	ADMINISTRATIVE ASSISTANT-APPOINTEDEXECUTIVE ASSISTANT	024X
PUBLIC UTILITIES		
	DIRECTOR OF PUBLIC UTILITIES	041X
	DEPUTY DIRECTOR OF PUBLIC UTILITIES	039X
	FINANCE ADMINISTRATOR - PUBLIC UTILITIES	039X
	CHIEF ENGINEER - PUBLIC UTILITIES	037X
	WATER QUALITY & TREATMENT ADMINSTRATOR	037X
	ADMINISTRATIVE ASSISTANT-APPOINTEDEXECUTIVE ASSISTANT	024X
REDEVELOPMENT AGENCY		
	CHIEF OF OPERATIONS, REDEVELOPMENT AGENCY	039X
	DEPUTY DIRECTOR OF REDEVELOPMENT AGENCY	037X
SUSTAINABILITY		
	SUSTAINABILITY ENVIRONMENTAL DIRECTOR	041X
	SUSTAINABILITY DEPUTY DIRECTOR	037X
	WASTE & RECYCLING DIVISION DIRECTOR	035X

Except for a change in job title or reassignment to a lower pay level, no appointed position on this pay plan may be added, removed or modified without approval of the City Council.

* Compensation for transitional positions, including city council member-elect, is set as provided under Chapter 2.03.030 of the Salt Lake City Code. Benefits for transitional employees are equivalent to those provided to at 100% the same as full-time employees. Except for leave time, benefits for city council members-elect are also equivalent to those provided to at 100% the same as full-time employees.

APPENDIX C – ELECTED OFFICIALS SALARY SCHEDULE

Annual Salaries

Effective ~~June 30,~~
~~2019~~ June 28, 2020

Mayor	\$146,578
Council Members	\$36,650

Except for leave time, benefits for the mayor and city council members are equivalent to those provided to full-time employees at 100%.

**APPENDIX D- UTAH STATE RETIREMENT CONTRIBUTIONS FY ~~2019-2020-~~
2021**

Tier 1 Defined Benefit System

System	Employee Contribution	Employer Contribution	Total
Public Employees Contributory System	0	20.46%	20.46%
Public Employees Noncontributory System	0	18.47%	18.47%
Public Safety Noncontributory System	0	46.71%	46.71%
Firefighters Retirement System	0	23.95%	23.95%

Tier 1 Post Retired

System	Post Retired Employment After 6/30/10 – NO 401(k) Amortization of UAAL*	Post Retired Employment Before 7/1/2010 Optional 401(k)
Public Employees Noncontributory System	6.61%	11.86%
Public Safety Noncontributory System	24.20%	22.51%
Firefighters Retirement System	0%	n/a

Tier 2 Defined Benefit Hybrid System

	Employee Contribution	Employer Contribution	401(k)	Total
Public Employees Noncontributory System	<u>0%</u>	15.8066%	<u>0.89103%</u>	<u>16.69%</u>
Public Safety Noncontributory System (for entry and two year pay steps only)	<u>2.27%</u>	<u>38.283558%</u>	6.0070%	<u>46.554228%</u>
Public Safety Noncontributory System (for pay steps year four or more)	<u>2.27%</u>	<u>35.583828%</u>	<u>0.700%</u>	<u>36.284055%</u>
Firefighters Retirement System	<u>2.27%</u>	<u>14.081138%</u>	0.0070	<u>16.351208%</u>

Tier 2 Defined Contribution Only

	Employee Contribution	Employer Contribution	401(k)	Total
Public Employees Noncontributory System	<u>0%</u>	<u>6.69%</u>	10.00%	16.69%
Public Safety Noncontributory System (for entry and two year pay steps only)	<u>0%</u>	24.28%	<u>2018.0</u>	<u>442.28%</u>
Public Safety Noncontributory System (for pay steps year four or more)	<u>0%</u>	24.28%	<u>142.00</u> %	<u>386.28%</u>
Firefighters Retirement System	<u>0%</u>	<u>0.08%</u>	<u>142.00</u> %	<u>142.08%</u>

Executive Non Legislative

	Position	Employer Contribution
Public Employees Noncontributory System	Department Heads, Mayor, Mayor's Chief of Staff, Chief Administrative Officer , Up to Two Additional Senior Executives in the Mayor's Office, Executive Director offer City Council	Normal contribution into Utah Retirement System (URS) with 3% into 401(k) – OR – If Tier 1 and exempt from system or Tier II and exempt from vesting, 401k contribution equal to the applicable URS system contribution plus 3%
Public Safety Noncontributory System	Department Head	Same as above
Firefighters Retirement System	Department Head	Same as above

**Council Members Elected with prior service in the Utah Retirement System
(Tier 1 Defined Benefit)**

System	Employee Contribution	Employer Contribution	Total
Public Employees Noncontributory System	0	18.47%	18.47%
If exempt...	0	10% base salary to 401(k)	10%

**Council Members Elected After July 1, 2011 with no prior service in the Utah Retirement System
(may exempt from vesting)**

Tier 2 Defined Contribution Only

Employer	401K	Total
6.69%	10%	16.69%

Tier 2 Defined Benefit Hybrid System

Employer	401K	Total
14.91 15.80%	1.78 0.89%	16.69%