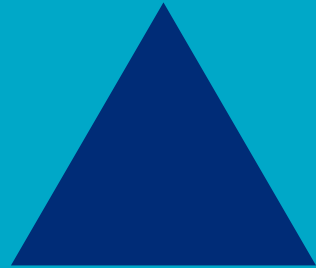


POLICE COMPENSATION



POLICE COMPENSATION EXECUTIVE SUMMARY

- Salt Lake City Police Department compensation compared to the market median is summarized below. Mercer considers + / - 15% of the market median “market competitive” or “aligned to the market.”
- Salt Lake City Police Department wage scale midpoints are fairly aligned to market, though wage scale minimums tend to be above market. High level positions (Deputy and Assistant Police Chiefs) have the greatest misalignment to the market.

Title	Market Median - Normalized for Cost of Labor			Salt Lake City			Variance to Market Median		
	Min of Scale	Mid of Scale	Max of Scale	Min of Scale	Mid of Scale	Max of Scale	Min of Scale	Mid of Scale	Max of Scale
Police Officer	\$23.25	\$27.08	\$32.28	\$20.60	\$25.03	\$33.10	-13%	-8%	2%
Police Corporal / Master Officer	-	\$30.00	-	-	-	-	-	-	-
Police Sergeant	\$33.67	\$37.26	\$40.52	\$36.41	\$36.41	\$38.59	8%	-2%	-5%
Police Lieutenant	\$72,862	\$82,576	\$94,718	\$89,086	\$89,086	\$94,474	18%	7%	0%
Police Captain	\$85,442	\$100,946	\$110,497	\$106,849	\$106,849	\$106,849	20%	6%	-3%
Deputy Police Chief	\$109,682	\$130,416	\$155,756	\$117,520	\$117,520	\$117,520	7%	-11%	-33%
Assistant Police Chief	\$115,082	\$139,068	\$152,246	\$130,748	\$130,748	\$130,748	12%	-6%	-16%

X% +/- 10% of market median
 X% +/- 10.01 -15% of market median
 X% +/- 15.01% or more of market median

Note: SLC reported the same compensation level for wage scale minimum and midpoint for the following positions: Police Sergeant and Police Lieutenant. Only one compensation rate for scale minimum, midpoint, and maximum was reported for the following positions: Police Captain, Deputy Police Chief, and Assistant Police Chief. Furthermore, SLC does not have the Police Corporal / Master Officer position and only 4 survey respondents reported data for this level – so only market median and average are shared in this report.

POLICE COMPENSATION

POLICE OFFICER 1 OF 2

- SLC Police Officer compensation is well aligned to the market at the midpoint and maximum (top out) of the scale – though SLC could consider increasing the minimum of its wage scale and narrowing the overall range spread.

Salt Lake City	Min of Scale	Mid of Scale	Max of Scale	Years to Mid	Years to Max
	\$20.60	\$25.03	\$33.10	4 years	8 years

Normalized for Cost of Labor & Adjusted Hours

Summary Statistics	Min of Scale	Mid of Scale	Max of Scale	Years to Mid	Years to Max
Number of Orgs Reported	12	12	12	11	11
Minimum Reported	\$16.25	\$20.90	\$23.76	2.5 years	4.5 years
Median (50th Percentile)	\$23.25	\$27.08	\$32.28	5 years	10 years
Maximum Reported	\$27.59	\$34.32	\$39.25	10 years	17.5 years
Average	\$22.51	\$27.13	\$31.96	5.2 years	10.8 years

SLC Variance to Median	-12.9%	-8.2%	2.5%
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Raw Data - Hours Adjustment Only¹

Summary Statistics	Min of Scale	Mid of Scale	Max of Scale
Number of Orgs Reported	12	12	12
Minimum Reported	\$15.86	\$20.39	\$25.01
Median (50th Percentile)	\$22.96	\$27.80	\$33.12
Maximum Reported	\$30.68	\$34.32	\$39.55
Average	\$23.25	\$28.00	\$33.00

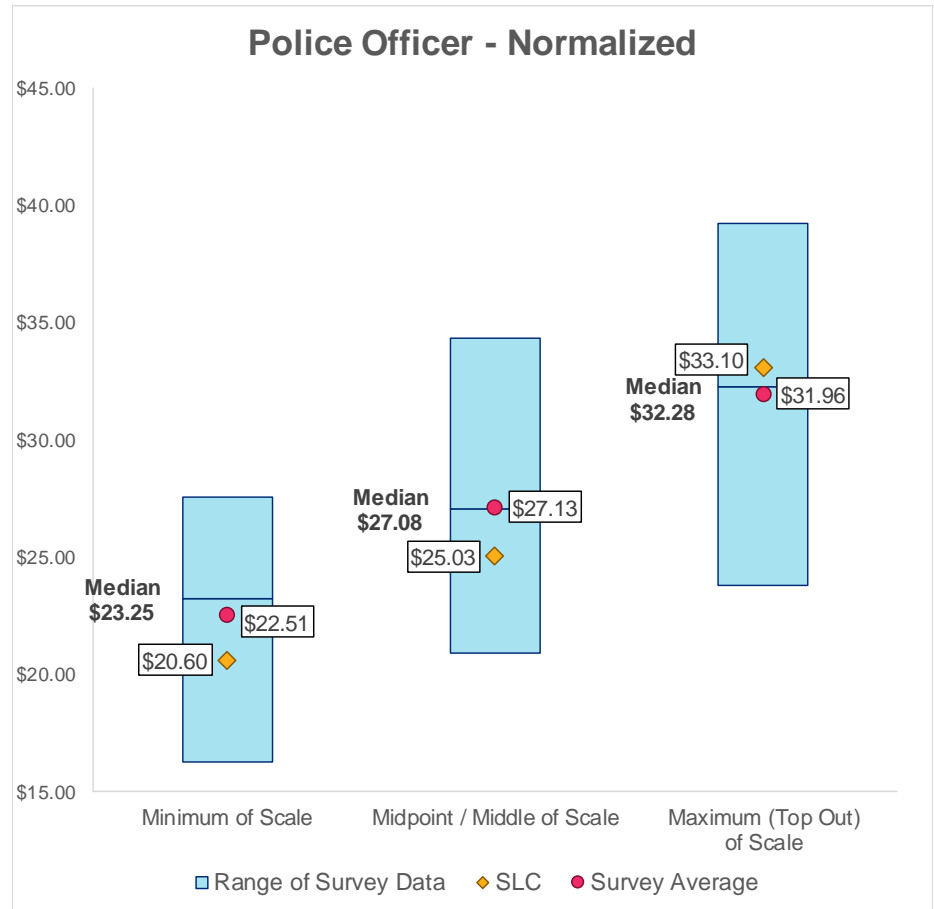
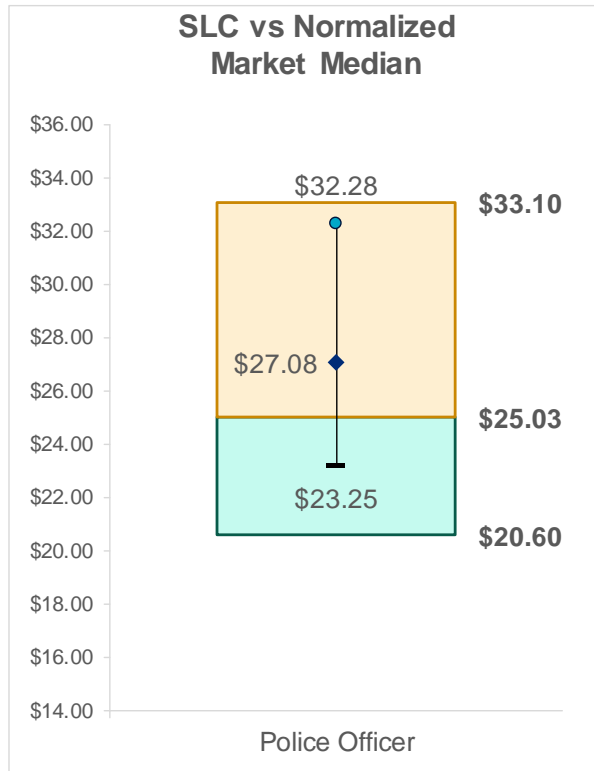
1. Raw data provided for reference.

X% +/- 10% of market median
 X% +/- 10.01 -15% of market median
 X% +/- 15.01% or more of market median

POLICE COMPENSATION

POLICE OFFICER 2 OF 2

- SLC compensation for the Police Officer falls in the lower end of the reported range on scale minimum and midpoint, but then increases to the high end of the range when looking at wage scale maximum (top out).



- SLC Minimum to Midpoint / Middle
- SLC Midpoint / Middle to Maximum (Top Out)
- Market Median Minimum of Scale
- Market Median Midpoint / Middle of Scale
- Market Median Maximum (Top Out) of Scale

POLICE COMPENSATION

POLICE CORPORAL / MASTER OFFICER

- SLC does not have the Police Corporal / Master Officer position and only 4 survey respondents reported data for this level – so only market median and average are shared in this report.

Summary Statistics	Normalized for Cost of Labor & Adjusted Hours				
	Min of Scale	Mid of Scale	Max of Scale	Years to Mid	Years to Max
Number of Orgs Reported	4	4	4	4	4
Minimum Reported	-	-	-	-	-
Median (50th Percentile)	\$25.40	\$30.00	\$33.59	4 years	8.5 years
Maximum Reported	-	-	-	-	-
Average	\$25.08	\$29.38	\$33.53	3.8 years	8.8 years

Summary Statistics	Raw Data - Hours Adjustment Only ¹		
	Min of Scale	Mid of Scale	Max of Scale
Number of Orgs Reported	4	4	4
Minimum Reported	-	-	-
Median (50th Percentile)	\$25.69	\$30.57	\$33.59
Maximum Reported	-	-	-
Average	\$26.12	\$30.58	\$34.97

1. Raw data provided for reference.

POLICE COMPENSATION

POLICE SERGEANT 1 OF 2

- SLC Police Sergeant compensation is well aligned to the market. The greatest misalignment is that there are only two pay points for a Police Sergeant. SLC's Police Sergeants receive a one-time increase after 6 months in the role, which differs from market practice.

Salt Lake City	Min of Scale	Mid of Scale	Max of Scale	Years to Mid	Years to Max
	\$36.41	\$36.41	\$38.59	0 years	0.5 years

Normalized for Cost of Labor & Adjusted Hours

Summary Statistics	Min of Scale	Mid of Scale	Max of Scale	Years to Mid	Years to Max
Number of Orgs Reported	12	12	12	9	9
Minimum Reported	\$17.82	\$23.25	\$30.34	2 years	3 years
Median (50th Percentile)	\$33.67	\$37.26	\$40.52	4 years	7 years
Maximum Reported	\$38.26	\$40.71	\$48.05	6 years	14 years
Average	\$31.33	\$35.22	\$39.92	3.7 years	7.9 years

SLC Variance to Median	7.5%	-2.3%	-5.0%
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Raw Data - Hours Adjustment Only¹

Summary Statistics	Min of Scale	Mid of Scale	Max of Scale
Number of Orgs Reported	12	12	12
Minimum Reported	\$17.39	\$22.69	\$29.60
Median (50th Percentile)	\$34.51	\$37.28	\$41.53
Maximum Reported	\$42.26	\$43.85	\$53.39
Average	\$32.39	\$36.41	\$41.29

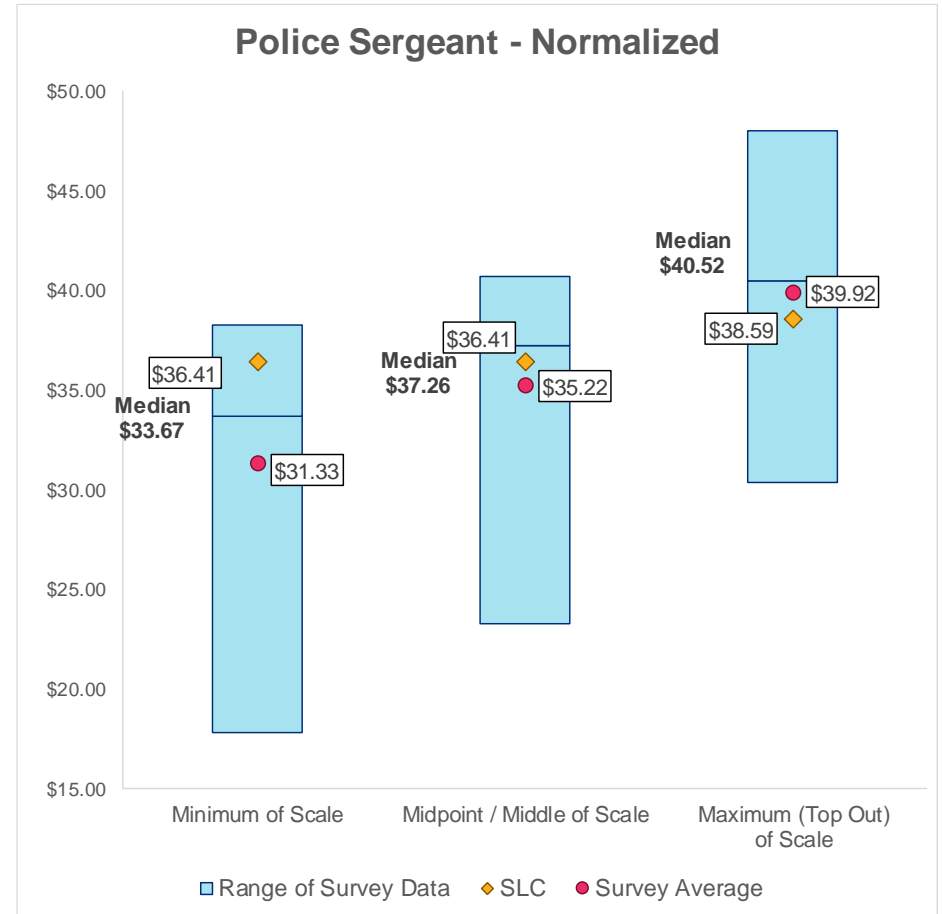
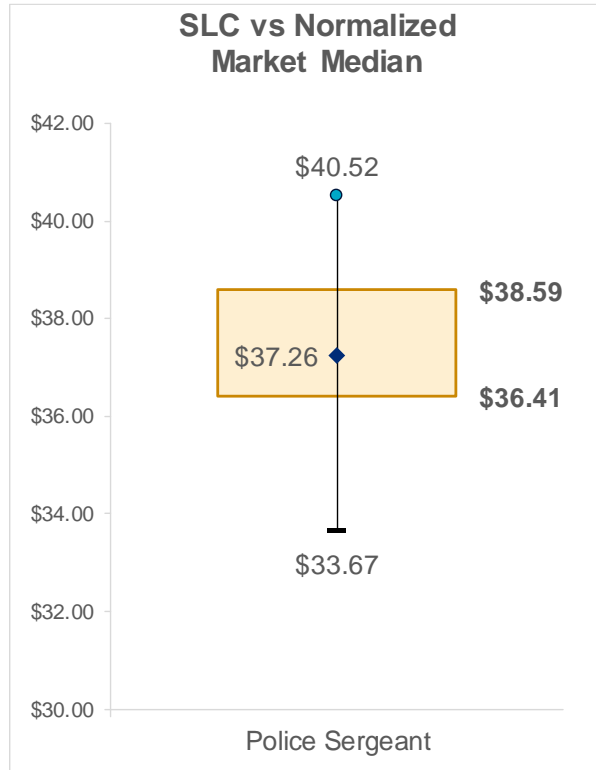
1. Raw data provided for reference.

X% +/- 10% of market median
 X% +/- 10.01 -15% of market median
 X% +/- 15.01% or more of market median

POLICE COMPENSATION

POLICE SERGEANT 2 OF 2

- SLC compensation for the Police Sergeants falls in the higher end of the reported range on scale minimum, but then competitiveness becomes more aligned with the market median for scale midpoints and maximums.



- SLC Pay Range (Minimum to Maximum)
- Market Median Minimum of Scale
- Market Median Midpoint / Middle of Scale
- Market Median Maximum (Top Out) of Scale

POLICE COMPENSATION

POLICE LIEUTENANT 1 OF 2

- SLC Police Lieutenant compensation is above market for scale minimum, but is well aligned to the market for scale midpoint and maximum (top out). SLC could consider decreasing the minimum for this position and widening the overall range of pay opportunity available.

Salt Lake City	Min of Scale	Mid of Scale	Max of Scale
	\$89,086	\$89,086	\$94,474

Normalized for Cost of Labor			
Summary Statistics	Min of Scale	Mid of Scale	Max of Scale
Number of Orgs Reported	11	11	11
Minimum Reported	\$49,231	\$59,950	\$67,714
Median (50th Percentile)	\$72,862	\$82,576	\$94,718
Maximum Reported	\$93,683	\$102,086	\$119,939
Average	\$73,015	\$83,050	\$94,585
SLC Variance to Median	18.2%	7.3%	-0.3%

Summary Statistics	Raw Data ¹		
	Min of Scale	Mid of Scale	Max of Scale
Number of Orgs Reported	11	11	11
Minimum Reported	\$51,198	\$58,488	\$66,802
Median (50th Percentile)	\$73,381	\$80,562	\$95,871
Maximum Reported	\$103,438	\$109,499	\$133,265
Average	\$75,977	\$86,443	\$98,493

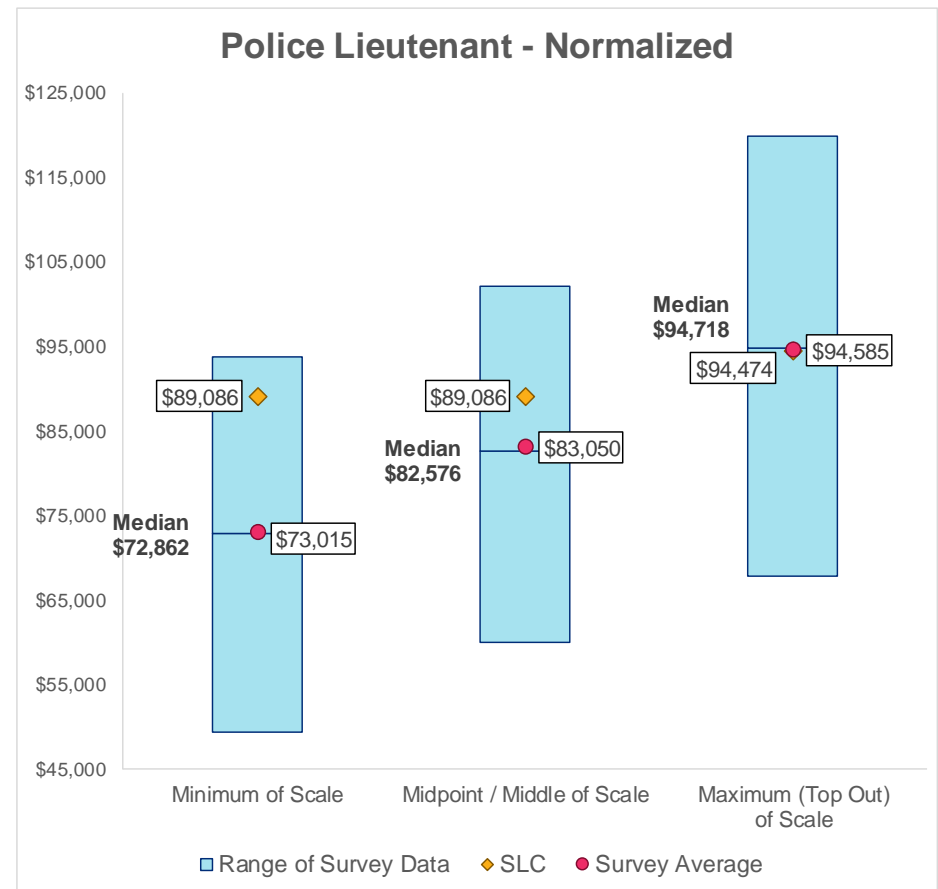
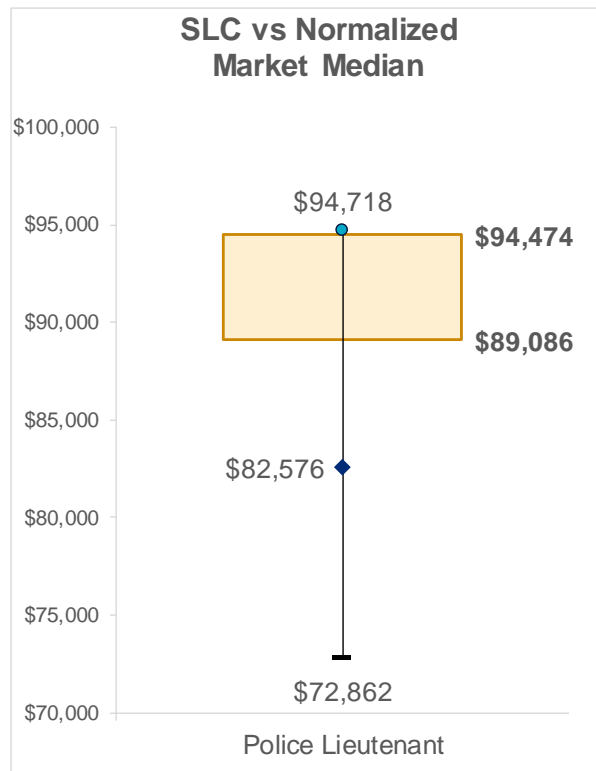
1. Raw data provided for reference.

X% +/- 10% of market median
 X% +/- 10.01 -15% of market median
 X% +/- 15.01% or more of market median

POLICE COMPENSATION

POLICE LIEUTENANT 2 OF 2

- SLC compensation for Police Lieutenants starts at the high end of the range for wage scale minimums, then competitive positioning decreases as one moves to the market scale midpoints and maximums.



- SLC Pay Range (Minimum to Maximum)
- Market Median Minimum of Scale
- Market Median Midpoint / Middle of Scale
- Market Median Maximum (Top Out) of Scale

POLICE COMPENSATION

POLICE CAPTAIN 1 OF 2

- SLC Police Captain compensation is above market for scale minimum, but is well aligned to the market for scale midpoint and maximum (top out). SLC could consider offering a range of pay for this position to allow for greater alignment to market and progression opportunities for employees in this position.

Salt Lake City	Min of Scale	Mid of Scale	Max of Scale
	\$106,849	\$106,849	\$106,849

Normalized for Cost of Labor			
Summary Statistics	Min of Scale	Mid of Scale	Max of Scale
Number of Orgs Reported	13	13	13
Minimum Reported	\$53,895	\$64,746	\$72,502
Median (50th Percentile)	\$85,442	\$100,946	\$110,497
Maximum Reported	\$107,349	\$120,182	\$146,334
Average	\$81,665	\$95,328	\$109,272
SLC Variance to Median	20.0%	5.5%	-3.4%

Summary Statistics	Raw Data ¹		
	Min of Scale	Mid of Scale	Max of Scale
Number of Orgs Reported	13	13	13
Minimum Reported	\$55,293	\$63,167	\$72,012
Median (50th Percentile)	\$83,358	\$98,484	\$107,802
Maximum Reported	\$121,397	\$133,536	\$162,593
Average	\$84,561	\$98,763	\$113,279

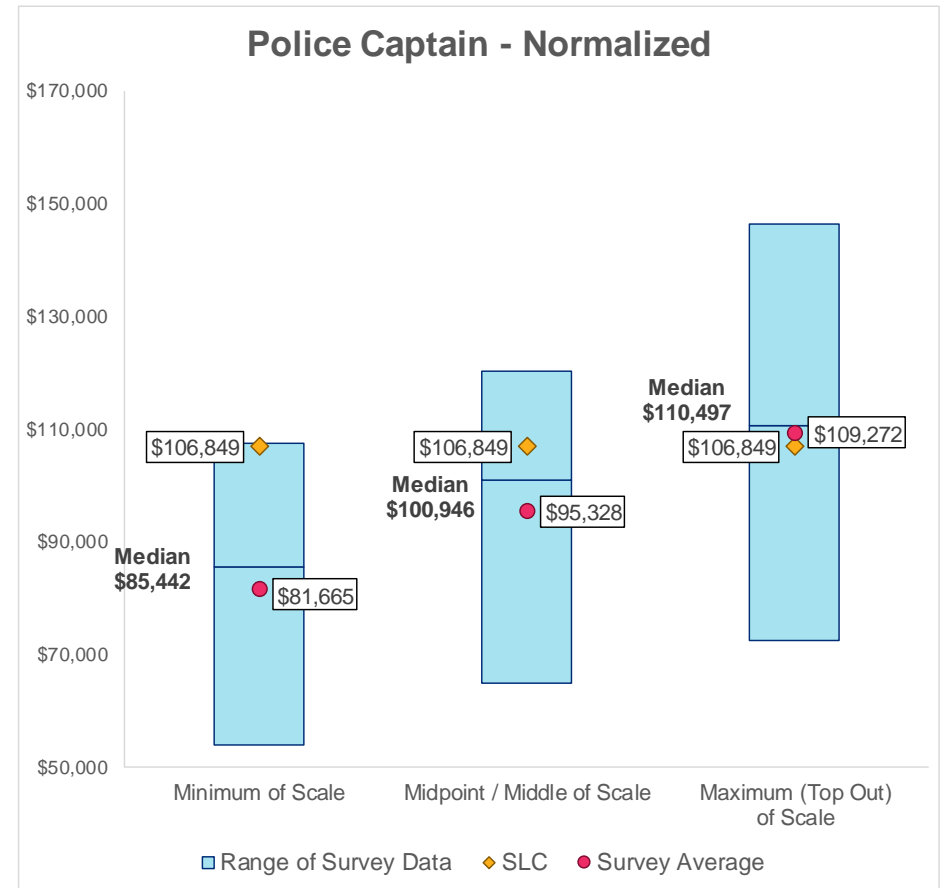
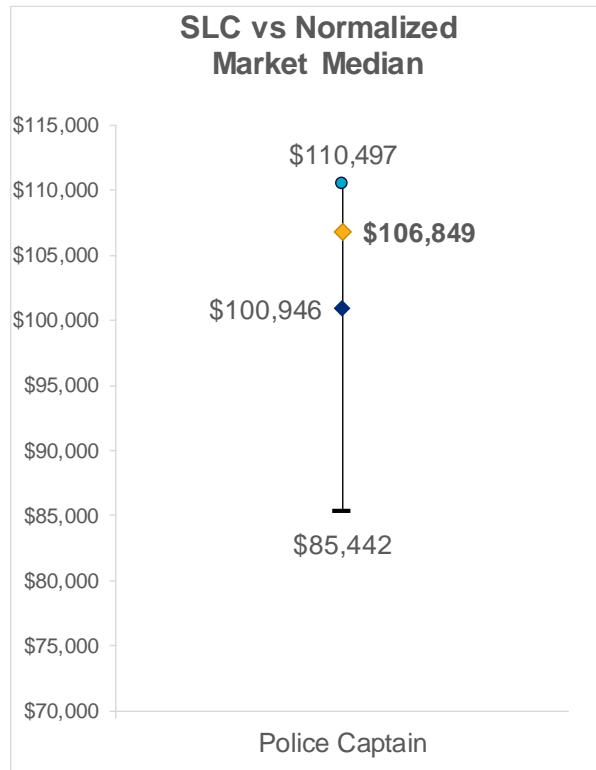
1. Raw data provided for reference.

X% +/- 10% of market median
 X% +/- 10.01 -15% of market median
 X% +/- 15.01% or more of market median

POLICE COMPENSATION

POLICE CAPTAIN 2 OF 2

- SLC compensation for the Police Captains starts at the high end of the range for wage scale minimum, then competitive positioning decreases as those in this position move to the market scale midpoint and maximum.



- ◆ SLC Pay Point
- ◆ Market Median Midpoint / Middle of Scale
- Market Median Minimum of Scale
- Market Median Maximum (Top Out) of Scale

POLICE COMPENSATION

DEPUTY POLICE CHIEF 1 OF 2

- SLC Deputy Police Chief compensation is further below market than other positions within the Police Department. SLC could consider offering a range of pay for this position to allow for greater alignment to market and progression opportunities for employees in this position. Alternatively, SLC could increase pay for this position to better align its pay point to the market's midpoint / middle of scale.

Salt Lake City	Min of Scale	Mid of Scale	Max of Scale
	\$117,520	\$117,520	\$117,520

Normalized for Cost of Labor			
Summary Statistics	Min of Scale	Mid of Scale	Max of Scale
Number of Orgs Reported	6	6	6
Minimum Reported	\$65,694	\$80,796	\$98,128
Median (50th Percentile)	\$109,682	\$130,416	\$155,756
Maximum Reported	\$119,126	\$144,497	\$179,515
Average	\$103,329	\$125,542	\$149,725
SLC Variance to Median	6.7%	-11.0%	-32.5%

Raw Data ¹			
Summary Statistics	Min of Scale	Mid of Scale	Max of Scale
Number of Orgs Reported	6	6	6
Minimum Reported	\$64,092	\$78,825	\$95,735
Median (50th Percentile)	\$108,347	\$140,691	\$168,263
Maximum Reported	\$136,144	\$157,502	\$185,016
Average	\$108,486	\$131,407	\$156,516

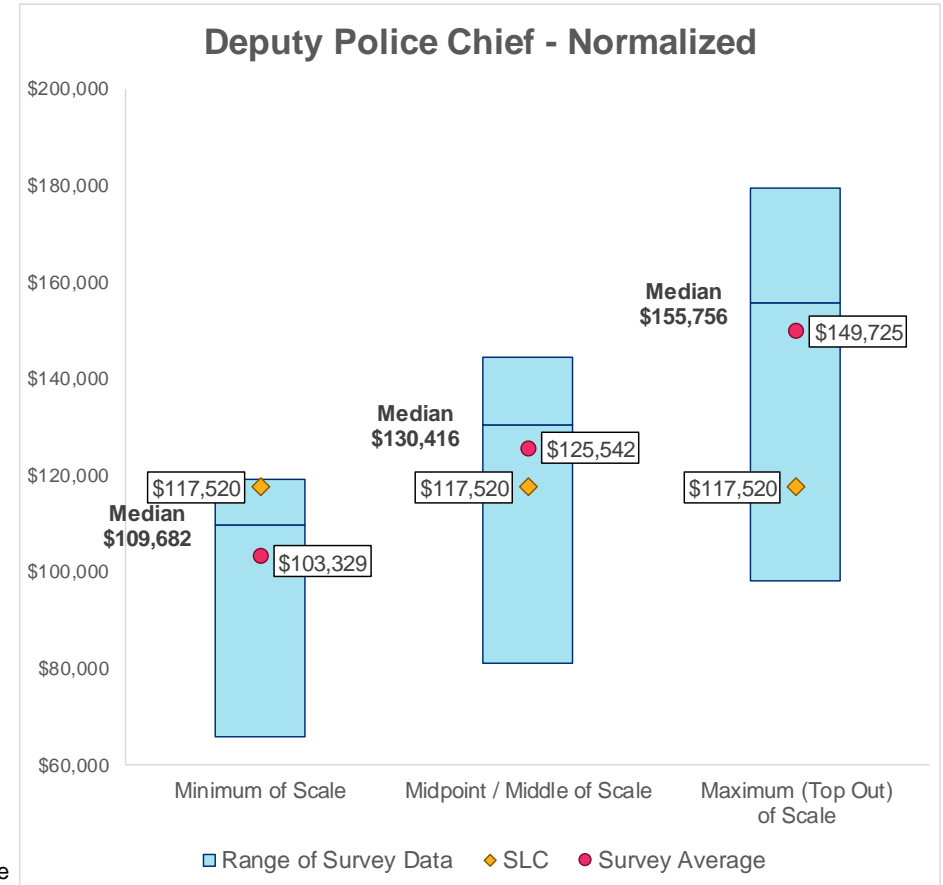
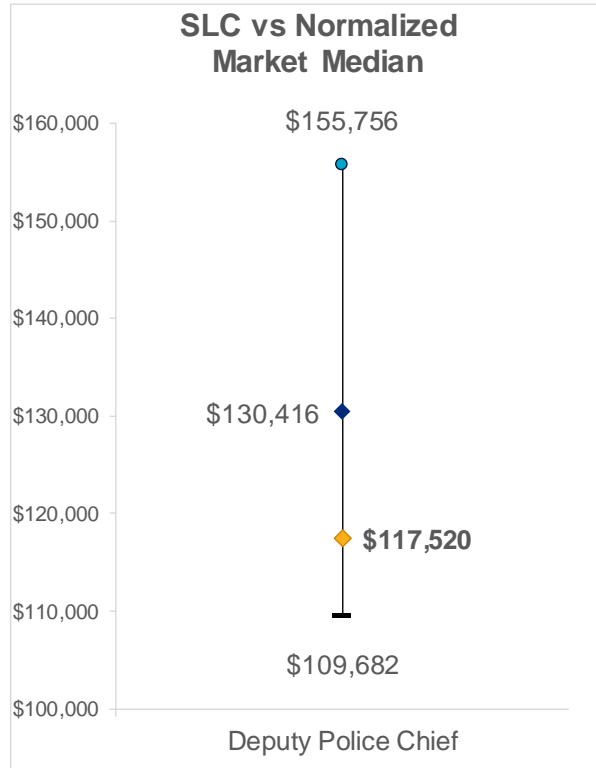
1. Raw data provided for reference.

X% +/- 10% of market median
 X% +/- 10.01 -15% of market median
 X% +/- 15.01% or more of market median

POLICE COMPENSATION

DEPUTY POLICE CHIEF 2 OF 2

- SLC compensation for the Deputy Police Chief falls below the median of reported data for wage scale midpoint and maximum.



- ◆ SLC Pay Point
- ◆ Market Median Midpoint / Middle of Scale
- Market Median Minimum of Scale
- Market Median Maximum (Top Out) of Scale

POLICE COMPENSATION

ASSISTANT POLICE CHIEF 1 OF 2

- SLC Assistant Police Chief compensation is aligned to the reported market data for the wage scale midpoint. SLC could consider offering a range of pay for this position to allow for greater alignment to the market.

Salt Lake City	Min of Scale	Mid of Scale	Max of Scale
	\$130,748	\$130,748	\$130,748

Normalized for Cost of Labor			
Summary Statistics	Min of Scale	Mid of Scale	Max of Scale
Number of Orgs Reported	8	8	8
Minimum Reported	\$76,266	\$108,679	\$134,118
Median (50th Percentile)	\$115,082	\$139,068	\$152,246
Maximum Reported	\$142,584	\$152,370	\$182,305
Average	\$109,034	\$132,287	\$155,949

SLC Variance to Median	12.0%	-6.4%	-16.4%
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Summary Statistics	Raw Data ¹		
	Min of Scale	Mid of Scale	Max of Scale
Number of Orgs Reported	8	8	8
Minimum Reported	\$80,280	\$112,563	\$140,951
Median (50th Percentile)	\$117,905	\$145,444	\$159,765
Maximum Reported	\$142,584	\$169,300	\$198,856
Average	\$114,514	\$138,868	\$163,631

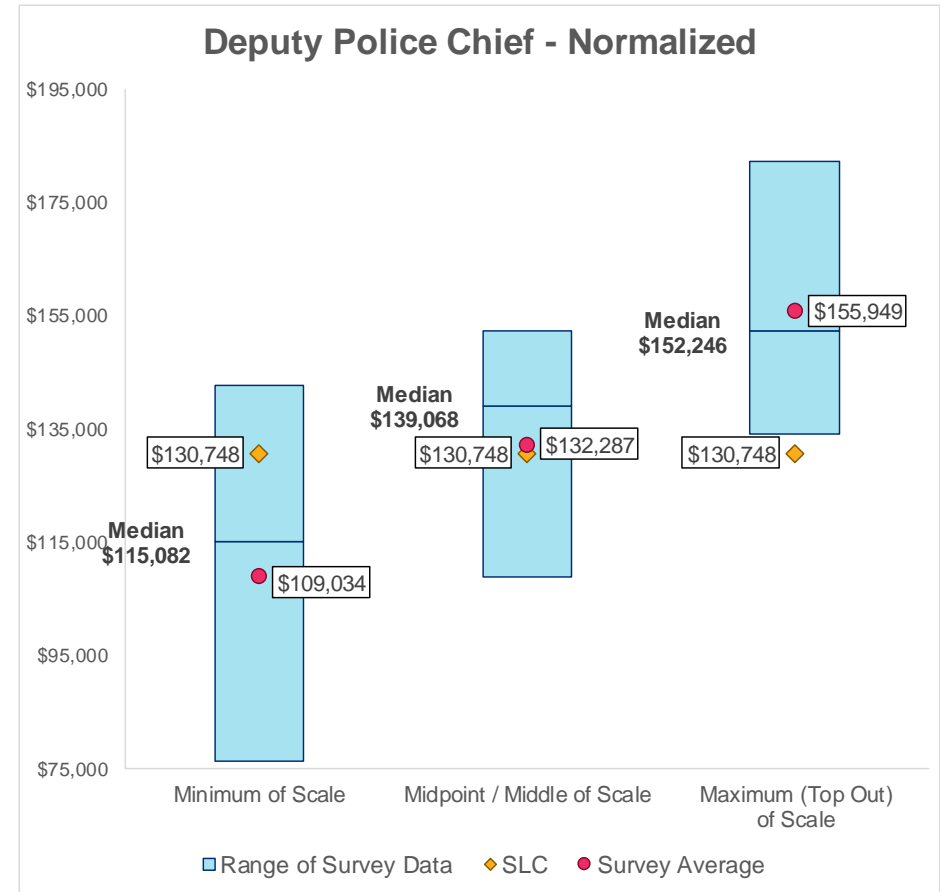
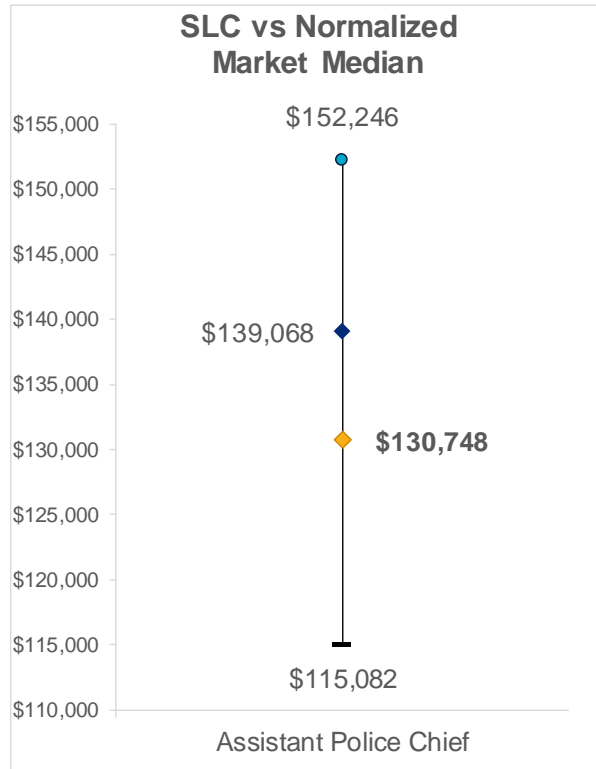
1. Raw data provided for reference.

X% +/- 10% of market median
 X% +/- 10.01 -15% of market median
 X% +/- 15.01% or more of market median

POLICE COMPENSATION

ASSISTANT POLICE CHIEF 2 OF 2

- SLC compensation for the Assistant Police Change falls below the range of reported data for the maximum (top out) of wage scales.



- ◆ SLC Pay Point
- ◆ Market Median Midpoint / Middle of Scale
- Market Median Minimum of Scale
- Market Median Maximum (Top Out) of Scale

POLICE COMPENSATION

SUPPLEMENTAL PAY 1 OF 2

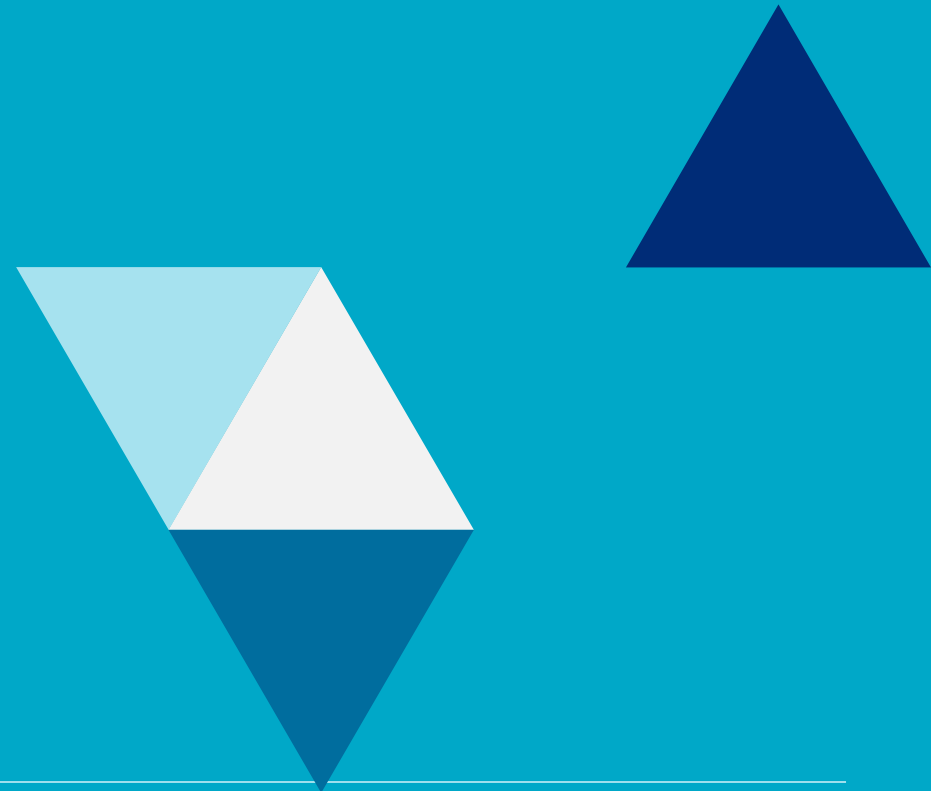
Pay Type	# of Orgs	Survey Response Descriptions	Salt Lake City
Overtime	8	<ul style="list-style-type: none"> • 1.5x pay for all hours beyond regular hours • For employees normally working an 8-hour day, work performed by / employees in excess of eight (8) hours per day is compensated at / the rate of 1.5x for number of hours worked in / excess of eight (8) hours per day and in excess of the normally / scheduled work week. • Paid at 1.5x, including base rate, longevity, assignment and shift pay • Police / Hours worked in excess of 80 hours in 14 days will be paid at 1.5x regular rate. • Police Officer, Sergeant, and Lieutenant are eligible for Overtime pay 	<ul style="list-style-type: none"> • 1.5x regular rate of pay when Officers or Sergeants are required to work in excess of 40 hours / week. Holidays are counted as hours worked when calculating overtime.
Longevity Pay	6	<ul style="list-style-type: none"> • 3% increase every year after 5 years. Does not vary by position. • After 10 years of consecutive years of service, initial payment starts at 5% of biweekly base salary. For each year thereafter, an additional 0.5% increase until a maximum of 15% is reached at 30 years of service. • 7 years - \$58.33/month; 10 years - \$83.33/month; 15 years - \$150/month; 20 years - \$191.67/month ; 25 years - \$241.67/month; 30 years - \$275/month • \$110.00 with 5 years of service up to \$935.00 with 20+ years of service <i>(not disclosed if this is pay by pay period, month, or annualized)</i> • Varies by position and length of service, but maximum is \$4,000 annually. 	<ul style="list-style-type: none"> • 6 years - \$50/month; 10 years - \$75/month; 16 years - \$100/month; 20 years - \$125/month.
Shift Differential	8	<ul style="list-style-type: none"> • Second shift \$0.50/hour; third shift \$1.00/hour; shift ending between 2-5 am \$0.75/hour • 6pm to 6am - increase of \$1.47/hour • \$0.60 per hour in addition to base / hourly rate of pay • \$1 shift differential pay for hours worked • 2nd Shift - \$0.55/hour; 3rd Shift - \$0.65/hour • 6pm - 6am \$1.00 per hour 	<ul style="list-style-type: none"> • Police Officers, Sergeants, and Lieutenants assigned to work an afternoon (swing) shift receive an additional 2.5% added to base pay; those assigned to work an evening (graveyard) shift receive an additional 5% added to base pay.

POLICE COMPENSATION

SUPPLEMENTAL PAY 2 OF 2

Pay Type	# of Orgs	Survey Response Descriptions	Salt Lake City
On-Call Pay	1	<ul style="list-style-type: none"> \$60.00 on the unit member's non-work day and \$40.00 / on a work day. 	<ul style="list-style-type: none"> Police Officer – compensated one half hour (30 minutes) of straight time for every twelve (12) hours while on a designated standby status. Sergeants – 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.
Automobile (Allowance or Take-Home Car)	3	<ul style="list-style-type: none"> Varies based on employee level Only Chiefs allowed a Take-Home Car Take-home cars based on availability 	<ul style="list-style-type: none"> Take home vehicles may be authorized by the Chief of Police and may be used to transport an employee to/from their place of residence for work-related and secondary employment purposes. Reasonable personal use is allowed for those who reside within SLC limits; for those who reside outside the city, personal use is allowed within SL county and the in which the employee resides. No take home use is authorized for any employee who resides more than 35 miles outside SLC limits. Fees for take home vehicles apply for those employees who live outside city limits, ranging between \$10.40 and \$72.80 per pay period. Amounts charged depend on the distance from an established point of reference in the city.
Other Pay Elements (not reported by SLC)	5	<ul style="list-style-type: none"> Hazardous pay for special units/teams; court pay for hours worked plus one hour for travel at overtime rate with two hour minimum; call out pay is guaranteed four hours of regular pay; \$2000 annual supplement for BA or higher; \$2500 annual supplement for post BA; \$750 for associates; special units/teams can earn job assignment pay at \$1.50 per hour; special response teams earn \$200 per month supplement pay; pilots earn \$500 supplemental pay. Clothing Allowance - \$1400.00 per year; Boot Allowance - \$100.00 per year; Language Pay - \$46.00 per pay period; Educational Incentive - AA = \$600.00 per year, BA = \$1200.00 per year, MA = \$1467.00 per year; Assignment Differential Pay - Detective, Motorcycle, Helicopter Pilot and Training are Paid at 8% of the Base Rate + Longevity; Resident Officer is paid at 20% of the Base Rate + Longevity. Stand-by - 1 hour of straight pay for 8 hours of stand-by; SWAT - \$179 per pay period; K9 - 1.5 times for 7 hours per pay period; Field Training Officer - \$100/month; College Pay - AA - \$300/year, BA/BS - \$750/year Patrol Duties which require operation of motor scooter - \$1.25/hour; 10% increase when assigned to Public Integrity Division or assigned as Field Training Officer to train recruit or lateral transfer; \$1,500 for Bomb Squad, Marine, Motorcycle Operators, Mounted Patrol, or K-9 assignment; 10% for full-time detective or Police Academy training responsibilities; Education Pay: AA - \$1,000, BS/BA - \$2,000, MA - \$3,000. 	

FIRE BENEFITS



FIRE BENEFITS

SUMMARY OF SLC PLANS








Benefit Type	SLC Description
Retirement	<p><u>Utah Retirement Systems</u></p> <ul style="list-style-type: none"> • <u>Tier I (hired prior to July 1, 2011)</u> <ul style="list-style-type: none"> – Defined benefit plan – Multiplier: 2.5% on service up to 20 years + 2.0% on service in excess of 20 years – Employees do not make contributions to fund the plan • <u>Tier II (hired on or after July 1, 2011)</u> <ul style="list-style-type: none"> – Choice between hybrid plan (defined benefit pension plan plus 401(k)) and 401(k) plan only – Hybrid plan <ul style="list-style-type: none"> ○ Multiplier: 1.5% ○ Earnings include highest five years of pay ○ 401(k) employer contribution equal to 12% less the DB Plan rate (11.26% in 2018-2019, for a net contribution of 0.74%)
Medical	<p><u>High Deductible Health Plan with a Health Savings Account (HSA)</u></p> <ul style="list-style-type: none"> • SLC pays 95% of the premium • Deductible: \$1,500 Employee Only / \$3,000 Family • Out-of-pocket Maximum: \$4,000 Employee Only / \$8,000 Family • Employer contribution to HSA: \$750 Employee Only / \$1,500 Family
Tuition Reimbursement	<ul style="list-style-type: none"> • Reimbursement up to \$4,000 annually

FIRE BENEFITS EXECUTIVE SUMMARY

Benefit Type	Commentary
Retirement	<ul style="list-style-type: none"> • Tier I benefits are at or above market median, compared to plans open to new hires • For Tier II benefits <ul style="list-style-type: none"> – Providing a hybrid plan with a defined benefit and defined contribution component is atypical (most only provide a defined benefit plan) – While the defined benefit formula (1.5% multiplier) is less generous than market (2.2%), SLC firefighters typically do not have to contribute their own money to fund the plan, which means their take-home pay is typically higher than other organizations
Medical	<ul style="list-style-type: none"> • Most organizations provide employees with the option to enroll in one of multiple plan types; SLC does not give employees the flexibility to choose health coverage based on their health/family situation • Compared to other HDHP plans: <ul style="list-style-type: none"> – Deductible is more generous than market – Out-of-pocket maximum is less generous than market – Cost-share is aligned with market
Tuition Reimbursement	<ul style="list-style-type: none"> • SLC's practice of providing up to \$4,000 in tuition reimbursement is more generous than typical market practice among peers

FIRE BENEFITS





RETIREMENT 1 OF 3

	# of Orgs Reported	Survey Response Descriptions	Salt Lake City	Alignment to Market
Plan Type	12	<ul style="list-style-type: none"> All organizations provide officers with a defined benefit plan 2 organizations give officers the choice between a defined benefit plan and a defined contribution plan 3 organizations provide a hybrid plan with a defined benefit plan and a defined contribution component 	<ul style="list-style-type: none"> Tier I: Defined benefit Tier II: Choice between: <ul style="list-style-type: none"> – Defined benefit pension + 401(k) – Defined contribution only 	Tier I  Tier II 
Defined Benefit Plan Provisions				
Formula Type	10	<ul style="list-style-type: none"> 9 organizations a final average earnings formula (multiplier x service) 1 organization provides a cash balance formula (contributions to a hypothetical account balance, grown with earnings) 	<ul style="list-style-type: none"> Final average earnings 	Tier I & II 
Benefit Formula / Multiplier	9	<ul style="list-style-type: none"> Final average earnings formula multiplier ranges from 1% - 3% <ul style="list-style-type: none"> – Median: 2.2% Cash balance contributions range from 6% to 16% of pay 	<ul style="list-style-type: none"> Tier I: 2.5% for first 20 years, 2.0% after Tier II: 1.5% 	Tier I  Tier II 
Definition of Earnings	9	<ul style="list-style-type: none"> Number of years of includible compensation ranges from 1 year to 10 years <ul style="list-style-type: none"> – Median: 5 years 3 organizations limit compensation to base salary only 6 organizations include other elements of compensation including overtime, longevity pay, shift differential 	<ul style="list-style-type: none"> Tier I: 3 years Tier II: 5 years Compensation includes base pay plus engineer pay, certification, education, supplemental pays, bonus, and out of class/in-charge 	Tier I  Tier II 

KEY  Below Typical Market Practice
  Aligned w/ Typical Market Practice
  Above Typical Market Practice




FIRE BENEFITS

RETIREMENT 2 OF 3

	# of Orgs Reported	Survey Response Descriptions	Salt Lake City	Alignment to Market
Defined Benefit Plan Provisions (continued)				
Cost-of-living Adjustment	10	<ul style="list-style-type: none"> All organizations have provisions allowing post-retirement cost-of-living adjustments Most are tied to the Consumer Price Index (CPI) and subject to annual approval It is common to limit on an annual basis (e.g., up to 3%) and subject to overall funding status 	<ul style="list-style-type: none"> Based on CPI, up to a maximum of 4% for Tier I and 2.5% for Tier II 	Tier I & II 
Employee Contributions	10	<ul style="list-style-type: none"> 8 organizations require employee contributions, ranging from 6% to 20% of salary <ul style="list-style-type: none"> Median: ~10% of salary 	<ul style="list-style-type: none"> Tier I: None Tier II: Contribution required if funding contribution is in excess of 12% 	Tier I & II 
Normal Retirement Age	10	<ul style="list-style-type: none"> All organizations define normal retirement age as a combination of age and service (typically age + service ~70-75 total years) It is also common to define normal retirement age after a certain number of years, regardless of age (typically 25-30 years) 	<u>Tier I (Age / Service)</u> <ul style="list-style-type: none"> 65 / 4 = 69 total years 60 / 10 = 70 total years Any age with 20 years of svc <u>Tier II (Age / Service)</u> <ul style="list-style-type: none"> 65 / 4 = 69 total years 62 / 10 = 72 total years 60 / 20 = 80 total years Any age with 25 years of svc 	Tier I  Tier II 






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FIRE BENEFITS RETIREMENT 3 OF 3

	# of Orgs Reported	Survey Response Descriptions	Salt Lake City	Alignment to Market
Defined Contribution Plan Provisions				
Employer Contributions	5	<ul style="list-style-type: none"> Contributions range from 1.5% to 6% for hybrid plans with a defined benefit pension component 2 organizations give officers the choice to participate in a DC only plan with a 9% contribution 	<ul style="list-style-type: none"> <u>Defined benefit pension + 401(k)</u>: 12% less calculated yearly funding contribution (0.74% in 2018) <u>Defined contribution only</u>: 12% 	
Vesting	4	<ul style="list-style-type: none"> 2 organizations provide 100% vesting in employer contributions after 5 years 2 organizations provide 100% vesting after 10 years 	<ul style="list-style-type: none"> 4 years 	
Social Security Exemption				
Exempt / Not Exempt	10	<ul style="list-style-type: none"> 4 organizations (40%) are exempt from Social Security (i.e., do not pay into it or receive benefits) 	<ul style="list-style-type: none"> Exempt 	

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FIRE BENEFITS MEDICAL



	# of Orgs Reported	Survey Response Descriptions	Salt Lake City	Alignment to Market
Prevalence				
Plan Types Offered	13	<ul style="list-style-type: none"> PPO, HMO, and HDHP are the most common plan types 7 organizations offer more than one type of plan 	<ul style="list-style-type: none"> HDHP Only 	
Most Prevalent Plan	13	<ul style="list-style-type: none"> Highest enrollment by plan type: <ul style="list-style-type: none"> PPO: 6 HDHP: 3 HMO: 3 POS: 1 	<ul style="list-style-type: none"> HDHP 	N/A – only offer one plan type
Plan Details for High-Deductible Health Plans (HDHPs)				
Cost Share	2	<ul style="list-style-type: none"> Employer cost share ranges from 90%-95% 	<u>Employer / Employee</u> <ul style="list-style-type: none"> 95% / 5% 	
Deductible	2	<ul style="list-style-type: none"> Average deductible by election: <ul style="list-style-type: none"> Employee only: \$2,000 Family: \$4,000 	<ul style="list-style-type: none"> Employee only: \$1,500 Family: \$3,000 	
Out-of-Pocket Maximum	3	<ul style="list-style-type: none"> Average out-of-pocket maximum by election: <ul style="list-style-type: none"> Employee only: \$3,000 Family: \$6,000 	<ul style="list-style-type: none"> Employee only: \$4,000 Family: \$8,000 	
Employer Contribution to HSA	5	<ul style="list-style-type: none"> 3 provide contributions to an HSA Average contribution by election: <ul style="list-style-type: none"> Employee only: \$750 Family: \$1,500 	<ul style="list-style-type: none"> Employee only: \$750 Family: \$1,500 	

KEY  Below Typical Market Practice  Aligned w/ Typical Market Practice  Above Typical Market Practice

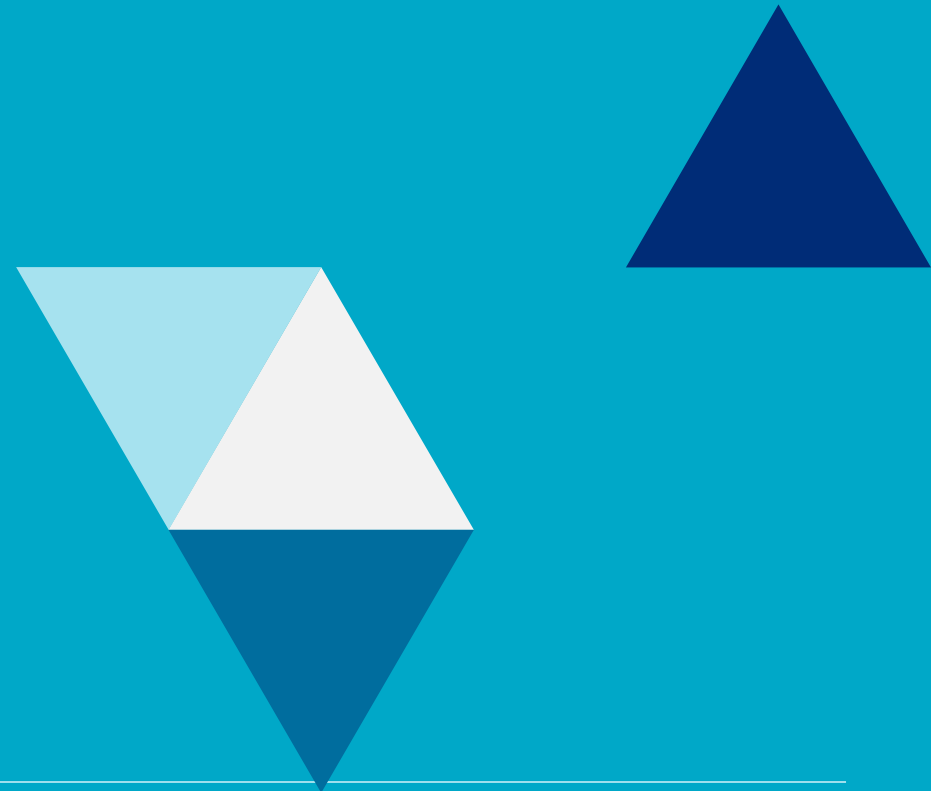
FIRE BENEFITS

TUITION REIMBURSEMENT

	# of Orgs Reported	Survey Response Descriptions	Salt Lake City	Alignment to Market
Prevalence	9	<ul style="list-style-type: none"> 5 organizations provide tuition reimbursement 	<ul style="list-style-type: none"> Yes 	
Annual Value	5	<ul style="list-style-type: none"> Average annual value up to ~\$2,000 	<ul style="list-style-type: none"> Up to \$4,000 	

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POLICE BENEFITS



POLICE BENEFITS

SUMMARY OF SLC PLANS








Benefit Type	SLC Description
Retirement	<p><u>Utah Retirement Systems</u></p> <ul style="list-style-type: none"> • <u>Tier I (hired prior to July 1, 2011)</u> <ul style="list-style-type: none"> – Defined benefit plan – Multiplier: 2.5% on service up to 20 years + 2.0% on service in excess of 20 years – Employees do not make contributions to fund the plan • <u>Tier II (hired on or after July 1, 2011)</u> <ul style="list-style-type: none"> – Choice between hybrid plan (defined benefit pension plan plus 401(k)) and 401(k) plan only – Hybrid plan <ul style="list-style-type: none"> ○ Multiplier: 1.5% ○ Earnings include highest five years of pay ○ 401(k) employer contribution equal to 12% less the DB Plan rate (11.26% in 2018-2019, for a net contribution of 0.74%)
Medical	<p><u>High Deductible Health Plan with a Health Savings Account (HSA)</u></p> <ul style="list-style-type: none"> • SLC pays 95% of the premium • Deductible: \$1,500 Employee Only / \$3,000 Family • Out-of-pocket Maximum: \$4,000 Employee Only / \$8,000 Family • Employer contribution to HSA: \$750 Employee Only / \$1,500 Family
Tuition Reimbursement	<ul style="list-style-type: none"> • Reimbursement up to \$4,000 annually

POLICE BENEFITS EXECUTIVE SUMMARY

Benefit Type	Commentary
<p>Retirement</p>	<ul style="list-style-type: none"> • <u>Tier I benefits</u> are at or above market median, compared to plans open to new hires • For <u>Tier II benefits</u> <ul style="list-style-type: none"> – Providing a hybrid plan with a defined benefit and defined contribution component is atypical (most only provide a defined benefit plan) – While the defined benefit formula (1.5% multiplier) is less generous than market (2.5%), SLC police officers typically do not have to contribute their own money to fund the plan, which means their take-home pay is higher than other organizations
<p>Medical</p>	<ul style="list-style-type: none"> • Most organizations provide employees with the option to enroll in one of multiple plan types; SLC does not give employees the flexibility to choose health coverage based on their health/family situation • Compared to other HDHP plans: <ul style="list-style-type: none"> – Deductible is more generous than market – Out-of-pocket maximum is less generous than market – Cost-share is aligned with market
<p>Tuition Reimbursement</p>	<ul style="list-style-type: none"> • SLC's practice of providing up to \$4,000 in tuition reimbursement is more generous than typical market practice among peers

POLICE BENEFITS





RETIREMENT 1 OF 3

	# of Orgs Reported	Survey Response Descriptions	Salt Lake City	Alignment to Market
Plan Type	12	<ul style="list-style-type: none"> All organizations provide officers with a defined benefit plan 2 organizations give officers the choice between a defined benefit plan and a defined contribution plan 3 organizations provide a hybrid plan with a defined benefit plan and a defined contribution component 	<ul style="list-style-type: none"> Tier I: Defined benefit Tier II: Choice between: <ul style="list-style-type: none"> – Defined benefit pension + 401(k) – Defined contribution only 	Tier I  Tier II 
Defined Benefit Plan Provisions				
Formula Type	11	<ul style="list-style-type: none"> 10 organizations a final average earnings formula (multiplier x service) 1 organization provides a cash balance formula (contributions to a hypothetical account balance, grown with earnings) 	<ul style="list-style-type: none"> Final average earnings 	Tier I & II 
Benefit Formula / Multiplier	10	<ul style="list-style-type: none"> Final average earnings formula multiplier ranges from 1% - 3% <ul style="list-style-type: none"> – Median: 2.5% Cash balance contributions range from 6% to 16% of pay 	<ul style="list-style-type: none"> Tier I: 2.5% for first 20 years, 2.0% after Tier II: 1.5% 	Tier I  Tier II 
Definition of Earnings	9	<ul style="list-style-type: none"> Number of years of includible compensation ranges from 1 year to 10 years <ul style="list-style-type: none"> – Median: 5 years 3 organizations limit compensation to base salary only 6 organizations include other elements of compensation including overtime, longevity pay, shift differential 	<ul style="list-style-type: none"> Tier I: 3 years Tier II: 5 years Compensation includes base salary plus longevity, career path, education, supplemental pay, bonuses, shift differential 	Tier I  Tier II 

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POLICE BENEFITS




RETIREMENT 2 OF 3

	# of Orgs Reported	Survey Response Descriptions	Salt Lake City	Alignment to Market
Defined Benefit Plan Provisions (continued)				
Cost-of-living Adjustment	10	<ul style="list-style-type: none"> All organizations have provisions allowing post-retirement cost-of-living adjustments Most are tied to the Consumer Price Index (CPI) and subject to annual approval It is common to limit on an annual basis (e.g., up to 3%) and subject to overall funding status 	<ul style="list-style-type: none"> Based on CPI, up to a maximum of 2.5% 	Tier I & II 
Employee Contributions	10	<ul style="list-style-type: none"> 8 organizations require employee contributions, ranging from 6% to 20% of salary – Median: ~10% of salary 	<ul style="list-style-type: none"> Tier I: None Tier II: Contribution required if funding contribution is in excess of 12% 	Tier I & II 
Normal Retirement Age	10	<ul style="list-style-type: none"> All organizations define normal retirement age as a combination of age and service (typically age + service ~70-75 total years) It is also common to define normal retirement age after a certain number of years, regardless of age (typically 25-30 years) 	<u>Tier I (Age / Service)</u> <ul style="list-style-type: none"> 65 / 4 = 69 total years 60 / 10 = 70 total years Any age with 20 years of svc <u>Tier II (Age / Service)</u> <ul style="list-style-type: none"> 65 / 4 = 69 total years 62 / 10 = 72 total years 60 / 20 = 80 total years Any age with 25 years of svc 	Tier I  Tier II 

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POLICE BENEFITS

RETIREMENT 3 OF 3

	# of Orgs Reported	Survey Response Descriptions	Salt Lake City	Alignment to Market
Defined Contribution Plan Provisions				
Employer Contributions	5	<ul style="list-style-type: none"> Contributions range from 1.5% to 6% for hybrid plans with a defined benefit pension component 2 organizations give officers the choice to participate in a DC only plan with a 9% contribution 	<ul style="list-style-type: none"> <u>Defined benefit pension + 401(k)</u>: 12% less calculated yearly funding contribution (0.74% in 2018) <u>Defined contribution only</u>: 12% 	
Vesting	4	<ul style="list-style-type: none"> 2 organizations provide 100% vesting in employer contributions after 5 years 2 organizations provide 100% vesting after 10 years 	<ul style="list-style-type: none"> 4 years 	
Social Security Exemption				
Exempt / Not Exempt	11	<ul style="list-style-type: none"> 5 organizations (45%) are exempt from Social Security (i.e., do not pay into it or receive benefits) 	<ul style="list-style-type: none"> Exempt 	



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POLICE BENEFITS MEDICAL

	# of Orgs Reported	Survey Response Descriptions	Salt Lake City	Alignment to Market
Prevalence				
Plan Types Offered	13	<ul style="list-style-type: none"> PPO, HMO, and HDHP are the most common plan types 7 organizations offer more than one type of plan 	<ul style="list-style-type: none"> HDHP Only 	
Most Prevalent Plan	13	<ul style="list-style-type: none"> Highest enrollment by plan type: <ul style="list-style-type: none"> PPO: 6 HDHP: 4 HMO: 2 POS: 1 	<ul style="list-style-type: none"> HDHP 	N/A – only offer one plan type
Plan Details for High-Deductible Health Plans (HDHPs)				
Cost Share	3	<ul style="list-style-type: none"> Employer cost share ranges from 90%-95% 	<u>Employer / Employee</u> <ul style="list-style-type: none"> 95% / 5% 	
Deductible	3	<ul style="list-style-type: none"> Average deductible by election: <ul style="list-style-type: none"> Employee only: \$2,000 Family: \$4,000 	<ul style="list-style-type: none"> Employee only: \$1,500 Family: \$3,000 	
Out-of-Pocket Maximum	3	<ul style="list-style-type: none"> Average out-of-pocket maximum by election: <ul style="list-style-type: none"> Employee only: \$3,000 Family: \$6,000 	<ul style="list-style-type: none"> Employee only: \$4,000 Family: \$8,000 	
Employer Contribution to HSA	6	<ul style="list-style-type: none"> 4 provide contributions to an HSA Average contribution by election: <ul style="list-style-type: none"> Employee only: \$700 Family: \$1,400 	<ul style="list-style-type: none"> Employee only: \$750 Family: \$1,500 	

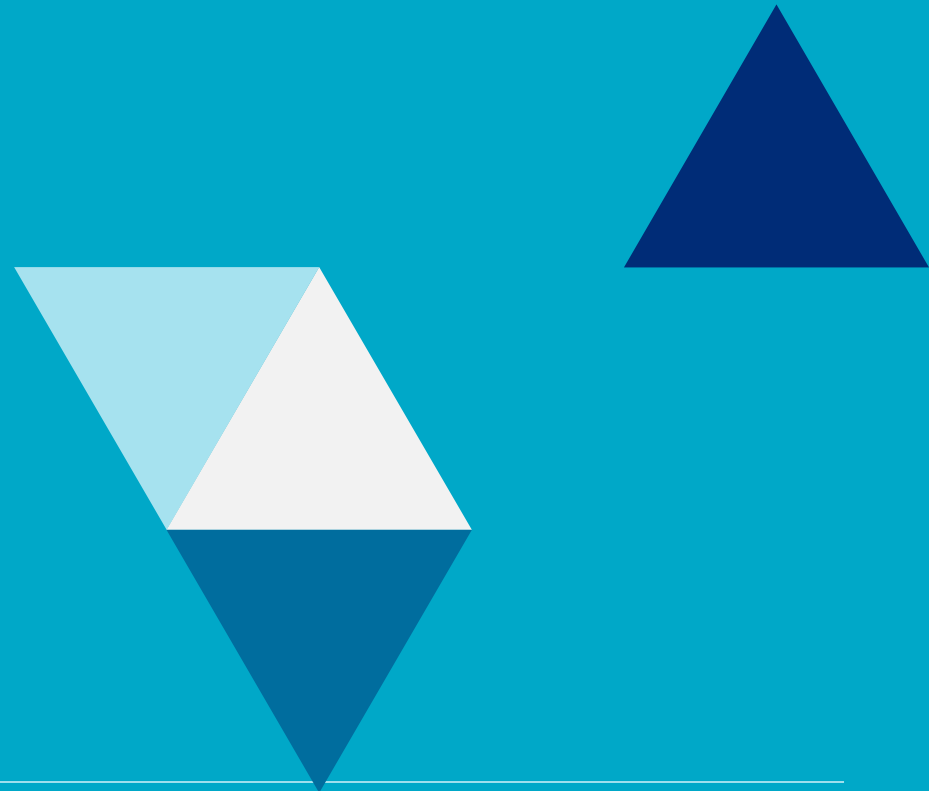
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POLICE BENEFITS TUITION REIMBURSEMENT

	# of Orgs Reported	Survey Response Descriptions	Salt Lake City	Alignment to Market
Prevalence	10	<ul style="list-style-type: none"> 4 organizations provide tuition reimbursement 	<ul style="list-style-type: none"> Yes 	
Annual Value	4	<ul style="list-style-type: none"> Average annual value up to ~\$2,500 	<ul style="list-style-type: none"> Up to \$4,000 	

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APPENDIX A



APPENDIX A

FACTORS RESEARCHED FOR COMPARABLE CITIES

Five Key Factors Used to Develop Recommendations:

- Tier 2 Urban Area Security Initiative (UASI)
- Fire ISO 1 Rating
- Conference / Convention / Special Event Destination
- Commuter Population
- Transportation Hub

Other Factors Considered:

- Capital
- Division 1 University in City
- National / International Company Headquarter Location
- Hub Airport
- Airport Serviced by City Police / Fire
- Homeless Services Provided by Fire / Police
- At least 10 20+ story buildings
- Trauma 1, Regional, or Other Specialty Hospital
- Wildland Urban Interface
- Dedicated SWAT Team
- Dedicated Gang Unit
- Follows NFPA Fire Standards



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