



Police Pay Plan Proposal

August 24, 2021

Agenda

- Pay Gap Analysis
- Proposed Pay Plan
- Additional Components in the Proposal
- Budgetary Impact



Pay Gap Analysis

OVERVIEW



CURRENT STATE

Where we are now?

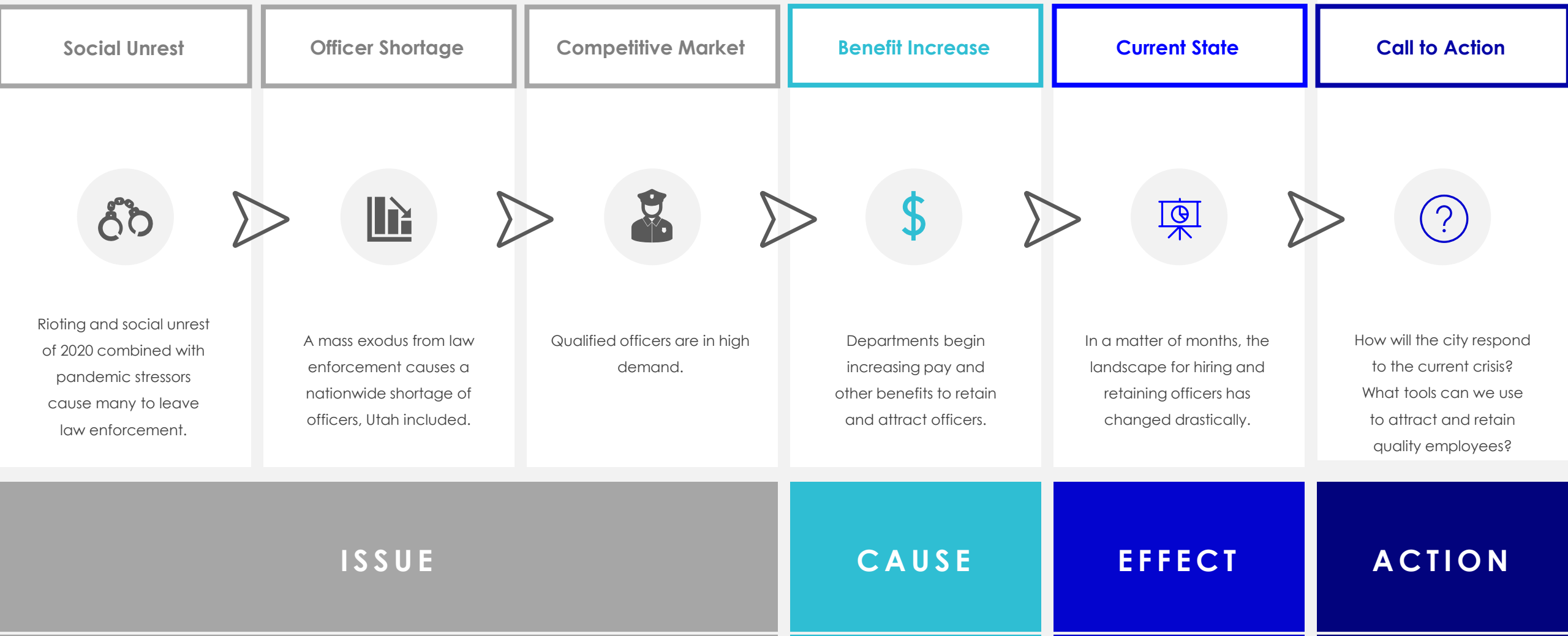
- 10% staff deficiency
- Issues retaining officers
- Difficulties recruiting qualified candidates

What do we need?

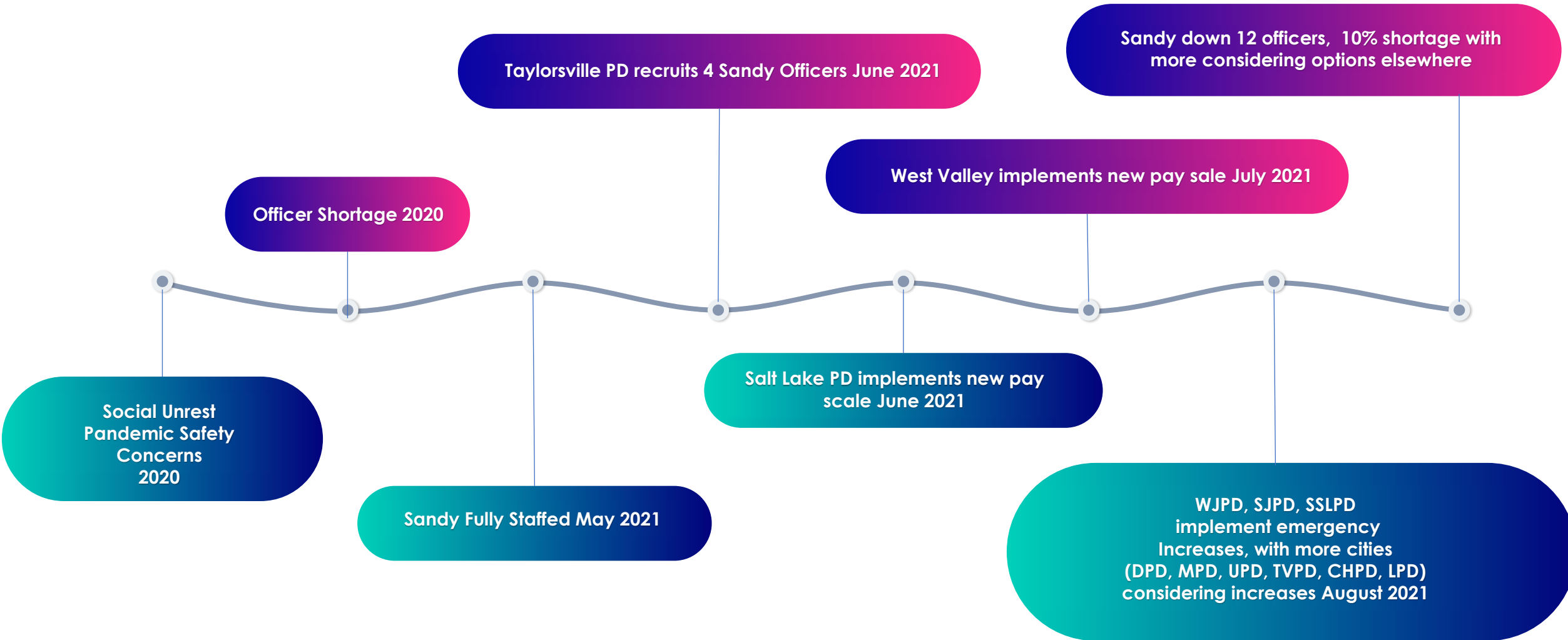
- Full Staff
- Competitive Pay and Benefits
- Sustainability and Trust

DESIRED STATE

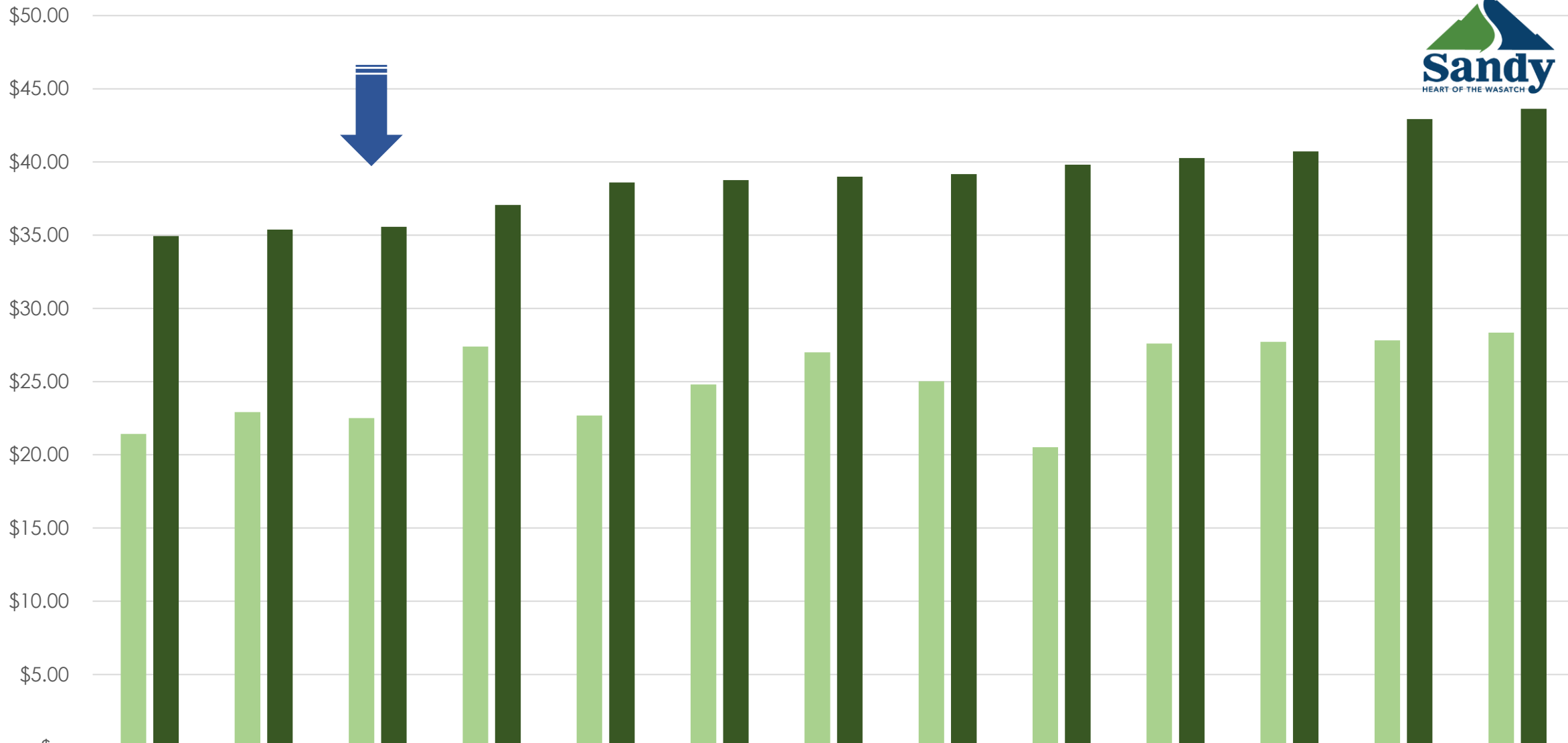
PAY GAP ANALYSIS



TIMELINE OF EVENTS



Current Officer Pay

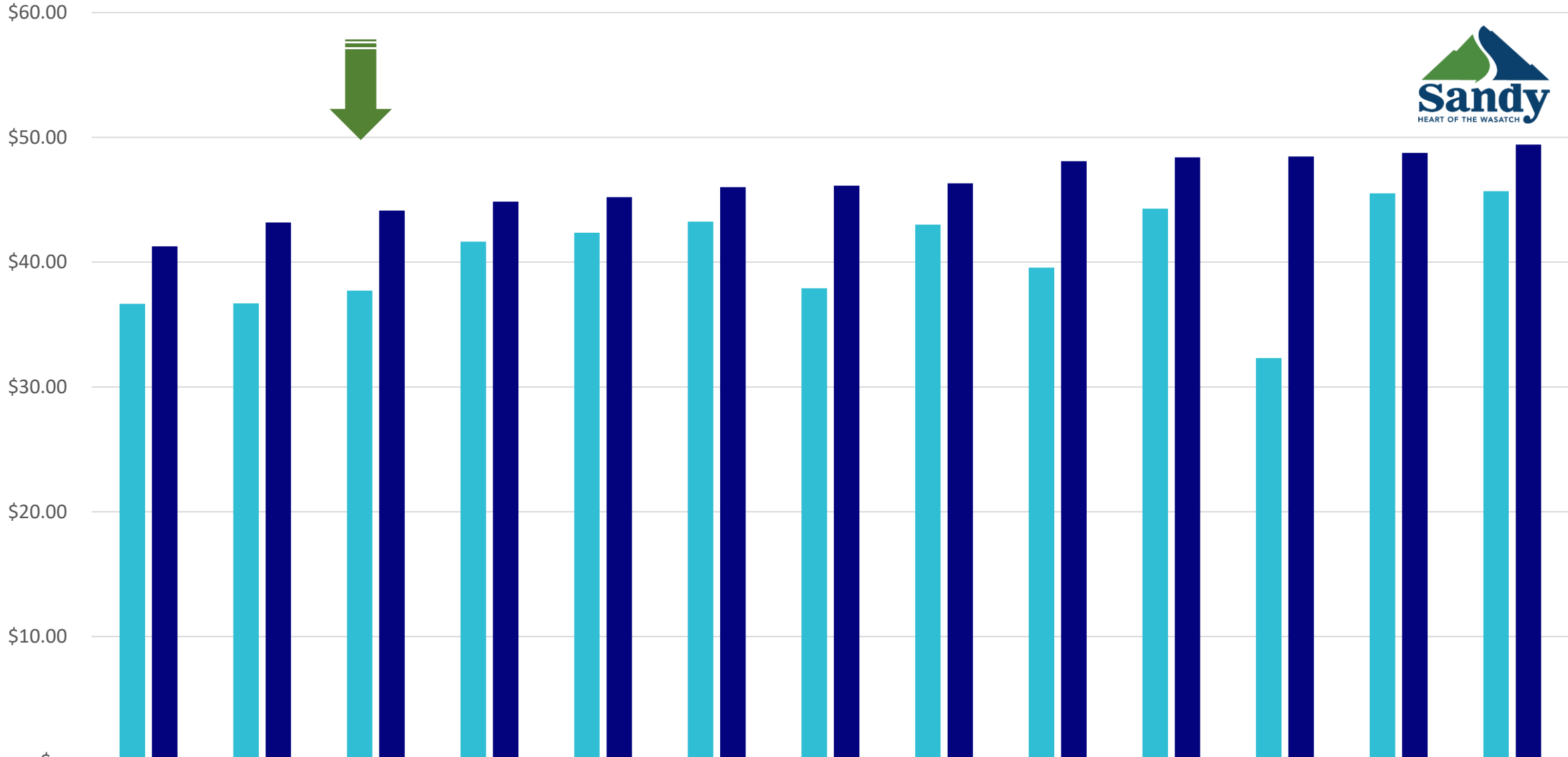


Starting Pay	\$21.42	\$22.92	\$22.51	\$27.40	\$22.69	\$24.80	\$27.00	\$25.02	\$20.52	\$27.60	\$27.72	\$27.82	\$28.34
Topped Out Pay	\$34.95	\$35.38	\$35.58	\$37.06	\$38.61	\$38.77	\$39.00	\$39.18	\$39.81	\$40.27	\$40.72	\$42.94	\$43.63





Current Sergeant Pay



	Draper	Unified PD	Sandy	West Jordan	Taylorsville	Salt Lake City	Herriman	Murray	CW Heights	South Jordan	Riverton	West Valley	South Salt Lake
Starting Pay	\$36.67	\$36.70	\$37.72	\$41.64	\$42.36	\$43.24	\$37.91	\$43.00	\$39.56	\$44.29	\$32.31	\$45.51	\$45.69
Topped Out Pay	\$41.27	\$43.18	\$44.13	\$44.85	\$45.20	\$46.00	\$46.12	\$46.31	\$48.08	\$48.40	\$48.46	\$48.76	\$49.42





Proposed Pay Plan

Philosophy Behind the Pay Plan

- 2018 – Sandy City Council saw the need and approved an aggressive increase in police salary
- 2021 – Market changes have created the need for another aggressive increase in police salary
- Create a new competitive and sustainable pay scale
 - To include correcting inconsistent service credit accrual for 26 employees
- Prevent further loss of skilled officers with specialized training to other agencies / private sector
- Recruit a balance of experienced officers and new people to the law enforcement profession
- Design a scale with sustainability for the City in mind
- Be competitive with other area agencies by keeping pay at or slightly above the average as pending pay scale adjustments finalize in area agencies
 - Seven agencies in Utah: two below and five above Sandy’s current rate are in the process of adjusting their pay scales
 - Although this proposal would place our pay scales significantly above our Comparison Group average, we are less ahead than we were from our February survey to that same group, when compared to those cities that made recent adjustments

Timeline of Utah Cities That Have Recently Announced New Pay Scales			
Police Officer Pay			
		Min Pay	Max Pay
Taylorsville	Spring 2021: announced new dept & proposed scale	\$27.40	\$37.06
Salt Lake City	June 2021: announced revised scale	\$27.60	\$40.27
West Valley	July 2021: announced revised scale	\$27.82	\$42.94
South Jordan	July 2021: announced revised scale	\$27.72	\$40.72
West Jordan	July 2021: announced revised scale	\$27.00	\$39.00
South Salt Lake	Aug 2021: announced revised scale	\$28.34	\$43.63

**Based on other departments revised scales, Taylorsville is already looking at the need to revise their scale.*



Sandy City Pay Plan Proposal

	Current		Proposed		Increase to	Increase to
	Min	Max	Min	Max	Min	Max
Auxiliary / Animal Services Officer	\$17.78	\$24.63	\$21.95	\$27.81	23%	13%
Police Officer	\$22.51	\$35.58	\$28.36	\$42.01	26%	18%
Sergeant	\$37.72	\$44.13	\$44.53	\$48.66	18%	10%
Lieutenant	\$46.78	\$51.12	\$51.57	\$56.36	10%	10%
Captain	\$55.21	\$58.58	\$59.74	\$61.53	8%	5%
Deputy Chief	\$63.84	\$65.76	\$65.22	\$67.18	2%	2%

Cities With Revised Pay Scales		
Police Officer Pay		
	Min Pay	Max Pay
Salt Lake City	\$27.60	\$40.27
West Valley	\$27.82	\$42.94
South Jordan	\$27.72	\$40.72
West Jordan	\$27.00	\$39.00
South Salt Lake	\$28.34	\$43.63
Group Average	\$27.70	\$41.31

Sandy City - Current Pay Plan	\$22.51	\$35.58
Difference	-18.7%	-13.9%

Sandy City - Proposed Plan	\$28.36	\$42.01
Difference	2.4%	1.7%



Sandy City's Comparison Group			
Police Officer Pay			
	Min Pay	Max Pay	Revised Pay Scale for FY22
West Valley	\$27.82	\$42.94	New Scale
Salt Lake City	\$27.60	\$40.27	New Scale
Murray	\$25.02	\$39.18	In Process
West Jordan	\$27.00	\$39.00	New Scale
Provo	\$25.32	\$34.90	
Unified Police	\$22.92	\$35.38	In Process
Orem	\$22.38	\$35.90	In Process
Draper	\$21.42	\$34.95	In Process
Layton	\$21.40	\$36.62	In Process
Ogden	\$21.39	\$32.20	
St. George	\$21.04	\$38.46	
Group Average	\$23.94	\$37.25	

Sandy City - Current Pay Plan	\$22.51	\$35.58
Difference	-6.0%	-4.5%

Sandy City - Proposed Plan	\$28.36	\$42.01
Difference	18.5%	12.8%

In the 2021 salary survey, Sandy was 5.3% above the group average at the Min and 2.6% above the group average at the Max (pay only).

Cities With Revised Pay Scales		
Sergeant Pay		
	Min Pay	Max Pay
Salt Lake City	\$43.24	\$46.00
West Valley	\$45.51	\$48.76
South Jordan	\$44.29	\$48.40
West Jordan	\$41.64	\$44.85
South Salt Lake	\$45.69	\$49.42
Group Average	\$44.07	\$47.49

Sandy City - Current Pay Plan	\$37.72	\$44.13
Difference	-14.4%	-7.1%

Sandy City - Proposed Plan	\$44.53	\$48.66
Difference	1.0%	2.5%



Sandy City's Comparison Group			
Sergeant Pay			
	Min Pay	Max Pay	Revised Pay Scale for FY22
West Valley	\$45.51	\$48.76	New Scale
Salt Lake City	\$43.24	\$46.00	New Scale
Murray	\$43.00	\$46.31	In Process
West Jordan	\$41.64	\$44.85	New Scale
Provo	\$38.46	\$40.41	
Unified Police	\$36.70	\$43.18	In Process
Orem	\$36.25	\$42.87	In Process
Draper	\$36.67	\$41.27	In Process
Layton	\$31.12	\$43.57	In Process
Ogden	\$33.43	\$41.81	
St. George	\$29.01	\$43.51	
Group Average	\$37.73	\$43.87	

Sandy City - Current Pay Plan	\$37.72	\$44.13
Difference	0.0%	0.6%

Sandy City - Proposed Plan	\$44.53	\$48.66
Difference	18.0%	10.9%

In the 2021 salary survey, Sandy was 16.5% above the group average at the Min and 6.3% above the group average at the Max (pay only)



Auxiliary Officer / Animal Services Officer

FY 2022 Police Steps (Current Scale)													
Position	1	2	3	4	5	6	7	8	9	10	11	12	
		3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	
Auxiliary Officer / Animal Services Officer	Hourly Pay	\$17.78	\$18.31	\$18.86	\$19.43	\$20.01	\$20.61	\$21.23	\$21.87	\$22.53	\$23.21	\$23.91	\$24.63
	Annual Pay	\$36,982	\$38,085	\$39,229	\$40,414	\$41,621	\$42,869	\$44,158	\$45,490	\$46,862	\$48,277	\$49,733	\$51,230

FY 2022 Police Steps (Proposed New Scale)										
Position	1	2	3	4	5	6	7	8	9	
		3%	3%	3%	3%	3%	3%	3%	3%	
Auxiliary Officer / Animal Services Officer	Hourly Pay	\$21.95	\$22.61	\$23.29	\$23.99	\$24.70	\$25.45	\$26.21	\$27.00	\$27.81
	Annual Pay	\$45,656	\$47,029	\$48,443	\$49,899	\$51,376	\$52,936	\$54,517	\$56,160	\$57,845

- Proposed scale increases starting pay and is 9 steps instead of 12 steps. This is done to help with recruitment & retention of Auxiliary Officers.
- Proposed scale continues to have 3% between steps.

Police Officer

FY 2022 Police Steps (Current Scale)													
Position	1	2	3	4	5	6	7	8	9	10	11	12	
		4.25%	4.25%	4.25%	4.25%	4.25%	4.25%	4.25%	4.25%	4.25%	4.25%	4.25%	
Police Officer	Hourly Pay	\$22.51	\$23.47	\$24.47	\$25.51	\$26.59	\$27.72	\$28.90	\$30.13	\$31.41	\$32.74	\$34.13	\$35.58
	Annual Pay	\$46,821	\$48,818	\$50,898	\$53,061	\$55,307	\$57,658	\$60,112	\$62,670	\$65,333	\$68,099	\$70,990	\$74,006

FY 2022 Police Steps (Proposed New Scale)													
Position	1	2	3	4	5	6	7	8	9	10	11	12	
		4%	4%	4%	4%	4%	4%	4%	3%	3%	3%	3%	
Police Officer	Hourly Pay	\$28.36	\$29.50	\$30.68	\$31.90	\$33.18	\$34.51	\$35.89	\$37.32	\$38.44	\$39.59	\$40.78	\$42.01
	Annual Pay	\$58,989	\$61,360	\$63,814	\$66,352	\$69,014	\$71,781	\$74,651	\$77,626	\$79,955	\$82,347	\$84,822	\$87,381

- Proposed scale stays at 12 steps.
- Proposed scale adjusts difference between steps from 4.25% to 4% through step 8 and 3% from step 9 through step 12.

Sergeant

FY 2022 Police Steps (Current Scale)						
Position	1	2	3	4	5	
		4%	4%	4%	4%	
Sergeant	Hourly Pay	\$37.72	\$39.23	\$40.80	\$42.43	\$44.13
	Annual Pay	\$78,458	\$81,598	\$84,864	\$88,254	\$91,790

FY 2022 Police Steps (Proposed New Scale)					
Position	1	2	3	4	
		3%	3%	3%	
Sergeant	Hourly Pay	\$44.53	\$45.86	\$47.24	\$48.66
	Annual Pay	\$92,622	\$95,389	\$98,259	\$101,213

- Proposed scale continues to start 6% above top of Police Officer scale.
- Proposed scale is 4 steps instead of 5 steps.
- Proposed scale adjusts difference between steps from 4% to 3%.

Lieutenant

FY 2022 Police Steps (Current Scale)					
Position	1	2	3	4	
		3%	3%	3%	
Lieutenant	Hourly Pay	\$46.78	\$48.18	\$49.63	\$51.12
	Annual Pay	\$97,302	\$100,214	\$103,230	\$106,330

FY 2022 Police Steps (Proposed New Scale)					
Position	1	2	3	4	
		3%	3%	3%	
Lieutenant	Hourly Pay	\$51.57	\$53.12	\$54.72	\$56.36
	Annual Pay	\$107,266	\$110,490	\$113,818	\$117,229

- Proposed scale continues to start 6% above top of Sergeant scale.
- Proposed scale continues to have 3% between steps.
- Proposed scale continues to have 4 steps.

Captain

FY 2022 Police Steps (Current Scale)				
Position	1	2	3	
		3%	3%	
Captain	Hourly Pay	\$55.21	\$56.87	\$58.58
	Annual Pay	\$114,837	\$118,290	\$121,846

FY 2022 Police Steps (Proposed New Scale)			
Position	1	2	
		3%	
Captain	Hourly Pay	\$59.74	\$61.53
	Annual Pay	\$124,259	\$127,982

- Proposed scale starts 6% above top of Lieutenant scale instead of 8%.
- Proposed scale continues to have 3% between steps.
- Proposed scale is 2 steps instead of 3 steps.

Deputy Chief

FY 2022 Police Steps (Current Scale)			
Position		1	2
			3%
Deputy Chief	Hourly Pay	\$63.84	\$65.76
	Annual Pay	\$132,787	\$136,781

FY 2022 Police Steps (Proposed New Scale)			
Position		1	2
			3%
Deputy Chief	Hourly Pay	\$65.22	\$67.18
	Annual Pay	\$135,658	\$139,734

- Proposed scale starts 6% above top of Captain scale instead of 9%.
- Proposed scale continues to have 3% between steps.
- Proposed scale continues to have 2 steps.



Additional Components in the Proposal

Additional Components in the Proposal

- Years of Service Calculation
 - Creating consistency across the department by determining employee step based on July 1.
 - Affects 13 employees.
- Prior Years of Service Credit
 - Changing our criteria to be more consistent with other police departments when calculating what step to place an employee on who has prior law enforcement experience.
 - Affects 14 employees.



Budgetary Impact

Cost of Proposed Pay Plan Over Current FY 2022 Budget

	12 months	10 months (Sep-Jun)
Proposed Step Plan	2.1 million	1.8 million
Proposed Years of Service Adjustment	\$50,000	\$40,000
Proposed Prior Service Recognition	\$110,000	\$100,000
Total Cost of Proposal	2.26 million	1.94 million

Payment Sources

- Departmental savings
- Current year surplus revenue, if available
- Second tranche of ARPA money
- Ongoing revenue will need to be identified and appropriated in the next budget cycle for future years