



CITY COUNCIL TRANSMITTAL


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TO: Salt Lake City Council
Christopher Wharton, Chair

DATE: March 4, 2020

FROM: Jodi Langford, Acting Director
Human Resources Department



SUBJECT: 2020 Mercer AFSCME Salary Survey Report

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DOCUMENT TYPE: Information Item

RECOMMENDATION: This report is for informational purposes. Consideration may be given during the city's annual budget review process in conjunction with the Citizens' Compensation Advisory Committee's annual report (which is being transmitted separately). The city council is scheduled to receive a formal presentation of this report during a work session on March 24, 2020 from the Mercer project team.

CITY COORDINATION: n/a

BUDGET IMPACT: n/a

BACKGROUND/DISCUSSION: Mercer, a major third-party HR consulting firm, was engaged to conduct a custom compensation survey with focus on cash compensation for 42 jobs covered under the City's collective bargaining agreement with AFSCME. The intent of this survey was to compare SLC compensation with a sample of comparable U.S. cities.

- This study is made up of two components –a custom survey of comparable US municipal governments and a comparison to published survey data from nationwide compensation survey databases.
 - The custom survey was completed with a similar methodology to the Public Safety Salary Survey conducted by Mercer on behalf of SLC in March 2019.

- Compensation surveys published by Mercer and Willis Towers Watson were used, as available, to supplement the custom survey data.
- Mercer collected compensation information for 42 AFSCME jobs, which fall into three bargaining units:
 - Trade & Craft, Semi-Skilled, and Non-Skilled (22 jobs)
 - Clerical and Operations Support (11 jobs)
 - Paraprofessional & Technical (9 jobs)
 - The full list of selected jobs is included in Appendix B of the report.
- A total of 44 cities were solicited for participation, including Phoenix, AZ and Austin TX, based on methodology and criteria established with input from AFSCME. Cities selected for participation were chosen based on:
 - Participation in the last similar survey by Mercer for public safety;
 - Comparable population, including 1/2 to approximately 2.5x the estimated daytime population of SLC;
 - Key criteria including Conference/Convention/Special Event Destination, Commuter Population, Large Airport Hub, Transportation Hub, and membership with the Association of Metropolitan Water Agencies (AMWA).
 - Other factors (included in Appendix A of the report)
- Including Salt Lake City, 15 total organizations participated in the survey (a 32% response rate).
- Mercer collected minimum, midpoint, maximum (top out), and actual median base wage rates. In addition, information about certain supplemental pay types was also collected.
- Mercer compared SLC's compensation to the minimum, median (50th percentile), maximum, and actual median reported data points to understand where SLC falls compared to the other 14 participant cities. For summary purposes, Mercer considers the "market rate" the median of each element and expresses SLC's pay as a percentage of the market median throughout the report.
- In addition, Mercer applied an adjustment to each city's reported pay rates to normalize participant data to be in line with Salt Lake City's cost of labor.
- To supplement the custom survey data, Mercer gathered market data, where available, from the following published compensation surveys:
 - 2019 Mercer Benchmark Database
 - 2019 Willis Towers Watson General Industry Survey
 - 2019 Mercer Total Compensation Survey for the Energy Sector –Used for utilities jobs, as available.
- Mercer utilized National/All scope data from each source in order to capture reported pay information for 21 market matches identified from these surveys, which is 50% of the 42 jobs covered under the survey. This scoping will help SLC understand the broader national US market for these positions.
 - This national data was adjusted by -5% to take Salt Lake City's Cost of Labor into consideration (see pg. 15 for Cost of Labor detail).
 - Appendix D includes full details on the survey matches and market data.

PUBLIC PROCESS: n/a

EXHIBITS: "Salt Lake City AFSCME Salary Survey Results Report" by Mercer



SALT LAKE CITY ("SLC") AFSCME SALARY SURVEY SURVEY RESULTS

PREPARED FOR CITY COUNCIL REVIEW – MARCH 24, 2020

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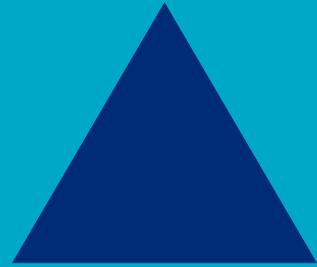
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BACKGROUND & INTRODUCTION

- In October 2019, Salt Lake City (“the City”, “SLC”) and the American Federation of State, County and Municipal Employees (“AFSCME”) – Local 1004 partnered with Mercer to conduct a compensation study of 42 jobs covered under the City’s collective bargaining agreement with AFSCME.
- Salt Lake City is unique among other Utah cities, which is distinguished not only as the state’s capital city, but also based on traits and characteristics such as: population, airport size, commuters, special events, etc.
 - Due to SLC’s unique qualities, the City’s stakeholders want to ensure that public employees’ compensation is competitive with other U.S. cities with similar characteristics.
 - The purpose of this study is to compare SLC compensation and Supplemental Pay programs (e.g. Longevity Pay) with the market.
- This study is made up of two components – a custom survey of comparable US municipal governments and a comparison to published survey data from nationwide compensation survey databases.
 - The custom survey was completed with a similar methodology to the Public Safety Salary Survey conducted by Mercer on behalf of SLC in March 2019.
 - Compensation surveys published by Mercer and Willis Towers Watson were used, as available, to supplement the custom survey data.

CUSTOM SURVEY METHODOLOGY



METHODOLOGY

COMPARABLE CITY SELECTION

- Mercer met with AFSCME in October 2019 to select the comparable cities to solicit for participation in the compensation survey. The objectives for city selection were to:
 - Identify cities that are most comparable to SLC based on a variety of identified criteria.
 - Include cities talent competitors for the SLC AFSCME positions that are included in the study.
 - Develop a comprehensive list of cities to ensure meaningful and statistically relevant results.
 - Maintain consistency in participation from Public Safety Salary Survey, in order to utilize contacts and relationships built with these participants.
 - It is most important that participation include relevant talent competitors for positions in the study. This varies in some cases from the Public Safety Salary Survey due to the difference in positions across these two surveys.

METHODOLOGY

COMPARABLE CITY SELECTION

- The cities selected for participation were chosen based on the following methodology:
 - Started with the list of cities solicited for participation in the Public Safety Salary Survey.
 - Added cities considered comparable to SLC in terms of population and those recommended by AFSCME representatives.
 - Approximately ½ to 2.5x the estimated daytime population of Salt Lake City, which is 350,000 when commuters, events, etc. are taken into consideration. As such, the recommended population range for this study was 175,000 to 875,000 people.
 - Researched a variety of criteria identified to be important when considering similarities across cities for AFSCME positions (*See Appendix A for all criteria researched*).
 - Identified which factors were Key Criteria when comparing AFSCME positions across cities (*See Appendix A*).
 - Developed list of recommended cities that fell within the employee population size range and met at least three of the five Key Criteria.
 - 2 exceptions in terms of population size were Phoenix, AZ and Austin, TX, which have significantly higher populations than Salt Lake City. Both are considered direct talent competitors for SLC AFSCME positions. Due to this, Mercer still recommended soliciting them for participation.

METHODOLOGY

COMPARABLE CITY SELECTION

- Mercer ultimately solicited participation from the following 44 cities, which have a median population of ~448,000.

Solicited for Participation		
Albuquerque, New Mexico	Las Vegas, Nevada	Raleigh, North Carolina
Anaheim, California	Long Beach, California	Reno, Nevada
Anchorage, Alaska	Madison, Wisconsin	Rochester, New York
Atlanta, Georgia	Memphis, Tennessee	Sacramento, California
Austin, Texas	Miami, Florida	Salt Lake City, Utah
Baltimore, Maryland	Minneapolis, Minnesota	Scottsdale, Arizona
Boston, Massachusetts	Nashville, Tennessee	Seattle, Washington
Buffalo, New York	Newark, New Jersey	Spokane, Washington
Cleveland, Ohio	Oakland, California	St. Louis, Missouri
Colorado Springs, Colorado	Oklahoma City, Oklahoma	Tacoma, Washington
Denver, Colorado	Omaha, Nebraska	Tampa, Florida
Des Moines, Iowa	Phoenix, Arizona	Tucson, Arizona
Honolulu, Hawaii	Pittsburgh, Pennsylvania	Tulsa, Oklahoma
Irvine, California	Portland, Oregon	Washington, DC
Kansas City, Missouri	Providence, Rhode Island	

- 43 cities Mercer researched fit at least 3 of the 5 Key Criteria plus at least 2 other criteria.
 - 2 cities Mercer researched that fit at least 3 of the 5 Key Criteria were excluded after discussion with AFSCME representatives: New Orleans, LA and Baton Rouge, LA.
- 5 cities met 2 of the 5 Key Criteria and at least 2 other criteria. Mercer discussed these 5 cities with AFSCME and made the ultimate recommendations:
 - 3 of these cities were selected for inclusion: Colorado Springs, CO; Long Beach, CA; and Spokane, WA
 - 2 cities were excluded: Boise City, ID and Lincoln, NE.

METHODOLOGY

COMPARABLE CITY SELECTION

- Mercer and AFSCME also identified cases where some selected jobs may be covered by a separate public entity from a city's municipal government, including water districts and airports.
- The following 13 water districts and airports were solicited for participation in addition to their corresponding municipal governments.
 - Boston Water & Sewer Commission
 - Boston-Logan International Airport
 - Colorado Springs Utilities
 - Denver Water
 - Des Moines Water Works
 - Honolulu Board of Water Supply
 - Las Vegas Water District
 - Las Vegas - McCarran International Airport - Clark County
 - Long Beach Water
 - Miami-Dade Water & Sewer
 - Miami Dade County Airport
 - Pittsburgh Water & Sewer Authority
 - Port of Portland

METHODOLOGY

ULTIMATE PARTICIPANTS

- Ultimately, including Salt Lake City, a total of 15 organizations participated in the survey.*

 Participating organization

Solicited for Participation		
Albuquerque, New Mexico	Las Vegas, Nevada	Raleigh, North Carolina
Anaheim, California	Long Beach, California	Reno, Nevada
Anchorage, Alaska	Madison, Wisconsin	Rochester, New York
Atlanta, Georgia	Memphis, Tennessee	Sacramento, California
Austin, Texas	Miami, Florida	Salt Lake City, Utah
Baltimore, Maryland	Minneapolis, Minnesota	Scottsdale, Arizona
Boston, Massachusetts	Nashville, Tennessee	Seattle, Washington
Buffalo, New York	Newark, New Jersey	Spokane, Washington
Cleveland, Ohio	Oakland, California	St. Louis, Missouri
Colorado Springs, Colorado	Oklahoma City, Oklahoma	Tacoma, Washington
Denver, Colorado	Omaha, Nebraska	Tampa, Florida
Des Moines, Iowa	Phoenix, Arizona	Tucson, Arizona
Honolulu, Hawaii	Pittsburgh, Pennsylvania	Tulsa, Oklahoma
Irvine, California	Portland, Oregon**	Washington, DC
Kansas City, Missouri	Providence, Rhode Island	

*All organizations did not answer all survey questions, so sample size varies by question. Number of organizations reported is given for data points throughout this report.

**The Port of Portland participated in the survey (see prior slide). The City of Portland did not participate.

METHODOLOGY

COMPENSATION ANALYSIS

- Mercer collected compensation information for 42 AFSCME jobs, which fall into three bargaining units:
 - **Trade & Craft, Semi-Skilled, and Non-Skilled:** 22 jobs
 - **Clerical and Operations Support:** 11 jobs
 - **Paraprofessional & Technical:** 9 jobs
- The full list of selected jobs is included in Appendix B.
- Job descriptions were provided to survey participants to ensure that the data they provided was for the same job as that found in the City.
- Mercer collected the following annualized compensation elements to compare to Salt Lake City:
 - Minimum of Base Pay Scale
 - Midpoint / Middle of Base Pay Scale
 - Maximum (Top Out) of Base Pay Scale
 - Actual Median pay of Incumbents in Job

METHODOLOGY

COMPENSATION ANALYSIS

- Mercer compared Salt Lake City’s compensation to the 25th percentile, median (50th percentile), 75th percentile, and average reported data point for each of the compensation elements to understand where Salt Lake City falls compared to the other 14 participants.
 - For summary purposes, Mercer considers the “market rate” the median of each element. As such, Mercer has expressed Salt Lake City’s pay as a percentage of market median throughout this report.
- In accordance to Mercer’s standard reporting guidelines, for each data element:
 - Average data is reported when there are 3+ observations
 - Median data is reported when there are 4+ observations
 - 25th percentile and 75th percentile data is reported when there are 5+ observations
- As career progression for the selected jobs is typically based on an incumbent’s time in the role, Mercer also collected information on how long it takes an individual to reach the midpoint and maximum of their base pay scale.
 - The comparison of this information to SLC will help the City understand if employees are moving through their base pay scales at a market-aligned pace.
- Finally, the survey collected information on Supplemental Pay practices, such as Longevity Pay and Standby Pay, to help SLC assess these programs’ competitiveness with those of peers.

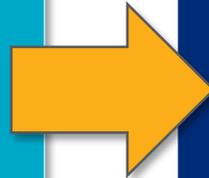
METHODOLOGY

COST OF LABOR ANALYSIS

- In addition, Salt Lake City asked Mercer to analyze the impact of cost of living between Salt Lake City and the comparable cities.
- Standard practice is to compensate employees based on cost of labor (market-based pricing), rather than cost of living:

Cost of Living is the cost to maintain a certain standard of living. This includes:

- Groceries
- Housing
- Utilities
- Transportation
- Healthcare
- Taxes
- Entertainment



Cost of Labor is what it costs to actually employ someone in a certain city. Cost of Labor is influenced by Cost of Living, but also includes:

- Supply of talent in the city
- Demand for talent in the city
- Companies in the city (and what they pay)
- Desirability to live in the city

METHODOLOGY

COST OF LABOR ANALYSIS

- 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). Many people live there, and there is high demand for housing, food, transportation, etc. which results in high prices for consumers. This also results in a robust labor supply pool which offsets the premiums that companies would otherwise need to pay to employ workers in cities like this.
- On the other hand, Cost of Labor may be more than Cost of Living. Cities with many organizations competing for scarce talent pools, such as in the oil and gas industry, have to pay premium prices to get talent, even when cost of living is low.

Cost of Living vs Cost of Labor of Participant Cities – Compared to US National Average

City	Cost of Living	Cost of Labor
Nashville, TN	-3%	-5%
Omaha, NE	-8%	-4%
Salt Lake City, UT	-6%	-4%
Raleigh, NC	-5%	-2%
Austin, TX	-3%	-1%
Phoenix, AZ	-5%	0%
Rochester, NY	+1%	+3%
Reno, NV	+7%	+3%
Las Vegas, NV	+3%	+5%
Baltimore, MD	+17%	+7%
Denver, CO	+12%	+9%
Portland, OR	+29%	+9%
Tacoma, WA	+8%	+12%
Long Beach, CA	+43%	+15%
Oakland, CA	+80%	+26%

METHODOLOGY

COST OF LABOR ANALYSIS

- To conduct the cost of labor analysis for this project, Mercer completed the following:

1

Collected cost of labor data for all participants in the compensation survey

Source data for geographic differentials by city was collected from Economic Research Institute's Geographic Assessor, given their robust data set encompassing more than 8,000 cities.

2

Aligned locations into “buckets” based on geographic differentials

We recommend bucketing variances in cost of labor to allow for volatile year-over-year changes, which can create administrative challenges in managing employee pay. Mercer aligned the cities into buckets of 2.5% increments.

3

Normalized participant data to the Salt Lake City bucket

Mercer applied an adjustment to each city (see next page) to bring all city compensation data in line with Salt Lake City's cost of labor.

METHODOLOGY

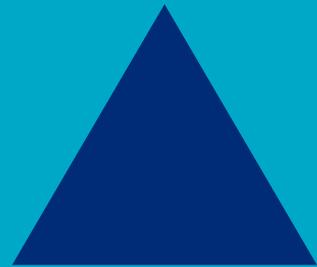
COST OF LABOR ANALYSIS

- The participant cities were placed into the geographic differential buckets and given normalization factors based on the following raw data:

Participant City	Cost of Labor compared to US National	Geographic Differential Buckets	Normalization Factor to SLC
Nashville, TN	-5.2%	- 5%	+/- 0%
Omaha, NE	-4.3%		
Salt Lake City, UT	-3.8%	- 2.5%	- 2.5%
Raleigh, NC	-2.3%		
Austin, TX	-0.7%	+/- 0%	- 5%
Phoenix, AZ	0.0%		
Rochester, NY	+2.9%	+ 2.5%	- 7.5%
Reno, NV	+3.0%		
Las Vegas, NV	+4.6%	+ 5%	- 10%
Baltimore, MD	+7.3%	+ 7.5%	- 12.5%
Denver, CO	+8.6%		
Portland, OR	+8.9%	+ 10%	- 15%
Tacoma, WA	+12.3%	+ 12.5%	- 17.5%
Long Beach, CA	+15.4%	+ 15%	- 20%
Oakland, CA	+26.1%	+ 25%	- 30%

The compensation comparison throughout this report normalizes all cities to the - 5% bucket in which Salt Lake City sits. For example, the data for Las Vegas received a - 10% discount to account for Las Vegas's cost of labor compared to SLC.

CUSTOM SURVEY COMPENSATION SUMMARY



COMPENSATION SUMMARY

ALL JOBS

- The following Compensation Detail sections provide detailed analysis of the custom survey data for each of the 42 selected jobs.
- The table below shows SLC’s aggregate variance to the market median for each of the compensation elements across all jobs and for jobs within each bargaining unit.
- Mercer considers +/- 15% of the market median to be market competitive. Across all jobs, SLC is well-aligned to market, though competitiveness varies by position.
 - **Trade & Craft, Semi-Skilled, and Non-Skilled:** SLC is aligned to market median for each of the compensation elements.
 - **Clerical & Operations Support:** SLC’s pay scale minimums are below market median, while pay scale midpoints and maximums as well as actual incumbent pay are aligned to market.
 - **Paraprofessional & Technical:** SLC’s pay scale maximums are below market median. Pay scale minimums, pay scale midpoints, and actual incumbent pay are aligned to market.

Bargaining Unit	Job Count	Minimum of Base Pay Scale	Midpoint of Base Pay Scale	Maximum of Base Pay Scale	Actual Median Pay of Incumbents in Job
All Jobs	42	-4.30%	-6.05%	-7.56%	-1.31%
Trade & Craft, Semi-Skilled, and Non-Skilled	22	-2.52%	-5.15%	-5.79%	3.16%
Clerical & Operations Support	11	-13.12%	-8.66%	-6.58%	-5.43%
Paraprofessional & Technical	9	0.96%	-5.16%	-11.89%	-6.64%

COMPENSATION SUMMARY

SAMPLE COMPENSATION DETAIL

- All data on Compensation Detail pages is normalized for Cost of Labor, and all market data excludes SLC. The chart visualizes the market data in the table on the left and illustrates SLC's variance to the market.

Salt Lake City Incumbent Count: 5	Min of Scale	Mid of Scale	Max of Scale	Actual Med Inc Pay
	\$32,240	\$40,373	\$48,506	\$48,506

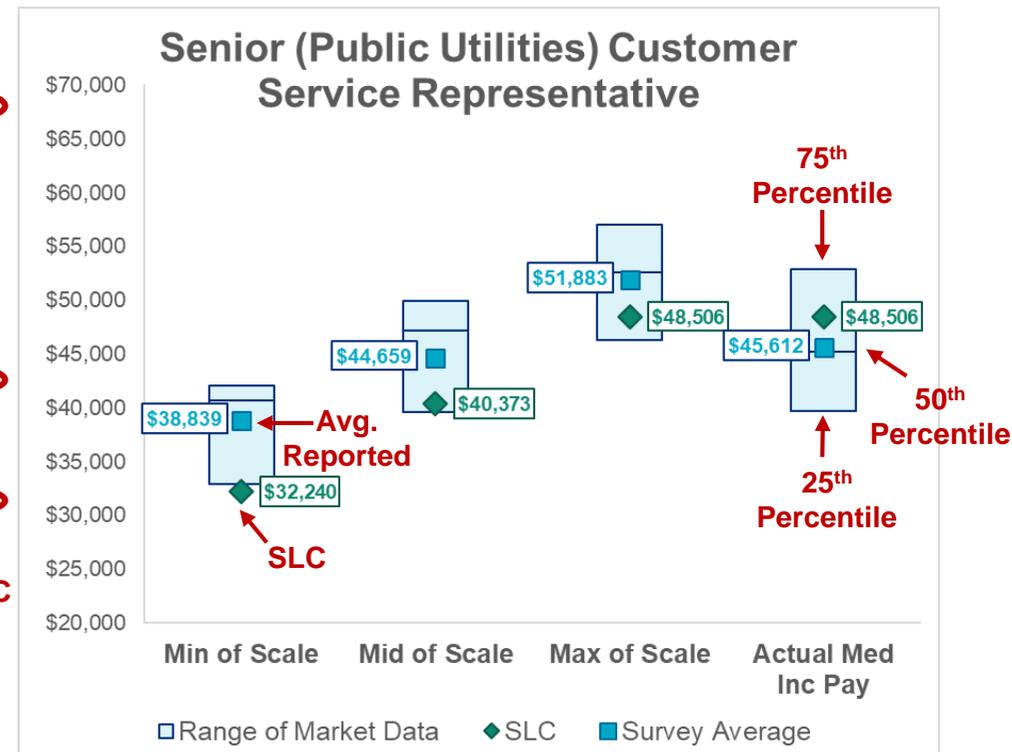
Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Inc Pay
Number of Orgs Reported	10	10	10	10
25th Percentile	\$32,907	\$39,578	\$46,250	\$39,682
50th Percentile (Median)	\$40,644	\$47,135	\$52,611	\$45,224
75th Percentile	\$42,039	\$49,898	\$57,003	\$52,846
Average	\$38,839	\$44,659	\$51,883	\$45,612

SLC Variance to Median	-26.1%	-16.7%	-8.5%	6.8%
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Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	3.0	6.0
Number of Orgs Reported	5	5
25th Percentile	3.0	6.0
50th Percentile (Median)	5.0	8.0
75th Percentile	5.0	10.0
Average	4.1	8.5

Comparison of SLC pay to Market Median

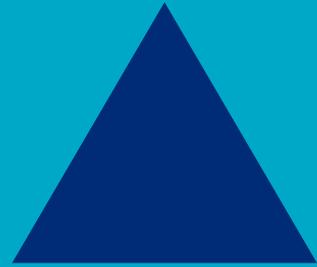
Comparison of SLC progression to market practice



Key for Variance Analysis (below):
Mercer considers "competitive" to be +/- 15% of market

CUSTOM SURVEY

COMPENSATION DETAIL: TRADE & CRAFT, SEMI-SKILLED, AND NON-SKILLED JOBS



COMPENSATION DETAIL: TRADE & CRAFT

SUMMARY: PAY SCALE DATA

- In aggregate, SLC's pay scales for Trade & Craft, Semi-Skilled, and Non-Skilled jobs are aligned to market.

Job 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
Advanced Metering Infrastructure Technician II	--	--	--	\$39,250	\$44,158	\$51,646	--	--	--
Airfield Maintenance Electrician	\$46,597	\$58,375	\$71,698	\$53,955	\$60,393	\$66,830	16%	3%	-7%
Arborist II	\$36,855	\$45,336	\$53,817	\$39,250	\$44,158	\$51,646	6%	-3%	-4%
Asphalt Equipment Operator II	\$38,523	\$43,189	\$49,794	\$38,126	\$42,910	\$50,190	-1%	-1%	1%
Building Equipment Operator II	\$45,028	\$54,163	\$60,222	\$38,126	\$42,910	\$50,190	-15%	-21%	-17%
Carpenter II	\$43,262	\$48,100	\$57,317	\$40,456	\$45,490	\$53,186	-6%	-5%	-7%
Concrete Finisher	\$39,202	\$44,319	\$49,505	\$41,662	\$46,883	\$54,850	6%	6%	11%
Custodian	\$30,727	\$33,547	\$36,917	\$26,666	\$29,994	\$35,090	-13%	-11%	-5%
Fleet Mechanic	\$42,635	\$50,359	\$59,793	\$41,662	\$46,883	\$54,850	-2%	-7%	-8%
General Maintenance Worker III	\$36,275	\$43,424	\$50,768	\$38,126	\$42,910	\$50,190	5%	-1%	-1%
HVAC Technician II	\$48,855	\$53,882	\$64,175	\$44,221	\$49,733	\$58,178	-9%	-8%	-9%
Maintenance Electrician IV	\$49,197	\$56,804	\$68,552	\$45,635	\$51,355	\$60,050	-7%	-10%	-12%
Metal Fabrication Technician (Journey)	\$46,709	\$53,210	\$61,324	\$45,635	\$51,355	\$60,050	-2%	-3%	-2%
Painter (Journey)	\$43,035	\$47,788	\$53,817	\$40,456	\$45,490	\$53,186	-6%	-5%	-1%
Parks Groundskeeper	\$33,725	\$38,285	\$47,236	\$28,371	\$31,907	\$37,357	-16%	-17%	-21%
Plumber II	\$44,026	\$54,163	\$64,042	\$42,973	\$48,339	\$56,514	-2%	-11%	-12%
Waste & Recycling Equipment Operator II	\$36,855	\$42,416	\$53,817	\$38,126	\$42,910	\$50,190	3%	1%	-7%
Water Meter Reader II	\$37,286	\$42,883	\$47,293	\$30,971	\$34,840	\$40,747	-17%	-19%	-14%
Water Meter Technician II	\$36,947	\$42,128	\$48,520	\$37,003	\$41,579	\$48,651	0%	-1%	0%
Water Plant Operator II	\$40,475	\$47,804	\$56,954	\$44,221	\$49,733	\$58,178	9%	4%	2%
Water Reclamation Facility Operator II	\$42,146	\$46,965	\$57,726	\$41,662	\$46,883	\$54,850	-1%	0%	-5%
Water System Maintenance Operator II	\$39,819	\$44,800	\$50,775	\$39,250	\$44,158	\$51,646	-1%	-1%	2%
Aggregate Variance from Market							-2.52%	-5.15%	-5.79%

COMPENSATION DETAIL: TRADE & CRAFT

SUMMARY: ACTUAL INCUMBENT PAY DATA

- In aggregate, SLC's actual pay for Trade & Craft, Semi-Skilled, and Non-Skilled jobs is aligned to market.

Job Title	Actual Median Incumbent Pay Comparison to Market		
	Market Median	Salt Lake City	Variance to Market Median
Advanced Metering Infrastructure Technician II	--	\$51,646	--
Airfield Maintenance Electrician	\$61,537	\$66,830	8%
Arborist II	\$41,773	\$51,646	19%
Asphalt Equipment Operator II	\$45,724	\$50,190	9%
Building Equipment Operator II	\$58,331	\$46,550	-25%
Carpenter II	\$52,828	\$53,186	1%
Concrete Finisher	\$46,128	\$54,850	16%
Custodian	\$36,357	\$35,090	-4%
Fleet Mechanic	\$52,431	\$54,850	4%
General Maintenance Worker III	\$44,338	\$44,533	0%
HVAC Technician II	\$59,408	\$58,178	-2%
Maintenance Electrician IV	\$62,279	\$60,050	-4%
Metal Fabrication Technician (Journey)	\$56,080	\$60,050	7%
Painter (Journey)	\$51,832	\$53,186	3%
Parks Groundskeeper	\$39,780	\$31,907	-25%
Plumber II	\$56,010	\$56,514	1%
Waste & Recycling Equipment Operator II	\$45,321	\$50,190	10%
Water Meter Reader II	\$40,875	\$40,747	0%
Water Meter Technician II	\$41,451	\$45,115	8%
Water Plant Operator II	\$50,442	\$58,178	13%
Water Reclamation Facility Operator II	\$54,020	\$54,850	2%
Water System Maintenance Operator II	\$48,369	\$51,646	6%
Aggregate Variance from Market			3.16%



+/- 10% of market median



+/- 10.01 -15% of market median



+/- 15.01% or more of market median

COMPENSATION DETAIL: TRADE & CRAFT ADVANCED METERING INFRASTRUCTURE TECH. II

- There are insufficient observations to report results for the Advanced Metering Infrastructure Technician II. See Appendix C, which contains detail reported by each organization, for data from the organizations that reported data.

Salt Lake City	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Incumbent Count: 3	\$39,250	\$44,158	\$51,646	\$51,646

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	2	2	2	2
25th Percentile	--	--	--	--
50th Percentile (Median)	--	--	--	--
75th Percentile	--	--	--	--
Average	--	--	--	--
SLC Variance to Median	--	--	--	--

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	1	1
25th Percentile	--	--
50th Percentile (Median)	--	--
75th Percentile	--	--
Average	--	--



COMPENSATION DETAIL: TRADE & CRAFT AIRFIELD MAINTENANCE ELECTRICIAN

- There are insufficient observations to report 25th and 75th Percentile results for the Airfield Maintenance Electrician. See Appendix C, which contains detail reported by each organization, for data from the organizations that reported data.

Salt Lake City	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Incumbent Count: 16	\$53,955	\$60,393	\$66,830	\$66,830

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	4	4	4	4
25th Percentile	--	--	--	--
50th Percentile (Median)	\$46,597	\$58,375	\$71,698	\$61,537
75th Percentile	--	--	--	--
Average	\$51,259	\$57,467	\$66,756	\$59,934
SLC Variance to Median	13.6%	3.3%	-7.3%	7.9%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	3.0	6.0
Number of Orgs Reported	2	2
25th Percentile	--	--
50th Percentile (Median)	--	--
75th Percentile	--	--
Average	--	--

COMPENSATION DETAIL: TRADE & CRAFT ARBORIST II

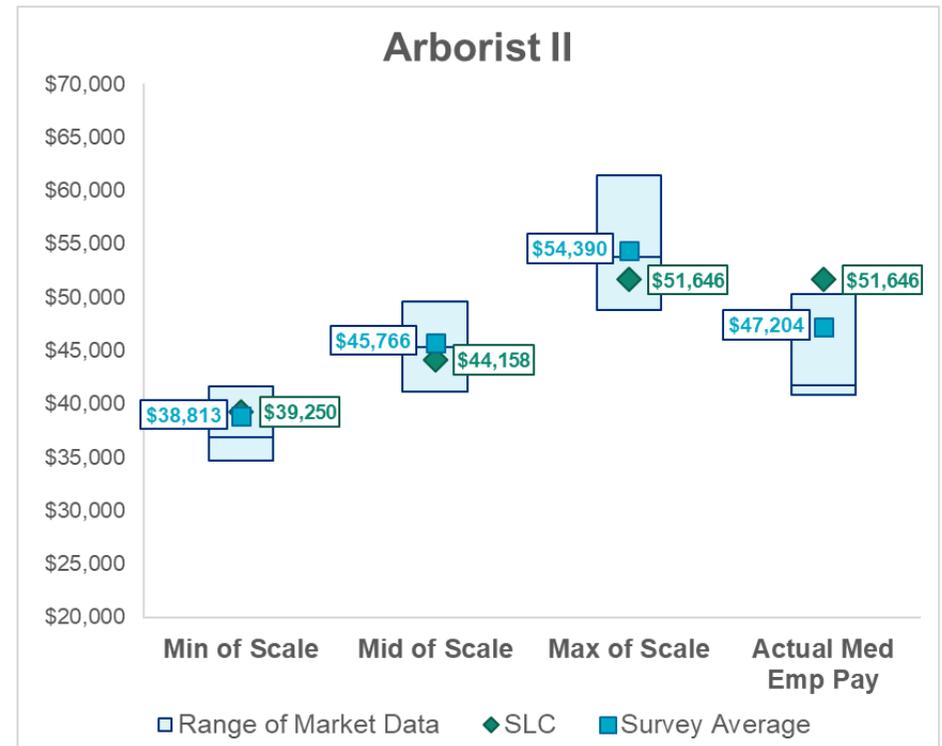
- SLC's pay scale elements are aligned to market median, while actual median employee pay is above the market 75th percentile. Years required for progression are less than market practice.

Salt Lake City Incumbent Count: 4	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$39,250	\$44,158	\$51,646	\$51,646

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	7	7	7	7
25th Percentile	\$34,649	\$41,192	\$48,812	\$40,820
50th Percentile (Median)	\$36,855	\$45,336	\$53,817	\$41,773
75th Percentile	\$41,622	\$49,580	\$61,421	\$50,285
Average	\$38,813	\$45,766	\$54,390	\$47,204

SLC Variance to Median	6.1%	-2.7%	-4.2%	19.1%
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Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	5	5
25th Percentile	2.0	4.0
50th Percentile (Median)	4.0	7.0
75th Percentile	4.0	8.0
Average	3.8	7.5



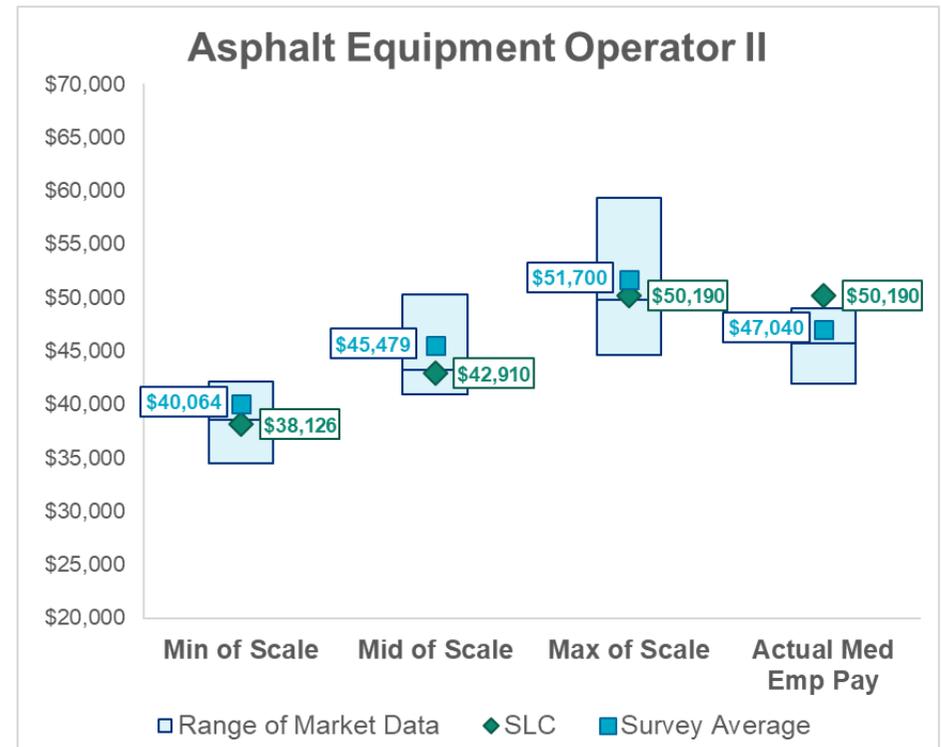
COMPENSATION DETAIL: TRADE & CRAFT ASPHALT EQUIPMENT OPERATOR II

- SLC's pay scale elements are aligned to market median. Actual incumbent pay is above the market 75th percentile. Years required for progression are less than market practice.

Salt Lake City Incumbent Count: 37	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$38,126	\$42,910	\$50,190	\$50,190

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	14	14	14	14
25th Percentile	\$34,436	\$40,989	\$44,657	\$41,898
50th Percentile (Median)	\$38,523	\$43,189	\$49,794	\$45,724
75th Percentile	\$42,176	\$50,264	\$59,309	\$49,005
Average	\$40,064	\$45,479	\$51,700	\$47,040
SLC Variance to Median	-1.0%	-0.6%	0.8%	8.9%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	8	8
25th Percentile	1.9	4.8
50th Percentile (Median)	3.0	6.5
75th Percentile	5.0	8.5
Average	3.6	7.3



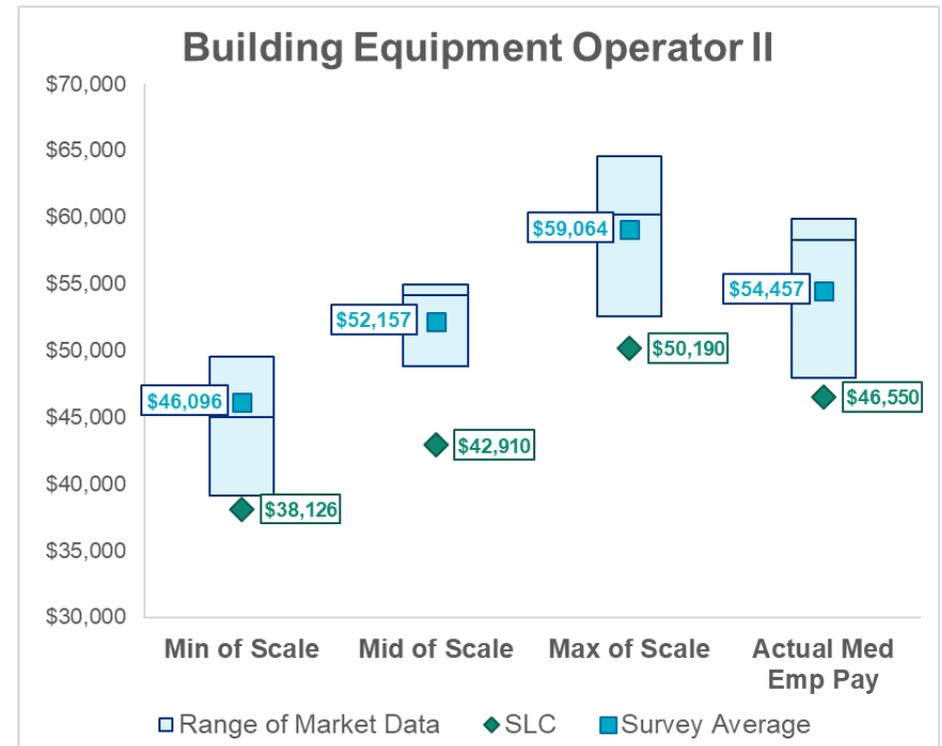
COMPENSATION DETAIL: TRADE & CRAFT BUILDING EQUIPMENT OPERATOR II

- SLC's pay scale elements and actual median employee pay are below the market 25th percentile. Years required for progression are less than market practice.

Salt Lake City Incumbent Count: 8	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$38,126	\$42,910	\$50,190	\$46,550

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	13	13	13	13
25th Percentile	\$39,134	\$48,808	\$52,587	\$47,979
50th Percentile (Median)	\$45,028	\$54,163	\$60,222	\$58,331
75th Percentile	\$49,539	\$54,963	\$64,607	\$59,871
Average	\$46,096	\$52,157	\$59,064	\$54,457
SLC Variance to Median	-18.1%	-26.2%	-20.0%	-25.3%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	8	8
25th Percentile	1.9	4.8
50th Percentile (Median)	3.0	6.5
75th Percentile	5.0	8.5
Average	3.6	7.3



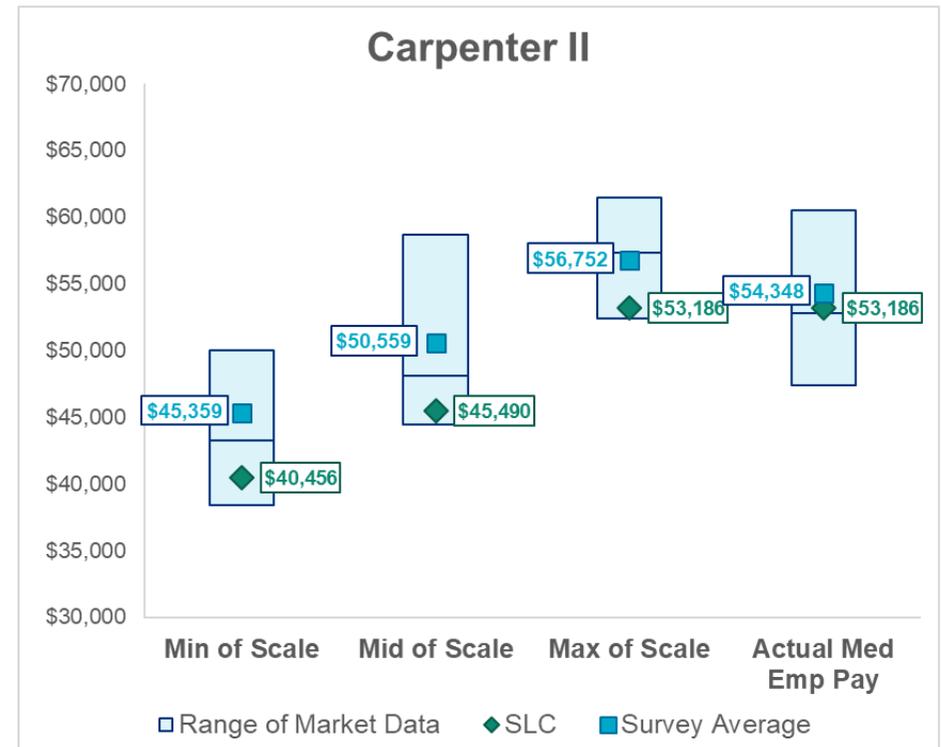
COMPENSATION DETAIL: TRADE & CRAFT CARPENTER II

- SLC's pay scale elements and actual median employee pay are aligned to market median. Years required for progression are less than market practice.

Salt Lake City Incumbent Count: 6	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$40,456	\$45,490	\$53,186	\$53,186

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	12	12	12	11
25th Percentile	\$38,439	\$44,481	\$52,385	\$47,360
50th Percentile (Median)	\$43,262	\$48,100	\$57,317	\$52,828
75th Percentile	\$50,052	\$58,691	\$61,462	\$60,530
Average	\$45,359	\$50,559	\$56,752	\$54,348
SLC Variance to Median	-6.9%	-5.7%	-7.8%	0.7%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	7	8
25th Percentile	2.0	4.8
50th Percentile (Median)	4.0	6.5
75th Percentile	5.0	8.5
Average	3.9	7.3



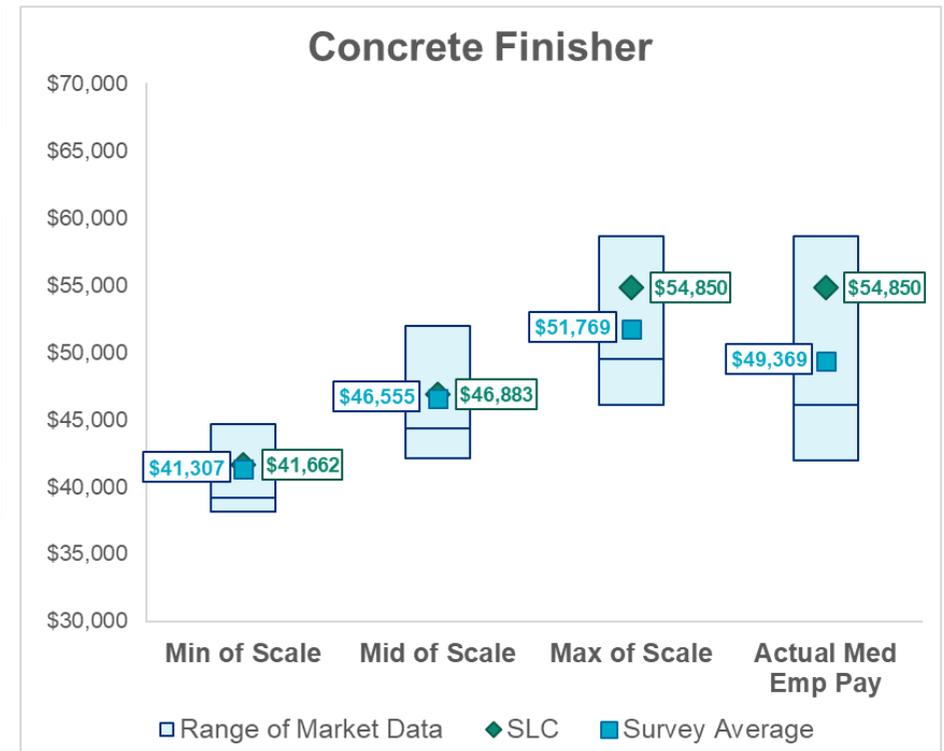
COMPENSATION DETAIL: TRADE & CRAFT CONCRETE FINISHER

- SLC's pay scale elements are aligned to market median, while actual employee pay exceeds market median by 16%. Years required for progression are less than market practice.

Salt Lake City Incumbent Count: 8	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$41,662	\$46,883	\$54,850	\$54,850

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	11	11	11	11
25th Percentile	\$38,155	\$42,128	\$46,110	\$41,938
50th Percentile (Median)	\$39,202	\$44,319	\$49,505	\$46,128
75th Percentile	\$44,709	\$51,943	\$58,689	\$58,687
Average	\$41,307	\$46,555	\$51,769	\$49,369
SLC Variance to Median	5.9%	5.5%	9.7%	15.9%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	8	8
25th Percentile	1.9	4.8
50th Percentile (Median)	3.0	6.5
75th Percentile	5.0	8.5
Average	3.6	7.3



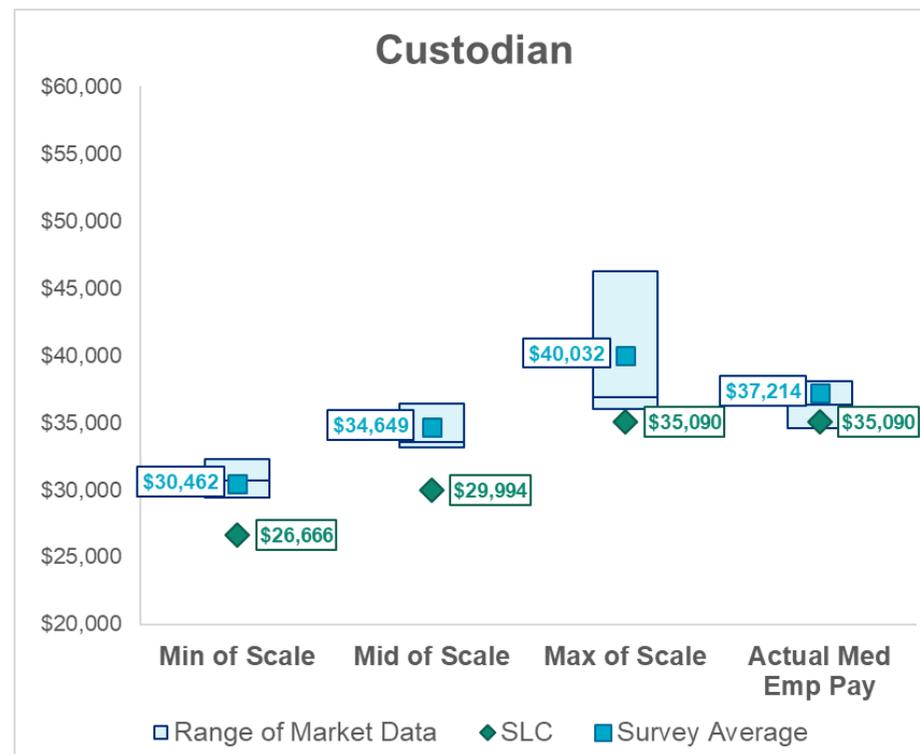
COMPENSATION DETAIL: TRADE & CRAFT CUSTODIAN

- SLC's pay scale elements are below the market 25th percentile, while actual employee pay is aligned to market. Years to Midpoint are aligned to market practice, while Years to Max are less than market practice.

Salt Lake City Incumbent Count: 3	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$26,666	\$29,994	\$35,090	\$35,090

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	11	11	11	11
25th Percentile	\$29,458	\$33,121	\$36,049	\$34,605
50th Percentile (Median)	\$30,727	\$33,547	\$36,917	\$36,357
75th Percentile	\$32,280	\$36,381	\$46,238	\$38,108
Average	\$30,462	\$34,649	\$40,032	\$37,214
SLC Variance to Median	-15.2%	-11.8%	-5.2%	-3.6%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	7	6
25th Percentile	1.8	4.5
50th Percentile (Median)	2.0	7.0
75th Percentile	5.0	9.5
Average	3.5	7.7



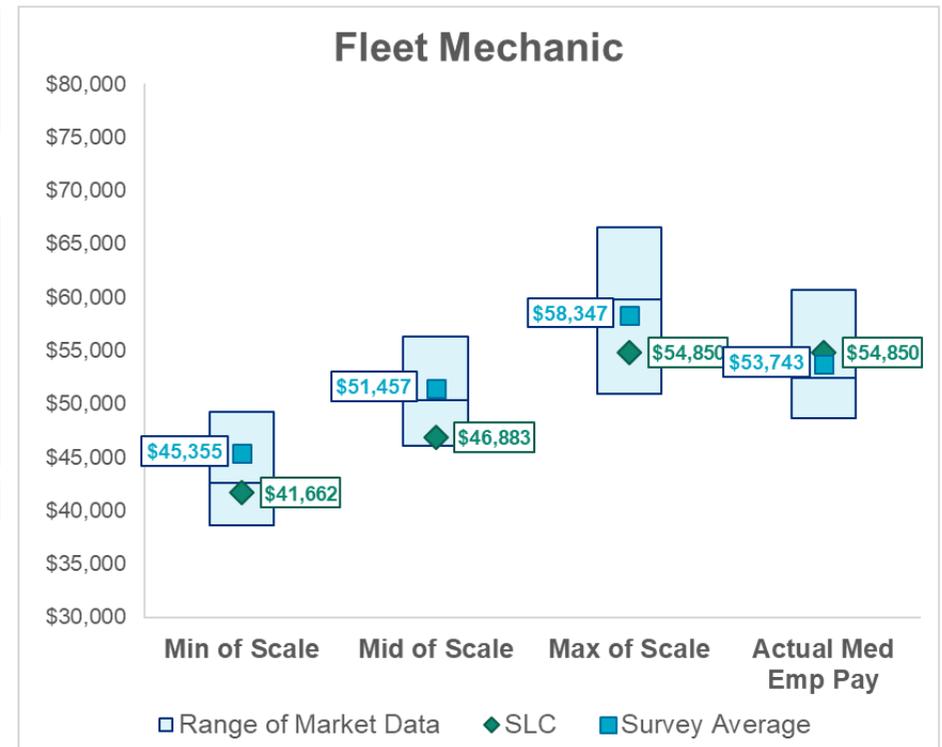
COMPENSATION DETAIL: TRADE & CRAFT FLEET MECHANIC

- SLC's pay scale elements and actual median employee pay are aligned to market median. Years required for progression are less than market practice.

Salt Lake City Incumbent Count: 40	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$41,662	\$46,883	\$54,850	\$54,850

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	14	14	14	14
25th Percentile	\$38,626	\$46,031	\$50,977	\$48,659
50th Percentile (Median)	\$42,635	\$50,359	\$59,793	\$52,431
75th Percentile	\$49,276	\$56,337	\$66,525	\$60,658
Average	\$45,355	\$51,457	\$58,347	\$53,743
SLC Variance to Median	-2.3%	-7.4%	-9.0%	4.4%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	7	8
25th Percentile	2.0	4.8
50th Percentile (Median)	4.0	6.5
75th Percentile	5.0	8.5
Average	3.9	7.3



COMPENSATION DETAIL: TRADE & CRAFT GENERAL MAINTENANCE WORKER III

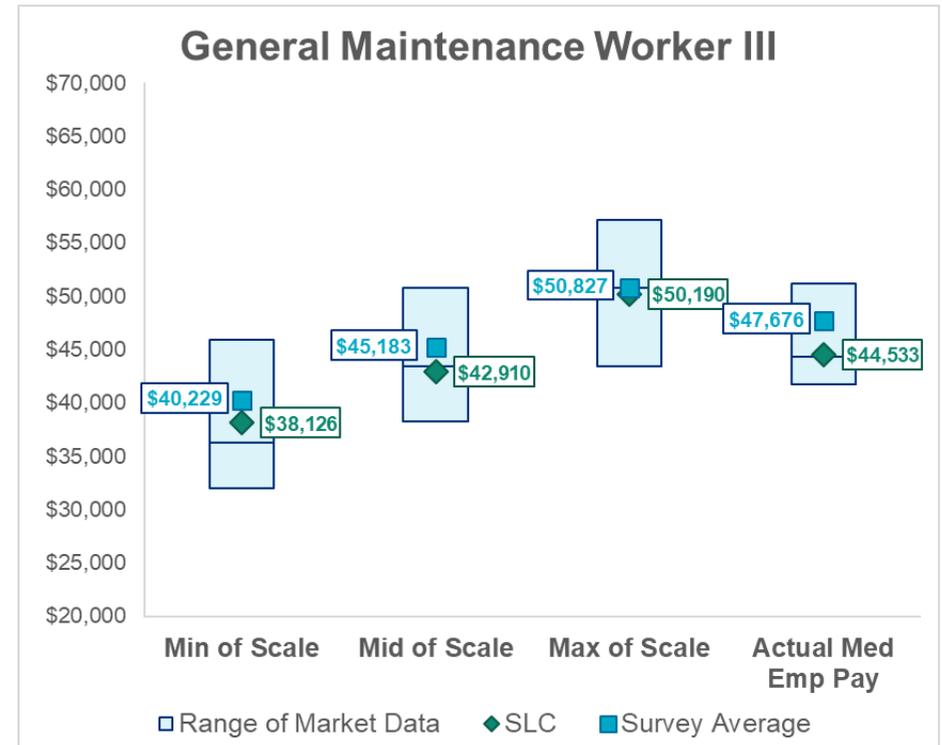
- SLC's pay scale elements and actual median employee pay are aligned to market median. Years required for progression are less than market practice.

Salt Lake City Incumbent Count: 2	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$38,126	\$42,910	\$50,190	\$44,533

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	13	13	13	13
25th Percentile	\$31,958	\$38,285	\$43,469	\$41,750
50th Percentile (Median)	\$36,275	\$43,424	\$50,768	\$44,338
75th Percentile	\$45,937	\$50,764	\$57,146	\$51,218
Average	\$40,229	\$45,183	\$50,827	\$47,676

SLC Variance to Median	4.9%	-1.2%	-1.2%	0.4%
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Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	8	8
25th Percentile	1.9	4.8
50th Percentile (Median)	3.0	6.5
75th Percentile	4.3	8.5
Average	3.5	7.3



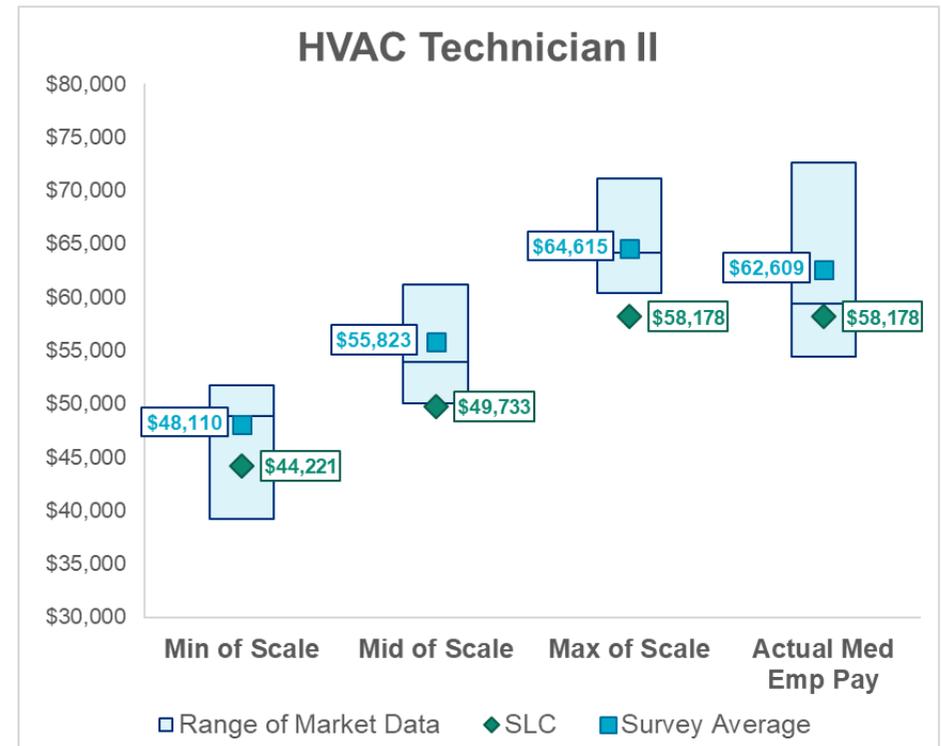
COMPENSATION DETAIL: TRADE & CRAFT HVAC TECHNICIAN II

- SLC's pay scale midpoint and actual median employee pay are aligned to market median, while SLC's pay scale minimum and maximum are below market. Years required for progression are less than market practice.

Salt Lake City Incumbent Count: 8	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$44,221	\$49,733	\$58,178	\$58,178

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	11	11	11	9
25th Percentile	\$39,251	\$50,070	\$60,444	\$54,409
50th Percentile (Median)	\$48,855	\$53,882	\$64,175	\$59,408
75th Percentile	\$51,765	\$61,179	\$71,164	\$72,612
Average	\$48,110	\$55,823	\$64,615	\$62,609
SLC Variance to Median	-10.5%	-8.3%	-10.3%	-2.1%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	6	6
25th Percentile	1.6	5.5
50th Percentile (Median)	3.0	7.5
75th Percentile	4.8	9.5
Average	3.6	8.1



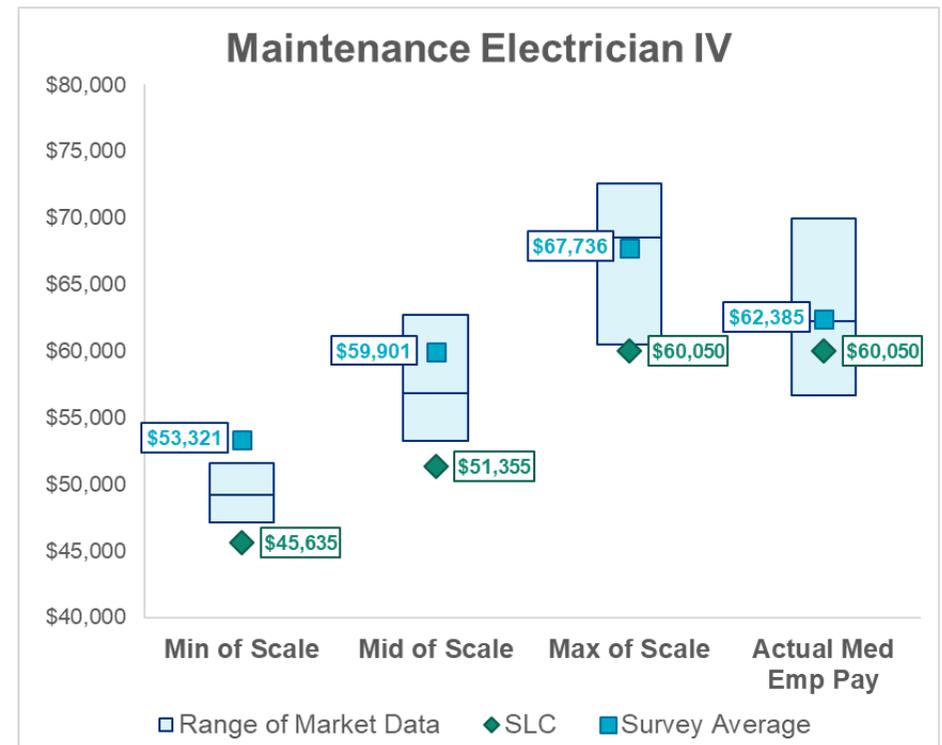
COMPENSATION DETAIL: TRADE & CRAFT MAINTENANCE ELECTRICIAN IV

- SLC's pay scale minimum, midpoint, and maximum are below the market 25th percentile, while actual median employee pay is aligned to market median. Years required for progression are less than market practice.

Salt Lake City Incumbent Count: 8	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$45,635	\$51,355	\$60,050	\$60,050

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	9	9	9	9
25th Percentile	\$47,167	\$53,265	\$60,503	\$56,691
50th Percentile (Median)	\$49,197	\$56,804	\$68,552	\$62,279
75th Percentile	\$51,572	\$62,728	\$72,614	\$69,996
Average	\$53,321	\$59,901	\$67,736	\$62,385
SLC Variance to Median	-7.8%	-10.6%	-14.2%	-3.7%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	3	4
25th Percentile	--	--
50th Percentile (Median)	--	6.5
75th Percentile	--	--
Average	3.7	6.5



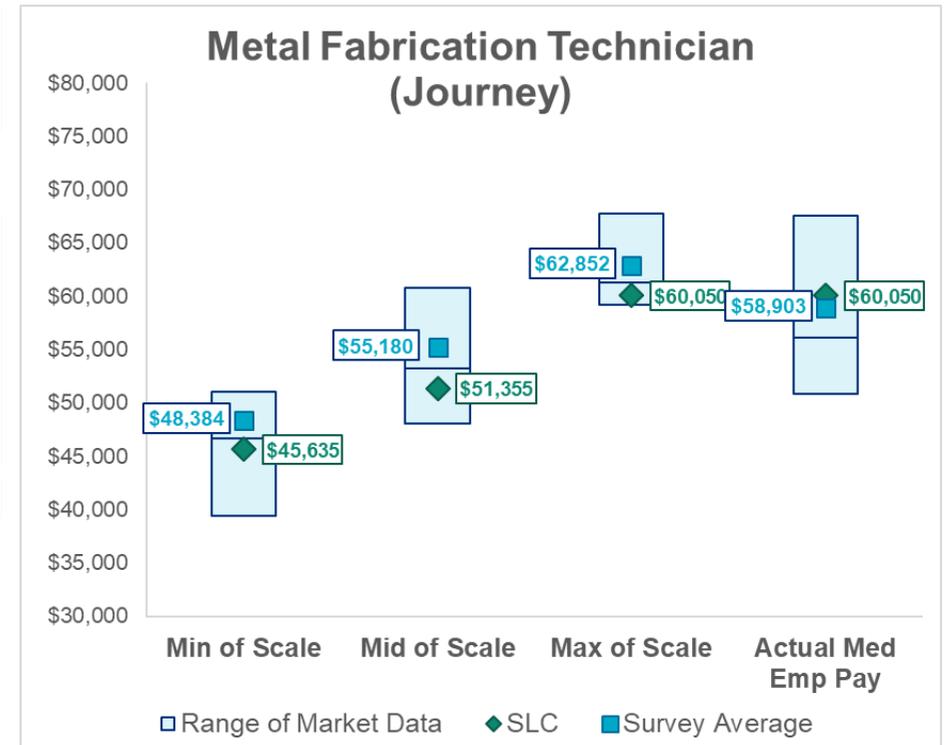
COMPENSATION DETAIL: TRADE & CRAFT METAL FABRICATION TECHNICIAN (JOURNEY)

- SLC's pay scale elements and actual median employee pay are aligned to market median. Years required for progression are less than market practice.

Salt Lake City Incumbent Count: 5	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$45,635	\$51,355	\$60,050	\$60,050

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	10	10	10	10
25th Percentile	\$39,420	\$48,076	\$59,174	\$50,819
50th Percentile (Median)	\$46,709	\$53,210	\$61,324	\$56,080
75th Percentile	\$51,065	\$60,789	\$67,752	\$67,521
Average	\$48,384	\$55,180	\$62,852	\$58,903
SLC Variance to Median	-2.4%	-3.6%	-2.1%	6.6%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	4	5
25th Percentile	--	7.0
50th Percentile (Median)	5.0	8.0
75th Percentile	--	10.0
Average	5.4	9.1



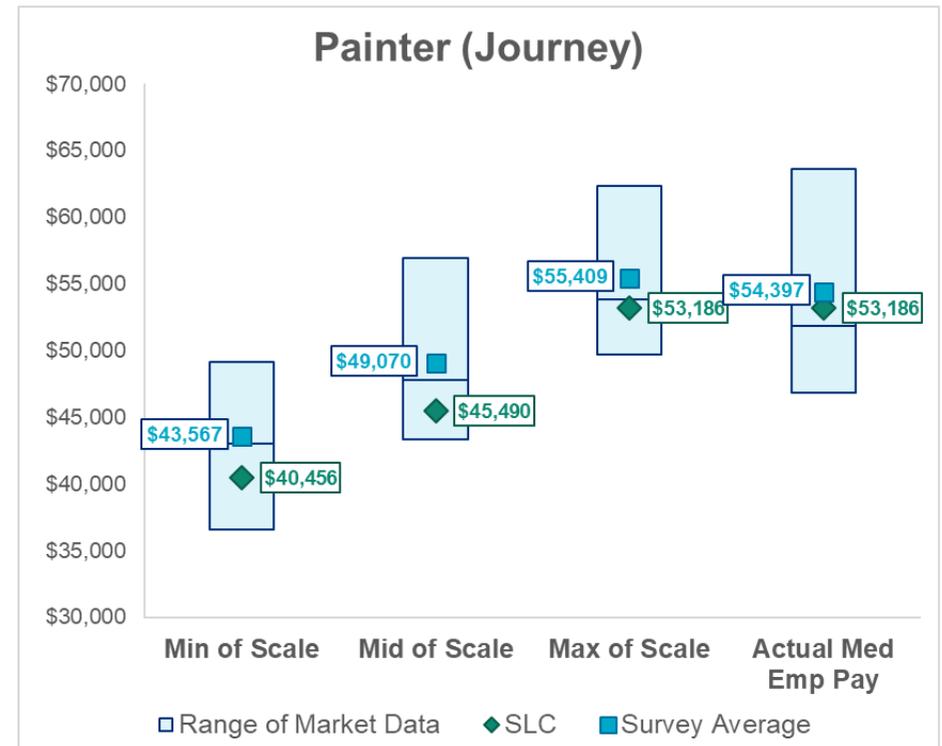
COMPENSATION DETAIL: TRADE & CRAFT PAINTER (JOURNEY)

- SLC's pay scale elements and actual median employee pay are aligned to market median. Years to Midpoint are aligned to market practice, while Years to Max are less than market practice.

Salt Lake City Incumbent Count: 6	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$40,456	\$45,490	\$53,186	\$53,186

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	11	11	11	10
25th Percentile	\$36,615	\$43,375	\$49,704	\$46,801
50th Percentile (Median)	\$43,035	\$47,788	\$53,817	\$51,832
75th Percentile	\$49,153	\$56,973	\$62,360	\$63,605
Average	\$43,567	\$49,070	\$55,409	\$54,397
SLC Variance to Median	-6.4%	-5.1%	-1.2%	2.5%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	7	7
25th Percentile	1.8	4.5
50th Percentile (Median)	2.0	6.0
75th Percentile	4.5	8.5
Average	3.4	7.2



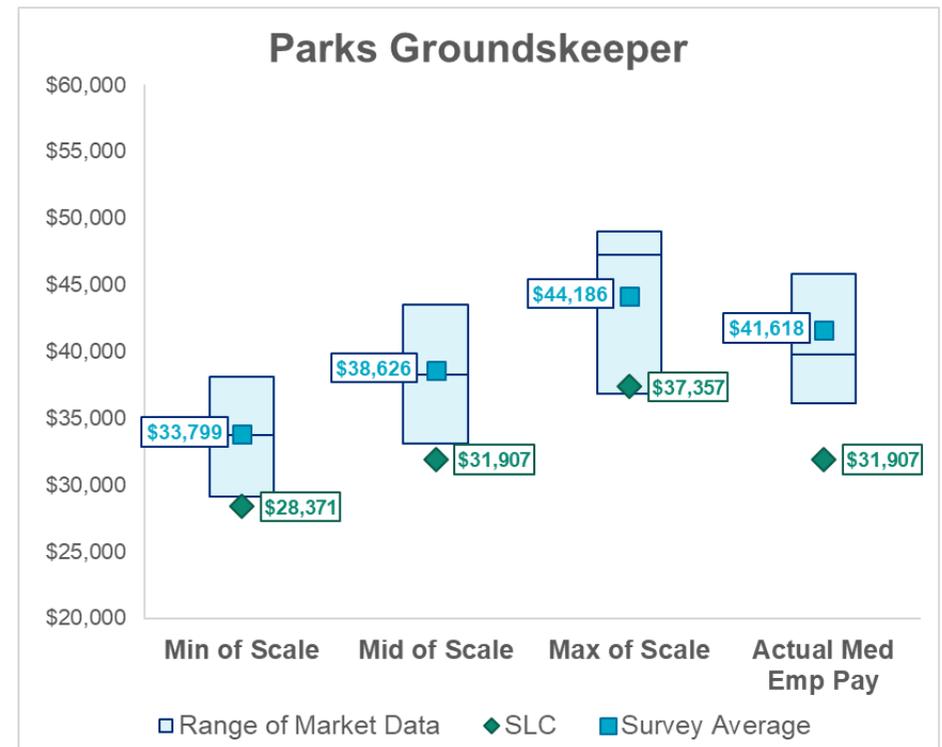
COMPENSATION DETAIL: TRADE & CRAFT PARKS GROUNDSKEEPER

- SLC's pay scale elements and actual median employee pay are below the market. Years required for progression are less than market practice.

Salt Lake City Incumbent Count: 9	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$28,371	\$31,907	\$37,357	\$31,907

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	11	11	11	9
25th Percentile	\$29,156	\$33,112	\$36,857	\$36,128
50th Percentile (Median)	\$33,725	\$38,285	\$47,236	\$39,780
75th Percentile	\$38,091	\$43,546	\$49,026	\$45,844
Average	\$33,799	\$38,626	\$44,186	\$41,618
SLC Variance to Median	-18.9%	-20.0%	-26.4%	-24.7%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	7	7
25th Percentile	2.0	5.5
50th Percentile (Median)	4.0	7.0
75th Percentile	4.5	9.0
Average	3.7	7.9



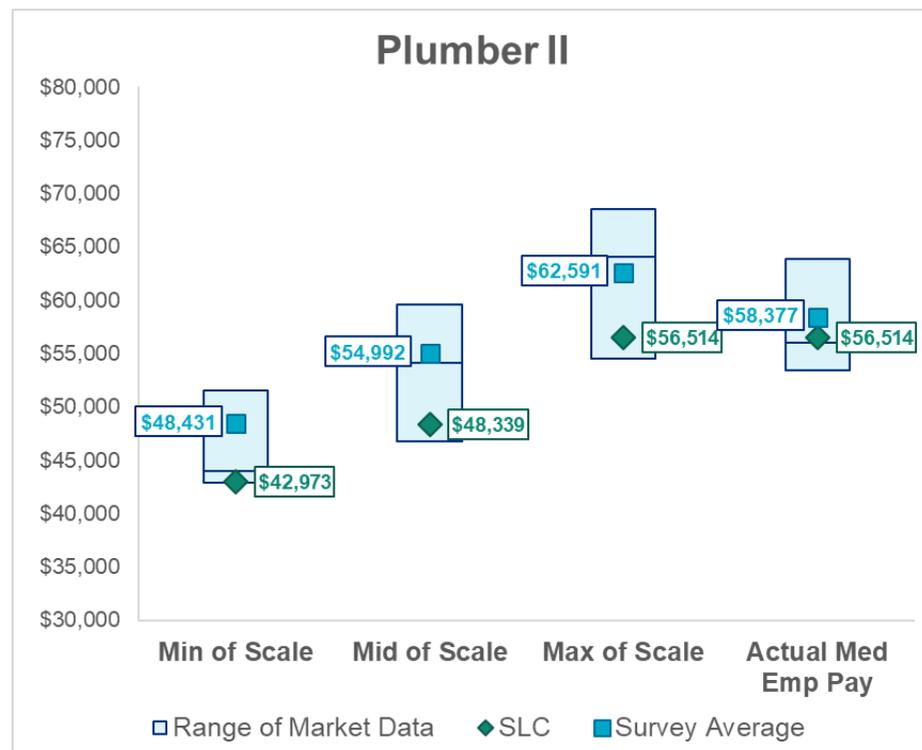
COMPENSATION DETAIL: TRADE & CRAFT PLUMBER II

- SLC's pay scale midpoint and maximum are below market, while the pay scale minimum and median employee pay are aligned to market median. Years required for progression are less than market practice.

Salt Lake City Incumbent Count: 2	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$42,973	\$48,339	\$56,514	\$56,514

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	13	13	13	13
25th Percentile	\$42,868	\$46,800	\$54,490	\$53,431
50th Percentile (Median)	\$44,026	\$54,163	\$64,042	\$56,010
75th Percentile	\$51,572	\$59,629	\$68,547	\$63,904
Average	\$48,431	\$54,992	\$62,591	\$58,377
SLC Variance to Median	-2.5%	-12.0%	-13.3%	0.9%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	8	8
25th Percentile	1.9	4.9
50th Percentile (Median)	3.0	6.5
75th Percentile	5.0	8.5
Average	3.6	7.5



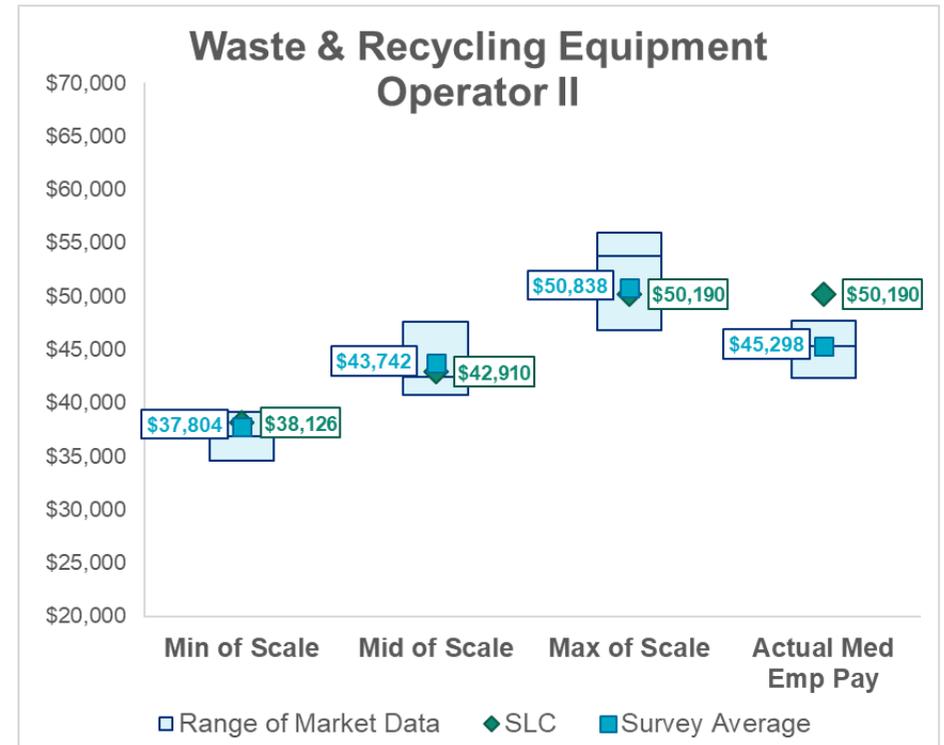
COMPENSATION DETAIL: TRADE & CRAFT WASTE & RECYCLING EQUIPMENT OPERATOR II

- SLC's pay scale elements are aligned to market median, while actual incumbent pay is above the 75th percentile. Years to Midpoint are aligned to market practice, while Years to Max are less than market practice.

Salt Lake City Incumbent Count: 26	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$38,126	\$42,910	\$50,190	\$50,190

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	9	9	9	9
25th Percentile	\$34,570	\$40,706	\$46,800	\$42,341
50th Percentile (Median)	\$36,855	\$42,416	\$53,817	\$45,321
75th Percentile	\$39,202	\$47,588	\$55,941	\$47,732
Average	\$37,804	\$43,742	\$50,838	\$45,298
SLC Variance to Median	3.3%	1.2%	-7.2%	9.7%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	5	4
25th Percentile	1.5	--
50th Percentile (Median)	2.0	6.5
75th Percentile	4.0	--
Average	3.3	7.8



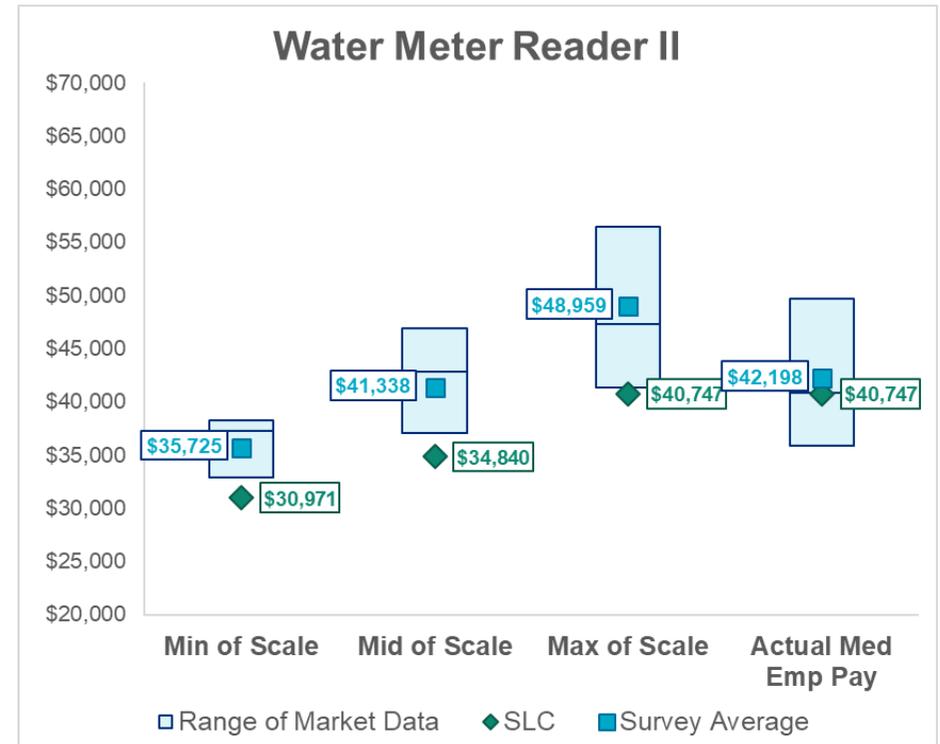
COMPENSATION DETAIL: TRADE & CRAFT WATER METER READER II

- SLC's pay scale elements are below the market 25th percentile, while actual median employee pay is aligned to market. Years to Mid are less than market practice, while there is insufficient data on Years to Max to compare SLC to the market.

Salt Lake City Incumbent Count: 1	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$30,971	\$34,840	\$40,747	\$40,747

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	7	7	7	7
25th Percentile	\$32,920	\$37,117	\$41,314	\$35,857
50th Percentile (Median)	\$37,286	\$42,883	\$47,293	\$40,875
75th Percentile	\$38,310	\$46,876	\$56,494	\$49,650
Average	\$35,725	\$41,338	\$48,959	\$42,198
SLC Variance to Median	-20.4%	-23.1%	-16.1%	-0.3%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	4	3
25th Percentile	--	--
50th Percentile (Median)	2.8	--
75th Percentile	--	--
Average	3.3	8.8



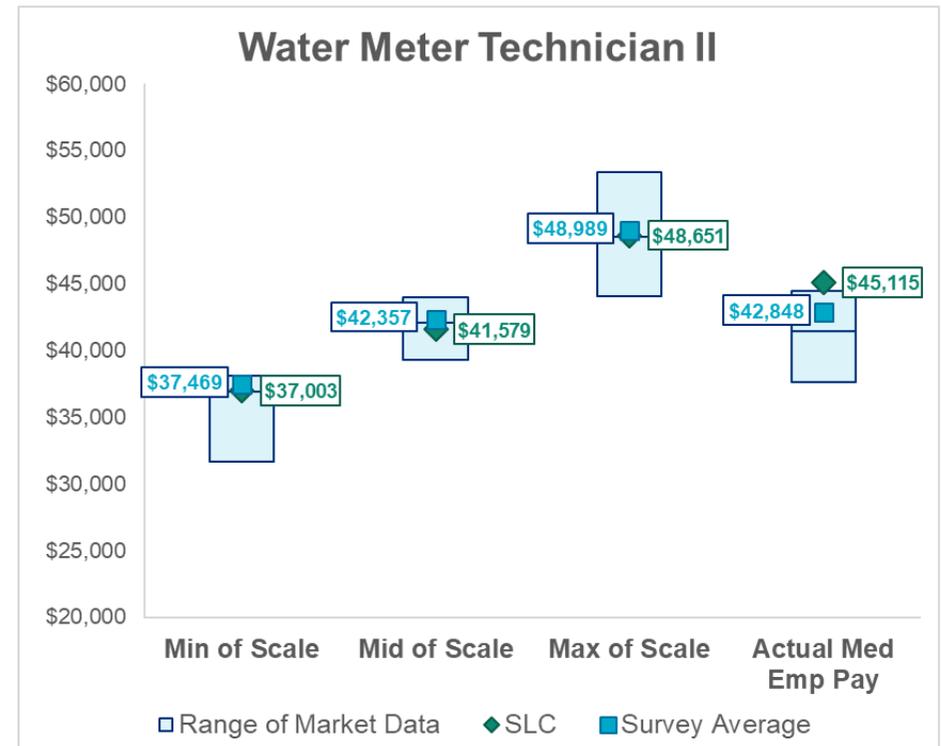
COMPENSATION DETAIL: TRADE & CRAFT WATER METER TECHNICIAN II

- SLC's pay scale elements are aligned to market median, while actual median incumbent pay is above market 75th percentile. There is insufficient data on typical years required for progression to compare SLC to the market.

Salt Lake City Incumbent Count: 2	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$37,003	\$41,579	\$48,651	\$45,115

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	8	8	8	6
25th Percentile	\$31,639	\$39,271	\$44,052	\$37,631
50th Percentile (Median)	\$36,947	\$42,128	\$48,520	\$41,451
75th Percentile	\$38,084	\$43,997	\$53,355	\$44,479
Average	\$37,469	\$42,357	\$48,989	\$42,848
SLC Variance to Median	0.2%	-1.3%	0.3%	8.1%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	3	3
25th Percentile	--	--
50th Percentile (Median)	--	--
75th Percentile	--	--
Average	2.8	6.2



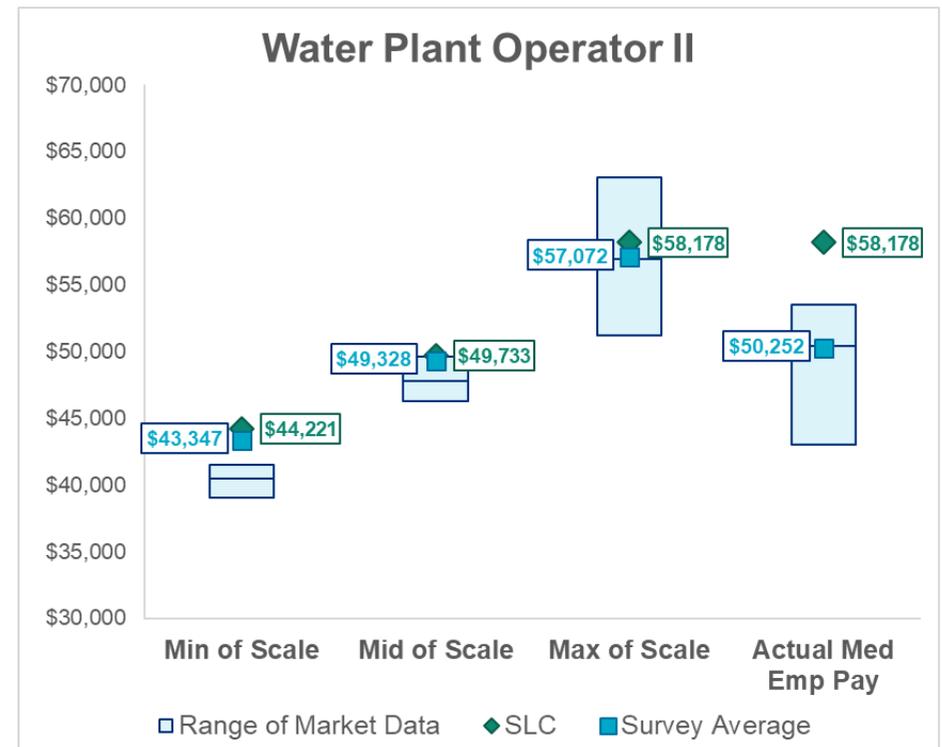
COMPENSATION DETAIL: TRADE & CRAFT WATER PLANT OPERATOR II

- SLC's pay scale midpoint and maximum are aligned to market median, while pay scale minimum and actual median employee pay are above the market 75th percentile. There is insufficient data on typical years required for progression to compare SLC to the market.

Salt Lake City Incumbent Count: 23	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$44,221	\$49,733	\$58,178	\$58,178

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	8	8	8	8
25th Percentile	\$39,050	\$46,283	\$51,191	\$43,041
50th Percentile (Median)	\$40,475	\$47,804	\$56,954	\$50,442
75th Percentile	\$41,548	\$49,593	\$63,028	\$53,517
Average	\$43,347	\$49,328	\$57,072	\$50,252
SLC Variance to Median	8.5%	3.9%	2.1%	13.3%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	3	3
25th Percentile	--	--
50th Percentile (Median)	--	--
75th Percentile	--	--
Average	2.8	5.7



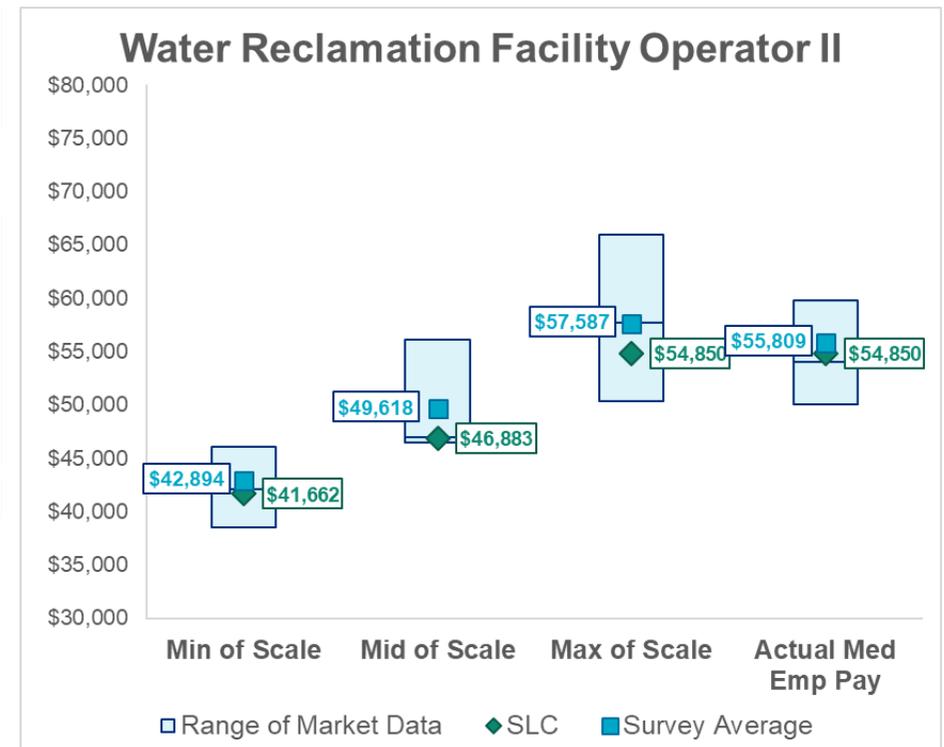
COMPENSATION DETAIL: TRADE & CRAFT WATER RECLAMATION FACILITY OPERATOR II

- SLC's pay scale elements and actual median employee pay are aligned to market median. Years to Midpoint are aligned to market practice, while Years to Max are less than market practice.

Salt Lake City Incumbent Count: 9	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$41,662	\$46,883	\$54,850	\$54,850

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	10	10	10	8
25th Percentile	\$38,505	\$46,442	\$50,391	\$50,030
50th Percentile (Median)	\$42,146	\$46,965	\$57,726	\$54,020
75th Percentile	\$46,106	\$56,121	\$65,925	\$59,822
Average	\$42,894	\$49,618	\$57,587	\$55,809
SLC Variance to Median	-1.2%	-0.2%	-5.2%	1.5%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	5	5
25th Percentile	1.5	5.0
50th Percentile (Median)	2.0	6.0
75th Percentile	4.0	7.0
Average	2.8	6.2



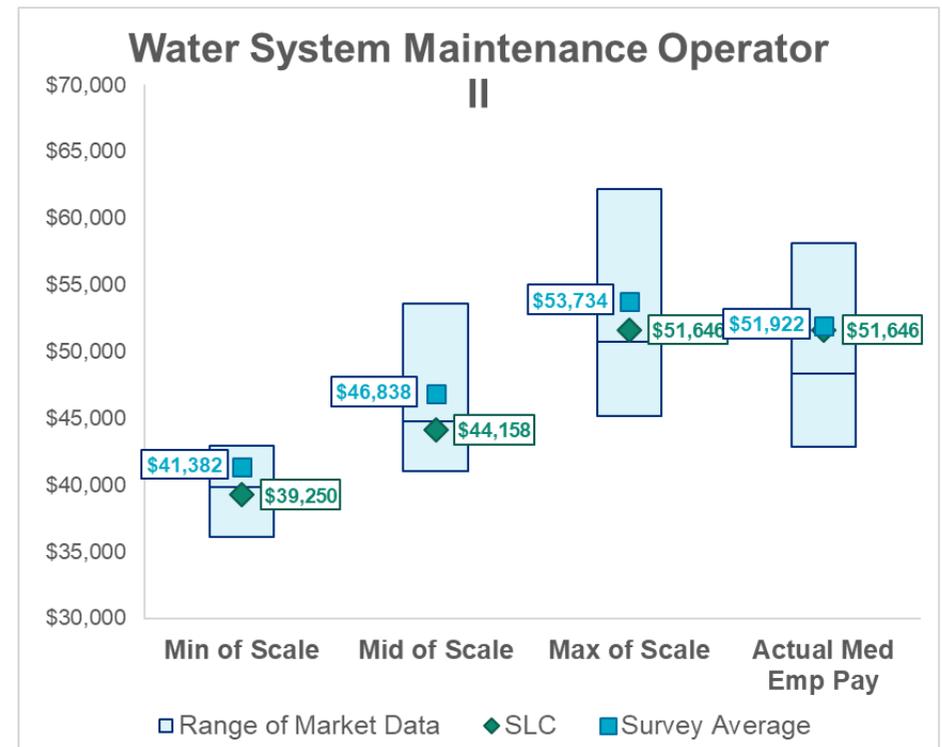
COMPENSATION DETAIL: TRADE & CRAFT WATER SYSTEM MAINTENANCE OPERATOR II

- SLC’s pay scale elements and actual median employee pay are aligned to market median. Years required for progression are less than market practice.

Salt Lake City Incumbent Count: 14	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$39,250	\$44,158	\$51,646	\$51,646

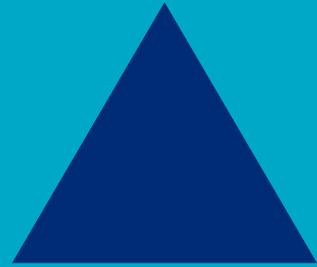
Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	8	8	8	6
25th Percentile	\$36,065	\$41,007	\$45,151	\$42,828
50th Percentile (Median)	\$39,819	\$44,800	\$50,775	\$48,369
75th Percentile	\$42,945	\$53,565	\$62,203	\$58,157
Average	\$41,382	\$46,838	\$53,734	\$51,922
SLC Variance to Median	-1.4%	-1.5%	1.7%	6.3%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	1.5	3.0
Number of Orgs Reported	4	4
25th Percentile	--	--
50th Percentile (Median)	3.0	7.0
75th Percentile	--	--
Average	3.1	6.8



CUSTOM SURVEY

COMPENSATION DETAIL: CLERICAL & OPERATIONS SUPPORT JOBS



COMPENSATION DETAIL: CLERICAL & OPERATIONS SUMMARY: PAY SCALE DATA

- In aggregate, SLC’s pay scale midpoints and maximums for Clerical & Operations Support jobs are aligned to market.
- SLC’s pay scale minimums are below market in aggregate.

Job 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
Airport Access Control Specialist	\$33,733	\$42,001	\$53,858	\$33,446	\$41,850	\$50,253	-1%	0%	-7%
Business License Officer	\$38,438	\$47,284	\$61,473	\$36,774	\$46,030	\$55,286	-4%	-3%	-10%
Business Licensing Processor II	\$39,476	\$45,347	\$56,033	\$35,568	\$44,512	\$53,456	-10%	-2%	-5%
Civil Enforcement Officer I	\$47,673	\$56,160	\$63,484	\$36,774	\$46,030	\$55,286	-23%	-18%	-13%
Judicial Assistant II	\$40,103	\$48,098	\$56,401	\$35,568	\$44,512	\$53,456	-11%	-7%	-5%
Office Technician II	\$34,279	\$39,486	\$44,567	\$32,240	\$40,373	\$48,506	-6%	2%	9%
Police (Records) Information Specialist	\$37,073	\$41,621	\$45,048	\$30,098	\$37,690	\$45,282	-19%	-9%	1%
Public Safety Dispatcher	\$43,917	\$54,018	\$64,119	\$35,568	\$44,512	\$53,456	-19%	-18%	-17%
Senior (Public Utilities) Customer Service Representative	\$40,644	\$47,135	\$52,611	\$32,240	\$40,373	\$48,506	-21%	-14%	-8%
Senior Secretary	\$37,227	\$46,005	\$50,939	\$32,240	\$40,373	\$48,506	-13%	-12%	-5%
Warehouse Support Worker - Airport	\$37,884	\$45,336	\$53,307	\$33,446	\$41,850	\$50,253	-12%	-8%	-6%
Aggregate Variance from Market							-13.12%	-8.66%	-6.58%

Salt Lake City data for the “Warehouse Support Worker – Airport” job reflects the pay scales for Salt Lake City’s “Senior Warehouse Operator” job. There is only one incumbent in the Warehouse Support Worker – Airport title.

COMPENSATION DETAIL: CLERICAL & OPERATIONS

SUMMARY: ACTUAL INCUMBENT PAY DATA

- In aggregate, SLC’s actual pay for Clerical & Operations Support jobs is aligned to market. However, 5 of the 11 jobs included in the study are significantly below market, while the Warehouse Support Worker – Airport is paid slightly above the market.

Job Title	Actual Median Incumbent Pay Comparison to Market		
	Market Median	Salt Lake City	Variance to Market Median
Airport Access Control Specialist	\$43,596	\$35,818	-22%
Business License Officer	\$51,706	\$55,286	6%
Business Licensing Processor II	\$41,124	\$44,450	7%
Civil Enforcement Officer I	\$56,202	\$47,299	-19%
Judicial Assistant II	\$49,025	\$53,456	8%
Office Technician II	\$41,656	\$41,454	0%
Police (Records) Information Specialist	\$43,772	\$32,240	-36%
Public Safety Dispatcher	\$55,580	\$45,698	-22%
Senior (Public Utilities) Customer Service Representative	\$45,224	\$48,506	7%
Senior Secretary	\$47,050	\$36,858	-28%
Warehouse Support Worker - Airport	\$44,579	\$50,253	11%
Aggregate Variance from Market			-5.43%

Salt Lake City data for the “Warehouse Support Worker – Airport” job reflects Actual Median Incumbent Pay for Salt Lake City’s “Senior Warehouse Operator” job. There is only one incumbent in the Warehouse Support Worker – Airport title.

COMPENSATION DETAIL: CLERICAL & OPERATIONS AIRPORT ACCESS CONTROL SPECIALIST

- There are insufficient observations to report 25th and 75th Percentile results for the Airport Access Control Specialist. See Appendix , which contains detail reported by each organization, for data from the organizations that reported data.

Salt Lake City Incumbent Count: 5	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$33,446	\$41,850	\$50,253	\$35,818

Normalized for Cost of Labor

Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	4	4	4	4
25th Percentile	--	--	--	--
50th Percentile (Median)	\$33,733	\$42,001	\$53,858	\$43,596
75th Percentile	--	--	--	--
Average	\$34,993	\$42,809	\$52,679	\$44,757

SLC Variance to Median	-0.9%	-0.4%	-7.2%	-21.7%
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Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	4.0	8.0
Number of Orgs Reported	1	1
25th Percentile	--	--
50th Percentile (Median)	--	--
75th Percentile	--	--
Average	--	--

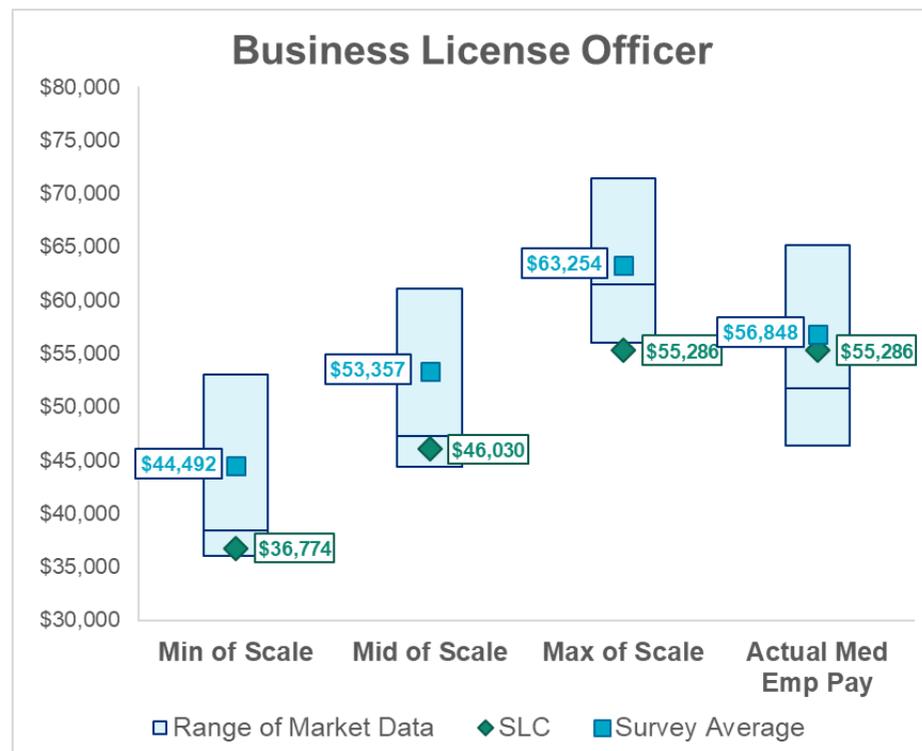
COMPENSATION DETAIL: CLERICAL & OPERATIONS BUSINESS LICENSE OFFICER

- SLC's pay scale maximum is below market, while the minimum, midpoint and actual median employee pay are aligned to market. Years required for progression are aligned to market practice.

Salt Lake City Incumbent Count: 4	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$36,774	\$46,030	\$55,286	\$55,286

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	9	9	9	9
25th Percentile	\$36,082	\$44,431	\$56,033	\$46,357
50th Percentile (Median)	\$38,438	\$47,284	\$61,473	\$51,706
75th Percentile	\$53,071	\$61,102	\$71,436	\$65,141
Average	\$44,492	\$53,357	\$63,254	\$56,848
SLC Variance to Median	-4.5%	-2.7%	-11.2%	6.5%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	4.0	8.0
Number of Orgs Reported	6	5
25th Percentile	2.5	7.0
50th Percentile (Median)	4.5	10.0
75th Percentile	6.5	13.0
Average	4.5	9.9



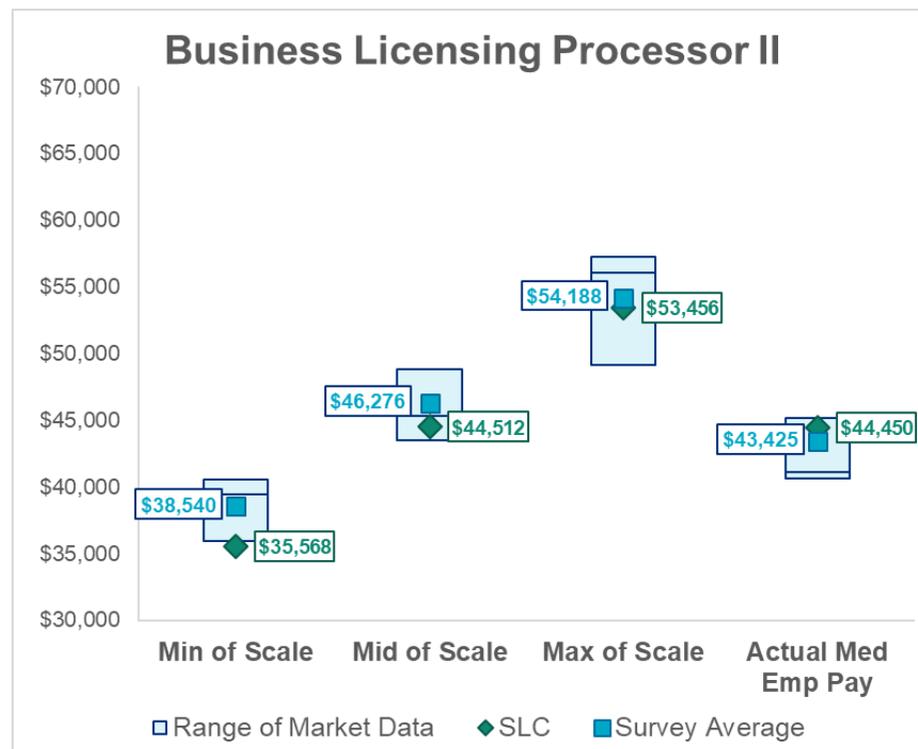
COMPENSATION DETAIL: CLERICAL & OPERATIONS BUSINESS LICENSING PROCESSOR II

- SLC's pay scale elements and actual median employee pay are aligned to market, with the exception of the pay scale minimum, which is below the market 25th percentile. Years required for progression are aligned to market practice.

Salt Lake City Incumbent Count: 2	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$35,568	\$44,512	\$53,456	\$44,450

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	7	7	7	7
25th Percentile	\$35,917	\$43,493	\$49,157	\$40,669
50th Percentile (Median)	\$39,476	\$45,347	\$56,033	\$41,124
75th Percentile	\$40,579	\$48,862	\$57,265	\$45,188
Average	\$38,540	\$46,276	\$54,188	\$43,425
SLC Variance to Median	-11.0%	-1.9%	-4.8%	7.5%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	4.0	8.0
Number of Orgs Reported	5	5
25th Percentile	4.0	7.0
50th Percentile (Median)	5.0	10.0
75th Percentile	6.0	14.0
Average	4.9	10.1



COMPENSATION DETAIL: CLERICAL & OPERATIONS CIVIL ENFORCEMENT OFFICER I

- SLC's pay scale elements and actual median employee pay are below market. Years required for progression are aligned to market practice.

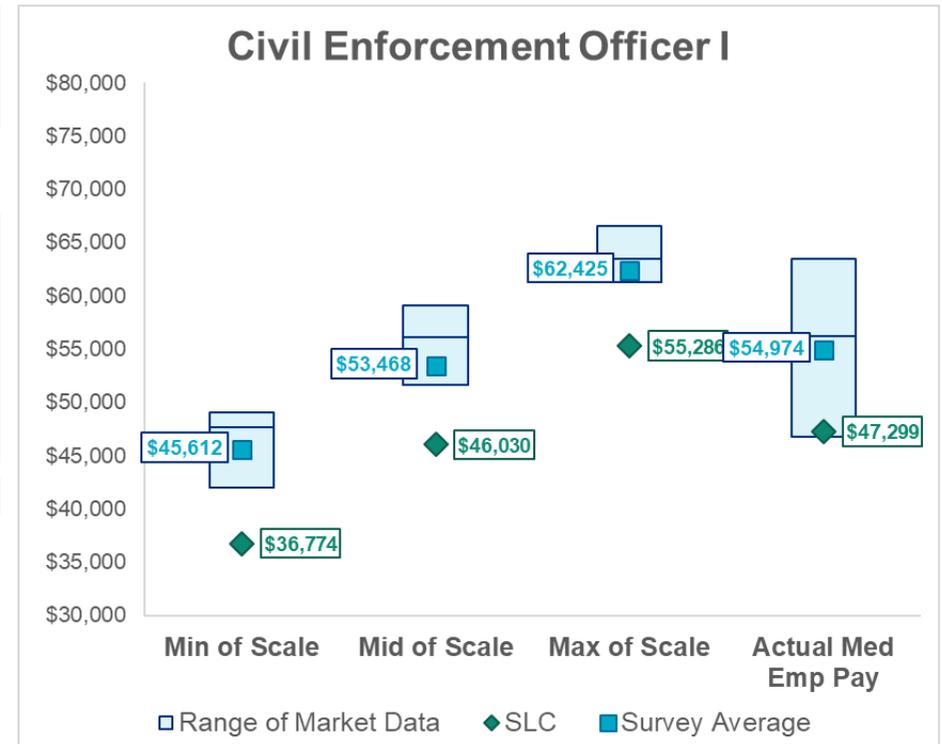
Salt Lake City Incumbent Count: 5	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$36,774	\$46,030	\$55,286	\$47,299

Normalized for Cost of Labor

Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	13	13	13	13
25th Percentile	\$42,006	\$51,670	\$61,334	\$46,791
50th Percentile (Median)	\$47,673	\$56,160	\$63,484	\$56,202
75th Percentile	\$49,037	\$59,106	\$66,586	\$63,484
Average	\$45,612	\$53,468	\$62,425	\$54,974

SLC Variance to Median	-29.6%	-22.0%	-14.8%	-18.8%
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Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	4.0	8.0
Number of Orgs Reported	8	8
25th Percentile	1.9	4.9
50th Percentile (Median)	4.5	7.5
75th Percentile	5.3	11.0
Average	4.1	8.5



COMPENSATION DETAIL: CLERICAL & OPERATIONS JUDICIAL ASSISTANT II

- SLC's pay scale minimum is below market 25th percentile. SLC's pay scale midpoint and maximum are aligned to the median, while actual incumbent pay is aligned to the 75th percentile. Years required for progression are aligned to market practice.

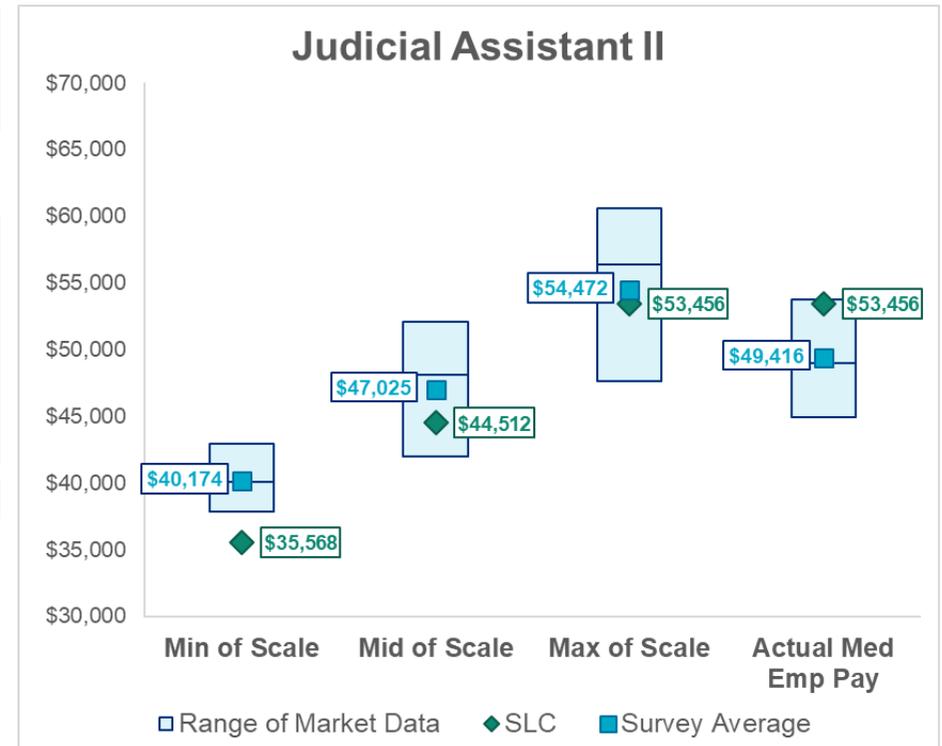
Salt Lake City Incumbent Count: 8	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$35,568	\$44,512	\$53,456	\$53,456

Normalized for Cost of Labor

Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	8	8	8	8
25th Percentile	\$37,839	\$41,981	\$47,665	\$44,910
50th Percentile (Median)	\$40,103	\$48,098	\$56,401	\$49,025
75th Percentile	\$42,945	\$52,076	\$60,622	\$53,785
Average	\$40,174	\$47,025	\$54,472	\$49,416

SLC Variance to Median	-12.7%	-8.1%	-5.5%	8.3%
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Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	4.0	8.0
Number of Orgs Reported	5	4
25th Percentile	1.5	--
50th Percentile (Median)	4.0	8.5
75th Percentile	5.0	--
Average	3.9	9.2



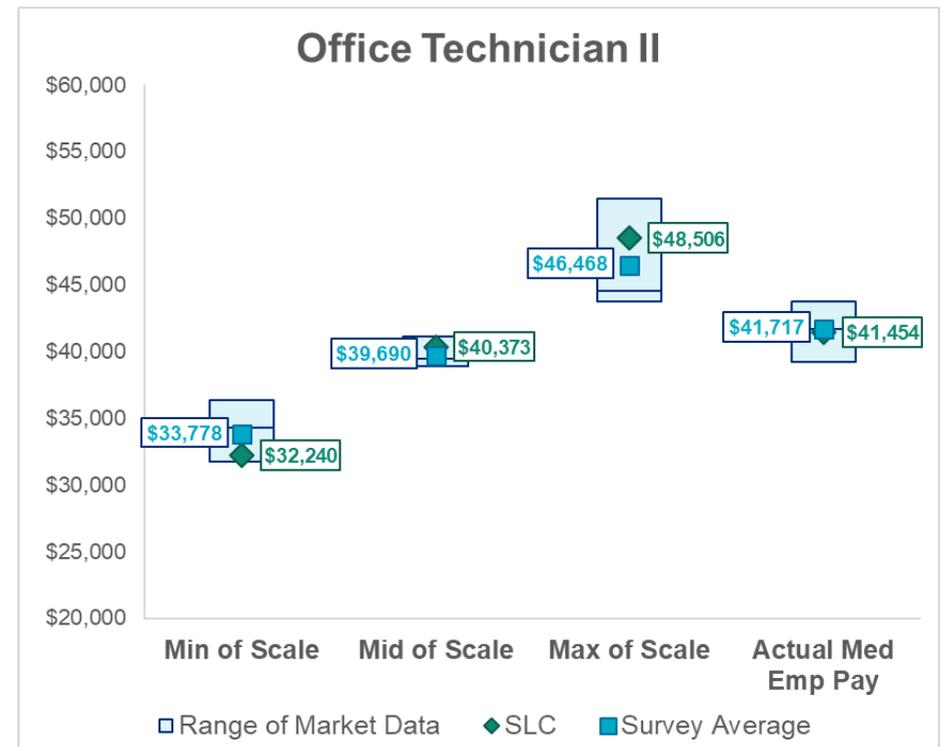
COMPENSATION DETAIL: CLERICAL & OPERATIONS OFFICE TECHNICIAN II

- SLC’s pay scale elements and actual median employee pay are aligned to market median. Years required for progression are aligned to market practice.

Salt Lake City Incumbent Count: 20	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$32,240	\$40,373	\$48,506	\$41,454

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	14	14	14	14
25th Percentile	\$31,758	\$38,877	\$43,739	\$39,217
50th Percentile (Median)	\$34,279	\$39,486	\$44,567	\$41,656
75th Percentile	\$36,364	\$41,107	\$51,489	\$43,761
Average	\$33,778	\$39,690	\$46,468	\$41,717
SLC Variance to Median	-6.3%	2.2%	8.1%	-0.5%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	4.0	8.0
Number of Orgs Reported	8	8
25th Percentile	1.9	4.9
50th Percentile (Median)	4.5	7.5
75th Percentile	5.3	11.0
Average	4.1	8.5



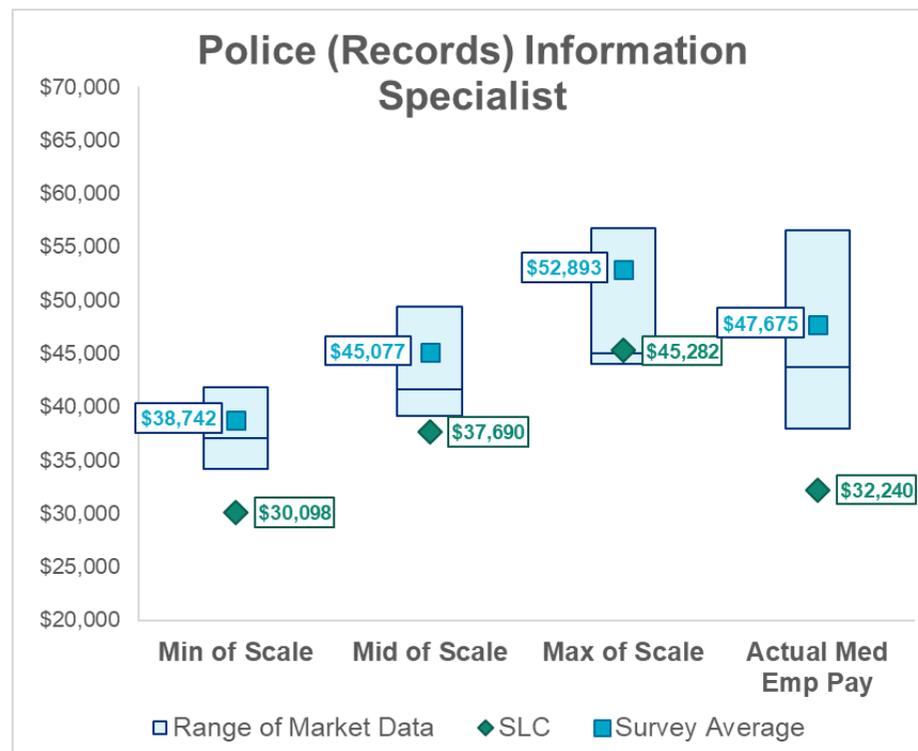
COMPENSATION DETAIL: CLERICAL & OPERATIONS POLICE (RECORDS) INFORMATION SPECIALIST

- SLC's pay scale minimum, midpoint and actual median employee pay are below market 25th percentile, while pay scale maximum is aligned to market median. Years required for progression are comparable to market practice.

Salt Lake City Incumbent Count: 11	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$30,098	\$37,690	\$45,282	\$32,240

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	10	10	10	10
25th Percentile	\$34,185	\$39,201	\$44,029	\$37,973
50th Percentile (Median)	\$37,073	\$41,621	\$45,048	\$43,772
75th Percentile	\$41,825	\$49,399	\$56,799	\$56,510
Average	\$38,742	\$45,077	\$52,893	\$47,675
SLC Variance to Median	-23.2%	-10.4%	0.5%	-35.8%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	4.0	8.0
Number of Orgs Reported	5	6
25th Percentile	2.5	5.0
50th Percentile (Median)	4.0	6.0
75th Percentile	5.0	7.8
Average	3.8	7.3



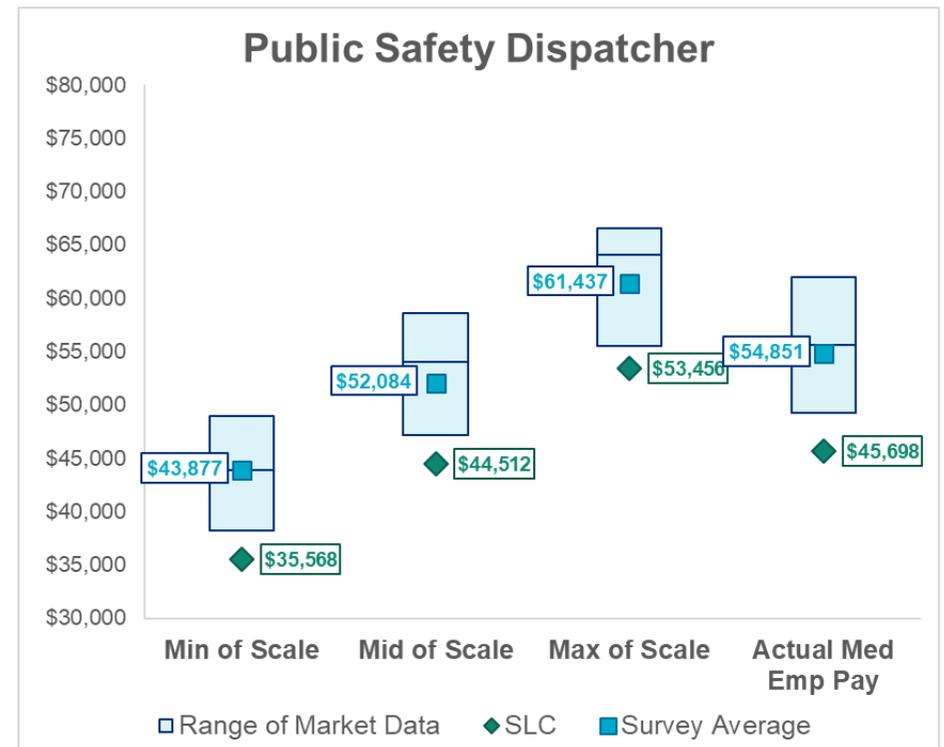
COMPENSATION DETAIL: CLERICAL & OPERATIONS PUBLIC SAFETY DISPATCHER

- SLC's pay scale elements and actual median employee pay are below market 25th percentile. Years required for progression are comparable to market practice.

Salt Lake City Incumbent Count: 63	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$35,568	\$44,512	\$53,456	\$45,698

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	11	11	11	11
25th Percentile	\$38,265	\$47,138	\$55,476	\$49,259
50th Percentile (Median)	\$43,917	\$54,018	\$64,119	\$55,580
75th Percentile	\$49,001	\$58,558	\$66,555	\$61,999
Average	\$43,877	\$52,084	\$61,437	\$54,851
SLC Variance to Median	-23.5%	-21.4%	-19.9%	-21.6%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	4.0	8.0
Number of Orgs Reported	7	7
25th Percentile	2.3	6.0
50th Percentile (Median)	4.0	8.0
75th Percentile	5.5	12.0
Average	4.1	9.1



COMPENSATION DETAIL: CLERICAL & OPERATIONS SR. (PUBLIC UTILITIES) CUSTOMER SERVICE REP.

- SLC's pay scale minimum and midpoint are below market, while the pay scale maximum and actual median employee pay are aligned to market median. Years required for progression are comparable to market practice.

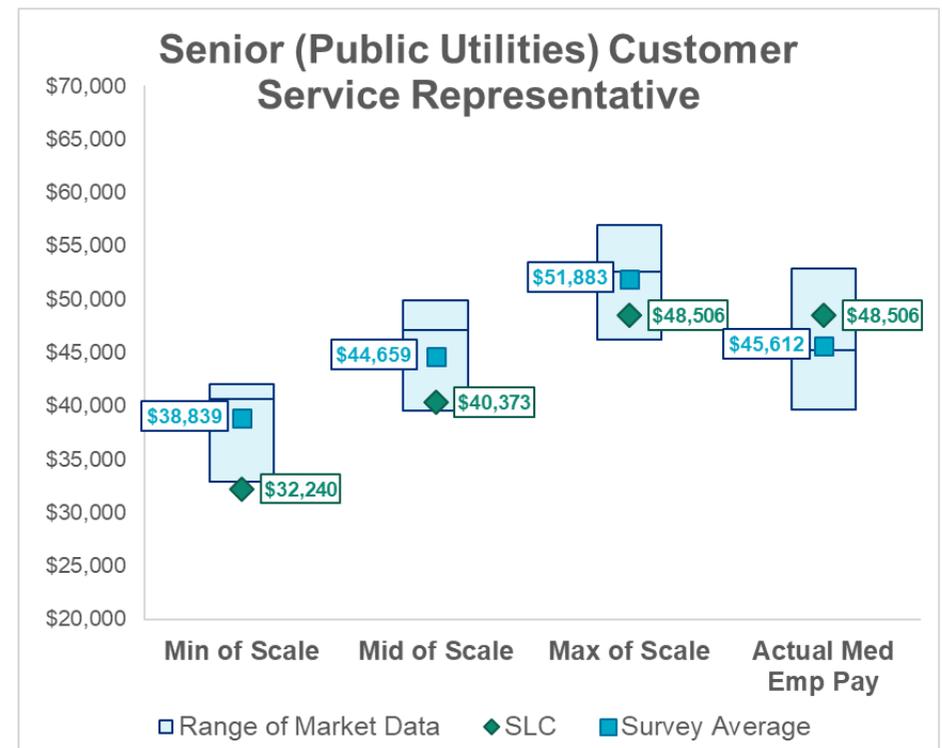
Salt Lake City Incumbent Count: 5	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$32,240	\$40,373	\$48,506	\$48,506

Normalized for Cost of Labor

Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	10	10	10	10
25th Percentile	\$32,907	\$39,578	\$46,250	\$39,682
50th Percentile (Median)	\$40,644	\$47,135	\$52,611	\$45,224
75th Percentile	\$42,039	\$49,898	\$57,003	\$52,846
Average	\$38,839	\$44,659	\$51,883	\$45,612

SLC Variance to Median	-26.1%	-16.7%	-8.5%	6.8%
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Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	4.0	8.0
Number of Orgs Reported	5	5
25th Percentile	3.0	6.0
50th Percentile (Median)	5.0	8.0
75th Percentile	5.0	10.0
Average	4.1	8.5



COMPENSATION DETAIL: CLERICAL & OPERATIONS SENIOR SECRETARY

- SLC's pay scale minimum, midpoint and actual median employee pay are below market 25th percentile, while pay scale maximum is aligned to market. Years required for progression are comparable to market practice.

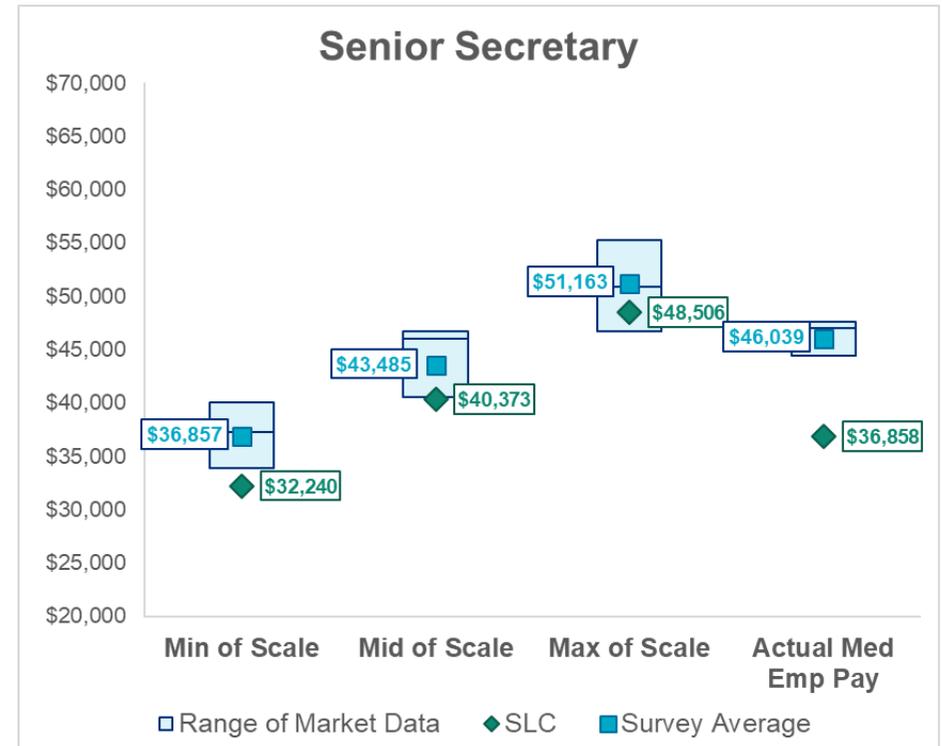
Salt Lake City Incumbent Count: 2	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$32,240	\$40,373	\$48,506	\$36,858

Normalized for Cost of Labor

Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	14	14	14	14
25th Percentile	\$33,906	\$40,519	\$46,682	\$44,414
50th Percentile (Median)	\$37,227	\$46,005	\$50,939	\$47,050
75th Percentile	\$40,040	\$46,728	\$55,300	\$47,642
Average	\$36,857	\$43,485	\$51,163	\$46,039

SLC Variance to Median	-15.5%	-13.9%	-5.0%	-27.7%
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Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	4.0	8.0
Number of Orgs Reported	8	8
25th Percentile	1.9	4.9
50th Percentile (Median)	4.5	7.5
75th Percentile	5.3	11.0
Average	4.1	8.5



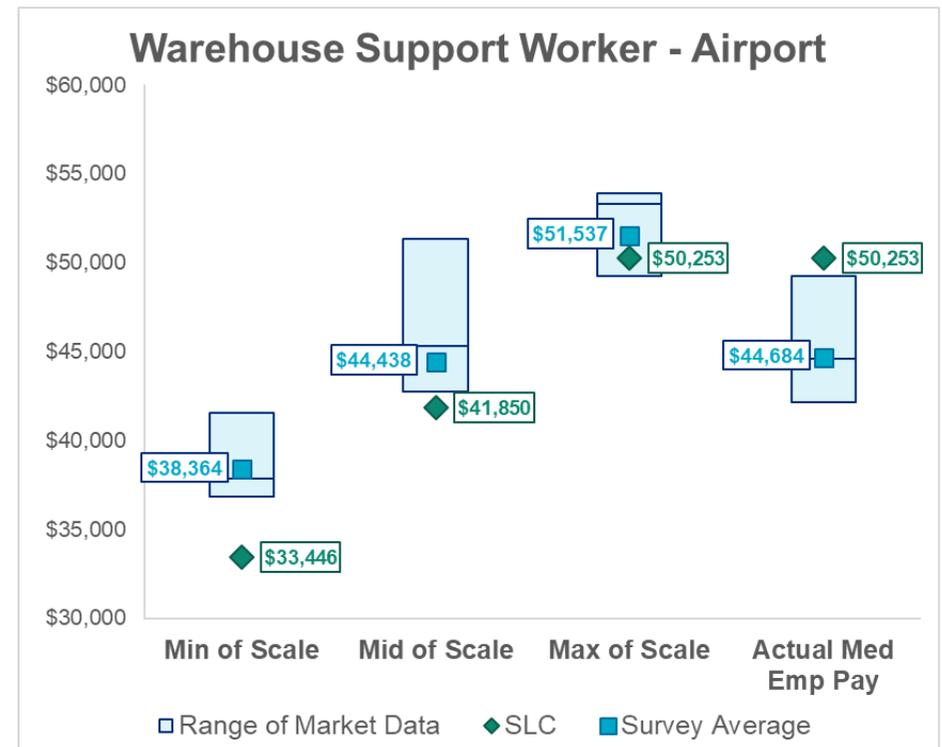
COMPENSATION DETAIL: CLERICAL & OPERATIONS WAREHOUSE SUPPORT WORKER - AIRPORT

- SLC's pay scale minimum and midpoint are below market 25th percentile, while SLC's pay scale maximum is aligned to market median. Actual median employee pay is above market 75th percentile. Years required for progression are comparable to market practice.

Salt Lake City Incumbent Count: 7	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$33,446	\$41,850	\$50,253	\$50,253

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	9	9	9	9
25th Percentile	\$36,855	\$42,754	\$49,227	\$42,135
50th Percentile (Median)	\$37,884	\$45,336	\$53,307	\$44,579
75th Percentile	\$41,536	\$51,326	\$53,900	\$49,227
Average	\$38,364	\$44,438	\$51,537	\$44,684
SLC Variance to Median	-13.3%	-8.3%	-6.1%	11.3%

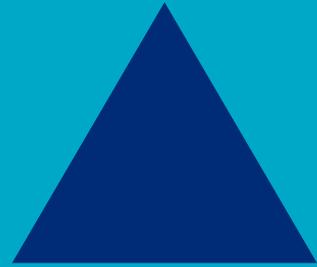
Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	4.0	8.0
Number of Orgs Reported	7	6
25th Percentile	1.8	5.1
50th Percentile (Median)	4.0	8.5
75th Percentile	5.5	13.0
Average	3.9	9.1



Salt Lake City data for the "Warehouse Support Worker – Airport" job reflects data for Salt Lake City's "Senior Warehouse Operator" job. There is only one incumbent in the Warehouse Support Worker – Airport title.

CUSTOM SURVEY

COMPENSATION DETAIL: PARAPROFESSIONAL & TECHNICAL JOBS



COMPENSATION DETAIL: PARAPROFESSIONAL SUMMARY: PAY SCALE DATA

- In aggregate, SLC’s pay scale minimums and midpoints for Paraprofessional & Technical jobs are aligned to market.
- SLC’s pay scale maximums for these jobs are below market in aggregate.

Job 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
Airport Operations Specialist - Terminals	\$44,313	\$55,437	\$71,511	\$48,942	\$54,766	\$60,590	10%	-1%	-15%
Building Inspector III	\$52,189	\$59,663	\$70,887	\$59,488	\$66,581	\$73,674	14%	12%	4%
Crime Scene Technician II	\$45,413	\$53,522	\$61,058	\$40,456	\$45,282	\$50,107	-11%	-15%	-18%
Engineering Technician IV - Construction	\$48,279	\$53,062	\$66,016	\$48,942	\$54,766	\$60,590	1%	3%	-8%
Evidence Technician II	\$36,473	\$44,593	\$50,006	\$38,834	\$43,451	\$48,069	6%	-3%	-4%
Forensic Scientist I	\$47,795	\$59,738	\$69,275	\$48,942	\$54,766	\$60,590	2%	-8%	-13%
Lab Chemist	\$50,204	\$60,618	\$73,681	\$51,397	\$57,512	\$63,627	2%	-5%	-14%
Plans Examiner I	\$57,697	\$67,103	\$79,401	\$53,955	\$60,393	\$66,830	-6%	-10%	-16%
Police Intelligence Specialist	\$48,836	\$59,982	\$69,929	\$44,387	\$49,681	\$54,974	-9%	-17%	-21%
Aggregate Variance from Market							0.96%	-5.16%	-11.89%

COMPENSATION DETAIL: PARAPROFESSIONAL SUMMARY: ACTUAL INCUMBENT PAY DATA

- In aggregate, SLC’s actual pay for Paraprofessional & Technical jobs is aligned to market. However, 3 of the 9 jobs included in the study are significantly below market, while the Building Inspector III is paid above the market.
- Salt Lake City does not currently have any employees in the Lab Chemist title. Thus, there is no Variance to Market Median value for this job.

Actual Median Incumbent Pay Comparison to Market			
Job Title	Market Median	Salt Lake City	Variance to Market Median
Airport Operations Specialist - Terminals	\$57,712	\$60,590	5%
Building Inspector III	\$64,192	\$73,674	13%
Crime Scene Technician II	\$59,030	\$45,219	-31%
Engineering Technician IV - Construction	\$57,467	\$60,590	5%
Evidence Technician II	\$44,815	\$48,069	7%
Forensic Scientist I	\$56,197	\$56,202	0%
Lab Chemist	\$62,594	--	--
Plans Examiner I	\$72,191	\$53,955	-34%
Police Intelligence Specialist	\$62,548	\$44,387	-41%
Aggregate Variance from Market			-6.64%

COMPENSATION DETAIL: PARAPROFESSIONAL AIRPORT OPERATIONS SPECIALIST - TERMINALS

- There are insufficient observations to report 25th and 75th Percentile results for the Airport Operations Specialist - Terminals. See Appendix C, which contains detail reported by each organization, for data from the organizations that reported data.

Salt Lake City Incumbent Count: 17	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$48,942	\$54,766	\$60,590	\$60,590

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	4	4	4	4
25th Percentile	--	--	--	--
50th Percentile (Median)	\$44,313	\$55,437	\$71,511	\$57,712
75th Percentile	--	--	--	--
Average	\$46,639	\$57,549	\$70,875	\$58,079
SLC Variance to Median	9.5%	-1.2%	-18.0%	4.8%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	3.0	6.0
Number of Orgs Reported	1	1
25th Percentile	--	--
50th Percentile (Median)	--	--
75th Percentile	--	--
Average	--	--

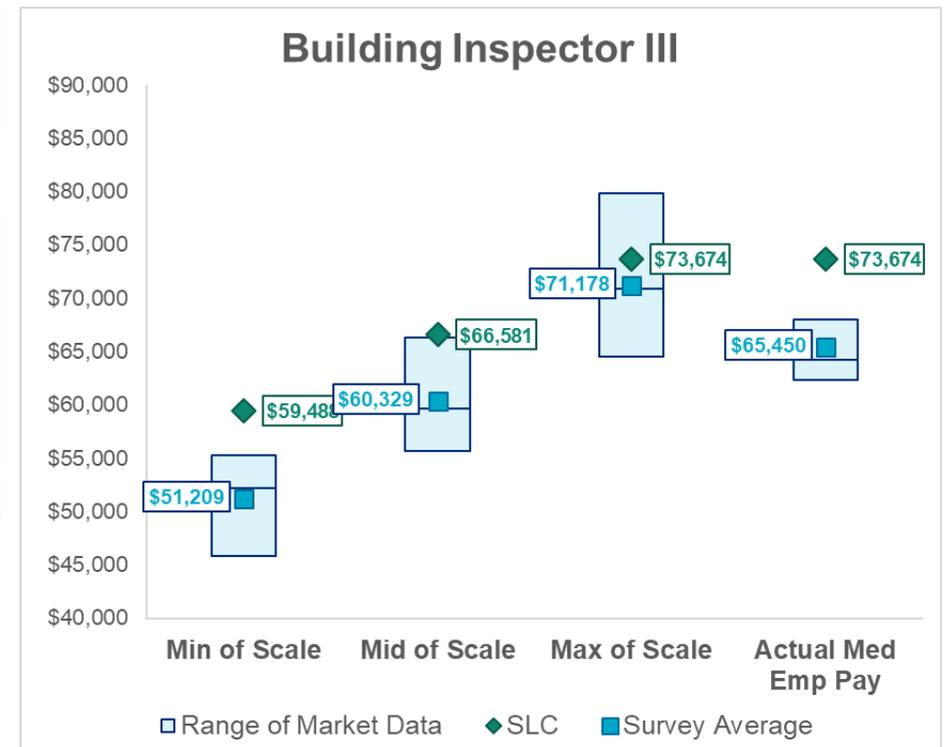
COMPENSATION DETAIL: PARAPROFESSIONAL BUILDING INSPECTOR III

- SLC's pay scale minimum, midpoint, and actual employee pay are above the market 75th percentile, while SLC's pay scale maximum is aligned to market median. Years to Mid are competitive, while Years to Max are less than market practice.

Salt Lake City Incumbent Count: 12	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$59,488	\$66,581	\$73,674	\$73,674

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	10	10	10	9
25th Percentile	\$45,877	\$55,716	\$64,501	\$62,358
50th Percentile (Median)	\$52,189	\$59,663	\$70,887	\$64,192
75th Percentile	\$55,246	\$66,270	\$79,820	\$68,000
Average	\$51,209	\$60,329	\$71,178	\$65,450
SLC Variance to Median	12.3%	10.4%	3.8%	12.9%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	3.0	6.0
Number of Orgs Reported	5	5
25th Percentile	1.5	7.0
50th Percentile (Median)	4.0	8.0
75th Percentile	5.0	9.0
Average	3.6	8.5



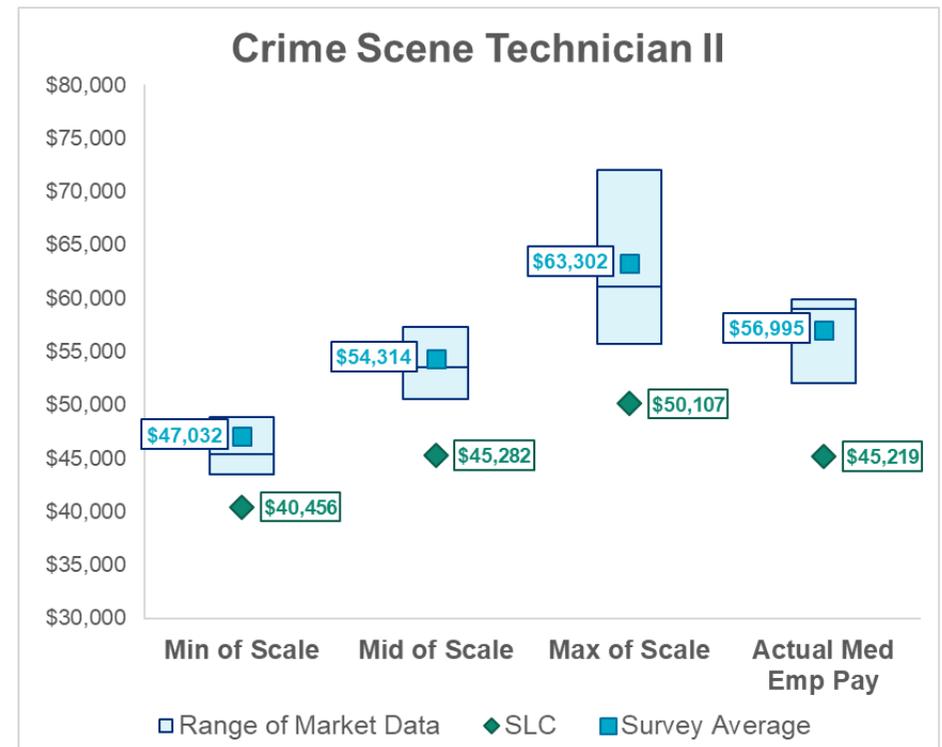
COMPENSATION DETAIL: PARAPROFESSIONAL CRIME SCENE TECHNICIAN II

- SLC's pay scale elements and actual median employee pay are below the market 25th percentile. Years required for progression are comparable to market practice.

Salt Lake City Incumbent Count: 7	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$40,456	\$45,282	\$50,107	\$45,219

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	9	9	9	9
25th Percentile	\$43,445	\$50,567	\$55,721	\$52,091
50th Percentile (Median)	\$45,413	\$53,522	\$61,058	\$59,030
75th Percentile	\$48,836	\$57,284	\$72,009	\$59,853
Average	\$47,032	\$54,314	\$63,302	\$56,995
SLC Variance to Median	-12.3%	-18.2%	-21.9%	-30.5%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	3.0	6.0
Number of Orgs Reported	6	6
25th Percentile	1.6	4.6
50th Percentile (Median)	2.5	6.5
75th Percentile	5.3	12.5
Average	4.0	9.3



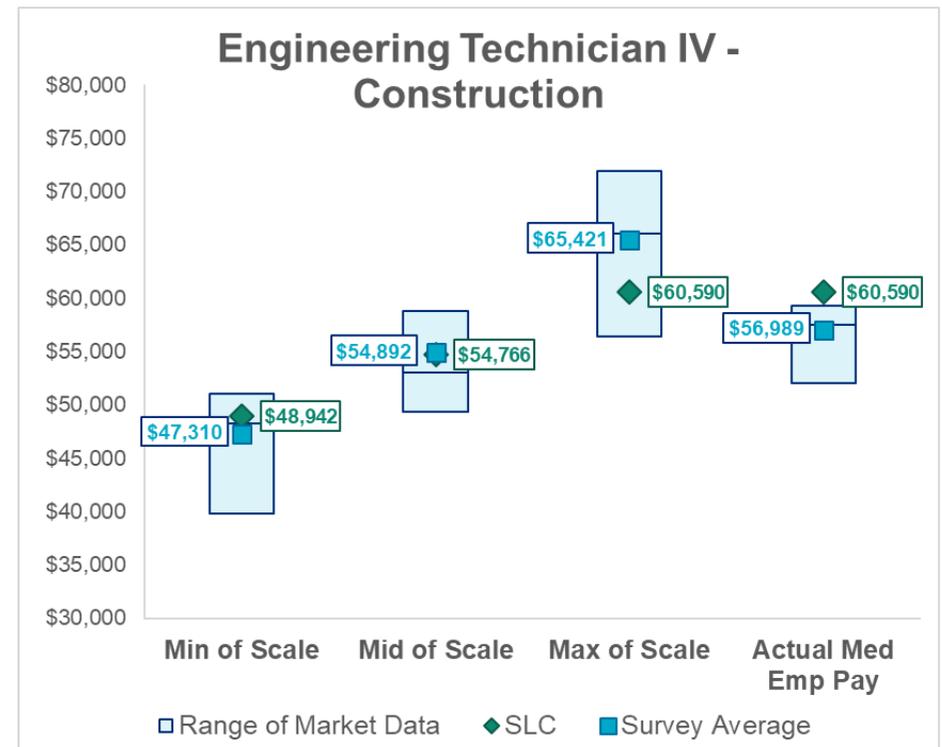
COMPENSATION DETAIL: PARAPROFESSIONAL ENGINEERING TECHNICIAN IV - CONSTRUCTION

- SLC's pay scale elements are aligned to market median, while actual median employee pay is above the 75th percentile. Years required for progression are less than market practice.

Salt Lake City Incumbent Count: 12	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$48,942	\$54,766	\$60,590	\$60,590

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	10	10	10	10
25th Percentile	\$39,810	\$49,378	\$56,420	\$51,998
50th Percentile (Median)	\$48,279	\$53,062	\$66,016	\$57,467
75th Percentile	\$51,065	\$58,762	\$71,889	\$59,289
Average	\$47,310	\$54,892	\$65,421	\$56,989
SLC Variance to Median	1.4%	3.1%	-9.0%	5.2%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	3.0	6.0
Number of Orgs Reported	7	7
25th Percentile	2.8	6.0
50th Percentile (Median)	5.0	8.0
75th Percentile	5.5	12.0
Average	4.7	9.8



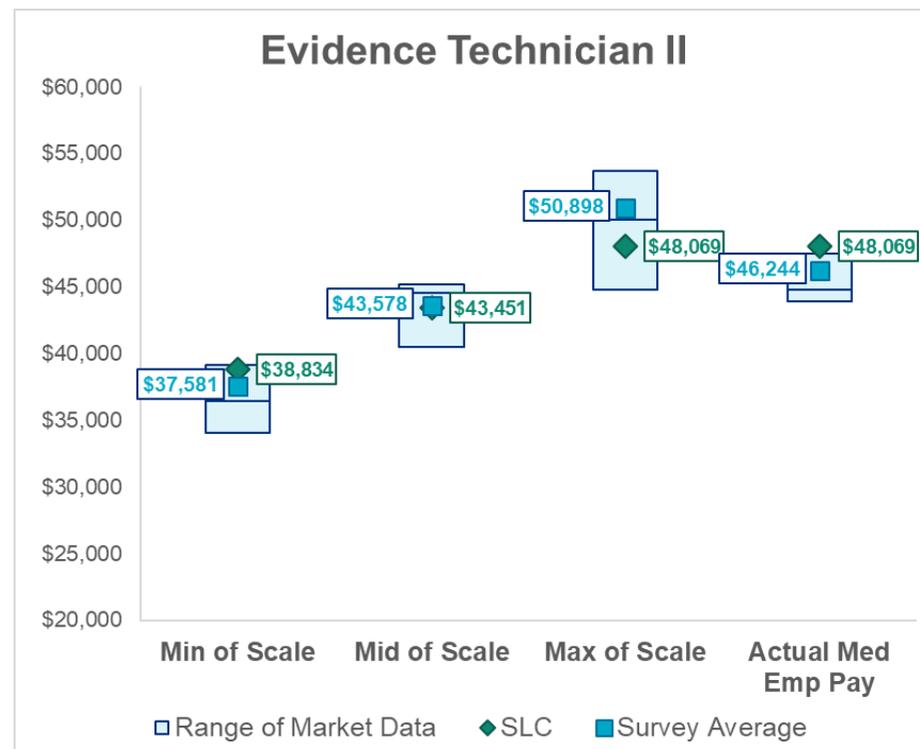
COMPENSATION DETAIL: PARAPROFESSIONAL EVIDENCE TECHNICIAN II

- SLC’s pay scale elements are aligned to market, while actual median employee pay is above the 75th percentile. Years required for progression are less than market practice.

Salt Lake City Incumbent Count: 5	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$38,834	\$43,451	\$48,069	\$48,069

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	9	9	9	9
25th Percentile	\$34,092	\$40,469	\$44,815	\$43,943
50th Percentile (Median)	\$36,473	\$44,593	\$50,006	\$44,815
75th Percentile	\$39,179	\$45,227	\$53,672	\$47,503
Average	\$37,581	\$43,578	\$50,898	\$46,244
SLC Variance to Median	6.1%	-2.6%	-4.0%	6.8%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	3.0	6.0
Number of Orgs Reported	5	6
25th Percentile	2.0	4.6
50th Percentile (Median)	2.5	5.0
75th Percentile	6.0	11.8
Average	3.9	8.0



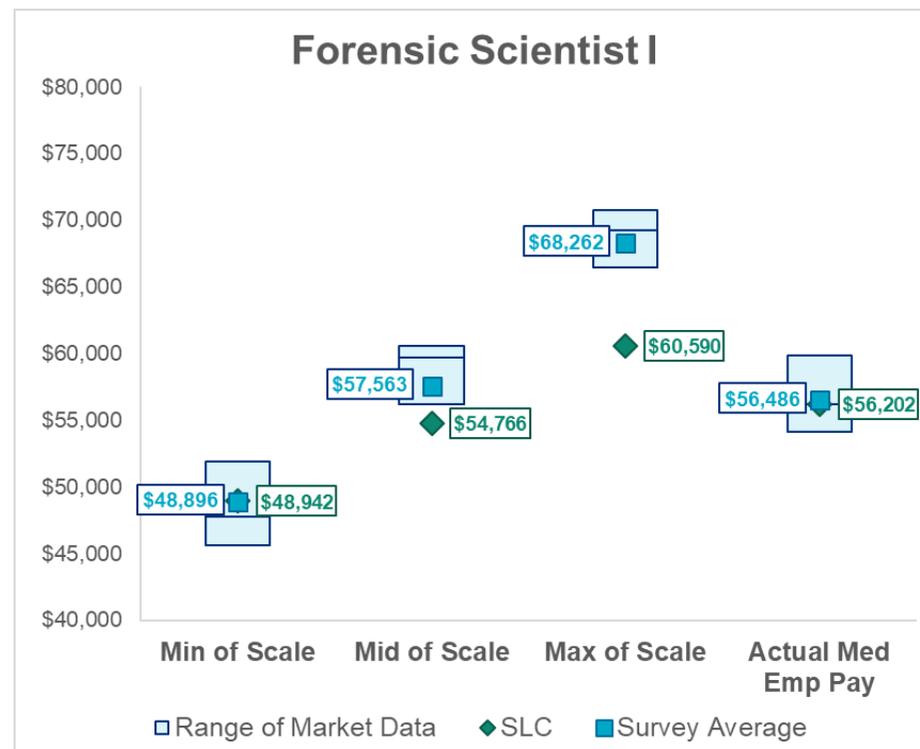
COMPENSATION DETAIL: PARAPROFESSIONAL FORENSIC SCIENTIST I

- SLC's pay scale minimum and actual median employee pay are aligned to market median. SLC's pay scale midpoint and maximum are below the market 25th percentile. Years to Maximum are comparable to market practice.

Salt Lake City Incumbent Count: 2	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$48,942	\$54,766	\$60,590	\$56,202

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	8	8	8	8
25th Percentile	\$45,659	\$56,206	\$66,503	\$54,156
50th Percentile (Median)	\$47,795	\$59,738	\$69,275	\$56,197
75th Percentile	\$51,907	\$60,558	\$70,772	\$59,850
Average	\$48,896	\$57,563	\$68,262	\$56,486
SLC Variance to Median	2.3%	-9.1%	-14.3%	0.0%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	3.0	6.0
Number of Orgs Reported	3	4
25th Percentile	--	--
50th Percentile (Median)	--	4.8
75th Percentile	--	--
Average	4.5	8.4



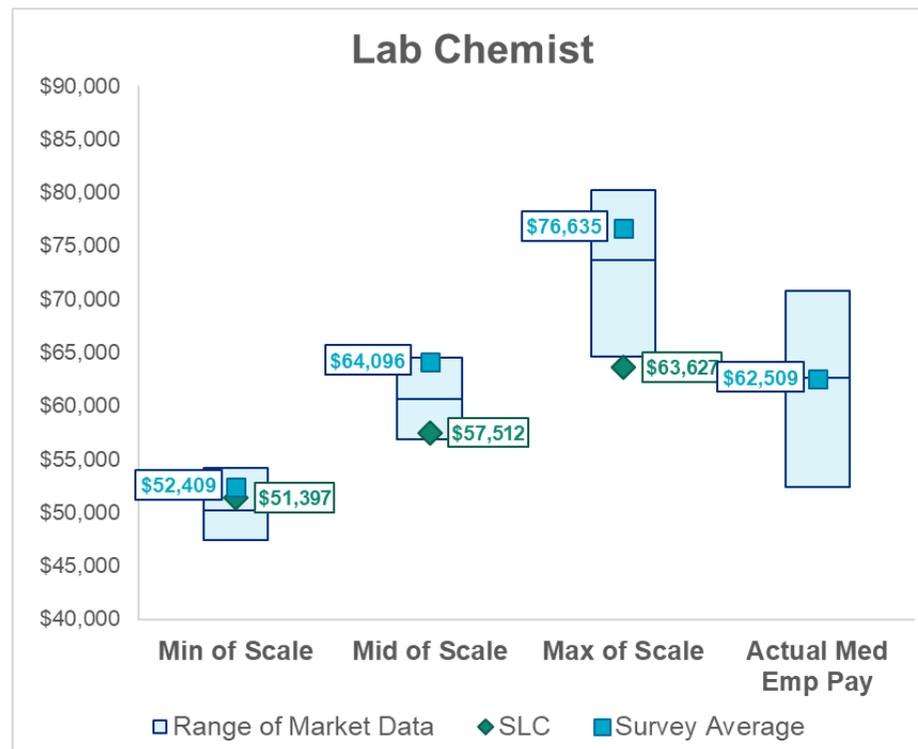
COMPENSATION DETAIL: PARAPROFESSIONAL LAB CHEMIST

- SLC's pay scale minimum and midpoint are aligned to market, while SLC's pay scale maximum is below the market 25th percentile. Years required for progression are less than market practice.

Salt Lake City Incumbent Count: 0	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$51,397	\$57,512	\$63,627	--

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	12	12	12	10
25th Percentile	\$47,464	\$56,884	\$64,601	\$52,405
50th Percentile (Median)	\$50,204	\$60,618	\$73,681	\$62,594
75th Percentile	\$54,152	\$64,547	\$80,231	\$70,773
Average	\$52,409	\$64,096	\$76,635	\$62,509
SLC Variance to Median	2.3%	-5.4%	-15.8%	--

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	3.0	6.0
Number of Orgs Reported	5	6
25th Percentile	5.0	7.0
50th Percentile (Median)	7.0	8.5
75th Percentile	7.0	12.3
Average	6.6	10.3



Salt Lake City does not currently have any employees in the Lab Chemist title. Thus, there is no Actual Median Employee Pay value for this job.

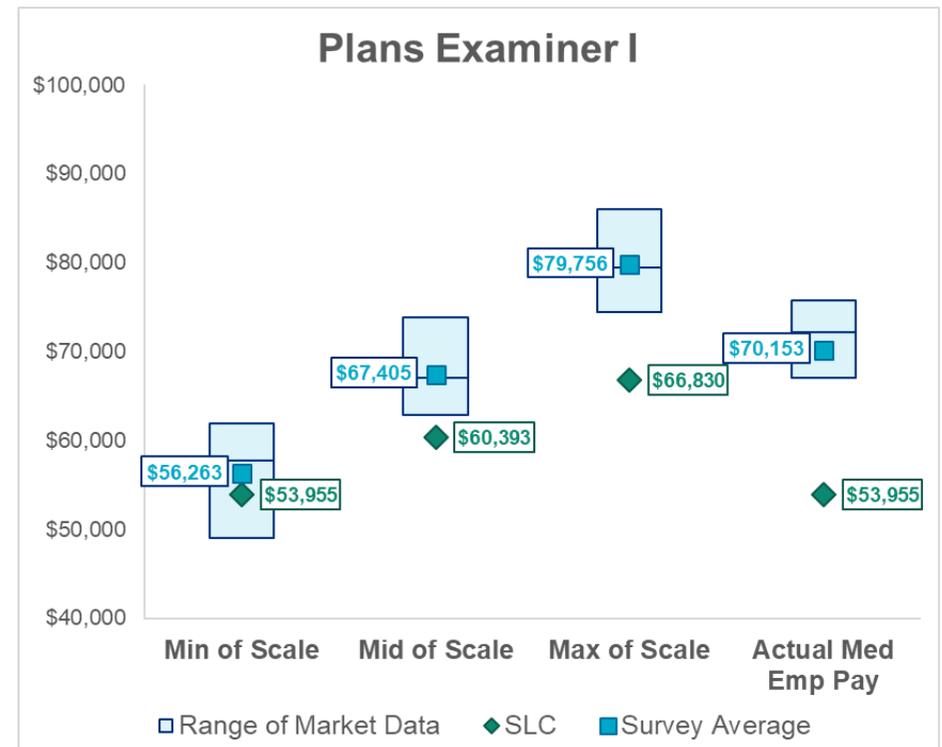
COMPENSATION DETAIL: PARAPROFESSIONAL PLANS EXAMINER I

- SLC's pay scale midpoint, maximum, and actual median employee pay are below the market 25th percentile. Years required for progression are less than market practice.

Salt Lake City Incumbent Count: 3	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$53,955	\$60,393	\$66,830	\$53,955

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	12	12	12	9
25th Percentile	\$49,048	\$62,893	\$74,390	\$67,095
50th Percentile (Median)	\$57,697	\$67,103	\$79,401	\$72,191
75th Percentile	\$61,964	\$73,791	\$86,040	\$75,798
Average	\$56,263	\$67,405	\$79,756	\$70,153
SLC Variance to Median	-6.9%	-11.1%	-18.8%	-33.8%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	3.0	6.0
Number of Orgs Reported	4	5
25th Percentile	--	7.0
50th Percentile (Median)	6.0	10.0
75th Percentile	--	13.0
Average	5.9	10.1



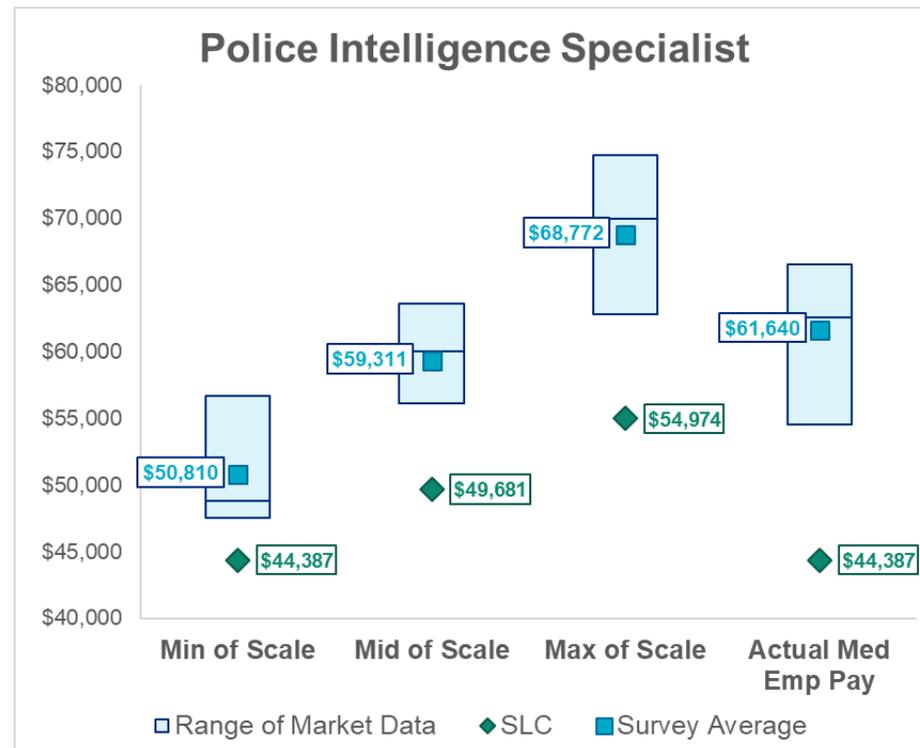
COMPENSATION DETAIL: PARAPROFESSIONAL POLICE INTELLIGENCE SPECIALIST

- SLC's pay scale elements and actual median employee pay are below the market 25th percentile. Years to Midpoint are comparable to market practice, while Years to Max are less than market practice.

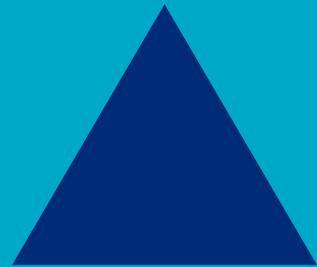
Salt Lake City Incumbent Count: 3	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
	\$44,387	\$49,681	\$54,974	\$44,387

Normalized for Cost of Labor				
Market Data: Compensation	Min of Scale	Mid of Scale	Max of Scale	Actual Med Emp Pay
Number of Orgs Reported	9	9	9	9
25th Percentile	\$47,563	\$56,160	\$62,833	\$54,498
50th Percentile (Median)	\$48,836	\$59,982	\$69,929	\$62,548
75th Percentile	\$56,690	\$63,617	\$74,747	\$66,581
Average	\$50,810	\$59,311	\$68,772	\$61,640
SLC Variance to Median	-10.0%	-20.7%	-27.2%	-40.9%

Market Data: Range Progression	Years to Mid	Years to Max
Salt Lake City	3.0	6.0
Number of Orgs Reported	5	5
25th Percentile	2.0	6.0
50th Percentile (Median)	3.0	9.0
75th Percentile	6.0	13.0
Average	3.9	9.2



CUSTOM SURVEY SUPPLEMENTAL PAY PROGRAMS



SUPPLEMENTAL PAY PROGRAMS

- Salt Lake City offers the following Supplemental Pay Programs, which were included in the custom survey. Participants were also asked to detail any additional pay programs available for their jobs.

Supplemental Pay Program	Definition
Longevity Pay	A pay allowance based on an employee's tenure with the city. Typically, payments begin after an employee completes a set number of consecutive years of service (e.g. \$50/month beginning after an employee completes 6 years of service).
Shift Differential	A premium pay amount added to the employee's base pay rate for performing work during non-traditional work hours such as afternoon (or, swing) and/or evening (graveyard) shifts.
Call Back Pay	An additional pay allowance offered when an employee who has been released from regularly scheduled work and standby/on-call periods and clocked out and who returns to the place of work, incident, scene or place of assignment without prior notice or scheduling before his or her next normal duty shift.
Standby Pay	A guaranteed pay allowance when an employee of the city is required to remain available to return to work outside of the eligible employee's regularly scheduled work hours. During this time, the eligible employee may be required to notify the city where the eligible employee can be reached for an immediate return to work.

SUPPLEMENTAL PAY PROGRAMS

Program	# of Orgs	Survey Response Descriptions	Average Annual Cost per Employee: Survey Average*	Salt Lake City
Longevity Pay	7	<ul style="list-style-type: none"> • Austin, TX: <ul style="list-style-type: none"> – 5-7 years of service = up to \$500/year – 7-15 years = up to \$1000/year – 15+ years = up to \$1500/year • Las Vegas, NV: 6 years = 3% of biannual base salary; each year thereafter - 1/2 of 1% of base salary up to a max of 15%. • Long Beach, CA: Only available for Public Safety positions. • Nashville, TN: Annual payment; \$110 for 5 years of service and increasing annually up to \$935 for 20 years of service. • Omaha, NE: Monthly payments. <ul style="list-style-type: none"> – 7-14 years of service = \$300/year – 14-21 years = \$480/year – 21+ years = \$692/year • Port of Portland, OR: Monthly payments. <ul style="list-style-type: none"> – 6-9 years of service = \$600/year – 10-15 years = \$900/year – 16-19 years = \$1200/year – 20+ years = \$1500/year • Tacoma, WA: <ul style="list-style-type: none"> – 5-9 years of service = 2% of base salary – 10-14 years = 4% – 15-19 years = 6% – 20+ years = 8% 	<p>\$2,935 (4 orgs reporting)</p> <p>Salt Lake City: \$1,093</p>	<p>Monthly payments.</p> <ul style="list-style-type: none"> • 6-9 years of service = \$600/year. • 10-15 years = \$900/year. • 16-19 years = \$1200/year. • 20+ years = \$1500/year.

SUPPLEMENTAL PAY PROGRAMS

Program	# of Orgs	Survey Response Descriptions	Average Annual Cost per Employee: Survey Average	Salt Lake City
Shift Differential	10	<ul style="list-style-type: none"> • Austin, TX: Evening shift = additional \$0.65 per hour. Night/weekend shift = additional \$0.75 per hour. • Denver, CO: Night shift = 12% of hourly pay rate. Evening shift = 7% of hourly pay rate • Las Vegas, NV: Evening shift = 4%. Night shift = 6%. • Long Beach, CA: Night shift = \$1.25 per hour. • Nashville, TN: Night shift = \$0.80 per hour. Evening shift = \$.70 per hour. • Oakland, CA: Swing shift and Rotating shift = \$1.11 per hour. Night shift = \$1.31 per hour. • Phoenix, AZ: Night shift = \$0.75 per hour. Evening shift = \$0.50 per hour. • Port of Portland, OR: Night shift = 5% of hourly pay rate. Swing shift = 2.5% of hourly pay rate • Reno, NV: \$3 per hour for each hour worked between 6 p.m. and 6 a.m. • Tacoma, WA: Varies per CBA. Only offered for represented classifications. In most cases: Evening rate = 3% of hourly pay rate. Night rate = 5% of hourly pay rate. 	<p>\$1,870 (4 orgs reporting)</p> <p>Salt Lake City: \$564</p>	<p>If half or more of the working hours in an employee's scheduled shift are between the following hours, the City will pay the following hourly shift differentials in addition to an eligible employee's regular hourly rate:</p> <ul style="list-style-type: none"> • 3:00 – 10:00 p.m.: \$0.70 • 10:00 – 4:00 p.m.: \$0.90 • 4:00 – 9:00 a.m.: \$0.70

SUPPLEMENTAL PAY PROGRAMS

Program	# of Orgs	Survey Response Descriptions	Average Annual Cost per Employee: Survey Average	Salt Lake City
Call Back Pay	7	<ul style="list-style-type: none"> • Austin, TX: Guaranteed minimum of 3 hours of overtime pay at a rate of 1.5 times the employee's regular rate of pay. • Denver, CO: Guaranteed minimum of 2.5 hours of regular pay. • Las Vegas, NV: Guaranteed minimum of 3 hours of overtime pay at a rate of 1.5 times the employee's regular rate of pay. • Oakland, CA: Guaranteed minimum of 2.5 hours of regular pay. • Nashville, TN: Guaranteed minimum of 3 hours of regular pay. • Phoenix, AZ: Guaranteed minimum of 3 hours of overtime pay at a rate of 1.5 times the employee's regular rate of pay. • Tacoma, WA: Varies per collective bargaining agreement. Only offered for represented classifications. 	Insufficient Data	An eligible employee receives the equivalent of 3 hours of straight-time pay and also is guaranteed a minimum of 4 hours of straight-time pay (if the employee works between 0-4 hours). An eligible employee will receive a minimum of one hour straight time pay if the city notifies the employee that the callback has been cancelled before the employee arrives at the place of work.

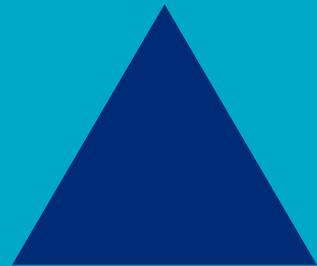
SUPPLEMENTAL PAY PROGRAMS

Program	# of Orgs	Survey Response Descriptions	Average Annual Cost per Employee: Survey Average	Salt Lake City
Standby Pay	8	<ul style="list-style-type: none"> • Austin, TX: \$2 per hour. • Denver, CO: Not available to all classifications and subject to approval. Employee is paid 1.75 hours straight time pay for each 8 hour period of standby assignment. • Las Vegas, NV: \$35/day on a normal work day; \$50/day on a normal day off. • Long Beach, CA: Between \$1.50 and \$2.00 per hour, depending on CBA. • Oakland, CA: Not available to all classifications and subject to approval. Employee is paid 1.75 hours straight time pay for each 8 hour period of standby assignment. • Phoenix, AZ: Between \$2.50 and \$3.25 per hour, depending on category of classification. • Reno, NV: 1/5 the hourly rate of pay per hour. • Tacoma, WA: Varies per collective bargaining agreement for represented classifications. Non-represented employees may be eligible for standby pay of \$3 per hour when assigned and approved. 	Insufficient Data	2 hours straight-time pay for each 24-hour day of standby/on-call status. If the eligible employee is required to work, the eligible employee will be guaranteed a minimum 4 hours work or a minimum of 4 hours straight-time pay. An eligible employee will receive an additional 2 hours straight-time pay for each additional occasion he or she is called to work during the 24-hour standby/on-call period.

SUPPLEMENTAL PAY PROGRAMS

Program	# of Orgs	Survey Response Descriptions
Other Pay Elements	1	<ul style="list-style-type: none"> • Oakland, CA: <ul style="list-style-type: none"> – Acting Pay = 7.5% of regular pay for 1 or more days for working at higher classification, but after 90 consecutive days, at 12.5% of pay. – Bilingual Pay = Level 1 at \$45 per pay period and Level 2 at \$0.60 per hour. – Licensing and Certification Pay = 2.5% or 5% premium pay for employees with licenses or certifications used in conducting City business, but not a requirement for their classification. – Certified Training Officer Pay (Police Dispatchers or Police Evidence Techs) = 5% premium pay on top of regular pay.

PUBLISHED COMPENSATION SURVEY DATA



PUBLISHED COMPENSATION SURVEY DATA OVERVIEW & METHODOLOGY

- In order to supplement the custom survey data, Mercer gathered market data from published compensation surveys, where available, for the 42 selected jobs.
 - Given that many of the jobs have unique responsibilities and/or are primarily found in the public sector, it is expected that a significant portion of the jobs would not have appropriate job matches in traditional compensation surveys.
- In identifying market data for each job, Mercer carefully reviewed Salt Lake City's information about the job's responsibilities and compared it to job description and career level information in compensation survey jobs.
 - Mercer considers a survey job to be a strong match when it shares 80%+ of the job's responsibilities.
- Mercer used the following surveys, which offer a very comprehensive set of market data across industries:
 - **2019 Mercer Benchmark Database**
 - **2019 Willis Towers Watson General Industry Survey**
 - **2019 Mercer Total Compensation Survey for the Energy Sector** – Used for utilities jobs, as available.

PUBLISHED COMPENSATION SURVEY DATA OVERVIEW & METHODOLOGY

- Mercer utilized the National / All Data scope from each source in order to capture all reported data for each position within the survey. This scoping will help SLC understand the broader national US market for these positions.
 - This national data was adjusted by - 5% to take Salt Lake City's Cost of Labor into consideration (see pg. 15 for Cost of Labor detail).
- Mercer identified market matches from these surveys for 21 (50%) of the 42 jobs.
 - Appendix D includes full details on the survey matches and market data.
- The following pages summarize the variance of SLC's median pay for full-time employees in each job to their identified market rates.
 - Because published surveys report actual employee pay, rather than organizations' pay plan information, pay scale elements (i.e. "Mid of Scale") are not reported in these summaries.

PUBLISHED COMPENSATION SURVEY DATA

TRADE & CRAFTS

- In aggregate, SLC’s employee pay for Trade & Craft, Semi-Skilled, and Non-Skilled jobs is aligned to market.
- 3 jobs are paid greater than 15% above the market median, while 1 job is paid more than 15% below median.

Job Title	Actual Median Incumbent Pay Comparison to Market				
	Market 25th Percentile	Market 50th Percentile	Market 75th Percentile	Salt Lake City	Variance to Market Median
Advanced Metering Infrastructure Technician II	--	--	--	\$51,646	--
Airfield Maintenance Electrician	--	--	--	\$66,830	--
Arborist II	--	--	--	\$51,646	--
Asphalt Equipment Operator II	\$31,702	\$35,885	\$43,416	\$50,190	40%
Building Equipment Operator II	\$39,578	\$46,430	\$54,360	\$46,550	0%
Carpenter II	\$43,214	\$50,516	\$61,203	\$53,186	5%
Concrete Finisher	--	--	--	\$54,850	--
Custodian	\$27,451	\$32,823	\$39,994	\$35,090	7%
Fleet Mechanic	\$46,554	\$51,159	\$67,434	\$54,850	7%
General Maintenance Worker III	\$42,780	\$49,803	\$57,274	\$44,533	-11%
HVAC Technician II	\$45,738	\$53,664	\$63,234	\$58,178	8%
Maintenance Electrician IV	\$57,346	\$63,022	\$70,660	\$60,050	-5%
Metal Fabrication Technician (Journey)	\$38,096	\$43,325	\$49,941	\$60,050	39%
Painter (Journey)	\$36,199	\$42,415	\$50,329	\$53,186	25%
Parks Groundskeeper	\$26,902	\$30,485	\$33,636	\$31,907	5%
Plumber II	\$43,795	\$56,922	\$71,192	\$56,514	-1%
Waste & Recycling Equipment Operator II	--	--	--	\$50,190	--
Water Meter Reader II	\$48,450	\$49,612	\$62,630	\$40,747	-18%
Water Meter Technician II	--	--	--	\$45,115	--
Water Plant Operator II	--	--	--	\$58,178	--
Water Reclamation Facility Operator II	--	--	--	\$54,850	--
Water System Maintenance Operator II	\$47,058	\$54,783	\$63,001	\$51,646	-6%
Aggregate Variance					5%

PUBLISHED COMPENSATION SURVEY DATA

CLERICAL & OPERATIONS

- There are matches in published compensation surveys for only 5 of the 11 selected Clerical & Operations Support jobs.
- Pay for the Senior Customer Service Representative and Warehouse Support Worker – Airport is greater than 15% above the market median, while the Senior Secretary is paid more than 15% below market.

Job Title	Actual Median Incumbent Pay Comparison to Market				
	Market 25th Percentile	Market 50th Percentile	Market 75th Percentile	Salt Lake City	Variance to Market Median
Airport Access Control Specialist	--	--	--	\$35,818	--
Business License Officer	--	--	--	\$55,286	--
Business Licensing Processor II	\$34,604	\$40,374	\$46,996	\$44,450	10%
Civil Enforcement Officer I	--	--	--	\$47,299	--
Judicial Assistant II	--	--	--	\$53,456	--
Office Technician II	\$34,604	\$40,374	\$46,996	\$41,454	3%
Police (Records) Information Specialist	--	--	--	\$32,240	--
Public Safety Dispatcher	--	--	--	\$45,698	--
Senior (Public Utilities) Customer Service Representative	\$34,247	\$38,454	\$45,029	\$48,506	26%
Senior Secretary	\$43,725	\$51,553	\$60,196	\$36,858	-29%
Warehouse Support Worker - Airport	\$30,651	\$34,255	\$38,839	\$50,253	47%
Aggregate Variance					8%

Salt Lake City data for the “Warehouse Support Worker – Airport” job reflects Actual Median Incumbent Pay for Salt Lake City’s “Senior Warehouse Operator” job. There is only one incumbent in the Warehouse Support Worker – Airport title.

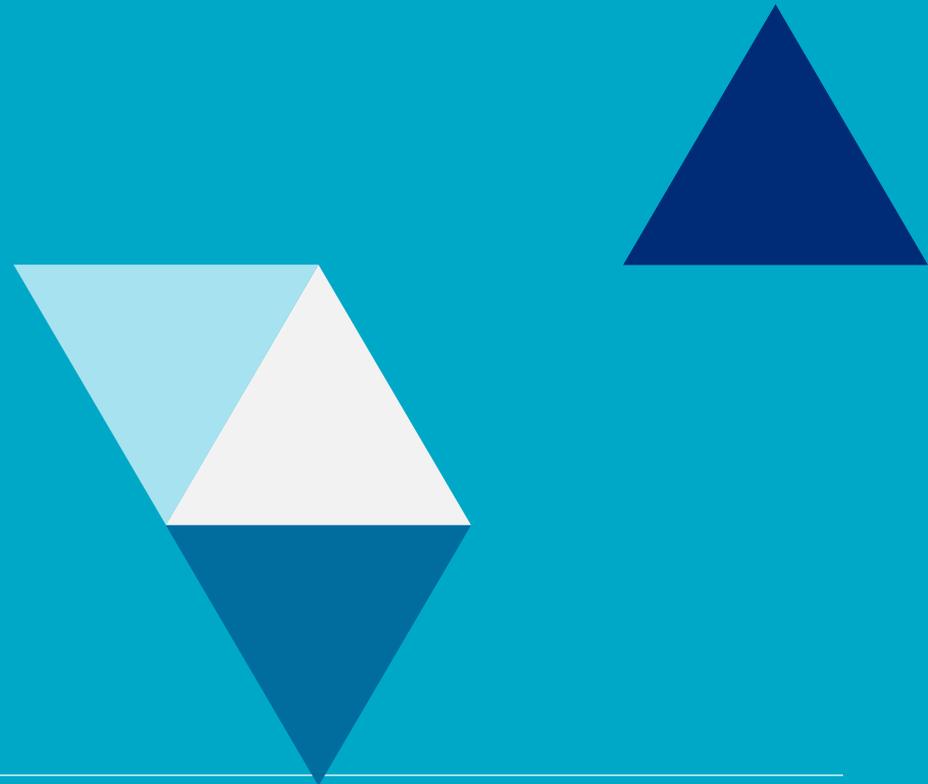
PUBLISHED COMPENSATION SURVEY DATA PARAPROFESSIONAL & TECHNICAL

- There are matches in published compensation surveys for only 2 of the 9 selected Paraprofessional & Technical jobs.
- Salt Lake City does not currently have any employees in the Lab Chemist title. Thus, there is no Variance to Market Median value for this job.

Job Title	Actual Median Incumbent Pay Comparison to Market				
	Market 25th Percentile	Market 50th Percentile	Market 75th Percentile	Salt Lake City	Variance to Market Median
Airport Operations Specialist - Terminals	--	--	--	\$60,590	--
Building Inspector III	--	--	--	\$73,674	--
Crime Scene Technician II	--	--	--	\$45,219	--
Engineering Technician IV - Construction	\$46,591	\$54,674	\$60,690	\$60,590	11%
Evidence Technician II	--	--	--	\$48,069	--
Forensic Scientist I	--	--	--	\$56,202	--
Lab Chemist	\$55,265	\$62,587	\$69,052	--	--
Plans Examiner I	--	--	--	\$53,955	--
Police Intelligence Specialist	--	--	--	\$44,387	--
Aggregate Variance					--



APPENDICES



APPENDIX A

COMPARABLE CITY SELECTION CRITERIA

1. **Conference / Convention / Special Event Destination**
2. **Commuter Population**
 - Researched if the daytime city population changed by greater than 10% due to commuters
 - Note that SLC’s daytime population changes by more than 80% due to commuters according to City-Data.com, but SLC has already received “credit” for this change by Mercer increasing the total SLC population from ~200,000, as reported by the US Census Bureau, to 350,000 for this study
3. **Large Airport Hub**
 - According to the FAA, “large” airport hubs are those within the top 30 US airports in terms of passenger volume
4. **Transportation Hub**
5. **Association of Metropolitan Water Agencies (AMWA) Membership**
 - Drinking water systems serving 100,000 people or more qualify as members
6. **Capital City**
7. **National / International Company HQ Location**
8. **Research University with more than 15,000 Students**
 - Designated as “Very High” or “High” research activity by the Carnegie Classification system (University of Utah classified as “Very High” with 32,800 students)
9. **Point in Time Homeless Population > 900**
 - The US Department of Housing and Urban Development collects point-in-time homeless populations for Continuums of Care (CoCs). Not all cities researched fell into a CoC
 - SLC’s point-in-time homeless population in 2018 was 1,804. As such, Mercer suggested 900 (or approximately ½ the size of SLC) as the cutoff

Key Criteria bolded

APPENDIX B

ALL JOBS INCLUDED IN ANALYSIS

Trade & Craft, Semi-Skilled, and Non-Skilled

- Advanced Metering Infrastructure Technician II
- Airfield Maintenance Electrician
- Arborist II
- Asphalt Equipment Operator II
- Building Equipment Operator II
- Carpenter II
- Concrete Finisher
- Custodian
- Fleet Mechanic
- General Maintenance Worker III
- HVAC Technician II
- Maintenance Electrician IV
- Metal Fabrication Technician (Journey)
- Painter (Journey)
- Parks Groundskeeper
- Plumber II
- Waste & Recycling Equipment Operator II
- Water Meter Reader II
- Water Meter Technician II
- Water Plant Operator II
- Water Reclamation Facility Operator II
- Water System Maintenance Operator II

Clerical & Operations Support

- Airport Access Control Specialist
- Business License Officer
- Business Licensing Processor II
- Civil Enforcement Officer I
- Judicial Assistant II
- Office Technician II
- Police (Records) Information Specialist
- Public Safety Dispatcher
- Senior (Public Utilities) Customer Service Representative
- Senior Secretary
- Warehouse Support Worker - Airport

Paraprofessional & Technical

- Airport Operations Specialist - Terminals
- Building Inspector III
- Crime Scene Technician II
- Engineering Technician IV - Construction
- Evidence Technician II
- Forensic Scientist I
- Lab Chemist
- Plans Examiner I
- Police Intelligence Specialist

APPENDIX C

CUSTOM SURVEY DETAIL BY ORGANIZATION

Please see the separate attachment for Appendix C, which contains data from the custom survey reported by each participating organization. Please note that this is the original data submitted by each organization and is not normalized for Salt Lake City's Cost of Labor.

APPENDIX D

PUBLISHED SURVEY MARKET DATA DETAIL BY JOB

Please see the separate attachment for Appendix D, which contains survey matches and market data for each job in the study for which published compensation survey data was available.



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