



2025

SALT LAKE CITY
CITIZENS'
COMPENSATION
ADVISORY
COMMITTEE
Annual Report



Purpose & Introduction

The Citizens' Compensation Advisory Committee (CCAC) was formed for the purpose of *"...evaluating the total compensation levels of the city's elected officials, executives and employees and making recommendations to the human resources department, mayor and the city council..."* (City Code Title 2, Chapter 2.35.050).

Each year the committee is responsible for preparing and submitting a written report to the mayor and city council containing, among other things, recommendations on the *"appropriate competitive position for the city relative to the compensation practices of comparable employers," "wages and benefits of the city's elected officials, executives and employees"* and *"general recommendations regarding the mix of compensation for the city's employees, e.g., base salary, benefits, incentives"* (City Code Title 2, Chapter 2.35.050.A.6)

To provide city officials with the most valuable and relevant information, this report includes the Committee's recommendations based on review of salary budget forecasts and local area market wage analysis for benchmark jobs differentiated by each one of the city's three primary employee groups including: non-represented employees, AFSCME, and public safety (i.e. firefighters and police officers).

Supplemental information intended to provide greater insight to factors driving compensation and today's labor market are included in the appendix of this report.

We sincerely hope you find this report and the information contained herein to be pragmatic, helpful, and useful for decision making.

Respectfully,



Citizens' Compensation Advisory Committee

Brandon Dew, Chair
J. Clair Baldwin, Vice Chair
Tia Larsen
Casey Lund
Leandro Tane
Mike Terry
Jeff Worthington

Section One: 2025 Compensation Outlook

Factors driving salary budgets in 2025

A synopsis of the compensation outlook for 2025 is summarized by WorldatWork in the following way: “The pandemic and its immediate aftermath have abated, but it’s still a challenging time... In the face of converging pressures and uncertainty, Total Rewards professionals and their organizations appear to have chosen a path of moderation. Ongoing changes and continued uncertainty in the labor market and business environment are having (or may have) opposite effects on salary increase budgets...”¹

Among the events and trends that could potentially impact salary increase budgets over the coming year, WorldatWork points to the following short, but most notable global and national factors.

- Strong (but no longer red-hot) labor market
- Fluctuations in inflation
- Low unemployment
- Expanding pay transparency requirements
- Continued changes around remote and hybrid work
- Strongly contrasting political platforms, foreshadowing divergent regulatory environments after the 2024 presidential election
- Global economic uncertainty due to geopolitical factors, including but not limited to conflicts in Ukraine, Israel, and elsewhere.



WorldatWork 2024-25 Salary Budget Survey results and analysis

In both the past and present, this Committee has come to rely on the annual salary budget survey reports published by WorldatWork, a leading global nonprofit association for professionals engaged in the critically important practice of administering Total Rewards. Although the survey is global, this year’s survey report includes responses collected from 2,042 participants reflecting the compensation practices of the U.S. employers they represent.

A summary of results obtained from WorldatWork’s 2024-25 Salary Budget survey indicate the following:

- The average overall salary increase budget for 2024 was 3.9%
- Participants in this year’s survey predict an average of 3.8% (median 4.0%) for 2025

¹ WorldatWork 2024-25 Salary Budget Survey, Executive Summary

- Although total salary increase budgets under 2.0% are still rare, the number of organizations reporting salary budget increases over 4% has gone down from almost 45% to about 25%
- The effect of these changes is a consolidation of salary increase budgets in the 3-4% range. In 2024, almost 70% of organizations had budgets in this range. Next year, almost three-quarters of organizations are projected to have budgets in this range.

Other salary budget survey reports

In the latest “Salary Budget Planning Report” released by global compensation advisory firm WTW on December 18, 2024, their survey of 2,002 U.S. organizations showed employers are projecting 3.7% salary increase budgets for 2025. Noteworthy is the fact that this projection is just under the 3.8% average for salary budget increases adopted by employers in 2024.

This projection echoes many of the trendlines found in other salary budget survey reports for the U.S. market.

- **WorldatWork** forecasts a **3.8% average** salary budget increase for 2025 (which is down just slightly from 3.9% in 2024)
- **Payscale** estimates a decrease from 3.6% in 2024 to **3.5% average** for employee pay raises in 2025
- **The Conference Board** reports employers are projecting a **3.9% average** salary increase budgets for 2025
- **Mercer** indicates an average total increase budget for 2025 is targeted at 3.7%

In addition to the foregoing salary budget projections, more detailed statistics obtained from *WorldatWork’s 2023-24 Salary Budget Survey* report provide insight to the projected and actual increases reported by participants based on the type of increase (Figure 1) and other factors including state, industry, and organization (Figure 2).

Figure 1 – Median Salary Increase Budgets, by Type of Increase

	Projected 2024	Actual 2024	Projected 2025
General Increase/COLA	1.0%	1.0%	2.0%
Merit Increase	3.5%	3.5%	3.5%
Other Increase	0.8%	0.5%	0.5%
Total Increase	4.0%	4.0%	4.0%
Note: “General Increase/COLA,” “Merit,” and “Other” do not add to the “Total Increase” because not every organization provides all three types of increases.			

When considering the added perspective of factors including state, industry, and organization size, employers in the Salt Lake City labor market are more likely to see overall salary budget increases ranging between 3.7- 4.0% (Figure 2).

Figure 2 – Median Total Salary Increase Budgets, by State, Industry, and Organization Size

	Projected 2024	Actual 2024	Projected 2025
By State, Utah	4.0%	4.0%	3.7%
By Industry, Government*	5.0%	4.1%	4.0%
By Organization Size, 2,500 - 9,999	4.0%	4.0%	3.9%
*Includes federal, state, local and tribal entities EXCEPT public schools and universities)			

Finally, when considering the impact on and need for salary structure adjustments, WorldatWork salary budget survey participants are projecting a 2.5% median increase in 2025 to range minimums and maximums for groups of employees (Figure 3).

Figure 3 – Salary Structure Increases, by Employee Category

	Projected 2024	Actual 2024	Projected 2025
Non-exempt Hourly	3.0%	2.6%	2.5%
Exempt Salaried	3.0%	2.8%	2.5%
Officers/Executives	3.0%	2.5%	2.5%
All	3.0%	2.6%	2.5%

RECOMMENDATION:

Considering the impact of current market conditions, including labor shortages, increased cost of labor and inflation on employer salary budgets in 2025, the Committee recommends leaders increase the City's overall salary budget by no less than 4%. In conjunction with the City's plans to grant actual general and/or merit increases, the Committee recommends an overall increase to the structure of the city's salary ranges of no less than 2.5%.

Section Two: Local Area Market Pay Comparison

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

Results of the market pay analysis conducted this year were presented by the city's human resources staff using the compensation management tool offered by Payfactors to aggregate the latest sources of market pay information available.

To facilitate this review, the city organized **89 benchmark groups** from its 1,068 active jobs (roughly 8% of jobs). The committee reviewed job pricing information obtained for each of the 89 benchmark job titles highlighted in this report. In total, these benchmarks cover **1,491 employees** which represents **43.5%** of the city's regular, full-time workforce.

Because market data is not available to price all jobs, it is important to note that if a job title is not shown as a benchmark title it is instead tied to a benchmark for pricing purposes. For example, *Accountant III* is designated as the benchmark job for related titles in the same job family, including:

- *Accountant I*
- *Accountant II*
- ***Accountant III*** (benchmark)
- *Accountant IV*

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

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

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

The Committee continues to follow the guidelines listed below when determining an individual benchmark job's compensation position relative to the market:

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

GROUP FINDINGS & OVERALL SUMMARIES:

Among the Non-Represented Employee work group, a total of 43 benchmark jobs, covering 225 employees, were evaluated (representing 48% of the total jobs surveyed). Market pay rates (calculated as the 50th percentile and aged to 07/01/2025 as opposed to previous reports that we aged to January of the given year) were compared to the non-represented employee current actual median wages/salaries.

Non-Represented Summary	Benchmark Job Count	Overall Average Market Position
Significantly Lagging (Less than or equal to 90% of market)	5	88%
Slightly Lagging (Between 90.1% and 98% of market)	10	94%
Competitive (Between 98.1% and 109.9% of market)	19	103%
Significantly Leading (Greater than or equal to 110% of market)	9	116%
Overall Market Comparison	43	101%

The following list includes all related benchmark jobs sorted by those which are most lagging to most leading the market in base salary.

Non-Represented Breakout				
Job Title (Job Code)	SLC Median Employee Salary (Eff. 01/2025)	# SLC Incumbents (Eff. 01/2025)	Market Salary (50th Percentile) (Eff. 07/2025)	Market Comparison (SLC Median vs Market Median)
Golf Professional II (002766)	\$90,754	2	\$105,800	86%
Licensed Architect (002779)	\$113,915	2	\$132,000	86%
Purchasing Agent II (002926)*	\$73,174	3	\$83,100	88%
Cybersecurity Engineer II (002794)	\$127,519	1	\$143,800	89%
Principal Planner (001733)**	\$84,762	11	\$93,900	90%
Systems Engineer III (002800)	\$131,711	2	\$143,400	92%
Paralegal (002201)	\$80,475	6	\$86,700	93%
Human Resources Business Partner II (002811)	\$105,602	7	\$112,500	94%
Forensic Scientist II (001974)	\$73,862	3	\$78,500	94%
Golfcourse Superintendent - 18 Holes (000936)	\$91,162	3	\$96,600	94%
Senior Recruiter (002438)	\$90,975	4	\$96,400	94%
Network Engineer II (002789)^	\$119,911	0	\$126,700	95%
Financial Analyst III (002773)	\$93,499	14	\$98,000	95%
Office Facilitator II (002804)	\$66,726	34	\$69,400	96%
Professional Land Surveyor (001890)	\$90,948	1	\$94,300	96%

Non-Represented Breakout				
Job Title (Job Code)	SLC Median Employee Salary (Eff. 01/2025)	# SLC Incumbents (Eff. 01/2025)	Market Salary (50th Percentile) (Eff. 07/2025)	Market Comparison (SLC Median vs Market Median)
Executive Assistant (001989)	\$82,647	14	\$83,400	99%
Senior Human Resources Technician (001866)	\$57,658	2	\$58,300	99%
Auditor III (002822)	\$92,615	1	\$93,200	99%
Senior City Attorney (002319)	\$182,782	18	\$183,800	99%
Engineer IV (002198)	\$108,242	10	\$108,500	100%
Safety Program Manager (002790)	\$113,515	2	\$113,500	100%
Collections Officer (001376)	\$59,717	3	\$58,700	102%
Legal Secretary III (002814)	\$73,382	4	\$71,800	102%
Technical Systems Analyst III (002203)^	\$85,155	0	\$82,500	103%
Accountant III (001666)	\$86,821	9	\$84,400	103%
Licensed Clinical Social Worker/Clinical Mental Health Counselor (0025	\$85,949	9	\$83,500	103%
HRIS Analyst (002155)	\$107,138	2	\$103,800	103%
Principal Software Engineer (002857)*	\$135,326	2	\$131,100	103%
Employee Marketing & Communications Specialist (002225)^	\$77,193	0	\$74,400	104%
Management Analyst (002757)	\$83,323	8	\$78,300	106%
Real Property Agent (000370)	\$91,155	1	\$85,100	107%
Justice Court Judge (001601)	\$192,510	5	\$178,200	108%
Geographic Information Systems (GIS) Specialist (002154)	\$74,965	4	\$69,400	108%
Senior Claims Adjuster (002534)	\$91,208	1	\$83,600	109%
Social Media Specialist II (002603)^	\$77,193	0	\$69,800	111%
Learning & Development Specialist (002516)^	\$85,156	0	\$76,200	112%
City Payroll Administrator (001945)	\$80,966	2	\$71,500	113%
Program Coordinator - Arts Council (001799)	\$78,622	3	\$68,400	115%
Business Systems Analyst II (002338)	\$98,634	9	\$85,500	115%
Victim Advocate (001765)	\$68,016	6	\$57,000	119%
Civic Engagement Project Specialist II (002599)*	\$77,401	2	\$64,700	120%
Software Support Administrator II (001729)	\$98,137	5	\$81,500	120%
Network Support Administrator II (001396)	\$75,670	10	\$61,000	124%

*=New Job this year

**= Market salary normalized to Salt Lake City

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

Among the AFSCME work group, a total of 37 benchmark jobs, covering 302 employees, were evaluated (representing 42% of the total jobs surveyed). Market median (calculated as the 50th percentile and aged to 07/01/2025 as opposed to previous reports that we aged to January of the given year) pay rates were compared to the Salt Lake City's wage schedule top rate as negotiated for FY26 per the current AFSCME MOU.

AFSCME Summary	Benchmark Job Count	Overall Average Market Position
Significantly Lagging (Less than or equal to 90% of market)	0	0%
Slightly Lagging (Between 90.1% and 98% of market)	5	95%
Competitive (Between 98.1% and 109.9% of market)	21	106%
Significantly Leading (Greater than or equal to 110% of market)	11	118%
Overall Market Comparison	37	107%

The following list includes all related benchmark jobs sorted by those which are most lagging to most leading the market in base salary.

AFSCME Breakout				
Job Title (Job Code)	SLC Top Rate (Union Only) (Eff. 07/2025)	# SLC Incumbents (Eff. 01/2025)	Market Salary (50th Percentile) (Eff. 07/2025)	Market Comparison (SLC Top Rate vs Market Median)
Maintenance Electrician IV (000168)	\$75,213	4	\$81,000	93%
Building Inspector III (001967)	\$92,248	7	\$98,000	94%
Plans Examiner I (002127)	\$87,838	4	\$93,200	94%
Crime Scene Investigator II (001779)	\$65,499	4	\$67,100	98%
Water Meter Technician II (002714)	\$62,837	4	\$63,900	98%
Asphalt Equipment Operator II (000909)	\$62,837	28	\$62,900	100%
Plumber II (000854)	\$70,762	1	\$70,100	101%
Laboratory Chemist (002743)	\$87,838	2	\$87,200	101%
Fleet Mechanic (002675)	\$72,862	46	\$71,000	103%
Arborist II (001375)	\$64,688	3	\$62,300	104%
Senior Secretary (003030)	\$60,736	0	\$57,400	106%
HVAC Technician II (006050)	\$75,213	1	\$70,500	107%
Water Meter Reader II (006326)	\$54,080	2	\$50,600	107%
General Maintenance Worker III (002490)	\$70,762	26	\$66,200	107%
Water Plant Operator II (000966)	\$72,862	21	\$68,000	107%
Custodian II (006090)	\$43,930	3	\$40,900	107%
Painter II (001347)	\$66,602	0	\$61,900	108%
Metal Fabrication Technician (001925)	\$75,213	4	\$69,900	108%
Business Licensing Processor II (001964)	\$66,934	3	\$62,700	107%
Airport Airfield Operations Specialist (002619) **	\$83,678	21	\$77,900	107%
Carpenter II (001349)	\$66,602	0	\$61,500	108%
Senior Utilities Representative - Customer Service (000199)	\$60,736	0	\$56,100	108%
Evidence Technician II (002277)	\$62,733	0	\$58,200	108%
Industrial Electrician IV (002658)	\$87,838	6	\$80,900	109%
Waste & Recycling Equipment Operator II (002347)	\$62,837	26	\$57,500	109%
Parks Maintenance Technician II (002848)*	\$57,387	17	\$52,500	109%

AFSCME Breakout				
Job Title (Job Code)	SLC Top Rate (Union Only) (Eff. 07/2025)	# SLC Incumbents (Eff. 01/2025)	Market Salary (50th Percentile) (Eff. 07/2025)	Market Comparison (SLC Top Rate vs Market Median)
Water Reclamation Facility Operator II (002722)	\$70,762	9	\$64,500	110%
Concrete Finisher (001852)	\$68,682	11	\$61,800	111%
Judicial Assistant II (002084)	\$66,934	9	\$57,800	116%
Airport Environmental Specialist II (002745)	\$92,248	1	\$79,900	115%
Water System Maintenance Operator II (000975)	\$64,688	11	\$55,400	117%
Civil Enforcement Officer I (001893)	\$69,222	6	\$59,200	117%
Public Safety Dispatcher (002629)^	\$81,037	59	\$68,800	118%
Airfield Maintenance Electrician (002746)	\$101,754	20	\$85,500	119%
Warehouse Support Worker - Airport (002022)	\$58,656	0	\$48,500	121%
Engineering Technician IV (000829)	\$75,858	11	\$62,800	121%
Office Technician II (001191)	\$60,736	17	\$45,600	133%

* = New Job this year

**= Market salary normalized to Salt Lake City

^= Select entities used in comparison. Compared against market median topped out rate.

As stated in Resolution No. 20² (see Appendix C), as passed in June of 2023 by the City Council, the “policy objective is to ensure that the City’s firefighters and police officers are paid wages commensurate with or close to top of the market wages paid by public entities for such occupations in the State of Utah, especially among the State’s largest public safety agencies.”

With the Committee’s desire to be consistent year-over-year with certain criteria for comparison, while striving to follow the intent of the resolution, the Committee has again decided that the primary focus should be comparison to the highest rate of pay found among the largest agencies in Utah. The threshold established on what constitutes a large agency was set at 90 or more full-time sworn employees for either Fire or Police. The agencies that met this threshold and were included in the comparison results are as follows:

FIRE – Salary Survey Participants	
2024	2025
Ogden City	Ogden City
Sandy City	Provo City
South Davis Metro Fire	Sandy City
South Jordan City	South Jordan City
Unified Fire Agency	Unified Fire Agency
Weber Fire District	Weber Fire District
West Jordan City	West Jordan City
West Valley City	West Valley City

² Council Formal Meeting, June 13, 2023 - Item 17

POLICE – Salary Survey Participants	
2024	2025
Layton City	Ogden City
Ogden City	Orem City
Provo City	Provo City
Sandy City	Salt Lake County
State of Utah	Sandy City
Unified Police Department	State of Utah
Utah County	Unified Police Department
Weber County	West Jordan City
West Jordan City	West Valley City
West Valley City	

A total of 9 benchmark jobs, covering 879 employees, were evaluated (representing 10% of the total jobs surveyed) for the Public Safety work group.

The market comparison for each job for both the Entry Rate and Top Rate breakouts is illustrated below utilizing the same comparison guidelines as was used for the other work groups.

Public Safety Legend
Significantly Lagging (Less than or equal to 90% of market)
Slightly Lagging (Between 90.1% and 98% of market)
Competitive (Between 98.1% and 109.9% of market)
Significantly Leading (Greater than or equal to 110% of market)

Entry Rate breakout:

Public Safety Breakout - Entry Rate Comparison				
Job Title (Job Code)	SLC Entry Rate (Eff. 01/2025)	# SLC Incumbents (Eff. 01/2025)	Market Salary (Entry Rate) (Eff. 01/2025)	Market Comparison (SLC Entry Rate vs Market Entry Rate)
Firefighter / Engineer (001485)**	\$66,902	59	\$83,515	80%
Police Officer (002654)	\$69,056	468	\$74,314	93%
Firefighter / Paramedic (001481)	\$68,073	79	\$71,056	96%
Firefighter EMT (001461)	\$58,989	72	\$57,845	102%
Fire Captain (008040)	\$108,664	77	\$104,707	104%
Police Sergeant (007008)	\$116,854	75	\$108,940	107%
Battalion Chief (008030)	\$138,720	13	\$126,651	110%
Police Lieutenant (000849)	\$137,592	28	\$125,000	110%
Police Commander (3034)*	\$162,500	8	\$143,042	114%

* = New Job this year

** = Salt Lake City "Entry Rate" reflects the 2-Year rate as negotiated with the Union.

Top Rate breakout:

Public Safety Breakout - Top Rate Comparison				
Job Title (Job Code)	SLC Top Rate (Eff. 01/2025)	# SLC Incumbents (Eff. 01/2025)	Market Salary (Top Rate) (Eff. 01/2025)	Market Comparison (SLC Top Rate vs Market Top Rate)
Firefighter / Engineer (001485)	\$88,810	59	\$95,462	93%
Fire Captain (008040)	\$108,664	77	\$116,800	93%
Firefighter / Paramedic (001481)	\$95,782	79	\$101,134	95%
Police Officer (002654)	\$97,947	468	\$103,480	95%
Police Sergeant (007008)	\$116,854	75	\$122,491	95%
Police Lieutenant (000849)	\$137,592	28	\$138,163	100%
Battalion Chief (008030)	\$138,720	13	\$136,456	102%
Firefighter EMT (001461)	\$83,000	72	\$80,779	103%
Police Commander (3034)*	\$162,500	8	\$148,803	109%

* = New Job this year

RECOMMENDATION:

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

Furthermore, as funds permit, the committee recommends the mayor and city council appropriate financial resources necessary to grant market salary adjustments for employees in benchmark jobs identified in this report as lagging market.

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

Appendices

Appendix A

Workspan Daily Article (December 19, 2024)

WTW: U.S. Employers Project 3.7% Salary Increase Budgets for 2025

Workspan Daily
December 19, 2024

By [Paul Arnold](#)



U.S. employers are experiencing less difficulty attracting and retaining talent, but they still plan to keep salary increase budgets on par with 2024 levels. This is according to the latest Salary Budget Planning Report, released Dec. 18 by global advisory firm WTW.

The new report, which pulls data from a survey of 2,002 U.S. organizations, showed these employers are projecting 3.7% salary increase budgets for 2025, just under the 3.8% average increase budget in 2024.

The projection echoes many of the trendlines found in other salary budget survey reports for the U.S. market.

- **WorldatWork (released July 31):** 3.8% mean salary increase budgets for 2025; 3.9% actual mean increase budgets in 2024.
- **Payscale (July 31):** 3.5% average pay raises for 2025; 3.6% actual increases in 2024.

- **Conference Board (Sept. 8):** 3.9% average salary increase budgets for 2025; 3.8% actual budgets in 2024.
- **Mercer (Dec. 10):** 3.7% average total increase budgets for 2025; 3.7% actual average increases in 2024.

Factors Driving Higher and Lower Budget Forecasts

If the WTW prediction for 2025 holds true, salary increases will remain at a fairly robust rate by historic standards (using the pre-pandemic norm of 3% as a measuring stick). An actual rate north of 3.5% would also be fairly significant in an environment of generally higher total payroll expenses (which incorporate salaries, bonuses, variable pay and benefit costs). WTW's survey found the average increase in payroll for respondents was 5.5% in 2024.

According to the WTW report, employers that plan to increase their salary budgets for the new year pointed to inflationary pressures (39%) as the primary factor. While most survey participants acknowledged an improved labor market, 31% still identified it as a reason to increase their budget. In fact, fewer organizations overall (36%) reported difficulty in attracting and retaining employees, down 9 percentage points from last year's report and 17 percentage points from the prior year.

Those employers that plan to reduce their salary increase budgets called out weaker financial results (36%) and cost management concerns (34%) as primary factors.

Pay as Part of an Overall Investment in Talent

Russ Wakelin, the head of global product development within rewards data intelligence at WTW, stated that steady and improved pay increases are indicative of organizations' investment in talent.

"Although salary is crucial for employees, other elements — such as healthcare and retirement benefits, new challenges, work flexibility, and meaningful contributions —

are significant as well," he said. "Companies should consistently evaluate their comprehensive offerings, focusing on workplace culture, communication, and a holistic approach to benefits and rewards."

WTW's data showed many organizations have taken action to improve their workplace culture to better address current market conditions. The new report showed:

- 54% of respondents have placed broader emphasis on diversity, equity and inclusion (DEI).
- 53% have taken steps to improve the employee experience.
- 52% offer or are planning to offer the choice for remote, onsite or hybrid work arrangements.
- 48% are incorporating more workforce flexibility.

"The U.S. labor market has stabilized because demand for talent dropped significantly from the prior three years. But supply has not changed, which is why the labor market still has vulnerabilities," said Lori Wisper, WTW's global solutions leader for work and rewards. "Employers planning to lower salary increases closer to the 3% we saw for the decade before 2022 should understand that the competition for talent is still fairly strong, especially in certain industries. The focus should now be on retention, so spending the salary increase budget wisely to manage potential undesired attrition if demand was to pick up in 2025 is critical to future-proofing your workforce."

Appendix B
Conference Board's Research Report Summary

The Conference Board’s research report, [U.S. Salary Increase Budgets 2024-2025](#), included responses from 300 compensation leaders across all industries. The report spells out findings and the following analytical commentary around a few main key storylines.

Storyline	Report Analysis
<p>Pay equity remains a priority.</p>	<ul style="list-style-type: none"> • Executives will continue to prioritize pay equity in 2025 compensation programs, driven by legal requirements and pay transparency mandates. • 90% of organizations don’t maintain a separate budget for pay equity. • Just over half of surveyed organizations say they will fund pay equity increases through their merit and general budget in 2025. • 30% report they will reduce other spending not included in salary increase planning (e.g., attrition and delayed hiring) to fund pay equity increases in 2025.
<p>Sign-on and retention bonuses lose momentum.</p>	<ul style="list-style-type: none"> • Most employers will continue these one-time bonuses amid a tight labor market. A growing number, though, plan to reduce their reliance on these strategies. • Around 5% more organizations on net plan to discontinue retention bonuses in 2025 than plan to introduce them. • 3% more organizations will stop offering sign-on bonuses in 2025 than will introduce them. • As pandemic job losses have recovered and employee turnover has slowed, the premium on these short-term incentives may be subsiding, giving way to more ongoing retention and talent priorities.
<p>Recognition programs and equity compensation gain momentum.</p>	<ul style="list-style-type: none"> • Overall, 2025 plans suggest nearly 14% growth in the number of organizations leveraging recognition and 6% growth in equity compensation. • This likely indicates a balancing act between salary and wage pressures and performance-based and budget-flexible compensation strategies.
<p>Leaders plan to increase the use of other base pay actions.</p>	<ul style="list-style-type: none"> • Organizations expect to increase utilization of budgets set aside for: promotions (39% of organizations), response toward external market pressure (32%), lifting employees to the minimum of salary ranges (20%), changes to role responsibilities (18%), critical roles (12%) and salary increases for key contributors (7%). • The expected usage increase of more direct individual base incentives related to roles and skills likely points to a focus on performance and strategic priorities.

Appendix C

City Resolution No. 20 - 2023

RESOLUTION NO. 20 OF 2023

Declaring Support for Top-of-Market Wages for Firefighters and Police Officers Employed by
Salt Lake City Corporation

WHEREAS, Salt Lake City is the capital city of the State of Utah, with growing public safety needs and service requirements.

WHEREAS, Salt Lake City Corporation (the “City”) is committed to recruiting and retaining the highest skilled and trained firefighters and police officers to serve Salt Lake City’s diverse and growing population.

WHEREAS, pursuant to the Collective Bargaining and Employee Representation Joint Resolution dated March 22, 2011 (“Collective Bargaining Resolution”), the City recognizes and engages in collective bargaining with the International Association of Firefighters Local 81, representing eligible employees (“IAFF”) and the Salt Lake Police Association, representing eligible employees (“SLPA”).

WHEREAS, pursuant to the Collective Bargaining Resolution, the City periodically negotiates the wages for employees represented by the IAFF and SLPA.

WHEREAS, the Collective Bargaining Resolution establishes a process for negotiating wages for IAFF- and SLPA-represented employees, and any negotiated wages are presented to the City Council as part of the Mayor’s annual budget.

WHEREAS, in the fiscal year 2021, 2022 and fiscal year 2023 budgets, the City Council prioritized ensuring that the City’s firefighters and police officers were paid wages commensurate with or close to top of the market wages paid by public entities for such occupations in the State of Utah.

WHEREAS, the City Council desires to express the policy objective that for fiscal year 2024 and for future fiscal years, the City’s firefighters and police officers be paid wages commensurate with or close to top of the market wages paid by public entities for such occupations in the State of Utah.

NOW THEREFORE, BE IT RESOLVED by the City Council of Salt Lake City, Utah, the following:

1. In recognition of the unique challenges associated with being employed as a firefighter or police officer, especially in the capital city of the State of Utah, the Salt Lake City Council’s policy objective is to ensure that the City’s firefighters and police officers are paid wages commensurate with or close to top of the market wages paid by public entities for such occupations in the State of Utah, especially among the State’s largest public safety agencies.
2. This Resolution shall be effective immediately upon passage.

Passed by the City Council of Salt Lake City, Utah this 13th day of June, 2023.



SALT LAKE CITY COUNCIL

A handwritten signature in blue ink, appearing to read "Darin Mano", is written over a horizontal line.

Darin Mano, Chair

ATTEST AND COUNTERSIGN:

A handwritten signature in blue ink, appearing to read "C. Trishman", is written over a horizontal line.

Cindy Lou Trishman, City Recorder

Approved as to form:
Salt Lake City Attorney's Office

A handwritten signature in blue ink, appearing to read "Katherine Lewis", is written over a horizontal line. Below the signature is a small blue digital timestamp: "Katherine Lewis (Jun 17, 2023 12:55 MDT)".

Katherine Lewis, City Attorney

Jun 17, 2023

Appendix D

SLC Pay Guidelines for Non-Represented Employees

SLC Pay Guidelines for Non-Represented Employees

A compa-ratio compares an individual employee's salary to the midpoint of a given salary range. This is done by dividing an individual's pay rate by the midpoint of a predetermined salary range (City Market Rate of associated pay grade). A compa-ratio of 100% means that the employee is paid at the exact midpoint of the range, whereas values higher or lower than 100% indicate how they are paid relative to the midpoint.

Individual		
Criteria / Zones		
Compa-ratio	Employee Summary	Employee Descriptor
<85%	New, inexperienced, or poorly performing.	Meet minimum qualifications, are fairly new to the job and/or field, and have little or no directly related prior experience. Require learning, on-the-job training, primary focus on developing skills, job knowledge, and ability to handle job responsibilities.
85-94%	Gaining experience but not yet fully competent in the job.	Perform (or have demonstrated capability to perform based on prior experience) some or most job responsibilities with increasing effectiveness. Possess related experience and most or all of the basic knowledge and skill requirements, but may need to build upon them through experience. May still be learning some aspects of the job or developing expertise to handle them more independently and effectively. Consistently exhibit many or most of the desired competencies to perform the job successfully.
95-105%	Employees meeting expectations and fully competent in the job.	Attain the experience, knowledge, skills, and ability to perform all aspects of the job, including the demonstrated capability to work effectively and independently with little to no supervision. Exhibit full job competency, along with the ability to consistently perform the job successfully.
106-115%	Consistently performing the job at a level higher than what the job definition requires (exceeding expectations).	Possess depth and breadth of experience, specialized skills, and a perspective that adds significant value. Exhibit broad and deep knowledge in their own area of expertise, as well as related areas.
>115%	Universally recognized as outstanding performer, over an extended period of time, both inside and outside the organization.	Possess highly-valuable institutional job knowledge and experience, along with a proven track record of highly successful job performance. Acts as an expert (or have demonstrated the capability to perform as an expert based on prior experience) in assigned job functions. Serve as an expert resource, role model, or mentor to others. Consistently outperforming coworkers.

Prepared for and on behalf of the Committee by:



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

Dave Buchanan, Chief Human Resources Officer
David Salazar, Compensation Manager
Michael Jenson, Senior Compensation Analyst