

2017 ANNUAL REPORT

CITIZENS' COMPENSATION ADVISORY COMMITTEE (CCAC)



SALT LAKE CITY CORPORATION
HUMAN RESOURCES DEPARTMENT

Executive Summary

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

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

Based upon a review of market data and other significant considerations, the committee now recommends the mayor and city council consider the following when deciding appropriate measures to be taken regarding the city's total compensation plan:

1. As a standard, the committee feels confident the best possible outcomes can be achieved when established range midpoints are within no less than 95% when compared to current market data. The committee finds best practice in compensation is to consider median pay rates, which unlike average pay, is not sensitive to or skewed by outliers, or abnormally low or high values.
2. The committee **strongly recommends** the city consider pay alternatives to general pay increases or cost-of-living adjustments (COLA). Instead, city leaders are advised to appropriate funding towards pay & salary range adjustments necessary to ensure the city remains competitive with other employers. If, however, the city decides to implement a general pay increase for employees, the committee recommends a budgeted amount equal to 1-2%, which is the median for this type of increase cited as part of WorldatWork's 2016-17 salary budget survey.
3. As funds permit, the committee **strongly recommends** the mayor and city council appropriate financial resources necessary to grant market salary adjustments for employees in benchmark jobs identified in this report as lagging market.
 - First priority should be given to those lagging significantly;
 - Second priority should be given to those lagging slightly behind market.
4. In consideration of the salary budget forecast available at the time of this report, the committee advises the city consider no greater than a total **3.0%** salary budget increase. This recommended salary budget is based upon a

forecast derived from the annual salary budget survey conducted by WorldatWork, a nationally recognized not-for-profit organization focused on human resource issues.

The committee asserts that effective implementation of budgeted salary increases should be influenced by the following considerations:

- a) When granting employee wage & salary increases, the committee **strongly recommends** officials consider the best practice of granting pay increases that accelerate employees whose pay is within the first and second quartiles of their respective salary ranges, up to and including the range midpoint (known as the city market rate);
 - b) For those employees whose pay rates are equal to or above established city market rates, pay increases, if any, should be limited to smaller increments (not to exceed range maximum); and,
 - c) For those employees whose pay rates are at or above range maximums, the committee recommends a zero increase. In such cases, if any cash award is to be given, the committee suggests consideration of lump sum awards such as a bonus or other award in lieu of a base pay increases; and,
 - d) For those employees in benchmark-related jobs where market data indicate the city's median pay rates significantly (more than 10%) lead market, the committee advises leaders to reconsider its current pay practices. In these cases, the committee **strongly recommends** freezing the range and actual pay rates of these employees (i.e. a zero pay increase) until which time city's market rates more closely align with other employers.
5. Considering the balance of pay among the city's female and male employees working in the same jobs, the committee finds the city's position on gender pay equity favorable and, furthermore, that no pay corrections appear to be necessary at this time.
 6. Based upon the city's desire to maintain an established living wage, the committee recommends the use of data and informational tools designed to track expense data related to a family's likely minimum food, child care, health insurance, housing, transportation and other basic necessities. Current calculations for a single adult residing in Salt Lake County estimate a living wage equal to approximately \$10.87 per hour. Details for the calculation can be found in Appendix D of this report.

Respectfully,



Citizens' Compensation Advisory Committee

Connie Spyropoulos-Linardakis, Chair

Cori Petersen, Vice-Chair

Kerma Jones

Dale Cox

Frances Hume

Jeff Herring

Introduction

Beginning a new year (including the start of a new administration), the Citizens' Compensation Advisory Committee (CCAC) took advantage of the opportunity to explore a variety of issues and changes affecting the city's government operations, as well as external forces influencing and affecting employee compensation.

Since its inception, the CCAC was formed with the purpose of "...evaluating the total compensation levels of the city's elected officials, executives and employees and making recommendations to the human resources department, mayor and the city council..." (City Code Title 2, Chapter 2.35.060). Fulfilling the requirement to prepare and submit a written report to the mayor and city council, this report includes a set of recommendations intended to aide city leaders tasked with determining the "appropriate competitive position for the city relative to the compensation practices of comparable employers", "wages and benefits of the city's elected officials, executives and employees" and "general recommendations regarding the mix of compensation for the city's employees, e.g., base salary, benefits, incentives" (City Code Title 2, Chapter 2.35.060.A.6)



In an effort to be responsive to city leaders' expressed questions and interests, this report correspondingly reflects the areas reviewed by the committee during the past year, including:

- 1) 2016-17 salary budget forecast
- 2) Local market pay comparison
- 3) City living wage
- 4) Employee turnover, and
- 5) Gender pay equity

2016-17 WorldatWork Salary Budget Forecast



Historically, this committee has relied upon data obtained from the employer salary budget survey conducted by WorldatWork when formulating recommendations to city leaders about annual salary budget increases. As noted in past reports, WorldatWork is a nationally recognized not-for-profit organization focused on human resource issues, and conducts the most anticipated, most respected survey of its kind in the compensation industry.

In addition to collecting data on actual salary budget increases allocated by the organizations surveyed, WorldatWork also obtains information about employers' *projected* salary increases during the upcoming year (expressed as a percent increase).

In its 43rd annual edition, WorldatWork released the findings from its *2016-17 Salary Budget Survey*, which included more than 2,000 responses from a wide variety of employers from all industries in all 50 states. Approximately 60% of all the survey responses were received from organizations whose workforces total between 500 – 9,999 employees (Source: WorldatWork’s “*2016-17 Executive Report & Analysis*,” pp. 8 & 10).

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

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

	Projected 2016	Actual 2016	Projected 2017
General Increase/COLA	2.0 %	1.5%	2.0 %
Merit Increase	3.0 %	3.0 %	3.0 %
Other Increase	0.5 %	0.5 %	0.5 %
Total Increase	3.0 %	3.0 %	3.0 %

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

Chart 2 – Median Salary Budget Increases (zeros included), by Employee Category

	Projected 2016	Actual 2016	Projected 2017
Nonexempt Hourly, Nonunion	3.0 %	3.0 %	3.0 %
Exempt Salaried	3.0 %	3.0 %	3.0 %
Officers/Executives	3.0 %	3.0 %	3.0 %
All	3.0 %	3.0 %	3.0 %

It is interesting and important to note that no differences exist when comparing nationally-based figures to the salary budget forecast for Utah employers or, more specifically, public sector employers. The total salary budget increase forecast for Utah and, particularly, government employers is also **three percent**.

Local Market Pay Comparison

The committee acknowledges and recognizes the on-going challenge city leaders face when trying to balance the *competitive pay fairness* that employees seek with the *fiscal responsibility* demanded by taxpayers. To achieve this goal, this committee is confident and suggests that the best possible outcomes can be achieved as the city strives to maintain a pay position which is no less than 95% when compared locally to other employers with whom the city competes for talent.

Considering the abundance of qualified talent from the available local workforce, the committee affirms that comparing the city’s actual pay rates with those of other Wasatch

Front employers is the best approach. As a measure of competitiveness, the committee chooses to rely on a comparison of *actual* pay rates as opposed to range minimums or maximums, which at most may only be considered as *possible* or *potential* earnings an employee might receive. Pay decisions based on comparison of either range minimums or maximums tend to be appropriate only when structural pay rates (i.e. range minimums and maximums) are shown to be less than market, along with actual and median pay rates.



Furthermore, the committee finds best practice in compensation is to primarily consider median pay rates, which unlike the mean (or average), is not sensitive to or skewed by outliers, or abnormally low or high values. Support of this approach as a compensation philosophy is cited in the most recent “Compensation Programs and Practices” report released by WorldatWork (January 2015), which found 85% of organizations surveyed target base salaries at the 50th percentile, or median.

As with past years, the committee reviewed local market data, including base wages & salaries, obtained from two locally-based survey groups: 1) the 2016 *Salt Lake Area Survey*, conducted by the Western Management Group (WVG); and, 2) Wasatch Compensation Group’s (WCG) *TechNet* system. The *Salt Lake Area Survey* included 94 participants, the majority of whom are large private or public employers with operations along the Wasatch Front. Data gathered from the Wasatch Compensation Group (WCG) comes exclusively from Utah public employers, including local municipalities, counties and special districts, most of whom serve populations of 40,000 or more along the Wasatch Front.

A complete list of all employers included in this salary comparison are shown in Appendix B of this report.

Among the more than 830 different job titles utilized by the city, the committee reviewed median wage & salary data for 56 salary benchmark jobs, including approximately 930 employees who represent 34% of the city’s total workforce.

Notable concerns arise when comparative data show the city’s median pay rates **significantly lead** market. Benchmark jobs included in this category are defined as those for which the city’s median pay rates exceed other employers by more than ten percent (as shown in Table A below).

Table A: Benchmark Jobs **SIGNIFICANTLY ABOVE MARKET** (> 10%)

BENCHMARK JOB	SLC Median Salary	Market Median Salary	SLC/MKT
Plumber II	\$53,289	\$48,170	111%
Accountant	\$65,177	\$58,368*	112%
Public Safety Dispatcher II	\$43,492	\$38,669*	112%
Lab Chemist	\$59,987	\$52,920*	113%
Research Analyst/Grant Program Manager	\$59,263	\$52,502	113%
Asphalt Equipment Operator	\$47,370	\$42,085*	113%
Engineering Technician IV	\$57,116	\$50,644*	113%
Principal Planner	\$64,546	\$56,605	114%
Judicial Assistant II/Hearing Officer II	\$50,398	\$43,716	115%
Web Producer III	\$82,103	\$70,683	116%
Building Equipment Operator II	\$47,320	\$40,359*	117%
Fleet Mechanic	\$51,708	\$44,288*	117%
Licensed Architect	\$74,461	\$62,588	119%
Senior Secretary	\$45,718	\$38,510*	119%
Real Property Agent	\$62,286	\$51,179	122%
Custodian II	\$33,072	\$27,110*	122%
HVAC Technician II	\$54,849	\$44,566*	123%
Utilities Rep II/Senior-Customer Service	\$45,718	\$36,912*	124%
Senior Warehouse Operator	\$47,382	\$37,472*	126%
Wastewater Plant Operator	\$48,672	\$38,294	127%
Legal Secretary	\$50,062	\$38,846*	129%
Police Officer I/II/III	\$66,186	\$50,444*	131%
Firefighter – Paramedic I/II/III	\$75,005	\$53,603	140%

* Market salary is based on a weighted average of median salaries reported in both WMG & WCG surveys (with 60% weight given to WMG average salary figures). All other market salary comparisons are from one survey group only.

The committee **strongly cautions** city leaders to limit pay adjustments for employees covered under this group of benchmark jobs. It is vital for leaders to realize and understand that increasing pay rates for these employees beyond existing pay rates inevitably magnifies a costly and growing pay issue. As evidence of this point, compared to the number of benchmark jobs shown in this category last year, this year’s total includes 13 of the same benchmark jobs plus an additional 10 new benchmarks.

By contrast, market data also reveal reason for concern in cases when city pay lags market either *slightly* or *significantly*. Based on the comparative data reviewed, the committee noted a total of **seven** benchmark jobs that **lag** competing employers either **slightly** (between 4-9% less than market) or **significantly** (>10% less than market), as shown in Tables B & C.

Table B: Benchmark Jobs SIGNIFICANTLY Below Market (> -10%)

SLC SALARY BENCHMARK	SLC Median Salary	Market Median Salary	SLC/MKT
Engineer IV	\$69,964	\$80,767*	87%
Plans Examiner	\$57,179	\$65,017	88%
Paralegal	\$50,888	\$57,031	89%

* Market salary is based on a weighted average of median salaries reported in both WMG & WCG surveys (with 60% weight given to WMG average salary figures). All other market salary comparisons are from one survey group only.

Table C: Benchmark Jobs SLIGHTLY Below Market (-4 % to -9%)

SLC SALARY BENCHMARK	SLC Median Salary	Market Median Salary	SLC/MKT
Human Resources Consultant, Senior	\$70,033	\$76,875	91%
Evidence Technician	\$39,197	\$42,411	92%
Police Information Specialist	\$32,749	\$35,380	93%
Technical Systems Analyst III	\$64,542	\$69,600	93%

A summary of the 2016 SLC/Market survey results for all 56 benchmark jobs reviewed by the committee is shown in Appendix A of this report. Additional information, including a graphic trend analysis of city pay competitiveness for select benchmarks compared to the local market since 2010, is shown in Appendix C.

In presenting this compensation survey data, we repeat our usual caution, which is that due to many uncontrollable variables, salary survey results alone should be seen only as indicators, not absolutes.

City Living Wage

In addition to considering comparative market pay data for benchmark jobs, the committee was asked to review and assess Salt Lake City’s living wage, established at \$10.10 per hour. When first implemented in 2016, the city’s living wage was intended to ensure that employees, including seasonal and part-time workers, were guaranteed pay which at the very least would allow them to cover basic family living expenses. Considering the impact of inflation and economic pressures that generally affect the cost of goods and services, the committee recognizes the need to evaluate and consider potential adjustments to the city’s living wage as notable increases for living expenses occur over time.

To assist in this endeavor, the committee reviewed a modern living wage model developed by Dr. Amy K. Glasmeier, Ph.D. and the Massachusetts Institute of Technology’s Department of Urban Studies and Planning. This model incorporates the

related to a family’s likely minimum food, child care, health insurance, housing, transportation and other basic necessities costs.



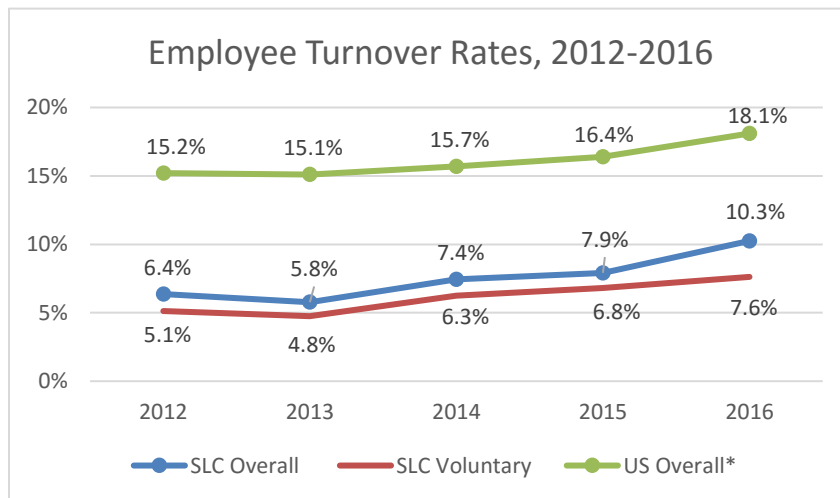
Based upon expense data and estimates gathered from agencies such as the USDA, U.S. Bureau of Labor Statistics, and Housing & Urban Development, this model estimates the local living wage for a single adult residing in Salt Lake County to be approximately \$10.87 per hour. Given the close proximity of this estimate to the city’s \$10.10 living wage rate, the committee encourages city officials to watch and monitor appropriate living wage benchmarks, such as the one cited in this report, when deciding the potential for any future living wage rate increases.

For more detail and additional data pertaining to the local living wage, including annual expenses used to calculate living wage rates for different family compositions, please refer to Appendix D of this report.

Employee Turnover

Considering the city’s present success in attracting large applicant pools (including nearly 18,823 applicants for 412 posted positions during 2016), highly competitive wages and low voluntary turnover, there is good evidence to support and demonstrate the city’s existing compensation strategy is generally achieving desired results.

Despite a steady increase in the city’s overall turnover rate, which includes both voluntary and involuntary reasons, total turnover even at 10.3% is generally considered by many to be a healthy and acceptable rate of employee turnover. Of the 209 employees that voluntarily left the city in 2016, 83 retired reducing the voluntary turnover rate from 7.6% to 4.6%. Even at the current rate, the graph below illustrates that the city’s turnover is still well below national standards for all industries combined.



* Source: U.S. turnover data obtained from <http://blog.compdatasurveys.com>

Gender Pay Equity

Finally, given city leaders' interest in gender pay equity, the committee also reviewed analysis performed by the Human Resources Department showing the average pay of males and females in all jobs across all city departments. The base pay rates of employees working in the same job title and level were considered, including both union and non-union job incumbents.



Despite any gender pay differences that appear to exist among employees within the same job titles on a citywide basis, greater consistency in pay was found among female and male employees assigned to the same job title within the same department. The committee speculates that pay differences between departments are likely budget-driven and are the result of differing pay philosophies, independent judgment, and discretion exercised by the various department directors.

Considering the number of jobs in which females earn close to the same rates of pay as their male counterparts, the committee finds gender pay equity is in a favorable position and suggests that no pay corrections are necessary at this time.

A quick summary of findings from this analysis revealed:

- There are a total of **68** job titles in which females earn as much or more than their male counterparts. In other instances, results show a total of **51** jobs where women earn less than their male counterparts. Upon further review, more detailed analysis proved career experience, job performance, time in position, years of service, and/or education/ license/ certification requirements were legitimate factors that justified pay differences among employees.
- Pay differences found between female and male incumbents in union-covered jobs were found to be consistent with terms specified in the established union contract, which dictates that pay is determined exclusively based on an employee's time in position.
- There are a total of **163** job titles, including some single-incumbent jobs, which are held exclusively by men; while another **46** job titles, including some single-incumbent jobs, are held exclusively by women.

Appendix A

Appendix A1 - 2016-17 Salt Lake City/Market Median Pay Comparison

Job Title (Job Code)	SLC Employee Median Salary	# SLC Incumbents	WCG Median Salary	# Incumbents	# Respondents	SLC/WCG Median	WGM Median Salary	# Incumbents	# Respondents	SLC/WMG Median
ACCOUNTANT III (001666)	\$65,177	6	\$51,095	113	15	128%	\$64,488	171	28	101%
APPOINTED SENIOR CITY ATTORNEY (000185)	\$124,281	12					\$122,657	68	13	101%
ASPHALT EQUIPMENT OPERATOR (000909 & 000918)	\$47,370	35	\$48,069	106	13	99%	\$38,861	268	13	122%
AUDITOR III (001684)	\$75,745	2					\$75,505	28	10	100%
BUILDING EQUIPMENT OPERATOR II (006071)*	\$47,320	8	\$41,262	176	14	115%	\$39,780	424	21	119%
BUILDING INSPECTOR III (000723)	\$69,451	8	\$64,319	28	12	108%				
BUSINESS LICENSE PROCESSOR III (001964)	\$43,492	3	\$41,816	15	10	104%				
CARPENTER II (001349)	\$50,148	7					\$48,652	114	11	103%
COLLECTIONS OFFICER (001376)	\$41,430	5					\$39,187	42	8	106%
CUSTODIAN II (006090)	\$33,072	2	\$29,095	107	13	114%	\$25,931	334	17	128%
DEPT PERSONNEL/PAYROLL ADMINISTRATOR (000410)	\$50,859	5	\$48,402	14	13	105%	\$51,907	29	20	98%
ENGINEER IV (000745)	\$69,964	6	\$75,058	179	22	93%	\$85,082	31	5	82%
ENGINEERING TECHNICIAN IV (000829)	\$57,116	10	\$49,848	19	9	115%	\$51,189	78	5	112%
EVIDENCE TECHNICIAN II (001549)	\$39,197	6	\$42,411	18	11	92%				
FINANCIAL ANALYST III (001670)	\$71,926	5					\$75,203	132	18	96%
FIREFIGHTER I/II/III (001461, 001460, 001480)	\$43,722	50	\$42,261	261	13	103%				
FIREFIGHTER/PARAMEDIC (001463, 001462, 001481)	\$75,005	78	\$53,603	427	14	140%				
FLEET MECHANIC (001952)	\$51,708	35	\$49,556	133	24	104%	\$41,358	84	8	125%
GIS SPECIALIST (000781)	\$58,821	3	\$60,699	18	11	97%				
GOLF PROFESSIONAL (000940)	\$76,290	4	\$70,469	22	17	108%				
HUMAN RESOURCES CONSULTANT, SENIOR (001834)	\$70,033	6					\$76,875	58	22	91%
HVAC TECHNICIAN II (006050)	\$54,849	9	\$44,338	28	5	124%	\$44,720	139	14	123%
JUDICIAL ASSISTANT II /HEARING OFFICER II (002084 & 00421)*	\$50,398	11	\$43,716	25	14	115%				
JUSTICE COURT JUDGE (001601)	\$116,554	4	\$122,845	14	11	95%				
LAB CHEMIST (000427)	\$59,987	2	\$56,429	9	8	106%	\$50,815	18	5	118%
LEGAL SECRETARY III (003136)	\$50,062	2	\$37,949	85	16	132%	\$39,469	50	8	127%
LICENSED ARCHITECT (000752)	\$74,461	3	\$62,588	28	6	119%				
MAINTENANCE ELECTRICIAN IV (000168)	\$55,910	27	\$51,184	32	12	109%	\$52,000	148	15	108%
METAL FABRICATION TECHNICIAN (001925)	\$56,596	5					\$51,532	16	5	110%
NETWORK SYSTEMS ENGINEER II (001394)	\$77,332	5	\$76,925	19	18	101%	\$76,000	52	16	102%
OFFICE FACILITATOR II (001232 & 001259)*	\$46,662	22	\$49,868	47	13	94%	\$46,920	58	7	99%
PAINTER II (001347)	\$50,148	6					\$46,054	56	10	109%
PARALEGAL (000572)	\$50,888	6	\$49,400	44	9	103%	\$63,579	20	12	80%
PARKS GROUNDSKEEPER (001813)	\$30,368	9	\$34,313	34	11	89%	\$27,997	89	11	108%
PLANS EXAMINER (001546)	\$57,179	4	\$65,017	12	9	88%				
PLUMBER II (000854)	\$53,289	4					\$48,170	88	12	111%
POLICE INFO SPECIALIST (001713)	\$32,749	8	\$35,380	76	13	93%				
POLICE OFFICER I/II/III (001457, 001456, 001489)	\$66,186	364	\$52,270	1,710	19	127%	\$49,296	162	10	134%
PRINCIPAL PLANNER (001733)	\$64,546	10	\$56,605	47	14	114%				
PROCUREMENT SPECIALIST II (000534)	\$61,531	2	\$55,054	32	13	112%	\$60,342	131	24	102%
PROGRAM COORDINATOR - ARTS COUNCIL (001799)*	\$52,873	2	\$52,023	7	7	102%				
PUBLIC SAFETY DISPATCHER II (000161)	\$43,492	53	\$40,935	136	9	106%	\$37,294	79	12	117%
REAL PROPERTY AGENT (000370)	\$62,286	2	\$51,179	1,178	6	122%				
RESEARCH ANALYST/ GRANT PROG MGR (001276)	\$59,263	1	\$52,502	123	6	113%				
SENIOR SECRETARY (0003030) & OFFICE TECH II (001191)	\$45,718	17	\$37,255	86	17	123%	\$39,395	794	34	116%
SENIOR WAREHOUSE OPERATOR (006048)*	\$47,382	6	\$35,573	17	5	133%	\$38,855	116	14	122%
SOFTWARE ENGINEER II (001726)	\$88,296	1					\$84,266	79	13	105%
TECHNICAL SYSTEMS ANALYST III (000585)	\$64,542	5					\$69,660	21	7	93%
TRAINING & DEVELOPMENT COORDINATOR (000491)	\$54,225	1					\$55,462	36	15	98%
UTILITIES REP II/SENIOR - CUSTOMER SVC (000198 & 000199)*	\$45,718	9	\$34,058	24	9	134%	\$39,097	312	19	117%
WASTEWATER PLANT OPERATOR (000968)	\$48,672	7	\$38,113	21	6	128%				
WATER METER READER II (006326)	\$33,155	7	\$35,068	27	7	95%				
WATER METER TECHNICIAN (000997)	\$45,302	3	\$44,495	13	8	102%				
WATER SYSTEM MAINTENANCE OPERATOR II (000975)	\$48,672	15	\$51,417	13	7	95%				
WEB PRODUCER III (001413)	\$82,103	1					\$70,683	32	12	116%

* = New/updated benchmark title

Significantly leading >10% of market
 Slightly lagging between -4% and -9% below market
 Significantly lagging > -10% below market

Appendix A2 - 2016-17 Salt Lake City/Market Average Pay Comparison

Job Title (Job Code)	SLC Employee Average Salary	# SLC Incumbents	WCG Actual Average Salary	# Incumbents	# Respondents	SLC/WCG Avg	WMG Actual Average Salary	# Incumbents	# Respondents	SLC/WMG Avg
ACCOUNTANT III (001666)	\$65,578	6	\$51,577	113	15	127%	\$65,391	171	28	100%
APPOINTED SENIOR CITY ATTORNEY (000185)	\$125,025	12					\$134,122	68	13	93%
ASPHALT EQUIPMENT OPERATOR (000909 & 000918)	\$45,262	35	\$41,644	106	13	109%	\$40,004	268	13	113%
AUDITOR III (001684)	\$75,745	2					\$74,601	28	10	102%
BUILDING EQUIPMENT OPERATOR II (006071)*	\$45,702	8	\$38,873	176	14	118%	\$39,766	424	21	115%
BUILDING INSPECTOR III (000723)	\$65,886	8	\$62,884	28	12	105%				
BUSINESS LICENSE PROCESSOR III (001964)	\$44,997	3	\$42,331	15	10	106%				
CARPENTER II (001349)	\$50,148	7					\$46,930	114	11	107%
COLLECTIONS OFFICER (001376)	\$41,430	5					\$40,005	42	8	104%
CUSTODIAN II (006090)	\$33,072	2	\$24,558	107	13	135%	\$26,487	334	17	125%
DEPT PERSONNEL/PAYROLL ADMINISTRATOR (000410)	\$51,750	5	\$50,868	14	13	102%	\$51,634	29	20	100%
ENGINEER IV (000745)	\$70,676	6	\$70,984	179	22	100%	\$84,329	31	5	84%
ENGINEERING TECHNICIAN IV (000829)	\$56,105	10	\$46,811	19	9	120%	\$59,322	78	5	95%
EVIDENCE TECHNICIAN II (001549)	\$38,566	6	\$42,375	18	11	91%				
FINANCIAL ANALYST III (001670)	\$72,311	5					\$76,575	132	18	94%
FIREFIGHTER I/II/III (001461, 001460, 001480)	\$49,249	50	\$43,299	261	13	114%				
FIREFIGHTER/PARAMEDIC (001463, 001462, 001481)	\$68,935	78	\$60,874	427	14	113%				
FLEET MECHANIC (001952)	\$48,655	35	\$45,256	133	24	108%	\$45,176	84	8	108%
GIS SPECIALIST (000781)	\$60,343	3	\$62,048	18	11	97%				
GOLF PROFESSIONAL (000940)	\$75,155	4	\$70,138	22	17	107%				
HUMAN RESOURCES CONSULTANT, SENIOR (001834)	\$70,625	6					\$78,423	58	22	90%
HVAC TECHNICIAN II (006050)	\$55,341	9	\$47,286	28	5	117%	\$48,988	139	14	113%
JUDICIAL ASSISTANT II /HEARING OFFICER II (002084 & 00421)*	\$47,161	11	\$42,780	25	14	110%				
JUSTICE COURT JUDGE (001601)	\$116,097	4	\$121,647	14	11	95%				
LAB CHEMIST (000427)	\$59,987	2	\$53,851	9	8	111%	\$54,064	18	5	111%
LEGAL SECRETARY III (003136)	\$50,062	2	\$35,123	85	16	143%	\$43,636	50	8	115%
LICENSED ARCHITECT (000752)	\$75,587	3	\$67,627	28	6	112%				
MAINTENANCE ELECTRICIAN IV (000168)	\$55,910	27	\$52,788	32	12	106%	\$52,837	148	15	106%
METAL FABRICATION TECHNICIAN (001925)	\$55,053	5					\$52,205	16	5	105%
NETWORK SYSTEMS ENGINEER II (001394)	\$77,751	5	\$76,339	19	18	102%	\$76,065	52	16	102%
OFFICE FACILITATOR II (001232 & 001259)*	\$46,150	22	\$43,369	47	13	106%	\$46,794	58	7	99%
PAINTER II (001347)	\$50,148	6					\$44,258	56	10	113%
PARALEGAL (000572)	\$50,930	6	\$41,651	44	9	122%	\$63,943	20	12	80%
PARKS GROUNDSKEEPER (001813)	\$29,244	9	\$34,448	34	11	85%	\$28,560	89	11	102%
PLANS EXAMINER (001546)	\$57,179	4	\$64,053	12	9	89%				
PLUMBER II (000854)	\$53,289	4					\$49,036	88	12	109%
POLICE INFO SPECIALIST (001713)	\$34,456	8	\$34,584	76	13	100%				
POLICE OFFICER I/II/III (001457, 001456, 001489)	\$61,345	364	\$52,214	1,710	19	117%	\$47,796	162	10	128%
PRINCIPAL PLANNER (001733)	\$64,868	10	\$52,339	47	14	124%				
PROCUREMENT SPECIALIST II (000534)	\$61,531	2	\$54,081	32	13	114%	\$71,654	131	24	86%
PROGRAM COORDINATOR - ARTS COUNCIL (001799)*	\$52,873	2	\$55,959	7	7	94%				
PUBLIC SAFETY DISPATCHER II (000161)	\$44,149	53	\$39,902	136	9	111%	\$38,442	79	12	115%
REAL PROPERTY AGENT (000370)	\$62,286	2	\$50,483	1,178	6	123%				
RESEARCH ANALYST/ GRANT PROG MGR (001276)	\$59,263	1	\$51,215	123	6	116%				
SENIOR SECRETARY (0003030) & OFFICE TECH II (001191)	\$40,930	17	\$35,452	86	17	115%	\$39,918	794	34	103%
SENIOR WAREHOUSE OPERATOR (006048)*	\$46,300	6	\$34,835	17	5	133%	\$41,435	116	14	112%
SOFTWARE ENGINEER II (001726)	\$88,296	1					\$83,637	79	13	106%
TECHNICAL SYSTEMS ANALYST III (000585)	\$64,979	5					\$66,206	21	7	98%
TRAINING & DEVELOPMENT COORDINATOR (000491)	\$54,225	1					\$56,235	36	15	96%
UTILITIES REP II/SENIOR - CUSTOMER SVC (000198 & 000199)*	\$41,576	9	\$35,468	24	9	117%	\$40,066	312	19	104%
WASTEWATER PLANT OPERATOR (000968)	\$47,562	7	\$38,371	21	6	124%				
WATER METER READER II (006326)	\$34,658	7	\$35,978	27	7	96%				
WATER METER TECHNICIAN (000997)	\$45,302	3	\$44,226	13	8	102%				
WATER SYSTEM MAINTENANCE OPERATOR II (000975)	\$48,672	15	\$49,364	13	7	99%				
WEB PRODUCER III (001413)	\$82,103	1					\$77,019	32	12	107%

* = New/updated benchmark title

Significantly leading >10% of market

Slightly lagging between -4% and -9% below market

Significantly lagging > -10% below market

Appendix B

2016 Wasatch Compensation Group (WCG) Participant List

All participants, except western states, are political subdivisions or special districts within the state of Utah (population size > approximately 40,000).

BOUNTIFUL	SOUTH DAVIS METRO FIRE AGENCY
CEDAR CITY	SOUTH DAVIS SEWER DISTRICT
CEDAR HILLS	SOUTH JORDAN
CENTRAL DAVIS COUNTY SEWER	SOUTH VALLEY SEWER DISTRICT
CENTRAL VALLEY WATER	SOUTH VALLEY WATER RECLAMATION
CENTRAL WEBER SEWER	SPANISH FORK
COTTONWOOD HEIGHTS	SPRINGVILLE
DAVIS BEHAVIOR HEALTH	ST. GEORGE
DAVIS COUNTY	STATE OF COLORADO
DRAPER	STATE OF IDAHO
HURRICANE	STATE OF MONTANA
JORDAN VALLEY WATER	STATE OF NEW MEXICO
LAYTON	STATE OF UTAH
LEHI	STATE OF WYOMING
LOGAN	TAYLORSVILLE
METROPOLITAN WATER, SALT LAKE & SANDY	TAYLORSVILLE-BENNION SPECIAL DISTRICT
MILLARD COUNTY	TIMPANOGOS SPECIAL DISTRICT
MOUNTAINLAND ASSOCIATION OF GOVERNMENTS	TOOELE
MT. OLYMPUS IMPROVEMENT DISTRICT	UNIFIED FIRE AUTHORITY
MURRAY	UNIFIED POLICE DEPARTMENT
NORTH DAVIS COUNTY SEWER	UTAH COUNTY
NORTH DAVIS FIRE DISTRICT	UTAH TRANSIT AUTHORITY
NORTH SALT LAKE	UTAH VALLEY DISPATCH SPECIAL SERVICE DISTRICT
OGDEN	VALLEY EMERGENCY
OREM	VALLEY BEHAVIORAL HEALTH
PARK CITY	WASHINGTON CITY
PARK CITY FIRE DEPT	WEBER BASIN WATER
PAYSON	WEBER COUNTY
PROVO	WEBER FIRE DISTRICT
ROY WATER CONSERVANCY SUBDISTRICT	WEBER HUMAN SERVICES
SALT LAKE COUNTY	WEST BOUNTIFUL
SANDY	WEST JORDAN
SNYDERVILLE BASIN WATER RECLAMATION	WEST VALLEY
66 TOTAL PARTICIPANTS	

2016 Western Management Group (WGM) Participant List
Salt Lake Area Compensation Survey

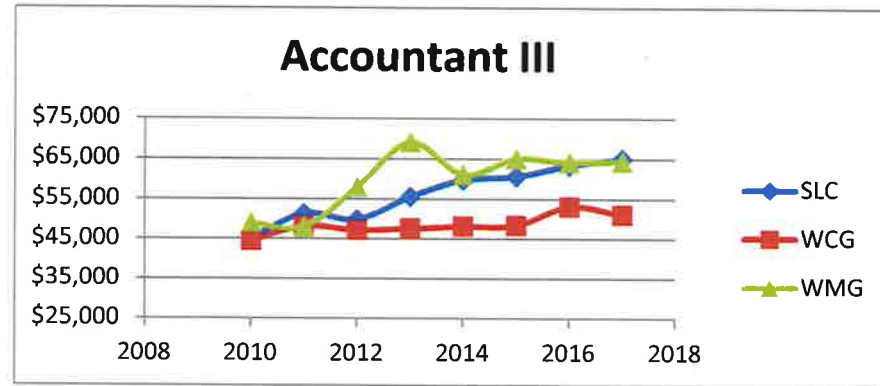
AECOM/Federal Services	Aerojet Rocketdyne	Agreserves
American Fork City	Arup Laboratories	ASM Research
Associated Food Stores	ATK Orbital	BAE Systems USA
Bard Access Systems	BD Medical Systems	Boart Longyear
Boeing	Booz Allen Hamilton	Brigham Young University
Browning	CACI International	Camber
CH2M	Church of Jesus Christ of LDS	Clean Harbors
Comcast	Compass Minerals	Davis County
DRS Technologies	eBay	Edwards Lifesciences
FBL Financial Group	FJ Management	General Dynamics/Information Technology
General Dynamics/Mission Systems	Hexcel	Honeywell Technology Solutions
Hoyt Archery	IM Flash Technologies	Intercontinental Hotels Group
Intermountain Health Care	JR Simplot	Jacobs Technology
Jordan School District	JT3	Komatsu
L-3 Communications/ Communications Systems-West	L-3 Communications/Link Simulation & Training	Landesk Software
Leidos	Lennox International	Lockheed Martin
ManTech International	Maverik	Merit Medical Systems
Moog Aircraft Salt Lake Ops	NCI Information Systems	Northrop Grumman
Orbit Irrigation Products	Parsons	Pitney Bowes
Questar	Raytheon	Rio Tinto Shared Services
Rockwell Collins	Salt Lake Community College	Salt Lake County
SGT	Sierra Nevada	Sinclair Services
Southern Utah University	Southwest Research Institute	Stampin Up
State of Utah, DHRM	Sunrise Senior Center	Tecolote Research
Textron Systems	U.S. Foods	Unisys/Federal Systems
University of Utah	US Magnesium	USANA Health Sciences
Utah State Courts	Utah State University Research Foundation/Space Dynamics Lab	Utah Transit Authority
Utah Valley University	Valley Behavioral Health	Verizon Communications
Visa	Vivint Solar	Wasatch Front Waste and Recycling District
Waste Management	Weber State University	Wells Fargo
Wood Consulting Services	WYLE	94 TOTAL PARTICIPANTS
Xerox	Zions Bancorporation	

Appendix C

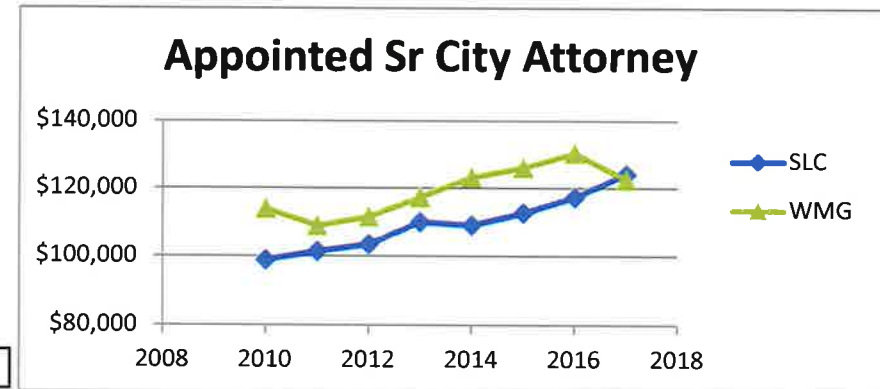
SLC/MKT Benchmark Trend Analysis - 2010 - Present

UPDATED: February 1, 2017

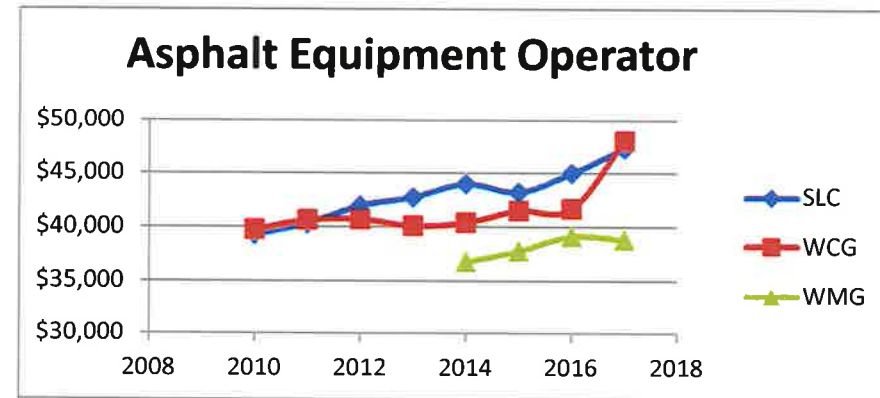
	Rate	Rate	Rate
Accountant III	SLC	WCG	WMG
2010	\$45,267	\$44,557	\$49,158
2011	\$51,501	\$48,214	\$48,010
2012	\$50,032	\$47,158	\$58,176
2013	\$55,751	\$47,561	\$69,216
2014	\$59,894	\$48,113	\$61,284
2015	\$60,820	\$48,352	\$65,121
2016	\$63,527	\$53,090	\$64,276
2017	\$65,177	\$51,095	\$64,488



	Rate	Rate	Rate
Appointed Sr City Attorney	SLC	WCG	WMG
2010	\$99,070		\$114,186
2011	\$101,608		\$109,162
2012	\$103,667		\$111,720
2013	\$110,236		\$117,509
2014	\$109,304		\$123,324
2015	\$112,921		\$126,215
2016	\$117,455		\$130,520
2017	\$124,281		\$122,657



	Rate	Rate	Rate
Asphalt Equipment Operator	SLC	WCG	WMG
2010	\$39,354	\$39,727	
2011	\$40,352	\$40,604	
2012	\$41,995	\$40,672	
2013	\$42,795	\$40,061	
2014	\$44,034	\$40,379	\$36,798
2015	\$43,265	\$41,479	\$37,813
2016	\$45,049	\$41,653	\$39,157
2017	\$47,370	\$48,069	\$38,861

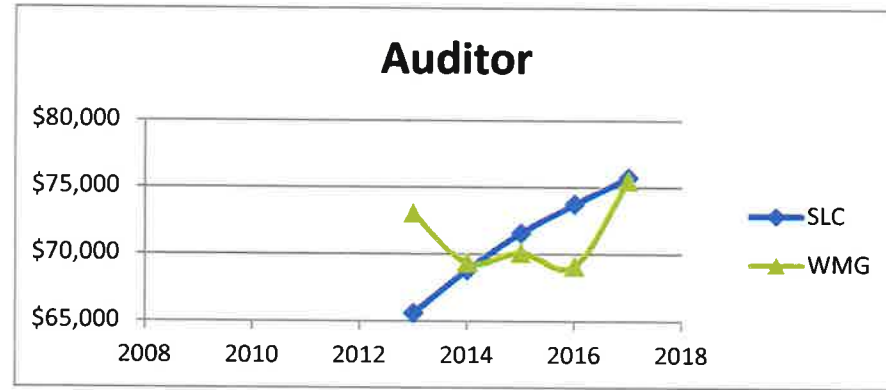


*Median pay instead of actual average was used as the rate starting 2017

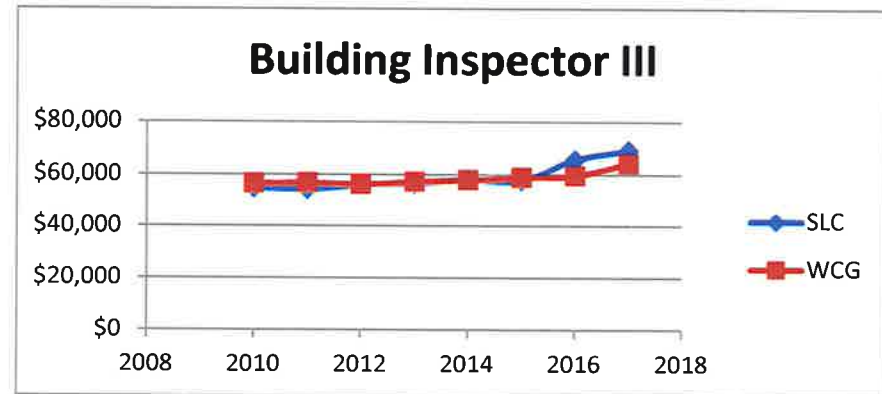
SLC/MKT Benchmark Trend Analysis - 2010 - Present

UPDATED: February 1, 2017

Auditor	Rate SLC	Rate WCG	Rate WMG
2010			
2011			
2012			
2013	\$65,635		\$73,088
2014	\$68,838		\$69,385
2015	\$71,583		\$70,127
2016	\$73,752		\$69,143
2017	\$75,745		\$75,505



Building Inspector III	Rate SLC	Rate WCG	Rate WMG
2010	\$54,995	\$56,499	
2011	\$54,454	\$56,837	
2012	\$56,097	\$56,215	
2013	\$56,664	\$57,181	
2014	\$58,128	\$57,864	
2015	\$57,868	\$58,886	
2016	\$65,918	\$59,591	
2017	\$69,451	\$64,319	

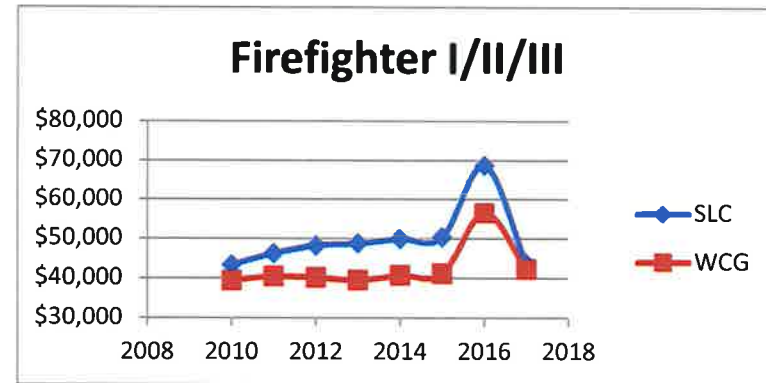


*Median pay instead of actual average was used as the rate starting 2017

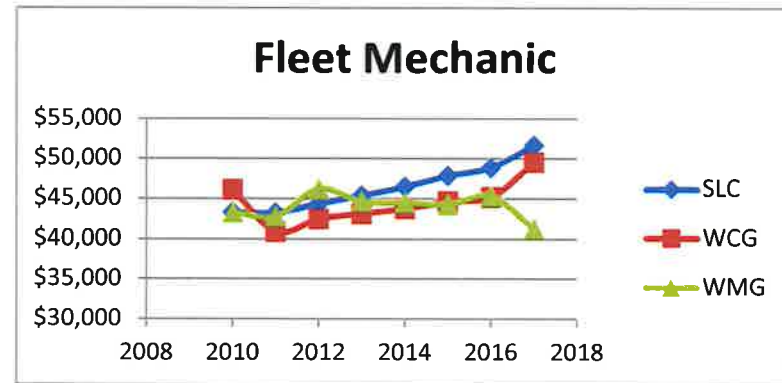
SLC/MKT Benchmark Trend Analysis - 2010 - Present

UPDATED: February 1, 2017

Firefighter I/II/III	Rate	Rate	Rate
	SLC	WCG	
2010	\$43,534	\$39,445	
2011	\$46,384	\$40,467	
2012	\$48,360	\$40,156	
2013	\$48,879	\$39,513	
2014	\$50,015	\$40,707	
2015	\$50,480	\$41,144	
2016	\$68,848	\$56,504	
2017	\$43,722	\$42,261	



Fleet Mechanic	Rate	Rate	Rate
	SLC	WCG	WMG
2010	\$43,393	\$46,102	\$43,376
2011	\$43,326	\$40,895	\$42,846
2012	\$44,449	\$42,487	\$46,279
2013	\$45,452	\$43,137	\$44,688
2014	\$46,559	\$43,761	\$44,545
2015	\$47,912	\$44,672	\$44,299
2016	\$48,952	\$45,198	\$45,354
2017	\$51,708	\$49,556	\$41,358



Human Resources Consultant, Senior	Rate	Rate	Rate
	SLC	WMG	
2010	\$54,198	\$56,095	
2011	\$54,035	\$56,735	
2012	\$57,313	\$66,515	
2013	\$59,379	\$68,000	
2014	\$61,861	\$76,389	
2015	\$67,974	\$73,462	
2016	\$67,696	\$76,587	
2017	\$70,033	\$76,875	

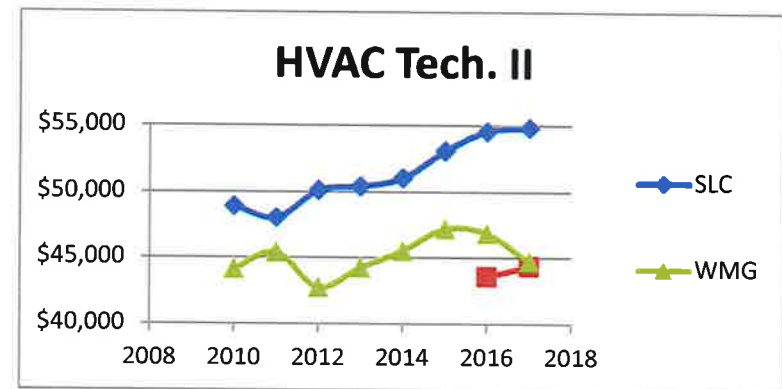


*Median pay instead of actual average was used as the rate starting 2017

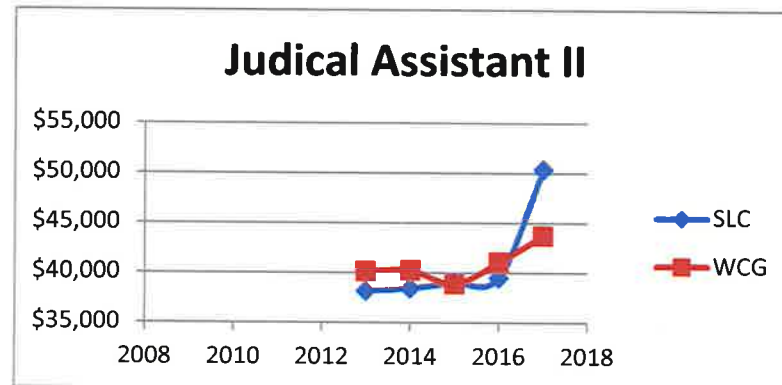
SLC/MKT Benchmark Trend Analysis - 2010 - Present

UPDATED: February 1, 2017

HVAC Tech. II	Rate SLC	Rate WCG	Rate WMG
2010	\$48,963		\$44,170
2011	\$48,068		\$45,430
2012	\$50,169		\$42,772
2013	\$50,473		\$44,269
2014	\$51,085		\$45,540
2015	\$53,102		\$47,209
2016	\$54,602	\$43,563	\$46,863
2017	\$54,849	\$44,338	\$44,720

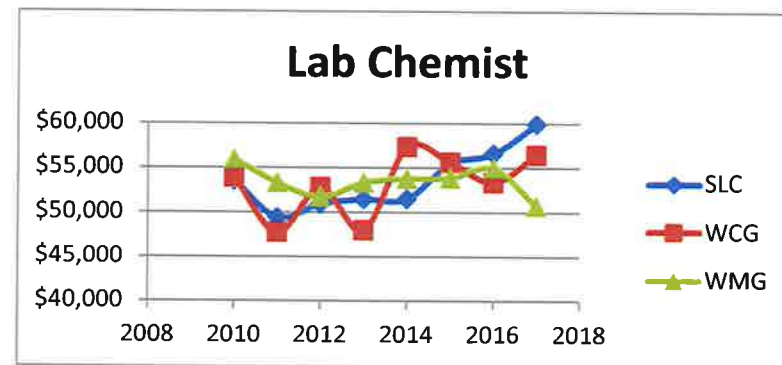


Justice Court Clerk	Rate SLC	Rate WCG	Rate WMG
2010			
2011			
2012			
2013	\$38,227	\$40,136	
2014	\$38,504	\$40,211	
2015	\$39,061	\$38,889	
2016	\$39,561	\$41,052	
2017	\$50,398	\$43,716	



NOTE: Title change from Justice Court Clerk

Lab Chemist	Rate SLC	Rate WCG	Rate WMG
2010	\$53,581	\$53,889	\$55,972
2011	\$49,504	\$47,746	\$53,370
2012	\$51,001	\$52,786	\$51,748
2013	\$51,512	\$47,952	\$53,366
2014	\$51,553	\$57,307	\$53,812
2015	\$55,515	\$55,615	\$53,895
2016	\$56,628	\$53,355	\$54,976
2017	\$59,987	\$56,429	\$50,815

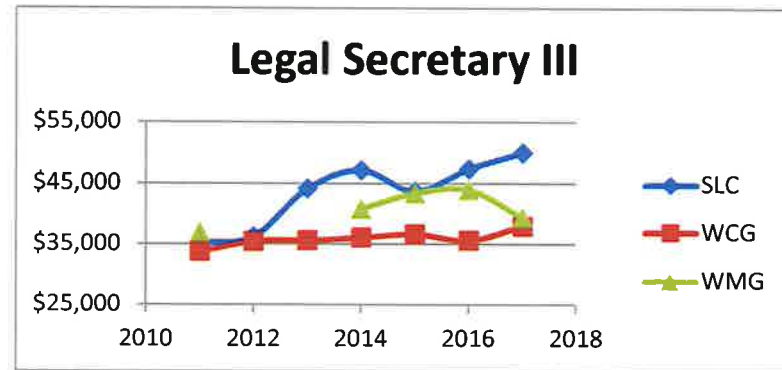


*Median pay instead of actual average was used as the rate starting 2017

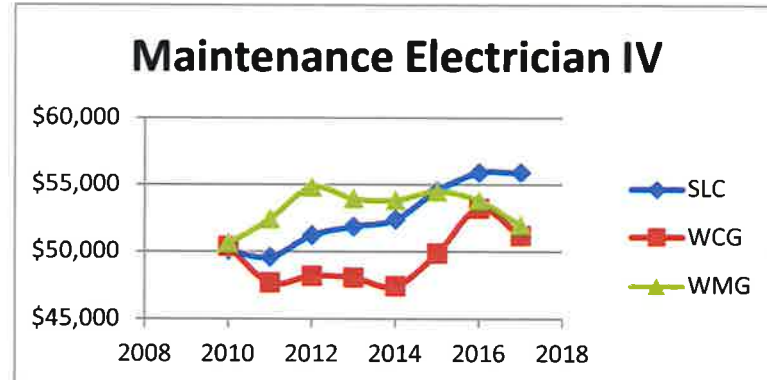
SLC/MKT Benchmark Trend Analysis - 2010 - Present

UPDATED: February 1, 2017

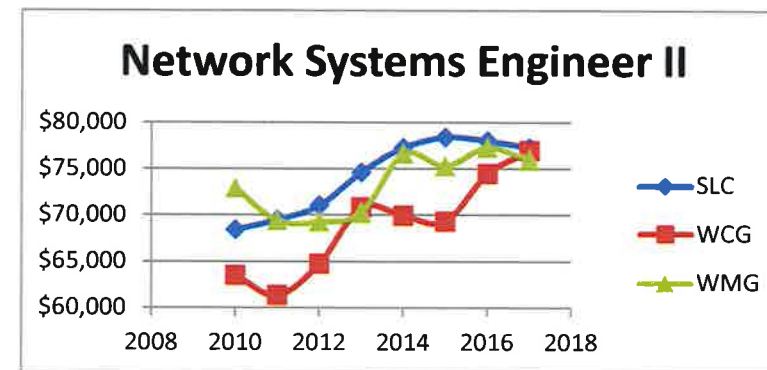
	Rate SLC	Rate WCG	Rate WMG
Legal Secretary III			
2011	\$35,277	\$33,738	\$37,041
2012	\$36,327	\$35,440	
2013	\$44,266	\$35,610	
2014	\$47,258	\$36,067	\$40,880
2015	\$43,784	\$36,649	\$43,479
2016	\$47,466	\$35,587	\$44,041
2017	\$50,062	\$37,949	\$39,469



	Rate SLC	Rate WCG	Rate WMG
Maintenance Electrician IV			
2010	\$50,142	\$50,384	\$50,626
2011	\$49,628	\$47,668	\$52,466
2012	\$51,251	\$48,163	\$54,852
2013	\$51,903	\$48,044	\$53,980
2014	\$52,413	\$47,403	\$53,867
2015	\$54,566	\$49,857	\$54,524
2016	\$55,910	\$53,199	\$53,832
2017	\$55,910	\$51,184	\$52,000



	Rate SLC	Rate WCG	Rate WMG
Network Systems Engineer II			
2010	\$68,474	\$63,477	\$72,993
2011	\$69,534	\$61,297	\$69,452
2012	\$71,073	\$64,709	\$69,310
2013	\$74,679	\$70,818	\$70,245
2014	\$77,309	\$69,927	\$76,683
2015	\$78,445	\$69,301	\$75,353
2016	\$78,090	\$74,457	\$77,356
2017	\$77,332	\$76,925	\$76,000

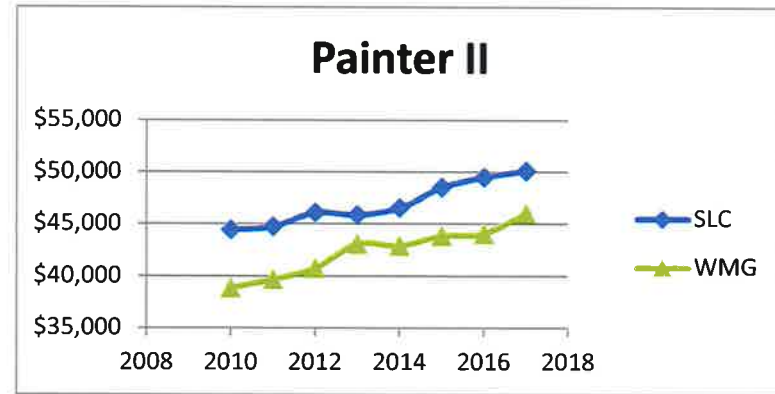


*Median pay instead of actual average was used as the rate starting 2017

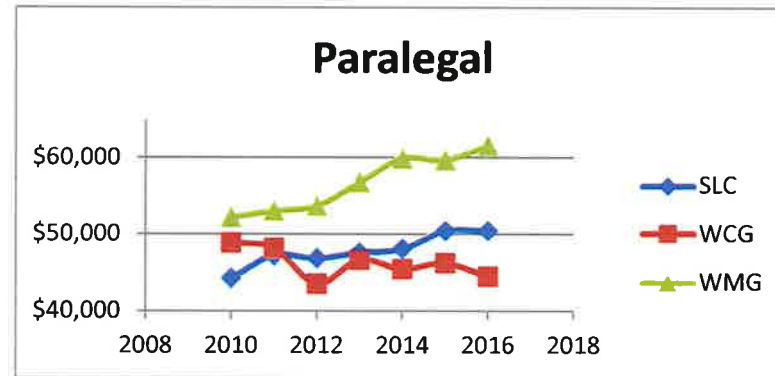
SLC/MKT Benchmark Trend Analysis - 2010 - Present

UPDATED: February 1, 2017

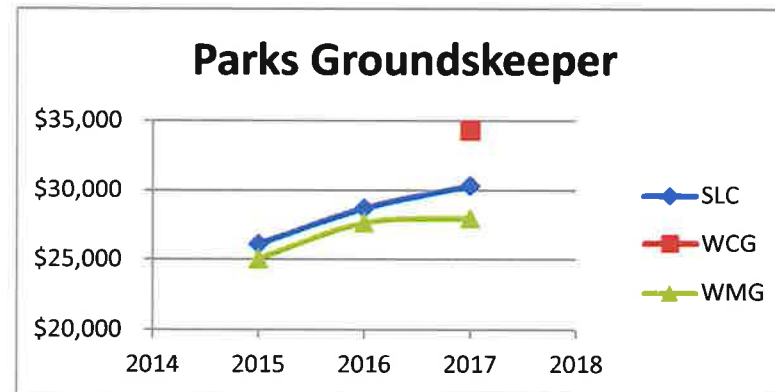
Painter II	Rate SLC	Rate WCG	Rate WMG
2010	\$44,473		\$38,913
2011	\$44,782		\$39,744
2012	\$46,134		\$40,825
2013	\$45,926		\$43,124
2014	\$46,592		\$42,954
2015	\$48,568		\$43,890
2016	\$49,546		\$44,091
2017	\$50,148		\$46,054



Paralegal	Rate SLC	Rate WCG	Rate WMG
2010	\$44,304	\$48,839	\$52,249
2011	\$47,283	\$48,173	\$53,103
2012	\$46,904	\$43,488	\$53,752
2013	\$47,635	\$46,629	\$56,837
2014	\$48,139	\$45,411	\$59,927
2015	\$50,471	\$46,185	\$59,716
2016	\$50,474	\$44,440	\$61,596
2017	\$50,888	\$49,400	\$63,579



Parks Groundskeeper	Rate SLC	Rate WCG	Rate WMG
2015	\$26,146		\$25,069
2016	\$28,731		\$27,685
2017	\$30,368	\$34,313	\$27,997



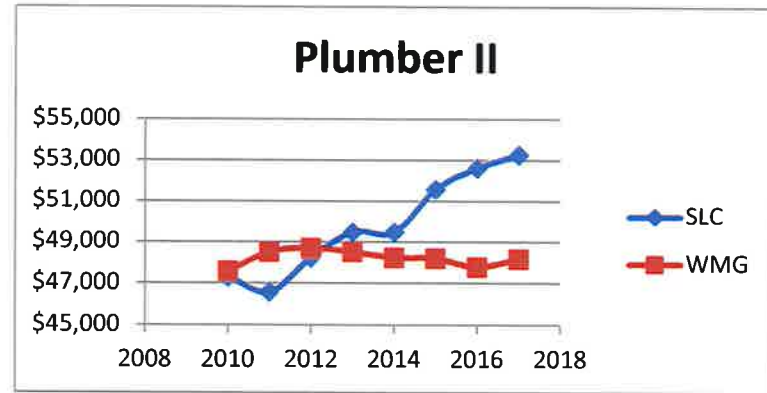
NOTE: Benchmark change in 2015 from Sr Groundskeeper (Crew Leader) to Parks Groundskeeper.

*Median pay instead of actual average was used as the rate starting 2017

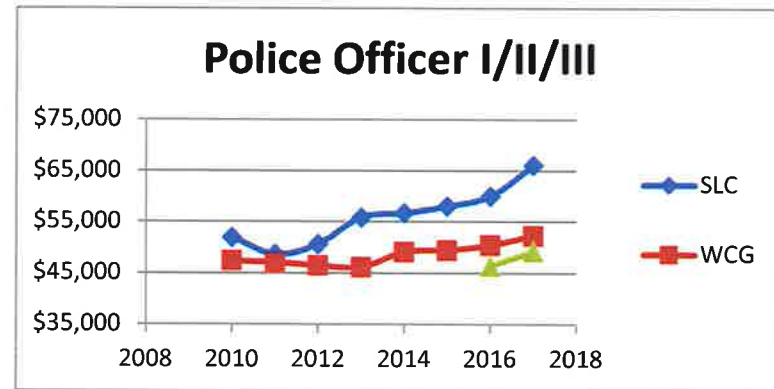
SLC/MKT Benchmark Trend Analysis - 2010 - Present

UPDATED: February 1, 2017

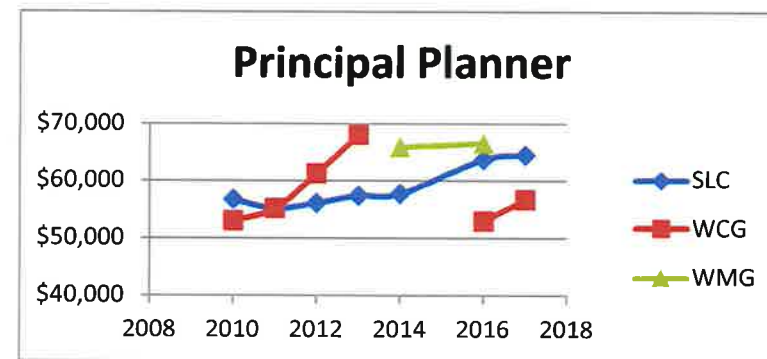
Plumber II	Rate SLC	Rate WCG	Rate WMG
2010	\$47,337		\$47,575
2011	\$46,612		\$48,504
2012	\$48,256		\$48,697
2013	\$49,504		\$48,504
2014	\$49,504		\$48,239
2015	\$51,605		\$48,197
2016	\$52,645		\$47,786
2017	\$53,289		\$48,170



Police Officer I/II/III	Rate SLC	Rate WCG	Rate WMG
2010	\$52,062	\$47,396	
2011	\$48,797	\$47,057	
2012	\$50,752	\$46,487	
2013	\$55,977	\$46,156	
2014	\$56,817	\$49,108	
2015	\$58,148	\$49,457	
2016	\$60,095	\$50,404	\$46,499
2017	\$66,186	\$52,270	\$49,296



Principal Planner	Rate SLC	Rate WCG	Rate WMG
2010	\$56,826	\$52,925	
2011	\$55,244	\$55,121	
2012	\$56,180	\$61,201	
2013	\$57,472	\$68,004	
2014	\$57,773		\$65,966
2016	\$63,766	\$52,906	\$66,644
2017	\$64,546	\$56,605	

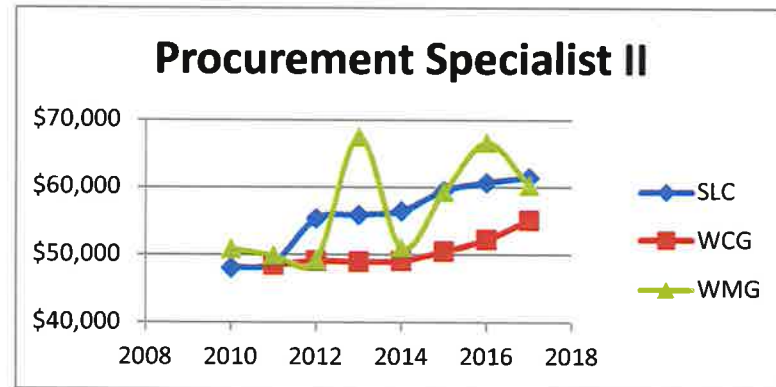


*Median pay instead of actual average was used as the rate starting 2017

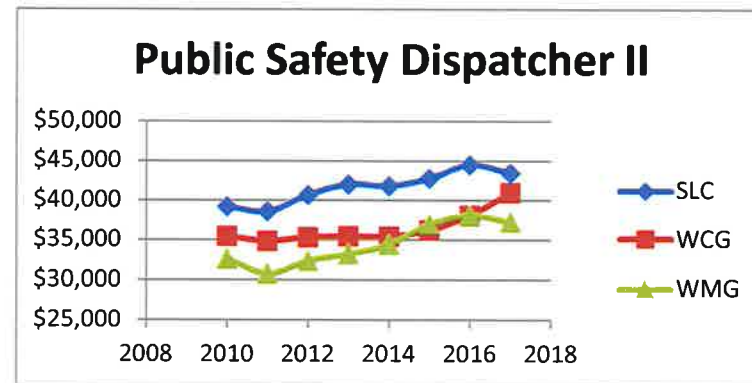
SLC/MKT Benchmark Trend Analysis - 2010 - Present

UPDATED: February 1, 2017

Procurement Specialist II	Rate SLC	Rate WCG	Rate WMG
2010	\$48,152		\$50,976
2011	\$48,900	\$48,461	\$49,939
2012	\$55,411	\$49,082	\$49,193
2013	\$55,962	\$48,950	\$67,591
2014	\$56,524	\$49,091	\$51,086
2015	\$59,580	\$50,460	\$59,367
2016	\$60,772	\$52,197	\$66,725
2017	\$61,531	\$55,054	\$60,342



Public Safety Dispatcher II	Rate SLC	Rate WCG	Rate WMG
2010	\$39,270	\$35,432	\$32,698
2011	\$38,667	\$34,842	\$30,854
2012	\$40,747	\$35,312	\$32,441
2013	\$42,075	\$35,445	\$33,283
2014	\$41,870	\$35,414	\$34,445
2015	\$42,817	\$36,190	\$37,024
2016	\$44,541	\$38,080	\$38,105
2017	\$43,492	\$40,935	\$37,294

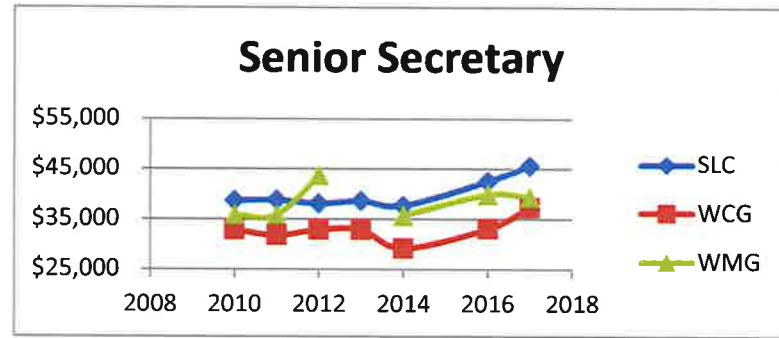


*Median pay instead of actual average was used as the rate starting 2017

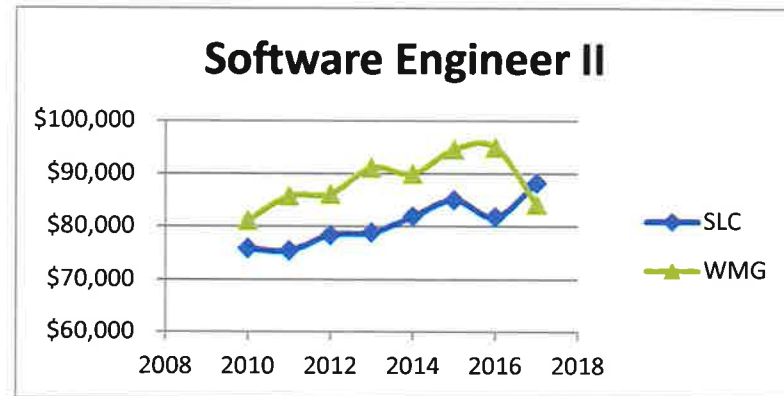
SLC/MKT Benchmark Trend Analysis - 2010 - Present

UPDATED: February 1, 2017

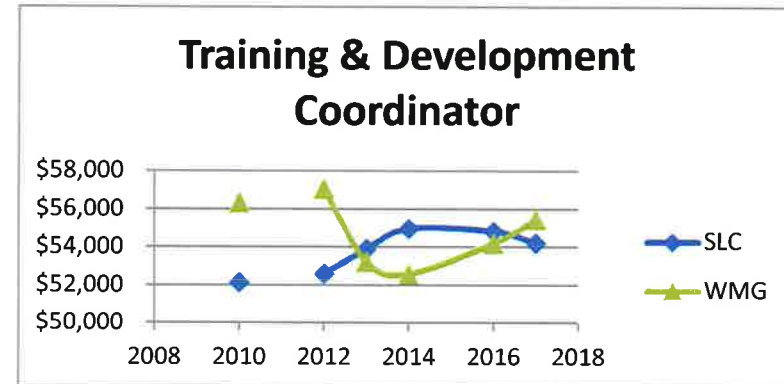
	Rate SLC	Rate WCG	Rate WMG
Senior Secretary			
2010	\$38,792	\$32,883	\$35,870
2011	\$38,896	\$31,757	\$35,888
2012	\$38,209	\$32,887	\$43,850
2013	\$38,705	\$32,866	
2014	\$37,785	\$29,140	\$35,765
2016	\$42,623	\$33,034	\$39,966
2017	\$45,718	\$37,255	\$39,395



	Rate SLC	Rate WCG	Rate WMG
Software Engineer II			
2010	\$75,960		\$81,231
2011	\$75,545		\$85,832
2012	\$78,457		\$86,255
2013	\$78,911		\$91,224
2014	\$81,959		\$90,068
2015	\$85,094		\$94,696
2016	\$81,820		\$95,024
2017	\$88,296		\$84,266

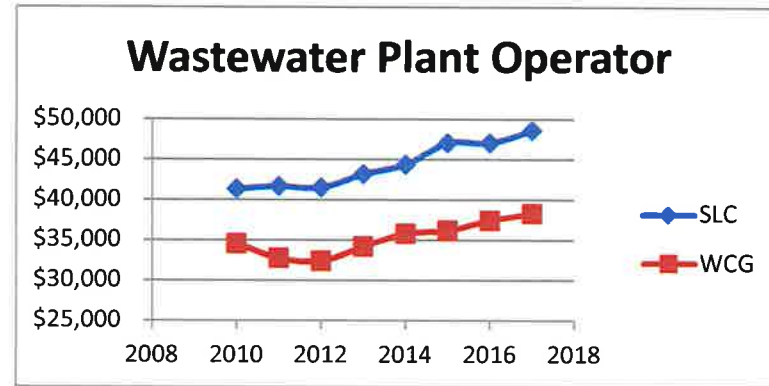


	Rate SLC	Rate WCG	Rate WMG
Training & Development Coordinator			
2010	\$52,166		\$56,378
2011			
2012	\$52,624		\$57,100
2013	\$53,920		\$53,245
2014	\$54,985		\$52,612
2016	\$54,845		\$54,207
2017	\$54,225		\$55,462

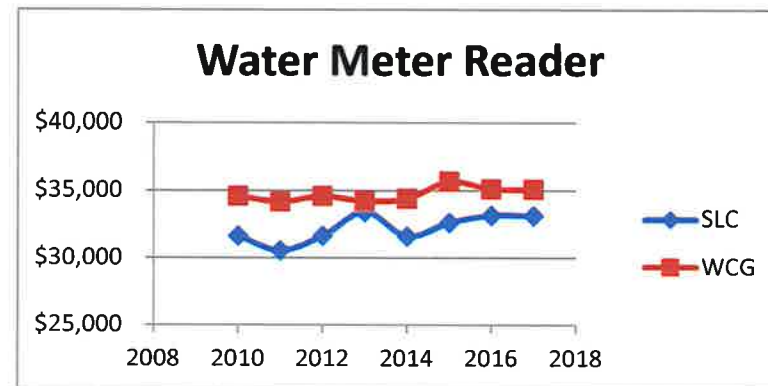


*Median pay instead of actual average was used as the rate starting 2017

	Rate SLC	Rate WCG	Rate WMG
Wastewater Plant Operator			
2010	\$41,454	\$34,559	
2011	\$41,766	\$32,745	
2012	\$41,600	\$32,393	
2013	\$43,276	\$34,182	
2014	\$44,463	\$35,775	
2015	\$47,133	\$36,191	
2016	\$47,130	\$37,426	
2017	\$48,672	\$38,294	



	Rate SLC	Rate WCG	Rate WMG
Water Meter Reader			
2010	\$31,678	\$34,566	
2011	\$30,596	\$34,163	
2012	\$31,678	\$34,566	
2013	\$33,460	\$34,204	
2014	\$31,652	\$34,379	
2015	\$32,661	\$35,670	
2016	\$33,185	\$35,083	
2017	\$33,155	\$35,068	



*Median pay instead of actual average was used as the rate starting 2017

Appendix D

Living Wage Calculation for Salt Lake County, Utah

The living wage shown is the hourly rate that an **individual** must earn to support their family, if they are the sole provider and are working full-time (2080 hours per year). All values are **per adult in a family** unless otherwise noted. The state minimum wage is the same for all individuals, regardless of how many dependents they may have. The poverty rate is typically quoted as gross annual income. We have converted it to an hourly wage for the sake of comparison.

For further detail, please reference the technical documentation here (</resources/Living-Wage-User-Guide-and-Technical-Notes-2015.pdf>).

Hourly Wages	1 Adult	1 Adult 1 Child	1 Adult 2 Children	1 Adult 3 Children	2 Adults (1 Working)	2 Adults (1 Working) 1 Child	2 Adults (1 Working) 2 Children	2 Adults (1 Working) 3 Children	2 Adults (1 Working Part Time) 1 Child*	2 Adults	2 Adults 1 Child	2 Adults 2 Children	2 Adults 3 Children
Living Wage	\$10.87	\$22.62	\$28.12	\$36.49	\$17.96	\$21.96	\$24.52	\$28.39	\$25.20	\$8.98	\$12.60	\$15.41	\$18.88
Poverty Wage	\$5.00	\$7.00	\$10.00	\$11.00	\$7.00	\$10.00	\$11.00	\$13.00		\$3.00	\$5.00	\$5.00	\$6.00
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25		\$7.25	\$7.25	\$7.25	\$7.25

*Documentation for families with an adult working part-time is available separately, here. (</resources/MIT-Part-Time-Documentation.pdf>)

Typical Expenses

These figures show the individual expenses that went into the living wage estimate. Their values vary by family size, composition, and the current location.

Annual Expenses	1 Adult	1 Adult 1 Child	1 Adult 2 Children	1 Adult 3 Children	2 Adults (1 Working)	2 Adults (1 Working) 1 Child	2 Adults (1 Working) 2 Children	2 Adults (1 Working) 3 Children	2 Adults (1 Working Part Time) 1 Child*	2 Adults	2 Adults 1 Child	2 Adults 2 Children	2 Adults 3 Children
Food	\$3,594	\$5,289	\$7,939	\$10,543	\$6,589	\$8,193	\$10,556	\$12,862		\$6,589	\$8,193	\$10,556	\$12,862
Child Care	\$0	\$5,707	\$11,113	\$16,520	\$0	\$0	\$0	\$0		\$0	\$5,707	\$11,113	\$16,520
Medical	\$2,205	\$6,371	\$6,172	\$6,140	\$4,652	\$6,172	\$6,140	\$6,255		\$4,652	\$6,172	\$6,140	\$6,255
Housing	\$7,272	\$10,812	\$10,812	\$15,420	\$8,724	\$10,812	\$10,812	\$15,420		\$8,724	\$10,812	\$10,812	\$15,420
Transportation	\$3,885	\$7,669	\$8,690	\$10,235	\$7,669	\$8,690	\$10,235	\$10,331		\$7,669	\$8,690	\$10,235	\$10,331
Other	\$2,237	\$4,059	\$4,880	\$5,514	\$4,059	\$4,880	\$5,514	\$5,225		\$4,059	\$4,880	\$5,514	\$5,225
Required annual income after taxes	\$19,193	\$39,907	\$49,606	\$64,372	\$31,693	\$38,746	\$43,257	\$50,093		\$31,693	\$44,453	\$54,370	\$66,613

Annual Expenses	1 Adult	1 Adult 1 Child	1 Adult 2 Children	1 Adult 3 Children	2 Adults (1 Working) 1 Child	2 Adults (1 Working) 2 Children	2 Adults (1 Working) 3 Children	2 Adults (1 Working) 1 Child*		2 Adults 1 Child	2 Adults 2 Children	2 Adults 3 Children	
Annual taxes	\$3,424	\$7,139	\$8,883	\$11,518	\$5,665	\$6,930	\$7,741	\$8,949		\$5,665	\$7,956	\$9,740	\$11,921
Required annual income before taxes	\$22,617	\$47,045	\$58,489	\$75,890	\$37,358	\$45,676	\$50,998	\$59,042	\$52,410	\$37,358	\$52,410	\$64,111	\$78,534

Typical Annual Salaries

These are the typical annual salaries for various professions in this location.

Occupational Area	Typical Annual Salary
Management	\$79,740
Business & Financial Operations	\$57,470
Computer & Mathematical	\$70,760
Architecture & Engineering	\$70,180
Life, Physical, & Social Science	\$53,090
Community & Social Service	\$37,170
Legal	\$61,960
Education, Training, & Library	\$42,620
Arts, Design, Entertainment, Sports, & Media	\$38,160
Healthcare Practitioners & Technical	\$57,660
Healthcare Support	\$26,290
Protective Service	\$35,570
Food Preparation & Serving Related	\$19,220
Building & Grounds Cleaning & Maintenance	\$21,340

Occupational Area	Typical Annual Salary
Personal Care & Service	\$21,590
Sales & Related	\$25,580
Office & Administrative Support	\$30,130
Farming, Fishing, & Forestry	\$24,410
Construction & Extraction	\$38,250
Installation, Maintenance, & Repair	\$43,000
Production	\$31,680
Transportation & Material Moving	\$31,710

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