
SALT LAKE CITY COUNCIL STAFF REPORT

DATE: April 27, 2010

SUBJECT: Citizen's Compensation Advisory Committee (CCAC)
Annual Report and Mid-Year Salary Survey Results

STAFF REPORT BY: Sylvia Richards, Policy Analyst

AFFECTED COUNCIL DISTRICTS: Citywide

ADMINISTRATIVE DEPT: Debra Alexander and David Salazar
AND CONTACT PERSON: Human Resources

The Citizen's Compensation Advisory Committee (CCAC) has submitted their 2010 annual report. Also included is the CCAC's Mid-Year Report and Recommendations. The CCAC was established to evaluate and make recommendations to the Mayor and City Council regarding compensation levels.

KEY ELEMENTS:

Following are highlights from the Committee's report:

1. If pay increases are granted, the Committee recommends a total compensation (or salary) package increase of between 1.6% and 2.5%, including cost of living and/or merit increases. According to the report, the same recommendation applies to elected officials and department directors. For those employees who are at the maximum of their salary range, lump sum payments in the form of cash bonuses may be considered.

The Council may wish to note that information relating to the City's projected budget shortfall for fiscal year 2011 was not available at the time the report was compiled; however, the Committee is cognizant of the current economic conditions. As mentioned in prior years, the Committee's recommendations are advisory in nature and subject to the City's fiscal ability.

2. Although the Committee is confident in the City's current market pay position when compared to other employers, the report indicates there are 13 benchmarks (groups of related jobs) in which Salt Lake City's salaries lag behind market rates by five to ten percent or more. See pages 6 and 7 of the Administration's transmittal for a list of the positions, and how they compare in salary to other public and private employers.

The comparison data comes from two sources: a) *Western Management Group* (WMG), which consists of 92 large private and public employers along the Wasatch Front; and b) *Wasatch Compensation Group* (WCG), comprised of 76 municipalities, counties and special districts within Utah and surrounding states. (See Appendix B1 and B2 of the Committee's report for a list of participants.) *The Committee recommends that the Council use caution when drawing conclusions using the survey data, as there are many variables and no absolutes when comparing salaries of other employers to Salt Lake City.*

3. The Administration's transmittal indicates that Salt Lake City needs to remain competitive with other municipalities and private businesses in order to attract, motivate and retain competent and capable employees to provide quality City services and carry out the City's goals and objectives. The Committee recommends that the City maintain a comparative pay position of no less than 95% of market value when financial resources are available. Human Resource Management staff indicates that in order to bring all City employee positions to a 90% of market value, the cost to the City would be roughly \$260,000. *If the Council decides to address this issue in the future, the Committee can provide a more specific recommendation.*
4. The Committee conducted a mid-year salary study for department directors and elected officials in September 2009, comparing the salaries of 14 cities of similar size population, form of government, and operating budget, including western, mid-west and southern states. The results of the study indicate that the Mayor's current salary is 'reasonable and adequate'; however, the salary for Council Members is 26% below that of their part-time counterparts in the cities surveyed. In a letter addressed to the Mayor and Council Chair, the Committee recommended re-examining these salaries when economic factors stabilize.

In addition, the survey comparison of department directors indicated that the salaries for two leadership-level positions are 14% below market. The Committee recommended that the City move forward with a plan to bring these two 'mission-critical' salaries in line with competition in spite of current economic challenges. (See Appendix A of the CCAC's Mid-Year Report & Recommendations transmittal dated October 2, 2009 provides the salary comparisons.)
5. According to Human Resources staff, the City's employee turnover rate for fiscal year 2008 was approximately 10%; the rate for FY 2009 is 3.49%. These rates include all retirements, voluntary quits and dismissals. The Council may wish to note that the annualized turnover total for FY 2010 (first quarter, July through September only) is 6.32%. According to the Administration, for the first time in a very long time, Salt Lake City's turnover rate exceeds the national survey results in the 'non-business' category. This is for the first quarter only and is attributed to the increased number of city employee retirements and dismissals.
6. As a follow up to last year's recommendation to investigate consumer-directed health plans such as HSA's (Health Savings Accounts) and HRA's (Health Reimbursement Arrangements), the CCAC recommended that the City conduct a benefits comparison study. The City's Benefits Committee will continue researching HSA and HRA options in July of this year.
7. The Committee recommends that the City consider alternatives to the current practice of using cost-of-living (COLA) adjustments. According to the report, if the City chooses to form a subcommittee to study alternatives and options, the Committee has offered to assist and recognizes this process would take some time.

cc: David Everitt, Gina Chamness, Debra Alexander, David Salazar

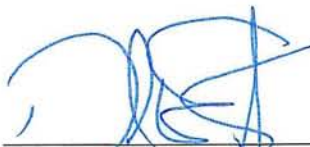
DEBRA ALEXANDER
DIRECTOR, HUMAN RESOURCE MANAGEMENT

SALT LAKE CITY CORPORATION

DEPARTMENT OF ADMINISTRATIVE SERVICES
DIVISION OF HUMAN RESOURCE MANAGEMENT

RALPH BECKER
MAYOR

CITY COUNCIL TRANSMITTAL


David Everitt, Chief of Staff

Date Received: 02/24/2010
Date sent to Council: 02/25/2010

TO: Salt Lake City Council
J.T. MARTIN, Chair

DATE: February 22, 2010

FROM: DEBRA ALEXANDER, Human Resource Director 

SUBJECT: Citizen's Compensation Advisory Committee (CCAC)
2010 Annual Report

STAFF CONTACT: David Salazar, Compensation Program Administrator,
801-535-7906

DOCUMENT TYPE: Annual Report

RECOMMENDATION: The CCAC has concluded its annual review and set forth its recommendations considering SLC/market salary comparisons and other factors relative to general employee compensation in this annual report.

Highlights of this report includes the following recommendations: a total salary budget increase of between 1.6% and 2.5% based upon current structure and salary budget predictions; market adjustments to increase actual average pay rates to at least 95% for employees in benchmark jobs which lag the market either slightly (at 5-10% less than market) or significantly (>10% less than market); salary (equity) increases for City Council member salaries and select appointed directors; and, finally, recommendation to survey or identify a more adequate means for comparing city employee benefits to those offered by other employers.

BUDGET IMPACT: No costs are directly associated with this report. Specific fiscal impact occurs only to the extent to which the City Council adopts and approves any part or all of the Committee's recommendations for salary increases.

BACKGROUND/DISCUSSION: As required by ordinance, the CCAC provides this annual report including data, information and statistics, along with specific recommendations, for the Administration and City Council to consider when determining what action to take relative to employee compensation.

PUBLIC PROCESS: No public notice or hearing requirement is associated with release of this report. Copies are available to the general public upon request.

SCANNED TO: Mayor
SCANNED BY: 
DATE: 2/24/2010

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Salt Lake City Mayor



Salt Lake City Corporation

Citizen's Compensation Advisory Committee (CCAC)

2010 ANNUAL REPORT

February 2010



Executive Summary

The Citizen's Compensation Advisory Committee (CCAC) was formed with the purpose of "...evaluating the compensation levels of the city's elected officials and employees and making recommendations to the 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 of the "appropriate competitive position for the city relative to the compensation practices of comparable employers", "wages and benefits of the city's elected officials and executive employees" and "general recommendations regarding the mix of compensation for the city's employees" (City Code Title 2, Chapter 2.35.060.7)

Based upon a review of current economic trends, market data and other significant considerations, the Committee now recommends that the Mayor and City Council consider the following when deciding appropriate measures to be taken regarding the City's 2010 compensation plan:

1. Based upon current market data comparisons of actual average salary, the Committee feels confident with the City's overall pay position relative to other employer salaries. For the majority of salary benchmarks surveyed, Salt Lake City Corporation's (SLC) actual average salary rates generally match or exceed the local market's actual average salary rates. However, data also indicates a total of 13 benchmarks which lag the market either slightly (at 5-10% less than market) or significantly (>10% less than market).
2. In consideration of the structure and salary budget predictions data available at the time of this report, we suggest a total compensation (or salary) package of between 1.6% and 2.5%. The total package may be comprised of any combination of increases deemed appropriate by the Mayor and City Council (e.g. cost of living and/or merit increases). Lump sum payments in the form of cash bonuses may be considered for those at maximum of their respective salary range.
3. The Committee repeats its suggestion that the City consider alternative pay practices to cost-of-living (COLA) adjustments. If City leaders desire to form a sub-committee to consider and develop specific pay practice recommendations, the Committee is pleased to assist and provide advice.
4. At the point in time that the local economy improves and the City has sufficient resources to dedicate towards implementing necessary market salary adjustments, the Committee recommends adjusting actual salaries and pay ranges, where necessary, of incumbents and jobs for which data shows the City is either slightly or significantly lagging the market, as previously defined. The



Committee encourages adjustments which will enable the City to maintain no less than a 95% comparative pay position relative to market.

Likewise, as funds permit, the Committee recommends an increase in City Council Member's salaries to a position of at least 95% compared to the market cities surveyed as part of the mid-year Elected Officials & Department Directors (September 2009). Data results showed that Council Member's pay was 26% below that of their counterparts. Based upon the same survey results, the Committee urges the Administration to adjust salaries for two appointed directors, the Chief Information Officer and Human Resource Director, to a position of at least 95% of the market cities surveyed.

5. Regarding the salaries for elected officials and appointed department directors, we recommend that these individuals receive the same general salary adjustment, if any, given to all other employees.
6. Dependent on the amount of increase associated with the cost of benefits provided by the City to its employees, the Committee cautions the Mayor and City Council that the potential net effect on employee pay may result in an actual decrease in take-home pay.
7. To more adequately assess its total compensation pay position relative to market, the Committee recommends that the City survey or identify the best means available for making an "apples-to-apples" comparison of employee benefits to those offered by other employers. This comparison should at the very least include the cost of major employer-paid benefits such as health and retirement plans.

We are hopeful that these recommendations and the detailed information that is contained within this report are both helpful and beneficial in the important decision-making process ahead.

Sincerely,

Citizen's Compensation Advisory Committee

D. Allen Miller, Chair

Lourdes Cooke, Vice Chair

John Campbell

Debbie Cragun

Kerma Jones

Cori-Dawn Petersen

Diane Wood

REPORT SUMMARY

This report has the following brief sections plus referenced attachments:

- 1) Current economic outlook, which includes market trend and cost of living data
- 2) City compensation philosophy
- 3) SLC/Market comparison
- 4) Elected Officials' & Department Directors' salaries
- 5) Committee recommendations

Current Economic Outlook

Without a doubt, no single event of the past year impacted the nation more than the financial 'perfect storm' now known as the "Great Recession of 2009." Even after the start of the new year, the aftermath and memories of dark clouds that plagued the nation are still evident and all around us including-- the highest levels of unemployment seen in decades, deep budget cuts, salary reductions or freezes and, for local government, even dramatic decreases in sales tax revenues.

At long last, however, economic experts are forecasting a slow, but gradual recovery. The forecast, which calls for cautious optimism, has businesses, government leaders and workers all eagerly watching for the earliest signs of hope and recovery. Utah's Chief Economist Mark Knold makes clear that one major symptom of the ailing economy, job loss, will remain the theme of Utah's employment picture throughout most of 2010. Knold predicts that the employment picture of calendar-year 2010 for Utah will ultimately show a total job loss of 1.8 percent but adds, "By the time December 2010 arrives, we expect that the Utah job picture will have crossed to the positive side of the ledger and job growth will now be recorded moving forward into 2011" (Source: "Looking Toward 2010", TrendLines Magazine, January/February 2010 issue, Utah Dept of Workforce Services).

Looking back, the seasonally adjusted unemployment rate in Utah for December 2009 was measured at 6.7 percent, compared to last December's rate of 4.1 percent – a 2.6 percentage-point increase in total job losses over the past 12 months. Even at its highest point, Utah's unemployment rate lagged considerably behind the national rate of 10 percent. The state's Department of Workforce Services reports that "the economy is finally offering some counterbalance to ongoing job losses. Utah's economy remains weak, but indications are that, at worst, the economy has stabilized and found a bottom, and at best is starting to expand and meekly add jobs again" (Source: DWS, Utah's Employment Summary- December 2009, January 21, 2010 Release).

Even as early signs of recovery are beginning to appear, the economic reality is that businesses are still under pressure to compete with other employers to attract and retain the best talent. WorldatWork, a global not-for-profit professional human resources

association focused on compensation practices, notes in its latest salary budget update that nearly one-fourth of U.S. organizations that froze pay in 2009 plan to prolong that freeze into 2010, while more than 50 percent plan to resume normal pay levels (Source: WorldatWork 2009-2010 Salary Budget Survey, January 2010 Update). The report notes no major differences between regional data and overall findings. The fact that most regions, states and major metro areas reported a continuing downward trend in projected 2010 salary increase budgets is cause for the 'wait and see' stance employers are taking when it comes to returning to normal pay practice, as noted in a news release by WorldatWork's compensation practice leader, Jim Stoeckmann.

While fiscal ability to pay employees is most certainly a limiting factor, we believe that the primary mix of indicators upon which employers should rely to decide pay increases are published pay trends, consumer prices and market comparisons.

The following chart shows the national market trend for *salary structure* and *salary budget* increases predicted for 2010 – and cost of living changes, as measured by the Bureau of Labor Statistics' *Consumer Price Index* (CPI-U). Due to unprecedented economic conditions and the uncertainties in compensation planning, WorldatWork conducted two updates to its full 2009-10 *Salary Budget Survey* that was fielded in April 2009; the latest results, shown in Table A (below), were published in January 2010.

Projections indicate employer plans will modestly increase employee salaries between 1.6% and 1.7% and total salary budgets between 2.4% and 2.5%.

Table A: Projected Salary Adjustments & Cost of Living Index

Structure & Salary Budget Increase Predictions				CPI-U, West Region, Class B/C Cities*		
Category	Non-Exempt	Exempt	Executive	Base Period:	Index	Percent Difference
Structure ("COLA")	1.7%	1.6%	1.6%	December 2008	129.7	
Salary Budget	2.5%	2.5%	2.4%	December 2009	133.1	2.6%
				Prev. 12 Months Avg	133.3	
				Last 12 Months Avg	132.5	-0.63%
Source: WorldatWork, January 2010				* Population of 50,000 to 1,500,000		

"Salary structure" refers to a system of pay grades. When the pay structure consists of grades with steps, a salary structure increase is sometimes referred to as a Cost of Living Adjustment (COLA). The "salary budget" increase adds the cost of any expected merit increases to the planned cost of the structure increase. CPI-U represents the Consumer Price index, all urban consumers.

City Compensation Philosophy

"To pay, or not to pay?" Although the reality is that every employer pays, "how much to pay" is the real question!

As a public employer, the City is expected to maintain a workforce that is both competent and capable of delivering the quality of services necessary to provide for the public safety and well-being of its residents, visitors and business owners. In large part, success in fulfilling this part of the City's mission is reliant upon the ability of elected officials and public administrators to make informed and fiscally responsible decisions with regard to employee compensation. Unlike for-profit employers, city officials are under pressure to make pay decisions that support the tenuous balance between the fair and competitive compensation sought by employees and the fiscal responsibility demanded by taxpayers.

To be successful, the ultimate goal of every organization, public or private, depends on the ability to effectively **attract**, **motivate** and **retain** the human resources necessary to carry out mission-critical goals and objectives. The degree to which an employer succeeds is tied directly to the decisions to match, lead or lag the pay levels of other employers, otherwise known as their "compensation philosophy." In some cases, it may be appropriate for SLC as an employer to lead the market, especially if there is a critical need to fill a position which requires a highly-specialized level of training, education, skill or experience not easily found in the market or when qualified resources are scarce and/or highly competitive. In other cases, when qualified resources are both abundant and readily available, matching or slightly lagging the market may be an adequate approach.

It is the recommendation of this Committee that the best possible outcomes can be obtained if the City strives to maintain an actual average pay position of no less than 95% of the market(s) with which it competes for all jobs. Likewise, pay ranges should be monitored and adjusted as needed to facilitate the competitive salary placement and movement needed to remain competitive. Despite economic conditions, every effort should be made to maintain as close to this standard as a minimum to ensure that SLC remains capable and ready to respond to the public's demands for services.

SLC/Market Comparison

Based upon local, regional and national market survey data, the overall compensation position at Salt Lake City Corporation (SLC) based on actual average salary comparisons continues to be competitive. Although the vast majority of salary benchmarks evaluated show that SLC is largely leading or closely matches the market, comparative data indicates that the salary levels of 13 benchmarks are either slightly or significantly lagging behind market (see Appendix A).

Comparative data comes primarily from the *July 1, 2009 Western Management Group (WMG) Salt Lake Area Survey* and the on-line Technology Net Survey System provided by the Wasatch Compensation Group (WCG). Both surveys represent the same data sources upon which this Committee has relied for consistent market from year to year. The WMG survey consists of large private and public employers located along the

Wasatch Front; the WCG survey only includes other public agencies, including other municipalities, counties and special districts. Comparisons were made primarily with other employers whose operations are located along the Wasatch Front. When no local data was available due to the uniqueness of certain benchmarks, comparative data was solicited from other public employers outside the local area, including municipalities and government agencies located in surrounding states. A complete list of the private and public employers included as part of each survey group is displayed in Appendix B of this report.

Specific survey results includes comparisons of actual average salaries, the total number of incumbents and companies matched for each benchmark, as well as comparative market statistics. The results show a total of **eight** benchmark groups which **slightly** lag (5-10%) behind the pay levels of competing private and/or other public employers. A total of **five** benchmarks are categorized as lagging **significantly** behind the market (> 10%). The specific comparative statistics for these benchmarks are shown in Tables B-1 & B-2, below.

Table B-1: Benchmarks Slightly Lagging Market (< 5-10% of market)

BENCHMARK	Actual Average Salary Only SLC/WMG	Total # Employers Matched	Total # Incumbents	Actual Average Salary Only SLC/WCG	Total # Employers Matched	Total # Incumbents
Accountant II	92.1%	31	267	101.6%	13	20
Business License Processor	-	-	-	90.1%	16	19
Fleet Mechanic I	100.0%	4	50	94.1%	23	69
GIS Specialist	-	-	-	91.8%	9	17
Network Systems Engineer II	93.8%	21	83	107.9%	14	14
Procurement Specialist I	94.5%	28	224	-	-	-
Software Engineer II	93.5%	16	80	-	-	-
Training & Development Specialist	92.5%	10	41	-	-	-

Table B-2: Benchmarks Significantly below Market ($\geq 10\%$ of market)

BENCHMARK	Actual Average Salary Only SLC/WMG	Total # Employers Matched	Total # Incumbents	Actual Average Salary Only SLC/WCG	Total # Employers Matched	Total # Incumbents
Appointed Sr City Attorney	86.8%	13	37	112.6%	5	25
Evidence Technician II	-	-	-	89.0%	7	10
Paralegal	84.8%	8	24	90.7%	10	23
Shuttle Driver	-	-	-	86.1%	2	795
Water Meter Reader II	-	-	-	85.0%	9	27

Matching or leading the market are benchmarks in public safety (police & fire), as well as certain professional, clerical and skilled trades positions. SLC appears to be well-poised for maintaining itself as an “employer of choice,” especially among other public sector employers for the jobs associated with these benchmarks.

In presenting compensation survey data, we repeat our usual cautions: Due to many uncontrollable variables, salary survey results should be seen as indicators, even a snapshot in time, not absolutes.

We also urge extra caution about drawing hard-fast conclusions when comparing benefits practices. It is typically very difficult to ensure reporting accuracy and *apples-to-apples* comparisons in benefits surveys involving a substantial number of employers with varying benefits packages. At the time of this report, there was no actual data for making a good evaluation of the City’s total compensation pay position relative to other employers. The Committee recommends that the City survey or at least identify the best means available for making an “apples-to-apples” comparison of employee benefits to those offered by other employers. This comparison should at the very least include the cost of major employer-paid benefits such as health and retirement plans.

Elected Officials & Department Directors Salary Survey

Since the last annual report, a mid-year salary study was conducted in September 2009, aimed specifically at reviewing the compensation levels for Elected Officials and Department Directors. Results from this study were previously compiled and recommendations were submitted by this Committee as part of an earlier report, delivered in a letter to the Mayor and City Council Chair dated September 18, 2009.

It bears mentioning in this annual report that the mid-year study compared the salaries of elected officials, appointed department directors and other key city leaders to their counterparts found in cities with similar size population (*i.e.* populations 100,000 to <500,000), form of government (*i.e.* full-time mayor and part-time city council) and

operating budget. The sample of 14 cities surveyed was concentrated primarily in the geographic regions including the West, Midwest and Southern states. The Committee report indicated that the current salary established in ordinance for the Mayor was deemed “reasonable, adequate and appropriate.” The salary of the Council Members, on the other hand, was found to be 26% below that of their part-time counterparts in the same cities surveyed.

In the comparison of salaries for Department Directors and other key city leaders, data results revealed the need to increase the actual salaries of only two Directors, the City’s Chief Information Officer and Human Resource Director, whose actual salaries were found to be at less than 86% of the same market.

Recommendations for 2010-2011

1. Based upon current market data comparisons of actual average salary, the Committee feels confident with the City’s overall pay position relative to other employer salaries. For the majority of salary benchmarks surveyed, Salt Lake City Corporation’s (SLC) actual average salary rates generally match or exceed the local market’s actual average salary rates. However, data also indicates a total of 13 benchmarks which lag the market either slightly (at 5-10% less than market) or significantly (>10% less than market).
2. In consideration of the structure and salary budget predictions data available at the time of this report, we suggest a total compensation (or salary) package of between 1.6% and 2.5%. The total package may be comprised of any combination of increases deemed appropriate by the Mayor and City Council (e.g. cost of living and/or merit increases). Lump sum payments in the form of cash bonuses may be considered for those at maximum of their respective salary range.
3. The Committee repeats its suggestion that the City consider alternative pay practices to cost-of-living (COLA) adjustments. If City leaders desire to form a sub-committee to consider and develop specific pay practice recommendations, the Committee is pleased to assist and provide advice.
4. At the point in time that the local economy improves and the City has sufficient resources to dedicate towards implementing necessary market salary adjustments, the Committee recommends adjusting actual salaries and pay ranges, where necessary, of incumbents and jobs for which data shows the City is either slightly or significantly lagging the market, as previously defined. The Committee encourages adjustments which will enable the City to maintain no less than a 95% comparative pay position relative to market.

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cities surveyed as part of the mid-year Elected Officials & Department Directors (September 2009). Data results showed that Council Member's pay was 26% below that of their counterparts. Based upon the same survey results, the Committee urges the Administration to adjust salaries for two appointed directors, the Chief Information Officer and Human Resource Director, to a position of at least 95% of the market cities surveyed.

5. Regarding the salaries for elected officials and appointed department directors, we recommend that these individuals receive the same general salary adjustment, if any, given to all other employees.
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In Closing

As a citizen advisory committee, we appreciate the opportunity to provide input and guidance for the City's compensation and benefits practice. We look forward to reviewing this report with the Mayor and the City Council, and we will be glad to answer any questions or discuss any needed follow-up.

Citizen's Compensation Advisory Committee

D. Allen Miller, Chair

Lourdes Cooke, Vice Chair

John Campbell

Debbie Cragun

Kerma Jones

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Debra Alexander, HR Director
David Salazar, Compensation Program Administrator

Appendix A - 2009 Salt Lake City/Market Comparison

Job Title	SLC Actual Avg	WCG	# Incumbents	# Respondents	SLC/WCG	WMG	# Incumbents	# Respondents	SLC/WMG
ACCOUNTANT II (000873)	\$45,267	\$44,557	20	13	101.6%	\$49,158	267	31	92.1%
AIRPORT OPERATIONS OFFICER (000350)	\$43,014					\$36,782	267	25	116.9%
AIRPORT SIGN TECHNICIAN II (001353)	\$44,117								
APPOINTED SR CITY ATTORNEY (000185)	\$99,070	\$88,023	25	5	112.6%	\$114,186	37	13	86.8%
ASPHALT EQUIPMENT OPERATOR II (000909)	\$39,354	\$39,727	150	16	99.1%				
BUILDING INSPECTOR III (000723)	\$54,995	\$56,499	31	15	97.3%				
BUSINESS LICENSE PROCESSOR (001292)	\$34,840	\$38,680	19	16	90.1%				
CARPENTER II (001349)	\$44,100					\$43,749	129	9	100.8%
CED RESEARCH ANALYST (000342)*	\$61,547	\$51,587	276	10	119.3%				
CUST. SERV. ACCTS. COLL/INV.97 (003093)	\$39,125	\$36,540	7	3	107.1%	\$38,344	4	4	102.0%
CUSTODIAN II (006090)	\$29,078	\$25,317	71	15	114.9%	\$25,299	193	18	114.9%
DEPT PERSONNEL/PAYROLL ADMINISTRATOR (000410)	\$44,574	\$44,804	13	12	99.5%	\$36,324	40	21	122.7%
ENGINEER IV (000745)	\$65,286	\$64,143	24	13	101.8%	\$63,812	21	4	102.3%
ENGINEERING TECHNICIAN IV (000829)	\$48,006	\$44,672	48	8	107.5%				
ENVIRONMENTAL SPECIALIST II (000720)	\$59,925	\$59,604	56	8	100.5%				
EVENTS MANAGER (00357)	\$58,677	\$51,436	7	7	114.1%	\$51,496	6	4	113.9%
EVIDENCE TECHNICIAN II (001244)	\$32,698	\$36,720	10	7	89.0%				
FIREFIGHTER (008054)	\$43,534	\$39,445	153	6	110.4%				
FLEET MECHANIC I (000757)	\$43,393	\$46,102	69	23	94.1%	\$43,376	50	4	100.0%
GENERAL MAINTENANCE WORKER III (006140)	\$36,442	\$31,892	40	9	114.3%				
GIS SPECIALIST (000781)	\$49,400	\$53,819	17	9	91.8%				
GOLF PROFESSIONAL (000940)	\$67,808	\$63,404	14	7	106.9%				
HEARING OFFICER REFEREE COORD II (000421)	\$44,325	\$37,041	20	3	119.7%				
HUMAN RESOURCES CONSULTANT (001120 & 001069)	\$54,198	\$49,815	53	13	108.8%	\$56,095	220	53	96.6%
HVAC TECH. II-95 (006050)	\$48,963					\$44,170	57	9	110.9%
JUSTICE COURT JUDGE (000640)	\$104,478								
LAB CHEMIST (000427)	\$53,581	\$53,889	8	5	99.4%	\$55,972	15	5	95.7%
LEGAL SECRETARY II (003137)	\$40,997	\$35,320	40	15	116.1%	\$37,899	42	8	108.2%
LICENSED ARCHITECT (000752)	\$66,227	\$97,111	28	7	110.9%				
MAINTENANCE ELECTRICIAN IV (000168)	\$50,142	\$50,384	17	7	99.5%	\$50,626	169	13	99.0%
NETWORK SYSTEMS ENGINEER II (001394)	\$68,474	\$63,447	14	14	107.9%	\$72,993	83	21	93.8%
OFFICE TECHNICIAN II (001191)	\$37,190					\$29,045	487	17	128.0%
PAINTER II (001347)	\$44,473					\$38,913	60	11	114.3%
PARALEGAL (000572)	\$44,304	\$48,839	24	8	90.7%	\$52,249	23	10	84.8%
PARKING ENFORCEMENT OFFICER (000943)	\$36,795								
PLUMBER II (000854)	\$47,337					\$47,575	94	10	99.5%
POLICE INFO SPECIALIST (000063)	\$31,678	\$33,335	141	14	95.0%				
POLICE OFFICER (007079)	\$52,062	\$47,396	817	11	109.8%				
PRINCIPAL PLANNER (000188)	\$56,826	\$52,925	16	11	107.4%				
PROCUREMENT SPECIALIST I (000533)	\$48,152					\$50,976	224	28	94.5%
PUBLIC SAFETY DISPATCHER II (000161)	\$39,270	\$35,432	85	8	110.8%	\$32,698	109	6	120.1%
REAL PROPERTY AGENT (000370)	\$55,224	\$44,270	86	8	124.7%				
RISK MANAGEMENT SPECIALIST (000877)	\$50,366								
SENIOR SECRETARY -96 (003030)	\$38,792	\$32,883	117	16	118.0%	\$35,870	460	21	108.1%
SHUTTLE DRIVER II (001132)	\$32,011	\$37,195	795	2	86.1%				
SOFTWARE ENGINEER II (000373)	\$75,960					\$81,231	80	16	93.5%
SR PARKS GROUNDSKEEPER (005088)	\$35,526	\$34,586	12	4	102.7%				
TECHNICAL SYSTEMS ANALYST II -UNION (001257)	\$52,562	\$50,478	10	5	104.1%	\$46,761	8	3	112.4%
TELECOMMUNICATIONS ANALYST II (004201)	\$52,894	\$53,395	3	3	99.1%	\$49,948	79	10	105.9%
TRAINING & DEVELOPMENT COORDINATOR (000491)	\$52,166					\$56,378	41	10	92.5%
WAREHOUSE SUPPORT WORKER (002022)	\$36,130	\$33,618	9	6	107.5%	\$29,607	151	13	122.0%
WASTEWATER PLANT OPERATOR (000968)	\$41,454	\$34,559	16	7	120.0%				
WATER METER READER II (006326)	\$29,598	\$34,815	27	9	85.0%				
WATER METER TECHNICIAN (000997)	\$40,331	\$40,697	17	8	99.1%				
WATER PLANT OPERATOR I (001454)	\$40,331								
WATER SYSTEM MAINTENANCE OPERATOR II (000975)	\$42,536	\$41,588	35	10	102.3%				
WEB PRODUCER II (006423)	\$59,384	\$59,992	5	4	99.0%	\$61,044	28	10	97.3%
YOUTH & FAMILY COORDINATOR (000456)	\$42,536	\$40,130	67	13	106.0%				

	= Significantly Below Market (> -10 %)
	= Slightly Below Market (-4.9 to - 9.9 %)
	= Leads Market (≥ +10 %)
	= Insufficient data sources

* = No SLC incumbents; range midpoint used for comparative purposes

Appendix B1 - WCG Survey Participants

2009 Wasatch Compensation Group (WCG) Participant List

All participants are political subdivisions or special districts within the state of Utah (w/ exception of western states)

AMERICAN FORK CITY
BLUFFDALE
BOUNTIFUL
CEDAR HILLS
CENTERVILLE
CENTRAL DAVIS COUNTY SEWER
CENTRAL UTAH WATER
CENTRAL VALLEY WATER
CENTRAL WEBER SEWER
CLEARFIELD
CLINTON
COTTONWOOD HEIGHTS
COTTONWOOD IMPROVEMENT DISTRICT
DAVIS BEHAVIOR HEALTH
DAVIS COUNTY
DRAPER
EAGLE MOUNTAIN
FARMINGTON
HIGHLAND
JORDAN VALLEY WATER
LAYTON
LEHI
METROPOLITAN WATER, SALT LAKE & SANDY
MIDVALE
MURRAY
MURRAY SCHOOL DISTRICT
NORTH DAVIS COUNTY SEWER
NORTH OGDEN
NORTH SALT LAKE
OGDEN
OGDEN SCHOOL DISTRICT
OREM
PLEASANT GROVE

PROVO
PROVO RIVER WATER USERS ASSOCIATION
PROVO SCHOOL DISTRICT
RIVERDALE
RIVERTON
ROY
SALT LAKE CITY SUBURBAN SANITATION DISTRICT #1
SALT LAKE COUNTY
SANDY
SANDY SUBURBAN SPECIAL DISTRICT
SOUTH DAVIS SEWER DISTRICT
SOUTH JORDAN
SOUTH OGDEN
SOUTH SALT LAKE
SOUTH VALLEY SEWER DISTRICT
SOUTH VALLEY WATER RECLAMATION
SPRINGVILLE
STATE OF ARIZONA
STATE OF COLORADO
STATE OF IDAHO
STATE OF MONTANA
STATE OF NEVADA
STATE OF NEW MEXICO
STATE OF UTAH
STATE OF WASHINGTON
STATE OF WYOMING
TAYLORSVILLE
TAYLORSVILLE-BENNION SPECIAL DISTRICT
TIMPANOGOS SPECIAL DISTRICT
TOOELE COUNTY
TOOELE COUNTY SCHOOL DISTRICT
UNIFIED FIRE AUTHORITY
UTAH COUNTY

UTAH TRANSIT AUTHORITY
VALLEY MENTAL HEALTH
WEBER BASIN WATER
WEBER COUNTY
WEBER FIRE DISTRICT
WEBER HUMAN SERVICES
WEST BOUNTIFUL
WEST JORDAN
WEST VALLEY
WOODS CROSS

76 TOTAL PARTICIPANTS

Appendix B2 - WMG Survey Participants

2009 Western Management Group (WMG) Participant List

Greater Salt Lake Area Compensation Survey

AEROJET	I H S	SIERRA NEVADA
ALLIANT TECHSYSTEMS	IM FLASH TECHNOLOGIES	SINCLAIR SERVICES
AMER SPORTS US HQ	INTERMOUNTAIN HEALTH CARE	SOUTHWEST RESEARCH INSTITUTE
APPLIED SIGNAL TECHNOLOGY	J.R. SIMPLOT	STAMPIN UP
ARINIC	JACOBS TECHNOLOGY	STATE FARM INSURANCE
ASSOCIATED FOOD STORES	JOHNSON CONTROLS	STATE OF UTAH
ATK LAUNCH SYSTEMS	KPMG	TTM TECHNOLOGIES
BAE SYSTEMS/LAND & ARMAMENTS- GROUND SYSTEMS	L-3 COMMUNICATIONS/COMMUNICATIONS SYSTEMS WEST	UNISYS
BARD ACCESS SYSTEMS	LAYTON COMPANIES	UNISYS/FEDERAL SYSTEMS
BD MEDICAL SYSTEMS	LOCKHEED MARTIN	UNIVERSITY OF UTAH
BOART LONGYEAR	LOCKHEED MARTIN INFORMATION SYSTEMS & GLOBAL SERVICES	US INVESTIGATIONS SERVICES
BOISE CASCADE	MERIT MEDICAL SYSTEMS	UTAH RETIREMENT SYSTEMS
BRIGHAM YOUNG UNIVERSITY	MOOG AIRCRAFT SALT LAKE OPS	UTAH STATE COURTS
BROWNING	MOUNTAIN AMERICA CREDIT UNION	UTAH STATE UNIVERSITY RESEARCH FOUNDATION/SPACE DYNAMICS LAB
BUILDING MATERIALS HOLDING	NORTHROP GRUMMAN INFORMATION TECHNOLOGY	UTAH TRANSIT AUTHORITY
CACI INTERNATIONAL	NORTHROP GRUMMAN MISSION SYSTEMS	UTAH VALLEY UNIVERSITY
CH2M HILL	OTTO BOCK HEALTH CARE	VARIAN MEDICAL SYSTEMS
CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS	PARKER AEROSPACE	WACHOVIA
COMCAST CABLE	PITNEY BOWES	WASHINGTON DIVISION OF URS
CONAGRA FOODS	PROFESSIONAL EDUCATION INSTITUTE	WASTE MANAGEMENT
DIONEX	QUESTAR	WATERS
EASTON TECHNICAL PRODUCTS	QWEST COMMUNICATIONS	WEIR SPECIALTY PUMPS
EDWARDS LIFESCIENCES	RAYTHEON/INTEGRATED DEFENSE SYSTEMS	WELLS FARGO
EG&G/DEFENSE MATERIALS	RAYTHEON/INTELLIGENCE & INFORMATION SYSTEMS	WORKERS COMPENSATION FUND
EG&G/JT3	RAYTHEON/ MISSILE SYSTEMS	XEROX
FAIRCHILD SEMICONDUCTOR INTERNATIONAL	REGENCE BLUECROSS/BLUESHIELD OF UTAH	ZIONS BANK
FBL FINANCIAL GROUP	RIO TINTO SERVICES	
FLSMIDTH MINERALS	ROCKWELL COLLINS	
FLYING J	SAFETY-KLEEN SYSTEMS	
GE HEALTHCARE	SAIC	
GENERAL DYNAMICS/ INFO TECHNOLOGY	SALT LAKE COMMUNITY COLLEGE	
HEXCEL	SALT LAKE COUNTY	
HIGH PERFORMANCE TECHNOLOGIES	SALT LAKE REGIONAL MEDICAL CENTER	

92 TOTAL PARTICIPANTS

LYN L. CRESWELL
DIRECTOR

SALT LAKE CITY CORPORATION
DEPARTMENT OF ADMINISTRATIVE SERVICES

RALPH BECKER
MAYOR

CITY COUNCIL TRANSMITTAL

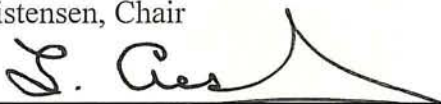

David Everitt, Chief of Staff

Date Received: 10/13/2009
Date sent to Council: 10/14/2009

TO: Salt Lake City Council
Carlton Christensen, Chair

DATE: October 2, 2009

FROM:


Lyn Creswell, Dept of Administrative Services

SUBJECT: CCAC Mid-Year Report & Recommendations (including results of a salary survey of Elected & Appointed Officials pay)

STAFF CONTACT: David Salazar, Compensation Program Administrator, 801-535-7906.

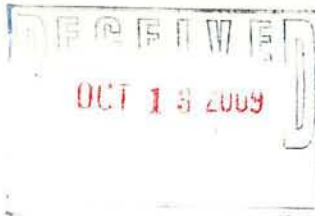
DOCUMENT TYPE: Letter

RECOMMENDATION: Information only. Consider survey results and decide future course of action relative to executive pay.

BUDGET IMPACT: N/A

BACKGROUND/DISCUSSION: This letter includes a mid-year review of employee compensation and a follow-up on action items included as part of the City's Citizens' Compensation Advisory Committee's (CCAC) 2009 Annual Report (issued March 2009). Specific recommendations relative to compensation for Elected and Appointed Officials is discussed and includes supporting documentation.

PUBLIC PROCESS: N/A



SCANNED TO: *Hally, Mayor*
SCANNED BY: *David*
DATE: *10/13/09*

DEBRA ALEXANDER
DIRECTOR, HUMAN RESOURCE MANAGEMENT

SALT LAKE CITY CORPORATION
DEPARTMENT OF ADMINISTRATIVE SERVICES
DIVISION OF HUMAN RESOURCE MANAGEMENT

RALPH BECKER
MAYOR

September 18, 2009

MAYOR RALPH BECKER &
COUNCIL CHAIR CARLTON J. CHRISTENSEN
Salt Lake City Corporation
451 South State Street
Salt Lake City, UT 84111

Dear MAYOR BECKER & COUNCIL CHAIR CHRISTENSEN:

As a supplement to our last annual report, including salary recommendations for FY 2010, the Citizens' Compensation Advisory Committee (CCAC) has conducted a mid-year re-examination of the City's pay position and a salary study of pay for elected officials and appointed department directors.

In our 2009 annual report, the CCAC indicated that due to the weakened economy "...a mid-year re-examination of [the City's] pay position relative to pay trends, consumer prices and market comparisons be conducted within six months" of the last report. This time has now lapsed and the Committee finds that the state of the national and local economy continues to be weak and has even further declined. The Committee's recommendation relative to the City's pay position, therefore, remains unchanged; that is to say, there is no adjustment necessary from the course of action which the City has already taken with regard to employee compensation effective July 1, 2009.

Regarding the salaries for elected officials and appointed department directors, a survey which considered the salaries of city officials in cities of similar size (population 100,000 to <500,000), form of government (mayor/council) and operating budget was completed. The data showed the average annual salary for full-time Mayor is \$106,358.00 (compared to \$112,424.00 for SLC's Mayor); likewise, the average part-time Council Member's salary is \$30,514.00 (compared to SLC Council Member's salaries set at \$22,485.00). Data results are shown in **Attachment A**. Based upon these results, the Committee is confident that the current salaries established in ordinance for the Mayor is reasonable, adequate and appropriate. The salary of Council Members, on the other hand, is 26% below market average. Given the current economic environment we do not recommend action to correct this variance at this time, but suggest re-examination of Council Member's pay when market and political factors stabilize.

A similar finding and conclusion by this Committee holds true for the pay levels of all Department Directors and other key city leaders with the exception of two—the City's Chief Information Officer and Human Resource Director; survey results indicate that the current salaries for both positions are less than 86% of market(see **Attachment B**). To promote retention and address equity issues, we suggest that despite current economic difficulties, a plan be prepared and initiated to bring the salaries of these two mission critical positions in line with competition.

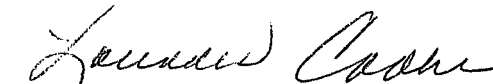
Only in a few cases was data insufficient to draw any specific conclusions (usually when the number of job matches was fewer than six. The data used to compare the annual salaries of these key leadership positions originated from the same grouping of cities used to compare salaries for elected officials.

The CCAC understands and supports the current Administration's goal to distinguish Salt Lake City as a "great, American city" and believes that the City's success in this endeavor relies in part on its ability to attract, reward and retain top talent to fill its key leadership positions. To this end, the Committee recommends that City leaders should strive to maintain actual salaries for elected officials, Department Directors and other key leaders at par or within a reasonable range (*e.g.* within at least 95%) compared with market.

Sincerely,



D. Allen Miller
Chair, CCAC



Lourdes Cooke
Vice-Chair, CCAC

cc: David Everitt
Cindy Gust-Jenson

CCAC Elected Officials Salary Survey
(Cities with Mayor/Council Govt
Population 100,000 - <500,000)

September 18, 2009

City	Operating Budget	Population	Mayor's Salary	Council Member Salary
SALT LAKE CITY, UT	\$747,527,596	181,698	\$112,424	\$22,485
Green Bay, WI	\$100,095,670	101,025	\$80,535	\$9,887
Lincoln, NE	\$134,894,287	251,624	\$74,909	\$24,000
Provo, UT	\$139,601,494	118,581	\$92,401	\$12,485
Sioux Falls, SD	\$257,171,003	154,997	\$106,766	\$16,015
Boise, ID	\$483,600,000	205,314	\$91,229	\$19,375
New Orleans, LA	\$483,778,366	311,853	\$131,428	\$42,500
Omaha, NE	\$564,062,946	438,646	\$98,061	\$32,243
Tulsa, OK	\$587,300,000	385,635	\$105,000	\$18,000
St Paul, MN	\$600,040,157	279,590	\$99,846	\$54,258
Spokane, WA	\$618,200,000	202,319	\$100,015	\$30,000
Baton Rouge, LA	\$700,379,254	223,689	\$120,343	\$12,000
Orlando, FL	\$878,645,979	230,519	\$156,182	\$47,945
St Louis, MO	\$967,200,000	354,361	\$131,820	\$32,000
Minneapolis, MN	\$1,400,000,000	382,605	\$100,481	\$76,482
Averages For Selected Cities	\$565,354,940 Avg. Budget	260,054 Avg. Population	\$106,358 Full Time Mayor Avg. Salary	\$30,514 Part Time Council Avg. Salary

Utah Cities

West Jordan, UT*	\$102,664,583	104,447	\$18,366	\$9,776
Sandy City, UT*	\$122,250,753	94,203	\$116,355	\$8,804
Provo, UT	\$139,601,494	118,581	\$92,401	\$12,485
Salt Lake County	\$938,562,698	1,022,651	\$133,640	\$17,618
Local Mkt Average	\$325,769,882	334,971	\$90,191	\$12,171

* City government administration includes City Manager.

CITY	Operating Budget	Population	Chief of Staff	Communications Director	Chief Information Officer	City Attorney	Prosecutor	Chief of Police	Fire Chief	City Recorder	Treasurer	Courts Director	Administrative Services Director	Finance Director
SALT LAKE CITY, UT	\$747,527,596	181,698	\$106,642	\$101,213	\$100,027	\$134,493	\$116,459	\$126,818	\$123,115	\$80,517	\$102,794	\$80,746	\$129,002	\$117,229
Green Bay, WI	\$100,095,670	101,025	\$69,955			\$100,994		\$101,234	\$93,691		\$76,369	\$52,732		\$84,477
Lincoln, NE	\$134,894,287	251,624	\$77,000			\$122,112	\$119,334	\$122,383	\$118,612		\$94,588			\$106,021
Provo, UT	\$139,601,494	118,581	\$118,341	\$64,380	\$103,827	\$110,693		\$112,132	\$92,500		\$78,977		\$100,532	
Sioux Falls, SD	\$257,171,003	154,997		\$107,910	\$118,206	\$113,318		\$122,179	\$136,115	\$69,264				\$128,544
Boise, ID	\$483,600,000	205,314	\$92,700	\$79,320	\$106,656	\$111,912		\$114,816	\$107,124		\$92,712			\$108,048
New Orleans, LA	\$483,778,366	335,000		\$131,468	\$150,718	\$148,857		\$170,654	\$154,042		\$88,344			\$128,242
Omaha, NE	\$564,062,946	438,646				\$160,000	\$127,089	\$130,658	\$125,097	\$89,937				
Tulsa, OK	\$587,300,000	385,635	\$130,940		\$131,134	\$161,978	\$100,278	\$160,038	\$151,158	\$49,659	\$75,709	\$103,613		\$133,632
St Paul, MN	\$600,040,157	279,590	\$112,801	\$68,985	\$104,283	\$129,062		\$131,772	\$121,835	\$71,950	\$113,614			\$120,000
Spokane, WA	\$618,200,000	202,319	\$132,442		\$104,066	\$138,706	\$76,212	\$165,808	\$166,038	\$72,976	\$96,486	\$76,045	\$118,724	\$118,724
Baton Rouge, LA	\$700,379,254	223,689	\$104,892		\$86,295	\$90,610	\$74,545	\$102,276	\$95,666	\$99,898		\$82,186		\$90,610
Orlando, FL	\$878,645,979	230,519	\$130,811	\$88,566	\$132,371		\$80,059	\$143,166	\$131,498	\$100,968	\$95,035			\$174,886
St Louis, MO	\$967,200,000	354,361	\$156,338	\$81,744		\$142,402		\$127,000				\$75,686		\$112,190
Minneapolis, MN	\$1,400,000,000	382,605	\$147,154	\$107,117	\$139,437	\$138,813	\$121,297	\$147,671	\$125,968	\$97,942				\$131,807
MKT AVG			\$115,761	\$91,186	\$117,699	\$128,420	\$99,831	\$132,676	\$124,739	\$81,574	\$90,204	\$78,052	\$109,628	\$119,765
SLC/MKT			92.1%	111.0%	85.0%	104.7%	116.7%	95.6%	98.7%	98.7%	114.0%	103.5%	117.7%	97.9%
# Matches			11	8	10	13	7	13	14	8	9	5	2	12
TechNet Avg					\$101,016	\$123,455	\$101,964	\$125,530	\$122,575	\$82,608	\$91,284	\$69,339		\$108,126
SLC/TechNet					99.0%	108.9%	114.2%	101.0%	100.4%	97.5%	112.6%	116.5%		108.4%
# Matches					3	5	4	3	5	4	5	3		4
UTAH CITIES														
West Jordan, UT	\$102,664,583	104,447	\$127,816		\$118,685	\$105,102	\$84,157	\$118,685	\$118,685	\$88,254	\$97,198		\$92,997	\$97,656
Sandy City, UT	\$122,250,753	94,203	\$128,376	\$68,304	\$97,236	\$144,120	\$100,716	\$129,516	\$112,512	\$61,944	\$87,360	\$87,360	\$151,200	\$126,084
Provo, UT	\$139,601,494	118,581	\$118,341	\$64,380	\$103,827	\$110,693		\$112,132	\$92,500		\$78,977		\$100,532	
Salt Lake County	\$938,562,698	1,022,651	\$132,432	\$81,888	\$139,728	\$157,824	\$133,099	\$135,658			\$132,168	\$63,888	\$131,256	\$135,552
Select Utah City AVG			\$126,741	\$71,524	\$114,869	\$129,435	\$105,991	\$123,998	\$107,899	\$75,099	\$98,926	\$75,624	\$118,996	\$119,764
SLC/UT City AVG			84.1%	141.5%	87.1%	103.9%	109.9%	102.3%	114.1%	107.2%	103.9%	106.8%	108.4%	97.9%

CITY	Operating Budget	Population	Procurement Director	HR Director	Airport Director	City Engineer	Public Services Director	Transportation Engineer	Emergency Service Director	Public Utilities Director	Community & Economic Development Director	Housing & Neighborhood Development Director	Redevelopment Director	City Council Office, Director
SALT LAKE CITY, UT	\$747,527,596	181,698	\$80,746	\$93,558	\$197,558	\$110,760	\$122,242	\$102,544	\$92,082	\$128,003	\$136,386	\$101,442	\$110,906	\$120,245
Green Bay, WI	\$100,095,670	101,025		\$95,848		\$71,598	\$106,236	\$59,075		\$93,475	\$68,663	\$87,530		
Lincoln, NE	\$134,894,287	251,624		\$101,377		\$119,394	\$108,000	\$99,569		\$108,000	\$67,989			
Provo, UT	\$139,601,494	118,581					\$100,228							\$79,606
Sioux Falls, SD	\$257,171,003	154,997		\$110,219		\$102,981	\$148,574					\$115,835		
Boise, ID	\$483,600,000	205,314		\$105,792	\$108,156	\$108,708					\$110,760	\$77,568		
New Orleans, LA	\$483,778,366	335,000	\$78,024	\$105,126	\$195,642			\$86,176	\$78,024	\$201,036				
Omaha, NE	\$564,062,946	438,646				\$101,444								\$101,444
Tulsa, OK	\$587,300,000	385,635		\$116,391	\$133,632	\$129,630		\$92,111			\$121,241	\$94,719		\$107,757
St Paul, MN	\$600,040,157	279,590		\$113,575		\$125,137	\$118,738	\$113,614	\$97,000	\$121,432	\$118,738			\$102,483
Spokane, WA	\$618,200,000	202,319		\$110,560		\$109,432	\$141,086	\$86,631			\$118,724			
Baton Rouge, LA	\$700,379,254	223,689	\$82,186	\$86,295	\$90,610	\$82,186	\$95,141	\$82,186	\$86,295			\$74,545		
Orlando, FL	\$878,645,979	230,519				\$124,925		\$100,568	\$79,185		\$143,146	\$137,488		
St Louis, MO	\$967,200,000	354,361		\$129,038	\$189,046	\$142,402		\$103,368	\$63,946			\$111,748	\$110,838	\$80,000
Minneapolis, MN	\$1,400,000,000	382,605	\$96,774	\$125,134		\$145,986		\$115,125			\$135,477			
		MKT AVG	\$85,661	\$109,032	\$143,417	\$113,652	\$116,857	\$93,842	\$80,890	\$130,986	\$110,592	\$99,919	\$110,838	\$94,258
		SLC/MKT	94.3%	85.8%	137.8%	97.5%	104.6%	109.3%	113.8%	97.7%	123.3%	101.5%	100.1%	127.6%
		# Matches	3	11	5	12	7	10	5	4	8	7	1	5
		TechNet Avg		\$94,779		\$98,128	\$126,239			\$129,522	\$110,739			\$96,325
		SLC/TechNet		98.7%		112.9%	96.8%			98.8%	123.2%			124.8%
		# Matches		3		3	4			1	2			2
UTAH CITIES														
West Jordan, UT	\$102,664,583	104,447		\$92,726		\$92,726	\$118,685	\$79,955			\$118,685			
Sandy City, UT	\$122,250,753	94,203	\$66,456	\$97,368		\$108,240	\$129,516	\$68,220	\$81,372	\$129,516	\$122,532		\$120,600	\$108,240
Provo, UT	\$139,601,494	118,581					\$100,228							\$79,606
Salt Lake County	\$938,562,698	1,022,651	\$104,376	\$109,176		\$128,808	\$131,256		\$98,568				\$98,256	
		Select Utah City AVG	\$85,416	\$99,757	no matches	\$109,925	\$119,921	\$74,088	\$89,970	\$129,516	\$120,609	no matches	\$109,428	\$93,923
		SLC/UT City AVG	94.5%	93.8%		100.8%	101.9%	138.4%	102.3%	98.8%	113.1%		101.4%	128.0%