



Compensation
Information
for FY 2019

February 2018

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SOURCES

Much of the data contained in this binder is information generated by Sandy City or collected by Sandy City directly from other cities. When another source is used to generate the information, it is typically referenced on the specific document. This page contains a summary of these other sources.

- Aon: Source of the article *Despite surge in job growth, pay raises and bonuses for U.S. workers unlikely to rise in 2018*. Tab 2.
- Bureau of Labor Statistics: Source of the total U.S. Consumer Price Index for calendar years 2007-2017, West Region Consumer Price Index for calendar years 2011-2017, turnover data for calendar years 2016-2017, employee age data for 2016-2017, and median length of service data. Tabs 2, 5, 6.
- Diversified Insurance Group: Source of FY 2010-FY 2014 (partial) data on medical insurance graphs for Sandy City. Tab 3.
- NFP: Source of FY 2019 projected health insurance increase. Tabs 1, 3.
- Kiplinger: Source of the article *Job Growth becoming more sustainable* for 2017 Employee Turnover Report. Tab 5.
- Moody's Analytics: Source of Utah Consumer Price Index for 2011-2019 and U.S. Consumer Price Index projection for 2018. Tabs 1, 2.
- OnSite Care, Inc.: Source of SCOPE Utilization graph. Tab 3.
- PEHP: Source of FY 2014 (partial) – FY 2018 health insurance and SCOPE-related data. Tab 3.
- Technology Net Compensation Survey System: Source of pay and benefits data for comparison cities when the data was not obtained directly from the city itself. "TechNet" is a website in which participating entities update their compensation and benefits data annually. Tabs 2-4, 8-13.
- Utah Retirement Systems: Source of historical and projected Utah Retirement System (URS) rates referenced on retirement charts and graphs; data for Estimated Cost Savings chart; employee counts for Tier 1 and Tier 2 Employee Count graphs; and vested years of service in the URS data referenced in the 2017 Employee Age & Length of Service Report. Tabs 1, 4, 6.
- Willis Towers Watson: Source of the article *U.S. employees in line for another 3% pay raise in 2018, Willis Towers Watson survey finds*. Tab 2.
- WorldatWork: Source of the article *WorldatWork Report: U.S. salary budget increases come in at 3 percent*. Tab 2.

1. Compensation Review



Compensation Information Summary
Sandy City Budget Retreat
February 6, 2018

Compensation Plan Goals & Key Considerations

- ❖ Appropriate Pay for Individual Employees
 - Paying employees appropriately for individual contribution
 - Progression through salary ranges
 - Step and Grade pay plan for Police and Fire

- ❖ Appropriate Pay Ranges
 - Comparisons to other cities
 - Economic Indicators (e.g., CPI)

- ❖ Fiscal Responsibility
 - Available revenues
 - Public sentiment
 - Service and staffing levels

- ❖ Additional External Considerations
 - Economic conditions (e.g., Job Market / Unemployment Rate)
 - Patient Protection & Affordable Care Act (ACA) impacts health insurance and restricts the number of hours employees can work

- ❖ Additional Considerations
 - Human resource objectives – i.e. recruitment and retention
 - Providing cost-effective and competitive employee benefits

Strategic Observations

- ❖ Fiscal year-to-date turnover and other savings equates to a 2.0% savings over the current year's personnel budget. We will continue to capture additional turnover savings through the rest of the fiscal year.

- ❖ Sandy's health benefits are competitive with the comparison group. Utah health insurance trend is about 7.5%. Renewal is expected to be 9% - 11%, which equates to a \$477,000 - \$583,000 premium increase in FY 2019.

- ❖ Forecasts predict that, on average, U.S. employers anticipate a 3% increase to salary budgets in 2018. U.S. employers also plan to give 3% average salary increases in 2018.

- ❖ The salary survey shows Sandy's pay ranges have fallen behind this year at both the bottom and the top compared to the group average of comparison cities. Depending on available revenue, I recommend adjusting pay ranges by 2% in FY 2019.

- ❖ The market for Police Officers is extremely competitive, especially for experienced Officers. Several cities have recently enhanced their pay scales and/or benefits in order to attract and retain employees. Sandy needs to have a strong pay and benefits plan to remain competitive with other public safety entities.
- ❖ The Utah Legislature mandates all cities with police and fire departments to contribute to the Local Public Safety & Firefighter Surviving Spouse Trust Fund beginning in FY 2019. The city's projected cost for FY 2019 is \$18,050.

Compensation Plan Overview

- ❖ If the city provides a compensation plan similar to last year, the Personnel Budget will increase by about 1.9%.

FY 2018 Personnel Budget	Proposed FY 2019 Personnel Budget	Percentage Change
\$46,365,634	\$47,255,000	1.9%

- ❖ Economic Indicators
 - Utah CPI – calendar year 2017 = 2.3%
 - Utah CPI – projected calendar year 2018 = 2.4%
- ❖ Topped-out employee status: 24% of current employees are at the top of their ranges.

Retirement

- ❖ Tier I - Utah Retirement System rate changes:

	Public Employees	Public Safety	Firefighters (net rate)
FY 2019 Rate	18.47%	32.25%	23.95%
Change	0.00%	0.05%	0.54%
City Cost	\$0	\$10,500	\$20,180

- ❖ Tier II - Utah Retirement System rate changes:

	Public Employees	Public Safety	Firefighters (net rate)
FY 2019 Rate	10.08%	12.08%	12.08%
Amortization Rate	6.61%	9.64%	0.00%
Change	0.00%	0.00%	0.00%

** The amortization rate goes towards the unfunded liability in the Tier 1 system*

- ❖ Projected cost savings to the city from the Tier 2 Retirement System:

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
(\$45,000)	(\$48,000)	(\$48,000)	(\$48,000)	(\$35,000)

Assumptions: Calculations use rate estimates provided by URS actuary. Tier II rates include a city-paid 2% 401k match. Total employee count & salary costs remain constant for future years. Employee counts for future years are adjusted using a five-year average turnover rate.

- ❖ The Local Public Safety and Firefighter Surviving Spouse Trust Fund: The Public Safety Officer and Firefighter Line-of-duty Death Act mandates that the City participate effective July 1, 2018. The cost for FY 2019 is expected to be \$18,050.

	Public Safety	Firefighters	Total
Number of Eligible Employees	113	77	190
Per Employee Annual Cost	\$95.00	\$95.00	
Annual Cost	\$10,735	\$7,315	\$18,050

Medical and Dental Insurance

- ❖ The city funds its health plan with a defined contribution arrangement. A benefit allowance is given to employees to use towards medical and dental insurance. Any remaining balance is contributed to an HSA.
- ❖ Health insurance provider is PEHP. FY 2019 renewal is expected to be 9% - 11%.
 - Cost is about \$53,000 for every 1% increase to the premium.
- ❖ SCOPE Clinic provider is Onsite Care. Anticipate 1% – 2% increase to clinic costs in FY 2019.
- ❖ Dental insurance is self-funded through Dental Select. Because premium has not increased for many years, a small increase is recommended in FY 2019.

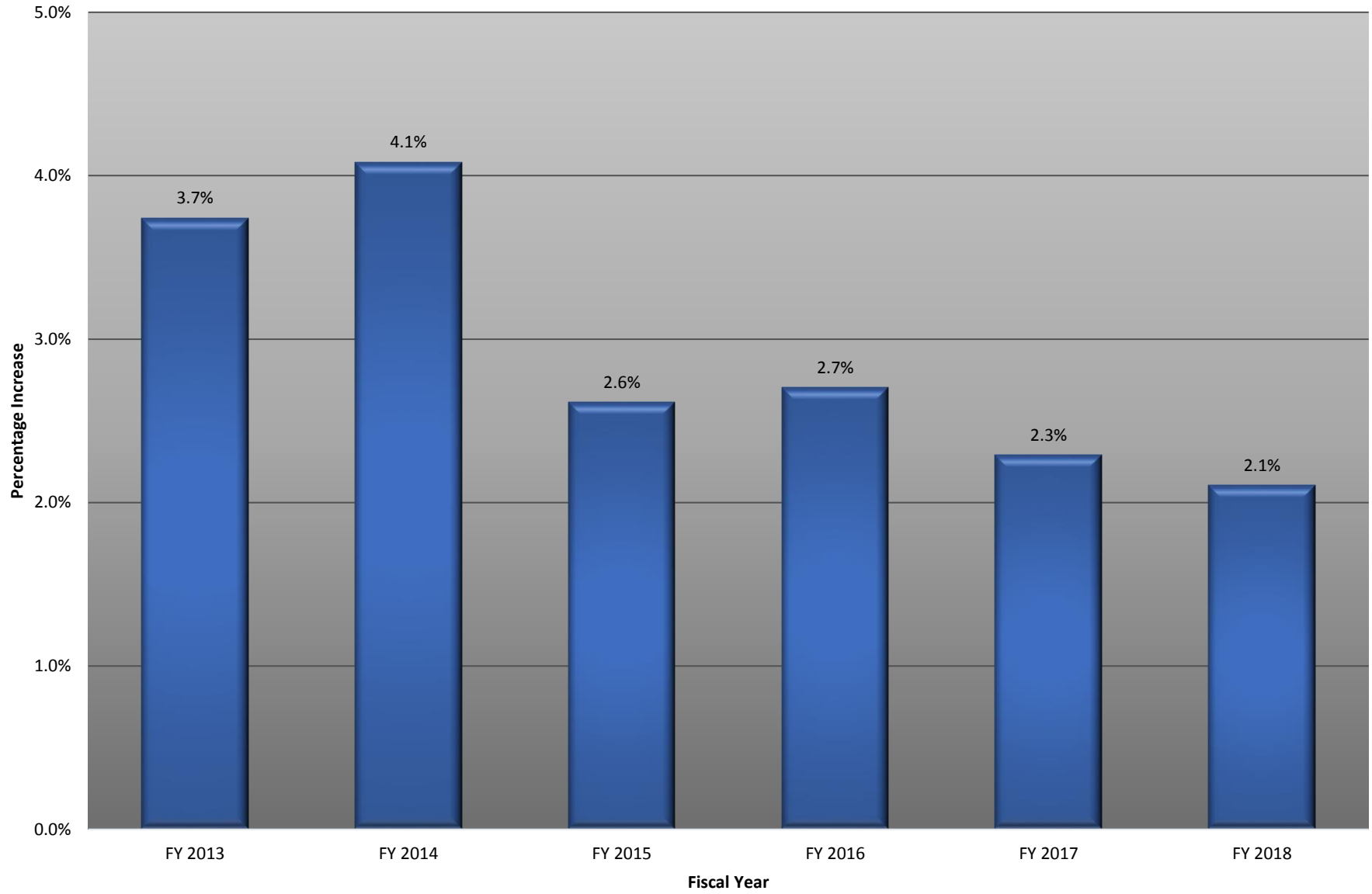
Other Paid Benefits

- ❖ Long Term Disability provider is PEHP. No rate increase expected in FY 2019.
- ❖ Life Insurance provider is PEHP. No rate increase expected in FY 2019.
- ❖ Workers Compensation Insurance – Premium increase of \$45,000 in 2018.

2. Pay Information



Year-Over-Year Percentage Increase to the Compensation Plan for FY 2013 - FY 2018



Consumer Price Index (CPI):

The CPI is a measure of the average change in the prices paid by urban consumers for a fixed market basket of goods and services. The index is principally used as an indicator of inflation in this country.

Calendar Year	U.S. CPI <i>(BLS)</i>	West Region CPI <i>(BLS)</i>	Utah CPI <i>(Moody's Analytics)</i>
2010	1.5	1.3	1.7
2011	3.0	2.7	2.8
2012	1.7	1.7	1.6
2013	1.5	1.8	1.7
2014	0.8	1.3	1.3
2015	0.7	1.8	-0.5
2016	2.1	2.5	1.1
2017 p	2.7 ^a	Not Available	2.5

p = ^a projected by Moody's Analytics

Year in Review

- The CPI rose 2.1% in 2016 after a 0.7% increase in 2015. This is slightly higher than the 1.8 average annual increase over the last 10 years.
- The energy index increased 5.4% (compared to a 12.6% decrease in 2015).
- The gasoline index increased 9.1%, following a decrease the past two years (compared to a 19.7% decrease in 2015 and a 21.0% decrease in 2014).
- The electricity index increased to 0.7% after a 1.2% decrease in 2015.
- The index for all items less food and energy increased 2.2%, similar to a 2.1% in 2015.
- The natural gas index increased 7.8% after a sharp decline of 14.9% in 2015.
- The education index increased 2.7% (compared to a 3.7% increase in 2015).
- The used cars and trucks index fell 3.5% (compared to a 0.1% increase in 2015).
- The apparel index decreased 0.1% (compared to a 0.9% decrease in 2015).
- The shelter index increased 3.6% (compared to 3.2% increase in 2015).
- Medical care increased 4.1% (compared to a 2.6% increase in 2015).
- The food index decreased 0.2% (the first decline since 2009). Food away from home increased 2.3% (compared to a 2.6% increase in 2015) while food at home decreased 2.0% (compared to a 0.4% decrease in 2015).
- All six major grocery store food group indexes decreased in 2016. The index for meats, poultry, fish and eggs decreased 5.4% (compared to a 2.2% decrease in 2015). The dairy and related products index decreased 1.3% (compared to a 3.9% decrease in 2015).

Despite Surge in Job Growth, Pay Raises and Bonuses for U.S. Workers Unlikely to Rise in 2018

Base pay projected to be 3% Bonuses to decline slightly to 12.5% of payroll

LINCOLNSHIRE, Ill., September 18, 2017 – Despite a strengthening economy and high job rates, most U.S. workers are unlikely to see sizeable increases in their salaries for 2018, according to new research from Aon, a leading global professional services firm providing a broad range of risk, retirement and health solutions.

Aon’s 2017 U.S. Salary Increase Survey of 1,062 U.S. companies, projects base pay is expected to be 3.0 percent in 2018, up slightly from 2.9 percent in 2017. Spending on variable pay is expected to be 12.5 percent of payroll— a decrease to levels not seen since 2013.

“The economic outlook for most industries continues to improve with increased demand for goods and services and stronger job creation, but companies remain under pressure to increase productivity and minimize costs,” explained Ken Abosch, broad-based compensation leader at Aon. “As a result, we continue to see relatively flat salary increase budgets across employee groups, with most organizations continuing to tie the majority of their compensation budgets to pay incentives that reward for performance and business results.”

Workers who are not high performers may see an even less share of the compensation pie in the coming years. According to Aon’s survey, more than two-thirds of employers are taking some type of action to increase merit pay differentiation in 2018. Among those:

- 40 percent are reducing or eliminating increases for lesser performers
- 18 percent are using a more aggressive, highly leveraged merit increase grid
- 15 percent are setting more aggressive performance targets

Salaries by Industry and Geography

Workers in most U.S. cities can expect to see salary increases in line with the national average for 2018. However, some may be lucky to see higher-than-average increases in variable pay. These cities include Houston (14.7 percent), New York City (14 percent) and Philadelphia (13 percent).

Aon’s research also shows variation by industry. Workers in the automotive (3.2 percent), computer (3.2 percent), accounting/consulting/legal (3.3 percent) and telecommunications (3.2 percent) industries are expected to see higher-than-average salary increases in 2018, while workers in education (2.7 percent), construction/engineering (2.8 percent) and medical devices (2.8 percent) are expected to see lower-than-average increases. Variable pay budgets by industry vary widely, ranging from 19.3 percent in the pharmaceutical industry and 16.4 percent in banking/finance to 5.3 percent for workers in the health care/medical services field.

“The decrease in projected variable pay spending for 2018 illustrates the power of variable pay to act as a buffer to safeguard organizations from incurring increased costs when results are

below expectation,” noted Abosch. “But this also signals a more pessimistic view of corporate performance in the coming year.”

For another view on interpreting Aon’s Salary Increase Survey results, view its [Pay Insights blog](#).

END

About Aon

Aon plc (NYSE:AON) is a leading global professional services firm providing a broad range of risk, retirement and health solutions. Our 50,000 colleagues in 120 countries empower results for clients by using proprietary data and analytics to deliver insights that reduce volatility and improve performance.

For further information on our capabilities and to learn how we empower results for clients, please visit <http://aon.mediaroom.com>.

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U.S. employees in line for another 3% pay raise in 2018, Willis Towers Watson survey finds

Star performers rewarded with significantly larger raises

August 14, 2017

| United States

ARLINGTON, VA, August 14, 2017 — U.S. employees hoping for larger pay raises next year will have to wait a little longer. A new survey by Willis Towers Watson (NASDAQ: WLTW), a leading global advisory, broking and solutions company, reveals U.S. employers expect to hold the line on pay raises in 2018. The survey of 819 companies also found employers continue to reward their best performers with significantly larger raises to retain their best performers and strengthen their commitment to paying for performance.

The survey, conducted by Willis Towers Watson Data Services, found that virtually all respondents (99%) are planning to give employees raises next year, with salaries for exempt (i.e., professional), nonmanagement employees to increase 3.0%. That's the same increase they received in each of the past three years. Employers are also planning 3.0% average salary increases for management and nonexempt employees. Executives can expect slightly larger raises — 3.1% in 2018, slightly less than executives received this year and in 2016.

“Most companies are not under any significant pressure to increase their salary budgets in the near term,” said Laura Sejen, managing director, Human Capital and Benefits at Willis Towers Watson. “Companies are relying more on variable pay, such as annual incentives and discretionary bonuses, to recognize and reward their best performers. At the same time, they are rewarding star performers with significantly larger increases while granting minimal increases to their weakest performers.”

Indeed, the survey found exempt employees who received the highest performance ratings were granted an average salary increase of 4.5% this year, about 73% larger than the 2.6% increase given to employees receiving an average rating. Companies gave salary increases of 1.0% to workers with below-average performance ratings.

The survey also found that annual performance bonuses, which are generally tied to company and employee performance goals, are projected to hold steady or decline slightly in 2018 for most employee groups. Exempt employees are projected to receive bonuses that average 10.5% of salary, roughly the same amount companies budgeted for this year. Discretionary bonuses, generally paid for special projects or one-time achievements, are also projected to hold relatively steady compared with bonuses awarded last year and budgeted for this year. This is fairly consistent with recent discretionary bonus increases — for example, 72% of companies paid discretionary bonuses in 2015 versus 75% last year — and demonstrates that while salary

increase budgets are holding steady for workers overall, employers are finding ways to recognize and reward employees for specific contributions.

“Employers are rethinking how to administer limited salary budgets. Some organizations are moving away from differentiating increases based on an employee’s previous year’s performance altogether while others are focusing on rewarding employees for skills development. So while organizations may be forecasting 3% increases, the landscape of how and when they are giving increases varies considerably,” said Sandra McLellan, Rewards practice leader, North America at Willis Towers Watson.

About the survey

The Willis Towers Watson Data Services Salary Budget Survey was conducted between April and July 2017, and includes responses from 819 companies representing a cross section of industries. The survey report provides data on actual salary budget increase percentages for the past and current years, along with projected increases for next year.

About Willis Towers Watson

Willis Towers Watson (NASDAQ: WLTW) is a leading global advisory, broking and solutions company that helps clients around the world turn risk into a path for growth. With roots dating to 1828, Willis Towers Watson has 40,000 employees serving more than 140 countries. We design and deliver solutions that manage risk, optimize benefits, cultivate talent, and expand the power of capital to protect and strengthen institutions and individuals. Our unique perspective allows us to see the critical intersections between talent, assets and ideas — the dynamic formula that drives business performance. Together, we unlock potential. Learn more at willistowerswatson.com.

WorldatWork Report: U.S. Salary Budget Increases Come in at 3 Percent

Primed for Growth, Salary Budget Increases Hold Steady

Aug. 1, 2017 — WASHINGTON, D.C. — According to WorldatWork's annual Salary Budget Survey, released today, employers in the United States report that the average 2017 total salary increase budget is 3.0 percent (mean and median), the same as it has been for the past three years. Respondents are planning for a slight increase for 2018 salary increase budgets but only up to 3.1 percent.

"With a tight job market and reported financial gains, we might expect to see more growth in salaries," said Kerry Chou, WorldatWork senior practice leader. "In the United States in particular, there are other factors that might explain this plateau in growth, including the increased use of variable pay or non-cash based rewards, or an overall more conservative pay philosophy. We are also looking closely at the impact several regulatory actions have had on salaries: the rising minimum wage in certain regions and the overtime rule. It's possible that these changes may not have been reported as a salary budget increase in some cases. While the OT rule has been blocked, many organizations had already implemented the changes and chose not to undo them. So, with the continued 3 percent increase of salary budgets and these un-reported salary changes, this picture could be brighter for the workforce than it initially appears."

Select Survey Highlights

- Base salary increases (e.g., general increase/Cost-of-Living Adjustment [COLA], merit increase) are being awarded to 89 percent of employees in 2017, on average.
- Promotional increases were awarded to 7.9 percent (median: 7.0 percent) of employees in 2016, one-tenth of a percentage point lower than the 8.0 percent average in 2015 (median: 7.0 percent). Of the promotional increases received, the size of the average pay increase remained unchanged at 8.4 percent (median: 8.0 percent).
- The percentage of organizations using variable pay increased by one percentage point for the third straight year to 85 percent in 2017. This number has been hovering around 80 percent for many years. An improving economy could result in these variable pay increases while the fixed costs remain controlled.

State Level Data

The survey reports on salary budget increases for all 50 states as well as selected major metropolitan areas. As in recent years, the state salary budget increases for 2017 showed little variance. The increases ranged from 2.9 percent to 3.1 percent, with the median at 3.0 percent. The metropolitan areas showed more variance, ranging from 3.0 percent to 3.3 percent. "The metropolitan areas that show the highest percentages, such as the Pacific Northwest, Los Angeles, Dallas or Atlanta, tend to be in regions of the United States that are driven by high-tech or minimum wage increases," Chou noted.

Canada

Aggregated across all Canadian employee categories, regions and industries, the average total

salary budget increase is 2.8 percent in 2017 (median: 3.0 percent), in line with last year's projection. The median figure is unchanged since 2011.

"We are seeing some good news for the Canadian workforce as we are starting to see an increase in the salary budgets," said Chou. "Canada faced some problems last year, including low oil prices and massive wildfires, that may have contributed to lower numbers in 2016. With 2017 showing an increase, this may indicate some recovery. We expect the 2018 numbers to increase even more."

The average total salary increase budget in Canada is projected to return to 3.0 percent in 2018 with the median total salary budget increase expected to remain firm at 3.0 percent. The survey also provides a breakdown by province and major metropolitan area.

About the Survey

The "WorldatWork 2017-2018 Salary Budget Survey" is the largest survey of its kind with 4,942 responses from 19 countries representing nearly 15 million employees. (Global Top-Level Results). The survey closed in May 2017. Survey respondents are WorldatWork members employed in the human resources, compensation and benefits departments of mostly large U.S. companies. All data include zero-percent responses.

NOTE: WorldatWork includes zero-percent responses in the analysis, unless otherwise noted, because a zero represents a decision not to budget for a program and/or employee category that exists in the responding organization.

About WorldatWork[®]

The Total Rewards Association

WorldatWork is a nonprofit **human resources association** and compensation authority for professionals and organizations focused on compensation, benefits and **total rewards**. It's our mission to empower professionals to become masters in their fields. We do so by providing thought leadership in total rewards disciplines from the world's most respected experts; ensuring access to timely, relevant content; and fostering an active community of total rewards practitioners and leaders.

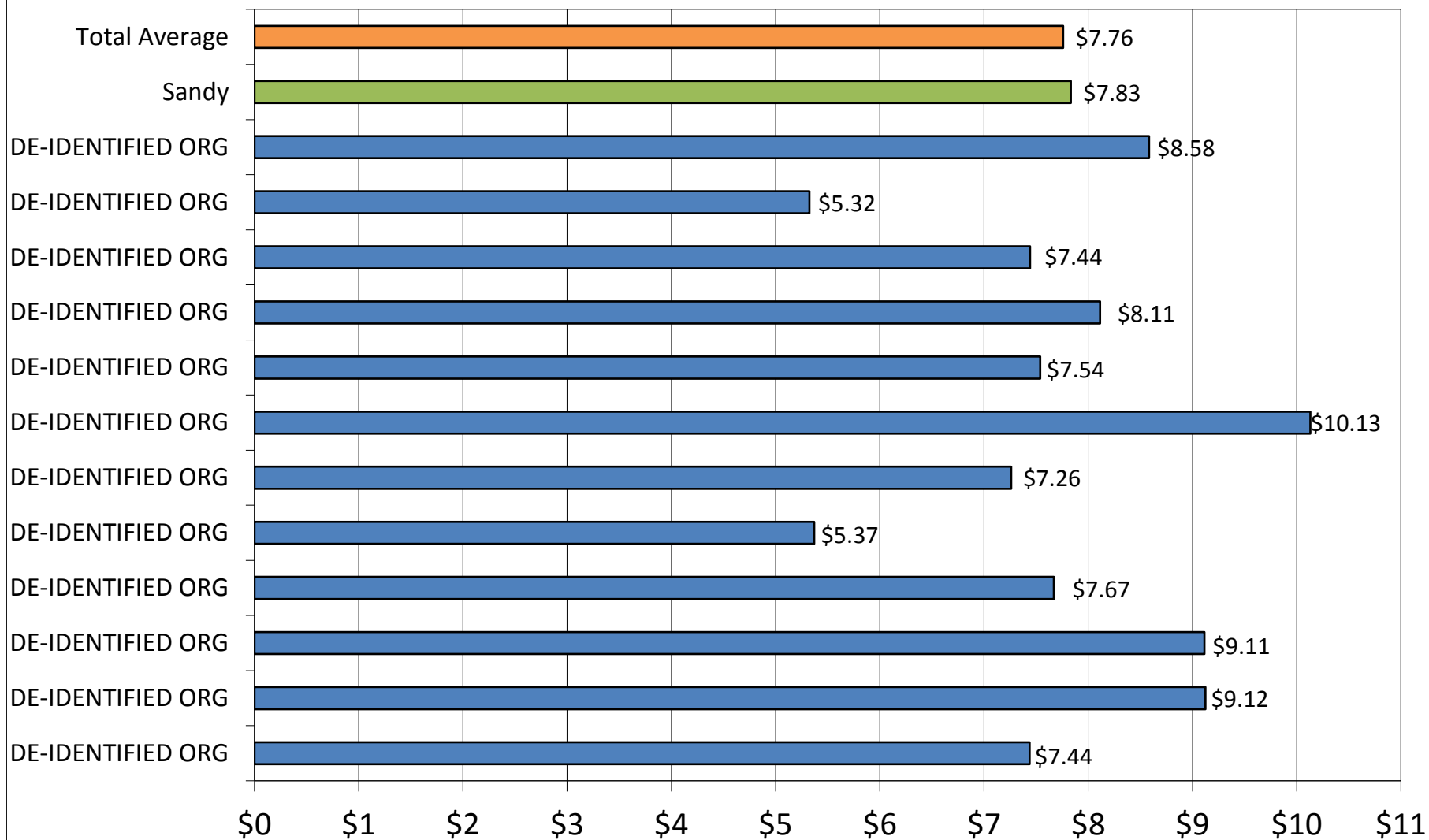
WorldatWork has more than 70,000 members and subscribers worldwide; more than 80% of Fortune 500 companies employ a WorldatWork member. Founded in 1955, WorldatWork has offices in Scottsdale, Ariz., and Washington, D.C., and is affiliated with more than 70 human resources associations around the world.

<https://www.worldatwork.org/docs/worldatworkpressreleases/2017/01-aug/us-salary-budget-increases-come-in-at-3-percent.html>

3. Fixed Benefit Information



Fixed Benefits Comparison for FY 2018 (Family Coverage - Hourly Basis)



ANNUAL BENEFIT ALLOWANCE & HSA CONTRIBUTION/COSTS SCENARIOS

9.0% Medical Increase

SINGLE COVERAGE

<u>Dental Premium</u> Dental Select Gold (\$174)	<u>Medical Premium</u> Current: \$5,060 New: \$5,515	Benefit Allowance Levels				
		FY 2018	No Change	3% Increase	6% Increase	9% Increase
MEDICAL PLAN OPTIONS		\$6,060	\$6,060	\$6,242	\$6,424	\$6,605
Advantage Star (\$2,000 Ded.)		\$826	\$371	\$553	\$735	\$916
Summit Star (\$2,000 Ded.)		\$976	\$521	\$703	\$885	\$1,066

TWO-PARTY COVERAGE

<u>Dental Premium</u> Dental Select Gold (\$348)	<u>Medical Premium</u> Current: 10,120 New: \$11,031	Benefit Allowance Levels				
		FY 2018	No Change	3% Increase	6% Increase	9% Increase
MEDICAL PLAN OPTIONS		\$11,120	\$11,120	\$11,454	\$11,787	\$12,121
Advantage Star (\$4,000 Ded.)		\$652	(\$259)	\$75	\$408	\$742
Summit Star (\$4,000 Ded.)		\$952	\$41	\$375	\$708	\$1,042

FAMILY COVERAGE

<u>Dental Premium</u> Dental Select Gold (\$522)	<u>Medical Premium</u> Current: \$15,180 New: \$16,546	Benefit Allowance Levels				
		FY 2018	No Change	3% Increase	6% Increase	9% Increase
MEDICAL PLAN OPTIONS		\$16,180	\$16,180	\$16,665	\$17,151	\$17,636
Advantage Star (\$4,000 Ded.)		\$478	(\$888)	(\$403)	\$83	\$568
Summit Star (\$4,000 Ded.)		\$928	(\$438)	\$47	\$533	\$1,018

ANNUAL BENEFIT ALLOWANCE & HSA CONTRIBUTION/COSTS SCENARIOS

10.0% Medical Increase

SINGLE COVERAGE

<u>Dental Premium</u> Dental Select Gold (\$174)	<u>Medical Premium</u> Current: \$5,060 New: \$5,566	Benefit Allowance Levels				
		FY 2018	No Change	3% Increase	6% Increase	9% Increase
MEDICAL PLAN OPTIONS		\$6,060	\$6,060	\$6,242	\$6,424	\$6,605
Advantage Star (\$2,000 Ded.)		\$826	\$320	\$502	\$684	\$865
Summit Star (\$2,000 Ded.)		\$976	\$470	\$652	\$834	\$1,015

TWO-PARTY COVERAGE

<u>Dental Premium</u> Dental Select Gold (\$348)	<u>Medical Premium</u> Current: 10,120 New: \$11,132	Benefit Allowance Levels				
		FY 2018	No Change	3% Increase	6% Increase	9% Increase
MEDICAL PLAN OPTIONS		\$11,120	\$11,120	\$11,454	\$11,787	\$12,121
Advantage Star (\$4,000 Ded.)		\$652	(\$360)	(\$26)	\$307	\$641
Summit Star (\$4,000 Ded.)		\$952	(\$60)	\$274	\$607	\$941

FAMILY COVERAGE

<u>Dental Premium</u> Dental Select Gold (\$522)	<u>Medical Premium</u> Current: \$15,180 New: \$16,698	Benefit Allowance Levels				
		FY 2018	No Change	3% Increase	6% Increase	9% Increase
MEDICAL PLAN OPTIONS		\$16,180	\$16,180	\$16,665	\$17,151	\$17,636
Advantage Star (\$4,000 Ded.)		\$478	(\$1,040)	(\$555)	(\$69)	\$416
Summit Star (\$4,000 Ded.)		\$928	(\$590)	(\$105)	\$381	\$866

ANNUAL BENEFIT ALLOWANCE & HSA CONTRIBUTION/COSTS SCENARIOS

11.0% Medical Increase

SINGLE COVERAGE

<u>Dental Premium</u> Dental Select Gold (\$174)	<u>Medical Premium</u> Current: \$5,060 New: \$5,617	Benefit Allowance Levels				
		FY 2018	No Change	3% Increase	6% Increase	9% Increase
MEDICAL PLAN OPTIONS		\$6,060	\$6,060	\$6,242	\$6,424	\$6,605
Advantage Star (\$2,000 Ded.)		\$826	\$269	\$451	\$633	\$814
Summit Star (\$2,000 Ded.)		\$976	\$419	\$601	\$783	\$964

TWO-PARTY COVERAGE

<u>Dental Premium</u> Dental Select Gold (\$348)	<u>Medical Premium</u> Current: 10,120 New: \$11,233	Benefit Allowance Levels				
		FY 2018	No Change	3% Increase	6% Increase	9% Increase
MEDICAL PLAN OPTIONS		\$11,120	\$11,120	\$11,454	\$11,787	\$12,121
Advantage Star (\$4,000 Ded.)		\$652	(\$461)	(\$127)	\$206	\$540
Summit Star (\$4,000 Ded.)		\$952	(\$161)	\$173	\$506	\$840

FAMILY COVERAGE

<u>Dental Premium</u> Dental Select Gold (\$522)	<u>Medical Premium</u> Current: \$15,180 New: \$16,850	Benefit Allowance Levels				
		FY 2018	No Change	3% Increase	6% Increase	9% Increase
MEDICAL PLAN OPTIONS		\$16,180	\$16,180	\$16,665	\$17,151	\$17,636
Advantage Star (\$4,000 Ded.)		\$478	(\$1,192)	(\$707)	(\$221)	\$264
Summit Star (\$4,000 Ded.)		\$928	(\$742)	(\$257)	\$229	\$714

2017-2018 FAMILY COVERAGE INSURANCE COMPARISON

Sandy De-Identified De-Identified De-Identified De-Identified De-Identified De-Identified De-Identified De-Identified De-Identified De-Identified De-Identified De-Identified De-Identified														
Provider	PEHP-Advantage	PEHP-Summit	PEHP-Advantage & Summit	Select Health-Med Plus	PEHP-Advantage & Summit	Select Health-Value	United Health Care	Mercer Market-place	PEHP-Summit	PEHP-Advantage & Summit	PEHP-Advantage & Summit	Select Health-Med Plus	Select Health-Med Plus	PEHP-Advantage & Summit
Network	IHC	Non-IHC	IHC & Non-IHC	IHC	IHC & Non-IHC	IHC	IHC	IHC & Non-IHC	Non-IHC	IHC & Non-IHC	IHC & Non-IHC	IHC	IHC	IHC & Non-IHC
Annual Medical Premium	\$15,180	\$15,180	\$15,374	\$13,676	\$14,363	\$14,203	\$12,876	\$17,665	\$13,280	\$12,832	\$18,117	\$17,952	\$17,395	\$19,259
Annual Medical City Share	\$15,180	\$15,180	\$13,837	\$10,927	\$12,209	\$14,203	\$12,036	\$17,665	\$12,616	\$11,051	\$16,305	\$14,367	\$13,916	\$15,407
Annual Employee Share	\$0	\$0	\$1,537	\$2,749	\$2,154	\$0	\$840	\$0	\$664	\$1,781	\$1,812	\$3,585	\$3,479	\$3,852
Annual HSA Contribution	\$478 ¹	\$928 ¹	\$2,400	N/A	\$2,154	\$1,681	\$2,400 ²	\$1,838 ³	\$1,500	\$0.00	\$1,150 ⁴	N/A	\$1,000 ⁵	\$2,500
Annual Total City Amount (Premium + HSA)	\$15,658	\$16,108	\$16,237	\$10,927	\$14,363	\$15,884	\$14,436	\$19,503	\$14,116	\$11,051	\$17,455	\$14,367	\$14,916	\$17,907
Annual Deductible	\$4,000	\$4,000	\$3,000	\$700	\$3,000	\$6,000	\$4,000	\$3,700	\$3,000	\$4,000	\$2,600	\$1,500	\$2,000	\$6,000
Annual Out-of-Pocket Max	\$8,000	\$8,000	\$6,000	\$8,000	\$6,000	\$8,000	\$6,000	\$6,500	\$8,000	\$8,000	\$4,500	\$9,000	\$6,000	\$8,000
Ded. Apply to OOPM	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Annual Total Out-of-Pocket	\$8,000	\$8,000	\$6,000	\$8,000	\$6,000	\$8,000	\$6,000	\$6,500	\$8,000	\$8,000	\$4,500	\$9,000	\$6,000	\$8,000
High Deductible Plan	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes

¹ Sandy provides an additional \$1,000 HSA match if the employee also contributes \$1,000.

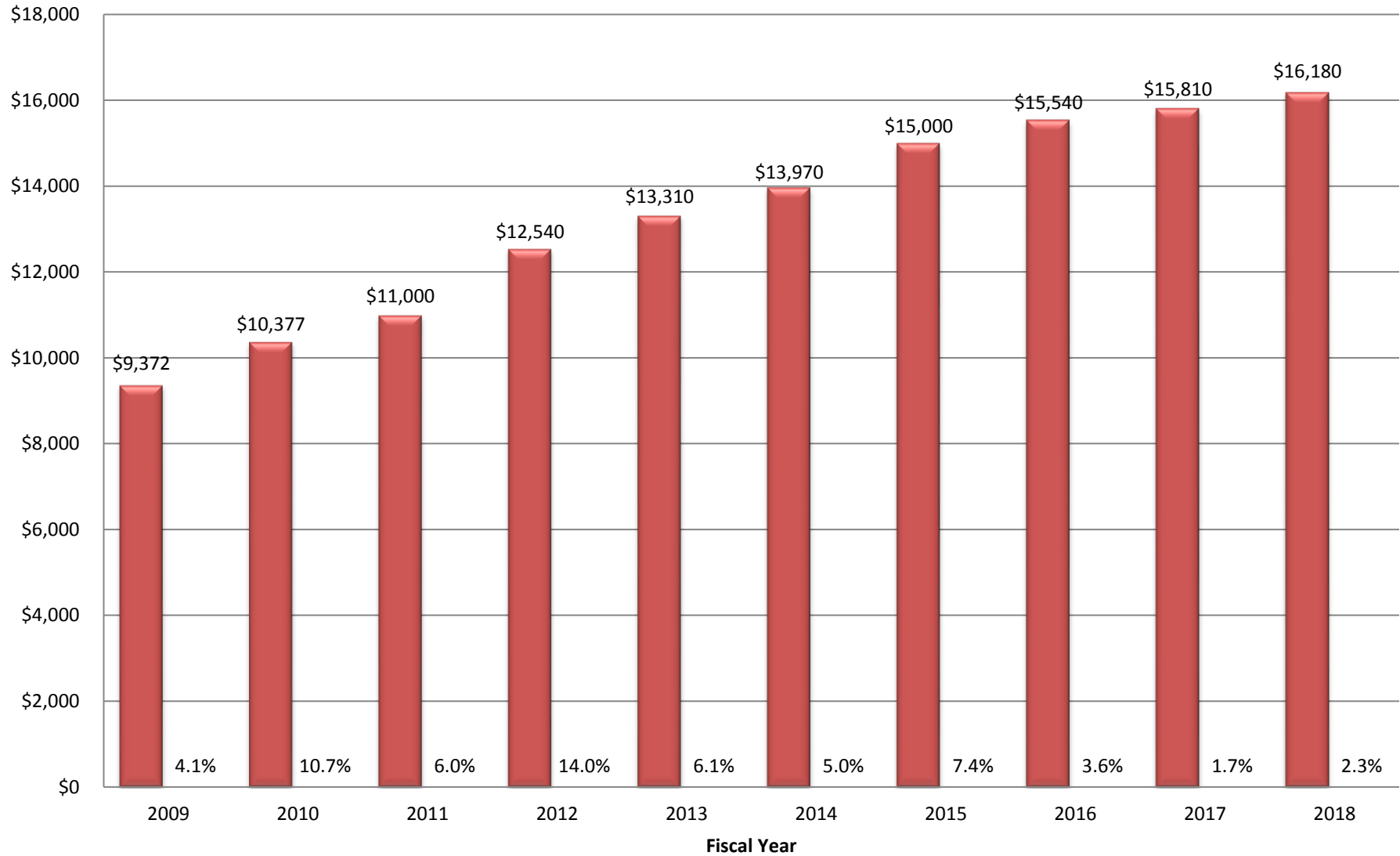
² De-identified Org provides an additional \$300 HSA match if the employee also contributes \$300.

³ De-identified Org HSA contribution is a defined benefit amount that can be used to pay for vision, life insurance or put into an HSA.

⁴ De-identified Org provides an additional \$700 HSA match if the employee also contributes \$700.

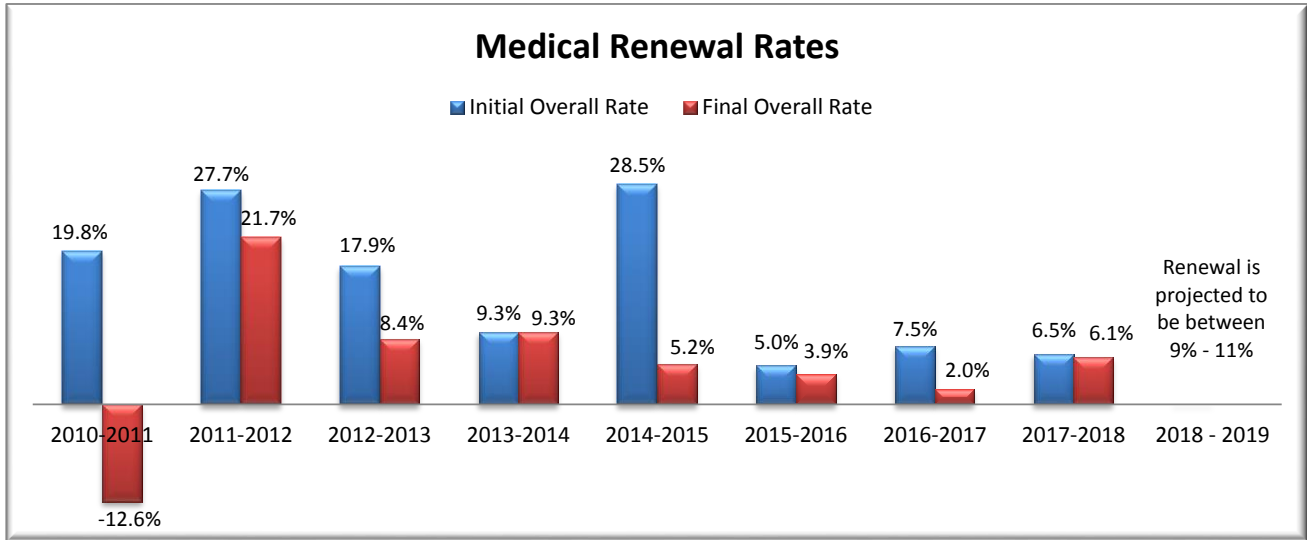
⁵ The \$1,000 shown as an HSA contribution for De-identified Org is actually an HRA contribution.

City Share of Medical & Dental Benefit & Year Over Year Percentage Increase by Fiscal Year (Family Premium + HRA/HSA Contribution)

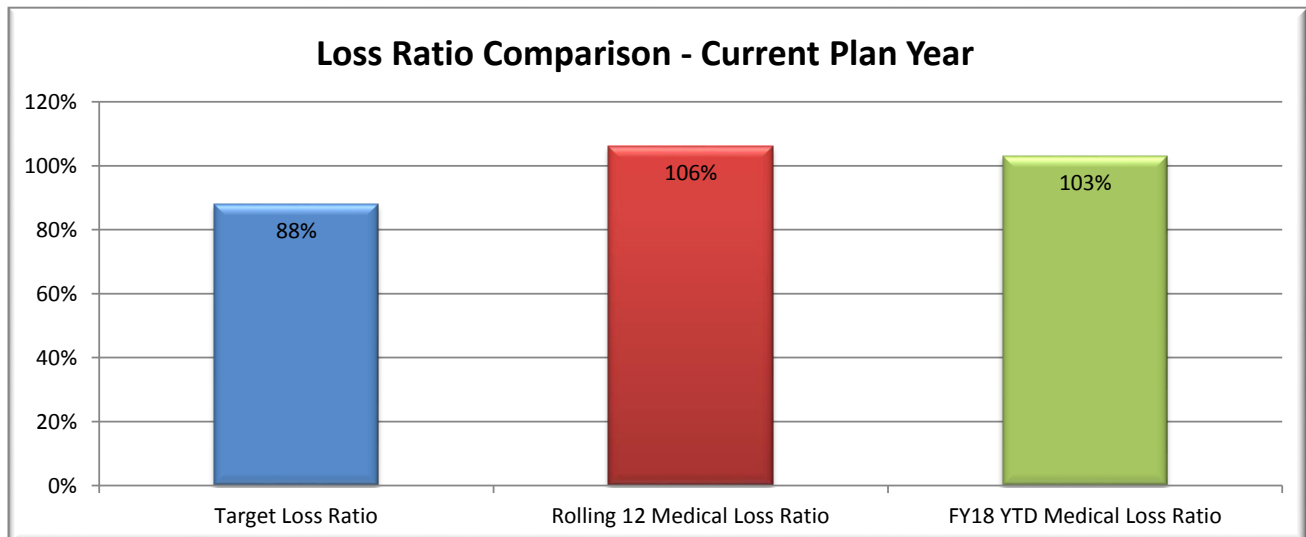
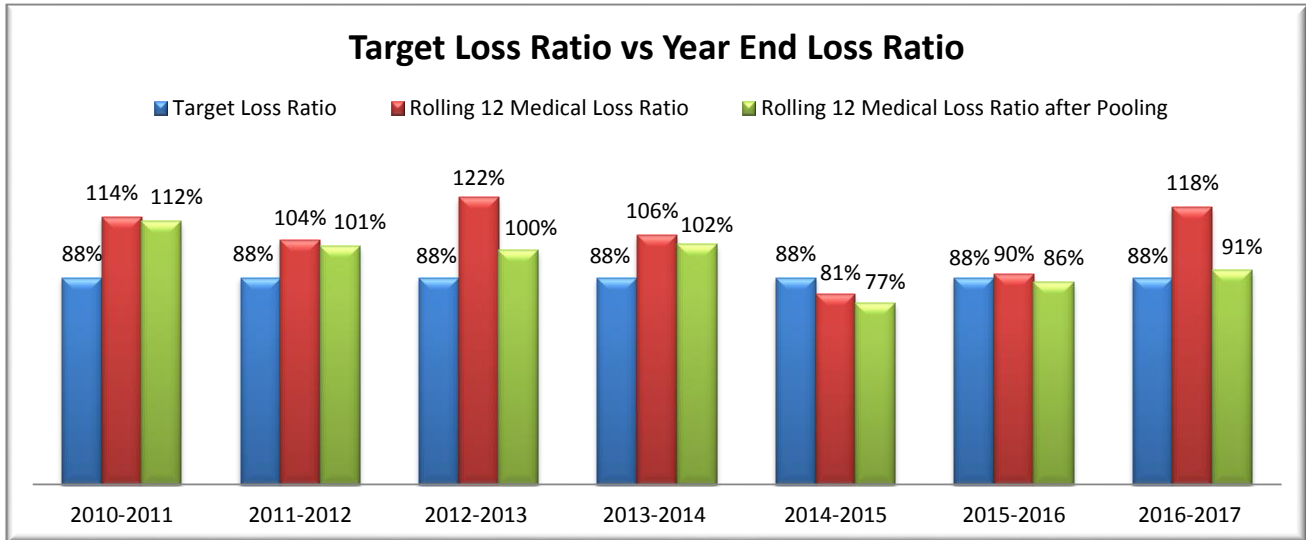


Medical Insurance

1. Renewal Rates By Plan Year

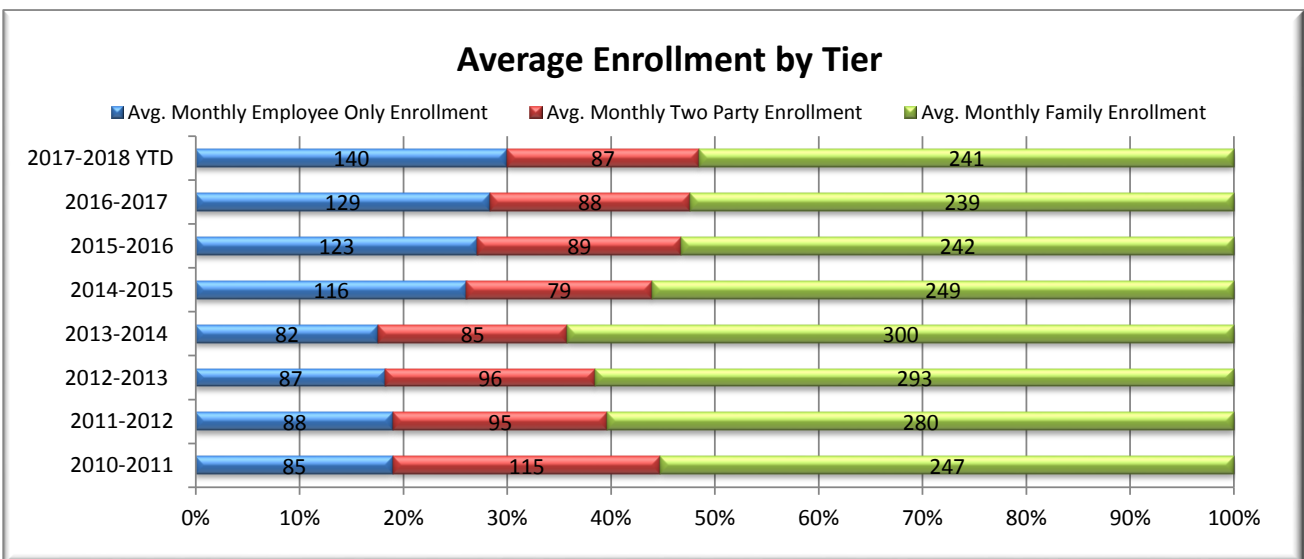
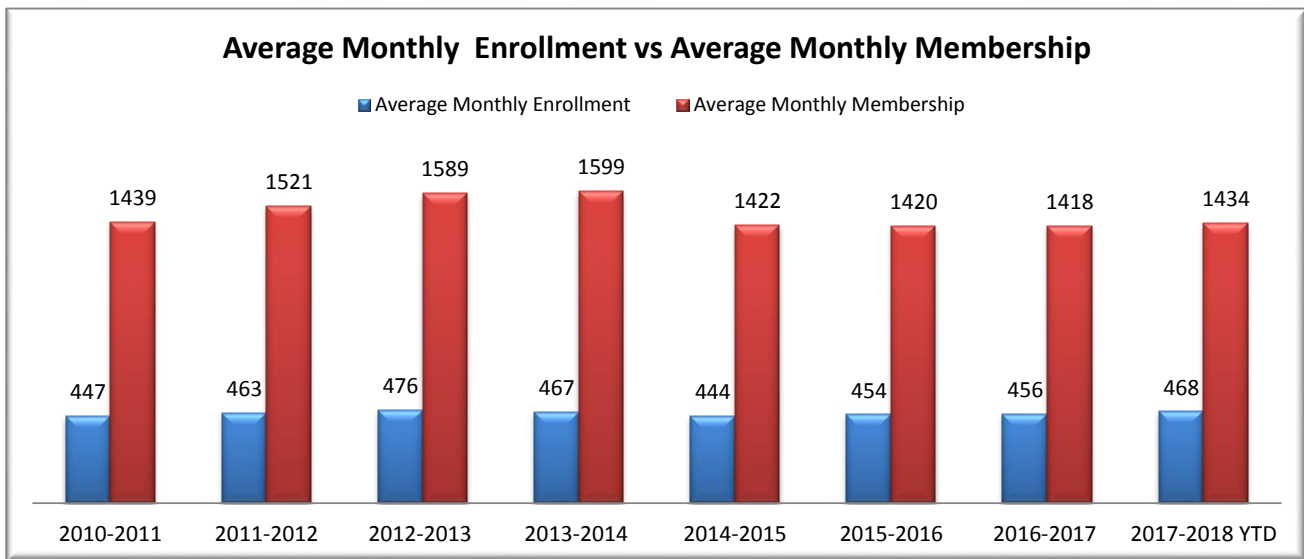
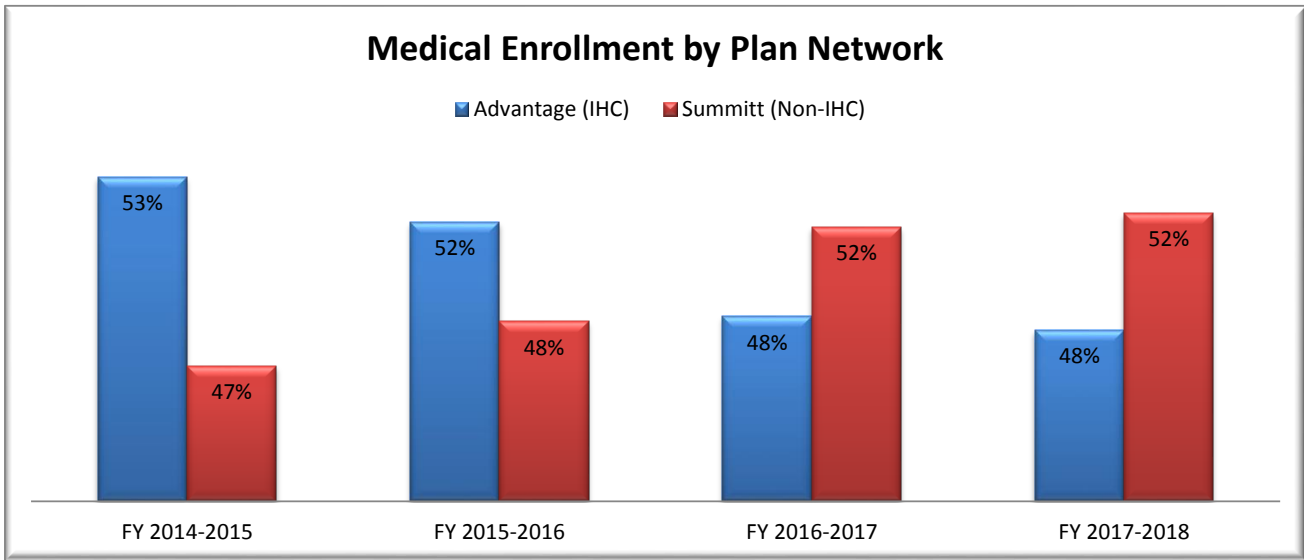


2. Loss Ratios By Plan Year

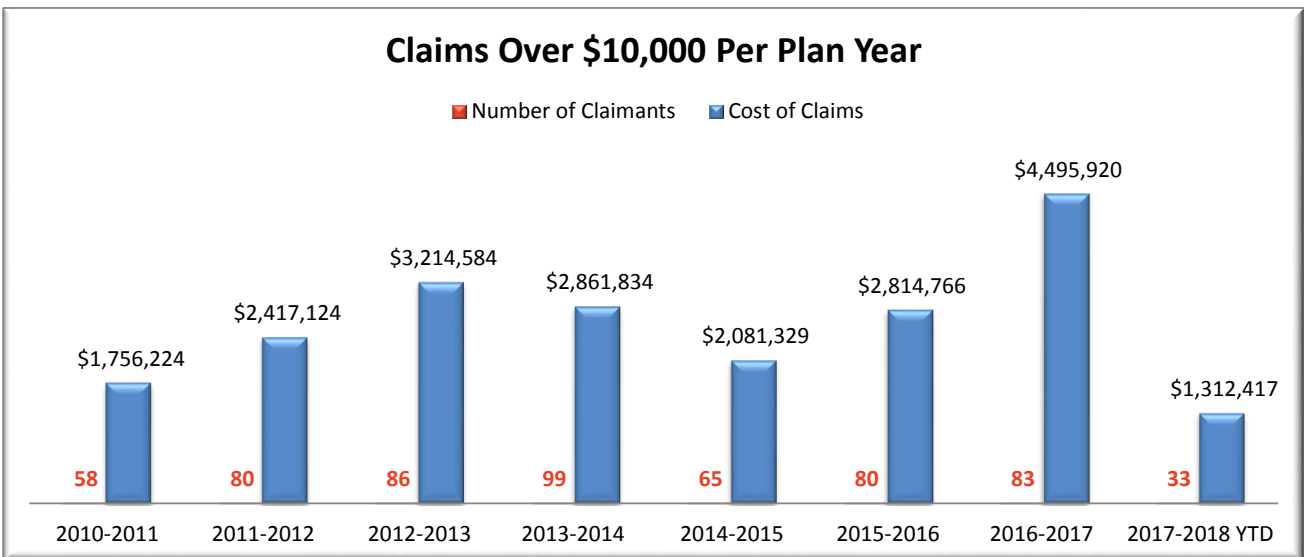
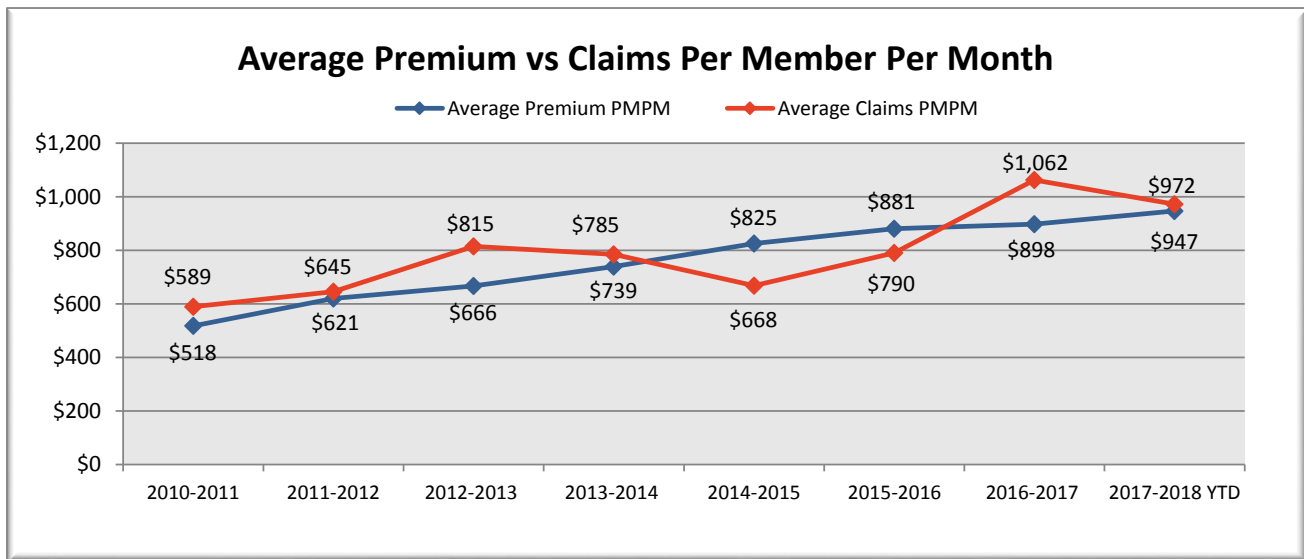
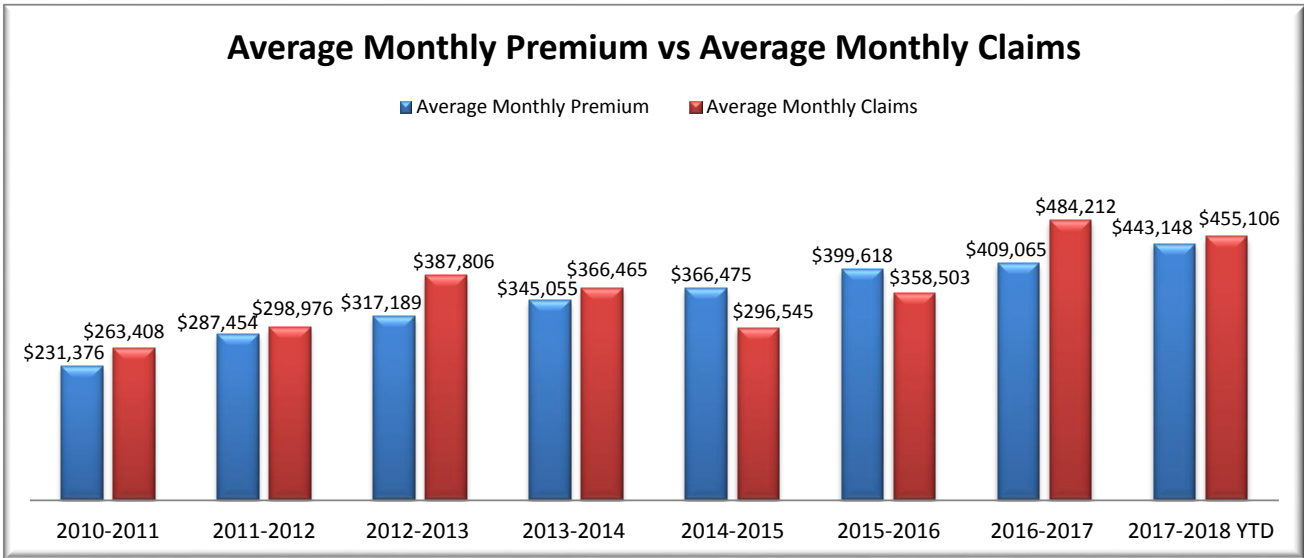


**About \$885,000 in claims incurred in the prior 12 months will be paid by stop-loss reinsurance and will not apply to our experience. With this adjustment Rolling 12 Loss Ratio becomes 88% & FY18 YTD Loss Ratio becomes 94%.*

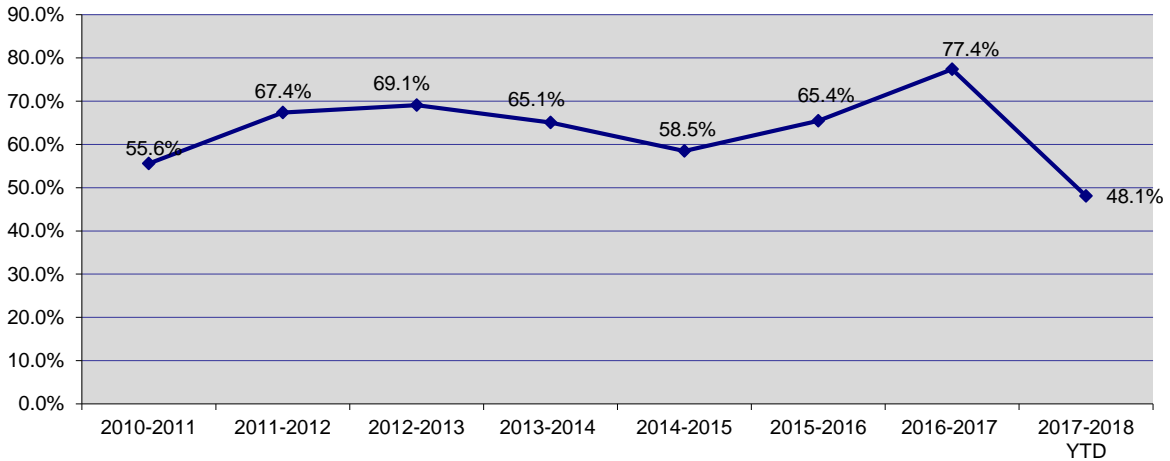
3. Enrollment



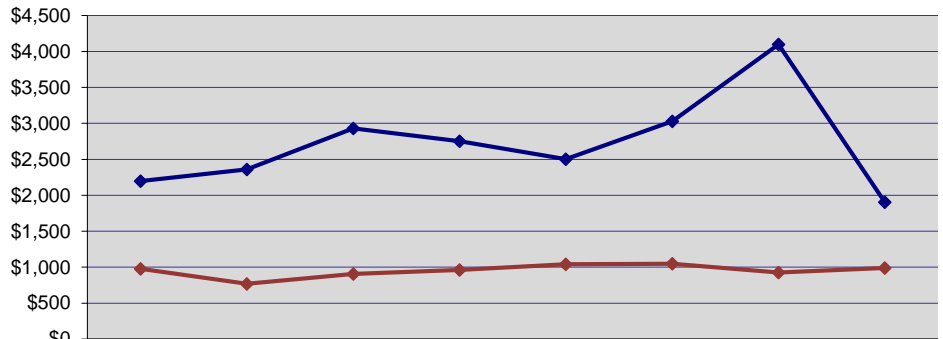
4. Comparisons to Prior Years



Large Claimant Dollars As A Percentage Of Total Paid Claims



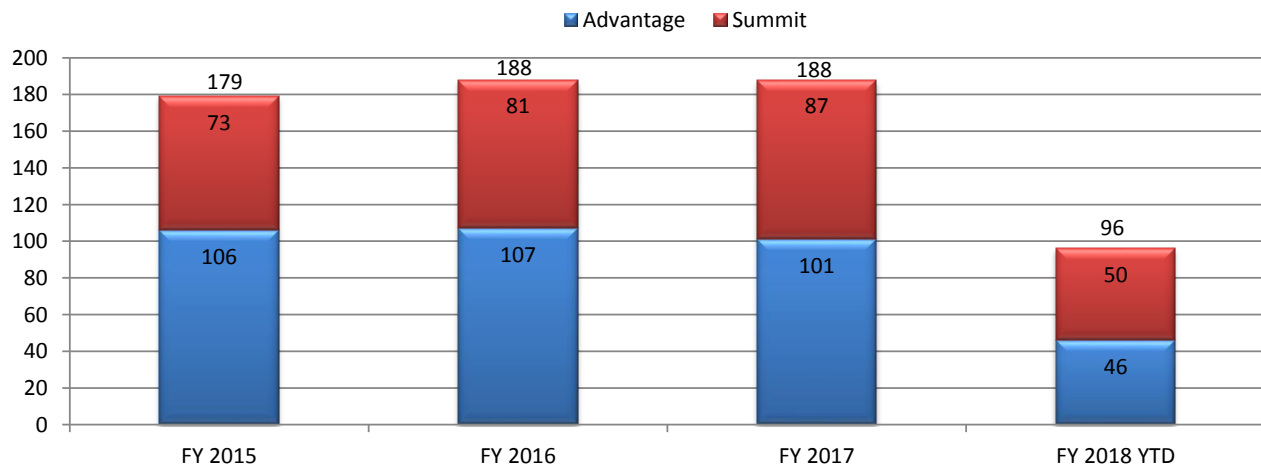
Claims Dollars Per Average Monthly Membership

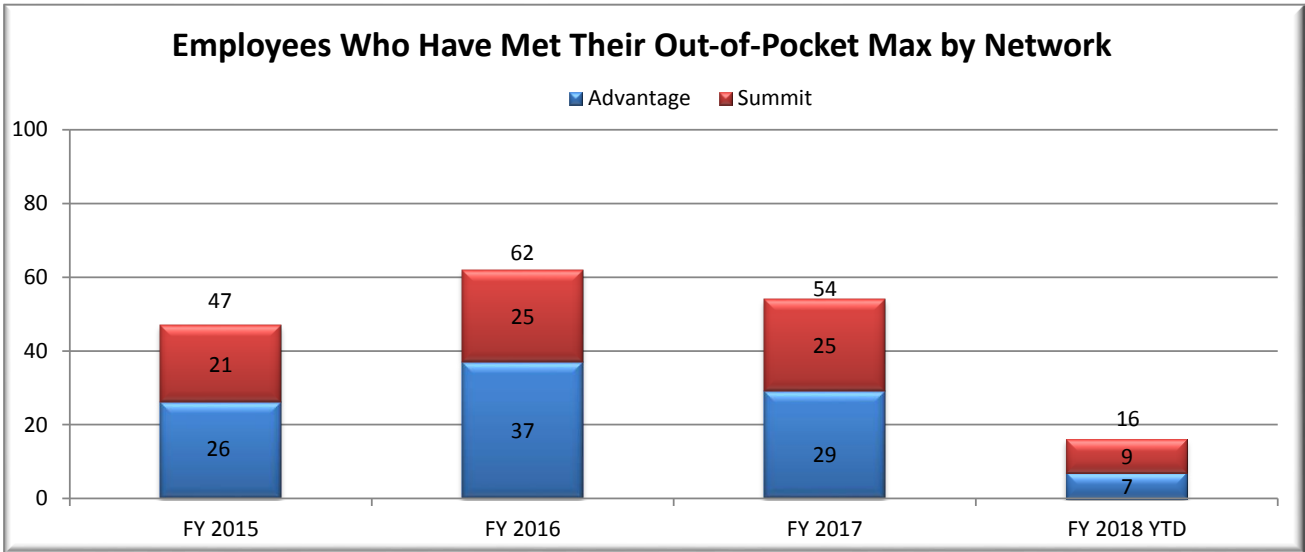


	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018 YTD
— Dollars per Member	\$2,197	\$2,359	\$2,929	\$2,751	\$2,503	\$3,030	\$4,097	\$1,905
— Dollars per Member less Large Claims	\$976	\$770	\$906	\$960	\$1,039	\$1,048	\$927	\$989

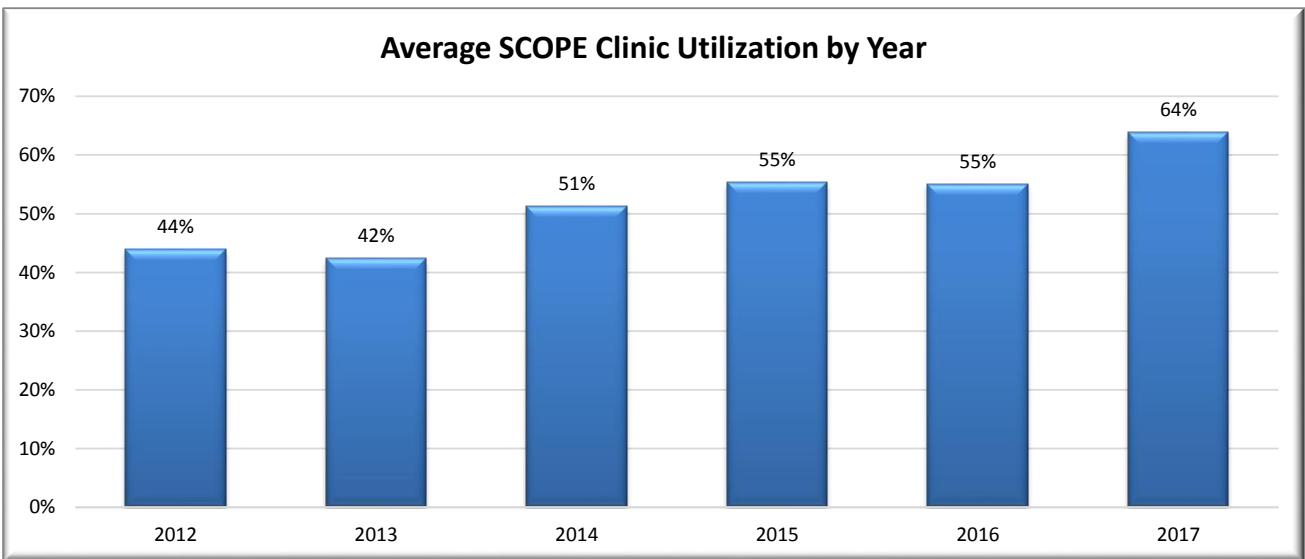
5. Year-to-Date Utilization

Employees Who Have Met Their Deductible by Network

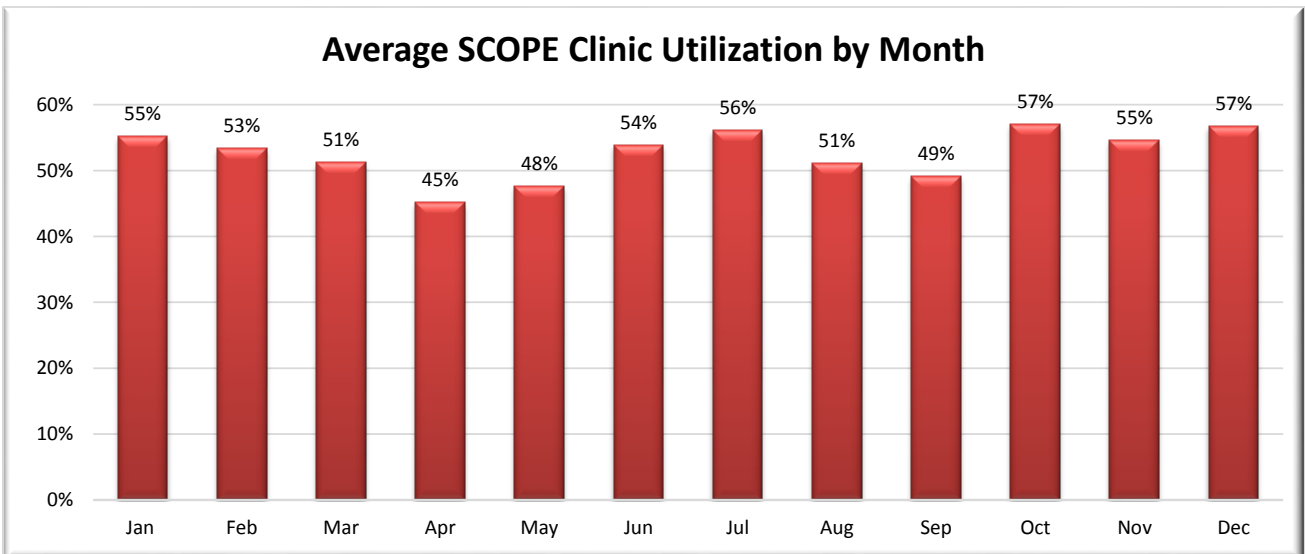




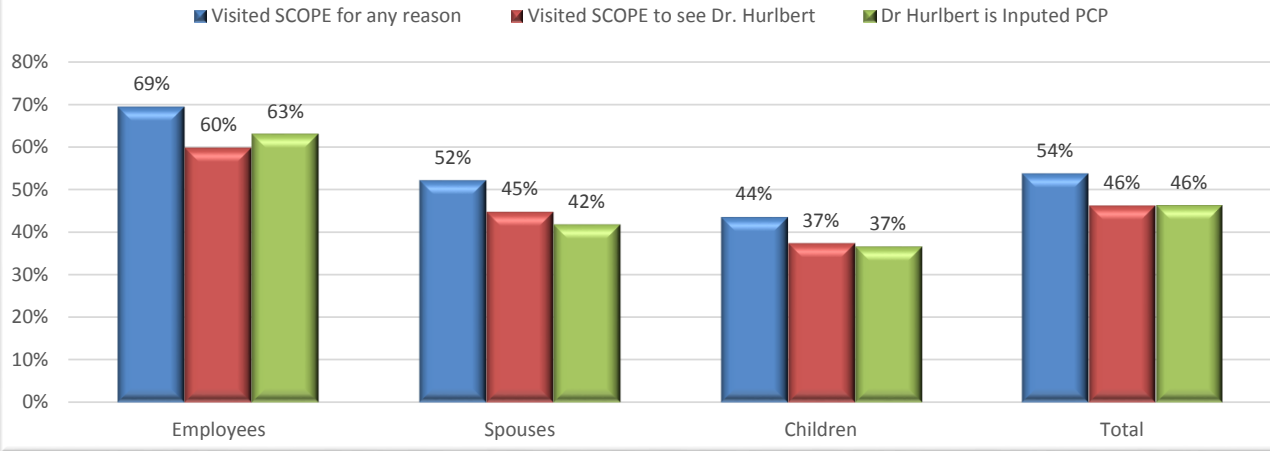
6. Scope Onsite Clinic



**2012 information is for a partial year of July - December.*



SCOPE Clinic Usage in 2017



PEHP Control Group Comparison for FY 2017

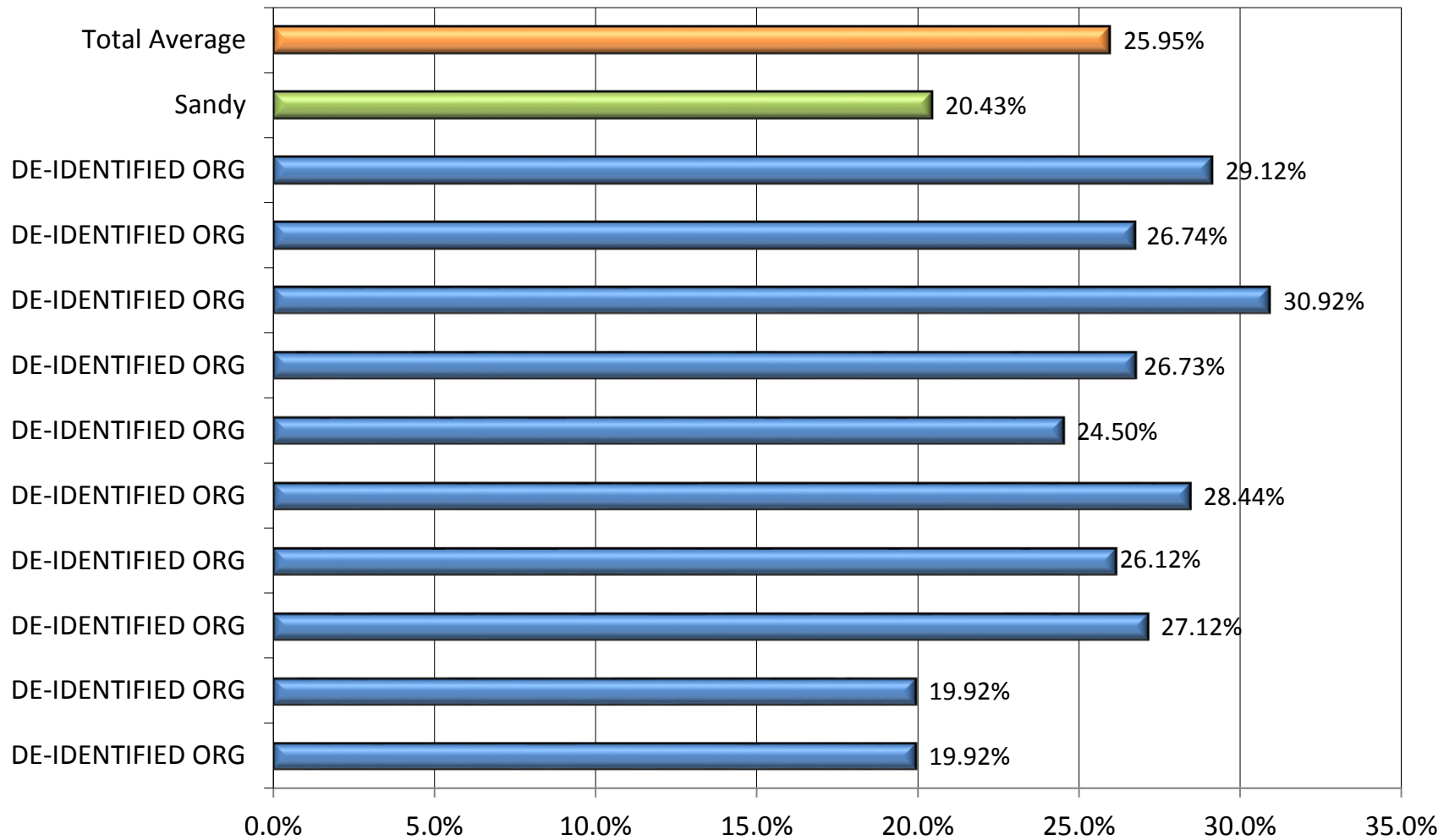
Measure	Sandy SCOPE Users (64%)	Sandy Non-SCOPE Users (36%)
Claim Count	-7%	0%
Primary Care Visits	15%	-20%
Specialist Visits	-20%	-5%
Urgent Care Visits	-47%	-35%
ER Visits	-30%	-18%
Lab Count	-15%	2%
Rx Adherence %	2%	6%
Generic Rx %	3%	1%
Risk Score	-10%	-2%

**Comparisons only include members who have 12 months of primary coverage during the period, are active at the end of the period, and have a matching cohort in PEHP's book of business based on Highest Cost Condition, Age Band, Gender & Metropolitan Statistical Area. Additionally, the Scope comparisons only includes members who have had a normal office visit at the clinic within the last 3 years.*

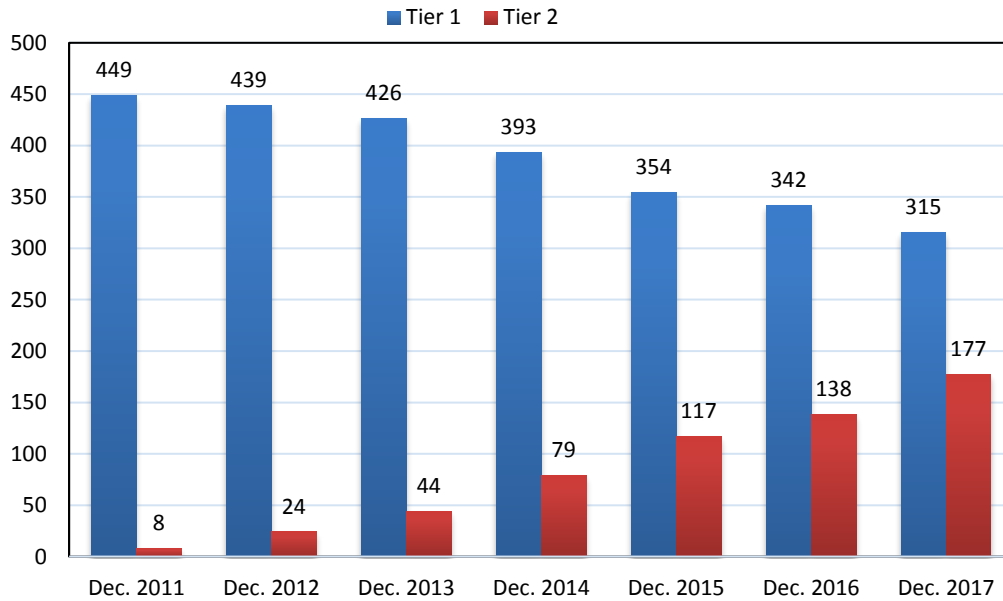
4. Variable Benefit Information



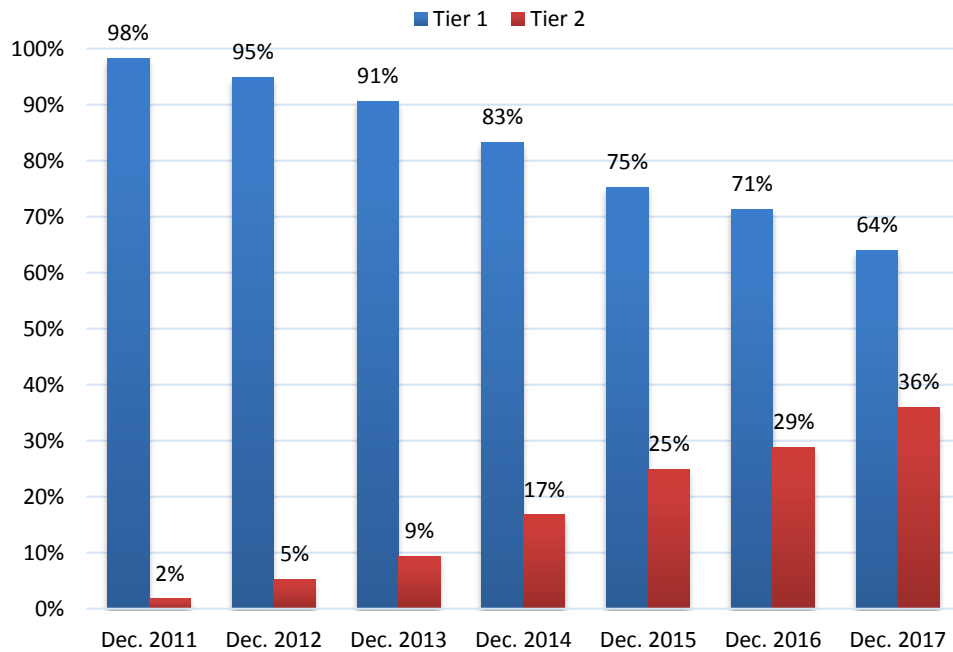
Regular Employees Variable Benefits Comparison FY 2018



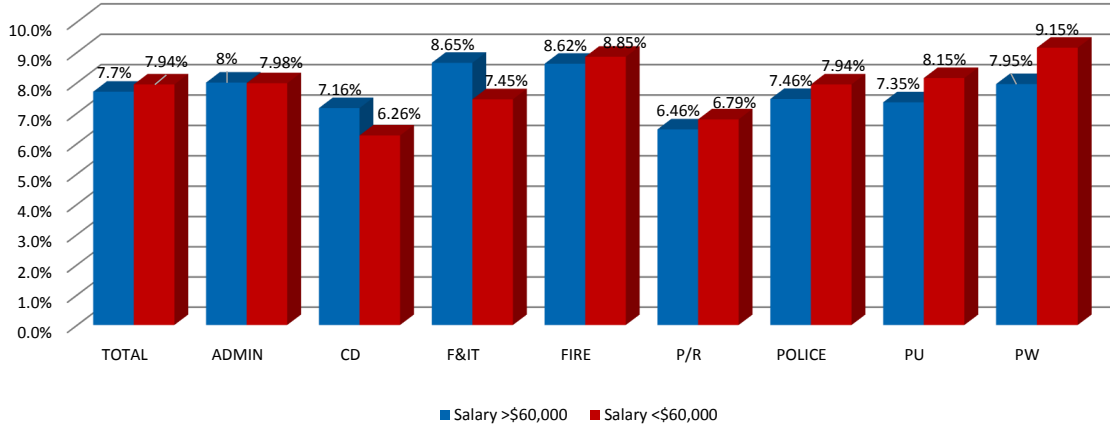
Count of URS Tier 1 & Tier 2 Sandy City Employees 2011-2017



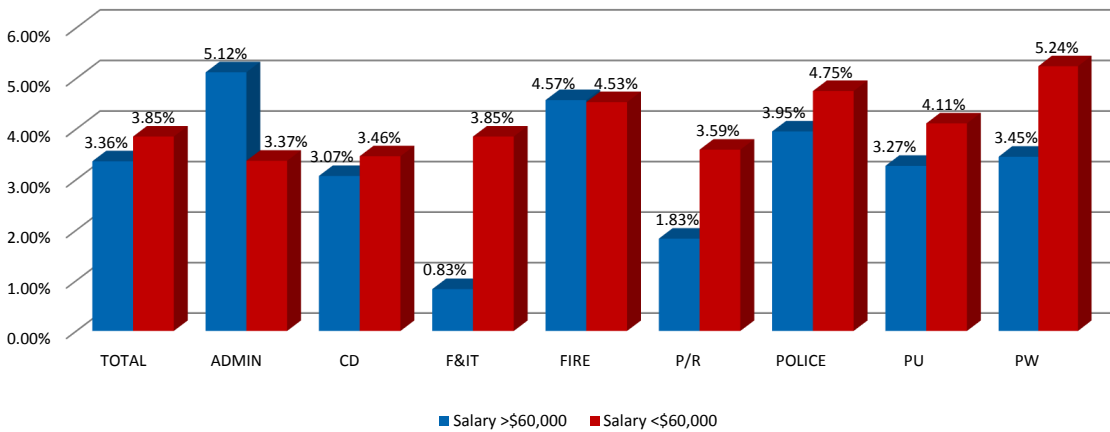
Pctg. of URS Tier 1 & Tier 2 Sandy City Employees 2011-2017



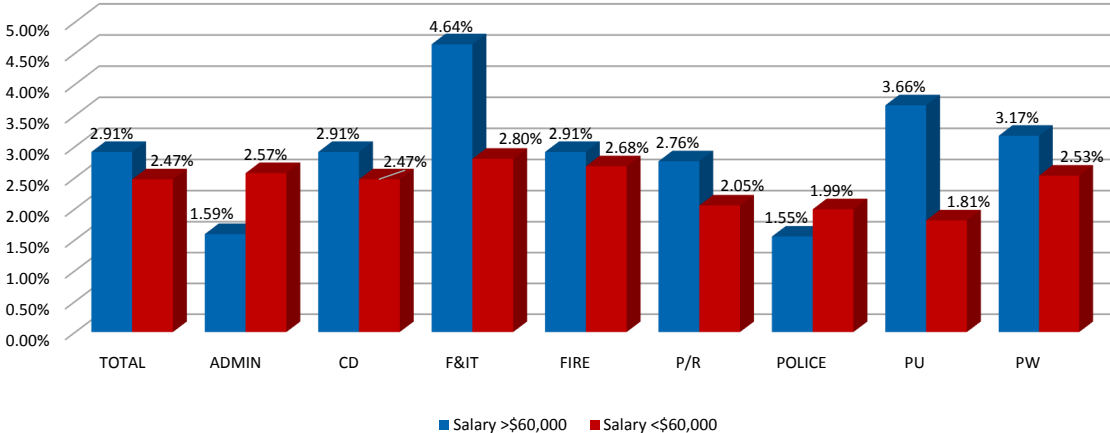
2017 Median Voluntary Deductions as a % of Salary by Employee Salary Category



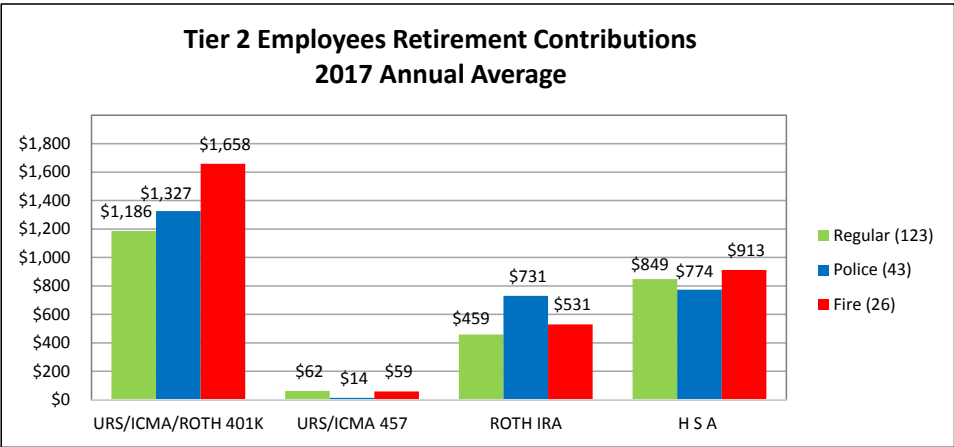
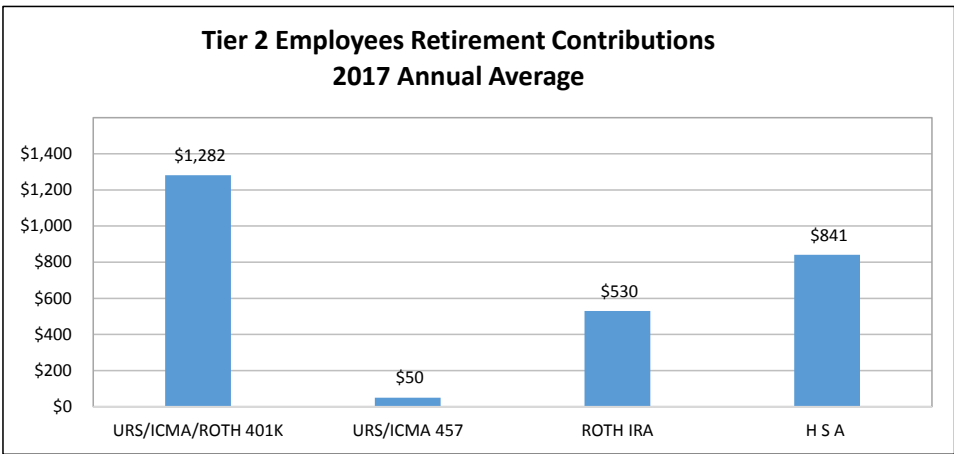
2017 Median Retirement Deductions as a % of Salary by Employee Salary Category



2017 Median Medical Deductions as a % of Salary by Employee Salary Category (FSA & HSA only)



* These graphs exclude elected officials and include terminated employees.



Tier 2 Employees Retirement Contributions By Number of Employees

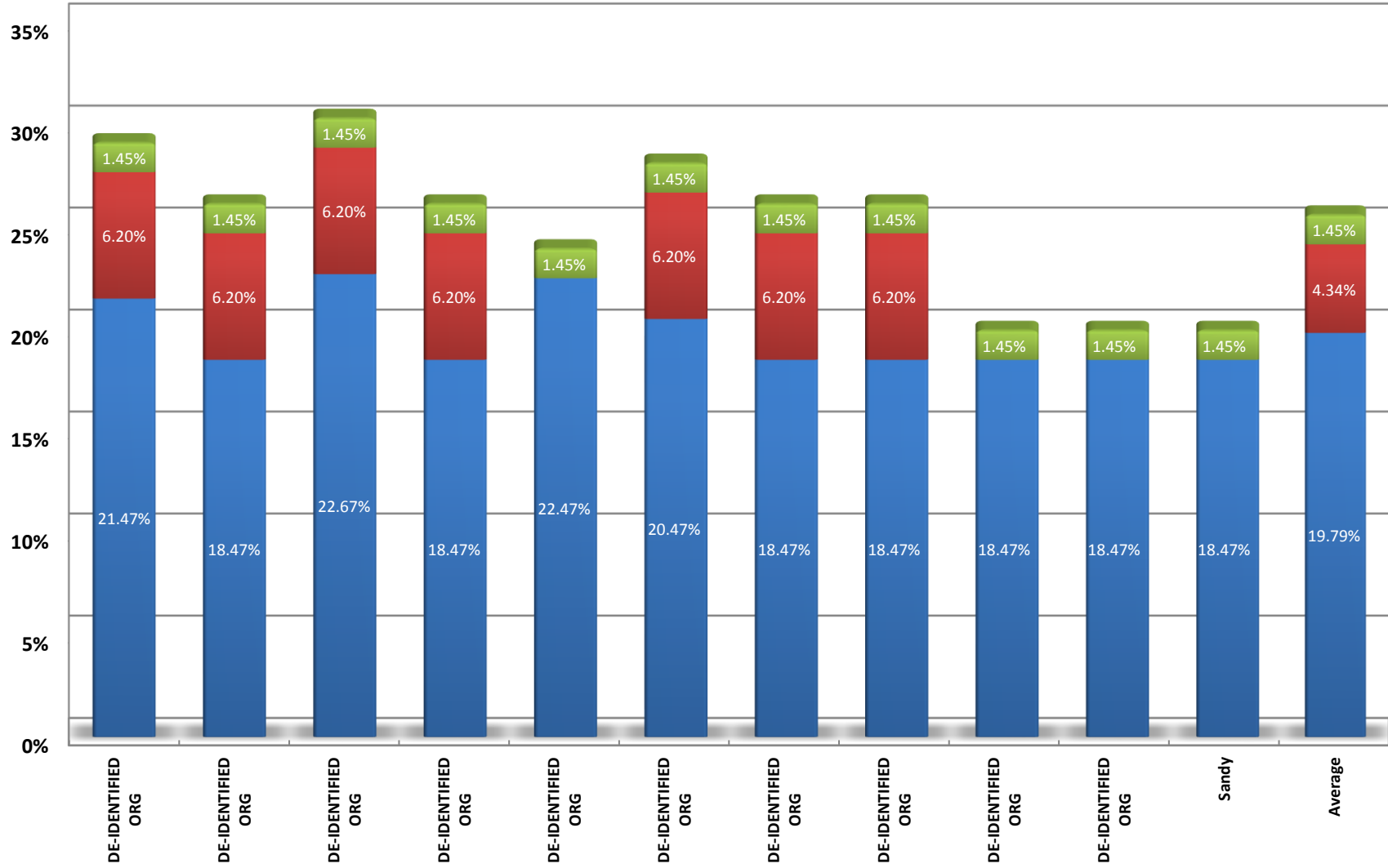
Annual: January - December 2017
Total Employees: 192

	URS / ICMA 401K	URS / ICMA 457	ROTH IRA	HSA
\$0	13	184	92	39
\$1-99	4	0	2	3
\$100-199	8	1	4	2
\$200-299	5	1	9	9
\$300-399	6	0	4	5
\$400-499	4	1	9	7
\$500-599	7	1	3	19
\$600-699	12	1	12	3
\$700-799	8	0	3	27
\$800-899	8	0	6	17
\$900-999	5	0	8	9
\$1000-1099	5	1	6	15
\$1100-1199	8	0	1	5
\$1200-1299	8	0	10	6
\$1300-1399	8	0	2	2
\$1400-1499	17	0	3	3
\$1500+	66	2	18	21

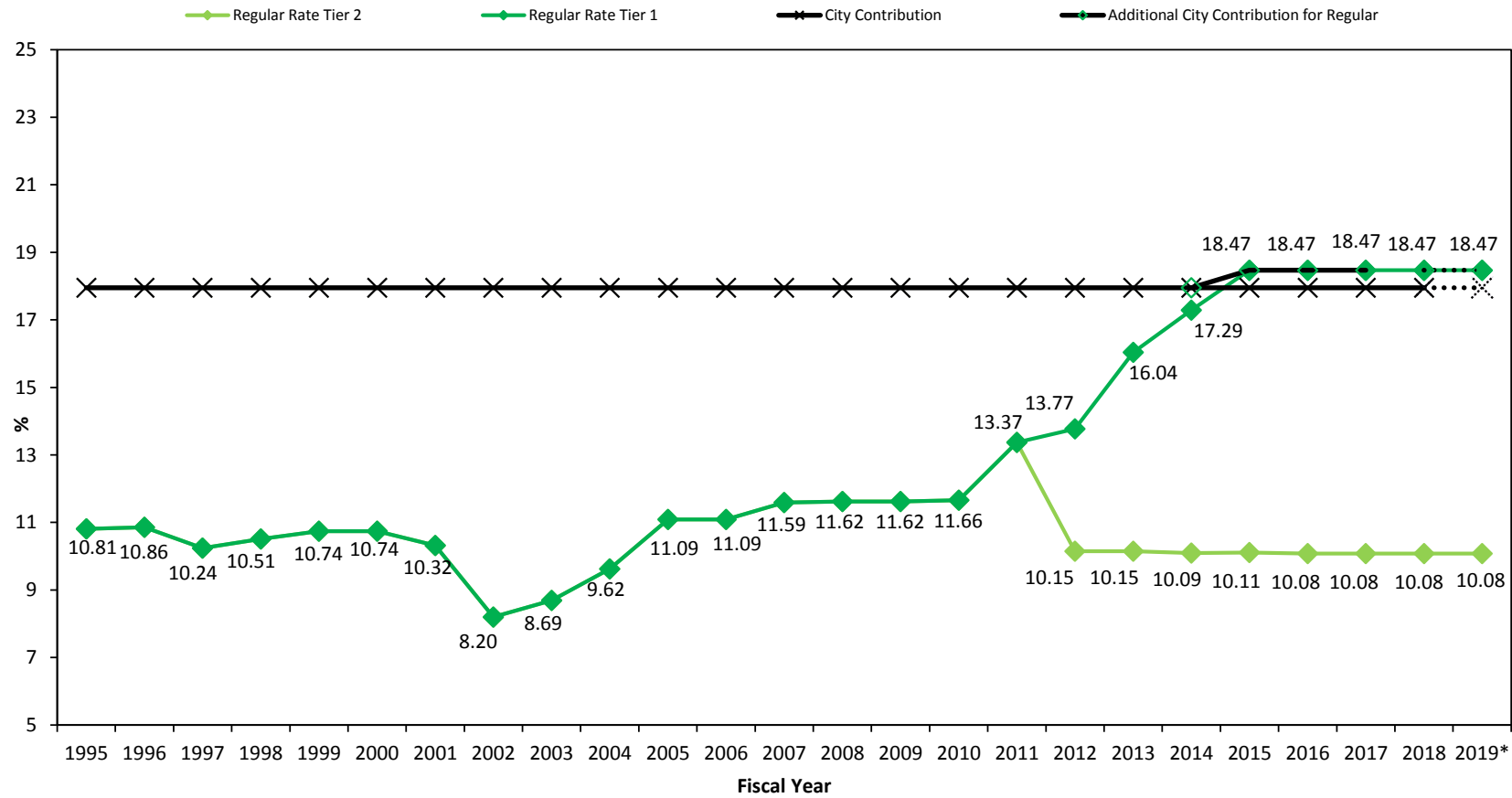
* These graphs exclude elected officials and include terminated employees.

Regular Employees Retirement Summary FY 2018

■ Retirement
 ■ Social Security
 ■ Medicare



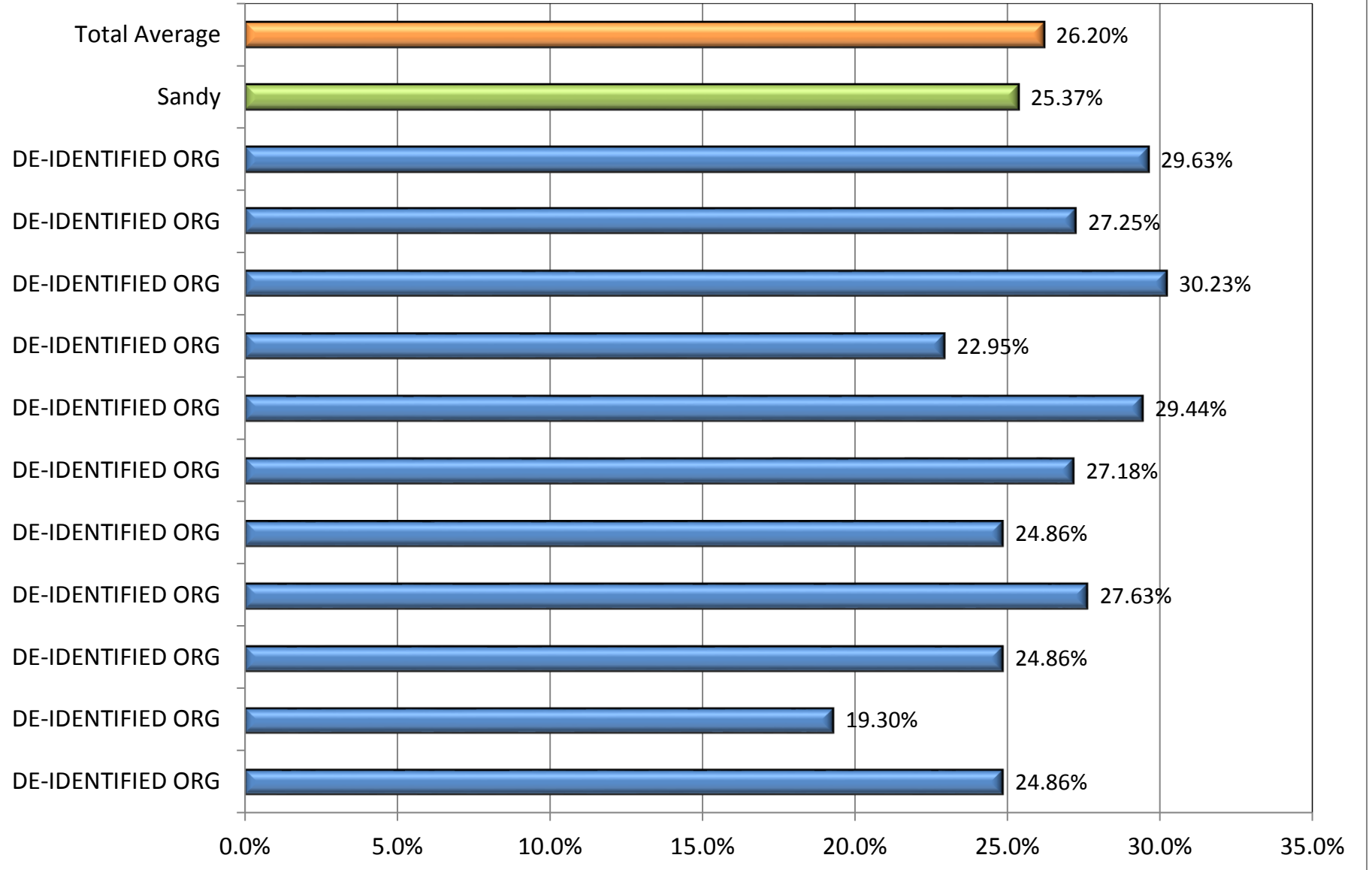
Utah Retirement System Rate History Regular Tier 1 & Tier 2 Employees



NOTE: The FY2012 - FY2019 Tier 2 rates reflect the rate actually received by Tier 2 employees, not the total rate the City will pay into the URS. An additional surcharge is required to supplement Tier 1 employees.

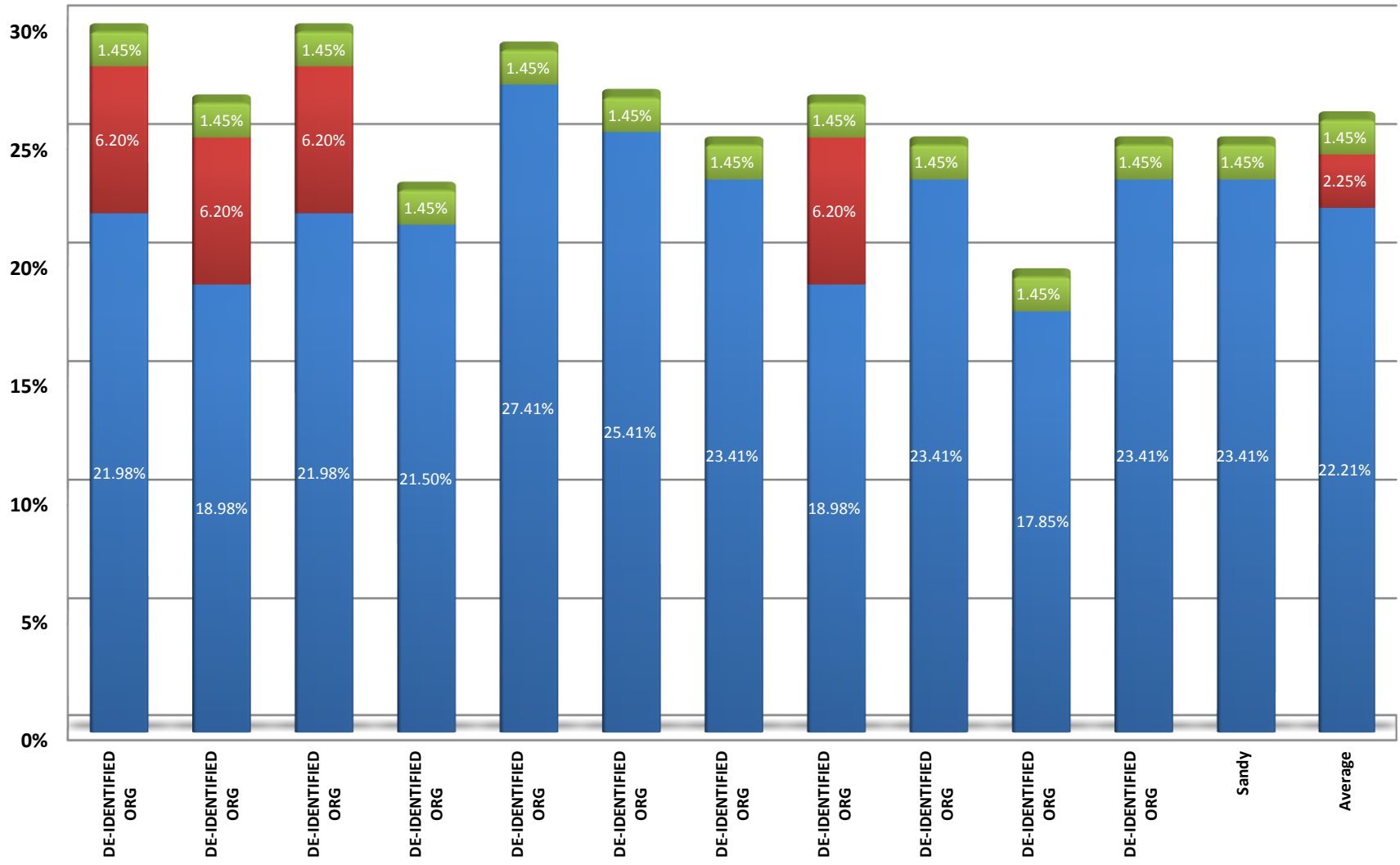
* The FY2019 rates are preliminary.

Fire Employees Variable Benefits Comparison FY 2018

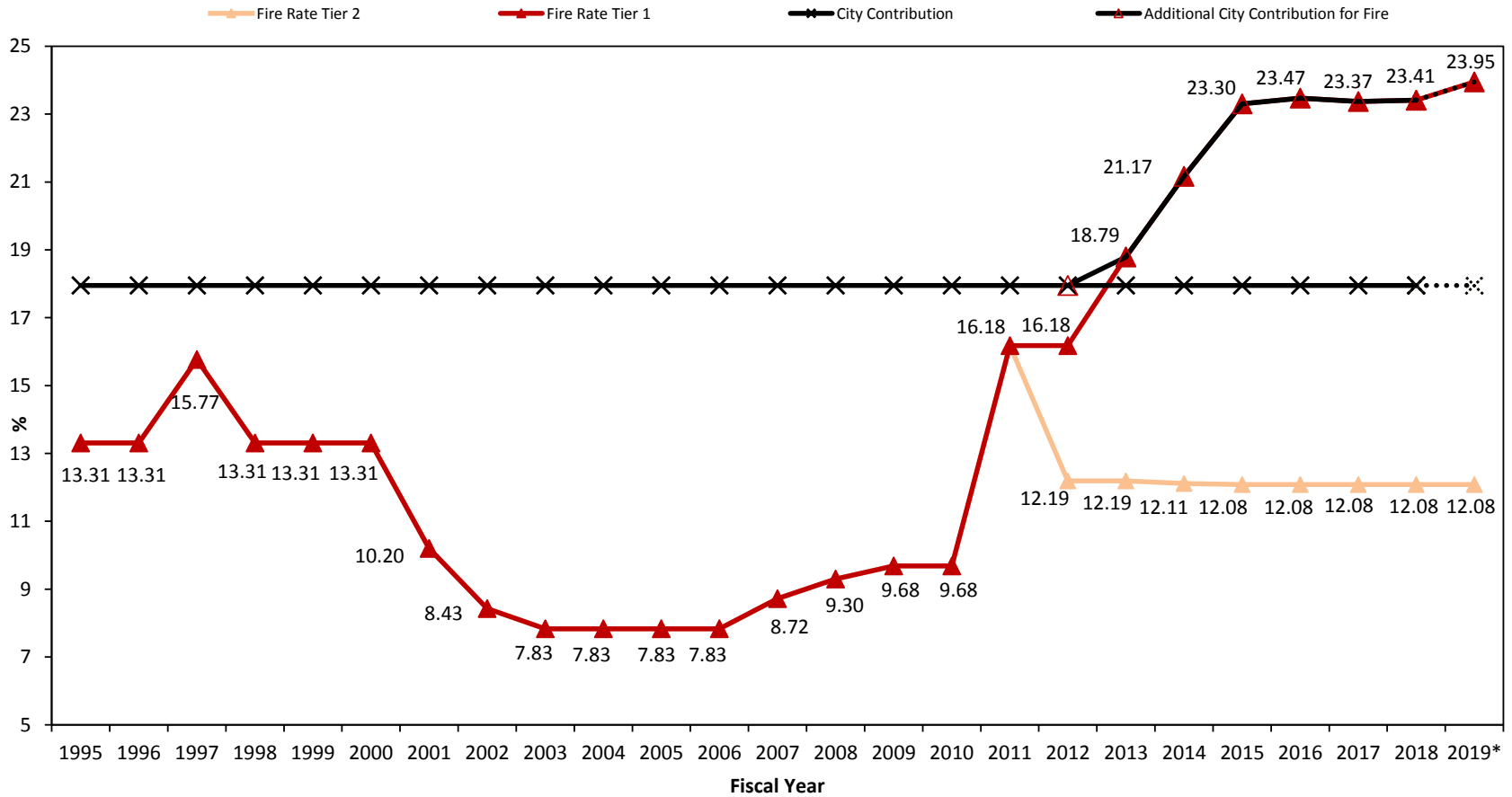


Fire Employees Retirement Summary FY 2018

■ Retirement
 ■ Social Security
 ■ Medicare



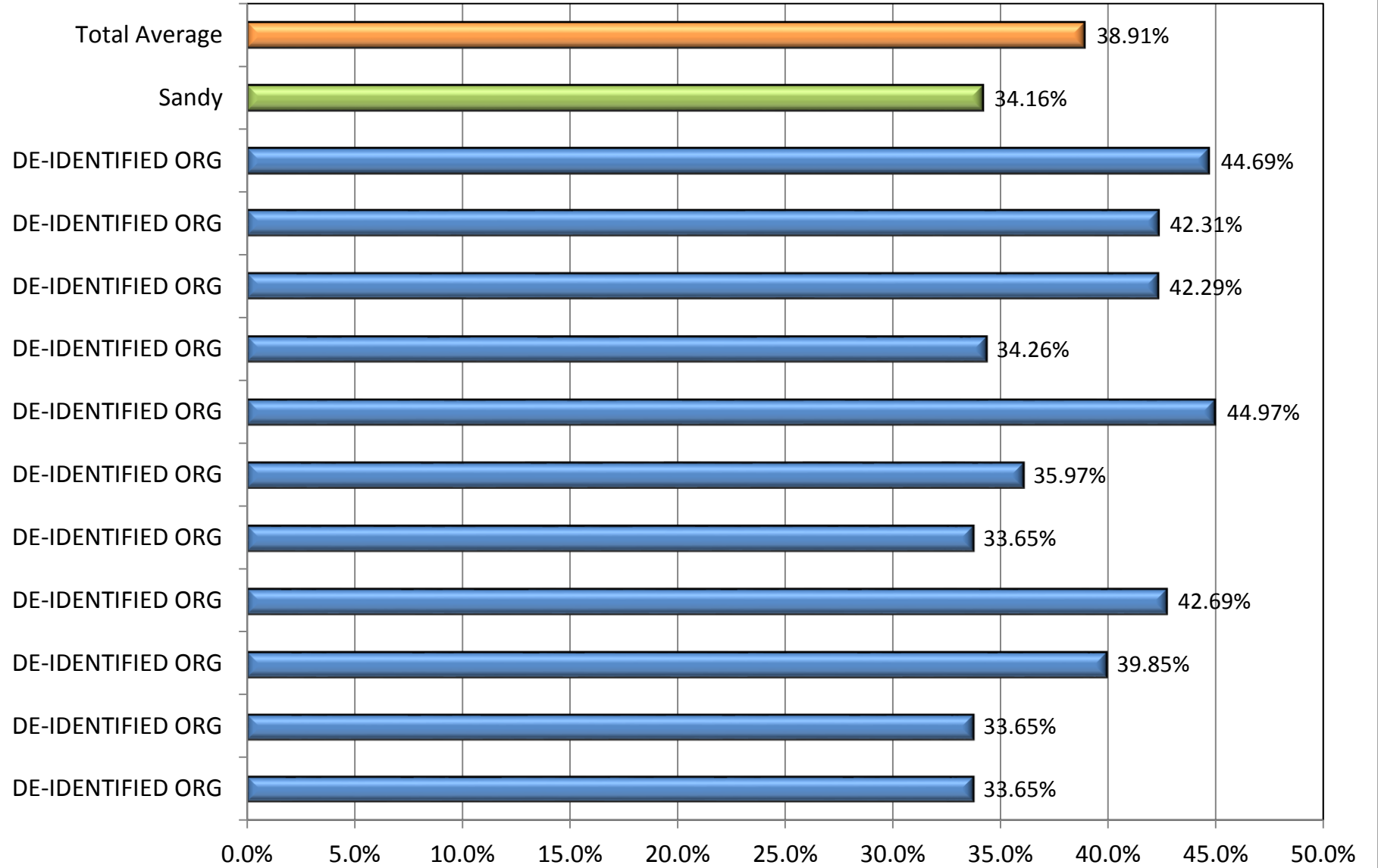
Utah Retirement System Rate History Fire Tier 1 & Tier 2 Employees



NOTE: The FY2012 - FY2019 Tier 2 rates reflect the rate actually received by Tier 2 employees, not the total rate the City will pay into the URS. An additional surcharge is required to supplement Tier 1 employees.

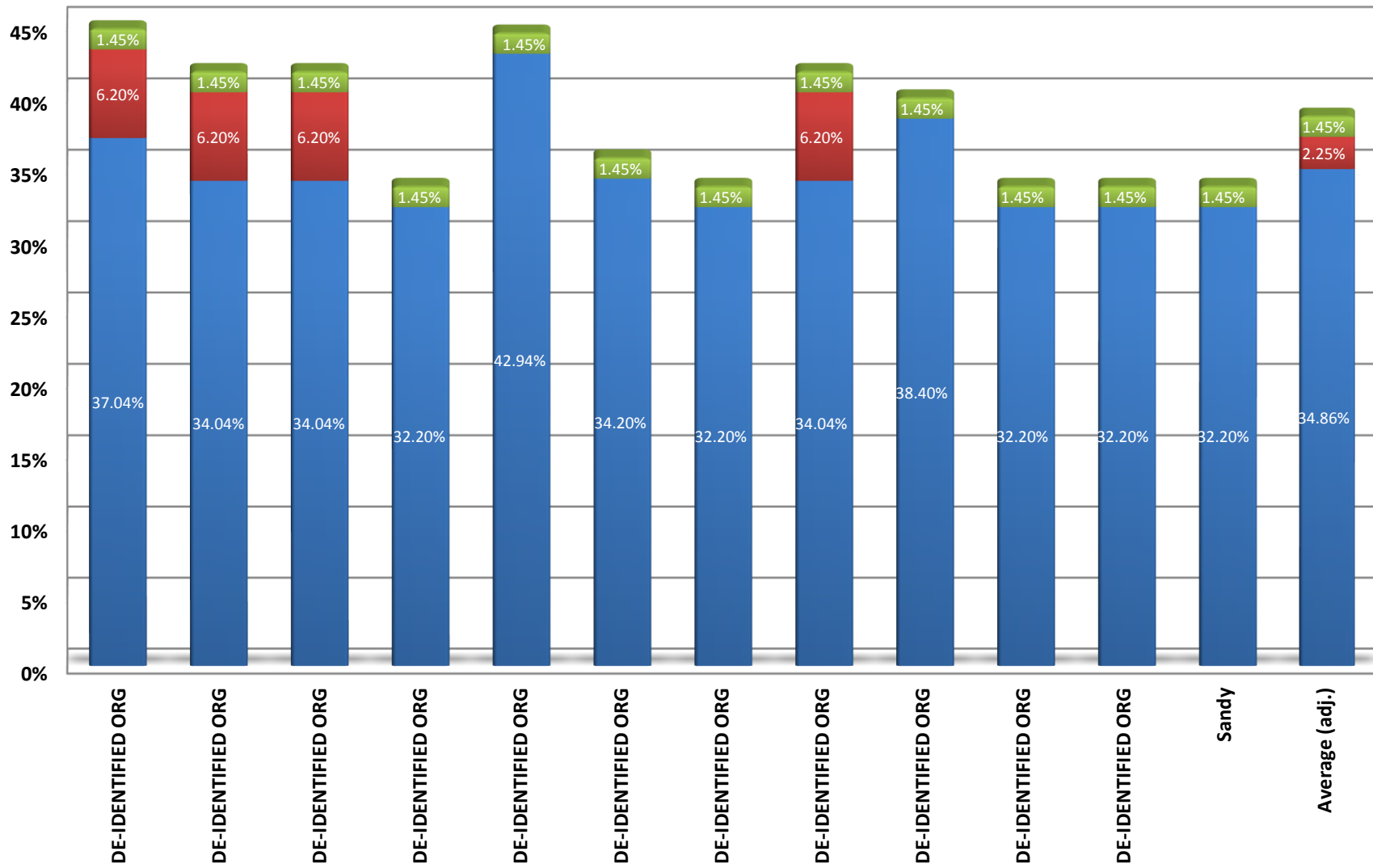
* The FY2019 rates are preliminary.

Police Employees Variable Benefits Comparison FY 2018

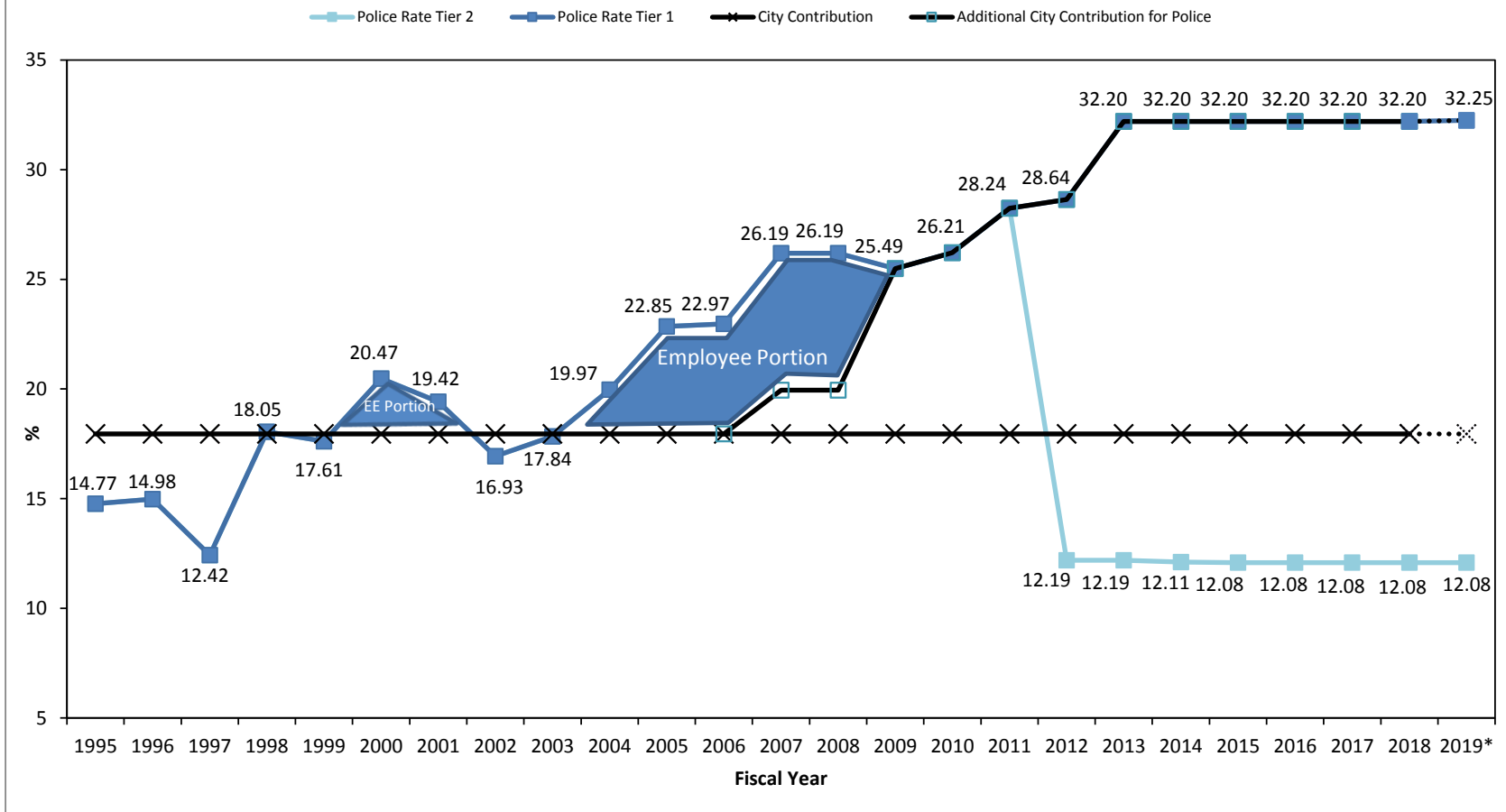


Police Employees Retirement Summary - Adjusted Rates FY 2018

■ Retirement
 ■ Social Security
 ■ Medicare



Utah Retirement System Rate History Police Tier 1 & Tier 2 Employees



NOTE: The FY2012 - FY2019 Tier 2 rates reflect the rate actually received by Tier 2 employees, not the total rate the City will pay into the URS. An additional surcharge is required to supplement Tier 1 employees.

* The FY2019 rates are preliminary.

5. Turnover Statistics



2017 EMPLOYEE TURNOVER REPORT

This report provides a summary of Sandy City employee turnover for 2017. For purposes of this report, only full-time and part-time benefitted employees are included. This report does not include turnover information for individuals in seasonal or part-time non-benefitted (<30 hrs. /week) positions or elected officials. It also does not account for employees who have transferred to new positions within the city. Total employee turnover, a breakdown of department turnover, reasons for employees leaving, and demographics of the separated employees will be discussed. In addition, comparisons between 2017 and previous years will be provided when applicable.

TOTAL TURNOVER

In 2017, 58 employees separated resulting in an average of 4.83 separations per month. As the following table shows, turnover ranged from 0 to 9 separations per month and was highest in the second quarter and lowest in the fourth quarter of the year.

2017 Monthly Employee Turnover					
January	2	May	5	September	1
February	9	June	9	October	0
March	6	July	6	November	7
April	4	August	6	December	3

Between the years 2009-2017, turnover has fluctuated between a high of 61 separations in 2015 and a low of 27 separations in 2012. The average for this time period is 41.8 separations per year which equates to an average loss of 8.55% of the city's workforce each year. Turnover from 2016 to 2017 increased significantly by 61%. However, it is still lower than 2014 and 2015.

In addition to calculating turnover using the total number of employees at year-end, turnover is also calculated for each year using the average number of employees at the beginning, middle, and the end of the year. This can help adjust for fluctuations in the number of employees during the year. Annual turnover data for 2009-2017 is shown in the following chart.

Annual City Turnover	2009	2010	2011	2012	2013	2014	2015	2016	2017
Total separations for the City	37	40	30	27	29	59	61	35	58
Number of employees at year-end	495	488	480	481	491	484	486	494	501
Total percent turnover	7.47%	8.20%	6.25%	5.61%	5.91%	12.19%	12.55%	7.09%	11.58%
Average number of employees	497	489	485	482	488	485	483	494	495
Total average percent turnover	7.44%	8.18%	6.19%	5.60%	5.94%	12.16%	12.63%	7.09%	11.72%

TURNOVER BY DEPARTMENT

A breakdown of turnover by department shows that the Police Department had the highest number of separations in 2017, which is consistent with turnover patterns in past years. Police had 19 separations which came from: Officers (11), Animal Services (2), Admin Support (2) and Police Chief Admin (4). Public Works and Fire each had 9 separations. Both Parks & Recreation and CAO/Mayor/Admin had 5 separations. Finance & Information Technology had 3 separations. Public Utilities, Justice Court, and Community Development each had 2 separations. City Council Office and City Attorney each had 1. RDA/Economic Development had no separations in 2017.

Department separation data for 2009-2017 is shown on the following page.

Employee Turnover Comparison for 2009-2017									
	2009	2010	2011	2012	2013	2014	2015	2016	2017
Police	10	10	12	6	15	23	22	13	19
Public Works	3	4	1	5	2	5	8	4	9
Fire	9	6	4	1	1	7	4	3	9
CAO/Mayor/Admin	3	2	3	2	2	3	3	2	5
Parks & Recreation	3	6	2	5	3	3	4	2	5
Finance & Info Technology	1	1	2	2	1	3	2	0	3
Community Development	2	2	1	2	2	4	3	2	2
Justice Court	3	4	2	1	0	2	4	3	2
Public Utilities	3	3	2	3	3	7	9	5	2
City Attorney	0	0	1	0	0	1	2	1	1
City Council	0	0	0	0	0	1	0	0	1
RDA/Economic Dev	0	2	0	0	0	0	0	0	0

EMPLOYEE REASON FOR LEAVING

In addition to being classified by department, turnover was also categorized based on the reason each employee left. Twenty-eight of the 58 separations, or 48%, were classified as voluntary; 13 separations, or 22%, were involuntary; and another 17 separations, or 29%, were retirements.

Of the voluntary separations, 17 employees left for the same or a similar position with another government entity; 2 employees left for the private sector; 4 employees were not happy in the position; 3 employees left for various reasons including wanting full-time employment, wanting part-time employment, and going to college. Two employees moved out of state.

Reasons for involuntary separations included failing to meet the requirements to pass probation (1), performance / disciplinary issues (7), medical disability (3), restructuring of departments (1), and failed drug test (1).

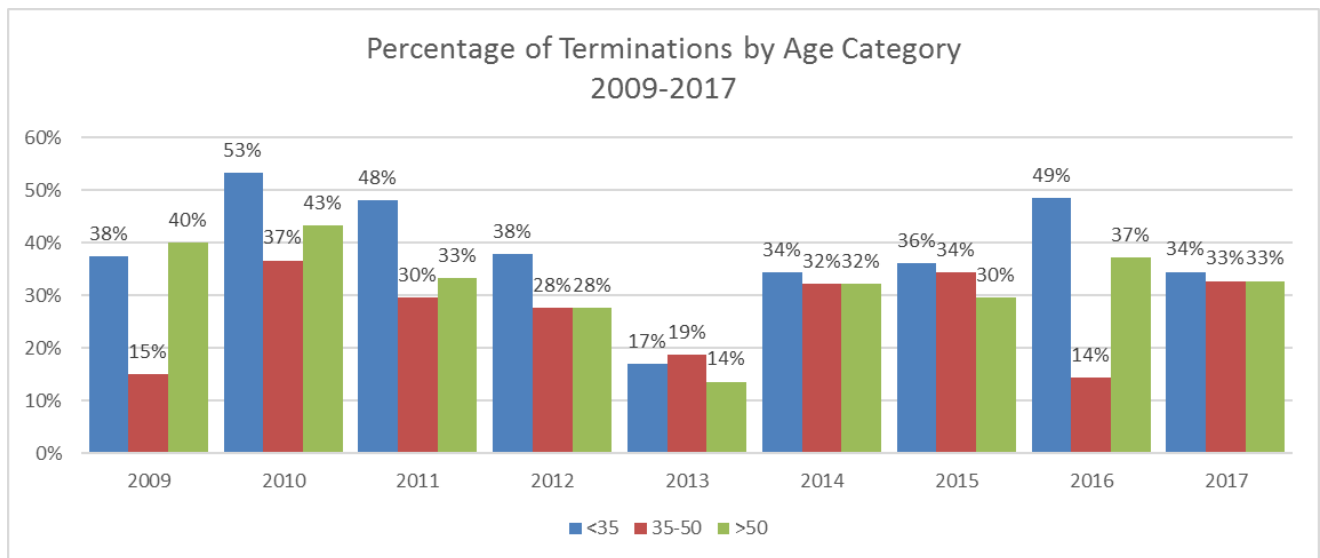
2017 Turnover by Reason for Leaving				
	Involuntary	Voluntary	Retirement	Total
Police	9	6	4	19
Fire	1	6	2	9
Public Works	1	6	2	9
CAO/Mayor/Admin	0	2	3	5
Parks & Recreation	0	3	2	5
Finance & Info Technology	0	2	1	3
Community Development	0	1	1	2
Justice Court	1	1	0	2
Public Utilities	0	1	1	2
City Attorney	0	0	1	1
City Council	1	0	0	1
RDA/Economic Dev	0	0	0	0
TOTAL:	13.0	28.0	17.0	58.0

In comparison to prior years, involuntary and voluntary separations for 2017 are above the average. The retirements for 2017 were also above the average.

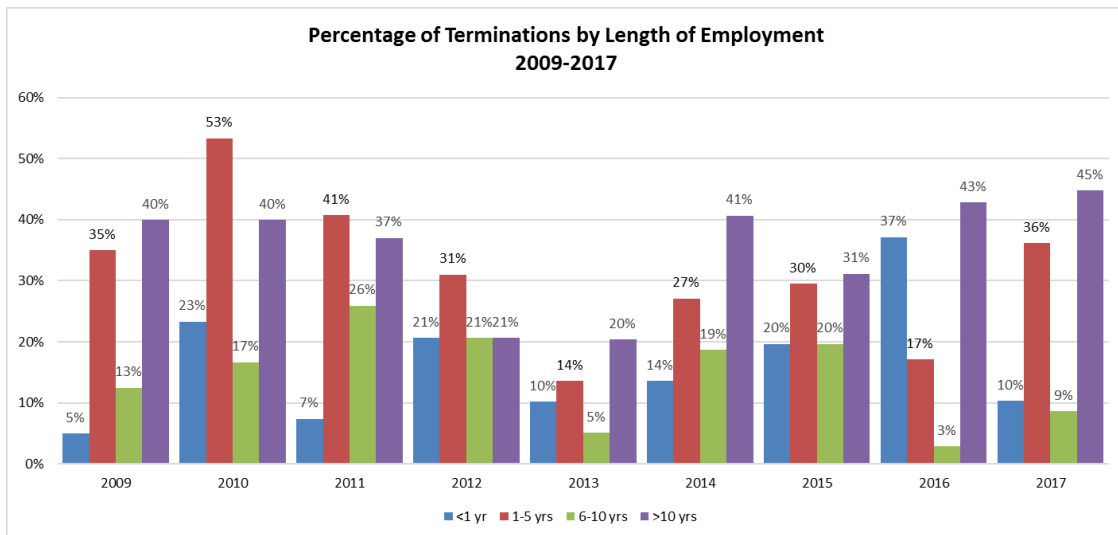
2009-2017 Turnover by Reason for Leaving				
	Involuntary	Voluntary	Retirement	Total
2009	8	14	15	37
2010	14	17	9	40
2011	14	9	7	30
2012	7	13	7	27
2013	9	12	8	29
2014	12	32	15	59
2015	17	31	13	61
2016	10	15	10	35
2017	13	28	17	58
Average	11.6	19.0	11.2	41.8

DEMOGRAPHICS OF SEPARATED EMPLOYEES

Separated employees were also categorized according to their ages and lengths of employment with the city. In 2017, the average age of separated employees was 42 which is slightly higher than the previous year's average which was 41. In 2017, of the separated employees, 20 were under age 35, 19 were between age 35-50, and 19 were over age 50. Different from other years, all three age categories were nearly equal in the percentage of separated employees.



The average length of employment for employees who separated in 2017 was 11.4 years. Eight of the employees worked for the city for less than one year, 19 employees worked for the city between 1-5 years, 7 employees worked for the city between 6-10 years, and 24 employees worked for the city for more than 10 years. As shown in the following graph, since 2009 the percentage of separated employees in the <1 year, 1-5 years, and 6-10 years of service categories has fluctuated greatly. Those in >10 years category has the smallest amount of fluctuation.



CONCLUSION

The Department of Labor shows the majority of industries have experienced an increase in turnover since 2012. Similarly, Sandy City experienced significant turnover in 2014 and 2015. However, in 2016, the City's turnover rate largely decreased from the previous two years. In 2017 it again increased significantly. On average, Sandy City's turnover rate has been considerably lower than the US total turnover rate for state and local government. 2017 was no exception as Sandy City's turnover rate was 11.38% compared to the US rate of 17.8% (not including December turnover). The Bureau of Labor Statistics reported that 190,000 jobs were created in December 2017. According to *Kiplinger*ⁱ forecasters project the unemployment rate to drop from 4.1% in 2017 to 3.9% in 2018 creating 175,000 jobs a month. Even though the City's turnover is lower than the national average, the City is likely to continue to experience double digit turnover, and will face challenging competition in the future.

ⁱ <https://www.kiplinger.com/article/business/T019-C000-S010-unemployment-rate-forecast.html>

Employee Turnover By Department for January - December 2017

I = Involuntary V = Voluntary R = Retired

CAO/Mayor/Admin					Finance & Info Technology					City Council						
I	V	R	Total	Employees	I	V	R	Total	Employees	I	V	R	Total	Employees		
			0	8		1		1	4		1		1	3		
		2	2	4				0	1							
			0	2		1	1	2	16							
			0	3				0	8							
		1	1	6												
	2		2	5												
			0	4												
			0	2												
Department Totals	0	2	3	34	Department Totals	0	2	1	3	29	Department Totals	1	0	0	1	3
Turnover %	12.82%				Turnover %	9.38%				Turnover %	33.33%					
Avg. No. of Employees	34				Avg. No. of Employees	28				Avg. No. of Employees	3					
Adjusted Turnover %	14.89%				Adjusted Turnover %	10.65%				Adjusted Turnover %	33.33%					

Community Development					Parks & Recreation					Public Utilities					
I	V	R	Total	Employees	I	V	R	Total	Employees	I	V	R	Total	Employees	
			0	14				0	6			1	1	6	
		1	1	4		1		1	6				0	3	
			1	9		1	2	3	27		1		1	11	
			0	3				0	3				0	8	
			0	1		1		1	5				0	11	
			0	1				0	1				0	8	
			0	1				0	1				0	11	
Department Totals	0	1	1	27	Department Totals	0	3	2	48	Department Totals	0	1	1	2	58
Turnover %	7.41%				Turnover %	9.43%				Turnover %	3.45%				
Avg. No. of Employees	27				Avg. No. of Employees	47				Avg. No. of Employees	57				
Adjusted Turnover %	7.45%				Adjusted Turnover %	10.68%				Adjusted Turnover %	3.52%				

Justice Court					Police					Fire						
I	V	R	Total	Employees	I	V	R	Total	Employees	I	V	R	Total	Employees		
			2	17		1	1	2	13				0	19		
			0	16		2		2	6		1	6	2	58		
			0	17				0	1							
			0	16		5	2	4	11	84						
			0	17		1	3	4	19							
			0	16				0	11							
			0	17				0	8							
Department Totals	1	1	0	17	Department Totals	9	6	4	19	142	Department Totals	1	6	2	9	77
Turnover %	10.53%				Turnover %	11.80%				Turnover %	10.47%					
Avg. No. of Employees	16				Avg. No. of Employees	141				Avg. No. of Employees	77					
Adjusted Turnover %	12.37%				Adjusted Turnover %	13.45%				Adjusted Turnover %	11.68%					

Note: To calculate the turnover percentage, total separations were divided by the total number of employees. To obtain a more accurate estimate of how many employees were employed in each department during the year, the number of employees at the beginning, middle, and end of the year were averaged. This average was then used to calculate the adjusted turnover percentage.

Employee Turnover Rate By Department for January - December 2017

CAO/Mayor/Admin		Finance & Info Technology		City Council	
	Turnover Pctg		Turnover Pctg		Turnover Pctg
Building Services	0.00%	Budget	25.00%	Council-Executive Staff	1/3
City Administrator	50.00%	Finance & IT Admin.	0.00%		
City Recorder	0.00%	Finance Services	12.50%	Department Rate	33.33%
Communications	0.00%	Information Technology	0.00%		
Community Events	16.67%				
Human Resources	40.00%				
Mayor's Office	0.00%				
Risk Management	0.00%				
Department Rate	14.71%	Department Rate	10.71%	Department Rate	10.00%

Community Development		Parks & Recreation		Public Utilities	
	Turnover Pctg		Turnover Pctg		Turnover Pctg
Building and Safety	0.00%	Alta Canyon	0.00%	Compliance, Training, Safety	16.67%
Community Services	25.00%	Golf Course	16.67%	Electric Utility	0.00%
Planning	11.11%	Parks & Cemetery	11.11%	Storm Water Utility	9.09%
Department Rate	7.41%	Parks & Rec Admin.	0.00%	Water Administration	0.00%
		Recreation Admin.	20.00%	Water Construction	0.00%
		Senior Citizens	0.00%	Water Distribution	12.50%
				Water Engineering	10.00%
		Department Rate	10.64%	Department Rate	3.51%

Justice Court		Turnover Pctg	
	Turnover Pctg		Turnover Pctg
Justice Court	11.76%		
Department Rate	12.50%		

Public Works		Police		Fire	
	Turnover Pctg		Turnover Pctg		Turnover Pctg
Engineering	0.00%	Admin. Support	15.38%	Fire Administration	0.00%
Fleet	11.11%	Animal Control	33.33%	Firefighters	11.69%
Public Works Admin.	0.00%	Crossing Guard	0.00%	Department Rate	11.69%
Streets	32.00%	Officers	13.10%		
Transportation	0.00%	Police Chief/Admin.	21.05%		
		Records	0.00%		
		Recruits	0.00%		
Department Rate	17.31%	Department Rate	13.48%	Department Rate	0.00%

RDA/Economic Dev		Turnover Pctg	
	Turnover Pctg		Turnover Pctg
RDA/Economic Dev	0.00%		
Department Rate	0.00%		

**Turnover Percentage is calculated by dividing the number of turnovers by the average number of employees in each division in 2016.

** Employees classified as elected, seasonal, or part-time non-benefitted (<30 hours/week) are not included in calculations.

Annual Turnover Rates

The turnover rate is the number of total separations as a percent of total employment

State and Local (Total US)

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2009	1.2	0.7	0.7	0.8	1.3	2.0	2.0	2.1	1.8	0.9	0.8	1.1	15.4
2010	1.1	0.8	0.8	0.8	1.4	2.4	1.9	2.2	1.8	0.9	0.9	1.2	16.2
2011	1.1	0.7	0.8	0.9	1.7	2.0	2.3	2.2	1.6	1.0	0.8	1.3	16.4
2012	1.2	0.8	0.9	0.9	1.7	2.2	2.0	2.2	1.4	1.1	0.9	1.1	16.4
2013	1.2	0.8	0.9	0.9	1.5	2.6	1.9	2.0	1.5	1.0	0.8	1.2	16.3
2014	1.2	0.8	1.0	0.9	1.6	2.1	1.9	2.2	1.6	1.1	0.9	1.3	16.6
2015	1.3	0.9	1.0	1.0	1.7	2.5	2.1	2.4	1.7	1.3	1.0	1.4	16.9
2016	1.3	0.9	1.0	1.1	1.9	2.7	2.0	2.6	1.8	1.3	1.0	1.3	18.9
2017	1.3	0.9	1.0	1.0	1.8	2.3	2.2	2.5	1.8	1.2	1.1(P)		17.1

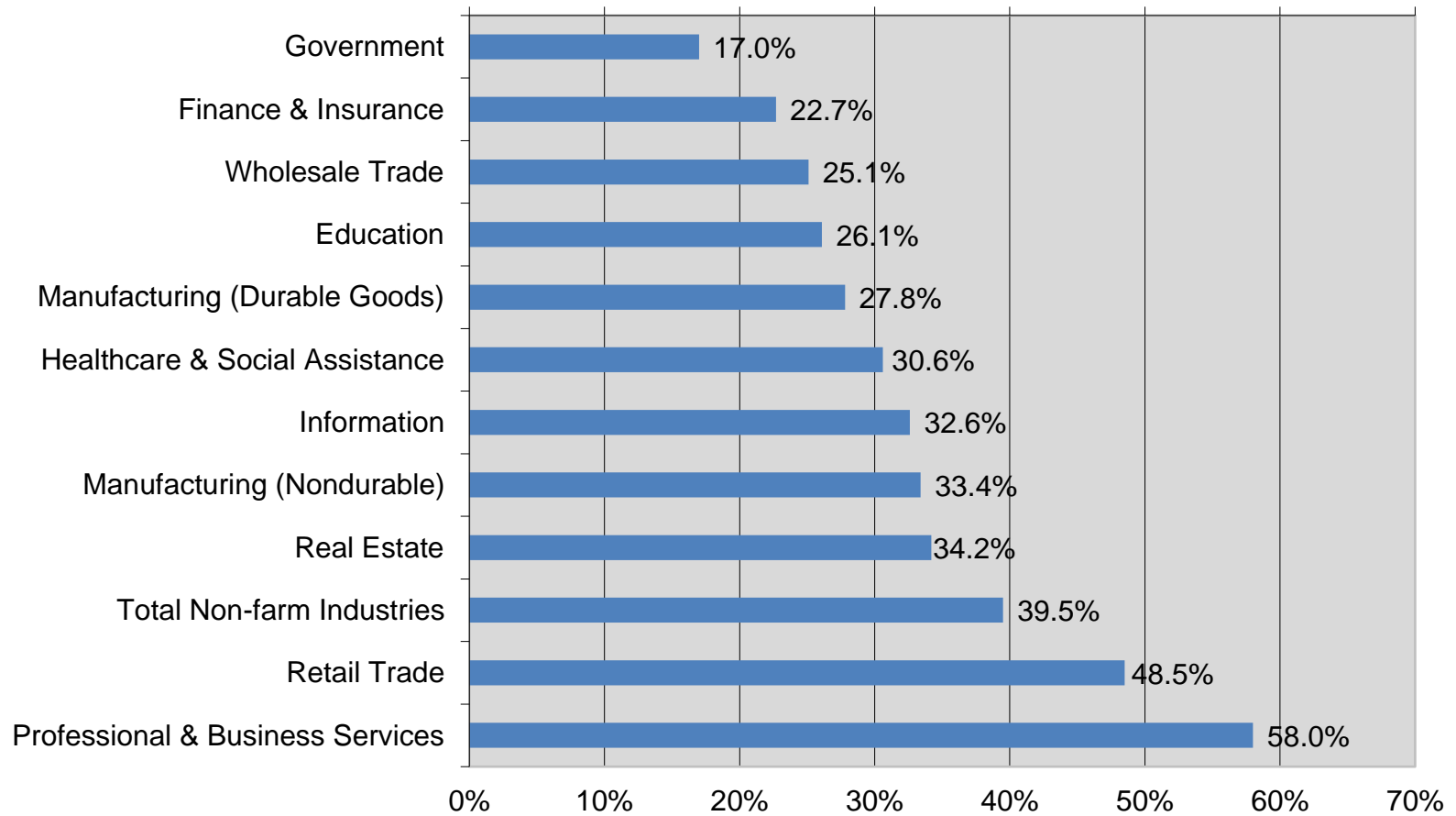
Federal (Total US)

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2009	1.1	0.4	0.6	0.7	2.8	2.7	0.9	1.2	0.8	1.0	1.0	1.2	14.4
2010	0.9	0.8	1.0	1.2	1.7	8.6	6.0	5.3	4.0	1.4	0.8	0.8	32.5
2011	1.3	0.7	0.7	0.9	0.9	1.1	1.0	1.8	1.4	1.0	1.0	1.2	13.0
2012	1.1	0.9	0.8	1.0	1.1	1.1	1.0	1.5	1.5	1.3	1.2	1.5	14.0
2013	1.9	1.2	1.3	1.1	1.4	1.2	1.1	1.6	1.3	1.7	1.0	1.1	15.9
2014	2.0	1.0	1.1	1.1	1.1	1.1	0.8	1.1	1.3	1.3	1.1	1.0	14.0
2015	2.3	1.0	1.2	1.2	1.4	1.2	1.3	1.5	1.3	1.6	1.3	1.3	15.2
2016	2.5	1.1	1.2	1.4	0.9	1.1	1.1	1.5	1.4	1.3	1.4	1.4	16.3
2017	2.4	1.0	1.1	1.2	0.7	1.0	1.2	1.5	1.4	1.6	1.3(P)		14.4

P : preliminary

All numbers are from the US Department of Labor - Bureau of Labor Statistics

Total US Annual Turnover Rate (Dec '16 - Nov '17)



*Turnover Rate is the number of total separations as a percentage of total employment.

**All data is from the US Department of Labor - Bureau of Labor Statistics. November 2015 data is preliminary.

6. Employee Age and Length of Service Summary



2017 EMPLOYEE AGE & LENGTH OF SERVICE REPORT

Over the past few years, the aging of the workforce and the impending retirement of the Baby Boomer generation has led to an increased focus on succession planning to ensure that organizations have employees with the necessary skills and knowledge who can step into positions vacated by retiring employees. This report summarizes the status of the Sandy City workforce for 2017 based on employee age and years of service.

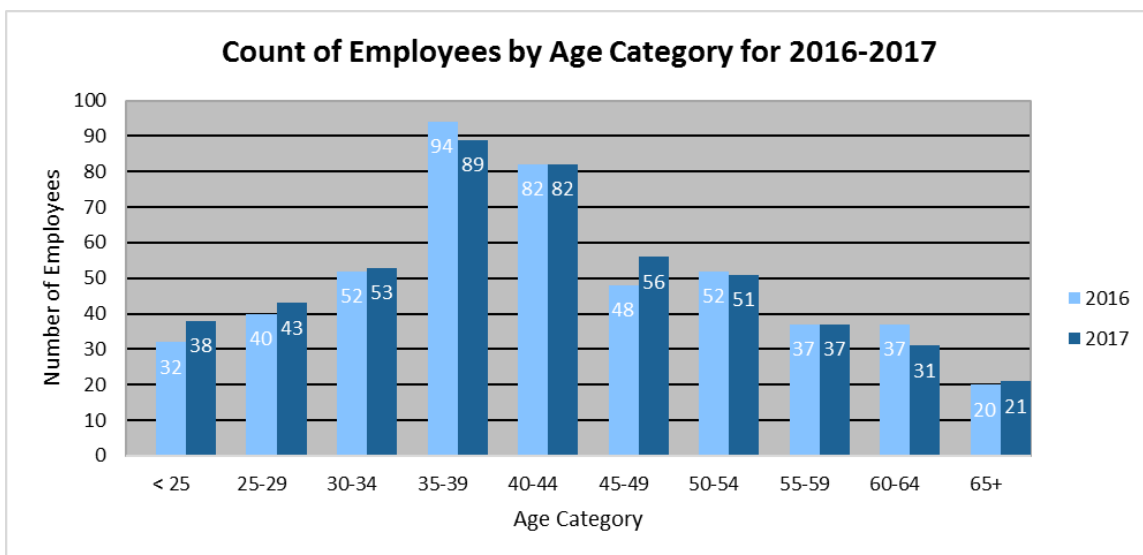
EMPLOYEE AGE – CITY-WIDE

At the end of 2017, there were 501 Sandy City employees, excluding individuals in seasonal or part-time non-benefitted positions or elected officials. The age of these employees ranges from 18 to 72 years. The average age of employees is 42 and the median age of employees is 41 (half of Sandy City employees are over the age of 41). The chart below shows the 2017 average age has gone down slightly compared to the prior five years. The median age has remained the same since 2012.

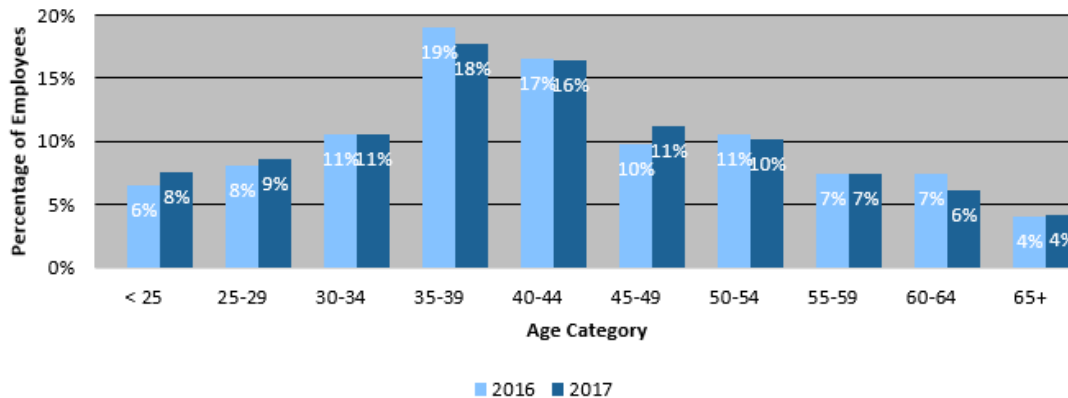
Average & Median Ages from 2009 -2017									
	2009	2010	2011	2012	2013	2014	2015	2016	2017
Average	42	42	42	43	43	43	43	43	42
Median	40	40	40	41	41	41	41	41	41

According to the Bureau of Labor Statistics, in 2016 the median age for public administration employees was 46. In comparison, the median age for Sandy City employees has been 41 since 2012. Additionally, the BLS reported that in 2016, 75% of government employees were age 35 or older compared to 60% for private sector employees. Sandy City employees age 35 and over made up 73% of the workforce. (Which is slightly less than the government average.)

These graphs provide a count and percentage of employees according to age category for 2016 and 2017. The percentage of employees in each age category for both years is similar. For both 2016 and 2017, the age group of 35-39 has the most employees. Both years have the 65+ age group with the least number of employees. Since 2009, the largest change has been in the 25-29 age category which has decreased from 17% of the city’s workforce in 2007 to just 9% of the city’s workforce in 2017. This is one sign that the city’s workforce may be aging.



Percentage of Employees by Age Category for 2016-2017



EMPLOYEE AGE – BY DEPARTMENT

When analyzing data by department, the following departments were combined and will be categorized as “All Other Departments” in this section and throughout the rest of the report: Mayor/CAO, Communications, City Recorder, Human Resources, Building Services, Justice Court, City Attorney, City Council, Risk Management, RDA/Economic Development, and Community Events.

The table below shows the average employee age by department. Fire and Police continue to be the youngest departments with average ages of 38 and 40 respectively. Other departments have average ages ranging from 41 to 48. The average age of employees in Fire, Parks & Recreation, Police, Public Utilities, Public Works and All Other Departments has slightly fluctuated since 2007. However, the average employee age for Finance & Information Technology has generally increased from 41 to 46 years. In contrast, the average employee age for Community Development has decreased from 50 to 46 years.

Average Employee Age by Department (in years)								
	CD	F&IT	Fire	P&R	Police	PU	PW	All Other Depts
2016	47	46	38	43	40	42	44	49
2017	46	46	38	41	40	43	44	48

This table shows a breakdown of employees by department and age category. The highlighted cells identify the age categories with the most employees for each department.

2017 Count of Employees by Age Category and Department								
	CD	F&IT	Fire	P&R	Police	PU	PW	All Other Depts
< 25	1	1	5	5	9	8	5	4
25-29	2	2	7	6	20	4	1	1
30-34	1	5	9	6	17	1	9	5
35-39	3	4	24	5	26	14	5	8
40-44	8	1	18	6	23	6	10	10
45-49	1	3	9	5	23	5	5	5
50-54	4	5	5	6	7	8	4	12
55-59	2	1	0	6	10	5	6	7
60-64	2	5	0	1	4	5	8	6
65+	3	2	0	2	3	2	0	9

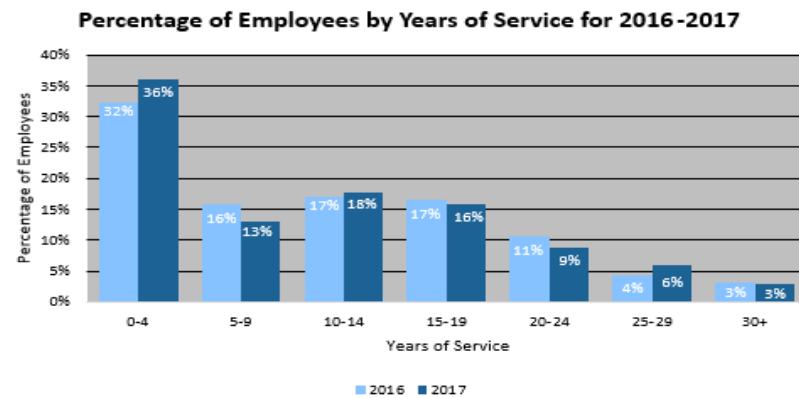
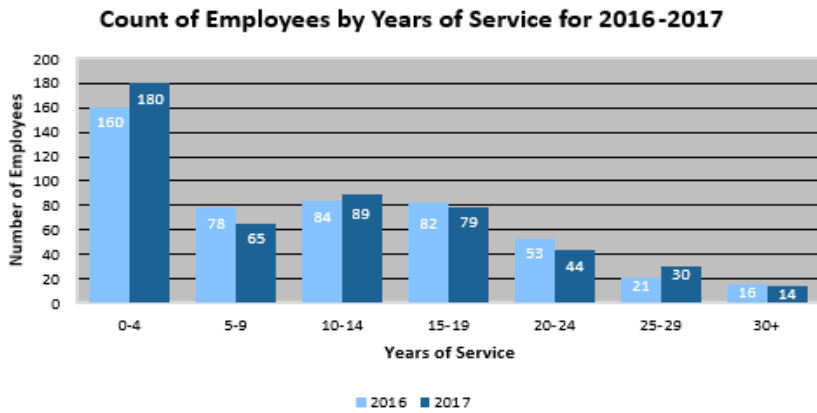
Consistent with prior years, the All Other Departments category continues to have the most employees in the 65+ age category. Thirty-four of 67 employees in the All Other Departments category, or 51%, are 50 or older, meaning there is the potential that in the next 15 years, slightly more than half of the current employees could be retiring. The next closest department is Finance & IT with 45% of employees aged 50 or older, followed by Community Development (41%), Public Works (34%), Public Utilities (34%), Parks & Recreation (31%), Police (17%), and Fire (6%). Despite an aging workforce, the total number of city employees age 60 and older decreased from 57 employees in 2016 to 52 employees in 2017.

LENGTH OF SERVICE – CITY-WIDE

In addition to employee age, it is also useful to examine the length of service of current employees. Employee length of service ranges from 0.05 years to 42.00 years. The Bureau of Labor Statistics reported that in 2016 the median length of service for local government employees was 8.3 years; more than double that of private sector employees 3.7 years. The median length of service for Sandy City employees in 2017 was 10 years, which is the same as in 2014-2016. The chart below shows the median length of service has generally increased over the years from 8 years (2009) to 10 years (2017).

Average & Median Length of Service from 2009 - 2017 (in years)									
	2009	2010	2011	2012	2013	2014	2015	2016	2017
Average	10	11	11	12	12	12	11	11	11
Median	8	9	10	11	12	10	10	10	10

Additionally, the following graphs display a count and percentage of employees by years of service with Sandy City for 2016 and 2017. From 2016, there was an increase in the number of employees for years of service 0-4, 10-14, and 25-29. There was a decrease for years of service 5-9, 15-19, 20-24, and 30+.



Forty-four employees, or 9%, have 25 or more years of service with the city. Fourteen employees, or 3%, have at least 30 years of service with the city. Employees participating in the Utah Retirement System (URS) are eligible to retire after 20 years in the Police or Fire Tier 1 System, after 25 years in the Police or Fire Tier 2 System, after 30 years in the Public Employee Tier 1 System, and after 35 years in the Public Employee Tier 2 System. Of the 480 Sandy City employees participating in the URS, 303 are in the Tier 1 system and 177 are in the Tier 2 system. Forty-seven Tier 1 employees have the required years of service to retire now if they choose and another fifty-six Tier 1 employees will be eligible to retire within 5 years. This calculation does not include current employees who have opted out of the URS or have already retired from the URS and returned to work.

LENGTH OF SERVICE – BY DEPARTMENT

The average length of service in 2017 for employees within departments ranges from 9.4 to 12.7 years. On average, Public Works, Public Utilities and Finance & Information Technology employees have the most years of service. In 2017 Finance and Police had the same average length of service. Parks and Rec was in the middle with 10.9 years of service. Community Development, Fire and All Other Departments’ employees have the lowest average years of service. Between 2016 and 2017, the average years of service of employees decreased for all departments except for Police who stayed the same.

Average Length of Service by Department (in years)								
	CD	F&IT	Fire	P&R	Police	PU	PW	All Other Depts
2016	11.0	12.9	10.6	11.5	11.3	12.7	13.7	9.6
2017	10.6	11.3	10.4	10.9	11.3	12.4	12.7	9.4

In 2017, the count of employees with 0-4 years of service category was the largest for every department. Thirty-six percent of employees have 0-4 years of service. This is the result of a tight job market and high turnover in recent years. The next highest category is 10-14 years of service with 18%. The category with the lowest number of employees is 30+ years of service with 2.79%.

2017 Count of Employees by Length of Service and Department								
	CD	F&IT	Fire	P&R	Police	PU	PW	All Other Depts
0-4	11	10	22	18	56	18	19	26
5-9	3	3	17	7	10	7	3	15
10-14	6	5	15	10	28	11	7	7
15-19	2	5	16	5	20	10	10	11
20-24	3	4	4	2	14	6	6	5
25-29	1	1	3	3	10	4	6	2
30+	1	1	0	3	4	2	2	1

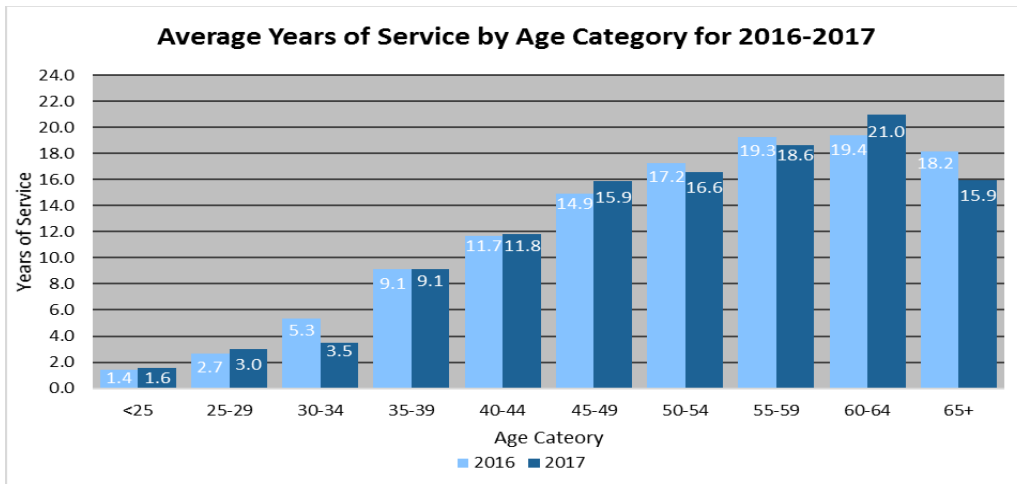
LENGTH OF SERVICE – SEPARATED EMPLOYEES

To assist in succession planning, it is helpful to examine length of service trends for separated employees. The following chart provides length of service data for employees hired between 2000 and 2017. During that time period, 836 employees have been hired by the city. By taking the average from that time period, we can estimate that in any given year, the city will hire about 46 new employees. Of those new hires, 7 will likely separate within the first year of employment. Within 5 years of employment, an average of 22 employees, or 48%, will have separated. Within 16 years, 33 of the 46 employees, or 73%, will have separated. Once an employee has been at the City four years, they are much less likely to terminate. Employees are most likely to terminate in the first four years with 4.02 employee terminations. In years 5-8 of service, the average drops to 1.27. It then drops slightly lower in years 9-12 years of service to 1.25 terminations. The lowest amount of terminations are during years 13-16 with .45 average terminations.

EMPLOYEE TERMINATIONS BY LENGTH OF SERVICE FOR 2000-2017																				Total No. of Hires who Terminated	Pctg of Hires who Terminated
Year	No. Hired	Number of Hires that Terminated by Year of Employment																			
		<1 yr	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs	11 yrs	12 yrs	13 yrs	14 yrs	15 yrs	16 yrs			
2000	66	10	8	4	3	3	5	1	3	1	3	2	2	0	2	1	1	0	49	74.2%	
2001	69	6	3	8	4	10	4	0	1	2	0	2	0	1	1	1	0	0	43	62.3%	
2002	51	5	9	3	4	5	0	2	2	1	0	2	1	5	2	0	0	41	80.4%		
2003	47	10	6	6	0	1	1	0	0	1	1	1	0	0	0	0	0	27	57.4%		
2004	45	6	6	2	2	5	2	2	1	1	1	2	4	0	0	0	0	34	75.6%		
2005	37	4	1	4	0	0	2	1	0	1	2	1	0	1	0	0	0	17	45.9%		
2006	63	6	7	6	4	2	4	2	1	7	0	0	2	0	0	0	0	41	65.1%		
2007	49	11	2	1	4	1	1	1	5	1	1	2	0	0	0	0	0	30	61.2%		
2008	38	7	5	2	0	3	3	1	2	0	1	0	0	0	0	0	0	24	63.2%		
2009	27	6	2	2	3	3	0	0	0	1	0	0	0	0	0	0	0	17	63.0%		
2010	33	2	4	3	2	2	2	0	0	1	0	0	0	0	0	0	0	16	48.5%		
2011	22	4	0	2	3	2	0	1	0	0	0	0	0	0	0	0	0	12	54.5%		
2012	30	3	8	3	1	0	1	0	0	0	0	0	0	0	0	0	0	16	53.3%		
2013	39	9	1	1	2	3	0	0	0	0	0	0	0	0	0	0	0	16	41.0%		
2014	47	10	5	0	4	0	0	0	0	0	0	0	0	0	0	0	0	19	40.4%		
2015	66	12	3	7	0	0	0	0	0	0	0	0	0	0	0	0	0	22	33.3%		
2016	44	8	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	14	31.8%		
2017	63	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	7.9%		
Average	46.4	6.9	4.5	3.4	2.4	2.9	1.9	0.9	1.5	1.6	1.0	1.5	1.3	1.2	1.0	0.5	0.3	0.0			
Cumulative AVG Terminations	6.9	11.4	14.7	17.1	20.0	21.9	22.8	24.3	25.9	26.9	28.4	29.7	30.8	31.8	32.3	32.7	32.7				
Cumulative AVG Termination Pctg	14.8%	24.5%	31.7%	36.9%	43.0%	47.2%	49.2%	52.3%	55.7%	57.9%	61.1%	63.9%	66.4%	68.6%	69.6%	70.3%	70.3%				
Cumulative AVG Remaining Hires	39.6	35.1	31.7	29.3	26.5	24.5	23.6	22.2	20.6	19.6	18.1	16.8	15.6	14.6	14.1	13.8	13.8				
Cumulative AVG Pctg of Remaining Hires	85.2%	75.5%	68.3%	63.1%	57.0%	52.8%	50.8%	47.7%	44.3%	42.1%	38.9%	36.1%	33.6%	31.4%	30.4%	29.7%	29.7%				

CONCLUSION

As the following graph illustrates, employees in higher age categories tend to have more tenure with the city. In 2017, 17 employees retired. The average age of these employees was 60 and their average length of service with Sandy City was 25 years. Eight of the employees were in supervisory positions. The following graph shows a summary of average years of service by age category for current employees.



While the city is experiencing—and will continue to experience—the loss of older employees as they reach retirement age, it is not impairing departments’ ability to function. In prior years, due to the economy, employee turnover was relatively low and led many older workers to post-pone their retirement. However, a recovering economy and recent growth has led to higher turnover across the nation. During 2014 and 2015 Sandy City had the highest turnover since tracked data beginning in 2004. In 2016, we saw a reduction in turnover. However, 2017’s turnover data continued at a high rate. Departments should continue to monitor the turnover of their employees. Departments need to look for ways to provide employee engagement and career development options for current and newly hired employees. This will help prepare for the loss of skill and knowledge that will occur as experienced employees retire, or are recruited to other employment.

7. Service Time Comparisons



Service Time Comparison						
January 2018	Sandy			Comparison Group Average		
Positions	Yrs. w/ Organization		Position Yrs.		Yrs. w/ Organization	Position Yrs.
City Manager/ CAO	0.0	1/2/2018	0.0	1/2/2018	28.3	12.2
Chief of Staff/Deputy Mayor	0.0	1/2/2018	0.0	1/2/2018	13.0	5.0
Assistant City Manager	20.5	7/17/1997	1.0	1/9/2017	10.9	6.4
Assistant City Manager	14.7	4/28/2003	9.5	6/17/2008		
City Council Director	3.4	8/25/2014	3.4	8/25/2014	15.8	9.2
Community Development Director	23.4	8/15/1994	0.8	3/31/2017	20.2	7.8
Economic Development Director	24.4	8/3/1993	7.6	6/7/2010	19.1	10.2
Comm.& Economic Development Dir.					10.1	6.5
Fire Chief	24.7	4/9/1993	3.8	2/28/2014	20.5	9.7
Finance/Admin Services Director	14.6	5/15/2003	3.5	6/24/2014	10.4	5.9
City Attorney	0.0	1/8/2018	0.0	1/8/2017	16.1	10.6
Police Chief	35.0	1/28/1983	3.7	5/2/2014	19.0	3.4
Parks and Recreation Director	34.3	9/12/1983	8.5	7/21/2009	15.5	5.0
Public Utilities Director	1.0	1/9/2017	1.0	1/9/2017	12.0	3.4
Public Services/Public Works Director	15.0	1/2/2003	1.01	12/30/2016	19.8	15.2
Planning Dir/Asst CD Director (Sandy)	10.0	1/2/2008	0.7	4/13/2017	13.9	6.3
Deputy Police Chief	21.3	9/20/1996	1.5	7/1/2016	24.5	4.0
Deputy Police Chief						
Deputy Police Chief						
Deputy Fire Chief	17.0	1/19/2001	3.8	2/28/2014	25.0	7.4
Deputy Fire Chief						
Asst. Parks & Recreation Director	29.5	6/24/1988	8.4	8/7/2009	24.1	7.9
Asst. Parks & Recreation Director	25.2	10/26/1992	3.5	7/1/2014	N/A	N/A
Assistant Director of Parks					13.0	4.0
Assistant Director of Recreation					16.7	1.0
Assistant Director- Public Works	19.4	8/3/1998	19.4	8/3/1998	15.9	8.6
Deputy PW Director- Public Services					14.3	6.3
Deputy PW Director- Storm Water					10.7	2.7
Deputy PW Director- Engineering					13.7	6.9
IT Director/ Manager	25.4	6/23/1997	20.5		11.6	7.7
Court Administrator	19.3	9/15/1998	19.3	9/15/1998	12.9	12.4

- Notes: 1. Service years do not account for time served by these individuals at other agencies in their respective careers.
2. The group average consists of de-identified, de-identified, de-identified, de-identified, de-identified, de-identified, de-identified, de-identified, de-identified, de-identified, and de-identified where these organizations have a matching position.
3. Highlighted/banded groups indicate comparisons from other cities not directly matched to Sandy positions.

8. Executive Summary – City to Market Ratio



**Sandy City, Utah
Pay Scale - Budget FY 2018
Executive Summary**

City to Market Ratio

BAND	MIN.	MAX.	ACT. AVG.
2	0.96	0.97	0.98
3	0.96	0.98	0.98
4	0.98	0.99	0.97
5	0.97	0.97	1.01
6	1.00	0.93	1.09
7	0.93	0.95	1.06
City-Wide Weighted Avg.	0.97	0.98	0.98

Employee Bands/Groups:

2 – Clerical & Laborer
 3 – Crew Leader, Admin Support, Technician
 4 – Supervisors, Professional, First Response Public Safety
 5 – Managers
 6 – Department Directors
 7 – CAO

9. Percent Difference Summary of Min., Max., & Actual Average by Position



Sandy City
FY 2018 Total Compensation Study
Summary of MIN, MAX, & ACT. AVG.

Percent difference for pay only to comparison group

No.	Position Title	Band	Min	Max	Act. Avg.
1	FIRE CHIEF	6	4.97%	-3.67%	8.99%
2	DEPUTY FIRE CHIEF	5	-0.61%	-5.82%	-0.78%
3	BATTALION CHIEF	5	-1.04%	-1.64%	4.66%
4	FIRE CAPTAIN/EMT	5	-4.80%	-3.23%	-1.71%
5	FIRE ENGINEER/PARAMEDIC	4	11.87%	6.30%	6.72%
6	FIRE ENGINEER/EMT	4	2.91%	-2.98%	-5.88%
7	FIREFIGHTER/PARAMEDIC	4	-6.01%	-5.39%	-6.58%
8	FIREFIGHTER/EMT	3	-0.74%	6.25%	-3.91%
9	POLICE CHIEF	6	4.51%	-3.90%	10.04%
10	DEPUTY POLICE CHIEF	5	7.96%	-3.67%	5.95%
11	POLICE CAPTAIN		-1.88%	-3.91%	4.81%
12	POLICE LIEUTENANT	5	-0.05%	-1.81%	1.59%
13	POLICE SERGEANT	5	-0.18%	-0.69%	1.85%
14	POLICE OFFICER / MASTER OFFICER	4	-0.91%	2.73%	-1.00%
15	CHIEF ADMINISTRATIVE OFFICER	7	-4.33%	-1.01%	10.71%
16	CITY ATTORNEY (DEPT. HEAD)	6	9.76%	1.59%	24.43%
17	PUBLIC WORKS DIRECTOR	6	3.57%	-4.71%	9.42%
18	PARKS AND RECREATION DIRECTOR	6	9.52%	9.37%	37.73%
19	COMMUNITY DEVELOPMENT DIRECTOR	6	2.41%	-6.32%	13.50%
20	FINANCE & INFO TECH DIRECTOR	6	4.84%	-4.19%	19.04%
21	SENIOR CIVIL ATTORNEY	5	-1.50%	2.74%	12.56%
22	CITY ENGINEER	5	-2.62%	-6.97%	-11.05%
23	INFORMATION TECHNOLOGY DIRECTOR	5	-7.14%	-5.75%	1.70%
24	CITY TREASURER	5	3.53%	3.28%	18.71%
25	PLANNING DIRECTOR	5	-5.16%	-5.03%	7.03%

No.	Position Title	Band	Min	Max	Act. Avg.
26	CHIEF BUILDING OFFICIAL	5	-1.77%	-1.92%	6.63%
27	ASSIST CITY ATTORNEY/PROSECUTOR	5	2.02%	0.53%	15.77%
28	LONG RANGE PLANNING MANAGER	5	6.78%	6.50%	-0.30%
29	FIELD OPERATIONS MANAGER	5	9.53%	9.02%	21.68%
30	PARKS DIVISION MANAGER/SUPERINTENDENT	5	-3.13%	-2.90%	5.72%
31	PROGRAMMER/ANALYST	5	1.36%	-1.40%	11.59%
32	PW STAFF ENGINEER I/II	4	-10.00%	-1.76%	-19.20%
33	ACCOUNTANT II	4	0.28%	-0.58%	4.37%
34	PURCHASING AGENT	4	8.55%	5.65%	-2.99%
35	HR ANALYST	4	7.38%	5.68%	1.96%
36	PLANS EXAMINER	4	-2.94%	1.88%	-1.16%
37	PLANNER	4	2.92%	3.10%	4.15%
38	PARK GROUNDS AREA SUPERVISOR	4	-6.73%	-3.99%	-2.18%
39	PROFESSIONAL BUILDING INSPECTOR	4	-7.41%	-3.04%	2.26%
40	PARALEGAL	3	0.37%	2.26%	15.78%
41	FLEET MECHANIC	3	-4.37%	-3.19%	8.11%
42	WATER OPERATOR	3	-3.89%	1.31%	5.65%
43	MAINT. CREW LEADER (CITY WIDE)	3	-4.19%	-5.80%	-9.73%
44	EXECUTIVE SECRETARY	3	-5.14%	-1.33%	7.49%
45	ANIMAL SERVICES OFFICER	3	-2.88%	-1.68%	23.07%
46	STREET MAINTENANCE WORKER I - II	3	-2.30%	1.42%	7.47%
47	PARKS MAINTENANCE WORKER I	3	5.83%	3.43%	2.29%
48	UTILITY BILLING CLERK	2	-4.96%	-1.93%	4.59%
49	METER TECHNICIAN	2	-2.82%	4.43%	-11.88%
50	RECORDS SPECIALIST (POLICE)	2	-0.83%	2.50%	2.03%
51	JUSTICE COURT CLERK	2	-2.12%	-3.62%	-1.68%
52	SECRETARY	2	-2.50%	0.20%	10.10%

10. Department Head Position

Data



DEPARTMENT HEADS

FY 2018 SALARY SURVEY ANALYSIS

*TCV = Total Compensation Value

SURVEY PARTICIPANT	SURVEY TITLE CITY/COUNTY MANAGER 125	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		Min	Max	Low	High	Avg.	Fixed	Variable						
SANDY	CHIEF ADMINISTRATIVE OFFICER	\$59.29	\$87.75	\$86.54	\$86.54	\$86.54	\$7.83	1.204	\$79.24	100.00%	\$113.51	100.00%	\$112.05	100.00%
DE-IDENTIFIED ORG	CHIEF ADMINISTRATIVE OFFICER	\$62.62	\$71.80	\$71.80	\$71.80	\$71.80	\$8.11	1.267	\$87.47	110.39%	\$99.11	87.32%	\$99.11	88.45%
DE-IDENTIFIED ORG	CITY MANAGER	\$63.21	\$94.82	\$81.07	\$81.07	\$81.07	\$7.54	1.245	\$86.24	108.83%	\$125.59	110.64%	\$108.47	96.80%
DE-IDENTIFIED ORG	CHIEF ADMINISTRATIVE OFFICER	\$57.55	\$84.41	\$75.00	\$75.00	\$75.00	\$10.13	1.314	\$85.77	108.25%	\$121.08	106.67%	\$108.71	97.02%
DE-IDENTIFIED ORG	CITY MANAGER	\$99.26	\$99.26	\$99.26	\$99.26	\$99.26	\$7.44	1.199	\$126.47	159.61%	\$126.47	111.42%	\$126.47	112.87%
DE-IDENTIFIED ORG	CHIEF ADMINISTRATIVE OFFICER	\$41.26	\$62.43	\$46.82	\$46.82	\$46.82	\$7.44	1.309	\$61.46	77.57%	\$89.18	78.56%	\$68.74	61.34%
DE-IDENTIFIED ORG	CHIEF OPERATING OFFICER/CHIEF OF STAFF	\$47.88	\$135.35	\$73.75	\$73.75	\$73.75	\$7.13	1.261	\$67.52	85.21%	\$177.84	156.67%	\$100.15	89.37%
DE-IDENTIFIED ORG	CITY MANAGER	\$67.17	\$83.96	\$83.96	\$83.96	\$83.96	\$5.37	1.271	\$90.76	114.54%	\$112.11	98.76%	\$112.11	100.05%
DE-IDENTIFIED ORG	CHIEF ADMINISTRATIVE OFFICER	\$89.86	\$89.86	\$89.86	\$89.86	\$89.86	\$9.12	1.199	\$116.88	147.51%	\$116.88	102.97%	\$116.88	104.31%
DE-IDENTIFIED ORG	CITY MANAGER	\$49.26	\$78.73	\$74.28	\$74.28	\$74.28	\$8.58	1.291	\$72.19	91.11%	\$110.24	97.12%	\$104.49	93.25%
DE-IDENTIFIED ORG	CITY MANAGER	\$41.65	\$85.85	\$85.85	\$85.85	\$85.85	\$5.32	1.267	\$58.11	73.34%	\$114.13	100.55%	\$114.13	101.85%
Select Group Average		\$61.97	\$88.65			\$78.17	\$7.62	1.263	\$85.29		\$119.26		\$105.93	
Difference		-4.33%	-1.01%			10.71%	2.80%	-4.61%	-7.10%		-4.82%		5.78%	

SURVEY PARTICIPANT	SURVEY TITLE CITY ATTORNEY (DEPT HEAD) 1025	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	CITY ATTORNEY (Dept. Head)	\$54.55	\$80.73	\$86.54	\$86.54	\$86.54	\$7.83	1.204	\$73.53	100.00%	\$105.06	100.00%	\$112.05	100.00%
DE-IDENTIFIED ORG	CITY ATTORNEY (Dept. Head)	\$49.95	\$68.25	\$68.25	\$68.25	\$68.25	\$8.11	1.267	\$71.42	97.13%	\$94.61	90.06%	\$94.61	84.43%
DE-IDENTIFIED ORG	CITY ATTORNEY (Dept. Head)	\$48.17	\$72.26	\$64.06	\$64.06	\$64.06	\$7.54	1.245	\$67.51	91.82%	\$97.50	92.81%	\$87.29	77.90%
DE-IDENTIFIED ORG	CITY ATTORNEY (Dept. Head)	\$49.72	\$72.92	\$71.18	\$71.18	\$71.18	\$10.13	1.314	\$75.48	102.66%	\$105.98	100.88%	\$103.69	92.54%
DE-IDENTIFIED ORG	CITY ATTORNEY (Dept. Head)	\$48.84	\$79.22	\$61.89	\$87.85	\$61.89	\$7.44	1.199	\$66.01	89.77%	\$102.44	97.51%	\$81.66	72.87%
DE-IDENTIFIED ORG	CITY ATTORNEY (Dept. Head)	\$50.61	\$75.92	\$74.44	\$74.44	\$74.44	\$7.44	1.309	\$73.70	100.24%	\$106.84	101.69%	\$104.90	93.62%
DE-IDENTIFIED ORG	CITY ATTORNEY (Dept. Head)	\$47.88	\$135.35	\$86.92	\$86.92	\$86.92	\$7.13	1.261	\$67.52	91.83%	\$177.84	169.28%	\$116.76	104.20%
DE-IDENTIFIED ORG	CITY ATTORNEY (Dept. Head)	\$51.19	\$63.99	\$69.04	\$69.04	\$69.04	\$5.37	1.271	\$70.45	95.81%	\$86.72	82.54%	\$93.13	83.11%
DE-IDENTIFIED ORG	CITY ATTORNEY (Dept. Head)	\$52.68	\$74.96	\$63.70	\$63.70	\$63.70	\$9.12	1.199	\$72.30	98.33%	\$99.02	94.25%	\$85.51	76.31%
DE-IDENTIFIED ORG	CITY ATTORNEY	\$49.26	\$78.73	\$64.69	\$64.69	\$64.69	\$8.58	1.291	\$72.19	98.18%	\$110.24	104.93%	\$92.11	82.20%
DE-IDENTIFIED ORG	CITY ATTORNEY (Dept. Head)	\$48.71	\$73.07	\$71.31	\$71.31	\$71.31	\$5.32	1.267	\$67.06	91.20%	\$97.93	93.22%	\$95.70	85.41%
Select Group Average		\$49.70	\$79.47			\$69.55	\$7.62	1.263	\$70.36		\$107.91		\$95.54	
Difference		9.76%	1.59%			24.43%	2.80%	-4.61%	4.50%		-2.65%		17.29%	

SURVEY PARTICIPANT	PW DIRECTOR/GEN MANAGER 2025	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	PUBLIC WORKS DIRECTOR	\$49.01	\$72.53	\$71.15	\$71.15	\$71.15	\$7.83	1.204	\$66.86	100.00%	\$95.18	100.00%	\$93.52	100.00%
DE-IDENTIFIED ORG	PUBLIC SERVICES DIRECTOR	\$45.25	\$61.84	\$60.14	\$60.14	\$60.14	\$8.11	1.267	\$65.46	97.91%	\$86.48	90.86%	\$84.33	90.17%
DE-IDENTIFIED ORG	PUBLIC WORKS DIRECTOR	\$48.17	\$72.26	\$56.72	\$56.72	\$56.72	\$7.54	1.245	\$67.51	100.98%	\$97.50	102.44%	\$78.16	83.57%
DE-IDENTIFIED ORG	PUBLIC WORKS DIRECTOR	\$49.72	\$72.92	\$67.95	\$67.95	\$67.95	\$10.13	1.314	\$75.48	112.90%	\$105.98	111.34%	\$99.44	106.34%
DE-IDENTIFIED ORG	PUBLIC WORKS DIRECTOR	\$54.94	\$89.11	\$76.84	\$76.84	\$76.84	\$7.44	1.199	\$73.32	109.67%	\$114.30	120.09%	\$99.59	106.49%
DE-IDENTIFIED ORG	PUBLIC SERVICES DIRECTOR	\$48.20	\$72.29	\$70.08	\$70.08	\$70.08	\$7.44	1.309	\$70.55	105.52%	\$102.08	107.25%	\$99.19	106.06%
DE-IDENTIFIED ORG	PUBLIC SERVICES DIRECTOR	\$47.88	\$135.35	\$70.81	\$70.81	\$70.81	\$7.13	1.261	\$67.52	100.99%	\$177.84	186.84%	\$96.44	103.12%
DE-IDENTIFIED ORG	PUBLIC WORKS DIRECTOR	\$46.38	\$57.98	\$54.77	\$54.77	\$54.77	\$5.37	1.271	\$64.33	96.22%	\$79.07	83.07%	\$75.00	80.20%
DE-IDENTIFIED ORG	PUBLIC WORKS DIRECTOR	\$46.56	\$66.25	\$66.25	\$66.25	\$66.25	\$9.12	1.199	\$64.96	97.16%	\$88.57	93.05%	\$88.57	94.71%
DE-IDENTIFIED ORG	PUBLIC WORKS DIRECTOR	\$40.71	\$65.06	\$60.61	\$60.61	\$60.61	\$8.58	1.291	\$61.15	91.46%	\$92.59	97.28%	\$86.84	92.86%
DE-IDENTIFIED ORG	PUBLIC WORKS DIRECTOR	\$45.41	\$68.11	\$66.06	\$66.06	\$66.06	\$5.32	1.267	\$62.88	94.05%	\$91.65	96.29%	\$89.05	95.22%
Select Group Average		\$47.32	\$76.12			\$65.02	\$7.62	1.263	\$67.32		\$103.61		\$89.66	
Difference		3.57%	-4.71%			9.42%	2.80%	-4.61%	-0.68%		-8.13%		4.30%	

SURVEY PARTICIPANT	SURVEY TITLE PARKS & RECREATION DIRECTOR 1250	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	PARKS & RECREATION DIRECTOR	\$46.37	\$68.63	\$71.15	\$71.15	\$71.15	\$7.83	1.204	\$63.68	100.00%	\$90.48	100.00%	\$93.52	100.00%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	RECREATION DIRECTOR	\$44.00	\$66.00	\$59.80	\$59.80	\$59.80	\$7.54	1.245	\$62.32	97.87%	\$89.71	99.14%	\$81.99	87.67%
DE-IDENTIFIED ORG	DIRECTOR OF PARKS & RECREATION	\$45.10	\$66.14	\$58.09	\$58.09	\$58.09	\$10.13	1.314	\$69.41	109.00%	\$97.07	107.27%	\$86.48	92.48%
DE-IDENTIFIED ORG	PARKS & RECREATION DIRECTOR	\$45.15	\$73.24	\$55.82	\$55.82	\$55.82	\$7.44	1.199	\$61.58	96.71%	\$95.27	105.29%	\$74.38	79.53%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	LEISURE SERVICES DIRECTOR	\$42.02	\$52.52	\$51.50	\$51.50	\$51.50	\$5.37	1.271	\$58.78	92.31%	\$72.14	79.72%	\$70.84	75.75%
DE-IDENTIFIED ORG	PARKS & RECREATION DIRECTOR	\$36.37	\$51.75	\$40.49	\$40.49	\$40.49	\$9.12	1.199	\$52.74	82.82%	\$71.18	78.67%	\$57.68	61.68%
DE-IDENTIFIED ORG	PARKS AND RECREATION DIRECTOR	\$40.71	\$65.06	\$48.76	\$48.76	\$48.76	\$8.58	1.291	\$61.15	91.46%	\$92.59	97.28%	\$71.54	76.50%
DE-IDENTIFIED ORG	PARKS & RECREATION DIRECTOR	\$43.02	\$64.54	\$47.16	\$47.16	\$47.16	\$5.32	1.267	\$59.85	93.99%	\$87.12	96.29%	\$65.10	69.61%
Select Group Average		\$42.34	\$62.75			\$51.66	\$7.64	1.255	\$60.83		\$86.44		\$72.57	
Difference		9.52%	9.37%			37.73%	2.47%	-4.07%	4.67%		4.68%		28.86%	

SURVEY PARTICIPANT	SURVEY TITLE COMMUNITY DEV DIRECTOR 335	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	COMMUNITY DEVELOPMENT DIRECTOR	\$46.37	\$68.63	\$67.31	\$67.31	\$67.31	\$7.83	1.204	\$63.68	100.00%	\$90.48	100.00%	\$88.89	100.00%
DE-IDENTIFIED ORG	COMMUNITY & ECON DEV DIRECTOR #350	\$45.25	\$61.84	\$61.84	\$61.84	\$61.84	\$8.11	1.267	\$65.46	102.80%	\$86.48	95.57%	\$86.48	97.29%
DE-IDENTIFIED ORG	DEVELOPMENT SERVICES DIRECTOR	\$48.17	\$72.26	\$56.82	\$56.82	\$56.82	\$7.54	1.245	\$67.51	106.02%	\$97.50	107.76%	\$78.28	88.06%
DE-IDENTIFIED ORG	COMMUNITY DEVELOPMENT DIRECTOR	\$45.10	\$66.14	\$57.77	\$57.77	\$57.77	\$10.13	1.314	\$69.41	109.00%	\$97.07	107.27%	\$86.06	96.82%
DE-IDENTIFIED ORG	CED DIR/GENERAL COUNCIL/ASST MANAGER	\$61.80	\$100.24	\$86.43	\$86.43	\$86.43	\$7.44	1.199	\$81.55	128.07%	\$127.65	141.07%	\$111.09	124.96%
DE-IDENTIFIED ORG	COMMUNITY & ECONOMIC DEV MANAGER	\$31.06	\$46.59	\$34.93	\$34.93	\$34.93	\$7.44	1.309	\$48.11	75.55%	\$68.44	75.63%	\$53.17	59.82%
DE-IDENTIFIED ORG	DIR OF COMMUNITY & ECON DEVELOP #350	\$47.88	\$135.35	\$74.80	\$74.80	\$74.80	\$7.13	1.261	\$67.52	106.04%	\$177.84	196.54%	\$101.47	114.15%
DE-IDENTIFIED ORG	COMMUNITY DEVELOPMENT DIRECTOR	\$42.02	\$52.52	\$50.51	\$50.51	\$50.51	\$5.37	1.271	\$58.78	92.31%	\$72.14	79.72%	\$69.58	78.27%
DE-IDENTIFIED ORG	DIRECTOR OF COMMUNITY DEVELOPMENT	\$46.56	\$66.25	\$53.32	\$53.32	\$53.32	\$9.12	1.199	\$64.96	102.01%	\$88.57	97.89%	\$73.07	82.19%
DE-IDENTIFIED ORG	COMMUNITY DEVELOPMENT DIRECTOR	\$40.71	\$65.06	\$52.29	\$52.29	\$52.29	\$8.58	1.291	\$61.15	96.03%	\$92.59	102.33%	\$76.10	85.61%
DE-IDENTIFIED ORG	COMMUNITY DEVELOPMENT DIRECTOR	\$44.22	\$66.33	\$64.31	\$64.31	\$64.31	\$5.32	1.267	\$61.37	96.38%	\$89.39	98.79%	\$86.83	97.68%
Select Group Average		\$45.28	\$73.26			\$59.30	\$7.62	1.263	\$64.58		\$99.77		\$82.21	
Difference		2.41%	-6.32%			13.50%	2.80%	-4.61%	-1.40%		-9.30%		8.13%	

SURVEY PARTICIPANT	SURVEY TITLE FIRE CHIEF 1680	SALARY RANGE		ACTUAL PAY			Benefits		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	FIRE CHIEF	\$49.01	\$72.53	\$71.15	\$71.15	\$71.15	\$7.83	1.254	\$69.28	100.00%	\$98.76	100.00%	\$97.03	100.00%
DE-IDENTIFIED ORG	FIRE CHIEF	\$45.25	\$61.84	\$61.84	\$61.84	\$61.84	\$8.11	1.230	\$63.75	92.02%	\$84.14	85.19%	\$84.14	86.71%
DE-IDENTIFIED ORG	FIRE CHIEF	\$48.17	\$72.26	\$60.07	\$60.07	\$60.07	\$7.54	1.294	\$69.90	100.89%	\$101.07	102.34%	\$85.30	87.91%
DE-IDENTIFIED ORG	FIRE CHIEF	\$47.35	\$69.45	\$62.60	\$62.60	\$62.60	\$10.13	1.302	\$71.77	103.60%	\$100.54	101.80%	\$91.62	94.42%
DE-IDENTIFIED ORG	FIRE CHIEF	\$50.79	\$82.39	\$72.82	\$72.82	\$72.82	\$7.44	1.249	\$70.86	102.28%	\$110.31	111.69%	\$98.36	101.37%
DE-IDENTIFIED ORG	FIRE CHIEF	\$45.88	\$70.26	\$64.88	\$64.88	\$64.88	\$7.44	1.302	\$67.19	96.99%	\$98.94	100.18%	\$91.94	94.75%
DE-IDENTIFIED ORG	FIRE CHIEF	\$47.87	\$135.35	\$76.66	\$76.66	\$76.66	\$7.32	1.249	\$67.08	96.83%	\$176.32	178.52%	\$103.04	106.19%
DE-IDENTIFIED ORG	FIRE CHIEF	\$44.15	\$55.18	\$59.90	\$59.90	\$59.90	\$5.37	1.276	\$61.71	89.08%	\$75.80	76.75%	\$81.82	84.32%
DE-IDENTIFIED ORG	FIRE CHIEF	\$47.07	\$66.24	\$66.24	\$66.24	\$66.24	\$9.12	1.193	\$65.28	94.23%	\$88.15	89.25%	\$88.15	90.84%
DE-IDENTIFIED ORG	FIRE CHIEF	\$44.79	\$71.57	\$62.20	\$62.20	\$62.20	\$8.58	1.296	\$66.64	96.20%	\$101.36	102.63%	\$89.21	91.94%
DE-IDENTIFIED ORG	FIRE CHIEF	\$45.58	\$68.37	\$65.62	\$65.62	\$65.62	\$5.32	1.273	\$63.33	91.41%	\$92.33	93.48%	\$88.82	91.54%
Select Group Average		\$46.69	\$75.29			\$65.28	\$7.64	1.266	\$66.75		\$102.90		\$90.24	
Difference		4.97%	-3.67%			8.99%	2.55%	-1.00%	3.78%		-4.01%		7.53%	

SURVEY PARTICIPANT	SURVEY TITLE POLICE CHIEF 1740	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	POLICE CHIEF	\$49.01	\$72.53	\$72.12	\$72.12	\$72.12	\$7.83	1.342	\$73.59	100.00%	\$105.14	100.00%	\$104.59	100.00%
DE-IDENTIFIED ORG	POLICE CHIEF	\$45.25	\$61.84	\$61.84	\$61.84	\$61.84	\$8.11	1.343	\$68.87	93.59%	\$91.13	86.68%	\$91.14	87.14%
DE-IDENTIFIED ORG	POLICE CHIEF	\$48.17	\$72.26	\$66.47	\$66.47	\$66.47	\$7.54	1.450	\$77.37	105.15%	\$112.30	106.81%	\$103.90	99.34%
DE-IDENTIFIED ORG	POLICE CHIEF	\$47.35	\$69.45	\$62.50	\$62.50	\$62.50	\$10.13	1.390	\$75.93	103.19%	\$106.65	101.43%	\$96.99	92.73%
DE-IDENTIFIED ORG	POLICE CHIEF	\$52.82	\$85.68	\$68.61	\$68.61	\$68.61	\$7.44	1.337	\$78.03	106.04%	\$121.95	115.99%	\$99.14	94.79%
DE-IDENTIFIED ORG	POLICE CHIEF	\$45.88	\$68.82	\$67.45	\$67.45	\$67.45	\$7.44	1.423	\$72.72	98.83%	\$105.37	100.22%	\$103.42	98.88%
DE-IDENTIFIED ORG	POLICE CHIEF	\$47.88	\$135.35	\$80.85	\$80.85	\$80.85	\$7.33	1.337	\$71.32	96.93%	\$188.23	179.03%	\$115.39	110.32%
DE-IDENTIFIED ORG	POLICE CHIEF	\$44.15	\$55.18	\$55.18	\$55.18	\$55.18	\$5.37	1.427	\$68.36	92.90%	\$84.11	80.00%	\$84.10	80.41%
DE-IDENTIFIED ORG	POLICE CHIEF	\$47.07	\$66.24	\$66.24	\$66.24	\$66.24	\$9.12	1.337	\$72.03	97.89%	\$97.65	92.88%	\$97.65	93.37%
DE-IDENTIFIED ORG	POLICE CHIEF	\$44.79	\$71.57	\$66.43	\$66.43	\$66.43	\$8.58	1.447	\$73.39	99.74%	\$112.14	106.66%	\$104.70	100.11%
DE-IDENTIFIED ORG	POLICE CHIEF	\$45.58	\$68.37	\$59.81	\$59.81	\$59.81	\$5.32	1.423	\$70.19	95.39%	\$102.62	97.61%	\$90.44	86.47%
Select Group Average		\$46.89	\$75.48			\$65.54	\$8.49	1.391	\$72.82		\$112.21		\$98.69	
Difference		4.51%	-3.90%			10.04%	-7.72%	-3.56%	1.05%		-6.30%		5.98%	

50.79

82.39

SURVEY PARTICIPANT	SURVEY TITLE FINANCE DIRECTOR 780	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	DIRECTOR - FINANCE & IT	\$46.37	\$68.63	\$71.15	\$71.15	\$71.15	\$7.83	1.204	\$63.68	100.00%	\$90.48	100.00%	\$93.52	100.00%
DE-IDENTIFIED ORG	MANAGEMENT SERVICES DIRECTOR #165	\$45.25	\$61.84	\$61.84	\$61.84	\$61.84	\$8.11	1.267	\$65.46	102.80%	\$86.48	95.57%	\$86.48	92.47%
DE-IDENTIFIED ORG	ADMINISTRATIVE SVCS DIRECTOR #165	\$48.17	\$72.26	\$64.45	\$64.45	\$64.45	\$7.54	1.245	\$67.51	106.02%	\$97.50	107.76%	\$87.78	93.86%
DE-IDENTIFIED ORG	DIVISION DIRECTOR - FINANCE	\$40.90	\$59.99	\$53.24	\$53.24	\$53.24	\$10.13	1.314	\$63.89	100.34%	\$88.98	98.34%	\$80.11	85.66%
DE-IDENTIFIED ORG	FINANCE DIRECTOR	\$50.79	\$82.39	\$72.82	\$72.82	\$72.82	\$7.44	1.199	\$68.35	107.34%	\$106.24	117.41%	\$94.76	101.33%
DE-IDENTIFIED ORG	FINANCE DIRECTOR	\$45.88	\$68.82	\$60.71	\$60.71	\$60.71	\$7.44	1.309	\$67.51	106.02%	\$97.54	107.80%	\$86.92	92.95%
DE-IDENTIFIED ORG	FINANCE DIRECTOR	\$47.88	\$135.35	\$73.19	\$73.19	\$73.19	\$7.13	1.261	\$67.52	106.04%	\$177.84	196.54%	\$99.44	106.33%
DE-IDENTIFIED ORG	SUP SVCS/BUDGET & FIN PLANNING MGR #165	\$42.02	\$52.52	\$55.18	\$55.18	\$55.18	\$5.37	1.271	\$58.78	92.31%	\$72.14	79.72%	\$75.52	80.75%
DE-IDENTIFIED ORG	FINANCE MANAGER/CONTROLLER	\$38.21	\$54.38	\$42.61	\$42.61	\$42.61	\$9.12	1.199	\$54.95	86.29%	\$74.34	82.15%	\$60.22	64.39%
DE-IDENTIFIED ORG	FINANCE DIRECTOR	\$40.71	\$65.06	\$58.22	\$58.22	\$58.22	\$8.58	1.291	\$61.15	96.03%	\$92.59	102.33%	\$83.76	89.56%
DE-IDENTIFIED ORG	FINANCE DIRECTOR	\$42.46	\$63.69	\$55.46	\$55.46	\$55.46	\$5.32	1.267	\$59.14	92.87%	\$86.05	95.09%	\$75.61	80.85%
Select Group Average		\$44.23	\$71.63			\$59.77	\$7.62	1.263	\$63.43		\$97.97		\$83.06	
Difference		4.84%	-4.19%			19.04%	2.80%	-4.61%	0.40%		-7.64%		12.59%	

11. Fire Position Data



FIRE EMPLOYEES

FY 2018 SALARY SURVEY ANALYSIS

*TCV = Total Compensation Value

SURVEY PARTICIPANT	SURVEY TITLE ASST/DEPUTY FIRE CHIEF 1525	SALARY RANGE		ACTUAL PAY			Benefits		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	DEPUTY FIRE CHIEF	\$42.61	\$56.70	\$53.99	\$53.99	\$53.99	\$7.83	1.254	\$61.25	100.00%	\$78.92	100.00%	\$75.52	100.00%
DE-IDENTIFIED ORG.	DEPUTY FIRE CHIEF	\$40.00	\$54.65	\$48.53	\$48.53	\$48.53	\$8.11	1.230	\$57.29	93.53%	\$75.31	95.43%	\$67.79	89.76%
DE-IDENTIFIED ORG.	DEPUTY FIRE CHIEF	\$40.19	\$60.29	\$47.77	\$47.77	\$47.77	\$7.54	1.294	\$59.56	97.24%	\$85.58	108.44%	\$69.37	91.86%
DE-IDENTIFIED ORG.	DEPUTY FIRE CHIEF	\$40.90	\$59.99	\$50.26	\$50.26	\$50.26	\$10.13	1.302	\$63.38	103.47%	\$88.23	111.80%	\$75.57	100.06%
DE-IDENTIFIED ORG.	DEPUTY FIRE CHIEF	\$43.42	\$65.11	\$52.36	\$53.67	\$53.67	\$7.44	1.249	\$61.65	100.65%	\$88.74	112.44%	\$74.46	98.59%
DE-IDENTIFIED ORG.	DEPUTY FIRE CHIEF	\$39.62	\$58.83	\$52.81	\$52.81	\$52.81	\$7.44	1.302	\$59.04	96.39%	\$84.06	106.51%	\$76.22	100.92%
DE-IDENTIFIED ORG.	DEPUTY FIRE CHIEF	\$39.39	\$68.17	\$62.25	\$62.25	\$62.25	\$7.32	1.249	\$56.49	92.23%	\$92.44	117.13%	\$85.04	112.61%
DE-IDENTIFIED ORG.	DEPUTY FIRE CHIEF	\$39.02	\$54.65	\$48.53	\$48.53	\$48.53	\$5.37	1.276	\$55.17	90.07%	\$75.12	95.19%	\$67.31	89.13%
DE-IDENTIFIED ORG.	DEPUTY FIRE CHIEF	\$40.44	\$57.12	\$57.12	\$57.12	\$57.12	\$9.12	1.193	\$57.37	93.66%	\$77.27	97.91%	\$77.27	102.31%
DE-IDENTIFIED ORG.	NO MATCH													
DE-IDENTIFIED ORG.	ASSISTANT/DEPUTY FIRE CHIEF	\$38.76	\$56.21	\$56.21	\$56.21	\$56.21	\$5.32	1.273	\$54.65	89.22%	\$76.85	97.37%	\$76.85	101.76%
DE-IDENTIFIED ORG.	DEPUTY FIRE CHIEF	\$66.99	\$67.00	\$66.99	\$66.99	\$66.99	\$7.67	1.249	\$91.31	149.07%	\$91.32	115.72%	\$91.31	120.91%
Select Group Average		\$42.87	\$60.20			\$54.41	\$7.55	1.262	\$61.59		\$83.49		\$76.12	
Difference		-0.61%	-5.82%			-0.78%	3.79%	-0.62%	-0.55%		-5.48%		-0.78%	

SURVEY PARTICIPANT	SURVEY TITLE BATTALION CHIEF 1545	SALARY RANGE		ACTUAL PAY			Benefits		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	BATTALION CHIEF	\$34.66	\$46.12	\$45.23	\$46.12	\$45.94	\$7.83	1.254	\$51.29	100.00%	\$65.65	100.00%	\$65.43	100.00%
DE-IDENTIFIED ORG.	BATTALION CHIEF	\$37.37	\$45.98	\$38.86	\$45.98	\$43.51	\$8.11	1.230	\$54.06	105.40%	\$64.64	98.46%	\$61.60	94.15%
DE-IDENTIFIED ORG.	BATTALION CHIEF	\$33.53	\$50.30	\$38.37	\$44.55	\$40.98	\$7.54	1.294	\$50.94	99.33%	\$72.65	110.65%	\$60.59	92.61%
DE-IDENTIFIED ORG.	BATTALION CHIEF	\$33.60	\$46.32	\$38.97	\$45.32	\$42.04	\$10.13	1.302	\$53.87	105.04%	\$70.43	107.27%	\$64.86	99.13%
DE-IDENTIFIED ORG.	BATTALION CHIEF	\$42.14	\$43.82	\$42.14	\$43.82	\$42.98	\$7.44	1.249	\$60.05	117.09%	\$62.16	94.67%	\$61.10	93.39%
DE-IDENTIFIED ORG.	BATTALION CHIEF	\$31.06	\$46.59	\$43.70	\$45.90	\$44.86	\$7.44	1.302	\$47.89	93.38%	\$68.12	103.75%	\$65.87	100.67%
DE-IDENTIFIED ORG.	BATTALION CHIEF	\$32.41	\$56.09	\$48.76	\$49.55	\$48.84	\$7.32	1.249	\$47.78	93.17%	\$77.35	117.82%	\$68.29	104.38%
DE-IDENTIFIED ORG.	FIRE BATTALION CHIEF	\$33.65	\$42.06	\$37.09	\$42.06	\$39.06	\$5.37	1.276	\$48.31	94.20%	\$59.05	89.94%	\$55.22	84.40%
DE-IDENTIFIED ORG.	BATTALION CHIEF	\$34.14	\$48.04	\$48.04	\$48.04	\$48.04	\$9.12	1.193	\$49.85	97.20%	\$66.44	101.19%	\$66.44	101.54%
DE-IDENTIFIED ORG.	BATTALION CHIEF	\$31.95	\$44.24	\$41.90	\$44.24	\$43.06	\$8.58	1.296	\$50.00	97.49%	\$65.93	100.42%	\$64.41	98.44%
DE-IDENTIFIED ORG.	BATTALION CHIEF	\$33.43	\$46.80	\$41.02	\$45.97	\$44.34	\$5.32	1.273	\$47.86	93.32%	\$64.88	98.82%	\$61.75	94.37%
DE-IDENTIFIED ORG.	BATTALION CHIEF	\$42.00	\$45.56	\$40.88	\$45.56	\$45.15	\$7.67	1.249	\$60.12	117.21%	\$64.56	98.34%	\$64.04	97.88%
Select Group Average		\$35.02	\$46.89			\$43.90	\$7.64	1.265	\$51.89		\$66.93		\$63.11	
Difference		-1.04%	-1.64%			4.66%	2.51%	-0.87%	-1.15%		-1.90%		3.68%	

SURVEY PARTICIPANT	SURVEY TITLE FIRE CAPTAIN 1675	SALARY RANGE		ACTUAL PAY			Benefits		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	FIRE CAPTAIN / EMT	\$27.99	\$37.23	\$33.42	\$37.23	\$35.96	\$7.83	1.254	\$42.92	100.00%	\$54.51	100.00%	\$52.92	100.00%
DE-IDENTIFIED ORG.	FIRE CAPTAIN (BASE)	\$29.67	\$36.82	\$36.82	\$35.42	\$36.82	\$8.11	1.230	\$44.59	103.89%	\$53.38	97.93%	\$53.38	100.87%
DE-IDENTIFIED ORG.	FIRE CAPTAIN	\$27.98	\$41.97	\$32.59	\$35.79	\$34.43	\$7.54	1.294	\$43.75	101.93%	\$61.86	113.49%	\$52.11	98.48%
DE-IDENTIFIED ORG.	FIRE CAPTAIN	\$27.64	\$38.11	\$32.86	\$38.11	\$35.70	\$10.13	1.302	\$46.12	107.44%	\$59.74	109.59%	\$56.60	106.97%
DE-IDENTIFIED ORG.	FIRE CAPTAIN	\$32.74	\$40.13	\$35.56	\$40.13	\$38.74	\$7.44	1.249	\$48.31	112.55%	\$57.55	105.57%	\$55.81	105.46%
DE-IDENTIFIED ORG.	FIRE CAPTAIN	\$25.59	\$38.38	\$33.55	\$38.38	\$37.12	\$7.44	1.302	\$40.77	94.98%	\$57.42	105.35%	\$55.79	105.43%
DE-IDENTIFIED ORG.	FIRE CAPTAIN	\$37.43	\$40.87	\$37.43	\$41.28	\$41.18	\$7.32	1.249	\$54.05	125.93%	\$58.35	107.05%	\$58.73	110.99%
DE-IDENTIFIED ORG.	FIRE CAPTAIN	\$26.28	\$32.85	\$28.98	\$32.85	\$30.41	\$5.37	1.276	\$38.92	90.66%	\$47.30	86.78%	\$44.19	83.50%
DE-IDENTIFIED ORG.	FIRE CAPTAIN	\$27.36	\$38.86	\$38.67	\$38.47	\$38.47	\$9.12	1.193	\$41.76	97.29%	\$55.48	101.78%	\$55.02	103.98%
DE-IDENTIFIED ORG.	CAPTAIN	\$27.40	\$37.95	\$31.39	\$37.95	\$34.82	\$8.58	1.296	\$44.11	102.76%	\$57.78	106.00%	\$53.72	101.52%
DE-IDENTIFIED ORG.	FIRE CAPTAIN	\$27.53	\$38.53	\$35.14	\$37.36	\$36.25	\$5.32	1.273	\$40.35	94.00%	\$54.36	99.73%	\$51.46	97.24%
DE-IDENTIFIED ORG.	FIRE CAPTAIN	\$33.81	\$38.72	\$33.81	\$38.72	\$38.48	\$7.67	1.249	\$49.89	116.22%	\$56.01	102.76%	\$55.72	105.29%
Select Group Average		\$29.40	\$38.47			\$36.58	\$7.64	1.265	\$44.78		\$56.29		\$53.87	
Difference		-4.80%	-3.23%			-1.71%	2.51%	-0.87%	-4.15%		-3.17%		-1.76%	

SURVEY PARTICIPANT	SURVEY TITLE FIRE ENGINEER 1685	SALARY RANGE		ACTUAL PAY			Benefits		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	FIRE ENGINEER / EMT	\$24.07	\$32.04	\$25.53	\$32.04	\$28.15	\$7.83	1.254	\$38.01	100.00%	\$48.00	100.00%	\$43.13	100.00%
DE-IDENTIFIED ORG.	NO MATCH													
DE-IDENTIFIED ORG.	FIRE ENGINEER	\$23.34	\$35.01	\$28.86	\$32.46	\$30.83	\$7.54	1.294	\$37.75	99.32%	\$52.86	110.12%	\$47.44	110.01%
DE-IDENTIFIED ORG.	FIREFIGHTER / ENGINEER	\$21.66	\$29.86			\$25.76	\$10.13	1.272	\$37.68	99.12%	\$48.10	100.21%	\$42.89	99.45%
DE-IDENTIFIED ORG.	FIRE ENGINEER	\$30.26	\$31.18			\$30.72	\$7.44	1.249	\$45.23	118.98%	\$46.37	96.60%	\$45.80	106.19%
DE-IDENTIFIED ORG.	FIRE ENGINEER	\$22.09	\$33.14	\$27.89	\$33.14	\$31.09	\$7.44	1.302	\$36.21	95.26%	\$50.60	105.41%	\$47.93	111.13%
DE-IDENTIFIED ORG.	FIREFIGHTER ENGINEER III	\$20.88	\$33.41	\$33.74	\$33.74	\$33.74	\$7.32	1.249	\$33.38	87.83%	\$49.03	102.15%	\$49.44	114.65%
DE-IDENTIFIED ORG.	NO MATCH													
DE-IDENTIFIED ORG.	FIRE ENGINEER	\$23.57	\$33.16	\$25.10	\$25.10	\$25.10	\$9.12	1.193	\$37.24	97.98%	\$48.69	101.43%	\$39.07	90.59%
DE-IDENTIFIED ORG.	ENGINEER	\$23.08	\$31.96	\$25.72	\$31.11	\$27.78	\$8.58	1.296	\$38.50	101.28%	\$50.01	104.18%	\$44.60	103.41%
DE-IDENTIFIED ORG.	FIRE ENGINEER	\$23.73	\$36.61	\$26.14	\$35.11	\$32.63	\$5.32	1.273	\$35.52	93.45%	\$51.91	108.14%	\$46.84	108.61%
DE-IDENTIFIED ORG.	FIREFIGHTER / ENGINEER	\$21.90	\$32.90	\$24.42	\$32.90	\$31.56	\$7.67	1.249	\$35.02	92.12%	\$48.75	101.57%	\$47.07	109.15%
Select Group Average		\$23.39	\$33.03			\$29.91	\$7.84	1.264	\$37.39		\$49.59		\$45.68	
Difference		2.91%	-2.98%			-5.88%	-0.10%	-0.82%	1.65%		-3.21%		-5.58%	

SURVEY PARTICIPANT	SURVEY TITLE FIRE ENGINEER/PARAMEDIC 1686	SALARY RANGE		ACTUAL PAY			Benefits		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	FIRE ENGINEER/PARAMEDIC	\$26.89	\$35.76	\$28.53	\$35.76	\$32.70	\$7.83	1.254	\$41.55	100.00%	\$52.67	100.00%	\$48.83	100.00%
DE-IDENTIFIED ORG.	FIRE ENGINEER/PARAMEDIC	\$24.60	\$33.62	\$24.60	\$33.62	\$31.66	\$8.11	1.230	\$38.36	92.34%	\$49.45	93.89%	\$47.04	96.35%
DE-IDENTIFIED ORG.	FIRE ENGINEER	\$23.34	\$35.01	\$28.86	\$32.46	\$30.83	\$7.54	1.294	\$37.75	90.87%	\$52.86	100.37%	\$47.44	97.17%
DE-IDENTIFIED ORG.	FIREFIGHTER / ENGINEER	\$21.66	\$29.86			\$25.76	\$10.13	1.272	\$37.68	90.69%	\$48.10	91.34%	\$42.89	87.84%
DE-IDENTIFIED ORG.	ENGINEER PARAMEDIC	\$33.09	\$34.00			\$33.54	\$7.44	1.249	\$48.75	117.34%	\$49.89	94.73%	\$49.32	101.01%
DE-IDENTIFIED ORG.	FIRE ENGINEER	\$22.09	\$33.14	\$27.89	\$33.14	\$31.09	\$7.44	1.302	\$36.21	87.16%	\$50.60	96.08%	\$47.93	98.16%
DE-IDENTIFIED ORG.	FIREFIGHTER ENGINEER III/PARAMEDIC	\$21.02	\$33.55	\$33.88	\$33.88	\$33.88	\$7.32	1.249	\$33.56	80.79%	\$49.21	93.44%	\$49.62	101.63%
DE-IDENTIFIED ORG.	NO MATCH													
DE-IDENTIFIED ORG.	FIRE ENGINEER	\$23.57	\$33.16	\$25.10	\$25.10	\$25.10	\$9.12	1.193	\$37.24	89.64%	\$48.69	92.45%	\$39.07	80.02%
DE-IDENTIFIED ORG.	FIRE ENGINEER	\$23.08	\$31.96	\$25.72	\$31.11	\$27.78	\$8.58	1.296	\$38.50	92.67%	\$50.01	94.96%	\$44.60	91.34%
DE-IDENTIFIED ORG.	FIRE ENGINEER	\$25.42	\$38.30	\$27.83	\$36.80	\$34.32	\$5.32	1.273	\$37.67	90.68%	\$54.06	102.65%	\$48.99	100.34%
DE-IDENTIFIED ORG.	FIRE ENGINEER / PARAMEDIC	\$22.50	\$33.81	\$25.09	\$33.81	\$32.43	\$7.67	1.249	\$35.77	86.09%	\$49.88	94.72%	\$48.16	98.63%
Select Group Average		\$24.04	\$33.64			\$30.64	\$7.87	1.261	\$38.15		\$50.28		\$46.51	
Difference		11.87%	6.30%			6.72%	-0.45%	-0.54%	8.90%		4.75%		4.99%	

SURVEY PARTICIPANT	SURVEY TITLE FIRE FIGHTER/PARAMEDIC 1705	SALARY RANGE		ACTUAL PAY			Benefits		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	FIREFIGHTER/PARAMEDIC	\$20.72	\$30.43	\$21.34	\$30.43	\$26.35	\$7.83	1.254	\$33.81	100.00%	\$45.98	100.00%	\$40.87	100.00%
DE-IDENTIFIED ORG.	PARAMEDIC	\$21.39	\$29.23	\$21.39	\$29.23	\$27.53	\$8.11	1.230	\$34.42	101.79%	\$44.06	95.81%	\$41.97	102.69%
DE-IDENTIFIED ORG.	FIREFIGHTER/PARAMEDIC	\$21.32	\$31.98	\$22.49	\$30.12	\$25.40	\$7.54	1.294	\$35.14	103.92%	\$48.94	106.42%	\$40.42	98.90%
DE-IDENTIFIED ORG.	FIREFIGHTER/PARAMEDIC	\$21.66	\$29.86	\$21.66	\$29.86	\$23.21	\$10.13	1.272	\$37.68	111.44%	\$48.10	104.61%	\$39.65	97.03%
DE-IDENTIFIED ORG.	FIREFIGHTER/PARAMEDIC	\$21.29	\$24.85	\$24.99	\$24.99	\$24.99	\$7.44	1.249	\$34.03	100.64%	\$38.47	83.65%	\$38.65	94.57%
DE-IDENTIFIED ORG.	PARAMEDIC/FIREFIGHTER	\$22.09	\$33.14	\$22.76	\$33.14	\$27.40	\$7.44	1.302	\$36.21	107.10%	\$50.60	110.04%	\$43.13	105.53%
DE-IDENTIFIED ORG.	FIREFIGHTER/PARAMEDIC I - III	\$22.26	\$36.42	\$22.54	\$36.42	\$32.89	\$7.32	1.249	\$35.10	103.83%	\$52.79	114.80%	\$48.38	118.40%
DE-IDENTIFIED ORG.	NO MATCH													
DE-IDENTIFIED ORG.	FIREFIGHTER PARAMEDIC II	\$26.02	\$36.63	\$31.65	\$36.63	\$36.00	\$9.12	1.193	\$40.17	118.80%	\$52.82	114.87%	\$52.08	127.43%
DE-IDENTIFIED ORG.	PARAMEDIC I&II	\$21.63	\$32.82	\$21.63	\$29.44	\$23.99	\$8.58	1.296	\$36.63	108.34%	\$51.13	111.20%	\$39.68	97.10%
DE-IDENTIFIED ORG.	FIREFIGHTER/PARAMEDIC II - III	\$20.88	\$32.89	\$20.95	\$32.69	\$29.34	\$5.32	1.273	\$31.89	94.33%	\$47.17	102.58%	\$42.66	104.38%
DE-IDENTIFIED ORG.	FIREFIGHTER/PARAMEDIC	\$21.90	\$33.81	\$21.90	\$33.81	\$31.29	\$7.67	1.249	\$35.02	103.57%	\$49.89	108.49%	\$46.74	114.38%
Select Group Average		\$22.04	\$32.16			\$28.21	\$7.87	1.261	\$35.63		\$48.40		\$43.34	
Difference		-6.01%	-5.39%			-6.58%	-0.45%	-0.54%	-5.10%		-4.99%		-5.70%	

SURVEY PARTICIPANT	SURVEY TITLE FIRE FIGHTER I/EMT Basic 1690	SALARY RANGE		ACTUAL PAY			Benefits		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	FIREFIGHTER/EMT #1695	\$18.57	\$27.30	\$18.57	\$25.73	\$19.83	\$7.83	1.254	\$31.11	100.00%	\$42.06	100.00%	\$32.70	100.00%
DE-IDENTIFIED ORG.	FIREFIGHTER	\$18.60	\$25.42	\$18.60	\$25.42	\$22.64	\$8.11	1.230	\$30.99	99.59%	\$39.37	93.60%	\$35.95	109.96%
DE-IDENTIFIED ORG.	NO MATCH													
DE-IDENTIFIED ORG.	FIREFIGHTER/EMT #1695	\$18.71	\$25.79	\$18.71	\$18.71	\$18.71	\$10.13	1.272	\$33.93	109.04%	\$42.93	102.08%	\$33.93	103.76%
DE-IDENTIFIED ORG.	FIREFIGHTER	\$18.47	\$22.03	\$18.47	\$22.03	\$19.56	\$7.44	1.249	\$30.50	98.03%	\$34.94	83.08%	\$31.86	97.43%
DE-IDENTIFIED ORG.	FIREFIGHTER I	\$18.28	\$27.41	\$19.08	\$19.74	\$19.52	\$7.44	1.302	\$31.25	100.43%	\$43.14	102.57%	\$32.86	100.51%
DE-IDENTIFIED ORG.	FIREFIGHTER I - II #1690/1695	\$19.51	\$25.51	\$19.51	\$25.52	\$23.03	\$7.32	1.249	\$31.68	101.81%	\$39.17	93.14%	\$36.07	110.30%
DE-IDENTIFIED ORG.	FIREFIGHTER #1695	\$16.85	\$21.06	\$17.69	\$19.32	\$18.59	\$5.37	1.276	\$26.88	86.38%	\$32.26	76.69%	\$29.10	89.00%
DE-IDENTIFIED ORG.	FIREFIGHTER	\$20.32	\$28.61	\$20.32	\$28.61	\$25.18	\$9.12	1.193	\$33.37	107.24%	\$43.25	102.84%	\$39.16	119.77%
DE-IDENTIFIED ORG.	FIREFIGHTER I	\$18.51	\$27.06	\$18.51	\$18.51	\$18.51	\$8.58	1.296	\$32.58	104.70%	\$43.67	103.82%	\$32.58	99.63%
DE-IDENTIFIED ORG.	FIREFIGHTER II #1695	\$18.71	\$26.09	\$19.24	\$19.98	\$19.56	\$5.32	1.273	\$29.13	93.63%	\$38.53	91.60%	\$30.21	92.40%
DE-IDENTIFIED ORG.	FIREFIGHTER I - II /EMT #1690/1695	\$19.12	\$27.96	\$19.12	\$27.96	\$21.11	\$7.67	1.249	\$31.55	101.39%	\$42.58	101.24%	\$34.02	104.06%
Select Group Average		\$18.71	\$25.70			\$20.64	\$7.65	1.259	\$31.18		\$39.98		\$33.57	
Difference		-0.74%	6.25%			-3.91%	2.38%	-0.40%	-0.22%		5.19%		-2.61%	

12. Police Position Data – Adjusted Retirement Rates



POLICE EMPLOYEES

FY 2018 SALARY SURVEY ANALYSIS

*TCV = Total Compensation Value

SURVEY	SURVEY TITLE	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN	SIS CITY	MAX	SIS CITY	AVG.	SIS CITY
PARTICIPANT	ASSISTANT POLICE CHIEF 1535	MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable	TCV*	vs. SANDY	TCV	vs. SANDY	TCV	vs. SANDY
SANDY	DEPUTY POLICE CHIEF	\$42.61	\$56.70	\$56.70	\$56.70	\$56.70	\$7.83	1.342	\$65.00	100.00%	\$83.90	100.00%	\$83.90	100.00%
DE-IDENTIFIED ORC	DEPUTY POLICE CHIEF	\$40.00	\$54.65	\$51.70	\$51.70	\$51.70	\$8.11	1.343	\$61.82	95.11%	\$81.49	125.37%	\$52.70	62.81%
DE-IDENTIFIED ORC	ASSISTANT POLICE CHIEF	\$40.19	\$60.29	\$57.68	\$57.68	\$57.68	\$7.54	1.450	\$65.80	101.24%	\$94.94	146.07%	\$58.68	69.94%
DE-IDENTIFIED ORC	NO MATCH													
DE-IDENTIFIED ORC	DEPUTY POLICE CHIEF	\$38.60	\$62.61	\$47.72	\$51.38	\$50.56	\$7.44	1.337	\$59.03	90.81%	\$91.12	108.60%	\$75.01	89.40%
DE-IDENTIFIED ORC	DEPUTY POLICE CHIEF	\$39.22	\$59.43	\$53.32	\$53.32	\$53.32	\$7.44	1.423	\$63.25	97.31%	\$92.01	109.66%	\$83.31	99.30%
DE-IDENTIFIED ORC	DEPUTY POLICE CHIEF	\$39.39	\$68.17	\$61.06	\$61.03	\$61.03	\$7.33	1.337	\$59.98	92.27%	\$98.44	117.33%	\$88.90	105.95%
DE-IDENTIFIED ORC	DEPUTY CHIEF OF POLICE	\$39.99	\$49.99	\$49.99	\$49.99	\$49.99	\$5.37	1.427	\$62.44	96.06%	\$76.70	91.42%	\$76.70	91.42%
DE-IDENTIFIED ORC	DEPUTY POLICE CHIEF #1741	\$40.59	\$57.12	\$57.12	\$57.12	\$57.12	\$9.12	1.337	\$63.37	97.50%	\$85.46	101.86%	\$85.46	101.86%
DE-IDENTIFIED ORC	DEPUTY POLICE CHIEF #1741	\$37.02	\$59.16	\$50.75	\$50.75	\$50.75	\$8.58	1.447	\$62.15	95.61%	\$94.18	112.25%	\$82.01	97.75%
DE-IDENTIFIED ORC	ASSISTANT POLICE CHIEF	\$40.21	\$58.31	\$49.49	\$49.49	\$49.49	\$5.32	1.423	\$62.55	96.23%	\$88.31	105.25%	\$75.75	90.29%
DE-IDENTIFIED ORC	NO MATCH													
Select Group Average		\$39.47	\$58.86			\$53.52	\$7.36	1.391	\$62.26		\$89.18		\$75.39	
Difference		7.96%	-3.67%			5.95%	6.38%	-3.57%	4.39%		-5.92%		11.29%	

SURVEY	SURVEY TITLE	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN	SIS CITY	MAX	SIS CITY	AVG.	SIS CITY
PARTICIPANT	POLICE CAPTAIN 1735	MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable	TCV*	vs. SANDY	TCV	vs. SANDY	TCV	vs. SANDY
SANDY	POLICE CAPTAIN	\$37.64	\$50.08	\$50.08	\$50.08	\$50.08	\$7.83	1.342	\$58.33	100.00%	\$75.02	100.00%	\$75.02	100.00%
DE-IDENTIFIED ORC	NO MATCH													
DE-IDENTIFIED ORC	POLICE CAPTAIN	\$36.71	\$55.07	\$47.55	\$48.19	\$47.87	\$7.54	1.450	\$60.76	104.16%	\$87.37	116.47%	\$76.94	102.55%
DE-IDENTIFIED ORC	POLICE CAPTAIN	\$37.04	\$51.06	\$47.42	\$49.82	\$48.61	\$10.13	1.390	\$61.61	105.62%	\$81.10	108.10%	\$77.68	103.55%
DE-IDENTIFIED ORC	NO MATCH													
DE-IDENTIFIED ORC	NO MATCH													
DE-IDENTIFIED ORC	POLICE CAPTAIN	\$34.03	\$58.90	\$49.87	\$49.87	\$49.87	\$7.33	1.337	\$52.81	90.54%	\$86.05	114.70%	\$73.98	98.62%
DE-IDENTIFIED ORC	POLICE CAPTAIN	\$35.35	\$44.19	\$40.83	\$43.93	\$42.54	\$5.37	1.427	\$55.81	95.67%	\$68.42	91.20%	\$66.07	88.06%
DE-IDENTIFIED ORC	NO MATCH													
DE-IDENTIFIED ORC	NO MATCH													
DE-IDENTIFIED ORC	NO MATCH													
DE-IDENTIFIED ORC	POLICE CAPTAIN	\$48.67	\$51.38	\$48.67	\$51.38	\$50.03	\$9.11	1.399	\$77.18	132.31%	\$80.97	107.93%	\$79.07	105.40%
Select Group Average		\$38.36	\$52.12			\$47.78	\$7.90	1.400	\$61.63		\$80.78		\$74.75	
Difference		-1.88%	-3.91%			4.81%	-0.81%	-4.19%	-5.36%		-7.13%		0.36%	

SURVEY PARTICIPANT	SURVEY TITLE POLICE LIEUTENANT 1745	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	POLICE LIEUTENANT	\$33.33	\$44.36	\$40.99	\$42.22	\$42.02	\$7.83	1.342	\$52.55	100.00%	\$67.35	100.00%	\$64.21	100.00%
DE-IDENTIFIED ORC	POLICE LIEUTENANT	\$35.18	\$41.15	\$35.18	\$41.15	\$37.76	\$8.11	1.343	\$55.34	105.32%	\$63.37	94.09%	\$58.81	91.59%
DE-IDENTIFIED ORC	POLICE LIEUTENANT	\$33.53	\$50.30	\$34.71	\$37.56	\$36.31	\$7.54	1.450	\$56.15	106.85%	\$80.46	119.47%	\$60.18	93.73%
DE-IDENTIFIED ORC	POLICE LIEUTENANT	\$32.00	\$44.11	\$38.99	\$44.11	\$40.83	\$10.13	1.360	\$53.64	102.08%	\$70.11	104.10%	\$65.65	102.24%
DE-IDENTIFIED ORC	POLICE LIEUTENANT	\$35.09	\$41.85	\$40.05	\$41.85	\$41.52	\$7.44	1.337	\$54.34	103.40%	\$63.37	94.10%	\$62.93	98.01%
DE-IDENTIFIED ORC	POLICE LIEUTENANT	\$29.58	\$44.37	\$42.22	\$44.37	\$43.83	\$7.44	1.423	\$49.53	94.26%	\$70.58	104.80%	\$69.81	108.72%
DE-IDENTIFIED ORC	POLICE LIEUTENANT	\$30.86	\$53.41	\$44.10	\$46.30	\$45.08	\$7.33	1.337	\$48.58	92.44%	\$78.71	116.88%	\$67.58	105.25%
DE-IDENTIFIED ORC	POLICE LIEUTENANT	\$30.48	\$38.10	\$34.68	\$38.10	\$36.24	\$5.37	1.427	\$48.86	92.99%	\$59.74	88.70%	\$57.08	88.89%
DE-IDENTIFIED ORC	POLICE LIEUTENANT	\$34.14	\$48.04	\$48.04	\$48.04	\$48.04	\$9.12	1.337	\$54.75	104.19%	\$73.33	108.88%	\$73.33	114.21%
DE-IDENTIFIED ORC	NO MATCH													
DE-IDENTIFIED ORC	POLICE LIEUTENANT	\$33.43	\$46.80	\$36.04	\$43.36	\$40.34	\$5.32	1.423	\$52.90	100.67%	\$71.93	106.80%	\$62.73	97.70%
DE-IDENTIFIED ORC	POLICE LIEUTENANT	\$39.17	\$43.66	\$43.66	\$43.66	\$43.66	\$9.11	1.399	\$63.89	121.59%	\$70.17	104.20%	\$70.17	109.29%
Select Group Average		\$33.35	\$45.18			\$41.36	\$7.69	1.383	\$53.80		\$70.18		\$64.83	
Difference		-0.05%	-1.81%			1.59%	1.82%	-3.01%	-2.32%		-4.03%		-0.96%	

SURVEY PARTICIPANT	SURVEY TITLE POLICE SERGEANT 1765	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	POLICE SERGEANT	\$27.90	\$37.13	\$31.40	\$37.13	\$34.81	\$7.83	1.342	\$45.26	100.00%	\$57.65	100.00%	\$54.53	100.00%
DE-IDENTIFIED ORC	POLICE SERGEANT	\$29.63	\$34.66	\$29.63	\$34.66	\$32.03	\$8.11	1.343	\$47.89	105.80%	54.65	94.80%	\$51.12	93.73%
DE-IDENTIFIED ORC	POLICE SERGEANT	\$27.98	\$41.97	\$28.82	\$33.85	\$30.34	\$7.54	1.450	\$48.10	106.27%	68.38	118.63%	\$51.52	94.48%
DE-IDENTIFIED ORC	POLICE SERGEANT	\$26.33	\$36.29	\$31.29	\$35.41	\$33.74	\$10.13	1.360	\$45.93	101.48%	59.48	103.17%	\$56.01	102.70%
DE-IDENTIFIED ORC	POLICE SERGEANT	\$27.96	\$36.41	\$31.90	\$36.41	\$35.43	\$7.44	1.337	\$44.81	98.99%	56.10	97.32%	\$54.79	100.47%
DE-IDENTIFIED ORC	POLICE SERGEANT	\$25.59	\$38.38	\$31.98	\$38.38	\$35.10	\$7.44	1.423	\$43.85	96.89%	62.05	107.64%	\$57.39	105.23%
DE-IDENTIFIED ORC	POLICE SERGEANT	\$26.66	\$38.96	\$37.47	\$39.35	\$37.79	\$7.33	1.337	\$42.96	94.91%	59.40	103.04%	\$57.84	106.06%
DE-IDENTIFIED ORC	POLICE SERGEANT	\$25.64	\$32.05	\$29.02	\$32.05	\$31.24	\$5.37	1.427	\$41.96	92.70%	\$51.11	88.65%	\$49.94	91.58%
DE-IDENTIFIED ORC	POLICE SERGEANT	\$27.35	\$38.48	\$38.48	\$38.48	\$38.48	\$9.12	1.337	\$45.68	100.91%	60.55	105.04%	\$60.55	111.04%
DE-IDENTIFIED ORC	POLICE SERGEANT	\$31.60	\$38.89	\$33.53	\$36.66	\$34.05	\$8.58	1.447	\$54.31	119.98%	64.85	112.50%	\$57.85	106.08%
DE-IDENTIFIED ORC	POLICE SERGEANT	\$27.19	\$38.06	\$28.47	\$37.51	\$33.57	\$5.32	1.423	\$44.02	97.25%	\$59.49	103.19%	\$53.10	97.37%
DE-IDENTIFIED ORC	POLICE SERGEANT	\$31.53	\$37.10	\$32.40	\$37.10	\$34.20	\$9.11	1.399	\$53.21	117.55%	\$61.00	105.82%	\$56.94	104.42%
Select Group Average		\$27.95	\$37.39			\$34.18	\$7.77	1.389	\$46.61		\$59.73		\$55.19	
Difference		-0.18%	-0.69%			1.85%	0.76%	-3.42%	-2.89%		-3.49%		-1.18%	

29.41 23.34

SURVEY PARTICIPANT	SURVEY TITLE POLICE OFFICER 1749	SALARY RANGE		ACTUAL PAY			Benefits		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	POLICE OFFICER & MASTER PO	\$19.42	\$32.18	\$19.42	\$32.18	\$24.92	\$7.83	1.342	\$33.89	100.00%	\$51.01	100.00%	\$41.27	100.00%
DE-IDENTIFIED ORC	POLICE OFFICER & MASTER PO	\$18.60	\$29.19	\$18.60	\$29.19	\$24.48	\$8.11	1.343	\$33.09	97.65%	47.30	92.74%	\$40.98	99.31%
DE-IDENTIFIED ORC	POLICE OFFICER	\$21.32	\$31.98	\$21.32	\$30.86	\$24.67	\$7.54	1.450	\$38.45	113.46%	53.90	105.68%	\$43.30	104.94%
DE-IDENTIFIED ORC	POLICE OFFICER I - SENIOR PO	\$19.67	\$31.35	\$19.19	\$31.35	\$23.63	\$10.13	1.360	\$36.88	108.82%	52.76	103.43%	\$42.26	102.41%
DE-IDENTIFIED ORC	POLICE OFFICER I - OFFICER 1 ST CLASS	\$19.55	\$32.50			\$26.03	\$7.44	1.337	\$33.57	99.06%	50.87	99.74%	\$42.22	102.31%
DE-IDENTIFIED ORC	POLICE OFFICER I, II & MASTER PO	\$19.00	\$33.14	\$19.00	\$33.14	\$24.60	\$7.44	1.423	\$34.48	101.74%	54.60	107.04%	\$42.45	102.86%
DE-IDENTIFIED ORC	POLICE OFFICER I - III	\$20.00	\$31.82	\$18.23	\$33.75	\$29.90	\$7.33	1.337	\$34.06	100.52%	49.86	97.75%	\$47.29	114.61%
DE-IDENTIFIED ORC	POLICE OFFICER I, II, III #1755	\$18.60	\$28.33			\$23.47	\$5.37	1.427	\$31.91	94.17%	\$45.79	89.78%	\$38.85	94.15%
DE-IDENTIFIED ORC	POLICE OFFICER I - III	\$20.32	\$33.16	\$20.32	\$33.16	\$29.41	\$9.12	1.337	\$36.28	107.07%	53.44	104.78%	\$48.43	117.36%
DE-IDENTIFIED ORC	POLICE OFFICER I, II, SENIOR OFFICER	\$19.25	\$30.94	\$19.25	\$30.94	\$23.32	\$8.58	1.447	\$36.44	107.52%	53.35	104.60%	\$42.33	102.57%
DE-IDENTIFIED ORC	POLICE OFFICER I, II, III	\$19.38	\$31.47	\$19.38	\$31.47	\$23.34	\$5.32	1.423	\$32.90	97.10%	\$50.12	98.26%	\$38.54	93.39%
DE-IDENTIFIED ORC	POLICE OFFICER	\$19.88	\$30.69	\$19.88	\$30.69	\$24.04	\$9.11	1.399	\$36.92	108.94%	\$52.03	102.02%	\$42.73	103.56%
Select Group Average		\$19.60	\$31.32			\$25.17	\$7.77	1.389	\$35.00		\$51.28		\$42.67	
Difference		-0.91%	2.73%			-1.00%	0.76%	-3.42%	-3.17%		-0.53%		-3.29%	

13. Regular Employees

Position Data



REGULAR EMPLOYEES

FY 2018 SALARY SURVEY ANALYSIS

*TCV = Total Compensation Value

SURVEY PARTICIPANT	SURVEY TITLE INFORMATION SYSTEM DIR 865	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	INFORMATION TECHNOLOGY DIR.	\$35.77	\$52.94	\$52.94	\$52.94	\$52.94	\$7.83	1.204	\$50.91	100.00%	\$71.59	100.00%	\$71.59	100.00%
DE-IDENTIFIED ORG	IT MANAGER #864	\$33.65	\$45.98	\$45.98	\$45.98	\$45.98	\$8.11	1.267	\$50.76	99.69%	\$66.38	92.73%	\$66.38	92.73%
DE-IDENTIFIED ORG	INFORMATION TECHNOLOGY DIV. MGR	\$36.71	\$55.07	\$54.86	\$54.86	\$54.86	\$7.54	1.245	\$53.24	104.58%	\$76.10	106.30%	\$75.84	105.94%
DE-IDENTIFIED ORG	DIVISION DIRECTOR - IS	\$40.90	\$59.99	\$55.90	\$55.90	\$55.90	\$10.13	1.314	\$63.89	125.49%	\$88.98	124.30%	\$83.61	116.79%
DE-IDENTIFIED ORG	IT DIRECTOR	\$40.14	\$65.11			\$52.63	\$7.44	1.199	\$55.58	109.16%	\$85.52	119.46%	\$70.55	98.55%
DE-IDENTIFIED ORG	I.T. MANAGER - 28	\$34.25	\$51.38	\$48.89	\$48.89	\$48.89	\$7.44	1.309	\$52.28	102.69%	\$74.71	104.36%	\$71.45	99.80%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	TECHNOLOGY SERVICES DIV MGR	\$43.07	\$53.84	\$51.95	\$51.95	\$51.95	\$5.37	1.271	\$60.12	118.09%	\$73.81	103.10%	\$71.41	99.75%
DE-IDENTIFIED ORG	IT MANAGER	\$40.15	\$57.12	\$52.65	\$52.65	\$52.65	\$9.12	1.199	\$57.27	112.49%	\$77.62	108.43%	\$72.26	100.94%
DE-IDENTIFIED ORG	IT DIRECTOR	\$40.71	\$65.06	\$55.17	\$55.17	\$55.17	\$8.58	1.291	\$61.15	120.11%	\$92.59	181.86%	\$79.82	156.78%
DE-IDENTIFIED ORG	INFORMATION SYSTEMS MANAGER	\$37.09	\$51.99	\$50.48	\$50.48	\$50.48	\$5.32	1.267	\$52.33	102.79%	\$71.22	99.48%	\$69.30	96.81%
Select Group Average		\$38.52	\$56.17			\$52.06	\$7.67	1.263	\$56.29		\$78.55		\$73.40	
Difference		-7.14%	-5.75%			1.70%	2.07%	-4.62%	-9.56%		-8.86%		-2.47%	

SURVEY PARTICIPANT	SURVEY TITLE SUPERVISING/CITY PLANNER 390	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	PLANNING DIRECTOR	\$31.04	\$45.94	\$44.46	\$44.46	\$44.46	\$7.83	1.204	\$45.21	100.00%	\$63.16	100.00%	\$61.38	100.00%
DE-IDENTIFIED ORG	PLANNING MANAGER	\$33.65	\$45.98	\$45.98	\$45.98	\$45.98	\$8.11	1.267	\$50.76	112.25%	\$66.38	105.10%	\$66.38	108.16%
DE-IDENTIFIED ORG	PLANNING DIV MGR	\$30.63	\$45.94	\$43.14	\$43.14	\$43.14	\$7.54	1.245	\$45.67	101.02%	\$64.74	102.50%	\$61.25	99.79%
DE-IDENTIFIED ORG	ASST COMM DEVELOPMENT DIR	\$38.96	\$57.13	\$47.43	\$47.43	\$47.43	\$10.13	1.314	\$61.34	135.66%	\$85.22	134.93%	\$72.47	118.08%
DE-IDENTIFIED ORG	PLANNING MANAGER	\$31.72	\$51.46	\$42.23	\$42.43	\$42.43	\$7.44	1.199	\$45.48	100.58%	\$69.15	109.48%	\$58.32	95.02%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	CITY PLANNER	\$34.62	\$49.25	\$38.59	\$38.59	\$38.59	\$9.12	1.199	50.64	112.00%	\$68.18	107.96%	\$55.40	90.26%
DE-IDENTIFIED ORG	SENIOR PLANNER	\$27.82	\$44.45	\$35.73	\$35.73	\$35.73	\$8.58	1.291	\$44.50	98.43%	\$65.98	104.46%	\$54.72	89.15%
DE-IDENTIFIED ORG	LONG RANGE PLANNER/SUPERVISOR	\$31.71	\$44.39	\$37.49	\$37.49	\$37.49	\$5.32	1.267	45.51	100.66%	\$61.58	97.51%	\$52.84	86.09%
Select Group Average		\$32.73	\$48.37			\$41.54	\$8.04	1.255	\$49.13		\$68.75		\$60.20	
Difference		-5.16%	-5.03%			7.03%	-2.53%	-4.03%	-7.97%		-8.13%		1.96%	

SURVEY PARTICIPANT	SURVEY TITLE CITY TREASURER 145	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	CITY TREASURER	\$33.32	\$49.31	\$46.39	\$46.39	\$46.39	\$7.83	1.204	\$47.96	100.00%	\$67.22	100.00%	\$63.70	100.00%
DE-IDENTIFIED ORG	FISCAL OPERATIONS MGR/CITY TREASURER #750	\$33.65	\$45.98	\$45.48	\$45.48	\$45.48	\$8.11	1.267	\$50.76	105.83%	\$66.38	98.76%	\$65.75	103.22%
DE-IDENTIFIED ORG	TREASURY DIV. MANAGER	\$30.63	\$45.94	\$35.83	\$35.83	\$35.83	\$7.54	1.245	\$45.67	95.23%	\$64.74	96.31%	\$52.15	81.86%
DE-IDENTIFIED ORG	BUDGET OFFICER #750	\$33.60	\$46.32	\$36.18	\$36.18	\$36.18	\$10.13	1.314	\$54.29	113.21%	\$71.01	105.64%	\$57.69	90.56%
DE-IDENTIFIED ORG	TREASURER	\$35.69	\$57.88	\$47.51	\$48.70	\$48.70	\$7.44	1.199	\$50.23	104.74%	\$76.85	114.33%	\$65.84	103.36%
DE-IDENTIFIED ORG	CITY TREASURER	\$34.25	\$51.38	\$40.01	\$40.01	\$40.01	\$7.44	1.309	\$52.28	109.01%	\$74.71	111.15%	\$59.82	93.91%
DE-IDENTIFIED ORG	CITY TREASURER	\$39.39	\$68.17	\$51.66	\$51.66	\$51.66	\$7.13	1.261	\$56.81	118.44%	\$93.11	138.52%	\$72.29	113.48%
DE-IDENTIFIED ORG	CITY TREASURER	\$29.74	\$37.17	\$31.22	\$31.22	\$31.22	\$5.37	1.271	\$43.18	90.02%	\$52.62	78.28%	\$45.06	70.73%
DE-IDENTIFIED ORG	CITY TREASURER	\$33.78	\$48.04	\$48.04	\$48.04	\$48.04	\$9.12	1.199	\$49.63	103.49%	\$66.73	99.28%	\$66.73	104.76%
DE-IDENTIFIED ORG	TREASURER	\$25.29	\$40.41	\$26.18	\$26.18	\$26.18	\$8.58	1.291	\$41.24	85.98%	\$60.76	90.40%	\$42.39	66.54%
DE-IDENTIFIED ORG	CITY TREASURER	\$25.84	\$36.17	\$27.50	\$27.50	\$27.50	\$5.32	1.267	\$38.07	79.39%	\$51.17	76.12%	\$40.18	63.07%
Select Group Average		\$32.18	\$47.75			\$39.08	\$7.62	1.263	\$48.22		\$67.81		\$56.79	
Difference		3.53%	3.28%			18.71%	2.80%	-4.61%	-0.53%		-0.87%		12.17%	

SURVEY PARTICIPANT	SURVEY TITLE CITY ENGINEER 455	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	CITY ENGINEER	\$38.43	\$56.88	\$47.93	\$47.93	\$47.93	\$7.83	1.204	\$54.11	100.00%	\$76.33	100.00%	\$65.56	100.00%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	CITY ENGINEER	\$36.71	\$55.07	\$45.97	\$45.97	\$45.97	\$7.54	1.245	\$53.24	98.39%	\$76.10	99.70%	\$64.77	98.81%
DE-IDENTIFIED ORG	PW DIV. DIRECTOR - CITY ENGINEER	\$42.95	\$62.99	\$57.66	\$57.66	\$57.66	\$10.13	1.314	\$66.58	123.04%	\$92.93	121.74%	\$85.92	131.06%
DE-IDENTIFIED ORG	CITY ENGINEER	\$40.14	\$65.11	\$54.78	\$56.15	\$56.15	\$7.44	1.199	\$55.58	102.70%	\$85.52	112.03%	\$74.77	114.06%
DE-IDENTIFIED ORG	CITY ENGINEER	\$39.62	\$59.43	\$56.80	\$56.80	\$56.80	\$7.44	1.309	\$59.31	109.61%	\$85.25	111.68%	\$81.80	124.79%
DE-IDENTIFIED ORG	CITY ENGINEER	\$43.43	\$91.21	\$60.99	\$60.99	\$60.99	\$7.13	1.261	\$61.90	114.39%	\$122.16	160.03%	\$84.05	128.22%
DE-IDENTIFIED ORG	CITY ENGINEER	\$42.02	\$52.52	\$51.19	\$51.19	\$51.19	\$5.37	1.271	\$58.78	108.63%	\$72.14	94.50%	\$70.44	107.45%
DE-IDENTIFIED ORG	CITY ENGINEER	\$38.21	\$54.38	\$52.92	\$52.92	\$52.92	\$9.12	1.199	\$54.95	101.53%	\$74.34	97.38%	\$72.59	110.72%
DE-IDENTIFIED ORG	CITY ENGINEER	\$33.65	\$53.78	\$52.02	\$52.02	\$52.02	\$8.58	1.291	\$52.03	96.15%	\$78.02	102.21%	\$75.75	115.55%
DE-IDENTIFIED ORG	CITY ENGINEER	\$38.46	\$55.77	\$51.27	\$51.27	\$51.27	\$5.32	1.267	\$54.07	99.92%	\$76.01	99.57%	\$70.30	107.24%
Select Group Average		\$39.47	\$61.14			\$53.89	\$7.57	1.262	\$57.38		\$84.72		\$75.60	
Difference		-2.62%	-6.97%			-11.05%	3.54%	-4.57%	-5.70%		-9.90%		-13.29%	

SURVEY PARTICIPANT	SURVEY TITLE CIVIL ATTORNEY III 1015	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	SENIOR CIVIL ATTORNEY	\$35.77	\$52.94	\$45.40	\$52.94	\$50.43	\$7.83	1.204	\$50.91	100.00%	\$71.59	100.00%	\$68.57	100.00%
DE-IDENTIFIED ORG	ASSISTANT CITY ATTORNEY #1020	\$38.07	\$52.02	\$50.42	\$52.02	\$51.22	\$8.11	1.267	\$56.36	110.70%	\$74.04	103.42%	\$73.02	106.50%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	SENIOR ASSISTANT CITY ATTORNEY #1020	\$33.60	\$46.32	\$40.94	\$40.94	\$40.94	\$10.13	1.284	\$53.29	104.67%	\$69.62	97.25%	\$62.71	91.47%
DE-IDENTIFIED ORG	ATTORNEY IV #1020	\$31.72	\$51.46	\$0.00	\$0.00	\$41.59	\$7.44	1.199	\$45.48	89.34%	\$69.15	96.59%	\$57.32	83.59%
DE-IDENTIFIED ORG	SENIOR CITY ATTORNEY #1020	\$39.62	\$59.43	\$48.71	\$48.71	\$48.71	\$7.44	1.309	\$59.31	116.50%	\$85.25	119.08%	\$71.21	103.86%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	CIVIL ATTORNEY	\$34.49	\$43.11	\$39.54	\$40.73	\$40.13	\$5.37	1.271	\$49.21	96.66%	\$60.17	84.05%	\$56.39	82.24%
DE-IDENTIFIED ORG	CIVIL LITIGATOR #1020	\$43.23	\$61.50	\$50.87	\$50.87	\$50.87	\$9.12	1.199	\$60.97	119.75%	\$82.87	115.76%	\$70.13	102.28%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	ATTORNEY III	\$33.47	\$46.86			\$40.17	\$5.32	1.267	\$47.74	93.78%	\$64.72	90.40%	\$56.23	82.01%
Select Group Average		\$36.31	\$51.53			\$44.80	\$7.56	1.257	\$53.19		\$72.26		\$63.86	
Difference		-1.50%	2.74%			12.56%	3.57%	-4.18%	-4.29%		-0.93%		7.37%	

SURVEY PARTICIPANT	SURVEY TITLE CHIEF BUILDING OFFICIAL 325	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	CHIEF BUILDING OFFICIAL	\$31.04	\$45.94	\$45.94	\$45.94	\$45.94	\$7.83	1.204	\$45.21	100.00%	\$63.16	100.00%	\$63.16	100.00%
DE-IDENTIFIED ORG	LEAD INSPECTOR/BUILDING OFFICIAL	\$28.31	\$38.68	\$38.68	\$38.68	\$38.68	\$8.11	1.267	\$43.99	97.29%	\$57.13	90.46%	\$57.13	90.46%
DE-IDENTIFIED ORG	CHIEF BUILDING OFFICIAL	\$30.63	\$45.94	\$36.93	\$36.93	\$36.93	\$7.54	1.245	\$45.67	101.02%	\$64.74	102.50%	\$53.52	84.74%
DE-IDENTIFIED ORG	CHIEF BUILDING OFFICIAL	\$32.00	\$44.11	\$37.11	\$37.11	\$37.11	\$10.13	1.284	\$51.23	113.31%	\$66.79	105.74%	\$57.80	91.51%
DE-IDENTIFIED ORG	CHIEF BUILDING OFFICIAL	\$32.99	\$53.52	\$47.30	\$48.48	\$48.48	\$7.44	1.199	\$47.00	103.96%	\$71.62	113.40%	\$65.58	103.83%
DE-IDENTIFIED ORG	CHIEF BUILDING OFFICIAL	\$31.06	\$46.59	\$39.20	\$39.20	\$39.20	\$7.44	1.309	\$48.11	106.39%	\$68.44	108.36%	\$58.76	93.04%
DE-IDENTIFIED ORG	BUILDING OFFICIAL	\$35.72	\$61.84	\$57.85	\$57.85	\$57.85	\$7.13	1.261	\$52.18	115.41%	\$85.13	134.78%	\$80.09	126.81%
DE-IDENTIFIED ORG	CHIEF BUILDING OFFICIAL	\$31.78	\$40.03	\$37.82	\$37.82	\$37.82	\$5.37	1.271	\$45.77	101.22%	\$56.26	89.07%	\$53.45	84.62%
DE-IDENTIFIED ORG	BUILDING OFFICIAL	\$32.15	\$45.74	\$48.04	\$48.04	\$48.04	\$9.12	1.199	\$47.68	105.45%	\$63.98	101.29%	\$66.73	105.66%
DE-IDENTIFIED ORG	CHIEF BUILDING OFFICIAL	\$30.59	\$48.88	\$46.81	\$46.81	\$46.81	\$8.58	1.291	\$48.08	106.34%	\$71.70	113.52%	\$69.02	109.29%
DE-IDENTIFIED ORG	CHIEF BUILDING INSPECTOR	\$30.75	\$43.04	\$39.92	\$39.92	\$39.92	\$5.32	1.267	\$44.30	97.97%	\$59.87	94.80%	\$55.92	88.54%
Select Group Average		\$31.60	\$46.84			\$43.08	\$7.62	1.260	\$47.40		\$66.56		\$61.80	
Difference		-1.77%	-1.92%			6.63%	2.80%	-4.38%	-4.61%		-5.12%		2.20%	

SURVEY PARTICIPANT	SURVEY TITLE PARK SUPERINTENDENT 1245	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	DIV MANAGER/PARKS SUPERINTENDENT	\$26.92	\$39.84	\$36.23	\$36.23	\$36.23	\$7.83	1.204	\$40.25	100.00%	\$55.81	100.00%	\$51.47	100.00%
DE-IDENTIFIED ORG	PUBLIC WAYS & PARKS MANAGER	\$33.65	\$45.98	\$0.00	\$0.00	\$39.81	\$8.11	1.267	\$50.76	126.09%	\$66.38	118.94%	\$58.57	113.80%
DE-IDENTIFIED ORG	PARKS SECTION MANAGER	\$27.98	\$41.97	\$32.50	\$32.50	\$32.50	\$7.54	1.245	\$42.37	105.27%	\$59.79	107.13%	\$48.00	93.27%
DE-IDENTIFIED ORG	PARKS SUPERINTENDENT	\$29.02	\$40.01	\$32.84	\$32.84	\$32.84	\$10.13	1.284	\$47.40	117.77%	\$61.52	110.23%	\$52.31	101.64%
DE-IDENTIFIED ORG	ASST. PARKS MAINT. SUPERINTENDENT	\$26.08	\$42.30	\$32.23	\$32.23	\$32.23	\$7.44	1.199	\$38.71	96.16%	\$58.16	104.21%	\$46.09	89.55%
DE-IDENTIFIED ORG	PARKS SUPERINTENDENT	\$28.19	\$42.28	\$42.28	\$42.28	\$42.28	\$7.44	1.309	\$44.35	110.17%	\$62.80	112.51%	\$62.80	122.02%
DE-IDENTIFIED ORG	MAINT PROGRAM MANAGER	\$25.38	\$43.95	\$33.60	\$35.02	\$34.31	\$7.13	1.261	\$39.15	97.25%	\$62.56	112.10%	\$50.40	97.94%
DE-IDENTIFIED ORG	PARKS MANAGER	\$26.28	\$32.85	\$30.84	\$30.84	\$30.84	\$5.37	1.271	\$38.78	96.35%	\$47.13	84.45%	\$44.57	86.60%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	PARKS MANAGER	\$25.29	\$40.41	\$28.60	\$35.36	\$33.95	\$8.58	1.291	\$41.24	102.45%	\$60.76	108.87%	\$52.42	101.86%
DE-IDENTIFIED ORG	PARKS SUPERINTENDENT	\$28.24	\$39.53	\$29.67	\$29.67	\$29.67	\$5.32	1.267	\$41.12	102.14%	\$55.43	99.31%	\$42.93	83.41%
Select Group Average		\$27.79	\$41.03			\$34.27	\$7.45	1.266	\$42.65		\$59.39		\$50.90	
Difference		-3.13%	-2.90%			5.72%	5.10%	-4.89%	-5.63%		-6.03%		1.11%	

SURVEY PARTICIPANT	SURVEY TITLE PROSECUTING ATTORNEY II 1070	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	ASST CITY ATTORNEY/PROSECUTOR	\$28.91	\$42.79	\$38.24	\$38.24	\$38.24	\$7.83	1.204	\$42.65	100.00%	\$59.37	100.00%	\$53.89	100.00%
DE-IDENTIFIED ORG	ASST CITY PROSECUTOR #1071	\$26.94	\$36.82	\$33.17	\$33.17	\$33.17	\$8.11	1.267	\$42.26	99.08%	\$54.77	92.26%	\$50.15	93.07%
DE-IDENTIFIED ORG	PROSECUTOR	\$33.53	\$50.30	\$34.97	\$41.17	\$38.07	\$7.54	1.245	\$49.28	115.56%	\$70.16	118.19%	\$54.94	101.95%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	ATTORNEY II	\$30.50	\$49.48	\$31.72	\$36.79	\$34.00	\$7.44	1.199	\$44.01	103.20%	\$66.78	112.48%	\$48.21	89.47%
DE-IDENTIFIED ORG	ASSISTANT CITY PROSECUTOR	\$28.19	\$42.28	\$35.58	\$35.58	\$35.58	\$7.44	1.309	\$44.35	103.98%	\$62.80	105.78%	\$54.02	100.26%
DE-IDENTIFIED ORG	ASSOCIATE CITY PROSECUTOR	\$23.03	\$39.80	\$30.31	\$30.31	\$30.31	\$7.13	1.261	\$36.18	84.82%	\$57.33	96.57%	\$45.36	84.18%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	ASSISTANT CITY PROSECUTOR	\$27.04	\$38.48	\$27.04	\$27.04	\$27.04	\$9.12	1.199	\$41.55	97.42%	\$55.27	93.10%	\$41.55	77.11%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	PROSECUTING ATTORNEY	\$29.13	\$40.78	\$33.05	\$33.05	\$33.05	\$5.32	1.267	\$42.24	99.05%	\$57.01	96.03%	\$47.21	87.62%
Select Group Average		\$28.34	\$42.56			\$33.03	\$7.44	1.250	\$42.84		\$60.59		\$48.78	
Difference		2.02%	0.53%			15.77%	5.22%	-3.64%	-0.44%		-2.02%		10.47%	

SURVEY PARTICIPANT	SURVEY TITLE PLANS EXAMINER 375	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	PLANS EXAMINER	\$23.15	\$34.26	\$30.49	\$30.49	\$30.49	\$7.83	1.204	\$35.71	100.00%	\$49.09	100.00%	\$44.55	100.00%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	PLANS EXAMINER	\$23.34	\$35.01	\$32.83	\$32.83	\$32.83	\$7.54	1.245	\$36.60	102.48%	\$51.13	104.14%	\$48.41	108.67%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	PLANS EXAMINER	\$23.22	\$34.83			\$29.03	\$7.44	1.309	\$37.84	105.96%	\$53.04	108.04%	\$45.44	102.00%
DE-IDENTIFIED ORG	PLANS EXAMINER	\$24.69	\$30.29	\$24.69	\$30.59	\$27.44	\$7.13	1.261	\$38.27	107.16%	\$45.33	92.34%	\$41.74	93.69%
DE-IDENTIFIED ORG	PLANS EXAMINER	\$25.02	\$31.27	\$31.32	\$31.32	\$31.32	\$5.37	1.271	\$37.17	104.08%	\$45.12	91.91%	\$45.18	101.41%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	PLANS EXAMINER	\$22.99	\$36.73	\$31.52	\$34.15	\$33.63	\$8.58	1.291	\$38.27	107.16%	\$56.01	114.09%	\$52.01	116.73%
DE-IDENTIFIED ORG	NO MATCH													
Select Group Average		\$23.85	\$33.63			\$30.85	\$7.21	1.276	\$37.63		\$50.13		\$46.56	
Difference		-2.94%	1.88%			-1.16%	8.59%	-5.59%	-5.10%		-2.06%		-4.30%	

SURVEY PARTICIPANT	SURVEY TITLE STREETS SUPERINTENDENT 2090	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	FIELD OPERATIONS MANAGER	\$31.04	\$45.94	\$43.80	\$43.80	\$43.80	\$7.83	1.204	\$45.21	100.00%	\$63.16	100.00%	\$60.58	100.00%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	STREETS SECTION MANAGER	\$30.63	\$45.94	\$34.60	\$34.60	\$34.60	\$7.54	1.245	\$45.67	101.02%	\$64.74	102.50%	\$50.62	83.55%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	OPERATIONS SUPERINTENDENT	\$27.12	\$43.99	\$35.22	\$35.22	\$35.22	\$7.44	1.199	\$39.96	88.38%	\$60.19	95.30%	\$49.67	82.00%
DE-IDENTIFIED ORG	STREET & STORMWATER SUPER	\$32.54	\$48.81	\$41.07	\$41.07	\$41.07	\$7.44	1.309	\$50.04	110.68%	\$71.34	112.96%	\$61.21	101.04%
DE-IDENTIFIED ORG	MAINTENANCE PROGRAM MANAGER	\$25.38	\$43.95	\$36.79	\$37.43	\$37.11	\$7.13	1.261	\$39.14	86.57%	\$62.56	99.06%	\$53.93	89.03%
DE-IDENTIFIED ORG	STREETS SUPERINTENDENT	\$27.63	\$34.52	\$34.30	\$34.30	\$34.30	\$5.37	1.271	\$40.49	89.56%	\$49.25	77.98%	\$48.98	80.85%
DE-IDENTIFIED ORG	STREETS MAINTENANCE SUPER.	\$29.12	\$41.44	\$34.27	\$35.22	\$34.75	\$9.12	1.199	\$44.04	97.41%	\$58.82	93.13%	\$50.80	83.85%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	STREET & TCD FOREMAN	\$25.95	\$36.33	\$34.92	\$34.92	\$34.92	\$5.32	1.267	\$38.21	84.52%	\$51.37	81.33%	\$49.58	81.84%
Select Group Average		\$28.34	\$42.14			\$36.00	\$7.05	1.250	\$42.51		\$59.75		\$52.11	
Difference		9.53%	9.02%			21.68%	11.06%	-3.68%	6.36%		5.70%		16.25%	

SURVEY PARTICIPANT	SURVEY TITLE SENIOR PLANNER 385	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	LONG RANGE PLANNING MANAGER	\$28.91	\$42.79	\$34.13	\$34.13	\$34.13	\$7.83	1.204	\$42.65	100.00%	\$59.37	100.00%	\$48.94	100.00%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	PLANNER III	\$25.07	\$34.56	\$25.70	\$29.08	\$27.56	\$10.13	1.284	\$42.33	99.26%	\$54.52	91.84%	\$45.53	93.04%
DE-IDENTIFIED ORG	SENIOR PLANNER	\$24.11	\$39.10			\$31.60	\$7.44	1.199	\$36.35	85.23%	\$54.33	91.51%	\$45.34	92.65%
DE-IDENTIFIED ORG	SENIOR PLANNER	\$28.19	\$42.28			\$35.24	\$7.44	1.309	\$44.35	103.98%	\$62.80	105.78%	\$53.57	109.47%
DE-IDENTIFIED ORG	SENIOR PLANNER	\$25.38	\$43.95	\$34.32	\$37.37	\$35.65	\$7.13	1.261	\$39.15	91.78%	\$62.56	105.39%	\$52.09	106.45%
DE-IDENTIFIED ORG	PLANNING AND ZONING MANAGER	\$35.35	\$44.19	\$42.56	\$42.56	\$42.56	\$5.37	1.271	\$50.30	117.95%	\$61.54	103.66%	\$59.47	121.52%
DE-IDENTIFIED ORG	SENIOR PLANNER	\$28.42	\$40.43	\$34.36	\$38.29	\$36.33	\$9.12	1.199	\$43.21	101.30%	\$57.61	97.04%	\$52.69	107.67%
DE-IDENTIFIED ORG	PLANNER III	\$22.99	\$36.73	\$29.86	\$31.54	\$30.70	\$8.58	1.291	\$38.27	89.73%	\$56.01	94.35%	\$48.22	98.54%
DE-IDENTIFIED ORG	NO MATCH													
Select Group Average		\$27.07	\$40.18			\$34.23	\$7.89	1.259	\$41.99		\$58.48		\$50.99	
Difference		6.78%	6.50%			-0.30%	-0.70%	-4.37%	1.56%		1.51%		-4.02%	

SURVEY PARTICIPANT	SURVEY TITLE PROGRAMMER/ANALYST 905	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	PROGRAMMER/ANALYST	\$26.92	\$39.84	\$39.78	\$39.78	\$39.78	\$7.83	1.204	\$40.25	100.00%	\$55.81	100.00%	\$55.74	100.00%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	PROGRAMMER/ANALYST	\$27.98	\$41.97	\$36.47	\$39.72	\$37.62	\$7.54	1.245	\$42.37	105.27%	\$59.79	107.13%	\$54.38	97.55%
DE-IDENTIFIED ORG	SYSTEMS ANALYST II	\$27.64	\$38.11	\$28.33	\$35.38	\$32.29	\$10.13	1.284	\$45.63	113.36%	\$59.08	105.85%	\$51.60	92.58%
DE-IDENTIFIED ORG	SYSTEM PROGRAMMER/ANALYST	\$27.12	\$43.99	\$40.85	\$40.85	\$40.85	\$7.44	1.199	\$39.96	99.27%	\$60.19	107.85%	\$56.43	101.23%
DE-IDENTIFIED ORG	PROGRAMMER/ANALYST	\$25.59	\$38.38	\$38.38	\$38.38	\$38.38	\$7.44	1.309	\$40.94	101.72%	\$57.69	103.36%	\$57.69	103.50%
DE-IDENTIFIED ORG	SOFTWARE ENGINEER II	\$25.38	\$43.95	\$33.92	\$33.92	\$33.92	\$7.13	1.261	\$39.14	97.24%	\$62.56	112.09%	\$49.91	89.54%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	PROGRAMMER/ANALYST	\$25.64	\$36.03			\$30.84	\$5.32	1.267	\$37.82	93.96%	\$50.99	91.36%	\$44.41	79.66%
Select Group Average		\$26.56	\$40.41			\$35.65	\$7.50	1.261	\$40.98		\$58.38		\$52.40	
Difference		1.36%	-1.40%			11.59%	4.42%	-4.50%	-1.77%		-4.40%		6.37%	

SURVEY PARTICIPANT	SURVEY TITLE ACCOUNTANT (Senior Level) 715	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	ACCOUNTANT II	\$24.86	\$36.79	\$32.69	\$32.69	\$32.69	\$7.83	1.204	\$37.77	100.00%	\$52.14	100.00%	\$47.20	100.00%
DE-IDENTIFIED ORG	SENIOR ACCOUNTANT	\$25.02	\$34.19	\$29.84	\$31.94	\$30.89	\$8.11	1.267	\$39.82	105.42%	\$51.44	98.66%	\$47.26	100.12%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	SENIOR ACCOUNTANT	\$23.88	\$32.92			\$28.40	\$10.13	1.284	\$40.80	108.02%	\$52.41	100.52%	\$46.61	98.74%
DE-IDENTIFIED ORG	ACCOUNTANT III	\$21.43	\$34.76	\$27.16	\$27.84	\$27.84	\$7.44	1.199	\$33.14	87.74%	\$49.12	94.21%	\$40.82	86.49%
DE-IDENTIFIED ORG	ACCOUNTANT III	\$24.38	\$36.57	\$29.14	\$29.14	\$29.14	\$7.44	1.309	\$39.36	104.20%	\$55.32	106.10%	\$45.59	96.59%
DE-IDENTIFIED ORG	ACCOUNTANT III #705	\$24.18	\$41.81	\$28.59	\$35.24	\$32.22	\$7.13	1.261	\$37.63	99.61%	\$59.86	114.80%	\$47.77	101.20%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	SENIOR ACCOUNTANT	\$29.85	\$41.78	\$39.44	\$39.44	\$39.44	\$5.32	1.267	\$43.16	114.26%	\$58.28	111.77%	\$55.31	117.18%
Select Group Average		\$24.79	\$37.00			\$31.32	\$7.60	1.265	\$38.98		\$54.40		\$47.23	
Difference		0.28%	-0.58%			4.37%	3.11%	-4.78%	-3.11%		-4.16%		-0.05%	

SURVEY PARTICIPANT	SURVEY TITLE ENGINEER II, CIVIL (STAFF) 475	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	PW STAFF ENGINEER I/II	\$24.86	\$39.53	\$26.36	\$26.36	\$26.36	\$7.83	1.204	\$37.77	100.00%	\$55.44	100.00%	\$39.58	100.00%
DE-IDENTIFIED ORG	ENGINEER	\$25.64	\$35.04	\$26.67	\$26.67	\$26.67	\$8.11	1.267	\$40.61	107.52%	\$52.52	94.74%	\$41.91	105.90%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	ENGINEER III	\$30.48	\$42.01	\$38.06	\$38.06	\$38.06	\$10.13	1.284	\$49.27	130.45%	\$64.09	115.60%	\$59.02	149.11%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	CIVIL ENGINEER II	\$28.19	\$42.28	\$34.35	\$39.45	\$36.90	\$7.44	1.309	\$44.35	117.41%	\$62.80	113.27%	\$55.75	140.86%
DE-IDENTIFIED ORG	ENGINEER IV	\$27.99	\$48.45	\$32.50	\$36.25	\$34.29	\$7.13	1.261	\$42.43	112.32%	\$68.23	123.08%	\$50.38	127.29%
DE-IDENTIFIED ORG	ENGINEER III	\$27.61	\$34.52	\$28.99	\$30.44	\$29.72	\$5.37	1.271	\$40.47	107.15%	\$49.25	88.84%	\$43.15	109.02%
DE-IDENTIFIED ORG	ASSOCIATE ENGINEER	\$26.40	\$37.54	\$29.41	\$29.41	\$29.41	\$9.12	1.199	\$40.78	107.97%	\$54.14	97.66%	\$44.39	112.16%
DE-IDENTIFIED ORG	ENGINEER III	\$27.82	\$44.45	\$36.21	\$36.21	\$36.21	\$8.58	1.291	\$44.50	117.82%	\$65.98	119.01%	\$55.34	139.82%
DE-IDENTIFIED ORG	STAFF ENGINEER	\$26.86	\$37.60	\$27.55	\$33.51	\$29.74	\$5.32	1.267	\$39.37	104.22%	\$52.98	95.56%	\$43.02	108.69%
Select Group Average		\$27.62	\$40.24			\$32.63	\$7.65	1.269	\$42.72		\$58.75		\$49.12	
Difference		-10.00%	-1.76%			-19.20%	2.36%	-5.09%	-11.59%		-5.63%		-19.42%	

SURVEY PARTICIPANT	SURVEY TITLE HR ANALYST II 190	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	HR ANALYST	\$23.15	\$34.26	\$27.05	\$27.05	\$27.05	\$7.83	1.204	\$35.71	100.00%	\$49.09	100.00%	\$40.41	100.00%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	HUMAN RESOURCE GENERALIST #183	\$19.47	\$29.21	\$20.24	\$26.79	\$23.51	\$7.54	1.245	\$31.78	88.99%	\$43.91	89.44%	\$36.81	91.09%
DE-IDENTIFIED ORG	HUMAN RESOURCE ANALYST II	\$20.63	\$28.44	\$28.44	\$28.44	\$28.44	\$10.13	1.284	\$36.63	102.55%	\$46.65	95.03%	\$46.66	115.47%
DE-IDENTIFIED ORG	HUMAN RESOURCE ANALYST II	\$21.43	\$36.15	\$22.29	\$22.85	\$22.85	\$7.44	1.199	\$33.14	92.80%	\$50.79	103.46%	\$34.84	86.22%
DE-IDENTIFIED ORG	HUMAN RESOURCE ANALYST	\$20.08	\$30.11	\$24.68	\$24.68	\$24.68	\$7.44	1.309	\$33.73	94.45%	\$46.86	95.46%	\$39.75	98.38%
DE-IDENTIFIED ORG	HUMAN RESOURCE CONSULTANT	\$21.93	\$37.89			\$29.91	\$7.13	1.261	\$34.79	97.42%	\$54.92	111.87%	\$44.85	111.00%
DE-IDENTIFIED ORG	HUMAN RESOURCE ADMINISTRATOR II	\$23.23	\$29.04	\$27.57	\$27.57	\$27.57	\$5.37	1.271	\$34.90	97.73%	\$42.28	86.13%	\$40.42	100.01%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	HUMAN RESOURCE GENERALIST #191	\$22.99	\$36.73	\$25.93	\$25.93	\$25.93	\$8.58	1.291	\$38.27	107.16%	\$56.01	114.09%	\$42.06	104.10%
DE-IDENTIFIED ORG	HR ANALYST III #191	\$22.71	\$31.79	\$29.36	\$29.36	\$29.36	\$5.32	1.267	\$34.11	95.51%	\$45.62	92.92%	\$42.54	105.26%
Select Group Average		\$21.56	\$32.42			\$26.53	\$7.37	1.266	\$34.67		\$48.38		\$40.99	
Difference		7.38%	5.68%			1.96%	6.28%	-4.88%	3.01%		1.47%		-1.42%	

SURVEY PARTICIPANT	SURVEY TITLE PURCHASING AGENT 795	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	PURCHASING AGENT	\$24.86	\$36.79	\$28.13	\$28.13	\$28.13	\$7.83	1.204	\$37.77	100.00%	\$52.14	100.00%	\$41.71	100.00%
DE-IDENTIFIED ORG	PURCHASING COORDINATOR	\$22.67	\$30.97	\$23.57	\$23.57	\$23.57	\$8.11	1.267	\$36.84	97.53%	\$47.36	90.84%	\$37.98	91.07%
DE-IDENTIFIED ORG	PURCHASING AGENT	\$21.32	\$31.98	\$28.63	\$28.63	\$28.63	\$7.54	1.245	\$34.08	90.23%	\$47.35	90.82%	\$43.18	103.53%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	PURCHASING MANAGER	\$24.23	\$43.99	\$37.93	\$37.93	\$37.93	\$7.44	1.199	\$36.50	96.63%	\$60.19	115.44%	\$52.92	126.89%
DE-IDENTIFIED ORG	MATERIALS SUPERVISOR	\$23.22	\$34.83	\$30.47	\$30.47	\$30.47	\$7.44	1.309	\$37.84	100.18%	\$53.04	101.73%	\$47.33	113.48%
DE-IDENTIFIED ORG	PROCUREMENT SPECIALIST II	\$21.93	\$37.89	\$29.82	\$30.22	\$30.02	\$7.13	1.261	\$34.79	92.10%	\$54.92	105.33%	\$44.99	107.87%
DE-IDENTIFIED ORG	PURCHASING MANAGER	\$23.81	\$29.76	\$27.47	\$27.47	\$27.47	\$5.37	1.271	\$35.64	94.35%	\$43.21	82.87%	\$40.29	96.60%
DE-IDENTIFIED ORG	PURCHASING AGENT	\$25.12	\$35.74	\$31.21	\$31.21	\$31.21	\$9.12	1.199	\$39.25	103.91%	\$51.98	99.70%	\$46.55	111.61%
DE-IDENTIFIED ORG	PURCHASING AGENT	\$20.91	\$33.41	\$22.67	\$22.67	\$22.67	\$8.58	1.291	\$35.58	94.20%	\$51.72	99.20%	\$37.86	90.76%
DE-IDENTIFIED ORG	NO MATCH													
Select Group Average		\$22.90	\$34.82			\$29.00	\$7.59	1.255	\$36.32		\$51.22		\$43.89	
Difference		8.55%	5.65%			-2.99%	3.17%	-4.07%	4.01%		1.79%		-4.97%	

SURVEY PARTICIPANT	SURVEY TITLE BUILDING INSPECTOR II 305	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	PROFESSIONAL BUILDING INSPECTOR	\$20.05	\$29.67	\$24.17	\$29.67	\$27.05	\$7.83	1.204	\$31.98	100.00%	\$43.56	100.00%	40.41	100.00%
DE-IDENTIFIED ORG	PLAN REVIEW/CODE INSPECTOR #310	\$21.05	\$28.76	\$22.22	\$29.48	\$27.09	\$8.11	1.267	\$34.79	108.79%	\$44.56	102.29%	42.44	105.04%
DE-IDENTIFIED ORG	BUILDING INSPECTOR	\$21.32	\$31.98	\$25.00	\$25.99	\$25.52	\$7.54	1.245	\$34.08	106.58%	\$47.35	108.70%	39.31	97.28%
DE-IDENTIFIED ORG	CERTIFIED BUILDING INSPECTOR II	\$20.63	\$28.44	\$28.44	\$28.44	\$28.44	\$10.13	1.284	\$36.63	114.54%	\$46.66	107.10%	46.66	115.47%
DE-IDENTIFIED ORG	BUILDING INSPECTOR V	\$22.29	\$36.15	\$26.88	\$26.88	\$26.88	\$7.44	1.199	\$34.17	106.85%	\$50.79	116.58%	39.67	98.18%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	BUILDING INSPECTOR II	\$23.52	\$28.84	\$25.15	\$29.13	\$26.71	\$7.13	1.261	\$36.79	115.06%	\$43.50	99.86%	40.82	101.01%
DE-IDENTIFIED ORG	BUILDING INSPECTOR #310	\$23.81	\$29.76	\$28.25	\$28.38	\$28.25	\$5.37	1.271	\$35.64	111.44%	\$43.21	99.18%	41.28	102.17%
DE-IDENTIFIED ORG	COMBINATION INSPECTOR II	\$22.19	\$31.59			\$26.89	\$9.12	1.199	\$35.73	111.74%	\$47.01	107.90%	41.37	102.38%
DE-IDENTIFIED ORG	BUILDING INSPECTOR II	\$19.00	\$30.37	\$23.00	\$23.00	\$23.00	\$8.58	1.291	\$33.12	103.56%	\$47.80	109.72%	38.28	94.73%
DE-IDENTIFIED ORG	BUILDING INSPECTOR II	\$21.08	\$29.51			\$25.30	\$5.32	1.267	\$32.04	100.19%	\$42.73	98.07%	37.38	92.51%
Select Group Average		\$21.65	\$30.60			\$26.45	\$7.64	1.254	\$34.78		\$45.96		\$40.80	
Difference		-7.41%	-3.04%			2.26%	2.53%	-3.96%	-8.05%		-5.20%		-0.96%	

SURVEY PARTICIPANT	SURVEY TITLE EXEC SECRETARY 2325	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	EXECUTIVE SECRETARY	\$16.20	\$23.98	\$17.72	\$23.98	\$22.52	\$7.83	1.204	\$27.34	100.00%	\$36.71	100.00%	\$34.95	100.00%
DE-IDENTIFIED ORG	EXECUTIVE ASSISTANT	\$17.71	\$24.20	\$24.20	\$24.20	\$24.20	\$8.11	1.267	\$30.55	111.74%	\$38.78	105.62%	\$38.78	110.93%
DE-IDENTIFIED ORG	ADMINISTRATIVE SECRETARY #2300	\$17.79	\$26.68	\$18.32	\$26.62	\$22.46	\$7.54	1.245	\$29.69	108.58%	\$40.76	111.02%	\$35.50	101.57%
DE-IDENTIFIED ORG	EXECUTIVE OFFICE ASSISTANT	\$16.97	\$23.39	\$18.28	\$23.39	\$22.20	\$10.13	1.284	\$31.93	116.77%	\$40.17	109.43%	\$38.64	110.56%
DE-IDENTIFIED ORG	ADMINISTRATIVE ASSISTANT #2300	\$16.94	\$29.72	\$17.62	\$23.69	\$20.47	\$7.44	1.199	\$27.75	101.49%	\$43.08	117.34%	\$31.98	91.50%
DE-IDENTIFIED ORG	OFFICE ADMINISTRATOR III	\$17.38	\$26.07	\$18.48	\$26.07	\$23.61	\$7.44	1.309	\$30.20	110.43%	\$41.57	113.24%	\$38.35	109.72%
DE-IDENTIFIED ORG	ADMINISTRATIVE SECRETARY I	\$17.77	\$21.79	\$19.76	\$24.12	\$21.57	\$7.13	1.261	\$29.54	108.05%	\$34.61	94.28%	\$34.34	98.23%
DE-IDENTIFIED ORG	ADMINISTRATIVE PROFESSIONAL #2300	\$15.27	\$19.08	\$16.03	\$17.50	\$16.60	\$5.37	1.271	\$24.78	90.63%	\$29.63	80.71%	\$26.47	75.73%
DE-IDENTIFIED ORG	ADMINISTRATIVE ASSISTANT #2300	\$16.50	\$23.49	\$16.50	\$21.65	\$18.59	\$9.12	1.199	\$28.91	105.73%	\$37.29	101.58%	\$31.42	89.88%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	EXECUTIVE SECRETARY	\$17.37	\$24.31	\$17.71	\$21.11	\$18.86	\$5.32	1.267	\$27.34	99.99%	\$36.14	98.43%	\$29.23	83.62%
Select Group Average		\$17.08	\$24.30			\$20.95	\$7.51	1.256	\$28.97		\$38.00		\$33.86	
Difference		-5.14%	-1.33%			7.49%	4.26%	-4.12%	-5.60%		-3.40%		3.24%	

SURVEY PARTICIPANT	SURVEY TITLE LEGAL TECH/PARALEGAL 1065	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	PARALEGAL	\$18.67	\$27.63	\$27.63	\$27.63	\$27.63	\$7.83	1.204	\$30.32	100.00%	\$41.11	100.00%	\$41.11	100.00%
DE-IDENTIFIED ORG	LEGAL ASSISTANT #1060	\$18.60	\$25.42	\$25.42	\$25.42	\$25.42	\$8.11	1.267	\$31.69	104.52%	\$40.33	98.10%	\$40.33	98.10%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	PARALEGAL	\$18.71	\$25.79	\$20.15	\$24.55	\$22.35	\$10.13	1.284	\$34.16	112.68%	\$43.26	105.23%	\$38.84	94.48%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	LEGAL ADMINISTRATOR II	\$19.17	\$28.76			\$23.97	\$7.44	1.309	\$32.54	107.33%	\$45.09	109.70%	\$38.82	94.43%
DE-IDENTIFIED ORG	PARALEGAL	\$18.04	\$31.16	\$22.12	\$27.04	\$24.89	\$7.13	1.261	\$29.89	98.58%	\$46.44	112.96%	\$38.52	93.71%
DE-IDENTIFIED ORG	PARALEGAL	\$19.07	\$23.83	\$23.83	\$23.83	\$23.83	\$5.37	1.271	\$29.61	97.66%	\$35.67	86.76%	\$35.67	86.76%
DE-IDENTIFIED ORG	LEGAL TECHNICIAN	\$20.11	\$28.61	\$28.61	\$28.61	\$28.61	\$9.12	1.199	\$33.24	109.64%	\$43.43	105.66%	\$43.43	105.66%
DE-IDENTIFIED ORG	LEGAL SECRETARY #1060	\$17.28	\$27.61	\$21.53	\$21.53	\$21.53	\$8.58	1.291	\$30.90	101.91%	\$44.23	107.60%	\$36.38	88.51%
DE-IDENTIFIED ORG	LEGAL SEC/PARALEGAL	\$17.83	\$24.96	\$17.92	\$24.96	\$20.32	\$5.32	1.267	\$27.92	92.10%	\$36.96	89.91%	\$31.08	75.60%
Select Group Average		\$18.60	\$27.02			\$23.86	\$7.65	1.269	\$31.24		\$41.93		\$37.88	
Difference		0.37%	2.26%			15.78%	2.36%	-5.09%	-2.96%		-1.95%		8.51%	

SURVEY PARTICIPANT	SURVEY TITLE SECRETARY I 2350	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	SECRETARY	\$13.07	\$19.34	\$16.64	\$19.34	\$18.48	\$7.83	1.204	\$23.57	100.00%	\$31.12	100.00%	\$30.09	100.00%
DE-IDENTIFIED ORG	OFFICE ASSISTANT	\$12.23	\$16.71	\$15.29	\$16.51	\$15.90	\$8.11	1.267	\$23.61	100.14%	\$29.29	94.09%	\$28.26	93.93%
DE-IDENTIFIED ORG	SECRETARY	\$14.84	\$22.26	\$15.29	\$19.64	\$17.46	\$7.54	1.245	\$26.02	110.36%	\$35.25	113.27%	\$29.28	97.30%
DE-IDENTIFIED ORG	OFFICE SPECIALIST II	\$12.66	\$17.46	\$13.30	\$13.30	\$13.30	\$10.13	1.284	\$26.39	111.96%	\$32.56	104.60%	\$27.21	90.44%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	OFFICE ADMINISTRATOR II #2355	\$14.41	\$21.62	\$15.15	\$21.62	\$17.79	\$7.44	1.309	\$26.31	111.60%	\$35.75	114.85%	\$30.73	102.14%
DE-IDENTIFIED ORG	SECRETARY/OFFICE TECH II #2355	\$14.76	\$21.98	\$15.97	\$22.20	\$19.68	\$7.13	1.261	\$25.75	109.22%	\$34.85	111.98%	\$31.95	106.19%
DE-IDENTIFIED ORG	SECRETARY	\$12.53	\$15.66	\$15.66	\$15.66	\$15.66	\$5.37	1.271	\$21.30	90.35%	\$25.28	81.21%	\$25.28	84.01%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	SECRETARY/ADMIN ASSISTANT I	\$12.98	\$20.75	\$15.92	\$22.23	\$19.08	\$8.58	1.291	\$25.34	107.51%	\$35.38	113.66%	\$33.21	110.38%
DE-IDENTIFIED ORG	SECRETARY I (WORKING LEVEL)	\$12.84	\$17.98			\$15.41	\$5.32	1.267	\$21.60	91.62%	\$28.11	90.32%	\$24.86	82.61%
Select Group Average		\$13.41	\$19.30			\$16.78	\$7.45	1.275	\$24.54		\$32.06		\$28.85	
Difference		-2.50%	0.20%			10.10%	5.08%	-5.52%	-3.93%		-2.91%		4.30%	

SURVEY PARTICIPANT	SURVEY TITLE RECORDS CLERK (PD) 2335	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	RECORDS SPECIALIST	\$14.05	\$20.79	\$14.32	\$20.79	\$16.39	\$7.83	1.204	\$24.75	100.00%	\$32.87	100.00%	\$27.57	100.00%
DE-IDENTIFIED ORG	POLICE RECORDS CLERK	\$13.17	\$17.99	\$13.69	\$17.99	\$15.59	\$8.11	1.267	\$24.80	100.18%	\$30.91	94.05%	\$27.87	101.08%
DE-IDENTIFIED ORG	COMMUNITY SERVICE SPECIALIST	\$14.84	\$22.26	\$15.08	\$19.70	\$17.45	\$7.54	1.245	\$26.02	105.10%	\$35.25	107.25%	\$29.27	106.14%
DE-IDENTIFIED ORG	OFFICE SPECIALIST III	\$13.96	\$19.25	\$14.31	\$19.25	\$15.51	\$10.13	1.284	\$28.06	113.37%	\$34.85	106.02%	\$30.05	109.00%
DE-IDENTIFIED ORG	SUPPORT SERVICES CLERK	\$14.48	\$23.49	\$15.06	\$16.22	\$15.43	\$7.44	1.199	\$24.80	100.19%	\$35.61	108.33%	\$25.94	94.09%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	POLICE INFORMATION SPECIALIST	\$13.78	\$20.52	\$13.78	\$16.90	\$15.47	\$7.13	1.261	\$24.51	99.02%	\$33.01	100.43%	\$26.64	96.63%
DE-IDENTIFIED ORG	POLICE RECORDS TECHNICIAN	\$13.16	\$16.46	\$13.82	\$19.68	\$14.63	\$5.37	1.271	\$22.10	89.30%	\$26.29	79.98%	\$23.96	86.91%
DE-IDENTIFIED ORG	PD RECORDS TECH II	\$15.71	\$22.37	\$15.71	\$22.37	\$17.31	\$9.12	1.199	\$27.96	112.97%	\$35.95	109.37%	\$29.88	108.38%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	RECORDS CLERK (PD)	\$14.24	\$19.93	\$14.61	\$19.65	\$17.12	\$5.32	1.267	\$23.37	94.42%	\$30.58	93.04%	\$27.02	98.01%
Select Group Average		\$14.17	\$20.28			\$16.06	\$7.52	1.249	\$25.20		\$32.81		\$27.58	
Difference		-0.83%	2.50%			2.03%	4.14%	-3.61%	-1.79%		0.19%		-0.03%	

SURVEY PARTICIPANT	SURVEY TITLE ANIMAL CONTROL OFFICER 1510	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	ANIMAL SERVICES OFFICER	\$15.17	\$22.28	\$19.22	\$22.28	\$21.04	\$7.83	1.204	\$26.10	100.00%	\$34.67	100.00%	\$33.17	100.00%
DE-IDENTIFIED ORG	ANIMAL SERVICES OFFICER	\$14.18	\$19.37	\$14.18	\$15.34	\$14.56	\$8.11	1.267	\$26.08	99.92%	\$32.67	94.23%	\$26.57	80.08%
DE-IDENTIFIED ORG	ANIMAL CONTROL OFFICER	\$16.25	\$24.37	\$16.90	\$17.24	\$17.07	\$7.54	1.245	\$27.77	106.39%	\$37.88	109.28%	\$28.79	86.80%
DE-IDENTIFIED ORG	ANIMAL CONTROL OFFICER	\$16.16	\$22.28	\$16.57	\$16.57	\$16.57	\$10.13	1.284	\$30.89	118.33%	\$38.75	111.78%	\$31.41	94.70%
DE-IDENTIFIED ORG	ANIMAL SERVICES OFFICER	\$15.66	\$25.40	\$15.66	\$17.54	\$16.04	\$7.44	1.199	\$26.22	100.44%	\$37.90	109.33%	\$26.67	80.41%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	ANIMAL CONTROL OFFICER	\$14.89	\$18.62	\$18.08	\$19.68	\$19.39	\$5.37	1.271	\$24.30	93.11%	\$29.04	83.77%	\$30.02	90.50%
DE-IDENTIFIED ORG	ANIMAL CONTROL OFFICER I	\$16.50	\$23.49	\$16.95	\$17.43	\$17.03	\$9.12	1.199	\$28.91	110.76%	\$37.29	107.58%	\$29.55	89.07%
DE-IDENTIFIED ORG	ANIMAL CONTROL OFFICER II	\$15.70	\$25.09	\$19.01	\$19.01	\$19.01	\$8.58	1.291	\$28.86	110.55%	\$40.98	118.22%	\$33.13	99.87%
DE-IDENTIFIED ORG	NO MATCH													
Select Group Average		\$15.62	\$22.66			\$17.10	\$8.04	1.251	\$27.58		\$36.36		\$29.45	
Difference		-2.88%	-1.68%			23.07%	-2.61%	-3.74%	-5.34%		-4.66%		12.64%	

SURVEY PARTICIPANT	SURVEY TITLE WATER DIST OPERATOR IV 2174	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	WATER OPERATOR	\$18.67	\$27.63	\$21.67	\$27.63	\$25.35	\$7.83	1.204	\$30.32	100.00%	\$41.11	100.00%	\$38.36	100.00%
DE-IDENTIFIED ORG	WATER MAINTENANCE TECHNICIAN II	\$16.85	\$23.03	\$17.53	\$23.03	\$19.47	\$8.11	1.267	\$29.47	97.21%	\$37.30	90.73%	\$32.79	85.47%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	WATER SYSTEM MAINT. FOREMAN	\$20.63	\$28.44	\$22.21	\$28.44	\$25.89	\$10.13	1.284	\$36.63	120.82%	\$46.66	113.50%	\$43.38	113.09%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	LEAD WORKER (WATER) - GRADE 16	\$19.17	\$28.76	\$25.16	\$25.67	\$25.41	\$7.44	1.309	\$32.54	107.33%	\$45.09	109.70%	\$40.71	106.12%
DE-IDENTIFIED ORG	SR WATER DIST SYSTEMS OPERATOR	\$20.23	\$26.37	\$26.63	\$26.63	\$26.63	\$7.13	1.261	\$32.65	107.68%	\$40.39	98.25%	\$40.72	106.14%
DE-IDENTIFIED ORG	WATER DISTRIBUTION SUPERVISOR	\$25.50	\$31.27	\$28.68	\$29.59	\$29.35	\$5.37	1.271	\$37.78	124.62%	\$45.12	109.76%	\$42.68	111.25%
DE-IDENTIFIED ORG	WATER SYSTEM OPERATOR III #2173	\$20.11	\$28.61	\$21.82	\$28.61	\$25.21	\$9.12	1.199	\$33.24	109.64%	\$43.43	105.66%	\$39.36	102.59%
DE-IDENTIFIED ORG	WATER SYSTEM OPERATOR II/III #2172	\$15.70	\$27.61	\$18.25	\$20.43	\$19.34	\$8.58	1.291	\$28.86	95.18%	\$44.23	107.60%	\$33.56	87.47%
DE-IDENTIFIED ORG	WATER SYSTEMS WORKER IV/PC TECH	\$17.21	\$24.09			\$20.65	\$5.32	1.267	\$27.14	89.51%	\$35.86	87.23%	\$31.50	82.10%
Select Group Average		\$19.43	\$27.27			\$23.99	\$7.65	1.269	\$32.29		\$42.26		\$38.09	
Difference		-3.89%	1.31%			5.65%	2.36%	-5.09%	-6.10%		-2.73%		0.73%	

SURVEY PARTICIPANT	SURVEY TITLE STREET MAINT OPERATOR 2096	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	STREETS MAINT WORKER I - II	\$15.09	\$22.33	\$15.09	\$22.33	\$18.82	\$7.83	1.204	\$26.01	100.00%	\$34.73	100.00%	\$30.50	100.00%
DE-IDENTIFIED ORG	EQUIPMENT OPERATOR #1905	\$15.27	\$20.86	\$15.27	\$20.86	\$17.38	\$8.11	1.267	\$27.46	105.60%	\$34.55	99.51%	\$30.14	98.82%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	STREETS MAINTENANCE WORKER	\$16.16	\$22.28	\$16.57	\$16.57	\$16.57	\$10.13	1.284	\$30.89	118.78%	\$38.75	111.58%	\$31.41	103.00%
DE-IDENTIFIED ORG	OPERATOR II #1905	\$16.29	\$26.42	\$16.94	\$24.53	\$19.23	\$7.44	1.199	\$26.97	103.70%	\$39.12	112.66%	\$30.50	100.00%
DE-IDENTIFIED ORG	MAINTENANCE WORKER I	\$13.71	\$20.56	\$13.88	\$14.41	\$14.15	\$7.44	1.309	\$25.39	97.64%	\$34.36	98.95%	\$25.97	85.14%
DE-IDENTIFIED ORG	EQUIPMENT OPERATOR #1905	\$15.95	\$20.78	\$17.94	\$20.99	\$20.26	\$7.13	1.261	\$27.25	104.77%	\$33.34	96.01%	\$32.68	107.17%
DE-IDENTIFIED ORG	EQUIPMENT OPERATOR I #1905	\$14.89	\$18.62	\$15.64	\$17.59	\$16.90	\$5.37	1.271	\$24.30	93.46%	\$29.04	83.62%	\$26.85	88.05%
DE-IDENTIFIED ORG	STREET MAINTENANCE WORKER II	\$16.50	\$23.49	\$17.43	\$17.90	\$17.67	\$9.12	1.199	\$28.91	111.17%	\$37.29	107.39%	\$30.31	99.39%
DE-IDENTIFIED ORG	EQUIPMENT OPERATOR I #1905	\$14.28	\$22.81	\$16.67	\$16.67	\$16.67	\$8.58	1.291	\$27.02	103.91%	\$38.04	109.53%	\$30.11	98.72%
DE-IDENTIFIED ORG	STREET MAINTENANCE WORKER	\$15.95	\$22.34	\$16.27	\$22.34	\$18.77	\$5.32	1.267	\$25.54	98.21%	\$33.64	96.87%	\$29.11	95.46%
Select Group Average		\$15.44	\$22.02			\$17.51	\$7.63	1.261	\$27.08		\$35.35		\$29.68	
Difference		-2.30%	1.42%			7.47%	2.68%	-4.51%	-3.97%		-1.76%		2.77%	

SURVEY PARTICIPANT	SURVEY TITLE MAINT CREW LEADER 1225/1900/2095	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	MAINT CREW LEADER (CITY WIDE)	\$17.40	\$25.75	17.40	25.75	21.21	\$7.83	1.204	\$28.79	100.00%	\$38.84	100.00%	\$33.38	100.00%
DE-IDENTIFIED ORG	MAINT CREW LEADER #1225/1900	\$17.71	\$24.20	\$17.71	\$24.20	\$21.66	\$8.11	1.267	\$30.55	106.13%	\$38.78	99.83%	\$35.56	106.55%
DE-IDENTIFIED ORG	PUBLIC WORKS CREW LEADER #1900	\$19.47	\$29.21	\$19.47	\$27.99	\$24.08	\$7.54	1.245	\$31.78	110.39%	\$43.91	113.03%	\$37.52	112.41%
DE-IDENTIFIED ORG	PARKS / STREETS MAINT FORMAN	\$18.71	\$27.08	\$20.65	\$25.78	\$24.05	\$10.13	1.284	\$34.16	118.67%	\$44.91	115.62%	\$41.01	122.88%
DE-IDENTIFIED ORG	CREW LEAD MAN #2095	\$18.32	\$29.72	\$21.03	\$27.59	\$24.06	\$7.44	1.199	\$29.41	102.15%	\$43.08	110.90%	\$36.29	108.73%
DE-IDENTIFIED ORG	LEAD WORKER (CITY WIDE)	\$19.17	\$28.76	\$25.16	\$28.62	\$26.85	\$7.44	1.309	\$32.54	113.03%	\$45.09	116.09%	\$42.59	127.62%
DE-IDENTIFIED ORG	SR. PARKS GROUNDS #1225 / STS MAINT LEAD #1900	\$15.48	\$26.37	\$15.48	\$26.63	\$22.70	\$7.13	1.261	\$26.66	92.59%	\$40.39	103.98%	\$35.76	107.14%
DE-IDENTIFIED ORG	PARK/STREET CREW LEADER #1225/2095	\$17.70	\$24.43	\$17.70	\$24.43	\$22.38	\$5.37	1.271	\$27.88	96.83%	\$36.42	93.77%	\$33.82	101.32%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	PARKS SPECIALIST (CREW LEADER) #1225	\$19.00	\$30.37	\$21.45	\$21.92	\$21.69	\$8.58	1.291	\$33.12	115.04%	\$47.80	123.05%	\$36.59	109.63%
DE-IDENTIFIED ORG	PARKS FOREMAN / PW CREW LEADER	\$17.89	\$25.89	\$18.50	\$25.55	\$24.01	\$5.32	1.267	\$28.00	97.26%	\$38.14	98.18%	\$35.75	107.11%
Select Group Average		\$18.16	\$27.34			\$23.50	\$7.45	1.266	\$30.45		\$42.06		\$37.21	
Difference		-4.19%	-5.80%			-9.73%	5.10%	-4.89%	-5.47%		-7.64%		-10.30%	

SURVEY PARTICIPANT	SURVEY TITLE MECHANIC, JOURNEY 2000	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	MECHANIC	\$17.40	\$25.75	\$20.00	\$25.75	\$24.08	\$7.83	1.204	\$28.79	100.00%	\$38.84	100.00%	\$36.83	100.00%
DE-IDENTIFIED ORG	MECHANIC	\$17.27	\$23.61	\$17.97	\$23.61	\$19.76	\$8.11	1.267	\$30.01	104.23%	\$38.03	97.90%	\$33.16	90.02%
DE-IDENTIFIED ORG	FLEET MECHANIC	\$17.79	\$26.68	\$18.14	\$23.96	\$19.96	\$7.54	1.245	\$29.69	103.13%	\$40.76	104.92%	\$32.39	87.94%
DE-IDENTIFIED ORG	MECHANIC II	\$16.97	\$23.39	\$18.73	\$22.27	\$20.39	\$10.13	1.284	\$31.93	110.91%	\$40.18	103.43%	\$36.32	98.61%
DE-IDENTIFIED ORG	MECHANIC III	\$19.05	\$30.90	\$19.05	\$27.32	\$23.38	\$7.44	1.199	\$30.29	105.21%	\$44.49	114.54%	\$35.48	96.32%
DE-IDENTIFIED ORG	MECHANIC - GRADE 15	\$18.28	\$27.41	\$24.46	\$24.73	\$24.60	\$7.44	1.309	\$31.37	108.98%	\$43.33	111.54%	\$39.65	107.64%
DE-IDENTIFIED ORG	FLEET MECHANIC	\$19.07	\$27.74	\$21.33	\$25.11	\$24.50	\$7.13	1.261	\$31.18	108.32%	\$42.12	108.44%	\$38.03	103.25%
DE-IDENTIFIED ORG	FLEET MECHANIC	\$18.60	\$23.25	\$18.60	\$23.25	\$22.25	\$5.37	1.271	\$29.02	100.79%	\$34.93	89.92%	\$33.65	91.37%
DE-IDENTIFIED ORG	FLEET MECHANIC III	\$21.13	\$30.06	\$21.72	\$28.47	\$26.05	\$9.12	1.199	\$34.46	119.71%	\$45.17	116.29%	\$40.36	109.58%
DE-IDENTIFIED ORG	MECHANIC I/II	\$15.70	\$27.61	\$18.63	\$19.26	\$19.26	\$8.58	1.291	\$28.86	100.23%	\$44.23	113.88%	\$33.45	90.82%
DE-IDENTIFIED ORG	MECHANIC (JOURNEY LEVEL) - PW	\$18.09	\$25.33	\$21.19	\$23.94	\$22.59	\$5.32	1.267	\$28.25	98.14%	\$37.43	96.36%	\$33.96	92.19%
Select Group Average		\$18.20	\$26.60			\$22.27	\$7.62	1.260	\$30.51		\$41.07		\$35.64	
Difference		-4.37%	-3.19%			8.11%	2.80%	-4.38%	-5.63%		-5.41%		3.33%	

SURVEY PARTICIPANT	SURVEY TITLE BILLING CLERK 730	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	UTILITY BILLING CLERK	\$14.05	\$20.79	\$16.23	\$20.43	\$18.48	\$7.83	1.204	\$24.75	100.00%	\$32.87	100.00%	\$30.09	100.00%
DE-IDENTIFIED ORG	ACCOUNT CLERK	\$13.49	\$18.44	\$18.44	\$18.44	\$18.44	\$8.11	1.267	\$25.22	101.87%	\$31.48	95.78%	\$31.48	104.63%
DE-IDENTIFIED ORG	ACCOUNT CLERK #720	\$14.84	\$22.26	\$15.00	\$19.48	\$17.46	\$7.54	1.245	\$26.02	105.10%	\$35.25	107.25%	\$29.28	97.30%
DE-IDENTIFIED ORG	SENIOR CUSTOMER SERVICE REP	\$15.39	\$21.22	\$18.75	\$18.75	\$18.75	\$10.13	1.284	\$29.90	120.78%	\$37.39	113.74%	\$34.21	113.71%
DE-IDENTIFIED ORG	PW CLERK II	\$15.66	\$25.40	\$16.69	\$17.11	\$17.11	\$7.44	1.199	\$26.22	105.92%	\$37.90	115.30%	\$27.96	92.91%
DE-IDENTIFIED ORG	CSR/BILLING EDITOR	\$15.05	\$22.58	\$16.12	\$22.02	\$18.27	\$7.44	1.309	\$27.15	109.66%	\$37.00	112.57%	\$31.36	104.23%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	UTILITY BILLING REPRESENTATIVE	\$14.53	\$18.16	\$17.37	\$20.55	\$18.42	\$5.37	1.271	\$23.84	96.31%	\$28.46	86.57%	\$28.79	95.67%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	UTILITY CLERK	\$14.52	\$20.33	\$14.83	\$15.60	\$15.23	\$5.32	1.267	\$23.73	95.85%	\$31.09	94.58%	\$24.63	81.86%
Select Group Average		\$14.78	\$21.20			\$17.67	\$7.34	1.263	\$26.01		\$34.08		\$29.67	
Difference		-4.96%	-1.93%			4.59%	6.76%	-4.68%	-4.83%		-3.55%		1.40%	

SURVEY PARTICIPANT	SURVEY TITLE PARK MAINT SUPERVISOR 1220	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	PARKS AREA SUPERVISOR	\$20.05	\$29.67	\$21.92	\$29.67	\$25.92	\$7.83	1.204	\$31.98	100.00%	\$43.56	100.00%	\$39.05	100.00%
DE-IDENTIFIED ORG	MAINTENANCE SUPERVISOR	\$21.05	\$28.76	\$21.05	\$28.76	\$24.91	\$8.11	1.267	\$34.79	108.78%	\$44.56	102.29%	\$39.68	101.62%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	PARKS MAINT AREA SUPERVISOR	\$21.66	\$29.86	\$23.91	\$29.13	\$27.39	\$10.13	1.284	\$37.95	118.67%	\$48.48	111.29%	\$45.31	116.04%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	FIELD SUPERVISOR (CITY WIDE)	\$22.09	\$33.14	\$33.14	\$33.14	\$33.14	\$7.44	1.309	\$36.36	113.71%	\$50.83	116.67%	\$50.83	130.17%
DE-IDENTIFIED ORG	DISTRICT SUPERVISOR (GROUNDS)	\$21.93	\$37.89	\$25.93	\$29.34	\$27.79	\$7.13	1.261	\$34.79	108.79%	\$54.92	126.06%	\$42.18	108.02%
DE-IDENTIFIED ORG	PARKS SUPERVISOR	\$20.53	\$25.67	\$21.73	\$25.67	\$23.87	\$5.37	1.271	\$31.47	98.41%	\$38.00	87.22%	\$35.72	91.47%
DE-IDENTIFIED ORG	PARKS MAINT CREW SUPERVISOR	\$22.20	\$31.59	\$23.44	\$29.11	\$26.77	\$9.12	1.199	\$35.75	111.78%	\$47.01	107.90%	\$41.23	105.58%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	PARKS MAINTENANCE SUPERVISOR	\$21.01	\$29.42	\$21.60	\$21.60	\$21.60	\$5.32	1.267	\$31.95	99.92%	\$42.61	97.81%	\$32.70	83.74%
Select Group Average		\$21.50	\$30.90			\$26.50	\$7.52	1.266	\$34.72		\$46.63		\$41.09	
Difference		-6.73%	-3.99%			-2.18%	4.17%	-4.85%	-7.90%		-6.57%		-4.97%	

SURVEY PARTICIPANT	SURVEY TITLE COURT CLERK II 1040	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	JUSTICE COURT CLERK	\$14.05	\$20.79	\$14.63	\$20.84	\$16.56	\$7.83	1.204	\$24.75	100.00%	\$32.87	100.00%	\$27.78	100.00%
DE-IDENTIFIED ORG	COURT CLERK	\$13.83	\$18.90	\$15.18	\$18.90	\$16.88	\$8.11	1.267	\$25.64	103.59%	\$32.07	97.56%	\$29.51	106.23%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	JUSTICE COURT CLERK	\$14.66	\$20.21	\$15.03	\$19.72	\$16.66	\$10.13	1.284	\$28.96	116.99%	\$36.09	109.78%	\$31.53	113.51%
DE-IDENTIFIED ORG	COURT CLERK II	\$15.06	\$24.42	\$17.29	\$19.08	\$18.17	\$7.44	1.199	\$25.50	103.00%	\$36.72	111.72%	\$29.23	105.23%
DE-IDENTIFIED ORG	COURT CLERK I #1035	\$14.41	\$21.62	\$14.42	\$16.65	\$15.50	\$7.44	1.309	\$26.31	106.28%	\$35.75	108.75%	\$27.73	99.85%
DE-IDENTIFIED ORG	JUDICIAL ASSISTANT I	\$14.00	\$22.78			\$18.39	\$7.13	1.261	\$24.79	100.14%	\$35.86	109.10%	\$30.33	109.18%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	COURT CLERK I	\$14.24	\$20.26	\$14.63	\$17.69	\$15.60	\$9.12	1.199	\$26.20	105.84%	\$33.42	101.67%	\$27.83	100.20%
DE-IDENTIFIED ORG	COURT CLERK II	\$14.28	\$22.81	\$16.28	\$17.11	\$16.70	\$8.58	1.291	\$27.02	109.16%	\$38.04	115.71%	\$30.15	108.53%
DE-IDENTIFIED ORG	NO MATCH													
Select Group Average		\$14.35	\$21.57			\$16.84	\$8.28	1.259	\$26.35		\$35.42		\$29.47	
Difference		-2.12%	-3.62%			-1.68%	-5.40%	-4.33%	-6.04%		-7.20%		-5.75%	

SURVEY PARTICIPANT	SURVEY TITLE PARK MAINT WORKER I-II 1230,1235	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	PARKS MAINTENANCE WORKER I	\$15.09	\$22.33	\$15.09	\$18.59	\$16.17	\$7.83	1.204	\$26.01	100.00%	\$34.73	100.00%	\$27.31	100.00%
DE-IDENTIFIED ORG	PARKS MAINTENANCE TECH #1235	\$14.18	\$19.37	\$14.18	\$19.37	\$16.00	\$8.11	1.267	\$26.08	100.29%	\$32.67	94.07%	\$28.39	103.97%
DE-IDENTIFIED ORG	PUBLIC WORKS TECHNICIAN	\$16.25	\$24.37	\$16.25	\$17.51	\$16.77	\$7.54	1.245	\$27.77	106.79%	\$37.88	109.09%	\$28.41	104.06%
DE-IDENTIFIED ORG	PARKS MAINTENANCE WORKER I - II	\$13.30	\$20.21	\$13.63	\$20.21	\$16.75	\$10.13	1.284	\$27.21	104.63%	\$36.09	103.92%	\$31.64	115.89%
DE-IDENTIFIED ORG	PARK WORKER I #1235	\$15.06	\$24.42	\$15.06	\$16.05	\$15.39	\$7.44	1.199	\$25.50	98.05%	\$36.72	105.75%	\$25.89	94.83%
DE-IDENTIFIED ORG	MAINT WORKER I-II (CITYWIDE)	\$13.71	\$21.62	\$13.88	\$15.67	\$15.19	\$7.44	1.309	\$25.39	97.64%	\$35.75	102.94%	\$27.32	100.06%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	MAINTENANCE WORKER II #1210	\$12.84	\$16.05	\$12.84	\$16.05	\$14.26	\$5.37	1.271	\$21.70	83.43%	\$25.78	74.24%	\$23.49	86.03%
DE-IDENTIFIED ORG	PARKS MAINT WORKER I - II	\$14.24	\$22.91	\$14.24	\$16.99	\$15.57	\$9.12	1.199	\$26.20	100.75%	\$36.60	105.39%	\$27.79	101.77%
DE-IDENTIFIED ORG	PARKS TECHNICIAN I - II	\$14.28	\$25.09	\$15.53	\$21.00	\$17.28	\$8.58	1.291	\$27.02	103.91%	\$40.98	118.01%	\$30.89	113.12%
DE-IDENTIFIED ORG	PARKS SPECIALIST II #1235	\$14.47	\$20.26	\$14.81	\$15.48	\$15.08	\$5.32	1.267	\$23.66	90.99%	\$31.00	89.28%	\$24.44	89.49%
Select Group Average		\$14.26	\$21.59			\$15.81	\$7.67	1.259	\$25.62		\$34.83		\$27.59	
Difference		5.83%	3.43%			2.29%	2.07%	-4.37%	1.53%		-0.30%		-1.01%	

SURVEY PARTICIPANT	SURVEY TITLE UTILITY METER READER 800	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	METER TECHNICIAN	\$14.05	\$20.79	\$14.89	\$15.06	\$14.98	\$7.83	1.204	\$24.75	100.00%	\$32.87	100.00%	\$25.87	100.00%
DE-IDENTIFIED ORG	WATER METER READER	\$15.27	\$20.86	\$15.27	\$17.16	\$15.91	\$8.11	1.267	\$27.46	110.95%	\$34.55	105.12%	\$28.28	109.29%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	METER READER	\$13.30	\$18.33			\$15.81	\$10.13	1.284	\$27.21	109.92%	\$33.67	102.44%	\$30.44	117.65%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	METER READER	\$14.41	\$21.62	\$16.16	\$21.62	\$19.80	\$7.44	1.309	\$26.31	106.28%	\$35.75	108.75%	\$33.36	128.95%
DE-IDENTIFIED ORG	WATER METER READER II	\$14.17	\$18.47	\$15.94	\$18.65	\$16.80	\$7.13	1.261	\$25.00	101.01%	\$30.43	92.56%	\$28.32	109.45%
DE-IDENTIFIED ORG	DATA COLLECTIONS/DISCONNECT SPECIALIST	\$13.16	\$16.46	\$16.79	\$16.79	\$16.79	\$5.37	1.271	\$22.10	89.28%	\$26.29	79.99%	\$26.71	103.25%
DE-IDENTIFIED ORG	METER READER	\$14.95	\$21.28	\$17.13	\$17.13	\$17.13	\$9.12	1.199	\$27.05	109.28%	\$34.64	105.39%	\$29.67	114.66%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	WATER MAINT WRKR II (METER READER)	\$15.95	\$22.34	\$15.95	\$17.98	\$16.75	\$5.32	1.267	\$25.54	103.18%	\$33.64	102.34%	\$26.55	102.63%
Select Group Average		\$14.46	\$19.91			\$17.00	\$7.52	1.266	\$25.81		\$32.71		\$29.05	
Difference		-2.82%	4.43%			-11.88%	4.17%	-4.85%	-4.09%		0.49%		-10.93%	

SURVEY PARTICIPANT	SURVEY TITLE PLANNER I 355	SALARY RANGE		ACTUAL PAY			BENEFITS		MIN TCV*	SIS CITY vs. SANDY	MAX TCV	SIS CITY vs. SANDY	AVG. TCV	SIS CITY vs. SANDY
		MIN	MAX	LOW	HIGH	AVG.	Fixed	Variable						
SANDY	PLANNER	\$20.05	\$29.67	\$22.99	\$25.76	\$24.38	\$7.83	1.204	\$31.98	100.00%	\$43.56	100.00%	\$37.19	100.00%
DE-IDENTIFIED ORG	PLANNER I	\$19.07	\$26.06	\$22.61	\$22.61	\$22.61	\$8.11	1.267	\$32.28	100.94%	\$41.13	94.42%	\$36.77	98.85%
DE-IDENTIFIED ORG	NO MATCH													
DE-IDENTIFIED ORG	PLANNER I	\$19.65	\$27.08			\$23.36	\$10.13	1.284	\$35.36	110.58%	\$44.91	103.10%	\$40.14	107.92%
DE-IDENTIFIED ORG	PLANNER I	\$19.05	\$30.90	\$19.81	\$19.81	\$19.81	\$7.44	1.199	\$30.29	94.71%	\$44.49	102.13%	\$31.19	83.87%
DE-IDENTIFIED ORG	ASSISTANT PLANNER	\$19.17	\$28.76	\$28.76	\$28.76	\$28.76	\$7.44	1.309	\$32.54	101.75%	\$45.09	103.51%	\$45.09	121.24%
DE-IDENTIFIED ORG	ASSOCIATE PLANNER	\$21.93	\$37.89	\$26.15	\$26.15	\$26.15	\$7.13	1.261	\$34.79	108.79%	\$54.92	126.06%	\$40.11	107.85%
DE-IDENTIFIED ORG	PLANNER I	\$17.70	\$22.13			\$19.92	\$5.37	1.271	\$27.88	87.17%	\$33.50	76.90%	\$30.69	82.51%
DE-IDENTIFIED ORG	ASSISTANT PLANNER	\$22.20	\$31.59			\$26.90	\$9.12	1.199	\$35.75	111.78%	\$47.01	107.90%	\$41.38	111.24%
DE-IDENTIFIED ORG	PLANNER I	\$17.28	\$27.61			\$22.45	\$8.58	1.291	\$30.90	96.61%	\$44.23	101.54%	\$37.56	101.00%
DE-IDENTIFIED ORG	PLANNER I	\$19.28	\$26.99	\$20.72	\$20.72	\$20.72	\$5.32	1.267	\$29.76	93.06%	\$39.53	90.74%	\$31.59	84.92%
Select Group Average		\$19.48	\$28.78			\$23.41	\$7.63	1.261	\$32.17		\$43.87		\$37.17	
Difference		2.92%	3.10%			4.15%	2.68%	-4.51%	-0.59%		-0.70%		0.07%	