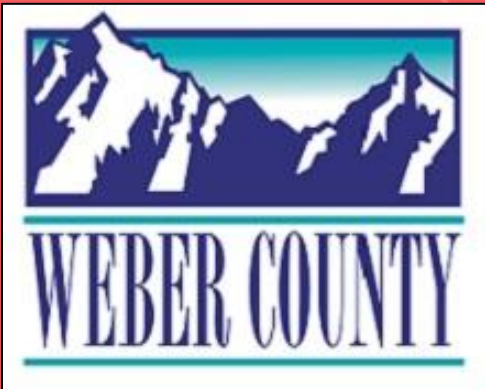




Classification and Compensation Study



- Position Review
- Market Review
- Pay Plan Review
- Next Steps

Project Overview

Project Initiation

- Planning Meetings: to establish working relationship with the project team.
 - Department head questionnaire
 - Timeline + Communication
- Data Collection
 - Pay structures
 - Policy handbook
 - Job descriptions
 - Organization charts
 - Census file (names, salaries, hire dates, etc.)
- Communications Meetings: virtual for staff and leadership to introduce ourselves, let them know about the study, let them ask questions, etc.



Project Overview

Position Review

- Title Review: Using existing job descriptions, we reviewed all 279 titles and make recommendations for adjustments, as necessary.
- Job Evaluation: We conducted job evaluation using our point factor tool, called SAFE®. This process will establish a hierarchy of jobs within the organization that is reflective of internal equity.
 - *This is a measurement of the position, NOT the person in the position.*
- The 9 compensable factors:

1. Education	6. Working Conditions
2. Experience	7. Independence of Actions
3. Level of Work	8. Impact on the Organization
4. Human Interaction	9. Supervision Exercised
5. Physical Demands	
- *SAFE is compatible and compliant with federal Equal Pay Act.*



Project Overview

Market Assessment

- Peer Organizations (up to 20): We partnered with you to identify comparable and competitive peer organizations to include in the study. These are organizations that look like you and work like you relative to size (revenue, population served, or number of employees), service offerings, geography, growth, etc.
 - Published salary survey data were incorporated as a private sector comparison.
- Benchmark Positions: 199 positions (70%) were included as benchmarks in the survey.
- Market Survey: a summary of work + minimum qualifications were included for each benchmark position to assist peers in providing an appropriate match.
- Adjustment & Quality Control: Some adjustments were made to collected data to account for differences in work week, fiscal year, and geographic labor cost. *We do not weight the data.*
 - Results were analyzed for quality control; reports demonstrating market averages and a comparison to the market were prepared for your review.



Market Assessment: Peer Organizations

- The County identified 20 public peer organizations to be included in the study
- Data was collected or compiled from 18 public peers represented in blue.
- Data from 3 published surveys included to represent the “private sector”

1. Davis County
2. Salt Lake County
3. Utah County
4. Box Elder County
5. Cache County
6. Summit County
7. City of Salt Lake
8. State of Utah
9. City of Layton
10. City of Ogden
11. Tooele County
12. Washington County
13. City of West Valley

14. City of Roy
15. Wasatch County
16. City of North Ogden
17. Arapahoe County CO
18. Boulder County, CO
19. Adams County, CO
20. Ada County, ID
21. Bureau of Labor Statistics
22. Comp Analyst
23. Economic Research Institute



Market Assessment: Cost of Labor Differentials

Where cost of living is a measurement of goods and services in each area, the cost of labor is a measurement of compensation paid.

Cost of labor can be impacted by the cost of living but is mainly influenced by the supply and demand of labor in each area (rate of unemployment and number of qualified laborers).

Date Pulled	Client Name	Location	Geo Adjust	Client Avg Base
3/7/2025	Weber County	Ogden	96.8	80,035
Peer #	Peer Organization	Locality Used	ERI Indicator	GeoDiff %
1	Davis County	Farmington	97.0	-0.2%
2	Salt Lake County	Salt Lake	99.7	-2.9%
3	Utah County	Provo	94.9	1.9%
4	Box Elder County	Brigham	91.8	5.0%
5	Cache County	Logan	86.3	10.5%
6	Summit County	Summit County	97.0	-0.2%
7	City of Salt Lake	Salt Lake	99.7	-2.9%
8	State of Utah	State Avg	93.5	3.3%
9	City of Layton	Layton	96.3	0.5%
10	City of Ogden	Ogden	96.8	0.0%
11	Tooele County	Tooele	93.4	3.4%
12	Washington County	St. George	92.0	4.8%
13	City of West Valley	West Valley	98.3	-1.5%
14	City of Roy	Roy	96.1	0.7%
15	Wasatch County	Heber	94.0	2.8%
16	City of North Ogden	North Ogden	96.2	0.6%
17	Arapahoe County CO	Littleton CO	109.9	-13.1%
18	Boulder County, CO	Boulder, CO	111.5	-14.7%
19	Adams County, CO	Brighton, CO	109.1	-12.3%
20	Ada County, ID	Boise, ID	93.2	3.6%
21	Comp Analyst	Utah State	93.6	3.2%
22	Bureau of Labor Statistics (BLS)	Utah State	93.6	3.2%
23	Economic Research Institute (ERI)	Utah State	93.6	3.2%

Cost of labor differentials collected from the Economic Research Institutes Geographic Assessor tool.



- A comparison of current midpoints vs. the market average midpoint was also prepared. Additional market thresholds demonstrating 5% above and 5% below market were also prepared for consideration.

Rank	Average Min Difference	Average Midpoint Difference	Average Max Difference
Captain	▼ 19.5%	▼ 7.2%	▲ 2.9%
Lieutenant	▼ 18.2%	▼ 10.6%	▼ 2.4%
Sergeant	▼ 25.5%	▼ 15.5%	▼ 6.9%
Corporal	▼ 20.9%	▼ 10.3%	▼ 6.3%
Officer	▼ 10.6%	▼ 7.4%	▲ 2.2%
Trainee	▼ 10.5%	▼ 1.4%	▲ 5.4%
Overall Avg	▼ 17.4%	▼ 8.8%	▼ 1.6%



Market Assessment

What is The Market?

MIN

MID

MAX

Market Midpoint

Lead Market

MIN

MID

MAX

Market Midpoint

Match Market

MIN

MID

MAX

Market Midpoint

Lag Market

Project Overview

Pay Plan Development

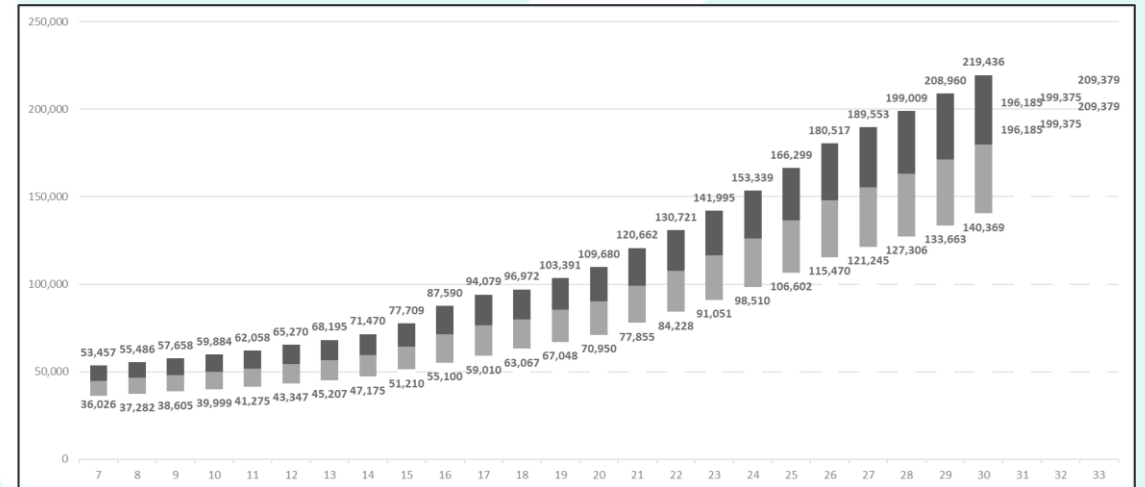
- Pay Plan: We analyzed your existing pay plan and provided recommendations tailored to the study's results. We've developed a new Sheriff- Sworn pay plan tailored to market.
- Grade assignments: were based on external equity (market), internal equity (job evaluation) and existing equity (current midpoints and grade groupings) with consideration to career progressions, supervisor separation, business needs, etc.
 - We are including department heads in a preliminary review of grade assignments.
- Implementation: With finalized grade assignments, we will prepare implementation calculations across 3 scenarios that will assist your organization in adopting the new classification and compensation system.



Current General Pay Plan

Band	Min	Quartile	Mid	Quartile	Max	Mid Diff	Range Spread
1	\$ 27,476.80	\$ 30,472.00	\$ 33,467.20	\$ 36,462.40	\$ 39,457.60		44%
2	\$ 28,932.80	\$ 32,177.60	\$ 35,401.60	\$ 38,625.60	\$ 41,849.60	6%	45%
3	\$ 30,347.20	\$ 33,820.80	\$ 37,273.60	\$ 40,726.40	\$ 44,179.20	5%	46%
4	\$ 31,824.00	\$ 35,505.60	\$ 39,187.20	\$ 42,868.80	\$ 46,550.40	5%	46%
5	\$ 33,280.00	\$ 37,252.80	\$ 41,204.80	\$ 45,156.80	\$ 49,108.80	5%	48%
6	\$ 34,736.00	\$ 38,916.80	\$ 43,076.80	\$ 47,236.80	\$ 51,396.80	5%	48%
7	\$ 36,025.60	\$ 40,393.60	\$ 44,740.80	\$ 49,108.80	\$ 53,456.00	4%	48%
8	\$ 37,273.60	\$ 41,828.80	\$ 46,384.00	\$ 50,939.20	\$ 55,473.60	4%	49%
9	\$ 38,604.80	\$ 43,368.00	\$ 48,131.20	\$ 52,894.40	\$ 57,657.60	4%	49%
10	\$ 39,998.40	\$ 44,969.60	\$ 49,940.80	\$ 54,912.00	\$ 59,883.20	4%	50%
11	\$ 41,267.20	\$ 46,467.20	\$ 51,667.20	\$ 56,867.20	\$ 62,046.40	3%	50%
12	\$ 43,347.20	\$ 48,838.40	\$ 54,308.80	\$ 59,800.00	\$ 65,270.40	5%	51%
13	\$ 45,198.40	\$ 50,960.00	\$ 56,700.80	\$ 62,441.60	\$ 68,182.40	4%	51%
14	\$ 47,174.40	\$ 53,248.00	\$ 59,321.60	\$ 65,395.20	\$ 71,468.80	5%	51%
15	\$ 51,209.60	\$ 57,844.80	\$ 64,459.20	\$ 71,094.40	\$ 77,708.80	9%	52%
16	\$ 55,099.20	\$ 63,232.00	\$ 71,344.00	\$ 79,476.80	\$ 87,588.80	11%	59%
17	\$ 59,009.60	\$ 67,787.20	\$ 76,544.00	\$ 85,321.60	\$ 94,078.40	7%	59%
18	\$ 63,065.60	\$ 71,552.00	\$ 80,017.60	\$ 88,504.00	\$ 96,969.60	5%	54%
19	\$ 67,038.40	\$ 76,128.00	\$ 85,217.60	\$ 94,307.20	\$ 103,376.00	6%	54%
20	\$ 70,948.80	\$ 80,641.60	\$ 90,313.60	\$ 100,006.40	\$ 109,678.40	6%	55%
21	\$ 77,854.40	\$ 88,566.40	\$ 99,257.60	\$ 109,969.60	\$ 120,660.80	10%	55%
22	\$ 84,219.20	\$ 95,846.40	\$ 107,473.60	\$ 119,100.80	\$ 130,707.20	8%	55%
23	\$ 91,041.60	\$ 103,792.00	\$ 116,521.60	\$ 129,251.20	\$ 141,980.80	8%	56%
24	\$ 98,508.80	\$ 112,216.00	\$ 125,923.20	\$ 139,630.40	\$ 153,337.60	8%	56%
25	\$ 106,600.00	\$ 121,534.40	\$ 136,448.00	\$ 151,382.40	\$ 166,296.00	8%	56%
26	\$ 115,460.80	\$ 131,726.40	\$ 147,992.00	\$ 164,257.60	\$ 180,502.40	8%	56%
27	\$ 121,243.20	\$ 138,320.00	\$ 155,396.80	\$ 172,473.60	\$ 189,550.40	5%	56%
28	\$ 127,296.00	\$ 145,225.60	\$ 163,155.20	\$ 181,084.80	\$ 198,993.60	5%	56%
29	\$ 133,660.80	\$ 152,484.80	\$ 171,308.80	\$ 190,132.80	\$ 208,956.80	5%	56%
30	\$ 140,358.40	\$ 160,139.20	\$ 179,899.20	\$ 199,659.20	\$ 219,419.20	5%	56%

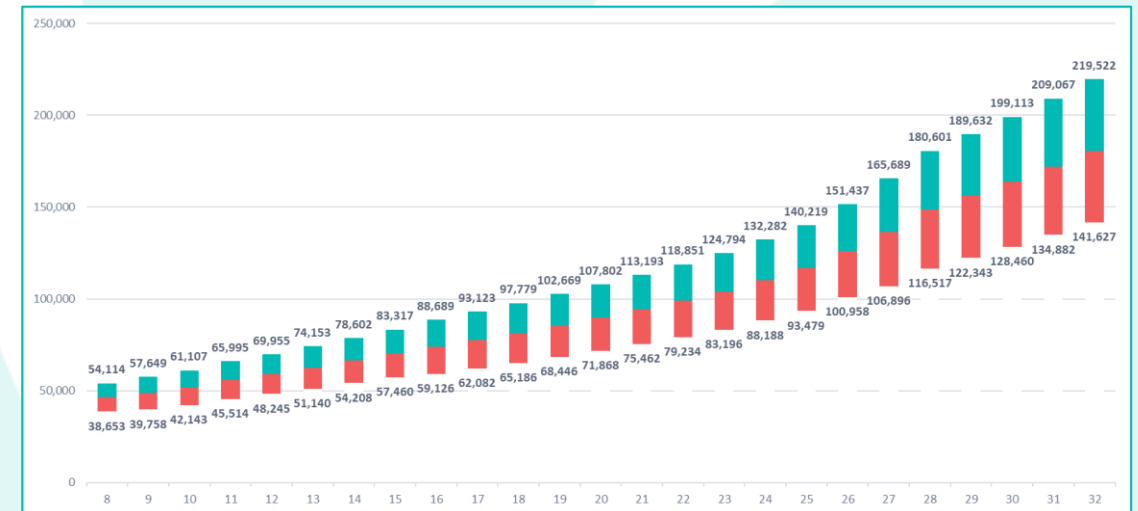
- Open plan (no defined steps), 30 “bands”
 - Not all grades in use (only 24 in use)
 - County Leadership positions without salary ranges
- 44-56% range spreads (distance from min to max)
- 3-11% midpoint differential (distance between each grade at the midpoint)
 - Average of 6% between grades
- Starting minimum wage for full-time employees is \$17.32/hour (\$36,025.60 annual- Band 7)



Proposed General Pay Plan

Proposed Pay Ranges					
Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
8	\$38,653	\$46,384	\$54,114	40%	
9	\$39,379	\$48,239	\$57,100	45%	4%
10	\$41,741	\$51,133	\$60,524	45%	6%
11	\$45,081	\$55,224	\$65,367	45%	8%
12	\$48,237	\$59,090	\$69,944	45%	7%
13	\$50,167	\$61,454	\$72,742	45%	4%
14	\$52,675	\$64,527	\$76,379	45%	5%
15	\$55,309	\$67,753	\$80,198	45%	5%
16	\$56,913	\$71,141	\$85,370	50%	5%
17	\$59,758	\$74,698	\$89,637	50%	5%
18	\$62,746	\$78,433	\$94,119	50%	5%
19	\$65,884	\$82,355	\$98,826	50%	5%
20	\$69,837	\$87,296	\$104,756	50%	6%
21	\$74,027	\$92,534	\$111,041	50%	6%
22	\$78,469	\$98,086	\$117,704	50%	6%
23	\$83,177	\$103,971	\$124,766	50%	6%
24	\$88,167	\$110,209	\$132,251	50%	6%
25	\$93,458	\$116,822	\$140,187	50%	6%
26	\$100,934	\$126,168	\$151,401	50%	8%
27	\$106,871	\$136,261	\$165,650	55%	8%
28	\$116,489	\$148,524	\$180,558	55%	9%
29	\$122,314	\$155,950	\$189,587	55%	5%
30	\$128,430	\$163,748	\$199,067	55%	5%
31	\$134,851	\$171,935	\$209,019	55%	5%
32	\$141,594	\$180,532	\$219,471	55%	5%

- Open plan (no defined steps), 25 grades (numbered 8-32)
- Aligned to 100% of market midpoints
- 40-55% narrowed range spreads
- Tailored to market midpoint differential
 - Average of 6% between grades
- Starting minimum wage for full-time employees is \$18.58/hour (\$38,653 annual- Grade 8)



Proposed General Pay Plan

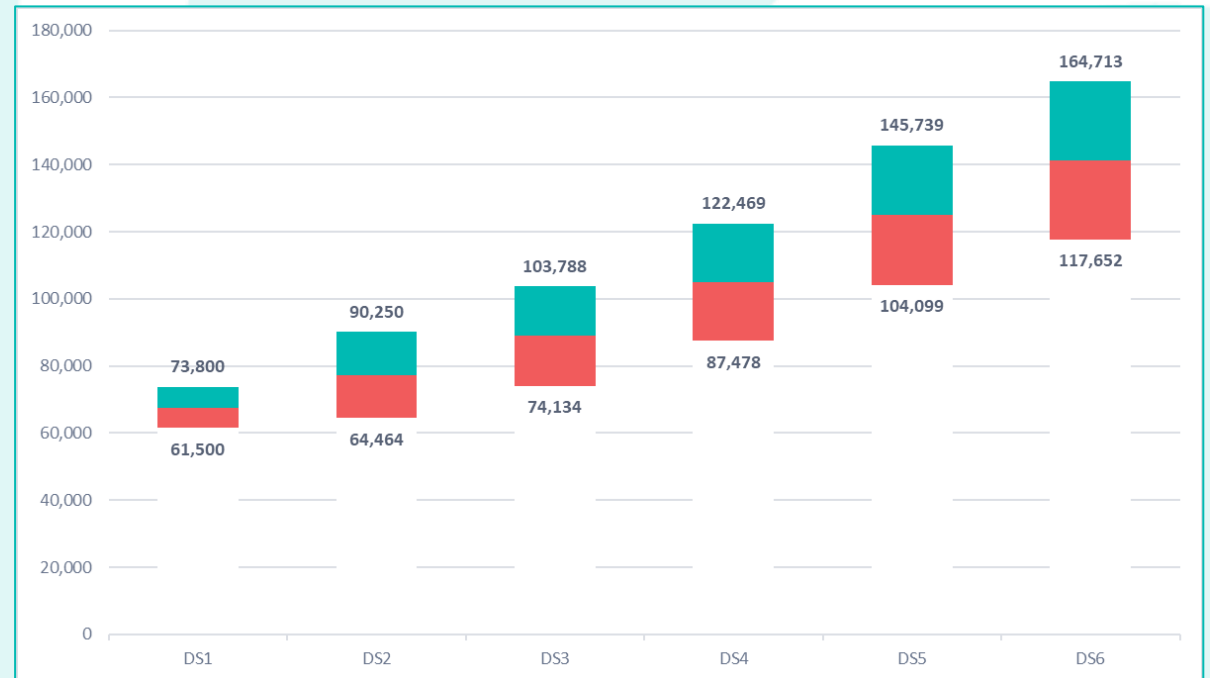


Proposed Sheriff-Sworn Pay Plan

Proposed Pay Ranges						Current Pay Ranges				
Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential	Current Minimum	Current Midpoint	Current Maximum	Proposed Midpoint Adjustment	Current Range Spread
DS1	\$61,500					\$ 55,099.20				
DS2	\$64,464	\$77,357	\$90,250	40%	14%	\$ 55,099.20	\$ 71,344.00	\$ 87,588.80	\$6,013.00	59%
DS3	\$74,134	\$88,961	\$103,788	40%	15%	\$ 63,065.60	\$ 80,017.60	\$ 96,969.60	\$8,943.40	54%
DS4	\$87,478	\$104,974	\$122,469	40%	18%	\$ 70,948.80	\$ 90,313.60	\$ 109,678.40	\$14,660.40	55%
DS5	\$104,099	\$124,919	\$145,739	40%	19%	\$ 84,219.20	\$ 107,463.20	\$ 130,707.20	\$17,455.80	55%
DS6	\$117,652	\$141,182	\$164,713	40%	13%	\$ 98,508.80	\$ 125,923.20	\$ 153,337.60	\$15,258.80	56%

Minimum	Midpoint	Maximum
\$29.57		
\$30.99	\$37.19	\$43.39
\$35.64	\$42.77	\$49.90
\$42.06	\$50.47	\$58.88
\$50.05	\$60.06	\$70.07
\$56.56	\$67.88	\$79.19

- Open range, 6 unique grades for Sheriff's Sworn positions (Trainee, Deputy, Corporal, Sergeant, Lieutenant, Captain)
- Average 16% between ranks, aligned to 100% of market a midpoints
- 40% range spreads (distance from min to max)
 - Compression is still present but minimized.
- Starting minimum wage for Deputy Sheriff and Correctional Officer Trainee (DS2) is \$30.99/hour (\$64,464 annual)



Proposed Sheriff-Sworn Pay Plan

		2025 Wages	2025 Wages	2025 Wages	100%	100%	100%	SAFE Evaluation			
Department	Proposed Title	Current Minimum	Current Midpoint	Current Maximum	Market Minimum	Market Midpoint	Market Maximum	Grade	Minimum	Midpoint	Maximum
Jail	Deputy Sheriff Captain	\$98,509	\$125,923	\$153,338	\$122,297	\$135,632	\$148,966	DS6	\$117,652	\$141,182	\$164,713
Sheriff	Deputy Sheriff Enforcement Lieutenant	\$84,219	\$107,463	\$130,707	\$107,761	\$124,548	\$140,899	DS5	\$104,099	\$124,919	\$145,739
Jail	Deputy Sheriff Corrections Lieutenant	\$84,219	\$107,463	\$130,707	\$98,552	\$115,469	\$126,623	DS5	\$104,099	\$124,919	\$145,739
Sheriff	Deputy Sheriff Enforcement Sergeant	\$70,949	\$90,314	\$109,678	\$95,197	\$106,818	\$117,856	DS4	\$87,478	\$104,974	\$122,469
Jail	Deputy Sheriff Corrections Sergeant	\$70,949	\$90,314	\$109,678	\$87,161	\$96,377	\$106,294	DS4	\$87,478	\$104,974	\$122,469
Jail	Deputy Sheriff Corrections Corporal	\$63,066	\$80,018	\$96,970				DS3	\$74,134	\$88,961	\$103,788
Sheriff	Deputy Sheriff Enforcement Corporal	\$63,066	\$80,018	\$96,970	\$79,710	\$96,618	\$113,525	DS3	\$74,134	\$88,961	\$103,788
Jail	Deputy Sheriff Enforcement - Jail	\$55,099	\$71,344	\$87,589				DS2	\$64,464	\$77,357	\$90,250
Sheriff	Deputy Sheriff Enforcement - Sheriff	\$55,099	\$71,344	\$87,589	\$64,836	\$77,022	\$89,579	DS2	\$64,464	\$77,357	\$90,250
Jail	Deputy Sheriff Corrections	\$55,099	\$71,344	\$87,589	\$61,604	\$73,918	\$85,921	DS2	\$64,464	\$77,357	\$90,250
Jail	Correctional Officer Trainee	\$55,099	\$71,344	\$87,589				DS1	\$61,500	\$67,650	\$73,800
Sheriff	Deputy Sheriff Trainee	\$55,099	\$71,344	\$87,589	\$61,558	\$72,338	\$83,119	DS1	\$61,500	\$67,650	\$73,800

- Aligned to 100% of market midpoints
- Proposed midpoints closely match market data to stay competitive.
- Equivalent ranks in Enforcement and Corrections are paid the same, even if market varies.

Rank	Current Minimum (Hourly)	Market Minimum (Hourly)	Proposed Minimum (Hourly)
Trainee	\$26.49	\$29.59	\$29.57
Officer	\$26.49	\$31.20	\$31.00
Corporal	\$30.32	\$38.32	\$35.64
Sergeant	\$34.11	\$45.77	\$42.06



Pay Grade Assignments

Determined based on internal and external results (SAFE® evaluation scores and market midpoints). We used a regression to test the relationship between this information and to identify outliers.

In total, 271 unique positions were classified to a grade in the proposed pay plan based on SAFE evaluation scores. From there, grade assignments were adjusted, as necessary, to account for:

• Existing equity (current midpoints & grade groupings)	• Market Average Midpoints
• Career progressions	• Supervisor-subordinate separation
• Grade compression	

The following information was NOT considered when assigning positions to a grade:

• The person in the position	• Performance
• Length of service	• Employee existing salary

Project Overview

Project Completion

- Final report- Will document the methodology used to conduct the study, our findings, and recommendations.
- Final presentation(s) We can present the results to elected officials, senior leadership, employees, and/or designated staff as desired.
- All project documentation will be delivered.
- Training We will provide training to HR staff to administer and maintain the new classification and compensation system – including the SAFE® job evaluation process.



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