



March 25, 2015

Dear UTA stakeholder,

Over the past 18 months, the UTA Board of Trustees has been examining employee compensation. This has been a very focused and deliberate effort, as the board strives to keep the agency competitive and attract experienced employees, while responding to community feedback and being fiscally responsible. A number of changes were implemented last year, and to complete its review the board contracted with an independent consultant to conduct a study of total compensation.

The Total Compensation Comparison Report is now complete; it was accepted by the board today and is available at www.rideuta.com. The study compared base pay, variable pay, paid leave and benefits for all UTA administrative employees to the agency's relevant labor market, which includes appropriate transit, government and non-profit organizations. We believe the work done by the consultant is thorough and in full compliance with the board's policies.

To summarize the findings of the Total Compensation Comparison Report:

- For Administrative employees, as a whole:
 - Cash compensation (base salary and variable pay) is within market norms; overall, base pay is below the average of the labor market median by 5 percent.
 - Health and retirement benefits are within market norms.
 - Paid leave is below market norms.
- For the Executive Team:
 - Cash compensation is within market norms. Variable pay was previously above market, but is within market norms under UTA's new performance incentive program.
 - Health benefits are within market norms.
 - The combination of retirement benefits is above market norms.
 - Paid leave is within market norms.
- For the President/CEO:
 - Cash compensation is on the lower end of market norms.
 - Health benefits and retirement benefits are within market norms.
 - Paid leave is within market norms.

In response to these findings, the Board of Trustees and the President/CEO have, among other actions, modified the retirement package for new executives, eliminating the 401(a) Asset Management Plan. This change is effective with the hiring of UTA's new General Counsel, who was sworn in today.

Prior to conducting the total compensation survey, the Board of Trustees and President/CEO Michael Allegra made several changes to employee compensation. These changes include:

- The Board of Trustees modified its policy to redefine UTA's "relevant labor market" to include appropriate transit, government and non-profit sectors. Private industry data may be included when information from these sources is not available or adequate.
- The Board of Trustees modified its policy directing staff to use total compensation and benefits for benchmarking and comparisons, using credible market surveys and best practices.



- The Board of Trustees modified its policy to require board approval of any performance incentive exceeding \$8,000.
- President/CEO Michael Allegra established a cap of \$7,500 for performance incentives paid in 2014. This change is reflected in the information submitted to transparency.utah.gov for last year.
- President/CEO Michael Allegra implemented a new performance incentive program effective January 1, 2015. Under the new program:
 - All administrative employees are eligible to earn up to 4% of base salary, with a maximum amount of \$7,500 for any performance incentive.
 - Only employees achieving an “Effective Performance” or greater on their annual review are eligible for a performance incentive.

With the vision and support of our elected officials and community leaders, the Wasatch Front has a transit system that is viewed as one of the most successful in the country. We operate an efficient multi-modal transit system, with more service on the street per dollar and low administrative overhead. We have finished every capital project ahead of schedule and under budget, completing 140 miles of rail in 14 years. Ridership is the highest in our history, and increased at double the national average last year. We are proud of our dedicated employees and proud of our accomplishments.

As we look to the future, our goal is to keep improving and achieving high performance standards, continuing to raise the bar. We have studied employee compensation thoroughly, and have made meaningful changes and improvements in order to align the organization with our strategic vision, respond to community feedback, and ensure we build a “better UTA” that is ready to deliver the transit system of our future.

Regards,



H. David Burton
Chair, UTA Board of Trustees



Michael A. Allegra
President/CEO



EMPLOYERS COUNCIL

TOTAL COMPENSATION COMPARISON REPORT

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March 25, 2015



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UTA TOTAL COMPENSATION COMPARISON REPORT – ADMINISTRATIVE EMPLOYEES

Introduction

Utah Transit Authority (UTA), a public transportation provider in Utah retained Employers Council (EC), a non-profit employers' association in Salt Lake City, Utah, to conduct a review of its total compensation and benefits program for its Administrative (non-union) employees. The total compensation review compared UTA's base pay, variable pay, and employee benefits, to the programs offered by UTA's "relevant" labor market which has been defined as transit, government and non-profit organizations. UTA's Board of Trustees requested the total compensation review and EC has prepared this report which presents key results on the overall competitiveness of UTA's total compensation program.

The total compensation analysis began in August 2014 and was completed in eight months. This report provides an overview of EC's methodology, key results by employee group, and recommendations.

Total Compensation and Benefits Philosophy

A strategic total compensation program includes both cash compensation and employee benefits which form a visible link between organizational objectives and strategies, and balances the expectations of its employees with the costs to the employer. It is also fluid and flexible enough to meet changing economic and market conditions. Ultimately, it provides an organization with the ability to attract, motivate, and retain qualified individuals with predictable control over payroll costs.

An organization's total compensation philosophy provides the foundation and guiding principles for the compensation program. Effective total compensation philosophies are essential to business success, motivating the organization's workforce, increasing employee engagement, and leading to high performance. Each organization, even within the same industry, has distinct goals which vary the total compensation program. An organization must decide if it will provide a total compensation program that is comparable (matches) to those offered by its competitors and peer companies ("relevant" labor market). If the organization does not desire to match the "relevant" labor market, it can choose to offer a program that is more generous or less generous than the "relevant" labor market. The organization's leaders determine the philosophy that will be the best fit and deliver the desired results.

UTA's leaders, the Board of Trustees, set a compensation philosophy which targets the following:

- **Setting total compensation at the average of the "relevant" labor market**
- **Staying competitive with relevant labor market**
- **Providing internal equity between jobs**
- **Supporting the organization's strategic goals and objectives**
- **Maintaining fiscal strength**

A key component of an organization's compensation philosophy is to define its "relevant" labor market. In May 2014, UTA's Board of Trustees amended UTA's Executive Limitations Policy 2.3.1 to modify its "relevant" labor market definition and market pricing procedures. The policy states that UTA shall "...establish total compensation and benefits which represent market value for the skills employed within comparable industry labor markets made up of appropriate transit, government, and non-profit sectors. Comparisons may be expanded to include private industry when transit, government, and non-profit sector information is not available or adequate."

When making comparisons, it is essential to identify data from organizations that are comparable to your own organization by geography (local/regional/national); industry sector (transit/public/private); number of employees; and/or size of operating budget/revenue. Each organization, even those within the same industry, must be evaluated to determine the strength of comparability. A comparative analysis should consider the organization complexities and scope. UTA is a distinct industry within the state and some of its characteristics that differentiate it from others in the labor market include:

- UTA's regional service area covers over 1,400 square miles which overlaps with some or all 91 local governments
- UTA provides direct, active service delivery to 150,000 customers each day
- UTA is committed to customer and non-customer (drivers, pedestrians, etc.) safety with federal and state oversight and review
- UTA has extensive interrelationships with federal, state, and local governments as well as state officials, partner agencies, and other stakeholders
- UTA is subject to extensive federal requirements (Federal Transit Administration and Federal Railroad Administration) relating to its operations, administration, funding, and local revenues
- UTA establishes fare structures and services which balance ridership, revenue, and cost
- UTA develops complex federal, regional, and local funding agreements
- UTA builds infrastructure and provides extensive daily, direct customer services including fixed route buses, paratransit, vanpool, light rail, and commuter rail
- UTA has a wide range of functions including construction, service delivery, maintenance, planning, police, marketing and public relations, and information technology as well as support services such as legal, supply chain management, finance administration, treasury functions, human resources, payroll, pension and benefits plan administration, and labor relations for represented employees.

Knowing how critical it is to develop close matches, UTA has been careful to draw valid comparisons in matching its jobs to jobs in the market. In order to adhere to the organization's philosophy, UTA has established compensation policies and practices consistent with generally accepted professional compensation practices. For the last 12 years, UTA has retained an outside compensation consultant to conduct an annual base pay compensation audit and to provide recommendations to enhance its market-based compensation structure. UTA has been continually commended on the execution and adherence to its established policies which enables it to provide fairness and consistency in its total compensation practices.

Methodology: Total Compensation Comparison Process

Market analysis is a method of comparing an organization's compensation and benefit levels and practices with the "relevant" labor market to determine if total compensation programs are comparable and competitive. **The relevant labor market is typically defined as the companies with which an organization competes for employees, usually peer companies in the same industry, companies within its geographic location or companies of similar size (revenue/operating budget/assets).** Once an organization's "relevant" labor market is defined, it must gather data from the market and compare the details of its jobs, pay and benefits to identify if the organization's jobs, pay and benefits are similar to that of peer companies.

Performing a true comparative market analysis for benefits offered by organizations is challenging due to the number of variables involved (differing retirement formulas for pension plans, deductibles, co-insurance, co-payments, etc.). In analyzing benefits, the specific values of a benefit, when available, and the benefit plan or formulas are compared.

UTA's total compensation and benefits program was analyzed in aggregate, by major category (cash compensation, health and welfare benefits, retirement benefits, paid leave benefits, and additional benefits), and when possible, individually.

Cash Compensation Analysis

To determine the base rate of pay for a job and the amount of variable pay to provide, it is necessary to gather data from other organizations that your organization competes with for employees. EC reviewed UTA's cash compensation programs including applicable policies, practices and data to confirm accurate and valid base wage and variable pay data for its Administrative jobs were used. The review and analysis included the comparative position of both base pay and variable pay.

- **Base Pay** – Includes wages/salaries
- **Variable Pay** - Includes short-term incentives and long-term incentives. Variable Pay is defined as cash awards that are contingent on performance, discretion, or results achieved.

UTA's jobs were compared to what the market is paying for similar jobs. EC reviewed UTA's market pricing analysis that compared UTA's jobs against survey data and peer companies/comparators. It is typical compensation practice to consider a job as a "good" match if 70% or more of the job content is similar to the survey job. To determine which survey jobs and competitor jobs were "good" matches to UTA's jobs, UTA considered the following factors:

- Education and experience requirements
- Knowledge, abilities, and skills required to perform the work
- Scope and complexity of work
- Authority delegated to make decisions and take action
- Responsibility for the work of others
- Problem solving/ingenuity
- Operating budget

EC reviewed UTA's base pay analysis. The base pay analysis identified wage data from multiple, reputable third-party compensation surveys. In total 1,992 data points from 26 survey reports were

used. A list of the surveys is included in Appendix A. Using transit, government, non-profit and geographic (national, regional, and local) data gathered from these surveys, and when necessary, private sector data, EC verified UTA's matching practice that identified "good" matches for 236 UTA administrative jobs, or 80% of all its administrative jobs.

Third-party surveys used included:

- Compensation Data (CompData)
- Mercer Benchmark Database Salary Surveys
- Towers Watson Data Services Surveys
- Employer Association of America (EAA) Surveys
- Employers Council Surveys
- Western Management Group
- Public Safety Survey
- Transit Industry Salary Surveys

In addition, EC gathered base pay and variable pay data in two independent surveys which included Utah public sector and transit sector organizations. A detailed list of participants is included in Appendix B.

UTA's Board of Trustees requested a targeted analysis of Utah's public sector compensation relative to UTA's executives. To conduct this analysis, total compensation data for public officials at all levels of government and other tax-supported agencies was obtained from Utah Public Finance website (transparent.utah.gov) and Utah's Right to Know website (utahsrigh.com). Job descriptions for 97 public employer jobs were collected and compared to UTA's executive job descriptions. Jobs that were determined to be most comparable matches to UTA's executive jobs were included to identify the average market median rate of pay for each job. Matches were identified for four of eight executive jobs. Data was collected from the following Utah entities: State of Utah, ten cities, two counties, four institutions of higher education and three other governmental agencies. A complete list is included in Appendix C.

There are challenges in using this information. It is important to note that data reported on transparent.utah.gov and utahsrigh.com should not be considered an absolute. Through the analysis, there were several concerns identified with this transparency website reporting.

- Multiple governments did not have their current information on the website.
- It is difficult to value the benefit for medical, dental, life, disability, EAP, and retirement as they are not a true comparison of what other employers offer. Plans differ dramatically across companies and the value of the plan is determined by the benefit plan design as well as utilization in the plan.
- Pension amounts reported may have no direct relationship to the actual pension benefit the employee will receive; the amount reported is simply the actuarial recommended contribution into the pension fund in order to keep the fund solvent.

Ultimately, EC chose to include the public sector data obtained from transparent.utah.gov and utahsrigh.com, but due to the concerns identified above, caution was used in our comparative analysis.

EC reviewed UTA's Board and Corporate policies as well as standard operating procedures related to compensation. In 2014, **UTA's Board of Trustees revised a compensation related policy to define UTA's "relevant" labor market and to require any variable pay amounts in excess of \$8,000 be approved by the Board.** EC determined if UTA's cash compensation was being paid within or outside of "market norms". This report defines "market norms" consistent with UTA's policies to be the average of the labor market. If the compensation is within market norms, this means the compensation paid is within the pay range of 15% above or below the labor market median. The results are included in this report.

Benefits Analysis

EC analyzed UTA's benefit programs compared to benefits offered by other organizations in the "relevant" labor market. In analyzing benefits, the specific values of a benefit, when available, and the benefit plan or formulas were compared. The following benefits were compared:

- **Health & Welfare** - Includes medical, dental, vision, life insurance, AD&D insurance, Flexible Spending Accounts, Health Reimbursement Accounts, Health Savings Accounts, and Short-term Disability (STD) and Long-term Disability (LTD) Insurance
- **Retirement** - Includes defined contribution plans (401 & 457) and defined benefit/pension plans
- **Paid Leave** - Includes vacation, sick, personal, and holidays
- **Additional Benefits** - Includes Employee Assistance Programs (EAP), wellness programs, education/tuition assistance, and transportation allowances

Note - Legally required/mandated benefits - (Social Security, Medicare, Workers Compensation, etc.) are not included in the analysis as they are something over which the employer has little or no control. .

Benefit data was gathered and analyzed in two independent surveys: EC Total Compensation & Benefits Survey and EC Utah Public Sector Benefits Query. The data gathered was from Utah public sector and transit sector organizations. A detailed list of participants included in the independent benefits surveys is attached in Appendix B. Additionally, EC consulted reports provided by:

- Gallagher Benefits Services
- Group Benefit Services Public Employers Benefits Comparison Report
- Mutual of America- Public Employers Retirement Report
- ICMA RC – Public Employers Retirement Report

Total Compensation & Benefits Analysis

The results from EC's review of UTA's Total Compensation & Benefits Program are reported in the following four separate employee groups:

- All Administrative Employees,
- Executives and Regional General Managers (not including Board Appointees),
- General Counsel, and
- President/CEO.

Results - All Administrative Employees

EC's results of UTA's total compensation program for all employees are outlined in the chart below. Comparisons include public sector, transit sector, non-profit, and geographic data. This information can be utilized as a tool to assist UTA's President/CEO to determine if any action should be taken related to these findings.

Total Compensation Component	Summary Market Comparisons	Comments
Cash Compensation	Within Market Norms	<ul style="list-style-type: none"> - Base pay is within market norms; however all employees' base pay was below the average of the labor market median by 5% in 2014 - Variable pay was above the average of the 2013 labor market median - Variable pay program was restructured in 2014, resulting in reductions of 49% in the payment amounts over 2013
Health & Welfare Benefits	Within Market Norms	<ul style="list-style-type: none"> - Deductibles, out-of-pocket maximums, copayments are within market norms - Premium Sharing is within market norms - Short & Long Term Disability are below market norms - Basic Life Insurance and AD&D are within market norms
Retirement Benefits	Within Market Norms	<ul style="list-style-type: none"> - Defined Benefit formulas are within market norms - 457 employer match of 2% is below market norms with the average at 3% match
Paid Leave	Below Market Norms	<ul style="list-style-type: none"> - Fewer days of paid leave and no leave upon hire are below market norms - Holiday leave is within market norms
Additional Benefits	Within Market Norms	<ul style="list-style-type: none"> - EAP, wellness program, education assistance and transportation are within market norms

Results - Executives and Regional General Managers (Excluding Board Appointees)

EC's results of UTA's total compensation program for executives and regional general managers are outlined in the chart below. The seven executive jobs include CCDO, CCO, CFO, COO, CPO, CSO, and CTO. Comparisons include public sector, transit sector, non-profit and geographic data. This information can be utilized as a tool to assist UTA's President/CEO to determine if any action should be taken related to these findings.

Benefit Area	Summary Market Comparisons	Comments
Cash Compensation	Within Market Norms	<ul style="list-style-type: none"> - Base pay for executives on average was at the labor market median for 2013 and 2% above in 2014 but within market norms - Base pay for RGMs on average was above the labor market median by 2% in 2013, and by 2% in 2014 but within market norms - Variable pay was above the average of the 2013 labor market median - Variable pay program was restructured in 2014 resulting in payout reductions of 75% for executives and 54% for RGMs over 2013, bringing cash compensation within market norms for 2014
Health & Welfare Benefits	Within Market Norms	<ul style="list-style-type: none"> - Same as All Employee Summary
Retirement Benefits	Above Market Norms	<ul style="list-style-type: none"> - Defined Benefit formulas are within market norms - 457 employer match is above market norms, a majority of employers contribute the same amount among all employee groups. UTA contributes a higher amount for Executives and RGMs - 401 Plan contributions for executives are within market norms - UTA pays a pre-tax 7% contribution on behalf of the employee. The 3% is a mandatory contribution that the employee makes. Data for RGM 401 plans was insufficient to conduct a comparison
Paid Leave	Within Market Norms	<ul style="list-style-type: none"> - In aggregate vacation, sick, holidays, personal days are within market norms
Additional Benefits	Within Market Norms	<ul style="list-style-type: none"> - Same as All Employee Summary except as noted below - Data for RGM transportation allowance was insufficient to conduct a comparison

Results – General Counsel

EC was requested to review the total compensation program provided to the General Counsel. EC found UTA's total compensation program for the General Counsel in 2013 and 2014 was outside market norms. Comparisons include public sector, transit sector, non-profit and geographic data.

With the transition occurring within the office of the General Counsel, UTA's Board modified the total compensation package offered to the new General Counsel so that it is within market norms. Below is a comparison of total compensation for the new General Counsel to outgoing General Counsel. EC finds that new General Counsel's total compensation package is within market norms.

Total Compensation Component	New General Counsel	Outgoing General Counsel
Cash Compensation	<p>Within Market Norms</p> <ul style="list-style-type: none"> -Base Pay – within market norms at 3.5% above the average of labor market median -Variable Pay – eligible for 4% of base pay with a maximum of \$7,500 	<p>Above Market Norms</p> <ul style="list-style-type: none"> -Base Pay – above market norms at 19% above the labor market median -Variable Pay – above market norms for 2013, no variable payment was made for 2014, eligible for 15% of base pay
Health & Welfare Benefits	<p>Within Market Norms</p> <ul style="list-style-type: none"> -Same as All Employee Summary 	<p>Within Market Norms</p> <ul style="list-style-type: none"> -Same as All Employee Summary
Retirement Benefits	<p>Within Market Norms</p> <ul style="list-style-type: none"> -Defined Benefit Plan – within market norms -401 Plan – Not offered to new General Counsel -457 Plan – Contributions are slightly above market norms at 7% 	<p>Above Market Norms</p> <ul style="list-style-type: none"> -Defined Benefit Plan – outside market norms, received two years of service credit for each year of service -401 Plan – Contributions were within market norms -457 – Contributions were above market norms, UTA contributed the full amount allowed under IRS regulations
Paid Leave	<p>Within Market Norms</p> <ul style="list-style-type: none"> -Vacation, sick and holiday are within market norms 	<p>Above Market Norms</p> <ul style="list-style-type: none"> -Vacation was above market norms -Sick and holiday were within market norms
Additional Benefits	<p>Within Market Norms</p> <ul style="list-style-type: none"> -Same as All Employee Summary -Transportation allowance is within market norms 	<p>Above Market Norms</p> <ul style="list-style-type: none"> - Same as All Employee Summary except as noted below - Transportation was above market norms - Life Insurance was above market norms, UTA paid for a special life insurance policy

Results - President/ CEO

EC's results of UTA's total compensation program for UTA's President/CEO are outlined below. Comparisons include public sector, non-profit sector, transit sector, peer transits, and geographic local data. Peer transits per the legislative auditors included Denver, Dallas, Portland, Sacramento, San Diego, and Santa Clara/San Jose. UTA's Board of Trustees is responsible to determine what action, if any, should be taken.*

Benefit Area	Summary Market Comparison	Comments
Cash Compensation	Within Market Norms	Base pay is within market norms - Base pay was below the relevant labor market median by 6% in 2013 and by 9% in 2014, including public sector, transit and local geographic data -Base pay was below the relevant labor market median by 12% in 2013 and by 14% in 2014, including transit and local geographic data only - Variable pay was above the relevant labor market median in 2013 and below in 2014, no variable pay was paid in 2014
Health & Welfare Benefits	Within Market Norms	- Same as All Employee Summary, except as noted -UTA pays for Health Insurance premium
Retirement Benefits	Within Market Norms	- Defined Benefit formulas are within market norms - 457 employer match is within market norms of the relevant labor market for CEOs in transit industry - 401 plan contributions are higher than the median of the relevant labor market by \$6,850
Paid Leave	Within Market Norms	- Vacation Days are above the relevant market but in aggregate vacation, sick, and holidays are within market
Additional Benefits	Within Market Norms	- Same as All Employee Summary except as noted below - CEO's transportation allowance is slightly higher than the relevant labor market. Several transit and public sector entities provide vehicles vs. allowance so value of the provided benefit is not known

*EC feels the best comparator for the President/CEO position is the transit industry and not Utah public sector or geographic/local because that is where UTA would compete for talent for this position. UTA is a transit organization and has many nuances and unique characteristics that would be best managed by an individual from the transit industry.

Summary & Recommendations

Ultimately in thinking through a total compensation program, employers must take into account how they want to position themselves in the labor market to attract talent at all levels of the organization, drive business success, and attain organizational goals. EC believes the primary mix of indicators upon which an organization should rely include: the organization's financial abilities, current economic indicators, employer and employee preferences, pay trends and comparative market data analysis, and the unique organizational characteristics.

UTA is a strong organization that has expanded transit services and become a factor in attracting new employers to Utah. UTA became a strong organization through hiring, training, and retaining qualified and talented employees. In order to continue to deliver exceptional transit services and outstanding customer service to Utah residents, UTA has created a well-designed, market-drive total compensation program to attract and retain qualified and talented employees.

EC has completed our review and comparative analysis of the total compensation and benefits program offered by UTA to its Administrative employees. EC has determined that UTA's overall program is comparable to what is being provided by other organizations in the "relevant" labor market.

EC found UTA's total compensation program for all Administrative employees overall is within market norms of the "relevant" labor market. Overall:

- Cash Compensation is within market norms
- Health & Welfare Benefits are within market norms
- Retirement Benefits are within market norms
- Paid Leave is below market norms
- Additional Benefits are within market norms

This report is an informative tool for UTA's Board of Trustees and the President/CEO to review the total compensation program and its comparability to the market. Some of the areas that have been identified and already addressed by the President/CEO and the Board of Trustees include:

- UTA's variable pay program was modified for 2014 to reduce the payout amounts and establish a maximum payout of \$7,500. In 2015, the program was further modified to set the maximum payout at 4 percent of base pay not to exceed \$7,500.
- UTA will continue to conduct an annual market pricing analysis and in 2015 will include both base pay and variable to enable UTA to compare its total cash compensation and expand the survey sources to include additional non-profit and government data.
- UTA's Board modified the total compensation package offered to the new General Counsel so that it is within market norms.

There are some additional areas that EC recommends UTA's President/CEO review. They include the following for the identified groups:

- Short-term Disability & Long-term Disability benefits for all employees
- Retirement Benefits
 - 457 plan contributions for all employees
 - 401 plan for Executives
- Paid Leave days for all employees

The review should consider the following: the associated costs and affordability, the level of the existing benefit, the level of the benefit offered in the market, the benefit within the context of the benefit category and within the total compensation program, balanced with the importance/value of the benefit to UTA's employees. UTA's Administrative employees reported in 2013, the top five most valued total compensation items. They are listed below in order of importance/value to UTA's employees:

- 1) base pay rate/salary
- 2) medical insurance
- 3) pension/retirement plan
- 4) variable pay
- 5) vacation pay

Additionally, EC recommends UTA further refine its compensation philosophy to encompass the following:

UTA's leadership aims to provide **total** compensation that is at the average of the labor market median, stays externally competitive, provides internal equity between jobs, supports the organization's strategic goals and objectives, and is within its fiscal constraints. UTA looks to establish **total** compensation using a combination of base pay and variable pay along with benefits which represent market value for the skills employed within its "relevant" labor market as defined by UTA's Board of Trustees.

EC found that UTA has a well-designed, well-administered, market-based total compensation program for its administrative employees that should provide UTA the ability to attract, motivate, and retain the qualified individuals needed to drive the organization's continued success.

Kimberly Barton, SPHR
Employers Council

Appendix A: Compensation Surveys (26 Surveys)

General Industry Surveys

Compensation Data (CompData)

- 2014 Compensation Data

Mercer Benchmark Database Salary Surveys

- Mercer 2013 Human Resources
- Mercer 2014 Finance Accounting and Legal
- Mercer 2014 Human Resources
- Mercer 2014 Information Technology
- Mercer 2014 Logistics and Supply Chain
- Mercer 2014 Sales, Marketing and Communications
- Mercer 2014 South Central

Towers Watson Data Services (TWDS) - U.S.

- 2014 TWDS Office and Business Support Compensation Survey - U.S. - Not For Profit
- 2014 TWDS Professional (Administrative and Sales) Compensation Survey - U.S. - For Profit
- 2014 TWDS Professional (Administrative and Sales) Compensation Survey - U.S. - Not For Profit
- 2014 TWDS Professional (Technical and Operations) Compensation Survey - U.S. - For Profit
- 2014 TWDS Professional (Technical and Operations) Compensation Survey - U.S. - Non For Profit
- 2014 TWDS Supervisory & Management Compensation Survey - US - For Profit
- 2014 TWDS Supervisory & Management Compensation Survey - US - Not For Profit
- 2014 TWDS Technical Support and Production Compensation Survey - U.S. Not For Profit
- 2014 TWDS Top Management Compensation Survey - US - Not For Profit
- 2014 TWDS Top Management Compensation Survey - US - For Profit

Employers Council

- 2014 Employer's Council Utah Annual Compensation Survey
- 2014 EAA National Executive Compensation Survey
- 2013 EAA National IT & Engineering Survey

Western Management Group

- WM 2014 Greater Salt Lake Area Compensation Survey

Public Safety Survey

- 2014 UTA Public Safety Survey

Transit Industry Surveys

- UTA 2014 Transit Industry Salary Survey
- UTA 2013 Transit Industry Salary Survey
- 2013 Transit Compensation Survey

APPENDIX B: Organizations used for Cash Compensation & Benefits Market Comparison

Peer Transit Agencies

Dallas Area Rapid Transit (Dallas, TX)
Regional Transportation District (Denver, CO)
San Diego Metro (San Diego, CA)
Sacramento Regional Transit District
(Sacramento, CA)
TriMet (Portland, OR)
VTA (San Jose, CA)

Transit Agencies

Alameda Contra Costa Transit District
BART
Ben Franklin Transit
Capital Metropolitan Transportation Authority
Central Florida Regional Transportation
Authority d/b/a LYNX
Central Ohio Transit Authority
Chicago Transit Authority
Golden Gate
Greater Cleveland Regional Transit Authority
King County Transit (Seattle)
Los Angeles County Metropolitan
Transportation Authority
MARTA (Atlanta)
Maryland Transit Administration
MBTA (Boston)
Metropolitan Transit Authority (Houston)
New Jersey Transit
North County Transit District
OCTA (includes CMA)
Omnitrans (San Bernardino)
Orange County Transportation Authority
Pierce Transit
Port Authority of Allegheny County (Pittsburgh)
SamTrans
San Mateo
SEPTA (Philadelphia)
SF Muni
Sound Transit
Valley Metro RPTA (Phoenix)
VIA Metro (San Antonio)

Utah Public Sector

Cache Valley Transit District
Ogden City Corporation
Salt Lake City Corporation
Salt Lake County
Sandy City
State of Utah
Unified Police Department
University of Utah
University of Utah Hospitals and Clinics
Utah State University
Utah Valley University

APPENDIX C: Utah Public Sector - Organizations used for Executive Level Comparative Analysis

Below is a list of the Utah public entities from which data was reviewed:

- 1) Salt Lake City
- 2) West Valley City
- 3) Provo
- 4) West Jordan
- 5) Orem
- 6) Sandy
- 7) Ogden
- 8) St. George
- 9) Layton
- 10) Taylorsville
- 11) Unified Police
- 12) Weber State University
- 13) University of Utah
- 14) Davis County Utah
- 15) Salt Lake County
- 16) Salt Lake Community College
- 17) Utah State University
- 18) State of Utah (UDOT, Governor's Office of Economic Development, AG Office)
- 19) Wasatch Front Regional Council
- 20) Salt Lake School District

Below is a list of the UTA executives and how many Utah public entity job descriptions were collected for each. Ninety-seven total job descriptions were obtained.

Executive	Job Descriptions Collected
Chief Development Officer	12
Chief Planning Officer	8
Chief Safety and Security Officer	10
Chief Technology Officer	12
General Counsel	10
President/CEO	15
Vice President, Chief Communication Officer	8
Vice President, Chief Financial Officer	11
Vice President, Chief Operations Officer	11

APPENDIX D: UTA Jobs by Classification

Board Appointees

President/CEO
General Counsel
Director of Audit

Executives

Chief Capital Development Officer
Chief Communications Officer
Chief Financial Officer
Chief Operating Officer
Chief Planning Officer
Chief Safety Officer
Chief Technology Officer

Regional General Managers

Commuter Rail General Manager
Light Rail General Manager
Regional GM Mt. Ogden BU
Regional GM Salt Lake BU
Regional GM Timpanogos BU
Special Services GM

Senior Management

Associate Corporate Counsel
Claims & Insurance Manager
Comptroller
Coordinated Mobility Manager
Dep GM Rail Sys Infrastructure
Deputy Chief - IS Manager
Development Manager
Director of Audit
Facilities Maintenance Manager
Financ. Svcs Mgr/Dep Treasurer
Maintenance Manager
Manager of Customer Service
Manager of Fares
Manager of Maintenance
Manager of Maintenance Admin
Manager of Operations Planning
Manager of Rail Operations
Manager of Rail Systems
Manager of Right of Way Assets
Manager of Service Delivery
Manager of Service Planning
Manager of Vehicle Performance
Manager Operational Research
Manager/Rail Vehicle Maint
Mgr Labor/Performance Improve
Mgr of Civil Rights Compliance
Mgr of CR Vehicle Maintenance
Mgr of Public Rel & Marketing
Mgr of Technology Deployment
Mgr Ops Analysis and Planning
Mgr Tech Support Facility

Mgr Technical Services & QA
Mgr Transit Communications Ctr
Mgr, Financial Plan/Analysis
Mgr, Financial Plan/Grants Dev
Mgr, Project Dev/Systems Plan
Mgr-Long Range Strategic Plann
Public Safety Manager
Rail Facilities Maint Mgr
Senior Counsel
Senior Supply Chain Manager
Special Services Program Mgr
Special Svcs Sched/Planning Mgr
Sr Human Resources Officer
Sr Program Manager
Sr. Program Mgr Eng Project Dev
Sr. Program Mgr, Environmental

Management

ADA Evaluation Office Admin
Application Dvlpmnt Team Leader
Application Support Team Leader
Assistant Comptroller
Asst Mgr of Rail Operations
Asst Mgr, Rail Plan, Perf, Proj
Board of Trustees Support Mgr
Bus Operations Trng Admin
Bus Vehicle Maint Supv
Captain
Commuter Rail Veh/Maint Supv
Customer Service Supervisor
Desktop & Systems Supervisor
Downtown Operations Supervisor
Facilities Engineer
Facilities Maint Supv
Farebox Service Supervisor
Fines Adjudicator/Office Supv
Fleet Engineering Admin
HRIS/Technology System Admin
Lieutenant
Light Rail Vehicle Maint Supv
Maint Training Administrator
Maintenance of Way Supervisor
Manager of Human Resources
Manager of Safety
Manager, Systems Engineering
Manager-Civil Engineers
Marketing Supervisor
Materials Supervisor
Mgr Procurement Grants/Contract
Mgr-Property Acquisitions/Disp
Mgr-Property Administration
Network Comm/Infra Supervisor
Office Administrator
Operations Supervisor

Parts Supervisor, Rail
Pass Facilities Road Crew Supv
Project Manager I
Project Manager II
Public Relations Supervisor
Radio Comm Eng Supervisor
Rail Fleet Control Supervisor
Rail Maintenance Supervisor
Rail Operations Supervisor
Rail Services Training Admin
Rail Vehicle Procure/Comm Mgr
Scheduling Supervisor
Security Supervisor
Senior Advisor to the GM
Sergeant
System Monitoring Supervisor
System Monitoring Administrator
Technical Services Supervisor
Technical Support Supervisor
TOD Project Manager
Transit Communications Supv
Vanpool Fleet Maint Supervisor
Warehouse & Inventory Opns Mgr
Workers Compensation Admin

Strategic Technical Professionals

Accountant
Accounting and Data Analyst
Assistant to CCCFO
Assistant to President/CEO
Benefits Administrator
Bus Support Project Manager
Bus. Perf Improve Consultant
Business and Quality Analyst
Buyer
Buyer/Purchsng Tech Specialist
Civil Engineer
Claims Administrator
Communications QA Technician
Contract Auditor
Contract Buyer
Coordinated Mobility Specialist
Corp Instructional Designer
DBE Liaison Officer
Digital Media Specialist
Drug Alcohol Progr/Project Admin
EFC Data Analyst
Electronics Comm Team Leader
Electronics Engineer
Emergency Mgmt Administrator
Engineering/Const Planner III
Environmental Compliance Admin
Facilities Technician
Fleet Engineering Technician

GIS Administrator
Grants Development Admin
HR Benefits Specialist
HR Generalist
Internet Marketing Specialist
Maint &Tech Systems Specialist
Maint Training Assistant Admin
Maint Training Specialist
Mgr. Product Development/Sales
NEPA Project Administrator
Network Administrator II
Network Administrator III
Oper Ser Delivery System Mgr
Operations Analyst
Operations System Admin
Payroll Administrator
Pension Administrator
Pension Specialist
Programmer Analyst II
Programmer Analyst III
Project Control Specialist
Property Administrator
Public Relations Specialist
Rail Maint Training Specialist
Rail Operations Training Lead
Rail Service Project Admin
Rail Service/Ops Planner
Recruiter
Safety Admin - Transit System
Safety Administrator-Const
Senior Business Analyst
Senior Compensation Analyst
Senior Contract Auditor
Senior HR Generalist
Senior Operations Planner
Senior Planning Researcher
Senior Service Planner
Senior Social Media Specialist
Sr Business Process Developer
Sr Civil Eng/Quality Oversight
Sr Corporate Training Admin
Sr Fare Policy/Struct Designer
Sr Grants & Contracts Admin
Sr Legal Support/Records Offcr
Sr Tech Deploy Project Lead
Sr. Dev Program Engineer
Sr. Information Security Admin
Sr. Labor Relations Specialist

Sr. Marketing Representative
Sr. Media Relations Specialist
SrAppliedResearcher/Analyst
Strategic Planner III
Strategic Sourcing Specialist
System Engineer
Systems Support Analyst III
Tech Deploy Project Lead
Technical Analyst/QA
Technology Business Analyst
Title VI Compliance Officer
Transit Asset Administrator
Vehicle Procure/Comm Admin-Bus
Video Security Admin

Technical / Admin Support

Accounts Payable Coordinator
Accounts Receivable Coordinato
Administrative Services Clerk
Applied Technology Svc Analyst
Claims Adjuster
Claims Clerk
Claims Specialist
Communications Specialist
CommunicationsOfficeSpecialist
Contact Center Agent
Corporate Office Coordinator
CS Technical Specialist
Customer Care Coordinator
Customer Relations Specialist
Customer Service Receptionist
Customer Svc Lead Specialist
Electronic Communications Tech
Electronic Customer Comm Spec
Electronic Engineering Tech
Employment Support Specialist
Estimator
Facilities Office Specialist
Farebox Revenue Processor
Field Service Technician
Fleet Engineering Office Spec
Flextrans Radio Control Coord
Grants Specialist
Graphic Artist
Graphics/GIS Specialist
HR File Clerk
HR Office Specialist
Human Resource Representative

Items Recovery Specialist
Lead Scheduling Specialist
Maintenance Office Coordinator
Maintenance Support Coord
Major Program/Dev Office Spec
Materials/Inv Control Analyst
Mobility & Travel Trainer Spec
Mobility Center Coordinator
Mobility Ctr Eligibility Spec
Network Specialist
Office Clerk
Operations Planner
Paratransit Scheduling Splist
Pass Sales Representative
Performance InfoTechnician
Property Specialist
Public Safety Office Coordinat
Public Safety Specialist
Purchasing Office Specialist
Rail Office Specialist
Real Estate Office Specialist
Revenue Equipment Maint Tech
Security Guard
Senior Contact Center Agent
Service Plan Deploy Specialist
Special Services Customer Care
Special Svc Cust Support Admin
Special Svcs Sr Planner
SpecialSvcs Office Coordinator
Sr. Office Specialist
Strategic Planner II
System Monitor
Technology Support Specialist
Technology Support Technician
Train Host
Transit Comms Dispatcher
Transit Comms Dispatch-Trainee
Transit Police Officer I
Transit Police Officer II
Transit Police Officer III
Travel Trainer
Vanpool Maint Office Coordinat
Vanpool Maintenance Specialist
Vanpool Support Specialist
Warehouse & Prod Control Lead
Warehouse Specialist
Warranty Claims Specialist