



# TOTAL REWARDS

MARKET INSIGHTS  
OCTOBER 17, 2023



# AGENDA

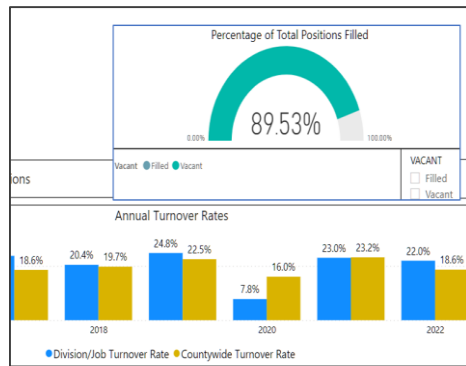
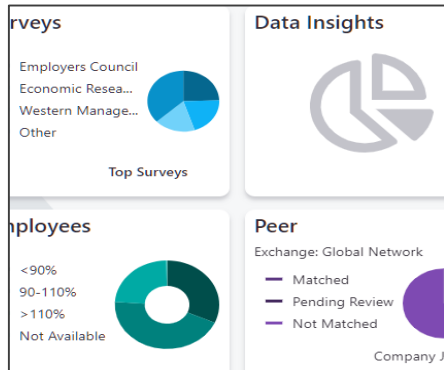
- Compensation
  - Compensation Market Data
- Benefits
  - Benefits Market Data
  - Benefits Strategy



# COMPENSATION



# 2023 COMPENSATION ACCOMPLISHMENTS



## NEW SOFTWARE IMPLEMENTATION

Job and Employee data uploaded

Individual market pricing of 160+ jobs

64.2% of positions represented

## \$3M WORKING GROUP

Review of 60+ job classifications

400+ individual employee pay adjustments

## RETENTION PAY

Retention Pay processed for all eligible employees

## EPIC PROJECT

Compensation administration changes proposed

## COMPENSATION SURVEY

Custom compensation survey conducted by NFP

## PUBLIC SECTOR MARKET DATA – EXTERNAL SURVEY

- Conducted by external vendor
- High-level match of job descriptions
- 100+ Benchmark jobs
- 46.7% of Positions included
- Aged to January 1, 2024

### Job Classification Findings

- 9.9% Above Market
- 42.6% At Market
- 47.5% Below Market

Overall  
7.0%  
Below Market

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## EXTERNAL COMPENSATION SURVEY RESPONSES

- NFP had a 77% participation rate with 33 agencies responding
- The listed entities were invited to participate
- The bolded agencies responded to NFP's request

Bountiful City

Cache County

Clark County, NV

Cottonwood Heights

Davis County

Denver County, CO

Draper City

El Paso County, CO

Farmington City

Herriman City

King County, WA

Layton City

Lehi City

Logan City

Maricopa County, AZ

Midvale City

Multnomah County, OR

Murray City

North Pointe Solid Waste

North Utah Valley Animal Services Special Service District

Ogden City

Orem City

Pierce County, WA

Pima County, AZ

Provo City

Riverton City

Salt Lake City

Sandy City

South Jordan City

South Salt Lake City

St. George City

State of Utah

Summit County

Taylorsville City

Tooele County

Unified Police Dept

Utah County

Wasatch County

Wasatch Integrated Waste Management District

Washington County

Weber County

West Jordan City

West Valley City

## COMPREHENSIVE MARKET DATA

- Utilized in-house tool
- Detailed analysis of job descriptions
- 160 Benchmark jobs
- 64.2% of Positions included
- Aged to January 1, 2024

### Job Classification Findings

- 13.2% Above Market
- 44.0% At Market
- 42.8% Below Market

Overall  
4.4%  
Below Market

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## COMPREHENSIVE MARKET ANALYSIS DATA SOURCES

- Adjustments made for minimum qualifications
- Adjustments made for geographic location
- Government entities most like Salt Lake County

### Published Surveys

**PayFactors HR Market Data**

**PayFactors PEER Data**

**Mercer**

**Towers Watson**

**CompData Surveys**

**Culpepper**

**Economic Research Institute  
(ERI)**

**Employer's Council**

**Western Management Group**

**Industry-specific Surveys**

### Public Entity Data

**Wasatch Front Entities**

**Western States Entities**



# MARKET INCREASES

## National 2024 Projected

Overall Gov. Sector

4.4%

Federal, Civilian

5.2%

Overall U.S. (all Sectors)

3.9%

## Local Cities Funded July 1, 2023

Largest Wasatch Front Cities by Population		
CITY	Across the Board Increase (COLA / Structure)	Additional base increase (Merit / Performance)
Salt Lake City	5.0%	Variable
West Valley City	4.0%	3%
West Jordan City	4.0%	3%
Provo City	4.0%	3%
Orem City	0.0%	3%
Sandy City	7.5%	Up to 5.25%
Ogden City	1.0%	4%
Lehi City	1.0%	Up to 3%
South Jordan City	4.0%	4%
Layton City	4.5%	4% Average
Milcreek City	5.0%	2%
Herriman City	6.5%	0%
Taylorsville City	0.0%	Up to 7%
Draper City	4.0%	2%
Murray City	4.0%	3%

Average Increase: 3.63%

## State of Utah Funded July 1, 2023

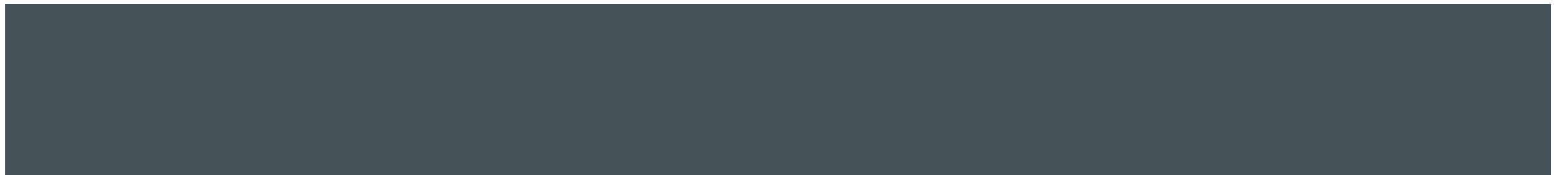
5% labor market  
increase

3.75% targeted  
increases

2.5% (avg)  
discretionary pay



# BENEFITS



# BENEFITS SURVEY RESULTS

*NFP was engaged to gather benchmarking data for benefits. Results were provided through a custom survey sent out to numerous counties, cities and municipalities across Utah and the western region and included data from multiple private sector studies.*

## Custom Survey Findings

- SLCO is generally aligned to its peers
- County stands apart in offering a no-cost medical option and onsite services such as the clinic & daycare
- County falls below the market in providing lower dental subsidies and benefits
- County trails in offering a lesser basic life benefit and excluding benefits for dependents

## Private Sector Findings

- SLCO is generally aligned to market
- County stands apart in the private sector by offering a no-cost medical option
- County falls below market in the employer paid life benefits provided employees and dependents

# EXTERNAL BENEFIT SURVEY RESPONSES

- NFP had a 55% participation rate with 23 agencies responding
- The listed entities were invited to participate
- The bolded agencies responded to NFP's request

## Additional Sources

- Utah Employee Benefits Study – September 2022
- SHRM 2023 Employee Benefits Survey
- Business Group on Health 2023 Large Employers' Health Care Strategy and Plan Design Survey
- NFP 2023 US Benefits Trend Report

Bountiful City

**Cache County**

Clark County, NV

Cottonwood Heights

**Davis County**

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**Tooele County**

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**Utah County**

**Wasatch County**

**Wasatch Integrated Waste Management District**

**Washington County**

**Weber County**

**West Jordan City**

**West Valley City**

# GENERAL FINDINGS

Medical & Savings Benefits	SLCO Ranking
Number of Plans Offered	Meets Market
Percentage of Premium Paid by ER	Exceeds Market
Annual Deductible <small>Of respondents offering HDHP ~60% have lower deductibles than SLCO</small>	Below Market
Out of Pocket Max	Meets Market
Medical Spending Accounts Offered	Meets Market
Medical Spending Account Funding	Meets Market
Telemedicine Benefits	Meets Market
Family Forming Benefits	Meets Market
Onsite/Contracted Health Clinic	Exceeds Market

Dental & Vision Plans	SLCO Ranking
Number of Dental Plans Offered	Meets Market
Percentage of Premium Paid by ER	Below Market
Annual Benefit Allowed per Person	Exceeds Market
Maximum Lifetime Orthodontia Benefit	Below Market
Vision Plans Offered & Premium Paid by ER	Meets Market

Life & Disability Benefits	SLCO Ranking
Amount of Employer-Paid Life Insurance	Below Market
- for Offered Employee Benefit	Below Market
- for Offered Spouse Benefit	Below Market
- for Offered Child(ren) Benefit	Below Market
Voluntary Life Benefits Offered	Meets Market
Short-Term Disability Benefits	Meets Market
Short-Term Disability Premium Paid by ER	Meets Market
Long-Term Disability Benefits	Meets Market
Long-Term Disability Premium Paid by ER	Meets Market

Wellness Initiatives & EAP	SLCO Ranking
Variety of Wellness Initiatives	Meets Market
Employee Assistance Program Benefit	Meets Market

Ancillary Benefits	SLCO Ranking
Variety of Ancillary/Voluntary Benefits	Exceeds Market
Subsidized Daycare <small>(SLCO is sole ER Offering)</small>	Exceeds Market

# GENERAL FINDINGS

Leave Administration	SLCO Ranking
Paid Holidays Offered	Meets Market
Paid Time-off	Meets Market
< Less than one-year of service	Meets Market
1 – 3 Years of Service	Meets Market
3 – 5 Years of Service	Meets Market
5 – 7 Years of Service	Meets Market
7 – 10 Years of Services	Meets Market
10 – 15 Years of Service	Meets Market
15+ Years of Service	Below Market
Amount of Sick Leave Permitted to Carry Over	Meets Market
Amount of Vacation Permitted to Carry Over	Meets Market
Buy-out Option for Sick Leave	Meets Market
Buy-out Option for Vacation Leave	Meets Market
Buy-out Option for Holidays	Meets Market
Paid Parental Leave	Exceeds Market

Retirement Plans	SLCO Ranking
Types of Retirement Plans Offered	Meets Market
Maximum Employer Contribution Percentage	Below Market
Matching Contribution Requirement <small>SLCo does not require an employee match</small>	Exceeds Market

Education Assistance	SLCO Ranking
Tuition Reimbursement Program	Exceeds Market
Student Loan Assistance	Meets Market

# GENERAL FINDINGS – PRIVATE SECTOR SURVEY

Medical & Savings Benefits	SLCO Ranking
Number of Plans Offered	Meets Market
Percentage of Premium Paid by ER	Exceeds Market
Annual Deductible <small>Of respondents offering HDHP ~60% have lower deductibles than SLCo</small>	Below Market
Out of Pocket Max	Meets Market
Medical Spending Accounts Offered	Meets Market
Medical Spending Account Funding	Below Market
Telemedicine Benefits	Meets Market
Family Forming Benefits	Meets Market
Onsite/Contracted Health Clinic	Meets Market

Dental & Vision Plans	SLCO Ranking
Number of Dental Plans Offered	Meets Market
Percentage of Premium Paid by ER	Below Market
Annual Benefit Allowed per Person	Meets Market
Maximum Lifetime Orthodontia Benefit	Meets Market
Vision Plans Offered & Premium Paid by ER	Meets Market

Life & Disability Benefits	SLCO Ranking
Amount of Employer-Paid Life Insurance	Below Market
- for Offered Employee Benefit	Below Market
- for Offered Spouse Benefit	Below Market
- for Offered Child(ren) Benefit	Below Market
Voluntary Life Benefits Offered	Meets Market
Short-Term Disability Benefits	Meets Market
Short-Term Disability Premium Paid by ER	Meets Market
Long-Term Disability Benefits	Meets Market
Long-Term Disability Premium Paid by ER	Meets Market

Wellness Initiatives & EAP	SLCO Ranking
Variety of Wellness Initiatives	Meets Market
Employee Assistance Program Benefit	Meets Market

Ancillary Benefits	SLCO Ranking
Variety of Ancillary/Voluntary Benefits	Above Market
Subsidized Daycare	Above Market

# 2023 BENEFITS ACCOMPLISHMENTS



## MENTAL HEALTH INITIATIVES

17.9% Blunovus Care Center utilization  
900+ opt-ins to Hope & Norm text services  
90 live training events  
2,200 app engagements  
FT therapist at clinic



## HSA TRANSITION

Fidelity launched 1/1/23 as HSA provider



## GBS PARTNERSHIP

GBS Benefits engaged May 2023 as consultant  
Full-service provider with broker, actuary, HR, wellness expertise



## BAGELS & BENEFITS

In-person quarterly training aimed at educating agency Benefits partners and providing opportunity for networking & collaboration



## BENEFITS SURVEY & RFPs

Custom benefits survey conducted by NFP  
RFPs for dental, life, disability and flexible spending



## 5 YEAR STRATEGY & GOALS

The Benefits Department strategy is based on the following three tenets:

01

Utilize data-driven resources and tools to reduce the costs of healthcare and other benefits

02

Attract and retain talent by offering a robust, relevant and accessible benefits package

03

Develop programs that support employees' physical, emotional and financial health

Initiatives and objectives set over the next five years will be in direct support of these overarching goals:

- Reduce Rx drug costs by 20%
- Maintain YOY increases of <10%
- Reduce risk through improved compliance processes

Offer employees a Total Rewards package with core benefits that measure in the 75<sup>th</sup> percentile

Engage 30% of the 'high risk' population in health intervention tools and activities



# APPENDIX



# Reduce Costs

# Attract & Retain Talent

# Drive Engagement

SUPPORTING GOALS & INITIATIVES

Annual Goals & Objectives	2023	2024	2025	2026	2027
Review self-funded plan documents & SPD language					
Unify language for compliance & consistency across all plans					
Review processes for funding and reserves					
Execute Canadian Home Delivery program for all members					
Execute Specialty Pharmacy Carve-out (SelectHealth only)					
Adopt Patient Rx Assistance services (SelectHealth)					
Develop PBM requirements & Rx carve-out plan design					
Pharmacy Benefit Manager RFP & Selection					
PBM implementation and ongoing management					
Conduct 2024-26 Rx cost savings analysis and ROI					
Review HealthyMe clinic access and billing processes					
Conduct HealthyMe ROI and need analysis ahead of 2026 RFP					
Incorporate regular health plan dependent audits					
Direct external benefits benchmark study					
Perform regular employee benefits satisfaction surveys					
Participate in regular surveys in exchange for results (i.e., WTW)					
Recommend annual changes to align with market findings					
Collaborate with Talent Acquisition team in County-marketing					
Conduct Onsite Daycare ROI and need analysis					
Develop inclusive caregiver resources (child- to eldercare needs)					
Create health plan data repository (Deerwalk)					
Utilize data findings to determine disease management focus					
Collaborate with Healthy Lifestyles on data-based EE education					
Engage vendor resources to support target populations					