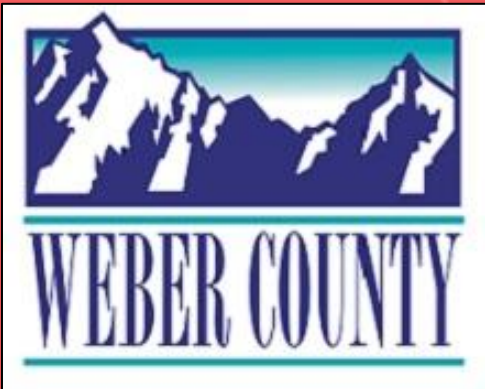




Classification and Compensation Study



- 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.

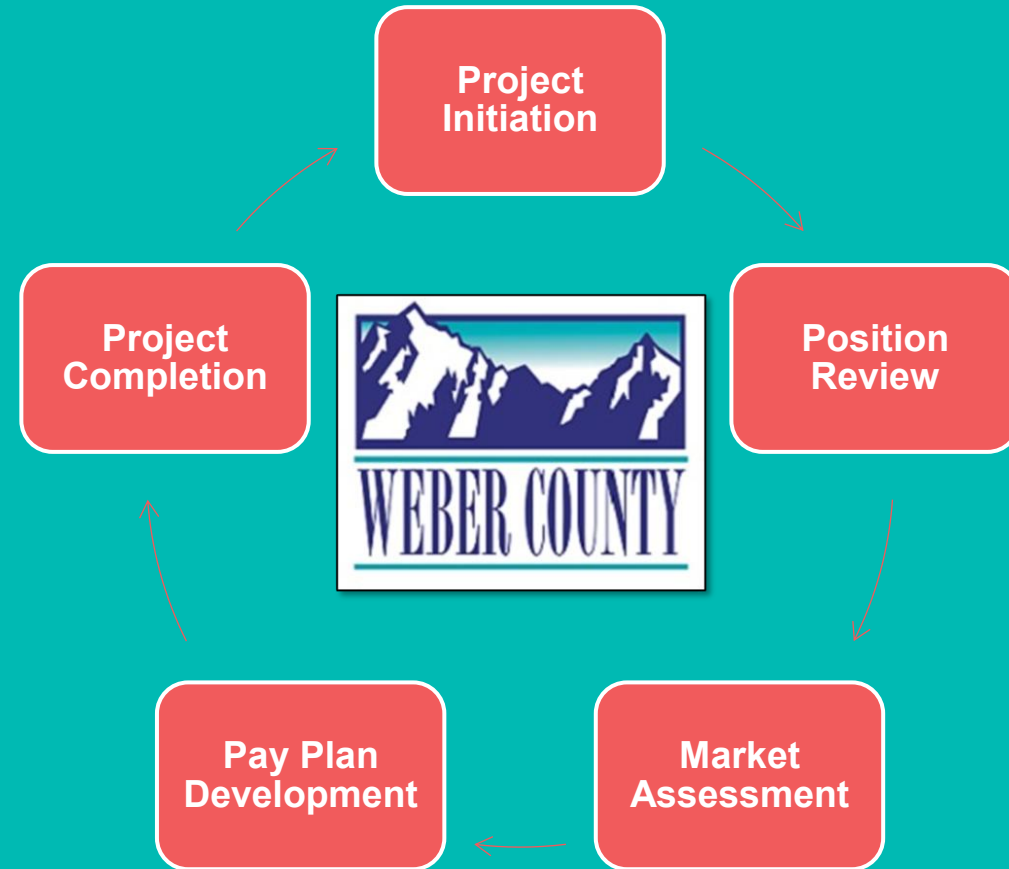


Project Overview

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 (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.



Market Assessment: Results

- In total, 199 positions were included in the market survey as benchmark positions.
 - Of those, 19 position had insufficient data (less than 3 matches).
 - Overall, the study yielded market values for 90% of the County's benchmark positions.
 - Average minimum, midpoint, and maximum results were prepared for the 180 benchmarks with sufficient data.
 - *Benchmarks had 7.8 matches on average.*
 - *50% of the benchmarks had 8 or more matches each.*
- 
- 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.
 - **On average, Weber County is:**
 - 3.8% **above** market at the minimum
 - 5.6% **above** market at the midpoint
 - 8.0% **above** market at the maximum

Market Assessment

What is The Market?

MIN

MID

MAX

Market Midpoint

Lead Market

MIN

MID

MAX

Market Midpoint

Match Market

MIN

MID

MAX

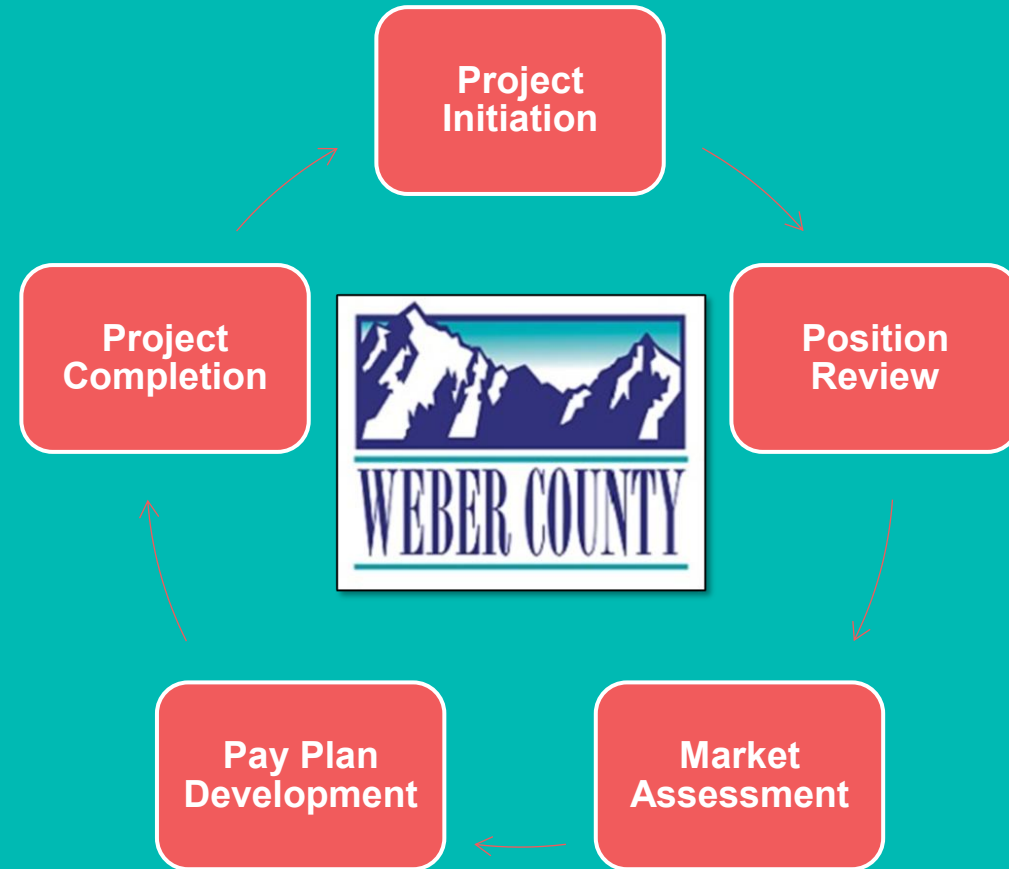
Market Midpoint

Lag Market

Project Overview

Pay Plan Development

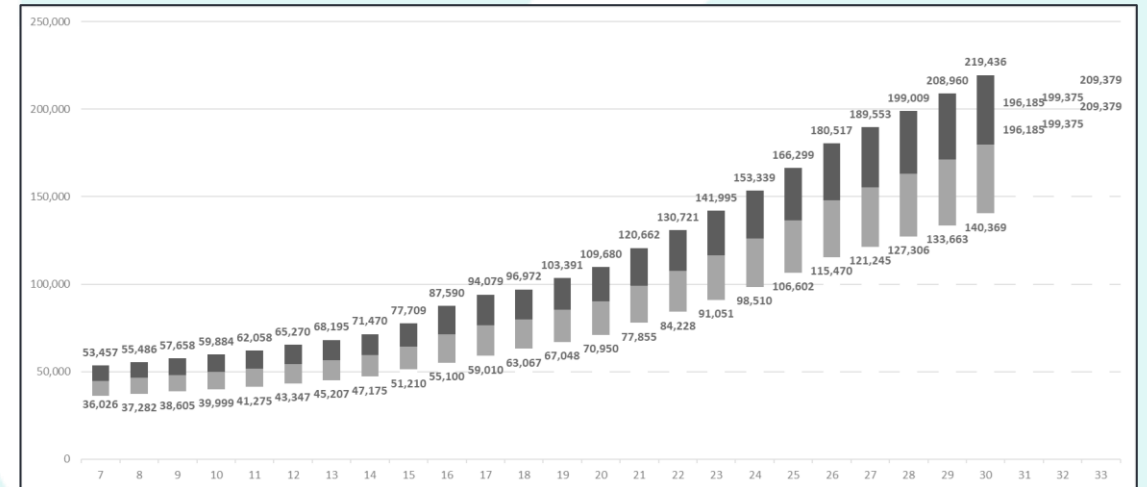
- Pay Plan: We analyzed your existing pay plan and provided recommendations tailored to the study's results.
- Grade assignments: were based on external equity (market), internal equity (job evaluation) and existing equity (current midpoints and grade groupings) with consideration to career progressions, 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% |

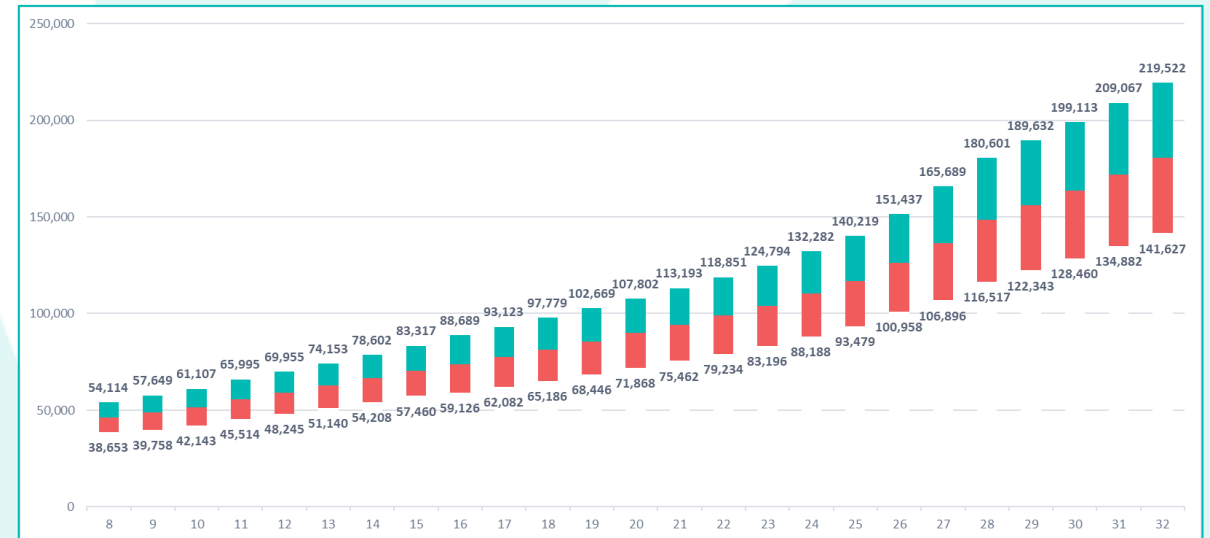
- Open plan (no defined steps), 30 “bands”
 - Not all grades in use (only 24 in use)
 - County Leadership positions without salary ranges
- 44-56% range spreads (distance from min to max)
- 3-11% midpoint differential (distance between each grade at the midpoint)
 - Average of 6% between grades
- Starting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



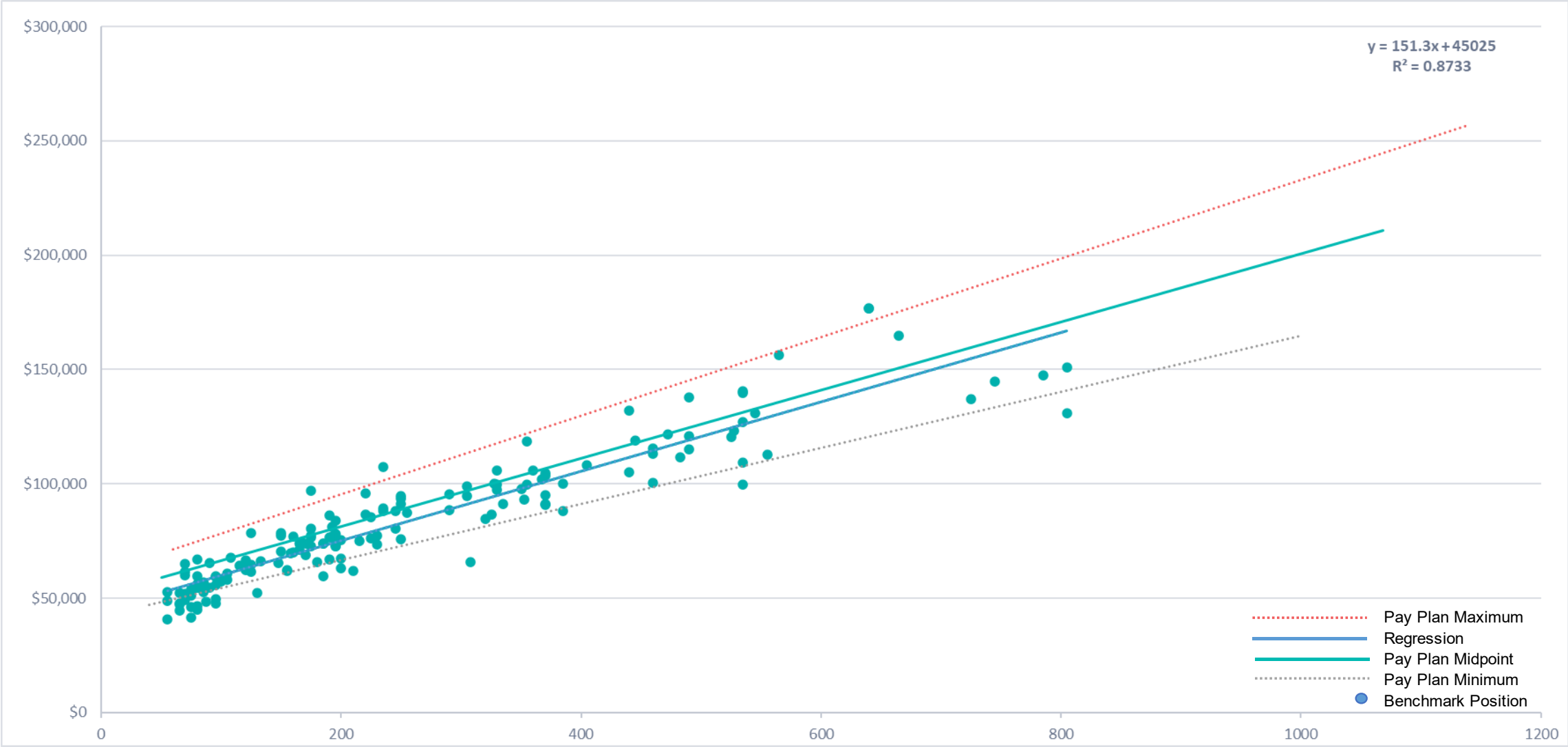
Proposed General Pay Plan

| Proposed Pay Ranges | | | | | |
|---------------------|-----------|-----------|-----------|--------------|-----------------------|
| Grade | Minimum | Midpoint | Maximum | Range Spread | Midpoint Differential |
| 8 | \$38,653 | \$46,384 | \$54,114 | 40% | |
| 9 | \$39,758 | \$48,703 | \$57,649 | 45% | 5% |
| 10 | \$42,143 | \$51,625 | \$61,107 | 45% | 6% |
| 11 | \$45,514 | \$55,755 | \$65,995 | 45% | 8% |
| 12 | \$48,245 | \$59,100 | \$69,955 | 45% | 6% |
| 13 | \$51,140 | \$62,646 | \$74,153 | 45% | 6% |
| 14 | \$54,208 | \$66,405 | \$78,602 | 45% | 6% |
| 15 | \$57,460 | \$70,389 | \$83,317 | 45% | 6% |
| 16 | \$59,126 | \$73,908 | \$88,689 | 50% | 5% |
| 17 | \$62,082 | \$77,603 | \$93,123 | 50% | 5% |
| 18 | \$65,186 | \$81,483 | \$97,779 | 50% | 5% |
| 19 | \$68,446 | \$85,557 | \$102,669 | 50% | 5% |
| 20 | \$71,868 | \$89,835 | \$107,802 | 50% | 5% |
| 21 | \$75,462 | \$94,327 | \$113,193 | 50% | 5% |
| 22 | \$79,234 | \$99,043 | \$118,851 | 50% | 5% |
| 23 | \$83,196 | \$103,995 | \$124,794 | 50% | 5% |
| 24 | \$88,188 | \$110,235 | \$132,282 | 50% | 6% |
| 25 | \$93,479 | \$116,849 | \$140,219 | 50% | 6% |
| 26 | \$100,958 | \$126,197 | \$151,437 | 50% | 8% |
| 27 | \$106,896 | \$136,293 | \$165,689 | 55% | 8% |
| 28 | \$116,517 | \$148,559 | \$180,601 | 55% | 9% |
| 29 | \$122,343 | \$155,987 | \$189,632 | 55% | 5% |
| 30 | \$128,460 | \$163,786 | \$199,113 | 55% | 5% |
| 31 | \$134,882 | \$171,975 | \$209,067 | 55% | 5% |
| 32 | \$141,627 | \$180,574 | \$219,522 | 55% | 5% |
| 33 | \$148,708 | \$189,603 | \$230,497 | 55% | 5% |

- Open plan (no defined steps), 25 grades (numbered 8-32)
- Aligned to 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

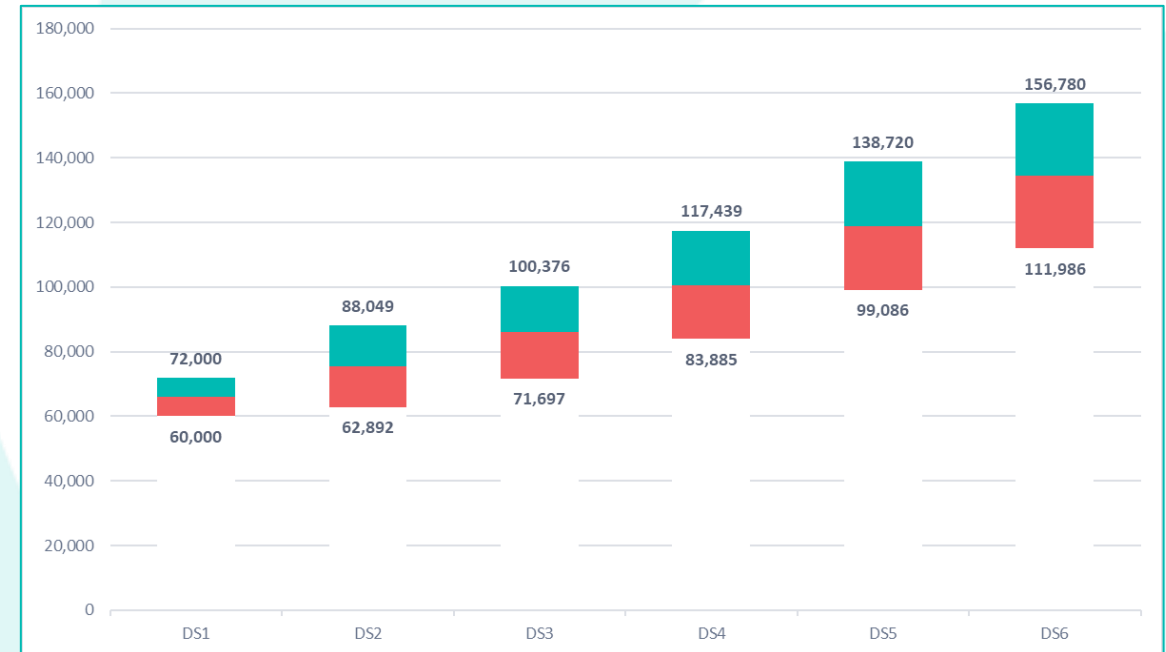


Proposed Sheriff-Sworn Pay Plan

| Grade | Minimum | Midpoint | Maximum | Range Spread | Midpoint Differential | Current Minimum | Current Midpoint | Current Maximum | Proposed Midpoint Adjustment | Current Range Spread |
|-------|-----------|-----------|-----------|--------------|-----------------------|-----------------|------------------|-----------------|------------------------------|----------------------|
| DS1 | \$60,000 | \$66,000 | \$72,000 | 20% | | \$ 55,099.20 | \$ 71,344.00 | \$ 87,588.80 | \$ (5,344.00) | 59% |
| DS2 | \$62,892 | \$75,470 | \$88,049 | 40% | 14% | \$ 55,099.20 | \$ 71,344.00 | \$ 87,588.80 | \$4,126.00 | 59% |
| DS3 | \$71,697 | \$86,036 | \$100,376 | 40% | 14% | \$ 63,065.60 | \$ 80,017.60 | \$ 96,969.60 | \$6,018.40 | 54% |
| DS4 | \$83,885 | \$100,662 | \$117,439 | 40% | 17% | \$ 70,948.80 | \$ 90,313.60 | \$ 109,678.40 | \$10,348.40 | 55% |
| DS5 | \$99,086 | \$118,903 | \$138,720 | 40% | 18% | \$ 84,219.20 | \$ 107,463.20 | \$ 130,707.20 | \$11,439.80 | 55% |
| DS6 | \$111,986 | \$134,383 | \$156,780 | 40% | 13% | \$ 98,508.80 | \$ 125,923.20 | \$ 153,337.60 | \$8,459.80 | 56% |

| Minimum | Midpoint | Maximum |
|---------|----------|---------|
| \$28.85 | \$31.73 | \$34.62 |
| \$30.24 | \$36.28 | \$42.33 |
| \$34.47 | \$41.36 | \$48.26 |
| \$40.33 | \$48.40 | \$56.46 |
| \$47.64 | \$57.16 | \$66.69 |
| \$53.84 | \$64.61 | \$75.38 |

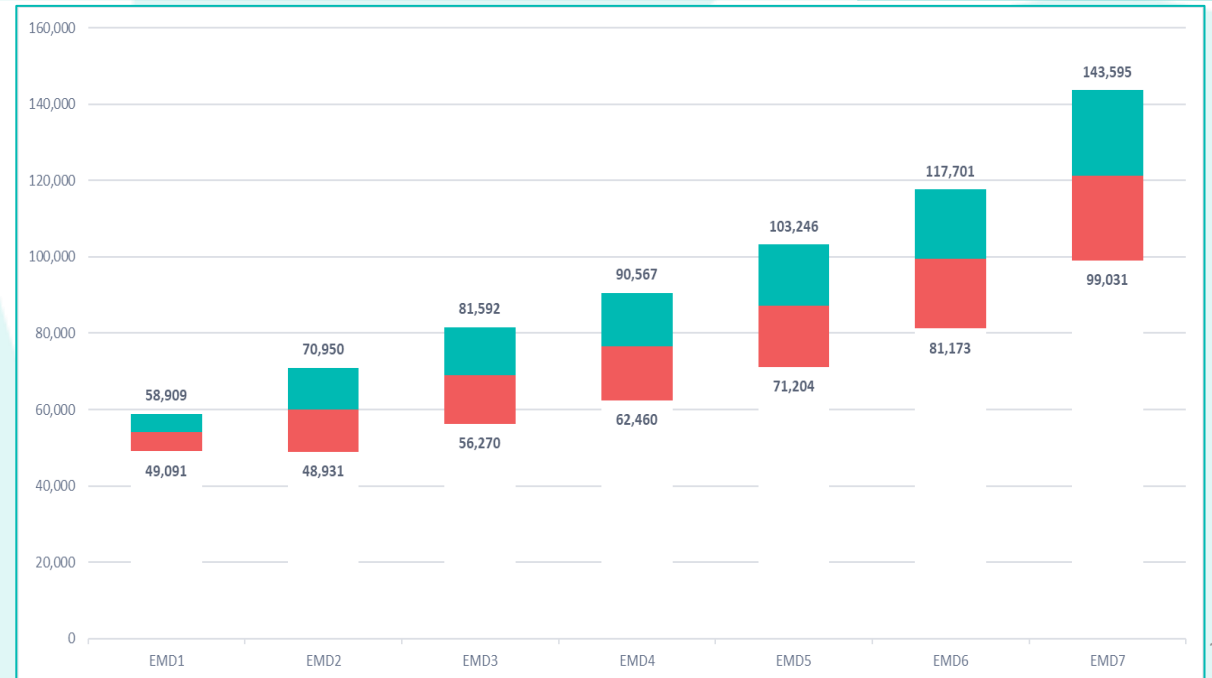
- Open range, 6 unique grades for Sheriff's Sworn positions (Trainee, Deputy, Corporal, Sergeant, Lieutenant, Captain)
- 20-40% range spreads (distance from min to max)
- Average 15% between ranks, aligned to 100% of market a midpoints
 - Compression is still present, but minimized.
- Starting minimum wage for Deputy Sheriff and Correctional Officer Trainee is \$28.85/hour (\$60,000 annual)



Proposed 911 Dispatch Pay Plan

| Proposed Pay Ranges | | | | | | Current Pay | | | | | | |
|---------------------|----------|-----------|-----------|--------------|-----------------------|-----------------|------------------|-----------------|------------------------------|----------------|-----------------|----------------|
| Grade | Minimum | Midpoint | Maximum | Range Spread | Midpoint Differential | Current Minimum | Current Midpoint | Current Maximum | Proposed Midpoint Adjustment | Hourly Minimum | Hourly Midpoint | Hourly Maximum |
| EMD1 | | \$54,000 | | | | | \$ 48,859.20 | | \$5,140.80 | | \$25.96 | |
| EMD2 | \$48,931 | \$59,940 | \$70,950 | 45% | 11% | | \$ 54,204.80 | | \$5,735.20 | \$23.52 | \$28.82 | \$34.11 |
| EMD3 | \$56,270 | \$68,931 | \$81,592 | 45% | 15% | | \$ 66,102.40 | | \$2,828.60 | \$27.05 | \$33.14 | \$39.23 |
| EMD4 | \$62,460 | \$76,513 | \$90,567 | 45% | 11% | | \$ 75,961.60 | | \$551.40 | \$30.03 | \$36.79 | \$43.54 |
| EMD5 | \$71,204 | \$87,225 | \$103,246 | 45% | 14% | | \$ 86,694.40 | | \$530.60 | \$34.08 | \$41.75 | \$49.42 |
| EMD6 | \$81,173 | \$99,437 | \$117,701 | 45% | 14% | | \$ 91,707.20 | | \$7,729.80 | \$36.47 | \$44.68 | \$52.88 |
| EMD7 | \$99,031 | \$121,313 | \$143,595 | 45% | 22% | | \$ 120,889.60 | | \$423.40 | \$47.53 | \$58.22 | \$68.91 |

- Open range, 7 unique grades for 911 Dispatch positions (including a Trainee and two IT positions)
- 911 Lead Dispatcher and Dispatch IT Specialist are assigned the same grade (EMD3)
- Average 15% between grades, aligned to 100% of market a midpoints
- 45% range spreads (distance from min to max)
- Starting minimum wage for Emergency Dispatcher I (EMD2) is \$28.82/hour (\$59,940 annual)



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 | |

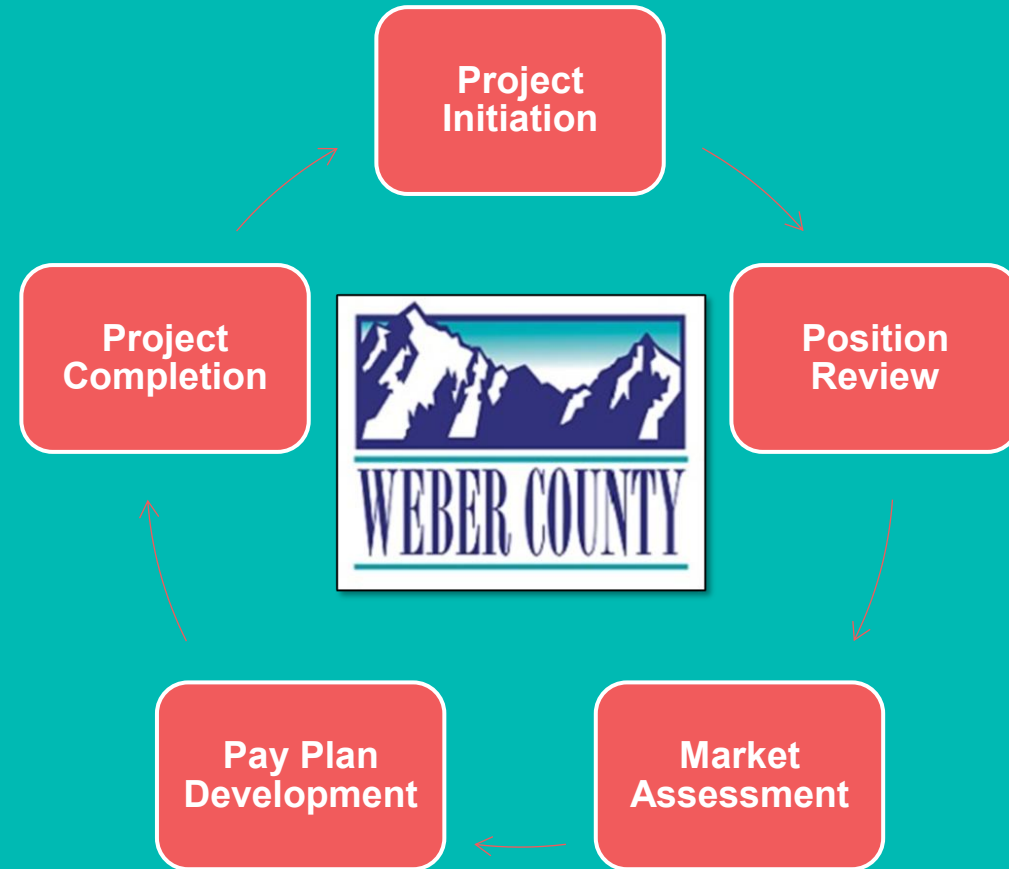
The following information was NOT considered when assigning positions to a grade:

| | |
|------------------------------|----------------------------|
| • 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.



Implementation Scenarios

Baker Tilly developed 3 scenarios for Weber County to evaluate as part of the adoption process for its new classification and compensation plan.

- **No employee will receive a pay decrease as a result of the study.**
- **Implementation cost reflects base pay in US dollars. Benefits and pay differentials are not included.**

| | # of Staff |
|-------------------------|------------|
| Totals | 678 |
| Employees Below Minimum | 130 |
| Employees Within Range | 539 |
| Employees Above Maximum | 9 |

Implementation Scenarios for the proposed General pay plan:

Option 1: Employees move to the minimum of their assigned pay grade if their current salary is below that amount. All other employees within the ranges would retain their existing salary. Option 1 represents the minimum action required to adopt the proposed pay plan.

Option 2: Employees receive the greater of moving to the minimum of their assigned pay grade or a 2% salary adjustment. This scenario intends that no eligible employee receives less than 2%.

Option 3: In addition to Option 1, then employees also receive an adjustment for each year in their position (capped at X years) from the new proposed minimum. Any employees whose current salary is greater than the calculation would retain their existing salary. This scenario is meant to help alleviate compression by moving employees further into their new range relative to their time in position. This is not a calculation based on years of service with the organization.



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