



Employer of Choice

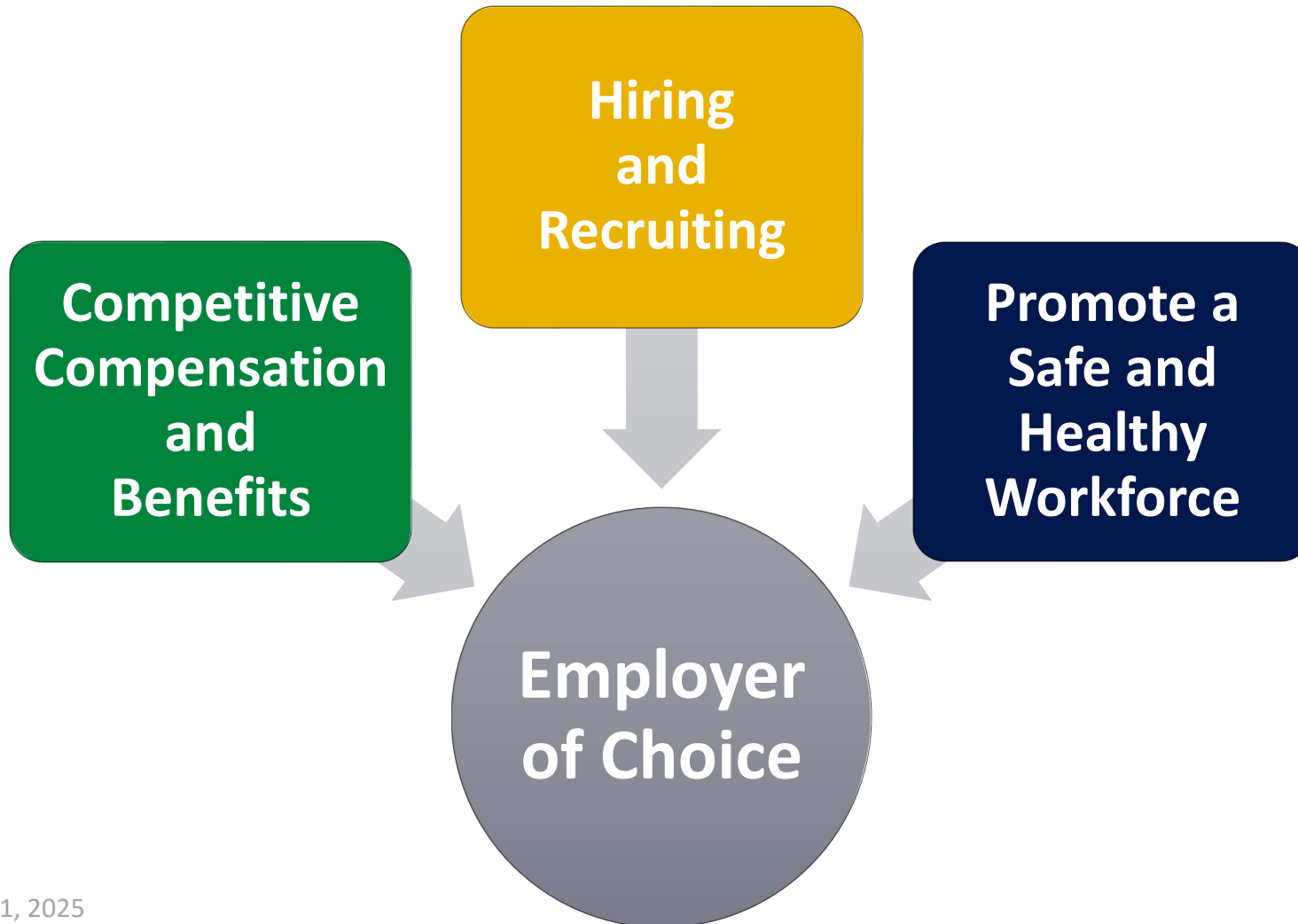
Human Resources

October 21, 2025



Background

As part of Council's Key Focus Area - ***Pursue Organizational Excellence and Collaborative and Respectful Leadership*** - Staff has been focused on a multi-year plan to ***Become an Employer of Choice***





Looking Back

Between Fiscal Year 2022-23 and 2024-25 Staff implemented several programs and processes to support the City's Employer of Choice focus

Competitive Compensation and Benefits

- **Comp and Class Study**
 - City-wide minimum 3% increase
 - Average increase ~\$7,200
 - Realignment of pay plans
 - Maintenance program established
- **Conducted Employee Benefits Survey**
 - Division on paycheck deductions in exchange for deductibles
 - Most common verbatim comment was lower deductible
 - Employees wanted more options for Dental and Vision plans
 - High usage and satisfaction with the Employee Health Clinic (EHC)
- **Multiple solicitations enhancing benefit options and reducing City and Employee benefits expense**
- **Paid Parental Leave policy implementation**

Hiring and Recruiting

- **New recruiting communications materials in partnership with MarComm**
 - New trifold
 - Postcard
 - Social media postings
 - Department specific flyers
- **Improved processes for recruitment and onboarding establishing efficiencies and expediting the onboarding processes**
- **Established an internal recruitment calendar to expand the City footprint and increase job fair attendance.**
- **Comprehensive and informative offer letters**
- **Structured reference checks and employment verifications**

Prioritize a Safe and Healthy Workforce

- **Rolled out a new Citywide Safety Management System with 4 primary categories**
 - **Safety Policy** – Establishes organizational accountability and responsibilities
 - **Safety Risk Management** – Risk identification, Risk Management plans and Risk Mitigation Outcomes
 - **Safety Assurance** – Significant process improvement focused on assessments, walk-throughs, and audits/inspections
 - **Safety Promotion** – Training programs based on collaborative decision-making and metrics



Looking Forward

Over the next several years staff, will continue revising and implementing programs, while maintaining Best in Class programs and policies supporting the City’s Employer of Choice focus

Competitive Compensation and Benefits

- **Modernization of Medical Plans**
 - 2 distinct plans, one with *no deductible*
 - Align premium deductions with standard cost-share and remove spouse surcharge
- **Reduction in Vision plan rates**
- **Implement new Benefits Governance structure**
- **Implement new compensation platform and distribute Total Rewards statements**
- **Update hiring incentive policies**
- **Finalize updated employment categories**
- Enhance compensation best practices
- Evaluate all leave policies to ensure compliance and alignment with City goals

Hiring and Recruiting

- **Hiring manager interview training and enhanced hiring resources**
- **Modernize New Employee Orientation**
- **Continue to create efficiencies in recruiting**
 - Automation of managed vacancy program
 - Updates to hiring offer format to include all items needed from a hiring manager to hire a candidate
- **Implement job ads to draw candidates to a job with a marketing approach**
- **Leverage Strategic Sourcing Channels**
- **Enhance the Candidate Experience**
- **Continued partnership with MarComm to promote a strong employer brand**

Prioritize a Safe and Healthy Workforce

- **Develop and update Safety Policies and Safety Manual**
- **Develop a City-Wide Emergency Action Plan Program**
- **Develop a Safety Risk Management Program**
- **Finalize implementation of the Safety Assurance Program**
- Implement a Safety Promotion Process and Program
- Finalize Wellbeing program including evaluation and implementation of the following:
 - Employee Health Clinic
 - Healthy Incentive Program
 - Condition and Disease management

BOLD = Anticipated completion FY 25/26



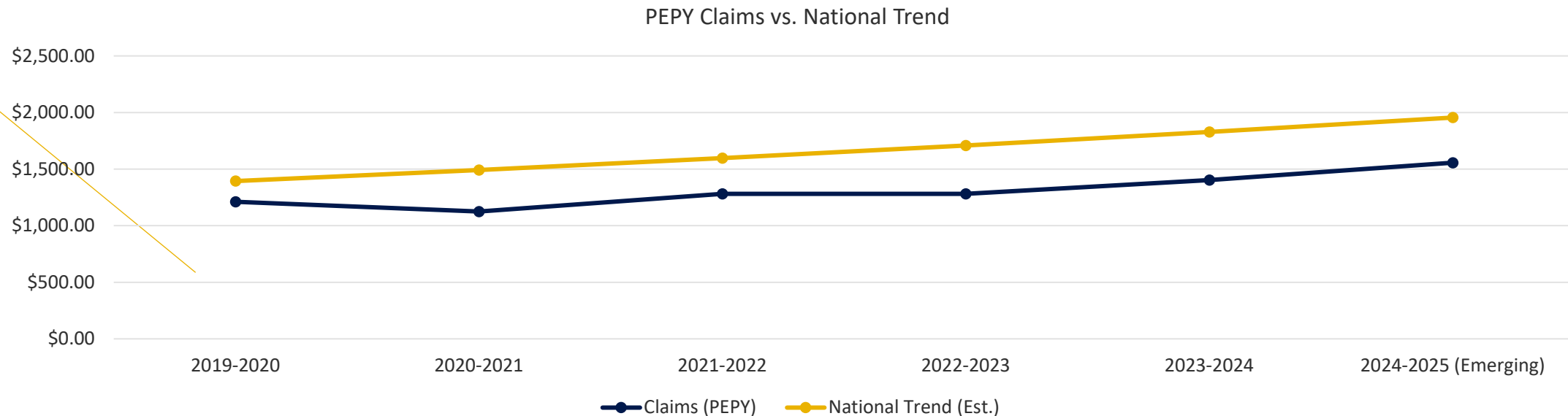
Benefits Spotlight



Benefits - By the Numbers

Without **any** plan changes, Fiscal Year 2025-26 expenses were projected to **increase 9.6%** compared to Fiscal Year 2024-25

- Medical/Rx claims PEPM has increased 6.9% over the last 5 years
- National Trend – Medical/Rx claims are expected to increase at least 25-30% over 5 years
- Both City and National trend are primarily driven by GLP-1 drugs, behavioral health, and higher utilization of in and outpatient care
- Per PwC, medical cost growth is expected to reach its highest level in 13 years





2026 Changes

Without modernization of the plans, *employee paycheck deductions* would have ***increased 18-24% (\$14-\$73/paycheck)***

Elm Plan

Traditional EPO

Deductible, Co-Pays and Co-Ins.

15% Employee Cost-Share

Paycheck deductions mostly lower

Free Preventative Care

Free Access to the EHC

Oak Plan

High Quality Provider, Lowest Cost

NO Deductible and Co-Pay Ranges

8% Employee Cost-Share

Paycheck deductions mostly lower

Free Preventative Care

Free Access to the EHC



Next Steps

Open Enrollment will be held from Nov. 3 – Nov. 14 and all employees are ***required*** to make elections for 2026.

- The new medical plans will be ***announced*** tomorrow, Wednesday Oct. 22, 2025 and are ***effective*** Jan. 1, 2026
- Staff will conduct a comprehensive engagement and educational campaign
 - Multiple education sessions, including onsite at departments
 - One-on-one enrollment support in person, Nov. 3 – Nov. 14, including Saturday, Nov. 8
 - Emails, texts, HUB posting, postcard, posted and a dedicated website
 - Enrollment statistics will be closely monitored to adjust communication, including targeted workgroup plans
- In January, staff will hold additional education sessions for employees enrolled in the Oak Plan



Questions?