



Workforce Development & Retention

Moderator: Jeff Jones, Economic Development and Housing Director, Summit County

Panelists:

- **Chris Lampe**, Vice President of Human Resources, Deer Valley Resort
- **Jill Shroyer**, PHR and HR Consultant, Expedition HR
- **Sarah Myers**, Vice President of Operations and Culture, Park City Chamber & Visitors Bureau
- **Lori Weston**, CEO/Administrator, Intermountain Park City Hospital
- **Matt Brower**, City Manager, Heber City

Jill Shroyer, PHR and HR Consultant, Expedition HR

Jill Shroyer is the Founder and Lead Consultant of Expedition HR, and has over 20 years of HR experience. Businesses who do not have the budget to hire a full time HR employee hire Expedition HR to provide expert HR support and guidance through the HR Subscription service. It's like having an HR Director on call! Expeditionhr.com

Chris Lampe, Vice President Human Resources, Deer Valley Resort

Chris Lampe is Vice President of Human Resources for Deer Valley Resort and has worked in the ski industry for 35 years, with 25 of those focused on HR. Passionate about the staff experience, Chris has been lucky enough to work with public, private, and family ownerships, as well as through transitions of ownership.

Sarah Myers, Vice President of Operations and Culture, Park City Chamber and Visitor Bureau

Sarah Myers is the Vice President of Operations & Culture at the Chamber of Commerce. With 25 years experience in the tourism, hospitality, and ski industry, Sarah pivoted her career focus to human resources three years ago. Sarah is thrilled to be a part of the Chamber team for the past 7 years and is honored to serve the organization through significant changes.



Lori Weston, CEO/Administrator, Intermountain Park City Hospital

Lori Weston is the Intermountain Park City Hospital CEO & Administrator. She is a dynamic, seasoned leader who knows how to build trust, make sure her teams understand the big picture strategy and align efforts to get things done. Intermountain Park City Hospital has received numerous national and local awards and rankings for our efforts to provide extraordinary care and superior service at an affordable cost. That recognition includes the recent Five-Star quality rating for patient experience from the Centers for Medicare and Medicaid Services, the Press Ganey Guardian of Excellence Award, the Leapfrog Hospital Safety Grade "A", the Community Engagement Award from the Utah Department of Health along with several accolades for our COVID-19 collaborations and efforts with our community partners. Weston began her career with Intermountain in 2001 at Logan Regional Hospital. Prior to taking the helm at Park City Hospital, Weston was the CEO at Bear River Valley Hospital and a finance leader at Intermountain before that. She spent five years as the CFO/finance director for Intermountain's Park City/Heber Region.

Matt Brower, City Manager, Heber City

Matt Brower serves as the City Manager of Heber City and has over 25 years of experience managing cities in Georgia, Florida, Utah and California. Matt has experience managing large and small organizations, including his current role in Heber City with nearly 100 employees and previously with Ocala, Florida which had a workforce in excess of 1,000 employees. Matt welcomes the opportunity to share his ideas and experiences for retaining and recruiting the right people in the challenging hiring environment we currently face.



Unemployment Rate(s), March 2023

- Summit County = 2.1%
- Wasatch County = 2.3%
- Salt Lake County = 2.4%
- Morgan County = 1.8%
- Utah County = 2.3%
- State of Utah = 2.4%
- United States = 3.5%

Source: Utah Department of Workforce Services



Labor Participation Rates

“The labor force participation rate is the percentage of the population that is either working or actively looking for work.”

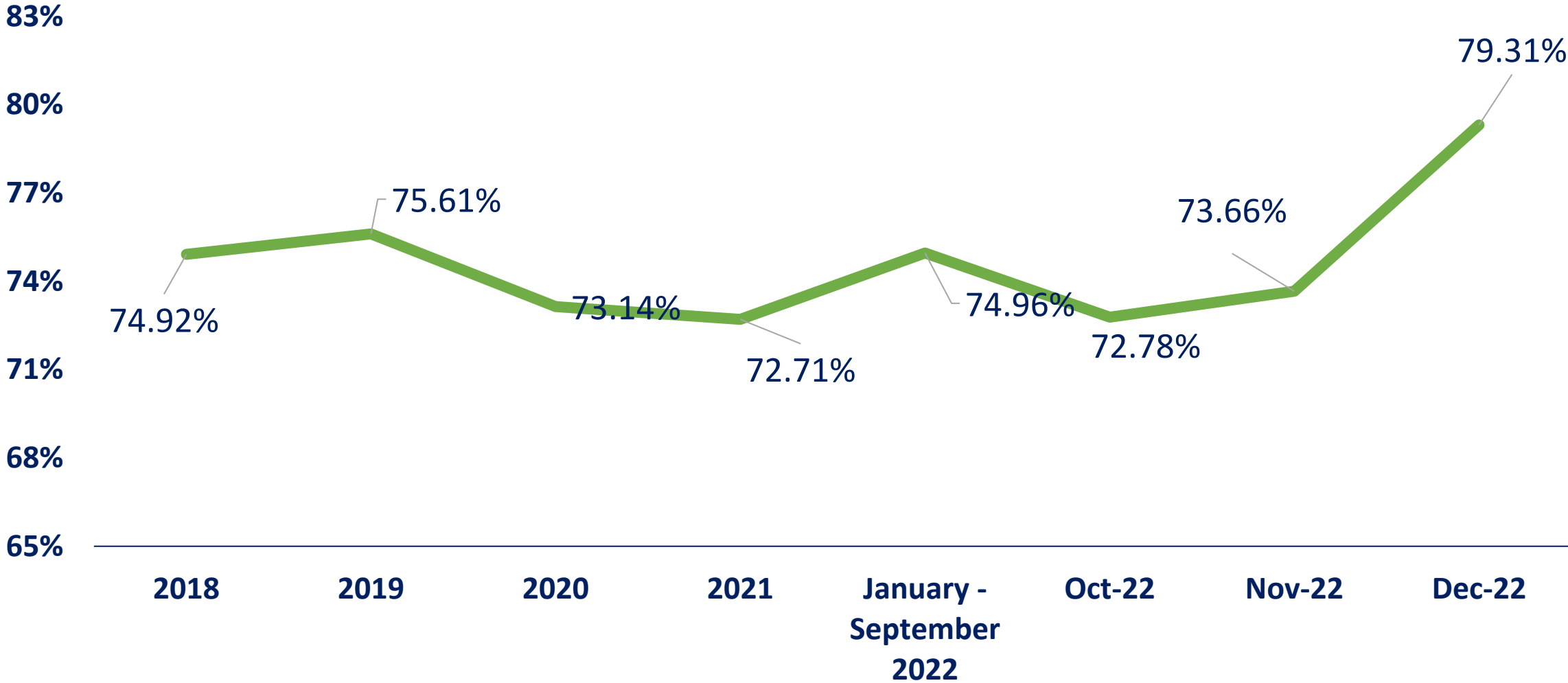
Source: Lightcast



— Utah State Labor Participation Rate



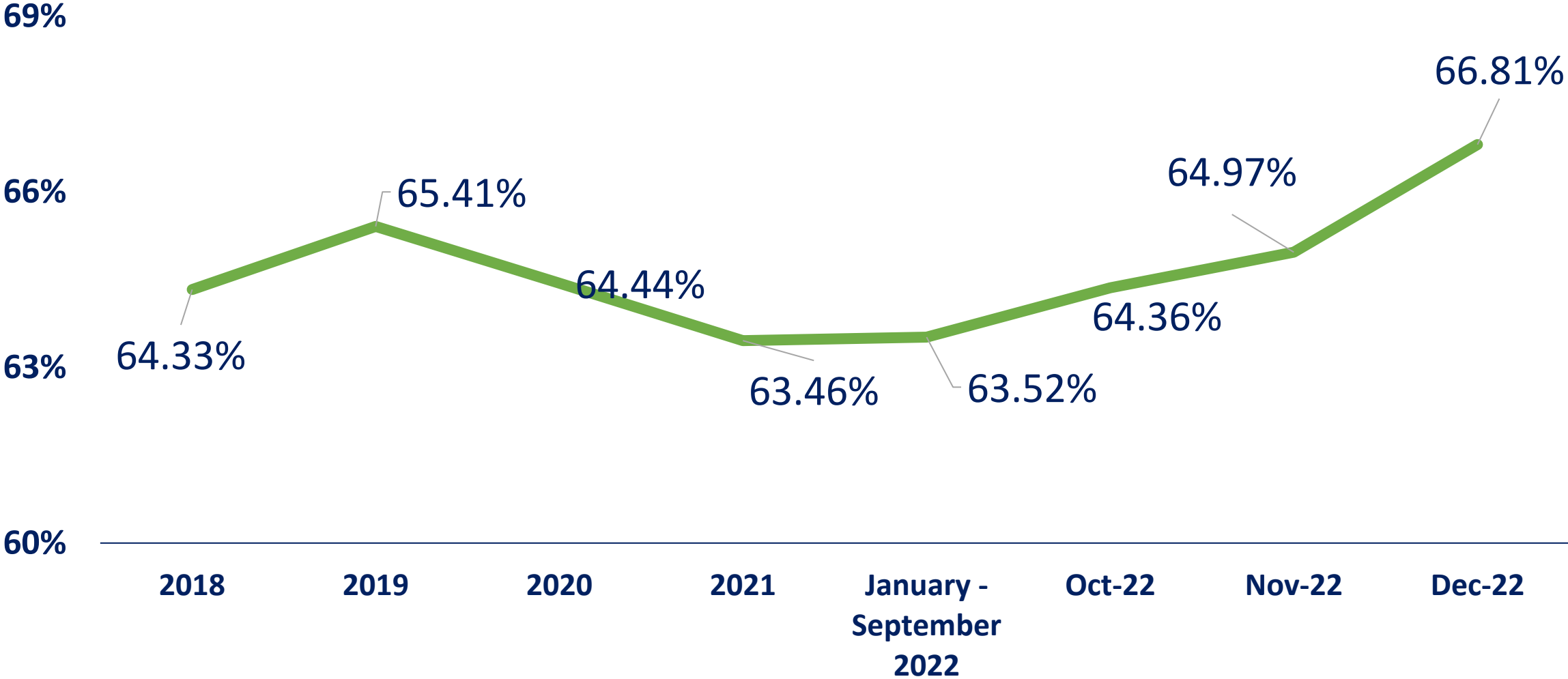
Source: Lightcast



— Summit County Labor Participation Rate



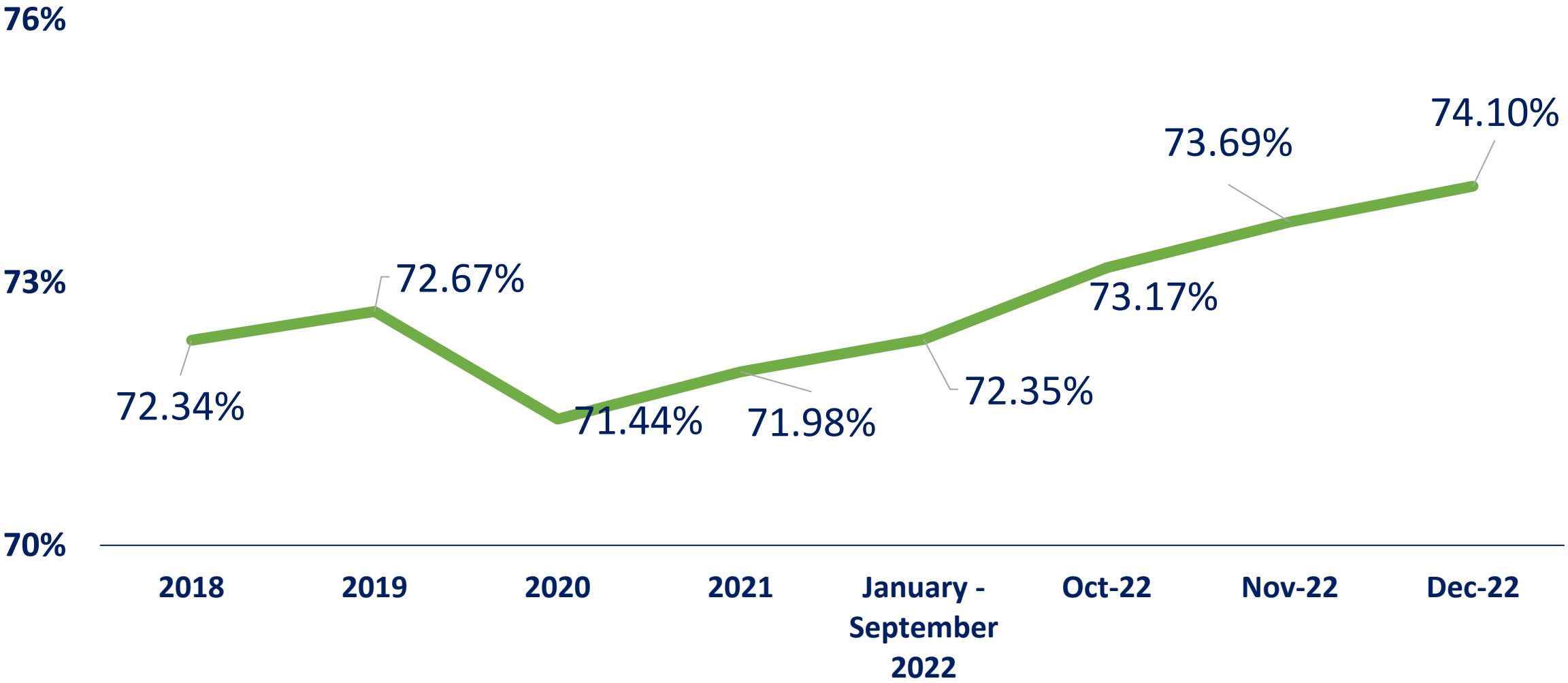
Source: Lightcast



— Wasatch County Labor Participation Rate



Source: Lightcast



— Sale Lake County Labor Participation Rate



Remote Work

Remote Workers

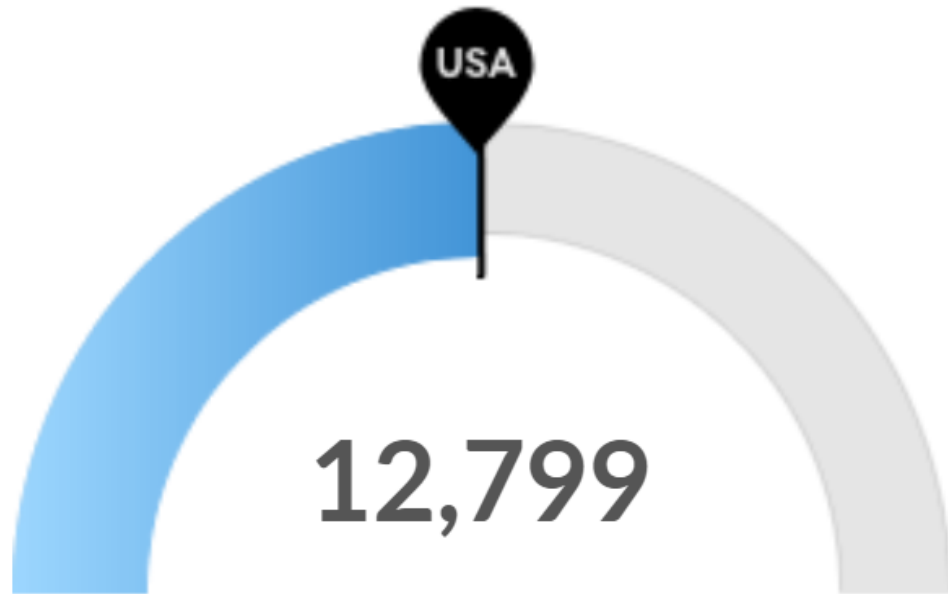
Geography	Number	%
Utah	138,218	9.1%
Summit County	3,946	17.6%
Wasatch County	1,647	10.2%
Salt lake County	55,637	9.4%



Retiring Soon

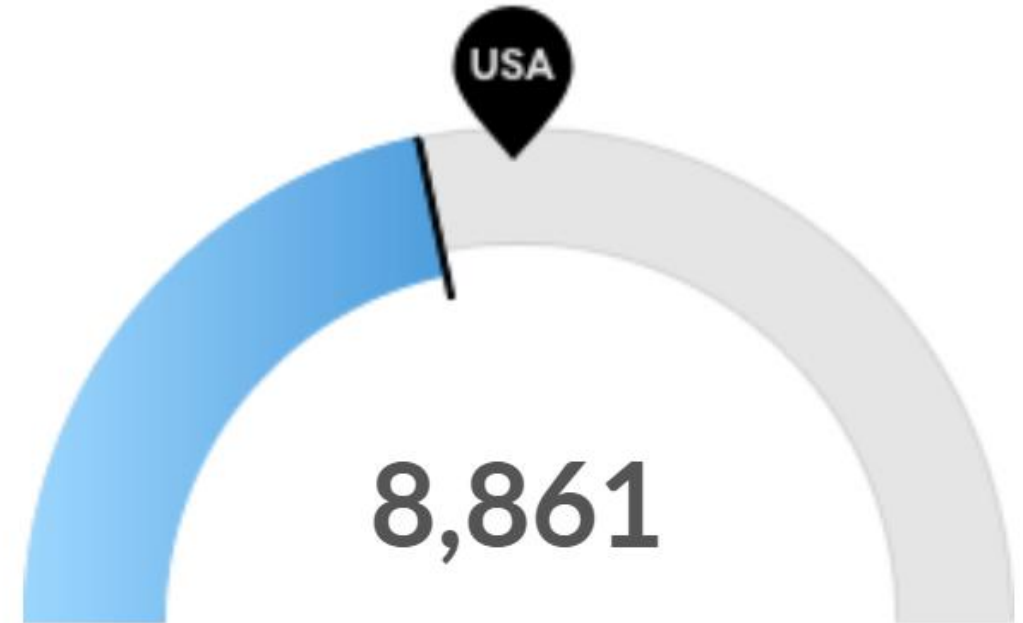


Summit County



Retiring Soon

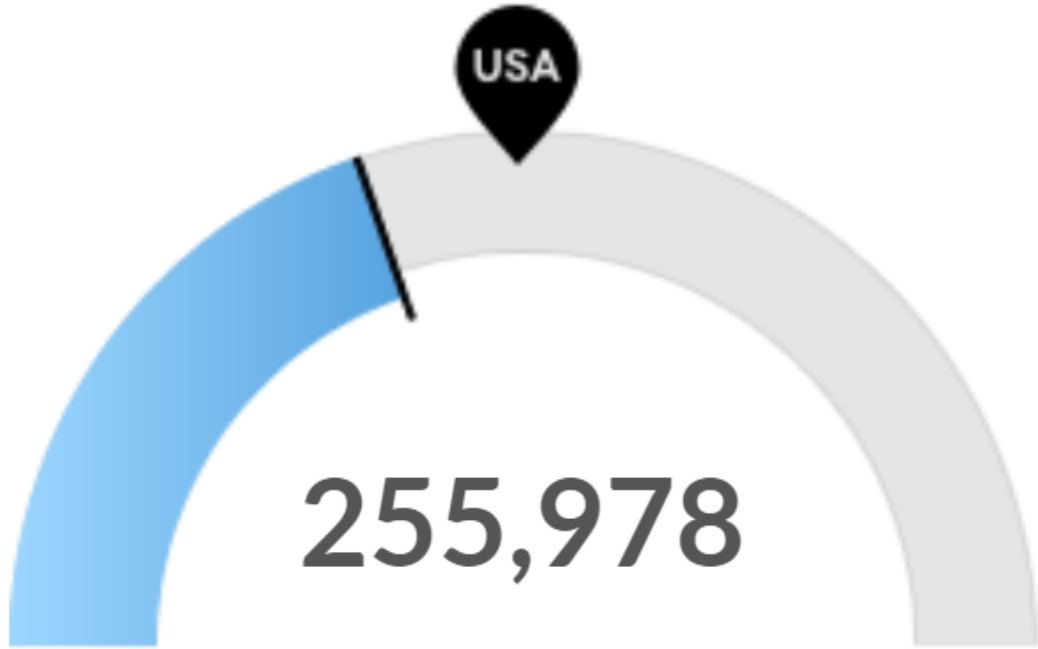
Wasatch County



Retiring Soon

Source: Lightcast

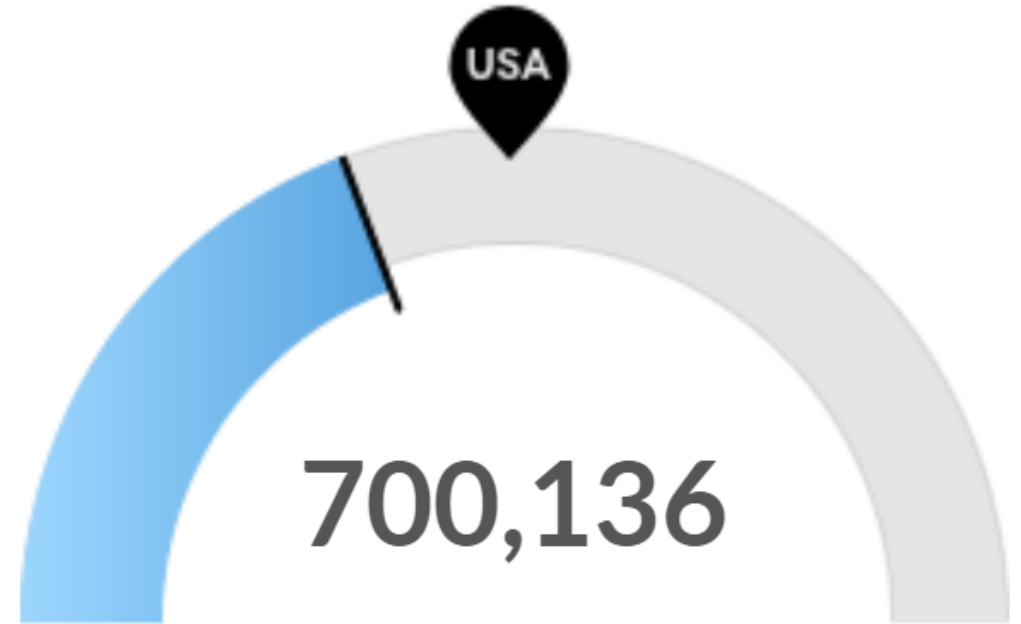
Salt Lake County



255,978

Retiring Soon

State of Utah



700,136

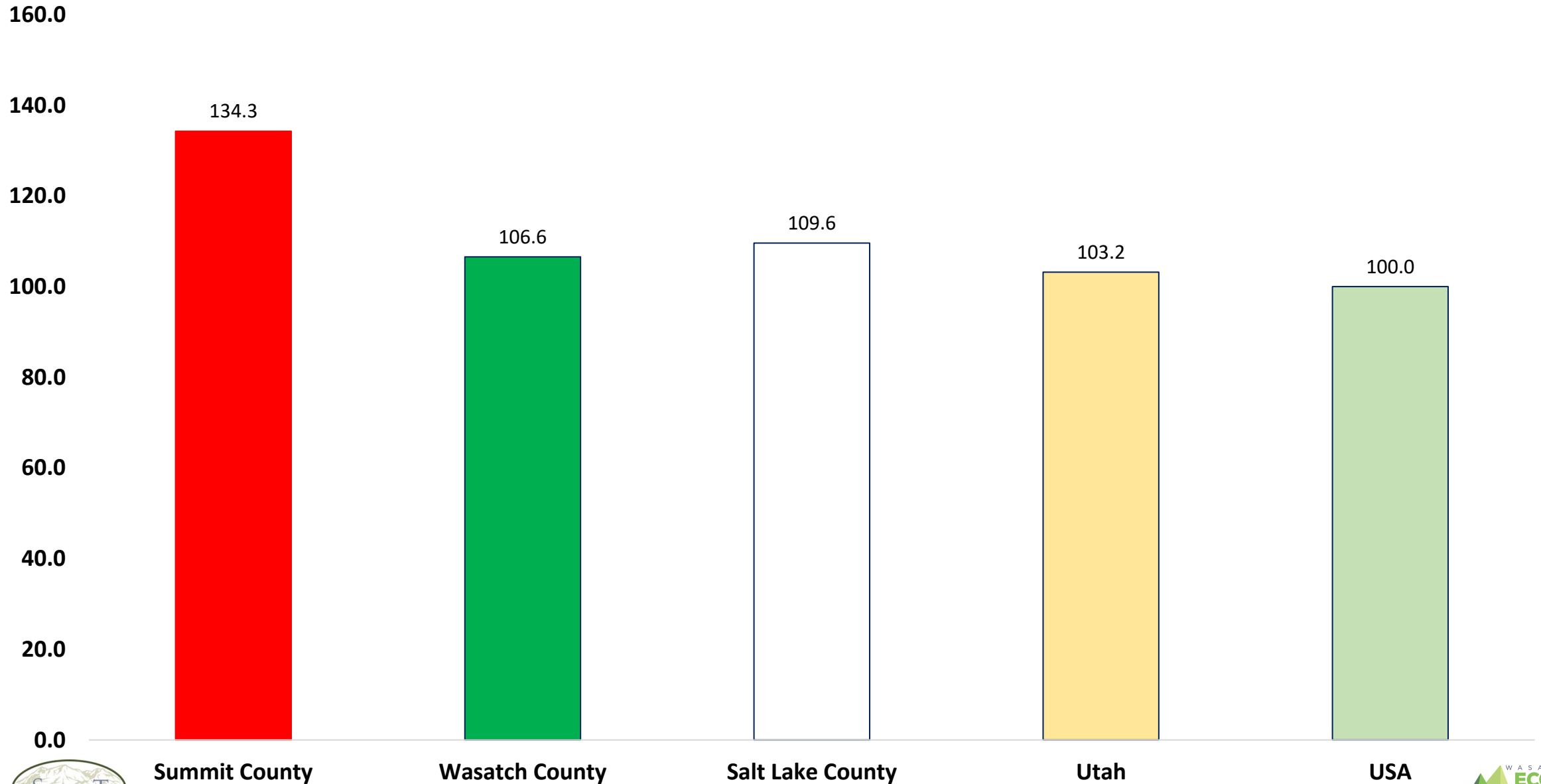
Retiring Soon

Source: Lightcast

Wages & Cost of Living

Cost of Living

Source: Lightcast



Summit County

Wasatch County

Salt Lake County

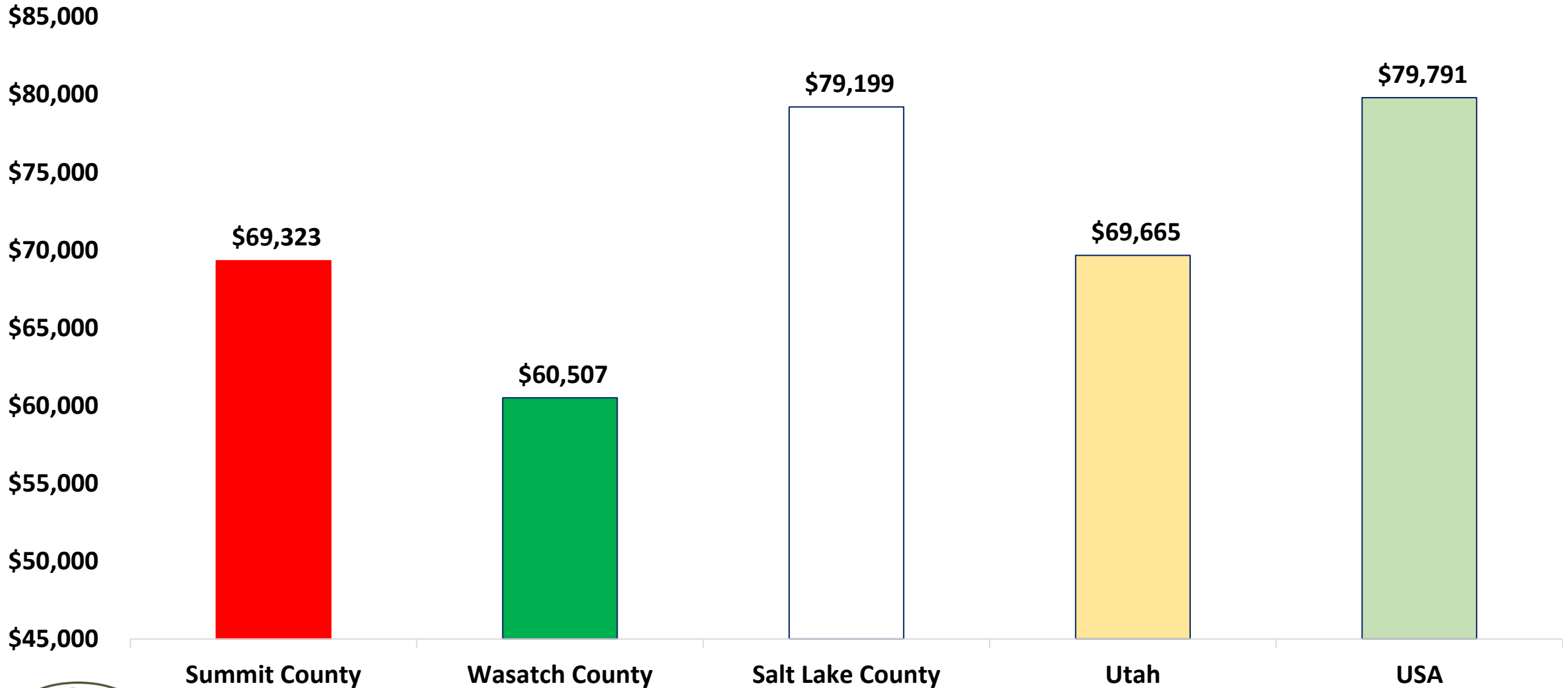
Utah

USA



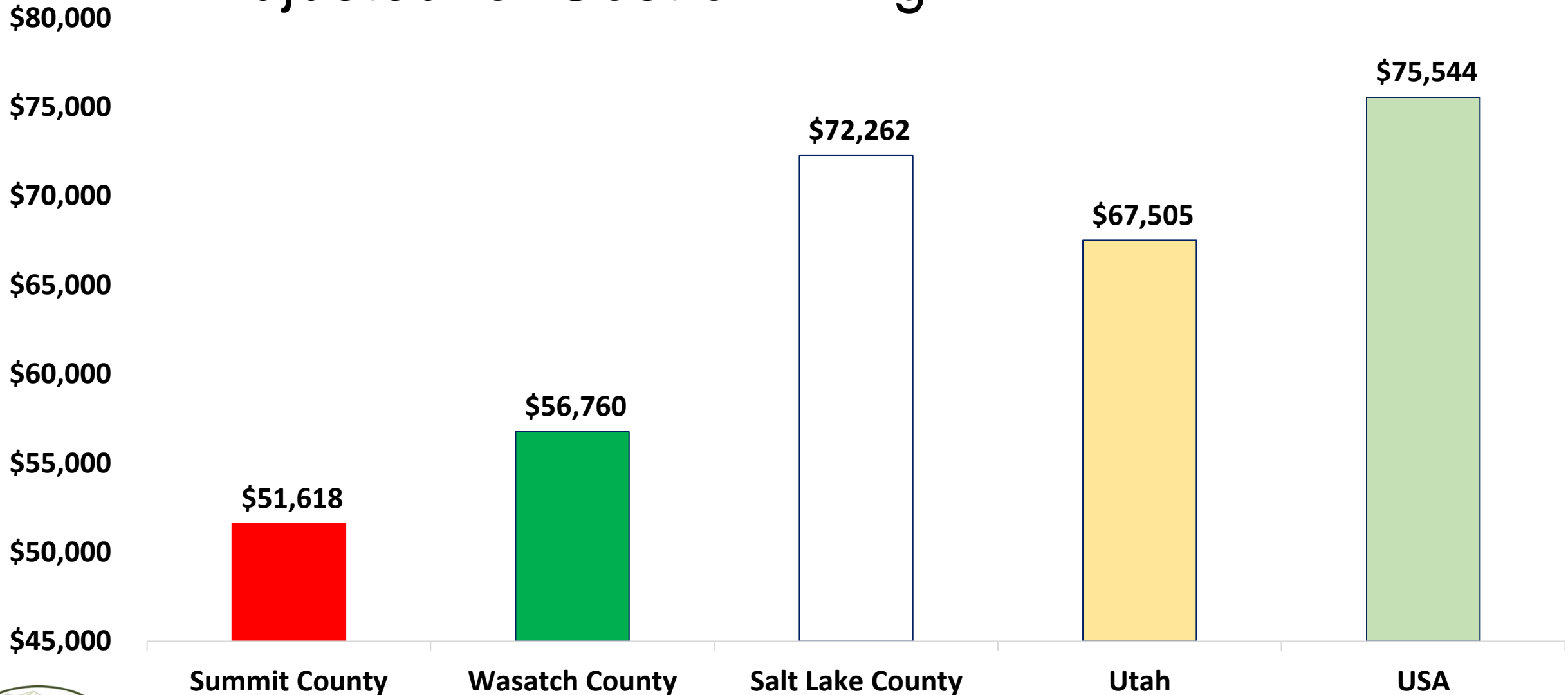
Average Earnings Per Job

Source: Lightcast



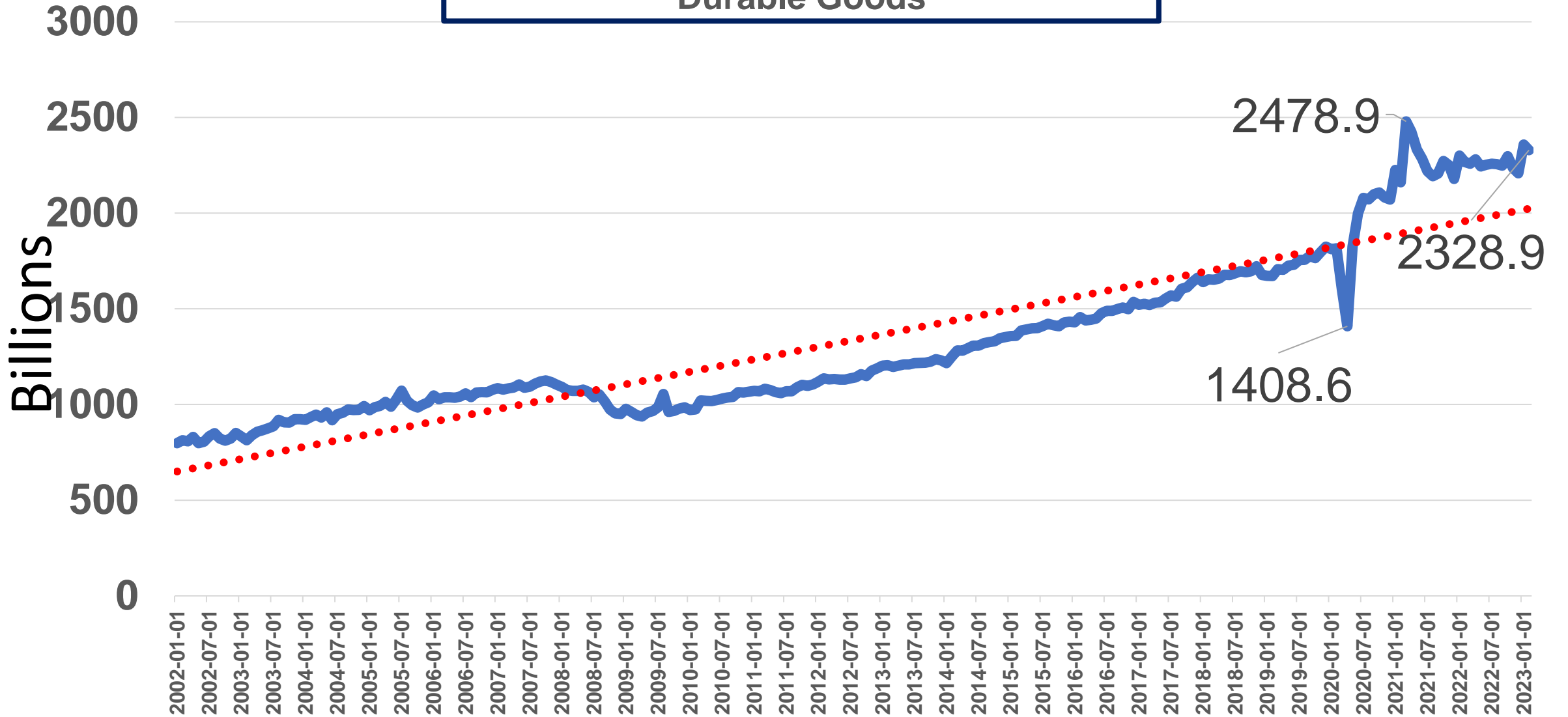
Average Earnings Per Job Adjusted for Cost of Living

Source: Lightcast



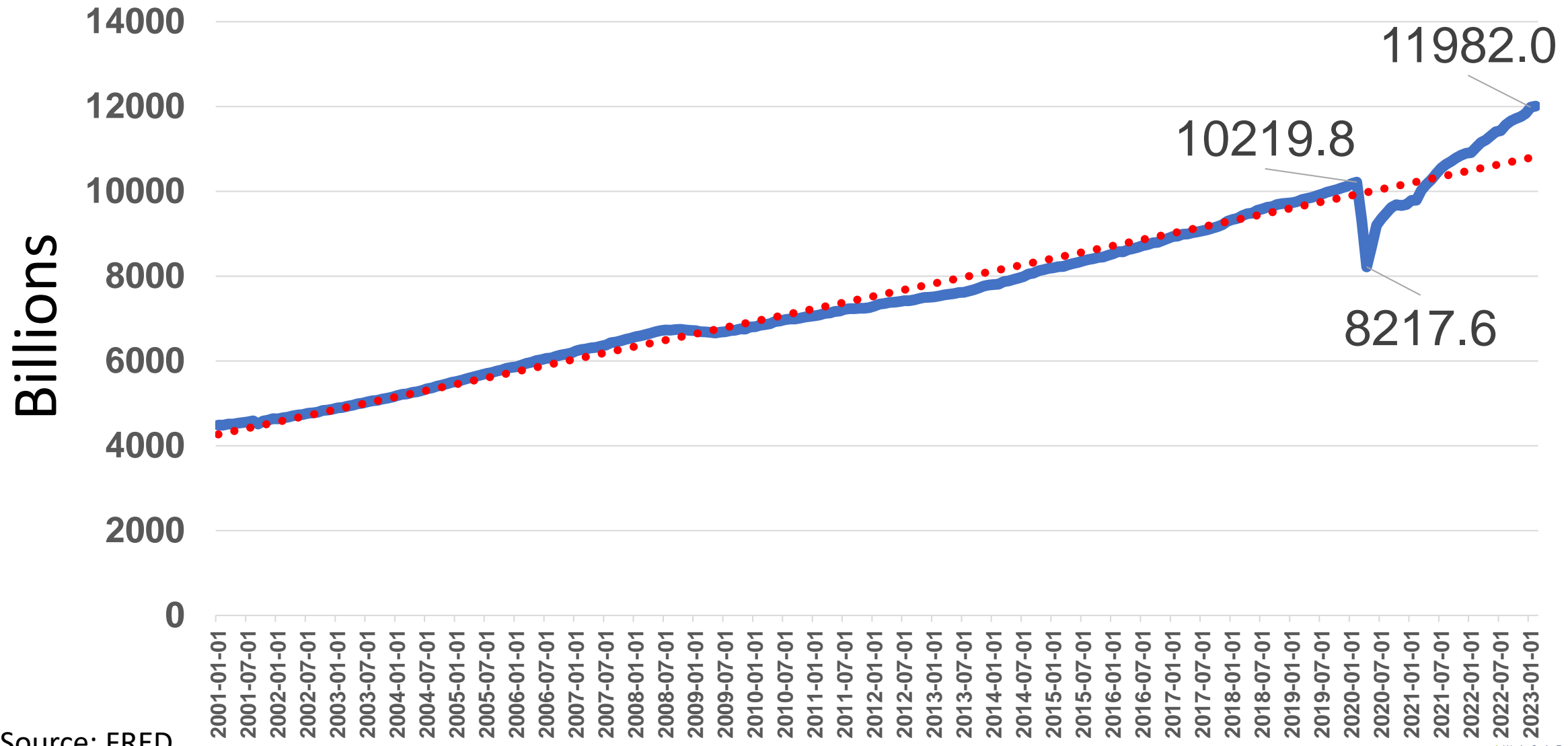
Demand

Real Personal Consumption Expenditures: Durable Goods



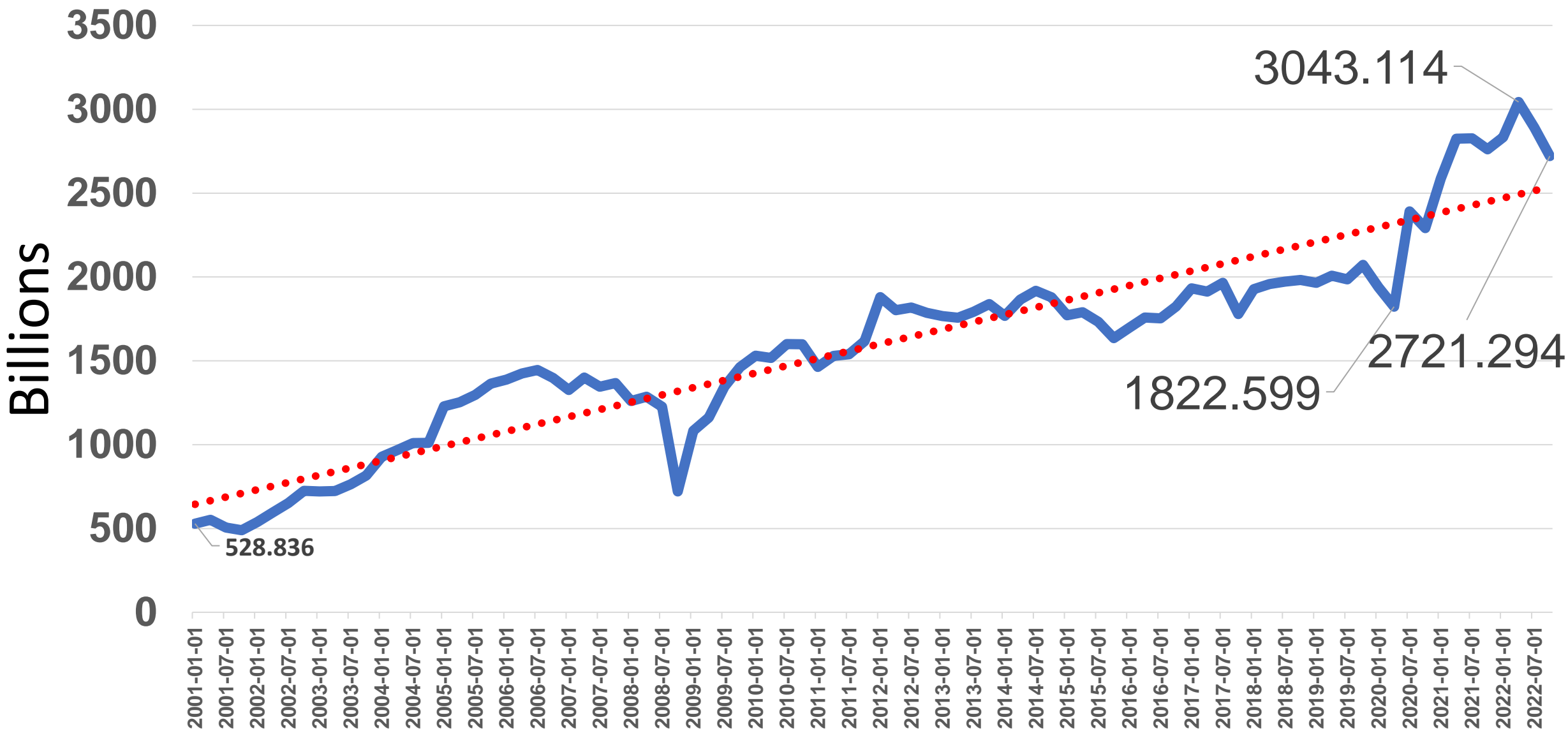
Source: FRED

Personal Consumption Expenditures: Services



Source: FRED

Corporate Profits After Tax



Source: FRED

Potential Solutions

- Build vs. buy
- Engage the people on the sidelines
- Understand visa and Immigration opportunities
- Be transparent about job salary and benefits
- Embrace the “job freedom” mentality
- Always be active in recruiting
- Align educational programs to the demands of the market
- Address childcare challenges
- Address housing challenges
- Address substance abuse/mental health challenges
- Other

Consider Ancillary/Bonus/”Out of the Box” Benefits for Better Retention:

- Mental Health Days (for ex, 1 per quarter or more frequent)
- Mental Health Counseling – Company Paid
- Financial Planning Resources (Free to employer)
- Meal Kits to employees (For ex, every Friday, each employee gets a full meal kit to take home for their family)

“Always Be Recruiting” / Better Recruiting Methods

- Always be building relationships
- Uplevel Job Postings
- Explore “out of the box” ways to fill jobs, such as job-sharing

Boost Retention & Mitigate Turnover

- Stay Interviews
- Enlist HR Support to mitigate poor experiences in the workplace
- Be careful with quick “no’s” to requests: Be curious and open to exploring non-traditional flex schedules or for remote work in a non-remote position (can be combined with job-sharing)