



**County Technical Services, Inc.
2020 County Salary Survey**

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Executive Summary

The economy entered March with the prospects of low unemployment, high consumer confidence, and growing personal income. However, businesses and manufacturing activities were constrained by the tight labor market, global supply chain disruptions, and safety concerns regarding the Boeing 737 MAX airliner. As the severity of the coronavirus and the potential threat to human life became apparent to the public in late February and early March of this year, financial markets reacted.

The threat of the virus caused significant economic disruptions in the U.S. and globally. The travel industry experienced plummeting revenues on cancelled conferences, a lack of demand for flights, fewer hotel stays, and cruise cancellations. Colleges and universities cancelled in-person classes, major sporting and civic events were cancelled or delayed, schools closed for the rest of the school year, and the public prepared for periods of self-quarantine.

With low global demand for oil, Russia and Saudi Arabia announced production increases the week of March 9, 2020, causing the price of West Texas Intermediate Crude to plummet to less than \$35 per barrel. It is unprofitable to produce oil at this price for many domestic oil and gas producers, including most Colorado producers. Moreover, the stay-at-home edict meant that consumers were not demanding fuel.

The spread of the novel coronavirus and the associated disease, COVID-19, produced some hysteria among consumers. Paper products and cleaning products were hard to find. It was difficult to fill purchase orders, particularly for products manufactured in China.

Commercial offices closed and a significant percentage of workers started to work at home. Workers in industries where telework was not possible were furloughed, laid off or terminated, especially in restaurants, entertainment, personal services, and retail industries.

Mandatory mask-wearing and stay-at-home orders were implemented to attempt to slow the spread of the virus and workers continued to work at home. Business travel was at a standstill and hotel occupancy was also significantly down. The mountain communities were hard hit due to their dependence on tourism.

In mid-May, the extent of the catastrophic impact of the virus was made clear when it was announced that there was a \$3.3 billion shortfall in revenue to fund the Colorado state budget.

Unemployment Rate in Colorado Is High

Unemployment is higher than it has been since the Great Depression (1930s). Currently, roughly 40 million workers have sought unemployment. These figures do not include the hundreds of thousands of self-employed and gig workers who are receiving temporary benefits through the coronavirus stimulus package approved in late March. Job losses vary widely. Between 15% and 20% of the population is unemployed in Eagle, Summit, Routt, Grand, Lake, Garfield, Archuleta, and Clear Creek counties. Huerfano and La Plata County are at 15%; Mesa County is at 14.2%; and Weld County is at 10.9%. Although the virus hits the population aged 65 and older the hardest, the unemployment rate's heaviest toll has been on younger workers. Workers aged 25 to 34 are seeing an unemployment rate of 33.2%. Svaldi, Aldo, "Job Losses Uneven Across State", The Denver Post, May 3, 2020.

The GDP

Gross domestic product (GDP) is a monetary measure of the value of all final goods and services produced in a period. The current GDP growth rate is -4.8%. In other words, the U.S. economy contracted at a rate of 4.8% in the first quarter of 2020.

The Employment Cost Index

The Employment Cost Index (ECI) measures the relative changes in wages, benefits, and bonuses for a specific group of occupations. The reason the ECI is thought to be an indicator of inflation is that as wages increase, the added cost is often passed on to consumers shortly thereafter in the form of higher prices (which is inflation). In combination with the productivity report, the ECI can reveal whether the increased cost of labor is justified or not.

The compensation costs for civilian workers increased 0.8% for the period ending March 2020. Wages and salaries increased 0.9%.

An Uncertain Future for the Economy

Predictions of when the recession will end vary widely. One point of agreement is that millions more may lose their jobs, experts say. "Companies are in panic mode right now, [thinking] 'Let's slash and burn costs,'" says Bart van Ark, Executive Vice President and Chief Economist of The Conference Board, a global business research think tank headquartered in New York City. "But you don't want to do things you regret later."

The events that have unfolded over the past two months have dramatically impacted the state's economy and tax revenues. The economic and health policy landscape continue to evolve and as a result, the General Fund budget faces an uncertain outlook with both upside and downside risks to the forecast. The pace of the economic recovery in Colorado and nationally will heavily influence state revenue streams, including income and sales tax revenue. These two sources of revenue have historically accounted for about 95% of General Fund revenue. Longer or repeated periods of reduced economic activity to control the spread of COVID-19 will cause more severe and longer lasting revenue impacts. Conversely, near-term development and distribution of a COVID-19 therapy, a stronger than expected resumption of economic activity, and additional federal fiscal and/or monetary policy support pose near-term upside risks to the forecast. *Legislative Council of the Joint Budget Committee, Colorado General Assembly-May12, 2020 Economic Forecast, Executive Summary.*

Participation in the 2020 CTSI County Wage Survey

A total of twenty-eight counties participated in the 2020 survey: Alamosa, Baca, Bent, Chaffee, Cheyenne, Conejos, Custer, Delta, Elbert, Fremont, Grand, Hinsdale, Huerfano, Logan, Mineral, Montezuma, Montrose, Morgan, Ouray, Prowers, Rio Blanco, Rio Grande, Saguache, Summit, Teller, Washington, Weld, and Yuma.

Vacation and Sick Leave

Twenty-two counties provided information on their health insurance and employee benefits. This chart depicts the average earned vacation and sick time based on employee length of employment.

| | Earned after years of service | | | | | |
|-----------------------------|-------------------------------|----|----|----|----|-----|
| Sick Days-Management | less than 2 | 2 | 5 | 10 | 15 | 20+ |
| Average | 12 | 12 | 12 | 12 | 12 | 12 |
| Minimum | 6 | 6 | 6 | 6 | 6 | 6 |
| Maximum | 15 | 15 | 15 | 15 | 17 | 19 |

| | Earned after years of service | | | | | |
|-------------------------|-------------------------------|----|----|----|----|-----|
| Sick Days-Others | less than 2 | 2 | 5 | 10 | 15 | 20+ |
| Average | 12 | 12 | 12 | 12 | 12 | 12 |
| Minimum | 6 | 6 | 6 | 6 | 6 | 6 |
| Maximum | 15 | 15 | 15 | 15 | 17 | 19 |

| | Earned after years of service | | | | | |
|---------------------------------|-------------------------------|----|----|----|----|-----|
| Vacation Days-Management | less than 2 | 2 | 5 | 10 | 15 | 20+ |
| Average | 11 | 12 | 14 | 18 | 19 | 20 |
| Minimum | 5 | 6 | 6 | 9 | 12 | 12 |
| Maximum | 15 | 21 | 21 | 27 | 27 | 30 |

| | Earned after years of service | | | | | |
|-----------------------------|-------------------------------|----|----|----|----|-----|
| Vacation Days-Others | less than 2 | 2 | 5 | 10 | 15 | 20+ |
| Average | 11 | 12 | 14 | 17 | 19 | 20 |
| Minimum | 5 | 6 | 6 | 9 | 12 | 12 |
| Maximum | 15 | 21 | 21 | 27 | 27 | 30 |

Medical Costs

The Society for Human Resource Management reports that the employers' health care costs have plateaued. Nonetheless, the cost of health care is still being passed on to workers; the result being that salary increases get absorbed by the cost an employee must pay for health care. That trend is tempered in county government where many of the counties absorb some, or all, of the employee health care costs.

This chart shows the distribution of cost of health insurance benefits between the employer and employee for the twenty-five reporting counties.

| Distribution of Cost of Health Insurance | |
|--|-----|
| Employer Pays 100% | 36% |
| Employer Pays 80% - 99% | 44% |
| Employer Pays 25% - 79% | 20% |

Conclusion

County wages continue to increase and decrease in the various classifications. This is to be expected based on economic factors both locally and nationally. The challenge for county commissioners is to base pay on experience and parity when evaluating wages for all employee classifications. Many counties have requested and received variances from the shelter-at-home order and are slowly opening businesses that are essential to the income stream of the county.

2020 Reported Wages by Benchmark Job Titles

| Benchmark Job Title | Average | Minimum | Maximum | Count |
|---|---------|---------|----------|-------|
| Accountant | \$29.53 | \$19.50 | \$55.00 | 29 |
| Accounting Technician | \$21.43 | \$13.00 | \$38.50 | 76 |
| Administrative Assistant | \$19.52 | \$12.00 | \$60.00 | 352 |
| Administrative Supervisor | \$32.32 | \$13.37 | \$74.15 | 185 |
| Appraisal or Property Records Technician | \$19.92 | \$13.00 | \$46.39 | 41 |
| Appraiser (Personal Property) | \$22.83 | \$16.49 | \$37.19 | 18 |
| Appraiser (Real Property) | \$25.59 | \$15.51 | \$48.28 | 47 |
| Assistant County Clerk | \$17.86 | \$12.00 | \$26.55 | 137 |
| Bailing Foreman | \$25.14 | \$18.91 | \$33.41 | 4 |
| Benefits Technician | \$27.51 | \$20.21 | \$44.09 | 17 |
| Building Inspector | \$30.71 | \$15.00 | \$48.04 | 29 |
| Captain | \$36.60 | \$21.12 | \$74.15 | 27 |
| Chief County Engineer | \$49.23 | \$26.58 | \$62.29 | 10 |
| Chief or Deputy Assessor | \$25.39 | \$12.00 | \$46.83 | 40 |
| Chief or Deputy County Clerk | \$22.71 | \$13.33 | \$44.14 | 44 |
| Civil/Water/Traffic Engineer | \$41.32 | \$30.53 | \$51.44 | 4 |
| Communications Dispatcher | \$24.39 | \$12.75 | \$40.44 | 134 |
| Computer Systems Operator | \$33.04 | \$15.30 | \$57.04 | 38 |
| Computer Systems Programmer | \$36.77 | \$13.37 | \$59.64 | 32 |
| County Attorney | \$52.51 | \$23.80 | \$106.23 | 29 |
| County Manager | \$46.49 | \$26.04 | \$97.94 | 22 |
| Degreed Professional | \$32.15 | \$17.92 | \$64.58 | 52 |
| Department Manager | \$39.26 | \$15.13 | \$103.18 | 168 |
| Deputy Patrol | \$25.54 | \$14.00 | \$41.37 | 303 |
| Detention Manager | \$28.79 | \$18.03 | \$60.58 | 42 |
| Detention Officer | \$24.27 | \$12.00 | \$40.44 | 506 |
| DHS Case Manager | \$23.46 | \$13.64 | \$42.51 | 85 |
| DHS Caseworker (all levels) | \$25.85 | \$12.44 | \$42.86 | 317 |
| DHS Intake Technician | \$20.78 | \$12.00 | \$34.01 | 265 |
| Emergency Medical Technician | \$16.58 | \$12.00 | \$40.07 | 78 |
| Engineering Technician (all levels) | \$28.26 | \$23.15 | \$37.92 | 23 |
| Finance Analyst | \$40.71 | \$15.47 | \$111.16 | 18 |
| Geographic Information Systems Specialist | \$32.26 | \$17.69 | \$45.72 | 16 |
| Grant Contract Program Manager | \$22.28 | \$15.99 | \$31.56 | 6 |
| Investigator or Sergeant | \$31.26 | \$13.96 | \$57.04 | 152 |
| Landfill Operator | \$16.75 | \$12.00 | \$21.81 | 32 |
| Legal Assistant | \$26.17 | \$14.13 | \$40.44 | 44 |
| Maintenance Mechanic | \$19.30 | \$12.00 | \$66.85 | 141 |
| Manager, Coordinator Emergency Medical Services | \$25.89 | \$14.28 | \$42.28 | 13 |
| Mapper/Cartographer | \$24.77 | \$17.79 | \$31.45 | 10 |
| Networked Systems Administrator | \$46.07 | \$24.47 | \$71.99 | 33 |
| Personnel Analyst | \$29.44 | \$23.38 | \$36.45 | 6 |
| Personnel Director | \$33.89 | \$18.45 | \$53.26 | 16 |
| Planner | \$30.02 | \$18.54 | \$50.44 | 28 |

| Benchmark Job Title | Average | Minimum | Maximum | Count |
|--------------------------------------|---------|---------|----------|-------|
| Planner Assistant | \$21.25 | \$14.18 | \$28.44 | 12 |
| Plans Examiner | \$29.00 | \$20.64 | \$37.53 | 10 |
| Public Health Nurse Manager | \$32.50 | \$22.07 | \$64.27 | 34 |
| Public Health or EH Director | \$41.94 | \$24.76 | \$120.35 | 18 |
| Public Health Personal Care Provider | \$20.37 | \$12.00 | \$56.81 | 111 |
| R&B Equipment Operator (all levels) | \$21.30 | \$12.00 | \$30.55 | 526 |
| R&B Foreman/Crew Leader | \$28.87 | \$17.45 | \$45.04 | 112 |
| R&B Maintenance Worker | \$19.61 | \$14.70 | \$36.47 | 78 |
| Recreation Specialist | \$21.74 | \$12.25 | \$25.79 | 4 |
| Recreation Worker | \$18.19 | \$12.64 | \$23.08 | 7 |
| Senior Center Van Driver | \$13.62 | \$12.00 | \$21.63 | 24 |
| Transportation Inspector | \$28.73 | \$17.49 | \$42.65 | 11 |
| Undersheriff Administration | \$28.78 | \$12.50 | \$73.84 | 33 |
| Undersheriff Patrol | \$40.34 | \$23.39 | \$75.29 | 15 |
| Vehicle Mechanic | \$24.50 | \$13.85 | \$40.21 | 64 |
| Weed Pest Control Assistant | \$21.06 | \$15.50 | \$34.33 | 13 |
| Weed Pest Control Supervision | \$27.04 | \$20.00 | \$49.22 | 12 |

Average Wage by County Revenue Group

In general, wages have been slightly higher for the higher revenue counties.

| Benchmark Job Title | 01-Under \$10M | 02-\$10M - \$50M | 03-\$50M-\$100M | 04-Over \$100M |
|---|----------------|------------------|-----------------|----------------|
| Accountant | \$23.97 | \$29.65 | \$34.90 | \$35.87 |
| Accounting Technician | \$18.04 | \$20.58 | \$20.73 | \$25.46 |
| Administrative Assistant | \$17.88 | \$18.09 | \$20.29 | \$23.04 |
| Administrative Supervisor | \$19.31 | \$26.66 | \$32.95 | \$38.09 |
| Appraisal or Property Records Technician | \$15.21 | \$18.05 | \$21.88 | \$36.39 |
| Appraiser (Personal Property) | | \$20.27 | \$22.25 | \$30.78 |
| Appraiser (Real Property) | \$20.02 | \$21.26 | \$32.72 | \$27.98 |
| Assistant County Clerk | \$15.20 | \$17.14 | | \$19.94 |
| Bailing Foreman | \$18.91 | \$27.22 | | |
| Benefits Technician | \$22.93 | \$26.52 | | \$31.31 |
| Building Inspector | \$22.80 | \$27.97 | \$48.00 | \$35.45 |
| Captain | \$24.92 | \$31.10 | \$48.77 | \$67.38 |
| Chief County Engineer | | \$39.39 | \$62.29 | \$54.50 |
| Chief or Deputy Assessor | \$19.23 | \$26.11 | \$46.83 | \$45.49 |
| Chief or Deputy County Clerk | \$20.05 | \$23.03 | \$29.73 | \$44.14 |
| Civil/Water/Traffic Engineer | | | \$30.53 | \$44.92 |
| Communications Dispatcher | \$17.15 | \$21.21 | \$27.97 | \$27.76 |
| Computer Systems Operator | \$21.50 | \$27.60 | \$28.81 | \$38.16 |
| Computer Systems Programmer | \$29.66 | \$23.94 | \$47.91 | \$47.80 |
| County Attorney | \$42.22 | \$49.53 | \$69.90 | \$54.53 |
| County Manager | \$36.41 | \$50.97 | \$97.94 | |
| Degreed Professional | \$28.73 | \$27.15 | | \$34.19 |
| Department Manager | \$25.58 | \$35.54 | \$51.06 | \$67.66 |
| Deputy Patrol | \$18.10 | \$23.79 | \$32.34 | \$36.76 |
| Detention Manager | \$19.25 | \$23.59 | \$54.82 | \$55.51 |
| Detention Officer | \$14.95 | \$18.84 | \$25.40 | \$33.38 |
| DHS Case Manager | \$23.44 | \$23.28 | \$30.55 | |
| DHS Caseworker (all levels) | \$21.83 | \$21.27 | \$27.41 | \$30.78 |
| DHS Intake Technician | \$16.65 | \$18.04 | \$19.70 | \$24.13 |
| Emergency Medical Technician | \$14.34 | \$17.20 | | |
| Engineering Technician (all levels) | | \$24.55 | \$24.60 | \$28.61 |
| Finance Analyst | \$31.84 | \$35.45 | \$36.89 | \$71.37 |
| Geographic Information Systems Specialist | | \$27.37 | \$37.45 | \$38.99 |
| Grant Contract Program Manager | \$24.85 | \$20.99 | | |
| Investigator or Sergeant | \$18.67 | \$25.57 | \$38.12 | \$48.19 |
| Landfill Operator | \$13.78 | \$18.30 | | |
| Legal Assistant | \$29.09 | \$21.53 | | \$28.22 |
| Maintenance Mechanic | \$16.33 | \$17.24 | \$31.33 | \$26.28 |
| Manager, Coordinator Emergency Medical Services | \$20.62 | \$29.19 | | |
| Mapper/Cartographer | \$17.79 | \$23.55 | | \$26.55 |
| Networked Systems Administrator | \$33.58 | \$36.04 | \$46.81 | \$55.31 |
| Personnel Analyst | \$25.64 | \$24.55 | | \$33.98 |
| Personnel Director | \$26.78 | \$34.05 | \$53.26 | |
| Planner | \$20.22 | \$26.19 | \$32.67 | \$39.40 |

| Benchmark Job Title | 01-Under \$10M | 02-\$10M - \$50M | 03-\$50M-\$100M | 04-Over \$100M |
|--------------------------------------|----------------|------------------|-----------------|----------------|
| Planner Assistant | \$14.59 | \$20.68 | \$22.82 | \$28.03 |
| Plans Examiner | \$20.91 | \$25.93 | \$29.23 | \$35.64 |
| Public Health Nurse Manager | \$31.00 | \$30.95 | \$40.50 | \$64.27 |
| Public Health or EH Director | \$27.99 | \$40.00 | \$66.59 | \$120.35 |
| Public Health Personal Care Provider | \$12.91 | \$21.52 | \$34.67 | \$33.74 |
| R&B Equipment Operator (all levels) | \$18.66 | \$20.19 | \$26.92 | \$26.18 |
| R&B Foreman/Crew Leader | \$23.11 | \$27.29 | \$35.13 | \$33.35 |
| R&B Maintenance Worker | \$16.63 | \$20.07 | | \$20.77 |
| Recreation Specialist | \$12.25 | \$25.79 | | \$24.46 |
| Recreation Worker | \$17.38 | \$23.08 | | |
| Senior Center Van Driver | \$13.99 | \$13.50 | | |
| Transportation Inspector | \$22.15 | \$28.60 | \$35.31 | \$42.65 |
| Undersheriff Administration | \$20.65 | \$32.61 | \$73.84 | |
| Undersheriff Patrol | \$24.68 | \$40.35 | \$52.30 | \$75.29 |
| Vehicle Mechanic | \$23.45 | \$23.51 | | \$28.07 |
| Weed Pest Control Assistant | \$16.48 | \$21.16 | \$22.00 | |
| Weed Pest Control Supervision | \$21.86 | \$26.14 | \$26.73 | \$49.22 |

Chart-Average Wage by County Revenue Group

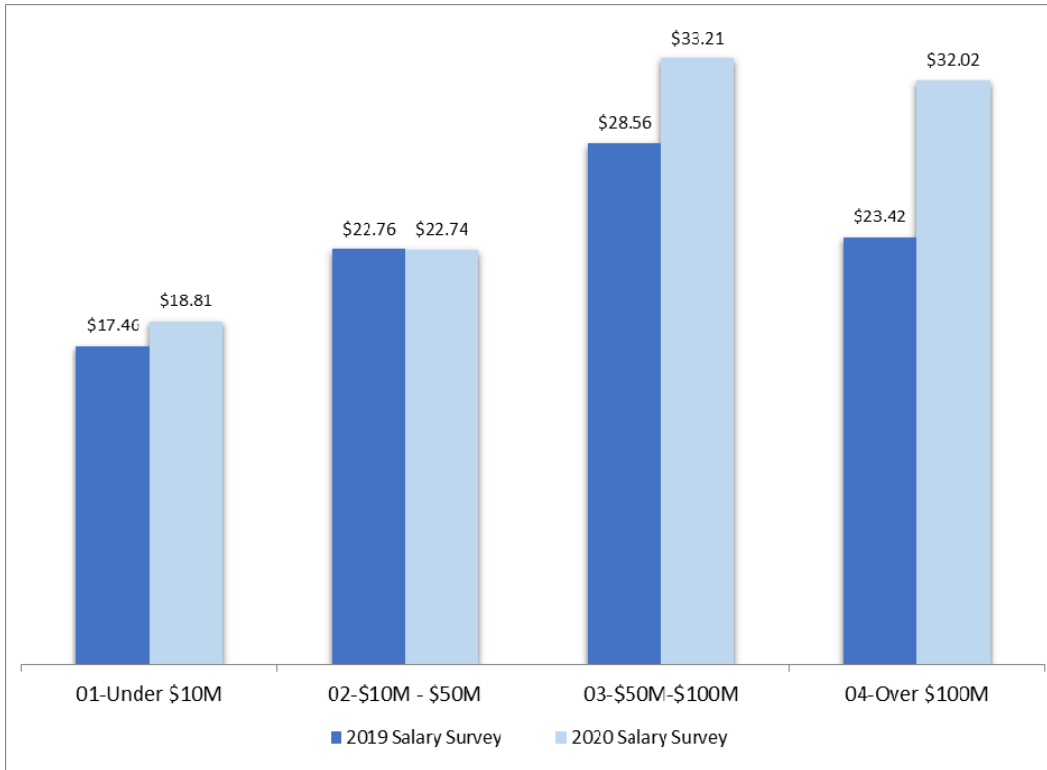


Chart-Median Wage by County Revenue Group

