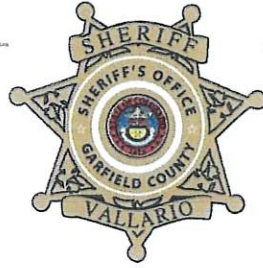


SHERIFF OF GARFIELD COUNTY

LOU VALLARIO

107 8TH Street
Glenwood Springs, CO 81601
Phone: 970-945-0453
Fax: 970-945-6430



106 County Road 333-A
Rifle, CO 81650
Phone: 970-665-0200
Fax: 970-665-0253

To: Garfield County Board of County Commissioners
From: Lou Vallario, Sheriff
Date: April 2, 2025
Re: Salary Survey

Gentlemen,

In 2024, the Garfield County HR Department, with your approval, commissioned a salary survey to be completed by an outside firm for the purpose of wage adjustments in the 2025 budget. As a result of that study, 361 employees paid by the county in every department or office were subject to receiving a wage adjustment totaling \$1,063,694.00, except the 143 members of the Sheriff's office who were not included in this survey and adjustment.

I do not know why we were not involved in a county-wide salary survey and I am not suggesting any nefarious behavior. Nonetheless, people who risk their lives every day for this community were not included. It could have been a result of a change in leadership in the HR Department, confusion about our separate pay scale for sworn personnel, or something else. Regardless, my employees were not involved and we need to have a conversation about that and adjust my budget, accordingly.

When I saw the results of the new pay scale for the county, I was concerned about my administrative folks and how their jobs and pay compare to an alike job in another department or office in the county. When my employees are making \$2-4 per hour less for the same job, I find myself in a position where not only am I struggling to fight other law enforcement agencies to retain Deputies, but now I'm having to compete within Garfield County to keep administrative staff!

So, earlier this year, I hired an outside consultant to do a survey for both our sworn and administrative personnel. That survey is completed and I would like to have that firm do a presentation to you to explain the details of that survey such as their methodology, survey group, comparable wages with other markets, comparisons, etc.

Without going into the details of the data, some of the concerns I noted were that because of legislation that removed most/all of the immunity protections for law enforcement personnel, the willingness for people to get into, or remain in the law enforcement profession is directly tied to higher wages. As a result, we can see a significant increase across the market. More individual risk means more pay.

Further, even though we have increased our starting Deputy wages 33% since 2021, (thank you) we are still behind the market and that is based on my preference to maintain our wages at or above a "median" scale. We do not want to be a "lag" organization, nor is it reasonable to expect us to be in the upper end of a "lead" organization. I just want fair and competitive wages for my employees and the ability to retain them.

Another important factor to consider is the cost of hiring new (replacement) Deputies. As of 2023, that first year cost is approximately \$165,000 inclusive of wages, benefits, training, equipment, etc. It is no doubt higher today. These expenses have to be balanced against the cost of a salary adjustment if we hope to retain people.

To be transparent, our consultant, my HR Director (Stacie) and Administrative Commander (Cathy) have been crunching numbers and adjusting job descriptions based on the final results. To achieve a spot in the fair market, we are looking at an adjustment to our annual budget to be equitable and consistent with what the other county-paid employees enjoyed this year.

As always, I am absolutely willing to discuss how and when we can make these adjustments. However, one important position that I have argued before is that I cannot and will not balance operational needs and costs to attain higher wages. A well paid law enforcement agency that is unable to provide the expected services to the community does nobody any good. On the other hand, a law enforcement agency with high levels of vacancies also does not achieve those required and expected services.

Finally, as we all know, this is a never-ending exercise. Unless we see deflation in the country, zero increases in the cost of living, or other agencies no longer willing to increase their wages to remain competitive, we will always be expected to assume the financial liability of higher wages and benefits, year after year.

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Sheriff's Office – Compensation Philosophy Summary

Align with County compensation philosophies to set pay at the median of the external labor market for comparable regional employers, and to continue to work towards ongoing alignment of individual pay with the external labor market through meaningful merit-based increases, equity analysis, and economic conditions analysis.

Offer pay that is based on performance and provide opportunities for professional growth and development.

Understand that we cannot afford to be the highest paying organization, while also recognizing that we cannot afford to not be in the upper range to remain competitive and retain staff.

Recognize that there are significant differences from any positions the County has and as such a separate and comprehensive analysis was conducted by an independent consultant for direction with pay structure for these sworn positions.

Make adjustments in a way such that past performance increases are not diminished, while ensuring a high level of commitment to safety in the community.

Budget Goals

The Sheriff's Office remains committed to providing the same level of excellent law enforcement services to our community that we have since 2003. We will diligently work with the Board of County Commissioners to maintain those statutory services and strive to be a part of the overall budget solution through any financial environment. The GCSO has been fiscally conservative during the past 21 years, spending only the funds necessary to provide the expected public safety services. We will continue to adhere to that philosophy while meeting the needs of our statutory requirements as a Sheriff's Office.

Mission Statement

The Mission of the Garfield County Sheriff's Office is to provide solutions for the people through professional, ethical and compassionate conduct.

Vision Statement

"See the future and prepare for it today"

SHERIFF'S OFFICE PAY SCALE**8/11/2023**

Non-Sworn 2080 hrs/month

	POSITION		2023 Min	2023 Med	2023 Max
Grade 1	Cook I	Annual	\$ 42,351.33	\$ 52,939.16	\$ 63,526.99
	Clerk I	Monthly	\$ 3,529.28	\$ 4,411.60	\$ 5,293.92
		Hourly	\$ 20.36	\$ 25.45	\$ 30.54
Grade 2	Administrative Assistant II	Annual	\$ 45,808.58	\$ 57,260.72	\$ 68,712.87
	Cook II	Monthly	\$ 3,817.38	\$ 4,771.73	\$ 5,726.07
	Clerk II	Hourly	\$ 22.02	\$ 27.53	\$ 33.04
Grade 3	Administrative Assistant III	Annual	\$ 50,256.63	\$ 62,820.78	\$ 75,384.94
	Facility Maintenance Tech I	Monthly	\$ 4,188.05	\$ 5,235.07	\$ 6,282.08
	IT Technician	Hourly	\$ 24.16	\$ 30.20	\$ 36.24
	Civil Deputy II				
Grade 4	Administrative Assistant IV	Annual	\$ 55,252.78	\$ 69,065.97	\$ 82,879.17
	Human Resources Generalist I	Monthly	\$ 4,604.40	\$ 5,755.50	\$ 6,906.60
	Purchasing Agent	Hourly	\$ 26.56	\$ 33.20	\$ 39.85
Grade 5	Human Resources Generalist II	Annual	\$ 63,263.48	\$ 79,079.35	\$ 94,895.22
	Facility Maintenance Tech II	Monthly	\$ 5,271.96	\$ 6,589.95	\$ 7,907.94
	IT Specialist	Hourly	\$ 30.42	\$ 38.02	\$ 45.62
	Senior Purchasing Agent				
	Victim Advocate Coordinator				
	Social Media Specialist				
Grade 6	Criminal Intelligence Analyst	Annual	\$ 67,310.99	\$ 84,138.74	\$ 100,966.49
	Sr. Benefits Administrator	Monthly	\$ 5,609.25	\$ 7,011.56	\$ 8,413.87
	Cert Addiction Spec. CAT/CAS	Hourly	\$ 32.36	\$ 40.45	\$ 48.54
	IT Analyst/Crim Intell Analyst				
Grade 7	Senior Administrator I	Annual	\$ 74,035.77	\$ 92,544.71	\$ 111,053.65
	Senior IT Analyst	Monthly	\$ 6,169.65	\$ 7,712.06	\$ 9,254.47
		Hourly	\$ 35.59	\$ 44.49	\$ 53.39
Grade 8	Facility Maintenance Manager	Annual	\$ 80,465.41	\$ 100,581.77	\$ 120,698.12
	Food Services Supervisor	Monthly	\$ 6,705.45	\$ 8,381.81	\$ 10,058.18
	Senior Administrator II	Hourly	\$ 38.69	\$ 48.36	\$ 58.03

	IT Lead						
	Health Services Administrator						
Grade 9	Chief Communications Officer	Annual	\$ 87,274.51	\$ 109,093.14	\$ 130,911.77		
	Finance Administrator	Monthly	\$ 7,272.88	\$ 9,091.10	\$ 10,909.31		
	Chief Administrator	Hourly	\$ 41.96	\$ 52.45	\$ 62.94		
	IT Manager						
	Human Resources Administrator						



SHERIFF'S OFFICE PAY SCALE

2080 Hours Annually

ADMIN

[illegible]



SHERIFF'S OFFICE PAY SCALE

SWORN

Non - Exempt 2184 Hours Annually

	POSITION		Minimum Hourly	Midpoint Hourly	Maximum Hourly	Minimum Annual	Midpoint Annual	Maximum Annual	FLSA
Grade 1	Detention Specialist	Hourly	\$ 31.13	\$ 35.65	\$ 40.61	\$ 67,987.92	\$ 77,859.60	\$ 88,692.24	NE
	Deputy Trainee	Hourly	\$ 31.13	\$ 35.65	\$ 40.61	\$ 67,987.92	\$ 77,859.60	\$ 88,692.24	NE
Grade 2	Deputy I	Hourly	\$ 34.72	\$ 43.40	\$ 52.08	\$ 75,828.48	\$ 94,785.60	\$ 113,742.72	NE
Grade 3	Deputy II	Hourly	\$ 36.28	\$ 45.36	\$ 54.43	\$ 79,235.52	\$ 99,066.24	\$ 118,875.12	NE
	Professional Standards Invest	Hourly	\$ 36.28	\$ 45.36	\$ 54.43	\$ 79,235.52	\$ 99,066.24	\$ 118,875.12	NE
Grade 4	Corporal	Hourly	\$ 38.82	\$ 48.53	\$ 58.23	\$ 84,782.88	\$ 105,989.52	\$ 127,174.32	NE
	Chief Civil Deputy	Hourly	\$ 38.82	\$ 48.53	\$ 58.23	\$ 84,782.88	\$ 105,989.52	\$ 127,174.32	NE
Grade 5	Sergeant	Hourly	\$ 45.34	\$ 53.72	\$ 62.10	\$ 99,022.56	\$ 117,324.48	\$ 135,626.40	NE
			Exempt 2080 Hours Annually						
Grade 6	Lieutenant	Hourly	\$ 47.04	\$ 57.20	\$ 67.36	\$ 97,843.20	\$ 118,976.00	\$ 140,108.80	E
Grade 7	Commander	Hourly	\$ 54.53	\$ 68.16	\$ 81.79	\$ 113,422.40	\$ 141,778.00	\$ 170,123.20	E
Grade 8	Undersheriff	Hourly	\$ 58.33	\$ 72.91	\$ 87.49	\$ 121,326.40	\$ 151,658.00	\$ 181,979.20	E



PRECISION
EMPLOYMENT

2025 Compensation Study

Presented by:

Elaine Alberding

Precision Employment

My experience...



- ▶ President of Precision Employment Consulting (started the company in 2019)
- ▶ Director of Human Resources for the District Attorney (prior to starting Precision)
- ▶ Title VII/IX Workplace Investigator Certification, through T9 Mastered
- ▶ Professional Human Resources (PHR) Certification from the Human Resources Certification Institute (HRCI)
- ▶ Certified Paralegal through the Colorado State University
- ▶ Bachelor's Degree in Communication, with minors in Public Relations and Marketing, from the Metropolitan State University
- ▶ Presented on multiple HR topics including policy compliance, HR best practices, benefits, multi-generational workforce planning, and management training
- ▶ Endorsed as an expert witness in the employment law/HR field and have experience drafting reports and providing testimony in federal and state court

Scope of Assessment



PRECISION
EMPLOYMENT



Intent: To employ top talent and ensure all employees at the Garfield County Sheriff's Office are paid competitively to market, while maintaining internal equity and providing for career progression.

Scope: Provide recommendations to update GCSO's Pay Structure based on current, statistically valid market data from a defined market.

Focus on recruitment of future employees and retention of current employees.

Align total compensation to the pay philosophy of GCSO.

RECRUITMENT

► Positions reported as hardest to fill (excluding health care).



ENGINEERING: 78%



POLICING: 78%



DISPATCH: 75%



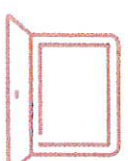
BUILDING PERMITTING & INSPECTIONS: 73%



CORRECTIONS: 72%



SKILLED TRADES: 71%



INFORMATION TECHNOLOGY: 69%

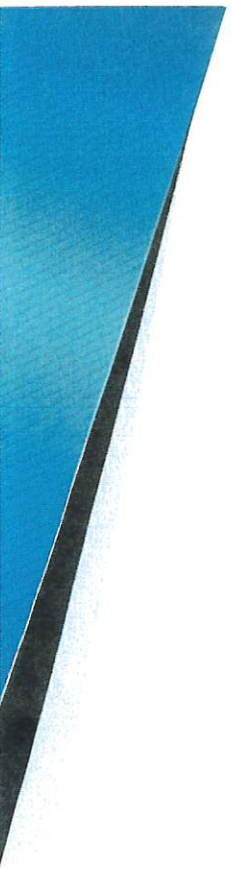


COMMERCIAL DRIVING: 67%

Methodology Used



- Assessed positions through job matching:
 - Identify the most relevant match between GCSO's position and the other agencies
 - Consider duties performed and qualifications required of the job
 - Review the degree of knowledge, skill, and ability required
 - Consider job family progression, span of control, reporting relationships, scope of decision-making authority, and overall impact on the department
 - Jobs were not matched by job title only
- Use a defined market
 - GCSO's assessment reviewed total compensation from 14 law enforcement agencies



Defined Market



Precision assessed total compensation data
(Salaries, Benefits, Retirement, Paid leave, etc.)

Sheriff's Offices:

Eagle, Mesa, Montrose, Summit, Pitkin, Routt,
Fremont, and La Plata

Police Departments:

New Castle, Carbondale, Basalt, Glenwood Springs,
Silt and Grand Junction

Compensation Study



The defined market was based on:

- ▶ Agency size and location
- ▶ Agencies that have the ability to easily recruit GCSO deputies and employees

Precision provided an updated pay scale with proposed adjustments:

- ▶ Includes a minimum, midpoint, and maximum salary range
- ▶ Allows for flexibility to pay the employee according to performance criteria
- ▶ Aligns with GCSO's pay philosophy

GCSO's ability to recruit new deputies has been difficult with the current pay structure

GCSO's retention of existing deputies must be considered when assessing adjustments



Pay Philosophy

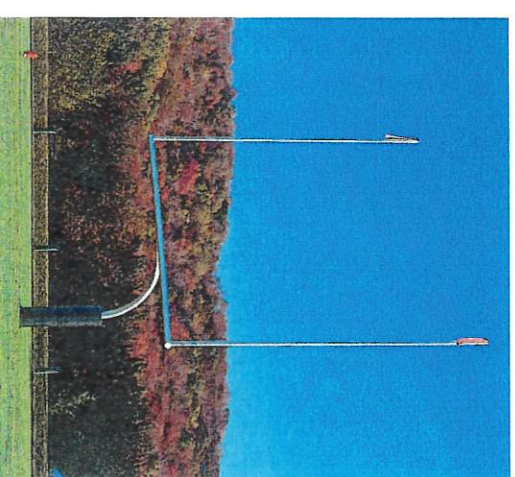


GCSO wants to remain competitive with total compensation offered but not necessarily be the leader in the defined market.

GCSO's ability to recruit new deputies and retain existing deputies was considered when assessing adjustments to compensation.

GCSO needs to "move the goal post" with its wage bands to align with other agencies for better retention and recruitment.

Market results showed GCSO lagging with entry-level pay for all sworn positions and most administrative positions.



Pay Recommendations Sworn Employees



PRECISION
EMPLOYMENT



	POSITION	Minimum Hourly	Midpoint Hourly	Maximum Hourly	Minimum Annual	Midpoint Annual	Maximum Annual	Increase %
Grade 1	Detention Specialist	\$ 31.13	\$ 35.65	\$ 40.61	\$ 67,987.92	\$ 77,859.60	\$ 88,692.24	15%
	Deputy Trainee	\$ 31.13	\$ 35.65	\$ 40.61	\$ 67,987.92	\$ 77,859.60	\$ 88,692.24	15%
Grade 2	Deputy I	\$ 34.72	\$ 43.40	\$ 52.08	\$ 75,828.48	\$ 94,785.60	\$ 113,742.72	12%
Grade 3	Deputy II	\$ 36.28	\$ 45.36	\$ 54.43	\$ 79,235.52	\$ 99,066.24	\$ 118,875.12	10%
	Professional Standards Invest	\$ 36.28	\$ 45.36	\$ 54.43	\$ 79,235.52	\$ 99,066.24	\$ 118,875.12	10%
Grade 4	Corporal	\$ 38.82	\$ 48.53	\$ 58.23	\$ 84,782.88	\$ 105,989.52	\$ 127,174.32	7%
	Chief Civil Deputy	\$ 38.82	\$ 48.53	\$ 58.23	\$ 84,782.88	\$ 105,989.52	\$ 127,174.32	7%
Grade 5	Sergeant	\$ 45.34	\$ 53.72	\$ 62.10	\$ 99,022.56	\$ 117,324.48	\$ 135,626.40	5%
		Exempt 2080 Hours Annually						
Grade 6	Lieutenant	\$ 47.04	\$ 57.20	\$ 67.36	\$ 97,843.20	\$ 118,976.00	\$ 140,108.80	10% / 5%
Grade 7	Commander	\$ 54.53	\$ 68.16	\$ 81.79	\$ 113,422.40	\$ 141,778.00	\$ 170,123.20	5%
Grade 8	Undersheriff	\$ 58.33	\$ 72.91	\$ 87.49	\$ 121,326.40	\$ 151,658.00	\$ 181,979.20	3%

Pay Recommendations Admin Employees



PRECISION
EMPLOYMENT



	POSITION		Minimum Hourly	Midpoint Hourly	Maximum Hourly	Minimum Annual	Midpoint Annual	Maximum Annual
Grade 1	Facility Maint Tech I	Hourly	\$ 19.53	\$ 23.44	\$ 27.34	\$ 40,622.40	\$ 48,755.20	\$ 56,867.20
T02								
Grade 2	(SO) Kitchen Specialist	Hourly	\$ 23.93	\$ 28.71	\$ 33.50	\$ 49,774.40	\$ 59,716.80	\$ 69,680.00
	Clerk II or (SO) Intern	Hourly	\$ 23.93	\$ 28.71	\$ 33.50	\$ 49,774.40	\$ 59,716.80	\$ 69,680.00
	Facility Maint Tech II	Hourly	\$ 23.93	\$ 28.71	\$ 33.50	\$ 49,774.40	\$ 59,716.80	\$ 69,680.00
T05								
Grade 3	(SO) Admin Specialist	Hourly	\$ 25.08	\$ 30.72	\$ 36.36	\$ 52,166.40	\$ 63,897.60	\$ 75,628.80
	HR Generalist	Hourly	\$ 25.08	\$ 30.72	\$ 36.36	\$ 52,166.40	\$ 63,897.60	\$ 75,628.80
	IT Specialist	Hourly	\$ 25.08	\$ 30.72	\$ 36.36	\$ 52,166.40	\$ 63,897.60	\$ 75,628.80
T06								
Grade 4	Social Media Specialist	Hourly	\$ 28.71	\$ 35.17	\$ 41.63	\$ 59,716.80	\$ 73,153.60	\$ 86,590.40
	Victims Advocate Coord.	Hourly	\$ 28.71	\$ 35.17	\$ 41.63	\$ 59,716.80	\$ 73,153.60	\$ 86,590.40
	CAT/CAS	Hourly	\$ 28.71	\$ 35.17	\$ 41.63	\$ 59,716.80	\$ 73,153.60	\$ 86,590.40
	Criminal Intel Analyst	Hourly	\$ 28.71	\$ 35.17	\$ 41.63	\$ 59,716.80	\$ 73,153.60	\$ 86,590.40
	Sr. Benefits and Leave	Hourly	\$ 28.71	\$ 35.17	\$ 41.63	\$ 59,716.80	\$ 73,153.60	\$ 86,590.40
	IT Analyst	Hourly	\$ 28.71	\$ 35.17	\$ 41.63	\$ 59,716.80	\$ 73,153.60	\$ 86,590.40
T08								
Grade 5	Executive Assistant	Hourly	\$ 32.87	\$ 40.27	\$ 47.67	\$ 68,369.60	\$ 83,761.60	\$ 99,153.60
	HR Business Partner	Hourly	\$ 32.87	\$ 40.27	\$ 47.67	\$ 68,369.60	\$ 83,761.60	\$ 99,153.60
T10								
Grade 6	Facilities Superintendent	Hourly	\$ 35.17	\$ 43.09	\$ 51.00	\$ 73,153.60	\$ 89,627.20	\$ 106,080.00
	Food Services Supervisor	Hourly	\$ 35.17	\$ 43.09	\$ 51.00	\$ 73,153.60	\$ 89,627.20	\$ 106,080.00
T11								
Grade 7	Special Executive Assistant	Hourly	\$ 40.27	\$ 49.33	\$ 58.39	\$ 83,761.60	\$ 102,606.40	\$ 121,451.20
T13								
Grade 8	(SO) HR Director	Hourly	\$ 46.11	\$ 56.48	\$ 66.85	\$ 95,908.80	\$ 117,478.40	\$ 139,048.00
	Chief Admin Officer							
T15								

Cost of Turnover



- ▶ Cost of turnover
 - 100-150% annual pay
 - Depleted morale
 - Increased likelihood of more turnover
 - Lost productivity and potential safety risks
- ▶ Turnover is costly when you include recruiting and hiring costs, training, certifications, overtime to cover shifts, etc.
- ▶ Replacing employee who leave GCSO require paying out PTO and paying market rates for new employees

TURNOVER

▶ Top reasons for leaving given by employees in exit interviews.

Compensation not competitive: **51%**

Retirement: **36%**

Lack of internal advancement opportunities: **33%**

Advancement with another public employer: **31%**

Dissatisfaction with supervisors: **28%**

Advancement with a private employer: **28%**

Personal/family priorities: **20%**

GCSO's turnover rate in 2023 was 12.4% and in 2024 was 16.03%

Law Enforcement In Colorado...



- ▶ Harder to recruit/retain deputies
- ▶ More competition for the fewer sworn officers/deputies
- ▶ Legislation changes impacted law enforcement compensation
Qualified Immunity – SB 20-217
LE can be personally liable for up to \$25,000 in damages
- ▶ Many law enforcement employees sought other employment
(30% decline from 2020 to 2022)



Cost of Living



- ▶ Colorado is the 10th most expensive state to live in (1.14% inflation)
- ▶ Garfield County is 15% more expensive to live in than the national average
- ▶ 11.5% of GCSO employees can't afford to live in Garfield County
- ▶ To afford a home in Colorado, it's recommended to make \$100,200
- ▶ A typical home in Garfield County is 81% more expensive than the national average and 16% more expensive than the Colorado average

How much do I need to live in Garfield, Colorado?

\$9,780 / month

for a family, 81.1% more expensive than the national average A total of \$117,360 for the year for a family.

\$3,667 / month

for a single person, 23.1% less expensive than the national average A total of \$44,000 for the year for a single person.

Garfield cost of living score

121.9

▲ 21.9% higher than the US average

More expensive

▲ 1.2% higher than the Colorado average

Implementing Adjustments

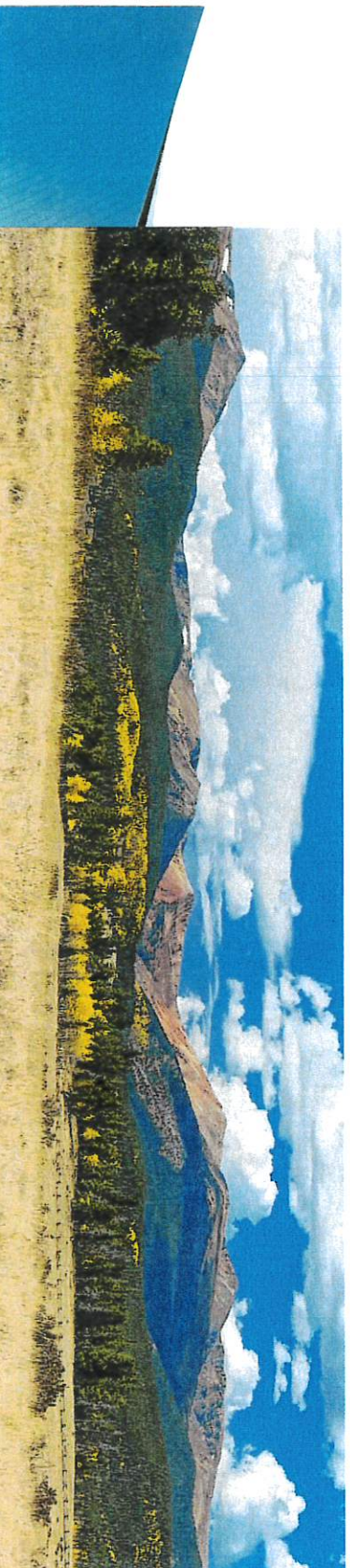


Overtime Costs in 2024 were approximately \$900K for GCCSO

Approval of \$1.9M budget will allow for better retention and recruitment – lower overtime costs

Aligning compensation with Garfield County's Comparative (compa) ratio is appropriate

Compensation study proved GCCSO needs to make adjustments to wage bands from 3% to 15% depending on salary grade



Recommendations



Adopt new compensation structure to stay competitive with the approval of \$1.9M budget

Backdate pay increases to January 1, 2025 (when county received them)

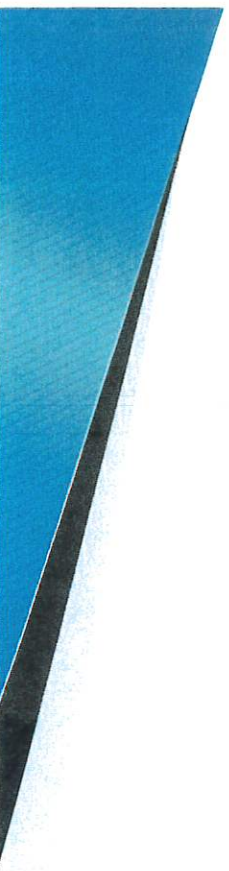
Approve an equity increase to match the projected national average wage index of 4.0% (an additional \$76k) that can be added to the 2026 Budget

This would be in addition to any County approved performance evaluation increase percentages in 2026

Next Steps...



- ▶ Determine financial commitment from Garfield County BOCC
- ▶ Add the approval of the \$1.9M budget for compensation to GCSO to the consent agenda at the next Board meeting
- ▶ Once approved, administration will apply increases to employees based on performance with a backdate of January 1, 2025
- ▶ GCSO will continue to monitor its retention and recruitment to determine/anticipate future increases for employees
- ▶ GCSO must continue to stay competitive in its total compensation offered and will annually assess wages and benefits and make adjustments to the salary "goal post" as needed



What questions do you have?



Thank you for your time

Elaine Alberding

President, Precision Employment

EAlberding@Precision-Employment.com

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