



Board of Trustees  
**WORK SESSION**  
Wednesday, July 26, 2023, 4:00 p.m.

**Attend in person:**  
Cedaredge Civic Center, Grand Mesa Room, 140 NW 2<sup>nd</sup> St.

**Attend virtually:**  
On Your Computer: | <https://bit.ly/3rFRPiZ> | Password: 172637  
On Your Phone: 253-205-0468 | Webinar ID: 878 9116 0510 | Password: 172637

*Please note decisions are not made at Work Sessions*

- 1) Pledge of Allegiance
- 2) 2023 Wage Scale Analysis & Comparative Wage Study – Trustee Greg Hart & Finance Director Tammy Francis

# MEMO

Date: July 25, 2023  
To: Mayor and Board of Trustees  
From: Kami Collins, Town Administrator



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**Subject: Considerations for Wage Scale Increases**

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The Board faces a challenging decision: how to properly and adequately compensate the Town of Cedaredge employees who provide vital services to the community. The Staff understands the annual budgeting process, understands that priorities must be funded, and understands that revenues drive all budgetary decisions, including wages. As the Board undergoes its annual budgeting process, carefully weighing and prioritizing projects that aim to benefit the whole community, it is important that the Staff is considered a priority. It is Staff, after all, who will do the work and projects the Board sets forth as priorities. A well paid staff paves the way for high quality work for the greater community.

Moreover, addressing the wage discrepancy will fulfill one of the goals in the Board-adopted Strategic Plan, which states, in part, “The people who work for the Town and serve the community are the organization’s biggest asset. Investing in our staff in terms of wages, benefits and a healthy, attractive work culture is paramount. The Town will strive to bring all staff compensation in line with regional averages based on job requirements, education, skill level and tenure.”

Staff understands that a large pay increase is unlikely. However, some consideration must be made to get the Town Staff more in line locally and regionally in order to maintain a loyal, educated/trained and invested workforce. Implementing a wage scale that is sensitive to inflation and cost of living increases, and which rewards tenure and educational advancement will go a long way towards the Town of Cedaredge becoming an employer of choice, instead of a stepping stone or last resort employer.

Staff is grateful to Trustee Greg Hart and Finance Director Tammy Francis for their work on researching other local governments’ wage scales. They did an excellent job in the PowerPoint and study in putting the information together. I submit a few more points of consideration for the Board’s discussion:

- Nationally, pay increases for local government employees has not kept pace with private sector jobs, even though local governments made positive financial gains (increased sales and property taxes, for example). This discrepancy has helped pave the way for a hiring crisis and high turnover for local governments. A Pew analysis of Labor Department data shows that the year-over-year growth rate for hourly private sector salary and wages in each of the past four quarters has exceeded that for state and local governments by the largest margin on record. Additionally, public employee wages aren’t keeping pace with high inflation. Source: [Pew Charitable Trust](#)

Trustee Hart’s figures show this national trend is seen in Cedaredge, too; his research of

comparable local government entities shows the Town of Cedaredge underpays its employees. Cedaredge is not outside the national norm when it comes to turnover of staff due to wages.

When looking to hire any position within the Town, Leadership Staff face several challenges to attracting (and retaining) good talent and loyal employees. The number one issue we hear from potential employees is pay. But housing costs and mobility also play a role. Local governments typically and historically don't have a ton of mobility, though the Town of Cedaredge has done a good job of building in some mobility within the Police and Public Works departments. Housing remains an issue; we have lost at least three Police Department recruits in the past two months due to a combination of hourly wage and housing costs here. The local housing market here is not affordable for Town Staff based on current wages. When looking to hire, the combination is a definite detriment to hiring.

- Jobs in the public sector typically require more education or training than private sector positions. State and local employees are twice as likely to hold a college degree or higher as compared to private sector employees. Only 23% of private sector employees have completed college as compared to about 48% in the public sector. When looking at other forms of education, such as required trainings for Public Works or Law Enforcement, those numbers are higher.

Benefits make up a slightly larger share of compensation for the state and local sector. But even after accounting for the value of retirement, healthcare, and other benefits, state and local employees earn less than private sector counterparts. On average, total compensation is 6.8% lower for state employees and 7.4% lower for local employees than for comparable private sector employees. Source: [National Institute on Retirement Security](#).

- The State of Colorado mandates annual minimum wage increases. In 2023, the minimum wage is \$13.65/hour. The annual increase is based on the Consumer Price Index (CPI) in the Denver-Aurora-Lakewood Metropolitan Statistical Area, which is calculated and issued by the federal Bureau of Labor Statistics. The rate for 2023 so far is up 5.1%. This could mean that Jan. 1, 2024, the Town will be required to raise the minimum wage to \$14.35 per hour. However, watching the national trend in inflation, we could end the year with a much higher inflation rate than 5.1%; one estimation puts the 2024 minimum wage close to \$16/hour.

Every time the minimum wage is raised, it automatically throws the wage scale out of whack. Of the 18 hourly employees, 11 of them make less than \$25/hour; of those 11, two make less than \$20/hour. The largest discrepancy is seen in the Maintenance and Administration staffs.

According to calculations by [MIT](#), a living wage in Western Colorado for a working adult ranges from \$35.62/hour - \$19.92/hour, depending on household size and type. The majority of TOC employees falls into the middle category, of one working adult with

children in the household. This is due in part to the high cost and low access of child care in the area.

	1 ADULT				2 ADULTS (1 WORKING)			
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children
Living Wage	\$16.17	\$35.62	\$46.50	\$62.19	\$26.64	\$33.82	\$38.99	\$44.30
Poverty Wage	\$6.53	\$8.80	\$11.07	\$13.34	\$8.80	\$11.07	\$13.34	\$15.61
Minimum Wage	\$13.65	\$13.65	\$13.65	\$13.65	\$13.65	\$13.65	\$13.65	\$13.65

2 ADULTS (BOTH WORKING)			
0 Children	1 Child	2 Children	3 Children
\$13.32	\$19.92	\$25.52	\$31.17
\$4.40	\$5.54	\$6.67	\$7.81
\$13.65	\$13.65	\$13.65	\$13.65

2023

Wage Scale

Cedaredge

Job Title	Low/High	Entry	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Finance Director</b>	\$ 66,075	\$ 66,075	\$ 67,397	\$ 68,745	\$ 70,120	\$ 71,522	\$ 72,953	\$ 74,412	\$ 75,900	\$ 77,418	\$ 78,966	\$ 80,545	\$ 82,156	\$ 83,800	\$ 85,476	\$ 87,185	\$ 88,929
	\$ 88,929	\$ 31.77	\$ 32.40	\$ 33.05	\$ 33.71	\$ 34.39	\$ 35.07	\$ 35.77	\$ 36.49	\$ 37.22	\$ 37.96	\$ 38.72	\$ 39.50	\$ 40.29	\$ 41.09	\$ 41.92	\$ 42.75
<b>Town Clerk/Economic Dev</b>	\$ 54,192	\$ 54,192	\$ 55,276	\$ 56,382	\$ 57,509	\$ 58,660	\$ 59,833	\$ 61,029	\$ 62,250	\$ 63,495	\$ 64,765	\$ 66,060	\$ 67,381	\$ 68,729	\$ 70,104	\$ 71,506	\$ 72,936
	\$ 72,936	\$ 26.05	\$ 26.58	\$ 27.11	\$ 27.65	\$ 28.20	\$ 28.77	\$ 29.34	\$ 29.93	\$ 30.53	\$ 31.14	\$ 31.76	\$ 32.39	\$ 33.04	\$ 33.70	\$ 34.38	\$ 35.07
<b>Utility Billing Clerk II</b>	\$ 41,559	\$ 41,559	\$ 42,391	\$ 43,238	\$ 44,103	\$ 44,985	\$ 45,885	\$ 46,803	\$ 47,739	\$ 48,694	\$ 49,667	\$ 50,661	\$ 51,674	\$ 52,707	\$ 53,762	\$ 54,837	\$ 55,934
	\$ 55,934	\$ 19.98	\$ 20.38	\$ 20.79	\$ 21.20	\$ 21.63	\$ 22.06	\$ 22.50	\$ 22.95	\$ 23.41	\$ 23.88	\$ 24.36	\$ 24.84	\$ 25.34	\$ 25.85	\$ 26.36	\$ 26.89
<b>Finance Clerk</b>	\$ 39,482	\$ 39,482	\$ 40,271	\$ 41,077	\$ 41,898	\$ 42,736	\$ 43,591	\$ 44,463	\$ 45,352	\$ 46,259	\$ 47,184	\$ 48,128	\$ 49,090	\$ 50,072	\$ 51,074	\$ 52,095	\$ 53,137
	\$ 53,137	\$ 18.98	\$ 19.36	\$ 19.75	\$ 20.14	\$ 20.55	\$ 20.96	\$ 21.38	\$ 21.80	\$ 22.24	\$ 22.68	\$ 23.14	\$ 23.60	\$ 24.07	\$ 24.55	\$ 25.05	\$ 25.55
<b>Police Chief</b>	\$ 64,550	\$ 64,550	\$ 65,841	\$ 67,157	\$ 68,501	\$ 69,871	\$ 71,268	\$ 72,693	\$ 74,147	\$ 75,630	\$ 77,143	\$ 78,686	\$ 80,259	\$ 81,865	\$ 83,502	\$ 85,172	\$ 86,875
	\$ 86,875	\$ 31.03	\$ 31.65	\$ 32.29	\$ 32.93	\$ 33.59	\$ 34.26	\$ 34.95	\$ 35.65	\$ 36.36	\$ 37.09	\$ 37.83	\$ 38.59	\$ 39.36	\$ 40.15	\$ 40.95	\$ 41.77
<b>Police Sergeant</b>	\$ 59,855	\$ 59,855	\$ 61,052	\$ 62,273	\$ 63,519	\$ 64,789	\$ 66,085	\$ 67,407	\$ 68,755	\$ 70,130	\$ 71,532	\$ 72,963	\$ 74,422	\$ 75,911	\$ 77,429	\$ 78,978	\$ 80,557
	\$ 80,557	\$ 26.77	\$ 27.30	\$ 27.85	\$ 28.41	\$ 28.98	\$ 29.55	\$ 30.15	\$ 30.75	\$ 31.36	\$ 31.99	\$ 32.63	\$ 33.28	\$ 33.95	\$ 34.63	\$ 35.32	\$ 36.03
<b>Police Corporal</b>	\$ 54,071	\$ 54,071	\$ 55,152	\$ 56,255	\$ 57,380	\$ 58,528	\$ 59,698	\$ 60,892	\$ 62,110	\$ 63,352	\$ 64,619	\$ 65,912	\$ 67,230	\$ 68,575	\$ 69,946	\$ 71,345	\$ 72,772
	\$ 72,772	\$ 24.18	\$ 24.67	\$ 25.16	\$ 25.66	\$ 26.18	\$ 26.70	\$ 27.23	\$ 27.78	\$ 28.33	\$ 28.90	\$ 29.48	\$ 30.07	\$ 30.67	\$ 31.28	\$ 31.91	\$ 32.55
<b>Police Officer II/SRO</b>	\$ 50,533	\$ 50,533	\$ 51,543	\$ 52,574	\$ 53,626	\$ 54,698	\$ 55,792	\$ 56,908	\$ 58,046	\$ 59,207	\$ 60,391	\$ 61,599	\$ 62,831	\$ 64,088	\$ 65,369	\$ 66,677	\$ 68,010
	\$ 68,010	\$ 22.60	\$ 23.05	\$ 23.51	\$ 23.98	\$ 24.46	\$ 24.95	\$ 25.45	\$ 25.96	\$ 26.48	\$ 27.01	\$ 27.55	\$ 28.10	\$ 28.66	\$ 29.23	\$ 29.82	\$ 30.42
<b>Police Officer I</b>	\$ 47,227	\$ 47,227	\$ 48,172	\$ 49,135	\$ 50,118	\$ 51,120	\$ 52,143	\$ 53,186	\$ 54,249	\$ 55,334	\$ 56,441	\$ 57,570	\$ 58,721	\$ 59,896	\$ 61,094	\$ 62,316	\$ 63,562
	\$ 63,562	\$ 21.12	\$ 21.54	\$ 21.97	\$ 22.41	\$ 22.86	\$ 23.32	\$ 23.79	\$ 24.26	\$ 24.75	\$ 25.24	\$ 25.75	\$ 26.26	\$ 26.79	\$ 27.32	\$ 27.87	\$ 28.43
<b>Police Administrative Assistant/Community Services Coordinator</b>																	
includes Evidence Tech, Code Enforcement	\$ 41,998	\$ 41,998	\$ 42,838	\$ 43,695	\$ 44,569	\$ 45,460	\$ 46,370	\$ 47,297	\$ 48,243	\$ 49,208	\$ 50,192	\$ 51,196	\$ 52,220	\$ 53,264	\$ 54,329	\$ 55,416	\$ 56,524
	\$ 56,524	\$ 20.19	\$ 20.60	\$ 21.01	\$ 21.43	\$ 21.86	\$ 22.29	\$ 22.74	\$ 23.19	\$ 23.66	\$ 24.13	\$ 24.61	\$ 25.11	\$ 25.61	\$ 26.12	\$ 26.64	\$ 27.18
<b>Building Inspector</b>	\$ 55,461	\$ 55,461	\$ 56,570	\$ 57,702	\$ 58,856	\$ 60,033	\$ 61,234	\$ 62,458	\$ 63,707	\$ 64,982	\$ 66,281	\$ 67,607	\$ 68,959	\$ 70,338	\$ 71,745	\$ 73,180	\$ 74,643
	\$ 74,643	\$ 26.66	\$ 27.20	\$ 27.74	\$ 28.30	\$ 28.86	\$ 29.44	\$ 30.03	\$ 30.63	\$ 31.24	\$ 31.87	\$ 32.50	\$ 33.15	\$ 33.82	\$ 34.49	\$ 35.18	\$ 35.89
<b>Public Works Director</b>	\$ 65,086	\$ 65,086	\$ 66,388	\$ 67,716	\$ 69,070	\$ 70,452	\$ 71,861	\$ 73,298	\$ 74,764	\$ 76,259	\$ 77,784	\$ 79,340	\$ 80,927	\$ 82,545	\$ 84,196	\$ 85,880	\$ 87,598
	\$ 87,598	\$ 31.29	\$ 31.92	\$ 32.56	\$ 33.21	\$ 33.87	\$ 34.55	\$ 35.24	\$ 35.94	\$ 36.66	\$ 37.40	\$ 38.14	\$ 38.91	\$ 39.69	\$ 40.48	\$ 41.29	\$ 42.11
<b>Maintenance Worker I</b>	\$ 36,966	\$ 36,966	\$ 37,705	\$ 38,459	\$ 39,228	\$ 40,013	\$ 40,813	\$ 41,629	\$ 42,462	\$ 43,311	\$ 44,178	\$ 45,061	\$ 45,962	\$ 46,882	\$ 47,819	\$ 48,776	\$ 49,751
	\$ 49,751	\$ 17.77	\$ 18.13	\$ 18.49	\$ 18.86	\$ 19.24	\$ 19.62	\$ 20.01	\$ 20.41	\$ 20.82	\$ 21.24	\$ 21.66	\$ 22.10	\$ 22.54	\$ 22.99	\$ 23.45	\$ 23.92
<b>Maintenance Worker II</b>	\$ 40,481	\$ 40,481	\$ 41,291	\$ 42,116	\$ 42,959	\$ 43,818	\$ 44,694	\$ 45,588	\$ 46,500	\$ 47,430	\$ 48,378	\$ 49,346	\$ 50,333	\$ 51,340	\$ 52,366	\$ 53,414	\$ 54,482
	\$ 54,482	\$ 19.46	\$ 19.85	\$ 20.25	\$ 20.65	\$ 21.07	\$ 21.49	\$ 21.92	\$ 22.36	\$ 22.80	\$ 23.26	\$ 23.72	\$ 24.20	\$ 24.68	\$ 25.18	\$ 25.68	\$ 26.19
<b>Chief Plant Operator/Foreman</b>	\$ 57,126	\$ 57,126	\$ 58,269	\$ 59,434	\$ 60,623	\$ 61,835	\$ 63,072	\$ 64,333	\$ 65,620	\$ 66,932	\$ 68,271	\$ 69,636	\$ 71,029	\$ 72,450	\$ 73,899	\$ 75,377	\$ 76,884
	\$ 76,884	\$ 27.46	\$ 28.01	\$ 28.57	\$ 29.15	\$ 29.73	\$ 30.32	\$ 30.93	\$ 31.55	\$ 32.18	\$ 32.82	\$ 33.48	\$ 34.15	\$ 34.83	\$ 35.53	\$ 36.24	\$ 36.96
<b>Plant Operator - A</b>	\$ 49,343	\$ 49,343	\$ 50,330	\$ 51,336	\$ 52,363	\$ 53,410	\$ 54,478	\$ 55,568	\$ 56,679	\$ 57,813	\$ 58,969	\$ 60,149	\$ 61,352	\$ 62,579	\$ 63,830	\$ 65,107	\$ 66,409
	\$ 66,409	\$ 23.72	\$ 24.20	\$ 24.68	\$ 25.17	\$ 25.68	\$ 26.19	\$ 26.72	\$ 27.25	\$ 27.79	\$ 28.35	\$ 28.92	\$ 29.50	\$ 30.09	\$ 30.69	\$ 31.30	\$ 31.93
<b>Plant Operator - B</b>	\$ 45,688	\$ 45,688	\$ 46,602	\$ 47,534	\$ 48,485	\$ 49,454	\$ 50,444	\$ 51,452	\$ 52,481	\$ 53,531	\$ 54,602	\$ 55,694	\$ 56,808	\$ 57,944	\$ 59,103	\$ 60,285	\$ 61,490
	\$ 61,490	\$ 21.97	\$ 22.40	\$ 22.85	\$ 23.31	\$ 23.78	\$ 24.25	\$ 24.74	\$ 25.23	\$ 25.74	\$ 26.25	\$ 26.78	\$ 27.31	\$ 27.86	\$ 28.41	\$ 28.98	\$ 29.56
<b>Plant Operator - C</b>	\$ 42,033	\$ 42,033	\$ 42,873	\$ 43,731	\$ 44,605	\$ 45,497	\$ 46,407	\$ 47,336	\$ 48,282	\$ 49,248	\$ 50,233	\$ 51,238	\$ 52,262	\$ 53,308	\$ 54,374	\$ 55,461	\$ 56,570
	\$ 56,570	\$ 20.21	\$ 20.61	\$ 21.02	\$ 21.44	\$ 21.87	\$ 22.31	\$ 22.76	\$ 23.21	\$ 23.68	\$ 24.15	\$ 24.63	\$ 25.13	\$ 25.63	\$ 26.14	\$ 26.66	\$ 27.20
<b>Plant Operator - D</b>	\$ 40,481	\$ 40,481	\$ 41,291	\$ 42,116	\$ 42,959	\$ 43,818	\$ 44,694	\$ 45,588	\$ 46,500	\$ 47,430	\$ 48,378	\$ 49,346	\$ 50,333	\$ 51,340	\$ 52,366	\$ 53,414	\$ 54,482
	\$ 54,482	\$ 19.46	\$ 19.85	\$ 20.25	\$ 20.65	\$ 21.07	\$ 21.49	\$ 21.92	\$ 22.36	\$ 22.80	\$ 23.26	\$ 23.72	\$ 24.20	\$ 24.68	\$ 25.18	\$ 25.68	\$ 26.19
<b>Golf Course Manager</b>	\$ 47,369	\$ 47,369	\$ 48,316	\$ 49,283	\$ 50,268	\$ 51,274	\$ 52,299	\$ 53,345	\$ 54,412	\$ 55,500	\$ 56,610	\$ 57,742	\$ 58,897	\$ 60,075	\$ 61,277	\$ 62,502	\$ 63,752
	\$ 63,752	\$ 22.77	\$ 23.23	\$ 23.69	\$ 24.17	\$ 24.65	\$ 25.14	\$ 25.65	\$ 26.16	\$ 26.68	\$ 27.22	\$ 27.76	\$ 28.32	\$ 28.88	\$ 29.46	\$ 30.05	\$ 30.65
<b>Golf Superintendent</b>	\$ 56,428	\$ 56,428	\$ 57,557	\$ 58,708	\$ 59,882	\$ 61,080	\$ 62,301	\$ 63,547	\$ 64,818	\$ 66,115	\$ 67,437	\$ 68,786	\$ 70,162	\$ 71,565	\$ 72,996	\$ 74,456	\$ 75,945
	\$ 75,945	\$ 27.13	\$ 27.67	\$ 28.23	\$ 28.79	\$ 29.37	\$ 29.95	\$ 30.55	\$ 31.16	\$ 31.79	\$ 32.42	\$ 33.07	\$ 33.73	\$ 34.41	\$ 35.09	\$ 35.80	\$ 36.51