



SALARY COMPARATIVE ANALYSIS

Prepared for
Sublette County, Wyoming

July 2015

Ecosystem Research Group
121 Hickory Street
Missoula, MT 59801
(406) 721-9420
www.ecosystemrg.com

TABLE OF CONTENTS

1. INTRODUCTION 1
2. METHODOLOGY 2
 2.1 Counties Included in Analysis..... 2
 2.2 Description of Data Sources..... 3
3. DEPUTY COUNTY CLERKS AND SECRETARIES 5
4. JANITORS..... 7
5. MAINTENANCE 9
6. DETENTION OFFICERS 11
7. ROAD AND BRIDGE..... 13
8. POLICE AND SHERIFF'S PATROL OFFICERS 15
9. SUMMARY OF FINDINGS 17
10. REFERENCES 18

LIST OF FIGURES

Figure 1: Local Government Average Annual Pay, 2003-2013 (U.S.Department of Labor 2015a) 1
Figure 2: 2015-2016 Actual Wage for Office Clerks, General..... 5
Figure 3: 2010-2014 Office Clerks, General and 2015 Actual County Wages (Wyoming Department of Workforce Services 2015)..... 6
Figure 5: 2010-2014 Janitors and Cleaners and 2015 Actual County Wages (Wyoming Department of Workforce Services 2015)..... 8
Figure 6: 2015-2016 Actual Wage Maintenance and Repair Workers 9
Figure 7: 2010-2014 Maintenance and Repair Workers and 2015 Actual County Wages (Wyoming Department of Workforce Services 2015)..... 10
Figure 8: 2015-2016 Actual Wage Protective Service Occupations..... 11
Figure 9: 2010-2014 Protective Service Occupations and 2015 Actual County Wages (Wyoming Department of Workforce Services 2015)..... 12
Figure 10: 2015-2016 Actual Wage Operating Engineers and Other Construction Equipment Operators 13
Figure 11: 2010-2014 Operating Engineers and Other Construction Equipment Operators and 2015 Actual County Wages (Wyoming Department of Workforce Services 2015) 14
Figure 12 : 2015-2016 Actual Wage Operating Engineers and Other Construction Equipment Operators 15
Figure 13: 2010-2014 Police and Sheriff's Patrol Officers and 2015 Actual County Wages (Wyoming Department of Workforce Services 2015)..... 16

LIST OF TABLES

Table 1: Assessed Valuations, 2014 (Wyoming Department of Revenue 2015)..... 2

Table 2: County Populations, 2000, 2010, and 2014..... 3
Table 3: County Median Household Income and County Annual Budgets..... 3
Table 4: Actual County Pay Rates for 2015 Compared to Wyoming Median for May 2014..... 17

1. INTRODUCTION

Sublette County experienced substantial growth in population and revenues from increased oil and gas development in the Pinedale Anticline and Jonah fields during the 1990s and 2000s. Budgets are a major determinant of wages in the public sector (Freeman 1987). As county revenues increased in Sublette County, annual average pay in local government increased as well. Figure 1 illustrates the rapid rise in average annual pay in local government in relation to Wyoming and other selected comparison counties. In 2003, local government pay was higher in Sublette County than the Wyoming average; however, it was the lowest of the counties included in the analysis. Pay rose rapidly from 2003 to 2008, surpassing the other counties, and has leveled off since that time. A second important criterion governing the determination of wages in local government employment is the prevailing wage principle, which requires public employers to pay the same wage rates as private employers for comparable jobs (Lewin 1974). In order to gain a better understanding of the high level of local government pay depicted in Figure 1, Sublette County requested that Ecosystem Research Group (ERG) perform a salary comparison.

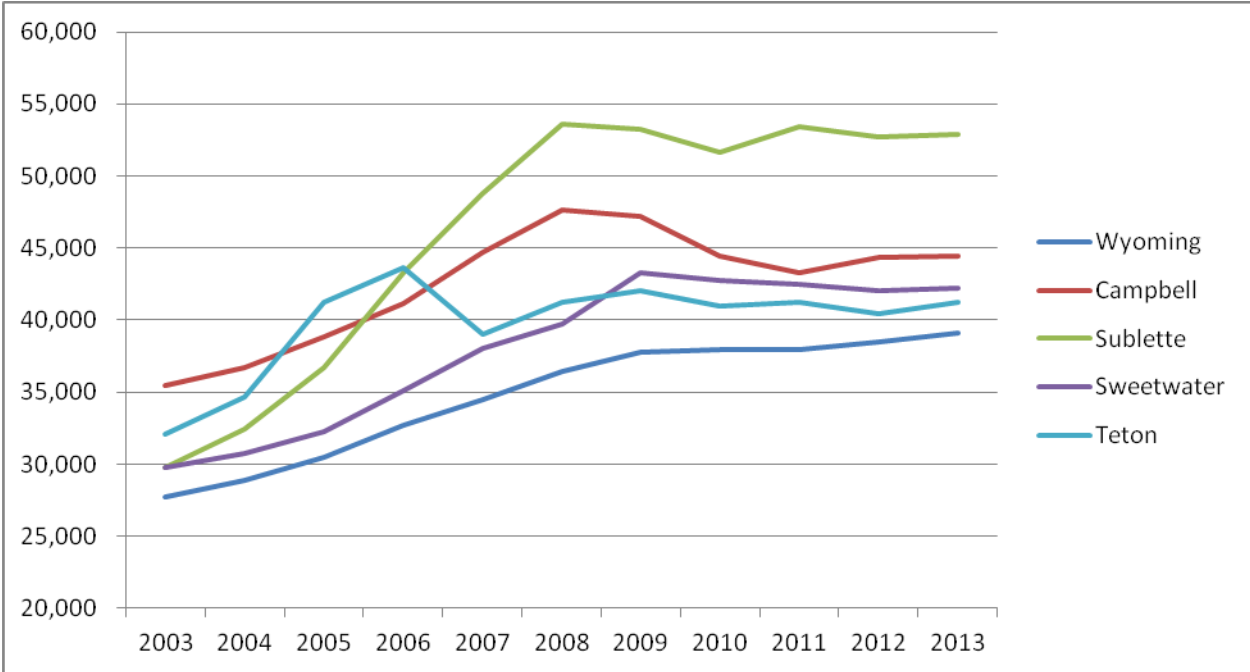


Figure 1: Local Government Average Annual Pay, 2003-2013 (U.S.Department of Labor 2015a)

2. METHODOLOGY

A job comparison method is used to analyze Sublette County wages. A job comparison examines the wages paid to particular job classifications or occupations and assumes the non-wage components of the jobs are identical in the public and private sectors (Moore and Newman 1991). Limited time and funding required making choices regarding which job classifications to examine in detail and what other Wyoming counties to use for comparison. It was determined that the Deputy County Clerks and Secretaries, Janitors, Maintenance, Detention Officers, Road and Bridge, and Police and Sheriff’s Patrol Officers labor categories be compared between four other counties and the private sector.

Job comparisons among counties and the private sector need to be viewed with caution. Each county classifies their employees into categories and these categories may not correlate. Some may have a similar title yet perform very different duties. The same holds true for comparing county rates to Wyoming data sets and national data sets. Each data set contains its own classifications, and in most cases these are not consistent.

2.1 COUNTIES INCLUDED IN ANALYSIS

ERG chose to compare Sublette County with Campbell County, Sweetwater County, and Teton County. Sublette, Campbell, and Sweetwater Counties have a high level of energy development. Teton County, in comparison, does not produce the same level of oil and gas but has a higher assessed value due to natural amenities. Table 1 provides the locally and state assessed valuations for 2014. Campbell County had the highest state assessed valuation, while Teton County had the highest locally assessed valuation. In 2014, only seven counties in Wyoming had a total assessed value of over \$1 billion.¹

Table 1: Assessed Valuations, 2014 (Wyoming Department of Revenue 2015)

County	Locally Assessed	State Assessed	Total Assessed
Sublette	416,259,639	3,001,094,148	3,417,353,787
Campbell	852,775,557	4,832,919,601	5,685,695,158
Sweetwater	709,726,400	2,119,868,631	2,829,595,031
Teton	1,137,810,981	10,384,563	1,148,195,544

Table 2 compares the population of the Counties in 2000 (U.S.Census Bureau 2001), 2010, and 2014 (U.S.Census Bureau 2015). While all four Counties grew in population from 2000 to 2010, the rate of growth in Sublette County far outpaced the others. While Campbell, Sweetwater, and Teton Counties continued to grow between 2010 and 2014, Sublette’s population dropped from 10,247 to 10,057.

¹ The three counties in this category that are not included in the analysis are Converse, Laramie, and Natrona Counties.

Table 2: County Populations, 2000, 2010, and 2014

County	Population		
	2000	2010	2014 (estimated)
Sublette	5,920	10,247	10,057
Campbell	33,698	46,133	48,320
Sweetwater	37,613	43,806	45,010
Teton	18,250	21,294	22,930

Annual budgets are an important determinant of public wages (Freeman 1987). Of the Counties in the study, Sublette County’s budget for Fiscal Year 2014-2015 is the highest at just over \$200 million. Teton County, the non oil and gas county is the lowest at \$85,266,805.

Table 3: County Median Household Income and County Annual Budgets

County	Median Income ²	Annual Budget ³
Sublette	\$77,900	\$207,672,531
Campbell	\$79,488	\$148,296,220
Sweetwater	\$71,525	\$160,077,917
Teton	\$68,078	\$85,266,805

2.2 DESCRIPTION OF DATA SOURCES

Information was gathered directly from Sublette, Campbell, Sweetwater and Teton Counties as well as from the Bureau of Labor Statistics (BLS) and the Wyoming Department of Workforce Services (WDWS).

The U.S. Department of Labor, Bureau of Labor Statistics' Occupational Employment Statistics survey is a semi-annual mail survey for non-farm establishments. The list of establishments that are surveyed is derived from the State Workforce Agencies for unemployment insurance purposes. The collected data are used to produce occupational estimates at the National, State, and sub-State level.

The Wyoming Department of Workforce Services' Wage Survey is conducted semi-annually as well and contacts approximately 900 establishments by mail. Data gathered from this survey is used to estimate occupational employment and wage rates for Unemployment Insurance covered wage and salary jobs in non-farm establishments.

² Median household income, 2009-2013 (U.S.Census Bureau 2015)

³ (Campbell County 2014; Sublette County 2014; Sweetwater County 2014; Teton County 2014)

It is difficult to have an exact comparison between Counties and the BLS due to the fact that the actual responsibilities differ within each labor category from County to County and compared to the BLS data. It is also limited to the labor categories that the Wyoming Department of Workforce Services surveyed. The Workforce surveyed a limited number of labor categories compared to the BLS.

3. DEPUTY COUNTY CLERKS AND SECRETARIES

The labor category from the Bureau of Labor Statistics used was the 2010 Standard Occupational Classification 43-9061, Office Clerks, General. The definition for this labor category is: Perform duties too varied and diverse to be classified in any specific office clerical occupation, requiring knowledge of office systems and procedures. Clerical duties may be assigned in accordance with the office procedures of individual establishments and may include a combination of answering telephones, bookkeeping, typing or word processing, stenography, office machine operation, and filing. With illustrative examples of Real Estate Clerk, Administrative Clerk, Office Assistant (U.S.Department of Labor 2015a).

Figure 2 illustrates the comparison of fiscal year 2015-2016 between all four Counties using the Deputy County Clerk I (\$16.67) for Campbell County, Level 1-Start (\$18.73) for Sublette County, Deputy-Clerk (\$20.99) for Sweetwater County, and Deputy County Clerk (\$18.82) for Teton County.

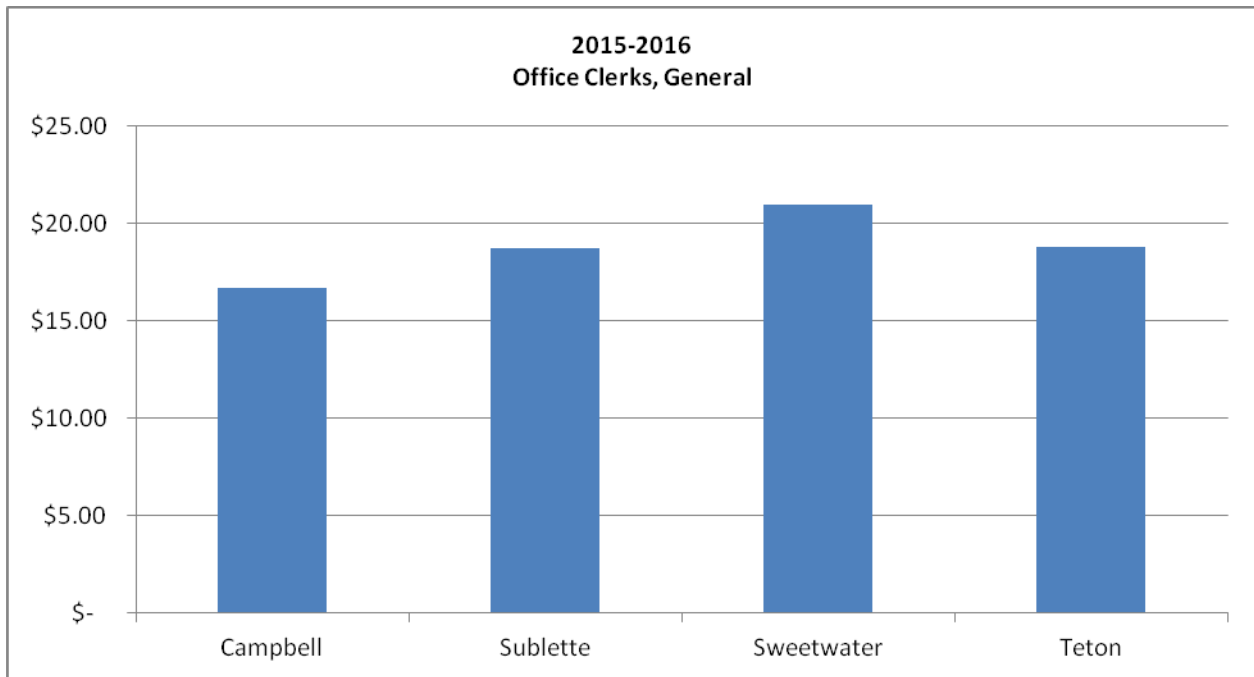


Figure 2: 2015-2016 Actual Wage for Office Clerks, General

According to the BLS Occupational Employment and Wage Estimates (OES) the median wage for Office Clerks, General for May 2014 was \$14.63 for all of Wyoming (U.S.Department of Labor 2015b).

Figure 3 depicts the historical wages from 2010-2014 as surveyed by the WDWS. There are some gaps in the data due to no information provided by the WDWS. The comparison with the actual County wages for 2015 indicate that the County wages are fairly consistent with historical statewide wages.

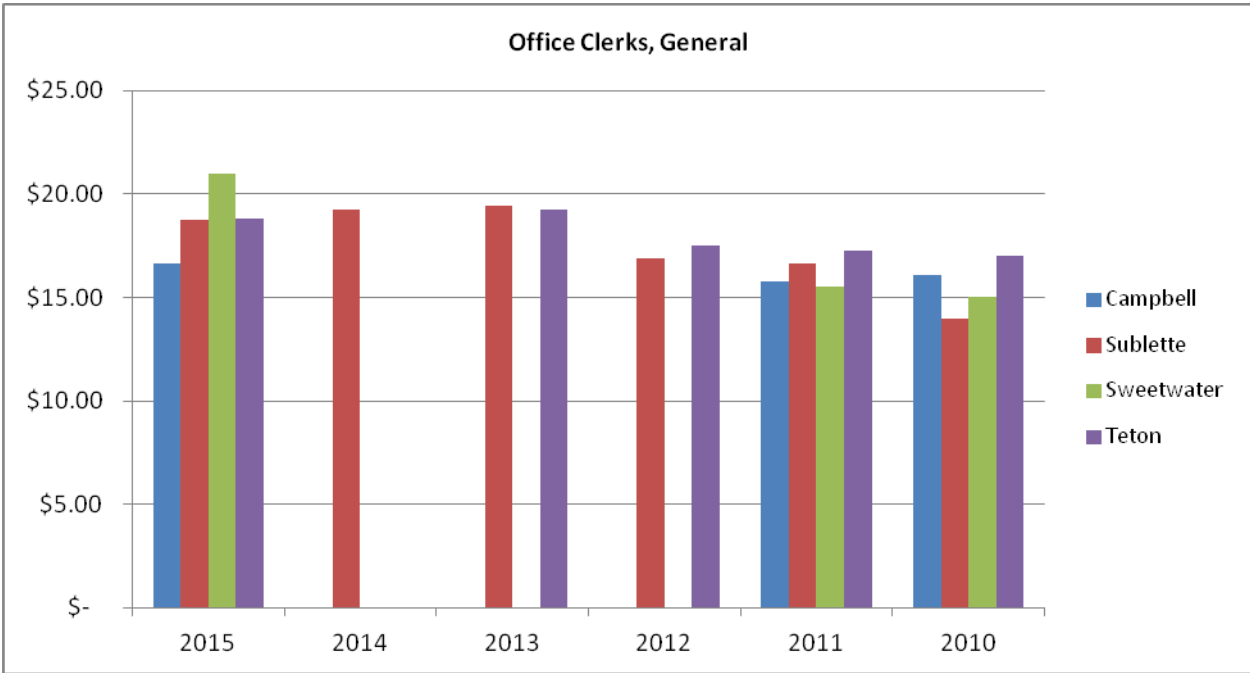


Figure 3: 2010-2014 Office Clerks, General and 2015 Actual County Wages (Wyoming Department of Workforce Services 2015)

4. JANITORS

The labor category from the Bureau of Labor Statistics used was the 2010 Standard Occupational Classification 37-2011 Janitors and Cleaners, Except Maids and Housekeeping Cleaners. The definition for this labor category is: Keep buildings in clean and orderly condition. Perform heavy cleaning duties, such as cleaning floors, shampooing rugs, washing walls and glass, and removing rubbish. Duties may include tending furnace and boiler, performing routine maintenance activities, notifying management of need for repairs, and cleaning snow or debris from sidewalk. With illustrative examples of School Custodian, Window Washer, Industrial Plant Custodian (U.S.Department of Labor 2015a).

Figure 4 shows the comparison of fiscal year 2015-2016 between all four Counties using the Custodian I (\$15.48) for Campbell County, Level 1-Start (\$19.33) for Sublette County, Custodian I (\$15.66) for Sweetwater County, and Maintenance Technician (\$17.07) for Teton County.

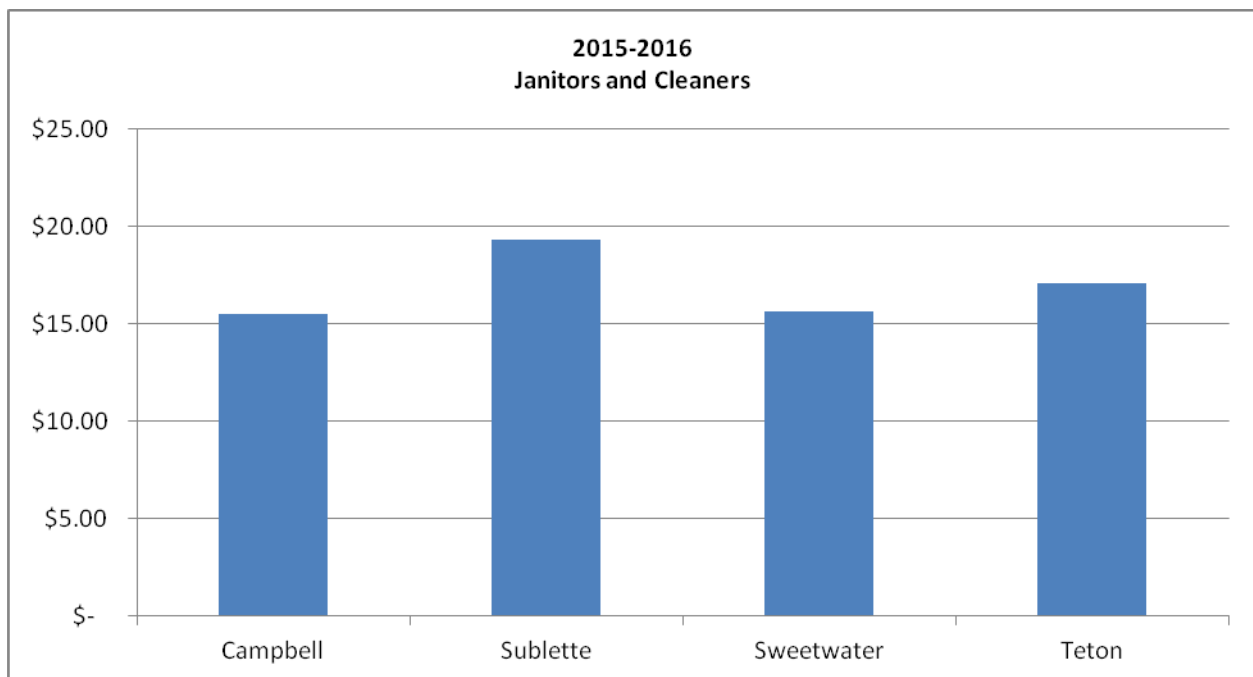


Figure 4: 2015-2016 Actual Wage for Janitors and Cleaners

According to the BLS Occupational Employment and Wage Estimates, the median wage for Janitors and Cleaners for May 2014 was \$12.96 for all of Wyoming (U.S.Department of Labor 2015b).

Figure 5 illustrates the historical wages from 2010-2014 as surveyed by the WDWS. There are some gaps in the data due to no information provided by the WDWS. Comparison with 2015 actual County wages shows that the County wages are consistent with statewide wages.

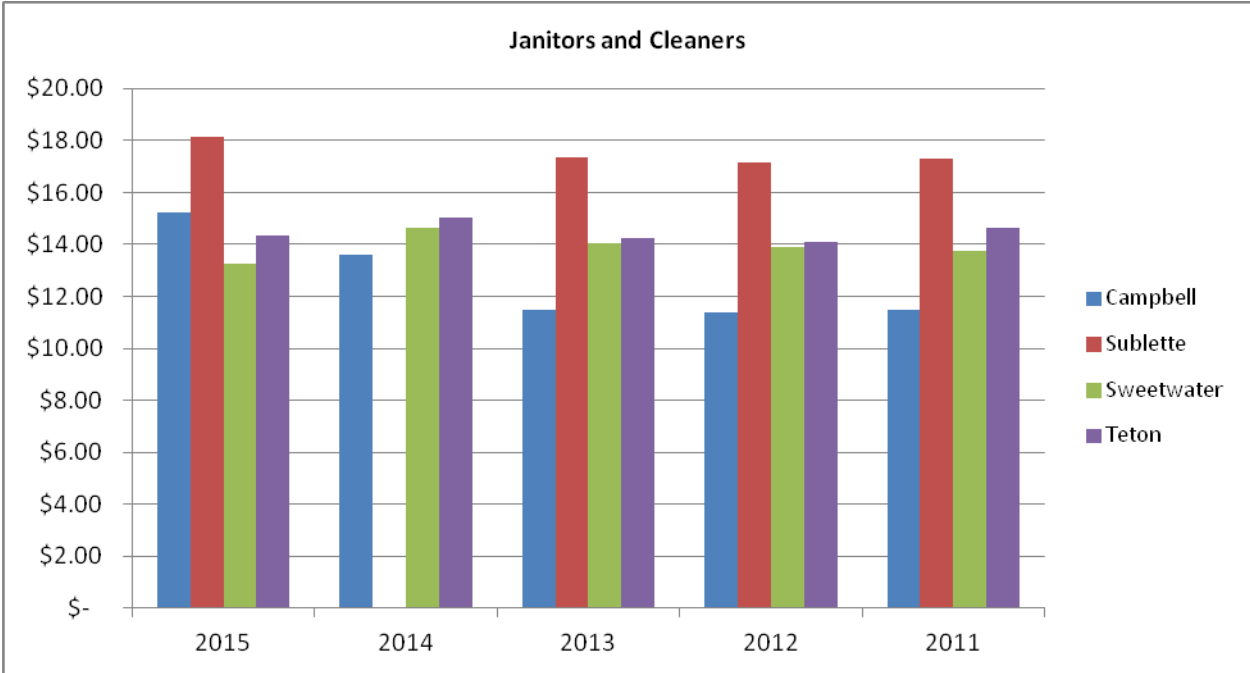


Figure 5: 2010-2014 Janitors and Cleaners and 2015 Actual County Wages (Wyoming Department of Workforce Services 2015)

5. MAINTENANCE

The labor category from the Bureau of Labor Statistics used was the 2010 Standard Occupational Classification 49-9071 Maintenance and Repair Workers, General. The definition for this labor category is: Perform work involving the skills of two or more maintenance or craft occupations to keep machines, mechanical equipment, or the structure of an establishment in repair. Duties may involve pipe fitting; boiler making; insulating; welding; machining; carpentry; repairing electrical or mechanical equipment; installing, aligning, and balancing new equipment; and repairing buildings, floors, or stairs. Excludes "Maintenance Workers, Machinery" (49-9043) (U.S.Department of Labor 2015a).

Figure 6 illustrates the comparison of fiscal year 2015-2016 between all four Counties using the Maintenance Technician I (\$17.95) for Campbell County, Level 1-Start (\$19.33) for Sublette County, Building/Maintenance Worker (\$22.04) for Sweetwater County, and Maintenance Technician (\$17.07) for Teton County.

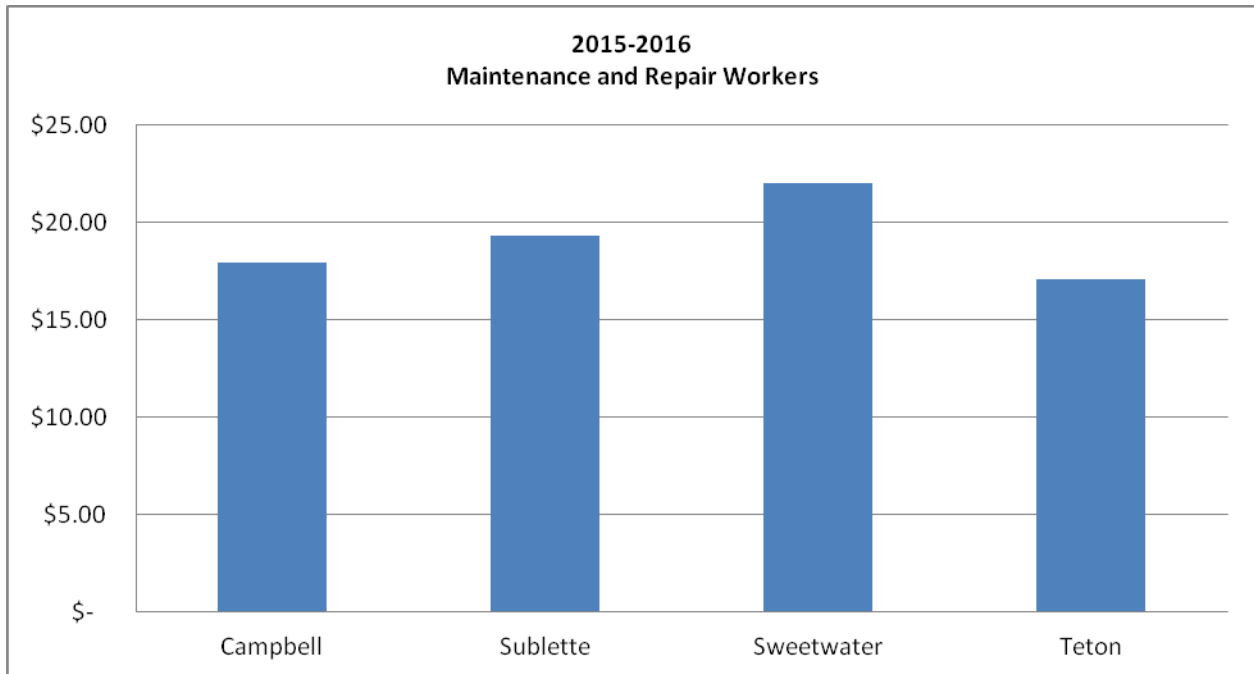


Figure 6: 2015-2016 Actual Wage Maintenance and Repair Workers

According to the BLS Occupational Employment and Wage Estimates, the median wage for Maintenance and Repair Workers, General for May 2014 was \$17.75 for all of Wyoming (U.S.Department of Labor 2015b).

Figure 7 shows the historical wages from 2010-2014 as surveyed by the WDWS. There are some gaps in the data due to no information provided by the WDWS. Comparison with 2015 actual County wages indicates that County wages are well above statewide averages in the category.

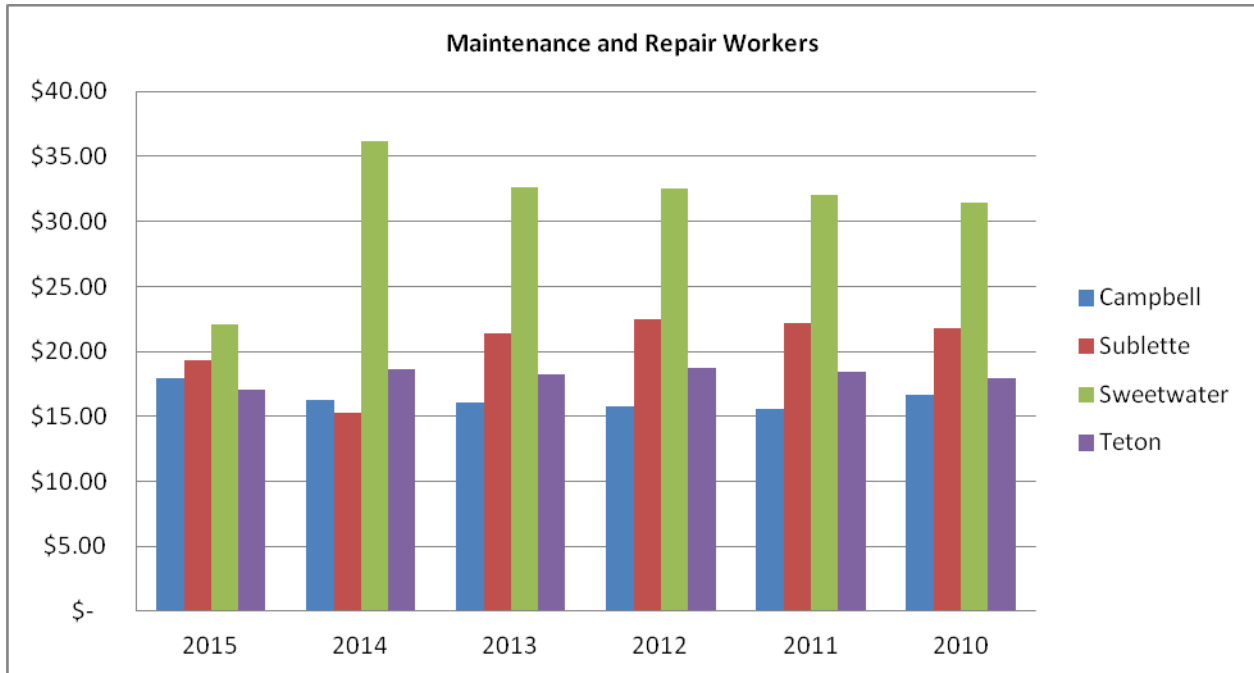


Figure 7: 2010-2014 Maintenance and Repair Workers and 2015 Actual County Wages (Wyoming Department of Workforce Services 2015)

6. DETENTION OFFICERS

The labor category from the Bureau of Labor Statistics used was the 2010 Standard Occupational Classification 33-0000 Protective Service Occupations. The definition for this labor category is: This major group comprises the following occupations: First-Line Supervisors of Correctional Officers; First-Line Supervisors of Police and Detectives; First-Line Supervisors of Fire Fighting and Prevention Workers; First-Line Supervisors of Protective Service Workers, All Other; Firefighters; Fire Inspectors and Investigators; Forest Fire Inspectors and Prevention Specialists; Bailiffs; Correctional Officers and Jailers; Detectives and Criminal Investigators; Fish and Game Wardens; Parking Enforcement Workers; Police and Sheriff's Patrol Officers; Transit and Railroad Police; Animal Control Workers; Private Detectives and Investigators; Gaming Surveillance Officers and Gaming Investigators; Security Guards; Crossing Guards; Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers; Transportation Security Screeners; Protective Service Workers, All Other (U.S.Department of Labor 2015a).

Figure 8 shows the comparison of fiscal year 2015-2016 between all four Counties using the Detention Officer I (\$22.97) for Campbell County, Level 1-Start (\$26.56) for Sublette County, Detention Officer (Basic) (\$22.04) for Sweetwater County, and Detention Officer (\$27.80) for Teton County.

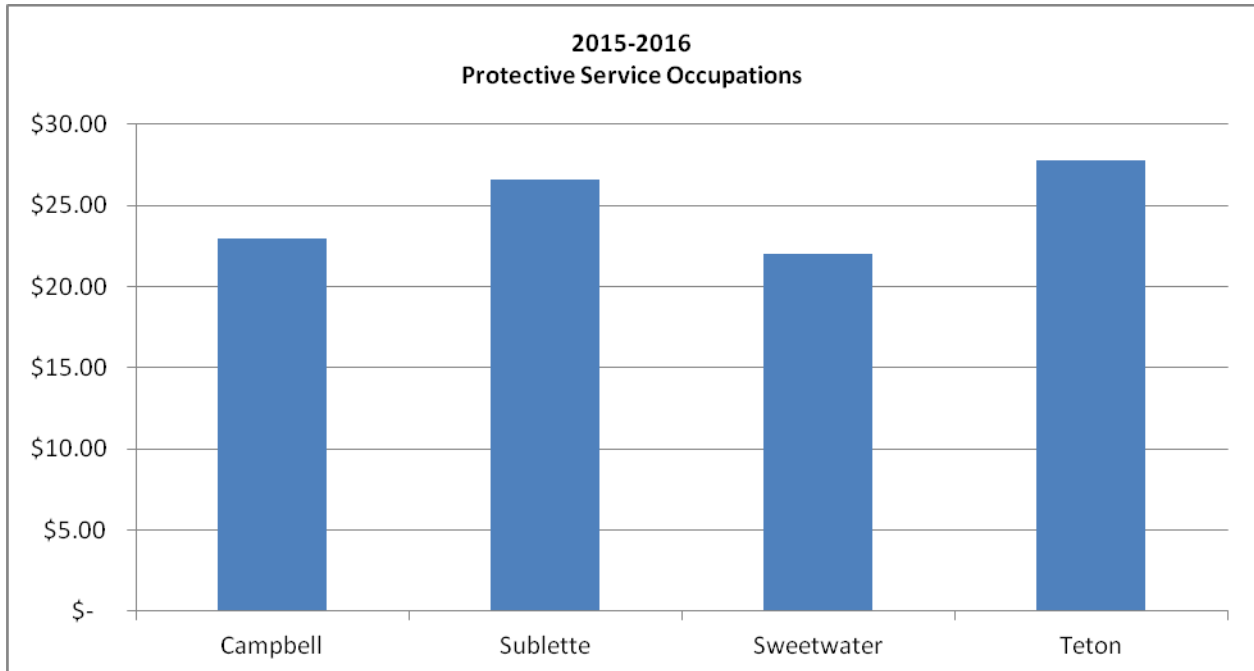


Figure 8: 2015-2016 Actual Wage Protective Service Occupations

According to the BLS Occupational Employment and Wage Estimates, the median wage for Protective Service Occupations for May 2014 was \$19.36 for all of Wyoming (U.S.Department of Labor 2015b). Figure 9 illustrates the historical wages from 2010-2014 as surveyed by the WDWS. There are some gaps in the data due to no information provided by the WDWS. Comparison with 2015 actual County wages indicates that County rates are fairly consistent with statewide wages.

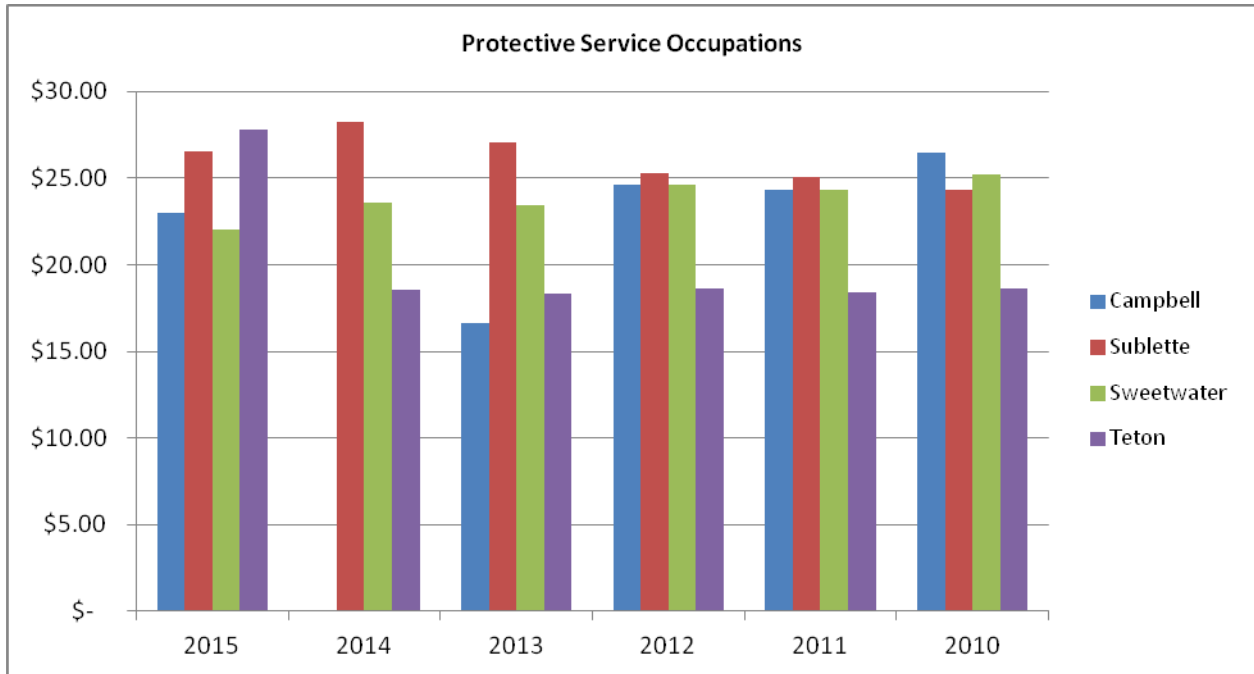


Figure 9: 2010-2014 Protective Service Occupations and 2015 Actual County Wages (Wyoming Department of Workforce Services 2015)

7. ROAD AND BRIDGE

The labor category from the Bureau of Labor Statistics used was the 2010 Standard Occupational Classification 47-2073 Operating Engineers and Other Construction Equipment Operators. The definition for this labor category is: Operate one or several types of power construction equipment, such as motor graders, bulldozers, scrapers, compressors, pumps, derricks, shovels, tractors, or front-end loaders to excavate, move, and grade earth, erect structures, or pour concrete or other hard surface pavement. May repair and maintain equipment in addition to other duties. Excludes "Crane and Tower Operators" (53-7021) and "Extraction Workers" (47-5000). With illustrative examples of Steam Shovel Operator, Bulldozer Operator (U.S.Department of Labor 2015a).

Figure 10 illustrates the comparison of fiscal year 2015-2016 between all four counties using the Equipment Operator I (\$17.95) for Campbell County, Level 1-Start (\$24.13) for Sublette County, Equipment Operator (\$22.04) for Sweetwater County, and Road & Levee Maintenance Coordinator (\$24.02) for Teton County.

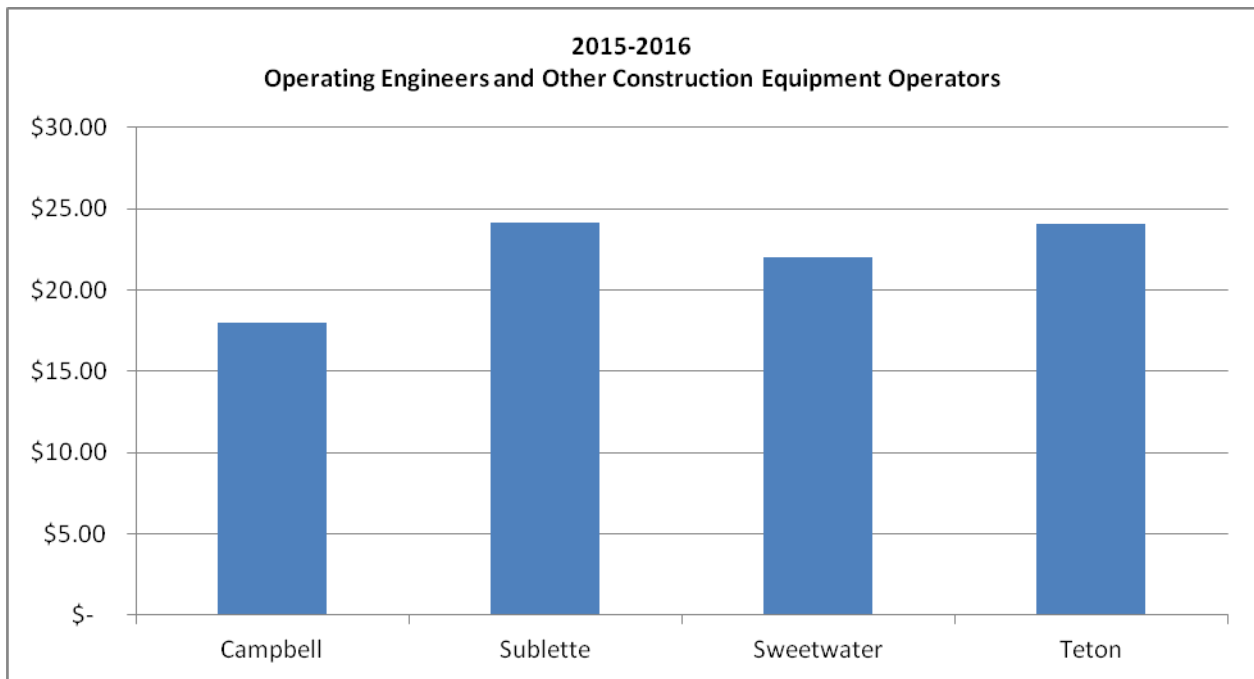


Figure 10: 2015-2016 Actual Wage Operating Engineers and Other Construction Equipment Operators

According to the BLS Occupational Employment and Wage Estimates, the median wage for Operating Engineers and Other Construction Equipment Operators for May 2014 was \$25.45 for all of Wyoming (U.S.Department of Labor 2015b).

Figure 11 shows the historical wages from 2010-2014 as surveyed by the WDWS. There are some gaps in the data due to no information provided by the WDWS. Comparison with 2015 County actual wages indicates that rates are fairly consistent with statewide wages.

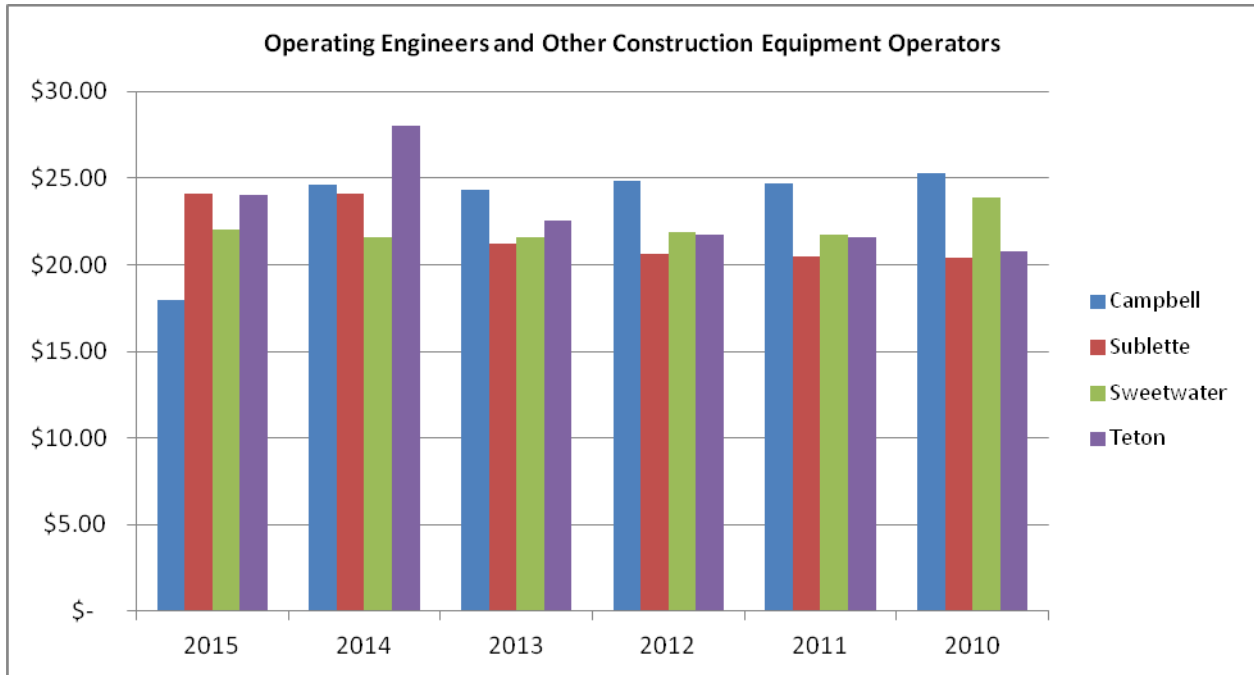


Figure 11: 2010-2014 Operating Engineers and Other Construction Equipment Operators and 2015 Actual County Wages (Wyoming Department of Workforce Services 2015)

8. POLICE AND SHERIFF'S PATROL OFFICERS

The labor category from the Bureau of Labor Statistics used was the 2010 Standard Occupational Classification 33-3051 Police and Sheriff's Patrol Officers. The definition for this labor category is: Maintain order and protect life and property by enforcing local, tribal, State, or Federal laws and ordinances. Perform a combination of the following duties: patrol a specific area; direct traffic; issue traffic summonses; investigate accidents; apprehend and arrest suspects, or serve legal processes of courts.

Figure 12 illustrates the comparison of fiscal year 2015-2016 between all four counties using the Deputy Sheriff I (\$22.97) for Campbell County, Level 1-Start (\$27.93) for Sublette County, Patrol Corporal (\$26.79) for Sweetwater County, and Deputy Sheriff (\$27.80) for Teton County.

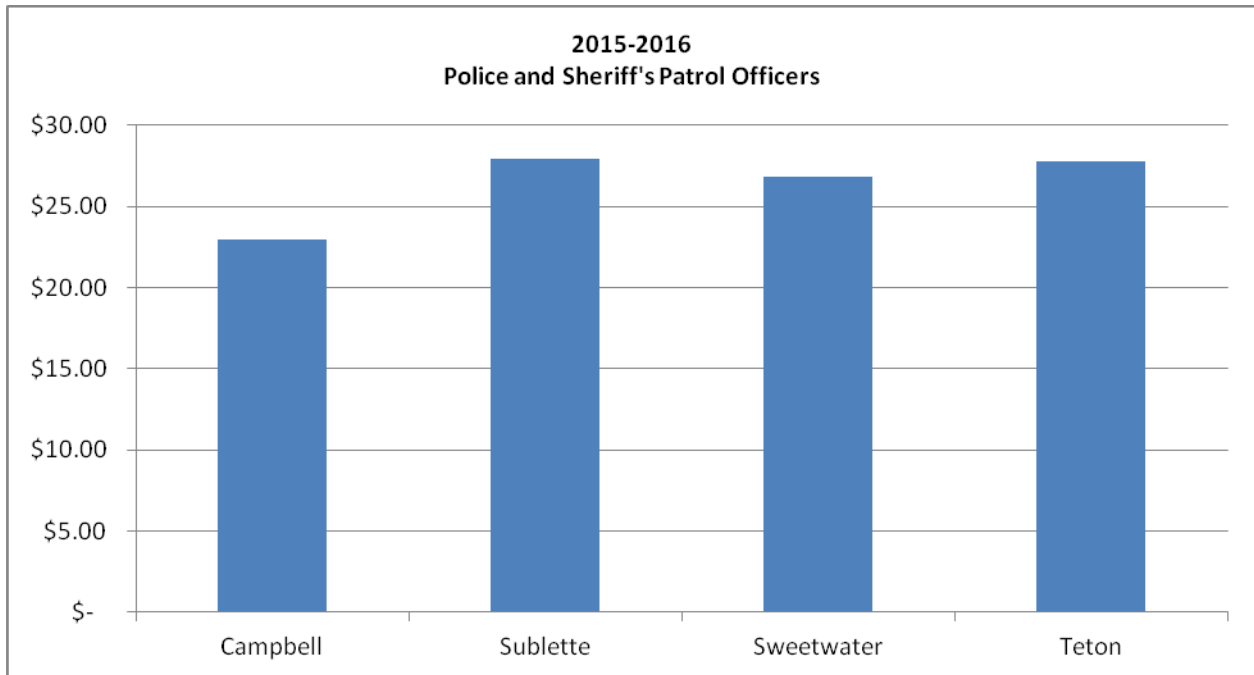


Figure 12 : 2015-2016 Actual Wage Operating Engineers and Other Construction Equipment Operators

According to the BLS Occupational Employment and Wage Estimates, the median wage for Police and Sheriff's Patrol Officers for May 2014 was \$24.83 for all of Wyoming (U.S.Department of Labor 2015b).

Figure 13 shows the historical wages from 2010-2014 as surveyed by the WDWS. There are some gaps in the data due to no information provided by the WDWS. Comparison with 2015 County actual wages indicates that rates are fairly consistent with statewide wages.

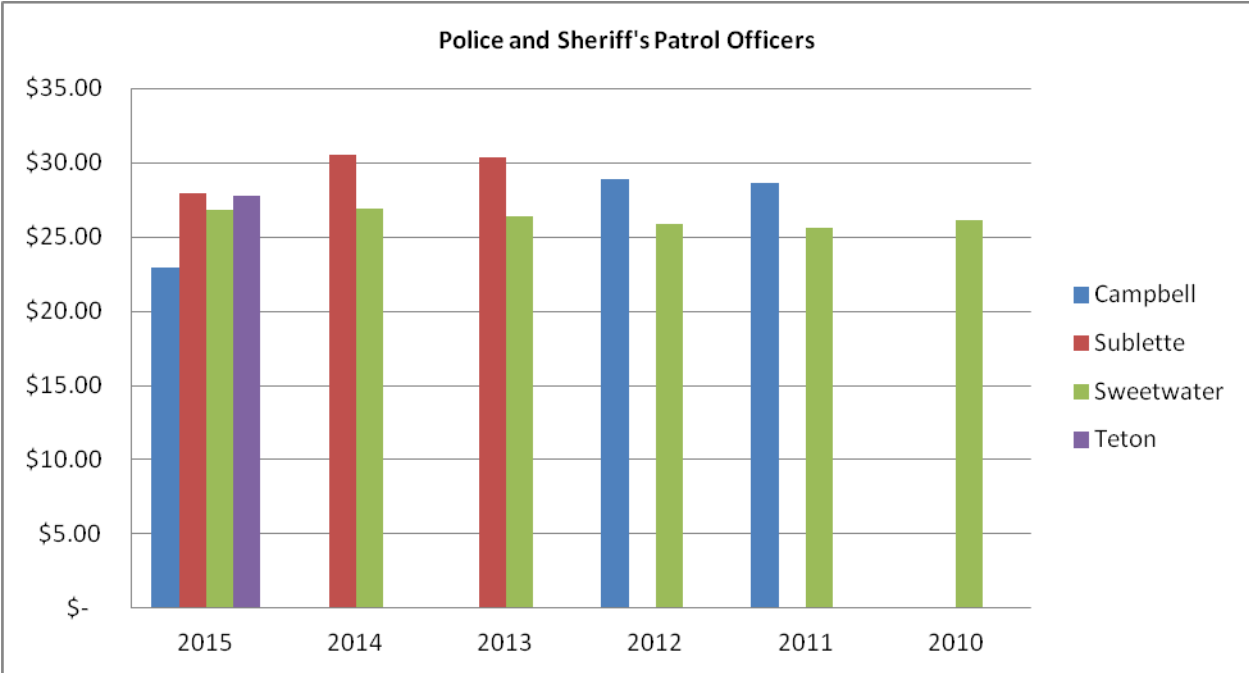


Figure 13: 2010-2014 Police and Sheriff's Patrol Officers and 2015 Actual County Wages (Wyoming Department of Workforce Services 2015)

9. SUMMARY OF FINDINGS

Current pay scales show no consistent differences between the four Counties. Sublette County has the highest pay rate for three of the six positions — janitors, patrol officers, and road and bridge. Teton County pays the most for maintenance and detention officers, and clerks make the most in Sweetwater County. In all positions, except road and bridge, the rates are higher than the Wyoming median rate. The reason for the differences in median pay rate for Wyoming may be due to differences in job classifications. However, in general we would expect the Counties in our analysis to be higher than the median due to the size of their assessed valuations and total budgets.

Table 4: Actual County Pay Rates for 2015 Compared to Wyoming Median for May 2014

	Clerks	Janitors	Maintenance	Detention Officers	Road and Bridge	Patrol Officers
Campbell	\$ 16.67	\$ 15.48	\$ 17.95	\$ 22.97	\$ 17.95	\$ 22.97
Sublette	\$ 18.73	\$ 19.33	\$ 19.33	\$ 26.56	\$ 24.13	\$ 27.93
Sweetwater	\$ 20.99	\$ 15.66	\$ 22.04	\$ 22.04	\$ 22.04	\$ 26.79
Teton	\$ 18.82	\$ 17.07	\$ 17.07	\$ 27.80	\$ 24.02	\$ 27.80
Wyoming Median	\$ 14.63	\$ 12.96	\$ 17.75	\$ 19.36	\$ 25.45	\$ 24.83

10. REFERENCES

- Campbell County, Wyoming. 2014. Final adopted budget: Fiscal year 2014-2015. <http://www.ccgov.net/993/Budgets>. (accessed May 4, 2015).
- Freeman, Richard B. 1987. How do public sector wages and employment respond to economic conditions? In *Public sector payrolls*. ed. Wise, David A., 183–216. National Bureau of Economic Research. Chicago: University of Chicago Press.
- Lewin, David. 1974. Aspects of wage determination in local government employment. *American Society for Public Administration* 34, no. 2 (Mar-Apr): 149–55.
- Moore, William J. and Robert J. Newman. 1991. Government wage differentials in a municipal labor market: The case of Houston metropolitan transit workers. *Industrial and Labor Relations Review* 45, no. 1 (Oct): 145–53.
- Sublette County, Wyoming. 2014. Final budget summary 2014-2015. July 22. <http://www.sublettewyo.com/Search/Results?searchPhrase=budget&page=1&perPage=10>. (accessed May 4, 2015).
- Sweetwater County, Wyoming. 2014. Sweetwater County: FY 2014-2015 budget. <http://www.sweet.wy.us/archive.aspx?amid=&type=&adid=297>. (accessed May 4, 2015).
- Teton County, Wyoming. 2014. FY 2014-2015 adopted budget. <http://www.tetonwyo.org/cc/topics/county-budget-revenue-projections/251903/>. (accessed May 4, 2015).
- U.S.Census Bureau. 2001. DP-1 Profile of general demographic characteristics: 2000. Census 2000 summary file 1, matrices P1, P3, P4, P8, P9, P12, P13, P,17, P18, P19, P20, P23, P27, P28, P33, PCT5, PCT8, PCT11, PCT15, H1, H3, H4, H5, H11, and H12. <http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>. (accessed June 15, 2015).
- . 2015. State and county quickfacts. May 28. <http://quickfacts.census.gov/qfd/states/56000.html>. (accessed June 15, 2015).
- U.S.Department of Labor. 2015a. Occupational employment statistics: May 2014 occupation profiles. Bureau of Labor Statistics. http://www.bls.gov/oes/current/oes_stru.htm. (accessed May 22, 2015a).
- . 2015b. Occupational employment statistics: May 2014 state occupational employment and wage estimates; Wyoming. Bureau of Labor Statistics. http://www.bls.gov/oes/current/oes_wy.htm. (accessed May 22, 2015b).
- Wyoming Department of Revenue. 2015. State of Wyoming, Department of Revenue 2014 annual report. <https://sites.google.com/a/wyo.gov/wy-dor/dor-annual-reports>. (accessed June 15, 2015).

Wyoming Department of Workforce Services. 2015. Wyoming wage survey.
http://doe.state.wy.us/lmi/OES_toc.htm. (accessed May 22, 2015).