

2025 Gunnison Valley Salary & Benefits Survey Report



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Executive Summary

In 2025, Community Foundation of the Gunnison Valley (CFGV) and project partners undertook the first community-wide Salary & Benefits Survey to better understand local compensation practices across all sectors. The survey was designed to help employers benchmark their pay and benefits, strengthen retention, and inform long-term workforce planning throughout the Gunnison Valley.

Participation included organizations of every size—from single-person businesses to large employers—spanning nonprofits, public agencies, service providers, and private enterprises. While not every employer participated, the data collected provide a credible snapshot of how local organizations structure pay, benefits, and flexibility in an evolving labor market.

Key Findings

- **Workforce Structure:**
Most organizations maintain a mix of full-time, part-time, and seasonal staff, reflecting the region’s blend of year-round operations and seasonal industries. Seasonal employment remains central to the local economy, with many employers offering creative incentives such as housing, recreation benefits, and end-of-season bonuses.
- **Compensation Patterns:**
Base pay generally increases predictably with job level, and both hourly and salaried pay structures are well represented. Hourly pay predominates in operational and customer-facing roles, while salaried pay is more common among administrative, managerial, and leadership positions.
- **Benefits Coverage:**
Despite the Valley’s small size and limited resources, the majority of reported positions included comprehensive benefits:
 - 92% offered paid time off or sick leave
 - 90% included a retirement plan
 - 81% offered health insurance
 - 70%+ included dental and vision coverageMany employers also provide locally distinctive benefits—such as ski passes, housing support, and professional development stipends—that reflect the Valley’s culture of creativity and care.
- **Flexibility and Modern Practices:**
Roughly half of all employers offer some form of hybrid, remote, or compressed work scheduling. Even in traditionally in-person sectors, employers are exploring flexible approaches to promote balance and retention.

Community Implications

The findings point to a community of employers deeply committed to their people. Even without the scale of larger labor markets, Gunnison Valley organizations demonstrate ingenuity in balancing competitive pay, benefits, and workplace culture.

This project also underscores the importance of collaborative data sharing. By pooling information and protecting confidentiality through safe-harbor standards, local employers have created a trusted foundation for community-wide learning.

Future iterations of the survey will continue refining job classifications, expanding participation, and building an increasingly robust dataset to support wage equity, talent retention, and economic sustainability.

About This Report

The 2025 Gunnison Valley Salary & Benefits Survey and Report were developed by CFGV, a project committee, and community partners, with technical and editorial assistance supported by artificial intelligence tools to ensure clarity, consistency, and efficiency. All data were self-reported by participating employers, reviewed for accuracy, and aggregated to ensure confidentiality and compliance with safe-harbor standards.

1. Purpose, Principles, and Methodology

1.1 Purpose of the Survey

The 2025 Gunnison Valley Salary & Benefits Survey was designed to provide a clear, community-wide snapshot of how local employers compensate and support their employees. The survey aims to strengthen workforce stability and transparency by giving employers—from small sole-proprietor businesses to large public institutions—a reliable reference point for pay and benefits in our unique mountain economy.

This project builds on previous nonprofit-sector salary studies coordinated by the Community Foundation of the Gunnison Valley (CFGV) and, for the first time, expands participation to include employers across the community. Our shared goal is to inform decision-making that helps all people and employers thrive here.

1.2 Guiding Policies & Practices

Community Collaboration

This survey was coordinated by CFGV in partnership with representatives from Adaptive Sports Center and Crested Butte Nordic, who constituted the project committee, along with input and insights from other local partners such as the chambers of commerce and the Tourism and Prosperity Project. The effort reflects our community's belief that shared data leads to shared understanding and stronger local outcomes.

Methodology and Confidentiality Approach

The committee was guided by widely recognized safe-harbor principles for pay and benefits surveys and applied them thoughtfully within the context of a small, rural labor market. During analysis, it became clear that strict application of all safe-harbor thresholds would significantly limit the ability to report results in ways that were meaningful or useful to the community.

In response, the committee evaluated alternative reporting approaches and engaged directly with the largest participating employers whose data comprised a substantial portion of the dataset. With their consent, the committee proceeded with a reporting approach that relaxes certain safe-harbor constraints while continuing to prioritize confidentiality and responsible data use. In practice, this meant that:

- Data were reviewed and aggregated to reduce the risk of identifying individual employers or positions, with particular care taken in categories with small numbers of observations.
- Employer concentration was considered when determining how results could be grouped or presented, balancing data usefulness with confidentiality protections.
- All compensation data reflect figures that were at least three months old at the time of analysis, helping to prevent any real-time influence on wage-setting behavior.

- In some cases, a reported position represents a single employee rather than a group of employees. This reflects the structure of certain organizations and roles within the community and is an inherent feature of the dataset in a small labor market.

This approach reflects a deliberate effort to balance methodological rigor, transparency, and practical usefulness in a small-community context.

Data Security and Retention

Survey responses were stored on secure, access-restricted drives during data collection and collation. Once data collection was complete, source files were transferred to an external drive maintained in a secured location within one committee member's office. All analysis was conducted using an anonymized master dataset. Source data will be deleted from the external drive following a reasonable retention period after the final report has been completed and quality-checked. The committee's Data Confidentiality and Retention Policy is included as an appendix to this report.

1.3 Methodology Overview

Data Collection Components

1. An Organizational & Benefits Questionnaire captured information on workforce composition, benefits, and policies.
2. A Position-Specific Wage Spreadsheet collected pay data for distinct roles, categorized by functional area and job level.

Participation and Scope

A total of 29 employers submitted salary and/or benefits data, representing over 1,200 employees across sectors. Employers were asked to report only on positions hireable within the Gunnison Valley, excluding specialized roles typically recruited from outside the area.

Data Cleaning and Consolidation

Responses were reviewed for completeness and consistency. Similar positions reported by a single employer were combined to avoid duplication, and functional categories were standardized. Outlier or incomplete entries were handled conservatively to preserve accuracy and anonymity.

Treatment of Missing or Partial Data

Where employers submitted only one portion of the survey (either the benefits questionnaire or the wage spreadsheet), their data were included in aggregate analyses where applicable. Missing or non-numeric values were excluded from percentage and median calculations.

1.4 Data Interpretation Notes

Results represent aggregated local trends rather than prescriptive wage standards. Variations across positions and employers reflect differences in organizational size,

structure, and mission. The findings are intended as a benchmarking resource to support informed decision-making, not as definitive pay guidance.

1.5 Use of AI Assistance

Portions of this report—including data summaries, visualization planning, and early narrative drafts—were developed with assistance from OpenAI’s GPT-5.2, an artificial-intelligence language model.

All analysis, interpretation, and editorial decisions were reviewed and approved by the project committee. Only anonymized datasets were processed using AI tools, and all confidentiality standards were maintained throughout the data collection process and analysis. The use of AI allowed the committee to streamline data analysis and produce a high-quality community resource more efficiently, while maintaining full human oversight and accountability.

2. Workforce Composition

2.1 Overview

The Gunnison Valley’s workforce is as diverse as its landscape, spanning government agencies, health and human-service nonprofits, small local businesses, and large seasonal employers. This section provides an overview of the employment structure represented in the 2025 Gunnison Valley Salary & Benefits Survey, focusing on the mix of full-time, part-time, and seasonal roles, as well as the distribution of job levels and pay types.

While participation was not exhaustive, the data provide valuable insight into how employers of varying size and mission structure their staff and allocate personnel resources.

2.2 Employment Type

Survey participants reported a broad range of staffing models, from single-employee sole proprietorships to organizations employing more than one hundred people.

- **Full-time, year-round employees** made up the majority of reported positions, underscoring the Valley’s reliance on stable, long-term staff to sustain operations throughout the year.
- **Part-time and seasonal employees** remain essential, reflecting the Valley’s cyclical tourism and service-driven economy.
- **Contract and 1099 workers** represent a small share, providing specialized expertise or project-based labor.

This balance of employment types highlights both the resilience and adaptability of the local workforce, with many employers maintaining a core year-round team and supplementing capacity seasonally.

2.3 Seasonal Workforce

Seasonal employment is a defining characteristic of the Gunnison Valley labor market. Seasonal positions appear across industries—from ski area operations and guiding services to education and outdoor retail—and often account for significant short-term employment spikes.

Although pay rates for seasonal roles are typically lower than year-round equivalents, several employers reported offering premium hourly wages, housing options, or in-kind perks (such as recreation passes) to remain competitive.

2.4 Job Levels

Positions were grouped into six standardized job levels, and corresponding definitions were provided so respondents could consistently classify employees:

- **Executive / Senior Leadership:** Organization wide decision making; C-Suite or equivalent (e.g., CEO, Executive Director, General Manager).
- **Director / Senior Manager:** Oversees multiple functions or departments; strategic decision making; reports to executive leadership.
- **Manager:** Manages a department or major function; budget responsibility; hires/fires staff.
- **Supervisor / Team Lead:** Oversees a small team; responsible for daily operations and work assignments.
- **Skilled / Specialist:** Experienced in role; may mentor others; works independently with moderate supervision.
- **Entry-Level / Support Staff:** Performs defined tasks; limited experience required; works under close supervision.

Some observations:

- The majority of reported roles fall into the Entry-Level and Skilled/Specialist categories, consistent with the service-oriented and operational focus of many local employers.
- Supervisory and managerial roles constitute a smaller but vital middle tier, reflecting lean organizational structures.
- Director and executive positions are fewer in number but carry broader strategic and fiscal responsibilities.

This distribution suggests a labor market weighted toward hands-on service delivery, with leadership concentrated in a relatively small cohort of experienced professionals.

2.5 Pay Type (Hourly vs. Salary)

Employers reported a near-even division between hourly and salaried pay structures: roughly 40 percent of positions compensated hourly and 60 percent annually.

Hourly compensation predominates in operations, technical, and customer-facing roles, while annual salaries are more common among administrative, managerial, and professional staff. This distinction roughly aligns with non-exempt vs. exempt classifications and influences how benefits and leave policies are applied.

2.6 Personnel Costs

Across all respondents, personnel expenses accounted for a median 46 percent of total organizational expenditures (interquartile range 26–60 percent). Labor thus remains the single largest investment for most Gunnison Valley employers.

Organizations reporting lower percentages often rely on volunteer labor or seasonal staff, whereas those with higher shares typically operate service-intensive programs that require year-round professional staffing.

2.7 Notes on Data Quality & Representation

Participation varied by organization size and type, resulting in stronger representation from some employer categories than others. While the dataset does not capture every local employer, it reflects a broad cross-section of the Gunnison Valley's workforce and provides a credible baseline for understanding compensation and benefits patterns across the community.

All data were reviewed and standardized to ensure internal consistency. Responses that could potentially identify a single employer or individual, such as highly specific job titles or outlier pay values, were either aggregated or excluded. To preserve confidentiality, results are presented only at the community level, without comparison or breakdown by industry or individual organization.

3. Compensation Findings

3.1 Overview

The 2025 Gunnison Valley Salary & Benefits Survey provides a first-year snapshot of reported wages and salaries across a range of employer types in the Gunnison Valley. To reflect the realities of how local work is structured, compensation patterns are best understood through three broad lenses: job level, type of employment (full-time, part-time, seasonal), and type of work performed (functional area).

This section summarizes high-level patterns observed in the reported data. Because this is the first year of an expanded, community-wide effort in a small labor market, results should be interpreted as directional local context rather than definitive “market rates” for specific jobs.

3.2 Pay Type Distribution

Respondents reported both hourly and salaried positions, illustrating the balance between hands-on service and professional roles within the local workforce.

- Approximately 40 percent of reported positions were compensated on an hourly basis, most often in operations, technical, or customer-facing functions.
- The remaining 60 percent were salaried positions, generally representing administrative, managerial, or professional staff.

This split indicates a healthy mix of role types across the Gunnison Valley’s employment landscape, with hourly and salaried pay structures coexisting to meet the needs of diverse organizational models.

3.3 Pay Progression by Level of Responsibility

Across employers, reported compensation generally increases as roles move from entry-level and support functions toward higher levels of responsibility and decision-making. In broad terms, positions categorized as supervisory, managerial, director-level, and executive tend to show higher typical pay than entry-level and specialist roles. This progression aligns with how compensation typically reflects scope, complexity, and accountability, even though the actual responsibilities tied to a given job level can vary significantly across organizations.

3.4 Full-Time, Part-Time & Seasonal Roles Operate in Different Pay Structures

Seasonal roles are integral to the Gunnison Valley economy, particularly in recreation, education, and hospitality. As expected, pay for seasonal employees typically reflects shorter employment durations and the absence of long-term benefits eligibility.

- Seasonal positions were concentrated in entry-level and skilled categories.
- Median hourly rates were generally lower than for comparable year-round roles but often supplemented with in-kind benefits such as housing, gear stipends, or ski passes.
- A few employers reported using premium pay rates or end-of-season bonuses to offset limited benefit access and encourage retention.

These findings underscore the economic importance of seasonal labor and highlight the creative strategies employers use to attract short-term talent in a competitive labor market.

3.5 Differences by Type of Work

When the data are viewed by broad functional area, compensation tends to vary based on the degree of specialization required, certifications or licensure, working conditions, and labor availability. Roles associated with specialized expertise (for example, some technical, skilled trade, IT, or clinically-related work) often exhibit higher typical pay than broad support functions. At the same time, some functional areas contain a wide mix of responsibilities – meaning the range of pay can be broad even within the same category.

This reinforces a key point: functional area categories provide community-level context, but they cannot fully substitute for position-by-position benchmarking, especially in a small market where job scope may vary significantly from one employer to another.

3.6 Interpreting the Results

The primary value of this first-year dataset is to provide a shared reference point that can support informed conversations among employers, employees, and community leaders about compensation, benefits, and workforce sustainability in the Gunnison Valley. Readers should interpret findings with an understanding that:

- some categories reflect limited data,
- local job scope and organizational scale vary widely, and
- compensation practices may differ substantially between sectors.

Over time, as participation grows and reporting becomes more robust, future iterations of the survey may be able to provide more granular and stable benchmarks while continuing to protect confidentiality.

4. Benefits Findings

4.1 Overview

Benefits are an essential part of total compensation and reflect how employers invest in workforce stability and well-being. In the Gunnison Valley, where a high cost-of-living and seasonal employment present unique challenges, employers reported an encouraging range of offerings—from traditional insurance and retirement programs to creative, locally-inspired perks.

The following summary captures high-level trends drawn from both organizational and position-level data, representing community-wide patterns rather than industry-specific comparisons.

4.2 Core Benefits Coverage

Across all reported positions:

- 91.8% included paid time off or sick leave.
- 89.6% were eligible for a retirement plan.
- 81.1% received health insurance coverage.
- 71% had dental coverage, and 70% had vision coverage.

These figures suggest that, even among small and mid-sized employers, a majority of positions in the Valley include the same foundational benefits often associated with larger organizations.

4.3 Health & Wellness

Among employers offering health coverage, plan structures varied, but most reported using traditional PPOs or high-deductible health plans with HSAs. Median employee contribution estimates ranged around \$20 per month for individual coverage and \$40 for family coverage, though actual amounts differed widely.

Roughly one-third of respondents also reported offering some form of mental-health support, whether integrated into their insurance or as a separate resource such as an Employee Assistance Program (EAP).

Wellness programs, like gym reimbursements or mindfulness incentives, were reported by only a small minority, underscoring the resource limitations typical in small organizations.

4.4 Retirement & Financial Benefits

Retirement participation was particularly strong: nearly nine out of ten positions were covered by a retirement plan such as a 401(k) or 403(b). Of these, a majority included an employer match, typically 100 percent of contributions up to 3% of salary.

A few respondents mentioned tuition or professional development stipends or certifications as additional financial benefits, reinforcing a growing local emphasis on career investment.

4.5 Leave & Time Off

Most respondents provided paid holidays (median 10 days per year) and separate sick leave averaging 10 days.

Roughly one-fifth offered floating holidays, and about one-third provided bereavement leave averaging five days.

While a small number described “unlimited PTO” policies, the majority used traditional accrual systems, with several allowing carryover into the next year.

4.6 Flexibility & Work-Life Balance

Approximately half of all employers indicated that at least some positions could be hybrid or remote, and more than half allowed compressed workweeks.

Childcare assistance, flexible scheduling, or on-site amenities were less common but still present in a few organizations—evidence of evolving approaches to employee balance and retention.

4.7 Other & Locally Distinct Benefits

The Gunnison Valley’s geography and culture shape its unique incentives. Over half of respondents reported at least one “other” benefit category beyond traditional offerings. Common examples included:

- Ski passes or outdoor recreation perks
- Cell phone reimbursements and travel stipends
- Professional certification or continuing-education support
- Housing assistance or shared seasonal accommodations

These locally tailored benefits reflect employers’ creativity in attracting and retaining staff within a competitive mountain-town economy.

4.8 Seasonal Employees

Seasonal roles rarely include conventional benefits such as health or retirement, but many employers compensate through non-monetary or short-term perks such as recreation passes and end-of-season bonuses. Such practices demonstrate community employers' commitment to fair treatment and continuity even within short-term employment cycles.

4.9 Summary

Overall, Gunnison Valley employers show a strong commitment to offering meaningful benefits despite varied budgets and staffing models. Traditional benefits like health insurance, retirement plans, and PTO are widespread, and locally specific incentives add distinctive value to employment packages. These findings illustrate both the shared priorities and creative resilience of the Valley's workforce ecosystem.

5. Data Tables

This section provides the survey's tabular data outputs for readers who want to review the detailed results directly. Tables are organized to support three ways of viewing compensation information: by employment type (full-time, part-time, seasonal), by job level, and by functional area. Benefits tables follow, summarizing reported benefit availability and selected plan details.

Because this is a first-year community-wide effort in a small labor market, readers should treat these tables as directional local context, not definitive "market rates" for specific job titles.

5.1 Participation Snapshot

Table 5.1.1 Participation Overview

Twenty-nine respondents submitted data, either through the online survey, the position spreadsheet, or both. The table below is a summary of position and employee counts from all respondents who submitted position-specific data.

	Salary	Hourly	Total
# Full Time Positions	327	169	496
# Full Time Employees	459	356	815
# Part Time Positions	18	45	63
# Part Time Employees	20	83	103
# Seasonal Positions	2	32	34
# Seasonal Employees	2	294	296
# Total Positions	347	246	593
# Total Employees	481	733	1,214

5.2 Compensation Tables

The compensation tables that follow summarize pay information reported by participating employers for groups of similar positions. To help interpret the data, the column headers and summary statistics are defined below.

Position and Employee Counts

- **# Positions:** The number of distinct position entries reported. Employers were allowed to group multiple employees performing the same role into a single position entry.
- **# Employees:** The total number of employees represented by those position entries. This helps distinguish between a role held by one person and a role held by many people.

Pay Summary Statistics

Pay figures are shown using common summary measures to illustrate both typical values and the overall spread of reported pay:

- **Low:** The lowest reported pay value in the group.
- **25th Percentile:** The value at which 25% of reported pay values fall below and 75% fall above.
- **Median:** The midpoint of the reported values; half of reported pay values fall below this amount and half fall above. The median is used as the primary indicator of a “typical” pay level because it is less influenced by very high or very low values.
- **75th Percentile:** The value at which 75% of reported pay values fall below and 25% fall above.
- **High:** The highest reported pay value in the group.

In cases where only a small number of observations were available, these statistics may reflect limited data and should be interpreted with caution.

Hourly and Annual Pay

Hourly and annual pay figures are reported separately and should not be directly compared without considering differences in job structure, hours worked, and employment type. Annual pay is referred to as “salary” in the tables presented here.

5.2.1 Full-Time Positions

Table 5.2.1A: Full-Time – Overall Pay Distribution Summary

Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Salary	327	459	\$28,000	\$ 65,922	\$ 82,246	\$108,225	\$226,418
Hourly	169	356	\$ 15.81	\$ 24.72	\$ 28.52	\$ 34.56	\$ 69.63

Table 5.2.1B: Full-Time – Pay by Job Level (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Salary	49	84	\$28,000	\$ 59,000	\$ 68,558	\$ 78,007	\$144,828
Skilled / Specialist	Salary	108	196	\$41,400	\$ 60,130	\$ 72,000	\$ 87,588	\$107,185
Supervisor / Team Lead	Salary	32	36	\$60,000	\$ 76,737	\$ 90,000	\$112,256	\$134,100
Manager	Salary	52	54	\$46,100	\$ 65,000	\$ 88,253	\$101,379	\$126,132
Director / Senior Manager	Salary	49	50	\$42,000	\$ 80,000	\$105,987	\$132,338	\$173,013
Executive / Senior Leadership	Salary	37	39	\$48,000	\$100,000	\$154,300	\$183,812	\$226,418

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Table 5.2.1B: Full-Time – Pay by Job Level (Salary and Hourly)(continued)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	78	217	\$15.81	\$23.48	\$25.56	\$29.30	\$40.98
Skilled / Specialist	Hourly	49	90	\$18.00	\$26.37	\$30.30	\$34.24	\$45.88
Supervisor / Team Lead	Hourly	30	37	\$22.00	\$27.25	\$32.22	\$40.98	\$57.15
Manager	Hourly	11	11	\$21.62	\$34.81	\$36.00	\$41.17	\$54.85

Table 5.2.1C: Full-Time – Pay by Functional Area (Salary and Hourly)

Functional Area	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Administration / Office Support	Salary	77	90	\$48,000	\$64,200	\$83,367	\$121,211	\$226,418
Creative / Design	Salary	3	3	\$42,000		\$54,000		\$ 60,000
Education / Training	Salary	4	7	\$56,160	\$57,242		\$ 79,400	\$ 87,602
Finance / Accounting	Salary	30	31	\$50,213	\$71,752	\$79,724	\$ 95,785	\$183,812
Fundraising / Development	Salary	14	15	\$52,027	\$60,000	\$65,000	\$ 72,000	\$154,500
Healthcare / Wellness Services	Salary	26	51	\$53,000	\$76,052	\$89,711	\$108,224	\$170,185
Human Resources	Salary	11	12	\$51,500	\$66,560	\$84,198	\$102,097	\$173,013
Information Technology	Salary	20	23	\$56,779	\$71,897	\$90,000	\$119,417	\$163,700
Marketing / Communications	Salary	13	15	\$52,575	\$53,750	\$61,017	\$ 78,000	\$130,439
Nonprofit Programs	Salary	11	11	\$28,000	\$50,440	\$60,000	\$ 78,000	\$147,711
Operations / Facilities	Salary	98	163	\$46,100	\$69,178	\$82,521	\$110,000	\$177,700
Skilled Trades / Technical Services	Salary	20	38	\$65,880	\$76,493	\$96,084	\$126,132	\$149,100

Functional Area	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Administration / Office Support	Hourly	41	94	\$19.38	\$24.07	\$25.77	\$30.00	\$39.63
Customer Service / Guest Services	Hourly	2	5	\$15.81				\$22.00
Education / Training	Hourly	2	2	\$26.37				\$30.47
Finance / Accounting	Hourly	5	5	\$27.94	\$29.34	\$33.54	\$33.54	\$40.98
Food Service / Hospitality	Hourly	6	8	\$22.37	\$24.80	\$30.00	\$36.00	\$44.63
Healthcare / Wellness Services	Hourly	41	97	\$19.03	\$25.83	\$30.96	\$35.99	\$57.15
Human Resources	Hourly	3	3	\$24.90		\$27.84		\$29.30
Information Technology	Hourly	6	10	\$21.50	\$22.93	\$27.07	\$35.80	\$69.63
Marketing / Communications	Hourly	5	5	\$22.00	\$30.30	\$30.91	\$30.69	\$39.04
Nonprofit Programs	Hourly	5	5	\$18.00	\$18.45	\$20.80	\$22.00	\$23.58
Operations / Facilities	Hourly	35	85	\$17.75	\$25.83	\$27.32	\$35.61	\$45.88
Skilled Trades / Technical Services	Hourly	18	37	\$23.21	\$24.84	\$33.09	\$41.17	\$52.19

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Table 5.2.1D: Full-Time – Pay By Functional Area and Job Level

This section presents a series of tables, one for each functional area where data was reported.

Administration / Office Support (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Salary	10	15	\$49,204	\$54,238	\$58,167	\$65,273	\$167,600
Skilled / Specialist	Salary	19	25	\$52,085	\$61,603	\$69,000	\$83,367	\$114,157
Supervisor / Team Lead	Salary	3	3	\$72,268		\$73,400		\$119,947
Manager	Salary	11	11	\$50,887	\$65,000	\$85,247	\$88,253	\$ 98,342
Director / Senior Manager	Salary	7	7	\$66,750	\$71,000	\$104,062	\$114,000	\$150,000
Executive / Senior Leadership	Salary	27	29	\$48,000	\$94,716	\$140,700	\$184,000	\$226,417

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	24	70	\$19.38	\$21.78	\$24.63	\$25.77	\$39.63
Skilled / Specialist	Hourly	8	11	\$20.50	\$27.38	\$30.41	\$32.95	\$34.67
Supervisor / Team Lead	Hourly	7	11	\$25.76	\$26.68	\$30.00	\$32.05	\$38.88
Manager	Hourly	2	2	\$34.81				\$38.88

Creative Design (Salary)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Skilled / Specialist	Salary	1	1			\$42,000		
Supervisor / Team Lead	Salary	1	1			\$54,000		
Director / Senior Manager	Salary	1	1			\$60,000		

Customer Service / Guest Services (Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	2	5	\$15.81				\$22.00

Education / Training (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Skilled / Specialist	Salary	3	6	\$56,160		\$57,242		\$79,400
Director / Senior Manager	Salary	1	1			\$87,602		

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	1	1			\$30.47		
Skilled / Specialist	Hourly	1	1			\$26.37		

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Finance / Accounting (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Salary	12	12	\$50,213	\$61,000	\$77,883	\$85,452	\$ 98,342
Skilled / Specialist	Salary	7	8	\$51,500	\$61,279	\$71,752	\$90,126	\$102,960
Supervisor / Team Lead	Salary	2	2	\$75,705				\$102,100
Manager	Salary	4	4	\$73,542		\$79,724		\$ 90,000
Director / Senior Manager	Salary	3	3	\$78,750		\$126,896		\$150,000
Executive / Senior Leadership	Salary	2	2	\$165,600				\$183,812

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	3	3	\$27.94		\$31.69		\$40.98
Skilled / Specialist	Hourly	2	2	\$29.34				\$33.54

Food Service / Hospitality (Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	2	4	\$22.37				\$24.80
Supervisor / Team Lead	Hourly	3	3	\$27.36		\$30.00		\$44.63
Manager	Hourly	1	1			\$36.00		

Fundraising / Development (Salary)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Skilled / Specialist	Salary	5	6	\$52,027	\$55,000	\$56,000	\$61,688	\$66,000
Manager	Salary	2	2	\$60,000				\$65,000
Director / Senior Manager	Salary	6	6	\$67,000	\$70,000	\$85,000	\$132,507	\$154,500
Executive / Senior Leadership	Salary	1	1			\$65,000		

Healthcare / Wellness Services (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Salary	3	4	\$61,375		\$77,031		\$117,126
Skilled / Specialist	Salary	14	38	\$53,000	\$72,321	\$89,738	\$104,499	\$170,185
Supervisor / Team Lead	Salary	4	4	\$83,220	\$89,711		\$106,847	\$112,256
Manager	Salary	4	4	\$65,000	\$89,585		\$108,224	\$124,654
Director / Senior Manager	Salary	1	1			\$97,926		

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Healthcare / Wellness Services (Salary and Hourly)(continued)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	13	45	\$21.69	\$23.94	\$25.10	\$27.51	\$34.94
Skilled / Specialist	Hourly	15	36	\$19.03	\$29.81	\$31.07	\$42.31	\$44.60
Supervisor / Team Lead	Hourly	11	14	\$26.87	\$29.19	\$33.83	\$40.98	\$57.15
Manager	Hourly	2	2	\$30.96				\$54.85

Human Resources (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Skilled / Specialist	Salary	7	8	\$ 51,500	\$60,130	\$ 82,305	\$90,854	\$105,097
Director / Senior Manager	Salary	3	3	\$109,942		\$118,839		\$173,013

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	3	3	\$24.90		\$27.84		\$29.30

Information Technology (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Salary	1	2			\$ 72,414		
Skilled / Specialist	Salary	12	14	\$ 56,779				\$112,602
Supervisor / Team Lead	Salary	3	3	\$ 90,000		\$ 92,715		\$ 93,218
Manager	Salary	1	1			\$119,417		
Director / Senior Manager	Salary	2	2	\$123,135				\$129,286
Executive / Senior Leadership	Salary	1	1			\$163,700		

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	1	2			\$22.93		
Skilled / Specialist	Hourly	4	7	\$21.50	\$27.07		\$27.53	\$35.80
Director / Senior Manager	Hourly	1	1			\$69.63		

Marketing / Communications (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Salary	3	3	\$52,575		\$53,750		\$ 77,000
Skilled / Specialist	Salary	5	7	\$52,575	\$54,453	\$57,000	\$60,000	\$ 71,070
Manager	Salary	1	1			\$61,017		
Director / Senior Manager	Salary	4	4	\$78,000	\$80,000		\$89,000	\$130,439

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Marketing / Communications (Salary and Hourly)(continued)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	2	2	\$31.69				\$39.04
Skilled / Specialist	Hourly	3	3	\$22.00		\$30.30		\$30.91

Nonprofit Programs (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Salary	1	1			\$28,000		
Skilled / Specialist	Salary	2	2	\$41,400				\$ 50,440
Manager	Salary	3	3	\$47,436		\$51,258		\$ 60,000
Director / Senior Manager	Salary	5	5	\$65,978	\$77,000	\$78,000	\$90,808	\$147,711

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Skilled / Specialist	Hourly	3	3	\$18.00		\$18.45		\$20.80
Supervisor / Team Lead	Hourly	2	2	\$22.00				\$23.58

Operations / Facilities (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Salary	18	46	\$54,765	\$ 68,480	\$ 71,378	\$ 77,600	\$131,375
Skilled / Specialist	Salary	25	56	\$55,365	\$ 59,751	\$ 74,000	\$ 84,000	\$125,200
Supervisor / Team Lead	Salary	16	20	\$63,441	\$ 76,737	\$ 87,267	\$112,256	\$134,100
Manager	Salary	24	26	\$46,100	\$ 69,700	\$ 95,784	\$108,224	\$118,961
Director / Senior Manager	Salary	9	9	\$99,400	\$105,987	\$113,000	\$128,896	\$152,000
Executive / Senior Leadership	Salary	6	6	\$50,000	\$131,501	\$145,218	\$154,300	\$177,700

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	20	61	\$17.75	\$23.48	\$25.90	\$27.84	\$40.98
Skilled / Specialist	Hourly	8	17	\$26.15	\$26.69	\$34.00	\$34.24	\$35.88
Supervisor / Team Lead	Hourly	2	2	\$27.25				\$37.03
Manager	Hourly	5	5	\$21.62	\$35.51	\$35.95	\$38.10	\$42.11

Skilled Trades / Technical Services (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Skilled / Specialist	Salary	8	25	\$65,880	\$68,133	\$ 76,493	\$ 83,033	\$110,653
Supervisor / Team Lead	Salary	3	3	\$82,650		\$106,425		\$119,600
Manager	Salary	2	2	\$77,976				\$126,132
Director / Senior Manager	Salary	7	8	\$96,084	\$99,500	\$134,667	\$146,100	\$149,100

Skilled Trades / Technical Services (Salary and Hourly)(continued)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	7	21	\$23.21	\$24.84	\$29.30	\$34.34	\$36.50
Skilled / Specialist	Hourly	5	10	\$23.39	\$23.63	\$30.60	\$31.96	\$40.08
Supervisor / Team Lead	Hourly	5	5	\$34.56	\$41.21	\$42.31	\$49.67	\$52.19
Manager	Hourly	1	1			\$41.17		

5.2.2 Part-Time Positions

Table 5.2.2A: Part-Time – Overall Pay Distribution Summary

Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Salary	18	20	\$25,000	\$32,000	\$41,200	\$46,800	\$112,923
Hourly	45	83	\$ 15.36	\$ 21.00	\$ 29.28	\$ 35.00	\$ 62.16

Table 5.2.2B: Part-Time – Pay by Job Level (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Salary	1	1			\$30,750		
Skilled / Specialist	Salary	7	7	\$25,000	\$32,000	\$52,132	\$68,711	\$112,923
Manager	Salary	5	6	\$38,000	\$40,000	\$41,200	\$45,000	\$ 45,450
Director / Senior Manager	Salary	1	1			\$44,000		
Executive / Senior Leadership	Salary	4	5	\$25,000	\$32,448		\$46,800	\$ 56,000

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	27	43	\$15.36	\$18.00	\$22.17	\$30.41	\$49.23
Skilled / Specialist	Hourly	14	35	\$18.30	\$24.00	\$32.33	\$48.03	\$62.16
Supervisor / Team Lead	Hourly	2	3	\$32.00				\$35.00
Manager	Hourly	2	2	\$32.64				\$50.00

Table 5.2.2C: Part-Time – Pay by Functional Area (Salary and Hourly)

Functional Area	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Administration / Office Support	Salary	6	7	\$25,000	\$30,750	\$ 32,448	\$46,800	\$56,000
Customer Service / Guest Services	Salary	1	1			\$ 32,000		
Finance / Accounting	Salary	1	1			\$ 61,800		
Fundraising / Development	Salary	1	1			\$ 25,000		
Healthcare / Wellness Services	Salary	1	1			\$112,923		
Information Technology	Salary	2	2	\$52,132				\$68,711
Nonprofit Programs	Salary	4	5	\$25,000	\$38,000		\$40,000	\$45,450
Operations / Facilities	Salary	2	2	\$41,200				\$45,000

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Table 5.2.2C: Part-Time – Pay by Functional Area (Salary and Hourly)(continued)

Functional Area	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Administration / Office Support	Hourly	7	11	\$18.68	\$21.00	\$26.52	\$36.00	\$45.00
Customer Service / Guest Services	Hourly	3	14	\$15.36		\$16.48		\$17.00
Education / Training	Hourly	3	12	\$22.50		\$24.00		\$29.30
Finance / Accounting	Hourly	1	1			\$29.28		
Food Service / Hospitality	Hourly	1	1			\$20.10		
Fundraising / Development	Hourly	1	1			\$30.47		
Healthcare / Wellness Services	Hourly	14	17	\$18.90	\$24.28	\$30.41	\$48.03	\$62.16
Information Technology	Hourly	1	1			\$48.30		
Marketing / Communications	Hourly	1	1			\$21.00		
Nonprofit Programs	Hourly	3	11	\$18.00		\$18.30		\$30.00
Operations / Facilities	Hourly	7	10	\$17.00	\$19.63	\$30.00	\$32.00	\$50.00
Skilled Trades / Technical Services	Hourly	3	3	\$23.21				\$35.00

Table 5.3.2D: Part-Time - Pay By Functional Area and Job Level

This section presents a series of tables, one for each functional area where data was reported.

Administration / Office Support (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Salary	1	1			\$30,750		
Director / Senior Manager	Salary	1	1			\$44,000		
Executive / Senior Leadership	Salary	4	5	\$25,000	\$32,448		\$46,800	\$56,000

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	4	6	\$18.68		\$21.00		\$26.52
Skilled / Specialist	Hourly	2	4	\$36.00				\$45.00
Manager	Hourly	1	1			\$32.64		

Customer / Guest Services (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Skilled / Specialist	Salary	1	1			\$32,000		

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	3	14	\$15.36		\$16.48		\$17.00

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Education / Training (Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	1	1			\$29.30		
Skilled / Specialist	Hourly	2	11	\$22.50				\$24.00

Finance / Accounting (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Skilled / Specialist	Salary	1	1			\$61,800		

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Skilled / Specialist	Hourly	1	1			\$29.28		

Food Service / Hospitality (Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	1	1			\$20.10		

Fundraising / Development (Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	1	1			\$30.47		

Healthcare / Wellness Services (Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	10	12	\$18.90	\$24.28	\$28.48	\$34.52	\$49.23
Skilled / Specialist	Hourly	4	5	\$32.33		\$48.03		\$62.16

Information Technology (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Skilled / Specialist	Salary	2	2	\$52,132				\$68,711

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Skilled / Specialist	Hourly	1	1			\$48.30		

Marketing / Communications (Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Skilled / Specialist	Hourly	1	1			\$21.00		

Nonprofit Program (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Skilled / Specialist	Salary	1	1			\$25,000		
Manager	Salary	3	4	\$38,000		\$40,000		\$45,450

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	2	2	\$18.00				\$30.00
Skilled / Specialist	Hourly	1	9			\$18.30		

Operations / Facilities (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Manager	Salary	2	2	\$41,200				\$45,000

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	4	5	\$17.00	\$19.63		\$27.84	\$30.47
Skilled / Specialist	Hourly	1	2			\$ 30.00		
Supervisor / Team Lead	Hourly	1	2			\$ 32.00		
Manager	Hourly	1	1			\$ 50.00		

Skilled Trades / Technical Services (Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	1	1			\$23.21		
Skilled / Specialist	Hourly	1	1			\$35.00		
Supervisor / Team Lead	Hourly	1	1			\$35.00		

5.2.3 Seasonal Positions

Table 5.2.3A: Seasonal – Overall Pay Distribution Summary

Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Salary	2	2	\$20,000				\$26,430
Hourly	32	294	\$ 17.00	\$23.00	\$25.00	\$28.50	\$ 50.00

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Table 5.2.3B: Seasonal – Pay by Job Level

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Skilled / Specialist	Salary	1	1			\$20,000		
Supervisor / Team Lead	Salary	1	1			\$26,430		

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	20	158	\$17.00	\$22.21	\$23.04	\$26.33	\$40.00
Skilled / Specialist	Hourly	8	127	\$23.00	\$25.23	\$28.00	\$35.00	\$50.00
Supervisor / Team Lead	Hourly	3	8	\$19.00		\$25.00		\$28.00
Director / Senior Manager	Hourly	1	1			\$30.00		

Table 5.2.3C: Seasonal – Pay by Functional Area

Functional Area	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Administration / Office Support	Hourly	2	4	\$23.00				\$25.00
Customer Service / Guest Services	Hourly	5	69	\$17.00	\$23.00	\$23.00	\$25.00	\$28.00
Food Service / Hospitality	Hourly	4	48	\$18.00	\$19.00		\$28.00	\$40.00
Operations / Facilities	Hourly	12	43	\$20.85	\$22.21	\$24.14	\$25.23	\$30.00
Outdoor Recreation / Guiding / Instruction	Hourly	7	125	\$23.00	\$26.33	\$28.50	\$35.00	\$50.00
Skilled Trades / Technical Services	Hourly	2	5	\$25.00				\$34.34

Functional Area	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Administration / Office Support	Salary	1	1			\$20,000		
Outdoor Recreation / Guiding / Instruction	Salary	1	1			\$26,430		

Table 5.2.3D: Seasonal - Pay By Functional Area and Job Level

This section presents a series of tables, one for each functional area where data was reported.

Administration / Office Support (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Skilled / Specialist	Salary	1	1			\$20,000		

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	1	3			\$23.00		
Supervisor / Team Lead	Hourly	1	1			\$25.00		

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Customer Service / Guest Services (Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	4	65	\$17.00		\$23.00		\$25.00
Supervisor / Team Lead	Hourly	1	4			\$28.00		

Food Service / Hospitality (Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	3	45	\$18.00		\$28.00		\$40.00
Supervisor / Team Lead	Hourly	1	3			\$19.00		

Operations / Facilities (Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	9	36	\$20.85	\$23.04		\$25.00	\$28.69
Skilled / Specialist	Hourly	2	6	\$25.23				\$28.00
Director / Senior Manager	Hourly	1	1			\$30.00		

Outdoor Recreation / Guiding / Instruction (Salary and Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Supervisor / Team Lead	Salary	1	1			\$26,430		

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	1	4			\$26.33		
Skilled / Specialist	Hourly	6	121	\$23.00		\$28.50		\$50.00

Skilled Trades / Technical Services (Hourly)

Job Level	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Entry-Level / Support Staff	Hourly	2	5	\$25.00				\$34.34

5.2.4 Cross-Cutting Pay Summary

This table provides a high-level comparison across employment types.

Table 5.2.4: Pay Distribution by Employment Type (Full-Time, Part-Time, Seasonal)

Job Type	Pay Type	# Pos	# Empl	Low	25th %ile	Median	75th %ile	High
Full-Time	Salary	327	459	\$28,000	\$65,922	\$82,246	\$108,225	\$226,418
Full-Time	Hourly	169	356	\$ 15.81	\$ 24.72	\$ 28.52	\$ 34.56	\$ 69.63
Part-Time	Salary	18	20	\$25,000	\$32,000	\$41,200	\$46,800	\$112,923
Part-Time	Hourly	45	83	\$ 15.36	\$ 21.00	\$ 29.28	\$ 35.00	\$ 62.16
Seasonal	Salary	2	2	\$20,000				\$ 26,430
Seasonal	Hourly	32	294	\$ 17.00	\$ 23.00	\$ 25.00	\$ 28.50	\$ 50.00

5.3 Benefits Tables

All 27 employers who completed the online questionnaire reported offering at least some employee benefits, including health and wellness coverage, retirement plans, paid time off (such as vacation, sick, and bereavement leave), flexible work arrangements, and other supplemental benefits. Results reflect employer policies and do not capture differences in benefit eligibility by position or employment type.

The tables in this section summarize benefit availability and selected benefit design features across participating employers. Percentages represent the share of responding employers offering each benefit and are not weighted by organization size. Because not all employers answered every question, percentages are based on the number of employers responding to each item and may not sum to 100%.

5.3.1 Health & Wellness Benefits

Table 5.3.1A: Health & Wellness Benefits Offered

The following table summarizes the number and percentage of employers who reported offering either health insurance or a stipend. One respondent reported offering a stipend to employees who opt out of group insurance plans.

Ins/Stipend	#	%
Group Insurance	10	47.6%
Stipend	10	47.6%
Both	1	4.8%

Employer/employee contributions for group insurance ranged widely. Stipends ranged from \$150-\$525 per month and \$4,500-\$5,000 per year.

Table 5.3.1B: Health Plan Offerings

The following table summarizes the number and percentage of the types of plans offered by the employers that provide group health insurance. Several employers offer more than one type of plan.

Table 5.3.1B: Health Plan Offerings (continued)

Type of Plan	#	%
Preferred Provider Organization (PPO)	8	72.7%
Health Maintenance Organization (HMO)	2	18.2%
High Deductible Health Plan (HDHP) w/Health Savings Account (HSA) or Flexible Spending Account (FSA)	3	27.3%

Table 5.3.1C: Other Health & Wellness Benefits Offerings

The following table summarizes the number and percentage of employers who reported offering additional health and wellness benefits.

Other Benefits	#	%
Dental	8	29.6%
Vision	6	22.2%
Mental Health/EAP	11	40.7%
Gym/Fitness	6	22.2%
Wellness	7	25.9%
Other	6	22.2%

5.3.2 Retirement Benefits

Table 5.3.2A: Retirement Benefits Offered

The following table summarizes the number and percentage of employers who reported offering retirement benefits.

Retirement	#	%
Multiple Options	3	11.1%
One Option	16	59.3%

All but one employer offers a match—ranging from 2% to 6%—and vesting schedules range from immediate to five years, with a few exceptions.

Table 5.3.2B: Retirement Plan Offerings

The following table summarizes the number percentage of the types of plans offered by employers who provide retirement benefits.

Type of Plan	#	%
Pension	2	7.4%
401(a)	3	11.1%
401(k)	6	22.2%
403(b)	3	11.1%
457(b)	3	11.1%
IRA	8	29.6%
Other	1	3.7%

5.3.3 Time Off & Leave

In addition to the paid time off outlined in the tables below, ten employers also reported offering caregiver and/or bereavement leave of varying lengths.

Eighteen employers also reported utilizing the State of Colorado’s FAMLII program, and four reported utilizing a private plan to meet their FAMLII obligations.

Table 5.3.3A: Paid Time Off Offered

The following table summarizes the number and percentage of employers who reported offering paid time off (beyond holidays).

PTO	#	%
Vacation / Sick	12	50.0%
Combined	12	50.0%

Sixteen employers allow employees to carry some number of hours over into a subsequent year.

Table 5.3.3B: How Paid Time Off is Earned

The following table summarizes the number and percentage of how employees earn paid time off by employers who reported offering it.

Earned	#	%
Accrued	17	77.3%
Front Loaded	5	22.7%

Table 5.3.3C: Paid Holidays

The following table summarizes the number and percentage of employers who reported offering a specific number of paid holidays. Two employers reported not offering paid time off but reported offering paid holidays.

# Holidays	#	%
5	1	6.7%
6	1	6.7%
7	1	6.7%
8	2	13.3%
9	1	6.7%
10	2	13.3%
11	3	20.0%
12	2	13.3%
13	2	13.3%
Plus Floating	6	40.0%

5.3.4 Flexible Work & Other Benefits

Table 5.3.4A: Remote / On-Site / Hybrid Arrangements

The following table summarizes the number and percentage of employers who reported remote, on-site, and hybrid work arrangements.

Arrangement	#	%
Fully Remote	0	0.0%
Fully On Site	9	33.3%
Hybrid/Flexible	15	55.6%

Table 5.3.4B: Other Benefits Offered

The following table summarizes the number and percentage of employers who reported offering other types of benefits not already included in previous tables.

Other	#	%
Flexible Schedules	4	15.4%
Compressed Workweeks	14	53.8%
Childcare Assistance	2	7.7%
On-Site Amenities	5	19.2%
Social/Team Building	15	57.7%
Ski Passes	6	23.1%
Professional Development/Certification	21	80.8%
Cell Phone Reimbursements	6	23.1%
Travel Stipends	4	3.8%
Housing	5	19.2%

5.4 Notes on Interpretation & Limitations

The tables in this section are intended to provide contextual, community-level insight into compensation and benefits practices in the Gunnison Valley. Readers should keep the following considerations in mind when reviewing and using the data:

- **Data are self-reported and represent a point-in-time snapshot.** All information was provided directly by participating employers and reflects compensation and benefit practices at the time of data collection. The survey does not capture changes made after submission.
- **Job scope and responsibilities vary widely across employers.** Even within the same functional area or job level, positions may differ significantly in duties, required experience, certifications, supervisory responsibility, and organizational complexity. As a result, reported pay figures should not be interpreted as precise benchmarks for specific jobs.
- **Some categories are based on limited data.** In a small labor market, certain functional areas, job levels, or employment types include relatively few

reported positions or employers. These figures should be interpreted cautiously and are best used as directional indicators rather than definitive market rates.

- **Results are aggregated to protect confidentiality.** Pay values are summarized primarily using medians and percentile ranges, and in some cases values may be rounded or grouped to reduce the risk of identifying individual employers or positions. In a small labor market, complete anonymization is not always possible; however, the committee applied these practices to promote responsible data stewardship while sharing meaningful local context.
- **Percentages reflect employer participation, not workforce size.** Benefits tables report the percentage of employers offering a given benefit and are not weighted by the number of employees at each organization. As a result, they describe the prevalence of employer policies rather than the proportion of the workforce covered.

Taken together, these tables are best used to inform conversations, planning, and future data collection efforts, rather than to serve as prescriptive guidance for setting compensation or benefits for any individual position or organization.

6. Acknowledgments

The Community Foundation of the Gunnison Valley (CFGV) extends heartfelt thanks to the employers, organizations, and individuals who made the 2025 Gunnison Valley Salary & Benefits Survey possible.

This project was a true community effort. It was guided by a multi-sector advisory committee representing nonprofits, businesses, government agencies, and education partners who shaped the survey design, methodology, and outreach. Their time, insight, and commitment ensured that this effort reflects the diversity and reality of our local workforce.

We are especially grateful to the employers who participated, providing detailed and thoughtful responses in the spirit of transparency and collaboration. Your willingness to share data—confidentially and responsibly—has created a valuable resource that will strengthen the entire Gunnison Valley community.

CFGV also thanks the project committee and other partners who assisted with survey distribution, testing, and data review. Your behind-the-scenes work was essential to bringing this report to life.

Project Committee:

- Alicia Corliss - Community Foundation of the Gunnison Valley
- Pamela Maestro - Adaptive Sports Center
- Brittany Perkins - Crested Butte Nordic

Other partners and advisors:

- Andrew Sandstrom - Tourism and Prosperity Project
- Heather Leonard - CB/Mt. CB Chamber of Commerce
- Leora Wallace - Gunnison Country Chamber of Commerce
- TJ Taylor - ICELab

Appendix Materials

Appendix A. Survey Instrument

Section 1: Organization Information

1. Organization Name *(Optional - kept confidential; visible only to the coordinating committee)*

2. Industry *(Select one):*

- Agriculture / Ranching / Natural Resources
- Construction / Trades
- Education / Childcare
- Government / Public Sector
- Healthcare / Wellness Services
- Hospitality / Lodging
- Nonprofit / Community Organization
- Outdoor Recreation / Guiding / Instruction
- Professional / Technical Services *(e.g., legal, accounting, consulting)*
- Restaurant / Food & Beverage
- Retail / Sales
- Transportation / Logistics
- Other *(please specify)*
- Prefer not to answer

3. Primary Workforce Location(s) in the Gunnison Valley:

[Text box]

4. Approximate Annual Revenue:

- Under \$100k
- \$100k - \$499k
- \$500k - \$999k
- \$1M - \$2M
- \$2.1M - \$5M
- \$5.1M - \$10M
- Over \$10M
- Prefer not to answer

5. Approximate Annual Expenses:

(Same ranges as above)

6. Approximate percentage of expenses dedicated to personnel costs:

___ %

Section 2: Health & Wellness Benefits

Health Insurance

1. Do you offer health insurance?

- Yes
- No. If no, do you offer a stipend? *(Yes/No)*

2. What types of health plans do you offer? *(Select all that apply)*

- PPO (Preferred Provider Organization)
- HMO (Health Maintenance Organization)
- High Deductible Plan (HDHP) with HSA/FSA (Health/Flexible Spending Account)
- POS (Point of Service)

- Other (please specify)

3. Average monthly employee contribution for:

- Individual coverage: \$ ___ or % ___
- Family coverage: \$ ___ or % ___

4. Do you offer:

- Dental insurance? (Yes/No). If yes, average employee contribution: \$ ___ or % ___
- Vision insurance? (Yes/No). If yes, average employee contribution: \$ ___ or % ___
- Mental health benefits? (Yes/No). If yes, are they:
 - Integrated with health plan
 - Offered separately

5. Wellness Programs (Select all that apply)

- Gym memberships / fitness reimbursement
- On-site fitness facilities or physical therapy
- Wellness challenges or incentives
- Employee Assistance Program (EAP)
- Mindfulness / stress reduction
- Mental health stipends or funding
- Nutritional counseling
- Other (please specify)

Section 3: Retirement & Financial Benefits

1. What retirement plans do you offer? (Select all that apply)

- None
- 401(k)
- 403(b)
- Pension (defined benefit)
- IRA options
- Other (please specify)

2. Do you offer an employer match?

- Yes. Please describe: ___
- No

3. Typical vesting schedule for employer contributions:

[Text box]

Section 4: Time Off and Leave

Paid Time Off (PTO)

1. PTO days (vacation, sick, personal) offered annually to new full-time employees:

___ days

2. PTO is:

- Accrued
- Front-loaded

3. Is there a cap on PTO accrual?

- Yes
- No

4. Can unused PTO be carried over into the next year?

- Yes – How much? ___
- No

5. Do you offer unlimited PTO?

- Yes
- No

Paid Holidays

1. How many paid company holidays per year? ____

2. Do you offer floating holidays?

- Yes – How many? ____
- No

Sick Leave

1. Is sick leave separate from PTO?

- Yes – Number of days: ____
- No

Extended Leave / Family Leave

1. Do you use the Colorado FAML I program or a private plan?

- FAML I
- Private Plan

2. Do you offer paid parental leave (maternity, paternity, adoption)?

- Yes – For primary caregiver: ____ weeks / Secondary caregiver: ____ weeks
- No

Bereavement Leave

1. Do you offer paid bereavement leave?

- Yes – Number of days: ____
- No

Section 5: Flexible Work & Work-Life Balance

Remote / Hybrid Work

1. Primary work model:

- Fully in-office
- Hybrid
 - If hybrid, typical in-office days/week: ____
- Fully remote
 - If remote, do you offer a home office or internet stipend? (Yes/No)
- Other (please specify)

Work Hours

1. Do you offer flexible work hours?

- Yes – Please explain: ____
- No

2. Do you offer compressed workweeks (e.g., 4x10s)?

- Yes
- No

Other Work-Life Balance Benefits

1. Do you offer:

- Childcare assistance or subsidies? (Yes/No). Please explain: ____
- On-site amenities (e.g., gym, cafeteria)? (Yes/No). Please explain: ____
- Social/team-building activities? (Yes/No). Please explain: ____

Section 6: Other Benefits

1. What other benefits do you offer? (Select all that apply)

- Ski pass
- Professional development
- Professional certifications
- Cell phone reimbursement
- Travel stipends
- Other (please specify)

Section 7: Employee Housing

1. Do you offer employee housing?

- Yes – Please describe how it works: ____
- No

Section 8: Position Data

For each distinct position in your organization, please provide the following information.

- If you have multiple people in the same role, group them together and provide average/typical figures.
- If you are the only person in your business (sole proprietor), enter your own role information.

Step 1 – Functional Area (*Select one for each position*)

- Administration / Office Support
- Finance / Accounting
- Human Resources
- Operations / Facilities
- Sales / Business Development
- Marketing / Communications
- Customer Service / Guest Services
- Skilled Trades / Technical Services
- Information Technology
- Creative / Design
- Education / Training
- Healthcare / Wellness Services
- Food Service / Hospitality
- Outdoor Recreation / Guiding / Instruction
- Other (please specify)

Step 2 – Job Level (*Select one*)

- Entry-Level / Support Staff - Performs defined tasks; limited experience required; works under close supervision.
- Skilled / Specialist - Experienced in role; may mentor others; works independently with moderate supervision.
- Supervisor / Team Lead - Oversees a small team; responsible for daily operations and work assignments.
- Manager - Manages a department or major function; budget responsibility; hires/fires staff.
- Director / Senior Manager - Oversees multiple functions or departments; strategic decision-making; reports to executive leadership.
- Executive / Senior Leadership - Organization-wide decision-making; C-suite or equivalent (e.g., CEO, Executive Director, General Manager).

Step 3 – Position Details

For each position, please provide:

- Position Title (e.g., *Bookkeeper, Housekeeping Supervisor, Line Cook*)
- Number of employees in this position
- Full-Time / Part-Time / Seasonal (*select one*)
- Average Annual [Salary] or Hourly Pay (*specify which*)
- Eligibility for Bonuses/Variable Pay? (*Yes/No – if yes, typical bonus % or amount*)
- Typical Benefits Offered (*check all that apply: Health, Retirement, PTO, Housing, Other*)

Appendix B. Data Confidentiality and Retention Policy

Purpose

This policy establishes how survey data will be collected, stored, protected, and ultimately destroyed in order to safeguard employer confidentiality, comply with best practices, and maintain trust in the final report.

1. Data Collection

- Responses will be collected through SurveyMonkey and via an Excel spreadsheet provided to larger employers.
- Respondents may submit organizational data (revenue, expenses, benefits) and position-level data.
- All submissions are voluntary; organization names are optional.

2. Confidentiality Commitments

- All responses will be reviewed only by the survey project committee.
- Organization names and identifying information will never be published in any form.
- Individual data points that could identify a specific employer or role (e.g., a unique high-level salary) will be excluded or combined before inclusion in the final report.

3. Safe-Harbor Best Practices

Even though the DOJ rescinded its formal safe-harbor guidelines in 2023, the survey will adhere to these widely accepted HR standards as much as possible:

- Minimum sample size: No data point will be reported unless at least 5 employers have contributed.
- No dominance: No single employer's data will make up more than 25% of a reported statistic.
- Data age: All reported information will reflect data that is at least 3 months old to prevent real-time wage manipulation.
- Aggregation: Only aggregated results will be shared; raw data will never be distributed.

[Safe Harbor practices modified in final report with permission of employers whose data constituted a large portion of the data set and might be identifiable.]

4. Data Retention

- Raw survey responses (SurveyMonkey exports and spreadsheets) will be securely stored during the analysis phase.
- The data will be used solely for producing the aggregated final report.
- Raw data will be permanently deleted within 12 months of survey completion.
- Only the final aggregated, anonymous report will be retained for long-term reference.

5. Data Handling Procedures

- Access to raw responses is restricted to project committee members.
- Files will be stored in password-protected and secure locations.

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- When retention limits are reached, deletion will be permanent (no archived copies retained).
- In communications with participants, the confidentiality and safe-harbor commitments will be consistently reiterated.

When referencing confidentiality in the survey, prep guide, and communications, the following statement will be used (or adapted as needed):

“All responses will be kept strictly confidential and reviewed only by the survey committee. Results will be reported only in aggregated form and never tied to any single employer or individual. To align with safe-harbor best practices, data will not be reported unless at least five organizations have contributed, no single employer’s data will make up more than 25% of a published statistic, and all reported information will reflect data that is at least three months old.”

Approved by Project Committee members: August 27, 2025