

Preliminary Report:
A JOB CLASSIFICATION AND
COMPENSATION PLAN
FOR THE CITY OF
RAPID CITY, SOUTH DAKOTA

May 2014

Condrey and Associates, Inc.
PO Box 7907
Athens, Georgia 30604-7907
www.condrey-consulting.com

Table of Contents

Introduction.....	1
The Classification Plan	4
The Compensation Plan	5
Cost of Implementation.....	8
Mayor and City Council Salaries.....	9

Appendix A: Position/Grade Analysis by Department

Appendix B: Position/Grade Analysis by Grade

Appendix C: Salary Survey Summary

Introduction

At the request of the City of Rapid City, Condrey and Associates, Inc. entered into a contract with the city for the development of a job classification and compensation plan for non-union employees.

The objectives of the study included:

1. Reviewing and revising the current classification system and pay plan for all non-union employees;
2. Collecting wage survey data; and
3. Producing a recommended pay plan based on job analysis, job evaluation, and wage survey data.

The process used to collect the necessary data and develop the classification and compensation plan consisted of several steps or phases. The first step involved the distribution of current job descriptions to department heads and employees for review. After reviewing the revised job descriptions, Condrey and Associates interviewed employees individually and developed a classification recommendation for each position. Approximately 75% of full-time position incumbents covered under the letter of agreement were personally interviewed for the study. Our experience in interviewing the city's employees was a positive one. The city should take pride in its competent and professional workforce.

The next phase in the workplan involved evaluating each classification for grade assignment. In order to provide a reliable set of ratings, all positions were rated by Condrey and Associates utilizing the Factor Evaluation System (FES). An explanation of FES follows in another section of the report.

The project also involved collecting salary survey information. Condrey and Associates conducted a salary survey of selected organizations specifically for this study. The survey respondents are listed in Table I. Appendix C displays the Salary Survey Summary.

Even after completion of these phases, it will be necessary to reevaluate positions based on a change in duties or on a refocused job description. It is the intention of Condrey and Associates to provide technical assistance in this process.

Table I
Salary Survey Respondents
City of Rapid City Personnel Project

South Dakota

City of Aberdeen
City of Brookings
City of Sioux Falls
Pennington County

Colorado

City of Arvada
City of Ft. Collins
City of Longmont
City of Grand Junction

Iowa

City of Cedar Rapids
City of Sioux City

Kansas

City of Lawrence

Michigan

City of Kalamazoo

Minnesota

City of Moorhead
City of St. Cloud

Nebraska

City of Chadron
City of Grand Island

Wisconsin

City of Appleton

Wyoming

City of Casper
City of Laramie

The Classification Plan

The system used to classify the jobs in the City of Rapid City is an adapted version of the Factor Evaluation System (FES). FES is considered to be a state-of-the-art system in public human resource management.

FES is a point-factor-comparison evaluation system that uses nine factors for the evaluation of jobs: Knowledge Required by the Position, Supervisory Controls, Guidelines, Complexity, Scope and Effect, Personal Contacts, Purpose of Contacts, Physical Demands, and Work Environment. In order to adapt it to this setting, a tenth factor covering supervisory responsibility was added by Condrey and Associates. The factors are weighted (i.e., Knowledge Required by the Position "counts more" than Physical Demands). Each factor has several levels, and each level is assigned a specified number of points. The combined score on all the factors determines the total number of points for each position and its assignment to a grade in the classification plan. Appendix A depicts the grade level assigned all city positions. The assigned grade levels reflect a combination of data generated by FES, the salary surveys, and a review of organizational relationships within the government.

The Compensation Plan

The compensation plan developed for the city is based on an internal value system reflected in the classification plan and on a salary survey of comparable organizations to help assure an externally equitable and competitive pay system.

The pay plan consists of twenty-eight grades. Tables II – A and B display the proposed salary scales. The salary range for each grade is approximately fifty percent. The range is deliberately broad so that problems associated with employees reaching the top of their pay range will be minimized.

In order to keep the proposed salary tables current, an annual market adjustment should be considered. This adjustment should be applied as an increase to the salary schedule and as a general percentage salary increase for all employees when market conditions dictate. This market adjustment should be made in addition to employee performance increases. Thus, the city may budget for two annual personnel cost adjustments: 1) an across-the-board increase which would raise every employee salary and every pay range equally when market conditions dictate, and 2) increases linked to employee performance or longevity.

Table II – A
Proposed Salary Scale
City of Rapid City Personnel Project

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
9	30,802.32	31,187.35	31,577.19	31,971.91	32,371.56	32,776.20	33,185.90	33,600.73	34,020.74	34,446.00	34,876.57	35,312.53	35,753.93	36,200.86	36,653.37	37,111.54	37,575.43
10	32,361.69	32,766.21	33,175.79	33,590.49	34,010.37	34,435.50	34,865.94	35,301.76	35,743.04	36,189.82	36,642.20	37,100.22	37,563.98	38,033.53	38,508.95	38,990.31	39,477.69
11	34,000.00	34,425.00	34,855.31	35,291.00	35,732.14	36,178.79	36,631.03	37,088.92	37,552.53	38,021.93	38,497.21	38,978.42	39,465.65	39,958.97	40,458.46	40,964.19	41,476.24
12	35,721.25	36,167.77	36,619.86	37,077.61	37,541.08	38,010.34	38,485.47	38,966.54	39,453.62	39,946.79	40,446.13	40,951.71	41,463.60	41,981.90	42,506.67	43,038.00	43,575.98
13	37,529.64	37,998.76	38,473.74	38,954.67	39,441.60	39,934.62	40,433.80	40,939.22	41,450.96	41,969.10	42,493.71	43,024.89	43,562.70	44,107.23	44,658.57	45,216.80	45,782.01
14	39,429.58	39,922.45	40,421.48	40,926.74	41,438.33	41,956.31	42,480.76	43,011.77	43,549.42	44,093.79	44,644.96	45,203.02	45,768.06	46,340.16	46,919.41	47,505.90	48,099.73
15	41,425.70	41,943.52	42,467.81	42,998.66	43,536.14	44,080.35	44,631.35	45,189.24	45,754.11	46,326.03	46,905.11	47,491.42	48,085.07	48,686.13	49,294.71	49,910.89	50,534.78
16	43,522.87	44,066.91	44,617.75	45,175.47	45,740.16	46,311.91	46,890.81	47,476.95	48,070.41	48,671.29	49,279.68	49,895.68	50,519.37	51,150.87	51,790.25	52,437.63	53,093.10
17	45,726.22	46,297.80	46,876.52	47,462.48	48,055.76	48,656.45	49,264.66	49,880.47	50,503.97	51,135.27	51,774.47	52,421.65	53,076.92	53,740.38	54,412.13	55,092.28	55,780.94
18	48,041.11	48,641.62	49,249.64	49,865.26	50,488.58	51,119.69	51,758.68	52,405.67	53,060.74	53,724.00	54,395.55	55,075.49	55,763.94	56,460.98	57,166.75	57,881.33	58,604.85
19	50,473.19	51,104.11	51,742.91	52,389.69	53,044.56	53,707.62	54,378.97	55,058.70	55,746.94	56,443.77	57,149.32	57,863.69	58,586.98	59,319.32	60,060.81	60,811.57	61,571.72
20	53,028.40	53,691.25	54,362.39	55,042.92	55,729.95	56,426.57	57,131.90	57,846.05	58,569.13	59,301.24	60,042.51	60,793.04	61,552.95	62,322.36	63,101.39	63,889.96	64,688.79
21	58,533.43	59,265.10	60,005.91	60,755.98	61,515.43	62,284.38	63,062.93	63,851.22	64,649.36	65,457.47	66,275.69	67,104.14	67,942.94	68,792.23	69,652.13	70,522.78	71,404.32
22	64,609.95	65,417.58	66,235.30	67,063.24	67,901.53	68,750.30	69,609.68	70,479.80	71,360.79	72,252.80	73,155.96	74,070.41	74,996.29	75,933.75	76,882.92	77,843.96	78,817.00
23	67,880.83	68,729.34	69,588.46	70,458.31	71,339.04	72,230.78	73,133.67	74,047.84	74,973.43	75,910.60	76,859.48	77,820.23	78,792.98	79,777.89	80,775.12	81,784.81	82,807.12
24	74,927.74	75,864.33	76,812.64	77,772.79	78,744.95	79,729.27	80,725.88	81,734.96	82,756.64	83,791.10	84,838.49	85,898.97	86,972.71	88,059.87	89,161.61	90,275.12	91,403.56
25	82,706.20	83,740.03	84,786.78	85,846.61	86,919.70	88,006.19	89,106.27	90,220.10	91,347.85	92,489.70	93,645.82	94,816.39	96,001.60	97,201.62	98,416.64	99,646.84	100,892.43
26	86,893.20	87,979.37	89,079.11	90,192.60	91,320.01	92,461.51	93,617.27	94,787.49	95,972.33	97,171.99	98,386.64	99,616.47	100,861.68	102,122.45	103,398.98	104,691.47	106,000.11
27	95,913.84	97,112.76	98,326.67	99,555.75	100,800.20	102,060.20	103,335.95	104,627.65	105,935.50	107,259.69	108,600.44	109,957.94	111,332.42	112,724.07	114,133.13	115,559.79	117,004.29
28	105,870.93	107,194.32	108,534.24	109,890.92	111,264.56	112,655.37	114,063.56	115,489.35	116,932.97	118,394.63	119,874.56	121,373.00	122,890.16	124,426.29	125,981.61	127,556.38	129,150.84
Grade	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH
9	38,045.12	38,520.69	39,002.20	39,489.72	39,983.35	40,483.14	40,989.18	41,501.54	42,020.31	42,545.56	43,077.38	43,615.85	44,161.05	44,713.06	45,271.98	45,837.87	46,410.85
10	39,971.16	40,470.80	40,976.68	41,488.89	42,007.50	42,532.60	43,064.25	43,602.56	44,147.59	44,699.43	45,258.18	45,823.90	46,396.70	46,976.66	47,563.87	48,158.42	48,760.40
11	41,994.70	42,519.63	43,051.13	43,589.27	44,134.13	44,685.81	45,244.38	45,809.94	46,382.56	46,962.34	47,549.37	48,143.74	48,745.54	49,354.85	49,971.79	50,596.44	51,228.89
12	44,120.68	44,672.19	45,230.59	45,795.97	46,368.42	46,948.03	47,534.88	48,129.06	48,730.68	49,339.81	49,956.56	50,581.02	51,213.28	51,853.44	52,501.61	53,157.88	53,822.36
13	46,354.29	46,933.72	47,520.39	48,114.39	48,715.82	49,324.77	49,941.33	50,565.60	51,197.67	51,837.64	52,485.61	53,141.68	53,805.95	54,478.52	55,159.51	55,849.00	56,547.11
14	48,700.97	49,309.74	49,926.11	50,550.18	51,182.06	51,821.84	52,469.61	53,125.48	53,789.55	54,461.92	55,142.69	55,831.98	56,529.88	57,236.50	57,951.96	58,676.36	59,409.81
15	51,166.46	51,806.04	52,453.62	53,109.29	53,773.15	54,445.32	55,125.88	55,814.96	56,512.65	57,219.05	57,934.29	58,658.47	59,391.70	60,134.10	60,885.77	61,646.85	62,417.43
16	53,756.76	54,428.72	55,109.08	55,797.95	56,495.42	57,201.61	57,916.63	58,640.59	59,373.60	60,115.77	60,867.22	61,628.06	62,398.41	63,178.39	63,968.12	64,767.72	65,577.31
17	56,478.20	57,184.18	57,898.98	58,622.72	59,355.50	60,097.44	60,848.66	61,609.27	62,379.39	63,159.13	63,948.62	64,747.98	65,557.33	66,376.79	67,206.50	68,046.58	68,897.17
18	59,337.41	60,079.13	60,830.12	61,590.49	62,360.37	63,139.88	63,929.13	64,728.24	65,537.34	66,356.56	67,186.02	68,025.84	68,876.16	69,737.12	70,608.83	71,491.44	72,385.08
19	62,341.36	63,120.63	63,909.64	64,708.51	65,517.37	66,336.33	67,165.54	68,005.11	68,855.17	69,715.86	70,587.31	71,469.65	72,363.02	73,267.56	74,183.40	75,110.70	76,049.58
20	65,497.40	66,316.11	67,145.07	67,984.38	68,834.18	69,694.61	70,565.79	71,447.87	72,340.96	73,245.23	74,160.79	75,087.80	76,026.40	76,976.73	77,938.94	78,913.17	79,899.59
21	72,296.87	73,200.58	74,115.59	75,042.03	75,980.06	76,929.81	77,891.43	78,865.08	79,850.89	80,849.02	81,859.64	82,882.88	83,918.92	84,967.91	86,030.00	87,105.38	88,194.20
22	79,802.22	80,799.75	81,809.74	82,832.36	83,867.77	84,916.12	85,977.57	87,052.29	88,140.44	89,242.20	90,357.72	91,487.19	92,630.78	93,788.67	94,961.03	96,148.04	97,348.89
23	83,842.20	84,890.23	85,951.36	87,025.75	88,113.57	89,214.99	90,330.18	91,459.31	92,602.55	93,760.08	94,932.08	96,118.73	97,320.22	98,536.72	99,768.43	101,015.53	102,278.23
24	92,546.11	93,702.93	94,874.22	96,060.15	97,260.90	98,476.66	99,707.62	100,953.96	102,215.89	103,493.59	104,787.26	106,097.10	107,423.31	108,766.10	110,125.68	111,502.25	112,896.03
25	102,153.58	103,430.50	104,723.39	106,032.43	107,357.83	108,699.81	110,058.55	111,434.29	112,827.21	114,237.55	115,665.52	117,111.34	118,575.24	120,057.43	121,558.14	123,077.62	124,616.09
26	107,325.11	108,666.67	110,025.01	111,400.32	112,792.82	114,202.73	115,630.27	117,075.65	118,539.09	120,020.83	121,521.09	123,040.11	124,578.11	126,135.33	127,712.02	129,308.42	130,924.78
27	118,466.84	119,947.68	121,447.02	122,965.11	124,502.17	126,058.45	127,634.18	129,229.61	130,844.98	132,480.54	134,136.55	135,813.25	137,510.92	139,229.81	140,970.18	142,732.31	144,516.46
28	130,765.23	132,399.79	134,054.79	135,730.47	137,427.10	139,144.94	140,884.25	142,645.31	144,428.37	146,233.73	148,061.65	149,912.42	151,786.33	153,683.65	155,604.70	157,549.76	159,519.13

**Table II – B
Proposed Salary Scale
City of Rapid City Personnel Project**

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
9	29,896.37	30,270.08	30,648.45	31,031.56	31,419.45	31,812.20	32,209.85	32,612.47	33,020.13	33,432.88	33,850.79	34,273.92	34,702.35	35,136.13	35,575.33	36,020.02	36,470.27
10	31,409.88	31,802.50	32,200.03	32,602.53	33,010.06	33,422.69	33,840.47	34,263.48	34,691.77	35,125.42	35,564.49	36,009.04	36,459.15	36,914.89	37,376.33	37,843.53	38,316.58
11	33,000.00	33,412.50	33,830.16	34,253.03	34,681.20	35,114.71	35,553.64	35,998.07	36,448.04	36,903.64	37,364.94	37,832.00	38,304.90	38,783.71	39,268.51	39,759.36	40,256.36
12	34,670.63	35,104.01	35,542.81	35,987.09	36,436.93	36,892.39	37,353.55	37,820.47	38,293.22	38,771.89	39,256.54	39,747.24	40,244.08	40,747.14	41,256.47	41,772.18	42,294.33
13	36,425.83	36,881.15	37,342.16	37,808.94	38,281.55	38,760.07	39,244.57	39,735.13	40,231.82	40,734.72	41,243.90	41,759.45	42,281.44	42,809.96	43,345.08	43,886.90	44,435.48
14	38,269.88	38,748.26	39,232.61	39,723.02	40,219.55	40,722.30	41,231.33	41,746.72	42,268.55	42,796.91	43,331.87	43,873.52	44,421.94	44,977.21	45,539.43	46,108.67	46,685.03
15	40,207.30	40,709.89	41,218.76	41,733.99	42,255.67	42,783.87	43,318.66	43,860.15	44,408.40	44,963.50	45,525.55	46,094.62	46,670.80	47,254.19	47,844.86	48,442.92	49,048.46
16	42,242.79	42,770.82	43,305.46	43,846.78	44,394.86	44,949.80	45,511.67	46,080.57	46,656.57	47,239.78	47,830.28	48,428.16	49,033.51	49,646.43	50,267.01	50,895.35	51,531.54
17	44,381.33	44,936.10	45,497.80	46,066.52	46,642.35	47,225.38	47,815.70	48,413.40	49,018.56	49,631.30	50,251.69	50,879.83	51,515.83	52,159.78	52,811.78	53,471.92	54,140.32
18	46,628.14	47,210.99	47,801.13	48,398.64	49,003.62	49,616.17	50,236.37	50,864.32	51,500.13	52,143.88	52,795.68	53,455.62	54,123.82	54,800.37	55,485.37	56,178.94	56,881.18
19	48,988.69	49,601.04	50,221.06	50,848.82	51,484.43	52,127.99	52,779.59	53,439.33	54,107.32	54,783.66	55,468.46	56,161.82	56,863.84	57,574.64	58,294.32	59,023.00	59,760.79
20	51,468.74	52,112.10	52,763.50	53,423.04	54,090.83	54,766.97	55,451.55	56,144.70	56,846.51	57,557.09	58,276.55	59,005.01	59,742.57	60,489.35	61,245.67	62,011.04	62,786.18
21	56,811.86	57,522.00	58,241.03	58,969.04	59,706.16	60,452.48	61,208.14	61,973.24	62,747.91	63,532.25	64,326.41	65,130.49	65,944.62	66,768.93	67,603.54	68,448.58	69,304.19
22	62,709.66	63,493.53	64,287.20	65,090.79	65,904.42	66,728.23	67,562.33	68,406.86	69,261.95	70,127.72	71,004.32	71,891.87	72,790.52	73,700.40	74,621.66	75,554.43	76,498.86
23	65,884.34	66,707.89	67,541.74	68,386.01	69,240.84	70,106.35	70,982.67	71,869.96	72,768.33	73,677.94	74,598.91	75,531.40	76,475.54	77,431.48	78,399.38	79,379.37	80,371.61
24	72,723.98	73,633.03	74,553.44	75,485.36	76,428.93	77,384.29	78,351.59	79,330.99	80,322.62	81,326.66	82,343.24	83,372.53	84,414.69	85,469.87	86,538.24	87,619.97	88,715.22
25	80,273.67	81,277.09	82,293.05	83,321.71	84,363.23	85,417.77	86,485.50	87,566.57	88,661.15	89,769.41	90,891.53	92,027.67	93,178.02	94,342.74	95,522.03	96,716.05	97,925.01
26	84,337.52	85,391.74	86,459.14	87,539.87	88,634.12	89,742.05	90,863.83	91,999.62	93,149.62	94,313.99	95,492.91	96,686.57	97,895.16	99,118.85	100,357.83	101,612.30	102,882.46
27	93,092.84	94,256.50	95,434.71	96,627.64	97,835.49	99,058.43	100,296.66	101,550.37	102,819.75	104,105.00	105,406.31	106,723.89	108,057.94	109,408.66	110,776.27	112,160.97	113,562.98
28	102,757.08	104,041.54	105,342.06	106,658.84	107,992.07	109,341.97	110,708.75	112,092.61	113,493.76	114,912.44	116,348.84	117,803.20	119,275.74	120,766.69	122,276.27	123,804.73	125,352.29
Grade	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH
9	36,926.15	37,387.73	37,855.07	38,328.26	38,807.36	39,292.46	39,783.61	40,280.91	40,784.42	41,294.22	41,810.40	42,333.03	42,862.19	43,397.97	43,940.45	44,489.70	45,045.82
10	38,795.54	39,280.48	39,771.49	40,268.63	40,771.99	41,281.64	41,797.66	42,320.13	42,849.13	43,384.74	43,927.05	44,476.14	45,032.09	45,594.99	46,164.93	46,741.99	47,326.27
11	40,759.56	41,269.05	41,784.92	42,307.23	42,836.07	43,371.52	43,913.66	44,462.58	45,018.37	45,581.10	46,150.86	46,727.75	47,311.84	47,903.24	48,502.03	49,108.31	49,722.16
12	42,823.01	43,358.30	43,900.28	44,449.03	45,004.64	45,567.20	46,136.79	46,713.50	47,297.42	47,888.64	48,487.25	49,093.34	49,707.00	50,328.34	50,957.45	51,594.41	52,239.34
13	44,990.93	45,553.31	46,122.73	46,699.26	47,283.01	47,874.04	48,472.47	49,078.37	49,691.85	50,313.00	50,941.91	51,578.69	52,223.42	52,876.21	53,537.17	54,206.38	54,883.96
14	47,268.59	47,859.45	48,457.69	49,063.41	49,676.71	50,297.67	50,926.39	51,562.97	52,207.50	52,860.10	53,520.85	54,189.86	54,867.23	55,553.07	56,247.49	56,950.58	57,662.46
15	49,661.57	50,282.33	50,910.86	51,547.25	52,191.59	52,843.99	53,504.54	54,173.34	54,850.51	55,536.14	56,230.34	56,933.22	57,644.89	58,365.45	59,095.02	59,833.70	60,581.62
16	52,175.68	52,827.88	53,488.23	54,156.83	54,833.79	55,519.21	56,213.20	56,915.87	57,627.32	58,347.66	59,077.00	59,815.47	60,563.16	61,320.20	62,086.70	62,862.78	63,648.57
17	54,817.08	55,502.29	56,196.07	56,898.52	57,609.75	58,329.87	59,059.00	59,797.23	60,544.70	61,301.51	62,067.78	62,843.62	63,629.17	64,424.53	65,229.84	66,045.21	66,870.78
18	57,592.19	58,312.09	59,040.99	59,779.01	60,526.24	61,282.82	62,048.86	62,824.47	63,609.77	64,404.90	65,209.96	66,025.08	66,850.40	67,686.03	68,532.10	69,388.75	70,256.11
19	60,507.80	61,264.14	62,029.94	62,805.32	63,590.39	64,385.27	65,190.08	66,004.96	66,830.02	67,665.39	68,511.21	69,367.60	70,234.70	71,112.63	72,001.54	72,901.56	73,812.83
20	63,571.00	64,365.64	65,170.21	65,984.84	66,809.65	67,644.77	68,490.33	69,346.46	70,213.29	71,090.95	71,979.59	72,879.34	73,790.33	74,712.71	75,646.62	76,592.20	77,549.60
21	70,170.49	71,047.62	71,935.72	72,834.91	73,745.35	74,667.17	75,600.51	76,545.51	77,502.33	78,471.11	79,452.00	80,445.15	81,450.72	82,468.85	83,499.71	84,543.46	85,600.25
22	77,455.09	78,423.28	79,403.57	80,396.12	81,401.07	82,418.58	83,448.81	84,491.92	85,548.07	86,617.42	87,700.14	88,796.39	89,906.35	91,030.18	92,168.06	93,320.16	94,486.66
23	81,376.26	82,393.46	83,423.38	84,466.17	85,522.00	86,591.02	87,673.41	88,769.33	89,878.95	91,002.43	92,139.96	93,291.71	94,457.86	95,638.58	96,834.06	98,044.49	99,270.05
24	89,824.16	90,946.96	92,083.80	93,234.85	94,400.28	95,580.29	96,775.04	97,984.73	99,209.54	100,449.66	101,705.28	102,976.59	104,263.80	105,567.10	106,886.69	108,222.77	109,575.56
25	99,149.07	100,388.43	101,643.29	102,913.83	104,200.25	105,502.75	106,821.54	108,156.81	109,508.77	110,877.63	112,263.60	113,666.89	115,087.73	116,526.32	117,982.90	119,457.69	120,950.91
26	104,168.49	105,470.60	106,788.98	108,123.84	109,475.39	110,843.83	112,229.38	113,632.25	115,052.65	116,490.81	117,946.94	119,421.28	120,914.04	122,425.47	123,955.79	125,505.24	127,074.05
27	114,982.52	116,419.80	117,875.05	119,348.49	120,840.34	122,350.85	123,880.23	125,428.74	126,996.60	128,584.05	130,191.35	131,818.75	133,466.48	135,134.81	136,824.00	138,534.30	140,265.98
28	126,919.19	128,505.68	130,112.00	131,738.40	133,385.13	135,052.44	136,740.60	138,449.86	140,180.48	141,932.74	143,706.90	145,503.23	147,322.02	149,163.55	151,028.09	152,915.94	154,827.39

Cost of Implementation

The following paragraph presents two implementation plans for the city's consideration. The cost figures do not include benefit costs. Thus, the following cost figures do not represent the city's total personnel costs for these positions.

Table III depicts the cost to implement the new compensation plans. The annualized cost to implement classification changes necessitated by Plan A is \$490,540, or 4.02% of current payroll cost (approximately 100% of the relevant labor market for comparable organizations when adjusted for anticipated inflationary increases). The new plan places the city's pay scale at the approximate mean of the labor market when compared to other similar municipal organizations and should prove to be effective in attracting and retaining a quality workforce. Plan B's implementation cost is \$394,396, or 3.23% of current payroll cost (approximately 97% of the relevant labor market for comparable organizations).

Condrey and Associates will be available to assist the City of Rapid City in implementing the plan. Implementing the new plan will result in further pay compression (position salaries grouped closely together regardless of length or quality of service to the organization). To help ameliorate this problem, Condrey and Associates recommends that a one-time equity adjustment be applied to employee salaries as outlined in Table III. The cost of the equity adjustment is approximately 2.80% of adjusted payroll cost. An alternative equity adjustment is also presented; its cost is approximately 2.08%.

Mayor and City Council Salaries

Condrey and Associates also reviewed the salary information for the Mayor and City Council. Based on the survey data, the size and complexity of City operations and the fact that salaries for these positions have not been adjusted for several budget cycles, we recommend that the salary for the position of Mayor be increased from the current amount of \$94,950 to \$100,000 annually. Additionally we recommend that the salary for the position of City Councilmember be increased from the current annual amount of \$13,037 to \$15,000 annually.

Table III
 Cost of Implementation
 City of Rapid City Personnel Project

	Classification Changes¹	Equity Adjustment²	Total Implementation Cost
Plan A	\$490,540	\$356,088	\$846,628
Plan B	\$394,396	\$350,521	\$744,917
Plan A Modified	\$490,540	\$264,036	\$754,576
Plan B Modified	\$394,396	\$260,262	\$654,658

¹ Increases are projected based on current payroll total of \$12,198,715. Excluded from this figure are salaries for elected officials and contract employees. The figures presented are exclusive of benefit costs.

² Figures presented are the estimated cost for equity adjustment increases. The calculations for Plans A and B are based on a maximum 1 step increase for employee with 1-3 year(s) of service, a 2 step increase for employees with 4-6 years of service and a 3 step increase for employees with 7 or more years of service as of June 30, 2014. The calculations for Plans A and B Modified are based on a maximum 1 step increase for employee with 1-3 year(s) of service and a 2 step increase for employees with 4 or more years of service as of June 30, 2014.

Appendix A
Position/Grade Analysis by Department
City of Rapid City Personnel Project

DEPT	POSITION	GRADE
AP/1	Airport Executive Director	27
AP/2	Deputy Airport Director for Finance and Administration	23
AP/3	Deputy Airport Director for Facilities and Maintenance	23
AP/4	Deputy Airport Director for Operations and Security	23
AP/5	Airport Operations and Security Officer	16
AP/6	Administrative Assistant	14
AP/7	Administrative Secretary	11
CA/1	City Attorney	28
CA/2	Deputy City Attorney	25
CA/3	Community Attorney	24
CA/4	Assistant City Attorney II	24
CA/5	Assistant City Attorney I	23
CA/6	Paralegal	16
CA/7	Administrative Secretary	11
CC/1	Civic Center General Manager	27
CC/2	Civic Center Assistant General Manager	25
CC/3	Energy Plant Manager	23
CC/4	Civic Center Accounting and Administration Manager	21
CC/5	Civic Center Director of Event Services	21
CC/6	Civic Center Sales and Marketing Manager	19
CC/7	Civic Center Operations Manager	19
CC/8	Civic Center Stage Manager	19
CC/9	Civic Center Events Coordinator	19
CC/10	Civic Center Food Service Manager	19
CC/11	Civic Center Guest Services Manager	19
CC/12	Civic Center Ticket Operations Manager	17
CC/13	Civic Center Life Safety and Events Coordinator	17
CC/14	Civic Center Assistant Operations Manager	16
CC/15	Civic Center Assistant Food Service Manager	16
CC/16	Civic Center Assistant Ticket Operations Manager	16
CC/17	Administrative Assistant	14
COMP/1	Chief Auditor	26
COMP/2	Staff Auditor	17 ¹

¹ May be designated Senior and placed at grade 19.

DEPT	POSITION	GRADE
CPD/1	Community Planning and Development Services Director	27
CPD/2	Long Range Planning Manager	24
CPD/3	Current Planning Manager	24
CPD/4	Building Official	22
CPD/5	Planner III	21
CPD/6	Planner II	19
CPD/7	Plans Examiner	19
CPD/8	Planner I	18
CPD/9	Chief Electrical Inspector	17
CPD/10	Plumbing and Gas Inspector	16
CPD/11	Air Quality Specialist	16
CPD/12	Administrative Assistant	14
CPD/13	Administrative Secretary	11
CR/1	Community Resources Director	27
CR/2	Information Technology Officer	25
CR/3	Geographic Information Systems Coordinator	23
CR/4	Community Development and Code Enforcement Manager	21
CR/5	Information Technology Technician Supervisor	20
CR/6	Information Technology Analyst	19 ²
CR/7	Geographic Information Systems Analyst	19 ²
CR/8	Geographic Information Systems Technician	14 ³
FIN/1	Finance Officer	27
FIN/2	Deputy Finance Officer	25
FIN/3	Grants Compliance and Financial Reporting Manager	22 ⁴
FIN/4	Asset Management and Accounts Receivable Manager	22 ⁴
FIN/5	Accounts Receivable Coordinator	16
FIN/6	Administrative Coordinator	16
FIN/7	RSVP Director	14
FIN/8	Administrative Secretary	11
FIN/9	RSVP Coordinator	9
FD/1	Fire Chief	27
FD/2	Assistant Fire Chief (EMS Operations)	25
FD/3	Assistant Fire Chief (Fire Prevention)	25
FD/4	Assistant Fire Chief (Operations)	25
FD/5	Battalion Chief	23

² May be designated II or III and placed at grade 20 or 21, respectively.

³ May be designated II and placed at grade 16.

⁴ Place at grade 23 if in possession of current CPA license for the State of South Dakota.

DEPT	POSITION	GRADE
FD/6	EMS Operations Quality Manager	23
FD/7	Fire Training Section Chief	23
FD/8	RC/PC Emergency Manager	24
FD/9	Deputy Fire Marshal	23
FD/10	Fire Life and Safety Specialist	21
FD/11	Patient Billing Services Manager	20
FD/12	Fire Equipment Maintenance Supervisor	19
FD/13	Administrative Coordinator	16
FD/14	Ambulance Medical Coder II	12
FD/15	Ambulance Medical Coder I	11
FD/16	Administrative Secretary	11
HR/1	Human Resources Manager	23
HR/2	Risk Manager/Training Officer	22
HR/3	Payroll and Benefits Coordinator	19
HR/4	Human Resources Specialist	14
LIB/1	Library Director	26
LIB/2	Assistant Library Director	22
LIB/3	Librarian	18
LIB/4	Library Services Coordinator	16
LIB/5	Library Facility Maintenance/Operations Supervisor	14
LIB/6	Administrative Secretary	11
MO/1	Mayor's Executive Assistant	21
MO/2	Administrative Assistant	14
PD/1	Police Chief	27
PD/2	Assistant Police Chief	26
PD/3	Police Captain	25
PD/4	Police Lieutenant	24
PD/5	Forensic Laboratory Director	23
PD/6	Forensic Chemist	22
PD/7	Police Community Relations Specialist	18
PD/8	Records Supervisor	17
PD/9	Administrative Assistant	14
PW-A/1	Public Works Director	27
PW-A/2	Compliance Specialist	19
PW-A/3	Administrative Assistant	14
PW-ENG/1	City Engineer	25
PW-ENG/2	Traffic Engineer	24

DEPT	POSITION	GRADE
PW-ENG/3	Project Manager	23
PW-ENG/4	Operations Management Engineer	23
PW-ENG/5	Project Engineer	22
PW-ENG/6	Project Administrator	19
PW-ENG/7	Staff Engineer	19
PW-ENG/8	Stormwater Specialist	16
PW-ENG/9	Engineering Technician	14 ⁵
PW-ENG/10	Administrative Secretary	11
PW-ST/1	Street Superintendent	23
PW-ST/2	Equipment Maintenance Supervisor	20
PW-ST/3	Street Maintenance Supervisor	20
PW-ST/4	Administrative Secretary	11
PW-SW/1	Solid Waste Operations - MRF Superintendent	23
PW-SW/2	Solid Waste Project Manager	22
PW-SW/3	Material Recovery Facility & Landfill Operations Supervisor	20
PW-SW/4	Solid Waste Collection Supervisor	19
PW-SW/5	Solid Waste Recycling Education Coordinator	16
PW-SW/6	Administrative Secretary	11
PW-W/1	Water Superintendent	23
PW-W/2	Water Production Supervisor	20
PW-W/3	Utility Billing and Service Supervisor	20
PW-W/4	Utility Maintenance Supervisor-Water	20
PW-W/5	Reservoir Tender	16
PW-W/6	Administrative Secretary	11
PW-WR/1	Water Reclamation Superintendent	23
PW-WR/2	Environmental Process Supervisor	20
PW-WR/3	Water Reclamation Facilities Supervisor	20
PW-WR/4	Utility Maintenance Supervisor	20
PW-WR/5	Administrative Secretary	11
R&P/1	Director of Parks and Recreation	26
R&P/2	Parks Division Manager	23
R&P/3	Recreation Division Manager	23
R&P/4	Landscape Architect	19
R&P/5	Golf Course Superintendent	19
R&P/6	Urban Forester	19
R&P/7	Parks Maintenance Supervisor	19

⁵ May be designated Senior and placed at grade 16.

DEPT	POSITION	GRADE
R&P/8	Aquatics Program Specialist	17
R&P/9	Cemetery Supervisor	17
R&P/10	Recreation Program Specialist	17
R&P/11	Recreation Facility Maintenance Supervisor	17
R&P/12	Administrative Coordinator	16
R&P/13	Recreation Coordinator	14
R&P/14	Administrative Secretary	11
TRAN/1	RTS Division Manager	23
TRAN/2	RTS Route Supervisor	16
TRAN/3	Rapid Transit Operations Coordinator	16

Appendix B
Position/Grade Analysis by Grade
City of Rapid City Personnel Project

DEPT	POSITION	GRADE
CA/1	City Attorney	28
AP/1	Airport Executive Director	27
CC/1	Civic Center General Manager	27
CPD/1	Community Planning and Development Services Director	27
CR/1	Community Resources Director	27
FIN/1	Finance Officer	27
FD/1	Fire Chief	27
PD/1	Police Chief	27
PW-A/1	Public Works Director	27
PD/2	Assistant Police Chief	26
COMP/1	Chief Auditor	26
R&P/1	Director of Parks and Recreation	26
LIB/1	Library Director	26
FD/2	Assistant Fire Chief (EMS Operations)	25
FD/3	Assistant Fire Chief (Fire Prevention)	25
FD/4	Assistant Fire Chief (Operations)	25
PW-ENG/1	City Engineer	25
CC/2	Civic Center Assistant General Manager	25
CA/2	Deputy City Attorney	25
FIN/2	Deputy Finance Officer	25
CR/2	Information Technology Officer	25
PD/3	Police Captain	25
CA/4	Assistant City Attorney II	24
CA/3	Community Attorney	24
CPD/3	Current Planning Manager	24
CPD/2	Long Range Planning Manager	24
PD/4	Police Lieutenant	24
FD/8	RC/PC Emergency Manager	24
PW-ENG/2	Traffic Engineer	24
CA/5	Assistant City Attorney I	23
FD/5	Battalion Chief	23
AP/3	Deputy Airport Director for Facilities and Maintenance	23
AP/2	Deputy Airport Director for Finance and Administration	23
AP/4	Deputy Airport Director for Operations and Security	23

DEPT	POSITION	GRADE
FD/9	Deputy Fire Marshal	23
FD/6	EMS Operations Quality Manager	23
CC/3	Energy Plant Manager	23
FD/7	Fire Training Section Chief	23
PD/5	Forensic Laboratory Director	23
CR/3	Geographic Information Systems Coordinator	23
HR/1	Human Resources Manager	23
PW-ENG/4	Operations Management Engineer	23
R&P/2	Parks Division Manager	23
PW-ENG/3	Project Manager	23
R&P/3	Recreation Division Manager	23
TRAN/1	RTS Division Manager	23
PW-SW/1	Solid Waste Operations - MRF Superintendent	23
PW-ST/1	Street Superintendent	23
PW-WR/1	Water Reclamation Superintendent	23
PW-W/1	Water Superintendent	23
FIN/4	Asset Management and Accounts Receivable Manager	22 ⁴
LIB/2	Assistant Library Director	22
CPD/4	Building Official	22
PD/6	Forensic Chemist	22
FIN/3	Grants Compliance and Financial Reporting Manager	22 ⁴
PW-ENG/5	Project Engineer	22
HR/2	Risk Manager/Training Officer	22
PW-SW/2	Solid Waste Project Manager	22
CC/4	Civic Center Accounting and Administration Manager	21
CC/5	Civic Center Director of Event Services	21
CR/4	Community Development and Code Enforcement Manager	21
FD/10	Fire Life and Safety Specialist	21
MO/1	Mayor's Executive Assistant	21
CPD/5	Planner III	21
PW-WR/2	Environmental Process Supervisor	20
PW-ST/2	Equipment Maintenance Supervisor	20
CR/5	Information Technology Technician Supervisor	20
PW-SW/3	Material Recovery Facility & Landfill Operations Supervisor	20
FD/11	Patient Billing Services Manager	20
PW-ST/3	Street Maintenance Supervisor	20
PW-W/3	Utility Billing and Service Supervisor	20

⁴ Place at grade 23 if in possession of current CPA license for the State of South Dakota.

DEPT	POSITION	GRADE
PW-WR/4	Utility Maintenance Supervisor	20
PW-W/4	Utility Maintenance Supervisor-Water	20
PW-W/2	Water Production Supervisor	20
PW-WR/3	Water Reclamation Facilities Supervisor	20
CC/9	Civic Center Events Coordinator	19
CC/10	Civic Center Food Service Manager	19
CC/11	Civic Center Guest Services Manager	19
CC/7	Civic Center Operations Manager	19
CC/6	Civic Center Sales and Marketing Manager	19
CC/8	Civic Center Stage Manager	19
PW-A/2	Compliance Specialist	19
FD/12	Fire Equipment Maintenance Supervisor	19
CR/7	Geographic Information Systems Analyst	19 ²
R&P/5	Golf Course Superintendent	19
CR/6	Information Technology Analyst	19 ²
R&P/4	Landscape Architect	19
R&P/7	Parks Maintenance Supervisor	19
HR/3	Payroll and Benefits Coordinator	19
CPD/6	Planner II	19
CPD/7	Plans Examiner	19
PW-ENG/6	Project Administrator	19
PW-SW/4	Solid Waste Collection Supervisor	19
PW-ENG/7	Staff Engineer	19
R&P/6	Urban Forester	19
LIB/3	Librarian	18
CPD/8	Planner I	18
PD/7	Police Community Relations Specialist	18
R&P/8	Aquatics Program Specialist	17
R&P/9	Cemetery Supervisor	17
CPD/9	Chief Electrical Inspector	17
CC/13	Civic Center Life Safety and Events Coordinator	17
CC/12	Civic Center Ticket Operations Manager	17
PD/8	Records Supervisor	17
R&P/11	Recreation Facility Maintenance Supervisor	17
R&P/10	Recreation Program Specialist	17
COMP/2	Staff Auditor	17 ¹
FIN/5	Accounts Receivable Coordinator	16

¹ May be designated Senior and placed at grade 19.

² May be designated II or III and placed at grade 20 or 21, respectively.

DEPT	POSITION	GRADE
FD/13	Administrative Coordinator	16
FIN/6	Administrative Coordinator	16
R&P/12	Administrative Coordinator	16
CPD/11	Air Quality Specialist	16
AP/5	Airport Operations and Security Officer	16
CC/15	Civic Center Assistant Food Service Manager	16
CC/14	Civic Center Assistant Operations Manager	16
CC/16	Civic Center Assistant Ticket Operations Manager	16
LIB/4	Library Services Coordinator	16
CA/6	Paralegal	16
CPD/10	Plumbing and Gas Inspector	16
TRAN/3	Rapid Transit Operations Coordinator	16
PW-W/5	Reservoir Tender	16
TRAN/2	RTS Route Supervisor	16
PW-SW/5	Solid Waste Recycling Education Coordinator	16
PW-ENG/8	Stormwater Specialist	16
PW-ENG/9	Engineering Technician	15 ⁵
AP/6	Administrative Assistant	14
CC/17	Administrative Assistant	14
CPD/12	Administrative Assistant	14
MO/2	Administrative Assistant	14
PD/9	Administrative Assistant	14
PW-A/3	Administrative Assistant	14
CR/8	Geographic Information Systems Technician	14 ³
HR/4	Human Resources Specialist	14
LIB/5	Library Facility Maintenance/Operations Supervisor	14
R&P/13	Recreation Coordinator	14
FIN/7	RSVP Director	14
FD/14	Ambulance Medical Coder II	12
AP/7	Administrative Secretary	11
CA/7	Administrative Secretary	11
CPD/13	Administrative Secretary	11
FD/16	Administrative Secretary	11
FIN/8	Administrative Secretary	11
LIB/6	Administrative Secretary	11
PW-ENG/10	Administrative Secretary	11
PW-ST/4	Administrative Secretary	11

³ May be designated II and placed at grade 16.

⁵ May be designated Senior and placed at grade 16.

DEPT	POSITION	GRADE
PW-SW/6	Administrative Secretary	11
PW-W/6	Administrative Secretary	11
PW-WR/5	Administrative Secretary	11
R&P/14	Administrative Secretary	11
FD/15	Ambulance Medical Coder I	11
FIN/9	RSVP Coordinator	9

Appendix C
Salary Survey Summary
City of Rapid City, South Dakota

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median	Average Annual Mean	Average Annual Median
Administrative Assistant	\$35,414	\$35,846	\$47,915	\$47,778	\$42,074	\$42,423
Administrative Secretary	\$32,772	\$31,912	\$44,269	\$44,155	\$40,149	\$40,628
Airport Operations and Security Officer *	\$38,193	\$38,193	\$47,797	\$47,797	\$41,979	\$41,979
Asset Management & Accounts Receivable Manager	\$61,557	\$60,799	\$82,621	\$82,014	\$76,986	\$73,320
Assistant City Attorney II	\$69,423	\$67,510	\$98,724	\$92,421	\$88,448	\$83,553
Battalion Chief	\$72,943	\$71,176	\$91,591	\$92,622	\$82,231	\$81,682
Building Official	\$61,660	\$61,715	\$86,159	\$88,163	\$77,222	\$81,585
City Attorney	\$104,940	\$91,251	\$132,203	\$123,954	\$125,106	\$109,650
City Engineer	\$79,923	\$80,558	\$109,451	\$111,681	\$102,285	\$107,409
Civic Center Operations Manager *	\$54,582	\$54,582	\$67,734	\$67,734	\$64,728	\$64,728
Community Planning & Development Services Director	\$83,924	\$81,867	\$113,984	\$112,946	\$103,269	\$102,097
Council Member	\$9,894	\$8,928	N/A	N/A	N/A	N/A
Current Planning Manager	\$69,766	\$65,979	\$94,675	\$92,929	\$86,084	\$92,041
Executive Assistant to the Mayor	\$42,778	\$46,009	\$56,824	\$59,072	\$47,032	\$49,545
Finance Officer	\$87,025	\$81,867	\$119,120	\$116,542	\$110,522	\$109,320
Fire Captain	\$65,249	\$65,171	\$74,481	\$74,154	\$72,238	\$69,048
Fire Chief	\$87,518	\$84,208	\$118,607	\$118,030	\$106,979	\$112,325
GIS Analyst II	\$51,921	\$52,874	\$69,935	\$69,924	\$62,970	\$62,400
GIS Technician II	\$45,728	\$46,010	\$61,375	\$62,271	\$56,582	\$57,304
Human Resources Manager	\$78,277	\$78,768	\$106,402	\$103,027	\$95,802	\$95,060
Human Resources Technician	\$42,064	\$42,248	\$56,375	\$56,815	\$49,835	\$48,802
Information Technology Analyst I	\$47,198	\$45,627	\$65,960	\$64,529	\$56,285	\$48,815
Information Technology Analyst II	\$53,220	\$50,148	\$72,512	\$68,868	\$63,750	\$55,434
Information Technology Officer	\$82,443	\$81,612	\$114,807	\$116,571	\$101,392	\$100,370
Librarian I	\$46,202	\$43,648	\$62,617	\$60,334	\$56,960	\$53,306

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median	Average Annual Mean	Average Annual Median
Library Director	\$78,197	\$74,046	\$107,841	\$108,635	\$98,353	\$95,170
Long Range Planner III	\$55,712	\$53,819	\$76,723	\$75,347	\$68,253	\$70,207
Mayor (Full-time)	\$101,943	\$95,000	N/A	N/A	N/A	N/A
Parks and Recreation Director	\$79,367	\$78,356	\$108,492	\$106,478	\$96,887	\$94,619
Payroll/Benefits Coordinator	\$44,464	\$43,618	\$60,273	\$56,400	\$56,212	\$52,560
Planner II	\$51,419	\$50,254	\$68,606	\$72,583	\$59,717	\$62,603
Police Captain	\$80,895	\$77,708	\$101,900	\$101,858	\$97,970	\$96,058
Police Chief	\$92,525	\$92,045	\$123,400	\$120,192	\$115,461	\$111,549
Police Lieutenant	\$74,466	\$71,862	\$90,215	\$86,606	\$86,285	\$85,239
Public Works Director	\$89,457	\$87,297	\$121,703	\$123,535	\$113,295	\$106,097
Recreation Division Manager	\$61,792	\$61,219	\$84,670	\$85,296	\$74,852	\$75,656
Street Maintenance Supervisor	\$55,568	\$57,793	\$74,215	\$75,473	\$68,991	\$70,048
Street Superintendent	\$66,322	\$64,524	\$91,493	\$90,717	\$82,795	\$81,836
Water Reclamation Superintendent	\$65,158	\$61,674	\$92,969	\$90,889	\$83,755	\$83,538

* Only 2 respondents