

Final Report:

A JOB CLASSIFICATION AND
COMPENSATION PLAN
FOR THE CITY OF
SHERIDAN, WYOMING

November 4, 2013

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

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Introduction

At the request of the City of Sheridan, Condrey and Associates, Inc. entered into a contract with the city for the development of a job classification and compensation plan.

The objectives of the study included:

1. Reviewing and revising the current classification system and pay plan for all city 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 a position questionnaire to all city employees. The questionnaire covered major aspects of the employee's position as well as the physical demands and work environment of the position. After reviewing the information on the position questionnaires, Condrey and Associates interviewed employees individually and developed a classification recommendation for each position. Approximately 50% of full-time position incumbents 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. Salary data was collected by Condrey and Associates specifically for this project (see Table I). The summary results of the survey are presented in Appendix C.

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 Sheridan Personnel Project

Wyoming

City of Buffalo
City of Casper
City of Gillette
City of Cheyenne
City of Cody
City of Douglas
City of Evanston
City of Green River
City of Lander
City of Laramie
City of Rock Springs
City of Rawlins
City of Riverton
Campbell County Government
Johnson County Government
Park County Government
Sheridan County Government
Washakie County Government
A&B Buildings
First Federal Savings Bank
Fletcher Construction
HKM
L&H Industrial
Mullinax
Sheridan College
Sheridan County School District #1
Sheridan County School District #2
Sheridan Memorial Hospital
Sugarland Enterprises
Vacutech
Vista West Engineering
Volunteers of America Northern Rockies

Montana

City of Bozeman
City of Miles City

Nebraska

City of Alliance

South Dakota
City of Aberdeen
City of Pierre
City of Spearfish

The Classification Plan

The system used to classify the jobs in the City of Sheridan is an adapted version of the Factor Evaluation System (FES). FES was developed by the Civil Service Commission (now the Office of Personnel Management) of the federal government and 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, B, and C 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. Further, it is recommended that once employees reach the top of the range, performance increases continue to be earned as a bonus. This will help alleviate retention and motivation problems associated with employees who have "topped out" of their pay range.

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 step raises. 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) step increases linked to employee performance.

**Table II-A
Proposed Salary Scale
City of Sheridan**

GRADE	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
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	38,045.12
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	39,971.16
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	41,994.70
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	44,120.68
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	46,354.29
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	48,700.97
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	51,166.46
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	53,756.76
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	56,478.20
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	59,337.41
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	62,341.36
20	53,028.40	53,691.25	54,362.39	55,041.92	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	63,890.16	64,688.79	65,497.40
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	72,296.87
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	79,802.22
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	83,842.20
24	71,317.30	72,208.76	73,111.37	74,025.27	74,950.58	75,887.46	76,836.06	77,796.51	78,768.96	79,753.58	80,750.50	81,759.88	82,781.88	83,816.65	84,864.36	85,925.16	86,999.23	88,086.72
25	78,720.95	79,704.96	80,701.28	81,710.04	82,731.42	83,765.56	84,812.63	85,872.79	86,946.20	88,033.03	89,133.44	90,247.61	91,375.70	92,517.90	93,674.37	94,845.30	96,030.87	97,231.25
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	107,325.11
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	118,466.84
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	130,765.23
S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI		
9	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	46,990.98	
10	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	49,369.90	
11	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	51,869.25	
12	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	54,495.13	
13	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	57,253.95	
14	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	60,152.43	
15	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	63,197.65	
16	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	66,397.03	
17	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	69,758.38	
18	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	73,289.90	
19	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	77,000.20	
20	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	80,898.33	
21	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	89,296.62	
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	97,349.89	98,566.76	
23	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	103,556.71	
24	89,187.80	90,302.65	91,431.43	92,574.32	93,731.50	94,903.15	96,089.44	97,290.55	98,506.69	99,738.02	100,984.74	102,247.05	103,525.14	104,819.21	106,129.45	107,456.06	108,799.27	
25	98,446.64	99,677.23	100,923.19	102,184.73	103,462.04	104,755.32	106,064.76	107,390.57	108,732.95	110,092.11	111,468.26	112,861.62	114,272.39	115,700.79	117,147.05	118,611.39	120,094.03	
26	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	132,561.34	
27	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	146,322.92	
28	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	161,513.12	

**Table II-B
Proposed Salary Scale
City of Sheridan**

GRADE	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
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	36,926.15
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	38,795.54
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	40,759.56
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	42,823.01
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	44,990.93
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	47,268.59
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	49,661.57
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	52,175.68
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	54,817.08
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	57,592.19
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	60,507.80
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	61,245.47	62,011.04	62,786.18	63,571.00
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	70,170.49
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	77,455.09
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	81,376.26
24	69,219.73	70,084.98	70,961.04	71,848.05	72,746.15	73,655.48	74,576.17	75,508.38	76,452.23	77,407.88	78,375.48	79,355.17	80,347.11	81,351.45	82,368.35	83,397.95	84,440.43	85,495.93
25	76,405.63	77,360.70	78,327.71	79,306.81	80,298.14	81,301.87	82,318.14	83,347.12	84,388.96	85,443.82	86,511.87	87,593.26	88,688.18	89,796.78	90,919.24	92,055.73	93,206.43	94,371.51
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	104,168.49
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	114,982.52
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	126,919.19
S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI		
9	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	45,608.90	
10	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	47,917.85	
11	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	50,343.69	
12	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	52,892.34	
13	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	55,570.01	
14	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	58,383.24	
15	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	61,338.89	
16	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	64,444.18	
17	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	67,706.66	
18	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	71,134.31	
19	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	74,735.49	
20	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	78,518.97	
21	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	86,670.25	
22	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	95,667.74	
23	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	100,510.92	
24	86,564.63	87,646.69	88,742.27	89,851.55	90,974.69	92,111.88	93,263.28	94,429.07	95,609.43	96,804.55	98,014.60	99,239.79	100,480.28	101,736.29	103,007.99	104,295.59	105,599.29	
25	95,551.15	96,745.54	97,954.86	99,179.30	100,419.04	101,674.28	102,945.21	104,232.02	105,534.92	106,854.11	108,189.78	109,542.16	110,911.43	112,297.83	113,701.55	115,122.82	116,561.85	
26	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	128,662.48	
27	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	142,019.30	
28	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	156,762.73	

Table II-C
Proposed Salary Scale
City of Sheridan

GRADE	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
9	28,990.42	29,352.80	29,719.71	30,091.21	30,467.35	30,848.19	31,233.79	31,624.21	32,019.52	32,419.76	32,825.01	33,235.32	33,650.76	34,071.40	34,497.29	34,928.50	35,365.11	35,807.18
10	30,458.06	30,838.79	31,224.27	31,614.57	32,009.76	32,409.88	32,815.00	33,225.19	33,640.50	34,061.01	34,486.77	34,917.86	35,354.33	35,796.26	36,243.71	36,696.76	37,155.47	37,619.91
11	32,000.00	32,400.00	32,805.00	33,215.06	33,630.25	34,050.63	34,476.26	34,907.22	35,343.56	35,785.35	36,232.67	36,685.57	37,144.14	37,608.45	38,078.55	38,554.53	39,036.47	39,524.42
12	33,620.00	34,040.25	34,465.75	34,896.58	35,332.78	35,774.44	36,221.62	36,674.39	37,132.82	37,596.98	38,066.95	38,542.78	39,024.57	39,512.37	40,006.28	40,506.36	41,012.69	41,525.35
13	35,322.01	35,763.54	36,210.58	36,663.21	37,121.50	37,585.52	38,055.34	38,531.03	39,012.67	39,500.33	39,994.08	40,494.01	41,000.19	41,512.69	42,031.60	42,556.99	43,088.95	43,627.57
14	37,110.19	37,574.07	38,043.74	38,519.29	39,000.78	39,488.29	39,981.89	40,481.67	40,987.69	41,500.03	42,018.78	42,544.02	43,075.82	43,614.27	44,159.45	44,711.44	45,270.33	45,836.21
15	38,988.89	39,476.25	39,969.71	40,469.33	40,975.19	41,487.38	42,005.98	42,531.05	43,062.69	43,600.97	44,145.99	44,697.81	45,256.53	45,822.24	46,395.02	46,974.96	47,562.14	48,156.67
16	40,962.71	41,474.74	41,993.17	42,518.09	43,049.56	43,587.68	44,132.53	44,684.19	45,242.74	45,808.27	46,380.88	46,960.64	47,547.65	48,141.99	48,743.77	49,353.06	49,969.98	50,594.60
17	43,036.44	43,574.40	44,119.08	44,670.57	45,228.95	45,794.31	46,366.74	46,946.32	47,533.15	48,127.32	48,728.91	49,338.02	49,954.74	50,579.18	51,211.42	51,851.56	52,499.71	53,155.95
18	45,215.16	45,780.35	46,352.61	46,932.01	47,518.66	48,112.65	48,714.06	49,322.98	49,939.52	50,563.76	51,195.81	51,835.76	52,483.70	53,139.75	53,804.00	54,476.55	55,157.50	55,846.97
19	47,504.18	48,097.98	48,699.21	49,307.95	49,924.30	50,548.35	51,180.20	51,819.96	52,467.71	53,123.55	53,787.60	54,459.94	55,140.69	55,829.95	56,527.82	57,234.42	57,949.85	58,674.23
20	49,909.08	50,532.94	51,164.60	51,804.16	52,451.71	53,107.36	53,771.20	54,443.34	55,123.88	55,812.93	56,510.59	57,216.98	57,932.19	58,656.34	59,389.55	60,131.91	60,883.56	61,644.61
21	55,090.28	55,778.91	56,476.15	57,182.10	57,896.88	58,620.59	59,353.35	60,095.26	60,846.45	61,607.03	62,377.12	63,156.84	63,946.30	64,745.63	65,554.95	66,374.38	67,204.06	68,044.11
22	60,809.37	61,569.48	62,339.10	63,118.34	63,907.32	64,706.16	65,514.99	66,333.93	67,163.10	68,002.64	68,852.67	69,713.33	70,584.75	71,467.06	72,360.39	73,264.90	74,180.71	75,107.97
23	63,887.84	64,686.44	65,495.02	66,313.71	67,142.63	67,981.91	68,831.68	69,692.08	70,563.23	71,445.27	72,338.34	73,242.57	74,158.10	75,085.08	76,023.64	76,973.93	77,936.11	78,910.31
24	67,122.16	67,961.19	68,810.70	69,670.84	70,541.72	71,423.50	72,316.29	73,220.24	74,135.50	75,062.19	76,000.47	76,950.47	77,912.35	78,886.26	79,872.34	80,870.74	81,881.62	82,905.14
25	74,090.31	75,016.44	75,954.14	76,903.57	77,864.86	78,838.17	79,823.65	80,821.45	81,831.72	82,854.61	83,890.29	84,938.92	86,000.66	87,075.67	88,164.11	89,266.17	90,381.99	91,511.77
26	81,781.84	82,804.11	83,839.16	84,887.15	85,948.24	87,022.59	88,110.38	89,211.76	90,326.90	91,455.99	92,599.19	93,756.68	94,928.64	96,115.24	97,316.69	98,533.14	99,764.81	101,011.87
27	90,271.85	91,400.24	92,542.75	93,699.53	94,870.78	96,056.66	97,257.37	98,473.09	99,704.00	100,950.30	102,212.18	103,489.83	104,783.45	106,093.25	107,419.41	108,762.15	110,121.68	111,498.20
28	99,643.23	100,888.77	102,149.88	103,426.75	104,719.58	106,028.58	107,353.94	108,695.86	110,054.56	111,430.24	112,823.12	114,233.41	115,661.33	117,107.09	118,570.93	120,053.07	121,553.73	123,073.15
S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI		
9	36,254.76	36,707.95	37,166.80	37,631.38	38,101.78	38,578.05	39,060.27	39,548.53	40,042.88	40,543.42	41,050.21	41,563.34	42,082.88	42,608.92	43,141.53	43,680.80	44,226.81	
10	38,090.16	38,566.29	39,048.37	39,536.47	40,030.68	40,531.06	41,037.70	41,550.67	42,070.05	42,595.93	43,128.38	43,667.48	44,213.33	44,765.99	45,325.57	45,892.14	46,465.79	
11	40,018.48	40,518.71	41,025.19	41,538.01	42,057.23	42,582.95	43,115.23	43,654.17	44,199.85	44,752.35	45,311.75	45,878.15	46,451.63	47,032.27	47,620.18	48,215.43	48,818.12	
12	42,044.41	42,569.97	43,102.09	43,640.87	44,186.38	44,738.71	45,297.94	45,864.17	46,437.47	47,017.94	47,605.66	48,200.73	48,803.24	49,413.28	50,030.95	50,656.33	51,289.54	
13	44,172.91	44,725.07	45,284.14	45,850.19	46,423.31	47,003.61	47,591.15	48,186.04	48,788.37	49,398.22	50,015.70	50,640.89	51,273.91	51,914.83	52,563.76	53,220.81	53,886.07	
14	46,409.16	46,989.28	47,576.64	48,171.35	48,773.49	49,383.16	50,000.45	50,625.46	51,258.28	51,899.00	52,547.74	53,204.59	53,869.65	54,543.02	55,224.81	55,915.12	56,614.05	
15	48,758.63	49,368.11	49,985.21	50,610.03	51,242.65	51,883.19	52,531.73	53,188.37	53,853.23	54,526.39	55,207.97	55,898.07	56,596.80	57,304.26	58,020.56	58,745.82	59,480.14	
16	51,227.03	51,867.37	52,515.71	53,172.16	53,836.81	54,509.77	55,191.14	55,881.03	56,579.55	57,286.79	58,002.88	58,727.91	59,462.01	60,205.29	60,957.85	61,719.82	62,491.32	
17	53,820.40	54,493.16	55,174.32	55,864.00	56,562.30	57,269.33	57,985.20	58,710.01	59,443.89	60,186.93	60,939.27	61,701.01	62,472.27	63,253.18	64,043.84	64,844.39	65,654.95	
18	56,545.06	57,251.87	57,967.52	58,692.12	59,425.77	60,168.59	60,920.70	61,682.21	62,453.23	63,233.90	64,024.32	64,824.63	65,634.93	66,455.37	67,286.06	68,127.14	68,978.73	
19	59,407.65	60,150.25	60,902.13	61,663.40	62,434.20	63,214.62	64,004.81	64,804.87	65,614.93	66,435.11	67,265.55	68,106.37	68,957.70	69,819.67	70,692.42	71,576.07	72,470.78	
20	62,415.17	63,195.36	63,985.30	64,785.11	65,594.93	66,414.86	67,245.05	68,085.61	68,936.68	69,798.39	70,670.87	71,554.26	72,448.69	73,354.29	74,271.22	75,199.61	76,139.61	
21	68,894.66	69,755.85	70,627.80	71,510.64	72,404.53	73,309.58	74,225.95	75,153.78	76,093.20	77,044.36	78,007.42	78,982.51	79,969.79	80,969.42	81,981.53	83,006.30	84,043.88	
22	76,046.82	76,997.40	77,959.87	78,934.37	79,921.05	80,920.06	81,931.56	82,955.71	83,992.65	85,042.56	86,105.59	87,181.91	88,271.69	89,375.08	90,492.27	91,623.43	92,768.72	
23	79,896.69	80,895.40	81,906.59	82,930.42	83,967.05	85,016.64	86,079.35	87,155.34	88,244.78	89,347.84	90,464.69	91,595.50	92,740.44	93,899.70	95,073.44	96,261.86	97,465.14	
24	83,941.46	84,990.73	86,053.11	87,128.78	88,217.88	89,320.61	90,437.12	91,567.58	92,712.17	93,871.08	95,044.47	96,232.52	97,435.43	98,653.37	99,886.54	101,135.12	102,399.31	
25	92,655.66	93,813.86	94,986.53	96,173.87	97,376.04	98,593.24	99,825.65	101,073.48	102,336.89	103,616.10	104,911.31	106,222.70	107,550.48	108,894.86	110,256.05	111,634.25	113,029.68	
26	102,274.52	103,552.95	104,847.36	106,157.95	107,484.93	108,828.49	110,188.84	111,566.20	112,960.78	114,372.79	115,802.45	117,249.98	118,715.61	120,199.55	121,702.05	123,223.32	124,763.61	
27	112,891.93	114,303.08	115,731.87	117,178.52	118,643.25	120,126.29	121,627.87	123,148.21	124,687.57	126,246.16	127,824.24	129,422.04	131,039.82	132,677.82	134,336.29	136,015.49	137,715.69	
28	124,611.57	126,169.21	127,746.33	129,343.16	130,959.95	132,596.95	134,254.41	135,932.59	137,631.74	139,352.14	141,094.04	142,857.72	144,643.44	146,451.48	148,282.13	150,135.65	152,012.35	

Table III - A
Proposed Salary Scale
City of Sheridan Personnel Project – Certified Fire Personnel

GRADE	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
F1	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	48,700.97
F2	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	51,166.46
F3	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	53,756.76
F4	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	72,296.87
F5	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	83,842.20
	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	
F1	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	60,152.43	
F2	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	63,197.65	
F3	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	66,397.03	
F4	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	89,296.62	
F5	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	103,556.71	

Table III - B
Proposed Salary Scale
City of Sheridan Personnel Project – Certified Fire Personnel

GRADE	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
F1	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	47,268.59
F2	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	49,661.57
F3	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	52,175.68
F4	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	70,170.49
F5	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	81,376.26
	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	
F1	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	58,383.24	
F2	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	61,338.89	
F3	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	64,444.18	
F4	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	86,670.25	
F5	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	100,510.92	

Table III - C
Proposed Salary Scale
City of Sheridan Personnel Project – Certified Fire Personnel

GRADE	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
F1	37,110.19	37,574.07	38,043.74	38,519.29	39,000.78	39,488.29	39,981.89	40,481.67	40,987.69	41,500.03	42,018.78	42,544.02	43,075.82	43,614.27	44,159.45	44,711.44	45,270.33	45,836.21
F2	38,988.89	39,476.25	39,969.71	40,469.33	40,975.19	41,487.38	42,005.98	42,531.05	43,062.69	43,600.97	44,145.99	44,697.81	45,256.53	45,822.24	46,395.02	46,974.96	47,562.14	48,156.67
F3	40,962.71	41,474.74	41,993.17	42,518.09	43,049.56	43,587.68	44,132.53	44,684.19	45,242.74	45,808.27	46,380.88	46,960.64	47,547.65	48,141.99	48,743.77	49,353.06	49,969.98	50,594.60
F4	55,090.28	55,778.91	56,476.15	57,182.10	57,896.88	58,620.59	59,353.35	60,095.26	60,846.45	61,607.03	62,377.12	63,156.84	63,946.30	64,745.63	65,554.95	66,374.38	67,204.06	68,044.11
F5	63,887.84	64,686.44	65,495.02	66,313.71	67,142.63	67,981.91	68,831.68	69,692.08	70,563.23	71,445.27	72,338.34	73,242.57	74,158.10	75,085.08	76,023.64	76,973.93	77,936.11	78,910.31
	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	
F1	46,409.16	46,989.28	47,576.64	48,171.35	48,773.49	49,383.16	50,000.45	50,625.46	51,258.28	51,899.00	52,547.74	53,204.59	53,869.65	54,543.02	55,224.81	55,915.12	56,614.05	
F2	48,758.63	49,368.11	49,985.21	50,610.03	51,242.65	51,883.19	52,531.73	53,188.37	53,853.23	54,526.39	55,207.97	55,898.07	56,596.80	57,304.26	58,020.56	58,745.82	59,480.14	
F3	51,227.03	51,867.37	52,515.71	53,172.16	53,836.81	54,509.77	55,191.14	55,881.03	56,579.55	57,286.79	58,002.88	58,727.91	59,462.01	60,205.29	60,957.85	61,719.82	62,491.32	
F4	68,894.66	69,755.85	70,627.80	71,510.64	72,404.53	73,309.58	74,225.95	75,153.78	76,093.20	77,044.36	78,007.42	78,982.51	79,969.79	80,969.42	81,981.53	83,006.30	84,043.88	
F5	79,896.69	80,895.40	81,906.59	82,930.42	83,967.05	85,016.64	86,079.35	87,155.34	88,244.78	89,347.84	90,464.69	91,595.50	92,740.44	93,899.70	95,073.44	96,261.86	97,465.14	

Cost of Implementation

The following paragraphs present three 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 IV depicts the cost to implement the new compensation plans. The annualized cost to implement classification changes necessitated by Plan A is \$336,208, or 4.44% of current payroll cost. This scale is approximately 103% of the relevant labor market. Plan A places the city's pay scale slightly above the 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 \$258,089, or 3.41% of current payroll cost (approximately 100% of the relevant labor market). Plan C's implementation cost is \$213,962, or 2.83% of current payroll cost (approximately 97% of the relevant labor market). Condrey and Associates will be available to assist in implementing the new compensation plan for individual employees.

Condrey and Associates will be available to assist the City of Sheridan in implementing any of the new compensation plans. 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 2.99% of adjusted payroll cost. An alternative equity adjustment is also presented; its cost is approximately 2.24%.

Table IV
 Cost of Implementation
 City of Sheridan Personnel Project

	Classification Changes¹	Equity Adjustment²	Total Implementation Cost
Plan A	\$336,208 (4.44%)	\$236,957 (3.00%)	\$573,165
Plan B	\$258,089 (3.41%)	\$234,653 (3.00%)	\$492,742
Plan C	\$213,962 (2.83%)	\$231,905 (2.98%)	\$445,867
Plan A Modified	\$336,208 (4.44%)	\$176,900 (2.24%)	\$513,108
Plan B Modified	\$258,089 (3.41%)	\$175,426 (2.24%)	\$433,515
Plan C Modified	\$213,962 (2.83%)	\$173,638 (2.23%)	\$387,600

¹ Increases are projected based on current payroll total of \$7,564,220. 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, B and C are based on a maximum 1 step increase for employees 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 December 31, 2013. The calculations for Plans A, B and C Modified are based on a maximum 1 step increase for employees with 1-3 year(s) of service and a 2 step increase for employees with 4 or more years of service as of December 31, 2013.

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

DEPT	POSITION	GRADE
BI/1	Building Official	21
BI/2	Plans Examiner	19
BI/3	Building Inspector	17 ¹
BI/4	Permit Technician	11 ²
CAO/1	City Administrator	28 ³
CC/1	City Clerk	23
CC/2	Deputy City Clerk	14
CC/3	Assistant City Clerk	12
CE/1	City Engineer	24
CE/2	Project Engineer	21 ⁴
CE/3	Engineering Technician	19
CE/4	Administrative Assistant	12
EX/1	Executive Assistant	16
EX/2	Administrative Assistant	12
FD/1	Fire Chief	25
FD/2	Fire Marshal	F5
FD/3	Fire Captain	F4
FD/4	Firefighter II	F3
FD/5	Firefighter I - Paramedic	F3
FD/6	Firefighter I - EMT - I	F2
FD/7	Firefighter I - EMT - B	F1
FD/8	Administrative Assistant	12
HR/1	Human Resources Director	24
HR/2	Human Resources Generalist	16 ⁵

¹ May be designated Building Inspector II and placed at grade 19.

² Place at grade 12 if ICC certified.

³ If the City were to adopt the City Administrator form of government, the duties of the mayor should be reduced to part-time with a salary in the range of \$1,500 to \$2,000 per month.

⁴ May be designated Senior Project Engineer with possession of Professional Engineer license in the State of Wyoming and placed at grade 22.

⁵ Place at grade 18 if PHR certified.

DEPT	POSITION	GRADE
PD/1	Police Chief	25
PD/2	Police Captain	22
PD/3	Police Lieutenant	21
PD/4	Police Sergeant	20
PD/5	Administrative Services Manager	20
PD/6	Police Corporal	18
PD/7	Police Officer	16
PD/8	Senior Communications Officer	14
PD/9	Police IT Technician	14
PD/10	Senior Community Service Officer	14
PD/11	Administrative Coordinator	14
PD/12	Community Service Officer	13
PD/13	Communications Officer	12
PD/14	Evidence Technician	12
PD/15	Deputy Court Clerk	10
PD/16	Records Technician	10
PE/1	Planning and Economic Development Director	23
PE/2	Planning Technician	14
PK/1	Park Manager	21
PK/2	Grounds Maintenance Supervisor	16
PK/3	Cemetery Coordinator	12
PK/4	Grounds Maintenance Worker	10
PW/1	Public Works Director	26
PW/2	Public Works Administrative Coordinator	14
PW/3	Operations Manager	21
SHP/1	Shop Supervisor	16
SHP/2	Senior Mechanic	14
SHP/3	Mechanic	12
ST/1	Street and Fleet Division Manager	21
ST/2	Street Maintenance Superintendent	19
ST/3	Street Maintenance Supervisor	16
ST/4	Equipment Operator III	13
ST/5	Equipment Operator II	12
ST/6	Administrative Assistant	12
ST/7	Equipment Operator I	11
ST/7	Street Maintenance Worker	9 ⁶

⁶ May be designated II and placed at grade 10.

DEPT	POSITION	GRADE
SW/1	Solid Waste Superintendent	22
SW/2	Landfill Supervisor	17
SW/3	Sanitation and Recycling Supervisor	17
SW/4	Solid Waste & Recycling Administrative Coordinator	14
SW/5	Senior Landfill Equipment Operator	14
SW/6	Landfill Technician	12
SW/7	Senior Sanitation and Recycling Equipment Operator	13
SW/8	Landfill Equipment Operator	13 ⁷
SW/9	Sanitation and Recycling Equipment Operator	11 ⁸
SW/10	Landfill Attendant	9
SW/11	Solid Waste Recycling Worker	9
SW/12	Landfill Worker	9
TR/1	City Treasurer	25
TR/2	Assistant City Treasurer	21
TR/3	Purchasing Officer	19
TR/4	Staff Accountant	17
TR/5	Accounts Payable/Payroll Technician	14
TR/6	Accounts Receivable Technician	12
TR/7	Purchasing Technician	12
TR/8	Customer Service Clerk	10
TS/1	Traffic and Sign Supervisor	15
TS/2	Sign Technician	11 ⁹
TS/3	Sign Maintenance Worker	10
US/1	Utility Services Coordinator	19
US/2	Utility Services Technician	17
US/3	Utility Billing Coordinator	14
US/4	Utility Billing Technician	12
UT/1	Utilities Division Manager	24
UT/2	Utility Maintenance Superintendent	21
UT/3	Utility Maintenance Supervisor	17
UT/4	Utility Maintenance Operator	12 ¹⁰
UT/5	Meter Service Technician	12

⁷ May be designated I or II and placed at grade 11 and 13, respectively.

⁸ May be designated I, II, or III and placed at grade 10, 11 and 12, respectively.

⁹ May be designated Sign Technician I and placed at grade 11; II and placed at grade 12; III and placed at grade 13.

¹⁰ May be designated Operator II and placed at grade 13; Operator III and placed at grade 14.

DEPT	POSITION	GRADE
WT/1	Water Supply and Treatment Superintendent	21
WT/2	Water Treatment Plant Supervisor	17
WT/3	Water Treatment Plant Operator	12 ¹¹
WT/4	Office Assistant	9
WWT/1	WWTP Superintendent	21
WWT/2	WWTP Laboratory Coordinator	16
WWT/3	WWTP Maintenance Mechanic Coordinator	15
WWT/4	WWTP Maintenance Mechanic	14
WWT/5	WWTP Operator	12 ¹¹

¹¹ Place at grade 12 if Operator I grade 13 if Operator II; grade 14 if Operator III.

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

DEPT	POSITION	GRADE
CAO/1	City Administrator	28 ³
PW/1	Public Works Director	26
TR/1	City Treasurer	25
FD/1	Fire Chief	25
PD/1	Police Chief	25
CE/1	City Engineer	24
HR/1	Human Resources Director	24
UT/1	Utilities Division Manager	24
FD/2	Fire Marshal	F5
CC/1	City Clerk	23
PE/1	Planning and Economic Development Director	23
PD/2	Police Captain	22
SW/1	Solid Waste Superintendent	22
TR/2	Assistant City Treasurer	21
FD/3	Fire Captain	F4
BI/1	Building Official	21
PW/3	Operations Manager	21
PK/1	Park Manager	21
PD/3	Police Lieutenant	21
CE/2	Project Engineer	21 ⁴
ST/1	Street and Fleet Division Manager	21
UT/2	Utility Maintenance Superintendent	21
WT/1	Water Supply and Treatment Superintendent	21
WWT/1	WWTP Superintendent	21
PD/5	Administrative Services Manager	20
PD/4	Police Sergeant	20

³ If the City were to adopt the City Administrator form of government, the duties of the mayor should be reduced to part-time with a salary in the range of \$1,500 to \$2,000 per month.

⁴ May be designated Senior Project Engineer with possession of Professional Engineer license in the State of Wyoming and placed at grade 22.

DEPT	POSITION	GRADE
CE/3	Engineering Technician	19
BI/2	Plans Examiner	19
TR/3	Purchasing Officer	19
ST/2	Street Maintenance Superintendent	19
US/1	Utility Services Coordinator	19
PD/6	Police Corporal	18
BI/3	Building Inspector	17 ¹
SW/2	Landfill Supervisor	17
SW/3	Sanitation and Recycling Supervisor	17
TR/4	Staff Accountant	17
US/2	Utility Services Technician	17
UT/3	Utility Maintenance Supervisor	16
WT/2	Water Treatment Plant Supervisor	17
EX/1	Executive Assistant	16
FD/5	Firefighter I - Paramedic	F3
FD/4	Firefighter II	F3
PK/2	Grounds Maintenance Supervisor	16
HR/2	Human Resources Generalist	16 ⁵
PD/7	Police Officer	16
SHP/1	Shop Supervisor	16
ST/3	Street Maintenance Supervisor	16
WWT/2	WWTP Laboratory Coordinator	16
FD/6	Firefighter I - EMT - I	F2
TS/1	Traffic and Sign Supervisor	15
WWT/3	WWTP Maintenance Mechanic Coordinator	15
TR/5	Accounts Payable/Payroll Technician	14
PD/11	Administrative Coordinator	14
CC/2	Deputy City Clerk	14
FD/7	Firefighter I - EMT - B	F1
PE/2	Planning Technician	14
PD/9	Police IT Technician	14
PW/2	Public Works Administrative Coordinator	14
PD/8	Senior Communications Officer	14
PD/10	Senior Community Service Officer	14
SW/5	Senior Landfill Equipment Operator	14

¹ May be designated Building Inspector II and placed at grade 19.

⁵ Place at grade 18 if PHR certified.

DEPT	POSITION	GRADE
SHP/2	Senior Mechanic	14
SW/4	Solid Waste & Recycling Administrative Coordinator	14
US/3	Utility Billing Coordinator	14
WWT/4	WWTP Maintenance Mechanic	12
PD/12	Community Service Officer	13
ST/4	Equipment Operator III	13
SW/8	Landfill Equipment Operator	13 ⁷
SW/7	Senior Sanitation and Recycling Equipment Operator	13
TR/6	Accounts Receivable Technician	12
EX/2	Administrative Assistant	12
FD/8	Administrative Assistant	12
ST/6	Administrative Assistant	12
CE/4	Administrative Assistant	12
CC/3	Assistant City Clerk	12
PK/3	Cemetery Coordinator	12
PD/13	Communications Officer	12
ST/5	Equipment Operator II	12
PD/14	Evidence Technician	12
SW/6	Landfill Technician	12
SHP/3	Mechanic	12
UT/5	Meter Service Technician	12
TR/7	Purchasing Technician	12
US/4	Utility Billing Technician	12
UT/4	Utility Maintenance Operator	12 ¹⁰
WT/3	Water Treatment Plant Operator	12 ¹¹
WWT/5	WWTP Operator	12 ¹¹
ST/7	Equipment Operator I	11
BI/4	Permit Technician	11 ²
SW/9	Sanitation and Recycling Equipment Operator	11 ⁸
TS/2	Sign Technician	11 ⁹

² Place at grade 12 if ICC certified.

⁷ May be designated I or II and placed at grade 11 and 13, respectively.

⁸ May be designated I, II, or III and placed at grade 10, 11 and 12, respectively.

⁹ May be designated Sign Technician I and placed at grade 11; II and placed at grade 12; III and placed at grade 13.

¹⁰ May be designated Operator II and placed at grade 13; Operator III and placed at grade 14.

¹¹ Place at grade 12 if Operator I grade 13 if Operator II; grade 14 if Operator III.

DEPT	POSITION	GRADE
TR/8	Customer Service Clerk	10
PD/15	Deputy Court Clerk	10
PK/4	Grounds Maintenance Worker	10
PD/16	Records Technician	10
TS/3	Sign Maintenance Worker	10
SW/10	Landfill Attendant	9
SW/12	Landfill Worker	9
WT/4	Office Assistant	9
SW/11	Solid Waste Recycling Worker	9
ST/7	Street Maintenance Worker	9 ⁶

⁶ May be designated II and placed at grade 10.

Appendix C						
Salary Survey Summary						
City of Sheridan Personnel Project						
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	\$31,655	\$31,294	\$40,848	\$41,920	\$36,067	\$36,282
Building Inspector	\$45,731	\$42,543	\$59,230	\$57,320	\$53,922	\$51,490
Building Official	\$58,071	\$58,152	\$82,602	\$82,661	\$69,012	\$67,635
City Administrator	\$109,707	\$102,591	\$128,520	\$129,854	\$120,033	\$117,158
City Clerk	\$58,207	\$56,063	\$71,785	\$71,880	\$66,562	\$64,900
City Engineer	\$72,134	\$73,745	\$93,044	\$96,054	\$86,063	\$86,108
City Treasurer (Finance Director)	\$72,810	\$70,265	\$93,466	\$88,788	\$84,332	\$81,204
Communications Officer	\$32,436	\$31,561	\$45,628	\$45,662	\$39,167	\$37,595
Fire and Emergency Services Director	\$71,099	\$70,709	\$93,888	\$95,710	\$79,580	\$74,990
Fire Captain	\$55,023	\$51,564	\$66,761	\$68,931	\$62,410	\$66,976
Firefighter/EMT	\$41,072	\$40,357	\$54,442	\$57,608	\$47,259	\$50,354
Firefighter/Paramedic	\$41,446	\$41,454	\$53,637	\$57,332	\$46,338	\$47,760
Human Resources Director	\$70,193	\$67,250	\$90,989	\$85,181	\$79,667	\$68,000
Human Resources Generalist	\$41,931	\$40,672	\$57,308	\$56,612	\$49,729	\$48,866
Landfill Equipment Operator	\$33,104	\$30,975	\$46,969	\$44,180	\$39,208	\$37,387
Mechanic I	\$36,794	\$35,496	\$49,933	\$49,537	\$44,516	\$42,150
Meter Service Technician	\$33,359	\$31,158	\$44,746	\$41,475	\$38,845	\$36,714
Permit Technician	\$33,470	\$32,840	\$45,621	\$46,123	\$38,446	\$39,423
Police Captain	\$62,828	\$63,298	\$81,668	\$87,612	\$74,453	\$76,291
Police Chief	\$74,534	\$72,897	\$93,432	\$92,340	\$85,004	\$82,943
Police Lieutenant	\$56,519	\$56,232	\$76,022	\$78,138	\$69,675	\$67,974
Police Officer	\$41,778	\$41,122	\$57,688	\$58,314	\$49,345	\$49,559
Police Sergeant	\$50,876	\$48,069	\$67,380	\$67,974	\$60,391	\$57,300
Public Works Director	\$75,954	\$74,869	\$99,579	\$107,095	\$90,651	\$90,279
Records Technician	\$32,850	\$31,862	\$44,435	\$43,611	\$37,652	\$36,575
Solid Waste Superintendent	\$55,282	\$53,299	\$71,549	\$72,129	\$64,440	\$61,916
Staff Accountant	\$40,923	\$38,480	\$54,611	\$53,872	\$47,448	\$45,760
Street Equipment Operator I	\$32,657	\$32,543	\$45,312	\$45,479	\$39,613	\$38,126
Street Maintenance Superintendent	\$49,545	\$49,317	\$66,065	\$65,856	\$57,570	\$56,880
Utility Maintenance Operator	\$35,115	\$33,456	\$46,253	\$45,504	\$41,904	\$38,350
Utility Maintenance Superintendent	\$53,996	\$53,392	\$72,258	\$71,551	\$64,183	\$61,808
Wastewater Treatment Plant Operator	\$37,012	\$36,195	\$49,285	\$51,355	\$43,957	\$42,639
Wastewater Treatment Plant Supt.	\$57,341	\$58,788	\$76,268	\$78,693	\$69,066	\$66,164

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median	Average Annual Mean	Average Annual Median
Water Treatment Plant Operator	\$34,779	\$35,131	\$47,654	\$48,024	\$39,955	\$36,607
Water Treatment Superintendent	\$56,267	\$55,776	\$74,395	\$78,554	\$66,838	\$65,820