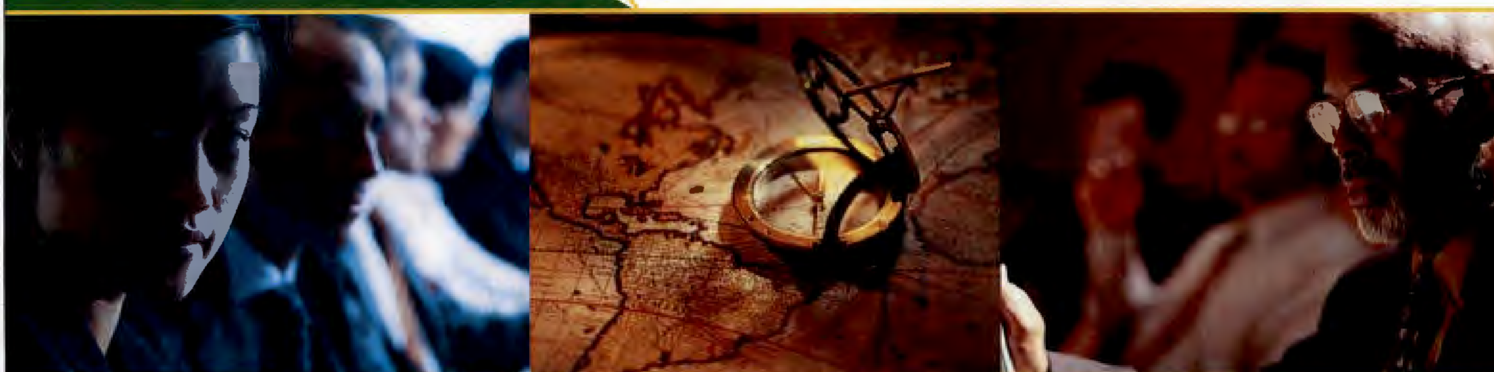
Compensation and Classification Study for Burnet County, TX

FINAL REPORT



Evergreen Solutions, LLC

May 19, 2023

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Chapter 1 - Introduction

The leadership of Burnet County, TX, (the "County") in keeping with its commitment to attracting and retaining the employees necessary to provide high quality services determined that its current compensation and classification systems and structures needed to be updated to better reflect best practices. Evergreen Solutions, LLC ("Evergreen") was selected by the County during May of 2022 as its partner to in order to accomplish this goal. This engagement sought to evaluate the strengths and weaknesses of the County's current systems, conduct a job and pay grade analysis to study internal equity and collect peer salary data to study external equity. This study and the analysis contained within provides County leadership with valuable information related to their employee demographics, opinions, and market data, as well as internal and external equity.

Internal equity relates to the fairness of an organization's compensation practices among its current employees. Specifically, by reviewing the skills, responsibilities, and duties of each position, it can be determined whether similar positions are being compensated in an equitable manner within the organization. External equity relates to the differences between how an organization's classifications are valued and the compensation available in the marketplace for the same skills, responsibilities, and duties. This component of the study aims to address how the County is positioned in the market relative to other local area government organizations with similar positions and to develop recommendations that allow the County to recruit and retain quality employees. The classification component of this study resolves any inconsistencies related to job requirements or job titles and ensures that all jobs are appropriately categorized and aligned with The work currently performed.

1.1 STUDY METHODOLOGY

Evergreen combines qualitative and quantitative data analysis to produce recommendations that maximize the fairness and competitiveness of an organization's compensation structure and practices. It is important to note that the data utilized in the study represents a snapshot in time. As market conditions can change rapidly, it is important for the County to conduct regular market surveys to ensure their external market position does not decay. A full compensation and classification review is recommended approximately every three to five years. Some examples of project activities included:

- Conducting a project kick-off meeting
- Presenting orientation sessions to employees
- Facilitating focus group sessions with employees
- Conducting an external market salary survey
- Revising classification descriptions based on employee JAT feedback

- Creating draft and final reports
- Conducting training sessions with human resources staff in the methodology used to systematically assess job classifications.

Kickoff Meeting

The kickoff meeting provided an opportunity to finalize the work plan and begin the data collection process. Data collection included the gathering of relevant background material including existing pay plans, organization charts, policies, procedures, training materials, classification specifications, and other pertinent material.

Employee Outreach

Through the orientation sessions, Evergreen consultants briefed employees on the purpose and major processes of the study. This process addressed employee questions in an effort to resolve misconceptions about the study and related tasks, and explained the importance of employee participation in the JAT process.

In addition, employees participated in focus group sessions designed to gather input from their varied perspectives as to the strengths and weaknesses of the current system. Feedback received from employees in this context was helpful in highlighting aspects of the organization which needed particular attention and consideration. This information provided some basic perceptional background, as well as a starting point for the research process.

Job Assessment Tool© (JAT) Classification Analysis

Employees were asked to complete individual JAT surveys, where they shared information pertaining to their work in their own words. These JATs were analyzed and compared to the current classification descriptions, and classifications were individually scored based on employee responses to five compensable factor questions. Each of the compensable factors—Leadership, Working Conditions, Complexity, Decision Making, and Relationships—were given weighted values based on employee responses, resulting in a point factor score for each classification. The rank order of classes by JAT scores was used to develop a rank order of classes within the proposed compensation structure. Combined with market data, this information formed the foundation of the combined recommendations. The nature of each compensable factor is described below:

- Leadership -relates to the employee's individual leadership role, be it as a direct report of others who have leadership responsibilities, or as an executive who has leadership over entire departments or the County as a whole.

- Working Conditions - deals with the employee's physical working conditions and the employee's impact on those conditions, as well as the working conditions impact or potential impact on the employee.

- Complexity - describes the nature of work performed and includes options ranging from entry-level manual or clerical tasks up to advanced scientific, legal, or executive management duties.

- Decision Making – deals with the individual decision-making responsibility of the employees. Are decisions made on behalf of the employee or is the employee making autonomous decisions that impact the individual, other employees, or even the entire organization?

- Relationships –deals with organizational structure and the nature of the employee's working relationships. Responses range from employees who work primarily alone, those who work as members of a team, those who oversee teams, and those who oversee the organization as a whole.

Salary Survey

The external market for this study was defined as identified local government organizations with similar positions as well as similar characteristics, demographics, and service offerings. Specific benchmark positions in the County were surveyed, although not all positions had matching positions at the peer organizations. The data were then analyzed comparing County classifications to the jobs performing the same duties at peer organizations to gain a fuller understanding of their market position.

1.2 REPORT ORGANIZATION

This report includes the following additional chapters:

- Chapter 2 – Summary of Employee Outreach
- Chapter 3 – Assessment of Current Conditions
- Chapter 4 – Results Summary

Chapter 2 – Summary of Outreach

Outreach was conducted by Evergreen consultants. The consultants met with County employees and explained the process of the study and fielded questions that employees had about the study. Focus groups were conducted to solicit information from employees that gave Evergreen solid information to begin researching. Employees provided Evergreen their opinions on classifications that were outdated, behind market, or had trouble retaining employees.

Information was also provided on the employees' opinions of the biggest competitors to the County. Finally, employees provided information on all the positive aspects of employment with the County. Evergreen used employee opinions as a starting point for some data collection, but everything that was used in the course of this study was independently verified by Evergreen. A full summary of the outreach can be found in **Chapter 2** of this report.

Chapter 3 - Assessment of Current Conditions

An assessment of current conditions was conducted to help Evergreen better understand the current standing of the County pay plan, demographics, and compensation structures. This assessment should be considered a snapshot in time and is reflective of the conditions present within the County upon the commencement of this study. By leveraging this information, Evergreen was able to gain a better understanding of the strengths and weaknesses of the current compensation system. A full summary of the Assessment of Current Conditions can be found in **Chapter 3** of this report.

Chapter 4 – Results Summary

A salary survey was designed by Evergreen and approved by the County's Human Resources department. After the results were received, the data were analyzed to compare the County to the overall results. The results from the market survey allow the County to adjust salaries as necessary. A full summary of the market results can be found in **Chapter 4** of this report. Found at the end of the report, **Appendix A** provides the total results of the study by department. The recommended pay scales are included in **Appendix B** – **Appendix E.**

Chapter 2 – Summary of Employee Outreach

Evergreen consultants completed outreach using orientation, focus groups, and interviews with senior leaders. Orientation sessions were conducted to inform employees about the purpose of the study, while also giving employees information about the ways they would be asked to participate in the study. Focus groups were designed to solicit open feedback from employees concerning several topics related to compensation and classification. Overall, the goal of these groups was to gauge the general employee sentiment towards the current compensation and classification structures, while also gathering specific concerns employees had.

The observations in this chapter are a generalized summary of opinions, general themes, and trends expressed by employees and senior leaders who either participated in a focus group or provided direct feedback to Evergreen. Information that may identify the commenter has been removed. It is important to note that the views shared in this summary are perceptional in nature and may not necessarily reflect actual conditions in the County.

Comments are separated by the following four categories below:

2.1 General Feedback
2.2 Compensation & Classification
2.3 Market Peers
2.4 Summary

2.1 GENERAL FEEDBACK

The primary focus of this study is to address the compensation and classification structures. However, it is important to understand how employees currently view employment at large within the County, and as a result, general feedback was sourced from employees on what brought them to work for the County and what were the primary factors that led to their continued employment. The comments described in this section reflect the factors that incentivize prospective applicants to pursue employment with the County, and the reasons employees have decided to continue working for the County. These elements are as important to highlight as compensation, which while a principal factor is often not the sole determination for where employees wish to work. The responses varied from benefits, stability, and the culture of the County. Additional comments expressed by employees include:

- Appreciation for longevity pay;
- Great schedule and ample time off; and
- A desire to serve and give back to the community.

Overall, personnel revealed that the County is a wonderful place to work with several distinct advantages. However, concerns were raised about transparency, equity, and accuracy in classifications. While Evergreen receives this input frequently while conducting these types of studies, this belief was expressed by employees in most of the outreach sessions and was a predominant theme.

2.2 COMPENSATION AND CLASSIFICATION

As the focus of this study, feedback on compensation and classification was solicited from employees. Employees were asked to identify any concerns, challenges, or limitations observed with how the County currently compensates and classifies its positions. Focus group participants contributed the following related to the compensation structure and associated pay practices:

- **External Equity** – Feedback on the competitiveness of pay indicated that many employees believe the County's pay ranges are currently below market.

- **Internal Equity** – Employees expressed several concerns or requests regarding internal equity. Common themes involved:

  - A need for an established path for career progression;
  - Compensation for additional certification, licenses, and skills;
  - Equality between departments in terms of pay and incentives;
  - Parity between pay and the depth of responsibility; and
  - Addressing compression between tenured employees and newer hires,

- **Turnover** – Turnover was an area of concern for several departments. Specific positions mentioned with high turnover include:

  - Administrative Assistants
  - Bailiffs
  - Dispatchers
  - Jailers
  - Maintenance positions

- **Raises** – Overall, employees enjoy the COLA, but would like to see merit raises tied to evaluations.

- **Benefits** – Employees are generally happy with the benefits and were specifically complimentary of the health insurance and retirement plan. While the majority of comments mentioned by employees were positive, concerns of the benefits package include:

  - The ability to donate sick leave;
  - Retiree insurance; and
  - Reduced cost for family insurance.

2.3 MARKET PEERS

Outreach participants were asked to name organizations they considered to be market peers competing for employees performing similar work. The most common responses are listed below and were considered when developing the list of peers for the salary survey:

- City of Austin
- Bell County
- City of Cedar Park
- City of Burnet
- Federal Government
- City of Gatesville
- City of Georgetown
- Harris County
- Hays County
- City of Leander
- City of Round Rock
- Travis County
- Williamson County

2.4 SUMMARY

The feedback received by Evergreen provided a solid foundation for understanding the current environment of the County. The willingness of employees to contribute to this dialogue was evident in the number of employees that took time out of their busy schedules to provide reasonable observations with respect to potential compensation and classification strengths/weaknesses across the organization. These comments were verified and taken into consideration when identifying challenges and formulating the recommendations for the County.

According to many employees and leaders, top concerns include appropriate classifications, updated job descriptions, and benefits for retirees. Additionally, employees consistently stated that the compensation system should be improved to be market competitive and internally equitable. The County's commitment to seeking employee input and feedback regarding the compensation and classification system is a positive step toward improvement in these areas. Evergreen used the information gathered from employees to move forward with the study.

Chapter 3 – Assessment of Current Conditions

The purpose of this chapter is to provide a statistical analysis of the classification and compensation system in place at the County at the start of this study. The assessment is divided into the following sections:

3.1 Analysis of Pay Plan
3.2 Grade Placement Analysis
3.3 Quartile Analysis
3.4 Compression Analysis
3.5 Summary

The analysis represented in this chapter represents a snapshot in time – this chapter was built off of employee information collected in October of 2022. Every organization changes continuously, so this chapter is not meant to be a definitive statement on continuing compensation practices at the County. Rather, this AOCC is meant to represent the conditions that were in place when this study began. The data contained within provide the baseline for analyses through the course of this study but are not sufficient cause for recommendations in isolation. By reviewing employee data, Evergreen gained a better understanding of the structure and methods in place and identified issues for both further review and potential revision.

3.1 ANALYSIS OF PAY PLAN

The purpose of analyzing the pay plan used within the County is to help gain an overview of the compensation philosophy as it existed when the study began. The County had a system in place that categorized classifications by level and type of work. The County utilizes separate pay structures for General employees, Law Enforcement and Jail positions. This system used numeric pay grades to represent classifications of varying level and responsibility. **Exhibit 3A** displays the County's pay plan summarized for ease of comparison. The exhibit provides the name; each pay grade on the plan; the value of each pay grade at minimum, midpoint and maximum; the range spread for each pay grade – which is a measure of the distance between the minimum and maximum of the grade; and the number of employees per pay grade.

While the County follows a step plan, the steps have been converted to ranges for the purposes of this analysis. The County's pay plan includes thirty-one occupied pay grades that hold 250 employees. The range spreads of the grades fall between 13 and 22 percent.

EXHIBIT 3A
PAY PLAN SUMMARY

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
General	55	$ 33,176	$ 36,462	$ 40,102	21%	3
General	56	$ 35,402	$ 38,896	$ 42,786	21%	1
General	58	$ 39,811	$ 43,742	$ 48,110	21%	19
General	59	$ 41,933	$ 46,072	$ 50,690	21%	13
General	60	$ 44,075	$ 48,443	$ 53,290	21%	14
General	61	$ 46,363	$ 50,939	$ 56,035	21%	3
General	62	$ 48,640	$ 53,455	$ 58,811	21%	25
General	63	$ 50,669	$ 55,682	$ 61,256	21%	8
General	64	$ 52,874	$ 58,094	$ 63,898	21%	11
General	65	$ 55,217	$ 60,682	$ 66,752	21%	12
General	66	$ 56,971	$ 62,608	$ 68,869	21%	2
General	67	$ 59,363	$ 65,562	$ 71,760	21%	1
General	68	$ 61,526	$ 67,621	$ 74,381	21%	8
General	69	$ 63,773	$ 70,075	$ 77,085	21%	7
General	70	$ 65,957	$ 72,488	$ 79,747	21%	2
Law Enforcement	106	$ 41,766	$ 46,486	$ 50,750	22%	4
Law Enforcement	110	$ 50,197	$ 55,162	$ 60,678	21%	2
Law Enforcement	111	$ 55,910	$ 59,265	$ 67,652	21%	26
Law Enforcement	116	$ 63,958	$ 70,283	$ 77,312	21%	19
Law Enforcement	118	$ 73,885	$ 76,170	$ 83,787	13%	1
Law Enforcement	120	$ 79,393	$ 81,848	$ 90,033	13%	3
Law Enforcement	123	$ 87,806	$ 90,522	$ 99,574	13%	1
Jail	156	$ 46,204	$ 47,633	$ 52,396	13%	16
Jail	157	$ 47,539	$ 49,009	$ 53,910	13%	24
Jail	158	$ 48,958	$ 50,472	$ 55,519	13%	4
Jail	159	$ 51,034	$ 52,613	$ 57,874	13%	3
Jail	160	$ 50,560	$ 55,561	$ 61,117	21%	7
Jail	161	$ 53,442	$ 58,728	$ 64,601	21%	4
Jail	165	$ 64,393	$ 70,762	$ 77,838	21%	4
Jail	168	$ 69,314	$ 76,170	$ 83,787	21%	2
Jail	172	$ 79,138	$ 86,965	$ 95,661	21%	1

Comparing the summary data in **Exhibit 3A** to best practices, a number of observations can be made regarding the County pay plan. Based on the analysis of the pay plan, the following facts can be observed:

- Range spreads—generally set between 50-70 percent—are more narrow than typically seen in the market today.
- The number of employees on each pay grade is varied. Several pay grades have only a single incumbent occupying the grade, while other pay grades contain more than fifteen employees.
- The minimum annual pay offered to any County employee is $33,176 while the maximum salary of any pay grade is $99,574.

3.2 GRADE PLACEMENT ANALYSIS

The Grade Placement Analysis examines how employee salaries are distributed throughout the pay grades. This can help identify salary progression issues, which are usually accompanied by employee salaries that are clustered in segments of the pay grades. A clustering of employee salaries in the lower part of ranges can indicate a lack of salary progression for employees or a high level of employee turnover. A clustering of employee salaries in the high end of pay ranges can be a sign of high employee tenure or a sign that the pay ranges are behind market, forcing the organization to offer salaries near the maximum of the range to new hires. With regard to minimum and maximum salaries, employees at the grade minimum are typically newer to the organization or to the classification, while employees at the grade maximum are typically highly experienced and highly proficient in their classification. The Grade Placement Analysis examines how salaries compare to pay range minimums, midpoints, and maximums. Only pay grades with at least one incumbent are included in this analysis.

Exhibits 3B displays the percentage and number of employees compensated at their pay grade minimum and pay grade maximum. The percentages presented are based on the total number of employees in that grade. As can be seen in the exhibit, 4.8 percent (12 total) of all employees are compensated at their pay grade's minimum. A smaller percent of employees, at 2.0 percent (5 total), are compensated at their pay grade's maximum.

EXHIBIT 3B
EMPLOYEES AT MINIMUM AND MAXIMUM BY GRADE

Grade	Employees	# at Min	% at Min	# at Max	% at Max
55	3	0	0.0%	0	0.0%
56	1	0	0.0%	0	0.0%
58	19	7	36.8%	0	0.0%
59	13	0	0.0%	1	7.7%
60	14	0	0.0%	0	0.0%
61	3	0	0.0%	0	0.0%
62	25	1	4.0%	0	0.0%
63	8	0	0.0%	0	0.0%
64	11	0	0.0%	0	0.0%
65	12	0	0.0%	0	0.0%
66	2	0	0.0%	0	0.0%
67	1	0	0.0%	0	0.0%
68	8	0	0.0%	0	0.0%
69	7	0	0.0%	0	0.0%
70	2	0	0.0%	0	0.0%
106	4	0	0.0%	1	25.0%
110	2	0	0.0%	0	0.0%
111	26	1	3.8%	0	0.0%
116	19	1	5.3%	0	0.0%
118	1	0	0.0%	0	0.0%
120	3	0	0.0%	0	0.0%
123	1	0	0.0%	0	0.0%
156	16	0	0.0%	1	6.3%
157	24	2	8.3%	1	4.2%
158	4	0	0.0%	0	0.0%
159	3	0	0.0%	0	0.0%
160	7	0	0.0%	0	0.0%
161	4	0	0.0%	1	25.0%
165	4	0	0.0%	0	0.0%
168	2	0	0.0%	0	0.0%
172	1	0	0.0%	0	0.0%
Total	250	12	4.8%	5	2.0%

In addition to assessing the number of employees at minimum and maximum, an analysis was conducted to determine the number of employees below and above pay grade midpoint. The percentages refer to the percentage of employees in each pay grade that are above and below midpoint. **Exhibit 3C** displays the results of this analysis: a total of 75 employees are compensated below their pay grade midpoint—which is 30.0 percent of all employees for the

County. There are 73 employees compensated above midpoint of their pay grade, which is 29.2 percent of all employees.

EXHIBIT 3C
EMPLOYEES ABOVE AND BELOW MIDPOINT BY PAY GRADE

Grade	Employees	# < Mid	% < Mid	# > Mid	% > Mid
55	3	0	0.0%	0	0.0%
56	1	0	0.0%	0	0.0%
58	19	12	63.2%	0	0.0%
59	13	3	23.1%	1	7.7%
60	14	2	14.3%	1	7.1%
61	3	0	0.0%	0	0.0%
62	25	4	16.0%	2	8.0%
63	8	0	0.0%	0	0.0%
64	11	2	18.2%	1	9.1%
65	12	1	8.3%	0	0.0%
66	2	0	0.0%	0	0.0%
67	1	1	100.0%	0	0.0%
68	8	0	0.0%	0	0.0%
69	7	0	0.0%	0	0.0%
70	2	0	0.0%	0	0.0%
106	4	2	50.0%	2	50.0%
110	2	2	100.0%	0	0.0%
111	26	1	3.8%	25	96.2%
116	19	2	10.5%	17	89.5%
118	1	1	100.0%	0	0.0%
120	3	0	0.0%	0	0.0%
123	1	1	100.0%	0	0.0%
156	16	0	0.0%	16	100.0%
157	24	22	91.7%	2	8.3%
158	4	0	0.0%	4	100.0%
159	3	3	100.0%	0	0.0%
160	7	6	85.7%	1	14.3%
161	4	3	75.0%	1	25.0%
165	4	4	100.0%	0	0.0%
168	2	2	100.0%	0	0.0%
172	1	1	100.0%	0	0.0%
Total	250	75	30.0%	73	29.2%

3.3 QUARTILE ANALYSIS

The last part of the Grade Placement Analysis is a detailed look at how salaries are distributed through pay grades, through a quartile analysis. Here, each pay grade is divided into four segments of equal width, called quartiles. The first quartile represents the first 25 percent of the pay range; the second quartile represents the part of the range above the first quartile up to the mathematical midpoint; the third quartile represents the part of the range from the midpoint to 75 percent of the pay range; and the fourth quartile represents the part of the range above the third quartile up to the pay range maximum. Employees are assigned to a quartile within their pay range based on their current salary.

The quartile analysis is used to determine the location of employee salary clusters. Quartile analysis helps identify whether clusters exist in specific quartiles of pay grades. Additionally, the amount of time the employee has spent at the organization is also analyzed, in order to observe any relationship between organizational tenure and salary progression. This information, while not definitive alone, can shed light on any root issues within the current compensation and classification plan when combined with market data and employee feedback.

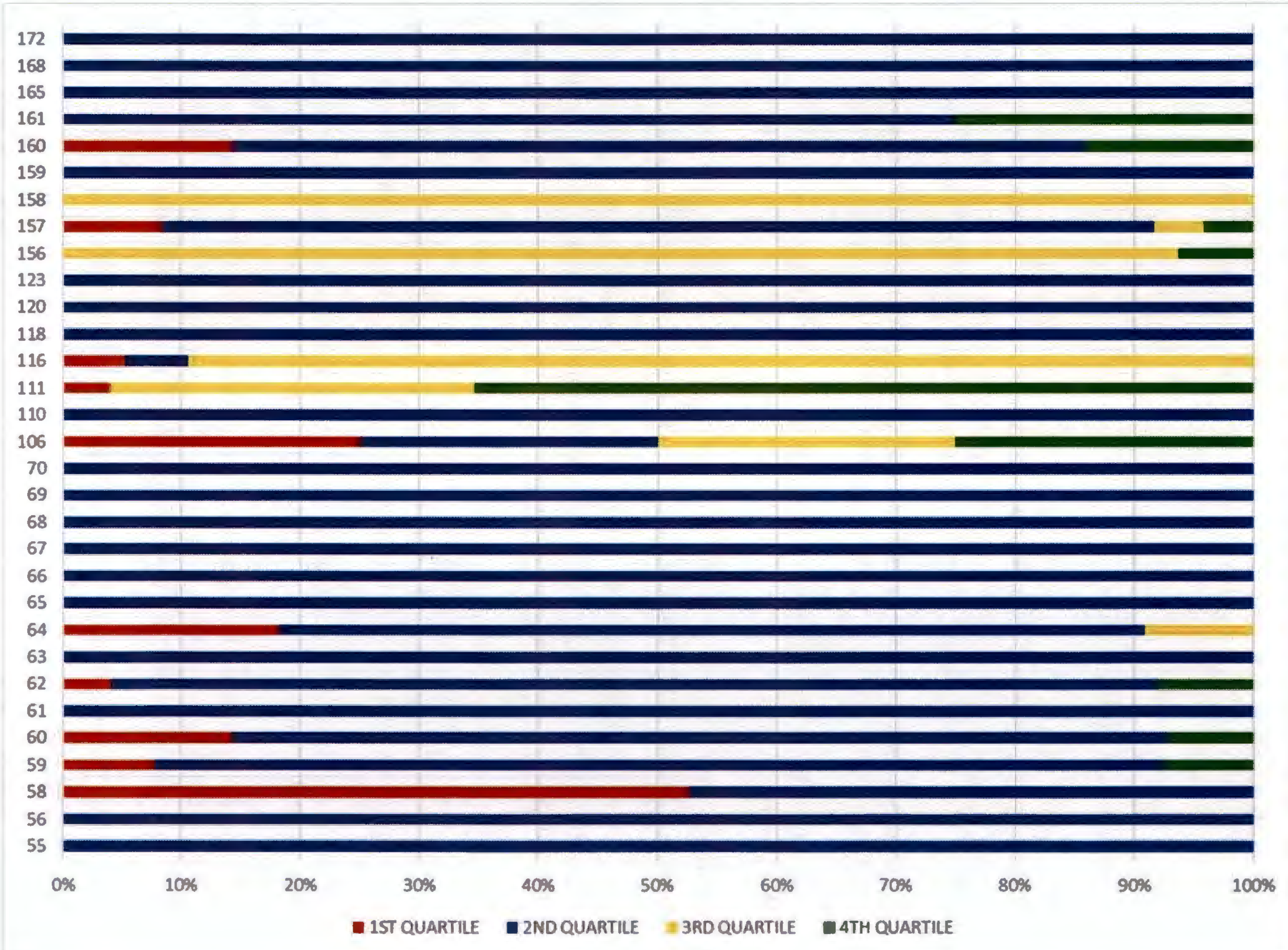
Exhibit 3D shows the number of employees that are in each quartile of each grade, as well as the average overall tenure (i.e. how long an employee has worked for the County) by quartile. Overall, data provide that 8.8 percent of employees fall into Quartile 1 of their respective grade; 62.0 percent fall into Quartile 2; 18.8 percent fall into Quartile 3; and 10.4 percent fall into Quartile 4. The average tenure in Quartile 1 is 3.2 years; in Quartile 2 is 6.4 years; in Quartile 3 is 4.2 years; and in Quartile 4 is 6.1 years. Based on this analysis, there is not a clear indication of correlation between tenure and pay grade penetration. It can be noted that average tenure within the County is low. This could be an indication of turnover in the organization.

Exhibit 3E displays a graphical representation of the data contained in **Exhibit 3D**. Each pay grade is divided into up to four sections representing the percentage of employees, in that pay grade, who belong in each quartile. For example, pay grades 165-172 do not have any employees in Quartile 1, 3 or 4. These pay grades are represented by a 100 percent blue bar, showing that 100 percent of employees in grades 165-172 are in Quartile 2. Pay grade 111 has employees in three quartiles and is consequently represented with bars displaying three colors, corresponding to the percentage of employees in each quartile.

EXHIBIT 3D
QUARTILE ANALYSIS AND TIME WITH THE ORGANIZATION

GRADE	Total Employees	Average Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
			# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure
55	3	1.7	0	-	3	1.7	0	-	0	-
56	1	3.9	0	-	1	3.9	0	-	0	-
58	19	3.6	10	3.3	9	4.0	0	-	0	-
59	13	4.2	1	1.1	11	3.2	0	-	1	19.1
60	14	6.0	2	2.6	11	6.4	0	-	1	9.3
61	3	5.4	0	-	3	5.4	0	-	0	-
62	25	5.9	1	0.7	22	6.4	0	-	2	2.5
63	8	10.6	0	-	8	10.6	0	-	0	-
64	11	5.5	2	3.8	8	6.3	1	3.1	0	-
65	12	11.1	0	-	12	11.1	0	-	0	-
66	2	5.4	0	-	2	5.4	0	-	0	-
67	1	8.8	0	-	1	8.8	0	-	0	-
68	8	9.4	0	-	8	9.4	0	-	0	-
69	7	13.7	0	-	7	13.7	0	-	0	-
70	2	6.2	0	-	2	6.2	0	-	0	-
106	4	2.4	1	0.7	1	1.8	1	1.6	1	5.4
110	2	4.6	0	-	2	4.6	0	-	0	-
111	26	4.9	1	4.5	0	-	8	2.5	17	6.0
116	19	6.7	1	1.8	1	3.9	17	7.2	0	-
118	1	8.9	0	-	1	8.9	0	-	0	-
120	3	5.9	0	-	3	5.9	0	-	0	-
123	1	0.4	0	-	1	0.4	0	-	0	-
156	16	1.1	0	-	0	-	15	1.0	1	1.7
157	24	3.7	2	3.4	20	3.5	1	8.8	1	3.0
158	4	6.3	0	-	0	-	4	6.3	0	-
159	3	3.8	0	-	3	3.8	0	-	0	-
160	7	6.8	1	8.8	5	6.5	0	-	1	6.5
161	4	5.2	0	-	3	4.5	0	-	1	7.1
165	4	4.7	0	-	4	4.7	0	-	0	-
168	2	5.2	0	-	2	5.2	0	-	0	-
172	1	8.8	0	-	1	8.8	0	-	0	-
Overall	**250**	**5.6**	**22**	**3.2**	**155**	**6.4**	**47**	**4.2**	**26**	**6.1**

EXHIBIT 3E
QUARTILE PLACEMENT BY PAY GRADE



Studying the data from the following exhibits can reveal certain patterns. One thing that can be observed is that the majority of employees are in Quartile 2 of their pay grade. Employee tenure within Quartile 2 ranges from 0.4-13.7 years. This could indicate that the employees with 10 or more years of tenure are not progressing through their pay ranges equitably. More data is required to identify a root cause for this observed trend. However, this should be followed in the future, as the County could gather valuable information about how the pay plan and compensation philosophy are administered.

3.4 COMPRESSION ANALYSIS

Pay compression can be defined as the lack of variation in salaries between employees with significantly different levels of experience and responsibility. Compression can be seen as a threat to internal equity and morale. A common type of pay compression can be observed when the pay of supervisors and their direct reports are too close.

According to the Society for Human Resources Management (SHRM), specific examples of actions that may cause pay compression include the following:

- Reorganizations change peer relationships and can create compression if jobs are not reevaluated.
- In some organizations, certain departments or divisions may be relatively liberal with salary increases, market adjustments, and promotions—while others are not.
- Some employers have overlooked their Human Resources policies designed to regulate pay, paying new hires more than incumbents for similar jobs under the mantra of "paying what it takes to get the best talent."
- Many organizations have found it easy to hire people who had already done the same work for another organization, eliminating the need for training. Rather than hiring individuals with high potential and developing them for the long term, they have opted for employees who could "hit the ground running"—regardless of their potential.

Exhibit 3F indicates the ratio of direct report to supervisor salaries by grade graphically and **Exhibit 3G** displays these results numerically. Employees were grouped into categories reflecting whether their actual salary was less than 80 percent, greater than 80 percent but less than 95 percent, greater than 95 percent but less than 100 percent, or greater than 100 percent of their supervisor's salary. Less than 80 percent would indicate that the ratio of an employee's salary to his supervisor's salary would yield a result of less than 0.8. For example, an employee with a salary of $79,000.00 and a supervisor with a salary of $100,000.00 would yield a ratio of 0.79, and be placed into the Less than 80 percent category.

An analysis of the data would quickly reveal that most positions in the County are in a great position, with plenty of space between employee and supervisor salaries.

EXHIBIT 3F
EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE

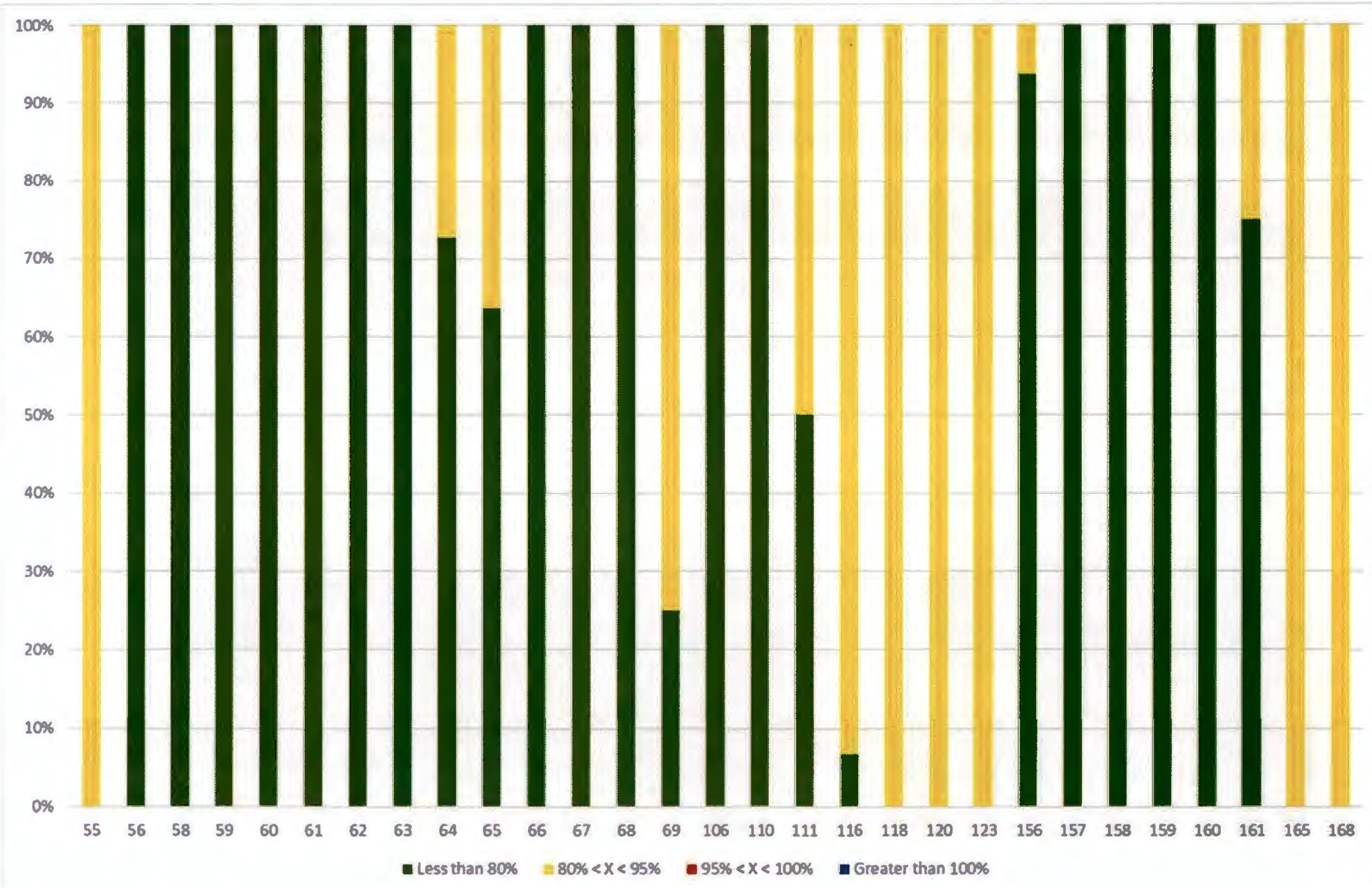


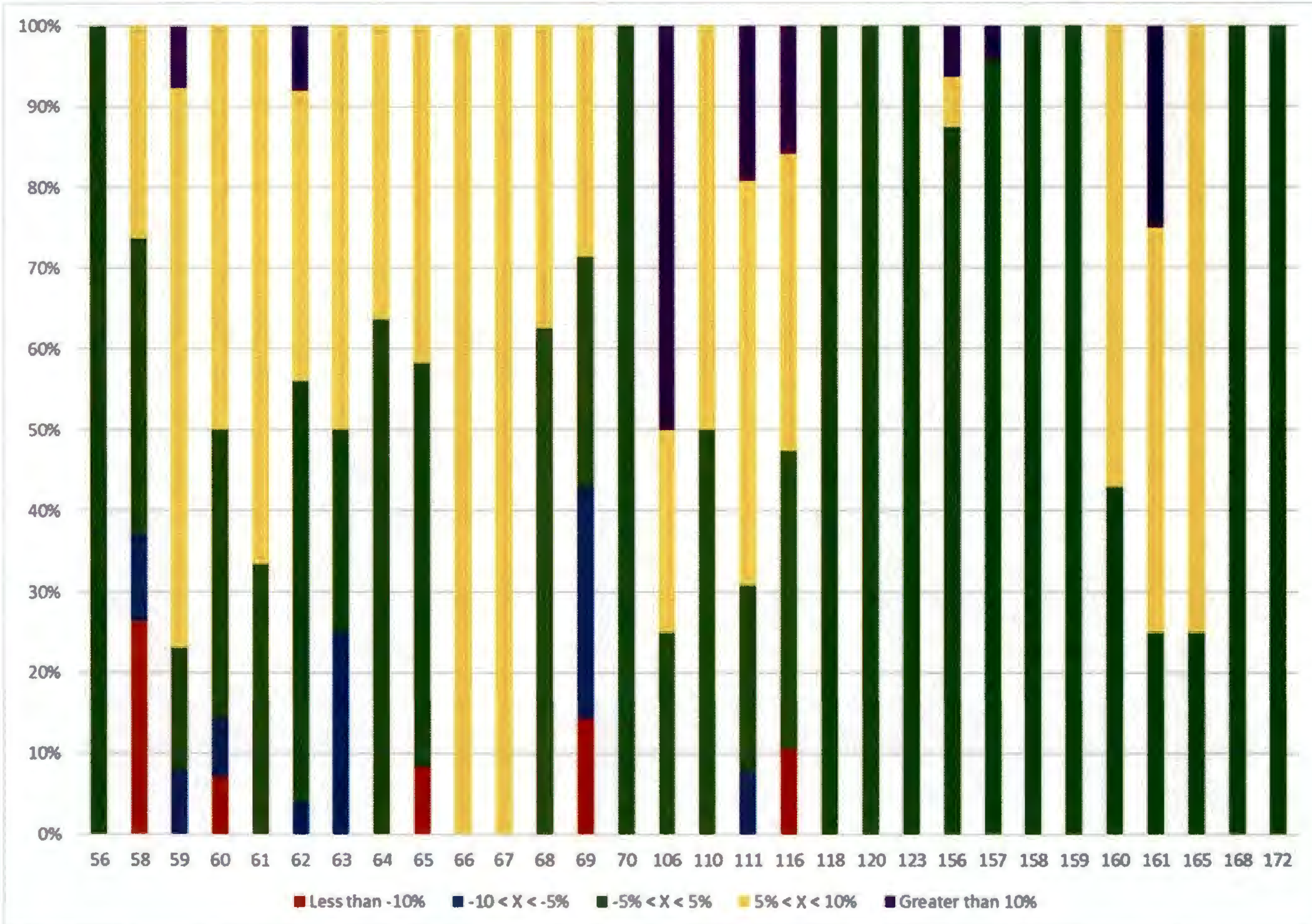
EXHIBIT 3G
EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE

Grade	Less than 80%	80% < X < 95%	95% < X < 100%	Greater than 100%
55	0	3	0	0
56	1	0	0	0
58	18	0	0	0
59	13	0	0	0
60	13	0	0	0
61	2	0	0	0
62	25	0	0	0
63	8	0	0	0
64	8	3	0	0
65	7	4	0	0
66	1	0	0	0
67	1	0	0	0
68	1	0	0	0
69	1	3	0	0
106	4	0	0	0
110	2	0	0	0
111	13	13	0	0
116	1	14	0	0
118	0	1	0	0
120	0	3	0	0
123	0	1	0	0
156	15	1	0	0
157	24	0	0	0
158	4	0	0	0
159	3	0	0	0
160	7	0	0	0
161	3	1	0	0
165	0	4	0	0
168	0	2	0	0
Totals	175	53	0	0

Exhibit 3H showcases the actual vs. expected salaries of County employees, sorted by pay grade. Expected salary is calculated using a fifteen-year progression assumption for employees. For example, an employee who had worked at his position for seven and a half years would expect to be at the grade midpoint, while an employee with fifteen or more years of class years would expect to be at the grade maximum. An important distinction between this compression table and the quartile analysis: this compression table utilizes class years, while the Quartile analysis uses tenure. Class years are differentiated from tenure by using the date that an employee started working in their current classification as the start date, instead of the date they were first hired. To illustrate, if an employee had been an accountant for fifteen years, and then was promoted last year to Accountant Supervisor that employee would have fifteen years of tenure, but only one class year.

As seen on **Exhibit 3H,** many County employees are being paid wages that are within at least 5 percent of what they would expect to receive, based on class years. There is a sizeable percentage of employees that have are making more than 5 percent of what they would have expected to receive, and this could indicate that they are progressing through the ranges equitably. As seen in the exhibit, there is still a small percentage of employees making less than 10 percent of what they would expect to receive. This is something that bears watching in the future.

EXHIBIT 3H
ACTUAL VS. EXPECTED SALARY



3.5 SUMMARY

There were many observations made with respect to the County's compensation system in place at the beginning of the study.

- Range spread, generally recommended to be between 50-70 percent, varies across several grades. The County's plans have range spreads varying from 13-22 percent.
- Over half of employees (62 percent) are in Quartile 2 of their pay grade.
- Overall, the average length of employee tenure is low. This could be an indicator of high turnover.
- Most County employees are paid less than 80.0 percent of their supervisors' salaries.

This analysis provides Evergreen with sufficient data regarding the current compensation practices within the County.

Chapter 4 – Results Summary

The purpose of the results summary chapter is to display the market relationships for positions within the County. As part of the study, Evergreen surveyed select benchmark classifications against positions in the market performing similar duties. This chapter displays classifications within the County and the market averages for the positions included in the salary survey. Data for all positions in the County are being provided so that the County can adjust salaries as it feels necessary.

The results of this study should be considered reflective of the current state of the market at the time of this study, however, market conditions can change rapidly. Consequently, it is necessary to perform market surveys of peer organizations at regular intervals in order for an organization to consistently monitor its position within the market.

Evergreen conducted a comprehensive market salary survey for the County, which consisted of 21 peers including surrounding counties, cities, and independent school districts. Target peers were selected based on a number of factors including geographic proximity and population size. Target organizations were also identified for their competition to the County for employee recruitment and retention efforts. The list of targets that provided data for the purpose of this study are included in **Exhibit 4A.**

EXHIBIT 4A
TARGET MARKET PEERS

Target Respondents
Atascosa County
Bastrop County
Bell County
Burnet CISD
Caldwell County
City of Burnet
City of Marble Falls
Cooke County
Coryell County
Gillespie County
Hays County
Hood County
Kendall County
Kerr County
Llano County
Marble Falls CISD
Polk County
Travis County
Wharton County
Williamson County
Wilson County

Due to the fact that the data collected for the market survey was from various regions of Texas, it was necessary to adjust peer responses relative to the County based on cost of living. For all organizations that fell outside the County's immediate region, a cost-of-living adjustment was applied to the reported pay ranges to ensure a market average was attained in terms of the spending power an employee would have in the County. Evergreen utilizes cost of living index information from the Council for Community and Economic Research, and the scale is based on the national average cost of living being set at 100. The cost-of-living index figures for the County and each of the respondent market peers are located in **Exhibit 4B**.

EXHIBIT 4B
RESPONDENTS WITH COST OF LIVING ADJUSTMENTS

Market Peers	Cost of Living Index
Burnet County, TX	96.6
Atascosa County	90.5
Bastrop County	92.7
Bell County	93.5
Burnet CISD	96.6
Caldwell County	91.6
City of Burnet	96.6
City of Marble Falls	96.6
Cooke County	97.0
Coryell County	91.2
Gillespie County	103.5
Hays County	94.1
Hood County	97.7
Kendall County	110.5
Kerr County	98.6
Llano County	100.2
Marble Falls CISD	96.6
Polk County	90.8
Travis County	106.9
Wharton County	93.2
Williamson County	97.8
Wilson County	96.8

4.1 RESULTS DATA

The total results of the study are displayed in **Appendix A**, which includes all County job titles and the market average salaries for each position at the minimum, midpoint, and maximum points of the pay ranges. In addition to salary ranges, average actual salaries for each position were taken into careful consideration as part of the survey. Positions that were not included in the market survey or did not have sufficient market data are indicated in the exhibits with a dash (-).

While all benchmarks are surveyed by each peer, not every peer organization possesses an appropriate match to supply salary information for. Consequently, the benchmarks receive varying levels of response. For the purpose of this study, all positions that received less than five matches from market peers were not considered as an appropriate consideration for a salary range. The rationale behind these positions being excluded is that insufficient response can lead to unreliable averages that may skew the aggregated data, blurring the reality of the County's actual position in the market.

Both the Burnet County project team and Evergreen thoroughly scrutinized the data provided by peers to ensure the most appropriate positions were matched for each classification. The results exhibited in this chapter are displayed by department, showing the market relationships between positions in the County. Departments with at least 5 positions are included in the exhibits below. Departments with fewer than 5 positions have results displayed in **Appendix A.**

4.2 DEPARTMENT RESULTS

Auditor

The results for the Auditor department are displayed in Exhibit 4C.

EXHIBIT 4C
AUDITOR DEPARTMENT RESULTS

Department	Classification	Market Minimum	Market Midpoint	Market Maximum	Average Actual
Auditor	Auditor	$ 94,876.01	$107,363.05	$ 119,850.08	$ 106,905.17
Auditor	1st Assistant Auditor	-	-	-	-
Auditor	P/T 1st Assistant Auditor	-	-	-	-
Auditor	Accounting Manager	$ 64,831.02	$ 80,206.41	$ 94,654.11	$ 80,647.69
Auditor	P/T Accounting Manager	$ 64,831.02	$ 80,206.41	$ 94,654.11	$ 80,647.69
Auditor	Chief Purchasing Deputy	-	-	-	-
Auditor	Grant Administrator	$ 51,045.53	$ 61,035.94	$ 71,026.35	$ 59,717.68
Auditor	Grant Admin Accountant	-	-	-	-
Auditor	Senior Internal Auditor	-	-	-	-
Auditor	Internal Auditor	$ 46,617.93	$ 56,764.00	$ 66,910.08	$ 53,638.21

County Attorney

The results for the County Attorney department are displayed in Exhibit 4D.

EXHIBIT 4D
COUNTY ATTORNEY DEPARTMENT RESULTS

Department	Classification	Market Minimum	Market Midpoint	Market Maximum	Average Actual
County Attorney	County Attorney	$ 87,425.07	$ 99,171.78	$ 110,918.50	$ 105,801.49
County Attorney	1st Assistant County Attorney	$ 73,102.75	$ 80,837.17	$ 88,571.58	$ 89,289.57
County Attorney	Assistant County Attorney	$ 63,988.53	$ 73,107.91	$ 82,227.29	$ 71,844.82
County Attorney	Executive Assistant	$ 43,566.66	$ 54,504.38	$ 65,392.25	$ 60,054.66
County Attorney	Legal Assistant	$ 37,938.12	$ 45,103.25	$ 52,268.38	$ 44,678.96

County Clerk

The results for the County Clerk department are displayed in Exhibit 4E.

EXHIBIT 4E
COUNTY CLERK DEPARTMENT RESULTS

Department	Classification	Market Minimum	Market Midpoint	Market Maximum	Average Actual
County Clerk	County Clerk	$ 70,655.61	$ 89,806.70	$ 108,957.78	$ 77,981.16
County Clerk	Chief Deputy	$ 48,817.29	$ 59,018.79	$ 69,220.28	$ 54,966.36
County Clerk	Asst. Chief Deputy County Clerk	-	-	-	-
County Clerk	Deputy Clerk	$ 33,603.79	$ 37,560.54	$ 41,079.18	$ 36,771.36
County Clerk	County Clerk Records Management Officer	-	-	-	-

District Attorney

The results for the District Attorney department are displayed in Exhibit 4F.

EXHIBIT 4F
DISTRICT ATTORNEY DEPARTMENT RESULTS

Department	Classification	Market Minimum	Market Midpoint	Market Maximum	Average Actual
District Attorney	District Attorney	-	-	-	-
District Attorney	1st Assistant District Attorney	-	-	-	-
District Attorney	Assistant District Attorney	$ 81,254.07	$ 91,378.27	$ 101,502.47	$ 89,867.32
District Attorney	Investigator	-	-	-	-
District Attorney	Executive Director	-	-	-	-
District Attorney	Victims Assistance Coordinator	$ 43,970.46	$ 54,423.42	$ 64,876.37	$ 50,115.11

Jail

The results for the Jail department are displayed in Exhibit 4G.

EXHIBIT 4G
JAIL DEPARTMENT RESULTS

Department	Classification	Market Minimum	Market Midpoint	Market Maximum	Average Actual
Jail	Jail Administrator	$ 63,921.74	$ 78,535.41	$ 93,149.09	$ 80,921.05
Jail	Lieutenant Jail	$ 63,063.11	$ 72,647.06	$ 82,231.00	$ 59,984.83
Jail	Sergeant - Jail	$ 50,031.49	$ 59,037.61	$ 68,043.73	$ 58,988.21
Jail	Booking Sergeant Jail	$ 50,031.49	$ 59,037.61	$ 68,043.73	$ 58,988.21
Jail	Admin Supervisor Jail	-	-	-	-
Jail	Food Service Supervisor	-	-	-	-
Jail	Officer In Charge	-	-	-	-
Jail	Booking Supervisor	-	-	-	-
Jail	USMS Coordinator	-	-	-	-
Jail	Corrections Officer	$ 42,927.33	$ 48,901.25	$ 54,875.18	$ 43,254.82
Jail	Corrections Officer IV	$ 42,927.33	$ 48,901.25	$ 54,875.18	$ 43,254.82
Jail	Corrections Officer III	$ 42,927.33	$ 48,901.25	$ 54,875.18	$ 43,254.82
Jail	Corrections Officer II	$ 42,927.33	$ 48,901.25	$ 54,875.18	$ 43,254.82
Jail	Corrections Officer I	$ 42,927.33	$ 48,901.25	$ 54,875.18	$ 43,254.82
Jail	Corrections Officer Temp LIC	$ 42,927.33	$ 48,901.25	$ 54,875.18	$ 43,254.82
Jail	Transport Officer	$ 41,123.62	$ 50,621.60	$ 60,119.57	$ 50,025.25
Jail	Maintenance Technician	$ 35,716.35	$ 42,411.77	$ 49,153.88	$ 40,042.52
Jail	Jail Clerk	-	-	-	-
Jail	Commissary Clerk/Jailer	-	-	-	-

Justice of the Peace

The results for the Justice of the Peace department are displayed in Exhibit 4H.

EXHIBIT 4H
JUSTICE OF THE PEACE DEPARTMENT RESULTS

Department	Classification	Market Minimum	Market Midpoint	Market Maximum	Average Actual
Justice of the Peace, Pct. 1	Justice of the Peace	$ 58,342.72	$ 72,833.31	$ 87,323.90	$ 67,664.71
Justice of the Peace, Pct. 1	P/T Court Clerk	$ 32,790.29	$ 36,135.08	$ 39,479.87	$ 39,266.53
Justice of the Peace, Pct. 2	Justice of the Peace	$ 58,342.72	$ 72,833.31	$ 87,323.90	$ 67,664.71
Justice of the Peace, Pct. 2	Juvenile Case Manager	-	-	-	-
Justice of the Peace, Pct. 3	Justice of the Peace	$ 58,342.72	$ 72,833.31	$ 87,323.90	$ 67,664.71
Justice of the Peace, Pct. 3	Floating JP Court Clerk	$ 32,910.80	$ 36,332.11	$ 39,753.42	$ 37,462.62
Justice of the Peace, Pct. 4	Justice of the Peace	$ 58,342.72	$ 72,833.31	$ 87,323.90	$ 67,664.71
Justice of the Peace, Pct. 4	Court Clerk	$ 32,910.80	$ 36,332.11	$ 39,753.42	$ 37,462.62

Maintenance

The results for the Maintenance department are displayed in Exhibit 4I.

EXHIBIT 4I
MAINTENANCE DEPARTMENT RESULTS

Department	Classification	Market Minimum	Market Midpoint	Market Maximum	Average Actual
Maintenance	Maintenance Supervisor	$ 48,963.98	$ 59,531.13	$ 70,098.29	$ 57,392.37
Maintenance	Assistant Maintenance Supervisor	-	-	-	-
Maintenance	Custodian Supervisor	$ 35,591.51	$ 44,028.25	$ 52,464.99	$ 45,770.08
Maintenance	Custodian	-	-	-	-
Maintenance	Janitorial	-	-	-	-

Sheriff's Office

The results for the Sheriff's Office are displayed in Exhibit 4J.

EXHIBIT 4J
SHERIFF'S OFFICE RESULTS

Department	Classification	Market Minimum	Market Midpoint	Market Maximum	Average Actual
Sheriff's Office	Sheriff	$ 80,662.85	$ 101,327.78	$ 121,992.72	$ 96,410.00
Sheriff's Office	Chief Deputy Sheriff's Office	-	-	-	-
Sheriff's Office	Captain - Administration	-	-	-	-
Sheriff's Office	Captain - CID	$ 73,788.38	$ 68,777.74	$ 69,834.40	$ 67,482.08
Sheriff's Office	Captain - Patrol	$ 73,099.86	$ 81,999.50	$ 92,025.10	$ 75,610.59
Sheriff's Office	Lieutenant	$ 63,063.11	$ 72,647.06	$ 82,231.00	$ 59,984.83
Sheriff's Office	Patrol Sergeant	$ 59,466.04	$ 69,449.29	$ 79,812.47	$ 65,911.36
Sheriff's Office	Administrative Sergeant	$ 59,466.04	$ 69,449.29	$ 79,812.47	$ 65,911.36
Sheriff's Office	Sergeant - Weights and Measures	$ 59,466.04	$ 69,449.29	$ 79,812.47	$ 65,911.36
Sheriff's Office	Sergeant	$ 59,466.04	$ 69,449.29	$ 79,812.47	$ 65,911.36
Sheriff's Office	Investigator	-	-	-	-
Sheriff's Office	Environmental/Nuisance Officer	-	-	-	-
Sheriff's Office	Crisis Intervention Officer	-	-	-	-
Sheriff's Office	Environmental Crimes Deputy	-	-	-	-
Sheriff's Office	Telecommunications Supervisor	$ 47,595.18	$ 56,446.15	$ 65,089.52	$ 56,173.17
Sheriff's Office	Business Manager	$ 39,342.17	$ 48,865.47	$ 58,388.77	$ 48,658.07
Sheriff's Office	Telecommunications Shift Leader	-	-	-	-
Sheriff's Office	Warrant/Civil Officer	-	-	-	-
Sheriff's Office	Warrant/Bond Specialist	-	-	-	-
Sheriff's Office	Field Deputy - Basic	$ 41,244.32	$ 46,117.76	$ 50,991.21	$ 50,467.41
Sheriff's Office	Field Deputy - Advanced	$ 41,244.32	$ 46,117.76	$ 50,991.21	$ 50,467.41
Sheriff's Office	Field Deputy - Intermediate	$ 41,244.32	$ 46,117.76	$ 50,991.21	$ 50,467.41
Sheriff's Office	Field Deputy - Master	$ 41,244.32	$ 46,117.76	$ 50,991.21	$ 50,467.41
Sheriff's Office	P/T Telecommunicator	$ 42,361.96	$ 47,747.70	$ 53,133.44	$ 46,502.38
Sheriff's Office	Telecommunicator - Basic	$ 42,361.96	$ 47,747.70	$ 53,133.44	$ 46,502.38
Sheriff's Office	Telecommunicator - Intermediate	$ 42,361.96	$ 47,747.70	$ 53,133.44	$ 46,502.38
Sheriff's Office	Telecommunicator Temp	$ 42,361.96	$ 47,747.70	$ 53,133.44	$ 46,502.38
Sheriff's Office	Crime Victim Liaison	$ 38,904.17	$ 46,803.45	$ 54,702.73	$ 51,569.37
Sheriff's Office	Field Deputy Animal Control Officer	$ 35,976.07	$ 41,496.05	$ 47,338.05	$ 41,762.98
Sheriff's Office	Part-Time Admin Assistant	$ 34,002.46	$ 40,862.82	$ 47,408.15	$ 42,200.69
Sheriff's Office	Law Enforcement - Technology Specialist	-	-	-	-
Sheriff's Office	Law Enforcement - Records Clerk	$ 33,398.90	$ 39,973.57	$ 46,852.39	$ 36,213.33
Sheriff's Office	Law Enforcement Specialist Evidence	-	-	-	-
Sheriff's Office	Warrant Bond Admnistrative Assistant	-	-	-	-
Sheriff's Office	Animal Control Assistant	-	-	-	-
Sheriff's Office	Receptionist/PBX Operator	-	-	-	-

4.3 RESULTS CONCLUSION

The results summary chapter provides a market average for positions within the County. By reviewing the salary ranges as well as the average actual salary for each position, the County has a better understanding of where positions fall in line with the market. The data provided should allow for the County to adjust salaries as it deems necessary.

APPENDIX A:
TOTAL RESULTS OF THE STUDY

APPENDIX A
TOTAL RESULTS OF THE STUDY

Department	Classification	Market Minimum	Market Midpoint	Market Maximum	Average Actual
911 Addressing	911 Coordinator	-	-	-	-
AgriLife Extension Office	Administrative Assistant	$34,002.46	$40,862.82	$47,408.15	$42,200.69
Auditor	Auditor	$94,876.01	$107,363.05	$119,850.08	$106,905.17
Auditor	1st Assistant Auditor	-	-	-	-
Auditor	P/T 1st Assistant Auditor	-	-	-	-
Auditor	Accounting Manager	$64,831.02	$80,206.41	$94,654.11	$80,647.69
Auditor	P/T Accounting Manager	$64,831.02	$80,206.41	$94,654.11	$80,647.69
Auditor	Chief Purchasing Deputy	-	-	-	-
Auditor	Grant Administrator	$51,045.53	$61,035.94	$71,026.35	$59,717.68
Auditor	Grant Admin Accountant	-	-	-	-
Auditor	Senior Internal Auditor	-	-	-	-
Auditor	Internal Auditor	$46,617.93	$56,764.00	$66,910.08	$53,638.21
Collections	Asst. County Judge Admin Director	-	-	-	-
Constable 1	Constable	-	-	-	-
County Attorney	County Attorney	$87,425.07	$99,171.78	$110,918.50	$105,801.49
County Attorney	1st Assistant County Attorney	$73,102.75	$80,837.17	$88,571.58	$89,289.57
County Attorney	Assistant County Attorney	$63,988.53	$73,107.91	$82,227.29	$71,844.82
County Attorney	Executive Assistant	$43,566.66	$54,504.38	$65,392.25	$60,054.66
County Attorney	Legal Assistant	$37,938.12	$45,103.25	$52,268.38	$44,678.96
County Clerk	County Clerk	$70,655.61	$89,806.70	$108,957.78	$77,981.16
County Clerk	Chief Deputy	$48,817.29	$59,018.79	$69,220.28	$54,966.36
County Clerk	Asst. Chief Deputy County Clerk	-	-	-	-
County Clerk	Deputy Clerk	$33,603.79	$37,560.54	$41,079.18	$36,771.36
County Clerk	County Clerk Records Management Officer	-	-	-	-
County Court @ Law	County Court @ Law Judge	-	-	-	-
County Court @ Law	Court Reporter	-	-	-	-
County Court @ Law	County Court @ Law Coordinator	-	-	-	-
County Court @ Law	P/T Administrative Assistant	$34,002.46	$40,862.82	$47,408.15	$42,200.69
County Judge	County Judge	$89,647.65	$109,587.48	$129,527.31	$104,089.00
County Judge	County Judge Administrative Director	-	-	-	-
County Judge	IT - Software Support	-	-	-	-
County Judge	Communications Clerk	-	-	-	-
County Treasurer	Treasurer	$61,260.24	$76,188.08	$91,115.91	$76,773.47
County Treasurer	Chief Deputy Treasurer	$45,011.55	$50,857.75	$56,703.95	$47,996.11
County Treasurer	Assistant Chief Deputy Treasurer	-	-	-	-
Courthouse Security	Sergeant - Courthouse Security	-	-	-	-
Courthouse Security	Field Deputy/Bailiff - Master	$41,244.32	$46,117.76	$50,991.21	$50,467.41
Courthouse Security	Field Deputy/Bailiff	$41,244.32	$46,117.76	$50,991.21	$50,467.41
District Attorney	District Attorney	-	-	-	-

APPENDIX A (CONTINUED)
TOTAL RESULTS OF THE STUDY

Department	Classification	Market Minimum	Market Midpoint	Market Maximum	Average Actual
District Attorney	1st Assistant District Attorney	-	-	-	-
District Attorney	Assistant District Attorney	$81,254.07	$91,378.27	$101,502.47	$89,867.32
District Attorney	Investigator	-	-	-	-
District Attorney	Executive Director	-	-	-	-
District Attorney	Victims Assistance Coordinator	$43,970.46	$54,423.42	$64,876.37	$50,115.11
District Clerk	District Clerk	$48,934.50	$53,582.22	$58,229.95	$78,740.49
District Clerk	Chief Deputy District Clerk	$49,596.60	$59,592.41	$69,588.22	$55,201.35
District Clerk	Asst. Chief Deputy District Clerk	-	-	-	-
District Clerk	Deputy District Clerk	$33,767.38	$39,051.50	$44,335.62	$38,510.72
District Court	District Court Reporter	-	-	-	-
District Court	Court Coordinator	$33,767.38	$39,051.50	$44,335.62	$38,510.72
Elections	Elections Administrator	$61,251.89	$69,624.10	$77,996.31	$72,813.64
Elections	Assistant Elections Administrator	-	-	-	-
Elections	Elections Clerk	$32,183.77	$38,463.63	$44,743.49	$37,685.94
Emergency Management	Emergency Management Coordinator	-	-	-	-
Environmental Services Department	Environmental Services Director	$62,713.30	$75,447.46	$88,181.61	$80,973.82
Environmental Services Department	Asst. Environmental Svcs. Director	-	-	-	-
Environmental Services Department	Environmental Services Clerk	-	-	-	-
Human Resources	Human Resources Director	$76,652.40	$91,968.47	$108,065.28	$86,082.13
Human Resources	Human Resources Assistant	$40,658.35	$49,666.09	$58,673.82	$44,114.80
Indigent Health Care	P/T Indigent Health Care Administrator	$43,481.06	$51,787.99	$60,094.93	$43,853.25
Information Technology	IT Director	$84,997.42	$100,780.46	$116,563.49	$96,310.59
Information Technology	IT Assistant	$44,496.33	$53,766.65	$63,036.96	$52,845.41
Jail	Jail Administrator	$63,921.74	$78,535.41	$93,149.09	$80,921.05
Jail	Lieutenant Jail	$63,063.11	$72,647.06	$82,231.00	$59,984.83
Jail	Sergeant - Jail	$50,031.49	$59,037.61	$68,043.73	$58,988.21
Jail	Booking Sergeant Jail	$50,031.49	$59,037.61	$68,043.73	$58,988.21
Jail	Admin Supervisor Jail	-	-	-	-
Jail	Food Service Supervisor	-	-	-	-
Jail	Officer In Charge	-	-	-	-
Jail	Booking Supervisor	-	-	-	-
Jail	USMS Coordinator	-	-	-	-
Jail	Corrections Officer	$42,927.33	$48,901.25	$54,875.18	$43,254.82
Jail	Corrections Officer IV	$42,927.33	$48,901.25	$54,875.18	$43,254.82
Jail	Corrections Officer III	$42,927.33	$48,901.25	$54,875.18	$43,254.82
Jail	Corrections Officer II	$42,927.33	$48,901.25	$54,875.18	$43,254.82
Jail	Corrections Officer I	$42,927.33	$48,901.25	$54,875.18	$43,254.82
Jail	Corrections Officer Temp LIC	$42,927.33	$48,901.25	$54,875.18	$43,254.82
Jail	Transport Officer	$41,123.62	$50,621.60	$60,119.57	$50,025.25

APPENDIX A (CONTINUED)
TOTAL RESULTS OF THE STUDY

Department	Classification	Market Minimum	Market Midpoint	Market Maximum	Average Actual
Jail	Maintenance Technician	$35,716.35	$42,411.77	$49,153.88	$40,042.52
Jail	Jail Clerk	-	-	-	-
Jail	Commissary Clerk/Jailer	-	-	-	-
Justice of the Peace, Pct. 1	Justice of the Peace	$58,342.72	$72,833.31	$87,323.90	$67,664.71
Justice of the Peace, Pct. 1	P/T Court Clerk	$32,790.29	$36,135.08	$39,479.87	$39,266.53
Justice of the Peace, Pct. 2	Justice of the Peace	$58,342.72	$72,833.31	$87,323.90	$67,664.71
Justice of the Peace, Pct. 2	Juvenile Case Manager	-	-	-	-
Justice of the Peace, Pct. 3	Justice of the Peace	$58,342.72	$72,833.31	$87,323.90	$67,664.71
Justice of the Peace, Pct. 3	Floating JP Court Clerk	$32,910.80	$36,332.11	$39,753.42	$37,462.62
Justice of the Peace, Pct. 4	Justice of the Peace	$58,342.72	$72,833.31	$87,323.90	$67,664.71
Justice of the Peace, Pct. 4	Court Clerk	$32,910.80	$36,332.11	$39,753.42	$37,462.62
Library	Library Director	-	-	-	-
Library	Assistant Library Director	$42,419.16	$43,130.16	$43,841.17	$44,404.83
Library	Library Tech	-	-	-	-
Library	P/T Library Tech	-	-	-	-
Magistrate	Sr Magistrate/IDC Coordinator	-	-	-	-
Magistrate	Magistrate	-	-	-	-
Maintenance	Maintenance Supervisor	$48,963.98	$59,531.13	$70,098.29	$57,392.37
Maintenance	Assistant Maintenance Supervisor	-	-	-	-
Maintenance	Custodian Supervisor	$35,591.51	$44,028.25	$52,464.99	$45,770.08
Maintenance	Custodian	-	-	-	-
Maintenance	Janitorial	-	-	-	-
Public Defender	Chief Public Defender	-	-	-	-
Public Defender	1st Assistant Public Defender	-	-	-	-
Public Defender	Assistant Public Defender	-	-	-	-
Public Defender	Assistant Public Defender - Juvenile	-	-	-	-
Public Defender	Assistant Public Defender - Misdemeanor	-	-	-	-
Public Defender	Mental Health Case Worker	-	-	-	-
Public Defender	Investigator	-	-	-	-
Road & Bridge	Commissioner	$61,293.03	$76,769.93	$92,246.82	$75,713.23
Road & Bridge	Road & Bridge Foreman	$49,089.39	$59,640.71	$70,192.03	$58,610.42
Road & Bridge	Road & Bridge Assistant Foreman	-	-	-	-
Road & Bridge	Road & Bridge Tech	$35,587.90	$41,664.66	$47,741.42	$42,210.12
Sheriff's Office	Sheriff	$80,662.85	$101,327.78	$121,992.72	$96,410.00
Sheriff's Office	Chief Deputy Sheriff's Office	-	-	-	-
Sheriff's Office	Captain - Administration	-	-	-	-
Sheriff's Office	Captain - CID	$73,788.38	$68,777.74	$69,834.40	$67,482.08
Sheriff's Office	Captain - Patrol	$73,099.86	$81,999.50	$92,025.10	$75,610.59
Sheriff's Office	Lieutenant	$63,063.11	$72,647.06	$82,231.00	$59,984.83

APPENDIX A (CONTINUED)
TOTAL RESULTS OF THE STUDY

Department	Classification	Market Minimum	Market Midpoint	Market Maximum	Average Actual
Sheriff's Office	Patrol Sergeant	$59,466.04	$69,449.29	$79,812.47	$65,911.36
Sheriff's Office	Administrative Sergeant	$59,466.04	$69,449.29	$79,812.47	$65,911.36
Sheriff's Office	Sergeant - Weights and Measures	$59,466.04	$69,449.29	$79,812.47	$65,911.36
Sheriff's Office	Sergeant	$59,466.04	$69,449.29	$79,812.47	$65,911.36
Sheriff's Office	Investigator	-	-	-	-
Sheriff's Office	Environmental/Nuisance Officer	-	-	-	-
Sheriff's Office	Crisis Intervention Officer	-	-	-	-
Sheriff's Office	Environmental Crimes Deputy	-	-	-	-
Sheriff's Office	Telecommunications Supervisor	$47,595.18	$56,446.15	$65,089.52	$56,173.17
Sheriff's Office	Business Manager	$39,342.17	$48,865.47	$58,388.77	$48,658.07
Sheriff's Office	Telecommunications Shift Leader	-	-	-	-
Sheriff's Office	Warrant/Civil Officer	-	-	-	-
Sheriff's Office	Warrant/Bond Specialist	-	-	-	-
Sheriff's Office	Field Deputy - Basic	$41,244.32	$46,117.76	$50,991.21	$50,467.41
Sheriff's Office	Field Deputy - Advanced	$41,244.32	$46,117.76	$50,991.21	$50,467.41
Sheriff's Office	Field Deputy - Intermediate	$41,244.32	$46,117.76	$50,991.21	$50,467.41
Sheriff's Office	Field Deputy - Master	$41,244.32	$46,117.76	$50,991.21	$50,467.41
Sheriff's Office	P/T Telecommunicator	$42,361.96	$47,747.70	$53,133.44	$46,502.38
Sheriff's Office	Telecommunicator - Basic	$42,361.96	$47,747.70	$53,133.44	$46,502.38
Sheriff's Office	Telecommunicator - Intermediate	$42,361.96	$47,747.70	$53,133.44	$46,502.38
Sheriff's Office	Telecommunicator Temp	$42,361.96	$47,747.70	$53,133.44	$46,502.38
Sheriff's Office	Crime Victim Liaison	$38,904.17	$46,803.45	$54,702.73	$51,569.37
Sheriff's Office	Field Deputy Animal Control Officer	$35,976.07	$41,496.05	$47,338.05	$41,762.98
Sheriff's Office	Part-Time Admin Assistant	$34,002.46	$40,862.82	$47,408.15	$42,200.69
Sheriff's Office	Law Enforcement - Technology Specialist	-	-	-	-
Sheriff's Office	Law Enforcement - Records Clerk	$33,398.90	$39,973.57	$46,852.39	$36,213.33
Sheriff's Office	Law Enforcement Specialist Evidence	-	-	-	-
Sheriff's Office	Warrant Bond Administrative Assistant	-	-	-	-
Sheriff's Office	Animal Control Assistant	-	-	-	-
Sheriff's Office	Receptionist/PBX Operator	-	-	-	-
Tax Assessor/Collector	Tax Assessor/Collector	$62,236.53	$77,211.40	$92,186.27	$79,737.03
Tax Assessor/Collector	Chief Deputy Tax Assessor/Collector	$61,407.85	$68,643.05	$75,878.25	$58,108.33
Tax Assessor/Collector	Deputy Tax Assessor/Collector	-	-	-	-
Tourism	Tourism & Marketing Director	-	-	-	-
Veterans Services	Veterans Services Officer	$54,391.65	$64,491.71	$74,591.78	$58,756.55

APPENDIX B:
NON-EXEMPT PAY SCALE

OPTION 1

APPENDIX B
NON-EXEMPT PAY SCALE

OPTION 1

Grade	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
NE1	$ 34,834.80	$ 35,879.84	$ 36,956.24	$ 38,064.93	$ 39,016.55	$ 39,991.96	$ 40,991.76
NE2	$ 37,171.68	$ 38,286.83	$ 39,435.44	$ 40,618.50	$ 41,633.96	$ 42,674.81	$ 43,741.68
NE3	$ 39,639.60	$ 40,828.79	$ 42,053.65	$ 43,315.26	$ 44,398.14	$ 45,508.10	$ 46,645.80
NE4	$ 41,801.76	$ 43,055.81	$ 44,347.49	$ 45,677.91	$ 46,819.86	$ 47,990.36	$ 49,190.11
NE5	$ 44,029.44	$ 45,350.32	$ 46,710.83	$ 48,112.16	$ 49,314.96	$ 50,547.84	$ 51,811.53
NE6	$ 46,278.96	$ 47,667.33	$ 49,097.35	$ 50,570.27	$ 51,834.53	$ 53,130.39	$ 54,458.65
NE7	$ 48,681.36	$ 50,141.80	$ 51,646.05	$ 53,195.44	$ 54,525.32	$ 55,888.46	$ 57,285.67
NE8	$ 51,171.12	$ 52,706.25	$ 54,287.44	$ 55,916.06	$ 57,313.97	$ 58,746.82	$ 60,215.49
NE9	$ 53,202.24	$ 54,798.31	$ 56,442.26	$ 58,135.52	$ 59,588.91	$ 61,078.64	$ 62,605.60

APPENDIX B:
NON-EXEMPT PAY SCALE

OPTION 2

APPENDIX B
NON-EXEMPT PAY SCALE

OPTION 2

Grade	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
NE1	$ 34,834.80	$ 35,879.84	$ 36,956.24	$ 38,064.93	$ 39,016.55	$ 39,991.96	$ 40,991.76	$ 41,811.60	$ 42,647.83	$ 43,500.79	$ 44,370.80
NE2	$ 37,171.68	$ 38,286.83	$ 39,435.44	$ 40,618.50	$ 41,633.96	$ 42,674.81	$ 43,741.68	$ 44,616.51	$ 45,508.84	$ 46,419.02	$ 47,347.40
NE3	$ 39,639.60	$ 40,828.79	$ 42,053.65	$ 43,315.26	$ 44,398.14	$ 45,508.10	$ 46,645.80	$ 47,578.71	$ 48,530.29	$ 49,500.89	$ 50,490.91
NE4	$ 41,801.76	$ 43,055.81	$ 44,347.49	$ 45,677.91	$ 46,819.86	$ 47,990.36	$ 49,190.11	$ 50,173.92	$ 51,177.40	$ 52,200.94	$ 53,244.96
NE5	$ 44,029.44	$ 45,350.32	$ 46,710.83	$ 48,112.16	$ 49,314.96	$ 50,547.84	$ 51,811.53	$ 52,847.76	$ 53,904.72	$ 54,982.81	$ 56,082.47
NE6	$ 46,278.96	$ 47,667.33	$ 49,097.35	$ 50,570.27	$ 51,834.53	$ 53,130.39	$ 54,458.65	$ 55,547.82	$ 56,658.78	$ 57,791.95	$ 58,947.79
NE7	$ 48,681.36	$ 50,141.80	$ 51,646.05	$ 53,195.44	$ 54,525.32	$ 55,888.46	$ 57,285.67	$ 58,431.38	$ 59,600.01	$ 60,792.01	$ 62,007.85
NE8	$ 51,171.12	$ 52,706.25	$ 54,287.44	$ 55,916.06	$ 57,313.97	$ 58,746.82	$ 60,215.49	$ 61,419.80	$ 62,648.19	$ 63,901.16	$ 65,179.18
NE9	$ 53,202.24	$ 54,798.31	$ 56,442.26	$ 58,135.52	$ 59,588.91	$ 61,078.64	$ 62,605.60	$ 63,857.71	$ 65,134.87	$ 66,437.56	$ 67,766.32

APPENDIX C:
PROFESSIONAL & MANAGERIAL PAY SCALE

OPTION 1

APPENDIX C
PROFESSIONAL & MANAGERIAL

OPTION 1

Grade	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
E1	$ 55,517.28	$ 57,182.80	$ 58,898.28	$ 60,665.23	$ 62,181.86	$ 63,736.41	$ 65,329.82
E2	$ 57,810.48	$ 59,544.79	$ 61,331.14	$ 63,171.07	$ 64,750.35	$ 66,369.11	$ 68,028.34
E3	$ 59,819.76	$ 61,614.35	$ 63,462.78	$ 65,366.67	$ 67,000.83	$ 68,675.85	$ 70,392.75
E4	$ 62,331.36	$ 64,201.30	$ 66,127.34	$ 68,111.16	$ 69,813.94	$ 71,559.29	$ 73,348.27
E5	$ 64,602.72	$ 66,540.80	$ 68,537.03	$ 70,593.14	$ 72,357.96	$ 74,166.91	$ 76,021.09
E6	$ 66,961.44	$ 68,970.28	$ 71,039.39	$ 73,170.57	$ 74,999.84	$ 76,874.83	$ 78,796.70
E7	$ 69,254.64	$ 71,332.28	$ 73,472.25	$ 75,676.42	$ 77,568.33	$ 79,507.53	$ 81,495.22
E8	$ 75,435.36	$ 77,698.42	$ 80,029.37	$ 82,430.25	$ 84,491.01	$ 86,603.29	$ 88,768.37
E9	$ 77,488.32	$ 79,812.97	$ 82,207.36	$ 84,673.58	$ 86,790.42	$ 88,960.18	$ 91,184.18
E10	$ 85,044.96	$ 87,596.31	$ 90,224.20	$ 92,930.92	$ 95,254.20	$ 97,635.55	$100,076.44
E11	$ 89,325.60	$ 92,005.37	$ 94,765.53	$ 97,608.49	$100,048.71	$102,549.92	$105,113.67
E12	$ 93,169.44	$ 95,964.52	$ 98,843.46	$101,808.76	$104,353.98	$106,962.83	$109,636.90
E13	$106,535.52	$109,731.59	$113,023.53	$116,414.24	$119,324.60	$122,307.71	$125,365.40

APPENDIX C:
PROFESSIONAL AND MANAGERIAL PAY SCALE

OPTION 2

APPENDIX C
PROFESSIONAL & MANAGERIAL

OPTION 2

Grade	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
E1	$ 55,517.28	$ 57,182.80	$ 58,898.28	$ 60,665.23	$ 62,181.86	$ 63,736.41	$ 65,329.82	$ 66,636.41	$ 67,969.14	$ 69,328.53	$ 70,715.10
E2	$ 57,810.48	$ 59,544.79	$ 61,331.14	$ 63,171.07	$ 64,750.35	$ 66,369.11	$ 68,028.34	$ 69,388.90	$ 70,776.68	$ 72,192.21	$ 73,636.06
E3	$ 59,819.76	$ 61,614.35	$ 63,462.78	$ 65,366.67	$ 67,000.83	$ 68,675.85	$ 70,392.75	$ 71,800.61	$ 73,236.62	$ 74,701.35	$ 76,195.38
E4	$ 62,331.36	$ 64,201.30	$ 66,127.34	$ 68,111.16	$ 69,813.94	$ 71,559.29	$ 73,348.27	$ 74,815.24	$ 76,311.54	$ 77,837.77	$ 79,394.53
E5	$ 64,602.72	$ 66,540.80	$ 68,537.03	$ 70,593.14	$ 72,357.96	$ 74,166.91	$ 76,021.09	$ 77,541.51	$ 79,092.34	$ 80,674.19	$ 82,287.67
E6	$ 66,961.44	$ 68,970.28	$ 71,039.39	$ 73,170.57	$ 74,999.84	$ 76,874.83	$ 78,796.70	$ 80,372.64	$ 81,980.09	$ 83,619.69	$ 85,292.09
E7	$ 69,254.64	$ 71,332.28	$ 73,472.25	$ 75,676.42	$ 77,568.33	$ 79,507.53	$ 81,495.22	$ 83,125.13	$ 84,787.63	$ 86,483.38	$ 88,213.05
E8	$ 75,435.36	$ 77,698.42	$ 80,029.37	$ 82,430.25	$ 84,491.01	$ 86,603.29	$ 88,768.37	$ 90,543.74	$ 92,354.61	$ 94,201.70	$ 96,085.74
E9	$ 77,488.32	$ 79,812.97	$ 82,207.36	$ 84,673.58	$ 86,790.42	$ 88,960.18	$ 91,184.18	$ 93,007.87	$ 94,868.02	$ 96,765.39	$ 98,700.69
E10	$ 85,044.96	$ 87,596.31	$ 90,224.20	$ 92,930.92	$ 95,254.20	$ 97,635.55	$100,076.44	$102,077.97	$104,119.53	$106,201.92	$108,325.96
E11	$ 89,325.60	$ 92,005.37	$ 94,765.53	$ 97,608.49	$100,048.71	$102,549.92	$105,113.67	$107,215.95	$109,360.27	$111,547.47	$113,778.42
E12	$ 93,169.44	$ 95,964.52	$ 98,843.46	$101,808.76	$104,353.98	$106,962.83	$109,636.90	$111,829.64	$114,066.23	$116,347.56	$118,674.51
E13	$106,535.52	$109,731.59	$113,023.53	$116,414.24	$119,324.60	$122,307.71	$125,365.40	$127,872.71	$130,430.17	$133,038.77	$135,699.54

APPENDIX D:
LAW ENFORCEMENT PAY SCALE

OPTION 1

APPENDIX D
LAW ENFORCEMENT PAY SCALE

OPTION 1

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
LE1	$ 38,019.07	$ 39,159.64	$ 40,334.43	$ 41,544.47	$ 42,583.08	$ 43,647.66
LE2	$ 44,728.32	$ 46,070.17	$ 47,452.27	$ 48,875.84	$ 50,097.74	$ 51,350.18
LE3	$ 53,857.44	$ 55,473.16	$ 57,137.36	$ 58,851.48	$ 60,322.77	$ 61,830.83
LE4	$ 57,024.24	$ 58,734.97	$ 60,497.02	$ 62,311.93	$ 63,869.72	$ 65,466.47
LE5	$ 71,583.75	$ 73,731.26	$ 75,943.20	$ 78,221.50	$ 80,177.03	$ 82,181.46
LE6	$ 77,579.25	$ 79,906.63	$ 82,303.83			
LE7	$ 83,362.65	$ 85,863.53	$ 88,439.44			
LE8	$ 92,196.30	$ 94,962.19	$ 97,811.05			

APPENDIX D:
LAW ENFORCEMENT PAY SCALE

OPTION 2

APPENDIX D
LAW ENFORCEMENT PAY SCALE

OPTION 2

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
LE1	$ 38,019.07	$ 39,159.64	$ 40,334.43	$ 41,544.47	$ 42,583.08	$ 43,647.66	$ 44,520.61	$ 45,411.02	$ 46,319.24	$ 46,782.43	$ 47,250.26	$ 47,722.76
LE2	$ 44,728.32	$ 46,070.17	$ 47,452.27	$ 48,875.84	$ 50,097.74	$ 51,350.18	$ 52,377.19	$ 53,424.73	$ 54,493.22	$ 55,038.16	$ 55,588.54	$ 56,144.42
LE3	$ 53,857.44	$ 55,473.16	$ 57,137.36	$ 58,851.48	$ 60,322.77	$ 61,830.83	$ 63,067.45	$ 64,328.80	$ 65,615.38	$ 66,271.53		
LE4	$ 57,024.24	$ 58,734.97	$ 60,497.02	$ 62,311.93	$ 63,869.72	$ 65,466.47	$ 66,775.80	$ 68,111.31	$ 69,473.54	$ 70,168.27		
LE5	$ 71,583.75	$ 73,731.26	$ 75,943.20	$ 78,221.50	$ 80,177.03	$ 82,181.46	$ 83,825.09	$ 85,501.59	$ 87,211.62			
LE6	$ 77,579.25	$ 79,906.63	$ 82,303.83									
LE7	$ 83,362.65	$ 85,863.53	$ 88,439.44									
LE8	$ 92,196.30	$ 94,962.19	$ 97,811.05									

APPENDIX E:
JAIL PAY SCALE

OPTION 1

APPENDIX E
JAIL PAY SCALE

OPTION 1

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
J1	$ 43,902.77	$ 45,219.85	$ 46,576.45	$ 47,973.74	$ 48,933.21	$ 49,911.88
J2	$ 46,213.44	$ 47,599.84	$ 49,027.84			
J3	$ 47,545.68	$ 48,972.05	$ 50,441.21	$ 51,954.45	$ 52,993.54	$ 54,053.41
J4	$ 51,673.44	$ 53,223.64	$ 54,820.35	$ 56,464.96	$ 57,594.26	$ 58,746.15
J5	$ 54,621.84	$ 56,260.50	$ 57,948.31	$ 59,686.76	$ 60,880.49	$ 62,098.10
J6	$ 65,803.92	$ 67,778.04	$ 69,811.38	$ 71,905.72	$ 73,343.83	
J7	$ 74,408.88	$ 76,641.15	$ 78,940.38	$ 81,308.59	$ 82,934.76	
J8	$ 84,913.92	$ 87,461.34	$ 90,085.18	$ 92,787.73		

APPENDIX E:
JAIL PAY SCALE

OPTION 2

APPENDIX E
JAIL PAY SCALE

OPTION 2

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
J1	$ 43,902.77	$ 45,219.85	$ 46,576.45	$ 47,973.74	$ 48,933.21	$ 49,911.88	$ 50,910.12	$ 51,928.32	$ 52,447.60	$ 52,972.08	$ 53,501.80	$ 54,036.82
J2	$ 46,213.44	$ 47,599.84	$ 49,027.84									
J3	$ 47,545.68	$ 48,972.05	$ 50,441.21	$ 51,954.45	$ 52,993.54	$ 54,053.41	$ 55,134.48	$ 56,237.17	$ 56,799.54	$ 57,367.53	$ 57,941.21	$ 58,520.62
J4	$ 51,673.44	$ 53,223.64	$ 54,820.35	$ 56,464.96	$ 57,594.26	$ 58,746.15	$ 59,921.07	$ 61,119.49	$ 61,730.69	$ 62,347.99		
J5	$ 54,621.84	$ 56,260.50	$ 57,948.31	$ 59,686.76	$ 60,880.49	$ 62,098.10	$ 63,340.07	$ 64,606.87	$ 65,252.94	$ 65,905.47		
J6	$ 65,803.92	$ 67,778.04	$ 69,811.38	$ 71,905.72	$ 73,343.83							
J7	$ 74,408.88	$ 76,641.15	$ 78,940.38	$ 81,308.59	$ 82,934.76							
J8	$ 84,913.92	$ 87,461.34	$ 90,085.18	$ 92,787.73								