



CITY OF
OTTUMWA

TENATIVE AGENDA
OTTUMWA CITY COUNCIL

SPECIAL MEETING NO. 16
Council Chambers, City Hall

June 14, 2023
5:30 O'Clock P.M.

PLEDGE OF ALLEGIANCE

ROLL CALL: Council Member Pope, Roe, Galloway, McAntire, Hull and Mayor Johnson.

APPROVAL OF AGENDA

All items on this agenda are subject to discussion and/or action.

1. Gallagher Wage Study presentation

RECOMMENDATION: Receive presentation from Mike Verdoorn, Principal, Public Sector & Higher Education with Gallagher, with open discussion to follow.

ADJOURN

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FAX COVER SHEET

City of Ottumwa

DATE: 6/09/2023 TIME: 3:30 PM NO. OF PAGES 2
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TO: News Media CO: _____

FAX NO: _____

FROM: Christina Reinhard

FAX NO: 641-683-0613 PHONE NO: 641-683-0620

MEMO: Tentative Agenda for the Special City Council Work Session #16 to be held on
WEDNESDAY 6/14/2023 at 5:30 P.M.

*** FAX MULTI TX REPORT ***

JOB NO.	3223	
DEPT. ID	4717	
PGS.	2	
TX INCOMPLETE	-----	
TRANSACTION OK	916416847834	Ottumwa Courier
	916606271885	KTVO
	916416823269	Ottumwa Waterworks
ERROR	916416828482	Tom FM



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City of Ottumwa
Compensation Study




Gallagher Human Resources & Compensation Consulting
May, 2023



Gallagher
Insurance | Risk Management | Consulting

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Gallagher
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Background



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The objectives of the Classification & Compensation study were to:

- Develop an updated classification structure.
- Classify City jobs into a classification framework to support ongoing internal equity.
- Collect market salary information from comparable public sector organizations and published surveys to ensure external competitiveness.
- Build a salary structure that balances internal equity within the City and external competitiveness with the market and rolls in the current longevity payments and allowing for future salary growth.
- Model salary structure implementation cost options with objective to mitigate current and future pay compression.
- Identify market competitive pay practices related to market premiums, certification pay, acting supervisor, temporary assignments, etc.
- Provide administrative guidelines for the ongoing maintenance of the system.


Executive Summary



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- Based on employee questionnaires, job descriptions and conversations organized the current City jobs into a job family structure.
 - City currently has 97 job titles
 - Gallagher recommended 24 Class Series and 73 Classifications
- Identified the City is:
 - Actual Salaries - Highly competitive with the comparable market 50th percentile (middle)
 - Salary Ranges – Competitive at Minimum & Midpoint, but Misaligned at the Maximum of the pay ranges
- Next Steps:
 - Select salary structure based on market 50th or 75th percentiles – **DECISION**
 - Implement salary structure based on current placement/tenure in job title – **DECISION**

Classification Study




- GBS developed a Position Description Questionnaire (PDQ) in order to collect job information from employees on essential responsibilities, decision-making examples, knowledge, and skills.
- Meetings were conducted with the City employees to introduce the PDQ document and study process as well as offer them an opportunity to ask questions and provide feedback.
 - Approximately 129 PDQ's completed by employees
 - Reviewed by supervisors with opportunity to comment
 - Reviewed by Human Resources
 - Reviewed by Gallagher throughout project

Classification Study



- Using information gained from the PDQ and organization charts, GBS developed preliminary classification structures organized by job/career families which included:
 - Job Family Series (or major occupational areas)
 - Classification Title
 - Nature of Work
 - Minimum Qualifications
- GBS developed a classification structure which was reviewed by the City Human Resources Team.
 - Developed 73 classification titles within the 24 class series and recommendation for job title consistency.
 - Ensures greater consistency of job titles across the City.
 - Simplifies the classification structure to ensure ease of administration.
 - Allows for use of position specific titles within the classification structure.




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Classification Study

- Developed a classification frame work to support continued internal equity:

Occupational Group	Potential Title	Level (associated with pay grade eventually)	Level Definition
PROFESSIONAL (EXEMPT)	Lead / Principal / Administrator	10 to 11	Responsible for the advanced level of analysis, programming, and execution of assigned work in the area of assignment to the broader City. Typically responsible for assignments and work that impact within the department and across the City through the operations and work of an assigned functional area.
	Senior Officer / Analyst / Coordinator	9 to 10	Represent an area of assignment to related functions or by providing information to the broader City. Incumbents have limited to no budget responsibility with impact of work and information on departments or functions across the City. The assignments require diverse decisions that require complex decision making skills through the analysis, evaluation, and methodology development to review information and data. Assignments are generally broad in nature. Incumbents determine which process to utilize in carrying out duties.
	Officer / Analyst / Supervisor	8 to 9	Journey-level analytical work in an assigned area, department, or operations of the City. Incumbents have limited to no budget responsibility with the impact of work concentrated within the area of assignment. Duties often require complex decision making skills to troubleshoot standard processes or steps. Assignments are generally broad in nature that require input from multiple sources to identify errors or solutions.
TECHNICAL/ SPECIALIST (NON-EXEMPT)	Foreman / Lead Specialist / Technician	7 to 8	Top level of operation, administrative services, office coordination, administrative support for program or staff, may serve as the lead worker.
	Senior Specialist / Technician	6 to 7	Advanced specialized program support or complex technical, administrative support for staff. Work is primarily routine in nature, with specific goals and objectives, but includes the ability to address non-routine situations by applying or adapting established processes and procedures; requires a comprehensive knowledge and skill of the assigned area or function to complete the assigned responsibilities assigned.
	Specialist / Technician	5 to 6	Specialized program support or moderately complex technical, administrative support for staff. Work is primarily routine in nature, with specific goals and objectives, but includes the ability to address non-routine situations by applying or adapting established processes and procedures.
	Assistant / Technician	4 to 5	Work is routine in nature with the majority of time dedicated to the performance of tasks related to one area of responsibility, with standardized responsibilities of basic maintenance and repair, transaction processing, general administrative support.




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Compensation Study

Objectives

- Collect market salary information to ensure external competitiveness.
- Build a salary structure that balances internal equity within the City and external competitiveness with the market.



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Compensation Study- Methodology

Survey Benchmarks

Gallagher worked with the City to identify a list of 48 benchmark classifications, representing 75% of employees to collect market base salary data. These benchmarks were selected from the based on the following criteria:

Goal of representation of at least 50% of the employee population*

Representative of all levels within the City	Representative of all internal levels	High incumbent count
Representative of all functional areas within the City	Common in the labor market	Difficult to recruit and/or where high turnover exists




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Compensation Study

Gallagher collected compensation data on the following Benchmark job titles identified by the Advisory Team and Gallagher.

BENCHMARK JOBS		
Accountant	Housing and Code Inspector	Police Sergeant
Building Inspector	HR Coordinator	Pre-Treatment Coordinator
City Clerk	IT Manager	Secretary
City Engineer	Laboratory Technician	Sewer Maintenance & Street Cleaning Supervisor
Clerk	Librarian I	Street Maintenance Supervisor
Communications Specialist I (Dispatcher)	Librarian Assistant I	Superintendent (WPCF)
Director of Airport Operations	Library Director	Traffic Maintenance & Electrical Supervisor
Director of Community Development	Lieutenant	Utility Worker
Director of Finance	Maintenance Electrician	Zoning and Housing Coordinator
Director of Human Resources	Maintenance Technician (WPC)	Assistant Fire Chief
Director of Parks & Recreation	Maintenance Worker (Grounds)	Master Firefighter
Director of Public Works	Master Firefighter	Fire Captain
Engineering Assistant I	Operations Supervisor (WPC)	Fire Chief
Equipment Operator	Plant Operator (WPC)	Firefighter
Garage Mechanic	Police Chief	Lifeguard
GIS Administrator	Police Officer	Concessions Supervisor




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Compensation Study- Methodology

Labor Market

- We developed a custom survey to collect salary information from comparable public sector organizations.
 - 15 organizations (selected by Advisory Team) were invited to participate.
 - Completed surveys received from 8 organizations and data collected via City websites for 2 additional organizations to represent 75% of organizations.
 - In addition to collecting data from participant organizations Gallagher collected data from major surveys – Mercer, Willis Tower Watson, Compdata and Economic Research Institute.
 - Market Data is available for 45 of the 48 benchmark jobs through this approach.



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- Gallagher collected compensation data from comparable municipalities.
- The list of organizations invited to participate is outlined below.

Survey Participants:		
Organizations Responded to the Custom Survey:	Data Mined from the following Organizations:	Did not Participate:
Clinton	Dubuque	Ottumwa Water Works
Fort Dodge	Mason City	State of Iowa (DOT, DPS)
Marshalltown		Ottumwa Community School City
Oskaloosa		Indianola
Burlington		Cedar Falls
Muscatine		
Bettendorf		
Altoona		

Compensation Study




- Custom survey data were collected by phone calls and emails to survey participants; some data were collected from participant's websites (data mining)
- Upon receiving the participant data, Gallagher staff performed many reviews of the data. Any data issues or questions were resolved through follow-up calls and/or emails.
- Published data were collected from Mercer, Willis Tower Watson, Compdata and Economic Research Institute.
- Collected data have been provided in two approaches:
 - Geographically adjusted to reflect cost of labor differential
 - Not geographically adjusted

Methodology



Data Collection and Job Match Validation

- In accordance with *WorldatWork* guidelines, GBS reviewed participant job matches to ensure they reflect at least 80% of the duties outlined in the Position Description Questionnaire (PDQ).
- GBS follows the U.S Department of Justice and Federal Trade Commission guidelines, which states five job matches should exist per job in order to conduct statistical analyses or for drawing conclusions.
- We had insufficient data to summarize data for three benchmark jobs:
 - Dispatcher
 - Director of Airport Operations
 - Pre-Treatment Coordinator
- Data collected for 45 of 48 benchmark jobs met this criteria.


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Methodology


Aging Salary Data

- We adjusted all salary data to a common effective date, July 1, 2023 using the *WorldatWork* Salary Budget Survey* which found the total salary budget increase in 2022 was 3.5% for actual salaries and 2.5% for salary structure.

Adjusting Salary Data

- We have provided the two approaches to the market comparison:
 - With geographic differentials to ensure that the data was reflective of the local area labor market and economic conditions. In this approach, market data was adjusted to the Ottumwa labor market area using the cost of labor index from Economic Research Institute**.
 - For example: Data collected from Bettendorf, IA has a geographic cost of labor differential of 1.057, therefore the cost of labor is higher, and the data would be lowered by 5.7%.
 - Without geographic differentials, no data adjustments to the local market

*WorldatWork is a professional compensation association covering total rewards topics for public and private industries.
**Economic Research Institute is a trusted source and common practice in compensation for adjusting market data to reflect local economic conditions.



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Analysis and Findings

- For each benchmark comparison, the percentage difference was calculated between the City's actual salary and the market:
 - Positive (+) figures indicate that the City pays above the market.
 - Negative (-) figures indicate that the City pays below the market.
- The following guidelines are used when determining the competitive nature of current actual compensation:


Highly Competitive	Competitive	Potentially Misaligned	Misaligned
0 to +/-5%	+/-5 to 10%	+/-10 to 15%	> +/-15%

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- We collected base pay data of comparator organizations and analyzed the data at the 25th, 50th, and 75th percentile of actual pay and pay ranges.
- Percentiles were calculated using average actual pay:
 - Market 25th percentile is the point where 25% of data falls below and 75% of data falls above.
 - Market 50th percentile (median) is the point where 50% of data falls below and 50% of data falls above.
 - Market 75th percentile is the point where 75% of data falls below and 25% of data falls above.



Zero 25th 50th 75th 100th

Market Data Spread

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Market Comparisons

- The following chart shows the comparison between the City and the market data on an aggregate basis (adjusted to the City of Ottumwa Geographic Cost of Labor Market).

Summary Comparison				
Market	Market 50th % Comparison	Range Min % Diff	Range Mid % Diff	Range Max % Diff
Benchmark Summary - Custom	-3.0%	2.1%	-6.4%	-13.5%
Benchmark Summary - Published	-0.5%	7.8%	-4.1%	-13.7%
Benchmark Summary - Full Market*	-1.1%	3.8%	-5.1%	-12.6%

- Overall, the City's base salary is highly competitive with the Full Market at the 50th percentile.
- Current salary structure is competitive at the minimum, but misaligned at the maximum.

Compensation Study



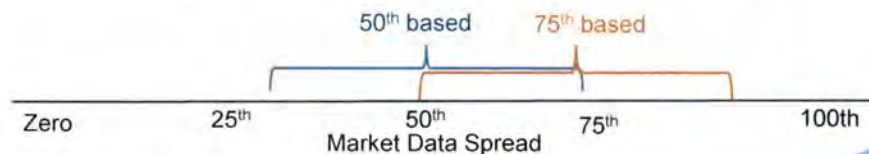
- The 50th percentile represents the competitive market, or the middle of the market, and the target pay level for a majority of organizations.
- Overall, City benchmark jobs are -1.1% below the market 50th percentile, which is considered highly competitive with the Market.
 - Individual jobs may have a greater variance from the market. Comparisons by position have been provided under separate cover.
 - Factors such as performance and time in position impact actual salaries and have an impact on the differences between the City and the market actual salaries for individual jobs.


Salary Structure



Salary Structure Development

- Gallagher utilized the market data to develop externally competitive salary structure options for the General Government and Police positions.
 - Option 1: anchor midpoint of grade 1 using lowest market 50th percentile data point. Calculate midpoints above using defined midpoint differential. Calculate range minimums and maximums around the midpoint using defined range spread.
 - Option 2: anchor midpoint of grade 1 using lowest market 75th percentile data point. Calculate midpoints above using defined midpoint differential. Calculate range minimums and maximums around the midpoint using defined range spread.






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Salary Structure


- Within each salary range, a 30% range spread was used to calculate the minimum and maximum of the pay ranges off of the 50th or 75th percentile based midpoint.
- Within each range, 13 steps were calculated for progression from the minimum to the maximum.
 - The steps are equal dollar amounts (difference between steps 1 to 2 and 12-13 are the same value).
- The midpoint is based at step 7 of the structure.



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Salary Structure


- Salary Range Placement
 - Benchmark jobs were slotted into the salary ranges based on the market data (50th or 75th percentile) to the salary range midpoint that most closely aligned with the market.
 - Non-benchmark jobs have been preliminarily slotted by a combination of the following:
 - Comparing with jobs in the same current pay grade that were benchmark jobs and the market placement
 - Comparing current salary range with the proposed structure to ensure the pay range did not decrease
 - Comparing with similar jobs based on scope, responsibility level, etc.



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Salary Structure

- Fire Salary Structure
 - The current Firefighter salary range as identified to be -6.8% below the market at the midpoint of the range.
 - The current framework (number of steps) of the Firefighter salary structure works for the City and is in alignment with the market. Recommend increasing the current salary structure by the identified 6.8%, resulting in the proposed structure below.
 - This approach aligns with the approach used to develop the other recommended salary structure and results in a salary structure that will be highly competitive with the market.
 - Implementation – Maintain all Fire staff at the current step




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Salary Structure Development

- We placed employees into a proposed step based on two options:
 - Option 1 is to place employees into the minimum. Employees with salaries exceeding new range maximum are not adjusted.
 - Option 2 is to place employees into the range based upon time in position.

Implementation Method	Benefit	Potential Drawback
Bring to Minimum	<ul style="list-style-type: none"> ▪ Brings all employees within competitive range ▪ Cost effective 	<ul style="list-style-type: none"> ▪ Does not factor in time in position ▪ Creates some pay compression
Bring to Position in Range <small>(based on time in current position)</small>	<ul style="list-style-type: none"> ▪ Brings all employees within competitive range ▪ Factors in time in position for placing employees 	<ul style="list-style-type: none"> ▪ Expensive ▪ Potentially places employees near the maximum of the new range




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Recommendations

- **Implementation Options**
 - The following table outlines implementation costs associated with both salary structure options:

Structure Implementation Costs		Structure Option 1 50th percentile based			Structure Option 2 75th percentile based		
Employee Group		ALL	Non-Union	Union*	ALL	Non-Union	Union*
Bring to Minimum	Cost	\$37,434	\$16,269	\$21,165	\$233,578	\$97,660	\$135,918
	% of Group Payroll	0.6%	0.6%	0.3%	3.9%	3.8%	1.7%
	# Increases	20	8	0	53	17	36
Bring to Step Based on Years of Service	Cost	\$457,761	\$145,387	\$312,374	\$1,185,871	\$317,607	\$868,264
	% of Group Payroll	7.6%	5.6%	3.9%	19.8%	12.2%	10.8%
	# Increases	140	43	97	175	39	136

*Includes all five union groups.




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Recommendations

Phased Implementation Options:

There are several options for implementing the structure(s) in multiple phases including, but not limited to:

- Target structure can be implemented over 2-3 years.
- Utilize % of target structure for phased implementation (e.g. implement 95% of target structure in year 1, then 97.5% in year 2, etc.).
- Address high impact areas first (i.e. employees below minimum, functions misaligned with the market).
- Place a maximum cap on the percent or dollar increase for employees (e.g. max of 10% increase or max of \$5,000 increase).
- Employees over the target market (midpoint of range) are not increase outside of annual structure adjustment.
- Gallagher recommends a salary structure adjustment if multiple year implementation method is used.



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Benefits and Pay Practices Findings

Health

The City is aligned with the Market for insurance contributions.

- The Market provides about 92% of Medical insurance while the City contributes 90%.
- About half of the market employers do not contribute to Dental insurance while the other half contributes 100%. The City contributes about 50% for both salary and hourly employees.
- The City contributes about \$40 more than the average market total premium for employee only and contributes about \$560 more than the average market total premium for employee + family.
- The City provides \$300 for employee only annual out of pocket while the market average is about \$1,162.
- The City provides \$600 for employee + family annual out of pocket while the market average is about \$2,450.


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Benefits and Pay Practices Findings

Leave

The City of Ottumwa aligns with the average vacation days of the Market (5 responses) if an employee has been working for their organization 20 years or more.


Employees working less than 20 years, are below market.
On average the market provides 26 maximum days a year and 25 maximum annual accrual days.

The City of Ottumwa slightly leads the Market for Sick days offering.

City of Ottumwa offers 24 Sick days a year while the Market offers 13.5 days on average for both Salaried and Hourly employees.

City of Ottumwa is slightly above the Market for annual paid holidays offering.

Ottumwa provides 11 days while the market on average (8 responses) provides 10.



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Benefits and Pay Practices Findings

Retirement


Market offers a variety of Defined Benefit plans such as IPERS, and MFPRIS (7 responses).

- Employee contribution ranges from 6.3% to 9.4% and Employer contributions ranges from 9.4% to 23.9% (5 responses). Most participants stated that they did not pick up the portion of the employees contribution.
- Overall the City of Ottumwa is in alignment with the market's retirement plans.

The most popular Deferred Compensation Plan name provided by the respondents were Mission Square (8 responses).

- While the employee and employer contributions tend to vary. On average, of 4 responses, employers contribute about 0.33% for the deferred compensation plan while Ottumwa's contribution is 0%.

No participants provided information related to the Defined Contribution Plan.



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Pay Practices

Certification Pay

- Based on our review of the market trends and surveys, Certification Pay is not prevalent in the Market based on the survey, and research in market practices.
- Certification Pay is typically associated with Union contracts for specific jobs with certifications directly associated with increased level of responsibilities.
- Any Certification Pay should be directly related to the responsibilities performed.
 - For example, if an employee achieves certification for a higher level of work such certification would not be recognized as a necessary to perform employee's current level of work.

Pay Practices



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Bilingual Pay

- Based on our review of the Market trend, Bilingual pay premium is not a prevalent trend in the Market.
- Bilingual Pay premium is reserved for specific jobs where bilingual ability is required to carry out essential duties of the job.
- Example of a Bilingual Pay Premium Policy:

An employee who is required as an essential part of his or her job to provide non-English language services, including Braille and sign language, routinely and consistently as part of his or her regular job assignment as determined by the City will receive a Bilingual Premium Pay Differential of XX%. The employee must agree to use the bilingual skill during his or her normal work shift regardless of assignment.

Pay Practices



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Employee filling in for Manager Pay Premium

- According to the Society of Human Resources Management, when an employee is asked to serve in an interim roles or assignments, such as taking one or two additional tasks outside the usual scope of work, or assuming the duties of a higher-level position that is vacant, following policies may be utilized :
 - A one-time payment or bonus to acknowledge the extra work related to new tasks.
 - An increase to base salary for the duration of the interim assignment. For example, if the employee's new role is at the same salary level and involves substantial additional work, an employer may offer supplemental pay of 5%-15%, depending on the nature and amount of the additional work. The amount of supplemental pay may be based on whether the employee functions in both his or her current position as well as the vacated position, or only in the vacated position.
 - An increase to base salary to reflect a higher-level position; if the interim role is at a higher level, the employer may pay the employee a salary appropriate to that level position for the duration of the assignment.
- Typically, once an interim assignment ends, the employee's salary returns to the original pay plus any merit increases warranted during this time.

Pay Practices



Pay Differentials


- According to the Society of Human Resources Management, the most common types of differential pay are:
 - Shift Differential – paying premium for less desirable shifts, usually second and third shifts;
 - Call-Back Premium - provided for work performed after normal hours, such as during a workplace emergency.
 - Weekend and Holiday Premium - higher rate of pay may be offered for work performed over a weekend or on a company-provided holiday when weekend and holiday work is not part of the employee's regular schedule.

Benefits and Pay Practices Findings



Salary Increases

- The City is slightly behind the Market average COLA adjustment.
 - The Market COLA adjustments average for both Salary and Hourly employees were about 2.5% while City's is at 2.0%.
 - In addition to COLA increase, one participant stated 2.5% Merit increase Step increase and General Increase (Not COLA). Ottumwa is slightly above the Market (4 responses), having a 5% Step Progression while the Market has a 3.2% increase.
- In regards to the Total Increase, the average Market (6 responses) is 4.8% for Salary employees while the Total Increase for Hourly employees was 4.7%.
- Overall, the City lags in regards to COLA increases and leads the market in Step Progression Increases.



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Recommendations

Salary Structure:

- Select salary structure option.
 - Recommend the 75th Percentile - ensures market competitive and reduces administrative burden of utilizing other pay methods (certification, bi-lingual, longevity, temporary supervisor, etc.)
- Review slotting of jobs via market data for benchmark jobs and non-benchmark jobs based on internal equity.

Implementation:

- Review implementation scenarios to assess appropriate approach based on affordability and equity.
 - Recommend phased approach to balance financial impact and move towards target competitive point.



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Ongoing System Maintenance

Maintaining the overall system requires annual and other ongoing activities to sustain competitiveness:

- The City should annually review its internal alignment and classification of jobs to ensure proper leveling between jobs.
- We recommend using the job family structure framework that provides a comprehensive and consistent framework for establishing and defining potentially similar level of work.
- This helps to also ensure internal inequity across the City and account for “substantially similar” work encompassing “a composite of skill, effort and responsibility” and place at similar pay ranges.
- In addition to adjusting the salary structure each year to keep pace with the market, the City should conduct a comprehensive market compensation study similar to the salary study part of the project at least every three to five years.

Option 2: Anchor using lowest data point (with GEO) at 75th					
Grade	Minimum	Midpoint	Maximum	Range Spread	Midpt Diff
1	\$33,077	\$38,038	\$43,000	30%	
2	\$36,385	\$41,842	\$47,300	30%	10%
3	\$40,023	\$46,026	\$52,030	30%	10%
4	\$44,025	\$50,629	\$57,233	30%	10%
5	\$48,428	\$55,692	\$62,956	30%	10%
6	\$53,271	\$61,261	\$69,252	30%	10%
7	\$58,598	\$67,387	\$76,177	30%	10%
8	\$64,457	\$74,126	\$83,795	30%	10%
9	\$70,903	\$81,539	\$92,174	30%	10%
10	\$77,993	\$89,692	\$101,392	30%	10%
11	\$85,793	\$98,662	\$111,531	30%	10%
12	\$94,372	\$108,528	\$122,684	30%	10%
13	\$103,809	\$119,381	\$134,952	30%	10%
14	\$114,190	\$131,319	\$148,447	30%	10%
15	\$125,609	\$144,451	\$163,292	30%	10%
16	\$138,170	\$158,896	\$179,621	30%	10%
17	\$151,987	\$174,785	\$197,583	30%	10%
18	\$167,186	\$192,264	\$217,342	30%	10%

Option 2: Anchor using lowest data point at 75th													
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	Step 13
1	\$ 33,077	\$ 33,904	\$ 34,731	\$ 35,558	\$ 36,385	\$ 37,211	\$ 38,038	\$ 38,865	\$ 39,692	\$ 40,519	\$ 41,346	\$ 42,173	\$ 43,000
2	\$ 36,385	\$ 37,294	\$ 38,204	\$ 39,113	\$ 40,023	\$ 40,933	\$ 41,842	\$ 42,752	\$ 43,661	\$ 44,571	\$ 45,481	\$ 46,390	\$ 47,300
3	\$ 40,023	\$ 41,024	\$ 42,024	\$ 43,025	\$ 44,025	\$ 45,026	\$ 46,026	\$ 47,027	\$ 48,028	\$ 49,028	\$ 50,029	\$ 51,029	\$ 52,030
4	\$ 44,025	\$ 45,126	\$ 46,227	\$ 47,327	\$ 48,428	\$ 49,528	\$ 50,629	\$ 51,730	\$ 52,830	\$ 53,931	\$ 55,032	\$ 56,132	\$ 57,233
5	\$ 48,428	\$ 49,638	\$ 50,849	\$ 52,060	\$ 53,271	\$ 54,481	\$ 55,692	\$ 56,903	\$ 58,113	\$ 59,324	\$ 60,535	\$ 61,745	\$ 62,956
6	\$ 53,271	\$ 54,602	\$ 55,934	\$ 57,266	\$ 58,598	\$ 59,929	\$ 61,261	\$ 62,593	\$ 63,925	\$ 65,256	\$ 66,588	\$ 67,920	\$ 69,252
7	\$ 58,598	\$ 60,063	\$ 61,528	\$ 62,992	\$ 64,457	\$ 65,922	\$ 67,387	\$ 68,852	\$ 70,317	\$ 71,782	\$ 73,247	\$ 74,712	\$ 76,177
8	\$ 64,457	\$ 66,069	\$ 67,680	\$ 69,292	\$ 70,903	\$ 72,515	\$ 74,126	\$ 75,737	\$ 77,349	\$ 78,960	\$ 80,572	\$ 82,183	\$ 83,795
9	\$ 70,903	\$ 72,676	\$ 74,448	\$ 76,221	\$ 77,993	\$ 79,766	\$ 81,539	\$ 83,311	\$ 85,084	\$ 86,856	\$ 88,629	\$ 90,402	\$ 92,174
10	\$ 77,993	\$ 79,943	\$ 81,893	\$ 83,843	\$ 85,793	\$ 87,743	\$ 89,692	\$ 91,642	\$ 93,592	\$ 95,542	\$ 97,492	\$ 99,442	\$ 101,392
11	\$ 85,793	\$ 87,938	\$ 90,082	\$ 92,227	\$ 94,372	\$ 96,517	\$ 98,662	\$ 100,807	\$ 102,951	\$ 105,096	\$ 107,241	\$ 109,386	\$ 111,531
12	\$ 94,372	\$ 96,731	\$ 99,091	\$ 101,450	\$ 103,809	\$ 106,169	\$ 108,528	\$ 110,887	\$ 113,247	\$ 115,606	\$ 117,965	\$ 120,324	\$ 122,684
13	\$ 103,809	\$ 106,405	\$ 109,000	\$ 111,595	\$ 114,190	\$ 116,785	\$ 119,381	\$ 121,976	\$ 124,571	\$ 127,166	\$ 129,762	\$ 132,357	\$ 134,952
14	\$ 114,190	\$ 117,045	\$ 119,900	\$ 122,754	\$ 125,609	\$ 128,464	\$ 131,319	\$ 134,174	\$ 137,028	\$ 139,883	\$ 142,738	\$ 145,593	\$ 148,447
15	\$ 125,609	\$ 128,749	\$ 131,890	\$ 135,030	\$ 138,170	\$ 141,310	\$ 144,451	\$ 147,591	\$ 150,731	\$ 153,871	\$ 157,012	\$ 160,152	\$ 163,292
16	\$ 138,170	\$ 141,624	\$ 145,079	\$ 148,533	\$ 151,987	\$ 155,441	\$ 158,896	\$ 162,350	\$ 165,804	\$ 169,258	\$ 172,713	\$ 176,167	\$ 179,621
17	\$ 151,987	\$ 155,787	\$ 159,587	\$ 163,386	\$ 167,186	\$ 170,986	\$ 174,785	\$ 178,585	\$ 182,385	\$ 186,184	\$ 189,984	\$ 193,784	\$ 197,583
18	\$ 167,186	\$ 171,366	\$ 175,545	\$ 179,725	\$ 183,905	\$ 188,084	\$ 192,264	\$ 196,443	\$ 200,623	\$ 204,803	\$ 208,982	\$ 213,162	\$ 217,342