

# **CLASSIFICATION & COMPENSATION STUDY**

**TOWN OF WINTHROP, MA**

**OCTOBER 29, 2024**

**Edward J. Collins, Jr. Center for Public Management**

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## Executive Summary

The Town of Winthrop retained the Edward J. Collins, Jr. Center for Public Management (Collins Center) to conduct a classification and compensation study. The Collins Center Project Team (Project Team) conducted analysis into Winthrop's various municipal positions and achieved the following:

- Developed new descriptions for the positions studied, including clear definitions of essential functions, education and experience requirements;
- Evaluated and assigned all positions studied to appropriate classifications to assure internal equity; and
- Evaluated survey data to determine relative marketplace and recommend an equitable compensation structure.

## Position Descriptions

The Project Team started with an evaluation of the Town's current classification system in order to improve its viability. To facilitate this evaluation, the Town made available existing copies of positions descriptions. Position classification questionnaires (questionnaires) were distributed to incumbent personnel for the positions included in the review. The questionnaires elicit information including but not limited to the nature of the work performed, the complexity and scope of responsibilities and the requirements needed to fill the position.

After receiving the questionnaires, interviews were conducted with employees to clarify information on the questionnaires and to understand the context of the positions. The information gained from the questionnaires, interviews and review of existing position descriptions was used to draft a position description for review. The drafts were submitted to the Town for distribution to employees and supervisors for comments. Comments were received and the majority were incorporated into the final recommended descriptions, the electronic provision of which have been provided under separate cover.

## Rating of Positions for Classification & Internal Equity

Once descriptions were drafted, the Project Team used a point factor rating method to objectively evaluate the positions. The application of an objective position evaluation system that is consistently applied to each position is critical in assuring the internal equity of the classification plan. The evaluation system utilized by the Collins Center is one that has been successfully implemented in many municipalities and other governmental organizations in the Commonwealth. Each position was assigned a point factor in a series of categories, including those listed below, to determine the groupings of positions. These categories include:

Supervision Received	Supervision Exercised	Accountability
Judgement	Complexity	Personal Contacts
Confidentiality	Education/Licenses	Experience
Work Environment	Physical Requirements	Motor Skills
Physical Skills	Occupational Risks	

## Recommended Classification Structure

The review of position descriptions revealed that there was little standardization of descriptions, both in presentation and in information included. The position descriptions drafted as part of the project will allow the town to communicate accurately to current and prospective employees what the expectations

and requirements are for the positions. Having a standardized classification system will benefit the Town in recruitment efforts and in efforts to conduct comparisons to other municipalities for functions and compensation. The Collins Center recommends the following classification structure with notes on recommended title changes, including the standardization of administrative titles across departments.

DEPARTMENT	POSITION TITLE	RECOMMENDED TITLE	GRADE
Assessing	Principal Clerk	Department Assistant	A
Council On Aging	Clerk	Department Assistant	A
Council On Aging	FT Clerk	Department Assistant	A
Finance	Clerk	Department Assistant	A
Library	Library Assistant		A
Library	Circulation Assistant		A
Library	Youth Services Assistant		A
Town Clerk	Clerk	Department Assistant	A
DPW	Principal Clerk	Department Assistant	A
DPW	Jr. Custodian	Custodian	A
DPW	Laborer/Truck Driver	Motor Equipment Operator	A
DPW	Sewer Maintenance Technician	Wastewater Technician	A
Finance	Payroll Specialist		B
Finance	Senior Accountant	Accountant	B
Fire	Clerk	Principle Clerk	B
Harbormaster	Executive Asst.	Administrative Assistant	B
Harbormaster	Deputy Harbormaster	Harbormaster Assistant	B
Health	Peer Recovery Coach		B
Health	Health Program Manger		B
Health	Community Resource Navigator		B
Human Resources	Benefits Coordinator/HR Asst.		B
Inspections	Clerk	Health Inspector /Admin. Asst	B
Library	Circulation Supervisor		B
Library	Librarian		B
MIS	IT System Administrator		B
Municipal Hearings	Parking Clerk/Municipal Hearings		B
Police	Police Clerk	Principal Clerk	B
Recreation	Assistant Director		B
Recreation	Program Coordinator		B
Town Clerk	Assistant Town Clerk		B
DPW	Highway working Foreman	Heavy Equipment Operator	B
DPW	Maintenance /Pump Station Foreman	Wastewater Operator	B
DPW	Water Working Foreman	Water Operator	B
DPW	Solid Waste/Recycle Manager		B
DPW	Mechanic		B

DEPARTMENT	POSITION TITLE	RECOMMENDED TITLE	GRADE
Assessing	Asst. Assessor		C
Council On Aging	Asst. Director/Outreach Coordinator		C
DPW	Custodial Foreman	Custodial Supervisor	C
DPW	Bldg. Maintenance Foreman	Building Maintenance Supervisor	C
DPW	Cemetery Foreman	Cemetery Supervisor	C
DPW	Tree & Grass Foreman	Tree & Grass Supervisor	C
DPW	Mechanic Foreman	Mechanic Supervisor	C
DPW	Sewer General Foreman	Wastewater Supervisor	C
DPW	Water Foreman	Water Supervisor	C
Harbormaster	Assistant Harbormaster		C
Health t	Case Worker		C
Inspections	Electric Inspector		C
Inspections	Building Inspector		C
Inspections	Plumbing Inspector		C
Library	Children's Librarian		C
Library	Assistant Director		C
Rink	Rink Manager		C
Town Manager	Admin. Assistant	Executive Assistant	C
Treasurer Collector	Principal Clerk	Assistant Treasurer/Collector	C
Treasurer Collector	Assistant Treasurer		C
Veterans	Veterans Officer		C
Council On Aging	Director	Council on Aging Director	D
DPW	Operations Manager		D
DPW	Grounds Superintendent		D
DPW	Facilities Manager		D
DPW	Highway Superintendent		D
DPW	Highway/Buildings Superintendent		D
Recreation	Director	Recreation Director	D
Assessing	Deputy Assessor - Dept. Head	Assessing Director	E
Finance	Asst. Chief Financial Officer		E
Finance	Town Accountant		E
Harbormaster	Harbormaster		E
Human Resources	HR Director		E
Inspections	Building Commissioner		E
Library	Library Director		E
Planning	Town Planner-Grants	Planning Director	E
Town Clerk	Town Clerk		E
Treasurer Collector	Treasurer/Collector		E

DEPARTMENT	POSITION TITLE	RECOMMENDED TITLE	GRADE
DPW	Director		F
Finance	Chief Financial Officer	Finance Director	F
Health Department	Public Health Director	Health and Human Services Director	F

## Market Salary Survey

After discussion with the Town, fifteen labor market municipalities were selected. Fourteen municipalities responded, which provided a significant sample size, therefore no substitute communities were selected. A summary of the results is attached to this report. Obtaining survey data is one of the most challenging aspects of a classification and compensation study. Not all municipalities have the same titles or definitions of duties under a specific title, which can make exact comparisons difficult. In addition, Winthrop is in a unique geographical location, making its labor market difficult to define. Generally, abutting communities are used, however Winthrop is a peninsula, therefore most of the comparisons are second and third level abutters. Hull was added to offer an additional peninsula municipality for comparison.

SELECTED MUNICIPALITIES	DATA RECEIVED
Amesbury	Yes
Belmont	Yes
Chelsea	Yes
Danvers	Yes
Everett	Yes
Hull	Yes
Lynn	Yes
Lynnfield	Yes
Malden	Yes
Marblehead	Yes
Melrose	Yes
Nahant	No
Revere	Yes
Saugus	Yes
Wilmington	Yes

The Collins Center evaluates both the average and the median pay to obtain accurate information. The analysis of median pay removes the outlying data points. Winthrop does not currently have pay ranges for any of its non-union positions, which may hurt morale by compensating personnel with years of experience at the same rate of pay as a new hire. Additionally, it creates difficulties in the direct comparison of the existing pay structure to the market. It is also worth noting that there are instances where positions may not be an exact comparison. Given these factors, however, the Project Team was able to collect sufficient data to make recommendations that account for the classification and the compensation information.

In conducting a labor market survey, it is important to note that positions across municipalities are not all the same. The same title in one municipality can have different duties and responsibilities. The following table highlights some of the challenges when reviewing survey data and should be taken into consideration when making evaluative determinations.

FACTOR	DISCUSSION
Title Comparison	A survey of titles can be challenging. Oftentimes, the same title may have different levels of responsibility, which can skew the results.
Data Points	The Center provided analysis with three data points of greater. Only three data points can have a skewed average and median if there is an outlier. Also, the fewer the data points, the less accurate the analysis.
Organizational/Staffing Structure	Staffing levels and classification structures can impact salary survey results. For example, a large municipality may have more positions, which may be specialized, or have narrow responsibilities, whereas a smaller municipality, with fewer staff, may have broader responsibility.
Elected and Appointed Officials	It is common for appointed officials with the same title as elected officials to be compensated at a higher level because of the professional education and experience required to be hired into the job. Elected officials have no such minimum requirements and as such are oftentimes paid differently than their counterpart in other municipalities.
Reporting Relationship	Depending on the municipality and organizational structure, titles may not be truly comparable. In larger municipalities, the same title can be department head, division head, or professional staff.
Salary Ranges	It is common for salary ranges to be outdated, which contributes to data being skewed. Even though many municipalities report minimum salary ranges, it is not known if they actually hire or compensate employees at the minimum.

The industry standard for pay ranges is 25% to 30%. Because Winthrop does not currently have set pay ranges for many positions, the Project Team used the actual rates of pay of incumbent employees in the analysis of market data. Overall, Winthrop seems to be compensating staff, except for a few department heads well below the market.

## Development of the Salary Schedule

In classification evaluation, it is important to note that each municipality is different and the comparability within an organization is as important, if not more so, than external comparability. In developing the recommended salary schedule, the Project Team coalesced the data from classification groupings and the market survey to establish salary ranges for each of the grades. The salary ranges were established by evaluating the median and average maximum pay of the survey data pay with respect to the existing pay of the positions in each grade. The following table represents the Project Team’s recommendations for ranges by classification using a 30% range and providing 2% annual steps:

GRADE	MINIMUM	MAXIMUM
A	\$21.52	\$28.39
B	\$28.80	\$38.02
C	\$30.28	\$39.96
D	\$39.82	\$52.54
E	\$46.74	\$61.64
F	\$66.32	\$87.51

In a few instances, the current pay of an incumbent is above the recommended pay rates. In these instances, it is recommended the incumbent of the position be “red-circled” and have the rate be frozen until such time as the position is vacated, while still receiving any across the board or “cola” adjustment.

## Implementation Plan

The Project Team recommends placing employees on the scale that provides for an increase. The Center has provided a sample step system that contains 2% steps, which would enable the Town to consider both step increases and across the board, or “cola” increases with each budget cycle. The Town will need to make policy decisions on any other adjustments such as length of service in position and in regard to applying across the board or cost of living adjustments (COLA) to the entire pay scale. A sample implementation plan has been provided under separate cover.

## Conclusion

The Project Team would like to thank the Town for welcoming the Collins Center. We believe the recommended position descriptions and classification plan will serve the Town well for many years to come.

## Summary of Salary Survey

DEPARTMENT	POSITION TITLE	WINTHROP FY24 MINIMUM HOURLY RATE	SURVEY AVERAGE MINIMUM	SURVEY MEDIAN MINIMUM	WINTHROP FY24 MAXIMUM HOURLY	SURVEY AVERAGE MAXIMUM	SURVEY MEDIAN MAXIMUM
Assessing	Deputy Assessor		\$49.26	\$49.72	\$55.00	\$59.05	\$60.55
Assessing	Asst. Assessor		\$35.49	\$32.50	\$34.87	\$43.07	\$44.16
Assessing	Principal Clerk	\$24.22	\$28.25	\$27.45	\$28.31	\$33.68	\$34.48
COA	Director		\$42.71	\$41.58	\$45.79	\$49.82	\$49.49
COA	Asst. Director/Outreach Coord		\$30.43	\$30.40	\$30.93	\$35.80	\$36.51
COA	Clerk	\$17.36	\$20.32	\$20.32	\$22.58	\$26.99	\$27.70
COA	Senior Clerk-	\$21.36	\$22.68	\$24.12	\$24.94	\$28.53	\$28.17
COA	Program Coordinator		\$29.21	\$30.87	\$15.00	\$36.02	\$37.67
DPW	Operation Mngr.		\$50.51	\$53.85	\$50.54	\$56.15	\$54.23
DPW	Grounds Superintendent		\$40.64	\$41.22	\$34.43	\$47.10	\$47.23
DPW	Laborer/Truck Driver	\$19.03	\$23.85	\$23.67	\$22.79	\$28.66	\$28.79
DPW	Director		\$61.51	\$59.30	\$73.75	\$73.04	\$73.27
DPW	Building Maint. Foreman	\$23.16	\$30.47	\$29.09	\$26.60	\$36.35	\$36.01
DPW	Facilities Manager		\$45.92	\$45.76	\$45.48	\$57.82	\$59.47
DPW	Cemetery Foreman	\$23.16	\$30.59	\$30.56	\$26.60	\$37.56	\$37.51
DPW	Tree & Grass Foreman	\$23.16	\$29.81	\$29.09	\$26.60	\$35.92	\$35.20
DPW	Principal Clerk	\$24.22	\$26.67	\$25.93	\$28.31	\$31.11	\$31.34
DPW	Highway Superintendent		\$40.10	\$40.85	\$34.43	\$45.79	\$45.39
DPW	Jr. Custodian.	\$19.84	\$23.55	\$22.78	\$22.79	\$28.07	\$27.59
DPW	Custodial Foreman	\$23.16	\$29.21	\$28.40	\$26.60	\$36.09	\$35.78
DPW	Highway Working Foreman	\$23.16	\$29.11	\$29.84	\$26.60	\$34.02	\$34.43
DPW	Sewer Maint. Technician	\$20.97	\$27.19	\$27.47	\$24.09	\$32.04	\$31.73
DPW	Maint/Pump Station Foreman	\$23.16	\$29.83	\$27.89	\$26.60	\$37.26	\$37.25
DPW	Mechanic Foreman	\$23.16	\$31.73	\$32.24	\$26.60	\$37.08	\$35.99
DPW	Sewer General Foreman	\$25.62	\$32.78	\$33.39	\$29.43	\$41.06	\$42.50
DPW	Water Working Foreman	\$23.16	\$30.31	\$27.92	\$26.60	\$38.21	\$36.72
DPW	Highway/Building Super		\$42.15	\$42.15	\$32.13	\$45.45	\$47.12

DEPARTMENT	POSITION TITLE	WINTHROP FY24 MINIMUM HOURLY RATE	SURVEY AVERAGE MINIMUM	SURVEY MEDIAN MINIMUM	WINTHROP FY24 MAXIMUM HOURLY	SURVEY AVERAGE MAXIMUM	SURVEY MEDIAN MAXIMUM
DPW	Solid Waste/Recycle Mgr		\$30.88	\$32.61	\$36.72	\$37.04	\$35.78
DPW	Water Foreman	\$25.62	\$31.23	\$30.87	\$29.43	\$38.21	\$37.67
DPW	Mechanic	\$21.85	\$27.49	\$27.11	\$25.10	\$32.77	\$33.64
Finance	Town Accountant		\$48.70	\$42.45	\$46.16	\$69.33	\$63.76
Finance	Asst. Chief Financial Officer		\$34.50	\$34.50	\$73.17	\$35.80	\$35.80
Finance	Chief Financial Officer		\$74.67	\$76.57	\$90.66	\$86.77	\$85.38
Finance	Principal Clerk	\$24.22	\$28.58	\$26.89	\$28.31	\$36.05	\$36.75
Finance	Payroll Specialist		\$34.62	\$37.06	\$35.58	\$42.21	\$45.16
Fire	Deputy Chief		\$50.71	\$50.71	\$44.06	\$63.75	\$64.84
Fire	Firefighter	\$23.54	\$27.57	\$27.05	\$28.51	\$34.67	\$33.01
Fire	Principal Clerk	\$24.22	\$30.37	\$30.12	\$28.31	\$36.60	\$37.75
Fire	Lieutenant	\$27.77	\$33.70	\$32.67	\$33.72	\$40.00	\$39.12
Fire	Captain	\$32.77	\$36.97	\$35.94	\$39.79	\$45.62	\$44.72
Fire	Chief		\$56.05	\$58.98	\$72.08	\$79.45	\$79.02
Planning	Town Planner-Grants		\$39.19	\$38.70	\$58.30	\$50.25	\$46.81
Harbormaster	Harbormaster		\$41.58	\$41.58	\$42.00	\$47.38	\$47.38
Harbormaster	Asst. Harbormaster		\$26.58	\$26.58	\$30.00	\$25.76	\$26.05
Harbormaster	Executive Asst.		\$27.51	\$27.51	\$25.00	\$27.99	\$27.99
Harbormaster	Deputy Harbormaster		\$38.74	\$38.74	\$20.00	\$39.91	\$39.91
Health	Health Program Manager		\$33.16	\$33.16	\$37.14	\$37.72	\$37.67
Health	Public Health Director		\$47.88	\$47.56	\$57.62	\$61.28	\$59.97
Health	Peer Recovery Coach		\$26.23	\$26.23	\$27.05	\$39.36	\$41.65
Health	Case Worker		#DIV/0!	#NUM!	\$25.50	\$48.40	\$48.40
Health	Comm. Resource Navigator		\$31.18	\$31.18	\$36.41	\$46.25	\$46.25
Human Resources	Benefits Coordinator/HR Asst.		\$29.21	\$28.57	\$25.72	\$36.11	\$34.51
Human Resources	HR Director		\$51.54	\$56.10	\$43.55	\$61.66	\$61.54
Inspection	Electric Inspector		\$37.43	\$37.14	\$22.44	\$41.81	\$44.53
Inspection	Building Commissioner		\$48.68	\$48.08	\$49.74	\$57.19	\$55.28
Inspection	Building Inspector		\$39.28	\$38.91	\$26.42	\$43.01	\$44.94

DEPARTMENT	POSITION TITLE	WINTHROP FY24 MINIMUM HOURLY RATE	SURVEY AVERAGE MINIMUM	SURVEY MEDIAN MINIMUM	WINTHROP FY24 MAXIMUM HOURLY	SURVEY AVERAGE MAXIMUM	SURVEY MEDIAN MAXIMUM
Inspection	Principal Clerk	\$24.22	\$29.79	\$27.76	\$28.31	\$35.86	\$36.10
Inspection	Plumbing Inspector		\$38.50	\$37.64	\$23.75	\$42.73	\$43.36
Library	Library Assistant	\$16.74	\$22.70	\$22.78	\$20.50	\$28.77	\$27.22
Library	Circulation Assistant	\$16.74	\$21.50	\$19.23	\$20.50	\$29.31	\$28.79
Library	Youth Services Assistant	\$22.61	\$25.22	\$26.36	\$27.33	\$33.72	\$34.94
Library	Librarian	\$20.81	\$29.30	\$28.27	\$25.20	\$36.40	\$36.93
Library	Children's Librarian	\$22.61	\$29.99	\$31.00	\$27.33	\$35.52	\$35.30
Library	Library Director		\$50.22	\$49.27	\$46.15	\$54.87	\$53.42
Library	Assistant Director		\$36.11	\$36.09	\$30.61	\$43.55	\$46.36
Library	Circulation Supervisor	\$17.89	\$28.35	\$28.05	\$21.83	\$34.13	\$34.63
MIS	IT System Administrator		\$35.65	\$35.30	\$33.76	\$44.92	\$44.77
Municipal Hearings	Parking Clerk/Hearing				\$21.73	\$53.41	\$37.02
Police	Officer	\$29.38	\$30.06	\$28.84	\$32.41	\$36.71	\$36.50
Police	Sergeant		\$37.80	\$37.88	\$36.80	\$44.42	\$44.20
Police	Police Chief		\$74.94	\$73.08	\$88.82	\$93.80	\$93.12
Police	Lieutenant		\$41.75	\$42.64	\$42.43	\$51.24	\$49.45
Police	Deputy Police Chief		\$58.57	\$50.82	\$76.16	\$69.07	\$70.00
Police	Detective		\$33.66	\$33.09	\$32.41	\$40.86	\$41.46
Police	Reserve		#DIV/0!	#NUM!	\$27.72	#DIV/0!	#NUM!
Police	Principal Clerk	\$24.22	\$30.37	\$29.88	\$28.31	\$36.49	\$38.12
Police	Animal Control		\$27.44	\$27.03	\$26.64	\$32.72	\$34.63
Recreation	Assistant Director		\$33.94	\$30.99	\$25.03	\$42.34	\$41.45
Recreation	Program Coordinator		\$28.22	\$28.57	\$24.06	\$33.70	\$32.87
Recreation	Recreation Director		\$43.19	\$41.58	\$44.83	\$52.83	\$53.84
Rink	Rink Manager		#DIV/0!	#NUM!	\$33.67	#DIV/0!	#NUM!
Town Clerk	Assistant Town Clerk		\$34.62	\$34.41	\$31.44	\$41.09	\$43.57
Town Clerk	Town Clerk		\$45.41	\$42.24	\$53.06	\$57.59	\$53.45
Town Clerk	Principal Clerk	\$24.22	\$25.23	\$25.59	\$28.31	\$30.86	\$31.64
Town Manager	Administrative Assistant		\$32.78	\$34.44	\$37.52	\$38.96	\$42.31

DEPARTMENT	POSITION TITLE	WINTHROP FY24 MINIMUM HOURLY RATE	SURVEY AVERAGE MINIMUM	SURVEY MEDIAN MINIMUM	WINTHROP FY24 MAXIMUM HOURLY	SURVEY AVERAGE MAXIMUM	SURVEY MEDIAN MAXIMUM
Treasurer Collector	Principal Clerk	\$24.22	\$27.27	\$27.44	\$28.31	\$32.79	\$32.78
Treasurer Collector	Treasurer		\$41.33	\$42.45	\$61.64	\$55.77	\$56.43
Treasurer Collector	Assistant Treasurer		\$37.36	\$36.00	\$43.71	\$43.89	\$44.77
Veterans	Veterans Officer		\$38.70	\$39.14	\$28.86	\$45.93	\$48.80

*Notes:*

*Public Safety survey comparisons may be skewed by factors such as educational incentive, shift differentials and holiday pay. The Town should evaluate the source data for accurate analysis.*

*Winthrop does not have pay ranges associated with all positions, therefore where ranges are absent the analysis conducted in the chart above reflects Winthrop's actual current rates of pay against the market maximums.*

*Police and Fire uniformed personnel were not included in the classification plan, therefore the salary comparisons are presented for informational purposes only*

## Recommended Compensation Schedule

15 Steps at 2%

Step - Grade	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
B	\$21.52	\$21.95	\$22.39	\$22.84	\$23.30	\$23.77	\$24.25	\$24.73	\$25.22	\$25.72	\$26.23	\$26.75	\$27.28	\$27.83	\$28.39
C	\$28.80	\$29.38	\$29.97	\$30.57	\$31.18	\$31.80	\$32.44	\$33.09	\$33.75	\$34.43	\$35.12	\$35.82	\$36.54	\$37.27	\$38.02
D	\$30.28	\$30.89	\$31.51	\$32.14	\$32.78	\$33.44	\$34.11	\$34.79	\$35.49	\$36.20	\$36.92	\$37.66	\$38.41	\$39.18	\$39.96
E	\$39.82	\$40.62	\$41.43	\$42.26	\$43.11	\$43.97	\$44.85	\$45.75	\$46.66	\$47.59	\$48.54	\$49.51	\$50.50	\$51.51	\$52.54
F	\$46.74	\$47.67	\$48.62	\$49.59	\$50.58	\$51.59	\$52.62	\$53.67	\$54.74	\$55.83	\$56.95	\$58.09	\$59.25	\$60.43	\$61.64
G	\$66.32	\$67.65	\$69.00	\$70.38	\$71.79	\$73.23	\$74.69	\$76.18	\$77.70	\$79.25	\$80.84	\$82.46	\$84.11	\$85.79	\$87.51

Optional 20 Steps at 1.5%

Step - Grade	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
B	\$21.39	\$21.72	\$22.04	\$22.37	\$22.71	\$23.05	\$23.39	\$23.74	\$24.10	\$24.46	\$24.83	\$25.20	\$25.58	\$25.96	\$26.35	\$26.75	\$27.15	\$27.56	\$27.97	\$28.39
C	\$28.65	\$29.08	\$29.52	\$29.96	\$30.41	\$30.87	\$31.33	\$31.80	\$32.28	\$32.76	\$33.25	\$33.75	\$34.26	\$34.77	\$35.29	\$35.82	\$36.36	\$36.91	\$37.46	\$38.02
D	\$30.11	\$30.57	\$31.02	\$31.49	\$31.96	\$32.44	\$32.93	\$33.42	\$33.92	\$34.43	\$34.95	\$35.47	\$36.01	\$36.55	\$37.09	\$37.65	\$38.21	\$38.79	\$39.37	\$39.96
E	\$39.59	\$40.19	\$40.79	\$41.40	\$42.02	\$42.65	\$43.29	\$43.94	\$44.60	\$45.27	\$45.95	\$46.64	\$47.34	\$48.05	\$48.77	\$49.50	\$50.24	\$51.00	\$51.76	\$52.54
F	\$46.45	\$47.15	\$47.86	\$48.57	\$49.30	\$50.04	\$50.79	\$51.56	\$52.33	\$53.11	\$53.91	\$54.72	\$55.54	\$56.37	\$57.22	\$58.08	\$58.95	\$59.83	\$60.73	\$61.64
G	\$65.95	\$66.94	\$67.94	\$68.96	\$70.00	\$71.05	\$72.11	\$73.20	\$74.29	\$75.41	\$76.54	\$77.69	\$78.85	\$80.03	\$81.24	\$82.45	\$83.69	\$84.95	\$86.22	\$87.51

**note: because of rounding minimum pay is slightly different than in report ranges**