

#5

To: Ad Hoc Committee  
From: Amy Jewell  
Date: 2/17/2022  
RE: Pay Grade & Step Schedule Review

Following the December Ad Hoc Committee meeting, CSWD contracted with Gallagher Flynn (GF) to review the existing Pay Grade & Step Schedule and to provide alternative options that would include the following:

1. A system that recognizes and values employee's experience in later years (a change to the current step structure)
2. A recommendation to address the positions identified as out of market in the initial GF report
3. A system to reward high achievers (either through incentive pay, or a pay grade & Step Schedule structure that would allow for varying increases based on performance)
4. A system that includes options for offering incentive pay

The GF report, dated February 16, 2022, is attached. Dan Lyons, from GF, will be present the report and answer questions at Tuesday's meeting.

In summary, GF provides three options to consider. The first two options adjust our current Pay Grade & Step Schedule by broadening the salary range and changing the steps to a higher percentage in later years. Option 1 stays at a 20-step schedule, option 2 increases the steps to 25. The third option is a 4 Quartile Model that fits employees into a quartile and then determines step percentages. GF notes the immediate financial impact of Options 1 and 2. However, CSWD's recommendation would be to "fit employees to the plan", which means they would slide back to the pay range closest (but not less than) their current salary. The financial impact would be minimal in year one. The financial impact would increase in later years due a broadened salary range and higher steps later in the schedule. GF recommends reviewing the system every three to five years. Following this memo is a summary of our current salary ranges and the proposed salary ranges.

Also, GF will recommend fitting the *out-of-market range positions* into the appropriate pay rate once an option is selected.

Lastly, the GF report includes a suggested *Discretionary Incentive Policy* to reward high achievers through incentives. The proposal suggests a \$1,500 (Grades 1-16) or \$2,500 (Grades 17-22) maximum incentive amount per employee. If CSWD budgeted the proposed amount for each employee (as a place holder), the budget would be \$100,500. CSWD's current Achievement Award Budget is \$16,000.

Due to the significant increase, It is not recommended that we implement the Proposed Incentive Pay at the rate included in the report, but that we discuss and consider implementing a lower threshold.

## CURRENT RANGE

PAY GRADES	STEP 1	STEP 20	Range
1	27,539	\$ 37,232	35%
2	29,182	\$ 39,437	35%
3	30,950	\$ 41,933	35%
4	36,504	\$ 49,379	35%
5	38,730	\$ 52,416	35%
6	40,997	\$ 55,453	35%
7	43,472	\$ 58,802	35%
8	46,093	\$ 62,254	35%
9	48,880	\$ 66,123	35%
10	52,000	\$ 70,054	35%
11	54,912	\$ 74,256	35%
12	61,506	\$ 78,645	35%
13	61,672	\$ 83,470	35%
14	65,354	\$ 88,421	35%
15	69,264	\$ 93,662	35%
16	73,590	\$ 99,382	35%
17	78,187	\$ 109,179	40%
18	90,397	\$ 115,773	40%
19	92,206	\$ 122,699	40%
20	95,992	\$ 130,062	40%
21	98,301	\$ 137,883	40%
22	104,166	\$ 146,203	40%

## GALLAGHER FLYNN - OPTION 1

Step 1	Step 20	Range
\$ 27,539	\$ 43,171	56.8%
\$ 29,182	\$ 45,747	56.8%
\$ 30,950	\$ 48,519	56.8%
\$ 36,504	\$ 57,225	56.8%
\$ 38,730	\$ 60,714	56.8%
\$ 40,997	\$ 64,268	56.8%
\$ 43,472	\$ 68,148	56.8%
\$ 46,093	\$ 72,257	56.8%
\$ 48,880	\$ 76,626	56.8%
\$ 52,000	\$ 81,517	56.8%
\$ 54,912	\$ 86,082	56.8%
\$ 61,506	\$ 96,419	56.8%
\$ 61,672	\$ 96,679	56.8%
\$ 65,354	\$ 102,451	56.8%
\$ 69,264	\$ 108,581	56.8%
\$ 73,590	\$ 115,363	56.8%
\$ 78,187	\$ 122,569	56.8%
\$ 90,397	\$ 141,709	56.8%
\$ 92,206	\$ 144,546	56.8%
\$ 95,992	\$ 150,481	56.8%
\$ 98,301	\$ 154,100	56.8%
\$ 104,166	\$ 163,295	56.8%

## GALLAGHER FLYNN - OPTION 2

Step 1	Step 25	Range
\$ 27,539	\$ 45,952	66.9%
\$ 29,182	\$ 48,694	66.9%
\$ 30,950	\$ 51,644	66.9%
\$ 36,504	\$ 60,911	66.9%
\$ 38,730	\$ 64,625	66.9%
\$ 40,997	\$ 68,408	66.9%
\$ 43,472	\$ 72,538	66.9%
\$ 46,093	\$ 76,911	66.9%
\$ 48,880	\$ 81,562	66.9%
\$ 52,000	\$ 86,768	66.9%
\$ 54,912	\$ 91,627	66.9%
\$ 61,506	\$ 102,629	66.9%
\$ 61,672	\$ 102,907	66.9%
\$ 65,354	\$ 109,050	66.9%
\$ 69,264	\$ 115,575	66.9%
\$ 73,590	\$ 122,794	66.9%
\$ 78,187	\$ 130,464	66.9%
\$ 90,397	\$ 150,837	66.9%
\$ 92,206	\$ 153,857	66.9%
\$ 95,992	\$ 160,174	66.9%
\$ 98,301	\$ 164,026	66.9%
\$ 104,166	\$ 173,814	66.9%

GF Proposal - Immediate Financial Impact

\$ 148,692

\$ 109,107



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*– Confidential for Chittenden Solid Waste District –*

February 16, 2022

Amy Jewell, Director of Administration  
Sarah Reeves, Executive Director  
Chittenden Solid Waste District  
1021 Redmond Road  
Williston, VT 05495

Dear Amy and Sarah:

For this engagement, our team was tasked with providing recommendations for the following.

1. Review the current structure of the Pay Grade & Step Schedule and propose changes that would include options for recognizing and valuing employee's experience in later years.  
Current structure:
  - a. Grades 1-16 (35.2% salary range) step 1-6 at 2.25%, 7-19 at 1.4%, and 20 at 1%. (A 1/2 % lump sum payment is available after step 20)
  - b. Grades 17-22 (40.2% salary range) steps 1-6 at 3%, 7-19 at 1.4% and 20 at 1%. (A 1/2 % lump sum payment is available after step 20)
2. Review positions that were identified as out of market and provide a proposal of how to place them in market range on the pay grade & step schedule.
3. Propose a system for rewarding high achievers (either through incentive pay, or a pay grade & step schedule structure that would allow for varying increases based on performance).
4. Propose a system that includes options for offering incentive pay.

We thought it might be helpful to provide you with several options to consider which are included in this document. We encourage you to process each option and know that we are happy to make ourselves available to talk through what works best to support your organization.

Sincerely,

**Dan Lyons, SPHR**  
Managing Director, HR Consulting

**Certified Public Accountants and Business Consultants**  
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In any work related to compensation, it is important to ground and get alignment with those involved in the conversation with the organization's Total Compensation Philosophy. All decisions related to compensation should align with and reflect your organizations Total Compensation Philosophy.

## **Chittenden Solid Waste District (CSWD) – Total Compensation Philosophy**

**Draft Copy – changes made following the 9/14/2021 meeting**

CSWD recognizes that our most valuable asset is our people. CSWD's total compensation philosophy will be implemented without regard to race, color, religion, sex, gender identity, orientation, family structure, disability, or other factors that differentiate us. We will ensure that our employees know that we are supportive and value the contributions they make to CSWD and the community. Investing in our staff is critical to ensuring the long-term achievement of our organizational mission in service to our community.

Our goal is to be competitive in recruiting and retaining employees through our high-quality total compensation practices. We also aim to incentivize and reward staff who exceed the performance expectations as outlined in their job descriptions.

We believe in a total compensation philosophy that will provide an attractive, flexible, market-based competitive salary, benefits, and perquisites package that is aligned with maintaining a sound, sustainable, and responsible fiscal structure for the district.

We believe in providing a total compensation package that includes competitive wages and benefits that will enable us to compete for and retain talented staff and will aim to benchmark the total compensation of our staff --including wages and benefits-- at or above Vermont's livable wage as calculated for the communities in which we operate, and within our financial resources. We will review our total compensation and philosophy on a regular cadence to ensure the value remains competitive.

Our first deliverable for this engagement is to review the current structure of the Pay Grade & Step Schedule and propose changes that would include options for recognizing and valuing employee's experience in later years. Current structure:

- a. Grades 1-16 (35.2% salary range) step 1-6 at 2.25%, 7-19 at 1.4%, and 20 at 1%. (A 1/2 % lump sum payment is available after step 20)
- b. Grades 17-22 (40.2% salary range) steps 1-6 at 3%, 7-19 at 1.4% and 20 at 1%. (A 1/2 % lump sum payment is available after step 20)

There are three options we are presenting for you to consider. Option 1 is a Grade Step Model that gives smaller salary increases to those with lower tenure with salary increases getting larger the more tenure you have with the organization. In the "Logic" section below, you'll better understand why we think this is a recommendation you should consider based on the current recruiting market. Attachments of tables 4 and 5 will sent as a separate attachment making it easier to read.

### **Option 1: Present Grade Step Model History vs. Potential Future Grade Step Model**

*Table 1: 2021 Percentage Increase Including COLA*

GR 1-16	ST 1-6	2.25%		GR 1-16	ST 7-19	1.40%
GR 17-22	ST 1-6	3.00%		GR 17-22	ST 7-19	1.40%
1.11% COLA						

*Table 2: 2022 Percentage Increase Including COLA*

GR 1-16	ST 1-6	2.25%		GR 1-16	ST 7-19	1.40%
GR 17-22	ST 1-6	3.00%		GR 17-22	ST 7-19	1.40%
3% COLA						

*Table 3: GFC Recommendation for Percentage Increase Including COLA*

GR 1-16	ST 1-5	1.50%		GR 1-16	ST 6-10	1.75%
GR 1-16	ST 11-15	2.00%		GR 1-16	ST 16-20	2.25%
GR 17-22	ST 1-5	1.50%		GR 17-22	ST 6-10	1.75%
GR 17-22	ST 11-15	2.00%		GR 17-22	ST 16-20	2.25%
3% COLA						

### **Logic:**

In previous years the percentage increase was higher for new hires. As incumbents progressed in tenure, the percentage increase per step decreased. This model works well when an organization needs to attract talent through their recruiting efforts. In our current recruiting environment, organizations need to shift focus on retaining talent that has on the job work experience, tenure, and protect the investment of time and resources that have been made to train employees.

It is our suggestion that if you choose Option 1, that incumbents be placed into the grid so that they fit to the plan that most closely matches their current salary resulting in no negative financial impact to the organization.

We did experiment and placed each incumbent into their current grade and step which can be found in Table 4. In cases where the salary changed, you can see what changed in the "Difference" column on Table 5. In a few instances, the incumbent would be earning slightly less. In those cases, we choose to keep their hourly wage where it is currently. In a few cases, the incumbent's salaries went up. Under this new model the total range of each pay grade increases from 35% - 40% to 56%. Should you decide to adopt this new model

in its current state, there will be a financial impact of \$148,692 to your annual salary budget.

We considered reducing the number of steps you are currently using. The logic as to why we don't recommend reducing the number of steps you currently use is studies have shown that fewer pay steps can make an employee feel stuck and unappreciated. This can affect employee morale and employee motivation adversely. In this case, employees can contribute to a culture rife with stagnation, unhappiness, and defeat.

Please review the accompanying excel document titled "Pay Grid Schedules" to better understand the details of this option.

Table 4: Financial Impact

	date of hire	Hours per year	Grade	Step	HOURLY Rate	ANNUAL SALARY	Exempt biweekly	HOURLY Rate GFC Recommendation	Difference	ANNUAL Base Salary GFC Recommendation
Drop-Off Center Operator	9/22/2011	416	4	11	\$ 21.03	8,749.56		\$ 21.76	\$ 0.73	\$ 9,052
Drop-Off Center Operator	8/2/2021	416	4	1	\$ 17.55	7,301.30		\$ 17.55	\$ (0.00)	\$ 7,301
Drop-Off Center Operator	4/2/2011	1,248	4	11	\$ 21.03	26,248.68		\$ 21.76	\$ 0.73	\$ 27,156
Drop-Off Center Operator	2/1/2007	416	4	13	\$ 21.63	8,998.08		\$ 22.86	\$ 1.23	\$ 9,510
Drop-Off Center Operator	10/11/2016	2,080	4	7	\$ 19.89	41,369.74		\$ 19.86	\$ (0.03)	\$ 41,309
Drop-Off Center Operator	5/31/2018	416	4	5	\$ 19.18	7,978.30		\$ 19.00	\$ (0.18)	\$ 7,904
Drop-Off Center Operator	7/30/2016	2,080	4	7	\$ 19.89	41,369.74		\$ 19.86	\$ (0.03)	\$ 41,309
Drop-Off Center Operator	5/6/1995	416	4	19	\$ 23.51	9,782.20		\$ 26.78	\$ 3.27	\$ 11,140
Drop-Off Center Operator	11/6/2019	416	4	4	\$ 18.76	7,802.62		\$ 18.62	\$ (0.14)	\$ 7,746
Drop-Off Center Operator	1/9/2021	416	4	2	\$ 17.94	7,464.12		\$ 17.90	\$ (0.04)	\$ 7,446
Drop-Off Center Operator	8/16/2005	1,248	4	15	\$ 22.25	27,765.50		\$ 24.02	\$ 1.77	\$ 29,977
Drop-Off Center Operator - Class I	11/17/2007	2,080	5	13	\$ 22.95	47,732.67		\$ 24.26	\$ 1.31	\$ 50,461
Drop-Off Center Operator - Class I	11/29/2005	2,080	5	14	\$ 23.27	48,396.82		\$ 24.87	\$ 1.60	\$ 51,730
Drop-Off Center Operator - Class I	5/14/1996	2,080	5	20	\$ 25.20	52,424.53		\$ 29.19	\$ 3.99	\$ 60,715
Drop-Off Center Operator - Class I	9/4/2007	416	5	13	\$ 22.95	9,546.53		\$ 24.26	\$ 1.31	\$ 10,092
Drop-Off Center Operator - Class I	2/4/2003	2,080	5	13	\$ 22.95	47,732.67		\$ 24.26	\$ 1.31	\$ 50,461
Drop-Off Center Operator - Class I	5/31/2014	2,080	5	9	\$ 21.71	45,161.79		\$ 22.03	\$ 0.32	\$ 45,822
Drop-Off Center Operator - Class I	6/7/2019	2,080	5	10	\$ 22.01	45,783.09		\$ 22.53	\$ 0.52	\$ 46,862
Drop-Off Center Operator - Class I	10/7/2016	2,080	5	7	\$ 21.13	43,940.62		\$ 21.07	\$ (0.06)	\$ 43,826
Human Resources & Administrative Assistant	8/23/2021	2,080	6	1	\$ 19.71	41,005.54		\$ 19.71	\$ (0.00)	\$ 40,997
Maintenance Operator -Roll-Off/Food Scraps Truck Driver	9/28/2021	2,080	6	8	\$ 22.65	47,111.38		\$ 22.81	\$ 0.16	\$ 47,445
Senior Equipment Operator	10/13/2008	2,080	7	20	\$ 30.46	63,350.77		\$ 32.76	\$ 2.30	\$ 68,141
Heavy Equipment Operator, Maintenance Lead & Soils Production Coordinator	6/22/2016	2,080	7	10	\$ 24.71	51,396.18		\$ 25.29	\$ 0.58	\$ 52,603
Equipment Operator & Office Assistant	3/20/2017	2,080	7	5	\$ 22.86	47,539.86		\$ 22.62	\$ (0.24)	\$ 47,050
Hazardous Waste Operator	3/12/2019	2,080	8	4	\$ 23.66	49,210.93		\$ 23.52	\$ (0.14)	\$ 48,922
Accounting Specialist - Accounts Receivable	10/16/2006	2,080	8	11	\$ 26.52	55,166.80		\$ 27.48	\$ 0.96	\$ 57,158
Hazardous Waste Operator	2/26/2008	2,080	8	13	\$ 27.27	56,730.75		\$ 28.87	\$ 1.60	\$ 60,050
Accounting Specialist - Accounts Payable	4/6/2020	2,080	8	3	\$ 23.14	48,139.73		\$ 23.06	\$ (0.08)	\$ 47,965
Maintenance Operator - Roll-Off Truck Driver - Shopkeeper	4/19/2021	2,080	8	6	\$ 24.74	51,460.45		\$ 24.53	\$ (0.21)	\$ 51,022
Hazardous Waste Specialist	5/11/2005	2,080	9	13	\$ 28.94	60,201.44		\$ 30.62	\$ 1.68	\$ 63,690
Business Outreach Coordinator	7/10/2017	2,080	9	6	\$ 26.25	54,609.78		\$ 26.01	\$ (0.24)	\$ 54,101
School & Youth Outreach Coordinator	9/22/2014	2,080	9	10	\$ 27.77	57,759.10		\$ 28.43	\$ 0.66	\$ 59,134
Community Outreach Coordinator	5/25/2015	2,080	9	6	\$ 26.25	54,609.78		\$ 26.01	\$ (0.24)	\$ 54,101
Maintenance Operator-Roll-Off Truck Driver - Mechanic	11/14/2017	2,080	9	4	\$ 25.11	52,231.71		\$ 24.94	\$ (0.17)	\$ 51,875
Marketing Creative Specialist	5/18/2020	2,080	9	11	\$ 28.15	58,551.79		\$ 29.14	\$ 0.99	\$ 60,611
Roll-Off Truck Driver/Coordinator Lead	9/15/2003	2,080	10	13	\$ 30.67	63,800.67		\$ 32.57	\$ 1.90	\$ 67,746
Compliance Specialist	4/10/2017	2,080	10	6	\$ 27.83	57,887.65		\$ 27.67	\$ (0.16)	\$ 57,554
Maintenance Lead	5/16/2016	2,080	11	3	\$ 27.59	57,394.90		\$ 27.47	\$ (0.12)	\$ 57,138
Compost Assistant Manager	3/26/2015	2,080	11	2	\$ 27.00	56,152.30		\$ 26.93	\$ (0.07)	\$ 56,014
Accountant	12/12/1994	2,080	11	16	\$ 33.90	70,506.38		\$ 37.13	\$ 3.23	\$ 77,230
Drop-Off Center - Operations Lead	2/4/2003	2,080	12	6	\$ 31.25	65,000.42		\$ 32.73	\$ 1.48	\$ 68,078
Hazardous Waste Supervisor	10/14/1991	2,080	12	20	\$ 37.81	78,647.50		\$ 46.36	\$ 8.55	\$ 96,429
Marketing & Communications Manager	2/19/2019	2,080	15	4	\$ 35.62	74,084.19	2,849.39	\$ 34.82	\$ (0.80)	\$ 72,426
Director, Administration	1/5/1992	2,080	15	20	\$ 45.03	93,665.73	3,602.53	\$ 52.20	\$ 7.17	\$ 108,576
Director, Special Projects	6/1/1992	1,040	15	19	\$ 44.60	46,382.96	1,783.96	\$ 50.81	\$ 6.21	\$ 52,842
Director, Marketing & Communications	8/11/2009	2,080	16	6	\$ 39.48	82,118.19	3,158.39	\$ 39.16	\$ (0.32)	\$ 81,453
Community Engagement & Outreach Manager	9/7/2021	2,080	16	7	\$ 40.03	83,253.66	3,202.06	\$ 40.04	\$ 0.01	\$ 83,283
Drop-Off Center Manager	12/29/1992	2,080	16	20	\$ 47.78	99,385.94	1,911.27	\$ 55.46	\$ 7.68	\$ 115,357
Director, Compliance & Hazardous Waste	7/31/2017	2,080	17	13	\$ 47.81	99,450.21	3,825.01	\$ 48.97	\$ 1.16	\$ 101,858
Director, Compost	10/13/2008	2,080	17	8	\$ 44.61	92,787.34	3,568.74	\$ 43.50	\$ (1.11)	\$ 90,480
Director, Finance	5/8/2020	2,080	18	16	\$ 52.85	109,926.54	4,227.94	\$ 61.12	\$ 8.27	\$ 127,130
Director, Information Systems	7/7/2014	2,080	19	13	\$ 53.72	111,747.58	4,297.98	\$ 57.75	\$ 4.03	\$ 120,120
Director, Public Policy & Communications	7/8/1991	2,080	19	19	\$ 58.41	121,495.50	4,672.90	\$ 67.63	\$ 9.22	\$ 140,670
Associate Director of Operations	11/9/2020	2,080	19	3	\$ 44.63	92,830.19	3,570.39	\$ 46.12	\$ 1.49	\$ 95,930
Director, Operations	9/5/2012	2,080	21	6	\$ 54.80	113,975.68	4,383.68	\$ 52.31	\$ (2.49)	\$ 108,805
Hazardous Waste Operator	4/15/2016	416			\$ 17.20	7,155.62		\$ 17.20	\$ (0.00)	\$ 7,155
Executive Director	8/8/2016	2,080			\$ 74.01	153,931.67	5,920.45	\$ 74.01	\$ 0.00	\$ 153,941
Totals						\$ 3,216,205				\$ 3,364,897
										\$ 148,692

## Option 2: Consider a 25 Pay Step Grade Model

The benefit of a model where more steps in the pay grade are available is that this tends to encourage employee motivation and feelings of mobility. By increasing the number of pay steps, this encourages employees to feel as if their career success and compensation are increasing with greater tenure. For an organization that has strong tenure, a model like this allows for a longer runway for employee's compensation. It helps to retain employees and protects the investment the organization has made to train and develop talent over a long period of time.

Should the decision be made to go with option 1, incumbents would fit to the plan meaning they would be placed in the respective grade and step that most closely matches their current salary.

Please review the accompanying excel document titled "Pay Grid Schedules" to better understand the details.



Table 5: Financial Impact

	date of hire	Hours per year	Grade	Step	HOURLY Rate	ANNUAL SALARY	Exempt biweekly	HOURLY Rate GFC Recommendation	Difference	ANNUAL Base Salary GFC Recommendation
Drop-Off Center Operator	9/22/2011	416	4	11	\$ 21.03	\$ 8,750		\$ 21.59	\$ 0.56	\$ 8,981
Drop-Off Center Operator	8/2/2021	416	4	1	\$ 17.55	\$ 7,301		\$ 17.55	\$ (0.00)	\$ 7,301
Drop-Off Center Operator	4/2/2011	1,248	4	11	\$ 21.03	\$ 26,249		\$ 21.59	\$ 0.56	\$ 26,944
Drop-Off Center Operator	2/1/2007	416	4	13	\$ 21.63	\$ 8,998		\$ 22.55	\$ 0.92	\$ 9,381
Drop-Off Center Operator	10/11/2016	2,080	4	7	\$ 19.89	\$ 41,370		\$ 19.82	\$ (0.07)	\$ 41,226
Drop-Off Center Operator	5/31/2018	416	4	5	\$ 19.18	\$ 7,978		\$ 19.00	\$ (0.18)	\$ 7,904
Drop-Off Center Operator	7/30/2016	2,080	4	7	\$ 19.89	\$ 41,370		\$ 19.82	\$ (0.07)	\$ 41,226
Drop-Off Center Operator	5/6/1995	416	4	19	\$ 23.51	\$ 9,782		\$ 25.75	\$ 2.24	\$ 10,712
Drop-Off Center Operator	11/6/2019	416	4	4	\$ 18.76	\$ 7,803		\$ 18.62	\$ (0.14)	\$ 7,746
Drop-Off Center Operator	1/9/2021	416	4	2	\$ 17.94	\$ 7,464		\$ 17.90	\$ (0.04)	\$ 7,446
Drop-Off Center Operator	8/16/2005	1,248	4	15	\$ 22.25	\$ 27,766		\$ 23.56	\$ 1.31	\$ 29,403
Drop-Off Center Operator - Class I	11/17/2007	2,080	5	13	\$ 22.95	\$ 47,733		\$ 23.93	\$ 0.98	\$ 49,774
Drop-Off Center Operator - Class I	11/29/2005	2,080	5	14	\$ 23.27	\$ 48,397		\$ 24.46	\$ 1.19	\$ 50,877
Drop-Off Center Operator - Class I	5/14/1996	2,080	5	20	\$ 25.20	\$ 52,425		\$ 27.93	\$ 2.73	\$ 58,094
Drop-Off Center Operator - Class I	9/4/2007	416	5	13	\$ 22.95	\$ 9,547		\$ 23.93	\$ 0.98	\$ 9,955
Drop-Off Center Operator - Class I	2/4/2003	2,080	5	13	\$ 22.95	\$ 47,733		\$ 23.93	\$ 0.98	\$ 49,774
Drop-Off Center Operator - Class I	5/31/2014	2,080	5	9	\$ 21.71	\$ 45,162		\$ 21.94	\$ 0.23	\$ 45,635
Drop-Off Center Operator - Class I	6/7/2019	2,080	5	10	\$ 22.01	\$ 45,783		\$ 22.42	\$ 0.41	\$ 46,634
Drop-Off Center Operator - Class I	10/7/2016	2,080	5	7	\$ 21.13	\$ 43,941		\$ 23.03	\$ 1.90	\$ 47,902
Human Resources & Administrative Assistant	8/23/2021	2,080	6	1	\$ 19.71	\$ 41,006		\$ 19.71	\$ (0.00)	\$ 40,997
Maintenance Operator-Roll-Off /Food Scraps Truck Driver	9/28/2021	2,080	6	8	\$ 22.65	\$ 47,111		\$ 22.74	\$ 0.09	\$ 47,299
Senior Equipment Operator	10/13/2008	2,080	7	20	\$ 30.46	\$ 63,351		\$ 31.36	\$ 0.90	\$ 65,229
Heavy Equipment Operator, Maintenance Lead & Soils Production Coordinator	6/22/2016	2,080	7	10	\$ 24.71	\$ 51,396		\$ 25.16	\$ 0.45	\$ 52,333
Equipment Operator & Office Assistant	3/20/2017	2,080	7	5	\$ 22.86	\$ 47,540		\$ 22.62	\$ (0.24)	\$ 47,050
Hazardous Waste Operator	3/12/2019	2,080	8	4	\$ 23.66	\$ 49,211		\$ 23.52	\$ (0.14)	\$ 48,922
Accounting Specialist - Accounts Receivable	10/16/2006	2,080	8	11	\$ 26.52	\$ 55,167		\$ 27.27	\$ 0.75	\$ 56,722
Hazardous Waste Operator	2/26/2008	2,080	8	13	\$ 27.27	\$ 56,731		\$ 28.48	\$ 1.21	\$ 59,238
Accounting Specialist - Accounts Payable	4/6/2020	2,080	8	3	\$ 23.14	\$ 48,140		\$ 23.06	\$ (0.08)	\$ 47,965
Maintenance Operator - Roll-Off Truck Driver - Shopkeeper	4/19/2021	2,080	8	6	\$ 24.74	\$ 51,460		\$ 24.50	\$ (0.24)	\$ 50,960
Hazardous Waste Specialist	5/11/2005	2,080	9	13	\$ 28.94	\$ 60,201		\$ 30.20	\$ 1.26	\$ 62,816
Business Outreach Coordinator	7/10/2017	2,080	9	6	\$ 26.25	\$ 54,610		\$ 25.98	\$ (0.27)	\$ 54,038
School & Youth Outreach Coordinator	9/22/2014	2,080	9	10	\$ 27.77	\$ 57,759		\$ 28.29	\$ 0.52	\$ 58,843
Community Outreach Coordinator	5/25/2015	2,080	9	6	\$ 26.25	\$ 54,610		\$ 25.98	\$ (0.27)	\$ 54,038
Maintenance Operator-Roll-Off Truck Driver - Mechanic	11/14/2017	2,080	9	4	\$ 25.11	\$ 52,232		\$ 24.94	\$ (0.17)	\$ 51,875
Marketing Creative Specialist	5/18/2020	2,080	9	11	\$ 28.15	\$ 58,552		\$ 28.91	\$ 0.76	\$ 60,133
Roll-Off Truck Driver/Coordinator Lead	9/15/2003	2,080	10	13	\$ 30.67	\$ 63,801		\$ 32.13	\$ 1.46	\$ 66,830
Compliance Specialist	4/10/2017	2,080	10	6	\$ 27.83	\$ 57,888		\$ 27.64	\$ (0.19)	\$ 57,491
Maintenance Lead	5/16/2016	2,080	11	3	\$ 27.59	\$ 57,395		\$ 27.47	\$ (0.12)	\$ 57,138
Compost Assistant Manager	3/26/2015	2,080	11	2	\$ 27.00	\$ 56,152		\$ 26.93	\$ (0.07)	\$ 56,014
Accountant	12/12/1994	2,080	11	16	\$ 33.90	\$ 70,506		\$ 36.23	\$ 2.33	\$ 75,358
Drop-Off Center - Operations Lead	2/4/2003	2,080	12	6	\$ 31.25	\$ 65,000		\$ 32.70	\$ 1.45	\$ 68,016
Hazardous Waste Supervisor	10/14/1991	2,080	12	20	\$ 37.81	\$ 78,648		\$ 44.36	\$ 6.55	\$ 92,269
Marketing & Communications Manager	2/19/2019	2,080	15	4	\$ 35.62	\$ 74,084	2,849.39	\$ 35.34	\$ (0.28)	\$ 73,507
Director, Administration	1/5/1992	2,080	15	20	\$ 45.03	\$ 93,666	3,602.53	\$ 49.96	\$ 4.93	\$ 103,917
Director, Special Projects	6/1/1992	1,040	15	19	\$ 44.60	\$ 46,383	1,783.96	\$ 48.86	\$ 4.26	\$ 50,814
Director, Marketing & Communications	8/11/2009	2,080	16	6	\$ 39.48	\$ 82,118	3,158.39	\$ 39.12	\$ (0.36)	\$ 81,370
Community Engagement & Outreach Manager	9/7/2021	2,080	16	7	\$ 40.03	\$ 83,254	3,202.06	\$ 39.96	\$ (0.07)	\$ 83,117
Drop-Off Center Manager	12/29/1992	2,080	16	20	\$ 47.78	\$ 99,386	1,911.27	\$ 52.95	\$ 5.17	\$ 110,136
Director, Compliance & Hazardous Waste	7/31/2017	2,080	17	13	\$ 47.81	\$ 99,450	3,825.01	\$ 48.31	\$ 0.50	\$ 100,485
Director, Compost	10/13/2008	2,080	17	8	\$ 44.61	\$ 92,787	3,568.74	\$ 43.37	\$ (1.24)	\$ 90,210
Director, Finance	5/8/2020	2,080	18	16	\$ 52.85	\$ 109,927	4,227.94	\$ 59.62	\$ 6.77	\$ 124,010
Director, Information Systems	7/7/2014	2,080	19	13	\$ 53.72	\$ 111,748	4,297.98	\$ 56.97	\$ 3.25	\$ 118,498
Director, Public Policy & Communications	7/8/1991	2,080	19	19	\$ 58.41	\$ 121,496	4,672.90	\$ 64.92	\$ 6.51	\$ 135,034
Associate Director of Operations	11/9/2020	2,080	19	3	\$ 44.63	\$ 92,830	3,570.39	\$ 46.12	\$ 1.49	\$ 95,930
Director, Operations	9/5/2012	2,080	21	6	\$ 54.80	\$ 113,976	4,383.68	\$ 52.26	\$ (2.54)	\$ 108,701
Hazardous Waste Operator	4/15/2016	416			\$ 17.20	\$ 7,156		\$ 17.20	\$ (0.00)	\$ 7,155
Executive Director	8/8/2016	2,080			\$ 74.01	\$ 153,932	5,920.45	\$ 74.01	\$ 0.00	\$ 153,941
Totals					\$ 3,216,205			\$ 3,325,313		

Difference **\$ 109,107**

### Option 3: Consider a Quartile Model

The following is intended introduce you to a quartile model and help you understand the logic used to determine placement within the range. We also included some suggestions of how to determine salary increases should this model replace the current grade and step model you currently have in place. Although this model works for many Vermont organizations, we are not convinced this model would be in CSWD's best interest but decided to provide it as an option for consideration.

We took the current salary ranges for each position and created four quartiles. Those quartiles were then given the following definitions.



- *First Quartile* (from the minimum up to halfway to the midpoint of the range): The first quartile of the range is usually intended for individuals who are new to the position, are in a learning situation, and/or do not have substantial experience in the new role.
- *Second Quartile*: The second quartile of the range is intended for employees who have gained experience and skills and are becoming more proficient in the job for which they were hired. They generally meet expectations in their positions.
- *Midpoint*: The midpoint usually represents the market rate for this position and represents a fully experienced employee that is meeting all expectations at that level.
- *Third Quartile*: The third quartile is typically reserved for experienced employees who frequently exceed expectations.
- *Fourth Quartile*: The fourth quartile of the range is normally reserved for individuals who are consistently exceptional performers and who have extensive experience. This is also where employees with a lot of tenure should most likely be.

We used their current salary to see which quartile each incumbent would fit into. We then sorted by tenure to determine if incumbents with similar tenure fell within the same quartile. This exercise appears to work well for most non-exempt employees. However, a number of exempt employees are already exceeding the maximum of the salary range.

It is a best practice to take the following factors into consideration when determining placement of incumbents into the appropriate quartile.

- Skills and education
- Professional experience
- Tenure with the organization
- The organization's budget
- External market influences

### **Annual salary increases**

An employee who is engaged in disciplinary action should not be eligible for any salary increase until such action is resolved.

For those employees eligible for a salary increase, the annual increase on July 1<sup>st</sup> of each year could be determined using two factors:

1. Cost of Living Adjustment (**COLA**) adjustments as described below; and
2. A **percentage salary** increase as described in Table 1: 'Salary Increase Schedule' below.

### **Cost of Living Adjustments (COLA):**

The COLA will be determined annually in January by the Leadership Team during budget preparation for the subsequent fiscal year beginning on July 1. All employees will receive an annual COLA adjustment unless the COLA is 0%. COLA adjustments will never be less than 0%.

### **Determining percentage salary increases:**

Factors taken into consideration for salary increases are employee performance, organization success, tenure, economic conditions, and what salary quartile the incumbent falls into. The guideline to be followed in determining a salary increase will depend on factors outlines in the table, below. The logic behind the disparity of salary increase percentage eligibility is an attempt

to maintain equity and prevent broad salary gaps between higher compensated employees with longer tenure when compared to recent hires.

### **Salary Increase Eligibility Schedule**

<b>Salary Increase</b>	<b>Increase on July 1</b>
1 <sup>st</sup> Quartile	Up to 1.50% + COLA
2 <sup>nd</sup> Quartile	Up to 1.75% + COLA
3 <sup>rd</sup> Quartile	Up to 2.00% + COLA
4 <sup>th</sup> Quartile	Up to 2.25% + COLA

A new employee whose start date is prior to January 1 will be eligible to receive a salary increase and a COLA adjustment at the beginning of the next fiscal year. A new employee whose start date is between January 1 and June 30 will receive a pro-rated salary increase plus COLA adjustment.

Recommendations for the next year's fiscal year will be presented to the Executive Director, and Director of Administration during budget planning. Included with the recommendation should be a brief business case explaining their logic. These recommendations will be presented to the Board of Directors for approval.

The second deliverable of this engagement is to review positions that were identified as out of market and provide a proposal of how to place them in market range on the pay grade & step schedule. Before we can complete this part of the engagement, we feel it is important for CSWD to decide if any of the recommendations in this engagement will be adopted. Gallagher Flynn can then complete this deliverable to ensure it aligns with your compensation practices going forward.

The third deliverable of this engagement is to propose a system for rewarding high achievers (either through incentive pay, or a pay grade & step schedule structure that would allow for varying increases based on performance). We feel confident that this can be achieved by implementing a discretionary pay policy which is outlined next in this document.

## Discretionary Incentive Policy Recommendation

As part of this engagement, we were tasked with propose a system that includes options for offering incentive pay. The following is intended to share our recommendation with some important background on the difference between discretionary versus nondiscretionary incentive pay.

### Important Background:

**Discretionary Incentive:** A discretionary incentive is one given at the sole discretion of the employer and is not expected by the employee. The key to discretionary incentive is that the employer has not set an expectation that a bonus will be paid if certain goals are met, and the amount and timing of the bonus are not given in advance.

**Nondiscretionary Incentive:** Unlike a discretionary incentive, the nondiscretionary incentive does have specific criteria the employee must meet to qualify for the incentive. The employer predetermines the criteria, and the employees expect to earn the incentive if they meet the criteria.

Examples of potential criteria you can set that can be measured quarterly or annually:

1. Quality and/or accuracy of work
2. Profitability bonus (revenue or EBITA)
3. Predetermined formula, such as individual or group “production” bonuses
4. Improved efficiency bonus
5. Safety bonus (i.e., # of days without a safety incident)

**\*Important to note:** The Fair Labor Standards Act (FLSA) is a federal law that establishes overtime pay eligibility for employees. Under the FLSA, certain types of incentive payments to nonexempt employees can retroactively raise their “regular rate” of pay, resulting in additional overtime pay due. This means that if a nonexempt employee receives a nondiscretionary incentive during a pay period and the hourly rate is raised, this type of payment must be factored into the overtime pay calculations for the period-of-time covered by the bonus. If the employer sets goals or standards in advance of the payout, the incentive is considered nondiscretionary pay.

On the other hand, discretionary incentives do not need to be factored into overtime pay. For this reason, it is our recommendation for Chittenden Solid Waste District to consider creating a discretionary incentive policy. We took the liberty of writing one that can be customized by CSWD should you decide to go this route.

For budgeting purposes, you can allocate a maximum amount an employee is eligible for through this discretionary incentive policy. Examples of this can be found in table 6.

*Table 6: Annual Maximum Payout by Grade*

Grade	Annual Maximum Payout (Up to but cannot exceed)
Grades 1 – 16	\$1,500
Grades 17 – 22	\$2,500

# EMPLOYEE DISCRETIONARY INCENTIVE POLICY

*-Draft Copy-*

## **Policy Brief & Purpose:**

Chittenden Solid Waste District's employee discretionary incentive policy explains how our organization distributes incentives to employees. We want to reward employees whenever possible, since we all contribute to our organizations' success with our hard work. It is important to note that this incentive policy is discretionary and does not promise or commit to any regular payouts. It is strictly discretionary.

## **Scope:**

This policy applies to all regular, full-time, and part-time employees. Seasonal employees, interns and temporary employees are not eligible for bonuses.

We may modify this policy and our incentive plans at any time with or without notice.

Only written promises of incentives will be considered valid. If your manager or another executive (including the C-suite) verbally promises you an incentive, they cannot follow through unless they put it in writing and Executive Director, Director of Administration, and Board of Directors approves it.

## **Policy Elements:**

Our organization rewards employees for outstanding individual performance, as well as their contributions that help us achieve our strategic goals.

Our organization may award lump-sum incentives (one-time incentive payments) to employees who show exemplary performance. We define "exemplary performance" as:

- Exceeding goals, either financial or nonfinancial.
- Performing additional duties from what is expected.
- Serving as a good example of professional behavior to other employees (i.e., teamwork, work ethics, leadership, etc.)

When managers know their team member deserves an incentive, they should send a formal written recommendation to the Executive Director and Director of Administration, explaining how their team member showed exemplary performance.

Our employee incentive policy gives the executive team the ability to decide on year-end incentives for all employees. There are two conditions for this incentive:

1. Our company should have exceeded its annual financial goals.
2. The board of directors must approve the incentives.

If these two conditions are satisfied, then our company will give incentives to employees who:

1. Are employed by our company on the day when the bonus is to be paid.
2. Have not announced they intend to resign either verbally or in writing.
3. Have received at least satisfactory performance reviews.

We will pay out incentives according to the following model:

1. Employees who were employed by our company for >one (1) year can receive whatever incentive pay that is proposed and approved.
2. Employees who are employed for less than a year will receive a prorated amount.

\*Important to note: Incentive pay is subject to taxation (local, state, and federal taxes.)

GR1-16	ST 1-6	2.25%	GR1-16	ST 7-19	1.40%	1.00%
GR17-22	ST 1-6	3.00%	GR17-22	ST 7-19	1.40%	

CURRENT CSWD PAY GRADE & STEP SCHEDULE																				total range of pay grade	
<<PAY GRADES	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	STEP 14	STEP 15	STEP 16	STEP 17	STEP 18	STEP 19		STEP 20
1	\$ 13.24	\$ 13.52	\$ 13.84	\$ 14.14	\$ 14.47	\$ 14.79	\$ 15.00	\$ 15.21	\$ 15.42	\$ 15.65	\$ 15.86	\$ 16.08	\$ 16.30	\$ 16.54	\$ 16.77	\$ 17.02	\$ 17.24	\$ 17.48	\$ 17.74	\$ 17.90	35.2%
2	\$ 14.03	\$ 14.33	\$ 14.67	\$ 15.00	\$ 15.33	\$ 15.68	\$ 15.89	\$ 16.11	\$ 16.35	\$ 16.57	\$ 16.80	\$ 17.05	\$ 17.27	\$ 17.51	\$ 17.77	\$ 18.00	\$ 18.25	\$ 18.52	\$ 18.77	\$ 18.96	35.1%
3	\$ 14.88	\$ 15.22	\$ 15.56	\$ 15.92	\$ 16.27	\$ 16.64	\$ 16.87	\$ 17.12	\$ 17.35	\$ 17.60	\$ 17.85	\$ 18.09	\$ 18.36	\$ 18.61	\$ 18.87	\$ 19.14	\$ 19.41	\$ 19.68	\$ 19.95	\$ 20.16	35.5%
4	\$ 17.55	\$ 17.94	\$ 18.36	\$ 18.76	\$ 19.18	\$ 19.62	\$ 19.89	\$ 20.18	\$ 20.46	\$ 20.74	\$ 21.03	\$ 21.32	\$ 21.63	\$ 21.92	\$ 22.25	\$ 22.55	\$ 22.87	\$ 23.19	\$ 23.51	\$ 23.74	35.3%
5	\$ 18.62	\$ 19.04	\$ 19.48	\$ 19.91	\$ 20.37	\$ 20.84	\$ 21.13	\$ 21.41	\$ 21.71	\$ 22.01	\$ 22.33	\$ 22.63	\$ 22.95	\$ 23.27	\$ 23.60	\$ 23.94	\$ 24.27	\$ 24.61	\$ 24.96	\$ 25.20	35.3%
6	\$ 19.71	\$ 20.15	\$ 20.60	\$ 21.06	\$ 21.55	\$ 22.02	\$ 22.34	\$ 22.65	\$ 22.96	\$ 23.29	\$ 23.61	\$ 23.95	\$ 24.28	\$ 24.62	\$ 24.97	\$ 25.31	\$ 25.66	\$ 26.03	\$ 26.38	\$ 26.66	35.3%
7	\$ 20.90	\$ 21.36	\$ 21.85	\$ 22.35	\$ 22.86	\$ 23.37	\$ 23.69	\$ 24.03	\$ 24.36	\$ 24.71	\$ 25.05	\$ 25.41	\$ 25.75	\$ 26.13	\$ 26.49	\$ 26.86	\$ 27.24	\$ 27.60	\$ 28.01	\$ 28.27	35.3%
8	\$ 22.16	\$ 22.63	\$ 23.14	\$ 23.66	\$ 24.19	\$ 24.74	\$ 25.08	\$ 25.44	\$ 25.78	\$ 26.16	\$ 26.52	\$ 26.89	\$ 27.27	\$ 27.63	\$ 28.04	\$ 28.42	\$ 28.82	\$ 29.22	\$ 29.62	\$ 29.93	35.1%
9	\$ 23.50	\$ 24.03	\$ 24.57	\$ 25.11	\$ 25.67	\$ 26.25	\$ 26.63	\$ 27.00	\$ 27.38	\$ 27.77	\$ 28.15	\$ 28.55	\$ 28.94	\$ 29.36	\$ 29.77	\$ 30.18	\$ 30.61	\$ 31.03	\$ 31.47	\$ 31.79	35.3%
10	\$ 24.91	\$ 25.46	\$ 26.04	\$ 26.62	\$ 27.21	\$ 27.83	\$ 28.21	\$ 28.62	\$ 29.00	\$ 29.42	\$ 29.84	\$ 30.24	\$ 30.67	\$ 31.11	\$ 31.53	\$ 31.97	\$ 32.43	\$ 32.88	\$ 33.34	\$ 33.68	35.2%
11	\$ 26.40	\$ 27.00	\$ 27.59	\$ 28.22	\$ 28.86	\$ 29.50	\$ 29.92	\$ 30.33	\$ 30.76	\$ 31.19	\$ 31.63	\$ 32.06	\$ 32.53	\$ 32.97	\$ 33.43	\$ 33.90	\$ 34.38	\$ 34.86	\$ 35.34	\$ 35.70	35.2%
12	\$ 27.97	\$ 28.59	\$ 29.24	\$ 29.90	\$ 30.57	\$ 31.25	\$ 31.69	\$ 32.13	\$ 32.59	\$ 33.04	\$ 33.51	\$ 33.97	\$ 34.45	\$ 34.94	\$ 35.42	\$ 35.91	\$ 36.42	\$ 36.93	\$ 37.44	\$ 37.81	35.2%
13	\$ 29.65	\$ 30.32	\$ 31.00	\$ 31.70	\$ 32.42	\$ 33.15	\$ 33.61	\$ 34.07	\$ 34.56	\$ 35.04	\$ 35.54	\$ 36.02	\$ 36.53	\$ 37.05	\$ 37.57	\$ 38.10	\$ 38.64	\$ 39.17	\$ 39.72	\$ 40.13	35.3%
14	\$ 31.42	\$ 32.13	\$ 32.86	\$ 33.60	\$ 34.36	\$ 35.12	\$ 35.63	\$ 36.11	\$ 36.62	\$ 37.14	\$ 37.66	\$ 38.19	\$ 38.72	\$ 39.26	\$ 39.80	\$ 40.37	\$ 40.94	\$ 41.51	\$ 42.10	\$ 42.51	35.3%
15	\$ 33.30	\$ 34.05	\$ 34.82	\$ 35.62	\$ 36.41	\$ 37.22	\$ 37.74	\$ 38.27	\$ 38.81	\$ 39.35	\$ 39.90	\$ 40.45	\$ 41.02	\$ 41.59	\$ 42.18	\$ 42.78	\$ 43.37	\$ 43.98	\$ 44.60	\$ 45.03	35.2%
16	\$ 35.32	\$ 36.11	\$ 36.93	\$ 37.75	\$ 38.60	\$ 39.48	\$ 40.03	\$ 40.58	\$ 41.16	\$ 41.73	\$ 42.31	\$ 42.91	\$ 43.51	\$ 44.13	\$ 44.74	\$ 45.36	\$ 46.00	\$ 46.65	\$ 47.30	\$ 47.78	35.3%
17	\$ 37.43	\$ 38.54	\$ 39.70	\$ 40.90	\$ 42.13	\$ 43.38	\$ 43.99	\$ 44.61	\$ 45.23	\$ 45.87	\$ 46.51	\$ 47.15	\$ 47.81	\$ 48.48	\$ 49.15	\$ 49.84	\$ 50.54	\$ 51.25	\$ 51.96	\$ 52.49	40.2%
18	\$ 39.67	\$ 40.87	\$ 42.10	\$ 43.35	\$ 44.66	\$ 45.99	\$ 46.64	\$ 47.29	\$ 47.96	\$ 48.63	\$ 49.31	\$ 49.99	\$ 50.69	\$ 51.41	\$ 52.13	\$ 52.85	\$ 53.60	\$ 54.35	\$ 55.12	\$ 55.66	40.3%
19	\$ 42.07	\$ 43.32	\$ 44.63	\$ 45.96	\$ 47.33	\$ 48.75	\$ 49.44	\$ 50.12	\$ 50.82	\$ 51.53	\$ 52.26	\$ 52.98	\$ 53.72	\$ 54.48	\$ 55.25	\$ 56.02	\$ 56.81	\$ 57.60	\$ 58.41	\$ 58.99	40.2%
20	\$ 44.59	\$ 45.92	\$ 47.29	\$ 48.71	\$ 50.17	\$ 51.69	\$ 52.41	\$ 53.14	\$ 53.87	\$ 54.63	\$ 55.39	\$ 56.18	\$ 56.96	\$ 57.76	\$ 58.56	\$ 59.38	\$ 60.20	\$ 61.05	\$ 61.90	\$ 62.53	40.2%
21	\$ 47.26	\$ 48.68	\$ 50.14	\$ 51.65	\$ 53.20	\$ 54.80	\$ 55.56	\$ 56.33	\$ 57.12	\$ 57.92	\$ 58.73	\$ 59.53	\$ 60.37	\$ 61.22	\$ 62.08	\$ 62.95	\$ 63.84	\$ 64.73	\$ 65.63	\$ 66.29	40.3%
22	\$ 50.08	\$ 51.59	\$ 53.14	\$ 54.72	\$ 56.37	\$ 58.07	\$ 58.89	\$ 59.72	\$ 60.56	\$ 61.40	\$ 62.26	\$ 63.14	\$ 64.01	\$ 64.91	\$ 65.82	\$ 66.74	\$ 67.68	\$ 68.63	\$ 69.59	\$ 70.29	40.4%

GR1-16	ST 1-5	2.00%	GR1-16	ST 6-10	2.25%	GR1-16	ST 11-15	2.50%	GR1-16	ST 16-20	2.75%	1.00%
GR17-22	ST 1-5	2.00%	GR17-22	ST 6-10	2.25%	GR17-22	ST 11-15	2.50%	GR17-22	ST 16-20	2.75%	

OPTION 1																						total range of pay grade
<<PAY GRADES	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	STEP 14	STEP 15	STEP 16	STEP 17	STEP 18	STEP 19	STEP 20		
1	\$ 13.24	\$ 13.50	\$ 13.77	\$ 14.05	\$ 14.33	\$ 14.65	\$ 14.98	\$ 15.32	\$ 15.67	\$ 16.02	\$ 16.42	\$ 16.83	\$ 17.25	\$ 17.68	\$ 18.12	\$ 18.62	\$ 19.13	\$ 19.66	\$ 20.20	\$ 20.76	56.8%	
2	\$ 14.03	\$ 14.31	\$ 14.60	\$ 14.89	\$ 15.19	\$ 15.53	\$ 15.88	\$ 16.23	\$ 16.60	\$ 16.97	\$ 17.40	\$ 17.83	\$ 18.28	\$ 18.74	\$ 19.20	\$ 19.73	\$ 20.27	\$ 20.83	\$ 21.41	\$ 21.99	56.8%	
3	\$ 14.88	\$ 15.18	\$ 15.48	\$ 15.79	\$ 16.11	\$ 16.47	\$ 16.84	\$ 17.22	\$ 17.61	\$ 18.00	\$ 18.45	\$ 18.91	\$ 19.39	\$ 19.87	\$ 20.37	\$ 20.93	\$ 21.50	\$ 22.09	\$ 22.70	\$ 23.33	56.8%	
4	\$ 17.55	\$ 17.90	\$ 18.26	\$ 18.62	\$ 19.00	\$ 19.42	\$ 19.86	\$ 20.31	\$ 20.76	\$ 21.23	\$ 21.76	\$ 22.31	\$ 22.86	\$ 23.44	\$ 24.02	\$ 24.68	\$ 25.36	\$ 26.06	\$ 26.78	\$ 27.51	56.8%	
5	\$ 18.62	\$ 18.99	\$ 19.37	\$ 19.76	\$ 20.15	\$ 20.61	\$ 21.07	\$ 21.55	\$ 22.03	\$ 22.53	\$ 23.09	\$ 23.67	\$ 24.26	\$ 24.87	\$ 25.49	\$ 26.19	\$ 26.91	\$ 27.65	\$ 28.41	\$ 29.19	56.8%	
6	\$ 19.71	\$ 20.10	\$ 20.51	\$ 20.92	\$ 21.33	\$ 21.81	\$ 22.31	\$ 22.81	\$ 23.32	\$ 23.85	\$ 24.44	\$ 25.05	\$ 25.68	\$ 26.32	\$ 26.98	\$ 27.72	\$ 28.48	\$ 29.27	\$ 30.07	\$ 30.90	56.8%	
7	\$ 20.90	\$ 21.32	\$ 21.74	\$ 22.18	\$ 22.62	\$ 23.13	\$ 23.65	\$ 24.18	\$ 24.73	\$ 25.29	\$ 25.92	\$ 26.57	\$ 27.23	\$ 27.91	\$ 28.61	\$ 29.39	\$ 30.20	\$ 31.03	\$ 31.89	\$ 32.76	56.8%	
8	\$ 22.16	\$ 22.60	\$ 23.06	\$ 23.52	\$ 23.99	\$ 24.53	\$ 25.08	\$ 25.64	\$ 26.22	\$ 26.81	\$ 27.48	\$ 28.17	\$ 28.87	\$ 29.59	\$ 30.33	\$ 31.17	\$ 32.02	\$ 32.90	\$ 33.81	\$ 34.74	56.8%	
9	\$ 23.50	\$ 23.97	\$ 24.45	\$ 24.94	\$ 25.44	\$ 26.01	\$ 26.59	\$ 27.19	\$ 27.80	\$ 28.43	\$ 29.14	\$ 29.87	\$ 30.62	\$ 31.38	\$ 32.17	\$ 33.05	\$ 33.96	\$ 34.89	\$ 35.85	\$ 36.84	56.8%	
10	\$ 25.00	\$ 25.50	\$ 26.01	\$ 26.53	\$ 27.06	\$ 27.67	\$ 28.29	\$ 28.93	\$ 29.58	\$ 30.25	\$ 31.00	\$ 31.78	\$ 32.57	\$ 33.39	\$ 34.22	\$ 35.16	\$ 36.13	\$ 37.12	\$ 38.14	\$ 39.19	56.8%	
11	\$ 26.40	\$ 26.93	\$ 27.47	\$ 28.02	\$ 28.58	\$ 29.22	\$ 29.88	\$ 30.55	\$ 31.24	\$ 31.94	\$ 32.74	\$ 33.56	\$ 34.39	\$ 35.25	\$ 36.14	\$ 37.13	\$ 38.15	\$ 39.20	\$ 40.28	\$ 41.39	56.8%	
12	\$ 29.57	\$ 30.16	\$ 30.76	\$ 31.38	\$ 32.01	\$ 32.73	\$ 33.46	\$ 34.22	\$ 34.99	\$ 35.77	\$ 36.67	\$ 37.59	\$ 38.52	\$ 39.49	\$ 40.48	\$ 41.59	\$ 42.73	\$ 43.91	\$ 45.11	\$ 46.36	56.8%	
13	\$ 29.65	\$ 30.24	\$ 30.85	\$ 31.46	\$ 32.09	\$ 32.82	\$ 33.55	\$ 34.31	\$ 35.08	\$ 35.87	\$ 36.77	\$ 37.69	\$ 38.63	\$ 39.59	\$ 40.58	\$ 41.70	\$ 42.85	\$ 44.03	\$ 45.24	\$ 46.48	56.8%	
14	\$ 31.42	\$ 32.05	\$ 32.69	\$ 33.34	\$ 34.01	\$ 34.78	\$ 35.56	\$ 36.36	\$ 37.18	\$ 38.01	\$ 38.96	\$ 39.94	\$ 40.94	\$ 41.96	\$ 43.01	\$ 44.19	\$ 45.41	\$ 46.65	\$ 47.94	\$ 49.26	56.8%	
15	\$ 33.30	\$ 33.97	\$ 34.65	\$ 35.34	\$ 36.04	\$ 36.86	\$ 37.69	\$ 38.53	\$ 39.40	\$ 40.29	\$ 41.29	\$ 42.33	\$ 43.38	\$ 44.47	\$ 45.58	\$ 46.83	\$ 48.12	\$ 49.45	\$ 50.81	\$ 52.20	56.8%	
16	\$ 35.38	\$ 36.09	\$ 36.81	\$ 37.55	\$ 38.30	\$ 39.16	\$ 40.04	\$ 40.94	\$ 41.86	\$ 42.80	\$ 43.87	\$ 44.97	\$ 46.09	\$ 47.25	\$ 48.43	\$ 49.76	\$ 51.13	\$ 52.53	\$ 53.98	\$ 55.46	56.8%	
17	\$ 37.59	\$ 38.34	\$ 39.11	\$ 39.89	\$ 40.69	\$ 41.60	\$ 42.54	\$ 43.50	\$ 44.48	\$ 45.48	\$ 46.61	\$ 47.78	\$ 48.97	\$ 50.20	\$ 51.45	\$ 52.87	\$ 54.32	\$ 55.82	\$ 57.35	\$ 58.93	56.8%	
18	\$ 43.46	\$ 44.33	\$ 45.22	\$ 46.12	\$ 47.04	\$ 48.10	\$ 49.18	\$ 50.29	\$ 51.42	\$ 52.58	\$ 53.89	\$ 55.24	\$ 56.62	\$ 58.04	\$ 59.49	\$ 61.12	\$ 62.80	\$ 64.53	\$ 66.31	\$ 68.13	56.8%	
19	\$ 44.33	\$ 45.22	\$ 46.12	\$ 47.04	\$ 47.98	\$ 49.06	\$ 50.17	\$ 51.30	\$ 52.45	\$ 53.63	\$ 54.97	\$ 56.35	\$ 57.75	\$ 59.20	\$ 60.68	\$ 62.35	\$ 64.06	\$ 65.82	\$ 67.63	\$ 69.49	56.8%	
20	\$ 46.15	\$ 47.07	\$ 48.01	\$ 48.97	\$ 49.95	\$ 51.08	\$ 52.23	\$ 53.40	\$ 54.60	\$ 55.83	\$ 57.23	\$ 58.66	\$ 60.13	\$ 61.63	\$ 63.17	\$ 64.91	\$ 66.69	\$ 68.53	\$ 70.41	\$ 72.35	56.8%	
21	\$ 47.26	\$ 48.21	\$ 49.17	\$ 50.15	\$ 51.16	\$ 52.31	\$ 53.48	\$ 54.69	\$ 55.92	\$ 57.18	\$ 58.61	\$ 60.07	\$ 61.57	\$ 63.11	\$ 64.69	\$ 66.47	\$ 68.30	\$ 70.17	\$ 72.10	\$ 74.09	56.8%	
22	\$ 50.08	\$ 51.08	\$ 52.10	\$ 53.15	\$ 54.21	\$ 55.43	\$ 56.68	\$ 57.95	\$ 59.25	\$ 60.59	\$ 62.10	\$ 63.65	\$ 65.25	\$ 66.88	\$ 68.55	\$ 70.43	\$ 72.37	\$ 74.36	\$ 76.41	\$ 78.51	56.8%	



GR1-16 ST 1-5		2.00%	GR1-16 ST 6-10		2.15%	GR1-16 ST 11-15		2.20%	GR1-16 ST 16-20		2.20%	GR1-16 ST 21-25		2.20%	1.00%															
GR17-22 ST 1-5		2.00%	GR17-22 ST 6-10		2.15%	GR17-22 ST 11-15		2.20%	GR17-22 ST 16-20		2.20%	GR17-22 ST 21-25		2.20%																
OPTION 2																														total range of pay grade
<<<PAY GRADES	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	STEP 14	STEP 15	STEP 16	STEP 17	STEP 18	STEP 19	STEP 20	STEP 21	STEP 22	STEP 23	STEP 24	STEP 25					
1	\$ 13.24	\$ 13.50	\$ 13.77	\$ 14.05	\$ 14.33	\$ 14.64	\$ 14.95	\$ 15.28	\$ 15.60	\$ 15.94	\$ 16.29	\$ 16.65	\$ 17.02	\$ 17.39	\$ 17.77	\$ 18.16	\$ 18.56	\$ 18.97	\$ 19.39	\$ 19.81	\$ 20.25	\$ 20.70	\$ 21.15	\$ 21.62	\$ 22.09	66.9%				
2	\$ 14.03	\$ 14.31	\$ 14.60	\$ 14.89	\$ 15.19	\$ 15.51	\$ 15.85	\$ 16.19	\$ 16.54	\$ 16.89	\$ 17.26	\$ 17.64	\$ 18.03	\$ 18.43	\$ 18.83	\$ 19.25	\$ 19.67	\$ 20.10	\$ 20.55	\$ 21.00	\$ 21.46	\$ 21.93	\$ 22.41	\$ 22.91	\$ 23.41	66.9%				
3	\$ 14.88	\$ 15.18	\$ 15.48	\$ 15.79	\$ 16.11	\$ 16.45	\$ 16.81	\$ 17.17	\$ 17.54	\$ 17.91	\$ 18.31	\$ 18.71	\$ 19.12	\$ 19.54	\$ 19.97	\$ 20.41	\$ 20.86	\$ 21.32	\$ 21.79	\$ 22.27	\$ 22.76	\$ 23.26	\$ 23.77	\$ 24.29	\$ 24.83	66.9%				
4	\$ 17.55	\$ 17.90	\$ 18.26	\$ 18.62	\$ 19.00	\$ 19.41	\$ 19.82	\$ 20.25	\$ 20.68	\$ 21.13	\$ 21.59	\$ 22.07	\$ 22.55	\$ 23.05	\$ 23.56	\$ 24.08	\$ 24.61	\$ 25.15	\$ 25.70	\$ 26.27	\$ 26.84	\$ 27.43	\$ 28.04	\$ 28.65	\$ 29.28	66.9%				
5	\$ 18.62	\$ 18.99	\$ 19.37	\$ 19.76	\$ 20.15	\$ 20.59	\$ 21.03	\$ 21.48	\$ 21.94	\$ 22.42	\$ 22.91	\$ 23.41	\$ 23.93	\$ 24.46	\$ 24.99	\$ 25.54	\$ 26.11	\$ 26.68	\$ 27.27	\$ 27.87	\$ 28.48	\$ 29.11	\$ 29.75	\$ 30.40	\$ 31.07	66.9%				
6	\$ 19.71	\$ 20.10	\$ 20.51	\$ 20.92	\$ 21.33	\$ 21.79	\$ 22.26	\$ 22.74	\$ 23.23	\$ 23.73	\$ 24.25	\$ 24.78	\$ 25.33	\$ 25.89	\$ 26.46	\$ 27.04	\$ 27.63	\$ 28.24	\$ 28.86	\$ 29.50	\$ 30.15	\$ 30.81	\$ 31.49	\$ 32.18	\$ 32.89	66.9%				
7	\$ 20.90	\$ 21.32	\$ 21.74	\$ 22.18	\$ 22.62	\$ 23.11	\$ 23.61	\$ 24.11	\$ 24.63	\$ 25.16	\$ 25.72	\$ 26.28	\$ 26.86	\$ 27.45	\$ 28.05	\$ 28.67	\$ 29.30	\$ 29.95	\$ 30.61	\$ 31.28	\$ 31.97	\$ 32.67	\$ 33.39	\$ 34.12	\$ 34.87	66.9%				
8	\$ 22.16	\$ 22.60	\$ 23.06	\$ 23.52	\$ 23.99	\$ 24.50	\$ 25.03	\$ 25.57	\$ 26.12	\$ 26.68	\$ 27.27	\$ 27.87	\$ 28.48	\$ 29.10	\$ 29.75	\$ 30.40	\$ 31.07	\$ 31.75	\$ 32.45	\$ 33.16	\$ 33.89	\$ 34.64	\$ 35.40	\$ 36.18	\$ 36.98	66.9%				
9	\$ 23.50	\$ 23.97	\$ 24.45	\$ 24.94	\$ 25.44	\$ 25.98	\$ 26.54	\$ 27.11	\$ 27.70	\$ 28.29	\$ 28.91	\$ 29.55	\$ 30.20	\$ 30.86	\$ 31.54	\$ 32.24	\$ 32.95	\$ 33.67	\$ 34.41	\$ 35.17	\$ 35.94	\$ 36.73	\$ 37.54	\$ 38.37	\$ 39.21	66.9%				
10	\$ 25.00	\$ 25.50	\$ 26.01	\$ 26.53	\$ 27.06	\$ 27.64	\$ 28.24	\$ 28.84	\$ 29.46	\$ 30.10	\$ 30.76	\$ 31.44	\$ 32.13	\$ 32.83	\$ 33.56	\$ 34.30	\$ 35.05	\$ 35.82	\$ 36.61	\$ 37.41	\$ 38.24	\$ 39.08	\$ 39.94	\$ 40.82	\$ 41.72	66.9%				
11	\$ 26.40	\$ 26.93	\$ 27.47	\$ 28.02	\$ 28.58	\$ 29.19	\$ 29.82	\$ 30.46	\$ 31.11	\$ 31.78	\$ 32.48	\$ 33.20	\$ 33.93	\$ 34.67	\$ 35.44	\$ 36.22	\$ 37.01	\$ 37.83	\$ 38.66	\$ 39.51	\$ 40.38	\$ 41.27	\$ 42.18	\$ 43.10	\$ 44.05	66.9%				
12	\$ 29.57	\$ 30.16	\$ 30.76	\$ 31.38	\$ 32.01	\$ 32.70	\$ 33.40	\$ 34.12	\$ 34.85	\$ 35.60	\$ 36.38	\$ 37.18	\$ 38.00	\$ 38.84	\$ 39.69	\$ 40.56	\$ 41.46	\$ 42.37	\$ 43.30	\$ 44.25	\$ 45.23	\$ 46.22	\$ 47.24	\$ 48.28	\$ 49.34	66.9%				
13	\$ 29.65	\$ 30.24	\$ 30.85	\$ 31.46	\$ 32.09	\$ 32.78	\$ 33.49	\$ 34.21	\$ 34.94	\$ 35.70	\$ 36.48	\$ 37.28	\$ 38.10	\$ 38.94	\$ 39.80	\$ 40.67	\$ 41.57	\$ 42.48	\$ 43.42	\$ 44.37	\$ 45.35	\$ 46.35	\$ 47.37	\$ 48.41	\$ 49.47	66.9%				
14	\$ 31.42	\$ 32.05	\$ 32.69	\$ 33.34	\$ 34.01	\$ 34.74	\$ 35.49	\$ 36.25	\$ 37.03	\$ 37.83	\$ 38.66	\$ 39.51	\$ 40.38	\$ 41.27	\$ 42.17	\$ 43.10	\$ 44.05	\$ 45.02	\$ 46.01	\$ 47.02	\$ 48.06	\$ 49.11	\$ 50.19	\$ 51.30	\$ 52.43	66.9%				
15	\$ 33.30	\$ 33.97	\$ 34.65	\$ 35.34	\$ 36.04	\$ 36.82	\$ 37.61	\$ 38.42	\$ 39.25	\$ 40.09	\$ 40.97	\$ 41.87	\$ 42.79	\$ 43.74	\$ 44.70	\$ 45.68	\$ 46.69	\$ 47.71	\$ 48.76	\$ 49.84	\$ 50.93	\$ 52.05	\$ 53.20	\$ 54.37	\$ 55.56	66.9%				
16	\$ 35.38	\$ 36.09	\$ 36.81	\$ 37.55	\$ 38.30	\$ 39.12	\$ 39.96	\$ 40.82	\$ 41.70	\$ 42.59	\$ 43.53	\$ 44.49	\$ 45.47	\$ 46.47	\$ 47.49	\$ 48.54	\$ 49.60	\$ 50.69	\$ 51.81	\$ 52.95	\$ 54.11	\$ 55.30	\$ 56.52	\$ 57.76	\$ 59.04	66.9%				
17	\$ 37.59	\$ 38.34	\$ 39.11	\$ 39.89	\$ 40.69	\$ 41.56	\$ 42.46	\$ 43.37	\$ 44.30	\$ 45.25	\$ 46.25	\$ 47.27	\$ 48.31	\$ 49.37	\$ 50.46	\$ 51.57	\$ 52.70	\$ 53.86	\$ 55.05	\$ 56.26	\$ 57.49	\$ 58.76	\$ 60.05	\$ 61.37	\$ 62.72	66.9%				
18	\$ 43.46	\$ 44.33	\$ 45.22	\$ 46.12	\$ 47.04	\$ 48.05	\$ 49.09	\$ 50.14	\$ 51.22	\$ 52.32	\$ 53.47	\$ 54.65	\$ 55.85	\$ 57.08	\$ 58.34	\$ 59.62	\$ 60.93	\$ 62.27	\$ 63.64	\$ 65.04	\$ 66.47	\$ 67.93	\$ 69.43	\$ 70.96	\$ 72.52	66.9%				
19	\$ 44.33	\$ 45.22	\$ 46.12	\$ 47.04	\$ 47.98	\$ 49.02	\$ 50.07	\$ 51.15	\$ 52.25	\$ 53.37	\$ 54.54	\$ 55.74	\$ 56.97	\$ 58.22	\$ 59.50	\$ 60.81	\$ 62.15	\$ 63.52	\$ 64.92	\$ 66.34	\$ 67.80	\$ 69.29	\$ 70.82	\$ 72.38	\$ 73.97	66.9%				
20	\$ 46.15	\$ 47.07	\$ 48.01	\$ 48.97	\$ 49.95	\$ 51.03	\$ 52.13	\$ 53.25	\$ 54.39	\$ 55.56	\$ 56.78	\$ 58.03	\$ 59.31	\$ 60.61	\$ 61.95	\$ 63.31	\$ 64.70	\$ 66.13	\$ 67.58	\$ 69.07	\$ 70.59	\$ 72.14	\$ 73.73	\$ 75.35	\$ 77.01	66.9%				
21	\$ 47.26	\$ 48.21	\$ 49.17	\$ 50.15	\$ 51.16	\$ 52.26	\$ 53.38	\$ 54.53	\$ 55.70	\$ 56.90	\$ 58.15	\$ 59.43	\$ 60.73	\$ 62.07	\$ 63.44	\$ 64.83	\$ 66.26	\$ 67.72	\$ 69.21	\$ 70.73	\$ 72.28	\$ 73.87	\$ 75.50	\$ 77.16	\$ 78.86	66.9%				
22	\$ 50.08	\$ 51.08	\$ 52.10	\$ 53.15	\$ 54.21	\$ 55.37	\$ 56.56	\$ 57.78	\$ 59.02	\$ 60.29	\$ 61.62	\$ 62.97	\$ 64.36	\$ 65.77	\$ 67.22	\$ 68.70	\$ 70.21	\$ 71.76	\$ 73.34	\$ 74.95	\$ 76.60	\$ 78.28	\$ 80.01	\$ 81.77	\$ 83.56	66.9%				