

CLASSIFICATION & COMPENSATION REVIEW

TOWN OF CLINTON, MASSACHUSETTS

EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT

FEBRUARY 2022

Edward J. Collins, Jr. Center for Public Management

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Executive Summary

The Town of Clinton retained the Edward J. Collins, Jr. Center for Public Management (Collins Center) to conduct a classification and compensation review of selected positions. The goal was to review the classification and compensation for selected positions.

Position Descriptions

The Collins Center was provided with position descriptions to be included in the review. The following Table contains the titles reviewed by the Collins Center.

POSITION TITLE
Administrative Assistant - Building
Administrative Assistant - Dispatcher COA
Administrative Assistant - DPW
Administrative Assistant - Police
Assistant Assessor
Assistant Tax Collector
Assistant Town Accountant
Assistant Town Clerk
Assistant Treasurer
Building Manager
Cable Studio Technician
Chief Assessor
Children's Librarian
Director of Facilities Management
Director of Parks and Recreation
Director of Veterans Services
Director, Community and Econ Development
Dog Officer/Animal Control Officer
Electrical Inspector
Executive Asst to the Town Administrator
Fire Chief
Gas Inspector
Groundskeeper
Health Agent
Health Inspector
Inspector of Buildings/Zoning Enforcement
Library Asst for Main Desk
Library Custodian
Library Director
Parks Manager

POSITION TITLE
Permitting Coordinator
Plumbing Inspector
Police Chief
Police Lieutenant
Public Health Nurse
Public Safety Dispatcher
Recreation Manager
Recycling Center Coordinator
Retirement System Administrator
Sealer of Weights and Measures
Senior Center Sit Manager (host/hostess)
Senior Center Custodian
Senior Center Executive Director
Senior Center Meal Site Manager
Senior Center Outreach Program Manager
Senior Center Program Coordinator
Superintendent of Public Works
Supervisor of Summer Playground Program
Tax Collector
Town Accountant
Town Administrator
Town Clerk
Town Treasurer
Van Driver

Rating of Positions for Classification & Internal Equity

Once descriptions were reviewed the Collins Center used a point factor rating method to objectively evaluate all study 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 cities, towns, and other governmental organizations in the Commonwealth. Each position was assigned a point factor in a series of categories, including those listed below, and the total points determined the groupings of positions. These categories include:

- Supervision Required
- Supervision Responsibility
- Accountability
- Judgement and Complexity
- Nature of Personal Contacts
- Education and Experience
- Confidentiality
- Work Environment
- Physical Requirement
- Motor and Visual Skills

Market Salary Survey

A market salary survey was conducted in order to determine the ranges within which other area municipalities compensate positions studied. 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 comparisons difficult.

The Collins Center converts all salary data to an hourly rate so that comparisons are accurate. The Collins Center evaluates both the average and the median pay in order to obtain accurate information. The analysis of median pay removes the outlying data points.

Discussion

The town conducted a comprehensive classification and compensation review a number of years ago. However, the plan was never fully implemented. The town did adopt the classification structure which created a plan with 27 grades. Doing so created a structure where very similar positions were placed into different grades, with different pay ranges.

The Town engaged the Collins Center to perform a “paper review” of the positions, not a comprehensive review of current positions, functions and responsibilities. While the position descriptions were in the same format, the Center learned during the study that there was no true agreement about the accuracy of the positions which undermines the validity of some of the findings. The Town has made changes to some of the descriptions and pay rates of the positions. Additionally, a handful of the positions have been removed from the existing classification structure as a result of a collective bargaining unit being formed.

Additionally, the Collins Center, through its knowledge of similar positions across the Commonwealth, is under the impression the position descriptions reviewed may have been created for the incumbent of a position at the time the description was created, and not based on the requirements of a position at vacancy. For example, in more than one instance, Master’s degrees were required for positions that do not typically “require” them. Requiring a Master’s degree impacts the “rating” of a position.

The Town did not include all positions in the existing classification structure as part of the review, and has added or modified existing positions, which has made it difficult to evaluate all aspects of the compensation plan in place.

Recommendation

Compensation and Classification plans are both objective and subjective. Data collected may not provide for absolute comparisons within and across municipalities. The Collins Center has worked closely with the Town and received input from the Personnel Board to develop a recommendation that enables the Town to use the framework created from the “paper” review to formulate an updated Classification and Compensation Plan.

The following Table represents the recommended classification structure that includes the positions originally evaluated and takes into consideration salary data and supplemental information provided throughout the process.

TITLE	DEPARTMENT	Recommended Collins Center Grade
Town Administrator	Town Administrator	I
Police Chief	Police	H
DPW Superintendent	DPW	H
Fire Chief	Fire	H
Facilities Director - Town/School	Town Admin/ School	H
Police Lieutenant	Police	G
Town Accountant	Accounting	G
Community & Econ. Dev. Director	Town Administrator	G
Treasurer	Treasurer	G
Chief Assessor	Assessing	G
Library Director	Library	G
Inspector of Buildings/ZEO	Inspections	G
Health Agent	Health	F
Parks and Recreation Director	Parks & Recreation	F
Town Clerk	Town Clerk	F
Public Health Nurse	Health	F
Tax Collector	Collector	F
Sr. Center Director	Senior Center	F
Retirement Board Administrator	Retirement	F
Building Manager	Town Administrator	E
Health Inspector	Health	E
Veterans Services Director	Veterans	E
Assistant Assessor	Assessing	E
Executive Assistant	Town Administrator	E
Electrical Inspector	Inspections	E
Recreation Manager	Parks & Recreation	E
Gas Inspector	Inspections	E
Plumbing Inspector	Inspections	E
Sealer of Weights & Measures	Inspections/ta	E
Children's Librarian	Library	E
Sr. Administrative Assistant – DPW	DPW	D
Assistant Town Accountant	Accounting	D
Assistant Tax Collector	Collector	D

TITLE	DEPARTMENT	Recommended Collins Center Grade
Assistant Treasurer	Treasurer	D
Assistant Town Clerk	Town Clerk	D
Permit Coordinator	Inspector	D
Outreach Program Manager	Senior Center	C
Program Coordinator	Senior Center	C
Animal Control Officer	Town Administrator	C
Library Assistant	Library	C
Administrative Assistant	Various	C
Summer Playground Supervisor	Parks & Recreation	C
Parks Manager	Parks & Recreation	C
Cable Studio Technician (Coordinator)	Town Administrator	C
COA Administrative Asst./ Dispatcher	Senior Center	B
Meal Site Manager/food manager	Senior Center	B
Van Driver	Senior Center	B
Recycle Center Coordinator	Town Administrator	A
Site Coordinator/Host/Hostess	Senior Center	A

As mentioned above, the Town has made modifications to a number of positions and did not include all positions in the original review by the Collins Center. Additionally, many department managers have changed responsibilities, and titles for positions which will need to be evaluated by the Town. The Collins Center recommends standardizing the titles of the administrative and clerical position to include Senior Administrative Assistant at Grade D and Administrative Assistant at Grade C. It should be noted that the number of hours does not impact a title.

In addition to removing the positions impacted by collective bargaining, the following positions will need to be evaluated independently and recommendations made. The change to a Treasurer/Collector positions will need to be addressed. The Center understands a position of Deputy Tax Collector may be utilized and may not choose to have an Assistant Tax Collector. The Town will need to ensure job descriptions are updated.

Based on conversations with the Personnel Board, the Board may want to consider the following.

Not Part of Study	Collins Center Recommends
Assistant Town Administrator	Grade F
Human Resources Manager	Grade G
Sr. Administrative Assistant	Grade D
Director Community Television	Grade D
Recycle Manager	Grade B

Not Part of Study	Collins Center Recommends
Library Head Adult Services	Grade E
Assistant Director/Volunteer	Grade D
Recreation/Coordinator/Manager	Unknown

Development of the Compensation 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 schedule, the Collins Center coalesced the position classification with the results of the salary survey to establish salary ranges for each of the grades. The salary ranges were established by evaluating the median and average pay with respect to the existing pay of the positions in each grade.

The salary schedule recommended aligns with the foundation of the previous review with small changes in the classification of positions and the addition of a classification grade, as shown above. The following is the recommended compensation structure for the study positions. The Collins Center recommends the Town adopt a compensation schedule with 15 steps at 2% increments. (attached)

Recommended Grade	Recommended Minimum of Range	Recommended Maximum of Range
I	\$65.00	\$85.76
H	\$55.00	\$72.55
G	\$40.00	\$52.81
F	\$34.00	\$44.87
E	\$27.00	\$35.62
D	\$24.00	\$31.67
C	\$20.00	\$26.40
B	\$18.00	\$23.76
A	\$15.00	\$19.79

Implementation

The Collins Center recommends placing employees in the recommended range. 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 common implementation approach is to apply a minimum increase to each pay rate prior to placing the incumbent on the scale. For example, the Town may wish to grant everyone the equivalent of a “step” of 2.5% prior to implementing the scale. Doing so addresses the equity issues for those who would have received a step increase if no new plan was adopted and grants a step to those who have not received

one because they have been at the maximum of the range. The Town could then adjust the scale by a COLA once that figure is determined.

Conclusion

The Collins Center 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. We would especially like to thank Ms. Lisa Prophet for her assistance.

Summary of Salary Survey - Minimum

TITLE	DEPARTMENT	CLINTON GRADE	CLINTON MINIMUM	CLINTON MAXIMUM	AVERAGE MINIMUM	MEDIAN MINIMUM	CLINTON MINUS AVE MIN	CLINTON MINUS MED MIN
Town Administrator	Town Administrator	27	\$65.65	\$79.98				
Police Chief	Police	26	\$58.62	\$71.43				
DPW Superintendent	DPW	25	\$55.30	\$67.37	\$42.79	\$48.56	\$12.51	\$6.74
Fire Chief	Fire	24	\$50.73	\$61.82	\$50.28	\$49.08	\$0.45	\$1.65
Facilities Director - Town/School	Town Admin/ School	23	\$46.54	\$56.69	\$34.26	\$34.86	\$12.28	\$11.68
Human Resources Director	Town Administrator	22	\$42.70	\$52.03				
Police Lieutenant	Police	22	\$42.70	\$52.03	\$38.97	\$43.64	\$3.73	(\$0.94)
Town Accountant	Accounting	21	\$39.17	\$47.72	\$40.68	\$45.48	(\$1.51)	(\$6.30)
Community & Econ. Dev. Director	Town Administrator	20	\$37.30	\$45.45				
Treasurer/Collector	Treasurer	20	\$37.30	\$45.45	\$31.97	\$33.98	\$5.33	\$3.33
Chief Assessor	Assessing	19	\$35.52	\$43.28	\$33.82	\$35.59	\$1.70	(\$0.07)
Library Director	Library	19	\$35.52	\$43.28	\$34.99	\$38.22	\$0.53	(\$2.70)
Inspector of Buildings/ZEO	Inspections	18	\$33.83	\$41.23	\$35.92	\$34.66	(\$2.09)	(\$0.83)
Health Agent	Health	17	\$32.22	\$39.27	\$35.49	\$35.36	(\$3.27)	(\$3.14)
Parks and Recreation Director	Parks & Recreation	17	\$32.22	\$39.27	\$33.12	\$36.07	(\$0.89)	(\$3.85)
Public Health Nurse	Health	17	\$32.22	\$39.27				
Tax Collector	Collector	17	\$32.22	\$39.27	\$37.75	\$37.98	(\$5.53)	(\$5.76)
Town Clerk	Town Clerk	17	\$32.22	\$39.27	\$32.62	\$31.59	(\$0.40)	\$0.63
Retirement Board Administrator	Retirement	15	\$29.23	\$35.63				
Sr. Center Director	Senior Center	15	\$29.23	\$35.63	\$30.55	\$32.58	(\$1.32)	(\$3.35)
Building Manager	Town Administrator	14	\$27.84	\$33.93				
Summer Playground Supervisor	Parks & Recreation	6	\$18.15	\$33.12				
Health Inspector	Health	13	\$26.51	\$32.30				
Veterans Services Director	Veterans	13	\$26.51	\$32.30	\$25.99	\$26.59	\$0.52	(\$0.08)
Assistant Assessor	Assessing	12	\$25.25	\$30.76	\$21.83	\$20.89	\$3.42	\$4.36

TITLE	DEPARTMENT	CLINTON GRADE	CLINTON MINIMUM	CLINTON MAXIMUM	AVERAGE MINIMUM	MEDIAN MINIMUM	CLINTON MINUS AVE MIN	CLINTON MINUS MED MIN
Executive Assistant	Town Administrator	12	\$25.25	\$30.76	\$23.51	\$24.94	\$1.74	\$0.31
Administrative Assistant - DPW	DPW	11	\$24.05	\$29.30	\$21.54	\$21.54	\$2.51	\$2.52
Electrical Inspector	Inspections	11	\$24.05	\$29.30				
Recreation Manager	Parks & Recreation	11	\$24.05	\$29.30	\$25.95	\$21.11	(\$1.90)	\$2.94
Assistant Tax Collector	Collector	10	\$22.06	\$26.88	\$21.12	\$20.95	\$0.94	\$1.11
Assistant Town Accountant	Accounting	10	\$22.06	\$26.88	\$25.49	\$24.57	(\$3.43)	(\$2.51)
Assistant Treasurer	Treasurer	10	\$22.06	\$26.88	\$22.03	\$20.31	\$0.03	\$1.75
Children's Librarian	Library	10	\$22.06	\$26.88	\$23.77	\$23.85	(\$1.71)	(\$1.79)
Gas Inspector	Inspections	10	\$22.06	\$26.88				
Plumbing Inspector	Inspections	10	\$22.06	\$26.88				
Sealer of Weights & Measures	Inspections/ta	10	\$22.06	\$26.88				
Assistant Town Clerk	Town Clerk	9	\$21.01	\$25.60	\$22.37	\$20.37	(\$1.36)	\$0.64
Dispatcher - Public Safety	Police	9	\$21.01	\$25.60	\$23.19	\$23.45	(\$2.18)	(\$2.44)
Permit Coordinator	Town Administrator	9	\$21.01	\$25.60				
Outreach Program Manager	Senior Center	8	\$20.01	\$24.38	\$19.58	\$19.49	\$0.43	\$0.53
Program Coordinator	Senior Center	8	\$20.01	\$24.38	\$18.04	\$17.38	\$1.97	\$2.63
Administrative Assistant - Building	Building	7	\$19.06	\$23.23	\$22.55	\$23.40	(\$3.49)	(\$4.34)
Animal Control Officer	Town Administrator	7	\$19.06	\$23.23				
Library Assistant	Library	7	\$19.06	\$23.23	\$18.74	\$18.89	\$0.32	\$0.17
Parks Manager	Parks & Recreation	7	\$19.06	\$23.23				
Administrative Assistant/Dispatcher	Senior Center	5	\$17.29	\$21.06	\$23.69	\$23.45	(\$6.40)	(\$6.16)
Asst. Director Parks and Recreation	Parks & Recreation	5	\$17.29	\$21.06				
Cable Studio Technician (Coordinator)	Town Administrator	5	\$17.29	\$21.06				
Custodian	Library	5	\$17.29	\$21.06	\$16.89	\$15.05	\$0.41	\$2.24
Custodian	Senior Center	5	\$17.29	\$21.06	\$16.42	\$15.41	\$0.87	\$1.88
Meal Site Manager/food manager	Senior Center	4	\$16.47	\$20.06				

TITLE	DEPARTMENT	CLINTON GRADE	CLINTON MINIMUM	CLINTON MAXIMUM	AVERAGE MINIMUM	MEDIAN MINIMUM	CLINTON MINUS AVE MIN	CLINTON MINUS MED MIN
Van Driver	Senior Center	3	\$15.69	\$19.10	\$15.70	\$15.68	(\$0.01)	\$0.01
Grounds Keeper	Parks & Recreation	2	\$14.94	\$18.18				
Recycle Center Coordinator	Town Administrator	1	\$14.23	\$17.32				

Summary of Salary Survey - Maximum

TITLE	DEPARTMENT	CLINTON GRADE	CLINTON MINIMUM	CLINTON MAXIMUM	AVERAGE MAXIMUM	MEDIAN MAXIMUM	CLINTON MINUS AVE MAX	CLINTON MINUS MED MAX
Town Administrator	Town Administrator	27	\$65.65	\$79.98	\$69.02	\$66.21	\$10.96	\$13.77
Police Chief	Police	26	\$58.62	\$71.43	\$66.93	\$63.81	\$4.50	\$7.62
DPW Superintendent	DPW	25	\$55.30	\$67.37	\$52.26	\$54.02	\$15.11	\$13.35
Fire Chief	Fire	24	\$50.73	\$61.82	\$62.70	\$62.78	(\$0.88)	(\$0.96)
Facilities Director - Town/School	Town Admin/ School	23	\$46.54	\$56.69	\$42.21	\$43.27	\$14.48	\$13.42
Human Resources Director	Town Administrator	22	\$42.70	\$52.03				
Police Lieutenant	Police	22	\$42.70	\$52.03	\$47.74	\$50.28	\$4.29	\$1.75
Town Accountant	Accounting	21	\$39.17	\$47.72	\$51.85	\$51.49	(\$4.13)	(\$3.77)
Community & Econ. Dev. Director	Town Administrator	20	\$37.30	\$45.45				
Treasurer/Collector	Treasurer	20	\$37.30	\$45.45	\$43.82	\$44.69	\$1.63	\$0.76
Chief Assessor	Assessing	19	\$35.52	\$43.28	\$46.42	\$46.76	(\$3.14)	(\$3.48)
Library Director	Library	19	\$35.52	\$43.28	\$45.82	\$46.48	(\$2.54)	(\$3.20)
Inspector of Buildings/ZEO	Inspections	18	\$33.83	\$41.23	\$44.26	\$44.46	(\$3.03)	(\$3.23)
Health Agent	Health	17	\$32.22	\$39.27	\$41.94	\$43.47	(\$2.67)	(\$4.20)
Parks and Recreation Director	Parks & Recreation	17	\$32.22	\$39.27	\$41.20	\$43.66	(\$1.93)	(\$4.39)
Public Health Nurse	Health	17	\$32.22	\$39.27				
Tax Collector	Collector	17	\$32.22	\$39.27	\$47.75	\$50.22	(\$8.47)	(\$10.95)
Town Clerk	Town Clerk	17	\$32.22	\$39.27	\$41.99	\$41.56	(\$2.72)	(\$2.29)
Retirement Board Administrator	Retirement	15	\$29.23	\$35.63				
Sr. Center Director	Senior Center	15	\$29.23	\$35.63	\$40.74	\$39.91	(\$5.11)	(\$4.28)
Building Manager	Town Administrator	14	\$27.84	\$33.93				
Summer Playground Supervisor	Parks & Recreation	6	\$18.15	\$33.12				
Health Inspector	Health	13	\$26.51	\$32.30				
Veterans Services Director	Veterans	13	\$26.51	\$32.30	\$28.66	\$34.62	\$3.64	(\$2.32)
Assistant Assessor	Assessing	12	\$25.25	\$30.76	\$33.03	\$29.30	(\$2.27)	\$1.46

TITLE	DEPARTMENT	CLINTON GRADE	CLINTON MINIMUM	CLINTON MAXIMUM	AVERAGE MAXIMUM	MEDIAN MAXIMUM	CLINTON MINUS AVE MAX	CLINTON MINUS MED MAX
Executive Assistant	Town Administrator	12	\$25.25	\$30.76	\$34.09	\$33.68	(\$3.33)	(\$2.92)
Administrative Assistant - DPW	DPW	11	\$24.05	\$29.30	\$29.27	\$26.68	\$0.03	\$2.62
Electrical Inspector	Inspections	11	\$24.05	\$29.30				
Recreation Manager	Parks & Recreation	11	\$24.05	\$29.30	\$33.05	\$27.77	(\$3.75)	\$1.53
Assistant Tax Collector	Collector	10	\$22.06	\$26.88	\$27.00	\$26.68	(\$0.12)	\$0.20
Assistant Town Accountant	Accounting	10	\$22.06	\$26.88	\$31.15	\$32.23	(\$4.27)	(\$5.35)
Assistant Treasurer	Treasurer	10	\$22.06	\$26.88	\$31.24	\$26.74	(\$4.36)	\$0.15
Children's Librarian	Library	10	\$22.06	\$26.88	\$32.18	\$31.65	(\$5.30)	(\$4.77)
Gas Inspector	Inspections	10	\$22.06	\$26.88				
Plumbing Inspector	Inspections	10	\$22.06	\$26.88				
Sealer of Weights & Measures	Inspections/ta	10	\$22.06	\$26.88				
Assistant Town Clerk	Town Clerk	9	\$21.01	\$25.60	\$30.58	\$27.78	(\$4.98)	(\$2.18)
Dispatcher - Public Safety	Police	9	\$21.01	\$25.60	\$26.86	\$27.62	(\$1.26)	(\$2.02)
Permit Coordinator	Town Administrator	9	\$21.01	\$25.60				
Outreach Program Manager	Senior Center	8	\$20.01	\$24.38	\$29.09	\$27.92	(\$4.71)	(\$3.54)
Program Coordinator	Senior Center	8	\$20.01	\$24.38	\$32.22	\$27.35	(\$7.84)	(\$2.97)
Administrative Assistant - Building	Building	7	\$19.06	\$23.23	\$27.95	\$28.08	(\$4.72)	(\$4.85)
Animal Control Officer	Town Administrator	7	\$19.06	\$23.23				
Library Assistant	Library	7	\$19.06	\$23.23	\$24.18	\$24.90	(\$0.95)	(\$1.67)
Parks Manager	Parks & Recreation	7	\$19.06	\$23.23				
Administrative Assistant/Dispatcher	Senior Center	5	\$17.29	\$21.06	\$28.74	\$27.28	(\$7.68)	(\$6.22)
Asst. Director Parks and Recreation	Parks & Recreation	5	\$17.29	\$21.06				
Cable Studio Technician (Coordinator)	Town Administrator	5	\$17.29	\$21.06	\$37.67	\$37.89	(\$16.61)	(\$16.83)
Custodian	Library	5	\$17.29	\$21.06	\$21.82	\$20.41	(\$0.76)	\$0.65
Custodian	Senior Center	5	\$17.29	\$21.06	\$21.58	\$20.57	(\$0.52)	\$0.49
Meal Site Manager/food manager	Senior Center	4	\$16.47	\$20.06	\$21.18	\$23.05	(\$1.12)	(\$2.99)
Van Driver	Senior Center	3	\$15.69	\$19.10	\$22.62	\$20.70	(\$3.52)	(\$1.60)

TITLE	DEPARTMENT	CLINTON GRADE	CLINTON MINIMUM	CLINTON MAXIMUM	AVERAGE MAXIMUM	MEDIAN MAXIMUM	CLINTON MINUS AVE MAX	CLINTON MINUS MED MAX
Grounds Keeper	Parks & Recreation	2	\$14.94	\$18.18				
Recycle Center Coordinator	Town Administrator	1	\$14.23	\$17.32				

Recommended Salary Schedule

	STEP 1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
I	\$65.00	\$66.30	\$67.63	\$68.98	\$70.36	\$71.77	\$73.21	\$74.67	\$76.16	\$77.68	\$79.23	\$80.81	\$82.43	\$84.08	\$85.76
H	\$55.00	\$56.10	\$57.22	\$58.36	\$59.53	\$60.72	\$61.93	\$63.17	\$64.43	\$65.72	\$67.03	\$68.37	\$69.74	\$71.13	\$72.55
G	\$40.00	\$40.80	\$41.62	\$42.45	\$43.30	\$44.17	\$45.05	\$45.95	\$46.87	\$47.81	\$48.77	\$49.75	\$50.75	\$51.77	\$52.81
F	\$34.00	\$34.68	\$35.37	\$36.08	\$36.80	\$37.54	\$38.29	\$39.06	\$39.84	\$40.64	\$41.45	\$42.28	\$43.13	\$43.99	\$44.87
E	\$27.00	\$27.54	\$28.09	\$28.65	\$29.22	\$29.80	\$30.40	\$31.01	\$31.63	\$32.26	\$32.91	\$33.57	\$34.24	\$34.92	\$35.62
D	\$24.00	\$24.48	\$24.97	\$25.47	\$25.98	\$26.50	\$27.03	\$27.57	\$28.12	\$28.68	\$29.25	\$29.84	\$30.44	\$31.05	\$31.67
C	\$20.00	\$20.40	\$20.81	\$21.23	\$21.65	\$22.08	\$22.52	\$22.97	\$23.43	\$23.90	\$24.38	\$24.87	\$25.37	\$25.88	\$26.40
B	\$18.00	\$18.36	\$18.73	\$19.10	\$19.48	\$19.87	\$20.27	\$20.68	\$21.09	\$21.51	\$21.94	\$22.38	\$22.83	\$23.29	\$23.76
A	\$15.00	\$15.30	\$15.61	\$15.92	\$16.24	\$16.56	\$16.89	\$17.23	\$17.57	\$17.92	\$18.28	\$18.65	\$19.02	\$19.40	\$19.79