

TOWN OF APPLE VALLEY



Town of Apple Valley

REQUEST FOR PROPOSALS

FOR

CLASSIFICATION AND COMPENSATION STUDY

Proposals Due: October 12, 2018 by 4:00 pm

Issued by:

Town of Apple Valley

Human Resources Department

Reference Number: RFP 2018-10

Objective

The Town of Apple Valley, California, is seeking proposals from qualified professional consulting services to conduct a Town wide classification and compensation study, as well as an overall benefits package comparison.

It is anticipated that the study will commence in October of 2018 and conclude no later than February 28, 2019.

Background

Incorporated in 1988, the Town of Apple Valley, CA is located in the heart of the Victor Valley in the County of San Bernardino, at an elevation of 3,000 feet. Known as the "High Desert", Apple Valley is strategically located 95 miles northeast of the Los Angeles metropolitan area, 140 miles north of San Diego, and 185 miles south of Las Vegas. The Town has 78 square miles in its incorporated boundaries, and a sphere of influence encompassing 200 square miles.

The Town currently operates with approximately 83 full-time employees within 48 classifications.

- Listings of the Town's current full-time classifications up for review can be found in Appendix A.
- The current classification plan can be found in Appendix B.
- The current step and grade plan can be found in Appendix C.
- The current benefit program policy summary can be found in Appendix D.

It is unclear as to when the Town last conducted a comprehensive classification and compensation study, particularly with the assistance of professional consulting services.

Scope of Work

Classification Plan:

1. Recommend appropriate updates to the classification plan for all existing full-time classifications.
2. Develop a classification structure that reflects the Town's overall classification and compensation strategy and includes the clear definition of terms and the development of career ladders/promotional opportunities for full-time employees.
3. Review relevant background materials, including but not limited to, existing job specifications, organizational charts, budgets, salary resolutions and schedules, personnel rules and related information.
4. Conduct orientation and briefing session(s) with employees.
5. Conduct orientation and briefing session(s) with all department heads, managers and supervisors.
6. Develop a comprehensive questionnaire to be completed by all full-time employees.

7. Conduct interviews with all employees in single position classifications, a representative sample of employees in multiple position classifications, and appropriate management personnel to validate the information.
8. Allocate all employees included within the scope of the study to an appropriate job title, job classification and exempt and non-exempt designation pursuant to the Fair Labor Standards Act (FLSA).
9. Develop new classification specifications to uniformly reflect distinguishing characteristics, current and essential job duties, minimum qualifications and requirements of the position, including physical requirements and working conditions, license requirements, regulatory requirements, etc.
10. The classification specifications shall include the following items:
 - a. A definition of the job classification;
 - b. A complete description of the essential job functions;
 - c. Requirements of education, experience, knowledge, skills and abilities;
 - d. Supervision exercised and received with definition of lead or supervisory roles;
 - e. Working environment and/or conditions;
 - f. Licenses, certifications, driving requirements and physical requirements in compliance with the American with Disabilities Act (ADA); and
 - g. Appropriate exempt and non-exempt designation under the Fair Labor Standards Act (FLSA).

The consultant will coordinate the varying presentation styles of the project team to ensure a unified philosophy and standardization across all the classifications.

11. Present the final classification and listing showing the recommended allocation of each position.
12. The classification plan shall include an introductory section that describes class concepts and provides information about distinctions of various levels within a class series and other pertinent information.
13. Provide appropriate implementation and maintenance manuals.
14. Conduct training sessions for designated staff.

Compensation Plan:

1. Conduct a comprehensive total compensation survey using comparable survey agencies, using not only job titles, but duties and responsibilities based upon the classification specifications from the Town of Apple Valley.
2. Complete an internal base salary relationship analysis, including the development of appropriate internal relationship guidelines.
3. Develop external competitive and internal equitable salary recommendations for each classification included within the study.
4. Assign a salary range to each classification which reflects the results of the market survey and the analysis of the internal relationships. In addition,

Consultant is to recommend salary range for each position based on median and mean salary of the comparable cities and prepare new salary step plan using existing Town of Apple Valley salary/step plan.

5. Consultant to prepare written report of recommendations, including discussion of methods, techniques and data used to develop the Classification and Compensation Plan.
6. Present draft results of the survey.
7. Assist in the development of a strategy for implementing the compensation recommendations and plan.
8. Present the final Classification and Compensation Report to the Town Manager and throughout duration of the process if requested or needed.

Benefits Comparison:

1. Conduct a market analysis of the Town's benefits in comparable jurisdictions.
 - a. Benefits should include medical, dental, life, short-term disability, long-term disability, long-term care, vision and paid time off such as holidays, vacation, and sick leave.
2. Conduct a general analysis of other benefits such as Flexible Spending, EAP, Deferred Compensation, Tuition Reimbursement and Superior Performance Awards.
3. Prepare a recommended implementation plan that is feasible within our current economic climate that includes an employee communication plan.
4. Recommend a schedule to allow Human Resources to update and maintain the total compensation, benefit and the total reward strategy, including an estimate of resources and staff required to perform these tasks.
5. Submit preliminary report with the work product to include recommendations on modifications to the Town's Total Compensation and Benefits, a Transition Plan for such modifications, and an analysis of emerging trends and total compensation for the Town to consider.
6. Submit final report with the work product to include recommendation on modifications to the Town's Total Compensation and Benefits, a Transition Plan for such modifications, and an analysis of emerging trends and total compensation for the Town to consider. Final report will include an executive summary and all supplementary materials and the delivery of executive briefings as designated. Report and tables will be provided to Town both in writing and in electronic format (using Microsoft software).

Prepare and Submittal Instructions

Official submittal of the proposal shall consist of three (3) copies of the proposal enclosed in a sealed envelope and sent to the Town of Apple Valley, c/o Kristine Shoup, 14955 Dale Evans Pkwy, Apple Valley, Ca 92307. The deadline for the receipt of the proposal is **4:00 p.m. Friday, October 12, 2018.** The envelop shall show the notation,

“Classification and Compensation Study” in the lower right hand corner. Only sealed proposals will be accepted. ***Faxed proposals will be rejected.***

All proposals must be received by the deadline. The sender is responsible to ensure to meet all submittal deadlines. The Town of Apple Valley will not consider late submittals.

There will be no disclosure of contents of competing firms and the Town will keep all proposals confidential during the negotiation process. Except for trade secrets and confidential information, which the respondent identifies as proprietary, all proposals will be open for public inspection after the Town awards a contract.

Respondents may withdraw their proposal at any time prior to the time specified as the closing time for acceptance of proposals. However, no respondent shall withdraw or cancel his or her proposal for a period of 90-days after the closing of the acceptance of proposals.

All costs directly or indirectly related to the preparation of a response to the RFP or any oral presentation required supplementing and/or clarifying a proposal, which the Town, may require, shall be the sole responsibility of and shall be borne by the respondent.

During the proposal development, respondents may direct questions regarding the RFP or the process to: Kristine Shoup, HR Administrative Analyst, 14955 Dale Evans Parkway, Apple Valley, CA 2307 or call (760) 240-7000 ext. 7600 or via email at kshoup@applevalley.org.

The Town of Apple Valley requests respondents for this Request for Proposal do not contact town staff and/or members of the Town Council, other than Mrs. Shoup, during the proposal and evaluation phase.

Consideration of Proposal

The Town reserves the right to accept or reject the proposal of any respondent who previously failed to perform or complete on time, agreements of similar nature, or to reject the proposal from any respondent who is not in a position to perform specified requirements contained herein.

Modifications

Any changes, amendments, or modifications to a proposal must be made in writing, submitted in the same manner as the original response, and conspicuously labeled as a change, amendment, or modification to a previously submitted proposal. Changes, amendments, or modifications to proposals shall not be accepted or considered after the hour and date specified as the deadline for submission of proposals.

Selection Criteria

The Town will award the contract to the respondent who submits a proposal that, in the judgment of the Town of Apple Valley, is best able to produce a quality program for the

best price. The past performance of the respondent, as verified by references, will be an important consideration.

RFP Requirements

RFP's should provide the following information:

1. A statement of qualifications, history, and experience for the firm.
2. Identification of all key personnel assigned to this project and the specific role of each individual.
3. A brief explanation of the firm's objectives and approach to a classification and compensation study.
4. A list of client references, including a brief description of the project, specifically projects involving classification and compensation studies.
5. A list of required information needed by the firm to perform the requested services.
6. A timeline of the proposed classification and compensation study.
7. The total fee for this classification and compensation study including professional fees and expenses for the project with the actual cost not to exceed ten percent of the total fees. The fee for this search must be valid for 180 days.

APPENDIX A

LIST OF FULL-TIME CLASSIFICATIONS

Non-Exempt Classifications

Account Clerk II
Administrative Secretary
Animal Control Officer II
Animal Health Assistant
Animal Services Assistant
Animal Services Supervisor
Animal Services Technician
Animal Shelter Supervisor
Code Enforcement Officer I
Code Enforcement Officer II
Custodian
Ground Services Worker I
Ground Services Worker II
Ground Services Worker III
Maintenance Worker I
Maintenance Worker II
Maintenance Supervisor
Office Assistant
Public Relations Specialist
Public Works Manager
Public Works Supervisor
Recreation Assistant
Recreation Specialist
Senior Animal Control Officer
Senior Animal Services Specialist
Senior Maintenance Worker
Senior Office Assistant

Exempt Classifications

Accountant II
Administrative Analyst I
Administrative Analyst II
Associate Planner
Assistant Director of Community Development
Assistant Director of Economic Development
Code Enforcement Manager
Deputy Town Clerk
Director of Animal Services
Director of Finance
Emergency Services Officer
Executive Assistant
Executive Secretary
Housing and Community Development Specialist I
Housing and Community Development Specialist II
Parks & Recreation Manager
Recreation Supervisor
Special Projects Manager
Town Clerk/Director of Government Services

APPENDIX B -Town of Apple Valley Classification Plan FY 2018-2019

Position Classification	Range	Monthly Salary Min	To	Monthly Salary Max
<u>Account Clerk I</u>	<u>32</u>	\$2,956	to	\$4,178
<u>Account Clerk II</u>	<u>36</u>	\$3,263	to	\$4,611
<u>Accountant I</u>	<u>46</u>	\$4,178	to	\$5,903
<u>Accountant II</u>	<u>52</u>	\$4,845	to	\$6,846
<u>Accounting Technician</u>	<u>42</u>	\$3,785	to	\$5,348
<u>Administrative Analyst I</u>	<u>52</u>	\$4,845	to	\$6,846
<u>Administrative Analyst II</u>	<u>58</u>	\$5,619	to	\$7,939
<u>Administrative Secretary</u>	<u>44</u>	\$3,976	to	\$5,619
<u>Animal Services Officer II</u>	<u>42</u>	\$3,785	to	\$5,348
<u>Animal Services Supervisor</u>	<u>52</u>	\$4,845	to	\$6,846
<u>Animal Services Attendant</u>	<u>33</u>	\$3,030	to	\$4,282
<u>Animal Health Assistant</u>	<u>35</u>	\$3,184	to	\$4,499
<u>Animal Services Assistant</u>	<u>24</u>	\$2,426	to	\$3,429
<u>Animal Services Manager</u>	<u>NR</u>	\$7,017	to	\$9,915
<u>Animal Services Officer I</u>	<u>38</u>	\$3,429	to	\$4,845
<u>Animal Services Technician</u>	<u>36</u>	\$3,263	to	\$4,611
<u>Assistant Director of Community Development</u>	<u>NR</u>	\$8,341	to	\$11,786
<u>Assistant Director of Econ Dev & Housing</u>	<u>NR</u>	\$8,341	to	\$11,786
<u>Assistant Director of Energy & Environmental Services</u>	<u>NR</u>	\$8,341	to	\$11,786
<u>Assistant Director of Finance</u>	<u>NR</u>	\$8,341	to	\$11,786
<u>Assistant Planner</u>	<u>50</u>	\$4,611	to	\$6,516

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Position Classification	Range	Monthly Salary Min	To	Monthly Salary Max
<u>Assistant Pool Manager</u>	<u>22</u>	\$2,309	to	\$3,263
<u>Assistant Town Manager</u>	<u>NR</u>	\$15,463	to	\$18,208
<u>Associate Planner</u>	<u>56</u>	\$5,348	to	\$7,557
<u>Code Enforcement District Supervisor</u>	<u>58</u>	\$5,619	to	\$7,939
<u>Code Enforcement Manager</u>	<u>NR</u>	\$7,017	to	\$9,914
<u>Code Enforcement Officer I</u>	<u>42</u>	\$3,785	to	\$5,348
<u>Code Enforcement Officer II</u>	<u>48</u>	\$4,389	to	\$6,202
<u>Code Enforcement Technician</u>	<u>38</u>	\$3,429	to	\$4,845
<u>Community Development Director</u>	<u>NR</u>	\$9,607	to	\$12,688
<u>Community Enhancement Officer</u>	<u>40</u>	\$3,602	to	\$5,090
<u>Custodial Aide</u>	<u>21</u>	\$2,253	to	\$3,184
<u>Custodian</u>	<u>27</u>	\$2,613	to	\$3,692
<u>Customer Service Representative</u>	<u>34</u>	\$3,106	to	\$4,389
<u>Deputy Town Clerk</u>	<u>49</u>	\$4,499	to	\$6,357
<u>Director of Animal Services</u>	<u>NR</u>	\$9,992	to	\$13,103
<u>Director of Communications</u>	<u>NR</u>	\$8,341	to	\$11,786
<u>Director of Finance</u>	<u>NR</u>	\$11,556	to	\$14,056
<u>Director of Human Resources and Risk Management</u>	<u>NR</u>	\$9,992	to	\$13,195
<u>Director of Marketing & Quality of Life</u>	<u>NR</u>	\$8,341	to	\$11,786
<u>Director of Public Works</u>	<u>NR</u>	\$10,295	to	\$14,056
<u>Director of Stakeholder Engagement & Communication</u>	<u>NR</u>	\$10,295	to	\$14,056

APPENDIX B -Town of Apple Valley Classification Plan FY 2018-2019

Position Classification	Range	Monthly Salary Min	To	Monthly Salary Max
<u>Economic Development Assistant</u>	<u>50</u>	\$4,611	to	\$6,516
<u>Economic Development Manager</u>	<u>NR</u>	\$7,554	to	\$10,671
<u>Economic Development Specialist I</u>	<u>56</u>	\$5,348	to	\$7,557
<u>Economic Development Specialist II</u>	<u>62</u>	\$6,202	to	\$8,763
<u>Emergency Services Officer</u>	<u>58</u>	\$5,619	to	\$7,939
<u>Environmental & Transit Services Manager</u>	<u>NR</u>	\$7,554	to	\$10,671
<u>Equipment Operator</u>	<u>43</u>	\$3,879	to	\$5,482
<u>Event Assistant</u>	<u>22</u>	\$2,309	to	\$3,263
<u>Event Coordinator</u>	<u>47</u>	\$4,282	to	\$6,051
<u>Executive Assistant</u>	<u>52</u>	\$4,845	to	\$6,846
<u>Executive Secretary</u>	<u>50</u>	\$4,611	to	\$6,516
<u>Finance Manager</u>	<u>NR</u>	\$7,746	to	\$10,945
<u>Grounds Services Aide</u>	<u>16</u>	\$1,991	to	\$2,814
<u>Grounds Services Supervisor</u>	<u>48</u>	\$4,389	to	\$6,202
<u>Grounds Services Worker I</u>	<u>25</u>	\$2,487	to	\$3,514
<u>Grounds Services Worker II</u>	<u>29</u>	\$2,745	to	\$3,879
<u>Grounds Services Worker III</u>	<u>33</u>	\$3,030	to	\$4,282
<u>Household Hazardous Waste Center Operator</u>	<u>15</u>	\$1,943	to	\$2,745
<u>Housing & Community Dev Specialist I</u>	<u>54</u>	\$5,090	to	\$7,192
<u>Housing & Community Dev Specialist II</u>	<u>60</u>	\$5,903	to	\$8,341
<u>Housing Programs Supervisor</u>	<u>62</u>	\$6,202	to	\$8,763

APPENDIX B -Town of Apple Valley Classification Plan FY 2018-2019

Position Classification	Range	Monthly Salary Min	To	Monthly Salary Max
<u>Human Resources Analyst</u>	<u>58</u>	\$5,619	to	\$7,939
<u>Human Resources Assistant</u>	<u>46</u>	\$4,178	to	\$5,903
<u>Human Resources Coordinator</u>	<u>52</u>	\$4,845	to	\$6,846
<u>Human Resources Manager</u>	<u>NR</u>	\$7,017	to	\$9,914
<u>Information Systems Specialist</u>	<u>52</u>	\$4,845	to	\$6,846
<u>Information Systems Supervisor</u>	<u>60</u>	\$5,903	to	\$8,341
<u>Information Systems Technician</u>	<u>42</u>	\$3,785	to	\$5,348
<u>Intern</u>	<u>20</u>	\$2,198	to	\$3,107
<u>Lifeguard</u>	<u>18</u>	\$2,092	to	\$2,956
<u>Maintenance Aide</u>	<u>21</u>	\$2,253	to	\$3,184
<u>Maintenance Supervisor</u>	<u>56</u>	\$5,348	to	\$7,557
<u>Maintenance Worker I</u>	<u>33</u>	\$3,030	to	\$4,282
<u>Maintenance Worker II</u>	<u>37</u>	\$3,345	to	\$4,727
<u>Manager of Legislative Affairs and Grants</u>	<u>NR</u>	\$7,554	to	\$10,671
<u>Office Assistant</u>	<u>26</u>	\$2,549	to	\$3,602
<u>Park and Recreation Manager</u>	<u>NR</u>	\$7,557	to	\$10,678
<u>Pool Manager</u>	<u>26</u>	\$2,549	to	\$3,602
<u>Principal Planner</u>	<u>68</u>	\$7,192	to	\$10,163
<u>Program Assistant</u>	<u>15</u>	\$1,943	to	\$2,745
<u>Public Relations Specialist</u>	<u>49</u>	\$4,499	to	\$6,357
<u>Public Services Assistant</u>	<u>50</u>	\$4,611	to	\$6,516

APPENDIX B -Town of Apple Valley Classification Plan FY 2018-2019

Position Classification	Range	Monthly Salary Min	To	Monthly Salary Max
<u>Public Services Technician</u>	<u>39</u>	\$3,514	to	\$4,966
<u>Public Works Inspector</u>	<u>48</u>	\$4,389	to	\$6,202
<u>Public Services Manager</u>	<u>NR</u>	\$7,554	to	\$10,671
<u>Public Works Manager</u>	<u>NR</u>	\$7,017	to	\$9,914
<u>Public Works Supervisor</u>	<u>56</u>	\$5,348	to	\$7,557
<u>Records Technician</u>	<u>37</u>	\$3,345	to	\$4,727
<u>Recreation Assistant</u>	<u>22</u>	\$2,309	to	\$3,263
<u>Recreation Coordinator</u>	<u>40</u>	\$3,602	to	\$5,090
<u>Recreation Leader I</u>	<u>15</u>	\$1,943	to	\$2,745
<u>Recreation Leader II</u>	<u>18</u>	\$2,092	to	\$2,956
<u>Recreation Specialist</u>	<u>30</u>	\$2,814	to	\$3,976
<u>Recreation Supervisor</u>	<u>48</u>	\$4,389	to	\$6,202
<u>Registered Veterinary Technician</u>	<u>42</u>	\$3,785	to	\$5,348
<u>Secretary</u>	<u>38</u>	\$3,429	to	\$4,845
<u>Senior Accountant</u>	<u>58</u>	\$5,619	to	\$7,939
<u>Senior Animal Services Officer</u>	<u>48</u>	\$4,389	to	\$6,202
<u>Senior Animal Services Specialist</u>	<u>35</u>	\$3,184	to	\$4,499
<u>Senior Code Enforcement Officer</u>	<u>52</u>	\$4,845	to	\$6,846
<u>Senior Lifeguard</u>	<u>20</u>	\$2,198	to	\$3,106
<u>Senior Maintenance Worker</u>	<u>41</u>	\$3,692	to	\$5,217
<u>Senior Office Assistant</u>	<u>32</u>	\$2,956	to	\$4,178

APPENDIX B -Town of Apple Valley Classification Plan FY 2018-2019

Position Classification	Range	Monthly Salary Min	To	Monthly Salary Max
<u>Senior Planner</u>	<u>62</u>	\$6,202	to	\$8,763
<u>Special Projects Manager</u>	<u>NR</u>	\$7,554	to	\$10,671
<u>Swim Coach</u>	<u>26</u>	\$2,549	to	\$3,602
<u>Town Clerk</u>	<u>NR</u>	\$8,545	to	\$12,074
Town Manager	<u>NR</u>	\$20,545	to	\$20,545

**APPENDIX C - Town of Apple Valley
Grade and Step Plan - 2018/2019**

Step	1	2	3	4	5	6	7	8						
15	\$1,943	\$1,991	\$11.50	\$2,041	\$11.77	\$2,092	\$12.07	\$2,145	\$12.38	\$2,198	\$12.69	\$2,253	\$13.01	\$2,309
16	\$1,991	\$2,041	\$11.77	\$2,092	\$12.07	\$2,145	\$12.38	\$2,198	\$12.69	\$2,253	\$13.01	\$2,309	\$13.33	\$2,367
17	\$2,041	\$2,092	\$12.07	\$2,145	\$12.38	\$2,198	\$12.69	\$2,253	\$13.01	\$2,309	\$13.33	\$2,367	\$13.67	\$2,426
18	\$2,092	\$2,145	\$12.38	\$2,198	\$12.69	\$2,253	\$13.01	\$2,309	\$13.33	\$2,367	\$13.67	\$2,426	\$14.01	\$2,487
19	\$2,145	\$2,198	\$12.69	\$2,253	\$13.01	\$2,309	\$13.33	\$2,367	\$13.67	\$2,426	\$14.01	\$2,487	\$14.36	\$2,549
20	\$2,198	\$2,253	\$13.01	\$2,309	\$13.33	\$2,367	\$13.67	\$2,426	\$14.01	\$2,487	\$14.36	\$2,549	\$14.72	\$2,613
21	\$2,253	\$2,309	\$13.33	\$2,367	\$13.67	\$2,426	\$14.01	\$2,487	\$14.36	\$2,549	\$14.72	\$2,613	\$15.08	\$2,678
22	\$2,309	\$2,367	\$13.67	\$2,426	\$14.01	\$2,487	\$14.36	\$2,549	\$14.72	\$2,613	\$15.08	\$2,678	\$15.46	\$2,745
23	\$2,367	\$2,426	\$14.01	\$2,487	\$14.36	\$2,549	\$14.72	\$2,613	\$15.08	\$2,678	\$15.46	\$2,745	\$15.84	\$2,814
24	\$2,426	\$2,487	\$14.36	\$2,549	\$14.72	\$2,613	\$15.08	\$2,678	\$15.46	\$2,745	\$15.84	\$2,814	\$16.24	\$2,884
25	\$2,487	\$2,549	\$14.72	\$2,613	\$15.08	\$2,678	\$15.46	\$2,745	\$15.84	\$2,814	\$16.24	\$2,884	\$16.65	\$2,956
26	\$2,549	\$2,613	\$15.08	\$2,678	\$15.46	\$2,745	\$15.84	\$2,814	\$16.24	\$2,884	\$16.65	\$2,956	\$17.06	\$3,030
27	\$2,613	\$2,678	\$15.46	\$2,745	\$15.84	\$2,814	\$16.24	\$2,884	\$16.65	\$2,956	\$17.06	\$3,030	\$17.48	\$3,106
28	\$2,678	\$2,745	\$15.84	\$2,814	\$16.24	\$2,884	\$16.65	\$2,956	\$17.06	\$3,030	\$17.48	\$3,106	\$17.92	\$3,184
29	\$2,745	\$2,814	\$16.24	\$2,884	\$16.65	\$2,956	\$17.06	\$3,030	\$17.48	\$3,106	\$17.92	\$3,184	\$18.38	\$3,263
30	\$2,814	\$2,884	\$16.65	\$2,956	\$17.06	\$3,030	\$17.48	\$3,106	\$17.92	\$3,184	\$18.38	\$3,263	\$18.83	\$3,345
31	\$2,884	\$2,956	\$17.06	\$3,030	\$17.48	\$3,106	\$17.92	\$3,184	\$18.38	\$3,263	\$18.83	\$3,345	\$19.30	\$3,429
32	\$2,956	\$3,030	\$17.48	\$3,106	\$17.92	\$3,184	\$18.38	\$3,263	\$18.83	\$3,345	\$19.30	\$3,429	\$19.79	\$3,514
33	\$3,030	\$3,106	\$17.92	\$3,184	\$18.38	\$3,263	\$18.83	\$3,345	\$19.30	\$3,429	\$19.79	\$3,514	\$20.27	\$3,602
34	\$3,106	\$3,184	\$18.38	\$3,263	\$18.83	\$3,345	\$19.30	\$3,429	\$19.79	\$3,514	\$20.27	\$3,602	\$20.79	\$3,692
35	\$3,184	\$3,263	\$18.83	\$3,345	\$19.30	\$3,429	\$19.79	\$3,514	\$20.27	\$3,602	\$20.79	\$3,692	\$21.30	\$3,785
36	\$3,263	\$3,345	\$19.30	\$3,429	\$19.79	\$3,514	\$20.27	\$3,602	\$20.79	\$3,692	\$21.30	\$3,785	\$21.84	\$3,879
37	\$3,345	\$3,429	\$19.79	\$3,514	\$20.27	\$3,602	\$20.79	\$3,692	\$21.30	\$3,785	\$21.84	\$3,879	\$22.38	\$3,976
38	\$3,429	\$3,514	\$20.27	\$3,602	\$20.79	\$3,692	\$21.30	\$3,785	\$21.84	\$3,879	\$22.38	\$3,976	\$22.95	\$4,076
39	\$3,514	\$3,602	\$20.79	\$3,692	\$21.30	\$3,785	\$21.84	\$3,879	\$22.38	\$3,976	\$22.95	\$4,076	\$23.53	\$4,178
40	\$3,602	\$3,692	\$21.30	\$3,785	\$21.84	\$3,879	\$22.38	\$3,976	\$22.95	\$4,076	\$23.53	\$4,178	\$24.10	\$4,282
41	\$3,692	\$3,785	\$21.84	\$3,879	\$22.38	\$3,976	\$22.95	\$4,076	\$23.53	\$4,178	\$24.10	\$4,282	\$24.71	\$4,389
42	\$3,785	\$3,879	\$22.38	\$3,976	\$22.95	\$4,076	\$23.53	\$4,178	\$24.10	\$4,282	\$24.71	\$4,389	\$25.33	\$4,499
43	\$3,879	\$3,976	\$22.95	\$4,076	\$23.53	\$4,178	\$24.10	\$4,282	\$24.71	\$4,389	\$25.33	\$4,499	\$25.96	\$4,611
44	\$3,976	\$4,076	\$23.53	\$4,178	\$24.10	\$4,282	\$24.71	\$4,389	\$25.33	\$4,499	\$25.96	\$4,611	\$26.61	\$4,727
45	\$4,076	\$4,178	\$24.10	\$4,282	\$24.71	\$4,389	\$25.33	\$4,499	\$25.96	\$4,611	\$26.61	\$4,727	\$27.27	\$4,845
46	\$4,178	\$4,282	\$24.71	\$4,389	\$25.33	\$4,499	\$25.96	\$4,611	\$26.61	\$4,727	\$27.27	\$4,845	\$27.95	\$4,966
47	\$4,282	\$4,389	\$25.33	\$4,499	\$25.96	\$4,611	\$26.61	\$4,727	\$27.27	\$4,845	\$27.95	\$4,966	\$28.66	\$5,090
48	\$4,389	\$4,499	\$25.96	\$4,611	\$26.61	\$4,727	\$27.27	\$4,845	\$27.95	\$4,966	\$28.66	\$5,090	\$29.37	\$5,217
49	\$4,499	\$4,611	\$26.61	\$4,727	\$27.27	\$4,845	\$27.95	\$4,966	\$28.66	\$5,090	\$29.37	\$5,217	\$30.11	\$5,348
50	\$4,611	\$4,727	\$27.27	\$4,845	\$27.95	\$4,966	\$28.66	\$5,090	\$29.37	\$5,217	\$30.11	\$5,348	\$30.86	\$5,482
51	\$4,727	\$4,845	\$27.95	\$4,966	\$28.66	\$5,090	\$29.37	\$5,217	\$30.11	\$5,348	\$30.86	\$5,482	\$31.62	\$5,619
52	\$4,845	\$4,966	\$28.66	\$5,090	\$29.37	\$5,217	\$30.11	\$5,348	\$30.86	\$5,482	\$31.62	\$5,619	\$32.42	\$5,759
53	\$4,966	\$5,090	\$29.37	\$5,217	\$30.11	\$5,348	\$30.86	\$5,482	\$31.62	\$5,619	\$32.42	\$5,759	\$33.23	\$5,903
54	\$5,090	\$5,217	\$30.11	\$5,348	\$30.86	\$5,482	\$31.62	\$5,619	\$32.42	\$5,759	\$33.23	\$5,903	\$34.05	\$6,051
55	\$5,217	\$5,348	\$30.86	\$5,482	\$31.62	\$5,619	\$32.42	\$5,759	\$33.23	\$34.05	\$34.92	\$35.78	\$36.68	\$6,202
56	\$5,348	\$5,482	\$31.62	\$5,619	\$32.42	\$5,759	\$33.23	\$34.05	\$34.92	\$35.78	\$36.68	\$37.60	\$38.53	\$6,357
57	\$5,482	\$5,619	\$32.42	\$5,759	\$33.23	\$34.05	\$34.92	\$35.78	\$36.68	\$37.60	\$38.53	\$39.50	\$40.49	\$6,516
58	\$5,619	\$32.42	\$5,759	\$33.23	\$34.05	\$34.92	\$35.78	\$36.68	\$37.60	\$38.53	\$39.50	\$40.49	\$41.50	\$6,679
59	\$5,759	\$33.23	\$34.05	\$34.92	\$35.78	\$36.68	\$37.60	\$38.53	\$39.50	\$40.49	\$41.50	\$42.53	\$43.60	\$6,846
60	\$5,903	\$34.05	\$34.92	\$35.78	\$36.68	\$37.60	\$38.53	\$39.50	\$40.49	\$41.50	\$42.53	\$43.60	\$44.68	\$7,017
61	\$6,051	\$34.92	\$35.78	\$36.68	\$37.60	\$38.53	\$39.50	\$40.49	\$41.50	\$42.53	\$43.60	\$44.68	\$45.81	\$7,192
62	\$6,202	\$35.78	\$36.68	\$37.60	\$38.53	\$39.50	\$40.49	\$41.50	\$42.53	\$43.60	\$44.68	\$45.81	\$47.07	\$7,372
63	\$6,357	\$36.68	\$37.60	\$38.53	\$39.50	\$40.49	\$41.50	\$42.53	\$43.60	\$44.68	\$45.81	\$47.07	\$48.39	\$7,557
64	\$6,516	\$37.60	\$38.53	\$39.50	\$40.49	\$41.50	\$42.53	\$43.60	\$44.68	\$45.81	\$47.07	\$48.39	\$49.75	\$7,745
65	\$6,679	\$38.53	\$39.50	\$40.49	\$41.50	\$42.53	\$43.60	\$44.68	\$45.81	\$47.07	\$48.39	\$49.75	\$51.16	\$7,939
66	\$6,846	\$39.50	\$40.49	\$41.50	\$42.53	\$43.60	\$44.68	\$45.81	\$47.07	\$48.39	\$49.75	\$51.16	\$52.61	\$8,138

**APPENDIX C - Town of Apple Valley
Grade and Step Plan - 2018/2019**

Step	1	2	3	4	5	6	7	8																										
67	\$7,017	\$40.49	\$7,372	\$7,557	\$43.60	\$7,745	\$44.68	\$7,939	\$45.81	\$8,138	\$46.96	\$8,341	\$48.12	\$8,550	\$49.34	\$8,763	\$50.56	\$8,982	\$51.83	\$9,207	\$53.12	\$9,437	\$54.45	\$9,673	\$55.82	\$9,915	\$60.10	\$10,163	\$61.60	\$10,417	\$63.15	\$11,218	\$64.73	\$11,498
68	\$7,192	\$41.50	\$7,557	\$7,745	\$44.68	\$7,939	\$45.81	\$8,138	\$48.12	\$8,550	\$49.34	\$8,763	\$50.56	\$8,982	\$51.83	\$9,207	\$53.12	\$9,437	\$54.45	\$9,673	\$55.82	\$9,915	\$60.10	\$10,163	\$61.60	\$10,417	\$63.15	\$11,218	\$64.73	\$11,498				
69	\$7,372	\$42.53	\$7,745	\$7,939	\$45.81	\$8,138	\$48.12	\$8,550	\$49.34	\$8,763	\$50.56	\$8,982	\$51.83	\$9,207	\$53.12	\$9,437	\$54.45	\$9,673	\$55.82	\$9,915	\$60.10	\$10,163	\$61.60	\$10,417	\$63.15	\$11,218	\$64.73	\$11,498						
70	\$7,557	\$43.60	\$7,939	\$8,138	\$48.12	\$8,550	\$49.34	\$8,763	\$50.56	\$8,982	\$51.83	\$9,207	\$53.12	\$9,437	\$54.45	\$9,673	\$55.82	\$9,915	\$60.10	\$10,163	\$61.60	\$10,417	\$63.15	\$11,218	\$64.73	\$11,498								
71	\$7,745	\$44.68	\$8,138	\$8,341	\$49.34	\$8,550	\$49.34	\$8,763	\$50.56	\$8,982	\$51.83	\$9,207	\$53.12	\$9,437	\$54.45	\$9,673	\$55.82	\$9,915	\$60.10	\$10,163	\$61.60	\$10,417	\$63.15	\$11,218	\$64.73	\$11,498								
72	\$7,939	\$45.81	\$8,341	\$8,550	\$49.34	\$8,763	\$50.56	\$8,982	\$51.83	\$9,207	\$53.12	\$9,437	\$54.45	\$9,673	\$55.82	\$9,915	\$60.10	\$10,163	\$61.60	\$10,417	\$63.15	\$11,218	\$64.73	\$11,498										
73	\$8,138	\$46.96	\$8,550	\$8,763	\$50.56	\$8,982	\$51.83	\$9,207	\$53.12	\$9,437	\$54.45	\$9,673	\$55.82	\$9,915	\$60.10	\$10,163	\$61.60	\$10,417	\$63.15	\$11,218	\$64.73	\$11,498												
74	\$8,341	\$48.12	\$8,763	\$8,982	\$51.83	\$9,207	\$53.12	\$9,437	\$54.45	\$9,673	\$55.82	\$9,915	\$60.10	\$10,163	\$61.60	\$10,417	\$63.15	\$11,218	\$64.73	\$11,498														
75	\$8,550	\$49.34	\$8,982	\$9,207	\$53.12	\$9,437	\$54.45	\$9,673	\$55.82	\$9,915	\$60.10	\$10,163	\$61.60	\$10,417	\$63.15	\$11,218	\$64.73	\$11,498																
76	\$8,763	\$50.56	\$9,207	\$9,437	\$54.45	\$9,673	\$55.82	\$9,915	\$60.10	\$10,163	\$61.60	\$10,417	\$63.15	\$11,218	\$64.73	\$11,498																		
77	\$8,982	\$51.83	\$9,437	\$9,673	\$55.82	\$9,915	\$60.10	\$10,163	\$61.60	\$10,417	\$63.15	\$11,218	\$64.73	\$11,498																				
78	\$9,207	\$53.12	\$9,673	\$9,915	\$60.10	\$10,163	\$61.60	\$10,417	\$63.15	\$11,218	\$64.73	\$11,498																						
79	\$9,437	\$54.45	\$9,915	\$10,163	\$61.60	\$10,417	\$63.15	\$11,218	\$64.73	\$11,498																								
80	\$9,673	\$55.82	\$10,163	\$10,417	\$63.15	\$10,944	\$64.73	\$11,498																										

**APPENDIX C - Town of Apple Valley
Grade and Step Plan - 2018/2019**

Step	8	9	9	10	10	11	11	11	12	12	13	13	14	14	15	15
15	\$13.33	\$2,367	\$13.67	\$2,426	\$14.01	\$2,487	\$14.36	\$2,549	\$14.72	\$2,613	\$15.08	\$2,678	\$15.46	\$2,745	\$15.84	\$2,814
16	\$13.67	\$2,426	\$14.01	\$2,487	\$14.36	\$2,549	\$14.72	\$2,613	\$15.08	\$2,678	\$15.46	\$2,745	\$15.84	\$2,814	\$16.24	\$2,884
17	\$14.01	\$2,487	\$14.36	\$2,549	\$14.72	\$2,613	\$15.08	\$2,678	\$15.46	\$2,745	\$15.84	\$2,814	\$16.24	\$2,884	\$16.65	\$2,956
18	\$14.36	\$2,549	\$14.72	\$2,613	\$15.08	\$2,678	\$15.46	\$2,745	\$15.84	\$2,814	\$16.24	\$2,884	\$16.65	\$2,956	\$17.06	\$3,030
19	\$14.72	\$2,613	\$15.08	\$2,678	\$15.46	\$2,745	\$15.84	\$2,814	\$16.24	\$2,884	\$16.65	\$2,956	\$17.06	\$3,030	\$17.48	\$3,106
20	\$15.08	\$2,678	\$15.46	\$2,745	\$15.84	\$2,814	\$16.24	\$2,884	\$16.65	\$2,956	\$17.06	\$3,030	\$17.48	\$3,106	\$17.92	\$3,184
21	\$15.46	\$2,745	\$15.84	\$2,814	\$16.24	\$2,884	\$16.65	\$2,956	\$17.06	\$3,030	\$17.48	\$3,106	\$17.92	\$3,184	\$18.38	\$3,263
22	\$15.84	\$2,814	\$16.24	\$2,884	\$16.65	\$2,956	\$17.06	\$3,030	\$17.48	\$3,106	\$17.92	\$3,184	\$18.38	\$3,263	\$18.83	\$3,345
23	\$16.24	\$2,884	\$16.65	\$2,956	\$17.06	\$3,030	\$17.48	\$3,106	\$17.92	\$3,184	\$18.38	\$3,263	\$18.83	\$3,345	\$19.30	\$3,429
24	\$16.65	\$2,956	\$17.06	\$3,030	\$17.48	\$3,106	\$17.92	\$3,184	\$18.38	\$3,263	\$18.83	\$3,345	\$19.30	\$3,429	\$19.79	\$3,514
25	\$17.06	\$3,030	\$17.48	\$3,106	\$17.92	\$3,184	\$18.38	\$3,263	\$18.83	\$3,345	\$19.30	\$3,429	\$19.79	\$3,514	\$20.27	\$3,602
26	\$17.48	\$3,106	\$17.92	\$3,184	\$18.38	\$3,263	\$18.83	\$3,345	\$19.30	\$3,429	\$19.79	\$3,514	\$20.27	\$3,602	\$20.79	\$3,692
27	\$17.92	\$3,184	\$18.38	\$3,263	\$18.83	\$3,345	\$19.30	\$3,429	\$19.79	\$3,514	\$20.27	\$3,602	\$20.79	\$3,692	\$21.30	\$3,785
28	\$18.38	\$3,263	\$18.83	\$3,345	\$19.30	\$3,429	\$19.79	\$3,514	\$20.27	\$3,602	\$20.79	\$3,692	\$21.30	\$3,785	\$21.84	\$3,879
29	\$18.83	\$3,345	\$19.30	\$3,429	\$19.79	\$3,514	\$20.27	\$3,602	\$20.79	\$3,692	\$21.30	\$3,785	\$21.84	\$3,879	\$22.38	\$3,976
30	\$19.30	\$3,429	\$19.79	\$3,514	\$20.27	\$3,602	\$20.79	\$3,692	\$21.30	\$3,785	\$21.84	\$3,879	\$22.38	\$3,976	\$22.95	\$4,076
31	\$19.79	\$3,514	\$20.27	\$3,602	\$20.79	\$3,692	\$21.30	\$3,785	\$21.84	\$3,879	\$22.38	\$3,976	\$22.95	\$4,076	\$23.53	\$4,178
32	\$20.27	\$3,602	\$20.79	\$3,692	\$21.30	\$3,785	\$21.84	\$3,879	\$22.38	\$3,976	\$22.95	\$4,076	\$23.53	\$4,178	\$24.10	\$4,282
33	\$20.79	\$3,692	\$21.30	\$3,785	\$21.84	\$3,879	\$22.38	\$3,976	\$22.95	\$4,076	\$23.53	\$4,178	\$24.10	\$4,282	\$24.71	\$4,389
34	\$21.30	\$3,785	\$21.84	\$3,879	\$22.38	\$3,976	\$22.95	\$4,076	\$23.53	\$4,178	\$24.10	\$4,282	\$24.71	\$4,389	\$25.33	\$4,499
35	\$21.84	\$3,879	\$22.38	\$3,976	\$22.95	\$4,076	\$23.53	\$4,178	\$24.10	\$4,282	\$24.71	\$4,389	\$25.33	\$4,499	\$25.96	\$4,611
36	\$22.38	\$3,976	\$22.95	\$4,076	\$23.53	\$4,178	\$24.10	\$4,282	\$24.71	\$4,389	\$25.33	\$4,499	\$25.96	\$4,611	\$26.61	\$4,727
37	\$22.95	\$4,076	\$23.53	\$4,178	\$24.10	\$4,282	\$24.71	\$4,389	\$25.33	\$4,499	\$25.96	\$4,611	\$26.61	\$4,727	\$27.27	\$4,845
38	\$23.53	\$4,178	\$24.10	\$4,282	\$24.71	\$4,389	\$25.33	\$4,499	\$25.96	\$4,611	\$26.61	\$4,727	\$27.27	\$4,845	\$27.95	\$4,966
39	\$24.10	\$4,282	\$24.71	\$4,389	\$25.33	\$4,499	\$25.96	\$4,611	\$26.61	\$4,727	\$27.27	\$4,845	\$27.95	\$4,966	\$28.66	\$5,090
40	\$24.71	\$4,389	\$25.33	\$4,499	\$25.96	\$4,611	\$26.61	\$4,727	\$27.27	\$4,845	\$27.95	\$4,966	\$28.66	\$5,090	\$29.37	\$5,217
41	\$25.33	\$4,499	\$25.96	\$4,611	\$26.61	\$4,727	\$27.27	\$4,845	\$27.95	\$4,966	\$28.66	\$5,090	\$29.37	\$5,217	\$30.11	\$5,348
42	\$25.96	\$4,611	\$26.61	\$4,727	\$27.27	\$4,845	\$27.95	\$4,966	\$28.66	\$5,090	\$29.37	\$5,217	\$30.11	\$5,348	\$30.86	\$5,482
43	\$26.61	\$4,727	\$27.27	\$4,845	\$27.95	\$4,966	\$28.66	\$5,090	\$29.37	\$30.11	\$5,348	\$5,482	\$31.62	\$5,619	\$32.42	\$5,759
44	\$27.27	\$4,845	\$27.95	\$4,966	\$28.66	\$5,090	\$29.37	\$30.11	\$5,348	\$5,482	\$31.62	\$5,619	\$32.42	\$5,759	\$33.23	\$5,903
45	\$27.95	\$4,966	\$28.66	\$5,090	\$29.37	\$30.11	\$5,348	\$5,482	\$31.62	\$5,619	\$32.42	\$5,759	\$33.23	\$5,903	\$34.05	\$6,051
46	\$28.66	\$5,090	\$29.37	\$5,217	\$30.11	\$5,348	\$5,482	\$31.62	\$5,619	\$32.42	\$5,759	\$33.23	\$34.05	\$6,202	\$34.92	\$6,357
47	\$29.37	\$5,217	\$30.11	\$5,348	\$30.86	\$5,482	\$31.62	\$5,619	\$32.42	\$5,759	\$33.23	\$34.05	\$34.92	\$6,357	\$35.78	\$6,516
48	\$30.11	\$5,348	\$30.86	\$5,482	\$31.62	\$5,619	\$32.42	\$5,759	\$33.23	\$34.05	\$34.92	\$6,202	\$35.78	\$6,516	\$36.68	\$6,679
49	\$30.86	\$5,482	\$31.62	\$5,619	\$32.42	\$5,759	\$33.23	\$34.05	\$34.92	\$6,051	\$34.92	\$6,202	\$35.78	\$6,516	\$37.60	\$6,846
50	\$31.62	\$5,619	\$32.42	\$5,759	\$33.23	\$34.05	\$34.92	\$6,051	\$6,202	\$6,357	\$35.78	\$36.68	\$37.60	\$6,846	\$38.53	\$7,017
51	\$32.42	\$5,759	\$33.23	\$5,903	\$34.05	\$34.92	\$35.78	\$6,202	\$6,357	\$6,516	\$36.68	\$37.60	\$38.53	\$7,017	\$39.50	\$7,192
52	\$33.23	\$5,903	\$34.05	\$6,051	\$34.92	\$35.78	\$6,202	\$6,357	\$6,516	\$36.68	\$37.60	\$38.53	\$39.50	\$7,192	\$40.49	\$7,372
53	\$34.05	\$6,051	\$34.92	\$6,202	\$35.78	\$6,357	\$6,516	\$6,679	\$6,846	\$37.60	\$38.53	\$39.50	\$40.49	\$7,372	\$41.50	\$7,557
54	\$34.92	\$6,202	\$35.78	\$6,357	\$36.68	\$6,516	\$37.60	\$6,679	\$6,846	\$38.53	\$39.50	\$40.49	\$41.50	\$7,557	\$42.53	\$7,745
55	\$35.78	\$6,357	\$36.68	\$6,516	\$37.60	\$6,679	\$6,846	\$7,017	\$7,192	\$40.49	\$41.50	\$42.53	\$43.60	\$7,745	\$44.68	\$7,939
56	\$36.68	\$6,516	\$37.60	\$6,679	\$38.53	\$39.50	\$40.49	\$41.50	\$42.53	\$43.60	\$44.68	\$45.81	\$46.96	\$48.12	\$48.12	\$49.34
57	\$37.60	\$6,679	\$38.53	\$6,846	\$39.50	\$40.49	\$41.50	\$42.53	\$43.60	\$44.68	\$45.81	\$46.96	\$48.12	\$49.34	\$50.56	\$51.83
58	\$38.53	\$6,846	\$39.50	\$7,017	\$40.49	\$41.50	\$42.53	\$43.60	\$44.68	\$45.81	\$46.96	\$48.12	\$49.34	\$50.56	\$51.83	\$53.12
59	\$39.50	\$7,017	\$40.49	\$7,192	\$41.50	\$42.53	\$43.60	\$44.68	\$45.81	\$46.96	\$48.12	\$49.34	\$50.56	\$51.83	\$53.12	\$54.45
60	\$40.49	\$7,192	\$41.50	\$7,372	\$42.53	\$43.60	\$44.68	\$45.81	\$46.96	\$48.12	\$49.34	\$50.56	\$51.83	\$53.12	\$54.45	\$55.82
61	\$41.50	\$7,372	\$42.53	\$7,557	\$43.60	\$44.68	\$45.81	\$46.96	\$48.12	\$49.34	\$50.56	\$51.83	\$53.12	\$54.45	\$55.82	\$57.27
62	\$42.53	\$7,557	\$43.60	\$7,745	\$44.68	\$45.81	\$46.96	\$48.12	\$49.34	\$50.56	\$51.83	\$53.12	\$54.45	\$55.82	\$57.27	\$58.74
63	\$43.60	\$7,745	\$44.68	\$7,939	\$45.81	\$46.96	\$48.12	\$49.34	\$50.56	\$51.83	\$53.12	\$54.45	\$55.82	\$57.27	\$58.74	\$60.21
64	\$44.68	\$7,939	\$45.81	\$8,138	\$46.96	\$48.12	\$49.34	\$50.56	\$51.83	\$53.12	\$54.45	\$55.82	\$57.27	\$58.74	\$60.21	\$61.68
65	\$45.81	\$8,138	\$46.96	\$8,341	\$48.12	\$49.34	\$50.56	\$51.83	\$53.12	\$54.45	\$55.82	\$57.27	\$58.74	\$60.21	\$61.68	\$63.15
66	\$46.96	\$8,341	\$48.12	\$8,550	\$49.34	\$50.56	\$51.83	\$53.12	\$54.45	\$55.82	\$57.27	\$58.74	\$60.21	\$61.68	\$63.15	\$64.62

**APPENDIX C - Town of Apple Valley
Grade and Step Plan - 2018/2019**

Step	8	9	9	10	10	10	11	11	11	12	12	13	13	14	14	15	15
67	\$48.12	\$8,550	\$49.34	\$8,763	\$50.56	\$8,982	\$51.83	\$9,207	\$53.12	\$9,437	\$54.45	\$9,673	\$55.82	\$9,915	\$57.21	\$9,915	\$57.21
68	\$49.34	\$8,763	\$50.56	\$8,982	\$51.83	\$9,207	\$53.12	\$9,437	\$54.45	\$9,673	\$55.82	\$9,915	\$57.21	\$10,163	\$58.64	\$10,163	\$58.64
69	\$50.56	\$8,982	\$51.83	\$9,207	\$53.12	\$9,437	\$54.45	\$9,673	\$55.82	\$9,915	\$57.21	\$10,163	\$58.64	\$10,417	\$60.10	\$10,417	\$60.10
70	\$51.83	\$9,207	\$53.12	\$9,437	\$54.45	\$9,673	\$55.82	\$9,915	\$57.21	\$10,163	\$58.64	\$10,417	\$60.10	\$10,677	\$61.60	\$10,677	\$61.60
71	\$53.12	\$9,437	\$54.45	\$9,673	\$55.82	\$9,915	\$57.21	\$10,163	\$58.64	\$10,417	\$60.10	\$10,677	\$61.60	\$10,944	\$63.15	\$10,944	\$63.15
72	\$54.45	\$9,673	\$55.82	\$9,915	\$57.21	\$10,163	\$58.64	\$10,417	\$60.10	\$10,677	\$61.60	\$10,944	\$63.15	\$11,218	\$64.73	\$11,218	\$64.73
73	\$55.82	\$9,915	\$57.21	\$10,163	\$58.64	\$10,417	\$60.10	\$10,677	\$61.60	\$10,944	\$63.15	\$11,218	\$64.73	\$11,498	\$66.34	\$11,498	\$66.34
74	\$57.21	\$10,163	\$58.64	\$10,417	\$60.10	\$10,677	\$61.60	\$10,944	\$63.15	\$11,218	\$64.73	\$11,498	\$66.34	\$11,786	\$68.00	\$11,786	\$68.00
75	\$58.64	\$10,417	\$60.10	\$10,677	\$61.60	\$10,944	\$63.15	\$11,218	\$64.73	\$11,498	\$66.34	\$11,786	\$68.00	\$12,081	\$69.70	\$12,081	\$69.70
76	\$60.10	\$10,677	\$61.60	\$10,944	\$63.15	\$11,218	\$64.73	\$11,498	\$66.34	\$11,786	\$68.00	\$12,081	\$69.70	\$12,383	\$71.44	\$12,383	\$71.44
77	\$61.60	\$10,944	\$63.15	\$11,218	\$64.73	\$11,498	\$66.34	\$11,786	\$68.00	\$12,081	\$69.70	\$12,383	\$71.44	\$12,692	\$73.22	\$12,692	\$73.22
78	\$63.15	\$11,218	\$64.73	\$11,498	\$66.34	\$11,786	\$68.00	\$12,081	\$69.70	\$12,383	\$71.44	\$12,692	\$73.22	\$13,010	\$75.06	\$13,010	\$75.06
79	\$64.73	\$11,498	\$66.34	\$11,786	\$68.00	\$12,081	\$69.70	\$12,383	\$71.44	\$12,692	\$73.22	\$13,010	\$75.06	\$13,335	\$76.94	\$13,335	\$76.94
80	\$66.34	\$11,786	\$68.00	\$12,081	\$69.70	\$12,383	\$71.44	\$12,692	\$73.22	\$13,010	\$75.06	\$13,335	\$76.94	\$13,668	\$78.86	\$13,668	\$78.86

APPENDIX D

BENEFIT PROGRAM SUMMARY

Line of Coverage	Carrier	2018-2019 Rate	
Medical	Cigna EPO	Employee:	\$449.00
		Employee+Spouse:	\$897.00
		Employee+Children:	\$830.00
		Family:	\$1,346.00
	Cigna Premium PPO	Employee:	\$430.00
		Employee+Spouse:	\$859.00
		Employee+Children:	\$795.00
		Family:	\$1,289.00
	Kaiser	Employee:	\$524.50
		Employee+Spouse:	\$1,258.80
		Employee+Children:	\$917.87
		Family:	\$1,599.72
Dental	Cigna HMO	Employee:	\$18.62
		Employee+Spouse:	\$33.45
		Employee+Children:	\$37.83
		Family:	\$56.00
	Principal PPO	Employee:	\$49.01
		Employee+Spouse:	\$96.60
		Employee+Children:	\$108.01
		Family:	\$168.96
Vision	EyeMed	Employee:	\$5.37
		Employee+Spouse:	\$10.20
		Employee+Children:	\$14.98
Basic Life	Principal	\$0.097 per \$1,000	
Basic AD&D	Principal	\$0.036 per \$1,000	
STD	Cigna	\$0.31 per \$10 of Weekly	
LTD	Cigna	\$0.47 per \$100	
Voluntary Life	Principal	Per \$1,000 of Coverage	
		Age	Rate – Employee/Spouse
		0-29	\$0.080
		30-34	\$0.088
		35-39	\$0.132
		40-44	\$0.214
		45-49	\$0.329
		50-54	\$0.537
		55-59	\$0.843
		60-64	\$1.170

		65-69	\$2.160
		70-100	\$3.568
		Child(ren)	0.096
Voluntary AD&D	Zurich	Employee:	\$0.019
		Spouse:	\$0.019
		Child(ren):	\$0.018
FSA	American Fidelity	\$3.50 per debit card	
Voluntary Products	Health Compare	\$50 minimum monthly fee / \$25 renewal fee	
Voluntary Products	WinFertility	Covered by Crystal & Company	