

Voting Session

Second Reading Ordinance Adopting a Pay Structure for Staff of the City of Takoma Park That Are Represented by the American Federation of State, County, and Municipal Employees Council 67 and Local 3399

Recommended Council Action

Approve Second Reading Ordinance that adopts a position classification plan and pay schedule, consistent with the adopted FY20 City Budget, for staff represented by AFSCME

Context with Key Issues

In accordance with Chapter 4.04, Article 4 of the Takoma Park City Code, the City maintains a position classification plan and pay schedule for City employees. Approximately every three years, a compensation and classification study is conducted to ensure that positions are placed into appropriate grades and that wage scales for the positions reflect market wage scales. Wage scales for the following eight municipalities are defined to be the market that is comparable to Takoma Park: Gaithersburg and Rockville in Montgomery County; Bowie, College Park, Greenbelt, Hyattsville and Laurel in Prince George's County; and Annapolis in Anne Arundel County.

When the last compensation and classification study was conducted in 2015, the wage scales for many Takoma Park positions were very low for the area market. A three-year phasing plan was developed to bring salaries up to a market-competitive level. The system put into place at that time was found to be largely effective as the 2019 study demonstrated that most positions were within the market range for FY19. Still, however, several positions were identified as needing to have their grade or salary range adjusted, and some adjustments were made for internal equity reasons.

The City's consultant, Management Advisory Group International, Inc., used a proprietary system to develop the grade and step system for the positions. Since this grid varied from that used by the previous consultant, employees' salaries needed to be placed on the new grid. In determining the FY20 wages by employee, most employees were moved to the step just above their FY19 wage, and then advanced one step (representing a 1.5% increase) for FY20. If the total increase was not at least 2.4% greater than their FY19 wage, they were moved one additional step. The minimum increase for management level staff (Grade 122 and above) was 2.0%. These adjustments are assuming that an employee receives a "Meets Expectations" rating on their annual evaluation. Employees who receive a "Distinguished" rating are advanced one additional step within the grade. (Employees who receive an "Unsatisfactory" rating do not receive an increase above the "snap to the grid" step.)

Several City positions are paid at levels higher than the market. No full-time position is paid a salary lower than \$40,000, so many City laborer positions receive pay higher than the area market wage. Pay for part-time staff is consistent with the provisions of the Montgomery County minimum wage law, which is higher than the minimum wage for Prince George's and

Prepared by: Suzanne R. Ludlow, City Manager

Anne Arundel Counties. Interns receive pay based on their education level and their pay is increased as the lower level wages are increased.

Because of the uncertainty of the region's economy in the past few years, the collective bargaining agreements for the City's two unions call for annual wage negotiations. The negotiations with AFSCME have been completed; the union that represents Police officers below the rank of sergeant will vote on the wage proposal in August. Wages for the City employees that are represented by AFSCME are effective July 1. This ordinance allows for the wages based on the proposed pay structure to take effect. A separate ordinance will be brought forward to Council when wage negotiations with UFCW Local 400 are concluded.

Council Priority

Fiscally Sustainable Government; Engaged, Responsive & Service-oriented Government

Environmental Considerations

Appropriate pay for City staff positions assists in attracting and retaining excellent staff who will best carry out Council goals.

Fiscal Considerations

The FY20 Budget provides the funding for the wages associated with this pay schedule. Appropriate pay for City staff positions assists in retaining excellent staff. Retention of staff can save money in the long run by reducing expenditures for recruitment and training. Wages generally increase every year unless a vacated position is filled by a new less-experienced employee.

Racial Equity Considerations

Of the 86 staff covered by the AFSCME collective bargaining agreement, approximately 62% are people of color.

Attachments and Links

Draft Second Reading Ordinance Position Title and Salary Range by Grade Grade and Step Chart Introduced by: Councilmember Seamens

ABSTAIN:

First Reading: July 24, 2019

Second Reading: Effective Date:

CITY OF TAKOMA PARK, MARYLAND

ORDINANCE NO. 2019-25

ADOPTING PAY STRUCTURE FOR STAFF OF THE CITY OF TAKOMA PARK THAT ARE REPRESENTED BY AFSCME COUNCIL 67 AND LOCAL 3399

WHEREAS, in accordance with Chapter 4.04, Article 4 of the Takoma Park Code, the City maintains a position classification plan and pay schedule; and, WHEREAS, on a periodic basis, the City conducts classification and compensation studies to ensure that its pay scales are market competitive and that it is able to attract and retain high quality staff; and WHEREAS, Management Advisory Group International, Inc. assisted the City with updating its position descriptions, classification plan and pay structure and undertook a market salary survey; and WHEREAS, most salary ranges for City positions were found to be consistent with the market, but several positions had salary ranges below the market and required adjustment; and WHEREAS, funds for the wages of City staff consistent with the revised pay structure and market salaries were included in the FY20 City Budget adopted in May 2019; and WHEREAS, wage negotiations with the American Federation of State, County and Municipal Employees have been concluded and salaries can be adjusted as of July 1, 2019. NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF TAKOMA PARK, MARYLAND THAT the attached pay structure is adopted for staff that are represented by the American Federation of State, County and Municipal Employees Council 67 and Local 3399 and will remain effective until changed. Adopted this day of , 2019 by roll-call vote as follows: AYE: NAY: ABSENT:

Position Title and Salary Range by Grade Fiscal Year 2020

| Eff | | |
|-----|--|--|
| | | |

| Grade | Department | Position Title | Grade Minimum* | Market | Grade Maximum |
|-------|---|---|----------------------|----------------------|------------------------|
| 105* | | | \$31,915 | \$37,340 | \$50,633 |
| 100 | Police | Crossing Guard** | A22 F44 | 620.207 | ÅF3.46F |
| 106 | Uhann | Liberton Chadrenski | \$33,511 | \$39,207 | \$53,165 |
| | Library Public Works | Library Shelver** | | | |
| 107 | Public Works | Custodian* | \$35,186 | \$41,168 | ĆFF 022 |
| 107 | Public Works | Sanitation Technician* | \$35,186 | \$41,100 | \$55,823 |
| 109 | PUDIIC WORKS | Sanitation recrinician. | \$38,793 | \$45,387 | \$61,545 |
| 103 | Public Works | Garden Maintenance Technician* | 336,733 | Ş43,367 | 301,343 |
| | Public Works | Right of Way Maintenance Technician* | | | |
| 110 | Tublic Works | right of way Maintenance recriminal | \$40,732 | \$47,657 | \$64,623 |
| 110 | Finance | Accounting Assistant | Ç40,732 | Ų47,037 | 70-,023 |
| | Public Works | Custodial Crew Leader | | | |
| | Public Works | Equipment Operator | | | |
| | Public Works | Sanitation Driver | | | |
| 111 | | | \$42,769 | \$50,040 | \$67,854 |
| | Recreation | Customer Service and Passport Technician | | | |
| | Various Departments | Administrative Assistant | | | |
| 112 | | | \$44,907 | \$52,542 | \$71,246 |
| | City Clerk | Records Specialist | | | |
| | Police | Parking Enforcement Officer | | | |
| | Police | Parking Records Assistant | | | |
| | Public Works | Right of Way Crew Leader | | | |
| 113 | | | \$47,153 | \$55,169 | \$74,809 |
| | Finance | Sr. Accounting Assistant | | | |
| | Police | Property & Evidence Clerk | | | |
| | Police | Police Records Assistant | | | |
| | Police | Police Communications Officer | | | |
| 114 | | | \$49,510 | \$57,927 | \$78,549 |
| | City Clerk | Assistant City Clerk | | | |
| | Library | Instructional Library Associate | | | |
| | Library | Library Associate | | | |
| | Police | Code Enforcement Officer | | | |
| | Public Works | Building Maintenance Specialist | | | |
| | Public Works | Mechanic | 4 | | |
| 115 | | | \$51,986 | \$60,824 | \$82,477 |
| | Communications | Audio Visual Specialist | | | |
| | General Administration | Executive Assistant | | | |
| | Housing & Comm Dev | Licensing Specialist | | | |
| | Police | Crime Analyst | | | |
| | Police Police | Executive Assistant/Public Information Officer | | | |
| | | Logistics & Payroll Specialist | | | |
| | Recreation Recreation | Recreation Programs Coordinator Recreation Specialist | | | |
| 116 | Necreation | Necreation specialist | \$54,585 | \$62,865 | \$86,601 |
| 110 | Housing & Comm Dev | Arts Coordinator | | 402,003 | 700,001 |
| | Housing & Comm Dev | Housing Specialist | | | |
| | Housing & Comm Dev | Landlord Tenant Mediator | | | |
| | Housing & Comm Dev | Special Projects Coordinator - HCD | | | |
| | Human Resources | Human Resources Coordinator | | | |
| | Police | Sr. Code Enforcement Officer | | | |
| | Police | Sr. Police Communications Officer | | | |
| 117 | | | \$57,314 | \$67,058 | \$90,931 |
| | Finance | Accounting Supervisor | | | |
| | Human Resources | Human Resources Generalist | | | |
| | Police | Police Private | | | |
| | Police | Police Private First Class (6% increase over min) | | | |
| | Police | Victim/Witness Coordinator | | | |
| | Recreation | Recreation Supervisor | | | |
| 118 | | | \$60,180 | \$70,411 | \$95,477 |
| | | | | | |
| | Library | Librarian | | | |
| | Housing & Comm Dev | Grants Coordinator | | | |
| | | | Ann | A-0.7 | A |
| 119 | Housing & Comm Dev Public Works | Grants Coordinator Urban Forest Manager | \$63,189 | \$73,931 | \$100,251 |
| 119 | Housing & Comm Dev Public Works | Grants Coordinator Urban Forest Manager Budget Specialist | \$63,189 | \$73,931 | \$100,251 |
| 119 | Housing & Comm Dev Public Works Finance Housing & Comm Dev | Grants Coordinator Urban Forest Manager Budget Specialist Planner | \$63,189 | \$73,931 | \$100,251 |
| 119 | Housing & Comm Dev Public Works Finance Housing & Comm Dev Police | Grants Coordinator Urban Forest Manager Budget Specialist Planner Emergency & Policy/Procedures/Resources Manager | \$63,189 | \$73,931 | \$100,251 |
| 119 | Housing & Comm Dev Public Works Finance Housing & Comm Dev Police Police | Grants Coordinator Urban Forest Manager Budget Specialist Planner Emergency & Policy/Procedures/Resources Manager Police Corporal | \$63,189 | \$73,931 | \$100,251 |
| 119 | Housing & Comm Dev Public Works Finance Housing & Comm Dev Police Police Public Works | Grants Coordinator Urban Forest Manager Budget Specialist Planner Emergency & Policy/Procedures/Resources Manager Police Corporal Public Works Project Coordinator | \$63,189 | \$73,931 | \$100,251 |
| 119 | Housing & Comm Dev Public Works Finance Housing & Comm Dev Police Police Public Works Public Works | Grants Coordinator Urban Forest Manager Budget Specialist Planner Emergency & Policy/Procedures/Resources Manager Police Corporal Public Works Project Coordinator Right of Way Supervisor | \$63,189 | \$73,931 | \$100,251 |
| 119 | Housing & Comm Dev Public Works Finance Housing & Comm Dev Police Police Public Works Public Works | Grants Coordinator Urban Forest Manager Budget Specialist Planner Emergency & Policy/Procedures/Resources Manager Police Corporal Public Works Project Coordinator Right of Way Supervisor Construction Manager | \$63,189 | \$73,931 | \$100,251 |
| 119 | Housing & Comm Dev Public Works Finance Housing & Comm Dev Police Police Public Works Public Works Public Works Public Works | Grants Coordinator Urban Forest Manager Budget Specialist Planner Emergency & Policy/Procedures/Resources Manager Police Corporal Public Works Project Coordinator Right of Way Supervisor Construction Manager Vegetation Manager | \$63,189 | \$73,931 | \$100,251 |
| | Housing & Comm Dev Public Works Finance Housing & Comm Dev Police Police Public Works Public Works | Grants Coordinator Urban Forest Manager Budget Specialist Planner Emergency & Policy/Procedures/Resources Manager Police Corporal Public Works Project Coordinator Right of Way Supervisor Construction Manager | | | |
| 119 | Housing & Comm Dev Public Works Finance Housing & Comm Dev Police Police Public Works Public Works Public Works Public Works Public Works Public Works | Grants Coordinator Urban Forest Manager Budget Specialist Planner Emergency & Policy/Procedures/Resources Manager Police Corporal Public Works Project Coordinator Right of Way Supervisor Construction Manager Vegetation Manager Sanitation Supervisor | \$63,189 \$66,349 | \$73,931 \$77,628 | \$100,251 \$105,263 |
| | Housing & Comm Dev Public Works Finance Housing & Comm Dev Police Police Public Works | Grants Coordinator Urban Forest Manager Budget Specialist Planner Emergency & Policy/Procedures/Resources Manager Police Corporal Public Works Project Coordinator Right of Way Supervisor Construction Manager Vegetation Manager Sanitation Supervisor Media Specialist | | | |
| | Housing & Comm Dev Public Works Finance Housing & Comm Dev Police Police Public Works | Grants Coordinator Urban Forest Manager Budget Specialist Planner Emergency & Policy/Procedures/Resources Manager Police Corporal Public Works Project Coordinator Right of Way Supervisor Construction Manager Vegetation Manager Sanitation Supervisor Media Specialist Network Engineer | | | |
| | Housing & Comm Dev Public Works Finance Housing & Comm Dev Police Police Public Works | Grants Coordinator Urban Forest Manager Budget Specialist Planner Emergency & Policy/Procedures/Resources Manager Police Corporal Public Works Project Coordinator Right of Way Supervisor Construction Manager Vegetation Manager Sanitation Supervisor Media Specialist Network Engineer Application & Hardware Administrator | | | |
| | Housing & Comm Dev Public Works Finance Housing & Comm Dev Police Police Public Works Public Works Public Works Public Works Public Works Public Works TI IT | Grants Coordinator Urban Forest Manager Budget Specialist Planner Emergency & Policy/Procedures/Resources Manager Police Corporal Public Works Project Coordinator Right of Way Supervisor Construction Manager Vegetation Manager Sanitation Supervisor Media Specialist Network Engineer | | | |
| | Housing & Comm Dev Public Works Finance Housing & Comm Dev Police Police Public Works Public Works Public Works Public Works Public Works Public Works Tommunications IT Public Works | Grants Coordinator Urban Forest Manager Budget Specialist Planner Emergency & Policy/Procedures/Resources Manager Police Corporal Public Works Project Coordinator Right of Way Supervisor Construction Manager Vegetation Manager Sanitation Supervisor Media Specialist Network Engineer Application & Hardware Administrator Equipment Maintenance Supervisor | | | |
| 120 | Housing & Comm Dev Public Works Finance Housing & Comm Dev Police Police Public Works Public Works Public Works Public Works Public Works Public Works Tommunications IT Public Works | Grants Coordinator Urban Forest Manager Budget Specialist Planner Emergency & Policy/Procedures/Resources Manager Police Corporal Public Works Project Coordinator Right of Way Supervisor Construction Manager Vegetation Manager Sanitation Supervisor Media Specialist Network Engineer Application & Hardware Administrator Equipment Maintenance Supervisor | \$66,349 | \$77,628 | \$105,263 |
| 120 | Housing & Comm Dev Public Works Finance Housing & Comm Dev Police Police Public Works Finance Total Communications Public Works Public Works Public Works Public Works | Grants Coordinator Urban Forest Manager Budget Specialist Planner Emergency & Policy/Procedures/Resources Manager Police Corporal Public Works Project Coordinator Right of Way Supervisor Construction Manager Vegetation Manager Sanitation Supervisor Media Specialist Network Engineer Application & Hardware Administrator Equipment Maintenance Supervisor Facility Maintenance Supervisor | \$66,349 | \$77,628 | \$105,263 |
| 120 | Housing & Comm Dev Public Works Finance Housing & Comm Dev Police Police Public Works Communications IT IT Public Works Public Works Communications Communications | Grants Coordinator Urban Forest Manager Budget Specialist Planner Emergency & Policy/Procedures/Resources Manager Police Corporal Public Works Project Coordinator Right of Way Supervisor Construction Manager Vegetation Manager Sanitation Supervisor Media Specialist Network Engineer Application & Hardware Administrator Equipment Maintenance Supervisor Facility Maintenance Supervisor Video Production Manager | \$66,349 | \$77,628 | \$105,263 |

| | Library | Library Manager - Tech Services | | | |
|-----|---------------------------------------|--|-----------|-----------|-----------|
| | Police | Police Sergeant | | | |
| | Public Works | Sustainability Manager | | | |
| | Recreation | Recreation Programs Manager | 4 | | 4 |
| 124 | | | \$80,647 | \$94,357 | \$127,948 |
| | Housing & Comm Dev | Community Development Manager - Economic Development | | | |
| | Housing & Comm Dev | Community Development Manager - Housing | | | |
| | Housing & Comm Dev | Community Development Manager - Planning | | | |
| | Police | Police Lieutenant | | | |
| 126 | D-II | Deline Contain | \$88,914 | \$104,029 | \$141,063 |
| | Police | Police Captain | | | |
| | Public Works | City Engineer Assistant Recreation Director | | | |
| | Recreation | Assistant Recreation Director | 400.00= | 4444.000 | 44 |
| 128 | Police | Demote Ballion Chief | \$98,027 | \$114,692 | \$155,522 |
| 420 | Police | Deputy Police Chief | Ć400.07F | \$435.440 | 6474.462 |
| 130 | City Clerk | Director of Council Affairs | \$108,075 | \$126,448 | \$171,463 |
| | Finance | Finance Director | | | |
| | | | | | |
| | Housing & Comm Dev Human Resources | Housing & Comm Dev Director Human Resources Director | | | |
| | IT Resources | | | | |
| | Library | IT Director Library Director | | | |
| | Public Works | Public Works Director | | | |
| | Recreation | Recreation Director | | | |
| 131 | necreation | Necreation Director | \$113,479 | \$132,770 | \$180,036 |
| 131 | Police | Police Chief | 7113,473 | 7132,770 | \$100,030 |
| 133 | ronce | r olice chier | \$125,110 | \$146,379 | \$198,490 |
| 133 | General Administration | Deputy City Manager | 7123,110 | Ç1-0,373 | \$156,450 |
| | General Administration | Deputy City Manager | | | |

- Full-time career staff earn at least \$40,000 annually. Minimum annualized salary is first step which is at least \$40,000.
- ** At the time of this report, only part-time staff filled this position.

NOTE:

As a Council priority, all full-time staff are to be paid an hourly rate which equates to an annualized salary of not less than \$40,000. The minimum annualized salary indicated in each grade is the first step which is at least \$40,000 within the adopted salary structure. As a result, some grades will have a slightly higher minimum than others.

Highlighted titles are those that are represented by AFSCME

FISCAL 2020 Salary Scale

Grade Range Grade Increase 5.00% Step Increase 1.50% GRADE GRADE AD 32,879.63 105 31.915.00 32.393.73 33.372.83 33,873.42 34.381.52 34.897.24 35.420.70 35.952.01 36.491.29 37.038.66 37.594.24 38,158.15 38,730.53 39,311.48 39,901.16 40.499.67 41.107.17 41.723.78 42.349.63 42.984.88 43.629.65 44,284.10 44.948.36 45.622.58 46.306.92 47.001.52 47.706.55 48.422.15 49.148.48 49.885.71 50.633.99 105 33.510.75 34.013.41 34.523.61 35.041.47 35.567.09 36.100.59 36.642.10 37.191.74 37.749.61 38.315.86 38.890.59 39.473.95 40.066.06 40.667.05 41,277,06 41.896.21 42.524.66 43.162.53 43,809,97 44,467,11 45.134.12 45.811.13 46.498.30 47.195.77 47.903.71 48.622.27 49.351.60 50.091.88 50.843.25 51.605.90 52.379.99 53.165.69 37,345.44 42,069.36 42,700.41 45,320.65 46,000.46 46,690.47 48,101.69 49,555.56 51,819.18 55,823.97 35,186.29 35,714.08 36,793.54 37,905.62 38,474.21 39,051.32 39,637.09 40,835.12 41,447.65 43,340.91 43,991.02 44,650.89 47,390.83 48,823.22 50,298.90 51,053.38 52,596.47 53,385.42 54,186.20 54,998.99 36,249.79 40,231.65 36.945.60 37.499.79 38.062.28 38.633.22 39,212.72 39.800.91 40.397.92 41.003.89 41.618.95 42.243.23 42.876.88 43.520.03 44.172.83 44.835.43 45,507,96 46,190,58 46.883.43 47.586.69 48.300.49 49.024.99 49.760.37 50.506.77 51.264.38 52.033.34 52.813.84 53.606.05 54.410.14 55.226.29 56.054.69 56 895 51 57.748.94 58.615.17 109 38.792.88 39.374.78 39.965.40 40.564.88 41.173.35 41.790.95 42.417.82 43.054.08 43.699.89 44.355.39 45.020.72 45.696.03 46.381.47 47.077.20 47.783.35 48.500.10 49.227.61 49.966.02 50.715.51 51.476.24 52.248.39 53.032.11 53.827.59 54.635.01 55.454.53 56.286.35 57.130.65 57.987.61 58.857.42 59.740.28 60.636.39 61.545.93 109 47,271.76 47,980.84 50,172.52 58,227.26 64,623.23 41,963.67 42,593.12 43,232.02 43,880.50 44,538.71 45,206.79 45,884.89 46,573.16 48,700.55 49,431.06 50,925.11 51,688.99 52,464.32 53,251.29 54,050.06 54,860.81 55,683.72 56,518.97 57,366.76 59,100.67 59,987.18 60,886.99 61,800.29 62,727.30 63,668.21 40,732.53 41,343.51 42,769.15 43,410.69 44,061.85 44,722.78 45,393.62 46,074.52 46,765.64 47,467.13 48,179.13 48,901.82 49,635.35 50,379.88 51,135.58 51,902.61 52,681.15 53,471.37 54,273.44 55,087.54 55,913.85 56.752.56 57,603.85 58.467.90 59,344.92 60,235.10 61,138.62 62.055.70 62.986.54 63,931.34 64,890.31 65.863.66 66,851.62 67,854.39 111 44.907.61 45.581.22 46.264.94 46.958.92 47.663.30 48.378.25 49.103.92 49.840.48 50.588.09 51.346.91 52.117.11 52.898.87 53.692.35 54.497.74 55.315.21 56.144.93 56.987.11 57.841.91 58.709.54 59.590.19 60.484.04 61.391.30 62.312.17 63.246.85 64.195.55 65.158.49 66.135.87 67.127.90 68.134.82 69.156.84 70.194.20 71.247.11 112 47,152.99 49,306.86 50,046.47 50,797.16 51,559.12 52,332.51 53,117.49 53,914.26 54,722.97 55,543.82 56,376.97 57,222.63 58,952.18 59,836.46 60,734.01 61,645.02 62,569.70 63,508.24 64,460.86 66,409.19 67,405.33 72,614.69 73,703.91 74,809.47 113 47,860.29 48,578.19 58,080.97 65,427.78 68,416.41 69,442.66 70,484.30 71,541.56 51,007.10 52,548.79 53,337.02 54,137.08 54,949.13 56,609.97 57,459.12 61,899.79 62,828.29 63,770.71 66,683.65 67,683.91 69,729.65 70,775.60 72,914.79 75,118.64 76,245.42 78,549.94 49,510.64 50,253.30 51,772.21 55,773.37 58,321.01 59,195.82 60,083.76 60,985.01 64,727.27 65,698.18 68,699.17 71,837.23 74,008.51 77,389.10 115 51.986.17 52.765.96 53.557.45 54.360.82 55.176.23 56.003.87 56.843.93 57.696.59 58.562.04 59.440.47 60.332.07 61.237.06 62.155.61 63.087.95 64.034.27 64.994.78 65.969.70 66.959.25 67.963.64 68.983.09 70.017.84 71.068.10 72.134.13 73,216,14 74.314.38 75,429.09 76.560.53 77.708.94 78.874.57 80.057.69 81.258.56 82.477.44 115 85,321.49 54,585.48 55,404.26 56,235.33 57,078.86 57,935.04 58,804.07 59,686.13 60,581.42 61,490.14 62,412.49 63,348.68 64,298.91 65,263.39 66,242.34 67,235.98 68,244.52 69,268.19 70,307.21 71,361.82 72,432.24 73,518.73 74,621.51 75,740.83 76,876.94 78,030.10 79,200.55 80,388.56 81,594.39 82,818.30 84,060.58 86,601.31 57,314.75 59,047.09 60,831.79 61,744.27 62,670.43 63,610.49 65,533.12 66,516.11 67,513.85 68,526.56 69,554.46 72,731.60 73,822.57 74,929.91 77,194.66 79,527.87 80,720.79 84,407.99 88,263.61 89,587.56 90,931.37 58,174.48 59,932.80 64,564.65 70,597.78 71,656.74 76,053.86 78,352.58 81,931.60 83,160.58 85,674.11 86,959.22 60.180.49 61.083.20 61.999.45 62,929.44 63.873.38 64.831.48 65.803.95 66.791.01 67.792.88 68.809.77 69.841.92 70.889.55 71.952.89 73.032.18 74.127.67 75,239.58 76.368.18 77.513.70 78.676.40 79.856.55 81.054.40 82.270.21 83.504.27 84.756.83 86.028.18 87.318.61 88.628.38 89.957.81 91.307.18 92.676.79 94.066.94 95.477.94 97,310.62 119 119 64,137.36 65,099.42 66,075.91 67,067.05 68,073.06 70,130.56 71,182.52 72,250.26 73,334.01 74,434.02 75,550.53 76,683.79 77,834.05 79,001.56 80,186.58 81,389.38 82,610.22 83,849.38 85,107.12 86,383.72 87,679.48 88,994.67 90,329.59 91,684.54 94,455.70 95,872.54 98,770.28 100,251.84 63,189.52 69,094.15 93,059.80 94,846.07 102,176.16 70,420.40 71,476.71 72,548.86 73,637.09 75,862.77 77,000.71 78.155.73 79.328.06 80.517.98 82,951.64 85,458.85 86.740.73 88.041.85 89,362.47 90.702.91 92,063.45 93,444.41 96,268.76 97.712.79 99,178.49 100,666.16 103,708,80 105,264.43 66.348.99 67,344.23 68,354.39 69.379.71 74,741.65 81,725.75 84,195.91 121 69.666.44 70.711.44 71.772.11 72.848.69 73.941.42 75.050.54 76.176.30 77.318.95 78.478.73 79.655.91 80.850.75 82.063.51 83.294.46 84.543.88 85.812.04 87.099.22 88.405.71 89.731.79 91.077.77 92.443.94 93.830.60 95.238.06 96.666.63 98.116.63 99.588.38 101.082.20 102.598.43 104.137.41 105.699.47 107.284.96 108.894.24 110.527.65 121 103.022.46 104.567.79 114.338.95 122 73.149.76 74.247.01 75.360.72 76.491.13 77.638.49 78,803,07 79.985.12 81.184.89 82.402.67 83,638,71 84.893.29 86.166.69 87.459.19 88.771.08 90.102.64 91.454.18 92.825.99 94.218.38 95.631.66 97.066.13 98.522.13 99.999.96 101,499,96 106.136.31 107.728.36 109.344.28 110.984.45 112.649.21 116.054.03 122 76,807.25 77,959.36 79,128.75 80,315.68 81,520.42 82,743.22 83,984.37 85,244.14 86,522.80 87,820.64 89,137.95 90,475.02 91,832.15 93,209.63 94,607.77 96,026.89 97,467.29 98,929.30 100,413.24 101,919.44 103,448.23 104,999.96 106,574.96 108,173.58 109,796.18 111,443.13 113,114.77 114,811.50 116,533.67 118,281.67 120,055.90 121,856.74 80 647 62 81 857 33 83 085 19 84 331 47 85 596 44 86 880 39 88 183 59 89 506 35 90 848 94 92 211 68 93 594 85 94 998 77 96 423 75 97 870 11 99 338 16 100 828 23 102 340 66 103 875 77 105 433 90 107 015 41 108 620 64 110 249 95 111 903 70 113 582 26 115 285 99 117 015 28 118 770 51 120 552 07 122 360 35 124 195 76 126 058 69 127 949 57 124 125 84,680.00 85,950.20 87,239.45 88,548.04 89,876.26 91,224.41 92,592.77 93,981.66 95,391.39 96,822.26 98,274.59 99,748.71 101,244.94 102,763.62 104,305.07 105,869.65 107,457.69 109,069.56 110,705.60 112,366.18 114,051.68 115,762.45 117,498.89 119,261.37 121,050.29 122,866.05 124,709.04 126,579.67 128,478.37 130,405.54 132,361.63 134,347.05 125 92,975.44 94,370.07 98,680.75 100,160.96 101,663.37 103,188.32 104,736.15 112,830.58 114,523.03 116,240.88 117,984.49 119,754.26 121,550.57 123,373.83 125,224.44 127,102,81 134,902.29 136,925.82 138,979.71 141,064.40 88,914.00 90,247.71 91,601.42 95,785.63 97,222.41 106,307.19 107,901.80 109.520.32 111,163.13 129.009.35 130.944.49 132,908.66 127 93 359 70 94.760.09 96.181.49 97.624.22 99 088 58 100 574 91 102 083 53 103 614 78 105 169 01 106.746.54 108 347 74 109.972.95 111.622.55 113.296.89 114 996 34 116.721.29 118 472 10 120,249,19 122 052 92 123 883 72 125 741 97 127 628 10 129 542 52 131 485 66 133 457 95 135 459 82 137 491 71 139 554 09 141 647 40 143 772 11 145 928 69 148 117 62 127 98,027.68 99,498.10 100,990.57 102,505.43 104,043.01 105,603.65 107,187.71 108,795.52 110,427.46 112,083.87 113,765.13 115,471.60 117,203.68 118,961.73 120,746.16 122,557.35 124,395.71 126,261.65 128,155.57 130,077.90 132,029.07 134,009.51 136,019.65 138,059.95 140,130.85 142,232.81 144,366.30 146,531.79 148,729.77 150,960.72 153,225.13 155,523.51 129 102,929,06 104.473.00 106.040.10 107.630.70 109,245,16 110.883.83 112.547.09 114.235.30 115.948.83 117,688.06 119,453,38 121,245.18 123.063.86 124,909.82 126,783,47 128.685.22 130.615.50 132.574.73 134,563.35 136.581.80 138.630.53 140.709.98 142.820.63 144.962.94 147.137.39 149.344.45 151.584.61 153.858.38 156,166,26 158.508.75 111.342.10 113.012.23 114.707.42 116.428.03 118.174.45 110 047 06 121.746.27 123.572.46 125,426.05 127,307.44 129.217.05 131.155.31 133.122.64 135.119.48 137.146.27 139.203.46 141.291.52 143.410.89 145.562.05 147.745.48 149.961.67 152,211.09 154.494.26 156.811.67 159.163.85 161.551.30 163.974.57 166.434.19 168.930.70 171 464 66 108.075.52 109.696.65 131 131 113,479,29 115.181.48 116.909.21 118.662.84 120.442.79 122,249,43 124,083,17 125.944.42 127.833.58 129.751.09 131.697.35 133.672.81 135.677.91 137.713.07 139.778.77 141.875.45 144.003.58 146.163.64 148.356.09 150.581.43 152.840.16 155,132,76 157.459.75 159.821.64 162.218.97 164.652.25 167.122.04 169.628.87 172.173.30 174.755.90 177.377.24 180.037.90 155,773.90 158,110.51 119,153.26 120,940.56 122,754.67 124,595.99 126,464.93 128,361.90 130,287.33 132,241.64 134,225.26 136,238.64 138,282.22 140,356.45 142,461.80 144,598.73 146,767.71 148,969.22 151,203.76 153,471.82 160,482.16 162,889.40 165,332.74 167,812.73 170,329.92 172,884.87 175,478.14 178,110.31 180,781.97 183,493.70 186,246.10 189,039.79 133 143,050.57 145,196.33 147,374.28 149,584.89 151,828.66 154,106.09 158,763.95 161,145.41 163,562.59 166,016.03 168,506.27 171,033.86 173,599.37 176,203.36 178,846.41 181,529.11 184,252.05 132,788.17 134,779.99 136,801.69 138.853.72 140,936.53 156,417.69 187,015.83 189,821.07 192,668.38 195.558.41 198.491.78

| | | | | | | | | | | | | | | | | S | EP | | | | | | | | | | | | | | | | |
|-------|-------|----------------|----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|----------------|-------|-------|-------|-------|-------|----------------|-------|-------|------|
| GRADE | Α | В | С | D | E | F | G | н | ı | J | K | L | М | N | 0 | Р | Q | R | s | т | U | ٧ | w | Х | Y | Z | AA | AB | AC | AD | AE | AF | GRAD |
| 105 | 15.34 | 15.57 | 15.81 | 16.04 | 16.29 | 16.53 | 16.78 | 17.03 | 17.28 | 17.54 | 17.81 | 18.07 | 18.35 | 18.62 | 18.90 | 19.18 | 19.47 | 19.76 | 20.06 | 20.36 | 20.67 | 20.98 | 21.29 | 21.61 | 21.93 | 22.26 | 22.60 | 22.94 | 23.28 | 23.63 | 23.98 | 24.34 | 105 |
| 106 | 16.11 | 16.35 | 16.60 | 16.85 | 17.10 | 17.36 | 17.62 | 17.88 | 18.15 | 18.42 | 18.70 | 18.98 | 19.26 | 19.55 | 19.84 | 20.14 | 20.44 | 20.75 | 21.06 | 21.38 | 21.70 | 22.02 | 22.35 | 22.69 | 23.03 | 23.38 | 23.73 | 24.08 | 24.44 | 24.81 | 25.18 | 25.56 | 106 |
| 107 | 16.92 | 17.17 | 17.43 | 17.69 | 17.95 | 18.22 | 18.50 | 18.77 | 19.06 | 19.34 | 19.63 | 19.93 | 20.23 | 20.53 | 20.84 | 21.15 | 21.47 | 21.79 | 22.12 | 22.45 | 22.78 | 23.13 | 23.47 | 23.82 | 24.18 | 24.54 | 24.91 | 25.29 | 25.67 | 26.05 | 26.44 | 26.84 | 107 |
| 108 | 17.76 | 18.03 | 18.30 | 18.57 | 18.85 | 19.14 | 19.42 | 19.71 | 20.01 | 20.31 | 20.61 | 20.92 | 21.24 | 21.56 | 21.88 | 22.21 | 22.54 | 22.88 | 23.22 | 23.57 | 23.92 | 24.28 | 24.65 | 25.02 | 25.39 | 25.77 | 26.16 | 26.55 | 26.95 | 27.35 | 27.76 | 28.18 | 108 |
| 109 | 18.65 | 18.93 | 19.21 | 19.50 | 19.79 | 20.09 | 20.39 | 20.70 | 21.01 | 21.32 | 21.64 | 21.97 | 22.30 | 22.63 | 22.97 | 23.32 | 23.67 | 24.02 | 24.38 | 24.75 | 25.12 | 25.50 | 25.88 | 26.27 | 26.66 | 27.06 | 27.47 | 27.88 | 28.30 | 28.72 | 29.15 | 29.59 | 109 |
| 110 | 19.58 | 19.88 | 20.17 | 20.48 | 20.78 | 21.10 | 21.41 | 21.73 | 22.06 | 22.39 | 22.73 | 23.07 | 23.41 | 23.76 | 24.12 | 24.48 | 24.85 | 25.22 | 25.60 | 25.99 | 26.38 | 26.77 | 27.17 | 27.58 | 27.99 | 28.41 | 28.84 | 29.27 | 29.71 | 30.16 | 30.61 | 31.07 | 110 |
| 111 | 20.56 | 20.87 | 21.18 | 21.50 | 21.82 | 22.15 | 22.48 | 22.82 | 23.16 | 23.51 | 23.86 | 24.22 | 24.58 | 24.95 | 25.33 | 25.71 | 26.09 | 26.48 | 26.88 | 27.28 | 27.69 | 28.11 | 28.53 | 28.96 | 29.39 | 29.83 | 30.28 | 30.74 | 31.20 | 31.67 | 32.14 | 32.62 | 111 |
| 112 | 21.59 | 21.91 | 22.24 | 22.58 | 22.92 | 23.26 | 23.61 | 23.96 | 24.32 | 24.69 | 25.06 | 25.43 | 25.81 | 26.20 | 26.59 | 26.99 | 27.40 | 27.81 | 28.23 | 28.65 | 29.08 | 29.52 | 29.96 | 30.41 | 30.86 | 31.33 | 31.80 | 32.27 | 32.76 | 33.25 | 33.75 | 34.25 | 112 |
| 113 | 22.67 | 23.01 | 23.35 | 23.71 | 24.06 | 24.42 | 24.79 | 25.16 | 25.54 | 25.92 | 26.31 | 26.70 | 27.10 | 27.51 | 27.92 | 28.34 | 28.77 | 29.20 | 29.64 | 30.08 | 30.53 | 30.99 | 31.46 | 31.93 | 32.41 | 32.89 | 33.39 | 33.89 | 34.39 | 34.91 | 35.43 | 35.97 | 113 |
| 114 | 23.80 | 24.16 | 24.52 | 24.89 | 25.26 | 25.64 | 26.03 | 26.42 | 26.81 | 27.22 | 27.62 | 28.04 | 28.46 | 28.89 | 29.32 | 29.76 | 30.21 | 30.66 | 31.12 | 31.59 | 32.06 | 32.54 | 33.03 | 33.52 | 34.03 | 34.54 | 35.06 | 35.58 | 36.11 | 36.66 | 37.21 | 37.76 | 114 |
| 115 | 24.99 | 25.37 | 25.75 | 26.14 | 26.53 | 26.92 | 27.33 | 27.74 | 28.15 | 28.58 | 29.01 | 29.44 | 29.88 | 30.33 | 30.79 | 31.25 | 31.72 | 32.19 | 32.67 | 33.16 | 33.66 | 34.17 | 34.68 | 35.20 | 35.73 | 36.26 | 36.81 | 37.36 | 37.92 | 38.49 | 39.07 | 39.65 | 115 |
| 116 | 26.24 | 26.64 | 27.04 | 27.44 | 27.85 | 28.27 | 28.70 | 29.13 | 29.56 | 30.01 | 30.46 | 30.91 | 31.38 | 31.85 | 32.32 | 32.81 | 33.30 | 33.80 | 34.31 | 34.82 | 35.35 | 35.88 | 36.41 | 36.96 | 37.51 | 38.08 | 38.65 | 39.23 | 39.82 | 40.41 | 41.02 | 41.64 | 116 |
| 117 | 27.56 | 27.97 | 28.39 | 28.81 | 29.25 | 29.68 | 30.13 | 30.58 | 31.04 | 31.51 | 31.98 | 32.46 | 32.95 | 33.44 | 33.94 | 34.45 | 34.97 | 35.49 | 36.02 | 36.56 | 37.11 | 37.67 | 38.23 | 38.81 | 39.39 | 39.98 | 40.58 | 41.19 | 41.81 | 42.43 | 43.07 | 43.72 | 117 |
| 118 | 28.93 | 29.37 | 29.81 | 30.25 | 30.71 | 31.17 | 31.64 | 32.11 | 32.59 | 33.08 | 33.58 | 34.08 | 34.59 | 35.11 | 35.64 | 36.17 | 36.72 | 37.27 | 37.83 | 38.39 | 38.97 | 39.55 | 40.15 | 40.75 | 41.36 | 41.98 | 42.61 | 43.25 | 43.90 | 44.56 | 45.22 | 45.90 | 118 |
| 119 | 30.38 | 30.84 | 31.30 | 31.77 | 32.24 | 32.73 | 33.22 | 33.72 | 34.22 | 34.74 | 35.26 | 35.79 | 36.32 | 36.87 | 37.42 | 37.98 | 38.55 | 39.13 | 39.72 | 40.31 | 40.92 | 41.53 | 42.15 | 42.79 | 43.43 | 44.08 | 44.74 | 45.41 | 46.09 | 46.78 | 47.49 | 48.20 | 119 |
| 120 | 31.90 | 32.38 | 32.86 | 33.36 | 33.86 | 34.36 | 34.88 | 35.40 | 35.93 | 36.47 | 37.02 | 37.57 | 38.14 | 38.71 | 39.29 | 39.88 | 40.48 | 41.09 | 41.70 | 42.33 | 42.96 | 43.61 | 44.26 | 44.93 | 45.60 | 46.28 | 46.98 | 47.68 | 48.40 | 49.12 | 49.86 | 50.61 | 120 |
| 121 | 33.49 | 34.00 | 34.51 | 35.02 | 35.55 | 36.08 | 36.62 | 37.17 | 37.73 | 38.30 | 38.87 | 39.45 | 40.05 | 40.65 | 41.26 | 41.87 | 42.50 | 43.14 | 43.79 | 44.44 | 45.11 | 45.79 | 46.47 | 47.17 | 47.88 | 48.60 | 49.33 | 50.07 | 50.82 | 51.58 | 52.35 | 53.14 | 121 |
| 122 | 35.17 | 35.70 | 36.23 | 36.77 | 37.33 | 37.89 | 38.45 | 39.03 | 39.62 | 40.21 | 40.81 | 41.43 | 42.05 | 42.68 | 43.32 | 43.97 | 44.63 | 45.30 | 45.98 | 46.67 | 47.37 | 48.08 | 48.80 | 49.53 | 50.27 | 51.03 | 51.79 | 52.57 | 53.36 | 54.16 | 54.97 | 55.80 | 122 |
| 123 | 36.93 | 37.48 | 38.04 | 38.61 | 39.19 | 39.78 | 40.38 | 40.98 | 41.60 | 42.22 | 42.85 | 43.50 | 44.15 | 44.81 | 45.48 | 46.17 | 46.86 | 47.56 | 48.28 | 49.00 | 49.73 | 50.48 | 51.24 | 52.01 | 52.79 | 53.58 | 54.38 | 55.20 | 56.03 | 56.87 | 57.72 | 58.58 | 123 |
| 124 | 38.77 | 39.35 | 39.94 | 40.54 | 41.15 | 41.77 | 42.40 | 43.03 | 43.68 | 44.33 | 45.00 | 45.67 | 46.36 | 47.05 | 47.76 | 48.48 | 49.20 | 49.94 | 50.69 | 51.45 | 52.22 | 53.00 | 53.80 | 54.61 | 55.43 | 56.26 | 57.10 | 57.96 | 58.83 | 59.71 | 60.61 | 61.51 | 124 |
| 125 | 40.71 | 41.32 | 41.94 | 42.57 | 43.21 | 43.86 | 44.52 | 45.18 | 45.86 | 46.55 | 47.25 | 47.96 | 48.68 | 49.41 | 50.15 | 50.90 | 51.66 | 52.44 | 53.22 | 54.02 | 54.83 | 55.66 | 56.49 | 57.34 | 58.20 | 59.07 | 59.96 | 60.86 | 61.77 | 62.69 | 63.64 | 64.59 | 125 |
| 126 | 42.75 | 43.39 | 44.04 | 44.70 | 45.37 | 46.05 | 46.74 | 47.44 | 48.15 | 48.88 | 49.61 | 50.35 | 51.11 | 51.88 | 52.65 | 53.44 | 54.25 | 55.06 | 55.89 | 56.72 | 57.57 | 58.44 | 59.31 | 60.20 | 61.11 | 62.02 | 62.95 | 63.90 | 64.86 | 65.83 | 66.82 | 67.82 | 126 |
| 127 | 44.88 | 45.56 | 46.24 | 46.93 | 47.64 | 48.35 | 49.08 | 49.81 | 50.56 | 51.32 | 52.09 | 52.87 | 53.66 | 54.47 | 55.29 | 56.12 | 56.96 | 57.81 | 58.68 | 59.56 | 60.45 | 61.36 | 62.28 | 63.21 | 64.16 | 65.12 | 66.10 | 67.09 | 68.10 | 69.12 | 70.16 | 71.21 | 127 |
| 128 | 47.13 | 47.84 | 48.55 | 49.28 | 50.02 | 50.77 | 51.53 | 52.31 | 53.09 | 53.89 | 54.69 | 55.52 | 56.35 | 57.19 | 58.05 | 58.92 | 59.81 | 60.70 | 61.61 | 62.54 | 63.48 | 64.43 | 65.39 | 66.37 | 67.37 | 68.38 | 69.41 | 70.45 | 71.50 | 72.58 | 73.67 | 74.77 | 128 |
| 129 | 49.49 | 50.23 | 50.98 | 51.75 | 52.52 | 53.31 | 54.11 | 54.92 | 55.74 | 56.58 | 57.43 | 58.29 | 59.17 | 60.05 | 60.95 | 61.87 | 62.80 | 63.74 | 64.69 | 65.66 | 66.65 | 67.65 | 68.66 | 69.69 | 70.74 | 71.80 | 72.88 | 73.97 | 75.08 | 76.21 | 77.35 | 78.51 | 129 |
| 130 | 51.96 | 52.74 | 53.53 | 54.33 | 55.15 | 55.98 | 56.81 | 57.67 | 58.53 | 59.41 | 60.30 | 61.21 | 62.12 | 63.06 | 64.00 | 64.96 | 65.94 | 66.92 | 67.93 | 68.95 | 69.98 | 71.03 | 72.10 | 73.18 | 74.28 | 75.39 | 76.52 | 77.67 | 78.83 | 80.02 | 81.22 | 82.43 | 130 |
| 131 | 54.56 | 55.38 | 56.21 | 57.05 | 57.91 | 58.77 | 59.66 | 60.55 | 61.46 | 62.38 | 63.32 | 64.27 | 65.23 | 66.21 | 67.20 | 68.21 | 69.23 | 70.27 | 71.33 | 72.39 | 73.48 | 74.58 | 75.70 | 76.84 | 77.99 | 79.16 | 80.35 | 81.55 | 82.78 | 84.02 | 85.28 | 86.56 | 131 |
| 132 | 57.29 | 00.14 64.0E | 59.02 61.97 | 59.90 | 60.80 | 61.71 | 62.64 | 63.58 | 64.53 | 65.50 | 66.48 | 67.48 | 68.49 | 69.52 | 70.56 | 71.62 | 72.69 | 73.78 | 74.89 | 76.01 | 77.15 | 78.31 | 79.49 | 80.68 84.71 | 81.89 | 83.12 | 84.30 | 85.63 | 86.91 | 88.22 92.63 | 89.54 | 90.88 | 132 |
| 133 | 60.15 | 61.05 | 61.97 | 62.90 | 63.84 | 64.80 | 65.77 | 66.76 | 67.76 | 68.77 | 69.81 | 70.85 | 71.92 | 72.99 | 74.09 | 75.20 | 76.33 | 77.47 | 78.64 | 79.82 | 81.01 | 82.23 | 83.46 | 84./1 | 85.98 | 87.27 | 88.58 | 89.91 | 91.26 | 92.63 | 94.02 | 95.43 | 133 |