

2004 Survey of Nonprofit Wages & Benefits



This Project has been generously underwritten by:

MANP Members & Friends

**Please complete survey
& return in
Pre-paid Envelope or by FAX
780-0346
by June 4, 2004.**

Maine Association of Nonprofits

565 Congress Street, Suite 301

Portland, ME 04101

(207) 871-1885

(207) 780-0346 fax

www.nonprofitmaine.org

Our mission

To strengthen the leadership, voice, and organizational effectiveness of our state's nonprofits so that they can better enrich the quality of community and personal life in Maine.

Ordering Your 2004 Report

The "2004 Report on Wages & Benefits in Maine's Nonprofit Organizations" will be available in the Fall of 2004.

Organizations that participate by completing this Questionnaire by the June 4, 2004 deadline will receive \$150 off the cover price.

MANP Membership Category	Full Retail Price	Participation Discount Price
Nonprofit Member Organizations	\$150	Free/Additional Copies \$15
Non-member Organizations	\$300	\$150
Friends of MANP	\$150	N/A

Organization: _____

Contact Person: _____

Phone: _____ Email: _____

Mailing Address: _____

City: State: Zip: _____

We did participate by completing the Questionnaire

____ We are MANP Nonprofit Members. Please send us our **Free** Report.

____ We are not MANP members. We have enclosed \$150 for the Report.

We did not participate by completing the Questionnaire

Determine your cost: _____

Multiply by Quantity: _____

Total: _____

(go to www.nonprofitmaine.org for membership information)

____ **Check is enclosed.**

We are paying by Credit Card: **Circle One:** Visa MasterCard

Credit Card #: _____ Expiration Date: _____

Please complete survey and return in Pre-paid Envelope or by FAX# 780-0346 by June 4, 2004.

You may include this form in envelope with completed survey.

Instructions for Completion

Dear Nonprofit Leader:

Thank you for participating in this survey. We appreciate the time and energy it takes to complete a questionnaire like this carefully, and know that you understand the importance of accurate data. Your care will ensure that the final product is a valuable tool for you and other nonprofits in Maine to assist in the development of competitive salary & benefit levels.

As a benefit of participation, you will receive \$150 off the cost of the results of this survey. For member nonprofit organizations, this means that this valuable tool will be sent to you, free of charge. Please use the order form on the previous page to reserve your copy.

If you would like to receive this valuable benefit, you can become a member of MANP at any time. To find out about additional member benefits and download an application form, go to www.nonprofitmaine.org/npo_membership.asp.

It is extremely important that you provide information in the format requested. Following the directions is critical to ensure accurate, useable data.

Scott Schnapp
Executive Director

Instructions:

This Questionnaire is divided into the following sections:

- **Company Data** - Essential for analysis by region, mission & size
- **Benefits**
 - Paid-Time Off
 - Insurances
 - Other
- **Wages**
 - Increases/Raises
 - Job Descriptions
 - Preparing & Reporting Data

If you have any questions while completing this survey, we are providing the following technical assistance options:

- **On our website, frequently asked questions:**
www.nonprofitmaine.org
- **Via the phone on Mon, Tues & Thurs,**
9:30 AM to 5:00 PM: Call Brenda @ (207) 871-1885
- **Via e-mail: bpeluso@nonprofitmaine.org**

Please complete survey and return in pre-paid envelope
by June 4, 2004.

Company Information

The following information will only be used to ensure participation discount:

Organization: _____

Contact Person: _____

Job Title: _____

Phone: _____ **Fax:** _____

e-mail: _____

Region, Mission, Budget Categories:

1. Town or City in which your administrative headquarters is located:

2. Please check your organization's primary activity (Select one item only):

- | | |
|--|--|
| <input type="checkbox"/> Arts, Culture, & Humanities | <input type="checkbox"/> Health and/or Disease Related |
| <input type="checkbox"/> Community Building, Volunteerism | <input type="checkbox"/> Human Services and/or Youth Development |
| <input type="checkbox"/> Education Related | <input type="checkbox"/> Legal, Civil Rights, Advocacy, Crime |
| <input type="checkbox"/> Employment and/or Job Related | <input type="checkbox"/> Mental Health & Crisis Intervention |
| <input type="checkbox"/> Environmental and/or Animal Related | <input type="checkbox"/> Recreation, Sports, Leisure |
| <input type="checkbox"/> Food and/or Housing Related | <input type="checkbox"/> Other: |
| <input type="checkbox"/> Foundation/Grant Making | |

For the following questions, please use the amounts that correspond to the period of time for which you are reporting wages and benefits.

3. Please enter your organization's annual operating budget:

\$ _____

4. If you are reporting for a foundation, how large is the fund your organization manages.

\$ _____

5. Please Enter the following Employee Data:

Non-Seasonal Employees

a. Number of Full-Time (over 36 hrs/wk) _____

b. Number of Part-Time _____

Seasonal Employees

c. Number of Full-Time (over 36 hrs/wk) _____

d. Number of Part-Time _____

6. What are your annual gross wages? \$ _____

Confidentiality:

Your agency-specific data will be kept confidential.

Additionally, when fewer than four responses are received in a category, the information will not be reported in that specific category so as to protect the confidentiality of responses.

PAID TIME OFF

Employee Benefits

Please note the number of paid days off offered in each category listed below:

Executive Director	#hrs of work/wk to qualify	Length of Service Before Eligible	#Days off at hire	#Days off after 2 years	#Days off after 5 years	#Days off after 10 years	#Days off after 15 years	#Days off after 20 years
Vacation								
Holiday								
Sick								
*Earned Time								
Salaried (Exempt) Employees	#hrs of work/wk to qualify	Length of Service Before Eligible	#Days off at hire	#Days off after 2 years	#Days off after 5 years	#Days off after 10 years	#Days off after 15 years	#Days off after 20 years
Vacation								
Holiday								
Sick								
*Earned Time								
Hourly (Non-Exempt) Employees	#hrs of work/wk to qualify	Length of Service Before Eligible	#Days off at hire	#Days off after 2 years	#Days off after 5 years	#Days off after 10 years	#Days off after 15 years	#Days off after 20 years
Vacation								
Holiday								
Sick								
*Earned Time								

* Earned time programs combine traditional vacation, holiday, and sick time into a lump sum of potential paid time off which may be used at the employee's discretion, normally with prior approval of a supervisor. Organizations which have earned time programs do not have traditional vacation, holiday, or sick leave accruals, but rather combine the three into one accrual.

Do you limit the amount of time an employee can accumulate? If so, what is your practice?

For vacation time: _____

For sick time: _____

For Earned Time: _____

If you grant traditional vacation & sick paid days off, please categorize the type of paid time off employees may use for the following incidents?

Sick Child or Family Member: ___Vacation ___Sick

Maternity Leave: ___Vacation ___Sick Paternity Leave: ___Vacation ___Sick

Do you offer any other paid time off benefits? Circle the ones that apply.

Bereavement Court Leave Military Leave Domestic Violence

Insurance Benefits

Do you have pre-tax benefits through a Section 125 Plan? Y? N?

If yes, do you offer:

Dependent Care Flexible Spending Account? Y? N?

Medical Care Flexible Spending Account? Y? N?

A lump sum that employees may apply toward their premium? Y? N?

(If yes, indicate coverages it can be applied to in the far right column of each section in chart below.)

Full-Time Employee Coverage

Dependent Coverage

	#hrs of work /wk to qualify for Full Benefits	Waiting Period (Please Describe for each category)	Full-Time Employee Coverage					Dependent Coverage					Section 125 Lump Sum May Be Used	
			We Do Not Offer	We Pay 100%	We Pay 51%-99%	We Pay 1%-50%	Employee Pays 100%	We Do Not Offer	We Pay 100%	We Pay 51%-99%	We Pay 1%-50%	Employee Pays 100%		
Health:														
Indemnity														
PPO														
POS														
HMO														
Dental														
Life														
Supplemental Life														
Short Term Disability														
Long Term Disability														

Do you offer insurance benefits to part-time employees? ___Y ___N

If yes, are part-time employees' benefits

___ Same as for full-time employees

___ Pro-rated based on number of hours worked

___ Other (please specify)

Do you offer any other benefits?

	Full -Time Employees Yes or No?	Part-Time Employees Yes or No?	Dependents Yes or No?
Tuition Assistance			
Child Care or Child Care Reimbursement			
Retirement Program: Please enter yes or no here ——>			
Retirement Program: Please enter the Employer's Contribution , if any, here ——>			
Others: Please Specify			

Salary Increases: _____

Increase Types: Please check all categories that apply to your system for determining salary increases within your available resources:

_____ **a. Annual cost-of-living:** An increase which ties wage increases to increases in cost of living as noted in government figures. The Consumer Price Index (CPI) published by the Bureau of Labor Statistics, for example, has been one historical source of this information.

_____ **b. Step increase:** A compensation system that provides for regular increases at established intervals, usually provided that performance is within acceptable parameters. A pay schedule is usually established, and incumbents know that they will move to the next level at each established time interval.

_____ **c. Market increase:** An increase given to maintain a competitive position with the prevailing rates of pay for a given job within the region from which an organization would recruit to fill an opening in that job category. To determine market increases, organizations rely heavily on salary survey information to determine the range other similar organizations are paying for similar positions requiring similar background and experience.

_____ **d. Merit increase:** An increase based solely on performance during the prior year or other appropriate time frame. There is usually a merit pool associated with such programs (0-5%, for example), and employees are rewarded based on their contributions to the organization.

_____ **e. Bonus:** a one-time payment separate from a base pay increase.

_____ **f. Other:** Please explain.

How often does your organization give salary increases?

Please provide your organization's average percentage salary increase in each of the following years (enter 0% if none given):

_____2002 _____2003 _____2004 _____2005 (Projected)

Job Descriptions

Please be sure to review the descriptions before responding to ensure that the data you provide matches the appropriate job category.

- Respond only to those job descriptions that match the duties that employees in your organization perform.
- Titles are less important than descriptions. Do not be concerned if survey titles do not match titles in your organization.
- You may not be able to report data on all your employees as their job descriptions may not match our list.

Group 100

Administration and Management:

- # 110 **Executive Director:** Provides overall management, planning, and leadership of the organization. Reports directly to the Board of Directors. Works with the Board and Committees to establish policies and programs and administers such programs. Interprets the organization's purpose and programs to outside organizations and the public. Develops and administers standards and procedures related to human resources (including staff development), budget, and physical facilities. Prepares, distributes, and maintains a variety of reports. May direct or coordinate fundraising. *Typical Requirements:* Master's degree plus five or more years of related management experience.
- # 120 **Deputy Director:** Manages a range of internal organizational operations depending on the size of the organization, including one or more of the following areas: human resources, financial systems and budgeting, Board communications, information systems, and support staff. Reports to the Executive Director. Assists the Executive Director in management functions and may act in the Director's absence. Supervises at least one other employee. *Typical Requirements:* Bachelor's degree (Master's degree preferred) plus five or more years of related experience.
- # 130 **Program or Division Director:** Manages a set of inter-related programs or a specific division of the organization. Analyzes community needs to develop new programs and enhance current programs. Selects, trains and evaluates the performance of the division's staff. Communicates the division's programs and services to the community. Develops and manages the division's budget. *Typical Requirements:* Bachelor's degree or equivalent (Master's degree or equivalent preferred) plus three to five years of program related experience.

Group 200

Administrative Support Services:

- # 210 **Executive Secretary:** Provides professional administrative support to the Executive Director or another member of the senior management staff. Composes, transcribes, edits, and disseminates reports, memos, and other senior level correspondence. Coordinates meetings and maintains calendars. Prepares materials for meetings and records meeting minutes. Establishes and maintains filing systems. Assists with special projects and record keeping. *Typical Requirements:* Associate's degree plus two to four years of experience.
- # 220 **Office Manager:** Supervises, hires, trains, and evaluates clerical support staff. Ensures that support functions are effective, efficient, and responsive to the needs of the organization. Establishes administrative procedures. Maintains supplies and equipment. Maintains vendor records in the absence of a Business Manager. May also perform clerical functions as needed. *Typical Requirements:* Associate's degree plus four to six years of experience.
- # 230 **Receptionist:** Receives telephone calls and routes calls and visitors to appropriate parties. Records and conveys appropriate messages. Performs typing and other routine clerical work as assigned. May also retrieve and distribute mail. *Typical Requirements:* High school diploma or equivalent plus six months to one year of experience.
- # 240 **Secretary:** Performs clerical and administrative support functions. Types, distributes and files a variety of reports, correspondence, and memos. Operates office equipment, including personal computers, copiers, fax and postage machines. (NOTE: In some organizations, this position may be combined with the duties of a Receptionist. However, only those incumbents who are also assigned the duties of Secretary as described here should be reported under this survey position.) *Typical Requirements:* High School diploma or equivalent plus either secretarial training or one to two years experience.

Group 300

Direct Services:

- # 310 **Case Manager:** Helps individuals and families requiring assistance from a social service agency. Conducts interviews and gathers physical, psychological, and social information to determine the client's needs. Counsels clients privately, with the family, or in a group. Refers clients to appropriate community resources. Note: This is a non-supervisory position, even though the work "Manager" appears in the position title. *Typical Requirements:* Bachelor's degree in social work or related field plus one to three years of related experience.
- # 320 **Child Day Care Teacher:** Develops and leads activities for children to promote social, physical, and intellectual growth in a preschool, day care center, or other child development facility. Plans individual and group activities to stimulate growth in language, social, and motor skills, such as following directions, playing with others, and using play equipment. *Typical Requirements:* Bachelor's degree in early childhood education or related field with no previous experience.
- # 330 **Counselor:** Provides services to assist individuals or groups achieve more effective personal, educational, or vocational development. Works with clients individually or in a group setting to identify and resolve issues including personal and/or emotional problems, substance abuse, family issues, and educational and/or career problems. *Typical Requirements:* Bachelor's degree or equivalent in human services or a related discipline plus three to five years of related experience, or Master's degree in counseling plus one to three years of related experience.
- # 340 **Social Worker (Bachelor's Level):** Helps provide counseling to clients to address educational, social, behavioral, medical, or other issues. Interviews clients to assess social and emotional capabilities. Consults with other professionals and families to determine causes of problems and their possible solutions. Refers clients to other community resources when needed. *Typical Requirements:* Bachelor's degree in social work and license plus one to three years of related experience.
- # 350 **Social Worker (Master's Level):** Counsels clients and helps them address educational, social, behavioral, medical, or other issues. Works with clients to determine causes of problems and their possible solutions, then helps clients pursue the best course of action. Refers clients to other community resources when needed. *Typical Requirements:* Master's degree in social work and license plus three to five years of related experience.
- # 360 **Teacher (Certified):** Plans and implements a developmentally appropriate curriculum for the assigned student group. Supervises students in the classroom. Develops and maintains teaching resources. Maintains relationships among students, parents, or guardians, volunteers, staff, and the community. *Typical Requirements:* Bachelor's degree and must have a Maine State Teaching Certificate for assigned grade level.

Group 400

Facilities Management

- # 410 **Cook:** Performs food production activities, including food preparation, supplies and equipment care, packaging, storage, and reporting. Plans menus in response to supplies available and to special dietary requirements when appropriate. May also serve food and clean up the food preparation site. *Typical Requirements:* High school diploma plus one to three years of experience.
- # 420 **Driver:** Drives vehicles, adheres to driving schedules, and may attend to passengers' needs, Maintains vehicles in proper and safe working condition. *Typical Requirements:* High school diploma or equivalent plus any specialized vehicle licenses needed.
- # 430 **Janitor/Custodian:** Maintains the organization's facility in clean and orderly condition. Sweeps, mops, and empties trash, tends to recycling and may perform minor upkeep of environmental systems including heating and air conditioning. May perform repairs and other upkeep functions to maintain the organization's physical facility. May also assist with moving furniture and equipment. *Typical Requirements:* High school diploma or equivalent with no previous experience.
- # 440 **Property/Site Supervisor:** Oversees the maintenance of a single property, including janitorial services, repair and upkeep, and personal and building security. *Typical Requirements:* High school diploma plus one to three years of experience.

Group 500

Financial Management:

- # 510 **Accountant:** Utilizes accounting and spreadsheet software to accurately maintain all general ledger accounts, reconcile bank statements, conduct monthly and year-end closing procedures, and prepare monthly financial statements using generally accepted accounting principals. Assists with the audit preparation of state and federal financial filings. *Typical Requirements:* Bachelor's degree in accounting or related field plus two to four years of experience.
- # 520 **Bookkeeper:** Keeps records of financial transactions for the organization. Reconciles and balances accounts. May perform various other duties pertaining to financial transactions. *Typical Requirements:* Associate's degree in accounting or bookkeeping plus no experience, or two years of previous related experience.
- # 530 **Business Manager:** Oversees operations including purchasing, insurance, and billing. Ensures that the organization meets its budget targets for operational income and expenses. Maintains vendor and bid records. Complies with required filings by local, state, and federal agencies for agency licensure and management. *Typical Requirements:* Bachelor's degree in management or related field with no previous experience, or Associates degree and two to four years of related experience.
- # 540 **Finance Director:** Provides overall direction for all financial management, accounting, and budgeting functions on behalf of the Executive Director. Develops financial procedures and directs their implementation. Manages all financial and accounting activities. Performs financial planning as part of the management team. Manages business and accounting staff. *Typical Requirements:* MBA or equivalent plus two to four years of experience.

Group 600

Senior Management:

- # 610 **Computer Systems Manager:** Manages one or more aspects of the organization's computer systems, including local area network (LAN), database, or Internet communications. Purchases and maintains computer hardware. Installs and configures operating and ancillary software. Assists and trains system users. *Typical Requirements:* Bachelor's degree in computer science or equivalent plus one to three years of computer systems experience.
- # 620 **Development Director:** Works closely with the Executive Director and the Board of Directors to develop a comprehensive fundraising strategy to expand philanthropic support for the organization. Manages all components of the fundraising plan including (but not limited to): annual giving, planned giving, corporate and foundation grants, major individual and corporate gifts, and special fundraising events. Manages (either directly or indirectly) all staff members of the development department. *Typical Requirements:* Bachelor's degree or equivalent with additional professional development training in fundraising plus three to five years of fund development experience.
- # 630 **Human Resource Director:** Develops and organizes all human resources activities of the organization. Develops and implements recruitment, selection, compensation, benefits, employee relations, and training and development programs. Develops human resources policies and procedures and ensures compliance with applicable legislation and regulations. *Typical Requirements:* Bachelor's degree in human resources, industrial relations or related field plus three to five years of experience.
- # 640 **PR/Communications Director:** Designs, develops, and implements the communications and public relations program to build awareness of the organization's mission, programs, and achievements. Manages and coordinates all media relations, special community events, and external publications. Represents the organization at public events. *Typical Requirements:* Bachelor's degree or equivalent plus three to five years of related experience.
- # 650 **Project Manager:** Organizes and coordinates one or more projects undertaken by the organization as the only staff person assigned to manage the projects. Develops activities and related timelines to meet established project goals. Tracks project expenses to ensure they do not exceed the projects' budgets. Evaluates projects' results and prepares related reports for the management of the projects. *Typical Requirements:* Bachelor's degree or equivalent plus one to three years of project related experience.
- # 660 **Volunteer Coordinator:** Coordinates the organization's student and community volunteer program. Consults with staff to determine the organization's needs. Interviews, screens, and places volunteers in appropriate programs and activities. Prepares appropriate volunteer training and procedure manuals. Conducts volunteer orientation and training sessions. Speaks to community groups to explain the organization's activities and recruit potential volunteers. Prepares reports on the extent, nature, and value of the organization's volunteer program. *Typical Requirements:* Bachelor's degree or equivalent plus one to three years of related experience.

Convert pay rates to hourly rates

After you have determined which employees' pay rates should be reported, the pay rates of those salaried employees should be converted to an hourly rate so that accurate comparisons can be made. This is particularly important for those salaried positions that are less than 40 hours.

We have provided a conversion chart for your convenience. **See Appendix A.**

Examples:

Executive Director, Full-time salaried @ \$50,000 per year, 37.5 hours per week required.
 $\$50,000 \div 1950 \text{ hours} = \$25.64/\text{hour}$ (37.5hrs/wk x 52wks/yr = 1950hrs/yr)

Program Director, Part-time salaried @\$250/wk, 15 hours per week required.
 $\$250 \div 15 \text{ hours} = \$16.67/\text{hour}$

Calculate the average for each position

For purposes of this survey:

"Average" is defined as the average rate of pay when the hourly pay rates of all incumbents in a position are added together and divided by the number of employees in that position.

Enter the Data

You are now ready to complete the following section

Enter The Data

Wages

		# Full-Time Employees In this Position (36 hrs/wk or more)	Average Wage/Hour	# Part-Time Employees In this Position (less than 36 hrs/wk)	Average Wage/Hour
100	Administration & Management				
	110-Executive Director				
	120-Deputy Director				
	130-Program/Division Director				
200	Administrative Support				
	210-Executive Secretary				
	220-Office Manager				
	230-Receptionist				
	240-Secretary				
300	Direct Services				
	310-Case Manager				
	320-Child Day Care Teacher				
	330-Counselor				
	340-Bachelor's Level SW				
	350-Master's Level SW				
	360-Teacher (Certified)				
400	Facilities Management				
	410-Cook				
	420-Driver				
	430-Janitor/Custodian				
	440-Property/Site Manager				
500	Financial Management				
	510-Accountant				
	520-Bookkeeper				
	530-Business Manager				
	540-Finance Director				
600	Senior Management				
	610-Computer Systems Manager				
	620-Development Director				
	630-Human Resources Director				
	640-PR/Communications Director				
	650-Project Manager				
	660-Volunteer Coordinator				

Job Descriptions are more important than titles.

Please be sure the data matches the job.

Thank you!

Salary Conversion Chart

Thank you.

Thank you once again for your participation in this important project. We look forward to carefully reporting out the information that you have so diligently provided.

Annual Salary	Corresponding Hourly Rate				Annual Salary	Corresponding Hourly Rate			
	40 hrs/wk	37.5 hrs/wk	36 hrs/wk	20 hrs/wk		40 hrs/wk	37.5 hrs/wk	36 hrs/wk	20 hrs/wk
\$120,000	\$ 57.69	\$ 61.54	\$ 64.10	\$ 115.38	\$ 44,000	\$ 21.15	\$ 22.56	\$ 23.50	\$ 42.31
\$115,000	\$ 55.29	\$ 58.97	\$ 61.43	\$ 110.58	\$ 43,000	\$ 20.67	\$ 22.05	\$ 22.97	\$ 41.35
\$110,000	\$ 52.88	\$ 56.41	\$ 58.76	\$ 105.77	\$ 42,000	\$ 20.19	\$ 21.54	\$ 22.44	\$ 40.38
\$105,000	\$ 50.48	\$ 53.85	\$ 56.09	\$ 100.96	\$ 41,000	\$ 19.71	\$ 21.03	\$ 21.90	\$ 39.42
\$100,000	\$ 48.08	\$ 51.28	\$ 53.42	\$ 96.15	\$ 40,000	\$ 19.23	\$ 20.51	\$ 21.37	\$ 38.46
\$ 95,000	\$ 45.67	\$ 48.72	\$ 50.75	\$ 91.35	\$ 39,000	\$ 18.75	\$ 20.00	\$ 20.83	\$ 37.50
\$ 90,000	\$ 43.27	\$ 46.15	\$ 48.08	\$ 86.54	\$ 38,000	\$ 18.27	\$ 19.49	\$ 20.30	\$ 36.54
\$ 85,000	\$ 40.87	\$ 43.59	\$ 45.41	\$ 81.73	\$ 37,000	\$ 17.79	\$ 18.97	\$ 19.76	\$ 35.58
\$ 80,000	\$ 38.46	\$ 41.03	\$ 42.74	\$ 76.92	\$ 36,000	\$ 17.31	\$ 18.46	\$ 19.23	\$ 34.62
\$ 75,000	\$ 36.06	\$ 38.46	\$ 40.06	\$ 72.12	\$ 35,000	\$ 16.83	\$ 17.95	\$ 18.70	\$ 33.65
\$ 74,000	\$ 35.58	\$ 37.95	\$ 39.53	\$ 71.15	\$ 34,000	\$ 16.35	\$ 17.44	\$ 18.16	\$ 32.69
\$ 73,000	\$ 35.10	\$ 37.44	\$ 39.00	\$ 70.19	\$ 33,000	\$ 15.87	\$ 16.92	\$ 17.63	\$ 31.73
\$ 72,000	\$ 34.62	\$ 36.92	\$ 38.46	\$ 69.23	\$ 32,000	\$ 15.38	\$ 16.41	\$ 17.09	\$ 30.77
\$ 71,000	\$ 34.13	\$ 36.41	\$ 37.93	\$ 68.27	\$ 31,000	\$ 14.90	\$ 15.90	\$ 16.56	\$ 29.81
\$ 70,000	\$ 33.65	\$ 35.90	\$ 37.39	\$ 67.31	\$ 30,000	\$ 14.42	\$ 15.38	\$ 16.03	\$ 28.85
\$ 69,000	\$ 33.17	\$ 35.38	\$ 36.86	\$ 66.35	\$ 29,000	\$ 13.94	\$ 14.87	\$ 15.49	\$ 27.88
\$ 68,000	\$ 32.69	\$ 34.87	\$ 36.32	\$ 65.38	\$ 28,000	\$ 13.46	\$ 14.36	\$ 14.96	\$ 26.92
\$ 67,000	\$ 32.21	\$ 34.36	\$ 35.79	\$ 64.42	\$ 27,000	\$ 12.98	\$ 13.85	\$ 14.42	\$ 25.96
\$ 66,000	\$ 31.73	\$ 33.85	\$ 35.26	\$ 63.46	\$ 26,000	\$ 12.50	\$ 13.33	\$ 13.89	\$ 25.00
\$ 65,000	\$ 31.25	\$ 33.33	\$ 34.72	\$ 62.50	\$ 25,000	\$ 12.02	\$ 12.82	\$ 13.35	\$ 24.04
\$ 64,000	\$ 30.77	\$ 32.82	\$ 34.19	\$ 61.54	\$ 24,000	\$ 11.54	\$ 12.31	\$ 12.82	\$ 23.08
\$ 63,000	\$ 30.29	\$ 32.31	\$ 33.65	\$ 60.58	\$ 23,000	\$ 11.06	\$ 11.79	\$ 12.29	\$ 22.12
\$ 62,000	\$ 29.81	\$ 31.79	\$ 33.12	\$ 59.62	\$ 22,000	\$ 10.58	\$ 11.28	\$ 11.75	\$ 21.15
\$ 61,000	\$ 29.33	\$ 31.28	\$ 32.59	\$ 58.65	\$ 21,000	\$ 10.10	\$ 10.77	\$ 11.22	\$ 20.19
\$ 60,000	\$ 28.85	\$ 30.77	\$ 32.05	\$ 57.69	\$ 20,500	\$ 9.86	\$ 10.51	\$ 10.95	\$ 19.71
\$ 59,000	\$ 28.37	\$ 30.26	\$ 31.52	\$ 56.73	\$ 20,000	\$ 9.62	\$ 10.26	\$ 10.68	\$ 19.23
\$ 58,000	\$ 27.88	\$ 29.74	\$ 30.98	\$ 55.77	\$ 19,500	\$ 9.38	\$ 10.00	\$ 10.42	\$ 18.75
\$ 57,000	\$ 27.40	\$ 29.23	\$ 30.45	\$ 54.81	\$ 19,000	\$ 9.13	\$ 9.74	\$ 10.15	\$ 18.27
\$ 56,000	\$ 26.92	\$ 28.72	\$ 29.91	\$ 53.85	\$ 18,500	\$ 8.89	\$ 9.49	\$ 9.88	\$ 17.79
\$ 55,000	\$ 26.44	\$ 28.21	\$ 29.38	\$ 52.88	\$ 18,000	\$ 8.65	\$ 9.23	\$ 9.62	\$ 17.31
\$ 54,000	\$ 25.96	\$ 27.69	\$ 28.85	\$ 51.92	\$ 17,500	\$ 8.41	\$ 8.97	\$ 9.35	\$ 16.83
\$ 53,000	\$ 25.48	\$ 27.18	\$ 28.31	\$ 50.96	\$ 17,000	\$ 8.17	\$ 8.72	\$ 9.08	\$ 16.35
\$ 52,000	\$ 25.00	\$ 26.67	\$ 27.78	\$ 50.00	\$ 16,500	\$ 7.93	\$ 8.46	\$ 8.81	\$ 15.87
\$ 51,000	\$ 24.52	\$ 26.15	\$ 27.24	\$ 49.04	\$ 16,000	\$ 7.69	\$ 8.21	\$ 8.55	\$ 15.38
\$ 50,000	\$ 24.04	\$ 25.64	\$ 26.71	\$ 48.08	\$ 15,500	\$ 7.45	\$ 7.95	\$ 8.28	\$ 14.90