

Aitkin County Board of Commissioners
Request for County Board Action/Agenda Item Cover Sheet



To: Chairperson, Aitkin County Board of Commissioners

Date: 10/17/2012

Via: Patrick Wussow, County Administrator

From: Bobbie Danielson, HR Manager

Title of Item: Personnel Committee Recommendation

Requested Meeting Date: 10/23/2012

Estimated Presentation Time: 15

Presenter: Patrick Wussow, Bobbie Danielson, Mark Jacobs

Type of Action Requested (check all that apply)

- For info only, no action requested
- Approve under Consent Agenda
- For discussion only with possible future action
- Adopt Ordinance Revision
- Let/Award Bid or Quote (attach copy of basic bid/quote specs or summary of complex specs, each bid/quote received & bid/quote comparison)
- Approve/adopt proposal by motion
- Approve/adopt proposal by resolution (attach draft resolution)
- Authorize filling vacant staff position
- Request to schedule public hearing or sale
- Request by member of the public to be heard
- Item should be addressed in closed session under MN Statute _____
- Other (please list) _____

Fiscal Impact (check all that apply)

- Is this item in the current approved budget? Yes No (attach explanation)
- What type of expenditure is this? Operating Capital Other (attach explanation)
- Revenue line account # that funds this item is: _____
- Expenditure line account # for this item is: salary and fringe benefit line items

Staffing Impact (Any yes answer requires a review by Human Resources Manager before going to the board)

- Duties of a department employee(s) may be materially affected. Yes No
- Applicable job description(s) may require revision. Yes No
- Item may impact a bargaining unit agreement or county work policy. Yes No
- Item may change the department's authorized staffing level. Yes No



Supporting Attachment(s)


- Memorandum Summary of Item
- Copy of applicable county policy and/or ordinance (excerpts acceptable)
- Copy of applicable state/federal statute/regulation (excerpts acceptable)
- Copy of applicable contract and/or agreement
- Original bid spec or quote request (excluding complex construction projects)
- Bids/quotes received (excluding complex construction projects, provide comparison worksheet)
- Bid/quote comparison worksheet
- Draft County Board resolution
- Plat approval check-list and supporting documents
- Copy of previous minutes related to this issue
- Other supporting document(s) (please list) _____

Provide eleven (11) copies of supporting documentation **NO LATER THAN Wednesday at 8:00am** to make the Board's agenda for the following Tuesday. Items **WILL NOT** be placed on the Board agenda unless complete documentation is provided for mailing in the Board packets. (see reverse side for details)

AITKIN COUNTY HUMAN RESOURCES

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To: County Commissioners
From: Bobbie Danielson, HR Manager 
Date: October 17, 2012
Subject: Personnel Committee Recommendations

The Personnel Committee met on **September 25, 2012**, and unanimously recommends filling the following position. This position was previously titled Executive Director, Grade K. It has been vacant since 10/07/2011.

LLCC Business and Marketing Manager

Grade L, proposed job description attached. This includes recommendations made by Maven.

Action Requested

Motion to create and fill a full-time LLCC Business and Marketing Manager position.

If you have any questions or require additional information prior to the meeting, please feel free to contact me or Patrick. Mark Jacobs will also be available at the board meeting to answer questions.



Position Description

BUSINESS AND MARKETING MANAGER

(Personnel Committee discussion highlights: business management to include finance and personnel administration and marketing management to include sales, advertising, public relations, consumer behavior and media, etc. Not a limited term position. Housing optional. Maven recommends this position work "on the business, rather than in the business".)

Department Land Department
Location Long Lake Conservation Center, 28952 438th Lane, Palisade MN
DBM/Grade To be determined / Grade L
(Grade L = \$39,520 - \$71,344)

Reports to Land Commissioner
FLSA Status Exempt
Union Status Non-union

Final Appointing Authority

This position shall not be filled until final approval of the County Administrator. All offers of employment are made in writing by the Human Resources Department.

Job Summary

To manage, plan, evaluate and supervise all functions of the Long Lake Conservation Center and to develop and implement all marketing and communication efforts conducted on behalf of the organization, consistent with its mission and goal of being a self funded organization.

Supervision Received

Employees working in this job class work under administrative direction and are free to plan, develop, and organize all phases of the work necessary for its completion within broad program guidance. Generally, they develop and utilize procedures and methods that do not conflict with major organization policies.

Supervision Exercised

Manages two subordinate supervisors - the Instruction Coordinator who oversees the LLCC Education Department and staff, and the Food Service Coordinator who oversees the kitchen staff. Also directly supervises non-supervisory maintenance and administrative support staff.

Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include planning, assigning, and directing work; appraising performance; addressing complaints; training and rewarding employees. Responsibilities also include, in collaboration with the Human Resources Department, interviewing, hiring, implementing performance improvement plans, disciplining employees, suspension, termination, and resolving grievances.



Position Description

Essential Functions

This position description is not intended to be all-inclusive. Employee may perform other essential and nonessential functions as assigned or apparent to meet the ongoing needs of the department and organization. Regular attendance is an essential requirement of this position.

1. Marketing

- a. Creates a marketing plan to increase awareness, name recognition, brand recognition, and reputation in and out of the community. Redefines and revitalizes the mission statement to more clearly reflect the activities, programming, and purpose of the facility, and to protect the current marketplace position and direction of the organization.
- b. Recruits schools and other client groups. Identifies and secures alternative programming and new client markets, including but not limited to school, summer camp, adult/family, and community education programming, and county park functions. Explores new programming opportunities to determine feasibility, develops contact information, secures training, assists in the implementation of new legislation, and identifies key partnerships that need to be cultivated and nourished for the good of LLCC now and in the future.
- c. Employs bold marketing strategies to enhance the image of LLCC, assists in reinventing current programming and develops future programming to ensure future sustainability and profitability.
- d. Unites LLCC foundation members, Park Board members, County Commissioners, LLCC staff and management team, clients, business owners, volunteers, and the public who can promote and support the facility's goals and objectives. Establishes cross-departmental county support to solicit advertising in tax statements and other distributed publications, links on the website, and other collaborative opportunities.
- e. Creates an Awareness/Public Relations Campaign including research, adaptation, implementation, and evaluation. Includes identifying the target audience, consistent branding, and building relationships. Takes affordability into account.
- f. Updates and maintains consistent branding on every item that is sent out into the community from LLCC, including but not limited to brochures, rack cards, employee business cards and other printed materials. Utilizes added color, crisp photographs, and includes a clearly stated mission and logo. Arranges for placement of brochures and/or rack cards at wayside rests, in businesses, in grocery and convenience stores, hotels, professional offices, Chambers of Commerce, city and county offices, hospitals and clinics, and visitor destination sites throughout Aitkin County. Utilizes volunteers and LLCC supporters to assist with distribution.
- g. Maintains monthly contact with media outlets. Advertises and creates a consistent presence listing activities and happenings at LLCC, including in newspapers, on community calendars, website and social media outlets, and disperses to radio and television stations citing events at the facility. Speaks as a guest on KKin radio community connection show at least once per quarter, or as frequently allowed by KKin. May also speak on local television promoting events at the facility when the opportunity arises. Creates and distributes press releases describing the recaps of events and activities.



Position Description

2. General Business Management

- a. Develops and recommends long- and short-range objectives, policies and plans designed to produce the most profitable results attainable.
- b. Leads the organization and fulfills the goals which Aitkin County has set forth for LLCC.
- c. Prepares for the future sustainability of the facility by creating a solid foundation for growth and continued success by exploring new markets, cultivating a more active Foundation to establish a sustainable base, researching grant and scholarship opportunities for new and existing clients, marketing to more schools, developing a strategic plan for the future, recommending additional staff to accommodate new programming, providing staff training in outreach/communications, social media, writing blogs, etc.
- d. Coordinates activities in connection with renaming the facility so the name accurately describes what happens at LLCC, creating a new logo, and installing destination signage and billboard advertising.
- e. Coordinates Web design and updates, creates brochures, promotes regular facility use, community involvement, and performs public relations activities, namely managing the flow of information between LLCC and the public. Improves LLCC's online presence, automates internal forms and processes, establishes online enrollments and registration, enhances technology, and coordinates staff technological training.
- f. Utilizes multiple social media outlets such as Facebook, Twitter, YouTube, Flickr, and the website to build awareness, strengthen relationships with clients, prospects, and influencers, better understand customers, improve customer service, identify new programming or service ideas, increase website traffic, improve search engine rankings, and generate organizational growth. Creates or coordinates preparation of online newsletters and blogs, videos, photos, and audio. Maintains current data on all sites.
- g. Cultivates a strong relationship with the surrounding local communities to show a connection and willingness to be involved, and in turn creating an opportunity for the community to take ownership and pride in the facility. Increases LLCC visibility by speaking at least twice a month, year round, at civic organizations, town hall meetings, city meetings, county meetings, Chambers of Commerce functions, mayoral meetings, clubs, and community gatherings.
- h. Establishes a volunteer pool that can be utilized for a variety of tasks, including support for family activities held at LLCC throughout the year.
- i. Annually performs a competitive analysis to gather information about competitors and other RELC services and prices, as well as to assess LLCC's strengths and weaknesses in the market. Competes vigorously, but in a spirit of fair play, with respect for competitors. Performs research related to improving cell phone and internet service at LLCC, and researches facility improvements including air conditioning for adult rooms, an observation tower, zip line, climbing walls, skeet shooting and other recreational offerings that may set LLCC apart from the competition at an advantage. Strives to meet the needs of the new generation of students, taking into consideration K-12, parents, teachers, as well as meeting, event, and special occasion planners. [Currently there are five Residential Environmental Learning Centers in Minnesota. LLCC, Laurentian, Wolf Ridge, Audubon, and Deep Portage.]



Position Description

- j. Oversees broad educational programming activities, ensuring fun, interactive, and challenging educational programs that incorporate the latest developments and trends intended to retain current student's focus and attention. Authorizes new recreational activities and programs focused on meeting educational standards set forth by law, focusing on curricular areas such as math, science, engineering, and technology, yielding greater potential for funding possibilities. Maintains LLCC's accreditation as a Special Purpose School with NCA CASI.
 - k. Ensures operational efficiency of the building maintenance and food service programs to make certain safe, quality services and goods are provided at the lowest possible cost. Ensures all facilities meet applicable codes and safety requirements.
 - l. Strengthens the LLCC Foundation by recruiting board members with strong connections respective to their communities, both within Aitkin County and outside of the greater Aitkin County area who have a keen interest in environmental education, who are exceptional at asking people for support, and who have effective fundraising experience. Coordinates periodic board member training to ensure quality skill development over the long term.
3. Financial
- a. Strengthens future sustainability by securing additional and continual funding and support for the facility and develops a stronger and more active LLCC Foundation Board to support the mission, goals, and purpose of the facility. The LLCC Foundation is designated as a 501(c)3 nonprofit organization. Builds a strong relationship with the Jeffers Foundation. Takes full advantage of the free support materials for teachers and schools. Periodically invites a representative from the Jeffers Foundation to speak about the benefits of outdoor learning. Writes grants and works closely with the Jeffers Foundation and other major contributors to increase grant revenues. Remains active with www.familiesoutdoors.org, a free service of the Jeffers Foundation that encourages and promotes family togetherness, healthy lifestyle and environmental learning and stewardship.
 - b. Submits realistic budgets, as required, reflecting the anticipated income and/or expenditures of the organization; administers activities within approved budgets. Provides a quarterly financial report and presentation to the County Board of Commissioners concerning programming, facilities, and general operations.
 - c. Organizes LLCC fundraising campaigns.
4. Personnel
- a. Assigns responsibility clearly so that staff know what they are expected to do, the extent of their authority, and the standards by which they will be evaluated; provides adequate guidance, counsel and supervision but gives staff sufficient authority to carry out their assignments and make decisions.
 - b. Establishes and maintains regular two-way communications with all staff on policies, procedures or changes; holds regular meetings with staff; keeps them informed and gives them an opportunity to bring up matters which concern them; serves as a good source of information about LLCC and a good listener when employees present questions, problems or ideas.
 - c. Adheres to collective bargaining agreements, county policies and procedures, and applicable laws, including timely/accurate reporting and consistent/uniform administration of EEO, FLSA, FMLA, ADA, Workers' Compensation and Return to Work programs, in close



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- collaboration with the Human Resources Department. Completes departmental new hire orientations promptly and staff performance appraisals in accordance with county policy.
- d. Conducts business in accordance with the Open Meeting law.
 - e. Serves as the Minnesota Government Data Practices Act Responsible Authority at LLCC. Appropriately responds to requests for government data. Maintains data in accordance with records retention schedules.
 - f. Coordinates annual fire, tornado, and emergency practice drills at LLCC.
 - g. Attend meetings, conferences, and continuing education courses as needed.
- Performs other related duties as assigned or apparent.

Minimum Qualifications

Requires a Bachelor's degree in Marketing (preferred), Business Management, Communications, Environmental and Technological Studies, or a related field, plus three (3) or more years related experience; or an equivalent combination of education and experience sufficient to perform the essential functions of the position. Valid Minnesota driver's license and U.S. Citizenship required.

Superior oral and written communication skills, public speaking skills, advanced technology skills, and a very strong work ethic are required. Prior fundraising experience is beneficial. Must be able to work flexible hours, including some evenings and weekends.

Employment reference checks and a criminal background check, including fingerprinting, will be performed as part of the pre-employment process.

On-site housing is an option for incumbent, spouse, and child(ren), if desired. This is voluntary. If interested, candidates may inquire about details at time of interview.

Knowledge, Skills, and Abilities Required

1. Knowledge of County and departmental policies, procedures, and practices.
2. Knowledge of Federal, State, and local laws, rules, and regulations relevant to the work performed in this position.
3. Considerable knowledge of current business management and marketing principles and practices, including advanced knowledge of technology and social media outlets used today.
4. Leadership skills that include communication, marketing, promotion, and accessibility.
5. Grant writing and fundraising skills and techniques sufficient to obtain revenue to supplement operations.
6. Superior oral and written communication skills.
7. Basic accounting skills sufficient to prepare and monitor the annual budget.
8. Skill in preparing and making presentations to small and large groups.
9. Skill in reading, writing, and speaking English proficiently.
10. Skill in organizing and prioritizing work.
11. Typing skill sufficient to complete 35 net words per minute or higher. Up-to-date computer and technology skills sufficient to produce correspondence, create interactive forms, professional brochures, spreadsheets, perform internet research, efficiently utilize a variety of social media outlets



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for marketing purposes, teleconferencing, video conferencing, learn new software quickly and adapt to ever-evolving technology.

12. Ability to establish and maintain effective working relationships with coworkers, supervisors, subordinates, and a willingness to get involved with the community and small businesses to work together for the benefit of all.
13. Must be able to travel and work in excess of standard hours when necessary, as well as be able to operate a vehicle safely in all types of weather.
14. Strong self-initiative and the ability to work independently.
15. Ability to maintain confidentiality.

Language Skills

Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, financial reports, legal documents, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to respond to common inquiries or complaints from customers, regulatory agencies, or members of the business community. Ability to write speeches and articles for publication that conform to prescribed style and format. Ability to effectively present information to top management, public groups, and/or governing boards.

Mathematical Skills

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to draw and interpret bar graphs. Ability to calculate figures and amounts such as discounts, interest, and volume.

Reasoning Skills

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

Computer Skills

To perform this job successfully, an individual should be proficient at using the following:

County Payroll Software/E-time, Microsoft Word, Excel, Outlook, PowerPoint, Publisher, Internet, Wordpress, Facebook, Twitter, YouTube, Flickr, and other job-related programs and software.

Ability to Travel

Occasional travel in and out of Aitkin County is required for attending conferences, meetings, and when visiting other sites (schools, potential clients, etc.).

Competencies

To perform the job successfully, an individual should consistently demonstrate the following competencies (definitions attached or available upon request):

Ethics, attendance/punctuality, safety and security, dependability, analytical, design, problem solving, project management, technical skills, customer service, interpersonal skills, oral communication, written



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communication, teamwork, change management, delegation, leadership, managing people, quality management, business acumen, cost consciousness, diversity, organizational support, judgment, motivation, planning/organizing, professionalism, quality, quantity, adaptability, initiative, strategic thinking, visionary leadership, innovation, flexibility, and crisis management.

Work Environment

The noise level in the work environment is usually quiet to moderate.

Equipment and Tools

Computer, copier, fax, telephone, printer, 10-key calculator, shredder, county-owned vehicles, and personal vehicle (requires proof of insurance on file). May also use a variety of recreational and educational tools and equipment.

Physical Activities/Requirements

Climbing, balancing, stooping, kneeling, crouching, reaching, standing, walking, pushing, pulling, lifting, carrying, use of fingers, grasping, talking, hearing, seeing, and repetitive motions. Must have the ability to lift and/or carry up to 30 pounds.

While performing the duties of this job, the employee performs light work, exerting up to 30 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or a negligible amount of force constantly to move objects.

Working safely is a condition of employment. Aitkin County is a drug-free workplace.

Disclaimer

The above statements are intended to describe the general nature and level of the work being performed by employees assigned to this job classification. This is not an exhaustive list of all duties and responsibilities. Aitkin County reserves the right to amend and change responsibilities to meet organizational needs as necessary. This job description does not constitute an employment agreement between the employer and employee.

Reasonable Accommodation Notice

The County is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the County will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

09/2012

"Providing Quality Services and Efficient Resource Management for the Citizens and Guests of Aitkin County."



Position Description

Competencies Defined

Ethics – Treats people with respect; keeps commitments; inspires the trust of others; works with integrity and ethically; upholds organizational values.

Attendance/Punctuality – Is consistently at work and on time; ensures work responsibilities are covered when absent; arrives at meetings and appointments on time.

Safety and Security – Observes safety and security procedures; determines appropriate action beyond guidelines; reports potentially unsafe conditions; uses equipment and materials properly.

Dependability – Follows instructions, responds to management direction; takes responsibility for own actions; keeps commitments; commits to long hours of work when necessary to reach goals; completes tasks on time or notifies appropriate person with an alternate plan.

Analytical – Synthesizes complex or diverse information; collects and researches data; uses intuition and experience to complement data; designs work flows and procedures.

Design – Generates creative solutions; translates concepts and information into images; uses feedback to modify designs; applies design principles; demonstrates attention to detail.

Problem Solving – Identifies and resolves problems in a timely manner; gathers and analyzes information skillfully; develops alternative solutions; works well in group problem solving situations; uses reason even when dealing with emotional topics.

Project Management – Develops project plans; coordinates projects; communicates changes and progress; completes projects on time and budget; manages project team activities.

Technical Skills – Assesses own strengths and weaknesses; pursues training and development opportunities; strives to continuously build knowledge and skills; shares expertise with others.

Customer Service – Manages difficult or emotional customer situations; responds promptly to customer needs; solicits customer feedback to improve service; responds to requests for service and assistance; meets commitments.

Interpersonal Skills – Focuses on solving conflict, not blaming; maintains confidentiality; listens to others without interrupting; keeps emotions under control; remains open to others' ideas and tries new things.

Oral Communication – Speaks clearly and persuasively in positive or negative situations; listens and gets clarification; responds well to questions; demonstrates group presentation skills; participates in meetings.

Written Communication – Writes clearly and informatively; edits work for spelling and grammar; varies writing style to meet needs; presents numerical data effectively; able to read and interpret written information.

Teamwork – Balances team and individual responsibilities; exhibits objectivity and openness to others' views; gives and welcomes feedback, contributes to building a positive team spirit; puts success of team above own interests; able to build morale and group commitments to goals and objectives; supports everyone's efforts to succeed.

Change Management – Develops workable implementation plans; communicates changes effectively; builds commitment and overcomes resistance; prepares and supports those affected by change; monitors transition and evaluates results.

Delegation – Delegates work assignments; matches the responsibility to the person; sets expectations and monitors delegated activities; provides recognition for results.



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Leadership – Exhibits confidence in self and others; inspires and motivates others to perform well; effectively influences actions and opinions of others; accepts feedback from others; gives appropriate recognition to others.

Managing People – Includes staff in planning, decision-making, facilitating and process improvement; takes responsibility for subordinates' activities; makes self available to staff; provides regular performance feedback, develops subordinates' skills and encourages growth; solicits and applies customer feedback (internal and external); fosters quality focus in others; improves processes, products and services; continually works to improve supervisory skills.

Quality Management – Looks for ways to improve and promote quality; demonstrates accuracy and thoroughness.

Business Acumen – Understands business implications of decisions; displays orientation to profitability; demonstrates knowledge of market and competition; aligns work with strategic goals.

Cost Consciousness – Works within approved budget; develops and implements cost saving measures; contributes to profits and revenue; conserves organizational resources.

Diversity – Demonstrates knowledge of EEO policy; shows respect and sensitivity for cultural differences; educates others on the value of diversity; promotes a harassment-free environment; builds a diverse workforce.

Organizational Support – Follows policies and procedures; completes administrative tasks correctly and on time; supports organization's goals and values; benefits organization through outside activities; supports affirmative action and respects diversity.

Judgment – Displays willingness to make decisions; exhibits sound and accurate judgment; supports and explains reasoning for decisions; includes appropriate people in decision-making process; makes timely decisions.

Motivation – Sets and achieves challenging goals; demonstrates persistence and overcomes obstacles; measures self against standard of excellence; takes calculated risks to accomplish goals.

Planning/Organizing – Prioritizes and plans work activities; uses time efficiently; plans for additional resources; sets goals and objectives; organizes or schedules other people and their tasks; develops realistic action plans.

Professionalism – Approaches others in a tactful manner; reacts well under pressure; treats others with respect and consideration regardless of their status or position; accepts responsibility for own actions; follows through on commitments.

Quality – Demonstrates accuracy and thoroughness; looks for ways to improve and promote quality; applies feedback to improve performance; monitors own work to ensure quality.

Quantity – Meets productivity standards; completes work in timely manner; strives to increase productivity; works quickly.

Adaptability – Adapts to changes in the work environment; manages competing demands; changes approach or method to best fit the situation; able to deal with frequent change, delays, or unexpected events.

Initiative – Volunteers readily; undertakes self-development activities; seeks increased responsibilities; takes independent actions and calculated risks; looks for and takes advantage of opportunities; asks for and offers help when needed.

Strategic Thinking – Develops strategies to achieve organizational goals; understands organization's strengths and weaknesses; analyzes market and competition; identifies external threats and opportunities; adapts strategy to changing conditions.



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Visionary Leadership – Displays passion and optimism; inspires respect and trust; mobilizes others to fulfill the vision; provides vision and inspiration to peers and subordinates.

Innovation – Displays original thinking and creativity; meets challenges with resourcefulness; generates suggestions for improving work; develops innovative approaches and ideas; presents ideas and information in a manner that gets others' attention.

Flexibility - Ability to adjust daily schedule due to crisis, necessary prioritization of work flow and/or rule/legislative change.

Crisis Management - Ability to manage crisis in a calm, clear manner.

| 2010 Start | 6 Months | 1 Year | 2 Years | 3 Years | 4 Years | 6 Years | 8 Years | 10 Years | 12 Years | 16 Years | 20 Years | 24 Years | 28 Years |
|------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | +6 Mnths | +6 Mnths | +1 yr | +1 yr | +1 yr | +2 yr | +2 yr | +2 yr | +2 yr | +4 yr | +4 yr | +4 yr | +4 yr |
| | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 | Step 7 | Step 8 | Step 9 | Step 10 | Step 11 | Step 12 | Step 13 |
| G | \$ 32.69 | \$ 34.22 | \$ 35.80 | \$ 37.46 | \$ 39.20 | \$ 41.02 | \$ 42.92 | \$ 44.92 | \$ 47.00 | \$ 49.18 | \$ 51.47 | \$ 53.85 | \$ 56.34 |
| H | \$ 30.60 | \$ 32.01 | \$ 33.50 | \$ 35.05 | \$ 36.69 | \$ 38.39 | \$ 40.17 | \$ 42.02 | \$ 43.98 | \$ 46.03 | \$ 48.16 | \$ 50.41 | \$ 52.75 |
| I | \$ 27.12 | \$ 28.37 | \$ 29.69 | \$ 31.09 | \$ 32.52 | \$ 34.01 | \$ 35.63 | \$ 37.26 | \$ 38.99 | \$ 40.80 | \$ 42.69 | \$ 44.68 | \$ 46.75 |
| J | \$ 23.68 | \$ 24.76 | \$ 25.89 | \$ 27.12 | \$ 28.37 | \$ 29.66 | \$ 31.06 | \$ 32.51 | \$ 34.01 | \$ 35.61 | \$ 37.24 | \$ 38.98 | \$ 40.79 |
| K | \$ 21.01 | \$ 21.97 | \$ 23.00 | \$ 24.08 | \$ 25.19 | \$ 26.37 | \$ 27.58 | \$ 28.84 | \$ 30.19 | \$ 31.59 | \$ 33.05 | \$ 34.59 | \$ 36.18 |
| L | \$ 19.00 | \$ 19.89 | \$ 20.82 | \$ 21.79 | \$ 22.79 | \$ 23.84 | \$ 24.97 | \$ 26.12 | \$ 27.34 | \$ 28.61 | \$ 29.94 | \$ 31.32 | \$ 32.77 |
| M | \$ 17.19 | \$ 17.99 | \$ 18.83 | \$ 19.69 | \$ 20.62 | \$ 21.56 | \$ 22.57 | \$ 23.61 | \$ 24.71 | \$ 25.85 | \$ 27.04 | \$ 28.31 | \$ 29.62 |
| N | \$ 15.71 | \$ 16.43 | \$ 17.19 | \$ 17.99 | \$ 18.83 | \$ 19.69 | \$ 20.62 | \$ 21.56 | \$ 22.57 | \$ 23.62 | \$ 24.71 | \$ 25.85 | \$ 27.04 |
| O | \$ 14.48 | \$ 15.13 | \$ 15.83 | \$ 16.58 | \$ 17.35 | \$ 18.15 | \$ 18.98 | \$ 19.87 | \$ 20.79 | \$ 21.77 | \$ 22.77 | \$ 23.82 | \$ 24.95 |
| P | \$ 13.34 | \$ 13.95 | \$ 14.58 | \$ 15.27 | \$ 15.98 | \$ 16.70 | \$ 17.48 | \$ 18.30 | \$ 19.16 | \$ 20.04 | \$ 20.98 | \$ 21.94 | \$ 22.96 |
| Q | \$ 12.51 | \$ 13.10 | \$ 13.72 | \$ 14.33 | \$ 15.02 | \$ 15.72 | \$ 16.43 | \$ 17.20 | \$ 18.00 | \$ 18.84 | \$ 19.71 | \$ 20.63 | \$ 21.58 |
| R | \$ 11.97 | \$ 12.51 | \$ 13.10 | \$ 13.72 | \$ 14.31 | \$ 15.01 | \$ 15.71 | \$ 16.43 | \$ 17.19 | \$ 17.98 | \$ 18.82 | \$ 19.69 | \$ 20.61 |
| S | \$ 11.37 | \$ 11.92 | \$ 12.45 | \$ 13.03 | \$ 13.64 | \$ 14.26 | \$ 14.94 | \$ 15.65 | \$ 16.36 | \$ 17.10 | \$ 17.91 | \$ 18.74 | \$ 19.60 |
| T | \$ 10.85 | \$ 11.33 | \$ 11.90 | \$ 12.42 | \$ 13.00 | \$ 13.60 | \$ 14.22 | \$ 14.90 | \$ 15.60 | \$ 16.32 | \$ 17.08 | \$ 17.89 | \$ 18.72 |
| U | \$ 10.38 | \$ 10.86 | \$ 11.36 | \$ 11.91 | \$ 12.44 | \$ 13.02 | \$ 13.63 | \$ 14.24 | \$ 14.92 | \$ 15.63 | \$ 16.36 | \$ 17.10 | \$ 17.91 |
| V | \$ 9.97 | \$ 10.44 | \$ 10.93 | \$ 11.42 | \$ 11.98 | \$ 12.51 | \$ 13.10 | \$ 13.72 | \$ 14.33 | \$ 14.99 | \$ 15.69 | \$ 16.42 | \$ 17.18 |
| W | \$ 9.71 | \$ 10.16 | \$ 10.63 | \$ 11.14 | \$ 11.64 | \$ 12.16 | \$ 12.75 | \$ 13.35 | \$ 13.96 | \$ 14.62 | \$ 15.30 | \$ 16.02 | \$ 16.75 |