

Washington State Attorney General's Office

Salary Survey Report

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Services, Inc.
Phoenix, Arizona

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STUDY BACKGROUND

Gallagher Benefit Services, Inc.'s Fox Lawson Group (FLG) was engaged by the Washington State Attorney General's Office (AGO) to conduct a compensation study of its attorney classifications. This report outlines the results and recommendations of this market compensation survey.

Initial discussions were conducted with the AGO to document and confirm the AGO's current compensation systems, policies, and procedures including compensation and classification strategies and philosophies, market pricing strategies, labor markets and benchmarks for survey. The following materials were collected from the AGO: descriptions of attorney levels and current compensation information.

PUBLIC SECTOR DATA SOURCES AND ANALYSIS

Salary data was collected on 10 benchmark jobs. This benchmark list was approved in advance of the survey by the AGO. Additional organizational and pay practices questions were also included for survey. The survey document was provided to the AGO for review and approval.

FLG attempted to collect market data on each of the benchmark jobs through the conduct of the customized survey. FLG contacted the surveyed organization if any questions occurred with the submitted survey information.

Because the AGO's benchmark classifications have different functions than many of the attorney jobs surveyed, job matches were requested to be made by level of the attorney benchmark; for example, entry, first-level supervisor, division manager, and the like.

BENCHMARK DESCRIPTIONS

The definitions of the 10 attorney benchmark classifications surveyed are as follows: Please note that the classifications described are utilized for the purposes of survey only and are not necessarily descriptive of the attorney classifications currently in use by the AGO.

Benchmark 1: Entry Attorney

Reports to: Supervising Attorney

Supervises: None

Summary: This classification performs routine legal work under close supervision by more experienced Attorneys. Incumbents are developing the core legal knowledge, skills and abilities to advance to the fully-functioning level. Requires admission to the Bar. Incumbents within this classification typically have 0 to 2 years of legal experience.

Benchmark 2: Progressing Attorney

Reports to: Supervising Attorney

Supervises: None

Summary: This classification handles advice and cases of varying levels of complexity with little or minimal supervision. Attorneys at this level have a working knowledge and understanding of legal procedures, and take on more complex assignments with increased experience. Incumbents typically have 3 to 5 years of legal experience.

Benchmark 3: Experienced Attorney

Reports to: Supervising Attorney

Supervises: None

Summary: This classification has significant experience and/or demonstrated expertise in a practice area. This classification makes independent decisions and provides counsel on or litigates more complex legal matters. Incumbents may perform duties in a specialized function or act as a subject matter expert in the organization. Incumbents typically have 5 to 10 years of legal experience.

Benchmark 4: Supervising Experienced Attorney

Reports to: Supervising Attorney or Division Chief

Supervises: Attorneys

Summary: This classification is a first level supervisor of other attorneys and has significant experience and/or demonstrated expertise in practice area. This classification makes independent decisions and provides counsel on or litigates more complex legal matters. Incumbents may perform duties in a specialized function or act as a subject matter expert in the organization. Incumbents typically have 6 or more years of experience.

Benchmark 5: Senior Attorney

Reports to: Supervising or Division Chief

Supervises: None

Summary: This classification performs advanced attorney duties related to difficult and complex legal matters; issues where there is significant policy impact for the clients served; and where very large monetary values are involved. Interpret and resolve matters related to rules, law and ethical obligations. Prepare, manage and present complex cases in a variety of judicial and specialized tribunals. Prepare and argue state and federal appellate cases. Incumbents typically have 10 to 20 years of experience.

Benchmark 6: Supervising Senior Attorney

Reports to: Division Chief or Deputy

Supervises: Attorneys and/or first level supervising attorneys

Summary: This classification is a first or second level supervisor of other attorneys assigning work, evaluating employee performance, resolving personnel matters, and assisting in budget, policy and reporting processes. Perform

advanced attorney duties related to difficult and complex legal matters; issues where there is significant policy impact for the clients served; and where very large monetary values are involved. Interpret and resolve matters related to rules, law and ethical obligations. Prepare, manage and present complex cases in a variety of judicial and specialized tribunals, and prepare and argue state and federal appellate cases. Incumbents typically have 10 to 20 years of experience.

Benchmark 7: Distinguished Attorney

Reports to: Division Chief or Deputy

Supervises: None

Summary: This classification is a highly experienced attorney handling the most complex and high profile cases or legal counsel situations/matters. Provide expert advice to agency heads on best practices and legal implications of policies and actions. May provide advice and counsel to the Legislature and Governor on the legality and effect of legislation and policies. Prepare and argue state and federal appellate cases including arguing cases before the State Supreme Court and assisting in arguing cases before the U. S. Supreme Court, or arguing cases before the U. S. Supreme Court. Incumbents typically have 20 or more years of legal experience.

Benchmark 8: Division Chief

Reports to: Deputy

Supervises: Staff in a legal function, office or program

Summary: This classification typically heads an entire legal function, program or office. Primary duties are administrative, but the position also counsels senior management and attorneys in strategic and high-profile matters. Incumbents manage divisions of the office, representing large or multiple state agencies, including hiring and supervision of attorneys and supervisory professional staff, budget management, making case assignments, maintaining control of case progress, reviewing performance, developing internal systems and assuring compliance with office systems and practices, assuring appropriate workload distribution and providing leadership and mentoring. Oversee complex cases as needed. Typically supervises operations and personnel through supervisors.

Benchmark 9: Deputy

Reports to: Chief Deputy

Supervises: Staff in multiple legal functions or programs

Summary: This classification supervises multiple legal divisions or programs. Primary duties are administrative. Manage and evaluate senior attorney staff in leadership roles for legal divisions or programs., Provide guidance on strategic or high profile matters. Makes and approves personnel decisions. Participates in development of office strategic plan and is responsible for assigned office projects, initiatives or committees often in the lead role. Serve on executive management team. Advise the top executive or elected official.

Benchmark 10: Chief Deputy

Reports to: Top Executive or Elected Official

Supervises: Staff in a legal function, office or program

Summary: This classification supervises all legal divisions or programs in the office through subordinate managers. Primary duties are administrative, but the position also counsels senior management and attorneys in strategic and high-profile matters. Manages and evaluates management level positions. Often final decision-maker in office strategic plan, projects or initiatives. Serves on executive management team, advising the top executive or elected official.

DATA CHARACTERISTICS AND ADJUSTMENT FACTORS

Market data were collected effective July 1, 2016. No time adjustments were made to the data presented in the report. No geographic adjustments were applied to the data presented in the report. Adequate data was obtained for each benchmark.

SURVEY ORGANIZATIONS

A custom survey was conducted for all 10 benchmark classifications. 70% of the 30 organizations sent the survey document actively participated in the survey. The participating organizations are listed below:

1. City of Bellevue
2. City of Bellingham
3. City of Everett
4. City of Federal Way
5. City of Kennewick
6. City of Olympia
7. City of Seattle
8. City of Vancouver
9. City of Yakima
10. Clark County
11. House of Representatives Office of Program Research
12. King County
13. Kitsap County
14. Pierce County
15. Senate Committee Services
16. Snohomish County
17. Spokane County
18. Thurston County
19. Washington State Office of Public Defense
20. Washington State Senate-Democratic Caucus
21. Whatcom County

ORGANIZATIONAL DATA SUMMARY

Organizational Information	AGO	Market
Average Number of Customers	7,062,000	343,160
Average Overall Organization Budget*	Approx. State budget: \$47,000,000,000 Approx. AGO budget: \$169,000,000	\$827,787,318
Average Number of Attorneys	573	40
Average Number of Full Time Equivalents**	State: 110,537 (2015) AGO: 1,236	1,935
Average Number of Attorney Titles	10 (Number of benchmarks used for the purpose of survey)	5.8

*Survey participants generally provided the budget of the entire organization instead of the legal department only. As a result, both the State's and the AGO's annual budget are listed.

**Survey participants generally provided the FTEs for entire organization instead of the legal department only. As a result, both the State's and AGO's FTE figures are listed.

PAY PRACTICES SUMMARY

Pay Practices Information	AGO	Market
Most Recent Employee Increase	1.8%	3.2%
Most Recent Structure Increase	n/a	2.0%
Total Organization Turnover	10.5%	8.0%

Attorney Bonus Plans	AGO	Market (% of participants who offer)
Lump-Sum Bonuses	No	5%
Team Incentives	No	5%
Skill-Based Pay	No	0%
Knowledge-Based Pay	No	0%
Performance Pay (Merit Pay) (this question was not intended to identify performance pay under the state recognition program, which is no longer available).	Pay may be increased based on available State funding	14%
Longevity	No	10%
Assignment Pay	No	14%
Other	No	10%

Benchmark	AGO Pay Range Width (No formal Pay Ranges)	Average Market Pay Range Width
Entry Attorney	n/a	35%
Progressing Attorney	n/a	41%
Experienced Attorney	n/a	39%
Supervising Experienced Attorney	n/a	37%
Senior Attorney	n/a	52%
Supervising Senior Attorney	n/a	46%
Distinguished Attorney	n/a	52%
Division Chief	n/a	37%
Deputy	n/a	44%
Chief Deputy	n/a	32%

CONTENT OF MARKET COMPARISON CHARTS

The tables and charts found within pages 10 to 15 of this report reflect the relationship of the AGO's pay data as compared to market pay on a benchmark or years since graduation basis.

In each comparison table, the percentage difference has been calculated as the AGO's salary figure minus the market figure divided by the AGO's salary figure. For example, a positive percentage figure indicates that the AGO pays above the market, and a negative figure indicates that the AGO pays below the market. This percentage difference is shown for each benchmark job or year since graduation, and as an overall figure at the bottom of the table. The overall percentage difference figures at the bottom of the tables are not simply an average of all of the individual averages, but rather, they reflect the sum of all AGO salary rates minus market salary rates divided by the sum of all AGO salary rates. This reflects a more accurate comparison than averaging averages.

Graphical representations (scatter grams) of the various salary comparisons are displayed on pages 11, 14 and 15. These charts represent an analysis of salary levels in comparison with benchmarks or time since law school graduation represented by years across all classifications. Both the AGO and market incumbent data are shown.

The years since graduation market data includes only those organizations that provided years since graduation in their data submission and include the following organizations:

1. Pierce County
2. Whatcom County
3. City of Kennewick
4. City of Olympia
5. City of Yakima
6. Washington State Senate-Democratic Caucus
7. Thurston County
8. Senate Committee Services
9. Washington State Office of Public Defense
10. City of Bellingham
11. Washington State House of Representatives Office of Program Research
12. City of Seattle
13. King County

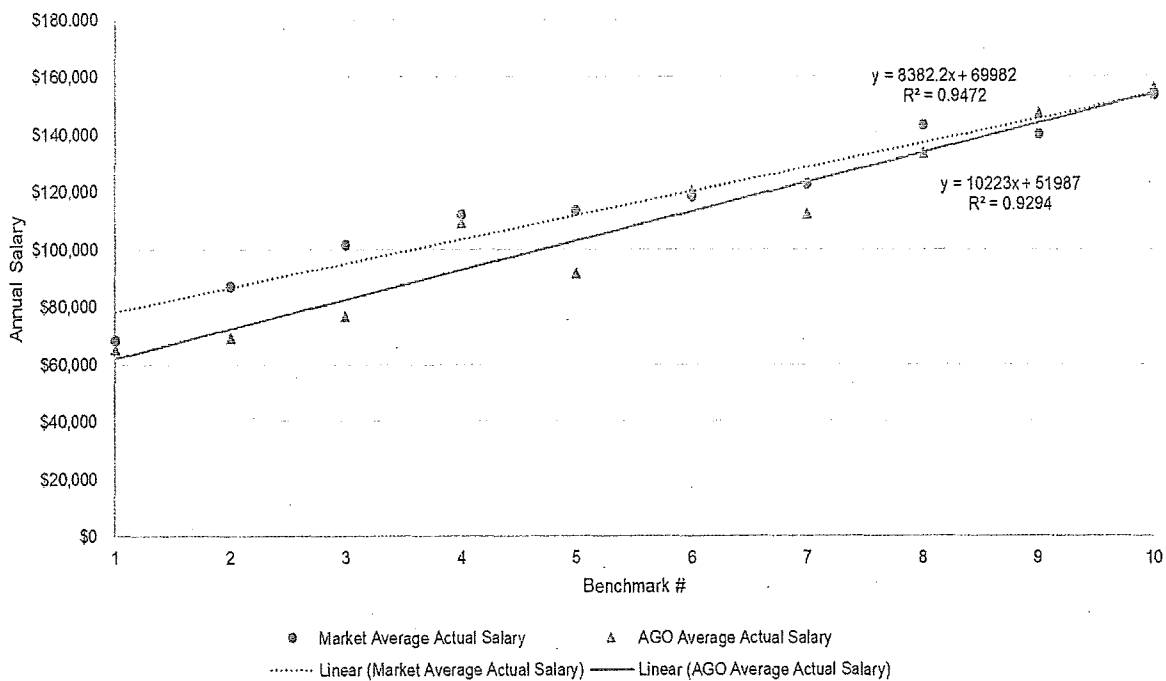
The graphs exhibit the salary figures (which are shown as plot-points) and the resulting pay trends (trend lines) for both the AGO and the market. Some data points are not visible within the charts because some salary data points are similar and may overlap.

The trend lines were calculated using a statistical procedure called regression analysis, also known as "line of best fit". It takes into account all of the salary figures (data points) and their corresponding time since graduation to develop one continuous pay line from the lowest level to the highest level. For example, in performing regression analysis, two values are calculated that are utilized in a formula to calculate the pay trend. An 'x-coefficient' and a 'constant' value are calculated, and they are placed into a formula utilizing the grade to determine the pay trend, or salary rate. This formula is: pay trend (salary rate) = years or benchmark times the x-coefficient value plus the constant value. The trend lines depict how the AGO's salaries compare to the market salaries and represent linear regression. R squared represents the "fit" of the data to the trend line and thus, the higher the number, the better fit of the data (plot-points).

Average Salary Comparison by Benchmark

No	Benchmark	# of AGO Job Incumbents	AGO Average Actual Salary	Market Average Actual Salary	Difference
1	Entry Attorney	25	\$65,306	\$68,312	-4.6%
2	Progressing Attorney	66	\$69,339	\$87,284	-25.9%
3	Experienced Attorney	76	\$76,633	\$101,796	-32.8%
4	Supervising Exp Attorney	87	\$109,312	\$111,932	-2.4%
5	Senior Attorney	118	\$91,487	\$113,369	-23.9%
6	Supervising Sr Attorney	12	\$120,633	\$118,304	1.9%
7	Distinguished Attorney	156	\$112,314	\$122,834	-9.4%
8	Division Chief	26	\$133,582	\$143,198	-7.2%
9	Deputy	6	\$147,337	\$140,056	4.9%
10	Chief Deputy	1	\$156,182	\$153,757	1.6%
Overall Difference					-7.3%

Average Salary Comparison



Average Pay Range Comparison by Benchmark

The midpoint number may include calculated midpoints for some survey organizations. The AGO does not have formal established pay ranges for each benchmark classification and thus, pay range minimums, midpoints and maximums and market differences are not shown.

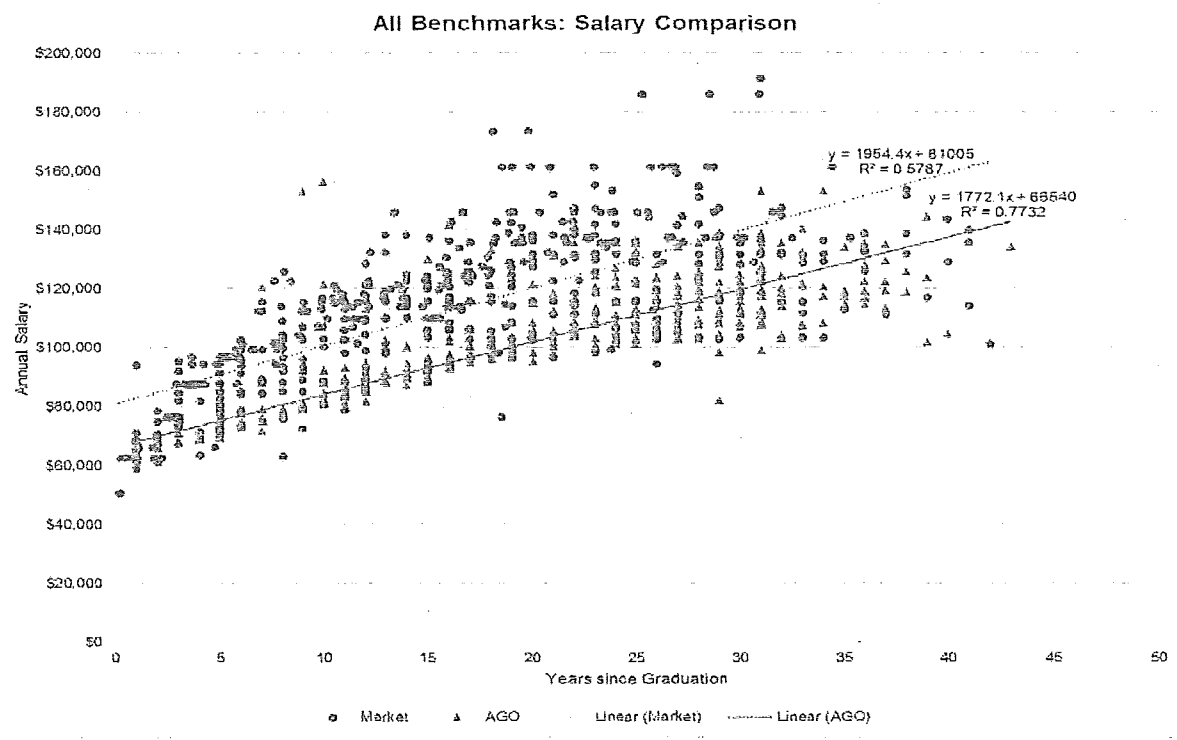
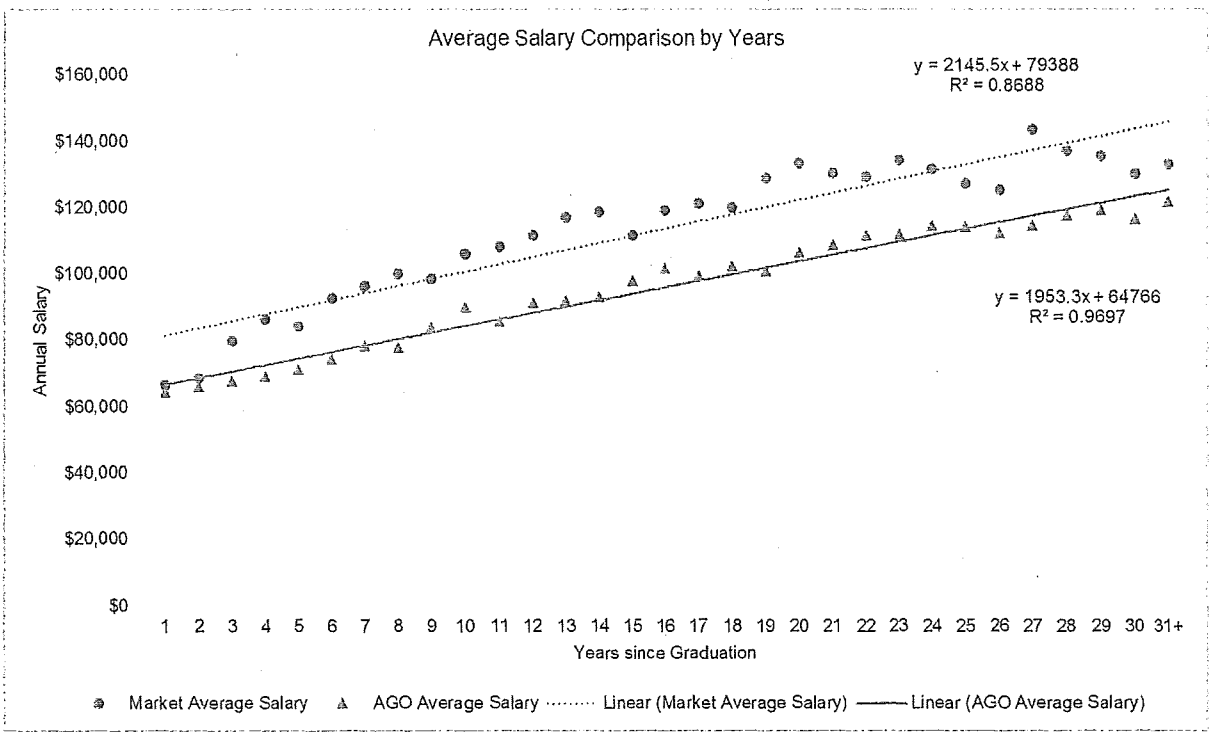
No	Benchmark	AGO Annual Pay Range Minimum	Market Average Range Minimum	Difference	AGO Annual Pay Range Midpoint	Market Average Range Midpoint	Difference	AGO Pay Range Maximum	Market Average Range Maximum	Difference	
1	Entry Attorney	N/A	\$61,151	N/A	N/A	\$68,921	N/A	N/A	\$81,157	N/A	
2	Progressing Attorney	N/A	\$71,244	N/A	N/A	\$84,466	N/A	N/A	\$99,486	N/A	
3	Experienced Attorney	N/A	\$83,870	N/A	N/A	\$98,122	N/A	N/A	\$114,303	N/A	
4	Supervising Exp Attorney	N/A	\$90,595	N/A	N/A	\$105,501	N/A	N/A	\$123,042	N/A	
5	Senior Attorney	N/A	\$84,249	N/A	N/A	\$102,083	N/A	N/A	\$123,862	N/A	
6	Supervising Sr Attorney	N/A	\$90,315	N/A	N/A	\$110,228	N/A	N/A	\$130,394	N/A	
7	Distinguished Attorney	N/A	\$91,170	N/A	N/A	\$109,461	N/A	N/A	\$133,817	N/A	
8	Division Chief	N/A	\$111,653	N/A	N/A	\$129,039	N/A	N/A	\$150,032	N/A	
9	Deputy	N/A	\$102,228	N/A	N/A	\$120,779	N/A	N/A	\$144,226	N/A	
10	Chief Deputy	N/A	\$117,075	N/A	N/A	\$134,645	N/A	N/A	\$156,115	N/A	
Overall Difference				N/A					N/A		

Average Salary Comparison by Years since Graduation (Experience)

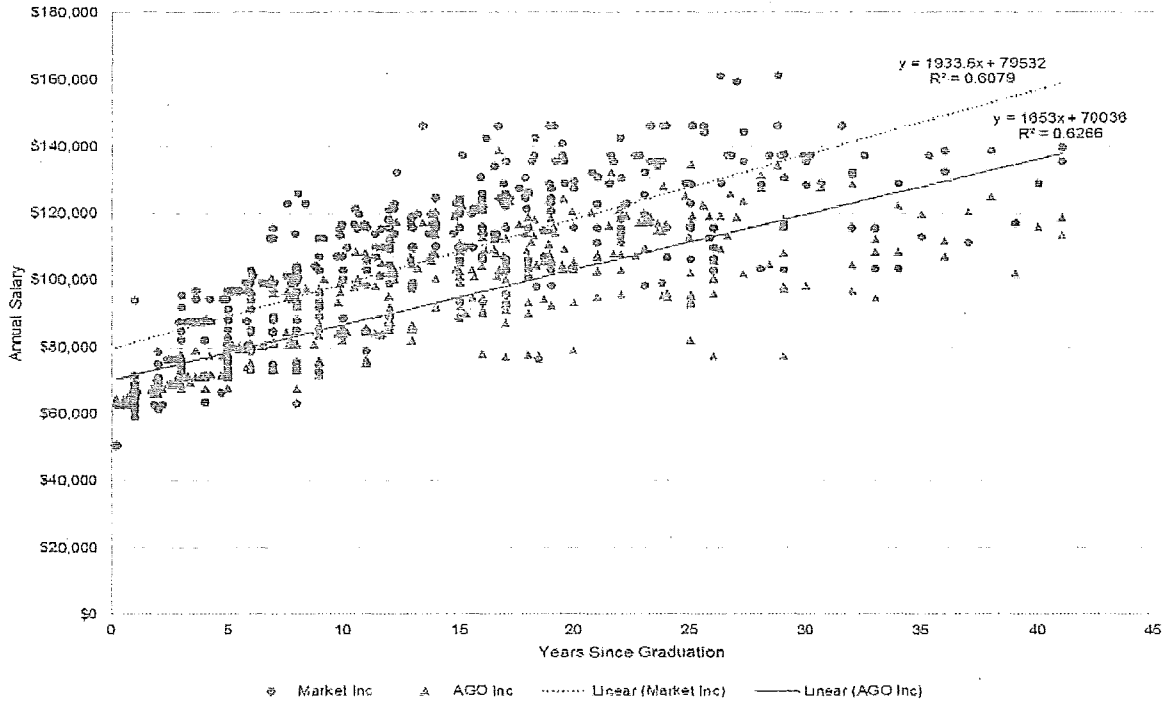
The market average salary data includes only organizations that provided actual salary by years since graduation information. The listing of organizations is located on page 9.

Years of Experience	AGO Average Salary	Market Average Salary	Difference	Years of Experience	AGO Average Salary	Market Average Salary	Difference
1	\$64,317	\$66,437	-3.3%	17	\$99,342	\$121,036	-21.8%
2	\$65,966	\$68,694	-4.1%	18	\$102,468	\$119,981	-17.1%
3	\$67,834	\$79,761	-17.6%	19	\$101,049	\$129,026	-27.7%
4	\$69,137	\$86,328	-24.9%	20	\$106,535	\$133,328	-25.1%
5	\$71,106	\$84,202	-18.4%	21	\$108,758	\$130,376	-19.9%
6	\$74,236	\$92,885	-25.1%	22	\$111,739	\$129,139	-15.6%
7	\$78,305	\$96,407	-23.1%	23	\$111,786	\$134,151	-20.0%
8	\$77,747	\$99,927	-28.5%	24	\$114,570	\$131,672	-14.9%
9	\$83,927	\$98,687	-17.6%	25	\$114,215	\$127,240	-11.4%
10	\$89,926	\$106,147	-18.0%	26	\$112,214	\$125,260	-11.6%
11	\$85,595	\$108,169	-26.4%	27	\$114,474	\$143,288	-25.2%
12	\$91,263	\$111,506	-22.2%	28	\$117,789	\$136,992	-16.3%
13	\$91,852	\$117,234	-27.6%	29	\$119,157	\$135,172	-13.4%
14	\$93,256	\$118,554	-27.1%	30	\$116,619	\$130,019	-11.5%
15	\$97,945	\$111,707	-14.1%	31+	\$121,601	\$132,880	-9.3%
16	\$101,861	\$118,976	-16.8%	Overall Difference			-18.4%

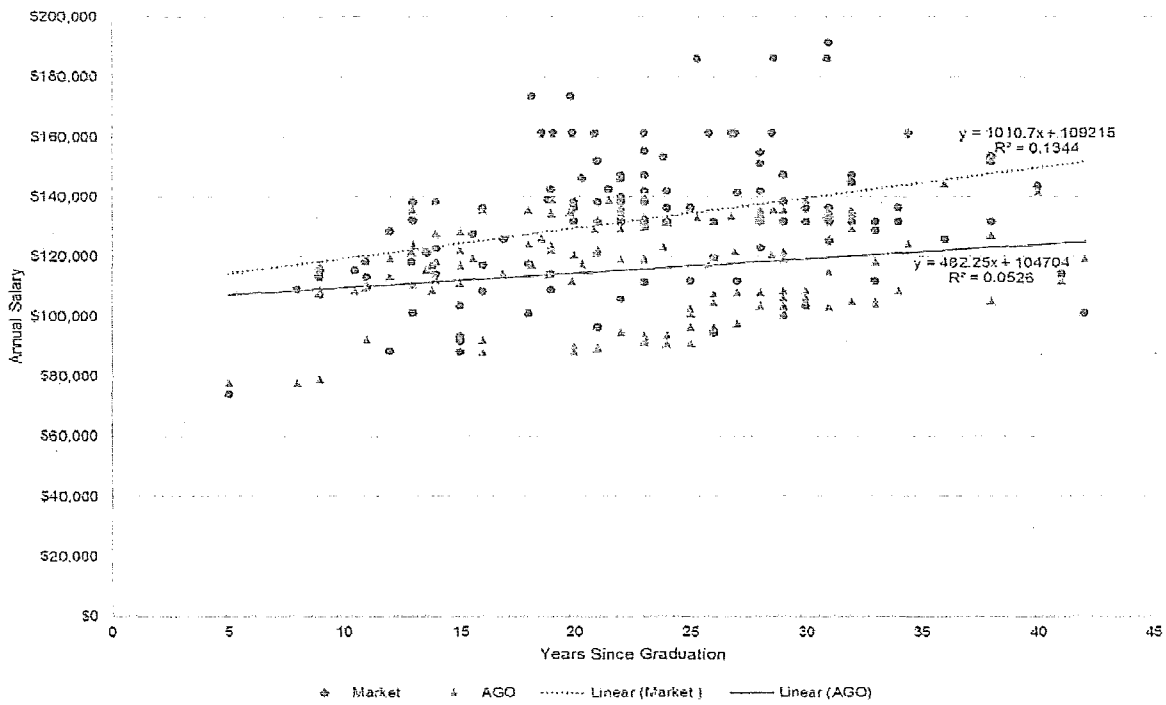
2016



Non Supervisory Benchmarks: Salary Comparison



Supervisory Benchmarks: Salary Comparison



COST TO BRING AGO PAYLINE TO THE MARKET PAYLINE

The AGO has established an objective of paying its attorneys consistent with the public sector market as defined by the comparator group surveyed in this year's salary survey. This public sector market's payline (blue dotted trend line) is shown on the second chart on page 14.

The AGO has historically utilized experience, function/level and performance factors to place its attorneys at the appropriate pay level. The current AGO's payline (solid orange trend line) is also shown within the chart on page 14 and is below the public sector market's payline.

The cost to bring the AGO's employees in its attorney classifications to the salary levels indicated by the market payline (trend line) as shown on the chart found on page 14 is approximately \$10,488,576. The cost is calculated as the total amount to move each AGO attorney employee/incumbent based on years since graduation to the market payline as shown in the chart on page 14.

This cost assumes no changes to the AGO's incumbent data until the implementation of any salary updates occurs. The cost is also limited to providing increases to attorney incumbents below the market payline.

PRIVATE SECTOR PAY DATA

Private sector data for attorneys was also reviewed in the course of the study and is shown on pages 17 and 18. This information is shown below and on the next pages and represents data from the Economic Research Institute Database. The data represents Washington data with an effective date of 7/1/2016.

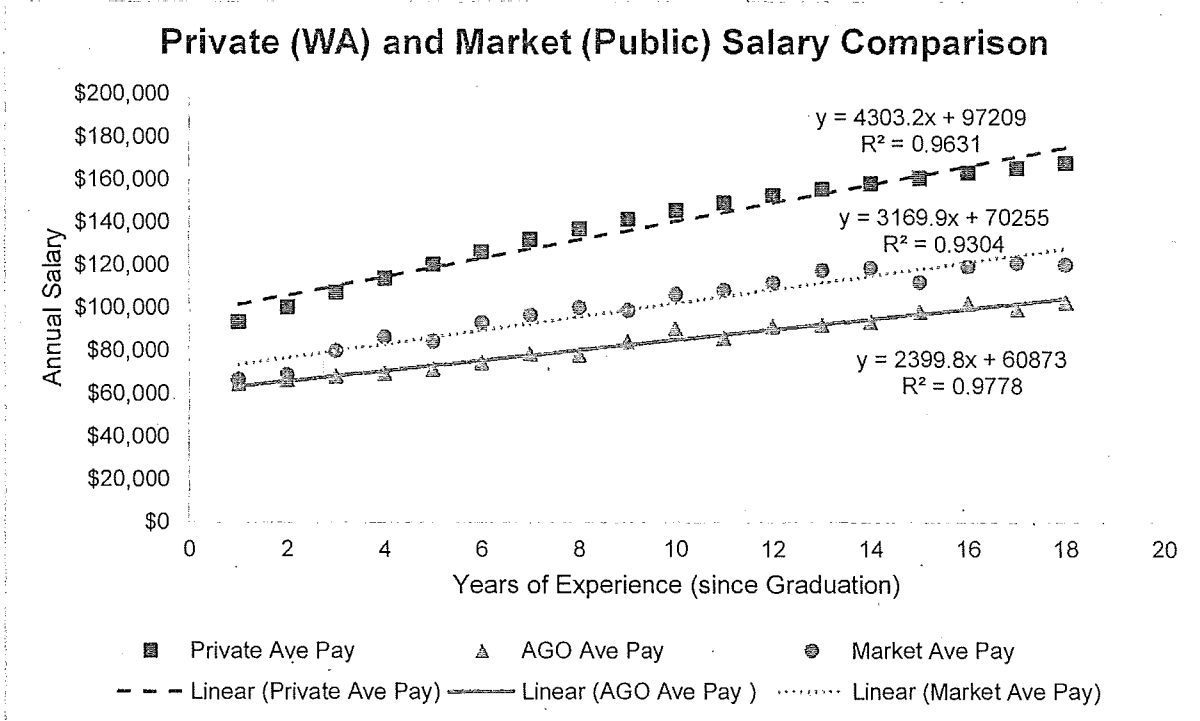
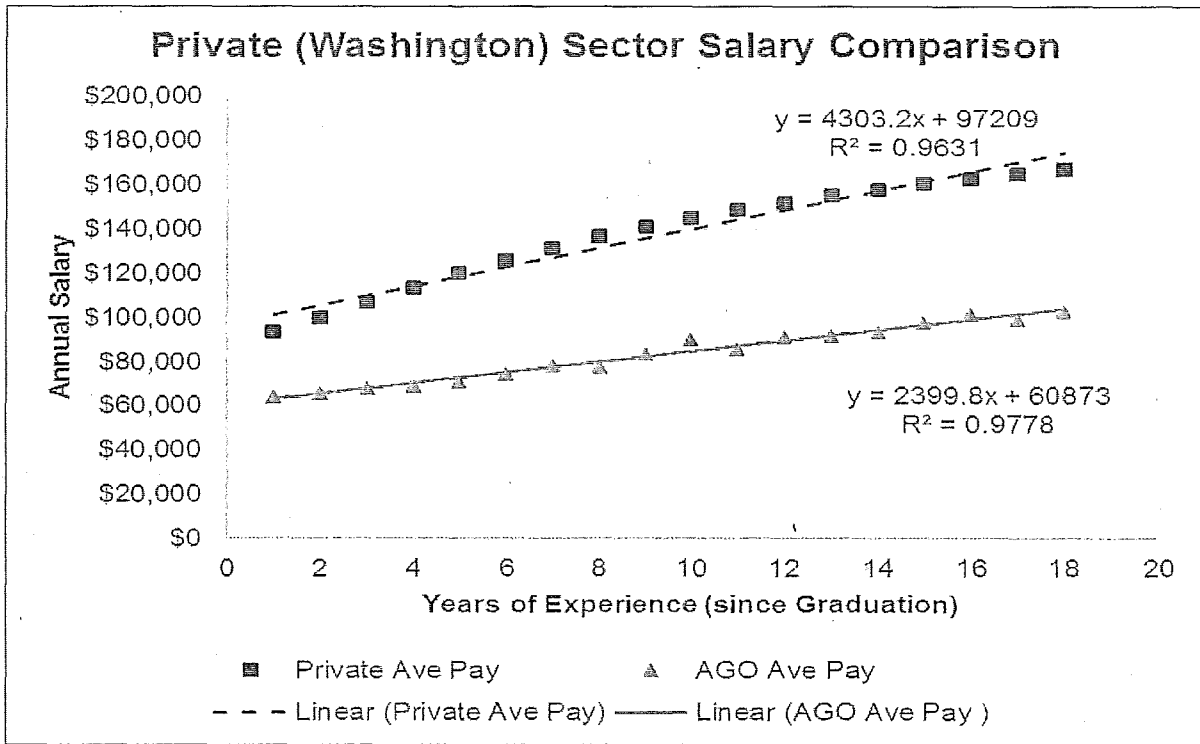
Attorney Corporate

Overview: Advises, consults, litigates and performs trial work, and carries out the legal processes necessary to effect the rights, privileges, and obligations of the organization. Studies Constitution, statutes, decisions, and ordinances of quasi-judicial bodies. Gathers evidence and information for management decision making. Prepares and reviews various legal instruments and documents, such as contracts, leases, licenses, purchases, sales, real estate, etc. Examines legal data to determine advisability of defending or prosecuting lawsuit. Examines material, such as advertisements, publications, etc., for legal implications, advising officials of proposed legislation that might affect the organization. Applies for copyrights or registration of the organization's products, processes, devices, and trademarks, advising whether to initiate or defend law suits. Conducts pretrial preparations and defends the organization in lawsuits. Advises officials on tax matters, government regulations, and/or legal rights. Represents the company before quasi-judicial or administrative agencies of the government.

Requires completion of law school with an LLB degree or JD degree and admission to the bar.

Overall, for all levels/years of experience, AGO average salaries are significantly below Washington private sector attorney average salary levels.

Years of Experience	Average Actual Salary	AGO Average Pay	Difference
1	\$93,201	\$64,317	-44.9%
2	\$100,152	\$65,966	-51.8%
3	\$107,014	\$67,834	-57.8%
4	\$113,680	\$69,137	-64.4%
5	\$120,061	\$71,106	-68.8%
6	\$126,080	\$74,236	-69.8%
7	\$131,671	\$78,305	-68.2%
8	\$136,771	\$77,747	-75.9%
9	\$141,324	\$83,927	-68.4%
10	\$145,231	\$89,926	-61.5%
11	\$148,866	\$85,595	-73.9%
12	\$152,184	\$91,263	-66.8%
13	\$155,196	\$91,852	-69.0%
14	\$157,955	\$93,256	-69.4%
15	\$160,516	\$97,945	-63.9%
16	\$162,932	\$101,861	-60.0%
17	\$165,253	\$99,342	-66.3%
18	\$167,528	\$102,468	-63.5%
Overall Difference			-65.0%



CONCLUSIONS AND RECOMMENDATIONS

In comparison with the public sector market data as collected through the custom survey, the AGO is:

- -7.3% below the market in an average salary comparison with the surveyed benchmark classifications.
- -18.4% below the market in an average salary comparison of years since graduation (years of experience as an attorney).
- The AGO is -65.0% below the private sector market in an average salary comparison of years of experience. (Note: The private sector market is not the AGO's primary comparison market.)

Based on AGO incumbent data collected effective July 1, 2016, the cost to bring AGO attorney salaries in alignment with the public sector market as established through data obtained during this salary survey is approximately \$10,488,576. The cost is also limited to providing increases to attorney incumbents below the market payline.

Appendix A – Detailed Job Summaries

1	Entry Attorney	# of Incumbents	82	Average Salary Range Minimum Range Midpoint Range Maximum Range Width				
		# of Organizations	17					
		Average		\$68,312	\$61,151	\$68,921	\$81,157	35%
		Median		\$68,341	\$62,262	\$68,700	\$81,747	30%
		60th Percentile		\$69,300	\$63,898	\$72,746	\$82,824	
		75th Percentile		\$71,625	\$67,662	\$75,972	\$87,213	
		90th Percentile		\$74,966	\$68,881	\$78,223	\$94,323	
		Low		\$58,147	\$46,884	\$47,463	\$62,581	
		High		\$87,600	\$70,575	\$83,975	\$105,876	
2	Progressing Attorney	# of Incumbents	165	Average Salary Range Minimum Range Midpoint Range Maximum Range Width				
		# of Organizations	15					
		Average		\$87,284	\$71,244	\$84,466	\$99,486	41%
		Median		\$84,364	\$70,328	\$83,502	\$96,204	35%
		60th Percentile		\$92,059	\$72,154	\$85,332	\$98,309	
		75th Percentile		\$94,763	\$75,812	\$89,160	\$103,400	
		90th Percentile		\$98,051	\$84,144	\$98,502	\$117,246	
		Low		\$71,238	\$46,884	\$66,216	\$82,596	
		High		\$116,880	\$87,480	\$102,409	\$129,012	
3	Experienced Attorney	# of Incumbents	236	Average Salary Range Minimum Range Midpoint Range Maximum Range Width				
		# of Organizations	18					
		Average		\$101,796	\$83,870	\$98,122	\$114,303	39%
		Median		\$99,565	\$84,732	\$99,393	\$110,022	32%
		60th Percentile		\$103,104	\$87,289	\$100,068	\$115,830	
		75th Percentile		\$110,369	\$91,584	\$102,678	\$119,466	
		90th Percentile		\$118,765	\$99,980	\$115,276	\$136,304	
		Low		\$82,894	\$54,384	\$76,824	\$90,093	
		High		\$134,681	\$107,412	\$123,516	\$139,620	
4	Supervising Exp Attorney	# of Incumbents	110	Average Salary Range Minimum Range Midpoint Range Maximum Range Width				
		# of Organizations	13					
		Average		\$111,932	\$90,595	\$105,501	\$123,042	37%
		Median		\$110,782	\$89,228	\$101,836	\$122,559	31%
		60th Percentile		\$113,570	\$94,130	\$106,207	\$129,191	
		75th Percentile		\$122,167	\$101,735	\$116,438	\$135,816	
		90th Percentile		\$131,504	\$107,171	\$123,353	\$139,290	
		Low		\$73,919	\$69,648	\$80,568	\$93,444	
		High		\$131,724	\$107,470	\$126,165	\$144,859	
5	Senior Attorney	# of Incumbents	164	Average Salary Range Minimum Range Midpoint Range Maximum Range Width				
		# of Organizations	9					
		Average		\$113,369	\$84,249	\$102,083	\$123,862	52%
		Median		\$115,839	\$83,146	\$99,499	\$128,362	35%
		60th Percentile		\$118,882	\$85,610	\$99,597	\$129,020	
		75th Percentile		\$119,904	\$89,340	\$102,525	\$130,703	
		90th Percentile		\$122,206	\$103,819	\$113,397	\$135,648	
		Low		\$93,534	\$69,648	\$93,444	\$108,360	
		High		\$126,193	\$112,571	\$120,813	\$135,648	
6	Supervising Sr Attorney	# of Incumbents	95	Average Salary Range Minimum Range Midpoint Range Maximum Range Width				
		# of Organizations	7					
		Average		\$118,304	\$90,315	\$110,228	\$130,394	46%
		Median		\$108,185	\$83,348	\$102,824	\$135,648	38%
		60th Percentile		\$124,277	\$91,984	\$111,645	\$139,315	
		75th Percentile		\$136,935	\$104,938	\$124,877	\$144,817	
		90th Percentile		\$140,637	\$109,518	\$132,096	\$154,674	
		Low		\$93,435	\$70,000	\$91,712	\$101,342	
		High		\$143,295	\$112,571	\$136,909	\$161,246	

			Average Salary	Range Minimum	Range Midpoint	Range Maximum	Range Width	
7	Distinguished Attorney	# of Incumbents	57					
		# of Organizations	5					
	Average		\$122,834	\$91,170	\$109,461	\$133,817	52%	
	Median		\$122,795	\$87,739	\$100,788	\$142,404	28%	
	60th Percentile		\$125,291	\$89,119	\$101,791	\$142,404		
	75th Percentile		\$129,036	\$91,188	\$103,296	\$142,404		
	90th Percentile		\$135,200	\$114,875	\$128,892	\$153,709		
	Low		\$106,641	\$73,128	\$96,729	\$106,641		
		High		\$139,309	\$130,667	\$145,957	\$161,246	
8	Division Chief	# of Incumbents	20					
		# of Organizations	8					
	Average		\$143,198	\$111,653	\$129,039	\$150,032	37%	
	Median		\$141,960	\$106,476	\$124,224	\$145,776	33%	
	60th Percentile		\$142,212	\$113,993	\$131,241	\$150,614		
	75th Percentile		\$145,305	\$125,804	\$136,386	\$155,977		
	90th Percentile		\$158,336	\$136,971	\$146,745	\$166,433		
	Low		\$129,096	\$76,812	\$108,516	\$134,874		
		High		\$173,496	\$143,523	\$161,581	\$181,924	
9	Deputy	# of Incumbents	22					
		# of Organizations	10					
	Average		\$140,056	\$102,228	\$120,779	\$144,226	44%	
	Median		\$134,955	\$99,873	\$118,635	\$141,474	34%	
	60th Percentile		\$137,806	\$102,563	\$120,610	\$143,068		
	75th Percentile		\$144,038	\$107,684	\$123,603	\$148,377		
	90th Percentile		\$150,033	\$112,124	\$128,396	\$167,291		
	Low		\$117,326	\$76,812	\$105,864	\$117,326		
		High		\$186,290	\$146,968	\$165,459	\$186,290	
10	Chief Deputy	# of Incumbents	20					
		# of Organizations	16					
	Average		\$153,757	\$117,075	\$134,645	\$156,115	32%	
	Median		\$155,189	\$113,039	\$138,156	\$151,834	31%	
	60th Percentile		\$157,330	\$127,512	\$140,774	\$155,189		
	75th Percentile		\$162,311	\$129,474	\$145,602	\$163,478		
	90th Percentile		\$174,768	\$131,436	\$146,803	\$175,742		
	Low		\$117,635	\$92,172	\$117,414	\$134,874		
		High		\$191,484	\$139,234	\$151,176	\$191,484	

