Arthur J. Gallagher & Co.

Judicial Council of CA
Compensation Study Report
[Agreement No. 1027484]

Gallagher Benefits Services, Inc.

[Fox Lawson]

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August 25, 2015

Mr. Martin Hoshino
Administrative Director
Judicial Council of California
455 Golden Gate Avenue
San Francisco, CA 94102-3688

Compensation Study Results

Dear Mr. Hoshino:

Arthur J. Gallagher's Human Resources & Compensation Consulting Practice (Fox Lawson) is pleased to submit the finalized market data results and preliminary pay structure options and a recommendation for the compensation phase of the classification and compensation study.

This report contains the following sections:

- Compensation Study Process
- Compensation Study Methodology
- Key Metrics
- Pay Structure Models

We appreciate having the opportunity to work with the Judicial Council of California on this significant project. Should you have any questions regarding the compensation study, please contact Lori Messer at (480)845-6204 or lori_messer@ajg.com; Sandy Spellman at (602) 795-2742 or sandra_spellman@ajg.com; or me at (602) 840-1070 or bruce_lawson@ajg.com.

Sincerely,

Bruce Lawson, MPA, CCP, IPMA-CP
Managing Director

Arthur J. Gallagher & Co.

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I. COMPENSATION STUDY PROCESS

Fox Lawson Group (FLG) developed a salary survey instrument in order to gather pay practice and compensation data from select comparator organizations. Benchmark summaries were developed and reviewed by the Judicial Council of California staff prior to dissemination of the survey instrument. The survey was distributed to 58 organizations, as agreed upon by the Judicial Council staff, as follows:

Court Sector Comparators (22)

State Judicial Systems

Alabama

Alaska

Delaware

Hawaii

Illinois

Minnesota

New York

North Carolina

Ohio

Oregon

Pennsylvania

Texas

Superior Courts of California

Alameda

Fresno

Los Angeles

Orange

Riverside

Sacramento

San Bernardino

San Diego

San Francisco

Santa Clara

Public Sector Organizations (36):

California Cities

Anaheim

Bakersfield

Chula Vista

Fremont

Fresno

Irvine

Long Beach

Los Angeles

Modesto

Oakland

Sacramento

San Diego

San Francisco

San Jose

Santa Ana

Stockton

California Counties

Alameda

Contra Costa

Los Angeles

Marin

Monterey

Napa

Orange

Riverside

Sacramento

San Bernardino

San Diego

San Francisco

San Mateo

Santa Barbara

Santa Clara

Solano

Sonoma

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| **State** |
| California |
| **Universities** |
| California State University System |
| University of California System |

The survey was distributed to the comparator organizations on October 10, 2014. Several follow-ups with each organization occurred in order to encourage participation. FLG contacted each organization on five (5) separate occasions and the Judicial Council of California staff distributed a request to each of the comparator organizations to encourage participation. As typical with the California market, several organizations declined to complete the survey and directed FLG to their website in order to gather the information.

A breakdown of participation follows:

14 organizations completed the survey, as follows:

| **State Judicial Systems** |
| Delaware |
| Hawaii |
| Minnesota |
| North Carolina |
| Pennsylvania |
| **Superior Courts of California** |
| Alameda |
| San Diego |
| **California Cities** |
| Irvine |
| Modesto |
| Oakland |
| **California Counties** |
| Orange |
| Santa Barbara |
| Santa Clara |
| **Universities** |
| University of California System |

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For those organizations that did not respond to requests for participation or that directed us to their websites (36), FLG gathered salary range information (actual salary data was not available on the websites) for the benchmark positions from the individual organization websites. Job descriptions for each organization were reviewed to identify positions that were a 70% or better match to the Judicial Council of California benchmark positions. Additionally, the Judicial Council staff provided FLG with the Schedule 7A report for the California courts listed below (the Schedule 7A contains salary, benefit, authorized positions, and other court employee related information submitted by trial courts for a given fiscal year as of July 1 of that fiscal year), and that data, which is effective as of July 1, 2014, was used. The organizations for which FLG was able to gather information from websites and/or Schedule 7A are as follows:

Superior Courts of California
Fresno
Los Angeles
Orange
Riverside
Sacramento
San Bernardino
San Francisco
Santa Clara

California Cities
Anaheim
Bakersfield
Chula Vista
Fremont
Fresno
Long Beach
Los Angeles
Sacramento
San Diego
San Jose
Santa Ana
Stockton
San Francisco

California Counties
Alameda
Contra Costa
Los Angeles
Marin
Monterey
Napa
Riverside
Sacramento
San Bernardino
San Diego
San Francisco
San Mateo
Solano
Sonoma
State
California

Eight organizations declined participation in the survey and insufficient information was available on their websites to gather data as follows:

State Judicial Systems
Alabama
Alaska
Illinois
New York
Ohio
Oregon
Texas
Universities
California State University System

The Judicial Council of California staff also requested that private sector data be collected and incorporated into the compensation analysis. All published sources utilized adhered to the following criteria:

- Conducted by a reputable salary survey firm;

- Survey data was not self-reported;
- Survey has been conducted on a continual basis instead of a one-time event; and
- Survey reported its data sources, the effective date of the data, and was tested to ensure accurate matches and data.

Private sector data was obtained utilizing the following published survey sources:

- ALM Annual Compensation Survey
- ALM Law Department Survey
- ALM Survey of Law Firms
- Economic Research Institute
- Employers Group
- Empsight Law Department Survey
- Gallagher CA Compensation Survey
- Mercer (multiple surveys)
- PRM Not-for-Profit Survey
- Radford
- Towers Watson (multiple surveys)

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Industry standards suggest that benchmark jobs approximating the overall types and levels of work conducted within an organization to include 1/3 of total jobs be researched. For this study, 66 jobs were utilized as follows:

Bench ID	Benchmark Title	Bench ID	Benchmark Title
1	Accounting Technician	34	Procurement Specialist
2	Administrative Coordinator II	35	Production Artist II
3	Administrative Director of the Courts	36	Public Information Officer
4	Assistant Division Director, Fiscal Services	37	Real Estate Analyst
5	Assistant Division Director, Govt Affairs	38	Receptionist II
6	Attorney	39	Research Analyst
7	AV/Video Technician I	40	Secretary II
8	Budget Analyst	41	Senior Accountant
9	Business Applications Analyst	42	Senior Application Development Analyst
10	Business Systems Analyst	43	Senior Business Systems Analyst
11	Chief Administrative Officer	44	Senior Construction Inspector
12	Chief of Staff	45	Senior Facilities Planner
13	Chief Operating Officer	46	Senior Government Affairs Analyst
14	Communications Specialist II	47	Senior Human Resource Analyst
15	Contract Specialist	48	Senior Manager, Communications
16	Design & Construction Project Manager III	49	Senior Facilities Risk Manager
17	Division Director, Education	50	Senior Manager, HR
18	Division Director, Facilities	51	Senior Media Production Specialist
19	Division Director, General Counsel	52	Senior Security Coordinator
20	Division Director, IT	53	Senior Technical Analyst
21	Education Specialist II	54	Staff Accountant
22	Executive Secretary	55	Staff Analyst II
23	Facilities Management Administrator	56	Supervising Accountant
24	Health and Safety Analyst	57	Supervising Administrative Coordinator
25	Information Systems Manager	58	Supervising Attorney
26	Internal Auditor II	59	Supervising Education Specialist
27	Labor and Employee Relations Officer II	60	Supervising Human Resource Analyst
28	Lead Management and Program Analyst	61	Supervising IS Analyst -A
29	Manager, Fiscal Services	62	Supervising Procurement Specialist
30	Managing Attorney	63	Supervising Research Analyst
31	O&M Customer Support Representative I	64	Systems Administrator II
32	O&M Customer Support Supervisor	65	Telecommunications Specialist
33	Pay and Benefits Specialist II	66	Utility Engineer/Analyst

II. COMPENSATION STUDY METHODOLOGY

FLG reviewed and entered the data collected from participants as well as the information collected from comparator websites.

FLG followed-up directly with the participants to clarify and validate missing or questionable information reported.

FLG asked organizations to make a match for only those jobs that reflected at least a 70% consistency.

If there were any questions in job matching, we reference job descriptions, organizational charts and other information to verify that the match is valid.

All data are effective October 1, 2014, with the exception of data extracted from the Schedule 7A report which is effective July 1, 2014, and reflects Fiscal Year 2014/2015.

FLG follows the U.S. Department of Justice and Federal Trade Commission guidelines that state 5 job matches should exist per job in order to conduct statistical analyses or for drawing conclusions.

FLG performed several reviews of the data to identify any extreme or outlying data and to ensure validity and reliability of the data.

Applying geographic differentials is a sound compensation practice in an effort to arrive at a more precise figure for use in analyzing and setting pay. Just as data are trended forward to be effective for a current point in time, data should be adjusted to reflect cost of labor differences between geographic areas. Geographic differentials were applied utilizing a base city of Sacramento.

In applying geographic differentials, if the Geographic Factor is less than 100 percent, it means that the data for that area was lowered by the applied factor because the cost of labor in the area was higher than the cost of labor in Sacramento (the base city).

An example of how geographic differentials are applied follows.

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Benchmark Title	Reported Annual Salary	Comparator Organization	Geographic Factor	Geographically Adjusted Annual Salary (Annual Salary * Geographic Factor)
Accounting Technician	$40,000	City of Alameda	91.2%	$36,480 ($40,000 * 91.2%)
Accounting Technician	$36,000	City of Fresno	103.9%	$37,404 ($36,000 * 103.9%)

Base City: Sacramento

The geographic differentials shown below, effective October 1, 2014, were obtained from the Economic Research Institute and were applied to the collected salary and range data for each comparator organization and/or published survey data:

Organization/Region	Geographic Factor
Delaware	104.7%
Hawaii	104.5%
Minnesota	102.3%
North Carolina	109.6%
Pennsylvania	111.6%
Superior Courts of California	
Alameda	91.2%
Fresno	103.9%
Los Angeles	96.0%
Orange	97.0%
Riverside	101.1%
Sacramento	100.0%
San Bernardino	101.3%
San Diego	99.5%
San Francisco	87.2%
Santa Clara	88.4%
California Cities	
Anaheim	96.7%
Bakersfield	100.5%
Chula Vista	98.8%

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Fremont	90.8%
Fresno	103.9%
Irvine	96.9%
Long Beach	96.2%
Los Angeles	96.0%
Modesto	101.5%
Oakland	91.2%
Sacramento	100.0%
San Diego	99.5%
San Francisco	87.2%
San Jose	86.9%
Santa Ana	97.0%
Stockton	101.4%
California Counties	
Alameda	91.2%
Contra Costa	91.5%
Los Angeles	96.0%
Marin	87.9%
Monterey	96.0%
Napa	95.3%
Orange	97.0%
Riverside	101.1%
Sacramento	100.0%
San Bernardino	101.3%
San Diego	99.5%
San Francisco	87.2%
San Mateo	87.5%
Santa Barbara	98.0%
Santa Clara	86.9%
Solano	95.5%
Sonoma	96.4%
State	
California	97.2%
Universities	
University of California System	91.2%

Regional Data (applicable to published survey sources only)	
Region: Pacific	98.6%
Region: United States	108.5%
Region: West Coast	98.6%

Geographic differentials for county-wide or state-wide systems were determined based on the city where the main office is located. For example, the main office for the Superior Court of California, Riverside County is located in Riverside so the geographic differential of Riverside was compared to the base location of Sacramento.

Various statistics were calculated: Average, Median (50th), 60th, and 75th percentiles. The preliminary data analysis has been submitted internally through our firm's quality control process for review prior to submitting to the Administrative Director.

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III. Key Metrics

In determining the key metrics, every data point was utilized and weighted equally. This means that if there were 40 data points from individual organizations and 3 data points from published private survey data, there were 43 data points that were utilized to calculate the 50th percentile and/or 60th percentile market data rates. This methodology prevents the weighting of the public or private data higher or lower and takes each market rate into consideration the same. Additionally, some positions, such as attorneys, that may be paid higher in the private sector do not disproportionately skew the overall 'all sector' data.

The following guidelines are used when determining the competitive nature of current compensation:

+/-5% = Highly Competitive

+/-10% = Competitive

+/-10-15% = Possible misalignment with market

> +/-15% = Significant misalignment with market

Individual benchmark comparisons do vary.

Longevity, performance and hiring conditions may explain some differences in actual salary.

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Key metrics were identified that compare the Judicial Council of California's current rates of pay and salary range data against the Average, Median (50th percentile), 60th and 75th percentile of the market. The table below summarizes the Judicial Council's level of competitiveness for each metric **by sector**:

	Annual Salaries[1]	Range Minimums	Range MidPts	Range Maximums	JCC MidPt vs Actual Salaries
Court Sector					
Average	15.9%	18.1%	11.9%	7.1%	7.1%
Median (50th Percentile)	16.5%	18.6%	12.9%	7.6%	7.8%
60th Percentile	13.7%	15.0%	10.0%	5.0%	4.9%
75th Percentile	9.4%	9.8%	5.4%	1.1%	0.3%
Public Sector (Excluding Courts)[1]					
Average	4.5%[1]	9.7%	7.1%	5.5%	-5.2%[1]
Median (50th Percentile)	5.5%[1]	9.9%	8.1%	7.9%	-4.1%[1]
60th Percentile	3.7%[1]	6.8%	5.3%	4.7%	-6.1%[1]
75th Percentile	0.3%[1]	1.7%	0.9%	-1.2%	-9.8%[1]
Private Sector[2]					
Average	8.7%	10.0%	-2.1%	-17.0%	-0.3%
Median (50th Percentile)	9.9%	10.1%	-1.6%	-16.5%	0.9%
60th Percentile	6.7%	8.1%	-3.8%	-18.8%	-2.9%
75th Percentile	1.8%	4.9%	-7.3%	-22.5%	-8.3%
Court & Public Sectors					
Average	13.4%	13.8%	9.9%	7.1%	5.1%
Median (50th Percentile)	14.4%	14.1%	10.8%	9.2%	6.1%
60th Percentile	11.9%	10.7%	7.6%	6.2%	3.4%
75th Percentile	7.3%	4.8%	2.4%	-0.1%	-1.5%
All Sectors					
Average	12.5%	13.2%	8.4%	4.5%	3.9%
Median (50th Percentile)	14.3%	14.3%	9.9%	8.3%	6.2%
60th Percentile	11.0%	10.5%	6.9%	4.7%	2.5%
75th Percentile	5.4%	4.2%	0.8%	-3.4%	-3.8%

[1]*Public sector (excluding courts) actual salary information represents only 12% of the benchmark positions (due to lack of actual survey participation from California organizations and the need to data-mine benchmark matches). Therefore, actual salary data comparisons for the public sector (excluding courts) should not be relied upon. Salary range data for the public sector (excluding courts) is representative of sufficient data and is appropriate to utilize in assessing competitiveness in salary range minimum, midpoint and maximum.*

[2]*Private sector survey data obtained from published survey sources, on average, contained less than 1% public sector data when all organization data was utilized as the scope criteria.*

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The following table summarizes the Judicial Council of California's level of competitiveness for each comparator metric **by metric**:

	Annual Salaries[1]	Range Min	Range MidPt	Range Max	JCC MidPt vs Actual Salaries[1]
Average					
Court Sector	15.9%	18.1%	11.9%	7.1%	7.1%
Public Sector	4.5%[1]	9.7%	7.1%	5.5%	-5.2%[1]
Private Sector[2]	8.7%	10.0%	-2.1%	-17.0%	-0.3%
Court & Public Sectors	13.4%	13.8%	9.9%	7.1%	5.1%
All Sectors	12.5%	13.2%	8.4%	4.5%	3.9%
Median (50th Percentile)					
Court Sector	16.5%	18.6%	12.9%	7.6%	7.8%
Public Sector	5.5%[1]	9.9%	8.1%	7.9%	-4.1%[1]
Private Sector[2]	9.9%	10.1%	-1.6%	-16.5%	0.9%
Court & Public Sectors	14.4%	14.1%	10.8%	9.2%	6.1%
All Sectors	14.3%	14.3%	9.9%	8.3%	6.2%
60th Percentile					
Court Sector	13.7%	15.0%	10.0%	5.0%	4.9%
Public Sector	3.7%[1]	6.8%	5.3%	4.7%	-6.1%[1]
Private Sector[2]	6.7%	8.1%	-3.8%	-18.8%	-2.9%
Court & Public Sectors	11.9%	10.7%	7.6%	6.2%	3.4%
All Sectors	11.0%	10.5%	6.9%	4.7%	2.5%
75th Percentile					
Court Sector	9.4%	9.8%	5.4%	1.1%	0.3%
Public Sector	0.3%[1]	1.7%	0.9%	-1.2%	-9.8%[1]
Private Sector[2]	1.8%	4.9%	-7.3%	-22.5%	-8.3%
Court & Public Sectors	7.3%	4.8%	2.4%	-0.1%	-1.5%
All Sectors	5.4%	4.2%	0.8%	-3.4%	-3.8%

[1]*Public sector (excluding courts) actual salary information represents only 12% of the benchmark positions (due to lack of actual survey participation from California organizations and the need to data-mine benchmark matches). Therefore, actual salary data comparisons for the public sector (excluding courts) should not be relied upon. Salary range data for the public sector (excluding courts) is representative of sufficient data and is appropriate to utilize in assessing competitiveness in salary range minimum, midpoint and maximum.*

[2]*Private sector survey data obtained from published survey sources, on average, contained less than 1% public sector data when all organization data was utilized as the scope criteria.*

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IV. Key Factors for Consideration

As the Administrative Director reviews the information contained in this report, there are several factors to consider prior to determining which metrics to select as the basis for developing the proposed compensation model:

1. Which sector(s)/market(s) to utilize:
   a. What is the organization's recruitment market (for example, where does the organization lose employees to and where does it get its employees from)?
   b. What market provides the most adequate data and aligns with the organization's compensation philosophy?
   c. If the organization wants to ensure the broadest possible market for comparison, the appropriate market would include all market sectors. However, if the organization views its primary market as the public sector, the appropriate comparator market would be the combined Court and Public Sectors.

2. What percentile should be utilized as the basis for building the compensation model?
   a. Does the organization have difficulty recruiting employees to fill positions due to a tight labor market? If the answer is yes, the organization may want to consider leading the market (this would include a percentage metric greater than the median (50th percentile). If the organization does not have difficulty recruiting to fill vacant positions and turnover is low, it may want to consider selecting the median (50th percentile) to serve as the basis of the compensation model.
   b. Will the organization be able to sustain the compensation model market percentile for the long term? It is important to give consideration to the immediate economic conditions of the organization as well as long-term ability to maintain the percentage of market chosen as the basis for building the compensation model.

   Please note that the difference between market percentiles does not reflect a straight percentage difference (i.e., the difference in market averages between the 50th percentile and the 60th percentile is not equivalent to 10%). For example, in a set of 11 numbers, once the numbers have been placed in ascending order, the 50th percentile would be the 6th number in that set of numbers;

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the 60th percentile would be the 7th number in that set of numbers. The difference in the 6th number (the 50th percentile rate) and the 7th number (the 60th percentile rate) is not 10% but will vary based on the set of numbers. A couple of examples follow:

Benchmark Job	50th %ile (Median) Market Rate	60th %ile Market Rate	% Diff
Accounting Technician	$54,082	$55,119	1.9%
Budget Analyst	$85,036	$88,880	4.5%

3. What metric should serve as the basis for developing the compensation model: actual salaries, range minimums, range midpoints or range maximums?
   a. If the organization wants to ensure that data obtained from California cities is included in the development of the compensation model, actual salaries would not be an appropriate metric. The metric should be based on salary range data since range data was collected for all of the California City and County comparator organizations.
   b. Based on the data collected for California cities, counties and state government, average range spreads are 33% (this metric excludes the California University System which had an average range spread of 97%) and employees tend to reach the maximum of a salary range within approximately 5 years. An average range spread of 33% is not recommended since it is extremely narrow and results in employees reaching the range maximum within approximately five to six years, which is typically the time it takes an employee to become proficient in their job. Modern compensation strategies recommend that an employee be at the job rate once they become proficient in their role and that the pay structure should allow for future salary growth to recognize increased proficiencies and on-going, sustained exceptional performance.
   c. In reviewing actual salaries against salary range maximums, the average range penetration for California organizations was 80%. This information tells us that the majority of salaries are in the third quartile of the salary range. Given this information, it would be appropriate to utilize range maximums as the guideline for identifying the job rate, which can then be utilized to establish the salary range control point and more closely ensure a compensation

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model that is reflective of what is actually being paid in the marketplace.

The following table summarizes the Judicial Council of California's level of competitiveness when comparing the current range midpoint against the market range maximums:

	JCC Midpt vs Mkt Range Max - Avg	JCC Midpt vs Mkt Range Max – 50th %	JCC Midpt vs Mkt Range Max – 60th %ile	JCC Midpt vs Mkt Range Max – 75th %ile
Court Sector	-4.3%	-3.8%	-6.7%	-11.1%
Public Sector	-5.6%	-2.9%	-6.4%	-13.0%
Private Sector[1]	-30.5%	-29.9%	-32.5%	-36.6%
Court & Public Sectors	-3.5%	-1.3%	-4.6%	-11.6%
All Sectors	-6.4%	-2.3%	-6.3%	-15.3%

[1]Private sector survey data obtained from published survey sources, on average, contained less than 1% public sector data when all organization data was utilized as the scope criteria.

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V. Pay Structure Models

The Administrative Director provided FLG with feedback on the desired pay structure models for consideration. Based on that feedback, FLG developed four pay structure options that are reflective of the following:

1. 50th percentile of market range maximums to develop range midpoints that are reflective of the combined public and court sectors;
2. 50th percentile of market range maximums to develop range midpoints that are reflective of all sectors, which includes public, court and private sectors;
3. 60th percentile of market range maximums to develop range midpoints that are reflective of the combined public and court sectors;
4. 60th percentile of market range maximums to develop range midpoints that are reflective of all sectors, which includes public, court and private sectors.

In developing the pay structure options, a statistical regression analysis was utilized to create the general pay structures.

The entire attorney job family was moved into a separate pay structure because it was identified as a market impacted job family. A market impacted structure is created when an **entire** job family is identified as having market rates that are not consistent with other jobs with the same evaluated ratings. For the attorney pay structures, linear regression was utilized.

To determine the appropriate type of regression to utilize, key consideration is given to the results that provide the highest R^2 value (a statistical value that determines the correlation between the market data and the proposed value; 1.0 is considered perfect alignment) in order to build a pay structure that is most reflective of the market data. In conducting exponential and linear regression on the general and attorney pay structures, the results of the analysis indicated that it is most appropriate to utilize exponential regression for the general structure and linear regression for the attorney structure based on the resulting R^2 values.

A brief explanation of exponential and linear regression analyses follows:

- The goal of regression analysis is to obtain an equation that can predict the appropriate range maximums based on data obtained from the

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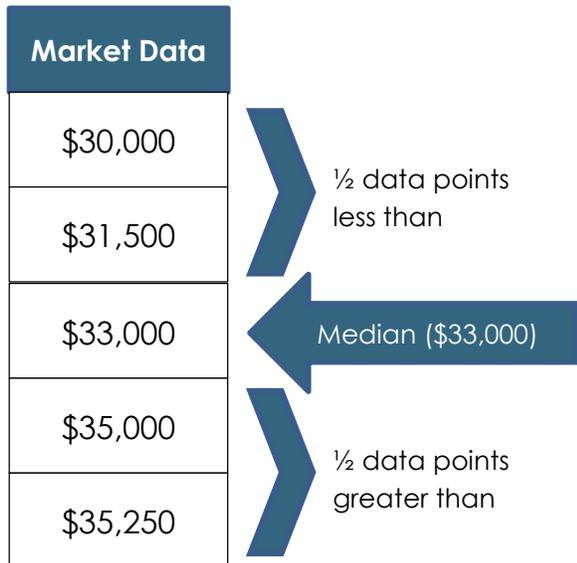market ***and*** the established internal equity (the DBM ratings assigned to jobs within the organization).

- Trend lines were calculated, utilizing regression analysis, to identify the "line of best fit". The line of best fit takes into account all of the market range maximum values (data points) and the corresponding evaluated ratings [Decision Band™ Methodology (DBM assignments)] to develop one continuous pay line from the lowest level job to the highest level job. Two types of regression analyses were utilized: exponential and linear. The resulting line of best fit that occurs when performing exponential regression is a curved line and when performing linear regression a straight line results. Both methodologies were applied to the data and the results that produced the most predictive R^2 value were utilized.

- In performing exponential regression analysis, two values are calculated and a constant value of 2.718 (Euler's Number) is utilized in the formula to calculate the pay trend (range maximum rate). The 'slope' value and the 'exponential' value are calculated, and they are placed into a formula, along with the established DBM value, to determine the pay trend (range maximum rate). The formula to calculate the pay trend (range maximum rate) is $y=ab^x$, where 'a' equals the calculated slope value, 'b' equals Euler's Number (2.718) and 'x' is calculated by multiplying the established DBM value times the calculated exponential value.

- In performing linear regression analysis, two values are calculated and are utilized in the formula to calculate the pay trend (range maximum rate). The 'slope' value and the 'constant' value are calculated and are placed into a formula, along with the established DBM value, to determine the pay trend (range maximum rate). The formula to calculate the pay trend in linear regression is $y=mx+b$, where 'm' equals the calculated slope value, 'x' equals the established DBM value, and 'b' equals the constant value. Thus, plugging any established DBM value into the equation will result in the predicted pay (range maximum rate) for that particular level of job.

- The relative predictive power of the exponential model is denoted by the R^2 value that results from the regression analysis. The closer the R^2 value is to 1.0, the greater the reliability of the equation to predicting what the range maximums should be. R^2 values between 0.7 and 1.0 indicate that the regression formula is reliable and is appropriate to utilize in order to

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predict the salary range maximums. R^2 values that fall below 0.7 indicate that the formula does not have a strong relationship in predicting the salary range maximums and will not produce reliable results that are predictive of the relationship between the external market and the organization's internal relationships.

Graphical representations (scattergrams) of the market salaries are shown on the following four (4) pages; one graph for each pay structure (General Jobs and Attorney Jobs). The graphs indicate the market range maximum values (which are shown as plot-points and utilized to develop the range midpoints) and the resulting pay trends (trend lines) for the market. Market percentile definitions are defined as follows:

50th Percentile (Median):

Market Data
$30,000
$31,500
$33,000
$35,000
$35,250

½ data points less than

Median ($33,000)

½ data points greater than

60th Percentile:

Market Data
$30,000
$31,500
$33,000
$35,000
$35,250

60% of data points less than

60th Percentile ($33,800)

40% of data points greater than

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General Jobs
All Public Sectors (Public & Courts) Median (50th %ile)
Range Max

$y = 43{,}200.3738114e^{0.0001662x}$
$R^2 = 0.8916625$

Market Range Maximum (y-axis: $0 to $250,000)
Internal Equity (x-axis)

Attorney Job Family
All Public Sectors (Public & Courts) Median (50th %ile)
Range Max

$y = 20.453x + 34474$
$R^2 = 0.9083$

Market Range Maximum (y-axis: $0 to $250,000)
Internal Equity (x-axis)

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General Jobs
All Sectors (Public, Courts & Private) Median (50th %ile)
Range Max

$y = 42,881.5873311e^{0.0001700x}$
$R^2 = 0.9000504$

Y-axis: Market Range Maximum ($0, $50,000, $100,000, $150,000, $200,000, $250,000, $300,000)
X-axis: Internal Equity

Attorney Job Family
All Sectors (Public, Courts & Private) Median (50th %ile)
Range Max

$y = 21.112x + 31716$
$R^2 = 0.9065$

Y-axis: Market Range Maximum ($0, $50,000, $100,000, $150,000, $200,000, $250,000)
X-axis: Internal Equity

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General Jobs
All Public Sectors (Public & Courts) 60th %ile Range
Max

Market Range Maximum

$y = 43{,}708.2965301e^{0.0001701x}$

$R^2 = 0.8950043$

Internal Equity

Attorney Job Family
All Public Sectors (Public & Courts) 60th %ile Range
Max

Market Range Maximum

$y = 20.696x + 37642$

$R^2 = 0.9062$

Internal Equity

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General Jobs
All Sectors (Public, Courts & Private) 60th %ile Range Max

Market Range Maximum (y-axis: $0, $50,000, $100,000, $150,000, $200,000, $250,000, $300,000)

$$y = 43{,}614.8981742e^{0.0001737x}$$
$$R^2 = 0.9084019$$

Internal Equity (x-axis)

Attorney Job Family
All Sectors (Public, Courts & Private) 60th %ile Range Max

Market Range Maximum (y-axis: $0, $50,000, $100,000, $150,000, $200,000, $250,000)

$$y = 25.939x + 11237$$
$$R^2 = 0.9609$$

Internal Equity (x-axis)

Utilizing the formulas from the regression analyses, four pay structure options were developed. For each option, there are two applicable pay structures: one general structure that encompasses the resulting salary ranges for all jobs excluding the attorney job family and one attorney structure that encompasses the resulting salary ranges for all attorney jobs that require a valid license to practice law in the State of California. The pay structure options that are shown on the following pages are reflective of the base pay region of Sacramento and do not reflect any differentials for San Francisco or Los Angeles.

Pay Structure 1 Option: This structure is based on the median (50th percentile) public and court sector range maximum data to develop the range midpoints. Additionally, range minimums and maximums have been adjusted, per State reporting requirements, to be wholly divisible by 12.

General Structure:

DBM Rating	Prop Min	Prop Mid	Prop Max	Range Width
A11	$41,964	$48,264	$54,564	30%
A12	$44,352	$51,011	$57,660	30%
A13	$46,884	$53,913	$60,948	30%
B21	$47,496	$56,990	$66,492	40%
B22	$50,196	$60,233	$70,272	40%
B23	$53,052	$63,660	$74,268	40%
B24/B31	$56,856	$68,228	$79,596	40%
B25/B32	$61,788	$74,139	$86,496	40%
C41	$63,564	$79,459	$95,352	50%
C42	$67,188	$83,980	$100,776	50%
C43	$71,004	$88,758	$106,512	50%
C44/C51	$76,104	$95,127	$114,156	50%
C45/C52	$82,692	$103,369	$124,044	50%
D61	$85,224	$110,787	$136,356	60%
D62	$90,072	$117,090	$144,108	60%
D63	$95,196	$123,753	$152,316	60%
D64/D71	$102,024	$132,633	$163,236	60%
D65/D72	$110,868	$144,124	$177,384	60%
E81	$114,420	$154,466	$194,508	70%
E82	$120,924	$163,255	$205,584	70%
E83	$127,812	$172,544	$217,272	70%
E84/E91	$136,980	$184,925	$232,872	70%
E85/E92	$148,848	$200,947	$253,044	70%
F101	$161,748	$218,357	$274,968	70%
F102	$175,764	$237,276	$298,788	70%

Attorney Job Family Structure:

DBM Rating	Prop Min	Prop Mid	Prop Max	Range Width
C42	$93,024	$116,286	$139,548	50%
C43	$98,472	$123,097	$147,720	50%
C44/C51	$105,300	$131,626	$157,956	50%
C45/C52	$113,484	$141,852	$170,220	50%
D61	$115,680	$150,381	$185,088	60%
D62	$120,912	$157,192	$193,464	60%
D63	$126,960	$165,052	$203,136	60%
D64/D71	$132,720	$172,532	$212,352	60%
D65/D72	$140,580	$182,758	$224,928	60%
E81	$141,696	$191,287	$240,876	70%
E82	$148,776	$200,852	$252,924	70%
E83	$156,216	$210,894	$265,572	70%
E84/E91	$164,028	$221,439	$278,844	70%
E85/E92	$172,236	$232,511	$292,788	70%

Note 1: The Attorney Structure supports the attorney classifications at the Judicial Council of California. The pay structure options shown are reflective of the base pay region of Sacramento and do not reflect any differentials for San Francisco or Los Angeles.
Note 2: Due to modifications of the ranges to accommodate reporting requirements and range width adjustments, the column marked "Prop Mid" represents the "Control Point" or "Job Rate" for the range and may not be the midpoint.

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Pay Structure 2 Option: This structure is based on the median (50th percentile) of all sectors (public, courts and private sectors) range maximum data to develop the range midpoints. Additionally, range minimums and maximums have been adjusted, per State reporting requirements, to be wholly divisible by 12.

General Structure:

DBM Rating	Prop Min	Prop Mid	Prop Max	Range Width
A11	$41,760	$48,030	$54,300	30%
A12	$44,196	$50,827	$57,456	30%
A13	$46,776	$53,787	$60,804	30%
B21	$47,436	$56,929	$66,420	40%
B22	$50,208	$60,244	$70,284	40%
B23	$53,124	$63,753	$74,376	40%
B24/B31	$57,024	$68,436	$79,836	40%
B25/B32	$62,088	$74,506	$86,928	40%
C41	$63,984	$79,979	$95,976	50%
C42	$67,704	$84,637	$101,568	50%
C43	$71,652	$89,566	$107,484	50%
C44/C51	$76,920	$96,145	$115,380	50%
C45/C52	$83,736	$104,674	$125,604	50%
D61	$86,436	$112,363	$138,288	60%
D62	$91,464	$118,906	$146,352	60%
D63	$96,792	$125,831	$154,872	60%
D64/D71	$103,908	$135,074	$166,248	60%
D65/D72	$113,124	$147,056	$180,996	60%
E81	$116,928	$157,858	$198,780	70%
E82	$123,744	$167,051	$210,360	70%
E83	$130,944	$176,780	$222,612	70%
E84/E91	$140,568	$189,765	$238,968	70%
E85/E92	$153,036	$206,599	$260,160	70%
F101	$166,608	$224,926	$283,236	70%
F102	$181,392	$244,878	$308,364	70%

Attorney Job Family Structure:

DBM Rating	Prop Min	Prop Mid	Prop Max	Range Width
C42	$92,928	$116,164	$139,392	50%
C43	$98,556	$123,194	$147,828	50%
C44/C51	$105,600	$131,998	$158,400	50%
C45/C52	$114,048	$142,554	$171,060	50%
D61	$116,424	$151,358	$186,288	60%
D62	$121,836	$158,388	$194,940	60%
D63	$127,932	$166,307	$204,684	60%
D64/D71	$134,016	$174,222	$214,428	60%
D65/D72	$142,140	$184,778	$227,424	60%
E81	$143,388	$193,582	$243,768	70%
E82	$150,564	$203,261	$255,960	70%
E83	$158,088	$213,424	$268,752	70%
E84/E91	$165,996	$224,095	$282,192	70%
E85/E92	$174,300	$235,300	$296,304	70%

Note 1: The Attorney Structure supports the attorney classifications at the Judicial Council of California. The pay structure options shown are reflective of the base pay region of Sacramento and do not reflect any differentials for San Francisco or Los Angeles.

Note 2: Due to modifications of the ranges to accommodate reporting requirements and range width adjustments, the column marked "Prop Mid" represents the "Control Point" or "Job Rate" for the range and may not be the midpoint.

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Pay Structure 3 Option: This structure is based on the 60th percentile public and court sector range maximum data to develop the range midpoints. Additionally, range minimums and maximums have been adjusted, per State reporting requirements, to be wholly divisible by 12.

General Structure:

DBM Rating	Prop Min	Prop Mid	Prop Max	Range Width
A11	$42,576	$48,959	$55,344	30%
A12	$45,048	$51,812	$58,572	30%
A13	$47,676	$54,831	$61,980	30%
B21	$48,360	$58,036	$67,704	40%
B22	$51,180	$61,418	$71,652	40%
B23	$54,168	$64,997	$75,828	40%
B24/B31	$58,140	$69,774	$81,408	40%
B25/B32	$63,312	$75,967	$88,632	40%
C41	$65,244	$81,551	$97,860	50%
C42	$69,048	$86,303	$103,560	50%
C43	$73,068	$91,332	$109,596	50%
C44/C51	$78,432	$98,045	$117,660	50%
C45/C52	$85,404	$106,748	$128,100	50%
D61	$88,152	$114,594	$141,036	60%
D62	$93,288	$121,272	$149,256	60%
D63	$98,724	$128,338	$157,956	60%
D64/D71	$105,972	$137,771	$169,560	60%
D65/D72	$115,380	$150,000	$184,620	60%
E81	$119,280	$161,025	$202,776	70%
E82	$126,228	$170,408	$214,584	70%
E83	$133,584	$180,338	$227,088	70%
E84/E91	$143,400	$193,593	$243,780	70%
E85/E92	$156,132	$210,777	$265,428	70%
F101	$169,992	$229,486	$288,984	70%
F102	$185,076	$249,855	$314,628	70%

Attorney Job Family Structure:

DBM Rating	Prop Min	Prop Mid	Prop Max	Range Width
C42	$96,336	$120,426	$144,516	50%
C43	$101,856	$127,318	$152,784	50%
C44/C51	$108,756	$135,948	$163,140	50%
C45/C52	$117,036	$146,296	$175,560	50%
D61	$119,172	$154,926	$190,680	60%
D62	$125,136	$162,673	$200,208	60%
D63	$131,388	$170,806	$210,228	60%
D64/D71	$137,964	$179,346	$220,740	60%
D65/D72	$144,372	$187,688	$231,000	60%
E81	$145,416	$196,318	$247,212	70%
E82	$152,688	$206,134	$259,572	70%
E83	$160,332	$216,441	$272,556	70%
E84/E91	$168,348	$227,263	$286,188	70%
E85/E92	$176,760	$238,626	$300,492	70%

Note 1: The Attorney Structure supports the attorney classifications at the Judicial Council of California. The pay structure options shown are reflective of the base pay region of Sacramento and do not reflect any differentials for San Francisco or Los Angeles.

Note 2: Due to modifications of the ranges to accommodate reporting requirements and range width adjustments, the column marked "Prop Mid" represents the "Control Point" or "Job Rate" for the range and may not be the midpoint.

Pay Structure 4 Option: This structure is based on the 60th percentile of all sectors (public, courts and private sectors) range maximum data to develop the range midpoints. Additionally, range minimums and maximums have been adjusted, per State reporting requirements, to be wholly divisible by 12.

General Structure:

DBM Rating	Prop Min	Prop Mid	Prop Max	Range Width
A11	$42,588	$48,972	$55,356	30%
A12	$45,120	$51,888	$58,656	30%
A13	$47,808	$54,977	$62,148	30%
B21	$48,552	$58,261	$67,968	40%
B22	$51,444	$61,730	$72,012	40%
B23	$54,504	$65,405	$76,308	40%
B24/B31	$58,596	$70,318	$82,032	40%
B25/B32	$63,912	$76,697	$89,484	40%
C41	$65,964	$82,458	$98,952	50%
C42	$69,900	$87,368	$104,844	50%
C43	$74,052	$92,570	$111,084	50%
C44/C51	$79,620	$99,523	$119,424	50%
C45/C52	$86,844	$108,552	$130,260	50%
D61	$89,772	$116,706	$143,640	60%
D62	$95,124	$123,654	$152,196	60%
D63	$100,788	$131,017	$161,256	60%
D64/D71	$108,348	$140,858	$173,364	60%
D65/D72	$118,188	$153,637	$189,096	60%
E81	$122,352	$165,177	$207,996	70%
E82	$129,636	$175,012	$220,380	70%
E83	$137,352	$185,432	$233,508	70%
E84/E91	$147,672	$199,361	$251,052	70%
E85/E92	$161,076	$217,447	$273,828	70%
F101	$175,680	$237,175	$298,668	70%
F102	$191,628	$258,692	$325,764	70%

Attorney Job Family Structure:

DBM Rating	Prop Min	Prop Mid	Prop Max	Range Width
C42	$91,992	$114,993	$137,988	50%
C43	$98,904	$123,631	$148,356	50%
C44/C51	$107,556	$134,447	$161,340	50%
C45/C52	$117,936	$147,417	$176,904	50%
D61	$121,716	$158,233	$194,748	60%
D62	$128,364	$166,871	$205,380	60%
D63	$135,012	$175,509	$216,012	60%
D64/D71	$143,328	$186,325	$229,320	60%
D65/D72	$153,300	$199,295	$245,280	60%
E81	$155,640	$210,111	$264,588	70%
E82	$163,416	$220,617	$277,812	70%
E83	$171,588	$231,648	$291,708	70%
E84/E91	$180,168	$243,230	$306,288	70%
E85/E92	$189,180	$255,392	$321,600	70%

Note 1: The Attorney Structure supports the attorney classifications at the Judicial Council of California. The pay structure options shown are reflective of the base pay region of Sacramento and do not reflect any differentials for San Francisco or Los Angeles.

Note 2: Due to modifications of the ranges to accommodate reporting requirements and range width adjustments, the column marked "Prop Mid" represents the "Control Point" or "Job Rate" for the range and may not be the midpoint.

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Summary comparison of 50th/60th percentile pay range midpoint differences for public sector (public/court sectors) & all sectors (includes public/court/private sectors):

General Pay Schedule

DBM Rating	Prop MidPoint-Median Public	Prop MidPoint-60th Public	Difference
	Public & Court Sectors Comparison Between the Median (50th %) and the 60th % Pay Structures		
A11	$48,264	$48,959	1.4%
A12	$51,011	$51,812	1.5%
A13	$53,913	$54,831	1.7%
B21	$56,990	$58,036	1.8%
B22	$60,233	$61,418	1.9%
B23	$63,660	$64,997	2.1%
B24/B31	$68,228	$69,774	2.2%
B25/B32	$74,139	$75,967	2.4%
C41	$79,459	$81,551	2.6%
C42	$83,980	$86,303	2.7%
C43	$88,758	$91,332	2.8%
C44/C51	$95,127	$98,045	3.0%
C45/C52	$103,369	$106,748	3.2%
D61	$110,787	$114,594	3.3%
D62	$117,090	$121,272	3.4%
D63	$123,753	$128,338	3.6%
D64/D71	$132,633	$137,771	3.7%
D65/D72	$144,124	$150,000	3.9%
E81	$154,466	$161,025	4.1%
E82	$163,255	$170,408	4.2%
E83	$172,544	$180,338	4.3%
E84/E91	$184,925	$193,593	4.5%
E85/E92	$200,947	$210,777	4.7%
F101	$218,357	$229,486	4.8%
F102	$237,276	$249,855	5.0%

General Pay Schedule

DBM Rating	Prop MidPoint-Median All Sectors	Prop MidPoint-60th All Sectors	Difference
	All Sectors (Public, Courts & Private) Comparison Between the Median (50th %) and the 60th % Pay Structures		
A11	$48,030	$48,972	1.9%
A12	$50,827	$51,888	2.0%
A13	$53,787	$54,977	2.2%
B21	$56,929	$58,261	2.3%
B22	$60,244	$61,730	2.4%
B23	$63,753	$65,405	2.5%
B24/B31	$68,436	$70,318	2.7%
B25/B32	$74,506	$76,697	2.9%
C41	$79,979	$82,458	3.0%
C42	$84,637	$87,368	3.1%
C43	$89,566	$92,570	3.2%
C44/C51	$96,145	$99,523	3.4%
C45/C52	$104,674	$108,552	3.6%
D61	$112,363	$116,706	3.7%
D62	$118,906	$123,654	3.8%
D63	$125,831	$131,017	4.0%
D64/D71	$135,074	$140,858	4.1%
D65/D72	$147,056	$153,637	4.3%
E81	$157,858	$165,177	4.4%
E82	$167,051	$175,012	4.5%
E83	$176,780	$185,432	4.7%
E84/E91	$189,765	$199,361	4.8%
E85/E92	$206,599	$217,447	5.0%
F101	$224,926	$237,175	5.2%
F102	$244,878	$258,692	5.3%

Attorney Pay Schedule:

DBM Rating	Prop MidPoint-Median Public	Prop MidPoint-60th Public	Difference
C42	$116,286	$120,426	3.4%
C43	$123,097	$127,318	3.3%
C44/C51	$131,626	$135,948	3.2%
C45/C52	$141,852	$146,296	3.0%
D61	$150,381	$154,926	2.9%
D62	$157,192	$162,673	3.4%
D63	$165,052	$170,806	3.4%
D64/D71	$172,532	$179,346	3.8%
D65/D72	$182,758	$187,688	2.6%
E81	$191,287	$196,318	2.6%
E82	$200,852	$206,134	2.6%
E83	$210,894	$216,441	2.6%
E84/E91	$221,439	$227,263	2.6%
E85/E92	$232,511	$238,626	2.6%

Attorney Pay Schedule:

DBM Rating	Prop MidPoint-Median All Sectors	Prop MidPoint-60th All Sectors	Difference
C42	$116,164	$114,993	1.0%
C43	$123,194	$123,631	0.4%
C44/C51	$131,998	$134,447	1.8%
C45/C52	$142,554	$147,417	3.3%
D61	$151,358	$158,233	4.3%
D62	$158,388	$166,871	5.1%
D63	$166,307	$175,509	5.2%
D64/D71	$174,222	$186,325	6.5%
D65/D72	$184,778	$199,295	7.3%
E81	$193,582	$210,111	7.9%
E82	$203,261	$220,617	7.9%
E83	$213,424	$231,648	7.9%
E84/E91	$224,095	$243,230	7.9%
E85/E92	$235,300	$255,392	7.9%

As discussed earlier in the report, in determining the above metrics, every data point was utilized and weighted equally. This means that if there were 40 data points from individual organizations and 3 data points from published private survey data, there were 43 data points that were utilized to calculate the 50th percentile and/or 60th percentile market data rates. This methodology prevents the weighting of the public or private data higher or lower and takes each market rate into consideration the same. Additionally, some positions, like attorneys, that may be paid higher in the private sector do not disproportionately skew the overall 'all sector' data.

The pay structures identified on pages 24 through 27 are reflective of the Sacramento labor market. Data obtained from the Economic Research Institute on June 2, 2015 indicates that the cost of labor is greater in the Los Angeles and San Francisco areas as follows:

>   Los Angeles Cost of Labor   +3%
>   San Francisco Cost of Labor   +14%

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VI. Structure Recommendations

We recommend to the Administrative Director consideration of Option 3 as it most appropriately addresses key factors identified by the Administrative Director, which include:

- Anchoring the pay structure(s) against the public and court sector labor markets;
- A pay structure based on the 60th percentile of the market will allow for changes in market that will have occurred over the implementation time period, since the data at point of implementation will be approximately one (1) year old; and,
- A structure that is sustainable.
- The organization is positioned for the present and future for reasonable competition and maximum performance.

It is our understanding that after reviewing and evaluating the presented options, the Administrative Director determined the model pay structure of Option 1 to be the most appropriate model for the Judicial Council of California, and further that this model was adopted with a more conservative structure than initially proposed in order to address budget issues as well as to best position the organization for the future. We were pleased to work through the modifications with the Judicial Council staff and are confident that the result is consistent with the study methodology and that it maintains the structural integrity of the range control points developed in the model.

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VII. Judicial Council Staff Considerations

The following represents pay structure decisions made by the Administrative Director:

- The following two structures are based upon the recommended Option 1 reflective of the 50th percentile of the market.
- Due to budget constraints, range widths are modified.
- However, all range control points remain consistent with the FLG recommendations contained in Option 1.

General Pay Schedule:

DBM Rating	Prop Min	Prop Mid	Prop Max	Range Width
A11	$41,964	$48,264	$54,564	30%
A12	$44,352	$51,011	$57,660	30%
A13	$46,884	$53,913	$60,948	30%
B21	$47,496	$56,990	$66,492	40%
B22	$50,196	$60,233	$70,272	40%
B23	$53,052	$63,660	$74,268	40%
B24/B31	$56,856	$68,228	$79,596	40%
B25/B32	$61,788	$74,139	$86,496	40%
C41	$63,564	$79,459	$95,352	50%
C42	$67,188	$83,980	$100,776	50%
C43	$71,004	$88,758	$106,512	50%
C44/C51	$76,104	$95,127	$114,156	50%
C45/C52	$82,692	$103,369	$124,044	50%
D61	$88,632	$110,787	$132,948	50%
D62	$93,672	$117,090	$140,508	50%
D63	$99,000	$123,753	$148,500	50%
D64/D71	$106,104	$132,633	$159,156	50%
D65/D72	$115,296	$144,124	$172,944	50%
E81	$123,576	$154,466	$185,364	50%
E82	$130,608	$163,255	$195,900	50%
E83	$138,036	$172,544	$207,048	50%
E84/E91	$147,936	$184,925	$221,904	50%
E85/E92	$160,752	$200,947	$241,140	50%
F101	$174,684	$218,357	$262,032	50%
F102	$189,816	$237,276	$284,736	50%

Attorney Pay Schedule:

DBM Rating	Prop Min	Prop Mid	Prop Max	Range Width
C42	$105,720	$116,286	$126,852	20%
C43	$111,912	$123,097	$134,292	20%
C44/C51	$119,664	$131,626	$143,592	20%
C45/C52	$128,952	$141,852	$154,752	20%
D61	$136,716	$150,381	$164,052	20%
D62	$142,896	$157,192	$171,480	20%
D63	$150,048	$165,052	$180,060	20%
D64/D71	$156,852	$172,532	$188,220	20%
D65/D72	$166,140	$182,758	$199,368	20%
E81	$173,892	$191,287	$208,680	20%
E82	$182,592	$200,852	$219,108	20%
E83	$191,724	$210,894	$230,064	20%
E84/E91	$201,312	$221,439	$241,572	20%
E85/E92	$211,368	$232,511	$253,644	20%

Note 1: The Attorney Structure supports the attorney classifications at the Judicial Council of California. The pay structure options shown are reflective of the base pay region of Sacramento and do not reflect any differentials for San Francisco or Los Angeles.
Note 2: Due to modifications of the ranges to accommodate reporting requirements and range width adjustments, the column marked "Prop Mid" represents the "Control Point" or "Job Rate" for the range and may not be the midpoint.

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