ADVANCED

Survey Consulting - Pension - Collective Bargaining

TOTAL COMPENSATION STUDY

Sample City Police Officers' Association

Police Officer

SAMPLE

Data as of October 26, 2026. Pay and benefits were collected on this date; a comparable agency may have reached a new agreement or raise since then.

Compensation effective July 1, 2027. Contractual raises on or before this date are included; agencies with no raise scheduled are counted at 0%.

Prepared by Advanced Survey Consulting, Inc.

Sample report: all names are fictional

STUDY AT A GLANCE

PREPARED FOR

Sample City Police Officers' Association

CLASSIFICATION

Police Officer

COMPENSATION EFFECTIVE

July 1, 2027

DATA AS OF

October 26, 2026

COMPARABLE AGENCIES

11

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Jump to a year of service

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

Click a line or a year to jump to it. The bookmark panel lists every section, every agency profile and every year.

How Sample City compares at each career stage

Compared with the market average. Click a career stage to open that year of service.

Data as of October 26, 2026. A comparable agency may have reached a new agreement or raise since then that this report does not reflect.

Compensation effective July 1, 2027. Every contractual raise scheduled on or before July 1, 2027 is included automatically; raises scheduled after that date are not. Comparable agencies with no raise scheduled are counted at 0%; the client is never given an assumed raise.

Career stage	Total compensation	Rank	Net Earnings	Rank
Entry Level	**+3.4% above**	5th of 12	**+0.9% above**	6th of 12
5 Years	**-3.1% below**	8th of 12	**-8.2% below**	10th of 12
10 Years	**-0.3% below**	7th of 12	**-5.3% below**	9th of 12
15 Years	**+4.0% above**	6th of 12	**+1.7% above**	8th of 12
20 Years	**+3.3% above**	5th of 12	**+1.8% above**	8th of 12
25 Years	**+3.0% above**	5th of 12	**+1.4% above**	8th of 12
Maximum	**+3.0% above**	5th of 12	**+1.4% above**	8th of 12

Total compensation is pay plus the value of benefits. Net Earnings is base and incentive pay minus the employee pension contribution (taxes and other deductions are not subtracted). Each percentage compares Sample City with the market average; rank 1st is the highest paid.

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

How this study works

The study in seven plain steps.

1 Who is compared
Sample City Police Officers are compared with the same job at 11 comparable agencies. Sample City is never counted as part of the market.

2 What "the market" means
The average of those 11 agencies, with the median shown as a second measure.

3 Which years
Every year of service from 1 to 30, assuming one salary step per year. The summary shows entry level, 5, 10, 15, 20 and 25 years, and maximum.

4 What is counted
Pay: base salary, longevity pay, education pay, certificate pay, uniform allowance and premium pay. Benefits: employer pension, EPMC, deferred comp, holiday leave, vacation leave, sick leave and health care. Net Earnings is base and incentive pay minus the employee's own pension contribution; taxes and other deductions are not subtracted.

5 Which raises
Every raise on file through the effective date, July 1, 2027, is compounded in, one per date (the higher one when two share a date); later raises are not counted. Comparable agencies with no raise scheduled are counted at 0%; Sample City never receives the assumed raise.

6 How to read the percentages
Each percentage is the raise the lower amount would need to reach the higher one. A + means above and a - means below. Rank 1st is the highest paid.

7 Where the data came from
Published labor agreements (MOUs), salary schedules and benefit summaries, confirmed with the employer or the association where needed. Links to every document are on the Sources tab.

The full methodology, as written in the report

- The client agency, Sample City, is highlighted in black throughout the report and is not included in any market calculation.
- Market values are the average of the comparable agencies listed on the summary page, which does not include Sample City. The median is shown as a second measure.
- All amounts are monthly. Hourly amounts use each agency's annual hours; biweekly amounts assume 26 pay periods and bimonthly amounts 24. Percentage based pay was converted to dollars using each agency's base salary at the step shown.
- Results are shown for every year of service from year 1 through year 30, one year per page. Employees are assumed to advance one salary step per year, and longevity pay and leave accruals apply at the matching year. Each year page shows every pay element and benefit by years of service. The summary page reports years 1, 5, 10, 15, 20, 25, and 30.

- Disparity is the raise needed for the lower amount to reach the higher one. On the year pages each agency's disparity is shown in green with a + when the agency is above Sample City and in red with a - when it is below. In the Sample City vs. market rows, on the summary page and on the charts, a positive number means Sample City is above the market and a negative number means it is below.
- Education incentive assumed: years 1 to 2, Max; years 3 to 4, Max; years 5 to 9, Max; 10 years and up, Max. POST certificate assumed: years 1 to 2, Basic; years 3 to 4, Intermediate; years 5 to 9, Max; 10 years and up, Max. Where an agency limits an incentive by hire date or pays education or certificate pay but not both, that rule is applied.
- Salaries reflect the schedules in effect when the data were collected, plus contractually scheduled increases effective on or before July 1, 2027.
- Retirement contributions use each agency's normal cost rates, not unfunded liability payments. Tier method: two tier. Employees hired on or after January 1, 2013 (the PEPRA date) are placed in each agency's newest tier, and earlier hires in its oldest tier. Counting back from the November 5, 2026 survey date, years 1 through 13 use the newest tier and every agency moves to its oldest tier at year 14. Where an agency's newest-tier start date is entered on 1-DATA ENTRY, that date is used instead.
- Glenhaven, Juniper Countyunty, and State University PD changed tiers on dates other than January 1, 2013, so the year-14 switch only approximates their tiers; their actual tiers are shown on the Retirement table.
- Paid leave (vacation, sick leave, and holidays) is valued at the base hourly rate.
- Data were obtained from publicly available agreements, salary schedules, and benefit summaries, and were confirmed with the employer or employee representatives where necessary.
- Figures are calculated at full precision and displayed rounded to the nearest dollar (cents for hourly amounts).

Legal framework (MMBA factfinding criteria)

Under the MMBA, Government Code section 3505.4(d) directs the factfinding panel to consider, weigh, and be guided by the following criteria:

1. State and federal laws that are applicable to the employer.
2. Local rules, regulations, or ordinances.
3. Stipulations of the parties.
4. The interests and welfare of the public and the financial ability of the public agency.
5. Comparison of the wages, hours, and conditions of employment of the employees involved with those of other employees performing similar services in comparable public agencies.
6. The consumer price index for goods and services, commonly known as the cost of living.
7. The overall compensation presently received by the employees, including wages, vacations, holidays and other excused time, insurance and pensions, medical and hospitalization benefits, continuity and stability of employment, and all other benefits received.
8. Any other facts, not confined to those above, that are normally or traditionally taken into consideration in making findings and recommendations.

This study addresses criteria 5 and 7 directly.

Compensation elements collected

Everything collected for each agency, and how it is used in the study.

Element	Treatment	Element	Treatment
Annual hours worked	Converts monthly pay to hourly	**Public Pay average and maximum**	Alternate health care amounts
Bottom step (step 1)	Bottom step (steps 1 to 30 collected)	**Employer dental**	Counted in total comp when included
Top step	Top step; base salary by year	**Employer vision**	Counted in total comp when included
Longevity: 5 Years to 30 Years	Counted in earnings when included	**Lifetime retiree medical**	Reference only
Education: 30 College Units to Doctorate	Counted in earnings when included	**Medical expense reimbursement (MERP)**	Reference only
Certificate: Basic to Leadership (SLI)	Counted in earnings when included	**Life insurance**	Reference only
Bilingual pay	Counted in earnings when included	**Vacation: 1 years to 30 years**	Valued at base hourly rate
Uniform allowance	Counted in earnings when included	**Sick leave**	Valued at base hourly rate
Uniform (reported to CalPERS)	Reference only	**Holiday leave**	Valued at base hourly rate
Assignments: Detective to On Call/Stand By	One chosen assignment counted	**Holiday cash (maximum)**	Counted in earnings when included
Premium pay	Counted in earnings when included	**Management leave**	Reference only (Tables)
Shift differential	Counted in earnings when included	**Administrative leave**	Reference only (Tables)
Pension plan, tiers and formulas	Shown on Tables	**Executive leave**	Reference only (Tables)
Pension rates: Employer, Employee, EPMC	Employer counted; employee subtracted	**Personal leave**	Reference only (Tables)
Deferred compensation	Counted in total comp when included	**Marksmanship pay**	Reference only
Deferred compensation match	Counted in total comp when included	**Fitness pay**	Reference only
Retiree health contribution	Counted in total comp when included	**Tuition reimbursement**	Reference only
Employer health care	Counted in total comp (health care)	**Scheduled raises and side letters**	Applied through the effective date

Definitions used in this report

Total compensation	Net earnings plus employer-paid benefits: employer pension and EPMC, deferred compensation and match, retiree health, health care, dental, vision, and the value of holiday, vacation and sick leave. Items turned off under Controls Benefits are left out for every agency.
Net Earnings	Base salary plus incentive and special pay, minus the employee's own pension contribution. Taxes, health premiums and other payroll deductions are not subtracted, so Net Earnings is not the same as take-home pay.
Gap and disparity	The raise the lower amount needs to reach the higher one. Client vs. market: + means the client is above the market. Agency rows: + means that agency is above the client.
Market	The chosen measure of the comparable agencies included, not counting the client.
Rank	Counts every included agency and the client.
Years of service	One salary step per year; longevity, education, certificate and leave follow the year. Maximum is year 30. Raises effective on or before the compensation effective date are included.

The two market measures

Total compensation	Everything the employer provides: pay, plus the value of pension, health care, leave and other benefits.
Net Earnings	Base salary plus incentive and special pay, minus the employee's own pension contribution. Taxes, health premiums and other payroll deductions are not subtracted, so Net Earnings is not the same as take-home pay.
The market	The - of the comparable agencies, not counting the client.

MOUs: Police Officer

Agency	MOU (click a link to open it)
Sample City	https://www.sample-city.example/mou.pdf
Alder Bay	https://www.alder-bay.example/mou.pdf
Glenhaven	https://www.glenhaven.example/mou.pdf
Cedar Point	https://www.cedar-point.example/mou.pdf
Harbor Grove	https://www.harbor-grove.example/mou.pdf
Fernhill	https://www.fernhill.example/mou.pdf
Birchwood	https://www.birchwood.example/mou.pdf
Dunmore	https://www.dunmore.example/mou.pdf
Elmvale	https://www.elmvale.example/mou.pdf
Juniper County	https://www.juniper-county.example/mou.pdf
State University PD	https://www.state-university-pd.example/mou.pdf
Juniper County DA	https://www.juniper-county-da.example/mou.pdf

Salary schedules: Police Officer

Agency	Salary schedule (click a link to open it)
Sample City	https://www.sample-city.example/salary-schedule.pdf
Alder Bay	https://www.alder-bay.example/salary-schedule.pdf
Glenhaven	https://www.glenhaven.example/salary-schedule.pdf
Cedar Point	https://www.cedar-point.example/salary-schedule.pdf
Harbor Grove	https://www.harbor-grove.example/salary-schedule.pdf
Fernhill	https://www.fernhill.example/salary-schedule.pdf
Birchwood	https://www.birchwood.example/salary-schedule.pdf
Dunmore	https://www.dunmore.example/salary-schedule.pdf
Elmvale	https://www.elmvale.example/salary-schedule.pdf
Juniper County	https://www.juniper-county.example/salary-schedule.pdf
State University PD	https://www.state-university-pd.example/salary-schedule.pdf
Juniper County DA	https://www.juniper-county-da.example/salary-schedule.pdf

Contract status and next scheduled raise: Police Officer

Status as of November 5, 2026. Raises effective on or before July 1, 2027 are included in the study. Every raise on file through the effective date is applied, one per date.

Agency	Position	Contract expires	Contract status	Salary schedule effective	Next raise	Amount	In study
Sample City	**Police Officer**	**06/30/2027**	**Current**	**07/24/2026**	**None**	**-**	**-**
Alder Bay	Police Officer	12/31/2026	**Current**	07/05/2026	None	-	-
Glenhaven	Police Officer II	06/30/2030	**Current**	07/01/2026	07/01/2028	4%	No
Cedar Point	Police Officer	06/30/2028	**Current**	09/01/2026	07/01/2027	6%	Yes
Harbor Grove	Police Officer	06/30/2028	**Current**	05/12/2026	05/01/2027	5%	Yes
Fernhill	Police Officer	06/30/2027	**Current**	07/03/2026	None	-	-
Birchwood	Police Officer	06/30/2028	**Current**	01/01/2026	01/01/2027	4.5%	Yes
Dunmore	Police Officer	06/30/2027	**Current**	08/15/2026	None	-	-
Elmvale	Police Officer	12/31/2026	**Current**	07/23/2026	None	-	-
Juniper County	Deputy Sheriff	06/28/2029	**Current**	04/16/2026	06/25/2027	3%	Yes
State University PD	Police Officer	06/30/2026	**Expired**	06/21/2026	None	-	-
Juniper County DA	Investigator II	06/28/2029	**Current**	06/27/2026	06/25/2027	5%	Yes

Raises captured in the study

Study effective date: July 1, 2027

Raises scheduled on or before this date are counted.

Agency	Next scheduled raise	Amount	Counted?	Raise used in the study
Sample City	**None scheduled**	**-**	**-**	**0% (no raise scheduled)**
Alder Bay	None scheduled	-	-	**0% (no raise scheduled)**
Glenhaven	07/01/2028	4%	After the effective date	**0% (after the effective date)**
Cedar Point	07/01/2027	6%	Counted	**6% (07/01/2027)**
Harbor Grove	05/01/2027	5%	Counted	**5% (05/01/2027)**
Fernhill	None scheduled	-	-	**0% (no raise scheduled)**
Birchwood	01/01/2027	4.5%	Counted	**4.5% (01/01/2027) + 3% (07/01/2027) = 7.63%**
Dunmore	None scheduled	-	-	**0% (no raise scheduled)**
Elmvale	None scheduled	-	-	**0% (no raise scheduled)**
Juniper County	06/25/2027	3%	Counted	**5% (06/25/2027)**
State University PD	None scheduled	-	-	**0% (no raise scheduled)**
Juniper County DA	06/25/2027	5%	Counted	**5% (06/25/2027)**

All Contractual Raises: Police Officer

Every contractual raise dated after October 26, 2026, the date the data was collected. Raises on or before July 1, 2027 (green) are included in the study; later raises (grey) are not. One raise is used per agency per date; where two share a date, the higher is used.

Agency	1st raise	2nd raise	Captured in the study	Not captured	All raises on file
Sample City	**None on file**		**No**	**-**	**-**
Alder Bay	None on file		No	-	-
Glenhaven	07/01/2028 4%		No	1 raise, 4%	4% through 07/01/2028
Cedar Point	07/01/2027 6%		Yes: 1 raise, 6%	-	6% through 07/01/2027
Harbor Grove	05/01/2027 5%		Yes: 1 raise, 5%	-	5% through 05/01/2027
Fernhill	None on file		No	-	-
Birchwood	01/01/2027 4.5%	07/01/2027 3%	Yes: 2 raises, 7.63%	-	7.63% through 07/01/2027
Dunmore	None on file		No	-	-
Elmvale	None on file		No	-	-
Juniper County	06/25/2027 5%	06/23/2028 5%	Yes: 1 raise, 5%	1 raise, 5%	10.25% through 06/23/2028
State University PD	None on file		No	-	-
Juniper County DA	06/25/2027 5%	06/23/2028 3%	Yes: 1 raise, 5%	1 raise, 3%	8.15% through 06/23/2028

Who's bargaining when: Police Officer

Contract expirations and the raises on file in the three years after October 26, 2026, the date the data was collected. Sorted by expiration date.

Agency	Contract expires	Status	Raises through 10/26/2027	Raises through 10/26/2028	Raises through 10/26/2029	All three years
State University PD	06/30/2026	Expired	-	-	-	-
Alder Bay	12/31/2026	Expires in 2 months	-	-	-	-
Elmvale	12/31/2026	Expires in 2 months	-	-	-	-
Sample City	**06/30/2027**	**Expires in 8 months**	**-**	**-**	**-**	**-**
Fernhill	06/30/2027	Expires in 8 months	-	-	-	-
Dunmore	06/30/2027	Expires in 8 months	-	-	-	-
Cedar Point	06/30/2028	Expires in 20 months	6% (07/01/2027)	-	-	6%
Harbor Grove	06/30/2028	Expires in 20 months	5% (05/01/2027)	-	-	5%
Birchwood	06/30/2028	Expires in 20 months	4.5% (01/01/2027) + 3% (07/01/20...	-	-	7.63%
Juniper County	06/28/2029	Expires in 32 months	5% (06/25/2027)	5% (06/23/2028)	-	10.25%
Juniper County DA	06/28/2029	Expires in 32 months	5% (06/25/2027)	3% (06/23/2028)	-	8.15%
Glenhaven	06/30/2030	Expires in 44 months	-	4% (07/01/2028)	-	4%

Sample City (client agency)

Police Officer - Entry level

Client agency | Contract current through 06/30/2027 | Rank 5th of 12 in year 1

At entry level, Sample City provides $13,086 a month in total compensation, 3.4% above the market average, ranking 5th of 12.

Side by side

Monthly amounts. Difference is this agency minus the client: green means it provides more, red means less.

	Sample City	Sample City	Difference
Base salary	$8,799	$8,799	-
Incentive and special pay	$425	$425	-
Employee pension contribution	-$1,332	-$1,332	-
Net Earnings	**$7,892**	**$7,892**	**-**
Benefits paid by the employer	$5,195	$5,195	-
Total compensation	**$13,086**	**$13,086**	**-**

Contract and schedule

Contract expires	06/30/2027 (current)
Salary schedule effective	07/24/2026
Next scheduled raise	None scheduled
Annual hours	2,080
Salary range (monthly)	$8,799 to $11,791
Health care (monthly)	$2,568
Holiday / sick hours	130 / 96
Vacation hours, yr 1 / 30	80 / 200

Open the MOU | Open the salary schedule

Alder Bay

Police Officer - compared with the Police Officer at Sample City - Entry level

Contract current through 12/31/2026 | **Rank 12th of 12 in year 1**

At entry level, Alder Bay provides $1,825 a month less in total compensation than Sample City (16.2% less), ranking 12th of 12.

Side by side

Monthly amounts. Difference is this agency minus the client: green means it provides more, red means less.

	Alder Bay	Sample City	Difference
Base salary	$7,843	$8,799	-$956
Incentive and special pay	$83	$425	-$342
Employee pension contribution	-$1,122	-$1,332	+$210
Net Earnings	**$6,804**	**$7,892**	**-$1,088**
Benefits paid by the employer	$4,457	$5,195	-$738
Total compensation	**$11,261**	**$13,086**	**-$1,825**

Contract and schedule

Contract expires	12/31/2026 (current)
Salary schedule effective	07/05/2026
Next scheduled raise	None scheduled
Annual hours	2,080
Salary range (monthly)	$7,843 to $10,657
Health care (monthly)	$2,200
Holiday / sick hours	112 / 96
Vacation hours, yr 1 / 30	93 / 213

Open the MOU **Open the salary schedule**

Birchwood

Police Officer - compared with the Police Officer at Sample City - Entry level

Contract current through 06/30/2028 | **Raise 4.5% on 01/01/2027 + 3% on 07/01/2027 (in study)** | **Rank 2nd of 12 in year 1**

At entry level, Birchwood provides $864 a month more in total compensation than Sample City (6.6% more), ranking 2nd of 12.

Side by side

Monthly amounts. Difference is this agency minus the client: green means it provides more, red means less.

	Birchwood	Sample City	Difference
Base salary	$9,787	$8,799	+$988
Incentive and special pay	$296	$425	-$129
Employee pension contribution	-$1,432	-$1,332	-$99
Net Earnings	**$8,651**	**$7,892**	**+$760**
Benefits paid by the employer	$5,299	$5,195	+$105
Total compensation	**$13,951**	**$13,086**	**+$864**

Contract and schedule

Contract expires	06/30/2028 (current)
Salary schedule effective	01/01/2026
Raises in the study	4.5% on 01/01/2027 + 3% on 07/01/2027 (in
Annual hours	2,080
Salary range (monthly)	$9,093 to $11,053
Health care (monthly)	$2,216
Holiday / sick hours	132 / 97
Vacation hours, yr 1 / 30	122 / 237

Open the MOU **Open the salary schedule**

Cedar Point

Police Officer - compared with the Police Officer at Sample City - Entry level

Contract current through 06/30/2028 | **Raise 6% on 07/01/2027 (in study)** | **Rank 6th of 12 in year 1**

At entry level, Cedar Point provides $403 a month less in total compensation than Sample City (3.2% less), ranking 6th of 12.

Side by side

Monthly amounts. Difference is this agency minus the client: green means it provides more, red means less.

	Cedar Point	Sample City	Difference
Base salary	$8,954	$8,799	+$155
Incentive and special pay	$104	$425	-$321
Employee pension contribution	-$1,253	-$1,332	+$80
Net Earnings	**$7,805**	**$7,892**	**-$86**
Benefits paid by the employer	$4,879	$5,195	-$316
Total compensation	**$12,684**	**$13,086**	**-$403**

Contract and schedule

Contract expires	06/30/2028 (current)
Salary schedule effective	09/01/2026
Next scheduled raise	6% on 07/01/2027 (in study)
Annual hours	2,080
Salary range (monthly)	$8,447 to $11,320
Health care (monthly)	$2,298
Holiday / sick hours	164.5 / 0
Vacation hours, yr 1 / 30	144 / 323

Open the MOU **Open the salary schedule**

Dunmore

Police Officer - compared with the Police Officer at Sample City - Entry level

Contract current through 06/30/2027 | **Rank 11th of 12 in year 1**

At entry level, Dunmore provides $1,349 a month less in total compensation than Sample City (11.5% less), ranking 11th of 12.

Side by side

Monthly amounts. Difference is this agency minus the client: green means it provides more, red means less.

	Dunmore	Sample City	Difference
Base salary	$8,759	$8,799	-$40
Incentive and special pay	$83	$425	-$342
Employee pension contribution	-$1,266	-$1,332	+$67
Net Earnings	**$7,576**	**$7,892**	**-$315**
Benefits paid by the employer	$4,161	$5,195	-$1,034
Total compensation	**$11,737**	**$13,086**	**-$1,349**

Contract and schedule

Contract expires	06/30/2027 (current)
Salary schedule effective	08/15/2026
Next scheduled raise	None scheduled
Annual hours	2,080
Salary range (monthly)	$8,759 to $10,646
Health care (monthly)	$1,750
Holiday / sick hours	0 / 96
Vacation hours, yr 1 / 30	176 / 255

Open the MOU **Open the salary schedule**

Elmvale

Police Officer - compared with the Police Officer at Sample City - Entry level

Contract current through 12/31/2026 | **Rank 8th of 12 in year 1**

At entry level, Elmvale provides $1,077 a month less in total compensation than Sample City (9.0% less), ranking 8th of 12.

Side by side

Monthly amounts. Difference is this agency minus the client: green means it provides more, red means less.

	Elmvale	Sample City	Difference
Base salary	$8,477	$8,799	-$322
Incentive and special pay	$576	$425	+$151
Employee pension contribution	-$1,358	-$1,332	-$25
Net Earnings	**$7,695**	**$7,892**	**-$197**
Benefits paid by the employer	$4,315	$5,195	-$880
Total compensation	**$12,009**	**$13,086**	**-$1,077**

Contract and schedule

Contract expires	12/31/2026 (current)
Salary schedule effective	07/23/2026
Next scheduled raise	None scheduled
Annual hours	2,080
Salary range (monthly)	$8,477 to $11,360
Health care (monthly)	$1,625
Holiday / sick hours	110 / 120
Vacation hours, yr 1 / 30	107 / 234

Open the MOU **Open the salary schedule**

Fernhill

Police Officer - compared with the Police Officer at Sample City - Entry level

Contract current through 06/30/2027 | **Rank 4th of 12 in year 1**

At entry level, Fernhill provides $134 a month more in total compensation than Sample City (1.0% more), ranking 4th of 12.

Side by side

Monthly amounts. Difference is this agency minus the client: green means it provides more, red means less.

	Fernhill	Sample City	Difference
Base salary	$9,346	$8,799	+$547
Incentive and special pay	$128	$425	-$297
Employee pension contribution	-$1,350	-$1,332	-$18
Net Earnings	**$8,123**	**$7,892**	**+$232**
Benefits paid by the employer	$5,097	$5,195	-$98
Total compensation	**$13,221**	**$13,086**	**+$134**

Contract and schedule

Contract expires	06/30/2027 (current)
Salary schedule effective	07/03/2026
Next scheduled raise	None scheduled
Annual hours	2,080
Salary range (monthly)	$9,346 to $11,929
Health care (monthly)	$2,228
Holiday / sick hours	150 / 96
Vacation hours, yr 1 / 30	92 / 196

Open the MOU **Open the salary schedule**

Glenhaven

Police Officer II - compared with the Police Officer at Sample City - Entry level

Contract current through 06/30/2030 | **Raise 07/01/2028, 4% (not in study)** | **Rank 10th of 12 in year 1**

At entry level, Glenhaven provides $1,147 a month less in total compensation than Sample City (9.6% less), ranking 10th of 12.

Side by side

Monthly amounts. Difference is this agency minus the client: green means it provides more, red means less.

	Glenhaven	Sample City	Difference
Base salary	$8,258	$8,799	-$541
Incentive and special pay	$250	$425	-$175
Employee pension contribution	-$1,395	-$1,332	-$63
Net Earnings	**$7,113**	**$7,892**	**-$779**
Benefits paid by the employer	$4,827	$5,195	-$368
Total compensation	**$11,940**	**$13,086**	**-$1,147**

Contract and schedule

Contract expires	06/30/2030 (current)
Salary schedule effective	07/01/2026
Next scheduled raise	07/01/2028, 4% (not in study)
Annual hours	2,080
Salary range (monthly)	$8,258 to $9,977
Health care (monthly)	$2,154
Holiday / sick hours	144 / 0
Vacation hours, yr 1 / 30	136 / 216

Open the MOU **Open the salary schedule**

Harbor Grove

Police Officer - compared with the Police Officer at Sample City - Entry level

Contract current through 06/30/2028 | **Raise 5% on 05/01/2027 (in study)** | **Rank 7th of 12 in year 1**

At entry level, Harbor Grove provides $569 a month less in total compensation than Sample City (4.5% less), ranking 7th of 12.

Side by side

Monthly amounts. Difference is this agency minus the client: green means it provides more, red means less.

	Harbor Grove	Sample City	Difference
Base salary	$9,551	$8,799	+$752
Incentive and special pay	$75	$425	-$350
Employee pension contribution	-$1,360	-$1,332	-$28
Net Earnings	**$8,266**	**$7,892**	**+$374**
Benefits paid by the employer	$4,252	$5,195	-$943
Total compensation	**$12,517**	**$13,086**	**-$569**

Contract and schedule

Contract expires	06/30/2028 (current)
Salary schedule effective	05/12/2026
Next scheduled raise	5% on 05/01/2027 (in study)
Annual hours	2,080
Salary range (monthly)	$9,096 to $11,168
Health care (monthly)	$1,569
Holiday / sick hours	0 / 96
Vacation hours, yr 1 / 30	192 / 272

Open the MOU **Open the salary schedule**

Juniper County

Deputy Sheriff - compared with the Police Officer at Sample City - Entry level

Contract current through 06/28/2029 | **Raise 5% on 06/25/2027 (in study)** | **Rank 9th of 12 in year 1**

At entry level, Juniper County provides $1,116 a month less in total compensation than Sample City (9.3% less), ranking 9th of 12.

Side by side

Monthly amounts. Difference is this agency minus the client: green means it provides more, red means less.

	Juniper County	Sample City	Difference
Base salary	$8,572	$8,799	-$227
Incentive and special pay	$83	$425	-$342
Employee pension contribution	-$1,385	-$1,332	-$52
Net Earnings	**$7,270**	**$7,892**	**-$621**
Benefits paid by the employer	$4,700	$5,195	-$495
Total compensation	**$11,970**	**$13,086**	**-$1,116**

Contract and schedule

Contract expires	06/28/2029 (current)
Salary schedule effective	04/16/2026
Next scheduled raise	5% on 06/25/2027 (in study)
Annual hours	2,210
Salary range (monthly)	$8,164 to $12,059
Health care (monthly)	$2,093
Holiday / sick hours	119 / 111
Vacation hours, yr 1 / 30	85 / 170

Open the MOU **Open the salary schedule**

Juniper County DA

Investigator II - compared with the Police Officer at Sample City - Entry level

Contract current through 06/28/2029 | **Raise 5% on 06/25/2027 (in study)** | **Rank 3rd of 12 in year 1**

At entry level, Juniper County DA provides $419 a month more in total compensation than Sample City (3.2% more), ranking 3rd of 12.

Side by side

Monthly amounts. Difference is this agency minus the client: green means it provides more, red means less.

	Juniper County DA	Sample City	Difference
Base salary	$9,528	$8,799	+$729
Incentive and special pay	$381	$425	-$44
Employee pension contribution	-$1,585	-$1,332	-$253
Net Earnings	**$8,323**	**$7,892**	**+$432**
Benefits paid by the employer	$5,182	$5,195	-$13
Total compensation	**$13,506**	**$13,086**	**+$419**

Contract and schedule

Contract expires	06/28/2029 (current)
Salary schedule effective	06/27/2026
Next scheduled raise	5% on 06/25/2027 (in study)
Annual hours	2,080
Salary range (monthly)	$9,074 to $11,592
Health care (monthly)	$2,241
Holiday / sick hours	112 / 104
Vacation hours, yr 1 / 30	80 / 160

Open the MOU **Open the salary schedule**

State University PD

Police Officer - compared with the Police Officer at Sample City - Entry level

Contract expired 06/30/2026 | **Rank 1st of 12 in year 1**

At entry level, State University PD provides $1,363 a month more in total compensation than Sample City (10.4% more), ranking 1st of 12.

Side by side

Monthly amounts. Difference is this agency minus the client: green means it provides more, red means less.

	State University PD	Sample City	Difference
Base salary	$8,783	$8,799	-$16
Incentive and special pay	$467	$425	+$42
Employee pension contribution	-$833	-$1,332	+$500
Net Earnings	**$8,418**	**$7,892**	**+$526**
Benefits paid by the employer	$6,032	$5,195	+$837
Total compensation	**$14,449**	**$13,086**	**+$1,363**

Contract and schedule

Contract expires	06/30/2026 (expired)
Salary schedule effective	06/21/2026
Next scheduled raise	None scheduled
Annual hours	2,080
Salary range (monthly)	$8,783 to $10,622
Health care (monthly)	$2,810
Holiday / sick hours	104 / 96
Vacation hours, yr 1 / 30	120 / 192

Open the MOU **Open the salary schedule**

Sample City against the market average in every year of service

Year	Base salary	Net earnings	Market	Net gap	Net rank	Total comp	Market	Gap	Rank
Entry Level	$8,799	$7,892	$7,822	+0.9%	6 of 12	$13,086	$12,659	+3.4%	5 of 12
2 Years	$9,239	$8,268	$8,189	+1.0%	6 of 12	$13,591	$13,154	+3.3%	5 of 12
3 Years	$9,700	$8,662	$8,963	-3.5%	9 of 12	$14,120	$14,139	-0.1%	7 of 12
4 Years	$10,185	$9,077	$9,400	-3.6%	9 of 12	$14,676	$14,725	-0.3%	7 of 12
5 Years	$10,695	$9,514	$10,290	-8.2%	10 of 12	$15,467	$15,943	-3.1%	8 of 12
6 Years	$11,229	$9,971	$10,602	-6.3%	10 of 12	$16,090	$16,470	-2.4%	8 of 12
7 Years	$11,791	$10,451	$10,811	-3.4%	9 of 12	$16,745	$16,753	-0.0%	7 of 12
8 Years	$11,791	$10,451	$10,913	-4.4%	9 of 12	$16,745	$16,887	-0.8%	7 of 12
9 Years	$11,791	$10,451	$10,949	-4.8%	9 of 12	$16,745	$16,934	-1.1%	7 of 12
10 Years	$11,791	$10,451	$11,001	-5.3%	9 of 12	$16,972	$17,030	-0.3%	7 of 12
11 Years	$11,791	$10,451	$11,001	-5.3%	9 of 12	$16,972	$17,104	-0.8%	7 of 12
12 Years	$11,791	$10,451	$11,027	-5.5%	9 of 12	$16,972	$17,134	-1.0%	7 of 12
13 Years	$11,791	$10,451	$11,027	-5.5%	9 of 12	$16,972	$17,134	-1.0%	7 of 12
14 Years	$11,791	$10,872	$11,180	-2.8%	9 of 12	$18,191	$18,183	+0.0%	8 of 12
15 Years	$11,791	$11,397	$11,210	+1.7%	8 of 12	$19,066	$18,337	+4.0%	6 of 12
16 Years	$11,791	$11,397	$11,210	+1.7%	8 of 12	$19,066	$18,395	+3.6%	6 of 12
17 Years	$11,791	$11,397	$11,210	+1.7%	8 of 12	$19,066	$18,395	+3.6%	6 of 12
18 Years	$11,791	$11,397	$11,210	+1.7%	8 of 12	$19,066	$18,395	+3.6%	6 of 12
19 Years	$11,791	$11,397	$11,210	+1.7%	8 of 12	$19,066	$18,395	+3.6%	6 of 12
20 Years	$11,791	$11,607	$11,401	+1.8%	8 of 12	$19,326	$18,704	+3.3%	5 of 12
21 Years	$11,791	$11,607	$11,401	+1.8%	8 of 12	$19,326	$18,704	+3.3%	5 of 12
22 Years	$11,791	$11,607	$11,401	+1.8%	8 of 12	$19,326	$18,704	+3.3%	5 of 12
23 Years	$11,791	$11,607	$11,401	+1.8%	8 of 12	$19,326	$18,704	+3.3%	5 of 12
24 Years	$11,791	$11,607	$11,401	+1.8%	8 of 12	$19,326	$18,704	+3.3%	5 of 12
25 Years	$11,791	$11,607	$11,447	+1.4%	8 of 12	$19,326	$18,765	+3.0%	5 of 12
26 Years	$11,791	$11,607	$11,447	+1.4%	8 of 12	$19,326	$18,765	+3.0%	5 of 12
27 Years	$11,791	$11,607	$11,447	+1.4%	8 of 12	$19,326	$18,765	+3.0%	5 of 12
28 Years	$11,791	$11,607	$11,447	+1.4%	8 of 12	$19,326	$18,765	+3.0%	5 of 12
29 Years	$11,791	$11,607	$11,447	+1.4%	8 of 12	$19,326	$18,765	+3.0%	5 of 12
Maximum	$11,791	$11,607	$11,447	+1.4%	8 of 12	$19,326	$18,765	+3.0%	5 of 12

Police Officer - Year 1 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	State University PD	$8,783	-	$300	-	$100	$67	-$833	$8,418	+6.7%	$1,870	$2,810	$439	$507	$405	$14,449	+10.4%
2	Birchwood	$9,787	-	-	$196	$100	-	-$1,432	$8,651	+9.6%	$1,432	$2,216	$621	$574	$456	$13,951	+6.6%
3	Juniper County DA	$9,528	-	-	-	-	$381	-$1,585	$8,323	+5.5%	$1,585	$2,241	$513	$366	$476	$13,506	+3.2%
4	Fernhill	$9,346	-	-	-	$83	$45	-$1,350	$8,123	+2.9%	$1,350	$2,228	$674	$413	$431	$13,221	+1.0%
5	**Sample City**	**$8,799**	**-**	**$400**	**-**	**$25**	**-**	**-$1,332**	**$7,892**	**0.0%**	**$1,332**	**$2,568**	**$550**	**$338**	**$406**	**$13,086**	**0.0%**
6	Cedar Point	$8,954	-	-	-	$104	-	-$1,253	$7,805	-1.1%	$1,253	$2,298	$708	$620	-	$12,684	-3.2%
7	Harbor Grove	$9,551	-	-	-	$75	-	-$1,360	$8,266	+4.7%	$1,360	$1,569	-	$882	$441	$12,517	-4.5%
8	Elmvale	$8,477	-	$509	-	$67	-	-$1,358	$7,695	-2.6%	$1,316	$1,625	$448	$436	$489	$12,009	-9.0%
9	Juniper County	$8,572	-	-	-	$83	-	-$1,385	$7,270	-8.5%	$1,385	$2,093	$462	$330	$431	$11,970	-9.3%
10	Glenhaven	$8,258	-	-	-	$250	-	-$1,395	$7,113	-11.0%	$1,561	$2,154	$572	$540	-	$11,940	-9.6%
11	Dunmore	$8,759	-	-	-	$83	-	-$1,266	$7,576	-4.2%	$1,266	$1,750	-	$741	$404	$11,737	-11.5%
12	Alder Bay	$7,843	-	-	-	$83	-	-$1,122	$6,804	-16.0%	$1,122	$2,200	$422	$351	$362	$11,261	-16.2%
	Market average	**$8,896**							**$7,822**							**$12,659**	
	Market median	**$8,783**							**$7,805**							**$12,517**	
	vs. market average	**-1.1%**							**+0.9%**							**+3.4%**	
	vs. market median	**+0.2%**							**+1.1%**							**+4.5%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 2 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	State University PD	$8,987	-	$300	-	$100	$67	-$851	$8,603	+4.1%	$1,912	$2,810	$449	$518	$415	$14,707	+8.2%
2	Birchwood	$10,277	-	-	$206	$100	-	-$1,503	$9,080	+9.8%	$1,503	$2,216	$652	$603	$479	$14,533	+6.9%
3	Juniper County DA	$10,003	-	-	-	-	$400	-$1,665	$8,739	+5.7%	$1,665	$2,241	$539	$385	$500	$14,068	+3.5%
4	Fernhill	$9,814	-	-	-	$83	$47	-$1,418	$8,527	+3.1%	$1,418	$2,228	$708	$434	$453	$13,767	+1.3%
5	**Sample City**	**$9,239**	**-**	**$400**	**-**	**$25**	**-**	**-$1,396**	**$8,268**	**0.0%**	**$1,396**	**$2,568**	**$577**	**$355**	**$426**	**$13,591**	**0.0%**
6	Cedar Point	$9,401	-	-	-	$104	-	-$1,315	$8,191	-0.9%	$1,315	$2,298	$744	$651	-	$13,197	-3.0%
7	Harbor Grove	$10,054	-	-	-	$75	-	-$1,431	$8,698	+5.2%	$1,431	$1,569	-	$928	$464	$13,090	-3.8%
8	Elmvale	$8,901	-	$534	-	$67	-	-$1,425	$8,077	-2.4%	$1,382	$1,625	$471	$458	$514	$12,525	-8.5%
9	Juniper County	$9,002	-	-	-	$83	-	-$1,454	$7,631	-8.3%	$1,454	$2,093	$485	$346	$452	$12,461	-9.1%
10	Glenhaven	$8,656	-	-	-	$250	-	-$1,461	$7,445	-11.0%	$1,634	$2,154	$599	$566	-	$12,399	-9.6%
11	Dunmore	$9,197	-	-	-	$83	-	-$1,328	$7,952	-4.0%	$1,328	$1,750	-	$778	$424	$12,233	-11.1%
12	Alder Bay	$8,235	-	-	-	$83	-	-$1,178	$7,140	-15.8%	$1,178	$2,200	$443	$368	$380	$11,710	-16.1%
	Market average	**$9,321**							**$8,189**							**$13,154**	
	Market median	**$9,197**							**$8,191**							**$13,090**	
	vs. market average	**-0.9%**							**+1.0%**							**+3.3%**	
	vs. market median	**+0.5%**							**+0.9%**							**+3.8%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 3 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	State University PD	$9,214	-	$300	$553	$100	$67	-$921	$9,313	+7.5%	$2,069	$2,810	$461	$532	$425	$15,610	+10.5%
2	Birchwood	$10,790	-	-	$540	$100	-	-$1,623	$9,807	+13.2%	$1,623	$2,216	$685	$633	$503	$15,467	+9.5%
3	Fernhill	$10,304	-	-	$515	$83	$49	-$1,561	$9,391	+8.4%	$1,561	$2,228	$743	$456	$476	$14,854	+5.2%
4	Juniper County DA	$10,504	-	-	-	-	$420	-$1,748	$9,176	+5.9%	$1,748	$2,241	$566	$404	$525	$14,660	+3.8%
5	Cedar Point	$9,872	-	-	$494	$104	-	-$1,448	$9,021	+4.1%	$1,448	$2,298	$781	$683	-	$14,232	+0.8%
6	Harbor Grove	$10,582	-	-	$529	$75	-	-$1,581	$9,605	+10.9%	$1,581	$1,569	-	$977	$488	$14,220	+0.7%
7	**Sample City**	**$9,700**	**-**	**$400**	**-**	**$25**	**-**	**-$1,463**	**$8,662**	**0.0%**	**$1,463**	**$2,568**	**$606**	**$373**	**$448**	**$14,120**	**0.0%**
8	Juniper County	$9,903	-	-	$495	$83	-	-$1,677	$8,804	+1.6%	$1,677	$2,093	$533	$381	$497	$13,985	-1.0%
9	Elmvale	$9,346	-	$561	$374	$67	-	-$1,552	$8,795	+1.5%	$1,505	$1,625	$494	$481	$539	$13,439	-5.1%
10	Glenhaven	$9,064	-	-	$544	$250	-	-$1,617	$8,241	-5.1%	$1,809	$2,154	$628	$593	-	$13,424	-5.2%
11	Dunmore	$9,657	-	-	$290	$83	-	-$1,436	$8,594	-0.8%	$1,436	$1,750	-	$817	$446	$13,043	-8.3%
12	Alder Bay	$8,629	-	-	$431	$83	-	-$1,295	$7,849	-10.4%	$1,295	$2,200	$465	$386	$398	$12,592	-12.1%
	Market average	**$9,806**							**$8,963**							**$14,139**	
	Market median	**$9,872**							**$9,021**							**$14,220**	
	vs. market average	**-1.1%**							**-3.5%**							**-0.1%**	
	vs. market median	**-1.8%**							**-4.1%**							**-0.7%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 4 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Birchwood	$11,331	-	-	$567	$100	-	-$1,704	$10,294	+13.4%	$1,704	$2,216	$719	$665	$528	$16,125	+9.9%
2	State University PD	$9,429	-	$300	$566	$100	$67	-$942	$9,520	+4.9%	$2,115	$2,810	$471	$544	$435	$15,896	+8.3%
3	Fernhill	$10,820	-	-	$541	$83	$52	-$1,639	$9,857	+8.6%	$1,639	$2,228	$780	$479	$499	$15,482	+5.5%
4	Juniper County DA	$11,030	-	-	-	-	$441	-$1,835	$9,636	+6.2%	$1,835	$2,241	$594	$424	$552	$15,282	+4.1%
5	Harbor Grove	$11,139	-	-	$557	$75	-	-$1,663	$10,108	+11.4%	$1,663	$1,569	-	$1,028	$514	$14,883	+1.4%
6	Cedar Point	$10,365	-	-	$518	$104	-	-$1,519	$9,467	+4.3%	$1,519	$2,298	$820	$718	-	$14,822	+1.0%
7	**Sample City**	**$10,185**	**-**	**$400**	**-**	**$25**	**-**	**-$1,533**	**$9,077**	**0.0%**	**$1,533**	**$2,568**	**$637**	**$392**	**$470**	**$14,676**	**0.0%**
8	Juniper County	$10,408	-	-	$520	$83	-	-$1,762	$9,249	+1.9%	$1,762	$2,093	$560	$400	$523	$14,587	-0.6%
9	Elmvale	$9,912	-	$595	$396	$67	-	-$1,646	$9,325	+2.7%	$1,595	$1,625	$524	$510	$572	$14,151	-3.7%
10	Glenhaven	$9,535	-	-	$572	$250	-	-$1,699	$8,659	-4.8%	$1,901	$2,154	$660	$623	-	$13,997	-4.9%
11	Dunmore	$10,139	-	-	$304	$83	-	-$1,507	$9,019	-0.6%	$1,507	$1,750	-	$858	$468	$13,602	-7.9%
12	Alder Bay	$9,090	-	-	$455	$83	-	-$1,363	$8,264	-9.8%	$1,363	$2,200	$489	$406	$420	$13,143	-11.7%
	Market average	**$10,291**							**$9,400**							**$14,725**	
	Market median	**$10,365**							**$9,467**							**$14,822**	
	vs. market average	**-1.0%**							**-3.6%**							**-0.3%**	
	vs. market median	**-1.8%**							**-4.3%**							**-1.0%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 5 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County DA	$11,582	-	-	$1,274	-	$463	-$2,131	$11,188	+17.6%	$2,131	$2,241	$624	$668	$579	$17,431	+12.7%
2	Birchwood	$11,897	-	-	$833	$100	-	-$1,822	$11,008	+15.7%	$1,822	$2,216	$755	$698	$555	$17,053	+10.3%
3	Fernhill	$11,361	$30	-	$1,136	$83	$55	-$1,805	$10,859	+14.1%	$1,805	$2,228	$819	$503	$524	$16,739	+8.2%
4	State University PD	$9,651	-	$300	$965	$100	$67	-$997	$10,086	+6.0%	$2,241	$2,810	$483	$557	$445	$16,621	+7.5%
5	Harbor Grove	$11,726	-	-	$1,173	$75	-	-$1,833	$11,141	+17.1%	$1,833	$1,569	-	$1,308	$541	$16,392	+6.0%
6	Juniper County	$10,927	-	-	$1,475	$83	-	-$1,998	$10,488	+10.2%	$1,998	$2,093	$588	$633	$549	$16,349	+5.7%
7	Cedar Point	$10,884	-	-	$1,088	$104	-	-$1,670	$10,406	+9.4%	$1,670	$2,298	$861	$754	-	$15,989	+3.4%
8	**Sample City**	**$10,695**	**-**	**$400**	**-**	**$25**	**-**	**-$1,606**	**$9,514**	**0.0%**	**$1,606**	**$2,568**	**$668**	**$617**	**$494**	**$15,467**	**0.0%**
9	Dunmore	$10,646	-	-	$1,065	$83	-	-$1,688	$10,105	+6.2%	$1,688	$1,750	-	$1,100	$491	$15,135	-2.2%
10	Elmvale	$10,304	-	$618	$541	$67	-	-$1,730	$9,801	+3.0%	$1,676	$1,625	$545	$738	$594	$14,980	-3.3%
11	Glenhaven	$9,977	-	-	$848	$250	-	-$1,816	$9,259	-2.8%	$2,032	$2,154	$691	$652	-	$14,788	-4.6%
12	Alder Bay	$9,559	-	-	$669	$83	-	-$1,460	$8,851	-7.5%	$1,460	$2,200	$515	$427	$441	$13,894	-11.3%
	Market average	**$10,774**							**$10,290**							**$15,943**	
	Market median	**$10,884**							**$10,406**							**$16,349**	
	vs. market average	**-0.7%**							**-8.2%**							**-3.1%**	
	vs. market median	**-1.8%**							**-9.4%**							**-5.7%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 6 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County DA	$12,172	-	-	$1,339	-	$487	-$2,240	$11,758	+17.9%	$2,240	$2,241	$655	$702	$609	$18,205	+13.1%
2	Fernhill	$11,929	$30	-	$1,193	$83	$57	-$1,895	$11,397	+14.3%	$1,895	$2,228	$860	$826	$551	$17,757	+10.4%
3	Birchwood	$11,897	-	-	$833	$100	-	-$1,822	$11,008	+10.4%	$1,822	$2,216	$755	$938	$555	$17,294	+7.5%
4	Juniper County	$11,485	-	-	$1,550	$83	-	-$2,099	$11,019	+10.5%	$2,099	$2,093	$618	$665	$577	$17,072	+6.1%
5	State University PD	$9,890	-	$300	$989	$100	$67	-$1,021	$10,325	+3.6%	$2,294	$2,810	$495	$571	$456	$16,951	+5.3%
6	Cedar Point	$11,427	-	-	$1,143	$104	-	-$1,753	$10,921	+9.5%	$1,753	$2,298	$904	$1,055	-	$16,930	+5.2%
7	Harbor Grove	$11,726	-	-	$1,173	$75	-	-$1,833	$11,141	+11.7%	$1,833	$1,569	-	$1,308	$541	$16,392	+1.9%
8	**Sample City**	**$11,229**	**-**	**$400**	**-**	**$25**	**-**	**-$1,683**	**$9,971**	**0.0%**	**$1,683**	**$2,568**	**$702**	**$648**	**$518**	**$16,090**	**0.0%**
9	Elmvale	$10,819	-	$649	$568	$67	-	-$1,815	$10,288	+3.2%	$1,760	$1,625	$572	$775	$624	$15,644	-2.9%
10	Dunmore	$10,646	-	-	$1,065	$83	-	-$1,688	$10,105	+1.4%	$1,688	$1,750	-	$1,100	$491	$15,135	-6.3%
11	Glenhaven	$9,977	-	-	$848	$250	-	-$1,816	$9,259	-7.7%	$2,032	$2,154	$691	$844	-	$14,980	-7.4%
12	Alder Bay	$10,156	-	-	$711	$83	-	-$1,551	$9,399	-6.1%	$1,551	$2,200	$547	$649	$469	$14,815	-8.6%
	Market average	**$11,102**							**$10,602**							**$16,470**	
	Market median	**$11,427**							**$10,921**							**$16,930**	
	vs. market average	**+1.1%**							**-6.3%**							**-2.4%**	
	vs. market median	**-1.8%**							**-9.5%**							**-5.2%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 7 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County DA	$12,172	-	-	$1,339	-	$487	-$2,240	$11,758	+12.5%	$2,240	$2,241	$655	$702	$609	$18,205	+8.7%
2	Juniper County	$12,059	-	-	$1,628	$83	-	-$2,203	$11,567	+10.7%	$2,203	$2,093	$649	$698	$606	$17,817	+6.4%
3	Fernhill	$11,929	$30	-	$1,193	$83	$57	-$1,895	$11,397	+9.1%	$1,895	$2,228	$860	$826	$551	$17,757	+6.0%
4	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,840	$11,463	+9.7%	$1,840	$2,298	$949	$1,108	-	$17,658	+5.4%
5	Birchwood	$11,897	-	-	$833	$100	-	-$1,822	$11,008	+5.3%	$1,822	$2,216	$755	$938	$555	$17,294	+3.3%
6	State University PD	$10,124	-	$300	$1,012	$100	$67	-$1,044	$10,559	+1.0%	$2,346	$2,810	$506	$584	$467	$17,273	+3.1%
7	**Sample City**	**$11,791**	**-**	**$400**	**-**	**$25**	**-**	**-$1,765**	**$10,451**	**0.0%**	**$1,765**	**$2,568**	**$737**	**$680**	**$544**	**$16,745**	**0.0%**
8	Harbor Grove	$11,726	-	-	$1,173	$75	-	-$1,833	$11,141	+6.6%	$1,833	$1,569	-	$1,308	$541	$16,392	-2.2%
9	Elmvale	$11,360	-	$682	$596	$67	-	-$1,906	$10,799	+3.3%	$1,847	$1,625	$601	$814	$655	$16,341	-2.5%
10	Alder Bay	$10,657	-	-	$746	$83	-	-$1,626	$9,860	-6.0%	$1,626	$2,200	$574	$681	$492	$15,433	-8.5%
11	Dunmore	$10,646	-	-	$1,065	$83	-	-$1,688	$10,105	-3.4%	$1,688	$1,750	-	$1,100	$491	$15,135	-10.6%
12	Glenhaven	$9,977	-	-	$848	$250	-	-$1,816	$9,259	-12.9%	$2,032	$2,154	$691	$844	-	$14,980	-11.8%
	Market average	**$11,322**							**$10,811**							**$16,753**	
	Market median	**$11,726**							**$11,008**							**$17,273**	
	vs. market average	**+4.1%**							**-3.4%**							**-0.0%**	
	vs. market median	**+0.6%**							**-5.3%**							**-3.1%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 8 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	-	-	$1,709	$83	-	-$2,313	$12,142	+16.2%	$2,313	$2,093	$682	$733	$636	$18,598	+11.1%
2	Juniper County DA	$12,172	-	-	$1,339	-	$487	-$2,240	$11,758	+12.5%	$2,240	$2,241	$655	$702	$609	$18,205	+8.7%
3	Fernhill	$11,929	$30	-	$1,193	$83	$57	-$1,895	$11,397	+9.1%	$1,895	$2,228	$860	$826	$551	$17,757	+6.0%
4	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,840	$11,463	+9.7%	$1,840	$2,298	$949	$1,108	-	$17,658	+5.4%
5	Birchwood	$11,897	$357	-	$833	$100	-	-$1,872	$11,314	+8.3%	$1,872	$2,216	$755	$938	$555	$17,650	+5.4%
6	State University PD	$10,367	-	$300	$1,037	$100	$67	-$1,068	$10,802	+3.4%	$2,400	$2,810	$518	$598	$478	$17,608	+5.1%
7	**Sample City**	**$11,791**	**-**	**$400**	**-**	**$25**	**-**	**-$1,765**	**$10,451**	**0.0%**	**$1,765**	**$2,568**	**$737**	**$680**	**$544**	**$16,745**	**0.0%**
8	Harbor Grove	$11,726	-	-	$1,173	$75	-	-$1,833	$11,141	+6.6%	$1,833	$1,569	-	$1,308	$541	$16,392	-2.2%
9	Elmvale	$11,360	-	$682	$596	$67	-	-$1,906	$10,799	+3.3%	$1,847	$1,625	$601	$814	$655	$16,341	-2.5%
10	Alder Bay	$10,657	-	-	$746	$83	-	-$1,626	$9,860	-6.0%	$1,626	$2,200	$574	$681	$492	$15,433	-8.5%
11	Dunmore	$10,646	-	-	$1,065	$83	-	-$1,688	$10,105	-3.4%	$1,688	$1,750	-	$1,100	$491	$15,135	-10.6%
12	Glenhaven	$9,977	-	-	$848	$250	-	-$1,816	$9,259	-12.9%	$2,032	$2,154	$691	$844	-	$14,980	-11.8%
	Market average	**$11,399**							**$10,913**							**$16,887**	
	Market median	**$11,726**							**$11,141**							**$17,608**	
	vs. market average	**+3.4%**							**-4.4%**							**-0.8%**	
	vs. market median	**+0.6%**							**-6.6%**							**-5.1%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 9 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	-	-	$1,709	$83	-	-$2,313	$12,142	+16.2%	$2,313	$2,093	$682	$733	$636	$18,598	+11.1%
2	Juniper County DA	$12,172	-	-	$1,339	-	$487	-$2,240	$11,758	+12.5%	$2,240	$2,241	$655	$702	$609	$18,205	+8.7%
3	State University PD	$10,622	-	$300	$1,062	$100	$67	-$1,094	$11,058	+5.8%	$2,457	$2,810	$531	$613	$490	$17,959	+7.2%
4	Fernhill	$11,929	$30	-	$1,193	$83	$57	-$1,895	$11,397	+9.1%	$1,895	$2,228	$860	$826	$551	$17,757	+6.0%
5	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,840	$11,463	+9.7%	$1,840	$2,298	$949	$1,108	-	$17,658	+5.4%
6	Birchwood	$11,897	$357	-	$833	$100	-	-$1,872	$11,314	+8.3%	$1,872	$2,216	$755	$938	$555	$17,650	+5.4%
7	**Sample City**	**$11,791**	**-**	**$400**	**-**	**$25**	**-**	**-$1,765**	**$10,451**	**0.0%**	**$1,765**	**$2,568**	**$737**	**$680**	**$544**	**$16,745**	**0.0%**
8	Harbor Grove	$11,726	-	-	$1,173	$75	-	-$1,833	$11,141	+6.6%	$1,833	$1,569	-	$1,308	$541	$16,392	-2.2%
9	Elmvale	$11,360	-	$682	$596	$67	-	-$1,906	$10,799	+3.3%	$1,847	$1,625	$601	$814	$655	$16,341	-2.5%
10	Alder Bay	$10,657	$167	-	$746	$83	-	-$1,650	$10,003	-4.5%	$1,650	$2,200	$574	$681	$492	$15,600	-7.3%
11	Dunmore	$10,646	-	-	$1,065	$83	-	-$1,688	$10,105	-3.4%	$1,688	$1,750	-	$1,100	$491	$15,135	-10.6%
12	Glenhaven	$9,977	-	-	$848	$250	-	-$1,816	$9,259	-12.9%	$2,032	$2,154	$691	$844	-	$14,980	-11.8%
	Market average	**$11,422**							**$10,949**							**$16,934**	
	Market median	**$11,726**							**$11,141**							**$17,650**	
	vs. market average	**+3.2%**							**-4.8%**							**-1.1%**	
	vs. market median	**+0.6%**							**-6.6%**							**-5.4%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 10 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	-	-	$1,709	$83	-	-$2,313	$12,142	+16.2%	$2,313	$2,093	$682	$733	$636	$18,598	+9.6%
2	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	+9.5%	$2,543	$2,810	$531	$735	$490	$18,554	+9.3%
3	Juniper County DA	$12,172	-	-	$1,339	-	$487	-$2,240	$11,758	+12.5%	$2,240	$2,241	$655	$702	$609	$18,205	+7.3%
4	Fernhill	$11,929	$40	-	$1,193	$83	$57	-$1,896	$11,406	+9.1%	$1,896	$2,228	$860	$826	$551	$17,767	+4.7%
5	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,840	$11,463	+9.7%	$1,840	$2,298	$949	$1,108	-	$17,658	+4.0%
6	Birchwood	$11,897	$357	-	$833	$100	-	-$1,872	$11,314	+8.3%	$1,872	$2,216	$755	$938	$555	$17,650	+4.0%
7	**Sample City**	**$11,791**	**-**	**$400**	**-**	**$25**	**-**	**-$1,765**	**$10,451**	**0.0%**	**$1,765**	**$2,568**	**$737**	**$907**	**$544**	**$16,972**	**0.0%**
8	Elmvale	$11,360	-	$682	$596	$67	-	-$1,906	$10,799	+3.3%	$1,847	$1,625	$601	$1,049	$655	$16,576	-2.4%
9	Harbor Grove	$11,726	-	-	$1,173	$75	-	-$1,833	$11,141	+6.6%	$1,833	$1,569	-	$1,308	$541	$16,392	-3.5%
10	Alder Bay	$10,657	$167	-	$746	$83	-	-$1,650	$10,003	-4.5%	$1,650	$2,200	$574	$681	$492	$15,600	-8.8%
11	Dunmore	$10,646	$213	-	$1,065	$83	-	-$1,719	$10,288	-1.6%	$1,719	$1,750	-	$1,100	$491	$15,348	-10.6%
12	Glenhaven	$9,977	-	-	$848	$250	-	-$1,816	$9,259	-12.9%	$2,032	$2,154	$691	$844	-	$14,980	-13.3%
	Market average	**$11,422**							**$11,001**							**$17,030**	
	Market median	**$11,726**							**$11,314**							**$17,650**	
	vs. market average	**+3.2%**							**-5.3%**							**-0.3%**	
	vs. market median	**+0.6%**							**-8.3%**							**-4.0%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 11 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	-	-	$1,709	$83	-	-$2,313	$12,142	+16.2%	$2,313	$2,093	$682	$733	$636	$18,598	+9.6%
2	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	+9.5%	$2,543	$2,810	$531	$735	$490	$18,554	+9.3%
3	Juniper County DA	$12,172	-	-	$1,339	-	$487	-$2,240	$11,758	+12.5%	$2,240	$2,241	$655	$702	$609	$18,205	+7.3%
4	Fernhill	$11,929	$40	-	$1,193	$83	$57	-$1,896	$11,406	+9.1%	$1,896	$2,228	$860	$1,124	$551	$18,065	+6.4%
5	Birchwood	$11,897	$357	-	$833	$100	-	-$1,872	$11,314	+8.3%	$1,872	$2,216	$755	$1,115	$555	$17,828	+5.0%
6	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,840	$11,463	+9.7%	$1,840	$2,298	$949	$1,246	-	$17,796	+4.9%
7	**Sample City**	**$11,791**	**-**	**$400**	**-**	**$25**	**-**	**-$1,765**	**$10,451**	**0.0%**	**$1,765**	**$2,568**	**$737**	**$907**	**$544**	**$16,972**	**0.0%**
8	Elmvale	$11,360	-	$682	$596	$67	-	-$1,906	$10,799	+3.3%	$1,847	$1,625	$601	$1,049	$655	$16,576	-2.4%
9	Harbor Grove	$11,726	-	-	$1,173	$75	-	-$1,833	$11,141	+6.6%	$1,833	$1,569	-	$1,308	$541	$16,392	-3.5%
10	Alder Bay	$10,657	$167	-	$746	$83	-	-$1,650	$10,003	-4.5%	$1,650	$2,200	$574	$886	$492	$15,805	-7.4%
11	Dunmore	$10,646	$213	-	$1,065	$83	-	-$1,719	$10,288	-1.6%	$1,719	$1,750	-	$1,100	$491	$15,348	-10.6%
12	Glenhaven	$9,977	-	-	$848	$250	-	-$1,816	$9,259	-12.9%	$2,032	$2,154	$691	$844	-	$14,980	-13.3%
	Market average	**$11,422**							**$11,001**							**$17,104**	
	Market median	**$11,726**							**$11,314**							**$17,796**	
	vs. market average	**+3.2%**							**-5.3%**							**-0.8%**	
	vs. market median	**+0.6%**							**-8.3%**							**-4.9%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 12 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	-	-	$1,709	$83	-	-$2,313	$12,142	+16.2%	$2,313	$2,093	$682	$733	$636	$18,598	+9.6%
2	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	+9.5%	$2,543	$2,810	$531	$735	$490	$18,554	+9.3%
3	Juniper County DA	$12,172	-	-	$1,339	-	$487	-$2,240	$11,758	+12.5%	$2,240	$2,241	$655	$702	$609	$18,205	+7.3%
4	Birchwood	$11,897	$595	-	$833	$100	-	-$1,906	$11,518	+10.2%	$1,906	$2,216	$755	$1,115	$555	$18,066	+6.4%
5	Fernhill	$11,929	$40	-	$1,193	$83	$57	-$1,896	$11,406	+9.1%	$1,896	$2,228	$860	$1,124	$551	$18,065	+6.4%
6	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,840	$11,463	+9.7%	$1,840	$2,298	$949	$1,246	-	$17,796	+4.9%
7	**Sample City**	**$11,791**	**-**	**$400**	**-**	**$25**	**-**	**-$1,765**	**$10,451**	**0.0%**	**$1,765**	**$2,568**	**$737**	**$907**	**$544**	**$16,972**	**0.0%**
8	Elmvale	$11,360	-	$682	$596	$67	-	-$1,906	$10,799	+3.3%	$1,847	$1,625	$601	$1,049	$655	$16,576	-2.4%
9	Harbor Grove	$11,726	-	-	$1,173	$75	-	-$1,833	$11,141	+6.6%	$1,833	$1,569	-	$1,308	$541	$16,392	-3.5%
10	Alder Bay	$10,657	$250	-	$746	$83	-	-$1,662	$10,074	-3.7%	$1,662	$2,200	$574	$886	$492	$15,888	-6.8%
11	Dunmore	$10,646	$213	-	$1,065	$83	-	-$1,719	$10,288	-1.6%	$1,719	$1,750	-	$1,100	$491	$15,348	-10.6%
12	Glenhaven	$9,977	-	-	$848	$250	-	-$1,816	$9,259	-12.9%	$2,032	$2,154	$691	$844	-	$14,980	-13.3%
	Market average	**$11,422**							**$11,027**							**$17,134**	
	Market median	**$11,726**							**$11,406**							**$17,796**	
	vs. market average	**+3.2%**							**-5.5%**							**-1.0%**	
	vs. market median	**+0.6%**							**-9.1%**							**-4.9%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 13 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	-	-	$1,709	$83	-	-$2,313	$12,142	+16.2%	$2,313	$2,093	$682	$733	$636	$18,598	+9.6%
2	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	+9.5%	$2,543	$2,810	$531	$735	$490	$18,554	+9.3%
3	Juniper County DA	$12,172	-	-	$1,339	-	$487	-$2,240	$11,758	+12.5%	$2,240	$2,241	$655	$702	$609	$18,205	+7.3%
4	Birchwood	$11,897	$595	-	$833	$100	-	-$1,906	$11,518	+10.2%	$1,906	$2,216	$755	$1,115	$555	$18,066	+6.4%
5	Fernhill	$11,929	$40	-	$1,193	$83	$57	-$1,896	$11,406	+9.1%	$1,896	$2,228	$860	$1,124	$551	$18,065	+6.4%
6	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,840	$11,463	+9.7%	$1,840	$2,298	$949	$1,246	-	$17,796	+4.9%
7	**Sample City**	**$11,791**	**-**	**$400**	**-**	**$25**	**-**	**-$1,765**	**$10,451**	**0.0%**	**$1,765**	**$2,568**	**$737**	**$907**	**$544**	**$16,972**	**0.0%**
8	Elmvale	$11,360	-	$682	$596	$67	-	-$1,906	$10,799	+3.3%	$1,847	$1,625	$601	$1,049	$655	$16,576	-2.4%
9	Harbor Grove	$11,726	-	-	$1,173	$75	-	-$1,833	$11,141	+6.6%	$1,833	$1,569	-	$1,308	$541	$16,392	-3.5%
10	Alder Bay	$10,657	$250	-	$746	$83	-	-$1,662	$10,074	-3.7%	$1,662	$2,200	$574	$886	$492	$15,888	-6.8%
11	Dunmore	$10,646	$213	-	$1,065	$83	-	-$1,719	$10,288	-1.6%	$1,719	$1,750	-	$1,100	$491	$15,348	-10.6%
12	Glenhaven	$9,977	-	-	$848	$250	-	-$1,816	$9,259	-12.9%	$2,032	$2,154	$691	$844	-	$14,980	-13.3%
	Market average	**$11,422**							**$11,027**							**$17,134**	
	Market median	**$11,726**							**$11,406**							**$17,796**	
	vs. market average	**+3.2%**							**-5.5%**							**-1.0%**	
	vs. market median	**+0.6%**							**-9.1%**							**-4.9%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 14 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Birchwood	$11,897	$595	-	$833	$100	-	-$1,208	$12,216	+12.4%	$3,007	$2,216	$755	$1,115	$555	$19,865	+9.2%
2	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,397	$11,906	+9.5%	$3,447	$2,298	$949	$1,246	-	$19,846	+9.1%
3	Juniper County	$12,662	-	-	$1,709	$83	-	-$2,780	$11,675	+7.4%	$3,809	$2,093	$682	$733	$636	$19,628	+7.9%
4	Fernhill	$11,929	$40	-	$1,193	$83	$57	-$1,596	$11,706	+7.7%	$2,752	$2,228	$860	$1,124	$551	$19,221	+5.7%
5	Juniper County DA	$12,172	-	-	$1,339	-	$487	-$2,692	$11,306	+4.0%	$3,688	$2,241	$655	$702	$609	$19,201	+5.6%
6	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	+5.3%	$2,543	$2,810	$531	$735	$490	$18,554	+2.0%
7	Elmvale	$11,360	-	$682	$596	$67	-	-$1,143	$11,562	+6.3%	$2,991	$1,625	$601	$1,049	$655	$18,482	+1.6%
8	**Sample City**	**$11,791**	**-**	**$400**	**-**	**$25**	**-**	**-$1,344**	**$10,872**	**0.0%**	**$2,563**	**$2,568**	**$737**	**$907**	**$544**	**$18,191**	**0.0%**
9	Harbor Grove	$11,726	-	-	$1,173	$75	-	-$1,427	$11,547	+6.2%	$2,712	$1,569	-	$1,308	$541	$17,677	-2.9%
10	Dunmore	$10,646	$213	-	$1,065	$83	-	-$1,321	$10,686	-1.7%	$2,525	$1,750	-	$1,100	$491	$16,553	-9.9%
11	Alder Bay	$10,657	$250	-	$746	$83	-	-$1,584	$10,152	-7.1%	$2,213	$2,200	$574	$886	$492	$16,517	-10.1%
12	Glenhaven	$9,977	-	-	$848	$250	-	-$2,298	$8,777	-23.9%	$2,006	$2,154	$691	$844	-	$14,472	-25.7%
	Market average	**$11,422**							**$11,180**							**$18,183**	
	Market median	**$11,726**							**$11,547**							**$18,554**	
	vs. market average	**+3.2%**							**-2.8%**							**+0.0%**	
	vs. market median	**+0.6%**							**-6.2%**							**-2.0%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 15 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	$317	-	$1,709	$83	-	-$2,840	$11,930	+4.7%	$3,892	$2,093	$682	$974	$636	$20,207	+6.0%
2	Birchwood	$11,897	$595	-	$833	$100	-	-$1,208	$12,216	+7.2%	$3,007	$2,216	$755	$1,115	$555	$19,865	+4.2%
3	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,397	$11,906	+4.5%	$3,447	$2,298	$949	$1,246	-	$19,846	+4.1%
4	Juniper County DA	$12,172	-	-	$1,339	-	$487	-$2,692	$11,306	-0.8%	$3,688	$2,241	$655	$936	$609	$19,435	+1.9%
5	Fernhill	$11,929	$45	-	$1,193	$83	$57	-$1,597	$11,710	+2.7%	$2,753	$2,228	$860	$1,124	$551	$19,226	+0.8%
6	**Sample City**	**$11,791**	**$590**	**$400**	**-**	**$25**	**-**	**-$1,409**	**$11,397**	**0.0%**	**$2,687**	**$2,568**	**$737**	**$1,134**	**$544**	**$19,066**	**0.0%**
7	Elmvale	$11,360	$83	$682	$596	$67	-	-$1,151	$11,637	+2.1%	$3,010	$1,625	$601	$1,278	$655	$18,807	-1.4%
8	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	+0.4%	$2,543	$2,810	$531	$858	$490	$18,676	-2.1%
9	Harbor Grove	$11,726	-	-	$1,173	$75	-	-$1,427	$11,547	+1.3%	$2,712	$1,569	-	$1,533	$541	$17,902	-6.5%
10	Dunmore	$10,646	$213	-	$1,065	$83	-	-$1,321	$10,686	-6.7%	$2,525	$1,750	-	$1,305	$491	$16,757	-13.8%
11	Alder Bay	$10,657	$250	-	$746	$83	-	-$1,584	$10,152	-12.3%	$2,213	$2,200	$574	$886	$492	$16,517	-15.4%
12	Glenhaven	$9,977	-	-	$848	$250	-	-$2,298	$8,777	-29.9%	$2,006	$2,154	$691	$844	-	$14,472	-31.8%
	Market average	**$11,422**							**$11,210**							**$18,337**	
	Market median	**$11,726**							**$11,547**							**$18,807**	
	vs. market average	**+3.2%**							**+1.7%**							**+4.0%**	
	vs. market median	**+0.6%**							**-1.3%**							**+1.4%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 16 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	$317	-	$1,709	$83	-	-$2,840	$11,930	+4.7%	$3,892	$2,093	$682	$974	$636	$20,207	+6.0%
2	Birchwood	$11,897	$595	-	$833	$100	-	-$1,208	$12,216	+7.2%	$3,007	$2,216	$755	$1,356	$555	$20,105	+5.4%
3	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,397	$11,906	+4.5%	$3,447	$2,298	$949	$1,246	-	$19,846	+4.1%
4	Juniper County DA	$12,172	-	-	$1,339	-	$487	-$2,692	$11,306	-0.8%	$3,688	$2,241	$655	$936	$609	$19,435	+1.9%
5	Fernhill	$11,929	$45	-	$1,193	$83	$57	-$1,597	$11,710	+2.7%	$2,753	$2,228	$860	$1,124	$551	$19,226	+0.8%
6	**Sample City**	**$11,791**	**$590**	**$400**	**-**	**$25**	**-**	**-$1,409**	**$11,397**	**0.0%**	**$2,687**	**$2,568**	**$737**	**$1,134**	**$544**	**$19,066**	**0.0%**
7	Elmvale	$11,360	$83	$682	$596	$67	-	-$1,151	$11,637	+2.1%	$3,010	$1,625	$601	$1,278	$655	$18,807	-1.4%
8	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	+0.4%	$2,543	$2,810	$531	$858	$490	$18,676	-2.1%
9	Harbor Grove	$11,726	-	-	$1,173	$75	-	-$1,427	$11,547	+1.3%	$2,712	$1,569	-	$1,533	$541	$17,902	-6.5%
10	Dunmore	$10,646	$213	-	$1,065	$83	-	-$1,321	$10,686	-6.7%	$2,525	$1,750	-	$1,305	$491	$16,757	-13.8%
11	Alder Bay	$10,657	$250	-	$746	$83	-	-$1,584	$10,152	-12.3%	$2,213	$2,200	$574	$1,091	$492	$16,722	-14.0%
12	Glenhaven	$9,977	-	-	$848	$250	-	-$2,298	$8,777	-29.9%	$2,006	$2,154	$691	$1,036	-	$14,663	-30.0%
	Market average	**$11,422**							**$11,210**							**$18,395**	
	Market median	**$11,726**							**$11,547**							**$18,807**	
	vs. market average	**+3.2%**							**+1.7%**							**+3.6%**	
	vs. market median	**+0.6%**							**-1.3%**							**+1.4%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 17 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	$317	-	$1,709	$83	-	-$2,840	$11,930	+4.7%	$3,892	$2,093	$682	$974	$636	$20,207	+6.0%
2	Birchwood	$11,897	$595	-	$833	$100	-	-$1,208	$12,216	+7.2%	$3,007	$2,216	$755	$1,356	$555	$20,105	+5.4%
3	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,397	$11,906	+4.5%	$3,447	$2,298	$949	$1,246	-	$19,846	+4.1%
4	Juniper County DA	$12,172	-	-	$1,339	-	$487	-$2,692	$11,306	-0.8%	$3,688	$2,241	$655	$936	$609	$19,435	+1.9%
5	Fernhill	$11,929	$45	-	$1,193	$83	$57	-$1,597	$11,710	+2.7%	$2,753	$2,228	$860	$1,124	$551	$19,226	+0.8%
6	**Sample City**	**$11,791**	**$590**	**$400**	**-**	**$25**	**-**	**-$1,409**	**$11,397**	**0.0%**	**$2,687**	**$2,568**	**$737**	**$1,134**	**$544**	**$19,066**	**0.0%**
7	Elmvale	$11,360	$83	$682	$596	$67	-	-$1,151	$11,637	+2.1%	$3,010	$1,625	$601	$1,278	$655	$18,807	-1.4%
8	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	+0.4%	$2,543	$2,810	$531	$858	$490	$18,676	-2.1%
9	Harbor Grove	$11,726	-	-	$1,173	$75	-	-$1,427	$11,547	+1.3%	$2,712	$1,569	-	$1,533	$541	$17,902	-6.5%
10	Dunmore	$10,646	$213	-	$1,065	$83	-	-$1,321	$10,686	-6.7%	$2,525	$1,750	-	$1,305	$491	$16,757	-13.8%
11	Alder Bay	$10,657	$250	-	$746	$83	-	-$1,584	$10,152	-12.3%	$2,213	$2,200	$574	$1,091	$492	$16,722	-14.0%
12	Glenhaven	$9,977	-	-	$848	$250	-	-$2,298	$8,777	-29.9%	$2,006	$2,154	$691	$1,036	-	$14,663	-30.0%
	Market average	**$11,422**							**$11,210**							**$18,395**	
	Market median	**$11,726**							**$11,547**							**$18,807**	
	vs. market average	**+3.2%**							**+1.7%**							**+3.6%**	
	vs. market median	**+0.6%**							**-1.3%**							**+1.4%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 18 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	$317	-	$1,709	$83	-	-$2,840	$11,930	+4.7%	$3,892	$2,093	$682	$974	$636	$20,207	+6.0%
2	Birchwood	$11,897	$595	-	$833	$100	-	-$1,208	$12,216	+7.2%	$3,007	$2,216	$755	$1,356	$555	$20,105	+5.4%
3	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,397	$11,906	+4.5%	$3,447	$2,298	$949	$1,246	-	$19,846	+4.1%
4	Juniper County DA	$12,172	-	-	$1,339	-	$487	-$2,692	$11,306	-0.8%	$3,688	$2,241	$655	$936	$609	$19,435	+1.9%
5	Fernhill	$11,929	$45	-	$1,193	$83	$57	-$1,597	$11,710	+2.7%	$2,753	$2,228	$860	$1,124	$551	$19,226	+0.8%
6	**Sample City**	**$11,791**	**$590**	**$400**	**-**	**$25**	**-**	**-$1,409**	**$11,397**	**0.0%**	**$2,687**	**$2,568**	**$737**	**$1,134**	**$544**	**$19,066**	**0.0%**
7	Elmvale	$11,360	$83	$682	$596	$67	-	-$1,151	$11,637	+2.1%	$3,010	$1,625	$601	$1,278	$655	$18,807	-1.4%
8	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	+0.4%	$2,543	$2,810	$531	$858	$490	$18,676	-2.1%
9	Harbor Grove	$11,726	-	-	$1,173	$75	-	-$1,427	$11,547	+1.3%	$2,712	$1,569	-	$1,533	$541	$17,902	-6.5%
10	Dunmore	$10,646	$213	-	$1,065	$83	-	-$1,321	$10,686	-6.7%	$2,525	$1,750	-	$1,305	$491	$16,757	-13.8%
11	Alder Bay	$10,657	$250	-	$746	$83	-	-$1,584	$10,152	-12.3%	$2,213	$2,200	$574	$1,091	$492	$16,722	-14.0%
12	Glenhaven	$9,977	-	-	$848	$250	-	-$2,298	$8,777	-29.9%	$2,006	$2,154	$691	$1,036	-	$14,663	-30.0%
	Market average	**$11,422**							**$11,210**							**$18,395**	
	Market median	**$11,726**							**$11,547**							**$18,807**	
	vs. market average	**+3.2%**							**+1.7%**							**+3.6%**	
	vs. market median	**+0.6%**							**-1.3%**							**+1.4%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 19 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	$317	-	$1,709	$83	-	-$2,840	$11,930	+4.7%	$3,892	$2,093	$682	$974	$636	$20,207	+6.0%
2	Birchwood	$11,897	$595	-	$833	$100	-	-$1,208	$12,216	+7.2%	$3,007	$2,216	$755	$1,356	$555	$20,105	+5.4%
3	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,397	$11,906	+4.5%	$3,447	$2,298	$949	$1,246	-	$19,846	+4.1%
4	Juniper County DA	$12,172	-	-	$1,339	-	$487	-$2,692	$11,306	-0.8%	$3,688	$2,241	$655	$936	$609	$19,435	+1.9%
5	Fernhill	$11,929	$45	-	$1,193	$83	$57	-$1,597	$11,710	+2.7%	$2,753	$2,228	$860	$1,124	$551	$19,226	+0.8%
6	**Sample City**	**$11,791**	**$590**	**$400**	**-**	**$25**	**-**	**-$1,409**	**$11,397**	**0.0%**	**$2,687**	**$2,568**	**$737**	**$1,134**	**$544**	**$19,066**	**0.0%**
7	Elmvale	$11,360	$83	$682	$596	$67	-	-$1,151	$11,637	+2.1%	$3,010	$1,625	$601	$1,278	$655	$18,807	-1.4%
8	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	+0.4%	$2,543	$2,810	$531	$858	$490	$18,676	-2.1%
9	Harbor Grove	$11,726	-	-	$1,173	$75	-	-$1,427	$11,547	+1.3%	$2,712	$1,569	-	$1,533	$541	$17,902	-6.5%
10	Dunmore	$10,646	$213	-	$1,065	$83	-	-$1,321	$10,686	-6.7%	$2,525	$1,750	-	$1,305	$491	$16,757	-13.8%
11	Alder Bay	$10,657	$250	-	$746	$83	-	-$1,584	$10,152	-12.3%	$2,213	$2,200	$574	$1,091	$492	$16,722	-14.0%
12	Glenhaven	$9,977	-	-	$848	$250	-	-$2,298	$8,777	-29.9%	$2,006	$2,154	$691	$1,036	-	$14,663	-30.0%
	Market average	**$11,422**							**$11,210**							**$18,395**	
	Market median	**$11,726**							**$11,547**							**$18,807**	
	vs. market average	**+3.2%**							**+1.7%**							**+3.6%**	
	vs. market median	**+0.6%**							**-1.3%**							**+1.4%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 20 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	$633	-	$1,709	$83	-	-$2,901	$12,186	+5.0%	$3,976	$2,093	$682	$974	$636	$20,546	+6.3%
2	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,397	$11,906	+2.6%	$3,447	$2,298	$949	$1,863	-	$20,463	+5.9%
3	Birchwood	$11,897	$595	-	$833	$100	-	-$1,208	$12,216	+5.3%	$3,007	$2,216	$755	$1,356	$555	$20,105	+4.0%
4	Juniper County DA	$12,172	$609	-	$1,339	-	$487	-$2,809	$11,797	+1.6%	$3,849	$2,241	$655	$936	$609	$20,087	+3.9%
5	**Sample City**	**$11,791**	**$825**	**$400**	**-**	**$25**	**-**	**-$1,435**	**$11,607**	**0.0%**	**$2,736**	**$2,568**	**$737**	**$1,134**	**$544**	**$19,326**	**0.0%**
6	Fernhill	$11,929	$50	-	$1,193	$83	$57	-$1,597	$11,715	+0.9%	$2,754	$2,228	$860	$1,124	$551	$19,232	-0.5%
7	Elmvale	$11,360	$83	$682	$596	$67	-	-$1,151	$11,637	+0.3%	$3,010	$1,625	$601	$1,278	$655	$18,807	-2.8%
8	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	-1.4%	$2,543	$2,810	$531	$980	$490	$18,799	-2.8%
9	Harbor Grove	$11,726	$586	-	$1,173	$75	-	-$1,492	$12,069	+4.0%	$2,834	$1,569	-	$1,533	$541	$18,547	-4.2%
10	Dunmore	$10,646	$532	-	$1,065	$83	-	-$1,356	$10,970	-5.8%	$2,592	$1,750	-	$1,305	$491	$17,109	-13.0%
11	Alder Bay	$10,657	$417	-	$746	$83	-	-$1,607	$10,296	-12.7%	$2,245	$2,200	$574	$1,091	$492	$16,898	-14.4%
12	Glenhaven	$9,977	$499	-	$848	$250	-	-$2,402	$9,172	-26.5%	$2,096	$2,154	$691	$1,036	-	$15,149	-27.6%
	Market average	**$11,422**							**$11,401**							**$18,704**	
	Market median	**$11,726**							**$11,715**							**$18,807**	
	vs. market average	**+3.2%**							**+1.8%**							**+3.3%**	
	vs. market median	**+0.6%**							**-0.9%**							**+2.8%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 21 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	$633	-	$1,709	$83	-	-$2,901	$12,186	+5.0%	$3,976	$2,093	$682	$974	$636	$20,546	+6.3%
2	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,397	$11,906	+2.6%	$3,447	$2,298	$949	$1,863	-	$20,463	+5.9%
3	Birchwood	$11,897	$595	-	$833	$100	-	-$1,208	$12,216	+5.3%	$3,007	$2,216	$755	$1,356	$555	$20,105	+4.0%
4	Juniper County DA	$12,172	$609	-	$1,339	-	$487	-$2,809	$11,797	+1.6%	$3,849	$2,241	$655	$936	$609	$20,087	+3.9%
5	**Sample City**	**$11,791**	**$825**	**$400**	**-**	**$25**	**-**	**-$1,435**	**$11,607**	**0.0%**	**$2,736**	**$2,568**	**$737**	**$1,134**	**$544**	**$19,326**	**0.0%**
6	Fernhill	$11,929	$50	-	$1,193	$83	$57	-$1,597	$11,715	+0.9%	$2,754	$2,228	$860	$1,124	$551	$19,232	-0.5%
7	Elmvale	$11,360	$83	$682	$596	$67	-	-$1,151	$11,637	+0.3%	$3,010	$1,625	$601	$1,278	$655	$18,807	-2.8%
8	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	-1.4%	$2,543	$2,810	$531	$980	$490	$18,799	-2.8%
9	Harbor Grove	$11,726	$586	-	$1,173	$75	-	-$1,492	$12,069	+4.0%	$2,834	$1,569	-	$1,533	$541	$18,547	-4.2%
10	Dunmore	$10,646	$532	-	$1,065	$83	-	-$1,356	$10,970	-5.8%	$2,592	$1,750	-	$1,305	$491	$17,109	-13.0%
11	Alder Bay	$10,657	$417	-	$746	$83	-	-$1,607	$10,296	-12.7%	$2,245	$2,200	$574	$1,091	$492	$16,898	-14.4%
12	Glenhaven	$9,977	$499	-	$848	$250	-	-$2,402	$9,172	-26.5%	$2,096	$2,154	$691	$1,036	-	$15,149	-27.6%
	Market average	**$11,422**							**$11,401**							**$18,704**	
	Market median	**$11,726**							**$11,715**							**$18,807**	
	vs. market average	**+3.2%**							**+1.8%**							**+3.3%**	
	vs. market median	**+0.6%**							**-0.9%**							**+2.8%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 22 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	$633	-	$1,709	$83	-	-$2,901	$12,186	+5.0%	$3,976	$2,093	$682	$974	$636	$20,546	+6.3%
2	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,397	$11,906	+2.6%	$3,447	$2,298	$949	$1,863	-	$20,463	+5.9%
3	Birchwood	$11,897	$595	-	$833	$100	-	-$1,208	$12,216	+5.3%	$3,007	$2,216	$755	$1,356	$555	$20,105	+4.0%
4	Juniper County DA	$12,172	$609	-	$1,339	-	$487	-$2,809	$11,797	+1.6%	$3,849	$2,241	$655	$936	$609	$20,087	+3.9%
5	**Sample City**	**$11,791**	**$825**	**$400**	**-**	**$25**	**-**	**-$1,435**	**$11,607**	**0.0%**	**$2,736**	**$2,568**	**$737**	**$1,134**	**$544**	**$19,326**	**0.0%**
6	Fernhill	$11,929	$50	-	$1,193	$83	$57	-$1,597	$11,715	+0.9%	$2,754	$2,228	$860	$1,124	$551	$19,232	-0.5%
7	Elmvale	$11,360	$83	$682	$596	$67	-	-$1,151	$11,637	+0.3%	$3,010	$1,625	$601	$1,278	$655	$18,807	-2.8%
8	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	-1.4%	$2,543	$2,810	$531	$980	$490	$18,799	-2.8%
9	Harbor Grove	$11,726	$586	-	$1,173	$75	-	-$1,492	$12,069	+4.0%	$2,834	$1,569	-	$1,533	$541	$18,547	-4.2%
10	Dunmore	$10,646	$532	-	$1,065	$83	-	-$1,356	$10,970	-5.8%	$2,592	$1,750	-	$1,305	$491	$17,109	-13.0%
11	Alder Bay	$10,657	$417	-	$746	$83	-	-$1,607	$10,296	-12.7%	$2,245	$2,200	$574	$1,091	$492	$16,898	-14.4%
12	Glenhaven	$9,977	$499	-	$848	$250	-	-$2,402	$9,172	-26.5%	$2,096	$2,154	$691	$1,036	-	$15,149	-27.6%
	Market average	**$11,422**							**$11,401**							**$18,704**	
	Market median	**$11,726**							**$11,715**							**$18,807**	
	vs. market average	**+3.2%**							**+1.8%**							**+3.3%**	
	vs. market median	**+0.6%**							**-0.9%**							**+2.8%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 23 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	$633	-	$1,709	$83	-	-$2,901	$12,186	+5.0%	$3,976	$2,093	$682	$974	$636	$20,546	+6.3%
2	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,397	$11,906	+2.6%	$3,447	$2,298	$949	$1,863	-	$20,463	+5.9%
3	Birchwood	$11,897	$595	-	$833	$100	-	-$1,208	$12,216	+5.3%	$3,007	$2,216	$755	$1,356	$555	$20,105	+4.0%
4	Juniper County DA	$12,172	$609	-	$1,339	-	$487	-$2,809	$11,797	+1.6%	$3,849	$2,241	$655	$936	$609	$20,087	+3.9%
5	**Sample City**	**$11,791**	**$825**	**$400**	**-**	**$25**	**-**	**-$1,435**	**$11,607**	**0.0%**	**$2,736**	**$2,568**	**$737**	**$1,134**	**$544**	**$19,326**	**0.0%**
6	Fernhill	$11,929	$50	-	$1,193	$83	$57	-$1,597	$11,715	+0.9%	$2,754	$2,228	$860	$1,124	$551	$19,232	-0.5%
7	Elmvale	$11,360	$83	$682	$596	$67	-	-$1,151	$11,637	+0.3%	$3,010	$1,625	$601	$1,278	$655	$18,807	-2.8%
8	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	-1.4%	$2,543	$2,810	$531	$980	$490	$18,799	-2.8%
9	Harbor Grove	$11,726	$586	-	$1,173	$75	-	-$1,492	$12,069	+4.0%	$2,834	$1,569	-	$1,533	$541	$18,547	-4.2%
10	Dunmore	$10,646	$532	-	$1,065	$83	-	-$1,356	$10,970	-5.8%	$2,592	$1,750	-	$1,305	$491	$17,109	-13.0%
11	Alder Bay	$10,657	$417	-	$746	$83	-	-$1,607	$10,296	-12.7%	$2,245	$2,200	$574	$1,091	$492	$16,898	-14.4%
12	Glenhaven	$9,977	$499	-	$848	$250	-	-$2,402	$9,172	-26.5%	$2,096	$2,154	$691	$1,036	-	$15,149	-27.6%
	Market average	**$11,422**							**$11,401**							**$18,704**	
	Market median	**$11,726**							**$11,715**							**$18,807**	
	vs. market average	**+3.2%**							**+1.8%**							**+3.3%**	
	vs. market median	**+0.6%**							**-0.9%**							**+2.8%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 24 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	$633	-	$1,709	$83	-	-$2,901	$12,186	+5.0%	$3,976	$2,093	$682	$974	$636	$20,546	+6.3%
2	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,397	$11,906	+2.6%	$3,447	$2,298	$949	$1,863	-	$20,463	+5.9%
3	Birchwood	$11,897	$595	-	$833	$100	-	-$1,208	$12,216	+5.3%	$3,007	$2,216	$755	$1,356	$555	$20,105	+4.0%
4	Juniper County DA	$12,172	$609	-	$1,339	-	$487	-$2,809	$11,797	+1.6%	$3,849	$2,241	$655	$936	$609	$20,087	+3.9%
5	**Sample City**	**$11,791**	**$825**	**$400**	**-**	**$25**	**-**	**-$1,435**	**$11,607**	**0.0%**	**$2,736**	**$2,568**	**$737**	**$1,134**	**$544**	**$19,326**	**0.0%**
6	Fernhill	$11,929	$50	-	$1,193	$83	$57	-$1,597	$11,715	+0.9%	$2,754	$2,228	$860	$1,124	$551	$19,232	-0.5%
7	Elmvale	$11,360	$83	$682	$596	$67	-	-$1,151	$11,637	+0.3%	$3,010	$1,625	$601	$1,278	$655	$18,807	-2.8%
8	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	-1.4%	$2,543	$2,810	$531	$980	$490	$18,799	-2.8%
9	Harbor Grove	$11,726	$586	-	$1,173	$75	-	-$1,492	$12,069	+4.0%	$2,834	$1,569	-	$1,533	$541	$18,547	-4.2%
10	Dunmore	$10,646	$532	-	$1,065	$83	-	-$1,356	$10,970	-5.8%	$2,592	$1,750	-	$1,305	$491	$17,109	-13.0%
11	Alder Bay	$10,657	$417	-	$746	$83	-	-$1,607	$10,296	-12.7%	$2,245	$2,200	$574	$1,091	$492	$16,898	-14.4%
12	Glenhaven	$9,977	$499	-	$848	$250	-	-$2,402	$9,172	-26.5%	$2,096	$2,154	$691	$1,036	-	$15,149	-27.6%
	Market average	**$11,422**							**$11,401**							**$18,704**	
	Market median	**$11,726**							**$11,715**							**$18,807**	
	vs. market average	**+3.2%**							**+1.8%**							**+3.3%**	
	vs. market median	**+0.6%**							**-0.9%**							**+2.8%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 25 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	$1,266	-	$1,709	$83	-	-$3,023	$12,697	+9.4%	$4,142	$2,093	$682	$974	$636	$21,225	+9.8%
2	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,397	$11,906	+2.6%	$3,447	$2,298	$949	$1,863	-	$20,463	+5.9%
3	Birchwood	$11,897	$595	-	$833	$100	-	-$1,208	$12,216	+5.3%	$3,007	$2,216	$755	$1,356	$555	$20,105	+4.0%
4	Juniper County DA	$12,172	$609	-	$1,339	-	$487	-$2,809	$11,797	+1.6%	$3,849	$2,241	$655	$936	$609	$20,087	+3.9%
5	**Sample City**	**$11,791**	**$825**	**$400**	**-**	**$25**	**-**	**-$1,435**	**$11,607**	**0.0%**	**$2,736**	**$2,568**	**$737**	**$1,134**	**$544**	**$19,326**	**0.0%**
6	Fernhill	$11,929	$50	-	$1,193	$83	$57	-$1,597	$11,715	+0.9%	$2,754	$2,228	$860	$1,124	$551	$19,232	-0.5%
7	Elmvale	$11,360	$83	$682	$596	$67	-	-$1,151	$11,637	+0.3%	$3,010	$1,625	$601	$1,278	$655	$18,807	-2.8%
8	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	-1.4%	$2,543	$2,810	$531	$980	$490	$18,799	-2.8%
9	Harbor Grove	$11,726	$586	-	$1,173	$75	-	-$1,492	$12,069	+4.0%	$2,834	$1,569	-	$1,533	$541	$18,547	-4.2%
10	Dunmore	$10,646	$532	-	$1,065	$83	-	-$1,356	$10,970	-5.8%	$2,592	$1,750	-	$1,305	$491	$17,109	-13.0%
11	Alder Bay	$10,657	$417	-	$746	$83	-	-$1,607	$10,296	-12.7%	$2,245	$2,200	$574	$1,091	$492	$16,898	-14.4%
12	Glenhaven	$9,977	$499	-	$848	$250	-	-$2,402	$9,172	-26.5%	$2,096	$2,154	$691	$1,036	-	$15,149	-27.6%
	Market average	**$11,422**							**$11,447**							**$18,765**	
	Market median	**$11,726**							**$11,715**							**$18,807**	
	vs. market average	**+3.2%**							**+1.4%**							**+3.0%**	
	vs. market median	**+0.6%**							**-0.9%**							**+2.8%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 26 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	$1,266	-	$1,709	$83	-	-$3,023	$12,697	+9.4%	$4,142	$2,093	$682	$974	$636	$21,225	+9.8%
2	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,397	$11,906	+2.6%	$3,447	$2,298	$949	$1,863	-	$20,463	+5.9%
3	Birchwood	$11,897	$595	-	$833	$100	-	-$1,208	$12,216	+5.3%	$3,007	$2,216	$755	$1,356	$555	$20,105	+4.0%
4	Juniper County DA	$12,172	$609	-	$1,339	-	$487	-$2,809	$11,797	+1.6%	$3,849	$2,241	$655	$936	$609	$20,087	+3.9%
5	**Sample City**	**$11,791**	**$825**	**$400**	**-**	**$25**	**-**	**-$1,435**	**$11,607**	**0.0%**	**$2,736**	**$2,568**	**$737**	**$1,134**	**$544**	**$19,326**	**0.0%**
6	Fernhill	$11,929	$50	-	$1,193	$83	$57	-$1,597	$11,715	+0.9%	$2,754	$2,228	$860	$1,124	$551	$19,232	-0.5%
7	Elmvale	$11,360	$83	$682	$596	$67	-	-$1,151	$11,637	+0.3%	$3,010	$1,625	$601	$1,278	$655	$18,807	-2.8%
8	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	-1.4%	$2,543	$2,810	$531	$980	$490	$18,799	-2.8%
9	Harbor Grove	$11,726	$586	-	$1,173	$75	-	-$1,492	$12,069	+4.0%	$2,834	$1,569	-	$1,533	$541	$18,547	-4.2%
10	Dunmore	$10,646	$532	-	$1,065	$83	-	-$1,356	$10,970	-5.8%	$2,592	$1,750	-	$1,305	$491	$17,109	-13.0%
11	Alder Bay	$10,657	$417	-	$746	$83	-	-$1,607	$10,296	-12.7%	$2,245	$2,200	$574	$1,091	$492	$16,898	-14.4%
12	Glenhaven	$9,977	$499	-	$848	$250	-	-$2,402	$9,172	-26.5%	$2,096	$2,154	$691	$1,036	-	$15,149	-27.6%
	Market average	**$11,422**							**$11,447**							**$18,765**	
	Market median	**$11,726**							**$11,715**							**$18,807**	
	vs. market average	**+3.2%**							**+1.4%**							**+3.0%**	
	vs. market median	**+0.6%**							**-0.9%**							**+2.8%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 27 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	$1,266	-	$1,709	$83	-	-$3,023	$12,697	+9.4%	$4,142	$2,093	$682	$974	$636	$21,225	+9.8%
2	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,397	$11,906	+2.6%	$3,447	$2,298	$949	$1,863	-	$20,463	+5.9%
3	Birchwood	$11,897	$595	-	$833	$100	-	-$1,208	$12,216	+5.3%	$3,007	$2,216	$755	$1,356	$555	$20,105	+4.0%
4	Juniper County DA	$12,172	$609	-	$1,339	-	$487	-$2,809	$11,797	+1.6%	$3,849	$2,241	$655	$936	$609	$20,087	+3.9%
5	**Sample City**	**$11,791**	**$825**	**$400**	**-**	**$25**	**-**	**-$1,435**	**$11,607**	**0.0%**	**$2,736**	**$2,568**	**$737**	**$1,134**	**$544**	**$19,326**	**0.0%**
6	Fernhill	$11,929	$50	-	$1,193	$83	$57	-$1,597	$11,715	+0.9%	$2,754	$2,228	$860	$1,124	$551	$19,232	-0.5%
7	Elmvale	$11,360	$83	$682	$596	$67	-	-$1,151	$11,637	+0.3%	$3,010	$1,625	$601	$1,278	$655	$18,807	-2.8%
8	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	-1.4%	$2,543	$2,810	$531	$980	$490	$18,799	-2.8%
9	Harbor Grove	$11,726	$586	-	$1,173	$75	-	-$1,492	$12,069	+4.0%	$2,834	$1,569	-	$1,533	$541	$18,547	-4.2%
10	Dunmore	$10,646	$532	-	$1,065	$83	-	-$1,356	$10,970	-5.8%	$2,592	$1,750	-	$1,305	$491	$17,109	-13.0%
11	Alder Bay	$10,657	$417	-	$746	$83	-	-$1,607	$10,296	-12.7%	$2,245	$2,200	$574	$1,091	$492	$16,898	-14.4%
12	Glenhaven	$9,977	$499	-	$848	$250	-	-$2,402	$9,172	-26.5%	$2,096	$2,154	$691	$1,036	-	$15,149	-27.6%
	Market average	**$11,422**							**$11,447**							**$18,765**	
	Market median	**$11,726**							**$11,715**							**$18,807**	
	vs. market average	**+3.2%**							**+1.4%**							**+3.0%**	
	vs. market median	**+0.6%**							**-0.9%**							**+2.8%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 28 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	$1,266	-	$1,709	$83	-	-$3,023	$12,697	+9.4%	$4,142	$2,093	$682	$974	$636	$21,225	+9.8%
2	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,397	$11,906	+2.6%	$3,447	$2,298	$949	$1,863	-	$20,463	+5.9%
3	Birchwood	$11,897	$595	-	$833	$100	-	-$1,208	$12,216	+5.3%	$3,007	$2,216	$755	$1,356	$555	$20,105	+4.0%
4	Juniper County DA	$12,172	$609	-	$1,339	-	$487	-$2,809	$11,797	+1.6%	$3,849	$2,241	$655	$936	$609	$20,087	+3.9%
5	**Sample City**	**$11,791**	**$825**	**$400**	**-**	**$25**	**-**	**-$1,435**	**$11,607**	**0.0%**	**$2,736**	**$2,568**	**$737**	**$1,134**	**$544**	**$19,326**	**0.0%**
6	Fernhill	$11,929	$50	-	$1,193	$83	$57	-$1,597	$11,715	+0.9%	$2,754	$2,228	$860	$1,124	$551	$19,232	-0.5%
7	Elmvale	$11,360	$83	$682	$596	$67	-	-$1,151	$11,637	+0.3%	$3,010	$1,625	$601	$1,278	$655	$18,807	-2.8%
8	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	-1.4%	$2,543	$2,810	$531	$980	$490	$18,799	-2.8%
9	Harbor Grove	$11,726	$586	-	$1,173	$75	-	-$1,492	$12,069	+4.0%	$2,834	$1,569	-	$1,533	$541	$18,547	-4.2%
10	Dunmore	$10,646	$532	-	$1,065	$83	-	-$1,356	$10,970	-5.8%	$2,592	$1,750	-	$1,305	$491	$17,109	-13.0%
11	Alder Bay	$10,657	$417	-	$746	$83	-	-$1,607	$10,296	-12.7%	$2,245	$2,200	$574	$1,091	$492	$16,898	-14.4%
12	Glenhaven	$9,977	$499	-	$848	$250	-	-$2,402	$9,172	-26.5%	$2,096	$2,154	$691	$1,036	-	$15,149	-27.6%
	Market average	**$11,422**							**$11,447**							**$18,765**	
	Market median	**$11,726**							**$11,715**							**$18,807**	
	vs. market average	**+3.2%**							**+1.4%**							**+3.0%**	
	vs. market median	**+0.6%**							**-0.9%**							**+2.8%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

Police Officer - Year 29 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	$1,266	-	$1,709	$83	-	-$3,023	$12,697	+9.4%	$4,142	$2,093	$682	$974	$636	$21,225	+9.8%
2	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,397	$11,906	+2.6%	$3,447	$2,298	$949	$1,863	-	$20,463	+5.9%
3	Birchwood	$11,897	$595	-	$833	$100	-	-$1,208	$12,216	+5.3%	$3,007	$2,216	$755	$1,356	$555	$20,105	+4.0%
4	Juniper County DA	$12,172	$609	-	$1,339	-	$487	-$2,809	$11,797	+1.6%	$3,849	$2,241	$655	$936	$609	$20,087	+3.9%
5	**Sample City**	**$11,791**	**$825**	**$400**	**-**	**$25**	**-**	**-$1,435**	**$11,607**	**0.0%**	**$2,736**	**$2,568**	**$737**	**$1,134**	**$544**	**$19,326**	**0.0%**
6	Fernhill	$11,929	$50	-	$1,193	$83	$57	-$1,597	$11,715	+0.9%	$2,754	$2,228	$860	$1,124	$551	$19,232	-0.5%
7	Elmvale	$11,360	$83	$682	$596	$67	-	-$1,151	$11,637	+0.3%	$3,010	$1,625	$601	$1,278	$655	$18,807	-2.8%
8	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	-1.4%	$2,543	$2,810	$531	$980	$490	$18,799	-2.8%
9	Harbor Grove	$11,726	$586	-	$1,173	$75	-	-$1,492	$12,069	+4.0%	$2,834	$1,569	-	$1,533	$541	$18,547	-4.2%
10	Dunmore	$10,646	$532	-	$1,065	$83	-	-$1,356	$10,970	-5.8%	$2,592	$1,750	-	$1,305	$491	$17,109	-13.0%
11	Alder Bay	$10,657	$417	-	$746	$83	-	-$1,607	$10,296	-12.7%	$2,245	$2,200	$574	$1,091	$492	$16,898	-14.4%
12	Glenhaven	$9,977	$499	-	$848	$250	-	-$2,402	$9,172	-26.5%	$2,096	$2,154	$691	$1,036	-	$15,149	-27.6%
	Market average	**$11,422**							**$11,447**							**$18,765**	
	Market median	**$11,726**							**$11,715**							**$18,807**	
	vs. market average	**+3.2%**							**+1.4%**							**+3.0%**	
	vs. market median	**+0.6%**							**-0.9%**							**+2.8%**	

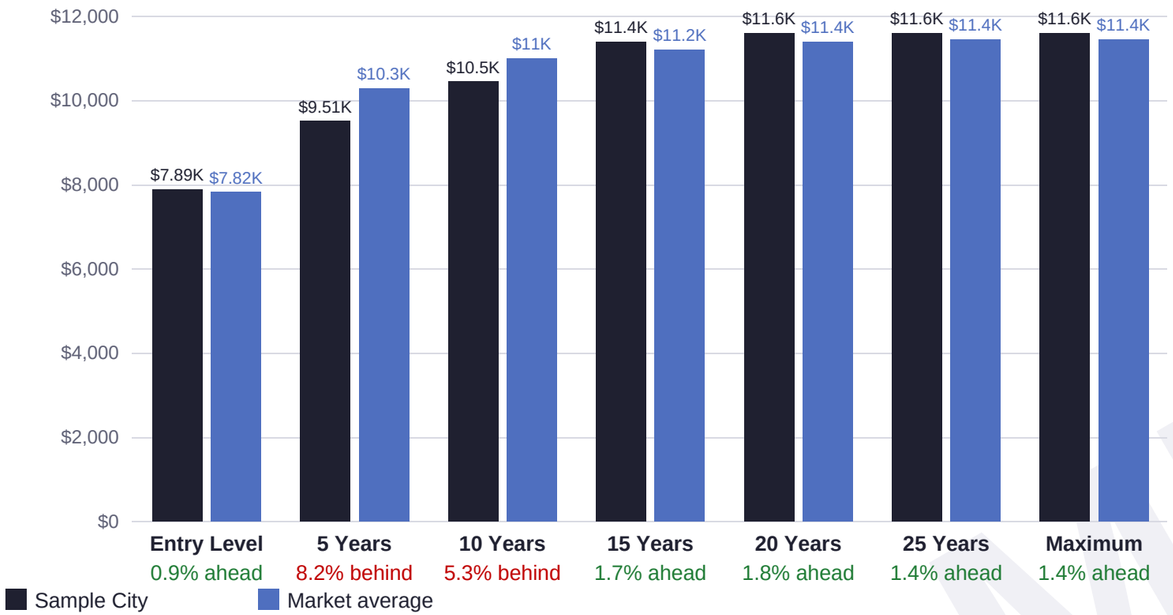
STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
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SAMPLE CITY	No raise included

Police Officer - Year 30 of service

Rank	Agency	Base Salary	Longevity	Edu Pay	Cert Pay	Uniform	Premium Pay	Employee Pension	Net Earnings	Net Earnings Disparity	Employer Pension	Employer Healthcare	Holiday Value	Vacation Value	Sick Value	Total Comp	Total Comp Disparity
1	Juniper County	$12,662	$1,266	-	$1,709	$83	-	-$3,023	$12,697	+9.4%	$4,142	$2,093	$682	$974	$636	$21,225	+9.8%
2	Cedar Point	$11,999	-	-	$1,200	$104	-	-$1,397	$11,906	+2.6%	$3,447	$2,298	$949	$1,863	-	$20,463	+5.9%
3	Birchwood	$11,897	$595	-	$833	$100	-	-$1,208	$12,216	+5.3%	$3,007	$2,216	$755	$1,356	$555	$20,105	+4.0%
4	Juniper County DA	$12,172	$609	-	$1,339	-	$487	-$2,809	$11,797	+1.6%	$3,849	$2,241	$655	$936	$609	$20,087	+3.9%
5	**Sample City**	**$11,791**	**$825**	**$400**	**-**	**$25**	**-**	**-$1,435**	**$11,607**	**0.0%**	**$2,736**	**$2,568**	**$737**	**$1,134**	**$544**	**$19,326**	**0.0%**
6	Fernhill	$11,929	$50	-	$1,193	$83	$57	-$1,597	$11,715	+0.9%	$2,754	$2,228	$860	$1,124	$551	$19,232	-0.5%
7	Elmvale	$11,360	$83	$682	$596	$67	-	-$1,151	$11,637	+0.3%	$3,010	$1,625	$601	$1,278	$655	$18,807	-2.8%
8	State University PD	$10,622	$425	$300	$1,062	$100	$67	-$1,132	$11,444	-1.4%	$2,543	$2,810	$531	$980	$490	$18,799	-2.8%
9	Harbor Grove	$11,726	$586	-	$1,173	$75	-	-$1,492	$12,069	+4.0%	$2,834	$1,569	-	$1,533	$541	$18,547	-4.2%
10	Dunmore	$10,646	$532	-	$1,065	$83	-	-$1,356	$10,970	-5.8%	$2,592	$1,750	-	$1,305	$491	$17,109	-13.0%
11	Alder Bay	$10,657	$417	-	$746	$83	-	-$1,607	$10,296	-12.7%	$2,245	$2,200	$574	$1,091	$492	$16,898	-14.4%
12	Glenhaven	$9,977	$499	-	$848	$250	-	-$2,402	$9,172	-26.5%	$2,096	$2,154	$691	$1,036	-	$15,149	-27.6%
	Market average	**$11,422**							**$11,447**							**$18,765**	
	Market median	**$11,726**							**$11,715**							**$18,807**	
	vs. market average	**+3.2%**							**+1.4%**							**+3.0%**	
	vs. market median	**+0.6%**							**-0.9%**							**+2.8%**	

STUDY SETUP	Police Officer - market Average (median also shown) - ranked by total compensation - monthly amounts - effective July 1, 2027 - data as of October 26, 2026 - 11 comparable agencies
RAISES INCLUDED	6 raises at 5 agencies: Cedar Point 6% (07/01/2027) - Harbor Grove 5% (05/01/2027) - Birchwood 4.5% (01/01/2027) + 3% (07/01/2027) - Juniper County 5% (06/25/2027) - Juniper County DA 5% (06/25/2027) - counted at 0% (no raise scheduled): Alder Bay, Fernhill, Dunmore, Elmvale, State University PD - counted at 0% (raise scheduled after the effective date): Glenhaven
SAMPLE CITY	No raise included

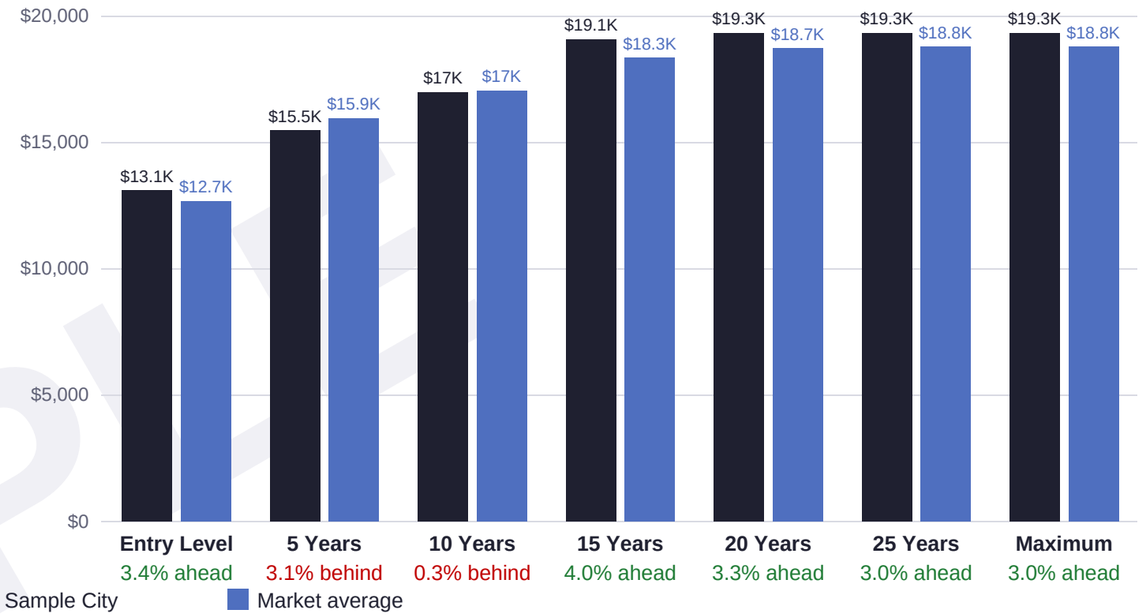
Net earnings compared with the market



Entry Level	5 Years	10 Years	15 Years	20 Years	25 Years	Maximum
0.9% ahead	8.2% behind	5.3% behind	1.7% ahead	1.8% ahead	1.4% ahead	1.4% ahead

Sample City Market average

Total compensation compared with the market



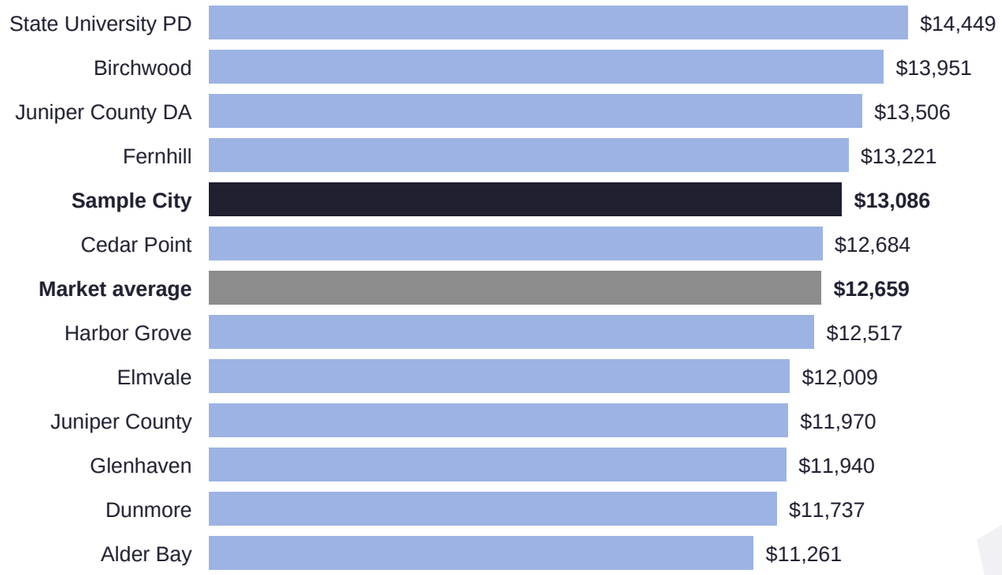
Entry Level	5 Years	10 Years	15 Years	20 Years	25 Years	Maximum
3.4% ahead	3.1% behind	0.3% behind	4.0% ahead	3.3% ahead	3.0% ahead	3.0% ahead

Sample City Market average

Note: amounts are monthly. The percentage under each stage is how far Sample City is ahead of or behind the market average.

SAMPLE

Entry Level: total compensation by agency



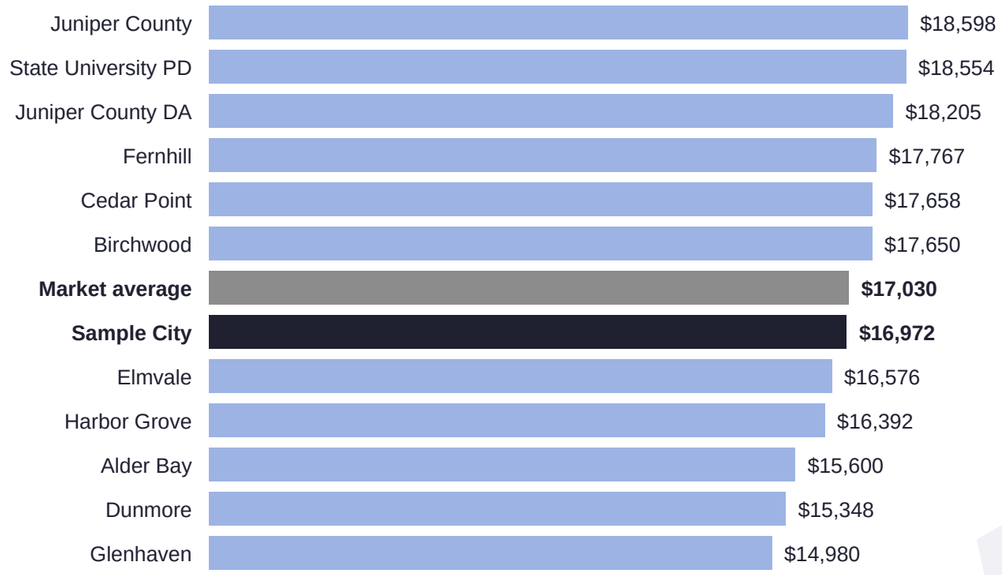
5 Years: total compensation by agency



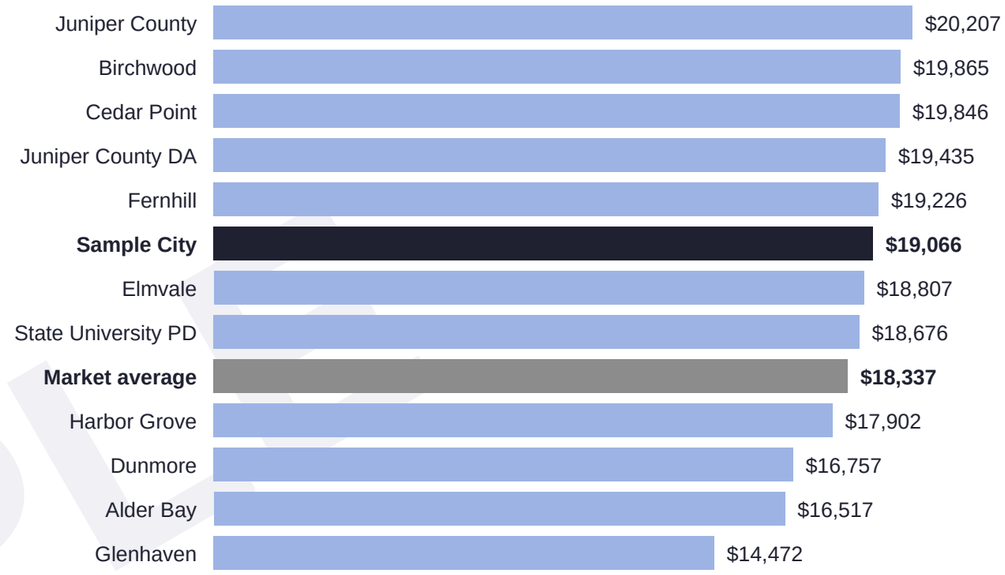
Note: total compensation (monthly). Sample City in black; market average in gray; comparable agencies in blue.

SAMPLE

10 Years: total compensation by agency



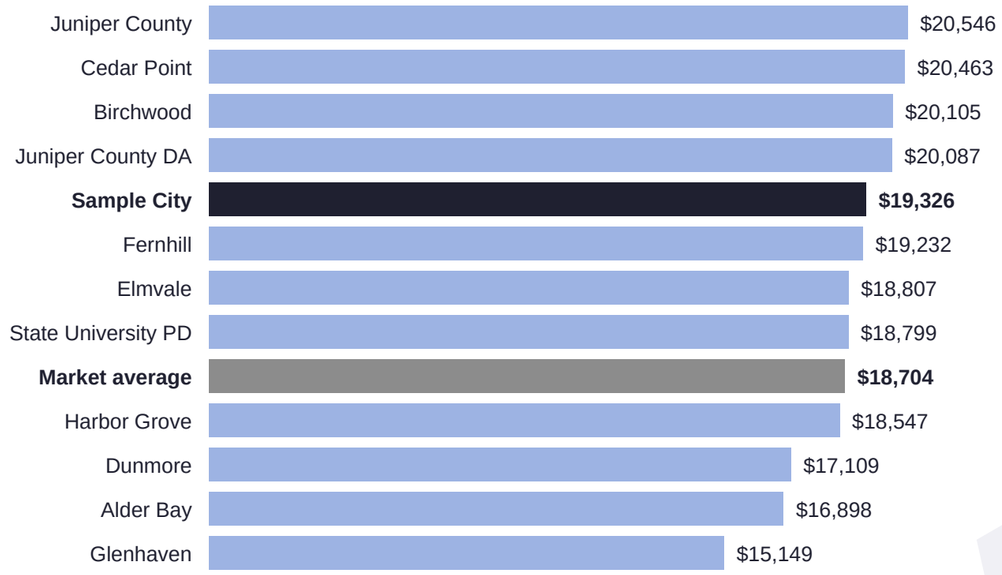
15 Years: total compensation by agency



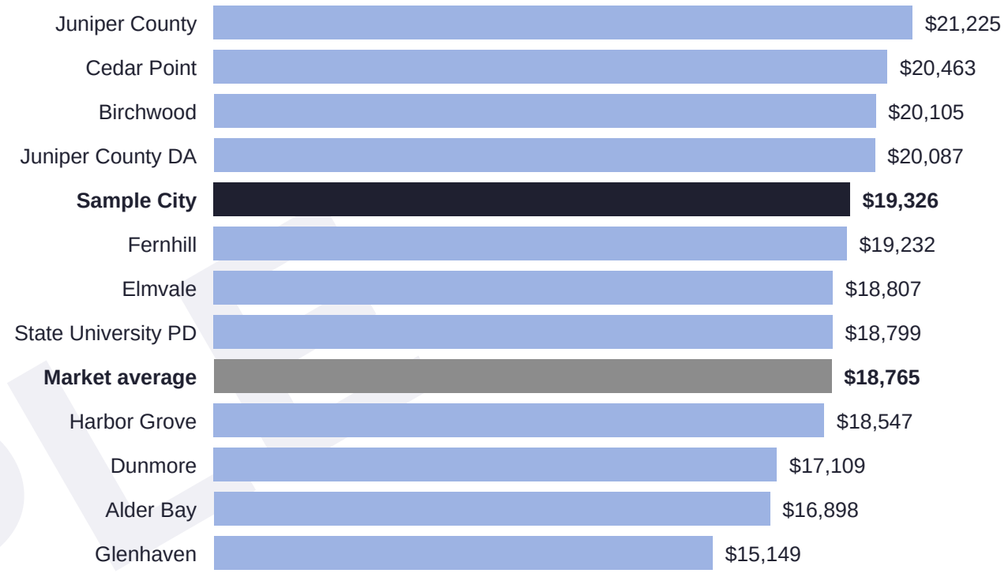
Note: total compensation (monthly). Sample City in black; market average in gray; comparable agencies in blue.

SAMPLE

20 Years: total compensation by agency



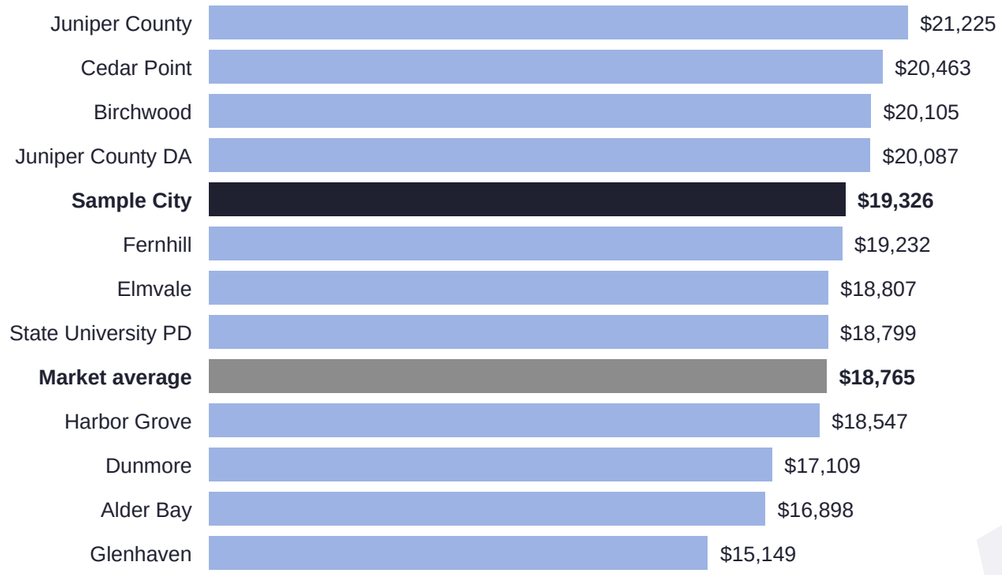
25 Years: total compensation by agency



Note: total compensation (monthly). Sample City in black; market average in gray; comparable agencies in blue.

SAMPLE

Maximum: total compensation by agency



Note: total compensation (monthly). Sample City in black; market average in gray; comparable agencies in blue.

SAMPLE

How total compensation is made up, year 1 (share of total)



SAMPLE

Longevity Pay: Police Officer

Agency	5 Years	10 Years	15 Years	20 Years	25 Years	30 Years	Maximum
Sample City	**-**	**-**	**5.0%**	**7.0%**	**7.0%**	**7.0%**	**7.0%**
Alder Bay	-	$167	$250	$417	$417	$417	$417
Glenhaven	-	-	-	5.0%	5.0%	5.0%	5.0%
Cedar Point	-	-	-	-	-	-	-
Harbor Grove	-	-	-	5.0%	5.0%	5.0%	5.0%
Fernhill	$30	$40	$45	$50	$50	$50	$50
Birchwood	-	3.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Dunmore	-	2.0%	2.0%	5.0%	5.0%	5.0%	5.0%
Elmvale	-	-	$83	$83	$83	$83	$83
Juniper County	-	-	2.5%	5.0%	10.0%	10.0%	10.0%
State University PD	-	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Juniper County DA	-	-	-	5.0%	5.0%	5.0%	5.0%

Note: Amounts are a percent of base salary or a monthly dollar amount, by years of service. Maximum is the highest longevity pay the agency offers.

SAMPLE

Education Pay: Police Officer

Agency	30 College Units	45 College Units	60 College Units	90 College Units	120 College Units	AA	BA	MA	Doctorate	Maximum	Included in Study
Sample City	**-**	**-**	**-**	**-**	**-**	**$200**	**$350**	**$400**	**-**	**$400**	**Included**
Alder Bay	-	-	-	-	-	-	-	-	-	-	Excluded
Glenhaven	-	-	-	-	-	-	-	-	-	-	Excluded
Cedar Point	-	-	-	-	-	-	-	-	-	-	Excluded
Harbor Grove	-	-	-	-	-	$30	-	-	-	$30	Excluded
Fernhill	-	-	-	-	-	-	-	-	-	-	Excluded
Birchwood	-	-	-	-	-	-	-	-	-	-	Excluded
Dunmore	-	-	-	-	-	2.5%	5.0%	-	-	5.0%	Excluded
Elmvale	-	-	-	-	-	2.0%	4.0%	6.0%	-	6.0%	Included
Juniper County	-	-	-	-	-	-	-	-	-	-	Excluded
State University PD	-	-	-	-	-	$100	$200	$300	-	$300	Included
Juniper County DA	-	-	-	-	-	-	-	-	-	-	Excluded

Note: Amounts are a percent of base salary or a monthly dollar amount. Maximum is the highest education pay offered. Included in Study shows whether education pay is counted for that agency (Included) or left out (Excluded).

SAMPLE

Certificate Pay: Police Officer

Agency	Basic	Intermediate	Advanced	Supervisory	Management	Executive	Leadership (SLI)	Maximum	Included in Study
Sample City	**-**	**-**	**$300**	**-**	**-**	**-**	**-**	**$300**	**Excluded**
Alder Bay	-	5.0%	7.0%	-	-	-	-	7.0%	Included
Glenhaven	-	6.0%	8.5%	-	-	-	-	8.5%	Included
Cedar Point	-	5.0%	5.0%	-	-	-	-	5.0%	Included
Harbor Grove	-	5.0%	10.0%	-	-	-	-	10.0%	Included
Fernhill	-	5.0%	10.0%	-	-	-	-	10.0%	Included
Birchwood	2.0%	5.0%	7.0%	-	-	-	-	7.0%	Included
Dunmore	-	3.0%	10.0%	-	-	-	-	10.0%	Included
Elmvale	-	4.0%	5.3%	-	-	-	-	5.3%	Included
Juniper County	-	5.0%	13.5%	-	-	-	-	13.5%	Included
State University PD	-	6.0%	10.0%	-	-	-	-	10.0%	Included
Juniper County DA	-	-	11.0%	-	-	-	-	11.0%	Included

Note: Amounts are a percent of base salary or a monthly dollar amount. Maximum is the highest certificate pay offered. Included in Study shows whether certificate pay is counted for that agency (Included) or left out (Excluded).

SAMPLE

Other Pay and Benefits: Police Officer

Agency	Bilingual	Uniform	Deferred Comp	Deferred Comp Match	Premium Pay	Shift Diff	Employer Healthcare
Sample City	**$200**	**$25**	**-**	**-**	**-**	**$347**	**$2,568**
Alder Bay	$300	$83	-	-	-	5.0%	$2,200
Glenhaven	3.5%	$250	-	-	-	5.3%	$2,154
Cedar Point	$113	$104	-	-	-	3.3%	$2,298
Harbor Grove	4.0%	$75	-	-	-	6.0%	$1,569
Fernhill	$60	$83	-	$125	0.5%	2.0%	$2,228
Birchwood	$108	$100	-	-	-	3.0%	$2,216
Dunmore	$120	$83	-	-	-	5.0%	$1,750
Elmvale	$325	$67	-	-	-	4.0%	$1,625
Juniper County	$217	$83	-	-	-	5.0%	$2,093
State University PD	$163	$100	-	-	$67	$347	$2,810
Juniper County DA	$217	-	-	-	4.0%	-	$2,241

Note: Amounts are a percent of base salary or a monthly dollar amount. Health care is the most the employer pays toward a full family plan.

SAMPLE

Retirement: Police Officer

Agency	Pension Plan	Newest Tier	Newest Formula	Newest Employer Rate	Newest Employee rate	Oldest Tier	Oldest Formula	Oldest Employer Rate	Oldest Employee rate	Oldest EPMC
Sample City	**CALPERS**	**PEPRA**	**2.7%@57**	**14.45%**	**14.45%**	**TIER 1**	**3%@50**	**20.98%**	**9.00%**	**-**
Alder Bay	CALPERS	PEPRA	2.7%@57	14.16%	14.16%	CLASSIC	3%@50	18.86%	9.00%	-
Glenhaven	SDCERS	Tier 5	3% @ 55	18.35%	16.40%	Tier 1	3% @ 50	18.11%	20.75%	-
Cedar Point	CALPERS	PEPRA	2.7%@57	13.83%	13.83%	TIER 1	3% @ 50	25.91%	9.00%	-
Harbor Grove	CALPERS	PEPRA	2.7%@57	14.13%	14.13%	CLASSIC	3%@50	20.90%	9.00%	-
Fernhill	CALPERS	PEPRA	2.7%@57	14.26%	14.26%	CLASSIC	3%@50	20.69%	9.00%	-
Birchwood	CALPERS	PEPRA	2.7%@57	14.20%	14.20%	CLASSIC	3%@50	22.40%	9.00%	-
Dunmore	CALPERS	PEPRA	2.7%@57	14.32%	14.32%	CLASSIC	3%@50	21.03%	9.00%	-
Elmvale	CALPERS	PEPRA	2.7%@57	14.54%	15.00%	CLASSIC	3%@50	23.54%	9.00%	-
Juniper County	SDCERA	Tier D	2.5% @ 57	16.00%	16.00%	Tier A	3% @ 50	26.35%	19.23%	-
State University PD	UCRP	Tier 1	3% @ 50	20.22%	9.00%	Tier 1	3% @ 50	20.22%	9.00%	-
Juniper County DA	SDCERA	Tier D	2.5% @ 57	16.00%	16.00%	Tier A	3% @ 50	26.35%	19.23%	-

Note: Newest tier applies to new hires; oldest tier is the earliest tier still listed. Contribution rates are a percent of pay.

SAMPLE

Base Salary: Police Officer

Agency	Step1 (Monthly)	TopStep (Monthly)	Hours Worked Yearly	Step1 (Hourly)	TopStep (Hourly)	TopStep over Step1
Sample City	**$8,799**	**$11,791**	**2,080**	**$50.76**	**$68.03**	**34.0%**
Alder Bay	$7,843	$10,657	2,080	$45.25	$61.48	35.9%
Glenhaven	$8,258	$9,977	2,080	$47.64	$57.56	20.8%
Cedar Point	$8,447	$11,320	2,080	$48.73	$65.31	34.0%
Harbor Grove	$9,096	$11,168	2,080	$52.48	$64.43	22.8%
Fernhill	$9,346	$11,929	2,080	$53.92	$68.82	27.6%
Birchwood	$9,093	$11,053	2,080	$52.46	$63.77	21.6%
Dunmore	$8,759	$10,646	2,080	$50.53	$61.42	21.5%
Elmvale	$8,477	$11,360	2,080	$48.91	$65.54	34.0%
Juniper County	$8,164	$12,059	2,210	$44.33	$65.48	47.7%
State University PD	$8,783	$10,622	2,080	$50.67	$61.28	20.9%
Juniper County DA	$9,074	$11,592	2,080	$52.35	$66.88	27.7%

Note: Monthly amounts as collected; hourly amounts are monthly times 12 divided by annual hours worked.

SAMPLE

Vacation: Police Officer

Agency	Vacation 1 years	Vacation 5 years	Vacation 10 years	Vacation 15 years	Vacation 20 years	Vacation 25 years
Sample City	**80**	**120**	**160**	**200**	**200**	**200**
Alder Bay	93	93	133	173	213	213
Glenhaven	136	136	176	176	216	216
Cedar Point	144	144	192	216	323	323
Harbor Grove	192	232	232	272	272	272
Fernhill	92	92	144	196	196	196
Birchwood	122	122	164	195	237	237
Dunmore	176	215	215	255	255	255
Elmvale	107	149	192	234	234	234
Juniper County	85	128	128	170	170	170
State University PD	120	120	144	168	192	192
Juniper County DA	80	120	120	160	160	160

Note: Hours of vacation earned per year at each year of service.

SAMPLE

Sick, Holiday and Other Leave: Police Officer

Agency	Sick	Holidays	Holiday Cash Max	Management Leave	Administrative Leave	Executive Leave	Personal Leave
Sample City	**96**	**130**	**80**	**-**	**-**	**-**	**-**
Alder Bay	96	112	112	-	-	-	-
Glenhaven	-	144	132	-	-	-	-
Cedar Point	-	165	138	-	-	-	-
Harbor Grove	96	-	-	-	-	-	-
Fernhill	96	150	150	-	-	-	-
Birchwood	97	132	132	-	-	-	-
Dunmore	96	-	-	-	-	-	-
Elmvale	120	110	100	-	-	-	-
Juniper County	111	119	102	-	-	-	-
State University PD	96	104	104	-	-	-	-
Juniper County DA	104	112	96	-	-	-	-

Note: Hours per year.

SAMPLE

Assignment Pay: Police Officer

Agency	Detective	FTO	Motor	Motor Extra	Canine	Canine Extra	Corporal	Traffic (Inv)	SWAT (Metro)	Pers/Trng
Sample City	**-**	**$693**	**6.0%**	**-**	**10.0%**	**-**	**10.1%**	**-**	**-**	**-**
Alder Bay	-	28.3%	10.0%	-	15.0%	-	-	-	4.3%	-
Glenhaven	5.0%	10.0%	3.5%	5.0%	3.5%	13.1%	-	4.0%	3.5%	3.5%
Cedar Point	5.0%	5.0%	5.0%	3.8%	-	-	7.6%	-	-	-
Harbor Grove	-	3.0%	4.0%	7.5%	4.0%	13.0%	9.0%	-	3.0%	-
Fernhill	-	5.0%	6.3%	-	7.5%	-	-	-	-	-
Birchwood	-	7.5%	3.8%	-	15.0%	-	5.0%	-	$232	-
Dunmore	-	$350	-	-	13.1%	-	5.0%	-	-	-
Elmvale	5.0%	5.0%	8.8%	-	15.0%	-	-	-	$100	-
Juniper County	5.0%	$217	7.5%	9.4%	5.0%	8.2%	5.0%	-	-	-
State University PD	5.0%	5.0%	5.0%	-	5.0%	-	5.0%	-	-	-
Juniper County DA	-	-	-	-	10.0%	-	-	-	-	-

Note: Amounts are a percent of base salary or a monthly dollar amount. Only assignments that at least one agency pays are listed.

SAMPLE

Assignment Pay (continued): Police Officer

Agency	Community Relations	Core Instructor	Crisis Neg	Watch Cmdr	Explosive (EOD)	Harbor Unit	Rural Law	Transportation	Def Tactics	Spcl Enf/Crime Impact
Sample City	-	-	-	-	-	-	-	-	-	-
Alder Bay	-	-	-	-	-	-	-	-	-	-
Glenhaven	3.5%	21.4%	3.5%	-	-	4.0%	-	-	-	-
Cedar Point	-	-	-	-	-	-	-	-	-	-
Harbor Grove	-	-	-	-	-	-	-	-	-	-
Fernhill	-	-	-	-	-	-	-	-	-	-
Birchwood	-	-	-	-	-	-	-	-	-	-
Dunmore	-	-	-	-	-	-	-	-	-	-
Elmvale	-	-	-	-	-	-	-	-	-	-
Juniper County	-	-	-	-	10.0%	-	10.0%	3.0%	-	2.5%
State University PD	-	-	-	5.0%	5.0%	-	-	-	5.0%	-
Juniper County DA	-	-	-	-	-	-	-	-	-	-

Note: Amounts are a percent of base salary or a monthly dollar amount. Only assignments that at least one agency pays are listed.

SAMPLE

Assignment Pay (continued): Police Officer

Agency	Range Master	Major Crimes	Flight Instructor	Environmental Prosecution	Pilot	Tactical Flight Ofcr (TFO)	Air Support	System-wide Response Team	On Call/Stand By
Sample City	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**$325**
Alder Bay	-	-	-	-	-	-	-	-	-
Glenhaven	-	-	3.5%	-	15.0%	5.0%	3.5%	-	-
Cedar Point	-	-	-	-	-	-	-	-	-
Harbor Grove	-	-	-	-	-	-	-	-	-
Fernhill	-	-	-	-	-	-	-	-	-
Birchwood	-	-	-	-	-	-	-	-	-
Dunmore	-	-	-	-	-	-	-	-	-
Elmvale	-	-	-	-	-	-	-	-	-
Juniper County	-	2.5%	-	-	12.5%	5.0%	-	-	-
State University PD	5.0%	-	-	-	-	-	-	5.0%	2.0%
Juniper County DA	-	-	-	$217	-	-	-	-	-

Note: Amounts are a percent of base salary or a monthly dollar amount. Only assignments that at least one agency pays are listed.

SAMPLE

Compaction: Police Officer to Police Corporal

Separation compares the higher rank's top step with the lower rank's top step. Overlap compares the higher rank's bottom step with the lower rank's top step; negative means overlap.

	SEPARATION			OVERLAP		
Agency	**Lower rank top step**	**Higher rank top step**	**Separation**	**Lower rank top step**	**Higher rank bottom step**	**Overlap**
Sample City	**$11,791**	**$12,984**	**+10.1%**	**$11,791**	**$9,689**	**-17.8%**
Alder Bay	$10,657	No rank	No rank	$10,657	No rank	No rank
Glenhaven	$9,977	$9,977	0.0%	$9,977	$8,258	-17.2%
Cedar Point	$11,320	$12,219	+7.9%	$11,320	$9,118	-19.5%
Harbor Grove	$11,168	$12,172	+9.0%	$11,168	$11,726	+5.0%
Fernhill	$11,929	$12,525	+5.0%	$11,929	$9,813	-17.7%
Birchwood	$11,053	$11,606	+5.0%	$11,053	$9,548	-13.6%
Dunmore	$10,646	$11,183	+5.0%	$10,646	$9,200	-13.6%
Elmvale	$11,360	No rank	No rank	$11,360	No rank	No rank
Juniper County	$12,059	$12,662	+5.0%	$12,059	$8,572	-28.9%
State University PD	$10,622	$11,153	+5.0%	$10,622	$9,222	-13.2%
Juniper County DA	$11,592	$13,454	+16.1%	$11,592	$10,532	-9.1%
Market average	**$11,126**	**$11,883**	**+6.4%**	**$11,126**	**$9,554**	**-14.2%**
Market median	$11,168	$12,172	+5.0%	$11,168	$9,222	-13.6%