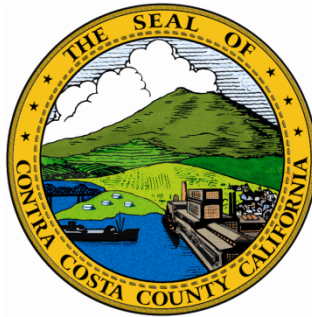


# Findings of the Study of Sheriff Retention-Recruitment



Prepared by the  
Sheriff Recruitment & Retention Working Group

David Livingston, Sheriff-Coroner  
Shawn Welch, President, Deputy Sheriff's Association  
Julie Enea, Senior Deputy County Administrator  
Lisa Lopez, Assistant Director, Human Resources Department

November 10, 2015

## Introduction

The Sheriff Recruitment & Retention Working Group was formed by the County Administrator at the request of the Board of Supervisors to identify issues with recruitment and retention of deputy sheriffs. The Working Group met four times beginning on June 19, at which time we identified areas for study, sources of needed data, and developed preliminary and final findings.

We measured the problem using Peoplesoft data from the last five years beginning May 1, 2010. We looked for patterns or markers in the employment separations to uncover possible hidden or external contributing factors.

We examined the steps in the recruitment process and the time required for each step, both in the Human Resources and Sheriff's Departments. We identified trends in the number of applicants and the drop-out rate of applicants at each step of the recruitment process.

We also surveyed Contra Costa cities, Bay Area counties, and BART regarding their recruitment and hiring practices, and compensation. This information was supplemented by data gathered from internet research for each agency.

We made comparisons of Base Salary for Recruits, Post-Academy Deputies, and Deputies with five years of experience, and also compared those salaries net of the employee share of retirement for both new and Classic PEPRAs hires to roughly simulate and assess the County's competitiveness on take-home pay.

What follows is a report of our findings from this research, which we hope will better inform the County's contract negotiations.

The report is organized into four sections:

- I. Recruitment
- II. Retention
- III. Compensation
- IV. Departmental Impact

## I. RECRUITMENT

Recruitment for Deputy Sheriff is done continuously through a partnership between the Office of the Sheriff and the Human Resources Department. All job applications for the Sheriff's Department are handled through the Human Resources Department's NeoGov Online system; however, the testing process is handled by the staff of the Administrative unit of the Sheriff's department.

The steps of the recruitment process include:

- A. Application Filing:** All applicants, including County employees, must apply online at [www.cccounty.us/hr](http://www.cccounty.us/hr), and submit the required information as indicated on the job announcement by a final filing date. All applicants must clearly demonstrate that they meet the minimum qualifications provided on the job announcement.

Below is a summary of recruitments conducted in the last five years, showing the number of recruitments per year, the total and average number of applications received each year, the total and average number of applications accepted each year, and the application acceptance rate for each year.

Year	# Recruitments	# Apps Rec'd	AVG Apps Rec'd	# Apps Accepted	AVG Apps Accepted	Application Acceptance Rate
2010	4	1,444	361	406	102	28%
2011	10	3,360	336	841	84	25%
2012	10	4,458	446	874	87	20%
2013	12	5,480	457	859	72	16%
2014	8	2,866	358	542	68	19%
2015*	8	2,105	263	440	55	21%

*\*Through 8/20/15*

- B. Written Examination:** The written examination for Deputy Sheriff-Recruit may consist of the following areas: reading comprehension, vocabulary, and information processing/reasoning ability. It is scheduled on a monthly basis. The written examination is scored on a pass/fail basis. A passing score allows the candidate to progress to the next step but the score does not otherwise weigh into the final ranking.

Candidates are allowed to submit T-Score (overall score) results from other agencies that administer the POST PELLETB exam. A current T-score (within the last 12 months) of 48 or above allows a candidate to bypass the County's written exam and advance to the "Physical Agility" step.

- C. Physical Agility Requirements: Candidates successfully completing the written test will immediately participate in a physical agility examination. The physical agility exam comprises running 500 yards, scaling a 6-foot wall, and dragging a 165 lb. dummy. The physical agility examination is scored on a pass/fail basis. A passing score allows the candidate to progress to the next step but the score does not otherwise weigh into the final ranking.

The written and physical agility examinations are held at the Law Enforcement Training Academy in Pittsburgh.

- D. Oral Interview: An oral interview is then conducted by a Qualifications Appraisal Board in Martinez. The Board evaluates candidates in job-related areas. Candidates must receive a rating of at least 70 from a majority of the Board members to be ranked on the eligible list. (Weighted 100%). Rank on the eligible list is determined by the average oral board score and any veteran's credit for which individual competitors may qualify.
- E. List Promulgation: Applicants' scores are grouped into Certification Bands. Scores from 83 to 100 are placed in Band A; scores between 77 to 82.99 are placed in Band B; and scores between 70-76.99 are placed in Band C. The eligible list established from a recruitment will remain in effect for six months.
- F. Eligible List Certified: Candidates placed in Band A are referred to the Office of the Sheriff Administration Unit for further consideration.
- G. Background Investigation: The Office of the Sheriff Administrative Unit refers Band A candidates to the background unit for processing:
1. Candidates are emailed a Personnel History Statement packet to complete and return within two weeks
  2. The Personal History Statement reviewed by the Unit Sergeant, who will determine if candidate will move forward in the process (2-3 weeks)

3. The candidate is invited to a preliminary interview to review information in Personal History Statement. The Sergeant will provide the Captain with pros and cons of the candidate interview.
4. The candidate is scheduled for a polygraph examination. The Sergeant will review and advise the Captain of findings.
5. The candidate's background is investigated ( 2-4 months)
6. The Captain and Assistant Sheriff meet with the candidate
7. The Sheriff's Office makes a conditional offer of employment
8. The candidate is scheduled for psychological and medical evaluation
9. The candidate is invited to a final interview with the Captain and Assistant Sheriff
10. The candidate is appointed to Recruit and scheduled to participate in the Basic Academy

Candidates may be disqualified at any of the preceding steps.

Appointees will be assigned to attend a Basic Academy approved by the California Commission of Peace Officer Standards and Training (POST). The Basic POST Academy program involves 26 weeks of intensive academic instruction on law enforcement procedures combined with a rigorous physical fitness-training segment. Upon successful completion of the Basic POST Academy, Deputy Sheriff-Recruits will graduate, be sworn in as Peace Officers, and will receive a salary increase to the first step of the Deputy Sheriff classification (\$5,789 - \$7,212).

The table below shows the time required to complete each step of the recruitment process and the number of candidates out of 1000 who pass and fail or withdraw at each step of the process. Most of this data is based on 12 recruitments that were conducted in FY 2014/15.

Recruitment Step	Processing Time in Days	2014 Step Level Failure Rate	2014 Cumulative Failure Rate	Example Using 1000 Applicants		
				Step Level		Cumulative
				Pass	Fail/DQ/Withdraw	Fail/DQ/Withdraw
Application Review	30	19.0%	19.0%	810	190	190
Appeal Period	7					
Testing Notification	14					
Appeared for Testing:		55.4%	63.9%	361	449	639
Written	30	34.7%	76.4%	236	126	764
Physical Agility		13.8%	79.7%	203	32	797
Oral Examination		35.7%	86.9%	131	73	869
<b>Scoring, Ranking, Develop Band A List</b>				<b>131</b>		
Personal History Statement	30	31.7%	91.1%	89	42	869
Pre Background Interview	21					
Polygraph	30	30.5%	93.8%	62	27	938
Background investigation	90	29.2%	95.6%	44	18	956
Captain/Asst. Sheriff Prelim Interview	10		95.6%	44	0	956
Withdrew		39.7%	97.3%	27	17	973
Psch/Medical Evaluation	21	15.8%	97.8%	22	4	978
Captain/Asst. Sheriff Final Interview	10		97.8%	22	0	978
			100.0%		978	
<b>Total Processing Days:</b>	293					
<b>Expressed in months:</b>	9.8					
Academy	182					

**Findings.** The Workgroup found that:

- A. The recruitments require, on average, nearly 10 months to complete.
- B. The average annual number of applications received and accepted peaked in 2012 and 2013, and has since declined: applications received have declined by 40% and applications accepted, by 30%.
- C. The application acceptance rate (the ratio of applications accepted and applications received) has ranged from 16%-28% since 2010 and is currently at about 20%.
- D. Nearly half of the applicants fail to appear for the written exam. Of the applicants who submit T-Scores in lieu of taking the written exam, about half do not appear for the physical agility test. Consequently, within three

months of applying, more than 60% of the applicants withdraw from the recruitment.

E. The recruitment success rate is estimated at 2.2%.

F. Many of the applicants withdraw and reapply due to the County's practice of continuous examination.

## **II. RETENTION**

High turnover is a vicious cycle, i.e., the worse it gets, the worse it gets. The repeating process of recruitment and training, along with low staffing levels, a shrinking array of assignments, and mandatory overtime over an extended period takes a toll on staff and leads to more turnover. Halting the trend can be as challenging as trying to stop a downhill train, especially in an environment of fierce industry competition for staff.

There are many factors that can contribute to high turnover and attrition; certainly compensation, the desirability of assignments, operating policies, equipment and technology, and employee morale are all such factors. In Contra Costa County, even the daily commute can be a contributing factor.

Summaries of deputy exit interviews cited many of these factors but the most common reason cited in the interviews was compensation and, in particular, take-home pay. Consequently, the Working Group focused its efforts on measuring the attrition problem and analyzing why it is occurring in terms of the County's competitiveness on take-home pay.

We measured the problem two different ways: (1) How many of the deputies and recruits who were hired in the last five years also separated during that same period, and (2) In the last five years, how many recruits and deputies were hired, and how many recruits and deputies separated or retired. Our findings on these two measurements follow.

### **Findings.**

#### **A. Analysis of recruits and deputies who were both hired AND who separated (not retired) between May 1, 2010 and April 30, 2015**

1. Since May 2010, 342 recruits and laterals were hired and of those, 110 or 32% separated within five years of hire:

- **Recruits.** The SO hired 299 deputy sheriff recruits and, of those, lost 99 during the same period (33%). Of the 99 recruits that separated:
  - 64 had graduated from the academy to deputy. The chart below shows the time, in years, from the date of promotion at which the separations occurred. Most of the 64 separated 1-2 years from promotion, most likely because after one year as a deputy, they pass probation and meet the minimum lateral transfer experience requirement of other agencies.

<b>DEPUTY SHERIFF-40 HOUR</b>	<b>64</b>
Less than 1	12
Greater than 1, Less than 2	35
Greater than 2, Less than 3	13
Greater than 3	4
<b>Grand Total</b>	<b>64</b>

- 32 of the 299 recruits separated without being promoted. It is assumed that the recruits opted to voluntarily resign in lieu of termination to preserve their standing to work in other agencies.
- 3 recruits were reassigned to different job classes.
- **Laterals.** Between 5/1/10 and 5/1/15, the SO hired 43 lateral deputy sheriffs and lost 11 of those during the same period (26%).

**B. Analysis of recruits and deputies who were hired OR who separated between May 1, 2010 and April 30, 2015:**

1. In the last five years, 342 recruits and laterals were hired (299 were recruits and 43 were lateral hires). During that same period, 168



voluntarily separated (42 were recruits and 126 were post-academy deputies, and another 71 deputies and 61 higher ranking sworn personnel retired.

2. Of the 132 personnel who retired, 25 retired due to disability.

<b>FY</b>	<b>Deputy Sheriff/ Recruit Separations</b>	<b>Sworn Personnel* Retirements</b>	<b>Total</b>
2010/11	16	42	58
2011/12	24	38	62
2012/13	28	19	47
2013/14	51	16	67
2014/15	<u>49</u>	<u>17</u>	<u>66</u>
	168	132	300
<i>* Deputy through Captain</i>			

3. Of the 168 who separated:

- 50 or 30% left within one year of hire
- 80 or 48% left within two years of hire
- 101 or 60% left within three years of hire
- The remaining 40% had greater than three years longevity

<b>DEPUTY SHERIFF-40 HOUR</b>	<b>126</b>
Greater than 1, Less than 2	30
Greater than 2, Less than 3	31
Greater than 3	55
Less than 1	10
<b>DEPUTY SHERIFF-RECRUIT</b>	<b>42</b>
Greater than 3	2
Less than 1	40
<b>Grand Total</b>	<b>168</b>

4. Below are summaries of the ethnicity and gender of the 132 deputies who separated during 2012-2015, when ethnicity and gender data was collected:

Ethnicity	2015	2014	2013	2012	Total	Percent
Caucasion	12	31	9	17	69	48%
Black	1	2	1	1	5	3%
Hispanic	4	11	5	5	25	17%
A/P Islander		2	4	1	7	5%
Filipino			1	2	3	2%
Unknown	<u>5</u>	<u>10</u>	<u>10</u>	<u>11</u>	<u>36</u>	<u>25%</u>
	22	56	30	37	145	100%

Gender	2015	2014	2013	2012	Total	Percent
Male	18	52	26	30	126	87%
Female	<u>4</u>	<u>4</u>	<u>4</u>	<u>7</u>	<u>19</u>	<u>13%</u>
	22	56	30	37	145	100%

5. Of the 168 that separated, 130 or 78% left from the Detention assignment, with the specific breakdown shown below. Only two left from a Patrol assignment.

Left from Unit (Org)	Left from Division (department)	Total
SHERIFF	COURT SYS CIVIL BUREAU	4
	SHERIFF COUNTY PATROL	1
	SHERIFF ORINDA POLICE	1
SHERIFF Total		6
SHERIFF DETENTION	Custody Services Adm	4
	DETENTION TRANSPORTATION	4
	Marsh Crk Detention Facility	28
	Martinez Detention Center	57
	West Co Dention Facility	37
SHERIFF DETENTION Total		130
SHERIFF POLICE SERVICES	Court Security Services	19
	HSD SECURITY SVCS	1
SHERIFF POLICE SERVICES Total		20
OTHER	Other	12
OTHER Total		12
Grand Total		168

6. According to the Sheriff's exit interviews, the Contra Costa agencies that most frequently hired our deputies are: BART (22), Richmond PD (11), Antioch PD (10), Brentwood PD (7), Concord PD (9), San Ramon PD (8) and Pittsburg PD (6).
7. The Cities of El Cerrito, Moraga and Pleasant Hill, and the Counties of Sonoma and Santa Clara all report recruitment and/or retention problems with sworn personnel during the last three years.
8. The majority of recruits whose home addresses were 50+ miles away left to go to agencies outside of the Bay Area.
9. Since we began the study in May, another 29 deputies have voluntarily separated from County service.

### **III. Compensation**

The Workgroup recognized that the influence of compensation on recruitment and retention is different for employees who were hired prior to the enactment of public employees' pension reform (PEPRA) than for new hires. Accordingly, we analyzed salary and employee share of retirement for both pre-PEPRA and post-PEPRA employees. For pre-PEPRA employees, we assumed five years longevity as a post-academy deputy sheriff and adjusted the salary step accordingly. For new hires, we used Step 1 of the post-academy deputy sheriff salary range.

- A. In comparison to Contra Costa cities, Bay Area counties and BART, Contra Costa County is 14%-15% behind the market in net pay:

Comparison Factors	Contra Costa	CCC			
		Average	Median	Relation to Median	CCC Percent Rank
Population 2013	168,323	61,935	59,458	64.7%	100.0%
Violent Crimes 2013	429	241	96	77.7%	81.8%
Violent Crimes/Capita 2013	2.5	3.0	1.9	25.3%	54.1%
Recruit Salary	\$3,771	\$5,101	\$5,198	-37.8%	9.5%
Post Academy Salary	\$5,789	\$6,365	\$6,284	-8.6%	20.8%
Year 5 Salary	\$7,002	\$7,831	\$7,866	-12.3%	16.6%
PEPRA EE Retirement Contribution	17.2%	12.2%	11.7%	31.9%	100.0%
Legacy EE Retirement Contribution	13.1%	10.6%	9.0%	31.2%	87.5%
Net Pay - PEPRA Using Post Acad Salary	\$4,793	\$5,588	\$5,517	-15.1%	12.5%
Net Pay - Legacy/Classic Using Year 5 Salary	\$6,086	\$6,997	\$6,934	-13.9%	16.6%

*\*See supporting data in Exhibit 2.*

- B. In comparison to just those Contra Costa agencies that hire most of the County's deputies (Antioch, BART, Brentwood, Concord, Pittsburg, Richmond, and San Ramon), Contra Costa is nearly 25% behind them in net pay. **(See Exhibit 3)**
- C. 19 of the 24 competing agencies in our analysis are members of CalPERS.
- D. For most CCC Deputies with five years of service, the difference in methodology between the CalPERS and CCCERA FAS (final annual salary) results in a 2½ - 5% difference in FAS in favor of CalPERS (all other things being equal) due to the education incentives. For long-term employees, the CalPERS FAS may be 5%-7½% higher than the CCCERA FAS due to longevity differentials.
- E. Non-retirement benefits offered by competing agencies (uniform allowance, academy tuition, health coverage, incentive pays, special assignment pays, etc.) are generally commensurate with the County's

benefits. However, only about half of the 15 agencies that responded to our survey offer longevity differentials.

- F. Most of the 15 agencies that responded to our survey require, like the Sheriff's Office, the use of in-field computers, electronic incident reporting, the wearing of body armor, and the carrying of tasers; and also provide or require training in community policing and preparedness activities.
- G. Only a handful of the 15 agencies provide or require body cameras or video cameras on the patrol cars.
- H. Some of the competing agencies offer or have previously offered hiring incentives such as a signing bonus or a bank of vacation hours at the time of hire.

#### **IV. Departmental and Public Safety Impacts**

There are broad and varied impacts in both the Custody and Field Operation Bureaus due to high attrition at the rank of Deputy Sheriff.

##### **Custody Services Bureau**

- Security and safety issues to include a reduction in facility searches for all types of contraband to include weapons and drugs due to limited staffing
- No second perimeter Deputy for West County on all shifts
- Reduced free time out of cells for inmates
- Reduced family visitation hours
- Escort Deputies being used to fill gaps in staffing, which reduces critical incident response capability within the facilities

## Field Operations Bureau

- Possible implementation of mandatory “fair-share” overtime to address deputy fatigue
- Reduced enforcement activity – less patrol beats are filled
- Increased response time for Priority 1 calls for service (avg. increase of  $\approx$  2 minutes in 2014)
- Increased sick leave usage (up 18%)
- Two vacant patrol beats, one in unincorporated Concord and Walnut Creek and one in East County
- No capability to do focused problem area enforcement due to the reassignment of the J- Team back to fill patrol beats.
- Reduced Marine Patrol functions (7 deputies had to be reassigned back to patrol. Now only *per diem* employees staff the Marine Patrol.)

Exhibit 1:

DEPUTY SHERIFF RECRUITMENT		
Application Date Range	FY 2014/15	
<b>Step: Application Evaluation</b>		
Passed	3,742	95.5%
Failed	177	4.5%
Total	3,919	100.0%
<b>Step: Written Examination</b>		
Passed	1,264	33.8%
Failed	418	11.2%
Not scored	2,060	55.1%
Total	3,742	100.0%
<b>Step: Physical Agility</b>		
Passed	812	64.2%
Failed	57	4.5%
Not scored	395	31.3%
Total	1,264	100.0%
<b>Step: Oral Examination</b>		
Passed	787	96.9%
Failed	1	0.1%
Not scored	24	3.0%
Total	812	100.0%

## Exhibit 2: Contra Costa County

### Salary and Retirement Comparison for Deputy Sheriff and Recruit

#### Bay Area Counties, Contra Costa Cities & BART

	2013 Population	2013 Violent Crimes	Violent Crimes/ 1,000 Capita	Recruit	Post-Academy Entry Level			PEPRA		Legacy Employee Basic + COLA	5-Year Step Minus LEGACY
					Bottom	5-Year	Top	Range	Employee Basic + COLA	Entry Step Minus PEPRA	
Alameda County UI	146,787	648	4.4	5,420	5,878	7,935	8,308	41%	15.3%	4,982	14.3% 6,801
Marin County UI	68,488	99	1.4	6,112	6,429	7,796	7,796	21%	13.8%	5,542	15.5% 6,585
Napa County UI	26,899	39	1.4	5,881	6,172	8,181	8,181	33%	12.8%	5,385	9.0% 7,445
San Francisco County	N/A	N/A	N/A	5,198	6,379	8,131	8,131	27%	12.5%	5,582	12.5% 7,115
San Mateo County UI	64,615	310	4.8	6,084	6,820	8,526	8,526	25%	14.6%	5,822	11.2% 7,568
Santa Clara County UI	87,182	189	2.2	6,808	7,328	8,909	8,909	22%	10.8%	6,540	9.0% 8,107
Solano County UI	18,790	121	6.4	5,707	6,347	7,715	7,715	22%	12.0%	5,585	9.0% 7,021
Sonoma County UI	152,918	592	3.9	5,429	5,744	6,981	7,747	35%	14.1%	4,935	11.6% 6,171
Antioch	106,447	946	8.9	3,640	7,352	8,937	8,937	22%	11.7%	6,491	9.0% 8,133
BART	N/A	N/A	N/A	4,520	4,746	5,932	7,580	60%	12.0%	4,176	9.0% 5,398
Brentwood	54,301	89	1.6	4,853	6,767	8,225	8,225	22%	11.5%	5,989	9.0% 7,485
Clayton	11,439	2	0.2	N/A	4,845	5,890	5,890	22%	11.7%	4,277	9.0% 5,360
Concord	125,464	407	3.2	3,461	6,190	7,524	7,524	22%	12.0%	5,447	9.0% 6,847
El Cerrito	24,184	92	3.8	4,278	7,032	8,439	8,439	20%	11.5%	6,223	10.5% 7,553
Hercules	24,381	22	0.9	5,910	6,221	7,212	7,212	16%	11.7%	5,492	9.0% 6,563
Martinez	36,910	53	1.4	4,346	5,321	6,447	6,447	21%	11.5%	4,709	9.0% 5,867
Moraga	16,664	11	0.7	N/A	6,035	7,335	7,335	22%	11.7%	5,328	10.0% 6,602
Pinole	18,848	69	3.7	4,333	5,846	7,105	7,105	22%	11.5%	5,174	18.4% 5,798
Pittsburg	66,387	185	2.8	4,898	5,879	7,502	7,802	33%	11.5%	5,203	10.0% 6,752
Pleasant Hill	34,044	55	1.6	4,972	5,718	7,384	7,384	29%	11.5%	5,060	9.0% 6,719
Richmond	107,341	1,112	10.4	4,000	8,298	9,572	9,572	15%	12.3%	7,281	12.0% 8,423
San Pablo	29,893	200	6.7	5,973	7,368	8,956	8,956	22%	11.5%	6,521	12.3% 7,854
San Ramon	74,434	27	0.4	4,333	7,212	9,014	9,014	25%	12.3%	6,329	9.0% 8,203
Walnut Creek	66,149	37	0.6	N/A	6,833	8,302	8,302	21%	11.7%	6,033	9.0% 7,555
Contra Costa County UI	168,323	429	2.5	3,771	5,789	7,002	7,213	25%	17.2%	4,793	13.1% 6,086
Average of Array	61,935	241	3.2	5,111	6,365	7,831	7,960	25.7%	12.2%	5,588	10.6% 6,997
Median of Array	59,458	96	2.5	5,198	6,284	7,866	7,967	21.6%	11.7%	5,517	9.0% 6,934
CCC Relationship to Median	64.7%	77.7%	2.8%	-37.8%	-8.6%	-12.3%	-10.4%	12.4%	31.9%	-15.1%	31.2% -13.9%



### Exhibit 3: Contra Costa County

#### Salary and Retirement Comparison for Deputy Sheriff and Recruit Agencies Who Hire Our Deputies Most Often

	2013 Population	2013 Violent Crimes	Violent Crimes 1,000 Capita	Recruit	Post-Academy Entry Level			PEPRA		Legacy	
					Bottom	5-Year	Top	Range	Employee Basic + COLA	Entry Step Minus PEPRA	Employee Basic + COLA Minus LEGACY
Antioch	106,447	946	8.9	3,640	7,352	8,937	8,937	22%	11.7%	6,491	9.0%
BART	N/A	N/A	N/A	4,520	4,746	5,932	7,580	60%	12.0%	4,176	9.0%
Brentwood	54,301	89	1.6	4,853	6,767	8,225	8,225	22%	11.5%	5,989	9.0%
Concord	125,464	407	3.2	3,461	6,190	7,524	7,524	22%	12.0%	5,447	9.0%
Pittsburg	66,387	185	2.8	4,898	5,879	7,502	7,802	33%	11.5%	5,203	10.0%
Richmond	107,341	1,112	10.4	4,000	8,298	9,572	9,572	15%	12.3%	7,281	12.0%
San Ramon	74,434	27	0.4	4,333	7,212	9,014	9,014	25%	12.3%	6,329	9.0%
Contra Costa County UI	168,323	429	2.5	3,771	5,789	7,002	7,213	25%	17.2%	4,793	13.1%
Average of Array	89,062	461	4.5	4,244	6,635	8,101	8,379	28.2%	11.9%	5,845	9.6%
Median of Array	90,441	296	3.0	4,333	6,767	8,225	8,225	21.6%	12.0%	5,989	9.0%
CCC Relationship to Median	46.3%	31.0%	-18.3%	-14.9%	-16.9%	-17.5%	-14.0%	12.4%	30.2%	-24.9%	31.2%
											-23.0%