

# CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

MARK FARRELL MAYOR

Sent via Electronic Mail

April 5, 2017

KATE FAVETTI PRESIDENT

F. X. CROWLEY VICE PRESIDENT

DOUGLAS S. CHAN COMMISSIONER

SCOTT R. HELDFOND COMMISSIONER

ELIZABETH SALVESON COMMISSIONER

MICHAEL L. BROWN **EXECUTIVE OFFICER** 

# NOTICE OF CIVIL SERVICE COMMISSION MEETING

SUBJECT:

SALARY SURVEY FOR REGISTERED NURSE CLASSIFICATIONS (CHARTER SECTION A8.403), 2018-2019.

The above matter will be considered by the Civil Service Commission at a meeting to be held on April 16, 2018 at 2:00 p.m. in Room 400, Fourth Floor, City Hall, 1 Dr. Carlton B. Goodlett Place.

This item will appear on the Consent Agenda. Please refer to the attached Notice for procedural and other information about Commission hearings. The meeting agenda and all meeting materials will be posted on the Civil Service Commission's website at www.sfgov.org/CivilService under "Meetings" no later than end of day on Wednesday, April 11, 2018.

Attendance by you or an authorized representative is welcome. Should you or your representative not attend, the Commission will rule on the information previously submitted and testimony provided at its meeting.

All non-privileged materials being considered by the Civil Service Commission for this item are available for public inspection and copying at the Civil Service Commission office Monday through Friday from 8:00 a.m. to 5:00 p.m.

CIVIL SERVICE COMMISSION

MICHAEL L. BROWN **Executive Officer** 

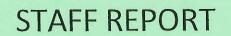
Attachment

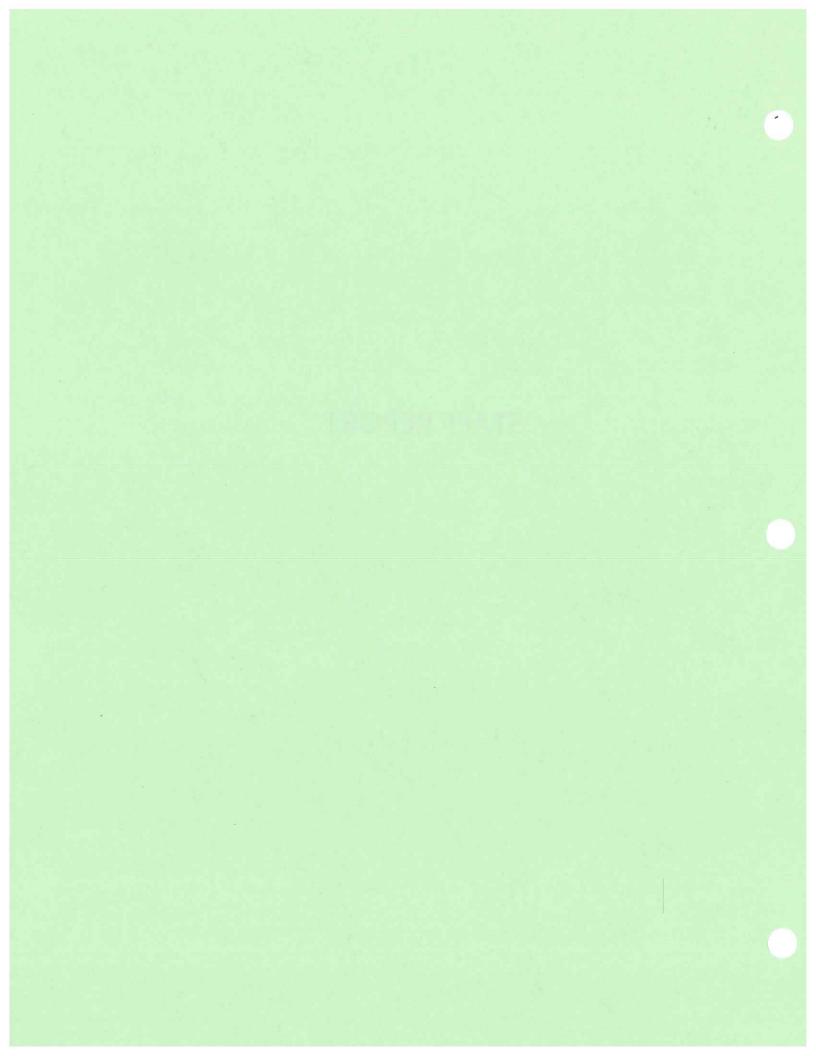
Micki Callahan, Department of Human Resources David Canham, SEIU Local 1021 Cc:

Susan Gard, Department of Human Resources
Claire McCaleb, Department of Human Resources
Steve Ponder, Department of Human Resources
Linda Shipley, Teamsters Local 856
Ron Weigelt, Department of Public Health
Ted Yamasaki, Department of Human Resources

Commission File Commissioners' Binder

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# **CIVIL SERVICE COMMISSION**

1.	CIVIL SERVICE	COMMISSION REGISTER NUM	MBER:	<u> </u>
2.	FOR CIVIL SERV	/ICE COMMISSION MEETING	OF:	April 16, 2018
3.	CHECK ONE:	CONSENT AGENDA	$\boxtimes$	and the state of t
		REGULAR AGENDA		
4.		SALARY SURVEY FOR REGIS (CHARTER SECTION A8.403),		
5.	FOR THE ACUTI	E CARE NURSING CLASSIFICA OULES IN THE SIX BAY AREA	T SMOITA	O THE BOARD OF SUPERVISORS THE HIGHEST PREVAILING ES (PUBLIC & PRIVATE) IN
6.	REPORT PREPAI	RED BY: CLAIRE MCCALEB	TELEF	PHONE NUMBER: 557-4898
7.	NOTIFICATIONS	: SEE ATTACHED		in the state of th
8.		APPROVED FOR CIVIL SERVING RESOURCES DIRECTOR:	ICE AGE	NDA:
		DATE:	1 7 1	0
9.	SUBMIT THE OR NOTIFIED (SEE I TO:	IGINAL TIME-STAMPED COP TEM 7 ABOVE) ALONG WITH	Y OF THI THE REC	S FORM AND PERSONS TO BE QUIRED COPIES OF THE REPORT
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10.	RECEIPT STAMP	THIS FORM IN THE "CSC " BOX TO THE RIGHT USING THE CSC OFFICE.	THE	The second secon
AT	TACHMENT	of .		

#### NOTIFICATIONS:

David Canham Service Employees International Union, Local 1021 350 Rhode Island, Suite 100 South San Francisco, CA 94103

Linda Shipley Teamsters, Local 856 453 San Mateo Avenue San Bruno, CA 94066

Ron Weigelt Department of Public Health Human Resources Office 101 Grove Street San Francisco, CA 94102

Micki Callahan Department of Human Resources 1 South Van Ness Avenue, 4th Floor San Francisco, CA 94103

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Steve Ponder
Department of Human Resources
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San Francisco, CA 94103

Susan Gard Department of Human Resources 1 South Van Ness Avenue, 4th Floor San Francisco, CA 94103

Claire McCaleb Department of Human Resources 1 South Van Ness Avenue, 4th Floor San Francisco, CA 94103

# City and County of San Francisco Mark E. Farrell Mayor



# Department of Human Resources Micki Callahan Human Resources Director

TO:

The Honorable Civil Service Commission

FROM:

Micki Callahan, Human Resources Director

SUBJECT:

Salary Survey of Registered Nurse Classifications, 2018-2019

(Charter Section A8.403)

RECOMMENDATION:

Adopt Staff Report; forward to Board of Supervisors

Charter Section A8.403 requires the Civil Service Commission to certify to the Board of Supervisors the highest collective bargaining salary schedule, at the maximum, for acute care nurses in the six Bay Area counties as of April 15th of each year. It also requires that the Board of Supervisors set a rate of pay for such nurses which does not exceed the schedule certified by the Civil Service Commission.

The Charter specifies: At the time the Board of Supervisors fixes the salary schedule as provided, the Board of Supervisors may fix as conditions and benefits of employment other than salaries as compensation for each classification, conditions and benefits not to exceed the intent of those conditions and benefits granted by collective bargaining agreements to comparable classifications by the employer used for certification of the highest prevailing salary schedule by the civil service commission. The Board of Supervisors may establish such conditions and benefits notwithstanding other provisions or limitations of this Charter, with the exception that such conditions and benefits shall not involve any change in the administration of or benefits of the Retirement System, health service system or vacation allowances provided elsewhere in this Charter.

The City and SEIU Local 1021 are currently in the second year of a three-year collective bargaining agreement covering the City's registered nurses. The purpose of this certification is to demonstrate that the value of wages and benefits provided by that collective bargaining agreement conform to the limits provided by the Charter.

The Department of Human Resources is submitting to the Civil Service Commission for certification to the Board of Supervisors the following:

# I. Certification of the Highest Prevailing Salary Schedule

The highest prevailing salary schedule, at maximum, in effect on April 15, 2018 for the acute

Date: April 16, 2018

care staff nurse classification granted by collective bargaining agreement is \$90.22 per hour. This was determined after conducting a survey of the following Bay Area hospitals and medical centers: Alameda County Medical Center, Contra Costa County Regional Medical Center, Marin General Hospital, San Mateo County Medical Center, Santa Clara Valley Medical Center, Stanford Medical Center, and UCSF Medical Center. The survey includes both public and private entities. Given the competitive nature of the labor market, maintaining the confidentiality of the private organizations is essential to ensuring their future cooperation, and consistent with salary survey best practices. Therefore, the highest payer will not be indicated by name, because the medical center specifically provided this data on the condition of anonymity. It should be noted that the medical center with the highest prevailing salary schedule, at maximum, for a journey-level nurse rate is \$12.01 higher per hour than our current hourly rate of \$78.21. For the purpose of this report, the medical center with the highest prevailing salary schedule, at maximum, will be referred to as "Medical Center A."

Some pertinent facts regarding the wages and conditions of the survey:

- 1. The survey confirmed with Medical Center A that the classification duties, responsibilities and minimum qualifications of its nurses are comparable to those of the CCSF Registered Nurse classification. The survey matched the level that is considered the journey-level classification.
- 2. It should be noted that Medical Center A requires 30 years of service to reach the maximum wage rate. Registered nurses employed by the City and County of San Francisco require only 21 years to reach the maximum wage rate. At 21 years, Medical Center A is approximately \$10.24 higher per hour than our current hourly rate of \$78.21.
- II. Certification of the wage and benefit hourly difference between the City and County of San Francisco and the employer with the highest prevailing wage rate

Since Medical Center A's Clinical Nurse II rate of pay exceeds that of the City and County of San Francisco's Registered Nurse, the attached table is provided to establish the dollar difference of maximum salary plus the dollar value of health, vacation and applicable benefits, pursuant to Charter Section A8.403(f), between CCSF and Medical Center A's comparable journey-level nurse classification.

## A. Health Benefits

1. The relevant collective bargaining agreements provide for basic health care for nurses and their dependents. Medical Center A pays \$647.21 to \$3,683.01 per month per nurse, i.e. \$3.73 to \$21.25 per hour, and offers three health plans. The

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City and County and SEIU Local 1021 current collective bargaining agreement establishes the model for employee health insurance premiums. The City and County pays from \$613.51 to \$2,005.03 per month per nurse, i.e. \$3.54 to \$11.57 per hour, depending on which of the three health plans the nurse chooses. Medical Center A's maximum benefit of \$3,683.01 per month exceeds the City & County's maximum contribution of \$2,005.03 by approximately \$9.68 per hour.

2. Medical Center A also provides a dental coverage plan for such nurses, spouses and/or dependents at a maximum contribution cost of \$162.83 per month. The maximum coverage for the City and County nurses costs \$189.11 per month. The maximum monthly contribution rate for the City and County is approximately \$0.15 per hour more than Medical Center A.

#### B. Paid Time Off

1. Medical Center A's collective bargaining agreement contains provisions for paid time off accruals to be used for vacation, illness, holidays, family emergencies, religious observances, preventative health and dental care, and other excused elective absences. Paid time off is accrued depending on length of service.

Medical Center A nurses accrue the following number of days off:

First Year	26 days off earned
Second through third year	31 days off earned
Fourth through ninth year	36 days off earned
Tenth and subsequent years	39 days off earned

The City and County of San Francisco's equivalent benefits (vacation, paid sick leave and holidays) are as follows:

First through fifth year	37 days off earned
More than fifth year through fifteenth year	42 days off earned
More than fifteenth year and subsequent year	47 days off earned

2. In addition, the City and County has a Longevity Leave provision of 1 to 6 days depending on length of service. The value of this benefit ranges from \$0.24 to \$1.80 per hour. Medical Center A does not offer this benefit.

#### C. Summary of Wages and Benefits

The total hourly dollar value of Medical Center A's Staff Nurse II for wages and benefits

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at the maximum rate of pay and 30 years of service exceeds the wage rate and like benefits for the City and County of San Francisco by \$19.13 per hour.

## D. Additional Notes

Because no actuarial information was available from the private institutions surveyed, we are unable to note any information regarding retirement comparisons.

## III. Recommendations

1. Adopt Staff Report; certify to the Board of Supervisors Medical Center A's Staff Nurse II rate of \$90.22 is the highest prevailing wage rate in effect on April 15, 2017.

Respectfully submitted,

Steve Ponder

Classification and Compensation Director

Medical Center A's cunical Nurse II and The City and County of San Francisco's Registered Nurse as of April 15, 2018

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	CCSF MCA CCSF CCSF		Hourly Hourly (under) Hourly	\$11.57 \$21.25 (\$9.68)	\$11.57 \$21.25 (\$9.68) \$1.09	\$11.57 \$21.25 (\$9.00) \$1.00 \$11.57 \$21.05 (\$9.00) \$1.00	\$21.25 (\$9.68) \$1.09	\$11.57 \$21.25 (\$9.68)	\$11.57 \$21.25 (\$9.68)	\$11.57 \$21.25 (\$9.68) \$1.09	\$11.57 \$21.25 (\$9.68) \$1.09	\$11.57 \$21.25 (\$9.68) \$1.09	\$11.57 \$21.25 (\$9.68) \$1.09	(\$11.40) \$11.57 \$21.25 (\$9.68) \$1.09	(871 AD) 811.5 (85 85) 871 AD (87 85)	\$11.57 \$21.25 (\$9.68) \$1.09	\$11.57 \$21.25 (\$9.68) \$1.09	\$11.57 \$21.25 (\$9.68)	\$11.57 \$21.25 (\$9.68) \$1.09	\$11.57 \$21.25 (\$9.68)	\$11.57 \$21.25 (\$9.68)	\$21.25 (\$9.68)	\$11.57 \$21.25 (\$9.68)	\$11.57 \$21.25 (\$9.68)	\$11.5 (\$8.68) \$1.09	\$21.25 (\$8.68) \$1.09	91.15 (\$8.88) \$7.75	\$11.57 \$21.25 (\$9.68) \$1.09	\$11.57 \$21.25 (\$9.68) \$1.09	\$11.57 \$21.25 (\$9.68)	(\$11.12) \$11.57 \$21.25 (\$9.68)	(\$1.20 ct) \$11.57 \$21.25 (\$9.68) \$1.08	(\$12.01) \$11.5/ \$21.25 (\$9.68)
Health Insurance	CCSF CCSF MCA CCSF CCSF	overi	(under) Hourly Hourly (under) Hourly	2 (\$6.93) \$11.57 \$21.25 (\$9.68)	3 (\$9.50) \$11.57 \$21.25 (\$9.68) \$1.09	5 (\$1141) \$11.57 \$21.25 (\$9.00) \$1.00	6 (\$12.66) \$11.57 \$21,25 (\$9.68) \$1.09	7 (\$13.65) \$11.57 \$21.25 (\$9.68)	7 (\$13.65) \$11.57 \$21.25 (\$9.68)	8 (\$14.93) \$11.57 \$21.25 (\$9.68) \$1.09	8 (\$12.79) \$11.57 \$21.25 (\$9.68) \$1.09	8 (\$12.79) \$11.57 \$21.25 (\$9.68) \$1.09	8 (\$12.79) \$11.57 \$21.25 (\$9.68) \$1.09	9 (#11.40) #11.57 \$21,25 (\$9.68) #1.09	9 (\$11.40) \$11.50 (\$2.125 (\$1.09 6.1.09 6.1.09 6.1.09 6.1.09	9 (\$11.40) \$11.57 \$21.25 (\$9.68) \$1.09	9 (\$11.40) \$11.57 \$21.25 (\$9.68) \$1.09	10 (\$13.10) \$11.57 \$21.25 (\$9.68)	10 (\$10.80) \$11.57 \$21.25 (\$9.68) \$1.09	10 (\$40.80) \$11.57 \$21.25 (\$8.68)	10 (\$10.80) \$11.57 \$21.25 (\$9.68)	11 (\$12.53) \$11.57 \$21.25 (\$9.68)	(\$10.24) \$11.57 \$21.25 (\$9.68)	11 (\$10.24) \$11.57 \$21.25 (\$9.68)	11 (\$10.24) \$11.5 (\$21.25 (\$9.68) \$1.09	11 (\$10.24) \$11.5/ \$21.25 (\$8.68) \$1.09	80.178 (88.68) \$7.1.6 (48.68)	72 (\$11.12) \$11.57 \$21.25 (\$9.68) \$1.09	12 (\$11.12) \$11.57 \$21.25 (\$9.68) \$1.09	12 (\$11.12) \$11.57 \$21.25 (\$9.68)	12 (\$11.12) \$11.57 \$21.25 (\$9.68)	13 (\$12.01) \$11.57 \$21.25 (\$9.68) \$1.09	13 (\$12.01) \$11.5/ \$21.25 (\$9.68)
	CCSF MCA CCSF CCSF	overi	(under) Hourly Hourly (under) Hourly	2 (\$6.93) \$11.57 \$21.25 (\$9.68)	\$11.57 \$21.25 (\$9.68) \$1.09	5 (\$1141) \$1157 \$2125 (\$8.00) \$1.00	6 (\$12.66) \$11.57 \$21,25 (\$9.68) \$1.09	7 (\$13.65) \$11.57 \$21.25 (\$9.68)	7 (\$13.65) \$11.57 \$21.25 (\$9.68)	8 (\$14.93) \$11.57 \$21.25 (\$9.68) \$1.09	8 (\$12.79) \$11.57 \$21.25 (\$9.68) \$1.09	8 (\$12.79) \$11.57 \$21.25 (\$9.68) \$1.09	\$11.57 \$21.25 (\$9.68) \$1.09	9 (\$11.40) \$11.57 \$21.25 (\$9.68) \$1.09	9 (\$11.40) \$11.50 (\$2.125 (\$1.09 6.1.09 6.1.09 6.1.09 6.1.09	9 (\$11.40) \$11.57 \$21.25 (\$9.68) \$1.09	9 (\$11.40) \$11.57 \$21.25 (\$9.68) \$1.09	10 (\$13.10) \$11.57 \$21.25 (\$9.68)	\$11.57 \$21.25 (\$9.68) \$1.09	10 (\$40.80) \$11.57 \$21.25 (\$8.68)	10 (\$10.80) \$11.57 \$21.25 (\$9.68)	11 (\$12.53) \$11.57 \$21.25 (\$9.68)	(\$10.24) \$11.57 \$21.25 (\$9.68)	11 (\$10.24) \$11.57 \$21.25 (\$9.68)	\$11.5 (\$8.68) \$1.09	11 (\$10.24) \$11.5/ \$21.25 (\$8.68) \$1.09	80.178 (88.68) \$7.1.6 (48.68)	72 (\$11.12) \$11.57 \$21.25 (\$9.68) \$1.09	12 (\$11.12) \$11.57 \$21.25 (\$9.68) \$1.09	12 (\$11.12) \$11.57 \$21.25 (\$9.68)	(\$11.12) \$11.57 \$21.25 (\$9.68)	13 (\$12.01) \$11.5/ \$21.25 (\$9.68) \$1.09	13 (\$12.01) \$11.5/ \$21.25 (\$9.68)
Base Salary Health Insurance	MCA COSF MCA COSF COSF	over/	Hourly (under) Hourly Hourly (under) Hourly	1 \$66.48 2 (\$6.93) \$11.57 \$21.25 (\$9.68)	7 \$59.05 3 (\$9.50) \$11.57 \$21.25 (\$9.68) \$1.09	3 \$74.76 5 (\$11.41) \$11.57 \$21.25 (\$9.88) \$1.09	6 (\$12.66) \$11.57 \$21,25 (\$9.68) \$1.09	7 (\$13.65) \$11.57 \$21.25 (\$9.68)	7 (\$13.65) \$11.57 \$21.25 (\$9.68)	8 (\$14.93) \$11.57 \$21.25 (\$9.68) \$1.09	8 (\$12.79) \$11.57 \$21.25 (\$9.68) \$1.09	8 (\$12.79) \$11.57 \$21.25 (\$9.68) \$1.09	8 (\$12.79) \$11.57 \$21.25 (\$9.68) \$1.09	9 (#11.40) #11.57 \$21,25 (\$9.68) #1.09	9 (\$11.40) \$11.50 (\$2.125 (\$1.09 6.1.09 6.1.09 6.1.09 6.1.09	9 (\$11.40) \$11.57 \$21.25 (\$9.68) \$1.09	9 (\$11.40) \$11.57 \$21.25 (\$9.68) \$1.09	10 (\$13.10) \$11.57 \$21.25 (\$9.68)	10 (\$10.80) \$11.57 \$21.25 (\$9.68) \$1.09	10 (\$40.80) \$11.57 \$21.25 (\$8.68)	10 (\$10.80) \$11.57 \$21.25 (\$9.68)	11 (\$12.53) \$11.57 \$21.25 (\$9.68)	(\$10.24) \$11.57 \$21.25 (\$9.68)	11 (\$10.24) \$11.57 \$21.25 (\$9.68)	11 (\$10.24) \$11.5 (\$21.25 (\$9.68) \$1.09	11 (\$10.24) \$11.5/ \$21.25 (\$8.68) \$1.09	80.178 (88.68) \$7.1.6 (48.68)	72 (\$11.12) \$11.57 \$21.25 (\$9.68) \$1.09	12 (\$11.12) \$11.57 \$21.25 (\$9.68) \$1.09	\$89.34 12 (\$11.12) \$11.57 \$21.25 (\$9.68)	12 (\$11.12) \$11.57 \$21.25 (\$9.68)	800.22 (3 (\$12.01) \$11.57 (\$21.25 (\$9.68) \$1.09	\$50,22 13 (\$12,01) \$11.5/ \$21.25 (\$9,68)
Base Salary Health Insurance	CCSF MCA CCSF MCA CCSF CCSF CCSF	overi	Hourly (under) Hourly Hourly (under) Hourly	1 \$66.48 2 (\$6.93) \$11.57 \$21.25 (\$9.68)	3 (\$9.50) \$11.57 \$21.25 (\$9.68) \$1.09	3 \$74.76 5 (\$11.41) \$11.57 \$21.25 (\$9.88) \$1.09	4 \$77.81 6 (\$12.66) \$11.57 \$21.25 (\$9.68) \$1.09	5 \$80.84 7 (\$13.65) \$11.57 \$21.25 (\$9.68)	3 5 \$80.84. 7 (\$13.65) \$11.57 \$21.25 (\$9.68)	6 \$84.18 8 (\$14.93) \$11.57 \$21.25 (\$9.68) \$1.09	\$84.18 8 (\$12.79) \$11.57 \$21.25 (\$9.68) \$1.09	7 \$84.18 8 (\$12.79) \$11.57 \$21.25 (\$9.68) \$1.09	8 (\$12.79) \$11.57 \$21.25 (\$9.68) \$1.09	8 450.02 (411.40) 411.57 421.25 (49.68) 41.09	8 \$85.07 9 (\$41.40) \$41.57 \$1.26 (\$5.09) \$41.09	8 \$85.02 9 (\$11.40) \$11.57 \$21.25 (\$9.68) \$1.09	9 (\$11.40) \$11.57 \$21.25 (\$9.68) \$1.09	8 \$86.73 10 (\$13.10) \$11.57 \$21.25 (\$9.68)	10 (\$10.80) \$11.57 \$21.25 (\$9.68) \$1.09	9 586.73 10 (\$40.00) \$11.37 \$21.25 (\$40.00)	9 \$86.73 10 (\$10.80) \$11.57 \$21.25 (\$9.68)	9 \$88.45 (11 (\$12.53) \$11.57 \$21.25 (\$9.68)	10 \$88.45 11 (\$10.24) \$11.57 \$21.25 (\$9.68)	11 (\$10.24) \$11.57 \$21.25 (\$9.68)	11 (\$10.24) \$11.57 \$21.25 (\$9.68) \$1.09	10 eac.43 11 (\$10.24) \$11.57 \$21.25 (\$8.66) \$1.09	90.54 (85.54) (2.1.54) (2.1.54) (2.1.54) (2.1.54) (2.1.54) (2.1.54)	12 488.34 12 (411.12) 411.57 421.25 (48.68) 61.09	10 \$89.34 12 (\$11.12) \$11.57 \$21.25 (\$9.68) \$1.09	10 \$89.34 12 (\$11.12) \$11.57 \$21.25 (\$9.68)	\$89.34 12 (\$11.12) \$11.57 \$21.25 (\$9.68)	40 600 22 (\$4,68) \$71.15 (\$1,50) \$1.08 01 00 00 00 00 00 00 00 00 00 00 00 00	13 (\$1.2.01) \$11.5/ \$21.25 (\$9.68)
S Base Salary Health Insurance	CCSF MCA CCSF MCA CCSF CCSF CCSF	over/	Hourly Hourly (under) Hourly Hourly (under) Hourly	1 \$66.48 2 (\$6.93) \$11.57 \$21.25 (\$9.68)	7 \$59.05 3 (\$9.50) \$11.57 \$21.25 (\$9.68) \$1.09	3 \$74.76 5 (\$11.41) \$11.57 \$21.25 (\$9.88) \$1.09	4 \$77.81 6 (\$12.66) \$11.57 \$21.25 (\$9.68) \$1.09	5 \$80.84 7 (\$13.65) \$11.57 \$21.25 (\$9.68)	5 \$80.84. 7 (\$13.65) \$11.57 \$21,26 (\$9.68)	6 \$84.18 8 (\$14.93) \$11.57 \$21.25 (\$9.68) \$1.09	\$84.18 8 (\$12.79) \$11.57 \$21.25 (\$9.68) \$1.09	7 \$84.18 8 (\$12.79) \$11.57 \$21.25 (\$9.68) \$1.09	\$71.59 \ \$44.18 \ \$ (\$12.79) \$11.57 \$21.25 (\$9.68) \$1.09	573.63 B 686.03 C (\$11.44) \$11.57 \$21.25 (\$9.68) \$1.09	\$73.63 8 \$85.07 0 (\$411.40) \$41.07 \$21.20 (\$41.08) \$1.09	\$73.63 8 \$85.02 9 (\$11.40) \$11.57 \$21.25 (\$9.68) \$1.09	\$73.63 8 \$65.02 9 (\$11.40) \$11.57 \$21.25 (\$9.68) \$1.09	\$73.63 8 \$86.73 10 (\$13.10) \$11.57 \$21.25 (\$9.68)	9 586.73 10 (\$10.80) \$11.57 \$21.25 (\$9.68) \$1.09	\$75.93 9 \$86.73 10 (\$40.80) \$11.57 \$21.25 (\$8.68)	\$75.93 9 \$86.73 (0 (\$10.80) \$11.57 \$21.25 (\$9.68)	\$75.93 9 \$88.45 11 (\$12.53) \$11.57 \$21.25 (\$9.68)	\$78.21 10 \$88.45 11 (\$10.24) \$11.57 \$21.25 (\$9.68)	10 \$88.45 11 (\$10.24) \$11.57 \$21,25 (\$9.68)	90.23 10 900.45 11 (\$10.24) \$11.5/ \$21.25 (\$9.68) \$1.09	678 24 40 680 34 42 (644 42) 544 57 524 05 (46.68) 64.09	80.175 (\$6.56) 57.176 (\$7.116) 21 40.666 01 52.076	47.09 47.12 48.09 47.12 47.12 47.12 47.12 67.09 67.09	\$4.8.21 10 \$89.34 12 (\$11.12) \$11.57 \$21.25 (\$9.68) \$1.09	\$78.21 10 \$89.34 12 (\$11.12) \$11.57 \$21.25 (\$9.68)	10 \$89.34 12 (\$11.12) \$11.57 \$21.25 (\$9.68)	40 600 00 40 (\$4,68) \$11.0 (\$4,68) \$1.08	970.21 10 \$90.22 13 (\$12.01) \$11.5/ \$21.25 (\$9.68)

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\* Paid Time Off includes vacation, sick and holiday leave as well as other elective absences.

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