



**CIVIL SERVICE COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**

**DANIEL LURIE
MAYOR**

Sent via Electronic Mail

May 22, 2025

NOTICE OF CIVIL SERVICE COMMISSION MEETING

SUBJECT: SALARY SURVEY FOR REGISTERED NURSE CLASSIFICATIONS (CHARTER SECTION A8.403), FY 2025-2026.

The above matter will be considered by the Civil Service Commission at a hybrid meeting (in-person and virtual) in Room 400, City Hall, 1 Dr. Goodlett Place, San Francisco, California 94102 and through Cisco WebEx to be held on **June 2, 2025, at 2:00 p.m.**

This item will appear on the Consent Agenda. Please refer to the attached notice for procedural and other information about Commission hearings.

Attendance by you or an authorized representative is recommended. Should you or your representative not attend, the Commission will rule on the information previously submitted and testimony provided at its meeting. All calendared items will be heard and resolved at this time unless good reasons are presented for a continuance.

CIVIL SERVICE COMMISSION

LAVENA HOLMES
Deputy Director

Attachment

Cc: Oumar Fall, Oumar.Fall@SEIU1021.ORG
Mark Leach, mleach@ibt856.org
Luenna Kim, Department of Public Health
Carol Isen, Department of Human Resources
Kate Howard, Department of Human Resources
Steve Ponder, Department of Human Resources
Commission File
Commissioners' Binder
Chron

NOTICE OF COMMISSION HEARING POLICIES AND PROCEDURES

A. Commission Office

The Civil Service Commission office is located at, 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102. The telephone number is (628) 652-1100. The fax number is (628) 652-1109. The email address is civilservice@sfgov.org and the web address is www.sfgov.org/civilservice/. Office hours are from 8:00 a.m. to 5:00 p.m., Monday through Friday.

B. Policy Requiring Written Reports

It is the policy of the Civil Service Commission that except for appeals filed under Civil Service Commission Rule 111A Position-Based Testing, all items appearing on its agenda be supported by a written report prepared by Commission or departmental staff. All documents referred to in any Agenda Document are posted adjacent to the Agenda, or if more than one (1) page in length, available for public inspection and copying at the Civil Service Commission office. Reports from City and County personnel supporting agenda items are submitted in accordance with the procedures established by the Executive Officer. Reports not submitted according to procedures, in the format and quantity required, and by the deadline, will not be calendared.

C. Policy on Written Submissions by Appellants

All written material submitted by appellants to be considered by the Commission in support of an agenda item shall be submitted to the Commission office, no later than 5:00 p.m. on the fourth (4th) business day preceding the Commission meeting for which the item is calendared (ordinarily, on Tuesday). An original copy on 8 1/2-inch X 11 inch paper, three-hole punched on left margin, and page numbered in the bottom center margin, shall be provided. Written material submitted for the Commission's review becomes part of a public record and shall be open for public inspection.

D. Policy on Materials being Considered by the Commission

Copies of all staff reports and materials being considered by the Civil Service Commission are available for public view 72 hours prior to the Civil Service Commission meeting on the Civil Service Commission's website at <https://sf.gov/civilservice> and in its office located at 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102. If any materials related to an item on this agenda have been distributed to the Civil Service Commission after distribution of the agenda packet, those materials will be available for public inspection at the Civil Service Commission's during normal office hours (8:00 a.m. to 5:00 p.m. Monday through Friday).

E. Policy and Procedure for Hearings to be Scheduled after 5:00 p.m. and Requests for Postponement

A request to hear an item after 5:00 p.m. should be directed to the Executive Officer as soon as possible following the receipt of notification of an upcoming hearing. Requests may be made by telephone at (628) 652-1100 and confirmed in writing or by fax at (628) 652-1109.

A request for a postponement (continuance) to delay an item to another meeting may be directed to the Commission Executive Officer by telephone or in writing. Before acting, the Executive Officer may refer certain requests to another City official for recommendation. Telephone requests must be confirmed in writing prior to the meeting. Immediately following the "Announcement of Changes" portion of the agenda at the beginning of the meeting, the Commission will consider a request for a postponement that has been previously denied. Appeals filed under Civil Service Commission Rule 111A Position-Based Testing shall be considered on the date it is calendared for hearing except under extraordinary circumstances and upon mutual agreement between the appellant and the Department of Human Resources.

F. Policy and Procedure on Hearing Items Out of Order

Requests to hear items out of order are to be directed to the Commission President at the beginning of the agenda. The President will rule on each request. Such requests may be granted with mutual agreement among the affected parties.

G. Procedure for Commission Hearings

All Commission hearings on disputed matters shall conform to the following procedures: The Commission reserves the right to question each party during its presentation and, in its discretion, to modify any time allocations and requirements.

If a matter is severed from the *Consent Agenda* or the *Ratification Agenda*, presentation by the opponent will be for a maximum time limit of five (5) minutes and response by the departmental representative for a maximum time limit of five (5) minutes. Requests by the public to sever items from the [*Consent Agenda* or] *Ratification Agenda* must be provided with justification for the record.

For items on the *Regular Agenda*, presentation by the departmental representative for a maximum time of five (5) minutes and response by the opponent for a maximum time limit of five (5) minutes.

For items on the *Separations Agenda*, presentation by the department followed by the employee or employee's representative shall be for a maximum time limit of ten (10) minutes for each party unless extended by the Commission.

Each presentation shall conform to the following:

1. Opening summary of case (brief overview);
2. Discussion of evidence;
3. Corroborating witnesses, if necessary; and
4. Closing remarks.

The Commission may allocate five (5) minutes for each side to rebut evidence presented by the other side.

H. Policy on Audio Recording of Commission Meetings

As provided in the San Francisco Sunshine Ordinance, all Commission meetings are audio recorded in digital form. These audio recordings of open sessions are available starting on the day after the Commission meeting on the Civil Service Commission website at www.sfgov.org/civilservice/.

I. Speaking before the Civil Service Commission

Speaker cards are not required. The Commission will take in-person public comment on all items appearing on the agenda at the time the item is heard. The Commission will take public comment on matters not on the Agenda, but within the jurisdiction of the Commission during the "Requests to Speak" portion of the regular meeting. Maximum time will be three (3) minutes. A subsequent comment after the three (3) minute period is limited to one (1) minute. The timer shall be in operation during public comment. Upon any specific request by a Commissioner, time may be extended. People who have received an accommodation due to a disability (as described below) may provide their public comments remotely. The Commission will also allow public comment from members of the public who choose to participate remotely. It is possible that the Commission may experience technical challenges that interfere with the ability of members of the public to participate in the meeting remotely. If that happens, the Commission will attempt to correct the problem, but may continue the hearing so long as people attending in-person are able to observe and offer public comment.

J. Public Comment and Due Process

During general public comment, members of the public sometimes wish to address the Civil Service Commission regarding matters that may come before the Commission in its capacity as an adjudicative body. The Commission does not restrict this use of general public comment. To protect the due process rights of parties to its adjudicative proceedings, however, the Commission will not consider, in connection with any adjudicative proceeding, statements made during general public comment. If members of the public have information that they believe to be relevant to a matter that will come before the Commission in its adjudicative capacity, they may wish to address the Commission during the public comment portion of that adjudicative proceeding. The Commission will not consider public comment in connection with an adjudicative proceeding without providing the parties an opportunity to respond.

K. Policy on use of Cell Phones, Pagers and Similar Sound-Producing Electronic Devices at and During Public Meetings

The ringing and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing or use of a cell phone, pager, or other similar sound-producing electronic devices.

Information on Disability Access

*** Temporary Wheelchair-accessible entrances are located on Van Ness Avenue and Grove Street. Please note the wheelchair lift at the Goodlett Place/Polk Street is temporarily not available. After multiple repairs that were followed by additional breakdowns, the wheelchair lift at the Goodlett/Polk entrance is being replaced for improved operation and reliability.**

The Civil Service Commission normally meets in Room 400 (Fourth Floor) City Hall, 1 Dr. Carlton B. Goodlett Place. However, meetings not held in this room are conducted in the Civic Center area. City Hall is wheelchair accessible. The closest accessible BART station is the Civic Center, located 2 ½ blocks from City Hall. Accessible MUNI lines serving City Hall are 47 Van Ness Avenue, 9 San Bruno and 71 Haight/Noriega, as well as the METRO stations at Van Ness and Market and at Civic Center. For more information about MUNI accessible services, call (415) 923-6142. Accessible curbside parking has been designated at points in the vicinity of City Hall adjacent to Grove Street and Van Ness Avenue.

The following services are available on request 48 hours prior to the meeting; except for Monday meetings, for which the deadline shall be 4:00 p.m. of the last business day of the preceding week. For American Sign Language interpreters or the use of a reader during a meeting, a sound enhancement system, and/or alternative formats of the agenda and minutes, please contact the Commission office to make arrangements for the accommodation. Late requests will be honored, if possible.

Individuals with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities should call our ADA coordinator at (628) 652-1100 or email civilservice@sfgov.org to discuss meeting accessibility. In order to assist the City's efforts to accommodate such people, attendees at public meetings are reminded that other attendees may be sensitive to various chemical-based products. Please help the City to accommodate these individuals.

Know your Rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, or to obtain a free copy of the Sunshine Ordinance, contact Victor Young, Administrator of the Sunshine Ordinance Task Force, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102-4689 at (415) 554-7724, by fax: (415) 554-7854, by e-mail: sotf@sfgov.org, or on the City's website at www.sfgov.org/bdsupvrs/sunshine.

San Francisco Lobbyist Ordinance

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance (San Francisco Campaign and Governmental Conduct Code Section 2.100) to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Ave., Suite 220, San Francisco, CA 94102, telephone (415) 252-3100, fax (415) 252-3112 and web site <https://sfethics.org/>.

CSC RECEIPT STAMP

NOTIFICATIONS:

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TO: The Honorable Civil Service Commission

FROM: Carol Isen, Human Resources Director

SUBJECT: **Salary Survey of Registered Nurse Classifications,
FY2025-2026**
(Charter Section 48.403)

RECOMMENDATION: Adopt Staff Report; forward to Board of Supervisors

Charter Section 48.403 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 first 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, 2025 for the acute care staff nurse classification granted by collective bargaining agreement is \$121.09 per hour. This was determined after conducting a survey of the following Bay Area hospitals and medical

centers: Alameda County Medical Center, Alta Bates-Summit Medical Center, California Pacific Medical Center, Children's Hospital Medical Center (UCSF Benioff), Chinese Hospital, Contra Costa County Regional Medical Center, Kaiser Permanente Medical Care, MarinHealth Medical Center, San Mateo County General Hospital, Santa Clara Valley Medical Center, St Mary's Medical Center, Stanford (CRONA), UCSF Medical Center and Washington Hospital. 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 \$15.01 higher per hour than our current hourly rate of \$106.08. 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 20 years to reach the maximum wage rate. At 20 years, Medical Center A is approximately \$12.60 higher per hour than our current hourly rate of \$106.08.

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

The relevant collective bargaining agreements provide for basic health care for nurses and their dependents. Medical Center A pays \$897.11 to \$5,098.25 per month per nurse, i.e. \$5.18 to \$29.41 per hour for health, dental, and vision insurance, depending on which health and dental plan the nurse chooses. The City and County and SEIU Local 1021

current collective bargaining agreement establishes the model for employee health and dental insurance premiums. The City and County pays from \$816.40 to \$3,111.25 per month per nurse, i.e. \$4.71 to \$17.95 per hour for health, dental, and vision insurance, depending on which health and dental plan the nurse chooses. Medical Center A's maximum benefit of \$5,098.25 per month exceeds the City & County's maximum contribution of \$3,111.25 by approximately \$11.46 per hour.

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 through second year | 27 days off earned |
| More than second year through fourth year | 32 days off earned |
| More than fourth year through ninth year | 37 days off earned |
| More than tenth and subsequent years | 40 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 | 38 days off earned |
| More than fifth year through fifteenth year | 43 days off earned |
| More than fifteenth year and subsequent years | 48 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 \$0.33 to \$2.45 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 Clinical Nurse II for wages and benefits 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 \$23.07 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.

Recommendations

1. Adopt Staff Report; certify to the Board of Supervisors Medical Center A's Clinical Nurse II rate of \$121.09 is the highest prevailing wage rate in effect on April 15, 2025.

Respectfully submitted,



Steve Ponder
Classification and Compensation Director

COMPARISON OF WAGES AND BENEFITS

Medical Center A's Clinical Nurse II
and
The City and County of San Francisco's Registered Nurse
as of April 15, 2025

| Years of Service | Base Salary | | | | | Health and Dental Insurance | | | Paid Time Off* | | | | | Longevity Days Off | | | Total Value | | Total Hourly |
|------------------------|-------------|------|----------|------|--------------------------|-----------------------------|---------|--------------------------|----------------|---------|------|---------|--------------------------|--------------------|--------|--------------------------|---------------------|----------|---|
| | CCSF | | MC A | | CCSF over/ (under) | CCSF | | CCSF over/ (under) | CCSF | | MC A | | CCSF over/ (under) | CCSF | | CCSF over/ (under) | Salary and Benefits | | Difference CCSF over/ (under) Med Center A |
| | Hourly | Step | Hourly | Step | | Hourly | Hourly | | # | Hourly | # | Hourly | | # | Hourly | | CCSF | MC A | |
| 0.0 | \$79.25 | 1 | \$89.20 | 1 | (\$9.95) | \$17.95 | \$29.41 | (\$11.46) | 38 | \$11.58 | 27 | \$9.26 | \$2.32 | 0 | \$0.00 | \$0.00 | \$108.78 | \$127.87 | (\$19.09) |
| 0.5 | \$79.25 | 1 | \$92.64 | 2 | (\$13.39) | \$17.95 | \$29.41 | (\$11.46) | 38 | \$11.58 | 27 | \$9.62 | \$1.96 | 0 | \$0.00 | \$0.00 | \$108.78 | \$131.67 | (\$22.89) |
| 1.0 | \$81.73 | 2 | \$92.64 | 2 | (\$10.92) | \$17.95 | \$29.41 | (\$11.46) | 38 | \$11.94 | 27 | \$9.62 | \$2.32 | 0 | \$0.00 | \$0.00 | \$111.62 | \$131.67 | (\$20.06) |
| 1.5 | \$81.73 | 2 | \$96.46 | 3 | (\$14.74) | \$17.95 | \$29.41 | (\$11.46) | 38 | \$11.94 | 27 | \$10.02 | \$1.92 | 0 | \$0.00 | \$0.00 | \$111.62 | \$135.89 | (\$24.28) |
| 2.0 | \$85.13 | 3 | \$96.46 | 3 | (\$11.34) | \$17.95 | \$29.41 | (\$11.46) | 38 | \$12.44 | 32 | \$11.87 | \$0.57 | 1 | \$0.33 | \$0.00 | \$115.85 | \$137.74 | (\$21.90) |
| 2.5 | \$85.13 | 3 | \$100.31 | 4 | (\$15.18) | \$17.95 | \$29.41 | (\$11.46) | 38 | \$12.44 | 32 | \$12.35 | \$0.09 | 1 | \$0.33 | \$0.00 | \$115.85 | \$142.07 | (\$26.22) |
| 3.0 | \$87.53 | 4 | \$100.31 | 4 | (\$12.78) | \$17.95 | \$29.41 | (\$11.46) | 38 | \$12.79 | 32 | \$12.35 | \$0.44 | 1 | \$0.34 | \$0.00 | \$118.61 | \$142.07 | (\$23.46) |
| 3.5 | \$87.53 | 4 | \$104.41 | 5 | (\$16.88) | \$17.95 | \$29.41 | (\$11.46) | 38 | \$12.79 | 32 | \$12.85 | (\$0.06) | 1 | \$0.34 | \$0.00 | \$118.61 | \$146.67 | (\$28.06) |
| 4.0 | \$90.26 | 5 | \$104.41 | 5 | (\$14.14) | \$17.95 | \$29.41 | (\$11.46) | 38 | \$13.19 | 32 | \$12.85 | \$0.34 | 1 | \$0.35 | \$0.00 | \$121.75 | \$146.67 | (\$24.91) |
| 4.5 | \$90.26 | 5 | \$108.49 | 6 | (\$18.23) | \$17.95 | \$29.41 | (\$11.46) | 38 | \$13.19 | 32 | \$13.35 | (\$0.16) | 1 | \$0.35 | \$0.00 | \$121.75 | \$151.25 | (\$29.50) |
| 5.0 | \$90.26 | 5 | \$108.49 | 6 | (\$18.23) | \$17.95 | \$29.41 | (\$11.46) | 43 | \$14.93 | 37 | \$15.44 | (\$0.51) | 2 | \$0.69 | \$0.00 | \$123.83 | \$153.34 | (\$29.51) |
| 5.5 | \$90.26 | 5 | \$108.49 | 6 | (\$18.23) | \$17.95 | \$29.41 | (\$11.46) | 43 | \$14.93 | 37 | \$15.44 | (\$0.51) | 2 | \$0.69 | \$0.00 | \$123.83 | \$153.34 | (\$29.51) |
| 6.0 | \$93.91 | 6 | \$108.49 | 6 | (\$14.58) | \$17.95 | \$29.41 | (\$11.46) | 43 | \$15.53 | 37 | \$15.44 | \$0.09 | 2 | \$0.72 | \$0.00 | \$128.11 | \$153.34 | (\$25.23) |
| 6.5 | \$93.91 | 6 | \$112.96 | 7 | (\$19.05) | \$17.95 | \$29.41 | (\$11.46) | 43 | \$15.53 | 37 | \$16.08 | (\$0.55) | 2 | \$0.72 | \$0.00 | \$128.11 | \$158.45 | (\$30.34) |
| 7.0 | \$93.91 | 6 | \$112.96 | 7 | (\$19.05) | \$17.95 | \$29.41 | (\$11.46) | 43 | \$15.53 | 37 | \$16.08 | (\$0.55) | 4 | \$1.44 | \$0.00 | \$128.83 | \$158.45 | (\$29.62) |
| 7.5 | \$96.83 | 7 | \$112.96 | 7 | (\$16.14) | \$17.95 | \$29.41 | (\$11.46) | 43 | \$16.01 | 37 | \$16.08 | (\$0.07) | 4 | \$1.49 | \$0.00 | \$132.28 | \$158.45 | (\$26.18) |
| 8.0 | \$96.83 | 7 | \$112.96 | 7 | (\$16.14) | \$17.95 | \$29.41 | (\$11.46) | 43 | \$16.01 | 37 | \$16.08 | (\$0.07) | 4 | \$1.49 | \$0.00 | \$132.28 | \$158.45 | (\$26.18) |
| 8.5 | \$96.83 | 7 | \$112.96 | 7 | (\$16.14) | \$17.95 | \$29.41 | (\$11.46) | 43 | \$16.01 | 37 | \$16.08 | (\$0.07) | 4 | \$1.49 | \$0.00 | \$132.28 | \$158.45 | (\$26.18) |
| 9.0 | \$96.83 | 7 | \$112.96 | 7 | (\$16.14) | \$17.95 | \$29.41 | (\$11.46) | 43 | \$16.01 | 37 | \$16.08 | (\$0.07) | 4 | \$1.49 | \$0.00 | \$132.28 | \$158.45 | (\$26.18) |
| 9.5 | \$96.83 | 7 | \$112.96 | 7 | (\$16.14) | \$17.95 | \$29.41 | (\$11.46) | 43 | \$16.01 | 37 | \$16.08 | (\$0.07) | 4 | \$1.49 | \$0.00 | \$132.28 | \$158.45 | (\$26.18) |
| 10.0 | \$99.84 | 8 | \$112.96 | 7 | (\$13.13) | \$17.95 | \$29.41 | (\$11.46) | 43 | \$16.51 | 40 | \$17.38 | (\$0.87) | 6 | \$2.30 | \$0.00 | \$136.60 | \$159.75 | (\$23.16) |
| 10.5 | \$99.84 | 8 | \$114.10 | 8 | (\$14.26) | \$17.95 | \$29.41 | (\$11.46) | 43 | \$16.51 | 40 | \$17.55 | (\$1.04) | 6 | \$2.30 | \$0.00 | \$136.60 | \$161.06 | (\$24.46) |
| 11.0 | \$99.84 | 8 | \$114.10 | 8 | (\$14.26) | \$17.95 | \$29.41 | (\$11.46) | 43 | \$16.51 | 40 | \$17.55 | (\$1.04) | 6 | \$2.30 | \$0.00 | \$136.60 | \$161.06 | (\$24.46) |
| 12.0 | \$99.84 | 8 | \$114.10 | 8 | (\$14.26) | \$17.95 | \$29.41 | (\$11.46) | 43 | \$16.51 | 40 | \$17.55 | (\$1.04) | 6 | \$2.30 | \$0.00 | \$136.60 | \$161.06 | (\$24.46) |
| 13.0 | \$99.84 | 8 | \$114.10 | 8 | (\$14.26) | \$17.95 | \$29.41 | (\$11.46) | 43 | \$16.51 | 40 | \$17.55 | (\$1.04) | 6 | \$2.30 | \$0.00 | \$136.60 | \$161.06 | (\$24.46) |
| 14.0 | \$99.84 | 8 | \$114.10 | 8 | (\$14.26) | \$17.95 | \$29.41 | (\$11.46) | 43 | \$16.51 | 40 | \$17.55 | (\$1.04) | 6 | \$2.30 | \$0.00 | \$136.60 | \$161.06 | (\$24.46) |
| 15.0 | \$102.98 | 9 | \$116.39 | 9 | (\$13.41) | \$17.95 | \$29.41 | (\$11.46) | 48 | \$19.01 | 40 | \$17.91 | \$1.10 | 6 | \$2.38 | \$0.00 | \$142.32 | \$163.71 | (\$21.39) |
| 20.0 | \$106.08 | 10 | \$118.67 | 10 | (\$12.60) | \$17.95 | \$29.41 | (\$11.46) | 48 | \$19.58 | 40 | \$18.26 | \$1.32 | 6 | \$2.45 | \$0.00 | \$146.06 | \$166.34 | (\$20.29) |
| 25.0 | \$106.08 | 10 | \$119.88 | 11 | (\$13.81) | \$17.95 | \$29.41 | (\$11.46) | 48 | \$19.58 | 40 | \$18.44 | \$1.14 | 6 | \$2.45 | \$0.00 | \$146.06 | \$167.73 | (\$21.68) |
| 30.0 | \$106.08 | 10 | \$121.09 | 12 | (\$15.01) | \$17.95 | \$29.41 | (\$11.46) | 48 | \$19.58 | 40 | \$18.63 | \$0.95 | 6 | \$2.45 | \$0.00 | \$146.06 | \$169.13 | (\$23.07) |

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