AGENDA

Meeting Type:	SPECIAL
Date:	05/23/1994
	BUDGET PRESENTATION

City of Charlotte, City Clerk's Office

TABLE OF CONTENTS

	Page
Executive Summary	1
Recommended FY95 Merit Increases	3
Proposed FY95 Merit Increase Guidelines	6
Recommended Public Safety Pay Plan	7
Current and Proposed Police Pay Plan	13
Current and Proposed Fire Pay Plan	14
FY95 Benefits Recommendations	15
Monthly Dental Rates	17

Attachments

A	FY95 Market Research
B	City of Charlotte Market Position and FY95 Pay Recommendations
C	Merit Budgets of Charlotte Companies
D	Comparison with Major North Carolina Cities and Mecklenburg County
E	Comparison of Charlotte Pay Rates to Market Data
F	Public Safety Pay Plan - Comparison of Police and Fire Current and Proposed Entry Level Rates with Market Medians
G	FY95 Proposed Public Safety Pay Plan - Police Maximum Rates Compared to Market Maximums
H	FY95 Proposed Public Safety Pay Plan - Fire Maximum Rates Compared to Market Maximums

EXECUTIVE SUMMARY

The following highlights the recommended changes in the City's pay and benefits programs for FY95

Recommended FY95 Merit Increases

Recommend a 4% merit budget based on review of extensive market data and analysis of compensation trends and projections of national, regional and local employers

Merit increases for employees in the Broadbanding pay system (all employees except uniformed public safety employees) to range from 0% to 8%, based on level of performance and relationship to the market

Recommend that 1% of salaries also be included in the budget allocations of each Key Business Unit for career development to reward employees for expanded job responsibilities and additional skills which add value to the organization, and to fund promotional increases

No changes to the Broadbanding structure or minimum/maximum band rates are being recommended

Recommended Revisions to the Public Safety Pay Plan

Continue a 5% step plan which has a simplified structure that allows public safety employees to reach top pay more quickly and reduces or eliminates pay overlap between ranks

Eliminate across-the-board type increases and grant increases on merit dates

Increase minimum pay rates by 10%, increase Senior Police Officer pay ranges to a single rate to eliminate salary overlap, increase maximum rate for Firefighter II by 5% and increase maximum pay rates for all other ranks by 2 5% Because the new pay plan will result in large increases to bring some employees to the new higher minimum rates, plan implementation will be phased in over a two year period

Performance elements have been added to ensure that basic performance targets are met, including longer probationary periods and a restructuring of the Senior Police Officer Program in order to make the program more challenging

Changes have been made to the Educational Incentive Programs for both Police and Fire Departments including a delay in providing additional pay for a college degree until after completion of initial training and elimination of an additional increase for a four year degree in the Fire Department

FY95 Benefits Recommendations

Maintain the existing premiums to be paid by active employees and retirees for their health insurance coverage, maintain the City's current rate of contribution for employee and retiree health insurance coverage

Increase employee dental insurance rates

Maintain the City's current level of funding to the group insurance plan

Increase the City's level of funding for the short-term disability plan (accident and sickness insurance)

FY95 PAY RECOMMENDATIONS

RECOMMENDED FY95 MERIT INCREASES

The FY95 pay recommendations for employees in the Broadbanding pay system (all employees except those included in the Public Safety Pay Plan) are based on national and regional compensation trend data and on extensive market data on individual job classes This market data includes information from the Human Resources annual survey of national and regional municipalities, as well as Charlotte area organizations In addition, special surveys of large national airports, water-sewer utilities, crime laboratories and JTPA agencies were also conducted by Human Resources staff

Further market information was collected from national compensation consulting firms, including Wyatt/ECS, William M Mercer, Towers Perrin and others, as well as information from surveys conducted by other employers

To assist in collecting and analyzing market information and making it available to Key Businesses, in 1993 Human Resources purchased compensation management software from William M Mercer This software, called CompMaster, was extensively modified by Human Resources and CIS staff to accommodate the needs of the Broadbanding pay system It also allows Key Business Units to better manage their salary budgets Additionally, Human Resources has automated their in-house survey process to reduce the amount of time needed to develop and produce market surveys and analyze the market data collected

Review of national, regional and local compensation trends and projections indicates that merit budgets will increase an average of 4 1%

Based on national and regional compensation trend data and on extensive market data on individual job classes, it is recommended that a 4% merit budget be approved for FY95

Market data was gathered on 83% of all City jobs and 98% of all City employees This data indicates that the City's relative market position is 94 6%

The average merit increase of 4% recommended for City employees is approximately equal to that projected by our competitors and is needed in order for the City to maintain its competitive position and be able to attract and retain a qualified, productive workforce

Recommended Merit Increase Guidelines (see Guideline chart on page 6 of this report) were developed with input from Key Business Executives for use as a general framework for making pay decisions These guidelines include sufficient flexibility to ensure that employees are able to receive increases which are appropriate to reward their level of contribution, keep them competitive in the market by granting more to employees who are below market rate for their job and less to employees who are above market, and enable the salary funds of Key Business Units to be carefully managed

Another primary objective of these guidelines is to provide Key Business Executives with sufficient latitude to enable them to be competitive in their salary expenditures with other organizations which offer similar services

As indicated by the recommended FY95 Merit Guidelines, Key Business Executives may grant merit increases of 0% to 8%, but Key Business Executives will be held accountable for ensuring that average increases do not exceed 4% Pay decisions will be based on an employee's level of performance and on comparison of his/her current salary to the market rate for their specific job

To recognize employees who have assumed more complex job responsibilities, who have acquired and are applying new skills which add value to the organization and to fund promotional increases, it is recommended that 1% of salaries be added to departmental budget allocations for career development

It is recommended that the Broadbanding pay system as approved for FY94 be continued, with no change to the current band minimum and maximum rates

The following attachments which are provided at the end of this report support the pay recommendations

Attachment A - "FY95 Market Research", an overview of 1994 compensation trend *data from major national compensation consulting firms* and the results of 1994 compensation market surveys

Attachment B - "City of Charlotte Market Position and FY95 Pay Recommendations", results of market information on the City of Charlotte and summary of the FY95 pay recommendation

Attachment C - "Merit Budgets of Charlotte Companies", a listing of data from 16 local companies which indicates that they are planning for merit increases to average 4 1%

Attachment D - "Comparison with Major North Carolina Cities and Mecklenburg County", a chart which provides a comparison of FY94 increases granted by Mecklenburg County and the four major NC cities and the increases they are proposing for FY95

Attachment E - "Comparison of Charlotte Pay Rates to Market Data", a graph which illustrates the comparison of Charlotte's average pay by employee groups to the market median

Attachment F - "Public Safety Pay Plan - Comparison of Police and Fire Current and Proposed Entry Level Rates with Market Medians", a graph which compares the proposed entry rates with the market median for national and regional cities

Attachment G - "FY95 Proposed Public Safety Pay Plan - Police Maximum Rates Compared to Market Maximums", a graph which compares the proposed Police maximum rates with national market median maximum rates

Attachment H - "FY95 Proposed Public Safety Pay Plan - Fire Maximum Rates Compared to Market Maximums", a graph which compares the proposed Fire maximum rates with national market median maximum rates

FY 95 MERIT INCREASE GUIDELINES

Rating Levels	Below Market	At Market	Above Market
Consistently Exceeds Requirements	8% – 3%	7% – 2%	6% – 1%
Good Performance Meets/Exceeds Requirements	6% – 2%	5% – 1%	4% – 0%
Meets Basic Requirements	3% – 0%	2% – 0%	1% – 0%
Does Not Meet Basic Requirements	0%	0%	0%

NOTE:

At Market is defined as between 5% below and 5% above the Market Value

FY95 RECOMMENDED PUBLIC SAFETY PAY PLAN

It is recommend that the proposed Public Safety Pay Plan be approved The following provides the details concerning the reasons for a new plan design, objectives for the new plan, input from Police and Fire employee committees, an overview of the recommended plan, and pay plan implementation for FY95

BACKGROUND:

The 1992 Mayor's Compensation Task Force recommended step ranges for uniformed public safety positions A recommendation to revise the current step plan was included in the FY94 Pay and Benefits Recommendation report, approved by City Council in June 1993 Included in the FY94 recommendation to Council was a committment by the Human Resources Department that development of a new Public Safety Pay Plan would involve participation by the Police and Fire Departments

In October 1993, the Interim Police Chief appointed 20 uniformed employees to serve on the employee committee, members represented the ranks of Police Officer through Police Captain The Fire Chief appointed 17 employees to serve on their committee, including their administrative officer and representatives from the ranks of Firefighter I through Fire Battalion Chief

Human Resources identified a few basic principles that should guide the two committees (1) the plan should be consistent with market data, (2) performance elements should be incorporated into the plan, (3) funding for the plan needs to be consistent with the funding for other departments, (4) the plan should be one that is likely to be acceptable to the City Manager and City Council and (5) future market adjustments are not likely to take place every year and if adjustments are made to the pay rates, they will not be in the form of July across-the-board type increases With a representative from Human Resources, each committee identified concerns about the current system, reviewed various step plan alternatives as well as an open range performance-based approach Committee meetings were held several times a month for approximately six months

Preliminary pay plans were developed independently by each committee, refinements made based on input from Human Resources and plans shared between the two departments This process enabled the pay plans to meet the unique needs of each department and enable the best of the separate plans to be blended so that there is basic consistency within the Public Safety Pay Plan

The final recommendations have been reviewed by the management staff of both departments and the Budget and Evaluation Department The plans have been discussed with interested public safety employees from both departments and most have indicated that the proposed changes are a big improvement over the current plan

OBJECTIVES OF THE NEW PAY PLAN:

Review and revise the current Public Safety Pay Plan in order to implement approved plan changes on July 6, 1994

- Continue to incorporate the recommendations of the Mayor's Compensation Task Force

- Ensure that the new step system would be reasonably consistent with the pay guidelines for other City employees

- Where possible, resolve the pay equity concerns identified by uniformed Police and Fire employees

(1) Recommendations of the Mayor's Task Force

In 1992, the findings and recommendations of the Mayor's Compensation Task Force included the following

- The City needs to simplify its grade and salary range structure

- The City should set its pay policy against the median of the market

- Too many compensation dollars are tied to automatic increases

- A step system should be kept for police and fire positions

- Consideration should be given for using skill or merit based pay in a step system in order to bring these employee groups into the spirit of compensation tied to performance

(2) Ensure that the new Public Safety Pay Plan is reasonably consistent with current pay practices

- The minimum and maximum rates of the recommended pay plan have been measured against the median of national market data

- Although the recommended 5% step increases may be somewhat higher than the average merit increases for other City employees, for FY95, these steps are reflective of those found in police/fire "step plans" in numerous other jurisdictions Also, the allocated salary budget for both departments will be based on the same average percent of salaries as that of other City departments

(3) Where possible, resolve the concerns of Public Safety employees

- Based on the desired elements stated above, the committees and a representative from Human Resources explored several pay alternatives before developing this recommendation

- The committees supported adding performance elements to the new plan, however, both departments stated that they preferred a step plan in which all employees who were performing at least at a satisfactory level would receive the same size pay increase because of the difficulty of identifying accurate differences between good and outstanding performers

- The Fire Chief and Interim Police Chief have been actively involved in the work of the committees Preliminary plan recommendations have been discussed with the management teams of both departments

- The recommended plan was also presented to a broad range of uniformed employees in order to ask for their opinions about the proposed plan Feedback from these meetings indicated that the changes to the plan will be well received

- The Police and Fire Departments will conduct formal training sessions on the new pay plan after Council approval The direct involvement of the two departments should increase the level of acceptance by uniformed employees

POLICE AND FIRE EMPLOYEE INPUT:

The two committees identified the following desired elements of a new Public Safety Pay Plan

- Maintain a step pay system
- Make the plan simple and easy to understand
- Maintain market competitiveness
- Reduce the number of years it takes to reach top pay
- Reduce compression/overlap between ranks
- Place a greater emphasis on performance
- Resolve confusion about progression through the Senior Police Officer levels
- Develop a plan that will be acceptable to the City Manager and City Council and is reasonably consistent with the pay policies for other City employees

Discussions concerning placing a greater emphasis on performance

- Both committees supported adding performance elements to the new pay plan
- Both Chiefs have agreed to developing performance measures in order to better identify performance problems and lay the foundation for differentiating between various performance levels

- The recommended performance elements in the FY95 proposed plan include

  (1) Extending the length of probationary periods for newly hired employees, the Police Department will delay a probationary increase until a newly hired Police Officer has graduated from the Academy and has successfully completed all aspects of training (typically seven months to one year) The Fire Department has extended initial probation for a new Firefighter I from a six month period to one year

  (2) The Police Department will revise the criteria for entering and progressing through Senior Police Officer levels in order to make the program more challenging

  (3) The Police and Fire Departments will develop an incentive program to recognize achievement of objectives which go beyond normal job requirements

- Both committees expressed concern over the difficulties of differentiating between good and outstanding performance, they provided the following reasons

  (1) It is very difficult to develop standardized performance measures which accurately reflect achievements For example, a high number of cases solved does not necessarily indicate a higher level of performance than solving fewer, more difficult cases

  (2) Both Police Officers and Firefighters stated that higher productivity was often the direct result of an assigned location and/or shift rather than an accurate reflection of their individual skills or abilities

  (3) Police Officers expressed their concern that, because they frequently worked unobserved by their supervisor, a true picture of their contribution could not be evaluated under the current performance appraisal system

  (4) Firefighters stated that their performance needed to be evaluated on objective job/team related standards and felt that the current performance appraisal program needed to be revised

OVERVIEW OF THE RECOMMENDED PUBLIC SAFETY PAY PLAN:

- The plan maintains a 5% step pay plan that has been streamlined and simplified Other options were considered, but 5% steps were recommended because it would allow employees to reach top pay more quickly

- For Police Officers and Firefighters, the current eight steps (six 5% steps and three 2 5% steps) have been replaced by six 5% steps The number of 5% steps varies for ranks above Police Officer and Firefighter

- In keeping with market data, entry level salaries for Police Officers and Firefighters have been increased by 10% (the City's relationship to market minimum salaries has been effected in the last few years because minimum rates had not been adjusted since 1990)

- The maximum rate for the Firefighter II class has been increased by 5%, as indicated by market median data for responsibilities as a relief driver

- Market data supports a 2 5% increase to the current maximum rates for the other classes in the Public Safety Pay Plan

- A training rate has been established for all entry level Police Officers and Firefighters This new rate will result in deferring payment for educational incentive until completion of training/probation

- The Fire Department has changed their educational incentive program so that the additional step for a four year degree has been eliminated for all new employees

- Salary overlap between ranks has been reduced or eliminated

- July across-the-board increases have been eliminated, step increases and any future market adjustments will be granted on employee merit dates

- The initial probationary period for new employees (currently 6 months) has been extended

  (1) Police recruits may receive a pay increase after completing academy training and demonstrating full job proficiency - approximately seven months to one year after date of hire Promotional increases will be one year from date of promotion rather than the current six months

  (2) Fire recruits may receive a probationary pay increase one year after date of hire Eligibility for an increase after promotion is also one year

- The criteria for the Senior Police Officer (SPO) program will be revised in order to make qualifying for and progressing through the SPO levels more challenging, pay overlap between the SPO levels has been eliminated

  - Police Officers must have 5 5 years of service before qualifying for the Senior Officer Program compared to the current 4 5 years

  - A longer eligibility period has been established before promotion to Firefighter II

PAY PLAN IMPLEMENTATION:

- New Police Officers and Firefighters will be hired at a Training Rate (minimum step) At the completion of the training period (Police) or a one-year probationary period (Fire), employees will be eligible for a step increase New Police employees with either a two year or four year college degree are eligible for an additional step increase at the end of training, new Firefighters with a two or four year degree are eligible for a step increase at the end of six months This is a cost saving from the current practice of hiring employees with a two year or four year degree at either 5% or 10% higher than minimum

- Full implementation of these plans will be phased in over a two year period order to contain costs

  (1) For FY95, Fire employees will be limited to increases of 7 5% In some instances this will not be sufficient to bring some employees to the new higher minimum rates These employees should reach the new minimum with their FY96 merit increase

  (2) In order to correct problems of salary overlap between the Senior Police Officer ranks, the new single-step rates will result in some employees being as much as 25% away from the new rates Therefore for FY95 implementation, employees in the Police Department will be eligible for up to one-half of the amount required to reach their implementation rate, the other half to be received in FY96

- Since the Police Department has hired several recruit classes this year and anticipate hiring a new class early in the next fiscal year, it is recommended that larger increases be granted to existing employees who are currently at rates which are below the rates for FY95's recruit classes

- Most employees in both the Police and Fire plan are currently paid at a step rate that is in the new plan, these employees will receive a 5% step increase on their FY95 merit date Employees who are currently at maximum pay will be eligible for a 2 5% increase (to the new maximum rate) on their merit date

COST OF PLAN IMPLEMENTATION:

The cost to implement the recommended Public Safety Pay Plan has been calculated by the Police and Fire Departments Additionally, salary projections have been made for the next three years The Budget and Evaluation Department has reviewed these calculations and agree the FY95 departmental salary projections are within each department's salary appropriation

CITY OF CHARLOTTE

POLICE DEPARTMENT – CURRENT PAY PLAN

		6 mo	1 5	2 5	3 5	4 5	5 5	6.5	7 5	8 5									
POLICE OFFICER	**408 20** *21 226*	**426 86** *22 197*	**448 20** *23 306*	**470 62** *24 472*	**494 15** *25 696*	**518 85** *26,980*	**544 80** *28 330*	**558 43** *29 038*	**572 04** *29,746*	**586 35** *30 490*	2 YR 615 66 32 014	4 YR 646 44 33,615							
SR POLICE OFF I								**544 80** 26 330	**572 04** 29 746	**586 35** 30 490	2 YR 615 66 32 014	4 YR 646 45 33 615							
SR POLICE OFF II								**572 04** 29 746	**600 65** 31 234	**615 66** 32 014	2 YR 646.45 33 615	4 YR 678 78 35,297							
SR POLICE OFF III								**600 65** 31,234	**630 68** 32 795	**662 22** 34 435	**678 78** 35 297	**695 33** 36,157	**712 72** 37,061	2 YR 748 36 38 915	4 YR 785 77 40,860				
POLICE SERGEANT													**766 60** 39 863	**804 93** 41 856	**845 18** 43 949	**887 43** 46,146	**909 62** 47 300		
POLICE CAPTAIN																**887 43** 46 146	**931 61** 48 454	**978 39** 50 876	**1002 86** 52 149

FY 94 hiring rates for Police Officer = $408 48/HS $428 90/2 yr degree $450 35/4 yr degree

POLICE DEPARTMENT – PROPOSED PAY PLAN

	YEARS		6 mo	1 6	2 6	3 6	4 6	5 6											
POLICE OFFICER		**448 20** 23,306	**470 62** 24 472	**494 15** 25 696	**518 86** 26,981	**544 80** 28,330	**572 04** 29 746	**600 64** 31 233	2 YR 630 67 32 795	4 YR 662 20 34 434									
SR POLICE OFF I										**662 20** 34 434	2 YR 695 31 36,156	4 YR 730 08 37,964							
SR POLICE OFF II											**695 31** 36 156	2 YR 730 08 37 964	4 YR 766 58 39 862						
SR POLICE OFF III												**730 08** 37,964	2 YR 766.58 39 862	4 YR 804 91 41 855					
POLICE SERGEANT															**845 16** 43,948	**887 42** 46,146	**931 79** 48 453		
POLICE CAPTAIN																		**978 38** 50 876	**1027 30** 53 420

Police Officer with a 4 year degree can exceed the maximum rate by 10%

CITY OF CHARLOTTE

FIRE DEPARTMENT – CURRENT PAY PLAN

	6 mo	1 5	2 5	3 5	4 5	5 5	6 5	7 5	8 5								
FIREFIGHTER I										2 YR*	4 YR*						
	387 17 20 133	406 54 21 140	426 86 22 197	448 20 23 306	470 62 24 472	494 15 25 696	518 85 26 980	531 83 27 655	554 80 28 850	558 43 29 038	586 35 30 490	615 66 32 014						
FIREFIGHTER II										2 YR*	4 YR*						
	426 86 22 197	448 20 23 306	470 62 24 472	494 15 25 696	518 85 26 980	554 80 28 850	558 43 29 038	572 04 29 746	586 35 30 490	615 66 32 014	646 44 33 615						
FF–ENGINEER										2 YR*	4 YR*						
	494 15 25 696	518 85 26 980	544 80 28 330	572 04 29 746	600 64 31 233	630 67 32 795	646 45 33 615	662 20 34 434	678 76 35 296	712 70 37 060	748 34 38 914						
FIRE CAPTAIN																	
									695 31 36 156	730 08 37 964	766 58 39 862	804 91 41 855	845 16 43 948	866 32 45 049			
BATTALION CHIEF																	
														845 16 43 948	887 42 46 146	931 79 48 453	978 38 50 876	1002 86 52 149

FY 94 hiring rates for Firefighter I = $387 17/HS $406 54/ 2 yr degree $426 86/ 4 yr degree

FIRE DEPARTMENT – PROPOSED PAY PLAN

	1	2	3	4	5	6										
FIREFIGHTER I							2 or 4 YR**	4 YR								
	426 86 22 197	448 21 23 307	470 62 24 472	494 15 25 696	518 86 26 981	544 80 28 330	572 04 29 746	600 64 31 233	630 67 32 795								
FIREFIGHTER II								2 or 4 YR**	4 YR							
						572 04 29 746	600 64 31 233	630 67 32 795	662 22 34 435	695 33 36 157						
FF–ENGINEER											2 or 4 YR**	4 YR				
								630 67 32 795	662 20 34 434	695 31 36 156	730 08 37 964	766 58 39 862				
FIRE CAPTAIN																
												766 58 39 862	804 91 41 855	845 16 43 948	887 42 46 146	
BATTALION CHIEF																
															931 79 48 453	978 38 50 876	1027 30 53 420

** 2 year or 4 year = 5% educational incentive pay for new employees

FY 95 BENEFITS RECOMMENDATIONS

RECOMMENDED HEALTH INSURANCE PREMIUMS

As part of its FY94 budget review process, the City Council approved the implementation of a managed care health insurance plan for employees and retirees The concept of managed care provides for a network of health care providers with which discounts have been negotiated and incentives which encourage individuals to receive their health care from the network providers The incentives for employees and retirees to receive their health care through the network are that their out-of-pocket expenses (from negotiated discounts and lower deductibles) will be less If employees and retirees receive their health care through network providers, the City's expenses will also be less The managed care plan which the City Council approved is a "point of service" plan This means that individuals, at the point at which health care services are delivered, can elect to receive those services from any provider, either one in the network or one out of the network As part of the "point of service" plan, individuals have their health care directed by a primary care physician, who refers individuals to specialists within the network as necessary

The new health insurance plan was implemented effective September 1, 1993 To date, the City's experience with the new managed health care plan has been very positive One of the primary factors for the early success of the program from a cost control standpoint is the *extent to which employees and retirees have elected to receive their health care through* network providers

Based on review of the experience to date and anticipated trends, it is recommended that there be no increase to health insurance premiums for employees or retirees Furthermore, it is recommended that the City's contribution to the health insurance plan remain the same

RECOMMENDED DENTAL INSURANCE PREMIUMS

The dental insurance program for employees (it is not provided to retirees) is separate from the health insurance program Dental coverage is not provided through a network at this point due to the fact that there is not a network which is set up to cover an employee group the size of the City

Based on review of experience and anticipated trends, it is recommended that the increases in dental insurance rates shown on page 17 be approved This will increase the City's cost of employee dental insurance by $55,000

RECOMMENDED GROUP LIFE INSURANCE PREMIUMS

Based on review of experience, it is recommended that there be no increase in the group life insurance premiums which are paid by the City

RECOMMENDED SHORT TERM DISABILITY (ACCIDENT AND SICKNESS) INSURANCE PREMIUMS

The City provides a short term disability insurance program such that employees who cannot work for reasons of accident or sickness receive 50% of their salary for up to six months, after their accrued sick leave has been exhausted This plan has been in effect for quite some time, and the Mayor's Compensation Task Force recommended continuation of the program However, the experience with this program in FY 94 has not been good, and it is recommended that funding for the plan be increased by $260,000 for FY 95
Although it is recommended that the funding level be increased, City staff plans to conduct an in-depth evaluation of the plan early in FY95 to determine whether any plan design changes are necessary

Revised
(May 23, 1994)

MONTHLY DENTAL RATES

	CITY PAYS			EMPLOYEE PAYS			TOTAL		
	FY94	FY95	Inc.	FY94	FY95	Inc	FY94	FY95	Inc
EMPLOYEE ONLY	$8 93	$9 90	$0 97	$2 00	$2.22	$0 22	$10 93	$12.12	$1 19
EMPLOYEE/CHILD(REN)	$8 93	$9 90	$0 97	$9 50	$10.70	$1 20	$18 43	$20 60	$2 17
EMPLOYEE/SPOUSE	$8 93	$9 90	$0 97	$11 16	$14.34	$3 18	$20 09	$24.24	$4 15
EMPLOYEE/FAMILY	$8.93	$9 90	$0 97	$20 20	$22.81	$2 61	$29 13	$32.71	$3 58

Weekly Increase Amounts for employees: Employee only – $0.05 Employee/child(ren) – $0.28
Employee/spouse – $0.73 Employee/family – $0 60