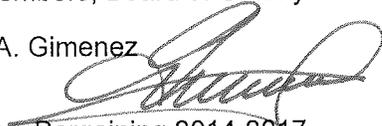


# Memorandum



**Date:** June 20, 2014

**To:** Honorable Chairwoman Rebeca Sosa  
and Members, Board of County Commissioners

**From:** Carlos A. Gimenez  
Mayor 

**Subject:** Collective Bargaining 2014-2017

In preparation for Labor Negotiations, I, along with various department directors, Deputy Mayors, the Office of Management and Budget and Human Resources staff conducted an in depth review of each of our labor contracts, article by article. I am fully cognizant that employees made significant concessions during the last two contract terms. However unpopular some past proposals have been, I remain fully committed to fiscally responsible policies, a sustainable budget, and an efficient government. As negotiations for successor agreements proceed, my goal is to ensure our Labor contracts support the following guiding principles: (1) transparency; (2) paying for actual hours worked; and (3) fiscal sustainability.

With these principles in mind, we identified various areas which need to be addressed at the bargaining table to ensure that Miami-Dade County is operating as efficiently as possible. I intend to address those "benefits" included in our contracts that do not make good business sense and are egregious in nature. Below are examples and the cost (if available) associated with some of these items:

- **Premium Pay:** Currently suspended, but expected to "snap-back" for most unions on October 1, 2014. Premium pay is a \$50 biweekly supplement which is not tied to any type of certification, assignment, etc. The FY 2014-15 cost to the County is estimated at \$32.9 million (\$10.2 million for tax supported departments) and applies to most bargaining and non-bargaining unit employees.
- **Flex Dollars:** Currently suspended, but also expected to "snap-back" for most unions on October 1, 2014. Flex dollars were given to offset the cost of employee health benefits at the time the County was still fully insured. The County transitioned to self-insured in 2007, when dependent premiums were lowered. The FY 2014-15 cost to the Count is estimated at \$30.4 million (\$12.2 million for tax supported departments) and applies to most bargaining and non-bargaining unit employees.
- **Pay Supplements:** Pay supplements consist of additional pay above the employee's base pay. While some supplements are related to working "assignments" (e.g., night differential, on call), others are for certifications which may be or should be a minimum requirement of the job. Following my goals of both transparency and paying employees for the work they are actually doing, I think it is necessary to review the approximately 187 different types of supplements (pay steps, percent, and flat rates). Not only do we need to ensure relevance, an analysis of the application of the supplements (e.g. calculation on base pay and not cumulative) should be performed. The FY 2012-13 costs associated with pay supplements was \$115 million across the entire county for all bargaining and non-bargaining unit employees. For the Boards' reference, below is an example of a salary calculation for an entry level Firefighter with four pay supplements:

Base Annual Salary (Step 5)	\$47,215.22
Educational Pay Incentive (Salary Adjusted by 1 Step)	\$2,313.22 <b>\$49,528.44</b>
Paramedic-Protocol certified (20 percent)	\$9,905.74
Hazardous Duty (\$125 biweekly flat amount)	\$3,250.00
Fire baccalaureate degree (\$23.08 biweekly flat amount)	\$600.08
*Adjusted Annual Salary	<b>\$63,284.26</b>

*\*Difference between base salary and adjusted salary is 34%.*

- Run Pay on Leave: Bus and Train Operators whose regular schedule includes overtime are paid overtime on days they use leave (only eight hours of leave is deducted while overtime hours are paid). The cost in FY 2012-13 was \$2 million and only applies to employees in the Transport Works Union (TWU).
- Shop Steward Overtime: Full-time releases (employees who are released to the union on a full time basis to work solely on union activities) have built in to their contracts one to two hours of overtime each day. The cost in FY 2012-13 was \$270,000 and applies to the full-time release employees of bargaining units AFSCME 121, AFSCME 1542, and TWU.
- Pay for One Route: In Transit, a "run" consists of regular time and overtime required to complete a particular bus/train route. How these costs occur are as follows:
  1. When a union full-time release bids on a run and does not work because the employee is released to work on union activities, the employee is paid all hours associated with the route (including overtime).
  2. A second employee is assigned the same run to replace the union full time release. All regular time and overtime hours assigned to the run are paid to employee #2.
  3. In the event employee #2 is out sick or on vacation, employee #3 is required to complete the run and also paid for the hours associated to this run for the time employee #2 is not able to complete the route.

In short, there are occasions when three employees received the highest run pay for one route. The highest run pay consists of 80 hours of regular time and 29.5 hours of overtime (biweekly).

#### **Board Legislation and Compensation and Benefits Committee(s) Recommendations**

At the direction of the Board, two distinct Committees were created to review policies and procedures related to the County's Compensation and Benefits. Both of these Committees presented final recommendations to the Board and in preparation for the upcoming negotiations, I have directed my negotiation team to consider all of their recommendations.

In July 2011, in their final report to the Board, the Compensation and Benefits Review Committee presented a number of recommendations to the Board (Attachment 1). This advisory committee was comprised of nine professionals from our community. Their recommendations are summarized below and are as valid today as they were in 2011.

- Compensation:
  1. Overtime Policy: The policy should be reviewed in order to transition to a weekly overtime calculation in accordance with the Fair Labor Standards Act.
  2. Supplemental Pay: The number, value, and eligibility criteria for pay supplements should be reviewed to determine their relevance and necessity.
  3. Longevity Bonus Awards: Bonus awards, if any, should be tied to performance.
  4. Off-Duty Payment: The policy should be reviewed to determine the fiscal impact to the County and the Florida Retirement System.
- Pay Plan Structure:
  1. Open Pay Ranges/Combination of Merit and COLA: The Pay Plan should be restructured with open pay ranges which would permit pay increases that combine merit and cost of living pay and reflect the County's annual fiscal capacity for pay increases.
- Executive Benefits:

Should ensure jobs are appropriately compensated for the qualifications and responsibility inherent in these positions (Executive Benefits to staff under my purview were eliminated May 2012).
- Termination Pay:

Review payout provisions to ensure policies are consistent with current human resources practices.

In April 2012, a Compensation and Benefits Review Ad Hoc Committee was created and chaired by Commissioner Barbara J. Jordan. In October 2013 recommendations were presented to the Board, and by way of Resolution, I was directed to negotiate (if applicable) the following changes to the collective bargaining agreements (Attachment 2):

- Reduce the number of job classifications;
- Cap salary increases at five percent (combine merit and cost of living adjustments);
- Evaluate long term part-time employees to be converted to full time;
- Reduce in-hiring rate approximately by nine to 10 percent (only applies to new hires);
- Limit sick leave payouts to a maximum of 600 hours and adjust calculation to use the employee's career average salary, not the current hourly rate at the time of separation (only applies to new hires); and
- Reduce the maximum number of annual leave hours (only applies to new hires).

The Board also passed Resolution R-754-13 on September 17, 2013, which directs me to include the issue of paying County union representatives as an item for future collective bargaining (Attachment 3).

### **History of Personnel Concessions and Moving Forward**

Concessions during the last two contract terms (2008 – 2011 and 2011 – 2014) include:

- Merit increases and longevity bonus awards were suspended for one year during the contract term for 2008-2011;
- Contribution of *five percent* effective in 2010 through January 2012 of base wages towards the cost of the County's healthcare costs (originally intended to be a salary reduction);
- Contribution of *nine percent* (for eight months in 2012) of base wages towards the cost of the County's healthcare costs;
  - In 2011, when negotiating the final year of the 2008-2011 labor contracts, the unions and the Administration declared impasse regarding requiring employees to contribute an additional five percent of base wages towards the County's cost of healthcare. The Board approved Resolution R-03-12, which did not require union members to contribute the additional percentage. On January 11, 2012, I vetoed this decision by the Board. Subsequently, the Board imposed an additional four percent contribution of base wages. Since the Board imposed the additional four percent, we were only able to continue the contribution until the end of that fiscal year.
- Contribution of *five percent* effective October 2012 through January 2014;
  - The continuation of the five percent beyond January 2014 was a subject of further negotiations (reopener clause) in nine of the ten union contracts. In December 2013, the unions and the Administration were at impasse regarding the continuation of the five percent of base wages towards the County's cost of healthcare. The Board voted to eliminate the five percent contribution and I vetoed that decision. After my veto was sustained, the item went back to the Board as an impasse item in January 2014. The Board once again voted to eliminate that contribution and I once again vetoed that decision. However, as a result of my veto being overturned on February 4, 2014, the contribution of five percent of base wages was discontinued effective January 20, 2014 for employees covered by seven of our unions.
    - For AFSCME 3292 (Solid Waste) a similar impasse hearing and a subsequent veto occurred during September 2013. I vetoed the Board's decision to eliminate this contribution and the veto was subsequently overturned by the Board. A "me too" clause was triggered for AFSCME 1542 (Aviation) and as a result, the five percent contribution was discontinued as of January 1, 2014 for employees covered under these two unions.
- Certain bargaining units observed furloughs for contract term 2011-2014;
- Holiday premium pay/leave was suspended for certain bargaining units for contract term 2011-2014;
- Flex benefits and premium pay was suspended for contract term 2011-14; and
- Various other benefits (call back, holiday pay, uniform allowance etc.) were reduced, suspended or eliminated for both contract terms.

Most of these concessions have either already been restored to bargaining unit employees or are scheduled to "snap-back" effective September 30, 2014. As previously reported to the Board on May 1, 2014 in my memorandum, *Fiscal Impact of Various Elements of Collective Bargaining Agreements*, the value of the snap-backs that would automatically be restored effective September 30, 2014 total approximately \$96.2 million (\$38.1 million in the tax-supported budget). As the current concessions have snap-back provisions, they have not provided for a sustainable budget and therefore, as we negotiate with our unions, we will be seeking permanent changes to the contracts which will provide for transparency, greater efficiencies and sustainability into the future.

We simply cannot continue benefits which we cannot afford. With this in mind, I have directed my labor negotiations team to propose the following cost savings and workplace rule changes which will allow us to move forward responsibly:

- Elimination of all September 30, 2014 snap-backs (Premium Pay, Flex Benefits, Holiday Premium Pay);
- Elimination of Longevity Bonus Awards;
- Review of all Pay Supplements;
- Alterations to Permissive Rights (Management Rights);
- A ten percent (10%) reduction in base pay (or equivalent);
- Healthcare redesign;
- Reduction of Full-Time Releases to only the Union President;
- Specific Departmental provisions for the Collective Bargaining Agreement;
- Elimination of the Floating Holiday(s)
- Reduction of new hire rates
- Reduction in separation payout calculations for new hires;
- Pay Plan restructuring (merits and cost of living adjustments); and
- Open Pay Ranges.

In spite of our challenges, Miami-Dade County has, and still provides, excellent pay and benefits for its employees. Attachment 4 provides illustrative examples of base salary increases between 2002 and 2014. This analysis demonstrates that employees, when the economy was flourishing, received significant increases in salaries. From 2002 through 2009, negotiated cost of living adjustments were typically higher than the consumer price index (CPI). Even with the absence of cost of living adjustments for the past three years, the cumulative value of cost of living adjustments from 2002 through 2013 are still ahead of the CPI. The analyses provide several **hypothetical** scenarios tracking typical employees who were hired on the entry level step and who are currently in the same classifications. The percent increase in base salary from 2002 to 2014 range from 59 to 120 percent, depending on the classification and bargaining unit.

It is important to note that bargaining unit employees continued to receive both cost of living adjustments and merit increases while non-bargaining unit employees under my purview did not receive the last cost of living adjustment in 2011 and many have had merit increases and longevity bonus awards suspended indefinitely since FY 2007-08. Merit increases for bargaining unit classifications, which are on step averaged 4.5 percent, while classifications on ranges received five percent.

Attachment 5 illustrates the compounding effect of merit and cost of living adjustments on a hypothetical employee starting with a base salary of \$33,000, which was the annual average starting salary in 2002 (the annual average starting salary for 2014 is \$42,000). Between 2002 and 2013, the CPI would have raised salaries by 31.5 percent. When the County's COLAs and average merit increases are applied to base salary over the same period, salaries increase by 93.8 percent. Theoretically, an employee who started earning \$33,000 in 2002 and has continued to work in the same job classification to the current date would be earning \$67,000 today, a 93.8 percent increase as noted above.

As noted in the Compensation and Benefits Review Committee's Annual Report to the Board on May 24, 2011, "the current fiscal and economic environment indicates the need for a careful review of many of the

County's compensation and benefits practices." As stated earlier, it is my intention to address all of these items at the negotiation table. I look to the Board for support in ensuring this County is operating as efficiently as possible while ensuring accountability to our tax payers.

My goals for this upcoming fiscal year are to present a balanced, sustainable budget for FY 2014-15, focus on "core" functions, and to ensure our labor contracts support the ability for management to carry out the day-to-day operations required in our large and complex organization.

I want to take this opportunity to recognize and appreciate the hard work and dedication of our County workforce. Our employees are essential in the success of our overall mission and while the task at hand will not be an easy one, nor a popular one, it is one which must be undertaken.

As requested by Commissioner Esteban Bovo, Jr. at the Finance Committee meeting of April 23, 2014, I will provide the Board with periodic updates of the progress we make in our ongoing negotiations with the unions.

Should you have any questions, please do not hesitate to contact Edward Marquez, Deputy Mayor at 305-375-1451.

#### Attachments

c: R.A. Cuevas, Jr., County Attorney  
Office of the Mayor Senior Staff  
Jennifer Moon, Director, Office of Management and Budget  
Arleene Cuellar, Director, Human Resources  
Tyrone Williams, Esq., Director, Labor Relations, Human Resources  
Charles Anderson, Commission Auditor

## Memorandum



**Date:** May 24, 2011

**To:** Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners

**From:** Iliana Castillo-Frick, Chair *Iliana Castillo-Frick*  
Compensation and Benefits Review Committee

**Subject:** Annual Report – May 2011  
Compensation and Benefits Review Committee

The Compensation and Benefits Review Committee is submitting for consideration of the Board of County Commissioners their first Annual Report. The ordinance establishing the Compensation and Benefits Review Committee was initiated by prime sponsor, then - County Commissioner Natacha Seijas, and adopted on December 1, 2009. The Committee was established for a three-year term and was charged to review and make recommendations regarding the growth of County personnel costs while continuing to provide fair and competitive wages, salaries, and benefits. The Committee has been directed to study all employee compensation policies, provide recommendations regarding salaries, wages and benefits, and submit an annual report regarding its findings each May to the Mayor and Board of County Commissioners.

We would like to express our appreciation to the departments of Human Resources, General Services Administration, Office of Strategic Business Management and the Office of the County Attorney for the valuable support they have provided during our initial deliberations.

Following an extensive search for Committee members, the Committee was appointed on June 15, 2010 and the inaugural meeting was held on September 8, 2010 (a list of the Committee members is attached – Attachment A). The Committee has been meeting monthly, received an overview of County operations and has heard presentations on the following topics: pay plan, employee benefits, labor management, payroll, pay check composition and priority concerns. Additionally, staff conducted benchmarking surveys of peer jurisdictions regarding compensation, benefits and labor management practices, and provided survey findings to the Committee. Staff further provided and summarized numerous industry and academic articles on related topics. Minutes of the Committee's meetings to date are attached (Attachment B).

#### Recommendations:

The current fiscal and economic environment indicates the need for a careful review of many of the County's compensation and benefits practices. The Committee strongly recommends that the Board of County Commissioners provide direction and guidance for collective bargaining negotiations. The County's compensation and benefits should be reflective of fiscal and economic reality. Negotiated labor agreements should provide the flexibility to adjust to varying economic indices, as well as the County's fiscal capacity. It is imperative that a measured balance be achieved between equitable treatment to County employees and the County's responsibility to the tax payer.

As a result of our deliberations and assessment of the information that has been provided, the Committee recommends that the following areas be further examined (not listed in any particular order; specific recommendations are underlined):

## Health Plan Design

Miami-Dade County's current plan design reflects below market cost sharing when compared to Florida public sector employees and covered dependents. Employer premium subsidies to employees, dependent insurance premiums, copayments, deductibles, flex dollars, as well as other plan cost containment features, should be carefully evaluated to ensure a fiscally sustainable approach to the provision of this critical employee benefit while complying with the provisions of health care reform.

## Compensation

County Overtime Policy: Fiscal Year 2009-10 overtime costs were \$118 million. Employees are compensated for overtime earned on a *daily* basis. This policy should be reviewed in order to transition to a weekly overtime calculation in accordance with the Federal Fair Labor Standards Act. Estimated annual savings resulting from this change would be approximately \$4.7 million.

Supplemental Pay: The County's Pay Plan and collective bargaining agreements contain 182 pay supplements for such factors as specific job assignments, shift work, educational degrees and certifications; in FY 2009-10 these supplements represented an annual expenditure of \$136 million. The number, value and eligibility criteria for pay supplements should be reviewed to determine their relevance and necessity.

Longevity Bonus: Employees with 15 or more years of continuous service receive an annual longevity bonus ranging from 1.5% to 3% of adjusted salary excluding shift differential. The projected FY 2011-12 value of these awards is projected to be \$20 million. The practice of awarding bonuses based on longevity should be reviewed. Bonus awards, if any, should be tied to performance and cost savings generated by employees rather than years of service.

Off-Duty Payments: Uniform personnel who perform off-duty assignments are paid through payroll and as a result these earnings become part of the employees' average final compensation upon which pension benefits are calculated. In FY 2009-10, Miami-Dade Fire personnel earned \$1.5 million and Miami-Dade Police personnel earned \$5.9 million in off-duty pay. It should be noted that FRS contributions associated with off-duty work and administrative overhead are paid by the agency requesting the off-duty services and do not directly impact Miami-Dade County's FRS contribution costs. The practice of making these payments through the County's payroll system should be carefully reviewed to determine the fiscal impact to the County and to the FRS.

## Pay Plan Structure

The County's Pay Plan is comprised of approximately 700 pay ranges and more than 2,000 job classifications. Pay ranges may be "open," reflecting minimum and maximum salary rates, or may have "pay steps" with discrete values that define employees' progression through the pay range. The average difference between pay steps is 4.3%.

Many of these pay ranges reflect marginal pay differentials and are the product of years of various incremental adjustments. Nearly 23,860 employees, 78% of the workforce, are in ranges with pay steps. The remainder is in open pay ranges. Employees with a minimum of satisfactory performance, documented in a performance evaluation, are eligible for an annual merit increase until the employee progresses to the maximum of the pay range. (Currently, 20% of the workforce

is at the maximum of a pay range.) Employees in pay step ranges are also eligible to earn two longevity pay steps at 5 year intervals. In pay step ranges, the value of an increase is equal to one pay step; in open ranges, the value of a merit increase is generally 5%.

In a year when there is both a negotiated across the board wage adjustment, often referred to as Cost of Living Adjustment (COLA), an employee may receive both the COLA and a merit increase (if the employee has not reached the maximum of the pay range). The following example illustrates the impact of these policies for an employee who earns a \$50,000 salary, is in a pay range composed of 4.3% pay steps, has not yet reached the maximum of the pay range, and has 15 years of County service:

A. Base Salary	\$ 50,000
B. Base salary + 4.3% merit step increase	\$ 52,150
C. Base salary + step increase + 3% wage adjustment (COLA)	\$ 53,715
D. Percentage Increase in base pay $[(C-A)/A]$	7.4%
E. Longevity bonus award of 1.5% (flat amount; does not increase base pay) $[C \cdot 0.15]$	\$ 806

The Pay Plan as it is constructed with defined pay steps provides little flexibility in applying variable merit increases based on market conditions. The Pay Plan structure as well as the County's classification plan should be evaluated in order to provide a structure that is more responsive to changes in economic and fiscal conditions. In order for the Pay Plan to be sustainable, it should be structured with open pay ranges which would permit pay increases that combine merit and COLA pay and reflect the County's annual fiscal capacity for pay increases.

### Senior/Executive Benefits and Compensation (Groups 1 -3)

There are approximately 419 employees who are categorized as "executives" and participate in the executive benefits program which is valued at \$4.8 million. These employees are primarily Assistant County Managers, Department Directors, Deputy and Assistant Directors, and some Division Directors and Managers. Executive Benefit packages range from approximately \$9,000 to \$16,000 annually. Eligibility for benefits is predicated upon the reporting relationship to the Department Director.

Executive pay and benefits should be studied to ensure that jobs are appropriately compensated for the qualifications and responsibility inherent in these positions.

### "Terminal" Leave Provisions

The County's Leave Manual provides for the payout of a maximum of 500 hours of annual (vacation) leave and a percentage of accrued sick leave up to 1,000 hours based upon years of service. Employees with 30 years or more of service are eligible to be paid for all accrued sick leave hours. A review of these payout provisions is indicated to ensure that this policy is consistent with current human resources practices.

In conclusion, we trust that our initial observations will be helpful to you as you endeavor to review opportunities to reduce personnel costs which at a minimum, when considering overtime and

longevity bonus expenditures, could represent \$24.7 million in savings. It is also important to pinpoint that due to the County's fiscal conditions, employees have consented to a 5% contribution to the County's healthcare cost in lieu of a 5% salary reduction. We fully recognize that our recommendations must be discussed with union representatives and incorporated into the collective bargaining process. Further, we suggest that consideration be given to implementing some of these measures prospectively, (e.g. for new hires or for employees who have not vested in the benefit), when appropriate, so as to minimize the impact upon the current workforce.

We thank you for this opportunity to be of service to you and look forward to continuing our studies in the upcoming year.

#### Attachments

- c: Alina T. Hudak, County Manager
- Compensation and Benefits Review Committee Members
- Jennifer Glazer-Moon, Special Assistant/Director, Office of Strategic Business Management
- Robert A. Cuevas, Jr., County Attorney
- Charles Anderson, Commission Auditor
- Mary Lou Rizzo, Director, Human Resources Department
- Wendi Norris, Director, General Services Administration

**MIAMI DADE COUNTY**  
**Compensation & Benefits Review Committee Members**

1. Ilana Castillo-Frick, Vice-Provost, Human Resources, Miami-Dade College, **Chair**
2. Marjorie H. Adler, Former Human Resources Director, City of Coral Gables (Retired), **Vice-Chair**
3. Rev. Msgr. Franklyn M. Casale, President, St. Thomas University
4. Scott Clark, Risk & Benefits Officer, School Board of Miami-Dade County
5. Enrique Falla, President, Falla, Smith & Associates (Retired)
6. Kenneth Lipner, Ph.D., Professor, Economics, Florida International University (Retired)
7. Raul Moncarz, Ph.D., Professor & Vice-Provost Emeritus, Florida International University
8. Ricardo Prida, Former Human Resources Executive
9. Sandra Thompson, Ph.D., Associate Vice President, Florida Memorial University

**OFFICIAL FILE COPY  
CLERK OF THE BOARD  
OF COUNTY COMMISSIONERS  
MIAMI-DADE COUNTY, FLORIDA**

**MEMORANDUM**

Agenda Item No. 11(A)(11)

**TO:** Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners

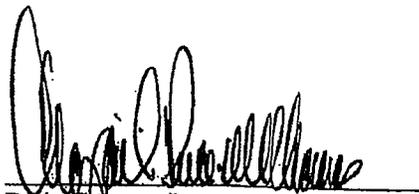
**DATE:** July 7, 2011

**FROM:** R. A. Cuevas, Jr.  
County Attorney

**SUBJECT** Resolution directing the Mayor or Mayor's designee to review the annual report of the Compensation and Benefits Review Committee and to develop proposals for implementing the recommendations in the annual report, requiring that such proposals be discussed and negotiated in collective bargaining and requiring a report to the Board regarding such proposals

Resolution No. R-569-11

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Barbara J. Jordan.

  
\_\_\_\_\_  
R. A. Cuevas, Jr.  
County Attorney

RAC/jls



# MEMORANDUM

(Revised)

**TO:** Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners

**DATE:** July 7, 2011

**FROM:** R. A. Cuevas, Jr.  
County Attorney

**SUBJECT:** Agenda Item No. 11(A)(11)

Please note any items checked.

- "3-Day Rule" for committees applicable if raised
- 6 weeks required between first reading and public hearing
- 4 weeks notification to municipal officials required prior to public hearing
- Decreases revenues or increases expenditures without balancing budget
- Budget required
- Statement of fiscal impact required
- Ordinance creating a new board requires detailed County Manager's report for public hearing
- No committee review
- Applicable legislation requires more than a majority vote (i.e., 2/3's \_\_\_\_, 3/5's \_\_\_\_, unanimous \_\_\_\_ ) to approve
- Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 11(A)(11)  
7-7-2011

RESOLUTION NO. R-569-11

RESOLUTION DIRECTING THE MAYOR OR MAYOR'S  
DESIGNEE TO REVIEW THE ANNUAL REPORT OF THE  
COMPENSATION AND BENEFITS REVIEW COMMITTEE  
AND TO DEVELOP PROPOSALS FOR IMPLEMENTING THE  
RECOMMENDATIONS IN THE ANNUAL REPORT,  
REQUIRING THAT SUCH PROPOSALS BE DISCUSSED AND  
NEGOTIATED IN COLLECTIVE BARGAINING AND  
REQUIRING A REPORT TO THE BOARD REGARDING  
SUCH PROPOSALS

**WHEREAS**, the County is presently facing severe reductions in revenue as a result of  
the current economy and its effect on the County's tax base; and

**WHEREAS**, at the same time, the cost of County services is increasing; and

**WHEREAS**, the County is required to maintain a balanced budget; and

**WHEREAS**, this Board wishes to ensure that the County continues to provide needed  
services to the community; and

**WHEREAS**, labor costs form a major portion of the cost of providing County services;  
and

**WHEREAS**, labor costs are significantly affected by compensation policies and  
practices; and

**WHEREAS**, on May 24, 2011, the Compensation and Benefits Review Committee  
issued its annual report which makes recommendations related to the County's compensation and  
benefits policies and practices; and

WHEREAS, this Board wishes to ensure that County employees are fairly compensated for their services and at the same time that the community receives fair value for the expenditure of public funds; and

WHEREAS, the County is currently negotiating collective bargaining agreements with the County's authorized collective bargaining representatives,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA,** that the County Mayor or Mayor's designee is hereby directed to review the May 24, 2011 Annual Report of the Compensation and Benefits Review Committee ("Committee") and to develop proposals to implement the Committee's recommendations including the recommendations that the County:

- (a) evaluate health plan design including premiums, co-payments, co-insurance and deductibles,
- (b) transition from daily overtime to weekly overtime, (c) review pay supplements, longevity bonuses and off-duty payments for fiscal impact and relevance, (d) review the pay plan structure so that it is more responsive to economic and fiscal conditions, (e) review executive pay and benefits for appropriateness, and (f) review terminal leave payout provisions prescribed in the County's Leave Manual. The Mayor or Mayor's designee shall discuss and negotiate such proposals in collective bargaining and shall provide a report to the Board within forty-five (45) days describing such proposals, including the nature of each proposal and an estimate of the savings the proposal is expected to generate.

The Prime Sponsor of the foregoing resolution is Commissioner Barbara J. Jordan. It was offered by Commissioner **Barbara J. Jordan**, who moved its adoption. The motion was seconded by Commissioner **Joe A. Martinez** and upon being put to a vote, the vote was as follows:

	Joe A. Martinez, Chairman	aye	
	Audrey M. Edmonson, Vice Chairwoman	aye	
Bruno A. Barreiro	aye	Lynda Bell	aye
Esteban L. Bovo, Jr.	aye	Jose "Pepe" Diaz	aye
Sally A. Heyman	absent	Barbara J. Jordan	aye
Jean Monestime	aye	Dennis C. Moss	absent
Rebeca Sosa	aye	Sen. Javier D. Souto	absent
Xavier L. Suarez	aye		

The Chairperson thereupon declared the resolution duly passed and adopted this 7<sup>th</sup> day of July, 2011. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.



MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: **Christopher Agrippa**  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.

Eric A. Rodriguez

5



**Memorandum**  
**Commissioner Barbara J. Jordan**

**To:** Honorable Rebeca Sosa, *Chairwoman*  
*Board of County Commissioners*

**From:** *Barbara J. Jordan*  
Barbara J. Jordan, *Committee Chairperson*  
*Compensation & Benefits Review Ad Hoc Committee*

**Date:** March 20, 2013

**Subject:** Final Report – Compensation & Benefits Review Ad Hoc Committee

On behalf of the members of the Compensation & Benefits Review Ad Hoc Committee, it is with great satisfaction that we hereby submit the Compensation & Benefits Review Ad Hoc Committee Final Report with this Committee's recommendations and suggestions to the Board of County Commissioners (BCC). Over the period of eight months, many issues were discussed at length, and we wholeheartedly believe that our recommendations and suggestions will contribute significantly to streamlining the County's pay plan to make it more sustainable.

We extend special thanks to former Chairman Joe A. Martinez for creating this Committee, as well as fellow Committee members for their valuable input. In particular, we thank the Human Resources Division of the Internal Services Department, the Office of the Commission Auditor, the County Attorney's Office, and the Clerk's Office for their support and contributions to the Committee during this period.

I request that a discussion item be placed on the April 2<sup>nd</sup>, 2013 BCC agenda to discuss the committee recommendations and select those that we would like to see moving forward.

**Attachment**

**c:** Honorable Carlos A. Gimenez, Mayor  
Honorable Lynda Bell, Vice Chairwoman  
and Members, Board of County Commissioners  
R. A. Cuevas, County Attorney  
Charles Anderson, Commission Auditor  
Edward Marquez, Deputy Mayor  
Lester Sola, Director, Internal Services Department  
Christopher Agrippa, Division Chief, Clerk of the Board

## Compensation and Benefits Review Ad Hoc Committee

### Final Report

In a memorandum dated April 20, 2012, previous Chairman Joe A. Martinez requested the creation of a panel with the specific purpose of reviewing the County's pay plan in great depth and to provide a report with findings and recommendations to the Board of County Commissioners (BCC). The Compensation and Benefits Review Ad Hoc Committee was comprised of the following Commissioners: Barbara J. Jordan, Chairperson; Esteban L. Bovo, Jr.; Jose "Pepe" Diaz; and Jean Monestime. In addition, the following County staff assisted the Committee throughout the process: Charles Anderson, Commission Auditor; Eric Rodriguez, Assistant County Attorney; Edward Marquez, Deputy Mayor; Mary Lou Rizzo, Assistant Director, Internal Services Department; and Alan Eisenberg, Deputy Clerk.

The Committee held nine (9) meetings from May 1, 2012 through December 13, 2012 (all Union representatives were extended an invitation). A plethora of issues was discussed at length, to include pay plan design, pay supplements, executive benefits, temporary and part-time employees, and leave provisions. Below are the final recommendations/items submitted by the Committee for consideration by the BCC:

#### Recommendations:

**1) Reduce the number of job classifications**

The panel discussed reducing the number of classifications and aligning different classifications to uniform pay ranges, therefore creating a more sustainable pay plan that promotes cost containment.

**2) Cap yearly salary increases (attributed to merit increases and Cost of Living Increases (COLA) to a maximum of 5% annually.**

Currently, eligible employees, who are not at the maximum of the range, receive an average of 4.3% as part of their yearly merit increase. COLA amounts vary, as negotiated with the multi-year collective bargaining agreements. Historically, when cost of living adjustments (COLA) were granted, employees would potentially be eligible for up to 8% - 9% annual increase. This recommendation would provide employees with a maximum combined yearly total of 5% (merit + COLA).

**3) Evaluate long-term, part-time employees on an annual basis to determine whether a full-time position would be more cost effective, unless otherwise prohibited by collective bargaining agreement**

Existing Miami-Dade County part-time employees do not receive the following benefits that are provided to full-time employees, even though part-time employees could be working in excess of 40 hours weekly: holidays and insurance benefits (if scheduled hours are fewer than 60 hours in the pay period). The Committee recommended the establishment of a policy similar to that for temporary employees, whereas the need for a permanent position is reviewed after one (1) year. The Committee noted that the funding source sustainability of the position should be reviewed.

- 4) **Restructure the pay plan with open ranges and reduce the new hire rate by approximately 9-10% (2 steps), thus implementing an additional tier to the County's already existing multi tier pay plan**

The Committee proposed that new employees should be hired at a new rate up to 10% lower than the current new hire rate.

- 5) **For New Hires Only - Limit sick leave payouts to a maximum of 600 hours and calculate the payout rate at an average of the employee's total earnings, rather than at the rate earned at separation**

Currently, employees can accrue an indefinite amount of sick hours; however, employees are limited in the number of sick hours that could be compensated upon separation. Employees with less than 30 years of service are eligible for up to 1,000 hours of sick leave payout, based on a sliding scale of years employed. Employees with 30+ years of service are eligible to receive payment for all sick hours accrued. All payments are made based on the employee's current rate of pay at the time of separation.

Suggestions/Menu Items:

- 1) **For New Hires Only - Reduce bankable annual leave from 500 to 300 hours**  
The current policy provides that employees can accrue a maximum of 500 annual/vacation hours per year. Hours in excess of 500 are forfeited if not utilized.
- 2) **Provide employees with a one-time bonus, in lieu of a COLA and/or merit increase, during times of fiscal hardships and/or once the maximum rate of the pay plan is reached**
- 3) **Negotiate changes to the current layoff policy, to provide civil service credit for exempt service**
- 4) **Review the pay plan every three (3) years with comparable governments/entities to remain competitive and/or conduct market research.**

To the extent any of these recommendations/menu items impact employees in collective bargaining units, such recommendations require collective bargaining.

Additional information, minutes and presentations for the Compensation and Benefits Review Ad Hoc Committee can be located at the following website

<http://www.miamidade.gov/auditor/compensation-benefits.asp>

## MEMORANDUM

Agenda Item No. 11(A)(1)

**TO:** Honorable Chairwoman Rebeca Sosa  
and Members, Board of County Commissioners

**DATE:** October 1, 2013

**FROM:** R. A. Cuevas, Jr.  
County Attorney

**SUBJECT:** Resolution directing the Mayor to negotiate with the collective bargaining agents representing County employees for the purpose of implementing recommendation number five and suggestion number one from the final report of the Compensation and Benefits Review Ad Hoc Committee which would limit the payout of sick leave for newly-hired County employees to a maximum of 600 hours  
Resolution No. R-815-13

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Esteban L. Bovo, Jr., and Co-Sponsors Vice Chair Lynda Bell and Chairwoman Rebeca Sosa.

  
\_\_\_\_\_  
R. A. Cuevas, Jr.  
County Attorney

RAC/cp



# MEMORANDUM

(Revised)

**TO:** Honorable Chairwoman Rebeca Sosa  
and Members, Board of County Commissioners

**DATE:** October 1, 2013

**FROM:**   
R. A. Cuevas, Jr.  
County Attorney

**SUBJECT:** Agenda Item No. 11(A)(1).

Please note any items checked.

- "3-Day Rule" for committees applicable if raised
- 6 weeks required between first reading and public hearing
- 4 weeks notification to municipal officials required prior to public hearing
- Decreases revenues or increases expenditures without balancing budget
- Budget required
- Statement of fiscal impact required
- Ordinance creating a new board requires detailed County Mayor's report for public hearing
- No committee review
- Applicable legislation requires more than a majority vote (i.e., 2/3's \_\_\_\_\_, 3/5's \_\_\_\_\_, unanimous \_\_\_\_\_) to approve
- Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 11(A)(1)  
10-1-13

RESOLUTION NO. R-815-13

RESOLUTION DIRECTING THE MAYOR OR MAYOR'S DESIGNEE TO NEGOTIATE WITH THE COLLECTIVE BARGAINING AGENTS REPRESENTING COUNTY EMPLOYEES FOR THE PURPOSE OF IMPLEMENTING RECOMMENDATION NUMBER FIVE AND SUGGESTION NUMBER ONE FROM THE FINAL REPORT OF THE COMPENSATION AND BENEFITS REVIEW AD HOC COMMITTEE WHICH WOULD LIMIT THE PAYOUT OF SICK LEAVE FOR NEWLY-HIRED COUNTY EMPLOYEES TO A MAXIMUM OF 600 HOURS WITH THE PAYOUT TO BE CALCULATED AT THE AVERAGE RATE OF AN EMPLOYEE'S EARNINGS AND WOULD REDUCE THE MAXIMUM LIMIT FOR ACCRUAL OF ANNUAL LEAVE FOR NEWLY-HIRED EMPLOYEES FROM 500 HOURS TO 300 HOURS

**WHEREAS**, the Board of County Commissioners created the Compensation and Benefits Review Ad Hoc Committee ("Ad Hoc Committee") to review employment and benefits policies and practices of County employees; and

**WHEREAS**, Commissioner Esteban L. Bovo, Jr. actively participated as an appointed member of the Ad Hoc Committee; and

**WHEREAS**, the Ad Hoc Committee held numerous meetings and analyzed a voluminous amount of information; and

**WHEREAS**, on March 20, 2013, Commissioner Barbara Jordan who served as Ad Hoc Committee Chairperson, submitted to the Board its Final Report containing suggestions and recommendations; and

**WHEREAS**, in its Final Report, the Ad Hoc Committee recommended that sick leave payouts for newly-hired County employees be limited to 600 hours and be calculated using the average employee earnings during the period of accrual; and

WHEREAS, in its Final Report, the Ad Hoc Committee suggested that the County's current policy of allowing employees to accrue up to 500 hours of annual leave be reduced to 300 hours for newly-hired employees only,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that the Mayor or Mayor's designee is hereby directed to negotiate with the collective bargaining agents representing County employees for the purpose of implementing recommendation number five and suggestion number one from the March 20, 2013 Final Report of the Compensation and Benefits Review Ad Hoc Committee which would limit the payout of sick leave for newly-hired County employees to a maximum of 600 hours with the payout to be calculated at the average rate of an employee's earnings and would reduce the maximum accrual limit for annual leave from 500 hours to 300 hours for newly-hired employees only.

The Prime Sponsor of the foregoing resolution is Commissioner Esteban L. Bovo, Jr., and the Co-Sponsors are Vice Chair Lynda Bell and Chairwoman Rebeca Sosa. It was offered by Commissioner **Esteban L. Bovo, Jr.**, who moved its adoption. The motion was seconded by Commissioner **Rebeca Sosa** and upon being put to a vote, the vote was as follows:

	Rebeca Sosa, Chairwoman	aye	
	Lynda Bell, Vice Chair	absent	
Bruno A. Barreiro	aye	Esteban L. Bovo, Jr.	aye
Jose "Pepe" Diaz	aye	Audrey M. Edmonson	aye
Sally A. Heyman	absent	Barbara J. Jordan	aye
Jean Monestime	aye	Dennis C. Moss	absent
Sen. Javier D. Souto	aye	Xavier L. Suarez	aye
Juan C. Zapata	absent		

The Chairperson thereupon declared the resolution duly passed and adopted this 1<sup>st</sup> day of October, 2013. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK



By: Christopher Agrippa  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.

A handwritten signature in black ink, appearing to be "ER", is written over a horizontal line.

Eric A. Rodriguez

## MEMORANDUM

Agenda Item No. 11(A)(2)

**TO:** Honorable Chairwoman Rebeca Sosa  
and Members, Board of County Commissioners

**DATE:** October 1, 2013

**FROM:** R. A. Cuevas, Jr.  
County Attorney

**SUBJECT:** Resolution directing the Mayor  
to negotiate with the collective  
bargaining agents representing  
County employees for the  
purpose of implementing the  
recommendations of the  
Compensation and Benefits  
Review Ad Hoc Committee  
Resolution No. R-816-13

The accompanying resolution was prepared and placed on the agenda at the request of Co-Prime Sponsors Commissioner Barbara J. Jordan and Commissioner Jean Monestime, and Co-Sponsors Commissioner Esteban L. Bovo, Jr. and Chairwoman Rebeca Sosa.



R. A. Cuevas, Jr.  
County Attorney

RAC/snm



# MEMORANDUM

(Revised)

**TO:** Honorable Chairwoman Rebeca Sosa  
and Members, Board of County Commissioners

**DATE:** October 1, 2013

**FROM:**   
R. A. Cuevas, Jr.  
County Attorney

**SUBJECT:** Agenda Item No. 11(A)(2)

Please note any items checked.

- "3-Day Rule" for committees applicable if raised
- 6 weeks required between first reading and public hearing
- 4 weeks notification to municipal officials required prior to public hearing
- Decreases revenues or increases expenditures without balancing budget
- Budget required
- Statement of fiscal impact required
- Ordinance creating a new board requires detailed County Mayor's report for public hearing
- No committee review
- Applicable legislation requires more than a majority vote (i.e., 2/3's \_\_\_\_\_, 3/5's \_\_\_\_\_, unanimous \_\_\_\_\_) to approve
- Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 11(A)(2)  
10-1-13

RESOLUTION NO. R-816-13

RESOLUTION DIRECTING THE MAYOR OR MAYOR'S  
DESIGNEE TO NEGOTIATE WITH THE COLLECTIVE  
BARGAINING AGENTS REPRESENTING COUNTY  
EMPLOYEES FOR THE PURPOSE OF IMPLEMENTING THE  
RECOMMENDATIONS OF THE COMPENSATION AND  
BENEFITS REVIEW AD HOC COMMITTEE

**WHEREAS**, the Board of County Commissioners created the Compensation and Benefits Review Ad Hoc Committee ("Ad Hoc Committee") to review employment and benefits policies and practices of County employees; and

**WHEREAS**, Commissioner Barbara J. Jordan was appointed as the Chair of the Ad Hoc Committee; and

**WHEREAS**, Commissioner Esteban L. Bovo, Jr., Commissioner Jose "Pepe" Diaz, and Commissioner Jean Monestime were appointed as Committee members to the Ad Hoc Committee; and

**WHEREAS**, the Ad Hoc Committee held numerous meetings and analyzed a voluminous amount of information; and

**WHEREAS**, on March 20, 2013, Commissioner Barbara Jordan who served as Ad Hoc Committee Chairperson, submitted to the Board its Final Report containing suggestions and recommendations; and

**WHEREAS**, in its Final Report, the Ad Hoc Committee made five specific recommendations that were discussed at a Workshop with members of the Board of County Commissioners who conducted a straw poll favorable to all five recommendations in the Final Report and requested the preparation of an action item directing the Mayor to negotiate the recommendations in the Final Report with the County's collective bargaining agents,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA**, that the Mayor or Mayor's designee is hereby directed to negotiate with the collective bargaining agents representing County employees for the purpose of implementing the following recommendations from the March 20, 2013 Final Report of the Compensation and Benefits Review Ad Hoc Committee:

1. Reduce the number of job classifications in the County Pay Plan; and
2. Combine the merit and cost of living adjustment (COLA) to a maximum of 5% annually; and
3. Evaluate long-term part-time employees to determine if eligible for full-time conversion; and
4. Restructure the Pay Plan with open ranges and reduce the new hire rate by approximately 9-10% (2 steps), thus implementing an additional tier to the Pay Plan; and
5. For new hires only limit sick leave payments to a maximum of 600 unused sick leave hours and calculate the payout rate at a weighted average of the employee's total earnings, rather than at the rate earned at separation.

The Co-Prime Sponsors of the foregoing resolution are Commissioner Barbara J. Jordan and Commissioner Jean Monestime, and the Co-Sponsors are Commissioner Esteban L. Bovo, Jr. and Chairwoman Rebeca Sosa. It was offered by Commissioner **Barbara J. Jordan**, who moved its adoption. The motion was seconded by Commissioner **Rebeca Sosa** and upon being put to a vote, the vote was as follows:

	Rebeca Sosa, Chairwoman	aye	
	Lynda Bell, Vice Chair	absent	
Bruno A. Barreiro	aye	Esteban L. Bovo, Jr.	aye
Jose "Pepe" Diaz	aye	Audrey M. Edmonson	aye
Sally A. Heyman	absent	Barbara J. Jordan	aye
Jean Monestime	aye	Dennis C. Moss	absent
Sen. Javier D. Souto	aye	Xavier L. Suarez	aye
Juan C. Zapata	absent		

The Chairperson thereupon declared the resolution duly passed and adopted this 1<sup>st</sup> day of October, 2013. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK



By: Christopher Agrippa  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.

GHS FOR EAR

Eric A. Rodriguez

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 11(A)(3)  
9-17-13

RESOLUTION NO. R-754-13

RESOLUTION DIRECTING COUNTY MAYOR OR COUNTY  
MAYOR'S DESIGNEE, TO INCLUDE IN FUTURE  
COLLECTIVE BARGAINING THE ISSUE OF COUNTY-PAID  
UNION REPRESENTATIVES

WHEREAS, the County's various collective bargaining agreements presently call for the County to release employees to engage in union duties and to continue to pay them their regular County salary, wages and benefits; and

WHEREAS, despite being paid by the County, employees released to perform union duties are effectively without County supervision or accountability; and

WHEREAS, unions collect dues for the purpose of providing employees with representation and the County should not bear this cost; and

WHEREAS, the topic of releasing and paying employees to perform union duties is a mandatory subject of collective bargaining,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that the County Mayor and his designated bargaining representatives are hereby directed to ~~[[negotiate for the elimination or reduction in the number of employees released and paid by the County to]]~~ >> include the issue of paying County union representatives that<sup><<1</sup> perform union duties as one of the items for future collective bargaining negotiations.

<sup>1</sup> Committee amendments are indicated as follows: Words stricken through and/or [[double bracketed]] are deleted, words underscored and/or >>double arrowed<< are added.

The Prime Sponsor of the foregoing resolution is Commissioner Esteban L. Bovo, Jr. It was offered by Commissioner **Audrey Edmonson**, who moved its adoption. The motion was seconded by Commissioner **Xavier L. Suarez** and upon being put to a vote, the vote was as follows:

	Rebeca Sosa, Chairwoman	aye	
	Lynda Bell, Vice Chair	absent	
Bruno A. Barreiro	absent	Esteban L. Bovo, Jr.	aye
Jose "Pepe" Diaz	absent	Audrey M. Edmonson	aye
Sally A. Heyman	aye	Barbara J. Jordan	aye
Jean Monestime	aye	Dennis C. Moss	absent
Sen. Javier D. Souto	absent	Xavier L. Suarez	aye
Juan C. Zapata	absent		

The Chairperson thereupon declared the resolution duly passed and adopted this 17<sup>th</sup> day of September, 2013. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK



By: **Christopher Agrippa**  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.

Lee Kraftchick

COMPARISON OF PROGRESSIVE SALARY INCREASES FROM 2002-2014  
SUMMARY

Classification	Bargaining Unit	Percent Increase During CBA Term (Assuming Employee Hired 10/2002 At Entry Level) <sup>(1)</sup>					Percent Change From Hire to Current
		Percent Change CBA 2002-2005	Percent Change CBA 2005-2008	Percent Change CBA 2008-2011	Percent Change CBA 2011-2014	Percent Change	
Police Officer (4201)	PBA Rank and File	27.5%	27.3%	29.3%	5.0%	120.3%	
Clerk 2 (0011)	AFSCME Local 199-General	23.5%	23.7%	11.1%	2.5%	74.0%	
Firefighter (4101)	IAFF Local 1403	28.3%	33.4%	3.0%	4.5%	84.3%	
Bus Operator (8050)	TWU Local 291	29.0%	27.7%	9.5%	0.0%	80.4%	
Administrative Secretary (0094)	Non-Bargaining	29.0%	27.7%	10.3%	0.0%	81.6%	
W&S Customer Svc Rep (5749)	AFSCME Local 121-Water and Sewer	25.7%	24.7%	11.9%	4.3%	82.8%	
Airport Maintenance Mechanic (5404)	AFSCME Local 1542- Aviation	27.3%	26.5%	3.0%	4.4%	73.1%	
Waste Truck Driver (6215)	AFSCME Local 3292-Solid Waste	21.1%	19.9%	9.6%	3.1%	64.1%	
Administrative Officer 2 (0811)	GSAF/OPEIU LOCAL 100- Professional	28.3%	27.2%	13.6%	4.6%	93.9%	
Administrative Officer 3 (0812)	GSAF/OPEIU LOCAL 100- Supervisors	28.2%	27.3%	13.4%	4.9%	94.1%	
Police Lieutenant (4203)	PBA- Supervisory Unit	22.3%	10.3%	18.0%	0.0%	59.1%	

Year	Annual CPI <sup>(2)</sup>	Contractual COLA	Cumulative Annual CPI	Cumulative Contractual COLA
2002	1.6%	3%	1.6%	3%
2003	2.3%	4%	3.9%	7%
2004	2.7%	4%	6.6%	11%
2005	3.4%	3%	10.0%	14%
2006	3.2%	3%	13.2%	17%
2007	2.8%	3%	16.0%	20%
2008	3.8%	4%	19.8%	24%
2009	-0.4%	0%	19.4%	24%
2010	1.6%	0%	21.0%	24%
2011 <sup>(3)</sup>	3.2%	3%	24.2%	27%
2012 <sup>(4)</sup>	2.1%	0%	26.3%	27%
2013	1.5%	0%	27.8%	27%

Merit increases for classifications which are on step average 4.5%. Merit increases for classifications which in ranges average 5%.

<sup>(1)</sup> Firefighters start on Step 4. All the other classifications are assumed to start at Step 1 or the minimum of the range

<sup>(2)</sup> Data from the Department of Labor Bureau of Labor Statistics

<sup>(3)</sup> COLA not applied for non-bargaining employees under the Mayor's purview

<sup>(4)</sup> 1% Pay plan reduction applied for AFSCME Local 199 effective 1/23/2012

**COMPARISON OF PROGRESSIVE INCREASES FROM 2002 TO 2014**

**Police Officer (4201)- PBA Rank and File**

Average Base Salary: \$65,532  
 Average Adjusted Salary: \$77,712  
 Percent Difference: 18.6%  
 Average Longevity: 13.5 years

Personnel Action	Effective Date	Step	Annual Base Salary	Percent Change	Percent Change (During CBA)	Notes/Comments	CBA Period
Hired	10/01/2002	1	\$ 31,264				
Merit Increase	04/01/2003	2	\$ 32,673	4.5%			
4% COLA	07/07/2003	2	\$ 33,980	4.0%			
Merit Increase	03/30/2004	3	\$ 35,602	4.8%			2002-2005
4% COLA	07/05/2004	3	\$ 37,026	4.0%			
Merit Increase	03/29/2005	4	\$ 38,714	4.6%			
3% COLA	07/04/2005	4	\$ 39,875	3.0%	27.5%		
Merit Increase	03/28/2006	5	\$ 41,778	4.8%			
3% COLA	07/03/2006	5	\$ 43,031	3.0%			
Merit Increase	03/27/2007	6	\$ 45,160	4.9%			
3% COLA	07/02/2007	6	\$ 46,515	3.0%			2005-2008
Merit Increase	03/25/2008	7	\$ 48,799	4.9%			
4% COLA	06/30/2008	7	\$ 50,751	4.0%	27.3%		
Merit Increase	03/24/2009	8	\$ 53,124	4.7%			
Merit Increase	03/23/2010	8	\$ 53,124	0.0%		Merits Suspended	
Selective Adjustment	09/06/2010	8	\$ 55,587	4.6%			2008-2011
Merit Increase	03/22/2011	9	\$ 60,981	9.7%			
3% COLA	06/27/2011	9	\$ 62,811	3.0%			
Selective Adjustment	09/05/2011	9	\$ 65,614	4.5%	29.3%		
Merit Increase	03/20/2012	10	\$ 68,882	5.0%	At Max		2011-2014

**Percent Change From Hire to Present: 120.3%**

**COMPARISON OF PROGRESSIVE INCREASES FROM 2002 TO 2014**

**Clerk 2 (0011)- AFSCME Local 199**

Average Base Salary: \$34,304  
 Average Adjusted Salary: \$34,332  
 Percent Difference: 0.1%  
 Average Longevity: 14.0 years

Personnel Action	Effective Date	Step	Annual Base Salary	Percent Change	Notes/Comments	CBA Period
Hired	10/01/2002	1	\$ 19,130			
Merit Increase	04/01/2003	2	\$ 19,755	3.3%		
4% COLA	07/07/2003	2	\$ 20,545	4.0%		
Merit Increase	03/30/2004	3	\$ 21,338	3.9%		2002-2005
4% COLA	07/05/2004	3	\$ 22,192	4.0%		
Merit Increase	03/29/2005	4	\$ 22,943	3.4%		
3% COLA	07/04/2005	4	\$ 23,631	3.0%	23.5%	
Merit Increase	03/28/2006	5	\$ 24,638	4.3%		
3% COLA	07/03/2006	5	\$ 25,378	3.0%		
Merit Increase	03/27/2007	6	\$ 26,333	3.8%		
3% COLA	07/02/2007	6	\$ 27,123	3.0%		2005-2008
Merit Increase	03/25/2008	7	\$ 28,108	3.6%		
4% COLA	06/30/2008	7	\$ 29,233	4.0%	23.7%	
Merit Increase	03/24/2009	8	\$ 30,427	4.1%		
Merit Increase	03/23/2010	8	\$ 30,427	0.0%	Merits Suspended	2008-2011
Merit Increase	03/22/2011	9	\$ 31,537	3.7%		
3% COLA	06/27/2011	9	\$ 32,484	3.0%	11.1%	
1% Pay Plan Reduction	01/23/2012	9	\$ 32,159	-1.0%		2011-2014
Merit Increase	03/20/2012	10	\$ 33,290	3.5%	2.5% At Max	

**Percent Change From Hire to Present: 74.0%**

**COMPARISON OF PROGRESSIVE INCREASES FROM 2002 TO 2014**

**Firefighter (4101)- IAFF Local 1403**

Average Base Salary: \$63,116  
 Average Adjusted Salary: \$82,660  
 Percent Difference: 31.0%  
 Average Longevity: 10.9 years

Personnel Action	Effective Date	Step	Annual Base Salary	Percent Change	Notes/Comments	CBA Period
Hired	10/01/2002	4	\$ 35,611			
4% COLA	07/07/2003	4	\$ 37,035	4.0%		
Merit Increase	09/30/2003	5	\$ 38,785	4.7%		
4% COLA	07/05/2004	5	\$ 40,337	4.0%		2002-2005
Merit Increase	09/28/2004	6	\$ 42,313	4.9%		
3% COLA	07/04/2005	6	\$ 43,582	3.0%		
Merit Increase	09/27/2005	7	\$ 45,702	4.9%	28.3%	
3% COLA	07/03/2006	7	\$ 47,073	3.0%		
Merit Increase	09/26/2006	8	\$ 49,256	4.6%		
3% COLA	07/02/2007	8	\$ 50,734	3.0%		2005-2008
Merit Increase	09/25/2007	9	\$ 53,068	4.6%		
4% COLA	06/30/2008	9	\$ 55,190	4.0%		
Merit Increase	09/23/2008	10	\$ 60,981	10.5%	33.4% At Max	
3% COLA	06/27/2011	10	\$ 62,811	3.0%	3.0%	2008-2011
Merit Increase	09/17/2013	11	\$ 65,614	4.5%	4.5% LI	2011-2014

**Percent Change From Hire to Present: 84.3%**

**COMPARISON OF PROGRESSIVE INCREASES FROM 2002 TO 2014**

**Bus Operator (8050)- TWU Local 291**

Average Base Salary: \$45,885  
 Average Adjusted Salary: \$45,885  
 Percent Difference: 0.0%  
 Average Longevity: 9.7 years

Personnel Action	Effective Date	Step	Annual Base		Percent Change	Notes/Comments	CBA Period
			Salary	Salary			
Hired	10/01/2002	1	\$	27,331			
Merit Increase	04/01/2003	99	\$	28,698	5.0%		
4% COLA	07/07/2003	99	\$	29,846	4.0%		
Merit Increase	03/30/2004	99	\$	31,338	5.0%		2002-2005
4% COLA	07/05/2004	99	\$	32,591	4.0%		
Merit Increase	03/29/2005	99	\$	34,221	5.0%		
3% COLA	07/04/2005	99	\$	35,248	3.0%	29.0%	
Merit Increase	03/28/2006	99	\$	37,010	5.0%		
3% COLA	07/03/2006	99	\$	38,120	3.0%		
Merit Increase	03/27/2007	99	\$	40,026	5.0%		
3% COLA	07/02/2007	99	\$	41,227	3.0%		2005-2008
Merit Increase	03/25/2008	99	\$	43,289	5.0%		
4% COLA	06/30/2008	99	\$	45,020	4.0%	27.7%	
Merit Increase	03/24/2009	99	\$	47,271	5.0%		
Merit Increase	03/23/2010	99	\$	47,882	1.3%	At Max	2008-2011
3% COLA	06/27/2011	99	\$	49,317	3.0%	9.5% Merits Suspended	
	09/17/2013	99	\$	49,317	0.0%	0.0%	2011-14

**80.4%**

**COMPARISON OF PROGRESSIVE INCREASES FROM 2002 TO 2014**

**Administrative Secretary (0094)- Non-Bargaining**

Average Base Salary: \$49,539  
 Average Adjusted Salary: \$49,687  
 Percent Difference: 0.3%  
 Average Longevity: 18.2 years

Personnel Action	Effective Date	Step	Annual Base		Percent Change	Notes/Comments	CBA Period
			Salary	Salary			
Hired	10/01/2002	99	\$	25,398			
Merit Increase	04/01/2003	99	\$	26,667	5.0%		
4% COLA	07/07/2003	99	\$	27,734	4.0%		
Merit Increase	03/30/2004	99	\$	29,121	5.0%		2002-2005
4% COLA	07/05/2004	99	\$	30,286	4.0%		
Merit Increase	03/29/2005	99	\$	31,800	5.0%		
3% COLA	07/04/2005	99	\$	32,754	3.0%	29.0%	
Merit Increase	03/28/2006	99	\$	34,392	5.0%		
3% COLA	07/03/2006	99	\$	35,423	3.0%		
Merit Increase	03/27/2007	99	\$	37,195	5.0%		
3% COLA	07/02/2007	99	\$	38,310	3.0%		2005-2008
Merit Increase	03/25/2008	99	\$	40,226	5.0%		
4% COLA	06/30/2008	99	\$	41,835	4.0%	27.7%	
Merit Increase	03/24/2009	99	\$	43,927	5.0%		
Merit Increase	03/23/2010	99	\$	43,927	0.0%	Merits Suspended	2008-2011
Merit Increase	03/22/2011	99	\$	46,123	5.0%		
0% COLA	06/27/2011	99	\$	46,123	0.0%	10.3%	
Merit Increase	03/20/2012	99	\$	46,123	0.0%	0.0% Merits Suspended	2011-2014

**Percent Change From Hire to Present: 81.6%**

**COMPARISON OF PROGRESSIVE INCREASES FROM 2002 TO 2014**

**W&S Customer Service Rep 2 (5749)- AFSCME Local 121**

Average Base Salary: \$45,891  
 Average Adjusted Salary: \$46,939  
 Percent Difference: 2.3%  
 Average Longevity: 14.2 Years

Personnel Action	Effective Date	Step	Annual Base Salary	Percent Change	Percent Change (During CBA)	Notes/Comments	CBA Period
Hired	10/01/2002	1	\$ 26,557				
Merit Increase	04/01/2003	2	\$ 27,669	4.2%	4.2%		
4% COLA	07/07/2003	2	\$ 28,776	4.0%	4.0%		
Merit Increase	03/30/2004	3	\$ 29,931	4.0%	4.0%		2002-2005
4% COLA	07/05/2004	3	\$ 31,128	4.0%	4.0%		
Merit Increase	03/29/2005	4	\$ 32,404	4.1%	4.1%		
3% COLA	07/04/2005	4	\$ 33,376	3.0%	25.7%		
Merit Increase	03/28/2006	5	\$ 34,769	4.2%	4.2%		
3% COLA	07/03/2006	5	\$ 35,812	3.0%	3.0%		
Merit Increase	03/27/2007	6	\$ 37,327	4.2%	4.2%		2005-2008
3% COLA	07/02/2007	6	\$ 38,447	3.0%	3.0%		
Merit Increase	03/25/2008	7	\$ 40,007	4.1%	4.1%		
4% COLA	06/30/2008	7	\$ 41,607	4.0%	24.7%		
Merit Increase	03/24/2009	8	\$ 43,348	4.2%	4.2%		
Merit Increase	03/23/2010	9	\$ 45,194	4.3%	4.3%		
Merit Increase	03/22/2011	9	\$ 45,194	0.0%	0.0%	Merits Suspended	2008-2011
3% COLA	06/27/2011	9	\$ 46,550	3.0%	11.9%		
Merit Increase	03/20/2012	10	\$ 48,542	4.3%	4.3%	4.3% At Max	2011-2014

**Percent Change From Hire to Present: 82.8%**

**COMPARISON OF PROGRESSIVE INCREASES FROM 2002 TO 2014**

**Airport Maintenance Mechanic (5404)- AFSCME Local 1542**

Average Base Salary: \$43,347  
 Average Adjusted Salary: \$48,258  
 Percent Difference: 11.3%  
 Average Longevity: 16.8 Years

Personnel Action	Effective Date	Step	Annual Base Salary	Percent Change	Notes/Comments	CBA Period
Hired	10/01/2002	1	\$ 25,914			
Merit Increase	04/01/2003	2	\$ 27,100	4.6%		
4% COLA	07/07/2003	2	\$ 28,184	4.0%		
Merit Increase	03/30/2004	3	\$ 29,346	4.1%		2002-2005
4% COLA	07/05/2004	3	\$ 30,520	4.0%		
Merit Increase	03/29/2005	4	\$ 32,030	4.9%		
3% COLA	07/04/2005	4	\$ 32,991	3.0%	27.3%	
Merit Increase	03/28/2006	5	\$ 34,467	4.5%		
3% COLA	07/03/2006	5	\$ 35,501	3.0%		
Merit Increase	03/27/2007	6	\$ 37,102	4.5%		
3% COLA	07/02/2007	6	\$ 38,215	3.0%		2005-2008
Merit Increase	03/25/2008	7	\$ 40,114	5.0%	At max	
4% COLA	06/30/2008	7	\$ 41,719	4.0%	26.5%	
3% COLA	06/27/2011	7	\$ 42,970	3.0%	3.0%	2008-2011
Merit Increase	03/19/2013	8	\$ 44,866	4.4%	4.4% Longevity 1	2011-2014

**Percent Change From Hire to Present: 73.1%**

**COMPARISON OF PROGRESSIVE INCREASES FROM 2002 TO 2014**

**Waste Truck Driver (6215)- AFSCME Local 3292**

Average Base Salary: \$46,451  
 Average Adjusted Salary: \$46,451  
 Percent Difference: 0.0%  
 Average Longevity: 16.9 Years

Personnel Action	Effective Date	Step	Annual Base Salary	Percent Change	Notes/Comments	CBA Period
Hired	10/01/2002	1	\$ 28,253			
Merit Increase	04/01/2003	2	\$ 29,239	3.5%		
4% COLA	07/07/2003	2	\$ 30,408	4.0%		
Merit Increase	03/30/2004	3	\$ 31,215	2.7%		2002-2005
4% COLA	07/05/2004	3	\$ 32,463	4.0%		
Merit Increase	03/29/2005	4	\$ 33,225	2.3%		
3% COLA	07/04/2005	4	\$ 34,222	3.0%	21.1%	
Merit Increase	03/28/2006	5	\$ 35,320	3.2%		
3% COLA	07/03/2006	5	\$ 36,379	3.0%		
Merit Increase	03/27/2007	6	\$ 37,349	2.7%		2005-2008
3% COLA	07/02/2007	6	\$ 38,470	3.0%		
Merit Increase	03/25/2008	7	\$ 39,468	2.6%		
4% COLA	06/30/2008	7	\$ 41,046	4.0%	19.9%	
Merit Increase	03/24/2009	8	\$ 42,350	3.2%		
Merit Increase	03/23/2010	8	\$ 42,350	0.0%	Merits Suspended	2008-2011
Merit Increase	03/22/2011	9	\$ 43,687	3.2%		
3% COLA	06/27/2011	9	\$ 44,997	3.0%	9.6%	
Merit Increase	03/20/2012	10	\$ 46,377	3.1%	3.1% At Max	2011-2014

**Percent Change From Hire to Present: 64.1%**

**COMPARISON OF PROGRESSIVE INCREASES FROM 2002 TO 2014**

**Administrative Officer 2 (0811)- GSAF/OPEIU Local 100- Professional**

Average Base Salary: \$65,223  
 Average Adjusted Salary: \$65,310  
 Percent Difference: 0.1%  
 Average Longevity: 17.4 Years

Personnel Action	Effective Date	Step	Annual Base Salary	Percent Change	Percent Change (During CBA)	Notes/Comments	CBA Period	Percent
								Change
Hired	10/01/2002	1	\$ 33,798					
Merit Increase	04/01/2003	2	\$ 35,432	4.8%				
4% COLA	07/07/2003	2	\$ 36,849	4.0%				
Merit Increase	03/30/2004	3	\$ 38,547	4.6%			2002-2005	
4% COLA	07/05/2004	3	\$ 40,089	4.0%				
Merit Increase	03/29/2005	4	\$ 42,085	5.0%				
3% COLA	07/04/2005	4	\$ 43,348	3.0%	28.3%			
Merit Increase	03/28/2006	5	\$ 45,562	5.1%				
3% COLA	07/03/2006	5	\$ 46,929	3.0%				
Merit Increase	03/27/2007	6	\$ 49,210	4.9%				
3% COLA	07/02/2007	6	\$ 50,687	3.0%			2005-2008	
Merit Increase	03/25/2008	7	\$ 53,037	4.6%				
4% COLA	06/30/2008	7	\$ 55,159	4.0%	27.2%			
Merit Increase	03/24/2009	8	\$ 57,864	4.9%				
Merit Increase	03/23/2010	9	\$ 60,832	5.1%				
Merit Increase	03/22/2011	9	\$ 60,832	0.0%		Merits Suspended	2008-2011	
3% COLA	06/27/2011	9	\$ 62,657	3.0%	13.6%			
Merit Increase	03/20/2012	10	\$ 65,535	4.6%	4.6% At Max			

**Percent Change From Hire to Present: 93.9%**

**COMPARISON OF PROGRESSIVE INCREASES FROM 2002 TO 2014**

**Administrative Officer 3 (0812)- GSAF/OPEIU Local 100- Supervisors**

Average Base Salary: \$79,590  
 Average Adjusted Salary: \$79,851  
 Percent Difference: 0.3%  
 Average Longevity: 20.4 Years

Personnel Action	Effective Date	Step	Annual Base Salary	Percent Change	Percent Change (During CBA)	Notes/Comments	CBA Period
Hired	10/01/2002	1	\$ 40,898				
Merit Increase	04/01/2003	2	\$ 42,886	4.9%			
4% COLA	07/07/2003	2	\$ 44,601	4.0%			
Merit Increase	03/30/2004	3	\$ 46,670	4.6%			2002-2005
4% COLA	07/05/2004	3	\$ 48,537	4.0%			
Merit Increase	03/29/2005	4	\$ 50,917	4.9%			
3% COLA	07/04/2005	4	\$ 52,444	3.0%	28.2%		
Merit Increase	03/28/2006	5	\$ 55,134	5.1%			
3% COLA	07/03/2006	5	\$ 56,788	3.0%			
Merit Increase	03/27/2007	6	\$ 59,397	4.6%			
3% COLA	07/02/2007	6	\$ 61,179	3.0%			2005-2008
Merit Increase	03/25/2008	7	\$ 64,198	4.9%			
4% COLA	06/30/2008	7	\$ 66,766	4.0%	27.3%		
Merit Increase	03/24/2009	8	\$ 70,083	5.0%			
Merit Increase	03/23/2010	9	\$ 73,486	4.9%			
Merit Increase	03/22/2011	9	\$ 73,486	0.0%		Merits Suspended	2008-2011
3% COLA	06/27/2011	9	\$ 75,691	3.0%	13.4%		
Merit Increase	03/20/2012	10	\$ 79,375	4.9%	4.9% At Max		

**Percent Change From Hire to Present: 94.1%**

**COMPARISON OF PROGRESSIVE INCREASES FROM 2002 TO 2014**

**Police Lieutenant (4203)- PBA Supervisory**

Average Base Salary: \$95,439  
 Average Adjusted Salary: \$112,997  
 Percent Difference: 18.4%  
 Average Longevity: 22.5 Years

Personnel Action	Effective Date	Step	Annual Base Salary	Percent Change	Percent Change (During CBA)	Notes/Comments	CBA Period
Hired	10/01/2002	5	\$ 60,949				
4% COLA	07/07/2003	5	\$ 63,387	4.0%			
Merit Increase	09/30/2003	6	\$ 66,474	4.9%			2002-2005
4% COLA	07/05/2004	6	\$ 69,133	4.0%			
Merit Increase	09/28/2004	7	\$ 72,345	4.6%	At Max		
3% COLA	07/04/2005	7	\$ 74,516	3.0%	22.3%		
3% COLA	07/03/2006	7	\$ 76,751	3.0%			
3% COLA	07/02/2007	7	\$ 79,054	3.0%			2005-2008
4% COLA	06/30/2008	7	\$ 82,216	4.0%	10.3%		
Merit Increase	09/27/2009	8	\$ 86,049	4.7%		Longevity 1	
Selective Adjustment	09/06/2010	8	\$ 90,063	4.7%			
3% COLA	06/27/2011	8	\$ 92,765	3.0%			2008-2011
Selective Adjustment	09/18/2011	8	\$ 96,996	4.6%	18.0%		
	05/01/2014	8	\$ 96,996	0.0%	0.0%		2011-2014

**Percent Change From Hire to Present: 59.1%**

COMPARISON OF PROGRESSIVE INCREASES FROM 2002-2014

Year	CPI	Cumulative CPI	\$33,000 Baseline Adjusted By CPI
2002	1.6%	1.6%	\$33,528
2003	2.3%	3.9%	34,299
2004	2.7%	6.6%	35,225
2005	3.4%	10.0%	36,423
2006	3.2%	13.2%	37,588
2007	2.8%	16.0%	38,641
2008	3.8%	19.8%	40,109
2009	-0.4%	19.4%	39,949
2010	1.6%	21.0%	40,588
2011	3.2%	24.2%	41,887
2012	2.1%	26.3%	42,766
2013	1.5%	27.8%	43,408
<b>Total Earnings Since 2002:</b>			<b>\$464,412</b>

Increase in baseline pay from 2002 through 2013: 31.5%

Difference from CPI cumulative earnings from 2002-2013:

COLA	Cumulative COLA	\$33,000 Baseline Adjusted by COLA	Merit Increase	Earnings including COLA and Merit Increases	Comments
3.0%	3.0%	\$33,990	4.5%	\$35,520	Step 2
4.0%	7.0%	35,350	4.5%	38,603	Step 3
4.0%	11.0%	36,764	4.5%	41,953	Step 4
3.0%	14.0%	37,866	4.5%	45,156	Step 5
3.0%	17.0%	39,002	4.5%	48,604	Step 6
3.0%	20.0%	40,173	4.5%	52,315	Step 7
4.0%	24.0%	41,779	4.5%	56,856	Step 8
0.0%	24.0%	41,779	4.5%	59,415	Step 9
0.0%	24.0%	41,779	0.0%	59,415	Step 10/ Merits Suspended
3.0%	27.0%	43,033	4.5%	63,951	Step 10
0.0%	27.0%	43,033	0.0%	63,951	Step 10
0.0%	27.0%	43,033	0.0%	63,951	Step 10
<b>Total Earnings Since 2002:</b>		<b>\$477,582</b>		<b>\$629,689</b>	

\$477,582

30.4%

2.8%

31.5%

30.4%

2.8%