



MARILYN EDWARDS
County Judge

280 North College, Suite 500
Fayetteville, AR 72701

WASHINGTON COUNTY, ARKANSAS
County Courthouse

August 2, 2013

MEETING OF THE
WASHINGTON COUNTY QUORUM COURT
PERSONNEL COMMITTEE

Monday, August 5, 2013
5:30 p.m.
Washington County Quorum Court Room

A G E N D A

1. Call to Order.
2. Adoption of Agenda.
3. Report from Blair Johanson, Salary Consultant for Washington County.
4. Review of Quarterly Reports from Human Resources:
 - New Hire Report (4.1)
 - Termination Report (4.2)
 - Turnover Analysis (4.3)
5. Consideration of Proposed Amendment to the Employee Handbook. The Committee will review proposed amendments pertaining to the Grievance Procedures Policy and Employee Grievance Hearing Policy. *Changes to the Employee Handbook must be approved by a majority vote of the full Quorum Court. (5.1, 5.2)*
6. Request for the Additional Personnel for the County Animal Shelter. This request is being brought to the Committee by the County Judge and is for the addition of a Vet Tech/Kennel Supervisor, Kennel Supervisor, and Veterinarian. The job description for the Veterinarian will be reviewed by the JESAP Committee prior to the meeting. The Personnel Committee will need to make a funding recommendation to the Finance Committee. (6.1)
7. Other Business. Any other business to be discussed by the Committee will be brought up at this time.
8. Public Comments.
9. Adjournment.

/kb

Washington County, AR

Quarterly Hire Report

For 4/1/2013 to 6/30/2013

Emp ID	Name	Department	Position
27645	WEST, WENDI DAWN	0118-GENERAL SERVICES	PURCHASING COORDINATOR BUYER
Dept 0118 Total: 1			
27623	MCGEE, MICHELLE L	0121-HUMAN RESOURCES	HR TECHNICIAN
Dept 0121 Total: 1			
27643	BOYD, JOHN CARSON	0127-JAI OPERATIONS & MAINT	MAINTENANCE TECH LEAD TRAINER
Dept 0127 Total: 1			
22045	ASHCRAFT, GLENDA FAY	0128-RECORDER'S COST	PART TIME CIRCUIT CLERK
22045	ASHCRAFT, GLENDA FAY	0128-RECORDER'S COST	DEPUTY CIRCUIT CLERK I
25022	MOWERY, SHIRLEY A	0128-RECORDER'S COST	PART TIME CIRCUIT CLERK
27634	BANKS, EBONEY N	0128-RECORDER'S COST	DOMESTIC RELATIONS SPECIALIST
Dept 0128 Total: 4			
27638	STEPHENS, CLAY DON	0200-ROAD	HEAVY EQUIPMENT OPERATOR
27627	BRASWELL, GEORGE ALLEN	0200-ROAD	HEAVY EQUIPMENT OPERATOR
27628	WARD, WILLIAM A	0200-ROAD	HEAVY EQUIPMENT OPERATOR
27630	STANTON, JEDEDIAH HUGH	0200-ROAD	HEAVY EQUIPMENT OPERATOR
27624	KEALY, JAMES P	0200-ROAD	HEAVY EQUIPMENT OPERATOR
27648	LEDEZMA, DANIEL MARTIN	0200-ROAD	HEAVY EQUIPMENT OPERATOR
Dept 0200 Total: 6			
27626	MASON, PAMELA J	0308-ANIMAL SHELTER	KENNEL SUPERVISOR
Dept 0308 Total: 1			
27621	WILLIAMS, WESLEY E	0400-SHERIFF	DISPATCHER
27622	KNELL, LAUREN TAYLOR	0400-SHERIFF	DISPATCHER
Dept 0400 Total: 2			
27631	GLOVER, JESSICA CAROLIN	0416-PROSECUTING ATTORNEY	PART TIME PROSECUTING ATTORNEY
27632	TORRES, SARA RAQUEL	0416-PROSECUTING ATTORNEY	PART TIME PROSECUTING ATTORNEY
27633	SWEARENGIN, SARA MICHE	0416-PROSECUTING ATTORNEY	PART TIME PROSECUTING ATTORNEY
27635	CASSIDY, COURTNEY NICOI	0416-PROSECUTING ATTORNEY	PART TIME PROSECUTING ATTORNEY
27636	GARMEN, KYLER SCOT	0416-PROSECUTING ATTORNEY	PART TIME PROSECUTING ATTORNEY
Dept 0416 Total: 5			
27637	PARRISH, DARRINGTON WII	0417-PUBLIC DEFENDER	PART TIME PUBLIC DEFENDER
27625	WALKER, CATHY RENA	0417-PUBLIC DEFENDER	LEGAL SECRETARY-PUBLIC DEFEND
Dept 0417 Total: 2			
27644	WALLACE, TABETHA M	0418-JAIL	PART TIME JAIL
27639	DUPREE, CHARLOTTE A	0418-JAIL	ADULT DETENTION OFFICER
27640	CARTER, STEVEN BRIAN	0418-JAIL	ADULT DETENTION OFFICER
27641	RAMIREZ, ABEL CLAYTON	0418-JAIL	ADULT DETENTION OFFICER
27642	TEJADA, MILISA	0418-JAIL	ADULT DETENTION OFFICER
Dept 0418 Total: 5			

Washington County, AR

Quarterly Termination Report

For 4/1/2013 to 6/30/2013

Emp ID	Name	Department	Position	Length of Service	Term Code
22057	HILL, AMY J	0101	ASST. COURT ADMINISTRATOR	2 Years 9 Weeks	UNKN
				Total for Dept 0101: 1	
27454	BALLOU, KRISTA M	0118	PURCHASING COORDINATOR BUYE	1 Years 2 Weeks	PERS
				Total for Dept 0118: 1	
27000	DANDRIDGE, RUSTY L	0121	HR TECHNICIAN	4 Years 22 Weeks	OTHE
				Total for Dept 0121: 1	
25015	RICHARDS, DENNIS C	0127	MAINTENANCE TECH LEAD TRAINE	16 Years -27 Weeks	RETI
				Total for Dept 0127: 1	
27085	DANDRIDGE, JONETA R	0128	DEPUTY CIRCUIT CLERK I	3 Years 12 Weeks	OTHE
				Total for Dept 0128: 1	
27246	CHISENHALL, HARLEY JASC	0200	HEAVY EQUIPMENT OPERATOR	3 Years -31 Weeks	TWCA
27628	WARD, WILLIAM A	0200	HEAVY EQUIPMENT OPERATOR	3 Weeks	TWCA
				Total for Dept 0200: 2	
27147	MILLER, SHELBY A	0400	PART TIME SHERIFF	3 Years 2 Weeks	MOVE
24238	MORRIS, DANA N	0400	PART TIME SHERIFF	9 Years 15 Weeks	FAMI
24262	BROWN, WILLIAM D	0400	PART TIME SHERIFF	9 Years -18 Weeks	RETI
25299	PICKERING, ALEX R	0400	DISPATCHER	9 Weeks	MOVE
				Total for Dept 0400: 4	
27363	BRYANT, CHRISTOPHER M	0416	PART TIME PROSECUTING ATTORN	2 Years -28 Weeks	OTHE
27374	WEISENFELS, MATTHEW E	0416	PART TIME PROSECUTING ATTORN	1 Years 20 Weeks	OTHE
27462	ADAY, CALLIE E	0416	PART TIME PROSECUTING ATTORN	1 Years -4 Weeks	OTHE
				Total for Dept 0416: 3	
27459	ALLISON, CHARLES S	0417	PART TIME PUBLIC DEFENDER	1 Years -2 Weeks	OTHE
23201	MCLAUGHLIN, LISA G	0417	LEGAL SECRETARY-PUBLIC DEFEN	10 Years -32 Weeks	TWCA
				Total for Dept 0417: 2	
25108	SHARP, DOYLE L	0418	CORPORAL	10 Years -1 Weeks	RETI
25136	WILLKIE, DANNY B	0418	CORPORAL	14 Years -30 Weeks	RETI
25235	WALTON, BRIAN E	0418	DEPUTY FIRST CLASS	9 Years -35 Weeks	PERS
26054	WILSON, CHARLES W	0418	SERGEANT	8 Years 0 Weeks	OTHE
26201	SCOTT, TIFFAINE D	0418	CORPORAL	7 Years -14 Weeks	TWCA
26349	MCREYNOLDS, MERCEDES I	0418	DEPUTY FIRST CLASS	7 Years -20 Weeks	PERS
26598	SHIPLEY, BRANDY K	0418	ADULT DETENTION OFFICER	3 Years -10 Weeks	PERS
27481	GAESSWITZ, MICHAEL S	0418	ADULT DETENTION OFFICER	1 Years -7 Weeks	PERS
27616	GONZALEZ, NORMA	0418	ADULT DETENTION OFFICER	5 Weeks	PERS
27423	LAYMAN, ROSS A	0418	ADULT DETENTION OFFICER	1 Years -2 Weeks	MOVE
27453	REES, COURTNEY	0418	PART TIME JAIL	1 Years -6 Weeks	SCHO
				Total for Dept 0418: 11	
27364	VILLINES, RONALD K	0419	OFFICE MANAGER	1 Years 23 Weeks	TWCA
				Total for Dept 0419: 1	

Washington County, AR

Quarterly Termination Report

For 4/1/2013 to 6/30/2013

Emp ID	Name	Department	Position	Length of Service	Term Code
27319	FALCON, BOBBIE LEA	0444	DEPUTY-JDC	2 Years -8 Weeks	TWCA
21115	NEUMANN JR, JOHN A	0444	CORPORAL-JDC	13 Years -10 Weeks	TWCA
27041	CASWELL, LEONARD CHAD	0444	DEPUTY-JDC	4 Years -1 Weeks	TWCA
26533	BRANDENBURG, MELISSA A	0444	DEPUTY-JDC	6 Years 8 Weeks	TWCA
26564	JOHNSON, JILL YOLANDA	0444	DEPUTY-JDC	6 Years 1 Weeks	TWCA

Total for Dept 0444: 5

Total Employees: 1,407

Total Terminated: 33

Turnover Rate: %2.34

Washington County, AR

Turnover Report

For 1/1/2013 to 6/30/2013

Dept	# Positions	# Turnover	%
0100 COUNTY JUDGE	4	0	0.00
0101 COUNTY CLERK	12	1	8.33
0102 CIRCUIT CLERK	11	0	0.00
0103 TREASURER	4	0	0.00
0104 COLLECTOR	21	1	4.76
0105 ASSESSOR	32	2	6.25
0106 EQUALIZATION BOARD	5	0	0.00
0107 QUORUM COURT	15	0	0.00
0108 BUILDINGS & GROUNDS	17	0	0.00
0109 ELECTIONS	689	0	0.00
0110 PLANNING	12	0	0.00
0113 FINANCIAL MANAGEMENT	6	1	16.66
0115 COMPUTER ADMIN	6	0	0.00
0118 GENERAL SERVICES	2	1	50.00
0119 ARCHIVES	3	0	0.00
0120 GRANTS ADMIN	2	0	0.00
0121 HUMAN RESOURCES	5	2	40.00
0122 COUNTY ATTORNEY	1	0	0.00
0127 JAI OPERATIONS & MAINT (B&G)	2	1	50.00
0128 RECORDER'S COST	12	1	8.33
0200 ROAD	87	8	9.19
0305 HIV CLINIC	2	0	0.00
0308 ANIMAL SHELTER	7	2	28.57
0400 SHERIFF	118	7	5.93
0401 CIRCUIT COURT I (STOREY)	1	0	0.00
0402 CIRCUIT COURT II (SMITH)	1	0	0.00
0403 CIRCUIT COURT III (ZIMMERMAN)	16	3	18.75
0404 CIRCUIT COURT IV (GUNN)	1	0	0.00
0405 CIRCUIT COURT V (STORY-BRYAN)	0	0	0.00
0406 CIRCUIT COURT VI (LINDSAY)	1	0	0.00
0407 CIRCUIT COURT VII (TAYLOR)	0	0	0.00
0415 JUVENILE INTAKE	0	0	0.00
0416 PROSECUTING ATTORNEY	22	3	13.63
0417 PUBLIC DEFENDER	8	2	25.00
0418 JAIL	197	15	7.61
0419 CORONER	6	1	16.66
0441 JUVENILE DIVERSION PROGRAM	0	0	0.00
0444 JUVENILE DETENTION	18	5	27.77
0500 DEPARTMENT OF EMERGENCY MC	4	0	0.00
0501 9-1-1- SERVICES	2	0	0.00
0600 COUNTY LIBRARY	9	1	11.11
0702 ENVIRONMENTAL AFFAIRS	5	0	0.00
0800 VETERANS SERVICE	2	0	0.00
ACC	0	0	0.00
LEA	0	0	0.00

40. GRIEVANCE PROCEDURES:

- A. Complaints and grievances may spring from any human relationship, and the associations of the workplace are no exception. Problems will arise for which resolution or recompense is requested and it is important to solve these problems in a fair manner as soon as possible.
- B. It is the policy of Washington County to give prompt and impartial consideration to the complaints or grievances of its employees. Employees who submit complaints or grievances in accordance with the proper procedures may do so without penalty or fear of reprisal.*
- C. For the purpose of this policy, the term "complaint" shall be used to indicate the initial voicing of a problem. The term "grievance" shall be used to identify a problem brought forward in a formal written manner.
- D. To come within the scope of the grievance procedure, a problem must deal with a county-related issue and it must be concerned with the employee's conditions of employment and may include the following:
 - 1. Poor working conditions, hours, and wages that are a violation of state or federal law;
 - 2. Unfair treatment by Supervisor that is a violation of state or federal law;
 - 3. Non-compliance with the Washington County Personnel Policies; or
 - 4. Discrimination on the basis of race, color, religion, sex, age, national origin, political affiliation, veteran's status, or disability.

(Rev. July 9, 1998)

GRIEVANCE HEARING PROCEDURE

CAVEAT: The purpose of this Grievance Hearing Procedure is to establish a required procedure to resolve applicant and employee grievances, and to thereby enable the county to voluntarily conform the conduct of county officials and county employees to the requirements of county policy. If the applicant or employee does not follow this affirmatively required county grievance hearing procedure, the county will raise waiver and estoppel as affirmative defenses to any claims against the county filed by the applicant via any administrative or judicial procedures otherwise available for redress of grievances.

(Adopted October 8, 1998)

41. EMPLOYEES GRIEVANCE HEARING:

A. Availability of Property Right Hearings:

1. At-will employment may be terminated by either the County or the employee at any time without prior notice, without cause, and without any property right hearing.
2. Any claim that any employee has a constitutionally protected property right in employment, entitling the employee to continued employment until “just cause” for discipline or dismissal is proved by the County at a pre-deprivation hearing, must be timely asserted in writing by the affected employee in accordance with this Employee Grievance Hearing Procedure, or the property right claim will be waived by the employee. (See Appendix B)

B. Availability of Liberty Right Hearings:

1. Any claim of illegal county employment discrimination on the basis of race, color, religion, gender, age, national origin, or disability or because the county is acting in a manner that is arbitrary, capricious, or unreasonable in hiring, compensation, conditions of employment, discipline or dismissal must be timely made in writing by the affected applicant or employee in accordance with this grievance hearing procedure.
2. Any claim that any employee treatment, discipline, or dismissal is unconstitutional punishment due to the employee’s exercise of a constitutionally protected “liberty right” or other constitutionally protected activity of the employee must be timely made in writing by the affected employee in accordance with this grievance hearing procedure.
3. Any claim that any employee treatment, discipline, or dismissal is contrary to the public policy of Arkansas must be timely made in writing by the affected employee in accordance with this grievance hearing procedure.
(See Appendix B)

C. Availability of Name Clearing Hearings:

1. Any claim that any employee's liberty interest in future Employment has been damaged as a result of any "stigmatizing charge" publicly communicated by the County must be timely asserted by the affected employee in accordance with this Employee Grievance Hearing Procedure, or it will be waived by the employee.
(See appendix B)

D. Availability of Hearings Generally:

1. A Grievance Hearing requested by an employee is not required to be held unless it is timely requested by the employee in the manner required by this Employee Grievance Hearing Procedure and required by the constitution or this policy.
2. Neither liberty rights nor property rights are created by this document.
3. The County may, in its discretion, hold a hearing prior to any decision or deprivation.

E. Time Requests for Formal Grievance Hearing:

1. It is the applicant's or employee's duty to request a grievance hearing.
2. The applicant or employee must timely file a written grievance hearing request after any claimed deprivation of the applicant's liberty or employee's liberty or property or any right to a hearing or to object to the deprivation shall be waived. (See Appendix B)
3. The grievance hearing request should state, in writing:
 - a. the grievance for which a hearing is requested;
 - b. the factual basis of the grievance; and
 - c. the relief sought.

4. The written grievance hearing request shall be delivered to the County Grievance Committee in care of the Human Resources Administrator no later than four-thirty (4:30) p.m. on the third full business day (weekends and holidays excluded) after any claimed deprivation for which a grievance hearing is requested.
5. Any dismissal decision shall automatically be a suspension with pay for three full business days (weekends and holidays excluded) during which time the employee subject to dismissal may request a pre-deprivation hearing, in which case the suspension with pay shall continue until the conclusion of the County Grievance Committee hearing. (In no case shall a suspension with pay status extend more than 14 days, unless the suspension with pay status is extended by decision of the County Grievance Committee). All accrued but unpaid leave time—e.g., vacation, compensatory time, etc.—will automatically run concurrent with the period of suspension with pay, unless the employee prevails in his or her grievance. Any discipline decision that will result in reduction or removal of pay or position shall automatically be deferred for three full business days (weekends and holidays excluded) during which time the employee subject to discipline may request a pre-deprivation hearing, in which case the deferral shall continue until the conclusion of the County Grievance Committee hearing.

F. Hearing Procedures:

1. **NOTICE:** After an employee requests a grievance hearing, the employee shall be notified of the date, time, and place of the hearing.
2. **SUSPENSION WITH PAY:** The grieving employee may be requested to perform duties for the benefit of the County with pay pending the outcome of the hearing.
(Revised June 11th, 2009)
3. **HEARING RECORD:** The hearing shall be reported by a court reporter (not merely a tape recorder) for transcription upon request by either party at the expense of the requesting party.

4. PROCEDURAL RULES: At the hearing, on the records, the parties shall suggest any desired hearing procedures and state any complaints regarding: a) the notice; b) the date, time, or place of the hearing; c) the opportunity to refute fairly any charges; and d) the impartiality of the decision maker(s).

5. RULES OF PROCEDURE AND EVIDENCE: Formal rules of civil procedure or rules of evidence need not be followed but may be used as a guideline by the Committee: Informal rules of procedure and evidence (Ark. Code Ann. § 25-15-208) shall be followed:
 - a. witnesses shall testify under oath;
 - b. parties shall be allowed, at their own expense, to obtain and use legal counsel for representation;
 - c. parties shall be allowed to obtain and use the presence of witnesses for examination, cross-examination, and rebuttal; and
 - d. parties should be granted a reasonable continuance, if requested prior to the hearing in writing, and if reasonably necessary for stated reasons to prepare adequately for the hearing.
 - e. Any written evidence or other written material must be received by the Human Resource Director no later than one (1) week prior to the hearing; failure to comply with this may result in the Committee's refusal to consider such.
 1. Any written evidence or other written material must be submitted to the office of the Human Resources Director early enough for said office to reproduce such and make it available to the Grievance Committee no later than one (1) week prior to the hearing.
 2. Any request for information in the possession of any County office or department must be made in such time as will enable the office of the Human Resources Director to gather, reproduce, and

have such available for the Grievance Committee no later than one (1) week prior to the hearings.

3. If a request or submission appears to be irrelevant or unduly burdensome, the Chairman of the Grievance Committee shall be immediately notified, who shall be vested with the discretion to determine if the submission or request should be granted.

(Adopted Aug. 7, 2003)
(Rev. Nov. 6, 2006)

PROCEDURE; EVIDENCE:

Rules of procedure and evidence pertaining to trials and hearings, as set out below, may act as guidelines but need not be strictly adhered to.

- A. Each hearing should begin with a short summary of the proceeding by the chairman of the grievance committee.
- B. Each side shall be called upon to discuss any preliminary matters or questions, such as:
 - 1. Notice;
 - 2. The date, time and place of hearing;
 - 3. The opportunity to refute fairly any charges; and
 - 4. The impartiality of the decision makers.
- C. When it appears all parties are ready to proceed, all witnesses will be sworn and the hearing will begin.
- D. Unless waived, an opening statement shall be made first by the grievant, followed by an opening statement of the elected official.
- E. The grievant will proceed with his or her case by testifying and calling witnesses, all of whom shall be subject to cross examination by the elected official and the committee.
- F. At the rest of the grievant's case, the elected official will then present his or her case in the same manner.
- G. Closing statements will be allowed by both parties.
- H. Parties shall be allowed, at their own expense, to obtain and use legal counsel for representations.
- I. Any decision made by the committee shall be a recommendation for the elected official to give due consideration as it is recognized that each elected official has the power to hire, fire, and discipline his or her employees so long as in a manner consistent with the law.

(Adopted October 10, 2002)

6. PUBLICATION: The County Grievance Committee shall hear the evidence offered by the parties, hear any argument desired by the parties, and vote without public discussion or deliberation. Only the decision, and not the factual or legal reasons therefore, shall be announced publicly. The hearing shall be held in public if so required by the F.O.I.A.; however, the employee may, at any time, decline the hearing and accept the intended discipline or dismissal.
7. CONFIRM IN WRITING: After the hearing, the grieving applicant or employee shall be sent a letter stating the factual and legal basis found by the County Grievance Committee for any refusal or removal of pay or position.
(Rev. June 14, 2001)

G.

1. The Human Resource Office shall set a date for the hearing and contact the Chairperson of the Quorum Court Personnel Committee and other members of the Committee. The Chairperson who shall preside over the hearing may designate another member of the committee or the Quorum Court to preside. In the event any member of the committee is unable to serve or cannot be contacted then the Human Resources Office shall contact other members of the Quorum Court to serve on the committee. If a committee cannot be empaneled then a new date shall be set for the hearing using the same procedure. The hearing may be continued by the Chairperson at the request of the grieving applicant or other interested party for good cause as determined by the chairperson or his designee.
(Revised June 11th, 2009)
2. If the grievance is not yet resolved by the grievance committee, the issue may be settled through the judicial system. In case of alleged discrimination, the complainant may take his or her case to the U.S. Department of Labor's Equal Employment Opportunity Commission. The employee is reminded however, that in order to maintain the right to sue under Title VII of the 1964 Civil Rights Act, the employee must carefully comply with the charge-filing requirements of the Act even while the county's grievance hearing process continues.

H. "Nothing herein shall be construed to change the fact that employees are

“at-will” employees and serve at the pleasure of the elected official as stated under Subparagraph B, Termination Section 210, page 5.”

- I. * Section 704(a) of the Civil Rights Act of 1964, as amended, and Section 4(d) of the Age Discrimination in Employment Act of 1967, as amended, state:
 - 1. It shall be unlawful employment practice for an employer to discriminate against any of his employees or applicants for employment, for an employment agency to discriminate against any individual, or for a labor organization to discriminate against any member thereof or applicant for membership, because he has opposed any practice, made an unlawful employment practice by this title, or because he has made a charge, testified, assisted or participated in any manner in an investigation, proceeding, or hearing under this title.

- J. The Equal Pay Act of 1963 contains similar provisions. Persons filing charges of discrimination are advised of this Non-Retaliation Requirements and are instructed to notify EEOC if any attempt at retaliation is made.

- K. County Grievance Committee:
 - 1. The grievance committee shall be composed of the Quorum Court Personnel Committee or other members of the Quorum Court if any Personnel Committee person is unable to serve.

- L. Release of Employee Grievance Records:
 - 1. Public access to employee grievance records is authorized only if approved by the effected employee or authorized by the Arkansas Freedom of Information Act.
(Rev. October 8, 1998)
(Rev. October 10, 2002)
(Rev. Nov. 6, 2006)

Animal Shelter (10000308)

POSITION/BENEFITS	ANNUAL COST	REMAINDER OF 2013
Veterinarian - Grade ____ (308050)		
Salary	75,000.00	28,847.00
FICA/FICA Medi	5,738.00	2,207.00
Retirement	11,160.00	4,293.00
Life Insurance	132.00	51.00
Health Insurance	3,300.00	1,270.00
	<hr/>	
	95,330.00	36,668.00
 Vet Tech/Kennel Supervisor - Grade 17 (308040)		
Salary	34,164.00	13,140.00
FICA/FICA MEDI	2,614.00	1,006.00
Retirement	5,084.00	1,956.00
Health Insurance	3,300.00	1,270.00
Life Insurance	132.00	51.00
	<hr/>	
	45,294.00	17,423.00
 Kennel Supervisor - Grade 14 (308008)		
Salary	29,690.00	11,420.00
FICA/FICA MEDI	2,272.00	874.00
Retirement	4,418.00	1,700.00
Health Insurance	3,300.00	1,270.00
Life Insurance	132.00	51.00
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	39,812.00	15,315.00