

LOCAL 790



SEIU

Leading the Way

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April 7, 2000

To: All Represented Classifications in the SJCM&VCD

Fr: SEIU Local 790 San Joaquin County Chapter

Re: Union Comparison of the Blanning and Baker Salary Review and the Mosquito and Vector Control Association of California Survey

At the request of many of you, the Union has performed a comparison of the recent Blanning and Baker salary study with the Mosquito and Vector Control Association of California (MVCAC) – salary and benefits survey. The District manager has pointed out that Blanning and Baker “presumably” did not use the information contained in the MVCAC survey since it was “... completed prior to the issuance of the most recent salary survey by MVCAC.” Therefore, one may expect to find minor discrepancies in the figures cited sprinkled throughout the two studies.

However, as our comparison shows, many of the discrepancies appear to be neither minor nor random. A pattern emerges wherein represented employees of the SJCM&VCD are compared consistently at their top salary step with Mosquito Abatement Districts which have higher salaries; but with their lowest (and in some cases lower than the lowest) salary steps cited in the Blanning and Baker study. What is clear is that both of these documents cannot be correct. It is curious that whenever our members’ salaries in the Blanning and Baker study are compared with the lowest paid Districts, the figures tend to match up remarkably well with those of the MVCAC survey.

The conclusions drawn by the Union in our report represent the Union’s best efforts to get to the bottom of the figures cited in the Blanning and Baker study. The Union will review the results of this report and its recommendations at a Union membership meeting scheduled for Tuesday, April 11, 2000 at 4:30pm in the Union offices, 37 Hunter Square, Stockton.

In Solidarity,

Gary Langston
Field Representative

OFFICERS

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President

VERNON DUNCAN
Vice President

RAY QUAN
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KAREN L. BISHOP
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Trustee

Chronology of the Union's Requests for Information relating to the Blanning and Baker Classification and Compensation Study:

- October 1, 1999: The Union develops an agenda for a meeting designed to address member's underlying concerns relating to the Blanning and Baker study. San Joaquin County Mosquito & Vector Control District (District) manager John Stroh offers to meet with employees in an attempt to address their concerns or to get more information on questions raised at the meeting (held October 5, 1999).
- October 5, 1999: Represented members and Union staff meet with John Stroh at 4:30pm in the District conference room and voice their concerns. In most cases, people were told that Blanning and Baker will have to provide clarification and that employee concerns would be forwarded to them.
- January 2000: The Union learns that District manager John Stroh was waiting for the Union to provide a follow-up document to the meeting held October 5, 1999. Surprised, the Union re-submits our October 1, 1999 letter and requests a copy of the most recent Mosquito and Vector Control Association of California (MVCAC) – Salary and Benefits survey (January 24, 2000).
- March 14, 2000: The Union meets with several members to discuss discrepancies between the Blanning and Baker study and the MVCAC survey.

Throughout this process, the Union has never received a response to its numerous information requests beyond receiving a copy of the MVCAC survey provided by the District manager. The Union has been told that Chris Voight of Blanning and Baker has

been provided with a copy of our October 1, 1999 correspondence.

What the Data Show

Mosquito Control Technician I's comprise 70% of the Union's bargaining unit within the District. The breakdown by classification (as of June 1999, which was the period of time for the B & B study) was as follows:

<u>Classification</u>	<u># of Employees</u>	<u>% of Units</u>
Mosquito Control Technician I's	16	70%
Mosquito Control Technician II's	3	13%
Mosquito Control Technician III's	2	9%
Mechanic I's	1	4%
Mechanic II's	<u>1</u>	<u>4%</u>
	23	100%

When the Union received the Blanning and Baker report initially, it was pointed out to us that there was a mix of results. For the purposes of this report and according to their figures, MCT I's are 15.9% over the average while MCT III's are 9.6% under the average. Mechanic I's are 8.2% under the average. Mechanic II's were not compared. However, when you consider that 70% of the unit is comprised of MCT I's while MCT III's and Mechanic I's combined represent 13%, that 15.9% figure takes on added significance.

Even so, the Union has found discrepancies with the MCT III and Mechanic I figures cited by Blanning and Baker. For example, when comparing an MCT III from the San Joaquin County District

(salary range of \$2,784 - \$4,170) with their counterparts in the Sacramento/Yolo County District, Blanning and Baker ignored the Mosquito Supervisor position, and instead compared them with a Field Technician III (whose salary B & B cites at \$4,115 instead of the \$3,487 - \$4,907 range of the Mosquito Supervisor).

It is the Union's contention that MCT III's operate in the San Joaquin County District as the equivalent to a Mosquito Supervisor in the Sac/Yolo yard. For proof we can cite the similarities in numbers. There are two (2) MCT III's for nineteen (19) employees (MCT I's and II's) in the San Joaquin County District; there are five (5) Mosquito Supervisors for twenty (20) Field Technicians in the Sac/Yolo District. Sixteen (16) of these Field Technicians are III's. So unless there are sixteen (16) 'supervisors' out of a total of twenty (20) Field Technicians in Sac/Yolo, we would suggest that a comparison of the job descriptions for MCT III's, Field Technician III's, and Mosquito Supervisors be carried out. The results of which should show that MCT III's compare most favorably to Mosquito Supervisors (SJCMAAD figures are as of June 1999):

<u>Sac/Yolo</u>	<u># of Employees</u>	<u>SJCMAAD</u>	<u># of Employees</u>
Mosquito Supv.	5	MCT III / IV	2 / 1
Tech I & II / III	4 / 16	MCT I / II	16 / 3

Supervisors / Staff	5 / 20		3 / 19

For the Mechanic I, the figures are all over the place. However, it appears that Blanning and Baker low-balled their comparison of Alameda County District Mechanics with the San Joaquin County District Mechanics.

It is interesting to note that the titles for these positions are sometimes different. This is the case, for example, with Alameda County. One would be correct to wonder if perhaps, Blanning and

Baker was confused over the differences in terminology between a Mechanic (San Joaquin) versus an Equipment/Maintenance employee (Alameda).

However, all confusion vanishes once the term Equipment/Maintenance is used in conjunction with the two lowest paid Districts (Eastside and Turlock). In these cases, Blanning and Baker correctly assessed the top salary for these positions at \$3,375 and \$3,348 respectively according to the MVCAC survey.

In the case of Alameda Equipment/Maintenance employees (with the highest salary figure for Mechanics of all the Districts according to the MVCAC survey), the Blanning and Baker study claims that the salary is \$4,013, when in fact the MVCAC survey shows the range to be from \$4,133 to \$4,562. As such, the Blanning and Baker figure is \$120 below the starting salary for an Equipment/Maintenance employee in the Alameda yard according to the MVCAC survey.

Which raises another interesting point. With amazing consistency, our Union member's salaries were compared at the top step with other Districts in which the figures cited by Blanning and Baker are often below the minimum salaries shown in the MVCAC survey. This happens most clearly in the case of the MCT I's which as was pointed out previously, comprise 70% of our bargaining units.

Before going into the case of the MCT I's the Union should point out that we have not subjected to scrutiny the figures cited by Blanning and Baker for San Joaquin County or the State of California. We do not believe that a correct comparison can be made in the case of the MCT's since, to our knowledge, there are no Mosquito Abatement Technicians with either entity. We would be interested in hearing the rationale for why these classifications

were used and the manner in which the salary/benefit levels were calculated.

We should also point out that the MVCAC survey contains incomplete information regarding benefits as compared to the Blanning and Baker study. From our comparison of what the two reports share, there seems to be a good correlation. We would be interested in knowing how the rest of the benefits not included in the MVCAC survey were derived.

The Case for the MCT I's

Every employer would like to think that his or her employees are correctly compensated. Beyond this, there is a general interest on the part of employers to find rationales for keeping labor costs down since these are a significant portion of every operation's budget. What better way than to show through empirically derived data that the largest part of your workforce is 'above average' in terms of their salary?

The trouble is, there is every reason to believe that this picture of MCT I's who are 15.9% over the average salary for equivalent positions is based upon incorrectly derived figures.

Once again, a disturbing pattern emerges in which the top salary for a San Joaquin County District MCT I is correctly compared with the top salary for techs in the two lowest paid Districts (Eastside and Turlock); while they are compared at near or below the minimum salaries for the highest compensated (Sacramento/Yolo, Contra Costa, Alameda; in that order) Districts.

The Union chart, Mosquito Technician I – Salary Comparison shows that in the case of Eastside and Turlock, the Blanning and

Mosquito Technician I Salary Comparison

Counties Surveyed	Association	Blaanning & Baker	Top Step?	Salary Ranking
Eastside	\$2717	\$2717	Yes	Lowest Paid
Turlock	\$2279-\$2910	\$2910	Yes	2nd Lowest Paid
Alameda	\$3263-\$3964	\$3168	No	#3 HIGHEST Paid
Contra Costa	\$2518-\$4101	\$2776	No	#2 HIGHEST Paid
Sacramento/ Yolo	*\$2665-\$4135	\$2587	No	#1 HIGHEST Paid
San Joaquin	\$2421-\$3450	\$3450	Yes	

*Sacramento/Yolo has Field Technicians I, II, III with a Mosquito Supervisor position equivalent to a Tech III in San Joaquin County MAD. Tech I's start at \$2665 and are referred to as "Entry Level" positions. Next comes the Tech II position in which you must complete five (5) steps starting at \$2798 and ending at \$3750 with two longevities. Then comes the Tech III position in which you must have a minimum of five (5) years as a Tech I and II. Salary for a Tech III is \$3571 per month up to \$4135 per month with three longevities.

Baker and MVCAC figures are spot on: \$2,717 and \$2,910 (top step) respectively. On the other hand, Blanning and Baker cites a salary of \$3,168 for the Alameda County District while the minimum salary cited in the MVCAC survey was \$3,263. As such, the Blanning and Baker figure is \$95 below the starting salary of a MCT according to the MVCAC survey. The other figures tell a similar story. Contra Costa County MVCAC: \$2,518 - \$4,101 / Blanning and Baker: \$2,776. Sacramento/Yolo Counties MVCAC: \$2,665 - \$4,135 (SEE note on the bottom of the chart) / Blanning and Baker: \$2,587 (\$78 below the *minimum* salary cited in the MVCAC survey).

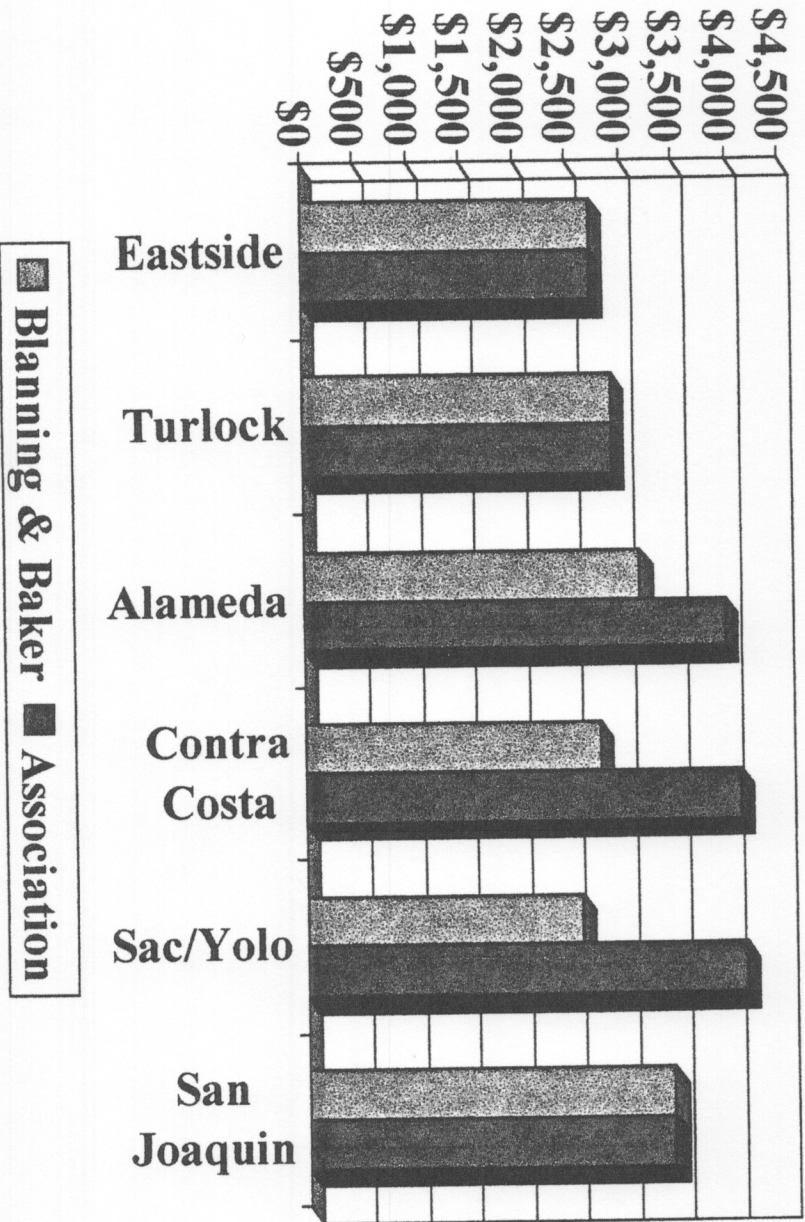
The Union chart, Mosquito Technician I Graph shows that in terms of the figures cited by the MVCAC survey, San Joaquin County District MCT I's are compensated higher than their counterparts in Eastside and Turlock; lower than their counterparts in the urban agglomerates of Sacramento/Yolo, Contra Costa, and Alameda. This is exactly what we would expect to see. The Blanning and Baker figures on the other hand paint a very different picture wherein our MCT I members are the highest compensated across the board.

What Does All This Mean?

Well, for starters, it calls into question why the District secured the services of Blanning and Baker in the first place when so much of the salary and benefit information was already being compiled in the MVCAC survey. Was this a good use of taxpayers monies?

The Union must also look upon the appointment of Chris Voight of Blanning and Baker as the District's negotiator in the upcoming salary and compensation side table with a jaded eye. While we are told on the one hand that the District has not and may never use the figures compiled by Blanning and Baker, on the other

Mosquito Technician I Graph

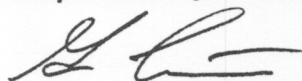


hand it is Blanning and Baker that the District has retained to represent them at this crucial round of negotiations. Also, the District Board may have been left with the impression that our largest unit is grossly over compensated.

Had the Union received some sort of response to its initial inquiries regarding discrepancies in the Blanning and Baker study early on, we might be faced with a very different situation. We might have worked through whatever problems we encountered with the study. We believe that time has now passed and we are entering into a new phase.

From our initial requests for information and subsequent meeting with the District manager in which our Union members requested information and clarification to the latest District correspondence to the Union (in which we were told that Blanning and Baker would be "...working on these matters during the next several months"), there has been a consistent unwillingness to address the issues. This is simply not acceptable and so, we are making several recommendations to our members.

Respectfully Submitted,



Gary Langston
SEIU Local 790

Recommendations

- A copy of this report and presentation to be made to the District Board.
- A letter to the District Board signed by all Union members expressing “No Confidence” in the firm of Blanning and Baker to accurately represent the District in the upcoming negotiations.
- A request to the District Board for an explanation as to why Blanning and Baker was retained and a complete accounting of monies spent to perform a salary comparison with other Mosquito Abatement Districts in light of the MVCAC survey.
- A request to the District Board to thoroughly investigate how Blanning and Baker and the MVCAC derived the figures cited in their reports.

Union Correspondence
Classification Information

LOCAL 790



Leading the Way

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SERVICE EMPLOYEES
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October 1, 1999

John Stroh
Manager
SJCM&VCD
7759 Airport Way
Stockton, CA 95206-3918

RE: Member's Meeting to Discuss the Blanning & Baker Class Study

Dear Mr. Stroh,

The Union has had an opportunity to share the results of the recent classification study performed by the firm of Blanning and Baker. There are several issues, which our members would like to discuss with you. Below is the agenda for a member's meeting to be held on October 5, 1999 at 4:30 PM in the District conference room. We would hope you could attend.

Agenda

- General Overview of the Process to Date
- Q & A's

1. Was the copy distributed to employees the final version?
2. Were the salary ranges based on the salary of each individual classification or equivalent, or an average? Were the salaries of the surveyed employees in other districts calculated on base pay or gross? Same question for District employees.
3. Were Tech I wages in the District used as the basis for the Tech I comparison in the WARS study? Did the calculation include longevities?
4. Why weren't Turlock and East Side averaged together since they are the same county?
5. Why were certain counties selected, but others left out and who did the selecting?
6. It seems as though the Tech I - III salaries are all wrong. How were these derived?

OFFICERS

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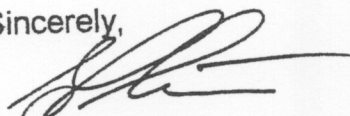
7. Why do the results of the survey indicate that dental is completely paid for by the District?
 8. What is the interpretation of the term "Tech I Utility"? How does this relate to our Tech I's?
 9. The WARS form was handed out to everyone and everyone participated. Why are certain classifications left out in the report?
 10. Since San Joaquin County doesn't have certified mosquito and vector control Techs in their workforce, why were they used for purposes of comparison?
- What Happens Next?

As you can see by the questions, there is a great deal of skepticism concerning the validity of the WARS survey.

We will be giving a brief bargaining update after the Blanning and Baker class study discussion. It is our hope that questions and concerns regarding the class study can be addressed and District employees reassured that their input and opinions would continue to be solicited throughout the process.

Please contact me at 463-3283 if you have any questions or concerns you may have.

Sincerely,



Gary Langston
Field Representative

Cc: Union Bargaining Team

LOCAL 790



Leading the Way

January 24, 2000

John Stroh
Manager
SJCM&VCD
7759 South Airport Way
Stockton, CA 95206-3918

RE: Union Information Request / Classification and Compensation Review for the SJCM&VCD (WARS Survey)

JOSIE MOONEY
Executive Director

BILL A. LLOYD
Deputy Executive Director

MARY ANN TURLEY
Deputy Executive Director

Dear Mr. Stroh,

I would like to request a copy of the most recent Salary and Benefits Survey of member agencies in the *Mosquito and Vector Control Association of California* as well as the results.

SERVICE EMPLOYEES
INTERNATIONAL UNION
AFL-CIO, CLC

If this information is the same as that provided in the recent WARS survey carried out by the consulting firm of Blanning and Baker, I would like to know this. If it isn't, this study may help the Union identify additional areas of concern or help to answer many of the questions and complaints voiced by our members regarding this study.

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Oakland, California 94607
(510) 465.0120
Fax: (510) 451.6928

I am also attaching a copy of our correspondence to you dated October 1, 1999 in which we requested several clarifications regarding the WARS survey. As I understand it, these questions have been forwarded to Chris Voight of Blanning and Baker. Of particular concern to the Union is that some salaries cited for SJCM&VCD employees appear to include longevity adjustments and we have no way of knowing whether or not the other Districts cited for comparison purposes were also *adjusted*. In other cases, the base salaries for SJCM&VCD employees appear to be incorrect. Please contact me at 463-3283 Ext. 120 should the District desire to meet and confer further over this issue.

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Sincerely,

Gary Langston
Field Representative

CC: District Union Members



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ROXANNE SANCHEZ
Trustee

TERRY REX SPRAY RN
Trustee

MYNETTE THEARD
Trustee

SAN JOAQUIN COUNTY
MOSQUITO & VECTOR CONTROL
DISTRICT

January 31, 2000

Gary Langston, Representative
SEIU Local 790
37 Hunter Square Plaza
Stockton, CA 95202

Dear Gary:

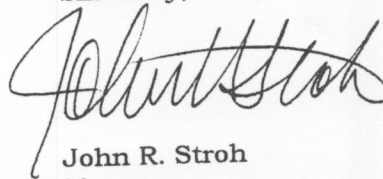
Per your request of 1/24/00 for a recent copy of the most recent salary and benefits survey of member agencies of the Mosquito and Vector Control Association, please find enclosed a report on floppy disk. Although I do not understand your request for both copies of the survey as well as the results, what is on the floppy disk is what I am assuming you have requested. The survey came in both Excel and Word format, but I was not able to view the Excel format and so it was deleted. You may call the report's author Mr. Jim Wandersheid at (707) 762-2236 for more information if necessary.

Regarding your question of whether the information in this report was used by Blanning and Baker, it is assumed it was not, since the Blanning and Baker study was completed prior to the issuance of the most recent salary survey by MVCAC.

Regarding your comments on the Union's previously noted concerns of the Blanning and Baker study, I met recently with Chris Voight to discuss further the aspects of previous negotiations, as well as the Blanning and Baker report, and it is understood that the District and Blanning and Baker will be working on these matters during the next several months. Any need to meet and confer will be at the direction of the Board of Trustees, but it is assumed that the District and SEIU will be establishing a meeting schedule to discuss past and present contract items.

Do not hesitate to contact me at 982-4675 if you have any questions or need additional information.

Sincerely,



John R. Stroh
Manager

CC: Chris Voight, Blanning & Baker
Chris Eley, District Legal Counsel

**SAN JOAQUIN COUNTY MOSQUITO AND VECTOR CONTROL DISTRICT
7759 SOUTH AIRPORT WAY, STOCKTON, CALIFORNIA 95206 3918**

CLASSIFICATION

**ANDRES, RONALD
AZEVEDO, STEVEN
BEARD, TOM
BEESKAU, ARTHUR
BRIDGEWATER, DUANE
CAPUCCINI, RICHARD
DEVENCENZI, AARON**

**DURHAM, ROBERT
FRASER, LARRY
FRITZ, JOHN
GREENMYER, EDWARD
HEINE, BRIAN
HUGHES, DALE
IVERSON, MARY
KEITH, DENNIS
LEIPELT, STEVE
MEIDINGER, DONALD
MORTENSON, FRED
NIENHUIS, KEITH
NOLIN, LARRY
SHEFFIELD, WILLIAM
TURPIN, STACY
VANA, DAVID**

NON-MEMBERS

**SWARTZELL, RICHARD
VIGNOLO, JOHN**

**MOSQUITO CONTROL TECH I
MOSQUITO CONTROL TECH I
MOSQUITO CONTROL TECH I
MOSQUITO CNTRL TECH I
MOSQUITO CONTROL TECH III
MOSQUITO CONTROL TECH I
MOSQUITO CONTROL TECH I
COMMUNITY EDUCATION
MOSQUITO CONTROL TECH II
MOSQUITO CONTROL TECH II
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MOSQUITO CONTROL TECH I
MOSQUITO CONTROL TECH IV
MOSQUITO CONTROL TECH I
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MOSQUITO CONTROL TECH I
MOSQUITO CONTROL TECH II
MOSQUITO CONTROL TECH I
MOSQUITO CONTROL TECH I
MOSQUITO CONTROL TECH I
MECHANIC II
MOSQUITO CONTROL TECH I
MECHANIC I**

**BIOLOGIST
MOSQUITO CONTROL TECH I**



San Joaquin Public Employees Association

July 6, 1993

Mr. Robert Dalton
Attorney at Law
98 W. Stadium Drive
Stockton, California 95204-3116

Re: Mosquito Abatement District/Overtime

Dear Mr. Dalton:

This will confirm my telephone conversation with John Stroh and your request that I clarify SJPEA's position to you in writing regarding some overtime concerns I have on behalf of employees of the District.

I received information from the employees of the District that due to a type of work that they perform during this time of the year, they are being required to, on certain days, come into work and begin their work shift at a much earlier hour (i.e. 3:00 a.m.). They are then being asked to leave work after working eight hours that day instead of completing the end of their regularly scheduled work shift.

I have contacted Mr. Stroh and informed him that I believe this practice is a violation of the Fair Labor Standards Act (FLSA) in that in doing this he is attempting to change the employees' work schedule to avoid the payment of overtime. I informed him at that time that it would be my position that if people were given a choice to volunteer to leave for the day or to stay and finish their work shift, this may resolve the concerns that I had. My position is based on language under FLSA which specifically states that you cannot change the set times for the work week to begin and end to avoid the overtime provisions under the Act. I see no difference in a violation of the FLSA wherein you tell an employee they must work Saturday and take Monday off to avoid overtime and/or you do what is being done in this instance where you tell an employee to come in early and leave early to avoid overtime. It is my position that they are the same issue. I do know that I represented employees who went to the Labor Board regarding the working Saturday and taking Monday off issue and the Labor Board filed a claim on their behalf stating it was a violation of FLSA. My call to Mr. Stroh was to inform him that I felt that there may be a violation here and he may want to take steps to mitigate any damage that could come to the District as a result of this issue. As you know, FLSA violations do not have to be filed by the bargaining agent but can be filed by an individual employee directly with the Labor Board.

STAN JOAQUIN COUNTY MOSQUITO AND VECTOR CONTROL DISTRICT
 759 SOUTH AIRPORT WAY, STOCKTON, CALIFORNIA 95206 3918

EXPENDITURES, AUGUST 1999

	99/00	UNEXPENDED	EXPENDITURES		UNEXPENDED	EXPENDITURES	PERCENT	
	BUDGET	BAL 07/31/99	AUG 15	AUG 31	BAL 08/31/99	FY YEAR-DATE	TO DATE	
SALARIES AND WAGES 01								
01 Manager	78,000.00	72,000.00	3,000.00	3,000.00	66,000.00	12,000.00	15.38%	
02 Assistant Manager	64,216.36	59,276.64	2,469.86	2,469.86	54,336.92	9,879.44	15.38%	
03 Entomologist	55,846.44	51,550.56	2,147.94	2,147.94	47,254.68	8,591.76	15.38%	
04 Biologist	47,846.24	44,165.76	1,840.24	1,840.24	40,485.28	7,360.96	15.38%	
05 Office Manager	49,793.90	45,963.60	1,915.15	1,915.15	42,133.30	7,660.60	15.38%	
06 Stenographer	33,746.18	31,150.32	1,297.93	1,297.93	28,554.46	5,191.72	15.38%	
07 Mosquito Tech IV	49,793.90	45,963.60	1,915.15	1,915.15	42,133.30	7,660.60	15.38%	
08 Mosquito Tech III	98,665.53	91,172.11	3,746.71	3,746.71	83,678.69	14,986.84	15.19%	
09 Mosquito Tech II	128,692.14	118,671.36	5,010.39	5,010.39	108,650.58	20,041.56	15.57%	
10 Mosquito Tech I	559,670.00	516,540.04	26,137.31	21,241.28	469,161.45	90,508.55	16.17%	
11 Mechanic II	51,306.58	47,359.92	1,973.33	1,973.33	43,413.26	7,893.32	15.38%	
12 Mechanic I	38,610.78	35,640.72	1,485.03	1,485.03	32,670.66	5,940.12	15.38%	
131 Utility Workers	30,000.00	24,326.00	2,621.00	2,320.00	19,385.00	10,615.00	35.38%	
132 Community Educ Tech	39,388.70	36,358.80	1,514.95	1,514.95	33,328.90	6,059.80	15.38%	
*133 Veh/Retire/Perf/Etc.	10,310.72	10,201.28	264.72	264.72	10,091.84	218.88	2.12%	
TOTAL SALARIES & WAGE	1,335,887.47	1,230,340.71	57,339.71	-	52,142.68	1,121,278.32	214,609.15	16.06%
*Rebate to 101-112 \$ 420.00								
9 District Unemploy. Ins.	11,000.00	10,866.08	-	-	10,866.08	133.92	1.22%	
191 District Retirement	146,000.00	160,036.34	-	9,459.78	150,576.56	(4,576.56)	-3.13%	
193 District OASDI	103,000.00	95,234.84	-	8,106.47	87,128.37	8,106.47	7.87%	
194 Life Insurance	2,500.00	2,309.36	189.00	-	2,120.36	379.64	15.19%	
195 District Med/Dental	190,000.00	166,764.39	3,623.95	14,795.46	151,014.63	15,749.76	8.29%	
196-2 District Disability Ins.	14,000.00	12,875.57	1,119.69	-	11,755.88	2,244.12	16.03%	
TOTAL EMPLOYEES BENE	466,500.00	448,086.58	4,932.64	-	32,361.71	413,461.88	53,038.12	11.37%
*Rebate to 195, Medical \$ 2,323.10, \$ 346.55								
TOTAL SALARY & EMPL B	1,802,387.47	1,678,427.29	62,272.35	-	84,504.39	1,534,740.20	267,647.27	14.85%