

1. Announcements
2. Review And Approval Of Minutes From The May 8, 2018 Meeting

Documents:

[HHS PS MINUTES MAY 8 2018 DRAFT.PDF](#)

3. Presentation From Finance Director On Financial Implications Of Proposed Paid Sick Leave Ordinance.
1. Staff Memo - 5-22-18 - Determining Financial Impact Of Mandatory Paid Sick Leave Proposal

Documents:

[STAFF MEMO - 5-22-18 - DETERMINING FINANCIAL IMPACT OF MANDATORY PAID SICK LEAVE PROPOSAL.PDF](#)

2. Staff Memo - 6-8-18 - Proposed Sick Leave Ordinance Costs To City Of Portland Budget

Documents:

[STAFF MEMO - 6-8-18 - PROPOSED SICK LEAVE ORDINANCE COSTS TO CITY OF PORTLAND BUDGET.PDF](#)

3. City Of Portland And GPCOC Survey Results - Gauging Business Owner & Employee Paid Sick Leave Policies

Documents:

[CITY OF PORTLAND AND GPCOC SURVEY RESULTS - GAUGING BUSINESS OWNERS ON EMPLOYEE PAID SICK LEAVE POLICIES.PDF](#)



**TO:** Health & Human Services and Public Safety Committee

**FROM:** Brendan T. O'Connell – City of Portland Finance Department

**DATE:** May 18, 2018

**SUBJECT: Determining Financial Impact of Mandatory Paid Sick Leave Proposal**

Members of the Health & Human Services and Public Safety Committee,

During the November 14, 2017 Health and Human Services Committee meeting, many requests for additional information on the mandatory paid sick leave proposal were made. In addition to questions directed to Human Resources Director Gina Tapp and Associate Corporation Counsel Anne Torregrossa, several requests for financial information were posed to the Finance Department. Finance staff were well equipped to answer questions around internal costs of the mandatory paid sick leave proposal (i.e. sick hours accrued by City temp/seasonal employees who would have not previously accrued time off, potential overtime payments required to cover shifts, informational costs and enforcement costs). However, the City Finance Department could not immediately respond to requests for information related to cost and expenses that would be incurred by other local businesses as a result of the mandatory paid sick leave proposal<sup>1</sup>. It was noted during the meeting that input from the business community would need to be gathered to respond to many of the questions posed.

In early 2018, the City Manager requested that I begin gathering the required data for a future Health and Human Services and Public Safety Committee meeting from the Portland business community. He suggested I reach out to the Portland Regional Chamber of Commerce as they have a large database of local businesses which could be used to augment the City's database of business license applicants. Prior to reaching out to the Chamber I drafted a set of questions based on requests for information, including potential follow up questions from the Committee which could be reasonably anticipated. I set up a meeting with Quincy Hentzel in February 2018 to discuss a survey and we determined a joint survey would be a preferable approach vs each organization sending our own survey. I was very clear (as the City Manager had been with me) that the survey questions must be completely neutral – simply requesting facts from each organization to provide the Committee with information. I also made it clear that the City required final approval over the survey questions. The Chamber had no issues with that approach. In early/mid-April we finalized the survey and sent it around to over 800 Portland based businesses including approximately 200 businesses who had received business licenses from the City of Portland but were not Chamber members. The survey was sent to each business only once, and included a link which could be completed only once. Responses to the survey are anonymous but recipients were given the option to provide their contact information if the Committee wishes to contact them for additional information on their responses.

Using data from the survey, and data from our City financial software, I will be presenting responses to the Committee requests for information at the Tuesday, May 22<sup>nd</sup> meeting of the Health & Human Services and Public Safety Committee. This will include a presentation on internal city costs as well as information received from the business community. We are sending a final reminder to survey recipients today and hope to obtain an above average response rate.

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<sup>1</sup> See [Minutes from November 14, 2017 Health & Human Services Committee Meeting](#) for complete list of topics discussed and Q&A for staff



Finance Department  
Brendan T. O'Connell, Director

**TO:** Health & Human Services and Public Safety Committee

**FROM:** Brendan T. O'Connell – Finance Director

**DATE:** June 8<sup>th</sup>, 2018

**SUBJECT:** **Internal Estimated Costs to City of Portland Budget Resulting from Proposal to Require Paid Sick Leave for All Employees**

Members of the Health & Human Services and Public Safety Committee,

At the November 14, 2017 Health & Human Services and Public Safety Committee Meeting many requests for financial information were made. This memo addresses questions related to cost to the City of Portland and discusses how the ordinance would impact the City budget. The estimated costs to the City can generally be divided into four categories:

1. Increase in payroll expenses as a result of additional paid sick time (approximately \$107,000)  
NOTE: There may be additional revenue losses as a result of additional time off taken
2. Increase in payroll expenses as a result of new staff required to enforce the ordinance (estimated to be approximately \$210,000)
3. Increase in other budgeted expenses as a result of required advertising and educational outreach effort including outside legal counsel (estimated to be between \$25,000 - \$80,000)
4. Pass on of costs related to the proposed ordinance from Portland based vendors we utilize (estimate of \$32,000)

Using the low end of the estimated costs to the City budget, the addition of \$374,000 to the FY19 budget would have added 5 cents to the mil rate and made the overall tax rate increase 4.1% vs 3.8%.

#### **Cost Category #1 – Increase in payroll expenses as a result of additional paid sick time**

Using data from calendar year 2017, Finance Department payroll staff compiled all of the hours worked by temporary, seasonal, on-call, and tipped workers who were not benefit eligible. In total, there were just over 500 workers in this category across a variety of City departments and divisions. A total of 122,501.4 hours were worked by these employees.

Each Department / Division has unique requirements for their workers and different practices / procedures for when workers call out. For example, within the City Clerk's office, the non-benefit eligible employees are the election workers who work only during elections (2-3 days per year). If an employee happened to be unable to work during a particular election, they would simply not work on

that particular election day, and the City Clerk would call the next election worker on their list who would be paid at straight time.

A more complex example is within Parks and Recreation, a department with a wide variety of divisions and activities. Within the Public Assembly division, the procedures are somewhat similar to those at the City Clerk. Workers are called in only on event days, and if a worker was unable to work on a particular event night, the next employee on the list would be contacted and that employee would likely be paid at straight time. Contrast that with the Parks & Recreation Ice Arena, Recreation and Aquatics Divisions. A limited number of temporary and seasonal staff within these divisions are actively teaching lessons (a revenue generating activity) on a daily basis. If staff within these divisions calls out, other staff is required to pick up the workload. If no other staff is available, the activity (in some cases private or group lessons) may be canceled. For illustrative purposes I've highlighted several of the Parks & Rec divisions in yellow below to denote those which may lose revenue as a result of newly accrued time off. It is worth noting that the Parks & Rec Director and their Department admin officer both noted that finding replacement staff is not always a certainty.

Another example worth highlighting is HHS (non-Barron Center). These figures are almost entirely related to security staff at the Oxford Street and Family Shelters. If staff calls out, they are typically replaced by another employee working on straight time or over overtime. It is worth noting that the figures related to HHS (non-Barron Center) will likely change for 2018 due to increased security required at Oxford Street related to the new day shelter operations.

The total estimated impact across all Departments / Divisions is approximately \$107k and does not include any estimates related to potential lost revenue within the divisions highlighted in yellow. The figure below does not also include estimated additional workload required for existing staff (i.e. those who would pick up more work with a higher volume of people calling out of work, additional payroll workload on City payroll staff each individual department and in Finance, additional burden on Human Resources and Legal staff investigating any potential internal complaints etc.)

	<u>Number of Employees</u>	<u>Cost of Accrued Sick Time</u>	<u>Estimated Additional Staff Cost (if Applicable)</u>	<u>Potential For Additional Revenue Losses?</u>
City Clerk	175	\$ 1,190.98	\$ 1,190.98	No
Finance	1	\$ 247.23	\$ -	No
Parking	7	\$ 722.79	\$ 1,084.19	No
EcoDevo	2	\$ 2,818.66	\$ -	No
Police	3	\$ 355.42	\$ -	No
Permitting	1	\$ 159.40	\$ -	No
Public Works	7	\$ 1,505.55	\$ 1,505.55	No
Parks & Rec - Ice Arena	18	\$ 1,743.76	\$ 2,615.64	YES
Parks & Rec - Other	6	\$ 2,617.24	\$ 3,925.86	No
Parks & Rec - Public Assembly	88	\$ 8,889.56	\$ 13,334.34	No
Parks & Rec - Concessions	51	\$ 1,151.04	\$ 1,726.56	YES
Parks & Rec - Recreation	49	\$ 2,841.07	\$ 4,261.61	YES
Parks & Recreation - Aquatics	22	\$ 1,499.62	\$ 2,249.43	YES
Parks & Recreation - Riverside	53	\$ 10,861.65	\$ 13,577.06	YES
HHS (non-Barron Center)	33	\$ 7,510.50	\$ 9,388.13	No
HHS (Barron Center)	12	\$ 3,406.51	\$ 3,406.51	No
Library	6	\$ 1,082.03	\$ -	No
		\$ 48,603.01	\$ 58,265.85	TBD
<b>GRAND TOTAL</b>			<b>\$106,868.86</b>	

**Cost Category #2 – Increase in City of Portland payroll expenses as a result of new staff required to enforce the ordinance**

Another significant new expense related to the proposed paid sick leave ordinance is the new staff required to enforce the ordinance. During her presentation on May 8<sup>th</sup>, Associate Corporation Counsel Anne Torregrossa shared some very helpful information around staffing requirements within several other municipalities nationwide (see Section 5 of Appendix A, the *Paid Sick Time Ordinance Information* as presented by Associate Corporation Counsel at the May 8 meeting). Many of the “early adopters” of mandatory paid sick leave ordinances are much larger cities with significantly more resources than the City of Portland (i.e. San Francisco, Seattle, Minneapolis). However, several small and medium sized cities within California, Washington and New Jersey have also adopted local paid sick leave ordinances and have shared their staffing requirements / average investigations data.

Municipality	Responsible Department (new/existing)	Staff Requirements	Average investigations per year
San Francisco, CA	Office of Labor Standards Enforcement (existing)	5.5 FTE for paid sick time and minimum wage	33
Emeryville, CA	Economic Development and Housing Division (existing)	1 FTE plus two consultants	6
Trenton, NJ	Health Department (existing)	2 FTE	Few investigations dictated by lack of resources
Tacoma, WA	Employment Standards Office (new)	2.5 FTE for paid sick time and minimum wage	28
Seattle, WA	Office of Labor Standards (new)	12 FTE for paid sick time, minimum wage, wage theft, fair chance employment, and secure scheduling	50

Trenton, NJ has a similarly sized population (84k in Trenton compared to 67k in Portland) but noted that although they have 2 dedicated FTE they do not have adequate resources to conduct investigations into complaints received on their paid sick leave ordinance. Similar feedback was received from the City of Elizabeth, NJ (population 129k) who routes their complaints directly to the local courts. Tacoma, WA is another slightly larger comparable City who currently utilizes 2.5 FTE to support both their minimum wage ordinance and their paid sick leave ordinance.

As Associate Corporation Counsel has noted, the ordinance presents many challenges based on its intricacies and many questions which are difficult to answer (i.e. whether an employee took sick leave for a proper purpose, whether existing policies within the City meet the requirements of the ordinance etc.) I agree with her assessment that a new division of labor would be required for the City to adequately enforce the ordinance, and that one new investigator, one new staff support person, and one half time attorney would be required.

I took the Associate Corporation Counsel’s analysis one step further and assigned non-union position grades to each employee along with salary figures. The investigator would likely be a non-union grade 8, with estimated salary and benefits of \$83,462. The new support staff would likely be classified as a non-union grade 5, with estimated salary and benefits of \$63,330. The half time attorney would be classified as a non-union grade 13 with estimated salary and benefits of \$64,811. The total of these 2.5 FTE would trigger an increase to future City budgets of approximately \$211,603.

### **Cost Category #3 – Increase in other budgeted expenses as a result of required advertising and educational outreach effort**

The City could also incur costs advertising and educating the public on the ordinance. There would likely be no cost related to posters (for the Minimum Wage posters are simply posted on the City website for download). However, we would likely spend between \$5,000 and \$10,000 on a mailing / outreach campaign similar to mailings related to Minimum Wage, where the City incurs approximately \$5,000 each time there is a change. The proposed paid sick leave ordinance is more complex and each required mailing would likely cost in excess of the \$5,000 but is unlikely to exceed \$10,000.

[A custom designed website with educational information](#) would cost between \$5,000 and \$15,000 depending on level of detail desired. [The City of Minneapolis website](#) is one of the best and most informational of any I found during my review. The City could simply opt for a zero / minimal cost option of simply adding a web page onto the existing City site (this is what was done with [Minimum Wage](#)).

Finally, the City may incur some outside legal expenses during the final drafting of the ordinance, or during any potential amendments to the ordinance arising as a result of legal challenges. This figure is difficult to estimate at this early juncture of the proposal. The City incurred limited outside legal expenses during drafting and implementation of the Minimum Wage ordinance and again during subsequent amendments to the ordinance. The paid sick leave ordinance is significantly more complex and outside legal costs would likely be higher. For purposes of this initial cost document they are conservatively estimated to be in the \$15,000 - \$55,000 range.

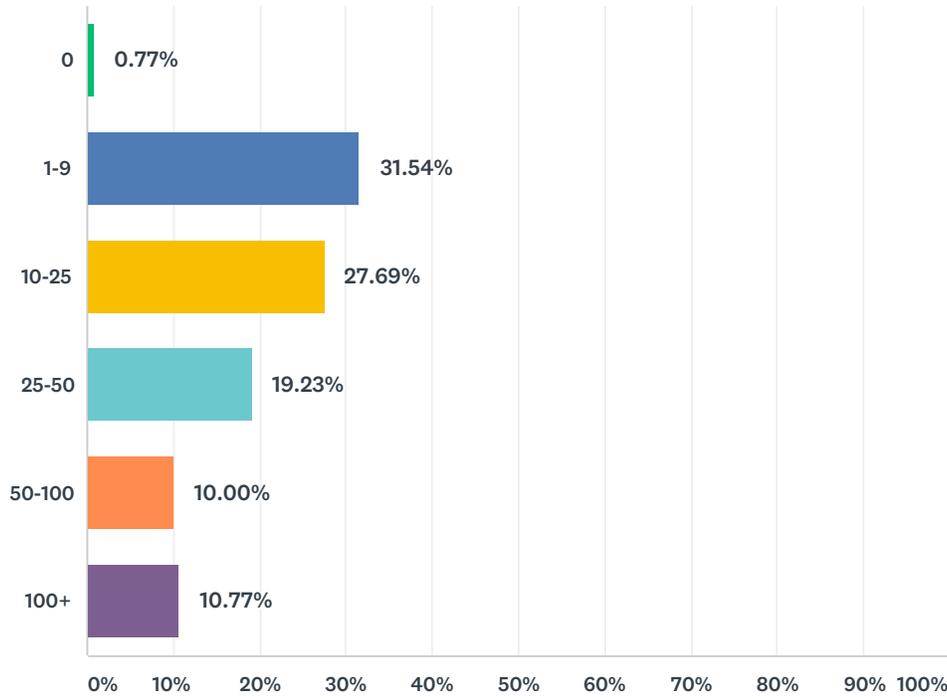
### **Cost Category #4 – Pass on of costs related to the proposed ordinance from Portland based vendors we utilize**

Portland uses outside contractors for tens of millions of dollars of work each fiscal year. In the FY19 general fund budget alone, there are \$62M of contractual services with outside vendors. That figure does not include the \$34M of capital improvement plan work authorized in April 2018 (or any other CIP work from previous fiscal years which remains to be completed). My Purchasing staff has noted that during our “pre-bid” meetings with vendors, nearly every outside vendor notes that City specific bid requirements which result in increased costs to the vendor are simply passed along to the City as part of overall bid prices. This includes specific labor / wage requirements, bid timing requirements (i.e. the job must be done by a specified date) and would certainly include any costs related to the mandatory paid sick leave ordinance. The final cost increase in this category would depend on a variety of factors:

- 1) The number of City vendors who are Portland based; and
- 2) those vendors have an increased cost of doing business as a result of the proposed ordinance; and
- 3) those vendors pass along the increased ordinance related costs to the City of Portland.

Making the assumption that 10% of all vendors are Portland based and assuming 10% of that population would have a 1/30<sup>th</sup> increase in their cost of doing business (i.e. 1 hour of paid sick leave per 30 hours worked) there would be an increase on \$96M in contracts of approximately \$32,000.

### Q1 How many employees are there at your organization (including full-time, part-time and seasonal)?



ANSWER CHOICES	RESPONSES	
0	0.77%	1
1-9	31.54%	41
10-25	27.69%	36
25-50	19.23%	25
50-100	10.00%	13
100+	10.77%	14
<b>TOTAL</b>		<b>130</b>

## Q2 How many of your employees are full time?

#	RESPONSES	DATE
1	53	5/22/2018 12:18 PM
2	8	5/21/2018 10:52 AM
3	20	5/20/2018 5:18 PM
4	Three	5/18/2018 5:29 PM
5	22	5/18/2018 3:55 PM
6	3	5/18/2018 3:41 PM
7	300	5/18/2018 3:06 PM
8	1	5/18/2018 2:33 PM
9	one	5/18/2018 2:19 PM
10	3	5/18/2018 2:19 PM
11	172	5/18/2018 2:12 PM
12	10	5/18/2018 2:11 PM
13	22	5/18/2018 2:07 PM
14	1	5/9/2018 1:35 PM
15	100	5/8/2018 9:29 AM
16	2	5/7/2018 12:29 PM
17	30	5/7/2018 8:45 AM
18	75	5/6/2018 7:51 PM
19	2	5/5/2018 11:11 AM
20	7	5/4/2018 7:07 PM
21	22	5/4/2018 2:31 PM
22	6	5/4/2018 12:40 PM
23	2	5/4/2018 11:31 AM
24	one	5/4/2018 9:51 AM
25	12	5/3/2018 5:01 PM
26	45	5/3/2018 4:38 PM
27	9	5/3/2018 4:26 PM
28	10	5/3/2018 3:05 PM
29	all	5/3/2018 2:50 PM
30	4	5/3/2018 2:45 PM
31	9	5/3/2018 2:10 PM
32	19	5/3/2018 2:04 PM
33	3	5/3/2018 12:57 PM
34	50	5/3/2018 11:51 AM
35	4	5/3/2018 11:13 AM

## Gauging Business Owner &amp; Employee Paid Sick Leave Policies

SurveyMonkey

36	6	5/3/2018 10:59 AM
37	10	5/3/2018 10:55 AM
38	3	5/3/2018 10:55 AM
39	10	5/3/2018 10:39 AM
40	50+	5/3/2018 10:35 AM
41	two	5/3/2018 10:35 AM
42	0	5/3/2018 10:32 AM
43	14	5/3/2018 10:30 AM
44	30%	5/3/2018 10:26 AM
45	3	5/3/2018 10:26 AM
46	2	5/3/2018 10:19 AM
47	50	5/3/2018 10:15 AM
48	4	4/24/2018 4:43 PM
49	107	4/24/2018 4:38 PM
50	5	4/24/2018 2:52 PM
51	20	4/24/2018 2:22 PM
52	23	4/24/2018 12:21 PM
53	all of them (51)	4/24/2018 11:46 AM
54	12	4/24/2018 10:55 AM
55	7	4/24/2018 10:01 AM
56	4	4/24/2018 9:57 AM
57	8	4/23/2018 5:28 PM
58	11	4/23/2018 3:39 PM
59	30	4/23/2018 2:15 PM
60	1	4/23/2018 1:00 PM
61	19	4/23/2018 12:23 PM
62	2	4/23/2018 12:03 PM
63	1	4/23/2018 11:59 AM
64	1	4/23/2018 8:34 AM
65	3	4/23/2018 8:29 AM
66	approximately 80	4/22/2018 1:54 PM
67	4	4/21/2018 7:23 PM
68	30	4/21/2018 4:08 PM
69	10	4/21/2018 2:45 PM
70	8	4/21/2018 9:51 AM
71	1	4/21/2018 9:25 AM
72	2	4/21/2018 9:09 AM
73	3	4/21/2018 1:13 AM
74	0	4/20/2018 8:46 PM
75	7	4/20/2018 8:32 PM
76	9	4/20/2018 8:04 PM

## Gauging Business Owner &amp; Employee Paid Sick Leave Policies

SurveyMonkey

77	9	4/20/2018 7:20 PM
78	1	4/20/2018 7:08 PM
79	38	4/20/2018 5:52 PM
80	21	4/20/2018 4:52 PM
81	10	4/20/2018 4:41 PM
82	6	4/20/2018 4:39 PM
83	0	4/20/2018 4:19 PM
84	10	4/20/2018 3:58 PM
85	6	4/20/2018 3:55 PM
86	9	4/20/2018 3:41 PM
87	3	4/20/2018 3:30 PM
88	3	4/20/2018 3:24 PM
89	30	4/20/2018 3:18 PM
90	5	4/20/2018 3:11 PM
91	2	4/20/2018 2:52 PM
92	13	4/20/2018 2:47 PM
93	6 full time	4/20/2018 2:47 PM
94	35	4/20/2018 2:46 PM
95	3	4/20/2018 2:39 PM
96	4	4/20/2018 2:38 PM
97	50	4/20/2018 2:36 PM
98	7	4/20/2018 2:29 PM
99	15	4/20/2018 2:22 PM
100	73	4/20/2018 1:59 PM
101	all	4/20/2018 1:58 PM
102	8	4/20/2018 1:56 PM
103	5	4/20/2018 1:50 PM
104	100+	4/20/2018 1:42 PM
105	30	4/20/2018 1:38 PM
106	16	4/20/2018 1:34 PM
107	140 throughout the state, but only 40 in Portland	4/20/2018 1:34 PM
108	10	4/20/2018 1:32 PM
109	18	4/20/2018 1:30 PM
110	50	4/20/2018 1:30 PM
111	13	4/20/2018 1:29 PM
112	30	4/20/2018 1:28 PM
113	0	4/20/2018 1:28 PM
114	10	4/20/2018 1:22 PM
115	0	4/20/2018 1:21 PM
116	129	4/20/2018 1:16 PM
117	12	4/20/2018 1:15 PM

# Gauging Business Owner & Employee Paid Sick Leave Policies

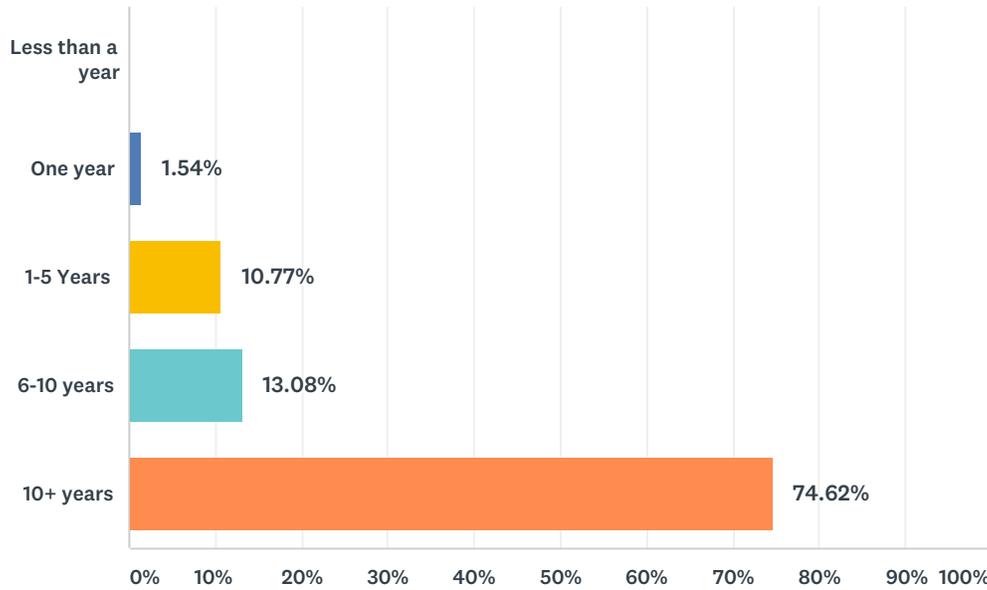
SurveyMonkey

118	10	4/20/2018 1:15 PM
119	1	4/20/2018 1:14 PM
120	17	4/20/2018 1:12 PM
121	80%	4/20/2018 1:09 PM
122	0	4/20/2018 1:08 PM
123	1	4/20/2018 1:08 PM
124	10	4/20/2018 1:06 PM
125	78	4/20/2018 1:06 PM
126	90	4/20/2018 1:05 PM
127	4	4/20/2018 1:04 PM
128	6	4/20/2018 1:03 PM
129	90	4/20/2018 1:01 PM
130	10	4/20/2018 12:59 PM

## Q3 What industry are you in?

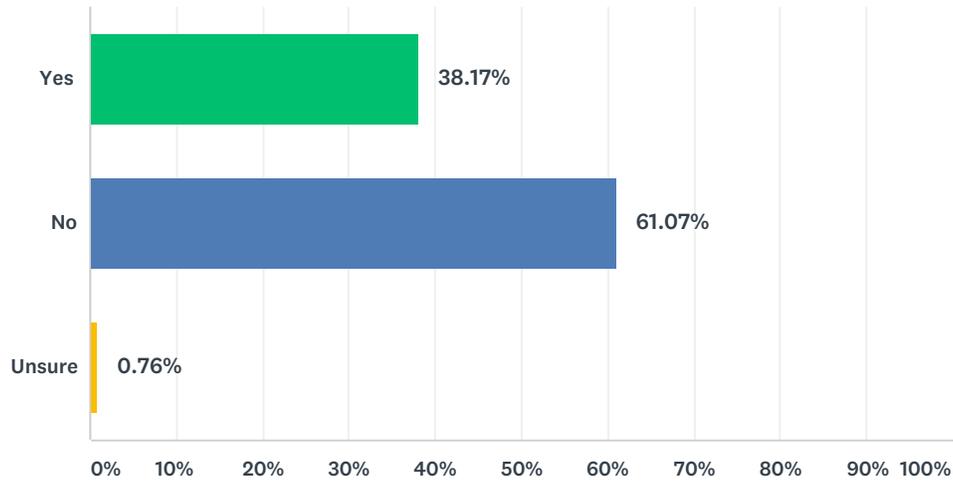
ANSWER CHOICES	RESPONSES	
Agricultural/Fishing	0.00%	0
Administrative	0.77%	1
Arts	0.77%	1
Banking/Finance	3.85%	5
Education	0.00%	0
Engineering	0.77%	1
Food Services/Restaurants	23.08%	30
Healthcare	3.08%	4
Hospitality	12.31%	16
Law firm/Legal services	3.08%	4
Manufacturing	3.08%	4
Marketing	4.62%	6
Media	0.00%	0
Non-profit	9.23%	12
Retail	15.38%	20
Sales	4.62%	6
Science	0.00%	0
Social Services	0.00%	0
Tourism	0.77%	1
Transportation	0.77%	1
Other	13.85%	18
<b>TOTAL</b>		<b>130</b>

## Q4 How many years have you been in business?



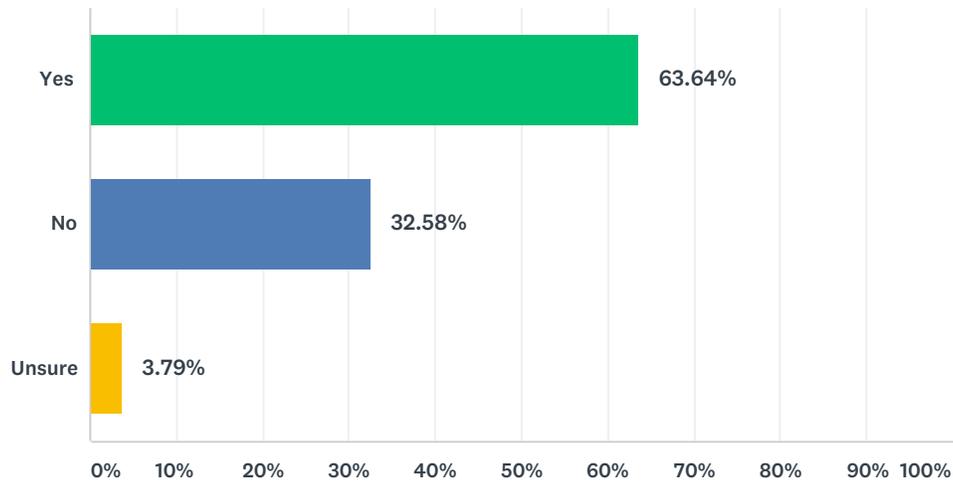
ANSWER CHOICES	RESPONSES	
Less than a year	0.00%	0
One year	1.54%	2
1-5 Years	10.77%	14
6-10 years	13.08%	17
10+ years	74.62%	97
<b>TOTAL</b>		<b>130</b>

### Q5 Does your business have other locations outside of Portland?



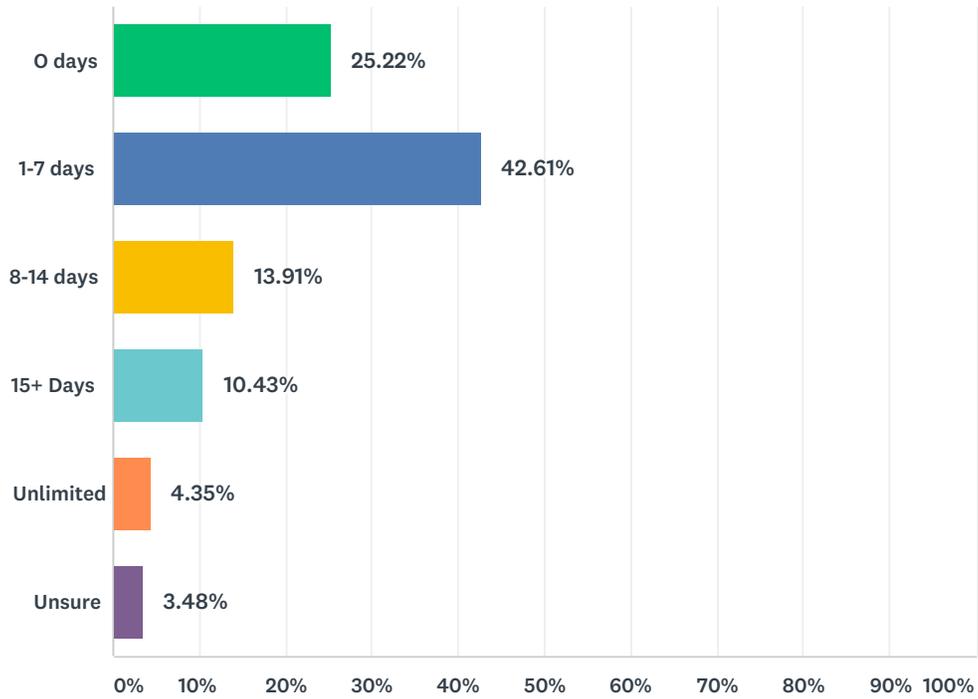
ANSWER CHOICES	RESPONSES	
Yes	38.17%	50
No	61.07%	80
Unsure	0.76%	1
TOTAL		131

### Q6 Does your employer currently offer paid sick leave for full-time



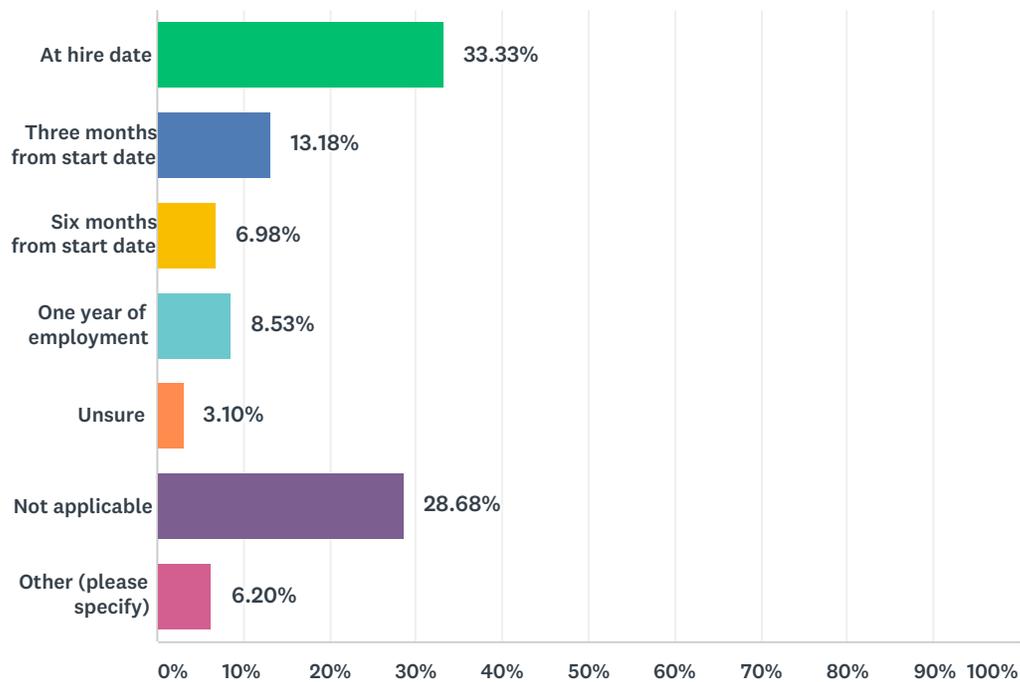
ANSWER CHOICES	RESPONSES	
Yes	63.64%	84
No	32.58%	43
Unsure	3.79%	5
TOTAL		132

### Q7 If so, how many days are offered?



ANSWER CHOICES	RESPONSES	
O days	25.22%	29
1-7 days	42.61%	49
8-14 days	13.91%	16
15+ Days	10.43%	12
Unlimited	4.35%	5
Unsure	3.48%	4
<b>TOTAL</b>		<b>115</b>

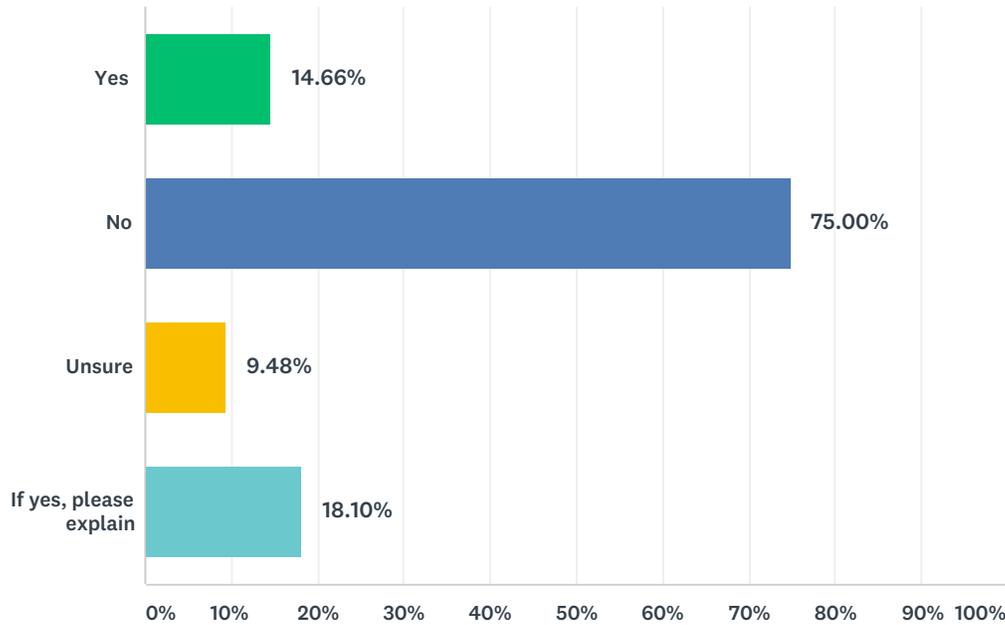
### Q8 How quickly does the paid sick leave start to accrue for full-time



ANSWER CHOICES	RESPONSES	COUNT
At hire date	33.33%	43
Three months from start date	13.18%	17
Six months from start date	6.98%	9
One year of employment	8.53%	11
Unsure	3.10%	4
Not applicable	28.68%	37
Other (please specify)	6.20%	8
<b>TOTAL</b>		<b>129</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	3 days with NO carryover	5/18/2018 3:59 PM
2	Accrued per days of work	5/18/2018 3:07 PM
3	We provide 2 weeks paid vacation to our full time employee who has been with us for over 2 years.	5/9/2018 1:35 PM
4	one month after hire date	5/7/2018 12:29 PM
5	We offer 5 sick days to salaried managerial position only	5/3/2018 11:51 AM
6	We use a PTO system for all sick/personal/vacation time, starts at hire date	4/23/2018 12:23 PM
7	We offer PTO which covers sick and vacation time which accrues at hire date.	4/20/2018 1:34 PM
8	Salary workers are given two weeks of paid time off after 6 months of employment	4/20/2018 1:15 PM

### Q9 Are there restrictions as to when you can initially utilize the time?

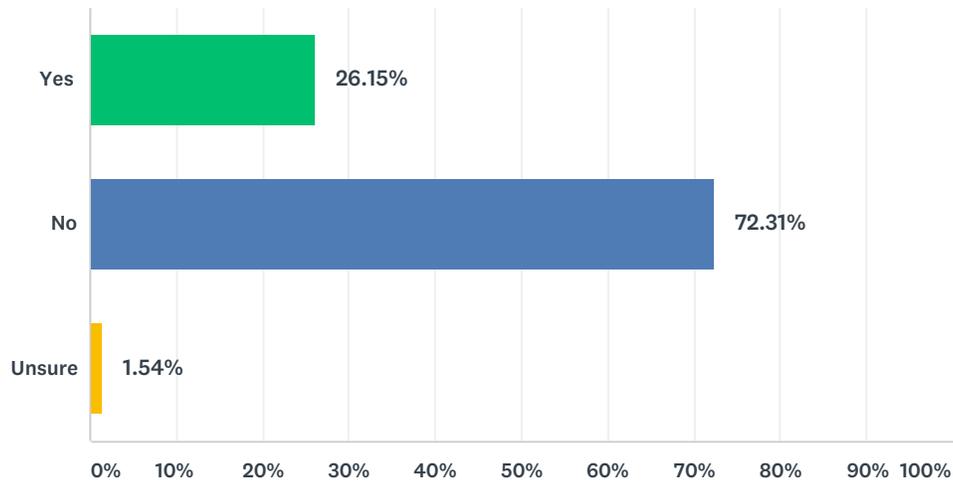


ANSWER CHOICES	RESPONSES
Yes	14.66% 17
No	75.00% 87
Unsure	9.48% 11
If yes, please explain	18.10% 21
Total Respondents: 116	

#	IF YES, PLEASE EXPLAIN	DATE
1	Yes, must be employed for a minimum of 90 days	5/8/2018 9:29 AM
2	Employees accrue one day per month, starting at hire. They can use them as they accrue them, so if they were sick on the 2nd day of work, they would have only accrued less than 1/2 hour, so that's all they would be paid for.	5/7/2018 8:45 AM
3	requires a Dr. note to get paid	5/6/2018 7:52 PM
4	After 90 day probationary period	5/5/2018 11:12 AM
5	Time may be taken after accrued	5/4/2018 2:32 PM
6	6 month wait period	5/3/2018 2:10 PM
7	after probationary period	5/3/2018 10:39 AM
8	waiting period of 90 day before being able to use PTO	5/3/2018 10:37 AM
9	NA	5/3/2018 10:30 AM
10	There is a 90 waiting period before using any accrued time. (ours is PTO vs. "sick")	4/24/2018 4:38 PM
11	We are extremely flexible with required time off, whether it be for sick time or child care requirements, or personal needs. We all work together and we often do not even charge time off if the reasons are valid.	4/23/2018 5:29 PM

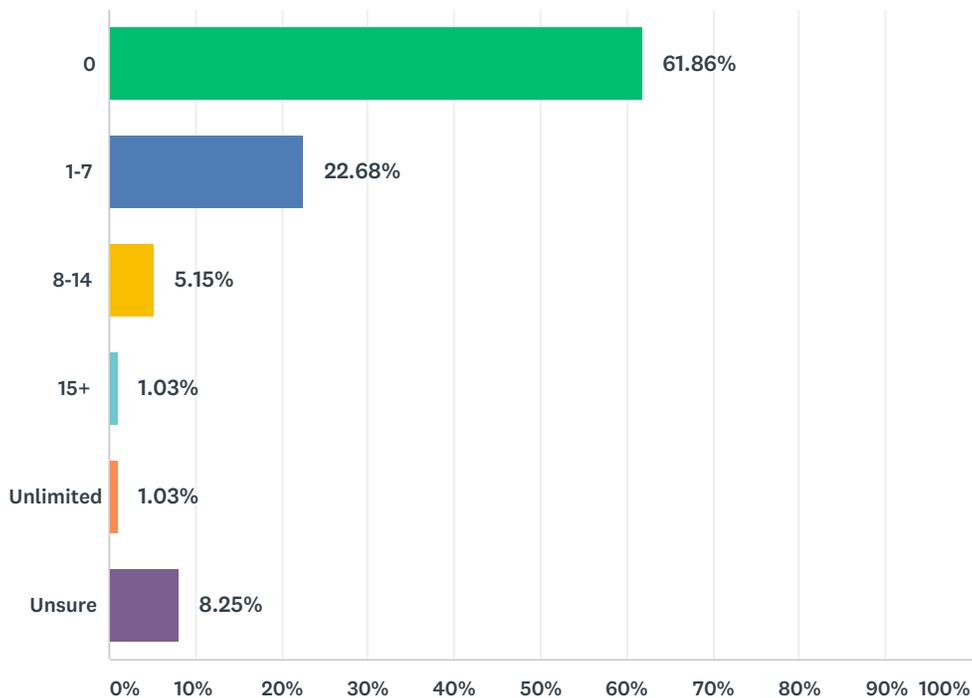
12	Employee sickness only	4/20/2018 7:23 PM
13	Can't use during 90 day probations; can't borrow more than 24 hours against future accrual	4/20/2018 3:58 PM
14	Needs to accrue before use	4/20/2018 3:55 PM
15	We have paid time off which is combined vacation and sick time.	4/20/2018 3:31 PM
16	after 1 year	4/20/2018 3:18 PM
17	If our employees need time off that is fine, being paid for time off isn't an industry standard and we would need to incorporate that additional expense into our fees and than compete against firm that don't have the same burden. We will consider relocating out of Portland, should this pass.	4/20/2018 1:29 PM
18	After 90 days I believe	4/20/2018 1:29 PM
19	Paid time off becomes available after 90 days of employment	4/20/2018 1:10 PM
20	This is PTO time - vacation and sick are accrued together and can either be used for vacation or sick time. We don't have a separate amount of sick time.	4/20/2018 1:06 PM
21	We have PTO -- can be used for sick time, vacation, etc.	4/20/2018 1:06 PM

### Q10 Does your company currently offer paid sick leave for part-time



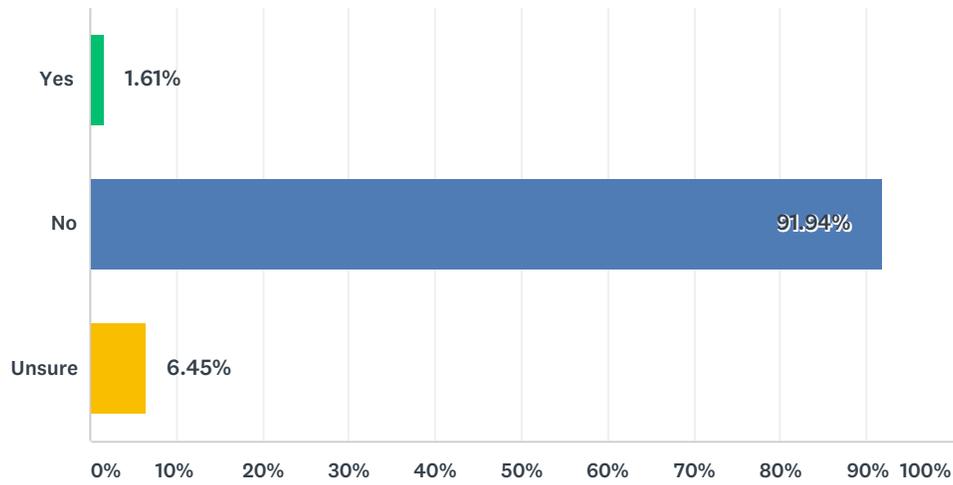
ANSWER CHOICES	RESPONSES	
Yes	26.15%	34
No	72.31%	94
Unsure	1.54%	2
TOTAL		130

### Q11 If so, how many days are offered?



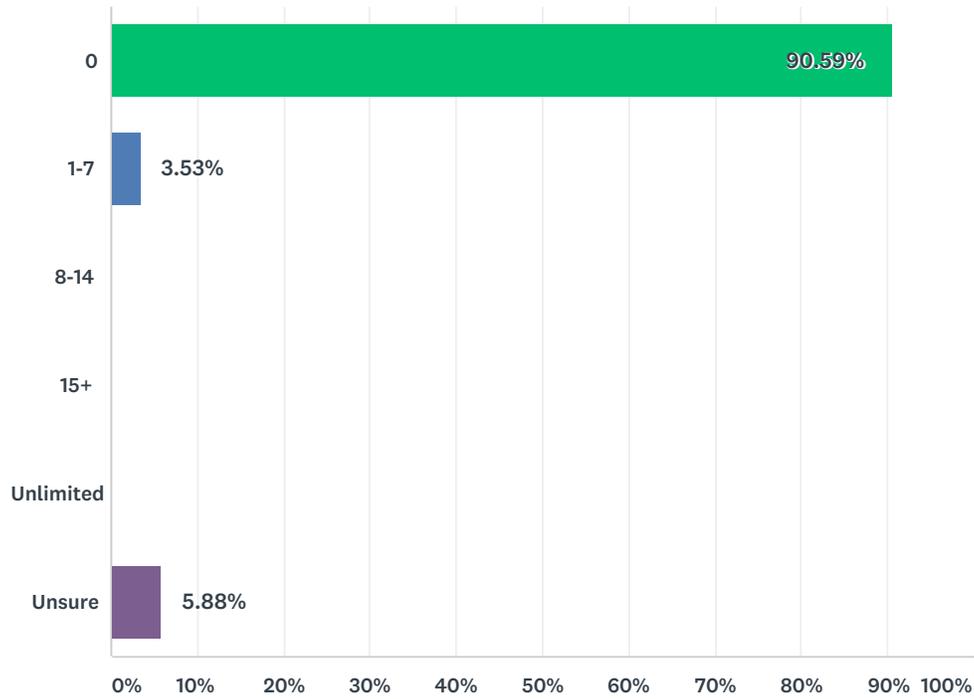
ANSWER CHOICES	RESPONSES	
0	61.86%	60
1-7	22.68%	22
8-14	5.15%	5
15+	1.03%	1
Unlimited	1.03%	1
Unsure	8.25%	8
<b>TOTAL</b>		<b>97</b>

### Q13 Does your company currently offer paid sick leave to seasonal



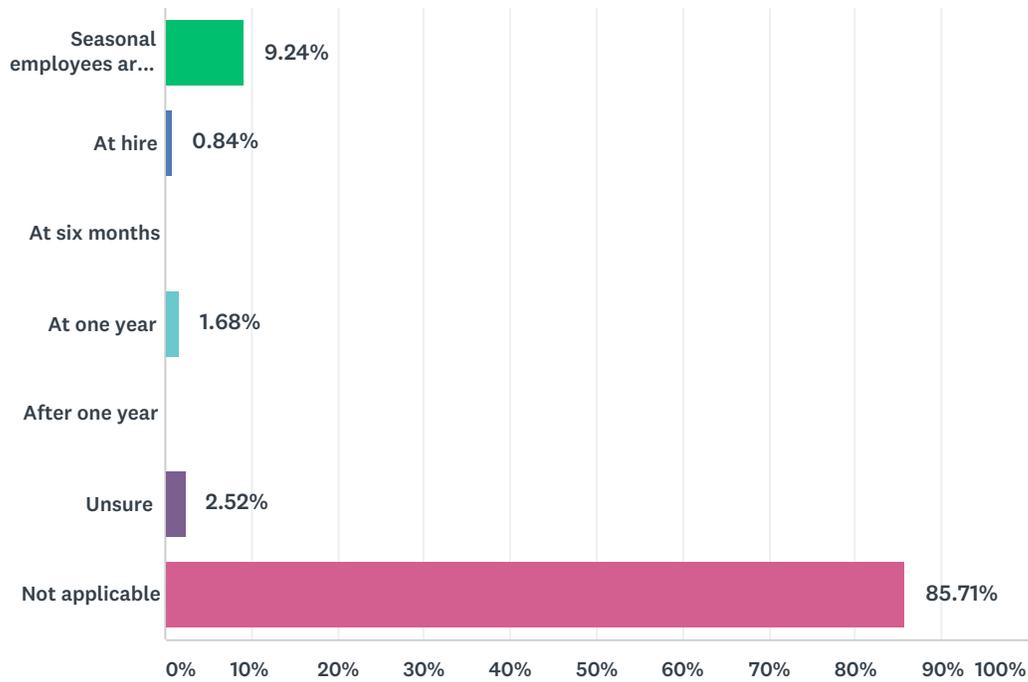
ANSWER CHOICES	RESPONSES	
Yes	1.61%	2
No	91.94%	114
Unsure	6.45%	8
TOTAL		124

### Q14 If so, how many days are offered?



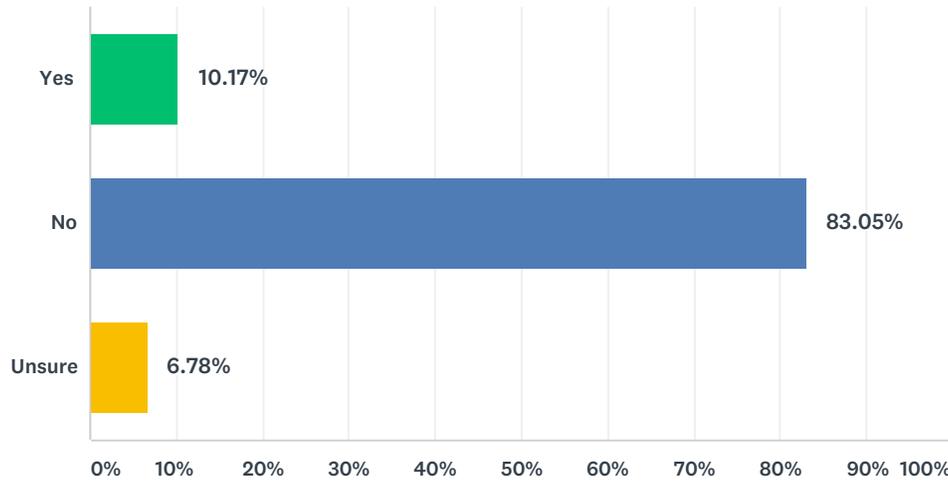
ANSWER CHOICES	RESPONSES	
0	90.59%	77
1-7	3.53%	3
8-14	0.00%	0
15+	0.00%	0
Unlimited	0.00%	0
Unsure	5.88%	5
<b>TOTAL</b>		<b>85</b>

### Q15 How quickly does paid sick leave begin to accrue for season



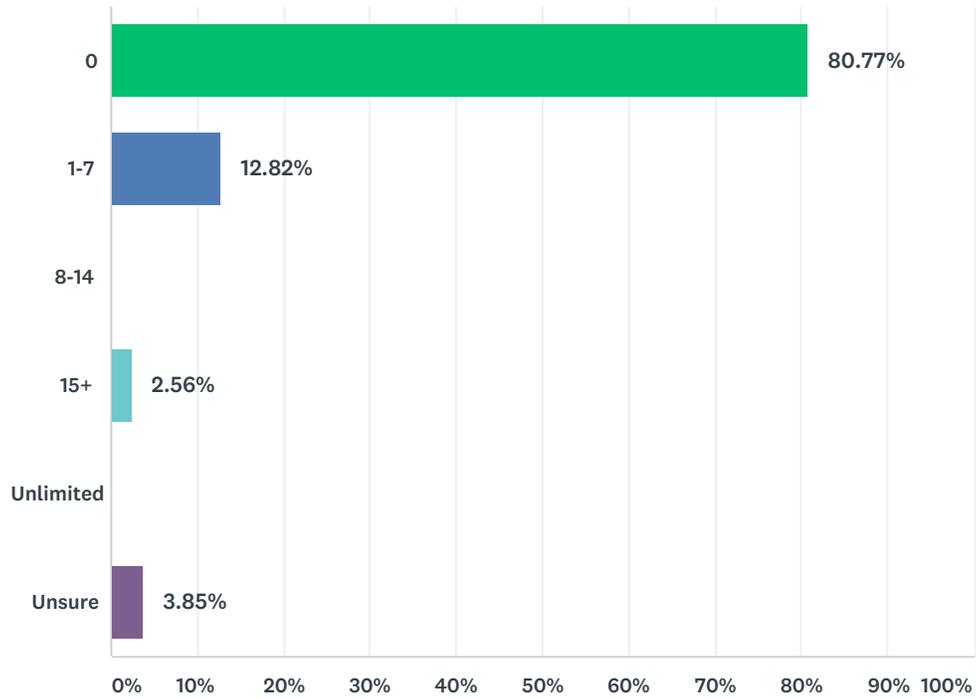
ANSWER CHOICES	RESPONSES	
Seasonal employees are not offered paid time off	9.24%	11
At hire	0.84%	1
At six months	0.00%	0
At one year	1.68%	2
After one year	0.00%	0
Unsure	2.52%	3
Not applicable	85.71%	102
<b>TOTAL</b>		<b>119</b>

### Q16 Does your organization offer paid sick leave to tipped employees?



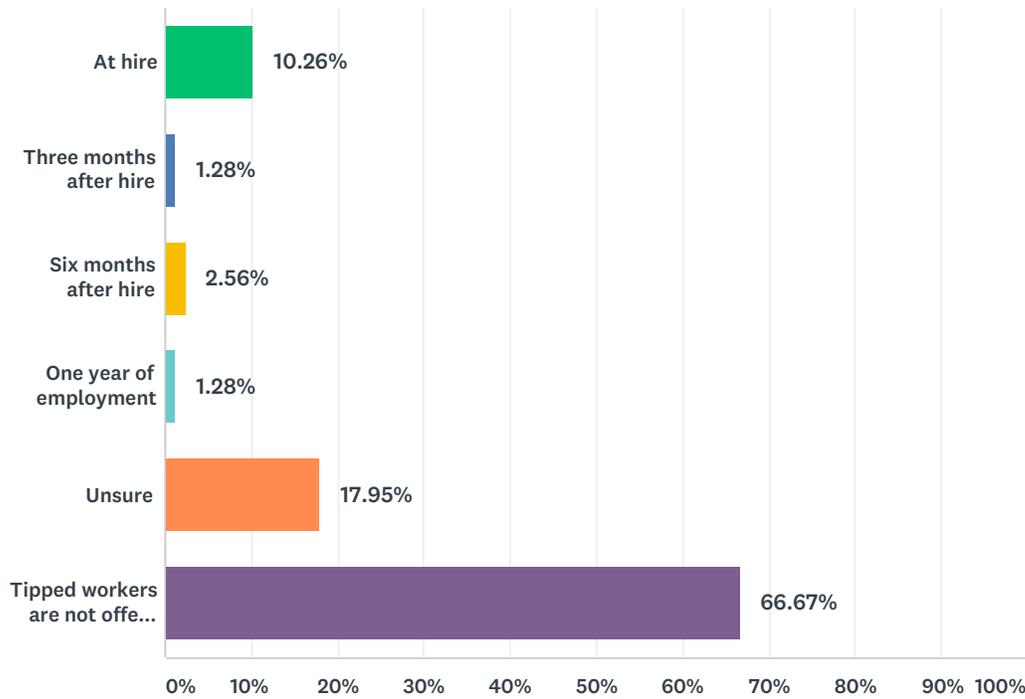
ANSWER CHOICES	RESPONSES	
Yes	10.17%	12
No	83.05%	98
Unsure	6.78%	8
TOTAL		118

### Q17 If so, how many days are offered?



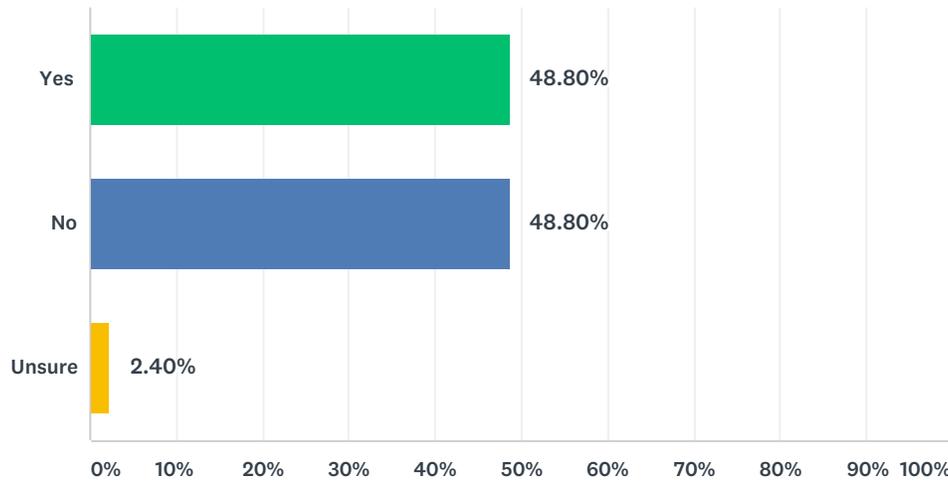
ANSWER CHOICES	RESPONSES	
0	80.77%	63
1-7	12.82%	10
8-14	0.00%	0
15+	2.56%	2
Unlimited	0.00%	0
Unsure	3.85%	3
<b>TOTAL</b>		<b>78</b>

### Q18 If yes, please specify how quickly tipped employees accrue paid sick



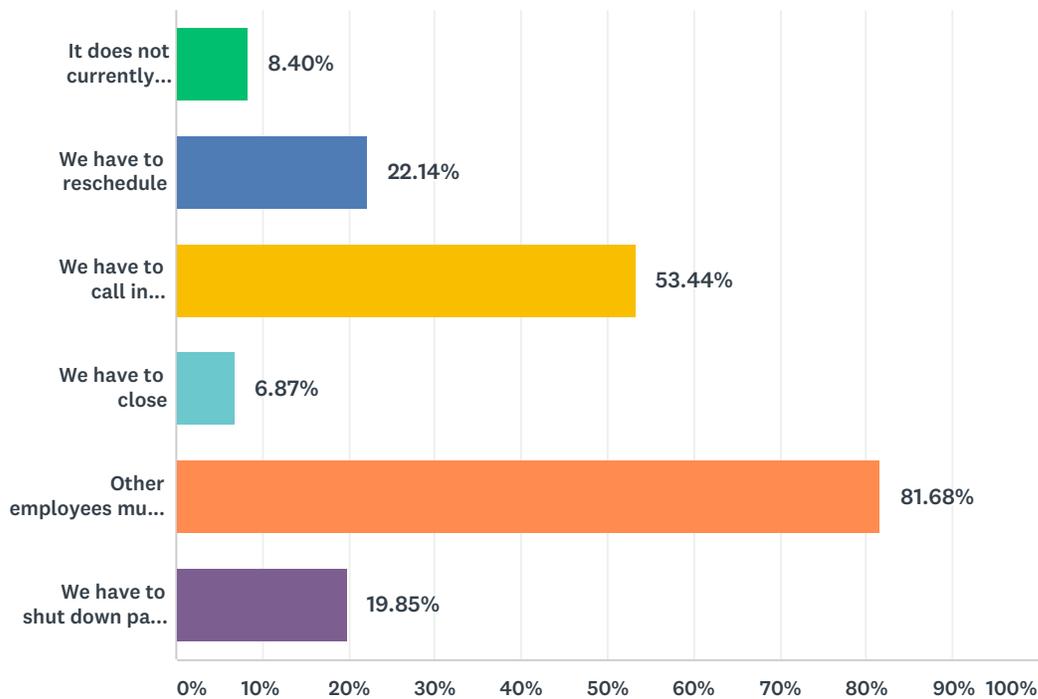
ANSWER CHOICES	RESPONSES	
At hire	10.26%	8
Three months after hire	1.28%	1
Six months after hire	2.56%	2
One year of employment	1.28%	1
Unsure	17.95%	14
Tipped workers are not offered paid time off	66.67%	52
<b>TOTAL</b>		<b>78</b>

**Q19 The Portland proposal would allow employees to take this leave if a spouse, sibling, stepchild, foster child, grandparent, in-laws, etc. took ill. Does your current policy include this provision?**



ANSWER CHOICES	RESPONSES	
Yes	48.80%	61
No	48.80%	61
Unsure	2.40%	3
TOTAL		125

## Q20 How does your business handle the situation when an employee calls out sick? Select all that apply



ANSWER CHOICES	RESPONSES	
It does not currently affect my organization	8.40%	11
We have to reschedule	22.14%	29
We have to call in replacements	53.44%	70
We have to close	6.87%	9
Other employees must pick up more work	81.68%	107
We have to shut down parts of the business	19.85%	26
Total Respondents: 131		

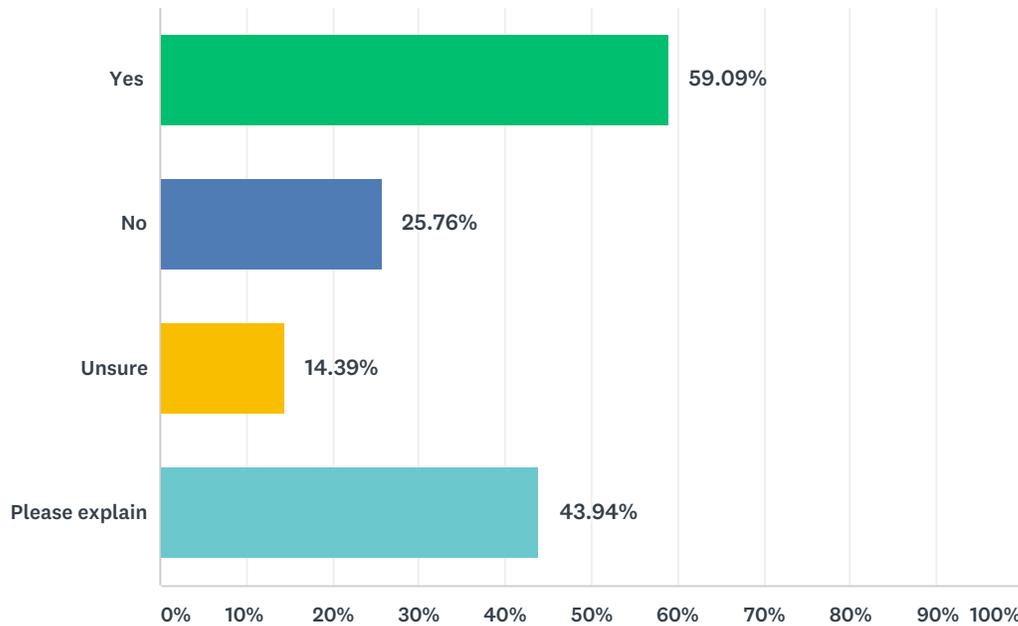
#	OTHER (PLEASE SPECIFY)	DATE
1	We run shorthanded	5/21/2018 10:52 AM
2	varies by department	5/18/2018 2:12 PM
3	Sometimes we close	5/9/2018 1:35 PM
4	Employee can choose to make up time another day	5/5/2018 11:12 AM
5	It can impact our level of service to our customers and negatively impact the team members.	4/24/2018 4:38 PM
6	There was no room above, but we do not have seasonal or "tipped" personal, so those questions are not applicable	4/23/2018 5:29 PM
7	We can't produce what is expected of us and it affects sales negatively, as well as our customer's perception of us.	4/21/2018 9:51 AM

## Gauging Business Owner & Employee Paid Sick Leave Policies

SurveyMonkey

8	Either other employees cover, or the owner covers the missed shift.	4/21/2018 9:25 AM
9	Employees are assigned clients, so the client is not able to reach them.	4/20/2018 3:41 PM
10	must pay overtime or have to go understaffed	4/20/2018 3:18 PM
11	In addition, we have to reschedule spa clients & give them a free make up appointment in the spa as an apology for the inconvenience.	4/20/2018 2:47 PM
12	We have to pay overtime	4/20/2018 1:15 PM
13	All depends on what part of the organization the employee works in	4/20/2018 1:06 PM

### Q21 Should this ordinance pass, would you contemplate any changes to your business - either in terms of operations, staffing, location, etc?



ANSWER CHOICES	RESPONSES	
Yes	59.09%	78
No	25.76%	34
Unsure	14.39%	19
Please explain	43.94%	58
Total Respondents: 132		

#	PLEASE EXPLAIN	DATE
1	I will have to seriously consider whether Portland will continue to be a viable and productive place to operate my business. The potential cost and liability exposure of this ordinance will grossly inhibit my confidence in the ability to safely grow here. I will not be able to introduce the benefits plans I am currently developing which includes health care and paid personal time, as well as some smaller perks. All of that revenue will be consumed by the financial and legal liability this ordinance creates. But not only will the costs to my labor bill increase by a considerable percentage, my faith in the city's commitment to me and independent shop owners will diminish considerably, if remain at all. In other words, what next? At some point the feeling of a constant threat from the city of yet another liability is enough to make the struggle to success a losing proposition here. While I would have to consider relocation for the long term, for the short term I will have to contemplate a number of severe "survival" measures to offset the unknowns of these new costs and exposures. These could include any combination of the following - reduced shop and work hours, introduction of automation and mechanization, a moratorium on hiring, production, and growth, shelving all benefits plans. These are not actions I want to think about OR take, but this ordinance will immediately increase my financial and legal vulnerabilities exponentially for literally every hour I grow and I feel I would have no choice.	5/21/2018 10:52 AM
2	This ordinance needs to pass. It would be an embarrassing shame if it didn't.	5/18/2018 5:29 PM

## Gauging Business Owner &amp; Employee Paid Sick Leave Policies

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3	Our policy now is 3 sick days paid with No carryover and My employee are very happy with that. 6 Days with carryover is Absolutely Ludicrous.....	5/18/2018 3:59 PM
4	We will most likely to let go some people go or cut hours	5/18/2018 2:33 PM
5	Less employees. More hours for our management team.	5/18/2018 2:19 PM
6	we would need someone to administer this program. We are a staffing firm with temporary employees. This would be a large burden/cost to my business	5/18/2018 2:11 PM
7	Immediately move our office out of the city of Portland	5/7/2018 12:29 PM
8	Unlikely to hire more employees or would limit hours employees work to minimize paid sick time accrual.	5/5/2018 11:12 AM
9	We would have to dramatically cut staff. We run on very thin margins and simply can not afford to offer all of our employees paid time off.	5/4/2018 7:07 PM
10	As a small business it is difficult to take time off for myself, let alone employees. Mostly we are independent contractors. Would prefer not to relocate.	5/4/2018 9:51 AM
11	I think this is an unwise, unnecessary, and burdensome layer of bureaucracy. Let the State handle this.	5/3/2018 4:26 PM
12	We would contemplate limiting our Portland exposure.	5/3/2018 11:51 AM
13	Get out of Portland!!	5/3/2018 11:13 AM
14	We have a very generous sick leave program, and I appreciate the need for sick time for employees and protecting employees. That being said, the current rules might get me to actually tighten my own rules or might be the tipping point for moving out of Portland.	5/3/2018 11:00 AM
15	My Full Time Staff would lose PTO and have 6 days replaced with these days - and they are not pleased with this negative effect.	5/3/2018 10:56 AM
16	Would have to reduce other benefits in order to pay for the cost of this benefit.	5/3/2018 10:37 AM
17	We would consider ultimately closing our Portland location in the future	5/3/2018 10:32 AM
18	Now when someone call out the trade shifts with another employee	5/3/2018 10:30 AM
19	It's becoming more and more expensive to do business and Maine and we have been considering selling everything up there for some time due to cost.	5/3/2018 10:26 AM
20	Cut back in staff due to huge increase in payroll	5/3/2018 10:15 AM
21	Some people may be getting less hours.	4/24/2018 2:22 PM
22	If this ordinance passes we would need to accommodate the cost by reducing the current benefits we offer such as Health Care, retirement, etc.	4/24/2018 12:21 PM
23	Would have to hire candidates with complete open availability and no restrictions on days they can work	4/24/2018 10:55 AM
24	Profit Margins are already thin. Added expense for no value added payroll dollars, and effort / expense to track PTO for parttime and seasonal will hurt the bottom line.	4/24/2018 10:01 AM
25	We would have to. PTO time would be reduced in total to account for the 6 "mandatory" days, that I'm now required by law to maintain. Employees would lose flexibility and would be charged for time that otherwise they are currently not (for instance, a 2 hour trip for doctor appointment currently just worked around would result in sick time taken).	4/23/2018 5:29 PM
26	It would cost us a thousands of dollars (and time) more. We would have to reduce pay, staff, benefits, or other aspects of our business.	4/23/2018 11:59 AM
27	Changes to the vacation policy would occur.	4/23/2018 8:29 AM
28	We will need to determine how we will be able to afford this and, logistically plan for this. It may impact wages (needing to lower them), fees (higher fees that families will need to pay for things like child care), and other benefits we offer in order to cover our costs (reduction of health benefits or other in order fund the additional expense). We are a non profit and don't have a surplus to use to cover this additional cost.	4/22/2018 1:54 PM
29	Would need to raise prices, and hire more people to be able to cover all the time off, which would mean less hours available for everyone on a weekly basis.	4/21/2018 4:08 PM

30	If paid sick leave is mandated with no wait time for employees, it would make day-to-day operations unpredictable and unstable. This would also open the possibility of paid sick leave being abused by employees. This would lead to less stability in employee schedules, which affects staff morale as a whole.	4/21/2018 2:46 PM
31	I would have to re-consider operating in Portland. Between call-outs, not being able to find coverage, and ultimately not being able to accommodate demand for sales, I will not have the revenue needed to pay my bills and sustain my business. We will eventually close within 18 months, if the decision isn't made sooner to leave.	4/21/2018 9:51 AM
32	This is a very cumbersome ordinance and it would make my business even harder to run than it is now! Not sure if I could handle the accounting necessary or the cost of paying people to take off for every possible reason.	4/21/2018 9:25 AM
33	Yes move out of Portland, The Dictator Run City!	4/21/2018 9:09 AM
34	I think it could make it impossible to continue doing business in Portland. It is truly insane.	4/21/2018 1:13 AM
35	Move out of Portland.	4/20/2018 7:23 PM
36	Would require some thought and planning—not necessarily a bad thing	4/20/2018 7:08 PM
37	May limit part timers. May consolidate to locations outside of Portland	4/20/2018 4:44 PM
38	We would seriously consider the number of full-time vs. part time employees we employ.	4/20/2018 3:58 PM
39	We would quickly raise prices which will impact both local and out of state patrons. We would have to continuously overschedule employees to ensure coverage particularly during the tourist season. We would probably limit the amount of seasonal workers we have (not hire college students or high school students) etc	4/20/2018 3:55 PM
40	We have PTO which is a bank of hours to use for whatever the employee wants to use it for. Since our employees don't use a lot of sick leave, they have a lot more time for personal leave. They choose. If we had to give XX amount of sick time, I would have to do away with a PTO bank and my employees would lose flexibility with their time and potentially vacation time.	4/20/2018 3:41 PM
41	No, but we offer PTO for full-timers, not part-timers. We recognized that mandatory PTO for part-timers would be an increased cost for some businesses. We also wonder if our combined vacation and sick time would be impacted and we'd need to break them up.	4/20/2018 3:31 PM
42	The city should dictate wages and sick pay only if they are writing the check!	4/20/2018 3:24 PM
43	Cut back hours to save money	4/20/2018 3:11 PM
44	Absolutely. Drastic changes would be necessary - staffing, pay, benefits and commissions, etc. Please see my comments in #24.	4/20/2018 2:47 PM
45	I would need to go back and change my entire employee handbook . Our employees currently use accrued vacation time and personal days for these type of situations .	4/20/2018 2:46 PM
46	location	4/20/2018 2:39 PM
47	We are a small office so we try to help each other out when illness etc arises. Employees are not easily substituted by outside workers. If ordinance put in place it would be more restrictive than what is currently used.	4/20/2018 2:38 PM
48	We would likely reduce the time off currently offered in our PTO/Vacation policy with the addition of this ordinance, so it would effectively change nothing for the employee, just add the administrative cost of tracking accrual time due to this overly burdensome, disastrous proposal.	4/20/2018 2:36 PM
49	We will strongly consider relocating outside of the City of Portland at the conclusion of our lease term if not sooner.	4/20/2018 1:42 PM
50	We already offer more than the minimum accrual under our Paid Time Off policy, which includes the ability to use the PTO for sick time.	4/20/2018 1:34 PM
51	How does this impact employers who have a PTO policy? Would they have to have a PTO policy and a separate sick policy or is the PTO policy sufficient so long as they are earning more than enough time to cover the sick portion?	4/20/2018 1:34 PM
52	Would consider moving out of Portland.	4/20/2018 1:29 PM
53	Leaving the city	4/20/2018 1:28 PM

## Gauging Business Owner & Employee Paid Sick Leave Policies

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54	Quitting Portland!!	4/20/2018 1:21 PM
55	We would eliminate part time and seasonal positions. Maybe reduce hours of operation if necessary. Reduce the number of people we employ	4/20/2018 1:15 PM
56	A small business like ours cannot afford to offer paid sick leave. Employees are more than welcome to use their vacation time if they are ill. We feel it is more important to offer our employees a 401K with 3% guaranteed vested company match, health and dental insurance, and vacation time. Should this pass, our business will look at reducing other benefits to absorb the cost.	4/20/2018 1:12 PM
57	If this ordinance passes and I hire employees, I would strong consider moving my business outside of Portland and hope the new community does not adopt the same ordinance.	4/20/2018 1:08 PM
58	Portland is putting these requirements on all businesses -- small businesses can't compete with the scale of larger organizations, so we're killing local ownership	4/20/2018 1:06 PM

## Q22 What are the estimated costs this ordinance would have on your business per year, including the cost of compliance?

#	RESPONSES	DATE
1	We have 50 part time employees that would be eligible and this would be an incredible financial burden. As a not for profit we would have to decide on cutting back on staffing to accomodate the benefit.	5/22/2018 12:19 PM
2	To reach as fair an estimate as possible of this cost, I averaged the hourly pay and total number of hours worked. We run a lean crew, meaning enough people to do the work and enough hours of work for all to earn the expected wages they hired on for. That means when someone calls out, someone else works overtime, either because they come in on a day off or they work a longer day. So, overtime is factored into the cost as well. Current, cumulative sick time liability low end is \$13,500 (\$5,400 sick pay plus \$8,100 overtime). High end is \$19,440 (\$7,776 sick pay plus \$11,664 overtime). This is based on the current number of employees on my payroll and equals a full 10% of 2017's payroll cost. It also assumes no legal costs from a complaint, costs of which are simply unknown.	5/21/2018 10:52 AM
3	\$40,000	5/20/2018 5:18 PM
4	Over \$1000	5/19/2018 11:32 AM
5	No idea	5/18/2018 5:29 PM
6	\$ 75,000 per year which is crazy!!!!!!!!	5/18/2018 3:59 PM
7	Nothing.	5/18/2018 3:41 PM
8	Unknown	5/18/2018 3:07 PM
9	7k/ year	5/18/2018 2:33 PM
10	\$0. I believe all employers should offer sick leave to their employees, both to prevent employees from coming in to work and possibly making other employees sick, and because they are likely to be less effective working when ill. I also believe that it helps employees feel respected and valued and creates loyalty to the employer and reduces turnover. I have worked in larger organizations where I created generous sick leave policies and they were a valued benefit, but it would be only the exceptional employee that might abuse it. My organization is new and as yet, I am the sole employee, but I have already set up personnel policies so that when I take on additional employees they will have paid sick leave available to them.	5/18/2018 2:19 PM
11	I'm guessing 1000's. Too early to tell.	5/18/2018 2:19 PM
12	hard to tell, the only part that would cost more would be extending to family members outside the Maine Family Care Act for longer periods of time. Rough estimate is under \$5,000	5/18/2018 2:12 PM
13	\$30,000	5/18/2018 2:11 PM
14	None	5/18/2018 2:07 PM
15	It depends on how many employees called in sick.....	5/9/2018 1:35 PM
16	unknown	5/8/2018 9:29 AM
17	unsure, but we would not hire any seasonal or part time staff.	5/7/2018 12:29 PM
18	\$1000- \$2000/ year to hire a "substitute" temp for the 6 days that a temp employee was out on sick leave.	5/7/2018 8:45 AM
19	We estimate an additional \$20,000 to \$30,000 in pay if the waiting period of 6 months is eliminated	5/6/2018 7:52 PM
20	Approximately \$4,000-\$5,000.	5/5/2018 11:12 AM
21	15,649.56 annually (this number does not account for our busy summer season when we employee up to 5-8 more employees)	5/4/2018 7:07 PM



## Gauging Business Owner &amp; Employee Paid Sick Leave Policies

SurveyMonkey

52	\$20,160.00	4/23/2018 11:59 AM
53	No estimated changes	4/23/2018 8:34 AM
54	Unsure, but would definitely effect business operations.	4/23/2018 8:29 AM
55	Approximately \$300,000 - \$400,000	4/22/2018 1:54 PM
56	\$7200 +	4/21/2018 7:23 PM
57	100K	4/21/2018 4:08 PM
58	\$20,000 - \$40,000	4/21/2018 2:46 PM
59	FT employees using PTO: 6720 PT employees using PTO: 2688 Paying OT to cover callouts for FT staff: 10,080 Paying OT to cover callouts for PT staff: 4032 Costs of payroll manager having to keep track of each employee's hours and determine when they are eligible for payout, how much, etc: 832 Costs of bookeeping to account for the additional payroll expenses and allocation: 1040 Insurance premium. Insurance is based on the number of hours paid by employer each quarter. With more hours being paid out, the cost of insurance rises: 4,000 Loss of revenue due to schedule changes, inconsistency and bad production: 15% of annual sales. For a business that does about \$2k per day, this equals: 120,000 Time management must spend covering shifts because employees cannot be held responsible for covering their own shifts: 832 TOTAL ANNUAL COST: over \$140,000	4/21/2018 9:51 AM
60	Not sure yet, but it would be significant. We are a small, family owned business and this would require us to hire someone just to keep track of people's hours as well as having to literally pay people who are not working.	4/21/2018 9:25 AM
61	TOO MUCH TO WANT TO THINK ABOUT!	4/21/2018 9:09 AM
62	Far, far more than our already razor thin margins	4/21/2018 1:13 AM
63	\$1000+	4/20/2018 8:46 PM
64	None	4/20/2018 8:32 PM
65	15000	4/20/2018 8:05 PM
66	\$24,000.	4/20/2018 7:23 PM
67	\$5000	4/20/2018 7:08 PM
68	No additional cost.	4/20/2018 5:53 PM
69	\$10,000	4/20/2018 4:55 PM
70	\$10 K	4/20/2018 4:44 PM
71	2500.00	4/20/2018 4:41 PM
72	\$8000 possibly more	4/20/2018 4:19 PM
73	\$10,000-\$50,000. We can't have one policy in Portland and one for our other 2 locations (Lewiston and Bangor). As a result, this could have significant financial impact.	4/20/2018 3:58 PM
74	It is difficult to answer because we don't know how increasing prices to pay for this ordinance will impact our business - I don't imagine increasing prices will attract more people. That said, with 30 employees (many part time and with other jobs) accruing paid time off for sick leave 25 would begin to get a benefit immediately which would cost probably \$15 an hour for kitchen staff on average so \$720 per year per employee for sick time which would cost about \$8000 per year. For tipped employees another \$5000. The margins in our business are razor thin so this is not insignificant and will require additional costs to outside payroll companies to implement and does not take into account potential overtime for employees made to cover, not being able to take reservations etc	4/20/2018 3:55 PM
75	1. Costs to our HR Consultant / Attorney to have our policy handbook reviewed (one-time) 2. Costs to our Payroll Company to have our PTO bank converted (one-time) 3. Costs to "track" carryover hours (annually) 4. Costs to update our HR posters (one-time) 5. Costs to track vacation and sick separate (ongoing) 6. Additional payroll costs since we don't pay interns or apprentices "sick" leave since they are temporary employees - we have anywhere from 2 to 4 per year.	4/20/2018 3:41 PM
76	Uncertain at this point. Certainly, there would be a cost.	4/20/2018 3:31 PM
77	note sure yet	4/20/2018 3:24 PM

## Gauging Business Owner &amp; Employee Paid Sick Leave Policies

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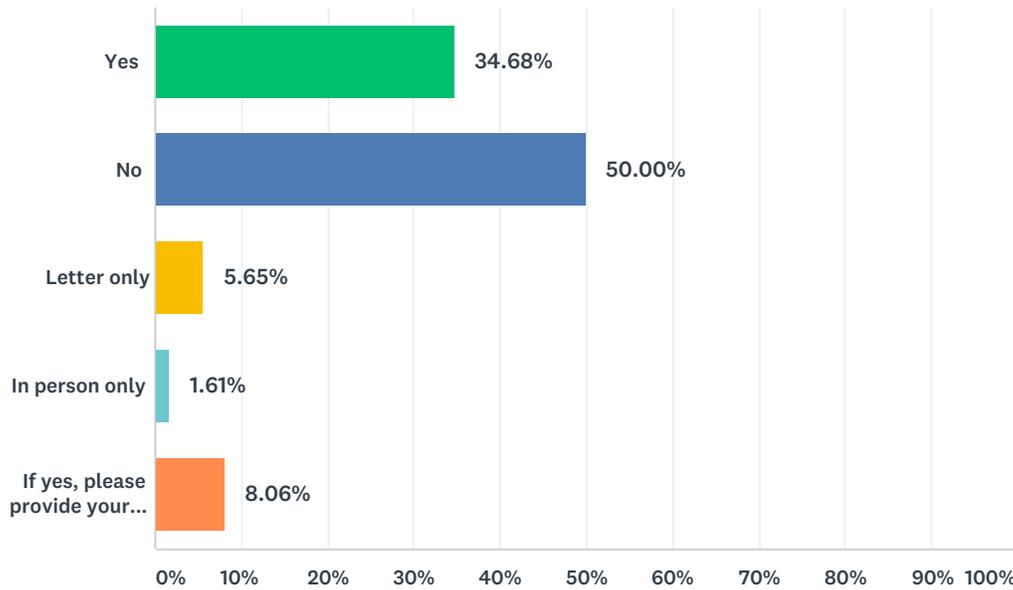
78	\$75000/year at least	4/20/2018 3:18 PM
79	\$4000	4/20/2018 3:11 PM
80	5000	4/20/2018 2:52 PM
81	\$5,000 to \$7,000 per month	4/20/2018 2:47 PM
82	Thousand of dollars that I do not currently pay	4/20/2018 2:46 PM
83	*\$9000 per employee in lost revenue and wages *estimating an additional \$3000 in bookkeeping fees to document compliance. *\$48,000 for the company	4/20/2018 2:39 PM
84	0	4/20/2018 2:38 PM
85	Impossible to estimate - it depends on how many employees are honest and how many use the time accrued for personal vacations/long weekends. I may have to hire another person just to track it, as my controller/HR already have enough on their plates. In that case, this will easily cost my business 6-figures.	4/20/2018 2:36 PM
86	Zero	4/20/2018 2:22 PM
87	too much	4/20/2018 1:59 PM
88	\$15,000	4/20/2018 1:56 PM
89	\$20-30K (estimate based on PT shifts/week, hours/week covered, times 52, /30, times \$20/hour)	4/20/2018 1:50 PM
90	None	4/20/2018 1:45 PM
91	\$400 for additional recordkeeping	4/20/2018 1:34 PM
92	Unsure as it depends upon answer to my question above.	4/20/2018 1:34 PM
93	The cost would include additional paid help to track the benefit and, potentially, the cost of rolled over days. This could potentially be a huge cost both in terms of money and additionally rescheduled help if an employee saves and uses, for example, 3 years' worth of sick paid leave. At a certain point, it is no longer paid sick leave, but short-term disability which would fall under federal law.	4/20/2018 1:33 PM
94	\$40,000 to \$50,000	4/20/2018 1:30 PM
95	Fifty thousand	4/20/2018 1:30 PM
96	\$32,000 + a year min. and possibly require hiring additional personal so this could go as high as \$100,000.00.	4/20/2018 1:29 PM
97	N A	4/20/2018 1:28 PM
98	Thousands	4/20/2018 1:22 PM
99	Too much for a small business in this terrible economy to shoulder! It's not consulted on and will only cost more jobs	4/20/2018 1:21 PM
100	0 - We're already offering six days of paid sick leave a year, pro-rated based on date of hire for year of hire.	4/20/2018 1:16 PM
101	Working on estimated costs now.	4/20/2018 1:15 PM
102	\$15k-20k	4/20/2018 1:15 PM
103	It would detrimental to our business. We have many employees that would abuse this policy and it would force us to run short staffed. Small businesses in the food industry are already struggling enough to find competent employees.	4/20/2018 1:12 PM
104	0\$	4/20/2018 1:10 PM
105	N/A at this time.	4/20/2018 1:08 PM
106	\$6,336/year	4/20/2018 1:08 PM
107	unsure	4/20/2018 1:06 PM
108	None directly since we already take care of our employees	4/20/2018 1:06 PM
109	Unknown	4/20/2018 1:04 PM

## Gauging Business Owner & Employee Paid Sick Leave Policies

SurveyMonkey

110	Thousands of \$\$\$	4/20/2018 1:03 PM
111	\$50,000 + per year	4/20/2018 1:01 PM
112	rough answer about \$30,000 more it seems from extra employee wages to cover store and shifts plus pay employee that is out and having to probably hire another person parttime to do calculations	4/20/2018 12:59 PM

### Q23 Would you be willing to share your thoughts either via letter or in person about this proposal to the Health and Human Services Committee or the City Council?



ANSWER CHOICES	RESPONSES	
Yes	34.68%	43
No	50.00%	62
Letter only	5.65%	7
In person only	1.61%	2
If yes, please provide your contact information	8.06%	10
<b>TOTAL</b>		<b>124</b>

## Q24 Do you have any other thoughts or comments you would like to share with the Committee?

#	RESPONSES	DATE
1	I believe paid sick time for full time employees with benefits is a must. I don't agree with paying part time staff a benefit since they are not eligible for other benefits at the organization.	5/22/2018 12:19 PM
2	I am strongly opposed to this ordinance for philosophical reasons that extend beyond the financial ones that I have touched on above. This ordinance handcuffs every business and more importantly, every working person in Portland. While the larger firms are potentially able to absorb some costs, they too will have to find ways to offset the rest. For smaller operations like mine and other startups, those costs have the very real potential of putting us out of business or inhibiting opportunities to reach our full potential. For all of us, large and small, the equalizers for these costs will have to come from any or all of the following - significant price increases, the reduction or elimination of existing benefits, reduced work time, moratoriums on hiring and growth. None of these benefit the working people of this city. While the potential intent of this ordinance may seem to be to benefit the working people of Portland, its Draconian heavy handedness does exactly the opposite; crushing chances for benefits which might be better suited to an individual work place and grossly inhibiting opportunities for employers and employees to negotiate, either individually or collectively. Lastly, this measure will cause serious damage to Portland's reputation as a place where the little guy has a real opportunity to start something amazing. We don't have to look far to see the successful results of those opportunities and what they've meant for both the City of Portland and its peoples' overall well being.	5/21/2018 10:52 AM
3	This is an end run on higher wages, paid leave. Depending on how it plays out this will cost between \$100 and \$300 per day used, depending on hourly rate. There is no incentive for Tipped employees, they would take a huge pay cut. Without a fair notice provision an employee can call out at the last minute leave the whole rest in a bind. Sometimes this is necessary because of a sudden illness, but under current conditions it still happens to often. And, lastly, it is poorly constructed. The hour earned for every 30 worked is poorly constructed. I don't think is is fair for employees to start earning on days on day one of the job. There is training first and you should have to get through that before you start earning time. Also, I would be much more in favor of 2 days for every 6 months worked. After a year and a half at the same job you get 6 days a year.	5/20/2018 5:18 PM
4	We have a work force issue that is weakening every year because Maine is cheap. We're at the bottom 10 for economic growth because Of reasons like this. We wonder why Maine's workforce is weak. We worry about the depleting population and zero economic progress.....in the same breath however, we're fighting tooth and nail to keep the minimum-wage low and unsurvivable and were mad as hell because of ab ordinance for paid sick leave. Interesting	5/18/2018 5:29 PM
5	I am telling you that the committee needs to more realistic on this matter 6 days with carryover that is WAY too much for the business to handle plus the min wage increase on top of that. 3 Days is a good compromise with No carryover or You will drive business out of this city.	5/18/2018 3:59 PM
6	no.	5/18/2018 3:41 PM
7	No	5/18/2018 3:07 PM
8	Mom and Pop store like my will be affected the most.	5/18/2018 2:33 PM
9	Not at this time.	5/18/2018 2:12 PM
10	this is another burden on small business in a state & city that is already demanding a lot from their small businesses.	5/18/2018 2:11 PM
11	No	5/18/2018 2:07 PM

12	<p>Hello, Thank you for taking the time to get this input. When our employees are sick they call in and we find a replacement for them. They generally trade shifts so no one has too few or too many hours. We all work together to try and keep the store open despite someone being sick. If this is not possible we close. We pride ourselves on being flexible in order to make any time off possible for our co-workers, not just sick time. I think this ordinance oversteps what the city's duties are. It leaves the businesses in a very precarious situation, especially during our extremely short tourist season. There don't appear to be any checks in place for the people that would take advantage of this open invitation to call in "sick" regardless of their actual health. The rollover of unused sick days doesn't make any sense at all to me. This is basically a proposition for paid vacation under the name of paid sick leave. We are a very small business and are happy to offer this to employees that are invested in the company, but we cannot afford to offer it to everyone we hire for part time. This proposition seems like a punishment for the businesses that have employees. It also seems to be the type of policy that should vary from business to business. Perhaps because we are such a small business I am unaware of the problems that are making this an issue that the city needs to take up. If there are businesses with disgruntled employees due to the company's policies shouldn't these employees approach their employers and come to an agreement that makes sense for everyone? Forcing a one size fits all policy on Portland's businesses certainly doesn't. Thanks for your time, Olive</p>	5/9/2018 1:35 PM
13	<p>There has yet to be a factual problem identified within the city. Burdening employers more then they already are is not good for business.</p>	5/8/2018 9:29 AM
14	<p>I believe a substantial number of businesses would move their address from Portland.</p>	5/7/2018 12:29 PM
15	<p>I think it would be wise to draft a reasonable alternate proposal based on what currently employers are doing-- like you start accruing on day 1 of you position, and accrue 1/2 day per month, up to the 6 days. You can use what you have accrued. So after 2 months, yes, an employee could take a paid day off. Which might be expensive. But not nearly as easy to abuse as written now. Or even if it's only for "regular" employees, rather than seasonal or temporary. Or even if it starts after 6 months or 1 year of continuous service or...? But I don't think that just saying "no" will help the Chamber in its long-term goals.</p>	5/7/2018 8:45 AM
16	<p>One size does not fit all with this ordinance. There should be a grace period before the employee is able to utilize the sick pay. New employees have to complete training and prove themselves before they are eligible for additional benefits like sick pay.</p>	5/6/2018 7:52 PM
17	<p>There should be an exception for small employers similar to the exemption under Maine's state family medical leave act, which does not apply to employers with 15 or fewer employees. There should only be a right to file a civil suit in large or egregious cases. The initial complaint could be filed with the City Manager's office which could either decide the case or determine it may go into litigation. Otherwise, it may create a perverse incentive for employees to file or threaten to file a lawsuit to induce settlement of a claim that lacks merits.</p>	5/5/2018 11:12 AM
18	<p>This could potentially bankrupt our business. I know there are other restaurants who feel the same. While we would love to be able to afford to pay all of our employees paid time off we simply can not.</p>	5/4/2018 7:07 PM
19	<p>no</p>	5/4/2018 12:41 PM
20	<p>Mandatory sick leave is appropriate for full-time hourly or salaried employees. I think it is a burdensome regulation for businesses that have tipped employees.</p>	5/4/2018 11:32 AM
21	<p>Please do not enact this legislation.</p>	5/3/2018 4:26 PM
22	<p>I would support this proposal so much more enthusiastically if it applied only to workers who regularly work more than either 25 or 30 hours a week and who are not tipped. To have this apply to a person who only works 4 hours a week for my business is just silly.</p>	5/3/2018 2:04 PM
23	<p>Definitely opposed to this ordinance.</p>	5/3/2018 12:57 PM
24	<p>I do not believe the City should dictate if a company should have paid sick time. It should be left up to the individual business to decide.</p>	5/3/2018 11:51 AM
25	<p>The idea that small business owners can just take on these costs and it wouldn't require a hike in prices, hurting our ability to do business against firms/companies outside of Portland is just ridiculous. I'm in a lucky place w/my company, but I could see other businesses choosing to move just outside of Portland to avoid this. If this were a statewide, or better yet, national plan, I'd be 100% behind it (although w/better language.)</p>	5/3/2018 11:00 AM
26	<p>I have submitted an email to the Committee.</p>	5/3/2018 10:56 AM

## Gauging Business Owner &amp; Employee Paid Sick Leave Policies

SurveyMonkey

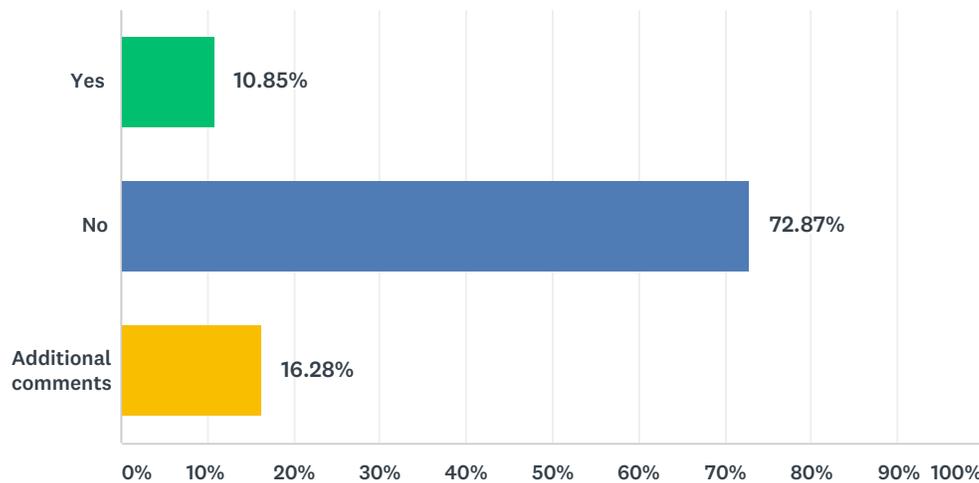
27	No	5/3/2018 10:55 AM
28	A majority of my employees are single and in their 20s. Many of the sick call-outs are for hangovers and/or late nights at concerts, etc. I am very concerned that this policy would be abused. Also we have a very small staff and we can't easily find substitutes which means that the other employees bear the burden of a call-out.	5/3/2018 10:39 AM
29	The proposal is overly broad. There should be a 90 day waiting period before using it. Not apply to Seasonal employees. Accrue 1 hour for 40 hours worked vs. 30. Carry over limited to 20 hours. If quit employment, accrual starts over.	5/3/2018 10:37 AM
30	City government should not be in the business of managing our HR department.	5/3/2018 10:35 AM
31	One city within a state where businesses have multiple locations would wreak havoc on bookkeeping and Human Resources. This needs to be done at the State level, it will put Portland at a disadvantage in the State.	5/3/2018 10:32 AM
32	Bad for restaurant business	5/3/2018 10:30 AM
33	The City Council makes it harder and harder to work in Portland	5/3/2018 10:19 AM
34	We have just seen an increase in minimum wage go from \$7.50 to \$10.90 (in July) in just 3 years. Although this is warranted, how on earth does the employer now finance, not only full time sick time, but also part time. Will put businesses out of business.	5/3/2018 10:15 AM
35	Sounds like a good proposal	4/24/2018 4:43 PM
36	We give our employees a bank of time called PTO time. This includes vacation, personal and sick leave all rolled up into one bank of time.	4/24/2018 11:46 AM
37	Compensation agreements should be between employer and employee. If government wants to help, can they sit with me while I'm reconciling the check book?	4/24/2018 10:01 AM
38	Answers reflect my program- others in the organization may also be affected. Human Resources for our organization is representing.	4/24/2018 9:57 AM
39	I will send a direct note to the Committee. I would be very happy to have the chance to speak with them - ten minutes of face to face time would be well worth our time.	4/23/2018 5:29 PM
40	No	4/23/2018 3:39 PM
41	paid maternity leave would be great (6 weeks at least)	4/23/2018 1:01 PM
42	N/A	4/23/2018 8:34 AM
43	I value the support for people to be able to take sick leave, but the financial impact of this could be debilitating to our non profit organization	4/22/2018 1:54 PM
44	Carry over of the paid 48 hours of sick time from one year into the next would be unsupportable by a small staff and business. Someone could be out 12 days in year 2 - much like losing an employee. And what if they did not return then? They would have been paid the benefit described as not allowed	4/21/2018 7:23 PM
45	Municipalities should not dictate business practices	4/21/2018 4:08 PM
46	Please allow a 6 month - 1 year wait period. Longer term employees should benefit and be given paid sick leave. Finding employees in Portland is difficult as is, creating instability for existing employees schedules will harm all small businesses.	4/21/2018 2:46 PM
47	Every day, I deal with things like: 8:50 am [text message] I am stressed out because of finals next week. I won't make it in for my 9 am shift today. 5:45 am [text message] I was sick last night, I'll be in when I can (for my 5 am shift that started 45 minutes ago). [in the middle of a shift] one of my boyfriends' parents are fighting, I really need to go be with him. [leaves shift, no coverage]. Now we're going to incentivize this kind of behavior?!	4/21/2018 9:51 AM
48	Please don't pass this.	4/21/2018 9:25 AM
49	A SPOILED OR ENTITLED CHILD NEVER TURNS OUT GOOD FOR THE COMMUNITY!	4/21/2018 9:09 AM
50	I can't believe the sheer stupidity of this proposal.	4/21/2018 1:13 AM

51	Over the last few years I have had a very hard time finding employees that do not use their part time positions as "at will". I feel that adding a paid sick leave option will only make it more difficult to schedule dependable staff. This will be used as vacation time - not sick time. And will be bad for small businesses with limited staff.	4/20/2018 8:46 PM
52	no	4/20/2018 8:32 PM
53	This bill would negatively impact the people it is trying to help.	4/20/2018 8:05 PM
54	Portland is not business friendly. There is no reason to stay in Portland and put up with their BS.	4/20/2018 7:23 PM
55	I think it's generally a good thing. Making every business have to take the costs into account would help with competitiveness.	4/20/2018 7:08 PM
56	Our business provides a crucial service to local homeowners and this ordinance would greatly hamper our ability to provide this service.	4/20/2018 4:55 PM
57	Already emailed council	4/20/2018 4:44 PM
58	Again, Portland should not be enacting it's own labor laws. Several businesses operate in multiple locations so the impact of this type of ordinance has a ripple effect that can significantly affect our entire business.	4/20/2018 3:58 PM
59	I think that this will significantly impact the restaurant industry very negatively and I assume other businesses with part time employees. In addition, the system of having this in Portland but not in South Portland or any other area of Maine is not fair to business owners and operators in Portland. In addition, the "honor" system that does not allow an employee to request a doctor's note is downright ridiculous.	4/20/2018 3:55 PM
60	Yes, everyone company is different, have different shifts, different types of work, etc. It there is a mandatory it should be a minimum, should not carry over and should be handled at the state level. This should not be a "city" ordinance. I'm already paying the new minimum wage of \$12 per hour ahead of the state.	4/20/2018 3:41 PM
61	Portland should not be passing an ordinance like this on their own. This is something that should be decided at the state level.	4/20/2018 3:31 PM
62	I feel employees would take sick days on days there are not sick. It could cripple a small business. The city should not get involved in the compliance of such a proposal if passed.	4/20/2018 3:24 PM
63	yes. This ordinance, as is, would be devastating for my small business. We would better be able to support something if we could 1. ask for a doctor's note. 2. have it start accruing after a signifigant waiting period. 3. not be offered to parti-time or seasonal 4. could differentiate between large companies and smaller businesses, like a 100 employee threshold. 5. tighten up the definition of what would constitute a sick day and how much notice they would need to give. Please keep in mind unemployment is at an all time low, therefore, to get coverage during the summer months when people call in sick is not just costly, but pretty much impossible.	4/20/2018 3:18 PM
64	The money does not just produce itself. Payroll costs would have to be reduced to cover these costs and prices raised	4/20/2018 3:11 PM
65	This ordinance would be financially catastrophic to this business under the current terms noted. We are currently very lenient with our staff relevant to family responsibilities and completely respect parental-child & family relation needs for time away. Our staff receives many benefits for their well-being and health - monthly spa treatments at no charge and family and friends discounts in all areas. Spa commissions, hourly pay, bonuses and teahouse spa perks would likely suffer as a result of the financial crippling affect. Our staff are arguably, the highest paid spa and teahouse employees in Portland (and probably in the State of Maine). Their pay and the automatic benefits of use of our facility at no charge on a monthly basis will all be compromised by the ordinance if confirmed and we will not have the ability to be active in our employees well-being. Not sure that the business will flourish under this ordinance with an estimated financial setback of at least \$5,000 per month. We don't have seasonal employees and some questions were not able to be answered according to the way the question was proposed. i.e., full time, part time, seasonal sick leave vs paid sick leave - everyone employed at this business is allowed lenient sick leave. We ask for a doctor's note after 2 days to be sure the employee is able to fulfill the job requirements without hurting themselves or spreading a germ to other staff members or customers.	4/20/2018 2:47 PM

66	I have done business in Portland for the last 27 years and we have 3 locations. Portland has now become my least profitable locations due to City of Portland minimum wage ( 3-5 % payroll increase ) , out of control taxes and higher utility costs . All that with alot more competition as well . I can't reduce the number of employees that I have or their hours because I need a certain amount to effectively run my business and service our guests . When you have tight margins to begin with and increase labor costs by 3-5% , their is little left on the bottom line. As it stands today , I plan to close 1 of my locations at the end of my lease and sell the other 2 locations as well . It has become too costly to do business in Portland and we have chosen to expand and grow outside of Portland as a result it. Shame on the City to ignore state laws and implement their own ordinances with mun wage and paid leave . You are not Seattle, LA, New York, Chicago . You are the biggest city in a poor state and taking advtange of the citizens and businesses in the City of Portland . It's become unaffordable to both live and do business .	4/20/2018 2:46 PM
67	The city has no business telling me how to run my company. I take very good care of my employees. I pay them well, provide health insurance, vacation, holiday pay and sick time.	4/20/2018 2:39 PM
68	Don't make this city any less attractive for businesses than it already is. Pass something more reasonable if this really is a big problem in the first place, which I question.	4/20/2018 2:36 PM
69	We offer Earned Time that includes time off for sick and vacation days. Could "sick time" be defined to allow for Earned Time, so that it's clear that employers who allow for earned time meet the regulations?	4/20/2018 2:29 PM
70	no	4/20/2018 1:59 PM
71	The majority of businesses are small businesses. There is family medical leave act and varied business benefits provided to employees and employers for the most part work to support their employees. If there is to be a change to how family medical leave act is handled, it should be handled at the state level and financed at the state level.	4/20/2018 1:58 PM
72	No	4/20/2018 1:56 PM
73	The policy broad brushes all scenarios similarly in an attempt to create a livable wage. This is a single sided perspective. - Our part time team members prefer part time, despite being offered full time benefits as an incentive. They want flexibility, variety in their schedule.	4/20/2018 1:50 PM
74	No	4/20/2018 1:45 PM
75	This law would put small businesses like mine at great risk, especially in the food industry. Culinary tourism has driven Portland's growth and development and this change, along with the minimum wage changes are threatening to ruin what is contributing to make Portland great. Look at the new restaurants that are opening and the fact that they have order counters and no servers....	4/20/2018 1:42 PM
76	We do not offer specific SICK LEAVE, but instead offer generic PAID TIME OFF that can be used for illness, personal days, vacation, etc. I answered "NO" to your sick leave questions but that does not mean that we don't offer any sort of accrued leave at all. I think this is a distinction. All of our employees receive accrued PTO starting with their first day at a rate of 80 hours over the course of one year. (0.04 hours per hour worked, which is the same rate for full or part time). This increases at subsequent years of employment. Something that I didn't read in the policy was how accruals are calculated. Our policy is that PTO is accrued "per hour worked" and does not include overtime. So, you don't accrue PTO when you are taking PTO. That maybe should be added if it's not already in there.	4/20/2018 1:34 PM
77	I understand the need for paid sick leave. The part of the proposal which concerns me the most is the allowable rollover for unused paid sick leave. Were employees to accrue paid sick leave year after year without end, could potentially be crippling to a business. I have never worked in a business or industry where benefits - vacation or sick leave - were allowed to accrue without limit. In addition, I would be opposed to extending this benefit to seasonal workers, many of whom are employed no more than 6-8 weeks for the "season" . It also seems to me, that this provision may be entirely unnecessary due to the low unemployment. Employer are already offering a number of high value benefits in order to attract employees. Paid sick leave is already becoming more common thanks to the competitive job market.	4/20/2018 1:33 PM
78	Just that it is another idea that makes it challenging to do business in Portland. If you treat employees right they will want to work for you and if you don't treat them right they won't. We've always taken that approach with great success. Having city government turn into a department of labor and regulating policies like this is going too far.	4/20/2018 1:30 PM

79	This proposal is going to drive up the cost of doing business in Portland and most definitely will be inflationary.	4/20/2018 1:30 PM
80	I am all for rising the min. wages but placing additional hiring demand aren't acceptable when I have to compete thru out the state of Maine.	4/20/2018 1:29 PM
81	This started with Srimling, who has signed the back of many a paycheck, but never the front. How many businesses left the city afyer the minimum wage increase , or had to cut down on hours of operation ? Another example of Portland being anti business	4/20/2018 1:28 PM
82	I do offer my hourly non tipped and my salaried employees vacation time. Tipped employees may take time off as they choose. If people choose to take a vacation day for a sick personal day they can choose to do so. This proposal is going to sink a lot of small businesses.	4/20/2018 1:22 PM
83	This will add an additional unbearable burden on a struggling economy in the old port with a financial burden by a mayor who's out of touch with what happening in his own city! This proposal will cost jobs and close even more businesses. It will drive other to relocate outside of Portland and detour future investment!	4/20/2018 1:21 PM
84	no	4/20/2018 1:16 PM
85	While paid sick time is good in theory, forcing policies upon small businesses who already try to do right by their employees make it even hard to remain operational and competitive. We want to be able to offer our employees benefits, however small businesses often cannot afford to offer everything. It should be up to the business as to what their benefits package entails.	4/20/2018 1:12 PM
86	I believe that it is important for the well-being of the employees (not just the sick ones) that people are afforded time to get well when they or a family member is sick. It prevents other staff from getting sick, and makes employees more productive at work. At a time of low unemployment, businesses should be looking at benefits such as paid sick time as a way to attract and retain employees.	4/20/2018 1:10 PM
87	While it's important that employers support employees, I believe this ordinance unfair tips the balance to favor employees and discourages business growth in Portland.	4/20/2018 1:08 PM
88	This is way to complicated of an ordinance and not necessary. With a tight labor market let the lousy employers lose employees and leave the good employers alone.	4/20/2018 1:06 PM
89	This would be very difficult for small employers to provide coverage	4/20/2018 1:06 PM
90	None	4/20/2018 1:04 PM
91	no	4/20/2018 1:03 PM

## Q25 Do you think there is a need for a mandatory paid sick leave ordinance in the City of Portland?



ANSWER CHOICES	RESPONSES	
Yes	10.85%	14
No	72.87%	94
Additional comments	16.28%	21
<b>TOTAL</b>		<b>129</b>

#	ADDITIONAL COMMENTS	DATE
1	I believe all employers should offer paid sick leave. As drafted this policy seems reasonable. If there are employers who simply won't offer paid sick leave without it, then I think nudging employers in this direction through an ordinance is appropriate. In 10 years, I expect most employers will look back and realize that adding paid sick leave was a net positive for them.	5/18/2018 2:19 PM
2	Paid sick leave is important to employees, but some businesses have a thin profit margin, so it is hard to make a judgment without more information.	5/18/2018 2:12 PM
3	There may be. But that has not yet been demonstrated.	5/7/2018 8:45 AM
4	For full-time (or nearly full-time), sure. Doesn't make sense for part-time or tipped workers in my opinion. One size doesn't fit all.	5/3/2018 2:04 PM
5	Only as part of a national movement.	5/3/2018 11:00 AM
6	Ethan should do this at the city level first and see how that works with his budget prior to mandating it for everyone else.	5/3/2018 10:15 AM
7	unsure about this	4/24/2018 11:46 AM
8	Paid sick leave should have a wait time. Business owners in Portland work long and hard to create sustainable business practices. Most business in the hospitality industry struggle to find employees. Lack of people to hire has little to do with unpaid sick leave. A paid sick leave ordinance with no wait time will cause small business to struggle more to have stable staff.	4/21/2018 2:46 PM
9	WE ARE NOT LIVING IN A DICTATOR STATE OR COUNTRY! STOP TELLING BUSINESS HOW TO RUN OUR LIFE WHEN THE CITY CAN'T RUN IT'S OWN BUSINESS CORRECTLY!	4/21/2018 9:09 AM
10	I love having a business in Portland - but you're making it impossible to actually STAY in business. Let us deal with the changes in the minimum wage hike - then tackle this issue.	4/20/2018 8:46 PM

## Gauging Business Owner &amp; Employee Paid Sick Leave Policies

SurveyMonkey

11	This should be handled at the state level and a study done that includes the business associations.	4/20/2018 3:41 PM
12	cost the small business too much.	4/20/2018 3:24 PM
13	no! keep in mind only 1/3 of all portland residents work in portland-who is paying for this. is there an issue in portland?? it should be a state mandate not a city only mandate. why is portland beign targetted when it probably has some of the best PTO policies in the entire state... who will enforce it and how much will that cost the taxpayers.	4/20/2018 3:18 PM
14	I am 100% against it and also against a City to dictate the minimum wage . This should all be done at the state level.	4/20/2018 2:46 PM
15	There is a labor shortage in Portland. I don't know of a single employer who feels they can afford to lose an employee for any reason. Many of us are doing whatever we can to take care of staff so they stay with us.	4/20/2018 2:39 PM
16	Historically low unemployment rates have business owners doing whatever they can to retain good employees. This ordinance will mainly benefit unreliable or untested employees. At minimum, there should be a vesting period before the time can begin to be used. It should only apply to full-time employees.	4/20/2018 2:36 PM
17	I don't know to what extent it's a problem. However, I generally support ways that encourage employers to provide reasonable time off for certain circumstances.	4/20/2018 2:29 PM
18	Better for it to be done by the stare, so playing field is level.	4/20/2018 1:56 PM
19	I think this should be up to employers. Our job market is pretty tight here, and if people don't like the benefits that are receiving, it seems to me that they could find a new job. Benefits are a way that employers retain talent and maintain a productive workforce.	4/20/2018 1:34 PM
20	See above	4/20/2018 1:06 PM
21	Unknown, as we get them and the employer is very flexible unsure if there is a need/demand for it	4/20/2018 1:04 PM