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WISCONSIN EMPLOYMENT
RELATIONS COMMISSION

BEFORE THE ARBITRATOR

In the Matter of the Mediation/Arbitration
of a Dispute Between

TRI-COUNTY AREA SCHOOL DISTRICT

and

TRI-COUNTY AREA EDUCATION ASSOCIATION

Case II
No. 29759
Med/Arb - 1669
Decision No. 19691 - A

Appearances:

Chambers, Nash, Peirce & Podvin, S.C., Attorneys at Law, by Guy-
Robert Detlefsen, Jr., appearing on behalf of the Employer.

David W. Hanneman, Executive Director, appearing on behalf of the
Association.

On June 24, 1982, the Wisconsin Employment Relations Commission appointed me as Mediator - Arbitrator, pursuant to Section 111.70 (4)(cm)6.b. of the Municipal Employment Relations Act in the above-entitled matter. At least five citizens filed a petition pursuant to Section 111.70 (4)(cm)6.b. Hearing was held on that petition on August 19, 1982, in Plainfield, Wisconsin. The mediation phase was conducted thereafter, but still on the same date. Again on August 20 and October 5, 1982, during mediation, the parties were unable to reach an agreement on all issues in dispute, but did agree to permit the Employer to amend its final offer to that offer stated below. The arbitration phase hearing was conducted on August 6, 1982, in Plainfield, Wisconsin. Post hearing exhibits, briefs, and reply briefs were filed by the parties, the last of which was received December 17, 1982. Based upon a review of the evidence and arguments, and using the criteria set forth in Section 111.70 (4)(cm)6.b., Wis. Stats., I render the following arbitration award.

ISSUES

The sole issue in this case is wages. The parties' final offers (as amended) are attached hereto and incorporated by reference herein as Appendix A. The total percentage increase of the Employer's offer is 8.94%, and for the Association's offer, it is 11.6%. The Employer's salary increase is 7.88%, while the Association's salary increase is 10.65%.

Positions of the Parties

The Employer takes the position that the Association's offer exceeds its cost controls, which are 10½%. It takes the position that it has extreme difficulty in meeting the Association's offer because school district residents are much worse off economically as a whole than any other communities which otherwise might be comparable. The school district is predominantly agricultural, and is entirely in the central (golden) sands area, which makes the crops raised there different from those in neighboring school districts. It argues that prices for those crops have dropped so dramatically while costs have risen, that farmers in this district are operating far below their cost of production. As a result, the economic circumstances of the local farmers are the worst that they have ever been in the last fifteen years. At no time in the last twenty-one years have farmers in the area been operating below the cost of production in two successive years. It alleges that approximately 64% of the taxes in the area are on a delayed basis as compared with the Athletic Conference average of 30.26%. It notes land values have declined. Unemployment is high throughout the area. On this basis, it argues that tax increases are foolish.

It concedes that it has received a 109,340 dollar increase in state aids in 1982-3 to \$361,198.00, but argues that this is \$27,551.00 less than anticipated. Further, it argues this increase is to make up for a loss in state aids in the 1980-1 and 1981-2 years. In fact, it alleges it must repay \$175,000 borrowed in 1981-2. It argues that non-wage costs have increased \$25,765.00 and mandatory maintenance costs will be over budget by \$32,760.00. Further, it contends it needs to spend \$33,403.00 over budget to remodel science rooms and \$7,915.00 to equip them (total \$99,843.00). It notes that \$55,000 of property taxes will not be collected in one district town.

It denies that the wages of unit employees should be compared to those of employees in conference schools, those nearby, those of the same size, those state wide, or any other set of schools because almost all other schools are urban or outside the central sands area (different ability to pay). Further, only two school districts in the area have first year settlements for 1982-3, and therefore, all others should not be consistent. It argues Almond-Bancroft is the only comparable school district because it is settled for 1982-3 on a one year basis, it is in the same area, it is partially in the central sands area, it is in the Athletic Conference, and of the same approximate size. Citing School District of Cudahy (19635-A) Gunderman, 10/82, it argues that schools which have their second year of a continuing contract should not be compared because to do so would be inconsistent with consideration of the decline in the cost of living. However, it argues that of the two nearby school districts which settled in 1982-3, only Almond-Bancroft should be considered because Iola-Scandinavia compares itself to Stevens Point and allegedly was catching up.

With respect to other employees in public service, it notes the Village of Plainfield received a 6% total compensation increase as of October 5, 1982. Private sector employees at Consolidated Papers received a 7.5% total package increase for 1982; American Potato, 7.7% general wage increase, and other private sector employees have received no increase for the last three years. It argues that its

offer more closely compares to the Consumer Price Index's August, 1981, to August, 1982, change of 5.9%. Finally, it argues that its offer more closely compares to first-year 1982-3 settlements, the average of which is 7.92% from seven school districts.

It is the Association's position that the decision in this case should be made primarily on the basis of comparison to teachers in other school districts which are either contiguous, in the same Athletic Conference, in the same geographic area, or statewide. It argues that the Employer's offer maintains its low position in both B.A. and M.A. base, and that, therefore, its offer should be adopted on a "catch up" basis. By comparison to contiguous school districts, Tri-County is asserted to be average, and the Association alleges its offer is necessary to prevent it from losing ground. It alleges that in the Athletic Conference, Tri-County is average or slightly less. Of the four school districts settled in the conference, only Almond-Bancroft is less than offered by the Association. While two of the four settlements are second year, 1982-3 settlements, Iola-Scandinavia did settle in 1982-3 on the same basis as the earlier two. Thus, it confirms the pattern. It argues that comparison to all school districts in a twenty-five mile radius is also relevant because they operate under the Department of Public Instruction regulations, and Tri-County is part of the inter-dependent economy of this area. In this the district is average by comparison. All six districts which have settled 1982-3, have given greater settlements than is offered by the Employer and the Association's offer is less than three of these offers. In CESA 7, Tri-County is lower than average, and therefore, catch up is allegedly necessary. Adoption of the Association's offer is alleged to be necessary just to maintain the status quo of the six schools settled. For 1982-3, five gave greater increases than offered by the Employer. It argues that the settlements made prior to the final offers in this case in comparable size school districts around the state favor its position. It alleges price index comparisons should be made to the CPI-U, non-metro areas, for August, 1981, to August, 1982, which was 10.3%.

Finally, it denies that Tri-County lacks the ability to pay for the following reasons:

1. The Employer stipulated that there was no technical ability to pay question.
2. Tax defaults are paid by the county, and then collected from the taxpayers.
3. There has been a 43.41% state aid increase for 1982-3.

DISCUSSION

The principal issue in this case is closely analogous to that faced by Mediator/Arbitrator Gunderman in School District of Cudahy (19635-A) 10/82. In that case, 50% of the comparable districts had two-year agreements, the second year of all of which set wages for 1982-3. No other comparable district settled. These settlements favored the association therein, but had been negotiated under other economic circumstances. However, Mediator/Arbitrator Gunderman chose to rely on other statutory criteria which he felt recognized the economic circumstances current at the beginning of the negotiated contract year.

In the instant case, few of the comparable districts or any likely set of comparables have settled for 1982-3. Of those that have, only two are first-year, 1982-3 settlements. These are Almond-Bancroft and Iola-Scandinavia. The Association, as the association in Cudahy, supra, wishes to impose the "pattern". The Employer herein opposes the pattern, basically on the grounds of its ability to pay in the current economic circumstances.

Section 111.70 (4)(cm)7 sets forth the criteria to be applied by mediators/arbitrators in making up arbitration awards. It states:

"7. Factors considered." In making any decision under the arbitration procedures authorized by this subsection, the mediator-arbitrator shall give weight to the following factors:

- a. The lawful authority of the municipal employer.
- b. Stipulations of the parties.
- c. The interests and welfare of the public and the financial ability of the unit of government to meet the costs of any proposed settlement.
- d. Comparison of wages, hours and conditions of employment of the municipal employes involved in the arbitration proceedings with the wages, hours and conditions of employment of other employes performing similar services and with other employes generally in public employment in the same community and in comparable communities and in private employment in the same community and in comparable communities.
- e. The average consumer prices for goods and services, commonly known as the cost-of-living.
- f. The overall compensation presently received by the municipal employes, including direct wage compensation, vacation, holidays and excused time, insurance and pensions, medical and hospitalization benefits, the continuity and stability of employment, and all other benefits received.
- g. Changes in any of the foregoing circumstances during the pendency of the arbitration proceedings.
- h. Such other factors, not confined to the foregoing, which are normally or traditionally taken into consideration in the determination of wages, hours and conditions of employment through voluntary collective bargaining, mediation, fact-finding, arbitration or otherwise between the parties, in the public service or in the private employment."

However, it does not state what factors should be given weight. A very wide variety is possible. One policy is clear from the whole of the statute; voluntary settlements are to be encouraged. For this reason, if for no other, arbitrators have tended to apply the doctrine of stare decisis, following principles laid down by other arbitrators under

similar circumstances. The predictability gained by doing so makes it more likely that parties will be able to settle their own disputes. In my view, application of this principle is appropriate where factual circumstances warrant.

The Lawful Authority of the Municipal Employer

It is undisputed that the Employer's per student cost control limit is 10½ %. The Association's offer exceeds this amount, and the Employer's amount is less than this. This factor, therefore, tends to favor the Employer; however, there is no indication that the Employer is in any danger of exceeding cost controls. Therefore, this factor is of little weight.

The Interests and Welfare of the Public and the Financial Ability of the Unit of Government to Meet the Costs of any Proposed Settlement

The data in Appendix B tends to describe the nature of the Tri-County School District by comparison to its Athletic Conference comparables.

The available evidence indicates that Tri-County maintains a per student cost in the midrange of the comparable school districts. The evidence is unequivocal that Tri-County is dependant very much upon property taxes to maintain its program, much more so than in comparable districts. Even taking into account the 1982-3 increase in state aid, Tri-County apparently receives proportionately far less State aid per student than almost all of its comparable school districts. Thus, Tri-County is a heavily property tax dependant district.

Tri-County has a very high equalized valuation per member ratio. It leads all the school districts by far. However, the unequivocal evidence establishes that the land in this area is almost entirely used for agriculture and the value of the land derives from the fact that this is very productive agricultural land. The tax rate of Tri-County is fourth highest among the comparables. The percentage of delayed taxes jumped five (5) percent, from 30% in 1981 to 35% in 1982. Delinquent taxes rose dramatically in all three counties served by the district in 1981. In years past, this area has produced a rich return of, inter alia potatoes. Other districts are primarily based in dairy farming, recreational use or urban economy. Recently, the value of the types of crops raised in the Tri-County area has dropped markedly, while costs have risen substantially. The results have been the most depressed economic conditions experienced in the area for a very long time. The best available evidence suggests that because of the unusual volatility of the market of crops raised in this area, this area may be worse off than neighbors. Taken as a whole, the evidence would suggest that restraint in increasing taxes is warranted.

There is no evidence indicating that expenditures for 1982-3 are inappropriate. Some flexibility in reducing programs appears to be available in order to pay up for appropriate increases (staff reductions).

Additionally, Tri-County has incurred debt, rather than cut programs or increase taxes in the face of reduced state aids in the previous year. It now intends to repay the full amount of the short-term debt. While arbitrators tend to avoid requiring deficit spending, it does not seem appropriate that teachers should bear the brunt of inability to raise taxes while the district fully repays this debt. Overall, this factor tends to favor the Employer's position.

Comparison of Wages, Hours and the Conditions of Employment

Under the circumstances of this case, where few districts in any comparable grouping are settled for 1982-3, and where trend is relevant, a historical comparison among similar public employees is useful. For the comparisons contained in this award, selection of employers is not significant because essentially any set of comparables in the same labor market yield similar historical results. The parties have historically used athletic conference as a comparison. In past years, the wage rates of this unit have tended to closely compare with the athletic conference. Exhibit C is the historical data for the 1981-2 school year.

The athletic conference figures reveal that for 1981-2, Tri-County was low at the B.A. and M.A. base, slightly below average at B.A. step seven and M.A. step ten, and high at B.A. and M.A. maximum (in part because of the greater number of steps than average). Most unit teachers elect to stay in the B.A. column. Tri-County ranks second of the eleven districts for career B.A. income. Twelve teachers of the 49.7 full-time equivalents are at the top of the schedule. A total of 29.6 teachers are above B.A. plus seven or M.A. plus ten.^{1/} Thus, the vast majority of unit employees are at least comparably paid to their peers and all face a career potential significantly better than most of their peers. For 1982-3, four of the athletic conference schools have settled. In two of the districts, the 1982-3 wages were settled as the second year of a two-year agreement. The settlements are as follows:

Iola-Scandinavia settled August, 1982, 10.9 % wage increase,

Almond-Bancroft settled August, 1983, approximately 8% wage increase, and 9.28% total package.

Tomorrow River Schools two year agreement, settled September, 1981, 11.4% total package.

Port Edwards, second year, settled in February, 1982, 10% wage increase and 11% total package.

A comparison of the wages of Tri-County teachers to those of teachers in the few school districts which have settled for 1982-3 in the athletic conference is very difficult. One of the four school districts does not maintain a salary schedule. The parties have not submitted complete information with respect to one other school district. There is such a wide difference in wages that making comparisons with respect to the available data shows that the adoption of the offer of either party in this case would not result in a change of relative position in any one of the benchmark areas. The result is that the data is just not sufficiently reliable for a comparison. If the labor market is more broadly defined as the Association requests, there is still too few settlements to make such a comparison reliable. Based upon the available data, I conclude that historically Tri-County is mid-range among its comparable athletic conference school districts and that for 1982-3 it would appear that comparisons tend to favor the Association.

^{1/}

No turnover figures were presented.

The Average Consumer Prices

The evidence reveals the following consumer price information (CPI-U):

U.S. City Average:

August, 1981, to August, 1982	5.9%
September, 1981, to September, 1982	5.0%

North Central States Non-metropolitan Urban Areas:

June, 1981, to June, 1982	9.3%
August, 1981, to August, 1982	10.3%
October, 1981, to October, 1982	8.4%

Milwaukee:

July, 1981, to July, 1982	3.8%
September, 1981, to September, 1982	5.4%

The Association relies upon the August non-metropolitan figure of 10.3%. The Employer's offer is 1.36% less than this amount and the Association's offer is 1.30% greater than this amount. This is the only figure which favors the Association's position. The June and October non-metropolitan figures suggest that the August figure may be aberrant. Further, the non-metropolitan urban areas are those with an urban population of 75,000 or less in the states of Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin. While the size of these communities is more consistent with the communities in which unit employees shop, and the region includes Wisconsin, the closest regional figure, Milwaukee, more accurately reflects inflation in Wisconsin. Based upon the foregoing, I find that the August CPI-U U.S. City Average is the most accurate at 5.9%. Accordingly, this factor heavily favors the Employer's offer.

Other Factors

Section 111.70 (4)(cm)7.h. provides that the arbitrator should consider the following:

"Such other factors, not confined to the foregoing, which are normally or traditionally taken into consideration in the determination of wages, hours and conditions of employment through voluntary collective bargaining, mediation, fact-finding, arbitration, or otherwise between the parties, in the public service or in private employment."

Particularly where wage rate comparisons are not practical, comparison of total package increases, especially first year settlements in the same year as is at issue, is normally considered by collective bargaining negotiators, mediators, fact-finders, and interest arbitrators. In the instant athletic conference, only two schools have settled on a first year 1982-3 basis. They are: Iola-Scandinavia (10.9% wages, approximately

No testimony of any kind was offered to support the very serious allegation of self dealing, and accordingly, no weight is given to this allegation. There is no evidence to indicate that the Almond-Bancroft settlement is not representative of the athletic conference.

The affidavit of John Long, Superintendent of Iola-Scandinavia Public Schools states at number six:

"The principle factors considered by the Board of Education in reaching the 1981-2 and 1982-3 settlements were inflation and the Board's determination that the school district had to catch up with other school districts in the area in base salary. In fact, even after the 1982-3 contract, our beginning salary is only \$12,076.00."

A review of the 1981-2 historical comparisons indicates that Iola-Scandinavia consistently ranked behind Tri-County in every aspect of salary schedule, even B.A. and M.A. base. However, at the B.A. maximum, Iola-Scandinavia ranked ninth, while Tri-County ranked second. At M.A. maximum, Tri-County ranked fourth, while Iola-Scandinavia ranked ninth. The career B.A. of Tri-County puts Tri-County second of eleven available districts and Iola-Scandinavia is ninth of the eleven available districts. I conclude that the Iola-Scandinavia 1982-3 settlement is the product of catch up and is not representative.

The Employer also submitted evidence with respect to first-year settlements for 1982-3 occurring after August 5, 1982. There were 47 settlements reported. The average total package settlement was 8.93%. The mid-point between the parties' offers herein is 10.27% total package. There were 34 of the 47 settlements below the 10.27% level and 13 above.

There are no additional 82-3 settlements concluded in the last year in the broader labor market which the Association relied upon. This factor would be useful.

Based upon the available information, I conclude that the factor of comparison to other 1982-3 settlements under current economic conditions, heavily favors the Employer's position.

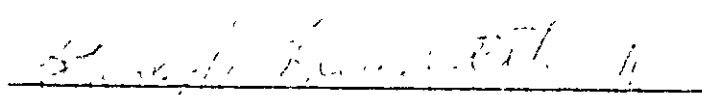
Weight to be Given the Factors

Based upon the rationale of Arbitrator Gunderman in Cudahy, supra, I find that the Employer's difficulty in paying, the August - September, 1982, rate of inflation, and settlements made currently for 1982-3 outweigh the comparison factor. This is particularly so because given the distribution of the unit, teachers in Tri-County were comparably paid to teachers in their athletic conference. Were they significantly behind their comparable group or had there been recent settlements confirming the trend set in two-year contracts included under other economic conditions, the result would have been different. Accordingly, I find that the final offer of the Employer is to be incorporated into the parties' 1982-3 collective bargaining agreement.

AWARD

The parties' 1982-3 collective bargaining agreement will include the final offer of the Employer as amended during this proceeding.

Dated at Milwaukee, Wisconsin, this 24 day of February, 1983.


Stanley H. Michelstetter II
Mediator/Arbitrator

Ex 4
6 Oct 82
56/11/15

ATTACHMENT "B"

Item I

Compensation for curriculum development work done after school hours or during the summer provided that any program that is started will meet board approval and money is set up.

Item II

All mileage expense normally reimbursed by the district will be paid at the rate of 20 1/2 cents per mile.

Salary Schedule 1982-83

<u>Experience</u>	<u>B.S. Degree (Inc. - 494)</u>	<u>Retirement</u>	<u>M.S. Degree (Inc - 518)</u>	<u>Retirement</u>
Base	12,350	617.50	12,950	647.50
1	12,844	642.20	13,468	673.40
2	13,338	666.90	13,968	698.40
3	13,832	691.60	14,504	725.20
4	14,326	716.30	15,022	751.10
5	14,820	741.00	15,540	777.00
6	15,314	765.70	16,058	802.90
7	15,808	790.40	16,576	828.80
8	16,302	815.10	17,094	854.70
9	16,796	839.80	17,612	880.60
10	17,290	864.50	18,130	906.50
11	17,784	889.20	18,648	932.40
12	18,278	913.90	19,166	958.30
13	18,772	938.60	19,648	982.40
14	19,266	963.30	20,202	1,010.10
15	19,760	988.00	20,720	1,036.00
16	20,254	1,012.70	21,238	1,061.90

Article XVII (a) Delete 19,188 substitute 20,254

Article XVII (b) Delete 20,172 substitute 21,238

	(Inc. - \$506)	Salary Schedule 1942 - 44 (Inc. - \$500)		
	<u>B.S</u>	<u>Retirement</u>	<u>M.S</u>	<u>Retirement</u>
se	12,650	\$ 632.50	13,350	667.50
	13,156	\$ 657.80	13,884	694.20
2	13,662	683.10	14,418	720.90
3	14,168	708.40	14,952	747.60
4	14,674	733.70	15,486	774.30
5	15,180	759.00	16,020	801.00
6	15,686	784.30	16,554	827.70
7	16,192	809.60	17,088	854.40
8	16,698	834.90	17,622	881.10
9	17,204	860.20	18,156	907.80
10	17,710	885.50	18,690	934.50
11	18,216	910.80	19,224	961.20
12	18,722	936.10	19,758	987.90
13	19,228	961.40	20,292	1014.60
14	19,734	986.70	20,826	1041.30
15	20,240	1012.00	21,360	1068.00
16	20,746	1037.30	21,894	1094.70

Change which XVII Section A from \$1988 to
 \$20,746
 Section B from \$20,172 to
 \$21,894

ATTACHMENT "B"

repeat Item I and Item II

11/16/44

WMA

School District	Rank	81-82 Per Pupil Cost	Rank	81-82 % Local Financed	Rank	Levy Rate	Rank	80-81 Equalized Valuation Per Member	81-82			State Aid		1/ Rank
									Students	Staff	Ratio	82-83	Per Student	
Almond-Bancroft	11	2,469.21	6	53.50	12	8.21	6	133,096	505	32.62	15.63	465,234	921.26	8
Bowler	4	3,084.03	12	29.23	6	10.56	11	69,453	550	40.30	13.65	854,049	1,552.82	4
Iola-Scandinavia	3	3,233.37	3	66.49	3	13.62	4	140,697	659	47.00	14.02	643,909	997.10	6
Menomonee Indian	1	5,221.26	11	7.21	1	28.17	12	46,105	711	82.40	15.45	1,543,152	2,170.37	1
Port Edwards	2	3,728.78	10	30.29	2	13.85	7	128,718	578	46.02	12.56	639,564	1,106.51	5
Rosholt	10	2,581.90	5	60.67	10	8.79	5	138,363	644	42.50	15.15	585,964	909.88	9
Shawano-Gresham	7	2,841.00	4	61.26	8	9.61	3	144,719	2,532	168.27	15.04	2,429,991	959.71	7
Shlocton	8	2,826.35	9	43.28	7	9.86	10	80,170	847	54.75	15.47	1,231,085	1,453.46	3
Tigerton	6	2,961.66	8	44.14	5	10.97	9	92,086	432	36.26	11.90	705,606	1,633.00	2
Tomorrow River	12	2,380.74	7	48.54	11	8.47	8	104,347	883	58.50	15.09	465,234	526.37	10
Tri-County	5	8,091.41	1	77.85	4	11.18	1	191,920	757	56.10	13.49	361,198	477.14	11
Wild Rose	9	2,788.14	2	73.50	9	9.33	2	175,988	767	48.20	15.91	----	----	12
Local Average		3,100.65												

Source: 1981-2 "Basic Facts", D.P.I. publication.

^{1/} These figures can only be approximated because of changes in student enrollment at the various schools for 1981-2.

CENTRAL STATE ATHLETIC CONFERENCE

B.A. STEP 7

1981-82

RANK	DISTRICT	SALARY
1	SHAWANO	15,750
2	PORT EDWARDS	15,451
3	SHIOCTON	15,186
4	TIGERTON	14,914
5	BOWLER	14,880
6	ROSHOLT	14,735
7	TRI-COUNTY (PLAINFIELD)	14,508
8	WILD ROSE	14,190
9	IOLA-SCANDINAVIA	14,188
10	ALMOND	13,975
11	AMHERST	13,960
	MENOMINEE TEACHERS	N/A

CENTRAL STATE ATHLETIC CONFERENCE

B.A. MINIMUM

1981-82

RANK	DISTRICT	SALARY
1	SHAWANO	12,500
2	PORT EDWARDS	12,415
3	WILD ROSE	12,150
4	TIGERTON	12,100
	SHIOCTON	12,100
6	BOWLER	12,000
7	ROSHOLT	11,975
8	AMHERST	11,800
	ALMOND	11,800
10	TRI-COUNTY (PLAINFIELD)	11,700
11	IOLA-SCANDINAVIA	11,386
	MENOMINEE TEACHERS	N/A

CENTRAL STATE ATHLETIC CONFERENCE

B.A. MAXIMUM

1981-82

RANK	DISTRICT	SALARY
1	PORT EDWARDS	21,203
2	TRI-COUNTY (PLAINFIELD)	19,188
3	WILD ROSE	18,995
4	SHAWANO	18,750
5	BOWLER	17,760
6	TIGERTON	17,728
7	SHIOCTON	17,243
8	ROSHOLT	17,035
9	IOLA-SCANDINAVIA	16,447
10	ALMOND	16,285
11	AMHERST	14,680
	MENOMINEE TEACHERS	N/A

CENTRAL STATE ATHLETIC CONFERENCE

M.A. MINIMUM

1981-82

RANK	DISTRICT	SALARY
1	PORT EDWARDS	13,657
2	SHAWANO	13,500
3	SHIOCTON	13,100
4	ALMOND	13,095
5	ROSHOLT	13,025
6	BOWLER	12,960
7	TIGERTON	12,934
8	WILD ROSE	12,806
9	AMHERST	12,800
10	TRI-COUNTY (PLAINFIELD)	12,300
11	IOLA-SCANDINAVIA	12,011
	MENOMINEE TEACHERS	N/A

CENTRAL STATE ATHLETIC CONFERENCE

M.A. MAXIMUM

1981-82

RANK	DISTRICT	SALARY
1	PORT EDWARDS	24,338
2	SHAWANO	21,000
3	SHIOCTON	20,300
4	TRI-COUNTY (PLAINFIELD)	20,172
5	WILD ROSE	19,651
6	ROSHOLT	19,005
7	TIGERTON	18,958
8	BOWLER	18,720
9	IOLA-SCANDINAVIA	17,902
10	AMHERST	17,840
11	ALMOND	17,055
	MENOMINEE TEACHERS	N/A

CENTRAL STATE ATHLETIC CONFERENCE

M.A. STEP 10

1981-82

RANK	DISTRICT	SALARY
1	SHAWANO	18,250
2	PORT EDWARDS	17,951
3	SHIOCTON	17,728
4	TIGERTON	17,452
5	BOWLER	17,280
6	ROSHOLT	17,165
7	TRI-COUNTY (PLAINFIELD)	16,728
8	AMHERST	16,040
9	IOLA-SCANDINAVIA	16,020
10	WILD ROSE	15,901
11	ALMOND	15,735
	MENOMINEE TEACHERS	N/A

CENTRAL STATE ATHLETIC CONFERENCE
SCHEDULE MAXIMUM
1981-82

RANK	DISTRICT	SALARY
1	PORT EDWARDS	24,907
2	SHIOCTON	21,828
3	SHAWANO	21,500
4	TRI-COUNTY (PLAINFIELD)	20,172
5	WILD ROSE	19,651
6	ROSHOLT	19,215
7	BOWLER	19,200
8	TIGERTON	18,958
9	IOLA-SCANDINAVIA	18,184
10	AMHERST	17,840
11	ALMOND	17,055
	MENOMINEE TEACHERS	N/A

CENTRAL STATE ATHLETIC CONFERENCE
CAREER B.A.
1981-82

RANK	DISTRICT	SALARY
1	PORT EDWARDS	445,523
2	TRI-COUNTY (PLAINFIELD)	416,052
3	SHAWANO	410,608
4	TIGERTON	406,618
5	BOWLER	406,560
6	WILD ROSE	404,885
7	SHIOCTON	402,787
8	ROSHOLT	395,515
9	IOLA-SCANDINAVIA	380,992
10	ALMOND	376,900
11	AMHERST	354,040
	MENOMINEE TEACHERS	N/A

CENTRAL STATE ATHLETIC CONFERENCE
CAREER B.A./M.A.
1981-82

RANK	DISTRICT	SALARY
1	PORT EDWARDS	474,291
2	SHAWANO	457,813
3	SHIOCTON	443,498
4	TRI-COUNTY (PLAINFIELD)	430,308
5	TIGERTON	424,969
6	ROSHOLT	422,765
7	BOWLER	420,960
8	WILD ROSE	414,725
9	IOLA-SCANDINAVIA	400,183
10	AMHERST	397,840
11	ALMOND	388,450
	MENOMINEE TEACHERS	N/A

CENTRAL STATE ATHLETIC CONFERENCE
NUMBER OF B.A. STEPS
1981-82

RANK	DISTRICT	STEPS
1	WILD ROSE	20
2	PORT EDWARDS	20
3	TRI-COUNTY	17
4	ALMOND	14
5	TIGERTON	13
	SHAWANO	13
	IOLA-SCANDINAVIA	13
	BOWLER	13
9	ROSHOLT	12
10	AMHERST	9
11	SHIOCTON	7
	MENOMINEE TEACHERS	N/A

CENTRAL STATE ATHLETIC CONFERENCE
NUMBER OF M.A. STEPS
1981-82

RANK	DISTRICT	STEPS
1	PORT EDWARDS	23
2	WILD ROSE	20
3	TRI-COUNTY	17
4	SHIOCTON	15
	SHAWANO	15
	IOLA-SCANDINAVIA	15
	AMHERST	15
8	ROSHOLT	14
9	TIGERTON	13
	BOWLER	13
	ALMOND	13
	MENOMINEE TEACHERS	N/A

STEP	1979-80	1980-81	1981-82
B.A. Minimum	12	10	10
B.A. Step 7	8	8	7
B.A. Maximum	2		2
M.A. Minimum	12	12	10
M.A. Step 10	8	8	7
M.A. Maximum	4	4	4
Schedule Maximum	5	5	4
Career B.A.	4	3	2
Career B.A./M.A.	5	5	4

BENCH POINT RANKING OF TRI-COUNTY
CENTRAL STATE ATHLETIC CONFERENCE
TOTAL OF 12 DISTRICTS