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BEFORE THE MEDIATOR-ARBITRATOR

WISCONSIN EMPLOYMENT
RELATIONS COMMISSION

In the Matter of the Petition of
CAMPBELLSPORT EDUCATION
ASSOCIATION

To Initiate Mediation-Arbitration
Between Said Petitioner and

SCHOOL DISTRICT OF CAMPBELLSPORT

Case IV
No. 30302
MED/ARB - 1888
Decision No. 21101-A

Appearances:

Armin Blaufuss, UniServ Director; and
Wayne Pankratz, Negotiator, appearing on
behalf of the Association.

Kenneth Cole, Wisconsin Association of School
Boards, appearing on behalf of the Employer.

MEDIATION/ARBITRATION
AWARD

Campbellsport Education Association, herein referred to as the "Association", having petitioned the Wisconsin Employment Relations Commission to initiate Mediation-Arbitration pursuant to Section 111.70(4)(cm), Wis. Stats., between it and School District of Campbellsport, herein referred to as the "Employer", and the Commission having appointed the Undersigned as Mediator-Arbitrator on November 3, 1983; and the Undersigned having conducted a public hearing pursuant to Sec. 111.70(6)(cm)6-b Wis. Stats. followed by mediation, all on December 21, 1983, in Campbellsport, Wisconsin; on February 6th, 1984, the Undersigned held the arbitration hearing in Campbellsport, Wisconsin; the parties each filed post hearing briefs, the last of which was received April 7, 1984.

ISSUES

The final offers of the parties are attached hereto and incorporated by reference. The Association's is marked Appendix A and the Employer's is marked Appendix B.

WAGES

Positions of the Parties. The Association takes the position that the Flyway Athletic conference schools, contiguous districts (except Fond du Lac) and Slinger and Random Lake are the appropriate set of comparables because:

1. That set was mutually used by the parties in the mediation phase of mediation-arbitration for the previous agreement;
2. This group's close proximity indicates it is in the same labor market;

3. Kewaskum and Slinger were named as comparable by an award in another district;

4. Campbellsport is in the middle of this group with respect to full time equivalent staff and people in enrollment. It notes that the Employer's primary use of the Flyway Athletic Conference is inappropriate because most of these schools are located west of Campbellsport and they are smaller. Similarly, it notes Campbellsport is smaller than most potentially comparable contiguous districts.

The Association takes the position that the primary salary issue is the salary schedule for 1983-84 and the appropriate total package increase for 1983-84. It indicates the parties' positions were close for 1982-83 and the year is already completed. In its view the current salary schedule for its teachers is far below the average of those in comparable districts and must be adjusted to be closer to average. It also argues that the adjustment to the schedule it proposes is closer to the average of such adjustments at each bench mark of comparable schools than the Employer's offer and, therefore, the Association's offer is a more comparable increase. It argues that the economic circumstances, particularly the incomes in this district are higher than or as high as most of the comparable districts, and, thus, no reason exists for these salaries to not be made comparable. It denies that Campbellsport is experiencing economic hard times. It argues the pattern of settlements ought to take precedence over the change in consumer price index. It also argues that the interest and welfare of the public are best served by establishing appropriate wage levels. It also argues that the teacher turnover has made total actual cost of its proposal easily affordable for the Employer.

The Employer favors the use of two sets of comparables, the Flyway Athletic Conference and contiguous districts (including Fond du Lac) on the basis that such groups are traditionally accepted comparables in the absence of evidence supporting other comparables.

The Employer takes the position there are two central wage issues; the relative increase which should be given teachers for both years and the modifications in the salary schedule. It takes the view its 1983-84, particularly in the light of its 1982-83 offer is very generous, because its proposed increase at each level is comparable to at least the average of increase of schools it deems comparable, while the Association's offer exceeds those of essentially each of the districts in the Flyway Conference. It denies a fundamental change beyond average increases is necessary and, even so, proper in the light of the economic data submitted. In any event, it denies the Association has met its burden to prove that a change of salary schedule as proposed, is warranted. It denies that there is any reason to change from a fixed index to a percentage index. It notes that arbitrators have been reluctant to adopt salary schedule changes.

Consumer Price Index

The final offers of the parties present the following total package increases:

	<u>Employer</u>	<u>Association</u>
1982-3	9.1	9.6
1983-4	7.6	9.1

The U.S. cites average urban wages earners and clerical workers consumer price index showed the following changes :

July, 1982 - 1981 6.3%

July, 1983 - 1982 2.2%

By this factor the Employer's offer would be more reasonable.

COMPARISON OF WAGES OF TEACHERS IN COMPARABLE COMMUNITIES

I. Selection of Comparables

The following data is helpful in the selection of comparable school districts, in addition to the wage comparisons.

Income Tax Rate Assessed Valuation/ Student

	<u>Atn Conf.</u>	<u>Contiguous</u>	<u>Ass'n. Position</u>	<u>FTE Staff</u>	<u>Enrollment</u>
Horicon	X		X	56.83	99
Lomira	X	X	X	44.86	81
Kewaskum		X	X	112.1	1854
Markesan	X		X	62.45	1056
Mayville	X		X	65.97	1041
New Holstein		X	X	98.73	1566
North Fond du Lac	X		X	59.6	1079
Oakfield	X			43.22	647
Plymouth		X	X	118.53	1948
Random Lake			X	64.05	1171
Rosendale-					
Brandon	X		X	71.75	1143
Slinger			X	108.72	1870
Elkart Lake		X ¹		--	--
Campbellsport			X	74.64	1334
Fond du Lac		X		--	--
Av. w/o Campbellsport					
Ass'n.				75.73	1265
Athl. Conf. contiguous					

¹Used by the Employer - it does not actually border on Campbell-sport's District.

	<u>School Cost Per Pupil</u>	<u>Equalized Value Per Student</u>	<u>82-83 Value</u>	<u>Indicated Levy Rate</u>	<u>% above</u>	<u>1980 Median Income</u>
Horicon	2437	151,115	155,716	9.55	65.76	15-20,000
Lomira	2159	161,268	178,053	8.43	67.86	20-25,000
Kiwaskum	2243	138,650	146,562	8.91	70.78	20-25,000
Markesan	2343	198,671	222,790	9.03	54.67	15-20,000
Mayville	2370	170,672	187,940	9.16	65.63	20-25,000
New Holstein	2362	141,505	154,472	9.12	66.88	20-25,000
North Fond du Lac	2110	93,045	102,557	8.46	66.15	15-20,000
Oakfield	2951	131,210	140,114	12.91	68.53	20-25,000
Plymouth	2455	147,070	161,143	9.65	66.65	20-25,000
Random Lake	2443	147,401	158,007	9.58	69.84	20-25,000
Rosendale- Brandon	2534	129,377	140,835	10.11	66.7	15-20,000
Slinger	2080	145,224	151,535	19.46	77.34	20-25,000
Elkart Lake Campbell- sport	1969	173,014	178,396	7.63	67.28	20-25,000
Fond du Lac						

There is a sizeable deviation in the salaries paid among the comparable districts offered by the parties. Although all of the comparable communities are in the same general area as Campbellsport, there are major differences in other factors which mediator-arbitrators use to determine comparability. There is available a set of comparable districts of roughly equal size located equi-distant and evenly distributed around Campbellsport. These are Random Lake, Mayville, Rosendale-Brandon and New Holstein. This set of comparisons tends to better isolate the variables ordinarily used. In addition to these primary comparisons, I have selected Lomira and Plymouth as secondary comparisons because they border Campbellsport on the West and East respectively. This is done even though these districts are of different sizes. Even with this set of comparisons there is still significant variation.

II

Comparison to Like Units In other Districts

The following comparisons compare the salary schedules proposed by the two parties. Because the Association proposes not to grant step increases in 1982-83 these comparisons do not reflect actual payments to employers under the Association proposal.

	<u>1981-82</u>	<u>BA MIN 1982-83</u>	<u>1983-84</u>	<u>82-83</u>	<u>83-84</u>	
			<u>\$</u> <u>%</u>	<u>\$</u> <u>%</u>		
Random Lake	?	13,150	14,105		955	7.3
Mayville	12,350	13,100	13,875	750 6.1	775	5.9

	<u>1981-82</u>	<u>BA MIN</u> <u>1982-83</u>	(con't) <u>1983-84</u>	<u>82-83</u>		<u>83-84</u>	
			<u>\$</u> <u>%</u>	<u>\$</u> <u>%</u>			
Rosendale-Brandon	12,050	12,700	13,500	650	5.4	800	6.3
New Holstein	12,050	12,660	13,450	610	5.1	790	6.2
Av.	<u>12,150</u>	<u>12,903</u>	<u>13,733</u>	<u>670</u>	<u>5.5</u>	<u>830</u>	<u>6.4</u>
Lomira	12,100	12,800	13,600	700	5.8	800	6.3
Plymouth	12,000	12,825	13,755	825	6.9	930	7.3
		<u>12,873</u>	<u>13,714</u>	<u>707</u>	<u>5.9</u>	<u>842</u>	<u>6.6</u>
Campbellsport	12,100	12,800	13,650	700	5.8	850	6.6
Ev. ass'n.		13,000	13,850	900	7.4	<u>850</u>	<u>6.5</u>
Diff. Er.		-103	-83	+30	+.3	+20	+.2
From Av. Ass'n.		+97	+117	+237	+1.9	+20	+.1
Er.		-73	-64	-7	-.1	+8	av
Ass'n.		+128	+136	+193	+1.5	+8	-.1

	<u>1981-82</u>	<u>BA +7</u> <u>1982-83</u>	<u>1983-84</u>	<u>82-83</u> <u>\$Incr.</u>	<u>%</u>	<u>83-84</u> <u>\$</u>	<u>%</u>
Random Lake		17,095	18,336			1,241	7.3
Mayville	15,314	16,244	17,205	930	6.1	961	5.9
Rosendale-Brandon	14,219	15,082	16,032	863	6.1	950	6.3
New Holstein	15,665	16,458	17,485	793	5.1	1,027	6.2
Av.	<u>15,066</u>	<u>16,220</u>	<u>17,265</u>	<u>862</u>	<u>5.8</u>	<u>1,045</u>	<u>6.4</u>
Lomira	14,842	15,698	16,678	856	5.8	980	6.2
Plymouth	15,294	16,345	17,530	1,051	6.9	1,185	7.2
Total Av.	<u>15,065</u>	<u>16,153</u>	<u>17,211</u>	<u>899</u>	<u>6.0</u>	<u>1,058</u>	<u>6.5</u>
Camp. Er.Ass'n.	14,740	15,560	16,410	820	5.6	850	5.5
Ass'n.		15,838	16,874	1,098	7.4	1,036	6.5
Diff. from							
Av.							
Er.	-326	-668	-855	-42	-.2	-195	-.9
Ass'n.		-390	-391	+236	+1.6	-9	+.2
Er.	-325	-593	-801	-79	-.4	-208	-1.0
Ass'n.		-315	-337	+199	+1.4	-22	0
Er.	3/4	3/5	3/5				
Ass'n.	3/4	3/5	3/5				
Er.	5/6	5/7	5/7				
Ass'n.	5/6	4/7	4/7				

	<u>BA MAX</u>						
	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>82-83</u>		<u>83-84</u>	
				<u>\$</u>	<u>%</u>	<u>\$</u>	<u>%</u>
Random Lake		22,355	23,273			918	4.1
Mayville	18,772	19,912	21,090	1,140	6.1	1,178	5.9
Rosendale-Brandon	16,026	17,067	18,142	1,041	6.5	1,075	6.3
New Holstein	19,159.50	20,129.40	21,385.50	969.9	5.1	1,255.6	6.2
Av.	<u>17,986</u>	<u>19,866</u>	<u>20,973</u>	<u>1,050</u>	<u>5.9</u>	<u>1,107</u>	<u>5.6</u>

Lomira	16,670	17,630	18,730	960	5.8	1,100	6.2
Plymouth	18,678	19,960	21,410	1,282	6.9	1,450	7.3
Total Av.	<u>17,861</u>	<u>19,509</u>	<u>20,672</u>	<u>1,078</u>	<u>6.1</u>	<u>1,163</u>	<u>6.0</u>
Camp. Er.		19,240	20,090	980	5.4	850	4.4
Ass'n.	18,260	19,622	20,906	1,362	7.5	1,283	6.5
Diff. Fr. Er.		-626	-883	-70	-.5	-257	-1.2
Av. Ass'n.		-244	-68	+312	+1.6	+176	+.9
Er.		-269	-581	-98	-.7	-313	-1.6
Ass'n.		+113	+234	+284	+1.4	+120	+.5
Rank Er.	3/4	4/5	4/5				
	4/6	5/7	5/7				
Assn.		4/5	4/5				
		5/7	5/7				

MA BASE

	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>82-83</u>		<u>83-84</u>	
				\$	%	\$	%
Random Lake		15,123	16,220			1,097	7.3
Mayville	14,018	14,869	15,748	851	6.1	879	5.9
Rosendale-							
Brandon	12,953.75	13,652.50	14,512	698.75	5.4	859.5	6.3
New Holstein	<u>12,650</u>	<u>13,260</u>	<u>14,050</u>	<u>610</u>	<u>4.8</u>	<u>790</u>	<u>6.0</u>
Av.		<u>14,213</u>	<u>15,132</u>	<u>720</u>	<u>5.4</u>	<u>906</u>	<u>6.4</u>
Lomira	13,402	14,177	15,063	775	5.6	886	6.2
Plymouth	13,000	13,825	14,255	825	6.3	930	6.7
Total Av.		<u>14,142</u>	<u>15,058</u>	<u>752</u>	<u>5.6</u>	<u>907</u>	<u>6.4</u>
Campellsport							
Er.	13,350	14,050	14,900	700	5.2	850	6.0
Ass'n.		14,343	<u>15,281</u>	993	7.4	938	6.5
		Er.	-232				
		Ass'n.	+149				
Diff.From Er.	2/4		3/5	3/5	20	56	-.4
Ass'n	2/4		3/5	3/5	+273	+24	+.1
Er.	3/7		4/7	4/7	-52	-57	-.4
Ass'n.	3/7		3/7	3/7	+241	+23	+.1
Er.			-232				
Ass'n.			+149				
Er.			-158				
Ass'n.			+223				

		<u>MA + 10</u>						
		<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>82-83</u>		<u>83-84</u>	
					<u>\$</u>	<u>%</u>	<u>\$</u>	<u>%</u>
Random Lake			21,040	22,568			1,528	7.3
Mayville		19,067	20,224	21,418	1,157	6.1	1,194	5.9
Rosendale-								
Brandon		17,035.25	18,107.50	19,246.50	1,072.25	6.3	1,139	6.3
New Holstein		18,342	19,227	20,372.50	885	4.8	1,145.5	6.0
Average				<u>20,901</u>	<u>1,038</u>	<u>5.7</u>	<u>1,252</u>	<u>6.4</u>
Lomira		18,658	19,739	20,976	1,081	5.8	1,237	6.3
Plymouth		18,541	19,715	21,040	1,174	6.3	1,325	6.7
Total Average					<u>1,074</u>	<u>5.9</u>	<u>1,261</u>	<u>6.4</u>
Camp.	Er.	18,075	19,360	20,300	1,285	7.1	940	4.9
	Ass'n		17,779	21,072	1,704	9.4	1,293	6.5
				-601				
				+139				
Diff.	Er.	3/4	3/5	4/5	+247	+1.4	-312	-1.5
	Ass'n	3/4	3/5	3/5	+666	+3.7	+41	+1
	Er.	5/6	5/7	6/7	+211	+1.2	-321	-1.5
	Ass'n.	5/6	3/7	4/7	+630	+3.5	+32	+1

		<u>MA MAX</u>						
		<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>82-83</u>		<u>83-84</u>	
					<u>\$</u>	<u>%</u>	<u>\$</u>	<u>%</u>
Random Lake			24,985	26,094			1,109	4.4
Mayville		21,314	22,604	23,935	1,293	6.1	1,334	5.9
Rosendale-								
Brandon		19,756.25	21,077.50	22,402.50	1,321.5	6.7	1,324.5	6.3
New Holstein		21,252	22,276.80	23,604.00	1,024.8	5.0	1,327.2	6.0
Av.				<u>24,009</u>	<u>1,213</u>	<u>5.9</u>	<u>1,274</u>	<u>5.7</u>
Camp.	Er.	20,700	22,310	23,300	1,610	7.8	990	4.4
	Ass'n.		22,794	24,290	2,091	10.1	1,491	6.5
				<u>24,024</u>				
	Er.			-7				
	Ass'n.			+28				
Diff.	Er.	3/4	3/5	4/5	+397	+1.9	-284	-1.3
	Ass'n.	3/4	2/5	3/5	+886	+4.2	+217	+8
	Er.	5/6	5/7	6/7	+367	+1.8	-349	-1.5
	Ass'n.	5/6	3/7	3/7	+856	+4.1	+152	.6

		<u>SCHED. MAX</u>						
		<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>82-83</u>		<u>83-84</u>	
					<u>\$</u>	<u>%</u>	<u>\$</u>	<u>%</u>
Random Lake			26,563	28,210			1,647	6.2
Mayville		22,052	23,401	24,279	1,349	6.1	1,378	5.9
Rosendale-								
Brandon		20,305.25	21,664.75	23,028.75	1,359.5	6.7	1,364	6.3
New Holstein		21,756	22,780.80	24,108	2,024.8	4.7	1,327.2	5.8
Av.				<u>24,961</u>	<u>1,244</u>	<u>5.8</u>	<u>1,429</u>	<u>6.1</u>

SCHED MAX (cont.)

	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>82-83</u>		<u>83-84</u>	
				<u>\$</u>	<u>%</u>	<u>\$</u>	<u>%</u>
Lomira	22,012	23,288	24,749	1,276	5.8	1,461	6.3
Plymouth	21,454	22,615	24,120	1,161	5.4	1,505	6.7
Total av.				<u>1,234</u>	<u>5.7</u>	<u>1,447</u>	<u>6.2</u>
Camp. Er.	21,200	22,810	23,800	1,610	7.6	990	4.3
Ass'n.		23,336	24,862	2,126	10.1	1,526	6.5
		Er.	-1,161				
		Ass'n.	+99				
Diff. Er.	3/4	3/5	4/5	+366	+1.8	-439	-1.8
from Assn	3/4	3/5	2/5	+892	+4.3	+97	+4.4
Av. Er.	5/6	5/7	6/7	+376	+1.9	-457	-1.9
Assn	5/6	4/7	2/7	+902	+4.4	+79	+3.5

The schedule comparisons demonstrate the parties' 1981-82 schedule was within the comparable ranges but lower than average. Because of the wide disparity in schedules this difference is considerable. The Association's offer tends to bring the parties' schedule close to average, but basically preserve the same ranking. This is a substantial change because of the wide range among the comparables.

The following additional comparisons demonstrate wage increases employees of various levels received under the parties' proposals. Those who were fixed at the maximums above are not affected by the Association's proposal holding back the increment.

BA BASE PROGRESSION

1, 2, 3¹

	<u>Base</u>	<u>1 yr.</u>	<u>2 yr.</u>	<u>82-83</u>		<u>83-84</u>	
	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>\$</u>	<u>%</u>	<u>\$</u>	<u>%</u>
Random Lake	?	13,803	15,515			955	7.3
Mayville	12,350	13,624	14,985	750	6.1	775	5.9
Rosendale-							
Brandon	12,050	13,097	14,344	650	5.4	800	6.3
New Holstein	12,050	13,293	14,795	610	5.1	790	6.2
Av.	<u>12,150</u>	<u>13,456</u>	<u>14,910</u>	<u>670</u>	<u>5.5</u>	<u>830</u>	<u>6.4</u>
Lomira	12,100	13,283	14,626	1,183	9.8	1,343	10.1
Plymouth	12,100	13,410	15,005	1,410	11.8	1,595	11.9
Total Av.	<u>12,130</u>	<u>13,419</u>	<u>14,878</u>	<u>921</u>		<u>1,043</u>	
Campellsport							
Er.	12,100	13,260	14,570	1,160	9.6	1,310	9.9
Ass'n.		13,000	14,354	400	7.4	1,354	10.4

¹82-83 teachers at Campbellsport frozen on 1981-82 step, (1, 1, 2)

Diff	Er.	-340	+490	-480
from	Ass'n.	-556	+230	+524
Av.	Er.	-308	+239	+267
	Ass'n.	-524	+21	+311

BA + 7 (6,7,8 years)

	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>82-83</u>		<u>83-84</u>	
				\$	%	\$	%
Random Lake		17,095	19,041			1,946	11.4
Mayville	14,820	16,244	17,760	1,424	9.6	1,516	9.3
Rosendale-							
Brandon	13,857.50	15,082	16,454	1,224.5	8.8	1,372	9.1
New Holstein	15,062	16,458	18,157.50	1,396	9.3	1,699.5	10.3
Av.				<u>1,348</u>	<u>9.2</u>	<u>1,649</u>	<u>10</u>
Lomira	14,842	15,698	17,191	856	5.8	1,493	9.5
Plymouth		16,345	18,170			1,825	11.2
						<u>1,675</u>	<u>10.1</u>
Camp. Er.	14,300	15,560	16,870	1,260	8.9	1,310	8.4
Ass'n.		15,365 ¹	16,874	1,065	7.4	1,509	9.8
Diff. Er.				-88	-339	-1.6	
Ass'n.				-283	-140	-.2	
Er.					-365	-1.7	
Ass'n.					-166	-.3	

1/held on Step 6 as per Ass'n. proposal

MA BASE PROGRESSION

	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>82-83</u>		<u>83-84</u>	
		(1, 2, 3)		\$	%	\$	%
Random Lake		15,780	17,632			1,852	11.7
Mayville	14,018	15,293	17,008	1,446	10.3	1,544	10.0
Rosendale-							
Brandon	12,953.75	14,147.50	15,564.50	1,193.75	9.2	1,417	10.0
New Holstein	12,850	13,923	15,455	1,073	8.4	1,532	11.0
Av.							
Lomira	13,402	14,795	16,377	1,393	10.4	1,582	10.7
Plymouth	13,000	14,455		1,455	11.2		
Total							
Camp. Er.	13,350	14,260	16,100	910	6.8	1,840	12.9
Ass'n.		14,343 ¹	15,924	943	7.4	1,581	11.0

1/held on step 1 as per Ass'n. proposal

MA + 10
(9, 10, 11 years)

	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>82-83</u>		<u>83-84</u>	
				\$	%	\$	%
Random Lake		21,040	23,273			2,233	10.6
Mayville	13,506	20,224	22,048	1,638	8.8	1,824	9.0
Rosendale-							
Brandon	16,581.75	18,107.50	19,772.50	1,525	9.2	1,665	9.2
New Halstein	18,342.50	19,227	21,075	884.5	4.8	1,848	9.6
Av.				<u>1,349</u>		<u>1,893</u>	

MA + 10 (con't.) (9, 10, 11 years)							
	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>82-83</u>		<u>83-84</u>	
				\$	%	\$	%
Lomira	18,074	19,739	21,633				
Plymouth		19,715					
Total Av.							
Camp. Er.	17,550	19,360	20,900	1,810	10.3	1,540	8.0
Ass'n.		19,175 ¹	21,072	1,625	9.3	1,897	9.9

¹/held on step 9 as per Ass'n. proposal.

Because the Association has held employees back one step in 1982-83, the Employer's offer provides larger increases to employers who have not reached a top step, while those at the top steps do better under the Association's proposal. The Employer's proposal is low, but is closer to the size of the comparable increases than the Association's.

Ability to pay, (interests of the public and other considerations)

In 1980 the per capita income of the area tended to be comparable to most comparable communities. The Employer offered evidence of depressed economic circumstances. However, there was no evidence that its circumstances were worse than other farm communities among the comparables. Accordingly, it should be able to start comparable wages to those communities.

Because of cost savings generated by staff turn over and the hold back, the offer of the Association as to wages is within the means of the Employer. The evidence of cost per pupil indicates the district is not now faced with high costs. I conclude there is no unusual difficulty for this district to pay appropriate wages and that the public interest is best served by compensating teachers fairly for their services.

WAGES - CONCLUSION

The bargaining unit is heavily concentrated around the BA, bases, Step 7, BA maximum and MA maximum areas, with more than half of the unit concentrated around the BA, Step 7 and BA, maximum combined. The BA, Step 7, unit employees are paid less than they should be. Even if being fully average were not appropriate, some adjustment in this area appears very strongly warranted. Even disregarding Random Lake which generally is higher than the other comparables, the Employer is still low as to BA Maximum, even though its schedule requires more years to reach maximum than almost all of the comparable communities. Again, even assuming a full adjustment to average is not appropriate, some adjustment is certainly warranted to this area of the schedule. Based upon my evaluation, the Association's wage proposal is closer to being appropriate than the Employer's. Overall, the Association's wage proposal is to be preferred.

EXTRA-CURRICULAR

The Association takes the view that its extra-curricular proposals tend to keep better pace with salary increases. Further, they take the view that adequate pay in this subject area is important to the public interest in that it tends to assure more enthusiastic teacher involvement. Finally, it views its position as more comparable to the average pay in these areas of the schools it deems comparable.

The Employer argues that based upon its comparison group neither offer is unreasonable. Thus, its offer should be adopted. It also notes Campbellsport is unusual in that it uses the last period of the day for athletic practice.

DISCUSSION

This issue has no impact on the final result of this case. Based upon comparability, it would appear either offer is reasonable, but the Association's position is slightly preferred. In view of the slight impact I have made, no evaluation of the differences between the practice period of Campbellsport and elsewhere. This latter issue could be significant if there is a marked difference in time commitment among the comparable schools.

GRIEVANCE PROCEDURE

Positions of the Parties

The Association takes the position that it is necessary for it to have the right to file and pursue grievances in its own name and that grievance arbitrator's expenses be shared equally. With respect to the right to grieve, it argues that many potential grievants have failed to file grievances or refused to participate in arbitrations for personal reasons or because they feared retaliation by a management for grievance activities. It also argues that the associations in the vast majority of districts have the right to grieve without the participation of individual employees and that in all comparable districts the parties share the cost of arbitration.

The Employer concedes that on the basis of comparability its position is not strong. It argues, though, that the parties have mutually established these provisions and they should not be lightly changed. It also argues that there have been about six to twelve times the number of grievances as in comparable districts and that the existing provisions discourage grievances.

DISCUSSION

The position of the Association demonstrates that it would like the right to pursue grievances affecting not only its institutional interests but those of groups of employees and even those of individual employees.

With respect to individual interests it wishes this right in order to shield employees from perceived retaliation and to pursue grievances even though the individual grievant specifically may not want the grievance processed. The Employer is concerned that the Association wishes to pursue grievances

which ought to be withdrawn. The problems which have occurred relate to group and individual interests and the specific occurrences clearly support both parties' positions, although it is very clear that the Association does wish to pursue grievances which most unions would withdraw.

External comparability heavily favors the Association's position on both issues. The public interest and bargaining relationship is best served by the resolution of labor disputes in a prompt, efficient manner. Foreclosure from the procedure results either in no resolution of the dispute or the added delay and expense of statutory procedures.¹ Thus, even if the use of the procedure in specific cases might be inappropriate, the value of the procedure lies in its ability to achieve adjustment promptly and efficiently. Accordingly, the Association's position as to right to grieve is to be preferred.

The Association has failed to demonstrate the need to change the method of paying for arbitration expenses. The infrequently found "loser pays" provision serves a purpose of discouraging the arbitration of grievances which ought to have been settled or withdrawn. The parties mutually established this provision and the Association's position herein clearly demonstrates that it wishes to pursue grievances in arbitration which most unions would withdraw. On balance, I believe the access issue is less important under the facts of this case than the cost issue. Accordingly, the Employer's position is to be favored on this issue.

CLASS SIZE

Positions of the Parties

The Association takes the position that it has met the burden of proof outlined by Arbitrator Yaffe in School District of La Crosse. (Dec. No. 9714-A). Thus, it argues it has established that a legitimate problem exists with respect to class size which requires contractual attention, and its proposal is reasonably designed to resolve that problem. Campbellsport has always had a problem with class size which appreciably worsened for the 1982-83 school year. It notes that by comparison to comparable school districts, the Employer has declined from 2 out of 13, to 13 out of 13 in 1982-83 with respect to class size. It heavily emphasizes that the Employer made the problem worse by deliberately violating a gentleman's agreement between the parties from the 1977-78 school year negotiation which set a specific maximum class size at the secondary level. The Employer accomplished this by laying off too many teachers. Thus, apparently in its view, the Employer's conduct makes contractual controls mandatory. It argues that its proposal is reasonably designed to address the problem of class size in that its secondary class load level is based upon the gentleman's agreement, the elementary level is based upon careful surveys. It notes its proposal has no monetary impact for 1983-84 because it is first effective if retained in that agreement, only in the 1984-85 school year.

The Employer takes the position that if the Union's offer is adopted it will affect the bargaining relationship, educational costs, the organizational structure of the district and its educational program. It denies the provision is necessary just because the Union's proposal is a mandatory subject of bargaining. It notes that for the 1983-84 school year there were overloads in very few classes. It denies there are any comparable provisions to the Association's proposal anywhere.

¹/See Section 111.70 (3)(a)5, Wis. Stats.

Even among local districts it deems are comparable only 5 of 12 refer to class size and none have mandatory provision. In summary, it takes the position the Association has failed to meet the burden of proof outlined in Arbitrator Yaffe's decision in La Crosse.

DISCUSSION

In School district of La Crosse, (Dec. 19714-A) 1/83, Arbitrator Yaffe outlined the burden of proof which a party proposing new contractual language must meet. The test he applied is: (1) whether a legitimate problem exists which requires contractual attention; and (2) whether the proposal under consideration is reasonably designed to effectively address that problem. Under the Municipal Employment Relations Act, subjects of bargaining are such that upon demand a party must bargain with respect to them (mandatory), and that a party may, if it wishes to, bargain with respect to the item (permissive) and such that even if they desire to bargain with respect to them they may not (prohibited). Class size is a permissive subject of bargaining over which this employer has refused to bargain in this proceeding. When a subject is permissive, a party may be nonetheless required to bargain about the impact the subject has on employee wages, hours and working conditions. The instant class size proposal deals with the impact class size has on wages. As is clear from La Crosse, in situations, as here, where a proposal deals with the impact of nonmandatory subject, the proposing party must show not only unusual circumstances with respect to the mandatory subject, but that the alleged circumstances cause a legitimate problem as to its effects of wages, hours and working conditions which effects require contractual attention.

The statutory criteria which are useful in evaluating whether the Association has met its burden of proof are the interests and welfare of the public, comparisons of the wages, hours, and working conditions of unit employees with similar employees in comparable districts and other factors traditionally considered in bargaining.

The comparative and other data offered by the Association leaves no doubt that this Employer has tended to have a high class size and that particularly in 1982-83, as a result of layoffs, the class size situation worsened.

Thus, it is entirely reasonable that the Association has consistently brought its concerns to the bargaining table, and that the parties have mutually attempted to deal with the issue. Although considerable litigation effort has been directed to establishing class size differences, no evidence at all has been offered to show the relationship between class size and the amount of extra work performed by a teacher (effects on wages, hours and working conditions). For this reason, the Association has failed to meet its burden of proof as to the existence of a problem which reasonably requires contractual language and that its offer is reasonably designed to remedy the problem.¹

¹ While the experience of the Undersigned would support a conclusion that in the absence of special help, a larger class size would affect a teacher's wages, hours and working conditions, evidence is necessary to quantify the relationship.

A fundamental reason stressed by the Association for the adoption of this language is the parties' bargaining history. In fact, it is rather apparent from the positions of the parties and testimony at hearing that this issue has been at the forefront of a marked deterioration of relationship of the parties and its adoption appears to have meaning well beyond the actual terms.

At the center of this issue is the so-called "gentleman's" agreement on secondary school class sizes allegedly reached in the negotiations for the 1977-78 collective bargaining agreement. The majority of testimony in this matter dealt with the parties' sharply differing views as to whether this agreement ever existed and, if so, what its terms really are. It appears this "agreement" was more in the nature of an assurance of intentions. Unwritten unenforceable agreements and assurances are a fundamental part of the negotiation process which by means of their unenforceable nature facilitate the negotiation of agreements, by avoiding unnecessary conflict. This, in turn, furthers both the interests of the public and the parties. The use of these agreements can be frustrated by penalizing a party for having, in good faith, attempted this approach. Accordingly, in the absence of bad faith in the creation of an unenforceable agreement, or clear evidence the parties intended otherwise, the only inference properly drawn from the failure of such agreement is that the parties have unsuccessfully attempted to resolve the issue. Accordingly, in this case, the Undersigned finds the failure of the "gentlemen's agreement" does support the need for contractual language on class size, but does not compel such a result. Accordingly, I conclude the Employer's position is favored on this issue.

INSURANCE

The Association takes the position that the health insurance provision ought to be expressed in terms of the Employer paying the "full" amount of the health and dental insurance premiums rather than the dollar amount in order to provide for an increase to cover increased premiums in the event the parties have a hiatus between collective bargaining agreements. It notes the Employer has historically paid 100% of these premiums. It also notes that there has been a substantial hiatus period and this provision is ordered in the event of another extended hiatus. Finally, it argues the "comparables" strongly support its position.

The Employer argues the Union has not met its burden of proof to make a change in this provision. Its view its proposal preserves the status quo and ought to be adopted.

DISCUSSION

Again, this issue does not significantly impact the result in this matter. The Association's position is more nearly supported by the comparisons. In 11 of 12 districts which the Association uses for comparison, the agreements specify that the amounts for health premiums are the full premium. Accordingly, the Association's position is adopted.

CALENDAR

Positions of the Parties

The Association takes the position that the definitions which the parties have been tactfully using for years with respect to the work days in the calendar ought to be incorporated into the agreement. It notes the Employer once unilaterally attempted to charge a traditional work day into an in-service day. In its view, this language will reduce disputes with respect to snow days, it takes the view that a grievance award required employees to make up a complete snow day even though they worked part of the day. Its proposal is designed to remedy this unjust result. It also notes that its proposal is less favorable to teachers than of the 12 districts it asserts as comparable are to their teachers.

The Employer takes the position the Association has not met its burden of proof supporting a change. It argues the mere fact that an item is past practice is not sufficient to warrant a change. It believes these items should be left to negotiate in each agreement.

DISCUSSION

The definitions offered by the Association represent the past practice of the parties. In 1981 the parties disagreed as to whether the Employer could schedule work of a type not normally performed at inservices or inservice days. The Association has definitely shown that its proffered language properly remedies their problem. The history of the parties' relationship, including the number of grievances, leaves no doubt that ambiguity on central issues ought to be minimized. Both the public interest and the advancement of the meaningful relationship are advanced by this change. Nothing in the adoption of the Association's position on this issue is intended to preclude bargaining for changes in future negotiations.

Similarly, the Association's position as to defining a "snow day" is appropriate as to having a definition of some sort. The Undersigned leaves the actual definition to be adopted to future negotiations.

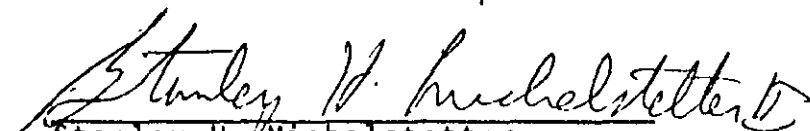
CONCLUSION

Section 111.70(4)(cm) does not state the weight to be given either various proposals or criteria; that matter being left to the mediator-arbitrator. I conclude the wage proposal outweighs all other issues and is determinative of this case. Accordingly, the Association's proposal is adopted.

AWARD

That the final offer of the Association be included in the parties' 1982-84 collective bargaining agreement.

Dated at Milwaukee, Wisconsin, this 29th day of June, 1984,
1984.


Stanley H. Michelstetter
Mediator-Arbitrator

RECEIVED

JUL 1 1983

Name of Case:

School District of Campbell County

The following, or the attachment hereto, constitutes our final offer for the purposes of mediation-arbitration pursuant to Section 111.70(4)(cm)6. of the Municipal Employment Relations Act. A copy of such final offer has been submitted to the other party involved in this proceeding, and the undersigned has received a copy of the final offer of the other party. Each page of the attachment hereto has been initialed by me.

October 12, 1983

(Date)

Ann Blangum

(Representative)

On Behalf of:

Campbell County Education Association

EXHIBIT A

**Final Offer of the
Campbellsport Education Association**

The 1982-84 Agreement shall include all the provisions of the 1981-82 Agreement that are not modified by the stipulations between the parties or this Final Offer.

October 12, 1983
Armin Baugman

Article V Grievance Procedure

A. 4. Delete and replace with:

The Board and administration recognize the CEA's right to grieve. The person(s) affected by the grievance shall be identified in the written grievance. The CEA shall have the right to be present at all steps of the grievance procedure and to state its position.

E. 4. Delete and replace with:

In the event there is a charge for the services of an arbitrator, including per diem expenses, if any, and/or actual and necessary travel and subsistence expenses, for a transcript of the proceedings or any other arbitrator costs, the parties shall share the cost equally.

Article VI

B.5. Class Size Workload

a. The parties recognize that the number of students assigned to a teacher is a matter of basic educational policy and that the District may assign any number of students it so desires to a teacher's classes. The parties also recognize that the number of students assigned to a teacher directly affects the conditions of employment and workload of that teacher.

b. Teachers in grades K-6 who are assigned twenty-seven (27) or fewer students per school day, averaged on a semester basis, in academic subjects, shall receive wage compensation in accordance with the provisions of the Salary Schedule. Split-grade teachers in grades K-6 who are assigned twenty-two (22) or fewer students per school day, averaged on a semester basis, in academic subjects, shall receive wage compensation in accordance with the provisions of the Salary Schedule. Teachers in grades 7-12 who are assigned one hundred sixty (160) or fewer students per school day, averaged on a semester basis, in academic subjects, shall receive wage compensation in accordance with the provisions of the Salary Schedule.

c. In the event the District chooses to assign more students to a teacher per school day than the class size workloads set forth above, the teachers so affected shall receive, as work overload compensation in addition to their scheduled salaries, additional compensation each semester in accordance with the following rates:

1. Grades K-6: Additional compensation at the rate of one percent (1%) of the teacher's yearly base salary for each student in excess of twenty-seven (27) per school day, averaged on a semester basis.

2. Split-Grades (K-6): Additional compensation at the rate of one percent (1%) of the teacher's yearly base salary for each student in excess of twenty-two (22) per school day, averaged on a semester basis.

3. Grades 7-12: Additional compensation at the rate of one-quarter percent (0.25%) of the teacher's yearly base salary for each student in excess of one hundred sixty (160) per school day, averaged on a semester basis.

d. For teachers with less than full-time contracts with the District, the class size workloads described above in paragraph b., and the additional compensation provided for in paragraph c., shall be pro-rated according to the percentage of a full-time contract held by such teachers.

e. The provisions of subsection B.5. shall not apply to physical education, music, art and special education teachers, where instructional needs and/or legal requirements dictate a modification in the class size workloads referred to above.

f.1. For the purpose of determining the number of students assigned to a teacher "per school day, averaged on a semester basis", the first ten (10) school days of the semester, and the number of students assigned to a teacher during that period of time, shall be excluded from the calculation.

2. Any additional compensation earned by a teacher pursuant to subsection B.5. shall be separately itemized and paid at the end of each semester.

3. The class size workload provisions of subsection B.5. shall be effective with the beginning of the second semester of the 1982-1983 school year.

g. This provision shall not take effect until the 1984-85 school year.

Article VI. Calendar, D.

1. a. There will be three (3) work days in the calendar; one (1) at the start of the school year and one (1) at the end of each semester. There will be four (4) inservice days; one at the start of the school year, two (2) at the WEA Convention and one (1) at the NWEA Convention.
1. b. In the event the District requires teachers to report to work and then subsequently cancels school for the students, the canceled teaching day shall count toward the basic requirement of 180 teaching days if such day qualifies for state aids pursuant to Sections 115.01 and 120.12 of the Wisconsin Statutes.

9. Definitions

Teacher contract days are defined as follows:

- a. Teaching day -- a day when teachers are instructing students or parent-teacher conferences are being held.
- b. Work Day -- a day when teachers engage in such activities as grading, exam correction, permanent reports, inventories, etc., with students not present.
- c. Inservice Day -- a day when teachers are participating in professional growth meetings or conventions.

Article VI, G. Extra Duty

2. Change \$143 to \$150 for 1982-83.
Change \$150 to \$160 for 1983-84.

5. Extracurricular Payment

Revise extracurricular pay rates as follows:

The following remuneration will be paid to persons so designated.

		1982-83	1983-84
Football - Boys	Head	1,222	1,300
	Assistant	926	985
	JV Head	847	900
	Assistant JV	759	805
	Freshmen	706	750
	Assistant Freshmen	668	710
Basketball - Boys	Head	1,222	1,300
	Assistant	847	900
	Freshmen	706	750
	Grade	527	560
Basketball - Girls	Head	1,104	1,175
	Assistant	771	820
	Freshmen	655	700
	Grade	527	560
Wrestling - Boys	Head	1,222	1,300
	Assistant	847	900
	Freshmen	706	750
Track - Boys	Head	847	900
	Assistant	593	630
	Grade	347	370
Track - Girls	Head	847	900
	Assistant	593	630
Volleyball - Girls	Head	847	900
	Assistant	593	630
	Freshmen	483	515
Cross Country - Boys	Head	847	900
	Assistant	593	630
	Grade	311	330
Baseball - Boys	Head	1,222	1,300
	Assistant	847	900
Golf - Boys	Head	463	495
Forensics	Head	275	295
	Assistant	138	150
Yearbook		273	290
Pom Pom Girls		363	385
Cheerleaders		333	355
PHA Head - 1 Advisor		152	160
Athletic Director		1,066	1,135
(New) Band	(Pay rate shall include the extra duty pay expressed in Article VI, G, 2.)	500	530

Article VI. Insurance, I.

1. Delete the first two sentences

"Effective October 1, 1981, the Board will pay a maximum of \$39.90 on the single policy and \$106.90 on the family policy for health insurance. (It is understood that for the months of July - September, 1981, the Board assumed the full cost of the health insurance premium.)"

and replace with:

"The Board shall pay the full premium for single and family health insurance. The single premium for 1982-83 is _____ and for 1983-84 is _____. The family premium for 1982-83 is _____ and for 1983-84 _____."

5. Delete the paragraph and replace with:

"The Board shall pay the full premium for single and family dental insurance. The single premium for 1982-83 is _____ and for 1983-84 is _____. The family premium for 1982-83 is _____ and for 1983-84 is _____."

Article VII B. Revise Drivers Education pay from \$7.00 to \$8.25

Campbellspoint 1982-83 Salary Schedule

	BA	BA+6	BA+12	BA+18	BA+24	MA	MA+6	MA+12
1.	13000	13269	13537	13806	14074	14343	14612	14880
2.	13473	13742	14010	14279	14547	14947	15216	15484
3.	13946	14215	14483	14752	15020	15551	15820	16088
4.	14419	14688	14956	15225	15493	16155	16424	16692
5.	14892	15161	15429	15698	15966	16759	17028	17296
6.	15365	15634	15902	16171	16439	17363	17632	17900
7.	15838	16107	16375	16644	16912	17967	18236	18504
8.	16311	16580	16848	17117	17385	18571	18840	19108
9.	16784	17053	17321	17590	17858	19175	19444	19712
10.	17257	17526	17794	18063	18331	19779	20048	20316
11.	17730	17999	18267	18536	18804	20383	20652	20920
12.	18203	18472	18740	19009	19277	20987	21256	21524
13.	18676	18945	19213	19482	19750	21591	21860	22128
14.	19149	19418	19686	19955	20223	22195	22464	22732
15.	19622	19891	20159	20428	20696	22799	23068	23336

All teachers will be frozen at their 1981-82
salary schedule placement.

SALARY SCHEDULE

	BA	BA+6	BA+12	BA+18	BA+24	MA	MA+6	MA+12
1.	13850	14137	14422	14709	14994	15281	15567	15853
2.	14354	14641	14926	15213	15498	15924	16211	16496
3.	14858	15145	15430	15717	16002	16568	16854	17140
4.	15362	15649	15934	16221	16506	17211	17498	17783
5.	15866	16153	16438	16725	17010	17855	18141	18427
6.	16370	16657	16942	17229	17514	18498	18785	19070
7.	16874	17161	17446	17733	18018	19142	19428	19714
8.	17377	17665	17950	18237	18522	19785	20072	20357
9.	17881	18169	18454	18741	19026	20429	20715	21001
10.	18385	18673	18958	19245	19530	21072	21359	21644
11.	18889	19177	19462	19749	20034	21716	22002	22288
12.	19393	19681	19966	20253	20538	22359	22646	22931
13.	19897	20185	20470	20757	21042	23003	23289	23575
14.	20401	20689	20974	21261	21546	23646	23933	24218
15.	20905	21193	21478	21765	22050	24290	24576	24861

Article XI

Delete Paragraph 2 and replace with:

"This Agreement shall be in effect on July 1, 1982 and shall remain in effect through June 30, 1984."

Approved for the Board

Approved for the CEA

President

President

Clerk

Clerk

RECEIVED

JUL 6 1984

Name of Case: School District of Campbellport
MICHIGAN EMPLOYMENT
RELATIONS COMMISSION

The following, or the attachment hereto, constitutes our final offer for the purposes of mediation-arbitration pursuant to Section 111.70(4)(cm)6. of the Municipal Employment Relations Act. A copy of such final offer has been submitted to the other party involved in this proceeding, and the undersigned has received a copy of the final offer of the other party. Each page of the attachment hereto has been initialed by me.

10-12-83
(Date)

Kam Loh
(Representative)

On Behalf of: SCHOOL DISTRICT of Campbellport

EXHIBIT B

Final Offer

SCHOOL DISTRICT of Campbellspoor

OCTOBER 12, 1983

This offer shall be effective as of July 1, 1982

and remain in effect through June 30, 1984 in

accordance with Article XI of the existing Agreement.

The offer of the School District of Campbellspoor shall be

as follows:

1. 1982-83 SALARY SCHEDULE AS ATTACHED #1
1983-84 SALARY SCHEDULE AS ATTACHED #2

2. ARTICLE VI - OTHER PROVISIONS, SECTION G
EXTRA DUTY, paragraph 2:
1983-84 10% INCREASE.

3. EXTRA CURRICULAR SCHEDULE
1983-84 - EACH POSITION INCREASED 10%.

4. Misc. ADJUSTMENTS: NOON DUTY \$6.00/hr (1983-84),
DRIVER EDUCATION \$8.00/hr (1983-84),
BAND DIRECTOR \$400 (1982-83) AND (1983-84) to

5. HEALTH INSURANCE : Article VI (I)
(PARAGRAPH #1)

1982-83 Single : 49.88/mo.

family : 133.63/mo.

1983-84 Single : 61.78/mo.

family : 165.23/mo.

6. DENTAL INSURANCE : (PARAGRAPH #5)

1982-83 Single : 6.30/mo.

family : 25.92/mo.

1983-84 Single : up to 6.93/mo.

family : up to 28.57/mo.

() 100 0 - carry - over

Step	BA	BA+6	BA+12	BA+18	BA+24	BA+30 MA	MA+6	MA+12
1	12800	13050	13300	13550	13800	14050	14300	14550
2	13260	13510	13760	14010	14260	14640	14890	15140
3	13720	13970	14220	14470	14720	15230	15480	15730
4	14180	14430	14680	14930	15180	15820	16070	16320
5	14640	14890	15140	15390	15640	16410	16660	16910
6	15100	15350	15600	15850	16100	16700 17000	17250	17500
7	15560	15810	16060	16310	16560	17590	17840	18090
8	16020	16270	16520	16770	17020	18180	18430	18680
9	16480	16730	16980	17230	17480	18770	19020	19270
10	16940	17190	17440	17690	17940	19360	19610	19860
11	17400	17650	17900	18150	18400	19950	20200	20450
12	17860	18110	18360	18610	18860	20540	20790	21040
13	18320	18570	18820	19070	19320	21130	21380	21630 21630
14	18780	19030	19280	19530	19780	21720	21970	22220
15	19240	19490	19740	19990	20240	22310	22560	22810

BA INCREMENTS \$460

MA INCREMENTS \$590

BASE INCREASE \$700

Step	BA	BA+6	BA+12	BA+18	BA+24	MA	MA+6	MA+12
1	13650	13900	14150	14400	14650	14900	15150	15400
2	14110	14360	14610	14860	15110	15360	15610	15860
3	14570	14820	15070	15320	15570	15820	16070	16320
4	15030	15280	15530	15780	16030	16280	16530	16780
5	15490	15740	15990	16240	16490	16740	16990	17240
6	15950	16200	16450	16700	16950	17200	17450	17700
7	16410	16660	16910	17160	17410	17660	17910	18160
8	16870	17120	17370	17620	17870	18120	18370	18620
9	17330	17580	17830	18080	18330	18580	18830	19080
10	17790	18040	18290	18540	18790	19040	19290	19540
11	18250	18500	18750	19000	19250	19500	19750	20000
12	18710	18960	19210	19460	19710	19960	20210	20460
13	19170	19420	19670	19920	20170	20420	20670	20920
14	19630	19880	20130	20380	20630	20880	21130	21380
15	20090	20340	20590	20840	21090	21340	21590	21840

Base - 13650
 BA increments - 460
 MA " - 600