

IN THE MATTER OF MEDIATION/ARBITRATION PROCEEDINGS

BETWEEN

RACINE EDUCATION ASSOCIATION

and

UNIFIED SCHOOL DISTRICT

CASE LXXXV
No. 33207 MED/ARB 2713
DECISION AND AWARD
OF ARBITRATOR
DECISION NO. 21810-A

I. BACKGROUND

This is a matter of final and binding interest arbitration pursuant to Section 111.70(4)(cm)6 of the Wisconsin Municipal Employment Relations Act. The Racine Education Association (Association) is the exclusive bargaining representative of certain employees of Racine Unified School District (District or Employer) in a collective bargaining unit consisting of all regular full-time and regular part-time certified teaching personnel excluding substitute teachers, interns, supervisors, administrators and directors.

The collective bargaining agreement between the parties expired in August 1982. Negotiations for a successor agreement have resulted in numerous tentative agreements but several issues are unresolved. One of the tentative agreements stated that the succeeding labor agreement would be for a three-year period ending in August 1985. The tentative agreements also provided for salary schedules for the 1982-83 and 1983-84. It was tentatively agreed that the 1984-85 salary schedule would be the subject of a reopener culminating in interest arbitration, if necessary.

On January 31, 1984, the parties exchanged their initial proposals on the salary reopener. They met on two occasions in an effort to reach agreement. On April 19, 1984, the Association filed a petition requesting the Wisconsin Employment Relations Commission (WERC) to initiate mediation/arbitration. On June 15, 1984, the parties submitted to the WERC their final offers as well as a stipulation on matters agreed upon.

On June 22, 1984, the WERC certified that the conditions precedent to the initiation of mediation/arbitration had been met. The parties thereafter selected Jay E. Grenig as the mediator/arbitrator in this matter.

Mediation proceedings were conducted on September 17, 1984, and November 20, 1984. The parties were unable to

reach voluntary settlement and the matter was submitted to the Mediator/Arbitrator serving in the capacity of arbitrator on November 20, 1984.

The Employer was represented by Frank L. Johnson, Director of Employee Relations, Racine Unified School District. The Association was represented by Robert K. Weber, Attorney at Law, Schwartz, Weber, Tofte & Nielsen; and James J. Ennis, Executive Director, Racine Education Association.

The parties were given full opportunity to present relevant evidence and arguments. Upon receipt of the District's reply brief, the record was declared closed on April 22, 1985.

II. FINAL OFFERS

The sole issue to be decided in this matter is whether the District's wage offer is the more reasonable or whether the Association's offer is the more reasonable. The District's final offer is attached to this Award as Exhibit A and the Association's is attached as Exhibit B.

III. STATUTORY CRITERIA

In determining which offer to accept, the Arbitrator must give weight to the following statutory (Wis. Stats. sec. 111.70(4)(cm)7) criteria:

- a. The lawful authority of the employer.
- b. Stipulations of the parties.
- c. The interests and welfare of the public and 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 employees involved in the arbitration proceedings with the wages, hours and conditions of employment of other employees performing similar services and with other employees 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 employees, including direct wages, 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, factfinding, arbitration, or otherwise between the parties in the public service.

IV. DISCUSSION

A. INTRODUCTION

Both the District and the Association have proposed salary schedules with six lanes and fourteen steps. The ratios or multipliers are identical in each and have not changed from the salary schedules in the last two years. Except for the amounts, the salary schedules are the same and consistent with previous years' schedules.

The Association's salary schedule shows Steps 15 and 16. These steps apply to certain exceptional education teachers. Although these steps have never been set out in previous salary schedules, the steps are consistent with past and present practice.

B. STATUTORY AUTHORITY

1. Lawful Authority of the Employer. There is no contention that the District lacks the lawful authority to implement either offer.

2. Stipulations of the Parties. While the parties were in agreement on many facts, there were no stipulations with respect to this issue.

3. Ability to Pay and Interests and Welfare of the Public. There is no contention that the District lacks the financial ability to pay either offer.

4. Comparison of Wages, Hours and Conditions of Employment. The purpose of comparing wages, hours and conditions of employment of comparable employers is to obtain guidance in determining the pattern of voluntary settlements among the comparables and the wage rates paid by these comparables for similar work. If there is no basis for departing from the comparables, an arbitrator, in giving effect to the prevailing wage practice in the comparables, relies upon precedent, adopting for the parties that which has been adopted by other parties through collective

bargaining under similar circumstances.

In determining which districts are comparables, arbitrators take into account size, geographical location, number of employees, enrollment and equalized valuation. The Employer is the third largest school district in Wisconsin with an enrollment in excess of 20,000 students. In cases involving the ten largest school districts, arbitrators have frequently utilized the top ten school districts for purposes of comparison. The top ten school districts are considerably larger than the remaining Wisconsin districts (even the seventh largest district is half the size of the Employer) and are generally pattern setters rather than pattern followers. See *Madison Metropolitan School District*, Decision No. 33865-B (Stern, 1985). Except for Racine, all of the top ten districts have settled on salary for 1984-85.

The following school districts are thus deemed to be appropriate comparables for purposes of this proceeding:

Milwaukee
Madison
Green Bay
Kenosha
Waukesha
Appleton
Janesville
Eau Claire
Sheboygan

Arbitrators in public education interest arbitrations have generally found a comparison of salary schedule benchmarks to be a reliable and predictable measure of comparability. The BA Base, BA Maximum, MA Minimum, MA Maximum and Schedule Maximum are appropriate benchmarks for use in comparing salary schedules here.

TABLE NO. 1--1984-85 BA BASE

DISTRICT	SALARY	PERCENT INCREASE	DOLLAR INCREASE
Milwaukee	\$16,103	5.0%	\$ 767
Madison	15,765	4.8%	727
Green Bay	16,000	6.6%	1,000
Kenosha	15,377	7.0%	1,010
Waukesha	15,450	5.8%	850
Janesville	15,534	6.2%	914
Sheboygan*	16,584	13.3%	1,950
Appleton	16,425	6.8%	1,050
Eau Claire	15,505	5.2%	775

*Step movement frozen this year.

Median Salary	\$15,765
Average Salary	\$15,860
Median Percent Increase	6.2%
Average Percent Increase	6.7%
Median Dollar Increase	\$ 914
Average Dollar Increase	\$1,004

DISTRICT

Base Salary	\$15,884
Percent Increase	4.5%
Dollar Increase	\$684

ASSOCIATION

Base Salary	\$16,000
Percent Increase	5.2%
Dollar Increase	\$800

The District's offer would result in a base salary \$119 above the median and \$24 above the average. The District's offer provides a percentage increase 1.7% below the median percentage increase and 2.2% below the average. The District's offer provides a dollar increase \$230 below the median dollar increase and \$320 below the average increase.

The Association's offer would result in a base salary \$235 above the median base salary and \$140 above the average. The Association's offer provides a percentage increase 1.0% below the median percentage increase and 1.5% below the average. The Association's offer provides a dollar increase \$114 below the median dollar increase and \$204 below the average.

In 1982-83 the District ranked ninth among the comparables at this benchmark. In 1983-84 The District ranked third among the comparables. The District's offer would drop the District two places to fifth and the Union's would drop it one place to fourth.

The average percentage increase at this benchmark in the comparable districts for the last three years was 20.7% and the average dollar increase was \$2,891. The District's offer would result in a three-year percentage increase of 19.7%-- .10% below the average--and a three-year dollar increase of \$2,756--\$135 below the average. The Association's offer would result in a three-year percentage increase of 20.4%-- .3% below the average--and a three-year dollar increase of \$2,872--\$19 below the average.

TABLE NO. 2--1984-85 BA MAXIMUM

DISTRICT	SALARY	PERCENT INCREASE	DOLLAR INCREASE
Milwaukee	\$28,278	5.0%	\$1,347
Madison	26,801	4.8%	1,236
Green Bay	25,600	6.6%	1,600
Kenosha	23,912	7.0%	1,571
Waukesha	25,184	5.8%	1,386
Janesville	20,735	6.2%	1,220
Sheboygan*	25,643	8.2%	1,950
Appleton	25,418	6.8%	1,625
Eau Claire	23,595	6.0%	1,353

*Step movement frozen for 1984-85.

Median Salary \$25,418
 Average Salary \$25,018

Median Percent Increase 6.2%
 Average Percent Increase 6.3%

Median Dollar Increase \$1,386
 Average Dollar Increase \$1,476

DISTRICT

BA Max Salary \$24,739
 Percent Increase 4.4%
 Dollar Increase \$1,065

ASSOCIATION

BA Max Salary \$24,920
 Percent Increase 5.2%
 Dollar Increase \$1,246

The District's offer would result in a wage rate at BA Max \$679 less than the median and \$279 below the average. The District's offer would provide a percentage increase 1.8% below the median and 1.9% below the average. The District's offer provides a dollar increase \$321 below the median dollar increase and \$411 below the average.

The Association's offer would result in a wage rate at BA Max \$498 below the median and \$98 below the average. The Association's offer would provide a percentage increase 1.0% below the median and 1.1% below the average. It would provide a dollar increase \$140 below the median dollar increase and \$230 below the average.

In 1982-83 and 1983-84 the District ranked seventh among the ten comparables at this benchmark. Both offers would maintain this ranking for 1984-85.

The average percentage increase at this benchmark in the comparable districts for the last three years was 19.7% and the average dollar increase was \$4,343. The District's offer would result in a three-year percentage increase of 19.6%-- .1% below the average--and a three-year dollar increase of \$4,292--\$51 below the average. The Association's offer would result in a three-year percentage increase of 20.4%-- .7% above the average---and a three-year dollar increase of \$4,473--\$130 above the average.

TABLE NO. 3--1984-85 MA MINIMUM

DISTRICT	SALARY	PERCENT INCREASE	DOLLAR INCREASE
Milwaukee	\$16,764	4.9%	\$ 798
Madison	17,342	4.8%	800
Green Bay	17,280	6.6%	1,080
Kenosha	16,915	7.0%	1,111
Waukesha	17,922	5.8%	986
Janesville	17,675	6.2%	1,040
Sheboygan*	18,048	12.1%	1,950
Appleton	18,396	6.8%	1,176
Eau Claire	16,558	5.2%	828

*Step movement frozen for this year.

Median Salary	\$17,342
Average Salary	\$17,433
Median Percent Increase	6.2%
Average Percent Increase	6.6%
Median Dollar Increase	\$1,040
Average Dollar Increase	\$1,085

DISTRICT	
MA Min Salary	\$17,472
Percent Increase	4.4%
Dollar Increase	\$752
ASSOCIATION	
MA Min Salary	\$17,600
Percent Increase	5.2%
Dollar Increase	\$880

The District's offer at this benchmark would result in a MA Minimum salary \$130 above the median and \$39 above the average. Its offer provides a percentage increase 1.8% below the median and 2.2% below the average. The District's offer provides a dollar increase \$288 below the median and \$333 below the average.

The Association offers at this benchmark would result in a MA Minimum salary \$258 above the median and \$167 above the average. Its offer provides a percentage increase 1.0% below the median and 1.4% below the average. The Association's offer provides a dollar increase \$160 below the median dollar increase and \$205 below the average.

In 1982-83 the District ranked seventh at this benchmark. In 1983-84 in moved up to third place. Both offers would drop the District to fifth place for 1984-85.

The average percentage increase at this benchmark in the comparable districts for the last three years was 20.5% and the average dollar increase was \$3,152. The District's offer would result in a three-year percentage increase of 19.6--.9% below the average percentage increase--and a three-year dollar increase of \$3,031--\$121 below the average. The Association's offer would result in a three-year percentage increase of 20.4%--.1% below the average--and a three-year dollar increase of \$3,159--\$7 above the average.

TABLE NO. 4--1984-85 MA MAX

DISTRICT	SALARY	PERCENT INCREASE	DOLLAR INCREASE
Milwaukee	\$29,627	5.0%	\$1,411
Madison	28,377	4.8%	1,309
Green Bay	28,800	6.6%	1,800
Kenosha	28,161	7.0%	1,847
Waukesha	30,282	5.8%	1,666
Janesville	26,510	6.2%	1,559
Sheboygan*	28,012	7.4%	1,950
Appleton	30,169	6.8%	1,928
Eau Claire	28,748	6.2%	1,690

*Step movement frozen for 1984-85.

Median Salary	\$28,798
Average Salary	\$28,742
Median Percent Increase	6.2%
Average Percent Increase	6.2%

Median Dollar Increase \$1,690
 Average Dollar Increase \$1,684

DISTRICT

MA Max Salary \$28,873
 Percent Increase 4.4%
 Dollar Increase \$1,243

ASSOCIATION

MA Max Salary \$29,084
 Percent Increase 5.2%
 Dollar Increase \$1,454

The District's offer would result in a salary at this benchmark \$75 more than the median and \$131 more than the average. The District's offer provides a percentage increase 1.8% below the median and average percentage increase. Its offer provides a dollar increase \$447 below the median dollar increase and \$441 below the average.

The Association's offer would result in a salary \$286 more than the median and \$342 above the average. The Association's offer provides a percentage increase 1.0% below the average and median percentage increase. The Association's offer provides a dollar increase \$236 below the median and \$230 below the average.

In 1982-83 the District ranked eighth among the comparables at this benchmark. In 1983-84 it moved up to fourth among the comparables. Both offers would maintain this relative ranking.

The average percentage increase at this benchmark in the comparable districts for the last three years was 19.0% and the average dollar increase was \$4,870. The District's offer would result in a three-year percentage increase of 19.6%-- .6% above the average increase--and a dollar increase of \$5,011--\$141 above the average. The Association's offer would result in a three-year percentage increase of 20.4%-- 1.4% above the average--and a dollar increase of \$5,222--\$352 above the average.

TABLE NO. 5--1984-85 SCHED MAX

DISTRICT	SALARY	PERCENT INCREASE	DOLLAR INCREASE
Milwaukee	\$32,334	5.0%	\$1,540
Madison	33,107	4.8%	1,527
Green Bay	30,240	6.6%	1,890
Kenosha	30,412	7.0%	1,998

Waukesha	31,982	5.8%	1,760
Janesville	30,118	6.2%	1,772
Sheboygan*	30,381	6.8%	1,950
Appleton	31,702	6.8%	2,027
Eau Claire	30,704	6.1%	1,770

*Step movement frozen for 1984-85.

Median Salary	\$30,704
Average Salary	\$31,220
Median Percent Increase	6.2%
Average Percent Increase	6.1%
Median Dollar Increase	\$1,772
Average Dollar Increase	\$1,803

DISTRICT

Sched Max Salary	\$31,093
Percent Increase	4.5%
Dollar Increase	\$1,339

ASSOCIATION

Sched Max Salary	\$31,320
Percent Increase	5.2%
Dollar Increase	\$1,566

The District's offer would result in a salary at this benchmark \$389 above the median and \$127 below the average. The District's offer provides a percentage increase 1.7% below the median and 1.6% below the average. Its offer provides a dollar increase \$433 below the median \$464 below the average.

The Association's offer would result in a salary at this benchmark \$616 above the median and \$100 above the average. The Association's offer provides a percentage increase 1.0% below the median percentage increase and .9% below the average. Its offer provides a dollar increase \$206 below the median dollar increase and \$237 below the average.

In 1982-83 the District ranked eighth among the comparables at this benchmark. In 1983-84 the District moved up to fourth place. Both offers would drop the District to fifth place in 1984-85.

The average percentage increase at this benchmark for the last three years was 19.0% and the average dollar increase was \$5,269. The District's offer would result in a three-year percentage increase of 19.7%--.7% above the average--and a three-year dollar increase of \$5,395--\$126 above the average. The Association's offer would result in a

three-year percentage increase of 20.4%--1.4% above the average--and a three-year dollar increase of \$5,622--\$353 above the average.

Within the District, six nonteaching employee bargaining units received 1984-85 pay increase ranging from 3.8% to 6.0%. City of Racine employees received no pay increase in 1984.

5. Changes in the Cost of Living. Both offers exceed the increase in the cost of living as measured by the Consumer Price Index. The District's offer is closer to the increase in the cost of living than the Association's.

6. Overall Compensation. The average dollar increase under the District's offer would be \$1,456 and would result in an average teacher salary of \$24,199. The average dollar increase under the Association's offer would be \$1,644 and would result in an average teacher salary of \$25,843.

7. Changes During the Pendency of Arbitration. Wage settlements between the date of the hearing and the submission of briefs have been taken into consideration in this award.

8. Other Factors. This criterion recognizes that collective bargaining is not isolated from those factors which comprise the economic environment in which bargaining occurs. See *Cudahy Schools*, Dec. No. 19635 (Gundermann), 1982); *Madison Schools*, Dec. No. 19133 (Fleischli, 1982).

In October 1984 the unemployment rate in Racine stood at 7.2% as compared to the state average of 6.5%. While the equalized valuation has continued to increase, there has been a continuous decrease in the percentage change of equalized assessed valuation since 1979. Racine lost 13,000 jobs from 1979 to 1983. The number of employed persons in Racine rose by 12.3% from 1983 to September 1984. Non-agricultural employment has increased by 10.90%.

According to the last U.S. Census, Racine County trailed only Waukesha County in household income and family income. Racine had the fourth highest property value of the thirteen most populous Wisconsin counties. It had the third highest property value among the Wisconsin standard metropolitan statistical areas. Monthly rental rates were third highest among the standard metropolitan statistical areas in the state and mortgage costs were third out of the standard metropolitan statistical areas in the state.

In 1982-1983 the District ranked 66th in spending per pupil on a statewide basis. In 1984, the District's per pupil expenditures ranked 23rd out of 26 school districts in southeastern Wisconsin. The District's 1983 tax levy was fourth lowest out of the largest five Wisconsin school

districts.

There is no evidence that the District has had to or will have to reduce or eliminate any services, that it will have to engage in long term borrowing, or that it will have to raise taxes if either offer is accepted. Further, the record does not show that the District is less able to pay than the comparable districts.

Several reports, including the Rand Corporation Report and the report of the Wisconsin Department of Public Instruction, indicate that salaries for the teaching profession should be increased and should be "professionally competitive, market sensitive and performance-based." The DPI reported called for a minimum starting salary of \$20,000 for professional teachers. In addition, the Governor's proposed budget includes an \$18,000 starting base. The Rand Corporation's report states that a professional competitive salary level in the current marketplace would result in a \$20,000 beginning salary with career increases to \$50,000.

V. POSITIONS OF THE PARTIES

A. THE ASSOCIATION

The Association argues that, in light of the statutory criteria, its offer is more reasonable than the District's. It notes the District's final offer is the lowest, in terms of percentage increase, of any of the comparable school districts.

Contending that the District's offer was made during the a period of universal support for substantial increases in educators' salaries, the Association asserts that the District is seeking to gain through arbitration what it would not and has not been able to gain through collective bargaining.

According to the Association, Racine is recovering nicely from the recession, enjoys relatively high per capita income, high property valuation, drastic cuts in unemployment and, at the same time, is decreasing its contribution to school expenditures.

B. THE DISTRICT

The District argues that its offer is more reasonable in light of the statutory criteria. In comparing the District's offer with settlements in the top ten, the District claims it was both dollar and percentage closer to the averages than the Association's offer.

In comparing the District's offer to the Consumer Price Index, the District says its offer was closer to the index. With respect to internal comparables, the District contends

that its offer exceeds that of most internal groups but is closer to the internal settlement pattern than the Association's offer. With respect to local government settlements, the District asserts that its offer is more in line with those settlements than the Association's.

According to the District, its offer is in the interest and welfare of the public.

VI. CONCLUSION

Many studies and government leaders have spoken forcefully for higher teacher salaries as well as the need for improved teacher preparation and performance. The public should have an interest in keeping the District in a competitive position to attract competent, experienced teachers, to hold valuable teachers now serving the District, and to give recognition to advanced degrees and training. What is appropriate for maintaining a competitive position is reflected in the statutory criteria.

The District's offer provides the lowest 1984-85 percentage increase of all the comparable school districts. Only two of the comparable school districts had 1984-85 percentage increases lower than the Association's offer.

With respect to the benchmark comparisons, both the District's offer and the Association's offer provide 1984-85 percentage salary increases lower than the median and average percentage salary increases of the comparable school districts at all benchmarks. The Association's offer is closer to both the average and median percentage increases of the comparables than the District's offer.

Both offers provide 1984-85 dollar salary increases lower than the median and average dollar salary increases of the comparable school districts at all benchmarks.

With respect to the District's relative ranking at BA Base, the District's offer would drop the District two places to fifth and the Association's would drop the District one place to fourth. At BA Max and MA Max, both offers would maintain the District's relative ranking. At MA Min both offers would drop the District from third to fifth place. At Sched Max both offers would drop the District one place from fourth to fifth place.

For 1984-85, not only is the District's percentage increase offer the lowest of the ten comparable districts, it would provide dollar increases lower than the median and average dollar increases of the comparable school districts at all benchmarks. The District's offer would have a greater adverse effect on the District's relative ranking at the benchmarks while the Association's offer either maintains the ranking or lowers it at three benchmarks.

On a three-year basis, the District's offer would result in a percentage increase below the average percentage increase of the comparables during the same period at three of the five benchmarks. The Association's offer would result in a three-year percentage increase above the average percentage increase of the comparables during the same period at three of the five benchmarks.

While the District's offer is closer to the increase in the CPI than the Association's it can reasonably be presumed that the percentage settlements in the comparable districts took into consideration the cost of living increase and the level of settlements, in effect, reflect the amount of consideration districts have given to that factor.

While comparisons of settlement patterns with other public sector employees may be of some help, they are not as helpful as comparisons with wages to teachers in comparable school districts. The conditions of employment are simply too dissimilar to make meaningful comparisons possible.

Increases the District has granted other employees in the District may be relevant, but teachers in comparable districts are the most comparable employees and those teachers' wages should be given greater consideration. See *Freedom Schools Auxiliary Personnel*, Dec. No. 20142-A (Yaffe). Patterns of settlement in non-teaching units have generally been held not to be persuasive in determining the appropriate wages for teachers. *School District of Janesville*, Dec. No. 17169-A (Kerkman).

The record shows that Racine County has suffered difficult economic times in recent years. However, the record shows that while Racine has the one of the highest property values among the thirteen most populous Wisconsin counties, its per pupil expenditures rank 23rd out of 26 school districts and its tax levy ranks fourth out of the five largest school districts. The evidence of the economic conditions does not justify a departure from the pattern of settlement set by the comparable school districts.

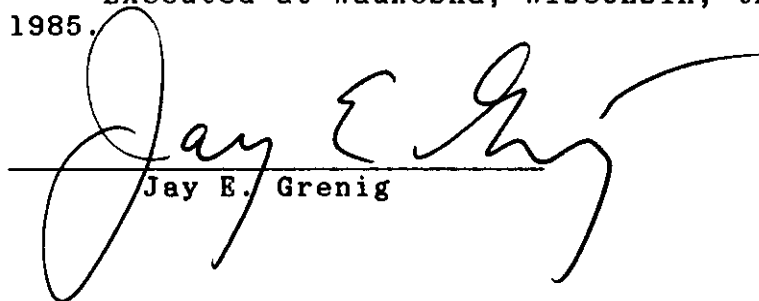
Because the Association's offer is closer to the 1984-85 pattern of settlement established by the percentage rate of increase and dollar rate of increase in the comparable school districts and because the Association's offer will more closely maintain the District's relative ranking at the benchmarks, it is concluded that the Association's offer is more reasonable than the District's.

VII. AWARD

Having considered all the arguments and the relevant evidence submitted in this matter, it is concluded that the Association's final offer is more reasonable. The parties

are directed to incorporate into their collective bargaining agreement for 1984-85 the Association's final offer.

Executed at Waukesha, Wisconsin, this 25th day of May, 1985.



Jay E. Grenig

Appendix A

1984 - 1985

BASIC SALARY SCHEDULE FOR TEACHERS

Level of Preparation	IV BA	V BA+12	VI BA+24	VII MA	VIII MA+12	IX MA+24
Ratio	1.00	1.03	1.06	1.10	1.13	1.16
Step						
1	15884	16361	16837	17472	17949	18425
2	16519	17015	17511	18171	18667	19162
3	17155	17669	18184	18870	19385	19899
4	18386	18937	19489	20224	20776	21327
5	19021	19592	20247	21011	21584	22157
6	19656	20246	21004	21797	22591	22986
7	20292	20901	21762	22583	23199	23907
8	20927	21555	22520	23369	24007	24828
9	21563	22209	23193	24942	25622	26487
10	22198	22864	23867	25728	26520	27408
11	22833	23518	24540	26514	27417	28329
12	23469	24173	25213	27301	28314	29250
13	24104	24827	25887	28087	29212	30172
14	24739	25482	26560	28873	30109	31093

BASIC SALARY SCHEDULE FOR PSYCHOLOGISTS

	A Psych I	B Psych II	C Psych II
1	22834	23748	
2	23975	24698	
3			25870
4			27377
5			28885
6			30391
7			31901
8			33407

Appendix B

Basic Salary Schedule for Teachers

Step	E Arts	B A +12	B A +24	M Arts	M A +12	M A +24
1	16000	16480	16960	17600	18080	18560
2	16640	17139	17638	18304	18803	19302
3	17280	17798	18317	19008	19526	20045
4	18520	19076	19631	20372	20920	21463
5	19160	19735	20394	21164	21741	22318
6	19800	20394	21150	21956	22555	23154
7	20440	21053	21921	22748	23368	24082
8	21080	21712	22684	23540	24182	25010
9	21720	22372	23362	25124	25809	26680
10	22360	23031	24041	25916	26713	27608
11	23000	23690	24719	26708	27617	28536
12	23640	24349	25398	27500	28521	29464
13	24280	25008	26076	28292	29425	30392
14	24920	25668	26754	29084	30329	31320
15	25560	26327	27433	29876	31233	32248
16	26200	26986	28111	30668	32137	33176

Steps 14 5 through 16 0 apply to certain Exceptional Education teachers hired prior to 1971.

JUNE 15, 1984

REA FINAL OFFER

BASIC SALARY SCHEDULE FOR PSYCHOLOGISTS

	A	B	C
1)	23,000	23,921	
2)	24,149	24,878	26,058
3)			27,577
4)			29,095
5)			30,613
6)			32,133
7)			33,649
8)			