

Commonwealth of Pennsylvania
Pennsylvania Labor Relations Board

IN THE MATTER OF FACT FINDING *

between *

Case No. ACT 88-11-23-E

VOCATIONAL-TECHNICAL TEACHERS *
ASSOCIATION OF LANCASTER COUNTY *
(VTTALC) *

and *

LANCASTER COUNTY CAREER & *
TECHNOLOGY CENTER (LCCTC) *

REPORT AND RECOMMENDATIONS

FACT FINDER: William W. Lowe

FOR THE EMPLOYER:

FOR THE UNION:

Representing LCCTC

Mr. Brian Koppenhaver, UniServ Rep., PSEA
Representing VTTALC

BACKGROUND

Pursuant to Act 88 of 1992 (Act 88) and the Public Employe Relations Act, Act 195 of 1970 (PERA), the undersigned was appointed by the Pennsylvania Labor Relations Board (Board) on October 18, 2011, as the Fact Finder in the bargaining impasse between the Lancaster County Career and Technology Center (“Employer” or “LCCTC”) and the Vocational-Technical Teachers Association of Lancaster County (“Association” or “VTTALC”). The LCCTC is administered, operated and supervised by a Joint Operating Committee (“JOC”) comprised of members appointed by the sixteen member School Districts. The JOC employs an Executive Director as the School Administrator. The JOC serves as the board that operates, administers and supervises the operation of the LCCTC. A management team consisting of school administrators and board members serves as the management negotiating team in negotiating with the VTTALC over the Collective Bargaining Agreement.

In accordance with the Board’s Order of October 18, 2011, the parties filed with the Fact Finder written statements of the issues in dispute. A hearing went forward at the Willow Street campus of the LCCTC on November 14, 2011, at which time both parties were afforded a full opportunity to present testimony, introduce documentary evidence and argue orally in support of their respective positions.

I commend the parties for their informative and professional presentations. The positions of the respective parties were clearly articulated and logically and completely set forth. I further credit the parties for their professional approach to negotiations and for the respect and consideration shown the opposing party throughout their negotiations and the fact-finding processes.

The recommendations which follow constitute the settlement proposals upon which the parties are now required to act as directed by Board regulation and statute. Pursuant to governing statutes, this Report will be released to the public if not accepted. A vote to accept the Report does not constitute agreement with, or endorsement of, the rationale contained therein, but rather represents only an agreement to resolve the issues by adopting the recommendations. The parties are directed to review the Report and, within ten (10) days of its issuance, notify the Board of their decision to accept or reject the recommendations.

ISSUES

The Association and the Employer identified fifteen (15) basic issues remaining in dispute between them at the time of the fact-finding. These issues include the following:

- (1) Article II – DURATION OF AGREEMENT
- (2) [New] Article V (I) – FAIR SHARE
- (3) Article VI (A) – WORK YEAR
- (4) Article VI (B) – WORK DAY
- (5) Article IX (H) (2) & (4) – SABBATICAL LEAVE OF ABSENCE
- (6) Article X (D) – SPOUSAL RULE
- (7) Article X (E) – INCOME PROTECTION
- (8) Article XI – TUITION REIMBURSEMENT
- (9) {New} Article XI-A – PRACTICAL NURSING PROGRAM
- (10){New} Article XI-B – COSMETOLOGY PROGRAM
- (11)Article XV (C) & (D) – SALARY SCHEDULE
- (12) Article XV (E) – ADVISORS AND MENTORS
- (13)Article XV (H) – RETIREMENT BONUS
- (14){New} Article XV (I) – TAX SHELTERED ANNUITIES/403(B) PLAN DOCUMENT
- (15) Attachment J – SALARY SCHEDULE

These issues will be discussed in detail in the following section. It should be noted, however, that the specific economic recommendations made in this Report, although discussed separately, were made only after consideration of all of the economic issues presented at the fact finding and their total, combined impact upon both parties.

DISCUSSION AND RECOMMENDATIONS

Issue No. 1: Article II - DURATION OF AGREEMENT

Current Status. The parties' Collective Bargaining Agreements in the past have had a rollover provision wherein the Agreement would continue without change if the parties were in mutual agreement that no negotiations were required. For the past sixteen years, the Contract has had this rollover provision, and it has been used extensively by the parties.

Position of the Parties. The **Association** proposes at least a two-year Agreement (July 1, 2011 through June 30, 2013) with an automatic rollover provision.

The **Employer** is satisfied with a two-year Agreement.

Discussion. This provision requires no further discussion as the parties are not in serious dispute over this issue.

Recommendation. The proposed language recommended for adoption for Article II is as follows:

The term of this Agreement shall begin 12:01 a.m. on July 1, 2011, and shall continue in full force and effect until at least June 30, 2013, or until such later date as the parties may hereinafter agree to extend the term. Any extension of the term shall be evidenced by an amendment to this Agreement signed by both parties. Effective July 1, 2012, the terms and conditions of this Agreement shall continue in full force and effect from year to year thereafter unless written notice of the desire to terminate those provisions in accordance with Article XIV of this Agreement is given to the other party, not later than December 15 of the school year in which the Agreement expires. In the event said written notice is given by either party to the other by said date, the parties shall commence negotiations for a new agreement not later than January 11 of the school year in which the Agreement expires.

Issue No. 2: {New} Article V (I) - FAIR SHARE

Current Status. Fair Share is not currently a part of the parties' Agreement. However, of the sixteen (16) Participating Districts, a majority has Fair Share provisions – some with a kicker (conditional approval based typically on a percentage of Union representation in the bargaining unit); some with no kicker; and one with a reverse Fair Share provision. While Association members pay a full membership fee, those who chose not to be members pay nothing even though they continue to have Association representation. Under a Fair Share arrangement, non-members would be required to pay a lesser rate than the Association membership fees as a “fair share” fee or would pay that lesser amount to a bona fide 501(c)3 non-religious charity of their choosing which would constitute their “fair share” contribution to offset the financial costs of representing them at the bargaining table or in grievance arbitration currently funded by only dues paying members.

Position of the Parties. The **Association** proposes a Fair Share provision for the Agreement with no kicker. Since the Association, by law, must represent all bargaining unit employees, regardless of Union affiliation, the Fair Share arrangement would require all employees to pay a fee to the Association for its representation. However, those bargaining unit employees who strictly oppose contributing to the Association, could instead pay the amount to a bona fide 501(c)(3) non-religious charity of their choosing. The Association also proposes to make an exception for part-time adjunct instructors in the Licensed Practical Nursing program.

The **Employer** opposes Fair Share provisions as it respects the individual's right to join, or not join, the Association and does not wish to be in a position where it imposes additional costs on employees who may not wish to support collective bargaining.

Discussion. Currently 11 of 16 Participating Districts have Fair Share in effect in the Contracts – 7 with no kicker; 4 with a kicker. Excluding the LCCTC, only about three (3) Participating Districts do not have some form of Fair Share. The main issue is whether a “kicker” must accompany the Fair Share provision. The Employer, if Fair Share is to be adopted, strongly recommends a “kicker” be required.

Recommendation. The following language is recommended for adoption as Article V, Section I. which includes Fair Share provisions and a kicker of 75% before Fair Share can be implemented in the bargaining unit.

I. Fair Share – If, and for so long as, seventy-five (75%) percent or more of the full-time members of the bargaining unit are voluntarily paying (either directly or by dues deduction) the Association’s dues, each nonmember in the bargaining unit represented by the Association (with the exception of part-time adjunct instructors in the licensed practical nursing program) shall be required to pay an amount annually certified by the Association as the fair share fee provided for by Act 84 of 1988. The School District and the Association agree to comply with all provisions of said law. In no event shall payroll deductions of fair share fees for nonmembers be withheld prior to January 16th of any school year, so that nonmembers with bona fide religious objections to a fair share fee may direct the Association to contribute their agency fee to a non-religious charity as per Act 84 of 1988. The Association’s escrow agent shall provide verification of said payment to any affected nonmember once the total agency fee obligation has been fully satisfied via payroll deduction.

The Association shall indemnify and hold the LCCTC (and its directors, officers, employees and agents) harmless against any and all claims, suits, costs and expenses (including without limitation reasonable attorney fees, other legal costs and expenses), orders or judgments arising out of this fair share fee obligation.

Issue No. 3: Article VI (A) – WORK YEAR

Current Status. There is currently a Work Year provision in the Agreement; however, mandatory attendance by bargaining unit members at certain after-school meetings or functions, (specifically Occupational Advisory Committee meetings, Meet and Greet sessions, Open House, and Certification & Awards Night functions) is not specifically included. The parties are in general agreement about most of the functions and the requirement for bargaining unit members to be present, but not for the Certification & Awards Night (graduation ceremony for students) which, in the past, has been recommended for attendance but not required.

Position of the Parties. The **Employer** contends the Certification & Awards Night is a very important function for the LCCTC and that the wrong message is sent when students graduate/receive their awards/certificates and their teachers/instructors are not present.

The **Association** is basically in agreement with the requiring bargaining unit attendance at the above functions except the Certification & Awards Night which it argues members have been encouraged to attend (and most do attend), but has not been, and should not now be, mandatory.

Discussion. The importance of the LCCTC selling itself based on its educational products and services cannot be overstated. There are a number of competing institutions in the area that would like very much to increase their enrollment in career and technical programs at the expense of the LCCTC. It is an acknowledged fact that most instructors attend the Certification & Awards Night function anyway – even though technically it is not required. Attendance at the Certification & Awards Night is about a three-hour commitment per school year. The bargaining unit is concerned about its members having to take hits in overall compensation yet having to increase their work commitment and expend even more hours at the job.

Recommendation. I understand both parties' positions, but believe the addition of the one Certification & Awards Night function, as mandatory attendance, is appropriate and necessary to keep the LCCTC competitive. The following language is recommended for adoption as Article VI (A), Work Year.

A. Work Year -- The number of days constituting each basic work year shall be determined and contained within the confines of the school calendar by the Joint Operating Committee by using the average (mean) days as provided by the Participating Districts in ratified contracts on November 10 for each school year covered by this Agreement. The school calendar may be modified by the Joint Operating Committee from time to time. The number of work days for licensed practical nursing instructors and cosmetology instructors shall be determined pursuant to Articles XI-A and XI-B of this Agreement.

In addition to the number of work days specified in this section or other sections, all Teachers shall be required to attend the Occupational Advisory Committee meetings for their assigned area of instruction (2 per year), Meet & Greet session (1 per year), Certification & Awards Night (1 per year), and LCCTC Campus Open House (1 per year), unless otherwise excused from doing so by the Executive Director. Teachers attending all these events during the school year shall be permitted to leave their buildings early at student dismissal time on those days when they must later return for the aforesaid functions in order to go home prior to these functions. Teachers who attend all of the events outlined in this paragraph during the school year shall be granted one (1) paid flex day at the end of the work year. This paid flex day shall be scheduled for all eligible teachers on the same date by the Executive Director.

Issue No. 4: Article VI (B) - WORK DAY

Current Status. The central issue is whether the LCCTC Center and LCCTC faculty meetings will be held during the course of the normal work year but outside the normal work day, i.e. that bargaining unit employees will be able to be held up to thirty minutes beyond the course of the normal work day for these meetings. Currently there is no provision in the Agreement for holding these meetings beyond the end of the work day.

Position of the Parties. The **Employer** has proposed that up to five times per each school year, the meetings will be able to extend up to thirty (30) minutes beyond the scheduled end of the work day.

The **Association** proposes to keep the current contractual language unchanged, i.e. that all such meetings will be held within the contractual work day.

Discussion. I agreed, based upon maintaining and/or improving the reputation of the LCCTC, in prior Issue No. 3, to the extension of the work year by proposing to mandate attendance at the Certification & Awards night recognizing the fact that the teachers would be giving more personal time despite the hits they take to overall compensation. The same conclusion is not arrived at regarding this proposal. Apparently, the LCCTC has been able to conduct its meetings within the confines of the work day for a number of years. There is no reason why this practice cannot continue.

Recommendation. No change.

Issue No. 5: Article IX (H) (2) & (4) - SABBATICAL LEAVE OF ABSENCE

Current Status. The current CBA permits 2 guaranteed full pay, half-year sabbaticals for the bargaining unit.

Position of the Parties. The **Employer** has proposed language terminating the two guaranteed full pay, half-year sabbaticals indicating that this is the trend in the Participating Districts and that the sabbaticals are very disruptive to the LCCTC as it is difficult to find qualified long-term substitutes to replace those on sabbaticals.

The **Association** has proposed language agreeing with the Employer to eliminate the guaranteed two (2) full pay, half-year sabbaticals, but wants to insert language into the new CBA to maintain a minimum of one (1) half-year, full pay sabbatical per contract year.

Discussion. The parties are in substantial agreement on this contract proposal with the exception of the Association proposing to keep a minimum of one half-year, full pay sabbatical per contract year. The net effect of the Association's proposal is to limit to one the now two guaranteed sabbaticals while the Employer does not wish to guarantee any.

Recommendation. It is recommended that the sabbaticals be gradually reduced (as is being done in other Participating Districts), not eliminated altogether in one fell swoop. The following language is recommended for Article IX, Sections H (2) and H (4):

H. Sabbatical Leave of Absence

2. Limitation on Number of Leaves and Order of Preference. The number of full-year sabbaticals permitted per year shall be limited to the mean average of such limitations imposed by Participating Districts. Half-year, full paid sabbaticals shall only be available if the majority of Participating Districts permit such sabbaticals, and the number of such sabbaticals permitted per year shall be limited to the mean average percentage of teachers permitted to take such sabbaticals in a given year by Participating Districts that offer the benefit (e.g., if Participating Districts that offer the benefit employ a mean average of 200 teachers and impose a mean average limit of 4 full paid sabbaticals per year, this represents a mean average percentage limit of 2% of teachers). For purposes of this paragraph, the mean average shall be calculated in compliance with Attachment L, Guideline #6 for rounding rules, subject to a minimum of one (1) half-year, full paid sabbatical leave per contract year.

4. Legislative Changes. In the event that the General Assembly passes a law that abolishes sabbaticals for restoration of health and/or leaves of absence for professional development, Article IX, Section H of this Agreement entitled “Sabbatical Leave of Absence” shall become null and void immediately, upon the effective date of that law to implement the provisions of that new law and the right to take “half-year, full paid sabbaticals” shall be immediately extinguished. Any member of the bargaining unit taking one of these said leaves upon the effective date of said law shall be grandfathered from this provision, and shall be permitted to continue said leave under the terms and conditions under which it was granted, so long as the bargaining unit member satisfies the requirements set forth in Section 1168 of the Public School Code.

Issue No. 6: Article X (D) - SPOUSAL RULE

Current Status. The parties currently have a spousal rule in their existing Collective Bargaining Agreement which restricts the right of an employee to cover a spouse with the LCCTC’s health care coverage if that spouse has coverage through his/her employer. However, the current rule’s cost is based on the mode of the Participating Districts.

Position of the Parties. The **Employer** has proposed language to eliminate the “averaging” to determine the cost threshold for the spousal rule. It, too, wants a fixed percentage and proposes a percentage of 50% (50% of the total cost for individual coverage). The Employer believes the fixed percentage is more predictable and stable and eliminates year-to-year fluctuations which make family health care decisions difficult.

The **Association** has proposed maintaining the status quo, but would agree to changing the current language to what the District proposes, provided the reference to the 50% figure is changed to reflect the average in the county of 37.67% for Participating Districts and maintaining that fixed percentage for the life of the Agreement.

Discussion. Both parties are in agreement to having a fixed percentage rather than an averaging although the Association believes the current average of 37.67% should be used as that fixed percentage while the Employer wants a 50% figure. The LCCTC's position is that working spouses should be using their own employer-provided health care coverage rather than the LCCTCs. The LCCTC also is very interested in not using an "average" figure but a fixed figure.

Recommendation. It is recommended a fixed percentage of forty (40%) percent be used as the triggering criteria. The following language is recommended for Article X (D).

C. Spousal Rule -- Beginning July 1, 2011, if a Teacher's spouse has individual health care coverage available from his/her own employer at a cost less than forty percent (40%) of the spouse's employer's premium cost for individual coverage, the spouse cannot be covered by LCCTC's health care plan. If the spouse does not have individual coverage available through his/her employer or must pay forty percent (40%) or more of his/her employer's premium cost for individual coverage, he/she can receive coverage under LCCTC's health care plan with the applicable contribution towards such coverage.

Issue No. 7: Article X (E) - INCOME PROTECTION

Current Status. This is a short-term income protection for bargaining unit members who are unable to work due to disabling conditions. Currently, total coverage is determined by averaging nine different items, e.g. length of coverage (mean).

Position of the Parties. The **Employer** has proposed language to place a lifetime maximum limit of 2 years or the period of employment, whichever is less. This effectively eliminates the possibility of the LCCTC providing an employee income protection for longer than he/she actually worked. The Employer also proposes that "mean" (average) rather than "mode" (value most frequently occurring in a set) be used to determine the period of time the employee must work before becoming eligible for this benefit.

The **Association** proposes to maintain the status quo, but in the interest of compromise, agrees to the Employer's proposal to limit the length of coverage to the lesser of either two (2) work years (i.e., total number of work days for two school years) or the length of time a person is employed by the LCCTC, provided the Association is able to preserve the mode as been the practice in the past.

Discussion. The parties believe their respective positions will be fairer and more equitable in the provision of this benefit. This fact-finder believes that the two-year or length of service, whichever is less criteria is fair and equitable and commends both parties for agreeing to this condition. The only remaining issue is whether to use "mean" or "mode" for determining length of employment prior to eligibility. I see no reason to change from the established practice of using the "mode" to determine the appropriate period of time for eligibility.

Recommendation. The following language is recommended for Article X (E).

E. Income Protection Insurance -- Each of the following areas will be averaged to determine total coverage:

- (1) Rate per school day (mean)
- (2) Length of coverage (2 year lifetime maximum (total of work days for 2 school years) or period of time employed by LCCTC, whichever is less)
- (3) Use of accumulated sick leave (mode)
- (4) Waiting period (mean)**
- (5) Disability offset (mode)
- (6) Joint Operating Committee's expense (mean)
- (7) Availability beyond retirement date (mode)
- (8) Availability on unpaid leave (mode)
- (9) Length of Employment prior to eligibility (mode)

** See Attachment L, Guideline #2 for rounding rules

Listings, calculations, and averages are found on Attachment H.

Issue No. 8: Article XI - TUITION REIMBURSEMENT/INDUSTRY CREDENTIALS

Current Status. There are three separate pieces to this proposal – (a) grade achievement for tuition reimbursement; (b) industrial credit; and (c) re-payment of benefits.

Position of the Parties. The **Employer** has proposed language (a) to raise the criteria for tuition reimbursement to require “at least a grade of “B” or better for all course work taken after receipt of Vocational I instructor certification; (b) permitting teachers to receive reimbursement for industry credential training programs and courses directly related to their current professional assignment with Executive Director approval; and (c) to define the present contractual phrase “voluntarily leave the Center” for repayment of tuition reimbursement to the LCCTC when an employee resigns or reduces his/her position with the LCCTC.

The **Association** has proposed no change to the present contract language, but is willing to make some concessions, in the interest of compromise, to permit some, but not all, of the changes proposed by the Employer. Specifically, the Association agrees in (a) to raise the grade requirement to “B-“ for all undergraduate or graduate courses taken, but to retain the grade requirement of “C” for all coursework taken in pursuit of a PDE certification. With respect to (b), the Association agrees with the Employer’s proposal except that where the Employer proposes to have the Joint Operating Committee (JOC) make the final and binding decision on reimbursement for industry credentialing, the Association feels strongly that the approval and reimbursement of industry credentialing be based on recommendations from the Occupational Advisory Committee (OAC). The Association also proposes that credits taken to secure industry credentialing shall be honored for lateral movement on the Salary Schedule, which the Employer opposes. With respect to (c), the Association agrees with the Employer’s recommendation, except for the provision regarding employees who reduce their full time status to part time due to working for another employer. The Employer proposes that any employee who reduces his/her employment status with the LCCTC to work in any capacity for another employer is considered to “voluntarily leave the Center” whereas the Association only believes they “voluntarily leave the Center” if they reduce their employment status with the LCCTC to work “full time” for another employer.

Discussion. In (a) the Employer desires to raise the bar with respect to tuition reimbursement for grade achievement; the Association agrees but does not want the bar raised as high as the Employer. Management obviously wants a bigger bang for its buck, but the bargaining unit employees are concerned that, with having been out of the classroom so long, raising the bar too high will cause them to lose tuition reimbursement which they can ill afford in this environment. In (b) the main issue is whether the JOC has complete and unfettered authority to decide upon reimbursement for industry credentialing or whether the JOC should base its decision on the recommendations of the

Occupational Advisory Committee. The Association argues that the OAC is recognized for their expertise in the industry. However, the JOC is the ruling body of the Center, and feels it must be in control of such fiscal matters and not be subject to the whim of an outside organization over which they have no control. There is also the side issue of whether the employees who takes credit-based classes to gain their credentials can use this for lateral movement on the Salary Schedule. The Employer remained silent regarding this specific proposal, but had originally maintained that no step or column movement be awarded for the life of the new agreement. The Association desires to grant these employees lateral movement on the Salary Schedule for credit-based classes to secure these credentials. In (c) the Employer believes that employees who are reimbursed by the LCCTC for tuition, must repay that tuition reimbursement if they leave the LCCTC for full time employment with another employer or if they even reduced their LCCTC employment from full time to part time to work for another employer.

Recommendations. With regard to (a) in light of the parties' agreement to raise the bar with respect to qualifying for tuition reimbursement, I cannot find it inappropriate to do so. However, how high the bar is raised is the question. I consider the Union proposal on this matter, compromising and agreeing to raise the overall qualification level, to be a good compromise headed in the right direction. Accordingly, I recommend the Association's language be used for paragraph A. In (b), the issue is whether the JOC will be unfettered in its reimbursement determination or must use the OAC input in making its decision. Both Association and Employer proposals make the final decision the right of the Employer's JOC. Finding it not unreasonable to base its final decision on the recommendation of an OAC, recognized for its expertise, I recommend that the Association proposal be used for paragraph B which will also permit column movement based upon the successful completion of credit-based courses to secure the industry credential. In (c), there is very little difference in the two proposals – the percentage of reimbursement for repayment is the same recommendation of both parties, and it is agreed that employees reducing their employment status from full time to part time to work full time with another employer is considered "leaving the Center." The main issue is how such employees are treated who go from full time to part time status to work "part time" at another employer. In this environment, of lower wages and benefits and increased expenses, many are seeking second jobs to make ends meet. I see no good reason for penalizing such employees who are seeking a second job, often as a family survival measure, and requiring them to reimburse the LCCTC for tuition reimbursement it already previously approved. The following language is recommended for Article XI, Sections A, B and C:

A. Tuition Reimbursement -- The Joint Operating Committee agrees to reimburse each Teacher the average (mean) rounded off to the nearest fifty dollars (\$50) for tuition costs and reasonable expenses (excluding transportation costs) incurred by such Teacher for professional study or education previously approved by the Executive Director and completed during the school year covered by this Agreement. The aforementioned average (mean) shall be effective for the next school year. Listings, calculations, and averages are found on Attachment I. Such reimbursement shall be made to any such teacher if:

1. The Executive Director shall determine that the professional study or education is reasonably related to the professional duties and responsibilities of such Teacher and the educational program of the Joint Operating Committee.
2. Such Teacher shall successfully complete ('C' or better for undergraduate courses taken toward certification from the Pennsylvania Department of Education (PDE), 'B-' or better for any other undergraduate or graduate course not taken in pursuit of a certification from the PDE, or 'Pass' in a Pass/Fail class) such professional study or education.
3. All said payments are conditioned that no more than six (6) credits may be taken at the same time during the Teacher's instructional school year.

B. Industry Credentials – The Executive Director, with the prior approval of the Joint Operating Committee, may authorize a Teacher to be reimbursed for the cost of training programs or courses to obtain or maintain industry credentials that are directly related to the professional duties and responsibilities of the Teacher and the educational program being offered by the LCCTC. Subject to approval by the Joint Operating Committee, the approval and reimbursement of Industry Credentials shall be based on and granted for those training programs and/or courses recommended by the Occupational Advisory Committee (OAC) or the Pennsylvania Department of Education (PDE). The

amount of any reimbursement paid to a Teacher shall count against the Teacher's annual dollar allotment for tuition reimbursement. Credentials or units earned for any Industry Credential shall not be used by a Teacher to advance from one horizontal column to another on the Salary Schedule; however, credit-based classes (taken for undergraduate or graduate credit at an accredited college or university) to secure said credentials, if applicable, shall be honored for lateral movement on the Salary Schedule.

C. Repayment of Benefit -- Employees who have received reimbursement under either section A or B and who voluntarily leave the Center within three semesters after the completion of the course work for which reimbursement was paid shall repay the Center for its payments under this provision as follows: a) employees leaving the Center within one (1) year after completion of the course work shall repay the Center 100% of its reimbursement; b) employees leaving the Center prior to completion of the third full semester of the Center's school year following completion of the course work shall repay the Center 66% of its reimbursement. For purposes of this paragraph, the term "voluntarily leave the Center" shall include an Employee who reduces his/her employment status with LCCTC from full-time to part-time status in order to work full-time for another employer in any capacity.

Issue No. 9: {New} Article XI-A – PRACTICAL NURSING PROGRAM

Current Status. The licensed practical nursing ("LPN") instructors are included in the bargaining unit, but its instructors are somewhat different from the other instructors in that (1) they work exclusively with post-secondary students; (2) the instructional year for an LPN is longer than that for the traditional students; and (3) because of clinical requirements, the work day is structured somewhat differently. A 1994 Settlement Agreement addressed LPN instructor compensation, but in 2011, the parties crafted a Memorandum of Understanding (MOU) addressing these issues. The creation of this proposed contractual Article is, among other things, for the purpose of incorporating the provisions of the MOU into the parties' Agreement.

Position of the Parties. The **Employer** had originally proposed some language regarding thresholds for the instructors, but, in its most recent proposal reverted back to the original thresholds.

The **Association** proposal is virtually identical to the Employer proposal in most respects except for paragraph C, subparagraph 4, which the Union desires to insert, "The intent of this paragraph is not to restrict or deny 'enhanced part-time' or full-time employment status to those LPN instructors who presently enjoy such status."

Discussion. The parties are in substantial agreement on the bulk of this contract proposal.

Recommendation. It is recommended the following language be adopted for {new} Article XI-A.

{NEW} ARTICLE XI-A – LICENSED PRACTICAL NURSING PROGRAM

A. Work Year. The work year for the licensed practical nursing program shall be comprised of forty-eight (48) weeks each school year (July 1 through June 30 of the following calendar year) as scheduled by the Joint Operating Committee. Licensed practical nursing ("LPN") instructors shall be scheduled for work as part-time, enhanced part-time or full-time employees in the manner specified in this article.

B. Work Day. The work day for full-time LPN instructors shall be as set forth in Article VI(B) of this Agreement, except as noted below. The work day for part-time and enhanced part-time LPN instructors shall be eight (8) hours each instructional day on which said employee is scheduled to work. On work days where any LPN instructors are working clinical rotations, the work day shall be eight (8) hours and they will not receive preparation time contemplated by Article VI(C), and lunch breaks, while still provided, might not conform to what occurs at the LCCTC campus.

C. Employment Classification. LPN instructors shall be compensated as follows based upon the total number of hours worked each school year:

1. Part-Time LPN Instructors Working Less Than 960 Hours. Part-time LPN instructors working less than 960 hours during a school year shall be paid an hourly rate, but no fringe benefits. The hourly rate shall be determined by using the entry level salary (Column A, Step 1) each year divided by the total number of annual work hours under Article VI(A)-(B) of the Agreement less a thirty-minute duty-free lunch per day.

2. Enhanced Part-Time LPN Instructors Working Between 960 and 1108 Hours. Part-time LPN instructors working between 960 and 1108 hours during a school year shall be paid an hourly rate determined by using the instructor's salary step position each year, which reflects the instructor's service and education level, divided by the total number of annual work hours under Article VI(A)-(B) of the Agreement less a thirty-minute duty-free lunch per day. The fringe benefits for these part-time LPN instructors shall be as follows:

- a. Sick Days: 50% of full-time instructor benefit
- b. Family Sick Leave: 50% of full-time instructor benefit
- c. Payment of Unused Personal Days: same as full-time instructor benefit
- d. Personal Days: 50% of full-time instructor benefit
- e. Professional Development: 50% of full-time instructor allotment
- f. Insurance
 - i. Vision – 50% of full-time instructor benefit
 - ii. Health – 50% of LCCTC's cost paid by employee
 - iii. Dental – 50% of LCCTC's cost paid by employee
- g. Long Term Disability: 50% of full-time instructor daily percentage
- h. Life Insurance: 50% of full-time instructor benefit
- i. All other benefits not specifically included above shall be granted to this group of employees as per the Collective Bargaining Agreement.

3. Full-Time LPN Instructors. Full-time LPN instructors shall be scheduled to work the number of days each work year as set forth in Article VI(A) of this Agreement, and receive salary and fringe benefits the same as other full-time instructors as specified in this Agreement.

4. LPN Instructors Obtaining Enhanced Part-Time or Full-Time Status. No LPN instructor may obtain "enhanced part-time" status (i.e., part-time work that meets or exceeds 960 hours annually) or full-time employment status without official action being taken by LCCTC's Joint Operating Committee (JOC) at a public meeting to approve such employment status. Absent such JOC approval, no LPN instructor shall be entitled to receive "enhanced part-time status" or full-time compensation or fringe benefits. The intent of this paragraph is not to restrict or deny "enhanced part-time" or full-time employment status to those LPN instructors who presently enjoy such status.

D. Review of Part-Time Employment Classifications. At the end of each school year, the LCCTC shall review the employment classifications of all part-time and enhanced part-time LPN instructors to determine their employment classification for the following school year. If an enhanced part-time LPN instructor did not work at least 960 hours during the school year, that individual shall be reclassified as a part-time LPN instructor for purposes of compensation and fringe benefits for the following school year. A part-time LPN instructor may only be reclassified as an enhanced part-time LPN instructor, with the prior approval of the Joint Operating Committee, based upon the understanding and agreement that a person will work increased hours in the following school year. Any decision to reclassify a part-time LPN instructor as an enhanced part-time LPN instructor shall be made at the sole discretion of the Joint Operating Committee. Additionally, the part-time employment classification of LPN instructor may be changed to "enhanced part-time" or full-time during a school year by the Joint Operating Committee as deemed necessary for the benefit of the LPN program.

Issue No. 10: {New} Article XI-B – COSMETOLOGY PROGRAM

Current Status. The cosmetology program is somewhat different from most programs taught at the Center in that there must be 1,250 hours of instruction in order to be able to sit for the State Board of Cosmetology licensure

examination. This requires some additional instruction after the student graduates. To satisfy this requirement, the Employer provides a “free” summer session following graduation to permit the students to obtain the requisite 1,250 hours of instruction. Also, the Center offers Cosmetology instructors the opportunity to work the summer session and receive compensation and benefits for their service. The proposal of new Article XI-B is the parties’ attempt to place language in the CBA to cover the extra period of service of the bargaining unit Cosmetology instructors working the summer session.

Position of the Parties. The **Employer** has proposed language regarding the work year requirements with an acknowledgement that if the State mandates changes to the required number of hours the students must have to sit for the examination, that the work year requirement will also need to change. The second paragraph of the proposal relates to the Cosmetology instructor’s right of first refusal of the summer work and the compensation provided (as determined by Article XV (A) of the CBA).

The **Association** has proposed language agreeing with the Employer regarding the first paragraph acknowledging that if the State increases the number of hours required to sit for the licensure examination, then the work year requirement will also need to be changed accordingly. The basic difference in the two proposals, is that the Employer proposes to set the salary for the instructor working the summer session by the provisions of Article XV (A) while the Association proposes to tie that compensation to Step 1, Column A of the Applicable Salary Schedule of the CBA (basic entry level rate of pay).

Discussion. There is actually very little difference in the two proposals. Paragraph A in both are identical and except for the difference in how compensation will be determined for the summer session, the proposals are identical in the second paragraph. The Association simply wants the compensation tied to the actual salary schedule while the Employer wants it tied to Article VI (A), Work Year provisions of the Agreement. I agree that the rate of pay for summer Cosmetology instruction should be at the basic entry level rate of pay.

Recommendation. I recommend the following language be adopted for Article XI-B.

{NEW} ARTICLE XI-B – COSMETOLOGY PROGRAM

A. Work Year. The work year for the cosmetology program shall be of a sufficient duration in order to provide students with one thousand two hundred and fifty (1,250) hours of instruction as required by the State Board of Cosmetology regulations to qualify successful students to take the state cosmetology licensure examination. If the required number of instructional hours for the licensure examination increases in the future, the work year shall be increased to comply with that requirement. In no event, however, shall the number of instructional hours per day exceed any daily limits established by the State Board of Cosmetology regulations.

B. Scheduling Cosmetology Instructors. Cosmetology instructors recognized as members of the bargaining unit shall have a basic work year as set forth in Article VI(A) of this Agreement; they shall be given the right of first refusal to work the cosmetology summer session that occurs outside of the traditional school year. Those cosmetology instructors who accept summer employment do so with the understanding that such additional days of employment over the summer session are mandatory, and all such days shall be compensated at an hourly rate based upon Step 1, Column A of the applicable Salary Schedule of the Collective Bargaining Agreement. If the LCCTC does not have sufficient cosmetology instructors to work the summer session, the Joint Operating Committee shall have the discretion to hire individuals outside of the bargaining unit to perform such work on a short-term basis until the conclusion of the summer session, and their hourly rate shall be established by the Joint Operating Committee.

Issue No. 11: Article XV (C) & (D) – CONSTRUCTION OF SALARY SCHEDULE & MOVEMENT ON SCHEDULE

Current Status. The current CBA contains provisions on the construction of salary schedules and the movement on schedules. The current CBA provisions are very specific and have been in existence for many years with

salary schedule data changing yearly. However, the nine vertical columns and steps within each column have been in existence for many years serving as the basis for setting salaries and for step movement based on years of service and column movement based on educational attainment.

Position of the Parties. The **Employer** has proposed language which would restrict teachers from qualifying for horizontal movement (at Column E and above) based on educational attainment by requiring the teachers to obtain a second approval from the Executive Director to use completed credits for horizontal movement. Also, at column F, G, H, and I, teachers would be required by the Employer's proposed language to be credited for only graduate level courses, which a number of instructors cannot take as they do not have a B.S. or B.A. degree which is a prerequisite for taking graduate course work. The Employer's rationale is that it must exercise quality control before it permits movement on the salary schedule. Notably, a significant number of bargaining unit members have either a bachelor's or master's degree or a bachelor's equivalent; however, a bachelor's equivalent does not entitle members to enroll in graduate level courses – one must possess a B.A. or B.S. degree to do so.

The **Association** objects to the requirement for the Executive Director to get involved in this process of “qualifying” teachers for benefits. Also, from the Association's perspective, the Employer's requirement does nothing more than eliminate a number of bargaining unit members from qualifying for column movement as many cannot possibly take graduate level courses as they have no baccalaureate or masters's degree and therefore are precluded from taking graduate level courses.

Discussion. The provisions of the current CBA have seemingly worked well in this regard and instructors have progressed according to their coursework and industry achievements. To make this change now seems to have no real merit other than to slow column movement.

Recommendation. No change.

Issue No. 12: Article XV (E) - ADVISORS AND MENTORS

Current Status. According to the Employer, it has experienced difficulty in the past of getting bargaining unit members to serve as advisors or mentors for certain student organizations. The Employer believes the success of the Career and Technology Center is predicated in large part on the willingness of dedicated and committed professionals to serve and so proposes language to hopefully bolster this area of endeavor.

Position of the Parties. The **Employer** has proposed language that would reduce mentor/advisor appointments from two years to one year and permit non-bargaining unit members (administrators) to apply and be appointed to these positions if the Executive Director considers them to be the most qualified applicant. The Employer also wants the right NOT to re-hire those mentors/advisors who it believes are not properly fulfilling their responsible role.

The **Association** is in agreement with much of the proposal, but strongly objects to the Employer's proposal to grant the work to non-bargaining unit personnel if there are qualified and interested applicants from within the bargaining unit. It considers this to be subcontracting out bargaining unit work.

Discussion. I agree that the Employer's proposal effectively gives it the right to subcontract out bargaining unit work even if qualified and interested bargaining unit personnel are available and desire the assignment. On the other hand, the Association proposal gives the Employer the right to assign the mentor/advisor work to an administrator if there are no interested bargaining unit members. I recommend the Association's proposal in this regard be adopted. In the ancillary issue of giving the Employer the right not to re-hire mentors/advisors who display performance problems, I consider it prudent and proper for the Employer to use other methods to attempt to improve advisor/mentor performance other than simply refusing to re-hire the mentor/advisor. I cannot agree to the Employer's proposal giving it unfettered authority NOT to re-hire employees where, admittedly, they had trouble getting the employees to serve in the first place and now wish to replace them.

Recommendation. It is recommended the following language be adopted for Article XV (E).

E. Advisors and Mentors -- The Joint Operating Committee agrees to pay two (2) primary Skills USA advisors and one (1) NTHS (National Technical Honor Society) advisor at each building and (1) HOSA (Health Occupation Students of America) advisor and one (1) FFA (Future Farmers of America). Such advisors shall be as recommended by the Executive Director and appointed and approved by the Joint Operating Committee on an annual basis and will be paid the stipends shown below. When a position is opened all interested bargaining unit members (including the incumbent) who apply will be considered with the understanding that the Executive Director retains the right to award the position to the most qualified applicant, subject to the approval of the Joint Operating Committee. It is further understood that bargaining unit members will be given first preference in filling advisor positions. In the event there is no interest within the bargaining unit to fill a position, the LCCTC reserves the right under that circumstance only to assign said position to an administrator.

\$1,453 per Skills USA advisor

\$1,046 per NTHS advisor

\$1,453 per HOSA advisor

\$1,046 per FFA advisor

For as long as a majority of Participating Districts provide mentor compensation, mentors assigned by the Executive Director will receive compensation equal to the average (mean) compensation of mentors in the Participating Districts for performing assigned duties.

Issue No. 13: Article XV (H) – Retirement Bonus

Current Status. Retirement bonuses are covered by the current CBA but the Employer feels the terms and conditions should be changed to improve administration of the program.

Position of the Parties. The **Employer** has proposed language to (a) change the submission date for the retirement letter from February 1st to November 1st; (b) change the payment from a single lump sum to two equal installment payments; and (c) make the payment into a 403(b) account for the retiree. The Employer reasons this is a win-win for both parties as the Employer receives greater flexibility in budgeting while the employee receives tax savings by having the payment made into a 403(b) account.

The **Association** agrees with most of the Employer's proposal so long as (1) there is a provision inserted that protects the employee in the event he/she dies before receiving both installments; and (2) inserting a qualifier regarding the notification date to protect employees.

Discussion. The parties are in substantial agreement on this contract proposal.

Recommendation. It is recommended that the following language be adopted for Article XV (H).

H. Retirement Bonus -- Any Teacher employed by the Lancaster County Career & Technology Center and eligible for a Retirement Bonus as a benefit of the Ratified Contracts of more than half of the Participating Districts settled by November 10th will be paid upon and/or after retirement the mean average Retirement Bonus for the current school year or the preceding school year, whichever is greater. The retirement bonus shall be paid into a 403(b) account for the mutual benefit of the Teacher and the LCCTC, and said bonus shall be paid in two (2) equal installments: (1) one-half before the last official day of employment; and (2) one-half in the subsequent calendar year after the Teacher's retirement by no later than January 30th. In the event of a qualifying retiree's death prior to the Retirement Bonus being paid in full, the maximum amount allowed of all remaining non-elective contributions will be timely paid to the retiree's 403(b) account, as provided for by the Internal Revenue Code and its corresponding regulations. The Teacher may request in writing to the Business Manager a determination of eligibility and the amount of Retirement Bonus if eligible. Each request will require a separate determination and computation. The mean average Retirement Bonus will be

based upon a calculation of the retirement bonus which would be paid to a teacher in the same circumstances including age, years of service, salary and accumulated sick leave in each Participating District where the Individual teacher would be eligible for such bonus.

To receive the Retirement Bonus if eligible, the Teacher must comply with all the following provisions:

1. The Teacher gives written notice of retirement to the Executive Director by November 1 and retires at the end of the school year but not later than June 30. (Teachers retiring at the close of the 2011-2012 school year shall be bound by the February 1 date in effect prior to ratification.)
2. The retirement must be absolutely voluntary on the Teacher's part.
3. This additional amount shall not be considered as part of the annual salary in the year of retirement.

Issue No. 14: {New} Article XV (I) – TAX SHELTERED ANNUITIES/403(B) PLAN DOCUMENT

Current Status. LCCTC has been offering its employees the opportunity to participate in a Section 403(b) plan for some time although it is not specifically addressed in the CBA.

Position of the Parties. The **Association** has proposed language to specify that the plan is available to bargaining unit employees along with some specific information regarding the plan. The intent is simply to make employees aware of the plans availability.

The **Employer** does not believe that contract language is necessary to be included in the CBA. The information is available through other sources. However, it does not have any major objections to the Association's proposed language except for its proposed insertion regarding the LCCTC agreeing to "offer its employees" the plan.

Discussion. Essentially the two parties are in agreement on the contract language with a slight modified by the Employer.

Recommendation. It is recommended that the Employer's proposed language be inserted into the Agreement as New Section I under Article XV – COMPENSATION with the current Sections I and J being relabeled as Sections J and K, respectively. The language of Article XV (I) is recommended to read as follows:

I. Tax-Sheltered Annuities/403(b) Plan Document – The LCCTC agrees to offer its employees a 403(b) written plan document consistent with the Internal Revenue Code that governs the terms of all non-elective employer contributions and voluntary employee contributions to the plan. All employees shall be eligible to voluntarily contribute funds, subject to the maximum limits set forth in the Internal Revenue Code. Voluntary employee contributions shall be made via payroll deduction into one or more 403(b) accounts with vendors that are permitted under the LCCTC's 403(b) written plan document and the Internal Revenue Code. Employees shall be bound by the terms of the written plan document as it relates to vendors, transfers, exchanges, rollovers, hardship withdrawals, loans, and all other terms of the written plan document.

Issue No. 15: Attachment J – SALARY SCHEDULE

Current Status. The language of XV (A) which governs the averaging system in effect for approximately the past forty (40) years is at issue. The LCCTC, as a receiving school from some 16 sending (Participating) Districts, has had a system in place that averaged the salaries of the sending districts and resulted in the CTC's salary schedule. This process, through the years, has resulted in the LCCTC salaries being at the mid-point of the range or approximately at the mean of the Participating Districts.

Position of the Parties. The **Employer** agrees that the averaging system has worked well in the past, but observes that times have changed and resources have dried up considerably over the past several years and that the averaging system is no longer viable for the Participating Districts and must be changed. The Employer, after initially proposing a wage freeze in both years of the new Agreement, revised its proposal to agree to a lump sum stipend of \$750, without step or column movement, to all teachers (except first year teachers) for 2011-2012 school year and a salary freeze (no step or column movement) for school year 2012-2013.

The **Association** contends that the averaging system has worked well in keeping LCCTC salaries competitive and urges the fact-finder to retain the averaging system, contending, “If it ain’t broke, don’t fix it!” The Association also noted that the term wage freeze is somewhat of a misnomer in that in most districts that took a wage freeze permitted column movement (for educational attainment) on their wage schedule. The Association desires to keep its averaging system in place which places it in the position of getting the average salary of the Participating Districts, neither the highest salary in the county nor the lowest, but a combined average. However, the Association revised its initial proposal, which was to continue with the averaging system recognizing that the average for the next two years would be abnormally low owing to what other districts were agreeing to in contract negotiations. Based on discussions at the fact-finding hearing, the Association seemed ready to accept a system without “averaging” but felt it necessary to maintain some type of Salary Schedule for purposes of column movement if nothing else.

Discussion. The Employer had sought a total wage freeze – both column and step movements to be frozen during the two year period of the Agreement. However, the Employer somewhat softened its approach recently and recommended a stipend of \$750 be granted to all but new hires in year one of the Agreement, but felt strongly that a total wage freeze (step and column movement) be instituted for year 2. The Association countered with data purportedly showing that the LCCTC has the resources to approve a greater increase than what was offered by the \$750 stipend. The Association seemed somewhat willing to entertain a wage freeze in year 2 of the Agreement, as the Employer requested, but wanted an increase in year one – even if not tied to “averaging” which it seemed willing to place on hold, at least for the duration of the new Agreement. My job is to create a system which will satisfy both parties, be fiscally responsible, and yet viable.

Recommendation. Obviously, I am convinced that continuing the averaging system during this current agreement is a non-starter and will not be approved by the JOC, the majority of the Participating Districts, or a majority of the board members. Thus, much as I would like to maintain that current system which appeared to have worked well for the LCCTC and VTTALC for years, I cannot in good judgment recommend it be continued for the duration of the new Agreement. Therefore, I have recommended an approach that is somewhere in between the two proposals in the hopes that both parties will be able to accept this most difficult issue. I am recommending that the averaging system be suspended for the life of the new Agreement, and that, in its place, a salary schedule be constructed which will result in each employee, (other than new hires whose placement will remain the same as when they were hired) receiving exactly the same wage increase (\$1,038) for year one of the Contract with year two resulting in a wage freeze, no step movement but allowance of column movement for educational attainment, which seems to be consistent with most of the Participating Districts that recently accepted wage freezes. This has been calculated to cost the Employer \$85,503 which is in line with the PSEA’s calculations of available funds and only slightly more than what the District had planned to expense. Yet, it does put into place a salary schedule for column movement and eventual baseline determinations for step movements for the construction of future Salary Schedules. In addition to the above considerations, the Salary Schedule also satisfies the boldly marked instructions in the fact-finding tasking letter from the PLRB which states:

Salary Schedules must be worked out in detail and appended to the fact-finding report or encompassed in full in any settlement. Do not submit a report without a salary schedule.

Given the uncertainty of school funding and the challenging economic times in which we find ourselves, I recommend the present averaging system of salaries be placed “on hold” from July 1, 2011 through June 29, 2013. To that end, it is my recommendation that the parties agree to the following two-part wage recommendation.

1. **2011-2012 School Term.** Effective July 1, 2011, I recommend the parties agree to the following wage schedule which reflects an overall increase of 1.6% in present payroll, or \$1,038 per instructor (other than new hires whose placement will remain the same as when they were hired). The schedule attached at the end of this report as Attachment J reflects a fixed dollar increase of \$1,038.

2. **2012-2013 School Term.** Effective July 1, 2012 through June 29, 2013, I recommend the parties agree to a wage schedule freeze that is consistent with the terms of other Participating Districts where wage schedule freezes were enacted. Specifically, the 2011-2012 wage schedule recommended herein shall remain in place for the 2012-2013 school term without step movement for that year only, but column movement shall continue to be honored where applicable. In addition, all insurance premium share contributions shall effectively be “frozen” during the 2012-2013 contract year at the same fixed dollar amounts in effect during the 2011-2012 contract year. Lastly, Fair Share as recommended herein shall be incorporated into the agreement as part of this wage schedule freeze.

(See attached Salary Schedule labeled, Attachment J, at the conclusion of this report.)

ALL OTHER MATTERS

Any other matters not previously agreed upon or specifically addressed herein are recommended to be withdrawn. Any agreements mutually made prior to the date of this Report that are not specifically addressed in this Report are recommended to be included, as agreed upon, in the Agreement.

W. W. Lowe
William W. Lowe
Fact Finder

Dated: November 28, 2011
Red Lion, Pennsylvania

**Lancaster County Career & Technology Center
2011-2012 & 2012-2013 Salary Schedule
Attachment J**

Yrs Exp.	A	B	C	D	E	F	G	H	I
1	41,996	42,535	43,074	44,874	47,265	48,626	49,912	51,543	52,820
2	43,034	43,573	44,112	45,912	48,303	49,664	50,950	52,581	53,858
3	43,313	43,889	44,465	46,373	48,892	50,215	51,550	53,200	54,510
4	43,598	44,281	44,964	46,832	49,410	50,787	52,119	53,787	55,123
5	43,929	44,712	45,495	47,344	50,008	51,389	52,704	54,406	55,805
6	44,624	45,428	46,232	48,261	50,995	52,394	53,703	55,440	56,971
7	45,088	46,051	47,014	49,121	51,952	53,370	54,764	56,340	57,897
8	46,330	47,262	48,194	50,005	52,918	54,349	55,761	57,342	59,105
9	47,400	48,480	49,560	51,294	54,265	55,733	57,152	58,751	60,506
10	48,555	49,876	51,197	52,584	55,602	57,096	58,505	60,125	61,941
11	49,450	51,031	52,612	53,898	57,006	58,519	60,049	61,588	63,370
12	50,952	52,113	53,274	55,295	58,284	59,808	61,322	62,967	64,672
13	52,527	53,577	54,627	56,508	59,604	61,154	62,658	64,440	66,077
14	53,935	54,671	55,407	57,863	60,880	62,445	63,938	65,718	67,362
15	55,710	56,471	57,232	59,715	62,755	64,344	65,859	67,821	69,099
16	56,515	58,010	59,505	61,389	64,540	66,147	67,680	69,754	71,034
17	58,000	59,464	60,928	63,026	66,310	67,931	69,514	71,658	73,153
18	59,620	60,856	62,092	64,728	68,051	69,667	71,468	73,416	75,201
19	59,942	61,319	62,696	65,461	68,736	70,364	72,225	74,050	75,895
20	61,812	62,551	63,290	66,640	69,821	71,496	73,299	75,120	77,158
21	62,184	62,983	63,782	67,467	70,644	72,326	74,186	75,813	77,975
22	62,799	63,494	64,189	67,973	71,121	72,798	74,302	76,167	78,427
23	62,597	63,620	64,643	68,195	71,335	73,013	74,517	76,398	78,584
24	62,963	64,196	65,429	68,634	71,748	73,427	74,933	76,847	78,876
25	63,262	64,654	66,046	69,129	72,214	73,893	75,399	77,349	79,077
26	63,674	65,242	66,810	69,557	72,616	74,297	75,804	77,787	79,218
27	63,674	65,242	66,810	69,557	72,616	74,297	75,804	77,787	79,218
28	63,864	65,572	67,280	69,845	72,902	74,550	76,025	78,065	79,521
29	63,864	65,572	67,280	69,845	72,902	74,550	76,025	78,065	79,521
30	63,864	65,572	67,280	69,845	72,902	74,550	76,025	78,065	79,521
31	63,864	65,572	67,280	69,845	72,902	74,550	76,025	78,065	79,521
32	63,864	65,572	67,280	69,876	72,902	74,550	76,025	78,065	79,521
33	63,864	65,572	67,280	69,876	72,902	74,550	76,025	78,096	79,521
34	63,864	65,572	67,280	69,876	72,902	74,550	76,025	78,096	79,521
35	63,864	65,572	67,280	69,876	72,930	74,550	76,025	78,096	79,521
36	63,864	65,572	67,280	69,876	72,930	74,550	76,025	78,096	79,521
37	63,864	65,572	67,280	69,876	72,930	74,550	76,025	78,096	79,521
38	63,864	65,572	67,337	69,876	72,930	74,579	76,025	78,096	79,521

LCCTC Salary Schedule

Column A	Interim Certificate
Column B	Vocational I Certificate
Column C	Vocational I + 21 Additional Credits
Column D	Vocational II Certificate
Column E	Bachelor's Equivalency
Column F	Column E + 15 Additional Credits
Column G	Column E + 30 Additional Credits
Column H	Column E + 45 Additional Credits
Column I	Column E + 60 Additional Credits

Equiv Col. Of Participating District's Salary Schedule

No Equivalent
Bachelor's
Bachelor's + 12/15/16 Credits
Bachelor's + 24/30 Credits
Master's
Master's + 12/15 Credits
Master's + 24/30 Credits
Master's + 45 Credits
Master's + 60 Credits