



teachers in 2009-10: an employee entering this school district's bargaining unit received pay of \$47,743 during the operative period while the average for the remaining districts in Chester and Delaware Counties was only \$42,978. The disparities seemed to disappear somewhat as teachers went up the pay scale, since those at the top of the Master's scale in this district earned only \$81,792 annually compared to an average in other Chester and Delaware Districts of \$84,964. Nonetheless, only three (3) teachers worked at the high Master's level in this District. The greatest "cell" in the step and grade pay scale was occupied by very senior staff in 2009-10, those holding a Master's degree plus 60 credits: fully 70 employees out of a little more than 333 employees in the unit work at step 16 of the "Master's plus 60" grade, earning \$101,427 annually. According to data submitted by the District, it ranks the highest of all districts in Chester County in terms of its starting salary, and 18<sup>th</sup> highest of all 62 suburban school districts. With respect to the top salaries, it ranks 4<sup>th</sup> highest among all Chester County districts and 15<sup>th</sup> highest of all 62 suburban Philadelphia School Districts.

Despite the generally robust economic health of the area, this district too has experienced a decline in revenues from various sources owing to the recession. For example, over the last 5 years, the percentage of revenues which the District has successfully collected from real estate taxes, which help fund the schools, has declined from 100.69% in 2005-06 to 96.21% in 2010-11.<sup>5</sup> Furthermore, revenues derived from construction and home improvements to existing properties, denoted as revenues from the "interim" real estate tax have declined from approximately, \$485,000 in 2009-10 to \$158,000 in the past fiscal year.<sup>6</sup> Similar results arise when looking at revenues derived from the transfer tax on real estate: fewer home sales have resulted in a substantial decline in the receipts in this area, going from \$907,000 in fiscal year 2009-10 to \$343,425 in fiscal year 2010-11. Nonetheless, the District maintains a positive fund balance, which in three out of the last five (5) years has exceeded the budgeted fund balance, as shown below.

Fiscal Year	Budgeted Fund Balance	Ending Balance
2005-06 (2006)	\$2,709,377	\$4,332,764
2006-07 (2007)	\$2,750,021	\$3,503,613
2007-08 (2008)	\$2,865,232	\$2,424,349
2008-09 (2009)	\$3,032,838	\$2,253,125
2009-10 (2010)	\$2,416,144	\$3,427,109 <sup>7</sup>

### Economic Issues

The proposals of the two parties with respect to wage increases, including step movement within the salary matrix is as follows:

Year	District	Association
2010-11	0% <sup>8</sup>	2.08% <sup>9</sup>
2011-12	½ step movement (approx. a 1.04% increase) & 1.0% across board increase to schedule	3.97% <sup>10</sup>
2012-13	½ step movement (approx. 1.04% increase)	3.96% <sup>11</sup>

As to health care, the current agreement provides that the District shall provide medical insurance coverage equal to the Blue Cross Personal Choice 10/20/70 plan. Under this plan, employees pay a \$10 co-pay for a general physician, \$20 for a specialist and \$70 for out-of-network physician. Additionally, employees pay 7.5% of the premium cost.

<sup>5</sup> District's Book I, Tab 12.

<sup>6</sup> District Index I, Tab 12.

<sup>7</sup> Association Index, Tab 4. On revenues of \$67,500,000 in 2009-10, I calculate this fund balance to equal 5.07% of revenues which seems to be in line with the 5-10% standard set forth in the 1992 report published by the Pennsylvania School Boards Association (District Index I, Tab 30).

<sup>8</sup> The Board proposes a \$750 off the schedule bonus and no step movement.

<sup>9</sup> Figures were taken from the Association's Index. Since those at the top of the salary scale will not receive the full impact of this increase because they do not move up any steps, the Association proposed a \$1000 bonus payment to such employees which will not go into the salary calculations at that step or into the pension calculations.

<sup>10</sup> The Association's pre-hearing submission indicates this is equal to Step Movement plus 1.9% new money on scale.

<sup>11</sup> The Association's pre-hearing submission indicates this is equal to Step Movement plus 1.9% new money on scale.

Since the current negotiations have taken the parties nearly to the end of the first year of the contract, the District proposes that the current plan be maintained until the beginning of fiscal year 2011. At that point, it wants to replace the current plan with the Keystone Direct Point of Service plan, C2, F2, 02 plan (referred to as the “Core” plan) while the Association proposes going to the C2, F2, 02 Personal Choice Plan. Several differences between the plans exist. Under Keystone, employees are required to get referrals from their primary physicians in four particular instances, according to Lori Antonic of Independence Blue Cross: radiology, podiatry, physical and occupational therapy, and spinal manipulations. Under the Personal Choice C2, F2, 02 plan, no referrals are necessary. Furthermore, under Keystone, each employee would have an out of network maximum for out-of-pocket expenses of \$1500 for him or herself individually and \$3000 if the plan covers the family. After that figure is reached, Keystone would pay 50% of the out of network expenses. Although Antonic opined that there is no maximum for out-of pocket expenses under Personal Choice when out-of-network physicians are used, I gather that the network of Personal Choice physicians is marginally larger.

All employees living within the five (5) county area<sup>12</sup> would be covered by the Keystone plan. Those living outside of the area, in contingent areas of Delaware, for example, would be covered by AmeriHealth, which would provide the same care and services. Emergency services would be covered under Keystone and the Personal Choice plans proposed by the parties when such services are utilized by employees at a time they are away from their home network area. However, under the Personal Choice Plan, a subscriber has access to the network of Blue cross/Blue Shield physicians throughout the United States. Thus, for example, a kidney transplant would be covered anywhere where services are provided by a Blue Cross physician. Under Keystone, however, such non-urgent services must be undertaken at the facilities within the local network. Other than these distinctions, the services under the Keystone plan proposed by the District, and the Personal Choice plan proposed by the Association appear to be the same.<sup>13</sup>

For the basic plan, the Keystone Direct Point of Service Plan, the District proposes to pay 92% of the premium in 2011-12, leaving employees to pay 8% of the premium. The employee contribution will rise to 10% under the District’s plan in 2012-13. The Association, however, proposes that employees pay 8% of the premium for the Personal Choice C2 F2, 02 plan in 2011-12 and 9% in 2012-13. Under both the proposals of the District and the Association, employees will be able to “buy up” to the Personal Choice 10/20/70 plan, by contributing the percentage of the premium on the Keystone plan, plus the difference in the premium for the 10/20/70 plan. The District is also proposing that employees be offered the High Deductible Blue Cross Personal Choice Plan, (HD4/HC2), and if such plan is elected, the employee would only pay 1% of the premium for the plan in 2011-12 and 2% of the premium in 2012-13.

In sum, the health care proposals look as follows:

<b>Year</b>	<b>District</b>	<b>Association</b>
2010-11	current plan	current plan
2011-12	Keystone Direct Point of Service Plan C2, F2, 02 8% co-pay by employees Buy up to 10/20/70 Offer of High Deductible Personal Choice HD4/HC2 1% co-pay of premium by employees	Personal Choice Plan C2, F2, 02 8% co-pay Buy up to 10/20/70
2012-13	Keystone Direct Point of Service Plan C2, F2, 02 10% co pay of premium Buy up to 10/20/70 Offer of High Deductible Personal Choice HD4/HC2 2% co-pay of premium	Personal Choice Plan C2, F2, 02 9% co-pay Buy up to 10/20/70

<sup>12</sup> I presume the five county area refers to Bucks, Montgomery, Philadelphia, Chester and Delaware Counties.

<sup>13</sup> See District’s Index II, Tab E.

The District claims that in comparison to the Association's proposal, it will realize a savings of \$412,000 in 2011-12 and \$487,000 in 2012-13.<sup>14</sup> The District is self-insured, so the premium is at best an estimate of what contributions they need to cover the costs of purchasing this service.

With respect to a Prescription Plan, the current contract provides that employees and their families are entitled to receive the Blue Cross Prescription Formulary Drug Plan where employee co-pays equal \$10 for generic, \$20 for non-generic and \$35 for those drugs outside of the formulary. The District proposes that for the 2010-2011 year, the plan remain the same. It seeks an 8% contribution to the premium in 2011-12 and a 10% contribution in 2012-13. The District proposes providing the 10/30/50 Blue Cross formulary Plan or its equivalent. The Association agrees to the plan, but not to the co-payments.

As to Dental coverage, the contract currently reads:

Dental insurance coverage, equivalent to the United Concordia/Concordia Flex plus supplemental, three-part rider (100% prosthesis, 100% periodontics, 100% oral surgery) shall be provided by the employer for each employee and eligible dependents. In addition, the Blue Shield Orthodontic Treatment Plan or an equivalent plan shall apply to all employees selecting dependent coverage. This Plan provides for the payment of 50% of the allowable cost as determined by the insurer for orthodontia to a maximum lifetime benefit of \$800 for dependents up to age 19. The employer shall pay ninety-two and one-half percent (92.5%) of the premium for the coverage selected. The annual maximum limit of coverage will be \$1000 per person.

The District proposes to maintain this coverage in 2010-11, but for 2011-12 wants to reduce its portion of the premium to 92% and in 2012-13 to 90%. It proposes, however, to increase the lifetime maximum from \$800 to \$1000 in the last two years for dependents up to age 19. The Association, on the other hand, wants to increase the lifetime benefit for dependents to \$1000 for all three years of the Agreement, but agrees that the District will continue to pay 92% of the contribution in 2010-11. In the remaining two years, however, it wants the District to pay 92% of the premium for 2011-12, and 91% of the premium for the last year of the contract. Further, it wants to increase the lifetime maximum to \$2000 per person.

Regarding Vision coverage, the current contract reads:

The employer shall provide the Vision Benefits of America, or its equivalent, for each employee and eligible dependents. The Employer shall pay ninety-two and one-half percent (92.5%) of the premium for the coverage selected.

The District proposes to maintain its contribution at the current level for 2010-11, to reduce it to 92% for 2011-2012 and to 90% for 2012-2013. The Association's proposal is at odds with this proposal only to the extent that it desires the District's contribution in 2012-2013 to be 91%.

### **Non-Economic Issues**

The parties have agreed that the new contract shall bind the parties for a period of three (3) years beginning on July 1, 2010 and expiring on June 30, 2010. There also is agreement in Article II, that salary payments shall be made by direct deposit. It also appears that there is no dispute regarding the length of the school year, under Article V. The District and Association have each proposed various other changes to the contract. Actual language changes appear in italics:

**Current Language**

**District**

**Association**

#### **Article V – Working Conditions**

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<sup>14</sup> The District estimated such figures at approximately \$500,000 per year, but clarified the savings by email after the close of the hearing.

**Article 5.01 – Work Year**

**Subparagraph D**

High school teachers shall participate in one open house per year, and shall attend graduation. Middle school and elementary teachers shall participate in two open houses per year.

High school teachers shall participate in one open house per year and *one other event as determined by the administration.* “Shall attend graduation” is eliminated. The remaining language stays.

Retain Existing Language

**Article 5.02, Professional Day**

**Subparagraph A**

Unless otherwise excused by the administration, employees shall be on duty in their respective buildings a maximum of eight (8) hours, ten (10) minutes on Mondays and seven (7) hours, ten (10) minutes Tuesday through Friday. This time includes a thirty (30) minute, duty-free, lunch period.

After “maximum”, add *eight (8) hours Monday through Friday.* Eliminate remaining language until “This time includes a thirty (30) minute, duty-free, lunch period.” Then add: *To the extent additional time still exists during the regular work day beyond what is referenced in this paragraph, the administration shall, at their discretion, assign additional duties to teachers.*

Rejected

One of the first two working Mondays of each month shall be for a building wide faculty meeting while the other shall be for department/team/grade level meetings. Subsequent working Mondays shall be for teachers to discharge professional responsibilities as coordinated with the building principal supervisor.

Eliminate “subsequent working Mondays” and substitute *subsequent workdays.*

The Assn. proposes a 7 hour and 25 minute day which eliminates the need to refer to “working Mondays.”

The Mondays immediately before and immediately after the end of the first semester shall be set aside as clerical time for elementary and middle school teachers.

Eliminate current language.

Rejected

**Article VIII – Base Salary Schedule Application**

**Article 8.03 Preparation Level Placement**

**Subparagraph B**

A grade of “B-“ or better or a “P” in a pass/fail course must be attained.

Change “B-“ to “B”

Existing Language

**Subparagraph C**

The Superintendent shall approve courses for this placement based on the following guidelines. . . .

2) It is either in the employee’s subject area, the field of education, or it is relevant to the employee’s potential contribution to the education of children in

It is *in the field of education, directly related to the employee’s subject area as a teacher in the District, and is relevant coursework to enhance the education of*

Existing Language

this school district as determined by the Superintendent.

*the children in this school district. Final determination of whether such coursework meets the criteria in this subsection shall be the exclusive authority of the Superintendent.*

**Subparagraph G**

An employee will be given credit for a maximum of 12 (18 during a sabbatical) credits per year (Sept. 1 to Aug. 31) counted for preparation level shifts beyond the Master's column. All credits accumulated beyond these maximums shall be used in future years.

Change "12" to "9". Delete last sentence beginning "all credits".

Existing Language

**Subparagraph H**

No existing language.

Add paragraph "H": *An employee will be given credit for a maximum of 12 credits (18 during a sabbatical) per year (Sept. 1 to Aug. 31) counted for preparation levels leading up to the Master's Column.*

Rejected

**Subparagraph I**

No existing language.

Add paragraph "I": *An employee who has Masters + 45 will be given credit for a maximum of 3 credits (18 during a sabbatical per year (Sept. 1 to Aug. 31).*

Rejected

**Article 8.04 Tuition Reimbursement**

**Subparagraph D**

A grade of "B-" or better or a "P" in a pass/fail course must be attained.

Change a "B-" to "B".

Existing Language

**Subparagraph E**

Although such course work need not lead to an advanced degree it shall be in either the employee's subject area, the field of education or it shall be relevant to the employee's potential contribution to the education of children in this school district as determined by the Superintendent. Any employee who has a course rejected by the Superintendent shall be eligible to use the appeals process as outlined in 8.03 C.

Although such course work need not lead to an advanced degree it shall be *in the field of education, directly related to the employees (sic) subject area as a teacher in the District, and is relevant coursework to enhance the education of the children in this school district.* Omit remaining language, then add: *Consistent with Section 8.03 C, final determination of whether such coursework meets the criteria in this subsection shall be the exclusive authority of the Superintendent.*

Existing Language, and then add: *During 2011-2012, all employees may take up to 6 credits per year in one or more of the following areas: Technology, Special Education, Administrative coursework and courses sponsored by the University of the Arts.*

*Credits in these areas will be capped at 6 per year.*

*Employees may take up to an additional 6 credits in other areas as per the previous paragraph.*

**Subparagraph H**

Long Term Substitutes are ineligible.

Add "under this section" at end.

Existing Language

**Article IX -Benefits**

**Subparagraph D**

No current language

Add: "A teacher's spouse, who is eligible for coverage under such spouse's employer's plan, but elects not to enroll, is not eligible for coverage under the District's plan. 'Eligible' means coverage is available and the teacher's spouse's contribution for coverage is less than 50% of the insured rate, if insured, or the COBRA rate, if self funded. If a teacher's spouse elects to enroll in such spouse's employer's plan and is also covered under the District's plan, the District will charge a surcharge fee for the addition of those spouses.

Rejected

**Article X - Supplemental Contracts**

**Subparagraph 10.03**

It is agreed that the Board has the right to authorize or not authorize these positions, and to select the individuals to fill these positions annually. This applies to summer *candis* school and summer curriculum work also. Any supplemental authorized by the board shall be offered to qualified district employees before it is offered to members of the general public. If an employee has received a satisfactory evaluation for the previous year he will be offered a contract to return to that position. When a supplemental contract is terminated, the administrator shall notify the employee concerned before the end of the school year, and shall inform him or her of the reasons.

At end of first sentence add: "*The District shall retain the right to post all positions and select the most qualified dates for all positions annually.*" This applies to summer school and summer curriculum work also. "The Superintendent or designee *will meet three (3) times per year to review all supplemental positions. A determination will be made regarding the continuation, addition or elimination of positions.* Any supplemental authorized by the Board shall be *advertised* to qualified district employees before it is offered to members of the general public. *Delete remaining language.*

Existing language

Increase all Supplementals by 2.5%.

**Positions of the Parties**

The District argues that in formulating its proposals, it was looking to maintain quality health care and compensation for employees in order to allow it to retain the quality faculty it has enjoyed. It cautions, however, that it must maintain a reasonable fund balance. Economic times are hard, and the Association members have benefitted greatly when times were good; they must now share in the sacrifice. Federal employees have been forced to take a pay freeze for the coming year. Similarly, several nearby districts, such as those in Lancaster and Montgomery counties, have also negotiated pay freezes in the first year of their respective contracts. Revenue is down in the District, and the Act 1 index is extremely low this year, coming in at only 1.4%, down substantially from the prior year's index of 2.9%. Moreover, because of climbing enrollment and the age of the facilities, the District has had to dedicate many resources to capital endeavors. Thus, it proposes a wage and step movement freeze in the first year of the agreement and only modest increases thereafter. Furthermore, in light of rising health care costs, which can be anticipated to grow at 8 -12% per year, it proposes to move employees from the Personal Choice Plan to the Keystone Direct Point of Service Plan, and to deny coverage to spouses where they are eligible for coverage by a plan with their own employer, with some exceptions.

The Association argues that a dedicated staff is needed to produce the high quality product the District and residents have come to expect. The salaries here merely reflect the fact that the workforce here is one of

long standing, and well educated in the various fields of expertise reflected in the bargaining unit. This is one of the top performing school districts in the state, and the Advanced Placement scores are the highest in Pennsylvania. Employees must be rewarded for their dedication and years of service if they are to continue producing a high quality product. While construction needs are of concern to the District, such building renovations should not be undertaken at the expense of the staff. Furthermore, the District has been “leaving money on the table” by failing to properly, and timely, apply to qualify under various exceptions to the Act I index.

As to the health care proposal of the District, the Association argues that the District has inflated the anticipated costs over the next several years. Accordingly, it proposes to retain a Personal Choice Plan, with an increased contribution toward the premium by bargaining unit members. It also rejects increased premium payments by employees for prescription, dental, and vision premiums, noting in particular that the District is self-insured. Thus, the premium figure at best is a mere estimate.

On non-economic issues, the chief areas addressed by the parties were the supplemental contracts and the tuition reimbursement. As to the latter, the District contends that many courses for which reimbursement is sought are those in computer programs and are not at the level contemplated by this provision: courses which promote a more educated faculty that can better contribute to student learning. Indeed, the District has reimbursed teachers and given them credit on the salary scale for many graduate courses which would not be counted toward graduate credit at the very schools where they are taught. Moreover, past reimbursement for classes which are less academically oriented has contributed to a skewing of the workforce at the higher cells of the salary matrix, such that those with Masters and Ph.d's constitute more than 50% of the unit. This was never the intent of this provision.

The Association argues, on the other hand, that many of these programs make teachers more proficient in numerous technological tools which are now becoming available to the teaching profession to utilize in the classroom and which promote the education of students. The District's proposal to train teachers on technological matters in an hour workshop is simply inadequate if the staff is to keep pace with the improvements and changes being introduced in teaching tools. Moreover, the Association agreed in the last contract to reduce the number of acceptable credits from 15 to 12 and to permit column movement only once per year instead of twice. Further changes are simply not warranted.

As to the supplemental contracts, the District seeks flexibility in the assignment of teachers to such positions. Although the current language is somewhat open to interpretation, the practice generally has been to maintain teachers in these positions, from year to year, unless they prove unsatisfactory. The District wants to be able to appoint teachers to these supplemental positions based on “all the circumstances” so that it will be free to remove one who is satisfactorily performing in the supplemental position where it feels more attention should be devoted by the teacher to classroom duties. The Association has suggested a subcommittee examine the matter, but it has been unsuccessful in getting the District to agree. Further, the Association has proposed a bump in the salaries of such positions by 2.5% because they have been frozen at current levels for three (3) years.

### **Recommendations**

The current economic climate remains precarious with a substantial rate of unemployment. Although this District is wealthy in comparison to others in the Commonwealth, the wealth is not evenly spread but exists in pockets in certain townships. Although the average per capita income is above that for most other areas of Pennsylvania, it nonetheless falls well below that earned by bargaining unit members, and in times such as these, the public purse, and of the taxpayers who contribute to it, must be respected and wisely and cautiously spent.

For these reasons, I recommend adoption of the Keystone Direct Point of Service proposal offered by the District in the second and third years of the contract, excluding the changes in contributions to the Prescription, Vision and Dental plans.<sup>15</sup> The District contends that with that proposal, it can realize savings of \$412,000 in the second year and \$467,000 in the third year of the Agreement. I would take those savings, and essentially utilize them to pay for wage increases in the second and third year. Furthermore, I have looked to the proposal of the

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<sup>15</sup> As to the Dental plan, I agree with the Association, in recognition of rising costs, that the lifetime maximum for dependents be increased to \$1000 and for employees to \$2000 in the last 2 years of the Contract.

Board in year 1, and, for the above stated reason have held employees at their current step levels. The Board itself has allowed for prep-level movement, and it proposed a \$750 bonus for the bargaining unit employees. I have merely upped that payment by \$250 per employee, which in a unit of about 334 employees amounts to slightly more than a .3 % boost in labor costs.<sup>16</sup> In the second year, I have adopted the Board's proposal which, by its own estimates amounts to approximately a 2.04% increase in labor costs. Such an increase amounts to approximately \$510,000 which is close to the anticipated savings in Year 2 with the new health care program. I do not recommend adopting the Board's provision with respect to conditions being placed on the coverage of spouses. The Board did not indicate that its calculations of health care cost savings included an estimate of savings from this proposal. Accordingly, I recommend that the current coverage referenced in Article 9D be retained.

As to year 3, I have agreed with the Board to the remaining ½ step movement. Under the prior contract, it estimated the half step movement to cost approximately 1.4% of current labor costs. If labor costs rose \$510,000 in year 2, then at the start of year 3, they would equal \$25,510,000. 1.04% of that figure is \$265,304, well below the anticipated savings from the health care program. Therefore, I have allowed another 1% wage increase across the schedule. Although this figure may take the labor expenditure beyond the amount of health care savings, the District will have some flexibility to raise funds utilizing the Act I index.<sup>17</sup> Similarly, the \$1000 bonus will impact approximately 120 employees, according to the Association's schedule, in year 3<sup>18</sup>, and will cost the District about \$120,000. Again, economic times should be better towards the end of the Agreement, and the District will continue to have some flexibility in utilizing other tools, such as the Act I index, or its exceptions, to meet this cost. Accordingly, the salaries should appear as follows:

Year 1: Each employee shall receive a \$1000 off matrix bonus. Prep-Level Movement for qualifying members of the Unit.

Year 2: Employees shall move ½ step up the matrix and in addition, there shall be a 1% increase in each cell in the salary schedule. Prep-level movement for all bargaining unit members.

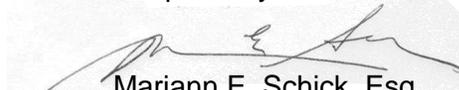
Year 3: Employees shall move up the remaining ½ step, and there shall be a 1% increase in each cell in the salary schedule. Additionally, since those at Step 16 have received no benefit over the last 2 years of the Agreement from Step movement, they shall each receive a \$1000 off matrix bonus. Prep level movement for all eligible bargaining unit members.

Since the bargaining unit employees will experience a significant change in health care coverage, and receive only modest gains in wages, I recommend that the remaining provisions of the Agreement in dispute be kept as is. Thus, where the parties have agreed on changes to any terms of the Agreement not referenced here, I adopt their changes. Where, however, the parties are in dispute with any matter not dealt with above, I recommend that the current language of the contract remain. Accordingly, with respect to the particular concerns regarding tuition reimbursement and supplemental contracts, I recommend no change from the current Agreement.

I have, according to my notes, and the documentation submitted, reviewed all areas of dispute between the parties. My duties are, therefore, concluded herewith. The relevant matrices are attached.

Done this 31<sup>st</sup> day of January, 2011 at Philadelphia, Pennsylvania.

Respectfully submitted,



Mariann E. Schick, Esq.  
Arbitrator

<sup>16</sup>  $334 \times \$250 = \$83,500$ ;  $\$83,500 / \$25,000,000 = .33\%$

<sup>17</sup> I calculate the 1.04% ½ step movement cost and the 1.0% across the Board cost, will cost the Board \$520,404,000. \$25,000,000 in labor costs in year 1 and the \$510,000 increase in year 2 give a starting labor cost at the end of year 2 of \$25,510,000. A 2.04% increase in that figure in year 3 yields the \$520,404,000 figure, which is only about \$53,000 above the estimated health care savings of \$467,000 in that year.

<sup>18</sup> See matrix in Association Index, Tab 4.

**UNIONVILLE-CHADDS FORD SALARY SCHEDULES  
2010-11**

Steps	B	B+24	M	M+15	M+30	M+45	M+60
1.0	47,743	49,978	52,345	54,789	57,376	60,093	64,613
1.5	47,967	50,213	52,582	55,048	57,648	60,378	64,921
2.0	48,190	50,447	52,818	55,306	57,919	60,663	65,229
2.5	48,416	50,684	53,067	55,568	58,194	60,951	65,540
3.0	48,641	50,921	53,315	55,829	58,468	61,239	65,850
3.5	48,869	51,161	53,567	56,093	58,745	61,530	66,164
4.0	49,097	51,400	53,818	56,357	59,022	61,821	66,478
4.5	49,328	51,642	54,072	56,624	59,302	62,115	66,796
5.0	49,558	51,884	54,326	56,890	59,582	62,409	67,113
5.5	49,921	52,265	54,726	57,310	60,023	62,872	67,612
6.0	50,283	52,645	55,125	57,729	60,464	63,335	68,111
6.5	51,228	53,637	56,167	58,823	61,612	64,541	69,413
7.0	52,173	54,629	57,208	59,917	62,760	65,746	70,714
7.5	53,156	55,661	58,292	61,055	63,955	67,000	72,068
8.0	54,138	56,693	59,375	62,192	65,149	68,254	73,421
8.5	55,160	57,766	60,502	63,375	66,391	69,559	74,829
9.0	56,182	58,839	61,628	64,558	67,633	70,863	76,236
9.5	57,245	59,955	62,800	65,788	68,925	72,220	77,700
10.0	58,307	61,070	63,972	67,018	70,217	73,576	79,164
10.5	59,413	62,231	65,191	68,298	71,561	74,987	80,687
11.0	60,518	63,391	66,409	69,577	72,904	76,397	82,209
11.5	61,353	64,598	67,676	70,908	74,301	77,864	83,792
12.0	62,187	65,805	68,943	72,238	75,698	79,331	85,375
12.5	63,698	67,061	70,261	73,622	77,151	80,857	87,022
13.0	65,208	68,316	71,579	75,006	78,604	82,383	88,669
13.5	66,451	69,622	72,950	76,446	80,116	83,970	90,382
14.0	67,694	70,927	74,321	77,885	81,627	85,556	92,094
14.5	69,311	72,624	76,103	79,756	83,592	87,619	94,320
15.0	70,927	74,321	77,885	81,627	85,556	89,682	96,546
15.5	72,699	76,182	79,839	83,678	87,710	91,943	98,987
16.0	74,470	78,042	81,792	85,729	89,863	94,204	101,427

**UNIONVILLE-CHADDS FORD SALARY SCHEDULES  
2011-13**

Steps	B	B+24	M	M+15	M+30	M+45	M+60
1.0	48,220	50,478	52,868	55,337	57,950	60,694	65,259
1.5	48,446	50,715	53,107	55,598	58,224	60,982	65,570
2.0	48,672	50,951	53,346	55,859	58,498	61,270	65,881
2.5	48,900	51,191	53,597	56,123	58,775	61,561	66,195
3.0	49,127	51,430	53,848	56,387	59,053	61,851	66,509
3.5	49,358	51,672	54,102	56,654	59,332	62,145	66,826
4.0	49,588	51,914	54,356	56,921	59,612	62,439	67,143
4.5	49,821	52,158	54,613	57,190	59,895	62,736	67,463
5.0	50,054	52,403	54,869	57,459	60,178	63,033	67,784
5.5	50,420	52,787	55,273	57,883	60,623	63,501	68,288
6.0	50,786	53,171	55,676	58,306	61,069	63,968	68,792
6.5	51,740	54,173	56,728	59,411	62,228	65,186	70,107
7.0	52,695	55,175	57,780	60,516	63,388	66,403	71,421
7.5	53,687	56,218	58,874	61,665	64,594	67,670	72,788
8.0	54,679	57,260	59,969	62,814	65,800	68,937	74,155
8.5	55,712	58,344	61,107	64,009	67,055	70,254	75,577
9.0	56,744	59,427	62,244	65,204	68,309	71,572	76,998
9.5	57,817	60,554	63,428	66,446	69,614	72,942	78,477
10.0	58,890	61,681	64,612	67,688	70,919	74,312	79,956
10.5	60,007	62,853	65,842	68,980	72,276	75,736	81,493
11.0	61,123	64,025	67,073	70,273	73,633	77,161	83,031
11.5	61,966	65,244	68,353	71,617	75,044	78,643	84,630
12.0	62,809	66,463	69,632	72,960	76,455	80,124	86,229
12.5	64,334	67,731	70,964	74,358	77,923	81,666	87,892
13.0	65,860	68,999	72,295	75,756	79,390	83,207	89,556
13.5	67,116	70,318	73,680	77,210	80,917	84,809	91,285
14.0	68,371	71,636	75,064	78,664	82,443	86,412	93,015
14.5	70,004	73,350	76,864	80,554	84,427	88,495	95,263
15.0	71,636	75,064	78,664	82,443	86,412	90,579	97,511
15.5	73,425	76,943	80,637	84,515	88,587	92,862	99,976
16.0	75,215	78,822	82,610	86,586	90,762	95,146	102,441

**UNIONVILLE-CHADDS FORD SALARY SCHEDULES  
2012-13**

Steps	B	B+24	M	M+15	M+30	M+45	M+60
1.0	48,703	50,983	53,397	55,890	58,529	61,301	65,912
1.5	48,931	51,222	53,638	56,154	58,806	61,592	66,226
2.0	49,159	51,461	53,880	56,418	59,083	61,882	66,540
2.5	49,389	51,703	54,133	56,684	59,363	62,176	66,857
3.0	49,619	51,945	54,387	56,951	59,643	62,470	67,174
3.5	49,851	52,189	54,643	57,220	59,926	62,767	67,494
4.0	50,084	52,433	54,900	57,490	60,208	63,064	67,814
4.5	50,319	52,680	55,159	57,762	60,494	63,364	68,138
5.0	50,554	52,927	55,418	58,033	60,780	63,663	68,462
5.5	50,924	53,315	55,825	58,461	61,229	64,136	68,971
6.0	51,294	53,703	56,233	58,889	61,679	64,608	69,480
6.5	52,258	54,715	57,295	60,005	62,850	65,838	70,808
7.0	53,222	55,727	58,358	61,121	64,021	67,067	72,135
7.5	54,224	56,780	59,463	62,282	65,240	68,347	73,516
8.0	55,226	57,833	60,568	63,442	66,458	69,626	74,897
8.5	56,269	58,927	61,718	64,649	67,725	70,957	76,333
9.0	57,311	60,022	62,867	65,856	68,992	72,287	77,768
9.5	58,395	61,160	64,062	67,110	70,310	73,671	79,262
10.0	59,479	62,298	65,258	68,365	71,628	75,055	80,755
10.5	60,607	63,481	66,501	69,670	72,999	76,494	82,308
11.0	61,734	64,665	67,744	70,975	74,369	77,933	83,861
11.5	62,586	65,896	69,036	72,333	75,794	79,429	85,476
12.0	63,437	67,128	70,329	73,690	77,220	80,926	87,091
12.5	64,978	68,408	71,673	75,102	78,702	82,482	88,771
13.0	66,519	69,689	73,018	76,514	80,184	84,039	90,451
13.5	67,787	71,021	74,416	77,982	81,726	85,657	92,198
14.0	69,055	72,353	75,815	79,450	83,268	87,276	93,945
14.5	70,704	74,084	77,633	81,359	85,272	89,380	96,216
15.0	72,353	75,815	79,450	83,268	87,276	91,485	98,487
15.5	74,160	77,713	81,443	85,360	89,472	93,791	100,976
16.0	75,967	79,611	83,436	87,452	91,669	96,098	103,466