

**COMMONWEALTH OF PENNSYLVANIA**  
**PENNSYLVANIA LABOR RELATIONS BOARD**

**IN THE MATTER OF THE EMPLOYEES OF**  
  
**WAYNESBORO AREA SCHOOL DISTRICT**

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**Case No. ACT 88-12-5-E**

**REPORT AND RECOMMENDATIONS**

**FACT FINDER: Alex A. Kaschock**

**FOR THE EMPLOYER:**  
**Richard B. Galtman, Esquire**  
**Sweet, Stevens, Katz & Williams, LLP**

**FOR THE UNION:**  
**Marcia Bender, Southern Region Field Director**  
**Pennsylvania State Education Association**

## **BACKGROUND**

Pursuant to Act 88 of 1992 (Act 88) and the Public Employee Relations Act (PERA), the undersigned was appointed by the Pennsylvania Labor Relations Board (PLRB) on February 21, 2012, as the Fact Finder in the impasse between the Waynesboro Area Education Association PSEA/NEA (Association) and Waynesboro Area School District (District).

In accordance with the PLRB's Order of February 21, 2012, the parties filed written statements of the issues in dispute with the Fact Finder. On April 12, 2012, the parties met with the Fact Finder in an informal session to discuss and clarify the issues in dispute. On April 18, 2012, the Fact Finding hearing was held at the Waynesboro Area School District Administration Building, at which time both parties were offered a full opportunity to present testimony, examine and cross-examine witnesses, introduce documentary evidence and argue orally in support of their respective positions.

The Fact Finder commends both parties for their professional and courteous presentations. The positions of the parties were clearly articulated and the documentation presented was helpful and informative.

In some instances, when a party has proposed a change in the current language or the addition of a new section to existing language from the Agreement, recommendations have been made in this report with little or no discussion. This is intended to indicate only that these proposals are not being recommended as part of the overall proposal for settlement suggested by the Fact Finder at this time and not to negate the concerns expressed by the party offering them. Some of these issues might very well be appropriate for informal discussions between the parties and/or bargaining for future agreements.

The recommendations that follow constitute the settlement proposal upon which the parties are now required to act, as directed by statute and PLRB regulations. Pursuant to statutory authority, 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 rationales, but rather represents only an agreement to resolve the issues by adopting the recommendations.

## **ISSUES**

The District and the Association have identified ten (10) general issues remaining in dispute between the parties at the time of Fact Finding. The outstanding unresolved Articles and Sections of the Contract issues, as presented at the Fact Finding hearing, are as follows:

Article X. Wages and Working Conditions

- a) Section 10.00. Classification and Rates of Pay (including Step And Column Movement)
- b) Section 10.02. Wage Payment
- c) Section 10.06. Activities – Salaries
- d) Section 10.07. Coaching Activities – Salaries
- e) Section 10.08. Department Heads / Lead Teachers / Grade Level Coordinators - Salaries

Article XI. Insurance

- a) Section 11.00. Dental / Vision Plan
- b) Section 11.02. Medical / Surgical

Article XVII. Termination Clause

- a) Section 17.00. Term of Agreement

Article XVIII. Miscellaneous

- a) Section 18.06. Summer School, Adult Education and Workshop, Participant and Curriculum Development

Proposed New Article: Fair Share

These issues are discussed in detail in the following sections.

It is important to note that the specific recommendations of the Fact Finder made in the report on each issue, although discussed separately, were made only after consideration of all the issue recommendations taken together and their total combined impact upon both parties in this dispute.

**Background / Bargaining History**

Waynesboro Area School District is located in South-central Pennsylvania in Franklin County. The District is comprised of four (4) elementary schools, one (1) middle school and one (1) high school. It is part of Lincoln Intermediate Unit (IU) Twelve (12). Waynesboro Education Association, PSEA/NEA is certified by the PLRB as the exclusive collective bargaining representative for this bargaining unit. The unit covers all professional staff employed by the District. The School District currently employs two hundred and seventy-eight (278) professional faculty. Currently, there are four thousand, three hundred and twenty-six (4,326) students enrolled in the District.

The last Agreement negotiated between the parties became effective on July 1, 2006 and had an expiration date of June 30, 2009. In September of 2008, the parties agreed to extend the Agreement to June 30, 2010. The parties began negotiations for a successor Agreement in January of 2010. Fact Finding was requested in October of 2010. That Fact Finding Report was issued on November 19, 2010. It was accepted by the Association and rejected by the District. The parties continued to bargain while operating under the terms of the expired contract. The last formal bargaining session was on December 12, 2011. The parties met informally twice after that session in an attempt to resolve issues. There are tentative agreements on fourteen (14) issues between the parties pending final resolution of the Agreement.

## **Discussion and Recommendations**

### **Issue 1. Article X. Wages and Working Conditions**

#### **Section 2(a) 10.00. Classification and Rates of Pay**

##### **Current Status**

The current salary schedule for employees covered by this Bargaining Unit provides for a step movement for each year of employment, up to fourteen (14) years of employment. It contains eight (8) columns that provide for pay increases commensurate with various levels of academic achievement. They are:

Bachelors  
Bachelors + 24  
Masters  
Masters + 12  
Masters + 24  
Masters + 36  
Masters + 48  
Earned Doctorate

The percentage cost of step movement for the District is estimated as one and fourteen hundredths percent (1.14%) in the 2010-2011 school year, one and twenty-one hundredths percent (1.21%) in the 2011-2012 school year and one and one tenth percent (1.1%) in the 2012-2013 school year.

##### **Positions of the Parties**

Association Proposal:

The Association proposes pay increases for each year of the Agreement as follows:

School Year	Pay Increase
2010-2011	0%
2011-2012	2.75% including increment

2012-2013	3.5% including increment
2013-2014	3.75% including increment

The Association also maintains that Column movement should be granted each year of the contract in accordance with the Collective Bargaining Agreement.

#### District Proposal:

The District proposes pay increases for each year of the Agreement as follows:

School Year	Pay Increase
2010-2011	0%
2011-2012	\$600 added to the schedule for every Salary Level and Step. No Step or Column Movement. Payment will be pro-rated to the date of the Contract ratification.
2012-2013	\$600 added to the schedule for every Salary Level and Step. No Step or Column Movement.

#### Discussion

The Association argues that the School District can afford the salary figures that the Association has proposed. It points out that it has significantly reduced its initial proposal to include a salary freeze in the first year of the Agreement. The Association recognizes that the economic situation and the reduction in state subsidies and increased costs have deeply affected the District's ability to fund programs and services. The Association believes that its proposals for increases in salary payments in the second and third year of the Agreement are modest and designed to fit into the budget of the District.

The Association argues that an analysis of the District's budget supports the argument that its requested increases are reasonable and manageable, especially considering its willingness to increase the obligations for bargaining unit members' co-payment for their insurance coverage.

It points out that the District has exercised prudent and conservative budget practices. In the past five (5) years, the District has ended each and every year with more than it projected in its budget. The difference has averaged one million, three hundred, forty-four thousand, three hundred and forty dollars (\$1,344,340) per year. The District's actual fund balance on June 30, 2011 was five million, nine hundred, twenty-one thousand, three hundred and seventy-eight dollars (\$5,921,378). In addition, the local tax effort has decreased from sixteen and nine tenths (16.9) mills on market value in 2005-2006 to thirteen and three tenths (13.3) mills in 2009-2010. The market value of taxable property has increased at an annual rate of ten and nine tenths percent (10.9%) since 2005-2006.

Bargaining unit salaries have decreased as a percentage of total District expenditures from forty-eight and two tenths percent (48.2%) in 2006-2007 forty-three and five tenths percent (43.5%) in 2011-2012.

The Association points out that its members have continued to work in good faith as the parties have tried to negotiate a contract. It believes retroactivity should be granted for any agreement eventually reached. In addition, the Association believes that Column movement should be granted for any employee who has earned the appropriate number of educational credits. The movement on Columns is earned by the individual employees who have made the effort to attain additional knowledge to serve the students of the District. Such activity is a mutual goal of the District and the teachers. Column movement has never been considered as part of the salary proposals in past contract negotiations. The Association notes that the District and the Association have already reached a tentative agreement on Section 10.05 of the Agreement, which governs all aspects of Column movement.

The District argues that its proposal is reasonable and is premised on the District's current financial situation as well as the current economic environment. It points to high unemployment of six and nine tenths percent (6.9%) in Franklin County, low cost of living increases and Act 1 limitations as a basis for its proposed salary structure.

The District is concerned about an eroding tax base because of lower re-assessment values on taxable properties and the decrease in property transfer tax revenues and earned income tax now and in the future. They point out that Federal Stimulus Funds will not be available and that the State Subsidy is likely to decrease in the immediate future.

The District points out that over the years it has made a strong effort to maintain competitive salaries and the District's current salary schedule is competitive with and comparable to that of other school districts in proximity to the District. The District indicates that its ending fund balance has increased over the past few years because of identified, non-recurring circumstances that may require the use of a portion of the fund balance to resolve.

For 2010-2011, the District's budget was fifty-one million, two hundred, twenty-eight thousand, one hundred and fifty-two dollars (\$51,228,152), with an ending general fund balance of five million, nine hundred, twenty-one thousand, three hundred and seventy-eight dollars (\$5,921,378), or eleven and fifty-six hundredths percent (11.56%) of its budget. Of that amount, one million, nine hundred, ninety-five thousand, one hundred and forty-eight dollars (\$1,995,148) was designated/reserved, leaving an unreserved/unrestricted fund balance projected at three million, nine hundred, twenty-six thousand, two hundred and thirty dollars (\$3,926,230) or seven and sixty-six hundredths percent (7.66%) of the budget.

After considering the information and arguments presented by both parties, it is appropriate that the current economic situation must be considered in any suggestion for resolution. It is clear that since the last Fact Finding in 2010, the parties have worked hard to resolve issues and reach an agreement. Both the District and the Association have made significant efforts to bridge the economic difficulties that so far have prevented a resolution to their dispute. I believe the following compromise recommendation is affordable for the District and provides a salary package for the Association that will enable the membership to cope with their increased personal cost in this economy.

### Recommendation

It is my recommendation that the pay increases in each year of the Agreement will be as follows:

School Year	Pay Increase
2010-2011	0% Freeze
2011-2012	\$1,200 added to the schedule for every Salary Level and Step effective July 1, 2011.
2012-2013	\$1,200 inclusive of Step Movement (Average Increase)

Column movement will be applied to all years of the Agreement in accordance with Section 10.05 of the Collective Bargaining Agreement.

Recommended salary schedules will be attached in Appendix A of this document.

## **Issue 2. Article X. Wages and Working Conditions**

### **Section 10.02. Wage Payment**

#### Current Status

The current Collective Bargaining Agreement specifies the method and timing of employees' payment for work. It does not require that employees be paid by Direct Deposit.

#### Positions of the Parties

District Proposal:

The District proposes that all employees be paid bi-weekly by direct deposit.

Association Position:

The Association is opposed to direct deposit.

#### Discussion

The District points out that of the two hundred and eighty (280) teachers, forty-two (42) do not have direct deposit, which is fifteen percent (15%). While this is not a huge savings, if the cost is even two dollars (\$2) per check, savings realized by requiring direct deposit would be roughly two thousand

and two hundred dollars (\$2,200). Administratively, there is no basis for continuing the manual issuance of paychecks in light of the direct deposit technology.

The Association argues that employees should have the right to decide if they want to use direct deposit. It should be voluntary, not mandatory.

### Recommendation

It is my recommendation that the position of the District that all employees will be paid bi-weekly by direct deposit be incorporated into the new Collective Bargaining Agreement.

## **Issue 3. Article X. Wages and Working Conditions**

### **Section 10.06. Activities**

#### Current Status

Appendix D of the current Agreement specifies the Activity Advisor salaries for each compensated activity.

#### Positions of the Parties

Association Proposal:

The Association is proposing to increase salaries for the Activity Advisors as follows:

School Year	Pay Increase
2010-2011	0%
2011-2012	0%
2012-2013	3%
2013-2014	3%

District Position:

The District seeks to maintain the status quo with regard to Activity Advisors' salaries through 2012-2013.

#### Discussion

The Association argues that it is reasonable to increase the compensation for these employees who have been willing to take on additional responsibilities. The District points out that the current budgetary situation is at a critical point. It argues that it must minimize expenditures wherever it can in order to enable it to provide for some staff salary increases and adequate health care coverage.

### Recommendation



It is my recommendation that the status quo should be maintained with regard to this issue.

#### **Issue 4. Article X. Wages and Working Conditions**

##### **Section 10.07. Coaching Activities**

###### Current Status

The current Collective Bargaining Agreement specifies the salaries given to District Coaches in Appendix E.

###### Positions of the Parties

Association Proposal:

The Association proposes to increase salaries for Coaching Activities as follows:

School Year	Pay Increase
2010-2011	0%
2011-2012	0%
2012-2013	3%
2013-2014	3%

District Position:

The District proposes that the status quo be maintained with regard to Coaching salaries through the 2012-2013 contract year.

###### Discussion

The Association and District arguments presented with regard to this issue are the same as for the prior issue (Activities).

###### Recommendation

It is my recommendation that the status quo should be maintained with regard to this issue.

#### **Issue 5. Article X. Wages and Working Conditions**

##### **Section 10.08. Department Heads / Lead Teachers / Grade Level Coordinators**

###### Current Status

While currently there are no department heads, lead teachers or grade level coordinators, the current Collective Bargaining Agreement provides for reimbursement for employees who occupy these positions under Section 10.08 of Article X.

## Positions of the Parties

### Association Position:

The Association proposes that the current language of Article X, Section 10.08 should be amended as follows:

Each employee who is appointed by the Board of School Directors to serve as a department head/team leader/grade level coordinator shall be reimbursed for his/her services as follows:

<del>2006/2007</del>	<del>\$1,850</del>
<del>2007/2008</del>	<del>\$1,950</del>
<del>2008/2009</del>	<del>\$2,050</del>
<del>2009/2010</del>	<del>\$2,150</del>
<b>2010/2011</b>	<b>\$2,150</b>
<b>2011/2012</b>	<b>\$2,150</b>
<b>2012/2013</b>	<b>\$2,200</b>
<b>2013/2014</b>	<b>\$2,250</b>

The employee shall be paid one-half (1/2) of the amount the second pay in January and one-half (1/2) of the amount the second pay in June.

**The Special Education Department will have a department head appointed from among special education teachers.**

### District Position:

The District proposes that the status quo be maintained with regard to the current salary set forth in Section 10.08 of Article X of the Agreement.

## Discussion

The Association argues that the contract provides for a modest increase in the event the District decides to appoint staff to these positions in the future. The Special Education Department is currently the only department that does not provide for a department head under the Collective Bargaining Agreement.

The District argues that any change at the present time is cost prohibitive considering its uncertain economic outlook.

## Recommendation

It is my recommendation that the status quo be maintained with regard to this issue.

## **Issue 6. Article XI. Insurance**

### **Section (a) 11.00. Dental / Vision Plan**

#### Current Status:

The current language provides for dental and vision expenditures for each full-time employee and his dependents for one thousand and two hundred dollars (\$1,200) per year. The amounts designated

for each year may be “pooled,” allowing employees to use the total amount designated throughout the life of the contract.

### Positions of the Parties

#### Association Proposal:

The Association has proposed to change the language of the current Agreement as follows:

The Employer shall provide reimbursement for dental and vision expenditures for each full-time employee and his dependents in the following amounts:

<del>2006/2007</del>	<del>\$1,150</del>
<del>2007/2008</del>	<del>\$1,175</del>
<del>2008/2009</del>	<del>\$1,200</del>
<del>2009/2010</del>	<del>\$1,200</del>
2010/2011	\$1,200
2011/2012	\$1,200
2012/2013	\$800 individual \$1,200 2-party \$1,600 family
2013/2014	\$800 individual \$1,200 2-party \$1,600 family

The remaining provisions of this section will remain unchanged.

**Should an employee need to change his/her coverage (single/ dependents) during the course of a contract year, the amount will be prorated according to the coverage(s) used for the year from that point forward. Example: employee @ single coverage for 7 mths and changes to 2-party @ 5 mths:**

**$7 \times \$66.67 + 5 \times \$100 = \$966.67$  total pool for year.**

**Should an employee's pool of money be reduced as a result of the status change, the employee will not be required to pay any money back for that contract year should his/her year allotment already be spent. Example: Employee @ 2-party coverage for 7 mths and changes to single coverage for 5 mths:**

**$7 \times \$100 + 5 \times \$66.67 = \$1,033.33$ . Employee already spent \$1,200 that year. Total due District = 0.**

#### District Position:

The District agrees with the Association's proposal through the 2012-2013 school year. It agrees that pooling of money will continue in accordance with the current language. The District agrees that should the employee need to change his/her coverage during the course of the contract year, the amount will be prorated.

The District disagrees with the last paragraph of the Association's proposal that states that if an employee's pool of money be reduced as a result of a status change, the employee will not be

required to pay any money back if the employee overspent his/her allotted funds. The District proposes that in the case of a status change, which results in an overpayment to an employee in any year, that money may be recovered from the next year's allotment under the pool concept.

### Recommendation

It is my recommendation that the dollar amount portion of this section be changed as follows:

The Employer shall provide reimbursement for dental and vision expenditures for each full-time employee and his dependents in the following amounts:

<del>2006/2007</del>	<del>\$1,150</del>
<del>2007/2008</del>	<del>\$1,175</del>
<del>2008/2009</del>	<del>\$1,200</del>
<del>2009/2010</del>	<del>\$1,200</del>
<b>2010/2011</b>	<b>\$1,200</b>
<b>2011/2012</b>	<b>\$1,200</b>
<b>2012/2013</b>	<b>\$800 individual</b>
	<b>\$1,200 2-party</b>
	<b>\$1,600 family</b>

The remaining provisions of this section will remain unchanged.

**Should an employee need to change his/her coverage (single/ dependents) during the course of a contract year, the amount will be prorated according to the coverage(s) used for the year from that point forward. Example: employee @ single coverage for 7 months and changes to 2-party @ 5 months:**

**$7 \times \$66.67 + 5 \times \$100 = \$966.67$  total pool for year.**

**Should an employee's pool of money be reduced as a result of the status change, any overpayment will be recovered from the following year's allocation under the pool concept.**

### **Issue 7. Article XI. Insurance**

#### **Section (b) 11.02. Medical / Surgical**

##### Current Status:

Currently, Section 11.02 of the Collective Bargaining Agreement provides employees with a choice of two (2) PPO plans. Capitol Blue Cross provides a PPO Plan 1 and a PPO Plan 2. Each provides different Individual/Family deductibles and some differences in benefit coverage. Premium weekly assistance requirements differ for each plan. Currently those costs are as follows:

Coverage	PPO Plan 1 Weekly Assistance	PPO Plan 2 Weekly Assistance
Single	\$ 0	\$ 0
Parent and Child	\$ 7	\$10
Parent and Children	\$ 8	\$11
Employee and Spouse	\$12	\$15
Family	\$14	\$17

## Positions of the Parties

### District Proposal:

The District proposes the following changes to Section 11.02 of Article XI in this Agreement:

2010-2011            No Change.

2011-2012    Eliminate PPO Plan 1 as soon as possible after ratification.            Implement nine percent (9%) employee premium share for all levels of coverage.

2012-2013    Employee premium share to be dollar amount from 2011-2012 [nine percent (9%) of 2011-2012 premium] plus fifty percent (50%) of the net premium cost increase from the prior year as calculated by provider.

### Association Position:

The Association is proposing the following changes with regard to the Medical/Surgical benefits provided in the current Agreement:

2010-2011            Status quo.

2011-2012    Eliminate PPO Plan 1 when possible after ratification. The deductible already paid under PPO Plan 1 will be applied to the new required deductible under PPO Plan 2. PPO Plan 2 shall provide the same speech therapy provision as currently exists under PPO Plan 1. All employees in all levels of coverage will pay a five and five tenths percent (5.5%) premium share for coverage effective the date of contract ratification.

2012-2013    Six percent (6%) premium share for coverage selected for all employees.

2013-2014    Six and five tenths percent (6.5%) premium share for coverage selected for all employees.

## Discussion

The Association argues that the District's health care proposals will add a significant cost to bargaining unit members. As a consequence, these employees will pay from nine hundred and fifty-nine additional dollars (\$959) to one thousand, six hundred and sixty-nine additional dollars (\$1,669) over three (3) years. The District's salary proposal over the same three (3) year period of one thousand and two hundred dollars (\$1,200) creates a negative financial burden for the teachers of the District.

The District argues that the proposed contributions represent a small fraction of the District's costs for such benefits for this bargaining unit. As proposed by the District, at the end of the proposed contract, the District will still pay roughly ninety-one percent (91%) of the costs of these benefits. Even with the proposed increase in employee contribution, the employee contribution will be minimal and the District will still pay the majority of the cost of health care benefits under the new contract.

The District asserts that its proposal is reasonable, supported by the economic and budgetary considerations facing the District. It is consistent with practices throughout the State.

After reviewing the data and information presented at the Fact Finding, it is clear that these bargaining unit members do not pay as high a premium share as those employees in neighboring districts. However, it is unlikely that any of those districts had to more than double their contributions to health care costs in a one (1) year period. It is unlikely those district employees would have agreed to such changes in the midst of an economic crisis and a salary offer of less than three percent (3%) over a three (3) year contract period.

I believe it is appropriate in this case to increase the contribution to health care costs as long as it is accompanied by an effort to minimize the total negative impact on the employees of this bargaining unit and their families. The following recommendation attempts to address both the realistic needs of the District and the financial impact on the District's employees.

#### Recommendation

It is my recommendation that the contract be changed as follows:

2010-2011            No change / Status quo.

2011-2012    Eliminate PPO Plan 1 as soon after ratification as possible. Implement a seven percent (7%) employee premium contribution for all levels of coverage for each Plan option selected. This change will be retroactive to the beginning of the contract year.

2012-2013    Employee premium share of eight percent (8%) for all levels of coverage.

### **Issue 8. Article XVII. Termination Clause**

#### **Section 17.00. Term of Agreement**

##### Positions of the Parties

Association Proposal:

The Association proposes a four (4) year agreement beginning July 1, 2010 and ending June 30, 2014.

District Proposal:

The District proposes a three (3) year agreement beginning on July 1, 2010 and ending June 30, 2013.

#### Recommendation

It is my recommendation that the agreement term shall be three (3) years, beginning on July 1, 2010 and ending June 30, 2013.

## **Issue 9. Article XVIII. Miscellaneous**

### **Section 18.06. Summer School, Adult Education and Workshop, and Curriculum Development**

### **Participant**

#### Current Status

Currently, the contract extension agreed to by the parties provides that bargaining unit employees who teach summer school, workshops and curriculum development for the District shall be paid an hourly rate of twenty-eight dollars and forty-two cents (\$28.42) per hour.

#### Positions of the Parties

Association Position:

The Association is proposing to increase the hourly rates by the same percent as the salary in Section 10.00 of Article X of the Agreement.

District Proposal:

The District is proposing to freeze the salary for these teachers at the current rate for the life of this Agreement.

#### Recommendation

It is my recommendation that the salary rates for employees who are covered under this Article shall remain at twenty-eight dollars and forty-two cents (\$28.42) per hour for the life of this Agreement.

## **Issue 10. Proposed New Article: Fair Share**

#### Current Status

Currently, the Union Security Provision in the Collective Bargaining Agreement provides for maintenance of membership.

#### Positions of the Parties

Association Proposal:

The Association has proposed that a Fair Share provision become part of the Collective Bargaining Agreement. Such a provision would require all members of the Bargaining Unit represented by the Association to either join the Association or pay a Fair Share Fee, which would be collected by the District via payroll deduction.

District Position:

The District opposes the Association's proposal and seeks to maintain the status quo with regard to Union Security.

Recommendation:

It is my recommendation that the status quo be maintained in the new Agreement with regard to this issue.

ALL OTHER MATTERS

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

Dated: April 30, 2012

Camp Hill, Pennsylvania

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Alex A. Kaschock, Fact Finder

Appendix A



Waynesboro Area EA  
2010/11  
Year 1

Average Sa \$57,225  
Average Inc \$0  
Percent Inc 0.00%  
Total Cost #####  
Total Incre: \$0  
**Increment** \$0 0.00%  
Number of 14  
Total BUM 307.00

\$0

2010/11  
Year 1

Step	Bachelors	B+24	Masters	M+12	M+24	M+36	M+48	PhD Doctorate
1	42,511	43,050	43,789	44,891	46,484	48,392	50,928	54,094
2	42,964	43,868	45,149	46,428	48,021	49,929	52,465	55,630
3	43,416	44,771	46,685	47,964	49,558	51,465	54,002	57,167
4	43,897	45,753	48,222	49,501	51,094	53,002	55,539	58,704
5	44,464	46,735	49,759	51,038	52,631	54,539	57,075	60,241
6	44,971	47,717	51,296	52,574	54,168	56,076	58,612	61,777
7	45,565	48,699	52,832	54,111	55,705	57,612	60,149	63,314
8	46,158	49,681	54,369	55,650	57,242	59,149	61,686	64,851
9	46,752	50,663	55,906	57,185	58,778	60,686	63,222	66,388
10	47,454	51,644	57,443	58,722	60,315	62,223	64,759	67,924
11	47,454	52,626	58,980	60,258	61,852	63,760	66,296	69,461
12	47,454	53,817	60,516	61,795	63,388	65,296	67,833	70,998
13	47,454	55,006	62,053	63,332	64,925	66,833	69,370	72,535
14	58,821	59,775	63,590	64,869	66,462	68,370	70,906	74,072

Matrix  
2010/11  
Year 1

Step	Bachelors	B+24	Masters	M+12	M+24	M+36	M+48	PhD Doctorate	Total
1	7.00	1.00	2.00	0.00	0.00	0.00	0.00	0.00	10.00

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2	12.00	4.00	4.00	0.00	1.00	0.00	1.00	0.00	22.00
3	12.00	4.00	3.00	0.00	0.00	0.00	0.00	0.00	19.00
4	4.00	7.00	5.00	0.00	0.00	0.00	0.00	0.00	16.00
5	5.00	4.00	4.00	2.00	2.00	1.00	1.00	0.00	19.00
6	0.00	5.00	2.00	3.00	0.00	0.00	0.00	0.00	10.00
7	1.00	0.00	6.00	0.00	1.00	0.00	0.00	0.00	8.00
8	0.00	3.00	7.00	1.00	0.00	0.00	0.00	0.00	11.00
9	1.00	0.00	2.00	1.00	1.00	0.00	0.00	0.00	5.00
10	0.00	7.00	5.00	5.00	0.00	0.00	1.00	0.00	18.00
11	0.00	0.00	3.00	3.00	3.00	0.00	1.00	0.00	10.00
12	0.00	0.00	3.00	3.00	0.00	1.00	1.00	0.00	8.00
13	0.00	2.00	3.00	3.00	1.00	2.00	1.00	0.00	12.00
14	0.00	27.00	49.00	21.00	10.00	9.00	19.00	4.00	139.00
Total	42.00	64.00	98.00	42.00	19.00	13.00	25.00	4.00	307.00

Cost Analysis

2010/11

Year 1

Step	Bachelors	B+24	Masters	M+12	M+24	M+36	M+48	rned Doctor	Total
1	297,580	43,050	87,578	0	0	0	0	0	428,209
2	515,567	175,474	180,595	0	48,021	0	52,465	0	972,121
3	520,996	179,084	140,056	0	0	0	0	0	840,136
4	175,589	320,270	241,111	0	0	0	0	0	736,970
5	222,320	186,939	199,035	102,075	105,262	54,539	57,075	0	927,246
6	0	238,585	102,591	157,723	0	0	0	0	498,899
7	45,565	0	316,994	0	55,705	0	0	0	418,263
8	0	149,042	380,585	55,650	0	0	0	0	585,277
9	46,752	0	111,812	57,185	58,778	0	0	0	274,527
10	0	361,511	287,214	293,608	0	0	64,759	0	1,007,093
11	0	0	176,939	180,775	185,555	0	66,296	0	609,565
12	0	0	181,549	185,385	0	65,296	67,833	0	500,063
13	0	110,011	186,159	189,996	64,925	133,666	69,370	0	754,127
14	0	1,613,933	3,115,896	1,362,247	664,622	615,328	1,347,222	296,287	9,015,535
Total	1,824,368	3,377,900	5,708,114	2,584,645	1,182,869	868,829	1,725,020	296,287	#####

## Waynesboro Area EA

2011/12

Year 2 (Revised matrix  
with increase)(Revised Matrix 8-3-  
11)

\$1,200

Average Salary \$58,132

Average Increase \$1,200

Percent Increase 2.11%

Total Cost \$16,175,090

Total Increase \$333,900

**Increment Cost** \$0 0.00%

Number of Steps 14

Total BUM 278.25

\$1,200

2011/12

Year 2 (Revised matrix  
with increase)

Step	Bachelors	B+24	Masters	M+12	M+24	M+36	M+48	Earned Doctorate
1	43,711	44,250	44,989	46,091	47,684	49,592	52,128	55,294
2	44,164	45,068	46,349	47,628	49,221	51,129	53,665	56,830
3	44,616	45,971	47,885	49,164	50,758	52,665	55,202	58,367
4	45,097	46,953	49,422	50,701	52,294	54,202	56,739	59,904
5	45,664	47,935	50,959	52,238	53,831	55,739	58,275	61,441
6	46,171	48,917	52,496	53,774	55,368	57,276	59,812	62,977
7	46,765	49,899	54,032	55,311	56,905	58,812	61,349	64,514
8	47,358	50,881	55,569	56,850	58,442	60,349	62,886	66,051
9	47,952	51,863	57,106	58,385	59,978	61,886	64,422	67,588
10	48,654	52,844	58,643	59,922	61,515	63,423	65,959	69,124
11	48,654	53,826	60,180	61,458	63,052	64,960	67,496	70,661
12	48,654	55,017	61,716	62,995	64,588	66,496	69,033	72,198
13	48,654	56,206	63,253	64,532	66,125	68,033	70,570	73,735
14	60,021	60,975	64,790	66,069	67,662	69,570	72,106	75,272

Matrix

2011/12

Year 2 (Revised matrix  
with increase)

Step	Bachelors	B+24	Masters	M+12	M+24	M+36	M+48	Earned	Doctorate	Total
1	7.50	1.00	3.00	0.00	1.00	0.00	0.00	0.00		12.50
2	9.00	4.00	2.75	0.00	1.00	0.00	1.00	0.00		17.75
3	11.00	4.00	1.00	0.00	0.00	0.00	0.00	0.00		16.00
4	4.00	6.00	6.00	0.00	0.00	0.00	0.00	0.00		16.00
5	3.50	4.00	5.00	2.00	2.00	1.00	1.00	0.00		18.50
6	0.00	4.00	2.00	3.00	0.00	0.00	0.00	0.00		9.00
7	1.00	0.00	5.00	1.00	1.00	0.00	0.00	0.00		8.00
8	0.00	3.00	7.00	1.00	0.00	0.00	0.00	0.00		11.00
9	1.00	0.00	2.00	1.00	1.00	0.00	0.00	0.00		5.00
10	0.00	7.00	5.00	5.00	0.00	0.00	1.00	0.00		18.00
11	0.00	1.00	3.00	3.00	3.00	0.00	1.00	0.00		11.00
12	0.00	0.00	3.00	3.00	0.00	1.00	1.00	0.00		8.00
13	0.00	1.00	3.00	1.00	2.00	2.00	1.00	0.00		10.00
14	0.00	22.00	43.00	15.00	10.00	7.50	18.00	2.00		117.50
Total	37.00	57.00	90.75	35.00	21.00	11.50	24.00	2.00		278.25

Cost Analysis

2011/12

Year 2 (Revised matrix  
with increase)

Step	Bachelors	B+24	Masters	M+12	M+24	M+36	M+48	Earned	Doctorate	Total
1	327,836	44,250	134,967	0	47,684	0	0	0		554,738
2	397,475	180,274	127,459	0	49,221	0	53,665	0		808,094
3	490,780	183,884	47,885	0	0	0	0	0		722,549
4	180,389	281,718	296,533	0	0	0	0	0		758,640
5	159,824	191,739	254,794	####	107,662	55,739	58,275	0		932,509
6	0	195,668	104,991	####	0	0	0	0		461,982
7	46,765	0	270,162	55,311	56,905	0	0	0		429,143
8	0	152,642	388,985	56,850	0	0	0	0		598,477
9	47,952	0	114,212	58,385	59,978	0	0	0		280,527
10	0	369,911	293,214	####	0	0	65,959	0		1,028,693
11	0	53,826	180,539	####	189,155	0	67,496	0		675,391
12	0	0	185,149	####	0	66,496	69,033	0		509,663

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13	0	56,206	189,759	64,532	132,250	136,066	70,570	0	649,383
14	0	1,341,457	2,785,958	####	676,622	521,773	#####	150,543	7,765,302
Total	1,651,020	3,051,575	5,374,607	####	#####	780,074	#####	150,543	16,175,090

Waynesboro Area EA

2012/13

Year 3

\$1,200

Average Salary	\$59,331
Average Increase	\$1,200
Percent Increase	2.06%
Total Cost	\$16,508,893
Total Increase	\$333,802
<b>Increment Cost</b>	\$191,832
Number of Steps	14
Total BUM	278.25

\$562

2012/13

Year 3

Step	Bachelors	B+24	Masters	M+12	M+24	M+36	M+48	Earned Doctorate
1	44,091	44,634	45,379	46,491	48,098	50,022	52,581	55,773
2	44,547	45,459	46,751	48,041	49,648	51,572	54,131	57,323
3	45,003	46,370	48,301	49,591	51,198	53,122	55,681	58,873
4	45,489	47,360	49,851	51,141	52,748	54,672	57,231	60,423
5	46,060	48,351	51,401	52,691	54,298	56,222	58,781	61,973
6	46,571	49,341	52,951	54,241	55,848	57,772	60,331	63,524
7	47,170	50,332	54,501	55,791	57,398	59,322	61,881	65,074
8	47,769	51,322	56,051	57,343	58,948	60,873	63,431	66,624
9	48,368	52,312	57,601	58,891	60,499	62,423	64,981	68,174
10	49,076	53,303	59,151	60,441	62,049	63,973	66,531	69,724
11	49,076	54,293	60,702	61,992	63,599	65,523	68,081	71,274
12	49,076	55,494	62,252	63,542	65,149	67,073	69,631	72,824
13	49,076	56,693	63,802	65,092	66,699	68,623	71,182	74,374
14	60,542	61,504	65,352	66,642	68,249	70,173	72,732	75,925

Matrix

2012/13

Year 3

Step	Bachelors	B+24	Masters	M+12	M+24	M+36	M+48	Earned Doctorate	Total
1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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2	7.50	1.00	3.00	0.00	1.00	0.00	0.00	0.00	12.50
3	9.00	4.00	2.75	0.00	1.00	0.00	1.00	0.00	17.75
4	11.00	4.00	1.00	0.00	0.00	0.00	0.00	0.00	16.00
5	4.00	6.00	6.00	0.00	0.00	0.00	0.00	0.00	16.00
6	3.50	4.00	5.00	2.00	2.00	1.00	1.00	0.00	18.50
7	0.00	4.00	2.00	3.00	0.00	0.00	0.00	0.00	9.00
8	1.00	0.00	5.00	1.00	1.00	0.00	0.00	0.00	8.00
9	0.00	3.00	7.00	1.00	0.00	0.00	0.00	0.00	11.00
10	1.00	0.00	2.00	1.00	1.00	0.00	0.00	0.00	5.00
11	0.00	7.00	5.00	5.00	0.00	0.00	1.00	0.00	18.00
12	0.00	1.00	3.00	3.00	3.00	0.00	1.00	0.00	11.00
13	0.00	0.00	3.00	3.00	0.00	1.00	1.00	0.00	8.00
14	0.00	23.00	46.00	16.00	12.00	9.50	19.00	2.00	127.50
Total	37.00	57.00	90.75	35.00	21.00	11.50	24.00	2.00	278.25

Cost Analysis  
2012/13  
Year 3

Step	Bachelors	B+24	Masters	M+12	M+24	M+36	M+48	Earned	Doctorate	Total
1	0	0	0	0	0	0	0	0		0
2	334,102	45,459	140,252	0	49,648	0	0	0		569,462
3	405,030	185,479	132,827	0	51,198	0	55,681	0		830,215
4	500,374	189,441	49,851	0	0	0	0	0		739,665
5	184,240	290,104	308,405	0	0	0	0	0		782,749
6	163,000	197,365	264,755	108,482	####	57,772	60,331	0		963,401
7	0	201,327	109,002	167,374	0	0	0	0		477,703
8	47,769	0	280,257	57,343	58,948	0	0	0		444,317
9	0	156,937	403,210	58,891	0	0	0	0		619,039
10	49,076	0	118,303	60,441	62,049	0	0	0		289,869
11	0	380,053	303,508	309,958	0	0	68,081	0		1,061,599
12	0	55,494	186,755	190,625	####	0	69,631	0		697,951
13	0	0	191,405	195,275	0	68,623	71,182	0		526,485
14	0	#####	3,006,179	1,066,272	####	666,645	1,381,906	151,849		8,506,438
Total	1,683,591	#####	5,494,708	2,214,661	####	793,041	1,706,812	151,849		16,508,893

Incremental Cost  
2012/13  
Year 3

Step	Bachelors	B+24	Masters	M+12	M+24	M+36	M+48	Earned	Doctorate	Total
1	0	0	0	0	0	0	0	0		0
2	331,229	45,068	139,046	0	49,221	0	0	0		564,564
3	401,547	183,884	131,685	0	50,758	0	55,202	0		823,076
4	496,071	187,812	49,422	0	0	0	0	0		733,305
5	182,656	287,609	305,753	0	0	0	0	0		776,018
6	161,598	195,668	262,478	107,549	####	57,276	59,812	0		955,116
7	0	199,595	108,065	165,934	0	0	0	0		473,594
8	47,358	0	277,847	56,850	58,442	0	0	0		440,496
9	0	155,588	399,742	58,385	0	0	0	0		613,715
10	48,654	0	117,286	59,922	61,515	0	0	0		287,376
11	0	376,784	300,898	307,292	0	0	67,496	0		1,052,470
12	0	55,017	185,149	188,985	####	0	69,033	0		691,949
13	0	0	189,759	193,596	0	68,033	70,570	0		521,957
14	0	#####	2,980,327	1,057,102	####	660,912	1,370,022	150,543		8,433,286
Total	1,669,113	#####	5,447,456	2,195,615	####	786,221	1,692,134	150,543		16,366,922