

PENNSYLVANIA LABOR RELATIONS BOARD

Case No. Act 88-17-5-E

Ralph H. Colflesh, Jr., Esq.

Fact-Finder

COATESVILLE AREA SCHOOL DISTRICT

and

COATESVILLE AREA TEACHERS ASSOCIATION,

PSEA/NEA

(Fact- Finding 2017)

Appearances

For the District:

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Huntingdon Valley, Pennsylvania

For the Association:

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Pennsylvania State Education Association

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FACT-FINDER'S REPORT WITH RECOMMENDATIONS FOR SETTLEMENT

Pursuant to law and action by the Pennsylvania Labor Relations Board and Act 88, the undersigned was appointed to serve as fact-finder in the above referenced case after the parties reached an impasse in negotiations for a successor contract to an agreement that expired by its terms on August 28, 2016. Upon due notice to the parties, a fact-finding evidentiary hearing was convened at 4:00 p.m. on March 21, 2017 in the District's administrative offices in Thorndale, Pennsylvania. At that time and place both parties had an opportunity to produce testimony and all forms of non-testimonial evidence as well as arguments in support of their respective positions. At the conclusion of the hearing, the record closed, and this matter is now ready for the within Report with Recommendations for Settlement.

A. Relevant Background

The District lies in Chester County, one of the five counties (including Philadelphia) that make up the southeastern corner of Pennsylvania. The schools operated by the District provide public education in grades K-12 to pupils from the City of Coatesville, the boroughs of Modena, South Coatesville and Caln, and the Townships of East Fallowfield, Sadsbury, Valley, West Brandywine, and West Caln. In all, the District has six K-5 elementary schools, three 6-8 middle schools, a 9-10 Center, Coatesville High School, and the Gordon Education Center which is attended by selected students in 6-12th Grades. The District's enrollments have varied within a range of 100-300 students over the years between 2006-2007 and 2015-2016, and was at 6,758 during the last school year. That mark is the lowest within the last 10 years, but only by two students.

The District's population is racially mixed, with a white population of about 68% with the remainder consisting of black students (19%), Hispanics (8.6%) and "Other" (4.4%) as of 2010. In that same year, 30% of families from Coatesville City—which is the District's biggest municipality—were below the federal poverty standard and Modena Borough and South Coatesville Borough had 14.7% and 17.8% of their families below that level. At the same time, 41.1% of Coatesville City's under-18 years of age population were below the federal poverty level, while Modena, Sadsbury, and South Coatesville had 54%, 22.3% and 26.4% of their under-18 population living below the poverty line. Given this, it is not surprising that the District has the highest percentage of impoverished students in Chester County, as measured by the percentage of youngsters qualifying for free and reduced cost lunches. That percentage has been steadily rising since 2006-2007 and now stands at over 50%.

Consistent with correlations between poverty and school success found nation-wide, the District has the worst test scores of any public schools in Chester County

Assessed real property values in the District as of September 2016 amounted to about \$2.9 Billion, with nearly a quarter of that total from Caln Township. The total market value for properties within the District as of 2015 was \$4.16 Billion, a mere 0.4% increase over 2006.

Revenue to the District has increased over the past 10 school years (through 2015-2016) from \$78 Million to \$103.5 Million, almost entirely as a result of yearly real estate millage increases which began during the 2008-2009 school year.¹ As is common

¹ The District's other tax sources are earned income tax, public utility realty tax, realty transfer tax, local services taxes and delinquent taxes have remained virtually flat. The real estate millage rate is currently about 34 Mills.

throughout the Commonwealth, about 85% of the District's revenue comes from real property taxes², increases on which are capped by the state law known as Act 1. The District has been below the Act 1 cap only one time since the 2010-2011 school year.

In addition to property tax revenue, the District receives State funding which in the current school year is budgeted for \$47.368 M and another \$4.8 M is expected in special education funds to offset about \$33 Million in the District's special education costs. Federal revenue to the District amounts of about \$2.8 Million currently.

Figures supplied by the Association for 2016- 017 show a total of \$30.7 Million in state aid (all state sources) is expected, while the District has budgeted only \$28.9 Million. For 2017-2018, the Association claims the governor's proposed budget would give the District \$31.2 Million although the District budget anticipates only \$30.7 Million.

Greatly impacting the District are two **cost drivers**: Charter school enrollments and the costs of the Pennsylvania School Employees Retirement System ("PSERS").

The latter costs have risen beyond words—nearly fivefold between 2009-2010 and 2014-2015 and now amount to over \$10M per year. The District's required PERS contribution during that period has risen from 4.78% of payroll to over 30% in 2016-2017 and will rise to 34.20% of payroll in 2019-2010.

Charter school enrollment costs have also soared. In 2006-2007 the District spent \$12.5 Million for District students who attended charter schools. In 2015-2016 the same costs were \$21.3 Million, a 70% increase. In the 2014-2015 school year, the District spent 39% of that \$21.3M for special education students.³ The increases are due in great measure to the number of students attending charters, which has risen from 1,214 in 2006-2007 to nearly two thousand (1,991) in 2015-2016. In effect, something like 22% of all pupils eligible to attend school in the District are now enrolled in charter institutions.

The **District's finances** are now stable but not robust. From 2010-2011 through 2012-2013, the District operated in the red with negative unassigned fund balances at the end of each year of (\$743,242 in 2010-2011), (\$5,831,724 in 2011-2012), and (\$1,368,211 in 2012-2013) before finally breaking that pattern with end-of-year positive unassigned fund balances of \$858,094 and \$7,904, 305 for 2013-2014 and 2014-2015, respectively. The Association asserts District budgets for 2016-2017 and 2017-2018 included positive "budgetary reserves" of \$2.3 Million and \$2.4 Million, respectively. According to the Association's expert testimony, the District actually had negative "budgetary reserves" for six consecutive years—2007-2008, 2009, 2010 2011, and 2012, until finally reversing matters in 2013. The Association maintains that ending fund balances in 2014, 2015, and 2016 amounted to 5.2%, 10.5% and 7.6% of total expenditures, respectively. This claim was not refuted by the District and the undersigned takes notice the figures for 2014-2016 are close to and even in excess of the percentages recommended by financial advisory services for public entities. However, when viewed as a percentage of expenditures, the District's fund balance as of 2015 was considerably lower than those of other Districts throughout the Commonwealth, and, in terms of dollars to students, it was the lowest of all public districts in the County. The District has had to raise taxes every year since 2007-2008.

Finally, to make matters worse, due to what can only kindly be called "mismanagement," the District's physical plant is sore need of repairs after years of negligence and no oversight.

It is in that financial context that the parties are now making the following proposals for a successor labor contract.

Contract Changes Proposed by the Association⁴

The Association's proposals are as follows:

1. Publication of Agreement:

Provide that the new contract be made available in electronic form with 60 days of execution.

² About 81.3% of property tax revenue comes from residential properties. Thus, the bulk of the District's self-generated revenues, which also include earned income tax proceeds, comes from individuals and families

³ The District intends to seek approval for a referendum exception for special education expenditures in 2017-2018.

⁴ This list does not include Association proposed changes that would only editorially amend the current agreement, *e.g.*, changing the term "employee" to "bargaining unit member." Nor does it include issues initiated by the Association on which the parties have indicated there is mutual agreement or near agreement.

2. Exclusive Association Rights:

Provide that organizations not affiliated with the Association or its state and national affiliates be prohibited from posting information, voting surveys, and literature about those organizations on the District's property.

3. Health Insurance:

Provide that for each of the proposed four years of the new contract, monthly employee contributions to health benefits shall be capped for individuals at \$58, \$68, \$79, and \$90; "2-party" coverage at \$131, \$153, \$177, and \$203; and "Employee +One" coverage at \$141, 165, \$191, \$218.

4. Critical Illness and Bereavement Leave:

Provide that the current 5-day leave provision be reduced to 3 days; define near relative to be first cousin, aunt, uncle, niece, nephew, brother and sister-in-law, spousal grandparent.

Provide for no deduction of salary for absence caused by death of an immediate family member, as defined in the current contract.

5. FMLA:

Provide for a rolling 12-month "look back" for purposes of determining eligibility.

Provide for at least 30 notice by an employee to the District when leave is foreseeable; otherwise, notice to be given ASAP. Provide information and physician certificate as required by the FMLA.

Limit total amount of FMLA leave to a combined 12 weeks per 12-month period in cases where spouses are employed in the District and where leave is for birth of child or parental illness. Limit military caretaker leave to an aggregate of 26 weeks in a 12-month period where spouses are employed by the District.

6. School Calendar:

Provide for joint development of the school year calendar with changes subject to a meet-and-discuss roundtable.

7. Teacher Work Day:

Provide for no guarantee of a prep period on a day where school is shortened due to an emergency with "any issues" from "excessive emergencies" to be subject to meet-and-discuss roundtable.

8. Elementary Day:

Provide for an increase from 30 minutes to 40 minutes of block planning time for both elementary classroom and elementary special education personnel.

9. Term of Agreement:

Provide for a four-year length of contract, effective August 29, 2016 and ending August 28, 2020.

10. Class Coverage Pay:

Provide for an increase of \$3.00 per class coverage, from \$36.00 to \$39.00.

11. Large Group Stipend:

Provide that eligibility for this stipend be extended to Elementary Special Area teachers scheduled more than one homeroom class per teaching period.

12. Salaries:

Provide for an increase in salaries of 3.87%; 3.92%; 3.96%; and 3.91%

Inclusive of increment for each member of the bargaining unit, said increases to be effective August 29 of each contract year.

Provide for an increase of \$500 per school year in the stipend of all special education teacher who hold a special education certificate such that the stipend rises from \$500 to \$1,000 per year.

13. New Members:

Provide for the attendance of all new bargaining unit members at a New Member Academy consisting of a series of 8 professional growth seminars which will end no later than 2 hours after the close of the regular school day with mentees to receive the contractual per diem rate of pay for participation in Orientation Day; and provide that time for the 8 aforementioned seminars be scheduled outside the regular work day.

Provide for compensation of mentors who will attend the first and last day of such seminars with their mentees, the District making every reasonable effort for such mentors to be persons who teach in the same grade level or subject area and work within the same building as their mentees.

Provide further that certified school nurses who are paired with a health assistant RN or LPN who is new to nursing with the District will be paid \$1,000 for the first inductee and \$500 for the second with a limit of two inductees and at the curriculum rate for hours required after school but provide for half of the said amounts if only one semester is served as a mentor.

14. Involuntary Transfers:

Provide for the removal of language that gives the District the right to transfer bargaining unit members involuntarily and prevents grievances over such transfers and requires discussion of changes to the District's involuntary transfer policy with the School Board.

15. Safe Working Conditions:

Provide for the addition of clean water, heat, working bathrooms, planned escape routes, training, fire escape ladders, a functioning communication system throughout each building, emergency contact number and a clean environment to the requirements found under the 1996 amendments to the Commonwealth's Workers' Compensation Law.

B. Contract Changes Proposed by the District⁵

For its part, the District makes the following proposals:

1. Definitions

Provide for a definition of the phrase "applicable law" that would include legislation, regulations, ordinances, resolutions, court decisions etc. passed, authorized or ordered by legislative authorities, agencies or the judiciary that bear on a particular section of the contract.

2. Loudermill Language/Weingarten Rights:

Remove from the contract.

3. Exclusive Rights of the Association:

Remove from the contract.

⁵ As with changes proposed by the Association, this list does not include non-substantive editorial modifications in language. Nor does it include issues initiated by the District on which the parties have indicated there is mutual agreement or near agreement.

4. Scheduling of End of Marking Period Teacher Time:

Provide for an agreed upon period at the end of each marking period for teachers to engage in preparation, assessments, record keeping, faculty meetings, professional development, etc.

5. Negotiations Procedures Language:

Remove from contract.

6. Fair Share:

Provide for revised "hold harmless" language such that the Association will defend and indemnify the District for actions arising out of the exercise of fair share fee withholding.

Provide for language to be effective if "fair share" is made illegal.

7. Back to School Night :

Eliminate payment and released time provisions.

8. Tuition Reimbursement:

Provide for the elimination of the benefit for part-timers, substitutes and further provide for an aggregate benefit amount based on average cost of this benefit for last three years and for repayment of any benefit amount received by an employee who does not remain employed by the District for at least one year after accruing the benefit.

9. Work-Related Injury from Assault:

Provide for the elimination of what is now essentially a full year's pay and coordinate compensation with Workers Compensation, available sick leave, and FMLA.

10. Special Education and Reading Specialist Stipends:

Remove from contract.

11. Reference to State-Wide Health Plan:

Remove from contract.

12. Spousal Coordination of Health Care Coverage:

Provide for the coordination of health benefits between employees who have health care through their spouses with other employers such that benefits for the spouse of the District employee are covered through his/her employer's benefits rather than the District's.

Provide for changing the current health care plan to Personal Choice QHDHP HD1-HC1 with a premium share of 13 % in 2017-2018 and 15% for 2018-2019.

13. Court Pay/Jury Duty Pay:

Eliminate from contract.

14. FMLA:

Provide that FMLA leave run concurrently with other paid leave that may be available to the employee and allow District to define the allowable 12 week period of such FMLA leave in accordance with applicable law.

15. Requirement that Bargaining Unit Members Administer Meds:

Provide that the current contract provision that exempts bargaining unit members from administering medications be amended to remove the exemption but only where the student has an IEP or Section 504 Service Plan that requires such administration.

16. Reduction in Staff:

Provide that when there is a reduction in staff the “straight-line” rather than “checkerboard” realignment be Implemented.

17. Work Day :

Provide that except for lunch and one-planning period per day, the District controls the balance of a work day.

18. Safe Working Conditions:

Eliminate the current contract provision that requires “a safe environment” in compliance with the Pennsylvania Workers Compensation Law and that further provides for reporting of work-related injuries and pay—without use of sick leave—for absences for required medical consultations, and that also further provides for class coverage for such days.

19. Involuntary Transfers and Return :

Replace the right of an involuntarily transferred employee to meet with the School Board or a committee thereof and substitute right to meet with the Superintendent.

Eliminate the current contractual right for an involuntarily transferred teacher to return to his/her original school if the transfer was due to a reduction in force.

20. Wages and Health Care:

Provide for (1) no additional money for the salary scale; (2) neither retroactivity nor salary increase until the District can switch to a newly proposed health care plan; a ½ step increase on April 1, 2018 and a second ½ step increase on April 1, 2019, assuming a switch to the District’s proposed health care plan; (3) parties to determine amounts in each cell of the salary guide; provide that no additional money is to be added to the salary scale and no increases are granted in any hourly rates or extra duty, etc. pay.

Further, provide for a change to the district’s proposed Health Care Plan; and further provide for premium sharing of 13% for 2016-2017 and 15% for 2017-2018 as to medical, drug, dental and vision insurance with no optional plan.

In addition, provide for an additional \$750,000 to be allocated toward either (a) earlier step increases which could occur before April 1 of each year; or (b), a reduction in health care premium sharing.

21. Term of Agreement:

Provide for a two year term, commencing July 1, 2017 and ending June 30, 2019. 2019.

C. Discussion

Any recommendation for settlement in this matter must center on the two key elements separating the parties: health care and salaries. Although it is true that other factors impede settlement—namely the District’s limited ability to increase revenue, the rise to the District in PSERS costs and the continuing burden of charter enrollments—there is nothing that negotiations between the parties can do to lighten the District’s difficulties in regard to them.

As for health care, the Association has proposed a four-year contract with no change in health care contributions from members in 2016-2017, then increases in contributions for 2017-2018 that would continue to increase through 2018-2019 and 2019-2020. According to the Association’s computations the increased premium contributions—which would be capped to dollar amounts rather than applied as percentages each year—would save the District \$298,049 or 3.03% in health care costs over the

“base” year of 2016-2017 and then cost an additional 7.24% in 2018-2019 and an additional 7.31% over that in 2019-2020. Under the Association’s proposal, the current health care plan would remain in effect all four years with no change in benefits, including no spousal coordination as proposed by the District.

Regarding salary, the Association’s salary proposal would require a 3.87% increase in 2016-2017 when compared to 2015-2016 salaries; a 3.92% increase in 2017-2018 over 2016-2017 salaries; a further increase of 3.96% in 2018-2019 over 2016-2017 salaries; and an increase of 3.91% in 2019-2020 over 2018-2019 salaries. Under the Association’s proposal, “run up” costs for social security and PSERS contributions in each year would increase as follows: 16.53%, 10.76%, 8.03% and 7.20% for the first through fourth years, respectively.

Combining (a) salary increases with (b) social security/PSERS increases and (c) health insurance changes under the Association’s proposal would yield the following increases over the prior years: \$2,812,459 or 5.79% for 2016-2017; \$1,767,933 or 3.44% for 2017-2018; \$2,705,052 or 5.09% for 2018-2019; and, \$2784,290 or 4.99% for 2019-2020.

All of the foregoing cost figures are for the bargaining unit census that existed at the end of the 2015-2016 school year and are posited on the assumption that that census will remain unchanged throughout the four years of the proposed new contract. This assumption will undoubtedly not hold due to attrition in the bargaining unit, and when anticipated “breakage” results from higher paid personnel either not being replaced or replaced with lower paid staff, the costs will be less. In fact over the term of the two previous contracts (2011-2012 through 2013-2014 and 2014-2015 through 20-5-2016), actual salary schedule costs were less than the negotiated increases for \$654,350 and \$184,441, respectively.

Estimated costs under the District’s health care and salary proposals are made with the same assumption. The District proposes no changes to either salaries or health care for 2016-2017.⁶ The combined costs for those items, including the PSERS and Social Security “run ups” in 2016-2017 are \$49,829,017 or 2.6% more than the base 2015-2016 school year. **That increase is wholly attributable to health insurance, PSERS and any Social Security increases.** For 2017-2018 the Association has estimated that the District’s proposal of a ½ step increase results in a \$1,732,403 **reduction** in costs (with PSERS and social Security run ups) when computed with health care costs. This figure is 3.48% less than the amount for those items in 2016-2017.⁷ For 2018-2019, the District has only proposed another ½ step increase. The Fact Finder is unable to estimate that cost.

As can be seen from the foregoing, the cost differences in the two proposals largely result from the District’s offer of no salary increases in 2016-2017, miniscule pay increases resulting from ½ step movement in 2017-2018 and 2018-2019, and projected savings from the District’s health care proposal with its increased premium sharing and higher deductibles and the Association’s corresponding proposals on the same items.

Addressing salary, the District has the lowest starting salary in Chester County, about \$10,000 less than the leader Great Valley School District, and less salary in virtually every single one of its 152 salary guide cells than the average for that corresponding cell in the County. Assuming a 2.92% increase in salary, the situation would remain nearly unchanged with only six of the 152 cells above the corresponding County average. The District’s top salary trails all other County districts other than Avon Grove, Owen J. Roberts, and Octorara. Any attempt to severely restrain salary, such as the District’s current proposal would do, would only exacerbate this situation and make the District less likely to attract or retain highly qualified professionals in what appears to be a looming shortage of teachers in the coming years. As for current staff, the District’s proposal—even with the additional \$750,000 that could be distributed—would not keep up with the cost of living. More importantly, the offer would leave the bargaining unit without prospect for advancement until the 2019-2020 school year at the earliest.

At the same time, the Association’s offer would increase the District’s costs just in salary alone by \$5.6 Million—not counting the increase costs in the District’s PSERS and Social Security obligations and not counting the Association’s other proposals to increase class coverage pay, special activity pay, and other stipends. That burden would be put on a District that is one of the poorest in Chester County, one that has had continual real estate tax rate increases for the last seven years and is just about “tapped out” in terms of taxing potential, and one that has only recently recovered from three straight years of deficit financing and before that years of perilously declining fund balances.

Although the Association makes a compelling case that the District’s current and anticipated budgets are balanced and the fund balance is now and projected to be at an acceptable level of expenditures, the question is not whether the District *can* possibly

⁶ The District acknowledges that at this time health care changes for 2016-2017 would be futile. Given that fact and because it proposes no salary increases until its health care proposal has been implemented, the District essentially is proposing no salary increases for 2016-2017.

⁷ Given that the District’s proposal given to the Fact Finder on March 21, 2017 calls for no salary increases and only 1/2 step movement in 2017-2018, the Fact Finder is uncertain how this estimate was made.

afford the Association's proposals but whether it prudently *should* accept them. This question is particularly relevant given the District's obviously deteriorated physical assets and the need to repair or replace them.

Turning to health care, the District's proposal, when calculated with employee contributions, would result in a savings of \$2,273, 479 or 23.13% less than what the District is anticipated to pay in 2016-2017. This would be a significant aid to shoring up the District's finances. However, it would result in a high deductible plan costing \$1500 for individuals and \$3000 annually for families which would be a drastic change from the bargaining unit's current zero deductibles. Using a first year teacher in the lowest paying cell of the salary guide as an example, the Association points out that with the District's proposed premium share and the \$3000 family deductible, that teacher could spend over 14% of gross salary on health care. This liability, as the Association points out, would be incurred under the District's proposal with virtually no offsetting increase in salary.

On the other hand, employee contributions to family level health care costs nationally for all firms is now about 25% for around half the employers surveyed by the Kaiser Family Foundation in 2016. The same study showed that for all firms about 51% of employees with single coverage had deductibles of \$1,000 or more. It is also of interest that only 65% of all firms even offer plans (although 96% of firms of 200 or more employees do). Thus even with a hearty deductible, Association members would be better off than most private sector employees with employer sponsored plans.

Taking all the above factors into consideration, with particular attention to the District's financial condition, the Association's low salaries, PSERS obligations, and what even the Association counts as an 8% "trend" in health insurance increases, a precarious balance must be attained between the proposals offered by the parties. To that end, the Fact Finder makes the following Recommendations. The Fact Finder does so in an earnest effort to achieve a settlement before the relationship between the District and the Association spirals out of control with the inevitable consequences of continuous "work to rule" episodes, lagging attendance, demonstrations, and strikes. These actions would undoubtedly prompt responses in kind by the District until both sides are consumed by their dispute and this recovering District is dealt a staggering blow. The results on the District in terms of property values and charter school enrollments is predictable, and a cautionary example easily seen in certain near-by Bucks County districts, with one notorious example in particular. It takes years to recover from such situations, and for that reason the Fact Finder urges the parties to not let their aspirational goals of a "perfect" contract interfere with the realistic attainment of an acceptable one.

In that light, the Fact Finder makes the following recommendations for the parties' consideration for settlement.

D. Recommendations for Settlement

1. Other than necessary editorial changes, all provisions of the current contract shall remain in place during the duration of the new contract, except as provided below.

2. The new contract should have a **three year term**, 2016-2017 through 2018-2019 to avoid the parties having to re-enter negotiations (and the attendant expense in time and money) in less than a year for the next agreement. The contract term shall be August 29-August 28 for each year except the final year which shall end June 30, 2019. Salary guides are included with these Recommendations under separate cover.

3. The District's **health insurance** plan shall be adopted for school year 2017-2018; provided the deductibles shall be \$500 for single coverage and \$1,000 for multi-party coverage and shall be applied to all benefits including a newly implemented PC 20/30/70 prescription benefit; and further provided that employee contributions shall be \$90 per month for single coverage; \$180 per month for 2-party coverage and, \$225 per month for family coverage.

4. **Salaries** shall be increased by 3.5% without step increases effective May 1, 2017 for a real cost of 0.54% for 2016-2017; and by an additional total of 3.0% including step increases, effective August 29, 2017 and by an additional total of 3.0%, including step increases, effective August 29, 2018. There shall be no retroactivity for any period prior to May 1, 2017. In addition the stipend for those certified in and teaching special education shall be increased by \$500 effective August 29, 2017.

5. The District's proposal on **control of the school day** shall be implemented effective August 29, 2017, provided that duties other than scheduled classes shall be reasonably rotated; and further provided that teachers who are scheduled to teach an extra period each day shall receive the same stipend as under the expired contract.

6. The District's proposal that teachers affected by **involuntary transfers** may meet with the Superintendent rather than the Board shall be implemented effective August 29, 2017.

7. The **District's** proposal relating to the **administration of medication** shall be implemented beginning August 29, 2017.

8. The **District's FMLA proposal** shall be implemented beginning August 29, 2017 with the exception that for maternity and child-caring leave there shall be no change in how FMLA and paid leave are coordinated under the expired contract

9. The **District's tuition reimbursement** proposal shall be implemented provided that the total reimbursement for the bargaining unit shall not exceed \$300,000 per year and further provided that any bargaining unit member receiving tuition reimbursement who leaves the District's employ within one school year of receipt of reimbursement will re-pay the District the previous school year's reimbursement. The repayment requirement shall not apply to members who leave the District for reasons beyond their control, *e.g.* disability, need to care for a family member, transfer of a spouse's employment which reasonably requires a move of the member's place of residence.

10. The **District's proposal to change the contract start and ending** dates shall be accepted to the extent that the contract shall end June 30, 2019 with the understanding that the next contract will begin July 1.

Respectfully submitted this 1st day of April, 2017

Ralph H. Colflesh, Jr., Esq. (signed electronically)