Rationale for Proposal

By: 191

Concern: A brief description of the concern, including how prevalent of an issue it is and how it impacts our ability to work both effectively and efficiently. The concern also needs to state whether it is covered under PELRA to be addressed through negotiations or if it is a concern that needs to be addressed through other means:

Subdivision 1. ***Inherent managerial policy.*** *A public employer is not required to meet and negotiate on matters of inherent managerial policy. Matters of inherent managerial policy include, but are not limited to, such areas of discretion or policy as the functions and programs of the employer, its overall budget, utilization of technology, the organizational structure, and selection of personnel. No public employer shall sign an agreement which limits its right to select persons to serve as supervisory employees or state managers under section 43A.18, subdivision 3, or requires the use of seniority in their selection.*

Subd. 2. ***Meet and negotiate.*** *(a) A public employer has an obligation to meet and negotiate in good faith with the exclusive representative of public employees in an appropriate unit regarding grievance procedures and the terms and conditions of employment, but this obligation does not compel the public employer or its representative to agree to a proposal or require the making of a concession.*

In addition, a public employer may, but does not have an obligation to, meet and negotiate in good faith with the exclusive representative of public employees in an appropriate unit regarding an employer contribution to the state of Minnesota deferred compensation plan authorized by section 356.24, paragraph (a), clause (4), within the limits set by section 356.24, paragraph (a), clause (4).

When a new agreement is negotiated all relevant dates need to be adjusted to reflect the period of time covered under the contract.

Desired Outcome: A brief description of a vision of what conditions would look like if the concerns were addressed.

The contract dates reflect the coverage period of the agreement.

Proposed Language: Written proposed contract language to solve the concern. This is the language that will change with proposals from each party. Please include the location of the language, i.e. Article, Section, Subd.

Update all appropriate sections with the correct dates. Sections include:

Title Page and Table of Contents; ARTICLE IV, Section 11; ARTICLE V, Section 1; ARTICLE VIII, Section 12, Subd. 5; ARTICLE XII, Section 3; ARTICLE XVII, Section 1, SALARY Schedules, and other Articles as appropriate; Re-adopted MOU's addressing C-3, Amplify, career steps, and LTD.

Implications of Proposed Language: Identify implications for student achievement, staff engagement and financial impact.

Contract language remains current.

DRAFT

Rationale for Proposal

By: 191

Concern: A brief description of the concern, including how prevalent of an issue it is and how it impacts our ability to work both effectively and efficiently. The concern also needs to state whether it is covered under PELRA to be addressed through negotiations or if it is a concern that needs to be addressed through other means:

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Subd. 2. ***Meet and negotiate.*** *(a) A public employer has an obligation to meet and negotiate in good faith with the exclusive representative of public employees in an appropriate unit regarding grievance procedures and the terms and conditions of employment, but this obligation does not compel the public employer or its representative to agree to a proposal or require the making of a concession.*

In addition, a public employer may, but does not have an obligation to, meet and negotiate in good faith with the exclusive representative of public employees in an appropriate unit regarding an employer contribution to the state of Minnesota deferred compensation plan authorized by section 356.24, paragraph (a), clause (4), within the limits set by section 356.24, paragraph (a), clause (4).

During the 2021-2023 negotiations, Voluntary Pre-Kindergarten and Ready to Grow / Ready to Learn were added to the BEA collective bargaining unit. New language was developed for both. The RTG/RTG group works year-round and previously have available vacation time each year. An oversite for both sides accidently omitted any option for extended time off ow work for the 12 month employees.

Desired Outcome: A brief description of a vision of what conditions would look like if the concerns were addressed.

To provide reasonable time off during the year for employees to recreate and spend time with their family.

Proposed Language: Written proposed contract language to solve the concern. This is the language that will change with proposals from each party. Please include the location of the language, i.e. Article, Section, Subd.

Appendix F, Section 8. Personal Leave: In addition to Article VIII Section 2: At the beginning of each fiscal year, each teacher shall be credited with eight (8) days for the instructor's personal absence. Part-time instructors shall accrue and be eligible for such benefits on a prorated basis. Accrual amounts will follow Article VIII Section 2.

Implications of Proposed Language: Identify implications for student achievement, staff engagement and financial impact.

We desire to attract and retain quality staff while providing a positive educational experience for our students.

DRAFT

Rationale for Proposal

By: 191

Concern: A brief description of the concern, including how prevalent of an issue it is and how it impacts our ability to work both effectively and efficiently. The concern also needs to state whether it is covered under PELRA to be addressed through negotiations or if it is a concern that needs to be addressed through other means:

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Subd. 2. ***Meet and negotiate.*** *(a) A public employer has an obligation to meet and negotiate in good faith with the exclusive representative of public employees in an appropriate unit regarding grievance procedures and the terms and conditions of employment, but this obligation does not compel the public employer or its representative to agree to a proposal or require the making of a concession.*

In addition, a public employer may, but does not have an obligation to, meet and negotiate in good faith with the exclusive representative of public employees in an appropriate unit regarding an employer contribution to the state of Minnesota deferred compensation plan authorized by section 356.24, paragraph (a), clause (4), within the limits set by section 356.24, paragraph (a), clause (4).

The district does not agree that the public should be subsidizing the release of individuals to represent another organization or participate in political agendas that may be contrary to those interests of the district. The average salary and benefit package of a teacher is $118,000. Teachers at the top end of the scale average $154,000 total compensation. Under current language $55,000 is being paid by the union for a position that actually cost nearly $100,000 more.

Desired Outcome: A brief description of a vision of what conditions would look like if the concerns were addressed.

We are hoping to have the union pay in full for the person filling this role.

Proposed Language: Written proposed contract language to solve the concern. This is the language that will change with proposals from each party. Please include the location of the language, i.e. Article, Section, Subd.

Article IV TEACHER RIGHTS

Section 11. Teacher Organization Absence

Subd. 5. The BEA president shall be released full-time without loss of pay, benefits, or seniority in order to conduct duties as President. The teacher serving as BEA president shall retain all rights to his/her assignment held in the school year prior to the release time. The BEA shall compensate the district 50% of the average salary and benefits of the teacher's unit per year. ~~50% of the cost of the average salary and benefits of the teacher's unit shall be incorporated into the 2023- 2025 contract settlement.~~ The BEA agrees to notify the District by April 1st of each year as to who this individual will be for the following year.

Implications of Proposed Language: Identify implications for student achievement, staff engagement and financial impact.

Application of this language reflects a more accurate accounting for public funds, aligns the legislative platforms according to the group being represented, and helps employees and the public understand the value of the full-time release.

DRAFT

Rationale for Proposal

By: 191

Concern: A brief description of the concern, including how prevalent of an issue it is and how it impacts our ability to work both effectively and efficiently. The concern also needs to state whether it is covered under PELRA to be addressed through negotiations or if it is a concern that needs to be addressed through other means:

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Subd. 2. ***Meet and negotiate.*** *(a) A public employer has an obligation to meet and negotiate in good faith with the exclusive representative of public employees in an appropriate unit regarding grievance procedures and the terms and conditions of employment, but this obligation does not compel the public employer or its representative to agree to a proposal or require the making of a concession.*

In addition, a public employer may, but does not have an obligation to, meet and negotiate in good faith with the exclusive representative of public employees in an appropriate unit regarding an employer contribution to the state of Minnesota deferred compensation plan authorized by section 356.24, paragraph (a), clause (4), within the limits set by section 356.24, paragraph (a), clause (4).

The district encourages rigorous professional development and understands the value placed on continuing education at regionally certified universities.

Desired Outcome: A brief description of a vision of what conditions would look like if the concerns were addressed.

To provide clarity on the coursework that is acceptable for lane changes.

Proposed Language: Written proposed contract language to solve the concern. This is the language that will change with proposals from each party. Please include the location of the language, i.e. Article, Section, Subd.

ARTICLE V COMPENSATION

Section 4. Credits allowed for lane placement or advancement:

Subd. 1.

a. Degree credits are part of a teaching or administrative degree program; i.e. recognized by an accredited graduate school providing graduate level credits. No credits will be approved that involve primarily television viewing, correspondence work, or self-study.

b. Graduate degrees earned exclusively on-line must be from an accredited graduate school providing graduate level credits. No credits will be approved that involve primarily television viewing, correspondence work, or self-study.

Subd. 2. Program credits are not part of a teaching degree program but reflect intent to improve content knowledge specific to assignment or pedagogical skills. Credits must be graduate level with a grade of C or higher. No credits will be approved that involve primarily television viewing, correspondence work, or self-study.

Implications of Proposed Language: Identify implications for student achievement, staff engagement and financial impact.

Application of this language should assist with clarity and financial planning for both administration and employees.

DRAFT

Rationale for Proposal

By: 191

Concern: A brief description of the concern, including how prevalent of an issue it is and how it impacts our ability to work both effectively and efficiently. The concern also needs to state whether it is covered under PELRA to be addressed through negotiations or if it is a concern that needs to be addressed through other means:

Subdivision 1. ***Inherent managerial policy.*** *A public employer is not required to meet and negotiate on matters of inherent managerial policy. Matters of inherent managerial policy include, but are not limited to, such areas of discretion or policy as the functions and programs of the employer, its overall budget, utilization of technology, the organizational structure, and selection of personnel. No public employer shall sign an agreement which limits its right to select persons to serve as supervisory employees or state managers under section 43A.18, subdivision 3, or requires the use of seniority in their selection.*

Subd. 2. ***Meet and negotiate.*** *(a) A public employer has an obligation to meet and negotiate in good faith with the exclusive representative of public employees in an appropriate unit regarding grievance procedures and the terms and conditions of employment, but this obligation does not compel the public employer or its representative to agree to a proposal or require the making of a concession.*

In addition, a public employer may, but does not have an obligation to, meet and negotiate in good faith with the exclusive representative of public employees in an appropriate unit regarding an employer contribution to the state of Minnesota deferred compensation plan authorized by section 356.24, paragraph (a), clause (4), within the limits set by section 356.24, paragraph (a), clause (4).

Currently the District pays nearly $30 million in health insurance claims and is facing a 5% increase in premium this year and it is likely to have another large increase next year. The District is seeking to create flexibility for the Benefits Committee to assure the most cost effective and employee friendly benefits remain in place. Currently the teachers' unit is the last unit to agree to move to a fixed rate of contribution for HRA's (Health Reimbursement Accounts). While restrictive language remains in contract language, the Benefits Committee is limited on proposing cost-effect options for Board approval. Also, the District desires to move to a flat rate for insurance contribution from a percentage. A percentage approach has a built-in increase without the ability to negotiate a contribution rate in consideration of the total package. A 5% increase in premiums is equivalent on average to a $1,100 raise for those taking insurance. That is a significant part of the total compensation package.

Desired Outcome: A brief description of a vision of what conditions would look like if the concerns were addressed.

Remove language that limits the flexibility to review and adjust policy plans to be cost effective and employee friendly while aligning it with language in other employee groups.

Proposed Language: Written proposed contract language to solve the concern. This is the language that will change with proposals from each party. Please include the location of the language, i.e. Article, Section, Subd.

ARTICLE VII GROUP INSURANCE

Section 1. Health and Hospitalization Insurance Options:

Subd. 1. ~~Effective July 1, 2011,~~ For all teachers who have a full-time assignment, who are employed by the School District, who qualify for and are enrolled in the health care insurance plan, the School District will contribute ~~the equivalent value of 95% of~~ $1,255 monthly toward the single, (composite) premium. ~~The composite premium shall be based on a health care insurance plan with an HRA (Health Reimbursement Account) whereby the HRA and the in-network deductible equals the in-network out-of pocket maximum.~~ The composite premium will be based on a health care insurance plan with an HRA (Health Reimbursement Account) whereby $41.67 shall be redirected per pay period by the district to the HRA. The remainder shall be borne by the employee. Effective July 1, 2026, all teachers who have a full-time assignment, who are employed by the School District, who qualify for and are enrolled in the health care insurance plan, the School District will contribute $1,315 monthly toward the single, (composite) premium. The composite premium will be based on a health care insurance plan with an HRA (Health Reimbursement Account) whereby $41.67 shall be redirected per pay period by the district to the HRA. The remainder shall be borne by the employee. ~~Effective at the start of the 2006-2007 school year, Full-time assignment, for insurance purposes as outlined in this Section, shall mean thirty (30) hours per week.~~

Subd. 2. ~~Effective July 1, 2011, A teacher with dependent coverage shall contribute the equivalent value of 20% of the monthly, composite premium as defined in Subd. 1.~~ For all teachers who have a full-time assignment, who are employed by the School District, who qualify for and are enrolled in the health care insurance plan, the School District will contribute $2,675 monthly toward the family, (composite) premium. The composite premium will be based on a health care insurance plan with an HRA (Health Reimbursement Account) whereby $83.34 shall be redirected per pay period by the district to the HRA. The balance of the premium shall be paid by the ~~District~~ employee. Effective July 1, 2026, for all teachers who have a full-time assignment, who are employed by the School District, who qualify for and are enrolled in the health care insurance plan, the School District will contribute $2,800 monthly toward the family, (composite) premium. The composite premium will be based on a health care insurance plan with an HRA (Health Reimbursement Account) whereby $83.34 shall be redirected per pay period by the district to the HRA. The balance of the premium shall be paid by the employee.

Subd. 3. Effective with the March 15, 2010 paycheck, when a teacher and his/her spouse are both employees of the district and are enrolled in dependent coverage, one of the employees will contribute an amount equal to that those with single coverage contribute.

Subd. 4. Full-time assignment, for insurance purposes as outlined in this Section, shall mean thirty (30) hours per week. Except as listed below, for teachers working at least 20 hours per week but less than 30 hours per week shall contribute ~~30% of the~~ $2,340 toward the monthly composite premium for dependent coverage.~~, effective July 1, 2006~~. ~~Effective July 1, 2010, teachers working at least 20 hours per week but less than 30 hours per week shall contribute the equivalent value of 30% of the composite premium for dependent coverage. The balance shall be paid by the District.~~ The composite premium will be based on a health care insurance plan with an HRA (Health Reimbursement Account) whereby $83.34 shall be redirected per pay period by the district to the HRA.

Exceptions as listed below receive health insurance contributions as per Subd. 2.

a. teachers on parental leave, working at least .5
b. teachers hired prior to July 1, 2006 with a .5 or greater contract
c. teachers with a .5 contract prior to July 1, 2006, who temporarily accept an assignment greater than .5, have the right to return to .5 with benefits as per a full-time employee as outlined in Subd. 2.

Subd. 5. The balance of any additional premium for optional single or dependent District plans shall be paid by the teacher.

Subd. 6. When an employee who is enrolled in the district's group insurance plan contributes $1,000 into a medical flexible spending account (FSA) the district will contribute $1,000 into the employee's HRA account on the first payroll of the school year.

Adjust other related language items.

Implications of Proposed Language: Identify implications for student achievement, staff engagement and financial impact.

This would not create a change to the current HRA contribution. It would only allow the Benefit Committee flexibility. Moving to a flat rate would also allow the negotiations team to allocate resources to areas that are the most important at that time.

DRAFT

Rationale for Proposal

By: 191

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Subdivision 1. ***Inherent managerial policy.*** *A public employer is not required to meet and negotiate on matters of inherent managerial policy. Matters of inherent managerial policy include, but are not limited to, such areas of discretion or policy as the functions and programs of the employer, its overall budget, utilization of technology, the organizational structure, and selection of personnel. No public employer shall sign an agreement which limits its right to select persons to serve as supervisory employees or state managers under section 43A.18, subdivision 3, or requires the use of seniority in their selection.*

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In addition, a public employer may, but does not have an obligation to, meet and negotiate in good faith with the exclusive representative of public employees in an appropriate unit regarding an employer contribution to the state of Minnesota deferred compensation plan authorized by section 356.24, paragraph (a), clause (4), within the limits set by section 356.24, paragraph (a), clause (4).

January 1, 2024 new legislative language around sick and safe leave time goes into effect. This proposed language will help align negotiated language along with requirements by statute.

Desired Outcome: A brief description of a vision of what conditions would look like if the concerns were addressed.

This proposed language will help align negotiated language along with requirements by statute.

Proposed Language: Written proposed contract language to solve the concern. This is the language that will change with proposals from each party. Please include the location of the language, i.e. Article, Section, Subd.

ARTICLE VIII LEAVES OF ABSENCE

Subd. 7. Sick Leave may be used according to MN Statute 181.9447. ~~Employees can use their earned sick time for the employee's mental or physical illness, treatment or preventive care; a family member's mental or physical illness, treatment or preventive care; absence due to domestic abuse, sexual assault or stalking of the employee or a family member; closure of the employee's workplace due to weather or public emergency or closure of a family member's school or care facility due to weather or public emergency; and when determined by a health authority or health care professional that the employee or a family member is at risk of infecting others with a communicable disease.~~

~~Subd. 8. Family members are defined as their child, including foster child, adult child, legal ward, child for whom the employee is legal guardian or child to whom the employee stands or stood in loco parentis (in place of a parent); their spouse or registered domestic partner; their sibling, stepsibling or foster sibling; their biological, adoptive or foster parent, stepparent or a person who stood in loco parentis (in place of a parent) when the employee was a minor child; their grandchild, foster grandchild or step-grandchild; their grandparent or step-grandparent; a child of a sibling of the employee; a sibling of the parents of the employee; a child-in-law or sibling-in-law; any of the family members listed above of an employee's spouse or registered domestic partner; any other individual related by blood or whose close association with the employee is the equivalent of a family relationship; and up to one individual annually designated by the employee.~~

Implications of Proposed Language: Identify implications for student achievement, staff engagement and financial impact.

Application of this language should support current negotiated leave as well as identify state requirements.

DRAFT

Rationale for Proposal

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Currently bereavement language varies from unit to unit. Bereavement is personal and should be equally applied across all employees experiencing grief and loss.

Desired Outcome: A brief description of a vision of what conditions would look like if the concerns were addressed.

To align bereavement language with statute.

Proposed Language: Written proposed contract language to solve the concern. This is the language that will change with proposals from each party. Please include the location of the language, i.e. Article, Section, Subd.

ARTICLE VIII LEAVES OF ABSENCE

Section 3. ~~Bereavement Absence:~~

~~Subd. 1. An employee may take up to five (5) days of paid bereavement leave per event for any death(s) that occurs in the employee's family. For purposes of this Agreement, family includes a spouse, children, parents, siblings, grandparents, grandchildren, aunts, uncles, nieces, nephews or the equivalent. The Superintendent may, in their sole discretion, grant up to ten (10) additional days of bereavement leave per school year for reasons such as multiple deaths in the immediate family, out-of-state funerals or other extenuating circumstances.~~

~~Subd. 2. If a teacher has exhausted all accrued personal days in a given school year, he or she may use (3) sick days per year to attend the funeral of a person with whom they have a significant relationship.~~

Paid Family Medical Leave (PFML): PFML leave shall be granted pursuant to applicable law.

Implications of Proposed Language: Identify implications for student achievement, staff engagement and financial impact.

Application of this language should support all employees and provide clarity in its application.

DRAFT

Rationale for Proposal

By: 191

Concern: A brief description of the concern, including how prevalent of an issue it is and how it impacts our ability to work both effectively and efficiently. The concern also needs to state whether it is covered under PELRA to be addressed through negotiations or if it is a concern that needs to be addressed through other means:

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In addition, a public employer may, but does not have an obligation to, meet and negotiate in good faith with the exclusive representative of public employees in an appropriate unit regarding an employer contribution to the state of Minnesota deferred compensation plan authorized by section 356.24, paragraph (a), clause (4), within the limits set by section 356.24, paragraph (a), clause (4).

Current Attendance Incentive may be construed as a negative impact or discouraging employees to use ESST.

Desired Outcome: A brief description of a vision of what conditions would look like if the concerns were addressed.

Retaliation, right to file complaint
It is against the law for an employer to retaliate, or to take negative action, against an employee for using or requesting earned sick and safe time or otherwise exercising their earned sick and safe time rights under the law. If an employee believes they have been retaliated against or improperly denied earned sick and safe time, they can file a complaint with the Minnesota Department of Labor and Industry. They can also file a civil action in court for earned sick and safe time violations. MNDOL

Proposed Language: Written proposed contract language to solve the concern. This is the language that will change with proposals from each party. Please include the location of the language, i.e. Article, Section, Subd.

ARTICLE VIII LEAVES OF ABSENCE

~~Section 13. Attendance Incentive:~~

~~Subd. 1. An employee who as of July 1,~~

~~a. has accumulated leave time in excess of six hundred (600) hours determined as of June 15 of the same tax year, and~~
~~b. has taken one (1) or less leave days in current school year, shall have sufficient leave days converted at the rate equal to six hundred and fifty dollars ($650) which shall be contributed to an active ISD 191 approved 403(b) plan as of July 15th payroll.~~

~~Subd. 2. An employee who as of July 1,~~

~~a. has accumulated leave time in excess of six hundred (600) hours determined as of June 15 of the same tax year, and~~
~~b. has taken more than 1 leave day up to three (3) leave days in the current school year, shall have sufficient leave days converted at the rate of equal to three hundred and ninety dollars ($390) which shall be contributed to an active ISD 191 approved 403(b) plan as of July 15th payroll.~~

~~Subd. 3. An employee that takes more than three (3) leave days during the measurement period is not eligible for the conversion of leave days to a 403(b) contribution.~~

~~Subd. 4. "Leave days" include all absences except Bereavement, District Professional leave days, and paid days substituted for unpaid leave under the Family and Medical Leave Act of 1993 (FMLA), as amended.~~

DRAFT

~~Subd. 5. Effective July 1, 2015 the conversion rate for leave days shall be one hundred and thirty dollars ($130) per day.~~

Implications of Proposed Language: Identify implications for student achievement, staff engagement and financial impact.

Application of this language should remove outdated language and help with locating items that are applicable.

DRAFT

Rationale for Proposal

By: 191

Concern: A brief description of the concern, including how prevalent of an issue it is and how it impacts our ability to work both effectively and efficiently. The concern also needs to state whether it is covered under PELRA to be addressed through negotiations or if it is a concern that needs to be addressed through other means:

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In addition, a public employer may, but does not have an obligation to, meet and negotiate in good faith with the exclusive representative of public employees in an appropriate unit regarding an employer contribution to the state of Minnesota deferred compensation plan authorized by section 356.24, paragraph (a), clause (4), within the limits set by section 356.24, paragraph (a), clause (4).

The district's finances are currently stable. However, with both Federal and State revenue in question, the district will not be able to maintain its current fund balance. Increasing inflationary expenses will continue to compound without a stable increase in revenue. Currently the district's expense to revenue deficit is ~$8.0 m.

Desired Outcome: A brief description of a vision of what conditions would look like if the concerns were addressed.

Maintain a competitive salary and benefit package to attract and retain staff while maintaining an operating budget that allows for a positive educational experience for our students. The Board's goal for a total salary and benefit increase over two years will not exceed 6.5% or $5.0 million.

Proposed Language: Written proposed contract language to solve the concern. This is the language that will change with proposals from each party. Please include the location of the language, i.e. Article, Section, Subd.

Any economic item will be considered as a part of the total salary and benefit package parameter set by the Board.

APPENDIX C- 1&2 BEA Salary Schedule

Salary Schedule 2025-2026							
STEP	BA	BA20	BA40	BA60 / MA	MA20	MA40	MA60
1	46,530	48,440	50,130	52,560	54,980	57,240	60,060
2	46,550	48,470	50,160	52,600	55,030	57,280	60,090
3	46,590	48,510	50,200	52,650	55,070	57,330	60,140
4	47,220	48,870	51,020	55,070	59,310	60,280	63,240
5	48,400	50,450	52,830	57,110	62,070	63,220	65,970
6	51,280	53,380	56,000	60,340	63,270	66,240	69,740
7	55,610	55,770	58,100	62,810	65,770	68,440	72,460
8		60,220	60,800	65,570	68,240	71,740	75,230
9			66,230	68,790	72,270	76,030	79,770
10				72,770	76,260	80,000	84,030
11				77,870	81,780	85,710	90,130
12				84,580	88,640	92,880	97,400
A*	58,770	64,440	71,130	89,420	94,060	98,910	104,710
B**	63,200	68,180	75,620	93,250	98,440	103,930	111,470

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Salary Schedule 2026-2027							
STEP	BA	BA 20	BA 40	BA 60 / MA	MA 20	MA 40	MA 60
1	47,000	48,930	50,640	53,090	55,530	57,820	60,670
2	47,020	48,960	50,670	53,130	55,590	57,860	60,700
3	47,060	49,000	50,710	53,180	55,630	57,910	60,750
4	47,700	49,360	51,540	55,630	59,910	60,890	63,880
5	48,890	50,960	53,360	57,690	62,700	63,860	66,630
6	51,800	53,920	56,560	60,950	63,910	66,910	70,440
7	56,170	56,330	58,690	63,440	66,430	69,130	73,190
8		60,830	61,410	66,230	68,930	72,460	75,990
9			66,900	69,480	73,000	76,800	80,570
10				73,500	77,030	80,800	84,880
11				78,650	82,600	86,570	91,040
12				85,430	89,530	93,810	98,380
A*	59,360	65,090	71,850	90,320	95,010	99,900	105,760
B**	63,840	68,870	76,380	94,190	99,430	104,970	112,590

Implications of Proposed Language: Identify implications for student achievement, staff engagement and financial impact.

We desire to attract and retain quality staff while providing a positive educational experience for our students.

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