

**Agreement**

**Between**

**District of Columbia International School**

**and**

**The District of Columbia Alliance of Charter Teachers  
and Staff, Local 1927, AFT, AFL-CIO**

**effective**

**July 28, 2025**

**through**

**June 30, 2028**

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## **PREAMBLE**

THIS AGREEMENT IS ENTERED INTO BY AND BETWEEN THE DISTRICT OF COLUMBIA INTERNATIONAL SCHOOL (the “Employer”) AND THE DISTRICT OF COLUMBIA ALLIANCE OF CHARTER TEACHERS AND STAFF, LOCAL 1927, AFT, AFL-CIO (the “Union”), collectively the “Parties.”

## **ARTICLE I – RECOGNITION OF UNION**

### **Section 1.1 – Employer Defined.**

Whenever used in this Agreement, the term “Employer” shall mean the District of Columbia International School (“DCI”), and the administrative staff designated by the Employer to implement and administer the policies of DCI.

### **Section 1.2 – Exclusive Representative.**

The Employer recognizes the Union as the exclusive representative of the professional and non-professional employees defined in Section 1.3 of this Article for the purpose of collective bargaining.

### **Section 1.3 – Employee Defined.**

As certified by the National Labor Relations Board in Case number 05-RC-339363 on May 14, 2024, whenever used in this Agreement, the term “employee” shall mean: all full-time and regular part-time DCI employees, but excluding all guards, confidential, managerial, and supervisory employees as defined by the National Labor Relations Act (the “Act”), and all other employees.

### **Section 1.4 – Bargaining Unit Information.**

On or before October 1 each year, the Employer will provide to the Union a report of all employees in the bargaining unit that includes name, address, primary phone number, employee identification number, job title, department name, date of hire, and rate of pay. The Employer will notify the Union of any change in this information within thirty (30) calendar days of learning of the change. The Employer will provide the Union notice of any terminations or transfers from the bargaining unit within thirty (30) calendar days of the occurrence.

### **Section 1.5 – New Employee Orientation.**

At the beginning of each academic year during new staff orientation the Union will be provided thirty (30) minutes to meet with newly hired bargaining unit employees.

### **Section 1.6 – New Job Classifications.**

If the Employer creates a new job classification that is not specifically excluded under Section 1.3 of this Article 1, but which the Employer believes should be excluded from the bargaining unit, the Employer will notify the Union. If the Union disagrees with the Employer's exclusion of the position from the bargaining unit the parties agree to the creation of an informal committee consisting of three (3) members of the Administrative staff and three (3) members of the Union who will meet and attempt to come to agreement on whether the newly created position(s) should be excluded from the bargaining unit. If the informal committee is unable to come to agreement after a good faith attempt to do so, either party may exercise the right to seek unit clarification from the National Labor Relations Board.

### **Section 1.7 – Temporary Employees and Substitutes.**

#### **(A) Temporary Employees.**

Temporary employees may be hired to fill a vacant bargaining unit position while a suitable candidate is hired by the Employer to fill that vacancy. Temporary employees will not be employed in a vacant position for more than one (1) calendar year without the Union's agreement.

#### **(B) Substitutes.**

Nothing in this Section 1.7 of this Article 1 prohibits DCI administrators or a substitute teacher from filling in for an absent employee, nor does it prohibit the use of temporary employees employed pursuant to Section 1.7(A) of this Article 1 from being employed as substitute teachers.

### **Section 1.8 – Notice To Successors.**

If DCI is to be succeeded by a different entity, DCI will make that successor entity aware of the existence of this Agreement.

## **ARTICLE 2 – MANAGEMENT FUNCTIONS**

All statutory and inherent management rights, functions, and prerogatives, written or unwritten, which have not been expressly modified or restricted by a specific provision of this Agreement, are retained and vested exclusively in the Employer and may be exercised by the Employer at its sole discretion. The Employer will exercise its powers and authority collaboratively and will consider input from bargaining unit members, but final decisions rest with the Employer except as otherwise set forth in this Agreement. Management rights, functions, and prerogatives include, but are not limited to, all rights and prerogatives granted by applicable law; the right to generally determine and effect DCI's mission, programs, objectives, activities, resources, and priorities; to establish and administer procedures, rules and regulations,

and direct and control DCI's operations; to determine the qualifications for employment; to hire employees, assign and direct their work, discharge or otherwise discipline employees for cause (except that Probationary employees, as defined in Article 4 of this Agreement, may be discharged without cause); to promote, demote, transfer, layoff, and recall employees; to promulgate or modify reasonable work rules, policies, procedures, standards, and regulations related to safety and student conduct; to determine program and curriculum design, methodologies of teaching and assessment for fulfilling them subject to input from employees, with all final decisions resting with DCI; to take such steps as are necessary or appropriate to fulfill and to comply with DCI's contractual obligations to its charter authorizer, the OSSE, any other regulatory bodies or agencies, and applicable law; to establish educational policies with respect to admitting and educating students, including, without limitation, methods for ensuring the rights and educational opportunities of all students; to determine staffing patterns and design, including as necessary any decision to lay off or reduce its workforce; to determine the number and types of bargaining unit members and other personnel required; to operate the school, including moving or modifying facilities; to determine methods of raising revenue, budget procedures, and budget allocations; to contract with any third party for one or more services; to determine class size, class staffing and assignment, class schedules, academic calendar, hours and places of instruction, professional development, and student assessment policies; to make and implement decisions concerning use and staffing of experimental or pilot programs and decisions concerning use of technology to deliver educational programs and services and staffing to provide the technology; and to take action on any matter in the event of an emergency. The Employer retains its right to amend, modify, or rescind any work rule, policy, and practice referred to in this Agreement in cases of emergency when there is a clear and present danger to the safety of any student, Employee, or other person, or when failure to act would result in a violation of applicable law or possible cessation of operation of DCI. If such modification results in a permanent change to working conditions that are mandatory subjects of bargaining, the Employer agrees to negotiate such modification with the Union in a timely manner. If the Employer intends to make permanent changes to working conditions that are mandatory subjects of bargaining, the Employer agrees to negotiate such modifications with the Union in a timely manner. The Employer, in not exercising any function hereby reserved to it in this Article 2, or in exercising any such function in a particular way, will not be deemed to have waived its right to exercise such function or preclude the Employer from exercising the same in some other way. No action taken by the Employer with respect to a management right shall be subject to the grievance procedure or collateral suit unless the exercise thereof violates an express written provision of this Agreement.

### **ARTICLE 3 – NON-DISCRIMINATION**

The Employer and the Union shall comply with the provisions of all applicable laws forbidding discrimination against or in favor of any employee on account of race, color, religion, national origin, sex, age, personal appearance, sexual orientation, gender identity or expression, political affiliation, family responsibilities, disability, familial status, matriculation, marital status, source of income and place of residence or business, veteran status, height, weight, union membership or other status protected by applicable law. Notwithstanding any other provision of this Agreement, the Employer shall have the right to take all actions necessary to comply with

disability laws, including but not limited to the authority to take actions deemed by the Employer to be necessary to effect reasonable accommodations. Alleged violations of this Article 3 shall not be subject to the Grievance Procedure of Article 5 of this Agreement but shall be handled in accordance with the procedures of the Office of Human Resources. Nothing in this Article 3 shall preclude an employee from the ability to bring a discrimination claim in good faith to any external government agency or in a court of competent jurisdiction.

## **ARTICLE 4 - DISCIPLINE AND DISCHARGE**

### **Section 4.1 – Scope.**

The general purpose of disciplinary action is to correct improper performance or behavior, to provide clear notification when improvement is needed, and to hold employees accountable for their impact on the workplace. Employees whose behavior, actions, or inactions are unacceptable are subject to disciplinary action. The degree of discipline shall depend on the gravity of the offense and the circumstances under which it occurred.

As such, after successfully completing the probationary period set forth in Section 4.2 below, discipline and discharge of employees will be for just cause. Employees will generally be progressively disciplined, but the Employer may in its discretion warn, reprimand, transfer, demote, suspend, or discharge an employee without first providing progressive discipline when the behavior is from the list of serious misconduct under Section 4.4(E) below or when circumstances warrant due to similarly egregious conduct.

### **Section 4.2 – Probationary Period.**

During the first two (2) full years of employment at DCI, an employee may be disciplined or discharged without cause and in the Employer's sole discretion. Management may add one (1) additional year of probation in lieu of termination.

### **Section 4.3 – Non-Disciplinary Actions.**

#### **(A) Definition.**

Actions that are non-disciplinary may be taken by the Employer in an effort to correct an employee's inappropriate behavior or as a means of causing an improvement in performance to an acceptable level before or after engaging in progressive discipline. The provisions of Article 5 of this Agreement do not apply to actions taken under this Section 4.3.

#### **(B) Coaching.**

Prior to progressive discipline, coaching may be used to afford an employee an early opportunity to address and correct a matter of concern that may lead to disciplinary action. Coaching, whether oral or written, is not discipline and a Union representative need not be present when coaching is provided.

**(C) Performance Improvement Plan.**

The Employer may determine that a Performance Improvement Plan (PIP) could be useful in some circumstances to afford an employee an opportunity to address concerns that the employee's performance is not meeting the Employer's legitimate expectations. A PIP is not discipline and a Union representative need not be present when a PIP is provided. Failure to successfully complete a PIP may result in discipline under Section 4.4 of this Article 4.

**Section 4.4 – Discipline.**

**(A) Initial Warning.**

An initial warning may be issued following a discussion between the supervisor and the employee. It will be signed by the supervisor, with a copy provided to the employee and the head of Human Resources or designee and placed in the employee's personnel file.

**(B) Written Reprimand.**

A written reprimand indicating the nature of the problem, including references to prior disciplinary actions or non-disciplinary efforts, and the necessary corrective action required, may be issued following a discussion between the supervisor and the employee. The written reprimand will be signed by the supervisor, with a copy provided to the employee and the head of Human Resources or designee and placed in the employee's personnel file.

**(C) Final Written Reprimand or Suspension Without Pay.**

An employee may be issued either a final written reprimand, or be suspended without pay for a specified period of time, when disciplinary action more severe than a written reprimand under Section 4.3(B), but less severe than discharge under Section 4.3(D) is warranted in the judgment of the Employer. A final written reprimand or a letter of suspension will be signed by the employee's supervisor, with copies provided to the employee and the head of Human Resources or designee and placed in the employee's personnel file.

**(D) Discharge.**

A non-probationary employee may be discharged for just cause when the employee's performance or behavior is not meeting the legitimate expectations of the Employer. A discharge letter will be provided to the employee and placed in the employee's personnel file.

**(E) Discharge for Serious Misconduct.**

Serious Misconduct by an employee under this Section 4.4 may result in immediate discharge if Management determines that Serious Misconduct has occurred. Serious Misconduct includes:

- (a) Breach of trust or dishonesty
- (b) Conviction of a felony
- (c) Willful violation of an established policy or rule
- (d) Falsification of records
- (e) Gross negligence
- (f) Gross and/or repeated Insubordination
- (g) Violation of the Anti-Harassment and/or Equal Employment Opportunity Policies
- (h) Deliberate non-performance of work
- (i) Larceny or unauthorized possession of, or the use of, property belonging to any co-worker, visitor, student or parent of DCI
- (j) Possession of dangerous weapons on the premises
- (k) Unauthorized possession, use or copying of any records that are the property of DCI
- (l) Inappropriate contact with students
- (m) Inappropriate contact with staff, or others connected to DCI
- (n) Mistreatment of students
- (o) Mistreatment of staff, or others connected to DCI
- (p) Excessive/repeated absenteeism or lateness
- (q) Marring, defacing or other willful destruction of any supplies, equipment or property of DCI
- (r) Fighting or serious breach of acceptable behavior
- (s) Violation of the Alcohol or Drug Policy
- (t) Theft
- (u) Violation of any DCI, local, district or federal standards or policies regarding confidentiality
- (v) Sleeping on duty
- (w) Similarly egregious conduct

**Section 4.5 – Consideration of Prior Discipline.**

Materials will not be removed from an employee’s personnel file, but the Employer will not consider in subsequent disciplinary actions, discipline that was provided to the employee more than three (3) years prior, provided that the prior discipline did not involve an issue related to discrimination, harassment, safety and health, veracity, or was of the same nature as the subsequent discipline.

**Section 4.6 – Notice to the Union of Investigation.**

If the Employer determines that an investigation into the possible actions of an employee is warranted under this Article 4, the Union will be provided notice of this fact not more than thirty (30) days after the Employer’s initiation of the investigation. This notice will be provided in addition to any rights provided to an employee under Section 4.7 of this Article 4.

## **Section 4.7 – Union Representation.**

An employee may request that a Union representative designated by the Union be present at a meeting where discipline is to be administered and the request will not be denied unless honoring the request would cause undue delay two (2) business days in the administration of the discipline. An employee also has the right to request that the Union not participate in a disciplinary meeting. In such circumstances the Union will be notified that discipline has been issued to an employee.

## **ARTICLE 5 – GRIEVANCE PROCEDURE**

### **Section 5.1 – Standard Procedure.**

#### **(A) Definition of Grievance.**

A “grievance” is an allegation by an employee that the Employer has violated an express provision of this Agreement and that such employee has been personally aggrieved thereby.

#### **(B) Procedures.**

If a grievance cannot be resolved through informal discussion, it shall be processed as follows:

##### **(1) Step 1.**

Within ten (10) days after the event giving rise to the grievance or after the employee reasonably should have known of the event giving rise to the grievance, the aggrieved employee may submit a written grievance to the employee’s immediate supervisor with a copy to the Director of Human Resources. The immediate supervisor shall schedule a meeting with the employee to be held within ten (10) days after receipt of the written grievance. The immediate supervisor shall submit a written answer to the aggrieved employee within ten (10) days after such meeting.

##### **(2) Step 2.**

In the event the grievance is not satisfactorily adjusted at Step 1, the aggrieved employee, within ten (10) days after receipt of the Step 1 answer, may submit a written appeal of the Step 1 answer to the Executive Director or designee, with a copy to the Director of Human Resources. The Executive Director or designee shall schedule a meeting with the aggrieved employee to be held not later than fourteen (14) days after receipt of the Step 2 appeal. The Executive Director or designee shall submit a written answer to the aggrieved employee member as soon as practicable after the Step 2 meeting.

**(3) Procedure in Cases of Suspension or Discharge.**

A grievance regarding a suspension without pay or discharge shall be filed with the Executive Director or designee, with a copy to the Director of Human Resources within ten (10) days of the date of suspension or discharge, and processed at Step 2 of this grievance procedure.

**(C) Optional Mediation.**

If a grievance is not satisfactorily adjusted at Step 2, the parties may mutually agree to attempt to resolve the grievance through meditation. A mediator mutually agreed to by the Parties shall be used.

**(D) Written Presentation.**

All grievances presented at Steps 1 and 2 of this Section 5.1 shall be in writing on a form to be provided by the Employer, signed by the aggrieved employee, setting forth the specific provisions of the Agreement alleged to have been violated and the specific relief sought by the aggrieved employee, or the grievance shall be deemed to have been waived.

**(E) Union Representation.**

An employee may be represented at the meetings held pursuant to Steps 1 and 2 of the procedure set forth in this Section 5.1 by a Union representative.

**Section 5.2 – Arbitration.**

**(A) Election of Arbitration.**

In the event that the grievance is not satisfactorily adjusted at Step 2 or through mediation, the Union, within fifteen (15) days after receipt of the Step 2 answer, may submit a grievance which has been properly processed through the procedure set forth in Section 5.1 of this Article to final and binding arbitration. In such cases, the election of arbitration shall be made by the Union with written notice of such intent, to the Executive Director or designee within fifteen (15) days after receipt of the answer at Step 2 of Section 4.1(B) of this Article 5.

**(B) Selection of Arbitrator.**

The Employer and the Union agree to maintain at all times, a panel of three (3) named arbitrators, one (1) of whom shall be appointed to hear each grievance that is appealed to arbitration pursuant to Section 5.2(A) of this Agreement. Rotation of arbitration cases among such arbitrators shall be in alphabetical order by the arbitrator's last name. As of the effective date of this Agreement, the Employer and the Union have selected Sarah Espinosa, Ira Jaffe, and Homer LaRue as members of said panel. If an arbitrator is no longer available, the Employer and the Union shall immediately name a replacement arbitrator. The replacement arbitrator shall assume the order in the rotation held by the arbitrator that they are replacing. Except in the case of the voluntary resignation of a named arbitrator, no arbitrator may be removed by the

Employer or the Union, except by mutual agreement of the Employer and the Union, or for cause. If the Employer or the Union appeals the decision and award of an arbitrator to a court of appropriate jurisdiction, that arbitrator may be suspended from appointments under this Agreement pending such appeal and shall be removed if the decision and award is not upheld in full.

**(C) Jurisdiction of Arbitrator.**

The jurisdiction and authority of the arbitrator of the grievance and the opinion and award of the arbitrator shall be confined exclusively to the interpretation and/or application of the express provision or provisions of this Agreement at issue between the Union and the Employer. The arbitrator shall have no authority to add to, detract from, alter, amend, or modify any provisions of this Agreement or impose on either party hereto a limitation or obligation not explicitly provided for in this Agreement; to establish or alter any wage rate or wage structure; or to consider any term or condition of employment or any other matter not expressly set forth within a provision of this Agreement. The arbitrator shall not hear or decide more than one grievance at one time without the mutual consent of the Employer and the Union. The opinion and award of the arbitrator on the merits of any grievance adjudicated within their jurisdiction and authority, as specified in this Agreement, shall be served on both parties.

**Section 5.3 – Time Limitations.**

Whenever used in this Article 5, the word “days” shall mean all business days where calendar year employees are required to be present for duty other than Saturdays, Sundays, and days that DCI is not in session, including breaks and days designated as holidays by the Employer. The time limits set forth in this Article are essential to this Agreement. Said time limits may be extended only by mutual agreement of the Employer, the Union and the aggrieved employee. The aggrieved employee shall be solely responsible for keeping the time limits set forth in this Article. If the aggrieved employee fails to comply with the time limits set forth in this Article, the grievance shall be deemed to have been waived. If the Employer fails to comply with any time limits set forth in this Article, the grievance shall automatically proceed to the next step.

**Section 5.4 – Method of Delivery.**

For the purposes of this Article 5, a grievance, appeal, or Employer answer is “submitted” only if it is delivered by email attachment in a PDF format, by hand to the office of the appropriate person as set forth in Section 5.1, or mailed to that person by certified mail, return receipt requested, through the United States Postal Service. The Employer will notify the Union by email of the fact that an answer has been issued.

## **ARTICLE 6 – WORKDAY AND WORK YEAR**

### **Section 6.1 – Scope.**

For purposes of this Article 6, “Teachers” means DCI’s academic employees who are employed on a ten (10) month appointment; “Non-Teachers” means those employees who hold non-teaching positions on ten (10), eleven (11), or twelve (12) month appointments.

### **Section 6.2 – Work Year Generally.**

The Work Year is the fiscal year, beginning on July 1 and ending on June 30. The Academic Calendar Year is the period of time designated by the academic calendar. The Employer will provide the following year’s academic calendar to employees on or before May 1 each year unless circumstances beyond the Employer’s control necessitate notice at a later time.

#### **(A) Academic Calendar Year for Teachers.**

Teachers employed on a ten (10) month appointment are required to account for one hundred ninety-nine (199) workdays in an academic calendar year, which includes student school days, professional development days and all-staff days. A teacher in their first year of employment is required to work three (3) additional new staff professional development orientation days prior to the start of the school year.

#### **(B) Academic Calendar Year for Counselors and Social Workers.**

Counselors and Social Workers employed on an eleven (11) month appointment are required to account for two hundred eight (208) workdays in an academic calendar year, which includes student school days, professional development days and all-staff days.

#### **(C) Extended Calendar Employees.**

Extended calendar employees employed on an eleven (11) month appointment are required to account for two hundred thirteen (213) workdays in an academic calendar year, which includes student school days, professional development days and all-staff days.

#### **(D) Twelve Month Employees.**

Employees employed on a twelve (12) month appointment are required to account for up to two hundred sixty-two (262) days of work in a fiscal year.

### **Section 6.3 – Workday, Workweek and Work Schedule.**

A workday is a period of twenty-four (24) consecutive hours. A workweek is the period of time between 12:01 a.m. on Sunday and 12:00 a.m. the following Saturday. Employees will typically receive their work schedule a week before the first day of school for students. An employee will typically be provided two (2) workweeks notice of a change in work schedule,

unless the Employer determines such notice is not practicable under the circumstances. An employee may request that their supervisor temporarily modify their work schedule to accommodate specific needs.

**(A) Standard Workday for Teachers, Social Workers, Counselors, Related Service Providers and Extended Day Staff.**

The standard workday for teachers, social workers, counselors, related service providers and extended day staff is eight and one-half (8.5) hours between 8:00 a.m. and 4:30 p.m. Planning and preparation time between the hours of 8:20 a.m. and 3:30 p.m., and 4:00 p.m. to 4:30 p.m. may be taken off-site unless time during that period is otherwise assigned by a supervisor.

**(B) Standard Workday for IA's and Dedicated Aides.**

The standard workday for Instructional Aides and Dedicated Aides is eight (8.0) hours.

**(C) Standard Workday for All Other Employees.**

The standard workday for employees not covered by Section 6.3(A) and (B) is eight and one-half (8.5) hours.

**(D) Activities Outside of the Standard Workday.**

Employees who are designated as "exempt" under the Fair Labor Standards Act may be required to attend DCI related activities that occur outside of the Standard Workday. As scheduled or requested, teachers, counselors and social workers may be required to meet with or call parents/guardians at reasonable times before or after the workday or during planning time.

**(E) Attendance at Trainings and Meetings.**

All employees are required to attend trainings and meetings scheduled by the employer.

**Section 6.4 – Timekeeping.**

All employees are required to use the DCI timekeeping system for clocking in and clocking out. Employees may clock out and are not required to remain on DCI's campus during breaks. The parties recognize that employees in positions designated as exempt under the Fair Labor Standards Act (FLSA) will also work outside of this time as a part of their jobs.

**Section 6.5 – Arrival and Dismissal Time.**

With written approval from Management, an employee in a position designated as exempt under the Fair Labor Standards Act (FLSA) can be granted permission to be offsite from 8:00-8:20 a.m. or 3:30-4:00 p.m. up to four (4) times per workweek. Attendance at meetings is still required during these time periods, and typically at least one (1) business days' notice will be provided to the employee of the required attendance.

### **Section 6.6 – Lunch Break.**

All employees will have a duty free thirty (30) minute lunch break each workday, either during student lunch or at a time when employees are not assigned other duties.

### **Section 6.7 - Planning Time for Teachers.**

Teachers need time without students to prepare and to plan effectively. For each full workweek, Teachers will be provided a minimum of four hundred (400) minutes each full workweek (two hundred (200) minutes of which will be designated as unencumbered planning time) for planning lessons, instructional meetings, reviewing student work, maintaining student records, holding conferences and other similar activities. Planning periods shall be scheduled during the standard workday.

## **ARTICLE 7 – EVALUATIONS**

### **Section 7.1 – Scope.**

All employees will typically receive an annual performance evaluation. The overall purpose of evaluating teaching and non-teaching employees is to assess an individual's performance, identify areas for improvement, and provide constructive feedback that will enhance the quality of the experience of DCI's students and lead to student success. The evaluation of performance and feedback on that performance also includes informal discussion with and the coaching of an employee. Supervisors use these interactions with direct reports to share feedback about strengths and areas of growth throughout the year. Such communication is intended to avoid an employee being unaware of performance concerns before a year-end evaluation occurs.

### **Section 7.2 – Framework.**

#### **(A) Teachers.**

The evaluation of teachers will be based on the DC Model Teacher Evaluation System Rubric, to include assessment of an employee's performance regarding: learning environment; delivery of instruction; planning and preparation; and professional foundations, as well as standardized measures of performance and outcomes on which DCI is measured.

#### **(B) Non-teaching Employees.**

The evaluation of the effectiveness of non-teaching employees will be based upon a model that includes the objective assessment of performance based upon job duties and responsibilities and measurable goals.

### **Section 7.3 – Notification of Evaluation Procedures.**

Prior to September 1 (or within four weeks of an employee's hire date if after September 1) each year, the Employer will provide an employee with information regarding evaluation procedures for that year.

### **Section 7.4 – Growth Plan.**

Each year an employee will complete, in consultation with their supervisor, a growth plan that includes at least three (3) goals aligned with their job description. The growth plan should include development activities that the employee commits to completing during that year and relevant measurable goals.

### **Section 7.5 – Observation.**

#### **(A) Teachers.**

The Employer may observe teaching performance at any time. Annually, each teacher will participate in at least two (2) observations, one (1) of which typically will be scheduled to occur in the Fall semester. Scheduled observations typically will last for at least twenty (20) minutes. An employee will be given at least one (1) business days' notice of a scheduled observation. If the employee is not available to be observed on that scheduled day, the employee will be observed without notice at some point during the following ten (10) school days. Nothing in this Article 7 precludes an employee from requesting and receiving an additional classroom observation or other observation of the employee's instructional performance that will be at least twenty (20) minutes in length.

#### **(B) Non-teaching Employees.**

The performance of non-teaching employees includes observations of their performance by their supervisor.

### **Section 7.6 – Evaluation Reports.**

Employees will complete a self-evaluation that parallels the questions and content of the evaluation to be completed by the Employer.

### **Section 7.7 – Actions When an Employee's Performance is not Meeting Expectations.**

An employee whose performance is determined not to be meeting the Employer's legitimate expectations may be issued a Performance Improvement Plan (PIP) under Section 4.3(C) of Article 4 of this Agreement or be subject to discipline up to and including discharge under Section 4.4 of this Agreement.

### **Section 7.8 – Employee’s Failure to Participate in the Evaluative Process.**

An employee who fails to timely provide evaluation materials or who otherwise delays the evaluation process through the employee’s inaction may be subject to discipline up to and including discharge under Section 4.4 of this Agreement.

## **ARTICLE 8 - LAYOFF AND RECALL**

### **Section 8.1 - Scope.**

A layoff is the separation of an employee for lack of work, lack of funds, declining or insufficient enrollment, or declining student demand as determined by Management. Federal and District of Columbia requirements will be considered. At the High School level, graduation and International Baccalaureate requirements will also be considered. Decisions about layoffs will be guided by what Management determines is best for DCI students and the integrity of DCI’s academic program, consistent with the selection provisions of Section 8.3 of this Article 8. Before a layoff occurs, Management will meet with the Union to discuss the impact of the layoff on affected employees. Management will provide the Union with a list of affected employees at the same time those employees are notified of the layoff. No employee in regular status will be laid off while a temporary employee or an employee in their first year of employment with DCI remains in the same job title.

### **Section 8.2 – Layoff of Staff.**

#### **(A) Middle School Staff.**

Solely for the purpose of this Article 8, employees will be assigned in the following groups: ELA, Math, I&S, Science, Arts, Engineering and Design, and other single positions.

#### **(B) High School Staff.**

Solely for the purpose of this Article 8, employees will be assigned in the following groups: ELA, Math, History, Science, Arts, IB Core, CP Program, and other single positions.

#### **(C) School-Wide Staff.**

Solely for the purpose of this Article 8, employees will be assigned in the following groups: PE/Health, Language, SPED Teacher, ELL Teacher, Counselor, Social Worker, Dedicated Aide, OT, PT, SLP, Psychologist, Instructional Aide, IT Support, Office Administrator, Custodial, Café, Restorative, and Specialist (Core), and other single positions.

### **Section 8.3 – Selection Process for and Order of Layoff.**

If Management determines that layoffs are necessary within a group identified under Section 8.2 of this Article 8, the process for selection of those subject to layoff will be based on a combination of performance and seniority, as follows:

- Employees will be sorted into one of four bands based on their performance evaluations: ineffective, minimally effective, effective and highly effective.
- A blended average of up to the last three (3) performance evaluations will be used to assign the band in which an employee is placed: the most recent evaluation (60%); second most recent evaluation (30%); and third most recent evaluation (10%). The blended average will be the assigned number for layoff.
  - If the data exists only for only two evaluations then the weighting will be two-thirds (67%) for the most percent evaluation and one-third (33%) for the second most recent evaluation
  - If the data exists only for one evaluation then the weighting will be 100% on that evaluation
- The blended average will be determined through the following:
  - Ineffective: 1 point
  - Minimally Effective: 2 points
  - Effective: 3 points
  - Highly Effective: 4 points
- Once the blended average is determined, the four bands are as follows:
  - Ineffective Band: 1 - 1.5 weighted average
  - Minimally Effective Band: 1.51 - 2.5 weighted average
  - Effective Band: 2.51 - 3.5 weighted average
  - Highly Effective Band: 3.51 - 4 weighted average
- Within each job group, employees whose blended average place them in the ineffective band will be laid off first, followed by those employees who are in the minimally effective, effective and highly effective bands.
- Seniority will be used to determine who is laid off first within each of the four performance bands with the most junior staff members being laid off first.
- The layoff of employees in single positions will be guided by Management's assessment of what is best for DCI students and the integrity of DCI's academic program.
- As needed, new employees will have their evaluation fast tracked to ensure at least one data point is used for these purposes.

#### **Section 8.4 - Recall.**

Employees on layoff pursuant to this Article 8 are eligible to be recalled in inverse order of job group layoff by job title for one (1) year. An employee who is laid off must provide Management with their current address and contact information if they wish to be considered for recall. An employee offered recall must notify Management of their decision to return to work within seven (7) calendar days of receipt of the notice of recall or their recall rights are forfeited. No new employee will be hired into a position from which an employee has been laid off unless the laid off employees in that job title have been first notified of the opportunity for recall under this Section 8.4.

## **ARTICLE 9 – WAGES**

### **Section 9.1 – Wages.**

Wage charts are attached as Appendix “A” to this Agreement.

### **Section 9.2 – Failure to Achieve Projected Revenues.**

This Agreement is dependent upon receipt by the Employer of the revenues projected by D.C. International School necessary to implement this Agreement. Should revenues fall below the levels necessary to implement this Agreement, the Employer shall notify the Union of the shortfall in revenues and of its proposals, if any, for such modifications of this Agreement as are, in the judgment of the Employer, made necessary by the shortfall. Thereafter, the Employer and the Union shall promptly meet and bargain in good faith in an attempt to reach an agreement that can be implemented within the revenues received by D.C. International School.

## **ARTICLE 10 – UNION PRIVILEGES**

### **Section 10.1 – Scope.**

This Article 10 provides for the Union’s privileges as negotiated between and agreed to by the Employer and the Union. If the Union alleges a violation of a Section of this Article 10 that cannot be resolved through informal discussion, it may be grieved by the Union President at Step 2 of Section 5.1(B) of Article 5 of this Agreement within ten (10) working days of when the Union knew or should have known of the event giving rise to the alleged violation, unless a different time period is agreed to by the parties.

### **Section 10.2 – Meeting Space.**

The Employer shall permit the Union to use school premises for employee meetings and content-approved professional development workshops, at mutually agreed times during regular business hours, provided that a written or emailed request to hold the meeting or workshop must be made at least ten (10) business days in advance of the requested use. No meeting or workshop shall be held without first receiving prior written or email approval from the Executive Director. The Executive Director will assess with appropriate staff the operational and organizational feasibility of any meeting space request. If a meeting or workshop request is denied, the Executive Director will provide an explanation for that decision.

### **Section 10.3 – Bulletin Boards.**

DCI shall provide the Union with a designated bulletin board in the Café and the Theatre. The Union shall have the right to post notices about Union matters on the designated bulletin boards. Any postings shall not be defamatory, obscene, violate the law, or violate DCI policy on collegial communication.

#### **Section 10.4 – Access to the Agreement.**

A copy of this Agreement will be made available on the internal DCI Staff Hub.

#### **Section 10.5 – Email.**

Employees may use DCI's email system during non-instructional time or, in the case of non-instructional employees during non-work time, for Union communications provided that:

- DCI has the right to monitor all communications on its system at any time and neither employees nor the Union have any legitimate expectation of privacy in any communication on or over any DCI system;
- Use of the email system under this Section 10.5 remains subject to all restrictions set forth in DCI's, including its policies regarding unlawful harassment, acceptable use of technology, and professional code of conduct.
- DCI reserves the right to disable or suspend an employee's or the Union's use of its email system and any time for violation of this Section 8.5, or during any strike or work stoppage.

#### **Section 10.6 - Personnel Files.**

The Employer will maintain one (1) official personnel file for each employee, to which the employee will have access within five (5) business days of the employee's request. A personnel file will contain, at a minimum, an employee's resume, offer letter(s), evaluation(s), disciplinary action(s), and tax information. An employee's signature on any disciplinary action placed in the employee's personnel file indicates only that they have received and read the item; it does not necessarily mean the employee agreed with its contents. If an employee has refused to sign a disciplinary action, a notation will be made indicating that the employee was asked to sign but refused. An employee's refusal to sign acknowledgement of receipt of a disciplinary action is not a basis for discipline. An employee may submit a response to Human Resources to any disciplinary action placed in the employee's personnel file within ten (10) business days of receiving the discipline and that response will be placed in the employee's personnel file.

#### **Section 10.7 – Labor/Management Committee.**

To foster cooperative and collaborative labor relations between the Employer and the Union, and to attempt to resolve matters that affect bargaining unit members, there is hereby established a Labor/Management Committee ("LMC"). This committee shall be comprised of three representatives of the Employer and three representatives of the Union. The committee shall meet during non-instructional times at least one time each Fall and Spring semesters, unless otherwise mutually agreed, to discuss issues of concern to the Employer and the Union. The Employer and the Union shall exchange proposed agenda items five (5) business days in advance of each meeting.

### **Section 10.8 – Designated Union Representatives.**

The Employer shall recognize six (6) employees designated by the Union as “Stewards” to adjust grievances, process disciplinary appeals, and for meetings with a grievant or with the Employer, and to attend to other matters related to the administration of this Agreement when authorized by the Union to do so. Stewards recognize that their primary responsibility during work hours is to DCI and to their work for DCI. The Union shall notify the Executive Director or designee of the names of the Stewards who are authorized by the Union as representatives and shall notify the Executive Director or designee within five (5) business days of any change in these representatives.

### **Section 10.9 – Non-Employee Union Representative.**

With prior notification to the Executive Director, a non-employee representative of the Union, may be present on DCI premises to attend to matters related to the administration of this Agreement, provided that the Union representative complies with all check-in obligations required of any non-employee.

### **Section 10.10 – Safety and Health.**

The Employer and the Union shall encourage employees to work in a safe manner and to cooperate with the Employer in maintaining DCI rules, policies and procedures relating to safety and health for the entire DCI community. Employees are expected to use preventative measures, good judgment and common sense in matters of safety; to observe safety rules; and to follow applicable safety and health laws and regulations. DCI will ensure that all staff receive all mandatory school safety trainings required by federal, state and local authorities. Employees are responsible for completing all necessary trainings within set deadlines. Employees are required to read the DCI Staff Handbook, Personnel Policies, the Employee Code of Conduct, and the Expectations for Student Conduct, and sign an acknowledgement that they have done so.

## **ARTICLE 11 – UNION MEMBERSHIP**

### **Section 11.1 – Payroll Deduction Authorization.**

Within thirty (30) days of beginning employment or within thirty (30) days of the first ratification of this Agreement, whichever occurs later, all employees shall either become, and remain, members in good standing of the Union, or elect to pay a Fair Share of expenses in lieu of membership in the Union, which represents the Union’s cost of representing employees. For purposes of this Section 11.1, membership in good standing means the obligation to pay periodic dues or the Fair Share fee. Newly hired employees will be made aware of this provision at the time of orientation by a Union representative.

### **Section 11.2 – Objections.**

Any employee who adheres to established tenets or teachings of a *bona fide* religion, body, or sect that has historically held conscientious objections to joining or financially

supporting labor organizations is not required to join or financially support the Union. Such an employee shall, in lieu of dues and fees, pay sums equal to such dues and fees to a charitable organization. An employee who exercises their right of objection under this Section 11.2(B) must provide the Union with a receipt of payment to the charity.

### **Section 11.3 – Indemnification.**

The Union and employees shall indemnify and save DCI, its Board of Trustees, agents, personnel and students, harmless from any and all claims, grievances, arbitrations, awards, actions, suits, judgments, attachments, forms of liability or damages that arise out of or by reason of any action taken by the Employer in compliance with any of the provisions of this Section 11.3, and the Union assumes full responsibility for the disposition of monies deducted under this Section 11.3 as soon as they have been remitted by the Employer to the Union.

## **ARTICLE 12 – MISCELLANEOUS**

### **Section 12.1 – Lockable Space.**

Employees may request a lockable container on DCI property.

### **Section 12.2 – Staff Directory.**

Employees will be provided with electronic access to a staff directory that lists the names and titles of DCI employees.

### **Section 12.3 – Supervisory Information.**

By the first full day of school for all students, an employee will be provided with the name and job title of the employee's immediate supervisor. In the event of an extended change in an employee's immediate supervisor (for example, due to a supervisor's long term absence), the employee will be notified and the name and job title of the new supervisor will be provided.

## **ARTICLE 13 – NO STRIKE/NO LOCKOUT**

### **Section 13.1 – No Strikes.**

Neither the Union, its officers, agents, or representatives, nor any employee shall in any way, directly or indirectly, authorize, assist, cause, encourage, participate in, ratify, or condone any strike, slowdown or work stoppage.

### **Section 13.2 – Enforcement of No Strike Pledge.**

In the event of a strike in violation of Section 13.1 of this Article, the Employer may immediately pursue, in any court of competent jurisdiction, whatever remedies are available to it.

In addition, any employee engaging in activity in violation of Section 13.1 of this Article shall be subject to discharge.

**Section 13.3 – No Lockouts.**

The Employer shall not lock out employees.

**ARTICLE 14 – SCOPE OF AGREEMENT**

**Section 14.1 – Duration.**

**(A) Effective Dates.**

This Agreement shall become effective upon ratification and shall continue in full force and effect through midnight of June 30, 2028. Thereafter, it shall automatically renew itself and continue in full force and effect from year to year unless notice to reopen, to terminate, or to modify any provision of this Agreement is given by either party to the other not later than October 1, 2027, or October 1 of any succeeding year.

**(B) Reopeners.**

Fiscal Year 2027: Notwithstanding the provisions of Section 14.1(A) of this Agreement, either the Employer or the Union may reopen this Agreement solely for the purpose of negotiating changes in Section 9.1, leave provisions and two additional sections each, for fiscal year 2027. Written notice of an intent to reopen this Agreement must be served upon the other party not later than October 1, 2025.

Fiscal Year 2028: Notwithstanding the provisions of Section 14.1(A) of this Agreement, either the Employer or the Union may reopen this Agreement solely for the purpose of negotiating changes in Section 9.1 and two additional sections each for fiscal year 2028. Written notice of an intent to reopen this Agreement must be served upon the other party not later than October 1, 2026.

**Section 14.2 – Severability.**


If any term or provision of this Agreement is at any time during the life of this Agreement in conflict with any law, such term or provision shall continue in effect only to the extent permitted by such law. If any term or provision of this Agreement is or becomes invalid or unenforceable, such invalidity or unenforceability shall not affect or impair any other term or provision of this Agreement. Either party may request to renegotiate language that has become invalid or unenforceable within forty-five (45) business days of the action that made the provision invalid or unenforceable.

**Section 14.3 – Scope of Agreement.**

The Employer and the Union acknowledge and agree that during the negotiations which resulted in this Agreement, each had the unlimited right and opportunity to make demands and proposals with respect to any subject or matter as to which the Act imposes an obligation to bargain, and that all understandings and agreements arrived at between the Employer and the Union after the exercise of that right and opportunity are set forth in this Agreement. This Agreement expressly supersedes any practices or understandings previously established; any policies, procedures, and regulations previously issued; and any agreements, including individual contracts, previously executed. This Agreement, thus, contains the entire understanding, undertaking, and agreement of the parties hereto and finally determines and settles all matters of collective bargaining for and during its term. Changes in this Agreement, whether by addition, waivers, deletions, amendments or modification, must be mutually agreed upon in writing and signed by both parties.

**For the Employer:**

DISTRICT OF COLUMBIA INTERNATIONAL SCHOOL

  
Alexandra Pardo (Aug 22, 2025 16:37:59 EDT)


Alexandra Pardo, Chairperson, Board of Trustees

22/08/2025

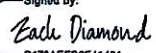
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**For the Union:**

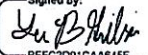
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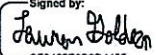
  
Kelley Ukhun, President

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Zain Shariff, Representative, DCISU

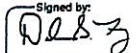
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Zachary Diamond, Representative, DCISU

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Dan Boudreaux, Representative, DCISU

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Lee Gilliam, Representative, DCISU

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Lauren Goldeen, Representative, DCISU

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Roy Rogers, Representative, DCISU

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Delano Lamy, Representative, DCISU

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Andy Stoffel, Representative, DCISU

7/28/2025  
Date

# APPENDIX A

Scale 26-26	YoE	Step	Lead Teacher			Related Service Provider			Counselor / Social Worker			Restorative (10)		Inst. Aides / Prod. Aides		Office Admins		Custodial
			BA/BS	MA/MS	PhD	BA/BS	MA/MS	PhD	BA/BS	MA/MS	PhD	HS	BA/BS	HS	BA/BS	HS	BA/BS	ALL
			T - Bachelors	T - Masters	T - PhD	RS - Bachelors	RS - Masters	RS - PhD	C - Bachelors	C - Masters	C - PhD	D - Diploma	D - Bachelors	W/DA - Diploma	W/DA - Bachelors	OA - Diploma	OA - Bachelors	Custodial
0	1		\$63,113	\$68,825	\$68,063	\$64,350	\$68,063	\$69,300	\$64,349	\$68,675	\$70,838	\$23,75	\$25,73	\$22,43	\$23,75	\$22,13	\$23,39	\$20,52
1	2		\$84,350	\$88,063	\$89,300	\$68,825	\$71,775	\$73,013	\$64,890	\$70,298	\$72,461	\$24,41	\$26,39	\$23,09	\$24,41	\$22,78	\$24,02	\$21,12
2	3		\$68,825	\$71,775	\$73,013	\$68,000	\$73,615	\$74,875	\$65,972	\$73,001	\$75,184	\$25,07	\$27,05	\$23,75	\$25,07	\$23,39	\$24,65	\$21,72
3	4		\$68,000	\$73,815	\$74,675	\$70,538	\$76,725	\$77,963	\$68,135	\$76,248	\$78,409	\$25,73	\$27,71	\$24,41	\$25,73	\$24,02	\$25,29	\$22,33
4	5		\$70,538	\$76,725	\$77,963	\$72,000	\$79,280	\$80,340	\$70,298	\$78,950	\$81,113	\$26,39	\$28,37	\$25,07	\$26,39	\$24,65	\$25,92	\$22,93
5	6		\$72,000	\$79,280	\$80,340	\$74,250	\$81,985	\$83,945	\$73,001	\$82,194	\$84,357	\$27,05	\$29,03	\$25,73	\$26,66	\$25,29	\$26,55	\$23,53
6	7		\$74,250	\$81,885	\$83,945	\$75,190	\$85,490	\$87,550	\$76,246	\$85,979	\$88,142	\$27,71	\$29,69	\$25,99	\$26,82	\$25,54	\$26,82	\$23,77
7	8		\$75,190	\$85,490	\$87,550	\$78,750	\$90,000	\$91,155	\$78,950	\$89,785	\$91,928	\$28,37	\$30,35	\$26,25	\$27,19	\$25,79	\$27,08	\$24,01
8	9		\$78,750	\$90,000	\$91,155	\$81,370	\$92,700	\$94,760	\$82,194	\$93,550	\$95,713	\$29,03	\$31,01	\$29,51	\$27,47	\$26,05	\$27,35	\$24,25
9	10		\$81,370	\$92,700	\$94,760	\$83,945	\$96,305	\$98,365	\$85,439	\$97,335	\$99,498	\$29,69	\$31,67	\$26,78	\$27,74	\$26,31	\$27,63	\$24,49
10	11		\$83,945	\$96,305	\$98,365	\$90,125	\$103,515	\$105,575	\$88,142	\$101,120	\$103,283	\$30,35	\$31,67	\$26,78	\$27,74	\$26,31	\$27,63	\$24,49
11	12		\$90,125	\$103,515	\$105,575	\$91,754	\$105,759	\$107,820	\$94,631	\$108,691	\$110,854	\$30,35	\$31,67	\$26,78	\$27,74	\$26,31	\$27,63	\$24,49
12	13		\$91,754	\$105,759	\$107,820	\$93,413	\$108,051	\$110,112	\$96,342	\$109,753	\$111,876	\$30,35	\$31,67	\$26,78	\$27,74	\$26,31	\$27,63	\$24,49
13	14		\$93,413	\$108,051	\$110,112	\$95,101	\$110,392	\$112,454	\$98,063	\$110,825	\$112,908	\$30,35	\$31,67	\$26,78	\$27,74	\$26,31	\$27,63	\$24,49
14	15		\$95,101	\$110,392	\$112,454	\$96,820	\$112,785	\$114,845	\$99,856	\$111,907	\$113,949	\$30,35	\$31,67	\$26,78	\$27,74	\$26,31	\$27,63	\$24,49
15	16		\$96,820	\$112,785	\$114,845	\$97,768	\$113,913	\$115,993	\$101,661	\$113,000	\$115,000	\$30,35	\$31,67	\$26,78	\$27,74	\$26,31	\$27,63	\$24,49
16	17		\$97,768	\$113,913	\$115,993	\$98,766	\$115,052	\$117,153	\$102,678	\$114,130	\$116,150	\$30,35	\$31,67	\$26,78	\$27,74	\$26,31	\$27,63	\$24,49
17	18		\$98,766	\$115,052	\$117,153	\$99,754	\$116,202	\$118,325	\$103,704	\$115,271	\$117,312	\$30,35	\$31,67	\$26,78	\$27,74	\$26,31	\$27,63	\$24,49
18+	19+		\$99,754	\$116,202	\$118,325	\$100,751	\$117,365	\$119,508	\$104,741	\$116,424	\$118,485	\$30,35	\$31,67	\$26,78	\$27,74	\$26,31	\$27,63	\$24,49

Scale 25-26 YoE Step		Lead Teacher			Related Service Provider			Counselor / Social Worker		
		BA/BS <i>T - Bachelors</i>	MA/MS <i>T - Masters</i>	PhD <i>T - PhD</i>	BA/BS <i>RS - Bachelors</i>	MA/MS <i>RS - Masters</i>	PhD <i>RS - PhD</i>	BA/BS <i>C - Bachelors</i>	MA/MS <i>C - Masters</i>	PhD <i>C - PhD</i>
0	1	\$63,113	\$66,825	\$68,063	\$64,350	\$68,063	\$69,300	\$64,349	\$68,675	\$70,838
1	2	\$64,350	\$68,063	\$69,300	\$66,825	\$71,775	\$73,013	\$64,890	\$70,298	\$72,461
2	3	\$66,825	\$71,775	\$73,013	\$68,000	\$73,615	\$74,675	\$65,972	\$73,001	\$75,164
3	4	\$68,000	\$73,615	\$74,675	\$70,538	\$76,725	\$77,963	\$68,135	\$76,246	\$78,409
4	5	\$70,538	\$76,725	\$77,963	\$72,000	\$79,280	\$80,340	\$70,298	\$78,950	\$81,113
5	6	\$72,000	\$79,280	\$80,340	\$74,250	\$81,885	\$83,945	\$73,001	\$82,194	\$84,357
6	7	\$74,250	\$81,885	\$83,945	\$75,190	\$85,490	\$87,550	\$76,246	\$85,979	\$88,142
7	8	\$75,190	\$85,490	\$87,550	\$78,750	\$90,000	\$91,155	\$78,950	\$89,765	\$91,928
8	9	\$78,750	\$90,000	\$91,155	\$81,370	\$92,700	\$94,760	\$82,194	\$93,550	\$95,713
9	10	\$81,370	\$92,700	\$94,760	\$83,945	\$96,305	\$98,365	\$85,439	\$97,335	\$99,498
10	11	\$83,945	\$96,305	\$98,365	\$90,125	\$103,515	\$105,575	\$88,142	\$101,120	\$103,283
11	12	\$90,125	\$103,515	\$105,575	\$91,754	\$105,759	\$107,820	\$94,631	\$108,691	\$110,854
12	13	\$91,754	\$105,759	\$107,820	\$93,413	\$108,051	\$110,112	\$96,342	\$109,753	\$111,876
13	14	\$93,413	\$108,051	\$110,112	\$95,101	\$110,392	\$112,454	\$98,083	\$110,825	\$112,908
14	15	\$95,101	\$110,392	\$112,454	\$96,820	\$112,785	\$114,845	\$99,856	\$111,907	\$113,949
15	16	\$96,820	\$112,785	\$114,845	\$97,788	\$113,913	\$115,993	\$101,661	\$113,000	\$115,000
16	17	\$97,788	\$113,913	\$115,993	\$98,766	\$115,052	\$117,153	\$102,678	\$114,130	\$116,150
17	18	\$98,766	\$115,052	\$117,153	\$99,754	\$116,202	\$118,325	\$103,704	\$115,271	\$117,312
18+	19+	\$99,754	\$116,202	\$118,325	\$100,751	\$117,365	\$119,508	\$104,741	\$116,424	\$118,485

Scale 25-26		Restorative (10)		Inst. Aides & Ded. Aides		Office Admins		Custodial
		HS	BA/BS	HS	BA/BS	HS	BA/BS	ALL
YoE	Step	<i>D - Diploma</i>	<i>D - Bachelors</i>	<i>IA/DA - Diploma</i>	<i>IA/DA - Bachelors</i>	<i>OA - Diploma</i>	<i>OA - Bachelors</i>	<i>Custodial</i>
0	1	\$23.75	\$25.73	\$22.43	\$23.75	\$22.13	\$23.39	\$20.52
1	2	\$24.41	\$26.39	\$23.09	\$24.41	\$22.76	\$24.02	\$21.12
2	3	\$25.07	\$27.05	\$23.75	\$25.07	\$23.39	\$24.65	\$21.72
3	4	\$25.73	\$27.71	\$24.41	\$25.73	\$24.02	\$25.29	\$22.33
4	5	\$26.39	\$28.37	\$25.07	\$26.39	\$24.65	\$25.92	\$22.93
5	6	\$27.05	\$29.03	\$25.73	\$26.66	\$25.29	\$26.55	\$23.53
6	7	\$27.71	\$29.69	\$25.99	\$26.92	\$25.54	\$26.82	\$23.77
7	8	\$28.37	\$30.35	\$26.25	\$27.19	\$25.79	\$27.08	\$24.01
8	9	\$29.03	\$31.01	\$26.51	\$27.47	\$26.05	\$27.35	\$24.25
9	10	\$29.69	\$31.67	\$26.78	\$27.74	\$26.31	\$27.63	\$24.49
10	11	\$30.35	\$32.33	\$26.78	\$27.74	\$26.31	\$27.63	\$24.49
11	12	\$31.01	\$32.33	\$26.78	\$27.74	\$26.31	\$27.63	\$24.49
12	13	\$31.01	\$32.33	\$26.78	\$27.74	\$26.31	\$27.63	\$24.49
13	14	\$31.01	\$32.33	\$26.78	\$27.74	\$26.31	\$27.63	\$24.49
14	15	\$31.01	\$32.33	\$26.78	\$27.74	\$26.31	\$27.63	\$24.49
15	16	\$31.01	\$32.33	\$26.78	\$27.74	\$26.31	\$27.63	\$24.49
16	17	\$31.01	\$32.33	\$26.78	\$27.74	\$26.31	\$27.63	\$24.49
17	18	\$31.01	\$32.33	\$26.78	\$27.74	\$26.31	\$27.63	\$24.49
18+	19+	\$31.01	\$32.33	\$26.78	\$27.74	\$26.31	\$27.63	\$24.49