Agreement

Between

The Town of Middleborough

and

The Middleborough Library Staff Association, Local 4928, MLSA, AFT Massachusetts, AFL-CIO

July 1, 2015 – June 30, 2018
AGREEMENT
BETWEEN
TOWN OF MIDDLEBOROUGH
AND
MIDDLEBOROUGH LIBRARY STAFF ASSOCIATION M.L.S.A.

PREAMBLE

The AGREEMENT is hereby entered into by the Town of Middleborough, hereinafter referred to as the EMPLOYER, the Middleborough Library Staff Association, and the Massachusetts Library Staff Association, M.L.S.A., hereinafter referred to as the UNION, and has as its purpose the promotion of harmonious relations by the collective bargaining process.

ARTICLE 1 - RECOGNITION

1.1 The EMPLOYER recognizes the UNION as the sole and exclusive bargaining agent for the purpose of collective bargaining with the EMPLOYER concerning salaries, wages, hours of work, and other conditions of employment for all permanent full-time and part-time employees of the Town of Middleborough Public Library as set forth in the Bargaining Unit Certification by the Massachusetts Labor Relations Commission MCR-3114.

ARTICLE 2 - UNION DUES AND AGENCY FEES

2.1 The Town agrees to deduct regular monthly ASSOCIATION dues from the wages of each employee who authorizes the Town to do so through a signed authorization card delivered to the Town. The Town may conclusively rely upon a written statement from the Treasurer of the ASSOCIATION as to the amounts of such monthly ASSOCIATION dues.

2.2 The ASSOCIATION agrees to indemnify and save the Town harmless from and against any and all claims, suits or other forms of liability arising out of the deduction of money from an employee's pay pursuant to this Article.

2.3 All employees covered by this AGREEMENT who do not join the UNION shall be required as a condition of employment to make payment on or after the 30th day following the beginning of such employment or the effective date of this AGREEMENT, whichever is later, of any Agency Service Fee to the UNION. The Agency Fee shall cover only those costs which relate to collective bargaining and the administration of this AGREEMENT and no others.

2.4 At the election of the employee, said Agency Service Fee shall be deducted from his/her wages upon presentation to the Town of a signed authorization. 

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employee who does not authorize the Town to make weekly payroll deductions as provided herein shall make the Agency Service Fee payment directly to the UNION.

**AUTHORIZATION FOR PAYROLL DEDUCTION**

BY: 

TO: TOWN OF MIDDLEBOROUGH 

Effective ______________________, I hereby request and authorize you to deduct from my earnings each week, the current amount of dues as established by the UNION.

This amount shall be paid to the treasurer of MASSACHUSETTS LIBRARY STAFF ASSOCIATION, M.L.S.A.

These deductions may be terminated by me by giving you a 60 days written notice in advance or upon termination of my employment.

EMPLOYEES' SIGNATURE: ______________________________________

EMPLOYEES' ADDRESS: ______________________________________

**ARTICLE 3 - DISCRIMINATION AND COERCION**

3.1 There shall be no discrimination by the EMPLOYER or the UNION in violation state or federal laws against any employee covered by the terms of this Agreement because of race, color, national origin, religion, gender, marital status, sexual orientation, gender identification, military service, age, disability, citizenship and/or genetic information. All employees shall receive the full protection of this AGREEMENT.”

3.2 There shall be no discrimination by the EMPLOYER or the UNION against any employee because of such employee's activity or non-activity or membership or non-membership in the UNION.

3.3 Whenever a question of discrimination or coercion arises, such questions shall be resolved through the grievance procedure as established in this AGREEMENT, except as otherwise provided by statute.

**ARTICLE 4 - GRIEVANCE PROCEDURE**
Middleborough Library Contract

4.1 For the purpose of this AGREEMENT a grievance shall be defined as any complaint, dispute or controversy arising between the EMPLOYER and the UNION and/or any employee(s) under and during the term of this AGREEMENT and involving the interpretation or application of the specific provisions of this AGREEMENT.

4.2 All grievances shall be processed in the following manner:

   Step 1. The aggrieved employee shall present the matter informally to the Library Director or his/her designee for adjustment within ten (10) days of the occurrence or employee's first knowledge of the event giving rise to the grievance or said grievance shall be deemed waived and not subject to consideration in any forum. The employee may have a UNION representative present at this meeting. The Library Director shall reply within ten (10) days.

   Step 2. If no satisfactory resolution is made in Step 1, the aggrieved employee shall reduce the grievance to writing, and file a copy of the same with the Library Director and the Board of Library Trustees within ten (10) days.

   Step 3. The Trustees shall, upon receipt of the written grievance, consider same and notify the employee and the UNION of the result of its consideration within fifteen (15) days.

   Step 4. If no satisfactory resolution is made in Step 3, the aggrieved employee shall submit the grievance to the Selectmen. The Selectmen shall, upon receipt of the written grievance, consider same and notify the employee and UNION of its final and binding decision within fifteen (15) days.

   Step 5. ARBITRATION.
Whenever certain grievances remain unresolved after processing in accordance with Steps 1 - 4 herein, the UNION shall have the right to submit the matter to arbitration in accordance with the remainder of this Section.

Except as hereinafter stated, all arbitration proceedings pursuant to this Article shall be instituted before the American Arbitration Association and governed by and conducted in accordance with its Voluntary Labor Arbitration Rules. It shall be considered a condition precedent to said arbitration that a written demand for same be filed simultaneously with both the American Arbitration
Association and the responding party no later than thirty (30) days following the exhaustion of Step 4 above.

However, under extenuating circumstances, time periods referred to in this Article may be extended by mutual AGREEMENT.

The Arbitrator shall have no authority or jurisdiction to add to, delete from, alter, amend or modify this AGREEMENT.

Except for the initial filing fee, which is the responsibility of the moving party, all expenses of arbitration shall be shared equally between the parties.

4.3 Discipline - Employees shall have the right to have a Union Steward or representative present in any disciplinary action including warning or reprimand. Reprimand of an employee shall be done in a manner so as not to embarrass the employee. Employee's personnel file shall be available to the employee. No reprimand shall be placed in an employee's file unless first shown to the employee.

ARTICLE 5 - PUBLIC SERVICE

5.1 The EMPLOYER and the UNION shall recognize and adhere to all State Labor Laws, rules and regulations and AGREEMENT's entered into between the EMPLOYER and the union.

5.2 After an employee has been in the employ of the EMPLOYER for a period of six (6) months, no employee in the unit shall be discharged, suspended, lowered in rank or compensated without the employee's consent, unless there is just cause and reasons given to the employee in writing.

ARTICLE 6 - SENIORITY

6.1 Seniority shall be defined as length of continuous service as a bargaining unit employee.

6.2 The principal of seniority for employees shall govern and control in all cases of promotion within the bargaining unit, transfer, as well as preference in assignment to shift work, assignment to overtime, and choice of vacation period. Seniority shall not be the sole factor in making determinations of preference but shall be given due consideration with all other factors by the Library Director.

6.3 Classifications

<table>
<thead>
<tr>
<th>Grade 10</th>
<th>Assistant Director</th>
</tr>
</thead>
</table>

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ARTICLE 7 - WORK AND OVERTIME HOURS

7.1 The number of hours in the full-time work week, as presently established, shall remain in effect: Thirty-six and one-quarter (36 1/4) hours per week for all employees.

7.2 The lunch period shall be for up to one (1) hour duration. Each employee working five (5) hours or more in a day shall have two (2) fifteen (15) minute paid breaks per workday. Employees working less than five (5) hours shall have one (1) fifteen (15) minute paid break. This is in addition to the one (1) hour lunch break.

7.3 Employees covered by this AGREEMENT shall be paid overtime at the rate of one and one-half (1 1/2) times the regular rate of pay for work in excess of the normal work day or work week. Any overtime pay or compensatory time shall be agreed upon by the Library Director and the employee, subject to the limitations of the Fair Labor Standards Act.

7.4 Employees who have left their place of employment on completion of their assigned work schedule who are recalled for overtime work before their next scheduled starting time shall be guaranteed a minimum of four (4) hours of overtime pay.

7.5 Sunday Library Hours. The Trustees will have the discretion to have Sunday Library hours. The parties agree that a minimum of three (3) employees, including one (1) permanent full-time or permanent part-time employee who is a member of the bargaining unit, shall be required to open the Library for no more than 4.5 hours. The parties also agree that all work performed on a Sunday by permanent full-time or permanent part-time employees shall be paid in accordance with the provisions of Article 7. Any employee hired prior to July 1, 2012 may decline assignment to work on a Sunday though employees hired after July 1, 2012 will
be required to work one Sunday per month. Any unfilled shifts on a Sunday may then be filled by the Library Director using an employee hired only to work on a Sunday.

Any employee hired only to work on a Sunday shall be considered an intermittent part-time employee and not a member of the bargaining unit. The hourly rate paid to an employee hired to work on a Sunday shall be determined by the Library Trustees, based on the employee’s experience and qualifications, but shall not exceed the equivalent of Grade 9/Step 1 found in Appendix A of this agreement. An intermittent part-time employee shall not be used to otherwise augment the workforce at the Library, or to deprive members of the bargaining unit opportunities for additional work including overtime.

In the event the Library is closed on a Sunday or any other work day due to weather conditions or for any other reason, permanent full-time and permanent part-time employees scheduled to work on that day shall be paid their regular hourly rate of pay for all hours they were scheduled to work. Finally the parties agree that hours worked on a Sunday shall not be used when calculating accrued sick and vacation leave.

ARTICLE 8 - UNION REPRESENTATION

8.1 A written list of UNION stewards shall be furnished to the EMPLOYER immediately after their designation and the UNION shall notify the EMPLOYER of any change.

8.2 The above personnel shall be granted reasonable time off during working hours to investigate grievances and for contract negotiations.

ARTICLE 9 - HOLIDAYS

9.1 The following days shall be considered to be paid holidays:

<table>
<thead>
<tr>
<th>New Year’s Day</th>
<th>Independence Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>Martin Luther King Day</td>
<td>Labor Day</td>
</tr>
<tr>
<td>President’s Day</td>
<td>Columbus Day</td>
</tr>
<tr>
<td>Patriots Day</td>
<td>Veteran’s Day</td>
</tr>
<tr>
<td>Memorial Day</td>
<td>Thanksgiving Day</td>
</tr>
<tr>
<td>Christmas Day</td>
<td></td>
</tr>
<tr>
<td>Christmas Eve (2 P.M. close)</td>
<td></td>
</tr>
</tbody>
</table>

9.2 Holiday pay shall be one (1) day’s pay at straight time rate.
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9.3 If a holiday occurs within any employee’s vacation period, he shall receive an additional day’s vacation with pay.

9.4 A holiday that falls on a day in which the Library is normally closed shall be observed on an alternate work day.

9.5 All permanent part-time workers will be awarded those holidays with pay that fall on the employee’s regular workday in proportion to the number of hours worked as compared to a permanent full-time employee.

9.6 Any employee required to work on a holiday shall receive the regular holiday pay and an amount equal to one and one-half (1 1/2) times his regular rate of pay for all hours worked, but in no case shall this be less than an amount equal to three (3) hours work at the above rate.

9.7 If a holiday falls on a day that an employee is not regularly scheduled to work, the employee’s compensation for the holiday will be compensatory time off (based on the hours worked in the employee’s regular work day). Any such time shall be scheduled with the Library Director’s approval within thirty (30) days of when it is accrued.

ARTICLE 10 - VACATIONS

10.1 Vacations shall be granted during the calendar year; selection for the vacation period shall be determined by the Library Director after taking into consideration the party or parties who will be filling in on vacations.

10.2 Vacation Scheduling process:
The Library Director or his/her designee shall solicit vacation requests from bargaining unit members on or before Nov. 1 of the previous year. In the event there is a conflict with multiple vacation requests, the Employer shall use the following process to determine the order of vacation approvals:
   (a) Any event outside the control of the requestor (i.e. weddings, graduations, etc.)
   (b) One (1) week vacation requests starting with the most senior
   (c) Any time bargaining unit employees have remaining shall be submitted and approved within a reasonable time,
   (d) The Employer shall not unreasonably deny vacation requests.

10.4 Eligibility for Vacations

A. Permanent full-time employees shall be granted the following vacation days without loss of pay after having worked in a full-time capacity for the time
shown. For work performed for less than thirty (30) weeks, vacation allowance shall be on the basis of one day for each month employed:

<table>
<thead>
<tr>
<th>After Completing</th>
<th>Vacation Days Earned</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 months</td>
<td>10 days</td>
</tr>
<tr>
<td>24 months</td>
<td>12 days</td>
</tr>
<tr>
<td>36 months</td>
<td>13 days</td>
</tr>
<tr>
<td>48 months</td>
<td>14 days</td>
</tr>
<tr>
<td>60 months</td>
<td>15 days</td>
</tr>
<tr>
<td>72 months</td>
<td>16 days</td>
</tr>
<tr>
<td>84 months</td>
<td>17 days</td>
</tr>
<tr>
<td>96 months</td>
<td>18 days</td>
</tr>
<tr>
<td>108 months</td>
<td>19 days</td>
</tr>
<tr>
<td>120 months</td>
<td>20 days</td>
</tr>
<tr>
<td>132 months</td>
<td>21 days</td>
</tr>
<tr>
<td>144 months</td>
<td>22 days</td>
</tr>
<tr>
<td>156 months</td>
<td>23 days</td>
</tr>
<tr>
<td>168 months</td>
<td>24 days</td>
</tr>
<tr>
<td>180 months (15 years)</td>
<td>25 days</td>
</tr>
</tbody>
</table>

B. Every part-time employee of the Library with continuous service shall receive pro-rate vacation days equivalent to full-time employees for equivalent years of service as set forth in 10.2 (A). Calculation of pro-rated vacation benefits for eligible part-time employees shall be based upon:

1) Total length of continuous service regardless of whether there was a change in number of hours worked and;

2) Average number of scheduled work hours per week for the fifty-two (52) consecutive weeks prior to determination of the benefit.

10.4 Vacation Leave Upon Termination:
Upon termination of employment by dismissal, the employee shall receive payment equal to that amount of accrued vacation which is unused. If termination is caused by death, such payment shall be made to the employee’s spouse or beneficiary. Upon voluntary termination, accrued unused vacation and earned vacation prorated-to the number of months worked, shall be paid.

10.5 Employees who are injured and are receiving Workmen’s Compensation benefits shall be entitled to all vacation benefits accrued prior to injury, but shall not accrue or be entitled to additional vacation benefits while absent from work due to such injury. Vacation benefits for the fiscal year in which the employee returns to employment will be pro-rated.
ARTICLE 11 - SICK LEAVE

11.1 Each full-time employee shall be granted eighteen (18) sick leave days per year, which shall accrue at the rate of one and one half (1 1/2) days for each calendar month of actual service.

11.2 Sick leave may be accumulated to a maximum of two hundred twenty-five (225) days.

11.3 Subject to the Library Director’s approval, which shall not be arbitrarily withheld, up to five (5) days a year of accumulated sick leave may be granted to attend to sickness of family members and other persons residing in the employee’s household or immediate relatives residing outside of the household. “Immediate relative” shall be defined as a member’s spouse, children, mother, father, sister, brother, mother and father-in-law, grandparents, grandchildren or any “step” relatives in these categories (i.e., “step children”). Three (3) of the five (5) days may be used to attend to the sickness of the following relatives living outside of the household: aunts, uncles, nieces, nephews, brothers and sisters-in-law, sons and daughters-in-law.

11.4 Employees shall be granted three (3) personal days each year, provided requests for personal days are made at least 48 (forty eight) hours in advance of the requested day off. The Library Director will waive the 48 hours advance notice requirement if an emergency situation prevented the notice requirement from being met.

11.5 Miscellaneous:

A. No portion of sick leave shall be credited to annual vacation leave of any employee, but any employee disabled because of sickness or accident may use all or part of vacation leave credited at the time of the disability as sick leave pay, provided that the accident or injury is not compensated under any of the Town’s compensation policies.

B. Upon retirement (under the General Laws) or death, an employee or his estate shall receive a day’s pay for each three (3) days of the unused portion of accumulated sick leave. Only employees hired prior to July 1, 2008 will be eligible for sick leave buy back.

C. All permanent part-time workers will be granted sick leave credits in the same proportion that their part-time service bears to full-time service.
D. An employee who is reinstated or re-employed after an absence of two (2) years or less shall be credited with his or her sick leave credits left at the termination of prior employment.

E. Upon return to work following a sick leave in excess of four (4) consecutive work days, an employee may be required to submit a doctor’s certificate verifying the illness and fitness to return to work. The Library Director may require a certificate at any time if abuse of sick leave is evident or suspected.

**ARTICLE 12 - JURY PAY**

12.1 The EMPLOYER agrees to make up the difference in an employee’s wages between a normal week’s wages and compensation received for jury duty.

**ARTICLE 13 - FUNERAL LEAVE**

13.1 In the event of a death in the immediate family of a member or her/his spouse, that member may be granted up to five (5) days of leave without loss of pay. Immediate family is defined as spouse, children, mother, father, sisters, brothers, mother and father-in-law, grandparents, spouse’s grandparents, grandchildren, aunts and uncles, nieces, nephews, brothers and sisters-in-law, sons and daughters-in-law, stepmother and father, stepchildren and other members of the immediate household who reside with the employee.

13.2 Bereavement leave may be extended by two (2) additional days for the loss of the employee’s spouse, child, or parent with the approval of the Library Director. The additional time will be deducted from either available personal days or accrued vacation time at the employee’s discretion.

13.3 Bereavement leave days shall be added to the employee’s accrued vacation days if the loss of an immediate family member, as defined in paragraph A, occurs during the employee’s scheduled vacation.

**ARTICLE 14 - SALARIES**

14.1 Employees shall receive their weekly salaries according to Appendix A. Employees will advance a step on the anniversary date of their employment in a position.

14.2 Employees who are requested by the Library Director to attend meetings after his/her regularly scheduled work hours shall receive compensatory time equal to the length of the meeting and any travel time.
14.3  (a) Effective and retroactive to July 1, 2015, the rates of pay for all bargaining unit employees shall increase by one percent (1.00%).
(b) Effective January 1, 2016, the rates of pay for all bargaining unit employees shall increase by one percent (1.00%).
(c) Effective July 1, 2016, the rates of pay for all bargaining unit employees shall increase by two percent (2.00%).
(d) Effective July 1, 2017, the rates of pay for all bargaining unit employees shall increase by two percent (2.00%).

ARTICLE 15 - POSTING AND BIDDING

15.1 The Board of Selectmen desire that the Town Employees be given maximum opportunity for advancement in the service. When any municipal position covered by this AGREEMENT becomes vacant, such vacancy shall be posted in a conspicuous place in all departments listing the pay, duties, and qualifications. Employees within the department when the opening exists shall be given first consideration in filling a vacancy.

15.2 When qualified, present employees of the department in which the opening exists shall be given a sixty (60) day trial and training period in the new position. If during the trial period, the Director determines that the employee is not qualified to perform the work, the employee shall be returned to the employee’s former position and rate. In any case, the employee shall be restored to the rate in effect prior to the promotion as though the promotion had not been granted.

ARTICLE 16 - MISCELLANEOUS PROVISIONS

16.1 Bulletin Board:
Announcements shall be posted in conspicuous places where employees enter or leave the premises. The parties to this AGREEMENT, both of whom may use the bulletin boards for notices of routine nature, agree that it would be improper to post denunciatory or inflammatory written material on such bulletin boards.

16.2 Should any provision of this AGREEMENT contain a conflict with a municipal personnel ordinance, by-law, rule or regulation or any statute as defined in G.L. Ch. 150E, Section 7, the terms of this AGREEMENT shall prevail. Should any provision of this AGREEMENT be found to be in violation of any Federal or State Law by a Court of competent jurisdiction, all other provisions of this AGREEMENT shall remain in full force and effect for the duration of this AGREEMENT. If proper notice is given by either party to the desirability of amending, modifying or changing such benefit, privilege or working condition, it shall be subject to negotiation between the parties. Should any provision of this AGREEMENT be found to be in violation of any Federal or State Law, this
AGREEMENT shall not require either party to perform any act in violation of that law, notwithstanding any contrary provision of this AGREEMENT.

16.3 Emergency Leave:
Unpaid emergency leave may be granted at the discretion of the Library Director.

16.4 Maternity Leave

A. A full-time female employee who has completed her probationary period, or if there is no such probationary period, has been employed for at least six (6) consecutive months, and who is absent from her employment with the Town for a period not exceeding eight (8) weeks for the purpose of giving birth, shall be granted a maternity leave without pay if her request for such leave is made to the Library Director at least two (2) weeks in advance of the anticipated date of departure. Beyond the above-mentioned maternity leave, additional unpaid leave may be granted upon approval of the Library Director. Such request should be made in writing no less than four (4) weeks before the end of the leave. The Library Director may waive the four (4) week advance notice if emergency circumstances arise.

B. At the expiration of the maternity leave, the employee will be restored to her previous position or similar position with the same status, pay and length of service credit as of that date of her leave. If during the period of the leave, employees in the same or similar position in the department have been laid off through no fault of their own, the employee will be extended the same rights or benefits, if any, extended to employees of equal length of service in the same or similar position in the department.

C. Notwithstanding any other provision of the contract to the contrary, the maternity leave granted under this Article shall not affect the employee’s right to receive any contractual benefits for which she was eligible at the time of her leave. The period of any unpaid maternity leave shall not be included in any computation of such benefits, rights or advantages. Sick leave may be used for maternity purposes, as defined in Massachusetts General Laws, Chapter 149, Sec. 105D.

16.6 Any employee assuming a senior position for ten (10) or more consecutive working days due to another employee’s illness or absence, not including vacation or personal days for this ten (10) day period, shall receive compensation at the higher rate at his/her current step, for each day the senior position is held. The increased amount shall be paid on the next scheduled pay period. In the event of a recurring related condition, the ten (10) day waiting period shall be waived.
16.7 Those members only that are involved directly with setting up new proposals and 
bargaining for the next contract, or settling grievances, shall be permitted the time 
during a work day, if necessary, if agreeable with the Library Director. 
Permission to attend bargaining sessions scheduled during the work day shall be 
requested a reasonable time in advance of the session; such permission shall not 
be unreasonably denied.

16.8 **Educational Incentive:**
The parties agree that the educational incentive pay will be paid on an annual 
basis once the level of library science credit hours has been reached. There shall 
be no requirement that the member continue to pursue additional credit hours. The 
EIP shall be paid in accordance with the following schedule:

<table>
<thead>
<tr>
<th>Credit Hours</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>$250.00</td>
</tr>
<tr>
<td>24</td>
<td>$250.00</td>
</tr>
<tr>
<td>36</td>
<td>$250.00</td>
</tr>
<tr>
<td>48</td>
<td>$250.00</td>
</tr>
<tr>
<td>60</td>
<td>$250.00</td>
</tr>
<tr>
<td>72</td>
<td>$250.00</td>
</tr>
<tr>
<td>84</td>
<td>$250.00</td>
</tr>
</tbody>
</table>

This is to be cumulative for all employees and paid at the employee’s anniversary 
date of employment.

In the event that an employee reaches a new level of credits during a Fiscal Year, 
and that their anniversary date has passed, payment for the new level of credits 
will be made upon completion of the course work.

16.9 All part-time employees shall receive sick day, vacation and holiday benefits in 
 accordance with Article 10.2 B.

16.10 A part-time employee presently enrolled in the Town’s group insurance plan will 
 not lose coverage in the event the employee works 20 hours for 42 weeks but less 
 than 20 hours for 10 weeks of each fiscal year.

16.11 The Town will print and distribute copies of the collective bargaining agreement 
to all current and newly hired employees.

16.12 **Educational Development Reimbursement:** Employees shall receive 
 reimbursement of tuition, books, materials as specifically required in the 
 curriculum and/or syllabus, and fees up to five hundred ($500) dollars annually 
 for the cost of work-related educational enrichment approved by the Director.

A course for credit will require a grade of B or better for reimbursement.

Non-credit work-related enrichment requires evidence of attendance, completion 
of required work and related receipts for reimbursement.
In the event that work-related activities commence during the employee’s work hours, the employee shall receive his/her regular hourly rate for his/her participation.

ARTICLE 17 - THE EMPLOYER’S RIGHTS

17.1 The Town reserves and retains all the regular and customary functions, rights and prerogatives of municipal management which have not been specifically relinquished, abridged, or limited by this AGREEMENT. The exercise of such functions, rights and prerogatives shall not be subject to the grievance and arbitration procedure.

ARTICLE 18 - EFFECTIVE DATE

18.1 Unless otherwise agreed to in a Memorandum of Agreement between the parties, changes to non-economic provisions are effective upon the signing of the successor Agreement.

18.2 Any matter affecting the Town budget shall be subject to approval by Town Meeting action.

ARTICLE 19 - REDUCTION IN WORK FORCE

19.1 Town Rights

A. The Town reserves and retains the right to determine the level of services and staffing needs of the various departments.

B. The Town reserves and retains the right to lay off its employees for lack of work or reasons of economy.

19.2 Layoffs

Criteria:
In the event the Town determines to reduce the work force through layoffs of bargaining unit personnel, the following criteria will be used by the Library Director in determining selection of employees:

(a) The Employer shall determine the staffing needs as described in 19.1 (a).
(b) Once the staffing needs are determined and shared with the Union, the Employer shall layoff the least senior bargaining unit employee in the
respective classifications, as defined in 6.3 of the collective bargaining agreements.

19.3 **Bumping:**

**Bumping**
An employee being laid off may, at his/her sole discretion, bump an employee in a lower classification with less seniority.

19.4 **Recall:**

A. Employees may be recalled to work in accordance with the criteria set forth in Section 2, for a period of up to two (2) years.

B. Employees contacted in writing by the Town who fail to accept the position available, within ten (10) days, shall be eliminated from the recall listing.

C. Employees will be reinstated with all accrued benefits intact up to the time of their layoff.

**ARTICLE 20 - TERMINATION**

20.1 This AGREEMENT will remain in effect until June 30, 2018. In the event that the Town voluntarily agrees to provide any Town side bargaining unit with a more generous base salary increase in FY14 than the 2% provided to the Union, the Town agrees to reopen bargaining on that issue only with the Union if the Union so requests. No bargaining unit in the Middleborough Gas & Electric department constitutes a Town side bargaining unit for the provisions of this section.

At that time either party may terminate this AGREEMENT provided such termination is transmitted through the registered U.S. Mails to the responsible signatories to the AGREEMENT. In no case may a termination notice be sent less than one hundred fifty (150) days prior to the termination date herein agreed.

20.2 **Renewal:**
Should neither party to this AGREEMENT send a notice of termination as described in Section 1, this AGREEMENT will be considered to have been automatically renewed for another calendar year.

**ARTICLE 21 - HEALTH INSURANCE**

21.1 The Town's contribution to the PPO plan it offers will be 60% (sixty percent) of the monthly premium. The Town's contribution to the HMO plan it offers will be
80% (eighty percent) of the monthly premium for employees hired prior to July 1, 2013. The Town’s contribution to the HMO plan it offers will be 70% (seventy percent) of the monthly premium for employees hired after July 1, 2013. The premium cost share for the Point of Service (POS) plan(s) shall be 60% by the Town and 40% by the Employee. Except for the Town's contribution toward the monthly premium, the employee will be obligated to pay all other costs associated with the health insurance coverage.

21.2 The October, 2013 Memorandum of Agreement By and Between The Town of Middleborough and the Middleborough Public Employee Committee is incorporated by reference ("PEC Agreement").

The reimbursement of the amounts described in the PEC Agreement will be done under a reimbursement procedure established by the Treasurer/Collector's office. Compliance with the procedure is a condition precedent for reimbursement.

The Town and the Union agree to work together to encourage bargaining unit employees to participate in Town-sponsored health and wellness activities, including but not limited to seminars, workshops, exercise and diet programs, screenings, health risk assessments, etc.

21.3 Effective July 1, 2013, a bargaining unit member who is otherwise eligible for enrollment in a town health insurance plan, and has been enrolled in a Town plan continuously for two consecutive fiscal years, will receive an annual stipend for opting out/waiving participation in town health insurance in the amount of $1,000 (individual plan) or $2,500 (family plan). In addition to the above, other conditions for the annual stipend are:

- The employee is not covered under a town plan subscribed to by another employee of the Town or School Department; and,

- The employee provides documentation satisfactory to the Employer of alternative health insurance coverage. The documentation shall be provided during open enrollment.

If there is a qualifying event which means that an employee who is receiving an opt out payment needs to re-enroll in Town health insurance, the payment will be pro-rated based on the number of months that the employee was not enrolled.

Assuming the employee stays off the health insurance for a full year, the first half of the stipend will be paid during the six month and the second half of the stipend will be paid during the 12th month.
21.4 In consideration of the terms of the settlement of a successor collective bargaining agreement for 2013-2014, including the reduction of the Town’s contribution to the HMO premium cost for employees hired on or after July 1, 2103 to 70%, the Town agrees that it will not further reduce the Town’s percentage contribution toward the premium cost of the HMO plans for the three year period ending June 30, 2016.

ARTICLE 22 – FLEXIBLE SPENDING ACCOUNT

22.1 The Town will make available and pay the administrative costs for a flexible spending account (FSA) that covers medical expenses and dental care.

ARTICLE 23 – SOCIAL MEDIA POLICY

TOWN OF MIDDLEBOROUGH
Social Media Policy

As Adopted by Selectmen:
September 14, 2015

Social Media Policy

The Town of Middleborough (“Town”) depends on a respectful work environment to achieve its goal of serving the residents of Middleborough. Social media is a global term that combines technology, social interaction and content creation. For purposes of this Policy, current examples include but are not limited to, tools and web sites such as Facebook, Twitter, Instagram, YouTube and blogging. Social media allows departments within the Town of Middleborough to engage with the general public in electronic forums where conversations and interactions already exist. It also allows individuals to share their life and opinions with others. While both uses can be positive and rewarding, the use of social media presents certain risks and carries with it certain responsibilities.

The purpose of this Policy is to assist with making responsible decisions about the use of social media and to help ensure that the social media activities of Town employees and agents, conducted in both their official and personal capacity, conform to applicable laws, industry guidance, legal and regulatory restrictions, and privacy and confidentiality requirements.
Middleborough Library Contract

This Policy is designed to promote appropriate social media use and avoid uses that: (1) breach confidentiality by revealing protected information about the Town, its residents, or its employees; (2) expose the Town to legal liability for employer or employee behavior that may be harassing, offensive, or maliciously false; or (3) interfere with Users' productivity and their ability to perform the duties and responsibilities of their positions with the Town.

1. Scope of Policy
This policy applies to all Town employees, board members (elected or appointed), contractors, agents or remote users, engaging or causing others to engage in social media (collectively referred to as “Users”). To the extent that laws and regulations’ applicability are unclear, Town management will make reasonable judgments regarding applying existing print rules to social media forums, and will conform to prevailing industry practices to the greatest extent possible and in all events to the requirements of the law.

Town personnel working with third parties are responsible for assuring that such third parties are properly trained on this policy, and for monitoring their activities to ensure the third parties adhere to this policy.

Effective security, public disclosure, records retention and engagement with citizens are a team effort involving the participation and support of every Town employee who uses social media. It is the responsibility of every employee to know these guidelines and to conduct activities accordingly.

This policy shall in no respect apply to preclude, impair or limit the right or ability of Town employees under M.G.L. c. 150E to communicate about terms and conditions of employment, and issues directly related thereto.

2. General Provisions
While Users may use any form of social media for personal use while off-duty, their status as employees or agents of the Town requires that the content of any social media postings not be in violation of existing Town by-laws, policies, directives, rules or regulations.

The same basic principles and guidelines found in the Town’s policies apply to employee activities online. Ultimately, Users are solely responsible for what they post online. Before creating an online account or profile, Users should consider some of the risks and rewards that are involved. Users should keep in mind that any conduct that adversely affects job performance, the performance of other Town employees or otherwise adversely affects co-workers, residents, officials, suppliers, people who work on behalf of the Town or the Town’s legitimate business interests may result in disciplinary action up to and including discharge, in accordance with applicable collective bargaining.
agreements. While Town employees have the First Amendment right to free speech, that right is not absolute and extends only to matters of public concern.

3. **Social Media Usage**
The Town of Middleborough’s Information Technology Network/Systems Acceptable Responsible Use Policy prohibits the use of Town equipment for personal social networking purposes. Users should refrain from using social media while on work time or on equipment provided by the Town, unless it is work-related as authorized by your manager or consistent with the Town’s Information Technology Network/Systems Acceptable Responsible Use Policy.

4. **Know and Follow the Rules**
Carefully read this Policy and review the Town’s Information Technology Network/Systems Responsible Use Policy and the Town’s Harassment Policies, and ensure your postings are consistent with these policies. Inappropriate postings that include discriminatory remarks, harassment, and/or threats of violence or similar inappropriate or unlawful conduct will not be tolerated and may subject you to disciplinary action up to and including discharge, in accordance with applicable collective bargaining agreements. All Users shall comply with the following:

- Online postings that harass or threaten other Town employees or officials are expressly prohibited. Harassing or discriminatory posts or comments may be deemed inappropriate in violation of this Policy, even if the Town or the names of any of its employees are not posted or “tagged” in the comment.
- Online postings that disparage others based on race, national origin, sex, sexual orientation, age, disability or religion are not permitted under any circumstances, regardless of the time, place, form or manner in which the information is posted or transmitted.
- Maintain the privacy of confidential information. Do not post internal reports, policies, procedures or other internal confidential communications. Users are prohibited from posting nonpublic items that are gained as a result of their position with the Town.
- Users may not use social media to engage in any activity or conduct that violates federal, state, or local law. Examples include, but are not limited to, software piracy or child pornography.
- Users may not use the Town’s trademarks, logos, or any other Town intellectual property in connection with any personal social media activity.

5. **Town Sponsored Social Media**
Middleborough Library Contract

The Town has an overriding interest and expectation in deciding what is “said” or present on its behalf on the Town’s Social Media sites and accounts. The Town’s Social Media shall be used only for Town purposes to serve Town interests. This section outlines the acceptable use of social media for Town purposes, which include but are not limited to, engagement, promotion and public outreach.

5.1 The Town Manager with support from the Information Technology Department shall have responsibility for defining the social media tools used for Town purposes, which includes approving acceptable forms of social media, and creating and archiving Town Social Media accounts.

5.2 Department managers shall have responsibility for the social media tools used for Town purposes in their department and for developing internal department policies and procedures which address: creating and maintaining social media accounts, posting content, training for account custodians, coordinating responses to questions and comments, and keeping the social media sites current and active. The following may have additional requirements found in their social media policies. They are:

   Middleborough Gas and Electric Department Policy #43
   Middleborough Police Department Policy #322

5.3 Social media content and responses to questions and answers for the Town’s Departments shall be reviewed by each Department manager, or designee, prior to posting.

5.4 Town Social Media sites or accounts should make clear that they are maintained by the Town and that they follow the Town’s Social Media Policy.

5.5 Comments or other content on topics or issues not related to Town Business or within the purview of the Town may be removed.

5.6 Employees representing the Town via Town Social Media sites or accounts shall conduct themselves at all times as representatives of the Town in accordance with all Town rules, regulations and policies.

5.7 The Town reserves the right to deny access to Town Social Media sites to any person who violates the Town’s Social Media Policy, at any time and without prior notice.

5.8 Unacceptable Use of Town Sponsored Social Media
The following list is by no means exhaustive, but attempts to provide a framework for activities that fall into the category of unacceptable use of the Town’s Social Media sites or accounts. These are in addition to and should be read in conjunction with the rules governing all social media use stated above (Section 4).
Users with questions regarding these unacceptable uses should contact the Town Manager. The following activities are strictly prohibited, with no exceptions:

- Engaging in any actions that violate the State of Massachusetts Public Employees ethics code.
- Engaging in any actions that may harm or tarnish the image, reputation and/or goodwill of the Town and/or any of its employees.
- Posting or release of proprietary, confidential, sensitive, or personally identifiable information.
- Engaging in any activity that is illegal under local, state, federal or international law while using the Town-owned resources.
- Violating laws pertaining to the handling and disclosure of copyrighted or export-controlled materials.
- Violating the rights of any person or organization protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations.
- Using a Town Social Media account to actively engage in procuring or transmitting material that is in violation of sexual harassment or hostile workplace laws.
- Making fraudulent offers of products, items, or services originating from any Town account.
- Making statements about warranty, expressly or implied, unless it is a part of normal job duties, from any Town account.
- Taking actions that could cause security breaches, including, but not limited to, sharing data that is restricted from public disclosure.

6. **Be Respectful**
Always be respectful of fellow co-workers, residents, suppliers and vendors. Also, remember that you are more likely to resolve work-related disputes by speaking directly with your co-workers than by posting complaints to a social media outlet. Nevertheless, if you decide to post complaints or criticism, avoid using statements, photographs, video or audio that reasonably could be viewed as malicious, obscene, threatening or intimidating, that might constitute harassment or bullying, or that disparages fellow co-workers, residents, suppliers or vendors.

7. **Be Honest and Accurate**
Always post honest and accurate information or news, and if you make a mistake, correct it quickly. Be honest about any previous posts you have altered or edited. Remember that the Internet archives almost everything; therefore even deleted postings can be searched. Never post any information or rumors you know to be false about the Town, Town officials, fellow co-workers, residents, suppliers or vendors.
8. Do Not Post on Behalf of the Town Without Prior Authorization
Do not use your Town email address to register on social networks, blogs or other online tools utilized for personal use.

Do not create a link from a social networking site, blog, or other website to a Town website without identifying yourself as a Town employee.

Express only your personal opinions. Unless clearly authorized to do so, never represent yourself as a spokesperson for the Town. If you are writing about the Town, make it clear that you are not speaking on behalf of the Town. Specifically express that while you are an employee of the Town, your views do not represent those of the Town, fellow co-workers, citizens, suppliers, vendors, or anyone working on behalf of the Town. Include a disclaimer, such as “The postings on this site express my own views, positions and opinions, and do not necessarily reflect the views of the Town of Middleborough.”

9. Expectation of Privacy
Users should presume that all social media postings, regardless of privacy settings, are public and use their best judgment when participating in social media. Users of social media are cautioned that they should have no expectation of privacy while using the Internet. Online postings can be reviewed by anyone, including the Town.

Pursuant to the Town’s Information Technology Network/Systems Responsible Use Policy, the Town may monitor a User’s Town provided equipment and all electronic communications and records, at any time, with or without notice, including individual user folders, browser history and other information stored on the Town’s electronic communications systems.

10. Retaliation is Prohibited
The Town prohibits taking adverse action against any employee for reporting a possible violation of this Policy or for cooperating in an investigation. Any employee who retaliates against another for reporting a possible violation of this Policy or for cooperating in an investigation will be subject to disciplinary action, up to and including discharge, in accordance applicable collective bargaining agreements.

11. Acknowledgement
Town employees must sign a written acknowledgement that they have received, read, understand, and agree to comply with the Town of Middleborough’s Social Media Policy.
ACKNOWLEDGEMENT FORM

I have received a copy of the Town of Middleborough’s Social Media Policy.

I understand that this Policy replaces any and all prior verbal and written communications regarding Town policies relating to the use and access and Town monitoring of the use of social media, as defined in the Social Media Policy.

I have read and understand the contents of the Social Media Policy and agree to abide by its terms.

I understand that if I have questions or concerns at any time about the Social Media Policy, I will consult my immediate supervisor, my supervisor’s manager or the Information Technology Department for clarification.

I understand that the contents of the Social Media Policy may change at any time.

Declaration

I have read, understand and acknowledge receipt of the Town of Middleborough’s Social Media Policy. I will comply with the guidelines set forth in this policy and understand that failure to do so may result in disciplinary or legal action.

SIGNATURE ___________________________ DATE ___________________________

PRINTED NAME ___________________________
ARTICLE 24 – INFORMATION TECHNOLOGY NETWORKS/SYSTEMS RESPONSIBLE USE POLICY

Town of Middleborough
Information Technology Network/Systems Responsible Use Policy

1. Scope of Policy

The Board of Selectmen of the Town of Middleborough hereby adopt the following Information Technology Network/Systems Responsible Use Policy ("Policy"). The Town of Middleborough ("Town") provides information network/systems in order to allow Town of Middleborough government and its officers and employees to serve the public more efficiently and effectively.

This policy is intended to provide rules and guidelines concerning appropriate use of the Town’s information technology network ("network") and information technology systems ("systems"), collectively ("network systems"). The network/systems includes but is not limited to, computers, laptops, printers, copiers, scanners, software applications, email, telephones, facsimile (fax) machines, servers, network infrastructure devices, including switches and routers, the Internet, and any Town related content generated or accessed remotely from outside of the Town’s network/systems.

Any person who uses or otherwise manipulates or operates any component or feature of the Town’s network/systems shall be a user ("user") of the network/systems for purposes of this Policy. Use of the Town’s network/systems shall constitute acceptance of the terms set forth in this Policy, and as it may be amended from time to time. The Board of Selectmen reserves the right to amend this Policy at any time in the discretion of the Board.

Managers, supervisors and department heads are responsible for ensuring that all of their employees using any component or feature of the network systems have read this Policy and have understood its applicability to their activities.

2. User Responsibilities

It is the responsibility of any user of the Town’s network/systems to read, understand and follow this Policy. Users shall use reasonable judgment interpreting this Policy and in making decisions about the use of the network/systems.

3. Unacceptable Uses

A user of network/systems shall not use the network/systems:
Middleborough Library Contract

- For any political purposes
- For any commercial purpose
- To send threatening or harassing messages, whether sexual or otherwise
- To access or share sexually explicit, obscene, or otherwise inappropriate materials
- To infringe any intellectual property rights
- To gain, or attempt to gain, unauthorized access to any computer or network for any use that causes interference with or disruption of network users and resources, including propagation of computer viruses or other harmful programs
- To intercept communications intended for other persons
- To misrepresent either the Town of Middleborough or a person’s role at the Town
- To play computer games or gamble
- To participate in Social Networking
- To libel or otherwise defame any person
- To use any unauthorized 3rd party utilities to delete information, format any hard drive, or otherwise delete or damage any data on PC’s, laptops, servers, etc. for any private, personal use or purpose unrelated to the user’s Town office or employment.

4. Privacy

Any information stored, accessed, browsed and/or created on the Town’s network/systems should not be considered private by the user. This includes, but is not limited to, any and all electronically stored information and electronic files, electronic mail communications, Internet website history, text messages, telephone call history, and voicemail. All aspects of Town network/systems usage by a user is subject to monitoring (see Monitoring – Section 5), the Massachusetts Public Records Law, and legal discovery, as applicable.

Subject to certain exceptions in the law, electronic mail, telephone call history, voice mail messages, text messages, and other electronically stored information and electronic files are considered public records subject to potential disclosure under the Massachusetts Public Records Law and its record retention policies (see Records Retention – Section 7) and may be subject to legal discovery. Employees should NOT expect that electronic mail messages (even those marked “Personal”) are private or confidential.

5. Monitoring

The Town may monitor a user’s Town provided network/system at any time and the user consents that such monitoring shall not constitute an invasion of his or her privacy.

6. Internet/Electronic Mail Content
Users of the Town’s network/system should be aware that content on some Internet websites or contained in “spam” electronic mail may be offensive to some people and/or inappropriate for the workplace. Efforts have been put in place to minimize access to offensive websites and electronic mail by using website content and spam filtering devices. However, filtering is not 100% accurate and occasionally, offensive material may enter the Town’s network/systems.

7. Public Records Requirement

The Massachusetts Office of the Secretary of State has ruled (with the concurrence of the Attorney General’s Office) that certain email correspondence are public documents in accordance with the definition of a “Public Record” as identified in Massachusetts General Laws, Chapter 4, Section 7, and Chapter 66, Section 10.

Whether in electronic (including Social Media) or paper format, certain documents, depending on the substance and content of the record, may or may not be deemed a public document. In almost every instance, communication involving a matter pending before a deliberative body is a public document that must be produced upon request.

Consider very carefully what your obligations are under the above noted statues. Repeated instances of failing to save email correspondences on substantive matters places you at public risk of violating the Public Records Laws of Massachusetts, subjecting you to being fined by the Attorney General’s office.

For more information on how to avoid Public Records Law violations as it relates to email communication, please refer to the Commonwealth of Massachusetts Municipal Records Retention Manual www.sec.state.ma.us/arc/.

8. Internet Usage Policy

All users of the Internet component of the network/systems shall use it in an appropriate and responsible manner. The Internet shall not be used to transmit, receive, submit, publish or otherwise access inappropriate information including, but not limited to, material that is defamatory, inaccurate, abusive, obscene, profane, racially or gender offensive, unethical, or illegal.

9. Social Media Policy

Social Media is a global term that combines technology, social interaction and content creation. For purposes of this Policy, current examples include but are not limited to, tools and web sites such as Facebook, Twitter, Instagram, YouTube and blogging. Social Media allows departments within the Town of Middleborough to engage with the general public in electronic forums where conversations and interactions already exist. Social Media shall be used only for Town purposes to serve Town interests.
This Policy is intended to guide Town employees and agents when using Town sponsored Social Media. The intention for publishing a Social Media Policy is to help all parties succeed in protecting Town employees, agents, departments, and the Town from illegal or damaging actions by individuals, either knowingly or unknowingly.

Effective security, public disclosure, records retention and engagement with citizens are a team effort involving the participation and support of every Town employee who uses Social Media. It is the responsibility of every employee to know these guidelines and to conduct activities accordingly.

Social Media Usage

For professional purposes: This section lists the acceptable use of Social Media tools for professional purposes, which include, but are not limited to, promotion and public outreach.

9.1 The Town Manager with support from the Information Technology Department shall have responsibility for defining the Social Media tools used for Town professional purposes, which includes creating and archiving Social Media accounts.

9.2 Department managers shall have responsibility for the Social Media tools used for Town professional purposes, which includes: creating and maintaining Social Media accounts, posting content, coordinating responses to questions and comments and keeping the Social Media sites current and active. The following may have additional requirements found in their social media policies. They are:

Middleborough Gas and Electric Department Policy #43
Middleborough Police Department Policy #322

9.3 Social Media content and responses to questions and answers for the Town’s Departments shall be reviewed by each Department manager prior to posting.

Unacceptable Use of Social Media

The following list is by no means exhaustive, but attempts to provide a framework for activities that fall into the category of unacceptable use of Social Media for professional purposes unless otherwise stated. Employees should contact the Town Manager for questions about this Policy. The following activities are strictly prohibited, with no exceptions:

- Engaging in any actions that violate the state of Massachusetts Public Employees ethics code.
Middleborough Library Contract

- Engaging in any actions that may harm or tarnish the image, reputation and/or goodwill of the Town and/or any of its employees when participating in Social Media.
- Post or release proprietary, confidential, sensitive, personally identifiable information on social media sites.
- Posting professional information with personal information.
- Engaging in any activity that is illegal under local, state, federal or international law while using the Town-owned resources.
- Violating laws pertaining to the handling and disclosure of copyrighted or export-controlled materials.
- Violating the rights of any person or organization protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations.
- Using the Town’s trademarks, logos and any other Town intellectual property in connection with any personal Social Media activity.
- Using a Town Social Media account to actively engage in procuring or transmitting material that is in violation of sexual harassment or hostile workplace laws.
- Making fraudulent offers of products, items, or services originating from any Town account.
- Making statements about warranty, expressly or implied, unless it is a part of normal job duties, from any Town account.
- Taking actions that could cause security breaches, including, but not limited to, sharing data that is restricted from public disclosure.

10. Enforcement

Any employee found to have violated this Policy may be subject to disciplinary action, up to and including termination of employment.

As adopted by Selectmen:
Updated: February 25, 2015
Middleborough Library Contract

TOWN OF MIDDLEBOROUGH
Responsible Use Policy

ACKNOWLEDGEMENT FORM

I have received a copy of the Town of Middleborough’s Responsible Use Policy.

I understand that this Policy replaces any and all prior verbal and written communications regarding Town policies relating to the use and access of the Town’s technology resources and social media, and Town monitoring of these activities as defined in the Policy.

I have read and understand the contents of the Responsible Use Policy and agree to abide by its terms.

I understand that if I have questions or concerns at any time about the Responsible Use Policy, I will consult my immediate supervisor, my supervisor’s manager, or the Technology Department for clarification.

I understand that the contents of the Responsible Use Policy may change at any time.

Declaration

I have read, understand and acknowledge receipt of the Town of Middleborough Responsible Use Policy. I acknowledge the guidelines set forth in this Policy and understand that failure to do so may result in disciplinary or legal action.

SIGNATURE ____________________________ DATE ________________

PRINTED NAME ________________________

All questions regarding this Policy should be directed to the IT Department.
This AGREEMENT entered into this 17 day of FEB, 2016.

FOR THE TOWN OF MIDDLEBOROUGH

[Signatures]

MIDDLEBoro LIBRARY STAFF ASSOCIATION, LOCAL 4928, MLSA, AFT MASSACHUSETTS, AFL-CIO

[Signatures]
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**Grade 8 - Professional Position & enrolled in MLS program. Not Currently Used**

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**Grade 7 - Paraprofessional working in supervisory position. Certified paraprofessional (level 3 or 4)**

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