

**2008-2009
2009-2010
2010-2011**

**NEGOTIATIONS
AGREEMENT**

between

**UPPER FREEHOLD REGIONAL
BOARD OF EDUCATION**

and

**UPPER FREEHOLD REGIONAL
EDUCATION ASSOCIATION**

Allentown, New Jersey

CUSTODIANS

This language is being retained in the event of a return to in house custodial services

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ARTICLE I RECOGNITION

The Board hereby recognized the Association as the exclusive bargaining representative for the following described unit:

Custodians

Excluded from the unit shall be the Director of Buildings and Grounds, Asst. Director of Buildings and Grounds, Asst. Supervisor of Buildings and Grounds, the Head Custodian and Groundskeepers.

ARTICLE II NEGOTIATION PROCEDURE

The exclusive representative shall submit in writing proposals for collective negotiation to the Board for commencing negotiations in any subsequent school year in which this Agreement expires. Negotiations shall commence in accordance with the timetable established by PERC of the same year and ground rules will be determined by the parties in negotiation at the first meeting.

This Agreement shall not be modified in whole or in part except by an instrument in writing executed by both parties.

ARTICLE III GRIEVANCE PROCEDURE

A. Definitions

1. A grievance shall mean an alleged violation, interpretation or application of any provision of this Agreement or an alleged violation, interpretation or application of any policies or administrative decisions affecting terms and conditions of employment.
2. A grievant is the person or persons alleging said violation.
3. An employee shall mean any person in the unit as defined in the Recognition article of this Agreement.
4. An immediate superior shall mean that member of the staff to whom the employee normally reports, or his designee.

B. Grievance Procedure

1. When an employee believes they have been aggrieved, they may present a grievance either orally or in writing to their immediate superior. All grievances shall be presented not later than twenty (20) calendar days following the occurrence which is the basis for the grievance.
2. Should the employee present his grievance orally and it is not resolved to this satisfaction within five (5) weekdays, they shall set forth his grievance in writing to the Supervisor of Buildings and Grounds and the Association specifying:
 - (a) the nature of the grievance;
 - (b) the nature and extent of the injury, loss or inconvenience;
 - (c) the results of previous discussions;
 - (d) any dissatisfaction with discussions previously rendered;
 - (e) remedy sought.
3. A reply to the written grievance shall be received not later than twenty (20) calendar days following the presentation of the grievance.

4. Should a grievant be dissatisfied with the reply to the grievance at the initial step of the procedure, they may request that their grievance be reviewed by the Superintendent. The grievant's request shall be made in writing no later than seven (7) calendar days following the reply to the grievance at the step below. The grievant shall be required to provide in writing the basis for the grievance at the time they requests a review of the grievance by the Superintendent. The Superintendent shall reply to the grievance no later than seven (7) calendar days following his review.

5. Should a grievant be dissatisfied with the reply of the grievance given by the Superintendent, they may request that the grievance be reviewed by the Board. The grievant shall be required to notify the Board in writing not later than five (5) calendar days following the reply given by the Superintendent of a desire to have the grievance reviewed. Upon being notified of the grievant's intention, the Board shall schedule a hearing date, if so requested, for the grievance not later than twenty (20) calendar days following receipt of the notice. The grievant may have a representative of their own choosing present when the grievance is being reviewed by the Board. The Board shall render a written decision not later than twenty (20) calendar days following the hearing of the grievance.

The word "Board" as used in this paragraph shall mean a committee of the Board made up of members of the Board which the Board so designates.

6. Should the Association be dissatisfied with the determination rendered by the Board, it may submit the grievance to advisory arbitration within fifteen (15) calendar days following the determination of the Board. A request for a list of arbitrators shall be made to the American Arbitration Association by either party. The parties shall be bound by the rules and procedures of the American Arbitration Association in the selection of an arbitrator.

7. In the event of arbitration, the costs of the arbitrator's services shall be shared equally by the parties and each of the parties shall bear their own costs.

8. All hearings under this procedure shall be conducted in private and shall include only persons directly concerned and their designated or selected representatives.

9. The arbitrator shall limit their decision strictly to the alleged violation, application and interpretation of the provisions of this Agreement and shall be without power or authority to make any decisions:

(a) Contrary to, or inconsistent with, or modifying or varying in any way, the terms of this agreement, or of applicable law or rules or regulations having the force and effect of law.

(b) Involving Board policy or practice under the provisions of this Agreement, or under applicable law, except that he may decide in a particular case that the Board policy, practice or administrative decision was disregarded or that its attempted application under any term of this agreement was so discriminatory, arbitrary or capricious to constitute an abuse of discretion.

(c) Limiting or interfering in any way with the powers, duties and responsibilities of the Board under applicable law, and rules and regulations having the force and effect of law.

C. Miscellaneous

The time limits set forth in the foregoing procedures shall be considered maximum time limits. Failure of the grievant to proceed within the time limits set forth shall constitute an abandonment of the grievance. Failure at any step of the procedure by one charged with rendering a decision within the time limits set forth shall be tantamount to permitting the grievant to proceed to the next step outlined in the foregoing procedure.

All documents, communications and records dealing with the processing of a grievance shall be filed in a separate grievance file and shall not be kept in the personnel file of any of the participants.

**ARTICLE IV
EMPLOYEE RIGHTS**

A. Criticism of an employee by any administrator regarding the employee's job performance shall be made in confidence and not in the presence of colleagues, parents or students.

B. Whenever the Board of Education or any of its committees requires any employee to appear before the Board or such committee, concerning any disciplinary matter which could adversely affect the employee's position or salary, such employee shall be given prior notice of the reasons for such meeting or interview and shall be entitled to have a person of their choosing present to advise and represent them during such meeting.

**ARTICLE V
ASSOCIATION RIGHTS**

A. The Board agrees, within a reasonable period of time after receiving a written request, to make available to the Association information in the public domain.

B. The Association shall have the right to hang a reasonable size bulletin board in each faculty room.

C. The Association and its representatives shall be permitted to use a school room at reasonable hours for Association meetings provided a written request for such use is made to the Superintendent of Schools. Before any such request, it must comply with the guidelines outlined in Board policies.

D. The Association shall be permitted reasonable use of school equipment provided it meets all of the requirements set forth in Board policy regarding such use.

**ARTICLE VI
EMPLOYEE WORK YEAR**

A. The Board shall have the absolute right to establish the school calendar. Should the Association desire to make recommendations concerning said calendar, said recommendations shall be delivered to the Superintendent no later than February 1 of each year of the Agreement's duration.

B. The work year for twelve-month employees shall commence on July 1st and conclude on June 30th. The work year for ten-month employees shall commence on September 1 and conclude on June 30th.

C. Twelve-month employees shall receive the following vacation time:

1. Employment for less than one year shall carry an entitlement of one working day for each month employed and the restriction that no vacation may be taken unless employment has been for a minimum of two (2) months.
2. Employment for one year, but less than eight (8) years, ten (10) working days.
3. Employment for eight (8) years or more, fifteen (15) working days.
4. The Board reserves the right to specify the conditions under which vacation may be taken. The Board, in its sole discretion has the right to implement a common ten (10) day vacation period for all employees in the unit. Those employees entitled to more than ten (10) days vacation in one year would receive, should the Board implement a common vacation, that portion of his vacation in excess of ten (10) days in the manner herein provided.

Employees eligible for vacation must apply for same to the Superintendent at least three (3) months in advance of the desired start date. Special consideration shall be given to emergencies. All applications are subject to final approval by the Superintendent.

Vacations must be taken within two (2) years of the time earned. In no event shall an employee be permitted to carry forward to a subsequent year more than ten (10) vacation days. Accumulated vacation days in excess of ten, which are not used in any particular year, will be considered abandoned. No payment shall be made for abandoned vacation time.

An employee who anticipates termination of their services may take accrued vacation prior to the termination date with proper approval as set forth above. Accrued vacation may be paid to the estate of a deceased employee or to a retiring employee.

D. If school is closed early due to inclement weather or snow accumulation, custodial staff shall only be required to work a six hour day. If custodians agree to work longer than six hours on such days, they shall be given the option of receiving time and a half or compensatory time on a date mutually agreeable to the employee and the supervisor.

E. Employees shall be granted the following days as holidays during the 1986-1987 and 1987-1988 school years: Independence Day, Labor Day, Columbus Day, Veterans Day, Thanksgiving, Day after Thanksgiving, Christmas Day, Day after Christmas, New Years Day, Martin Luther King Jr.'s Birthday, Easter Monday and Memorial Day. Should any of the foregoing holidays fall on a Saturday or Sunday, the administration shall schedule an alternate day off, with pay, for all unit members.

ARTICLE VII EMPLOYEE HOURS AND LOAD

- A.** The work day of an employee shall consist of eight (8) hours exclusive of a lunch period. The employer shall have discretion in establishing daily work schedules.
- B.** Meetings which take place after the regular in-school work day and which require attendance by the employee shall not be called on Fridays or on any day immediately preceding a holiday or day upon which employee attendance at work is not required; unless administratively necessary as determined by the Superintendent of Schools.
- C.** It shall be a condition of continued employment for all those presently employed to possess a Black Seal License within one year of the execution of this Agreement. All new employees hired following the execution of this Agreement shall, as a condition of continued employment, possess a Black Seal License on or before the first anniversary date of their employment.
- D.** Any hours worked by an employee over and above a work week of forty (40) hours will be compensated at a rate of time and a half.
- E.** Before premium pay will be made, the custodial employee must work in excess of their regular shift or an equivalent number of hours. It is agreed that during the summer season or parts of it, certain custodial employees' regular shift may consist of four (4) ten-hour days per week.
- F.** The Upper Freehold Regional Board of Education agrees to give five (5) calendar days notice to an employee when it becomes necessary to change the employee's shift, except in cases of emergency, as determined by the employer.

ARTICLE VIII EMPLOYMENT

- A.** Each employee shall be placed on the proper step of the salary guide as negotiated between the Board of Education and the Association. It is agreed that the placement of all unit members as reflected on Addendum B of this Agreement is proper.
- B.** Previously accumulated sick days shall be restored to all returning employees on Board-approved leaves, but no days shall be added for the period of leave.
- C.** All employees who shall not receive a contract, salary increment or raise shall be notified in writing no later than April 30th.
- D.** Upon written request, an employee whose contract is not renewed, will be given the reasons for such non-renewal.
- E.** The Board shall upon request provide the Association with a seniority list for employees indicating date of hire. This list shall be updated annually by September 30th.

**ARTICLE IX
INSURANCE**

A. The Board of Education shall provide health coverage for both employee and dependents where applicable with the said carrier. The carrier for the 1993-94, 1994-95, 1995-96 school years will be CIGNA. The coverage provided will be equal to or better than the existing coverage provided by the State Health Benefits Program covering State employees. A copy of coverage will be provided for each employee.

B. Premium Increases for Dental and Prescription Insurance combined shall be board paid as follows:

Increases up to and including the negotiated settlement percentage.

1996-97; 3.95%

1997-98; 4.15%

1998-99; 4.25%

Premium increases beyond these specified above shall be paid by the employee subject to the following limits:

\$100 per year per employee or

Ten percent (10%) of the total premium whichever is less.

Coverage for each member of the unit shall commence only after individual members make application for said coverage and execute the necessary enrollment card. The administration of the aforementioned plan shall be controlled by the underwriter in accordance with its rules and regulations.

At the commencement of the 1994-95 contract year, any employee who elects to waive medical benefits will receive in lieu thereof the following cash payments:

| | |
|---------------|---------|
| Single | \$1,000 |
| Parent/child | \$1,250 |
| Husband/ Wife | \$1,750 |
| Family | \$2,000 |

At the same point in time, any employee who elects to waive dental or prescription benefits will receive in lieu thereof the following cash payments:

| | |
|--------------|--------|
| Dental | \$ 100 |
| Prescription | \$ 200 |

These payments are individual to each employee and shall not impact upon the tax liability of medical, dental, or prescription benefits received by members remaining in the plan, in accordance with Section 25 of the

Employees who work twenty (20) hours or more per week shall continue to be eligible for and entitled to Insurance coverage.

ARTICLE X PROMOTIONS

- A.** Except in cases of emergency, a notice of a vacancy in any position to be filled shall be sent to each school for posting at least ten (10) days before the final date when applications must be submitted. A copy shall be sent to the Association if such a vacancy becomes available in a summer recess period when schools are closed.
- B.** Employees who desire to apply for any such vacancies above, shall submit their application in writing to the Superintendent. When a vacancy described in the notice is filled, the Superintendent may destroy all applications for said position.
- C.** Employees who desire to apply for a position which may be filled during the summer period when school is not regularly in session shall submit their name to the Superintendent, together with the position(s) for which they apply, and an address where they can be reached during the summer. The Superintendent shall notify such employees of any vacancy in a position for which they applied.
- D.** All employees shall be given opportunity to make application, and no position shall be filled until all properly submitted applications have been considered.

ARTICLE XI EVALUATIONS

- A.** The parties recognize the importance of implementing a program of employee evaluations for the purpose of promoting individual job performance and improving services to students. Evaluations of employees shall be conducted twice annually by their immediate supervisor.
- B.** Employees shall have the right to receive a copy of their observation report and shall have the right to a signed copy of any formal observation report.
- C.** Nothing in an employee's file will be used in disciplinary proceedings unless the employee has received a copy prior to any hearing for discipline.
- D.** An employee may request the right to inspect material in their individual personnel file, except that all pre-employment material shall be treated as confidential and shall not be made available to the employee. An employee may make a copy of the material which they is permitted to inspect.
- E.** Although the Board agrees to protect the confidentiality of personal references, academic credentials and other similar documents, it shall not establish any separate personnel file which is not available for the employee's inspection.
- F.** Any disciplinary warning notice will be considered for removal from the personnel file after two years, on a case by case basis, after application being made by the employee.

ARTICLE XII SICK LEAVE

A. Sick leave is defined as leave taken by a person steadily employed by the school district who is absent from the assigned post of duty because of personal disability due to illness or injury or because a member has been excluded from school by the school district's medical inspector as the result of contagious disease in the employee's immediate household.

B. The Board shall consider the application of any eligible employee for an extension of sick leave, pursuant to law, when the employee's own bank of accumulated sick leave is exhausted.

C. Twelve-month employees shall receive fifteen (15) sick leave days annually, all of which shall be accumulative. All ten-month employees shall receive twelve (12) sick leave days annually, all of which shall be accumulative.

D. Sick leave time shall only be granted in the event the employee is ill. The utilization of sick leave by an employee in the event of illness in her/his immediate family or for any other purpose other than that expressed herein is prohibited.

E. Any member who retires/dies with at least fifteen (15) years of service in the Upper Freehold Regional School District and has accumulated at least 50% of that member's sick leave at the time of retirement/death, will be compensated for the accumulated sick leave in accordance with the following formula which is based upon the years of experience in the Upper Freehold Regional School District.

1. Formula for computing the accumulated sick leave/retirement/death benefit for non-certificated staff members.

Step 1 - Ascertain number of years of service and annual salary upon retirement.

Step 2 - Using the teacher's guide for the step equal to the number of years of service of the individual retiring, locate the salary on the Bachelor's guide and that will give you the denominator of the fraction used in the calculation.

Step 3 - Use the chart* in the teacher's agreement to determine the numerator, which will be a number between \$2,000 and \$4,000. Divide by the teacher's salary which for the 1984-85 school year was between \$14,364 and \$31,598. That will yield a percent between seven and one-half percent (7.5%) and twelve and seven-tenths percent (12.7%). That percentage shall be applied to the retiree's annual salary to yield retirement benefit.

Example:

After 18 years of service a non-certificated employee is retiring. Her salary at the time of retirement is \$14,450. Article XIV of the Teacher's contract for 15-19 years of service = \$2,000. Teacher's salary at step 18 = \$25,739.

$$\frac{2000}{25,739} = 7.8\%$$

7.8% x \$14,450 = \$1,127 accumulated sick leave
retirement benefit

| Years of Service | *1986-1988 | Compensation |
|------------------|------------|--------------|
| 15 | | \$2,000 |
| 20 | | \$2,500 |
| 25 | | \$3,000 |
| 26 | | \$3,500 |
| 27 | | \$4,000 |

Written notice of intent to retire must be submitted to the Superintendent's Office ninety (90) days prior to the issuance of the accumulated sick leave retirement benefit.

ARTICLE XIII PERSONAL LEAVES OF ABSENCE

A. A maximum of three (3) days of absence annually may be allowed with full pay. Three (3) such days will be granted without giving reasons for same. The only exceptions shall be when a personal day is requested for a day immediately before or after a regularly scheduled holiday or when three (3) consecutive personal days are requested. On the latter two situations the days shall only be granted after approval of the administration.

B. Other legitimate requests for emergency leave may be approved by the Superintendent. In order to obtain such leave, the applicant shall make a request and receive approval from the Superintendent in advance. Except in cases of emergency, application for leave shall be made at least twenty-four (24) hours before the date for which the leave is requested.

C. All employees, upon application for permission, shall be entitled to a maximum of five (5) days off with full pay in the event of each death in the immediate family. The "immediate family" shall mean father, mother, wife, husband, child, brother, sister, grandparent, grandchild, mother-in-law, father-in-law. All employees shall be entitled to one (1) day off with full pay in the event of each death of nephews, nieces, uncles, aunts, brother-in-law and sister-in-law.

D. Leave for illness in the family. Once personal leave is exhausted, custodial personnel would be eligible for a maximum of five (5) days leave for illness in the family at a salary reduction as noted in Addendum D

E. Unused personal days will be converted to sick days as of July/September 1st of the subsequent school year.

ARTICLE XIV DEDUCTIONS

A. Deductions from each employee's salary shall be in accordance with New Jersey statutes for the following:

1. Pension and Annuity Funds and loan repayment;
2. Contributory Insurance;
3. Association payroll deduction;
4. Washington National Insurance.

The Board shall deduct from the salaries of its employees dues for the Upper Freehold Regional Education Association, the Monmouth County Education Association, New Jersey Education Association and the National Education Association, as such employees individually and voluntarily authorize the Board to deduct. Such deductions shall be made in compliance with Chapter 233, New Jersey Public Laws of 1969 (N.J.S.A. 52:14-15.9e) and under rules established by the State Department of Education. Said moneys, together with current records of any corrections shall be transmitted to such person as may from time to time be designated by the Association by the 15th of each month following the monthly pay period in which deductions were made. The person designated shall disburse such moneys to the appropriate association or associations. Each of the associations named above shall certify to the Board in writing the current rate of its membership dues. Any association which shall change the rate of its membership dues shall give the Board written notice prior to and time sufficient for effectuation of such change.

B. Representation Fee

1. If any employee does not become a member of the Association during any school year commencing July 1 and concluding June 30, which is covered in whole or in part by this Agreement, said employee shall be required to pay a representation fee to the Association for that school year. The purpose of this fee will be to offset the employee's per capita cost of services rendered by the Association as majority representative.
2. Within ten days after the beginning of each school year, the amount of said representation fee shall be calculated by the Association pursuant to N.J.A.C. 19:17-3.4 and certified to the Board by the Association, which amount shall not exceed eighty-five percent (85%) of the regular membership dues, fees and assessments charged by the union to its own membership.
3. Once during each school year covered in whole or in part by this Agreement, the Association will submit to the Board a list of those employees who have not become members of the Association for the then current school year. The Board will deduct the representation fee in equal installments, as nearly as possible, from the paycheck paid to each employee on the aforesaid list during the remainder of the membership year in question.
4. The employer shall remit the amount deducted to the Association monthly, on or before the 15th of the month following the month in which such deductions were made.

5. These deductions shall commence thirty (30) days after the beginning of employment in the unit or ten (10) days after re-entry into employment in the unit.

6. The Association shall establish and maintain at all times a demand and return system as provided by N.J.S.A. 34:13A-5.5(c) and 5.6, and membership in the Association shall be available to all employees in the unit on an equal basis at all times. In the event the Association fails to maintain such a system or if membership is not so available, the employer shall immediately cease making said deductions.

7. The Association shall indemnify and hold the Board harmless against any and all claims, demands, suits and other forms of liability, including liability for reasonable counsel fees and costs and expenses, that shall arise out of, or by reason of any action taken or not taken by the Board for the purpose of complying with any of the provisions of this Article.

ARTICLE XV FLOATING HOLIDAYS

Employees who use three (3) or fewer sick days during a given school year shall be granted one (1) floating holiday during the subsequent school year.

ARTICLE XVI PERFECT/OUTSTANDING ATTENDANCE

Employees who qualify for the district's Perfect Attendance Award for the previous year shall receive a bonus of \$100.00 on October 31st.

Employees who qualify for the district's Outstanding Attendance Award for the previous year shall receive a bonus of \$50.00 on October 31st.

ARTICLE XVII MISCELLANEOUS PROVISIONS

A. Severance Clause

Should the Board decide to privatize, pursuant to law, its non-instructional staff, there shall be certain remuneration paid as severance pay.

1. One (1) week salary for each full year of service in the Board's employ.
2. The Board, in its sole discretion, may increase the foregoing for any employee who has twenty (20) or more full years of employment with the Board.

B.

1. If any provisions of this Agreement or any application of this Agreement or any application of this Agreement to any employee or group of employees is held to be contrary to law, then such provision or application shall not be deemed valid and subsisting, except to the extent permitted by law, but all other provisions or application shall continue in full force and effect.
2. Any individual contract between the Board and an individual employee theretofore or thereafter executed shall be subject to and consistent with the terms and conditions of this Agreement. If an individual contract

contains any language inconsistent with this Agreement, this Agreement, during its duration, shall be controlling.

3. There will be an emergency, 24-hour phone number, at which the Supervisor of Buildings and Grounds, can be reached in emergency situations.

4. Each member of the unit shall be provided five (5) shirts (three (3) long sleeve, two (2) short sleeve), and three (3) pair of pants. Uniforms shall be worn while on duty.

5. One (1) uniform including coveralls or jacket and gloves will be provided for the entire unit's use when working in the freezer. This uniform will be kept in the area of the freezer.

6. Each custodian following their probationary period shall receive a \$50.00 work shoe allowance. Said shoes shall be worn at work

7. The district will provide two rain coats in each building for use by the custodial staff in inclement weather.

8. Children of support staff members not domiciled in the regional school district who are enrolled in the Upper Freehold Regional School District during the 1989-1990 school year shall be permitted to continue on roll without payment of tuition.(Note: reference to years deleted). Beginning with the 1990-91 school year children not heretofore enrolled shall only be enrolled without payment of tuition upon the recommendation of the Superintendent after considering the impact on the school district in terms of class size, cost, and staff workload. This restriction would not apply to support staff members employed and working prior to July 1, 1990.

ARTICLE XVIII BOARD'S RIGHTS

The Board of Education has and hereby retains all powers, rights, authority, duties and responsibilities conferred upon and vested in it by the laws and the Constitution of the State of New Jersey, including but not limited to:

A. The selection and hiring of any and all persons who are to be employed by the Board of Education. The retention or dismissal, promotion or demotion and transfer of any person so employed shall be within the discretion of the Board of Education.

B. The managing and administering of the school system, its property and its facilities.

The exercise of the foregoing powers, rights, authority, duties and responsibilities by the Board of Education, the adoption of policies, rules, regulations and practices in furtherance thereof, and the use of judgment and discretion in connection therewith, shall be limited only by the specific and express terms of this Agreement.

ARTICLE XIX DURATION OF AGREEMENT

The terms of this Agreement shall be effective as of July 1, 1996 and shall remain in full force and effect until and including June 30, 1999.

Addendum A

1996-99 CUSTODIAL GUIDES

| | | LICENSED DAY (3) | | | |
|---|----|------------------|-----------|---------|--------|
| | | 1996-97 | 1997-98 | 1998-99 | |
| A | \$ | 20,274 | \$ 21,176 | \$ | 22,160 |
| B | \$ | 21,286 | \$ 22,223 | \$ | 23,245 |
| C | \$ | 22,297 | \$ 23,267 | \$ | 24,326 |
| D | \$ | 23,308 | \$ 24,310 | \$ | 25,404 |
| E | \$ | 24,317 | \$ 25,351 | \$ | 26,479 |
| F | \$ | 25,326 | \$ 26,390 | \$ | 27,551 |
| G | \$ | 26,336 | \$ 27,428 | \$ | 28,622 |
| H | \$ | 27,340 | \$ 28,461 | \$ | 29,685 |
| I | \$ | 28,346 | \$ 29,494 | \$ | 30,747 |
| J | \$ | 29,351 | \$ 30,525 | \$ | 31,807 |
| K | \$ | 30,355 | \$ 31,554 | \$ | 32,863 |
| L | \$ | 31,358 | \$ 32,581 | \$ | 33,917 |
| M | \$ | 32,361 | \$ 33,607 | \$ | 34,968 |
| N | \$ | 33,361 | \$ 34,628 | \$ | 36,014 |
| O | \$ | 35,060 | \$ 36,375 | \$ | 37,812 |

LICENSED SHIFT (3E)

| | | | | | |
|---|----|--------|-----------|----|--------|
| A | \$ | 20,739 | \$ 21,661 | \$ | 22,669 |
| B | \$ | 21,751 | \$ 22,708 | \$ | 23,752 |
| C | \$ | 22,762 | \$ 23,752 | \$ | 24,833 |
| D | \$ | 23,772 | \$ 24,794 | \$ | 25,910 |
| E | \$ | 24,781 | \$ 25,835 | \$ | 26,984 |
| F | \$ | 25,790 | \$ 26,873 | \$ | 28,055 |
| H | \$ | 26,798 | \$ 27,910 | \$ | 29,124 |
| I | \$ | 27,805 | \$ 28,945 | \$ | 30,190 |
| J | \$ | 28,810 | \$ 29,977 | \$ | 31,251 |
| K | \$ | 29,815 | \$ 31,008 | \$ | 32,310 |
| L | \$ | 30,817 | \$ 32,035 | \$ | 33,364 |
| M | \$ | 31,820 | \$ 33,061 | \$ | 34,416 |
| N | \$ | 32,823 | \$ 34,087 | \$ | 35,468 |
| O | \$ | 33,824 | \$ 35,109 | \$ | 36,513 |

UNLICENSED DAY (4)

| | 1996-97 | 1997-98 | 1998-99 |
|---|-----------|-----------|-----------|
| A | \$ 17,123 | \$ 17,989 | \$ 18,870 |
| B | \$ 18,143 | \$ 19,052 | \$ 19,975 |
| C | \$ 19,162 | \$ 20,112 | \$ 21,077 |
| D | \$ 20,181 | \$ 21,171 | \$ 22,176 |
| E | \$ 21,197 | \$ 22,226 | \$ 23,270 |
| F | \$ 22,213 | \$ 23,281 | \$ 24,363 |
| H | \$ 23,228 | \$ 24,333 | \$ 25,452 |
| I | \$ 24,242 | \$ 25,384 | \$ 26,538 |
| J | \$ 25,258 | \$ 26,434 | \$ 27,623 |
| K | \$ 26,270 | \$ 27,481 | \$ 28,703 |
| L | \$ 27,282 | \$ 28,525 | \$ 29,779 |
| M | \$ 27,983 | \$ 29,244 | \$ 30,516 |
| N | \$ 29,300 | \$ 30,606 | \$ 31,922 |
| O | \$ 30,310 | \$ 31,646 | \$ 32,990 |

UNLICENSED SHIFT (4E)

| | | | |
|---|-----------|-----------|-----------|
| A | \$ 17,593 | \$ 18,483 | \$ 19,388 |
| B | \$ 18,612 | \$ 19,544 | \$ 20,491 |
| C | \$ 19,630 | \$ 20,603 | \$ 21,591 |
| D | \$ 20,647 | \$ 21,660 | \$ 22,688 |
| E | \$ 21,662 | \$ 22,715 | \$ 23,782 |
| F | \$ 22,681 | \$ 23,771 | \$ 24,876 |
| H | \$ 23,695 | \$ 24,822 | \$ 25,963 |
| I | \$ 24,709 | \$ 25,872 | \$ 27,048 |
| J | \$ 25,723 | \$ 26,921 | \$ 28,132 |
| K | \$ 26,735 | \$ 27,967 | \$ 29,211 |
| L | \$ 27,747 | \$ 29,012 | \$ 30,287 |
| M | \$ 28,758 | \$ 30,055 | \$ 31,361 |
| N | \$ 29,802 | \$ 31,130 | \$ 32,468 |
| O | \$ 30,773 | \$ 32,130 | \$ 33,495 |