

RECEIVED  
TOWN CLERK  
TOWN OF AYER

2015 FEB 27 AM 11:43 *ly*

Town of Ayer  
Board of Selectmen  
Ayer Town Hall – 1<sup>st</sup> Floor Meeting Room  
Ayer, MA 01432



Tuesday, March 3, 2015  
Open Session Meeting Agenda

- 7:00 PM Call to Order  
Review and Approve Agenda; Announcements
- 7:05 PM\* Public Input
- 7:10 PM Ms. Alicia Hersey, Office of Community and Economic Development  
1. Lien Subordination, 7 Mark Street
- 7:15 PM Town Administrator's Report  
1. Administrative Update  
2. Domestic Violence Leave Act  
3. Reserve Fund Transfer Requests – Parking Clerk & Animal Control  
4. Town Hall Lighting/Street Lights  
5. Request to Increase Contracting Authority for Department Heads to \$10,000
- 7:30 PM Non Union Compensation Study Presentation  
Sandy Stapczynski, President, Human Resources Services, Inc.
- 8:00 PM New Business/Selectmen's Questions
- 8:05 PM Approval of Meeting Minutes  
February 17, 2015
- 8:10 PM Adjournment

*\*Note: Agenda Times are for planning purposes only and do not necessarily constitute exact times.*

RECEIVED  
FEB 26 2015

TOWN OF AYER  
SELECTMEN'S OFFICE



**Town of Ayer**  
**Department of Planning & Development**

Upper Town Hall ♦ One Main Street ♦ Ayer, MA 01432 ♦ 978-772-8221 ♦ Fax: 978-772-8208

**MEMORANDUM**

TO: Board of Selectmen

FR: Alicia Hersey, Grant Administrator

RE: Lien Subordination Request **CASE# 04-267E, CASE#04-267**

DT: February 26, 2015

The property owner of housing at 7 Mark St. has requested the Town subordinate its mortgages on the property in favor of a new first mortgage.

Assessed Value of Property (FY15)	\$171,200.00
Appraised Value of Property (1/29/15)	\$185,000.00
First Mortgage (to be paid off)	\$ 92,000.00
Second Mortgage (to be paid off)	\$ 25,000.00
Amount of Program Assistance (liens)	\$ 16,887.15
Proposed New Mortgage Amount	\$127,000.00
Maturity Date of Program Lien	04-267E 09/30/19 04-267 07/07/20

The borrower is seeking to obtain a new first mortgage to pay-off her first mortgage and her second mortgage and to receive a better interest rate also. The Town's lien is in force on this property until September 30, 2019 and July 7, 2020.

Based upon the subordination policy approved by the Town and state Department of Housing and Community Development, "if total of liens is more than 65% but less than 80% of the appraised valuation, a recommendation to approve, or approve with conditions, will be made to the Board of Selectmen". In the current case, the outstanding liens will be equal to 77.78% of the appraised value of the property.

**Therefore, in accordance with the Town's subordination policy, I recommend the Chairman of the Board sign the subordination of the Town's lien conditioned upon a new mortgage not to exceed \$127,000.00.**

# Board of Selectmen

MEETING TUESDAYS AT 7:00 P.M. • UPPER TOWN HALL • 1 MAIN STREET • AYER, MASSACHUSETTS 01432



Tel. (978) 772-8220  
Fax. (978) 772-3017

Town Administrator  
(978) 772-8210

## MEMORANDUM

**DATE:** February 27, 2015

**TO:** Ayer Board of Selectmen

**FROM:** Robert A. Pontbriand  
Town Administrator

**SUBJECT:** Town Administrator's Report for the March 3, 2015 Board of Selectmen Meeting

Dear Honorable Selectmen,

I offer the following memo and attachments as my Town Administrator's Report for your March 3, 2015 Board Meeting. If you have any questions, please do not hesitate to contact me directly. Thank you.

1. Administrative Update: The Town Administrator will offer a brief oral update/report on ongoing administrative and budgetary matters.
2. Domestic Violence Leave Act: With the passage of the Massachusetts Domestic Violence Leave Act this past summer, municipalities are encouraged to develop and implement a formal Domestic Violence Leave Policy. At my request, Kevin Johnston drafted the attached policy for the Town of Ayer (See Attached). It was distributed to all Department Head's for review and discussion. I am respectfully recommending that the Board vote to approve the Town of Ayer Domestic Violence Leave Policy.

3. Reserve Fund Transfer Requests: Parking Clerk & Animal Control  
I am respectfully requesting that the Board vote to approve the attached Reserve Fund Transfer for the Parking Clerk in the amount of \$700.00 (See Attached)

I am respectfully requesting that the Board vote to approve the attached Reserve Fund Transfer for Animal Control in the amount of \$760.00 (See Attached)

4. Town Hall LED Lighting Proposal Update and Purchasing of Street Lights

The Town's Energy Committee met on February 19, 2015 and voted to recommend that the Town fund the Town Hall LED Lighting Proposal (presented to the BOS on Feb. 17, 2015) through the next grant round of the Green Communities Grant Program. The DPW Superintendent and Town Administrator continue to work on finalizing the proposal for the Town's purchase/acquisition of the Street Lights for the Board to review and consider. We anticipate a proposal for the Energy Committee's review and your consideration in March.

5. Request to Increase Contracting Authority for Department Heads to \$10,000.00

On December 10, 2014, the Board increased the purchasing and procurement authorization threshold for all Town Department Heads from \$5,000 to \$10,000 in accordance with recent changes made to MGL Chapter 30B (See Attached Memo).

Currently, Department Heads only have contract signature authority up to \$5,000. I am respectfully requesting that the Board vote to authorize contract signature authority for Town Department Heads from \$5,000 to \$10,000. The reasons for this request are that this policy will be more in line with the changes to the purchasing and procurement thresholds made to MGL Chapter 30B and with the increased costs associated with most contractual items, this will allow for a more efficient and expeditious business practice for the Departments and the Town. *(Note: The Town Administrator has contracting authority from \$10,000 to \$35,000 and any contract over \$35,000 must be approved by the Board.)*

# Town of Ayer

## TOWN ADMINISTRATOR



1 MAIN STREET, AYER, MASSACHUSETTS 01432

ta@ayer.ma.us  
TEL: (978) 772-8220  
Fax: (978) 772-3017

**FY 2016 BUDGET & ANNUAL TOWN  
ELECTION/MEETING GUIDE**  
for  
**Monday, April 27, 2015 Election**  
**Monday, May 11, 2015 ATM**  
**February 25, 2015 DRAFT #2; prepared by R. Pontbriand**

<u><b>ACTION</b></u>	<u><b>DATE</b></u>	<u><b>RESPONSIBLE PARTY</b></u>
FY 2016 Capital Requests/Recommendations	Complete	Capital Planning Committee
FY 2016 Budget (Departmental Expenses, 1 <sup>st</sup> Review)	Complete	Finance Committee
2015 Annual Town Reports DUE	Feb. 2, 2015 - Complete	TA/C.Knox/CA
Annual Town Meeting Warrant OPEN	Feb 3, 2015 - Complete	BOS/TA
Collective Bargaining Negotiations Police Patrolmen and Dispatchers	On-Going	TA/Board of Selectmen
FY 2016 Regional School Assessment	On-Going	Leadership Group/ BOS/FinCom/ TA/Town of Shirley
Non Union Personnel Compensation Study	Public Hearing March 3, 2015	BOS/FinCom/ TA/Dept. Heads
Nomination Papers for Town Offices Last Day To Request	March 6, 2015, 12:30pm	Town Clerk
Nomination Paper for Town Offices Due	March 9, 2015	Town Clerk
FY 2016 Health Insurance	April 1, 2015	IAC/BOS/ FinCom/TA/ K. Johnston
Annual Town Meeting Warrant CLOSED	Apr. 17, 2015	BOS/TA
Annual Town Meeting Warrant Review and Public Comment Period	Apr. 21, 2015	BOS
Approval of Annual Town Meeting Warrant Approved	Apr. 21, 2015	BOS/FinCom/TA

**FY 2016 BUDGET & ANNUAL TOWN ELECTION/MEETING GUIDE**  
**for**  
**Monday, April 27, 2015 Election**  
**Monday, May 11, 2015 ATM**  
**February 1, 2013 DRAFT #1; prepared by R. Pontbriand**

<u><b>ACTION</b></u>	<u><b>DATE</b></u>	<u><b>RESPONSIBLE PARTY</b></u>
Annual Town Meeting Warrant to Printer	Apr. 24, 2015 12 noon	TA/CA
2015 Annual Town Election	April 27, 2015	Town Clerk
Annual Town Meeting Warrant Received by Residents via Mail	May 1, 2015	TA/JL/USPS
Annual Town Meeting Begins	May 11, 2015 7pm	Town Moderator
Implementation of FY2016 Budget and ATM Articles	July 1, 2015	TA/Town Accountant Department Heads
FY 2016 Water and Sewer Rates	TBD	Rate Committee/BOS
Candidates Forum	TBD	I.T. Committee/APAC
FY 2016 Stabilization and OPEB Recommendation(s)	TBD	Exec. Bi-Board BOS/FinCom



## Town of Ayer Domestic Violence Leave Policy

### I. PURPOSE

This Policy describes the eligibility and procedural requirements relating to the administration of leave taken pursuant to the Massachusetts Domestic Violence Leave Act, G.L. c. 149, §52E (“DVLA” or “the Act”).

### II. APPLICATION

This Policy applies to all employees of the Town of Ayer (“Town”). Employees whose employment is governed by a collective bargaining agreement are subject only to those provisions of this Policy not specifically regulated by law or agreement.

### III. POLICY

The Town is committed to complying with the DVLA, as it may be amended from time to time. In the event of any conflict between the Town’s DVLA policy and the state law and any applicable regulations, the state law/regulations applicable to the Town/City and its employees shall prevail.

**DRAFT**

### IV. PROCEDURES

#### A. Eligibility

To qualify for domestic violence leave under the DVLA, an employee or a covered family member must be the victim of “*abusive behavior*.” “Abusive behavior” includes any of the following behaviors: domestic violence, stalking, sexual assault or kidnapping.

*Domestic violence* is abuse against an employee or a covered family member by a current or former spouse, a person with whom the victim shares a child, a person cohabitating with or who has cohabitated with the victim in the past, a relative by blood or marriage, or a person with whom the employee or family member has or had a dating or engagement relationship.

A *Covered family member* includes a spouse, parent, step-parent, child, step-child, sibling, grandparent, grandchild, persons in a substantive dating relationship or who reside together, persons having a child in common, or persons in a guardian relationship. In the case of abuse of a family member, the employee is not entitled to leave if he or she is the alleged perpetrator.

## B. Duration of Leave

If an employee or a covered family member of the employee is a victim of abusive behavior, he/she may take up to fifteen (15) days of unpaid leave in any 12-month period.

Employees are required to exhaust all paid leave before taking leave under the DVLA.

## C. Reasons for Requesting Leave

Employees may request leave to address issues directly related to the abusive behavior. This includes seeking medical attention, counseling or victim services. Leave may also be taken to obtain legal assistance, to attend or appear in court proceedings, or to meet with a district attorney or law enforcement personnel. It is not a requirement of the Act that the employee maintain contact with the alleged abuser before being eligible for leave.

## D. Notice

Employees must provide sufficient advance notice of the decision to use domestic violence leave, unless there is a threat of imminent danger to the health or safety of the employee or a member of the employee's family. An employee who does not give advance notice must notify the employer within three (3) work days that leave is being taken pursuant to the DVLA. The notice may be provided by certain specified individuals other than the employee.

If an unscheduled absence occurs, the employee has 30 calendar days to produce documentation of the need for leave, in accordance with paragraph E, below.

## E. Documentation

Employees taking leave pursuant to the DVLA may be required to provide documentation evidencing that the employee or employee's family member has been a victim of abusive behavior. If requested, an employee is required to provide such documentation within a reasonable period after the request is made. An employee can satisfy this requirement by providing any one of the following documents:

- A protective order issued by a court as a result of abusive behavior against the employee or employee's family member;
- A document under the letterhead of the court, provider or public agency which the employee attended for the purposes of acquiring assistance as it relates to the abusive behavior;
- A police report or statement of a victim or witness provided to police, including a police incident report, documenting the abusive behavior;
- Documentation that the perpetrator of the abusive behavior against the employee or family member of the employee has admitted to sufficient facts in court, or has been convicted of any offense constituting abusive behavior;



- Medical documentation of treatment as a result of the abusive behavior;
- A sworn statement provided by a counselor, social worker, or health care worker who has assisted the employee or the employee's family member; or
- A sworn statement from the employee attesting that the employee has been the victim of abusive behavior.

**F. Return to Work**

Employees who take leave pursuant to the DVLA will be restored to their original or equivalent position upon return from leave unless circumstances unrelated to the employee's use of leave would have caused a change in employment status. The Town shall not retaliate against an employee for exercising his/her rights under the DVLA.

**G. Confidentiality**

With limited exceptions set forth by law, information related to the employee's leave shall remain confidential.

**Approved By:**

**DRAFT**

\_\_\_\_\_  
Board of Selectmen

**Date:**

\_\_\_\_\_

**DOMESTIC VIOLENCE LEAVE ACT POLICY**

This acknowledges that I have received and reviewed the Town of Ayer Domestic Violence Leave Policy (“Policy”). By signing this form, I agree to abide by the Policy and any Guidelines promulgated thereunder, and I agree to review periodically any changes or modifications. I recognize that the law and associated Policy regarding use of Domestic Violence Leave are continually evolving. Therefore, I understand that my regular review of this Policy, as it may be amended, is required.

Print Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

*To be included in employee’s personnel file.*

**DRAFT**

**RESERVE FUND TRANFER REQUEST**

<b>Section I</b>	<b>(Completed by Elected Official or Department Head)</b>
This request for a transfer from the Reserve Fund is being made in accordance with M.G.L., Chapter 40, Section 6:	
1. Amount requested: \$700.00	
2. To be transferred to:	
A. Account Name	Parking Tickets
B. Account #:	01148-52000
3. Present balance in budget	\$45.53
4. The amount requested will be used for (please attach supporting information): To fund the monthly on-line parking ticket payment portal as well as the compulus data processing and service for parking tickets.	
5. The expense is extraordinary or unforeseen for the following reason(s): In July 2014 (after the FY 2015 budget was set) the Town moved to on-line parking ticket payments. This customer service has a monthly hosting fee of \$30.00 per month. Additionally as a result there has been an increase in on-line payments for tickets which has increased the ticket surcharge from Compulus. This expense(s) was unforeseen at the time of the approval of the FY 2015 Budget	
Date	Elected Official or Department Head

<b>Section II</b>	<b>Action by Board of Selectmen or Appointing Authority when Section I not completed by an Elected Official</b>
Transfer Approved:	YES _____ NO _____
Amount Approved:	\$ _____
Date of Meeting:	3-Mar-15 _____
	Number Present/Voting _____ Three
	Chariman _____

<b>Section III</b>	<b>Action by Finance Committee</b>
Transfer Approved:	YES _____ NO _____
Amount Approved:	\$ _____
Date of Meeting:	_____
	Number Present/Voting _____
	Chariman _____

## Robert Pontbriand

---

**From:** acct@ayer.ma.us  
**Sent:** Tuesday, February 24, 2015 5:24 PM  
**To:** rpontbriand@ayer.ma.us  
**Cc:** fincom@ayer.ma.us; Carly Antonellis  
**Subject:** need for reserve fund transfer for parking tickets  
**Attachments:** parking tickets.pdf; reserve fund transfer form.xlsx

Hi Robert,

This is to let you know that there is only \$45.53 remaining in the Parking Ticket appropriation. (Please see attached budget.) This appropriation will need a reserve fund transfer in order to pay any additional invoices for FY2015. I have also attached a reserve fund transfer form. Again, this requires approval of both the Selectmen as well as the Finance Committee.

Lisa



02/24/2015 17:19  
248lgabr

TOWN OF AYER  
BUDGET REPORT

P 1  
glytdbud

FOR 2015 08

JOURNAL DETAIL 2015 1 TO 2015 8

ACCOUNTS FOR: 001 GENERAL FUND	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
<u>01148 PARKING TICKETS</u>							
<u>01148 52000 SERVICES</u>	950	0	950	904.47	.00	45.53	95.2%*
2015/01/000415 07/01/2014 BUC	950.00	REF					
2015/02/000391 08/25/2014 API	177.05	VND 002666 IN 07-14					
2015/03/000332 09/22/2014 API	91.22	VND 002666 IN 08-14					
2015/04/000276 10/20/2014 API	125.24	VND 002666 IN 09-14					
2015/05/000285 11/17/2014 API	127.22	VND 002666 IN 10-14					
2015/06/000232 12/15/2014 API	75.67	VND 002666 IN 11-14					
2015/07/000175 01/12/2015 API	162.29	VND 002666 IN 12-14					
2015/08/000129 02/09/2015 API	145.78	VND 002666 IN 01-15					
							ORIGINAL BUDGET 2015
							COMPLUS DATA INNOVAT JULY TICKET PROCES 61352
							COMPLUS DATA INNOVAT AUGUST TICKET PROC 61791
							COMPLUS DATA INNOVAT SEPTEMBER TICKET P 62097
							COMPLUS DATA INNOVAT OCTOBER TICKET PRO 62436
							COMPLUS DATA INNOVAT NOVEMBER TICKET PR 62716
							COMPLUS DATA INNOVAT DECEMBER TICKET PR 62913
							COMPLUS DATA INNOVAT JANUARY TICKET PRO 63326
TOTAL PARKING TICKETS	950	0	950	904.47	.00	45.53	95.2%
TOTAL GENERAL FUND	950	0	950	904.47	.00	45.53	95.2%
TOTAL EXPENSES	950	0	950	904.47	.00	45.53	



02/24/2015 17:19  
248lgabr

TOWN OF AYER  
BUDGET REPORT

P 2  
glytdbud

FOR 2015 08

JOURNAL DETAIL 2015 1 TO 2015 8

	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
GRAND TOTAL	950	0	950	904.47	.00	45.53	95.2%

\*\* END OF REPORT - Generated by Lisa Gabree \*\*

**RESERVE FUND TRANFER REQUEST**

**Section I (Completed by Elected Official or Department Head)**

This request for a transfer from the Reserve Fund is being made in accordance with M.G.L., Chapter 40, Section 6:

1. Amount requested: \$760.00
2. To be transferred to:
  - A. Account Name Animal Control
  - B. Account #:
3. Present balance in budget
4. The amount requested will be used for (please attach supporting information):  
Expenses related to the care and boarding of animals.
5. The expense is extraordinary or unforeseen for the following reason(s):  
We have had a higher than usual need to board and/or care for animals for which an owner was not identified to take on these costs.

Date 2/27/2015

Elected Official or Department Head



**Copy**

**Section II Action by Board of Selectmen or Appointing Authority when Section I not completed by an Elected Official**

Transfer Approved: YES \_\_\_\_\_ NO \_\_\_\_\_

Amount Approved: \$ \_\_\_\_\_

Date of Meeting: \_\_\_\_\_ Number Present/Voting \_\_\_\_\_

Chariman \_\_\_\_\_

**Section III Action by Finance Committee**

Transfer Approved: YES \_\_\_\_\_ NO \_\_\_\_\_

Amount Approved: \$ \_\_\_\_\_

Date of Meeting: \_\_\_\_\_ Number Present/Voting \_\_\_\_\_

Chariman \_\_\_\_\_

# Board of Selectmen

MEETING TUESDAYS AT 7:00 P.M. • UPPER TOWN HALL • 1 MAIN STREET • AYER, MASSACHUSETTS 01432



Tel. (978) 772-8220  
Fax. (978) 772-3017

Town Administrator  
(978) 772-8210

## MEMORANDUM

**DATE:** December 10, 2014

**TO:** All Town Department Heads

**FROM:** Robert A. Pontbriand  
Town Administrator

**SUBJECT: Increase of Purchasing and Procurement Authorization Threshold for All  
Town Department Heads from \$5,000 to \$10,000**

Dear All Town Department Heads:

Please be advised that effectively immediately the purchasing and procurement authorization threshold for all Department Heads has been increased from \$5,000 to \$10,000. All required purchasing and procurement procedures and laws remain in effect.

Purchases of \$10,000 to \$35,000 must be approved by the Town Administrator. Purchases over \$35,000 must be authorized by the Ayer Board of Selectmen.

If you have any questions or concerns, please do not hesitate to contact me directly.

Thank you.

Cc: Ayer Board of Selectmen  
Lisa Gabree, Town Accountant/Finance Manager  
Files



# HRS

HUMAN RESOURCES SERVICES, INC.

*Management Consultants to Local Government*

*Nine Bartlet Street, Suite 186  
Andover, Massachusetts 01810*

## **Town of Ayer, Massachusetts**

### **CLASSIFICATION AND COMPENSATION STUDY FOR NON-UNION POSITIONS**

## **FINAL REPORT**

March 2014

## HRS CONSULTANT TEAM

**Aleksandra E. Stapeczynski**  
Project Manager and Principal Consultant

**Carol M. Granfield**  
Senior Management Consultant  
*(Municipal Resources, Inc.)*

**Anthony Torrisi**  
Management Consultant

The project team conducted the following analytical activities:

- The consultants met with employee members and town officials at the onset of the study to determine the parameters of the project and expected outcomes of the study. Orientation sessions were provided. The Town provided HRS with necessary documents for Ayer; policies, previous studies, performance systems, job descriptions, current compensation plan and other related pertinent information.
- The project team immediately began an intensive process of interviewing a majority of employees in each position category. The consultants also interviewed supervisory and executive level officials as needed.
- The project team supplemented this input through the use of employee position analysis questionnaires. Virtually every employee took advantage of this opportunity to provide necessary input to the consultants regarding their positions, essential functions, and necessary qualifications.
- The project team collected compensation and other information from each of the comparable communities; these were used as the basis for this analysis and are provided as attachments to this report.
- The project team also reviewed initial findings and issues with the management of the Town as well as the Board of Selectmen and Personnel Board. Final draft report documents were submitted for review.

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## Additional Documents Submitted:

Job Descriptions

Rating Manual and Ratings Conversion Scale

Position Analysis Questionnaire

HRS Performance System

## ATTACHMENTS

PROPOSED TOWN COMPENSATION PLAN  
PROPOSED TOWN CLASSIFICATION PLAN  
COMPENSATION COMPARISONS CHART  
COMPENSATION MARKET DATA

## DISCLAIMER

Although every effort has been made to ensure the accuracy and completeness of this report, Human Resources Services, Inc. cannot be responsible for any errors of positions, salaries, and wages of other organizations; positions and salaries are always changing. Nor can we be responsible for the changes in any laws or regulations that may affect the positions studied.

# TOWN OF AYER, MASSACHUSETTS CLASSIFICATION AND COMPENSATION STUDY NON-UNION POSITIONS

---

## I. Introduction

### A. Scope of Services

The Town of Ayer, Massachusetts retained Human Resources Services, Inc. to conduct a comprehensive update of its classification and compensation plan for its non-union positions. This study was commissioned to re-examine the responsibilities, work performed, and market pay rates for each position included in the study. In general, the study involved updating job descriptions, classifying those positions according to a uniform classification system, surveying the market of comparable municipalities to determine rates of compensation offered, and developing and recommending an update to its classification and compensation plan.

A position classification and compensation plan is an essential and vital component of a comprehensive municipal personnel system. Its validity is critical to the effectiveness of municipal personnel policies, to employee morale, and ultimately, to the delivery of municipal services. The plan represents a systematic, formalized procedure for developing equitable job groupings and equitable compensation levels for all positions. The plan is based upon the underlying assumption that individuals should receive “equal pay for equal work.”

The plan furnished in this report has been developed through an objective evaluation of position content and a systematic comparison of job value within the organization. Job descriptions have been revised in a standardized format to reflect more accurately actual job content and to enhance their usefulness as tools in

decisions involving pay, recruitment, promotion, and evaluations. The final job descriptions have been submitted to the Town in an electronic format for ease in future maintenance.

For maximum effectiveness, the relationship between consultant and client must be a cooperative effort. While Human Resources Services, Inc. assumes responsibility for all final recommendations, client input has been actively sought, carefully weighed and incorporated into the report whenever possible.

#### B. Study Process

This project included the following steps:

- *Organizational Meetings* with town officials to discuss the goals and objectives of the study.
- *Orientation Meetings* with town officials and the employees covered in the study to explain project activities, objectives, methodology. This meeting also gave employees an opportunity to meet HRS consultants and ask questions.
- A thorough *Job Analysis Process* which involved reviewing position duties and responsibilities (essential functions) utilizing position analysis questionnaires and on-site interviews.
- Preparation of updated *Job Descriptions* with review and comment from town officials.

- A thorough *Job Evaluation Process*. Position rating and ranking utilizing HRS' rating manual.
- Development of a *Classification Plan*. Position assignment to grades based on a system of objective evaluation.
- Thorough *Market Analysis* using comparable municipalities jointly selected by town officials and HRS.
- Establishment of *Compensation Schedule* using comparative wage data as a guide.
- Several *meetings* with the *Town Officials, Town Administrator, Personnel Board Chair, and other key Department Heads* to discuss pay policies and review draft work products (i.e. classification plan, salary schedule, comparative data, cost implementations and other related materials).
- Preparation of minimum estimated *Implementation Costs*.
- Provision of guidelines for updating and maintaining the plan.
- Final preparation of *Report* to the Town with explanation of recommendations and methodology.
- Final *Presentations* to Town Officials to explain findings, recommendations, and methodology.

The following has been prepared for the Town of Ayer:

- Proposed Position Titles
- Proposed Classification Plan
- Proposed Compensation Plan
- Compensation Comparisons
- Market Data Analysis
- Position Analysis Question (PAQ)
- Updated Job Descriptions for each Position on the Classification Plan
- Evaluation Materials and Documents
- Position Rating Manual

## II. Project Report

### A. Details of the Methodology

In Ayer, the evaluation of job descriptions, position classification, and compensation levels was undertaken for non-union employees in town service. The employees were asked to complete position analysis questionnaires (PAQ) describing their duties, working conditions, physical requirements, supervision, required education, training, and experience, and tools, equipment, technology requirements of the job. Following an analysis of these completed PAQs, on-site interviews were held with the employees. Position descriptions were drafted throughout the duration of the study and forwarded to the Town for employee and supervisor review and comment. Final position descriptions incorporated pertinent information from questionnaires, interviews, and draft commentary.

Throughout this process position rating was done by the consultant team using the HRS Municipal Position Classification and Rating Manual. A copy of this manual is provided to the Town as a separate document. Initial rankings of positions were discussed with Town officials. The process of the job rating is based solely on the duties and responsibilities of the position and has no relationship to the abilities, performance or longevity of the employee currently holding the job.

At the same time, salary/wage data from communities comparable to Ayer was gathered and analyzed for as many positions as possible. The consultants also collected data for certain union positions for additional benchmark purposes only; but union positions were not classified on the classification plan. The consultant team worked in conjunction with the Town Administrator and the Personnel Board to determine a list of comparable communities to survey.



B. Selecting the Comparable Communities

The following communities were included in the comparative data analysis. The consultant team received a good response to the survey from the following communities.

<b>Mass. Town/City</b>	<b>EQV/Per Capita (2012)</b>	<b>Population (2010)</b>	<b>Income Per Capita (2009)</b>	<b>Operating Budget (2010)</b>	<b>Average Tax Bill (2012)</b>	<b>Form of Government</b>
Boxborough	\$202,928	4,996	\$50,181	\$20M	\$9,080	TA/Selectmen
Douglas	\$106,174	8,471	\$29,283	\$24M	\$3,664	TA/Selectmen
Fitchburg	\$57,636	40,318	\$16,148	\$116M	\$2,913	Mayor/Council
Groton	\$148,814	10,646	\$57,386	\$35M	\$6,681	TA/Selectmen
Harvard	\$170,797	6,520	\$50,237	\$22M	\$8,862	TA/Selectmen
Lancaster	\$104,543	8,055	\$25,821	\$17M	\$5,231	TA/Selectmen
Leominster	\$84,820	40,759	\$23,240	\$121M	\$3,640	Mayor/Council
Littleton	\$177,133	8,924	\$38,279	\$36M	\$5,960	TA/Selectmen
Lunenburg	\$121,006	10,086	\$31,258	\$28M	\$4,174	TM/Selectmen
Maynard	\$128,640	10,106	\$30,823	\$34M	\$5,751	TM/Selectmen
Pepperell	\$105,572	11,497	\$29,714	\$23M	\$4,001	TA/Selectmen
Shirley	\$84,600	7211	\$22,193	\$17M	\$3,969	CAO/Selectmen
West Boylston	\$115,415	7,669	\$26,831	\$23M	\$4,349	TA/Selectmen
<b>Ayer</b>	<b>\$138,814</b>	<b>7,427</b>	<b>\$26,298</b>	<b>\$30M</b>	<b>\$3,558</b>	<b>TA/Selectmen</b>

Note: The Towns of Ashland and Millis were added at the suggestion of the Town of Ayer and are included in the market data analysis.

### III. Classifying and Compensating Positions

#### A. The Classification Plan

It is important to consider the objectives of (1) **Job Analysis** and (2) **Job Evaluation** when reviewing the proposed classification plan. Building the classification plan involved both job analysis and job evaluation.

Of critical importance in the process of reviewing jobs are the inherent job factors and the particular skills or quality of work required of the position. A thorough **Job Analysis** produces, in general, five kinds of basic information to aid in this process:

1. information about the *nature of the work* (e.g., essential functions and purpose/objective of the position)
2. the *level of the work* (e.g., degree of complexity and accountability)
3. *job requirements* (e.g., the knowledge, skills, abilities and other special requirements/characteristics needed to perform the job)
4. *job qualifications* (e.g., minimum education, training and experience needed to qualify)
5. *working conditions* (e.g., the psychological, emotional and physical demands placed on employees by the work environment).

As stated earlier, information about each position studied was obtained through detailed position analysis questionnaires (PAQ) and employee interviews. Employees were asked to describe their positions in detail on the PAQ form.

**Job Evaluation** is a process that establishes the relative value of jobs within an organization. There may be several reasons for carrying out this process; the main ones are: (1) to establish the correct rank order or groupings of jobs, (2) to establish the relative distance between jobs within the ranking, (3) to provide an objective measurement of job size for comparison with other jobs and enable salary comparisons to be made.

Job evaluation is the process whereby positions are analyzed, measured and compared against a common set of criteria in a systematic and objective manner. Job evaluation does not produce a rate of pay. Rather, it produces a ranking of jobs in terms of “job content” around which a salary structure can be established. Similarly, the evaluation process does not measure an individual’s performance. The evaluation looks at the job, not the job holder; it assumes that the job is being performed to a fully acceptable standard and that all the identified requirements of a job are being met.

Using a point-factor evaluation system, positions were rated by two consultants and then ranked and assigned a grade. Fourteen rating factors were used to rate all of the positions. These factors, detailed in HRS’ Municipal Position Classification and Rating Manual, measured the requirements of each position in the following areas. The following are capsule descriptions of each rating factor. The manual describes each factor in detail and by degree.

**PHYSICAL ENVIRONMENT**

This factor measures the totality of the surroundings and/or circumstances under which the job must be performed, the degree of difficulty which this imposes, and their representative or exceptional nature.

***BASIC KNOWLEDGE, TRAINING AND EDUCATION***

This factor measures the basic knowledge or “scholastic content” however it may have been acquired, essential as background or training to perform the job.

***PROBLEM SOLVING SKILLS AND EFFORT***

This factor measures the type and range of problem solving which the position consistently requires.

***PHYSICAL SKILLS AND EFFORT***

This factor measures the degree of physical effort or exertion required in the performance of essential work functions under regular conditions.

***EXPERIENCE***

Experience measures the length of time usually or typically required for the position, with the specified “basic knowledge, training and education,” to perform the essential work functions effectively under normal supervision.

***INTERACTIONS WITH OTHERS/CUSTOMER SERVICE***

This factor measures the relative level of human interaction and the responsibility which goes with the job for meeting, dealing with, and influencing other persons.

***CONFIDENTIALITY***

This factor measures the discretion and integrity required by those positions which have access to privileged information handled or obtained in the normal performance of duties.

***OCCUPATIONAL RISKS***

This factor measures the relative degree of exposure to hazards which might cause injury on the job.

***COMPLEXITY***

This factor considers how difficult it is to perform the essential functions of the job. Jobs are made more difficult by the range and diversity of the assignment of duties, various uses of information technology, the specificity and relevance of guidelines for performing the work, and the nature or thinking challenge required to accomplish the work.

***SUPERVISION RECEIVED***

This factor evaluates the nature of the instructions, direction, control and/or monitoring which a position receives.

***SUPERVISION GIVEN***

In rating supervision given, a number of factors are considered: (1) type of supervision; (2) accountability; (3) responsibility for personnel actions; (4) budget development and control through subordinates.

***SUPERVISION SCOPE***

This factor is used to evaluate the extent, breadth and depth of direction, monitoring and review given.

### ***JUDGMENT AND INITIATIVE***

This factor measures the degree of independent action required by the position and the extent to which duties are dictated by standard practice or the exercise of judgment.

### ***ACCOUNTABILITY***

In every position there inherently exists the possibility of error, whether through omission, commission, or direction. In rating this factor, the following is considered: the likelihood of errors; the possibility of error detection; and the probable effect of errors based on the degree to which the work is checked, either by the procedures themselves, by supervision, or by succeeding operations.

As mentioned previously, job rating is not synonymous with performance evaluation. The position, not the incumbent, is evaluated, assigned points and a grade derived. The process described in the HRS Rating Manual, submitted as a separate document, increases the uniformity and objectivity in the application of judgments about positions and the groupings of positions. This process can be used to update the proposed classification plan, to determine how to place new positions on the plan, and to re-grade a current position with adjusted duties to a different grade. Samples of the *Position Rating Summary Sheet* are included in the Manual along with the *Points Assigned to Factor Degrees*. A custom *Grade Determination and Conversion Scale* was developed for Ayer.

### **B. Market Survey and Developing the Compensation Plan**

Human Resources Services, Inc. conducted a thorough salary survey and market analysis to determine the market competitiveness for positions included in this study. To measure the pay rates among competitors for these positions, HRS distributed custom survey documents to comparable communities, those identified above.

All of the comparative data is relatively recent information (*within the last year*) and detailed on the attached pages. For each position analyzed, data points were collected from the labor market. The data points indicate the amount of salary information for each position surveyed. In some instances: (1) the Town did not have a comparable position; or (2) the consultants determined that the position was not comparable to the position in Ayer. HRS used professional discretionary judgment when comparing positions to the comparable data. If there was less than two data points of salary information for a position, HRS placed more emphasis on the position rating when placing the position on the compensation/classification plan. While this market analysis and information provides the Town with benchmark salary data to set the parameters for compensation decisions, the client must also consider the “uniqueness” of certain positions in the organization as well as the Town’s ability to pay. The following is the analysis definitions for the data collected and presented in the attached charts.

- All comparative market data collected is information within the past year. If FY-13 data was not yet settled or determined, the most current salary information available from the community was included for this analysis.
- Certain salary/wage data collected has been pro-rated to hourly for comparative purposes only. Certain salary/wage data collected has been annualized for comparative purposes only.
- For each position analyzed, data points are collected from the labor market. The **Data Points** indicates the amount of salary information for each position surveyed. In other words, the number of municipalities that reported data for a particular position.
- In each cell, the top number indicates the minimum salary the community pays and the bottom number indicates the maximum salary the community pays.
- The **Average** is the sum of survey readings divided by the number of municipalities reporting. The **Average** shows the average minimum salary among the comparables over the average maximum salary/wage among the comparables.

- The **Range** shows the lowest minimum salary among the comparable communities and highest maximum salary among the comparables.
- In an array of survey readings, sorted from low to high, this is the reading that is at the mid-point or middle of the data indicating that 50% of survey participants pay at or below this salary rate. The **Median** shows the midpoint of the minimum salary among the comparable communities and the midpoint of the maximum salary among the comparable communities.
- The **75% Percentile** shows the 75<sup>th</sup> percentile of minimum and 75<sup>th</sup> percentile of maximum. The percentile rank looks at the array of data points and gives each data point a percentile rank, where the lowest data point is 0% and the highest data point is 100%. In an array of survey readings, sorted from low to high, this indicates that 75% of the surveyed market pays at or below this salary rate.
- The **90% Percentile** shows the 90<sup>th</sup> percentile of minimum and 90<sup>th</sup> percentile of maximum. The percentile rank looks at the array of data points and gives each data point a percentile rank, where the lowest data point is 0% and the highest data point is 100%. In an array of survey readings, sorted from low to high, this indicates that 90% of the surveyed market pays at or below this salary rate.
- In some instances: (1) the community/organization did not have a comparable position; (2) the consultants determined that the position was not comparable; or (3) the information was not made available to the consultants.

### C. Description of Compensation and Classification Plan

Setting the rates of pay for jobs on the position hierarchy results in what is called a “pay structure”. When reviewing or developing pay rates, a number of major policy decisions will need to be made. For example: How should the Town pay level relate to the market? For what does the Town want to pay? (i.e. job content, seniority, performance, cost of living, etc.) How does the Town currently pay its employees? The resulting compensation plan should reflect the Town’s pay policies, the market place, internal job values, and the financial ability of the Town to pay at a given level.

The proposed compensation and classification plan is presented on the attached pages. Pay ranges were set for groups of positions which the consultants determined should be paid equally. There are 17 grades on the compensation plan. The total increase from minimum to maximum within each grade is *approximately 28% percent* to allow substantial job growth; and 2.5% between each step. Overall, there is **10%** between grades to better match the municipal labor market for each group. Overall, the plan eliminates any job compression; for example supervisors making less base pay than their employees. Comparative data was considered to set the grade parameters, while the classification process controlled the internal assignment of positions to progressive compensation levels. Currently, the Town operates within a context of a traditional step system. The Town would like to be more flexible for performance achievements. In general the pay ranges on the new proposed salary schedule were developed utilizing the market data and the 75<sup>th</sup> percentile. The step system can also be tied to a new performance system. The schedule shows hourly, weekly, and annual rates for employees; and this plan should be included and/or translated in the Town’s current payroll system.



This is a base salary plan and does not include compensation for longevity, special pay, benefits, or other compensation. It is up to the Town to determine its ability to pay with regards to implementation of this proposed compensation plan. At a minimum, those employees falling below the grade range should be brought into the entry level of the grade ranges within two years. Doing this will result in an incremental total increase in compensation to this group as a whole. This study did not take into consideration performance, longevity, or special abilities/talents of employees. Therefore, Town officials may determine that it is necessary to make further adjustments when placing employees within the proposed pay ranges.

The consultants discussed the proposed classification and compensation plans with the town administration and personnel board. The suggestions and comments received were given careful consideration and the preliminary recommendations were given a second review in light of the Town officials' response. However, the basic integrity of the plan was not allowed to be compromised by subjective evaluation.

## IV. Implementation and Other Recommendations

The following sections are intended to assist and guide the Town in implementing the proposed classification and compensation plan. Successful implementation will require a concerted effort by the Town officials and employees to make equitable judgments in a consistent and objective manner.

### 1. Initial Placements for Current Employees

The placement of two or more positions on a certain grade represents a judgment that those positions should be compensated comparably within the range provided. The range is like a scale providing the Town with the opportunity to make distinctions between employees (*not positions*) based upon established criteria, applied consistently. These criteria might include job performance, special abilities, experience, longevity, and/or any other factors determined by the Town.

For initial placement of incumbents within the plan, the Town should assign employees to be placed on the step closest to but just above their current wage to eliminate any cut in pay; employees should not be cut in their actual pay. The Town should also realize that this minimum approach may not recognize certain distinguishing factors among employees.

### 2. Salaries Below Pay Range (Green Circle)

If the salary of an employee is below the minimum of the grade range at the time of implementation, every effort should be made to bring it into the range. In cases where this increase would result in excessive increases, it would be more practical to raise the salary in steps over a period of two fiscal years.

### 3. Salaries Above Pay Range (Red Circle)

To maintain morale and a sense of fairness, HRS recommends the Town not reduce the compensation level of any current employee. If an employee's current salary falls above the upper limit of the recommended grade range, the Town should maintain the employee's salary above the maximum for the grade until the employee retires or separates from the Town. This is called "red-circling" a position. New employees can be hired at the appropriate lower pay rate. HRS recommends a single administrative policy be adopted and subsequently applied in all cases.

### 4. Classification vs. Market-Based Systems

The most common method for valuing jobs and placing them within a grading structure is a market-driven approach. However, today many Towns are becoming concerned about the internal equity of positions and are looking at classification systems to assist in correcting this problem of "internal pay equity."

### 5. Vacancies

When a vacancy develops, it is a good time to automatically review the position. This may involve a job analysis and updating the job description and reviewing the market for the particular position.

## 6. Update and Maintain the Classification and Compensation Plan

The Town Administrator with the assistance of the Personnel Board should maintain and update the classification and compensation plan. This would include the following tasks:

- Conduct regular position reviews to assure positions have current functional job descriptions that are based on job content.
- Conduct job analysis of new positions to assure these positions are properly assigned to a grade.
- Review positions to ensure internal equity in relationship to other Town classifications.
- Conduct periodic salary surveys to ensure market competitiveness.

## V. Conclusion

Overall, we found that most positions studied were near the maximum of their pay range. The new plan developed based on the 75<sup>th</sup> percentile of market will assist in providing pay ranges competitive to the municipal labor market, and allow appropriate job growth. Please note that this is a totally new classification plan; so the grade numbers on this new plan do not correspond to the grade numbers in the old plan. While an employee may feel they have been downgraded in grade number, the actual pay range may have been adjusted upward; it is important to point out this distinction. HRS attempted to consolidate some of the classifications and grades when necessary.

Our study results indicate that for the Town of Ayer to maintain a competitive edge, at a minimum compensation levels need to be brought up to the 75% percentile. Salary adjustments need to be made to these positions as soon as possible in order to avoid turn-over or poor morale.

Market surveys should be conducted every two (2) years. Also, this proposed compensation and classification plan should be viewed as only one step in the development of a total compensation and benefits program. This methodology will be of assistance in furnishing improved tools and guidance to management personnel. Ensuring that job descriptions, salary and classification plans are regularly reviewed and have valid methodologies will ultimately improve the management of compensation for all positions.

In closing, the proposed compensation plan includes a competitive pay structure, which has worked towards incorporating the market findings while also considering the internal job value of positions. A regularly well-administered program of compensation management will assist the Town to achieve the following objectives: (1) attract and retain competent employees; (2) clarify for employees what is expected of them; (3) motivate employees to improve their performance in the responsibilities assigned to them; (4) ensure that the salaries paid are internally fair and externally competitive; and (5) provide a means for budgeting and controlling salary expense.

Human Resources Services, Inc. has provided the Town with the methodology, guidelines and tools to maintain the compensation and classification plan. Used together, job evaluation and salary surveys equip the Town with the information needed to maintain a sound and consistent pay structure. Thus, the employees are assured of being compensated on an equitable basis compared with their internal colleagues in the organization, and are assured that their compensation is on par with external competitors too. While both job evaluation and salary surveys attempt to achieve consistency in the wage structure, they use different criteria to evaluate consistency (i.e. internal vs. external comparison). This methodology works at striking a balance between internal and external pay equity.

Please review the attached key documents to this report.

Summary of Comparative Market Data

Positions	Ayer FY13	Data Points	Average	Range	Median	75th Perc.	90th Perc.	% Diff. Avg.
Town Administrator	37.36	5	53.79	41.03	50.18	55.11	65.67	-31%
	48.74	9	56.24	45.72	55.29	58.67	65.63	-13%
Board of Selectmen Secretary	20.82	13	20.32	15.62	19.14	22.67	23.78	2%
	25.44	13	25.98	21.22	26.12	28.06	30.03	-2%
Payroll and Benefits Manager	New	5	19.91	16.06	19.67	22.21	22.82	
		5	23.71	21.14	22.61	24.03	26.74	
Town Accountant/Finance Manager	34.15	12	31.85	19.07	30.43	37.36	40.77	7%
	44.56	15	39.59	26.70	36.21	46.66	50.50	13%
Police Chief	37.36	6	46.93	37.30	43.31	54.47	59.61	-20%
	48.74	13	52.83	45.23	51.08	57.00	57.67	-8%
Police Lieutenant	29.74	5	32.60	28.03	31.03	36.31	36.74	-9%
	38.81	7	37.64	32.58	37.87	39.14	40.73	3%
Secretary to Police Chief	16.59	10	18.63	14.49	18.33	19.75	20.50	-11%
	20.28	10	22.97	20.33	22.91	23.92	24.82	-12%
Fire Chief	34.15	8	35.81	27.37	33.10	38.82	44.36	-5%
	44.56	13	44.39	33.30	42.73	50.89	53.88	0%
Secretary to Fire Chief	16.59	3	18.36	14.02	18.94	20.54	21.49	-10%
	20.28	3	23.44	19.18	24.11	25.57	26.45	-13%
DPW Superintendent		8	35.91	30.37	35.60	36.04	39.19	
	43.10	11	44.77	35.74	43.95	45.98	47.17	-4%
Assistant DPW Engineer		1	25.78	25.78	25.78	25.78	25.78	
		1	40.25	40.25	40.25	40.25	40.25	
DPW Office Manager		9	18.40	14.49	18.44	19.67	20.82	
	24.71	9	23.54	20.33	23.28	24.03	26.25	5%
Town Treasurer	24.55	4	27.07	23.16	25.62	28.53	31.75	-9%
	32.03	4	34.24	28.83	32.50	35.81	40.21	-6%
Assistant Town Treasurer	18.70	12	18.39	14.49	18.60	19.27	20.63	2%
	22.84	13	24.41	19.10	23.10	24.03	26.23	-6%
Tax Collector	24.55	4	22.41	14.49	23.22	24.64	27.09	10%
	32.03	4	29.40	20.38	30.33	32.86	35.08	9%
Town Treasurer/Collector	NA	11	29.93	22.23	29.02	32.27	36.48	
		11	38.35	28.83	35.91	41.45	47.17	
Town Clerk	24.55	9	26.44	17.88	26.43	28.95	33.38	-7%
	32.03	13	31.98	20.29	29.72	36.37	40.96	0%
Parks and Recreation Director	20.82	6	26.78	19.53	27.48	31.02	32.78	-22%
	25.44	6	33.69	25.21	34.89	38.03	40.66	-24%
IT Systems Administrator	31.92	7	30.57	25.48	27.37	32.81	37.54	4%
	41.66	7	38.16	33.30	39.24	41.62	43.05	9%
Facilities Maintenance Director	26.50	2	25.87	23.32	25.87	27.15	27.91	2%
	34.58	3	30.08	25.87	29.66	32.19	33.71	15%
Community/Economic Development Director	26.50	9	27.30	15.82	26.74	29.02	35.07	-3%
	34.58	9	34.21	21.64	34.96	36.56	40.88	1%
Assessing Administrator	29.74	11	28.43	19.07	27.37	31.46	35.82	5%
	38.81	12	36.63	26.70	35.45	38.86	45.04	6%

## Comparative Market Data By Each Community

Positions	Ayer FY13	Ashland	Boxborough	Douglas	Fitchburg	Groton	Harvard	Lancaster	Leominster	Littleton	Lunenburg	Maynard	Millis	Pepperell	Shirley	West Boylston	Data Points	Average	Range	Median	75th Perc.	90th Perc.	% Diff. Avg.
Town Administrator	37.36 48.74	72.71 72.71		49.91 52.18						50.18 63.66		55.29	55.11 55.11	46.58	41.03 58.03		5 9	53.79 56.24	41.03 45.72	50.18 55.29	55.11 58.67	65.67 65.63	-31% -13%
Board of Selectmen Secretary	20.82 25.44	23.90 23.90	18.54 23.14	22.12 27.02	18.20 30.13	22.67 28.06		18.90 22.25	20.74 26.77	23.32 29.66	17.25 21.22	24.59	19.13 34.32	19.14 23.28	26.12	15.82 21.87	13 13	20.32 25.88	15.62 21.22	19.14 26.12	22.67 28.06	23.78 30.03	2% -2%
Payroll and Benefits Manager	New	16.08 21.14				23.22 28.55					18.39 22.61	22.21	19.67 24.03				5 5	19.91 23.71	18.06 21.14	19.67 22.61	22.21 24.03	22.82 26.74	
Town Accountant/Finance Manager	34.15 44.56	36.21 36.21	26.74 33.37	40.86 49.91	32.08 55.55	28.78 35.61	26.43 32.30	36.65	36.48 47.17	40.00 50.89	32.53	26.24 40.12	46.15 46.15	35.80	23.16 31.63	19.07 26.70	12 15	31.85 38.59	19.07 26.70	30.43 36.21	37.36 46.66	40.77 50.50	7% 13%
Police Chief	37.36 46.74	61.52 61.52	48.53	49.60		38.42 47.54	41.82 51.08	49.75	57.58	44.80 57.00		55.30	57.69 57.69	55.00	37.30 50.95	45.23	6 13	46.93 52.83	37.30 45.23	43.31 51.08	54.47 57.00	59.61 57.67	-20% -8%
Police Lieutenant	29.74 38.81	37.03 37.03		41.80		30.60 37.87					31.03 32.58	35.92	36.31 40.02	28.03 36.26			5 7	32.60 37.64	28.03 32.58	31.03 37.87	36.31 39.14	36.74 40.73	-9% 3%
Secretary to Police Chief	16.59 20.28	22.54 22.54				19.96 24.71		18.14 21.32		20.27 25.78	17.66 21.71	18.44 23.97	18.22 22.24	19.13 23.28	17.40 23.77	14.49 20.33	10 10	18.83 22.97	14.49 20.33	18.33 22.91	19.75 23.92	20.50 24.82	-11% -12%
Fire Chief	34.15 44.56	54.55 54.55	42.73	33.19 40.55		38.42 47.54	33.00 40.31			40.00 50.89	38.87	51.19	31.84 44.60	27.37 33.30	28.03 38.26	38.35	8 13	35.81 44.39	27.37 33.30	33.10 42.73	38.82 50.89	44.36 53.88	-5% 0%
Secretary to Fire Chief	16.59 20.28	14.02 19.16		22.13 27.03						18.94 24.11							3 3	18.36 23.44	14.02 19.16	18.94 24.11	20.54 25.57	21.49 26.45	-10% -13%
DPW Superintendent		45.52 45.52	37.52	35.69 43.60	35.90 62.15	35.52 43.95		30.37 35.74	36.48 47.17	33.90 43.14		41.70			33.91 46.29		8 11	35.91 44.77	30.37 35.74	35.60 43.95	36.04 45.98	39.19 47.17	-4%
Assistant DPW Engineer				25.78 40.25													1 1	25.78 40.25	25.78 40.25	25.78 40.25	25.78 40.25	25.78 40.25	
DPW Office Manager		23.01 23.01		17.08 28.13						20.27 25.78	17.66 21.71	18.44 23.97	19.67 24.03	19.13 23.28	15.82 21.64	14.49 20.33	9 9	18.40 23.54	14.49 20.33	18.44 23.28	19.67 24.03	20.82 26.25	5%
Town Treasurer	24.55 32.03		26.74 33.37					24.49 28.83		33.90 43.14					23.16 31.63		4 4	27.07 34.24	23.16 28.83	25.62 32.50	28.53 35.91	31.75 40.21	-9% -6%
Assistant Town Treasurer	18.70 22.84	15.37 21.56		17.33 21.17	25.78 45.25		23.10	16.23 19.10	20.74 26.77	18.94 24.11	18.76 23.05	18.44 23.97	19.67 24.03	19.13 23.28	15.82 21.64	14.49 20.33	12 13	18.39 24.41	14.49 19.10	18.60 23.10	19.27 24.03	20.63 26.23	2% -6%
Tax Collector	24.55 32.03		23.27 29.03							28.73 36.56					23.16 31.63	14.49 20.36	4 4	22.41 29.40	14.49 20.36	23.22 30.33	24.64 32.86	27.08 35.08	10% 9%
Town Treasurer/Collector	NA	37.57 37.57		28.87 35.27	32.08 55.55	29.02 35.91	26.43 32.30	24.49 28.83	36.48 47.17		28.93 35.58		32.47 45.33	30.63 37.27		22.23 31.12	11 11	29.93 38.35	22.23 28.83	29.02 35.91	32.27 41.45	36.48 47.17	
Town Clerk	24.55 32.03	36.37 36.37	23.27 29.03		26.95 50.10	31.50	26.43 32.30	27.25		32.63 42.07	28.73 36.56	20.29	19.26 29.45	stipend 5.561	24.43 29.72	28.08	9 13	26.44 31.98	17.88 20.29	26.43 29.72	28.95 36.37	33.38 40.96	-7% 0%
Parks and Recreation Director	20.82 25.44	25.83 25.83			19.53 32.18					28.14 37.60	33.90 43.14	31.65 36.17	20.66 25.21				6 6	26.78 33.69	19.53 25.21	27.48 34.89	31.02 38.03	32.78 40.66	-22% -24%
IT Systems Administrator	31.92 41.66	42.99 42.99	26.74 33.37		25.78 40.25	31.71 39.24				33.90 43.14			stipend 12.000	27.37 33.30	25.48 34.81		7 7	30.57 38.16	25.48 33.30	27.37 39.24	32.81 41.62	37.54 43.05	4% 9%
Facilities Maintenance Director	26.50 34.56			26.42 34.72						23.32 29.66	25.87						2 3	25.87 30.08	23.32 25.87	25.87 29.66	27.15 32.18	27.91 33.71	2% 15%
Community/Economic Development Director	26.50 34.58	34.96 34.96	26.74 33.37	35.53 43.40	25.78 40.25	29.02 35.91			26.01 33.57	28.73 36.56				23.14 28.18	15.82 21.64		9 9	27.30 34.21	15.82 21.64	26.74 34.96	29.02 36.56	35.07 40.88	-3% 1%
Assessing Administrator	29.74 38.81	35.82 35.82	26.74 33.37	28.42 34.72	25.78 45.25	29.02 35.91			36.73 47.17	33.90 43.14		35.07	26.76 37.44	27.37 33.29	23.16 31.63	19.07 26.70	11 12	28.43 36.63	19.07 26.70	27.37 35.45	31.46 38.86	35.82 45.04	5% 6%



TOWN OF AYER PROPOSED  
NON-UNION CLASSIFICATION PLAN

POSITIONS
Grade 7
NONE
Grade 8
Administrative Assistant to Fire Chief Administrative Assistant to Police Chief Payroll and Benefits Manager Assistant Town Treasurer DPW Office Manager
Grade 9
Executive Assistant to TA/BOS Secretary
Grade 10
Parks and Recreation Director
Grade 11
Town Engineer Facilities Maintenance Director Town Clerk/Collector Town Treasurer
Grade 12
Economic and Community Development Director
Grade 13
Assessing Administrator Police Lieutenant Information Technology Director
Grade 14
Superintendent of Public Works Town Accountant/Finance Manager
Grade 15
Fire Chief
Grade 16
Chief of Police
Grade 17
Town Administrator

\$18.05 Starting Hourly Wage  
52.20 Work Weeks Per Year

40 Hours Per Week  
2.5 Percent between Steps

		<b>Proposed Compensation Plan - Town of AYER, MA</b>										
%	Between Grades											
		Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
10	7	\$18.05	\$18.50	\$18.96	\$19.43	\$19.92	\$20.42	\$20.93	\$21.45	\$21.99	\$22.54	\$23.10
		\$722.00	\$740.00	\$758.40	\$777.20	\$796.80	\$816.80	\$837.20	\$858.00	\$879.60	\$901.60	\$924.00
		\$37,888.40	\$38,628.00	\$39,588.48	\$40,569.84	\$41,592.96	\$42,636.96	\$43,701.84	\$44,787.60	\$45,915.12	\$47,063.52	\$48,232.80
10	8	\$19.86	\$20.36	\$20.87	\$21.39	\$21.92	\$22.47	\$23.03	\$23.61	\$24.20	\$24.81	\$25.43
		\$794.40	\$814.40	\$834.80	\$855.60	\$876.80	\$898.80	\$921.20	\$944.40	\$968.00	\$992.40	\$1,017.20
		\$41,467.68	\$42,511.68	\$43,576.56	\$44,662.32	\$45,768.96	\$46,917.36	\$48,086.64	\$49,297.68	\$50,529.60	\$51,803.28	\$53,097.84
10	9	\$21.85	\$22.40	\$22.96	\$23.53	\$24.12	\$24.72	\$25.34	\$25.97	\$26.62	\$27.29	\$27.97
		\$874.00	\$896.00	\$918.40	\$941.20	\$964.80	\$988.80	\$1,013.60	\$1,038.80	\$1,064.80	\$1,091.80	\$1,118.80
		\$46,622.80	\$46,771.20	\$47,940.48	\$49,130.64	\$50,362.56	\$51,615.36	\$52,909.92	\$54,225.36	\$55,582.56	\$56,981.52	\$58,401.38
10	10	\$24.04	\$24.64	\$25.26	\$25.89	\$26.54	\$27.20	\$27.88	\$28.58	\$29.29	\$30.02	\$30.77
		\$961.60	\$985.60	\$1,010.40	\$1,035.60	\$1,061.60	\$1,088.00	\$1,115.20	\$1,143.20	\$1,171.60	\$1,200.80	\$1,230.80
		\$50,195.52	\$51,448.32	\$52,742.88	\$54,058.32	\$55,415.52	\$56,793.60	\$58,213.44	\$59,675.04	\$61,167.52	\$62,681.76	\$64,247.76
10	11	\$26.44	\$27.10	\$27.78	\$28.47	\$29.18	\$29.91	\$30.66	\$31.43	\$32.22	\$33.03	\$33.86
		\$1,057.60	\$1,084.00	\$1,111.20	\$1,138.80	\$1,167.20	\$1,196.40	\$1,226.40	\$1,257.20	\$1,288.80	\$1,321.20	\$1,354.40
		\$55,206.72	\$56,584.80	\$58,004.64	\$59,445.36	\$60,927.84	\$62,452.08	\$64,018.08	\$65,625.84	\$67,275.36	\$68,966.64	\$70,699.68
10	12	\$29.08	\$29.81	\$30.56	\$31.32	\$32.10	\$32.90	\$33.72	\$34.56	\$35.42	\$36.31	\$37.22
		\$1,163.20	\$1,192.40	\$1,222.40	\$1,252.80	\$1,284.00	\$1,316.00	\$1,348.80	\$1,382.40	\$1,416.80	\$1,452.40	\$1,488.80
		\$60,719.04	\$62,243.28	\$63,809.28	\$65,396.16	\$67,024.80	\$68,695.20	\$70,407.36	\$72,161.28	\$73,966.96	\$75,815.28	\$77,715.36
10	13	\$31.99	\$32.79	\$33.61	\$34.45	\$35.31	\$36.19	\$37.09	\$38.02	\$38.97	\$39.94	\$40.94
		\$1,279.60	\$1,311.60	\$1,344.40	\$1,378.00	\$1,412.40	\$1,447.60	\$1,483.60	\$1,520.60	\$1,558.60	\$1,597.60	\$1,637.60
		\$66,795.12	\$68,465.52	\$70,177.68	\$71,931.60	\$73,727.28	\$75,564.72	\$77,443.92	\$79,365.76	\$81,369.36	\$83,394.72	\$85,462.72
10	14	\$35.19	\$36.07	\$36.97	\$37.89	\$38.84	\$39.81	\$40.81	\$41.83	\$42.88	\$43.95	\$45.05
		\$1,407.60	\$1,442.80	\$1,478.80	\$1,515.60	\$1,553.60	\$1,592.40	\$1,632.40	\$1,673.20	\$1,715.20	\$1,758.00	\$1,802.00
		\$73,476.72	\$75,314.16	\$77,193.36	\$79,114.32	\$81,097.92	\$83,123.28	\$85,211.28	\$87,341.04	\$89,533.44	\$91,767.60	\$94,064.40
10	15	\$38.71	\$39.66	\$40.67	\$41.69	\$42.73	\$43.80	\$44.90	\$46.02	\$47.17	\$48.35	\$49.55
		\$1,548.40	\$1,587.20	\$1,626.80	\$1,667.60	\$1,709.20	\$1,752.00	\$1,796.00	\$1,840.80	\$1,886.80	\$1,934.00	\$1,982.40
		\$80,826.48	\$82,851.84	\$84,918.96	\$87,048.72	\$89,220.24	\$91,454.40	\$93,751.20	\$96,089.76	\$98,490.96	\$100,954.80	\$103,481.28
10	16	\$42.58	\$43.64	\$44.73	\$45.85	\$47.00	\$48.18	\$49.38	\$50.61	\$51.88	\$53.18	\$54.51
		\$1,703.20	\$1,745.60	\$1,789.20	\$1,834.00	\$1,880.00	\$1,927.20	\$1,975.20	\$2,024.40	\$2,075.20	\$2,127.20	\$2,180.40
		\$88,907.04	\$91,120.32	\$93,396.24	\$95,734.80	\$98,136.00	\$100,599.84	\$103,105.44	\$105,673.68	\$108,325.44	\$111,039.84	\$113,816.88
10	17	\$46.84	\$48.01	\$49.21	\$50.44	\$51.70	\$52.99	\$54.31	\$55.67	\$57.06	\$58.49	\$59.95
		\$1,873.60	\$1,920.40	\$1,968.40	\$2,017.60	\$2,068.00	\$2,119.60	\$2,172.40	\$2,226.80	\$2,282.40	\$2,339.60	\$2,398.00
		\$97,801.92	\$100,244.88	\$102,750.48	\$105,318.72	\$107,949.60	\$110,643.12	\$113,399.28	\$116,238.96	\$119,141.28	\$122,127.12	\$125,175.60

## Compensation Comparisons

Ayer Positions	Current	Ayer		Data Points Max	Market @ 75th percentile		Proposed Pay		Proposed Pay Grade
	Pay Grade	Min	Max		Min	Max	Min	Max	
Secretary to Fire Chief	6	16.59	20.28	3	20.54	25.57	20.35	25.41	8
Secretary to Police Chief	6	16.59	20.28	10	19.75	23.92	20.35	25.41	8
Assistant Town Treasurer	7	18.70	22.84	13	19.27	24.03	20.35	25.41	8
Payroll and Benefits Manager	New			5	22.21	24.03	20.35	25.41	8
DPW Office Manager			24.71	9	19.67	24.03	20.35	25.41	8
Board of Selectmen Secretary	8	20.82	25.44	13	22.67	28.06	22.39	27.96	9
Parks and Recreation Director	8	20.82	25.44	6	31.02	38.03	24.63	30.76	10
Town Clerk/Collector	10	24.55	32.03	12	28.95	36.37	27.09	33.85	11
Town Treasurer	10	24.55	32.03	4	28.53	35.81	27.09	33.85	11
Facilities Maintenance Director	11	26.50	34.58	3	27.15	32.19	27.09	33.85	11
Assistant DPW Engineer	contract			1	25.78	40.25	27.09	33.85	11
Economic & Comm Development Director	11	26.50	34.58	9	29.02	36.56	29.80	37.21	12
Assessing Administrator	12	29.74	38.81	12	31.46	38.86	32.78	40.93	13
Police Lieutenant	12	29.74	38.81	7	36.31	39.14	32.78	40.93	13
Information Technology Director	13	31.92	41.66	7	32.81	41.62	32.78	40.93	13
DPW Superintendent	contract		43.10	11	36.04	45.98	36.06	45.04	14
Fire Chief	14	34.15	44.56	13	38.82	50.89	38.71	49.56	15
Town Accountant/Finance Manager	14	34.15	44.56	15	37.36	46.66	36.06	45.04	14
Police Chief	15	37.36	48.74	13	54.47	57.00	43.64	54.51	16
Town Administrator	15	37.36	48.74	9	55.11	58.67	46.84	59.95	17

Town of Ayer  
Board of Selectmen  
Ayer Town Hall – 1<sup>st</sup> Floor Meeting Room  
Ayer, MA 01432



Tuesday, February 17, 2015  
Meeting Minutes

*Broadcast and Recorded by APAC*

Present: Christopher R. Hillman, Chair; Jannice L. Livingston, Vice-Chair; Gary J. Luca, Clerk

Robert A. Pontbriand, Town Administrator  
Carly M. Antonellis, Assistant to the Town Administrator

**Call to Order:** C. Hillman called the meeting to order at 7:00 PM

**Announcements:** C. Hillman announced that the winter parking is still in effect until April 15, 2015.

**Approval of agenda:**

**Motion:** A motion was made by G. Luca and seconded by J. Livingston to approve the agenda. **Motion passed 3-0.**

**Public Input:** Mary Spinner, 18 Myrick Street stated that she would like people to be fined for not shoveling out fire hydrants and for putting snow in the street.

**Common Victualler License Application:** Carrie and Jesse Medley appeared before the Board of Selectmen regarding their application for a Common Victualler License for a new business, Union Coffee located at 25 Main Street. C. Hillman asked what their hours of operation would be. C. Medley stated they will be open from 6:00 AM – 2:00 PM.

**Motion:** A motion was made by G. Luca and seconded by J. Livingston to approve the Common Victualler license application for Union Coffee located at 25 Main Street. **Motion passed 3-0.**

**MBTA/Depot Square Update:** R. Pontbriand gave an update of the current situation between the property owner and the MBTA and how it is affecting the overall improvement project. He suggested that the Board of Selectmen authorize him to write a letter to the MBTA conveying the Town's concerns.

**Motion:** A motion was made by J. Livingston and seconded by G. Luca to authorize the Town Administrator to write a letter to be signed by the Board of Selectmen and sent to the MBTA and any and all parties related to Depot Square project. **Motion passed 3-0.**

**Sandy Pond School House Association:** At a prior request from C. Hillman, members from the Board of the Sandy Pond School House Association were present at the Board of Selectmen meeting. C. Hillman wanted to know if the Town could be of help or assistance to help re-open the historic building. Members from the Board of the Sandy Pond School House Association said that in order for the Sandy Pond School House to be competitive for any grant funding, they must be on the federal register of historic places, which is currently under review by the Department of the Interior. The Sandy Pond School House Association is beginning to fundraise to offset the cost of the federal application. C. Hillman stated if the Town could be helpful in any way to please let the Board of Selectmen know. The Sandy Pond School House Association will be sending a list of needed repairs to the Town for review.

**Superintendent Mark Wetzel, Department of Public Works:** M. Wetzel requested authorization for Snow and Ice Deficit spending for FY' 15 due to the severe winter weather.

**Motion:** A motion was made by G. Luca and seconded by C. Hillman to approve deficit spending in the FY'15 Snow and Ice budget. **Motion passed 3-0.**

*Street Acceptance of Pingry Way Development* - M. Wetzel presented the Acceptance of Deed for the following roads: Old Farm Way, Deer Run, Partridge Run and Hickory Way Street pursuant to the street acceptance approval of the 2014 Fall Town Meeting.

**Motion:** A motion was made by G. Luca and seconded by J. Livingston to approve the Order of Taking, subject to such modifications as approved by Town Counsel, based on the title work compiled by the Developer's counsel. **Motion passed 3-0.**

M. Wetzel gave overview of the newly issued 5 year National Pollutant Discharge Elimination System (NPDES) discharge permit for the waste water treatment plant issued by the EPA.

**Town Administrator's Report:** R. Pontbriand gave an administrative update, focusing on the following items: update of the downtown snow removal; key dates for the FY'16 budget and the non-union compensation study.

*ZBA Appointment* - R. Pontbriand then recommended with the sudden passing of Zoning Board of Appeals member Mr. Howard Hall, he is recommending ZBA alternate member Mr. Michael Gibbons to serve as a full member for an unexpired three-year term to end on June 30, 2017.

**Motion:** A motion was made by G. Luca and seconded by J. Livingston to appoint Mr. Michael Gibbons as a full member of the Zoning Board of Appeals for an unexpired three year term to end on June 30, 2017.

**Motion passed 3-0.**

*Planning Board Vacancy* - R. Pontbriand stated that no one has submitted correspondence expressing interest in the Planning Board vacancy; therefore the spot would remain open until the April 2015 election.

*Town Hall Windows Project Update* -R. Pontbriand explained that because the Massachusetts Historic Commission has denied the request to replace the windows at Town Hall due to the historic preservation restriction on the building, the Town needs to come up with a new plan. His recommended plan is as follows: 1) the Town re-bid the RFP, fully incorporating the Historic Preservation Restriction 2) prior to issuing the RFP, the Town will have Mass Historic review/approve the RFP 3) once the RFPs are reviewed, the Town will compare the cost proposals to what has already been approved at Town Meeting and then ask for another warrant article on the Annual Town Meeting Warrant if necessary.

**Motion:** A motion was made by G. Luca and seconded by J. Livingston to approve the plan as presented by the Town Administrator. **Motion passed 3-0.**

*DPW GPS Pilot Program Update* - R. Pontbriand explained that Superintendent Wetzel is prepared to order additional GPS transponders for other division vehicles but the company only accepts credit cards. He will be working with the Town Accountant and DPW Superintendent to resolve the payment issue as soon as possible.

*Grant Writer Position Update* - R. Pontbriand recommended that the Town does not proceed with the inclusion of a grant writer position at this time due to costs. He will work with the new head of MassDevelopment, when that person is selected, to inquire about use of their grant writer on applicable projects.

*Building Department Staffing* – R. Pontbriand detailed a staffing proposal from the Building Commissioner. The Board would like to see more hours added to the Administrative Assistant position.

**Motion:** A motion was made by G. Luca and seconded by J. Livingston to approve the staffing proposal so long as more hours were added to the Administrative Assistant position to increase office coverage. **Motion passed 3-0.**

*Town Hall LED Light Proposal Update* – R. Pontbriand presented the Energy Cost Savings Proposal as done by Prism Energy Services. He said that the Energy Committee will be looking at this issue and the idea of street light LEDs at their February 19, 2015 meeting.

**New Business/Selectmen's Questions:** G. Luca thanked Assessing Department Assistant Celia Jornet for her service to the town.

**Approval of Meeting Minutes:**

**Motion:** A motion was made by C. Hillman and seconded by J. Livingston to approve the meeting minutes as amended of February 3, 2015, as amended (adding moment of silence in memory of Howard Hall).

**Motion passed 3-0.**

**Adjournment:** A motion was made by G. Luca and seconded by J. Livingston to adjourn at 9:14 PM.

**Motion passed 3-0.**

Minutes Recorded and Submitted by **Carly M. Antonellis**

Minutes Approved by BOS: \_\_\_\_\_

Gary J. Luca, Clerk: \_\_\_\_\_