

## **BUDGET MESSAGE FISCAL YEAR 2016**

The budget document contains several different sections for the Selectmen and Advisory Finance Committee's review. These include:

- Budget Summary – This spreadsheet is presented in the same manner as last year and is similar to the format that has been used by the Advisory Finance Committee for Town Meeting and includes the information as required by the Town Charter.
- Five Year Forecast – There is a separate executive summary that provides a general overview of the spreadsheets. The result of this analysis is that the Town should be able to continue providing services at the current level and undertake the planned building projects over the next several years without having to seek either a Proposition 2½ debt exclusion or override.
- Detail budget information – This is in the same format used in FY15 providing more information regarding the activities of departments than past budgets provided. Each department has the following pages included in their detailed budget:
  - Cover page which includes (a) Activities, Functions and Responsibilities; (b) Successes and accomplishments from the previous fiscal year; and (c) Goals and Priorities for the upcoming fiscal year.
  - Budget Summary which includes (a) the summary of previous, requested and Town Manager's recommendation on Salaries and Expenses; (b) number of Personnel; (c) Activity Indicators; and (d) Performance Measures.
  - The detailed budget worksheet by specific line items within the Salaries and Expenses as has been presented in the past.
  - Expense Ledger as has been included in the past with a more detailed explanation of what each line item includes.
  - Detailed salary and wage worksheets.
- Capital Expenditure Planning Committee Report – The process is the same process that was initiated for FY11 using a priority-based ranking system and contains an executive summary that explains the recommendations for Town Meeting. This year the Capital Planning Committee continued to build on developing better information from department heads on various requests. Based upon comments at a previous Annual Town Meeting, the information relative to the amortized life span for each piece of equipment and when it is/was scheduled to be replaced will be included in both the report and the Annual Town Meeting warrant in the Town Manager's Statements for each capital item. The basis for the life span for each piece of equipment or vehicle is Table 1 – Bureau Recommended Capital Assets, Depreciation and Estimated Useful Lives from the "A Practical Guide For Implementation Of Governmental Accounting Standards Board Statement #34 For Massachusetts Local Governments" produced by MA Department of Revenue in 2001.
- Road Management System – This is the fifth year of having a Road Management Plan to prioritize the future work of the DPW. Roads that were rated in 2014 have been updated to reflect current condition and work that has been accomplished over the past year. This report again demonstrates the need to provide additional funding beyond what is provided in Chapter 90 for the Town to maintain its roads on a rotational basis based on the useful life of the specific road types. Based upon the ratings conducted in the Fall of 2014, the average rating of Town roads improved from a rating of 7.21 in 2013 to 7.44 in 2014.

The Fiscal Year 2016 budget as presented, including other amounts that need to be raised is recommending total expenditures of \$91,301,889. This is an increase of \$2,178,360 (2.4%) from the Fiscal Year 2015 comparable total expenditures (does not include R & A Articles) of \$89,123,529. While all departments were requested to provide a budget that would provide level services from FY15, there are some notable changes discussed below.

### **Budget Highlights**

The budget continues to provide the same level of service in FY16 as has been provided in previous years. Several additional items have been included in the budget to improve local services as follows:

- Selectmen/Town Manager's Budget – I have included a recommendation to fund \$20,000 for town-wide staff development. During the course of the past several years I have been approached by employees seeking to attend seminars, conferences or other training and development programs, but the Town has not had any funds budgeted for this type of training and the staff has not been able to attend. I believe \$20,000 is relatively modest to provide training, some of which may be out of state. This is in addition to any planned annual training programs departments maintain in their budget.
- Elections – Town Meeting approved using electronic voting at Town Meeting and gave the indication that it should be included in the upcoming budget (for the first year it was funded through an article). This has been included in the Elections budget for \$34,500 for FY16.
- Building Commissioner – Based on the large amount of building that has been underway for the past year, the Building Commissioner is seeking a part-time Local Inspector to assist in keeping up with inspections so that the Town maintains a high standard in response time for inspections. The estimated cost of the part-time Local Inspector is \$31,636.
- Council on Aging – This budget includes the additional bus driver in the amount of \$16,573. This has come before Town Meeting before and was approved subject to the COA providing a report on the direction and future of the senior bus program to the Board of Selectmen, which has not been presented as of this date.
- Library – The Library has submitted a change in staffing in which a reference librarian's hours would be reduced as well as eliminating a 3-hour per week position and a new full-time position of Young Adult Librarian be established. This is a result of the Focus Groups the Library has held in connection with developing a plan for improvements at the Library. The estimated net cost of reducing hours and creating a new full-time position is \$34,872.
- Economic Development Coordinator – Previously, the Economic Development Coordinator has been funded through revenues the Town receives from Clear Channel for the digital billboards on Route 9. These revenues were placed in a revolving fund so this has not had an impact on the General Fund. The Economic Development Committee has seen great improvements in coordinating their efforts during the past year and has unanimously voted to seek creating a full-time position. My recommendation included in the budget is to deposit the \$25,000 per year that had been going into the revolving account into the General Fund and to fund this position as a new department in the General Fund, under the Town Manager. The net cost of this is \$38,740 (\$63,740 less the \$25,000 that had been going into the General Fund).
- Town Counsel – I am recommending that Town Counsel no longer be a funded full-time position with the Town and that the Town use a similar approach to legal services as most other towns, by contracting with a legal firm that specializes in municipal law. For this I am recommending budgeting a \$100,000 expense to cover legal expenses and eliminating the salary and other contracted legal services which will be a net savings of \$66,544.

The budget as presented is approximately \$595,860 over the Selectmen's goal of maintaining the total taxes levied at a 2.0% increase over the current total tax levy while not including new growth (estimate) as part of the FY16 tax base. At a 2.0% tax levy increase with the increases in State Aid and Local Receipts projected, the Town is estimated to have a total of \$1,366,195 new revenues in FY16. In FY16 the Town will see the first of the debt for the Fire Station and part of the Town Hall renovation project which results in a \$294,940 net (including retiring debt) debt increase in the General Fund. Insurance is estimated to increase by \$269,000 over the FY15 budget and the School Department has indicated their preliminary budget increase will be approximately \$1,217,168. Between these three items alone, the budget will increase by \$1,781,108 so that it is not possible without major cuts throughout the budget to meet the Selectmen's goal in FY16. I am projecting in the Five-Year Forecast that we will see similar results in FY17 and FY18 but at the same time, we will stay substantially below the Proposition 2½ levy limit. While the Selectmen's 2.0% goal is not being met in FY16 the table below shows what a straight 2.0% increase per year would have provided and the cumulative amount the Town is under what the 2.0% goal is between FY14 and the estimated FY16 estimates.

Table 1  
Cumulative Amount under the Selectmen's 2.0% goal

	<b>2.0% Cumulative Goal*</b>	<b>Levied/Estimated</b>	<b>Difference</b>	<b>Cumulative Balance</b>
FY13	\$ 62,375,108	\$ 62,375,108	\$ -	\$ -
FY14	\$ 63,622,610	\$ 63,198,395	\$ 424,215	\$ 424,215
FY15	\$ 64,632,354	\$ 63,887,161	\$ 745,193	\$ 1,169,408
FY16	\$ 65,802,899	\$ 65,760,763	\$ 42,136	\$ 1,211,545

\* Less debt exclusion property taxes

The FY16 budget includes continued funding of the Town's OPEB liability at \$1.1 million per year. While this is not the full Annual Required Contribution (ARC) toward the OPEB liability, it does provide a start to funding this long-term liability and was directly part of the Town's bond rating upgrade in 2014.

### Revenues

- Revenue estimates include additional property tax revenue in the amount of \$1,158,036 which includes no new growth estimate; an increase in local receipts of \$54,560; and a projected state aid increase of \$153,599. This may need to be revised once the Governor releases his budget in late January (although with a new Governor we may not see House 1 until late February).
- Operating revenues are sufficient to cover operating expenditures, therefore no use of reserves is recommended in this budget.

## **Expenditures**

The General Fund FY16 budget is proposed to increase by \$2,142,935 over the FY15 budget. The School budget that is included in the proposed budget is the budget as proposed by the School Superintendent and approved by the School Committee on 12/17/14. The major increases (over \$50,000) in the budget are as follows:

Table 2  
Major Increases (Over \$50K)

<b><u>Department</u></b>	<b><u>Increase</u></b>
School Dept	\$ 1,217,168
Debt	\$ 294,940
Insurance	\$ 269,000
Fire	\$ 77,806
Library	\$ 77,731
Police	\$ 76,988
Public Works	\$ 57,798
Total	\$ 854,263

The following are the largest decreases in the budget:

Table 3  
Top 10 decreases in the FY13 Budget

<b><u>Department</u></b>	<b><u>Decrease</u></b>
Town Counsel	\$ (66,544)
Sanitary Landfill	\$ (60,164)
Total	\$ (126,708)

All other departments had minimal increases/decreases. The following is a summary explanation of each increase and notable decrease that is not otherwise explained above:

- Police, Fire and Public Works budget increases are based on the collective bargaining agreements which provide a 2.0% Cost of Living Adjustment in FY16 which resulted in the increases in Table 2 above.
- Sanitary Landfill – The Health Director has worked with the 30+ communities that deliver waste to the Millbury Waste to Energy facility and renegotiated the contract to reduce the fee paid per ton from \$76 to \$64 per ton resulting in a savings of \$60,164.

## **Staffing**

There are a few staffing changes in town departments that have been noted above but to summarize, this budget proposes to eliminate the full-time Town Counsel position and to contract with a law firm



specializing in municipal law, create a part-time Local Inspector in the Building Commissioner's office, includes a part-time bus driver for the Council on Aging, reduces the Reference Librarian's hours/eliminating a 3-hour per week position in the library and creating a full-time Young Adult Librarian and establishes a full-time Economic Development Coordinator's position. Consistent with the same reasons stated in this year's budget presentation (from one year ago) I continue to recommend reducing the Historical Commission's Secretary to a 10-hour per month position.

Non-union staff are proposed to receive a 2.0% Cost Of Living Adjustment (COLA), the Personnel Board is currently considering this COLA and will vote on it at their January meeting, this is based on the average Union increase in FY15. Union increases are 2.0% in FY16.

Additionally, the Town's administration has been engaged in reviewing the pay classification plan and grades of each non-union position. A detailed memo is attached that describes the recommendations made to the Personnel Board which will mirror the recommendation made to the Board of Selectmen and the impact of these changes. Since this will be undertaken concurrently with the budget review, the three adjustments that are included in the attached memorandum have not been included in the budget and would need to be added into the budget.

### **Other Issues**

In 2008, the Town considered reducing the Youth and Family Services budget which was \$160,000 in FY09 by 33%. In FY16 this budget is \$186,000. Health insurance laws have changed and all MA residents are required to have health insurance which are required to provide mental health services. Many of the non-counseling programs that are provided by the Youth and Family Services Department could potentially be provided by other departments, such as the Recreation Department or Library. The Town should study and review the level of services provided by this Department and whether there are other avenues than a tax-based service that could be provided as an alternative.

The Town also maintains a full-time Animal Control Officer and Westborough is one of the only Towns in the region that has a full-time employee in this position. According to the Annual Town Report, in 2013 the following calls for service were provided: 36 Cat Calls with 7 cats returned to their owners and 16 deceased cats; 9 reports of Coyotes with 4 hit by cars; 15 deceased deer, 52 deer hit by cars; 5 dog bites; 7 dogs kenneled; 4 injured dogs; 4 dogs adopted and 1 deceased dog. There are also a number of other wildlife calls regarding foxes, skunks and snakes. Whether this activity level warrants a 40 hour per week position or not should also be reviewed along with how other area towns provide for animal control and opportunities for regionalizing animal control.

I am recommending that the Board create a Committee to review and report back on these two specific items prior to the Fall Town Meeting so that any action could be considered at that time for FY16. I am also recommending that under Section 5-2(e) of the Town Charter that the Board of Selectmen determine that this is a Committee primarily related to the administration of the Town and that the Town Manager be authorized to make appointments to this Committee.

### **Conclusion**

The budget as presented is balanced within the provisions of Proposition 2½ and does not require free cash to support the operating budget. The budget meets the needs of the Town departments to continue providing quality services to the public.

In FY14, to control the property taxes, the Board of Selectmen set a directive early in the budget process to maintain spending at a level that would require no more than a 2% increase over the FY13

actual taxes levied and to not include new growth as part of the Town's estimated revenues for FY14. This has been carried forward into the FY15 budget which is over the 2.0% goal in FY16 when it's looked at as a single year but is under the Selectmen's goal if you consider the three years this goal has been in place if you carry the amounts under the goal the previous two years. It should be noted that with debt accruing for the Fire Station, Town Hall, Gibbons School Project and the Forbes Municipal Building, the Town will be within Proposition 2½ but that it's not likely the Selectmen's goal will be met while the Town is engaged in major public infrastructure projects.

I would like to take this opportunity to thank all of the department heads for their work in submitting budgets that maintained costs and continue to provide quality services to the public. Specifically, I would like to thank Kristi Williams, Assistant Town Manager, Leah Talbot, Town Accountant, Linda Swadel, Chief Assessor and Joanne Savignac, Treasurer/Collector for their assistance.

James J. Malloy  
Town Manager



# TOWN OF WESTBOROUGH MASSACHUSETTS

**TOWN MANAGER**  
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## MEMORANDUM

TO: Personnel Board  
FROM: Jim Malloy, Town Manager   
DATE: December 9, 2014  
RE: Re-Grade to Classification Plan  
CC: Board of Selectmen, Advisory Finance Committee, Personnel Board  
Kristi Williams, Assistant Town Manager

As you are aware, the administration has been working on re-grading all non-union employees using the system that the Personnel Board had indicated it had previously used, which is a system that I am also familiar with and have used in the past. This project has taken over a year to complete and could not be started until after the position descriptions were updated.

Why have a "grade" classification system?

The purpose of a grade system is that it provides the opportunity for the Town to compare dissimilar positions throughout the organization to ensure that a comparable value to the organization is measured and consistent pay ranges established to prevent discriminatory pay practices.

The main issues that needed to be addressed:

- The previous grades established by the Personnel Board were done incorrectly and were inaccurate – The grades previously established by the Personnel Board had S-11 through S-30 (Salary) and H-1 through H-10 (Hourly). The system that was used by the Personnel Board only goes to a Grade of 26. It is a weighted system providing various points for different attributes for each position and then the total points are tallied and the position grade established by grade corresponding to the total point range (See attached "Points Assigned to Factor Degrees and Range for Grades" sheet).
- The previous grades established by the Personnel Board modified an established system creating inequities in the Town's pay scale. Some examples are the Treasurer/Collector, Town Accountant and Chief Assessor which are all very similar positions, yet the Treasurer was rated higher than the other two. When this was done and the other two positions questioned the ratings it was inferred that the Treasurer/Collector was rated higher because "someone had to be the tip of the spear" and at the time, the Treasurer/Collector was a male. This type of rating could lead to a discrimination claim against the Town and does not fulfill the mission of having a classification system for the purpose described above. Another example of misusing this type of system has occurred where an employee has reached the maximum step and their department head has gone to the Personnel Board to seek a pay increase for the employee. The Personnel Board then moved these employees up a grade (or two) without considering how this might

compare to other positions which establishes a situation where employees working in similar positions may be paid in different pay ranges, again establishing cause for discrimination claims against the Town. Anytime that any position is reviewed, all positions should be reviewed to ensure that "special" treatment isn't being provided to a single employee to the detriment of other employees.

- Finally, the former position descriptions were so out of date (some dated to 1985) that they did not accurately reflect current position requirements and therefore the classification system was not accurate.

#### Process –

- The Assistant Town Manager administered the process which included:
  - The Town Manager and Assistant Town Manager reviewed the "system" that had been used previously and determined that it could still be used to establish a fair rating system to grade all positions.
  - The Assistant Town Manager requested that all department heads rate each non-union position based on the 11 factors in the pay classification grading system (see attached) which include:
    - Knowledge (or educational level)
    - Experience (years in a field)
    - Decision Making Authority
    - Amount of Supervision Received
    - Effect of the Employee's Errors on the Organization
    - Amount of Diplomacy Required in the Position
    - Amount of Confidential Data the Employee has Access to
    - The Mental or Visual Demand of the Position
    - Working Conditions
    - Character of Supervision (type of supervision)
    - Scope of Supervision (number of employees)
  - While the Department Heads were generating their ratings for each position within their department, the Town Manager and Assistant Town Manager both independently also graded each position and then compared and developed a single rating for each position.
  - Once Department Head ratings were all submitted the Town Manager and Assistant Town Manager compared the Department Head ratings with their combined rating and discussed each factor for each employee before generated a semi-final rating for each position.
  - Once this was accomplished all positions were sorted by the various factors listed above from the highest score to lowest score as a "reality check". This was to ensure that ratings for various positions were consistent with other positions (i.e. to ensure all Administrative Assistants were rated similarly and to ensure that a clerical position did not rate higher than their department head in factors such as education or experience, etc.).
  - This was then re-sorted on the total score and current grades, proposed grades, current wage rates and proposed wage rates were then inserted into a spreadsheet (see

attached) to determine which employees were currently out of grade and would need to be moved to the correct grade and the financial impact of making corrections.

Proposed Corrective Actions and Recommendations –

- All employees were in the wrong grade. Where the previous grade ratings came from is unknown. The attached spreadsheet entitled "Position Rating" shows the final score for each position for each factor and total score, proposed grades, current grades, and current and proposed wage rates.
- I am proposing that we increase pay for those employees that have been in a lower grade than where they should have been. For employees that are in a higher grade than they should have been, I am proposing that the Town continue to provide the Cost of Living Adjustments (COLA) but that when there is transition, the new employee be placed at the correct pay grade. This would generate the following pay increases beginning July 1, 2015:

Council on Aging Director	Cost - \$3,983 per year
Assistant Civil Engineer/Chief Inspector	Cost - \$2,182 per year
Buildings and Grounds Maintenance Supervisor	Cost - \$1,834 per year

Overall to take corrective action would cost \$7,999.

Once the Personnel Board has reviewed the attached material, it will be forwarded to the Board of Selectmen for action and then incorporated into the Annual Town Meeting warrant. The three line items that include the above adjustments have not been corrected in the FY16 budget. This will need to be done prior to Town Meeting and after the Selectmen have reviewed the attached .

Should you have any questions, please let Kristi know. Thanks.



DEPARTMENT	POSITION TITLE	RATING	KNOWLEDGE	EXPERIENCE	DECISION MAKING	SUPERVISION RECEIVED	ERRORS	DIPLOMACY	CONFIDENTIAL DATA	MENTAL/PHYSICAL DEMAND	WORKING CONDITIONS	CHARACTER OF SUPERVISION	SCOPE OF SUPERVISION	FINAL TOTAL	PROPOSED GRADE	CURRENT GRADE	CURRENT WAGE LOW	CURRENT WAGE HIGH	PROPOSED WAGE LOW	PROPOSED WAGE HIGH	LOW CHANGE	HIGH CHANGE
Public Works	Assistant Department of Public Works Manager	2014	60	100	100	40	60	60	15	25	20	40	80	600	S-18	S-23	1338	1792	1473	1977	135	185
Public Works	Town Engineer	2014	60	150	100	60	60	60	15	15	15	20	10	585	S-18	S-25	1473	1977	1473	1977	0	0
Treasurer/Collector	Treasurer/Collector	2014	60	100	100	60	60	60	25	20	5	20	10	510	S-15	S-23	1338	1792	1473	1704	-65	88
Library	Library Director	2014	75	100	100	60	40	40	20	10	10	20	20	510	S-15	S-22	1273	1704	1473	1704	0	0
Town Accountant	Town Accountant	2014	60	100	100	60	60	40	25	10	5	20	5	505	S-15	S-22	1273	1704	1473	1704	0	0
Assessor	Chief Assessor	2014	60	100	100	60	60	60	20	10	10	20	10	505	S-15	S-22	1273	1704	1473	1704	0	0
Health	Health Director	2014	75	100	100	60	60	60	20	10	10	20	10	505	S-15	S-22	1273	1704	1473	1704	0	0
Building Department	Building Commissioner	2014	60	100	100	60	60	40	15	15	15	20	10	485	S-15	S-22	1273	1704	1473	1704	0	0
MIS/GIS	MIS/GIS Director	2014	60	100	100	60	60	40	25	20	20	20	10	485	S-15	S-22	1273	1704	1473	1704	0	0
Planning	Town Planner	2014	75	100	100	60	60	60	30	20	5	20	5	485	S-14	S-21	1210	1624	1210	1624	0	0
Selection/Town Manager	Assistant Town Manager	2014	60	80	75	60	60	60	40	10	10	20	40	470	S-14	S-22	1210	1624	1210	1624	0	0
Town Clerk	Town Clerk	2014	60	100	60	40	40	40	15	20	20	20	10	465	S-14	S-21	1210	1624	1210	1624	0	0
Public Works	Operations Manager	2014	60	80	75	40	40	40	15	20	20	20	10	465	S-14	S-21	1210	1624	1210	1624	0	0
Public Works	Assistant Town Engineer	2014	60	100	75	40	60	60	10	20	10	10	10	460	S-13	S-20	1156	1547	1156	1547	0	0
Youth and Family Services	Director	2014	75	100	100	60	40	40	20	10	5	20	10	455	S-13	S-19	1099	1473	1156	1547	57	74
Council on Aging	Council on Aging Director	2014	60	80	60	60	40	60	20	10	10	20	10	455	S-13	S-20	1156	1547	1156	1547	0	0
Recreation	Director	2014	60	80	60	60	40	60	15	10	10	20	10	425	S-12	S-19	1099	1473	1099	1473	0	0
Public Works	Senior Civil Engineer	2014	60	100	75	20	40	60	10	20	20	20	10	410	S-12	S-18	1047	1403	1099	1473	52	70
Public Works	Assistant Civil Engineer/Chief Inspector	2014	60	100	75	20	40	60	5	20	20	20	10	380	S-11	S-18	1047	1403	1047	1403	0	0
Business Administrator	Business Administrator	2014	60	80	60	40	40	40	20	10	10	20	10	375	S-11	S-18	1047	1403	1047	1403	0	0
Selection/Town Manager	Economic Development Coordinator	2014	75	80	60	60	20	40	20	10	5	0	0	320	S-9	S-16	951	1273	7830	951	0	0
Town Accountant	Assistant Town Accountant	2014	45	80	60	40	40	40	20	10	5	0	0	315	S-9	S-16	951	1273	3163	951	0	0
Youth and Family Services	Senior Counselor	2014	75	100	45	20	20	20	20	10	5	5	5	290	S-8	S-16	951	1273	955	1210	-46	-63
Public Works	Jr Civil Eng II	2014	60	80	45	20	20	10	5	20	20	15	10	270	S-7	S-13	822	1099	1099	1156	39	57
Buildings and Grounds	Building Maintenance Supervisor	2014	45	60	60	20	20	20	10	5	10	10	5	260	S-7	S-15	905	1210	n/a	861	-44	-54
Public Works	Jr Civil Eng I	2014	60	80	45	10	20	20	10	10	20	0	0	235	S-6	S-15	905	1210	n/a	861	-115	-111
Youth and Family Services	Counselor	2014	75	40	30	20	20	20	15	10	5	0	0	155	S-3	S-11	746	958	822	909	-119	-98
Animal Control	Animal Control Officer	2014	45	40	20	10	10	10	5	5	15	0	0	155	S-3	S-11	746	958	822	909	-119	-98
Library	Sunday Library Supervisor	2014	75	60	45	20	10	10	10	10	5	10	10	260	H-7	M-8	24.00	24.00	21.53	28.90	n/a	4.9
Library	Librarian I (PT)	2014	75	40	45	10	10	10	10	10	5	0	0	215	H-5	S-15	22.63	30.25	18.53	24.79	-4.10	-5.46
Health	Assistant Health Inspector	2014	45	60	45	10	10	10	5	10	10	0	0	205	H-5	H-10	18.53	24.79	18.53	24.79	0.00	0
Selection/Town Manager	Confidential Administrative Assistant	2014	45	60	30	10	10	10	10	10	5	0	0	200	H-3	H-10	18.53	24.79	18.53	24.79	0.00	0
Police	Administrative Asst To the Chief	2014	45	60	30	10	10	10	10	10	5	0	0	200	H-5	S-14	21.53	28.90	28.90	28.90	0.00	0
Fire	Administrative Secretary	2014	45	60	30	10	10	10	10	10	5	0	0	200	H-5	S-12	19.53	26.18	26.18	26.18	0.00	0
Assessor	Field Lessor	2014	45	40	30	10	10	10	20	5	10	0	0	185	H-4	H-10	18.53	24.79	17.64	23.67	-0.89	-1.29
Library	Technical Services Assistant (PT)	2014	15	60	30	10	5	10	10	10	5	0	0	155	H-3	H-9	17.64	23.67	16.79	22.50	-0.85	-1.17
Youth and Family Services	Administrative Assistant	2014	30	20	30	10	5	10	15	10	5	0	0	135	H-3	H-10	18.53	24.79	15.98	21.48	-1.74	-2.29
Library	Library Assistant (PT)	2014	15	60	15	5	5	10	10	10	5	0	0	125	H-2	H-8	16.79	22.50	15.98	21.48	-0.81	-1.02
Youth and Family Services	Youth Activities Coordinator	2014	30	20	30	10	10	10	5	15	10	0	0	120	H-2	H-7	15.98	21.48	15.98	21.48	0.00	0.00
Council on Aging	Mini-bus Driver	2014	15	40	15	5	5	10	5	5	5	0	0	110	H-2	H-10	18.53	24.79	15.98	21.48	0.00	0.00
Various	Board Secretaries	2014	15	40	15	10	5	10	5	5	5	0	0	110	H-2	H-10	18.53	24.79	15.98	21.48	-2.55	-3.31
Historical Commission	Administrative Assistant	2014	15	20	15	10	5	10	5	5	5	0	0	80	H-1	M-2	18.53	24.79	15.98	21.48	-2.55	-3.31
Library	Page	2014	15	20	15	5	5	5	5	5	5	0	0	80	H-1	M-2	18.53	24.79	15.98	21.48	-2.55	-3.31
Town Counsel	Town Counsel	2014	100	150	100	60	60	60	30	10	5	0	0	995	CONTRACT	S-30	1881	2520	MINIMUM WAGE	CONTRACT	N/A	N/A

(effective 7/1/14)

Grade	MIN	2	3	4	5	6	MAX
25 S-18	1473	1547	1624	1704	1792	1881	1977
24 S-17	1403	1473	1547	1624	1704	1792	1881
23 S-16	1338	1403	1473	1547	1624	1704	1792
22 S-15	1273	1338	1403	1473	1547	1624	1704
21 S-14	1210	1273	1338	1403	1473	1547	1624
20 S-13	1156	1210	1273	1338	1403	1473	1547
19 S-12	1099	1156	1210	1273	1338	1403	1473
18 S-11	1047	1099	1156	1210	1273	1338	1403
17 S-10	998	1047	1099	1156	1210	1273	1338
16 S-9	951	998	1047	1099	1156	1210	1273
15 S-8	905	951	998	1047	1099	1156	1210
14 S-7	861	905	951	998	1047	1099	1156
13 S-6	822	861	905	951	998	1047	1099
12 S-5	741	778	817	859	900	947	992
11 S-4	706	741	778	817	859	900	947
10 S-3	672	706	741	778	817	859	900

(effective 7/1/14)

[illegible]

## Re-Graded FY16

## 1-A SALARY RATE FY2016 NON-UNION

(effective 7/1/15)

Grade	MIN	2	3	4	5	6	MAX
S-18	1502	1578	1656	1738	1828	1919	2017
S-17	1431	1502	1578	1656	1738	1828	1919
S-16	1365	1431	1502	1578	1656	1738	1828
S-15	1298	1365	1431	1502	1578	1656	1738
S-14	1234	1298	1365	1431	1502	1578	1656
S-13	1179	1234	1298	1365	1431	1502	1578
S-12	1121	1179	1234	1298	1365	1431	1502
S-11	1068	1121	1179	1234	1298	1365	1431
S-10	1018	1068	1121	1179	1234	1298	1365
S-9	970	1018	1068	1121	1179	1234	1298
S-8	923	970	1018	1068	1121	1179	1234
S-7	878	923	970	1018	1068	1121	1179
S-6	838	878	923	970	1018	1068	1121
S-5	756	793	834	876	918	966	1011
S-4	720	756	793	834	876	918	966
S-3	685	720	756	793	834	876	918

## 1-B HOURLY RATE FY2016 NON-UNION

(effective 7/1/15)

[illegible]

## (1) KNOWLEDGE

This factor measures the basic knowledge or "scholastic content" (however it may have been acquired) essential as background or training preliminary to learning the job. This background may have been acquired through formal education, outside study, training on jobs of lesser degree or by any combination of these approaches. The evaluation is expressed in terms of formal educational equivalents for convenience purposes.

### 1<sup>st</sup> Degree

Knowledge of arithmetic, English and grammar. Accuracy in checking, posting and counting. Basic use of automatic calculators, computers, typewriters and typical office machines and equipment. Adaptable to clerical routines or use of light equipment. Equivalent to a high school education.

### 2<sup>nd</sup> Degree

Knowledge of stenography, elementary accounting and/or a variety of office or laboratory and test procedures; practical nursing, full use of office equipment, computers, typewriters, etc or use of heavy equipment. Equivalent to high school plus additional specialized courses.

### 3<sup>rd</sup> Degree

Thorough knowledge of a specialized or technical field such as cost or general accounting, drafting, statistics, programming, electronic, mechanical, electrical or chemical technology, etc. and use of specialized equipment. Equivalent to high school plus additional broad specialized training equal to 2 years of college.

OR

Full use of complicated drawings and a wide variety of precision measuring instruments, or a broad background in a recognized trade or craft, equivalent to complete accredited apprenticeship training.

### 4<sup>th</sup> Degree

Broad knowledge of a discipline such as engineering, accounting, finance, behavioral science, finance or public administration, etc. Equivalent to a four-year college or university education.

### 5<sup>th</sup> Degree

Broad knowledge of an advanced technical or professional specialized field not available in undergraduate schools. 1-2 years' work in a graduate school leading to a Master's Degree.

### 6<sup>th</sup> Degree

Extensive knowledge of an advanced and highly specialized field, requiring involved independent research and creative work. Over 2 years' work in graduate school leading to a PhD.

## (2) EXPERIENCE

This factor measures the time it would take a "normal qualified" person with the specified educational background working under "normal" supervision to learn to perform the required duties to minimum requirements. Do not include knowledge considerations which have been evaluated under knowledge or any additional time after competency is reached.

Experience is basically two kinds:

- (a) Previous qualifying experience on related work or lesser jobs, either within the organization or outside.
- (b) The "breaking-in time" or period of adjustment or adaption on the specific job itself.

Both periods must be added together to properly reflect the overall rating.

### 1<sup>st</sup> Degree

Up to and including 3 months

### 2<sup>nd</sup> Degree

Over 3 months up to and including 12 months

### 3<sup>rd</sup> Degree

Over 1 year up to and including 3 years.

### 4<sup>th</sup> Degree

Over 3 years up to and including 5 years.

### 5<sup>th</sup> Degree

Over 5 years up to and including 7 years.

### 6<sup>th</sup> Degree

Over 7 years up to and including 10 years.

### 7<sup>th</sup> Degree

Over 10 years up to and including 13 years.

### 8<sup>th</sup> Degree

Over 13 years up to and including 16 years.

### 9<sup>th</sup> Degree

Over 16 years up to and including 20 years.



### (3) DECISION MAKING

This factor measures the complexity of duties involved, the degree of independent action, the extent to which the duties are circumscribed by standard practice, the exercise of judgment and the type of decisions made, the amount of resourcefulness, planning and creativity the position requires.

#### 1<sup>st</sup> Degree

Simple and highly repetitive or routine duties, requiring the use of definite procedures and little individual judgment, where work involves little or no choice as to method of performance.

#### 2<sup>nd</sup> Degree

Repetitive or routine duties involving the use of a number of procedures and the application of clearly established standard practice requiring the making of minor decisions and the use of some judgment.

#### 3<sup>rd</sup> Degree

Diversified duties involve an intensive knowledge of a restricted field, and the use of a wide range of procedures. Requires the use of judgment in the analysis of facts and circumstances surrounding individual problems or transactions and in the determination and taking of action within the limits of standard or accepted practice.

#### 4<sup>th</sup> Degree

Wide variety of duties involves a general knowledge of related organization policies and procedures and their application to cases not previously covered. Duties require considerable judgment to work independently toward general results, to devise new or modify and adapt existing methods, techniques and procedures to meet new or unusual requirements and to make related decisions guided by precedent in the field of endeavor and within the limits of established policies.

#### 5<sup>th</sup> Degree

Difficult work on highly technical or involved projects, presenting new or constantly changing problems. Duties require outstanding judgment, initiative and ability to deal with complex factors not easily evaluated and to make decisions based on conclusions for which there is little precedent in the field of endeavor.

#### 6<sup>th</sup> Degree

Duties require participating in the formulation and carrying out of organization policies, objectives and programs for a department.

#### 7<sup>th</sup> Degree

Participation in the formulation and carrying out of major organization policies, programs and objectives, covering a number of departments of the organization. Direct and coordinate the work of subordinate department heads in order to obtain organizational objectives.

#### **(4) SUPERVISION RECEIVED**

This factor measures the degree to which the immediate supervisor outlines the methods and/or procedures to be followed or the results to be attained, checks the progress of the work or handles the exceptional cases. Consider the proximity, extent and closeness of supervision in evaluating this factor.

##### 1<sup>st</sup> Degree

Under immediate supervision, performing specific assignments of work as instructed.

##### 2<sup>nd</sup> Degree

Under general supervision, where standard practice enables the incumbent to apply a number of procedures in performing the regular duties, referring questionable cases to supervisors or others.

##### 3<sup>rd</sup> Degree

Under direction where definite objectives are established, employee plans and arranges own work, referring only unusual type cases to supervisors or others.

##### 4<sup>th</sup> Degree

Under general direction, working from organization policies and general objectives with little functional guidance. Rarely refer specific cases to supervisor unless clarification or interpretation of organization policies is involved.

##### 5<sup>th</sup> Degree

Under administrative direction. Perform full scope of duties within overall organization policy or budgetary limits and with direct accountability for final results.

##### 6<sup>th</sup> Degree

Under direction of the Chief Executive body. Determine own standards of performance within the confines of responsibility. Accountable directly to the Chief Executive body.

## **(5) ERRORS**

This factor measures the responsibility and accountability for meeting objectives. Consider the probable effect of acts of omission or commission and the probable resulting adverse effect on the Town.

### 1<sup>st</sup> Degree

Probable mistakes easily and quickly detected, usually by incumbent and would result only in minor confusion or clerical expense for correcting.

### 2<sup>nd</sup> Degree

Probable mistakes usually detected in succeeding operations and the results are generally confined to a single department. Corrections may require the participation of others.

### 3<sup>rd</sup> Degree

Probable mistakes may be serious involving such issues as submitting improper costs, overpayments, delays in projects, inefficient use of personnel, waste of material, etc. Effect is usually confined to internal operations of the Town.

### 4<sup>th</sup> Degree

Probable mistakes may result in failure to meet long-term objectives, recommendations of unsuitable equipment resulting in excessive costs. May have effects on the community or portions of the community.

### 5<sup>th</sup> Degree

Probable mistakes could involve major expenditures. Duties involve the effective recommendations of organizational policies to top management and/or preparation and presentation of data on which top management basis important decisions.

### 6<sup>th</sup> Degree

Probable mistakes may involve making important decisions or the commitment of the Town's resources and could have an ongoing adverse influence on future operations of the Town.

## **(6) DIPLOMACY**

This factor measures the responsibility for meeting, dealing with or influencing other persons. Consider how the contacts are made and the purpose of same, whether they involve furnishing or obtaining information only, or whether they involve influencing others.

### 1<sup>st</sup> Degree

Little or no contacts except with immediate associates and own supervisor.

### 2<sup>nd</sup> Degree

Contacts with persons within or outside the Town on routine matters, furnishing or obtaining factual information requiring only ordinary courtesy and tact.

### 3<sup>rd</sup> Degree

Regular contacts with subordinates and/or other departments, furnishing or obtaining information or reports, discussing controversial subjects and personal or supervisory matters, requiring tact to avoid friction and obtain cooperation. Contacts outside of the Town where improper handling may affect results, but where primary responsibility rests with the next highest level of supervision.

### 4<sup>th</sup> Degree

Outside and/or inside contacts involving carrying out organization policy and programs involving explanation, discussion, persuasion and obtaining approvals and the influencing of others, where improper handling will have marked effect on operating results.

### 5<sup>th</sup> Degree

Outside and inside contacts requiring a high degree of diplomacy and the ability to deal with and influence persons in all types of positions or situations.

### 6<sup>th</sup> Degree

Contacts involve frequent difficult negotiations requiring well developed strategy and timing.

## **(7) CONFIDENTIAL DATA**

This factor measures the integrity and discretion required in safeguarding confidential data handling or obtained in the normal performance of assigned duties. Consider the type and character of the data, the degree to which the full import of the data is apparent in the duties performed and to what extent the disclosure would affect internal relationships and external community relationships.

### 1<sup>st</sup> Degree

Little or no confidential data involved.

### 2<sup>nd</sup> Degree

Work with some confidential data where the effect of any disclosure would probably be negligible or where the full import is not apparent in the duties performed.

### 3<sup>rd</sup> Degree

Work with some confidential data such as individual personnel data, which, if disclosed might have adverse internal effect or to a limited degree affect the Town's external interests.

### 4<sup>th</sup> Degree

Work with and be fully cognizant of confidential data of major importance, which if disclosed may be detrimental to the organization's interests or contrary to recognized professional ethics.

### 5<sup>th</sup> Degree

Full and complete access to reports, records, plans and programs of the Town where utmost integrity is required to safeguard the organization.

### 6<sup>th</sup> Degree

Responsibilities involve possession, use and full import of all confidential data relative to the Town's current and future operations.



## **(8) MENTAL OR VISUAL DEMAND**

This factor measures the degree of mental and visual fatigue and coordination of manual dexterity involving the performance of the normal job duties.

This factor should not be used to measure the qualitative or quantitative requirements of the job for analysis, thinking, etc.

### 1<sup>st</sup> Degree

Flow of work and character of duties is intermittent and requires attention at intervals.

### 2<sup>nd</sup> Degree

Flow of work and character of duties involve normal, mental and visual attention much or all of the time.

### 3<sup>rd</sup> Degree

Flow of work and character of duties involve normal, mental and visual attention along with manual coordination for most or all of the time or part-time normal and part-time concentrated attention and coordination.

### 4<sup>th</sup> Degree

Must concentrate mental and visual attention closely on work, coordinating manual dexterity with mental and visual attention for sustained periods.

### 5<sup>th</sup> Degree

High degree of concentration where the volume and character of work require unusual coordination of mind, hand and eye.

## **ADDENDUM TO MENTAL OR VISUAL DEMAND**

When evaluating positions in which physical demand is involved, consideration should be given under this factor. The expending of effort involves lifting or moving or equivalent pulling, pushing, carrying, shoveling, etc.

Add one (1) degree for moderate physical effort consisting of:

- continuously lifting or handling light weight material
- continuously lifting or handling very light weight material in difficult positions
- frequently lifting or handling average weight material
- frequently lifting or handling light weight material in difficult work positions
- occasionally lifting or handling heavy weight material
- occasionally lifting or handling average weight material in difficult work positions
- rarely lifting or handling heavy weight material in difficult work positions

Add two (2) degrees for considerable physical effort consisting of:

- continuously lifting or handling average weight material
- continuously lifting or handling light weight material in difficult work positions
- frequently lifting or handling heavy weight material
- frequently lifting or handling average weight material in difficult work positions
- occasionally lifting or handling heavy weight material in difficult work positions

## **(9) WORKING CONDITIONS**

This factor measures the surroundings or physical conditions under which the job must be done to the extent to which they make the job disagreeable. It will have little application except on outside jobs.

### 1<sup>st</sup> Degree

Usual office working conditions.

### 2<sup>nd</sup> Degree

Good working conditions. Occasional exposure to noise, dust, heat, etc. Some element present which makes conditions less desirable than usually found in an office.

### 3<sup>rd</sup> Degree

Somewhat undesirable working conditions. Exposed to noise, dust, heat, oil and other elements but with none continuously present to the extent of being disagreeable.

### 4<sup>th</sup> Degree

Undesirable working conditions. Exposed to noise, dust, heat, oil fumes and other elements with one continuously present to the extent of being disagreeable, or with several elements present to the extent of being disagreeable but usually not more than one at a time.

### 5<sup>th</sup> Degree

Extremely undesirable working conditions. Exposed to noise, dust, heat, oil, fumes and other elements with several continuously present to the extent of being disagreeable.

## **ADDENDUM TO WORKING CONDITIONS**

When evaluating positions involving hazards credit should be given under this factor:

Add:

- One (1) degree for injuries, should they occur, may result in lost time due to crushed hand or foot, loss of fingers or toes, eye injuries, serious burns, etc.
- Two (2) degrees for injuries, should they occur may result in partial incapacitation due to loss of arm, leg or eye or where proven severe health hazards exist.
- Three (3) degrees for injuries, should they occur, may result in total disability or death.

## **EVALUATING SUPERVISORY POSITIONS**

To properly evaluate the supervisory factors involving positions from such as Senior Clerk to the highest position in the Town government and to maintain the correct interrelationships between positions within the Town and with similar positions in larger or smaller organizations, certain rules must be applied.

- 1) Only in rare instances can the Character of Supervision be evaluated more than one (1) degree higher than the Scope of Supervision.
- 2) Only in rare instances can the Character of Supervision be duplicated, in direct line of authority, except at first or second degree.
- 3) The word "department" is defined as consisting of at least eleven (11) people.
- 4) Modification of the Character of Supervision Factor must be made where the size of force is less than a department.
  - a) Where the position qualifies for a fourth degree Decision Making and involves supervising eleven or more persons, a fourth degree Character of Supervision may be assigned; where over five and up to and including ten persons are supervised a third degree may be assigned; where only one to five persons are supervised the maximum degree that can be assigned would be the second degree.
  - b) Where the position qualifies for a third degree Decision Making and is supervising eleven (11) or more persons a third Character of Supervision may be assigned. The degree would have to be lowered where less than eleven (11) persons were in the force; a second degree for supervising six to ten persons and in all probability a first degree would have to be assigned for one to five persons.

## **ADDENDUM TO SUPERVISORY FACTORS**

### **ADVISORY STAFF RELATIONSHIP**

Consideration is given in terms of advisory staff credit to department heads where the incumbent is responsible for having certain major policies and/or programs carried out by other departments although having no line authority over these areas.

Where advisory staff relationship exists the Character of Supervision will be affected only if the Decision Making factor is a fourth degree or higher.

Positions where staff relationship exists will probably have a fourth degree Diplomacy as a minimum.

When the position meets the above qualifications add one degree to the rating assigned for departmental line supervisory responsibility or, if no line authority exists, use a second degree Character of Supervision for staff relationship only. Apply to Scope of Supervision in the same manner.

Do not apply credit for advisory staff relationship to the supervisory factors, Character and Scope where the position carries a third degree or higher in its own line of responsibility and size of force. When advisory staff credit has been considered, in no case can the degree assigned to the supervisory factors exceed the third degree.

When the position carries a third degree on the Decision Making factor, no staff credit may be applied to Character of Supervision but may be in order for the Scope of Supervision and will be applied as above.

## (10) CHARACTER OF SUPERVISION

This factor measures the degree or kind of supervisory responsibility involved. Consider what places the job would occupy on an organization chart, the degree to which accountability for results goes with the position measured in terms of responsibility for costs, methods and personnel.

### 1<sup>st</sup> Degree

Part-time immediate supervision of, or direction of, several employees, performing the same or directly related work most of the time as those supervised. No responsibility for costs, methods or personnel.

### 2<sup>nd</sup> Degree

Immediate supervision over a unit or department where most of the time is spent assigning, reviewing, checking work, eliminating ordinary difficulties, where procedures are standardized.

### 3<sup>rd</sup> Degree

Direct supervision of a department involving responsibility for results in terms of costs, methods and personnel where "Decision Making" factor in itself warranted a rating of not more than the third degree.

### 4<sup>th</sup> Degree

General supervision of a department involving responsibility for results in terms of costs, methods and personnel where "Decision Making" factor in itself warranted a rating of at least a fourth degree, and "Scope of Supervision" factor is rated at least a third degree.

### 5<sup>th</sup> Degree

Direct and coordinate the operation of two or more departments, through subordinate supervisors who, in turn, are responsible for supervision over individual departments. Set up standards of performance, check progress, and see that the Town's policies are carried out.

### 6<sup>th</sup> Degree

Direct and coordinate the operation of a major department with more than eleven (11) employees. Organize work, set standards of performance. Interpret and administer related policies.

### 7<sup>th</sup> Degree

Direct and coordinate the operation of several major departments. Organize work, establish performance standards, assist in the formulation and interpretation of overall organization policy and establish departmental policies and controls.

## **(11) SCOPE OF SUPERVISION**

This factor measures the "size" of the supervisory responsibility expressed in terms of the number of equivalent full-time persons generally or normally supervised directly or through subordinates.

### 1<sup>st</sup> Degree

Responsible for supervising 1 or 2 employees.

### 2<sup>nd</sup> Degree

Responsible for supervising more than 2 but not over 5 employees.

### 3<sup>rd</sup> Degree

Responsible for supervising more than 6 but not over 10 employees.

### 4<sup>th</sup> Degree

Responsible for supervising more than 11 but not over 20 employees.

### 5<sup>th</sup> Degree

Responsible for supervising more than 21 but not over 30 employees.

### 6<sup>th</sup> Degree

Responsible for supervising more than 31 but not over 40 employees.

### 7<sup>th</sup> Degree

Responsible for supervising more than 41 employees.



### POINTS ASSIGNED TO FACTOR DEGREES AND RANGE FOR GRADES

FACTORS	1ST DEGREE	2ND DEGREE	3RD DEGREE	4TH DEGREE	5TH DEGREE	6TH DEGREE	7TH DEGREE	8TH DEGREE	9TH DEGREE
<b>TRAINING</b>									
1. KNOWLEDGE	15	30	45	60	75	100			
2. EXPERIENCE	20	40	60	80	100	125	150	175	200
<b>INITIATIVE</b>									
3. DECISION MAKING	15	30	45	60	75	100	125		
4. SUPERVISION RECEIVED	5	10	20	40	60	80			
<b>RESPONSIBILITY</b>									
5. ERRORS	5	10	20	40	60	80			
6. DIPLOMACY	5	10	20	40	60	80			
7. CONFIDENTIAL DATA	5	10	15	20	25	30			
<b>JOB CONDITIONS</b>									
8. MENTAL AND VISUAL DEMAND	5	10	15	20	25				
9. WORKING CONDITIONS	5	10	15	20	25				
<b>SUPERVISION</b>									
10. CHARACTER OF SUPERVISION	5	10	20	40	60	80	100		
11. SCOPE OF SUPERVISION	5	10	20	40	60	80	100		

SCORE RANGE	GRADE
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100 AND UNDER	1
101-130	2
131-160	3
161-190	4
191-220	5
221-250	6
251-280	7
281-310	8
311-340	9
341-370	10
371-400	11
401-430	12
431-460	13
461-490	14
491-520	15
521-550	16
551-580	17
581-610	18
611-640	19
641-670	20
671-700	21
701-730	22
731-760	23
761-790	24
791-820	25
821-850	26