



**BOARD OF SELECTMEN**  
**Meeting Minutes**  
**December 16, 2013**

**Approved: January 6, 2014**

**PRESENT:** Vincent Amoroso, Chair; Robert Stemple, Clerk; Les Fox, Member; Raid Suleiman, Member and Jim Gorman, Member

**ALSO PRESENT:** Selina Shaw, Town Administrator and Cheryl Mahoney, Department Assistant

The documents discussed herein have been included with the file copy of the agenda packet for the above referenced date and are hereby incorporated by reference.

Chair Amoroso called the meeting to order at 7:30 P.M. in the Grange Meeting Room of Town Hall.

**ANNOUNCEMENTS**

Chair Amoroso read the announcements.

**APPOINTMENTS**

- Millard Rose from Virtual Towns and Schools (VTS) was present to discuss the re-design of town's website and the project's timeline. Members of the public were also present. The Selectmen had discussed this matter on November 18<sup>th</sup>, reviewing several existing town websites and generating a list of preferences which TA Shaw then provided to VTS. Mr. Rose advised that this presentation is a very preliminary mock up for the proposed site, based on those preferences. He discussed current trends and those options that are typically the most popular for municipal websites. There was a discussion on aspect ratios and the industry trend to make websites more handheld "friendly." It was noted that not all of the preferred options identified on November 18<sup>th</sup> and, subsequently, provided to VTS are reflected in the mock up. There was also discussion on those items that are in keeping with the vision for this new site and what needed refinement and/or revision. There was a review as to the general layout & aspects; fixed navigation points; items that would remain consistent throughout the site; color options; and appearance changes when specific items are "moused over". The intention is to have the new website live by April 2014. Additional feedback will be provided to VTS. Mr. Rose advised that the design should be firmed up by end of December, and he anticipates having finalized options for the next Selectmen's meeting.
- Sandy Stapczynski of Human Resources Services, Inc. (HRS) was present to review the results of the compensation and classification study. Members of the Personnel Board, Finance Committee and others were also present. Ms. Stapczynski outlined the parameters and metrics used in compiling this report. The "*Compensation, Classification, and Benefits Study for Town-wide Positions (Non-Union Positions) Final Report*" and tonight's Powerpoint presentation will be posted on the Town's website. She thanked TA Shaw and the Personnel Board for their cooperation and assistance. She provided an overview of the work involved, over the last year, in completing this study. Tonight's presentation is the culmination of these efforts. There was discussion as to criterias HRS used in choosing the comparable communities and the review of the identified positions in this analysis. In general, Boxborough is in-line with standard salaries; with most positions at or below market. Boxborough's active job descriptions were judged to be up-to-date. She reviewed the recommendations outlined under the Action Plan; the proposed Classification Plan and proposed Salary Schedule. There was discussion as to how these new proposed structures relate to the existing A & B Schedules. Non-union and intermittent positions would now be broken down into separate schedules. Ms. Stapczynski was asked to provide some of the tables in spreadsheet format so Member Fox could work on creating a chart(s)/model(s) of the data. There was discussion as to the current CoLA number and the 2% across-the-board increases given for FY 14. The study recommended implementing retroactive salary adjustments for most employees. There was discussion on the compensation metric in other communities and whether their salary increases are longevity or performance based. Members of the Personnel Board provided their input and perspective. The Personnel Board voted unanimously to accept all of the study's recommendations. In Boxborough's current Personnel Plan's step increases are tied to "meets requirements." There would be a 1.7% increase in the FY 14 salary budget if the recommended retroactive step increases were adopted. Any adopted recommendations would become part of the FY 15 budget. Ms. Stapczynski noted that these are proposed recommendations and the Town can certainly accept them in total or just specific parts. These new compensation schedules would need to be presented at town meeting.

- No one asked to speak under Citizens' concerns.

## MINUTES

- Member Gorman moved to accept the minutes for the regular session, December 2, 2013, as revised, and executive session, December 2, 2013, as written. Seconded by Member Fox. **Approved 5-0.**

## SELECTMEN REPORTS

- Chair Amoroso, Member Stemple and Member Gorman advised that they did not have any updates.
- Member Suleiman reported that he and FinCom's Town Hall Liaison, Neal Hesler had met with TA Shaw to review the FY 15 Town Hall budget.
- Member Fox reported he continues to participate in the on-going discussions on the Town's IT concerns with TA Shaw, Chief White and Chief Ryder. A revised contract for services has been submitted by Guardian. He discussed the funding source(s) that have been identified to address these needs.

He also reported that the Affordable Housing Trust has reviewed Stow Road Concept Development Comm.'s recommendations. The AHT also voted to approve the funding of housing production planning IMA.

## NEW BUSINESS

- Member Fox moved to re-appoint Irene Boiarski, Lorraine Carvalho, Ralph Dement, Michael Fetterman, Diane Friedman (Boxborough Housing Board), R. Allen Murphy (Boxborough Housing Board), and Les Fox (Board of Selectmen) to the Stow Road Concept Development Committee for a term beginning January 1, 2014, and ending on December 31, 2014. Seconded by Member Stemple. **Approved 5-0.**
- The Selectmen took up the annual renewal of various business licenses:
  - ◊ Member Stemple moved to approve the liquor license renewal applications for Hotel Boxborough Lessee, LLC, d.b.a. Holiday Inn Boxborough Woods; Robert Hirsch, d.b.a. The Grapevine; and J & M Houghton, Inc., d.b.a. Boxborough Liquors for the year ending December 31, 2014. Seconded by Member Fox. **Approved 5-0.**
  - ◊ Member Suleiman moved to approve the Common Victualler license renewal applications for Hotel Boxborough Lessee, LLC; Harvard Sportsmen's Club, Karel's Café, Nashoba Valley Olympia and Nashoba Valley Nursery, Inc., d.b.a. Hayward Farms Ice Cream Parlor as well as license applications for Live Entertainment, Sunday Entertainment, Innholder & Automatic Amusement Devices also for the Holiday Inn for the year ending December 31, 2014. Seconded by Member Fox. **Approved 5-0.**
  - ◊ The Selectmen took up the Vehicle Dealer License renewals. Tax Collector Shemowat has advised that CBK Automotive Repair, Inc. is delinquent in its payment of taxes. Pursuant to the Town's *Revocation or Suspension of Local Licenses Bylaw* delinquent taxes are cited as a reason for which the Board of Selectmen may deny, revoke or suspend a license after a hearing. Tax Collector Shemowat has confirmed that taxes remain outstanding. TA Shaw suggested that, at this time, the Selectmen defer any action on CBK's license renewal application and instruct her to notify CBK of the Board's intent, and if these taxes remain outstanding, to hold a hearing on this matter on January 6, 2014.
    - Member Fox moved to approve the renewal applications for the Class II Used Vehicle Dealers' Licenses for WIN Group, Inc., d.b.a. DRW Motorsports; Alpha Trading Services, Inc., d.b.a. Alpha Cars; and Asset Group of New England, LLC for the year ending January 1, 2015 and further to take no action with respect to the non-renewal of the license for CBK Automotive Repair, Inc. except to hold hearing if the outstanding taxes are not paid by January 6, 2014. Seconded by Member Stemple. **Approved 5-0.**
    - Member Gorman moved to approve the renewal application for the Class I New Vehicle Dealer's License for Alpha Trading Services, Inc., d.b.a. URAL of New England for the year ending January 1, 2015. Seconded by Member Suleiman. **Approved 5-0.**

- The Selectmen discussed two Petition articles submitted for Annual Town Meeting – *Town Residents Voting for Tax Collector vs. Selectmen Appointing Someone of Their Choice* and *Tax Relief for Boxboro Seniors Age 65 and Older*. There was discussion on some of Town Counsel’s standing recommendations concerning Town Meeting Petition Articles. Specifically, that they are simply accepted; forwarded to the Board of Registrars and, if subsequently certified, these articles are then published in the warrant verbatim. Member Gorman moved to forward the above-named petition articles to the Board of Registrars for certification of signatures and if certified, to place on the Annual Town Meeting warrant. Seconded by Member Suleiman. **Approved 5-0.**
- The Selectmen opened discussion on the FY 2015 Budget and potential articles. The first revision to the FY 15 budget, Rev.2, has been generated. The Selectmen reviewed two new draft summary budget report models, prepared by Accountant Barrett. Accountant Barrett generated these models based on feedback received at the last Boxborough Leadership Forum. The consensus was to go with the first model. There is also a slight change to the formatting of the “Available Funds” report. The rest of the budget reporting structure is unchanged from last year. There was a review of the BLF budget and potential article discussions. The budget season timeline was reviewed. The Selectmen will continue the practice of inviting the FinCom to participate when boards and departments come in to review their budgets with the Selectmen. Chair Amoroso advised that he had attended an A-B School fiscal oversight meeting and A-B is on track to realize the projected \$1,000,000 decrease in the overall A-B budget for FY 15.
- The Board took up discussion on designating a voting delegate Massachusetts Municipal Association (MMA) Annual Meeting, Saturday, January 25, 2014, as Chair Amoroso will not be attending. Member Suleiman moved to designate Selectman Robert Stemple as the voting delegate at the MMA Annual Meeting. Seconded by Member Fox. **Approved 5-0.**

#### **CONCERNS OF THE BOARD**

- Member Fox noted that noise from the Kaisen Tuning site continues to be a concern for the reporting resident.

#### **EXECUTIVE SESSION**

- At 9:55 PM, Chair Amoroso moved to adjourn to executive session to conduct strategy session in preparation for negotiations with non-union personnel and to adjourn immediately thereafter. Seconded by Member Gorman. **Approved 5-0 by a roll call vote: Fox, aye; Suleiman, aye; Stemple, aye; Amoroso, aye; and, Gorman aye.**

## SELECTMEN'S ANNOUNCEMENTS

**DECEMBER 16, 2013**

*The necessary contact information is available at the end of these announcements.*

- **Town Hall will be closing at noon on Tuesday, December 24<sup>th</sup> for the Christmas Holiday** and will re-open for business on Thursday, December 26<sup>th</sup>, at 8:00 AM.
- **The Transfer Station will be closed** Wednesday, December 25<sup>th</sup> - Christmas Day and January 1<sup>st</sup> - New Year's Day. It will be open as usual on December 28<sup>th</sup> and January 4<sup>th</sup>.
- A **new phone system** has been implemented at many of Boxborough's town departments. The Town Phone Directory, with these new numbers, is posted on the Town's website under "NEWS." You will no longer be able to reach many of Town's facilities by dialing their old numbers.
- The **2013 Deer Hunting Muzzle or Primitive Firearms Season is open** and will run through December 31<sup>st</sup>. For everyone's safety and enjoyment please remember to exercise some trail safety commonsense during Hunting Season. A listing of suggested Trail Safety Rules may be found on the Town's website.
- The Boxborough Firefighters' Association will once again be holding a **Christmas Tree collection** on Sunday, January 5<sup>th</sup>. Residents can drop off their trees at the Fire Station for \$5.00 or they can register for pickup at their home for \$10. Paper registration forms are available at various locations around town or by downloading from the Department's website [www.boxboroughfire.com](http://www.boxboroughfire.com). Electronic registration is also available on the website. Please note payment must be dropped-off prior to Saturday, January 4<sup>th</sup>. Please email Lt. Jason Malinowski at [jmalinowski@boxboroughfire.com](mailto:jmalinowski@boxboroughfire.com) with any questions.

- Residents now need to obtain a voucher and pay additional fees for the **disposal of bulk items** at the Transfer Station. Vouchers can be purchased only at the Town Hall from the Tax Collector's office. Checks or exact amount in cash, please. Please refer to the Transfer Station webpage or call the DPW at 978-264-1790 for more information.
  
- **Town Departments** welcome your questions and feedback on services. Please contact them through the email hyperlink appearing on each department's web page, give them a call, or stop in to chat. If you are unable to stop in during normal office hours, don't hesitate to call and make an appointment for a mutually convenient time outside of normal hours.
  
- The **Selectmen want to hear from you** and invite residents to contact them regarding issues of concern. The Board can be contacted via e-mail from the link on the Selectmen's webpage.
  
- The Board of Selectmen continues to look for volunteers willing to serve on the various **Town boards and committees**, many of which have openings: Airport Study Committee (1), ZBA (1 alternate member), Housing Board (1), **BITcom (4)**, Design Review Board (1 at-large member), Public Celebrations & Ceremonies Comm. (1), the Steele Farm Advisory Committee (1), and the Conservation Commission has one vacancy for an unexpired term which runs until June 30, 2015. Also, the Town Moderator is seeking one volunteer to serve on the Finance Committee for an unexpired term which runs until June 30, 2014. Please consider participating on a town board. You will find it to be a worthwhile and rewarding experience. No matter what your knowledge or interest is, we can use your help in making Town government work.

- Contact information is available on the town website: <http://www.town.boxborough.ma.us> or you may call Town Hall at 978-263-1116 if you have any questions.
- The Selectmen can be contacted directly at [selectmen@town.boxborough.ma.us](mailto:selectmen@town.boxborough.ma.us).
- If you wish to find out more about **volunteer opportunities** on Town boards or committees contact Town Administrator Selina Shaw [Selina.shaw@town.boxborough.ma.us](mailto:Selina.shaw@town.boxborough.ma.us)
- Board of Selectmen, Boxborough School Committee and Acton-Boxborough Regional School Committee **meetings are broadcast on both Comcast's Channel 9 and Verizon's Channel 39.** Residents can also tune-in and view the public meetings playback schedule, to find out when a particular meeting is scheduled for broadcast.
- For more information on the Boxborough Firefighters' Assoc.'s **Christmas Tree collection** of January 5<sup>th</sup> go to the Fire Department's website [www.boxboroughfire.com](http://www.boxboroughfire.com) or email Lt. Jason Malinowski at [jmalinowski@boxboroughfire.com](mailto:jmalinowski@boxboroughfire.com) with any questions.



**BOARD OF SELECTMEN**  
**Meeting Agenda**  
**Boxborough Town Hall**  
**Grange Meeting Room**  
**December 16, 2013**

**1. CALL TO ORDER, 7:30 PM**

**2. ANNOUNCEMENTS**

**3. APPOINTMENTS**

*[Times are estimated; if you are interested in a particular matter, please plan to arrive 15 minutes earlier]*

- a) Millard Rose, Virtual Towns and Schools, to discuss design of town's website and timeline, 7:35 PM
- b) Sandy Stapczynski, Human Resources Services, Inc and members of the Personnel Bard, to review results of compensation and classification study, 8:00 PM  
[Members of the Finance Committee may be present]
- c) Citizens' concerns

**4. MINUTES**

- a) Regular session, December 2, 2013
- b) Executive session December 2, 2013

**ACCEPT & POF**  
**ACCEPT & POF**

**5. SELECTMEN REPORTS**

**6. OLD BUSINESS**

**7. NEW BUSINESS**

- a) Stow Road Concept Development Committee – re-appointments  
*Move to re-appoint Irene Boiarski, Lorraine Carvalho, Ralph Dement, Michael Fetterman, Diane Friedman (Boxborough Housing Board), R. Allen Murphy (Boxborough Housing Board), and Les Fox (Board of Selectmen) to the Stow Road Development Committee for a term beginning January 1, 2014 and ending on December 31, 2014*

**VOTE:**

- b) Alcohol License Renewals
  - i. Hotel Boxborough Lessee, LLC (d.b.a. Holiday Inn Boxborough Woods)
  - ii. Robert Hirsch (d.b.a. The Grapevine)
  - iii. J & M Houghton, Inc. (d.b.a. Boxborough Liquors)  
*Move to approve the liquor license renewal applications for Hotel Boxborough Lessee, LLC, d.b.a. Holiday Inn Boxborough Woods; Robert Hirsch, d.b.a. The Grapevine; and J & M Houghton, Inc., d.b.a. Boxborough Liquors for the year ending December 31, 2014*

**VOTE:**

- b) Common Victualler License Renewals
  - i. Hotel Boxborough Lessee, LLC (Holiday Inn Boxborough Woods) (also Live Entertainment, Sunday Entertainment, Innholder and Automatic Amusement Devices)
  - ii. Harvard Sportsmen's Club
  - iii. Karel's Café, Nashoba Valley Olympia

iv. Nashoba Valley Nursery, Inc. d.b.a. Hayward Farms Ice Cream Parlor  
*Move to approve the Common Victualler license renewal applications for Hotel Boxborough Lessee, LLC; Harvard Sportsmen's Club, Karel's Café, Nashoba Valley Olympia and Nashoba Valley Nursery, Inc., d.b.a. Hayward Farms Ice Cream Parlor as well as license applications for Live Entertainment, Sunday Entertainment, Innholder & Automatic Amusement Devices also for the Holiday Inn for the year ending December 31, 2014*

**VOTE:**

c) Class II Used Vehicle Dealer License Renewals

- i. WIN Group, Inc., d.b.a. DRW Motorsports
- ii. Alpha Trading Services, Inc., d.b.a. AlphaCars
- iii. CBK Automotive Repair, Inc.
- iv. Asset Group of New England, LLC

*Move to approve the renewal applications for the Class II Used Vehicle Dealers' Licenses for WIN Group, Inc., d.b.a. DRW Motorsports; Alpha Trading Services, Inc., d.b.a. AlphaCars; CBK Automotive Repair, Inc. and Asset Group of New England, LLC for the year ending January 1, 2015*

**VOTE:**

[NB: as of 12/13/13, CBK Automotive is delinquent in payment of taxes. Pursuant to the "Revocation or Suspension of Local Licenses Bylaw" the BoS may deny, revoke or suspend after a hearing. If payment not made by 12/16, BoS may wish to defer action on license and notify CBK of intent to hold a hearing on the matter on January 6]

d) Class I New Vehicle Dealer's License Renewal

- i. *Move to approve the renewal application for the Class I New Vehicle Dealer's License for Alpha Trading Services, Inc., d.b.a. URAL of New England for the year ending January 1, 2015*

e) Petition articles submitted for Annual Town Meeting

- i. Town Residents Voting for Tax Collector vs. Selectmen Appointing Someone of Their Choice
- ii. Tax Relief for Boxboro Seniors Age 65 and Older

*Move to forward the above-named petition articles to the Board of Registrars for certification of signatures and if certified, to place on the Annual Town Meeting warrant*

**VOTE:**

f) FY 2015 Budget and potential articles - brief review

g) Massachusetts Municipal Association (MMA) Annual Meeting, Saturday, January 25 – designation of voting delegate

This is necessary only if the Chair will not be attending the MMA Annual Meeting. In such instance, he shall designate another Selectman or the Town Administrator to serve as the voting delegate

*Move to designate \_\_\_\_\_ as the voting delegate at the MMA Annual Meeting*

**VOTE:**

**8. CORRESPONDENCE**

**ACCEPT & POF**

- a) Internal Communications
- b) Minutes, Notices & Updates
- c) General Communications

**9. PRESS TIME**

**10. CONCERNS OF THE BOARD**

**11. EXECUTIVE SESSION**

*Move to adjourn to executive session to conduct strategy session in preparation for negotiations with non-union personnel and to adjourn immediately thereafter*

**ROLL CALL  
VOTE:**

**12. ADJOURN**

# HRS

**HUMAN RESOURCES SERVICES, INC.**

*Management Consultants to Local Government*

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

**Town of Boxborough, Massachusetts**

**COMPENSATION, CLASSIFICATION, AND  
BENEFITS STUDY FOR TOWN-WIDE POSITIONS**  
**Non-Union Positions**

**FINAL REPORT**

**December 9, 2013**

## **HRS CONSULTANT TEAM**

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

**Anthony Torrisi**  
Management Consultant

The project team conducted the following analytical activities:

- The consultants met with 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 Boxborough, compensation plans, town warrant, job descriptions, and other related information. The consultants were given very specific directives.
- The project team collected salary and benefits 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 and the Personnel Board. Final draft report and draft job descriptions were submitted for review.

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### Separate Documents Submitted:

Job Descriptions (for certain positions only)

HRS Rating Manual and Ratings

Position Analysis Questionnaire

### ATTACHMENTS:

PROPOSED TOWN COMPENSATION PLAN

PROPOSED TOWN CLASSIFICATION PLAN

COMPARATIVE MARKET ANALYSIS 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 BOXBOROUGH, MASSACHUSETTS COMPENSATION, CLASSIFICATION, AND BENEFITS STUDY

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## I. Introduction

### A. Scope of Services

The Town of Boxborough, Massachusetts retained Human Resources Services, Inc. to conduct a comprehensive compensation, classification, and benefits study of its non-union positions, excluding schools. This study was commissioned to re-examine the market pay rates for each position included in the study. In general, the study involved classifying positions according to a uniform point analysis standard, surveying the market of comparable municipalities to determine rates of compensation and benefits offered, developing new job descriptions as needed, and developing and recommending a new compensation and classification plan and system applicable for all town-wide non-union positions.

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 non-union positions. The plan is based upon the underlying assumption that individuals should receive “equal pay for equal work.”

However, implementation of a position classification and compensation plan should not be viewed as the final step in achieving job equity. The plan must be reviewed on a regular basis to ensure that decisions regarding position requirements

and compensation accurately reflect the municipality's current service needs while continuing to maintain the integrity and relevance of the plan.

Human Resources Services, Inc. has reviewed the current job duties and compensation levels for all non-union positions in the Town of Boxborough, MA. 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 were provided by the Town and updated only as necessary; in general the Town has maintained up-to-date job descriptions. The job descriptions of the Town accurately reflect actual job content and are used as tools in decisions involving pay, recruitment, promotion, and evaluations.

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 Personnel Board and Town Administrator to discuss the goals and objectives of the study.
- *Orientation Meeting* with Personnel Board and Town Administrator to explain project activities, objectives and methodology. This meeting also gave the Board an opportunity to meet with an HRS consultant and ask questions.

- A thorough *Job Analysis Process* which involved reviewing current position descriptions and updating only where necessary.
- 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 seventeen comparable municipalities jointly selected by town officials and HRS.
- Establishment of *Compensation Schedule* using comparative wage data as a guide.
- Several *Project Meetings* with the Personnel Board and Town Administrator to discuss pay policies, pay strategy, and review draft work products (i.e. classification plan, salary schedule, comparative data, estimated 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 documents have been prepared for the Town of Boxborough:

- Proposed Position Titles
- Proposed Classification Plan
- Proposed Compensation Plan
- Market Data Analysis
- Position Analysis Question (PAQ)
- Updated Job Descriptions for limited positions
- Evaluation Materials and Documents
- HRS' Position Rating Manual

## II. Project Report

### A. Details of the Methodology

In Boxborough, the evaluation of job descriptions, position classification, and compensation levels was undertaken for all non-union positions. Position descriptions were reviewed throughout the duration of the study and utilized as tools for classifying positions on the classification plan.

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/benefits data from communities comparable to Boxborough was gathered and analyzed for as many positions as possible. The consultant team worked in conjunction with the Personnel Board and Town Administrator to determine a list of comparable communities to survey. A special effort was made to include many communities (17) since they draw from the same labor pool. Additionally, effort was made to ensure that there were enough communities with similar forms of government, i.e. communities with Boards of Selectmen and Town Administrators. The final list of communities selected and the related profile data is listed in the chart below on the next page. The sources for the profile data included the Massachusetts Municipal Association and the Department of Revenue, as well as the U.S. Bureau of Labor/Statistics. All of the communities selected are within a 60 miles radius of Boxborough.

**B. Selecting the Comparable 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 (rounded) (2010)</b>	<b>Average Tax Bill (2011)</b>	<b>Form of Government (MMA)</b>
Bolton	\$193,850	4,897	\$54,873	\$19M	\$9,021	TA/Selectmen
Boxford	\$214,101	7,965	\$67,807	\$27M	\$8,021	TA/Selectmen
Carlisle	\$273,302	4,852	\$81,899	\$25M	\$11,900	TA/Selectmen
Essex	\$227,935	3,504	\$41,598	\$15M	\$7,060	TA/Selectmen
Groton	\$148,814	10,646	\$58,145	\$32M	\$6,418	TA/Selectmen
Hamilton	\$174,330	7,764	\$49,775	\$27M	\$7,988	TM/Selectmen
Harvard	\$170,797	6,520	\$50,237	\$22M	\$8,862	TA/Selectmen
Littleton	\$177,133	8,924	\$38,279	\$36M	\$5,960	TA/Selectmen
Merrimac	\$109,905	6,338	\$29,481	\$14M	\$4,770	Selectmen
Middleton	\$183,792	8,987	\$35,529	\$25M	\$6,167	TA/Selectmen
Sherborn	\$296,796	4,119	\$121,366	\$23M	\$13,534	TA/Selectmen
Southboro	\$224,790	9,767	\$80,249	\$46M	\$8,334	TA/Selectmen
Stow	\$186,289	6,590	\$49,095	\$25M	\$7,682	TA/Selectmen
Topsfield	\$198,458	6,085	\$53,768	\$23M	\$7,842	TA/Selectmen
Upton	\$141,945	7,542	\$37,629	\$17M	\$5,630	TM/Selectmen
Wenham	\$145,104	4,875	\$66,868	\$16M	\$9,482	TA/Selectmen
W.Newbury	\$179,792	4,235	\$48,788	\$13M	\$6,742	TA/Selectmen
<b>Average</b>	<b>\$191,008</b>	<b>6,683</b>	<b>\$56,787</b>	<b>\$24M</b>	<b>\$7,965</b>	
Boxborough	\$202,928	4,996	\$50,181	\$20M	\$9,080	TA/Selectmen

### 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 the Town's current job descriptions. The Town was supplied with HRS' position analysis questionnaires for any additional positions to be added to the plan in the future. The PAQ assists employees in describing their positions in detail. Instructions have also been provided to the Town of Boxborough.

**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 HRS' 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 below, measured the requirements of each position.

***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 of 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 judgement.

***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 report, 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 Boxborough.

**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, as identified earlier in the report.

All of the comparative data is FY-14 information and is 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 Boxborough. HRS used professional discretionary judgment when comparing positions to the comparable data. If there were 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 provide 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 are the analysis definitions for the data collected and presented in the attached charts.

- All comparative market data collected is FY-14 salary and wage information. Most of the data was collected during the month of September 2013. If FY-14 data was not yet 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** indicate 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. How should the Town pay level relate to the market? For what does the Town want to pay? (e.g. 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 16 grades on the compensation plan. The total increase from minimum to maximum within each grade is *approximately 22 percent*. There is 2.5% between each step. Comparative data was considered to set the grade parameters, while the classification process controlled the internal assignment of positions to progressive compensation levels. HRS has developed a new step-system for the Town, which has 9 steps. The market average was used as a guide to develop the pay plan. Should the Town decide to implement the traditional steps utilized by many similar municipal organizations, it can also be tied to a performance system. The salary schedule shows the hourly, weekly, and annual rates for employees.

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 one year. Doing this will result in an incremental total increase in compensation to this group as a whole. Recognizing that the study did not take into consideration performance, longevity, or special abilities/talents of employees, 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 Personnel Board and Town Administrator. 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, what they currently earn in order to not reduce the pay of any current employee. The Town also should 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 an excessive increase, 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 maximum 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. The employee would not receive any additional step increases; however, the employee would continue to receive a COLA, when all the other employees do. 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

Whenever 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 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.

#### 7. Treasurer/Collector Position

HRS recommends that the positions of Town Treasurer and Tax Collector be combined. Many communities are moving in this direction. Combining the two positions would likely save the town money, provide for efficiencies in operations, and with the technology advancements that have emerged in these departments, would make for a natural coalescing of essential functions and reporting requirements on a daily basis. A proposed job description detailing the position purpose, supervisory responsibilities, essential functions, and knowledge, abilities and skills has been developed for the Town.

#### 8. Schedule B Positions added to Grade Classification System

HRS recommends that the Town include all Schedule B positions on the new Grade Classification Plan so all employees/positions are properly graded and classified with regard to a town-wide classification and compensation plan in accordance with the Town's personnel bylaw. We understand that

Boxborough, like other small towns, had a tradition of not including the Schedule B intermittent/stipend/call positions on the grading classification system; therefore, this would be a policy change that would need approval by the Personnel Board and the Board of Selectmen. By virtue of the number of positions on this list, it is recommended that they be included on the classification plan for internal equity purposes; however, they would not receive step increases. HRS further recommends that the pay for the following positions remain the same, Field Driver, Fence Viewer, Registrar, Registrar Chairperson, and Animal Inspector because these positions receive very minor fees and/or stipends and work extremely limited hours per year for the town. The Wiring Inspector and the Plumbing and Gas Inspector should not be included because they receive fees.

## V. Conclusion

Overall, we found that most positions studied were at or below the market's average. This may be due to the fact that the pay plan has not been updated for many years. There are a few where the Town's pay was actually beyond the maximum range of the market; however, most fell within the ranges provided. The cost to implement the study is approximately \$29,000. Based on FY-14 budgeted salaries of \$1,699,157 for non-union, Schedule B employees, this represents an overall increase of roughly 1.71%.

Our study results indicate that for the Town of Boxborough to maintain a competitive edge, at a minimum, compensation levels should be brought up to the average. Salary adjustments need to be made to these positions as soon as possible in order to maintain a fair and professional pay plan that assists with both retention and recruitment efforts. We recommend a swift one year-implementation plan. As employees separate from the Town, these positions may be difficult to fill at the current pay ranges.

HRS received sufficient and extensive data for this analysis and is confident in the market results. At a minimum, the *salary range* (from minimum to maximum) standard is generally somewhere between 22% - 25% in order to allow some job growth for all positions without making it excessively expensive for the Town. The proposed pay plan attached to this report recommends a pay range that is *approximately 22%*. The pay ranges have been reduced thereby making the new plan more in line with the average market. For example, the step increases have been reduced from 3.5% to 2.5%, and the total pay ranges for each grade have been narrowed significantly, from approximately 25% down to 22%.

Should the Town decide to implement this step plan, it would be consistent with compensation administration plans used by many municipalities and government agencies in Massachusetts and New England. Whatever the negotiated percentage is between steps (typically 2% - 3.5%), it should be consistent throughout the grade range. The market data should dictate the parameters of the salary ranges. The average COLA for FY-14 has been approximately 2.5%.

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.

## Proposed Classification Plan

GRADE	POSITIONS	Schedule
1	Counselor Library Page	Intermittent/Per Diem Non-Union
2	Election Workers	Intermittent/Per Diem
3	Chief of Elections Laborer- Cemetery	Intermittent/Per Diem Non-Union
4	Lead Counselor	Intermittent/Per Diem
5	Van Driver	Intermittent/Per Diem
6	Lock Up Attendant Seasonal Maintenance Workers	Intermittent/Per Diem Intermittent/Per Diem
7	Part Time Dispatcher	Non-Union
8	Gym Director Summer Recreation Director Van Dispatcher Winter Recreation Director	Intermittent/Per Diem Intermittent/Per Diem Non-Union Intermittent/Per Diem
9	Call Firefighter/EMT Library Assistant Special Police Officer Substitute Librarian	Intermittent/Per Diem Non-Union Intermittent/Per Diem Intermittent/Per Diem
10	Buildings/Grounds Maintenance Wrk. Call Fire Lieutenant DPW Semi-Skilled Senior Library Assistant Snow Plow Operator Transfer Station Operator	Non-Union Intermittent/Per Diem Non-Union Non-Union Intermittent/Per Diem Non-Union
11	Animal Control Officer/Dog Officer Call Fire Captain Department Assistant DPW Worker IT Support Technician Veterans Services Officer	Intermittent/Per Diem Intermittent/Per Diem Non-Union Non-Union Non-Union Intermittent/Per Diem

GRADE	POSITIONS	Schedule
12	Call Deputy Fire Chief Cemetery Supervisor Conservation Agent Technical Services Librarian Youth Services Librarian	Intermittent/Per Diem Non-Union Non-Union Non-Union Non-Union
13	Council on Aging Coordinator Foreman	Non-Union Non-Union
14	Tax Collector (Elected) Town Clerk ( Elected)	Non-Union Non-Union
15	Inspector of Buildings Information Systems Coordinator Town Accountant Town Assessor Town Planner Town Treasurer	Non-Union Non-Union Non-Union Non-Union Non-Union Non-Union
16	No Positions	

## BOXBOROUGH NON-UNION SALARY SCHEDULE

GRADE		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
1	Hourly	8.00	8.20	8.41	8.62	8.84	9.06	9.29	9.52	9.76
	Weekly (40 hrs)	320.00	328.00	336.40	344.80	353.60	362.40	371.60	380.80	390.40
	Annual (2088 hrs)	16,704.00	17,121.60	17,560.08	17,998.56	18,457.92	18,917.28	19,397.52	19,877.76	20,378.88
2	Hourly	8.80	9.02	9.25	9.48	9.72	9.96	10.21	10.47	10.73
	Weekly (40 hrs)	352.00	360.80	370.00	379.20	388.80	398.40	408.40	418.80	429.20
	Annual (2088 hrs)	18,374.40	18,833.76	19,314.00	19,794.24	20,295.36	20,796.48	21,318.48	21,861.36	22,404.24
3	Hourly	9.68	9.92	10.17	10.42	10.68	10.95	11.22	11.50	11.79
	Weekly (40 hrs)	387.20	396.80	406.80	416.80	427.20	438.00	448.80	460.00	471.60
	Annual (2088 hrs)	20,211.84	20,712.96	21,234.96	21,756.96	22,299.84	22,863.60	23,427.36	24,012.00	24,617.52
4	Hourly	10.65	10.92	11.19	11.47	11.76	12.05	12.35	12.66	12.98
	Weekly (40 hrs)	426.00	436.80	447.60	458.80	470.40	482.00	494.00	506.40	519.20
	Annual (2088 hrs)	22,237.20	22,800.96	23,364.72	23,949.36	24,554.88	25,160.40	25,786.80	26,434.08	27,102.24
5	Hourly	11.72	12.01	12.31	12.62	12.94	13.26	13.59	13.93	14.28
	Weekly (40 hrs)	468.80	480.40	492.40	504.80	517.60	530.40	543.60	557.20	571.20
	Annual (2088 hrs)	24,471.36	25,076.88	25,703.28	26,350.56	27,018.72	27,686.88	28,375.92	29,085.84	29,816.64
6	Hourly	12.89	13.21	13.54	13.88	14.23	14.59	14.95	15.32	15.70
	Weekly (40 hrs)	515.60	528.40	541.60	555.20	569.20	583.60	598.00	612.80	628.00
	Annual (2088 hrs)	26,914.32	27,582.48	28,271.52	28,981.44	29,712.24	30,463.92	31,215.60	31,988.16	32,781.60
7	Hourly	14.18	14.53	14.89	15.26	15.64	16.03	16.43	16.84	17.26
	Weekly (40 hrs)	567.20	581.20	595.60	610.40	625.60	641.20	657.20	673.60	690.40
	Annual (2088 hrs)	29,607.84	30,338.64	31,090.32	31,862.88	32,656.32	33,470.64	34,305.84	35,161.92	36,038.88
8	Hourly	15.60	15.99	16.39	16.80	17.22	17.65	18.09	18.54	19.00
	Weekly (40 hrs)	624.00	639.60	655.60	672.00	688.80	706.00	723.60	741.60	760.00
	Annual (2088 hrs)	32,572.80	33,387.12	34,222.32	35,078.40	35,955.36	36,853.20	37,771.92	38,711.52	39,672.00
9	Hourly	17.16	17.59	18.03	18.48	18.94	19.41	19.90	20.40	20.91
	Weekly (40 hrs)	686.40	703.60	721.20	739.20	757.60	776.40	796.00	816.00	836.40
	Annual (2088 hrs)	35,830.08	36,727.92	37,646.64	38,586.24	39,546.72	40,528.08	41,551.20	42,595.20	43,660.08
10	Hourly	18.88	19.35	19.83	20.33	20.84	21.36	21.89	22.44	23.00
	Weekly (40 hrs)	755.20	774.00	793.20	813.20	833.60	854.40	875.60	897.60	920.00
	Annual (2088 hrs)	39,421.44	40,402.80	41,405.04	42,449.04	43,513.92	44,599.68	45,706.32	46,854.72	48,024.00
11	Hourly	19.50	19.99	20.49	21.00	21.53	22.07	22.62	23.19	23.77
	Weekly (40 hrs)	780.00	799.60	819.60	840.00	861.20	882.80	904.80	927.60	950.80
	Annual (2088 hrs)	40,716.00	41,739.12	42,783.12	43,848.00	44,954.64	46,082.16	47,230.56	48,420.72	49,631.76

## BOXBOROUGH NON-UNION SALARY SCHEDULE

GRADE		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
12	Hourly	22.05	22.60	23.17	23.75	24.34	24.95	25.57	26.21	26.87
	Weekly (40 hrs)	882.00	904.00	926.80	950.00	973.60	998.00	1,022.80	1,048.40	1,074.80
	Annual (2088 hrs)	46,040.40	47,188.80	48,378.96	49,590.00	50,821.92	52,095.60	53,390.16	54,726.48	56,104.56
13	Hourly	25.14	25.77	26.41	27.07	27.75	28.44	29.15	29.88	30.63
	Weekly (40 hrs)	1,005.60	1,030.80	1,056.40	1,082.80	1,110.00	1,137.60	1,166.00	1,195.20	1,225.20
	Annual (2088 hrs)	52,492.32	53,807.76	55,144.08	56,522.16	57,942.00	59,382.72	60,865.20	62,389.44	63,955.44
14	Hourly	26.14	26.79	27.46	28.15	28.85	29.57	30.31	31.07	31.85
	Weekly (40 hrs)	1,045.60	1,071.60	1,098.40	1,126.00	1,154.00	1,182.80	1,212.40	1,242.80	1,274.00
	Annual (2088 hrs)	54,580.32	55,937.52	57,336.48	58,777.20	60,238.80	61,742.16	63,287.28	64,874.16	66,502.80
15	Hourly	30.42	31.18	31.96	32.76	33.58	34.42	35.28	36.16	37.06
	Weekly (40 hrs)	1,216.80	1,247.20	1,278.40	1,310.40	1,343.20	1,376.80	1,411.20	1,446.40	1,482.40
	Annual (2088 hrs)	63,516.96	65,103.84	66,732.48	68,402.88	70,115.04	71,868.96	73,664.64	75,502.08	77,381.28
16	Hourly	33.46	34.30	35.16	36.04	36.94	37.86	38.81	39.78	40.77
	Weekly (40 hrs)	1,338.40	1,372.00	1,406.40	1,441.60	1,477.60	1,514.40	1,552.40	1,591.20	1,630.80
	Annual (2088 hrs)	69,864.48	71,618.40	73,414.08	75,251.52	77,130.72	79,051.68	81,035.28	83,060.64	85,127.76

## Boxborough Intermittent and Per Diem Salary Schedule

GRADE		MINIMUM	MAXIMUM
1	Hourly	8.00	9.76
	Weekly (40 hrs)	320.00	390.40
	Annual (2088 hrs)	16,704.00	20,378.88
2	Hourly	8.80	10.73
	Weekly (40 hrs)	352.00	429.20
	Annual (2088 hrs)	18,374.40	22,404.24
3	Hourly	9.68	11.79
	Weekly (40 hrs)	387.20	471.60
	Annual (2088 hrs)	20,211.84	24,617.52
4	Hourly	10.65	12.98
	Weekly (40 hrs)	426.00	519.20
	Annual (2088 hrs)	22,237.20	27,102.24
5	Hourly	11.72	14.28
	Weekly (40 hrs)	468.80	571.20
	Annual (2088 hrs)	24,471.36	29,816.64
6	Hourly	12.89	15.70
	Weekly (40 hrs)	515.60	628.00
	Annual (2088 hrs)	26,914.32	32,781.60
7	Hourly	14.18	17.26
	Weekly (40 hrs)	567.20	690.40
	Annual (2088 hrs)	29,607.84	36,038.88
8	Hourly	15.60	19.00
	Weekly (40 hrs)	624.00	760.00
	Annual (2088 hrs)	32,572.80	39,672.00
9	Hourly	17.16	20.91
	Weekly (40 hrs)	686.40	836.40
	Annual (2088 hrs)	35,830.08	43,660.08
10	Hourly	18.88	23.00
	Weekly (40 hrs)	755.20	920.00
	Annual (2088 hrs)	39,421.44	48,024.00
11	Hourly	19.50	23.77
	Weekly (40 hrs)	780.00	950.80
	Annual (2088 hrs)	40,716.00	49,631.76

## Boxborough Intermittent and Per Diem Salary Schedule

GRADE		MINIMUM	MAXIMUM
12	Hourly	22.05	26.87
	Weekly (40 hrs)	882.00	1,074.80
	Annual (2088 hrs)	46,040.40	56,104.56
13	Hourly	25.14	30.63
	Weekly (40 hrs)	1,005.60	1,225.20
	Annual (2088 hrs)	52,492.32	63,955.44
14	Hourly	26.14	31.85
	Weekly (40 hrs)	1,045.60	1,274.00
	Annual (2088 hrs)	54,580.32	66,502.80
15	Hourly	30.42	37.06
	Weekly (40 hrs)	1,216.80	1,482.40
	Annual (2088 hrs)	63,516.96	77,381.28
16	Hourly	33.46	40.77
	Weekly (40 hrs)	1,338.40	1,630.80
	Annual (2088 hrs)	69,864.48	85,127.76

**COMPARISON OF BOXBOROUGH PAY - CURRENT/ NEW / MARKET AVERAGE**

NEW GRADE	POSITIONS	CURRENT PLAN		NEW PLAN		MARKET AVERAGE	
		MIN	MAX	MIN	MAX	MIN	MAX
1	Counselor	8.00	9.25	8.00	9.76	8.00	12.09
	Library Page	8.00	8.50	8.00	9.76	9.05	11.69
2	Election Workers	10.17	10.17	8.80	10.73	8.89	9.76
3	Chief of Elections	11.43	11.43	9.68	11.79		
	Laborer- Cemetery	10.95	10.95	9.68	11.79	14.80	19.18
4	Lead Counselor	12.50	12.50	10.65	12.98	10.13	13.99
5	Van Driver	13.25	13.25	11.72	14.28	13.80	15.43
6	Lock Up Attendant	14.88	14.88	12.89	15.70	17.22	19.36
	Seasonal Maintenance Workers	12.46	13.57	12.89	15.70	12.78	14.83
7	Part Time Dispatcher	16.63	16.63	14.18	17.26		
8	Gym Director	18.10	18.10	15.60	19.00		
	Summer Recreation Director	18.79	18.79	15.60	19.00	15.86	22.89
	Van Dispatcher	15.36	19.17	15.60	19.00	14.49	16.62
	Winter Recreation Director	18.10	18.10	15.60	19.00		
9	Call Firefighter/EMT	16.63	16.63	17.16	20.91	19.37	21.49
	Library Assistant	15.36	19.17	17.16	20.91	16.11	19.17
	Special Police Officer	16.63	16.63	17.16	20.91	18.66	21.46
	Substitute Librarian			17.16	20.91		
10	Buildings and Grounds Maintenance Wrk.	16.88	21.06	18.88	23.06	18.82	22.62
	Call Fire Lieutenant	18.31	18.31	18.88	23.00	21.58	23.15
	DPW Semi-Skilled	16.88	21.06	18.88	23.00	18.45	22.01
	Senior Library Assistant	16.88	21.06	18.88	23.00	17.82	21.59
	Snow Plow Operator	21.50	21.50	18.88	23.00	19.04	22.02
	Transfer Station Operator	16.88	21.06	18.88	23.06	18.19	22.18
11	Department Assistant	18.91	23.59	19.50	23.77	17.45	21.75
	IT Support Technician	18.91	23.59	19.50	23.77	18.23	22.32
	DPW Worker	18.91	23.59	19.50	23.77	20.89	24.86
	Animal Control Officer		11,000	19.50	23.77	20.54	24.93
	Veterans Services Officer	15.46	15.46	19.50	23.77	varies	
12	Call Deputy Fire Chief	20.11	20.11	22.05	26.87	25.62	25.88
	Cemetery Supervisor		8,700	22.05	26.87	23.43	30.90
	Conservation Agent	21.19	26.43	22.05	26.87	23.90	29.77
	Technical Services Librarian	18.91	23.59	22.05	26.87	21.99	25.81
	Youth Services Librarian	21.19	26.43	22.05	26.87	21.00	24.82
13	Council on Aging Coordinator	23.74	29.61	25.14	30.63	25.13	30.02
	Foreman	23.74	29.61	25.14	30.63	26.79	29.94
14	Tax Collector (Elected)		61,573	54,580	66,502	52,644	58,094
	Town Clerk ( Elected)		61,573	54,580	66,502	55,832	60,236
15	Inspector of Buildings	56,752	70,809	63,517	77,381	64,010	76,941
	Information Systems Coordinator		74,352	63,517	77,381	63,894	80,067
	Town Accountant	56,752	70,809	63,517	77,381	67,599	77,496
	Town Assessor	56,752	70,809	63,517	77,381	63,417	73,756
	Town Planner	56,752	70,809	63,517	77,381	60,148	76,052
	Town Treasurer	56,752	70,809	63,517	77,381	63,042	67,865
16	No Positions			69,864	85,128		

COMPARATIVE MARKET DATA

Human Resources Services, Inc.

Position Title by functional area	Boxborough	Bolton	Boxford	Carlisle	Essex	Groton	Hamilton	Harvard	Littleton	Merrimac	Middleton	Sherborn	Southboro	Stow	Topsfield	Upton	Wenham	West Newbury	Data Points	Average	
<b>Administration/Management</b>																					
1 Information Systems Coordinator	56,752 70,809					75,369 93,238			70,783 90,076					45,531 56,888					3 3	63,894 80,067	
2 Inspector of Buildings/Code Admin. Officer	56,752 70,809		64,918 85,150	58,020 74,656		61,574 76,195		fee based	70,783 90,076		78,550 78,550		61,248 76,016	68,020 68,020	48,968 66,868				8 8	64,010 76,941	
3 Tax Collector	49,350 61,573								59,988 76,337			46,413 46,413						51,532 51,532	3 3	52,644 58,094	
4 Town Accountant	56,752 70,809	106,965 106,965	76,408 100,221	72,850 92,543	86,740 86,740	61,069 75,546	47,289 59,836	54,974 67,184	83,520 106,258	65,280 65,280	84,120 84,120	61,884 61,884	61,248 76,016	68,940 86,162	48,968 66,868	42,910 55,786	54,035 54,035	71,982 71,982	17 17	67,599 77,496	
5 Town Assessor	56,752 70,809	outsourced	69,462 91,110	58,020 74,656		61,574 76,195	55,806 60,778	outsourced	70,783 90,076	60,778 60,778	70,380 70,380	67,686 67,686	61,248 76,016	54,179 68,906	48,968 66,868		61,927 61,927	83,616 83,616	13 13	63,417 73,756	
6 Town Clerk	49,350 61,573	55,182 55,182	56,702 74,373	57,063 57,063	44,963 55,981		59,836 59,836	54,974 67,184	59,988 76,337	42,840 42,840	65,000 65,000	50,505 50,505				51,577 51,577	43,583 43,583	83,602 83,602	13 13	55,832 60,236	
7 Town Planner	56,752 70,809	53,889 70,310	64,918 85,150	58,020 74,656		61,574 76,195	76,577 96,895		59,988 76,337		50,000 60,000		61,248 76,016	55,120 68,905					9 9	60,148 76,052	
8 Town Treasurer	56,752 70,809								70,783 90,076	40,000 40,000			42,545 42,545					98,838 98,838	4 4	63,042 67,865	
9 Town Treasurer/Collector			67,891 88,577	69,462 91,110	85,477 107,308	67,594 69,592	61,574 76,195	55,806 70,612	54,974 67,184				68,850 68,850		61,248 76,016	48,968 66,868	53,192 53,192	52,982 52,982	12 12	62,335 74,041	
<b>Building Inspection</b>																					
10 Assistant Building Inspector (Insufficient Data)	26.45 26.45				42.63 42.63														1 1	42.63 42.63	
11 Building Inspector	42.06 42.06	25.91 33.80		35.76 35.76	48.72 48.72	20.91 25.80	20.56 26.01	fee based			23.88 23.88	33.44 33.44		45.00 45.00	23.54 32.15			32.12 32.12	10 10	30.98 33.65	
12 Plumbing and Gas Inspector	fees	stipend		35.76 35.76	21.40 21.40	20.91 25.60	stipend 13,147/yr		25.65 32.64	stipend 4,414/yr	stipend 17,527/yr	33.44 33.44		45.00 45.00	20.46 27.92	45/inspection 6,000/yr		24.37 24.37	8 8	28.37 30.76	
13 Wiring Inspector	fees	stipend		35.76 35.76	21.40 21.40	20.91 25.60	stipend 13,147/yr		25.65 32.64	stipend 10,991/yr	stipend 17,527/yr	33.44 33.44		45.00 45.00	20.46 27.92	45/inspection 6,000/yr		23.37 23.37	8 8	28.25 30.64	
<b>Conservation</b>																					
14 Conservation Agent	21.19 26.43	20.56 26.84	31.09 40.78	31.88 41.02	20.61 29.42	28.09 34.38	20.56 26.01	20.26 24.75	23.32 29.66		22.24 22.24			19.18 24.02	26.42 32.74	23.54 32.15	contract with Ashland	23.00 23.00	13 13	23.90 29.77	
15 Seasonal Conservation Worker (Insufficient Data)	12.46 12.46																		0 0		
<b>Council On Aging</b>																					
16 Council on Aging Coordinator	23.74 29.61	20.56 26.84	25.38 33.29	31.88 41.02		26.53 32.83	24.25 30.69	23.14 28.27	28.73 36.56	25.93 25.93	22.58 22.58	29.18 29.18	29.44 36.55		20.46 27.92		25.88 33.65	19.81 19.81	23.16 25.16	15 15	25.13 30.02
17 Van Dispatcher	15.36 19.17			18.20 22.10				13.90 16.40										11.37 11.37	3 3	14.49 16.62	
18 Van Driver	13.25 13.25	14.38 14.38		17.58 20.11	11.39 13.46	17.25 21.01		12.90 13.31		11.37 11.37	15.61 15.61			11.50 15.71	16.46 21.38	11.15 11.15		12.22 12.22	11 11	13.80 15.43	
<b>Health</b>																					
19 Animal Control Officer	stipend 11,006/yr	stipend 14,334/yr	20.72 27.17			stipend 2,082/yr	stipend 2,400/yr	stipend 16,500/yr		stipend 13,241/yr	stipend 15,300/yr	25.58 25.58	13.87 25.00	stipend 17,967/yr					22.00 22.00	4 4	20.54 24.93
20 Assistant Dog Officer (Insufficient Data)	per call 10.77 w/4 hr min	stipend 2,184/yr						stipend 16,500/yr											0 0		
21 Animal Inspector	stipend 988/yr	stipend 1,238/yr		25.03 25.03	35.19 35.19	stipend 2,082/yr	stipend 2,400/yr						stipend 2,230/yr	stipend 3,730/yr					2 2	30.11 30.11	
22 Dog Officer (Insufficient Data)	stipend 10,790/yr			stipend 9,075/yr		stipend 13,973/yr	stipend 2,400/yr												0 0		
<b>Fire (Intermittent On Call)- Hourly Pay</b>																					
23 Fire Chief (Insufficient Data)	42.90 42.90																		33.15 33.15	1 1	33.15 33.15
24 Deputy Fire Chief	20.11 20.11	stipend 1,000/yr +call		27.66 27.66	stipend 1,157/yr + 19.6	23.40 23.40	25.97 27.27	stipend 4,000/yr +22/hr				25.29 25.29					stipend 12,210/yr	25.79 25.79	5 5	25.62 25.88	
25 Fire Captain	19.21 19.21			25.32 25.32		22.64 22.64	24.06 25.26	stipend 3,000/yr + 22/hr						21.12 21.12	20.09 20.09		stipend 5,088/yr	18.43 18.43	5 4	22.31 23.58	
26 Fire Lieutenant/EMT						22.19 22.19							24.00 26.00	20.09 20.09					3 3	22.09 22.76	
27 Fire Lieutenant	18.32 18.32	stipend 500/yr +call		23.17 23.17		22.19 22.19	22.12 23.23	stipend 2,000/yr + 22/hr					22.00 24.00				stipend 4,080/yr	18.43 18.43	5 4	21.58 23.15	
28 Firefighter/EMT	16.63 16.63	17.50 17.50		22.50 22.50	19.67 29.51	19.41 19.41						19.93 19.93	18.00 23.00	18.59 18.59					7 7	19.37 21.49	
29 Firefighter		17.50 17.50			19.67 19.67	19.41 19.41	19.23 20.19	22.00 22.00				19.93 19.93	16.00 21.00	16.35 16.35					8 8	18.76 19.51	
<b>Library</b>																					
30 Junior Page	8.00 8.00							8.75 13.03			9.34 10.01								2 2	9.05 11.52	
31 Library Assistant	15.36 19.17			18.20 22.10	17.77 21.71	16.30 19.94		19.24 21.67	15.46 19.67		19.61 19.61	14.53 14.53	17.36 22.13	13.43 18.07	14.15 19.35	13.11 17.05		14.25 14.25	12 12	16.12 19.17	
32 Page	8.50 8.50	9.09 9.09		8.34 8.34		9.44 11.56		12.18 14.88	1				8.84 12.98	12.15 15.97		9.00 9.00			7 7	9.86 11.69	

COMPARATIVE MARKET DATA

Human Resources Services, Inc.

Position Title by functional area	Boxborough	Bolton	Boxford	Carlisle	Essex	Groton	Hamilton	Harvard	Littleton	Merrimac	Middleton	Sherborn	Southboro	Stow	Topsfield	Upton	Wenham	West Newbury	Data Points	Average
33 Senior Library Assistant	16.88 21.06	16.81 21.93		19.83 24.43		17.25 21.11		20.26 24.75	18.94 24.11		19.94 22.72	17.20 17.20			15.45 21.17	14.69 16.90			9 9	17.82 21.59
34 Technical Services Librarian	18.91 23.59	17.32 22.58		21.04 27.00	25.23 25.23	23.93 29.29			23.32 29.66	27.85 27.85		24.06 24.06	18.02 23.26		17.12 23.38				9 9	21.99 25.81
35 Youth Services Librarian	21.19 26.43	17.32 22.58				21.57 26.41		20.26 24.75	23.32 29.66	21.31 21.31	18.36 19.94	24.06 24.06	20.59 26.58	21.89 27.35	17.12 23.38	18.43 23.95		27.81 27.81	12 12	21.00 24.82
<b>Police</b>																				
36 Lockup Attendant	14.88 14.88						17.55 20.90			17.00 17.00					20.17 20.17	14.15 19.35			4 4	17.22 19.36
37 Special Police Officer	16.63 16.63	15.92 20.77		21.25 26.60	19.67 19.67		17.55 20.90		20.27 25.78	17.00 17.00		20.88 20.88	12.54 18.66	22.86 22.86					9 9	18.66 21.46
<b>Public Works</b>																				
38 Bldgs/Grounds Maintenance Worker	16.88 21.06	19.17 24.61		18.20 22.10		10.00 25.00	19.99 25.29		17.70 22.52		10.56 10.56	27.21 27.21	20.96 26.30	19.53 24.38	12.79 17.52	18.27 18.27	26.15 26.15	24.16 24.16	13 13	18.82 22.62
39 Cemetery Laborer	10.95 10.95					15.50 20.19			14.45 18.38				16.46 20.61		12.79 17.52				4 4	14.80 19.18
40 Cemetery Superintendent	stipend 8,732/yr								48,506 61,693						48,968 66,868		stipend 3,312/yr		2 2	48,737 64,280
41 Foreman	23.74 29.61	21.83 28.39		21.48 27.70	23.60 25.82	24.32 31.73	21.91 25.64		23.32 29.66	34.33 34.33	33.54 33.54	27.76 27.76	23.76 29.74	22.98 28.70		34.24 34.24	34.84 34.84	27.11 27.11	14 14	26.79 29.94
42 Mechanic				21.04 27.00		23.85 31.13	21.91 25.64		20.27 25.78						20.96 26.30				5 5	21.61 27.17
43 Seasonal Maintenance Worker	13.57 13.57				11.33 15.70		8.00 11.96				11.09 11.09		8.00 12.35		10.18 13.91	18.00 18.00	20.00 20.00	15.61 15.61	8 8	12.78 14.83
44 Semi-skilled Worker	16.88 21.06	16.37 21.42				15.50 20.19							15.44 19.93					26.50 26.50	4 4	18.45 22.01
45 Custodian		16.37 21.42		18.20 22.10	15.63 18.76	16.30 19.94	16.18 18.20		16.54 21.04				9.71 14.49	11.83 15.97	12.79 17.52				9 9	14.84 18.83
46 Snow Plower	21.50 21.50								16.54 21.04		22.70 22.70			17.89 22.32					3 3	19.04 22.02
47 Transfer Station Operator	16.88 21.06	19.17 24.61							18.94 24.11		13.70 13.70		20.96 26.30						4 4	18.19 22.18
48 Worker/Motor Equipment Operator	18.91 23.59	20.34 26.41		19.83 24.43	19.72 21.69	21.26 27.73	17.70 22.24		18.94 24.11	24.15 24.15			18.04 27.99	19.53 24.38		27.47 27.47	22.85 22.85		11 11	20.89 24.86
<b>Recreation</b>																				
49 Counselor	9.25 9.25					15.00 15.00							8.34 12.35	9.00 11.00				10.00 10.00	4 4	10.59 12.09
50 Counselor in Training	8.00 8.00					8.00 10.25	8.00 8.00						8.00 8.00						3 3	8.00 8.75
51 Director of Gymnastics (Insufficient Data)	18.10 18.10																		0 0	
52 Director of Summer Playgrounds	18.79 18.79						8.00 20.00						13.87 25.00	15.00 20.00				26.58 26.58	4 4	15.86 22.89
53 Director of Winter Programs (Insufficient Data)	18.10 18.10						8.00 20.00												1 1	8.00 20.00
54 Lead Recreation Counselor	12.50 12.50												10.25 15.22	10.00 12.75					2 2	10.13 13.99
<b>Support/Secretarial/Clerical</b>																				
55 Department Assistant	18.91 23.59					16.28 25.60			16.54 21.04					18.28 19.54	14.15 19.35	18.43 23.95		21.00 21.00	6 6	17.45 21.75
56 IT Support Technician (Insufficient Data)	18.91 23.59					18.23 22.32													1 1	18.23 22.32
57 Secretary	15.36 19.17	16.32 21.30		19.83 24.43			15.47 17.40						17.36 22.13	14.15 19.35	16.46 21.38				6 6	16.60 21.00
58 Administrative Assistant		19.03 23.81	22.17 29.08	15.83 17.94	21.33 22.57	21.57 26.41	16.74 22.68		18.94 24.11	17.54 17.54	17.12 23.38	24.06 24.06	19.18 24.02	22.32 22.32	15.45 21.17	18.43 23.95	19.74 19.74	22.11 22.11	16 16	19.47 22.81
<b>Town Clerk</b>																				
59 Board of Registrars Chairperson	annual 900.00				annual 400.00							stipend 100/election	annual 612.00	annual 1,638.00		annual 180.00		annual 1,000.00		
60 Board of Registrars Member	annual 270.00				annual 400.00		annual 298.00					stipend 100/election	11.03	annual 206.00		annual 180.00		annual 1,000.00		
61 Clerk of Elections	11.43 11.43					8.00 8.00							9.26 13.78							
62 Election Worker	10.17 10.17	8.00 8.00			8.87 8.87	8.00 8.00	8.00 10.00					10.50 10.50	8.84 12.98			10.00 10.00			7 7	8.89 9.76
<b>Veterans</b>																				
63 Veterans Agent	15.46 15.46	annual 4,500/yr		annual 1,500/yr		annual 1,742/yr		annual 1,000/yr					annual 10,000/yr			annual 8,137/yr				

COMPARATIVE MARKET DATA

Human Resources Services, Inc.

	Position Title by functional area	Range	Median	75th Perc.	90th Perc.	% Diff. Avg.
<b>Administration/Management</b>						
1	Information Systems Coordinator	45,531 93,238	70,783 90,076	73,076 91,657	74,452 92,606	-11% -12%
2	Inspector of Buildings/Code Admin. Officer	48,968 90,076	63,246 76,106	68,711 80,200	73,113 86,628	-11% -8%
3	Tax Collector	46,413 76,337	51,532 51,532	55,760 63,935	58,297 71,376	-6% 6%
4	Town Accountant	42,910 106,965	65,280 75,546	76,408 86,740	85,168 102,636	-16% -9%
5	Town Assessor	48,968 91,110	61,574 70,612	69,462 76,195	70,702 88,784	-11% -4%
6	Town Clerk	42,840 83,602	55,182 57,063	59,836 67,184	63,998 75,944	-12% 2%
7	Town Planner	50,000 96,895	59,988 76,016	61,574 76,337	67,250 87,499	-6% -7%
8	Town Treasurer	40,000 98,838	56,664 66,311	77,797 92,267	90,422 96,209	-10% 4%
9	Town Treasurer/Collector	48,968 107,308	61,411 70,102	68,131 79,290	69,401 90,857	
<b>Building Inspection</b>						
10	Assistant Building Inspector (Insufficient Data)	42.63 42.63	42.63 42.63	42.63 42.63	42.63 42.63	
11	Building Inspector	20.56 48.72	29.01 32.79	35.18 35.27	45.37 45.37	36% 25%
12	Plumbing and Gas Inspector	20.46 45.00	25.01 30.28	34.02 34.98	38.53 40.38	
13	Wiring Inspector	20.46 45.00	24.51 27.92	34.02 34.20	38.53 39.46	
<b>Conservation</b>						
14	Conservation Agent	19.18 41.02	23.00 29.42	26.42 32.74	30.49 39.50	-11% -11%
15	Seasonal Conservation Worker (Insufficient Data)					
<b>Council On Aging</b>						
16	Council on Aging Coordinator	19.81 41.02	25.38 29.18	27.63 33.47	29.34 36.56	-6% -1%
17	Van Dispatcher	11.37 22.10	13.90 16.40	16.05 19.25	17.34 20.96	6% 15%
18	Van Driver	11.15 21.38	12.90 14.38	16.04 17.91	17.25 21.01	-4% -14%
<b>Health</b>						
19	Animal Control Officer	13.87 25.00	21.36 23.50	22.90 24.25	24.51 24.70	
20	Assistant Dog Officer (Insufficient Data)					
21	Animal Inspector	25.03 35.19	30.11 30.11	32.65 32.65	34.18 34.18	
22	Dog Officer (Insufficient Data)					
<b>Fire (Intermittent On Call)- Hourly Pay</b>						
23	Fire Chief (Insufficient Data)	33.15 33.15	33.15 33.15	33.15 33.15	33.15 33.15	
24	Deputy Fire Chief	23.40 27.66	25.79 25.29	25.97 26.48	26.98 27.19	-22% -22%
25	Fire Captain	18.43 25.32	22.64 23.95	24.06 25.27	24.82 25.30	-14% -19%
26	Fire Lieutenant/EMT	20.09 26.00	22.19 22.19	23.10 24.10	23.64 25.24	
27	Fire Lieutenant	18.43 24.00	22.12 23.20	22.19 23.42	22.78 23.77	-15% -21%
28	Firefighter/EMT	17.50 29.51	19.41 19.93	19.80 22.75	20.96 25.60	-14% -23%
29	Firefighter	16.00 22.00	19.32 19.80	19.74 20.39	20.55 21.30	
<b>Library</b>						
30	Junior Page	8.75 13.03	9.05 11.52	9.19 12.28	9.28 12.73	-12% -31%
31	Library Assistant	13.11 22.13	15.88 19.64	17.88 21.68	19.14 22.06	-5% 0%
32	Page	8.34 15.97	9.09 11.56	10.80 13.93	12.16 15.32	-14% -27%

COMPARATIVE MARKET DATA

Human Resources Services, Inc.

	Position Title by functional area	Range	Median	75th Perc.	90th Perc.	% Diff. Avg.
33	Senior Library Assistant	14.69 24.75	17.25 21.93	19.83 24.11	20.00 24.49	-5% -2%
34	Technical Services Librarian	17.12 29.66	23.32 25.23	24.06 27.85	25.75 29.36	-14% -9%
35	Youth Services Librarian	17.12 29.66	20.95 24.41	22.25 26.77	23.99 27.76	1% 7%
<b>Police</b>						
36	Lockup Attendant	14.15 20.90	17.28 19.76	18.21 20.35	19.38 20.68	-14% -23%
37	Special Police Officer	12.54 26.60	19.67 20.88	20.88 22.86	21.57 25.94	-11% -22%
<b>Public Works</b>						
38	Bldgs/Grounds Maintenance Worker	10.00 27.21	19.17 24.38	20.96 25.29	25.75 26.27	-10% -7%
39	Cemetery Laborer	12.79 20.61	14.98 19.29	15.74 20.30	16.17 20.48	-26% -43%
40	Cemetery Superintendent	48,506 66,868	48,737 64,280	48,852 65,574	48,922 66,350	
41	Foreman	21.48 34.84	24.04 29.18	32.09 33.09	34.30 34.30	-11% -1%
42	Mechanic	20.27 31.13	21.04 26.30	21.91 27.00	23.07 29.48	
43	Seasonal Maintenance Worker	8.00 20.00	11.21 14.76	16.21 16.28	18.60 18.60	6% -8%
44	Semi-skilled Worker	15.44 26.50	15.94 20.81	18.90 22.69	23.46 24.98	-9% -4%
45	Custodian	9.71 22.10	16.18 18.76	16.37 21.04	16.87 21.56	
46	Snow Plower	16.54 22.70	17.89 22.32	20.30 22.51	21.74 22.62	13% -2%
47	Transfer Station Operator	13.70 26.30	19.05 24.36	19.61 25.03	20.42 25.79	-7% -5%
48	Worker/Motor Equipment Operator	17.70 27.99	19.83 24.38	22.05 26.94	24.15 27.73	-9% -5%
<b>Recreation</b>						
49	Counselor	8.34 15.00	9.50 11.68	11.25 13.01	13.50 14.21	-13% -23%
50	Counselor in Training	8.00 10.25	8.00 8.00	8.00 9.13	8.00 9.80	0% -9%
51	Director of Gymnastics (Insufficient Data)					
52	Director of Summer Playgrounds	8.00 26.58	14.44 22.50	17.90 25.39	23.11 26.10	18% -18%
53	Director of Winter Programs (Insufficient Data)	8.00 20.00	8.00 20.00	8.00 20.00	8.00 20.00	
54	Lead Recreation Counselor	10.00 15.22	10.13 13.99	10.19 14.60	10.23 14.97	23% -11%
<b>Support/Secretarial/Clerical</b>						
55	Department Assistant	14.15 25.60	17.41 21.02	18.39 23.22	19.72 24.78	8% 8%
56	IT Support Technician (Insufficient Data)	18.23 22.32	18.23 22.32	18.23 22.32	18.23 22.32	
57	Secretary	14.15 24.43	16.39 21.34	17.14 21.94	18.60 23.28	-7% -9%
58	Administrative Assistant	15.45 29.08	19.11 23.03	21.71 24.03	22.25 25.26	
<b>Town Clerk</b>						
59	Board of Registrars Chairperson					
60	Board of Registrars Member					
61	Clerk of Elections					
62	Election Worker	8.00 12.98	8.84 10.00	9.44 10.25	10.20 11.49	14% 4%
<b>Veterans</b>						
63	Veterans Agent					

## HEALTH INSURANCE

TOWN	% PAID BY TOWN	% PAID BY EMPLOYEE	PLAN
Boxborough	50%	50%	Indemnity
	75%	25%	HMO
Bolton	70%	30%	MNHG (same as Boxborough)
Boxford (family plans)	66%	34%	Network Blue, BC/BS PPO
Carlisle	50%	50%	Tufts, Harvard Pilgrim, Fallon
Essex	75%	25%	HMO Blue
	60%	40%	Blue Care Elect Preferred
Hamilton	75%	25%	HMO Blue
	55%	45%	Blue Care Elect
Littleton	70%	30%	HMO Blue
Merrimac	50%	50%	HMO Blue, Blue Care Elect
Sherborn (family plans)	72%	28%	Harvard Pilgrim
	72%	28%	Blue Cross
	72%	28%	Tufts
	72%	28%	Fallon
Southborough	75%	25%	HMO
	50%	50%	Indemnity
Upton	75%	25%	HMO Blue
	60%	40%	Blue Cross PPO
	50%	50%	Medex
West Newbury	50%	50%	MIIA
<b>Average (not inc Boxborough)</b>	<b>64%</b>	<b>36%</b>	

## COMPENSATED TIME OFF

TOWN	Personal Days per Year	
	5 YR Employee	10 YR Employee
Boxborough	3	3
Bolton	3	3
Carlisle	2	2
Essex	2	2
Groton	4	4
Hamilton	3	3
Littleton	3	3
Merrimac	3	3
Newbury	0	0
Sherborn	3	3
Southborough	3	3
Stow	2	3
Upton	3	3
West Newbury	1	1
<b>Average (not inc Boxborough)</b>	<b>2.5</b>	<b>2.5</b>

Sick Days per Year	
5 YR Employee	10 YR Employee
10.4	10.4
15	15
12	12
12	12
12	12
15	15
15	15
15	15
15	15
12	12
15	15
15	15
15	15
10	10
<b>13.7</b>	<b>13.7</b>

Vacation days	
5 YR Employee	10 YR Employee
15	20
15	20
15	20
15	20
10	15
15	20
15	20
15	15
15	20
15	20
10	15
15	20
15	20
<b>14.2</b>	<b>18.8</b>



HUMAN RESOURCES SERVICES, INC.

*Management Consultants to Local Government*

# Compensation, Classification, Benefits Non-Union Positions Town of Boxborough, MA



# Project Goal

The major goal of this project was to update, support, and maintain a fair and equitable **Pay and Classification System** for Town of Boxborough non-union organization-wide positions; in a variety of departments and divisions throughout the Town.



# Project Scope of Work

- To conduct a compensation and benefits survey of comparable communities and compare to Boxborough.
- To develop a new compensation structure based on the external market.
- To develop a new classification structure utilizing a job evaluation classification process for internal equity.
- To develop job descriptions for select jobs.

# Key Issues Addressed

- Outdated compensation grid; some compression.
- Modernized classification methodology and process.
- Appropriate number of grade classifications for town-wide municipal organization.
- Proper grade ranges; percentage between grades
- Methodology and tools to maintain the pay/class system in future years.
- Compensation policies; ability to pay.

## TABLE OF CONTENTS

Introduction.....

Project Report .....

Classifying and Compensating  
Positions.....

Implementation and Other  
Recommendations.....

Conclusion.....

*Separate Documents:*

Job Descriptions – For Certain Positions Only

Rating Manual and Ratings

Position Analysis Questionnaire

*Attachments:*

Proposed Town Compensation Plan

Proposed Town Classification Plan

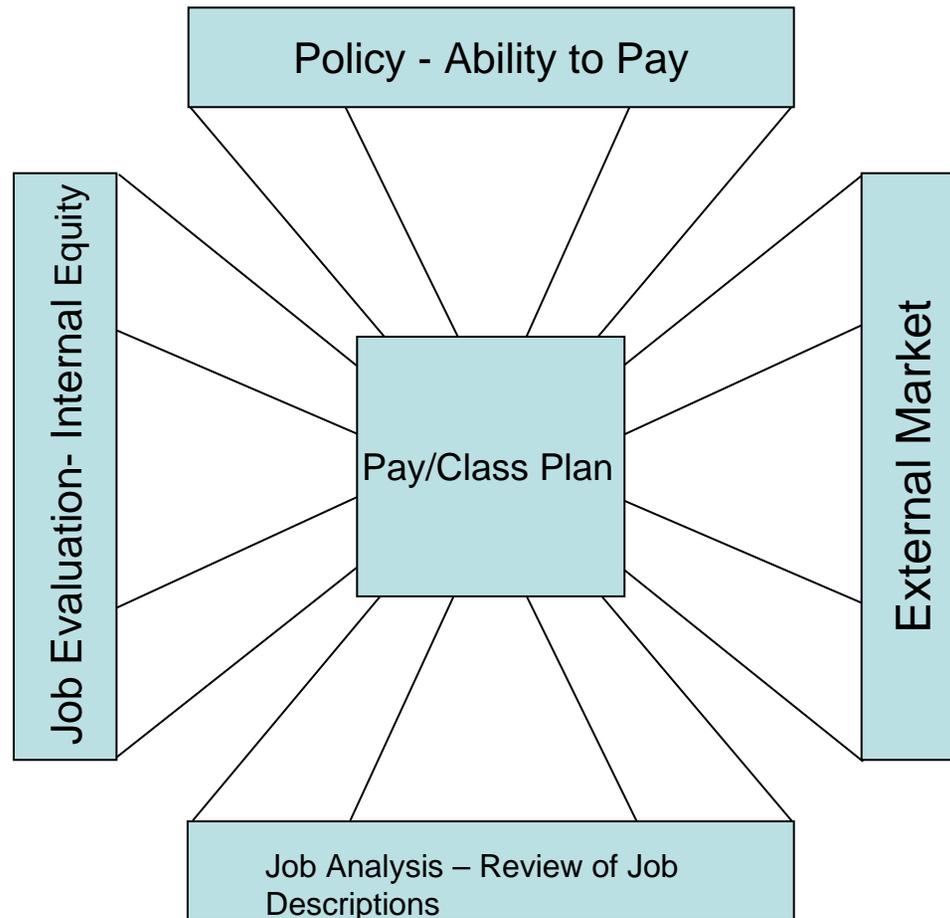
Salary Market Data

Benefits Market Data

# Steps

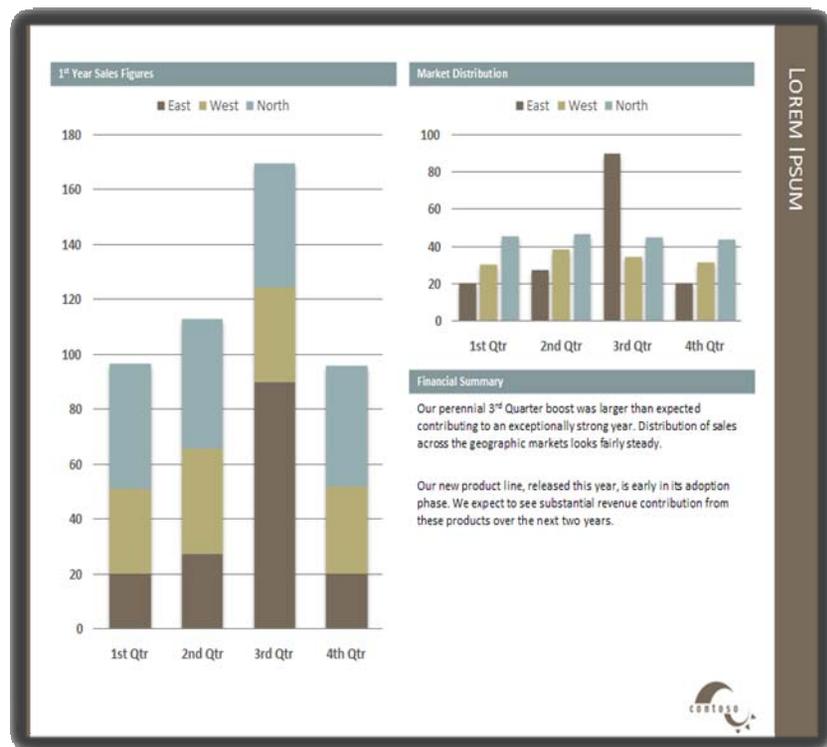
- Orientation with Personnel Board and Town Administrator.
- Evaluate each position, using point-factor system; two consultants conducted rating.
- Gather and analyze comparable market data; salary analysis of market and benefits market data.
- Several meetings with officials to review draft findings and recommendations.
- Work with Town to develop estimated cost-out of plan within the fiscal policies of the Town.
- Develop preliminary classification/compensation plan with recommendations and guidelines for implementation.
- Develop final report and proprietary database for Boxborough.
- Presentation of Final Report and Findings to Town.

# Building the Plan



# The Compensation Analysis

- Salary range for each position surveyed.
- Information on the market averages, ranges, medians, 75<sup>th</sup> percentile, and 90<sup>th</sup> percentile.
- Information on the number of work hours per week/per year for each position surveyed.
- Trends in compensation programs offered.



## **POSITION RATING FACTORS**

Physical Environment

Basic Knowledge, Training and Education

Problem Solving Skills and Effort

Physical Skills and Effort

Experience

Interactions with Others/Customer Service

Confidentiality

Occupational Risks

Complexity

Supervision Received

Supervision Given

Supervision Scope

Judgment and Initiative

Accountability

# SAMPLE RATING SHEET

## Position Rating Summary

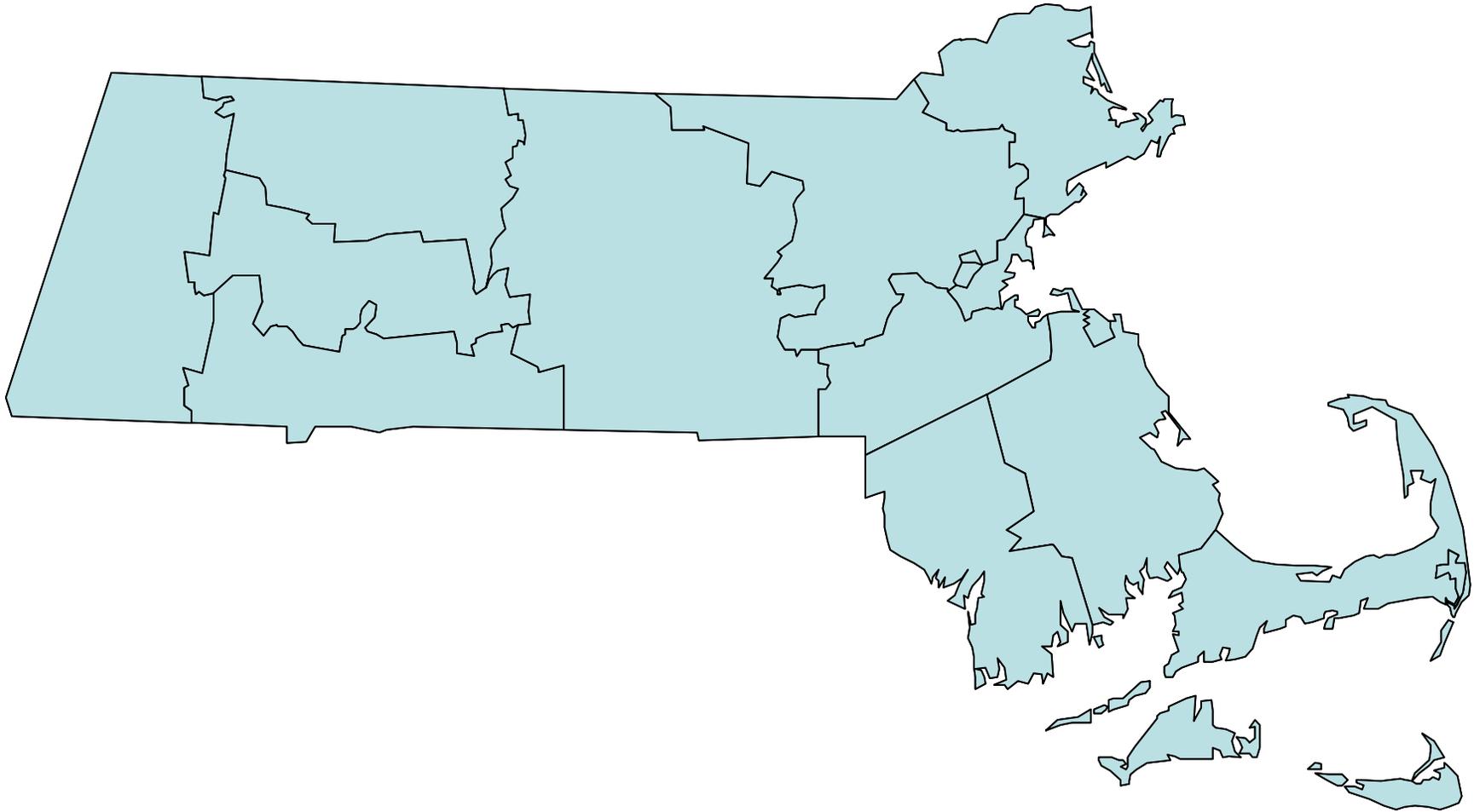
Position Classification Title:

Position Title: - Town Job

Grade: 8

	Factors	Final Rates	Final Points
1	Physical Environment	2	10
2	Knowledge, Training, Education	3	45
3	Problem Solving Skills & Effort	5	34
4	Physical Skills & Effort	3	30
5	Experience	4	40
6	Interactions with Others	3	15
7	Confidentiality	4	20
8	Occupational Risks	1	5
9	Complexity	3	15
10	Supervision Received	4	30
11	Supervision Given	1	0
12	Supervision Scope	1	5
13	Judgment and Initiative	4	60
14	Accountability	4	30
	Total Points	42	339

# Custom Survey in Massachusetts



## COMMUNITIES SURVEYED FOR BOXBOROUGH

Bolton

Boxford

Carlisle

Essex

Groton

Hamilton

Harvard

Littleton

Merrimac

Middleton

Sherborn

Southborough

Stow

Topsfield

Upton

Wenham

West Newbury

# Compensation Objective

- Determine relative standing of overall compensation.
- Determine relative standing of compensation by rank/position.
- Determine relative standing of compensation by discipline/specialization.
- Determine areas for salaries above, below, and within pay range.
- Identify expected salary costs.

## **BENEFITS THAT WERE SURVEYED**

Health Insurance

(Percentage Paid - Town vs. Employee)

Sick Leave

Personal Days

Vacation

## SUMMARY CONCLUSIONS AND RECOMMENDATIONS

1. Overall, we found that most positions studied were at or below the market's average.
2. The Consultants considered the market averages when developing the plan. The salary schedule as a whole matches the average market rates of the surveyed communities. (Within 10 -15% of market average is the overall benchmark.)
3. Most positions fall within the pay ranges provided for each grade. It is recommended that the plan be implemented within one year.
4. One Classification Plan incorporates all non-union positions as required by Town Personnel Bylaw. Two separate salary schedules based on position status (regular full-time, regular part-time, per diem, intermittent, on-call).
5. Implementation cost is approximately 1.7% increase overall to personnel budget. (Approximately \$29,000)
6. While the new plan is more in line with the new market; the annual step increases have been reduced from 3.5% to 2.5%; and the overall pay range has been reduced to approx. 22%.
7. Intermittent/per diem positions are on the classification plan, however, they do not receive step increases.
8. Overall Boxborough seems to be in line with other benefits.

# Action Plan

Recommendation
Implement the proposed compensation and classification plan immediately.
Maintain a commitment to remain at the average of Market.
Market Surveys should be done regularly and the entire salary schedule should be adjusted annually to reflect cost-of-living. Step movement is different from cost-of-living adjustment.
Ensure that job descriptions are continuously and regularly updated and maintained by the Town. Some were updated as needed. Town has tools for future updates.

# Action Plan

## Recommendation

Review classification of positions when duties change significantly. Regularly review positions to ensure internal equity in relationship to other Town classifications. Town has the tools for this.

Ensure that sound policies for compensation administration program are in place. The Personnel Board has done an excellent job in this regard and they should continue their policy.

Do not cut the pay of “red-circle” employees; however maintain the lower rates of pay for the grade ranges when hiring new employees.

# Action Plan

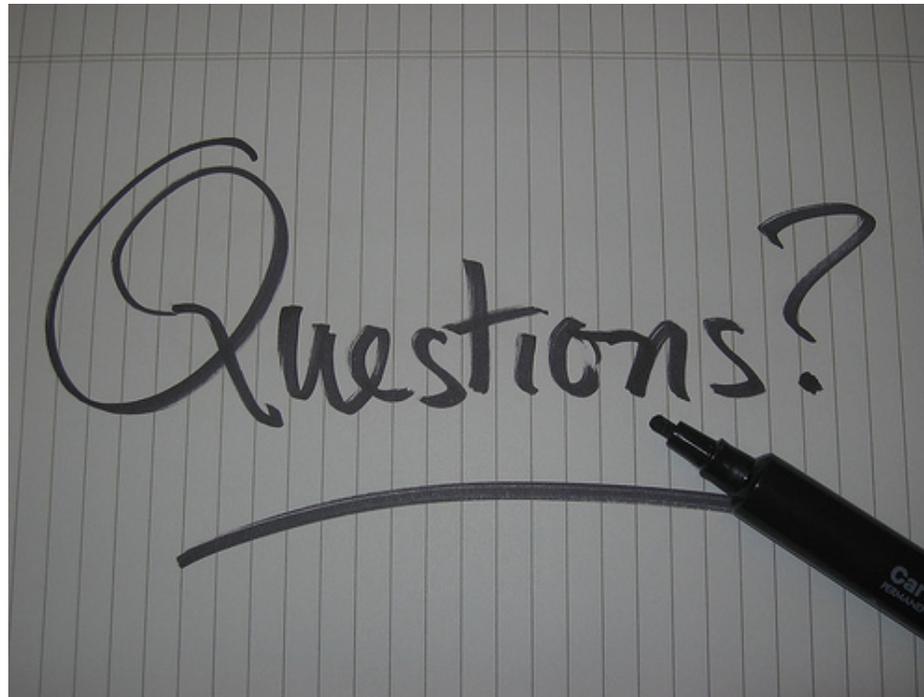
<b>Recommendation</b>
When a vacancy develops, review the position through job analysis, job description, and market pricing.
Have legal counsel review the FLSA status for grey, borderline positions.
Develop a compensation philosophy for the Town going forward.

# End of Project

- Final Report and Presentation
- All Documents provided to Town Personnel Board and Town Administrator
- Implementation of Plan
- Secure HRS Web-based Pay & Class for Boxborough Town Administration



THANK YOU!



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**BOARD OF SELECTMEN**  
**Meeting Minutes**  
**December 2, 2013**

Approved: \_\_\_\_\_

**PRESENT:** Vincent Amoroso, Chair; Robert Stemple, Clerk; Les Fox, Member; Raid Suleiman, Member and Jim Gorman, Member

**ALSO PRESENT:** Selina Shaw, Town Administrator and Cheryl Mahoney, Department Assistant

The documents discussed herein have been included with the file copy of the agenda packet for the above referenced date and are hereby incorporated by reference.

Chair Amoroso called the meeting to order at 7:32 P.M. in the Grange Meeting Room of Town Hall.

**ANNOUNCEMENTS**

Chair Amoroso read the announcements and requested a moment of silence for Michael Clark.

**APPOINTMENTS**

- Inspector of Buildings/Code Administration Officer, David Lindberg, was present to brief the Selectmen on various matters. He opened with a discussion of the capital management asset plan. The current document known as the "Capital Plan" is actually a capital spending plan. It shares financial data and DOR metrics such as "usable life", but it doesn't provide a full perceptiveness as to the rationale and need behind a capital expenditure. He would like to create a report that would provide both descriptive narratives and empirical data on proposed capital expenditures. This is still a work in progress and he hopes to have something to present in the next few months. Lindberg spoke to conditions at Town Hall; specifically the Grange Meeting Room. Space is at a premium and IT resources need a proper area in order to best serve the Town. The Grange Room stage is currently unusable as it is not ADA compliant and is being used just for storage. Before IT Coord. Frost left he had proposed that this area be converted to house the Town's IT resources. Lindberg distributed drawings illustrating this proposal. This design would maintain the stage's façade, preserving its historic appearance. This would be a more efficient use of the space and allow for additional IT functions and resources. There were concerns regarding this proposal. Lindberg was asked to gather information on the costs involved in bringing the stage back into ADA compliance. Also others should be consulted on this proposal such as the Historical Commission, the Boxborough Grange and other relative boards/committees. Lindberg also discussed the general condition of the Grange Room – i.e. the flooring and possible restoration of the Grange's plaster ceiling. There was discussion as to current fire sprinkler system specifications. Lindberg updated the Selectmen on the Museum's moisture issues. The DPW repaired/re-connected the drainage piping this summer. DPW has not detected moisture in the building since this repair. He was up at the Museum to day and it seems to be dry. It was discussion on retaining a consultant to measure the moisture levels with an eye towards using the lower floor for storage. Lindberg reported on the status of the noise concerns raised regarding Kaizen Tuning. Kaizen's owner has been very cooperative. He has spent a significant amount of money on noise mitigating equipment, and he has instituted noise control protocols. The resident that initiated this has advised that they still have concerns. Town does not have equipment to measure noise levels. TA Shaw reported that Town Counsel has been consulted and has advised that the onus is on the complaining party to prove that these noise issues still exist and have the responsibility to provide empirical evidence to support this. It was also noted that persons complaining about these types of issues need to be communicating directly with the Building Inspector. Member Fox will relate this to the resident.
- Al Murphy, Chair of Boxborough Housing Board and member of Stow Road Concept Development Committee (SRCDC) was present to update the Selectmen on Stow Road project. Member Fox (& SRCDC Chair) also provide his input. Murphy referred to a memorandum outlining the SRCDC efforts & findings and their recommendations. Though not in the memorandum the SRCDC intends to encourage the development to use green technologies. The Mass. Housing Partnership rep. is working with Murphy, Fox and Planner Hughes on the draft RFP. Tonight's recommendations and sample concept drawing are just for discussion purposes. The chosen developer will be the one providing the actual designs. There was also general discussion on wells locations; allowable usage and impact zones - private well vs. public well service. The Town needs to maintain oversight and control moving forward. Murphy asked for the Selectmen's support concerning the direction that the

SRCDC is recommending so they can proceed with drafting a RFP. There was discussion regarding the intention to present articles concerning the development of the property at the 2014 ATM. The timeline and steps that would need to be met to have it ready for Town Meeting were also discussed. Planner Hughes came in and provided additional input and updates on developing the RFP. Chair Amoroso moved to issue a statement supporting the SRCDC recommendations. Seconded by Member Stemple. **Approved 5-0.**

- Phyllis Tower, Animal Control Officer - Dogs and Cats, was present provide the Selectmen with a recommendation regarding Walker Royce's concerns in regards to Rosemary & Iz Singer's dog, Bruni. Walker Royce was present. Tower referred to Mr. Royce's communications and reviewed the history of the Selectmen's previous determinations regarding Bruni. Specifically, the 2009 ruling that Bruni be on-leash and under the owners' control when off of the Singers' property. Tower advised that, at this time, no further incidents have been reported. Tower requested that the Selectmen send a certified letter to Mrs. Singer reminding her of the Selectmen's standing order; and possible repercussions. The Selectmen determined that just such a letter would be drafted. Mr. Royce stated he was satisfied with how this matter is being handled and he had nothing further to add.
- All audience members left after this discussion so no one was present for Citizens' Concerns.

## MINUTES

- Member Fox moved to accept the minutes for the regular session of November 4, 2013, & Goals workshop of November 16, 2013, as written and the regular session of November 18, 2013, as revised. Seconded by Member Suleiman. **Approved 5-0.**

## SELECTMEN REPORTS

- Member Gorman expanded on some of BICAO Lindberg's earlier comments concerning capital items. He further reported that Lindberg will be adding a computer tablet to the FY 15 Building Dept. budget, for record keeping at site visits.

Member Gorman reported on several Fire Department related items:

- ◇ He met with Chief White and discussed the status of the town's cisterns. Chief has a specific inspection, general maintenance and cleaning schedule in place. The Selectmen discussed the condition of some of the older cisterns/fireponds. It was suggested that Chief White provide BICAO Lindberg with periodic updates.
  - ◇ He reported on the status of the LEPC, and the concern that interest had been waning. As it turns out most issues previously being addressed by this group have subsequently been resolved. There has been discussion about continuing on with the group but decreasing the frequency of meetings.
  - ◇ Chief White has advised that there are several potential capital article items that he may be bringing forward in the next two years. There was discussion on some of these potential capital items.
- Chair Amoroso reported on the recent tree falls and resulting power outage on Liberty Square Rd. This year there had been extensive tree cutting & clearing done by DPW and LELWD, however he is concerned that that there may be dead or damaged trees along the Town's roadways that could come down. He will speak to DPW Director Garmon on this.
  - Member Stemple reported that he, John Fallon (BHSI) and Bruce Hager (SFAC) met with the Conway School representative at Steele Farm. The Conway School rep. will be contacting TA Shaw to get on an upcoming agenda regarding a management plan.
  - Member Suleiman reported that the Personnel Board is continuing their work on personnel survey results.
  - Member Fox reported on the various IT issues he has dealt with over the last week:
    - ◇ He was able to restore the video system. The manufacturer provided him with phone support and remotely dialed in. They were able talked him through the replacement of the bad video card.
    - ◇ Some of the Town's stakeholders came together earlier today to brainstorm on the Town's IT needs. He discussed his memorandum outlining these discussions and a proposed Interim IT support plan. There was also discussion regarding funding for IT functions; compliance with current laws; and constituting an oversight group made up of stakeholders and some volunteers, similar to BITcom.
    - ◇ There have been discussions with Guardian Technologies and they have been asked to come back with proposal for long-term coverage.

He also reported that he, BICAO Lindberg, and TA Shaw have had discussions with the DEP on "noise" pollution, as part of the continuing research into concerns raised regarding Kaizen Tuning.

## OLD BUSINESS

- Though not on the agenda, TA Shaw presented a request to appoint a designate and alternate to act for the Town in matters related to the recently ratified Transportation service IMA. Chair Amoroso moved pursuant to the intermunicipal agreement (IMA) by and between the Towns of Acton, Boxborough, Concord, Maynard, Stow, and Westford for the provision of transportation management services, being executed tonight in accordance with the authorization approved by vote of the Board of Selectmen on September 9, 2013, to designate Selina Shaw, Town Administrator, as the Representative, duly authorized to act for the Town in all matters pertaining to this Agreement, and Elizabeth Hughes, Town Planner, as the Alternate Representative. Seconded by Member Gorman. **Approved 5-0.**

## NEW BUSINESS

- The Selectmen took up the request from Steele Farm Advisory Committee Chair Bruce Hager to use the Town seal on "Protected Forever" sign to be placed at Steele Farm. Member Fox moved to authorize the use of the Town seal on The Trustees of Reservation "Protected Forever" sign to be placed at Steele Farm. Seconded by Member Stemple. **Approved 5-0.**
- Chair Amoroso moved to accept with regrets and place on file the resignation of Todd Davis from the Acton-Boxborough Cultural Council effective immediately Seconded by Member Stemple. **Approved 5-0.**
- Chair Amoroso moved to accept with regrets and place on file the resignation of Karim Raad from the Boxborough Affordable Housing Trust effective November 18, 2013. Seconded by Member Gorman. **Approved 5-0.**
- Chair Amoroso moved to appoint Eric Romaniak to the Boxborough Affordable Housing Trust as the Finance Committee ex-officio member effective immediately to complete the unexpired term of Karim Raad until June 30, 2014. Seconded by Member Stemple. **Approved 5-0.**

## CORRESPONDENCE

- Chair Amoroso reviewed the list of materials received.

## EXECUTIVE SESSION

- At 9:16 PM, Chair Amoroso moved to adjourn to executive session to conduct strategy session in preparation for negotiations with non-union personnel and to adjourn immediately thereafter. Seconded by Member Stemple. **Approved 5-0 by a roll call vote: Gorman, aye; Amoroso, aye; Stemple, aye; Suleiman, aye; and Fox, aye.**





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**BOXBOROUGH BOARD OF SELECTMEN**  
29 Middle Road, Boxborough, Massachusetts 01719  
Phone: (978) 264-1712 · Fax: (978) 264-3127  
www.town.boxborough.ma.us

Vincent M. Amoroso, Chair    Robert T. Stemple, Clerk    Leslie R. Fox    James J. Gorman    Raid M. Suleiman

December 3, 2013

Mr. Kenneth A. Carroll  
CBK Automotive Repair, Inc.  
795 Massachusetts Avenue  
Boxborough, MA 01719

*Kenny*  
Dear Mr. Carroll,

Your Class II license for the sale of used cars will expire at the end of December.

Please be advised that Tax Collector, Maripatt Shemowat, has reported that CBK Automotive Repair Inc. owes a total of \$1,986.13 in outstanding Motor Vehicle Excise Tax and Personal Property Tax (report attached). Pursuant to the Town's *Revocation or Suspension of Local Licenses Bylaw* (copy attached), the Selectmen may deny the renewal your Class II Dealer's License for 2014, due to this outstanding tax liability. The Selectmen are scheduled to vote on the annual license renewals on Monday, December 16, 2013. Please provide proof of payment and or any other information regarding this tax liability that you feel may affect the Selectmen's decision whether or not to renew CBK Automotive Repair, Inc.'s license no later than Thursday, December 12<sup>th</sup>. Additionally, please let us know if there have been any other changes in your circumstances by that date.

Please review and sign the attached Class II Dealer affidavit and the affidavit regarding workers compensation coverage, required by the Commonwealth of Massachusetts Department of Industrial Accidents. Please provide these documents to us by December 12<sup>th</sup>, in preparation for the Board of Selectmen to approve license renewals at their meeting on December 16<sup>th</sup>.

As you are aware, used car dealer licensees are required by law to maintain an adequate level of bonding. Massachusetts General Law Ch.140 § 58 stipulates that Class 2 dealers must "obtain a bond or equivalent proof of financial responsibility... in the amount of \$25,000 executed by a surety company authorized by the insurance department to transact business in the commonwealth." Please submit proof of current bonding along with your renewal and workers comp affidavits. The license will not be renewed without proof of bonding.

Please also be sure to comply with Massachusetts General Law Ch.90 § 7N1/4 and 201 CMR 11.00, which require the affixing, to a window or dashboard of every used car offered for sale, of a yellow notice to consumers regarding their rights to a refund.

If approved, the 2014 license will be available on December 17<sup>th</sup>, upon payment of \$100 made payable to the Town of Boxborough. Licenses must be picked up **no later than December 31<sup>st</sup>**, and will be available from my office between 8:00 AM – 4:00 PM Monday through Thursday. Please note that Town Hall offices are not open to the public on Fridays. Also, Town Hall offices will be closed on Wednesday, December 25<sup>th</sup>, for the Christmas holiday. If you'd prefer, you may mail your check to the above listed address, and we will be happy to mail your license to you.

Please don't hesitate to contact me with any questions.

Sincerely,

Selina Shaw  
Town Administrator

## REVOCATION OR SUSPENSION OF LOCAL LICENSES

- (a) The Tax Collector or other municipal official responsible for records of all municipal taxes, assessments, betterments and other municipal charges, hereinafter referred to as the Tax Collector, shall annually furnish to each department, board, commission or division, hereinafter referred to as the Licensing Authority, that issues licenses or permits including renewals and transfers, a list of any person, corporation, or business enterprise, hereinafter referred to as the Party, that has neglected or refused to pay any local taxes, fees, assessments, betterments or other municipal charges for not less than a twelve (12) month period, and that such Party has not filed in good faith a pending application for an abatement of such tax or a pending petition before the appellate tax board.
- (b) The Licensing Authority may deny, revoke or suspend any license or permit, including renewals and transfers of any party whose name appears on said list furnished to the Licensing Authority from the Tax Collector; provided, however, that written notice is given to the Party and the Tax Collector, as required by applicable provisions of law, and the Party is given a hearing, to be held not earlier than fourteen (14) days after said notice. Said list shall be prima facie evidence for denial, revocation or suspension of said license or permit to any Party. The Tax Collector shall have the right to intervene in any hearing conducted with respect to such license denial, revocation or suspension. Any findings made by the Licensing Authority with respect to such license denial, revocation or suspension shall be made only for the purposes of such proceeding and shall not be relevant to or introduced in any other proceeding at law, except for any appeal from such license denial, revocation or suspension. Any license or permit denied, suspended or revoked under this section shall not be reissued or renewed until the Licensing Authority receives a certificate issued by the Tax Collector that the Party is in good standing with respect to any and all local taxes, fees, assessments, betterments or other municipal charges payable to the municipality as of the date of issuance of said certificate.
- (c) Any Party shall be given an opportunity to enter into a payment agreement, thereby allowing the Licensing Authority to issue a certificate indicating said limitations to the license or permit and the validity of said license shall be conditioned upon the satisfactory compliance with said agreement. Failure to comply with said agreement shall be grounds for the suspension or revocation of said license or permit; provided, however, that the holder be given notice and a hearing as required by applicable provisions of law.
- (d) The Board of Selectmen may waive such denial, suspension or revocation if it finds there is no direct or indirect business interest by the property owner, its officers or stockholders, if any, or members of his immediate family, as defined in MGL Chapter 268A, section 1 in the business or activity conducted in or on said property.
- (e) This section shall not apply to the following licenses and permits granted under the General Laws of the Commonwealth of Massachusetts: Open burning; section 13 of chapter 48; bicycle permits; section 11-A of chapter 85; sales of articles for charitable purposes; section 33 of chapter 101; children work permits; section 69 of chapter 149; clubs, associations dispensing food or beverages license; section 21-E of chapter 140; dog licenses; section 137 of chapter 140; fishing, hunting, trapping license; section twelve of chapter one hundred and thirty-one; marriage licenses; section 28 of chapter 207; and theatrical events, public exhibition permits; section 181 of chapter 140.

Adopted: October 20, 1986

Approved by Attorney General: November 18, 1986

TOWN OF BOXBOROUGH  
 PETITION FOR ARTICLE FOR  
 ANNUAL/SPECIAL TOWN MEETING (mark one)

RECEIVED

DEC 11 2013

To be held May 12, 2014TOWN CLERK  
TOWN OF BOXBOROUGH

Article Title: TOWN RESIDENTS VOTING FOR TAX COLLECTOR VS  
 SELECTMEN APPOINTING SOMEONE OF THEIR CHOICE.

Article Text:

THIS ARTICLE TO BE PLACED ON ANNUAL TOWN WARRENT  
 IS TO RETURN TO VOTE TO TOWN RESIDENTS  
 OPPORTUNITY TO VOTE FOR TAX COLLECTORS POSITION.  
 SINCE THE INCEPTION OF TOWN BOXBORO, MA. in 1783  
 OVER 230 YRS. Ago, THIS POSITION HAS ALWAYS BEEN  
 BY TOWN VOTERS AND NOT BY APPOINTMENT.  
 TOWN WILL ALWAYS BENEFIT MORE BY TOWN VOTE VS BY APPOINTMENT.

NOTE: For an Annual Town Meeting, ten registered voters' signatures are required to be certified.

For any Special Town Meeting, one hundred registered voters' signatures are required to be certified.

To Petition the Selectmen to hold a Special Town Meeting, two hundred registered voters' signatures are required to be certified.

## INSTRUCTIONS TO SIGNERS

For your signatures to be valid you must be a registered voter in the town named above and your signature should be written substantially as registered. If you are prevented by physical disability from writing, you may authorize a person to write your name and residence in your presence.

## SIGNER'S STATEMENT

We, the undersigned, are qualified voters of the Town of Boxborough, and in accordance with the provisions of the law request an article be placed on the warrant for the next annual/special town meeting for the purpose stated above.

For Registrar Use Only	Signature (to be made in person with name substantially as registered)	Printed Name	Street Address (not P.O. Box)
1	<i>Hazel J. O'Clair</i>	HAZEL J. O'CLAIR	130 Summer Road
2	<i>Mary A. Cobligh</i>	Mary A. Cobligh	260 Mass Ave 1
3	<i>Carolyn J. Vail</i>	CAROLYN J. VAIL	168 OLD HARVARD ROAD
4	<i>Ted Mazur</i>	TEJ MAZUR	832 MASS AVE
5	<i>Nancy Warren</i>	NANCY WARREN	745 DEPT RD
6	<i>Sengupta</i>	S SENGUPTA	35 Reed Farm rd
7	<i>John Ehrlich</i>	John Ehrlich	244 Davidson Road
8	<i>Jeanne Segini</i>	Jeanne Segini	116 Mayfair Dr
9	<i>Marc Lebel</i>	Marc Lebel	116 Mayfair Dr.
10	<i>Keith A. Roberson</i>	Keith A. Roberson	1192 Mt. Ave.
11	<i>Mohammad Zuldarnain</i>	MOHAMMAD ZULDARNAIN	37 Patch Hill Road
12	<i>Kathy Simpson</i>	Kathy Simpson	36 Priest Lane
13	<i>Philip Kicelmos</i>	Philip Kicelmos	307 Picnic St
14			
15			



RECEIVED

TOWN OF BOXBOROUGH  
PETITION FOR ARTICLE FOR  
ANNUAL/SPECIAL TOWN MEETING (mark one)

DEC 04 2013

To be held May 12, 2014

TOWN CLERK  
TOWN OF BOXBOROUGH

Article Title: TAX RELIEF FOR BOXBORO SENIORS Age 65 AND OLDER

Article Text: This Article is to grant a 10% Reduction in Real Estate TAXES FOR SENIORS Age 65 YRS. AND OLDER with a Minimum of 5 YRS OR MORE OF TOWN Residency. AND 15% Reduction FOR SENIORS WHO ARE PERMANENTLY DISABLED.

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	For Registrar Use Only	Signature (to be made in person with name substantially as registered)	Printed Name	Street Address (not P.O. Box)
1		Hazel J. O'Clair	HAZEL J. O'CLAIR	130 Summer Road
2		Hilda Horn	HILDA HORN	114 Summer Rd
3		Rita Barbara	RITA BARBARA	294 SWANSON RD.
4		Mary Copleigh	MARY COBLEIGH	260 MASS AVE
5		Barbara Bert	BARBARA BIRT	107 SWANSON RD
6		Ellen J. Landry	ELLEN J. LANDRY	420 LITTLEFIELD RD
7		Barbara Ann Wheeler	BARBARA ANN WHEELER	139 PICNIC STREET
8		Carolyn E. Raposo	CAROLYN E. RAPOSO	818 LIBERTY SQUARE RD.
9		Shirley M. Warren	SHIRLEY M. WARREN	745 DEPOT ROAD
10		Raymond J. Landry	RAYMOND J. LANDRY	420 LITTLEFIELD ROAD
11		Carolyn J. Vail	CAROLYN J. VAIL	168 OLD HARVARD RD.
12		Joseph C. Regan	JOSEPH C. REGAN	98 Summer Rd.
13		Joan N. Regan	JOAN N. REGAN	98 Summer Rd.,
14		George C. Krusen II	GEORGE C. KRUSEN II	69 Depot Rd
15		Virginia B. Richardson	VIRGINIA B. RICHARDSON	226 Middle Rd.

For Registrar Use Only

**Signature** (to be made in person with name substantially as registered)

**Printed Name**

**Street Address (not P.O. Box)**

16	<i>Susan R Boast</i>	SUSAN R BOAST	126 Summer Rd
17	<i>Val Bykovsky</i>	Val Bykovsky	618 Burroughs Rd
18	<i>Rita Bykovsky</i>	Rita Bykovsky	618 Burroughs Rd
19	<i>David L Birt</i>	DAVID L BIRT	107 Swenson Rd #103
20	<i>Phil Kicelemos</i>	Philip Kicelemos	307 Picnic St.
21			
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30			

**INSTRUCTIONS TO REGISTRARS**

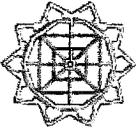
- You must time stamp or write date and time these papers are received
- Check ✓ against the names of each qualified voter to be certified. For names not certified use code on right.
- Draw a line through any blank spaces not containing a signature
- Each check must be certified by three registrars
- For names not certified use the code on the right

N - No such registered voter at this address

S - Unable to identify signature or address as that of a voter because of form of signature or address

T - Already signed the petition

<p><b>CERTIFICATION OF NAMES BOXBOROUGH</b></p> <p>City or Town _____ Month and Day _____</p> <p>We certify that _____ (Number of names)</p> <p>of the above signatures checked thus ✓ are names of qualified voters from the Town of Boxborough.</p>	<p>At least three registrars must be signed or stamped below.</p> <p>_____</p> <p>_____</p> <p>_____</p>
	<p>Board of Registrars Town of Boxborough</p>



79  
**MASSACHUSETTS  
MUNICIPAL  
ASSOCIATION**

ONE WINTHROP SQUARE, BOSTON, MA 02110  
617-426-7272 • 800-882-1498 • fax 617-695-1314 • www.mma.org

December 3, 2013

Dear Local Official,

received  
12-5-2013

The Massachusetts Municipal Association's Annual Business Meeting will take place during the MMA Annual Meeting and Trade Show. This year, the Business Meeting is scheduled from 10:15 to 11:45 a.m., on Saturday, January 25, 2014, in Ballroom A at the Hynes Convention Center in Boston.

This letter outlines the voting procedures at the Annual Business Meeting. Each MMA member city or town is entitled to **ONE** vote. In order to vote at the meeting, a local official must be:

- The Mayor in a member city;
- The Chair of the Board of Selectmen or the Chair of the Town Council in a member town;

If an official from one of these categories cannot attend the January 25th business meeting, a councillor, selectman, or manager from that same MMA member city or town can vote in the person's place - but **only with written authorization** from the Mayor or Chair of the Board of Selectmen or Town Council.

These voting requirements are clearly stated in the MMA bylaws as follows:

"The following individuals are hereby designated as voting delegates and shall vote on behalf of members eligible to vote at any meeting of the members: (i) in the case of a city (A) its chief executive, or (B) a councillor designated in writing by such chief executive officer; (ii) in the case of a town, (A) the chairman of the Board of Selectmen, the chairman of the Town Council, or (B) another selectman or councillor designated in writing by such chairman, or (C) the manager designated in writing by such chairman."

Eligible voters must pick up a single vote card in order to cast votes at the MMA Annual Business Meeting. If you will be voting on behalf of your community but did not receive a voting card in your registration packet, please visit the credentials table before the meeting begins. Only one voting card will be issued per member community.

Those officials who cannot attend the Annual Business Meeting, and who designate someone else to take their place, must send in written authorization beforehand to the MMA, c/o Victoria Sclafani, One Winthrop Square, Boston, MA 02110. Please return the designation form no later than **Friday, January 10th**. Also, please remember to include your signature on the form.

Thank you very much -- we look forward to seeing you in January at Annual Meeting!

Sincerely,

Geoffrey C. Beckwith  
Executive Director





**Internal Communications and Outgoing Communications**  
**December 16, 2013**

1. Letter from Boston Region MPO's Executive Dir., Karl Quackenbush, dated November 25, 2013, to Chair of the Board of Selectmen [Leslie Fox] regarding the development process and milestones for the FFYs 2015-18 Transportation Improvement Program.
2. Letter from TA Shaw, dated December 3, 2013, to Comm-Tract Corp.'s President, Bryan Hopkins, thanking him for his donation of phone equipment to the Town.
3. Certified letter from BoS Chair Amoroso, dated December 3, 2013, to Mrs. Rosemary Singer regarding her dog, Bruni. \*
4. Copy of a letter from Town Counsel, John Giorgio, Kopelman & Paige, PC, dated December 3, 2013, to Powers & Sullivan, CPA, regarding the Town of Boxborough's Fiscal Year Audit 2013.
5. Letter from MIIA Chairman, Ira Singer; Pres. Geoff Beckwith and Exec.V.P. Stanley Corcoran, dated December 4, 2013, advising members that their Board approved the awarding of another \$2.5 Million in Participation Credits for FY 13. Boxborough has been granted for our Property & Casualty Policy \$2,558.00 and Worker's Compensation \$343.00. These credits are "...in addition to all other credits and discount that Boxborough will receive as part of your renewal pricing for this year."
6. Letter from TA Shaw, dated December 4, 2013, to Evan Makrinikolas [Town of Boxborough] granting authorization for Starr Miyata to become Boxborough's active VA administrative contact on behalf of VA, Donald Morse.
7. Letter from Mass. EOHED Secretary, Gregory Bialecki, dated December 12, 2013 to BoS Chair Amoroso [delivered via email, c/o Town Planner Hughes] regarding the 2013 MassWorks Infrastructure Grant Program and that they were unable to fund the grant request concerning the Residences at Beaverbrook [Gutierrez property] but inviting the Town to re-evaluate and resubmit for the September 2014 funding round. \*

\* Indicates that the item is included in the agenda packet as well as in the general notebook.





8a (3)

**BOXBOROUGH BOARD OF SELECTMEN**  
29 Middle Road, Boxborough, Massachusetts 01719  
Phone: (978) 264-1712 • Fax: (978) 264-3127  
www.town.boxborough.ma.us



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Vincent M. Amoroso, Chair    Robert T. Stemple, Clerk    Leslie R. Fox    James J. Gorman    Raid M. Suleiman

**Sent by certified mail return receipt requested: 70050 0390 0001 8472 7001**

December 3, 2013

Mrs. Rosemary Singer  
989 Hill Road  
Boxborough, MA 01719

Dear Mrs. Singer,

As you are aware, the Boxborough Board of Selectmen received another complaint regarding your dog, Brunie and her alleged interactions with Corey, owned by Jennifer and Walker Royce, 60 Barteau Lane.

In the first three of the four recent encounters, Brunie, after having strayed from your property, was alleged to have aggressively confronted Corey on Patch Hill land. Corey was unharmed. The Royce's contacted you and according to their account, you attributed Brunie's "escape" from your property to the malfunctioning of the invisible fence on your property or Brunie's collar, and assured them that would not happen again. The fourth encounter was said to have occurred on November 8, again on Patch Hill land, when it was reported that you were walking Brunie off leash once again.

You have been before the Selectmen on at least two occasions in response to complaints about Brunie's behavior. On February 12, 2007, the Board of Selectmen held a dog hearing and deemed Brunie's behavior to be a public nuisance and ordered that Brunie was to be kept on a lead when off your property until such time as you came back with written options on how you intended to control Brunie's behavior. Since 2007, there have been over a half dozen additional reported incidents of Brunie acting in a vicious or aggressive manner when off lead or otherwise not under your control. At a December 21, 2009 hearing, the Selectmen expressed concern that the conditions set forth at the 2007 hearing were not being complied with and that you had still not been able to maintain control of Brunie. At the 2009 hearing, you agreed that Brunie would be kept on a lead when on public property. You also informed the Board that an "electric fence" had been installed on your property and that, subsequent to this incident, you had moved this boundary further back, away from the street. The Selectmen ordered that you continue to keep Brunie on leash on any town property, and that you [the Singers] were to maintain control of the dog at all times.

The Selectmen have been very patient in these matters and were extremely displeased to learn of these recent incidents. This continued disregard to the Board's rulings is unacceptable. You must not only ensure that Brunie is on a lead at all times when off your property, but you must be able to maintain control of her so she is not a menace and danger to others.

Any additional complaints may trigger another hearing before the Board of Selectmen. If you are again found in violation of the dog control bylaw, the Selectmen may be forced to take more severe action.

We look forward to your cooperation.

Sincerely,



Vincent Amoroso

Chairman

Boxborough Board of Selectmen

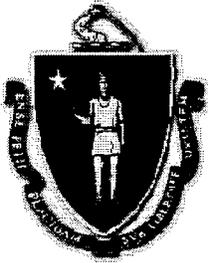
cc: Jennifer and Walker Royce

Phyllis Tower, Animal Control Officer – Dogs and Cats

\*

8a(7)

**From:** massworks (SEA) [mailto:massworks@state.ma.us]  
**Sent:** Thursday, December 12, 2013 3:41 PM  
**To:** elizabeth.hughes@town.boxborough.ma.us  
**Subject:** 2013 MassWorks Round Update



*The Commonwealth of  
Massachusetts*

*Executive Office of Housing and Economic  
Development*

DEVAL L. PATRICK  
GOVERNOR

GREGORY BIALECKI  
SECRETARY

December 12, 2013

Vincent Amoroso, Board of Selectmen Chair  
Town of Boxborough  
29 Middle Road  
Boxborough, Massachusetts 01719

Dear Mr. Amoroso,

Thank you for submitting an application for consideration during the 2013 MassWorks Infrastructure Program funding round.

During this funding round, the Executive Office of Housing and Economic Development (EOHED) received 108 applications totaling over \$263 million in funding requests. EOHED and our partner agencies were pleasantly surprised to find that a great number of applications were consistent with our MassWorks Infrastructure Program spending goals. More specifically, we found that there were many projects that aligned with our 2013 goal of supporting a significant number of mixed-use multi-family housing projects to help meet the Commonwealth's 10,000 unit housing production goal. Therefore, we selected those projects that were most closely aligned with our priorities. I regret to inform you that we are unable to fund the Residences at Beaver Brook Infrastructure Project at this time.

The next MassWorks Infrastructure Program Grant Round will be held in September 2014. I recommend you review the MassWorks Infrastructure Program guidelines and consider ways to increase the project readiness or consistency with our spending goals. If you plan to re-submit your application for consideration during the 2014 MassWorks Infrastructure Program round please note that all of the information from the 2013 application will be saved and available for you to revise in the online application system. In addition, you will have the opportunity to initiate, complete, and submit a new application if you wish to do so.

MassWorks Infrastructure Program staff will be available to set up a call or a meeting to discuss the results of the application review with you or your staff upon your request. If you require additional information, please feel free to contact the MassWorks Infrastructure Program at 617-788-3601 or by email at [MassWorks@state.ma.us](mailto:MassWorks@state.ma.us).

Sincerely,



Gregory Bialecki  
Secretary, Housing & Economic Development

8b



**Minutes, Notices and Updates**  
**December 16, 2013**

**Minutes**

1. Personnel Board minutes for the meetings held November 22, 2013 and December 3, 2013.
2. Finance Committee minutes for the meeting held November 25, 2013.

**Notices**

1. Notice of a Historical Commission meeting held December 4, 2013.
2. Notice of a Steele Farm Advisory Committee meeting held December 10, 2013.
3. Notice of an AgCom meeting held December 10, 2013.
4. Notices of a Recreation Commission meeting held December 10, 2013:
  - a. Original
  - b. Revised Location Change to: Blanchard School, Science Lab
5. Notice of an Energy Committee meeting held December 11, 2013.
6. Notice of a Joint Housing Board and Affordable Housing Trust meeting held December 11, 2013.
7. Notice of Personnel Board meetings:
  - a. Held December 12, 2013 – Cancelled
  - b. Held December 13, 2013
  - c. To be held December 16, 2013 in conjunction with the Selectmen's meeting
8. Notice of a Finance Committee meeting to be held December 16, 2013.
9. Notice of a Public Celebrations and Ceremonies Committee meeting to be held December 18, 2013.





**General Correspondence  
December 16, 2013**

1. Letter from Acton Community Supper and Food Pantry, Inc. dated December 1, 2013, to [Cheryl Mahoney] expressing thanks for the food donation of September 25, 2013.
2. Letter from MMA Executive Dir. Geoffrey Beckwith, dated December 2, 2013, to the Selectmen advising them of the results of this year's 2012 Annual Town Report Contest.
3. Fall 2013 [Mass. Edition] Newsletter, *Comcast Connections*, from Comcast Cable Communication.
4. Winter 2013 Newsletter for the Communities for Restorative Justice "*The Talking Piece*."
5. December 2013 Newsletter, *OARS*, from the Organization for the Assabet, Sudbury & Concord Rivers.