



Richmond, VT

**TOWN OF RICHMOND, VT
CLASSIFICATION AND COMPENSATION STUDY**

DRAFT FINAL REPORT

APRIL 2022



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I. INTRODUCTION

GovHR USA, LLC (GovHR) is pleased to have had the opportunity to work with the Town of Richmond on this Classification and Compensation Study. Human resource management is a significant concern as governmental services continue to increase in cost and complexity, and the resources to fund local governments are constrained. Day-to-day operations present challenging administrative problems in planning, organizing, and directing human resource functions in order to achieve maximum efficiency and effectiveness in the delivery of municipal services. A properly developed and administered Classification and Compensation Plan forms the foundation for meeting these challenges. It helps to ensure that the Town can not only recruit the best and brightest employees but can also retain those employees, even in a competitive marketplace. By retaining qualified, experienced employees the Town avoids the costs of re-recruitments and lost productivity, while maximizing the benefits of the investments it has made in employees and the institutional and community knowledge acquired by those employees over their tenures.

GovHR understands the high expectations that have been established in Richmond for service delivery and competitiveness in recruiting and retaining excellent employees. These factors have been taken into consideration in the analysis and reflected in the Study results.

Scope of Work

The scope of work called for GovHR to carry out the following:

I. Job Evaluation Analysis and Job Classification System

Below is a list of tasks included in this component of the Study (listed in the order that the work was performed):

- **Study preparation and project meetings.** Met with Town Administration to discuss Study methods and expectations, and to review the current Classification and Compensation Plan and organizational structure. Determined problem areas, answered questions, and reviewed the scope and schedule of work.
- **Material distribution.** Prepared a memorandum of explanation, which was distributed to employees. Held meetings with employees to discuss the Job Analysis Questionnaire (JAQ) and to explain the scope and purpose of the Study. Employees were allowed about ten (10) days to complete the questionnaire. The completed questionnaires were then reviewed by each employee's Supervisor and/or Department Head and Town Administration. The JAQs were returned to GovHR within approximately three (3) weeks of distribution.

- **Determined comparable communities and collected compensation data.** GovHR, along with the Town, determined a logical survey sample of “like” communities that impact the compensation market of Richmond. Then, GovHR designed and sent out the survey for the benchmark positions and benefits covered in the Study.
- **Job Evaluation Analysis and Establishment of a Classification Plan.** Upon return of the JAQs by the Town, GovHR performed the following:
 - Read each JAQ and corresponding Job Description in its entirety.
 - Conducted virtual interviews with at least one (1) employee in each position covered by the Study to further understand the scope of duties and responsibilities of the position.
 - Applied a measurement system of Job Evaluation Factors to all positions, which formed the basis for internal rankings (equity) of positions.
 - Upon completion of the Job Evaluation measurements, a new Classification Plan was developed.

II. Salary and Benefit Survey

The following tasks were included in this component of the Study:

- Tabulated, summarized, and analyzed comparative compensation information obtained from the comparable communities. Prepared pay tabulations that compared the salary ranges of the Town of Richmond to the salary ranges of its comparable communities. Prepared comparison calculations at the 50th, 60th, 65th, 75th and 80th percentiles. Displayed data for each jurisdiction and for each position and summarized the data in table form. Based on discussions with the Town and the gathered data, developed salary ranges that would establish Richmond as a payer at the 50th percentile of the salary data from the comparable communities.
- Based on the above data, developed and recommended new salary schedules and recommended new Job Titles for some positions.
- Analyzed and summarized the benefit information.

III. Draft and Final Report Preparation

- A preliminary analysis of the data and recommended Classification and Compensation Plan was shared with the Town. Feedback from Town Administration and Department Heads was reviewed and incorporated into the recommendations.
- This draft report has been prepared by the Consultant and sent electronically to the Town.
- A presentation of these draft findings will be conducted for the Town Leaders.
- Once the presentation is made and review comments are returned by the Town a final report will be prepared and transmitted electronically.

II. EXECUTIVE SUMMARY

A Classification and Compensation Study encompasses a significant amount of information that can be time consuming to condense and organize into an abbreviated format. Therefore, GovHR has compiled this Executive Summary in order to provide a quick synopsis regarding the major components, findings and recommendations of this Study. The purpose of a well-designed Classification and Compensation Study is twofold. First, it establishes internal equity (ranking) among employees across Departments in the Town. Second, it assures external equity/competitiveness by comparing the compensation of Richmond employees against market data.

Internal Equity - Classification Plan Development

The Study developed a new Classification Plan for twenty-three (23) positions in the Town of Richmond. To complete this task, the Consultant completed a Job Evaluation. The Job Evaluation included the completion of a questionnaire by all employees covered in the Study and interviews with at least one (1) employee working in each position covered by the Study (see Appendix A). Upon the completion of those tasks, the Consultants assigned a numerical value to each position so that like positions within the organization would be grouped together in a classification to produce an internal equity hierarchy. Nine (9) factors were used for the evaluation of Richmond's positions:

- 1) Preparation and Training
- 2) Experience Required
- 3) Decision Making and Independent Judgment
- 4) Responsibility for Policy Development
- 5) Planning of Work
- 6) Contact with Others
- 7) Work of Others (Supervision Exercised)
- 8) Working Conditions
- 9) Use of Technology/Specialized Equipment

The product of this internal ranking is shown in Table 1, which lists the Town's positions with their numerical Job Evaluation score, also known as a Classification Plan. The higher the Job Evaluation Score, the higher the position is within the Classification Plan.

Job Title Changes

After conducting the Job Evaluation noted above, the Consultants observed some inconsistencies with the market and the actual duties assigned to some positions. Therefore, the following Job Title changes have been recommended based on clarification of duties and market trends.

Current Title

Library Assistant II

Proposed New Title

Inter Library Loan/Outreach Librarian

External Equity – Market Competitiveness

The next component of the Classification and Compensation Study involved establishing external competitiveness. A group of communities comparable to the Town was established. The Consultants started with Vermont communities in Chittenden, Franklin, Lamoille, Washington, and Addison counties with a population of more than 1,000. After that, a specific set of comparison criteria (e.g., equalized property values, per capita income, total budget etc.) was applied to each community (see Appendix B). Based on the results of this analysis, thirteen (13) communities with a total compatibility score of seventy-five (75) or greater were deemed to be most comparable to the Town. After discussions with Department Heads, the staff felt strongly that Chittenden County communities are the most comparable in terms of competitors in the marketplace. Thus, GovHR added ten (10) additional Chittenden County communities that did not meet the original cut off of 75+ points. In addition, Water requested the addition of Stowe, Middlebury, and Montpelier for water/wastewater positions. The full list of the twenty-six (26) chosen comparables is listed below.

Berlin*	Hinesburg*	South Burlington*
Bolton*	Huntington*	Stowe**
Burlington*	Jericho*	Swanton
Cambridge	Middlebury**	Underhill*
Charlotte*	Milton*	Waitsfield
Colchester*	Montpelier**	Westford*
Essex*	Morristown*	Williston
Fairfax*	Northfield*	Winooski*
Georgia	Shelburne	

*Communities that responded to the salary survey. **Communities that responded to the Water/Wastewater survey.

Salary Data

GovHR then prepared and distributed a salary survey to the twenty-six (26) comparable communities. Twenty (20) communities responded to the survey either by directly responding to the survey or supplying GovHR with a copy of their most recent Compensation Plan. The salary summary results can be found in Table 2 and the detailed salary data can be found in Appendix C. To provide external competitiveness for the Town's salaries, the salary ranges derived from this data collection were used to help establish the proposed Compensation Plan. In some cases where there was not enough salary range data, actual salaries were used. The recommended pay ranges are contained within Table 3 of the report.

Proposed Classification and Compensation Plan

The goal of this Study was to recommend a Classification and Compensation Plan that is internally equitable and externally competitive. To accomplish this, a Compensation Plan was developed using the 50th percentile comparison of the salary ranges that were acquired through the salary survey. The resulting Classification and Compensation Plan consists of ten (10) pay grades; one (1) being lowest and ten (10) being highest and is broken down into the following five (5) bands:

- Grades 1 – 3: Pay Band A
- Grades 4 – 5: Pay Band B
- Grades 6 – 7: Pay Band C
- Grades 8 – 9: Pay Band D
- Grade 10: Pay Band E

All proposed pay ranges have a defined step increment of 2.25% across Steps A - N. There is an 10% gradation between Grades 1 – 3; a 11% gradation between Grades 4 – 5; a 15% gradation between Grades 6 – 7; and a 22.5% Gradation between Grades 8 – 9. All Grades have a 35% range spread from minimum to maximum.

Future Administration of the Classification and Compensation Plan

Within the body of this report, GovHR has outlined how the Town can maintain the Classification and Compensation Plan. GovHR will supply the Town with a User's Manual and all associated documents to maintain the Classification and Compensation Plan and the steps to ensure the Town remains competitive with the market in the years to come.

III. JOB EVALUATION

GovHR's approach to Job Evaluation involves a quantitative point and factor comparison method, which cross-compares all positions in the organization against numerous factors such as educational requirements, experience, work conditions, etc. Therefore, all jobs in each organizational unit (e.g., Police, Administration, Finance, etc.) may be compared against each other, based upon the same factors.

In conducting the Job Evaluation exercise, it must be emphasized that the position, and not the incumbent's qualifications, performance, or years of service in the position, is evaluated. An incumbent employee may feel he/she should be placed in a higher level (i.e., receive more points) because the individual performs well, has a long tenure with the organization, and/or has additional education or skills not required to perform that job, or may feel he/she does more tasks than a similar employee in another Department, but these are not valid determinants for a position.

Before reviewing the results of the evaluation of the positions, it is important to note that the purpose of a Job Evaluation is to identify whether a job is more or less advanced than, or equal to, other jobs in the organization, based on nine (9) objective factors. While these factor definitions are guidelines, they are constructed to allow limited flexibility of interpretation while at the same time providing a strict framework and structure for comparison. The nine (9) factors used for the evaluation of Richmond's positions are as follows:

- 1) Preparation and Training
- 2) Experience Required
- 3) Decision Making and Independent Judgment
- 4) Responsibility for Policy Development
- 5) Planning of Work
- 6) Contact with Others
- 7) Work of Others (Supervision Exercised)
- 8) Working Conditions
- 9) Use of Technology/Specialized Equipment

As part of the Job Evaluation process, the duties, responsibilities, and qualification requirements for each position were reviewed via a thorough reading of the incumbent’s current job description and a Job Analysis Questionnaire (JAQ) completed by each employee (Appendix A). In addition, GovHR conducted interviews with at least one (1) employee in each of the positions covered by the Study. Points were then assigned to each factor by selecting the description that best fit the appropriate level of compliance. In other words, a position that requires a Master’s Degree would receive more points under the “Preparation and Training” factor than positions that did not require this advanced degree. Points for each factor were then totaled for each position. Using this method, the positions were found to fall into distinguishable Job Factor Analysis (JFA) scores. Table 1 contains the Classification Plan, including the Position Title, the Proposed New Title (if applicable), the JFA Score, Skill Level and proposed Grade for the evaluated positions.

As part of the service provided in the Compensation Study, GovHR makes Job Title change recommendations to either reflect a better description of the job being performed or to be consistent with trends in the organization or the marketplace. Based on this, GovHR recommends the following Job Title changes:

Current Title

Library Assistant II

Proposed New Title

Inter Library Loan/Outreach Librarian

Determination of Fair Labor Standards Act Designation

The Fair Labor Standards Act (FLSA) imposes certain minimum wage and overtime pay requirements on employers for jobs that are covered under the Act. Most jobs, including the majority of public-sector jobs, are covered under the Act and entitled to overtime pay. But certain positions, mostly office jobs, are “exempt” from coverage under the Act and therefore not entitled to overtime pay.

Employers often misclassify employees as exempt (and therefore not entitled to overtime pay) because of a misunderstanding of the law or unfamiliarity with the rules. An incorrect determination regarding whether certain positions within an organization are entitled to overtime pay can subject an employer to back pay, penalties, and expensive fines if the employees file a complaint with the Department of Labor and if the Department decides to file a lawsuit against the employer. Thus, it is very important to

make the proper determination regarding the status of each job within the organization, and whether that job is entitled to the rights and protections afforded to workers under the FLSA.

Before any determination can be made, it is important to become familiar with the many rules, regulations and exceptions contained in the Fair Labor Standards Act. These rules can be complex, and the determination regarding whether a particular position is covered by the Act is not always clear-cut. GovHR reviewed two (2) positions that were unclear (Finance Director and Town Planner). GovHR began its analysis by having those two (2) employees complete a questionnaire that has been specifically designed to elicit responses from the employees regarding the types of duties they are required to perform on a regular basis. The answers provided were generally sufficient for GovHR to determine if the position was or was not exempt under the Act. GovHR also gathered additional information during the employee interviews, including concrete examples of the types of policies the employees had been involved in formulating, or whether the employees had significant input or sole discretion on things such as hiring, firing and discipline of other employees in their departments.

It is important to note that the FLSA provides certain minimum standards that the employer must provide, and that cannot be waived or reduced by the nonexempt employee either individually or through a collective bargaining agreement. The employer can, of course, choose to also apply minimum wage and overtime pay requirements to otherwise exempt employees, or to exceed the minimum requirements for some or all of its employees by agreement.

As a result of a review of these two (2) positions, GovHR recommends that the Town confirm with their own legal counsel and change both the Finance Director and Town Planner to exempt positions.

IV. THE CLASSIFICATION PLAN

A Classification Plan provides for a systematic arrangement of positions into classifications. A position, often referred to as a job (e.g., Office Assistant), contains a specific set of duties and responsibilities and that is the objective of the classification process – not the person currently holding that job. A classification is a grouping of positions which have similar levels of knowledge, skills and abilities needed to perform the job. The positions are also similar in nature of work, level of work difficulty and responsibilities. Positions allocated to the same classification are sufficiently similar with respect to the types of factors enumerated above to permit them to be compensated at the same general level of pay. The positions do not have to be identical, they can be in different departments, dealing with different subject matters and performing different duties.

It is this arrangement of positions and resulting classification structure that forms the basis for the Classification Plan. As noted in the previous section, a Job Evaluation and Classification Plan is not intended to assess individual performance. To that end, a position that belongs in a certain classification is *not* entitled to be placed in a higher classification simply because the individual performs with a high degree of success and efficiency, nor is it placed in a lower classification simply because the incumbent performs with low competence or productivity. Variations in individual performance are not recognized by differences in classifications, instead they are management issues. Similarly, there is a tendency in some work forces to use the Classification Plan to reward longevity, even though the duties and responsibilities of individual positions may not have changed over time. Longevity is not a classification factor and the Classification Plan should not be used in this manner.

As an assessment of duties performed and of responsibilities exercised, a Classification Plan is an exceedingly useful managerial tool. It provides the fundamental rationale for the Compensation Plan and helps management identify positions which have taken on (or in some cases reduced) duties and responsibilities. Through proper maintenance of the Classification Plan, employees are assured of management's continuing concern about the nature of work that they carry out and its reward in the form of appropriate pay levels and relationships. The Classification Plan also provides the basis for recruitment, screening, and selection of employees in direct relationship to job content. Promotional ladders as well as opportunities for lateral career development are also evidenced by the logical grouping of allied occupational classifications and hierarchies.

V. SALARY AND BENEFIT DATA

The Town of Richmond initiated this Study with the objective of assuring that its Compensation Plan is both internally equitable and externally competitive. The Job Evaluation System (outlined in Section III) is performed to address the issue of internal equity. To achieve external competitiveness, a market survey of comparable jurisdictions was conducted. The following explains the labor market review and collection of salary data.

Selection of Comparable Jurisdictions for Data Purposes

Selecting jurisdictions for the comparison group is an important element in a Classification and Compensation Study. When selecting jurisdictions to serve as comparables, it is important to use particular criteria to evaluate the other jurisdictions to assure that those chosen as comparables will be the most similar to Richmond

To determine which municipalities should be used for survey purposes, GovHR first considered all Vermont communities in Chittenden, Franklin, Lamoille, Washington, and Addison counties with a population of more than 1,000. Then, the following criteria was applied:

<u>Criterion</u>	<u>Total Possible Points</u>	<u>Factor Weight</u>
1. Per Capita Income	20	20%
2. Total Budget GF + Highway Expenditures	15	15%
3. Proximity to Richmond	15	15%
4. Population	20	20%
5. Equalized Property Values	20	20%
6. <u>Q1 2021 State Sales and Use Tax</u>	10	10%
	100	100%

The six (6) categories listed above were selected to mirror important criteria that reflected the following:

- 1) Similar Financial Conditions: 65% of the criteria involved financial benchmarks.
- 2) Population: 20% of the criteria involved a population comparison.
- 3) Proximity: 15% of the criteria involved the proximity of the communities to Richmond.

Within each of the six (6) categories, ranges of compatibility were established. For example, the closer a community was to matching the Richmond’s estimated population, the closer the community would be to receiving the maximum of twenty (20) points. A community whose population was significantly larger or smaller than Richmond’s population would receive fewer or even zero (0) points. Thus, a municipality achieving a total of one hundred (100) points would be considered most comparable to the Town of Richmond. A community with zero (0) points was therefore determined to be the least comparable to Richmond. A more detailed explanation of the methodology used to determine the comparable communities is included in Appendix B.

A cutoff of seventy-five (75) points was established to select the communities most similar to Richmond across the six (6) categories. After applying the six (6) criteria, thirteen (13) communities achieved seventy-five (75) or more compatibility points on the comparison scale with Richmond. After discussions with Department Heads, the staff felt strongly that Chittenden County communities are the most comparable in terms of competitors in the marketplace. Thus, GovHR added ten (10) additional Chittenden County communities that did not meet the original cut off of 75+ points. In addition, Water requested the addition of Stowe, Middlebury, and Montpelier for water/wastewater positions. The full list of the twenty-six (26) chosen comparables is listed below.

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Bolton*	Huntington*	Stowe**
Burlington*	Jericho*	Swanton
Cambridge	Middlebury**	Underhill*
Charlotte*	Milton*	Waitsfield
Colchester*	Montpelier**	Westford*
Essex*	Morristown*	Williston
Fairfax*	Northfield*	Winooski*
Georgia	Shelburne	

**Communities that responded to the salary survey.*

***Communities that responded to the Water/Wastewater survey.*

Salary Survey

After identifying the benchmark positions, the Consultants then prepared and distributed a salary survey to the twenty-six (26) comparable communities. Twenty (20) communities responded to the survey either by directly responding to the survey or supplying GovHR with a copy of their most recent Compensation Plan. Table 2 is a summary of the benchmark salary survey data. The detailed salary survey data for each position is contained in Appendix C.

It is important to make a few of observations regarding Table 2 and Appendix C.

- 1) The salary data is information that was available as of November 2021 – March 2022. The new recommended salary ranges for the Town were developed using this salary data from the comparable communities.
- 2) Some of the comparable municipalities provided salary range minimums and maximums for comparison purposes, while others (those that don't utilize salary ranges as part of their pay plans) provided actual salaries for surveyed positions. The salary range minimums and maximums and salary actuals were analyzed to determine the 50th, 60th, 65th, 75th and 80th percentiles to identify wage ranges for "average" and "above average" payers.
- 3) Data contained within Appendix C has been thoroughly reviewed. If the Consultants determined the data was not relevant, it was removed (e.g., Assistant to the Town Manager). Thus, if a specific position within the salary survey has two worksheets associated with it in Appendix C, then data was removed. The second data sheet will have the word "Edited" after the title of the position surveyed. If a specific data point was removed, it is highlighted on the first and second worksheets and then removed on the second worksheet associated with the position.

Appraisal and Use of Salary Data

While comparing Richmond's current salaries to those paid by other employers in the comparable communities, it must be noted that variations in compensation may be due to several factors, including:

- 1) Organizational size and economic conditions can have an impact on positions. In smaller organizations, employees are often asked to "wear many hats" and therefore take on more duties and responsibilities than would normally be required of a certain position. In addition, the economic downturn forced organizations to "do more with less", compelling staff to take on more duties and responsibilities than they have in the past. Therefore, it becomes increasingly harder to compare "like" positions within organizations.

- 2) Some employers place a different relative worth on certain groups of employees. For example, some employers are forced to place a higher value on certain employees or groups of employees because of the market, and therefore, pay them more. Overall, the policies and value judgments of different employers in compensating the same kind of work can vary widely. There is rarely a single prevailing rate for any particular kind of work, even within the same labor market.
- 3) It can be difficult to make exact comparisons among the different employers of the duties and responsibilities of ostensibly similar jobs.

Nevertheless, comparative salary data is widely recognized as a good measure of the appropriate compensation rates with respect to the prevailing market. This data is also useful as an indication of prevailing opinions concerning the compensation relationships that should exist among different classifications of work. Of equal importance, however, are the internal relationships for the various positions that were accomplished in the Job Evaluation portion of this Study.

The Benefits Survey and Findings

The benefits portion of the survey collected data related to the following benefits: health insurance, dental and vision insurance, VMERS contributions, holiday days, personal days, sick days, and vacation time.

A review of the benefits offered in Richmond versus the comparable communities shows that the Town's benefits are competitive with the other entities surveyed. However, there are some differences that are noted below:

Health Insurance:

GovHR looked at the percentage of the premium paid by the employer and employee for employee only coverage, employee +1 coverage, and family coverage. The average percent paid by the employee for employee only coverage is 7.71%, for employee +1 it is 8.86%, and for family it is 8.86%. Richmond covers 100% of the premium and employees pay 0%. There are five (5) other communities that cover 100% of the premium for employee only coverage. Some communities contribute funds to a HSA or HRA account and most communities offer a stipend for those who are not on the Town's health insurance plan.

Dental, Vision, and Life Insurance:

Most communities offer dental, vision and life insurance. In Richmond, the Town covers 100% of the dental insurance costs, the employee pays for their own vision insurance and life insurance is not offered. A majority of the responding communities cover 100% of dental costs, similar to Richmond, there are a few that have employees pay a small percent. For vision, most of the communities also cover those expenses, but there are a few that do not offer vision and a few that have employees pay a certain percent. For life insurance, most communities offer a small life insurance policy, and the communities cover the costs 100% - there are a few communities that do not offer life insurance.

Paid Time Off:

GovHR looked at how many holiday days, personal days, sick days, and vacation days are granted per year. When looking at this data it is best to look at it combined as Paid Time Off because some communities only have PTO. GovHR looked at total paid time off for the following milestone years of service 1 – 5 years of service, 6 – 10 years of service, 11 – 15 years of service, 16 – 20 years of service, and 20+ years of service. The average for each of those is shown below:

1 – 5 YOS Average is 34.75 and Richmond is at 42 days off.

6 – 10 YOS Average is 39.60 and Richmond is at 47 days off.

11 – 15 YOS Average is 44.57 and Richmond is at 52 days off.

16 – 20 YOS Average is 46.39 and Richmond is at 52 days off.

20+ YOS Average is at 46.48 and Richmond is at 52 Days off.

Richmond is above the average for all milestone years of service for all paid time off combined (sick, personal, holiday, and vacation). However, when looking at them individually, Richmond is higher than average for sick time, but below or at average for personal days, holiday days, and vacation time.

Appendix D contains tables summarizing the detailed data related to the benefits survey.

VI. COMPENSATION PLAN DEVELOPMENT AND RECOMMENDATIONS

Development of the Compensation Plan

A basic element in any human resources management program is adequate and equitable employee compensation. A Compensation Plan of this nature is essential if qualified employees are to be recruited and retained. To achieve this goal, there must be a reasonable and widely accepted model of Job Factors upon which the Compensation Plan rests. Application of this model was the purpose of the Job Evaluation aspect of this Study. The Plan presented in this report is designed to accomplish the Study goals by:

- 1) Providing for equal compensation for work of equivalent job content and responsibility.
- 2) Facilitating adjustments to compensation levels based on changing economic and employment conditions that impact these interrelationships.
- 3) Establishing compensation ranges that compare favorably with those of other equivalent jurisdictions within the appropriate labor market.

In preparing this Plan, the Study only looked at base compensation. The compensation associated with longevity or other fringe benefits was not analyzed or factored into the Compensation Plan.

Compensation Plan Options for the Town's Consideration

One of the purposes of this Study was to provide an updated Compensation Plan that relates to the external market and is internally equitable. Below is a detailed explanation of three (3) different Compensation Plans:

- 1) **Defined Increment Plan:** This is a Compensation Plan that has salary ranges with a minimum and a maximum with defined percentage increments (e.g., 3%) in between. If an employee has a satisfactory performance evaluation, he/she systematically advances through the compensation range. The performance evaluation and resulting salary increment increase occurs annually.
- 2) **Open Range Merit Plan:** This is a Compensation Plan that also has salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the compensation range based on an annual satisfactory performance evaluation, with the percentage of their increase determined annually by Town Administration.
- 3) **Blended Merit Plan:** This is a Compensation Plan that uses techniques from both a Defined Increment Plan and an Open Range Merit Plan.

In considering which Plan to use, it is important to understand that employees at various levels of responsibility may react differently toward, and be motivated differently by, the Compensation Plan they work under. Management personnel that are goal-oriented may have a higher acceptance of the Open Range Merit Plan, and thus tend to be more comfortable with this method of compensation. Mid to lower-level positions may want the assurance of a defined salary increase based on satisfactory performance. Possible advantages and disadvantages of each Plan are summarized below.

Defined Increment Plan

Advantages

Town: A Defined Increment Plan has the advantage of creating financial predictability because it is easier for management to predict and plan for salary increases on an annual basis.

Employees: Employees like a Defined Increment Plan because it offers security and predictability for advancement through the range. Another advantage of this Plan is that it offers a high degree of internal equity and fairness – the expectation that fellow workers in this Plan are all being treated the same.

Disadvantages

Town: The Town may feel that a Defined Increment Plan simply rewards compensation increases on a routine basis. However, by tying the increase to a satisfactory performance evaluation, the Town can be assured that only employees with acceptable performance will receive a salary increase.

Employees: Employees may feel unmotivated to perform at an above average or at a superior level, knowing their salary increase amount is pre-determined. One way to remove this negative notion is to allow an employee with a superior performance evaluation to get a two (2) increment increase. This, however, would be the exception and not the rule. Most employees would be considered “average” performers and receive a one (1) increment increase.

Open Range Merit Plan

Advantages

Town: The Open Range Merit Plan tends to motivate employees to perform at a higher level, thereby achieving greater production/benefit for the Town. This Plan also enables the supervising authority to reward high-performing employees with a salary increase greater than a defined increment.

Employees: Employees who are high performers like working under this Plan as they can earn a higher percentage salary increase.

Disadvantages

Town: Anticipating the cost of merit increases has less financial predictability, as it is not always possible to know how many employees will be high performers in any given year. However, the Town can fund a “merit increase pool” for all Open Range Merit Plan employees to receive an average percentage (i.e., a 2-3% increase), knowing that some employees will receive less (or no) increase and some employees will earn more.

Employees: An Open Range Merit Plan can create a perceived inequity regarding how individuals are granted salary increases. It is incumbent upon management to use an equitable performance evaluation system when implementing this Plan. It is also incumbent on management to ensure that the performance evaluation system is applied fairly and that supervisors receive appropriate training on conducting the evaluation and using the evaluation tool properly.

Blended Merit Plan

There are positives and negatives for both Defined Increment and Open Range Merit Plans. However, it is also possible to design a pragmatic salary system that uses elements of both Defined Increment and Open Range Merit Plans. It is becoming increasingly common for organizations to have a Blended Merit Plan for various levels of positions that reflects the particular circumstances and culture of the organization. A Plan of this type is customizable to the needs of the organization. It is also the preferred Plan for organizations that are transitioning from a Defined Increment Plan to an Open Range Merit Plan. The following is one example of a Blended Merit Plan:

Exempt: All exempt employees are in an Open Range Merit Plan.

Non-exempt: Non-exempt employees are in a Blended Merit Plan. In this Plan, salary ranges begin at the minimum with, for example, three (3) defined increments and then transition into an open range. The initial increment of the assigned range is intended as the normal hiring/promoting rate. Increments two (2) and three (3) would be awarded upon successful completion of the employee's initial evaluation period and/or after another period that is set by the Town (e.g., increment two (2) after the initial evaluation and increment three (3) after an additional year of employment.) After that, the employee may advance through the open range as a result of a successful performance evaluation.

Recommendation: Defined Increment Plan

GovHR is recommending that the Town adopt a Defined Increment Plan, similar to their current structure. A Defined Increment Plan has defined step increments from the minimum of the salary range to the maximum of the range. Employees are advanced through the steps based on an annual satisfactory performance evaluation. Given Richmond's goal to recruit, reward and retain motivated, high-performing employees, the Defined Increment Plan has been selected for recommendation.

Pay Philosophy

An important component in the process of developing a Compensation Plan is understanding and applying the pay philosophy of the Town. After a review of the external market data and discussions with the Town, GovHR has developed a pay plan that places Richmond at the 50th percentile. The 50th Percentile makes sure Richmond is competitive in the marketplace. A significant majority of GovHR's clients chose to be at the 50th percentile as it ensures they are paying competitive wages and the wages are financially stable for the community. In some cases, communities chose to pay above the 50th percentile at the 65th or 75th percentile. If the community is financially able to chose a higher percentile it allows them to be more competitive in hiring and recruiting by paying wages that are above the market average.

Proposed Compensation Plan and Structure

The next step in this process is to combine the JFA scores included in Tables 1 and 2 with the proposed salary ranges in Table 3. The resulting Classification and Compensation Plan consists of ten (10) pay grades; one (1) being lowest and ten (10) being highest and is broken down into the following five (5) bands:

Grades 1 – 3: Pay Band A

Grades 4 – 5: Pay Band B

Grades 6 – 7: Pay Band C

Grades 8 – 9: Pay Band D

Grade 10: Pay Band E

All proposed pay ranges have a defined step increment of 2.25% across Steps A - N. There is an 10% gradation between Grades 1 – 3; a 11% gradation between Grades 4 – 5; a 15% gradation between

Grades 6 – 7; and a 22.5% Gradation between Grades 8 – 9. All Grades have a 35% range spread from minimum to maximum.

Note: Gradation refers to the relationship between the minimum compensation of one grade to the minimum compensation of the next grade. In this case, the starting compensation for employees in Grade 2 is 10% higher than Grade 1 and so on. The gradation will vary depending upon the relationship between the salary data for the grade, the number of grades in the compensation band and the established compensation range.

Table 2 combines all of the classification and compensation data at the 50th percentile.

Implementation and Administration of the Compensation Plan

Implementation of the Compensation Plan, as it affects individual employees, should be under the following pattern of adjustments:

- 1) Employees whose present compensation is below the minimum compensation of the range for their classification should be raised to the minimum of the range.
- 2) The compensation of employees whose present compensation is within the range for their classification should be slotted into the new Compensation Plan at their current pay rate.
- 3) The compensation of employees whose present compensation is above the maximum compensation of the range should be held at their present rate, without a reduction in compensation, until such time that further market analysis indicates commensurate alignment with the marketplace. However, the Town can consider lump sum increases for these employees, which does not impact base compensation levels, until the ranges adjust to include the individual employee compensation rates.

In other studies, GovHR has been asked for ideas on how to address the situation of long-term employees whose current compensation falls near the bottom/middle of the proposed range. If this occurs, it illustrates that the position has been compensated at less than the market rate for someone with similar tenure. Thus, some communities elect to make additional adjustments for those employees at implementation. This program is discretionary for the Town to adopt and only occurs one time, at the implementation of the new Classification and Compensation Plan. GovHR has worked with the Town on an implementation based on years of service and where employees fall within the range. Below is the recommendation:

- Individuals with 5 - 9 years of service with the Town should be at least at Step C.
- Individuals with 10 - 14 years of service with the Town should be at a least at Step F.
- Individuals with 15 - 19 years of service with the Town should be at least at Step I.
- Individuals with 20 - 24 years of service with the Town should be at least at Step L.
- Individuals with 25+ years of service with the Town should at least be at Step N.

In addition, GovHR has worked with the Town to develop a system on where to place Operators in Training, Heavy Equipment Operators, Lead Process Operators, and Lead Mechanical Operators based on the certifications that they are able to obtain:

Heavy Equipment Operators:

- Individual with no CDL should be brought in at Step A.
- Individual with a CDL should be brought in at Step C.
- If a current employee obtains a CDL while employed should receive a two (2) step increase.

Operator in Training:

- Operators in Training start at Step A in Grade 3.
- Operators in Training receive a \$0.50 increase every six (6) months during their training program.
- After three (3) years of successfully completing the training program they are eligible to move to Grade 6, Step A.

Lead Process Operator and Lead Mechanical Operator:

- Lead Process/Mechanical Operator with no certifications should be brought in at Step A.
- Lead Process/Mechanical Operator with a Water 3 or Wastewater 1 should be at Step B.
- Lead Process/Mechanical Operator with a Water 3 and Wastewater 1 should be at Step C.
- Lead Process/Mechanical Operator with a Water 3 and Wastewater 2 should be at Step D.
- Lead Process/Mechanical Operator with a Water 3 and Wastewater 3 should be at Step E.
- Lead Process/Mechanical Operator with a Water 3 and Wastewater 4 should be at Step F.
- Lead Process/Mechanical Operator with a Water 3 and Wastewater 5 should be at Step G.
- If current employee obtains a certification while employed, they should receive a one (1) step increase.

Employee Advancement through the Ranges

To implement the new Compensation Plan, GovHR recommends that the starting salary of the range (minimum) is the normal hiring/promoting rate. Exceptions to this starting point should be limited to hiring situations involving:

- 1) Applicants with exceptional background and qualifications.
- 2) A promotion in which the employee's current compensation is higher than the minimum of the new range.
- 3) In the case of a labor market situation where it is impossible to recruit qualified candidates at the minimum.

In these cases, employees may be appointed to their positions anywhere within the defined range (generally up to the midpoint), depending on their experience and qualifications, and based on the provisions of the Town's policies (if applicable). Employees should not be hired below the minimum of their compensation range.

Salary advancement between the hiring rate and the top of the range (maximum) is done throughout the employee's tenure with the organization. Advancement through the range would be done on an annual basis and be dependent on a satisfactory performance evaluation. Incumbents progressing through the range should understand that standards of performance would become more exacting or controlling as compensation levels advance.

The Town may also wish to provide a merit bonus for exemplary performance after an employee reaches the maximum compensation for the range. If this option is exercised, then an employee would be eligible to receive a payment after a successful performance evaluation each year. This payment should not be worked into the base salary. It can be in the form of a lump sum payment that is a set amount calculated each year and the same for all employees, such as \$500 for meeting expectations and \$1,000 for exceeding expectations. Another option is to calculate a percentage of the employee's base compensation and provide a lump sum payment equivalent to that amount, such as 1% for meeting expectations and 2% for exceeding expectations.

Again, it should also be noted that the implementation and use of a formal performance evaluation process for all staff members is a key component to the success of this Plan. Equally, if not more important, is that supervisors are adequately trained to perform the formal performance evaluation process.

Future Administration of the Compensation Plan

To maintain competitive salary levels there should be an annual review of the Town's salary ranges. The twenty-six (26) communities used in the survey group for this Study have been determined to be comparable jurisdictions to the Town. Therefore, Richmond can continue to use these jurisdictions as a comparable salary survey group for annual salary comparison purposes, until it is determined that they are no longer valid comparables. As mentioned earlier, the salary levels for these comparables are current as of November 2020 – March 2021. It is GovHR's recommendation that an annual survey of these communities be conducted to determine the percentage increase each organization in the comparable group is granting as a general adjustment to their compensation ranges. The Town can also consider looking at CPI and using that as a tool to determine the appropriate increase to make to the salary ranges. It is important that the ranges are updated annually to stay current with the market.

It is the further recommendation of GovHR that the compensation ranges for each grade be increased by the average percentage increase of the comparable group, even if a step increase is not given to all employees. Employees would continue to advance through the compensation ranges (provided that the employee is not at the maximum of the compensation range) by virtue of a merit increase granted for satisfactory or above satisfactory performance of their job duties. Finally, it is recommended that the Town review the compatibility of the municipalities after five (5) years.

Future Administration of the Classification Plan

The administration of a Classification Plan is an ongoing process. It must be recognized that it is not static and is not intended to affix positions permanently into classifications. Instead, the Plan must be administered continually to adapt it to changing conditions.

Three (3) specific types of changes in the Plan itself are possible: abolition of a position, creation of a position, or a revision of a position.

- 1) When a position in a classification is eliminated or when a position has significantly changed work duties and responsibilities to the extent that the position becomes inappropriate or inaccurate, the position should be abolished.
- 2) New positions should be created when new work situations arise that are not covered by the established positions. However, caution should be exercised in this respect, particularly to assure that new positions are justified, are not merely duplicating established positions, cannot be accommodated through changes in existing positions, and reflect substantially permanent rather than temporary situations.
- 3) The adjustment or revision of a position should be done when there are substantial changes to the requirements of the position or to the nature and complexities of the duties being performed. In this instance, a position may need to be re-scored and move up or down into a new classification.

All changes should be thoroughly evaluated for their effect on employee morale and the integrity of the classification relationships established in the Classification and Compensation Plan. Town Administration has been provided with the Job Analysis Questionnaire as well as the Job Factor Scoring Sheet, enabling the Town to grade a newly created or revised position. GovHR provides scoring assistance in such cases free of charge for one (1) year after the delivery of this report.

Appreciation

GovHR has appreciated the opportunity to work with the Town of Richmond on this Classification and Compensation Study. A special thank you to the employees for all of the information provided to allow for the analysis and to the Town Manager for the significant amount of work and support dedicated to the project.

Town of Richmond, VT
 Table 1 - Classification Plan

Current Job Title	Recommended Job Title Change:	Current Grade	New Grade	Total Score	Skill Level
Pay Band E					
Town Manager		20	10	780	775+
Pay Band D					
Police Chief		19	9	730	730 - 770 40 Points
Water/Wastewater Superintendent		17	8	725	685 - 725
Finance Director		12		690	40 Points
Pay Band C					
Highway Foreman		17	7	680	640 - 680
Town Planner		12		640	40 Points
Town Clerk		12		655	
Library Director		15	6	625	595 - 635
Assistant Foreman		9		605	40 Points
Lead Mechanical Operator		13-15		595	
Lead Process Operator		13-15		595	
Pay Band B					
Zoning Administrator		11	5	550	550 - 590 40 Points
Youth Services Librarian/Assistant Director		9	4	535	505 - 545
Assistant to the Town Manager		11		535	40 Points
Heavy Equipment Operator		7		515	
Pay Band A					
Assistant Town Clerk		6	3	450	450 - 500
Admin Assistant to the Police Chief		6		450	50 Points
Operator in Training		3		450	
Library Assistant II	Inter Library Loan/Outreach Librarian	3	2	405	395 - 445
Library Assistant II		3		405	50 Points
Technical Services IT Librarian		4		405	
Library Assistant 1			1	340	Up to 390
Youth Services Library Assistant		4		360	

Town of Richmond, VT
Table 2 - Comprehensive Table

Job Title	Current Grade	New Grade	JFA Score	Skill Level	50th Percentile Salary Survey Data		Current Salary Range		Proposed Salary Range 50th Percentile	
Pay Band E										
Town Manager*	20	10	780	775+	82,742	111,946	72,904	106,205	90,000	120,189
Pay Band D										
Police Chief*	19	9	730	730 - 770 40 Points	87,039	117,758	69,430	101,150	87,281	116,559
Water and Wastewater Superintendent*	17	8	710	685 - 725	68,351	92,475	62,962	91,728	71,250	95,150
Finance Director*	12		690	40 Points	72,123	97,578	49,338	71,885		
Pay Band C										
Highway Foreman*	17	7	680	640 - 680	59,635	80,682	62,962	91,728	62,100	82,931
Town Planner	12		640	40 Points	57,949	78,401	49,338	71,885		
Town Clerk	12		640		68,700	86,549	49,338	71,885		
Library Director* 32 hrs/wk.	15	6	625	595 - 635	53,323	72,143	57,117	83,200	54,000	72,114
Assistant Foreman	9		605	40 Points	51,360	65,370	41,808	60,944		
Lead Mechanical Operator*	13-15		595		51,802	70,086	41,808	83,200		
Lead Process Operator*	13-15		595		54,570	73,829	41,808	83,200		
Pay Band B										
Zoning Administrative Officer*	7	5	550	550 - 590 40 Points	45,805	61,971	47,008	68,453	47,730	63,740
Youth Services Librarian/Asst. Director* 32 hrs/wk.	9	4	535	505 - 545	38,790	52,480	41,808	60,944	43,000	57,424
Assistant to the Town Manager* 30 hrs/wk.	-		535	40 Points	38,891	52,617	47,008	68,453		
Heavy Equipment Operator	7		515		42,952	60,122	36,525	53,227		
Heavy Equipment Operator	7		515				36,525	53,227		
Heavy Equipment Operator	7		515				36,525	53,227		
Pay Band A										
Assistant Town Clerk (12 hrs/wk.)	6	3	450	450 - 500	40,000	58,510	34,154	49,514	40,535	54,132
Admin Assistant to Police Chief* (16 hrs/wk.)	6		450	50 Points	40,646	54,992	34,154	49,754		
Operator in Training	n/a		450		-	-	-	-		
Inter Library Loan/Outreach Librarian** (20 hrs/wk.)	3	2	405	395 - 445	-	-	31,387	40,602	36,850	49,211
Library Assistant II (5 hrs/wk.)	3		405	50 Points	32,107	43,439	31,387	40,602		
Technical Services IT Librarian** (24 hrs/wk.)	4		405		-	-	33,592	43,430		
Library Assistant I* (20 hrs/wk.)	2	1	340	Up to 390	32,089	43,415	26,021	37,960	33,500	44,737
Youth Services Library Assistant* (5 hrs/wk.)	4		360		31,382	42,458	29,827	43,430		

*Positions with an asterisks the actual salary was used instead of range data.

**Positions that were not surveyed.

Town of Richmond, VT
 Table 3 - Proposed Pay Ranges Annually

50th Percentile - Proposed Pay Ranges														
Pay Band A														
2.25% Between Each Step; 10% Between Each Grade; and a 35% Range Spread														
Grade	Step A (Minimum)	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N (Maximum)
1	33,500	34,254	35,024	35,813	36,618	37,442	38,285	39,146	40,027	40,927	41,848	42,790	43,753	44,737
2	36,850	37,679	38,527	39,394	40,280	41,186	42,113	43,061	44,030	45,020	46,033	47,069	48,128	49,211
3	40,535	41,447	42,380	43,333	44,308	45,305	46,324	47,367	48,432	49,522	50,636	51,776	52,941	54,132

Pay Band B														
2.25% Between Each Step; 11% Between Each Grade; and a 35% Range Spread														
Grade	Step A (Minimum)	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N (Maximum)
4	43,000	43,968	44,957	45,968	47,003	48,060	49,141	50,247	51,378	52,534	53,716	54,924	56,160	57,424
5	47,730	48,804	49,902	51,025	52,173	53,347	54,547	55,774	57,029	58,312	59,624	60,966	62,338	63,740

Pay Band C														
2.25% Between Each Step; 15% Between Each Grade and a 35% Range Spread														
Grade	Step A (Minimum)	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N (Maximum)
6	54,000	55,215	56,457	57,728	59,026	60,355	61,713	63,101	64,521	65,973	67,457	68,975	70,527	72,114
7	62,100	63,497	64,926	66,387	67,880	69,408	70,969	72,566	74,199	75,868	77,576	79,321	81,106	82,931

Pay Band D														
2.25% Between Each Step; 22.5% Between Grade 8-9; and a 35% Range Spread														
Grade	Step A (Minimum)	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N (Maximum)
8	71,250	72,853	74,492	76,168	77,882	79,635	81,426	83,258	85,132	87,047	89,006	91,008	93,056	95,150
9	87,281	89,245	91,253	93,306	95,406	97,552	99,747	101,992	104,286	106,633	109,032	111,485	113,994	116,559

Pay Band E														
2.25% Between Each Step and a 35% Range Spread														
Grade	Step A (Minimum)	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N (Maximum)
10	90,000	92,025	94,096	96,213	98,377	100,591	102,854	105,169	107,535	109,954	112,428	114,958	117,544	120,189

Longevity - One-Time Increase at Time of Implementation:

- (1) Individuals with 5 - 9 years of service with the Town should be at least at Step C.
- (2) Individuals with 10 - 14 years of service with the Town should be at a least at Step F.
- (3) Individuals with 15 - 19 years of service with the Town should be at least at Step I.
- (4) Individuals with 20 - 24 years of service with the Town should be at least at Step L.
- (5) Individuals with 25+ years of service with the Town should at least be at Step N.

Heavy Equipment Operators:

Individual with no CDL should be brought in at Step A.
 Individual with a CDL should be brought in at Step C.
 If a current employee obtains a CDL while employed should receive a two (2) step increase.

Lead Process Operator and Lead Mechanical Operator:

Lead Process/Mechanical Operator with no certifications should be brought in at Step A.
 Lead Process/Mechanical Operator with a Water 3 or Wastewater 1 should be at Step B.
 Lead Process/Mechanical Operator with a Water 3 and Wastewater 1 should be at Step C.
 Lead Process/Mechanical Operator with a Water 3 and Wastewater 2 should be at Step D.
 Lead Process/Mechanical Operator with a Water 3 and Wastewater 3 should be at Step E.
 Lead Process/Mechanical Operator with a Water 3 and Wastewater 4 should be at Step F.
 Lead Process/Mechanical Operator with a Water 3 and Wastewater 5 should be at Step G.
 If current employee obtains a certification while employed, they should receive a one (1) step increase

Operator in Training:

Operators in Training start at Step A in Grade 3.
 Operators in Training receive a \$0.50 increase every six (6) months during their training program. After three (3) years of successfully completing the training program they are eligible to move to Grade 6, Step A.

50th Percentile - Proposed Pay Ranges														
Pay Band A														
2.25% Between Each Step; 10% Between Each Grade; and a 35% Range Spread														
Grade	Step A (Minimum)	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N (Maximum)
1	16.11	16.47	16.84	17.22	17.60	18.00	18.41	18.82	19.24	19.68	20.12	20.57	21.03	21.51
2	17.72	18.11	18.52	18.94	19.37	19.80	20.25	20.70	21.17	21.64	22.13	22.63	23.14	23.66
3	19.49	19.93	20.37	20.83	21.30	21.78	22.27	22.77	23.28	23.81	24.34	24.89	25.45	26.02
Pay Band B														
2.25% Between Each Step; 11% Between Each Grade; and a 35% Range Spread														
Grade	Step A (Minimum)	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N (Maximum)
4	20.67	21.14	21.61	22.10	22.60	23.11	23.63	24.16	24.70	25.26	25.82	26.41	27.00	27.61
5	22.95	23.46	23.99	24.53	25.08	25.65	26.22	26.81	27.42	28.03	28.67	29.31	29.97	30.64
Pay Band C														
2.25% Between Each Step; 15% Between Each Grade; and a 35% Range Spread														
Grade	Step A (Minimum)	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N (Maximum)
6	25.96	26.55	27.14	27.75	28.38	29.02	29.67	30.34	31.02	31.72	32.43	33.16	33.91	34.67
7	29.86	30.53	31.21	31.92	32.63	33.37	34.12	34.89	35.67	36.48	37.30	38.14	38.99	39.87
Pay Band D														
2.25% Between Each Step; 22.5% Between Grade; and a 35% Range Spread														
Grade	Step A (Minimum)	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N (Maximum)
8	34.25	35.03	35.81	36.62	37.44	38.29	39.15	40.03	40.93	41.85	42.79	43.75	44.74	45.75
9	41.96	42.91	43.87	44.86	45.87	46.90	47.96	49.03	50.14	51.27	52.42	53.60	54.80	56.04
Pay Band E														
2.25% Between Each Step and a 35% Range Spread														
Grade	Step A (Minimum)	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N (Maximum)
10	43.27	44.24	45.24	46.26	47.30	48.36	49.45	50.56	51.70	52.86	54.05	55.27	56.51	57.78

Longevity - One-Time Increase at Time of Implementation:

- (1) Individuals with 5 - 9 years of service with the Town should be at least at Step C.
- (2) Individuals with 10 - 14 years of service with the Town should be at a least at Step I.
- (3) Individuals with 15 - 19 years of service with the Town should be at least at Step I.
- (4) Individuals with 20 - 24 years of service with the Town should be at least at Step L.
- (5) Individuals with 25+ years of service with the Town should at least be at Step N.

Heavy Equipment Operators:

Individual with no CDL should be brought in at Step A.
 Individual with a CDL should be brought in at Step C.
 If a current employee obtains a CDL while employed should receive a two (2) step increase.

Lead Process Operator and Lead Mechanical Operator:

Lead Process/Mechanical Operator with no certifications should be brought in at Step A.
 Lead Process/Mechanical Operator with a Water 3 or Wastewater 1 should be at Step B.
 Lead Process/Mechanical Operator with a Water 3 and Wastewater 1 should be at Step C.
 Lead Process/Mechanical Operator with a Water 3 and Wastewater 2 should be at Step D.
 Lead Process/Mechanical Operator with a Water 3 and Wastewater 3 should be at Step E.
 Lead Process/Mechanical Operator with a Water 3 and Wastewater 4 should be at Step F.
 Lead Process/Mechanical Operator with a Water 3 and Wastewater 5 should be at Step G.
 If current employee obtains a certification while employed, they should receive a one (1) step increase.

Operator in Training:

Operators in Training start at Step A in Grade 3.
 Operators in Training receive a \$0.50 increase every six (6) months during their training program.
 After two (2) years of successfully completing the training program they are eligible to move to Grade 6, Step A.

APPENDIX A

EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

Town of Richmond, VT

NAME:	DATE:
YEARS OF EXPERIENCE WITH EMPLOYER:	JOB TITLE:
YEARS OF EXPERIENCE ON THIS JOB:	YOUR JOB IS: FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/>
YOUR YEARS OF EXPERIENCE IN THIS FIELD:	YOUR EDUCATION: <input type="checkbox"/> High Sch. <input type="checkbox"/> Assoc. Deg. <input type="checkbox"/> Bach. Deg. <input type="checkbox"/> Mas. Deg.
NAME OF IMMEDIATE SUPERVISOR:	HIS/HER TITLE:

INSTRUCTIONS

The purpose of this questionnaire is to obtain additional information about your job that may not be included in your current job description. Please answer each question thoughtfully and frankly. After you have finished your portion of the questionnaire, give it to your immediate supervisor, who will complete his/her section.

General Summary: In three or four sentences, please summarize the major purpose or primary function of your job.

Please indicate if you have reviewed your current job description.

If you have any changes to your current job description, please mark them on the JD and attach it to this JAQ, or indicate changes here:

If you do not have a job description available to review, please list your job duties. Try to place your duties in order of importance and group “like” tasks together (e.g., “clerical duties including word processing, opening mail, filing, etc.” or “front desk responsibilities including greeting visitors, answering telephones and routing calls, etc.”). Job duties:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

Feel free to add more numbers/duties if necessary.

FACTOR 1. Education & Training: In your opinion, what kind of education and training is necessary to perform your job?

- LEVEL 1: Level of knowledge that is below what is normally attained through high school graduation.
- LEVEL 2: High school diploma (GED) or equivalent.
- LEVEL 3: High school, plus elementary technical training, acquired on the job or through one year or less of technical or business school.
- LEVEL 4: Extensive technical or specialized training such as would be acquired by an Associate’s Degree or two years of technical or business school.
- LEVEL 5: Completion of four-year college degree program.
- LEVEL 6: Additional professional level of education beyond a four-year college program, such as a CPA or Professional Engineer (P.E.) training.
- LEVEL 7: Completion of graduate coursework equal to a Master’s Degree or higher.

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

If a specific certificate or license is mandated by an outside agency to perform your duties, name the certificate or license:

What special skills, knowledge, and abilities are required to perform your job? Please list:

FACTOR 2. Years of Experience: How much previous work experience do you feel is necessary to perform your job?

- | | | | | |
|---|---------------------------------------|---------------------------------------|--|---|
| LEVEL 1: | LEVEL 2: | LEVEL 3: | LEVEL 4: | LEVEL 5: |
| <input type="checkbox"/> Less Than 1 Year | <input type="checkbox"/> 1 to 3 Years | <input type="checkbox"/> 4 to 6 Years | <input type="checkbox"/> 7 to 10 Years | <input type="checkbox"/> More than 10 Years |

What is the minimum number of years required?

What specific experience is necessary?

FACTOR 3. Independent Judgment and Decision Making

Part 1: How much discretion do you have in making decisions with or without the input or direction of your supervisor?

- LITTLE: Little discretion or independent judgment exercised.
- SOME: Some discretion or judgment exercised, but supervisor is normally available.
- OFTEN: Job often requires making decisions in absence of specific policies and/or guidance from supervisors, but some direct guidance is received from supervisors.
- HIGH: High level of discretion with decisions restricted only by Departmental policies and little direct guidance from supervisors.
- VERY HIGH: Very high level of discretion with decisions only restricted by the broadest policies of the Organization.

Part 2: If you make an erroneous decision, what impact would this decision have on your work unit, department, and/or the Organization?

- MINOR: Some inconvenience and delays but minor costs in terms of time, money, or public/employee good will.
- MODERATE: Moderate costs in time, money, or public/employee good will would be incurred. Delays in important projects/schedules likely.
- SERIOUS: Important goals would not be achieved and the financial, employee, or public relations posture of the Organization would be seriously affected.
- CRITICAL: Critical goals and objectives of the Organization would be adversely and very seriously affected. Error could likely result in critical financial loss, property damage, or bodily harm/loss of life.

FACTOR 4. Responsibility for Policy Development: Does your job require you to participate in the development of policies for your unit/division/department/the Organization?

- LEVEL 1: Position involves only the execution of policies or use of existing procedures.
- LEVEL 2: May provide some input to supervisor when policies and procedures are updated.
- LEVEL 3: Position involves some development of policies/procedures for the Department and/or the interpretation or explanation of departmental policies for others in the organization or residents.
- LEVEL 4: Position involves significant or primary responsibility for the development of policies and procedures for a division or organizational component of a department, as well as the interpretation, execution and recommendation of changes to department policies.
- LEVEL 5: Position involves significant or primary responsibility for the development of policies and procedures for an entire department, plus occasional participation in the development of policies which affect other departments in the organization.
- LEVEL 6: Position involves the primary responsibility for the development of departmental policies and procedures and regular participation in the development of policies that affect other departments and occasionally involves participation in the development of organization-wide policies.

Give some examples of the types of policies you've written or been a part of creating:

FACTOR 5. Planning: How much latitude do you have to set your own daily work schedule and priorities for a given workday?

- LEVEL 1: Position requires that my daily work load and activities are assigned to me by my supervisor.
- LEVEL 2: Position requires that I plan my own daily work load and work independently according to established procedures or standards.
- LEVEL 3: Position requires that I plan my own daily work load and those of others in the department (first-level supervision).
- LEVEL 4: Position requires an above average ability to analyze data and develop departmental plans, including plans where a number of difficult, technical and/or administrative problems must be addressed (Manager/Division level planning).
- LEVEL 5: Position requires a high level of analytical ability to develop plans for a department or complex situation, including plans that involve integrating/involving/impacting other departments (Department Head level planning).

FACTOR 6. Contacts with Others: In the course of performing your job, what contacts with people in your department, other departments within the organization, and/or people from outside the organization are you required to make?

- LEVEL 1: Position involves interaction with fellow workers on routine matters with relatively little public contact.
- LEVEL 2: Position involves frequent internal and external contact, but generally on routine matters such as furnishing or obtaining information.
- LEVEL 3: Position involves frequent internal contact and regular contact with outsiders generally on routine matters, including contacts with irate outsiders which require some public relations skill for taking complaints for others to follow up upon.
- LEVEL 4: Position involves frequent internal and external contacts which require public relations skills in handling complaints. Contacts involve non-routine problems and require in-depth discussion and/or persuasion in order to resolve the problem. Handles more difficult contacts that are referred by front line employees.
- LEVEL 5: Position involves frequent internal and external contacts which require skill in dealing with, and influencing others, and initiating changes in policy/procedures to address the issue so as to avoid having to deal with the issue again in the future.
- LEVEL 6: Position involves frequent internal and external contacts in which I act as the spokesperson for the department and am authorized to make commitments of significant resources on behalf of the department.
- LEVEL 7: Position involves frequent internal and external contacts where I represent the entire organization and am authorized to make commitments in matters of broad or critical interest to the entire organization.

With which internal individuals or groups do you have the most contact?

With which external individuals or groups do you have the most contact?

FACTOR 7. Supervision Given:

Do you supervise or assign work to other employees? Yes No

If yes:

- LEVEL 1: Position is regularly responsible for assigning work to an employee or employees, without acting in a supervisory role. To whom does this position assign work?
- LEVEL 2: Position is responsible for the supervision of one full time or several part time employees.

- LEVEL 3: Position is responsible for the supervision of two to five full time (or full time equivalent) employees.
- LEVEL 4: Position is responsible for the supervision of six to 15 full time (or full time equivalent) employees.
- LEVEL 5: Position is responsible for direct and/or indirect supervision of 16 to 29 full time (or full time equivalent) employees.
- LEVEL 6: Position is responsible for direct and/or indirect supervision of 30 to 50 full time (or full time equivalent) employees.
- LEVEL 7: Position is responsible for direct and/or indirect supervision of more than 51 full time (or full time equivalent) employees.

Actual number of full-time (or full-time equivalent) employees supervised:

FACTOR 8. Physical Demands: Please describe any physical demands required to perform your job.

Demand	No	Yes	How often? (Rarely, Occasionally or Daily)
Lifting to 20 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 20-50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 50+ pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Climbing	<input type="checkbox"/>	<input type="checkbox"/>	
Walking	<input type="checkbox"/>	<input type="checkbox"/>	
Kneeling	<input type="checkbox"/>	<input type="checkbox"/>	
Crouching	<input type="checkbox"/>	<input type="checkbox"/>	
Crawling	<input type="checkbox"/>	<input type="checkbox"/>	
Bending	<input type="checkbox"/>	<input type="checkbox"/>	
Sitting	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Standing	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Visual Concentration	<input type="checkbox"/>	<input type="checkbox"/>	

Unpleasant or Hazardous Conditions: Please describe any unpleasant or hazardous conditions you are exposed to in performing your job and how often you are exposed to those conditions. Include only those conditions which are directly related to your work rather than specific work area conditions.

Condition	No	Yes	How Often? (Rarely, Occasionally or Daily)
Lighting-dimness or brightness	<input type="checkbox"/>	<input type="checkbox"/>	
Dust	<input type="checkbox"/>	<input type="checkbox"/>	
Heat	<input type="checkbox"/>	<input type="checkbox"/>	
Cold	<input type="checkbox"/>	<input type="checkbox"/>	
Odors	<input type="checkbox"/>	<input type="checkbox"/>	
Noise	<input type="checkbox"/>	<input type="checkbox"/>	
Vibration	<input type="checkbox"/>	<input type="checkbox"/>	
Wetness/Humidity	<input type="checkbox"/>	<input type="checkbox"/>	
Toxic Agents	<input type="checkbox"/>	<input type="checkbox"/>	
Electrical Currents	<input type="checkbox"/>	<input type="checkbox"/>	
Heavy Machinery	<input type="checkbox"/>	<input type="checkbox"/>	
Violence	<input type="checkbox"/>	<input type="checkbox"/>	
Disease	<input type="checkbox"/>	<input type="checkbox"/>	
Smoke	<input type="checkbox"/>	<input type="checkbox"/>	
Other	<input type="checkbox"/>	<input type="checkbox"/>	

FACTOR 9. Use of Technology/Specialized Equipment: Please check the level of technology or specialized equipment use needed for you to perform your job.

- LEVEL 1: Position has no responsibility for, or use of, technology.
- LEVEL 2: Position has some basic use of computers for data entry and some use of the telephone, copier, etc.
- LEVEL 3: Position has daily use of computers for data entry and use of the telephone, fax machine, copier, etc. Position has daily use of light equipment such as push mowers, weed whackers, pole saws, custodial equipment, etc.
- LEVEL 4: Position has daily use of computers, the Internet, Smartphones, etc. to create databases, spreadsheets, or reports. Position designs and creates customized reports, presentations, and/or documents using advanced software skills.
- LEVEL 5A: Position provides routine consultation and technology support for everyday computer programming and/or software requests/questions to others in the organization; is an applications super user; or uses specialized software such as GIS, SCADA or telecommunications software.
- LEVEL 5B: Position uses, troubleshoots, and/or repairs various pieces of specialized equipment such as HVAC, lighting, gas flares, blowers, engines, heavy equipment, diagnostic equipment, large vehicles (vacuum trucks, street sweepers, fire apparatus) and/or medical or public safety equipment.
- LEVEL 6: Position is responsible for advanced computer programming, system security, maintenance, training, and purchasing of items such as computers, printers, scanners, etc., for the computer system for the organization (IT personnel).
- LEVEL 7: Position is responsible for the overall direction and supervision of the staff that are responsible for the computer and technology needs of the organization, including responsibility for developing technology policies for the organization (IT personnel).

11. Comments/Additional Information: Feel free to add additional information below. If using a printed copy of this form, use the back of the form to add your comments.

Type your name and the date below, then save this form as a Word document with the file name of "JobTitle.LastName.FirstName" and email it to your supervisor. If using a printed copy of this form, sign and date it and then deliver to your supervisor.

EMPLOYEE'S SIGNATURE OR TYPED NAME

DATE

THIS SECTION TO BE COMPLETED BY IMMEDIATE SUPERVISOR AND/OR DEPARTMENT HEAD

Please provide your comments below. If using a printed copy of the form and additional space is needed, please use the back of this form or attach an additional sheet. **Please do not mark in employee's portion of the questionnaire.**

1. Do you agree with the employee's answers to all of the above questions? If not, please explain.
2. List any job duties or assignments which the employee performs which are in addition to those listed on the job description or this form.
3. How long has this employee worked for you?

4. Additional comments from the employee's immediate supervisor:

Type your name and the date below, then email this form to your Department Head (if applicable) or to the Human Resources Director. If using a printed copy of this form, sign and date it before forwarding.

SUPERVISOR'S SIGNATURE OR TYPED NAME

DATE

If Supervisor isn't Department Head, Department Head should review this form as well.

- I have read the above and substantially concur.
- I have read the above and have the following comments:

Type your name and the date below, and then email this form to Human Resources. If using a printed copy of this form, sign and date it before forwarding.

DEPARTMENT HEAD SIGNATURE OR TYPED NAME

DATE

IMPORTANT DATES:

December 14th: Employees complete and submit the JAQs to their Supervisors. Please save file as follows: JobTitle.LastName.FirstName

December 21st: Supervisors and Department Heads review and then submit the JAQs to Human Resources.

December 31st: Town Administration reviews and then submits the JAQs to GovHR USA.

APPENDIX B

1. Per Capita Income: Maximum 20 Points						
43,725						
Factor	Minimum Range		Maximum Range		Points	
1.50	29,150	43,725	43,725	65,588	20	
2.00	21,863	29,149	65,589	87,450	15	
2.50	17,490	21,862	87,451	109,313	11	
3.00	14,575	17,489	109,314	131,175	7	
All Others					0	
2. Total Budgeted GF + Highway Expenditures: Maximum 15 Points						
\$3.96 Million						
Factor	Minimum Range		Maximum Range		Points	
1.50	2.64	3.96	3.96	5.94	15	
2.00	1.98	2.63	5.95	7.92	11	
2.50	1.58	1.97	7.93	9.90	7	
3.00	1.32	1.57	9.91	11.88	3	
All Others					0	
3. Proximity to Richmond: Maximum 15 Points						
Factor:					Points	
1 to 10 miles:					15	
11 to 20 miles:					11	
21 to 30 Miles:					7	
31 and more miles:					3	
All Others					0	
4. Population: Maximum 20 Points						
4,168						
Factor	Minimum Range		Maximum Range		Points	
1.50	2,779	4,168	4,168	6,252	20	
2.00	2,084	2,778	6,253	8,336	15	
2.50	1,667	2,083	8,337	10,420	11	
3.00	1,389	1,666	10,421	12,504	7	
All Others					0	
5. Equalized Property Values: Maximum 20 Points						
\$552.50 Million						
Factor	Minimum Range		Maximum Range		Points	
1.50	368.33	552.50	552.50	828.75	20	
2.00	276.25	368.32	828.76	1,105.00	15	
2.50	221.00	276.24	1,105.01	1,381.25	11	
3.00	184.17	220.99	1,381.26	1,657.50	7	
All Others					0	
6. Q1 2021 State Sales and Use Tax: Maximum 10 Points						
\$6.04 Million						
Factor	Minimum Range		Maximum Range		Points	
1.50	4.03	6.04	6.04	9.06	10	
2.00	3.02	4.02	9.07	12.08	7	
2.50	2.42	3.01	12.09	15.10	5	
3.00	2.01	2.41	15.11	18.12	3	
All Others					0	

Initial screen:

Vermont communities in Chittenden, Franklin, Lamoille, Washington, and Addison Counties with a population of more than 1,000.

Sources:

(1) Vermont Secretary of State Website - State Archives and Records Administration: https://vermont.access.preservica.com/IO_67ee72eb-f50b-45a4-8688-ba81d6c5529f/

(2) Excel Geography App: 2019 Estimated Population.

(3) Census Reporter for Per Capita Income: <https://censusreporter.org>.

(4) Google Maps: Proximity

(5) Sales and Use Tax Q1 2021: <https://tax.vermont.gov/document/sales-and-use-tax-statistics-q1-2021-update>

(6) 2020 Municipal Equalized Property Values: <https://tax.vermont.gov/document/pvr-annual-report-2020-data-mun-epv>

Note:

Each of the eight criterion contain ranges to assess comparability with the Town's data. For example, each of the four ranges for the Town's population is developed using a factor of .5 percent (+/-). To determine the population range that will receive a score of 15 (most similar to the Town), the Town's population is multiplied by 1.5 (maximum range) and divided by 1.5 (minimum range). The Town's population is then multiplied and divided by 2.0, 2.5 and 3.0 to determine ranges of decreasing similarity (and subsequently decreasing "comparability points").

Town of Richmond, VT
Criteria Comparisons - Sorted by Rank

Municipality	Per Capita Income	Max. Points	Total Expe. (millions)	Max. Points	Proximity	Max Points	Population	Max. Points	EPV (millions)	Max. Points	Sales/Use Tax (millions)	Max. Points	Total Points
Richmond	43,725	20	3.96	15	-	15	4,168	20	552.50	20	6.04	10	100
Hinesburg	43,210	20	4.29	15	9.7	15	4,698	20	667.79	20	4.01	7	97
Cambridge	30,827	20	3.51	15	19.6	11	3,828	20	556.40	20	8.14	10	96
Jericho	46,655	20	4.32	15	9.6	15	5,070	20	727.70	20	2.31	3	93
Underhill	47,580	20	3.89	15	9.4	15	3,093	20	447.66	20	0.74	0	90
Fairfax	34,236	20	3.01	15	21.3	7	4,770	20	533.61	20	2.83	5	87
Berlin	30,639	20	2.68	15	28.0	7	2,799	20	470.23	20	17.36	3	85
Morristown	35,324	20	5.80	15	30.5	7	5,438	20	690.57	20	24.04	0	82
Charlotte	63,598	20	3.26	15	17.7	11	3,829	20	977.79	15	0.94	0	81
Swanton	29,882	20	2.54	11	42.5	3	6,576	15	692.54	20	5.74	10	79
Winooski	28,095	15	7.63	11	13.4	11	7,337	15	726.32	20	3.86	7	79
Northfield	25,030	15	4.86	15	34.3	3	6,015	20	355.44	15	4.25	10	78
Georgia	32,501	20	2.64	15	31.5	3	4,771	20	693.41	20	1.62	0	78
Waitsfield	49,245	20	1.97	7	27.2	7	1,707	11	392.39	20	8.66	10	75
Vergennes	31,630	20	2.47	11	25.2	7	2,601	15	250.04	11	4.55	10	74
Hyde Park	35,674	20	2.65	15	35.8	3	2,959	20	298.72	15	0.88	0	73
Highgate	28,123	15	2.86	15	44.4	3	3,673	20	418.40	20	1.79	0	73
Ferrisburgh	45,055	20	2.10	11	24.1	7	2,715	15	550.23	20	1.37	0	73
Westford	42,734	20	2.02	11	17.5	11	2,121	15	276.96	15	0.22	0	72
East Montpelier	37,212	20	1.89	7	32.2	3	2,571	15	326.48	15	4.32	10	70
Bristol	34,595	20	1.74	7	24.1	7	2,030	11	367.62	15	4.34	10	70
Huntington	42,922	20	2.07	11	6.9	15	1,998	11	240.41	11	0.35	0	68
Warren	53,835	20	1.44	3	29.8	7	1,682	11	792.11	20	12.98	5	66
New Haven	40,239	20	2.37	11	25.3	7	1,721	11	318.43	15	1.70	0	64
Milton	37,976	20	8.36	7	19.5	11	10,984	7	1,283.61	11	10.20	7	63
Montpelier	42,496	20	12.62	0	25.7	7	7,477	15	1,033.84	15	14.34	5	62
St. Albans	29,112	15	8.67	7	33.2	3	6,813	15	617.51	20	22.69	0	60
Johnson	25,722	15	0.00	0	31.0	3	3,655	20	233.59	11	7.48	10	59
Monkton	41,198	20	0.00	0	18.6	11	2,098	15	274.94	11	0.00	0	57
Middlesex	39,622	20	1.32	3	19.2	11	1,738	11	240.16	11	0.53	0	56
Sheldon	34,126	20	1.66	7	38.0	3	2,230	15	275.10	11	0.56	0	56
Shelburne	55,128	20	9.55	7	16.5	11	7,717	15	1,710.64	0	17.77	3	56
Williston	45,882	20	9.62	7	6.8	15	9,870	11	2,233.02	0	98.86	0	53
Enosburg	26,250	15	0.98	0	42.4	3	2,771	15	219.17	7	5.18	10	50
Moretown	40,590	20	1.26	0	22.6	7	1,675	11	243.39	11	0.55	0	49
Barre	24,945	15	12.53	0	32.0	3	8,605	11	539.08	20	30.15	0	49
Fairfield	38,854	20	1.73	7	32.1	3	1,934	11	207.04	7	0.35	0	48
Fayston	57,224	20	1.01	0	25.9	7	1,337	0	406.72	20	0.00	0	47
Stowe	58,364	20	12.41	0	23.1	7	4,437	20	2,563.82	0	42.97	0	47
Middlebury	28,311	15	10.14	3	33.6	3	8,744	11	964.01	15	24.73	0	47
Calais	36,137	20	1.71	7	36.6	3	1,661	7	217.66	7	0.07	0	44

Town of Richmond, VT
Criteria Comparisons - Sorted by Rank

Municipality	Per Capita Income	Max. Points	Total Expe. (millions)	Max. Points	Proximity	Max Points	Population	Max. Points	EPV (millions)	Max. Points	Sales/Use Tax (millions)	Max. Points	Total Points
Richmond	43,725	20	3.96	15	-	15	4,168	20	552.50	20	6.04	10	100
Starksboro	33,978	20	1.04	0	15.5	11	1,755	11	181.76	0	0.00	0	42
Richford	21,604	11	2.37	11	49.9	3	2,308	15	147.42	0	0.88	0	40
Duxbury	38,077	20	1.84	7	14.7	11	1,312	0	184.10	0	0.00	0	38
Cabot	25,787	15	2.44	11	49.7	3	1,434	7	181.46	0	0.51	0	36
Essex	42,573	20	15.33	0	9.8	15	21,911	0	3,011.68	0	39.08	0	35
Wolcott	29,171	20	1.15	0	42.9	3	1,682	11	163.07	0	0.57	0	34
Berkshire	29,466	20	1.03	0	46.8	3	1,762	11	128.51	0	0.00	0	34
Salisbury	35,069	20	0.45	0	41.5	3	1,117	0	222.53	11	0.10	0	34
Cornwall	50,696	20	0.95	0	39.6	3	1,207	0	227.51	11	0.00	0	34
Bolton	37,849	20	0.86	0	20.0	11	1,190	0	144.69	0	0.00	0	31
Colchester	37,772	20	13.14	0	14.2	11	17,499	0	2,546.93	0	90.86	0	31
South Burlington	43,692	20	0.00	0	11.5	11	19,486	0	3,559.73	0	88.10	0	31
Marshfield	38,358	20	1.00	0	42.1	3	1,492	7	138.06	0	0.00	0	30
Fletcher	38,440	20	1.38	3	24.2	7	1,339	0	144.83	0	0.00	0	30
Franklin	31,017	20	0.79	0	46.5	3	1,434	7	166.49	0	0.46	0	30
Lincoln	32,179	20	1.36	3	24.7	7	1,259	0	167.12	0	0.00	0	30
Leicester	31,859	20	0.75	0	43.4	3	1,085	0	185.59	7	0.00	0	30
Addison	36,056	20	1.27	0	31.3	3	1,337	0	209.27	7	0.25	0	30
Burlington	28,480	15	73.74	0	13.4	11	42,545	0	5,362.86	0	54.09	0	26
Bridport	34,194	20	1.36	3	40.0	3	1,187	0	157.48	0	0.95	0	26
Worcester	33,432	20	1.14	0	31.0	3	1,025	0	94.08	0	0.00	0	23
Plainfield	31,298	20	1.18	0	35.4	3	1,259	0	127.73	0	0.38	0	23
Bakersfield	35,588	20	0.65	0	32.4	3	1,342	0	127.19	0	0.00	0	23
Shoreham	37,195	20	1.26	0	45.3	3	1,242	0	149.01	0	0.49	0	23
Orwell	31,422	20	1.12	0	51.7	3	1,235	0	150.90	0	1.10	0	23
Montgomery	21,693	11	1.76	7	45.5	3	1,206	0	160.65	0	0.57	0	21
Eden*	28,087	15	1.04	0	40.0	3	1,371	0	138.55	0	0.00	0	18

*Towns with an asterisk did not have data reported to the state for Sales/Use Tax and have been shown as \$0.00.

**Towns with two asterisks are delinquent in filing their annual budget and thus no information was collected for total general fund expenditures.

Town of Richmond, VT
 Top Comparables - 75+ Points

Municipality	Per Capita Income	Max. Points	Total Expe. (millions)	Max. Points	Proximity	Max Points	Population	Max. Points	EPV (millions)	Max. Points	Sales/Use Tax (millions)	Max. Points	Total Points
Richmond	43,725	20	3.96	15	-	15	4,168	20	552.50	20	6.04	10	100
Hinesburg	43,210	20	4.29	15	9.7	15	4,698	20	667.79	20	4.01	7	97
Cambridge	30,827	20	3.51	15	19.6	11	3,828	20	556.40	20	8.14	10	96
Jericho	46,655	20	4.32	15	9.6	15	5,070	20	727.70	20	2.31	3	93
Underhill	47,580	20	3.89	15	9.4	15	3,093	20	447.66	20	0.74	0	90
Fairfax	34,236	20	3.01	15	21.3	7	4,770	20	533.61	20	2.83	5	87
Berlin	30,639	20	2.68	15	28.0	7	2,799	20	470.23	20	17.36	3	85
Morristown	35,324	20	5.80	15	30.5	7	5,438	20	690.57	20	24.04	0	82
Charlotte	63,598	20	3.26	15	17.7	11	3,829	20	977.79	15	0.94	0	81
Swanton	29,882	20	2.54	11	42.5	3	6,576	15	692.54	20	5.74	10	79
Winooski	28,095	15	7.63	11	13.4	11	7,337	15	726.32	20	3.86	7	79
Northfield	25,030	15	4.86	15	34.3	3	6,015	20	355.44	15	4.25	10	78
Georgia	32,501	20	2.64	15	31.5	3	4,771	20	693.41	20	1.62	0	78
Waitsfield	49,245	20	1.97	7	27.2	7	1,707	11	392.39	20	8.66	10	75
Added the following Chittenden County Communities:													
Westford	42,734	20	2.02	11	17.5	11	2,121	15	276.96	15	0.22	0	72
Huntington	42,922	20	2.07	11	6.9	15	1,998	11	240.41	11	0.35	0	68
Milton	37,976	20	8.36	7	19.5	11	10,984	7	1,283.61	11	10.20	7	63
Shelburne	55,128	20	9.55	7	16.5	11	7,717	15	1,710.64	0	17.77	3	56
Williston	45,882	20	9.62	7	6.8	15	9,870	11	2,233.02	0	98.86	0	53
Essex	42,573	20	15.33	0	9.8	15	21,911	0	3,011.68	0	39.08	0	35
Bolton	37,849	20	0.86	0	20.0	11	1,190	0	144.69	0	0.00	0	31
Colchester	37,772	20	13.14	0	14.2	11	17,499	0	2,546.93	0	90.86	0	31
South Burlington	43,692	20	0.00	0	11.5	11	19,486	0	3,559.73	0	88.10	0	31
Burlington	28,480	15	73.74	0	13.4	11	42,545	0	5,362.86	0	54.09	0	26
Water and Sewer Only Survey:													
Montpelier	42,496	20	12.62	0	25.7	7	7,477	15	1,033.84	15	14.34	5	62
Middlebury	28,311	15	10.14	3	33.6	3	8,744	11	964.01	15	24.73	0	47
Stowe	58,364	20	12.41	0	23.1	7	4,437	20	2,563.82	0	42.97	0	47

APPENDIX C

Position: Town Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Town Administrator			76,000
Bolton	n/a			
Burlington	Mayor	104,690	125,155	120,036
Charlotte	Town Manager	51,000	88,000	79,600
Colchester	Town Manager			119,153
Essex	Town Manager			125,000
Fairfax	Town Manager			86,000
Hinesburg	Town Manager	92,000	135,000	115,000
Huntington	Town Administrator	40,000	70,000	
Jericho	Town Administrator	60,000	90,000	
Morristown	Town Administrator			93,600
Milton	Town Manager			118,742
Northfield	Town Manager			89,600
South Burlington	Town Manager	125,000	135,000	133,000
Underhill	Town Administrator			60,000
Westford	Town Administrator			68,702
Williston	Town Manager			97,344
Winooski	City Manager			118,768
Richmond	Town Manager	72,904	106,205	78,915
Range Data				
Average		78,781.67	107,192.50	100,036.34
50th Percentile		76,000.00	107,577.50	97,344.00
60th Percentile		92,000.00	125,155.00	116,496.80
65th Percentile		95,172.50	127,616.25	118,744.60
70th Percentile		98,345.00	130,077.50	118,762.80
75th Percentile		101,517.50	132,538.75	118,960.40
80th Percentile		104,690.00	135,000.00	119,329.44
Actual Data				
Average		85,030.89	115,041.79	
50th Percentile		82,742.40	111,945.60	
60th Percentile		99,022.28	133,971.32	
65th Percentile		100,932.91	136,556.29	
70th Percentile		100,948.38	136,577.22	
75th Percentile		101,116.34	136,804.46	
80th Percentile		101,430.02	137,228.86	

Position: Assistant to the Town Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Assistant Town Administrator			44,150
Bolton	n/a			
Burlington	Administrative Assistant	46,938	55,847	47,828
Charlotte	n/a			
Colchester	Deputy Town Manager			100,172
Essex	Deputy Manager			103,500
Fairfax	Select Board Assistant \$4,000/year			
Hinesburg	Assistant Town Manager	69,300	98,000	69,992
Huntington	n/a			
Jericho	Assistant Town Administrator	44,850	74,100	67,802
Morristown	Admin Assistant to the Town Manager	43,514	58,822	41,725
Milton	Executive Assistant to the Town Mgr.			43,680
Northfield	Administrative Assistant			49,500
South Burlington	Deputy City Manager	115,000	125,000	119,000
Underhill	n/a			
Westford	n/a			
Williston	HR Coord./Assistant to the Town Mgr.	54,844	87,891	
Winooski	n/a			
Richmond	Assistant to the Town Manager 32 hrs/wk	47,008	68,453	35,256
Range Data				
Average		62,407.55	83,276.66	68,734.85
50th Percentile		50,890.85	80,995.50	58,650.75
60th Percentile		54,844.00	87,891.00	68,677.70
65th Percentile		58,458.00	90,418.25	69,663.43
70th Percentile		62,072.00	92,945.50	79,046.08
75th Percentile		65,686.00	95,472.75	92,627.21
80th Percentile		69,300.00	98,000.00	100,837.82
Actual Data				
Average		58,424.62	79,045.08	
50th Percentile		49,853.14	67,448.36	
60th Percentile		58,376.05	78,979.36	
65th Percentile		59,213.91	80,112.94	
70th Percentile		67,189.17	90,903.00	
75th Percentile		78,733.13	106,521.29	
80th Percentile		85,712.15	115,963.50	

Position: Assistant to the Town Manager (Edited)				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Assistant Town Administrator			
Bolton	n/a			
Burlington	Administrative Assistant	46,938	55,847	47,828
Charlotte	n/a			
Colchester	Deputy Town Manager			
Essex	Deputy Manager			
Fairfax	Select Board Assistant \$4,000/year			
Hinesburg	Assistant Town Manager			
Huntington	n/a			
Jericho	Assistant Town Administrator			
Morristown	Admin Assistant to the Town Manager	43,514	58,822	41,725
Milton	Executive Assistant to the Town Mgr.			43,680
Northfield	Administrative Assistant			49,500
South Burlington	Deputy City Manager			
Underhill	n/a			
Westford	n/a			
Williston	HR Coord./Assistant to the Town Mgr.	54,844	87,891	
Winooski	n/a			
Richmond	Assistant to the Town Manager	47,008	68,453	
Range Data				
Average		48,431.77	67,519.98	45,683.18
50th Percentile		46,937.70	58,822.40	45,753.97
60th Percentile		48,518.96	64,636.12	46,998.35
65th Percentile		49,309.59	67,542.98	47,620.54
70th Percentile		50,100.22	70,449.84	47,995.14
75th Percentile		50,890.85	73,356.70	48,245.95
80th Percentile		51,681.48	76,263.56	48,496.76
Actual Data				
Average		38,830.71	52,535.66	
50th Percentile		38,890.87	52,617.06	
60th Percentile		39,948.60	54,048.10	
65th Percentile		40,477.46	54,763.62	
70th Percentile		40,795.87	55,194.41	
75th Percentile		41,009.06	55,482.84	
80th Percentile		41,222.25	55,771.28	

Position: Town Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Town Clerk			48,076
Bolton	Town Clerk			53,972
Burlington	Assistant City Clerk	74,731	89,199	83,412
Charlotte	Town Clerk/Treasurer (Elected)	62,100	83,900	79,600
Colchester	Town Clerk			77,386
Essex	Town Clerk - no maximum range.	69,846		100,466
Fairfax	Town Clerk/Treasurer			52,461
Hinesburg	Town Clerk/Treasurer	68,700	102,500	75,171
Huntington	Town Clerk (PT Converted to FT)			73,372
Jericho	Town Clerk	35,000	65,000	59,066
Morristown	Town Clerk/Treasurer			73,258
Milton	Town Clerk			57,416
Northfield	Town Clerk			54,600
South Burlington	Town Clerk	95,000	110,000	101,000
Underhill	Town Clerk/Treasurer			72,879
Westford	Town Clerk 24 hrs/wk. \$25,000/year.			
Williston	Town Clerk			56,451
Winooski	City Clerk/Assistant Treasurer	68,099	83,866	68,099
Richmond	Town Clerk	49,338	71,885	63,817
Range Data				
Average		67,639.50	89,077.42	69,472.32
50th Percentile		68,700.00	86,549.46	72,879.00
60th Percentile		69,387.60	89,198.93	73,326.40
65th Percentile		69,731.40	92,524.20	74,091.60
70th Percentile		70,823.06	95,849.46	75,613.98
75th Percentile		72,288.64	99,174.73	77,385.88
80th Percentile		73,754.22	102,500.00	79,157.18
Actual Data				
Average		59,051.48	79,893.17	
50th Percentile		61,947.15	83,810.85	
60th Percentile		62,327.44	84,325.36	
65th Percentile		62,977.86	85,205.34	
70th Percentile		64,271.88	86,956.07	
75th Percentile		65,778.00	88,993.76	
80th Percentile		67,283.60	91,030.75	

Position: Office Assistant/Assistant Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Office Assistant/Assistant Clerk			36,400
Bolton	Assistant Town Clerk/Treasurer			41,371
Burlington	Customer Service Associate	47,125	56,068	56,068
Charlotte	Ast. Town Clerk/Ast. Town Treasurer	38,064	63,003	49,920
Colchester	Assistant Town Clerk			47,084
Essex	Assistant Clerk I and II	38,730	41,766	
Fairfax	Assistant Town Clerk/Treasurer (Part Time)			44,179
Hinesburg	Assistant Clerk/Treasurer	45,802	58,510	48,797
Huntington	Office Assistant/Assistant Clerk			38,875
Jericho	Assistant Town Clerk	35,100	62,400	39,000
Morristown	Assistant Town Clerk/Treasurer	49,712	67,205	54,142
Milton	Office Assistant/Assistant Clerk			46,000
Northfield	Office Assistant/Assistant Clerk			41,954
South Burlington	Deputy City Clerk	40,000	48,000	46,000
Underhill	n/a			
Westford	Assistant Clerk 24 hrs/wk. converted to FT			33,925
Williston	Assistant Town Clerk/Records Clerk	40,956	63,535	
Winooski	Assistant Clerk	37,336	45,989	38,854
Richmond	Office Assistant/Assistant Clerk	34,154	49,514	42,453
Range Data				
Average		41,424.90	56,275.14	44,171.26
50th Percentile		40,000.00	58,510.40	44,179.20
60th Percentile		40,764.80	61,622.08	46,000.00
65th Percentile		41,925.12	62,520.64	46,108.39
70th Percentile		43,863.36	62,761.92	46,867.12
75th Percentile		45,801.60	63,003.20	47,940.45
80th Percentile		46,330.92	63,215.92	49,021.60
Actual Data				
Average		37,545.57	50,796.95	
50th Percentile		37,552.32	50,806.08	
60th Percentile		39,100.00	52,900.00	
65th Percentile		39,192.13	53,024.65	
70th Percentile		39,837.05	53,897.19	
75th Percentile		40,749.38	55,131.52	
80th Percentile		41,668.36	56,374.84	

Position: Finance Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	n/a			
Bolton	n/a			
Burlington	CAO	129,403	168,223	168,223
Charlotte	n/a			
Colchester	Finance Director			87,831
Essex	Finance Director			88,500
Fairfax	n/a			
Hinesburg	n/a			
Huntington	Town Treasurer PT converted to FT			53,734
Jericho	Treasurer 5 hrs/wk. converted to FT	48,750	87,750	78,000
Morristown	Finance/HR Director	60,050	81,203	61,776
Milton	Finance Director			84,850
Northfield	Finance Director			77,850
South Burlington	Finance Officer	80,000	95,000	85,000
Underhill	Finance Officer			60,746
Westford	Treasurer \$12,482/year			
Williston	Director of Finance and HR	78,813	126,100	
Winooski	Finance Director	85,654	105,498	88,691
Richmond	Finance Director	49,338	71,885	54,475
Range Data				
Average		80,445.00	110,628.97	85,018.30
50th Percentile		79,406.50	100,248.80	84,850.00
60th Percentile		80,000.00	105,497.60	85,000.00
65th Percentile		81,413.60	110,648.20	86,415.56
70th Percentile		82,827.20	115,798.80	87,831.12
75th Percentile		84,240.80	120,949.40	88,165.56
80th Percentile		85,654.40	126,100.00	88,500.00
Actual Data				
Average		72,265.56	97,771.05	
50th Percentile		72,122.50	97,577.50	
60th Percentile		72,250.00	97,750.00	
65th Percentile		73,453.23	99,377.89	
70th Percentile		74,656.45	101,005.79	
75th Percentile		74,940.73	101,390.39	
80th Percentile		75,225.00	101,775.00	

Position: Town Planner				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	n/a			
Bolton	n/a			
Burlington	Director of Planning and Zoning	100,790	120,288	104,751
Charlotte	Town Planner	47,091	69,202	52,478
Colchester	Director of Planning and Zoning			79,159
Essex	Community Development Director - Ad	78,000	95,000	
Fairfax	Contracted Position.			
Hinesburg	Planning and Zoning Director	69,200	89,900	74,547
Huntington	n/a			
Jericho	Town Planner	45,000	80,000	72,500
Morristown	Planning/Zoning Director	52,874	71,469	60,029
Milton	Town Planner			63,850
Northfield	n/a			
South Burlington	City Planner	60,000	70,000	63,000
Underhill	n/a			
Westford	Town Planner			59,635
Williston	Director of Planning and Zoning	78,813	126,100	
Winooski	Town Planner	72,488	89,274	75,046
Richmond	Town Planner	49,338	71,885	52,354
Range Data				
Average		67,139.53	90,136.89	70,499.59
50th Percentile		69,200.00	89,273.60	68,175.00
60th Percentile		71,830.40	89,774.72	73,318.80
65th Percentile		73,590.40	90,920.00	74,239.95
70th Percentile		75,795.20	92,960.00	74,696.82
75th Percentile		78,000.00	95,000.00	74,921.55
80th Percentile		78,325.20	105,115.20	75,868.94
Actual Data				
Average		59,924.65	81,074.53	
50th Percentile		57,948.75	78,401.25	
60th Percentile		62,320.98	84,316.62	
65th Percentile		63,103.96	85,375.94	
70th Percentile		63,492.30	85,901.34	
75th Percentile		63,683.32	86,159.78	
80th Percentile		64,488.60	87,249.28	

Position: Zoning Administrative Officer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Zoning Administrative Officer			76,045
Bolton	Zoning Administrative Officer			52,416
Burlington	n/a			
Charlotte	Zoning Administrative Officer	39,998	65,000	56,534
Colchester	Development Planner			56,150
Essex	Zoning Administrator	55,952	69,753	69,753
Fairfax	Zoning Administrative Officer			48,630
Hinesburg	Zoning Administrator	40,602	53,810	
Huntington	Zoning Administrative Officer			47,216
Jericho	Zoning Administrator	39,000	74,100	51,675
Morristown	n/a			
Milton	Zoning Administrative Officer			55,360
Northfield	Zoning Administrative Officer \$21.22/hr.			
South Burlington	Zoning Administrative Officer	60,000	7,000	62,000
Underhill	Zoning Administrative Officer			52,000
Westford	ZAO - 16 hrs/wk. converted to FT			47,528
Williston	n/a			
Winooski	n/a			
Richmond	Zoning Administrative Officer	47,008	68,453	48,880
Range Data				
Average		47,110.40	53,932.52	56,275.60
50th Percentile		40,601.60	65,000.00	53,888.00
60th Percentile		46,741.76	66,901.20	55,833.76
65th Percentile		49,811.84	67,851.80	56,207.32
70th Percentile		52,881.92	68,802.40	56,418.96
75th Percentile		55,952.00	69,753.00	57,900.80
80th Percentile		56,761.60	70,622.40	60,906.88
Actual Data				
Average		47,834.26	64,716.94	
50th Percentile		45,804.80	61,971.20	
60th Percentile		47,458.70	64,208.82	
65th Percentile		47,776.22	64,638.42	
70th Percentile		47,956.12	64,881.80	
75th Percentile		49,215.68	66,585.92	
80th Percentile		51,770.85	70,042.91	

Position: Chief of Police				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Chief of Police			81,600
Bolton	n/a			
Burlington	Chief of Police	119,451	142,561	130,596
Charlotte	n/a			
Colchester	Chief of Police			112,979
Essex	Chief of Police			116,982
Fairfax	n/a			
Hinesburg	Chief of Police	70,907	92,394	77,584
Huntington	Contracts with VSP.			
Jericho	n/a			
Morristown	Current Interim Chief Salary TBD			
Milton	Chief of Police			95,570
Northfield	Chief of Police			80,550
South Burlington	Chief of Police	120,000	130,000	126,000
Underhill	n/a			
Westford	n/a			
Williston	Chief of Police	78,813	126,100	
Winooski	Chief of Police	85,654	105,498	102,398
Richmond	Chief of Police	69,430	101,150	75,150
Range Data				
Average		94,965.08	119,310.52	102,695.53
50th Percentile		85,654.40	126,100.00	102,398.40
60th Percentile		99,173.04	127,660.00	110,863.17
65th Percentile		105,932.36	128,440.00	113,779.89
70th Percentile		112,691.68	129,220.00	115,380.94
75th Percentile		119,451.00	130,000.00	116,982.00
80th Percentile		119,560.80	132,512.20	120,589.20
Actual Data				
Average		87,291.20	118,099.86	
50th Percentile		87,038.64	117,758.16	
60th Percentile		94,233.69	127,492.64	
65th Percentile		96,712.90	130,846.87	
70th Percentile		98,073.80	132,688.09	
75th Percentile		99,434.70	134,529.30	
80th Percentile		102,500.82	138,677.58	

Position: Assistant to the Chief of Police				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Administrative Assistant/Dispatcher			44,554
Bolton	n/a			
Burlington	Administrative Assistant	46,938	55,847	47,828
Charlotte	n/a			
Colchester	n/a			
Essex	Administrative Assistant			47,819
Fairfax	n/a			
Hinesburg	n/a			
Huntington	n/a			
Jericho	n/a			
Morristown	n/a			
Milton	Admn Assistant II - PD			41,240
Northfield	n/a			
South Burlington	n/a			
Underhill	n/a			
Westford	n/a			
Williston	Administrative Assistant	40,956	63,535	
Winooski	Public Safety Admin Assistant	37,336	45,989	49,587
Richmond	Assistant to the Chief of Police	34,154	49,754	52,520
Range Data				
Average				46,205.59
50th Percentile				47,819.20
60th Percentile				47,822.69
65th Percentile				47,824.44
70th Percentile				47,826.19
75th Percentile				47,827.94
80th Percentile				48,179.79
Actual Data				
Average		39,274.75	53,136.43	
50th Percentile		40,646.32	54,992.08	
60th Percentile		40,649.29	54,996.10	
65th Percentile		40,650.78	54,998.11	
70th Percentile		40,652.26	55,000.12	
75th Percentile		40,653.75	55,002.13	
80th Percentile		40,952.82	55,406.76	

Position: Highway Foreman				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Highway Superintendent			50,918
Bolton	Highway Superintendent			55,993
Burlington	Streets Maintenance Manager	70,975	84,660	73,719
Charlotte	n/a - Elected Road Commissioner			
Colchester	Operations Manager DPW			85,068
Essex	Highway Foreman			74,277
Fairfax	Highway Supervisor			78,187
Hinesburg	Road Foreman	51,293	76,502	71,864
Huntington	Highway Foreman	40,000	70,000	68,453
Jericho	Highway Foreman	52,000	83,200	63,232
Morristown	Highway Superintendent	64,293	86,944	62,670
Milton	Highway Foreman			76,719
Northfield	Highway Foreman			67,538
South Burlington	Highway Foreman	55,000	70,000	65,000
Underhill	Highway Foreman			52,520
Westford	Highway Foreman			78,023
Williston	Highway Foreman	54,844	87,891	
Winooski	Public Works Director	85,654	105,498	102,398
Richmond	Highway Foreman	62,962	91,728	76,773
Range Data				
Average		59,257.43	83,086.83	70,411.22
50th Percentile		54,922.00	83,929.81	70,158.50
60th Percentile		56,858.56	85,116.50	73,719.15
65th Percentile		60,111.04	85,916.03	74,137.39
70th Percentile		63,363.52	86,715.56	75,497.90
75th Percentile		65,963.46	87,180.75	77,045.00
80th Percentile		68,302.37	87,512.20	78,023.00
Actual Data				
Average		59,849.54	80,972.91	
50th Percentile		59,634.73	80,682.28	
60th Percentile		62,661.28	84,777.02	
65th Percentile		63,016.78	85,258.00	
70th Percentile		64,173.22	86,822.59	
75th Percentile		65,488.25	88,601.75	
80th Percentile		66,319.55	89,726.45	

Position: Assistant Highway Foreman				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	n/a			
Bolton	Highway Foreman			52,832
Burlington	Working Foreman - Streets Maint.	53,194	63,353	60,305
Charlotte	n/a			
Colchester	n/a			
Essex	Highway Maintenance III			49,421
Fairfax	n/a			
Hinesburg	n/a			
Huntington	n/a			
Jericho	Assistant Highway Foreman	41,600	72,800	52,000
Morristown	Road Foreman	60,944	67,205	51,626
Milton	Assistant Highway Foreman			68,605
Northfield	Heavy Equipment Op/Foreman	49,525	58,094	
South Burlington	n/a			
Underhill	n/a			
Westford	n/a			
Williston	Assistant Highway Foreman	40,956	63,535	
Winooski	Deputy Director of PW	68,099	83,866	83,866
Richmond	Assistant Highway Foreman	41,808	60,944	49,982
Range Data				
Average		52,386.39	68,142.07	59,807.80
50th Percentile		51,359.57	65,369.90	52,832.00
60th Percentile		53,194.34	67,204.80	57,315.94
65th Percentile		55,131.75	68,603.60	59,557.91
70th Percentile		57,069.17	70,002.40	61,965.19
75th Percentile		59,006.58	71,401.20	64,455.12
80th Percentile		60,944.00	72,800.00	66,945.05
Actual Data				
Average		50,836.63	68,778.98	
50th Percentile		44,907.20	60,756.80	
60th Percentile		48,718.55	65,913.33	
65th Percentile		50,624.22	68,491.60	
70th Percentile		52,670.41	71,259.96	
75th Percentile		54,786.85	74,123.38	
80th Percentile		56,903.29	76,986.80	

Position: Heavy Equipment Officer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Road Crew Member	42,640	48,506	
Bolton	n/a			
Burlington	Street Maintenance Worker	47,125	56,070	56,070
Charlotte	Contracts out with Road Commissioner			
Colchester	Highway Maintenance Worker I - II	47,235	60,245	
Essex	Highway Maintenance Level 2A			41,746
Fairfax	Highway	38,480	49,525	
Hinesburg	Maintenance II	50,107	70,200	57,907
Huntington	Heavy Equipment Operator			42,120
Jericho	n/a			
Morristown	Technician I - III	40,447	69,909	
Milton	Heavy Equipment Operator			48,118
Northfield	Heavy Equipment Operator	43,264	52,749	
South Burlington	Heavy Equipment Operator	50,000	60,000	54,000
Underhill	Road Crew (\$2,000 on-call pay)			47,926
Westford	Road Crew Member			46,037
Williston	Heavy Equipment Operator	40,956	63,535	
Winooski	Equipment Operator	41,829	60,923	48,630
Richmond	Heavy Equipment Operator	36,525	53,227	45,427
Range Data				
Average		44,208.27	59,166.05	49,172.68
50th Percentile		42,952.00	60,122.30	48,118.00
60th Percentile		44,808.36	60,516.04	48,527.92
65th Percentile		46,545.76	60,821.41	49,704.32
70th Percentile		47,157.86	61,706.74	51,852.16
75th Percentile		47,207.32	62,882.05	54,000.00
80th Percentile		47,787.83	64,809.76	54,827.89
Actual Data				
Average		41,796.78	56,548.58	
50th Percentile		40,900.30	55,335.70	
60th Percentile		41,248.73	55,807.11	
65th Percentile		42,248.67	57,159.97	
70th Percentile		44,074.34	59,629.98	
75th Percentile		45,900.00	62,100.00	
80th Percentile		46,603.71	63,052.07	

Position: Water/Wastewater Superintendent				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Bolton	n/a			
Burlington	Division Dir. Of Water Resources	97,910	114,306	102,828
Colchester	n/a			
Essex	Dir. of Stormwater Ops/Staff Engineer			72,795
Huntington	n/a			
Middlebury	WWTF Superintendent	64,000	76,109	76,109
Milton	Water/Wastewater Superintendent			76,710
Montpelier	Assistant DPW Director			91,790
Shelburne	Wastewater Superintendent			82,000
South Burlington	Water/Wastewater Superintendent	90,000	100,000	95,000
Stowe	Chief Wastewater Plant Operator	57,886	69,676	80,413
Hinesburg	Water/Sewer/Buildings Director	66,000	87,900	75,795
Westford	n/a			
Williston	n/a			
Winooski	Utility Manager	68,099	83,866	
Richmond	Water/Wastewater Superintendent	62,962	91,728	76,502
Range Data				
Average		73,982.53	88,642.76	83,715.70
50th Percentile		67,049.60	85,882.80	80,412.80
60th Percentile		68,099.20	87,900.00	81,682.56
65th Percentile		73,574.40	90,925.00	83,958.08
70th Percentile		79,049.60	93,950.00	87,874.24
75th Percentile		84,524.80	96,975.00	91,790.40
80th Percentile		90,000.00	100,000.00	93,074.24
Actual Data				
Average		71,158.34	96,273.05	
50th Percentile		68,350.88	92,474.72	
60th Percentile		69,430.18	93,934.94	
65th Percentile		71,364.37	96,551.79	
70th Percentile		74,693.10	101,055.38	
75th Percentile		78,021.84	105,558.96	
80th Percentile		79,113.10	107,035.38	

Position: Lead Process Operator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Bolton	n/a			
Burlington	Wastewater Facilities Manager	76,920	91,825	
Colchester	Maintenance Technician			57,164
Essex	n/a			
Huntington	n/a			
Middlebury	Division Chief	55,141	67,538	66,207
Milton	Chief Operator			62,192
Montpelier	Chief Sewer Operator	58,822	73,320	68,141
Shelburne	Operator			60,106
South Burlington	n/a			
Stowe	Assistant Chief Operator	49,982	69,410	69,410
Hinesburg	Chief Operator	53,997	70,699	62,026
Westford	n/a			
Williston	Water/Sewer Foreman	54,844	87,891	
Winooski	Equipment Operator II	46,467	67,704	67,704
Richmond	Lead Process Operator 1-5	41,808	83,200	57,574
Range Data				
Average		56,596.24	75,483.88	64,118.69
50th Percentile		54,844.00	70,699.20	64,199.50
60th Percentile		55,022.20	72,271.68	66,506.40
65th Percentile		55,111.30	73,057.92	67,030.35
70th Percentile		55,877.28	76,234.20	67,554.30
75th Percentile		56,981.70	80,605.50	67,813.20
80th Percentile		58,086.12	84,976.80	67,966.08
Actual Data				
Average		54,500.89	73,736.49	
50th Percentile		54,569.58	73,829.43	
60th Percentile		56,530.44	76,482.36	
65th Percentile		56,975.80	77,084.90	
70th Percentile		57,421.16	77,687.45	
75th Percentile		57,641.22	77,985.18	
80th Percentile		57,771.17	78,160.99	

Position: Lead Mechanical Operator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Bolton	n/a			
Burlington	Senior Plant Operator	60,648	72,298	64,143
Colchester	n/a			
Essex	n/a			
Huntington	n/a			
Middlebury	Operator I - III	50,565	67,538	
Milton	Senior Technician	50,669	55,390	
Montpelier	Sewer Operator	48,090	60,944	60,944
Shelburne	Operator			60,106
South Burlington	Lab Technician			62,192
Stowe	Operator	45,365	63,045	63,045
Hinesburg	Operator	48,402	62,400	51,875
Westford	n/a			
Williston	Water/Sewer Foreman	54,844	87,891	
Winooski	Equipment Operator II	41,829	60,923	43,514
Richmond	Lead Mechanical Operator 1 - 5	41,808	83,200	60,070
Range Data				
Average		50,051.35	66,303.66	57,974.03
50th Percentile		49,483.30	62,722.40	60,944.00
60th Percentile		50,585.76	63,943.44	61,692.80
65th Percentile		50,622.09	65,516.06	62,067.20
70th Percentile		50,658.42	67,088.68	62,362.56
75th Percentile		51,712.60	68,727.97	62,618.40
80th Percentile		53,173.92	70,393.93	62,874.24
Actual Data				
Average		49,277.93	66,670.14	
50th Percentile		51,802.40	70,085.60	
60th Percentile		52,438.88	70,946.72	
65th Percentile		52,757.12	71,377.28	
70th Percentile		53,008.18	71,716.94	
75th Percentile		53,225.64	72,011.16	
80th Percentile		53,443.10	72,305.38	

Position: Library Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	n/a			
Bolton	n/a			
Burlington	Director of Fletcher Free Library	87,765	105,124	100,574
Charlotte	Library Director	45,800	78,100	75,950
Colchester	Library Director			80,409
Essex	Library Director			68,106
Fairfax	Librarian			50,690
Georgia				
Hinesburg	Library Director			50,406
Huntington	Library Dir. 12 hrs/wk. \$17.88/hour			
Jericho	Only Town Librarian \$21/hr. 25 hrs/wk.			
Morristown Centennial	Library Director			56,098
Milton	Library Director			58,740
Northfield	n/a			
South Burlington	Library Director	75,000	85,000	81,000
Swanton				
Underhill	Library Director			59,302
Waitsfield	Library Director PT \$36,486/year.			
Westford	Library Director PT \$36,900/year.			
Williston	Library Director	78,813	126,100	
Winooski	Library Director	57,117	70,346	62,733
Richmond	Library Director	57,117	83,200	
Range Data				
Average		68,898.87	92,934.00	67,636.96
50th Percentile		75,000.00	85,000.00	62,732.80
60th Percentile		76,525.20	93,049.75	68,106.00
65th Percentile		77,287.80	97,074.63	72,028.00
70th Percentile		78,050.40	101,099.51	75,950.00
75th Percentile		78,813.00	105,124.39	78,179.58
80th Percentile		80,603.31	109,319.51	80,409.16
Actual Data				
Average		57,491.42	77,782.51	
50th Percentile		53,322.88	72,142.72	
60th Percentile		57,890.10	78,321.90	
65th Percentile		61,223.80	82,832.20	
70th Percentile		64,557.50	87,342.50	
75th Percentile		66,452.64	89,906.52	
80th Percentile		68,347.79	92,470.53	

Position: Assistant Library Director/Youth Services Librarian				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	n/a			
Bolton	n/a			
Burlington	Assistant Library Director	73,991	88,316	76,856
Charlotte	Youth Services Librarian	45,802	66,997	64,355
Colchester	Assistant Library Director			69,669
Essex	Assistant Librarian			45,427
Fairfax	n/a			
Georgia				
Hinesburg	Assistant Library Director (PT)			46,218
Huntington	PT Converted to FT			40,019
Jericho	n/a			
Morristown Centennial	Assistant Library Director			41,122
Milton	Assistant Library Director			49,700
Northfield	n/a			
South Burlington	Children's Services Librarian	40,000	50,000	40,000
Swanton				
Underhill	Youth Librarian			45,635
Waitsfield	n/a			
Westford	n/a			
Williston	Assistant Library Director	54,844	87,891	
Winooski	Library Youth Services Coordinator	41,725	51,397	43,410
Richmond	Assistant Library Dir/Youth Ser. Lib.	41,808	60,944	
Range Data				
Average		51,272.32	68,920.07	51,128.24
50th Percentile		45,801.60	66,996.80	45,635.20
60th Percentile		49,418.56	75,354.48	46,217.60
65th Percentile		51,227.04	79,533.32	47,958.80
70th Percentile		53,035.52	83,712.16	49,700.00
75th Percentile		54,844.00	87,891.00	57,027.60
80th Percentile		58,673.44	87,975.95	64,355.20
Actual Data				
Average		43,459.01	58,797.48	
50th Percentile		38,789.92	52,480.48	
60th Percentile		39,284.96	53,150.24	
65th Percentile		40,764.98	55,152.62	
70th Percentile		42,245.00	57,155.00	
75th Percentile		48,473.46	65,581.74	
80th Percentile		54,701.92	74,008.48	

Position: Library Assistant II				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	n/a			
Bolton	n/a			
Burlington	Circulation Manager	60,406	76,169	62,727
Charlotte	Technology Librarian/Assistant Director	45,802	66,997	64,355
Colchester	n/a			
Essex	Library Assistant			38,106
Fairfax	Library Assistant/Program Planner			34,466
Georgia				
Hinesburg	Reference Librarian			37,440
Huntington	n/a			
Jericho	n/a			
Morristown Centennial	Inter Library Loan			36,421
Milton	Library Assistant II	26,166	36,962	
Northfield	n/a			
South Burlington	n/a			
Swanton				
Underhill	Head Clerk			38,563
Waitsfield	Program Coordinator			33,280
Westford	n/a			
Williston	IT and Reference Librarian	54,844	87,891	
Winooski	n/a			
Richmond	Library Assistant II	31,387	40,602	
Range Data				
Average		46,804.58	67,004.65	43,169.65
50th Percentile		50,322.80	71,582.99	37,772.80
60th Percentile		53,035.52	74,334.71	38,197.12
65th Percentile		54,391.88	75,710.56	38,357.28
70th Percentile		55,400.23	77,341.37	38,517.44
75th Percentile		56,234.58	79,099.64	44,604.09
80th Percentile		57,068.93	80,857.91	53,061.34
Actual Data				
Average		36,694.20	49,645.09	
50th Percentile		32,106.88	43,438.72	
60th Percentile		32,467.55	43,926.69	
65th Percentile		32,603.69	44,110.87	
70th Percentile		32,739.82	44,295.06	
75th Percentile		37,913.48	51,294.71	
80th Percentile		45,102.14	61,020.54	

Position: Library Assistant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	n/a			
Bolton	n/a			
Burlington	Library Assistant I	47,125	56,070	53,834
Charlotte	Library Assistant - Cataloger	31,595	53,851	42,723
Colchester	Library Associate			44,682
Essex	n/a			
Fairfax	Library Assistant			29,120
Georgia				
Hinesburg	Library Assistant			32,240
Huntington	n/a			
Jericho	n/a			
Morristown Centennial	Library Assistant			33,280
Milton	n/a			
Northfield	n/a			
South Burlington	n/a			
Swanton				
Underhill	Programming Assistant			36,650
Waitsfield	n/a			
Westford	Library Assistant PT \$7,500/year.			
Williston	Circulation Librarian	40,956	63,535	
Winooski	Library Clerk	37,336	45,989	38,854
Richmond	Library Assistant I	26,021	37,960	
Range Data				
Average		39,253.02	54,861.18	38,922.84
50th Percentile		39,146.00	54,960.46	37,752.00
60th Percentile		40,232.00	55,626.02	39,628.16
65th Percentile		40,775.00	55,958.80	40,982.24
70th Percentile		41,572.89	56,816.26	42,336.32
75th Percentile		42,498.22	57,936.05	43,212.81
80th Percentile		43,423.56	59,055.84	43,898.25
Actual Data				
Average		33,084.42	44,761.27	
50th Percentile		32,089.20	43,414.80	
60th Percentile		33,683.94	45,572.38	
65th Percentile		34,834.90	47,129.58	
70th Percentile		35,985.87	48,686.77	
75th Percentile		36,730.88	49,694.73	
80th Percentile		37,313.51	50,482.99	

Position: Youth Services Assistant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	n/a			
Bolton	n/a			
Burlington	Youth Services Clerk	47,125	56,070	49,809
Charlotte	n/a			
Colchester	n/a			
Essex	n/a			
Fairfax	n/a			
Georgia				
Hinesburg	Children's Librarian			36,920
Huntington	n/a			
Jericho	n/a			
Morristown Centennial	Youth Services Librarian			41,600
Milton	n/a			
Northfield	n/a			
South Burlington	n/a			
Swanton				
Underhill	Clerk			33,093
Waitsfield	Children's Librarian			33,280
Westford	n/a			
Williston	Youth Services Librarian	54,844	87,891	
Winooski	n/a			
Richmond	Library Assistant/Youth Services Asst.	29,827	43,430	37,544
Range Data				
Average		50,984.45	71,980.36	38,940.30
50th Percentile		50,984.45	71,980.36	36,920.00
60th Percentile		51,756.36	75,162.49	38,792.00
65th Percentile		52,142.31	76,753.55	39,728.00
70th Percentile		52,528.27	78,344.62	40,664.00
75th Percentile		52,914.22	79,935.68	41,600.00
80th Percentile		53,300.18	81,526.75	43,241.74
Actual Data				
Average		33,099.26	44,781.35	
50th Percentile		31,382.00	42,458.00	
60th Percentile		32,973.20	44,610.80	
65th Percentile		33,768.80	45,687.20	
70th Percentile		34,564.40	46,763.60	
75th Percentile		35,360.00	47,840.00	
80th Percentile		36,755.48	49,728.01	

APPENDIX D

Town of Richmond, VT
Detailed Benefit Data

Comparable Community	Health Plan Offered	Employee Only Coverage		Employee +1 Coverage		Family Coverage	
		Employee Percentage	Employer Percentage	Employee Percentage	Employer Percentage	Employee Percentage	Employer Percentage
Montpelier	HDHP	5.00%	95.00%	20.00%	80.00%	20.00%	80.00%
Berlin*	Platinum Plan	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%
Hinesburg*	Platinum Plan	10.00%	90.00%	10.00%	90.00%	10.00%	90.00%
Charlotte*	HDHP	10.00%	90.00%	10.00%	90.00%	10.00%	90.00%
Fairfax	Platinum Plan	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%
Northfield	HDHP	20.00%	80.00%	20.00%	80.00%	20.00%	80.00%
Morristown*	HDHP	10.00%	90.00%	10.00%	90.00%	10.00%	90.00%
Underhill*	HDHP	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%
South Burlington	HDHP	1.25%	98.75%	1.25%	98.75%	1.25%	98.75%
Stowe	BCBS - Grandfathered Plan	10.00%	90.00%	10.00%	90.00%	10.00%	90.00%
Milton	HDHP	See Note		See Note		See Note	
Jericho	Platinum Plan	10.00%	90.00%	10.00%	90.00%	10.00%	90.00%
Middlebury	HDHP	10.00%	90.00%	10.00%	90.00%	10.00%	90.00%
Williston	HDHP	10.00%	90.00%	10.00%	90.00%	10.00%	90.00%
Westford	HDHP and Platinum and MVP	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%
Burlington		20.00%	80.00%	20.00%	80.00%	20.00%	80.00%
Essex	HDHP and Platinum	11.00%	89.00%	10.00%	90.00%	10.00%	90.00%
Westford	HDHP and Platinum	0.00%	100.00%	n/a	n/a	n/a	n/a
Winooski	HDHP and Platinum	10.00%	90.00%	10.00%	90.00%	10.00%	90.00%
Milton	HDHP	1.5% of base pay towards premium.		1.5% of base pay towards		1.5% of base pay towards	
Bolton	HDHP	10.00%	90.00%	10.00%	90.00%	10.00%	90.00%
Huntington	Platinum Plan	7.00%	93.00%	7.00%	93.00%	7.00%	93.00%
Richmond	Platinum and HDHP	0.00%	100.00%	0.00%	100.00%	1.00%	100.00%
Average:		7.71%	92.29%	8.86%	91.14%	8.86%	91.14%

*Berlin: HSA Contribution is for non-union, union contribution is \$5,200. Employees can accumulate sick days at 4 hours/pay period to a maximum of 160 hours.

*Hinesburg: Employee/Employer cost sharing is 15%/85% for AFSCME employees. Hinesburg does not have Sick Time or Personal Time - it is all combined into Paid Time Off.

*Charlotte: They offer a HRA to employees and pay the first 90%.

*Morristown: HRA - formula that takes the maximum out of pocket and the Town puts half of this in a Town HRA fund (employees do not get to keep money if they don't use it).

*Morristown VMERS: Police are in D, Highway Superintendent and Planning Director are in C and all other staff are in B.

*Underhill: They have a HRA and the Town pays 100% of the funds required to cover out of pocket and deductibles.

*Milton Insurance: Employees pay 1.5% of base salary towards premiums.

*Middlebury Insurance: Union employees pay 16% and the Town pays 84%.

*Westford does not offer any two person plans - only employee only plans.

Town of Richmond, VT
Detailed Benefit Data

Comparable Community	Do you offer a HSA and does the Town Contribute?	Do you offer a stipend for those not on the plan? How much?
Montpelier	No	3,120
Berlin*	No	4,875
Hinesburg*	No	75% of Plan Costs
Charlotte*	See Note	No
Fairfax	2,500	No
Northfield	HRA - \$2,500/\$3,000	375
Morristown*	See Note	401
Underhill*	HRA - See Note	36.5% of Premium
South Burlington	Yes - No amount Provided.	4,800
Stowe	No	50% of Single Premium
Milton	Yes \$1,400/\$2,800	\$4,500/\$6,000/\$7,000
Jericho	Yes \$1,250/\$2,500	Yes 100% of Single Plan
Middlebury	No	2,600
Williston	No	6,000
Westford	Yes	5,200
Burlington	No	1,000
Essex	Yes - Town contributes 90% of OOPM if employee choses HSA.	2,164
Westford	Yes	5,200
Winooski	HRA Contribution at \$4,500 for single and \$9,000 for family.	5,200
Milton	Yes	5,000
Bolton		5,000
Huntington	Town pays deductible.	3,000
<i>Richmond</i>	Yes and Yes	\$2,500/\$5,000
Average:		

Town of Richmond, VT
Detailed Benefit Data

Comparable Community	Dental Coverage		Vision Coverage		Life Insurance	
	Employee Contribution	Employer Contribution	Employee Contribution	Employer Contribution	Employee Contribution	Employer Contribution
Montpelier	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%
Berlin*	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%
Hinesburg*	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%
Charlotte*	0.00%	100.00%	0.00%	100.00%	n/a	n/a
Fairfax	n/a	n/a	n/a	n/a	0.00%	100.00%
Northfield	0.00%	100.00%	n/a	n/a	0.00%	100.00%
Morristown*	10.00%	90.00%	10.00%	90.00%	0.00%	100.00%
Underhill*	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%
South Burlington	0.00%	100.00%	10.00%	90.00%	0.00%	100.00%
Stowe	5.00%	95.00%	Included in BCBS Plan		0.00%	100.00%
Milton	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%
Jericho	10.00%	90.00%	Included in Health Insurance.		10.00%	90.00%
Middlebury	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%
Williston	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%
Westford	0.00%	100.00%	0.00%	100.00%	n/a	n/a
Burlington	0.00%	100.00%	n/a	n/a	0.00%	100.00%
Essex	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%
Westford	0.00%	100.00%	0.00%	100.00%	n/a	n/a
Winooski	0.00%	100.00%	10.00%	90.00%	0.00%	100.00%
Milton	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%
Bolton	0.00%	100.00%	n/a	n/a	n/a	n/a
Huntington	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%
<i>Richmond</i>	0.00%	100.00%	100.00%	0.00%	n/a	n/a
Average:	5.95%	94.05%	8.13%	91.88%	6.11%	93.89%

Town of Richmond, VT
 Detailed Benefit Data

Comparable Community	VMERS Plan
	Level
Montpelier	VMERS C
Berlin*	VMERS B
Hinesburg*	VMERS B
Charlotte*	VMERS B
Fairfax	VMERS B
Northfield	VMERS C
Morristown*	VMERS B, C, and D
Underhill*	VMERS C
South Burlington	VMERS B
Stowe	
Milton	VMERS B
Jericho	VMERS B
Middlebury	VMERS B
Williston	DBB and DBC
Westford	None
Burlington	
Essex	VMERS C
Westford	Simple IRA
Winooski	VMERS B, C and D
Milton	VMERS B C and D
Bolton	VMERS A and B
Huntington	VMERS B
<i>Richmond</i>	VMERS B
Average:	

Town of Richmond, VT
Detailed Benefit Data

Comparable Community	How many Holidays granted per year?	How many personal days granted per year?	How many sick days granted per year?
Montpelier	11.00	2.00	12.00
Berlin*	11.00	3.00	20.00
Hinesburg*	13.00	0.00	PTO
Charlotte*	12.00	2.00	12.00
Fairfax	12.00	5.00	See Personal
Northfield	12.00	3.00	Based on YOS
Morristown*	11.00	ETO	ETO
Underhill*	13.00	5.00	See Personal
South Burlington	12.00	0.00	18.00
Stowe	12.00	Based on YOS	Based on YOS
Milton	12.00	4.00	12.00
Jericho	13.00	11.00	0.00
Middlebury	11.00	2.00	12.00
Williston	12.00	2.00	12.00
Westford	7.00	3.00	10.00
Burlington	13.00	2.00	10.00
Essex	14.00	2.00	15.00
Westford	10.00	0.00	10.00
Winooski	14.00	0.00	5.00
Milton	4.00	12.00	12.00
Bolton	10.00	PTO	PTO
Huntington	10.00	3.00	4.00
<i>Richmond</i>	12.00	2.00	18.00
Average:	11.32	3.21	10.93

Town of Richmond, VT
Detailed Benefit Data

Comparable Community	Vacation Time				
	1-5 YOS	6-10 YOS	11-15 YOS	16-20 YOS	20+ YOS
Montpelier	12.00	18.00	24.00	24.00	24.00
Berlin*	10.00	15.00	20.00	20.00	20.00
Hinesburg*	17.00	19.75	25.00	27.00	27.00
Charlotte*	10.00	15.00	20.00	20.00	20.00
Fairfax	10.00	15.00	20.00	25.00	25.00
Northfield	10.00	15.00	20.00	20.00	20.00
Morristown*	24.00	29.00	34.00	39.00	39.00
Underhill*	15.00	15.00	20.00	20.00	20.00
South Burlington	12.50	17.81	22.50	27.50	27.50
Stowe	15.00	25.00	30.00	30.00	30.00
Milton	10.00	17.00	24.00	24.00	24.00
Jericho	12.00	20.00	25.00	25.00	25.00
Middlebury	12.00	15.00	18.00	21.00	21.00
Williston	12.00	15.60	21.00	21.00	21.00
Westford	10.00	15.00	20.00	25.00	25.00
Burlington	10.00	15.00	20.00	25.00	25.00
Essex	15.00	20.00	25.00	25.00	27.00
Westford	10.00	15.00	20.00	25.00	25.00
Winooski	18.00	24.00	30.00	30.00	30.00
Milton	10.00	10.00	17.00	22.00	22.00
Bolton	26.00	31.00	31.00	31.00	31.00
Huntington	10.00	15.00	20.00	20.00	20.00
<i>Richmond</i>	10.00	15.00	20.00	20.00	20.00
Average:	13.20	18.05	23.02	24.84	24.93

Town of Richmond, VT
Detailed Benefit Data

Comparable Community	Total Paid Time Off (Sick, Personal, Holiday and Vacation)				
	1-5 YOS	6-10 YOS	11-15 YOS	16-20 YOS	20+ YOS
Montpelier	37.00	43.00	49.00	49.00	49.00
Berlin*	44.00	49.00	54.00	54.00	54.00
Hinesburg*	30.00	32.75	38.00	40.00	40.00
Charlotte*	36.00	41.00	46.00	46.00	46.00
Fairfax	27.00	32.00	37.00	42.00	42.00
Northfield	25.00	30.00	35.00	35.00	35.00
Morristown*	35.00	40.00	45.00	50.00	50.00
Underhill*	33.00	33.00	38.00	38.00	38.00
South Burlington	42.50	47.81	52.50	57.50	57.50
Stowe	27.00	37.00	42.00	42.00	42.00
Milton	38.00	45.00	52.00	52.00	52.00
Jericho	36.00	44.00	49.00	49.00	49.00
Middlebury	37.00	40.00	43.00	46.00	46.00
Williston	38.00	41.60	47.00	47.00	47.00
Westford	30.00	35.00	40.00	45.00	45.00
Burlington	35.00	40.00	45.00	50.00	50.00
Essex	46.00	51.00	56.00	56.00	58.00
Westford	30.00	35.00	40.00	45.00	45.00
Winooski	37.00	43.00	49.00	49.00	49.00
Milton	38.00	38.00	45.00	50.00	50.00
Bolton	36.00	41.00	41.00	41.00	41.00
Huntington	27.00	32.00	37.00	37.00	37.00
<i>Richmond</i>	42.00	47.00	52.00	52.00	52.00
Average:	34.75	39.60	44.57	46.39	46.48