



Richmond, VT

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

FINAL REPORT

June 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, 70th and 75th 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 was conducted for the Select Board, Water/Sewer Commission, and Library Board.
- This final report has been 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. In addition, Water requested the addition of Stowe, Middlebury, and Montpelier for water/wastewater positions. The full list of the sixteen (16) chosen comparables is listed below.

Berlin*	Hinesburg*	Northfield*
Cambridge	Jericho*	Stowe*
Charlotte*	Middlebury*	Swanton
Fairfax*	Montpelier*	Underhill*
Georgia	Morristown*	Waitsfield

*Communities that responded to the salary survey.

Salary Data

GovHR then prepared and distributed a salary survey to the sixteen (16) comparable communities. Eleven (11) 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 70th percentile comparison of the salary ranges that were acquired through the salary survey, and the Water/Sewer Commission elected to use the 75th Percentile for the Water/Sewer Positions. 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. In addition, Water requested the addition of Stowe, Middlebury, and Montpelier for water/wastewater positions. T The full list of the sixteen (16) chosen comparables is listed below.

Berlin*	Hinesburg*	Northfield*
Cambridge	Jericho*	Stowe*
Charlotte*	Middlebury*	Swanton
Fairfax*	Montpelier*	Underhill*
Georgia	Morristown*	Waitsfield

**Communities that responded to the salary survey.*

Salary Survey

After identifying the benchmark positions, the Consultants then prepared and distributed a salary survey to the sixteen (16) comparable communities. Eleven (11) 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, 70th and 75th 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 Open Range Merit 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, the Town and Library has chosen to use the 70th Percentile for all positions, and the Water/Sewer Commission has chosen to use the 75th Percentile for Water/Sewer positions.

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. The pay ranges as presented in the report were all adjusted by 5.75% to account for COLA and to be used for FY2023.

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 70th and 75th 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 D.
- If a current employee obtains a CDL while employed should receive a three (3) 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.

Certified Flood Plain Manager (CFM)

- Town Planner and Zoning Administrative Officer are eligible for a two (2) step increase with their CFM certification.

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 sixteen (16) 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 2021 – March 2022. 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		16	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	

Table 2 - Comprehensive Table - All Positions Except Library and Water/Sewer

Job Title	Years of Service	Current Grade	New Grade	Current Salary as of FY 2023 (3.5% Increase)	Proposed New Salary	New Step on Grid	Salary Range 70th Percentile	
Pay Band E								
Town Manager*	4	20	10	81,677	86,239	C	82,485	110,153
Pay Band D								
Police Chief*	1	19	9	77,781	82,534	E	75,506	100,833
Finance Director*	5	12		56,382	76,874	D	71,910	96,031
Pay Band C								
Highway Foreman*	27	17	7	79,460	90,947	N	68,103	90,947
Town Planner	3	12		54,186	72,804	D	68,103	90,947
Town Clerk	17	12		66,051	83,202	J	68,103	90,947
Assistant Foreman	2	9		51,732	64,732	E	59,220	79,085
Pay Band B								
Zoning Administrative Officer*	>1	7	5	48,653	54,011	B	52,822	70,541
Assistant to the Town Manager* 30 hrs/wk. 1560/yr.	0.5	-		36,490	38,154	D	47,588	63,550
Heavy Equipment Operator	13	7		51,323	58,138	J	22.88	30.55
Heavy Equipment Operator	4	7		43,659	52,017	E		
Heavy Equipment Operator	2	7		43,659	52,017	E		
Pay Band A								
Assistant Town Clerk (12 hrs/wk. 624/yr.)	16	6	3	13,181	16,180	J	44,145	58,953
Admin Assistant to Police Chief* (16 hrs/wk. 832/yr.)	21	6		21,846	23,062	M	21.22	28.34

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

**Positions that were not surveyed.

Table 2 - Comprehensive Table - Library Positions

Job Title	Years of Service	Current Grade	New Grade	Current Salary as of FY 2023 (3.5% Increase)	Proposed New Salary	New Step on Grid	Salary Range 70th Percentile	
Pay Band C								
Library Director* 32 hrs/wk. 1664/yr.	21	15	6	60,382	63,265	N	59,220	79,085
Pay Band B								
Youth Services Lib./Asst. Director* 32 hrs/wk. 1664/yr.	17	9	4	43,056	46,511	J	47,588	63,550
Pay Band A								
ILL/Outreach Librarian** (20 hrs/wk. 1040/yr.)	5	3	2	19,106	21,451	D	40,132	53,594
Library Assistant II (5 hrs/wk. 260/yr.)*	45	3		5,463	6,699	N	19.29	25.77
Technical Services IT Librarian** (24 hrs/wk 1248/yr.)	-	4		-	-	-		
Library Assistant I* (20 hrs/wk. 1040/yr.)	1	2	1	16,103	18,652	B	36,484	48,722
Youth Services Library Assistant* (5 hrs/wk. 260/yr)	31	4		4,857	6,090	N	17.54	23.42

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

**Positions that were not surveyed.

Table 3 - Proposed Pay Ranges - All Positions Except Water/Sewer

70th Percentile - Proposed Pay Ranges														
Pay Band A														
<i>2.25% Between Each Step; 10% Between Each Grade; and a 35% Range Spread</i>														
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	36,484	37,305	38,144	39,002	39,880	40,777	41,695	42,633	43,592	44,573	45,576	46,601	47,650	48,722
2	40,132	41,035	41,958	42,902	43,868	44,855	45,864	46,896	47,951	49,030	50,133	51,261	52,415	53,594
3	44,145	45,139	46,154	47,193	48,255	49,340	50,450	51,586	52,746	53,933	55,147	56,387	57,656	58,953

Pay Band B														
<i>2.25% Between Each Step; 11% Between Each Grade; and a 35% Range Spread</i>														
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	47,588	48,658	49,753	50,872	52,017	53,187	54,384	55,608	56,859	58,138	59,446	60,784	62,152	63,550
5	52,822	54,011	55,226	56,468	57,739	59,038	60,366	61,725	63,114	64,534	65,986	67,470	68,988	70,541

Pay Band C														
<i>2.25% Between Each Step; 15% Between Each Grade and a 35% Range Spread</i>														
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	59,220	60,552	61,915	63,308	64,732	66,189	67,678	69,201	70,758	72,350	73,978	75,642	77,344	79,085
7	68,103	69,635	71,202	72,804	74,442	76,117	77,830	79,581	81,372	83,202	85,075	86,989	88,946	90,947

Pay Band D														
<i>2.25% Between Each Step; 5% Between and a 35% Range Spread</i>														
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	71,910	73,528	75,182	76,874	78,604	80,372	82,181	84,030	85,920	87,854	89,830	91,851	93,918	96,031
9	75,506	77,204	78,941	80,718	82,534	84,391	86,290	88,231	90,216	92,246	94,322	96,444	98,614	100,833

Pay Band E														
<i>2.25% Between Each Step and a 35% Range Spread</i>														
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	82,485	84,341	86,239	88,179	90,163	92,192	94,266	96,387	98,556	100,773	103,041	105,359	107,730	110,153

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 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.

Certified Flood Plain Manager (CFM)

Town Planner and Zoning Administrative Officer are eligible for a two (2) step increase with their CFM certification.

Heavy Equipment Operators:

Individual with no CDL should be brought in at Step A.
 Individual with a CDL should be brought in at Step D.
 If a current employee obtains a CDL while employed should receive a three (3) step increase.

Table 2 - Comprehensive Table - Water/Sewer Positions

Job Title	Years of Service	Current Grade	New Grade	Current Salary as of FY 2023 (3.5% Increase)	Proposed New Salary	New Step on Grid	Salary Range 75th Percentile	
Pay Band D								
Water and Wastewater Superintendent*	37	16	8	79,180	96,737	N	72,439	96,737
Pay Band C								
Lead Mechanical Operator* Water3 WW4 Cert	3	13-15	6	62,173	68,282	G	59,749	79,791
Lead Process Operator* Water3 WW2 Cert	9	13-15		59,590	68,282	G		
Pay Band A								
Operator in Training	>1	n/a	3	40,408	44,785	A	44,785	59,808

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

**Positions that were not surveyed.

Table 3 - Proposed Pay Ranges - Water/Sewer Positions

Water and Sewer Positions: 75th Percentile - Proposed Pay Ranges														
Pay Band A														
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)
3	44,785	45,793	46,823	47,877	48,954	50,055	51,181	52,333	53,511	54,714	55,946	57,204	58,491	59,808

Pay Band C														
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)
6	59,749	61,093	62,468	63,873	65,310	66,780	68,282	69,819	71,390	72,996	74,638	76,318	78,035	79,791

Pay Band D														
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)
8	72,439	74,069	75,735	77,439	79,182	80,963	82,785	84,648	86,552	88,499	90,491	92,527	94,609	96,737

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 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.

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
Charlotte	Town Manager	51,000	88,000	79,600
Fairfax	Town Manager			86,000
Hinesburg	Town Manager	92,000	135,000	115,000
Jericho	Town Administrator	60,000	90,000	
Morristown	Town Administrator			93,600
Northfield	Town Manager			89,600
Underhill	Town Administrator			60,000
Richmond	Town Manager	72,904	106,205	78,915
Range Data				
50th Percentile		60,000.00	90,000.00	86,000.00
60th Percentile		66,400.00	99,000.00	88,160.00
65th Percentile		69,600.00	103,500.00	89,240.00
70th Percentile		72,800.00	108,000.00	90,400.00
75th Percentile		76,000.00	112,500.00	91,600.00
Actual Data				
50th Percentile		73,100.00	98,900.00	
60th Percentile		74,936.00	101,384.00	
65th Percentile		75,854.00	102,626.00	
75th Percentile		77,860.00	105,340.00	

Position: Assistant to the Town Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Assistant Town Administrator			44,150
Charlotte	n/a			
Fairfax	Select Board Assistant \$4,000/year			
Hinesburg	Assistant Town Manager	69,300	98,000	69,992
Jericho	Assistant Town Administrator	44,850	74,100	67,802
Morristown	Admin Assistant to the Town Manager	43,514	58,822	41,725
Northfield	Administrative Assistant			49,500
Underhill	n/a			
Richmond	Assistant to the Town Manager	47,008	68,453	
Range Data				
50th Percentile		44,850.00	74,100.00	49,500.00
60th Percentile		49,740.00	78,880.00	56,820.60
65th Percentile		52,185.00	81,270.00	60,480.90
70th Percentile		54,630.00	83,660.00	64,141.20
75th Percentile		57,075.00	86,050.00	67,801.50
Actual Data				
50th Percentile		42,075.00	56,925.00	
60th Percentile		48,297.51	65,343.69	
65th Percentile		51,408.77	69,553.04	
75th Percentile		57,631.28	77,971.73	

Position: Assistant to the Town Manager (Edited)				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Assistant Town Administrator			
Charlotte	n/a			
Fairfax	Select Board Assistant \$4,000/year			
Hinesburg	Assistant Town Manager			
Jericho	Assistant Town Administrator			
Morristown	Admin Assistant to the Town Manager	43,514	58,822	41,725
Northfield	Administrative Assistant			49,500
Underhill	n/a			
Richmond	Assistant to the Town Manager	47,008	68,453	
Range Data				
50th Percentile		43,513.60	58,822.40	45,612.40
60th Percentile		43,513.60	58,822.40	46,389.92
65th Percentile		43,513.60	58,822.40	46,778.68
70th Percentile		43,513.60	58,822.40	47,167.44
75th Percentile		43,513.60	58,822.40	47,556.20
Actual Data				
50th Percentile		38,770.54	52,454.26	
60th Percentile		39,431.43	53,348.41	
65th Percentile		39,761.88	53,795.48	
75th Percentile		40,422.77	54,689.63	

Position: Town Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Town Clerk			48,076
Charlotte	Town Clerk/Treasurer (Elected)	62,100	83,900	79,600
Fairfax	Town Clerk/Treasurer			52,461
Hinesburg	Town Clerk/Treasurer	68,700	102,500	75,171
Jericho	Town Clerk	35,000	65,000	59,066
Morristown	Town Clerk/Treasurer			73,258
Northfield	Town Clerk			54,600
Underhill	Town Clerk/Treasurer			72,879
Richmond	Town Clerk	49,338	71,885	63,817
Range Data				
50th Percentile		62,100.00	83,900.00	65,972.50
60th Percentile		63,420.00	87,620.00	72,954.80
65th Percentile		64,080.00	89,480.00	73,087.45
70th Percentile		64,740.00	91,340.00	73,220.10
75th Percentile		65,400.00	93,200.00	73,736.25
Actual Data				
50th Percentile		56,076.63	75,868.38	
60th Percentile		62,011.58	83,898.02	
65th Percentile		62,124.33	84,050.57	
75th Percentile		62,675.81	84,796.69	

Position: Office Assistant/Assistant Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Office Assistant/Assistant Clerk			36,400
Charlotte	Ast. Town Clerk/Ast. Town Treasurer	38,064	63,003	49,920
Fairfax	Assistant Town Clerk/Treasurer (Part Time)			44,179
Hinesburg	Assistant Clerk/Treasurer	45,802	58,510	48,797
Jericho	Assistant Town Clerk	35,100	62,400	39,000
Morristown	Assistant Town Clerk/Treasurer	49,712	67,205	54,142
Northfield	Office Assistant/Assistant Clerk			41,954
Underhill	n/a			
Richmond	Office Assistant/Assistant Clerk	34,154	49,514	42,453
Range Data				
50th Percentile		41,932.80	62,701.60	44,179.20
60th Percentile		44,254.08	62,882.56	46,949.88
65th Percentile		45,414.72	62,973.04	48,335.22
70th Percentile		46,192.64	63,423.36	49,021.60
75th Percentile		46,779.20	64,053.60	49,358.50
Actual Data				
50th Percentile		37,552.32	50,806.08	
60th Percentile		39,907.40	53,992.36	
65th Percentile		41,084.94	55,585.50	
75th Percentile		41,954.73	56,762.28	

Position: Finance Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	n/a			
Charlotte	n/a			
Fairfax	n/a			
Hinesburg	n/a			
Jericho	Treasurer 5 hrs/wk. converted to FT	48,750	87,750	78,000
Morristown	Finance/HR Director	60,050	81,203	61,776
Northfield	Finance Director			77,850
Underhill	Finance Officer			60,746
Richmond	Finance Director	49,338	71,885	54,475
Range Data				
50th Percentile		54,399.80	84,476.60	69,813.00
60th Percentile		55,529.76	85,131.28	74,635.20
65th Percentile		56,094.74	85,458.62	77,046.30
70th Percentile		56,659.72	85,785.96	77,865.00
75th Percentile		57,224.70	86,113.30	77,887.50
Actual Data				
50th Percentile		59,341.05	80,284.95	
60th Percentile		63,439.92	85,830.48	
65th Percentile		65,489.36	88,603.25	
75th Percentile		66,204.38	89,570.63	

Position: Town Planner				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	n/a			
Charlotte	Town Planner	47,091	69,202	52,478
Fairfax	Contracted Position.			
Hinesburg	Planning and Zoning Director	69,200	89,900	74,547
Jericho	Town Planner	45,000	80,000	72,500
Morristown	Planning/Zoning Director	52,874	71,469	60,029
Northfield	n/a			
Underhill	n/a			
Richmond	Town Planner	49,338	71,885	52,354
Range Data				
50th Percentile		49,982.40	75,734.40	66,264.50
60th Percentile		51,717.12	78,293.76	70,005.80
65th Percentile		52,584.48	79,573.44	71,876.45
70th Percentile		54,506.24	80,990.00	72,704.70
75th Percentile		56,955.20	82,475.00	73,011.75
Actual Data				
50th Percentile		56,324.83	76,204.18	
60th Percentile		59,504.93	80,506.67	
65th Percentile		61,094.98	82,657.92	
75th Percentile		62,059.99	83,963.51	

Position: Zoning Administrative Officer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Zoning Administrative Officer			76,045
Charlotte	Zoning Administrative Officer	39,998	65,000	56,534
Fairfax	Zoning Administrative Officer			48,630
Hinesburg	Zoning Administrator	40,602	53,810	
Jericho	Zoning Administrator	39,000	74,100	51,675
Morristown	n/a			
Northfield	Zoning Administrative Officer \$21.22/hr.			
Underhill	Zoning Administrative Officer			52,000
Richmond	Zoning Administrative Officer	47,008	68,453	48,880
Range Data				
50th Percentile		39,998.40	65,000.00	52,000.00
60th Percentile		40,119.04	66,820.00	53,813.76
65th Percentile		40,179.36	67,730.00	54,720.64
70th Percentile		40,239.68	68,640.00	55,627.52
75th Percentile		40,300.00	69,550.00	56,534.40
Actual Data				
50th Percentile		44,200.00	59,800.00	
60th Percentile		45,741.70	61,885.82	
65th Percentile		46,512.54	62,928.74	
75th Percentile		48,054.24	65,014.56	

Position: Chief of Police				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Chief of Police			81,600
Charlotte	n/a			
Fairfax	n/a			
Hinesburg	Chief of Police	70,907	92,394	77,584
Jericho	n/a			
Morristown	Current Interim Chief Salary TBD			
Northfield	Chief of Police			80,550
Underhill	n/a			
Richmond	Chief of Police	69,430	101,150	75,150
Range Data				
50th Percentile		70,907.00	92,394.00	80,550.00
60th Percentile		70,907.00	92,394.00	80,760.00
65th Percentile		70,907.00	92,394.00	80,865.00
75th Percentile		70,907.00	92,394.00	81,075.00
Actual Data				
50th Percentile		68,467.50	92,632.50	
60th Percentile		68,646.00	92,874.00	
65th Percentile		68,735.25	92,994.75	
70th Percentile		68,824.50	93,115.50	
75th Percentile		68,913.75	93,236.25	

Position: Assistant to the Chief of Police				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Administrative Assistant/Dispatcher			44,554
Charlotte	n/a			
Fairfax	n/a			
Hinesburg	n/a			
Jericho	n/a			
Morristown	n/a			
Northfield	n/a			
Underhill	n/a			
Richmond	Assistant to the Chief of Police	34,154	49,754	52,520
Range Data				
50th Percentile				44,553.60
60th Percentile				44,553.60
65th Percentile				44,553.60
75th Percentile				44,553.60
Actual Data				
50th Percentile		37,870.56	51,236.64	
60th Percentile		37,870.56	51,236.64	
65th Percentile		37,870.56	51,236.64	
70th Percentile		37,870.56	51,236.64	
75th Percentile		37,870.56	51,236.64	

Position: Highway Foreman				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Highway Superintendent			50,918
Charlotte	n/a - Elected Road Commissioner			
Fairfax	Highway Supervisor			78,187
Hinesburg	Road Foreman	51,293	76,502	71,864
Jericho	Highway Foreman	52,000	83,200	63,232
Morristown	Highway Superintendent	64,293	86,944	62,670
Northfield	Highway Foreman			67,538
Underhill	Highway Foreman			52,520
Richmond	Highway Foreman	62,962	91,728	76,773
Range Data				
50th Percentile		52,000.00	83,200.00	63,232.00
60th Percentile		54,458.56	83,948.80	65,815.36
65th Percentile		55,687.84	84,323.20	67,107.04
70th Percentile		56,917.12	84,697.60	68,402.88
75th Percentile		58,146.40	85,072.00	69,700.80
Actual Data				
50th Percentile		53,747.20	72,716.80	
60th Percentile		55,943.06	75,687.66	
65th Percentile		57,040.98	77,173.10	
75th Percentile		59,245.68	80,155.92	

Position: Assistant Highway Foreman				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	n/a			
Charlotte	n/a			
Fairfax	n/a			
Hinesburg	n/a			
Jericho	Assistant Highway Foreman	41,600	72,800	52,000
Morristown	Road Foreman	60,944	67,205	51,626
Northfield	Heavy Equipment Op/Foreman	49,525	58,094	
Underhill	n/a			
Richmond	Assistant Highway Foreman	41,808	60,944	49,982
Range Data				
50th Percentile		49,524.80	67,204.80	51,813.00
60th Percentile		51,808.64	68,323.84	51,850.40
65th Percentile		52,950.56	68,883.36	51,869.10
70th Percentile		54,092.48	69,442.88	51,887.80
75th Percentile		55,234.40	70,002.40	51,906.50
Actual Data				
50th Percentile		44,041.05	59,584.95	
60th Percentile		44,072.84	59,627.96	
65th Percentile		44,088.74	59,649.47	
75th Percentile		44,120.53	59,692.48	

Position: Heavy Equipment Officer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	Road Crew Member	42,640	48,506	
Charlotte	Contracts out with Road Commissioner			
Fairfax	Highway	38,480	49,525	
Hinesburg	Maintenance II	50,107	70,200	57,907
Jericho	n/a			
Morristown	Technician I - III	40,447	69,909	
Northfield	Heavy Equipment Operator	43,264	52,749	
Underhill	Road Crew (\$2,000 on-call pay)			47,926
Richmond	Heavy Equipment Operator	36,525	53,227	45,427
Range Data				
50th Percentile		42,640.00	52,748.80	52,916.70
60th Percentile		42,889.60	59,612.80	53,914.76
65th Percentile		43,014.40	63,044.80	54,413.79
70th Percentile		43,139.20	66,476.80	54,912.82
75th Percentile		43,264.00	69,908.80	55,411.85
Actual Data				
50th Percentile		44,979.20	60,854.21	
60th Percentile		45,827.55	62,001.97	
65th Percentile		46,251.72	62,575.86	
75th Percentile		47,100.07	63,723.63	

Position: Library Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	n/a			
Charlotte	Library Director	45,800	78,100	75,950
Fairfax	Librarian			50,690
Hinesburg	Library Director			50,406
Jericho	Only Town Librarian \$21/hr. 25 hrs/wk.			
Morristown Centennial	Library Director			56,098
Northfield	n/a			
Underhill	Library Director			59,302
Richmond	Library Director	57,117	83,200	
Range Data				
50th Percentile		45,800.00	78,100.00	56,097.60
60th Percentile		45,800.00	78,100.00	57,379.21
65th Percentile		45,800.00	78,100.00	58,020.02
70th Percentile		45,800.00	78,100.00	58,660.82
75th Percentile		45,800.00	78,100.00	59,301.63
Actual Data				
Average		49,715.62	67,262.31	
50th Percentile		47,682.96	64,512.24	
60th Percentile		48,772.33	65,986.09	
65th Percentile		49,317.02	66,723.02	
70th Percentile		49,861.70	67,459.95	
75th Percentile		50,406.39	68,196.87	

Position: Assistant Library Director/Youth Services Librarian				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	n/a			
Charlotte	Youth Services Librarian	45,802	66,997	64,355
Fairfax	n/a			
Hinesburg	Assistant Library Director (PT)			46,218
Jericho	n/a			
Morristown Centennial	Assistant Library Director			41,122
Northfield	n/a			
Underhill	Youth Librarian			45,635
Richmond	Assistant Library Dir/Youth Ser. Lib.	41,808	60,944	
Range Data				
50th Percentile		45,801.60	66,996.80	45,926.40
60th Percentile		45,801.60	66,996.80	46,101.12
65th Percentile		45,801.60	66,996.80	46,188.48
70th Percentile		45,801.60	66,996.80	48,031.36
75th Percentile		45,801.60	66,996.80	50,752.00
Actual Data				
Average		41,932.54	56,732.26	
50th Percentile		39,037.44	52,815.36	
60th Percentile		39,185.95	53,016.29	
65th Percentile		39,260.21	53,116.75	
70th Percentile		40,826.66	55,236.06	
75th Percentile		43,139.20	58,364.80	

Position: Library Assistant II				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	n/a			
Charlotte	Technology Librarian/Assistant Director	45,802	66,997	64,355
Fairfax	Library Assistant/Program Planner			34,466
Hinesburg	Reference Librarian			37,440
Jericho	n/a			
Morristown Centennial	Inter Library Loan			36,421
Northfield	n/a			
Underhill	Head Clerk			38,563
Richmond	Library Assistant II	31,387	40,602	
Range Data				
50th Percentile		45,801.60	66,996.80	37,440.00
60th Percentile		45,801.60	66,996.80	37,889.28
65th Percentile		45,801.60	66,996.80	38,113.92
70th Percentile		45,801.60	66,996.80	38,338.56
75th Percentile		45,801.60	66,996.80	38,563.20
Actual Data				
Average		35,911.62	48,586.30	
50th Percentile		31,824.00	43,056.00	
60th Percentile		32,205.89	43,572.67	
65th Percentile		32,396.83	43,831.01	
70th Percentile		32,587.78	44,089.34	
75th Percentile		32,778.72	44,347.68	

Position: Library Assistant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	n/a			
Charlotte	Library Assistant - Cataloger	31,595	53,851	42,723
Fairfax	Library Assistant			29,120
Hinesburg	Library Assistant			32,240
Jericho	n/a			
Morristown Centennial	Library Assistant			33,280
Northfield	n/a			
Underhill	Programming Assistant			36,650
Richmond	Library Assistant I	26,021	37,960	
Range Data				
50th Percentile		31,595.20	53,851.20	33,280.00
60th Percentile		31,595.20	53,851.20	34,627.84
65th Percentile		31,595.20	53,851.20	35,301.76
70th Percentile		31,595.20	53,851.20	35,975.68
75th Percentile		31,595.20	53,851.20	36,649.60
Actual Data				
Average		29,582.18	40,022.94	
50th Percentile		28,288.00	38,272.00	
60th Percentile		29,433.66	39,822.02	
65th Percentile		30,006.50	40,597.02	
70th Percentile		30,579.33	41,372.03	
75th Percentile		31,152.16	42,147.04	

Position: Youth Services Assistant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Berlin	n/a			
Charlotte	n/a			
Fairfax	n/a			
Hinesburg	Children's Librarian			36,920
Jericho	n/a			
Morristown Centennial	Youth Services Librarian			41,600
Northfield	n/a			
Underhill	Clerk			33,093
Richmond	Library Assistant/Youth Services Asst.	29,827	43,430	37,544
Range Data				
50th Percentile				36,920.00
60th Percentile				37,856.00
65th Percentile				38,324.00
70th Percentile				38,792.00
75th Percentile				39,260.00
Actual Data				
Average		31,623.63	42,784.91	
50th Percentile		31,382.00	42,458.00	
60th Percentile		32,177.60	43,534.40	
65th Percentile		32,575.40	44,072.60	
70th Percentile		32,973.20	44,610.80	
75th Percentile		33,371.00	45,149.00	

Position:		Water/Wastewater Superintendent		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Middlebury	WWTF Superintendent	64,000	76,109	76,109
Montpelier	Assistant DPW Director			91,790
Shelburne	Wastewater Superintendent			82,000
Stowe	Chief Wastewater Plant Operator	57,886	69,676	80,413
Hinesburg	Water/Sewer/Buildings Director	66,000	87,900	75,795
Richmond	Water/Wastewater Superintendent	62,962	91,728	76,502
Range Data				
50th Percentile		64,000.00	76,109.00	80,412.80
60th Percentile		64,400.00	78,467.20	81,047.68
65th Percentile		64,600.00	79,646.30	81,365.12
70th Percentile		64,800.00	80,825.40	81,682.56
75th Percentile		65,000.00	82,004.50	82,000.00
Actual Data				
50th Percentile		68,350.88	92,474.72	
60th Percentile		68,890.53	93,204.83	
65th Percentile		69,160.35	93,569.89	
75th Percentile		69,700.00	94,300.00	

Position: Lead Process Operator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Middlebury	Division Chief	55,141	67,538	66,207
Montpelier	Chief Sewer Operator	58,822	73,320	68,141
Shelburne	Operator			60,106
Stowe	Assistant Chief Operator	49,982	69,410	69,410
Hinesburg	Chief Operator	53,997	70,699	62,026
Richmond	Lead Process Operator 1-5	41,808	83,200	57,574
Range Data				
50th Percentile		54,568.90	70,054.40	66,207.00
60th Percentile		54,912.16	70,441.28	66,980.52
65th Percentile		55,083.79	70,634.72	67,367.28
70th Percentile		55,509.14	70,961.28	67,754.04
75th Percentile		56,061.35	71,354.40	68,140.80
Actual Data				
50th Percentile		56,275.95	76,138.05	
60th Percentile		56,933.44	77,027.60	
65th Percentile		57,262.19	77,472.37	
75th Percentile		57,919.68	78,361.92	

Position: Lead Mechanical Operator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Middlebury	Operator I - III	50,565	67,538	
Montpelier	Sewer Operator	48,090	60,944	60,944
Shelburne	Operator			60,106
Stowe	Operator	45,365	63,045	63,045
Hinesburg	Operator	48,402	62,400	51,875
Richmond	Lead Mechanical Operator 1 - 5	41,808	83,200	60,070
Range Data				
50th Percentile		48,245.60	62,722.40	60,525.00
60th Percentile		48,339.20	62,915.84	60,776.40
65th Percentile		48,386.00	63,012.56	60,902.10
70th Percentile		48,617.94	63,494.12	61,154.08
75th Percentile		48,942.45	64,168.10	61,469.20
Actual Data				
50th Percentile		51,446.25	69,603.75	
60th Percentile		51,659.94	69,892.86	
65th Percentile		51,766.79	70,037.42	
75th Percentile		52,248.82	70,689.58	

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
Richmond	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%
Richmond	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

Employee Name:	Position:	Factor 1: Prep. & Train.	Factor 1: Certifications	Factor 2: Experience	Factor 3: Decisions	Factor 4: Policy	Factor 5: Planning	Factor 6: Contact	Factor 7: Supervision	Factor 8: Work Cond.	Factor 9: Tech. Used	Total:	Comments:
Josh Arneson	Town Manager	80	-	100	115	100	110	100	80	30	65	780	
Kyle Kapitanski	Police Chief	60	10	100	115	85	95	85	40	75	65	730	Update JD
Kendall Chamberlin	Superintendent - Chief Operator	80	10	100	115	75	95	85	40	60	65	725	Update JD - Change Title - Water and Wastewater Superintendent
Peter Gosselin	Highway Foreman	60	10	75	115	75	95	85	40	60	65	680	Update JD - Highway and Recreation Facilities Superintendent
Constance Bona	Finance Director	90	-	100	115	85	95	85	25	30	65	690	
	Library Director	100	-	75	80	75	85	85	30	30	65	625	Suggest addition of IT specialist to the staff. Current needs diverts the attention of the Director.
Ravi Venkataraman	Town Planner	80	-	100	100	85	85	85	10	30	65	640	Update JD
Linda Parent	Town Clerk	80	10	100	90	75	95	85	25	30	65	655	Needs a JD.
Dillon Laforce	Assistant Foreman	50	10	100	100	40	80	60	40	60	65	605	Update JD
Aaron Krymkowski	Lead Mechanical Operator	60	10	100	90	60	65	60	25	60	65	595	Update JD
Allen Carpenter	Lead Process Operator	60	10	100	90	60	65	60	25	60	65	595	Update JD
Vacant	Zoning Administrative Officer	80	-	100	80	60	50	75	10	45	50	550	
Wendy DeForest	Youth Services Librarian/Assistant Director	90	10	55	75	60	80	60	25	15	65	535	
	Asst to the Town Manager	80	-	50	75	75	65	75	10	30	65	525	
Kyle Leggett	Heavy Equipment Operator	60	10	50	100	60	65	45	-	60	65	515	Update JD
Martha Laing	Assistant Town Clerk	80	-	75	45	60	50	45	-	30	65	450	
Diane Corbett	Admin Assistant to Police Chief	60	-	75	55	60	50	60	10	30	50	450	
Vacant	Operator in Training	50	10	50	80	40	50	45	-	60	65	450	
Jennifer Esser	Library Assistant II	80	-	50	45	40	50	45	-	30	65	405	Recommend title change to ILL and Outreach Librarian or similar, step up from Library Assistant. Position requires more education, more technical skills, more outreach and programming tasks. Similar to Youth Services Librarian position.
	Technical Services IT Librarian	80	-	50	45	40	50	45	-	30	65	405	Position is vacant. Needs JD
U Kopf	Youth Services Library Assistant 1	50	-	50	45	40	50	45	-	30	50	360	Recommend change title to Youth Services Library Assistant (drop the 1). More responsibility and education required than for entry level library assistant.
Laurie Brisbin	Delinquent Tax Collector	50	-	50	55	40	50	60	-	30	50	385	
Melissa Lawler	Library Assistant 1	50	-	50	25	40	50	45	-	30	50	340	Recommend changing title to Library Assistant (drop the 1).