



Town of Reading Meeting Posting with Agenda

2018-07-16 LAG

Board - Committee - Commission - Council:

Select Board

Date: 2022-10-25

Time: 7:00 PM

Building: Reading Town Hall

Location: Select Board Meeting Room

Address: 16 Lowell Street

Agenda:

Purpose: General Business

Meeting Called By: Caitlin Nocella on behalf of Chair Mark Dockser

Notices and agendas are to be posted 48 hours in advance of the meetings excluding Saturdays, Sundays and Legal Holidays. Please keep in mind the Town Clerk’s hours of operation and make necessary arrangements to be sure your posting is made in an adequate amount of time. A listing of topics that the chair reasonably anticipates will be discussed at the meeting must be on the agenda.

All Meeting Postings must be submitted in typed format; handwritten notices will not be accepted.

Topics of Discussion:

| | | |
|-------------|---|--------|
| | <i>This Meeting will be held in-person in the Select Board Meeting Room at Town Hall and remotely on Zoom. It will also be streamed live on RCTV as usual.</i> | PAGE # |
| | <p>Join Zoom Meeting https://us06web.zoom.us/j/86446295124</p> <p>Meeting ID: 864 4629 5124 One tap mobile +16465189805,,86446295124# US (New York) +16465588656,,86446295124# US (New York)</p> <p>Dial by your location +1 646 518 9805 US (New York) +1 646 558 8656 US (New York)</p> <p>Meeting ID: 864 4629 5124 Find your local number: https://us06web.zoom.us/u/kNiuPd24P</p> | |
| 7:00 | Overview of Meeting | |
| 7:05 | Public Comment | |
| 7:10 | SB Liaison and Town Manager Reports | |
| 7:20 | Update and Discussion on Solid Waste Contract | |
| 7:30 | Hearing – Tax Classification | |

This Agenda has been prepared in advance and represents a listing of topics that the chair reasonably anticipates will be discussed at the meeting. However the agenda does not necessarily include all matters which may be taken up at this meeting.



Town of Reading Meeting Posting with Agenda

| | | |
|--------------|---|--|
| 8:00 | ReCalc Update | |
| 8:20 | ReCalc Preliminary Survey Update | |
| 8:50 | Discuss and Vote to Extend ReCalc past the sunset date of November 30, 2022 | |
| 9:00 | Discuss and Vote Town Meeting Article 19 Background for Warrant Report | |
| 9:20 | Presentation on Pay Class Study for Non Union Employees | |
| 9:40 | Vote on Revised Classification Plan | |
| 9:50 | Discuss and Vote on RAAC recommendations for ARPA spending: <ol style="list-style-type: none"> 1. Reading Garden Club - \$4,000 2. Reading Rotary - \$25,000 3. Reading Chamber - \$29,000 4. First Congregational Church - \$4,000 5. Due Diligence on a Potential Purchase of 17 Harnden Street, the former Walgreen's site - \$25,000 6. Premium Pay - \$900,000 7. Water Enterprise Support/Capital Costs - \$930,314 | |
| 10:00 | Discuss future agendas/ office hours | |
| 10:10 | Approve meeting minutes | |

LEGAL NOTICE



TOWN OF READING

To the Inhabitants of the Town of Reading:

Notice is hereby given that a public hearing will be held in accordance with the Massachusetts General Laws, Chapter 369 of the Acts of 1982 on the issue of determining a residential factor in assessing the percentage of tax burden to be borne by each class of property for Fiscal Year 2023. The hearing will be held on Tuesday, October 25, 2022 at 7:00 p.m. in the Select Board Meeting Room at Town Hall, 16 Lowell Street, Reading, MA and remotely on Zoom. The five classes of property involved are residential, open space, commercial, industrial and personal property.

A copy of the proposed document regarding this topic will be available in the Select Board packet on the website at www.readingma.gov

All interested parties are invited to attend the hearing, or may submit their comments in writing or by email to townmanager@ci.reading.ma.us

By order of
Fidel Maltez
Town Manager

221318

10/11,18/22

FY 2023 Classification Information



Presented by the Reading Board
of Assessors

October 25, 2022

Required Actions by SB

- Selection of a Minimum Residential Factor
- Selection of a Discount for Open Space
- Granting of a Residential Exemption
- Granting of a Small Commercial Exemption

Minimum Residential Factor

- Recently, Reading has adopted a slight split tax rate.
- An MRF of 1 would yield a single tax rate.
- $(\text{Tax Levy} / \text{Total Value}) \times 1000 = \text{TR}$
- Tax Levy is $\$85,238,359 / \$6,774,666,282 = 0.01258 \times 1000 = \12.58
- Single Tax Rate would be \$12.58 est.

Reading Senior Circuit Breaker Credit Details

228 Seniors applied for the exemption.

221 Seniors were approved.

Total Amount of Circuit Breaker Income Tax Credits Received by Qualified Seniors:
\$238,347.

- The Current Exemption Amount is 150%.
- The total credit amount of \$357,520.50 will be shifted within the residential class of properties to pay for the tax relief.
- At 150%, we would be shifting \$357,520.50 and the residential tax rate would be \$12.61 and the CIP rate would be \$12.83 at a shift of 1.02. The average cost is \$38.
- At a shift of 1.05 the tax rates would be \$12.59 & \$13.21 respectively.
- Without a shift the tax rates would be \$13.35 residential and \$13.29 for CIP.

The average single family home value for FY 2023 is **\$770,300**

The table below summarizes the anticipated FY 2023 average tax bill amounts at various shift intervals.

| CIP SHIFT | MRF | RES % | RES TAX RATE | EST 2023 BILL |
|------------------|---------------|----------------|---------------------|----------------------|
| 1 | 1.0000 | 93.3741 | \$12.63 | \$9,731 |
| 1.01 | 0.9993 | 93.3078 | \$12.62 | \$9,724 |
| 1.02 | 0.9986 | 93.2416 | \$12.61 | \$9,716 |
| 1.03 | 0.9979 | 93.1753 | \$12.61 | \$9,716 |
| 1.04 | 0.9972 | 93.1091 | \$12.60 | \$9,708 |
| 1.05 | 0.9965 | 93.0428 | \$12.59 | \$9,701 |
| 1.06 | 0.9957 | 92.9765 | \$12.58 | \$9,693 |
| 1.07 | 0.9950 | 92.9103 | \$12.57 | \$9,685 |
| 1.08 | 0.9943 | 92.8440 | \$12.56 | \$9,677 |
| 1.09 | 0.9936 | 92.7778 | \$12.55 | \$9,670 |
| 1.10 | 0.9929 | 92.7115 | \$12.54 | \$9,662 |

Average single family tax bill history from 2007 to present

| Fiscal Year | Single Family Assessed Values | Single Fam Parcel | Single Family Avg Val | Residential Tax Rate | Avg Single Family Tax Bill | Percent Change |
|--------------------|--------------------------------------|--------------------------|------------------------------|-----------------------------|-----------------------------------|-----------------------|
| 2007 | 2,994,759,900 | 6,487 | 461,656 | 12.07 | 5,572 | 2.79% |
| 2008 | 2,933,909,900 | 6,490 | 452,066 | 12.6 | 5,696 | 2.23% |
| 2009 | 2,882,787,600 | 6,501 | 443,438 | 13.21 | 5,858 | 2.84% |
| 2010 | 2,816,270,800 | 6,505 | 432,939 | 13.75 | 5,953 | 1.62% |
| 2011 | 2,880,796,500 | 6,508 | 442,655 | 13.80 | 6,109 | 2.62% |
| 2012 | 2,895,475,600 | 6,514 | 444,500 | 14.15 | 6,290 | 2.96% |
| 2013 | 2,816,675,700 | 6,516 | 432,300 | 14.94 | 6,459 | 2.68% |
| 2014 | 2,910,595,200 | 6,524 | 446,100 | 14.74 | 6,575 | 1.76% |
| 2015 | 3,030,663,500 | 6,528 | 464,250 | 14.71 | 6,828 | 3.84% |
| 2016 | 3,266,065,400 | 6,539 | 499,500 | 14.51 | 7,248 | 6.15% |
| 2017 | 3,491,464,400 | 6,544 | 533,537 | 14.04 | 7,490 | 3.33% |
| 2018 | 3,666,153,000 | 6,549 | 559,803 | 13.87 | 7,761 | 3.62% |
| 2019 | 3,897,988,400 | 6,556 | 594,568 | 14.26 | 8,479 | 9.25% |
| 2020 | 4,117,586,400 | 6,566 | 627,104 | 13.96 | 8,748 | 3.24% |
| 2021 | 4,315,911,300 | 6,566 | 657,312 | 13.83 | 9,090 | 3.92% |
| 2022 | 4,619,196,800 | 6,574 | 702,646 | 13.33 | 9,366 | 3.03% |
| 2023 | 5,076,375,600 | 6,590 | 770,314 | 12.61 | 9,716 | 3.73% |

FY 2023 TAX RATE NOTE

Total Amount of the FY 2023 Debt Exclusion is
\$2,727,408

This adds \$0.40 to the FY 2023 Res Tax Rate

\$311 to the Average Single Family Home

\$737 to the Average Commercial Property *

FY 2023 TAX RATE NOTES Cont.



| | <u>2020</u> | <u>2021</u> |
|-----------------|-------------|-------------|
| Sales Activity | 227 | 255 |
| Days on Market | 30.39 | 22.62 |
| Avg. Sale Price | \$708,315 | \$774,357 |



The average commercial property valuation for FY 2023 is **\$1,843,100**.

The table below summarizes the anticipated FY 2023 average commercial tax bill amounts.

| CIP SHIFT | MRF | CIP % | CIP TAX RATE | EST 2022 BILL |
|------------------|---------------|---------------|---------------------|----------------------|
| 1 | 1.0000 | 6.6259 | \$12.58 | \$23,186 |
| 1.01 | 0.9993 | 6.6921 | \$12.71 | \$23,426 |
| 1.02 | 0.9986 | 6.7585 | \$12.83 | \$23,647 |
| 1.03 | 0.9979 | 6.8246 | \$12.96 | \$23,887 |
| 1.04 | 0.9972 | 6.8909 | \$13.09 | \$24,126 |
| 1.05 | 0.9965 | 6.9571 | \$13.21 | \$24,347 |
| 1.06 | 0.9957 | 7.0235 | \$13.34 | \$24,587 |
| 1.07 | 0.9950 | 7.0897 | \$13.46 | \$24,808 |
| 1.08 | 0.9943 | 7.1560 | \$13.59 | \$25,048 |
| 1.09 | 0.9936 | 7.2222 | \$13.71 | \$25,269 |
| 1.10 | 0.9929 | 7.2885 | \$13.84 | \$25,509 |

The median commercial property valuation for FY 2023 is **\$792,000**.

The table below summarizes the anticipated FY 2023 median commercial tax bill amounts.

| CIP SHIFT | MRF | CIP % | CIP TAX RATE | EST 2023 BILL |
|------------------|---------------|---------------|---------------------|----------------------|
| 1 | 1.0000 | 6.6259 | \$12.58 | \$9,963 |
| 1.01 | 0.9993 | 6.6921 | \$12.71 | \$10,066 |
| 1.02 | 0.9986 | 6.7585 | \$12.83 | \$10,161 |
| 1.03 | 0.9979 | 6.8246 | \$12.96 | \$10,264 |
| 1.04 | 0.9972 | 6.8909 | \$13.09 | \$10,367 |
| 1.05 | 0.9965 | 6.9571 | \$13.21 | \$10,462 |
| 1.06 | 0.9957 | 7.0235 | \$13.34 | \$10,565 |
| 1.07 | 0.9950 | 7.0897 | \$13.46 | \$10,660 |
| 1.08 | 0.9943 | 7.1560 | \$13.59 | \$10,763 |
| 1.09 | 0.9936 | 7.2222 | \$13.71 | \$10,858 |
| 1.10 | 0.9929 | 7.2885 | \$13.84 | \$10,961 |

MEDIAN COMMERCIAL TAX COMPARISON FY22 vs FY23

| FY | CIP SHIFT | TAX RATE | MEDIAN VALUE | TAXES | +/- |
|-------------|----------------------|-----------------|---------------------|-----------------|---------------|
| 2022 | 1.02 | \$13.55 | \$768,200 | \$10,409 | |
| 2023 | 1.02 | \$12.83 | \$792,000 | \$10,161 | -\$248 |
| 2023 | 1.05 | \$13.21 | \$792,000 | \$10,462 | +53 |

**FY 2023 perspective, at 1.02 the average single family tax bill will increase \$350.
At 1.05, it will increase \$335**

Commercial Property Value Breakdown for FY 2023

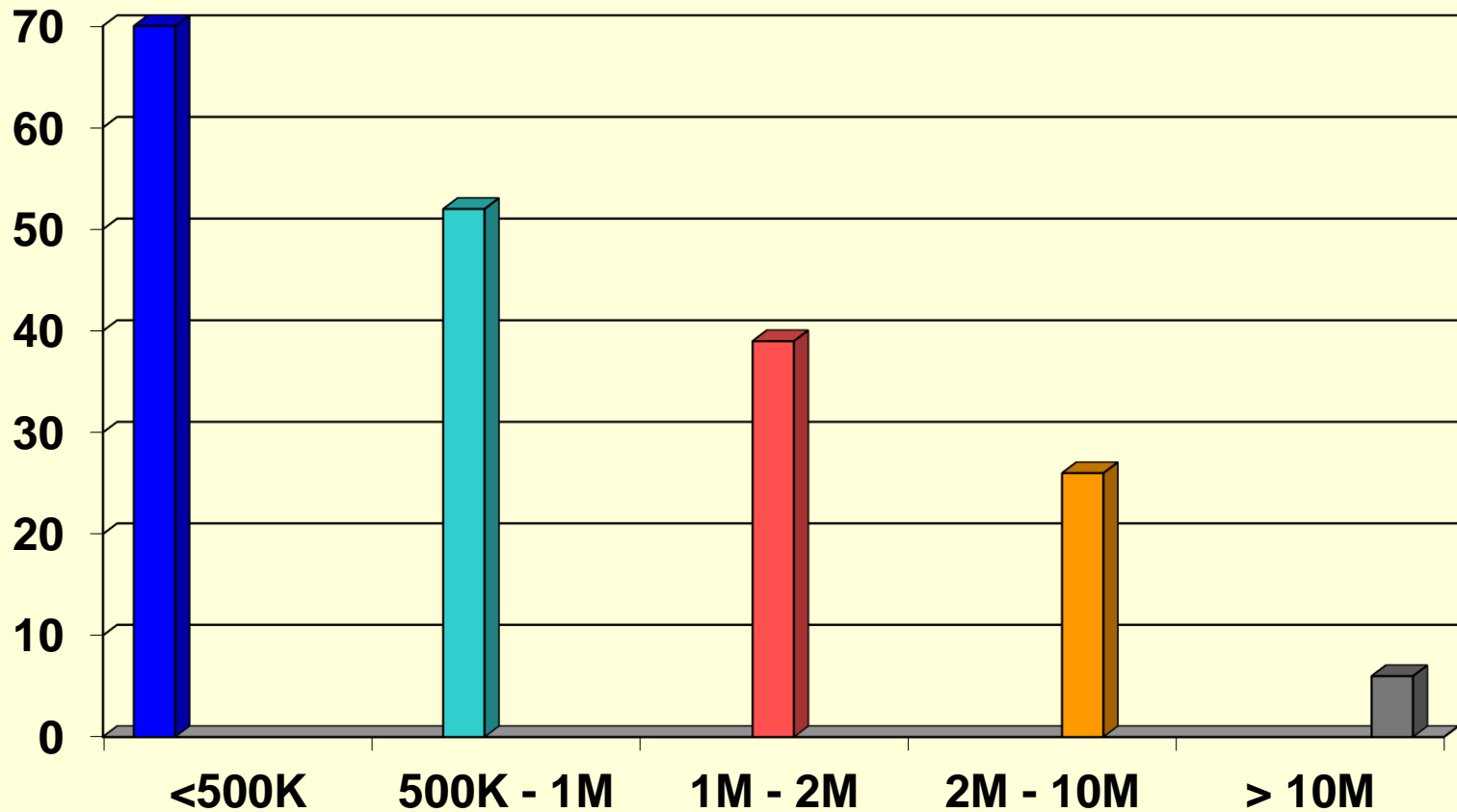
69 properties < \$500K

49 from \$500K - \$1M

40 from \$1m to 2M

25 from 2M to 10M

7 Properties above \$10M



Average commercial tax bill history from 2007 to present

| Fiscal Year | Total Commercial Value | Comm. Parcels | Average Commercial Value | Tax Rate | Average Commercial Tax Bill | Percent Change |
|--------------------|-------------------------------|----------------------|---------------------------------|-----------------|------------------------------------|-----------------------|
| 2007 | 236,516,816 | 198 | \$1,194,529 | 12.07 | 14,418 | -2.45% |
| 2008 | 256,582,400 | 203 | \$1,263,953 | 12.6 | 15,926 | 10.46% |
| 2009 | 262,919,463 | 206 | \$1,276,308 | 13.21 | 16,860 | 5.87% |
| 2010 | 270,816,033 | 205 | \$1,321,054 | 13.75 | 18,164 | 7.74% |
| 2011 | 319,506,376 | 204 | \$1,566,208 | 13.8 | 21,614 | 18.99% |
| 2012 | 320,481,055 | 205 | \$1,563,322 | 14.15 | 22,121 | 2.35% |
| 2013 | 300,063,400 | 199 | \$1,507,900 | 14.94 | 22,527 | 1.84% |
| 2014 | 285,068,700 | 198 | \$1,439,700 | 14.76 | 21,221 | -5.7% |
| 2015 | 284,141,800 | 196 | \$1,449,700 | 14.71 | 21,325 | .488% |
| 2016 | 294,140,500 | 197 | \$1,493,100 | 14.51 | 21,665 | 1.59% |
| 2017 | 309,470,100 | 198 | \$1,563,000 | 14.04 | 21,945 | 1.29% |
| 2018 | 317,592,400 | 201 | \$1,580,062 | 13.92 | 22,002 | -0.007% |
| 2019 | 319,725,400 | 194 | \$1,648,064 | 14.20 | 23,403 | 6.36% |
| 2020 | 327,747,500 | 192 | \$1,707,018 | 14.21 | 24,257 | 3.65% |
| 2021 | 327,145,600 | 190 | \$1,721,818 | 14.06 | 24,251 | -0.13% |
| 2022 | 347,922,700 | 193 | \$1,802,000 | 13.55 | 24,417 | 0.68% |
| 2023 est | 357,568,000 | 194 | \$1,843,134 | 12.83 | 23,647 | -3.15% |

Discount for Open Space

- MGL C59, sec 2A defines class 2 open space as: “land which is not otherwise classified and which is not taxable under provisions of Chapters 61A or 61B, or taxable under a permanent conservation restriction, and which land is not held for the production of income but is maintained in an open or natural condition and which contributes significantly to the benefit and enjoyment of the public.”
- An exemption of up to 25% could be adopted for property classified as Class 2 Open Space.
- Reading has never adopted a discount for Class 2 Open Space.

Residential Exemption

- SB may adopt a Residential Exemption for residential properties in town that are owner occupied.
- Amount up to 35% of the average assessed value of ALL residential properties, including vacant land.
- Adopting this would raise the residential tax rate. This would apply to all residential properties before the exemption. The top third of the residential properties would be paying for the exemption.
- Adopted by only 13 communities including Boston, Chelsea, Cambridge & Waltham.
- Since the shift is only in the res class, higher valued homes will pay for the exemption to those homes of lower value.

Small Commercial Exemption

- Up to 10% of property value for commercial properties only. (No industrial or personal property).
- Total Property Value less than \$1,000,000
- Not more than 10 employees as certified by the Dept. of Employment & Training.
- One business in a building of several would qualify only if all other businesses qualified.
- Exemption goes to the real estate owner and not the business owner.
- Less than a dozen communities in the Commonwealth have adopted this exemption.

Neighboring Communities / FY 2022

| Community | Avg. Single Family Value | Avg. Single Family Tax Bill | Tax Rate /\$1000 RES / CIP | CIP SHIFT MAX / ACTUAL |
|------------------|---------------------------------|------------------------------------|-----------------------------------|-------------------------------|
| Lynnfield | \$818,833 | \$9,818 | 11.99 / 19.32 | 1.51 / 1.5 |
| No. Reading | \$659,180 | \$9,888 | 15..00 | 1.50 / 1.0 |
| Stoneham | \$610,402 | \$6,354 | 10.41 / 19.81 | 1.75 / 1.75 |
| Wakefield | \$630,286 | \$7,765 | 12.32 / 23.77 | 1.75 / 1.75 |
| Wilmington | \$543,440 | \$7,081 | 13.03 / 30.06 | 1.75 / 1.75 |
| Woburn | \$552,426 | \$5,160 | 9.34 / 22.77 | 1.75 / 1.75 |
| READING | \$698,675 | \$9,313 | 13.33 / 13.55 | 1.50 / 1.02 |

Reading and Stoneham have a CIP sector less than 10%.

VARIOUS COMMUNITIES RESIDENTIAL VS CIP SHARE OF TAX BASE

| Municipality | Residential | Commercial | Industrial | Personal Property | Total | RO% of Total | CIP% of Total |
|---------------|----------------|---------------|-------------|-------------------|----------------|--------------|---------------|
| Arlington | 11,805,801,788 | 513,658,303 | 25,455,600 | 172,442,140 | 12,517,357,831 | 94.32 | 5.68 |
| Belmont | 9,157,742,150 | 384,344,699 | 24,617,500 | 97,650,170 | 9,664,354,519 | 94.76 | 5.24 |
| Burlington | 4,912,594,165 | 2,619,450,965 | 204,767,488 | 213,350,320 | 7,950,162,938 | 61.79 | 38.21 |
| Concord | 6,273,795,195 | 467,433,969 | 26,535,600 | 59,116,970 | 6,826,881,734 | 91.90 | 8.10 |
| Lexington | 12,224,559,111 | 884,325,040 | 637,789,800 | 298,261,020 | 14,044,934,971 | 87.04 | 12.96 |
| Lincoln | 2,254,863,838 | 39,849,419 | 3,566,269 | 44,053,750 | 2,342,333,276 | 96.27 | 3.73 |
| Lynnfield | 3,452,488,244 | 406,343,279 | 22,552,500 | 52,571,789 | 3,933,955,812 | 87.76 | 12.24 |
| Melrose | 6,190,050,331 | 174,343,349 | 20,820,720 | 123,350,850 | 6,508,565,250 | 95.11 | 4.89 |
| Milton | 6,861,005,585 | 145,186,496 | 4,757,600 | 150,052,170 | 7,161,001,851 | 95.81 | 4.19 |
| North Reading | 3,327,247,188 | 253,498,812 | 165,721,700 | 67,532,860 | 3,814,000,560 | 87.24 | 12.76 |
| Reading | 5,763,036,819 | 364,509,710 | 12,035,100 | 60,170,170 | 6,199,751,799 | 92.96 | 7.04 |
| Stoneham | 4,448,140,059 | 370,593,890 | 33,530,400 | 72,122,194 | 4,924,386,543 | 90.33 | 9.67 |
| Sudbury | 4,804,601,288 | 215,023,558 | 34,203,500 | 144,636,520 | 5,198,464,866 | 92.42 | 7.58 |
| Wakefield | 5,449,179,480 | 472,369,949 | 85,834,650 | 140,926,670 | 6,148,310,749 | 88.63 | 11.37 |
| Watertown | 7,602,271,296 | 1,336,546,562 | 860,129,904 | 250,676,563 | 10,049,624,325 | 75.65 | 24.35 |
| Wilmington | 4,170,806,153 | 192,127,690 | 955,942,832 | 193,576,910 | 5,512,453,585 | 75.66 | 24.34 |
| Winchester | 8,585,370,522 | 265,934,845 | 36,903,800 | 95,124,980 | 8,983,334,147 | 95.57 | 4.43 |
| Woburn | 6,856,713,656 | 1,087,617,097 | 994,906,189 | 496,493,850 | 9,435,730,792 | 72.67 | 27.33 |

Middlesex League / FY2022

| Community | Avg. Single Family Value | Avg. Single Family Tax Bill | Tax Rate / \$1000 RES / CIP | CIP SHIFT MAX / ACT |
|------------------|---------------------------------|------------------------------------|------------------------------------|----------------------------|
| Arlington | \$844,658 | \$9,646 | 11.42 | 1.50 / 1.0 |
| Belmont | \$1,346,737 | \$15,568 | 11.56 | 1.50 / 1.0 |
| Burlington | \$600,512 | \$5,975 | 9.95 / 26.64 | 1.72 / 1.63 |
| Lexington | \$1,203,847 | \$16,613 | 13.80 / 27.18 | 1.75 / 1.75 |
| Melrose | \$703,389 | \$7,435 | 10.57 / 18.03 | 1.75 / 1.65 |
| Stoneham | \$610,402 | \$6,354 | 10.41 / 19.81 | 1.75 / 1.75 |
| Wakefield | \$630,286 | \$7,765 | 12.32 / 23.77 | 1.75 / 1.75 |
| Watertown | \$533,761 | \$7,072 | 13.25 / 21.28 | 1.59 / 1.59 |
| Wilmington | \$543,440 | \$7,081 | 13.03 / 30.06 | 1.75 / 1.75 |
| Winchester | \$1,264,001 | \$15,813 | 12.51 / 11.89 | 1.50 / 1.0 |
| Woburn | \$552,426 | \$5,160 | 9.34 / 22.77 | 1.75 / 1.75 |
| READING | \$698,675 | \$9,313 | 13.33 / 13.55 | 1.50 / 1.02 |

**Largely Residential Comparable Communities
Fiscal Year 2022 Data**

| Community | Avg. Single Family Value | Avg. Single Family Tax Bill | Tax Rate / \$1000 RES / CIP | CIP SHIFT MAX / ACT |
|------------------|---------------------------------|------------------------------------|------------------------------------|----------------------------|
| Arlington | \$844,658 | \$9,646 | 11.42 | 1.50 / 1.0 |
| Belmont | \$1,346,737 | \$15,568 | 11.56 | 1.50 / 1.0 |
| Concord | \$1,125,397 | \$16,611 | 14.76 | 1.50 / 1.00 |
| Lincoln | \$1,246,944 | \$18,617 | 14.93 / 20.77 | 1.50 / 1.37 |
| Lynnfield | \$818,833 | \$9,818 | 11.99 / 19.32 | 1.51 / 1.50 |
| Melrose | \$703,389 | \$7,435 | 10.57 / 18.03 | 1.75 / 1.65 |
| Milton | \$824,451 | \$10,281 | 12.47 / 19.12 | 1.75 / 1.50 |
| Sudbury | \$797,506 | \$14,395 | 18.05 / 24.57 | 1.50 / 1.33 |
| Wakefield | \$630,286 | \$7,765 | 12.32 / 23.77 | 1.75 / 1.75 |
| Winchester | \$1,264,001 | \$15,813 | 12.51 / 11.89 | 1.50 / 1.0 |
| READING | \$698,675 | \$9,313 | 13.33 / 13.55 | 1.50 / 1.02 |

Reading had the third lowest average single family tax bill of those listed. All communities except Wakefield, Melrose, and Milton had a 1.5 shift capacity.

READING TOWN COMPARISONS FY 2022

| Municipality | Single Family Values | Single Family Parcels | Average Single Family Value | Single Family Tax Bill* | Residential | Commercial | Max CIP Shift Allowed | CIP Shift |
|---------------|----------------------|-----------------------|-----------------------------|-------------------------|-------------|------------|-----------------------|-----------|
| Andover | 6,614,726,757 | 8,720 | 758,570 | 11,075 | 14.60 | 29.29 | 1.750000 | 1.71000 |
| Bedford | 2,678,372,882 | 3,460 | 774,096 | 10,512 | 13.58 | 29.93 | 1.750000 | 1.75000 |
| Belmont | 6,107,452,000 | 4,535 | 1,346,737 | 15,568 | 11.56 | 11.56 | 1.500000 | 1.00000 |
| Burlington | 3,958,574,300 | 6,592 | 600,512 | 5,975 | 9.95 | 26.64 | 1.716300 | 1.63167 |
| Canton | 3,603,445,300 | 5,478 | 657,803 | 7,466 | 11.35 | 24.18 | 1.715622 | 1.69000 |
| Danvers | 3,376,711,600 | 6,166 | 547,634 | 6,933 | 12.66 | 20.54 | 1.500000 | 1.42216 |
| Dedham | 3,964,824,100 | 6,633 | 597,742 | 7,980 | 13.35 | 27.93 | 1.750000 | 1.75000 |
| Lynnfield | 3,169,704,400 | 3,871 | 818,833 | 9,818 | 11.99 | 19.32 | 1.512643 | 1.49908 |
| Mansfield | 2,757,489,450 | 5,445 | 506,426 | 7,682 | 15.17 | 18.88 | 1.500000 | 1.18008 |
| Marshfield | 4,792,123,800 | 9,196 | 521,110 | 6,748 | 12.95 | 12.95 | 1.500000 | 1.00000 |
| Milton | 5,940,994,100 | 7,206 | 824,451 | 10,281 | 12.47 | 19.12 | 1.750000 | 1.50001 |
| Natick | 5,865,707,500 | 8,545 | 686,449 | 9,157 | 13.34 | 13.34 | 1.500000 | 1.00000 |
| North Andover | 3,849,319,600 | 6,337 | 607,436 | 8,219 | 13.53 | 18.73 | 1.500000 | 1.32009 |
| North Reading | 2,833,156,200 | 4,298 | 659,180 | 9,888 | 15.00 | 15.00 | 1.500000 | 1.00000 |
| Reading | 4,593,087,390 | 6,574 | 698,675 | 9,313 | 13.33 | 13.55 | 1.500000 | 1.02001 |
| Shrewsbury | 4,912,463,542 | 9,389 | 523,215 | 7,383 | 14.11 | 14.11 | 1.500000 | 1.00000 |
| Stoneham | 3,136,856,600 | 5,139 | 610,402 | 6,354 | 10.41 | 19.81 | 1.750000 | 1.75000 |
| Tewksbury | 3,846,007,800 | 7,864 | 489,065 | 7,434 | 15.20 | 27.25 | 1.750000 | 1.58985 |
| Wakefield | 3,939,285,182 | 6,250 | 630,286 | 7,765 | 12.32 | 23.77 | 1.750000 | 1.75000 |
| Walpole | 3,912,376,400 | 6,616 | 591,351 | 8,551 | 14.46 | 19.22 | 1.500000 | 1.27520 |
| Westborough | 2,184,590,808 | 3,911 | 558,576 | 10,328 | 18.49 | 18.49 | 1.500000 | 1.00000 |
| Westford | 3,821,520,500 | 6,365 | 600,396 | 9,678 | 16.12 | 16.12 | 1.500000 | 1.00000 |
| Wilmington | 3,876,904,320 | 7,134 | 543,440 | 7,081 | 13.03 | 30.06 | 1.750000 | 1.75000 |
| Winchester | 7,177,000,496 | 5,678 | 1,264,001 | 15,813 | 12.51 | 11.89 | 1.500000 | 1.00000 |

READING TOWN COMPARISONS CONT.

| Municipality | Residential | CIP | Single Family Parcels | Average Single Family Value | Single Family Tax Bill* | R/O % of Total Value | CIP % of Total Value | Max CIP Shift Allowed | CIP Shift |
|---------------|-------------|-------|-----------------------|-----------------------------|-------------------------|----------------------|----------------------|-----------------------|-----------|
| Andover | 14.60 | 29.29 | 8,720 | 758,570 | 11,075 | 82.6909 | 17.3091 | 1.750000 | 1.71000 |
| Arlington | 11.42 | 11.42 | 8,009 | 844,658 | 9,646 | 94.3154 | 5.6846 | 1.500000 | 1.00000 |
| Bedford | 13.58 | 29.93 | 3,460 | 774,096 | 10,512 | 78.4437 | 21.5563 | 1.750000 | 1.75000 |
| Belmont | 11.56 | 11.56 | 4,535 | 1,346,737 | 15,568 | 94.7579 | 5.2421 | 1.500000 | 1.00000 |
| Burlington | 9.95 | 26.64 | 6,592 | 600,512 | 5,975 | 61.7924 | 38.2076 | 1.716300 | 1.63167 |
| Canton | 11.35 | 24.18 | 5,478 | 657,803 | 7,466 | 76.9510 | 23.0490 | 1.715622 | 1.69000 |
| Concord | 14.76 | 14.76 | 4,611 | 1,125,397 | 16,611 | 91.8984 | 8.1016 | 1.500000 | 1.00000 |
| Danvers | 12.66 | 20.54 | 6,166 | 547,634 | 6,933 | 77.3811 | 22.6189 | 1.500000 | 1.42216 |
| Dedham | 13.35 | 27.93 | 6,633 | 597,742 | 7,980 | 82.1121 | 17.8879 | 1.750000 | 1.75000 |
| Lexington | 13.80 | 27.18 | 9,058 | 1,203,847 | 16,613 | 87.0389 | 12.9611 | 1.750000 | 1.75000 |
| Lincoln | 14.93 | 20.77 | 1,527 | 1,246,944 | 18,617 | 96.2657 | 3.7343 | 1.500000 | 1.37121 |
| Lynnfield | 11.99 | 19.32 | 3,871 | 818,833 | 9,818 | 87.7612 | 12.2388 | 1.500000 | 1.18008 |
| Mansfield | 15.17 | 18.88 | 5,445 | 506,426 | 7,682 | 77.5603 | 22.4397 | 1.500000 | 1.00000 |
| Marshfield | 12.95 | 12.95 | 9,196 | 521,110 | 6,748 | 92.8585 | 7.1415 | 1.750000 | 1.64910 |
| Melrose | 10.57 | 18.03 | 6,372 | 703,389 | 7,435 | 95.1062 | 4.8938 | 1.750000 | 1.50001 |
| Milton | 12.47 | 19.12 | 7,206 | 824,451 | 10,281 | 95.8107 | 4.1893 | 1.500000 | 1.00000 |
| Natick | 13.34 | 13.34 | 8,545 | 686,449 | 9,157 | 80.4729 | 19.5271 | 1.500000 | 1.32009 |
| North Andover | 13.53 | 18.73 | 6,337 | 607,436 | 8,219 | 87.3392 | 12.6608 | 1.500000 | 1.00000 |
| North Reading | 15.00 | 15.00 | 4,298 | 659,180 | 9,888 | 87.2377 | 12.7623 | 1.500000 | 1.02001 |
| Reading | 13.33 | 13.55 | 6,574 | 698,675 | 9,313 | 92.9560 | 7.0440 | 1.500000 | 1.02000 |
| Shrewsbury | 14.11 | 14.11 | 9,389 | 523,215 | 7,383 | 88.1806 | 11.8194 | 1.750000 | 1.75000 |
| Stoneham | 10.41 | 19.81 | 5,139 | 610,402 | 6,354 | 90.3288 | 9.6712 | 1.500000 | 1.33058 |
| Sudbury | 18.05 | 24.57 | 5,441 | 797,506 | 14,395 | 92.4235 | 7.5765 | 1.750000 | 1.58985 |
| Tewksbury | 15.20 | 27.25 | 7,864 | 489,065 | 7,434 | 83.9226 | 16.0774 | 1.750000 | 1.75000 |
| Wakefield | 12.32 | 23.77 | 6,250 | 630,286 | 7,765 | 88.6289 | 11.3711 | 1.500000 | 1.27520 |
| Walpole | 14.46 | 19.22 | 6,616 | 591,351 | 8,551 | 87.1162 | 12.8838 | 1.591527 | 1.59153 |
| Watertown | 13.25 | 21.28 | 2,858 | 533,761 | 7,072 | 75.6473 | 24.3527 | 1.500000 | 1.00000 |
| Westborough | 18.49 | 18.49 | 3,911 | 558,576 | 10,328 | 69.6670 | 30.3330 | 1.500000 | 1.00000 |
| Westford | 16.12 | 16.12 | 6,365 | 600,396 | 9,678 | 88.6323 | 11.3677 | 1.750000 | 1.75000 |
| Wilmington | 13.03 | 30.06 | 7,134 | 543,440 | 7,081 | 75.6615 | 24.3385 | 1.500000 | 1.00000 |
| Winchester | 12.51 | 11.89 | 5,678 | 1,264,001 | 15,813 | 95.5700 | 4.4300 | 1.750000 | 1.75000 |
| Woburn | 9.34 | 22.77 | 8,103 | 552,426 | 5,160 | 72.6675 | 27.3325 | 1.750000 | 1.75000 |

IMPORTANT TERMS

| TERM | DEFINITION |
|-----------------------------------|--|
| Levy | The property tax levy is the revenue a community can raise through real and personal property taxes. |
| Levy Limit | The maximum amount a community can levy in a given year equal to last year's levy plus 2.5% plus new growth plus debt exclusion / override if applicable. |
| Levy Ceiling | Equal to 2.5% of the total full and fair cash value of all taxable real and personal property in the community. |
| New Growth | Increase in the tax base due to new construction, parcel subdivisions, condo conversions and property renovations, but not due to revaluation. It is calculated by multiplying the increased assessed value by the prior year's tax rate for the property class. |
| Override | A permanent increase to a community's levy limit. |
| Override Capacity | The difference between the levy ceiling and the levy limit. It is the maximum amount by which a community may override its levy limit. |
| Debt Exclusion | A temporary increase to the levy limit for the payment of a specific debt service item over a specified period of time. |
| Capital Outlay Expenditure | A temporary exclusion for the purpose of raising funds for capital projects. |
| Excess Levy Capacity | The difference between the actual levy and the levy limit. |



READING CENTER FOR ACTIVE LIVING COMMITTEE RECALC

SELECT BOARD UPDATE

OCTOBER 25, 2022

RECALC MILESTONES

- **Nov. 2021:**
 - Select Board creates and appoints 7-member Ad-Hoc Committee
- **Dec. 2021**
 - Committee plans bi-monthly meetings including joint meetings with the Council on Aging.
- **Jan. 2022**
 - Review of project parameters; Committee feedback
- **Feb. 2022**
 - Public Services Department hires consultant – UMASS Gerontology Institute (2021 Capital Funds) to lead community engagement.
- **March 2022**
 - Site Visits planned to area centers; joint meeting with COA/UMASS Consultant team to review community outreach plan (**15 completed**)
- **April-July 2022**
 - Held three community forums and four stakeholder focus groups
- **July-Aug 2022**
 - Secured \$300k ARPA funding for future feasibility study work
- **July-Sept 2022**
 - Prepared & executed Community Survey (**1472 responses**)



WHY PLAN FOR A CENTER FOR ACTIVE LIVING (RECAL)?

- **Vision** –A far reaching vision for the future is needed to plan for the needs of the community.
- **Needs** –What are the needs of the community?
- **Pleasant Street Center has outlived its' useful life** (Needs Assessment, UMASS Gerontology Institute, 2017)
- **Demographic Trends** -Growing overall population with 27% residents are 60+years
- **Impact on Service Delivery** –A dedicated staff having difficulty meeting the demand of community
- **Limited Capacity** –Some residents leave town for Services



PLEASANT STREET CENTER



Deficiencies

- No bathroom on first floor
- No private offices
- No one-on-one space
- Non-functioning Kitchen
- Unable to run multiple (lg.) programs at once
- 140 yr. old historical building
- No dedicated space for art, fitness, social, library
- Building Access

Office in the Hallway



Kitchen



Non-Dividable Multi-Purpose Room (700 Sq. ft.)



Art/Lunch/Meeting Room (no dedicated storage)



Hallway Waiting Area



Computer & Game Rooms (basement)



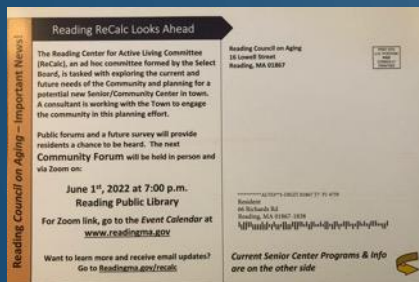
Nurse & Sr. Case Worker Office (no privacy or one-on-one space)

COMMUNICATION PLAN

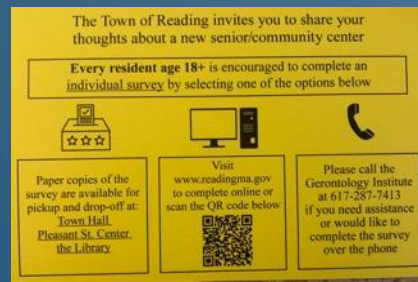
- Developed a Communication Plan
 - Community Engagement
 - Transparency
 - Work Plan



Newsletters (2)



Postcard Mailings (2)



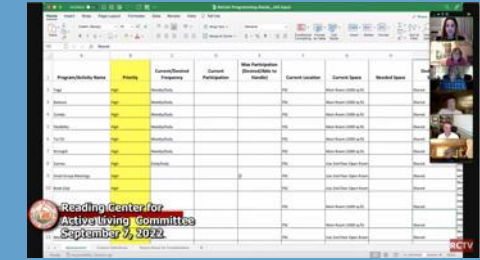
Community Survey



Site Visits (15)



Video



ReCalc Meetings (16)



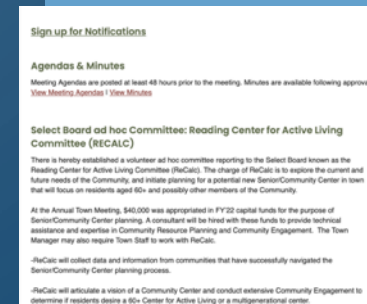
Forums & Focus Groups (7)



Fall Faire & Friends & Family Day



Select Board & Town Meeting Updates



Website & Email Communication

COMMUNITY FORUMS

- **General Feedback**

- Need for Better Communication

- **Reading as a Place to Live**

- (+) Close knit, feel safe, social/cultural, proximity to Boston, downtown+, many resources
- (-) Housing costs, tax rate, getting around

- **Envisioning a Center**

- Age-inclusive space, meet a variety of needs and interests, flexible and adaptable.
- Challenging, interesting, and active programs. Engage with children, young adults, & caregivers

- Held 3 Community Forms (100 in-person, 72 remotely)




- **Specific Needs**

- Social space, meals, computer classes, movie room, evening & weekend programs, one-on-one mtg space
- Parking & transportation, accessibility, comfortable
- Dedicated art space, exercise room/equipment
- Employment opportunities, low/no cost programs & services

COMMUNITY SURVEY

- Prepared 24 Question Community survey distributed to all Reading residents in September
- Survey was available on-line, in paper format, and for completion by phone
- Survey covered the following areas:
 1. Community & Neighborhood
 2. Future Senior/Community Center
 3. Programs & Services
 4. Demographics
- Sent postcard to all residents 18 and older
- Survey Closed September 30, 2022
- 1472 Survey Responses Received
- Data analysis in process (UMASS)


Town of Reading
 Community Survey of Reading Residents

The Town of Reading has provided programs and services for residents aged 60 and over at the Pleasant Street Center (PSC) for 20 years. Increasingly, space limitations have restricted opportunities to expand programming and introduce updated design features in the existing space. A community needs assessment conducted in 2011 by UMass Boston, in collaboration with the Town, demonstrated that the PSC has reached its limits. Conclusive recommendations included exploring the feasibility of expanding the capacity of Reading's Elder and Human Services Division.

In response to these challenges, the Town of Reading is engaged in a planning process to explore the development of a new senior center or community center that offers new opportunities for the expansion of programming and new features. This planning project, the Reading Center for Active Living (ReCAL), is a forward-looking effort to plan for the needs and interests of the community. A critical component of this process is collecting feedback directly from the residents of all ages. We ask each individual in Reading to complete the survey. Surveys from each adult in the same household are encouraged.

You are invited to share your views and preferences for programming and services that will have implications for future space and staffing needs. This survey should take no more than 10 minutes. All of your responses will be kept confidential. Please do not include your name or other identifying information on this survey. If you have questions or would like to complete this survey by phone, please leave a message at 617-287-7413 or email cad@umt.edu, and our staff will set up a time to go through the survey with you over the phone.

We thank you in advance for your participation.

Please return your completed survey to a drop-off box at Town Hall, the Library, or the Pleasant Street Center
NO LATER THAN September 30th

7. What is your preference for location of a future senior/community center? (Check only one)

Located in the downtown area
 Located outside of the downtown area
 I have no preference on location in Reading
 Other (please specify): _____

8. Cost is a major consideration. For FY22, the average tax bill was \$9,313. If it meant an increase to your household taxes during a set period of time, please indicate the maximum amount you might support for a new senior center or community center. (Check only one)

Less than \$100 per year \$201-\$300 per year \$500+ per year
 \$100-\$200 per year \$301-\$400 per year
 No increase. I would only support a new building if it came at no additional cost to residents.
 N/A, I am not responsible for paying property taxes at this time

9. Which of the following types of indoor space would you prioritize in a new senior or community center? (Please select no more than 3)

Food

Kitchen and dining space
 Teaching kitchen
 Cafe or "shop in" food space

Recreation, Education, Arts & Entertainment

Dedicated arts and crafts space (e.g., painting, fiber arts, pottery, equipment)
 Dedicated shop space (e.g., wood-working, machine shop)
 Multipurpose space for small group activities (e.g., book club, meetings, card games)
 Multipurpose space for large group activities (e.g., concerts, lectures, parties)
 Space for games (e.g., mah-jongg, bridge, checkers and billiards)
 Performance space (e.g., stage, large screen, seating for audience)
 Lobby or lounge space for informal socializing
 Technology space (e.g., public computers, video games, printing)
 Quiet space (e.g., library, reading, studying rooms)

Exercise & Physical Health

Multipurpose team exercise space (e.g., basketball, tennis, pickleball)
 Indoor exercise space for classes (e.g., yoga, Zumba, Pilates)
 Indoor exercise with fitness equipment (e.g., weights, treadmills)
 Swimming pool
 Other (Please specify): _____

14. Have you ever traveled to senior or community centers in other towns to participate in their programs?
 Yes (Continue to Question 15) No (Skip to Question 16)

15. If "Yes" on Question 14, for what reason(s) did you attend the neighboring senior or community center? (Check all that apply)

The program was not offered in Reading
 The other center is easier to get to (e.g., parking and access)
 Attended the other center with friends
 The hours of the other center are more convenient
 The other center space is more welcoming/inviting
 Other (please specify): _____

16. Please rate the importance of the following services to you or a member of your family at this time. (Check only one box per item)

| Services | Very Important (1) | Moderately Important (2) | (3) | Not at all Important (5) |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| Assistance with local or state support programs (e.g., financial, tax) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Transportation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Wellness services (e.g., healthy eating/cooking, mental health services) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Nutrition programs (e.g., regular lunches, home-delivered meals) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Professional services (e.g., health insurance counseling, tax, legal) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Support group and caregiver referrals | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Adult day health program | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Childcare program | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

17. Do you have a condition that limits you from being able to access public spaces, buildings, or programs in Reading?
 Yes (Continue to Question 18) No (Skip to Question 19)

Section I: Community & Neighborhood (Check only one)

1. How long have you lived in the Town of Reading? (Check only one)

Fewer than 5 years 25-34 years
 5-14 years 35-44 years
 15-24 years 45 years or longer

2. How important is it to you to remain living in Reading as you get older? (Check only one)

Very Important Some-what Important Slightly Important Not at all Important

3. Do you plan to stay in Reading for the next 5 years or more?
 Yes, I plan to stay in Reading in my current home
 Yes, I plan to stay in Reading but would move to a smaller home or apartment
 No, I plan to move out of Reading

4. What are your greatest concerns about your ability to continue living in Reading as you get older?

Section II: Future Senior Center/Community Center

5. The Town of Reading is considering a Senior/Community Center. Please select your most preferred scenario. (Check only one)

A Senior Center for residents age 60+
 An All-Ages Community Center including designated space and programming for residents age 60+
 None no preference
 Other (please specify): _____

6. Please tell us more about your preference (Question 5) for a new senior center or community center.

10. Which of the following types of outdoor space would you prioritize in a new senior or community center? (Please select no more than 3)

Picnic tables/outdoor dining space
 Benches or comfortable outdoor seating
 Gardening area
 Outdoor exercise space (e.g., outdoor gym equipment)
 Team exercise space (e.g., basketball, tennis, or baseball fields, pickleball courts)
 Grass area for team games (e.g., soccer, softball, croquet)
 Swimming pool
 A walking/running track
 Playground
 Splash pad
 Other (Please specify): _____

11. Which of the following accessible features would you prioritize in considering a future senior center or community center? (Please select no more than 3)

Door to door transportation to and from the new center
 No or little cost to participate in programs
 Ample parking
 Dedicated space for older residents
 The facility being open in the evenings and on weekends
 Enough space for multiple programs to be running simultaneously
 Programming that integrated residents of all ages
 More remote (online) programming
 Free or a- access
 Other (Please specify): _____

12. If a new senior or community center was developed, how likely would you or members of your household use the facility?

Very Likely Some-what Likely Unsure Some-what Unlikely Very Unlikely

Section III: Programs & Services

13. Where do you prefer to find information about the activities and services offered by the Town? (Check all that apply)

Newsletters (e.g., monthly newsletter) Local print newspaper (The Daily Times Chronicle)
 Local online newspaper (The Reading Post or The Patch)
 Local cable television Facebook or other social media sites
 Word of mouth Friends or other social media sites
 Town of Reading websites Other (please specify): _____

18. If "Yes" on Question 17, please select which of the following conditions best describes the reason why you have difficulty accessing public spaces, buildings, or programs in Reading. (Check all that apply)

Physical mobility limitations Mental health conditions
 Hearing impairment Dementia or cognitive changes
 Vision impairment Other (please specify): _____

Section VII: Demographic Information

19. Please select your gender identity. (Check all that apply)

Female Male Other (please specify): _____

20. What is your age range? (Check only one)

18-29 30-49 50-59 60-69 70-79 80+

21. What is your employment status? (Check all that apply)

Working full-time Working part-time Retired
 Other (Please specify): _____

22. Please indicate your level of agreement with the following statement:
 "I have adequate resources to meet my financial needs, including home maintenance, personal healthcare, and other expenses."

Strongly Agree Agree Disagree Strongly Disagree

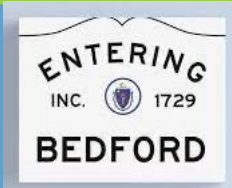
23. If you have any other thoughts or comments about the future of the Pleasant Street Center or a potential new senior/community center, please add them here:

Thank you for taking the time to participate. If you have any questions or concerns regarding this survey, please contact:

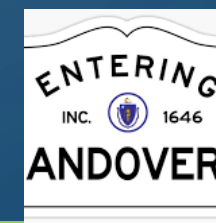
Caith Coyle, PhD
 Center for Social & Demographic Research on Aging
 University of Massachusetts Boston
 Email: Caith.Coyle@umass.edu
 Voice: 617-257-7413

For more information about the Reading Center for Active Living (ReCAL) project or to sign up for email updates from the Town about this initiative, please visit the ReCAL website at <https://www.Readingma.gov/reCAL>

HOW DO WE COMPARE?



- ReCalc performed benchmarking survey of local communities Sr./Community Centers
- Communities were chosen based on following criteria:
 - Have recently completed a similar community process
 - Are in the process of doing so
 - Are a mix of Community Centers and Senior Centers
 - Comparable sized communities in geographic proximity to Reading



BENCHMARKING - SUMMARY

- Visited 15 Eastern MA Centers (12 Senior Only)
- Four local communities planning or building new center
 - North Andover, Wilmington, North Reading, Newton
- Center Operations
 - Average Peer Community Budget \$860k vs. \$250k for Reading
 - Average Peer Community Bldg. 19,300 sf. vs. 5,700 sf. for Reading
 - Average Peer Community Staff 14 F&PT vs. 6 for Reading
- Transportation & Parking
 - All have transportation options
 - Cost ranging from free, to donations, to \$20 depending on service
 - On-Site Parking: 55 spaces (ave), 5 handicapped

• Building Features

| Feature | Yes | No |
|---------------------------------|-----|----|
| Elevator | 9 | 6 |
| Bathrooms | 15 | 0 |
| Wheelchair Accessible | 15 | 0 |
| Visual/Auditory Impaired Access | 8 | 4 |
| Gym | 6 | 9 |
| Exercise Equipment | 11 | 4 |
| Showers | 5 | 10 |
| Admin Program Staff Offices | 15 | 0 |
| Library-Quiet Area | 11 | 4 |
| Individual Counseling Areas | 13 | 2 |
| Health Clinic | 10 | 5 |
| Creative Arts Room | 14 | 1 |
| Reception Area | 14 | 1 |
| Adequate Storage | 7 | 4 |
| Outdoor Programming Space | 8 | 3 |

BENCHMARKING - SUMMARY

- **Food Preparation and Meals**

- 10 centers providing weekday lunch meal, 4 centers with Chef on Staff
- Most charge nominal fee (\$2-\$4)
- 6 centers prepped meals on-site, 7 centers did not

- **What is current center missing (Peer Community)**

- Dedicated Technology Room
- Room for outside activities (pickel ball & bocce)
- Second floor with offices & programming on 1st.
- A gym and locker room
- Commercial kitchen and larger event space
- Hair salon
- More parking
- Washer/dryer
- Evening hours
- Ease of access for electric wheelchairs.
- Bigger fitness center with more machines
- More storage

- **Programmatic**

| Question | Yes | No |
|----------------------------|-----|----|
| Multiple Programs at once | 15 | 0 |
| Capped Programs | 10 | 0 |
| Centralized Programs | 11 | 0 |
| De-Centralized Programs | 3 | 4 |
| Intergenerational Programs | 12 | 3 |
| Can Large Room Be Divided | 7 | 2 |

Most offer some sort of intergenerational programs even if only a “Sr. Center”

NEW CENTER GUIDANCE

- **General/Process**

- Be transparent throughout process.
- Base decisions on programming needs of residents, full needs assessment of community
- Have a stand-alone senior center, shared space is difficult
- Complicated Renovating an older center.
- Keep location downtown.

- **Think Big**

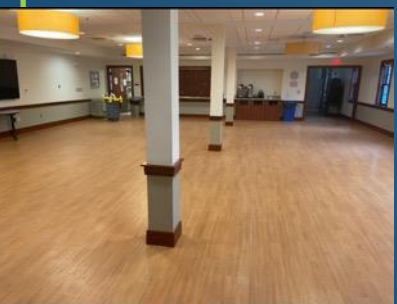
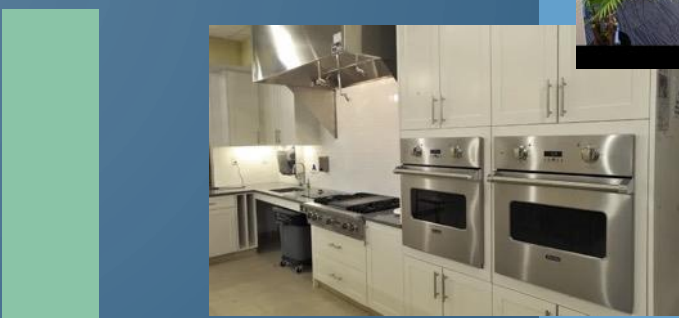
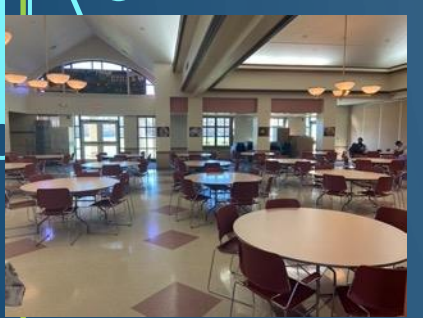
- Never have enough storage, plan for growth
- Commercial Kitchen, 2 gyms, 2 game rooms, outdoor space
- Larger center generates more interest

- **Facility**

- Design to run more than one activity at a time
- Inviting space & positive first impression, welcoming, bright, airy, sunny
- Multi-use spaces and accommodate disabilities
- Co-Locate office space for staff & client engagement
- Make Sure acoustics are good, including flooring and ceilings that are not high
- Provide plenty of parking & locate near Public Transportation

- **Financial**

- Establish Trust for building
- Obtain programming grants
- Fundraising and Capital Campaign to cover FF&E



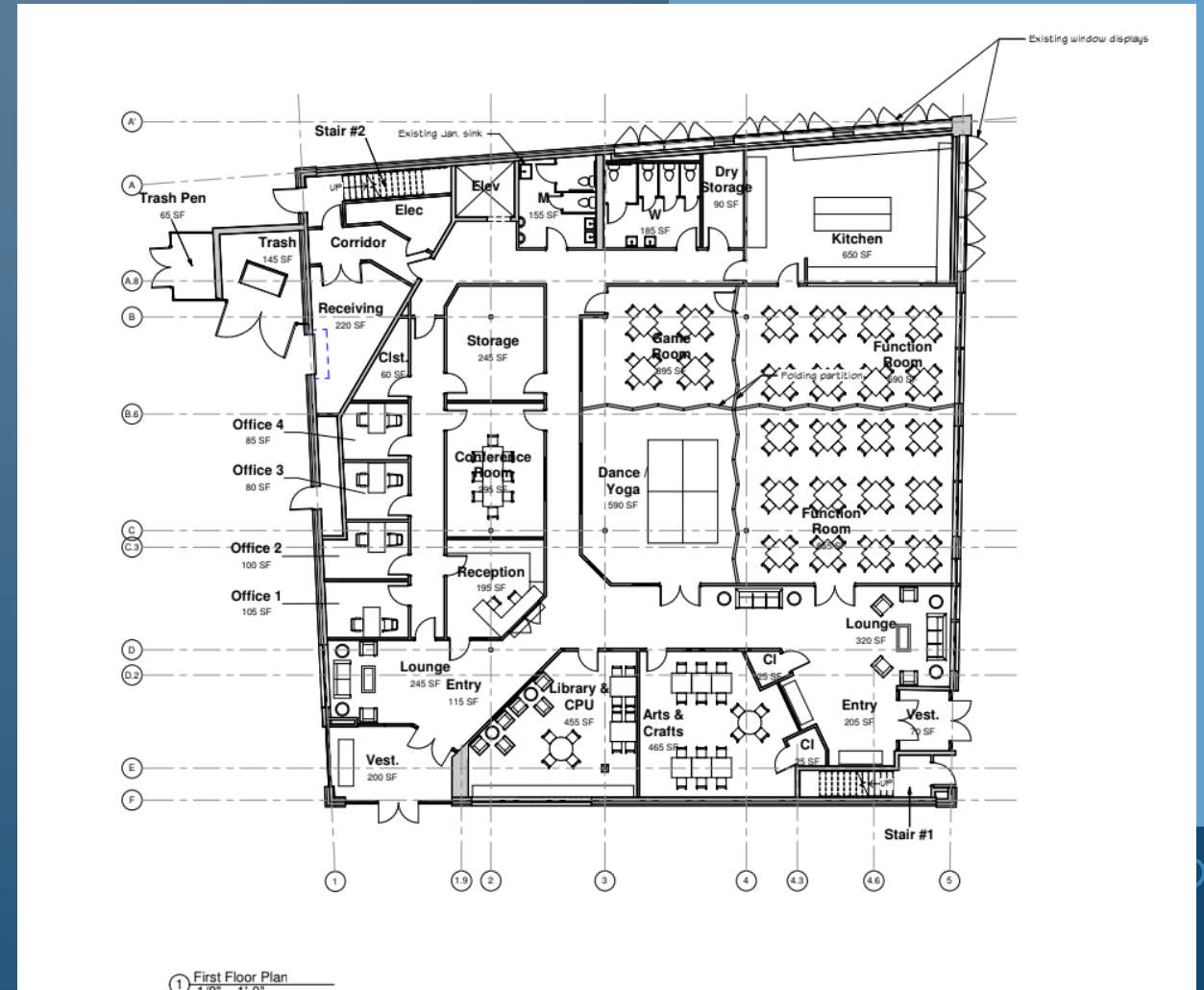
WALGREENS SITE WORKING GROUP

- Multiple Onsite visits
- Reviewed and discussed site possibilities
- Provided initial layout options
- Addressed must have needs
 - Kitchen, Offices, Multipurpose Room, Quiet Space, Game & Computer rooms, Storage, and more!
- Remaining issues include ADA compliance, handicapped accessibility and Parking



WALGREENS SITE WORKING GROUP

- Input provided to architect firm hired by the town
- Reviewed initial drafts concept plans with firm
- Considered parking needs & concerns
- Reported back to entire RECALC committee
- ReCalc unanimously decided to continue to evaluate site



NEXT STEPS

- Complete Committee Work
 - Assimilate community input from survey
 - Assess PSC usage data
 - Continue Communication (planned newsletters)
- Make Recommendations
 - Return to community with recommendation on Senior vs. Multigenerational Center
 - Recommendation to Select Board on spending RAAC secured funding for feasibility study using ReCalc information to serve as the needs assessment
- Extend ReCalc until July 2023



The opportunity is here

Community Engagement and Planning: Reading Center for Active Living (ReCal)

Preliminary Survey Results

Presented to ReCalc

October 25, 2022

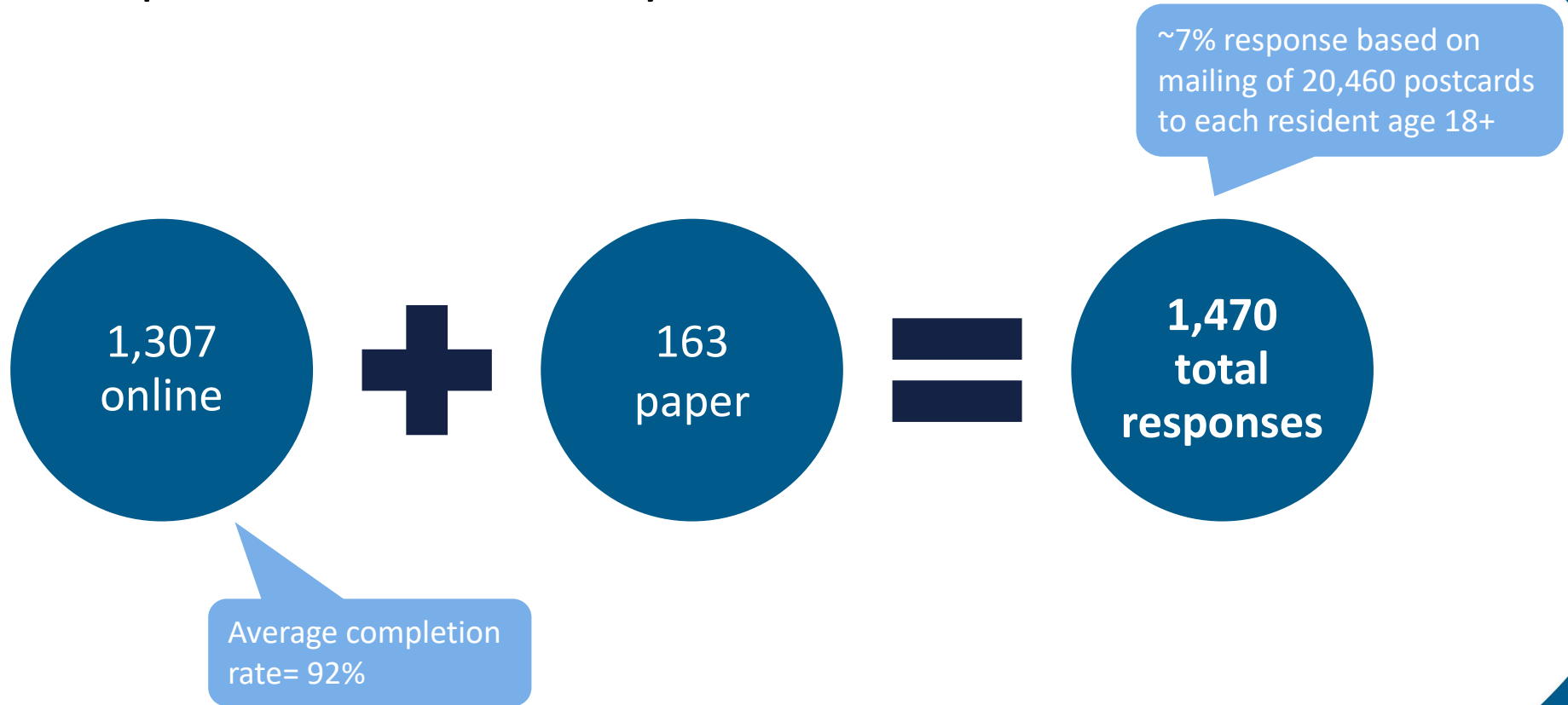
Caitlin Coyle, PhD, Ceara Somerville, MS, & Beth Rouleau, MA
Center for Social & Demographic Research on Aging
Gerontology Institute
University of Massachusetts Boston

Project overview

**Final report:
Conclusions and
Recommendations**

- **3 Community forums** (April and June)
- **4 focus groups** (June and July)
- **Community Survey**
 - Online format, with 600 hardcopies available in Town
 - 9/7/22: postcard mailed to every *resident* age 18+ and survey open
 - 10/4/22: survey closed, hard copies returned to UMB

Response Summary

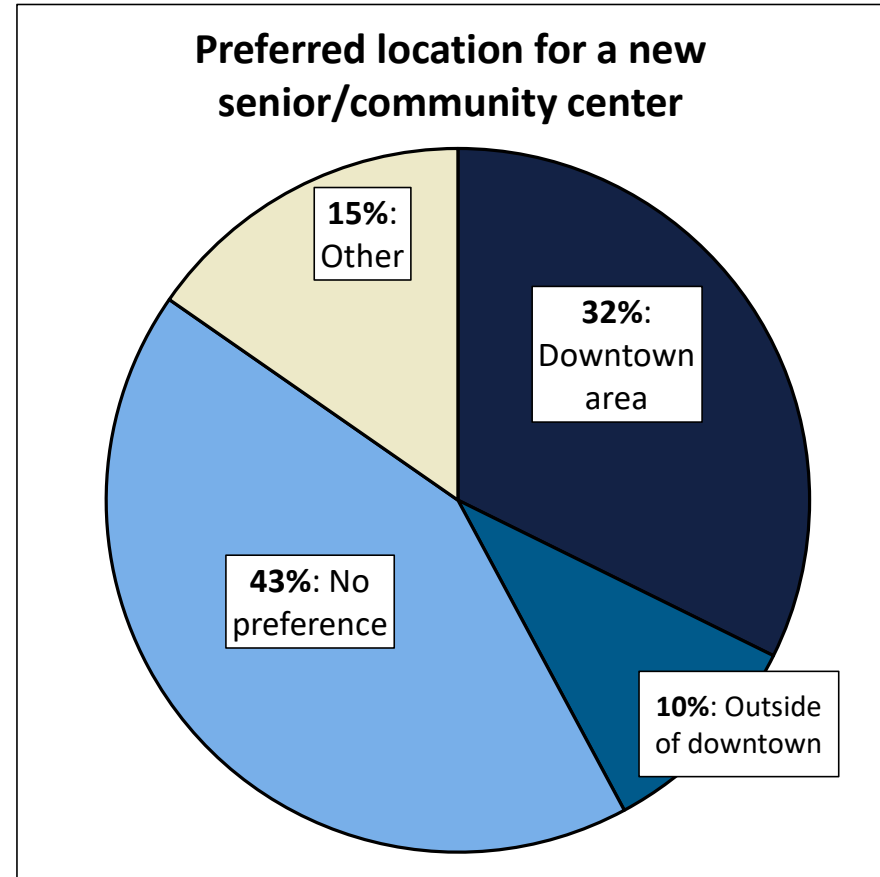
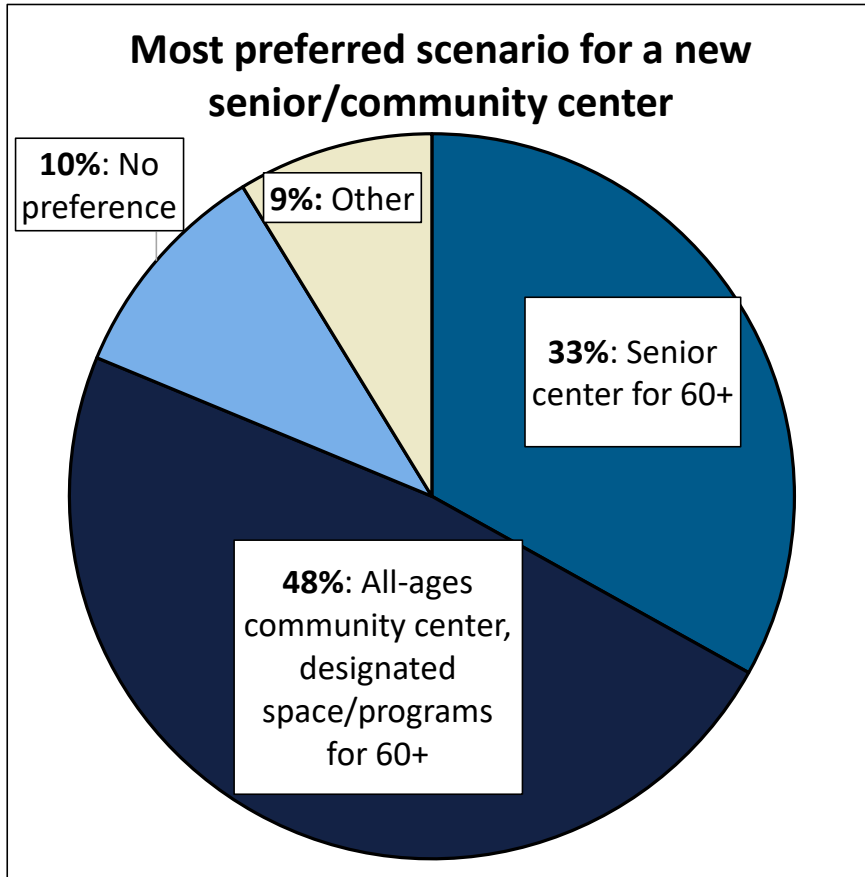


Respondent Demographics

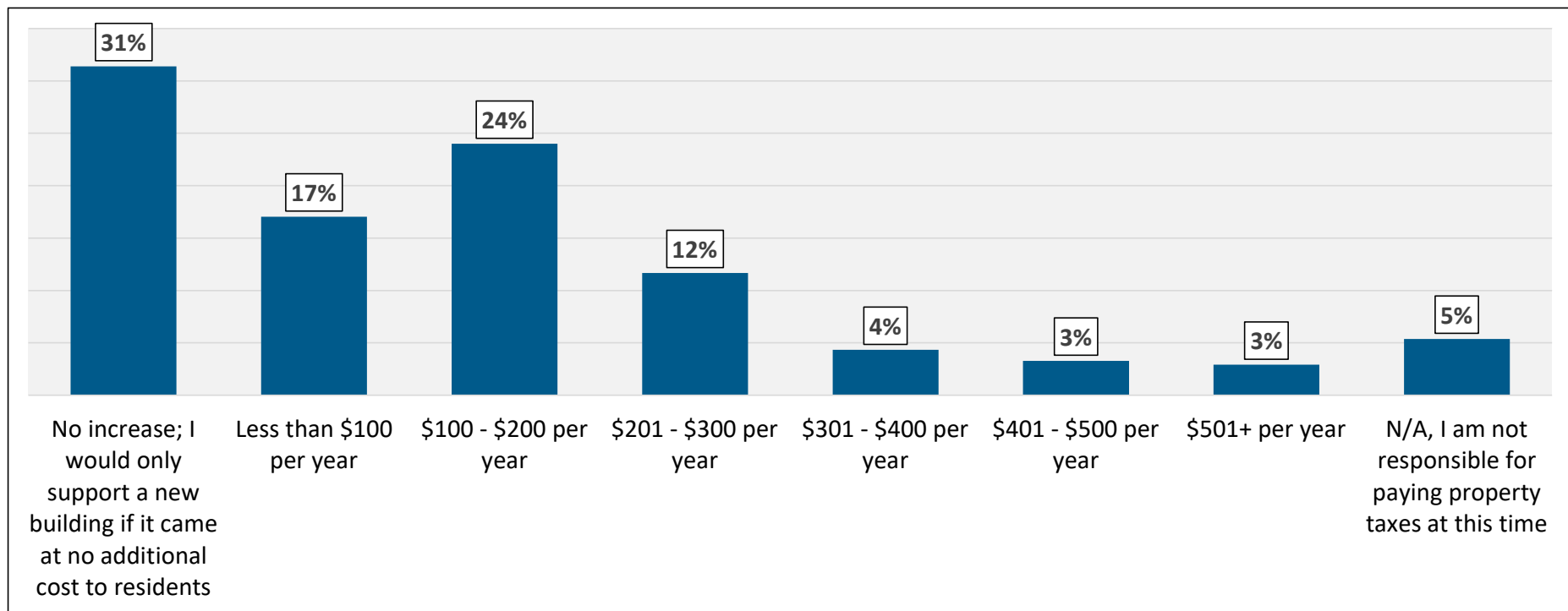
| Age category | Number of respondents | Percent |
|--------------|-----------------------|-------------|
| 18-49 | 285 | 20% |
| 50-59 | 212 | 14% |
| 60-69 | 342 | 23% |
| 70-79 | 329 | 22% |
| 80+ | 125 | 9% |
| Missing | 177 | 12% |
| Total | 1,470 | 100% |

- Among those who reported gender, 63% identified as female and 37% as male
- 34% of respondents are working full-time
- 11% are working part-time
- 39% are retired

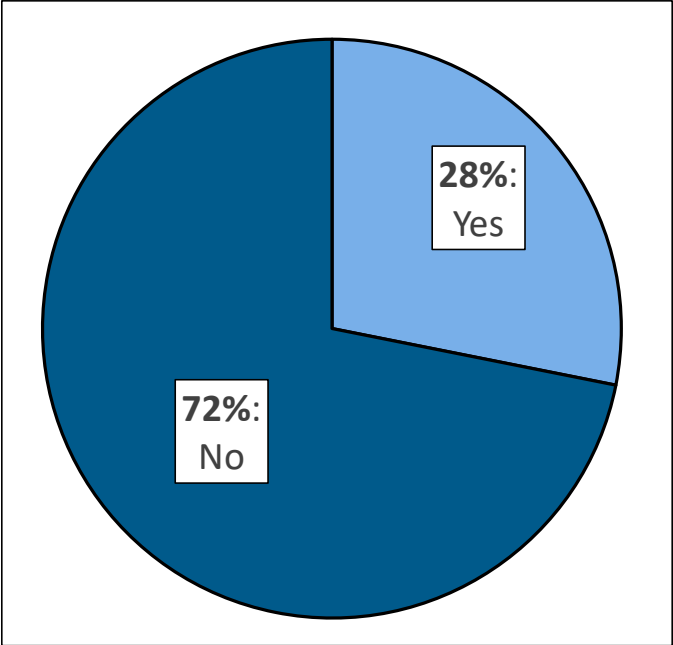
Space and Location Preferences



“Cost is a major consideration. For FY22, the average tax bill was \$9,313. If it meant an increase to your household taxes during a set period of time, please indicate the maximum amount you might support for a new senior center or community center.”



Have you ever traveled to senior or community centers in other towns to participate in their programs?



| Among those who said "Yes," reasons why: | Percent |
|---|---------|
| The program was not offered in Reading | 61% |
| Attended the other Center with friends | 44% |
| The other Center space is more welcoming / inviting | 32% |
| Other (please specify) | 21% |
| The other Center is easier to get to (e.g., parking and access) | 18% |
| The hours of the other Center are more convenient | 12% |

Which of the following types of indoor space would you prioritize in a new senior or community center?
(Please select no more than 7)

| Indoor space | Percent selected |
|---|------------------|
| Multipurpose space for small group activities (e.g., book club, meetings, card games) | 62% |
| Indoor exercise space for classes (e.g., yoga, Zumba, Pilates) | 54% |
| Multipurpose space for large group activities (e.g., concerts, lectures, parties) | 43% |
| Café or “drop in” food space | 41% |
| Kitchen and dining space | 39% |
| Dedicated arts and crafts space (e.g., painting, fiber arts, pottery equipment) | 38% |
| Space for games (e.g., mah-jongg, bridge, chess) and billiards | 37% |

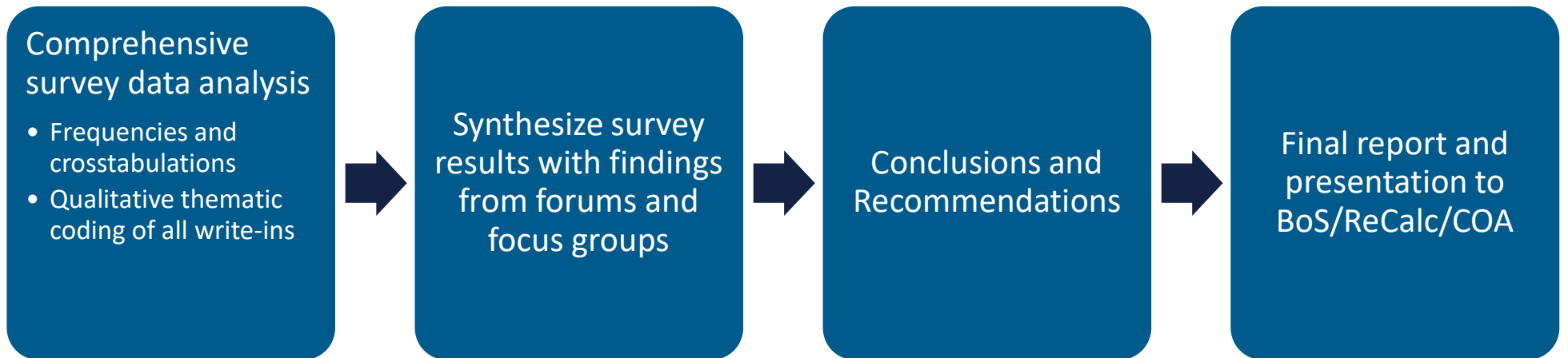
Which of the following types of outdoor space would you prioritize in a new senior or community center?
(Please select no more than 7)

| Outdoor space | Percent selected |
|---|------------------|
| Benches or comfortable outdoor seating | 63% |
| Picnic tables/outdoor dining space | 56% |
| Grass area for lawn games (e.g., bocce, cornhole, croquet) | 40% |
| Gardening area | 33% |
| A walking/running track | 30% |
| Team exercise space (e.g., basketball, tennis, or baseball fields, pickleball courts) | 19% |
| Playground | 13% |

Which of the following types of accessibility features would you prioritize in a new senior or community center? (Please select no more than 5)

| Accessibility features | Percent selected |
|---|------------------|
| No or little cost to participate in programs | 60% |
| Ample parking | 58% |
| The facility being open in the evenings and on weekends | 44% |
| Enough space for multiple programs to be running simultaneously | 44% |
| Door to door transportation to and from the new center | 42% |

Final Steps:



Thank you!

Caitlin Coyle, PhD

Director, Center for Social & Demographic Research on Aging

University of Massachusetts Boston

Caitlin.coyle@umb.edu



**TOWN OF READING, MASSACHUSETTS
CLASSIFICATION AND COMPENSATION STUDY**

DRAFT FINAL REPORT

OCTOBER 2022



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I. INTRODUCTION

GovHR USA, LLC (GovHR) is pleased to have had the opportunity to work with the Town of Reading 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 the Town of Reading 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.

A. Scope of Work

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

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 five (5) 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 Reading. 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.

Salary 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 Reading to the salary ranges of its comparable communities. Prepared comparison calculations at the 50th, 60th, 65th, 75th and 80th percentiles. Displayed data for each jurisdiction and for each position and summarized the data in table form. Based on discussions with the Town and the gathered data, developed salary ranges that would establish Reading as a payer at the 75th 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.

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 was reviewed and incorporated into the recommendations.
- This draft report has been prepared by GovHR and sent electronically to the Town.
- A presentation of these draft findings will be conducted for Town leadership.
- Once the presentation is made and review comments are returned by the Town a final report will be prepared and transmitted electronically.

II. EXECUTIVE SUMMARY

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

A. Internal Equity - Classification Plan Development

The Study developed a new Classification Plan for seventy-nine (79) positions in the Town of Reading. 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 Reading'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.

B. 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.

| <u>Current Title</u> | <u>Proposed New Title</u> |
|--|---|
| Administrative Secretary | Administrative Assistant |
| Administrative Specialist (A/P) | Accounting Specialist |
| Administrative Specialist (Town Manager) | Executive Assistant |
| Business Administrator | Dtr. of Communications & Risk Mgmt. |
| Senior Administrative Assistant | Administrative Specialist |
| Technology Director | Chief Technology Officer |
| Town Accountant/Finance Director | Chief Financial Officer/Town Accountant |
| Treasurer/Assistant Finance Director | Asst. Chief Financial Officer/Treasurer |

C. External Equity – Market Competitiveness

The next component of the Classification and Compensation Study involved establishing external competitiveness. The Town identified twenty-three (23) comparable communities for survey purposes.

The comparable communities are listed below:

| | | |
|------------|---------------|-------------|
| Andover | Mansfield | Tewksbury |
| Bedford | Marshfield | Wakefield |
| Belmont | Milton | Walpole |
| Burlington | Natick | Westborough |
| Canton | North Andover | Westford |
| Danvers | North Reading | Wilmington |
| Dedham | Shrewsbury | Winchester |
| Lynnfield | Stoneham | |

D. Salary Data

GovHR then prepared and distributed a salary survey to the twenty-three (23) comparable communities and to their libraries. Eighteen (18) of the communities and nineteen (19) of the libraries 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 B. 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.

E. 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 75th percentile comparison of the salary ranges that were acquired through the salary survey. The resulting Classification and Compensation Plan consists of fourteen (14) pay grades; one (1) being lowest and fourteen (14) being highest and is broken down into the following three (3) bands:

Grades 1 – 3: Administrative and Technical Staff

Grades 4 – 10: Supervisors and Advanced Technical Staff

Grades 11 – 14: Directors and Senior Manager

All proposed pay ranges are open ranges. There is an 20% gradation between Grades 1 – 3, a 5% gradation between Grades 4 – 10 and a 10% gradation between Grades 11 – 14. Grades 1 – 10 have a 35% range spread from minimum to maximum and Grades 11 – 14 have a 40% range spread from minimum to maximum.

F. 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 Reading'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:

| <u>Current Title</u> | <u>Proposed New Title</u> |
|--|---|
| Administrative Secretary | Administrative Assistant |
| Administrative Specialist (A/P) | Accounting Specialist |
| Administrative Specialist (Town Manager) | Executive Assistant |
| Business Administrator | Dtr. of Communications & Risk Mgmt. |
| Senior Administrative Assistant | Administrative Specialist |
| Technology Director | Chief Technology Officer |
| Town Accountant/Finance Director | Chief Financial Officer/Town Accountant |
| Treasurer/Assistant Finance Director | Asst. Chief Financial Officer/Treasurer |

A. 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 began its analysis by having 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 (see Appendix A). 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 the positions covered by the Study, GovHR discussed its findings with the Town to consider moving forward.

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., Administrative 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 DATA

The Town of Reading 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.

A. Selection of Comparable Jurisdictions for Data Purposes

Selecting jurisdictions for the comparison group is an important element in a Classification and Compensation Study. The Town identified twenty-three (23) comparable communities for survey purposes. The comparable communities are listed below:

| | | |
|------------|---------------|-------------|
| Andover | Mansfield | Tewksbury |
| Bedford | Marshfield | Wakefield |
| Belmont | Milton | Walpole |
| Burlington | Natick | Westborough |
| Canton | North Andover | Westford |
| Danvers | North Reading | Wilmington |
| Dedham | Shrewsbury | Winchester |
| Lynnfield | Stoneham | |

B. Selection of Benchmark Positions for Survey Purposes

When developing the salary survey, it is important to select positions that are likely to have data available from the surveyed municipalities. These positions are referred to as benchmark positions. Based on the size of the Study and number of positions in Reading, GovHR recommended limiting the benchmark positions in the survey to approximately forty (40) positions. This is because as the number of positions surveyed increases there tends to be a decline the number of organizations responding to the survey. This decline in response rates is thought to be due to the amount of work organizations need to devote to completing a lengthier survey. Positions recommended as benchmarks are those that:

- 1) Are representative of each occupational grouping (e.g., Administration, Finance, Police, etc.).

- 2) Include multiple numbers of Town employees, when possible.
- 3) Can be described in a concise manner that accurately identifies the nature of work and level of difficulty.
- 4) Are known to commonly exist in other communities.

After discussion with Town Administration, thirty-eight (38) positions were selected as benchmark positions for the survey to be sent to comparable Towns. Additionally, a separate survey was prepared for the comparable community libraries with ten positions. Below is a list of all the surveyed positions:

Town Survey:

- | | |
|------------------------------------|--------------------------------------|
| Administrative Assistant | Executive Assistant (Office Manager) |
| Assistant Collector | Facilities Director |
| Assistant Director of Public Works | Finance Director/Town Accountant |
| Assistant Town Accountant | GIS Administrator |
| Assistant Town Clerk | Head Public Safety Dispatcher |
| Assistant Town Manager | Health Director |
| Benefits Coordinator | Health Inspector |
| Building Commissioner | Human Resources Director |
| Building Inspector | Human Resources Generalist |
| Case Manager – Elder & Human Svcs. | Parking Enforcement Officer |
| Chief of Police | Permits Coordinator |
| Clerk | Plumbing/Gas Inspector |
| Collector | Procurement Officer |
| Community Development Director | Public Health Nurse |
| Community Services Director | Public Safety Clinician |
| Computer Technician | Senior Computer Technician |
| Conservation Administrator | Senior Planner |
| Deputy Chief of Police | Technology Director |
| Director of Public Works | Town Clerk |

Library Survey:

- | | |
|-------------------------------------|----------------------------------|
| Assistant Library Director | Library Communication Specialist |
| Director of Equity & Social Justice | Library Director |
| Librarian I | Library Division Head |
| Librarian II – Circulation Services | Library Technician |
| Library Associate | Senior Library Associate |

C. Salary Survey

After identifying the benchmark positions, the Consultants then prepared and distributed a salary survey to the twenty-three (23) comparable communities. Eighteen (18) of the Towns and nineteen (19) of the Libraries responded to the survey or supplied GovHR with a copy of their Compensation Plan/Union

Contracts. Table 2 is a summary of the benchmark salary survey data. The detailed salary survey data for each position is contained in Appendix B.

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

- 1) The salary data is information that was available as of July 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 were analyzed to determine the 50th, 60th, 65th, 75th and 80th percentiles to identify wage ranges for "average" and "above average" payers. Any actual salaries provided by the comparable municipalities were only analyzed in a few instances when there was not enough salary range information. Salary ranges are a better gauge of market salaries than an actual salary and are thus preferred to conduct analysis.
- 3) Salary ranges associated with positions that have been reclassified may not be consistent with other salary ranges in a particular Grade.
- 4) Data contained within Appendix B has been thoroughly reviewed. If the Consultants determined the data was not relevant, it was removed. Thus, if a specific position within the salary survey has two worksheets associated with it in Appendix B, 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.

D. Appraisal and Use of Salary Data

While comparing Reading'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.

VI. COMPENSATION PLAN DEVELOPMENT AND RECOMMENDATIONS

A. 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.

B. 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.

C. Recommendation: Open Range Merit Plan

GovHR is recommending that the Town adopt an Open Range Merit Plan. An Open Range Merit Plan has salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the ranges based on an annual satisfactory performance evaluation, with the percentage of their increase determined by their supervisor and Town Administration.

The Open Range Merit Plan also allows maximum flexibility for the Town relative to recruitment and funding as employees can be hired within the range and the increases provided annually for meritorious performance can fluctuate based on available funding. Given Reading's goal to recruit, reward and retain motivated, high-performing employees, the Open Range Merit Plan has been selected for recommendation.

D. Pay Philosophy

An important component in the process of developing a Compensation Plan is understanding and applying the pay philosophy of the Town. In Reading, the Town subscribes to a pay philosophy of compensation employees at a rate at the 75th percentile.

E. 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 Classification and Compensation Plan consists of fourteen (14) pay grades; one (1) being lowest and fourteen (14) being highest and is broken down into the following three (3) bands:

Grades 1 – 3: Administrative and Technical Staff

Grades 4 – 10: Supervisors and Advanced Technical Staff

Grades 11 – 14: Directors and Senior Manager

All proposed pay ranges are open ranges. There is an 20% gradation between Grades 1 – 3, a 5% gradation between Grades 4 – 10 and a 10% gradation between Grades 11 – 14. Grades 1 – 10 have a 35% range

spread from minimum to maximum and Grades 11 – 14 have a 40% range spread from minimum to maximum.

Note 1: Different compensation grades may have different ranges from minimum to maximum compensation. It is appropriate for the lower grades in a Compensation Plan to have a smaller spread from minimum to maximum as it is likely that new employees would start at the minimum compensation of the range. Conversely, it is more likely that more experienced employees or Department Head level employees may be hired at a rate above the minimum compensation of a range, thus it is necessary to have a greater spread from minimum to maximum compensation.

Note 2: 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 20% 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 75th percentile.

F. 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 (within 5 - 10%) 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. If the Town wishes to consider such a program, an example is illustrated below:

| Service | Adjustment |
|---------------------------|-------------------|
| 1 - 3 Years | 0% |
| Over 3 and up to 8 Years | 1% |
| Over 8 and up to 15 Years | 2% |
| Over 15 Years | 3% |

G. 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. Typical movement through the range could be in increments of 1% to 3%, depending on the employee's performance evaluation and goal attainment, as well as the financial resources of the Town.

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.

It is recommended that the Town set aside a "merit pool" every year, to fund increases for employees in this Plan. This money would then serve as the pool for merit payments, knowing that some employees will be high performers, getting a higher percentage, and some employees will be lower performers, getting a lower percentage.

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.

H. Future Administration of the Compensation Plan

To maintain competitive salary levels there should be an annual review of the Town's salary ranges. The twenty-three (23) communities used in the survey group for this Study have been determined to be comparable jurisdictions to the Town. Therefore, Reading 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 July 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, either as an

annual across-the-board increase to their employees or as a general adjustment to their compensation ranges. The Town may wish to provide an across-the-board increase to all employees based on the information received from the comparable communities. If this is the case, then the increases would be granted separately from any merit increase that would be awarded as a result of a successful performance evaluation.

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 an across-the-board 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.

I. 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 Reading 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 Administration for the significant amount of work and support dedicated to the project.

**TOWN OF READING
CLASSIFICATION PLAN**

Table 1

| Current Position Title | Proposed Title | JFA Total | Skill Level | Grade |
|---|---|--------------|-------------|-------|
| Directors and Senior Managers | | | | |
| Fire Chief | | 775 | 760 to 790 | 14 |
| Police Chief | | 775 | | |
| Assistant Town Manager | | 770 | | |
| Director of Public Works | | 765 | | |
| Technology Director | Chief Technology Officer | 765 | | |
| Town Accountant / Finance Director | Chief Financial Officer/Town Accountant | 765 | | |
| Facilities Director | | 760 | | |
| Health Director | | | | |
| Health Director | | 730 | 720 to 750 | 13 |
| Assistant Fire Chief | | 720 | | |
| Deputy Police Chief | | 720 | | |
| Library Director | | 720 | | |
| Assistant Director of Public Works | | | | |
| Assistant Director of Public Works | | 715 | 685 to 715 | 12 |
| Treasurer / Asst Finance Director | Asst. Chief Financial Officer/Treasurer | 690 | | |
| Human Resources Director | | 690 | | |
| Community Development Director | | | | |
| Community Development Director | | 670 | 650 to 680 | 11 |
| Assistant Director- Library | | 680 | | |
| Town Clerk | | 665 | | |
| Building Commissioner | | 660 | | |
| Comm Services Director | | 655 | | |
| Business Administrator | Dir. of Communications and Risk Mgmt. | 655 | | |
| Assistant Facilities Director | | 650 | | |
| Supervisors and Advanced Technical | | | | |
| Division Head - Library Public Services | | 625 | 615 to 645 | 10 |
| Division Head - Library Collection Svcs. | | 625 | | |
| Director Equity and Social Justice | | 620 | | |
| Coalition Director | | 610 | | |
| Collector | | | | |
| Collector | | 605 | 580 to 610 | 9 |
| Elder/ HS Administrator | | 600 | | |
| Economic Development Director | | 600 | | |
| Head Dispatcher | | 600 | | |
| Conservation Administrator | | | | |
| Conservation Administrator | | 555 | 545 to 575 | 8 |
| Senior Planner | | 555 | | |
| Procurement Officer | | 545 | | |
| Recreation Adm | | 545 | | |
| Librarian II - Borrower Services | | | | |
| Librarian II - Borrower Services | | 535 | 510 to 540 | 7 |

**TOWN OF READING
CLASSIFICATION PLAN**

Table 1

| Current Position Title | Proposed Title | JFA Total | Skill Level | Grade |
|---|---------------------------|--------------|-------------|-------|
| Librarian II -Adult/Teen Services | | 535 | | |
| Building Inspector | | 520 | | |
| GIS Administrator | | 515 | | |
| Senior Computer Technician | | 515 | | |
| Software Coord. - App. Support Spec. | | 515 | | |
| | | | | |
| Electrical Inspector | | 495 | 470 to 500 | 6 |
| Plumbing and Gas Inspector | | 495 | | |
| Executive Assistant (Police, Town Mgr) | | 485 | | |
| Public Safety Clinician | | 485 | | |
| Administrative Specialist (Town Mgr) | Executive Assistant | 480 | | |
| Assistant Town Accountant | | 475 | | |
| Human Resources Generalist | | 470 | | |
| Water Quality Safety Administrator | | 470 | | |
| | | | | |
| Health Inspector | | 465 | 435 to 465 | 5 |
| Assistant Town Clerk | | 460 | | |
| Asst Treasurer | | 460 | | |
| Public Health Nurse | | 450 | | |
| Senior Case Manager | | 450 | | |
| Assistant Collector | | 450 | | |
| Nurse Advocate | | 440 | | |
| Benefit Coordinator | | 440 | | |
| Administrative Specialist - AP | Accounting Specialist | 435 | | |
| Permitting Coordinator | | 435 | | |
| | | | | |
| Librarian I - Collection Services | | 420 | 400 to 430 | 4 |
| Communications Specialist | | 420 | | |
| Librarian I - Community Health | | 420 | | |
| Librarian I - Local History | | 420 | | |
| Librarian I - Teen Services | | 420 | | |
| Librarian I - Children's Services | | 420 | | |
| Senior Administrative Assistant | Administrative Specialist | 415 | | |
| Administrative Specialist (DPW) | | 405 | | |
| Administrative Specialist (Fire) | | 405 | | |
| Outreach Coordinator | | 400 | | |
| Asst. Appraiser (JAQ) Assessor (S/S) | | 400 | | |
| Computer Technician | | 400 | | |
| | | | | |
| Administrative and Technical | | | | |
| Admin Assistant (AP, DPW, Police/Fire) | | 380 | 365 to 395 | 3 |
| Admin Secretary (Collector, Town Clerk) | Administrative Assistant | 370 | | |
| Senior Center Coordinator | | 370 | | |
| Senior Library Associate | | 370 | | |
| Senior Library Associate - ILL | | 370 | | |

**TOWN OF READING
CLASSIFICATION PLAN**

Table 1

| Current Position Title | Proposed Title | JFA Total | Skill Level | Grade |
|-----------------------------|----------------|--------------|-------------|-------|
| Veterans Services Officer | | 370 | | |
| | | | | |
| Van Driver | | 355 | 330 to 360 | 2 |
| Parking Enforcement Officer | | 345 | | |
| Library Associate | | 340 | | |
| Clerk | | 340 | | |
| | | | | |
| No Positions in Grade | | - | To 325 | 1 |
| | | | | |

**TOWN OF READING
COMPREHENSIVE TABLE**

Table 2

| Position Title | Total | Skill Level | Grade | Salary Survey Data 75th Percentile | | Reading Current Salary Range | | Current Actual Salary | Proposed Salary Range (75th) | |
|---|-------|-------------|-------|---------------------------------------|------------|---------------------------------|------------|--------------------------|---------------------------------|------------|
| Directors and Senior Managers | | | | | | | | | | |
| Fire Chief | 775 | 760 to 790 | 14 | | | \$ 108,791 | \$ 140,732 | \$ 150,114 | \$ 113,135 | \$ 158,389 |
| Police Chief | 775 | | | \$ 123,909 | \$ 168,720 | \$ 108,791 | \$ 140,732 | \$ 142,293 | | |
| Assistant Town Manager | 770 | | | \$ 115,381 | \$ 150,401 | \$ 108,791 | \$ 140,732 | \$ 140,732 | | |
| Director of Public Works | 765 | | | \$ 123,248 | \$ 162,758 | \$ 108,791 | \$ 140,732 | \$ 138,694 | | |
| Technology Director | 765 | | | \$ 101,577 | \$ 138,772 | \$ 89,895 | \$ 116,318 | \$ 124,072 | | |
| Town Accountant / Finance Director | 765 | | | \$ 109,943 | \$ 145,901 | \$ 98,885 | \$ 127,940 | \$ 127,940 | | |
| Facilities Director | 760 | | | \$ 107,139 | \$ 146,725 | \$ 108,791 | \$ 140,732 | \$ 150,114 | | |
| Health Director | | | | | | | | | | |
| Health Director | 730 | 720 to 750 | 13 | \$ 90,947 | \$ 119,981 | \$ 98,885 | \$ 127,940 | \$ 115,869 | \$ 102,850 | \$ 143,990 |
| Assistant Fire Chief | 720 | | | | | \$ 89,895 | \$ 116,318 | \$ 105,339 | | |
| Deputy Police Chief | 720 | | | \$ 114,279 | \$ 145,625 | \$ 89,895 | \$ 116,318 | \$ 114,608 | | |
| Library Director | 720 | | | \$ 92,333 | \$ 124,516 | \$ 98,885 | \$ 127,940 | \$ 115,869 | | |
| Assistant Director of Public Works | | | | | | | | | | |
| Assistant Director of Public Works | 715 | 685 to 715 | 12 | \$ 91,656 | \$ 127,343 | \$ 89,895 | \$ 116,318 | \$ 110,157 | \$ 93,500 | \$ 130,900 |
| Treasurer / Asst Finance Director | 690 | | | \$ 90,394 | \$ 124,033 | \$ 81,725 | \$ 105,729 | \$ 99,626 | | |
| Human Resources Director | 690 | | | \$ 105,196 | \$ 140,529 | \$ 81,725 | \$ 105,729 | \$ 88,472 | | |
| Community Development Director | | | | | | | | | | |
| Community Development Director | 670 | 650 to 680 | 11 | \$ 102,103 | \$ 142,388 | \$ 81,725 | \$ 105,729 | \$ 99,626 | \$ 85,000 | \$ 119,000 |
| Assistant Director- Library | 680 | | | \$ 76,635 | \$ 104,867 | \$ 74,315 | \$ 96,116 | \$ 82,037 | | |
| Town Clerk | 665 | | | \$ 83,506 | \$ 112,668 | \$ 74,315 | \$ 96,116 | \$ 96,116 | | |
| Building Commissioner | 660 | | | \$ 89,580 | \$ 123,115 | \$ 81,725 | \$ 105,729 | \$ 95,745 | | |
| Comm Services Director | 655 | | | \$ 88,960 | \$ 122,983 | \$ 81,725 | \$ 105,729 | \$ 88,472 | | |
| Business Administrator | 655 | | | | | \$ 81,725 | \$ 105,729 | \$ 93,893 | | |
| Assistant Facilities Director | 650 | | | | | \$ 81,725 | \$ 105,729 | \$ 110,552 | | |
| Supervisors and Advanced Technical | | | | | | | | | | |
| Division Head - Library Public Services | 625 | 615 to 645 | 10 | \$ 65,985 | \$ 85,811 | \$ 74,315 | \$ 96,116 | \$ 80,438 | \$ 79,736 | \$ 107,643 |
| Division Head - Library Collection Svcs. | 625 | | | \$ 65,985 | \$ 85,811 | \$ 74,315 | \$ 96,116 | \$ 87,068 | | |
| Director Equity and Social Justice | 620 | | | | | \$ 74,315 | \$ 96,116 | \$ 78,858 | | |
| Coalition Director | 610 | | | | | \$ 74,315 | \$ 96,116 | \$ 96,116 | | |

**TOWN OF READING
COMPREHENSIVE TABLE**

Table 2

| Position Title | Total | Skill Level | Grade | Salary Survey Data 75th Percentile | | Reading Current Salary Range | | Current Actual Salary | Proposed Salary Range (75th) | |
|--|-------|-------------|-------|---------------------------------------|------------|---------------------------------|------------|--------------------------|---------------------------------|------------|
| Collector | 605 | 580 to 610 | 9 | | | \$ 74,315 | \$ 96,116 | \$ 80,438 | \$ 75,939 | \$ 102,517 |
| Elder/ HS Administrator | 600 | | | | | \$ 67,548 | \$ 87,380 | \$ 74,588 | | |
| Economic Development Director | 600 | | | | | \$ 81,725 | \$ 105,729 | \$ 95,745 | | |
| Head Dispatcher | 600 | | | \$ 64,604 | \$ 75,163 | \$ 61,406 | \$ 79,443 | \$ 83,924 | | |
| Conservation Administrator | 555 | 545 to 575 | 8 | \$ 77,126 | \$ 101,963 | \$ 61,406 | \$ 79,443 | \$ 76,343 | \$ 72,323 | \$ 97,636 |
| Senior Planner | 555 | | | \$ 77,692 | \$ 106,960 | \$ 67,548 | \$ 87,380 | \$ 70,278 | | |
| Procurement Officer | 545 | | | \$ 75,000 | \$ 100,153 | \$ 74,315 | \$ 96,116 | \$ 85,352 | | |
| Recreation Adm | 545 | | | | | \$ 67,548 | \$ 87,380 | \$ 79,151 | | |
| Librarian II - Borrower Services | 535 | 510 to 540 | 7 | \$ 56,169 | \$ 71,260 | \$ 61,406 | \$ 79,443 | \$ 69,147 | \$ 68,879 | \$ 92,986 |
| Librarian II -Adult/Teen Services | 535 | | | | | \$ 61,406 | \$ 79,443 | \$ 73,398 | | |
| Building Inspector | 520 | | | \$ 68,760 | \$ 94,640 | \$ 81,725 | \$ 105,729 | \$ 93,893 | | |
| GIS Administrator | 515 | | | \$ 75,700 | \$ 98,331 | \$ 74,315 | \$ 96,116 | \$ 85,352 | | |
| Sr. Computer Technician | 515 | | | \$ 77,434 | \$ 104,215 | \$ 67,548 | \$ 87,380 | \$ 80,730 | | |
| Software Coord. - App. Support Spec. | 515 | | | | | \$ 67,548 | \$ 87,380 | \$ 76,070 | | |
| Electrical Inspector | 495 | 470 to 500 | 6 | | | \$ 55,829 | \$ 72,228 | \$ 59,241 | \$ 65,599 | \$ 88,558 |
| Plumbing and Gas Inspector | 495 | | | \$ 63,444 | \$ 91,927 | \$ 55,829 | \$ 72,228 | \$ 69,401 | | |
| Executive Assistant (Police, Town Mgr) | 485 | | | \$ 64,555 | \$ 86,131 | \$ 67,548 | \$ 87,380 | \$ 73,847 | | |
| Public Safety Clinician | 485 | | | \$ 69,981 | \$ 109,422 | \$ 67,548 | \$ 87,380 | \$ 79,151 | | |
| Administrative Specialist (Town Manager) | 480 | | | | | \$ 55,829 | \$ 72,228 | \$ 65,423 | | |
| Asst Town Accountant | 475 | | | \$ 70,506 | \$ 92,028 | \$ 61,406 | \$ 79,443 | \$ 76,343 | | |
| HR Generalist | 470 | | | \$ 63,784 | \$ 83,952 | \$ 61,406 | \$ 79,443 | \$ 67,802 | | |
| Water Quality Safety Administrator | 470 | | | | | \$ 67,548 | \$ 87,380 | \$ 87,838 | | |
| Health Inspector | 465 | 435 to 465 | 5 | \$ 64,509 | \$ 94,179 | \$ 55,829 | \$ 72,228 | \$ 60,411 | \$ 62,475 | \$ 84,341 |
| Assistant Town Clerk | 460 | | | \$ 63,170 | \$ 84,444 | \$ 61,406 | \$ 79,443 | \$ 63,102 | | |
| Asst Treasurer | 460 | | | \$ 65,281 | \$ 84,773 | \$ 61,406 | \$ 79,443 | \$ 71,936 | | |
| Public Health Nurse | 450 | | | \$ 69,450 | \$ 94,237 | \$ 61,406 | \$ 79,443 | \$ 70,532 | | |
| Senior Case Manager | 450 | | | \$ 61,451 | \$ 87,860 | \$ 55,829 | \$ 72,228 | \$ 64,136 | | |

**TOWN OF READING
COMPREHENSIVE TABLE**

Table 2

| Position Title | Total | Skill Level | Grade | Salary Survey Data | | Reading Current | | Current | Proposed | |
|--|-------|-------------|-------|--------------------|-----------|-----------------|-----------|---------------|---------------------|-----------|
| | | | | 75th Percentile | | Salary Range | | Actual Salary | Salary Range (75th) | |
| Assistant Collector | 450 | | | \$ 65,281 | \$ 84,773 | \$ 55,829 | \$ 72,228 | \$ 60,411 | | |
| Nurse Advocate | 440 | | | | | \$ 61,406 | \$ 79,443 | \$ 73,398 | | |
| Benefit Coordinator | 440 | | | \$ 61,566 | \$ 84,874 | \$ 55,829 | \$ 72,228 | \$ 66,710 | | |
| Administrative Specialist - AP | 435 | | | | | \$ 55,829 | \$ 72,228 | \$ 61,620 | | |
| Permitting Coordinator | 435 | | | | | \$ 67,548 | \$ 87,380 | \$ 71,682 | | |
| Librarian I - Collection Services | | | | | | | | | | |
| Librarian I - Collection Services | 420 | 400 to 430 | 4 | \$ 60,436 | \$ 80,379 | \$ 55,829 | \$ 72,228 | \$ 66,710 | \$ 59,500 | \$ 80,325 |
| Communications Specialist | 420 | | | \$ 64,253 | \$ 80,321 | \$ 55,829 | \$ 72,228 | \$ 61,620 | | |
| Librarian I - Community Health | 420 | | | \$ 60,436 | \$ 80,379 | \$ 55,829 | \$ 72,228 | \$ 72,228 | | |
| Librarian I - Local History | 420 | | | \$ 60,436 | \$ 80,379 | \$ 55,829 | \$ 72,228 | \$ 58,071 | | |
| Librarian I - Teen Services | 420 | | | \$ 60,436 | \$ 80,379 | \$ 55,829 | \$ 72,228 | \$ 58,071 | | |
| Librarian I - Children's Services | 420 | | | \$ 60,436 | \$ 80,379 | \$ 55,829 | \$ 72,228 | \$ 60,411 | | |
| Senior Administrative Assistant | 415 | | | | | \$ 50,759 | \$ 65,657 | \$ 58,091 | | |
| Administrative Specialist (DPW) | 405 | | | | | \$ 55,829 | \$ 72,228 | \$ 70,785 | | |
| Administrative Specialist (Fire) | 405 | | | | | \$ 55,829 | \$ 72,228 | \$ 62,868 | | |
| Outreach Coordinator | 400 | | | | | \$ 50,759 | \$ 65,657 | \$ 57,135 | | |
| Asst. Appraiser (JAQ) Assessor (S/S) | 400 | | | | | \$ 55,829 | \$ 72,228 | \$ 68,055 | | |
| Computer Technician | 400 | | | \$ 63,214 | \$ 83,593 | \$ 55,829 | \$ 72,228 | \$ 62,868 | | |
| Administrative and Technical | | | | | | | | | | |
| Admin Assistant (AP, DPW, Police/Fire) | 380 | 365 to 395 | 3 | \$ 55,084 | \$ 71,268 | \$ 46,137 | \$ 59,690 | \$ 52,508 | \$ 54,000 | \$ 72,900 |
| Administrative Secretary (Collector, Town Clerk) | 370 | | | | | \$ 41,945 | \$ 54,269 | \$ 47,275 | | |
| Senior Center Coordinator | 370 | | | | | \$ 46,137 | \$ 59,690 | \$ 47,990 | | |
| Senior Library Associate | 370 | | | \$ 47,895 | \$ 65,848 | \$ 41,945 | \$ 54,269 | \$ 48,978 | | |
| Senior Library Associate - ILL | 370 | | | \$ 47,895 | \$ 65,848 | \$ 41,945 | \$ 54,269 | \$ 46,313 | | |
| Veterans Services Officer | 370 | | | | | \$ 55,829 | \$ 72,228 | \$ 62,868 | | |
| Van Driver | | | | | | | | | | |
| Van Driver | 355 | 330 to 360 | 2 | | | \$ 41,945 | \$ 54,269 | \$ 48,165 | \$ 45,000 | \$ 60,750 |
| Parking Enforcement Officer | 345 | | | \$ 44,917 | \$ 65,256 | \$ 41,945 | \$ 54,269 | \$ 47,249 | | |
| Library Associate | 340 | | | \$ 42,635 | \$ 57,769 | \$ 38,142 | \$ 49,335 | \$ 42,417 | | |
| Clerk | 340 | | | \$ 46,187 | \$ 59,408 | \$ 38,142 | \$ 49,335 | \$ 41,028 | | |

**TOWN OF READING
COMPREHENSIVE TABLE**

Table 2

| Position Title | Total | Skill Level | Grade | Salary Survey Data 75th Percentile | | Reading Current Salary Range | | Current Actual Salary | Proposed Salary Range (75th) | |
|-----------------------|-------|-------------|-------|---------------------------------------|--|---------------------------------|--|--------------------------|---------------------------------|-----------|
| No Positions in Grade | | To 325 | 1 | | | | | | \$ 37,500 | \$ 50,625 |

**TOWN OF READING
PROPOSED PAY RANGES**

Table 3

| 75th Percentile | | | |
|------------------------------|-------------|------|-------------|
| Administrative and Technical | | | |
| 20% between Ranges | | | |
| 35% Range Spread | | | |
| 1 | \$37,500.00 | 1.35 | \$50,625.00 |
| 2 | \$45,000.00 | 1.35 | \$60,750.00 |
| 3 | \$54,000.00 | 1.35 | \$72,900.00 |
| | | | |

| | | | |
|------------------------------------|-------------|------|--------------|
| Supervisors and Advanced Technical | | | |
| 5% between Ranges | | | |
| 35% Range Spread | | | |
| 4 | \$59,500.00 | 1.35 | \$80,325.00 |
| 5 | \$62,475.00 | 1.35 | \$84,341.25 |
| 6 | \$65,598.75 | 1.35 | \$88,558.31 |
| 7 | \$68,878.69 | 1.35 | \$92,986.23 |
| 8 | \$72,322.62 | 1.35 | \$97,635.54 |
| 9 | \$75,938.75 | 1.35 | \$102,517.32 |
| 10 | \$79,735.69 | 1.35 | \$107,643.18 |
| | | | |

| | | | |
|-------------------------------|--------------|-----|--------------|
| Directors and Senior Managers | | | |
| 10% between Ranges | | | |
| 40% Range Spread | | | |
| 11 | \$85,000.00 | 1.4 | \$119,000.00 |
| 12 | \$93,500.00 | 1.4 | \$130,900.00 |
| 13 | \$102,850.00 | 1.4 | \$143,990.00 |
| 14 | \$113,135.00 | 1.4 | \$158,389.00 |
| | | | |

APPENDIX A

EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

TOWN OF READING, MASSACHUSETTS

| | |
|---|---|
| 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).

10. FLSA EXEMPT OR NON-EXEMPT DETERMINATION

Do you receive overtime or comp time for hours worked beyond your normal work week? Yes No

Is your position considered any one of the following: Executive, Administrative, Professional, or Computer? If so, please answer the questions in the applicable sections below. If not, please skip to Question 11.

Please answer for only one category:

| A. Executive | No | Yes | Unsure |
|--|--------------------------|--------------------------|--------------------------|
| Are you paid the equivalent of at least \$684 per week on a salary basis? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Is your primary duty managing the department or unit of a local government? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Percent of time spent managing | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you customarily direct the work of two or more other employees (or the equivalent of two or more, e.g., 4 part-timers)? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you have the ability to hire and fire, or do your recommendations carry significant weight even if you are unauthorized to make the final decision? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

B. Administrative

No Yes Unsure

Are you paid the equivalent of at least \$684 per week on a salary basis?

Is this a "staff" position where your primary duty is performing office or non-manual work directly related to the management or general operations of the organization, division or unit?

Do you exercise discretion and independent judgment with respect to matters of significance, have the authority to formulate/interpret policy, and have a high level of operational responsibility?

C. Professional

No Yes Unsure

Are you paid the equivalent of at least \$684 per week on a salary basis?

Does your primary duty include the performance of work that requires advanced knowledge in a field of science or learning that is customarily acquired by a prolonged course of specialized instruction?

Is a specialized advanced degree a prerequisite for your job?
If yes, what is the degree or certification?

D. Computer

No Yes Unsure

Are you paid the equivalent of at least \$684 per week on a salary basis?

Do your primary duties involve:

The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications; OR

The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on or related to user or system design specifications; OR

The design, documentation, testing, creation or modification of computer programs related to organizational operating systems; OR

A combination of the aforementioned duties, the performance of which requires the same level of skills?

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 Supervisor or Department Head. If using a printed copy of this form, sign and date it before forwarding.

| | |
|--|--------------------|
| <i>SUPERVISOR’S SIGNATURE OR TYPED NAME</i> | <i>DATE</i> |
|--|--------------------|

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.

| | |
|---|--------------------|
| <i>DEPARTMENT HEAD SIGNATURE OR TYPED NAME</i> | <i>DATE</i> |
|---|--------------------|

IMPORTANT DATES:

May 16th: Employees complete and submit the JAQs to their Supervisors. Please save file as follows: JobTitle.LastName.FirstName

May 27th: Supervisors and Department Heads review and then submit the JAQs to Human Resources

June 6th: Human Resources reviews and then submits the JAQs to GovHR USA

Week of June 13th: GovHR USA conducts virtual interviews with employees

APPENDIX B

**TOWN OF READING
DETAILED SALARY DATA**

| Assistant Town Manager | | | | | |
|-------------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | \$115,781.00 | ATM. Also a DTM at \$146196 | |
| Bedford | \$101,787.91 | \$142,508.09 | | | 40 |
| Belmont | \$115,268.31 | \$164,266.42 | | Assistant Town Administrator/Finance Director | |
| Burlington | | | | New position budgets for FY23; no contract yet | |
| Canton | | | | | |
| Danvers | \$100,097.70 | \$133,631.22 | | ATM also serves as Communications Dtr & oversees HR | |
| Dedham | \$115,418.62 | \$150,595.12 | | | |
| Lynnfield | | | \$97,661.99 | Assistant Town Administrator | 35 |
| Mansfield | \$163,677.00 | \$195,609.00 | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$125,000.00 | \$181,500.00 | | Deputy Town Administrator | |
| North Reading | | | | N/A | |
| North Andover | \$102,103.00 | \$142,944.00 | | Oversees 6 Divisions and Risk Management | 37.5 |
| Shrewsbury | \$105,140.00 | \$147,191.84 | | | |
| Stoneham | | | | | |
| Tewksbury | \$116,833.23 | \$145,901.45 | | | |
| Wakefield | | | | | |
| Walpole | \$103,505.00 | \$136,573.00 | | Assistant Town Administrator | |
| Westborough | \$97,812.00 | \$132,080.00 | | Oversees Rec, Sr. Ctr., Y&FS (& indirectly Lib) & is HR Director | |
| Westford | \$113,911.00 | \$142,388.00 | | | |
| Wilmington | \$101,798.58 | \$128,817.59 | | ATM/HR Director | 35 |
| Winchester | \$98,831.00 | \$149,818.00 | | | |
| | | | | | |
| Reading | \$108,790.50 | \$140,731.50 | \$140,731.50 | | 37.5 |
| | | | | | |
| Average | \$111,513.10 | \$149,558.84 | \$106,721.50 | | |
| 50th Percentile | \$104,322.50 | \$144,422.73 | \$106,721.50 | | |
| 60th Percentile | \$112,156.80 | \$146,933.76 | \$108,533.40 | | |
| 65th Percentile | \$114,521.79 | \$148,373.61 | \$109,439.35 | | |
| 75th Percentile | \$115,381.04 | \$150,400.84 | \$111,251.25 | | |
| 80th Percentile | \$115,984.46 | \$156,063.64 | \$112,157.20 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Human Resources Director | | | | | |
|---------------------------------|----------------|----------------|---------------|---|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | \$135,660.00 | | |
| Bedford | | | | | |
| Belmont | \$107,697.32 | \$153,517.01 | | | |
| Burlington | \$85,724.57 | \$115,532.84 | | | 35 |
| Canton | | | | | |
| Danvers | \$94,432.62 | \$126,066.90 | | | |
| Dedham | \$106,376.61 | \$138,797.35 | | | |
| Lynnfield | | | | N/A | |
| Mansfield | \$119,038.00 | \$142,261.00 | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$100,000.00 | \$159,500.00 | | Director of Human Resources/Labor Relations | |
| North Reading | | | \$122,259.21 | | 35 |
| North Andover | \$84,383.00 | \$118,136.00 | | | 37.5 |
| Shrewsbury | \$89,089.33 | \$124,737.11 | | | |
| Stoneham | | | | | |
| Tewksbury | \$90,227.67 | \$112,667.84 | | | |
| Wakefield | | | | | |
| Walpole | | | | | |
| Westborough | | | | ATM is also HR Director | |
| Westford | \$104,016.00 | \$131,665.00 | | | |
| Wilmington | | | | See ATM | |
| Winchester | \$83,185.00 | \$123,852.00 | | | |
| | | | | | |
| Reading | \$81,724.50 | \$105,729.00 | \$88,471.50 | | 37.5 |
| | | | | | |
| Average | \$96,742.74 | \$131,521.19 | \$128,959.61 | | |
| 50th Percentile | \$94,432.62 | \$126,066.90 | \$128,959.61 | | |
| 60th Percentile | \$100,000.00 | \$131,665.00 | \$130,299.68 | | |
| 65th Percentile | \$102,008.00 | \$135,231.17 | \$130,969.72 | | |
| 75th Percentile | \$105,196.30 | \$140,529.17 | \$132,309.80 | | |
| 80th Percentile | \$106,376.61 | \$142,261.00 | \$132,979.84 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Human Resources Generalist | | | | | |
|-----------------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | | | | | |
| Belmont | \$72,609.57 | \$103,691.63 | | Asst. HR Director. Does all benefits; payroll is out of Treasury | |
| Burlington | \$57,674.95 | \$77,729.77 | | Human Resources Coordinator | 35 |
| Canton | \$64,252.50 | \$80,320.50 | | Annualized to 37.5 hrs/wk | |
| Danvers | \$62,376.68 | \$76,007.02 | | Does not process payroll or accruals | |
| Dedham | \$59,992.62 | \$78,276.76 | | | |
| Lynnfield | | | \$76,500.00 | Payroll & Benefits Administrator | 35 |
| Mansfield | \$66,132.00 | \$79,034.00 | | HR Specialist | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$48,000.00 | \$88,000.00 | | HR Coordinator | |
| North Reading | | | | | |
| North Andover | \$56,220.00 | \$84,217.00 | | Also does benefits | 37.5 |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | | | | | |
| Wakefield | | | | | |
| Walpole | | | | | |
| Westborough | \$61,609.00 | \$83,158.00 | | HR Coordinator. Payroll is processed by Finance team | |
| Westford | | | | | |
| Wilmington | \$59,397.06 | \$75,162.65 | | | 35 |
| Winchester | | | | | |
| | | | | | |
| Reading | \$61,405.50 | \$79,443.00 | \$67,801.50 | | 37.5 |
| | | | | | |
| Average | \$60,826.44 | \$82,559.73 | \$76,500.00 | | |
| 50th Percentile | \$60,800.81 | \$79,677.25 | \$76,500.00 | | |
| 60th Percentile | \$61,916.07 | \$81,455.50 | \$76,500.00 | | |
| 65th Percentile | \$62,261.53 | \$82,732.38 | \$76,500.00 | | |
| 75th Percentile | \$63,783.55 | \$83,952.25 | \$76,500.00 | | |
| 80th Percentile | \$64,628.40 | \$84,973.60 | \$76,500.00 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Technology Director | | | | | |
|----------------------------|----------------|----------------|---------------|------------------------------------|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | \$156,062.00 | Chief Information Officer | |
| Bedford | \$107,901.58 | \$151,062.62 | | | 40 |
| Belmont | \$77,560.40 | \$110,721.59 | | Information Technology Manager | |
| Burlington | \$121,075.79 | \$121,075.79 | | | 35 |
| Canton | | | | | |
| Danvers | \$94,432.62 | \$126,067.27 | | | |
| Dedham | \$98,042.96 | \$127,923.82 | | Information Technology Director | |
| Lynnfield | | | | N/A | |
| Mansfield | \$83,506.00 | \$107,508.00 | | Information Technology Director | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$100,000.00 | \$159,500.00 | | Director of Information Technology | |
| North Reading | | | | | |
| North Andover | \$102,103.00 | \$142,944.00 | | Information Technology Director | 37.5 |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | \$90,227.67 | \$112,667.84 | | Technology Operations Manager | |
| Wakefield | | | | | |
| Walpole | \$88,755.00 | \$117,111.00 | | | |
| Westborough | \$88,920.00 | \$120,068.00 | | Information Technology Director | |
| Westford | \$113,911.00 | \$142,388.00 | | Director of Technology | |
| Wilmington | \$87,275.77 | \$110,439.28 | | Director of Information Technology | 35 |
| Winchester | \$83,185.00 | \$123,852.00 | | | |
| | | | | | |
| Reading | \$89,895.00 | \$116,317.50 | \$124,072.00 | Range based on 37.5 hrs/wk | 40 |
| | | | | | |
| Average | \$95,492.63 | \$126,666.37 | \$156,062.00 | | |
| 50th Percentile | \$92,330.15 | \$122,463.90 | \$156,062.00 | | |
| 60th Percentile | \$97,320.89 | \$125,624.22 | \$156,062.00 | | |
| 65th Percentile | \$98,923.63 | \$126,902.72 | \$156,062.00 | | |
| 75th Percentile | \$101,577.25 | \$138,771.96 | \$156,062.00 | | |
| 80th Percentile | \$104,422.43 | \$142,610.40 | \$156,062.00 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| GIS Administrator | | | | | |
|--------------------------|----------------|----------------|---------------|-----------------------|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | \$71,927.42 | \$95,308.85 | | GIS Analyst | 40 |
| Belmont | \$66,112.43 | \$94,428.77 | | | |
| Burlington | | | | N/A | |
| Canton | | | | | |
| Danvers | | | | | |
| Dedham | \$83,283.11 | \$108,665.57 | | GIS Manager | |
| Lynnfield | | | \$71,400.00 | GIS Field Inspector | 35 |
| Mansfield | \$75,363.00 | \$89,789.00 | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$62,791.43 | \$80,945.44 | | CADD/GIS Technician | |
| North Reading | | | \$75,000.00 | | 35 |
| North Andover | \$76,712.00 | \$107,396.00 | | Project Engineer | 37.5 |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | | | | | |
| Wakefield | | | | | |
| Walpole | | | | | |
| Westborough | \$61,609.00 | \$83,158.00 | | MIS/GIS Administrator | |
| Westford | | | | | |
| Wilmington | \$69,284.28 | \$87,669.01 | | GIS Manager | 35 |
| Winchester | | | | | |
| Reading | \$74,314.50 | \$96,115.50 | \$85,351.50 | | 37.5 |
| Average | \$70,885.33 | \$93,420.08 | \$73,200.00 | | |
| 50th Percentile | \$70,605.85 | \$92,108.89 | \$73,200.00 | | |
| 60th Percentile | \$72,614.54 | \$94,604.79 | \$73,560.00 | | |
| 65th Percentile | \$73,816.99 | \$94,912.81 | \$73,740.00 | | |
| 75th Percentile | \$75,700.25 | \$98,330.64 | \$74,100.00 | | |
| 80th Percentile | \$76,172.40 | \$102,561.14 | \$74,280.00 | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Senior Computer Technician | | | | | |
|-----------------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | \$77,675.00 | \$104,867.00 | | Information Technology/Network Engineer | 40 |
| Belmont | \$61,882.95 | \$88,423.35 | | Sr. Systems Administrator. Mobile devices are under Facilities | |
| Burlington | \$62,888.41 | \$84,756.06 | | Applications & Systems Administrator | 35 |
| Canton | | | | | |
| Danvers | \$57,752.24 | \$70,386.50 | | Technical Support Specialist | |
| Dedham | \$70,745.28 | \$92,306.54 | | Information Technology Application Specialist | |
| Lynnfield | | | | N/A | |
| Mansfield | \$82,065.00 | \$97,468.00 | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$75,000.00 | \$137,500.00 | | Deputy IT Director/Systems Network Administrator | |
| North Reading | | | \$72,793.00 | | 35 |
| North Andover | \$76,712.00 | \$107,396.00 | | Network Systems Manager | 37.5 |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | | | | | |
| Wakefield | | | | | |
| Walpole | | | | | |
| Westborough | | | | | |
| Westford | | | | | |
| Wilmington | \$80,810.20 | \$102,260.75 | | System Administrator | 35 |
| Winchester | \$64,233.00 | \$95,636.00 | | Network Administrator | |
| Reading | \$67,548.00 | \$87,379.50 | \$80,730.00 | | 37.5 |
| Average | \$70,976.41 | \$98,100.02 | \$72,793.00 | | |
| 50th Percentile | \$72,872.64 | \$96,552.00 | \$72,793.00 | | |
| 60th Percentile | \$75,684.80 | \$99,385.10 | \$72,793.00 | | |
| 65th Percentile | \$76,455.20 | \$101,541.84 | \$72,793.00 | | |
| 75th Percentile | \$77,434.25 | \$104,215.44 | \$72,793.00 | | |
| 80th Percentile | \$78,302.04 | \$105,372.80 | \$72,793.00 | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Computer Technician | | | | | |
|----------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | \$71,927.42 | \$95,308.85 | | Technical Support Specialist | 40 |
| Belmont | \$50,744.19 | \$72,605.93 | | Desktop Support Technician | |
| Burlington | \$52,934.50 | \$71,340.96 | | Network Support Technician | 35 |
| Canton | | | | | |
| Danvers | | | | | |
| Dedham | | | | | |
| Lynnfield | | | | N/A | |
| Mansfield | \$41,964.00 | \$78,000.00 | | Part-time. Hourly rate annualized to 37.5 hrs/wk | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$60,000.00 | \$115,500.00 | | Information Systems Network Administrator | |
| North Reading | | | | | |
| North Andover | \$56,220.00 | \$78,708.00 | | Information Technology Admin/Technical Assistant | 37.5 |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | | | | | |
| Wakefield | | | | | |
| Walpole | \$60,400.00 | \$79,696.00 | | PC Support Technician | |
| Westborough | \$58,344.00 | \$81,640.00 | | Network Specialist | |
| Westford | \$69,846.00 | \$84,244.00 | | Information Technology Technician | |
| Wilmington | \$64,151.80 | \$81,174.06 | | Information Systems Specialist | 35 |
| Winchester | | | | | |
| | | | | | |
| Reading | \$55,828.50 | \$72,228.00 | \$62,868.00 | | 37.5 |
| | | | | | |
| Average | \$58,653.19 | \$83,821.78 | | | |
| 50th Percentile | \$59,172.00 | \$80,435.03 | | | |
| 60th Percentile | \$60,160.00 | \$81,360.44 | | | |
| 65th Percentile | \$60,340.00 | \$81,570.11 | | | |
| 75th Percentile | \$63,213.85 | \$83,593.00 | | | |
| 80th Percentile | \$65,290.64 | \$86,456.97 | | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Computer Technician (Edited) | | | | | |
|-------------------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | \$71,927.42 | \$95,308.85 | | Technical Support Specialist | 40 |
| Belmont | \$50,744.19 | \$72,605.93 | | Desktop Support Technician | |
| Burlington | \$52,934.50 | \$71,340.96 | | Network Support Technician | 35 |
| Canton | | | | | |
| Danvers | | | | | |
| Dedham | | | | | |
| Lynnfield | | | | N/A | |
| Mansfield | \$41,964.00 | \$78,000.00 | | Part-time. Hourly rate annualized to 37.5 hrs/wk | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | | | | Information Systems Network Administrator | |
| North Reading | | | | | |
| North Andover | \$56,220.00 | \$78,708.00 | | Information Technology Admin/Technical Assistant | 37.5 |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | | | | | |
| Wakefield | | | | | |
| Walpole | \$60,400.00 | \$79,696.00 | | PC Support Technician | |
| Westborough | \$58,344.00 | \$81,640.00 | | Network Specialist | |
| Westford | \$69,846.00 | \$84,244.00 | | Information Technology Technician | |
| Wilmington | \$64,151.80 | \$81,174.06 | | Information Systems Specialist | 35 |
| Winchester | | | | | |
| | | | | | |
| Reading | \$55,828.50 | \$72,228.00 | \$62,868.00 | | 37.5 |
| | | | | | |
| Average | \$58,503.55 | \$80,301.98 | | | |
| 50th Percentile | \$58,344.00 | \$79,696.00 | | | |
| 60th Percentile | \$59,988.80 | \$80,878.45 | | | |
| 65th Percentile | \$61,150.36 | \$81,267.25 | | | |
| 75th Percentile | \$64,151.80 | \$81,640.00 | | | |
| 80th Percentile | \$66,429.48 | \$82,681.60 | | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Procurement Officer | | | | | |
|----------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | | | | | |
| Belmont | | | | No Pro. Officer; each department handles their own | |
| Burlington | \$78,617.54 | \$105,954.55 | | Budget Director | 35 |
| Canton | | | | | |
| Danvers | \$67,377.49 | \$82,069.81 | | Procurement Specialist | |
| Dedham | \$76,758.63 | \$100,152.60 | | Director of Grants & Procurement | |
| Lynnfield | | | | N/A | |
| Mansfield | | | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$75,000.00 | \$137,500.00 | | Director of Procurement | |
| North Reading | | | | | |
| North Andover | | | | Combined w. ATM/Director of Operators | |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | | | | | |
| Wakefield | | | | | |
| Walpole | \$70,450.00 | \$92,957.00 | | Purchasing Agent | |
| Westborough | \$73,528.00 | \$99,216.00 | | Grants Administrator/Procurement Officer | |
| Westford | \$71,331.30 | \$96,387.30 | | Project/Procurement Specialist | |
| Wilmington | \$59,397.06 | \$75,162.65 | | Procurement & HR Coordinator | 35 |
| Winchester | \$64,509.00 | \$94,179.00 | | Procurement Administrator | |
| | | | | | |
| Reading | \$74,314.50 | \$96,115.50 | \$85,351.50 | | 37.5 |
| | | | | | |
| Average | \$70,774.34 | \$98,175.43 | | | |
| 50th Percentile | \$71,331.30 | \$96,387.30 | | | |
| 60th Percentile | \$73,088.66 | \$98,650.26 | | | |
| 65th Percentile | \$73,822.40 | \$99,403.32 | | | |
| 75th Percentile | \$75,000.00 | \$100,152.60 | | | |
| 80th Percentile | \$75,703.45 | \$102,473.38 | | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Town Clerk | | | | | |
|----------------------|----------------|----------------|---------------|----------------------|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | \$95,880.00 | | |
| Bedford | \$77,675.00 | \$104,867.00 | | | 40 |
| Belmont | | | \$106,556.00 | Elected | |
| Burlington | \$73,474.34 | \$99,022.94 | | | 35 |
| Canton | | | | | |
| Danvers | \$80,243.25 | \$107,124.70 | | | |
| Dedham | \$90,362.17 | \$117,902.14 | | | |
| Lynnfield | | | \$78,812.21 | | 35 |
| Mansfield | \$83,506.00 | \$107,508.00 | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | | | | Elected | |
| North Reading | | | \$87,500.00 | | 35 |
| North Andover | \$84,383.00 | \$118,136.00 | | | 37.5 |
| Shrewsbury | \$76,259.45 | \$106,763.07 | | | |
| Stoneham | | | | | |
| Tewksbury | \$90,227.67 | \$112,667.84 | | | |
| Wakefield | | | | | |
| Walpole | \$76,087.00 | \$100,396.00 | | | |
| Westborough | \$80,808.00 | \$109,148.00 | | Elected | |
| Westford | \$79,362.00 | \$107,245.00 | | | |
| Wilmington | \$74,823.37 | \$94,684.91 | | | 35 |
| Winchester | \$83,185.00 | \$123,852.00 | | | |
| | | | | | |
| Reading | \$74,314.50 | \$96,115.50 | \$96,115.50 | | 37.5 |
| | | | | | |
| Average | \$80,799.71 | \$108,409.05 | \$92,187.05 | | |
| 50th Percentile | \$80,243.25 | \$107,245.00 | \$91,690.00 | | |
| 60th Percentile | \$81,283.40 | \$107,836.00 | \$94,204.00 | | |
| 65th Percentile | \$82,709.60 | \$108,820.00 | \$95,461.00 | | |
| 75th Percentile | \$83,506.00 | \$112,667.84 | \$98,549.00 | | |
| 80th Percentile | \$84,032.20 | \$115,808.42 | \$100,150.40 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Assistant Town Clerk | | | | | |
|-----------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | \$60,543.65 | \$78,702.98 | | | 40 |
| Belmont | \$69,412.78 | \$99,152.02 | | | |
| Burlington | \$48,848.80 | \$74,874.80 | | Admin. Asst. II. Receives \$2000/yr stipend to be Asst. TC | |
| Canton | \$59,689.50 | \$74,607.00 | | Annualized to 37.5 hrs/wk | |
| Danvers | \$62,376.68 | \$76,007.20 | | | |
| Dedham | \$63,962.50 | \$84,671.86 | | | |
| Lynnfield | | | \$52,710.84 | | 35 |
| Mansfield | \$58,413.00 | \$69,319.00 | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$60,000.00 | \$115,000.00 | | | |
| North Reading | \$46,173.40 | \$69,613.36 | | Union. Stipend \$1700 | 35 |
| North Andover | \$60,155.00 | \$84,217.00 | | | 37.5 |
| Shrewsbury | \$51,674.70 | \$67,177.09 | | | |
| Stoneham | | | | | |
| Tewksbury | \$58,644.30 | \$73,268.51 | | | |
| Wakefield | | | | | |
| Walpole | | | | | |
| Westborough | \$55,174.00 | \$78,052.00 | | | |
| Westford | \$66,106.00 | \$79,733.00 | | OPEIU position | |
| Wilmington | | | | | |
| Winchester | \$70,016.00 | \$104,239.00 | | | |
| | | | | | |
| Reading | \$61,405.50 | \$79,443.00 | \$63,102.00 | | 37.5 |
| | | | | | |
| Average | \$59,412.69 | \$81,908.99 | \$52,710.84 | | |
| 50th Percentile | \$60,000.00 | \$78,052.00 | \$52,710.84 | | |
| 60th Percentile | \$60,310.46 | \$79,114.99 | \$52,710.84 | | |
| 65th Percentile | \$60,726.95 | \$80,181.40 | \$52,710.84 | | |
| 75th Percentile | \$63,169.59 | \$84,444.43 | \$52,710.84 | | |
| 80th Percentile | \$64,391.20 | \$87,567.90 | \$52,710.84 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Finance Director/Town Accountant | | | | | |
|---|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | \$156,062.00 | Finance Director. TA is separate position | |
| Bedford | \$107,901.58 | \$151,062.62 | | | 40 |
| Belmont | \$88,286.83 | \$125,953.16 | | Our Town Acct is separate from ATA/Finance Director | |
| Burlington | \$92,435.38 | \$124,577.14 | | Town Acct. New ATA in FY23 will include role of Finance Dtr. | |
| Canton | | | | | |
| Danvers | \$106,103.81 | \$141,648.42 | | Finance Director. TA is separate position | |
| Dedham | | | | | |
| Lynnfield | | | \$129,924.00 | Assistant Finance Director/Town Accountant | 35 |
| Mansfield | \$91,531.00 | \$117,138.00 | | Town Accountant | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$125,000.00 | \$181,500.00 | | Deputy Town Administrator/Director of Finance | |
| North Reading | | | \$140,000.00 | | 35 |
| North Andover | \$102,103.00 | \$142,944.00 | | | 37.5 |
| Shrewsbury | \$89,089.33 | \$124,737.11 | | Town Accountant | |
| Stoneham | | | | | |
| Tewksbury | \$116,833.23 | \$145,901.45 | | Finance Director | |
| Wakefield | | | | | |
| Walpole | \$103,505.00 | \$136,573.00 | | | |
| Westborough | \$97,812.00 | \$132,080.00 | | | |
| Westford | \$122,981.00 | \$153,726.00 | | | |
| Wilmington | \$109,943.45 | \$139,122.64 | | | 35 |
| Winchester | | | | | |
| | | | | | |
| Reading | \$98,884.50 | \$127,939.50 | \$127,939.50 | | 37.5 |
| | | | | | |
| Average | \$104,117.35 | \$139,766.43 | \$141,995.33 | | |
| 50th Percentile | \$103,505.00 | \$139,122.64 | \$140,000.00 | | |
| 60th Percentile | \$106,463.36 | \$141,907.54 | \$143,212.40 | | |
| 65th Percentile | \$107,542.03 | \$142,684.88 | \$144,818.60 | | |
| 75th Percentile | \$109,943.45 | \$145,901.45 | \$148,031.00 | | |
| 80th Percentile | \$114,077.32 | \$148,998.15 | \$149,637.20 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Assistant Town Accountant | | | | | |
|----------------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | \$60,543.65 | \$78,702.98 | | Assistant Accountant | 40 |
| Belmont | \$77,560.40 | \$110,721.59 | | | |
| Burlington | \$48,848.80 | \$74,874.80 | | | 35 |
| Canton | | | | | |
| Danvers | \$67,377.49 | \$82,069.81 | | | |
| Dedham | \$63,962.50 | \$84,671.86 | | | |
| Lynnfield | | | \$61,450.48 | | 35 |
| Mansfield | \$62,032.00 | \$73,632.00 | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$75,000.00 | \$137,500.00 | | Staff Accountant | |
| North Reading | | | \$82,949.00 | | 35 |
| North Andover | \$56,220.00 | \$78,708.00 | | Accounting Specialist | 37.5 |
| Shrewsbury | \$59,834.21 | \$80,776.27 | | | |
| Stoneham | | | | | |
| Tewksbury | \$69,680.04 | \$86,983.31 | | Assistant Accountant | |
| Wakefield | | | | | |
| Walpole | \$65,281.00 | \$86,137.00 | | | |
| Westborough | \$61,609.00 | \$83,158.00 | | | |
| Westford | \$71,331.30 | \$96,387.30 | | Assistant Town Accountant/Finance & Budget Analyst | |
| Wilmington | \$69,284.28 | \$87,669.01 | | Assistant Finance Director | 35 |
| Winchester | \$76,313.00 | \$113,623.00 | | Assistant Comptroller | |
| | | | | | |
| Reading | \$61,405.50 | \$79,443.00 | \$76,342.50 | | 37.5 |
| | | | | | |
| Average | \$65,658.51 | \$90,374.33 | \$72,199.74 | | |
| 50th Percentile | \$65,281.00 | \$84,671.86 | \$72,199.74 | | |
| 60th Percentile | \$68,140.21 | \$86,475.52 | \$74,349.59 | | |
| 65th Percentile | \$69,323.86 | \$87,051.88 | \$75,424.52 | | |
| 75th Percentile | \$70,505.67 | \$92,028.16 | \$77,574.37 | | |
| 80th Percentile | \$72,065.04 | \$99,254.16 | \$78,649.30 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Collector | | | | | |
|----------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | \$127,744.00 | Treasurer/Collector | |
| Bedford | \$77,675.00 | \$104,867.00 | | Treasurer/Collector | 40 |
| Belmont | | | \$110,871.00 | Treasurer/Collector. Elected position | |
| Burlington | \$92,435.38 | \$124,577.14 | | Treasurer/Collector | 35 |
| Canton | | | | | |
| Danvers | \$88,669.23 | \$118,372.44 | | Treasurer/Collector | |
| Dedham | \$90,362.17 | \$117,902.14 | | Treasurer/Collector | |
| Lynnfield | | | \$98,353.50 | Treasurer/Collector | 35 |
| Mansfield | \$91,531.00 | \$117,138.00 | | Treasurer/Collector | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$75,000.00 | \$137,500.00 | | Treasurer/Collector | |
| North Reading | | | \$83,487.00 | Treas/Coll. Coll: 79987; Cert Stip: 1000; Treas Stip: 2500 | |
| North Andover | | | | Combined with Treasurer/Collector | |
| Shrewsbury | \$89,089.33 | \$124,737.11 | | Treasurer/Collector | |
| Stoneham | | | | | |
| Tewksbury | \$90,227.67 | \$112,667.84 | | Treasurer/Collector | |
| Wakefield | | | | | |
| Walpole | \$88,755.00 | \$117,111.00 | | Treasurer/Collector | |
| Westborough | | | | | |
| Westford | \$90,490.00 | \$122,283.00 | | Treasurer/Collector | |
| Wilmington | \$87,275.77 | \$110,439.28 | | Treasurer/Collector | 35 |
| Winchester | \$83,185.00 | \$123,852.00 | | Treasurer/Collector | |
| | | | | | |
| Reading | \$74,314.50 | \$96,115.50 | \$96,115.50 | | 37.5 |
| | | | | | |
| Average | \$87,057.96 | \$119,287.25 | \$105,113.88 | | |
| 50th Percentile | \$88,922.17 | \$118,137.29 | \$104,612.25 | | |
| 60th Percentile | \$89,772.33 | \$120,718.78 | \$108,367.50 | | |
| 65th Percentile | \$90,247.85 | \$122,518.35 | \$110,245.13 | | |
| 75th Percentile | \$90,394.13 | \$124,033.29 | \$115,089.25 | | |
| 80th Percentile | \$90,464.43 | \$124,432.11 | \$117,620.20 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Assistant Collector | | | | | |
|----------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | | | | | |
| Belmont | \$70,383.98 | \$84,772.90 | | Asst. T/C. FY20 rates from SEIU contract | |
| Burlington | \$50,468.60 | \$77,459.20 | | | |
| Canton | \$64,252.50 | \$80,320.50 | | Assistant Treasurer/Collector. Annualized to 37.5 hrs/wk | |
| Danvers | \$67,377.49 | \$82,069.81 | | | |
| Dedham | \$63,962.50 | \$84,671.86 | | Assistant Treasurer/Collector | |
| Lynnfield | | | \$59,291.37 | Assistant Treasurer/Collector | 35 |
| Mansfield | \$62,032.00 | \$73,632.00 | | Assistant Treasurer/Collector | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$60,000.00 | \$115,500.00 | | Assistant Treasurer/Collector | |
| North Reading | \$46,173.40 | \$69,596.80 | | Assistant Treasurer/Collector. Union stipend \$1700 | 35 |
| North Andover | | | | Combined with Assistant Treasurer/Collector | |
| Shrewsbury | \$59,834.21 | \$80,776.27 | | Assistant Treasurer/Collector | |
| Stoneham | | | | | |
| Tewksbury | \$69,680.04 | \$86,983.31 | | Assistant Treasurer/Collector | |
| Wakefield | | | | | |
| Walpole | \$65,281.00 | \$86,137.00 | | Assistant Treasurer/Collector | |
| Westborough | | | | | |
| Westford | \$55,677.00 | \$68,201.00 | | Assistant Tax Collector. OPEIU position | |
| Wilmington | \$52,152.36 | \$65,989.56 | | Deputy Treasurer/Collector. Union | 35 |
| Winchester | | | | | |
| | | | | | |
| Reading | \$55,828.50 | \$72,228.00 | \$60,411.00 | | 37.5 |
| | | | | | |
| Average | \$60,559.62 | \$81,239.25 | \$59,291.37 | | |
| 50th Percentile | \$62,032.00 | \$80,776.27 | \$59,291.37 | | |
| 60th Percentile | \$64,020.50 | \$82,590.22 | \$59,291.37 | | |
| 65th Percentile | \$64,194.50 | \$84,151.45 | \$59,291.37 | | |
| 75th Percentile | \$65,281.00 | \$84,772.90 | \$59,291.37 | | |
| 80th Percentile | \$66,538.89 | \$85,591.36 | \$59,291.37 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Benefits Coordinator | | | | | |
|-----------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | \$102,000.00 | Benefits Manager | |
| Bedford | | | | | |
| Belmont | | | | Assistant HR Director does benefits | |
| Burlington | \$48,848.80 | \$74,874.80 | | Benefits Administrator | 35 |
| Canton | | | | | |
| Danvers | \$62,376.68 | 76,007.20 | | | |
| Dedham | \$52,797.62 | \$69,892.09 | | | |
| Lynnfield | | | \$76,500.00 | Payroll & Benefits Coordinator | 35 |
| Mansfield | | | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$60,000.00 | \$115,500.00 | | Benefits Manager | |
| North Reading | | | \$74,000.00 | | 35 |
| North Andover | | | | See HR Generalist | |
| Shrewsbury | \$54,394.94 | \$73,432.99 | | | |
| Stoneham | | | | | |
| Tewksbury | | | | | |
| Wakefield | | | | | |
| Walpole | \$60,400.00 | \$79,696.00 | | | |
| Westborough | \$61,609.00 | \$83,158.00 | | HR Coordinator. Works under direction of ATM/HR Director | |
| Westford | \$61,926.00 | \$84,874.00 | | | |
| Wilmington | \$55,000.84 | \$69,595.78 | | Payroll & Benefits Coordinator | 35 |
| Winchester | \$61,435.00 | \$89,583.00 | | Human Resources/Benefits Coordinator | |
| | | | | | |
| Reading | \$55,828.50 | \$72,228.00 | \$66,709.50 | | 37.5 |
| | | | | | |
| Average | \$57,878.89 | \$82,289.63 | \$84,166.67 | | |
| 50th Percentile | \$60,200.00 | \$79,696.00 | \$76,500.00 | | |
| 60th Percentile | \$60,814.00 | \$82,465.60 | \$81,600.00 | | |
| 65th Percentile | \$61,279.75 | \$83,501.20 | \$84,150.00 | | |
| 75th Percentile | \$61,565.50 | \$84,874.00 | \$89,250.00 | | |
| 80th Percentile | \$61,672.40 | \$86,757.60 | \$91,800.00 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Community Development Director | | | | | |
|---------------------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | \$131,721.00 | Director of Planning | |
| Bedford | \$83,881.22 | \$113,240.59 | | Planning Director | 40 |
| Belmont | \$123,336.68 | \$175,724.56 | | CDD is also Town Eng over Pln, Bld, Eng & Elec/Gas/Plmb divs | |
| Burlington | | | | N/A | |
| Canton | | | | | |
| Danvers | \$94,432.62 | \$126,067.27 | | Dtr-Land Use & Comm. Svcs. (Hlth, Rec, Insp, COA, Vet) | |
| Dedham | \$90,362.17 | \$117,902.14 | | Planning Director | |
| Lynnfield | | | \$85,747.69 | Director of Planning/Conservation | 35 |
| Mansfield | | | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$100,000.00 | \$159,500.00 | | Director of Community & Economic Development | |
| North Reading | | | \$94,800.00 | | 35 |
| North Andover | \$102,103.00 | \$142,944.00 | | ATM/Director of Community & Economic Development | |
| Shrewsbury | \$76,259.45 | \$106,763.07 | | Director of Planning & Economic Development | |
| Stoneham | | | | | |
| Tewksbury | \$107,186.83 | \$133,854.51 | | | |
| Wakefield | | | | | |
| Walpole | \$88,755.00 | \$117,111.00 | | Community Planning Director | |
| Westborough | \$97,812.00 | \$132,080.00 | | Oversees Bldg, ED & Conservation; coordinates w. Planning | |
| Westford | \$113,911.00 | \$142,388.00 | | Director of Land Use Management | |
| Wilmington | \$94,255.33 | \$119,275.53 | | Director of Planning & Conservation | 35 |
| Winchester | \$83,185.00 | \$123,852.00 | | Planning & Community Development Director | |
| | | | | | |
| Reading | \$81,724.50 | \$105,729.00 | \$99,625.50 | Actual annualized to 37.5 hrs/wk | 33 |
| | | | | | |
| Average | \$96,575.41 | \$131,592.51 | \$104,089.56 | | |
| 50th Percentile | \$94,432.62 | \$126,067.27 | \$94,800.00 | | |
| 60th Percentile | \$98,249.60 | \$132,434.90 | \$102,184.20 | | |
| 65th Percentile | \$99,562.40 | \$133,499.61 | \$105,876.30 | | |
| 75th Percentile | \$102,103.00 | \$142,388.00 | \$113,260.50 | | |
| 80th Percentile | \$105,153.30 | \$142,721.60 | \$116,952.60 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Conservation Administrator | | | | | |
|-----------------------------------|----------------|----------------|---------------|---|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | \$116,898.00 | Conservation Director | |
| Bedford | \$71,927.42 | \$95,308.85 | | | 40 |
| Belmont | | | \$72,150.00 | Conservation Agent, less than 20 hrs, annualized to 35/wk | |
| Burlington | \$73,474.34 | \$99,022.94 | | | 35 |
| Canton | | | | | |
| Danvers | | | | | |
| Dedham | \$76,758.63 | \$100,152.60 | | Conservation Agent | |
| Lynnfield | | | \$85,747.69 | Director of Planning/Conservation | 35 |
| Mansfield | \$82,065.00 | \$97,467.00 | | Conservation Agent | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$60,000.00 | \$115,500.00 | | Open Space Planner/Conservation Agent | |
| North Reading | | | | Vendor | |
| North Andover | \$76,712.00 | \$107,396.00 | | | 37.5 |
| Shrewsbury | \$59,834.21 | \$80,776.27 | | | |
| Stoneham | | | | | |
| Tewksbury | \$69,680.04 | \$86,983.31 | | Town Planner/Conservation Agent | |
| Wakefield | | | | | |
| Walpole | \$70,450.00 | \$92,957.00 | | Conservation Agent | |
| Westborough | \$80,808.00 | \$109,148.00 | | Conservation Director | |
| Westford | \$78,227.00 | \$94,357.00 | | Conservation Resource Planner. OPEIU position | |
| Wilmington | | | | Handled by Director of Planning & Conservation | |
| Winchester | \$61,435.00 | \$89,583.00 | | | |
| | | | | | |
| Reading | \$61,405.50 | \$79,443.00 | \$76,342.50 | | 37.5 |
| | | | | | |
| Average | \$71,780.97 | \$97,387.66 | \$91,598.56 | | |
| 50th Percentile | \$72,700.88 | \$96,387.93 | \$85,747.69 | | |
| 60th Percentile | \$75,416.94 | \$98,400.56 | \$91,977.75 | | |
| 65th Percentile | \$76,718.99 | \$99,192.39 | \$95,092.78 | | |
| 75th Percentile | \$77,125.72 | \$101,963.45 | \$101,322.85 | | |
| 80th Percentile | \$77,933.33 | \$105,947.32 | \$104,437.88 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Senior Planner | | | | | |
|-----------------------|----------------|----------------|---------------|---|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | \$71,927.42 | \$95,308.85 | | Assistant Planner | 40 |
| Belmont | \$80,035.82 | \$111,996.63 | | | |
| Burlington | \$68,576.47 | \$92,421.98 | | | 35 |
| Canton | | | | | |
| Danvers | \$64,192.49 | \$83,871.61 | | Union. Reports to Dtr of Planning & ED | |
| Dedham | \$52,797.62 | \$69,892.09 | | | |
| Lynnfield | | | \$85,747.69 | Director of Planning/Conservation | 35 |
| Mansfield | | | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$60,000.00 | \$115,500.00 | | | |
| North Reading | | | | | |
| North Andover | \$92,821.00 | \$129,949.00 | | Assistant Director of C & ED/Planner | 37.5 |
| Shrewsbury | \$65,817.77 | \$88,853.92 | | Town Planner/ED Coordinator | |
| Stoneham | | | | | |
| Tewksbury | \$69,680.04 | \$86,983.31 | | Town Planner | |
| Wakefield | | | | | |
| Walpole | \$76,087.00 | \$100,396.00 | | Town Planner | |
| Westborough | \$80,808.00 | \$109,148.00 | | Town Planner. Reports to Planning Board | |
| Westford | \$78,227.00 | \$94,357.00 | | Town Planner. OPEIU position | |
| Wilmington | \$59,397.06 | \$75,162.65 | | Assistant Planner | 35 |
| Winchester | \$64,233.00 | \$95,636.00 | | Assistant Town Planner | |
| | | | | | |
| Reading | \$67,548.00 | \$87,379.50 | | | |
| | | | | | |
| Average | \$70,328.62 | \$96,391.22 | \$85,747.69 | | |
| 50th Percentile | \$69,128.26 | \$94,832.93 | \$85,747.69 | | |
| 60th Percentile | \$71,477.94 | \$95,570.57 | \$85,747.69 | | |
| 65th Percentile | \$73,799.23 | \$97,778.00 | \$85,747.69 | | |
| 75th Percentile | \$77,692.00 | \$106,960.00 | \$85,747.69 | | |
| 80th Percentile | \$78,950.53 | \$110,287.45 | \$85,747.69 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Building Commissioner | | | | | |
|------------------------------|----------------|----------------|---------------|---|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | \$121,964.00 | Inspector of Buildings | |
| Bedford | \$89,744.00 | \$123,392.00 | | | 40 |
| Belmont | | | | Comm. Dev. Directors also serves as Building Commissioner | |
| Burlington | \$85,724.57 | \$115,532.84 | | Inspector of Buildings | 35 |
| Canton | \$101,628.80 | \$121,825.60 | | | |
| Danvers | \$80,243.25 | \$107,124.70 | | Reports to Dtr. of Land Use & Comm. Svcs. | |
| Dedham | \$90,362.17 | \$117,902.14 | | | |
| Lynnfield | | | | N/A | |
| Mansfield | | | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$75,000.00 | \$137,500.00 | | | |
| North Reading | | | \$101,168.00 | | 35 |
| North Andover | \$84,383.00 | \$118,136.00 | | | 37.5 |
| Shrewsbury | \$89,089.33 | \$124,737.11 | | Inspector of Buildings | |
| Stoneham | | | | | |
| Tewksbury | \$82,780.38 | \$103,377.17 | | | |
| Wakefield | | | | | |
| Walpole | \$88,755.00 | \$117,111.00 | | Building Inspector/Commissioner | |
| Westborough | \$80,808.00 | \$109,148.00 | | This position is classified, but currently CDD is Bldg. Comm. | |
| Westford | \$90,490.00 | \$122,283.00 | | | |
| Wilmington | \$74,823.37 | \$94,684.91 | | Building Inspector | 40 |
| Winchester | \$83,185.00 | \$123,852.00 | | | |
| | | | | | |
| Reading | \$81,724.50 | \$105,729.00 | \$95,745.00 | | 37.5 |
| | | | | | |
| Average | \$85,501.21 | \$116,900.46 | \$111,566.00 | | |
| 50th Percentile | \$85,053.79 | \$118,019.07 | \$111,566.00 | | |
| 60th Percentile | \$88,148.91 | \$121,087.68 | \$113,645.60 | | |
| 65th Percentile | \$88,905.45 | \$122,031.43 | \$114,685.40 | | |
| 75th Percentile | \$89,580.33 | \$123,114.75 | \$116,765.00 | | |
| 80th Percentile | \$89,991.27 | \$123,576.00 | \$117,804.80 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Building Inspector | | | | | |
|---------------------------|----------------|----------------|---------------|---|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | \$71,927.42 | \$95,308.85 | | Local Building Inspector | 40 |
| Belmont | \$70,384.58 | \$84,772.90 | | Local Building Inspector. FY20 rates from SEIU contract | |
| Burlington | \$61,672.00 | \$94,640.00 | | Local Building Inspector | 40 |
| Canton | | | | | |
| Danvers | \$67,377.49 | \$82,069.81 | | | |
| Dedham | \$68,759.69 | \$91,022.25 | | Assistant Building Inspector | |
| Lynnfield | | | \$91,106.40 | Building Inspector | 35 |
| Mansfield | \$91,531.00 | \$117,138.00 | | Inspector of Buildings/Zoning Enforcement Officer | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$60,000.00 | \$115,500.00 | | Local Building Inspector | |
| North Reading | | | | | |
| North Andover | \$60,155.00 | \$84,217.00 | | | 37.5 |
| Shrewsbury | \$54,394.94 | \$73,432.99 | | Assistant Building Inspector | |
| Stoneham | | | | | |
| Tewksbury | \$63,928.68 | \$79,830.96 | | Local Building Inspector | |
| Wakefield | | | | | |
| Walpole | \$58,489.60 | \$77,188.80 | | LBI. Or Deputy BI at \$63,690-\$84,032 | 40 |
| Westborough | \$61,256.00 | \$85,592.00 | | Asst. Building Commissioner/Inspector. Union, FY22 rate still | |
| Westford | | | | | |
| Wilmington | | | | See Building Commissioner entry | |
| Winchester | \$64,509.00 | \$94,179.00 | | | |
| | | | | | |
| Reading | \$81,724.50 | \$105,729.00 | \$93,892.50 | | |
| | | | | | |
| Average | \$65,721.95 | \$90,376.35 | \$91,106.40 | | |
| 50th Percentile | \$63,928.68 | \$85,592.00 | \$91,106.40 | | |
| 60th Percentile | \$65,082.70 | \$91,653.60 | \$91,106.40 | | |
| 65th Percentile | \$66,803.79 | \$93,547.65 | \$91,106.40 | | |
| 75th Percentile | \$68,759.69 | \$94,640.00 | \$91,106.40 | | |
| 80th Percentile | \$69,734.62 | \$95,041.31 | \$91,106.40 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Plumbing/Gas Inspector | | | | | |
|-------------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | \$71,927.42 | \$95,308.85 | | | 40 |
| Belmont | | | \$67,314.00 | Annualized to 37.5 hrs/wk | 20 |
| Burlington | \$61,672.00 | \$94,640.00 | | | 40 |
| Canton | | | | | |
| Danvers | \$57,633.03 | \$75,289.94 | | Union position | |
| Dedham | \$68,759.69 | \$91,022.25 | | Plumbing Inspector | |
| Lynnfield | | | | | |
| Mansfield | | | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$34,125.00 | \$67,275.00 | | Plumbing & Wiring Inspector. PT, annualized to 37.5/wk | |
| North Reading | | | \$52,650.00 | Hrly rate annualized to 37.5/wk | 20 |
| North Andover | \$57,954.00 | \$72,852.00 | | | 37.5 |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | | | | | |
| Wakefield | | | | | |
| Walpole | | | | | |
| Westborough | \$61,256.00 | \$85,592.00 | | FY22 rate - Union/No new FY23 CBA | |
| Westford | | | | | |
| Wilmington | | | | Part-time 19 hours | |
| Winchester | \$61,435.00 | \$89,583.00 | | | |
| | | | | | |
| Reading | \$55,828.50 | \$72,228.00 | \$69,400.50 | Actual annualized to 37.5 hrs/wk | 21 |
| | | | | | |
| Average | \$59,345.27 | \$83,945.38 | \$59,982.00 | | |
| 50th Percentile | \$61,345.50 | \$87,587.50 | \$59,982.00 | | |
| 60th Percentile | \$61,482.40 | \$89,870.85 | \$61,448.40 | | |
| 65th Percentile | \$61,565.35 | \$90,374.59 | \$62,181.60 | | |
| 75th Percentile | \$63,443.92 | \$91,926.69 | \$63,648.00 | | |
| 80th Percentile | \$65,924.61 | \$93,192.90 | \$64,381.20 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Permits Coordinator | | | | | |
|----------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | | | | | |
| Belmont | \$39,707.26 | \$47,788.65 | | AA I, 30 hrs/wk supports Bldg div., FY20 rates from SEIU CBA | |
| Burlington | | | | N/A | |
| Canton | | | | | |
| Danvers | | | | | |
| Dedham | | | | | |
| Lynnfield | | | \$61,450.48 | Administrative Assistant Building/Appeals | 35 |
| Mansfield | | | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | | | | | |
| North Reading | | | | | |
| North Andover | | | | | |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | | | | | |
| Wakefield | | | | | |
| Walpole | | | | | |
| Westborough | | | | | |
| Westford | | | | | |
| Wilmington | | | | | |
| Winchester | | | | | |
| Reading | \$67,548.00 | \$87,379.50 | \$71,682.00 | | 37.5 |
| Average | \$39,707.26 | \$47,788.65 | \$61,450.48 | | |
| 50th Percentile | \$39,707.26 | \$47,788.65 | \$61,450.48 | | |
| 60th Percentile | \$39,707.26 | \$47,788.65 | \$61,450.48 | | |
| 65th Percentile | \$39,707.26 | \$47,788.65 | \$61,450.48 | | |
| 75th Percentile | \$39,707.26 | \$47,788.65 | \$61,450.48 | | |
| 80th Percentile | \$39,707.26 | \$47,788.65 | \$61,450.48 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Community Services Director | | | | | |
|------------------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | \$140,590.00 | | |
| Bedford | \$107,901.58 | \$151,062.62 | | Health & Human Services Director | 40 |
| Belmont | | | | No similar position | |
| Burlington | | | | N/A | |
| Canton | \$85,280.00 | \$106,600.00 | | Director of Elder & Human Services | 40 |
| Danvers | | | | | |
| Dedham | \$83,283.11 | \$108,665.57 | | 2 separate positions: COA Director; Youth Comm. Director | |
| Lynnfield | | | | | |
| Mansfield | | | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$100,000.00 | \$159,500.00 | | | |
| North Reading | \$80,000.00 | \$100,000.00 | | Director of Public Services. Recruiting | |
| North Andover | | | | Combined with Deputy Town Manager | |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | | | | | |
| Wakefield | | | | | |
| Walpole | | | | | |
| Westborough | | | | | |
| Westford | \$79,362.00 | \$107,245.00 | | Director of Elder Services | |
| Wilmington | \$69,284.28 | \$87,668.88 | | Director of Elderly Services | 35 |
| Winchester | \$76,313.00 | \$113,623.00 | | Director COA | |
| | | | | | |
| Reading | \$81,724.50 | \$105,729.00 | \$88,471.50 | | 37.5 |
| | | | | | |
| Average | \$85,178.00 | \$116,795.63 | \$140,590.00 | | |
| 50th Percentile | \$81,641.55 | \$107,955.28 | \$140,590.00 | | |
| 60th Percentile | \$83,682.49 | \$109,657.05 | \$140,590.00 | | |
| 65th Percentile | \$84,381.40 | \$111,392.15 | \$140,590.00 | | |
| 75th Percentile | \$88,960.00 | \$122,982.91 | \$140,590.00 | | |
| 80th Percentile | \$94,112.00 | \$136,086.77 | \$140,590.00 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Case Manager - Elder & Human Services | | | | | |
|--|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | \$65,995.42 | \$87,439.18 | | Social Worker (COA; Community; or Youth) | 40 |
| Belmont | \$61,882.95 | \$88,423.35 | | Social Worker. 20 hrs/wk COA, 20 hrs/wk Health | |
| Burlington | \$50,468.60 | \$77,459.20 | | COA Social Worker | 35 |
| Canton | | | | | |
| Danvers | \$53,481.43 | \$65,142.53 | | Social Services/Outreach Coordinator | |
| Dedham | \$68,759.69 | \$91,022.25 | | Youth Services Counselor | |
| Lynnfield | | | | | |
| Mansfield | \$49,367.00 | \$58,507.00 | | Outreach Worker - COA | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$48,000.00 | \$88,000.00 | | Social Worker | |
| North Reading | \$75,000.00 | \$90,000.00 | | Position open | |
| North Andover | \$60,155.00 | \$84,217.00 | | Assistant Director of Elder Services | 37.5 |
| Shrewsbury | \$54,394.94 | \$73,432.99 | | Outreach Coordinator | |
| Stoneham | | | | | |
| Tewksbury | | | | | |
| Wakefield | | | | | |
| Walpole | \$53,580.80 | \$70,699.20 | | Outreach Worker | 40 |
| Westborough | \$55,172.00 | \$78,052.00 | | Outreach Case Manager. FY22 rate-union/no new FY23 CBA | |
| Westford | | | | | |
| Wilmington | \$55,000.87 | \$69,595.78 | | Case Worker | 35 |
| Winchester | \$55,726.00 | \$81,355.00 | | Geriatric Social Worker | |
| | | | | | |
| Reading | \$50,758.50 | \$65,656.50 | \$64,135.50 | Actual annualized to 37.5 hrs/wk | 35 |
| | | | | | |
| Average | \$57,641.76 | \$78,810.39 | | | |
| 50th Percentile | \$55,086.44 | \$79,703.50 | | | |
| 60th Percentile | \$55,615.20 | \$83,644.60 | | | |
| 65th Percentile | \$57,719.05 | \$85,666.98 | | | |
| 75th Percentile | \$61,450.96 | \$87,859.80 | | | |
| 80th Percentile | \$63,527.94 | \$88,169.34 | | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Health Director | | | | | |
|------------------------|----------------|----------------|---------------|---------------------------|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | \$121,964.00 | Director of Health | |
| Bedford | \$83,881.22 | \$113,240.59 | | | 40 |
| Belmont | \$94,062.42 | \$134,154.77 | | | |
| Burlington | \$85,724.57 | \$115,532.84 | | | 35 |
| Canton | \$101,628.80 | \$121,825.60 | | Director of Public Health | 40 |
| Danvers | \$80,243.25 | \$107,124.70 | | | |
| Dedham | \$90,362.17 | \$117,902.14 | | | |
| Lynnfield | | | \$91,800.00 | Board of Health Director | 35 |
| Mansfield | \$91,531.00 | \$117,138.00 | | Health Agent | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$75,000.00 | \$137,500.00 | | Director of Public Health | |
| North Reading | | | \$119,000.00 | | 35 |
| North Andover | \$84,383.00 | \$118,136.00 | | | 37.5 |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | \$82,780.38 | \$103,377.17 | | | |
| Wakefield | | | | | |
| Walpole | \$88,755.00 | \$117,111.00 | | | |
| Westborough | \$80,808.00 | \$109,148.00 | | | |
| Westford | \$104,016.00 | \$131,665.00 | | | |
| Wilmington | \$74,823.37 | \$97,684.91 | | Public Health Director | 35 |
| Winchester | \$76,313.00 | \$113,623.00 | | Director Public Health | |
| | | | | | |
| Reading | \$98,884.50 | \$127,939.50 | \$115,869.00 | | 37.5 |
| | | | | | |
| Average | \$86,287.48 | \$117,010.91 | \$110,921.33 | | |
| 50th Percentile | \$84,383.00 | \$117,111.00 | \$119,000.00 | | |
| 60th Percentile | \$86,936.74 | \$117,443.66 | \$119,592.80 | | |
| 65th Percentile | \$88,915.72 | \$117,925.53 | \$119,889.20 | | |
| 75th Percentile | \$90,946.59 | \$119,980.80 | \$120,482.00 | | |
| 80th Percentile | \$92,037.28 | \$123,793.48 | \$120,778.40 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Public Health Nurse | | | | | |
|----------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | \$71,927.42 | \$95,308.85 | | | 40 |
| Belmont | | | \$91,065.52 | 35 hours/wk; shared with another community | |
| Burlington | \$58,458.40 | \$89,798.80 | | Supervising Nurse | 35 |
| Canton | \$64,252.50 | \$80,320.50 | | Annualized to 37.5 hrs/wk | |
| Danvers | \$67,377.49 | \$82,069.81 | | | |
| Dedham | \$68,759.69 | \$91,022.25 | | | |
| Lynnfield | | | | | |
| Mansfield | | | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$60,000.00 | \$115,500.00 | | | |
| North Reading | | | \$97,500.00 | Hourly rate annualized to 37.5/wk. Position open | |
| North Andover | \$64,366.00 | \$90,113.00 | | | 37.5 |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | \$69,680.04 | \$86,983.31 | | | |
| Wakefield | | | | | |
| Walpole | \$55,728.40 | \$73,528.00 | | | 35 |
| Westborough | | | | | |
| Westford | \$71,331.30 | \$96,387.30 | | | |
| Wilmington | | | \$53,722.50 | Part-time, hourly rate annualized to 37.5 hrs/wk | PT |
| Winchester | | | | | |
| Reading | \$61,405.50 | \$79,443.00 | \$70,531.50 | Actual annualized to 37.5 hrs/wk | 10 |
| Average | \$65,188.12 | \$90,103.18 | \$80,762.67 | | |
| 50th Percentile | \$65,871.75 | \$89,955.90 | \$91,065.52 | | |
| 60th Percentile | \$67,930.37 | \$90,476.70 | \$92,352.42 | | |
| 65th Percentile | \$68,552.36 | \$90,885.87 | \$92,995.86 | | |
| 75th Percentile | \$69,449.95 | \$94,237.20 | \$94,282.76 | | |
| 80th Percentile | \$70,010.29 | \$95,524.54 | \$94,926.21 | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Health Inspector | | | | | |
|-------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | \$65,995.42 | \$87,439.18 | | Health Agent | 40 |
| Belmont | \$72,609.52 | \$103,691.63 | | Asst. Health Dtr. AHD and HD both do inspections | |
| Burlington | \$63,463.40 | \$97,333.60 | | | 40 |
| Canton | \$59,689.50 | \$74,607.00 | | Sanitarian. Annualized to 37.5 hrs/wk | |
| Danvers | \$53,384.24 | \$69,886.36 | | Public Health Sanitarian/Inspector. Union position | |
| Dedham | \$63,962.50 | \$84,671.86 | | | |
| Lynnfield | | | | | |
| Mansfield | | | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$60,000.00 | \$115,500.00 | | Environmental Health Agent | |
| North Reading | | | | | |
| North Andover | \$56,220.00 | \$78,708.00 | | | 37.5 |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | \$63,928.68 | \$79,830.96 | | Health Agent | |
| Wakefield | | | | | |
| Walpole | \$58,489.60 | \$77,188.80 | | Board of Health Technician | 40 |
| Westborough | \$61,256.00 | \$85,592.00 | | Sanitarian. FY22 rate - union/no new FY23 CBA | |
| Westford | \$69,846.00 | \$84,244.00 | | Health Agent. OPEIU position | |
| Wilmington | | | | | |
| Winchester | \$64,509.00 | \$94,179.00 | | | |
| | | | | | |
| Reading | \$55,828.50 | \$72,228.00 | \$60,411.00 | | 37.5 |
| | | | | | |
| Average | \$62,565.68 | \$87,144.03 | | | |
| 50th Percentile | \$63,463.40 | \$84,671.86 | | | |
| 60th Percentile | \$63,935.44 | \$85,961.44 | | | |
| 65th Percentile | \$63,955.74 | \$87,069.74 | | | |
| 75th Percentile | \$64,509.00 | \$94,179.00 | | | |
| 80th Percentile | \$65,400.85 | \$96,071.76 | | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Library Director | | | | | |
|-------------------------|----------------|----------------|---------------|---|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | \$134,701.00 | | 37.5 |
| Bedford | \$89,744.00 | \$123,392.00 | | | |
| Belmont | \$100,643.24 | \$143,499.33 | | | |
| Burlington | \$85,724.57 | \$115,532.84 | | | |
| Canton | | | | | |
| Danvers | \$80,000.00 | \$120,000.00 | | Not an official rate, but the range that was given for position | |
| Dedham | | | | | |
| Lynnfield | | | \$100,000.00 | | 35 |
| Mansfield | \$83,509.92 | \$107,508.96 | | Union position | 36 |
| Marshfield | | | | | |
| Milton | \$93,034.50 | \$119,788.50 | | | 37.5 |
| Natick | | | | | |
| North Reading | | | \$101,886.00 | | |
| North Andover | \$102,103.00 | \$142,944.00 | | | 37.5 |
| Shrewsbury | \$89,089.33 | \$124,737.11 | | | 37.5 |
| Stoneham | | | | | |
| Tewksbury | \$90,227.67 | \$112,667.84 | | | |
| Wakefield | | | \$114,900.00 | Contract with Library Board | |
| Walpole | \$88,755.00 | \$117,111.00 | | | |
| Westborough | \$80,808.00 | \$109,148.00 | | | 40 |
| Westford | \$104,021.55 | \$131,681.03 | | | 37.5 |
| Wilmington | \$74,823.58 | \$94,685.15 | | | 35 |
| Winchester | \$83,185.00 | \$123,852.00 | | | |
| | | | | | |
| Reading | \$98,884.50 | \$127,939.50 | \$115,869.00 | | 37.5 |
| | | | | | |
| Average | \$88,976.38 | \$120,467.70 | \$112,871.75 | | |
| 50th Percentile | \$88,922.17 | \$119,894.25 | \$108,393.00 | | |
| 60th Percentile | \$89,613.07 | \$122,713.60 | \$112,297.20 | | |
| 65th Percentile | \$89,961.65 | \$123,599.00 | \$114,249.30 | | |
| 75th Percentile | \$92,332.79 | \$124,515.83 | \$119,850.25 | | |
| 80th Percentile | \$96,078.00 | \$127,514.68 | \$122,820.40 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Assistant Library Director | | | | | |
|-----------------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | \$80,887.00 | \$105,041.00 | | | 37.5 |
| Bedford | \$77,675.00 | \$104,867.00 | | | |
| Belmont | | | | No Assistant Director | |
| Burlington | \$58,458.40 | \$93,384.20 | | | 35 |
| Canton | | | | | |
| Danvers | \$66,982.00 | \$85,111.00 | | | 35 |
| Dedham | \$68,759.69 | \$91,022.25 | | Assistant Library Director of Administration | |
| Lynnfield | \$53,480.88 | \$67,352.56 | | | 35 |
| Mansfield | \$54,887.04 | \$67,055.04 | | Assistant Director/Head of Reference | 36 |
| Marshfield | | | | | |
| Milton | \$76,635.00 | \$92,410.50 | | | 37.5 |
| Natick | | | | | |
| North Reading | | | \$70,259.00 | | |
| North Andover | \$84,383.00 | \$118,136.00 | | | 37.5 |
| Shrewsbury | \$72,399.53 | \$97,739.41 | | | 37.5 |
| Stoneham | | | | | |
| Tewksbury | \$69,680.04 | \$86,983.31 | | | |
| Wakefield | \$94,789.50 | \$112,125.00 | | | 37.5 |
| Walpole | \$70,450.00 | \$92,957.00 | | Adult Svcs. Librarian/Assistant Director | |
| Westborough | \$58,344.00 | \$89,128.00 | | | 40 |
| Westford | \$71,331.30 | \$96,387.30 | | | 37.5 |
| Wilmington | \$64,151.96 | \$81,174.56 | | | 35 |
| Winchester | \$76,313.00 | \$113,623.00 | | | |
| | | | | | |
| Reading | \$74,314.50 | \$96,115.50 | \$82,036.50 | | 37.5 |
| | | | | | |
| Average | \$70,565.14 | \$93,793.95 | \$70,259.00 | | |
| 50th Percentile | \$70,450.00 | \$92,957.00 | \$70,259.00 | | |
| 60th Percentile | \$71,972.24 | \$95,186.06 | \$70,259.00 | | |
| 65th Percentile | \$73,964.92 | \$96,928.14 | \$70,259.00 | | |
| 75th Percentile | \$76,635.00 | \$104,867.00 | \$70,259.00 | | |
| 80th Percentile | \$77,467.00 | \$105,006.20 | \$70,259.00 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Director of Equity & Social Justice | | | | | |
|--|----------------|----------------|---------------|---|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | | | | | |
| Belmont | | | | N/A | |
| Burlington | | | | N/A | |
| Canton | | | | | |
| Danvers | | | | N/A | |
| Dedham | | | | | |
| Lynnfield | | | | N/A | |
| Mansfield | | | | | |
| Marshfield | | | | | |
| Milton | | | | N/A | |
| Natick | | | | | |
| North Reading | | | | | |
| North Andover | | | | | |
| Shrewsbury | | | | N/A. Asst. Dtr./Head of Adult Svcs plans diverse programs | |
| Stoneham | | | | | |
| Tewksbury | | | | N/A | |
| Wakefield | | | | | |
| Walpole | | | | | |
| Westborough | | | | | |
| Westford | | | | | |
| Wilmington | | | | | |
| Winchester | | | | N/A | |
| | | | | | |
| Reading | \$74,314.50 | \$96,115.50 | \$78,858.00 | | 37.5 |
| | | | | | |
| Average | | | | | |
| 50th Percentile | | | | | |
| 60th Percentile | | | | | |
| 65th Percentile | | | | | |
| 75th Percentile | | | | | |
| 80th Percentile | | | | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Library Division Head | | | | | |
|------------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | \$74,881.00 | \$97,199.00 | | | 37.5 |
| Bedford | \$71,927.00 | \$95,308.00 | | Senior Librarian. Department Head | |
| Belmont | \$68,449.05 | \$82,086.66 | | 3 Div. Heads: Child Svcs; Ref; Pub Svcs & Tech. FY22 rates | |
| Burlington | \$53,963.00 | \$86,122.40 | | | 35 |
| Canton | | | | | |
| Danvers | \$56,169.00 | \$71,260.00 | | Head of X Service. Referred to as Department Head | 35 |
| Dedham | | | | | |
| Lynnfield | \$48,533.76 | \$61,807.02 | | Department Head | 35 |
| Mansfield | \$49,271.04 | \$61,439.04 | | Head of Youth Services | 36 |
| Marshfield | | | | | |
| Milton | \$64,740.00 | \$78,078.00 | | | 37.5 |
| Natick | | | | | |
| North Reading | | | | | |
| North Andover | | | | | |
| Shrewsbury | \$59,610.33 | \$80,474.94 | | Four divisions, each has a head | 37.5 |
| Stoneham | | | | | |
| Tewksbury | \$59,933.00 | \$74,842.00 | | Professional Librarian | 37.5 |
| Wakefield | \$66,400.62 | \$75,150.66 | | Dept. Head L-10 | 35.5 |
| Walpole | | | | | |
| Westborough | | | | | |
| Westford | \$61,935.30 | \$84,877.20 | | Division are: Info, Youth, Circulation & Tech Services | 37.5 |
| Wilmington | \$57,870.86 | \$73,224.79 | | | 35 |
| Winchester | \$64,509.00 | \$94,179.00 | | Department Head | 35 |
| | | | | | |
| Reading | \$74,314.50 | \$96,115.50 | \$83,752.50 | Actual average of 2 incumbents | 37.5 |
| | | | | | |
| Average | \$61,299.50 | \$79,717.76 | | | |
| 50th Percentile | \$60,934.15 | \$79,276.47 | | | |
| 60th Percentile | \$63,994.26 | \$81,764.32 | | | |
| 65th Percentile | \$64,612.95 | \$83,342.40 | | | |
| 75th Percentile | \$65,985.47 | \$85,811.10 | | | |
| 80th Percentile | \$67,219.99 | \$89,345.04 | | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Librarian II - Circulation Services | | | | | |
|--|----------------|----------------|---------------|---|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | | | | | |
| Belmont | \$59,046.66 | \$70,798.27 | | Professional Librarian. FY22 rates | |
| Burlington | | | | N/A | |
| Canton | | | | | |
| Danvers | \$56,169.00 | \$71,260.00 | | Head of Access Services. Considered a department head | |
| Dedham | | | | | |
| Lynnfield | \$42,675.18 | \$53,943.53 | | | 35 |
| Mansfield | | | | | |
| Marshfield | | | | | |
| Milton | \$50,329.50 | \$59,904.00 | | | 37.5 |
| Natick | | | | | |
| North Reading | \$30,248.40 | \$41,095.60 | | Tech II | 35 |
| North Andover | \$49,549.00 | \$59,338.00 | | Head of Circulation Services | 37.5 |
| Shrewsbury | \$59,610.33 | \$80,474.94 | | Head of Circulation Services | 37.5 |
| Stoneham | | | | | |
| Tewksbury | \$46,296.00 | \$57,767.00 | | Library Associate | 37.5 |
| Wakefield | | | | | |
| Walpole | | | | | |
| Westborough | \$52,468.00 | \$81,432.00 | | Circulation Supervisor | 40 |
| Westford | | | | | |
| Wilmington | | | | | |
| Winchester | | | | N/A | |
| | | | | | |
| Reading | \$61,405.50 | \$79,443.00 | \$69,147.00 | | 37.5 |
| | | | | | |
| Average | \$49,599.12 | \$64,001.48 | | | |
| 50th Percentile | \$50,329.50 | \$59,904.00 | | | |
| 60th Percentile | \$52,040.30 | \$68,619.42 | | | |
| 65th Percentile | \$53,208.20 | \$70,890.62 | | | |
| 75th Percentile | \$56,169.00 | \$71,260.00 | | | |
| 80th Percentile | \$57,320.06 | \$74,945.98 | | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Librarian I | | | | | |
|----------------------|----------------|----------------|---------------|---|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | \$64,231.00 | \$83,350.00 | | Reference Librarian | |
| Bedford | \$60,543.00 | \$78,702.00 | | Librarian | |
| Belmont | \$55,879.44 | \$66,998.71 | | Reference Librarian. FY22 rates | |
| Burlington | \$50,468.60 | \$80,553.20 | | YA Librarian & Assistant Ref. Librarians | 35 |
| Canton | \$64,252.50 | \$80,320.50 | | Librarian (Child; Circ; Comm Out; Ref; YA; Tech; Tech & IS) | |
| Danvers | \$47,562.00 | \$60,639.00 | | Assistant Head of X Service | 35 |
| Dedham | | | | | |
| Lynnfield | \$39,525.12 | \$50,844.98 | | | 35 |
| Mansfield | | | | | |
| Marshfield | | | | | |
| Milton | \$56,608.50 | \$68,269.50 | | | 37.5 |
| Natick | | | | | |
| North Reading | | | | | |
| North Andover | \$43,348.00 | \$51,909.00 | | Professional Librarian | 37.5 |
| Shrewsbury | \$54,180.36 | \$73,155.42 | | Librarian (Ref, Dig Svcs, Yth Svcs or YA). All w. MLIS | 37.5 |
| Stoneham | | | | | |
| Tewksbury | | | | N/A | |
| Wakefield | \$63,613.16 | \$69,188.08 | | Librarian L-9 | 35.5 |
| Walpole | \$60,400.00 | \$79,696.00 | | Children's Librarian | |
| Westborough | \$58,344.00 | \$89,128.00 | | Librarian | 40 |
| Westford | \$52,480.58 | \$68,434.20 | | Staff Librarian | 37.5 |
| Wilmington | \$49,614.89 | \$62,778.20 | | | 35 |
| Winchester | \$55,726.00 | \$81,355.00 | | Professional Librarian | 35 |
| | | | | | |
| Reading | \$55,828.50 | \$72,228.00 | \$63,219.00 | Range and actual based on 37.5 hrs/wk | Varies |
| | | | | Actual average of 8 incumbents | |
| Average | \$54,798.57 | \$71,582.61 | | | |
| 50th Percentile | \$55,802.72 | \$71,171.75 | | | |
| 60th Percentile | \$56,608.50 | \$78,702.00 | | | |
| 65th Percentile | \$57,910.13 | \$79,447.50 | | | |
| 75th Percentile | \$60,435.75 | \$80,378.68 | | | |
| 80th Percentile | \$60,543.00 | \$80,553.20 | | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Library Communication Specialist | | | | | |
|---|----------------|----------------|---------------|---|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | \$64,231.00 | \$83,350.00 | | Programming & Partnerships Librarian | |
| Bedford | | | | | |
| Belmont | \$65,379.26 | \$78,401.07 | | Community Outreach Librarian. FY22 rates | |
| Burlington | | | | N/A | |
| Canton | \$64,252.50 | \$80,320.50 | | Community Outreach Librarian. Annualized to 37.5 hrs/wk | |
| Danvers | \$56,169.00 | \$71,260.00 | | Head of Community & Outreach Svcs. Considered a DH | |
| Dedham | | | | | |
| Lynnfield | | | | These duties fall under Assistant Director | |
| Mansfield | | | | | |
| Marshfield | | | | | |
| Milton | | | | N/A | |
| Natick | | | | | |
| North Reading | | | | | |
| North Andover | | | | | |
| Shrewsbury | | | | N/A - many staff contribute to marketing & communications | |
| Stoneham | | | | | |
| Tewksbury | | | | These tasks are part of Assistant Director responsibilities | |
| Wakefield | | | | | |
| Walpole | | | | | |
| Westborough | \$41,454.40 | \$63,710.40 | | Marketing & Social Media Manager. Annualized to 40 hrs/wk | |
| Westford | | | | | |
| Wilmington | | | | | |
| Winchester | | | | N/A | |
| | | | | | |
| Reading | \$55,828.50 | \$72,228.00 | \$61,620.00 | Actual annualized to 37.5 hrs/wk | 25 |
| | | | | | |
| Average | \$58,297.23 | \$75,408.39 | | | |
| 50th Percentile | \$64,231.00 | \$78,401.07 | | | |
| 60th Percentile | \$64,239.60 | \$79,168.84 | | | |
| 65th Percentile | \$64,243.90 | \$79,552.73 | | | |
| 75th Percentile | \$64,252.50 | \$80,320.50 | | | |
| 80th Percentile | \$64,477.85 | \$80,926.40 | | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Senior Library Associate | | | | | |
|---------------------------------|----------------|----------------|---------------|---|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | \$61,462.00 | \$79,811.00 | | Library Assistant III | |
| Bedford | \$55,045.00 | \$71,562.00 | | Sr. Library Technician. Non-prof. position | |
| Belmont | \$36,573.15 | \$44,008.87 | | Library Assistant II. FY20 rates | |
| Burlington | \$41,223.00 | \$65,847.60 | | Assistant Children's Librarian | 35 |
| Canton | \$55,087.50 | \$68,874.00 | | Annualized to 37.5 hrs/wk | |
| Danvers | | | | N/A | |
| Dedham | | | | | |
| Lynnfield | \$34,603.66 | \$45,377.33 | | Senior Library Technician | 35 |
| Mansfield | \$37,271.52 | \$46,481.76 | | Senior Library Technician | 36 |
| Marshfield | | | | | |
| Milton | \$47,287.50 | \$57,252.00 | | | 37.5 |
| Natick | | | | | |
| North Reading | \$40,996.00 | \$53,948.00 | | Librarian | 35 |
| North Andover | | | | | |
| Shrewsbury | \$47,895.12 | \$62,255.70 | | ILL Spec; Asst Child Lib; AA-Child Svcs; Tech Svcs or Circ Asst | |
| Stoneham | | | | | |
| Tewksbury | \$39,276.00 | \$54,664.00 | | Specialist. Union position | 37.5 |
| Wakefield | \$45,097.78 | \$50,395.80 | | Sr. Library Assistant L-5 (FT) | 35.5 |
| Walpole | | | | | |
| Westborough | | | | | |
| Westford | | | | | |
| Wilmington | | | | | |
| Winchester | \$41,750.00 | \$60,947.00 | | Circulation Clerk | 35 |
| | | | | | |
| Reading | \$41,944.50 | \$54,268.50 | \$48,311.25 | Range and actual based on 37.5 hrs/wk | Varies |
| | | | | Actual average of 4 incumbents | |
| Average | \$44,889.86 | \$58,571.16 | | | |
| 50th Percentile | \$41,750.00 | \$57,252.00 | | | |
| 60th Percentile | \$45,535.72 | \$61,208.74 | | | |
| 65th Percentile | \$46,849.56 | \$61,993.96 | | | |
| 75th Percentile | \$47,895.12 | \$65,847.60 | | | |
| 80th Percentile | \$52,185.05 | \$67,663.44 | | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Library Associate | | | | | |
|--------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | \$52,723.00 | \$68,434.00 | | Library Assistant II | |
| Bedford | \$39,150.00 | \$47,016.00 | | Library Assistant | |
| Belmont | \$33,439.23 | \$40,228.01 | | Library Assistant I. FY20 rates | |
| Burlington | \$39,967.20 | \$63,809.20 | | Senior Library Tech | 35 |
| Canton | \$45,903.00 | \$57,408.00 | | Circulation Assistant. Annualized to 37.5 hrs/wk | |
| Danvers | \$32,578.00 | \$41,004.60 | | Assistant Librarian. Hrly rate annualized to 35/wk | PT |
| Dedham | | | | | |
| Lynnfield | | | | | |
| Mansfield | \$30,438.72 | \$37,982.88 | | Library Technician | |
| Marshfield | | | | | |
| Milton | \$41,398.50 | \$50,193.00 | | | 37.5 |
| Natick | | | | | |
| North Reading | | | | | |
| North Andover | \$36,075.00 | \$45,279.00 | | Library Assistant | 37.5 |
| Shrewsbury | | | | See Sr. Library Associate entry | |
| Stoneham | | | | | |
| Tewksbury | \$34,720.00 | \$48,323.00 | | Library Clerical Assistant. Union position | 37.5 |
| Wakefield | \$43,085.64 | \$46,777.64 | | Library Assistant L-4. Annualized to 35.5 hrs/wk | PT |
| Walpole | | | | | |
| Westborough | \$41,454.40 | \$63,710.40 | | Library Assistant. Annualized to 40 hrs/wk | |
| Westford | \$42,184.13 | \$55,084.05 | | | 37.5 |
| Wilmington | \$45,941.58 | \$58,130.81 | | | 35 |
| Winchester | \$35,136.00 | \$51,293.00 | | Library Aide | 35 |
| | | | | | |
| Reading | \$38,142.00 | \$49,335.00 | \$42,417.38 | Range and actual based on 37.5 hrs/wk | Varies |
| | | | | Actual average of 4 incumbents | |
| Average | \$39,612.96 | \$51,644.91 | | | |
| 50th Percentile | \$39,967.20 | \$50,193.00 | | | |
| 60th Percentile | \$41,420.86 | \$52,809.42 | | | |
| 65th Percentile | \$41,527.37 | \$55,316.45 | | | |
| 75th Percentile | \$42,634.88 | \$57,769.41 | | | |
| 80th Percentile | \$43,649.11 | \$59,246.73 | | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Library Technician | | | | | |
|---------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | \$48,834.00 | \$63,406.00 | | Library Assistant I | |
| Bedford | \$31,320.00 | \$32,484.00 | | Page | |
| Belmont | \$36,573.15 | \$44,008.87 | | Library Assistant II Technical Services. FY22 rates | |
| Burlington | \$36,163.40 | \$57,621.20 | | Library Aide. Hourly rate annualized to 35 hrs/wk | |
| Canton | | | | | |
| Danvers | \$26,371.80 | \$33,761.00 | | Library Page. Annualized to 35 hrs/wk | |
| Dedham | | | | | |
| Lynnfield | \$30,385.63 | \$40,794.75 | | Annualized to 35 hrs/wk | |
| Mansfield | | | \$26,676.00 | Page. Minimum wage, annualized to 36 hrs/wk | |
| Marshfield | | | | | |
| Milton | \$24,862.50 | \$29,250.00 | | Annualized to 37.5 hrs/wk | |
| Natick | | | | | |
| North Reading | \$28,828.80 | \$39,148.20 | | Tech I. Annualized to 35 hrs/wk | |
| North Andover | | | \$26,325.00 | Library Page | |
| Shrewsbury | | | \$29,250.00 | Library Page. Annualized to 37.5 hrs/wk | |
| Stoneham | | | | | |
| Tewksbury | | | \$30,225.00 | Library Page. Annualized to 37.5 hrs/wk | PT |
| Wakefield | | | | | |
| Walpole | \$22,503.00 | \$28,528.50 | | Library Page. Hourly rates annualized to 37.5 hrs/wk | |
| Westborough | | | \$29,640.00 | Library Page. Minimum wage. Annualized to 40 hrs/wk | |
| Westford | \$36,996.75 | \$48,252.38 | | Annualized to 37.5 hrs/wk | |
| Wilmington | | | | | |
| Winchester | \$26,663.00 | \$32,778.20 | | Library Shelver. Annualized to 35 hrs/wk | |
| | | | | | |
| Reading | \$34,671.00 | \$44,850.00 | \$37,518.00 | Range and actual based on 37.5 hrs/wk | 25 |
| | | | | | |
| Average | \$31,772.91 | \$40,912.10 | \$28,423.20 | | |
| 50th Percentile | \$30,385.63 | \$39,148.20 | \$29,250.00 | | |
| 60th Percentile | \$31,320.00 | \$40,794.75 | \$29,406.00 | | |
| 65th Percentile | \$33,741.70 | \$42,401.81 | \$29,484.00 | | |
| 75th Percentile | \$36,368.28 | \$46,130.62 | \$29,640.00 | | |
| 80th Percentile | \$36,573.15 | \$48,252.38 | \$29,757.00 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Director of Facilities | | | | | |
|-------------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | \$137,681.00 | | |
| Bedford | \$107,901.58 | \$151,062.62 | | | 40 |
| Belmont | \$115,268.31 | \$164,266.42 | | Supports both Town and School buildings | |
| Burlington | | | | N/A - stipend provided to DPW Dtr. to perform these duties | |
| Canton | | | | | |
| Danvers | \$81,659.76 | \$106,746.82 | | Building Supervisor. Union position | |
| Dedham | \$106,376.61 | \$138,797.35 | | Project Manager - Facilities | |
| Lynnfield | | | \$103,305.22 | | 35 |
| Mansfield | \$91,531.00 | \$117,138.00 | | Operations Manager - Public Buildings | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$100,000.00 | \$159,500.00 | | Director of Facilities Management | |
| North Reading | | | \$85,000.00 | | |
| North Andover | \$92,821.00 | \$129,949.00 | | | 37.5 |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | \$82,780.38 | \$103,377.17 | | | |
| Wakefield | | | | | |
| Walpole | | | | | |
| Westborough | | | | | |
| Westford | \$113,911.00 | \$142,388.00 | | | |
| Wilmington | \$101,798.58 | \$128,817.59 | | Public Buildings Superintendent | 40 |
| Winchester | \$83,185.00 | \$123,852.00 | | Facilities Manager | |
| Reading | \$108,790.50 | \$140,731.50 | \$150,113.60 | Range based on 37.5 hrs/wk | 40 |
| Average | \$97,930.29 | \$133,263.18 | \$108,662.07 | | |
| 50th Percentile | \$100,000.00 | \$129,949.00 | \$103,305.22 | | |
| 60th Percentile | \$101,798.58 | \$138,797.35 | \$110,180.38 | | |
| 65th Percentile | \$104,087.59 | \$140,592.67 | \$113,617.95 | | |
| 75th Percentile | \$107,139.09 | \$146,725.31 | \$120,493.11 | | |
| 80th Percentile | \$107,901.58 | \$151,062.62 | \$123,930.69 | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Director of Public Works | | | | | |
|---------------------------------|----------------|----------------|---------------|---|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | \$158,331.00 | | |
| Bedford | \$112,875.36 | \$160,846.40 | | | 40 |
| Belmont | \$123,336.68 | \$175,724.56 | | | |
| Burlington | \$105,839.35 | \$142,641.96 | | | 35 |
| Canton | | | | | |
| Danvers | \$124,301.41 | \$165,942.16 | | Director of Public Works & Electric Utility | |
| Dedham | \$125,229.20 | \$163,395.71 | | | |
| Lynnfield | | | \$140,763.54 | | 35 |
| Mansfield | \$148,797.00 | \$177,826.00 | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$100,000.00 | \$159,500.00 | | | |
| North Reading | | | \$131,350.00 | | 40 |
| North Andover | \$112,313.00 | \$157,239.00 | | Also oversees Water Treatment Plant | 37.5 |
| Shrewsbury | \$105,140.00 | \$147,191.84 | | | |
| Stoneham | | | | | |
| Tewksbury | \$116,833.23 | \$145,901.45 | | | |
| Wakefield | | | | | |
| Walpole | \$111,786.00 | \$147,499.00 | | | |
| Westborough | | | \$146,000.00 | Contract | |
| Westford | \$122,981.00 | \$153,726.00 | | | |
| Wilmington | \$109,943.45 | \$139,122.64 | | | 40 |
| Winchester | \$107,726.00 | \$160,389.00 | | | |
| Reading | \$108,790.50 | \$140,731.50 | \$138,694.40 | Range based on 37.5 hrs/wk | 40 |
| Average | \$116,221.55 | \$156,924.69 | \$144,111.14 | | |
| 50th Percentile | \$112,594.18 | \$158,369.50 | \$143,381.77 | | |
| 60th Percentile | \$116,041.66 | \$160,211.20 | \$144,952.71 | | |
| 65th Percentile | \$119,599.73 | \$160,594.83 | \$145,738.18 | | |
| 75th Percentile | \$123,247.76 | \$162,758.38 | \$149,082.75 | | |
| 80th Percentile | \$123,722.57 | \$164,414.29 | \$150,932.40 | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Assistant Director of Public Works | | | | | |
|---|----------------|----------------|---------------|--------------------------------------|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | \$77,675.00 | \$104,867.00 | | | 40 |
| Belmont | \$94,062.42 | \$134,154.77 | | | |
| Burlington | \$85,724.57 | \$115,532.84 | | Operations Manager | 35 |
| Canton | | | | | |
| Danvers | \$100,095.45 | \$133,631.56 | | Director of Operations | |
| Dedham | | | | | |
| Lynnfield | | | \$79,347.76 | Business Manager | 35 |
| Mansfield | | | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | | | | | |
| North Reading | | | | | |
| North Andover | \$92,821.00 | \$129,949.00 | | Assistant DPW Director/Town Engineer | 37.5 |
| Shrewsbury | \$89,089.33 | \$124,737.11 | | | |
| Stoneham | | | | | |
| Tewksbury | \$82,780.38 | \$103,377.17 | | | |
| Wakefield | | | | | |
| Walpole | | | | | |
| Westborough | \$88,920.00 | \$120,068.00 | | | |
| Westford | \$90,490.00 | \$122,283.00 | | | |
| Wilmington | \$87,275.77 | \$110,439.28 | | Deputy Director of Public Works | 40 |
| Winchester | \$83,185.00 | \$123,852.00 | | DPW - Operations Manager | |
| | | | | | |
| Reading | \$89,895.00 | \$116,317.50 | | Range based on 37.5 hrs/wk | 40 |
| | | | | | |
| Average | \$88,374.45 | \$120,262.88 | \$79,347.76 | | |
| 50th Percentile | \$88,920.00 | \$122,283.00 | \$79,347.76 | | |
| 60th Percentile | \$89,089.33 | \$123,852.00 | \$79,347.76 | | |
| 65th Percentile | \$89,789.67 | \$124,294.56 | \$79,347.76 | | |
| 75th Percentile | \$91,655.50 | \$127,343.06 | \$79,347.76 | | |
| 80th Percentile | \$92,821.00 | \$129,949.00 | \$79,347.76 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Chief of Police | | | | | |
|------------------------|----------------|----------------|---------------|----------------------------|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | \$205,544.00 | | |
| Bedford | \$112,875.36 | \$160,846.40 | | | 40 |
| Belmont | | | \$195,182.01 | | |
| Burlington | \$105,839.35 | \$142,641.96 | | | 35 |
| Canton | | | | | |
| Danvers | \$113,000.61 | \$150,856.02 | | | |
| Dedham | | | | | |
| Lynnfield | | | \$170,000.00 | | 35 |
| Mansfield | \$148,797.00 | \$177,826.00 | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$125,000.00 | \$181,500.00 | | | |
| North Reading | | | \$190,369.00 | | 40 |
| North Andover | \$123,545.00 | \$172,963.00 | | | 37.5 |
| Shrewsbury | \$105,140.00 | \$147,191.84 | | | |
| Stoneham | | | | | |
| Tewksbury | \$107,186.83 | \$133,854.51 | | | |
| Wakefield | | | | | |
| Walpole | \$111,786.00 | \$147,499.00 | | | |
| Westborough | | | | Contract | |
| Westford | \$142,210.00 | \$167,306.00 | | | |
| Wilmington | \$101,798.58 | \$128,817.59 | | Receives Quinn 20% | 40 |
| Winchester | \$107,726.00 | \$160,389.00 | | | |
| Reading | \$108,790.50 | \$140,731.50 | \$142,292.80 | Range based on 37.5 hrs/wk | 40 |
| Average | \$117,075.39 | \$155,974.28 | \$190,273.75 | | |
| 50th Percentile | \$112,330.68 | \$155,622.51 | \$192,775.51 | | |
| 60th Percentile | \$112,950.51 | \$160,663.44 | \$194,219.41 | | |
| 65th Percentile | \$114,582.27 | \$161,815.34 | \$194,941.36 | | |
| 75th Percentile | \$123,908.75 | \$168,720.25 | \$197,772.51 | | |
| 80th Percentile | \$124,709.00 | \$171,831.60 | \$199,326.81 | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Deputy Chief of Police | | | | | |
|-------------------------------|----------------|----------------|---------------|----------------------------|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | | | | | |
| Belmont | | | \$154,704.88 | Assistant Chief of Police | |
| Burlington | \$92,435.38 | \$124,577.14 | | | 35 |
| Canton | | | | | |
| Danvers | \$94,432.62 | \$126,067.27 | | Police Captain | |
| Dedham | | | | | |
| Lynnfield | | | | | |
| Mansfield | | | | | |
| Marshfield | \$119,038.00 | \$142,261.00 | | | |
| Milton | | | | | |
| Natick | \$100,000.00 | \$159,500.00 | | | |
| North Reading | | | | | |
| North Andover | | | | | |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | \$98,338.57 | \$122,818.76 | | | |
| Wakefield | \$143,866.32 | \$146,746.08 | | | |
| Walpole | \$95,836.00 | \$126,454.00 | | | |
| Westborough | \$88,920.00 | \$120,068.00 | | | |
| Westford | \$122,981.00 | \$153,726.00 | | | |
| Wilmington | \$87,295.77 | \$110,439.28 | | | 40 |
| Winchester | | | | | |
| Reading | \$89,895.00 | \$116,317.50 | \$114,608.00 | Range based on 37.5 hrs/wk | 40 |
| Average | \$104,314.37 | \$133,265.75 | \$154,704.88 | | |
| 50th Percentile | \$97,087.29 | \$126,260.64 | \$154,704.88 | | |
| 60th Percentile | \$99,003.14 | \$132,776.80 | \$154,704.88 | | |
| 65th Percentile | \$99,750.79 | \$139,889.95 | \$154,704.88 | | |
| 75th Percentile | \$114,278.50 | \$145,624.81 | \$154,704.88 | | |
| 80th Percentile | \$119,826.60 | \$148,142.06 | \$154,704.88 | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Public Safety Clinician | | | | | |
|--------------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | | | | | |
| Belmont | | | | Police Social Worker is pd thru grant and not on sal sched | |
| Burlington | | | \$25.50 | Recovery Coach. Part-time, grant funded | 18 |
| Canton | | | | | |
| Danvers | | | | | |
| Dedham | | | | | |
| Lynnfield | | | | | |
| Mansfield | | | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$60,000.00 | \$115,500.00 | | Social Worker Administrator | |
| North Reading | | | \$82,001.00 | | |
| North Andover | \$76,712.00 | \$107,396.00 | | Community Support Coordinator | 37.5 |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | | | | | |
| Wakefield | | | | | |
| Walpole | | | | | |
| Westborough | | | | | |
| Westford | | | | | |
| Wilmington | \$64,151.80 | \$81,174.06 | | Recovery & Health Coordinator. Is an LCISW, tho not req'd | |
| Winchester | \$67,737.00 | \$100,003.00 | | Mental Health/Wellness Social Worker | |
| | | | | | |
| Reading | \$67,548.00 | \$87,379.50 | \$79,150.50 | | 37.5 |
| | | | | | |
| Average | \$67,150.20 | \$101,018.27 | \$41,013.25 | | |
| 50th Percentile | \$65,944.40 | \$103,699.50 | \$41,013.25 | | |
| 60th Percentile | \$67,019.96 | \$105,917.40 | \$49,210.80 | | |
| 65th Percentile | \$67,557.74 | \$107,026.35 | \$53,309.58 | | |
| 75th Percentile | \$69,980.75 | \$109,422.00 | \$61,507.13 | | |
| 80th Percentile | \$71,327.00 | \$110,637.60 | \$65,605.90 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Head Public Safety Dispatcher | | | | | |
|--------------------------------------|----------------|----------------|---------------|--------------------------------------|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | | | | | |
| Belmont | \$72,609.57 | \$103,691.63 | | Public Safety Operations Manager | |
| Burlington | | | | N/A | |
| Canton | | | | | |
| Danvers | \$54,805.09 | \$67,207.92 | | Dispatch Supervisor. Union position | |
| Dedham | | | | | |
| Lynnfield | | | | | |
| Mansfield | | | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | | | | | |
| North Reading | | | | | |
| North Andover | \$64,604.00 | \$71,635.00 | | | 40 |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | \$49,161.00 | \$67,854.00 | | Head Dispatcher. AFSCME | 40 |
| Wakefield | | | | | |
| Walpole | | | | | |
| Westborough | | | | | |
| Westford | | | | | |
| Wilmington | \$59,397.06 | \$75,162.65 | | Dispatch Supv. Reports to Fire Chief | 40 |
| Winchester | | | | | |
| Reading | \$61,405.50 | \$79,443.00 | \$83,924.40 | Range based on 37.5 hrs/wk | 39.615 |
| Average | \$60,115.34 | \$77,110.24 | | | |
| 50th Percentile | \$59,397.06 | \$71,635.00 | | | |
| 60th Percentile | \$61,479.84 | \$73,046.06 | | | |
| 65th Percentile | \$62,521.22 | \$73,751.59 | | | |
| 75th Percentile | \$64,604.00 | \$75,162.65 | | | |
| 80th Percentile | \$66,205.11 | \$80,868.45 | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Parking Enforcement Officer | | | | | |
|------------------------------------|----------------|----------------|---------------|---------------------------------------|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | | | | | |
| Belmont | \$32,097.00 | \$45,064.50 | | Hourly rate annualized to 37.5 hrs/wk | |
| Burlington | | | | N/A | |
| Canton | | | | | |
| Danvers | \$36,509.93 | \$44,475.89 | | Parking Clerk. Part-time position | |
| Dedham | | | | | |
| Lynnfield | | | | | |
| Mansfield | \$53,669.00 | \$63,675.00 | | Parking Clerk | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$42,000.00 | \$70,000.00 | | | |
| North Reading | | | | | |
| North Andover | | | | | |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | | | | | |
| Wakefield | | | | | |
| Walpole | | | | | |
| Westborough | | | | | |
| Westford | | | | | |
| Wilmington | | | | | |
| Winchester | | | | | |
| Reading | \$41,944.50 | \$54,268.50 | \$47,248.50 | Range and actual based on 37.5 hrs/wk | 32 |
| Average | \$41,068.98 | \$55,803.85 | | | |
| 50th Percentile | \$39,254.97 | \$54,369.75 | | | |
| 60th Percentile | \$40,901.99 | \$59,952.90 | | | |
| 65th Percentile | \$41,725.50 | \$62,744.48 | | | |
| 75th Percentile | \$44,917.25 | \$65,256.25 | | | |
| 80th Percentile | \$46,667.60 | \$66,205.00 | | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Executive Assistant (Office Manager) | | | | | |
|---|----------------|----------------|---------------|---|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | \$84,221.00 | Confidential Executive Secretary | |
| Bedford | | | | | |
| Belmont | \$61,882.95 | \$88,423.35 | | Administrative Supervisor | |
| Burlington | \$48,848.40 | \$74,874.80 | | Administrative Assistant II | 35 |
| Canton | \$68,854.50 | \$86,112.00 | | Executive Assistant to BOS. Annualized to 37.5 hrs/wk | |
| Danvers | \$62,376.68 | \$76,007.20 | | | |
| Dedham | \$52,797.62 | \$69,892.09 | | Office Manager (union). Also AA to BOS at \$59993-\$78277 | |
| Lynnfield | | | | | |
| Mansfield | \$77,234.00 | \$89,579.00 | | DPW Office Manager | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$51,645.07 | \$63,067.11 | | Executive Assistant | |
| North Reading | \$46,187.96 | \$69,613.18 | | Union | 35 |
| North Andover | \$47,287.00 | \$66,202.00 | | | 37.5 |
| Shrewsbury | | | | | |
| Stoneham | | | | | |
| Tewksbury | \$59,933.45 | \$74,841.53 | | Executive Assistant | |
| Wakefield | \$60,606.00 | \$73,091.20 | | Office Administrator. Union | |
| Walpole | \$65,281.00 | \$86,137.00 | | | |
| Westborough | | | | | |
| Westford | | | | | |
| Wilmington | \$74,823.37 | \$94,684.91 | | Administrative Assistant. 25 years with the Town | |
| Winchester | \$58,513.00 | \$85,201.00 | | Administrative Coordinator | |
| | | | | | |
| Reading | \$67,548.00 | \$87,379.50 | \$73,846.50 | Actual average of 2 incumbents | 37.5 |
| | | | | | |
| Average | \$59,733.64 | \$78,409.03 | \$84,221.00 | | |
| 50th Percentile | \$60,269.73 | \$75,441.00 | \$84,221.00 | | |
| 60th Percentile | \$61,627.56 | \$83,362.24 | \$84,221.00 | | |
| 65th Percentile | \$62,105.13 | \$85,610.95 | \$84,221.00 | | |
| 75th Percentile | \$64,554.92 | \$86,130.75 | \$84,221.00 | | |
| 80th Percentile | \$66,710.40 | \$87,051.54 | \$84,221.00 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Administrative Assistant | | | | | |
|---------------------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | \$55,045.94 | \$71,562.02 | | Administrative Assistant I | 40 |
| Belmont | \$57,758.12 | \$82,601.71 | | Administrative Coordinator | |
| Burlington | \$41,233.00 | \$63,317.80 | | AA I. Was previously Principal Clerk when Town was Civ. Svc. | |
| Canton | \$55,087.50 | \$68,874.00 | | Annualized to 37.5 hrs/wk | |
| Danvers | \$57,752.24 | \$70,386.50 | | | |
| Dedham | \$49,114.06 | \$65,015.90 | | Union | |
| Lynnfield | | | \$53,694.68 | Administrative Assistant Collector's Office | 35 |
| Mansfield | \$50,870.00 | \$60,795.00 | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$49,226.01 | \$59,176.57 | | | |
| North Reading | \$40,640.60 | \$61,272.12 | | Union | 35 |
| North Andover | \$39,039.00 | \$49,062.00 | | Administrative Secretary | 37.5 |
| Shrewsbury | \$48,069.55 | \$62,490.35 | | | |
| Stoneham | | | | | |
| Tewksbury | \$50,440.00 | \$62,997.77 | | | |
| Wakefield | \$55,655.60 | \$67,121.60 | | Principal Department Assistant. Union | |
| Walpole | \$60,400.00 | \$79,696.00 | | | |
| Westborough | \$43,513.60 | \$60,964.80 | | | 40 |
| Westford | \$54,267.00 | \$74,339.00 | | | |
| Wilmington | \$44,712.23 | \$56,575.24 | | Senior Clerk. Union | 35 |
| Winchester | \$55,073.00 | \$77,484.00 | | Administrative Secretary III | |
| | | | | | |
| Reading | \$46,137.00 | \$59,689.50 | \$52,507.93 | Range and actuals based on 37.5 hrs/wk | Varies |
| | | | | Actual average of 7 incumbents | |
| Average | \$50,438.75 | \$66,318.47 | \$53,694.68 | | |
| 50th Percentile | \$50,655.00 | \$64,166.85 | \$53,694.68 | | |
| 60th Percentile | \$54,422.79 | \$67,472.08 | \$53,694.68 | | |
| 65th Percentile | \$55,047.29 | \$68,949.63 | \$53,694.68 | | |
| 75th Percentile | \$55,083.88 | \$71,268.14 | \$53,694.68 | | |
| 80th Percentile | \$55,428.36 | \$73,228.21 | \$53,694.68 | | |
| | | | | | |

**TOWN OF READING
DETAILED SALARY DATA**

| Clerk | | | | | |
|----------------------|----------------|----------------|---------------|--|--------|
| Comparable Community | Minimum Salary | Maximum Salary | Actual Salary | Title (If Different) | Hrs/wk |
| Andover | | | | | |
| Bedford | \$45,100.80 | \$57,509.78 | | Department Assistant II | 40 |
| Belmont | \$45,379.73 | \$54,615.60 | | Administrative Assistant. FY20 rates under SEIU contract | |
| Burlington | \$38,656.80 | \$59,204.60 | | Office Assistant. All are part-time (20+ hrs) | |
| Canton | \$45,903.00 | \$57,408.00 | | Senior or Principal Clerk. Annualized to 37.5 hrs/wk | |
| Danvers | \$48,965.28 | \$62,033.97 | | Union position | |
| Dedham | | | | | |
| Lynnfield | | | \$41,714.40 | Administrative Clerk DPW | 35 |
| Mansfield | \$46,282.00 | \$59,476.00 | | | |
| Marshfield | | | | | |
| Milton | | | | | |
| Natick | \$46,652.79 | \$56,363.13 | | Department Assistant | |
| North Reading | \$36,400.00 | \$63,111.41 | | Secretary. Union | 35 |
| North Andover | \$37,596.00 | \$47,229.00 | | | 37.5 |
| Shrewsbury | \$44,715.78 | \$58,130.47 | | Office Assistant | |
| Stoneham | | | | | |
| Tewksbury | \$38,941.56 | \$48,596.61 | | Principal Clerk | |
| Wakefield | \$47,811.40 | \$55,910.40 | | Office Assistant. Union | |
| Walpole | \$42,536.00 | \$56,118.40 | | Senior Clerk | 40 |
| Westborough | | | | | |
| Westford | | | | | |
| Wilmington | | | | | |
| Winchester | \$45,506.00 | \$66,444.00 | | Administrative Secretary I | |
| | | | | | |
| Reading | \$38,142.00 | \$49,335.00 | \$41,028.00 | Actual average of 3 incumbents | 37.5 |
| | | | | | |
| Average | \$43,603.37 | \$57,296.53 | \$41,714.40 | | |
| 50th Percentile | \$45,240.27 | \$57,458.89 | \$41,714.40 | | |
| 60th Percentile | \$45,480.75 | \$58,006.33 | \$41,714.40 | | |
| 65th Percentile | \$45,684.65 | \$58,613.83 | \$41,714.40 | | |
| 75th Percentile | \$46,187.25 | \$59,408.15 | \$41,714.40 | | |
| 80th Percentile | \$46,430.32 | \$60,499.19 | \$41,714.40 | | |
| | | | | | |

ARTICLE 6

ADMINISTRATIVE ORGANIZATION

6.1 Organization of Town Agencies

The organization of the Town into operating Town Agencies shall be accomplished through the establishment of a Table of Organization that presents the organization of all Town Agencies. Such table shall be prepared by the Town Manager in consultation with the Board of Selectmen and may be revised from time to time.

[Amended November 17, 2011 - Article 20 and approved by vote of the Town on April 5, 2011]

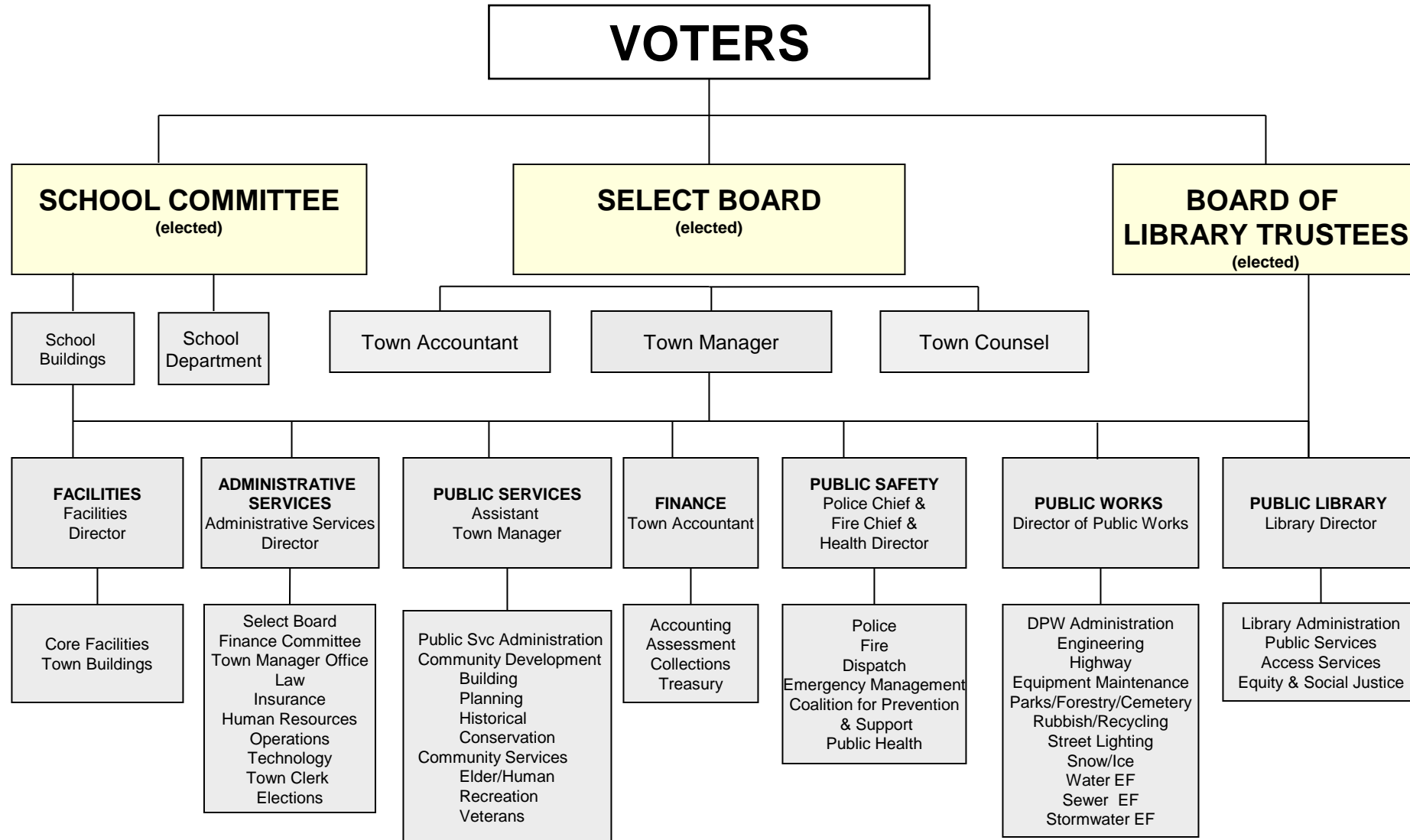
For the convenience of the public, the Table of Organization shall be printed as an appendix to, but not as part of, the Bylaws of the Town. The Table of Organization shall also be published annually in the Town Report.

7.4 Budget Message

The Budget Message submitted by the Town Manager shall explain the proposed budget for all Town agencies, both in fiscal terms and in terms of work programs. The Budget Message shall include a current Table of Organization and may include a proposed Table of Organization.



Town of Reading, MA
Executive Branch
Table of Organization
(April 2022 Town Meeting)



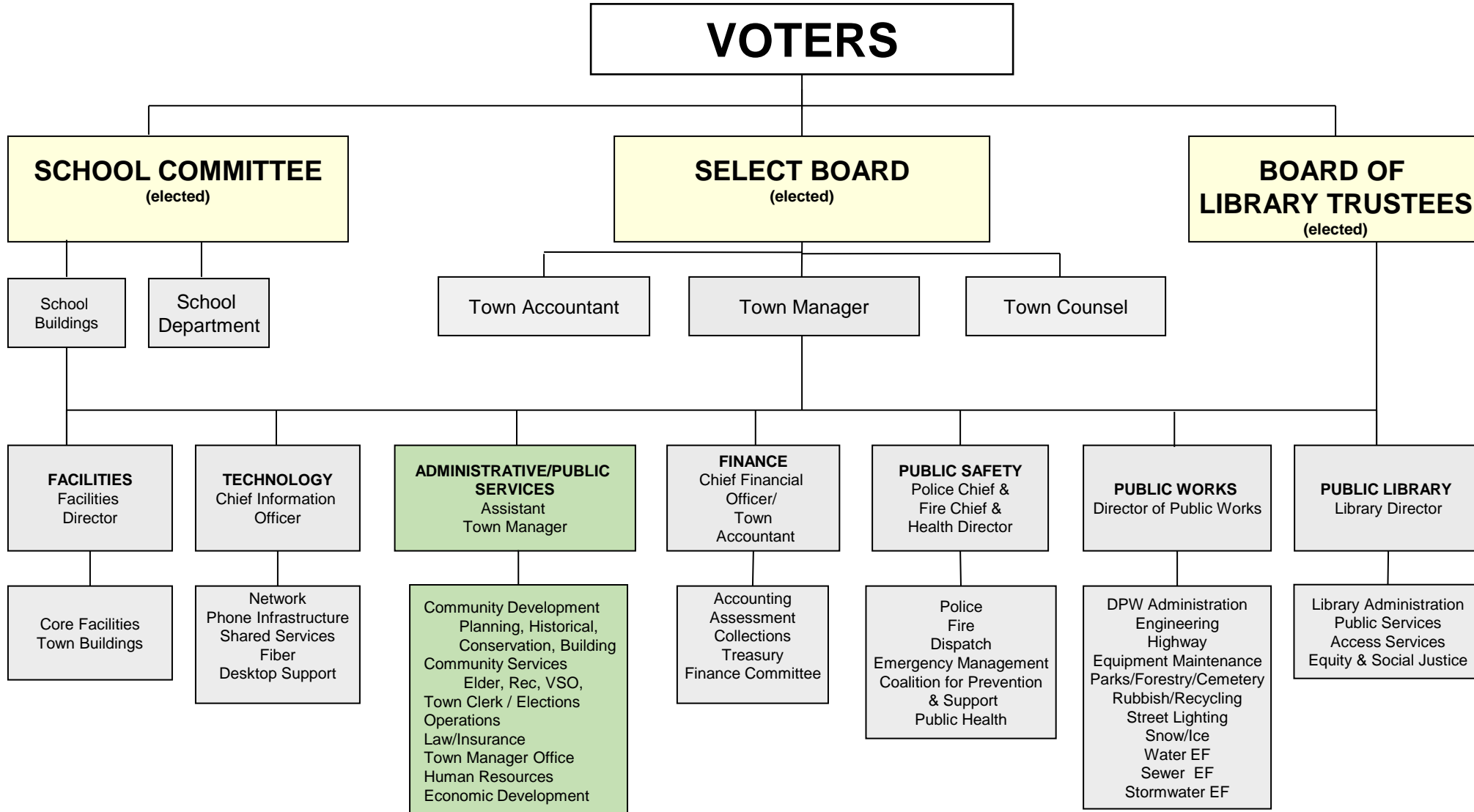


Town of Reading, MA

Executive Branch

Table of Organization

(April 2023 Town Meeting)



TOWN OF READING CLASSIFICATION PLAN effective October 31, 2022

Schedule A-1

| | | | | | | | | | |
|---|---------------------------------------|------------------------------------|---------------------------------------|-----------------------------------|-------------------------------|---|---------------------------------------|--------------------------------|--------------------------------------|
| A | Library Technician | | | | | | | | |
| B | Clerk | Library Associate | | | | | | | |
| C | Administrative Secretary | Parking Enforcement Officer | Senior Library Associate | Van Driver | | | | | |
| D | Administrative Assistant | Senior Center Coordinator | | | | | | | |
| E | Case Manager | Coalition Outreach Coordinator | Regional Housing Services Coordinator | Senior Administrative Assistant | | | | | |
| F | Administrative Specialist | Assistant Assessor | Assistant Collector | Benefits Coordinator | Computer Technician | Health Inspector | Librarian I | Lib. Communications Specialist | Plumbing/Gas Inspector |
| | Senior Case Manager | Veteran's Service Officer | Wiring Inspector | | | | | | |
| G | Assistant Town Accountant | Assistant Town Clerk | Assistant Treasurer | Conservation Administrator | Head Public Safety Dispatcher | Human Resources Generalist | Librarian II | Nurse Advocate | Public Health Nurse |
| H | Public Safety Clinician | Elder/Human Services Administrator | Executive Assistant | Permits Coordinator | Recreation Administrator | Senior Computer Technician | Senior Planner | Software Coordinator | Water Quality & Safety Administrator |
| I | Assistant Library Director | Collector | Director of Equity & Social Justice | GIS Administrator | Coalition Director | Library Collection Services Division Head | Library Public Services Division Head | Town Clerk | Procurement Officer |
| J | Assessor | Assistant Facilities Director | Building Commissioner | Building Inspector | Business Administrator | Community Development Director | Community Services Director | Economic Development Director | Human Resources Director |
| | Treasurer/ Assistant Finance Director | | | | | | | | |
| K | Assistant DPW Director | Assistant Fire Chief | Deputy Police Chief | Technology Director | | | | | |
| L | Administrative Services Director | Health Director | Library Director | Town Accountant/ Finance Director | | | | | |
| M | Assistant Town Manager | DPW Director | Facilities Director | Fire Chief | Police Chief | | | | |



| 37.5 Hrs. | | Assistant Town Manager | | Position Description | |
|---------------|---|------------------------|------------|----------------------|--|
| Direct Report | Town Manager | Grade | M | | |
| Department | Administrative Services/Public Services | FLSA | Exempt | | |
| Division | Administrative Services/Public Services | Bargaining Unit | Non- Union | | |
| Date | October 2022 | Location | Town Hall | | |

Summary

Assists the Town Manager with the general administration of the Town’s general government operations and serves as the Acting Town Manager in the Town Manager’s absence. Implements Town projects, initiatives, and strategic objectives as established by the Town Manager and the Select Board. Assists the Town Manager’s Office with respect to constituent services and enhancing the relationships between Town boards, committees, and residents. Assists in the day-to-day management and workflow of the Town of Reading organization. This role directly oversees the operations in both the Administrative Services and Public Services Departments which currently includes: Building, Planning, Conservation, Recreation, Elder and Human Services, Veteran’s Services, Town Clerk, Elections, Procurement, Risk Management, Communications and Legal Services.

In addition, it also fills the role of Ombudsman as defined by the Reading Home Rule Charter.

Essential Functions

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

1. To act as an Ombudsman to all citizens in their day-to-day contacts and dealings with the Town, its officials, and boards:
 - a. to direct the citizens to the proper Town Officer, Board or Committee to deal with the issue or concern of the citizen;
 - b. to set up appointments for citizens to meet with directors, department heads and Boards as appropriate;
 - c. to provide citizens with access to public information within the Town and;
 - d. to otherwise serve the public in connection with their dealings with the Town.
2. Facilitates communication between the citizenry and staff; interfaces with appropriate departments and community leaders to foster relationships with the public and Town government.
3. Acts as liaison for public information requests, general inquiries, appointment requests and other requests from residential, commercial and media constituents on behalf of the Town Manager; prepares necessary written or verbal responses including press releases.
4. Communicates official plans, policies and procedures to staff and members of the general public on behalf of the Town Manager. Provides outreach to community organizations, residents and business owners in a pro-active manner.
5. Conducts strategic evaluations of Town government’s internal Operations and external Communications.
6. Attends meetings and conferences representing the Town Manager to provide and obtain information; may address public agency and community groups as the representative for the Town Manager upon request.
7. Develops and maintains professional relationships with local, state, county, state and federal officials.
8. Conducts research and analysis on issues of importance to the Town Manager.
9. Provides advice, input and recommendations on issues affecting the Town Manager, Town departments and constituents.

10/25/2022

10. Assists the Town Manager in the oversight and coordination of the Town’s legal functions in including dealing with Town Counsel, Labor Counsel and outside litigation counsel. Is included on most communications between Town departments and various attorneys. Helps to oversee the Town’s legal budget.

Peripheral Duties

1. Serves on employee committees as required
2. Attends Board/Committee meetings as requested by the Town Manager.

Supervisory Responsibility

1. Oversees all staff members in Administrative and Public Services. Direct reports include all Division Heads.

Competencies

| | | |
|------------------------|-------------------------------|--------------|
| Personal Effectiveness | Credibility / Confidentiality | Thoroughness |
| Collaborative Skills | Communication Proficiency | Flexibility |

Work Environment

This position operates in a professional office environment. This position routinely uses standard office equipment such as computers, phones, photocopiers, fax machines and utilizes the typical office storage equipment such as file cabinets, shelving, desks, etc.

Physical Demands

This is largely a sedentary role; however, some filing is required. This would require the ability to lift files, open filing cabinets and bend or stand as necessary.

Work Hours

This is a full time position with typical 37.5 hours per week 7:30 AM to 5:30 PM Monday through Thursday (except 7pm on Tuesday) plus night meetings as required.

Minimum Qualifications

1. Master’s Degree in public administration, law, political science, human resources, business management or closely related field;
2. Seven (7) years of related experience;
3. Any equivalent combination of education and progressively responsible experience, with additional work experience substituting for the required education on a year for year basis.

Additional Knowledge, Skills and Abilities:

1. Working knowledge of the principle practices of public administration, communication, human resources;
2. Excellent working knowledge of the principles, procedures, policies, and operations of local government, including financial operations, procurement related procedures, Town Meeting, Board and Committee work, and all related laws, codes, and regulations;
3. Ability to establish and maintain professional working relationships with staff, supervisors and deliver a high level of customer service to members of the general public;
4. Ability to maintain confidentiality, communicate effectively, multi-task and prioritize.
5. Excellent leadership skills and ability to supervise, guide, direct, and motivate employees and volunteers.

10/25/2022

6. Excellent problem-solving, negotiation, and decision-making skills, including the ability to think clearly and be proactive under pressure and stress;
7. Ability to provide effective conflict resolution with staff and the public;
8. Excellent customer service and public relations skills;
9. Ability to communicate effectively verbally and in writing;

Other Duties

Please note this position description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee for this position. Duties, responsibilities and activities may change at any time with or without notice as needed by the Town of Reading within the scope of departmental needs.

Signatures

This position description has been approved by all levels of management:

Town Manager: _____ HR: _____

Employee signature below constitutes employee’s understanding of the requirements, essential functions and duties of the position.

Employee: _____ Date: _____

MATTHEW A. KRAUNELIS

CAREER HISTORY

TOWN OF READING, MASSACHUSETTS

May 2015 – Present

Director of Administrative Services

Serves as the Department Head for Administrative Services which includes Human Resources, Technology, Operations/Procurement, Town Clerk/Elections, and the Town Manager's Office. Deals with management, operational and legal issues affecting those and other departments. Acts as the Ombudsman to all citizens in their day-to-day dealings with the town and handles communications, public information requests and media relations on behalf of the Town Manager. Directly responsible for the development and management of a department budget of \$3.5 million, and the oversight of 18 staff members. Provides outreach to community organizations, residents, and businesses in a proactive manner. Represents the Town Manager at meetings and community events. Develops and maintains professional relationships with local, state, and federal officials. Provides advice, input and recommendations on issues affecting the Town Manager and the town at large. Led the redesign of the town's website. Served as chief negotiator for the town's cable television license agreements. Involved in major hiring decisions, including that of the Police Chief. Serves as a Public Records Access Officer. Served as Liaison Officer during the COVID-19 Pandemic.

COMMONWEALTH OF MASSACHUSETTS

January 2012 – May 2015

OFFICE OF CONSUMER AFFAIRS & BUSINESS REGULATION

Deputy Chief of Staff to the Undersecretary

Assisted with the day-to-day operations of a large agency consisting of the Office of Consumer Affairs, Division of Insurance, Division of Banks, Division of Telecommunications & Cable, Division of Professional Licensure and Division of Standards. Directed daily administrative activities of the Undersecretary's office; coordinated with agency directors and senior staff to execute office priorities. Advised the Undersecretary and senior staff on issues impacting consumers and businesses. Prepared reports and briefings for the Secretary and Governor's Office as needed and met with the Governor's staff to discuss issues, goals, and policy. Supervised the state's Lemon Law Arbitration Program and Home Improvement Contractor Arbitration and Disciplinary Programs. Appointed to two state-wide boards. Routinely provided leadership and assistance to staff in the areas of legal, legislative, policy, human resources, and communications. Assisted with regulation drafting, review, and approval. Conducted hearings on proposed regulations. Worked on special investigations and projects concerning consumer protection issues. Served as the agency's Information Security Officer. Assumed many of the responsibilities of the agency's Chief of Staff, General Counsel & Deputy General Counsel by filling in for long-term vacancies. Completed *Leadership Excellence for Senior Managers* training program.

CITY OF METHUEN, MASSACHUSETTS

January 2006 – December 2011

Chief of Staff to the Mayor

Mayor William M. Manzi III

Served as the city's chief appointed administrative officer, assisting with the oversight and day-to-day operations of a municipal government with over 1,300 employees and an annual operating

budget of approximately \$135 million. Exercised management control over a variety of projects and activities through ongoing supervision of city department heads and key public safety, financial, legal, planning and operations personnel. Acted as the mayor's general counsel, providing him with legal advice on all aspects of municipal government. Served as a liaison between the mayor's office and the media, local, state, and federal officials, municipal employees, and the public. Assisted with the hiring of personnel. Provided communications support including speechwriting, press release and policy drafting. Served as hearing officer in union grievance matters. Represented the mayor and the city at events and meetings on a regular basis. Assumed many of the responsibilities of the city's Economic & Community Development Director and Human Resources Director by filling in for long-term vacancies.

**COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF MENTAL HEALTH**
Assistant General Counsel

January 2001 – January 2006

Concentration in the fields of mental health, health and hospital law including civil commitment hearings and appeals; *Rogers* guardianships; forensic issues; tort litigation; eligibility appeals; children & adolescent mental health matters; HIPAA privacy & medical records issues; medical staff & peer review issues. Conducted trainings on legal issues for physicians and other health care professionals. Drafted regulation and policy. Represented the Commonwealth in Probate, District, Housing, Juvenile and Superior Courts, and in administrative hearings. Assisted the Attorney General's Office on Appeals Court cases.

KRAUNELIS LAW OFFICE, Methuen & North Andover, MA

Attorney, Owner -

Full and part time from December 1994 – 2012

Concentration in the fields of health & hospital law; probate & elder law; estate planning; personal injury law & municipal law. General civil matters in Massachusetts and New Hampshire.

McCABE & DELYANI P.C., Andover, MA

Managing Attorney

April 1996 – November 1998

General practice of law in Massachusetts & New Hampshire including mental health, health & hospital law; probate & elder law; family law; estate planning; personal injury law and municipal law. Managed associate attorneys and legal staff.

METROPOLITAN P&C, Tewksbury, MA

Injury Claims Associate

July 1995 – April 1996

Responsible for investigating, negotiating, and settling property and bodily injury claims dealing with automobile and homeowner policies. Represented the company at surcharge hearings and in small claims court; New Hampshire claims license.

OFFICE OF THE MIDDLESEX COUNTY DISTRICT ATTORNEY 1993-1994
Lowell District Court, Lowell, Massachusetts

Prosecutors Clinical Program - Rule 3.03 Certified. Participation in courtroom criminal procedure including plea bargaining, taking admissions, arguing motions, and assisting during trials.

EDUCATION

SUFFOLK UNIVERSITY LAW SCHOOL, Boston, Massachusetts

Juris Doctor, 1994

MERRIMACK COLLEGE, North Andover, Massachusetts

B.A. English, 1991 Minor: Political Science

BAR ADMISSIONS

Massachusetts, December 1994; MA Federal District, March 1995

New Hampshire, October 1995; NH Federal District, October 1995

PROFESSIONAL AFFILIATIONS

Massachusetts Municipal Lawyers Association

New Hampshire Bar Association

Volunteer Lawyers for the Arts of Massachusetts

Massachusetts Public Information Officers Network

PUBLIC SERVICE

Methuen City Councilor, Three terms (2000-2005)

Member, Methuen Open Space & Recreation Planning Committee (2021)

Former Member, Methuen Cultural Council

Former Member, Methuen Charter Review Committee

Former Member, Methuen City Solicitor Search Committee

Former Member, Methuen Chapter 40B Audit Commission

COMMUNITY INVOLVEMENT

Stearns Charitable Trust, Trustee

Russell Charitable Trust, Trustee

Cedar Homes Elderly Housing, Board of Directors

Arts Institute of the Merrimack Valley, Board of Directors

Friends of the Nevins Memorial Library

Academy of American Poets

Grey Court Poets, Founding Member

Methuen Arts, Member

The Robert Frost Foundation, Founding Member

CLASS, Inc. Board of Directors, Clerk, 2000-2005

CLASS, Inc. Human Rights Committee 1995-2000

To: Reading Select Board; Reading Town Meeting Members
From: Marianne McLaughlin-Downing, Chair
cc: Fidel Maltez, Reading Town Manager; Reading ARPA Advisory Committee (RAAC)
Date: October 19, 2022
Re: Summary of the work of RAAC from March 8, 2022 through October 12, 2022

Introduction

The purpose of this memo is to summarize the ten months long work of the Reading ARPA Advisory Committee (RAAC) for town meeting members and to answer what are likely to be a number of town meeting member questions about RAAC's work, including:

1. What is the ARPA grant?
2. How and why did Reading decide to have an ad hoc committee to recommend ARPA spending, what is its charge, and how long will exist?
3. Who is on the RAAC committee?
4. How did RAAC evaluate the ARPA grant spending suggestions, requests, and ideas and how did RAAC reach out to the community?
5. What were the final spending recommendations for the ARPA grant?

1. What is the ARPA grant?

In March 2021, Congress passed and President Biden signed into law the American Rescue Plan Act, known as ARPA. ARPA provides substantial pandemic rescue and recovery funds for state, local, territorial, and tribal governments, to help with responses to the impacts of COVID 19 on the respective communities. The federal government encouraged local governments to "take time and careful consideration" of how to spend their ARPA grants, because the ARPA grants provide opportunities for localities to make strategic community investments that address the immediate needs of residents, employees, business owners, community organizations, and students, particularly those most impacted by the impacts of COVID 19 and its associated shutdowns.

Under the ARPA grant, Reading received \$7,592,234 dollars. These funds must be obligated by 12/31/2024 and spent by 12/31/2026. The federal government allowed communities to opt to treat the first ten million dollars that they received like lost revenue, meaning it could be spent on eligible town expense and need not be limited to most other types of guidelines and more limited purposes that the federal government imposed on the ARPA grants. Reading's Select Board voted to opt for this "lost revenue" option, and, since Reading's grant was under \$10 million, the entire grant was allowed to be spent on any legitimate municipal purpose for the provision of general government services, without having to prove actual revenue loss to the federal government. However, there are two municipal purposes that remain ineligible for ARPA spending: putting money into a rainy day fund or other reserve funds, or making a deposit into a pension fund.

2. How and why did Reading decide to have an ad-hoc committee to recommend ARPA spending, what is its charge, and how long will it exist?

In February 2022, the Reading Select board voted to establish an ad-hoc Reading ARPA Advisory Committee (RAAC) to “*serve as an advisory Committee to the Reading Select Board for the purpose of recommending allowed use of local and county American Rescue Plan Act (ARPA) grant funds to fund community priorities*”. Per the RAAC charge document, RAAC shall “*gather input from its members and the broader community, and shall consider in forming its recommendations inputs such as “free cash” balances, current and future planned debt, the capital plan and potential additional ARPA grants as may be available from the Commonwealth of MA...[and] provide guidance and direction consistent with recovery of the effects of COVID, lost revenue and other allowed uses under the provisions of the American Rescue Plan Act.*” Although RAAC’s charge is to make recommendations, the Select Board is not legally bound by these recommendations and has the final say, by law, to vote on any actual appropriations of the ARPA grant. For example, before RAAC was formed, the Select Board voted to spend some ARPA grant money on the Board of Health for immediate COVID-19 related needs. In addition, in one instance, the Select Board voted to increase an amount that RAAC had recommended.

RAAC was required to begin its work by April 2022 (its first meeting was held 3/8/2022) and submit its spending recommendations to the Select Board no later than 10/31/2022 (its final meeting was held 10/12/2022). RAAC shall sunset on 12/31/2022 unless extended by a Select Board vote.

3. Who is on the RAAC committee?

Per its charge, RAAC has eight (8) members comprised of the following members (all ex officio and appointed by their respective boards):

- 2 Select Board Members (Mark Dockser and Christopher Haley)
- 3 Finance Committee Members (Marianne McLaughlin-Downing, Geoffrey Coram, and Joseph McDonough)
- 2 School Committee Members (Shawn Brandt and Thomas Wise)
- 1 Board of Library Trustees Member (Andrew Grimes)

At its 3/8/2022 meeting, RAAC elected Marianne McLaughlin-Downing as chair and Mark Dockser as vice-chair.

4. How did RAAC evaluate the ARPA grant spending suggestions, requests, and ideas and how did RAAC reach out to the community?

For ten months, RAAC has met regularly, in twelve open public meetings, to hear presentations about ARPA grant requests, ask questions, discuss and debate the requests and amounts sought, engage requestors with follow up meetings, if needed, and then vote to recommend proposed allocations of the ARPA grant, for consideration and final vote by the Reading Select board. The initial requests that came into RAAC, when coupled with various options that RAAC members themselves suggested (but which ultimately never made it to final consideration and vote) amounted to over \$17.8 million dollars, more than double the actual ARPA grant to Reading. RAAC also conducted a community survey on ARPA priorities (discussed further below). RAAC did its best to meet the

requirements and spirit of both its charge by the Reading Select Board and the Federal Guidelines and preferences for ARPA spending. RAAC has taken an approach that few communities in Massachusetts have undertaken, by entertaining proposals and requests for spending, both time sensitive and not, not only from town and school administration and leadership, but also from many of its appointed public bodies, from local nonprofits and churches, from charitable groups, from town and school employees, and even from private organizations.

RAAC's town wide survey ran from 5/28/2022 through 6/15/2022, asking the community their views on priorities for the spending of the ARPA grant via five survey questions. The survey was emailed, posted on social media and on the town website, and provided via paper copies at town hall, the senior center, and the library. The survey received 1162 responses, and the community prioritized the following areas for ARPA spending, in order of weighted average from highest to lowest. Note that numbers 2 and 3 were very close; similarly, numbers 4 through 7 were fairly close:

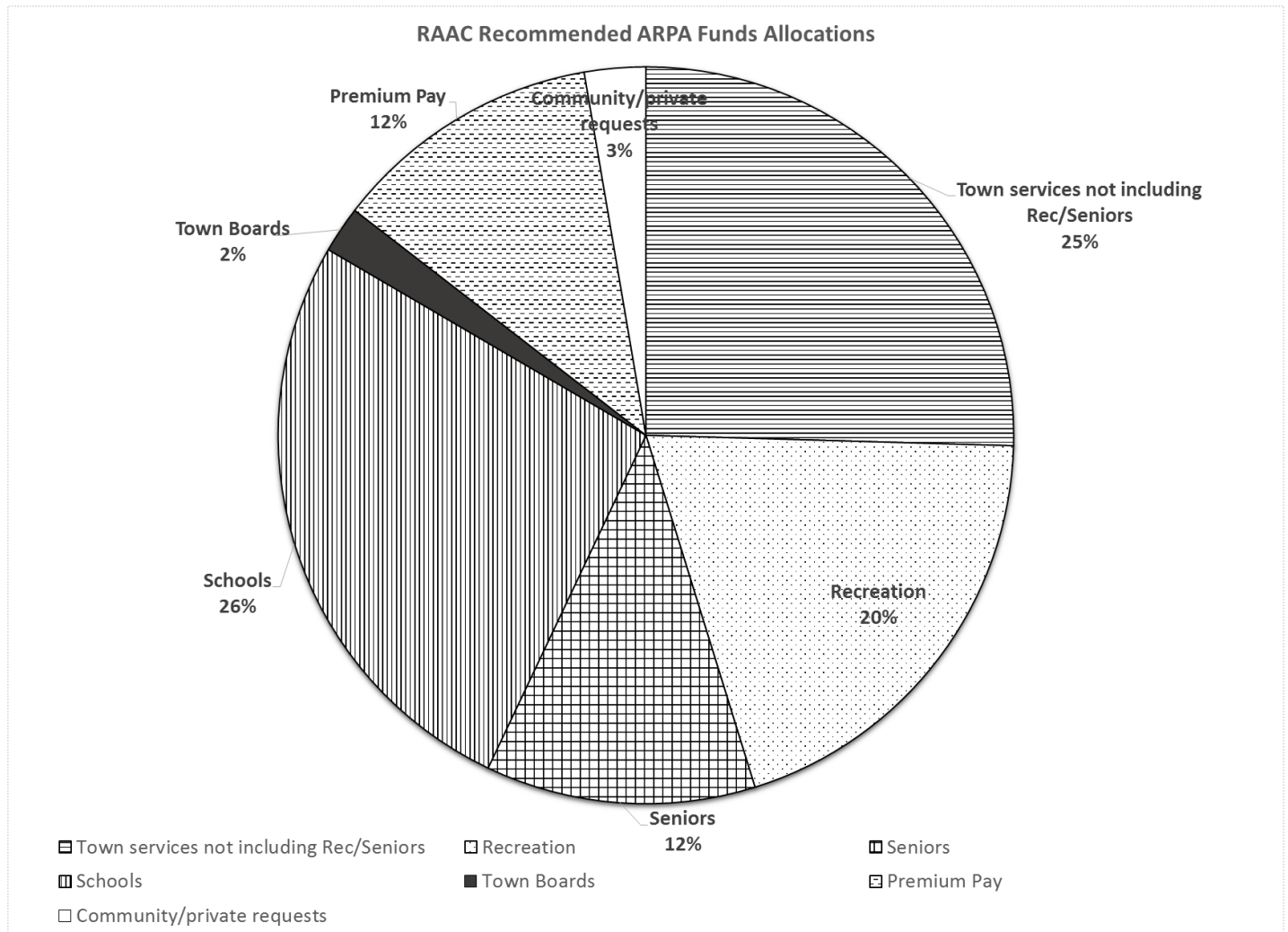
1. Expand educational programming
2. Improve/add to town-owned conservation land, town forest, green space, etc.
3. Water, sewer, and flood control infrastructure
4. Improve/augment recreation facilities
5. Improve town buildings and infrastructure
6. Support essential workers
7. Roadway infrastructure
8. Augment senior programming
9. Support local businesses
10. Economic development

Through the 12 RAAC meetings and the 1162 survey responses, as well as many emails from community members, and conversations with members of many appointed and elected town boards and committees, RAAC, heard many requests, concerns, perspectives and ideas. Having the participation of so many Reading community members in this process has been instrumental in helping RAAC to gain insights about how the pandemic has impacted our community and how investing RAAC money can help provide solutions and mitigation for some of these impacts. RAAC believes that its spending recommendations reflect all that it learned about the community's needs and COVID 19 impacts.

5. What were the final spending recommendations for the ARPA grant?

The spreadsheet and pie charts at the end of this memo has a section listing all requests made that have been both recommended by RAAC and approved by the Select Board, including the requesting party, amount requested, and purpose, along with any pertinent notes. The spreadsheet also has another section that lists unfunded requests.

The following chart summarizes the ARPA allocations that RAAC recommended, in broad categories:



The table on the next pages lists each allocation that was requested and on which RAAC voted, showing what was requested, what was recommended to the Select Board and, if applicable, what the Select Board voted to allocate. At the time of preparation of this memo (10/18/2022), there were several recommended allocations, made at the 10/12/2022 RAAC meeting, which had not yet gone to the Select Board for a vote. The Select Board is expected to take its vote on these recommendations on 10/25/2022.

| Requester | Purpose | Amount requested | Final RAAC recommended allocation as of 10/12/2022 | Select Board approved amount as of 10/12/2022 |
|---|--|--------------------|--|---|
| Town Side | | | | |
| Public Health | Covid 19 mitigation | \$250,000 | \$250,000 | \$250,000 |
| Town - Water and Sewer <i>other than water reserves</i> | Water Capital projects including downtown water main improvements, Gazebo circle Booster station, lead service removal program | \$1,350,000 | \$930,314 | \$0 |
| Town - water capital supplement | To subsidize FY23 water rates | \$650,000 | \$650,000 | \$650,000 |
| Town - Recreation dept. and Recreation committee | Phase 1 of Birch Meadow project: central spine, pavilion, imagination station parking lot improvements, lacrosse wall | \$1,500,000 | \$1,500,000 | \$1,500,000 |
| Town-Elder services | 300k toward senior center feasibility study; The rest towards supplemental space; more trips; mental health; virtual prog; vol. coord; accessibility improvements. | \$900,000 | \$900,000 | \$900,000 |
| Town Conservation Dept. - Maillet Sommes Land | Flood mitigation, restore/improve open space, money to supplement a federal grant | \$100,000 | \$77,000 | \$77,000 |
| Due Diligence on 17 Harnden | Money towards due diligence on purchase of 17 Harnden as potential senior center | \$25,000 | \$25,000 | \$0 |
| Totals | | \$4,800,000 | | |
| Schools | | | | |
| Reading Public Schools | ARC Core literacy curriculum | \$2,000,000 | \$2,000,000 | \$2,000,000 |
| Totals | | \$2,000,000 | | |
| Town boards | | | | |
| Reading historical commission | Digitizing photos and maps; temp archivist; collection software | \$13,500 | \$13,500 | \$13,500 |
| Conservation Commission | Birch Meadow stewardship/maintain; land donations surveys; Mattera bike rack; manage invasive species, RAAC voted for 1 time sensitive survey for \$4k; Select Board vote opted to pay for two surveys at \$8k, hence the difference | \$31,500 | \$22,500 | \$30,500 |
| Reading Trails Committee | Mattera shelving; boardwalk repair supplies | \$11,620 | \$11,620 | \$11,620 |
| Town Forest Committee | Dead Tree and Invasive Plant Removal phase 1 (remaining phases to be put before town meeting) | \$200,000 | \$100,000 | \$100,000 |
| Totals Town Boards | | \$256,620 | | |

| Requester | Purpose | Amount requested | Final RAAC recommended allocation as of 10/12/2022 | Select Board approved amount as of 10/12/2022 |
|--|---|-----------------------------|--|---|
| Initially-just Town and School employees in collective bargaining units - RAAC chose to treat all town and school employees who were eligible equitably, based on the agreed upon model, whether or not they are part of collective bargaining units. | Pay to employees who worked in person between March 2020 and June 2021, who are still working for town/schools or retired, based on months worked, amount of contact (high, medium, low) and pay rate (high, medium low) ; also covers certain amount of lost athletic & extracurricular stipends of \$500 per season impacted between March 2020 and June 2021. Original ask was for RAAC to recommend allocating 11% of ARPA on premium pay. To cover all eligible employees equitably, allocation ended up being 12%. | \$835,945 | \$900,000 | \$0 |
| Private and Community Requests (Non town/schools) | | | | |
| Reading/North Reading Chamber of Commerce | Business support via free memberships; shop the Readings website, Business support during construction | \$29,000 | \$29,000 | \$0 |
| Reading Rotary | 3 years @\$25k per year of costs to cover DPW, police, and other costs of Reading Fall Street Faire (RAAC recommended 1 year) | \$75,000 | \$25,000 | \$0 |
| Reading Garden Club | \$4000/year for value of plant sale which could not be held in 2020, 2021. Requested 3 years; RAAC recommended 1 year | \$12,000 | \$4,000 | \$0 |
| Reading Food Pantry | Two refrigerators, site selection consultant to find more space for food pantry storage; Market Basket gift cards for food pantry recipients. | \$84,600 | \$46,200 | \$46,200 |
| Recreation Dept.-to be used to hire Burbank Y | Providing and/or restoring programs for youth/adults with disabilities, including more "adaptive" programs, adaptive swim | \$96,100 | \$96,100 | \$96,100 |
| First Congregational | Asbestos remediation, floor replacement, landscape planning | \$34,000 | \$4,000 | \$0 |
| Senior Center Capital | Money towards purchase or building of new senior center | \$1,000,000 | \$0 | \$0 |
| Total Private | | \$1,330,700 | | |
| | Total requests | \$9,223,265 | | |
| | | Available ARPA grant | RAAC recommended allocations | Select Board approved as of 10/19/2022 |
| Totals | | \$7,592,234 | \$7,584,234 | \$5,674,920 |



July 28, 2022

16 Lowell Street, Reading, MA 01867

Re: Request for Arpa Funding

Dear Mr. Maltez and Select Board,

For more than 30 years the Reading-North Reading Chamber of Commerce has played a critical role in fostering a strong economic climate in the towns of Reading and North Reading and advancing “The Readings” as desirable places to work, live and visit. The Reading Chamber of Commerce was founded in 1989 and merged with the North Reading Business Association to form the Reading-North Reading Chamber of Commerce in January 2000. The Chamber provides members with referrals, networking, educational and promotional opportunities.

The mission of the Reading-North Reading Chamber of Commerce is to foster a thriving business community that facilitates connections between businesses, engagement between businesses and residents, and long-term economic growth in our community. We do this by:

- Promoting and supporting businesses through advocacy, marketing, and outreach
- Assisting businesses in their professional development by providing education, support, and resources
- Providing opportunities to make business and social connections and build relationships
- Create a collaborative environment among businesses, community, and government within the Readings
- Connect businesses with the local community via events and visibility

At the onset of the pandemic, the Chamber Board immediately agreed that it was important to support all Reading and North Reading businesses, not just Chamber members, during what was an extremely stressful time. We created a new landing page on our website with COVID resources and updated it regularly with local, state, and federal resources, hosted webinars and fielded daily questions about PPP, EIDL grants, working remotely, and orchestrated the bulk purchase of masks and distributed them to all local businesses. To further support all local businesses, we applied for and were granted a Mass Office of Travel and Tourism grant of \$24,745 to create a new Shop Local program: “Shop the Readings”. Further we were able to

increase that budget by and doubled the project budget through support from the North Reading Economic Development Committee and local sponsors to create Shop the Readings, an inclusive business database of all local businesses (not just chamber members) with key features such as contactless pickup, ordering online, and special shopping hours for high-risk individuals. It is worth noting that we were able to offer this level of support with just 1 full time and one part time employee, as well as the efforts of our all-volunteer Board of Directors. Instead of canceling our holiday tree lighting celebrations completely, we instead offered “Santa’s Holiday Tour”, a traveling parade that traveled 20+ miles through the neighborhoods of Reading and North Reading, to allow families to continue to kick off the holiday season with a community event that was safe and child centered.

Two years later, the Chamber membership has lost 90 members, many due to business closures and the inability of some members to pay membership dues. Despite this, we have worked hard to maintain a level of service to all businesses and offer guidance and support. We have worked to secure alternative sources of funding to sustain our initiatives. We have pivoted and offered safe, outdoor activities such as our Outdoor Drive-In Movie Night and our Santa’s Holiday Tour parade when our traditional events were not safe. Once COVID restrictions began to ease we created a new event, Winterfest, which we held in March on Reading Common and was very well received and attended.

In light of anticipated funding of \$25,000 from the State, we submit this updated proposal for funding. A significant downtown construction project will begin in a few weeks, earlier than anticipated, and is expected to last for approximately 18 months. This construction will be extremely disruptive for both residents and businesses alike, and we have included support of local businesses to support them during construction. We continue to listen to the business community and craft programs to address their needs, and appreciate your consideration.

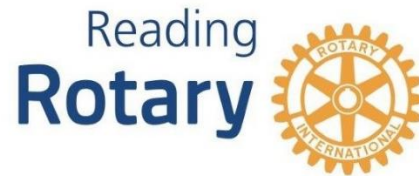
Sincerely,

Lisa

Lisa Egan, Executive Director
 On behalf of the Reading-North Reading Chamber of Commerce

| Item | Description | Year One Request |
|------------------|--|------------------|
| Business Support | The Chamber will offer complimentary memberships to businesses, both brick and mortar and home-based, so we can continue to support those who need it most and | \$15,000 |

| | | |
|---|--|----------|
| | <p>not drop those businesses who cannot afford dues. Priority will be given to Reading businesses with under 10 employees and those which are minority or woman owned, so that they may take advantage of programming to help recover from the negative impact of the pandemic.</p> <p>This is a year one request that the activities may extend into years two and three.</p> | |
| Shop the Readings | <p>Expand the website to include more local events, resources and add new businesses that have opened over the past 18 months. Create new marketing campaign to educate consumers on the importance and value of shopping locally as well as to provide one spot to allow residents and visitors to discover the many services available right in town.</p> | \$10,000 |
| Business Support During Upcoming Construction | <p>The Chamber will produce A- frame signs and banners to remind people that businesses are open during construction and to shop local. The signage can move to various locations during the construction and will help keep our business community top of mind during the disruption.</p> <p>This is a year one request with the expectation that we may be extend the expenditure into year two.</p> | \$4,000 |
| Total | | \$29,000 |



May 1, 2022

16 Lowell Street, Reading, MA 01867

Re: Request for ARPA Funding

Dear Ms. McLaughlin-Downing, Chair, Mr. Dockser, Vice Chair;

The Reading Fall Street Faire was started as a small celebration of our downtown by the Economic Development Committee. It was then taken over by the Town itself, and when the Town no longer had the capacity to run the event, it turned to the Rotary volunteers. Now, going into its 14th year, it achieves two important town wide objectives: positive community building and support of downtown businesses.

It is (we think!) the biggest community event Reading hosts annually, attracting residents from babies through grandparents to come together to enjoy fun, food, and community downtown. Bringing the town together is particularly vital after the isolation and distance created during the covid pandemic.

We all know small local businesses have been seriously hurt during the pandemic and this event is by far the largest community event to get thousands of residents downtown and in front of our local businesses.

RFSF has hit two challenges during the COVID pandemic. Our biggest cost, by far, is the bill we receive from the town of Reading. The town charges the Reading Rotary approximately \$20,000 every year to cover town costs (DPW, Police, Fire, and Health).

Our revenue is entirely dependent on sponsorships and booth rentals from local businesses. As you can imagine, after two years of pandemic, all local businesses are hurting. It's harder and harder for them to support this event.

We believe that by sponsoring the RFSF the Town of Reading will make strides towards accomplishing two of its important goals: help bring the community together after two years of isolation and help support our local business community.

We are asking for \$75,000 (\$25,000 each year - 2022, 2023, and 2024). That represents just 1% of the ARPA funds. This money would be used by the town to cover the DPW, police, and other costs of the RFSF. If we can get this funding, it will allow the Rotary to do three things:

1. We will be able to cut in half the level of donations we require from the local business community. This will make it easier for local businesses to support the event, which in turn benefits them.

2. The funds we don't have to spend on town services can be put into making the Faire even bigger and better! Over the past several years, we haven't been able to expand due to the significant town cost of running the event.

3. Finally, the Rotary is a non-profit and our mission is to give back to the community. If we have any proceeds remaining from the Fall Street Faire, we will commit that 100% of those proceeds will be invested directly back into the Reading Community. This year alone we have made donations to the Washington Arms Apartments, Reading Educational Foundation, and the Reading Food Pantry just to name a few.

On behalf of all our volunteers, we appreciate your consideration.

Thank you,

John Douglass

President, Reading Rotary

Reading Garden Club Proposal for ARPA Funding

From: Jean Maloney-Stewart (jmstewart0@verizon.net)

To: jmstewart0@verizon.net

Date: Thursday, June 2, 2022, 07:21 PM EDT

Dear Mr. Maltez and the ARPS Advisory Committee,

Attached please find an application for consideration for ARPA funding from the Reading Garden Club. Thank you so much for considering this proposal. Any amount you deem appropriate would be gratefully appreciated.

Sincerely,



Nancy Reid

President, Reading Garden Club

Email: nreid2416@gmail.com

Cell: 781-956-1775

Mary Ann Higgins

Vice President, Reading Garden Club

Email: mahiggins5@gmail.com

Cell: 617-347-8346

see attached

Reading Garden Club
c/o Nancy Reid, President
45 Linnea Lane
Reading, MA 01867
May 27, 2022

Dear Mr. Maltez and ARPA Advisory Committee,
It has come to our attention that grants are available through ARPA funding to compensate losses that occurred when activities shut down because of COVID.

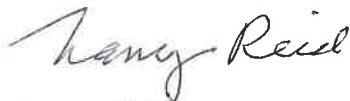
The Reading Garden Club, a 501 (C) (3) nonprofit organization, is requesting to be considered for a portion of this funding to make up for these losses. The approximately four thousand dollars (\$4,000) we earned each year through the Reading Garden Club Plant Sale in May went directly back to the Reading Community as per our by-laws. This included such activities as:

- planting and maintaining gardens at the Town Hall and War Memorial
- planting and maintaining the period gardens at Parker Tavern
- coordinating the 80 Adopt An Island sites around town
- decorating Parker Tavern for its biennial Holiday Open House
- conducting programs at the ARTIS Nursing Home
- donating scholarships to Reading High School students
- donating monies to the Reading Land Trust
- donating Library passes
- donating to the Reading Food Pantry and Mission of Deeds
- educating the public by cosponsoring horticultural lectures at the Reading Public Library
- educating the public about the importance of native plants

To support the goals of the Reading Garden Club in making the Town of Reading a better place, we are asking for \$12, 000 (\$4,000 for each of the three years) to fund the projects listed above. The funding will allow us to reinstate these programs as COVID restrictions are lifted.

Thank you so much for considering our proposal. Any amount you deem appropriate would be gratefully appreciated.

Sincerely,



Nancy Reid
President, Reading Garden Club
Email: nreid2416@gmail.com
Cell: 781-956-1775

Mary Ann Higgins
Vice President, Reading Garden Club
Email: mahiggins5@gmail.com
Cell: 617-347-8346



To: The Reading ARPA Advisory Committee
Submitted: Tuesday, August 2, 2022

First Congregational Church of Reading, United Church of Christ
25 Woburn Street
Reading, MA 01867
www.churchofreading.org
781-944-0205

To the members of the Reading ARPA Advisory Committee for the Town of Reading:

Thank you for your public service to assist in this exciting opportunity for our community. We believe that the intention and effort behind the ARPA funding for our town, and the distribution of said funds, may mutually benefit our mission and re-invigorate our community after the events of the pandemic in 2020. Like many businesses and non-profits in our community, we were affected by the 2020 Pandemic financially through a reduction of income from normal activities (including church pledges, fundraising, and events like the Olde Redding Faire). Additionally, major community partners were not able to conduct classes or meetings which normally would have occurred in our building. These community partners include Creative Arts, AA and other 12 Step groups, Northeast School of Ballet, Reading Community Concert Band, the Reading Art Association, and others.

In late 2019, First Congregational Church of Reading (FCCR) began exploring ways to make better use of its historic building. FCCR has always had a vibrant connection with the arts community (including hosting the various arts groups and programs listed above). In 2020, just as the pandemic began, the congregation was making steps towards envisioning what it would be like to embrace this part of our collective work to steward and support creative expression and the arts so that all in our community and beyond may have access to the arts and to create a haven for the arts here in Reading, MA. We have spent the last two years researching, planning, and assessing. We've been interviewing our community partners, artists looking for studio space, theatre groups dreaming of a stage to practice on, and others. Many, if not all, of these groups

would struggle to pay a lease in the real estate market of greater Boston and the North Shore. Instead, we see it as a part of our stewardship of our resources – which includes our 111-year-old building – to create a space for our community to have access to the arts, arts education, and for creativity to thrive in our community. In the next few years, we aim to renovate all our old Sunday school classrooms and meeting rooms to become music practice rooms, a dance studio, and shared artist studio spaces. A survey was created and distributed in September 2021 through various town and community venues (online on our website, Facebook groups, Reading Arts Festival, Reading Street Faire, and among our current community partners and its members, including Creative Arts, the town civic concert band, etc.). Responses indicated a strong interest in artist studio spaces, exhibit and performance space, and a place for community gatherings. Many creators are tired of working out of their living or dining room and would greatly benefit from dedicated studio space.

In October of 2021 there was a plumbing issue at FCCR. Lack of activity in the building caused this to become a major flood because no one was on site to note and react to it. Although insurance will cover some of the repairs, this is an old building and once one starts to take things apart, more repairs are required that are not covered by insurance. If you have ever worked on repairs to an old house, you understand the issues of starting to replace drywall only to find termite damage in the studs from 50+ years ago, for example. FCCR's energy and financial reserves have been needed to address post-flood issues rather than to move forward in our initiatives to support the arts.

Nevertheless, volunteers and staff from FCCR began working on projects that could be completed through sweat equity: minor repairs, cleaning, and painting former classrooms to adapt them to artists' studio spaces. However, several of the underlying floors have asbestos tiles. We feel it is important to remove and replace these with flooring that is safe and easy to maintain. We have an estimate of about \$30,000 to replace all these floors, which we envision could provide studio space for ten or more local artists, as well as continue to provide the programming we host to various ages, including children, teens, adults, and the elderly in safe spaces. These are funds that are not available to us in the immediate future between the reduction of income due to the pandemic in 2020, and a focus on remediating water damage in 2021-2022. ***Therefore, we respectfully request \$30,000 for asbestos remediation and replacement of flooring.***

Additionally, during the pandemic we have all come to appreciate the ability to access and use outdoor space. Our church is surrounded by greenspace, some more usable than others. We would like to consult with a landscape professional on how to make this property more usable and inviting. This could include working with Northeast School of Ballet, Creative Arts, and the Town of Reading in developing a plan to improve the area around and in between the two stone buildings and the Town Hall Parking Lot. Many years ago, the church sought to improve access to the downtown area by contributing our land towards the project of expanding the Town Hall

municipal lot on Salem Street, and so we hope that we could work together to envision what the next wave of improvement could be for our downtown outdoor space. Estimates of having a professional work with us to create this plan range from \$3,000 to \$5,000. ***Therefore, we respectfully request \$4,000 for landscape planning.***

We submit our application hoping that the committee might be able to work with us in these endeavors. At the very least, we also hope that perhaps this is an opportunity to reach out to the wider community, artists, patrons of the arts, and those who seek to invigorate our downtown neighborhood, who might have the resources and connections to help our dreams become a reality.

Sincerely,

Rev. Emelia Attridge

Minister of First Congregational Church of Reading, United Church of Christ

Barbara Philbrick

Moderator of First Congregational Church of Reading, United Church of Christ

Betsy Schneider

Member of First Congregational Church of Reading, United Church of Christ

Water Capital Improvements ARPA Request

Downtown Water Improvements

| Project Cost | |
|-------------------------------|-----------------|
| Awarded Contract Base + Alt 1 | \$ 4,189,701.26 |
| 10% Contingency | \$ 418,970.13 |
| Police | \$ 418,970.13 |
| Engineering CA | \$ 400,000.00 |
| subtotal | \$ 5,427,641.51 |
| | |
| Adding Alt 2. Pipe Jacking | \$ 951,231.20 |
| Additional Contingency | \$ 95,123.12 |
| Additional Police | \$ 95,123.12 |
| subtotal | \$ 1,141,477.44 |
| Total | \$ 6,569,118.95 |

| Funding | |
|-----------------|---|
| \$ 4,300,000.00 | Authorized by TM |
| \$ 1,500,000.00 | 2022 Nov. TM Article 14 (MWRA LWSAP) |
| \$ 350,000.00 | April 2023 TM Transfer of previously borrowed funds |
| | |
| \$ 419,118.95 | ARPA Request |
| \$ 6,569,118.95 | |

Gazebo Circle Booster Station

| Project Cost | |
|-------------------------------|-----------------|
| Revised Construction Estimate | \$ 1,404,605.60 |
| Contingency | \$ 210,690.84 |
| Police | \$ 150,000.00 |
| Engineering CA | \$ 200,000.00 |
| Total | \$ 1,965,296.44 |

| Funding | |
|-----------------|------------------|
| \$ 1,100,000.00 | Authorized by TM |
| \$ 865,296.44 | ARPA Request |
| \$ 1,965,296.44 | |

Lead Removal Program

| Project Cost | |
|--------------------------|-----------------|
| Lead Service Replacement | \$ 1,000,000.00 |
| 20 Additional services | \$ 200,000.00 |
| Contingency | \$ 180,000.00 |
| Police | \$ 120,000.00 |
| Engineering CA | \$ 200,000.00 |
| Total | \$ 1,700,000.00 |

| Funding | |
|-----------------|------------------|
| \$ 1,500,000.00 | Authorized by TM |
| \$ 200,000.00 | ARPA Request |
| \$ 1,700,000.00 | |

\$ 10,234,415.39

\$ 8,750,000.00

\$ 1,484,415.39

\$ 1,484,415.39

| 2022 | | DRAFT - SELECT BOARD AGENDAS | | 2022 | |
|--------------------------|--|------------------------------|----------------------|------|--|
| <i>10/19/2022</i> | | Staff Responsibility | Estimated start time | | |
| October 26, 2022 | | Tuesday | | | |
| | Attend Second Financial Forum | | | | |
| November 8, 2022 | State Election | Tuesday | | | |
| | | | | | |
| November 14, 2022 | | Monday | | | |
| | | | | | |
| November 15, 2022 | | Tuesday | | | |
| | Overview of Meeting | Dockser | 7:00 | | |
| | Public Comment | Board | 7:05 | | |
| | SB Liaison & Town Manager Reports | Board | 7:10 | | |
| | Vote to Accept Gift of New Baseball Field at Joshua Eaton | Board | 8:00 | | |
| | Presentation from Reading Ice Arena Authority and Discussion on Lease Renewal for Burbank | Board | 8:20 | | |
| Hearing | Traffic Improvements: Stops Signs to Hillcrest Rd and Copeland Rd. | Lt. Jones | 8:45 | | |
| | Discussion and Vote on Select Board Representative to Symonds Way Exploratory Committee | Board | 9:00 | | |
| | Discuss Future Agendas | Board | 9:15 | | |
| | Approve Meeting Minutes | Board | 9:30 | | |
| November 17, 2022 | Subsequent Town Meeting II | Thursday | | | |
| November 21, 2022 | Subsequent Town Meeting III | Monday | | | |
| | | | | | |
| November 22, 2022 | | Tuesday | | | |
| | | | | | |
| November 28, 2022 | Subsequent Town Meeting IV | Monday | | | |
| | | | | | |
| December 6, 2022 | | Tuesday | | | |
| | Overview of Meeting | Dockser | 7:00 | | |
| | Public Comment | Board | 7:05 | | |
| | SB Liaison & Town Manager Reports | Board | 7:10 | | |
| | ReCalc Final Survey Update | Umass Boston | | | |
| | Director of Equity and Social Justice Update | | | | |
| | Vote to Approve Licenses (delegated to Town Manager's Office) | | | | |
| | Vote to Approve Liquor Licenses | | | | |
| | Discuss Future Agendas | Board | | | |
| | Approve Meeting Minutes | Board | | | |
| December 7, 2022 | | Wednesday | | | |
| | Town Department FY24 budgets | | | | |
| | | | | | |
| December 13, 2022 | | Tuesday | | | |
| | Town Department FY24 budgets | | | | |
| | VASC Policy Changes and Recommendations | VASC | | | |

| 2022 | | DRAFT - SELECT BOARD AGENDAS | | 2022 | |
|--------------------------|--|------------------------------|--|-----------------------------|--|
| | | Staff Responsibility | | Estimated start time | |
| <i>10/19/2022</i> | | | | | |
| December 14, 2022 | | Wednesday | | | |
| | Town Department FY24 budgets (if needed) | | | | |
| | | | | | |
| | Future Meetings - Agenda Items | | | | |
| | Discuss Early Sunday Hours at Recreational Fields & Parks | Rec Comm | | | |
| | Discuss/Vote to adopt Birch Meadow Master Plan (discuss with Town Counsel in advance) | Rec Comm | | | |
| | Public Safety Quarterly updates | Landry/ Dockser | | | |
| | Air BnB update | CPDC | | | |
| | Update on 186 Summer Ave / Review of Select Board role (consult with Town Counsel) | Town Counsel | | | |
| | Discuss Police Department Policies with respect to Police Reform Legislation & Department Accreditation | Landry/ Dockser | | | |
| | Discuss and Approve Flag Policy | Board | | | |
| | Discuss Tree Lawn Pesticide Policy | BOH | | | |
| | Recurring Agenda Items | | | | |
| | Close Warrant: Annual Town Meeting | March | | 3/1/2022 | |
| | Close Warrant: Subsequent Town Meeting | September | | 9/27/2022 | |
| | Appoint Town Accountant | March | | Annual | |
| HEARING | Approve Classification & Compensation | May | | Annual | |
| | Appointments of Boards & Committees | May/June | | Annual | |
| HEARING | Approve Tax Classification | October | | Annual | |
| HEARING | Approve Licenses | December | | Annual | |
| | Liaison: RCTV members Report | | | Annual | |
| | Liaison: CAB (RMLD) member Report | | | Annual | |
| | Liaison: MAPC member Report | | | Annual | |
| | Liaison: Reading Housing Authority Report | | | Annual | |
| | Liaison: Reading Ice Arena Report | | | Annual | |
| | Town Accountant Report | | | Qtrly | |
| | Economic Development Director | | | Semi-ann | |
| | Parking/Traffic/Transportation Task Force | | | | |
| | Town Board & Committee visits | | | | |
| | Town Department visits | | | | |
| | Review Select Board Goals | | | | |
| | Review Town Manager Goals | | | | |

| DRAFT - SELECT BOARD AGENDAS | | |
|---|----------------------------|---------------------------------|
| 2023 | | Staff Responsibility |
| | | |
| January 10, 2023 | | Tuesday |
| | | |
| January 24, 2023 | | Tuesday |
| | | |
| February 7, 2023 | | Tuesday |
| | | |
| February 21, 2023 | | Tuesday |
| | | |
| March 7, 2023 | | Tuesday |
| | | |
| March 21, 2023 | | Tuesday |
| | | |
| April 4, 2023 | TOWN ELECTION | |
| | | |
| April 18, 2023 | | Tuesday |
| | | |
| April 24, 2023 | ANNUAL TOWN MEETING | |
| April 27, 2023 | ANNUAL TOWN MEETING | |
| May 1, 2023 | ANNUAL TOWN MEETING | |
| May 4, 2023 | ANNUAL TOWN MEETING | |
| | | |
| May 9, 2023 | | Tuesday |
| | | |
| May 23, 2023 | | Tuesday |
| | | |
| June 6, 2023 | | Tuesday |
| | | |
| June 20, 2023 | | Tuesday |
| | | |
| July 11, 2023 | | Tuesday |
| | | |
| August 1, 2023 | | Tuesday |
| | | |
| August 22, 2023 | | Tuesday |
| | | |
| September 12, 2023 | | Tuesday |
| | | |
| September 26, 2023 | | Tuesday |
| | | |
| October 10, 2023 | | Tuesday |
| | | |
| October 24, 2023 | | Tuesday |
| | | |

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|--------------------------|---|------------------|
| November 7, 2023 | | Tuesday |
| | | |
| | | |
| November 13, 2023 | SUBSEQUENT TOWN MEETING | |
| November 16, 2023 | SUBSEQUENT TOWN MEETING | |
| November 20, 2023 | SUBSEQUENT TOWN MEETING | |
| | | |
| November 21, 2023 | | Tuesday |
| | | |
| November 27, 2023 | SUBSEQUENT TOWN MEETING | |
| | | |
| December 5, 2023 | | Tuesday |
| | Vote to approve annual licenses (delegated to TM Office) | |
| | Vote to approve Liquor Licenses | |
| | | |
| December 6, 2023 | | Wednesday |
| | Department Budget Presentations | |
| December 12, 2023 | | Tuesday |
| | Department Budget Presentations | |

Select Board Draft Minutes

October 11th, 2022

Public Comment

Rosemary DiBenedetto feels the town should buy the Walgreens building and then tear it down and build a parking garage. She also noted a long list of things that need updating at the Pleasant Street Center.

John Parsons noted that the Pleasant Street Center hasn't been fully staffed in a long time and it would be nice to get a full staff for the seniors.

Liaisons

Bacci attended the Board of Health last week; they are issuing a RFP for a community needs assessment survey to help with needs regarding covid. The MWRA waste water numbers are up. They also discussed the rodent issue up at the water tower.

Haley noted he attended the Economic Development Summit last week which was well attended by the residents of the area. Lots of ideas were discussed and it was filmed by RCTV for anyone who wishes to watch. He also attended the RMLD Open House which was fantastic. He held office hours earlier today where most of the comments were in regards to a later agenda item, Walgreens.

Herrick noted she met with Lisa Egan about the proposed Polystyrene Bylaw and her concerns. They are thinking about adding another public forum for outreach. She attended the Remembrance and Recovery event. The Council on Aging held a meeting that mostly discussed the Pleasant Street Center and what ADA complaint means. She also attended the financial forum.

Dockser noted RECALC voted 7-0 in support of moving forward with the Walgreens Building. They also did a community survey and will receive an update sooner than December to report back.

Town Managers Report

Maltez noted that our trash contractor JRM was bought out by Republic Services. They assured us a smooth transition, but it has not been going well. He assured the board they are speaking with Republic and doing everything they can to rectify the situation.

We received a complete streets grant. The last beer garden of the season will be October 22, 2022.

State Warrant

Town Clerk Laura Gemme was present and noted this warrant is for the November 8th State Election and was provided in the packet for the board.

Haley moved to close the State Election Warrant as presented to be held on November 8th, 2022.

Herrick seconded the motion and the motion passed with the following roll call vote:

Bacci – yes; Haley – yes Herrick – yes; McCarthy – yes; Dockser – yes.

Green Communities

Maltez noted there was legislation signed last week that potentially impacts Article 22 on the warrant for Town Meeting. The Article may not be necessary anymore and it is Town Counsels recommendation to table it and wait until next year.

Herrick would like to hear more of Town Counsels reasoning for tabling this. She feels the Article still may be needed so it would be best to let it move forward at this Town Meeting.

Future Agendas

The board discussed future agenda items.

Minutes

The board edited the previous meeting minutes.

Haley moved to approve the meeting minutes from September 13th, 2022 as amended. The motion was seconded by McCarthy and approved with a 5-0 vote.

Haley moved to approve the meeting minutes from September 20th, 2022 as amended. The motion was seconded by Herrick and approved with a 5-0 vote.

17 Harnden Street Proposal

The board discussed the current proposal from the Walgreen building that is on the table. They specifically discussed the timing of the article for town meeting and potentially holding a special election in January or February. The board feels that maybe this town meeting is too soon since there are still so many unknown answers.

Dockser noted he felt ReCalc was interested in the Walgreens building but it needs more discussion before a final answer which is why they voted to move forward with discussions at this time. The board agrees as well that while this building could potentially meet a lot of their needs, there are still many questions as to whether it is the right building for this.

The board discussed some concerns from residents that they feel this is skipping the line ahead of the Killam Building. It was noted this is not taking priority over Killam, it is just happening at the same time and are both high priorities.

Maltez gave the board a presentation about some other options for a senior center. Maltez gave this presentation at the Senior Center Lunch N Learn last week. The presentation can be found in the Select Board packet on the town website.

The board discussed the different costs associated with each option and then decided to proceed in Executive Session for further discussion.

At 9:01 PM, Haley moved to go into Executive Session, including staff members Fidel Maltez, Caitlin Nocella and Ivria Fried and Jennie Merrill from Town Counsel's office, under Executive Session Purpose 6 to discuss the acquisition and value of 17 Harnden Street, as the Chair declares that an open meeting could have a detrimental effect on the bargaining position of the body; and under Purpose 7, to comply with Section 22 of the Open Meeting Law and that the board will reconvene in

open session to continue discussion on the 17 Harnden Road topic. The motion was seconded by Herrick and approved with a unanimous roll call vote.

The board returned to open session at 9:54 PM.

The board discussed which member would be the point person on this going forward.

Herrick nominated Dockser while Bacci noted he would be willing to do it. Haley deferred to Bacci while McCarthy felt Dockser would be a good choice because of his background with the seniors.

Haley moved authorize the Town Manager to send Notice to Award the Contract to BH Waltham II LLC, c/o Partel Management LLC, for the acquisition of 17 Harnden Street, subject to successful negotiations, as discussed during tonight's meeting, and authorize Select Board Member Dockser to engage in such negotiations on behalf of the Board. The motion was seconded by Herrick and approved with a 5-0 vote.

Haley moved to adjourn the meeting at 9:58 PM. The motion was seconded by Herrick and approved with a 5-0 vote.