

# TOWN OF GILL

MASSACHUSETTS



[www.gillmass.org](http://www.gillmass.org)

## SELECTBOARD MEETING MINUTES

*April 27, 2010*

Called to Order: The meeting was called to order at 5:30 p.m.

Present: Ann Banash, Nancy Griswold and John Ward, Selectboard members; Ray Purington, Administrative Assistant

Warrant #22: The Board reviewed and signed Warrant #22.

An attendance sheet was circulated during the presentation by HRS, and is attached to these minutes.

6:08 p.m. Ann welcomed everyone and explained the purpose of tonight's meeting is to hear the report from HRS's study of Gill's Police, Fire, and Highway Departments and their wage classification analysis of two appointed and three elected positions. Ann introduced Sandy Stapczynski and Steve Delaney of Human Resources Services, Inc. (HRS), and turned over the meeting to Sandy.

Sandy introduced herself and Steve, and gave a brief summary of their backgrounds and qualifications. Two handouts were distributed, both attached to these minutes, titled "Proposed Classification Plan – Draft" and "Executive Summary".

Wage Classification: In the wage classification analysis, HRS was asked to review the elected positions of Town Clerk, Tax Collector, and Town Treasurer, as well as the appointed positions of Highway Superintendent and Town Administrator (currently vacant). They were asked to create job descriptions for the positions and to recommend placement on Gill's existing wage scale.

Sandy noted that elected positions can be placed on a wage compensation plan for comparative purposes, but that Town Meeting still must approve those salaries annually. Step raises cannot happen automatically – Town Meeting must annually approve whatever salary is to be paid to elected officials. She noted that positions with daily responsibilities, whether appointed or elected, belong on the wage compensation plan. Policy positions (Selectboard, Assessors, and Board of Health) do not belong on a wage plan.

Based on her review of the positions, she is recommending that the Town Clerk, Tax Collector, and Town Treasurer be placed on the current wage plan at Grade 7. She recommends the vacant position of Town Administrator be placed at Step 9, which does not currently exist.

The Highway Superintendent is currently classified as Step 7. Sandy's recommendation is that position be elevated to Step 8, as it is comparable to the Police Chief and Fire Chief positions.

HRS used their own benchmark database as well as the FRCOG annual salary survey in conducting this review. Sandy recommends that the Town do its own "nuts to bolts" wage classification study of all town positions.

Sandy then discussed their study of the Police, Fire, and Highway Departments, calling it a very important study, as these are Gill's three biggest departments.

Fire Department: Steve explained the Board of Fire Engineers structure within the Fire Department, and stated that currently it works pretty well. He noted, however, that while the Selectboard has responsibility for the actions of all town departments, their only authority over the Fire Department is the appointment of the Engineers. It is the Engineers who elect the Fire Chief. To change this form of governance, the town would need to adopt a different section of Mass. General Law.

Steve explained that there appears to be a communications gulf between the Fire Dept. and Selectboard. Simply put, he feels they need to talk to each other more. He suggests at least quarterly meetings between the Fire Dept. and Selectboard, as a way to help the chief elected officials better understand what is being done by the department.

Steve praised the way the current Board of Engineers works to run the department. He likened it to a mini town meeting, where everyone who wants to can have a say in how things are done.

Sandy reviewed their recommendations for the Fire Department, as listed in the attached Executive Summary. She also noted that every department runs extremely efficiently for the size staff we have.

Police Department: Sandy stated that HRS has great concern that Gill only has two full-time police officers. She recommends the Town hire a third as soon as possible. Gill should not rely on the State Police for coverage – they might be 40 miles away, or might not even respond. The Town should investigate opportunities for regionalization or shared services.

Steve noted that the Police Department and Selectboard, like the Fire Department, also need to communicate more. He is very concerned with the amount of pressure on both the full- and part-time officers in trying to provide 24-hour coverage with limited and overworked staff and equipment. Regionalization may offer a creative solution to ease the pressure and the stress.

Sandy reviewed the recommendations for the Police Department as listed in the Executive Summary.

Highway Department: Sandy reviewed the recommendations for the Highway Department as listed in the Executive Summary.

Capital Budget: Gill should have a capital budget and capital improvement plan. This is HRS's biggest recommendation, and the Town should begin immediately. Steve advised the Town to consider creating a special purpose stabilization fund for capital expenses.

General Recommendations: The Selectboard and the three departments should work together to establish more effective and regular communications and more updates with each other. Quarterly meetings were suggested. HRS is very impressed with the quality of personnel working for the Town. Because of its people, the Town is able to do a lot with very little. All of HRS's recommendations are a blueprint to help the Town improve.

Questions & Answers:

Gene Beaubien, Fire Chief, offered several corrections about the department's vehicles. Sandy will make those changes in the final report. Steve repeated that the Fire Dept. needs three trucks (2 pumpers, 1 tanker) plus a brush truck. Gene also noted that water safety training has been implemented already, and that Gill does receive automatic aid through an Alarm Card system already in place. He explained that efforts to recruit fire fighters have been made, as recently as last fall. Gene reassured residents that the fire department does have the right hoses to connect to hydrants; that the HRS report was in error, and it was a hydrant assist valve that was needed, not a valve size problem.

David Detmold asked about the costs associated with implementing the recommendations. Steve answered that the report highlights needs as HRS sees them. The Town must make decisions of how to prioritize those needs and how to implement the recommendations. There is a cost associated with each one, but there is also a cost to not doing them.

Claire Chang asked the basis for the recommendations. Sandy explained that it was a combination of internal analysis (meetings, interviews, and documents), external analysis, best practices for the industry, community

comparisons, and their 30+ combined years of experience. Claire stated that the list of comparable communities was missing towns with populations smaller than Gill's.

A number of people asked questions along the lines of "What data supports each recommendation?" Several residents asked for a list of who was interviewed, and how those people were chosen. Sandy answered that HRS does not disclose interview information. There was considerable discussion regarding the number of Finance Committee members who were interviewed. Sandy stated that at least three members were interviewed, in addition to the initial meeting that HRS held with the Finance Committee.

Nancy Griswold stated that the Selectboard needs to review the final report and prioritize the recommendations. While we may not have the financial ability to fund them all immediately, all need to be on the radar. This study is a plan, a focus, a vision – a starting point.

Tupper Brown asked how the town should prioritize the recommendations. Are services being provided adequately? Is the necessary work being done? Later Sandy answered this was not an operational study. It was a staffing and equipment study plus wage classifications, as asked for in the Town's RFP.

Someone in the audience asked rhetorically "Why did we have to pay someone for this? It's exactly what the departments have been saying for 20 years."

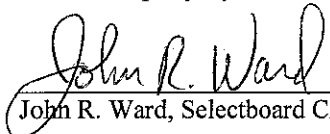
Several people commented on the importance of a capital plan.

Sandy and Steve thanked people for coming.

Discussion of HRS Report: Ann stated that the Board would begin its review of the report at its meeting tomorrow night, April 28<sup>th</sup>.

Adjournment: The meeting was adjourned at 8:00 p.m.

*Minutes respectfully submitted by Ray Purington, Administrative Assistant.*

  
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John R. Ward, Selectboard Clerk

Attachments: attendance sheet, Executive Summary, Proposed Classification Plan

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4/27 SELECT BOARD  
SIGN IN SHEET

Ann BAYASH	Selectboard
Nancy Stenrod	Selectmen
Schanel Stevens	Finance
Jim Pookes	Finance
<del>Lucy Smith</del>	"
M.W. Hart	Police
Dani Beaulieu	citizen
Dave Beaulieu	Fire
<del>Mike Hart</del>	Fire
Ken Schis	Fire
Nick deClairon	Buy
Bonnie Lukame	CH
Lynda Hodson Mayo	Clerk
Colleen Scully	Finance
Tupper Brown	FinComm
Claire Chang	Fin Comm
John Ward	Selectboard
Joanne Flagg	Taxpayer
Randy P. Crocher Sr	B. O. H.
R. Purdy	Admin. Asst.

Also: Chris Redmond (Police); Rick James (Gill cable);  
David Detmold (Mont. Reporter); Jason Edson (Fire);  
Mike Crochier (Fire);

**PROPOSED CLASSIFICATION PLAN - DRAFT -****GRADE 1**

*(No position assigned.)*

**GRADE 2**

Custodian

**GRADE 3**

Clerical

Firefighter

**GRADE 4**

Assessors Assistant

Engineer

Laborer

Part-time Police Officer

**GRADE 5**

Foreman/Operator

Full-time Police Officer

Mechanic/Operator

**GRADE 6**

Administrative Assistant

**GRADE 7**

Police Sergeant

**Town Clerk\***

**Tax Collector\***

**Town Treasurer\***

**GRADE 8**

**Highway Superintendent (7/8)**

Fire Chief

Police Chief

**GRADE 9**

**Town Administrator (vacant)**

*\*Elected position, placed on classification plan for comparisons purposes only.*

# Gill, MA Current Pay Plan. FY10 WAGE COMPENSATION PLAN

Adjusted to reflect Annual Cost of Living Adjustment percentage approved by Annual Town Meeting.

Grade Level	Through Year 2	Yearly Salary	3-4 Years	Yearly Salary	5-6 Years	Yearly Salary	7-8 Years	Yearly Salary	9-10 Years	Yearly Salary	Max Yr. 11	Yearly Salary	
A	8.25	17,325.00	8.58	18,018.00	C	8.92	18,738.72	D	9.28	19,488.27	F	10.04	\$ 21,078.51
1	10.10	21,215.36	10.51	22,063.97	10.93	22,946.53	11.36	23,864.39	11.82	24,818.96	12.29	\$ 25,811.72	
2	11.89	24,977.25	12.37	25,976.34	12.86	27,015.40	13.38	28,096.01	13.91	29,219.85	14.47	\$ 30,388.65	
3	14.85	31,188.76	15.45	32,436.31	16.06	33,733.76	16.71	35,083.11	17.37	36,486.44	18.07	\$ 37,945.89	
4	17.23	36,175.46	17.92	37,622.48	18.63	39,127.38	19.38	40,692.47	20.15	42,320.17	20.96	\$ 44,012.98	
5	20.73	43,524.29	21.55	45,265.26	22.42	47,075.87	23.31	48,958.90	24.25	50,917.26	25.22	\$ 52,953.95	
6	21.68	45,536.46	22.55	47,357.92	23.45	49,252.24	24.39	51,222.33	25.37	53,271.22	26.38	\$ 55,402.07	
7	23.17	48,664.09	24.10	50,610.65	25.06	52,635.08	26.07	54,740.48	27.11	56,930.10	28.19	\$ 59,207.30	

COLA      FY2006      3.10%      FY2007      2.50%      FY2008      2.75%      FY2009      4.15%      FY2010      0.00%

Dept.	Position	Grade	Dept.	Position	Grade	Dept.	Position	Grade	Dept.	Position	Grade
FIRE:	Firefighter	3	Police	Part-time	4	Highway	Laborer	4	Town Hall	Administrative Asst.	6
	Engineer	4		Full-time	5		Mech/Oper	5		Assessors Asst.	4
	Chief	8		Sergeant	7		Foreman/OP	5		Clerical	3
			Chief	8		Superintendent	7			Custodian	2

NOTE: Yearly salaries are estimates based on 40 hour week for 52.5 weeks per year.  
 Anniversary date for next step in grade level is July 1st.  
 For first year credit, employee must have worked 6 months prior to 7/1.  
 i.e. hired or appointed on or before January 1st of the previous year.

## CLASSIFICATION RATING FACTORS

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### PHYSICAL ENVIRONMENT

*This factor measures the totality of the surroundings and/or circumstances under which the job must be performed, the degree of difficulty which this imposes, and their representative or exceptional nature.*

### BASIC KNOWLEDGE, TRAINING AND EDUCATION

*This factor measures the basic knowledge or "scholastic content" however it may have been acquired, essential as background or training to perform the job.*

### PROBLEM SOLVING SKILLS AND EFFORT

*This factor measures the type and range of problem solving which the position consistently requires.*

### PHYSICAL SKILLS AND EFFORT

*This factor measures the degree of physical effort or exertion required in the performance of essential work functions under regular conditions.*

### EXPERIENCE

*Experience measures the length of time usually or typically required for the position, with the specified "basic knowledge, training and education," to perform the essential work functions effectively under normal supervision.*

### INTERACTIONS WITH OTHERS/CUSTOMER SERVICE

*This factor measures the relative level of human interaction and the responsibility which goes with the job for meeting, dealing with, and influencing other persons.*

### CONFIDENTIALITY

*This factor measures the discretion and integrity required by those positions which have access to privileged information handled or obtained in the normal performance of duties.*

### OCCUPATIONAL RISKS

*This factor measures the relative degree of exposure to hazards which might cause injury on the job.*

### COMPLEXITY

*This factor considers how difficult it is to perform the essential functions of the job. Jobs are made more difficult by the range and diversity of the assignment of duties, various uses of information technology, the specificity and relevance of guidelines for performing the work, and the nature or thinking challenge required to accomplish the work.*

### SUPERVISION RECEIVED

*This factor evaluates the nature of the instructions, direction, control and/or monitoring which a position receives.*

### SUPERVISION GIVEN

*In rating supervision given, a number of factors are considered: (1) type of supervision; (2) accountability; (3) responsibility for personnel actions; (4) budget development and control through subordinates.*

### SUPERVISION SCOPE

*This factor is used to evaluate the extent, breadth and depth of direction, monitoring and review given.*

### JUDGEMENT AND INITIATIVE

*This factor measures the degree of independent action required by the position and the extent to which duties are dictated by standard practice or the exercise of judgement.*

### ACCOUNTABILITY

*In every position there inherently exists the possibility of error, whether through omission, commission, or direction. In rating this factor, the following is considered: the likelihood of errors; the possibility of error detection; and the probable effect of errors based on the degree to which the work is checked, either by the procedures themselves, by supervision, or by succeeding operations.*



## 2 Executive Summary

Area of Study	Summarized Recommendations In Brief Format
HIGHWAY	<ul style="list-style-type: none"> <li>• Hire 1 additional laborer/truck driver/operator within the next three years.</li> <li>• Additional equipment needs for the department include 1 dump truck and 1 sweeper.</li> <li>• The Town should only use Chapter 90 State funds for road maintenance work.</li> <li>• The Town should continue sharing equipment with surrounding communities as a cost saving measure.</li> <li>• Overall need to enhance safety operations, policies, and training.</li> <li>• Ensure appropriate charges to the revenue account of sewer budget.</li> <li>• Explore sharing equipment with Northfield Mount Hermon</li> <li>• The department should consider contracting for snow and ice removal to supplement department's work in this area.</li> <li>• Adopt an equipment maintenance policy.</li> <li>• Develop a formal capital planning process for long-term planning.</li> </ul>
CAPITAL BUDGET	<ul style="list-style-type: none"> <li>• Immediately begin the process to develop a Capital Budget and Capital Improvement Plan (CIP) to provide a projection of the Town's capital investment plans over the next five year period.</li> <li>• Develop a Capital Budget and Planning Timeline.</li> <li>• The Town should consider the establishment of a capital fund for the long term replacement of equipment and vehicles.</li> </ul>
FIRE DEPARTMENT	<ul style="list-style-type: none"> <li>• The current BOFE does seem to work, in terms of functional relationships within the Fire Department; however, there is a real management accountability concern.</li> <li>• Better effective and cooperative communication is needed between the Board of Fire Engineers and the Board of Selectmen.</li> </ul>

<p>FIRE DEPARTMENT</p>	<ul style="list-style-type: none"> <li>• Town should consider hiring one permanent full-time firefighter; but in doing so may need to change the form of governance of the BOFE.</li> <li>• Permanent Part-Time and Permanent Full-Time should be hired by the Board of Selectmen.</li> <li>• Future equipment purchases needed will include brush truck and pumper truck; within five years.</li> <li>• There is no need to purchase a ladder truck, now or in the foreseeable future.</li> <li>• Explore future purchasing arrangements with NMH</li> <li>• Ensure that all fire apparatus properly match local road conditions.</li> <li>• Integrate water safety officers and their training into the department.</li> <li>• Develop mutual aid agreement with neighboring communities to engage in “automatic” aid.</li> <li>• Develop a systematic call firefighter/EMT recruitment and retention effort.</li> </ul>
<p>POLICE DEPARTMENT</p>	<ul style="list-style-type: none"> <li>• Hire one additional full-time Police Officer.</li> <li>• Develop a future capital plan program for the department.</li> <li>• The regionalization of selected police functions should be explored.</li> <li>• Develop programs to increase public understanding of the police department’s functions and responsibilities.</li> <li>• Encourage feedback from the community regarding policed services.</li> <li>• The Police Department should develop a Strategic Plan.</li> </ul>
<p>CRITICAL DEVELOPMENT</p>	<ul style="list-style-type: none"> <li>• Integration of technology should be a top priority.</li> <li>• There is a need for shared administrative support.</li> <li>• The provision of police, fire, and highway department services lack a clear, concise mission and vision statement.</li> <li>• Computerize document management.</li> <li>• Develop customer service tracking system.</li> </ul>

CRITICAL DEVELOPMENT	<ul style="list-style-type: none"><li>• The three departments should have regular staff meetings and include the Administrative Assistant.</li><li>• Pursue alternative methods for purchases.</li><li>• Engage in Performance Measurement</li></ul>