

**TOWN OF CONCORD PERSONNEL BOARD
AGENDA**

Wednesday, January 14, 2026

5:30 p.m.

**55 Church Street & Zoom Video Conference
Join Zoom Meeting**

<https://us02web.zoom.us/j/82686004914?pwd=MGYrd1PlpW4Do67ym6aRzw4thrsqR9.1>

Meeting ID: 826 8600 4914

Passcode: 960691

- 1. Call to Order**
- 2. Approval of Minutes**
 - October 8, 2025
 - November 12, 2025
 - December 10, 2025
 - December 15, 2025
- 3. Assistant Town Manager/ Director of Human Resources Report**
 - Employee Events
 - Handbook Update
 - Personnel Reporting
- 4. Review Draft Annual Report**
- 6. Review and vote of DRAFT Articles for the Annual Town Meeting**
- 7. Tracking Employee Satisfaction Discussion**
- 8. Personnel Board Membership**
- 9. Adjournment**

Meeting materials will be available at: www.concordma.gov/PersonnelBoard

- Minutes of October 8, 2025
- Minutes of November 12, 2025
- Minutes of December 10, 2025
- Minutes of December 15, 2025

Town of Concord Personnel Board

Meeting Minutes
October 8, 2025
55 Church Street/Zoom

Present: Bill Mrachek, Kate Ryan, Joshua Fay, Jessica Porter, Erin McMorrow

1. Call to Order

- The meeting was called to order at 6:32 p.m. at 55 Church Street. Mr. Mrachek called the meeting to order with a quorum present.

2. Approval of Minutes

- Mr. Fay moved that the Board approve the minutes of the meeting on December 10, 2024; Ms. Ryan seconded the motion. Board approval was unanimous
- Mr. Fay moved that the Board approve the minutes of the meeting on June 18, 2025; Ms. Ryan seconded the motion. Board approval was unanimous

3. Assistant Town Manager/ Director of Human Resources Report

- Ms. McMorrow stated that she looked into the average time to fill open positions with the Town and reported that, on average, it takes 66 days from posting a new position for a candidate to accept an offer, and 90 days from posting for the new hire to begin employment. Ms. Porter explained that these averages include openings in the police and fire departments, which have a longer hiring practice due to the need to conduct a more robust background check. Ms. Porter summarized the average as three months: one to post; one to interview and select a finalist; one to get the candidate to a start date.
- Ms. McMorrow also shared data regarding employee turnover since July 2025.
- Mr. Mrachek suggested that turnover statistics be shared for the Town overall, and not broken down by department. He further suggested that the data include resignations but exclude retirements. He also asked if turnover statistics are shared with managers as the information might be of interest to them. Ms. McMorrow said it has not been, but could be shared.
- Ms. Porter shared an update on the progress of the new employee handbook. She stated that Ms. McMorrow has completed her review of the draft handbook and Ms. Porter needs to complete hers. She stated that HR is waiting on an update to the technology policy and wants the new Chief Technology Officer to review it before it is finalized.

4. Goal Setting

- Following the close of the FY25 merit cycle, Ms. Porter and Ms. McMorrow shared that they distributed an anonymous survey to gain feedback on the goal setting/merit process. Of the 174 employees who participated in the FY25 merit process, 77 responded to the survey.
- Among the main themes in the comments providing feedback were the (1) issue of fairness relating to different departments taking different approaches to the merit

process; and (2) a desire to receive merit pay as an increase to pensionable base pay and not as a non-pensionable lump sum.

- There was some discussion on the cost to the Town of increasing base pay, which would also increase pensions, which was previously considered and determined not to be sustainable. Employees do have the option of having the merit payment made to a 457 retirement account to accrue for use in retirement.
- Other key findings of the survey were that communication could have been smoother and that check-in meetings with supervisors should have been required for all participants.
- Mr. Mrachek shared his view that he did not believe it made sense for non-exempt employees to set goals as part of the process. He stated he believes there might be alternatives to requiring individuals in non-exempt roles to set their own goals and thought team goals or group goals with manager input might be more appropriate.
- To improve the process for FY 2026, Ms. Porter said that she is working on putting on two trainings for supervisors, having supervisors work with the new employee development and engagement specialist on the goal-setting process, rebranding merit pay to incentive pay, reducing the number of goals from three to two, and not having consistent goals and stretch goals as separate categories.
- Ms. McMorrow reported that 61% of eligible employees received the full 2% payment.

5. Classification Actions

- The Board reviewed changes to the job description for Public Health Nurse. Ms. McMorrow explained that there had been no change in the position's grade, but a few changes had been proposed by the Health Director. The Board asked about whether the Public Health Nurse has responsibility for dispensing vaccines and Ms. Porter replied that the position does not do this.

6. Tracking Employee Satisfaction Discussion

- Ms. Porter stated that she and Ms. McMorrow have discussed the HR Department initiating an employee satisfaction survey sometime in early 2026. Ms. Porter believes this will be a good time to commence a survey as it aligns with her second anniversary in her position, the HR department is now fully staffed, and the goal-setting process will be complete. Her approach would be to use the survey as feedback on the performance of the HR Department. She has discussed the possibility with the Town Manger.
- Mr. Mracheck stated that the Board would be interested in the feedback of the survey, though he would prefer a more formal climate survey. He recommended the HR Department discuss this with the Town Manager and determine the timeline and questions to include in the survey, as well as the potential frequency of future surveys.

7. Personnel Board Membership

- The board noted that its current membership constitutes the minimum number required for a quorum and the need to find an additional one or two members has been an ongoing issue. Ms. Porter suggested the possibility of submitting a letter to the Concord Bridge inviting anyone with interest to make contact.
- Ms. Porter noted that the conference room at 55 Church Street will be moved to the basement of the building and the November meeting will be in the new space.

8. Adjournment

- Mr. Fay moved to adjourn the meeting at 7:43 p.m. Ms. Ryan seconded the motion. The motion passed unanimously.

Town of Concord Personnel Board

Meeting Minutes
December 10, 2025
55 Church Street/Zoom

Present: Bill Mrachek, Joshua Fay, Jessica Porter, Erin McMorrow

A quorum of the Personnel Board was not present at the scheduled meeting time. As a quorum was not present, the meeting was not convened and no official business was conducted.

A new meeting was scheduled for **Monday, December 15, 2025, at 12:00 p.m.**

Turnover Regular Status

November 2025		
Type of Separation		
Resignation	Retirement	Grand Total
2	1	3

Cumulative July - November 2025			
Type of Separation			
Resignation	Retirement	Separation	Grand Total
12	6	2	20

Turnover Regular Status

December 2025	
Type of Separation	
Resignation	Grand Total
3	3

Cumulative July - December 2025			
Type of Separation			
Resignation	Retirement	Separation	Grand Total
13	7	3	23



November Personnel Updates

Welcome to Concord!

Please join us in welcoming our newest team members! We're excited to have them on board and look forward to their contributions. Be sure to say hello and introduce yourself as they get settled into their new roles. Welcome to the team!



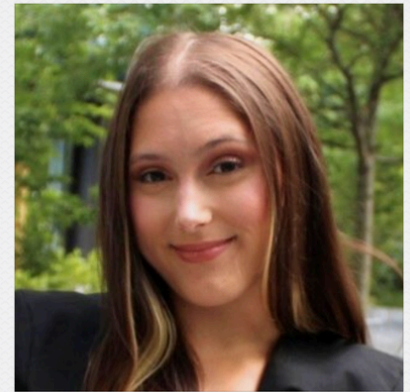
Jennifer Barrett

**Chief Financial Officer
Finance**



Kaitlyn Stanislawzyk

**Public Health Nurse
Community Development
Health**



Kimberly Lombardo

**Office Coordinator
Community Development
Health**





December Personnel Updates

Welcome to Concord!

Please join us in welcoming our newest team members! We're excited to have them on board and look forward to their contributions. Be sure to say hello and introduce yourself as they get settled into their new roles. Welcome to the team!



Ryan Snee

Firefighter/EMT

Fire



Caitlyn Lewis

Police Officer

Police



Marcos Oliveira

Police Officer

Police



**Janakirama
Bollapragada**

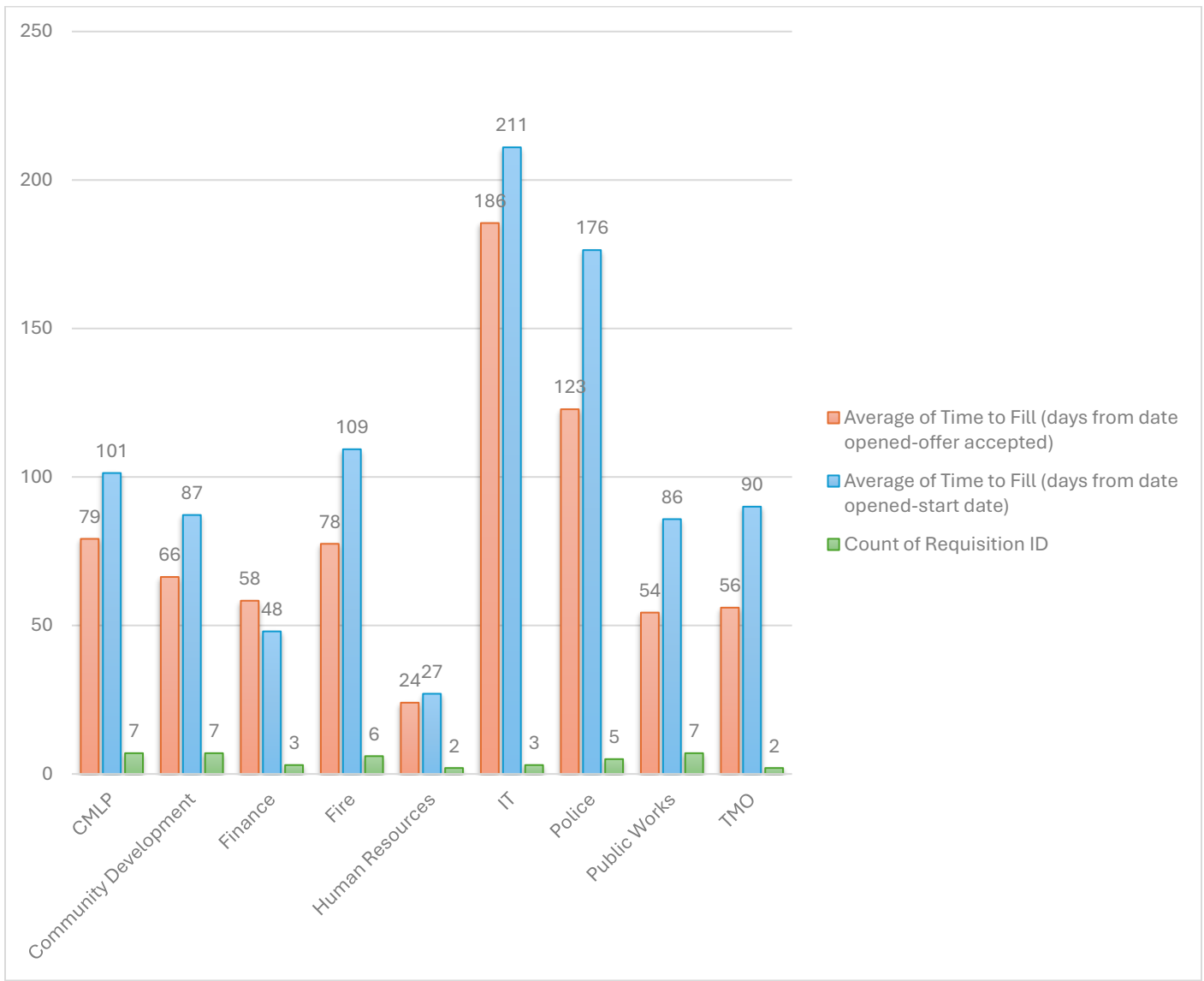
IT Operations Manager

Technology



YTD 2025 Hiring (Regular Status)

Location	Average of Time to Fill (days from date opened-offer accepted)	Average of Time to Fill (days from date opened-start date)	Count of Requisition ID
CMLP	79	101	7
Community Development	66	87	7
Finance	58	48	3
Fire	78	109	6
Human Resources	24	27	2
IT	186	211	3
Police	123	176	5
Public Works	54	86	7
TMO	56	90	2
Grand Total	79	112	42



2025 YTD (Calendar) Hiring

Location	FULL TIME	LIMITED STATUS	TEMPORARY	Grand Total
BEEDE SWIM & FITNESS CENTER	1	36	9	46
BOARD OF HEALTH DIVISION	2			2
BUILDING INSPECTOR DIVISION	2	1		3
CONCORD FIRE DEPARTMENT	5			5
CONCORD POLICE DEPARTMENT	8	6	1	15
CONCORD PUBLIC WORKS	2		1	3
ELECTION WORKERS		4		4
FACILITIES DIVISION	2			2
FINANCE DEPARTMENT	3			3
HIGHWAY & GROUNDS DIVISION	3			3
HUMAN RESOURCES DEPARTMENT	2			2
IT DEPARTMENT	2			2
LIBRARY	1	5	2	8
MINUTEMAN MEDIA NETWORK	1			1
MUNICIPAL LIGHT PLANT	7		1	8
NATURAL RESOURCES DIVISION	1			1
PARKS AND TREES	2			2
PLANNING DIVISION	1			1
RECREATION DEPARTMENT	1	3	45	49
TOWN ENGINEER	2			2
TOWN MANAGER'S OFFICE	2			2
TREASURER-COLLECTOR DIVISION	1			1
WATER & SEWER	2			2
Grand Total	53	55	59	167

Human Resources Department

Jessica Porter, M.P.A., Assistant Town Manager/Human Resources Director

The Human Resources (HR) Department provides comprehensive services to approximately 700 regular, limited, and temporary status employees. Core responsibilities include administration of the Personnel Bylaw; development and implementation of personnel policies and procedures; employee classification and compensation; recruitment and selection; onboarding, training, performance management, and employee recognition; administration of employee leave programs, including FMLA and other statutory and contractual leaves; workers' compensation and injured-on-duty (IOD) administration and case management; labor and employee relations support; compliance with federal, state, and local employment laws; and the design and administration of employee benefits programs.

The Department advises the Personnel Board and the Town Manager on personnel-related matters, provides guidance to managers, supervisors, and employees, and assists with labor negotiations and collective bargaining agreement administration.

Human Resources – 2025 Staffing Changes

In 2025, the HR Department experienced several staffing changes.

In March 2025, Magnolia Begley was promoted from Senior Administrative Specialist in the Human Resources Department to Human Services Generalist in the Human Services Department resulting in an FTE reduction for HR.

Nicole Gately was hired as an HR Generalist, replacing Marie McCahon, who retired in May 2025 after 15 years of dedicated service to the Department.

In October 2025, the Department hired its first Employee Development and Engagement Specialist, Lindsey Denney. This position replaced HR Generalist, Shana Connerney, who resigned in March 2025 to accept a new role with the Concord Retirement Board.

Recruitment and Engagement

Recruitment activity remained high throughout 2025. HR staff posted 97 job openings and processed 3,983 employment applications. These figures include recruitment efforts for seasonal positions.

During 2025, HR staff worked to provide a variety of employee engagement activities aimed at team building and employee appreciation. Events included a Halloween costume and pumpkin decorating contest, and employee Thanksgiving Brunch, and a holiday cookie swap/ugly sweater event.

Personnel Board & Projects

The HR Department works closely with the five-member Personnel Board. Chair William Mrachek, former Co-Chair Liz Cobbs, members Joshua Fay and Kate Ryan, and former member Joe Emerick supported the Department in 2025 on a range of initiatives and projects. The Personnel Board is currently seeking two new members.

During 2025, the Personnel Board continued to support the HR Department in reviewing job description updates and personnel policy revisions. The Board also initiated discussions on methods for tracking and measuring overall employee satisfaction.

An updated Personnel Board charge was presented to and approved by the Select Board in [Month] 2025.

In early 2026, the Personnel Board anticipates reviewing, voting on, and implementing a new employee handbook.

Personnel Policy amendments for 2025 included:

- PPP 27 – Harassment/Sexual Harassment Policy
- PPP 15 – Personal Leave
- PPP 11 – Administration of Sick Leave
- PPP 43 – Policies Carried Over at the time of 2024 Personnel Bylaw Approval

Classification and Compensation Structure Adjustments during 2025 included:

Additions/Updates:

- Production Coordinator – Grade 2
- Payroll & Finance Generalist – Grade 6 to Grade 4
- Human Services Generalist – Grade 6
- Employee Development & Engagement Specialist – Grade 6
- Advanced Metering Infrastructure (AMI) Analyst – Grade LP-7
- Financial Manager/Accountant – Grade 12 to Grade LP-13

Additions/Updates to the Miscellaneous Compensation Schedule:

- Library Maintenance Custodian
- Public Safety Dispatcher (Non-Union/Per Diem)
- Seasonal Snow Plow Driver
- Seasonal Snow Plow Driver w/CDL
- Library Classifications

Other Projects

Collective Bargaining Efforts

In 2025, the Department successfully reached collective bargaining agreements with both Teamsters unions, representing the Highway/Grounds Division and Public Safety Dispatchers.

Incentive Pay Program

The Department solicited employee feedback on the Incentive Pay Program implemented in FY2025. Based on that feedback, program changes were made for FY2026.

For FY2026, 171 employees submitted a total of 342 goals. All goals are structured as “SMART” goals and align with six strategic categories that support Select Board goals. Employees who successfully complete their goals by June 30 are eligible to receive additional cash compensation.

Insurance Updates

The Insurance Advisory Committee evaluated and implemented a new dental plan and a new vision plan through MIIA/Blue Cross Blue Shield, effective July 1, 2025. Planning is also underway to implement new life insurance and long-term disability plans effective January 1, 2026. These changes resulted in enhanced benefits for employees at a reduced overall cost.

Additionally, the Town will offer dental and vision plans for retirees beginning January 1, 2026. These plans, fully paid by retirees and their eligible dependents, enhance retiree benefit offerings at no cost to the Town.

In 2026, the Insurance Advisory Committee will focus on health insurance plan design with the goal of maintaining affordable premium costs for both employees and the Town.

MUNIS Conversion

As of July 1, 2025, employees began receiving enhanced paystubs that provide a detailed breakdown of earnings, accrued leave balances, and leave usage. The employee self-service module was also launched, allowing employees to access digital paystubs and other documents through the online portal.

Throughout 2025, work continued on implementing additional Human Resources modules within MUNIS. Once fully deployed, these modules will enable HR staff to link and track recruitment and benefits activity within a single system, streamline processes, and improve efficiency. These enhancements will also improve the quality and consistency of reporting provided to the Personnel Board.

Sponsor: Personnel Board

**Article Contact: Jessica Porter, Assistant Town Manager, jporter@concordma.gov,
978-318-3028**

Article Title: RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS

Article:

To determine whether the Town will ratify the Personnel Board's actions to amend the Classification and Compensation Plan as follows; or take any other action relative thereto:

1. Add the title "Production Coordinator" to Grade 2, effective XX.
2. Reclassify the title of "Payroll & Finance Generalist" from Grade 6 to Grade 4, effective XX.
3. Add the title of "Employee Development & Engagement Specialist" to Grade 6, effective XX.
4. Add the title of "Advanced Metering Infrastructure (AMI) Analyst" to Grade LP-7, effective XX.
5. Reclassify the title of "Financial Manager/Accountant" from Grade 12 to Grade LP-13, effective XX.
6. Eliminate the title of "Lineworker Grade 1" from Grade LP-10, effective XX.
7. Eliminate the title of "Lineworker Grade 2" from Grade LP-7, effective XX.
8. Eliminate the title of "Lineworker Grade 3" from Grade LP-5, effective XX.
9. Eliminate the title of "Lead Electrical Engineer" from Grade LP-13, effective XX.
10. Eliminate the title of "Line Supervisor" from Grade LP-13, effective XX.
11. Eliminate the title of "Electrical Engineer" from Grade LP-11, effective XX.
12. Eliminate the title of "Senior Engineering Technician" from Grade LP-8, effective XX.
13. Update to "Public Safety Dispatcher" (Non-Union) Pay Rate on Miscellaneous Compensation Schedule 7-1, effective December 15, 2025.
14. Update to "Seasonal Snow Plow Driver" Pay Rate on Miscellaneous Compensation Schedule 7-1, effective December 15, 2025.
15. Update to "Seasonal Snow Plow Driver w/CDL" Pay Rate on Miscellaneous Compensation Schedule 7-1, effective December 15, 2025.
16. Updates to "Library" Classification Pay Rates on Miscellaneous Compensation Schedule 7-1, effective December 15, 2025.

17. Add the title of “Library Maintenance Custodian (Non-Union)” and Pay Rate to Miscellaneous Compensation Schedule 7-1, effective December 15, 2025.
18. Make all other changes to the Classification and Compensation Plan voted by the Personnel Board between January 14, 2026, and the date the 2026 Annual Town Meeting concludes.

Article Explanation:

The Town Manager has authority to create and modify positions throughout the fiscal year. Titles and salary ranges are determined using the Town’s established classification system. Under the Personnel Bylaw, the Personnel Board is authorized to approve temporary changes in the Classification and Compensation Plans, pending ratification of such actions at the next Town Meeting. Actions already taken appear in the Warrant; if additional actions are taken by the Personnel Board after the close of the Warrant, notice will be filed with the Town Clerk and details will be presented at Town Meeting. **The positions listed in #6 through #12 in the list above are being removed as a result of those positions now falling under Collective Bargaining Agreements.**

Motion (if known at time of submission):

Mr. Mracheck moves that the Town take affirmative action on Article XX as printed in the Warrant.

Sponsor (Name or Committee): Personnel Board

Article Contact (Name, Title, Email, Phone): Jessica Porter, Assistant Town Manager, jporter@concordma.gov, 978-318-3028

Article Title: RATIFY PERSONNEL BOARD CLASSIFICATION & COMPENSATION PLAN

Article (Warrant Language):

To determine whether the Town will amend the existing Classification and Compensation Plan for regular-status Town positions by adopting the schedules published on the Town's website and included in the Town Meeting Briefing Book; or take any other action relative thereto:

CLASSIFICATION AND COMPENSATION PLAN

Revision Date: July 1, 2026

Hourly rates control calculations; Annual rates illustrate base compensation at 40 hours per week for 52 weeks.

((INSERT UPDATED CLASS AND COMP CHART))

Article Explanation:

The full Classification & Compensation Plan will be posted on the Town's website under the tab for 2025 Annual Town Meeting, presented at the pre-Town Meeting hearing before the Select Board on Monday, April 14, 2025, and included in the Town Meeting Briefing Book to be mailed to all households. Consistent with the Personnel Bylaw's purpose of maintaining an equitable and efficient system of personnel administration, the Town engaged GovHR in August 2022 to undertake a comprehensive study and redesign of our Classification & Compensation Plan to ensure that 1) uniform salary ranges are based on responsibilities and requirements of each job; 2) equal pay is provided for equal work; and 3) employee compensation is both internally equitable and externally competitive. As part of this redesign, GovHR consultants provided the Town with a new scoring methodology for job classification which was used to evaluate and analyze positions. This scoring methodology is used consistently whenever a new position is added or when a request is made to

reclassify a position, in order to maintain integrity of the plan developed by GovHR in 2022, and ensure fair and equitable pay. Pay ranges for each grade have remained the same since the plan was voted by 2024 Annual Town Meeting. Annual Town Meeting is asked to approve a 1.2% Cost of Living Adjustment to the wage chart, in addition the additions/deletions of positions or reclassified positions as detailed in the Article.

Motion (if known at time of submission):

Mr. Mrachek moves that the Town take affirmative action on Article XX as printed in the Briefing Book.

DRAFT

Town of Concord

Non-Union Employee Cost-of-Living Adjustment (COLA) Policy

Effective Date: [Insert Date]

Approved By:

Applies To: All non-union employees compensated under the Town's Classification and Compensation Plan

1. Purpose

This policy establishes a consistent and transparent process for determining annual cost-of-living adjustments (COLAs) for non-union employees. The goal is to promote predictability for employees, ensure fiscal sustainability, and maintain internal and external equity relative to collective bargaining agreements and the broader labor market.

2. Scope

This policy applies to all regular, non-union employees covered by the Town's Classification and Compensation Plan. Temporary, seasonal, or contract employees are not eligible for a COLA under this policy.

3. Background

Under the Town's existing Classification and Compensation Plan, non-union employees are eligible for a one step increase per year (2%), based on satisfactory performance and available funding, until reaching the top step of the 18-step schedule.

Historically, COLAs for non-union employees have been determined annually and at the Town's discretion, resulting in year-to-year variability. This policy introduces a formula-based approach tied to the **Consumer Price Index for All Urban Consumers (CPI-U), Boston-Cambridge-Newton, MA-NH area**, as published by the U.S. Bureau of Labor Statistics (BLS).

4. Policy Statement

A. Annual COLA Review

Each year, the Town Manager (or designee) shall review the **CPI-U (Boston-area)** for the **12-month period ending July 1**. The CPI-U is published by the BLS, typically in mid-August, and provides the basis for determining any COLA for the upcoming fiscal year.

B. COLA Determination

- If the 12-month CPI-U increase exceeds **2.0 percent**, the Town shall apply a **COLA equal to the amount above 2.0 percent**, rounded to the nearest tenth of a percent.
 - *Example:* If the 12-month CPI-U increase is 3.2 percent, the COLA shall be 1.2 percent.
- If the CPI-U is **2.0 percent or below**, **no COLA** shall be granted.
- The calculated COLA shall take effect **July 1 of the following fiscal year**, subject to funding appropriation.

C. Interaction with Step Increases

The COLA is independent of step movement. Employees remain eligible for one (1) step increase per year (2 percent), based on performance and funding availability, in addition to any COLA granted under this policy.

D. Funding and Appropriation

All COLA adjustments are contingent upon the availability of funds and appropriation by Town Meeting. Should fiscal conditions prevent full implementation of the formula amount, the Town Manager may recommend a reduced or deferred COLA.

5. Administration

The Human Resources Department shall:

- Monitor the annual CPI-U index and prepare a recommendation for the Town Manager by **September 1** of each year;
 - Incorporate any approved COLA into the salary schedule for the upcoming fiscal year; and
 - Communicate the approved adjustment to all departments and employees.
-

6. Review Cycle

This policy shall be reviewed at least once every three (3) years, or more frequently as needed, to ensure alignment with market conditions, collective bargaining outcomes, and the Town's fiscal capacity.

CLASSIFICATION AND COMPENSATION PLAN

Revision Date: ~~March 12~~ ~~November 12, 2025~~ July 1, 2026

Hourly rates control calculations; Annual rates illustrate base compensation at 40 hours per week for 52 weeks.

Grade	Classification Title	Base Pay Rates			
			Minimum	Mid-Point	Maximum
18	Chief Financial Officer Deputy Town Manager	Annual	<u>\$138,174</u>	<u>\$165,807.1</u>	<u>\$193,440.1</u>
		Hourly	<u>139,832. 68</u>	<u>67,796.98</u> <u>\$79.7290</u>	<u>95,761.28</u> <u>\$93.0094</u>
			<u>\$66.4367</u> <u>.2272</u>	<u>.6716</u>	<u>.1160</u>
17	Assistant Town Manager Chief Information Officer Director of Public Works Fire Chief Police Chief	Annual	<u>\$129,126</u>	<u>\$154,950.1</u>	<u>\$180,773.1</u>
		Hourly	<u>130,676. 00</u>	<u>56,808.99</u> <u>\$74.5075</u>	<u>82,941.98</u> <u>\$86.9187</u>
			<u>\$62.0862</u> <u>.8250</u>	<u>.3889</u>	<u>.9529</u>
16	Director of Community Development Director of Human Resources Director of Library Services	Annual	<u>\$120,682</u>	<u>\$144,820.1</u>	<u>\$168,958.1</u>
		Hourly	<u>122,129. 80</u>	<u>46,557.84</u> <u>\$69.6370</u>	<u>70,985.88</u> <u>\$81.2382</u>
			<u>\$58.0258</u> <u>.7162</u>	<u>.4605</u>	<u>.2048</u>
15	Assistant Chief Financial Officer Assistant Fire Chief Building Commissioner Facilities Manager Highway & Grounds Superintendent Recreation Director Police Captain Town Engineer Water/Sewer Superintendent	Annual	<u>\$112,778</u>	<u>\$135,335.1</u>	<u>\$157,893.1</u>
		Hourly	<u>114,130. 90</u>	<u>36,959.16</u> <u>\$65.0765</u>	<u>59,787.42</u> <u>\$75.9176</u>
			<u>\$54.2254</u> <u>.8706</u>	<u>.8457</u>	<u>.8209</u>
14	Public Health Director Special Projects Manager/Systems Manager Town Accountant Town Assessor	Annual	<u>\$102,045.1</u>	<u>\$122,450.1</u>	<u>\$142,854.1</u>
		Hourly	<u>03,269.40</u> <u>\$49.0649</u>	<u>23,919.12</u> <u>\$58.8759</u>	<u>44,568.84</u> <u>\$68.6869</u>
			<u>.6487</u>	<u>.5765</u>	<u>.5042</u>

13	Assistant Town Engineer	<i>Annual</i>	<u>\$97,1789</u>	<u>\$116,6151</u>	<u>\$136,0531</u>
	Assistant Water/Sewer Superintendent	<i>Hourly</i>	<u>8,343.70</u>	<u>18,014.52</u>	<u>37,685.34</u>
	Beede Center General Manager		<u>\$46.7247</u>	<u>\$56.0756</u>	<u>\$65.4166</u>
	Emergency Communications Center Manager		<u>.2806</u>	<u>.7377</u>	<u>.1949</u>
	IT Operations Manager				
	Natural Resources Director				
	Police Lieutenant				
	Council on Aging Director Town Planner				
12	Assistant Director of Library Services	<i>Annual</i>	<u>\$92,5399</u>	<u>\$111,051</u>	<u>\$129,5631</u>
	Assistant Facilities Manager	<i>Hourly</i>	<u>3,649.66</u>	<u>112,383.</u>	<u>31,118.00</u>
	Assistant Highway & Grounds Superintendent		<u>\$44.4945</u>	<u>83</u>	<u>\$62.2963</u>
	Customer Service Manager		<u>.0239</u>	<u>\$53.3954</u>	<u>.0375</u>
	Town Clerk			<u>.0306</u>	
11	Assistant Council on Aging Director	<i>Annual</i>	<u>\$88,1508</u>	<u>\$105,778</u>	<u>\$123,4061</u>
	Assistant Human Resources Director	<i>Hourly</i>	<u>9,208.34</u>	<u>107,047.</u>	<u>24,887.36</u>
	Assistant Recreation Director		<u>\$42.3842</u>	<u>85</u>	<u>\$59.3360</u>
	Budget & Purchasing Director		<u>.8886</u>	<u>\$50.8651</u>	<u>.0420</u>
	Business Manager			<u>.4653</u>	
	Deputy Treasurer/ Collector				
	GIS Program Manager				
	Operations Manager				
	Sustainability Director				
10	Childcare Services Manager	<i>Annual</i>	<u>\$85,2598</u>	<u>\$102,305</u>	<u>\$119,3501</u>
	Master Plumber/ HVAC Technician	<i>Hourly</i>	<u>6,282.30</u>	<u>103,532.</u>	<u>20,782.74</u>
	Media Manager		<u>\$40.9941</u>	<u>52</u>	<u>\$57.3858</u>
	Municipal Archivist/Records Manager		<u>.4819</u>	<u>\$49.1949</u>	<u>.0686</u>
	Procurement Manager			<u>.7752</u>	
	Public Health Nurse				
	Public Works Supervisor				
	Senior Public Works Engineer				

9	Assistant Natural Resources Director	<i>Annual</i>	<u>\$80,4348</u>	<u>\$96,5229</u>	<u>\$112,6111</u>
	Aquatics Manager	<i>Hourly</i>	<u>1,398.72</u>	<u>7,680.70</u>	<u>13,962.68</u>
	Communications Manager		<u>\$38.6739</u>	<u>\$46.4146</u>	<u>\$54.1454</u>
	Community Services Coordinator		<u>.1340</u>	<u>.9618</u>	<u>.7897</u>
	Customer Service Supervisor				
	Economic Vitality Manager				
	Energy Efficiency & Electrification Coordinator				
	Environmental Health & Safety Manager				
	Local Inspector				
	Risk & Compliance Programs Manager				
	Senior Environmental & Regulatory Coordinator				
	Senior Public Health Inspector				
	Senior Treatment Systems Operator				
	Social Services Supervisor				
Tourism Manager					

8	Assistant Assessor	<i>Annual</i>	<u>\$75,8997</u>	<u>\$91,0739</u>	<u>\$106,2461</u>
	Assistant Town Accountant	<i>Hourly</i>	<u>6,809.98</u>	<u>2,165.71</u>	<u>07,521.44</u>
	Assistant Town Clerk		<u>\$36.4936</u>	<u>\$43.7944</u>	<u>\$51.0851</u>
	Assistant Treasurer		<u>.9279</u>	<u>.3104</u>	<u>.6930</u>
	Associate Financial Manager/Accountant				
	Crew Leader				
	Election and Census Manager				
	Electrical Inspector				
	HVAC Technician				
	Land Manager				
	Management Analyst				
	Master Electrician/ Crew Leader				
	Public Works Engineer				
	Recreation Operations Manager				
	Senior Financial Analyst				
	Senior GIS Analyst				
	Senior Information Systems Technician				
	Senior Master Mechanic				
	Senior Planner				
	Senior Utility Electrician				

7	Business Systems Analyst	Annual	<u>\$71,5737</u>	<u>\$85,8948</u>	<u>\$100,2141</u>
	Aquatics Supervisor	Hourly	<u>2,431.58</u>	<u>6,924.37</u>	<u>01,417.16</u>
	Facilities Custodial Supervisor		<u>\$34,4134</u>	<u>\$41,3041</u>	<u>\$48,1847</u>
	GIS Analyst		<u>.8229</u>	<u>.7905</u>	<u>.7582</u>
	Management Specialist				
	Production Manager				
	Program Analyst				
	Public Health Inspector				
	Recreation Facilities Coordinator				
	Recreation Supervisor				
	Senior Facilities/Landscape Maintainer				
	Treatment Systems Operator				
	Utility Electrician				
6	Community Engagement Manager	Annual	<u>\$67,7046</u>	<u>\$81,2458</u>	<u>\$94,7869</u>
	Energy Efficiency & Electrification Specialist	Hourly	<u>8,516.50</u>	<u>2,219.67</u>	<u>5,922.84</u>
	Executive Assistant to the Select Board Executive		<u>\$325532.</u>	<u>\$39,0639.</u>	<u>\$45,5746.</u>
	Assistant to the Town Manager		<u>9406</u>	<u>5286</u>	<u>1168</u>
	Human Resources Generalist				
	Human Services Generalist				
	Information Systems Technician				
	Membership Coordinator				
	Office Administrator				
	Payroll & Finance Generalist				
Senior Producer & Education Coordinator					
Skilled Carpenter					
5	Environmental & Regulatory Coordinator	Annual	<u>\$64,4596</u>	<u>\$77,3557</u>	<u>\$90,2519</u>
	Equipment/Line Operator	Hourly	<u>5,232.70</u>	<u>8,283.53</u>	<u>1,334.36</u>
	Geriatric Health Nurse		<u>\$30,9931</u>	<u>\$37,1937</u>	<u>\$43,3943</u>
	GIS Technician		<u>.3619</u>	<u>.6363</u>	<u>.9107</u>
	Maintenance & Warehouse Coordinator				
	Office Accountant				
	Office Coordinator				
	Outreach Coordinator				
	Project & Procurement Coordinator				
	Senior Meter Technician				
	Senior Producer				
	Water/Sewer System Maintainer				

4	Accounts Payable Specialist	Annual	<u>\$61,4026</u>	<u>\$73,6847</u>	<u>\$85,9668</u>
	Associate Engineer	Hourly	<u>2,138.44</u>	<u>4,568.26</u>	<u>6,998.08</u>
	Customer Services Specialist		<u>\$29.5229</u>	<u>\$35.4335</u>	<u>\$41.3341</u>
	Meter Technician		<u>.8742</u>	<u>.8501</u>	<u>.8260</u>
	Payroll & Finance Generalist				
	Senior Administrative Specialist				
	Senior Finance Specialist				
3	Administrative Specialist	Annual	<u>\$58,4905</u>	<u>\$70,1907</u>	<u>\$81,8908</u>
	Finance Specialist	Hourly	<u>9,191.34</u>	<u>1,036.81</u>	<u>2,882.28</u>
	Fitness Trainer		<u>\$28.1228</u>	<u>\$33.7534</u>	<u>\$39.3739</u>
			<u>.4574</u>	<u>.1523</u>	<u>.8473</u>
2	Program Coordinator	Annual	<u>\$55,7025</u>	<u>\$66,8416</u>	<u>\$77,9797</u>
	Customer Support Specialist	Hourly	<u>6,370.86</u>	<u>7,642.90</u>	<u>8,914.94</u>
	Production Coordinator		<u>\$26.7827</u>	<u>\$32.1432</u>	<u>\$37.4937</u>
	Senior Building Custodian		<u>.1014</u>	<u>5206</u>	<u>.9399</u>
	Senior Crew Member				
Senior Van Driver					
1	Building Custodian	Annual	<u>\$53,0405</u>	<u>\$63,6486</u>	<u>\$74,2567</u>
	Crew Member	Hourly	<u>3,676.48</u>	<u>4,411.75</u>	<u>5,147.02</u>
	Finance Assistant		<u>\$25.5025</u>	<u>\$30.6030</u>	<u>\$35.7036</u>
	Office Assistant		<u>.8060</u>	<u>.9671</u>	<u>.1284</u>
LP-17	Director of Concord Municipal Light Plant	Annual	<u>\$170,9551</u>	<u>\$205,140</u>	<u>\$239,3252</u>
		Hourly	<u>73,006.60</u>	<u>207,601.</u>	<u>42,196.76</u>
			<u>\$82.1983</u>	<u>68</u>	<u>\$115.061</u>
			<u>.1762</u>	<u>\$98.6399</u>	<u>16.4408</u>
			<u>.8085</u>		
LP-16	<i>(No positions in grade)</i>	Annual	<u>\$148,6371</u>	<u>\$178,370</u>	<u>\$208,1042</u>
		Hourly	<u>50,420.64</u>	<u>180,510.</u>	<u>10,601.24</u>
			<u>\$71.4672</u>	<u>44</u>	<u>\$100.051</u>
			<u>.3176</u>	<u>\$85.787.</u>	<u>01.2506</u>
			<u>78386</u>		
LP-15	Assistant Director of Concord Municipal Light Plant	Annual	<u>\$129,2511</u>	<u>\$155,106</u>	<u>\$180,9601</u>
		Hourly	<u>30,802.36</u>	<u>156,966.</u>	<u>83,131.52</u>
			<u>\$62.1462</u>	<u>94</u>	<u>\$87.0088</u>
			<u>.8857</u>	<u>\$74.5775</u>	<u>.0440</u>
			<u>.4648</u>		
LP-14	Broadband Manager Power Supply & Rates Administrator	Annual	<u>\$121,7631</u>	<u>\$146,120</u>	<u>\$170,4771</u>
		Hourly	<u>23,224.40</u>	<u>147,873.</u>	<u>72,522.48</u>
			<u>\$58.5459</u>	<u>44</u>	<u>\$81.9682</u>
			<u>.2425</u>	<u>\$70.2571</u>	<u>.9435</u>
			<u>.093</u>		
LP-13	Financial Manager/ Accountant	Annual	<u>\$113,7971</u>	<u>\$136,552</u>	<u>\$159,3071</u>
	Lead Electrical Engineer	Hourly	<u>15,162.32</u>	<u>138,190.</u>	<u>61,218.98</u>
	Line Supervisor		<u>\$54.7155</u>	<u>65</u>	<u>\$76.5977</u>

			<u>.3665</u>	<u>\$65,6566</u> <u>.4378</u>	<u>.5091</u>
LP-12	Lead Lineworker (No positions in grade)	Annual Hourly	<u>\$106,3711</u> <u>07,647.80</u> <u>\$51,1451</u> <u>.7537</u>	<u>\$127,639</u> <u>129,170.</u> <u>99</u> <u>\$61,3762</u> <u>.1014</u>	<u>\$148,9071</u> <u>50,694.18</u> <u>\$71,5972</u> <u>.4491</u>
LP-11	Electrical Engineer Senior Network Engineer	Annual Hourly	<u>\$99,4031</u> <u>00,596.08</u> <u>\$47,7948</u> <u>.3635</u>	<u>\$119,278</u> <u>120,708.</u> <u>90</u> <u>\$57,3558</u> <u>.0331</u>	<u>\$139,1521</u> <u>40,821.72</u> <u>\$66,9067</u> <u>.7028</u>
LP-10	Lineworker, Grade 1 (No positions in grade)	Annual Hourly	<u>\$96,5959</u> <u>7,754.28</u> <u>\$46.44</u>	<u>\$115,918</u> <u>117,316.</u> <u>81</u> <u>\$55,7356</u> <u>.4023</u>	<u>\$135,2421</u> <u>36,879.34</u> <u>\$65.02</u>
LP-9	Network Engineer	Annual Hourly	<u>\$89,8779</u> <u>0,955.28</u> <u>\$43,2143</u> <u>.7285</u>	<u>\$107,848</u> <u>109,142.</u> <u>15</u> <u>\$51,8552</u> <u>.4721</u>	<u>\$125,8191</u> <u>27,329.02</u> <u>\$60,4961</u> <u>.2159</u>
LP-8	Lead Broadband Technician Meter Supervisor Senior Engineering Technician	Annual Hourly	<u>\$83,5958</u> <u>4,598.28</u> <u>\$40,1940</u> <u>.6723</u>	<u>\$100,318</u> <u>101,522.</u> <u>20</u> <u>\$48,2348</u> <u>.8087</u>	<u>\$117,0421</u> <u>118,446.1</u> <u>2</u> <u>\$56,2756</u> <u>.9452</u>
LP-7	<u>Advanced Metering Infrastructure (AMI)</u> Lineworker, Grade 2 Senior Broadband Technician	Annual Hourly	<u>\$77,7717</u> <u>8,704.60</u> <u>\$37,3937</u> <u>.8387</u>	<u>\$93,3199</u> <u>4,439.15</u> <u>\$44,8745</u> <u>.4034</u>	<u>\$108,8671</u> <u>110,173.7</u> <u>0</u> <u>\$52,3452</u> <u>.9681</u>
LP-6	Broadband Technician	Annual Hourly	<u>\$67,7046</u> <u>8,516.50</u> <u>\$32,5532</u> <u>.9406</u>	<u>\$81,2458</u> <u>2,219.67</u> <u>\$39,0639</u> <u>.5286</u>	<u>\$94,7869</u> <u>5,922.84</u> <u>\$45,5746</u> <u>.1168</u>
LP-5	Lineworker, Grade 3 (No positions in grade)	Annual Hourly	<u>\$64,4596</u> <u>5,232.70</u> <u>\$30,9931</u> <u>.3619</u>	<u>\$77,3557</u> <u>8,283.53</u> <u>\$37,1937</u> <u>.6363</u>	<u>\$90,2519</u> <u>1,334.36</u> <u>\$43,3943</u> <u>.9107</u>
LP-4	(No positions in grade)	Annual Hourly	<u>\$61,4026</u> <u>2,138.82</u> <u>\$29,5229</u> <u>.8744</u>	<u>\$73,6847</u> <u>4,568.21</u> <u>\$35,4335</u> <u>.8501</u>	<u>\$85,9668</u> <u>6,997.59</u> <u>\$41,3341</u> <u>.8258</u>
LP-3	(No positions in grade)	Annual Hourly	<u>\$58,4905</u> <u>9,191.88</u> <u>\$28,1228</u>	<u>\$70,1907</u> <u>1,032.28</u> <u>\$33,7534</u>	<u>\$81,8908</u> <u>2,872.68</u> <u>\$39,3739</u>

			<u>.4576</u>	<u>.1501</u>	<u>.8426</u>
LP-2	<i>(No positions in grade)</i>	<i>Annual</i>	<u>\$55,7025</u>	<u>\$66,8416</u>	<u>\$77,9797</u>
		<i>Hourly</i>	<u>6,370.42</u>	<u>7,643.09</u>	<u>8,914.75</u>
			<u>\$26.7827</u>	<u>\$32.1432</u>	<u>\$37.4937</u>
			<u>.1012</u>	<u>.5207</u>	<u>.9398</u>
LP-1	<i>(No positions in grade)</i>	<i>Annual</i>	<u>\$53,0405</u>	<u>\$63,6486</u>	<u>\$74,2567</u>
		<i>Hourly</i>	<u>3,676.48</u>	<u>4,411.78</u>	<u>5,147.07</u>
			<u>\$25.5025</u>	<u>\$30.6030</u>	<u>\$35.7036</u>
			<u>.806</u>	<u>.9672</u>	<u>.1284</u>

(End of new Classification & Compensation Plan)

Draft for December 12, 2025

Background

There have been several conversations with the SB liaison concerning how the PB might be able to assist the SB in the annual evaluation of the Town Manager. In particular, there was an interest in identifying ways for the PB to give feedback to the SB on the following:

- evaluating overall employee satisfaction and morale
- evaluating the town's recruiting of new employees including the timeliness and quality of the hires
- evaluating employee retention with data on turnover
- any other relevant information that might assist the SB

Conclusions

1. The PB is not in a position to conduct its own Town employee satisfaction survey—this is the Town's responsibility to conduct and manage
2. The PB can ask the Town's Human Resources to provide the following data, on a monthly basis focusing on hiring and retention