

**TOWN OF CONCORD PERSONNEL BOARD
AGENDA**

**Wednesday, March 11, 2026
5:30 p.m.
55 Church Street & Zoom Video Conference
Join Zoom Meeting**

<https://concordma.zoom.us/j/88401655074?pwd=iaBaIM9cBtklti2pP9KakdfbdAEorn.1>

Meeting ID: 884 0165 5074

Passcode: 895242

- 1. Call to Order**
- 2. Approval of Minutes**
 - January 14, 2026
 - February 11, 2026
- 3. Assistant Town Manager/ Director of Human Resources Report**
 - Employee Events
 - Handbook Update
 - Personnel Reporting
- 4. Classification Actions**
 - Review and vote new job description
 - Administrative Services Manager – Public Works (Grade 8)
 - Miscellaneous Compensation Schedules (#7-1 and #7-2)
 - Review of updated job descriptions
 - Assistant Director of Library Services
- 5. Review of Public Hearing Materials from Monday, March 2, 2026: Select Board Sponsored Articles: #4 Ratify Personnel Board Actions, #5 Ratify Personnel Board Classification & Compensation Plan**
- 6. Tracking Employee Satisfaction Discussion**
- 7. Personnel Board Membership**
- 8. 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
January 14, 2026
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 5:30 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 October 8, 2025; Ms. Ryan seconded the motion. Board approval was unanimous
- Ms. Ryan moved that the Board approve the minutes of the meeting on December 10, 2025; Mr. Fay seconded the motion. Board approval was unanimous

3. Assistant Town Manager/ Director of Human Resources Report

- Employee Events – Ms. Porter reported that the Human Resources Department is doing a “Winter Warm-up Tour,” visiting the various town offices/buildings and setting up a hot-chocolate bar with treats and toppings. She also mentioned a recent cookie swap, and noted both programs were well-received by employees.
- Handbook Update – Ms. Porter gave a report on the handbook update, noting that it was still in progress and that her review would be completed within the next month. Ms. Porter assured the Board that the draft would be reviewed by town counsel and updated by the Town Manager before being presented. There was discussion about whether the draft would be circulated to employees at the same time it was provided to the Board. Mr. Fay suggested that employees should receive the final version, through they could review the draft included in the Board packet as a matter of public record. Mr. Mrachek asked that the Board be provided with at least two weeks to review the draft handbook, which Ms. Porter confirmed would be provided.
- Personnel Reporting - Ms. McMorrow discussed her report provided in the meeting materials, and stated that there had been three departures by town employees in both November and December, and that there had been a total of 23 departures in the second half of 2025. She presented data on hiring timelines, noting an average of 105 days from offer acceptance to start date, and discussed tracking recruitment metrics with the group. Mr. Mrachek stated that he would like to get monthly turnover and cumulative turnover rates, excluding retirements, but including resignations and separations. He stated he would like this to be a regular component of the monthly report. Ms. McMorrow stated that she would pursue this, though she had tried to generate a report through MUNIS and was not able to, and that such reports would have to be prepared manually. Mr. Mrachek stated that he believes this information has a direct correlation to the Town Manager’s evaluation.

4. Review Draft Annual Report

- Ms. Porter stated that last year there were separate reports encompassing the work of her Department and the Personnel Board. This year the report will be a hybrid report. The current draft report covers staffing changes in 2025, figures and statistics on employment openings, applications, etc., as well as engagement activities and Personnel Board projects. Mr. Fay suggested that the HR report also include some of the efforts around implementing MUNIS in 2025, which was a major project for the Department. Ms. Porter indicated that the payroll component of MUNIS was in place, but the project continues with other functionality tied to accruals and deductions of leave balances being included on pay stubs each month still to be implemented. Certain other functionalities, such as time-off requests, are also still under development.
- Mark Howell said he knows the Select Board did not yet take final action on the proposed Personnel Board Charge. Mr. Howell recalls that the Select Board was interested in ideas the Personnel Board might have on giving input to the Town Manager's performance review. The Personnel Board told Mr. Howell they believed the draft Charge to be complete and asked that it be presented to the Select Board as final.

5. Review and vote DRAFT Articles for the Annual Town Meeting

- Ms. Porter stated that there would be two warrant articles for the Town Meeting. The first will be for ratification of all of the classification actions taken by the Board for 2025. The second is the proposal of a 1.2 COLA increase to the Class and Compensation Plan. This amount is in addition to the 2% annual increase already included in the Plan, and is proposed by the Town Manager based on the cost of living in the CPIU for the Boston area. That increase this year is 3.2%.
- Ms. Ryan moved that the Personnel Board approve the Classification and Compensation Plan for July 1, 2026, with a 1.2% COLA increase and amendments to remove the midpoint and add Step 10. Mr. Fay seconded. The Board approved unanimously.

6. Tracking Employee Satisfaction Discussion

- The Board discussed the need to improve turnover statistics and reasons for termination tracking. The Board agreed to provide feedback to the Select Board on these matters. Mr. Mrachek included draft responses to the Select Board in the meeting packet, which the Board discussed. The Board emphasized that turnover statistics – excluding retirements – are helpful to include. There was some discussion about how reasons for separation are captured, and Mr. Mrachek said it would be helpful to understand what is available within MUNIS for documenting employees' reasons for leaving. Ms. McMorrow stated that specific functionality for this purpose might need to be built, based on preferred categories. Ms. Ryan said she would look into which categories the Town of Wayland uses. She further suggested that including a narrative with whatever information is included could provide the most insight as the data does not always capture the full story.

7. Personnel Board Membership

- There was discussion of the need for additional members on the Personnel Board and discussed potential recruitment strategies. It was agreed Mr. Mrachek would draft a letter announcing the two vacancies and inviting interested individuals to express their interest.

8. Adjournment

- Ms. Ryan moved to adjourn the meeting at 6:56 p.m. Mr. Fay seconded the motion. The motion passed unanimously.

PEOPLE & CULTURE POST

LEARNING • ENGAGEMENT • RECOGNITION



TOWN OF CONCORD

FEB 2026

WHAT'S NEW?

Incentive Pay Program: February Goal Check-In

- If you're completing goals for the Incentive Pay Program, February is the first check-in with your manager! Haven't had a chance to think about your goals yet? Now's the perfect time!

GEM Program Updates

- Last month we made it easier to nominate someone; our new [online form](#) is open anytime!
- Plus, the monthly award just got sweeter at \$125!

TRAINING OPPORTUNITIES

1 Best Practices in Meeting Facilitation

Do you run meetings or lead group discussions? Join this virtual training to pick up practical tips for communicating clearly, keeping people engaged, and making your meetings more productive.

- March 5 | 2-3pm | Register [here](#)

2 Shelter Operations Training

Strengthen your emergency preparedness skills by learning how to set up and run a local shelter and support residents during emergencies. Practical, hands-on, and designed to help you feel ready to respond. Open to all employees, no prior experience required!

- March 24 | 9am-12pm | Register [here](#)

3 [Training Needs Survey](#)

Help shape future trainings by sharing what would support you most in your role. Let us know what topics you're interested in, and which days/times work best for your schedule.

- Submit your ideas anytime [here](#)

EMPLOYEE EVENTS

2/26

12:30-1:30pm
Town House Hearing Room

Patriots of Color Screening

Join us for a documentary screening and discussion exploring the contributions of Patriots of Color whose courage helped shape our nation.

March

Pot of Gold Guessing Game

Submit your candy count guesses for a chance to win! More info coming soon from HR.

3/19

12:00-1:00pm
Town House Hearing Room

Lunch & Learn: Women of Concord

Hosted by Visitor's Center staff. Bring your lunch and learn all about Women of Concord!

GEM SPOTLIGHT

Congratulations to our January GEM winners,
Dorrie Karlin and Madeline Klein!
Thank you for your extraordinary service at Concord Fowler Library.

- ✨ Notice someone going the extra mile?
Submit a GEM Nomination anytime.

WELLNESS

Fit For Life 6-Week Class!

Join our next free, in-person fitness class that is offered by MIIA as a wellness benefit to all Concord employees.

[Learn more and sign-up by February 26.](#)

PEOPLE & CULTURE POST

CELEBRATING OUR TEAM



Congratulations to our team members celebrating work anniversaries this February! Thank you for your service!



38 YEARS

Ann Breitenwischer

20 YEARS

Mark Ryder

13 YEARS

Ruth Crispo

12 YEARS

Donna De Gray

10 YEARS

Laura Scott

8 YEARS

John O'Connor
Howard Burket

7 YEARS

Rachel D'Amore-Bonish
Nicholas Sorrentino
Lauren McClure

6 YEARS

Joseph Cormier

4 YEARS

Trevor Lewis

3 YEARS

Sara Dempster

2 YEARS

Russ Karlstad
Leigh Jackson
Jacqueline Mahoney

1 YEAR

Donald Demarco
Gary Noke
George Bano



PROMOTIONS, CERTIFICATIONS & AWARDS

FIRE DEPARTMENT

Sean Murphy

- Promoted to Assistant Fire Chief

William Nelson

- Promoted to Fire Captain

Michael DeRoche

- Promoted to Fire Lieutenant

Eric Kempf & Rachel Vroegindewey

- Graduated from a rigorous 9-month paramedic training program!

POLICE DEPARTMENT

Keith Harrington

- Promoted to Police Lieutenant

Michael Crowe

- Officer Crowe graduated from MPTC's 1st Recruit Officer Course and was sworn in on February 2!

TOWN MANAGER'S OFFICE

Amanda Moore: Concord's 2024 Annual Town Report won 3rd place in an MMA contest! Thank you to Amanda who pulled the report together on behalf of the Town.

Megan Zammuto & Shannon McAndrew: Megan and Shannon successfully secured another grant (\$100,000) to further the Town's sustainability efforts!



The Inclusion Chronicles:

Progress, People and Possibilities

March 2026

WOMEN'S HISTORY MONTH

"Leading the Change: Women Shaping a Sustainable Future," celebrates the contributions of women who are leading sustainability efforts across environmental, economic, educational and social justice movements. Be inspired by these history-making [American women](#).



Gender Equality Month



Observed throughout March, celebrates the social, political, cultural, and academic achievements of women while actively working to end gender bias and inequalities. It serves to raise awareness about gender disparities, including those faced by women, transgender, and non-binary individuals.

National Developmental Disabilities Awareness Month



A time to recognize the contributions and rights of people with developmental disabilities and to promote full inclusion in our communities.

Read the governor's [proclamation](#).



2 - 3 Purim



The jolly Jewish holiday of Purim is celebrated every year on the 14th of the Hebrew month of Adar (late winter/early spring). It commemorates the salvation of the Jewish people in the ancient Persian empire from Haman's plot. [Nine Things You Didn't Know About Purim](#).

19 - 20 Eid al-Fitr



Marks the end of Ramadan, a month of fasting and reflection for Muslims worldwide. It's a joyful day of prayer, gratitude, charity, and time with family and friends. Wishing peace and happiness to all who celebrate! Read more about [Eid](#).

- 4 - Holi (Hindu)
- 4 - Hola Mohalla (Sikh)
- 8 - International Women's day
- 15 - International Day to Combat Islamophobia
- 17 - St. Patrick's Day
- 18 - Clean Monday (Orthodox Christian)
- 21 - World Down Syndrome Day
- 21 - Naw-Ruz (Baha'i)
- 21 - Intl Day for the Elimination of Racial Discrimination
- 25 - Intl. Day of Remembrance of the Victims of Slavery
- 25 - Greek Independence Day
- 27 - Ram Navami (Hindu)
- 29 - Palm Sunday
- 30 - World Bipolar Day
- 31 - Transgender Day of Visibility
- 31 - Mahavir Jayanti (Jain)

March



Inclusion Tip

Consider adding your pronouns (she/her, he/him, they/them) to your email signature. This small step helps normalize sharing pronouns, reduces assumptions, and signals respect for colleagues of all gender identities. When everyone participates, it creates a more inclusive and welcoming workplace for all. Read [more](#).

March Learning Loop



Explore a curated video playlist highlighting moments of history, culture, resilience and belonging, including moments connected to Concord's past. Click [playlist](#)

Employee Event: Lunch and Learn

Concord's women have always been leaders, fighting for justice and creating a uniquely American vision in literature and art. Bring your lunch and join us as we learn the stories of these remarkable women and share the places where they made their mark. Hosted by the Visitor Center team. March 19, 12noon - 1:00pm at the Town House Hearing room. Employee events [calendar](#).



Regular Status Turnover % 2026

Period	Start Headcount Regular Status (FT & PT)	End Headcount Regular Status (FT & PT)	Departed Employees (excluding retirements)	Average Headcount	Turnover %
Jan-26	327	322	5	324.5	1.54%
Feb-26	322	323	1	322.5	0.31%
Mar-26					0.00%
Apr-26					0.00%
May-26					0.00%
Jun-26					0.00%
Jul-26					0.00%
Aug-26					0.00%
Sep-26					0.00%
Oct-26					0.00%
Nov-26					0.00%
Dec-26					0.00%
Annual Summary			Total	Avg Headcount	Annual Turnover %
			6	323.5	1.9%

Regular Status Turnover by Location: January – February 2026

Location	Count of Employees
Dispatch	1
Fire	1
Public Works Admin	1
Public Works Engineering	1
Public Works HW&G	1
Public Works Water/Sewer	1
Grand Total	6

Average of Time to Fill (days from date opened-offer accepted): 86

Average of Time to Fill (days from date opened-start date): 114

January – February 2026 Hiring – New Hires & Promotions

LOCATION	JAN			Jan Total	FEB			Feb Total	Grand Total
	FULL TIME	LIMITED STATUS	TEMP		FULL TIME	LIMITED STATUS	TEMP		
BEEDE SWIM & FITNESS CENTER		1		1		1		1	2
BOARD OF HEALTH DIVISION					1			1	1
BUILDING INSPECTOR DIVISION					1			1	1
CONCORD FIRE DEPARTMENT	1		1	2					2
CONCORD POLICE DEPARTMENT	1	1		2		2		2	4
FINANCE DEPARTMENT	1			1					1
IT DEPARTMENT					1			1	1
LIBRARY			2	2		1		1	3
MUNICIPAL LIGHT PLANT	1			1					1
PARKS AND TREES							1	1	1
RECREATION DEPARTMENT			2	2			1	1	3
TOWN CLERK'S OFFICE	1			1					1
TOWN ENGINEER					1			1	1
WATER & SEWER	1			1					1
Grand Total	6	2	5	13	4	4	2	10	23



February 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!



Andréa Joseph

Public Health Inspector
**Community Development
Health**



Eric Brasier

Local Inspector
**Community Development
Building & Inspections**





Administrative Services Manager – Public Works

Department:	Public Works	Salary Grade:	8
Reports To:	Director of Public Works	FLSA Status:	Exempt
Appointed by:	Town Manager	Date:	March 2026 (Pending PB approval)

GENERAL SUMMARY:

Under the general direction of the Director of Public Works or their designee, the Administrative Services Manager oversees administrative operations and provides program-level support for one or more Public Works divisions and Administrative Services. The position supervises administrative assistants, manages customer service operations, coordinates financial and billing processes, and ensures consistent, efficient, and compliant administrative practices across assigned divisions. Work requires independent judgment, strong organizational and communication skills, and a thorough understanding of division operations, billing functions, financial procedures, and municipal administrative practices. Performs varied and responsible duties requiring a thorough knowledge of departmental operations and the exercise of judgment and initiative in completing tasks, particularly in situations not clearly defined by precedent or established procedures. Incumbent is called upon to handle a significant amount of details, each varying from the other in substance and content, requiring incumbent to approach workload with flexibility.

ESSENTIAL JOB FUNCTIONS:

- ◆ Oversees customer service operations for assigned Public Works divisions; responds to inquiries, resolves escalated or complex issues, and ensures accurate communication of policies, rates, regulations, and procedures.
- ◆ Manages and reviews billing activities, financial transactions, adjustments, and account changes, working closely with Treasurer/Collector, Accounting, and Customer Service functions.
- ◆ Coordinates service order processing and workflow between administrative staff, field operations, contractors, and other divisions; ensures timely and accurate completion of service-related activities.
- ◆ Monitors, maintains, and reconciles data in systems such as NISC, Munis, AMI/AMI dashboards, meter or asset management systems, and program-specific software; identifies discrepancies and initiates corrective action.
- ◆ Leads development, revision, and implementation of administrative procedures and standard operating practices for assigned divisions; ensures consistency with departmental and town-wide standards.
- ◆ Coordinates accounts payable, payroll entry and review, personnel records, and administrative documentation for assigned divisions; serves as primary liaison with Payroll, HR, and Accounting.
- ◆ Serves as lead payroll processor for assigned divisions, ensuring accuracy of entries, coding, and compliance with personnel policies, contracts, and applicable regulations.
- ◆ Provides administrative support to assigned boards or commissions, including preparing and posting agendas, assembling meeting packets, attending meetings as needed, and recording and maintaining official minutes.

Administrative Services Manager – Public Works

- ◆ Prepares, maintains, and reviews reports, databases, spreadsheets, and records related to operations, billing, customer service, and regulatory program requirements.
- ◆ Assists in developing operating and capital budget requests and coordinates with finance personnel to address funding needs and reconcile program expenditures.
- ◆ Monitors contracts for materials and services to ensure compliance with established terms, performance standards, and procurement requirements.
- ◆ Provides procurement support for materials, supplies, and contracted services in accordance with established purchasing guidelines and Town policies.
- ◆ Identifies trends in administrative operations and recommends changes to improve efficiency, service delivery, or cost-effectiveness.
- ◆ Acts as a liaison with internal departments, regional partners, contractors, vendors, and external organizations to support program operations and ensure effective coordination.
- ◆ Assists division leadership with special projects, program implementation, vendor coordination, and administrative planning; tracks deliverables and ensures timely completion.
- ◆ Provides high-level administrative support including correspondence, document preparation, data analysis, meeting coordination, and maintenance of division files and records.
- ◆ Participates in the onboarding and training of administrative staff; supports ongoing professional development and cross-training.
- ◆ Maintains confidentiality of personnel, financial, and customer information at all times.
- ◆ Performs special projects and related responsibilities as initiated and requested.
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

SUPERVISORY RESPONSIBILITY:

Supervises administrative specialists and may oversee temporary, part-time, or project-based staff. Provides direction, assigns tasks, reviews work for accuracy and completeness, establishes expectations, and ensures consistency and accuracy of administrative procedures and is responsible for training and development of administrative personnel.

EDUCATION, EXPERIENCE:

- ◆ Bachelor's degree in business administration, public administration, communications, or related field; plus three or more years of increasingly responsible administrative or program management experience, preferably in a municipal or public service environment; or an equivalent combination of education and experience.
- ◆ Experience with utility billing, customer service operations, financial processing, and municipal systems such as Munis, NISC, AMI platforms, or similar software preferred.
- ◆ Supervisory experience preferred.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Excellent interpersonal skills; ability to communicate effectively both verbally and in writing; ability to effectively deal with all members of the public in a courteous and tactful manner; ability to establish and maintain good working relationships with officials, volunteers, and coworkers. Ability to apply discretion to communications and to maintain confidential information.
- ◆ Demonstrated customer service skills and ability to lead administrative staff.
- ◆ Thorough knowledge of administrative practices, office procedures, and municipal operational workflows.
- ◆ Proficiency with Microsoft 365 applications and ability to learn and manage complex software systems, including billing, financial, and asset management tools.
- ◆ Ability to interpret, explain, and apply departmental regulations, policies, and procedures.
- ◆ Strong analytical and problem-solving abilities; capable of identifying discrepancies, conducting research, and recommending solutions.
- ◆ Ability to prioritize multiple tasks, meet deadlines, and manage interruptions effectively.
- ◆ Ability to maintain confidentiality and exercise sound judgment.

WORKING CONDITIONS & PHYSICAL DEMANDS:

External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the physical demands (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

Normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Majority of work is performed in a moderately noisy work environment, with constant interruptions. Frequently subjected to the demands of other individuals and the volume and /or rapidity with which tasks must be accomplished.

Operates computer, printer, calculator, telephone, copier, and all other standard office equipment requiring eye-hand coordination and finger dexterity. May occasionally be required to bend, reach, or lift light objects Balancing, crouching, grasping, pulling, reaching, and stooping may also be required. The position may require attendance during emergency operations or other high-demand periods.

The above statements are intended to describe the general nature and level of work being performed by people assigned to do this job. The above is not intended to be an exhaustive list of all responsibilities and duties required. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.

TOWN OF CONCORD
Personnel Policy and Procedure #7-1

Miscellaneous Compensation Schedule
For Temporary and Limited Status Classifications
Date Effective: ~~December 10, 2024~~ March 11, 2026

GENERAL GOVERNMENT		
Position	Minimum	Maximum
Clerk of Works	\$15.75	\$50.00
Construction Specialist	\$30.00	\$60.00
Custodian	\$15.00	\$30.00
Data Lister	\$25.00	\$40.00
Election Officer	\$15.00	\$17.00
Intern	\$15.00	\$25.00
IT Program Manager	\$50.00	\$100.00
IT Project Manager	\$30.00	\$75.00
IT Project Specialist	\$30.00	\$75.00
Laborer	\$15.00	\$35.00
Maintenance Custodian	\$20.00	\$35.00
Management Specialist/Consultant	\$50.00	\$100.00
Office Clerk	\$15.00	\$32.00
Office Assistant	\$15.75	\$37.00
Parking Hearing Officer	\$20.00	\$25.00
Professional Project Specialist	\$20.00	\$75.00
Project Archivist	\$15.75	\$30.00
Project Painter	\$25.00	\$40.00
Project Electrician	\$30.00	\$50.00
Project Plumber	\$30.00	\$50.00
Project Specialist	\$15.00	\$25.00
Recording Secretary	\$15.75	\$35.00
Seasonal Snow Plow Driver	\$30.00	\$50.00
Seasonal Snow Plow Driver w/CDL	\$35.00	\$75.00
Senior Worker	_____	\$15.00
Skilled Laborer	\$20.00	\$40.00
Van Driver	\$17.00	\$25.00
Veterans' Agent	\$20.00	\$39.00
Volunteer & Public Relations Coordinator	\$17.00	\$25.00

LIBRARY		
Position	Minimum	Maximum
Librarian	\$23.77	\$43.88
Library Assistant	\$22.69	\$33.39
Library Page	\$15.60	\$18.10
Library Project Specialist	\$15.60	\$35.00
Maintenance Custodian	\$25.76	\$37.52
Reference Librarian	\$29.83	\$37.52

LIGHT DEPARTMENT		
Position	Minimum	Maximum
Telecommunications Specialist	\$25.00	\$100.00
Electrical/Line Specialist	\$25.00	\$100.00
<u>Utility Consultant</u>	<u>\$35.00</u>	<u>\$75.00</u>

PEG/MINUTEMAN MEDIA		
Position	Minimum	Maximum
Editor	\$15.75	\$25.00
Studio Aide	\$15.00	\$17.00
Videographer	\$15.75	\$25.00

PLANNING & LAND MANAGEMENT		
Position	Minimum	Maximum
Assistant Local Inspector	\$30.00	\$55.00
Conservation Crew	\$15.00	\$25.00
Electrical Inspector (& Assistant)	\$30.00	\$55.00
Plumbing & Gas Inspector (& Assistant)	\$30.00	\$55.00
<u>Public Health Nurse</u>	<u>\$25.00</u>	<u>\$50.00</u>
Ranger	\$15.00	\$25.00
Sanitary Inspector	\$20.00	\$50.00
Sealer of Weights & Measures	\$20.00	\$45.00

PUBLIC SAFETY		
Position	Minimum	Maximum
Call Firefighter	\$15.00*	\$15.00*
Police Lieutenant/Captain Extra Duty – Shift Coverage & Town Detail Rate	\$83.00	\$83.00
Police Lieutenant/Captain Extra Duty – Outside Detail Rate	Sergeant Rate	Sergeant Rate
Public Safety Dispatcher (Non-Union)	\$34.00	\$34.00
School Crossing Guard	\$30.00**	\$30.00**
Special Police Officer – Police Department Details	\$30.00	\$30.00
Special Police Officer – Town Details	\$50.00	\$50.00
Special Police Officer – Outside Details	Patrol Rate	Patrol Rate
Mutual Aid Detail Officer/Sergeant	\$50.00	\$50.00
Parking Officer	\$19.00	\$31.00
Traffic Officer	\$20.00	\$50.00

* Plus \$400 per year stipend and \$100 per year stipend for EMT, Firefighter I and Firefighter II certifications.

** Minimum of 2 hours pay per day

VISITOR CENTER ASSOCIATES		
Position	Minimum	Maximum
Ambassador	\$19.00	\$25.00
Attendant	\$15.00 16.00	\$20.00
Clerk	\$15.00 16.00	\$32.00
Tour Guide	\$20.00	\$30.00

** May perform any/all of the functions; rate paid varies based on function(s) performed during shift.*

TOWN OF CONCORD
Personnel Policy and Procedure #7-1

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Electrical Inspector (& Assistant)	\$30.00	\$55.00
Plumbing & Gas Inspector (& Assistant)	\$30.00	\$55.00
Ranger	\$15.00	\$25.00
Sanitary Inspector	\$20.00	\$50.00
Sealer of Weights & Measures	\$20.00	\$45.00

PUBLIC SAFETY		
Position	Minimum	Maximum
Call Firefighter	\$15.00*	\$15.00*
Police Lieutenant/Captain Extra Duty – Shift Coverage & Town Detail Rate	\$83.00	\$83.00
Police Lieutenant/Captain Extra Duty – Outside Detail Rate	Sergeant Rate	Sergeant Rate
Public Safety Dispatcher (Non-Union)	\$34.00	\$34.00
School Crossing Guard	\$30.00**	\$30.00**
Special Police Officer – Police Department Details	\$30.00	\$30.00
Special Police Officer – Town Details	\$50.00	\$50.00
Special Police Officer – Outside Details	Patrol Rate	Patrol Rate
Mutual Aid Detail Officer/Sergeant	\$50.00	\$50.00
Parking Officer	\$19.00	\$31.00
Traffic Officer	\$20.00	\$50.00

* Plus \$400 per year stipend and \$100 per year stipend for EMT, Firefighter I and Firefighter II certifications.

** Minimum of 2 hours pay per day

VISITOR CENTER ASSOCIATES		
Position	Minimum	Maximum
Ambassador	\$19.00	\$25.00
Attendant	\$16.00	\$20.00
Clerk	\$16.00	\$32.00
Tour Guide	\$20.00	\$30.00

** May perform any/all of the functions; rate paid varies based on function(s) performed during shift.*

TOWN OF CONCORD
Personnel Policy and Procedure #7-2

Miscellaneous Compensation Schedule – Human Services
Date Effective: ~~December 10, 2024~~ March 11, 2026

RECREATION DEPARTMENT

Recreation Associate

Temporary and Limited-Status employees of Recreation Department shall hold the position of “Recreation Associate.” Recreation Associates may perform more than one function for the department and may be paid at different rates of pay. The approved function titles and pay ranges are contained in this schedule.

BEEDE SWIM & FITNESS		
Position	Minimum	Maximum
Aquatics Generalist	\$15.00	\$25.00
Head Lifeguard	\$21 <u>22.00</u>	\$30.00
Lifeguard	\$15.75 <u>16.50</u>	\$20 <u>21.00</u>
Water Safety Instructor	\$17 <u>18.00</u>	\$25 <u>26.00</u>
Water Fitness Instructor	\$36.00	\$50.25
Head Swim Coach	\$20 <u>22.00</u>	\$31 <u>35.00</u>
Lead Swim Coach	\$17.00	\$25.00
Assistant Swim Coach	\$15.50	\$19.50
Swim Aide	\$15.00	\$15.00
Fitness Trainer	\$16.00	\$27.00
Personal Trainer	\$35.00	\$50.00
Group Exercise Instructor	\$46.00	\$75.00
Waterfront Director	\$21.00	\$35.00

GENERAL RECREATION		
Position	Minimum	Maximum
Intern	\$15.00	\$18.00
Nurse	\$25.00	\$50.00
Beede Member Services Assistant	\$15.00	\$17.50
Office Clerk	\$15.00	\$22.25
Office Assistant	\$15.75 <u>18.00</u>	\$26.50 <u>30.00</u>
Finance Specialist	\$28.50	\$40.00
Inclusion Aide	\$18.00 <u>22.00</u>	\$30.00 <u>35.00</u>
Private Program Instructor	\$20.00	\$60.00
Program Instructor	\$20.00	\$45.00
Program Assistant	\$15.00	\$18.00
Program Director	\$20.00	\$40.00
Site Supervisor Level 1	\$15.00 <u>16.00</u>	\$18.00 <u>19.50</u>
Site Supervisor Level II	\$19.00 <u>20.00</u>	\$22.00 <u>24.00</u>
Parking Lot Attendant	\$16.75	\$25.00

CHILDCARE PROGRAMS		
Position	Minimum	Maximum
Site Coordinator	\$25.00 <u>50</u>	\$30 <u>32.00</u>

Group Leader	\$17.75 <u>19.00</u>	\$25 <u>6.00</u>
Assistant Group Leader	\$15 <u>16.00</u>	\$17.75 <u>18.50</u>
Lead Teacher	\$24.50	\$30.00 <u>35.15</u>
Teacher	\$20.75	\$25.00 <u>29.29</u>
Assistant Teacher	\$17.75	\$21.50 <u>25.19</u>
Program Supervisor	\$25.00	\$30.00

SUMMER CAMP		
Position	Minimum	Maximum
Program Instructor	\$15.75	\$40.00
Inclusion Program Director	\$20.00	\$40.00
Program Assistant	\$15.00 <u>50</u>	\$25.75 <u>26.50</u>
CIT Coordinator	\$15 <u>18.00</u>	\$25 <u>28.75</u>
Camp Director	\$25.25	\$45.00
Assistant Camp Director	\$20 <u>22.00</u>	\$35 <u>40.00</u>
Health Care Supervisor	\$20.00	\$30.00
Camp Specialist	\$15.75 <u>17.00</u>	\$24.25 <u>25.00</u>
Lead Counselor	\$16.75 <u>18.00</u>	\$18.25 <u>19.75</u>
Counselor	\$15.00 <u>50</u>	\$16.75 <u>17.50</u>
Junior Counselor	\$15.25 <u>50</u>	\$15.00 <u>25</u>

COUNCIL ON AGING

Human Services Specialist

Temporary and Limited-Status employees in Council on Aging shall hold the position of "Human Services Specialist." The approved function titles and pay ranges are contained in this schedule.

GENERAL HUMAN SERVICES		
Position	Minimum	Maximum
Group Exercise Instructors	\$46.00	\$75.00

**TOWN OF CONCORD
Personnel Policy and Procedure #7-2**

**Miscellaneous Compensation Schedule – Human Services
Date Effective: March 11, 2026**

RECREATION DEPARTMENT

Recreation Associate

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BEEDE SWIM & FITNESS		
Position	Minimum	Maximum
Aquatics Generalist	\$15.00	\$25.00
Head Lifeguard	\$22.00	\$30.00
Lifeguard	\$16.50	\$21.00
Water Safety Instructor	\$18.00	\$26.00
Water Fitness Instructor	\$36.00	\$50.25
Head Swim Coach	\$22.00	\$35.00
Lead Swim Coach	\$17.00	\$25.00
Assistant Swim Coach	\$15.50	\$19.50
Swim Aide	\$15.00	\$15.00
Fitness Trainer	\$16.00	\$27.00
Personal Trainer	\$35.00	\$50.00
Group Exercise Instructor	\$46.00	\$75.00
Waterfront Director	\$21.00	\$35.00

GENERAL RECREATION		
Position	Minimum	Maximum
Intern	\$15.00	\$18.00
Office Assistant	\$18.00	\$30.00
Finance Specialist	\$28.50	\$40.00
Inclusion Aide	\$22.00	\$35.00
Private Program Instructor	\$20.00	\$60.00
Program Instructor	\$20.00	\$45.00
Program Assistant	\$15.00	\$18.00
Site Supervisor Level 1	\$16.00	\$19.50
Site Supervisor Level II	\$20.00	\$24.00
Parking Lot Attendant	\$16.75	\$25.00

CHILDCARE PROGRAMS		
Position	Minimum	Maximum
Site Coordinator	\$25.50	\$32.00

Group Leader	\$19.00	\$26.00
Assistant Group Leader	\$16.00	\$18.50
Lead Teacher	\$24.50	\$35.15
Teacher	\$20.75	\$29.29
Assistant Teacher	\$17.75	\$25.19
Program Supervisor	\$25.00	\$30.00

SUMMER CAMP		
Position	Minimum	Maximum
Inclusion Program Director	\$20.00	\$40.00
Program Assistant	\$15.50	\$26.50
CIT Coordinator	\$18.00	\$28.75
Assistant Camp Director	\$22.00	\$40.00
Health Care Supervisor	\$20.00	\$30.00
Camp Specialist	\$17.00	\$25.00
Lead Counselor	\$18.00	\$19.75
Counselor	\$15.50	\$17.50
Junior Counselor	\$15.25	\$15.25

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Human Services Specialist

Temporary and Limited-Status employees in Council on Aging shall hold the position of “Human Services Specialist.” The approved function titles and pay ranges are contained in this schedule.

GENERAL HUMAN SERVICES		
Position	Minimum	Maximum
Group Exercise Instructors	\$46.00	\$75.00



Assistant Director of Library Services

Department: Library
Reports To: Library Director
Appointed by: Town Manager

Salary Grade: 12
FLSA Status: Exempt
Date: ~~July~~
2023~~March~~
2026

GENERAL SUMMARY:

Under the supervision of the Library Director, performs highly responsible supervisory, administrative and professional work by assisting in planning, organizing, and directing library operations to support customer service, innovation and all other aspects of the Library's mission. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under their direction and control, which may include, but are not limited to the supervision of Circulation, Reference, Children's Youth Services, and Branch Library Services. Working closely with the Library Director, the incumbent performs varied and responsible duties requiring a thorough knowledge of departmental operations and the exercise of judgment and initiative in completing tasks, particularly in situations not clearly defined by precedent or established procedures. Responds to patron, personnel, and facilities issues in the absence of the Library Director or as needed. The work requires a flexible and organized approach to handle a significant amount of details, each varying from the other in substance and content.

ESSENTIAL JOB FUNCTIONS:

External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

- ◆ Provides leadership in preparing and motivating the department's workforce to develop collections and services that inspire lifelong learning and actively promote personal enrichment for library patrons, collaborating with other Town departments as appropriate; oversees and coordinates daily operations of the department in assigned areas; conducts staff meetings and coordinates training functions for the department to ensure all staff members have the knowledge and proficiency needed to perform their jobs. Ensures that that Town's standards for customer service are met.
- ◆ Implements norms of behavior and standards of performance to support a work environment that promotes professionalism, accountability, and respect. Ensures that supervisory actions are within the scope of the Town's policies and procedures; addresses employee concerns; facilitates information sharing, communication, and collaboration among library staff.
- ◆ Represents the department in a variety of inter-department, inter-agency, and inter-community collaboration efforts and decision-making processes; assists the Library Director in facilitates-facilitating communication between the Library staff, the Library Committee, and the Library Corporation by serving as a point person for organizational requests; may serves as a department spokesperson to the media and general public as needed.
- ◆ Recommends, develops, implements and periodically reviews the policies, procedures, programming and scheduling related to all library services; assists in policy interpretation for staff and patrons as needed; works on public service desks as needed.
- ◆ Ensures maintenance of electronic master personnel schedules, as well as monthly and daily personnel scheduling, including leaves, absences, swaps and transfer requests; advises the Library Director on routine staffing levels; is

responsible for arranging staffing coverage at all public services desks and providing functional oversight of organization-wide staffing levels.

- ◆ Assists the Library Director in developing and promoting the alignment of departmental goals and objectives with those of the Town Manager and the Select Board of Selectmen. Reviews progress and success in attaining department goals and objectives. Keeps the Library Director fully informed of department activities and operations. Assists the Director in cascading information to staff regarding departmental programs, plans, and services.
- ◆ Directs the development, implementation and evaluation of all library program initiatives; advises the Innovation and Communications Department on publicity as related to programs; mentors, coaches and sets standards for library staff to develop new program proposals and outcome measurements; in consultation with the Library Director, manages responses to program and partnership solicitations from outside presenters and organizations.
- ~~◆ In consultation with the Library Director, authorizes the book budget and assigns areas of collection development and management to book selectors; selects and maintains the reference collection. Researches and recommends the acquisition of online databases and emerging technologies in support of improved customer service. Manages financial resources to ensure that annual material expenditure goals are met.~~
- ◆ Serves as Library liaison to the Friends of the Concord Free Public Library by attending their monthly meetings. May be asked to represent the library at other evening meetings or programs as assigned.
- ◆ Oversees all aspects of the library's volunteer program, including recruitment, application process, CORI checks, training and supervision of volunteers; works with library departments to ensure that volunteers meet the library's diverse needs, are assigned suitable projects, and receive staff support.
- ◆ In collaboration with the Library's Leadership Team, ~~assists in~~ is responsible for the design, implementation, and evaluation of patron-centric services.
- ◆ Continues education by attending professional meetings, reading professional literature, taking courses in library and library related subjects.
- ◆ Performs special projects and related responsibilities as initiated and requested.
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

SUPERVISORY RESPONSIBILITY:

Supervises the activities and performance of and provides functional oversight ~~to all staff librarians~~ of the following departments: Circulation, Reference, Youth Services and Branch Services. Carries out supervisory responsibilities in accordance with policies and applicable laws and keeps the Library Director fully informed about all supervisory matters. Responsibilities include interviewing, recommending for hire/promotion, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

EDUCATION & EXPERIENCE:

- ◆ Masters degree in Library Science with a minimum of five years of progressively responsible experience in library operations, including supervisory experience
- ◆ Valid motor vehicle operator's license, with a safe driving record and ability to provide own transportation.

KNOWLEDGE, SKILLS & ABILITIES:

Assistant Director of Library Services

- ◆ Excellent interpersonal and customer service skills; ability to communicate effectively both verbally and in writing; ability to effectively deal with all members of the public in a courteous and tactful manner; ability to establish and maintain good working relationships with coworkers.
- ◆ Skill in strategic planning, financial management, and grant writing; knowledge of standard office procedures, practices, forms and equipment.
- ◆ Ability to lead change, develop staff competencies, and build high performance teams; knowledge and skill in managing personnel matters, including taking corrective actions to resolve performance and/or compliance matters.
- ◆ Thorough working knowledge of library principles and procedures; familiarity with automated library systems, collections of both print and non-print resources, and emerging technologies; a strong service orientation and the ability to design, implement, and evaluate patron-centric services. Strong proficiency with information technology preferable.
- ◆ Ability to work with a high level of detail; ability to prioritize multiple tasks and deal effectively with interruptions; ability to identify and analyze complex issues and to develop appropriate recommendations.

WORKING CONDITIONS & PHYSICAL DEMANDS:

External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the physical demands (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

Normal office environment, not subject to extreme variations of temperature, noise, odors, etc. The majority of work is performed in a moderately noisy work environment, with constant interruptions. Frequently subjected to the demands of other individuals and the volume and/or rapidity with which tasks must be accomplished.

Operates computer, printer, ~~video display terminal~~ monitor, keyboard, calculator, telephone, copier, ~~facsimile machine~~ and all other standard office equipment requiring eye-hand coordination and finger dexterity. Balancing, crouching, grasping, pulling, reaching and stooping may also be required.

The above statements are intended to describe the general nature and level of work being performed by people assigned to do this job. The above is not intended to be an exhaustive list of all responsibilities and duties required. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.



Assistant Director of Library Services

Department: Library
Reports To: Library Director
Appointed by: Town Manager

Salary Grade: 12
FLSA Status: Exempt
Date: March 2026

GENERAL SUMMARY:

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KNOWLEDGE, SKILLS & ABILITIES:

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Assistant Director of Library Services

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Operates computer, printer, monitor, keyboard, calculator, telephone, copier, and all other standard office equipment requiring eye-hand coordination and finger dexterity. Balancing, crouching, grasping, pulling, reaching and stooping may also be required.

The above statements are intended to describe the general nature and level of work being performed by people assigned to do this job. The above is not intended to be an exhaustive list of all responsibilities and duties required. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.

ARTICLE 4. Ratify Personnel Board Classification Actions

Mr. Mrachek moves that the Town take affirmative action on Article 4 as printed in the Warrant, with the addition of the following actions taken subsequent to the closing of the Warrant: Amend the title of “Geriatric Health Nurse” to “Council on Aging Wellness Nurse” under Grade 5; add “Utility Billing Coordinator” to Grade LP-6 effective February 11, 2026; add “Administrative Services Manager” to Grade 8 effective March 11, 2026.

Classification Actions

- An Amendment to a Compensation Plan which:
 - Adds or deletes a job title
 - Assigns a title to a salary range
 - Reassigns a title from one salary range to another

Note: Existence of a title on the Compensation Plan does not approve funding; funding is subject to town meeting approved General Fund and Enterprise Fund budgets.

Actions are Necessary When...

- The Town Manager creates a new position
- The duties of an existing position change in a significant manner
- A position title needs to be updated

Results of Actions

- Maintain appropriate job titles and salary ranges
- Allows the Town to attract and retain competent employees
- Comply with pay equity laws

Recommendation

The Personnel Board recommends affirmative action on Article 4 as printed in the warrant and in the updated filing with the Town Clerk as presented at Town Meeting to amend the classification of specific roles, job titles or salary ranges.

ARTICLE 4. Ratify Personnel Board Classification Actions

Mr. Mrachek moves that the Town take affirmative action on Article 4 as printed in the Warrant, with the addition of the following actions taken subsequent to the closing of the Warrant: Amend the title of “Geriatric Health Nurse” to “Council on Aging Wellness Nurse” under Grade 5; add “Utility Billing Coordinator” to Grade LP-6 effective February 11, 2026; add “Administrative Services Manager” to Grade 8 effective March 11, 2026.

ARTICLE 5. Ratify Personnel Board Classification and Compensation Plan

Mr. Mrachek moves that the Town take affirmative action on Article 5 as printed in the Warrant, with the amendment and addition of the following positions voted subsequent to the closing of the Warrant: Amend the title of “Geriatric Health Nurse” to “Council on Aging Wellness Nurse” under Grade 5; add “Utility Billing Coordinator” to Grade LP-6 effective February 11, 2026; and add “Administrative Services Manager” to Grade 8, effective March 11, 2026.

Clarification

- Article 5 does not cover how much money is spent on salaries.

- Items still subject to approval include
 - Job Titles
 - Groupings/Grades of Positions
 - Salary Ranges

Objective

- Uniform salary ranges based on job responsibilities and requirements
- Equal pay for equal work
- Internal equity across departments
- External competitiveness of salaries
- Comparability with salaries of unionized employees

Components of a Compensation Plan

- Classification
 - Job Evaluation – Internal Equity

- Compensation
 - Salary Survey – External competitiveness and benchmarking of positions in comparable communities.

Step Chart

- On July 1, 2024, the Town built an 18 step chart within the framework of the GovHR Compensation Plan.
- Assuming successful performance, an eligible employee moves one Step each year until Step 18 is reached.
- The step chart provides employees with predictability of their salary from year to year. It also simplifies budgeting.

FY2027 Request

- No adjustments were made to the Town's Compensation Plan from FY2025 to FY2026, which would have resulted in a "COLA" adjustment for eligible employees.
- For FY2027, the Town Manager and the Personnel Board are recommending an adjustment to the Compensation Plan of 1.2%.
- This will provide for a minimum 1.2% base wage adjustment for eligible, non-union employees.

Why a 1.2% Adjustment?

- The adjustment is based on the Consumer Price Index; Boston area CPI-U is 3.2%.
- If/when the CPI-U exceeds 2%, the Town will provide a COLA equivalent to the excess over 2%.

Updated Compensation Plan

We have provided for Town Meeting a handout with the most current version of the Compensation Plan which has been updated since the warrant was printed.

Recommendation

The Personnel Board recommends affirmative action on Article 5 as printed in the warrant and in the updated filing with the Town Clerk and as presented for amendment at Town Meeting.

ARTICLE 5. Ratify Personnel Board Classification and Compensation Plan

Mr. Mrachek moves that the Town take affirmative action on Article 5 as printed in the Warrant, with the amendment and addition of the following positions voted subsequent to the closing of the Warrant: Amend the title of “Geriatric Health Nurse” to “Council on Aging Wellness Nurse” under Grade 5; add “Utility Billing Coordinator” to Grade LP-6 effective February 11, 2026; and add “Administrative Services Manager” to Grade 8, effective March 11, 2026.