



HUMAN RESOURCES SERVICES, INC.
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TOWN OF WEST TISBURY, MASSACHUSETTS
COMPENSATION AND CLASSIFICATION STUDY

FINAL REPORT

October 11, 2019

HRS CONSULTANT TEAM

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The project team conducted the following analytical activities:

- The consultants met with town officials at the onset of the study to determine the parameters of the project. Orientation sessions conducted with employees. The Town provided HRS with necessary documents for West Tisbury, compensation plans, town warrant, job descriptions, and other related information. The consultants were given very specific directives.
- The project team collected salary and benefits and other information from each of the comparable communities; these were used as the basis for this analysis and are provided as attachments to this report.
- The project team also reviewed initial findings and issues with the management of the Town and the Personnel Board. Final draft report and draft job descriptions were submitted for review.

**HUMAN RESOURCES SERVICES, INC.
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DOCUMENTS SUBMITTED SEPARATELY:

JOB DESCRIPTIONS

©MRI/HRS MUNICIPAL POSITION CLASSIFICATION AND RATING MANUAL - SERIES I

COSTING RECOMMENDATIONS

**TOWN OF WEST TISBURY,
MASSACHUSETTS
PROPOSED COMPENSATION AND CLASSIFICATION STUDY**

I. Introduction

The Town of West Tisbury, Massachusetts has a strong history of a well-managed personnel and compensation administration program. Over the years, various aspects of its compensation and classification program have been reviewed and enhanced. The Town of West Tisbury and its Personnel Board realized that there were still equity concerns that needed to be addressed; for both internal and external equity as well as the need to address the “*Island Factor*” which relates to the high cost of living for employees on Martha’s Vineyard. Review of the current pay scale with its current grades, steps and minimum and maximum parameters was also in need of review. Therefore the Town and its Personnel Board commissioned this full-scale updated compensation and classification project. Human Resources Services, Inc. (HRS) was charged with conducting a thorough job analysis and audit of positions and update of job descriptions as needed. Also HRS was commissioned to conduct a review of the Town’s current Town-wide Compensation and Classification Plans and make updates and adjustments as necessary.

This Compensation and Classification Study was primarily designed to focus on internal and external equity of both the structure by which employees are compensated as well as the way positions relate and compare to one another across the Town’s organization. This report focuses on the analysis and findings related to West Tisbury’s general compensation for its positions. HRS reviewed *approximately* 47 position titles and *approximately* an additional 14 seasonal position titles; making the total number of positions reviewed 61. These titles represent *approximately* 37 full-time and 25 part-time year round employees; and an additional 25 seasonal employees, making the total number of employees *approximately* 87 or more. The scope of this study was shaped by Town’s interest in understanding and comparing its current pay structure to other similar organizations (i.e. municipalities) in the industry. As the cost-of-living on the Island continues to increase and the difficulty of recruiting qualified employees has become apparent over the years, West Tisbury found it necessary to review its own compensation program to ensure that it is

competitive so they may attract and retain the necessary talent to provide services.

Internal equity relates to the fairness of an organization's compensation practices among its current employees. Specifically, by reviewing the skills, capabilities, and duties of each position, it can be determined whether similar positions are being compensated in a similar manner within the organization. The Classification component of this study is aimed at resolving any inconsistencies related to job requirements and providing some clarity to the plan in place.

External equity deals with the differences between how an organization's classifications are valued and what compensation is available in the market place for the same skills, capabilities and duties.

As part of the study, Human Resources Services, Inc. was tasked with:

- Analyzing West Tisbury's compensation and classification plans.
- Reviewing current departmental structures.
- Conducting a thorough job analysis/audit; updating of job descriptions utilizing comprehensive position analysis questionnaires and interviews.
- Conducting a market salary survey and providing feedback to the Town regarding current market competitiveness.
- Conducting a classification analysis to assess internal equity and the strength of the current classification plan; updating the classification plan as needed.
- Reviewing and updating the compensation structure as needed.
- Developing and submitting, preliminary, draft and final documents summarizing findings and recommendations.

Human Resources Services, Inc. combined qualitative as well as quantitative data analysis to produce an **equitable solution** in order to maximize the fairness and competitiveness of the Town's compensation and classification structure and practices. Best practices were followed and utilized throughout the duration of the project. The following activities took place:

- Meetings/discussions with Personnel Board, Personnel Board Administrator, Town Department Heads, Board of Selectmen, and Finance Committee to discuss study issues and requirements.
- Orientation session with employees, managers, department/division heads, and supervisors.
- Interviews of employees in person onsite with an HRS consultant. Also facilitation of group employee meetings as needed (i.e. employees sharing similar job or from similar department).
- Salary survey, compilation and analyses; statistical comparisons.
- Update of job descriptions based on employee and department head PAQ feedback and interviews.
- Rating and ranking of positions utilizing the MRI/HRS System.
- Development of recommendations and implementation plan.
- Creating draft and final reports.

II. The Salary Survey

Salary surveys are compilations of benchmark jobs that provide pay data by function, industry, and geographic location. Employers use salary surveys to determine the wage levels needed to attract competent employees, to determine if their compensation plans are aligned with market rates, and to plan strategies for compensating their workforce. Salary surveys allow employers to compare current positions, salaries, and incentive pay within relevant comparable industries. HRS ensured that the surveys were timely, accurate, and reflected the Town's labor market. The data included in this report was considered in the context of the Town's compensation philosophies and objectives to arrive at suitable salary levels. It has been the policy to utilize the 75th percent of market for West Tisbury in order to attract and retain employees to their Island municipality.

To measure the pay rates among the Town's municipal competitors for these positions, HRS distributed custom survey documents to comparable organizations jointly identified by the Town and HRS. This survey document was designed to collect information regarding specific components of pay rates including, minimum salary/wages, maximum salary/wages, and any unique characteristics about the

positions which would affect pay. Respondents were asked to provide information for those jobs that represented a best match to their Town's positions.

As needed, follow-up calls were made to the comparable Towns. Sometimes it is difficult to find exact positions from other comparable organizations. However, in general, if 70 percent of the duties and responsibilities are the same, then the position is a good match for market analysis purposes. In some cases HRS also reviewed the comparable towns' pay and classification plans, union contracts, and other documents. HRS also collected and analyzed other pay data such as information on longevity and on their pay systems. In addition, HRS collected data on health insurance and time-off programs. All the information is current within the last month.

Human Resources Services, Inc. conducted a complete market analysis to determine the market competitiveness for positions included in this study. HRS included survey responses from the following communities:

1. Aquinnah, MA
2. Brewster, MA
3. Chatham, MA
4. Chilmark, MA
5. Dennis, MA
6. Eastham, MA
7. Edgartown, MA
8. Falmouth, MA
9. Nantucket, MA
10. Oak Bluffs, MA
11. Orleans, MA
12. Provincetown, MA
13. Tisbury, MA
14. Truro, MA
15. Westport, MA
16. Wellfleet, MA

The communities were chosen based on their form of government, location (Island and Cape), equalized valuation per capita, income per capita, residential/tourist mix, operating budget; and consideration as to where the Town of West Tisbury recruits from. The consultant team discussed findings with town officials and staff to review draft reports. An initial analysis of the market data involved reviewing the average, median, range, and 75th percentile. A comparison was then made to current West Tisbury salaries.

All of the comparative data is current salary information and included as attachments to this report. HRS collected minimum and maximum salary ranges from the comparable towns. Certain wage data may have been pro-rated for comparison purposes only. In each cell, the top number indicates the minimum salary range for each position and the bottom number indicates the maximum salary range for each position.

The analysis of the market data from multiple sources comprises a range of pay for each position. Sometimes, the pay ranges from the market will be quite broad, especially for highly paid positions, and narrower for lower priced jobs. For contract jobs, an “actual” pay rate may have been provided. The internal job analysis also helped in this process. Virtually every organization had some type of a pay and classification plan structure. The 75th percentile is derived through a rank function which looks at the array of data points and gives each data point a percentile rank. The lowest data point is 0% and the highest data point is 100%. From the array of data from low to high, the 75th percentile are mathematically calculated.

For each position analyzed, data points were collected from the labor market. The data points indicate the amount of salary information for each position surveyed. In some instances: (1) the organization did not have a comparable position; or (2) the consultants determined that the position was not comparable to the position in West Tisbury. HRS used professional discretionary judgment when comparing positions to the comparable data. If there was less than two data points of salary information for a position, HRS placed more emphasis on the position rating when placing the position on the compensation and classification plan. Also, the position was benchmarked against other positions in the same job family series. While this market analysis and information provides the Town with

benchmark salary data to set the parameters for compensation decisions, the client must also consider if there is any “uniqueness” of certain positions in the organization as well as the organization’s compensation policies. For most positions, there was sufficient salary/wage information and the data was populated. It is not necessary to find labor market data on every job in the organization since a job evaluation process was also used to determine internal relative job values. The resulting internal job ratings/rankings enabled the consultants to slot the unique jobs; those for which data was limited or not available.

III. Job Descriptions

Job analysis helps employers determine the compensable factors for each job in the organization. Once these factors are identified and their role in a particular job measured, employers can determine how much workers performing a particular job should be paid. The compensable factors examined in each job are:

- the skills necessary for job performance,
- the mental and physical effort required,
- the duties and responsibilities that are part of the job, and
- the conditions under which the job is performed.

Through the job analysis process, updated job descriptions were developed. This included each employee completing a comprehensive HRS *Position Analysis Questionnaire (PAQ)* as well as employee/supervisor interviews, HRS discovered that certain job descriptions needed some updating. Based on employee feedback and supervisor comments on the PAQ tool, job descriptions were updated so as to better reflect actual work performed and to streamline and standardize the formats as needed. Overall the job descriptions were good but needed some updating where essential functions, tools and technology, and job requirements changed over the years. Some titles were also modernized. Job descriptions for the new positions of Detective, Fire Chief and Highway Superintendent were developed. Certain titles were modernized or changed to better reflect the actual job requirements. HRS’ proposed job descriptions are submitted to the Town as part of this final report. They were

thoroughly reviewed and vetted by department heads, employees, and Personnel Board. They are submitted in electronic format only through a secure sharefile for the Personnel Administrator.

Additionally, the job descriptions define the positions and the types of results which each incumbent is expected to produce. Representative examples of the work performed and minimum qualification requirements are listed. These job descriptions are small but important components of more comprehensive personnel, organizational and administrative systems or plans. They can and should be used not only for recruitment and promotion, but as tools to assist in the administration of the Town. They help define initial expectations, provide fundamental building blocks for administering compensation systems, and give additional definition to organizational charts. They can and should be used when developing employee objectives, performance plans and performance appraisals. The job descriptions presented to the Town are up-to-date, clear, and identify the duties of each position, as well as the education, experience, training, knowledge, ability, and skills, and competency levels required.

IV. FLSA

Employers commonly classify employees as exempt or nonexempt under the federal Fair Labor Standards Act, full time or part time, and regular or temporary. Employers must have accurate and reliable ways of classifying employees because misclassifications can result in serious legal and financial damages to the Town. The Town's pay policies should clearly distinguish employees for salaried or hourly positions. Such distinctions are important for other pay reasons as well, such as overtime pay. For West Tisbury, we have determined that all positions fall under the non-exempt category. Our reasoning is as follows:

1. Based on our understanding, all of the positions are paid hourly.
 - a. Paid for the hours that are worked.
 - b. The number of hours is set by the employer.
 - c. Hourly employees who work less than 40 hours a week are classified as part-time or seasonal workers.

- d. Hourly employees receive the minimum wage set by the state or federal government (whichever is higher).
- e. The Town keeps track of the hours worked for each employee.

An exempt employee is someone who is excluded from overtime regulations, minimum wage, and other protections and rights that are available to non-exempt workers. In order for an employee to be classified as exempt, employers need to pay them a salary instead of an hourly wage.

The following categories of exempt employees are recognized by the FLSA:

- Executive Employee (see 29 C.F.R. § 541.100)
- Administrative Employee (see 29 C.F.R. § 541.200)
- Learned Professional (see 29 C.F.R. § 541.300)
- Creative Professional (see 29 C.F.R. § 541.300)
- Outside Sales (see 29 C.F.R. § 541.500)
- Computer Professional (see 29 C.F.R. § 541.400)
- Highly Compensated Employee (see 29 C.F.R. § 541.601)

Based on our tests utilizing the ERI Occupational Assessor Tool, the employees were classified as non-exempt because they are all paid hourly, as we understand and were told.

2. Most employees in West Tisbury do not supervise more than two employees and do not have hiring and firing responsibilities. The Library Director and COA Director may be considered Exempt, if they are paid Salaried by the Town, as they supervise more employees.
3. West Tisbury is such a small organization, and as such the employees are doing a *substantial amount* of work that would be considered non-exempt tasks in other larger organizations. We discovered this through our job analysis process. A job title alone is insufficient to establish the exempt status of an employee. For example, the Highway Superintendent would be a hands-on Supervisor sometimes performing laboring duties in the field. The Town Administrator has limited responsibilities with regard to supervision, hiring and firing employees,

and performs general administrative tasks too.

4. Finally, the Town appears to have a precedence and history of keeping all their employees non-exempt.

For further analysis, the Town may wish to engage labor counsel to study this more deeply, particularly with the Library Director and COA Director positions. The FLSA also contains some provisions unique to public employers. Public employers may allow non-exempt employees to receive comp time at a rate of not less than one and one-half hours for each overtime hour worked instead of cash overtime pay. Law enforcement, fire protection, emergency response personnel, and employees engaged in seasonal activities may accrue up to 480 hours of comp time. All other government employees may accrue up to 240 hours.

V. The Classification Plan

A classification plan is the foundation upon which a sound personnel management program is established. The classification plan is the basis for developing and implementing other personnel functions such as recruitment and selection, training, performance appraisal, succession management, etc. Classification is the process of grouping individual positions into broader groupings for personnel, budgeting, and other management purposes. Classification sorts the work of individual positions based on type of work and then levels of skill, responsibility and requisite requirements. It looks at “comparable work” comparisons. This process also assists with the legal requirements of the Massachusetts Employment Pay Act ensuring equal pay for equal work.

The Town of West Tisbury has done well maintaining the integrity of its classification system, with regular updating and maintenance of the current class concepts. There were, however, adjustments required to the actual classification structure. Certain positions were regrouped or upgraded to make better internal equity alignments. Many of the supervisors and employees provided Human Resources Services consultants with issues specific to individual classifications which were analyzed during the job analysis process. When reclassifying positions, HRS considered both the internal equity of the positions as well as the external market

for purposes of this engagement, and the overall fit of positions within the organization.

Surprisingly, the compensation plan structure did not fall out of line with the external market; it was not necessary to expand the pay ranges or restructure the salary schedule in order to remain competitive. Certain positions that fell behind in the market were corrected through the classification process, through the job rating process. Maintaining the current step system will assist the town as well. A competitive pay structure will allow the Town to be an effective recruiter in the market place, contribute to a reduction in employee turnover, and set the precedent to offer competitive salary advancements and job growth for employees. The “*Island Factor*” is real, and should there be serious turnover in the organization, the Town wants to be well positioned to recruit talent.

VI. The Compensation Plan

In analyzing the Town’s pay plan, HRS reviewed three components: (1) base pay structure, in terms of number of grades, steps and range from minimum to maximum for each grade, including percentages between steps and grades; (2) ability to hire and retain qualified employees at competitive salaries; and (3) employee ability to live on the Island based on Cost-of-Living.

The proposed compensation plans are attached to this report. The consultants utilized the market 75th percentile as a benchmark to compare the market to West Tisbury. HRS believes that the current pay plan structure is competitive in its totality to the market. Certain reclassifications have resulted in some increases which total approximately \$40,000 depending on implementation. The cost-out plan has been provided to the Town for as a separate document. Our proposed plan is for Fiscal Year 2021, starting July 1, 2020. While the writing of this final report is taking place in October 2019, the Town needs several months to review our recommendations, Personnel Board and Select Board; prepare their warrants, budgets, and plans for town meeting in the spring 2020.

The salary schedule provided remains with the 5% percent step increments which will assist with the high cost of living on the Island. For certain positions, the Town may consider a fixed-rate housing stipend or allowance if they find it difficult to

recruit employees. However, this would be a policy decision of the Select Board. The Seasonal salary schedule should be updated in January to reflect the increase in the minimum wage.

Virtually every grade range on the pay plan has remained the same; certain positions were adjusted for internal/external equity purposes. The updated classification plan should provide for very competitive wages for West Tisbury employee retention and recruitment. The Consultants found that the Town's entry level for some of the positions on the pay structure were low as compared to the market. However, it was not necessary to increase the entire compensation plan. Depending on qualifications, employees do not have to be hired at entry level rates. For the majority of positions the maximum rates were very competitive to the market.

The proposed compensation plan is based on fiscal year 2020 compensation data and the Town may consider adding an additional COLA for FY-2021 to the salary schedule to keep it current. This is a base salary plan and does not include compensation for longevity, merit, or other compensation. It is the Town's salary administration program that will determine individual pay with regards to implementation of this proposed compensation plan. For those employees reclassified, they should be placed on the step closest to but just above what they are currently earning so not to cut anyone's current pay rate. It is also up to the Town to consider any additional cost-of-living or longevity adjustments to the plans per their town policies.

VII. Consultant/Client Communications

HRS consultant(s) had regular communications and discussion with the Town's staff and officials to review the job descriptions, market data, preliminary compensation/classification plans, legal compliance, cost-outs, and other draft materials. The purpose was to conduct fact finding and discuss the data/information meaning and to discuss policy requirements of the Town. It was the Town's desire to stay with a compensation administration program that is competitive to account for the "*Island Factor*". This system will continue to provide the Town with the most

flexibility overall. The recommended plans are therefore designed based on the results of the previous phases within this study process and reflect best practices and the desired market position for the Town of West Tisbury.

VIII. Findings and Recommendations

In closing, the following is a summary of our general findings and recommendations for the Town's consideration:

1. Salary adjustments as a result of the reclassifications need to be made to these positions as soon as possible. As employees separate from the Town, these positions may be difficult to fill at the current pay ranges.
2. Continue using the 75th of the market for targeting pay ranges at the maximum. It will also assist in eliminating salary compression at the upper levels.
3. Continue using the 5% between steps to remain slightly competitive from other Island communities for retention purposes. This gives West Tisbury a great advantage when recruiting for hard to fill jobs.
4. When placing the employees on the new proposed compensation plan, at a minimum, incumbents should be placed at or above their closest pay rate in order to not cut anyone's current pay.
5. Whenever a vacancy develops, it is a good time to automatically review the position. This may involve a job analysis and updating the job description and reviewing the market for the particular position.
6. The Town may consider implementing a new performance evaluation system (*i.e., tools, policies, procedures, training etc.*) ensuring best practices, better communications and accountability of employees.

In conclusion, through a comprehensive job analysis, the consultants reviewed each position to see: ***what work was being done; how the work was being done; why the work was being done; and what knowledge, skills, and abilities were involved in doing the work.*** This was done for every single position and was a very inclusive and labor intensive process. The overall approach used to determine the relative internal worth among positions included three steps: (1) **Position Analysis:** the careful and thorough review and understanding of the work being done; (2) **Position Description:** the written record of the important activities and requirements of the work being done. (3) **Position Evaluation:** the method of evaluating the information that has been collected and described in order to determine the position's relative worth within the organization. (See MRI/HRS's Rating Manual submitted as a separate document.)

It should be noted that the market analysis contained within this report is a *snapshot* of current market conditions. In other words, market conditions change, and in some cases change quickly. So while market surveys are useful for making updates to a salary structure, they must be done at regular intervals if the Town wishes to stay current with the marketplace. The salary schedule as a whole should also be updated annually to reflect the cost-of-living. Utilizing the Consumer Price Index (CPI) or COLA readings from the regional communities will assist in setting the percentage COLA increase on the pay plan.

Finally, in closing, the Town should be proud of its dedication to high-quality service and continuous improvement. Human Resources Services, Inc. found that employees at all levels were committed to their jobs and to the Town; and also committed to maintaining the positive working environment that they have created and enjoy. HRS' recommendations build upon the strengths of the current Town of West Tisbury compensation and classification plans and we have worked to improve the areas identified by employees, management, and the consultant team.



ATTACHMENTS

TOWN OF WEST TISBURY, MA
Proposed Classification Plan
FY-2021

Position Grade and Title
1
Circulation Assistant
Circulation Assistant (Substitute)
Custodian
Kitchen Manager
2
Administrative Clerk
3
Administrative Assistant
Administrative Assistant to BOS/TA
Administrative Assistant to COA
Assistant Animal Control Officer
Building Maintenance Worker
Highway Laborer
Shellfish Agent
4
Assistant Assessor/Data Collector
Assistant Director Council on Aging
Assistant Librarian/Children
Assistant Librarian/Youth
Administrative Assistant II - Affordable Housing Committee
Administrative Assistant II - Community Preservation Committee
Executive Assistant to the Police Chief
Outreach Coordinator
Program Coordinator - Library
Reference/Technology Librarian
5
Animal Control Officer
Assistant Treasurer/Collector
Head of Circulation/Asst Director
Highway Foreman
6
Local Building Inspector
Patrol Officer
7
Board Administrator
Conservation Board Administrator
Park & Recreation Board Administrator
Personnel Board Administrator
Planning Board Administrator
Zoning Board Administrator
8
Council on Aging Director
Health Agent/Animal Inspector
Inspector of Buildings/Zoning Enforcement Officer
Library Director
Police Sergeant
Principal Assessor
9
Police Lieutenant
Town Accountant/Finance
Treasurer/Collector
Highway Superintendent
10
Town Administrator
11

Step % = 5.00

35 hours 1,827 hours annually
 40 hours 2,088 hours annually

WEST TISBURY PROPOSED FY21 PAY PLAN

(FY-2021 COLA to be determined)

Grade	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
10	1 Hourly	18.67	19.60	20.58	21.61	22.69	23.82	25.01	26.26
	35 hours	34,110.09	35,809.20	37,599.66	39,481.47	41,454.63	43,519.14	45,693.27	47,977.02
	40 hours	38,982.96	40,924.80	42,971.04	45,121.68	47,376.72	49,736.16	52,220.88	54,830.88
10	2 Hourly	20.54	21.57	22.65	23.78	24.97	26.22	27.53	28.91
	35 hours	37,526.58	39,408.39	41,381.55	43,446.06	45,620.19	47,903.94	50,297.31	52,818.57
	40 hours	42,887.52	45,038.16	47,293.20	49,652.64	52,137.36	54,747.36	57,482.64	60,364.08
10	3 Hourly	22.59	23.72	24.91	26.16	27.47	28.84	30.28	31.79
	35 hours	41,271.93	43,336.44	45,510.57	47,794.32	50,187.69	52,690.68	55,321.56	58,080.33
	40 hours	47,167.92	49,527.36	52,012.08	54,622.08	57,357.36	60,217.92	63,224.64	66,377.52
10	4 Hourly	24.85	26.09	27.39	28.76	30.20	31.71	33.30	34.97
	35 hours	45,400.95	47,666.43	50,041.53	52,544.52	55,175.40	57,934.17	60,839.10	63,890.19
	40 hours	51,886.80	54,475.92	57,190.32	60,050.88	63,057.60	66,210.48	69,530.40	73,017.36
10	5 Hourly	27.34	28.71	30.15	31.66	33.24	34.90	36.65	38.48
	35 hours	49,950.18	52,453.17	55,084.05	57,842.82	60,729.48	63,762.30	66,959.55	70,302.96
	40 hours	57,085.92	59,946.48	62,953.20	66,106.08	69,405.12	72,871.20	76,525.20	80,346.24
10	6 Hourly	30.07	31.57	33.15	34.81	36.55	38.38	40.30	42.32
	35 hours	54,937.89	57,678.39	60,565.05	63,597.87	66,776.85	70,120.26	73,628.10	77,318.64
	40 hours	62,786.16	65,918.16	69,217.20	72,683.28	76,316.40	80,137.44	84,146.40	88,364.16
10	7 Hourly	33.08	34.73	36.47	38.29	40.20	42.21	44.32	46.54
	35 hours	60,437.16	63,451.71	66,630.69	69,955.83	73,445.40	77,117.67	80,972.64	85,028.58
	40 hours	69,071.04	72,516.24	76,149.36	79,949.52	83,937.60	88,134.48	92,540.16	97,175.52
10	8 Hourly	36.39	38.21	40.12	42.13	44.24	46.45	48.77	51.21
	35 hours	66,484.53	69,809.67	73,299.24	76,971.51	80,826.48	84,864.15	89,102.79	93,560.67
	40 hours	75,982.32	79,782.48	83,770.56	87,967.44	92,373.12	96,987.60	101,831.76	106,926.48
10	9 Hourly	40.03	42.03	44.13	46.34	48.66	51.09	53.64	56.32
	35 hours	73,134.81	76,788.81	80,625.51	84,663.18	88,901.82	93,341.43	98,000.28	102,896.64
	40 hours	83,582.64	87,758.64	92,143.44	96,757.92	101,602.08	106,675.92	112,000.32	117,596.16
10	10 Hourly	44.03	46.23	48.54	50.97	53.52	56.20	59.01	61.96
	35 hours	80,442.81	84,462.21	88,682.58	93,122.19	97,781.04	102,677.40	107,811.27	113,200.92
	40 hours	91,934.64	96,528.24	101,351.52	106,425.36	111,749.76	117,345.60	123,212.88	129,372.48
10	11 Hourly	48.43	50.85	53.39	56.06	58.86	61.80	64.89	68.13
	35 hours	88,481.61	92,902.95	97,543.53	102,421.62	107,537.22	112,908.60	118,554.03	124,473.51
	40 hours	101,121.84	106,174.80	111,478.32	117,053.28	122,899.68	129,038.40	135,490.32	142,255.44

			West Tisbury Current		Market Data	75th percentile of Market		Proposed July 1, 2020 (FY-21)		
survey line	Grade	Position Title	Min	Max	Data Points	Min	Max	Grade	Min	Max
21	1	Circulation Assistant	18.67	26.26	8	20.81	29.01	1	18.67	26.26
22	1	Circulation Assistant (Substitute)	18.67	26.26	4	19.29	24.60	1		
	1	Custodian	18.67	26.26	12	21.18	26.91	1		
41	1	Kitchen Manager	18.67	26.26	2	20.59	25.46	1		
					AVE	20.47	26.49	1		
2	2	Administrative Clerk	20.54	28.91	13	22.77	28.65	2	20.54	28.91
38	2	Administrative Assistant to COA	20.54	28.91	6	25.67	32.22	3	22.59	31.79
9	3	Administrative Assistant to BOS/TA	24.85	34.97	14	28.04	36.45	3		
1	3	Administrative Assistant	22.59	31.79	15	25.70	32.00	3		
4	3	Assistant Animal Control Officer	22.59	31.79	3	23.70	30.66	3		
7	2	Building Maintenance Worker	20.54	28.91	10	24.95	31.10	3		
36	3	Highway Laborer	22.59	31.79	13	23.15	30.20	3		
45	3	Shellfish Agent	22.59	31.79	12	39.02	45.01	3		
					AVE	27.17	33.95			
39	4	Assistant Director Council on Aging	24.85	34.97	limited data			4	24.85	34.97
1	3	Administrative Assistant II - AHC	22.59	31.79	15	25.70	32.00	4		
1	3	Administrative Assistant II - CPC	22.59	31.79	15	25.70	32.00	4		
5	4	Assistant Assessor/Data Collector	24.85	34.97	10	26.00	34.75	4		
20	4	Assistant Librarian/Children	24.85	34.97	6	26.42	36.47	4		
28	4	Assistant Librarian/Youth	24.85	34.97	11	27.82	35.65	4		
29	4	Executive Assistant to Police Chief	24.85	34.97	9	28.06	35.75	4		
42	4	Outreach Coordinator	24.85	34.97	11	25.97	34.27	4		
26	3	Program Coordinator/Library	22.59	31.79	6	26.06	33.29	4		
27	4	Reference/Technology Librarian	24.85	34.97	10	24.62	32.99	4		
					AVE	26.26	34.13			
3	4	Animal Control Officer	24.85	34.97	9	26.51	38.95	5	27.34	38.48
	5	Assistant Treasurer/Collector	27.34	38.48	7	28.76	35.49	5		
23	5	Head of Circulation/Asst Director	27.34	38.48	6	29.84	36.08	5		
35	5	Highway Foreman	27.34	38.48	11	28.37	39.08	5		
					AVE	28.37	37.40			

			West Tisbury Current		Market Data	75th percentile of Market		Proposed July 1, 2020 (FY-21)		
survey line	Grade	Position Title	Min	Max	Data Points	Min	Max	Grade	Min	Max
12	6	Local Building Inspector	30.07	42.32	11	31.48	43.18	6	30.07	42.32
30	6	Patrol Officer	30.07	42.32	12	29.63	40.92	6		
					AVE	30.55	42.05			
6	6	Board Administrator	30.07	42.32	4	35.44	50.50	7	33.08	46.54
8	6	Conservation Board Administrator	30.07	42.32	11	34.23	49.01	7		
43	6	Park & Recreation Board Admin	30.07	42.32	11	34.48	48.43	7		
13	6	Personnel Board Administrator	30.07	42.32	5	37.95	49.18	7		
14	6	Planning Board Administrator	30.07	42.32	11	38.08	49.49	7		
19	6	Zoning Board Administrator	30.07	42.32	6	31.14	40.33	7		
					AVE	35.22	47.82			
40	7	Council on Aging Director	33.08	46.54	13	34.49	48.38	8	36.39	51.21
10	7	Health Agent/Animal Inspector	33.08	46.54	15	38.89	51.34	8		
11	8	Inspector of Buildings/Zoning Enf Ofc	36.39	51.21	14	39.51	50.73	8		
24	7	Library Director	33.08	46.54	13	39.02	51.56	8		
34	8	Police Sergeant	36.39	51.21	12	40.12	50.59	8		
15	8	Principal Assessor	36.39	51.21	13	39.84	51.42	8		
					AVE	38.64	50.67			
33	9	Police Lieutenant	40.03	56.32	7	47.66	56.20	9	40.03	56.32
16	8	Town Accountant/Finance	36.39	51.21	10	41.64	51.35	9		
18	9	Treasurer/Collector	40.03	56.32	14	42.33	57.04	9		
37	NA	Highway Superintendent	stipend	\$42 K/yr	10	39.91	61.58	9		
					AVE	42.88	56.54			
17	10	Town Administrator	44.03	61.96	10	78.34	81.34	10	44.03	61.96

survey line	Grade	Position Title	West Tisbury Current		Market Data	75th percentile of Market		Proposed Jan 1, 2020		
			Min	Max	Data Points	Min	Max	Grade	Min	Max

SEASONAL STAFF

Mass min wage

25	S1	Library Page	11.53	13.36	3	15.16	17.20	S1	12.75	14.76
53	S2	Parking Lot Attendant	13.55	15.69	5	13.00	14.97	S2	13.55	15.69
46	S3	Assistant Recreation Instructor	15.24	17.64	2	14.70	16.57	S3	15.24	17.64
50	S3	Beach Sticker Seller	15.24	17.64	7	15.06	18.34	S3		
55	S3	Summer Parking Officer	15.24	17.64	3	16.57	17.96	S3		
					AVE	15.44	17.62			
48	S4	Assistant Swim Instructor	17.11	19.81	2	14.70	15.20	S4	17.11	19.81
51	S4	Highway Laborer	17.11	19.81	5	15.80	17.50	S4		
59	S4	Tennis Instructor	17.11	19.81	4	15.46	16.16	S4		
					AVE	15.32	16.28			
52	S5	Lifeguard	19.42	22.48	9	17.27	21.72	S5	19.42	22.48
54	S5	Recreation Instructor	19.42	22.48	6	15.10	17.92	S5		
56	S5	Summer Patrolman	19.42	22.48	8	17.97	22.64	S5		
58	S5	Swim Instructor	19.42	22.48	7	15.85	19.75	S5		
					AVE	16.55	20.51			
47	S6	Assistant Summer Prog Director	23.98	27.76	4	16.46	20.10	S6	23.98	27.76
57	S7	Summer Program Director	25.35	29.35	5	19.78	23.10	S7	25.35	29.35

WEST TISBURY Seasonal Wage Scale Prop Jan 1, 2020

Grade		Step 1	Step 2	Step 3	Step 4
S1	Hourly	\$12.75	\$13.39	\$14.06	\$14.76
Library Page					
S2	Hourly	\$13.55	\$14.23	\$14.94	\$15.69
Parking Lot Attendant					
S3	Hourly	\$15.24	\$16.00	\$16.80	\$17.64
Beach Sticker Seller Asst Recreation Inst Summer Parking Officer					
S4	Hourly	\$17.11	\$17.97	\$18.87	\$19.81
Asst Swim Instructor Highway Dept Laborer Tennis Instructor					
S5	Hourly	\$19.42	\$20.39	\$21.41	\$22.48
Swim Instructor Recreation Instructor Summer Patrolman Lifeguard					
S6	Hourly	\$23.98	\$25.18	\$26.44	\$27.76
Assistant Summer Prog Dir					
S7	Hourly	\$25.35	\$26.62	\$27.95	\$29.35
Summer Program Dir					

survey line	Grade	Position Title	West Tisbury	Aquinnah	Brewster	Chatham	Chilmark	Dennis	Eastham	Edgartown	Falmouth	Nantucket	Oak Bluffs	Orleans	Provincetown	Tisbury	Truro	Westport	Wellfleet
		GENERAL GOVERNMENT																	
1	3	Administrative Assistant	22.59 31.79	21.75 28.38	22.52 30.65	25.80 31.44	23.50 29.90	20.83 31.24	26.06 32.55	27.52 36.19	22.64 28.66	28.64 39.70	19.10 33.74	21.22 27.17	21.07 26.83	20.81 27.63	25.39 30.94	25.60 25.60	
2	2	Administrative Clerk	20.54 28.91		21.06 28.17	22.34 27.21	13.91 17.70			23.82 31.34	19.78 25.03	28.54 36.09	19.40 30.57	19.95 25.53	21.07 26.83	18.22 24.19	21.63 28.65	22.77 22.77	28.57 28.57
3	4	Animal Control Officer	24.85 34.97		26.51 43.75	21.46 28.60	23.50 29.90	30.97 39.27		29.59 38.95	19.78 25.03		22.84 36.54		25.64 30.32	23.42 31.09			
4	3	Assistant Animal Control Officer	22.59 31.79					21.79 27.64		25.60 33.68								15.91 15.91	
5	4	Assistant Assessor/Data Collector	24.85 34.97			25.70 31.32		24.49 31.05	26.06 32.55	25.60 33.68	27.74 35.11	34.44 43.41	22.30 35.67		22.39 28.44	23.42 31.09	25.83 31.19		
	5	Assistant Treasurer/Collector	27.34 38.48		22.52 30.65	36.91 44.98				25.60 33.68	24.16 30.53	31.51 34.44	22.84 36.54			26.01 34.35			
6	6	Board Administrator	30.07 42.32		33.97 56.06	39.84 48.64				20.61 27.11				31.11 38.86					
7	2	Building Maintenance Worker	20.54 28.91	25.01 32.63	20.00 25.15	22.34 27.21		19.60 23.45	21.54 26.90			29.79 36.60		25.62 31.99	22.39 28.44	20.81 27.63	24.75 27.25		
8	6	Conservation Board Administrator (Conservation Agent/Administrator)	30.07 42.32		33.97 56.06	39.84 48.64	23.50 29.90	21.79 27.64		29.59 38.95	34.49 45.01		32.75 52.40	31.11 38.86	30.67 38.14		40.26 49.39	25.22 25.22	
9	4	Administrative Assistant to BOS/TA	24.85 34.97		25.68 41.08	28.11 34.24	28.95 36.83	22.54 33.81	28.65 35.78	27.52 36.19	27.48 35.84		22.84 36.54	24.17 30.18	26.53 33.02	32.08 42.60	24.29 28.85	27.83 27.83	27.40 27.40
10	7	Health Agent/Animal Inspector	33.08 46.54		33.97 56.06	31.05 37.07	28.95 36.83	25.30 40.49	41.29 51.56	36.76 48.38	37.95 49.53	39.28 54.46	32.75 52.40	36.29 45.33	26.53 33.02	38.51 51.13	40.26 49.39	28.58 28.58	39.95 39.95
11	8	Inspector of Buildings/Zoning Enf Ofc	36.39 51.21		29.73 49.05	39.84 48.54		28.27 45.24	41.29 51.56	36.76 48.38	37.95 49.53	50.73 63.91	32.75 52.40	33.60 41.97	32.97 41.01	38.51 51.13	32.82 42.41	35.34 35.34	40.42 40.42
12	6	Local Building Inspector	30.07 42.32		26.51 43.75	32.07 39.07	35.68 45.38	27.79 27.64		29.59 38.95	25.93 32.81	30.88 54.46	23.82 39.31	26.05 33.34	26.53 33.02	32.08 42.60			
13	6	Personnel Board Administrator (Human Resources Director)	30.07 42.32			40.35 49.18	23.50 29.90			36.76 48.38	37.95 49.53					29.41 39.06			
14	6	Planning Board Administrator (Planning Director)	30.07 42.32	28.76 37.53	38.47 61.55	53.19 64.83	23.50 29.90	21.78 27.64		29.59 38.95	37.95 49.53	39.28 49.48	22.84 36.54		32.97 41.01		36.72 45.99	35.17 35.17	
15	8	Principal Assessor	36.39 51.21		33.97 56.06	39.84 48.54	39.59 50.38	31.86 50.97	47.49 59.30	36.76 48.38	37.95 49.53	39.28 54.46	32.14 51.42	36.29 45.33	35.45 44.07		41.22 50.07		42.10 42.10
16	8	Town Accountant	36.39 51.21	33.08 43.15			39.59 50.38		42.32 42.32	36.76 48.38	37.95 49.53	66.03 66.03	32.14 51.42		47.35 58.80	38.51 51.13		32.01 32.01	
17	10	Town Administrator	44.03 61.96	43.75 57.10	contract 74.04	89.96 89.96			64.40 64.40	72.12 72.12	contract 90.70	84.13 84.13	45.48 75.04	80.41 80.41	47.35 58.90	53.48 71.00			48.08 48.08
18	9	Treasurer/Collector	40.03 56.32	33.08 43.15	38.47 61.55	43.24 52.13	39.59 50.38	34.38 53.67	48.58 59.30	36.76 48.38	37.95 49.53	60.10 60.10	32.14 51.42	36.29 45.33	30.67 38.14		49.38 58.16		38.46 38.46
19	6	Zoning Board Administrator	30.07 42.32				23.50 29.90	21.79 27.64		29.59 38.85	31.30 40.82	39.28 49.48			30.67 38.14				

survey line	Grade	Position Title	West Tisbury	Aquinnah	Brewster	Chatham	Chilmark	Dennis	Eastham	Edgartown	Falmouth	Nantucket	Oak Bluffs	Orleans	Provincetown	Tisbury	Truro	Westport	Wellfleet
LIBRARY																			
20	4	Assistant Librarian/Children	24.85 34.97	21.75 28.38			26.09 33.19		30.08 37.56		20.11 25.45		24.23 38.76		26.53 33.02				
28	4	Assistant Librarian/Youth	24.85 34.97		24.57 31.93		32.14 40.89	20.83 31.24	30.08 37.56	29.59 38.95	24.64 31.18		21.09 33.74	26.05 33.34	18.64 23.88	23.42 31.09	21.54 27.39		
21	1	Circulation Assistant	18.67 26.26	18.91 24.67	20.81 27.09		20.61 26.22			23.73 31.24	20.11 25.45		19.10 30.57		16.76 16.76	21.85 29.01	19.74 23.86		
22		Circulation Assistant (Substitute)	18.67 26.26		20.81 27.09		18.08 23.00				18.78 23.77				16.28 16.28				
23	5	Head of Circulation/Asst Director	27.34 38.48		24.57 31.93				30.08 37.58	29.59 38.95	24.64 31.18		21.09 33.74	27.69 34.58					31.65 31.65
24	7	Library Director	33.08 46.54	33.08 43.15	38.47 61.55		39.59 50.38	34.38 53.54	41.29 51.56	36.76 48.38	40.80 53.23		32.14 51.42	33.60 41.97	32.97 41.01	36.36 48.28	33.26 44.29		39.02 39.02
26	3	Program Coordinator/Admin Asst	22.59 31.79		20.71 33.15				26.06 32.55					26.05 33.34		21.85 29.01	20.06 23.42		33.81 33.81
27	4	Reference/Technology Librarian	24.85 34.97		24.57 31.93			20.83 31.24	23.69 29.59	29.59 38.95	24.64 31.18		24.23 38.76	26.05 33.34	18.64 23.88	23.42 31.09	21.54 27.39		
POLICE & FIRE																			
29	4	Executive Assistant to Police Chief	24.85 34.97		26.51 43.75			22.54 33.81	26.06 32.55	27.52 36.19	24.23 31.61	34.44 34.44	22.84 36.54		24.68 30.69		28.24 33.09	30.08 30.08	
32	NA	Fire Chief	stipend \$50 K/yr			53.89 65.67					46.91 61.22		38.84 62.14			45.57 60.53			
30	6	Patrol Officer	30.07 42.32	28.76 37.53	26.21 33.60	24.56 32.86	32.14 40.89	26.69 40.35	24.65 37.39	37.12 48.85	28.06 35.12	28.53 41.03			28.79 34.07	34.10 45.25	28.54 34.84		
31	NA	Police Chief	66.59 66.59	43.75 57.10	contract 71.85	80.44			64.58 64.58	contract 81.73	contract 81.73	79.33 79.33	38.84 62.14		47.35 58.90	51.56 68.45		contract 54.37	
32	NA	Police Detective	stipend \$1,456/yr																
33	9	Police Lieutenant	40.03 56.32		33.87 53.85	37.41 45.55		51.26 57.64			41.88 49.62	58.70 68.94			44.05 54.76			40.40 40.40	
34	8	Police Sergeant	36.39 51.21	38.05 49.65	37.73 39.63	39.26 39.26	39.59 50.38	41.61 49.89	34.42 42.13	43.80 57.84	36.33 40.39	45.80 51.23			39.62 44.05	39.56 52.49	37.04 40.09		
PUBLIC WORKS																			
35	5	Highway Foreman	27.34 38.48	25.01 32.63	25.79 35.15	25.80 31.44		28.27 45.24		31.81 41.85	22.75 29.01	30.68 39.00	23.82 39.31	28.08 34.99	23.80 30.15	27.05 35.91	28.68 34.67		
36	3	Highway Laborer	22.59 31.79		20.00 25.15	22.34 27.21	18.08 23.00	19.60 23.45	23.15 30.20	25.60 33.68	16.22 20.74	25.33 31.12	19.10 30.57	22.20 27.73	21.07 26.83	20.81 27.63	24.75 27.25		
37	NA	Highway Superintendent	stipend \$42 K/yr	38.05 49.65	40.27 64.44	32.07 39.07	35.68 45.38	40.69 65.11		45.51 59.88	37.95 49.53		38.84 62.14			35.32 46.97		37.07 37.07	
RECREATION AND SENIOR SERVICES																			
38	2	Administrative Assistant to COA	20.54 28.91		21.06 28.17			24.49 31.05	26.06 32.55	23.73 31.24	22.20 28.10	34.44 34.44							
39	4	Assistant Director Council on Aging	24.85 34.97												15.26 15.26				
40	7	Council on Aging Director	33.08 46.54		33.97 56.06	32.07 39.07		31.86 50.97	35.91 44.84	36.76 48.38	34.49 45.01		32.14 51.42	31.11 38.86	30.67 38.14	26.01 34.35	31.72 38.84	29.98 29.98	35.82 35.82
	1	Custodian	18.67	16.44	20.00	22.34				20.54	18.49		16.79	19.75	19.82	18.22	24.75	20.79	24.22

survey line	Grade	Position Title	West Tisbury	Aquinnah	Brewster	Chatham	Chilmark	Dennis	Eastham	Edgartown	Falmouth	Nantucket	Oak Bluffs	Orleans	Provincetown	Tisbury	Truro	Westport	Wellfleet
			26.26	21.44	25.15	27.21				27.02	23.39		26.87	24.67	25.31	24.19	27.25	20.79	24.64
41	1	Kitchen Manager	18.67 26.26							20.61 27.11					20.51 20.51				
42	4	Outreach Coordinator	24.85 34.97		20.71 33.15	22.97 27.34		25.30 40.49	26.08 32.55	29.59 38.95	25.93 33.81		22.30 35.67	24.26 31.05	21.35 26.56		25.83 31.19	19.69 19.69	30.82 30.82
43	6	Park & Recreation Board Admin (Park/Recreation Director)	30.07 42.32		33.97 56.06	53.19 64.83	32.14 40.89	32.41 51.85	35.91 44.84	29.59 38.95	34.49 45.01		22.18 27.28		28.52 35.46		34.47 43.92		33.69 33.69
45	3	Shellfish Agent	22.59 31.79			43.24 52.13		26.09 41.75	26.59 34.69	39.52 52.00	34.49 45.01	41.90 41.90	32.14 51.42	27.89 34.58	19.82 25.31	26.74 35.48	32.62 39.69	39.02 39.02	37.57 38.41
		SEASONAL STAFF																	
46	S3	Assistant Recreation Instructor	15.24 17.64		13.00 17.00										15.26 15.26				
47	S6	Assistant Summer Prog Director	23.98 27.76		15.00 19.00				15.25 17.00						15.26 15.26		20.06 23.41		
48	S4	Assistant Swim Instructor	17.11 19.81		13.00 15.00										15.26 15.26				
50	S3	Beach Sticker Seller	15.24 17.64		12.75 14.25		18.08 23.00	13.00 13.50	12.25 14.50		12.48 15.17	15.50 19.00						14.61 17.68	
51	S4	Highway Laborer	17.11 19.81		12.75 16.75			15.00 17.50		12.49 15.00		17.50 20.50			15.80 17.07				
25	S1	Library Page	11.53 13.36						15.00 15.00	11.55 14.00	15.32 19.39								
52	S5	Lifeguard	19.42 22.48	16.44 21.44	13.00 16.50		18.08 23.00	14.75 15.75	14.25 14.50	17.27 20.30	13.89 16.88	17.50 30.00						16.32 21.72	
53	S2	Parking Lot Attendant	13.55 15.69					13.00 13.50	12.00 12.25		12.00 14.59				15.26 19.94		12.70 14.97		
54	S5	Recreation Instructor	19.42 22.48	16.44 21.44	14.50 18.00			13.25 13.75	12.25 13.25						15.26 15.26		14.61 17.68		
55	S3	Summer Parking Officer	15.24 17.64						12.25 14.50	16.07 18.85					17.07 17.07				
56	S5	Summer Patrolman	19.42 22.48	16.44 21.44			20.61 26.22	16.25 17.25	14.50 15.50	17.27 20.30	17.01 20.68	17.50 30.00			19.38 19.38				
57	S7	Summer Program Director	25.35 29.35		17.00 22.00					19.78 23.10		19.50 21.00			18.47 18.47		24.51 31.29		
58	S5	Swim Instructor	19.42 22.48	16.44 21.44	14.00 18.00			13.25 13.75	15.25 17.00	18.48 21.65	14.86 18.06				15.26 15.26				
59	S4	Tennis Instructor	17.11 19.81		13.00 15.00			13.25 13.75		16.07 18.85					15.26 15.26				

survey line	Grade	Position Title	West Tisbury	Comp Data Points	Comp Average	Comp Hi-Lo Range	Comp Median	75th percentile of Market	% West Tisbury Higher/Lower than 75th percentile
GENERAL GOVERNMENT									
1	3	Administrative Assistant	22.59 31.79	15 15	23.50 30.71	19.10 39.70	22.64 30.65	25.70 32.00	-13.8% -0.6%
2	2	Administrative Clerk	20.54 28.91	13 13	21.62 27.13	13.91 36.09	21.07 27.21	22.77 28.65	-10.9% 0.9%
3	4	Animal Control Officer	24.85 34.97	9 9	24.86 33.72	19.78 43.75	23.50 31.09	26.51 38.95	-6.7% -11.4%
4	3	Assistant Animal Control Officer	22.59 31.79	3 3	21.10 25.74	15.91 33.68	21.79 27.64	23.70 30.66	-4.9% 3.6%
5	4	Assistant Assessor/Data Collector	24.85 34.97	10 10	25.80 33.35	22.30 43.41	25.65 31.93	26.00 34.75	-4.6% 0.6%
	5	Assistant Treasurer/Collector	27.34 38.48	7 7	27.08 35.02	22.52 44.98	25.60 34.35	28.76 35.49	-5.2% 7.8%
6	6	Board Administrator	30.07 42.32	4 4	31.38 42.67	20.61 56.06	32.54 43.75	35.44 50.50	-17.9% -19.3%
7	2	Building Maintenance Worker	20.54 28.91	10 10	23.19 28.73	19.60 36.60	22.37 27.44	24.95 31.10	-21.4% -7.6%
8	6	Conservation Board Administrator (Conservation Agent/Administrator)	30.07 42.32	11 11	31.20 40.93	21.79 56.06	31.11 38.95	34.23 49.01	-13.8% -15.8%
9	4	Administrative Assistant to BOS/TA	24.85 34.97	14 14	26.72 34.30	22.54 42.60	27.44 35.01	28.04 36.45	-12.8% -4.2%
10	7	Health Agent/Animal Inspector	33.08 46.54	15 15	34.49 44.95	25.30 56.06	36.29 48.38	38.89 51.34	-17.6% -10.3%
11	8	Inspector of Buildings/Zoning Enf Ofc	36.39 51.21	14 14	36.50 47.21	28.27 63.91	36.05 48.46	39.51 50.73	-8.6% 0.9%
12	6	Local Building Inspector	30.07 42.32	11 11	28.81 39.12	23.82 54.46	27.79 39.07	31.48 43.18	-4.7% -2.0%
13	6	Personnel Board Administrator (Human Resources Director)	30.07 42.32	5 5	33.59 43.21	23.50 49.53	36.76 48.38	37.95 49.18	-26.2% -16.2%
14	6	Planning Board Administrator (Planning Director)	30.07 42.32	12 12	33.35 43.18	21.78 64.83	34.07 39.98	38.08 49.49	-26.6% -16.9%
15	8	Principal Assessor	36.39 51.21	13 13	38.00 50.05	31.86 59.30	37.95 50.07	39.84 51.42	-9.5% -0.4%
16	8	Town Accountant	36.39 51.21	10 10	40.57 49.31	32.01 66.03	38.23 49.96	41.64 51.35	-14.4% -0.3%
17	10	Town Administrator	44.03 61.96	10 12	62.91 72.16	43.75 90.70	58.94 73.08	78.34 81.34	-77.9% -31.3%
18	9	Treasurer/Collector	40.03 56.32	14 14	39.93 50.69	30.67 61.55	38.21 50.90	42.33 57.04	-5.7% -1.3%
19	6	Zoning Board Administrator	30.07 42.32	6 6	29.36 37.47	21.79 49.48	30.13 38.50	31.14 40.33	-3.6% 4.7%

survey line	Grade	Position Title	West Tisbury	Comp Data Points	Comp Average	Comp Hi-Lo Range	Comp Median	75th percentile of Market	% West Tisbury Higher/Lower than 75th percentile
LIBRARY									
20	4	Assistant Librarian/Children	24.85 34.97	6 6	24.80 32.73	20.11 38.76	25.16 33.11	26.42 36.47	-6.3% -4.3%
28	4	Assistant Librarian/Youth	24.85 34.97	11 11	24.78 32.84	18.64 40.89	24.57 31.93	27.82 35.65	-12.0% -1.9%
21	1	Circulation Assistant	18.67 26.26	9 9	20.18 26.10	16.76 31.24	20.11 26.22	20.81 29.01	-11.5% -10.5%
22		Circulation Assistant (Substitute)	18.67 26.26	4 4	18.49 22.54	16.28 27.09	18.43 23.39	19.29 24.60	-3.3% 6.3%
23	5	Head of Circulation/Asst Director	27.34 38.48	7 7	27.04 34.23	21.09 38.95	27.69 33.74	29.84 36.08	-9.1% 6.2%
24	7	Library Director	33.08 46.54	13 13	36.29 48.29	32.14 61.55	36.36 48.38	39.02 51.56	-18.0% -10.8%
26	3	Program Coordinator/Admin Asst	22.59 31.79	6 6	24.76 30.88	20.06 33.81	23.95 32.85	26.06 33.29	-15.3% -4.7%
27	4	Reference/Technology Librarian	24.85 34.97	10 10	23.72 31.74	18.64 38.95	23.96 31.21	24.62 32.99	0.9% 5.7%
POLICE & FIRE									
29	4	Executive Assistant to Police Chief	24.85 34.97	10 10	26.71 34.28	22.54 43.75	26.29 33.45	28.06 35.75	-12.9% -2.2%
32	NA	Fire Chief	stipend \$50 K/yr	4 4	46.30 62.39	38.84 65.67	46.24 61.68	48.65 63.02	
30	6	Patrol Officer	30.07 42.32	12 12	29.01 38.48	24.56 48.85	28.54 37.46	29.63 40.92	1.5% 3.3%
31	NA	Police Chief	66.59 66.59	6 11	54.23 69.15	38.84 81.73	49.45 68.45	61.32 79.88	7.9% -20.0%
32	NA	Police Detective	stipend \$1,456/yr	0 0					
33	9	Police Lieutenant	40.03 56.32	7 7	43.94 52.97	33.87 68.94	41.88 53.85	47.66 56.20	-19.0% 0.2%
34	8	Police Sergeant	36.39 51.21	12 12	39.40 46.42	34.42 57.84	39.41 46.85	40.12 50.59	-10.2% 1.2%
PUBLIC WORKS									
35	5	Highway Foreman	27.34 38.48	12 12	26.80 35.78	22.75 45.24	26.43 35.07	28.37 39.08	-3.8% -1.6%
36	3	Highway Laborer	22.59 31.79	13 13	21.40 27.27	16.22 33.68	21.07 27.25	23.15 30.20	-2.5% 5.0%
37	NA	Highway Superintendent	stipend \$42 K/yr	10 10	38.15 51.92	32.07 65.11	38.00 49.59	39.91 61.58	
RECREATION AND SENIOR SERVICES									
38	2	Administrative Assistant to COA	20.54 28.91	6 6	25.33 30.93	21.06 34.44	24.11 31.15	25.67 32.22	-25.0% -11.5%
39	4	Assistant Director Council on Aging	24.85 34.97	1 1	15.26 15.26	15.26 15.26	15.26 15.26	15.26 15.26	38.6% 56.4%
40	7	Council on Aging Director	33.08 46.54	13 13	32.50 42.44	26.01 56.06	32.07 39.07	34.49 48.38	-4.3% -4.0%
	1	Custodian	18.67	12	20.18	16.44	19.91	21.18	-13.4%

survey line	Grade	Position Title	West Tisbury	Comp Data Points	Comp Average	Comp Hi-Lo Range	Comp Median	75th percentile of Market	% West Tisbury Higher/Lower than 75th percentile
			26.26	12	24.83	27.25	24.91	26.91	-2.5%
41	1	Kitchen Manager	18.67 26.26	2 2	20.56 23.81	20.51 27.11	20.56 23.81	20.59 25.46	-10.3% 3.0%
42	4	Outreach Coordinator	24.85 34.97	12 12	24.57 31.77	19.69 40.49	24.78 31.87	25.97 34.27	-4.5% 2.0%
43	6	Park & Recreation Board Admin (Park/Recreation Director)	30.07 42.32	11 11	33.69 43.89	22.18 64.83	33.69 43.92	34.48 48.43	-14.7% -14.4%
45	3	Shellfish Agent	22.59 31.79	13 13	32.90 40.88	19.82 52.13	32.62 39.69	39.02 45.01	-72.7% -41.6%
SEASONAL STAFF									
46	S3	Assistant Recreation Instructor	15.24 17.64	2 2	14.13 16.13	13.00 17.00	14.13 16.13	14.70 16.57	3.6% 6.1%
47	S6	Assistant Summer Prog Director	23.98 27.76	4 4	16.39 18.67	15.00 23.41	15.26 18.00	16.46 20.10	31.4% 27.6%
48	S4	Assistant Swim Instructor	17.11 19.81	2 2	14.13 15.13	13.00 15.26	14.13 15.13	14.70 15.20	14.1% 23.3%
50	S3	Beach Sticker Seller	15.24 17.64	7 7	14.10 16.73	12.25 23.00	13.00 15.17	15.06 18.34	1.2% -4.0%
51	S4	Highway Laborer	17.11 19.81	5 5	14.71 17.36	12.49 20.50	15.00 17.07	15.80 17.50	7.7% 11.7%
25	S1	Library Page	11.53 13.36	3 3	13.96 16.13	11.55 19.39	15.00 15.00	15.16 17.20	-31.5% -28.7%
52	S5	Lifeguard	19.42 22.48	9 9	15.72 20.01	13.00 30.00	16.32 20.30	17.27 21.72	11.1% 3.4%
53	S2	Parking Lot Attendant	13.55 15.69	5 5	12.99 15.05	12.00 19.94	12.70 14.59	13.00 14.97	4.1% 4.6%
54	S5	Recreation Instructor	19.42 22.48	6 6	14.39 16.56	12.25 21.44	14.56 16.47	15.10 17.92	22.3% 20.3%
55	S3	Summer Parking Officer	15.24 17.64	3 3	15.13 16.81	12.25 18.85	16.07 17.07	16.57 17.96	-8.7% -1.8%
56	S5	Summer Patrolman	19.42 22.48	8 8	17.37 21.35	14.50 30.00	17.14 20.49	17.97 22.64	7.5% -0.7%
57	S7	Summer Program Director	25.35 29.35	5 5	19.85 23.17	17.00 31.29	19.50 22.00	19.78 23.10	22.0% 21.3%
58	S5	Swim Instructor	19.42 22.48	7 7	15.36 17.88	13.25 21.65	15.25 18.00	15.85 19.75	18.4% 12.1%
59	S4	Tennis Instructor	17.11 19.81	4 4	14.40 15.72	13.00 18.85	14.26 15.13	15.46 16.16	9.6% 18.4%

HEALTH INSURANCE	West Tisbury	Brewster	Chatham	Chilmark	Dennis	Eastham	Falmouth	Orleans	Provincetown	Tisbury	Truro
HEALTH INSURANCE (highest employer contribution per month)											
Individual- Employer	\$ 840.75	\$ 840.75	\$ 728.65	\$ 840.75	\$ 672.40	\$ 723.65	\$ 672.60		\$ 784.70		
Individual- Employee	\$ 280.25	\$ 280.25	\$ 392.35	\$ 280.25	\$ 448.40	\$ 392.35	\$ 448.40		\$ 336.30		
TOTAL	\$ 1,121.00	\$ 1,121.00	\$ 1,121.00	\$ 1,121.00	\$ 1,120.80	\$ 1,116.00	\$ 1,121.00		\$ 1,121.00		
Individual Plan - Employer %	75.0%	75.0%	65.0%	75.0%	60.0%	64.8%	60.0%	65.0%	70.0%	75.0%	65.0%
HEALTH INSURANCE (highest employer contribution per month)											
Two Person- Employer	\$ 1,686.75	\$ 1,686.75	\$ 1,461.85	\$ 1,688.75	\$ 1,349.40	\$ 1,461.85	\$ 1,349.40		\$ 1,574.30		
Two Person- Employee	\$ 562.25	\$ 562.25	\$ 787.15	\$ 562.25	\$ 899.60	\$ 787.15	\$ 899.60		\$ 674.70		
TOTAL	\$ 2,249.00	\$ 2,249.00	\$ 2,249.00	\$ 2,251.00	\$ 2,249.00	\$ 2,249.00	\$ 2,249.00		\$ 2,249.00		
Two Person Plan - Employer %	75.0%	75.0%	65.0%	75.0%	60.0%	65.0%	60.0%	65.0%	70.0%	75.0%	65.0%
HEALTH INSURANCE (highest employer contribution per month)											
Family- Employer	\$ 2,106.00	\$ 2,106.00	\$ 1,825.20	\$ 2,106.00	\$ 1,684.80	\$ 1,825.20	\$ 1,727.25		\$ 1,965.60		
Family- Employee	\$ 702.00	\$ 702.00	\$ 982.80	\$ 702.00	\$ 1,123.20	\$ 982.20	\$ 1,080.75		\$ 842.40		
TOTAL	\$ 2,808.00	\$ 2,808.00	\$ 2,808.00	\$ 2,808.00	\$ 2,808.00	\$ 2,807.40	\$ 2,808.00		\$ 2,808.00		
Family Plan - Employer %	75.0%	75.0%	65.0%	75.0%	60.0%	65.0%	61.5%	65.0%	70.0%	75.0%	65.0%

TIME OFF PROGRAMS	Days/Year		
	Holidays	Personal	Sick
Aquinnah	12.5	3	12
Brewster	12-13	3	15
Chatham	12	2	15
Chilmark	12.5	2	12
Dennis	12	3	15
Eastham	12	2	15
Edgartown	12	4	12
Falmouth	12	3	12-15
Orleans	12	2-3	12
Provincetown	12	2	15
Tisbury	13.5	2	12
Truro	13	3	15
West Tisbury	12.5	3	15

Vacation Days/Year					
0-5 Yrs	6-10 Yrs	11-15 Yrs	16-20 Yrs	20-24	25+ Yrs
10	15	20	20	20	20
10	15	20	25	25	25
10	15	20	25	25	25
10	15	20	20	20	20
10	15	20	22	24	25
10	15	20-22	23-24	25	25
10	15	20	20	20	20
10	15	20	20	20	25
10	15	20	20	25	25
10	15	20	25	25	25+1 day/yr
15	20	25	25	25	25
10-14	15-20	21-25	25	25	25
10	15	20	20	25	25

LONGEVITY	Amount or Percentage					
	after 5 Yrs	after 10 Yrs	after 15 Yrs	after 20 Yrs	after 25 Yrs	after 30 Yrs
Aquinnah	1% after 7yrs	2%	3%	4%	4%	4%
Brewster	none for employees hired after July 1, 2015					
Chatham	0	300	400	500	1000	1000
Chilmark	0	1%	2%	3%	4%	4%
Dennis	none for employees hired after June30, 2009					
Eastham	0	650-850	900-1400	1500-2100	2100+150/yr	2100+150/yr
Edgartown	1%	2%	3%	4%	4%	4%
Falmouth	300	350	400	500	600-650	600-650
Orleans	500	500	1200	1800	1800	1800
Provincetown	400	700-800	1000-1200	1300-1600	1600-2000	1900-2400
Tisbury	0	2088	3132	4176	5220	6264
Truro	300+90/yr	460+90/yr	910+90/yr	1385+115/yr	1995+150/yr	2595+150/yr
Wellfleet						
Westport						
West Tisbury	0	1%	2%	3%	4%	5%

PAY SYSTEM	Step System	# of Steps	Frequency	% between steps
Aquinnah	Y	10	annual	3%
Brewster	Y	5-10	annual	
Chatham	Y	9	annual	2.5%
Chilmark	Y	8	annual	3.25%
Dennis	MIX			
Eastham	Y	varies up to 11	annual	varies by union
Edgartown	Y	8	annual	4%
Falmouth	Y	7-10	annual	
Orleans	Y		annual	
Provincetown	Y	6-12	annual	2%
Tisbury	Y	10	annual	3.2%
Truro	Y	6	annual	3%
West Tisbury	Y	8	annual	5%