

**TOWN OF DRYDEN  
TOWN BOARD MEETING  
December 13, 2018**

Present: Supervisor Jason Leifer, Cl Daniel Lamb, Cl Linda Lavine,  
Cl Kathrin Servoss, Cl Alice Green

Elected Officials: Bambi L. Avery, Town Clerk  
Rick Young, Highway/DPW Superintendent

Other Town Staff: Jennifer Case, Bookkeeper  
Ray Burger, Planning Director  
Ryan McHugh, Secretary

Supv Leifer opened the meeting at 7:00 p.m.

The Cornell team that has been working on phase one of the compensation study for the town gave the attached presentation outlining what has been accomplished to date and briefly discussed next steps. A report will be available in the next few weeks.

**Abstract Approval**

**RESOLUTION #174 (2018) – APPROVE ABSTRACT #11**

Supv Leifer offered the following resolution and asked for its approval:

RESOLVED, that this Town Board hereby approves Abstract #11, as audited, general vouchers #846 through #919 (\$685,499.05) and TA vouchers #25 through #30 (\$14,018.50), totaling \$699,527.55.

2<sup>nd</sup> Cl Lamb

Roll Call Vote	Cl Lavine	Yes
	Cl Green	Yes
	Cl Servoss	Yes
	Cl Lamb	Yes
	Supv Leifer	Yes

**Budget Modification** - The Highway Department has requested a budget modification in the amount of \$24,000 to pay for the LED light project.

**RESOLUTION #175 (2018) – APPROVE BUDGET MODIFICATION**

RESOLVED, that this Town Board hereby approves the following budget modification:

From	To	
A1990.4 Contingency	A5020.4 Highway Engineering	\$24,000.00

2<sup>nd</sup> Cl Lavine

Roll Call Vote	Cl Lavine	Yes
	Cl Green	Yes
	Cl Servoss	Yes

Cl Lamb                    Yes  
Supv Leifer                Yes

**Budget Update** – The financial reports as of the end of November are on the website. J Case pointed out that monthly financials will not be available for a few months as the 2018 year is closed out.

**Tompkins County Youth Services Advisory Board** - Cl K Servoss currently serves as the town’s representative on that board and would like to be reappointed to that position.

**RESOLUTION #176 – RECOMMEND K SERVOSS FOR TOMPKINS COUNTY YOUTH SERVICES ADVISORY BOARD**

Supv Leifer offered the following resolution and asked for its adoption:

RESOLVED, that this Town Board hereby recommends that the Tompkins County Legislature reappoint Kathrin Servoss to serve as its representative on the Tompkins County Youth Services Advisory Board.

2<sup>nd</sup> Cl Green

Roll Call Vote	Cl Lavine	Yes
	Cl Green	Yes
	Cl Servoss	Abstain
	Cl Lamb	Yes
	Supv Leifer	Yes

**Emergency Services Committee** – Supv Leifer reported they met Tuesday night. The contracts to be used this year will be based on the ones used by Freeville & Etna. Only change may be one about requiring any department that chooses to respond to rescue calls to have at least one member of the responding crew have EMR certification. This was recommended by Dryden ambulance. The contracts require departments to follow recommendation of the ambulance regarding EMS. Supv Leifer will send out the contracts to fire departments.

The committee wants to study the feasibility of a potential fire district for the town. This would include the villages. The district would have its own management, administration and taxing authority. There is also the option to do something similar and have the town board designate a coordinator. Unless volunteerism rises the town is facing the possibility of having paid fire fighters. The goal is making sure we have the coverage we need. Many parts of the current system are already working as one. There are grants available from DOS for a study. The board agrees we should look into this.

**IAWWTP Grit Removal Project** – The board will pass a resolution next week setting a public hearing for January 2, 2019, at 5:30 p.m.

**The organizational meeting** will be held January 2, 2019. Cl Green advised she will be away for both January meetings. She may be able video conference in from Portland, Oregon, depending on what is on the agenda.

**Retainer Agreement for IV4** - The retainer covers things not covered by the normal service contract. \$5,000 seems to be a reasonable amount and should take care of about 18 months of services.

**Bolton Point sewer/water billing** – Bolton Point changed their minimum water billing to 5,000 gallons. Other municipalities set their sewer at same. Dryden’s was left at 10,000 gallons. Supv Lelifer said he did not believe this had any impact on the budget, but for consistency we should pass a local law changing it. This can be done at the January business meeting.

**1061 PUD Amendment** – This will be heard on December 20, 2018. We have an agreement on language for the easement and resolution language to amend the PUD. The board will be able to accept the easement at the same meeting.

**TC3 SUP Amendment** – The new administration at TC3 wants students to be able to get to the village without having to walk on Route 13. Approval for the residence halls originally had a condition requiring physical barrier to prevent student access to Lee Road. The Chair of the Board of Trustees, Ray Schlather, and the TC3 President, Orinthia Montague, both feel this needs to be fixed and would like the town to reopen SUP and remove that condition. Cl Lamb will work with R Burger on the wording for the resolution. He said this is sign to the college that we are a partner, welcome the campus and want stronger relations. The public hearing will be held next week at 8:05 p.m.

**Rail Trail Easements** – A hearing will be held next week for acceptance of the last of those easements required for the rail trail grant.

**Tax bill insert** – Cl Lamb shared a draft of an insert about the sales tax offset he would like included with the real property tax bills. There will be a final version available for adoption next week.

**Recreation Partnership By-laws** – are being reviewed by all partner municipalities. Cl Green is recommending the board pass this resolution next week.

**Court Audits** – The finance committee will schedule with the courts.

**Solar Projects** - Ray Burger reported Delaware River Solar has been doing their civil work and working on the items that were special conditions on their approval. They will wait until spring to begin construction. Instead of a financial security with their decommissioning plan DRS has chosen to open a bank account, adding 2.5% per year to cover the cost of decommissioning.

The Ellis Tract Solar Project (sold by Distributed Sun to True Green Capital) is doing their civil work and working on the conditions of their special use permit approval. The decommissioning agreement and financial security agreement is ready for approval by the board tonight. They have put forth a bond instrument that covers \$750,000 (the amount anticipated to cover decommissioning for the first 14 years). It then increments up to \$1,250,000 over the life of the project. This is a good plan and has good security behind it. The last piece is signing of the decommissioning agreement by the Town, True Green Capital and Cornell. Cornell will likely sign it on Monday. The request for weekend work hours has been withdrawn.

**RESOLUTION #177 (2018) - Approving Financial Security for the Potential Decommissioning of Ten Large-Scale Solar Energy Systems at Turkey Hill, Stevenson and Dodge Roads (Collectively Referred to as the Ellis Tract)**

Supv Leifer offered the following resolution and asked for its adoption:

WHEREAS,

- A. SUN8 PDC LLC was granted ten Special Use Permits (SUPs) to construct ten large-scale solar energy systems at Turkey Hill, Stevenson and Dodge Roads in Dryden, New York, on land involving Tax Parcels #56.-5-33, #57.-1-6.2, #57.-1-6.3, #57.-1-6.4, #57.-1-7.1, #67.-1-3.1 , #67.-1-3.2 , #67.-1-3.3, #67.-1-7.2 , #67.-1-7.3, and
- B. These permits have now been transferred to a new owner, Dryden-Tompkins Solar I, LLC, c/o True Green Capital Management, LLC, and
- C. A condition of the SUPs’ approval was that “the Town Board shall determine the amount of the financial security bonds or other forms of financial security to be provided for each site, to assure removal of the systems and property restoration”, and
- D. The Exhibit A attached to the “Solar Decommissioning Plan –Ellis North and Ellis South” dated December 2018 states the basis for the Decommissioning Bond Values (“Bond”) that will be maintained for the duration of these 10 projects, and
- E. This same Exhibit will be made a part of the Decommissioning Agreement (“Agreement”) to be executed by the permit holder, the landowner and the Town.

NOW, THEREFORE, BE IT RESOLVED AS FOLLOWS:

The Town Board finds that the Bond is sufficient to assure the removal of the systems and property restoration and authorizes the Town Supervisor to sign the Agreement incorporating this Bond.

Exhibit A  
Decommissioning Bond Value

Decommissioning Bond Value	
Timeframe (Year)	Amount (\$)
1	\$750,000
2	\$750,000
3	\$750,000
4	\$750,000
5	\$750,000
6	\$750,000
7	\$750,000
8	\$750,000
9	\$750,000
10	\$750,000
11	\$750,000
12	\$750,000
13	\$750,000
14	\$750,000
15	\$1,000,000
16	\$1,000,000
17	\$1,000,000
18	\$1,000,000
19	\$1,000,000
20	\$1,000,000

21	\$1,000,000
22	\$1,000,000
23	\$1,000,000
24	\$1,000,000
25	\$1,000,000
26	\$1,250,000
27	\$1,250,000
28	\$1,250,000
29	\$1,250,000
30	\$1,250,000
31	\$1,250,000
32	\$1,250,000
33	\$1,250,000
34	\$1,250,000
35	\$1,250,000

2<sup>nd</sup> Cl Lavine

Roll Call Vote	Cl Lavine	Yes
	Cl Green	Yes
	Cl Servoss	Yes
	Cl Lamb	Yes
	Supv Leifer	Yes

Public hearings for next week include:

- Special Use Permit – 117 North Street, Used Car Sales
- Special Use Permit – 450 Cortland Road, Contractor’s Yard
- Public Hearing for Acceptance of Rail Trail Easements & FH Fox Bridge
- Amend PUD – 1061 Dryden Road, Evergreen Townhome Project (for easement)
- Amend Special Permit to allow pedestrian traffic from TC3 Foundation Property to Lee Road.

**Unfinished Business**

The town received notification from NYS DOT that the speed limit reduction request for West Malloryville Road was accepted and the speed limit reduced to 45 mph. The request for a speed limit reduction on George Road was denied and alternative courses of action were suggested to the town. The board discussed what has already been done to identify the trail crossing on George Road and whether to enlist help with the request from our county legislators and/or the MPO of ITCTC. The George Road bridge will be replaced this summer. The board decided it may have a better sense of what else needs to be done after that work has been done.

Supv Leifer has sent a letter to other Town Supervisors regarding Dominion-New Market and sending a letter to the Governor. He only heard back from the Town of Bethlehem. DEC will be meeting with Dominion on December 17. He expects to hear from DEC when they

know what is going on with the equipment and he will then set up a meeting with others. Dominion is now replacing certain pieces of equipment.

**New Business**

R Burger will bring a proposed local law updating the telecommunications local law next week. It makes the simpler procedures (upgrades and co-locations) administrative matters instead of an amendment to the special permit and appearance in front of the Town Board. The board can introduce it next week and set a public hearing for January.

R Burger reported several proposals were received to hire a consultant for the housing conditions studies. The committee reviewed them and has made a recommendation. He will prepare a memo and present it next week.

The Association of Towns Conference will be held February 18-21, 2018, in New York City.

There being no further business, on motion made, seconded and unanimously carried, the meeting was adjourned at 8:50 p.m.

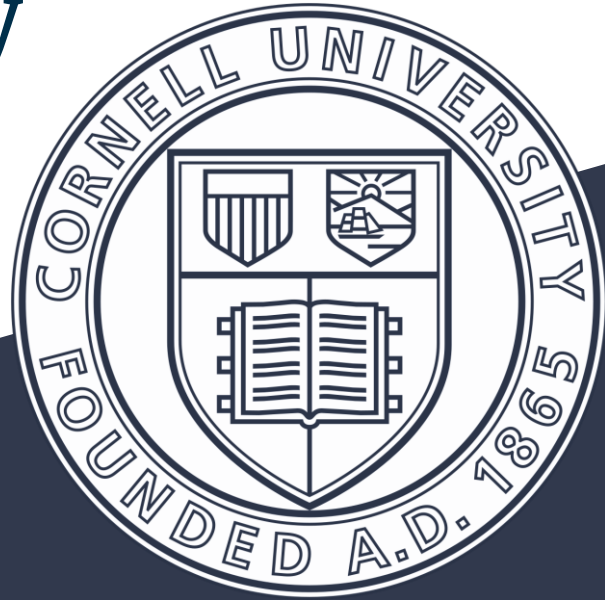
Respectfully submitted,

Bambi L. Avery  
Town Clerk

# Town of Dryden: Wage & Compensation Study

Consulting Team:

Zai Liu, Arbias Llolluni, Will LaRose



# Challenges

- Mismatch between compensation and responsibility
- Need for updated job descriptions
- Overpaid or underpaid?





# Phases

## Phase 1:

- PAQ design and administration
- Prelim findings



## Phase 2:

- Classification system
- Market analysis
- Evaluation system
- Payroll adjustment



## Ultimate Purpose

- Equitable and fair wage compensation system
- Competitive pay in line with state and national averages

# SWOT Analysis

## Strengths:

- + Updated primary data;
- + Tailored factors reflecting value of Town of Dryden;
- + Based on market analysis

## Weakness:

- Substantial time required;
- Subject to biased/subjective feedbacks;
- Discrepancies in different job grading systems

## SWOT Analysis

## Opportunities:

- + Boost morale;
- + Improve payment equality and public trust
- + Groundwork for comparable municipalities

## Threats:

- Recommendations can only be adopted within the constraint of existing policy frameworks;
- Could face political resistance

# Literature Review:

- Best practices
- National/state data
- PAQ creation



## STANDARD OCCUPATIONAL CLASSIFICATION MANUAL

United States, 2018

EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET



**HUMAN RESOURCES SERVICES, INC.**  
Management Consultants to Local Government

Nine Bartlett Street, Suite 116  
Andover, Massachusetts 01810

Town of Topsfield, Massachusetts

**COMPENSATION AND CLASSIFICATION STUDY**  
**FOR TOWN-WIDE POSITIONS**  
**Union and Non-Union Positions**

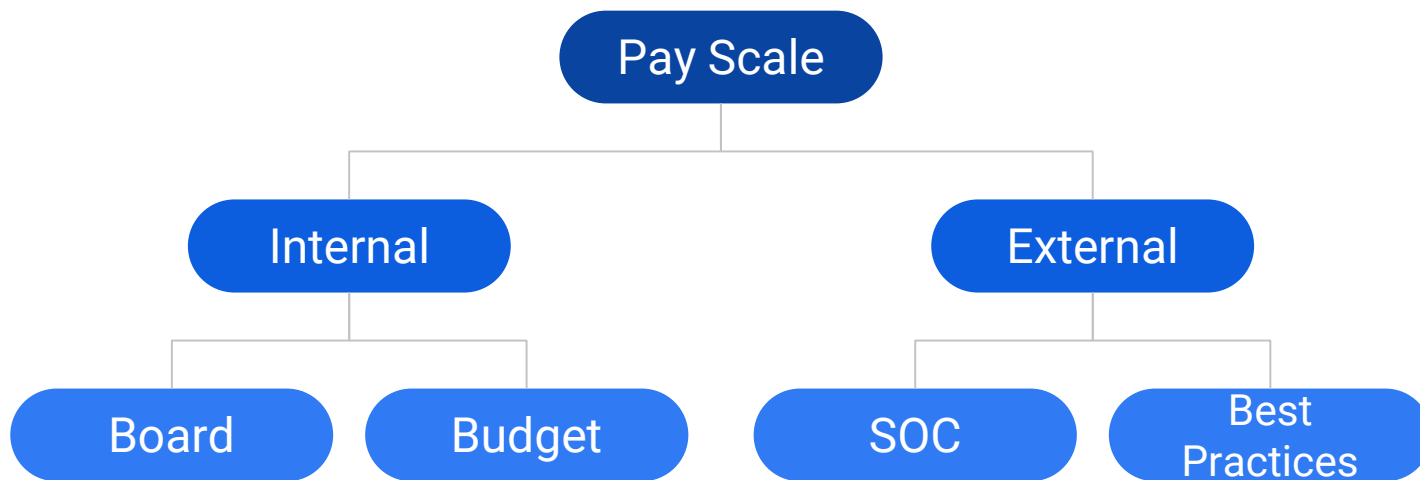
**FINAL REPORT**

B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
NY	New York	13-9999	Managers, All Other	detailed	14,730	2.3	1,600	0.53	59.76	124,300	2.5	25.59	37.25	52.70	73.70	
NY	New York	13-9900	Business and Financial Operations Occupations	major	542,380	1.3	59,567	1.11	45.52	94,001	6.9	20.93	27.80	38.09	53.50	76
NY	New York	13-1011	Agents and Business Managers of Artists, Performers, and Athletes	detailed	3,230	8.6	6,932	3.28	49.61	101,230	7.5	18.60	26.02	37.18	54.53	
NY	New York	13-1010	Buyers and Purchasing Agents	detailed	22,020	2.6	2,391	0.82	34.39	71,530	1.0	18.78	24.53	33.92	41.43	51
NY	New York	13-1015	Claims Adjusters, Examiners, and Investigators	detailed	19,780	3.4	2,148	1.09	33.66	70,050	1.4	20.10	24.51	32.81	40.72	47
NY	New York	13-1012	Insurance Appraisers, Auto Damage	detailed	700	10.4	6,076	0.67	32.49	63,570	4.1	22.66	26.00	29.74	37.58	43
NY	New York	13-1041	Compliance Officers	detailed	21,890	2.0	2,114	1.30	36.92	78,500	1.0	20.82	26.56	34.69	44.84	51
NY	New York	13-1051	Cost Estimators	detailed	10,140	4.3	1,101	0.74	35.74	74,340	2.0	16.78	21.11	31.69	45.22	59
NY	New York	13-1071	Human Resources Specialists	detailed	35,260	1.9	3,829	0.99	36.41	75,770	1.1	20.26	25.11	32.71	44.47	58
NY	New York	13-1075	Labor Relations Specialists	detailed	7,740	8.9	6,041	1.51	39.69	82,560	5.1	21.29	26.32	33.83	49.71	70
NY	New York	13-1081	Logisticians	detailed	3,190	5.0	3,147	0.91	37.08	77,090	1.4	22.70	27.61	34.79	43.38	54
NY	New York	13-1111	Management Analysts	detailed	42,510	2.7	4,816	1.00	53.23	110,720	2.0	25.00	31.14	45.54	66.68	90
NY	New York	13-1121	Meeting, Convention, and Event Planners	detailed	10,010	7.3	1,087	1.51	31.05	64,580	1.9	15.84	20.09	27.36	36.82	50
NY	New York	13-1111	Fundraisers	detailed	6,800	6.5	6,738	1.44	31.06	65,890	2.3	17.77	22.51	29.33	39.52	48
NY	New York	13-1161	Compensation, Benefits, and Job Analysis Specialists	detailed	8,170	2.4	3,074	1.52	36.24	75,380	1.9	21.82	27.19	34.84	42.66	54
NY	New York	13-1151	Training and Development Specialists	detailed	22,200	2.4	2,411	1.23	33.25	65,170	2.4	16.16	22.64	30.58	42.13	55
NY	New York	13-1164	Market Research Analysts and Marketing Specialists	detailed	59,110	2.5	6,419	1.53	37.46	77,020	0.9	18.98	25.34	34.52	47.11	63
NY	New York	13-1199	Business Operations Specialists, All Other	detailed	26,050	2.5	2,114	0.40	39.54	82,230	1.1	21.13	27.68	36.39	48.32	63
NY	New York	13-2011	Accountants and Auditors	detailed	108,130	4.4	11,742	1.25	45.88	93,430	1.5	21.57	26.06	32.47	54.59	75
NY	New York	13-2012	Appraisers and Assessors of Real Estate	detailed	2,910	12.1	1,118	0.77	30.81	64,005	4.7	16.66	20.55	27.55	36.40	43
NY	New York	13-2014	Budget Analysts	detailed	3,320	5.3	6,361	0.54	37.19	77,360	1.6	24.78	28.95	35.85	44.21	53
NY	New York	13-2041	Credit Analysts	detailed	8,050	5.4	6,074	1.67	38.41	121,480	2.5	25.72	34.69	50.94	74.02	90
NY	New York	13-2051	Financial Analysts	detailed	52,670	4.8	5,730	2.77	44.69	114,560	2.2	20.93	29.12	31.95	40.91	
NY	New York	13-2052	Personal Financial Advisors	detailed	28,000	4.3	3,041	2.16	75.86	146,100	2.7	25.05	40.16	68.99		
NY	New York	13-2053	Insurance Underwriters	detailed	7,930	8.8	6,862	1.17	46.43	96,570	1.5	22.77	29.35	39.64	56.47	75
NY	New York	13-2061	Financial Examiners	detailed	6,800	3.4	6,738	2.00	55.21	114,880	3.3	27.04	36.56	49.20	67.95	90
NY	New York	13-2071	Credit Counselors	detailed	2,170	6.2	6,296	0.46	26.54	55,200	1.6	16.52	19.41	23.04	31.56	43
NY	New York	13-2072	Loan Officers	detailed	12,670	4.8	1,377	0.64	53.12	100,410	4.6	17.54	25.87	41.67	60.85	
NY	New York	13-2081	Tax Examiners and Collectors, and Revenue Agents	detailed	5,020	0.5	6,545	1.17	33.00	68,640	0.9	20.89	24.94	29.88	39.37	51
NY	New York	13-2082	Tax Preppers	detailed	2,640	15.0	6,309	0.64	26.19	54,470	9.4	10.57	12.82	22.11	36.44	
NY	New York	13-2099	Financial Specialists, All Other	detailed	4,110	5.1	6,447	0.51	50.52	105,990	3.8	22.31	32.03	43.00	60.81	80
NY	New York	15-9900	Computer and Mathematical Occupations	major	259,090	1.4	28,118	0.54	45.85	95,170	8.8	18.48	30.32	32.28	54.50	
NY	New York	15-1111	Computer and Information Systems Scientists	detailed	1,200	18.0	6,190	0.67	65.94	138,540	1.5	40.16	48.18	59.69	79.51	90
NY	New York	15-1121	Computer Systems Analysts	detailed	42,500	5.2	4,415	1.13	49.78	101,550	1.7	27.60	34.99	45.81	62.26	78
NY	New York	15-1122	Information Security Analysts	detailed	6,170	4.9	6,870	0.91	56.60	110,140	2.0	40.90	51.27	52.73	76.50	90
NY	New York	15-1131	Computer Programmers	detailed	14,420	4.8	1,384	1.61	42.92	89,360	1.7	22.60	31.21	39.52	51.80	63
NY	New York	15-1132	Software Developers, Applications	detailed	49,190	3.3	5,343	0.90	55.55	115,530	1.0	30.89	40.24	52.91	68.66	82
NY	New York	15-1133	Software Developers, Systems Software	detailed	20,710	4.7	2,249	0.81	55.53	115,490	1.2	30.52	41.25	53.72	69.73	81
NY	New York	15-1134	Web Developers	detailed	11,100	8.0	1,702	1.42	50.00	37,300	1.1	33.90	51.08	61.76	81.09	93

# PAQ – Weighting Factors

Common Factors - 14 Factors	Relevant Factors - 10 Factors
<ul style="list-style-type: none"><li>● Physical environment</li><li>● Basic knowledge, training &amp; education</li><li>● Problem solving skills &amp; effort</li><li>● Physical skills and effort</li><li>● Experience</li><li>● Interactions with others</li><li>● Confidentiality</li><li>● Occupational risks</li><li>● Complexity</li><li>● Supervision received</li><li>● Supervision given</li><li>● Supervision scope</li><li>● Judgement and initiative</li><li>● Accountability</li></ul>	<ul style="list-style-type: none"><li>● Physical demands</li><li>● Education / Certification</li><li>● Years of experience</li><li>● Occupational risk</li><li>● Confidentiality</li><li>● Relationship management</li><li>● Supervisory responsibility</li><li>● Complexity</li><li>● Autonomy</li><li>● Accountability</li></ul>

# Scaling



# Scaling system & rationale hypothesis

Job Hierarchy			
Number	Compensable Factors	POINTS	Best Practices SOC & Town Board
1	Physical Demands (Effort, Risk, Environment)	10	
2	Education (Certification/ YOS)	20	
3	Financial Responsibility	20	
4	Occupational Risk	10	
5	Confidentiality	30	
6	Relationship Management	30	
7	Supervisory Responsibility	60	
8	Complexity (Problem Solving Ability)	30	
9	Autonomy	20	
10	Accountability	10	
		240	

# Position Analysis Questionnaire (PAQ)

**POSITION ANALYSIS QUESTIONNAIRE**

This form is designed to assist you in describing your position. You are asked to fill out this form because you know the duties and responsibilities of your position better than anyone else. If a question does not apply to your position, please write "Not Applicable" or "N/A" for that item. Please print or write your answers very legibly. Thank you for your cooperation.

**NOTE:** It is the **position** that is being studied, not the employee.

EMPLOYEE'S NAME: \_\_\_\_\_

EMPLOYEE'S JOB TITLE: \_\_\_\_\_

DEPARTMENT / OFFICE: \_\_\_\_\_

WORK PHONE OR EMAIL: \_\_\_\_\_

IMMEDIATE SUPERVISOR'S NAME & TITLE: \_\_\_\_\_

DEPARTMENT DIRECTOR'S NAME & TITLE: \_\_\_\_\_

**A. POSITION'S PURPOSE:** State briefly, in 3 to 5 sentences, the main purpose or function of your position. What do you believe is the major purpose of your job? This may be easier to complete after you have filled out Section B of this form.

QUESTIONS    RESPONSES **1**

Section 1 of 13

## TOWN OF DRYDEN POSITION ANALYSIS QUESTIONNAIRE

This form is designed to assist you in describing your position. You are asked to fill out this form because you know the duties and responsibilities of your position better than anyone else. If a question does not apply to your position, please write "Not Applicable" or "N/A" for that item. Thank you for your cooperation.

**NOTE:** It is the position that is being studied, not the employee.

\_\_\_\_\_

EMPLOYEE'S NAME: \*

Short answer text

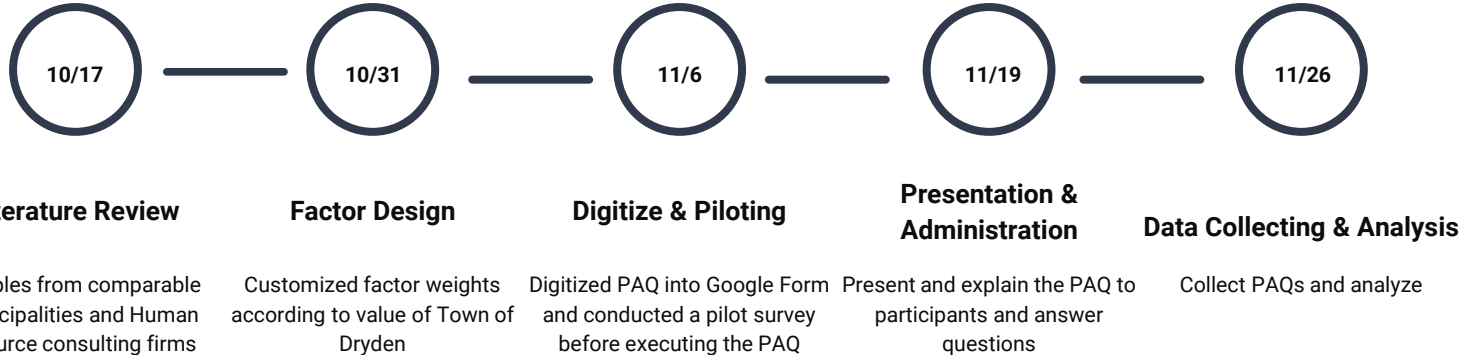
\_\_\_\_\_

EMPLOYEE'S JOB TITLE: \*

\_\_\_\_\_

**Google Form + Hard Copy**

# PAQ – Timeline

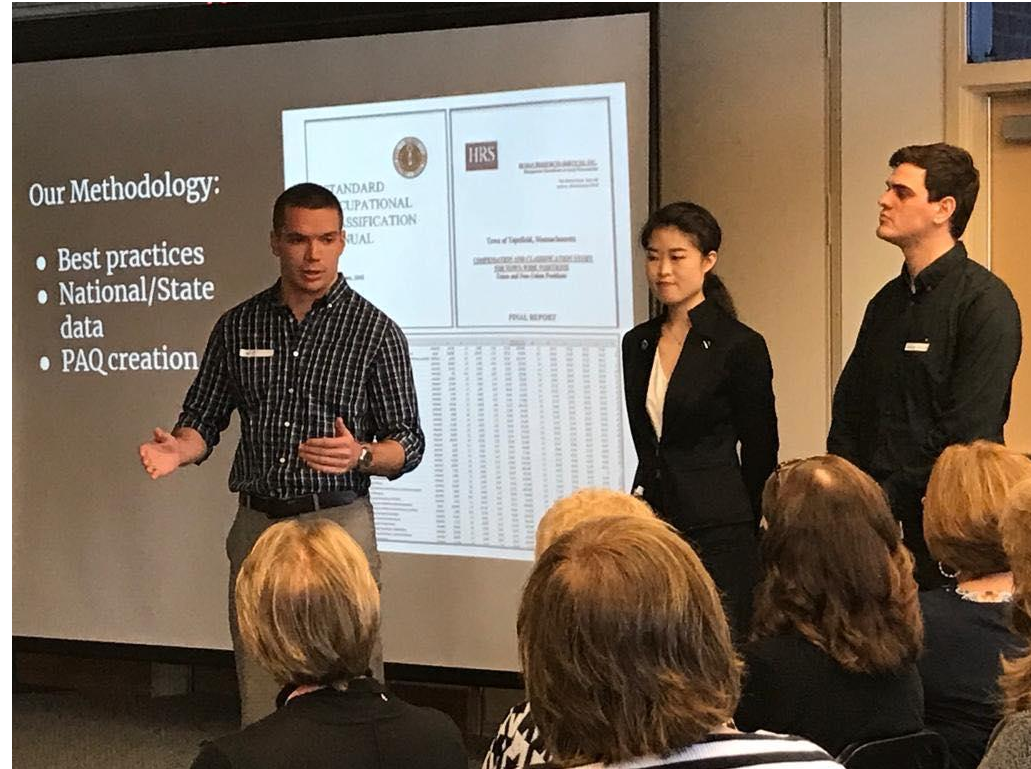




# PAQ Administration

## Presentation at Town Hall: FAQs

- Why should PAQs be signed off by supervisors?
- Interviews?
- Political/personal issues



# PAQ Alignment

**Aligned 80-100%** There are at least one or two factors not being matched between the job description and the response of the PAQ. Review and adjustment is optional.

**Aligned 60-79%** There are three or more factors not being matched between the job description and the response of the PAQ. Review and adjustment is recommended .

**Non-Aligned 40-60%** There are five or six factors not being matched between the job description and the response of the PAQ. Review and adjustment is strongly recommended.

**Non-Aligned 0-39%** There are more than six factors not being matched between the job description and the response of the PAQ. Review and adjustment is critical.

# Preliminary Findings: Bookkeeper / Personnel officer

- **Non-aligned 0-30%**
- ... prepare monthly/annual financial reports, including the required report to New York state.
- Benefits administration ... enrollments, terminations, billing, employee questions etc. ... (and dealing with) workers' compensation etc.
- Human Resources for all employees, supervise and assist the entire payroll process...
- [P]repare quarterly payroll reports (state and federal), prepare W-2s and 1099s...

Accounting and financial management duties

Human resources management functions

Payroll related duties

# Preliminary Findings: Code Enforcement Officer

- 80-100%: Alignment
- “Examines/review applications+plans to determine compliance with the New York State Uniform Fire Prevention, Building code, Energy Code, local laws and zoning ordinances”
- Does not perform duties beyond scope of job - no additional compensable factors uncovered

Education

Special Requirements/Licensing

Job Description Continuity

# Preliminary Findings: Secretary

- Exceeds Education requirement of 2 Years Community College or equivalent
- Job Description requires unusual amount of budgetary oversight
  - The Secretary PAQ confirmed this (80%) of the time
  - **Non-Aligned 0-39%**
- Organization has no review process in place
- A shift of job title recommended to compensate for the high amount of budgetary responsibility

Education

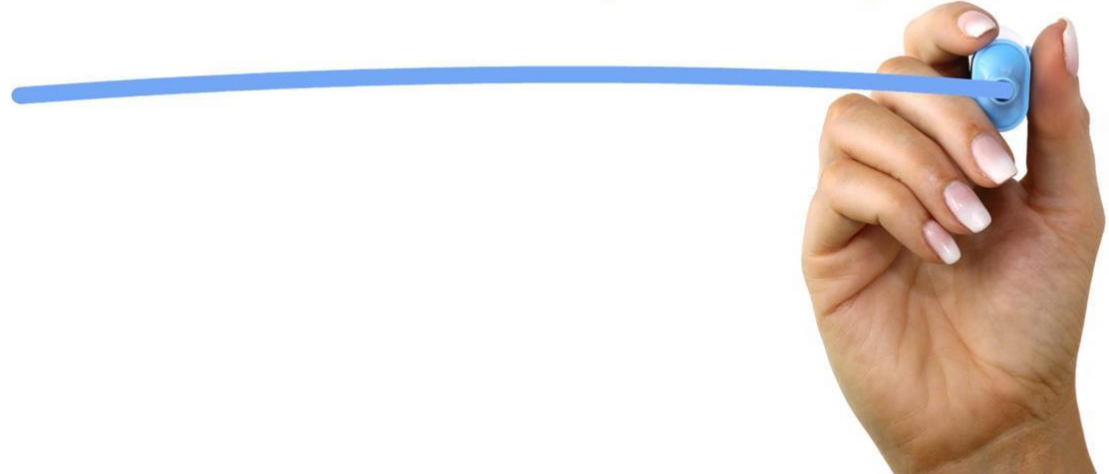
Special Requirements/Licensing

Job Description Continuity

# Limitations of Phase 1

- Short timeline
- Need for quantitative perspective from external consultant

LIMITATION



# Phase II/Recommendations

- Standardized labor grades for all town positions
- Equitable pay scale in line with state/national averages
- Refined job descriptions
- External market comparisons
- Outside expertise: critical for precise analysis
- Establish continuous external auditing system with Cornell CIPA/ILR

11-0000	Management Occupations	470,690	\$155,720	\$132,520	\$73,920	\$196,630
11-1011	Chief Executives	12,440	\$222,130	n/a	\$117,230	\$274,590
11-1021	General and Operations Managers	160,760	\$155,050	\$127,490	\$64,290	\$200,430
11-1031	Legislators	6,310	\$92,540	\$93,810	\$81,980	\$97,830
11-2011	Advertising and Promotions Managers	5,870	\$176,100	\$159,460	\$90,720	\$218,780
11-2021	Marketing Managers	16,430	\$196,250	\$181,610	\$115,110	\$236,820
11-2022	Sales Managers	21,420	\$201,860	\$184,170	\$110,000	\$247,790
11-2031	Public Relations and Fundraising Managers	6,100	\$168,140	\$150,870	\$92,040	\$206,190
11-3011	Administrative Services Managers	17,960	\$135,150	\$123,540	\$79,480	\$162,980
11-3021	Computer and Information Systems Managers	26,520	\$191,640	\$172,240	\$115,040	\$229,940
11-3031	Financial Managers	40,570	\$209,740	\$194,190	\$112,380	\$258,410
11-3051	Industrial Production Managers	4,700	\$135,940	\$124,270	\$80,980	\$163,420
11-3061	Purchasing Managers	3,820	\$144,160	\$131,710	\$80,970	\$175,750
11-3071	Transportation, Storage, and Distribution Managers	3,620	\$115,950	\$111,760	\$77,310	\$135,270
11-3111	Compensation and Benefits Managers	1,550	\$160,360	\$143,160	\$98,610	\$191,240
11-3121	Human Resources Managers	10,290	\$147,280	\$128,190	\$82,530	\$179,660
11-3131	Training and Development Managers	3,470	\$145,650	\$136,490	\$84,550	\$176,200
11-9013	Farmers, Ranchers, and Other Agricultural Managers	n/a	\$88,010	\$84,670	\$72,230	\$95,900
11-9021	Construction Managers	12,150	\$123,160	\$109,520	\$69,940	\$149,770
11-9031	Education Administrators, Preschool and Childcare Center/Program	4,480	\$71,800	\$64,830	\$40,440	\$87,480
11-9032	Education Administrators, Elementary and Secondary School	19,850	\$126,780	\$124,030	\$84,360	\$147,980
11-9033	Education Administrators, Postsecondary	10,960	\$120,450	\$103,370	\$66,010	\$147,670
11-9039	Education Administrators, All Other	1,580	\$104,480	\$96,350	\$54,540	\$129,450
11-9041	Architectural and Engineering Managers	7,190	\$160,790	\$149,540	\$109,140	\$186,610
11-9051	Food Service Managers	7,800	\$73,660	\$69,760	\$48,210	\$86,390
11-9061	Funeral Service Managers	580	\$116,220	\$105,420	\$49,430	\$149,620
11-9071	Gaming Managers	n/a	\$95,950	\$81,200	\$57,240	\$115,300
11-9081	Lodging Managers	530	\$83,470	\$72,890	\$47,920	\$101,250
11-9111	Medical and Health Services Managers	25,850	\$139,590	\$121,810	\$81,510	\$168,630
11-9121	Natural Sciences Managers	1,670	\$154,490	\$129,850	\$88,970	\$187,250
11-9131	Postmasters and Mail Superintendents	840	\$78,760	\$77,780	\$66,740	\$84,770
11-9141	Property, Real Estate, and Community Association Managers	7,310	\$118,530	\$96,280	\$68,340	\$143,630
11-9151	Social and Community Service Managers	12,560	\$88,460	\$83,880	\$57,520	\$103,930
11-9161	Emergency Management Directors	630	\$102,710	\$94,840	\$63,210	\$122,460
11-9199	Managers, All Other	14,730	\$126,860	\$111,880	\$64,910	\$157,840
			Annual Wages* (\$)			
SOC Code	Title	Employment	Mean	Median	Entry <sup>1</sup>	Experienced <sup>2</sup>

Q&A

Thank You!

