



City of Gardner - *Executive Department*
Mayor Michael J. Nicholson

Agenda

Ad-Hoc Compensation Proposal Committee

Monday, November 17, 2025
6:00pm
City Council Chambers
Gardner City Hall
95 Pleasant Street
Gardner, MA 01440

- Call to Order
- Announcement of Open Meeting Law Recording
- Discussion regarding creation of proposed compensation ordinance for non-union employees
- Adjournment

Notice: The listing of Agenda Items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.

Michael J. Nicholson
Mayor, City of Gardner

Mayor Michael J. Nicholson
Councillor Elizabeth J. Kazinskas
Councillor Brad E. Heglin
Ms. Amanda Morse, Human Resources Director
Atty. Vincent Pussateri, City Solicitor

Position Breakdown

Department Heads

Chief of Police
City Clerk
Fire Chief
Director of Human Resources
City Solicitor

Direct and Supervisory

Airport Manager
Assistant City Clerk
Assistant City Auditor
Assistant City Solicitor
Assistant Treasure/Collector
Assistant Director of Community Planning and Development
Assistant Library Director
Assistant Veteran's Service Agent
Senior Civil Engineer
Conservation/Planning Agent
Deputy Chief of Police
Director of Public Safety Regional Dispatch Center
Economic Development & Finance Manager
Executive Secretary
Executive Aide
GIS Coordinator
Golf Professional
Gold Pro Manager
IT Systems Manager
Transfer Station Supervisor
Civil Defense Director (Stipend)
Sealer of Weights & Measures (Stipend)

Staff Positions

Business Manager (DPW)
Prevention Coordinator
Domestic Violence Advocate
Administrative Assistant
Administrative Coordinator
Administrative Clerk
Animal Shelter Attendant
Budget/Project Manager
Building Maintenance Craftsman
Building Maintenance Technician
Council on Aging coordinator

Data Collector
Financial administrator
Financial Clerk
Parking Meter Clerk
Transfer station monitor
Golf pro shop supervisor
Grounds maintenance worker
working foreman- grounds maintenance worker
working foreman - mechanic
Staff librarian
Senior library technician
library clerical staff
certified pool operator/Head lifeguard
election warden
election inspector
election clerk
golf course laborer/pro shop assistant
golf course groundman
golf course ranger
head lifeguard
lifeguard
Assistant Recreation director
Recreation Season coach
Recreational Playground supervisor
recreational support staff
special detail police officer
temporary seasonal laborer
temporary seasonal technician
Youth Center Director
Assistant Youth Center Director

Positions to be excluded;

Assessor

Auditor

Building Commissioner

Director of Community Development & Planning

City Engineer

Golf Superintendent

Director of Public Health

DPW Director

IT Director

Purchasing Director

Treasurer

Director of Veteran Services

Council on Aging Director

Library Director

Financial Forecasting

	2025 Budget	2026 Budget	3 Year	5 year	10 Year
General Fund	\$ 3,109,647.21	\$ 3,294,917.93	\$ 3,367,699.60	\$ 3,431,324.59	\$ 3,614,037.33
Enterprise Funds	\$ 400,729.39	\$ 574,296.12	\$ 642,479.99	\$ 702,085.65	\$ 873,255.99
Total	\$ 3,510,376.60	\$ 3,869,214.05	\$ 4,010,179.59	\$ 4,133,410.24	\$ 4,487,293.32
Difference from FY26	---	---	\$ 140,965.54	\$ 264,196.19	\$ 618,079.27
Difference from FY25	----	\$ 358,837.45	\$ 499,802.99	\$ 623,033.64	\$ 976,916.72
Difference between Increments			\$ 140,965.54	\$ 123,230.65	\$ 353,883.08

COLA Scenario Calculation

Fiscal Year	Budget Amount	Increase	Above Increments from FY26
2025	\$ 3,510,376.60		
2026	\$ 3,598,136.02	\$ 87,759.41	
2027	\$ 3,688,089.42	\$ 89,953.40	
2028	\$ 3,780,291.65	\$ 92,202.24	
2029	\$ 3,874,798.94	\$ 94,507.29	\$ 276,662.93
2030	\$ 3,971,668.92	\$ 96,869.97	
2031	\$ 4,070,960.64	\$ 99,291.72	\$ 472,824.62
2032	\$ 4,172,734.65	\$ 101,774.02	
2033	\$ 4,277,053.02	\$ 104,318.37	
2034	\$ 4,383,979.35	\$ 106,926.33	
2035	\$ 4,493,578.83	\$ 109,599.48	
2036	\$ 4,605,918.30	\$ 112,339.47	\$ 1,007,782.29

**Breakdown of
where costs
came from
form Mayor's
Proposal**

Position	DATE STARTED AT POSITION	Current Sal	CNNI CITY Portion	Proposed Salary	PR CITY Portion	Water	Sewer	Golf	Solid Waste	Redevelopment	COBG
Police Chief	6/14/2022	\$ 145,600.27	\$ 145,600.27	\$ 152,841.25	\$ 157,481.25						
Deputy Chief of Police	6/14/2022	\$ 126,294.75	\$ 126,294.75	\$ 130,000.46	\$ 136,600.40						
DPW Director	8/13/2001	\$ 112,141.53	\$ 56,070.79	\$ 141,664.97	\$ 47,298.29	\$ 47,298.29					
Fire Chief	10/1/2020	\$ 115,983.63	\$ 115,983.63	\$ 130,660.83	\$ 130,465.81						
IT Director	4/30/2012	\$ 107,457.64	\$ 107,457.64	\$ 126,710.28	\$ 113,139.22	\$ 6,285.51	\$ 6,285.51				
Director of Human Resources	5/13/2024	\$ 99,245.52	\$ 99,245.52	\$ 103,075.54	\$ 103,215.34						
Community Development Director	1/22/2025	\$ 103,986.86	\$ 77,915.15	\$ 108,040.17	\$ 79,951.33					\$ 28,091.01	
City Engineer	3/14/2022	\$ 95,428.04	\$ 47,714.02	\$ 100,341.29	\$ 105,948.54	\$ 34,404.99	\$ 34,404.99				
City Treasurer	8/27/2019	\$ 94,187.87	\$ 94,187.87	\$ 100,348.54	\$ 105,948.54						
City Auditor	12/7/2015	\$ 94,187.87	\$ 94,187.87	\$ 100,348.54	\$ 105,948.54						
City Clerk	1/5/2021	\$ 89,309.91	\$ 89,309.91	\$ 96,597.40	\$ 96,597.40						
City Solicitor	3/4/2024	\$ 90,337.92	\$ 90,337.92	\$ 93,951.44	\$ 94,709.53						
Building Commissioner	5/15/2023	\$ 87,558.74	\$ 87,558.74	\$ 94,100.53	\$ 97,203.52						
Director of Public Health	7/24/2023	\$ 83,374.84	\$ 83,374.84	\$ 90,170.23	\$ 97,633.67						\$ 22,544.56
Director of Public Safety Dispatch Center	2/8/2022	\$ 83,226.22	\$ 83,226.22	\$ 91,077.48	\$ 90,017.48						
Purchasing Director	10/21/2019	\$ 82,508.29	\$ 82,508.29	\$ 82,508.29	\$ 92,810.61						
City Assessor	12/6/2021	\$ 81,941.40	\$ 81,941.40	\$ 82,627.82	\$ 88,627.82						
Library Director (Internal)	1/13/2025	\$ 84,488.49	\$ 84,488.49	\$ 87,688.00	\$ 87,688.03						
GIS Coordinator	12/2/2024	\$ 80,239.58	\$ 72,239.58	\$ 82,460.00	\$ 27,816.39	\$ 27,816.39	\$ 27,816.39				
Assistant Director of Community Development	4/25/2005	\$ 74,903.61	\$ 71,490.13	\$ 71,490.13	\$ 81,412.04	\$ 4,522.89	\$ 4,522.89				\$ 76,964.96
IT Dept Systems Manager	6/1/2024	\$ 68,599.30	\$ 68,599.30	\$ 71,011.17	\$ 71,031.17						
Executive Veterans Services	2/1/2021	\$ 68,599.30	\$ 68,599.30	\$ 71,011.17	\$ 71,031.17						
Conservation Planning Agent	8/20/2024	\$ 66,115.64	\$ 66,115.64	\$ 62,768.26	\$ 73,872.41						
Assistant Director Library	2/3/2022	\$ 65,453.41	\$ 65,453.41	\$ 70,794.41	\$ 70,794.41						
Economic Development Coordinator	1/16/2024	\$ 65,453.39	\$ 62,180.72	\$ 70,948.97	\$ 70,948.39						
Assistant Treasurer	10/22/2022	\$ 59,735.13	\$ 59,735.13	\$ 64,609.52	\$ 64,609.52						
Executive Aide to Mayor	6/1/2024	\$ 58,341.84	\$ 58,341.84	\$ 60,676.51	\$ 60,676.51						
Assistant Director of Veterans Services	8/26/2024	\$ 57,283.00	\$ 57,283.00	\$ 61,024.12	\$ 60,094.32						
Budget/Project Manager	5/3/2021	\$ 52,999.96	\$ 50,349.96	\$ 61,181.76	\$ 2,866.24						
Prevention Coordinator	1/11/2021	\$ 54,920.63	\$ 54,920.63	\$ 58,975.49	\$ 58,975.49						\$ 1,719.74
Assistant City Auditor	6/1/2017	\$ 54,526.16	\$ 54,526.16	\$ 61,134.51	\$ 61,394.51						\$ 52,738.78
Executive Assistant to Mayor	12/22/2014	\$ 53,277.43	\$ 53,277.43	\$ 67,177.00	\$ 62,327.06						
Library Maintenance and Craftsman	2/13/2023	\$ 51,459.20	\$ 51,459.20	\$ 59,689.27	\$ 55,658.27						
Assist Library Maintenance and Craftsman	PT 11/6/2019	\$ 16,724.24	\$ 16,724.24	\$ 18,112.50	\$ 18,812.50						
Assistant City Solicitor	2/23/2024	\$ 50,000.00	\$ 50,000.00	\$ 52,000.00	\$ 52,000.00						
Assistant Purchasing Director											
Executive Assistant to the Mayor	4/20/2000										
Staff Librarian	FT 01/17/2013	\$ 47,755.76	\$ 47,755.76	\$ 53,887.48	\$ 55,867.48						
Staff Librarian	FT 06/07/2021	\$ 47,755.76	\$ 47,755.76	\$ 51,662.60	\$ 51,662.63						
Staff Librarian	FT 02/01/2016	\$ 47,755.76	\$ 47,755.76	\$ 51,188.74	\$ 53,718.74						
Staff Librarian	PT 9/27/2024	\$ 7,163.36	\$ 7,163.36	\$ 1,117.48	\$ 1,117.48						
Staff Librarian	PT 9/27/2024	\$ 7,163.36	\$ 7,163.36	\$ 1,117.48	\$ 1,117.48						
HR Manager	1/6/2025	\$ 65,000.00	\$ 65,000.00	\$ 67,000.00	\$ 67,000.00						
Assistant City Clerk	8/19/2024	\$ 47,912.51	\$ 47,912.51	\$ 49,829.01	\$ 49,829.01						
Senior Library Technicians	FT 08/12/21	\$ 46,404.38	\$ 46,404.38	\$ 50,190.98	\$ 50,190.98						
Senior Library Technicians	FT 01/13/2025	\$ 46,404.38	\$ 46,404.38	\$ 50,190.98	\$ 50,190.98						
Library Technician	FT 9/19/2018	\$ 43,769.23	\$ 43,769.23	\$ 49,234.43	\$ 49,234.43						
Library Technician	FT 8/02/2022	\$ 43,769.23	\$ 43,769.23	\$ 47,340.80	\$ 47,340.80						
Library Technician	PT 9/27/2022	\$ 26,261.54	\$ 26,261.54	\$ 17,947.69	\$ 17,947.69						
Library Technician	PT 7/15/2015	\$ 26,261.54	\$ 26,261.54	\$ 18,433.37	\$ 18,433.37						
Library Clerk	PT 7/12/2013	\$ 10,158.72	\$ 10,158.72	\$ 11,884.27	\$ 11,884.27						
Golf Ground Maint PT STEP 3	5/16/2022	\$ 36,398.96	\$ 36,398.96	\$ 39,449.12	\$ 39,449.12						
Golf Ground Maint PT STEP 3	4/11/2022	\$ 40,508.52	\$ 40,508.52	\$ 43,416.02	\$ 43,416.02						
Golf Superintendent	3/2/2009	\$ 85,788.97	\$ 85,788.97	\$ 104,333.40	\$ 104,333.40						
Golf Superintendent	4/13/2009	\$ 64,322.96	\$ 64,322.96	\$ 69,663.74	\$ 78,258.72						
Transfer Station Supervisor	5/26/2021	\$ 51,667.20	\$ 51,667.20	\$ 56,863.74	\$ 56,863.74						
Golf Maint Worker JT	4/11/1985	\$ 47,444.80	\$ 47,444.80	\$ 52,314.12	\$ 62,434.12						
Golf Mechanic STEP 3	9/17/2017	\$ 46,961.20	\$ 46,961.20	\$ 50,648.36	\$ 50,668.36						
Transfer Station Monitor	4/19/2023	\$ 21,726.64	\$ 21,726.64	\$ 23,609.53	\$ 23,609.53						
HR golf/Administrative Coordinator	PT 09/09/2024	\$ 20,903.40	\$ 20,903.40	\$ 11,956.74	\$ 11,956.74						
DPW Business Manager	CHRS C.2	\$ 41,271.00	\$ 41,271.00	\$ 44,630.73	\$ 22,319.36	\$ 22,319.36	\$ 22,319.36				

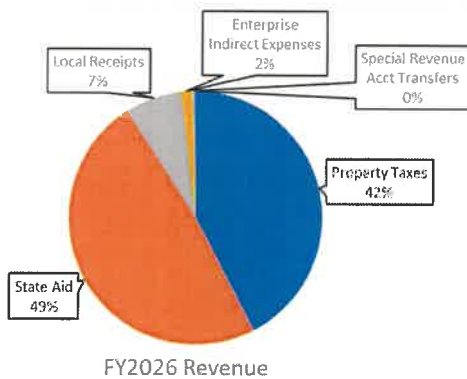
Revenue Projection Description

Section 1-2



GENERAL FUND REVENUE REVIEW

Revenue Sources



Revenue	FY2026 Revenue
Property Taxes	\$ 34,928,307.00
State Aid	\$ 39,887,892.00
Local Receipts	\$ 5,917,295.00
Enterprise Indirect Expenses	\$ 1,230,000.00
Special Revenue Acct Transfers	\$ 314,682.00
TOTAL REVENUE:	\$82,278,176.00

Figure 1: FY2025 Revenue Sources - Source: City of Gardner Auditing Department

The amount of revenue we get from each source can change from year to year, which means that each source fluctuates from year to year to make up for other categories. Forecasting is incredibly important to the budget process, to ensure we don't fall short on revenue expectations.²

Gardner Budget Revenue by Source - FY2003-FY2025

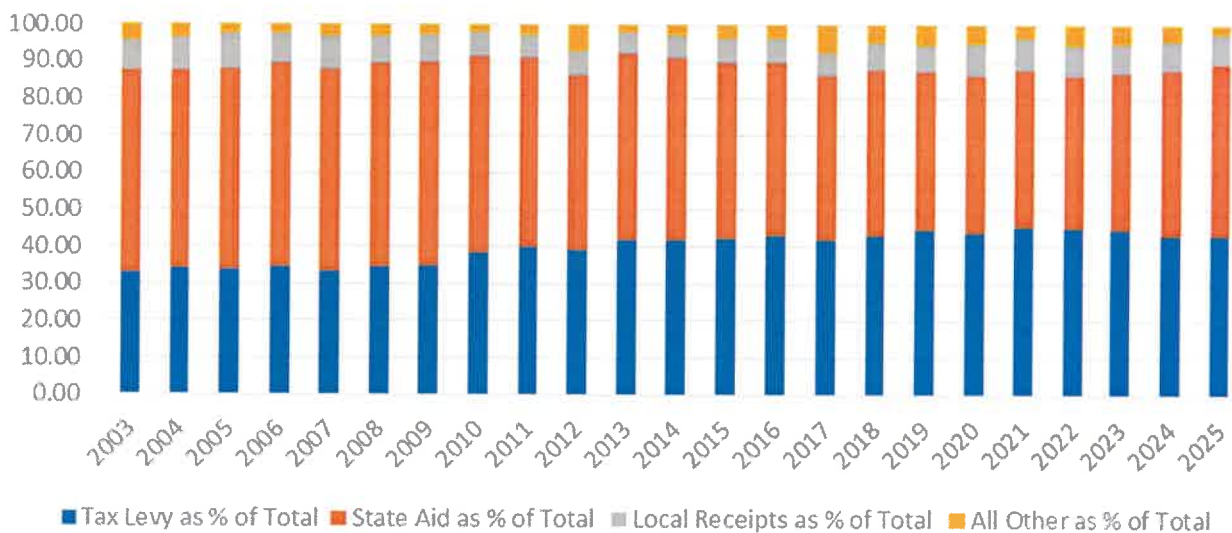


Figure 2: Revenue Breakdown, City of Gardner- source Mass. Dept of Revenue, Division of Local Services
<https://dls-gw.dor.state.ma.us/reports/rdpage.aspx?rdreport=revenuebysource.rbs.revbysourcemain>

² See Attachment 5: FY2026 Revenue Breakdown

Proposition 2 ½

Proposition 2 ½ refers to a Massachusetts law enacted in 1980 that places constraints on the amount of tax revenue a community can raise through real and personal property taxes. This revenue is called the Tax Levy. Proposition 2 ½ limits how much the levy can be increased from year-to-year (levy limit) and allows for a levy of only a 2 ½ percent of the total full and fair cash value of all real and personal property in the community (levy ceiling).

Under Proposition 2 ½, a community's levy limit increases automatically by two factors:

1. An incremental increase of 2.5% of the prior year's levy limit; and
2. A dollar amount derived from the value of new construction and other growth in the local tax base since the previous year, which is called New Growth.

The 2.5% increase and new growth number are both added to the prior year's levy limit to reach the current year's levy limit. What we don't spend of the available levy is called excess levy capacity.

Many communities, including Gardner, are seeing excess levy capacity shrink as operating budget increases outpace levy limit growth.

With a 2.5% property tax revenue increase limit, it means that every year we are outpacing our revenue capacity as we pass operating budgets that increase by 3%, 4%, 5% and higher. With the rising costs of labor and goods, there's only so much we can do to decrease expenses while maintaining services, and will need to start decreasing services to stay in the levy.

Tax Levy

Tax Levy is the amount of property tax revenue a community can raise through real and personal property taxes. As described in the previous page, Proposition 2 ½ limits how much the levy can be increased each year. The table below represents the estimated levy that will be available for Fiscal year 2026. It is calculated by taking the prior year levy limit, adding the automatic 2 ½ percent, plus estimated new growth. With inflation and rapidly increasing expenses, it has become extremely difficult to prepare a budget leaving any excess levy capacity.

Property Tax Levy Data

Levy Data	2020	2021	2022	2023	2024	2025
Excess Levy Capacity	355,916	130,992	460,729	163,389	63,653	19,390
Levy Ceiling	35,314,347	36,405,927	40,409,274	48,858,864	54,641,080	59,036,676
Levy Limit w/o Exclusions	28,240,124	29,313,983	30,509,065	31,687,128	32,826,444	33,930,056
Maximum Levy	28,240,124	29,313,983	30,509,065	31,687,128	32,826,444	33,930,056
Total Tax Levy	27,884,208	29,182,991	30,048,336	31,523,739	32,762,791	33,910,666

Figure 3: Tax Levy Breakdown, City of Gardner- Source: Mass. Dept. of Revenue, Division of Local Services
[Trends in Excess Levy Capacity | Mass.gov](#)

Excess Levy Capacity as a Percent of Max Levy

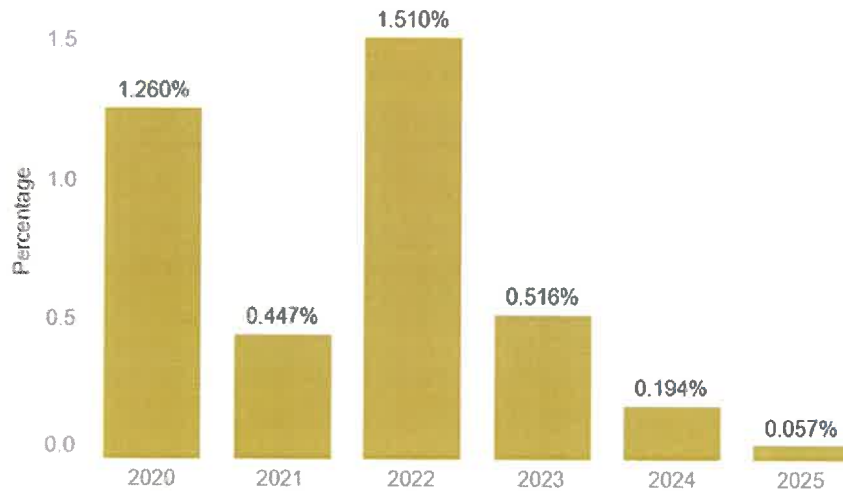


Figure 4: Excess Levy Capacity as a % of Max Levy- Source: Mass. Dept. of Revenue, Division of Local Services
[Trends in Excess Levy Capacity | Mass.gov](#)

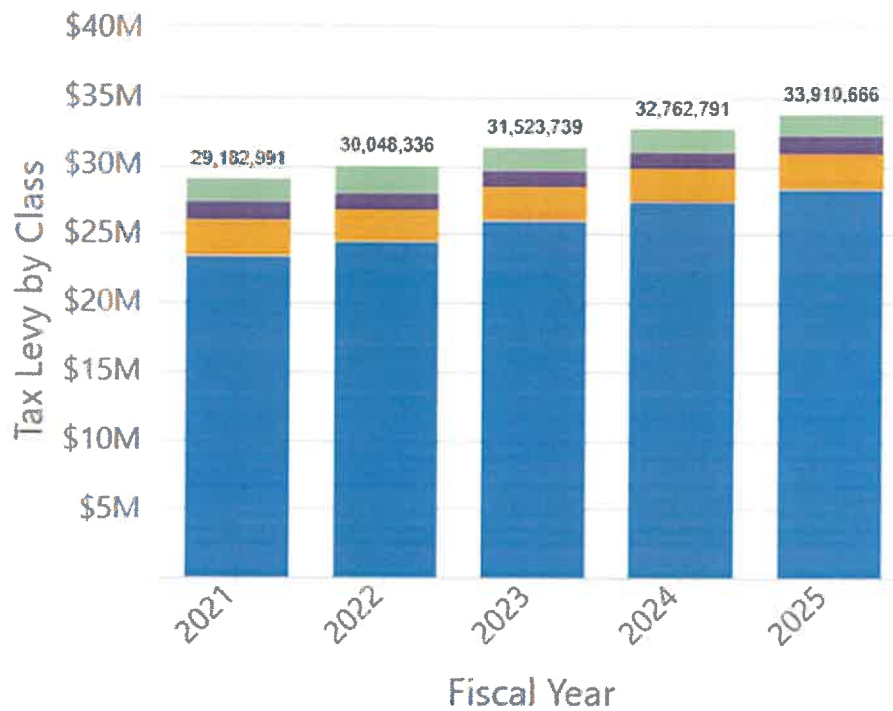


Figure 5: Tax Levy Breakdown by Class- Source: Mass. Dept. of Revenue, Division of Local Services
<https://dls.gateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=Dashboard.Cat3PropTaxStat>

The proposed FY2026 budget does increase the tax levy by the full two- and one-half percent (2 ½%) that is allowed by statute.

Excess Levy Capacity occurs when a community has a levy below its levy limit. If the community chooses not to tax at its limit and leave the excess levy capacity. Over the years, Gardner has retained a small amount of excess levy capacity due to the few fiscal years where Gardner was able to tax under the full two- and one-half percent that it could have in the past. The City retains the right to increase the tax levy up to two- and one-half percent (2 ½%) of excess levy capacity without any additional vote required, other than the vote to raise and appropriate these funds by the City Council.

Local Taxation

Local taxation accounts for 42% of our annual budget.

There are several different means of local taxation for which the City receives revenue from. These are:

- Real Estate Taxes
- Personal Property Taxes
- New Growth
- Tax Leins/Tax Title
- Motor Vehicle Excise Tax
- Penalties & Interest on Delinquent Tax Payments
- Tax Title Costs & Interest
- Payment in Lieu of Taxes
- Marijuana Excise/Sales Tax
- Hotel/Rooms Occupancy Tax
- Meals Tax

	2023	2024	2025	2026
PERSONAL PROP TAXES	\$1,755,163.62	\$1,623,965.00	\$1,773,202.00	\$1,793,822.00
REAL ESTATE TAXES	\$29,392,714.53	\$30,955,341.00	\$31,973,903.00	\$33,084,485.00
NEW GROWTH	\$0.00	\$0.00	\$250,000.00	\$ 50,000.00
MOTOR VEHICLE EXCISE	\$2,287,710.59	\$2,100,539.00	\$2,184,662.00	\$2,346,523.00
PENALTIES & INT ON TAXES	\$412,458.36	\$360,597.00	\$398,766.00	\$380,629.00
IN LIEU OF TAXES	\$9,009.80	\$20,564.00	\$26,104.00	\$15,226.00
ROOM OCCUPANCY TAX	\$176,008.26	\$144,447.00	\$155,704.00	\$216,999.00
MARIJUANA SALES EXCISE TAX	\$199,670.77	\$294,021.00	\$238,179.00	\$201,521.00
MEALS TAX	\$0.00	\$0.00	\$0.00	\$460,800.00

Figure 6: Local taxation breakdown FY23-25 - Source: City of Gardner Auditing Department

Average Single Family Tax Bill as a % of Average Single Family Assessed Value

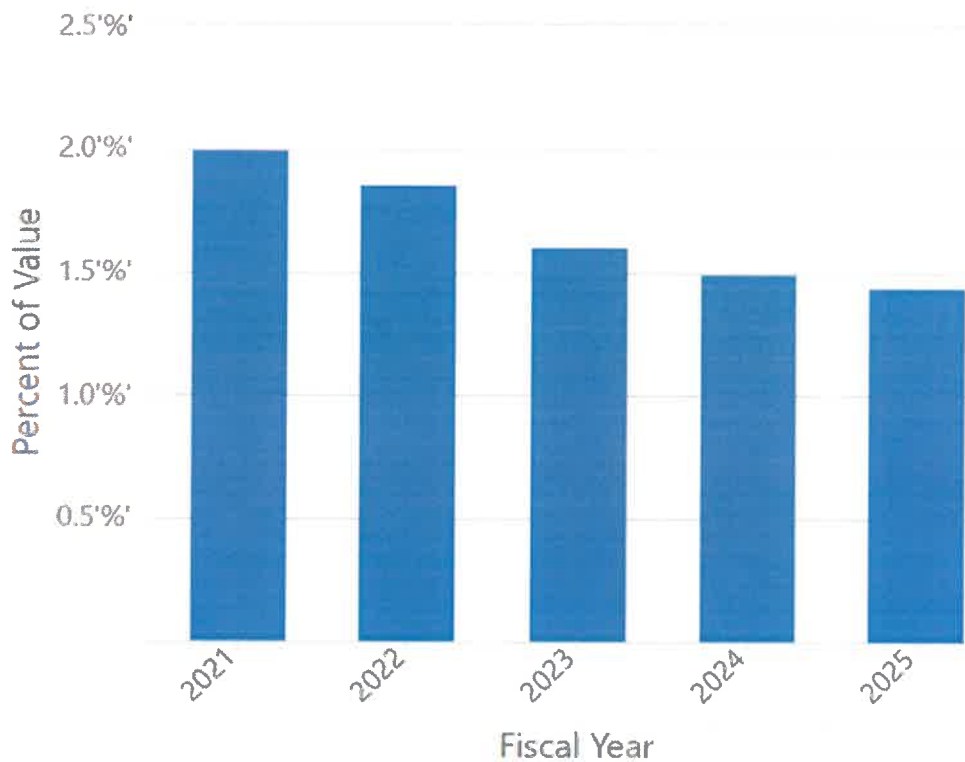


Figure 7: Average Single Family Tax Bill as a % of Single Family Assessed Value - Source: Mass. Dept. of Revenue, Division of Local Services
<https://dls.gateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=Dashboard.Cat3PropTaxStat>

The City has made a more concerted effort to grow and diversify our tax base. As a result of this, the Average Single Family Tax Bill has decreased in recent years as a percentage of the total average single family home assessment, even during a time when valuations have been increasing due to trends in the real estate market.

As a reminder, by the General Laws of the Commonwealth, home valuations for the purpose of tax assessments must be based on arms-length sales that occurred two fiscal years prior to the current fiscal year, removing any outliers. These sales must then be certified by the Massachusetts Department of Revenue as qualifying for the purpose of using as comparables when assessing property valuations.

New Growth

New growth is the calculation of the net increase in municipal property values because of new construction/subdivision or a return of exempt property to the tax role. New growth can be added to a municipality's levy limit as defined by Proposition 2 1/2 and thereby increases taxing capacity.

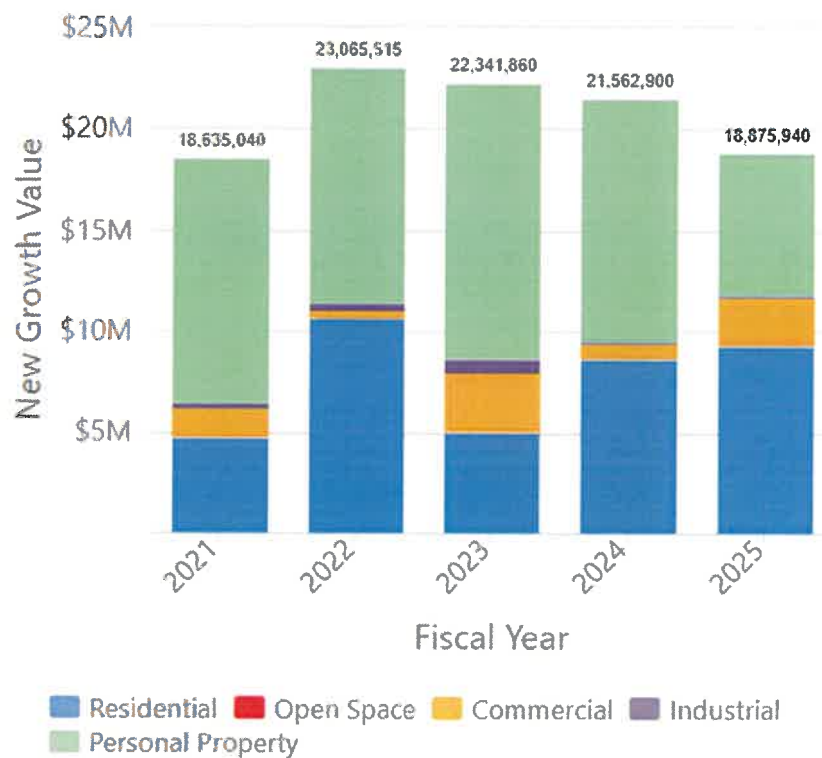


Figure 8: New Growth Value by Class- Source: Mass. Dept. of Revenue, Division of Local Services
<https://dls.gateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=Dashboard.Cat3PropTaxStat>

During four fiscal years, New Growth has come in over budget, allowing the City to put forward supplemental budget requests to the City Council after the Massachusetts Department of Revenue certified new growth values during the fall of each year.

In the last few years, the majority of new growth valuation in the City has largely come from personal property upgrades and new purchases, leading to increases in tax collections as a result. The Massachusetts Department of Revenue defines Personal Property as: “tangible items that are not firmly attached to land or buildings and

are not specially designed for or of such a size and bulk to be considered part of the real estate. This includes, for example, merchandise, furniture, machinery, tools, animals and equipment. Personal property is taxable unless a specific exemption provision applies.”



Figure 9: Tax Levy Growth by Class - Source: Mass. Dept. of Revenue, Division of Local Services
<https://dls.gateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=Dashboard.Cat3PropTaxStat>

When breaking down the ways in which new growth has actually increased the City’s tax levy as a result of the valuations seen in Figure 6, it can easily be seen that the bulk of our new growth increases have come from investments made in Commercial, Industrial, and Personal Property instead of real estate property.

While any increase in the City’s revenue stream is positive, this does create some concerns for the future as we see Gardner’s population continue to increase while our housing stock has not seen any major investments come yet. As with any case of simple economics, as demand increases and supply decreases, prices go up, which could cause us to see continued increases in housing costs throughout the City.

State Aid

State Aid accounts for roughly 48% of our annual budget, and we get notified about the amount of state aid we will receive through the Cherry Sheet, named as such for the cherry-colored paper that it was originally printed on before moving to an electronic system.³

The Commonwealth's Cherry Sheet system has both revenue and charges. The revenue is funding provided to the City for specific services. The charges are assessed to the City for the City's share of different state programs. These charges are directly deducted from the revenue received by the City.⁴

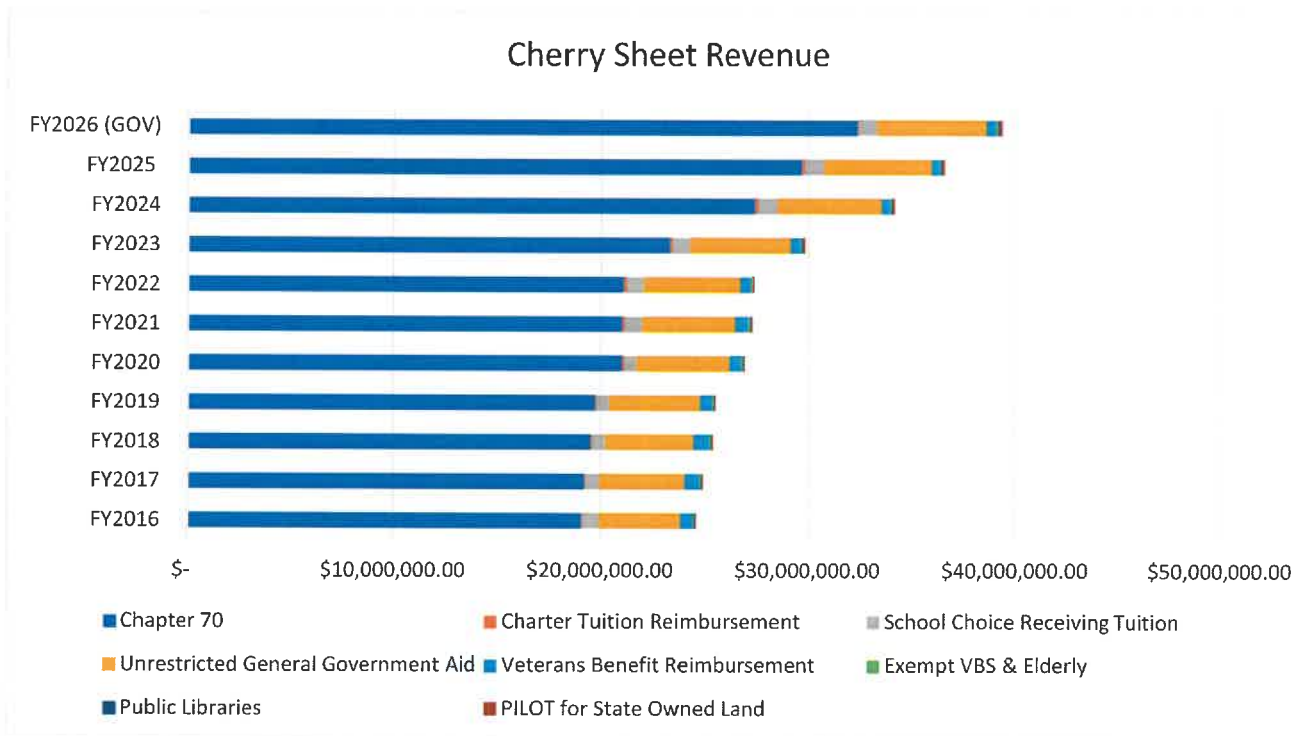


Figure 10: Cherry Sheet Revenue- Source: Mass. Dept. of Revenue, Division of Local Services
<https://dls-gw.dor.state.ma.us/reports/rdPage.aspx?rdReport=CherrySheets.CSbyProgMunis.MuniBudgEst&islCherryType=&islYear=2025&islBudgetType=&rdLinkDataLayers=cherrysheets.csbyprogmunis.munibudgfinal&rdRequestForwarding=Form>

³ See Attachment 2: FY2025 Cherry Sheet Estimates

⁴ See Attachment 3: Historical Cherry Sheet Data, FY2012 to FY2024

Cherry Sheet Receipts

Chapter 70 funds are dedicated for schools. The state uses a formula to determine how much Chapter 70 funding a school district will get, which starts with the calculation of a foundation budget that reflects district enrollment, pupil characteristics, inflation and geographical differences in wages.

Charter Tuition Reimbursement is for Gardner's students who choose to attend Commonwealth charter schools, reimbursing for student tuition and capital facilities tuition. There are three levels to the reimbursement; 100% for the first year, 60% for the second year and 40% for the third year.

School Choice Receiving Tuition provides funding for receiving districts accepting pupils from other districts.

Unrestricted General Government Aid (UGGA) provides general-purpose financial assistance to municipalities.

Veterans' Benefits reimburses municipalities for a portion of up to seventy-five percent (75%) authorized amounts spent for Veterans' financial, medical, and burial benefits.

Exemptions: Veterans, Blind Person, Surviving Spouses, Elderly and Motor Vehicle reimburses municipalities for property tax exemptions granted to qualifying groups.

Public Libraries helps offset the costs a public library incurs when it circulates materials to residents of other communities.

Cherry Sheet Charges and Assessments

Mosquito Control There are eight mosquito control districts whose costs are apportioned to member municipalities on the Cherry Sheet. Each district is also allocated a proportional share of expenses for the State Reclamation Board that administers these programs. Each district relies on a separate formula to apportion its assessment to its member municipalities. All formulas are based on Equalized Valuation; five of the districts' formulas also use land area as a component.

Air Pollution Control District charges assess municipalities for a portion of the costs incurred by the Department of Environmental Protection in monitoring air pollution levels and enforcing air quality standards at industrial, commercial, and institutional facilities.

RMV Non-Renewal Surcharges reimburse the Registry of Motor Vehicles for "marking" a license or registration for non-renewal due to (1) non-payment of parking violations, (2) non-payment of motor vehicle excise, or (3) non-payment of abandoned vehicle costs

Regional Transit Authority assessments are levied against municipalities in order to provide for a system of regional transportation authorities to develop, finance, and contract for the operation of transportation facilities and service outside the Metropolitan Boston area:

Special Education assessments partially reimburse the state for providing special needs education to children enrolled in state hospital schools.

School Choice Sending Tuition assesses the sending municipality or regional school district for pupils attending another school district under school choice. School choice tuition charges are assessed against the sending district and paid to the receiving school district.

Charter School Sending Tuition assesses the sending municipality or regional school district for pupils attending charter schools. Charter school tuition charges are assessed against the sending district and paid to the charter school district.

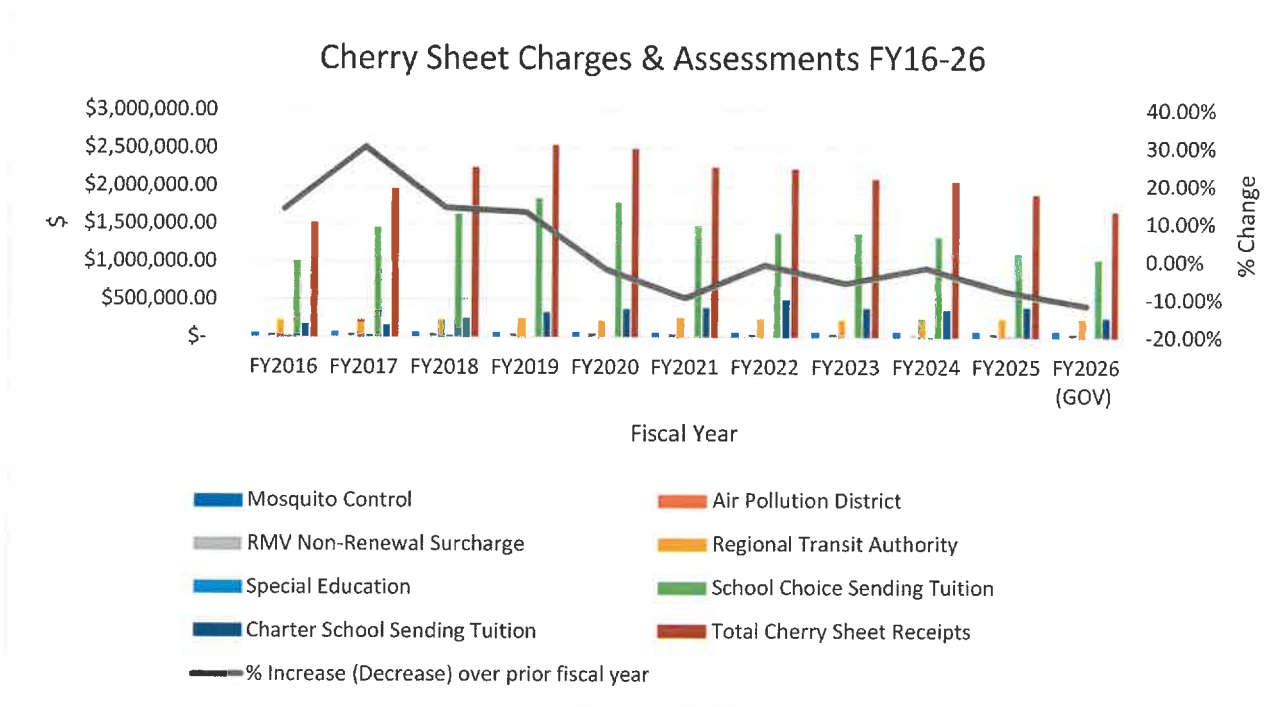


Figure 11: Cherry Sheet Charges & Assessments - Source: Mass. Dept. of Revenue, Division of Local Services⁵
<https://dls-gw.dor.state.ma.us/reports/rdPage.aspx?rdReport=CherrySheets.CSbyProgMunis.MuniBudgEst&islCherryType=&islYear=2025&islBudgetType=&rdLinkDataLayers=cherrysheets.csbyprogmunis.munibudgfinal&rdRequestForwarding=Form>

⁵ See Attachment 4: State Aid Breakdown

Paving and Chapter 90 Funds

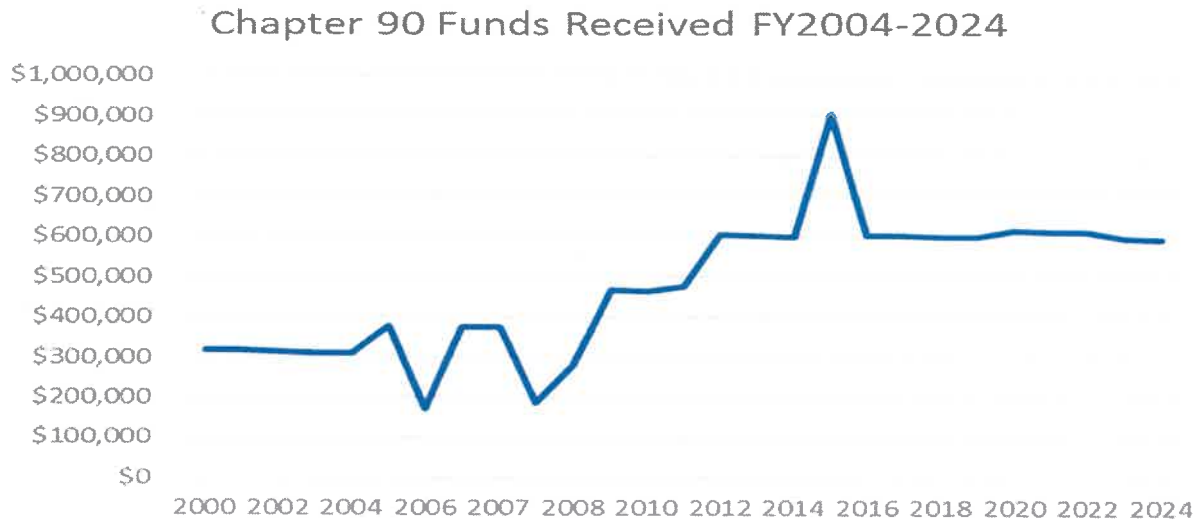


Figure 12: Chapter 90 Funds Received FY2000-2023- Source: Massachusetts Department of Transportation <https://www.mass.gov/info-details/chapter-90-past-apportionment>

Authorized through Massachusetts General Laws (M.G.L.) Chapter 90, Section 34, the Chapter 90 Program provides funding to municipalities for the implementation of capital improvements on local public ways. Every municipality in the Commonwealth is allocated a portion of total program dollars.

The amount of annual funding a municipality receives is based on local road mileage (58.33%), population (20.83%), and employment (20.83%). Local road mileage is gathered from MassDOT's Road Inventory File.

Population data is collected using decennial census data from United States Census Bureau. Employment figures are provided by the Massachusetts Department of Unemployment Assistance. This formula was developed by the Legislative Rural Caucus of the Massachusetts Legislature's Transportation Committee in 1972.

In 2025, Governor Healey proposed a large increase to the Chapter 90 program utilizing funds from the Fair Share Amendment revenue that is restricted to transportation and education funding. This proposal also utilizes the 1972 formula for the first \$200 million proposed, and a new formula that is solely based on number of road miles for the remaining \$100 million. This would lead to a 52% increase in the City's annual allotment received if approved.

Gardner’s Chapter 90 assessment is based on 94.71 miles of road with a population of 21,287, and employment base of 8,681.

Additionally, the City’s financial policies require that the City’s Administration match the funds received by the Chapter 90 with at least ten percent (10%) of certified free cash each fiscal year. Traditionally, the City has funded this share at a rate higher than what is dictated by the Administration Financial Policies.⁶

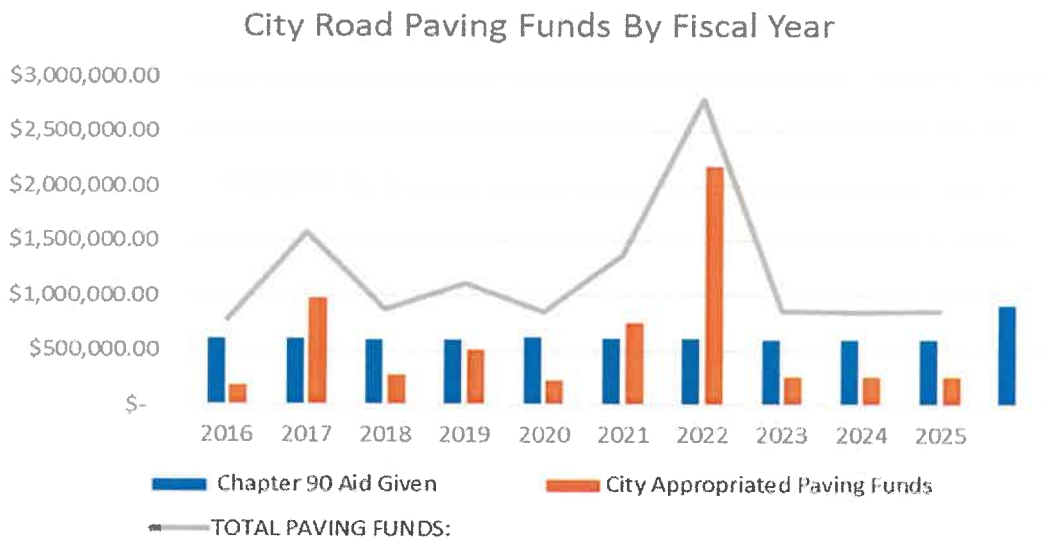


Figure 13: Road Paving Funds by Fiscal Year - Source: City of Gardner Auditing Department

Fiscal Year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Chapter 90 Aid Given	\$ 604,325.00	\$ 604,221.00	\$ 600,789.00	\$ 599,292.00	\$ 615,579.00	\$ 612,961.00	\$ 612,492.00	\$ 597,217.89	\$ 595,938.45	\$ 595,266.41
City Appropriated Paving Funds	183000	980000	275000	510848	230197	750000	2188396	257956	257955.90	263,617.00
TOTAL PAVING FUNDS:	\$ 787,325.00	\$ 1,584,221.00	\$ 875,789.00	\$ 1,110,140.00	\$ 845,776.00	\$ 1,362,961.00	\$ 2,800,882.00	\$ 855,173.89	\$ 853,894.35	\$ 858,883.41
										TOTAL PAVING INVESTMENT FY16 to FY24 \$ 11,934,869.88

Figure 14: Road Paving Funds by Fiscal Year- Source: City of Gardner Auditing Department

It should be noted, that while the City has continued to provide supplemental funding, the cost of paving has increased significantly, while the amount of funding received by the City through the Chapter 90 formula has been relatively stagnant since 2012.

The average amount of funding the City has received in road and infrastructure aid since FY2012 has been approximately \$600,000 per fiscal year. According to the US Bureau of Labor Statistics Consumer Price Index, the purchasing power of \$600,000 in 2012 is equivalent to \$826,767.26 in 2024 when adjusted for inflation. However, the amount we receive has remained the same. This means that the amount of road work

⁶ See Appendix A: City Administrative Financial Policies

that the City is able to do on an annual basis is 27.428% lower than what we were able to do back in 2012. At the same time, our roads continue to deteriorate at a rate faster than we can catch up with. In FY2023, the Commonwealth added additional funding to our allotment known as the “Winter Recovery Assistance Program (WRAP),” and again in FY2024 through proceeds from the Fair Share Amendment that was adopted by the voters of the Commonwealth in the 2022 state election. These funds do bring us closer to where we need to be, but we still have more to do.

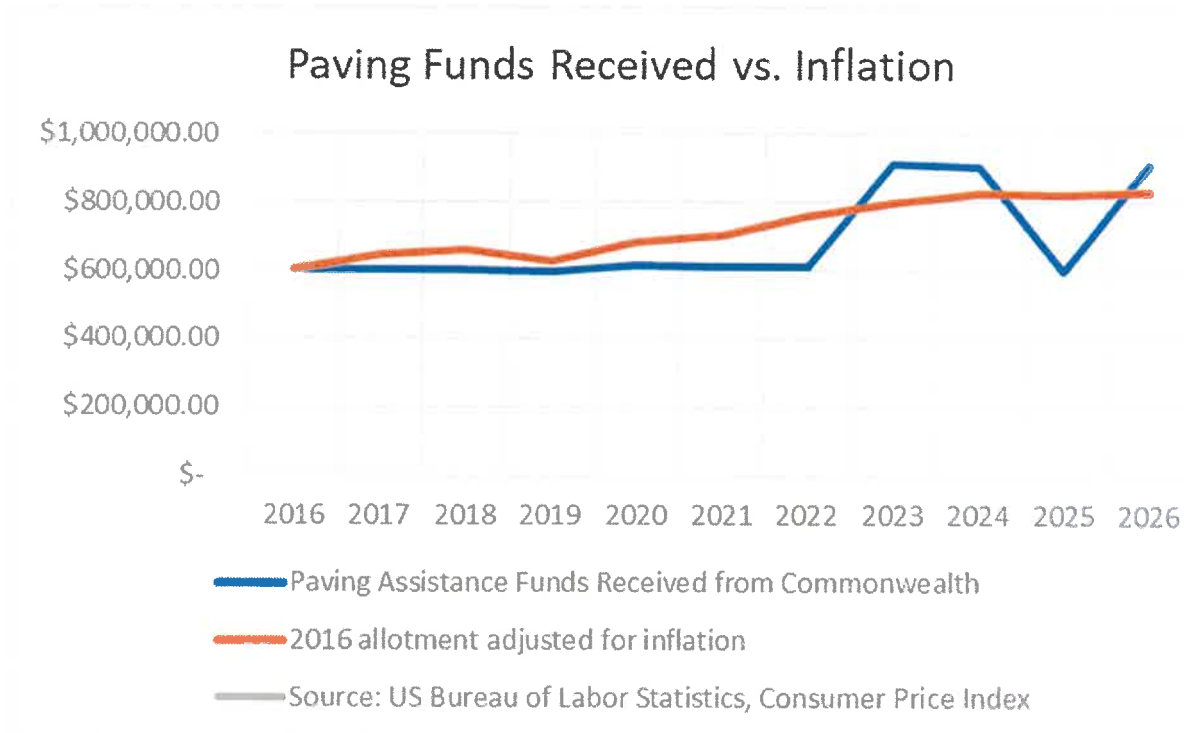


Figure 15: Paving Funds against Inflation- Source: City of Gardner Auditing Department, US Bureau of Labor Statistics

If the Governor’s proposal is what goes through, then we will be back to our original purchasing power from 2012, but that also does not make up for the times over the last decade when we fell behind. As a result of this, the Administration is currently looking at ways to allow the City to catch up to a more manageable spot in our paving program to make up for this shortfall.⁷

⁷ See Appendix H: City Paving Priority Plan

Local Receipts

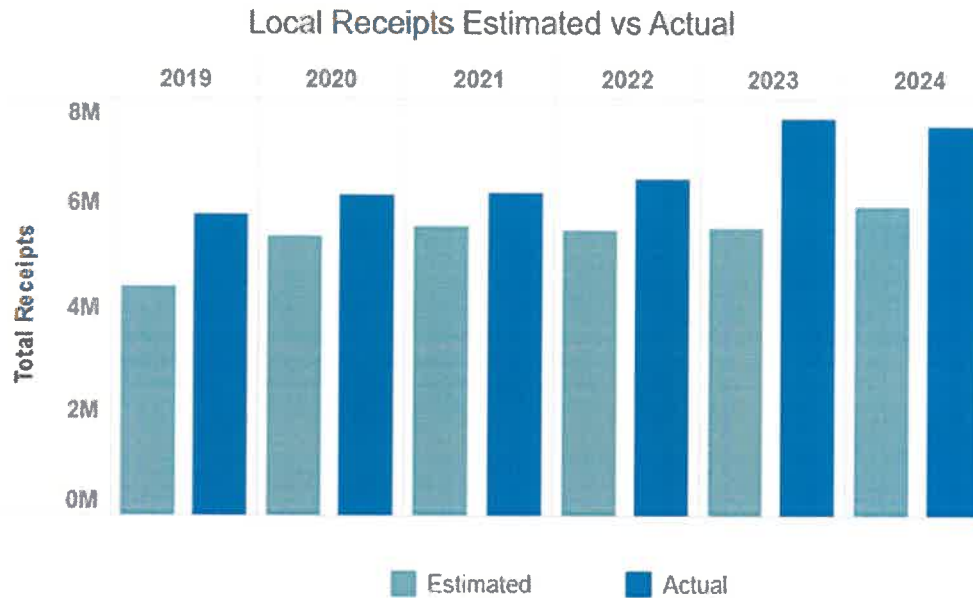


Figure 16: Local Receipts- Estimated and Actual- Source: Mass. Dept. of Revenue, Division of Local Services
[Trends in Local Receipts | Mass.gov](#)

These receipts are locally generated revenues other than real and personal property taxes and excluding enterprise fund revenues. These receipts have a direct correlation to the local economy and can be difficult to predict.

The Massachusetts Bureau of Account’s position is that forecasts for local receipts should be conservatively based on historical trends. In addition, estimated receipts “shall not exceed the aggregate amount of actual receipts received during the preceding fiscal year from the same source, except with the written approval of the commissioner...”. If there are any new revenue sources for which no historical information is available, written documentation is required.

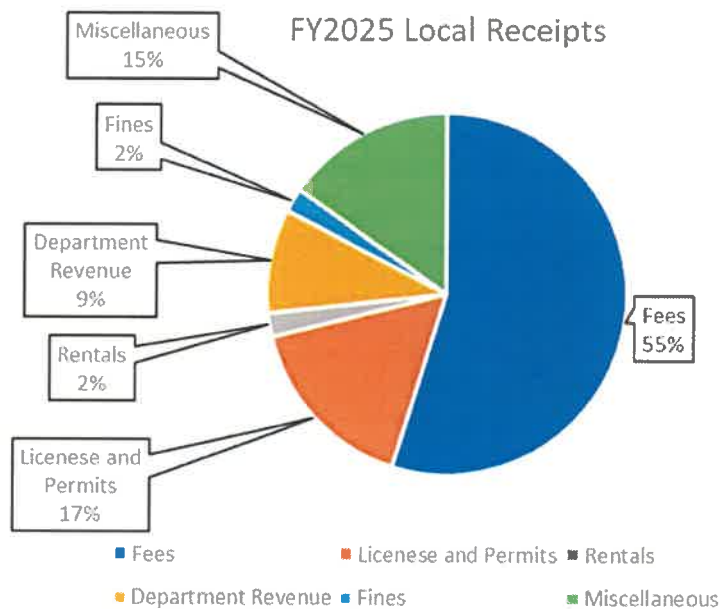
When forecasting local receipts, the city looks at prior year actuals and year-to-date receipts to estimate the future year and be within the guidelines of the Bureau of Accounts. If there are any new revenue sources for which written documentation is available, those estimates are also included in the projections.

The FY2026 Budget proposal estimates local receipts as ninety-six percent (96%) of the average of actual collections received from each local receipt line item for the previous three (3) fiscal years.

The City has ceased collection of all community impact fees included in Host Community Agreements for any cannabis operation in the City, following a ruling of the Massachusetts Cannabis Control Commission. As such, that revenue line item has been removed completely from the FY2026 Budget. The City is still collecting the approved sales tax from all marijuana sales.

Local receipts account for roughly 7% of the FY26 overall budget and have a major impact on balancing the budget as well as helping reduce reliance on property taxes.

Note that in local budgeting practices and revenue projections, Marijuana Excise Sales Tax, Meals Tax, and Hotel Lodging Excise Tax are considered local receipts but have been included in the local taxation section in this document for ease of review.



Receipts	Amount
Fees	\$ 1,741,206.00
License and Permits	\$ 518,176.00
Rentals	\$ 67,188.00
Department Revenue	\$ 295,172.00
Fines	\$ 68,342.00
Miscellaneous	\$ 484,832.00
Total Local Receipts	\$3,174,916.00

Figure 17: Local Receipts FY25 Breakdown - Source: City of Gardner Auditing Department

Grant Funding

During the last fiscal year, the City of Gardner has made a concerted effort to obtain grant funding to cover the costs of projects that the City’s budget simply cannot absorb on its own.

Grants received from the Federal and State Government, as well as private organizations, help free up funds that can be used to cover other budgetary and capital expenses that arise through the year.

Currently, the City of Gardner has a contract with Keller & Associates to oversee grant writing and management of federal grants and the Central Massachusetts Regional Planning Commission (CMRPC) for writing state grant applications. Additionally, the City does have internal staff that oversee specific grant programs related to their own individual departments.

Federal Grant Funds: (FY21-25: \$34,272,996)

It should be noted that FY22 and FY23 were higher than usual due to funds associated with the Coronavirus Aid, Relief, and Economic Security Act (“CARES Act”) in FY22 and the American Rescue Plan Act (“ARPA”) in FY23.

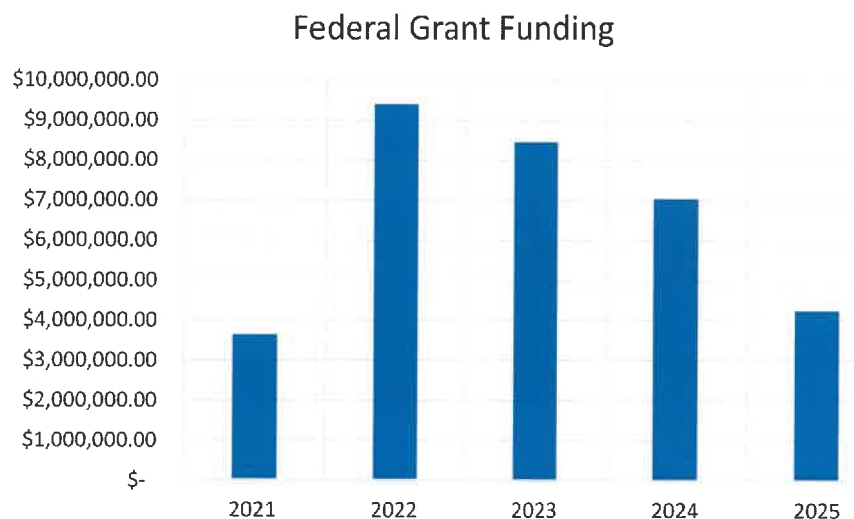


Figure 29: Total Federal Funding Received (Deposited not just Awarded)- Source: City of Gardner Auditing Department

Org	Object	Project	Description	2025 Actual
27301	43100	31923	FY23 ESSER III GRANT REV #119	\$ 2,382,002.00
27301	43100	31525	FY25 SPED REVENUE #240	\$ 558,564.58
27301	43100	31025	FY25 TITLE I REVENUE #305	\$ 246,748.54
27482	43111	48222	FY22 AIRPORT RUNWAY PROJ REV	\$ 226,194.75
27301	43100	32924	FY24 HOMELESS EMER SUP #344	\$ 197,927.43
27301	43100	31024	FY24 TITLE I REVENUE #305	\$ 140,760.88
27301	43100	31524	FY24 SPED REVENUE #240	\$ 98,682.59
27301	43100	31124	FY24 TITLE IIA REVENUE #140	\$ 67,000.69
27482	43000	48225	FY25 AIRPORT 18B RW SURV REV	\$ 63,276.00
27482	43111	48224	FY24 AIRPORT MASTER PL REV	\$ 61,732.54
29182	43000	18022	FY22-FY23 COMM DEV BG REV	\$ 37,813.22
27301	43100	31125	FY25 TITLE IIA REVENUE #140	\$ 28,385.00
27301	43100	32825	FY25 TITLE IV REVENUE #309	\$ 19,240.82
27482	43111	48124	FY24 AIRPORT WILDLIFE HAZ SITE	\$ 18,174.42
27301	43100	31624	FY24 EARLY CHILD REV #262	\$ 15,876.54
27301	43100	31724	FY24 TITLE III-REV #180	\$ 15,832.45
29182	43000	18021	FY21 COMM DEV BLOCK GRANT REV	\$ 15,657.21
27182	43000	18512	GRANT PROG INCOME REVENUE	\$ 14,903.89
27210	43104		VAWA VIOL WOM ACT GRANT REV	\$ 12,047.62
27301	43100	31625	FY25 EARLY CHILD REV #262	\$ 9,695.78
27301	43100	32824	FY24 TITLE IV REVENUE #309	\$ 9,308.02
27301	43100	31725	FY25 TITLE III-REV #180	\$ 8,712.24
27210	43000	21313	BULLETPROOF VEST GRANT	\$ 6,392.63
27210	43000	21123	AGO COPS GRANT REVENUE	\$ 1,438.87
27301	43100	32424	FY24 SPED IMPR REV #274	\$ 1,350.00
29008	48400		PROGRAM INCOME REVENUE	\$ 935.72
29008	48200		EARNING ON INVESTMENTS	\$ 408.03
29501	45200		HUD-EARN ON INVEST REVENU	\$ 222.18
			TOTAL	\$ 4,259,284.64

Figure 30: Federal Grants Received in FY2024 (Deposited not Awarded) - Source: City of Gardner Auditing Department

State Grant Funds: (FY21-25: \$22,684,343)

FY21 and FY22 were higher than usual as well, due to several funding reimbursement grants associated with the COVID-19 Pandemic. Additionally, several state grant awards are not issued until June, so the current year to date is lower than expected for the fiscal year, as of the time this document was authored.

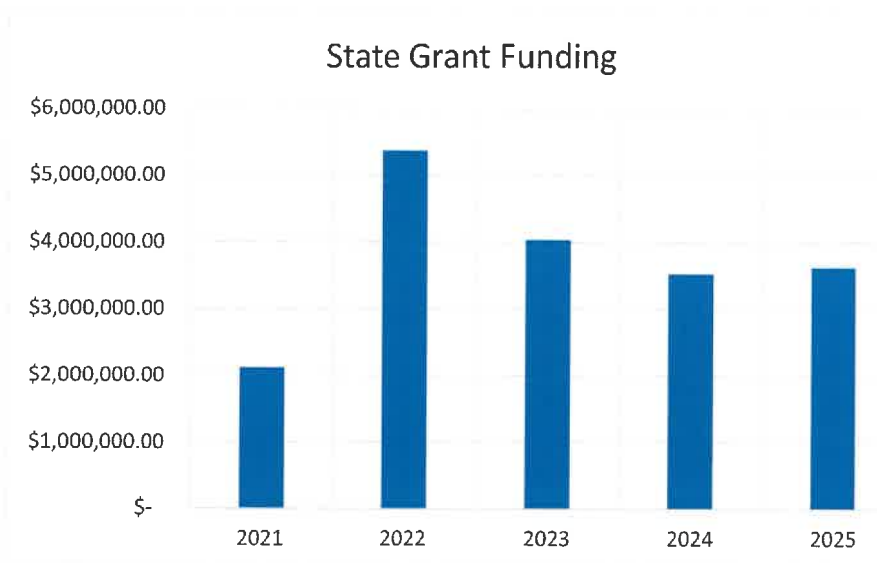


Figure 31: Total State Grant Funding Received (Deposited not just awarded) - Source: City of Gardner Auditing Department

Org	Object	Project	Description	2025 Actual
28301	43100	35100	SPED REIMB REV (CIR BEAKER)	\$ 918,558.00
28301	43100	35000	SCHOOL CHOICE REVENUE	\$ 730,890.00
28301	43100	37224	FY2024 IVAQ EQUIP GRANT #209 R	\$ 539,600.00
28121	43954	17022	FY22 ECONOMIC DEV BILL REVENUE	\$ 183,422.31
28482	43111	48222	FY22 AIPORT RUNWAY PROJ REV	\$ 176,438.82
28182	43000	18522	FY22 MWIP GRANT REAR MAIN PH2	\$ 152,488.75
28301	43100	37525	FY25 COMM SCH HEALTH SERV CSHS	\$ 125,000.00
28411	43969		LEAD SERVICE LINE INV REVENUE	\$ 110,087.00
28411	43366	18717	FY24 L ISL SOUND NITRO REM REV	\$ 98,570.20
28301	43100	37725	FY25 BEHAVIORAL HEALTH WF REV	\$ 78,705.00
28610	43000	61000	STATE AID TO LIBRARIES REVENUE	\$ 74,225.09
28301	43100	35124	FY24 EARLY COLLEGE SUP REV#460	\$ 64,315.08
28182	43000	18125	FY25 GRA GRANT REVENUE	\$ 50,800.00
28301	43100	37124	FY24 STRATEGY TO REDU TIME#213	\$ 45,754.57
28541	43000	54125	FY25 COA FORMULA GRANT REV	\$ 41,782.50
28182	43981		MASS TRAILS GRANT REV	\$ 40,803.15
28210	43000	21413	SHANNON GRANT REVENUE	\$ 36,861.78
28182	43937	18423	FY23 COMM ONE STOP SITE READ R	\$ 26,391.00
28301	43100	35025	FY25 TARG ASSIST #222 REV	\$ 25,000.00
28301	43100	35125	FY25 EARLY COLLEGE SUP REV#460	\$ 23,823.24
28210	43920		MUNICIPAL ROAD SAFETY GRNT REV	\$ 19,912.44
28003	43917		FF SAFETY EQUIPMENT GRANT REV	\$ 19,000.00
28482	43111	48224	FY2024 AIRPORT MASTER PL GRT	\$ 8,322.78
28220	43000	22120	FIRE SAFE GRANT REVENUE	\$ 8,100.00
28301	43100	37625	FY25 BEHAV & MENT HEALTH #311	\$ 8,063.75
28162	43304		UNIFORM POLL HOURS REVENUE	\$ 7,210.72
28512	43000	51125	FY25 SOLID WASTE MASTER P REV	\$ 5,300.00
28512	43000	51113	RECYCLING GRANT REVENUE	\$ 3,105.71
28630	48200	63000	EARNING ON INVESTMENTS	\$ 2,496.75
28301	43100	36124	FY24 SUPPORTING STUDENT #332	\$ 1,965.00
28512	43000	33452	MASS CAS SUP TRAILER GRANT REV	\$ 1,500.00
28301	43100	33224	FY24 ELS CERT SUP REV #205/217	\$ 893.00
			TOTAL	\$ 3,629,386.64

Figure 32: State Grant Funds Received in FY24 (Deposited not just Awarded) - Source: City of Gardner Auditing Department



Attachment 2:

FY2026 Preliminary Cherry Sheet





MA Department of Revenue
 Division of Local Services
 Preliminary Municipal Cherry Sheet Estimates
 Data current as of 1/23/2025

[Return to Previous page](#)

[Click for all Municipalities by Program](#)

Select a Fiscal Year:

Select a Municipality:

FY2026 Preliminary Cherry Sheet Estimates Gardner

[Estimated Receipts](#) Estimated Assessments & Charges

PROGRAM	FY2025 Cherry Sheet Estimate	FY2026 Governor's Local Aid Proposal	FY2026 House Budget	FY2026 Senate Budget	FY2026 Conference Committee
Education Receipts:					
Chapter 70	29,677,210	32,375,957	32,375,957		
School Transportation	0	0	0		
Charter Tuition Reimbursement	163,164	57,374	14,714		
Smart Growth School Reimbursement	0	0	0		
Offset Receipts:					
School Choice Receiving Tuition	936,563	861,585	861,585		
Sub-Total, All Education Items:	30,776,937	33,294,916	33,252,256		
General Government:					
Unrestricted Gen Gov't Aid	5,217,779	5,332,570	5,217,779		
Local Share of Racing Taxes	0	0	0		
Regional Public Libraries	0	0	0		
Veterans Benefits	378,344	458,430	458,430		
Exemp: VBS and Elderly	69,964	113,431	113,431		
State Owned Land	94,865	99,276	98,829		
Offset Receipts:					
Public Libraries	84,550	81,472	81,472		
Sub-Total, All General Government:	5,845,502	6,085,179	5,969,941		
Total Estimated Receipts:	36,622,439	39,380,095	39,222,197		

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MA Department of Revenue
 Division of Local Services
 Preliminary Municipal Cherry Sheet Estimates
 Data current as of 1/23/2025

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Select a Fiscal Year:

Select a Municipality:

FY2026 Preliminary Cherry Sheet Estimates
 Gardner

Estimated Receipts [Estimated Assessments & Charges](#)

PROGRAM	FY2025 Cherry Sheet Estimate	FY2026 Governor's Local Aid Proposal	FY2026 House Budget	FY2026 Senate Budget	FY2026 Conference Committee
County Assessments:					
County Tax	0	0	0		
Suffolk County Retirement	0	0	0		
Sub-Total, County Assessments:	0	0	0		
State Assessments and Charges:					
Retired Employees Health Insurance	0				
Retired Teachers Health Insurance	0	0	0		
Mosquito Control Projects	72,630	76,736	76,722		
Air Pollution Districts	5,439	5,713	5,713		
Metropolitan Area Planning Council	0	0	0		
Old Colony Planning Council	0	0	0		
RMV Non-Renewal Surcharge	34,600	34,600	34,600		
Sub-Total, State Assessments:	112,669	117,049	117,035		
Transportation Authorities:					
MBTA	0	0	0		
Boston Metro. Transit District	0				
Regional Transit	252,824	251,953	251,953		
Sub-Total, Transp Authorities:	252,824	251,953	251,953		
Annual Charges Against Receipts:					
Multi-Year Repayment Program	0	0	0		
Special Education	20,709	12,648	11,654		
Sub-Total, Annual Charges:	20,709	12,648	11,654		
Tuition Assessments:					
School Choice Sending Tuition	1,108,919	1,032,673	1,111,081		
Charter School Sending Tuition	401,872	260,694	218,034		
Sub-Total, Tuition Assessments:	1,510,791	1,293,367	1,329,115		
Total All Estimated Charges:	1,896,993	1,675,017	1,709,757		

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Attachment 3:
Historical
Cherry Sheets





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Municipality: Select Fiscal Years:

Estimated Receipts Estimated Assessments & Charges

[Export Excel](#)

Education

Education	2013	2014	2015	2016	2017	2018	2019	2020	2021
Chapter 70	18,422,676	18,961,405	19,023,155	19,085,780	19,225,095	19,521,864	19,725,204	21,003,460	21,003,460
School Transportation	0	0	0	0	0	0	0	0	0
Charter Tuition Reimbursement	43,612	32,111	32,246	43,428	38,415	55,244	58,947	95,559	170,924
Smart Growth	0	0	0	0	0	0	0	0	0
Education Offset Items	-	-	-	-	-	-	-	-	-
School Lunch	16,983	15,613	15,834	0	0	0	0	0	0
School Choice Receiving Tuition	965,448	821,803	776,929	773,133	677,809	632,310	580,179	586,012	836,888
Total Education	-	-	-	-	-	-	-	-	-
Sub-Total, All Education Programs	19,448,719	19,830,932	19,848,164	19,902,341	19,941,319	20,209,418	20,364,330	21,685,031	22,011,272

General Government

General Government	2013	2014	2015	2016	2017	2018	2019	2020	2021
Unrestricted General Government Aid	3,584,191	3,668,914	3,770,660	3,906,404	4,074,379	4,233,280	4,381,445	4,499,744	4,499,744
Local Share of Racing Taxes	0	0	0	0	0	0	0	0	0
Regional Public Libraries	0	0	0	0	0	0	0	0	0
Urban Revitalization	0	0	0	0	0	0	0	0	0
Veterans Benefits	562,402	525,283	589,615	606,540	718,187	762,083	592,608	582,918	644,171
Exemp: VBS and Elderly	65,533	59,862	58,777	67,193	80,274	79,900	81,085	84,153	88,342
State Owned Land	172,836	176,254	51,294	51,294	50,684	50,851	50,851	50,885	52,207
General Government Offset Item	-	-	-	-	-	-	-	-	-
Public Libraries	29,931	32,253	39,726	40,117	38,658	40,305	41,697	44,055	53,380
Total General Government	-	-	-	-	-	-	-	-	-
Sub-Total, All General Government	4,414,893	4,462,566	4,510,072	4,671,548	4,962,182	5,166,419	5,147,686	5,261,755	5,337,844
Total	-	-	-	-	-	-	-	-	-
Total Estimated Receipts	23,863,612	24,293,498	24,358,236	24,573,889	24,903,501	25,375,837	25,512,016	26,946,786	27,349,116



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Municipality: Select Fiscal Years:

Estimated Receipts **Estimated Assessments & Charges**

County Assessments

Programs:	2013	2014	2015	2016	2017	2018	2019	2020	2021
County Tax	0	0	0	0	0	0	0	0	0
Suffolk County Retirement	0	0	0	0	0	0	0	0	0
Essex County Reg Comm Center	0	0	0	0	0	0	0	0	0
Sub-Total, County Assessments:	0	0	0	0	0	0	0	0	0

State Assessments and Charges

Programs:	2013	2014	2015	2016	2017	2018	2019	2020	2021
Retired Employees Health Insurance	0	0	0	0	0	0	0	0	0
Retired Teachers Health Insurance	0	0	0	0	0	0	0	0	0
Mosquito Control Projects	0	0	0	49,959	58,699	60,839	59,917	65,398	65,255
Air Pollution	4,465	4,565	4,521	4,551	4,665	4,566	4,671	4,747	4,877
Metropolitan Area Planning Council	0	0	0	0	0	0	0	0	0
Old Colony Planning Council	0	0	0	0	0	0	0	0	0
RMV Non-Renewal Surcharge	38,400	42,680	38,080	38,080	38,080	39,620	39,620	45,400	41,260
Sub-Total, State Assessments:	42,865	47,245	42,601	92,590	101,444	105,025	104,208	115,545	111,392

Transportation Authorities

Programs:	2013	2014	2015	2016	2017	2018	2019	2020	2021
MBTA	0	0	0	0	0	0	0	0	0
Boston Metro. Transit District	0	0	0	0	0	0	0	0	0
Regional Transit	237,299	246,851	232,994	222,062	237,868	233,279	258,010	219,666	263,311
Sub-Total, Transportation Assessments:	237,299	246,851	232,994	222,062	237,868	233,279	258,010	219,666	263,311

Annual Charges Against Receipts

Programs:	2013	2014	2015	2016	2017	2018	2019	2020	2021
Special Education	28,488	26,469	22,216	13,652	29,392	31,867	9,054	3,329	7,233
STRAP Repayments	0	0	0	0	0	0	0	0	0
Multi-Year Repayment	0	0	0	0	0	0	0	0	0
Sub-Total, Charges Against Receipts:	28,488	26,469	22,216	13,652	29,392	31,867	9,054	3,329	7,233

Tuition Assessments

Programs:	2013	2014	2015	2016	2017	2018	2019	2020	2021
School Choice Sending Tuition	653,914	777,651	888,497	1,002,576	1,432,917	1,582,842	1,834,348	1,772,140	1,348,221
Charter School Sending Tuition	233,331	185,179	132,783	172,665	161,430	247,254	332,974	376,414	464,704
Essex County Tech Sending Tuition	0	0	0	0	0	0	0	0	0
Sub-Total, Tuition Assessments:	887,245	962,830	1,021,280	1,175,241	1,594,347	1,830,096	2,167,322	2,148,554	1,812,925

Total

Total Estimated Charges	1,195,897	1,283,395	1,319,091	1,503,545	1,963,051	2,200,267	2,538,594	2,487,094	2,194,861
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Attachment 4:
Gardner State Aid
Breakdown



**State Aid Breakdown
FY2016 to FY2026 (Governor's Budget)**

Cherry Sheet Receipts FY2016 - FY2026 GOV												
State Aid	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026 (GOV)	
Chapter 70	\$ 19,085,780.00	\$ 19,225,095.00	\$ 19,521,864.00	\$ 19,725,204.00	\$ 21,003,460.00	\$ 21,003,460.00	\$ 21,072,010.00	23307399	\$ 27,428,246.00	\$	\$ 29,677,210.00	\$ 32,375,957.00
Charter Tuition Reimbursement	\$ 43,428.00	\$ 38,415.00	\$ 55,244.00	\$ 58,947.00	\$ 95,559.00	\$ 108,850.00	\$ 120,219.00	104097	\$ 136,176.00	\$	\$ 136,164.00	\$ 57,374.00
School Choice Receiving Tuition	\$ 773,133.00	\$ 677,809.00	\$ 621,896.00	\$ 580,179.00	\$ 586,012.00	\$ 848,537.00	\$ 856,992.00	801909	\$ 922,340.00	\$	\$ 936,563.00	\$ 861,585.00
Unrestricted General Government Aid	\$ 3,906,404.00	\$ 4,074,379.00	\$ 4,233,280.00	\$ 4,381,445.00	\$ 4,499,744.00	\$ 4,499,744.00	\$ 4,657,235.00	4908726	\$ 5,065,805.00	\$	\$ 5,217,779.00	\$ 5,332,570.00
Veterans Benefit Reimbursement	\$ 606,540.00	\$ 718,187.00	\$ 762,083.00	\$ 592,608.00	\$ 582,918.00	\$ 644,171.00	\$ 494,923.00	494590	\$ 401,766.00	\$	\$ 378,344.00	\$ 458,430.00
Exempt VBS & Elderly	\$ 67,193.00	\$ 80,274.00	\$ 79,900.00	\$ 81,085.00	\$ 84,153.00	\$ 88,342.00	\$ 79,480.00	69794	\$ 70,930.00	\$	\$ 69,964.00	\$ 113,431.00
Public Libraries	\$ 40,117.00	\$ 39,078.00	\$ 40,305.00	\$ 41,907.00	\$ 44,055.00	\$ 53,380.00	\$ 57,780.00	68055	\$ 76,115.00	\$	\$ 84,550.00	\$ 81,472.00
PILOT for State Owned Land	\$ 51,294.00	\$ 50,684.00	\$ 50,851.00	\$ 50,851.00	\$ 50,851.00	\$ 52,207.00	\$ 60,613.00	77805	\$ 92,638.00	\$	\$ 94,865.00	\$ 99,276.00
Total Cherry Sheet Receipts	\$ 24,573,883.00	\$ 24,903,921.00	\$ 25,365,423.00	\$ 25,512,226.00	\$ 26,946,786.00	\$ 27,298,691.00	\$ 27,399,252.00	\$ 29,832,375.00	\$ 34,194,016.00	\$	\$ 36,595,439.00	\$ 39,380,095.00
% Increase (Decrease) over prior fiscal year	0.86%	1.34%	1.85%	0.58%	5.62%	1.31%	0.37%	8.88%	14.62%	7.02%	7.61%	

Cherry Sheet Charges and Assessments FY16-26GOV												
State Aid	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026 (GOV)	
Mosquito Control	\$ 49,959.00	\$ 58,699.00	\$ 60,839.00	\$ 59,917.00	\$ 65,398.00	\$ 65,255.00	\$ 67,429.00	69138	\$ 69,339.00	\$	\$ 72,630.00	\$ 76,736.00
Air Pollution District	\$ 4,551.00	\$ 4,665.00	\$ 4,566.00	\$ 4,671.00	\$ 4,747.00	\$ 4,877.00	\$ 5,005.00	5164	\$ 5,358.00	\$	\$ 5,439.00	\$ 5,713.00
RMV Non-Renewal Surcharge	\$ 38,080.00	\$ 38,080.00	\$ 39,620.00	\$ 39,620.00	\$ 45,400.00	\$ 41,260.00	\$ 41,260.00	34560	\$ 27,900.00	\$	\$ 34,600.00	\$ 34,600.00
Regional Transit Authority	\$ 222,062.00	\$ 237,868.00	\$ 233,279.00	\$ 258,010.00	\$ 219,666.00	\$ 263,311.00	\$ 238,194.00	232531	\$ 257,030.00	\$	\$ 252,824.00	\$ 251,953.00
Special Education	\$ 13,652.00	\$ 29,392.00	\$ 31,867.00	\$ 9,054.00	\$ 3,329.00	\$ 7,233.00	\$ 5,307.00	4994	\$ 16,887.00	\$	\$ 20,709.00	\$ 12,648.00
School Choice Sending Tuition	\$ 1,002,576.00	\$ 1,432,917.00	\$ 1,625,949.00	\$ 1,834,348.00	\$ 1,772,140.00	\$ 1,470,494.00	\$ 1,375,516.00	1364171	\$ 1,324,084.00	\$	\$ 1,108,919.00	\$ 1,032,673.00
Charter School Sending Tuition	\$ 172,665.00	\$ 161,430.00	\$ 247,254.00	\$ 332,974.00	\$ 376,414.00	\$ 395,280.00	\$ 494,535.00	387616	\$ 362,227.00	\$	\$ 401,872.00	\$ 260,694.00
Total Cherry Sheet Receipts	\$ 1,503,545.00	\$ 1,963,051.00	\$ 2,243,374.00	\$ 2,538,594.00	\$ 2,487,094.00	\$ 2,247,710.00	\$ 2,227,246.00	\$ 2,098,174.00	\$ 2,062,825.00	\$	\$ 1,896,993.00	\$ 1,675,017.00
% Increase (Decrease) over prior fiscal year	13.98%	30.56%	14.28%	13.16%	-2.03%	-9.63%	-0.91%	-5.80%	-1.68%	-8.04%	-11.70%	

Total Net State Aid	\$ 23,070,344.00	\$ 22,940,870.00	\$ 23,122,049.00	\$ 22,973,632.00	\$ 24,459,692.00	\$ 25,050,981.00	\$ 25,172,006.00	\$ 27,734,201.00	\$ 32,131,191.00	\$	\$ 34,698,446.00	\$ 37,705,078.00
% Increase (Decrease) over prior fiscal year	0.14%	-0.56%	0.79%	-0.64%	6.47%	2.42%	0.48%	10.18%	15.85%	7.99%	8.67%	

Chapter 90 Aid Received						
Fiscal Year	2016	2017	2018	2019	2020	2021
Chapter 90 Aid Given	\$ 604,325.00	\$ 604,221.00	\$ 600,789.00	\$ 599,292.00	\$ 615,579.00	\$ 612,961.00
% Increase (Decrease) over prior fiscal year	-933.27%	-0.02%	-0.57%	2.72%	-0.43%	-0.08%
Additional Road Paving Money from Fair Share Amendment						\$ 595,698.45
Additional Road Paving Money from the Winter Recovery Assistance Program						\$ 306,552.00
						\$ 315,935.33
						\$ 133,934.94
						\$ 2,062,825.00
						\$ 2,098,174.00
						\$ 2,227,246.00
						\$ 2,487,094.00
						\$ 2,538,594.00
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Attachment 5:

FY2026 Revenue Breakdown



PROJECTION: 2026 FY2026 BUDGET			FOR PERIOD 99					
ACCOUNTS FOR:			2024	2025	2025	2026	2026	
GENERAL FUND			ACTUAL	ORIG BUD	ACTUAL AS OF 03/13/2025	DEPARTMNT	MAYOR	
10001	TAXES & EXCISE							
10001	41100	PERSONAL PROP TAXES	\$ (1,660,120)	\$ (1,773,202)	\$ (1,190,613)	\$ (1,793,822)	\$ (1,793,822)	
10001	41200	REAL ESTATE TAXES	\$ (30,618,526)	\$ (32,223,903)	\$ (24,371,583)	\$ (33,084,485)	\$ (33,084,485)	
10001	41220	TAX LIENS/TITLE	\$ (154,001)	\$ -	\$ (230,814)	\$ -	\$ -	
10001	41500	MOTOR VEHICLE EXCISE	\$ (2,399,864)	\$ (2,184,662)	\$ (1,312,530)	\$ (2,296,523)	\$ (2,346,523)	
10001	41700	PENALTIES & INT ON TAXES	\$ (361,320)	\$ (398,766)	\$ (207,693)	\$ (380,629)	\$ (380,629)	
10001	41701	TAX TITLE COSTS & INTERES	\$ (81,308)	\$ -	\$ (109,346)	\$ -	\$ -	
10001	41800	IN LIEU OF TAXES	\$ (23,367)	\$ (26,104)	\$ (14,628)	\$ (15,226)	\$ (15,226)	
TOTAL	TAXES & EXCISE		\$ (35,298,506)	\$ (36,606,637)	\$ (27,437,206)	\$ (37,570,686)	\$ (37,620,686)	
10002	FEES							
10002	42340	AIRPORT FEES	\$ (38,159)	\$ (31,972)	\$ (27,460)	\$ (36,514)	\$ (36,514)	
10002	42360	ASSESSOR'S FEES	\$ (100)	\$ (157)	\$ (270)	\$ (160)	\$ (160)	
10002	42380	MOBILE HOME - FEES	\$ (27,072)	\$ (29,729)	\$ (26,580)	\$ (28,869)	\$ (28,869)	
10002	42390	DOG OFFICER FEES	\$ (24,119)	\$ (25,945)	\$ (17,709)	\$ (26,618)	\$ (26,618)	
10002	42400	TREASURER'S FEES	\$ (1,156)	\$ (408)	\$ (845)	\$ (602)	\$ (602)	
10002	42420	POLICE FEES	\$ (18,956)	\$ (29,163)	\$ (13,365)	\$ (21,668)	\$ (21,668)	
10002	42430	POOL FEES	\$ (17,780)	\$ (20,671)	\$ (16,750)	\$ (18,049)	\$ (18,049)	
10002	42440	CITY CLERK FEES	\$ (106,188)	\$ (119,542)	\$ (66,204)	\$ (114,597)	\$ (114,597)	
10002	42450	CERT OF MUN LIENS - FEES	\$ (24,900)	\$ (39,392)	\$ (17,100)	\$ (32,144)	\$ (32,144)	
10002	42460	WEIGHTS & MEASURES - FEES	\$ (13,370)	\$ (10,005)	\$ (6,070)	\$ (11,378)	\$ (11,378)	
10002	42470	10% OVERHEAD	\$ (15,370)	\$ (28,111)	\$ (14,788)	\$ (20,011)	\$ (20,011)	
10002	42510	ELECTRICAL FEES	\$ (115,051)	\$ (113,955)	\$ (73,670)	\$ (124,611)	\$ (124,611)	
10002	42530	PUBLIC WORKS FEES	\$ (9,425)	\$ (5,968)	\$ 3,350	\$ (5,960)	\$ (5,960)	
10002	42540	VACANT/ABANDONED BLDG FEES	\$ (1,250)	\$ (3,640)	\$ (875)	\$ (2,520)	\$ (2,520)	
10002	42560	MUNICIPAL AMBULANCE FEES	\$ (1,452,653)	\$ (1,211,793)	\$ (518,052)	\$ (1,297,506)	\$ (1,297,506)	
10002	42570	MARIJUANA HCA FEES	\$ (969)	\$ -	\$ -	\$ -	\$ -	
TOTAL	FEES		\$ (1,866,517)	\$ (1,670,451)	\$ (796,368)	\$ (1,741,206)	\$ (1,741,206)	
10003	STATE REVENUE							
10003	43100	37000 E-RATE REVENUE FUNDING	\$ (16,010)	\$ -	\$ -	\$ -	\$ -	
10003	43200	CS CHAPTER 70 SCHOOL AID	\$ (27,428,246)	\$ (29,670,040)	\$ (19,784,803)	\$ (32,375,957)	\$ (32,375,957)	
10003	43205	CS CHARTER SCHOOL REIMBURSEMNT	\$ (56,680)	\$ (69,962)	\$ (83,793)	\$ (57,374)	\$ (57,374)	
10003	43210	CS LOTTERY	\$ (5,144,795)	\$ (5,217,779)	\$ (3,461,624)	\$ (5,332,570)	\$ (5,332,570)	
10003	43240	CS EXEMPT-SP BL VE ELD	\$ (11,044)	\$ (65,005)	\$ (59,314)	\$ (113,431)	\$ (113,431)	
10003	43270	CS STATE OWNED LAND	\$ (92,540)	\$ (93,079)	\$ (62,995)	\$ (99,276)	\$ (99,276)	
10003	43300	MISC - OTHER STATE REV	\$ (216,497)	\$ (181,787)	\$ (237,392)	\$ (187,232)	\$ (187,232)	
10003	43306	MARIJUANA SALES EXCISE TAX	\$ (192,413)	\$ (238,179)	\$ (151,780)	\$ (201,521)	\$ (201,521)	
10003	43307	MUNICIPAL AGGR REV (MISC. REO)	\$ (35,621)	\$ (42,504)	\$ (12,608)	\$ (39,718)	\$ (39,718)	
10003	43310	ROOM OCCUPANCY TAX	\$ (200,240)	\$ (155,704)	\$ (119,768)	\$ (216,999)	\$ (216,999)	
10003	43316	MEAL EXCISE TAX	\$ -	\$ -	\$ (155,508)	\$ (460,800)	\$ (460,800)	
10003	43320	VETERANS REIMBURSMENT REV	\$ (283,907)	\$ (398,654)	\$ (279,317)	\$ (458,430)	\$ (458,430)	
10003	43810	MEDICAID REIMBURSEMENT REV	\$ (409,703)	\$ (274,324)	\$ (309,110)	\$ (344,585)	\$ (344,585)	
TOTAL	STATE REVENUE		\$ (34,087,696)	\$ (36,407,017)	\$ (24,718,010)	\$ (39,887,892)	\$ (39,887,892)	
10004	LICENSES & PERMITS							
10004	44100	ALCOHOL BEVERAGE LICENSES	\$ (39,475)	\$ (29,571)	\$ (36,050)	\$ (37,811)	\$ (37,811)	
10004	44110	OTHER LICENSES	\$ (5,940)	\$ -	\$ -	\$ -	\$ -	
10004	44120	FIRE PERMITS	\$ (42,522)	\$ (27,805)	\$ (29,382)	\$ (37,260)	\$ (37,260)	
10004	44130	BUILDING PERMITS	\$ (333,575)	\$ (201,037)	\$ (221,723)	\$ (352,523)	\$ (352,523)	
10004	44140	HEALTH PERMITS	\$ (37,100)	\$ (33,533)	\$ (33,516)	\$ (34,722)	\$ (34,722)	
10004	44150	GAS & PLUMBING PERMITS	\$ (53,567)	\$ (51,866)	\$ (32,065)	\$ (55,859)	\$ (55,859)	
TOTAL	LICENSES & PERMITS		\$ (512,179)	\$ (343,812)	\$ (352,736)	\$ (518,176)	\$ (518,176)	
10005	RENTAL REVENUE							
10005	45820	WEST ST. SOLAR REVENUE	\$ (62,500)	\$ (62,500)	\$ (62,500)	\$ (62,500)	\$ (62,500)	
10005	45860	BUILDING RENTAL FEE	\$ (2,300)	\$ (4,656)	\$ -	\$ (4,688)	\$ (4,688)	

TOTAL	RENTAL REVENUE		\$ (64,800)	\$ (67,156)	\$ (62,500)	\$ (67,188)	\$ (67,188)
10006	DEPARTMENTAL REVENUE						
10006	46930	CEM ANN/MISC - DEPT'L	\$ (30,100)	\$ (33,960)	\$ (15,525)	\$ (32,704)	\$ (32,704)
10006	46950	CONTRIB RETIREMENT REVENU	\$ (92,629)	\$ (86,539)	\$ (48,193)	\$ (107,572)	\$ (107,572)
10006	46965	REGIONAL VETERAN SERV REV	\$ (45,437)	\$ (42,500)	\$ (14,100)	\$ (43,879)	\$ (63,879)
10006	46970	ANIMAL CONTROL AGREEMENT REV	\$ (85,857)	\$ (90,192)	\$ (40,088)	\$ (91,018)	\$ (91,018)
TOTAL	DEPARTMENTAL REVENUE		\$ (254,023)	\$ (253,191)	\$ (117,905)	\$ (275,172)	\$ (295,172)
10007	FINES & FORFEITS						
10007	47700	COURT FINES	\$ (35,147)	\$ (43,323)	\$ (30,876)	\$ (40,489)	\$ (40,489)
10007	47710	PARKING FINES	\$ (21,499)	\$ (21,875)	\$ (10,010)	\$ (18,268)	\$ (18,268)
10007	47720	BUILDING FINES	\$ (17,825)	\$ -	\$ (1,300)	\$ -	\$ -
10007	47730	HEALTH FINES	\$ (7,450)	\$ (576)	\$ (5,200)	\$ (2,704)	\$ (2,704)
10007	47740	DOG FINES	\$ (4,950)	\$ (8,180)	\$ (4,795)	\$ (5,616)	\$ (5,616)
10007	47750	FIRE FINES	\$ (1,500)	\$ (2,128)	\$ (100)	\$ (1,264)	\$ (1,264)
TOTAL	FINES & FORFEITS		\$ (88,370)	\$ (76,082)	\$ (52,281)	\$ (68,342)	\$ (68,342)
10008	MISCELLANEOUS REVENUE						
10008	48200	EARNING ON INVESTMENTS	\$ (736,947)	\$ (230,000)	\$ (433,310)	\$ (430,000)	\$ (457,000)
10008	48300	SALE OF FORECLOSED PROP-R	\$ -	\$ -	\$ (1)	\$ -	\$ -
10008	48350	LEASE OF CITY PROPERTY	\$ (51,495)	\$ (13,360)	\$ (31,342)	\$ (27,832)	\$ (27,832)
10008	48400	MISCELLANEOUS REVENUE	\$ (2,114)	\$ -	\$ (80)	\$ -	\$ -
10008	48430	REBATES MISC REVENUE	\$ (19,769)	\$ -	\$ -	\$ -	\$ -
10008	48440	OPIOID SETTLEMENT REVENUE	\$ (86,549)	\$ -	\$ -	\$ -	\$ -
TOTAL	MISCELLANEOUS REVENUE		\$ (896,874)	\$ (243,360)	\$ (464,733)	\$ (457,832)	\$ (484,832)
10009	OTHER FINANCING SOURCES						
10009	49700	TRANS FROM SPEC REV FUNDS	\$ (597,220)	\$ (371,163)	\$ (371,163)	\$ (263,568)	\$ (314,682)
10009	49701	TRANS FROM CAP PROJ FUNDS	\$ (945,711)	\$ -	\$ -	\$ -	\$ -
10009	49702	TRANS FROM ENTERPRISE FUNDS	\$ (1,140,825)	\$ (1,160,000)	\$ (1,160,000)	\$ (1,230,000)	\$ (1,230,000)
TOTAL	OTHER FINANCING SOURCE		\$ (2,683,756)	\$ (1,531,163)	\$ (1,531,163)	\$ (1,493,568)	\$ (1,544,682)
TOTAL REVENUE			\$ (75,752,720)	\$ (77,198,869)	\$ (55,532,902)	\$ (82,080,062)	\$ (82,228,176)

**Compensation
Schedule
Ordinances from
Mass. Human
Resources
Association**

	Years										
	5	10	15	20	25	30	35	40			
Westminster	\$250	\$350	\$450	\$550	\$650	\$750	\$850	\$950			Each additional year = \$20, no cap
Ayer	\$200	\$350	\$500	\$650	\$750	\$750	\$750	\$750			Each additional year = \$30, cap = \$750
Lancaster											They do not have Longevity payments
Rutland											Non- Union employees do not receive Longevity pay
Swansea											Just removed it for all non-union employees
Sterling											No response
West Boylston											Non- Union employees do not receive Longevity pay
Gardner	\$150	\$300	\$450	\$600	\$750	\$900	\$1,050	\$1,050			Each additional year = \$30, cap = \$1,050
Dedham	\$225	\$345	\$465	\$585	\$705	\$825	\$945				
Wellesley	\$0	\$300	\$500	\$600	\$700	\$800					
Egremont	\$300	\$400	\$600	\$800							Prorated for employees working <40 hours
Weston	\$0	\$1,000	\$1,250	\$1,500	\$1,750						
Medford	\$950	\$1,100	\$1,200	\$1,300	\$1,500	\$1,600	\$1,600	\$1,600			
Northbridge	\$0	\$300	\$350	\$400	\$450	\$500	\$500	\$500			
Milford	\$0	\$425	\$525	\$725	\$925	\$925	\$925	\$925			
Northbridge	\$0	\$300	\$350	\$400	\$450	\$500	\$500	\$500			
North Andover	\$700	\$1,000	\$1,925	\$2,025	\$2,125	\$2,125	\$2,125	\$2,125			
Plainville	\$500	\$600	\$700	\$800	\$1,000	\$1,000	\$1,000	\$1,000			
Southborough	\$400	\$600	\$700	\$850	\$1,000	\$1,200	\$1,200	\$1,500			
Wellesley	\$0	\$300	\$500	\$600	\$700	\$800	\$800	\$800			
Westford	\$600	\$850	\$1,100	\$1,600	\$2,100	\$2,600	\$2,600	\$2,600			
Salisbury	\$2,000	\$2,200	\$2,400	\$2,500							
Holyoke	\$0	\$600	\$675	\$850	\$1,000						Paid annually on anniversary date
Ware	\$0	\$600	\$700	\$1,000	\$1,250						Paid annually on anniversary date
Lakeville	2%	3%	5%	7%							Percentage of Base Pay
AVERAGE	\$356	\$710	\$964	\$1,165	\$1,296	\$1,273	\$1,237	\$1,192			

Town/City	Notes
Medford	Typically 2% cola on top of steps
Fitchburg	Specific to department heads
Lakeville	COLA on top of steps
Carlisle	COLA is added to the grid annually Step increases annually given that they meet expectations on performance evals.
Weston	Cola on top of steps
Wilbraham	Steps updated annually to include COLA
Brewster	Cola on top of steps
Ayer	Cola on top of steps, and must have favorable annual review
East Bridgewater	No steps, each position discussed individually, have some with contracts
Pittsfield	Updated annually to include a COLA @ 3% annually, and 3% between steps
Northbridge	COLA included in grid
Norwood	Have steps, but did not send their grid
Lunenburg	Steps plus a 2.5% COLA
Lexington	COLA on top of steps
North Reading	Cola's only - No steps
Freetown	No step system in place
New Bedford	Currently updating theirs and said they'd send at a later date

			STEP1	STEP2	STEP3	STEP4	TOP STEP		
City Solicitor	2007-01-24	2%	\$ 138,648.89	\$ 143,683.59	\$ 148,901.12	\$ 154,308.11	\$ 159,911.44		
CAF 21.5			\$ 2,666.32	\$ 2,763.15	\$ 2,863.48	\$ 2,967.46	\$ 3,075.22		
Amendment C									
2024									
CAF - 21 Chief of Staff									
	2023-01-01	2%	122,244.19	126,388.51	133,143.70	134,618.86	140,000.21		
	2024-01-01	1%	125,466.63	127,652.40	134,475.14	135,965.05	141,400.21		
	2024-07-01	2%	125,935.96	130,205.45	137,164.64	138,684.35	144,228.21	2,421.85	2,503.95
CAF - 20 Finance Dir. Auditor									
				(Possible Move HR Dir)					
	2023-01-01	2%	2,205.72	2,285.02	2,367.13	2,448.59	2,546.37		
	2024-01-01	1%	2,235.75	2,307.87	2,390.80	2,473.08	2,571.84		
	2024-07-01	2%	2,270.27	2,354.03	2,438.62	2,522.54	2,623.28		
CAF - 19	City Clerk	Director Budget CPO		Dir. of Public Health Elder Services		Human Resources Director		Chief Assessor	
	2023-01-01	2%	2,063.84	2,147.22	2,230.95	2,320.87	2,413.54		
	2024-01-01	1%	2,084.47	2,168.69	2,253.24	2,344.08	2,437.67		
	2024-07-01	2%	2,126.16	2,212.06	2,298.30	2,390.96	2,486.42		
CAF - 18									
	2023-01-01	2%	1,911.79	1,988.15	2,066.87	2,149.30	2,235.24		
IT Director									
	2024-01-01	1%	1,930.91	2,008.01	2,087.54	2,170.80	2,257.59		
	2024-07-01	2%	1,969.53	2,048.17	2,129.29	2,214.22	2,302.74		
CAF - 17	Parking Director			Facilities Director					
	2023-01-01	2%	1,816.87	1,889.69	1,964.61	2,039.18	2,120.97		
	2024-01-01	1%	1,835.04	1,908.59	1,984.25	2,059.57	2,142.18		
	2024-07-01	2%	1,871.74	1,946.76	2,023.94	2,100.76	2,185.02		
CAF - 16 Chief Procurement Officer									
	2023-01-01	2%	1,769.98	1,838.96	1,910.83	1,977.73	2,056.94		
	2024-01-01	1%	1,787.68	1,857.35	1,929.93	1,997.50	2,077.51		
	2024-07-01	2%	1,823.43	1,894.50	1,968.33	2,037.45	2,119.06		
CAF - 15 Scale of Weights & Meas. Recreation Director				Eccon Development Director					
	2023-01-01	2%	1,643.70	1,709.81	1,777.66	1,849.37	1,923.14		
	2024-01-01	1%	1,660.14	1,726.91	1,795.44	1,867.87	1,942.37		
	2024-07-01	2%	1,693.34	1,761.43	1,831.35	1,905.23	1,981.22		
CAF - 14 Administrative Assessor									
	2023-01-01	2%	1,604.48	1,649.62	1,696.20	1,739.09	1,808.56		
	2024-01-01	1%	1,620.54	1,666.11	1,713.16	1,756.48	1,826.64		
	2024-07-01	2%	1,652.95	1,699.43	1,747.42	1,791.61	1,863.17		
CAF - 13 Director of Diversity, Equity, and Inclusion		VSO							
	2023-01-01	2%	1,498.55	1,545.28	1,599.69	1,652.35	1,734.55		
	2024-01-01	1%	1,513.53	1,560.73	1,615.69	1,668.87	1,802.39		
	2024-07-01	2%	1,543.80	1,591.94	1,648.00	1,702.25	1,838.44		
CAF - 12	Asst. City Solicitor, Assistant Auditor	Asst. Assessor		Environmental Agent		Assistant Finance Director Budget Mgr		House Planner	
Election Mgr									
	2023-01-01	2%	1,392.91	1,440.92	1,505.27	1,565.13	1,627.85		
Econ Devl Planner									
	2024-01-01	1%	1,406.84	1,455.35	1,520.32	1,580.78	1,644.13		
	2024-07-01	2%	1,434.98	1,484.44	1,550.73	1,612.40	1,677.01		
CAF - 11	Crime Analyst	Asst. City Clerk		Asst. Purchasing Agent		Social Services Coord.			
	2023-01-01	2%	1,296.50	1,342.81	1,390.63	1,442.19	1,544.47		
	2024-01-01	1%	1,309.77	1,356.23	1,403.93	1,456.62	1,559.92		
	2024-07-01	2%	1,335.97	1,383.35	1,432.01	1,485.75	1,591.12		
CAF - 10	Asst Envir Agent								
	2023-01-01	2%	1,139.87	1,185.97	1,233.34	1,283.33	1,387.62		
	2024-01-01	1%	1,151.27	1,197.83	1,245.67	1,298.21	1,401.50		
	2024-07-01	2%	1,174.30	1,221.79	1,270.58	1,324.17	1,429.33		
CAF - 9		Vacant							
	2023-01-01	2%	0.00	1,107.85	1,153.64	1,201.48	1,253.03		
	2024-01-01	1%	0.00	1,118.93	1,165.18	1,213.50	1,265.56		
	2024-07-01	2%	0.00	1,141.31	1,188.48	1,237.77	1,290.87		
CAF - 8	Executive Assistant Mayor's Office	Benefit Admin.		HR Admin					
	2023-01-01	2%	1,205.59	1,254.41	1,272.85	1,291.89	1,331.18		
	2024-01-01	1%	1,217.64	1,266.95	1,285.56	1,304.81	1,344.49		
	2024-07-01	2%	1,241.99	1,292.29	1,311.27	1,330.91	1,371.38		
CAF - 7	Business Manager								
	2023-01-01	2%	1,092.59	1,136.56	1,181.98	1,222.07	1,319.70		
	2024-01-01	1%	1,103.52	1,147.92	1,193.80	1,234.29	1,332.90		
	2024-07-01	2%	1,125.59	1,170.88	1,217.68	1,258.98	1,359.56		

CAF - 6 Veteran Services Investigator		vacant					
	2023-01-01	2%	0.00	1,050.41	1,092.59	1,136.72	1,181.98
	2024-01-01	1%	0.00	1,060.91	1,105.52	1,148.09	1,193.80
	2024-07-01	2%	0.00	1,082.13	1,125.59	1,171.05	1,217.68
CAF - 4 Admin to Mayor							
	2023-01-01	2%	1,029.32	1,058.41	1,074.57	1,092.82	1,123.55
	2024-01-01	1%	1,030.52	1,069.00	1,085.32	1,103.74	1,134.78
	2024-07-01	2%	1,051.13	1,090.38	1,107.05	1,125.81	1,157.48
CAF - 3 Legal Secretary							
	2023-01-01	2%	973.42	1,006.06	1,021.60	1,036.64	1,068.48
	2024-01-01	1%	985.15	1,016.12	1,031.82	1,047.00	1,079.17
	2024-07-01	2%	1,002.81	1,036.44	1,052.46	1,067.94	1,100.75
	2023-01-01	2%	1,572.97	1,633.86	1,703.24	1,796.23	1,939.64
	2024-01-01	1%	1,588.70	1,652.22	1,720.27	1,814.19	1,959.04
	2024-07-01	2%	1,620.47	1,683.26	1,754.68	1,850.47	1,998.22
Secretary to Mayor							
	2023-01-01	2%	0.00	1,395.32	1,437.08	1,479.97	1,544.78
	2024-01-01	1%	0.00	1,409.27	1,451.45	1,494.77	1,560.23
	2024-07-01	2%	0.00	1,437.46	1,480.48	1,524.67	1,591.43

				53.57			
Special Asst. to Police Chief		Yearly	Weekly	Hourly	52 Weeks		
	2023-01-01	2%	67,559.28	1,295.66	37.02	1,299.22	37.12
	2024-01-01	1%	68,234.87	1,308.64	37.39	1,312.21	37.49
	2024-07-01	2%	69,599.57	1,334.79	38.14	1,338.45	38.24

Council		Yearly			Weekly		
		Councillor	Vice President	Council President	Councillor	Vice President	Council President
	2023-01-01	\$29,359.76	\$30,639.58	\$32,550.08	564.61	589.22	625.96
	2024-01-01	1% 29,653.36	30,945.97	32,875.58	570.26	595.11	632.22
	2024-07-01	2% 30,246.43	31,564.89	33,533.09	581.66	607.02	644.87

CAF - 1 Junior Clerk							
	2023-01-01	Step 1	Step 2	Step 3	Step 4	Step 5	
	2024-01-01	1%	839.33	851.69	864.65	891.92	
	2024-07-01	2%	856.12	868.72	881.94	909.76	

Council		Yearly			Weekly		
		Councillor	Vice President	Council President	Councillor	Vice President	Council President
	2023-01-01	\$29,359.76	\$30,639.58	\$32,550.08	564.61	589.22	625.96
	2024-01-01	1% 29,653.36	30,945.97	32,875.58	570.26	595.11	632.22
	2024-07-01	2% 30,246.43	31,564.89	33,533.09	581.66	607.02	644.87

Fitchburg

Title	7/1/2022		7/1/2023		7/1/2024	
	FY23	Weekly Rate	FY24	Weekly Rate	FY25	Weekly Rate
Police Chief	16-9	\$3,953	16-10	\$4,206	16-10	\$4,333
Fire Chief	16-3	\$3,168	16-4	\$3,424	16-4	\$3,527
DPW Commissioner	15-11	\$2,695	15-11	\$2,776	15-12	\$2,957
Auditor/Finance Director	14-13	\$2,570	14-15	\$2,809	14-15	\$2,894
Treasurer/Collector	14-7	\$2,098	14-8	\$2,237	14-8	\$2,305
Chief Librarian	14-6	\$2,025	14-6	\$2,086	14-7	\$2,226
Director of Public Health	13-14	\$2,389	13-15	\$2,535	13-15	\$2,612
Deputy Commissioner of Water	13-14	\$2,389	13-15	\$2,535	13-15	\$2,612
Deputy Commissioner of Wastewater	13-12	\$2,248	13-12	\$2,316	13-13	\$2,460
Building Commissioner	13-12	\$2,248	13-13	\$2,388	13-13	\$2,460
Chief Assessor	13-11	\$2,173	13-12	\$2,316	13-12	\$2,386
Chief Procurement Officer	13-11	\$2,173	13-11	\$2,239	13-12	\$2,386
Executive Director of Community Development	13-11	\$2,173	13-11	\$2,239	13-12	\$2,386
Human Resources Director	13-9	\$2,025	13-9	\$2,086	13-10	\$2,227
Facilities Director	13-9	\$2,025	13-9	\$2,086	13-10	\$2,227
City Clerk	13-6	\$1,827	13-6	\$1,882	13-7	\$2,009
Airport Manager	13-4	\$1,709	13-7	\$1,950	13-7	\$2,009
Deputy Auditor	12-13	\$2,094	12-9	\$1,888	12-9	\$1,945
Assistant Treasurer	12-6	\$1,654	12-6	\$1,704	12-7	\$1,816
Chief of Staff/Assistant to Mayor	8-12	\$1,350	10-8	\$1,527	10-8	\$1,573
COA Executive Director	10-6	\$1,382	10-6	\$1,424	10-7	\$1,519
Administrative Assistant to Fire Chief	9-9	\$1,304	9-9	\$1,344	9-10	\$1,432
Executive Assistant to Mayor	9-9	\$1,304	9-11	\$1,442	9-11	\$1,486
Human Resources Generalist	9-9	\$1,304	9-9	\$1,344	9-10	\$1,432
Human Resources Assistant	8-4	\$1,026	8-4	\$1,057	8-5	\$1,131

TOWN OF LAKEVILLE

FY25

FOR BENEFIT ELIGIBLE EXEMPT AND NON EXEMPT NON-UNION EMPLOYEES

EFFECTIVE JULY 1, 2024

HRLY NON EXEMPT STEPS	LEVELS				
	1	2	3	4	5
1ST	\$24.68	\$23.09	\$21.54	\$20.66	\$18.74
2ND	\$25.34	\$23.75	\$22.20	\$21.32	\$19.38
3RD	\$26.03	\$24.42	\$22.82	\$21.91	\$19.93
4TH	\$26.76	\$25.13	\$23.45	\$22.52	\$20.47
5TH	\$28.53	\$26.79	\$25.02	\$23.98	\$21.81
LEVELS	CLASSIFICATIONS				
1	HR Administrative Assistant Admin. Asst. to the Police Chief +\$1.25, Admin. Asst. to the Fire Chief +\$1.25				
2	Dispatch Supervisor +\$1.25				
3	Dispatcher (Full Time) +\$1.25, Veteran's Agent				
4	Intentionally Blank				
5	Intentionally Blank				

SALARIED EXEMPT STEPS	GRADES				
	A	B	C	D	E
1ST	\$64,487	\$61,411	\$58,331	\$51,240	\$50,295
2ND	\$66,330	\$63,158	\$59,986	\$52,679	\$51,709
3RD	\$67,745	\$64,720	\$61,692	\$54,168	\$53,168
4TH	\$71,155	\$67,303	\$63,450	\$55,696	\$54,666
5TH	\$76,981	\$72,340	\$67,693	\$59,410	\$58,311
GRADES	CLASSIFICATIONS				
A	Intentionally Blank				
B	Intentionally Blank				
C	Executive Assistant for the Selectmen's Office				
D	Intentionally Blank				
E	Intentionally Blank				

GRADES	SALARIED APPOINTMENTS	
B	Facilities Manager	\$85,000
D	Assistant to Town Administrator	\$89,604
E	Board of Health Agent	\$86,994
F	DPW Director	\$97,468
G	Building Commissioner/Facilities Manager/ Director of Inspectiona	\$113,436
H	Deputy Fire Chief (Plus Fire Contract Incentives)	\$90,411
I	Police Captain (\$5,000 above Lieutenant base & incentives)	\$93,562
J	ACO (inclusive of call back stipends)	\$81,150
K	COA Director	\$74,149
L	HR Director	\$95,067
M	Treasurer/Collector	\$92,882
N	Library Director	\$80,558

TOWN OF LAKEVILLE

FY25

FOR NON-EXEMPT AND NON-BENEFIT ELIGIBLE NON-UNION EMPLOYEES

EFFECTIVE July 1, 2024

NON EXEMPT STEPS	LEVELS					
	6	7	8	9	10	11
1ST	\$22.71	\$21.19	\$18.80	\$16.87	\$15.54	\$14.22
2ND	\$23.36	\$21.83	\$19.41	\$17.51	\$16.25	\$14.94
3RD	\$24.06	\$22.48	\$20.01	\$18.05	\$16.87	\$15.34
4TH	\$24.78	\$23.14	\$20.59	\$18.59	\$17.51	\$15.78
5TH	\$26.46	\$24.74	\$22.00	\$19.86	\$18.73	\$16.86
LEVELS	CLASSIFICATIONS					
6	Veterans' Agent, Seasonal Repair & Maintenance Laborer- Highway, Emergency Highway Operator Part-Time Conservation Agent, Part-Time Assistant Health Inspector, Part-Time Assistant Building Inspector					
7	Clear Pond Director (Seasonal), Part-Time Board of Selectmen Clerk, Part-Time Conservation Commission Clerk, Part-Time Board of Health Clerk, Part-Time Council on Aging Clerk, Part-Time Board of Assessors Clerk, Part-Time Landfill/Transfer Station Equipment Operator, Temporary Seasonal General Maintenance Worker - Town Facilities, Part Time Floating Clerk, Assessor Field Assistant					
8	Matron, Part-Time Landfill/Transfer Station Laborer, Part Time Custodian Town Facilities, Part-Time Dispatcher					
9	Part-Time Library Clerk, Outreach Worker					
10	Part-Time Council on Aging Van Driver, Park Head Life Guard (Includes \$.50 for WSI), Head Park Maintenance, Part-Time Seasonal Highway/Park Laborer, Part-Time TW Park Laborer, Part-Time Supervisor Clear Pond Park (Seasonal), Part-Time Custodian Library					
11	Park Guard (WSI + \$.50 Seasonal)					
Other	PT Conservation Agent					

TOWN OF CARLISLE, MASSACHUSETTS FY 2025 COMPENSATION PLAN

(all numbers expressed as hourly rates)

STEP	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Grade 1	20.25	20.44	20.64	20.86	21.06	21.28	21.48	21.70	21.92	22.14	22.36	22.59	22.81	23.04	23.27
Grade 2	22.07	22.28	22.51	22.73	22.96	23.19	23.43	23.66	23.90	24.13	24.38	24.61	24.87	25.11	25.36
Grade 3	24.06	24.29	24.54	24.79	25.03	25.29	25.53	25.79	26.04	26.31	26.57	26.84	27.11	27.37	27.65
Grade 4	26.24	26.49	26.76	27.02	27.30	27.58	27.85	28.13	28.41	28.69	28.98	29.27	29.56	29.86	30.15
Grade 5	28.58	28.87	29.16	29.45	29.74	30.04	30.34	30.64	30.95	31.26	31.57	31.89	32.21	32.53	32.85
Grade 6	31.16	31.46	31.78	32.10	32.41	32.74	33.07	33.41	33.73	34.07	34.41	34.75	35.10	35.45	35.81
Grade 7	34.27	34.61	34.96	35.31	35.66	36.02	36.38	36.74	37.11	37.48	37.85	38.23	38.62	39.00	39.40
Grade 8	37.69	38.07	38.45	38.83	39.22	39.61	40.01	40.41	40.82	41.23	41.64	42.06	42.47	42.89	43.32
Grade 9	41.83	42.25	42.67	43.10	43.53	43.97	44.41	44.85	45.30	45.75	46.21	46.67	47.14	47.61	48.09
Grade 10	46.43	46.90	47.37	47.84	48.32	48.80	49.29	49.79	50.29	50.79	51.29	51.81	52.32	52.84	53.37
Grade 11	51.55	52.07	52.59	53.12	53.65	54.18	54.72	55.28	55.83	56.38	56.94	57.52	58.09	58.67	59.25
Grade 12	57.22	57.79	58.36	58.96	59.54	60.13	60.74	61.35	61.96	62.58	63.20	63.83	64.48	65.12	65.77
Grade 13	63.51	64.14	64.79	65.43	66.08	66.75	67.41	68.09	68.77	69.46	70.15	70.85	71.56	72.28	73.00
Grade 14	70.49	71.20	71.90	72.63	73.35	74.08	74.83	75.57	76.33	77.10	77.86	78.64	79.43	80.23	81.02
Grade 15	80.59	81.39	82.21	83.03	83.87	84.70	85.55	86.40	87.27	88.14	89.02	89.91	90.81	91.72	92.64
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	

**TOWN OF CARLISLE, MASSACHUSETTS
 FY 2025 CLASSIFICATION PLAN
 Permanent Full and Part-time Employees**

1	8
Library Page	Executive Assistant
2	Planning Assistant
Van Driver	General Foreman
3	9
Library Assistant II	Facilities Manager
4	COAHS Social Services Manager
Driver/Laborer	10
Library Assistant I	Conservation Administrator
Maintenance Custodian	Town Clerk
5	Assistant Library Director
Head of Circulation	11
Part-Time Police Officer I*	Building Commissioner
ZBA Assistant	Public Health Nurse
Municipal Assistant	DPW Director
Heavy Equipment Operator	Health Agent
Transportation and Office Manager	COAHS Director
6	Recreation Director
Fire Assistant	Town Planner
Police Assistant	Assistant Town Administrator
COAHS Program Manager	12
Part-Time Police Officer II*	Town Accountant
DPW Mechanic	Treasurer Collector
7	13
Finance Assistant	Assessing Director
Assessing Assistant	14
Health Assistant	Deputy Police Chief
Assistant Town Clerk	15
Traffic Safety Member*	No Positions
Teen Librarian	NOTES
Part-Time Police Officer III*	<i>*Part-time officers are classified based on experience and academy training</i>
Children's Librarian	

APPENDIX A (p. 1 of 2)

Wage and Salary Classification Plan for Elected and Non-Union Employees for FY26

Grade A

Assistant Town Administrator/Human Resource Coordinator
 Deputy Director of Operations & Maintenance
 Emergency Medical Services Chief
 Town Planner

Grade B

Deputy Fire Chief
 Emergency Management Agency Director (part-Time)
 Senior Accountant
 Town Assessor

Grade C

Assistant Deputy Fire Chief
 Facilities Maintenance Manager
 Information Technology Manager
 Treasurer/Collector

Grade D

Building Commissioner
 Conservation Agent
 Council on Aging Director
 Health Agent

Grade E

Alternate Building Inspector (part-time)

Grade F

Library Assistant Director
 Police Administrative Assistant
 Veterans' Agent

Grade G

Children's Librarian
 Council on Aging Outreach Facilitator
 Payroll & Benefits Coordinator
 Procurement/Purchasing Coordinator/Administrative Assistant

Grade H

Council on Aging Head Cook

Grade I

Animal Control Officer (part-time)
 Assistant Veterans' Agent (part-time)
 Council on Aging GATRA Dispatcher
 Emergency Management Operations Officer (part-time)
 Fire Dispatch
 Maintenance Custodian (part-time)
 Natural Resource Officer
 Town Administrator/Select Board Assistant

Grade K

Council on Aging Activities Coord (part-time)
 Fire Dispatch (part-time)

Grade L

GATRA Drivers (part-time)
 Police Records Clerk (part-time)

Grade M

Council on Aging Kitchen & Facility Assistant

Grade N-Q

Seasonal/Summer Employees
 Election Wardens
 Election Precinct Clerks
 Election Tellers

Elected and Appointed Officials	Annually
Board of Assessors, Members	\$ 750.00
Board of Health, Chair	\$ 1,000.00
Board of Health, Members	\$ 700.00
Capital Outlay Committee, Chair	\$ 300.00
Capital Outlay Committee, Members	\$ 150.00
Conservation Commission, Chair	\$ 1,000.00
Conservation Commission, Members	\$ 800.00
Finance Committee, Chair	\$ 300.00
Finance Committee, Members	\$ 150.00
Library Trustee, Chair	\$ 300.00
Library Trustee, Members	\$ 150.00
North Carver Water District, Chair	\$ 300.00
North Carver Water District, Members	\$ 150.00
Planning Board, Chair	\$ 1,200.00
Planning Board, Members	\$ 1,000.00
Planning Board, Alternate	\$ 200.00
Redevelopment Authority, Chair	\$ 300.00
Redevelopment Authority, Members	\$ 150.00
Select Board, Chair	\$ 3,000.00
Select Board, Members	\$ 2,000.00
Town Clerk	\$ 86,868.60
Town Moderator	\$ 250.00
Zoning Board of Appeals, Chair	\$ 300.00
Zoning Board of Appeals, Members	\$ 150.00

Contracts
Deputy Police Chief
Director of Operations & Maintenance
Finance Director/Town Accountant
Fire Chief
Library Director
Police Chief
Town Administrator

WESTON

APPENDIX A (p. 2 of 2)
NON-UNION WAGE SCALE
FISCAL YEAR 2026

FY26 = FY25 + 2% COLA Increase

Grade	Step	1st - step	2nd - step	3rd - step	4th - step	5th - step	6th - step	7th - step	8th - step	9th - step	10th - step	11th - step	12th - step
Q	Hourly	\$ 10.35	\$ 10.56	\$ 10.77	\$ 10.99	\$ 11.21	\$ 11.43	\$ 11.66	\$ 11.89	\$ 12.13	\$ 12.37	\$ 12.62	\$ 12.87
P	Hourly	\$ 11.43	\$ 11.66	\$ 11.90	\$ 12.13	\$ 12.38	\$ 12.62	\$ 12.88	\$ 13.13	\$ 13.40	\$ 13.66	\$ 13.94	\$ 14.22
O	Hourly	\$ 12.62	\$ 12.87	\$ 13.13	\$ 13.39	\$ 13.66	\$ 13.93	\$ 14.21	\$ 14.49	\$ 14.78	\$ 15.08	\$ 15.38	\$ 15.69
N	Hourly	\$ 13.75	\$ 14.04	\$ 14.33	\$ 14.62	\$ 14.91	\$ 15.21	\$ 15.51	\$ 15.82	\$ 16.14	\$ 16.46	\$ 16.79	\$ 17.13
M	Hourly	\$ 14.60	\$ 14.89	\$ 15.19	\$ 15.49	\$ 15.80	\$ 16.11	\$ 16.44	\$ 16.77	\$ 17.10	\$ 17.44	\$ 17.79	\$ 18.15
L	Hourly	\$ 16.80	\$ 17.14	\$ 17.48	\$ 17.83	\$ 18.19	\$ 18.55	\$ 18.92	\$ 19.30	\$ 19.69	\$ 20.08	\$ 20.48	\$ 20.89
K	Hourly	\$ 18.47	\$ 18.84	\$ 19.22	\$ 19.60	\$ 20.00	\$ 20.40	\$ 20.80	\$ 21.22	\$ 21.64	\$ 22.08	\$ 22.52	\$ 22.97
J	Hourly	\$ 20.32	\$ 20.73	\$ 21.14	\$ 21.57	\$ 22.00	\$ 22.44	\$ 22.89	\$ 23.34	\$ 23.81	\$ 24.29	\$ 24.77	\$ 25.27
I	Hourly	\$ 22.66	\$ 23.11	\$ 23.57	\$ 24.04	\$ 24.52	\$ 25.01	\$ 25.51	\$ 26.02	\$ 26.54	\$ 27.08	\$ 27.62	\$ 28.17
H	Hourly	\$ 23.66	\$ 24.14	\$ 24.62	\$ 25.11	\$ 25.61	\$ 26.13	\$ 26.65	\$ 27.18	\$ 27.73	\$ 28.28	\$ 28.85	\$ 29.42
G	Hourly	\$ 25.38	\$ 25.88	\$ 26.40	\$ 26.93	\$ 27.47	\$ 28.02	\$ 28.58	\$ 29.15	\$ 29.73	\$ 30.33	\$ 30.93	\$ 31.55
F	Hourly	\$ 28.55	\$ 29.12	\$ 29.70	\$ 30.30	\$ 30.90	\$ 31.52	\$ 32.15	\$ 32.80	\$ 33.45	\$ 34.12	\$ 34.80	\$ 35.50
E	Hourly	\$ 32.12	\$ 32.77	\$ 33.42	\$ 34.09	\$ 34.77	\$ 35.47	\$ 36.18	\$ 36.90	\$ 37.64	\$ 38.39	\$ 39.16	\$ 39.94
D	Hourly	\$ 36.13	\$ 36.85	\$ 37.59	\$ 38.34	\$ 39.10	\$ 39.89	\$ 40.68	\$ 41.50	\$ 42.33	\$ 43.17	\$ 44.04	\$ 44.92
C	Hourly	\$ 41.55	\$ 42.38	\$ 43.23	\$ 44.09	\$ 44.97	\$ 45.87	\$ 46.79	\$ 47.73	\$ 48.68	\$ 49.65	\$ 50.65	\$ 51.66
B	Hourly	\$ 44.68	\$ 45.57	\$ 46.49	\$ 47.41	\$ 48.36	\$ 49.33	\$ 50.32	\$ 51.32	\$ 52.35	\$ 53.40	\$ 54.46	\$ 55.55
A	Hourly	\$ 48.02	\$ 48.98	\$ 49.96	\$ 50.96	\$ 51.98	\$ 53.02	\$ 54.08	\$ 55.16	\$ 56.27	\$ 57.39	\$ 58.54	\$ 59.71

WILBRAHAM, MA FY25 PROPOSED PAY PLAN (from HRS after 3% COLA for FY 25)

52.2 weeks

Grade	1	2	3	4	5	6	7	8	9	10	11	12
1	\$ 13.94	\$ 14.28	\$ 14.64	\$ 15.01								
35 hrs	\$ 25,469	\$ 26,090	\$ 26,748	\$ 27,424								
40 hrs	\$ 29,107	\$ 29,817	\$ 30,569	\$ 31,341								
2	\$ 15.54	\$ 15.92	\$ 16.33	\$ 16.74								
35 hrs	\$ 28,392	\$ 29,086	\$ 29,835	\$ 30,584								
40 hrs	\$ 32,448	\$ 33,241	\$ 34,098	\$ 34,954								
3	\$ 17.79	\$ 18.23	\$ 18.68	\$ 19.15	\$ 19.63	\$ 20.13	\$ 20.62	\$ 21.14	\$ 21.66	\$ 22.21	\$ 22.77	\$ 23.34
35 hrs	\$ 32,503	\$ 33,307	\$ 34,129	\$ 34,988	\$ 35,865	\$ 36,778	\$ 37,673	\$ 38,623	\$ 39,573	\$ 40,578	\$ 41,601	\$ 42,643
40 hrs	\$ 37,146	\$ 38,065	\$ 39,004	\$ 39,966	\$ 40,988	\$ 42,032	\$ 43,055	\$ 44,141	\$ 45,227	\$ 46,375	\$ 47,544	\$ 48,734
4	\$ 21.97	\$ 22.52	\$ 23.08	\$ 23.66	\$ 24.25	\$ 24.85	\$ 25.48	\$ 26.12	\$ 26.77	\$ 27.44	\$ 28.13	\$ 28.83
35 hrs	\$ 40,140	\$ 41,145	\$ 42,168	\$ 43,227	\$ 44,305	\$ 45,401	\$ 46,552	\$ 47,722	\$ 48,909	\$ 50,133	\$ 51,394	\$ 52,673
40 hrs	\$ 45,874	\$ 47,022	\$ 48,192	\$ 49,403	\$ 50,634	\$ 51,887	\$ 53,203	\$ 54,539	\$ 55,896	\$ 57,295	\$ 58,736	\$ 60,198
5	\$ 23.68	\$ 24.27	\$ 24.88	\$ 25.50	\$ 26.14	\$ 26.79	\$ 27.46	\$ 28.15	\$ 28.85	\$ 29.58	\$ 30.31	\$ 31.06
35 hrs	\$ 43,264	\$ 44,342	\$ 45,456	\$ 46,589	\$ 47,758	\$ 48,946	\$ 50,170	\$ 51,431	\$ 52,709	\$ 54,043	\$ 55,377	\$ 56,747
40 hrs	\$ 49,444	\$ 50,676	\$ 51,950	\$ 53,244	\$ 54,581	\$ 55,938	\$ 57,337	\$ 58,778	\$ 60,239	\$ 61,764	\$ 63,288	\$ 64,854
6	\$ 27.33	\$ 28.01	\$ 28.72	\$ 29.43	\$ 30.16	\$ 30.92	\$ 31.69	\$ 32.49	\$ 33.29	\$ 34.12	\$ 34.98	\$ 35.84
35 hrs	\$ 49,932	\$ 51,175	\$ 52,472	\$ 53,769	\$ 55,103	\$ 56,491	\$ 57,898	\$ 59,360	\$ 60,821	\$ 62,338	\$ 63,909	\$ 65,480
40 hrs	\$ 57,066	\$ 58,485	\$ 59,968	\$ 61,450	\$ 62,975	\$ 64,561	\$ 66,169	\$ 67,840	\$ 69,510	\$ 71,243	\$ 73,039	\$ 74,834
7	\$ 30.44	\$ 31.19	\$ 31.97	\$ 32.76	\$ 33.59	\$ 34.42	\$ 35.29	\$ 36.17	\$ 37.07	\$ 38.00	\$ 38.94	\$ 39.92
35 hrs	\$ 55,614	\$ 56,985	\$ 58,410	\$ 59,853	\$ 61,369	\$ 62,886	\$ 64,475	\$ 66,083	\$ 67,727	\$ 69,426	\$ 71,144	\$ 72,934
37.5 hrs	\$ 59,586	\$ 61,054	\$ 62,581	\$ 64,128	\$ 65,752	\$ 67,377	\$ 69,080	\$ 70,803	\$ 72,565	\$ 74,385	\$ 76,225	\$ 78,143
40 hrs	\$ 63,559	\$ 65,125	\$ 66,754	\$ 68,403	\$ 70,136	\$ 71,869	\$ 73,686	\$ 75,523	\$ 77,403	\$ 79,344	\$ 81,307	\$ 83,353
8	\$ 31.61	\$ 32.40	\$ 33.21	\$ 34.04	\$ 34.89	\$ 35.76	\$ 36.66	\$ 37.57	\$ 38.50	\$ 39.47	\$ 40.46	\$ 41.47
35 hrs	\$ 57,752	\$ 59,195	\$ 60,675	\$ 62,192	\$ 63,745	\$ 65,334	\$ 66,978	\$ 68,641	\$ 70,340	\$ 72,112	\$ 73,921	\$ 75,766
40 hrs	\$ 66,002	\$ 67,652	\$ 69,343	\$ 71,076	\$ 72,851	\$ 74,667	\$ 76,547	\$ 78,447	\$ 80,388	\$ 82,414	\$ 84,481	\$ 86,590
9	\$ 36.97	\$ 37.89	\$ 38.84	\$ 39.81	\$ 40.81	\$ 41.83	\$ 42.88	\$ 43.95	\$ 45.05	\$ 46.17	\$ 47.33	\$ 48.51
35 hrs	\$ 67,545	\$ 69,226	\$ 70,961	\$ 72,733	\$ 74,560	\$ 76,424	\$ 78,342	\$ 80,297	\$ 82,307	\$ 84,353	\$ 86,472	\$ 88,628
37.5 hrs	\$ 72,369	\$ 74,170	\$ 76,030	\$ 77,929	\$ 79,886	\$ 81,883	\$ 83,938	\$ 86,033	\$ 88,186	\$ 90,378	\$ 92,649	\$ 94,959
40 hrs	\$ 77,194	\$ 79,115	\$ 81,098	\$ 83,124	\$ 85,212	\$ 87,342	\$ 89,534	\$ 91,768	\$ 94,065	\$ 96,403	\$ 98,826	\$ 101,289
10	\$ 38.04	\$ 39.00	\$ 39.97	\$ 40.97	\$ 42.00	\$ 43.05	\$ 44.13	\$ 45.23	\$ 46.36	\$ 47.51	\$ 48.71	\$ 49.92
35 hrs	\$ 69,500	\$ 71,253	\$ 73,026	\$ 74,853	\$ 76,734	\$ 78,653	\$ 80,626	\$ 82,636	\$ 84,700	\$ 86,801	\$ 88,994	\$ 91,204
40 hrs	\$ 79,428	\$ 81,432	\$ 83,458	\$ 85,546	\$ 87,696	\$ 89,889	\$ 92,144	\$ 94,441	\$ 96,800	\$ 99,201	\$ 101,707	\$ 104,233
11	\$ 42.33	\$ 43.39	\$ 44.48	\$ 45.59	\$ 46.72	\$ 47.88	\$ 49.08	\$ 50.32	\$ 51.57	\$ 52.87	\$ 54.19	\$ 55.55
35 hrs	\$ 77,337	\$ 79,274	\$ 81,265	\$ 83,293	\$ 85,358	\$ 87,477	\$ 89,670	\$ 91,935	\$ 94,219	\$ 96,594	\$ 99,006	\$ 101,490
40 hrs	\$ 88,386	\$ 90,599	\$ 92,875	\$ 95,192	\$ 97,552	\$ 99,974	\$ 102,480	\$ 105,069	\$ 107,679	\$ 110,393	\$ 113,149	\$ 115,989
12	\$ 44.79	\$ 45.92	\$ 47.06	\$ 48.23	\$ 49.45	\$ 50.69	\$ 51.96	\$ 53.26	\$ 54.60	\$ 55.96	\$ 57.36	\$ 58.79
35 hrs	\$ 81,832	\$ 83,896	\$ 85,979	\$ 88,117	\$ 90,346	\$ 92,611	\$ 94,931	\$ 97,307	\$ 99,755	\$ 102,239	\$ 104,797	\$ 107,410
37.5 hrs	\$ 87,677	\$ 89,889	\$ 92,120	\$ 94,411	\$ 96,799	\$ 99,226	\$ 101,712	\$ 104,257	\$ 106,880	\$ 109,542	\$ 112,283	\$ 115,082
40 hrs	\$ 93,522	\$ 95,881	\$ 98,262	\$ 100,705	\$ 103,252	\$ 105,841	\$ 108,493	\$ 111,207	\$ 114,005	\$ 116,845	\$ 119,768	\$ 122,754
13	\$ 47.91	\$ 49.10	\$ 50.33	\$ 51.59	\$ 52.88	\$ 54.21	\$ 55.56	\$ 56.95	\$ 58.38	\$ 59.83	\$ 61.33	\$ 62.86
35 hrs	\$ 87,532	\$ 89,706	\$ 91,953	\$ 94,255	\$ 96,612	\$ 99,042	\$ 101,509	\$ 104,048	\$ 106,661	\$ 109,310	\$ 112,050	\$ 114,846
40 hrs	\$ 100,037	\$ 102,521	\$ 105,090	\$ 107,720	\$ 110,414	\$ 113,191	\$ 116,010	\$ 118,912	\$ 121,898	\$ 124,926	\$ 128,058	\$ 131,252
14	\$ 51.22	\$ 52.51	\$ 53.82	\$ 55.17	\$ 56.54	\$ 57.96	\$ 59.41	\$ 60.89	\$ 62.41	\$ 63.97	\$ 65.57	\$ 67.22
35 hrs	\$ 93,579	\$ 95,936	\$ 98,330	\$ 100,796	\$ 103,299	\$ 105,893	\$ 108,543	\$ 111,247	\$ 114,024	\$ 116,874	\$ 119,797	\$ 122,811
40 hrs	\$ 106,948	\$ 109,641	\$ 112,377	\$ 115,195	\$ 118,056	\$ 121,021	\$ 124,049	\$ 127,139	\$ 130,313	\$ 133,570	\$ 136,911	\$ 140,356
15	\$ 57.01	\$ 58.44	\$ 59.89	\$ 61.40	\$ 62.93	\$ 64.51	\$ 66.13	\$ 67.77	\$ 69.47	\$ 71.20	\$ 72.98	\$ 74.81
35 hrs	\$ 104,158	\$ 106,770	\$ 109,420	\$ 112,178	\$ 114,974	\$ 117,860	\$ 120,820	\$ 123,816	\$ 126,922	\$ 130,083	\$ 133,335	\$ 136,678
40 hrs	\$ 119,037	\$ 122,023	\$ 125,051	\$ 128,204	\$ 131,398	\$ 134,697	\$ 138,080	\$ 141,504	\$ 145,054	\$ 148,666	\$ 152,383	\$ 156,204
16	\$ 62.58	\$ 64.15	\$ 65.76	\$ 67.39	\$ 69.07	\$ 70.80	\$ 72.56	\$ 74.38	\$ 76.24	\$ 78.15	\$ 80.09	\$ 82.10
35 hrs	\$ 114,334	\$ 117,203	\$ 120,144	\$ 123,122	\$ 126,191	\$ 129,352	\$ 132,668	\$ 135,893	\$ 139,291	\$ 142,781	\$ 146,325	\$ 149,997
40 hrs	\$ 130,668	\$ 133,946	\$ 137,307	\$ 140,711	\$ 144,219	\$ 147,831	\$ 151,506	\$ 155,306	\$ 159,190	\$ 163,178	\$ 167,228	\$ 171,425
17	\$ 73.62	\$ 75.46	\$ 77.35	\$ 79.28	\$ 81.27	\$ 83.30	\$ 85.38	\$ 87.51	\$ 89.69	\$ 91.93	\$ 94.23	\$ 96.58
35 hrs	\$ 134,504	\$ 137,866	\$ 141,319	\$ 144,845	\$ 148,481	\$ 152,190	\$ 155,990	\$ 159,881	\$ 163,864	\$ 167,957	\$ 172,159	\$ 176,452
40 hrs	\$ 153,719	\$ 157,561	\$ 161,507	\$ 165,537	\$ 169,692	\$ 173,931	\$ 178,274	\$ 182,721	\$ 187,273	\$ 191,950	\$ 196,753	\$ 201,660

WILBRAHAM, MA NON-UNION

1-Jul-24

POSITION/GRADE

Grade 1
No Positions Assigned
Grade 2
Borrower Services Assistant - Library (Part Time)
Grade 3
Recycling Attendant (Part Time)
Van Driver-Custodian (Part Time)
Grade 4
Administrative Clerk - Recreation (Part Time)
Assessor's Office Clerk (Part Time)
Assistant Children's Librarian (Part Time)
Assistant Adult Services Librarian (Part time)
Program Assistant - Senior Center (Part time)
Office and Human Resources Clerk (Part Time)
Public Access Program Coordinator (Part Time)
Recording Secretary (Part Time)
Grade 5
Administrative Assistant - General
Grade 6
none
Grade 7
Social Services Coordinator
Admin Assistant to the Town Administrator
Assistant Administrator - Assessor's Office
Assistant Town Clerk
Assistant Town Collector
Assistant Town Accountant
Assistant Town Treasurer
Assistant Emergency Communications Director
Grade 8
Assistant Parks and Recreation Director
Grade 9
Assistant Library Director
Director of Veterans' Services
Engineer-Field Inspector (upgraded from grade 8 on 1.13.2025)
Engineer-GIS Coordinator
IT Support-Website Technician
Public Access TV Executive Director
Regional Communications Director (E-911-Dispatch)
Grade 10
Director of Facilities & Ground Maintenance
Grade 11
Director of Elder Affairs
Building Inspector-Zoning Enforcement Officer
Human Resources Coordinator
Network Administrator
Public Safety Network Systems Analyst
Planning & Community Development Director
Grade 12
Parks and Recreation Director
Superintendent of Operations - DPW
Town Clerk
Library Director
Police Captain
Principal Assessor
Town Accountant
Water Superintendent
Grade 13
Deputy Fire Chief - Emergency Management
Grade 14
Assistant Town Administrator for Budget-Finance-Treasurer-Collector
Grade 15
Information Technology Director
Grade 16
DPW Director - Town Engineer
Fire Chief
Chief of Police
Grade 17
Town Administrator/Chief Administrative Officer
DPW 40 hours/week
Fire Non-Union is 40 hrs per week
Police Captains are 37.5 hrs per week
Dispatch non-union and all other admin are 35 hrs per week

\$20.96 Starting Hourly Wage	2,080 Hours Per Year (40 hr week)
3 Percent between Steps	1,950 Hours Per Year (37.5 hr week)
	1,820 Hours Per Year (35 hr week)

FY26 Personnel Bylaw Pay Scale (2.5% over FY25)

% Between Grades	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
	1	\$20.96	\$21.59	\$22.24	\$22.91	\$23.60	\$24.31	\$25.04	\$25.79	\$26.56	\$27.36
	40 hr wk	\$43,596.80	\$44,907.20	\$46,259.20	\$47,652.80	\$49,088.00	\$50,564.80	\$52,083.20	\$53,643.20	\$55,244.80	\$56,908.80
	37.5 hr wk	\$40,872.00	\$42,100.50	\$43,368.00	\$44,674.50	\$46,020.00	\$47,404.50	\$48,828.00	\$50,290.50	\$51,792.00	\$53,352.00
	35 hr wk	\$38,147.20	\$39,293.80	\$40,476.80	\$41,696.20	\$42,952.00	\$44,244.20	\$45,572.80	\$46,937.80	\$48,339.20	\$49,795.20
10	2	\$23.06	\$23.75	\$24.46	\$25.19	\$25.95	\$26.73	\$27.53	\$28.36	\$29.21	\$30.09
	40 hr wk	\$47,964.80	\$49,400.00	\$50,876.80	\$52,395.20	\$53,976.00	\$55,598.40	\$57,262.40	\$58,988.80	\$60,756.80	\$62,587.20
	37.5 hr wk	\$44,967.00	\$46,312.50	\$47,697.00	\$49,120.50	\$50,602.50	\$52,123.50	\$53,683.50	\$55,302.00	\$56,959.50	\$58,675.50
	35 hr wk	\$41,969.20	\$43,225.00	\$44,517.20	\$45,845.80	\$47,229.00	\$48,648.60	\$50,104.60	\$51,615.20	\$53,162.20	\$54,763.80
10	3	\$25.37	\$26.13	\$26.91	\$27.72	\$28.55	\$29.41	\$30.29	\$31.20	\$32.14	\$33.10
	40 hr wk	\$52,769.60	\$54,350.40	\$55,972.80	\$57,657.60	\$59,384.00	\$61,172.80	\$63,003.20	\$64,896.00	\$66,851.20	\$68,848.00
	37.5 hr wk	\$49,471.50	\$50,953.50	\$52,474.50	\$54,054.00	\$55,672.50	\$57,349.50	\$59,065.50	\$60,840.00	\$62,673.00	\$64,545.00
	35 hr wk	\$46,173.40	\$47,556.60	\$48,976.20	\$50,450.40	\$51,961.00	\$53,526.20	\$55,127.80	\$56,784.00	\$58,494.80	\$60,242.00
10	4	\$27.91	\$28.75	\$29.61	\$30.50	\$31.42	\$32.36	\$33.33	\$34.33	\$35.36	\$36.42
	40 hr wk	\$58,052.80	\$59,800.00	\$61,588.80	\$63,440.00	\$65,353.60	\$67,308.80	\$69,326.40	\$71,406.40	\$73,548.80	\$75,753.60
	37.5 hr wk	\$54,424.50	\$56,062.50	\$57,739.50	\$59,475.00	\$61,269.00	\$63,102.00	\$64,993.50	\$66,943.50	\$68,952.00	\$71,019.00
	35 hr wk	\$50,796.20	\$52,325.00	\$53,890.20	\$55,510.00	\$57,184.40	\$58,895.20	\$60,660.60	\$62,480.60	\$64,355.20	\$66,284.40
10	5	\$30.70	\$31.62	\$32.57	\$33.55	\$34.56	\$35.60	\$36.67	\$37.77	\$38.90	\$40.07
	40 hr wk	\$63,856.00	\$65,769.60	\$67,745.60	\$69,784.00	\$71,884.80	\$74,048.00	\$76,273.60	\$78,561.60	\$80,912.00	\$83,345.60
	37.5 hr wk	\$59,865.00	\$61,659.00	\$63,511.50	\$65,422.50	\$67,392.00	\$69,420.00	\$71,506.50	\$73,651.50	\$75,855.00	\$78,136.50
	35 hr wk	\$55,874.00	\$57,548.40	\$59,277.40	\$61,061.00	\$62,899.20	\$64,792.00	\$66,739.40	\$68,741.40	\$70,798.00	\$72,927.40
10	6	\$33.77	\$34.78	\$35.82	\$36.89	\$38.00	\$39.14	\$40.31	\$41.52	\$42.77	\$44.05
	40 hr wk	\$70,241.60	\$72,342.40	\$74,505.60	\$76,731.20	\$79,040.00	\$81,411.20	\$83,844.80	\$86,361.60	\$88,961.60	\$91,624.00
	37.5 hr wk	\$65,851.50	\$67,821.00	\$69,849.00	\$71,935.50	\$74,100.00	\$76,323.00	\$78,604.50	\$80,964.00	\$83,401.50	\$85,897.50
	35 hr wk	\$61,461.40	\$63,299.60	\$65,192.40	\$67,139.80	\$69,160.00	\$71,234.80	\$73,364.20	\$75,566.40	\$77,841.40	\$80,171.00
10	7	\$37.15	\$38.26	\$39.41	\$40.59	\$41.81	\$43.06	\$44.35	\$45.68	\$47.05	\$48.46
	40 hr wk	\$77,272.00	\$79,580.80	\$81,972.80	\$84,427.20	\$86,964.80	\$89,564.80	\$92,248.00	\$95,014.40	\$97,864.00	\$100,796.80
	37.5 hr wk	\$72,442.50	\$74,607.00	\$76,849.50	\$79,150.50	\$81,529.50	\$83,967.00	\$86,482.50	\$89,076.00	\$91,747.50	\$94,497.00
	35 hr wk	\$67,613.00	\$69,633.20	\$71,726.20	\$73,873.80	\$76,094.20	\$78,369.20	\$80,717.00	\$83,137.60	\$85,631.00	\$88,197.20
10	8	\$40.87	\$42.10	\$43.36	\$44.66	\$46.00	\$47.38	\$48.80	\$50.26	\$51.77	\$53.32
	40 hr wk	\$85,009.60	\$87,568.00	\$90,188.80	\$92,892.80	\$95,680.00	\$98,550.40	\$101,504.00	\$104,540.80	\$107,681.60	\$110,905.60
	37.5 hr wk	\$79,696.50	\$82,095.00	\$84,552.00	\$87,087.00	\$89,700.00	\$92,391.00	\$95,160.00	\$98,007.00	\$100,951.50	\$103,974.00
	35 hr wk	\$74,383.40	\$76,622.00	\$78,915.20	\$81,281.20	\$83,720.00	\$86,231.60	\$88,816.00	\$91,473.20	\$94,221.40	\$97,042.40
10	9	\$44.96	\$46.31	\$47.70	\$49.13	\$50.60	\$52.12	\$53.68	\$55.29	\$56.95	\$58.66
	40 hr wk	\$93,516.80	\$96,324.80	\$99,216.00	\$102,190.40	\$105,248.00	\$108,409.60	\$111,654.40	\$115,003.20	\$118,456.00	\$122,012.80
	37.5 hr wk	\$87,672.00	\$90,304.50	\$93,015.00	\$95,803.50	\$98,670.00	\$101,634.00	\$104,676.00	\$107,815.50	\$111,052.50	\$114,387.00
	35 hr wk	\$81,827.20	\$84,284.20	\$86,814.00	\$89,416.60	\$92,092.00	\$94,858.40	\$97,697.60	\$100,627.80	\$103,649.00	\$106,761.20
10	10	\$49.46	\$50.94	\$52.47	\$54.04	\$55.66	\$57.33	\$59.05	\$60.82	\$62.64	\$64.52
	40 hr wk	\$102,876.80	\$105,955.20	\$109,137.60	\$112,403.20	\$115,772.80	\$119,246.40	\$122,824.00	\$126,505.60	\$130,291.20	\$134,201.60
	37.5 hr wk	\$96,447.00	\$99,333.00	\$102,316.50	\$105,378.00	\$108,537.00	\$111,793.50	\$115,147.50	\$118,599.00	\$122,148.00	\$125,814.00
	35 hr wk	\$90,017.20	\$92,710.80	\$95,495.40	\$98,352.80	\$101,301.20	\$104,340.60	\$107,471.00	\$110,692.40	\$114,004.80	\$117,426.40
10	11	\$54.41	\$56.04	\$57.72	\$59.45	\$61.23	\$63.07	\$64.96	\$66.91	\$68.92	\$70.99
	40 hr wk	\$113,172.80	\$116,563.20	\$120,057.60	\$123,656.00	\$127,358.40	\$131,185.60	\$135,116.80	\$139,172.80	\$143,353.60	\$147,659.20
	37.5 hr wk	\$106,099.50	\$109,278.00	\$112,554.00	\$115,927.50	\$119,398.50	\$122,986.50	\$126,672.00	\$130,474.50	\$134,394.00	\$138,430.50
	35 hr wk	\$99,026.20	\$101,992.80	\$105,050.40	\$108,199.00	\$111,438.60	\$114,787.40	\$118,227.20	\$121,776.20	\$125,434.40	\$129,201.80
15	12	\$62.57	\$64.45	\$66.38	\$68.37	\$70.42	\$72.53	\$74.71	\$76.95	\$79.26	\$81.64
	40 hr wk	\$130,145.60	\$134,056.00	\$138,070.40	\$142,209.60	\$146,473.60	\$150,862.40	\$155,396.80	\$160,056.00	\$164,860.80	\$169,811.20
	27.5 hr wk	\$122,011.50	\$125,677.50	\$129,441.00	\$133,321.50	\$137,319.00	\$141,433.50	\$145,684.50	\$150,052.50	\$154,557.00	\$159,198.00
	35 hr wk	\$113,877.40	\$117,299.00	\$120,811.60	\$124,433.40	\$128,164.40	\$132,004.60	\$135,972.20	\$140,049.00	\$144,253.20	\$148,584.80

**BREWSTER, MA CLASSIFICATION PLAN
PERSONNEL BYLAW POSITIONS
GRADES**

1
<i>No Positions Assigned</i>
2
Bus Driver/Custodian - COA
3
Department Assistant
Facilities Maintenance Worker
4
Administrative Assistant I - Zoning
Human Resources Generalist
Program Coordinator - COA
Sports Coordinator
5
Administrative Assistant II - Fire
Health Inspector
Housing Program Assistant
Outreach Worker
Video Services & IT Technician
6
Assistant Recreation Director
Executive Assistant (TA/SB)
Natural Resources Officer
Property Manager (Crosby Mansion)
7
Administrative Supervisor (TA/SB)
Assistant Golf Operations/Pro-Shop Manager
Assistant Operations Manager- Head Golf Professional
Conservation Administrator
Constituent Services & Communications Coordinator
Deputy Natural Resources Officer
Golf Business Manager
Local Inspector
Media Coordinator
Sea Camps Property Manager
8
Council on Aging Director
Director of Recreation
Housing Coordinator
9
Assistant DPW Director
Assistant Water Superintendent
Property Maintenance Supervisor
Superintendent of Golf Maintenance
10
Deputy Assessor
Golf Operations Director
Human Resources Director
Town Clerk
11
Building Commissioner
Health Director
IT Director
Library Director
Natural Resources Director
Town Planner
Treasurer/Collector
12
Assistant Town Manager
Deputy Fire Chief
DPW Director
Finance Director/Town Accountant
Water Superintendent

Ayer

10.0% between Grades
2.5% between Steps

Non-union Compensation Grid - Hourly

FY 2025 Pay Grid

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
1	Hourly \$ 12.67	\$ 12.99	\$ 13.31	\$ 13.64	\$ 13.99	\$ 14.33	\$ 14.69	\$ 15.06	\$ 15.44	\$ 15.82	\$ 16.22
	Bi-weekly Salary \$ 1,013.60	\$ 1,038.94	\$ 1,064.91	\$ 1,091.54	\$ 1,118.82	\$ 1,146.80	\$ 1,175.47	\$ 1,204.85	\$ 1,234.97	\$ 1,265.85	\$ 1,297.49
2	Hourly \$ 13.94	\$ 14.29	\$ 14.64	\$ 15.01	\$ 15.38	\$ 15.77	\$ 16.16	\$ 16.57	\$ 16.98	\$ 17.41	\$ 17.84
	Bi-weekly Salary \$ 1,114.96	\$ 1,142.83	\$ 1,171.40	\$ 1,200.69	\$ 1,230.71	\$ 1,261.47	\$ 1,293.01	\$ 1,325.34	\$ 1,358.47	\$ 1,392.43	\$ 1,427.24
3	Hourly \$ 15.33	\$ 15.71	\$ 16.11	\$ 16.51	\$ 16.92	\$ 17.35	\$ 17.78	\$ 18.22	\$ 18.68	\$ 19.15	\$ 19.62
	Bi-weekly Salary \$ 1,226.46	\$ 1,257.12	\$ 1,288.55	\$ 1,320.76	\$ 1,353.78	\$ 1,387.62	\$ 1,422.31	\$ 1,457.87	\$ 1,494.32	\$ 1,531.68	\$ 1,569.97
4	Hourly \$ 16.86	\$ 17.29	\$ 17.72	\$ 18.16	\$ 18.61	\$ 19.08	\$ 19.56	\$ 20.05	\$ 20.55	\$ 21.06	\$ 21.59
	Bi-weekly Salary \$ 1,349.10	\$ 1,382.83	\$ 1,417.40	\$ 1,452.83	\$ 1,489.16	\$ 1,526.38	\$ 1,564.54	\$ 1,603.66	\$ 1,643.75	\$ 1,684.84	\$ 1,726.96
5	Hourly \$ 18.55	\$ 19.01	\$ 19.49	\$ 19.98	\$ 20.48	\$ 20.99	\$ 21.51	\$ 22.05	\$ 22.60	\$ 23.17	\$ 23.75
	Bi-weekly Salary \$ 1,484.01	\$ 1,521.11	\$ 1,559.14	\$ 1,598.12	\$ 1,638.07	\$ 1,679.02	\$ 1,721.00	\$ 1,764.02	\$ 1,808.12	\$ 1,853.33	\$ 1,899.66
6	Hourly \$ 20.41	\$ 20.92	\$ 21.44	\$ 21.97	\$ 22.52	\$ 23.09	\$ 23.66	\$ 24.26	\$ 24.86	\$ 25.48	\$ 26.12
	Bi-weekly Salary \$ 1,632.41	\$ 1,673.22	\$ 1,715.05	\$ 1,757.93	\$ 1,801.88	\$ 1,846.93	\$ 1,893.10	\$ 1,940.43	\$ 1,988.94	\$ 2,038.66	\$ 2,089.63
7	Hourly \$ 22.45	\$ 23.01	\$ 23.58	\$ 24.17	\$ 24.78	\$ 25.40	\$ 26.03	\$ 26.68	\$ 27.35	\$ 28.03	\$ 28.73
	Bi-weekly Salary \$ 1,795.65	\$ 1,840.55	\$ 1,886.56	\$ 1,933.72	\$ 1,982.07	\$ 2,031.62	\$ 2,082.41	\$ 2,134.47	\$ 2,187.83	\$ 2,242.53	\$ 2,298.59
8	Hourly \$ 24.69	\$ 25.31	\$ 25.94	\$ 26.59	\$ 27.25	\$ 27.93	\$ 28.63	\$ 29.35	\$ 30.08	\$ 30.83	\$ 31.61
	Bi-weekly Salary \$ 1,975.22	\$ 2,024.60	\$ 2,075.22	\$ 2,127.10	\$ 2,180.27	\$ 2,234.78	\$ 2,290.65	\$ 2,347.92	\$ 2,406.61	\$ 2,466.78	\$ 2,528.45
9	Hourly \$ 27.16	\$ 27.84	\$ 28.53	\$ 29.25	\$ 29.98	\$ 30.73	\$ 31.50	\$ 32.28	\$ 33.09	\$ 33.92	\$ 34.77
	Bi-weekly Salary \$ 2,172.74	\$ 2,227.06	\$ 2,282.74	\$ 2,339.81	\$ 2,398.30	\$ 2,458.26	\$ 2,519.71	\$ 2,582.71	\$ 2,647.27	\$ 2,713.46	\$ 2,781.29
10	Hourly \$ 29.88	\$ 30.62	\$ 31.39	\$ 32.17	\$ 32.98	\$ 33.80	\$ 34.65	\$ 35.51	\$ 36.40	\$ 37.31	\$ 38.24
	Bi-weekly Salary \$ 2,390.02	\$ 2,449.77	\$ 2,511.01	\$ 2,573.79	\$ 2,638.13	\$ 2,704.08	\$ 2,771.69	\$ 2,840.98	\$ 2,912.00	\$ 2,984.80	\$ 3,059.42
11	Hourly \$ 32.86	\$ 33.68	\$ 34.53	\$ 35.39	\$ 36.27	\$ 37.18	\$ 38.11	\$ 39.06	\$ 40.04	\$ 41.04	\$ 42.07
	Bi-weekly Salary \$ 2,629.02	\$ 2,694.74	\$ 2,762.11	\$ 2,831.16	\$ 2,901.94	\$ 2,974.49	\$ 3,048.85	\$ 3,125.08	\$ 3,203.20	\$ 3,283.28	\$ 3,365.36
12	Hourly \$ 36.15	\$ 37.05	\$ 37.98	\$ 38.93	\$ 39.90	\$ 40.90	\$ 41.92	\$ 42.97	\$ 44.04	\$ 45.15	\$ 46.27
	Bi-weekly Salary \$ 2,891.92	\$ 2,964.22	\$ 3,038.32	\$ 3,114.28	\$ 3,192.14	\$ 3,271.94	\$ 3,353.74	\$ 3,437.58	\$ 3,523.52	\$ 3,611.61	\$ 3,701.90
13	Hourly \$ 39.76	\$ 40.76	\$ 41.78	\$ 42.82	\$ 43.89	\$ 44.99	\$ 46.11	\$ 47.27	\$ 48.45	\$ 49.66	\$ 50.90
	Bi-weekly Salary \$ 3,181.11	\$ 3,260.64	\$ 3,342.15	\$ 3,425.71	\$ 3,511.35	\$ 3,599.14	\$ 3,689.11	\$ 3,781.34	\$ 3,875.87	\$ 3,972.77	\$ 4,072.09
14	Hourly \$ 43.74	\$ 44.83	\$ 45.95	\$ 47.10	\$ 48.28	\$ 49.49	\$ 50.73	\$ 51.99	\$ 53.29	\$ 54.63	\$ 55.99
	Bi-weekly Salary \$ 3,499.22	\$ 3,586.70	\$ 3,676.37	\$ 3,768.28	\$ 3,862.49	\$ 3,959.05	\$ 4,058.02	\$ 4,159.48	\$ 4,263.46	\$ 4,370.05	\$ 4,479.30
15	Hourly \$ 48.11	\$ 49.32	\$ 50.55	\$ 51.81	\$ 53.11	\$ 54.44	\$ 55.80	\$ 57.19	\$ 58.62	\$ 60.09	\$ 61.59
	Bi-weekly Salary \$ 3,849.14	\$ 3,945.37	\$ 4,044.01	\$ 4,145.11	\$ 4,248.74	\$ 4,354.95	\$ 4,463.83	\$ 4,575.42	\$ 4,689.81	\$ 4,807.05	\$ 4,927.23
16	Hourly \$ 52.93	\$ 54.25	\$ 55.61	\$ 57.00	\$ 58.42	\$ 59.88	\$ 61.38	\$ 62.91	\$ 64.48	\$ 66.10	\$ 67.75
	Bi-weekly Salary \$ 4,234.06	\$ 4,339.91	\$ 4,448.41	\$ 4,559.62	\$ 4,673.61	\$ 4,790.45	\$ 4,910.21	\$ 5,032.97	\$ 5,158.79	\$ 5,287.76	\$ 5,419.95
17	Hourly \$ 58.22	\$ 59.67	\$ 61.17	\$ 62.69	\$ 64.26	\$ 65.87	\$ 67.52	\$ 69.20	\$ 70.93	\$ 72.71	\$ 74.52
	Bi-weekly Salary \$ 4,657.46	\$ 4,773.90	\$ 4,893.25	\$ 5,015.58	\$ 5,140.97	\$ 5,269.49	\$ 5,401.23	\$ 5,536.26	\$ 5,674.67	\$ 5,816.54	\$ 5,961.95
18	Hourly \$ 64.04	\$ 65.64	\$ 67.28	\$ 68.96	\$ 70.69	\$ 72.46	\$ 74.27	\$ 76.12	\$ 78.03	\$ 79.98	\$ 81.98
	Bi-weekly Salary \$ 5,123.21	\$ 5,251.29	\$ 5,382.57	\$ 5,517.14	\$ 5,655.07	\$ 5,796.44	\$ 5,941.35	\$ 6,089.89	\$ 6,242.14	\$ 6,398.19	\$ 6,558.14
Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11

Ayer

10.0% between Grades
2.5% between Steps

Non-union Compensation Grid - Salaried

Grade	FY 2025 Pay Grid											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	
1	Annual Salary	\$ 26,451.62	\$ 27,112.91	\$ 27,790.73	\$ 28,485.50	\$ 29,197.64	\$ 29,927.58	\$ 30,675.77	\$ 31,442.66	\$ 32,228.73	\$ 33,034.45	\$ 33,860.31
	Bi-weekly Salary	\$ 1,017.37	\$ 1,042.80	\$ 1,068.87	\$ 1,095.60	\$ 1,122.99	\$ 1,151.06	\$ 1,179.84	\$ 1,209.33	\$ 1,239.57	\$ 1,270.56	\$ 1,302.32
2	Annual Salary	\$ 29,096.78	\$ 29,824.20	\$ 30,569.81	\$ 31,334.05	\$ 32,117.40	\$ 32,920.34	\$ 33,743.35	\$ 34,586.93	\$ 35,451.60	\$ 36,337.89	\$ 37,246.34
	Bi-weekly Salary	\$ 1,119.11	\$ 1,147.08	\$ 1,175.76	\$ 1,205.16	\$ 1,235.28	\$ 1,266.17	\$ 1,297.82	\$ 1,330.27	\$ 1,363.52	\$ 1,397.61	\$ 1,432.55
3	Annual Salary	\$ 32,006.46	\$ 32,806.62	\$ 33,626.79	\$ 34,467.46	\$ 35,329.14	\$ 36,212.37	\$ 37,117.68	\$ 38,045.62	\$ 38,996.76	\$ 39,971.68	\$ 40,970.98
	Bi-weekly Salary	\$ 1,231.02	\$ 1,261.79	\$ 1,293.34	\$ 1,325.67	\$ 1,358.81	\$ 1,392.78	\$ 1,427.60	\$ 1,463.29	\$ 1,499.88	\$ 1,537.37	\$ 1,575.81
4	Annual Salary	\$ 35,207.11	\$ 36,087.28	\$ 36,989.47	\$ 37,914.20	\$ 38,862.06	\$ 39,833.61	\$ 40,829.45	\$ 41,850.19	\$ 42,896.44	\$ 43,968.85	\$ 45,068.07
	Bi-weekly Salary	\$ 1,354.12	\$ 1,387.97	\$ 1,422.67	\$ 1,458.24	\$ 1,494.69	\$ 1,532.06	\$ 1,570.36	\$ 1,609.62	\$ 1,649.86	\$ 1,691.11	\$ 1,733.39
5	Annual Salary	\$ 38,727.82	\$ 39,696.01	\$ 40,688.41	\$ 41,705.62	\$ 42,748.26	\$ 43,816.97	\$ 44,912.39	\$ 46,035.20	\$ 47,186.08	\$ 48,365.74	\$ 49,574.88
	Bi-weekly Salary	\$ 1,489.53	\$ 1,526.77	\$ 1,564.94	\$ 1,604.06	\$ 1,644.16	\$ 1,685.27	\$ 1,727.40	\$ 1,770.58	\$ 1,814.85	\$ 1,860.22	\$ 1,906.73
6	Annual Salary	\$ 42,600.60	\$ 43,665.61	\$ 44,757.25	\$ 45,876.19	\$ 47,023.09	\$ 48,198.67	\$ 49,403.63	\$ 50,638.72	\$ 51,904.69	\$ 53,202.31	\$ 54,532.37
	Bi-weekly Salary	\$ 1,638.48	\$ 1,679.45	\$ 1,721.43	\$ 1,764.47	\$ 1,808.58	\$ 1,853.79	\$ 1,900.14	\$ 1,947.64	\$ 1,996.33	\$ 2,046.24	\$ 2,097.40
7	Annual Salary	\$ 46,860.66	\$ 48,032.17	\$ 49,232.98	\$ 50,463.80	\$ 51,725.40	\$ 53,018.53	\$ 54,344.00	\$ 55,702.60	\$ 57,095.16	\$ 58,522.54	\$ 59,985.60
	Bi-weekly Salary	\$ 1,802.33	\$ 1,847.39	\$ 1,893.58	\$ 1,940.92	\$ 1,989.44	\$ 2,039.17	\$ 2,090.15	\$ 2,142.41	\$ 2,195.97	\$ 2,250.87	\$ 2,307.14
8	Annual Salary	\$ 51,546.72	\$ 52,835.39	\$ 54,156.28	\$ 55,510.18	\$ 56,897.94	\$ 58,320.39	\$ 59,778.40	\$ 61,272.86	\$ 62,804.68	\$ 64,374.80	\$ 65,984.16
	Bi-weekly Salary	\$ 1,982.57	\$ 2,032.13	\$ 2,082.93	\$ 2,135.01	\$ 2,188.38	\$ 2,243.09	\$ 2,299.17	\$ 2,356.65	\$ 2,415.56	\$ 2,475.95	\$ 2,537.85
9	Annual Salary	\$ 56,701.40	\$ 58,118.93	\$ 59,571.90	\$ 61,061.20	\$ 62,587.73	\$ 64,152.43	\$ 65,756.24	\$ 67,400.14	\$ 69,085.15	\$ 70,812.27	\$ 72,582.58
	Bi-weekly Salary	\$ 2,180.82	\$ 2,255.34	\$ 2,291.23	\$ 2,348.51	\$ 2,407.22	\$ 2,467.40	\$ 2,529.09	\$ 2,592.31	\$ 2,657.12	\$ 2,723.55	\$ 2,791.64
10	Annual Salary	\$ 62,371.54	\$ 63,930.82	\$ 65,529.10	\$ 67,167.32	\$ 68,846.51	\$ 70,567.67	\$ 72,331.86	\$ 74,140.16	\$ 75,993.66	\$ 77,893.50	\$ 79,840.84
	Bi-weekly Salary	\$ 2,398.91	\$ 2,458.88	\$ 2,520.35	\$ 2,583.36	\$ 2,647.94	\$ 2,714.14	\$ 2,781.99	\$ 2,851.54	\$ 2,922.83	\$ 2,995.90	\$ 3,070.80
11	Annual Salary	\$ 68,608.69	\$ 70,323.91	\$ 72,082.00	\$ 73,884.05	\$ 75,731.16	\$ 77,624.44	\$ 79,565.05	\$ 81,554.17	\$ 83,593.03	\$ 85,682.85	\$ 87,824.92
	Bi-weekly Salary	\$ 2,638.80	\$ 2,704.77	\$ 2,772.38	\$ 2,841.69	\$ 2,912.74	\$ 2,985.56	\$ 3,060.19	\$ 3,136.70	\$ 3,215.12	\$ 3,295.49	\$ 3,377.88
12	Annual Salary	\$ 75,469.56	\$ 77,356.30	\$ 79,290.21	\$ 81,272.46	\$ 83,304.27	\$ 85,386.88	\$ 87,521.55	\$ 89,709.59	\$ 91,952.33	\$ 94,251.14	\$ 96,607.42
	Bi-weekly Salary	\$ 2,902.68	\$ 2,975.24	\$ 3,049.62	\$ 3,125.86	\$ 3,204.01	\$ 3,284.11	\$ 3,366.21	\$ 3,450.37	\$ 3,536.63	\$ 3,625.04	\$ 3,715.67
13	Annual Salary	\$ 83,016.51	\$ 85,091.93	\$ 87,219.23	\$ 89,399.71	\$ 91,634.70	\$ 93,925.57	\$ 96,273.71	\$ 98,680.55	\$ 101,147.56	\$ 103,676.25	\$ 106,268.16
	Bi-weekly Salary	\$ 3,192.94	\$ 3,272.77	\$ 3,354.59	\$ 3,438.45	\$ 3,524.41	\$ 3,612.52	\$ 3,702.83	\$ 3,795.41	\$ 3,890.29	\$ 3,987.55	\$ 4,087.24
14	Annual Salary	\$ 91,318.17	\$ 93,601.12	\$ 95,941.15	\$ 98,339.68	\$ 100,798.17	\$ 103,318.12	\$ 105,901.08	\$ 108,548.60	\$ 111,262.32	\$ 114,043.88	\$ 116,894.97
	Bi-weekly Salary	\$ 3,512.24	\$ 3,600.04	\$ 3,690.04	\$ 3,782.30	\$ 3,876.85	\$ 3,973.77	\$ 4,073.12	\$ 4,174.95	\$ 4,279.32	\$ 4,386.30	\$ 4,495.96
15	Annual Salary	\$ 100,449.98	\$ 102,961.23	\$ 105,535.26	\$ 108,173.64	\$ 110,877.99	\$ 113,649.94	\$ 116,491.18	\$ 119,403.46	\$ 122,388.55	\$ 125,448.26	\$ 128,584.47
	Bi-weekly Salary	\$ 3,863.46	\$ 3,960.05	\$ 4,059.05	\$ 4,160.52	\$ 4,264.54	\$ 4,371.15	\$ 4,480.43	\$ 4,592.44	\$ 4,707.25	\$ 4,824.93	\$ 4,945.56
16	Annual Salary	\$ 110,494.98	\$ 113,237.36	\$ 116,068.95	\$ 118,991.01	\$ 121,965.78	\$ 125,014.93	\$ 128,140.30	\$ 131,343.81	\$ 134,627.41	\$ 137,993.09	\$ 141,442.92
	Bi-weekly Salary	\$ 4,249.81	\$ 4,356.05	\$ 4,464.79	\$ 4,576.58	\$ 4,690.99	\$ 4,808.27	\$ 4,928.47	\$ 5,051.69	\$ 5,177.98	\$ 5,307.43	\$ 5,440.11
17	Annual Salary	\$ 121,544.48	\$ 124,583.09	\$ 127,697.67	\$ 130,890.11	\$ 134,162.36	\$ 137,516.42	\$ 140,954.33	\$ 144,478.19	\$ 148,090.15	\$ 151,792.40	\$ 155,587.21
	Bi-weekly Salary	\$ 4,674.79	\$ 4,791.66	\$ 4,911.45	\$ 5,034.24	\$ 5,160.09	\$ 5,289.09	\$ 5,421.32	\$ 5,556.85	\$ 5,695.77	\$ 5,838.17	\$ 5,984.12
18	Annual Salary	\$ 133,698.93	\$ 137,041.40	\$ 140,467.44	\$ 143,979.12	\$ 147,578.60	\$ 151,268.06	\$ 155,049.77	\$ 158,926.01	\$ 162,899.16	\$ 166,971.64	\$ 171,145.93
	Bi-weekly Salary	\$ 5,142.27	\$ 5,270.82	\$ 5,402.59	\$ 5,537.66	\$ 5,676.10	\$ 5,818.00	\$ 5,963.45	\$ 6,112.54	\$ 6,265.35	\$ 6,421.99	\$ 6,582.54

FY25	FY26
2%	2%
\$26,451.62	\$26,980.63
	3%
	\$27,245.17
	4%
	\$27,509.68

East Bridgewater - Contracts

POSITION	REPRESENTATIVE	EXPIRES	FY2023	FY2024	FY2025	FY2026	FY2026	FY2027
Town Accountant	Melanie Dean	6/30/2025			\$ 123,100.13			
IT Director	Ryan McGonigle	6/30/2025			\$ 118,133.80	\$ 118,133.80		
Deputy Police Chief	Michael McLaughlin	6/30/2025	\$ 150,000.00	\$ 155,000.00	\$ 160,000.00			
Fire Chief	John Dzialo	6/30/2028			\$168,211.00	\$168,211.00	\$173,211.00	\$178,211.00
Council on Aging Director	Nancy Hill	6/30/2025	\$ 75,037.89	\$ 76,538.65	\$ 78,069.42			
Library Director	Jessica Henderson	6/30/2026		\$ 81,000.00	\$ 82,232.00	\$ 84,896.64		
Director of Public Works	John Haines	6/30/2026	\$ 163,203.05	\$ 166,467.11	\$ 169,796.45			
Police Chief	Michael Jenkins	6/30/2026	\$ 165,000.00	\$ 170,500.00	\$ 176,000.00			
Director of Assessing	Paula Wolfe	6/30/2027			\$ 102,243.59	\$ 104,288.46	\$ 106,374.22	
				2024	2025	2026		
Town Administrator	Charlie Seelig	12/31/2024	\$ 160,000.00	\$ 161,600.00	\$ 163,216.00			

East bridge water

FY 26 NON UNION WAGE GRID
THE PERCENT INCREASE BETWEEN EACH STEP IS 3%
FY26 COLA INCREASE IS 0 % - BASED ON A 35 HOUR WORK WEEK

SENIOR CLERK

FY 2026	YEARLY	WEEKLY	HOURLY	FY 2026	YEARLY	WEEKLY	HOURLY
STEP 1	\$38,022.84	\$731.21	\$20.89	STEP 1	\$51,822.02	\$996.58	\$28.47
STEP 2	\$39,163.52	\$753.14	\$21.52	STEP 2	\$53,376.68	\$1,026.47	\$29.33
STEP 3	\$40,338.43	\$775.74	\$22.16	STEP 3	\$54,977.98	\$1,057.27	\$30.21
STEP 4	\$41,548.58	\$799.01	\$22.83	STEP 4	\$56,627.32	\$1,088.99	\$31.11
STEP 5	\$42,795.04	\$822.98	\$23.51	STEP 5	\$58,326.14	\$1,121.66	\$32.05
STEP 6	\$44,078.89	\$847.67	\$24.22	STEP 6	\$60,075.93	\$1,155.31	\$33.01

ADMINISTRATIVE ASSISTANT

PRINCIPAL CLERK

FY 2026	YEARLY	WEEKLY	HOURLY	FY 2026	YEARLY	WEEKLY	HOURLY
STEP 1	\$45,029.72	\$865.96	\$24.74	STEP 1	62,186.43	\$1,195.89	\$34.17
STEP 2	\$46,380.61	\$891.93	\$25.48	STEP 2	64,052.02	\$1,231.77	\$35.19
STEP 3	\$47,772.03	\$918.69	\$26.25	STEP 3	65,973.58	\$1,268.72	\$36.25
STEP 4	\$49,205.19	\$946.25	\$27.04	STEP 4	67,952.79	\$1,306.78	\$37.34
STEP 5	\$50,681.35	\$974.64	\$27.85	STEP 5	69,991.37	\$1,345.99	\$38.46
STEP 6	\$52,201.79	\$1,003.88	\$28.68	STEP 6	72,091.11	\$1,386.37	\$39.61

STATUTORY ASSISTANT

POLICE DEPT and FIRE DEPT- ADMIN ASST

FY 2026	YEARLY	WEEKLY	HOURLY
STEP 1	\$59,224.95	\$1,138.94	\$32.54
STEP 2	\$61,001.70	\$1,173.11	\$33.52
STEP 3	\$62,831.76	\$1,208.30	\$34.52
STEP 4	\$64,716.71	\$1,244.55	\$35.56
STEP 5	\$66,658.21	\$1,281.89	\$36.63
STEP 6	\$68,657.95	\$1,320.35	\$37.72

East Bridgewater

FY26 0 % Percentage increase for all non-union personnel		LINE ITEM	HOURS	FY26 Annual	FY26 Weekly	FY26 Hourly
ELECTED OFFICIALS						
	TOWN CLERK	1-161-510-5117	N/A	\$ 83,210.58	\$ 1,600.20	
APPOINTED OFFICIALS						
	ASSISTANT TOWN ADMINISTRATOR / HR COORDINATOR	01-122-510-5126	35	\$ 90,924.00	\$ 1,561.20	\$ 39.03
	ASSISTANT TOWN ADMINISTRATOR / HR COORDINATOR - PROCUREMENT	122-126		\$ 3,000.00	\$ 57.69	
	ADMIN. ASSISTANT SELECTMEN - W/ 5% EDUCATION INCENTIVE	01-122-510-5126	31	\$ 49,643.96	\$ 954.69	\$ 30.80
	ADMINISTRATIVE ASSISTANT	01-122-510-5126	31	\$ 47,279.96	\$ 909.23	\$ 29.33
	ASSISTANT TOWN ACCOUNTANT	01-135-510-5125	35	\$ 64,052.02	\$ 1,231.77	\$ 35.19
	ASSISTANT TOWN ACCOUNTANT - 8% EDUCATION INCENTIVE	01-135-510-5125	35	\$ 67,248.09	\$ 1,293.23	\$ 36.95
	ASSISTANT TREASURER-COLLECTOR (STEP 6 STA)	01-145-510-5126	35	\$ 72,091.11	\$ 1,386.37	\$ 39.61
	BUILDING COMMISSIONER	1-241-510-5121	35	\$ 95,277.00	\$ 1,832.25	\$ 52.35
	BUILDING COMMISSIONER - VEHICLE STIPEND			\$ 1,600.00		
	CONSERVATION AGENT	1-171-510-5117	35	\$ 75,641.16	\$ 1,454.64	\$ 41.56
	PART TIME ZBA CLERK	176-0510-5126	5			\$ 28.97
	RENTAL COORDINATOR	23-542-979-5100	N/A			\$ 18.73
	ASST RENTAL COORDINATOR	23-542-797-5100	N/A			\$ 16.65
	TREASURER COLLECTOR	145-117	35	\$ 84,466.20	\$ 1,624.35	\$ 46.41
	VETERANS CERTIFICATION ADDITIONAL COMP			\$ 2,500.00	\$ 48.08	\$ 1.37
	VETERANS SERVICE OFFICER	01-543-510-5117	35	\$ 75,641.16	\$ 1,454.64	\$ 41.56
PUBLIC WORKS						
	DPW WATER AND SEWER SUPERINTENDENT/UTILITIES/STORMWATER	65-450-510-5117	40	\$ 105,000.00	\$ 2,019.23	\$ 50.48
	DPW BUSINESS MANAGER	65-450-510-5117	40	\$ 81,600.00	\$ 1,569.23	\$ 39.23
	FACILITIES AND GROUNDS MANAGER	01-191-510-5117	6	\$ 16,829.80	\$ 323.65	\$ 53.94
	FACILITIES AND GROUNDS MANAGER		34	\$ 95,370.08	\$ 1,834.04	\$ 53.94
HUMAN SERVICES						
	HEALTH AGENT / INSPECTOR	01-510-510-5121	40	\$ 88,080.26	\$ 1,693.85	\$ 42.35
	PUBLIC HEALTH NURSE	01-510-510-5121	6-18			\$ 42.45
DPW SEASONAL EMPLOYEES						
	SEASONAL EMPLOYEE	01-420-510-5149				\$ 15.30
COUNCIL ON AGING						
	VAN DRIVER	01-541-510-5149				\$ 16.83
PUBLIC SAFETY						
	POLICE: ADMINISTRATIVE SPECIALIST	01-210-510-5125	35	\$ 62,831.76	\$ 1,208.30	\$ 34.52
	POLICE: ADMINISTRATIVE SPECIALIST W/8% EDUCATION INCENTIVE	01-210-510-5125		\$ 67,852.51	\$ 1,304.86	\$ 37.28
	FIRE: ADMINISTRATIVE ASSISTANT	01-210-510-5125	35	\$ 62,831.76	\$ 1,208.30	\$ 34.52
	FIRE: ADMINISTRATIVE ASSISTANT W/ 8% EDUCATION INCENTIVE	01-210-510-5125		\$ 67,852.51	\$ 1,304.86	\$ 37.28
	PLUMBING / GAS INSPECTOR	01-242-510-5121	WEEKLY	\$ 20,310.60	\$ 390.59	
	ASST. PLUMBING / GAS INSPECTOR	01-242-510-5122	ANNUAL	\$ 1,376.18		
	PLUMBING / GAS INSPECTOR - COVERAGE	01-242-510-5121	WEEKLY	\$ 20,310.60	\$ 390.59	
	INSPECTOR OF WIRING	01-245-510-5121	WEEKLY	\$ 20,310.60	\$ 390.59	
	ASST. INSPECTOR OF WIRING	01-245-510-5122	BI- ANNUAL	\$ 1,376.18		
	SEALER OF WEIGHTS AND MEASURES	01-246-510-5121	MONTHLY	\$ 3,497.86	\$ 291.49	

**Chapter 16, Attachment 1: Human Resources Classification Compensation Schedules
Non-Union/Non-Management Employee Salary Schedule 7.1.2024**

Grade 1	Hourly only								
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
\$17.46	\$18.04	\$18.62	\$19.20	\$19.78	\$20.37	\$20.95	\$21.53	\$22.11	\$22.69

Grade 2	(37.5 hours)								
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
\$18.62	\$19.18	\$19.75	\$20.35	\$20.96	\$21.59	\$22.23	\$22.90	\$23.59	\$24.29
\$36,309	\$37,398	\$38,520	\$39,676	\$40,866	\$42,092	\$43,355	\$44,655	\$45,995	\$47,375

Grade 3	(35 hours)								
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
\$20.95	\$21.58	\$22.22	\$22.89	\$23.58	\$24.28	\$25.01	\$25.76	\$26.54	\$27.33
\$38,124	\$39,268	\$40,446	\$41,659	\$42,909	\$44,196	\$45,522	\$46,888	\$48,295	\$49,743

Grade 4	(35 hours)								
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
\$22.11	\$22.77	\$23.46	\$24.16	\$24.89	\$25.63	\$26.40	\$27.19	\$28.01	\$28.85
\$40,242	\$41,449	\$42,693	\$43,974	\$45,293	\$46,652	\$48,051	\$49,493	\$50,978	\$52,507

Grade 5	(37.5 Hours)								
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
\$22.11	\$22.77	\$23.46	\$24.16	\$24.89	\$25.63	\$26.40	\$27.19	\$28.01	\$28.85
\$43,117	\$44,410	\$45,742	\$47,115	\$48,528	\$49,984	\$51,483	\$53,028	\$54,619	\$56,257

Grade 6	(35 hours)								
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
\$24.44	\$25.17	\$25.93	\$26.70	\$27.51	\$28.33	\$29.18	\$30.06	\$30.96	\$31.89
\$44,478	\$45,813	\$47,187	\$48,603	\$50,061	\$51,562	\$53,109	\$54,703	\$56,344	\$58,034

Grade 7	(35 hours)								
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
\$25.60	\$26.37	\$27.16	\$27.98	\$28.82	\$29.68	\$30.57	\$31.49	\$32.43	\$33.41
\$46,596	\$47,994	\$49,434	\$50,917	\$52,444	\$54,018	\$55,638	\$57,307	\$59,027	\$60,797

Grade 8	(40 hours)								
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
\$23.27	\$23.97	\$24.69	\$25.43	\$26.20	\$26.98	\$27.79	\$28.63	\$29.48	\$30.37
\$48,412	\$49,864	\$51,360	\$52,901	\$54,488	\$56,122	\$57,806	\$59,540	\$61,326	\$63,166

Grade 9	(35 hours)								
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
\$26.77	\$27.57	\$28.40	\$29.25	\$30.13	\$31.03	\$31.96	\$32.92	\$33.91	\$34.92
\$48,714	\$50,176	\$51,681	\$53,231	\$54,828	\$56,473	\$58,167	\$59,912	\$61,710	\$63,561

Grade 10	(35 hours)								
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
\$27.93	\$28.77	\$29.63	\$30.52	\$31.44	\$32.38	\$33.35	\$34.35	\$35.38	\$36.44
\$50,832	\$52,357	\$53,928	\$55,546	\$57,212	\$58,928	\$60,696	\$62,517	\$64,393	\$66,325

TOWN OF NORTHBRIDGE
FY '25 COMPENSATION PLAN - July 1, 2024

1.01 52.2 WEEKS / 26.1 BI-WKS / 1,829.5 HRS.

HOURLY (NON-EXEMPT)

UPON COMPLETION OF 10 YRS OF SERVICE IN THE POSITION	UPON COMPLETION OF 15 YRS OF SERVICE IN THE POSITION
--	--

<u>GRADE</u>	<u>LEVEL 1</u>	<u>LEVEL 2</u>	<u>LEVEL 3</u>	<u>LEVEL 4</u>	<u>LEVEL 5</u>	<u>LEVEL 6</u>	<u>LEVEL 7</u>
1	\$15.45	\$16.23	\$17.04	\$17.89	\$18.79	\$19.73	\$20.72
2	\$16.91	\$17.76	\$18.63	\$19.56	\$20.56	\$21.59	\$22.66
3	\$19.97	\$21.28	\$22.66	\$24.14	\$25.70	\$26.98	\$28.33
4	\$20.98	\$22.34	\$23.79	\$25.34	\$26.98	\$28.33	\$29.74
5	\$23.31	\$24.47	\$25.70	\$26.98	\$28.32	\$29.74	\$31.22
6	\$24.47	\$25.70	\$26.98	\$28.32	\$29.76	\$31.25	\$32.81
7	\$26.92	\$28.27	\$29.69	\$31.14	\$32.71	\$34.35	\$36.07

SALARY (EXEMPT)

UPON COMPLETION OF 10 YRS OF SERVICE IN THE POSITION	UPON COMPLETION OF 15 YRS OF SERVICE IN THE POSITION
--	--

<u>LEVEL 1</u>	<u>LEVEL 2</u>	<u>LEVEL 3</u>	<u>LEVEL 4</u>	<u>LEVEL 5</u>	<u>LEVEL 6</u>	<u>LEVEL 7</u>
8	\$53,904	\$56,604	\$59,436	\$62,408	\$65,528	\$68,804
9	\$59,301	\$62,268	\$65,388	\$68,659	\$72,104	\$75,709
10	\$68,200	\$71,612	\$75,204	\$78,964	\$82,919	\$87,065
11	\$69,561	\$73,040	\$76,698	\$80,532	\$84,569	\$88,798
12	\$72,349	\$75,962	\$79,753	\$83,741	\$87,939	\$92,336
13	\$73,799	\$77,477	\$81,360	\$85,427	\$89,698	\$94,183
14	\$75,270	\$79,041	\$82,986	\$87,135	\$91,492	\$96,067
15	\$79,041	\$82,986	\$87,134	\$91,490	\$96,064	\$100,867
16	\$94,842	\$99,584	\$104,555	\$109,782	\$115,271	\$121,035
17	\$99,584	\$104,555	\$109,778	\$115,267	\$121,030	\$127,081

\$133,436

TOWN OF NORTHBRIDGE
FY '26 COMPENSATION PLAN - July 1, 2025 (7.1.25 - 6.30.26)

1.015 52.2 WEEKS / 26.1 BI-WKS / 1,827 HRS.

HOURLY (NON-EXEMPT)

<u>GRADE</u>	<u>LEVEL 1</u>	<u>LEVEL 2</u>	<u>LEVEL 3</u>	<u>LEVEL 4</u>	<u>LEVEL 5</u>	<u>LEVEL 6</u>	<u>LEVEL 7</u>
1	\$15.68	\$16.47	\$17.30	\$18.16	\$19.07	\$20.02	\$21.03
2	\$17.16	\$18.03	\$18.91	\$19.85	\$20.87	\$21.91	\$23.00
3	\$20.27	\$21.60	\$23.00	\$24.50	\$26.08	\$27.39	\$28.76
4	\$21.29	\$22.68	\$24.15	\$25.72	\$27.38	\$28.75	\$30.19
5	\$23.66	\$24.83	\$26.08	\$27.38	\$28.74	\$30.18	\$31.69
6	\$24.83	\$26.08	\$27.38	\$28.74	\$30.21	\$31.72	\$33.30
7	\$27.33	\$28.69	\$30.14	\$31.61	\$33.21	\$34.87	\$36.61

SALARY (EXEMPT)

	<u>LEVEL 1</u>	<u>LEVEL 2</u>	<u>LEVEL 3</u>	<u>LEVEL 4</u>	<u>LEVEL 5</u>	<u>LEVEL 6</u>	<u>LEVEL 7</u>
8	\$54,712	\$57,453	\$60,327	\$63,344	\$66,511	\$69,836	\$73,328
9	\$60,191	\$63,202	\$66,369	\$69,689	\$73,185	\$76,845	\$80,687
10	\$69,223	\$72,686	\$76,332	\$80,148	\$84,163	\$88,371	\$92,789
11	\$70,604	\$74,136	\$77,848	\$81,740	\$85,838	\$90,130	\$94,636
12	\$73,435	\$77,102	\$80,949	\$84,997	\$89,258	\$93,721	\$98,407
13	\$74,906	\$78,639	\$82,580	\$86,709	\$91,044	\$95,596	\$100,375
14	\$76,399	\$80,226	\$84,230	\$88,442	\$92,864	\$97,508	\$102,383
15	\$80,226	\$84,230	\$88,441	\$92,862	\$97,505	\$102,380	\$107,499
16	\$96,265	\$101,078	\$106,124	\$111,429	\$117,000	\$122,850	\$128,993
17	\$101,078	\$106,124	\$111,425	\$116,996	\$122,845	\$128,988	\$135,437

**TOWN OF LUNENBURG
SALARY SCHEDULE
FOR FISCAL YEAR 2025**

GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8
1	\$16.37	\$16.86	\$17.36	\$17.88	\$18.42	\$18.98	\$19.55	\$20.14
2	\$17.13	\$17.67	\$18.19	\$18.73	\$19.28	\$19.87	\$20.47	\$21.08
3	\$17.95	\$18.49	\$19.06	\$19.62	\$20.21	\$20.82	\$21.44	\$22.08
4	\$18.49	\$19.06	\$19.62	\$20.21	\$20.82	\$21.44	\$22.09	\$22.76
5	\$19.06	\$19.62	\$20.21	\$20.82	\$21.44	\$22.09	\$22.75	\$23.43
6	\$20.02	\$20.62	\$21.24	\$21.88	\$22.53	\$23.21	\$23.91	\$24.62
7	\$22.28	\$22.95	\$23.64	\$24.35	\$25.07	\$25.83	\$26.61	\$27.40
8	\$23.78	\$24.50	\$25.22	\$25.97	\$26.76	\$27.56	\$28.39	\$29.24
9	\$25.91	\$26.69	\$27.49	\$28.33	\$29.16	\$30.04	\$30.94	\$31.87
10	\$28.21	\$29.07	\$29.94	\$30.84	\$31.76	\$32.72	\$33.71	\$34.72
11	\$30.82	\$31.74	\$32.70	\$33.69	\$34.69	\$35.72	\$36.81	\$37.91
12	\$33.56	\$34.58	\$35.62	\$36.66	\$37.77	\$38.91	\$40.07	\$41.28
13	\$36.58	\$37.69	\$38.81	\$39.97	\$41.17	\$42.41	\$43.68	\$44.99
14	\$39.86	\$41.07	\$42.30	\$43.57	\$44.88	\$46.23	\$47.61	\$49.04
15	\$43.45	\$44.76	\$46.11	\$47.50	\$48.93	\$50.39	\$51.90	\$53.45
16	\$47.37	\$48.80	\$50.26	\$51.77	\$53.33	\$54.92	\$56.57	\$58.27
17	\$51.65	\$53.19	\$54.78	\$56.43	\$58.12	\$59.85	\$61.65	\$63.50
18	\$56.28	\$57.97	\$59.71	\$61.51	\$63.35	\$65.25	\$67.21	\$69.23
19	\$61.36	\$63.19	\$65.09	\$67.03	\$69.06	\$71.11	\$73.26	\$75.46
20	\$66.88	\$68.87	\$70.94	\$73.08	\$75.27	\$77.53	\$79.85	\$82.25

Employees receive a step increase each year until they reach the 8th step.

To see if the Town will vote to transfer the sum of \$500,000 from Certified Free Cash to the Lunenburg Public Schools Fiscal Year 2026 Operating Budget

FINANCE COMMITTEE RECOMMENDATION:

SELECT BOARD RECOMMENDATION:

VOTE REQUIRED: Majority.

Summary:

ARTICLE O: PROPOSITION 2 ½ OVERRIDE

(Submitted by the Town Manager)

To see if the Town will vote to assess an additional \$XXX in real estate and personal property taxes for the purposes of funding the operating budgets of the Town and the Public Schools for the fiscal year beginning July 1, 2025.

FINANCE COMMITTEE RECOMMENDATION:

SELECT BOARD RECOMMENDATION:

VOTE REQUIRED: Majority. Must also be approved at ballot.

Summary:

ARTICLE P. AMENDMENTS TO THE SALARY ADMINISTRATIVE PLAN (SAP) POSITION TITLES/GRADES

(Submitted by the Assistant Town Manager/Human Resources Director)

To see if the Town will vote to amend the Code of Lunenburg, Chapter 70, Schedule A, entitled "Classification and Salary Schedule" as follows (deletions are shown in ~~strikeout~~ and additions in **bold italics** for emphasis only); or take any other action relative thereto:

**SCHEDULE A
CLASSIFICATION AND SALARY SCHEDULE**

CLASS TITLE *	GRADE **
Account Clerk.....	4
Administrative Assessing Assistant.....	6
Administrative Assistant.....	8
Administrative Assistant - IT.....	8
Alternate Building Commissioner.....	16
Assistant Assessor.....	9
Assistant to the Sewer Business Manager.....	8
Assistant Town Clerk.....	8
Assistant Town Manager/HR Director.....	16
Assistant Treasurer/Tax Collector.....	9
Beach Director.....	7
Board Clerk/Secretary.....	6
Building Commissioner.....	16
Chief Administrative Assistant.....	13
Civilian Traffic Member.....	***

Lexington

Non-Represented Table Fiscal Year 2024 07/01/2023; 2.0% base wage increase

1.020

33% Range Spread for all Positions

4.5% for Steps 1-4, 3% for Steps 5-8, and 2% for Steps 9-10
8% performance step for those that reach Step 10

Grade	Job Class	Step 1 (Min.)	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10 (Max.)	Performance Step 8%
Grade 10	No positions currently in this grade											
Grade 9	Exempt Positions: ♦ Budget Officer	\$ 75,091	\$ 78,469	\$ 82,001	\$ 85,693	\$ 88,261	\$ 90,908	\$ 93,637	\$ 96,448	\$ 98,376	\$ 100,344	\$ 108,371
Grade 8	Exempt Positions: No positions currently in this grade Non-Exempt Positions (70 Hours): No positions currently in this grade level	\$ 69,581	\$ 72,709	\$ 75,982	\$ 79,400	\$ 81,782	\$ 84,237	\$ 86,764	\$ 89,367	\$ 91,153	\$ 92,976	\$ 100,415
	Exempt Positions: ♦ Sustainability and Resilience Officer ♦ Director of Purchasing ♦ Administrative Manager (Recreation) ♦ Web and Digital Engagement Specialist ♦ Management Analyst (TMO)	\$ 37.49	\$ 39.16	\$ 40.92	\$ 42.76	\$ 44.03	\$ 45.35	\$ 46.73	\$ 48.13	\$ 49.09	\$ 50.07	\$ 54.08
Grade 7	Non-Exempt Positions (80 Hours): No positions currently in this grade level Non-Exempt Positions (70 Hours) No positions currently in this grade level	\$ 65,857	\$ 68,822	\$ 71,915	\$ 75,154	\$ 77,409	\$ 79,731	\$ 82,123	\$ 84,587	\$ 86,280	\$ 88,006	\$ 95,045
Grade 6	Exempt Positions: ♦ Office Manager - Public Facilities Officer Manager - Lexington Police Dept. ♦ Office Manager ♦ Benefits Coordinator, HR ♦ Veterans' Services District Director ♦ Therapeutic Recreation Specialist Non-Exempt Positions (80 Hours) No positions currently in this grade level Non-Exempt Positions (70 Hours) No positions currently in this grade level	\$ 70,537	\$ 73,709	\$ 77,028	\$ 80,494	\$ 82,909	\$ 85,396	\$ 87,957	\$ 90,596	\$ 92,407	\$ 94,256	\$ 101,797
		\$ 61,719	\$ 64,496	\$ 67,399	\$ 70,431	\$ 72,543	\$ 74,720	\$ 76,965	\$ 79,272	\$ 80,858	\$ 82,474	\$ 89,073
		\$ 33.22	\$ 34.74	\$ 36.29	\$ 37.94	\$ 39.07	\$ 40.23	\$ 41.44	\$ 42.69	\$ 43.53	\$ 44.41	\$ 47.96
		\$ 33.22	\$ 34.74	\$ 36.29	\$ 37.94	\$ 39.07	\$ 40.23	\$ 41.44	\$ 42.69	\$ 43.53	\$ 44.41	\$ 47.96

