



Town of Nantucket

REQUEST FOR PROPOSALS FOR A WAGE & COMPENSATION STUDY

The Town of Nantucket invites responders to submit proposal from qualified firms to provide a complete Town wide wage and compensation study.

I. GENERAL INFORMATION AND SUBMISSION REQUIREMENTS.

1. Proposals can be obtained and will be accepted at the Town of Nantucket, Project Manager's, 16 Broad Street, Nantucket, MA 02554, until 10:00 AM, September 25, 2013. One original and four copies of the proposal are required.

Price and non-price (technical) proposals must be submitted in separate envelopes that are sealed and clearly marked:

Price Proposal for a Wage & Compensation Study

Non-Price Proposal for a Wage & Compensation Study

2. The results will be available to the public after the evaluation is complete and the award is made.
3. Award date. Award will be made within sixty (60) days after proposal opening unless otherwise stated in the specifications or the time for award is extended by mutual consent of all parties. All submittals shall be valid for a minimum period of sixty (60) calendar days following the date established for acceptance.
4. If any changes are made to this RFP, an addendum will be issued. Addenda will be mailed or faxed to all companies and individuals on record as having requested the RFP.
5. Questions concerning this RFP must be submitted in writing to: Diane A. O'Neil, Project Manager/CPO 16 Broad Street, Nantucket, MA 02554 before 10:00 AM, September 18, 2013. Questions may be delivered, mailed, faxed or emailed (doneil@nantucket-ma.gov). Written responses will be mailed or faxed to all companies and individuals on record as having requested the RFP.
6. Responses may be modified, corrected or withdrawn only by written notice received by the Town of Nantucket prior to the time and date set for the response opening. Modifications must be submitted in a sealed envelope clearly labeled "Modification No. ____" and must reference the original RFP response.

Negligence on the part of the responder in preparing the proposal confers no rights for the withdrawal of the proposal after it has been opened.

7. The Town of Nantucket reserves the right to reject any and all responses and to waive any minor informality in responses received whenever such rejection or waiver is in its best interest.
8. The Town of Nantucket will not be responsible for any expenses incurred in preparing and submitting responses. All submittals shall become the property of the Town of Nantucket. All plans, specifications



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and other documents resulting from this contract shall become the property of the Town of Nantucket. Unless specifically exempt under the Massachusetts public records law, the Town has the right to disclose information contained in proposals.

9. Responders must be willing to enter into the Town of Nantucket's standard form of contract.
10. The RFP, and any subsequent contract for the services, is hereby issued in accordance with M.G. L. c. 30B.
11. Proposals received prior to the date of opening will be securely kept, unopened. No responsibility will attach to an officer or person for the premature opening of a proposal not properly addressed and identified.
12. Any submittals received after the advertised date and time for opening will be returned to the responder unopened.
13. Purchases by the Town of Nantucket are exempt from federal, state and municipal sales and/or excise taxes.
14. The Tax Compliance Certification and the Certificate of Non-Collusion must be included with the response. These forms must be signed by the authorized individual(s).
15. Unexpected closures. If, at the time of the scheduled response opening, Town Hall is closed due to uncontrolled events such as fire, snow, ice, wind or building evacuation, the response opening will be postponed until 2:00 PM on the next normal business day. Submittals will be accepted until that date and time.
16. The Town of Nantucket is an Affirmative Action/Equal Opportunity Employer. The Town encourages submittals from qualified MBE/DBE/WBE firms.
17. Responders should be aware that many overnight mailing services do not guarantee service to Nantucket.
18. Responses to the RFP must be prepared according to the guidelines set forth herein. Selection of the successful responder will be based upon an evaluation and analysis of the information and materials required under the RFP.



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II PROJECT OBJECTIVES

Defined Terms

"The Town" as used in this document represents various Town Departments, Enterprise Departments and the School Department.

Scope of Work

The Town of Nantucket is seeking proposals from qualified firms to provide a Town wide, including all Town entities and departments, wage and compensation study.

Respondents to this proposal must have a working knowledge of all aspects of municipal infrastructure similar to that of the Town of Nantucket. Respondents must have experience with Respondents must also have a thorough understanding of State and Federal laws and programs that apply to or may affect municipal public entities and municipal water departments.

Prospective proposers must demonstrate the ability to provide the services described in this document, must meet all minimum criteria, and must submit a complete proposal.

CONTRACTOR

The Town shall enter into a contract with one prime vendor, which may be a person, a corporation, a partnership, or a joint venture ("Contractor"). The proposal must demonstrate that Contractor have the specific experience outlined in this request.

Contractor must have demonstrated successful experience within his or her discipline. Contractor who is registered with a professional organization should provide evidence of registration or licensing to practice professionally within the Commonwealth of Massachusetts.

BACKGROUND

The Town of Nantucket is a small island community located approximately 30 miles southeast of Cape Cod, Massachusetts. The island's year round population is approximately 15,000 residents, however its seasonal and tourist population can swell the island to over 50,000-60,000 inhabitants during the busy summer months. All municipal services are provided year-round but are scaled seasonally to meet the changing service demands for certain departments (see Appendix – Revenue and Expense Projections). Nantucket maintains approximately 260 year-round permanent full time and part time staff, including Town and Enterprise Fund employees but excluding Public School employees, down from 320 in FY2009, but hires approximately 100 temporary seasonal employees in the summer (see Appendix – Staff Count).

Because Nantucket is an island with little opportunity for mutual aid, shared services or regionalization efforts, the Town provides all municipal services for its residents and guests, requiring a broad and diverse set of skills and expertise, ranging from airport administration to wastewater treatment to a municipally-operated nursing home (see Appendix X – Organizational Chart). Over 85% of the Town's staff is unionized and covered by one of eight (excluding School) collective bargaining agreements (CBA). Each CBA has its own wage scale and various compensation-related benefits, creating an overall lack of cohesion and consistency in municipal compensation strategies (see Appendix – Collective Bargaining Contracts Wage Scales and Positions). Non-unionized staff is



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subject to the personnel policies of the Town (see Appendix – Personnel Policies) which were updated and adopted in February 2013.

Like many municipalities across the Commonwealth, Nantucket has been redesigning its government workforce structure over the past several years to better meet the evolving needs of its community during lean economic times. A separate initiative is being undertaken concurrently to determine if Nantucket is structured and staffed appropriately in order to effectively and efficiently deliver the services necessary to maintain a safe, vibrant and healthy community year-round (see Appendix – Staffing and Organizational Study Scope of Services). It is possible that through consolidations and other efforts that some areas of government may have become overstaffed while others may have become understaffed; or it is possible that some positions should be changed to perform different duties; or perhaps different positions should be created or eliminated altogether.

As these efforts continue, the Town recognizes that it needs to review its wage and compensation structure concurrently to ensure it is offering fair and competitive packages in addition to meeting the service demands of the island. The Town has neither a comprehensive compensation management plan nor has a comprehensive internal and external study been completed in at least the last twenty years. An internal workgroup has recently conducted a thorough analysis of the Town's application of the Fair Labor Standards Act for all employees and a classification study of the LiUNA employees is currently underway and nearly completed.

Various factors must be taken into consideration to better understand Nantucket's staffing needs:

- Cost of living and remoteness of location make recruitment and retention a challenge;
- Housing (availability and cost to purchase) is a significant barrier to recruitment;
- Competitive compensation packages drive up the salary and benefit costs as a percentage of government expenditures, leaving less room for expansion of services;
- The remote location of the island does not allow for mutual assistance or regionalization from neighboring communities requiring staff to be trained and ready for a variety of operations;
- Unlike many cities or towns, Nantucket maintains its own airport, nursing home, harbor, water company, landfill, marine and natural resources facility, and two waste water treatment facilities creating a diversity of services covered under the same bargaining agreements;
- Many island businesses are seasonal in nature, making comparison challenging;
- The year-round population of approximately 15,000 residents swells to over 50,000 in the summer creating a staffing challenge. Both extremes require the same level of services with limited year-round resources.

IV. SCOPE OF SERVICES

The goal of this wage and compensation project is to review the Town's current classification and compensation system utilizing accepted practices in management and design of compensation systems; compare wages and benefits internally amongst unions and departments; compare wages and benefits externally to like municipalities and private business, where applicable; examine the existence of a "Nantucket Factor" of inflation and cost of living; outline a strategy to attract and retain qualified workers who are paid fair and equitable salaries; and provide the framework for a compensation structure that enables the Town to maintain a competitive position with other municipalities and businesses within the same geographic area.



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The wage and compensation study shall include an examination of Nantucket's current compensation and benefits structure and offer recommendations for best practices based on Nantucket's unique needs. This study shall be made in accordance with generally accepted review and analysis methods and in accordance with applicable federal and state laws. The scope of this project includes:

- A. Work with elected officials, Town management, union leadership and others as identified to obtain fair and balanced data.
- B. Gather necessary municipal and private industry information through the use of payroll data, collective bargaining agreements, job descriptions, questionnaires, personnel interviews and other accepted methods.
- C. Review and document the Town's existing compensation classification processes, to include Town, School and Enterprise Fund employees. Recommend adjustments, if warranted. Propose alternative systems of grading and classifying positions if, in the consultant's opinion, a preferable alternative should be considered.
- D. Review existing benefits and Other Post-Employment Benefits (OPEB) including, but not limited to: vacation, sick, and personal leave, annual buy backs, life insurance, indemnification, deferred compensation and disability protection, including workers compensation. Recommend adjustments based upon survey information and best practices in municipal government and private industry.
- E. Review the existing positions descriptions to ensure that they reflect desired duties, responsibilities and qualifications of each position and make recommendations accordingly. Assign all positions to appropriate pay grades bases on analysis. Where descriptions do not exist, draft descriptions will need to be created with the assistance of employees, their supervisors, labor and Human Resources.
- F. Identify comparable communities (either smaller or larger than Nantucket) or municipal entities, ideally in Massachusetts but also throughout the northeast and the rest of the United States (like a seasonal resort community like Aspen, CO), using methodology acceptable to the State's Labor Board and document the basis for comparison. A matrix of wage, benefits and unfunded liabilities by community as well as comparable positions and their assigned grades and compensation is required.
- G. Determine if a "Nantucket Factor" exists; and if so, identify what this "factor" is through a labor market salary and benefits survey for the Town that reflects both municipal and private industry as well as ancillary factors such as the housing market, cost of living, seasonality and remoteness of location.
- H. Recommend a theoretical 10-year strategy for sustained wage and compensation growth based on interviews and analysis and identify an instrument or process for ongoing internal maintenance of a classification and compensation plan.

Preliminary recommendation(s) will be presented by the consultant to the Town Manager prior to proceeding with the final analysis. Final report will be presented in a written report and presented to the Board of Selectmen for review in a public session.

IV. COMPOSITION AND SIZE OF EMPLOYEE GROUP



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There are approximately one hundred (100) union and non-union positions to be reviewed (see Attached – Position Listing and Job Descriptions). Additionally, there are eight collective bargaining agreements for review.

An appropriate list of potential comparable communities is to be created by the successful bidder.

V. MISCELLANEOUS REQUIREMENTS

- A. **Reporting:** Throughout the study the winning bidder will work closely with Town Administration and Human Resources and will be expected to provide regular updates at specified times. The bidder will spend sufficient time explaining the methodology, the analysis, and the draft recommendations to Town Administration before being presented. The final product(s) will be presented by the bidder to the Board of Selectmen in a public meeting.
- B. **Analysis:** A completed report will include an executive summary, methodology, data, analysis, source materials, critical observations of current processes, a list of comparable communities, a matrix of wage and benefits by community and private industries reviewed and their comparable positions and their assigned grades and compensation, a proposed “Nantucket Factor”, a theoretical 10-year wage and compensation strategy and final recommendations.
- C. **Project Completion:** The consultant must be ready to commence the project within three weeks of the contract award and must complete the project within four (4) months of the project commencement.

VI. MINIMUM CRITERIA

The Evaluation Committee shall reject Proposals which do not meet the following certain minimum requirements:

1. Vendor must have at least five (5) years of experience in conducting classification and compensation studies, developing and recommending salary structures, reviewing and developing job descriptions, and recommending placement of positions within the salary structure.

YES _____ NO _____

2. Vendor must have completed at least five (5) classification and compensation studies, two (2) of which such plans must have been for a municipality and one or two in a union environment.

YES _____ NO _____

3. Vendor must have demonstrated knowledge of applicable federal and state statutes and regulations governing employment and personnel activities.

YES _____ NO _____

NAME OF BIDDER: _____



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A. Non-Price Proposal

The non-price proposal shall consist of all materials and information, other than price, required in this RFP. The non-price proposal shall include a Plan of Service that details the following:

- (a) Company history, resumes of the three highest-level staff persons, and including a list of the employees who will be working on this project and their resumes.
- (b) Plan of proposed including a specific schedule of work and deliverables.

B. Price Proposal Requirements

The price proposal shall consist of the fixed price with no reimbursable expenses allowed.



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VI. PROPOSAL EVALUATION PROCEDURE

The Chief Procurement Officer and/or its designee will evaluate proposals according to the quality requirements contained below. Submittals failing to comply with one or more of the quality requirements stated below shall be disqualified from further consideration.

Submittals that comply with the quality requirements will be further evaluated based on the comparative criteria detailed below. Each proposal will be assigned a rating for each comparative criterion and a composite rating.

Three finalists may be identified from the evaluation of comparative criteria and interviews may be conducted. The Town will rank these finalists. Price proposal will then be considered. The Town will negotiate a contract with the highest ranked finalist who proposes a price within the Town's budgeted amount. The Town reserves the right to reject any and all proposals if such rejection is in its best interest.

COMPARATIVE EVALUATION CRITERIA

The Town reserves the right to award the contract to the responsive and responsible qualification submittal which best meets the Town's needs, taking into account firm qualifications, submittal quality, evaluation criteria and proposal price. The awarding authority's decision or judgment on these matters shall be final; the committee will use the comparative criterion for each separate rating area, and based upon these criteria, will assign an overall rating to each proposal. Each of the criteria may contain ratings of:

Not Advantageous
Advantageous
Highly Advantageous

Consultants must meet the minimum evaluation requirements as specified in Section III. Failure to meet the minimum evaluation criteria will result in immediate rejection of the qualification submittal and will not be subject to further review.

The following criteria will be used in the evaluation of the consultant firm regarding the Technical or Non-Price Proposal in order to be placed on the short list for an interview with the Selection Committee.

Responding Consultants are to address each of the following criteria in a clearly labeled section of their response and in the same order.

EXPERIENCE

Highly Advantageous: Vendors have at least ten (10) years experience in conducting classification and compensation studies, developing and recommending salary structures, reviewing and developing job descriptions, and recommending placement of positions within the salary structure. Vendors must have completed more than ten (10) such studies comparable to this project, of which at least five (5) have been for municipalities and must have significant experience in a civil service environment as well as a union environment.

Advantageous: Vendors have more than five (5) years but less than ten (10) years experience in conducting classification and compensation studies, developing and recommending salary structures, reviewing and



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developing job descriptions, and recommending placement of positions within the salary structure. Vendors must have completed more than seven (7) but less than ten (10) such studies comparable to this project, of which at least two (2) studies have been for municipalities and must have some experience in a civil service environment as well as a union environment.

Not Advantageous: Vendors have less experience than is described above as “Advantageous”.

PERSONNEL

Highly Advantageous: Vendor will assign a principal consultant to this project who has participated in at least four (4) comparable studies for Massachusetts municipalities.

Advantageous: Vendor will assign a principal consultant to this project who has participated in at least two (2) comparable studies for Massachusetts municipalities.

Not Advantageous: Vendor is able only to assign a principal consultant who has not participated in at least one (1) comparable study for a Massachusetts municipality.

PLAN OF SERVICES

Highly Advantageous: The Plan of Services as set forth in response to the Town’s RFP is highly defined and developed. The implementation strategy is exceptionally clear, understandable and focused. The principal consultant will communicate regularly with the Town as to the progress of the study.

Advantageous: The plan of Services as set forth in the response to the Town’s RFP is sufficiently developed. The implementation strategy is adequate but not exceptional. A member of the team who is not the principal consultant will communicate regularly with the Town as to the progress of the study.

Not Advantageous: The Plan of Services, as set forth in the response to the Town’s RFP, is inadequately developed. The implementation strategy is sketchy and undefined. There cannot be one individual who is assigned the role of communicating with the Town.

REFERENCES

Highly Advantageous: More than five positive references, three of which are for comparable municipalities.

Advantageous: Five positive references, one of which is for a comparable municipality.

Not Advantageous: References are not positive.

WORK REFERENCES

Consultants will be evaluated based upon the answers to the questions posed to references as outlined below. Reference check list of minimum questions:

1. Did this consultant provide the specified services for you or for the community? When? Are you currently using the consultant on any project?
2. Did the consultant perform the work requested in accordance with the terms of the qualification submittal and the written contract? If not, what were the deviations?



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3. How would you describe the working relationship between the consultant and lead members of the contracting body?
4. Did the consultant adhere to the rules and regulations associated with your business relationship?
5. Overall, on a scale of one to ten, how would you rate the consultant's performance?
6. Would you retain this consultant on future projects?
7. Did the consultant provide a report within the allocated budget and was completed on time?

V RULE FOR AWARD

The Town will determine the most advantageous proposal from a responsible and responsive proposer, taking into consideration price and all evaluation criteria set forth in the RFP.

VI BASIS OF COMPENSATION

The Town will request a fixed fee proposal with no reimbursable expenses that it undertakes under this contract.



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CERTIFICATE OF NON-COLLUSION

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

Signature of person signing bid or proposal

Printed Name and Title,

Name of Business

Date



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TAX COMPLIANCE CERTIFICATION

Pursuant to M.G.L. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

Federal Employer ID Number

Name of Corporation

Printed Name of President

President's Signature

Date



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PROPOSAL CHECKLIST

In order to simplify the evaluation process and obtain the maximum degree of comparison between proposals, the Town has prepared this checklist for all responders to use in compiling proposals.

- Current Certificates of Insurance
- Non-price (technical) proposal
- Price proposal (separate from the technical proposal)
- Certificate of Non-Collusion
- Tax Compliance Certification
- Signed signature page of Town of Nantucket contract enclosed herein to indicate that responder is willing to enter into said contract.

WAGE AND COMPENSATION REQUEST FOR PROPOSAL, September 2013

APPENDIX

1. 2013 Budget, 2014 – 2017 Revenue Projections
2. 2013 Budget, 2014 – 2017 Expense Projections
3. Organization Chart
4. Staff Count:
 - a. Staff Count Summary
 - b. Staff Count Detail
5. Contract Wage Scale and Positions
 - a. Public Works – Public Works and Waste Water(ASFCME)
 - b. Laborers' Union – administrative and clerical positions
 - c. 1199SEIU – nursing home positions
 - d. Police – patrol officers and superior officers
 - e. Fire – all positions
6. Personnel Policies – non union personnel
7. Nantucket Staffing and Organizational Study Scope of Services

	Actual FYE 2012 (06/30/12) 16,844,170.191	Revised STM FYE 2013 revaluation year 15,995,800,000	Projection FYE 2014 17,199,700,000	Projection FYE 2015 17,405,100,000	Projection FYE 2016 revaluation year 17,615,000,000	Projection FYE 2017 revaluation year 17,825,400,000
Property Tax Valuation: assessed valuation	\$ 54,149,195	\$ 56,125,599	\$ 57,840,739	\$ 59,604,997	\$ 61,416,545	\$ 63,271,774
Tax Revenue Limitations levy limit from prior year	\$ 1,353,830	\$ 1,403,140	\$ 1,446,018	\$ 1,490,125	\$ 1,535,414	\$ 1,581,794
add: 2 1/2 % increase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
add: Prop 2.5% operating override	\$ 522,574	\$ 312,000	\$ 318,240	\$ 321,422	\$ 319,815	\$ 319,815
add: new growth estimate	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
add: operating override	\$ 56,125,599	\$ 57,840,739	\$ 59,604,997	\$ 61,416,545	\$ 63,271,774	\$ 65,173,383
levy limit for current year	\$ 8,709,130	\$ 6,875,848	\$ 6,640,836	\$ 6,589,214	\$ 6,441,823	\$ 6,391,130
add: debt exclusion	\$ 64,834,729	\$ 64,716,587	\$ 65,245,833	\$ 66,004,759	\$ 66,713,597	\$ 67,564,513
less: amount reserved for debt service, prior yr levy	\$ 179,101	\$ 175,069	\$ 177,401	\$ 184,364	\$ 186,803	\$ 189,265
maximum allowable levy for current year	\$ 3.62	\$ 3.70	\$ 3.73	\$ 3.69	\$ 3.73	\$ 3.78
Amt lost due to fractional tax rate / penny	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Actual tax levy per recap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
One penny on the tax rate raises:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Residential Tax Rate (estimated)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Estimated Revenue and Other Resources: fractional loss (rates are in whole numbers only)	\$ 64,834,729	\$ 64,717,000	\$ 66,246,000	\$ 68,005,000	\$ 69,714,000	\$ 71,565,000
Local property taxes (real and personal)	(1,722,718)	(1,554,077)	(1,655,000)	(1,700,000)	(1,743,000)	(1,789,000)
Less - allowance for abatements:	2,489%					
Net available:	\$ 63,112,011	\$ 63,162,923	\$ 64,590,000	\$ 66,305,000	\$ 67,971,000	\$ 69,776,000
State Revenue: Continued decline	\$ 1,640,021	\$ 1,675,398	\$ 1,633,513	\$ 1,592,675	\$ 1,544,895	\$ 1,544,895
Local Revenue:	\$ 1,909,533	\$ 1,909,535	\$ 1,919,083	\$ 1,923,880	\$ 1,926,765	\$ 1,929,655
Motor Vehicle Excise	\$ 2,749,957	\$ 2,749,955	\$ 2,763,705	\$ 2,770,614	\$ 2,774,770	\$ 2,778,932
Other Excise	\$ 681,152	\$ 681,150	\$ 684,556	\$ 686,267	\$ 687,297	\$ 689,327
Penalties and interest on taxes and excises	\$ 7,329	\$ 7,330	\$ 7,330	\$ 7,330	\$ 7,330	\$ 7,330
Payments in lieu of taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services - Our Island Home	\$ 83,315	\$ 83,315	\$ 83,315	\$ 83,523	\$ 83,523	\$ 83,523
Other charges for services	\$ 826,547	\$ 826,545	\$ 826,545	\$ 828,611	\$ 828,611	\$ 828,611
Fees	\$ 519,704	\$ 519,705	\$ 519,705	\$ 521,004	\$ 521,004	\$ 521,004
Rentals	\$ 154,230	\$ 154,230	\$ 154,230	\$ 155,002	\$ 155,157	\$ 155,312
Other departmental revenue	\$ 1,013,896	\$ 1,013,895	\$ 993,617	\$ 983,681	\$ 973,844	\$ 964,105
Licenses and permits	\$ 223,054	\$ 223,055	\$ 224,170	\$ 225,291	\$ 225,854	\$ 226,419
Fines and forfeits	\$ 47,509	\$ 47,510	\$ 47,035	\$ 45,859	\$ 44,254	\$ 42,041
Investment Income	\$ 52,736	\$ 52,735	\$ 52,735	\$ 52,735	\$ 52,735	\$ 52,735
Miscellaneous Recurring	\$ 478,209	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Non-Recurring	\$ 8,747,171	\$ 8,268,960	\$ 8,276,411	\$ 8,283,799	\$ 8,281,146	\$ 8,277,998
Total Local Revenue	\$ 73,499,203	\$ 73,407,281	\$ 74,499,924	\$ 76,181,474	\$ 77,797,041	\$ 79,598,893
Total Revenue	\$ 75,759,898	\$ 73,917,786	\$ 76,553,304	\$ 76,181,474	\$ 77,797,041	\$ 79,598,894
Other Sources	\$ 2,260,695	\$ 810,505	\$ 4,053,380	\$ -	\$ -	\$ -
Free Cash used (for future years, only stabilization fund amount is shown)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Excess Overly	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue and Other Resources	\$ 75,759,898	\$ 73,917,786	\$ 76,553,304	\$ 76,181,474	\$ 77,797,041	\$ 79,598,894
Total Expenditures and Other Uses (budget reprogramming)	\$ 72,238,247	\$ 73,917,787	\$ 76,553,303	\$ 76,181,474	\$ 77,797,041	\$ 79,598,894
Budgetary surplus (deficit)	\$ 3,521,651	\$ -	\$ -	\$ -	\$ -	\$ -

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General Operating Fund

Planning Projection, Expense
2013 Budget, 2014-2017
Projections

Estimated Appropriations and Other Uses:	Unaudited Actual f/y 2012 (7/30/12)	ATM Projection f/y 2013 (03/29/2012)	STM Revised Projection f/y 2013 (08/21/2012)	Projection f/y 2014 (04/02/2013)	Projection f/y 2015	Projection f/y 2016	Projection f/y 2017
General Fund Operating Budget Items:							
Salaries - Town (includes allowance for collective bargaining)	\$ 11,859,652	\$ 14,270,590	\$ 14,270,590	\$ 14,686,056	\$ 14,864,000	\$ 15,044,000	\$ 15,226,000
Salaries - School	\$ 18,486,012	\$ 17,645,969	\$ 17,615,269	\$ 18,349,296	\$ 18,572,000	\$ 18,572,000	\$ 18,572,000
Transfers to community school	219,300	219,300	250,000	350,000	350,000	350,000	350,000
Subtotal Salaries	\$ 30,564,964	\$ 32,135,859	\$ 32,135,859	\$ 33,385,352	\$ 33,786,000	\$ 33,966,000	\$ 34,148,000
Operating Expenses, Town:							
Operating Override - 2011 Mosquito Control	\$ 4,496,798	\$ 4,986,110	\$ 4,986,110	\$ 4,934,225	\$ 4,984,000	\$ 4,929,388	\$ 4,873,316
Operating Expenses, School	\$ 4,387,105	\$ 4,576,000	\$ 4,576,000	\$ 4,696,979	\$ 4,744,000	\$ 4,791,000	\$ 4,839,000
Subtotal Expense	\$ 8,883,903	\$ 9,662,110	\$ 9,662,110	\$ 9,733,704	\$ 9,831,551	\$ 9,825,000	\$ 9,818,000
Group Medical Insurance	\$ 6,945,815	\$ 7,593,000	\$ 7,593,000	\$ 8,903,402	\$ 9,438,000	\$ 10,382,000	\$ 11,420,000
General Insurance (all other insurance)	\$ 1,459,421	\$ 1,416,500	\$ 1,416,500	\$ 1,504,000	\$ 1,639,000	\$ 1,787,000	\$ 1,948,000
Subtotal Insurance	\$ 8,405,236	\$ 9,009,500	\$ 9,009,500	\$ 10,407,402	\$ 11,077,000	\$ 12,169,000	\$ 13,368,000
Debt Service	\$ 8,754,406	\$ 7,613,980	\$ 7,952,648	\$ 7,605,999	\$ 7,486,227	\$ 7,290,211	\$ 7,270,861
Retirement	\$ 2,988,749	\$ 3,113,746	\$ 3,113,746	\$ 3,228,051	\$ 3,790,000	\$ 4,190,000	\$ 4,630,000
Total General Fund Operating Budget Items	\$ 59,597,257	\$ 61,535,195	\$ 61,873,863	\$ 64,360,408	\$ 65,970,778	\$ 67,440,211	\$ 69,234,861
Other Articles							
Unpaid Bills	\$ 62,669	\$ 28,242	\$ 28,242	\$ 7,138	\$ 35,000	\$ 35,000	\$ 35,000
Reserve Fund	\$ 139,318	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Budget Transfers from Free Cash				\$ 1,000,000			
Health and Human Services	\$ 317,883	\$ 317,883	\$ 317,883	\$ 317,880	\$ 317,880	\$ 317,880	\$ 318,000
County Assessment	\$ 162,000	\$ 166,050	\$ 166,050	\$ 170,201	\$ 174,500	\$ 178,863	\$ 183,334
Other Post Employment Benefits (OPEB / GASB45) from Free Cash Capital				\$ 250,000			
General Fund budgeted from revenue (Town Bylaw 11-12.1)		\$ 938,236	\$ 938,236	\$ 435,348	\$ 340,513	\$ 294,679	\$ 289,941
Town Capital (Non-Recurring)							
School Capital (Non-Recurring)		\$ 607,264	\$ 782,264	\$ 2,796,242			
General Fund from free cash & excess overlay	\$ 672,201						
General Fund Transfer to Existing Capital Fund Account	\$ 398,147						
General Fund transfer from free cash to capital projects fund							
Enterprise Fund Transfers							
Transfer to Enterprise Fund (Our Island Home - Beginning FY2011)	\$ 2,781,920	\$ 3,213,000	\$ 2,261,560	\$ 2,295,000	\$ 2,323,000	\$ 2,381,000	\$ 2,441,000
Transfer to Enterprise Fund (SWEF Operating Override 1999/2006)	\$ 2,855,000	\$ 2,999,000	\$ 2,999,000	\$ 3,074,000	\$ 3,151,000	\$ 3,230,000	\$ 3,311,000
Add: Additional General Fund Subsidy to SWEF 2012-Forward*	\$ 2,136,085	\$ 2,193,450	\$ 2,193,450	\$ 2,226,000	\$ 2,253,000	\$ 2,309,000	\$ 2,367,000
Transfer to Airport Enterprise Fund	\$ 2,569,225		\$ 1,060,728	\$ 304,598	\$ 267,984	\$ 229,249	\$ 23,478
Total Other Article Appropriations	\$ 71,691,705	\$ 72,498,319	\$ 73,121,276	\$ 77,736,815	\$ 75,333,655	\$ 76,915,881	\$ 78,683,614
Other Statutory Expenditures							
Overlay and other deficits	\$ 176,770	\$ 416,311	\$ 416,311	\$ 421,859	\$ 434,010	\$ 444,860	\$ 455,980
Cherry Sheet Offsets and Charges	\$ 389,772	\$ 380,000	\$ 380,200	\$ 394,630	\$ 413,809	\$ 436,300	\$ 459,300
Total Appropriations and Other Statutory Expenditures	\$ 72,238,247	\$ 73,294,630	\$ 73,917,787	\$ 78,553,303	\$ 76,181,474	\$ 77,797,041	\$ 79,586,894
Excess (deficit)	\$ 3,521,651	\$ 174,999	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)

*Includes landfill mining operating expense

STAFF COUNT FY 01 - FY 13
for OPERATING BUDGET, SCHOOL AND ENTERPRISE FUNDS

CATEGORY	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13
Full Time Equivalent (F.T.E.)													
Operating	154	174	184	179	180	196	217	214	224	215	153	150	153
School	272	283	267	269	246	264	205	260.7	266.1	248.2	234.4	233	213
Enterprise	35	40	47	50	51	51	49	61	60	60	107	107	102
Total F.T.E.	461	497	498	498	477	511	471	535.7	550.1	523.2	494.4	490	468
Part Time*													
Operating	63	51	62	47	22.08	23.46	34.04	16.56	16.56	21	19	15	12
School	67	79	73	77	43.7	46.92	48.76	14.26	12.42	20	20	20	20
Enterprise	7	12	6	7	6	10	7	4	8	5	14	15	16
Total Part Time	137	142	141	131	71.78	80.38	89.8	34.82	36.98	46	53	50	48
Seasonal*													
Operating	180	169	86	61	20.5	21.75	25.75	33.25	30.25	127	96	105	113
School	33	18	9	36	4.75	3.5	5	15.75	0	0	0	0	0
Enterprise	1	2	1	3	5	3	8	31	22	29	14	26	23
Total Seasonal	214	189	96	100	30.25	28.25	38.75	80	52.25	156	110	131	136

*These numbers are shown as full time equivalents.

Town of Nantucket
 Personnel Changes FY2001 - FY2014
 Funding Source: General Fund, Special Revenue Funds, and Enterprise Funds

Department	Actual				Actual				Actual			
	FY01		SEASONAL / TEMP		FY02		SEASONAL / TEMP		FY03		SEASONAL / TEMP	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
General Government												
ASSESSOR	5	4	0	0	5	4	0	0	5	4	0	0
COLLECTOR / TREASURER	5	0	0	0	6	0	0	0	6	0	0	0
COMMUNITY PRESERVATION	0	0	0	0	0	0	0	0	0	0	0	0
CONSERVATION COMMISSION (Moved to CODE)	1	1	0	0	1	1	0	0	1	1	0	0
FINANCE & OPERATIONS	4	1	0	0	5	1	0	0	6	2	0	0
HISTORIC DIST COMMISSION	3	0	0	0	3	1	0	0	3	1	0	0
HUMAN RESOURCES	0	0	0	0	0	0	0	0	0	0	0	0
INFO SYSTEMS / GIS	0	0	0	0	2	0	0	0	3	0	0	0
MODERATOR	0	1	0	0	0	1	0	0	0	1	0	0
NANTUCKET PLANNING OFFICE	4	1	0	0	4	1	0	0	4	1	0	0
PLANNING BOARD	1	0	0	0	1	0	0	0	1	0	0	0
TOWN ADMINISTRATION / SELECTMEN	4	5	0	0	4	5	0	0	4	5	0	0
TOWN CLERK	2	0	0	0	2	0	0	0	3	0	0	0
ZONING BOARD OF APPEALS	0	1	0	0	0	2	0	0	0	2	0	0
Safety & Protection												
INSPECTORS	7	5	0	0	7	5	0	0	7	5	0	0
CODE ENFORCEMENT (Est. 2012)	0	0	0	0	0	0	0	0	2	0	0	0
FIRE DEPARTMENT	21	0	55	21	21	0	55	21	21	0	0	0
HEALTH DEPARTMENT	2	1	1	2	1	0	2	1	2	1	0	0
POLICE DEPARTMENT	36	0	34	35	35	1	38	35	35	0	28	0
ZONING ENFORCEMENT	1	0	0	1	1	0	0	1	1	0	0	0
Marine & Coastal Resources												
MARINE & COASTAL RESOURCE	5	0	52	5	5	0	50	6	6	7	0	0
Maintenance												
MOSQUITO CONTROL	0	0	0	0	0	0	0	0	2	0	0	0
PUBLIC WORKS	26	1	5	24	0	0	5	25	0	0	0	0
Human & Social Services												
ADDC (Moved to SENIOR SERVICES IN FY12)	0	0	0	0	0	0	0	0	0	0	0	0
COMMISSION ON DISABILITY	0	1	0	0	0	1	0	0	0	1	0	0
COUNCIL ON AGING / SENIOR SERVICES	1	2	0	1	2	0	0	2	0	0	0	0
COUNCIL FOR HUMAN SVCS	1	1	0	1	1	0	0	1	1	0	0	0
COUNCIL FOR HUMAN SVCS	0	0	0	0	0	0	0	0	0	0	0	0
HUMAN & SOCIAL SERVICES (Est. 2012)	19	29	28	37	19	19	5	38	28	28	12	0
OUR ISLAND HOME (Est. Fund 2011)	0	1	0	0	0	1	0	0	0	1	0	0
VETERANS SERVICES	0	0	0	0	0	0	0	0	0	0	0	0
Culture & Recreation												
PARKS & RECREATION (Moved to PUBLIC WORKS)	3	0	51	4	4	4	5	5	4	4	37	0
VISITOR SERVICES	3	8	0	3	0	0	8	3	0	0	6	0
Grand Total of Operating Departments	154	53	180	174	51	189	184	63	95			
Education												
COMMUNITY SCHOOL*	35	33	33	27	58	18	25	61	9			
SCHOOL DEPARTMENT (BUDGET = FTE)*	237	94	0	256	21	0	242	12	0			
Subtotal Education	272	67	33	283	79	18	267	73	9			
Grand Total of General Government	426	130	213	457	130	187	451	135	95			
ENTERPRISE FUNDS												
Water Department	7	0	0	8	0	0	0	9	0	0	0	0
Memorial Airport	28	7	1	32	11	2	38	5	1			
Our Island Home (Est. 2011)	0	0	0	0	0	0	0	0	0	0	0	0
Sewer	0	0	0	0	0	0	0	0	0	0	0	0
Solid Waste	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total of Enterprise Funds	35	7	1	40	12	2	47	6	1			
Grand Total of All Funds	461	137	214	497	142	189	498	141	96			

*Sources: Actual payroll through 6/30/13.
 **FY14 Personnel Staffing Levels subject to change thru 06/30/13.

Town of Nantucket
 Personnel Changes FY2001 - FY2014
 Funding Source: General Fund, Special Revs

Department	Actual				Actual				Actual			
	FY04		FY05		FY06		FY07		FY08		FY09	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
General Government												
ASSESSOR	5	4	0	0	5	4	0	0	5	4	0	0
COLLECTOR / TREASURER	6	0	0	0	6	0	0	0	6	0	0	0
COMMUNITY PRESERVATION	0	1	0	0	0	1	0	0	0	1	0	0
CONSERVATION COMMISSION (Moved to Code)	1	1	0	0	1	1	0	0	1	1	0	0
FINANCE & OPERATIONS	3	1	0	0	3	1	0	0	3	1	0	0
HISTORIC DIST COMMISSION	2	1	0	0	3	0	0	0	3	1	0	0
HUMAN RESOURCES	0	0	0	0	0	0	0	0	0	0	0	0
INFO SYSTEMS / GIS	2	0	0	0	3	0	0	0	3	0	0	0
MODERATOR	0	1	0	0	0	1	0	0	0	1	0	0
NANTUCKET PLANNING OFFICE	4	1	0	0	4	1	0	0	4	1	0	0
PLANNING BOARD	1	0	0	0	1	0	0	0	1	0	0	0
TOWN ADMINISTRATION / SELECTMEN	4	5	0	0	4	5	0	0	4	5	0	0
TOWN CLERK	3	0	0	0	3	0	0	0	3	0	0	0
ZONING BOARD OF APPEALS	0	1	0	0	1	0	0	0	1	0	0	0
Safety & Protection												
INSPECTORS	7	4	0	0	7	0	0	0	7	0	0	0
CODE ENFORCEMENT (Est. 2012)	0	0	0	0	0	0	0	0	0	0	0	0
FIRE DEPARTMENT	20	0	0	0	20	0	0	0	19	0	0	0
HEALTH DEPARTMENT	2	1	0	0	3	0	0	0	3	0	0	0
POLICE DEPARTMENT	41	1	38	0	38	0	40	0	41	0	40	0
ZONING ENFORCEMENT	1	0	0	0	0	0	0	0	0	0	0	0
Marine & Coastal Resources												
MARINE & COASTAL RESOURCE	5	0	8	5	0	0	8	5	0	0	8	5
Maintenance												
MOSQUITO CONTROL	2	0	0	0	2	0	0	0	2	0	0	0
PUBLIC WORKS	21	0	0	0	21	0	0	0	24	0	0	0
Human & Social Services												
ADDC (Moved to SENIOR SERVICES IN FY12)	1	1	0	1	1	1	1	1	1	1	1	1
COMMISSION ON DISABILITY	0	1	0	0	1	0	0	0	1	0	0	0
COUNCIL ON AGING / SENIOR SERVICES	2	0	0	0	3	0	0	0	3	0	0	0
COUNCIL FOR HUMAN SVCS	1	1	0	1	1	1	0	0	1	1	0	0
HUMAN & SOCIAL SERVICES (Est. 2012)	0	0	0	0	0	0	0	0	0	0	0	0
OUR ISLAND HOME (Est. Fund 2011)	38	21	9	38	26	12	51	22	51	22	20	0
VETERANS SERVICES	0	1	0	0	0	1	0	0	0	1	0	0
Culture & Recreation												
PARKS & RECREATION (Moved to PUBLIC WORKS)	4	0	0	0	4	4	15	4	4	4	15	4
VISITOR SERVICES	3	0	0	0	3	0	0	0	3	0	0	0
Grand Total of Operating Departments	179	47	61	180	48	82	198	51	87	51	87	21.75
					22.08	20.5	23.46					
Education												
COMMUNITY SCHOOL*	30	56	36	23	73	19	18	84	18	84	14	14
SCHOOL DEPARTMENT (BUDGET = FTE)**	289	21	0	223	22	0	216	18	216	18	0	0
Subtotal Education	269	77	36	246	95	19	234	102	102	102	14	14
					43.7	4.75	46.92					
Grand Total of General Government	448	124	97	426	143	101	430	153	153	153	101	101

Department	FT	PT										
ENTERPRISE FUNDS												
Water Department	9	0	0	0	10	0	0	0	11	0	0	0
Memorial Airport	41	6	3	41	5	5	40	9	40	9	0	0
Our Island Home (Est. 2011)	0	0	0	0	0	0	0	0	0	0	0	0
Sewer	0	0	0	0	0	0	0	0	0	0	0	0
Solid Waste	0	1	0	0	1	0	0	1	0	0	1	0
Grand Total of Enterprise Funds	50	7	3	51	6	5	51	10	51	10	3	3
Grand Total of All Funds	498	131	100	477	149	106	481	163	481	163	104	104

*Source: Actual payroll through March.
 **FY14 Personnel Staffing Levels subject to change thru

Town of Nantucket
 Personnel Changes FY2001 - FY2014
 Funding Source: General Fund, Special Revs

Department	Actual			Actual			Actual			Actual			
	FY07			FY08			FY09			FY10			
	FT	PT	SEASONAL / TEMP	FT	PT	SEASONAL / TEMP	FT	PT	SEASONAL / TEMP	FT	PT	SEASONAL / TEMP	
General Government													
ASSESSOR	5	1	0	5	1	3	5	1	3	5	1	3	
COLLECTOR / TREASURER	6	0	0	6	0	0	6	0	0	6	0	0	
COMMUNITY PRESERVATION	0	2	0	0	1	0	0	1	0	0	1	0	
CONSERVATION COMMISSION (Moved to CODE)	1	1	0	1	1	0	1	1	0	1	1	0	
FINANCE & OPERATIONS	6	1	0	6	1	0	8	0	0	7	0	0	
HISTORIC DIST COMMISSION	3	0	0	3	0	0	3	0	0	3	0	0	
HUMAN RESOURCES	1	0	0	1	0	0	1	0	0	2	0	0	
INFO SYSTEMS / GIS	3	0	0	4	0	0	4	0	0	4	0	0	
MODERATOR	0	1	0	0	1	0	0	1	0	0	1	0	
NANTUCKET PLANNING OFFICE	6	2	0	6	1	0	8	1	0	8	1	0	
PLANNING BOARD	0	0	0	0	0	0	0	0	0	0	0	0	
TOWN ADMINISTRATION / SELECTMEN	4	5	0	4	5	1	5	5	1	5	5	1	
TOWN CLERK	2	1	0	3	0	0	3	0	0	3	0	0	
ZONING BOARD OF APPEALS	1	0	0	1	0	0	1	0	0	1	0	0	
Safety & Protection													
INSPECTORS	8	5	0	6	0	7	7	0	5	7	0	5	
CODE ENFORCEMENT (Est. 2012)	0	0	0	0	0	0	0	0	0	0	0	0	
FIRE DEPARTMENT	25	0	0	25	0	0	25	0	0	22	0	0	
HEALTH DEPARTMENT	3	1	0	3	0	0	3	0	1	3	0	1	
POLICE DEPARTMENT	43	5	38	40	2	48	40	0	45	38	0	44	
ZONING ENFORCEMENT	0	0	0	0	0	0	0	0	0	0	0	0	
Marine & Coastal Resources													
MARINE & COASTAL RESOURCE	7	10	8	6	1	18	7	0	34	7	0	40	
Maintenance													
MOSQUITO CONTROL	2	0	0	2	0	0	2	0	0	2	0	0	
PUBLIC WORKS	26	3	4	20	4	4	22	0	3	22	0	3	
Human & Social Services													
ADDC (Moved to SENIOR SERVICES IN FY12)	0	3	0	2	2	0	1	3	0	1	2	0	
COMMISSION ON DISABILITY	0	1	0	0	0	0	0	0	0	0	0	0	
COUNCIL ON AGING / SENIOR SERVICES	3	0	0	3	0	0	3	0	0	3	0	0	
COUNCIL FOR HUMAN SVCS	1	1	0	1	1	0	1	1	0	1	1	0	
HUMAN & SOCIAL SERVICES (Est. 2012)	0	0	0	0	0	0	0	0	0	0	0	0	
OUR ISLAND HOME (Est. Fund 2011)	56	21	1	60	8	9	62	13	3	63	6	6	
VETERANS SERVICES	0	1	0	0	0	0	0	0	0	0	0	1	
Culture & Recreation													
PARKS & RECREATION (Moved to PUBLIC WORKS)	3	5	48	3	6	33	3	6	12	3	0	13	
VISITOR SERVICES	3	4	4	3	0	8	3	0	12	3	0	11	
Grand Total of Operating Departments	217	74	103	214	36	133	224	36	121	215	21	127	
Education													
COMMUNITY SCHOOL*	13	74	17	21	31	63	3	27	0	3	20	257.25	
SCHOOL DEPARTMENT (BUDGET = FTE)*	192	32	3	268.7	0	0	263.1	0	0	245.2	0	0	
Subtotal Education	205	106	20	250.7	31	63	266.1	27	0	248.2	20	0	
Grand Total of General Government	422	180	123	474.7	67	196	490.1	63	121	463.2	41	127	
(Assumes status quo FY08)													
												424	

ENTERPRISE FUNDS

Water Department	11	2	0	11	2	0	11	2	0	11	1	0
Memorial Airport	38	4	8	41	0	31	38	4	22	39	0	28
Our Island Home (Est. 2011)	0	0	0	0	0	0	0	0	0	0	0	0
Sewer	0	0	0	9	0	0	11	0	0	10	2	1
Solid Waste	0	1	0	0	2	0	0	2	0	0	2	0
Grand Total of Enterprise Funds	49	7	8	61	4	31	60	8	22	60	5	28
Grand Total of All Funds	471	187	131	535.7	71	227	550.1	71	143	523.2	46	156

*Source: Actual payroll through March.
 **FY14 Personnel Staffing Levels subject to change thru

Town of Nantucket
 Personnel Changes FY2001 - FY2014
 Funding Source: General Fund, Special Reve

Department	Budgeted				Budgeted				Projected As of 11/21/2012							
	FY11**		FY12		FY13		FY14		FY11**		FY12		FY13		FY14	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
General Government																
ASSESSOR	5	1	3	0	5	0	3	0	5	0	3	0	5	0	3	0
COLLECTOR / TREASURER	6	0	0	0	6	0	0	0	7	0	0	0	7	0	0	0
COMMUNITY PRESERVATION	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CONSERVATION COMMISSION (Moved to CODE)	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FINANCE & OPERATIONS	7	0	0	0	6	0	0	0	5	0	0	0	6	0	0	0
HISTORIC DIST COMMISSION	3	1	0	0	2	0	0	0	2	0	0	0	2	0	0	0
HUMAN RESOURCES	2	0	0	0	2	0	0	0	2	0	0	0	2	0	0	0
INFO SYSTEMS / GIS	4	0	0	0	4	0	0	0	4	0	0	0	4	0	0	0
MODERATOR	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NANTUCKET PLANNING OFFICE	6	1	0	0	5	0	0	0	6	0	0	0	8	0	0	0
PLANNING BOARD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOWN ADMINISTRATION / SELECTMEN	5	5	0	0	5	0	0	0	8	0	0	0	8	0	0	0
TOWN CLERK	3	0	0	0	3	0	0	0	3	0	0	0	3	0	0	0
ZONING BOARD OF APPEALS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Safety & Protection																
INSPECTORS	7	0	0	0	3	0	5	0	3	0	5	0	3	0	5	0
CODE ENFORCEMENT (Est. 2012)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FIRE DEPARTMENT	22	0	0	0	23	0	0	0	23	0	0	0	25	0	0	0
HEALTH DEPARTMENT	3	0	0	0	2	0	1	0	2	0	1	0	2	0	1	0
POLICE DEPARTMENT	41	0	25	0	45	0	22	0	45	0	30	0	45	0	33	0
ZONING ENFORCEMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Marine & Coastal Resources																
MARINE & COASTAL RESOURCE	7	0	40	0	6	0	52	0	5	0	50	0	3	0	0	45
Maintenance																
MOSQUITO CONTROL	22	0	5	0	23	0	13	0	23	0	13	0	22	0	13	0
Human & Social Services																
ACDC (Moved to SENIOR SERVICES IN FY12)	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
COMMISSION ON DISABILITY	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
COUNCIL ON AGING / SENIOR SERVICES	3	0	0	0	2	0	0	0	2	0	0	0	2	0	0	0
COUNCIL FOR HUMAN SVCS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HUMAN & SOCIAL SERVICES (Est. 2012)	0	0	0	0	2	0	0	0	2	0	0	0	2	0	0	0
OUR ISLAND HOME (Est. Fund 2011)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VETERANS SERVICES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Culture & Recreation																
PARKS & RECREATION (Moved to PUBLIC WORKS)	3	5	11	0	0	0	0	0	0	0	0	0	0	0	0	0
VISITOR SERVICES	3	0	8	0	2	0	0	0	8	0	0	0	2	0	0	0
Grand Total of Operating Departments	153	15	96	15	150	15	105	12	153	12	113	161	153	161	114	111
Education																
COMMUNITY SCHOOL*	3	20	0	0	3	0	0	0	3	0	0	0	3	0	0	0
SCHOOL DEPARTMENT (BUDGET = FTE)*	237.4	0	0	0	230	0	0	0	210	0	0	0	212	0	0	0
Subtotal Education	234.4	20	0	0	233	0	0	0	213	0	0	0	215	0	0	0
Grand Total of General Government	387.4	35	96	35	383	35	105	32	366	32	113	366	366	34	111	424
ENTERPRISE FUNDS																
Water Department	12	0	0	0	11	0	0	0	11	0	0	0	11	0	0	0
Municipal Airport	35	0	11	0	35	0	18	0	34	0	16	0	32	0	16	0
Our Island Home (Est. 2011)	49	13	3	0	51	8	14	0	46	15	0	0	44	16	7	0
Sewer	11	0	0	0	10	0	0	0	11	0	0	0	11	0	0	0
Solid Waste	0	1	0	0	0	0	1	0	0	0	1	0	0	0	1	0
Grand Total of Enterprise Funds	107	14	14	0	107	15	26	0	102	15	23	0	98	17	24	0
Grand Total of All Funds	494.4	53	110	35	490	50	131	48	468	48	136	464	464	51	135	6

*Source: Actual payroll through March.
 **FY14 Personnel Staffing Levels subject to change thru

PUBIC WORKS CONTRACT

WAGE SCALE 2012 - 2014 (Employees hired prior to July 1, 2012)

EXHIBIT A-1

(2.5% ATB) (2.5% ATB)

POSITION/M1	Step	July 1, 2012	July 1, 2013
Start	1	\$20.57	\$21.09
After 3 Months	2	\$21.19	\$21.72
After 12 Months	3	\$21.82	\$22.37
After 24 Months	4	\$22.48	\$23.04
After 36 Months	5	\$23.15	\$23.73
After 48 Months	6	\$23.85	\$24.45
After 60 Months	7	\$24.56	\$25.17
After 72 Months	8	\$26.06	\$26.71

POSITION/M2	Step	July 1, 2012	July 1, 2013
Start	1	\$22.38	\$22.94
After 3 Months	2	\$23.05	\$23.63
After 12 Months	3	\$23.74	\$24.33
After 24 Months	4	\$24.45	\$25.06
After 36 Months	5	\$25.18	\$25.81
After 48 Months	6	\$25.94	\$26.59
After 60 Months	7	\$26.72	\$27.39
After 72 Months	8	\$28.34	\$29.05

POSITION/M3	Step	July 1, 2012	July 1, 2013
Start	1	\$23.77	\$24.36
After 3 Months	2	\$24.48	\$25.09
After 12 Months	3	\$25.22	\$25.85
After 24 Months	4	\$25.96	\$26.61
After 36 Months	5	\$26.74	\$27.41
After 48 Months	6	\$27.55	\$28.24
After 60 Months	7	\$28.37	\$29.08
After 72 Months	8	\$30.09	\$30.85

POSITION/M4	Step	July 1, 2012	July 1, 2013
Start	1	\$25.03	\$25.66
After 3 Months	2	\$25.78	\$26.42
After 12 Months	3	\$26.56	\$27.22
After 24 Months	4	\$27.35	\$28.03
After 36 Months	5	\$28.17	\$28.87
After 48 Months	6	\$29.02	\$29.74
After 60 Months	7	\$29.89	\$30.64
After 72 Months	8	\$31.69	\$32.49

POSITION M5	Step	July 1, 2012	July 1, 2013
Start	1	\$26.32	\$26.98
After 3 Months	2	\$27.11	\$27.79
After 12 Months	3	\$27.92	\$28.62
After 24 Months	4	\$28.76	\$29.48
After 36 Months	5	\$29.62	\$30.36
After 48 Months	6	\$30.51	\$31.28
After 60 Months	7	\$31.43	\$32.21
After 72 Months	8	\$33.33	\$34.17

POSITION M6	Step	July 1, 2012	July 1, 2013
Start	1	\$27.11	\$27.79
After 3 Months	2	\$27.92	\$28.62
After 12 Months	3	\$28.76	\$29.48
After 24 Months	4	\$29.62	\$30.36
After 36 Months	5	\$30.51	\$31.28
After 48 Months	6	\$31.43	\$32.21
After 60 Months	7	\$32.37	\$33.18
After 72 Months	8	\$34.33	\$35.19

POSITION M7	Step	July 1, 2012	July 1, 2013
Start	1	\$28.04	\$28.75
After 3 Months	2	\$28.88	\$29.61
After 12 Months	3	\$29.76	\$30.50
After 24 Months	4	\$30.65	\$31.41
After 36 Months	5	\$31.57	\$32.36
After 48 Months	6	\$32.51	\$33.33
After 60 Months	7	\$33.49	\$34.32
After 72 Months	8	\$35.52	\$36.40

M1 - Laborer

M2 - Jr. Equipment Operator, Mechanic

M3 - Sr. Equipment Operator, Sr. Mechanic

M4 - Maintenance Technician, Crew Chief, Arborist, Jr. Wastewater Plant Operator

M5 - Working Foreman, Wastewater Plant Operator

M6 - General Foreman, Asst. Wastewater Plant Chief Operator

M7 - Wastewater Plant Chief Operator

PUBLIC WORKS CONTRACT

PROJECTED WAGE SCALE 2012-2014 (Employees hired on/after July 1, 2012)

EXHIBIT A-2

(2.5% ATB) (2.5% ATB)

Position	M1	1-Jul-12	1-Jul-13
Starting (Base)		\$20.57	\$21.09
After 5 Years		\$20.98	\$21.51
After 10 Years		\$21.19	\$21.72
After 15 Years		\$21.39	\$22.59
After 20 Years		\$21.60	\$22.14

Position	M2	1-Jul-12	1-Jul-13
Starting (Base)		\$22.38	\$22.94
After 5 Years		\$22.83	\$23.40
After 10 Years		\$23.05	\$23.63
After 15 Years		\$23.28	\$24.57
After 20 Years		\$23.50	\$24.09

Position	M3	1-Jul-12	1-Jul-13
Starting (Base)		\$23.77	\$24.36
After 5 Years		\$24.25	\$24.85
After 10 Years		\$24.48	\$25.10
After 15 Years		\$24.72	\$26.10
After 20 Years		\$24.96	\$25.58

Position	M4	1-Jul-12	1-Jul-13
Starting (Base)		\$25.03	\$25.66
After 5 Years		\$25.53	\$26.17
After 10 Years		\$25.78	\$26.43
After 15 Years		\$26.03	\$27.48
After 20 Years		\$26.28	\$26.94

Position	M5	1-Jul-12	1-Jul-13
Starting (Base)		\$26.32	\$26.98
After 5 Years		\$26.85	\$27.52
After 10 Years		\$27.11	\$27.79
After 15 Years		\$27.37	\$28.90
After 20 Years		\$27.64	\$28.33

Position	M6	1-Jul-12	1-Jul-13
Starting (Base)		\$27.11	\$27.79
After 5 Years		\$27.65	\$28.34
After 10 Years		\$27.92	\$28.62
After 15 Years		\$28.19	\$29.77
After 20 Years		\$28.47	\$29.18

Position	M7	1-Jul-12	1-Jul-13
Starting (Base)		\$28.04	\$28.75
After 5 Years		\$28.60	\$29.33
After 10 Years		\$28.88	\$29.61
After 15 Years		\$29.16	\$30.80
After 20 Years		\$29.44	\$30.19

M1 - Laborer

M2 - Jr. Equipment Operator, Mechanic

M3 - Sr. Equipment Operator, Sr. Mechanic

M4 - Maintenance Technician, Crew Chief, Arborist, Jr. Wastewater Plant Operator

M5 - Working Foreman, Wastewater Plant Operator

M6 - General Foreman, Asst. Wastewater Plant Chief Operator

M7 - Wastewater Plant Chief Operator

LABORERS' UNION 1 of 3 titles

APPENDIX C

Compensation Schedules

Planning and Land Use Services (PLUS)

Building Commissioner	DH S-B (Admin. Schedule)
Health Officer	DH S-B (Admin. Schedule)
HDC Administrator	DH S-A (Admin. Schedule)
Electrical Inspector	S-C (Admin. Schedule)
Plumbing Inspector	S-C (Admin. Schedule)
Local Building Inspector	S-C (Admin. Schedule)
Zoning Enforcement Officer	S-B (Admin. Schedule)
Assistant Health Officer	S-B (Admin. Schedule)
Assistant Administrator	S-A (Admin. Schedule)
Administrative Assistants	S-2 (Clerical Schedule)
Administrative Assistants	S-1 (Clerical Schedule)
Office Assistant	S-1 (Clerical Schedule)

Human Services Department

Coordinator	DH S-A (Admin. Schedule)
Registered Nurses	OI-RN (Clerical Schedule)
Staff Development Coordinator/RN	OI-RN (Clerical Schedule)
Director of Nurses	S-E (Admin. Schedule)
Assistant Administrator	S-A (Admin. Schedule)
Social Service Worker	S-A (Admin. Schedule)
Activities Director	S-A (Admin. Schedule)
Business Office Coordinator	S-3 (Admin. Schedule)
Plant Supervisor	S-3 (Admin. Schedule)
Food Service Supervisor	S-3 (Admin. Schedule)
Assistant Director	S-3 (Clerical Schedule)
Assistant Activities Director	S-2 (Clerical Schedule)
Medical Records Secretary	S-2 (Clerical Schedule)
Assistant to Director of Nursing	S-1 (Clerical Schedule)
Business Office Assistant	S-1 (Clerical Schedule)
Administrative Assistant	S-1 (Clerical Schedule)

Adult Day Care Supervisor S-1 (Clerical Schedule)

Fire Department

Deputy Fire Chief	S-E (Admin. Schedule)
Office Administrator	S-3 (Clerical Schedule)

Finance Department

LABORERS' UNION p 2 of 3 titles

Assessor	S-C (Admin. Schedule)
Treasurer	S-B (Admin. Schedule)
Tax Collector	S-A (Admin. Schedule)
Accounts Payable Coordinator	S-A (Admin. Schedule)
Operations Coordinator	S-A (Admin. Schedule)
Payroll Administrator	S-3 (Clerical Schedule)
Assistant Assessor	S-3 (Clerical Schedule)
Administrative Assistants in Treasury	S-2 (Clerical Schedule)
Administrative Assistant in Assessing	S-2 (Clerical Schedule)
Administrative Assistant (P/T Accts. Payable)	S-2 (Clerical Schedule)
Field Inspector	S-2 (Clerical Schedule)
Senior Clerk in Assessing	S-1 (Clerical Schedule)
Property Lister (P/T)	S-1 (Clerical Schedule)
 <u>Information Technology & GIS</u>	
IT Manager	DH S-A (Admin. Schedule)
IT Specialists (2)	S-B (Admin. Schedule)
GIS Coordinator	S-B (Admin. Schedule)
Information Systems Technicians (2)	S-B (Admin. Schedule)
 <u>Natural Resources Department</u>	
Natural Resources Coordinator	S-C (Admin. Schedule)
Town Biologist	S-B (Admin. Schedule)
Shellfish Biologist	S-A (Admin. Schedule)
Natural Resources Enforcement Officer	S-A (Admin. Schedule)
 <u>Public Works Department</u>	
Assistant Director	S-E (Admin. Schedule)
Administrator	S-A (Admin. Schedule)
Office Administrator	S-3 (Clerical Schedule)
Property Manager	S-3 (Clerical Schedule)
Office Administrator	S-2 (Clerical Schedule)
Youth Recreation Coordinator/Teen Center	S-1 (Clerical Schedule)
 <u>Planning & NP&EDC</u>	
Senior Planner	S-C (Admin. Schedule)
Transportation Planner II	S-C (Admin. Schedule)
Land Use Planner	S-B (Admin. Schedule)
Housing Specialist	S-B (Admin. Schedule)
Land Use Planner	S-A (Admin. Schedule)
Office Administrator	S-2 (Clerical Schedule)
Zoning Board of Appeals Administrator	S-2 (Clerical Schedule)
Administrative Specialist	S-2 (Clerical Schedule)
Planning Assistant	S-1 (Clerical Schedule)

LABORERS' UNION p 3 of 3 titles

Police Department

Information Systems Administrator	S-C (Admin. Schedule)
Harbormaster	S-C (Admin. Schedule)
Communications Supervisor	S-B (Admin. Schedule)
Assistant Harbor Master	S-A (Admin. Schedule)
AHA/Mooring Enforcement Officer	S-A (Admin. Schedule)
Office Administrator-Records Clerk	S-3 (Clerical Schedule)
Office Administrator-Licensing Clerk	S-2 (Clerical Schedule)
Public Safety Dispatchers	S-1 (Clerical Schedule)
Administrative Assistant	S-1 (Clerical Schedule)

Register of Deeds

Assistant Register	S-B (Admin. Schedule)
Administrative Assistant (2)	S-1 (Clerical Schedule)

Siasconset Water

Superintendent	DH S-A (Admin. Schedule)
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Town Clerk

Assistant Town Clerk	S-3 (Clerical Schedule)
Administrative Assistant	S-1 (Clerical Schedule)

Visitor Services

Director	DH S-A (Admin. Schedule)
Office Administrator	S-2 (Clerical Schedule)
Administrative Assistant	S-1 (Clerical Schedule)

LABORERS' UNION
employees hired prior to
7/1/12

DEPARTMENT HEAD CONTRACT WAGE SCALE
APPROVED WAGE SCALES

FY 2013 - FY 2014
COLA / ATB included in wage scale; not in addition to wage scale
New Wage Effective on Promotion Date

5% Included
in Scale
20Yr

Existing Contract Time Period: 7/1/11 - 6/30/12

Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
S-A HDC ADMINISTRATOR	\$ 75,344	\$ 77,604	\$ 79,933	\$ 82,331	\$ 84,801	\$ 87,345	\$ 89,965	\$ 92,664	\$ 94,693
S-A VISITOR SERVICES DIRECTOR	\$ 75,344	\$ 77,604	\$ 79,933	\$ 82,331	\$ 84,801	\$ 87,345	\$ 89,965	\$ 92,664	\$ 94,693
S-A COUNCIL ON AGING ADMINISTRATOR	\$ 75,344	\$ 77,604	\$ 79,933	\$ 82,331	\$ 84,801	\$ 87,345	\$ 89,965	\$ 92,664	\$ 94,693
S-B BUILDING COMMISSIONER	\$ 87,880	\$ 90,516	\$ 93,231	\$ 96,028	\$ 98,909	\$ 101,877	\$ 104,933	\$ 108,081	\$ 110,448
S-B HEALTH OFFICER	\$ 87,880	\$ 90,516	\$ 93,231	\$ 96,028	\$ 98,909	\$ 101,877	\$ 104,933	\$ 108,081	\$ 110,448
S-B PARK & RECREATION DIRECTOR	\$ 87,880	\$ 90,516	\$ 93,231	\$ 96,028	\$ 98,909	\$ 101,877	\$ 104,933	\$ 108,081	\$ 110,448

5% Included
in Scale
20Yr

WAGE SCALE: 7/1/2012 - 11/30/2012; 0% COLA

Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
S-A HDC ADMINISTRATOR	\$ 75,344	\$ 77,604	\$ 79,933	\$ 82,331	\$ 84,801	\$ 87,345	\$ 89,965	\$ 92,664	\$ 94,693
S-A VISITOR SERVICES DIRECTOR	\$ 75,344	\$ 77,604	\$ 79,933	\$ 82,331	\$ 84,801	\$ 87,345	\$ 89,965	\$ 92,664	\$ 94,693
S-A COUNCIL ON AGING ADMINISTRATOR	\$ 75,344	\$ 77,604	\$ 79,933	\$ 82,331	\$ 84,801	\$ 87,345	\$ 89,965	\$ 92,664	\$ 94,693
S-B BUILDING COMMISSIONER	\$ 87,880	\$ 90,516	\$ 93,231	\$ 96,028	\$ 98,909	\$ 101,877	\$ 104,933	\$ 108,081	\$ 110,448
S-B HEALTH OFFICER	\$ 87,880	\$ 90,516	\$ 93,231	\$ 96,028	\$ 98,909	\$ 101,877	\$ 104,933	\$ 108,081	\$ 110,448
S-B FACILITIES MANAGER	\$ 87,880	\$ 90,516	\$ 93,231	\$ 96,028	\$ 98,909	\$ 101,877	\$ 104,933	\$ 108,081	\$ 110,448

5% Included
in Scale
20Yr

WAGE SCALE: 12/01/12 - 06/30/13; 2.75% ATB

Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
S-A HDC ADMINISTRATOR	\$ 77,416	\$ 79,738	\$ 82,131	\$ 84,595	\$ 87,133	\$ 89,747	\$ 92,439	\$ 95,212	\$ 97,297
S-A VISITOR SERVICES DIRECTOR	\$ 77,416	\$ 79,738	\$ 82,131	\$ 84,595	\$ 87,133	\$ 89,747	\$ 92,439	\$ 95,212	\$ 97,297
S-A COUNCIL ON AGING ADMINISTRATOR	\$ 77,416	\$ 79,738	\$ 82,131	\$ 84,595	\$ 87,133	\$ 89,747	\$ 92,439	\$ 95,212	\$ 97,297
S-B BUILDING COMMISSIONER	\$ 90,297	\$ 93,005	\$ 95,795	\$ 98,669	\$ 101,629	\$ 104,679	\$ 107,819	\$ 111,053	\$ 113,485
S-B HEALTH OFFICER	\$ 90,297	\$ 93,005	\$ 95,795	\$ 98,669	\$ 101,629	\$ 104,679	\$ 107,819	\$ 111,053	\$ 113,485
S-B FACILITIES MANAGER	\$ 90,297	\$ 93,005	\$ 95,795	\$ 98,669	\$ 101,629	\$ 104,679	\$ 107,819	\$ 111,053	\$ 113,485

5% Included
in Scale
20Yr

WAGE SCALE: 7/1/13 - 06/30/2014; 2.75% COLA

Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
S-A HDC ADMINISTRATOR	\$ 79,545	\$ 81,931	\$ 84,390	\$ 86,921	\$ 89,529	\$ 92,215	\$ 94,981	\$ 97,831	\$ 99,973
S-A VISITOR SERVICES DIRECTOR	\$ 79,545	\$ 81,931	\$ 84,390	\$ 86,921	\$ 89,529	\$ 92,215	\$ 94,981	\$ 97,831	\$ 99,973
S-A COUNCIL ON AGING ADMINISTRATOR	\$ 79,545	\$ 81,931	\$ 84,390	\$ 86,921	\$ 89,529	\$ 92,215	\$ 94,981	\$ 97,831	\$ 99,973
S-B BUILDING COMMISSIONER	\$ 92,780	\$ 95,563	\$ 98,429	\$ 101,382	\$ 104,424	\$ 107,557	\$ 110,784	\$ 114,107	\$ 116,606
S-B HEALTH OFFICER	\$ 92,780	\$ 95,563	\$ 98,429	\$ 101,382	\$ 104,424	\$ 107,557	\$ 110,784	\$ 114,107	\$ 116,606
S-B FACILITIES MANAGER	\$ 92,780	\$ 95,563	\$ 98,429	\$ 101,382	\$ 104,424	\$ 107,557	\$ 110,784	\$ 114,107	\$ 116,606

LABORERS' UNION
 employees hired prior to
 7/11/12

LABORER'S UNION CLERICAL (4348) CONTRACT
 APPROVED WAGE SCALES 2013-2014
 COLA / ATB included in wage scale; not in addition to amounts in wage scale
 New Wage Effective on Promotion Date

5%
 Included
 in Scale
 20Yr Step

Current Wage Scale Effective 07/01/11 - 06/30/12

Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
S-1	\$ 23.86	\$ 24.57	\$ 25.31	\$ 26.07	\$ 26.85	\$ 27.66	\$ 28.49	\$ 29.34	\$ 29.99
S-2	\$ 26.24	\$ 27.03	\$ 27.84	\$ 28.67	\$ 29.53	\$ 30.42	\$ 31.33	\$ 32.27	\$ 32.98
S-3	\$ 28.69	\$ 29.55	\$ 30.44	\$ 31.35	\$ 32.29	\$ 33.26	\$ 34.26	\$ 35.29	\$ 36.06
O/RN	\$ 34.05	\$ 35.07	\$ 36.12	\$ 37.20	\$ 38.32	\$ 39.47	\$ 40.65	\$ 41.87	\$ 42.79

5%
 Included
 in Scale
 20Yr Step

WAGE SCALE: 07/01/12 - 11/30/12 - 0% ATB

Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
S-1	\$ 23.86	\$ 24.57	\$ 25.31	\$ 26.07	\$ 26.85	\$ 27.66	\$ 28.49	\$ 29.34	\$ 29.99
S-2	\$ 26.24	\$ 27.03	\$ 27.84	\$ 28.67	\$ 29.53	\$ 30.42	\$ 31.33	\$ 32.27	\$ 32.98
S-3	\$ 28.69	\$ 29.55	\$ 30.44	\$ 31.35	\$ 32.29	\$ 33.26	\$ 34.26	\$ 35.29	\$ 36.06
O/RN	\$ 34.05	\$ 35.07	\$ 36.12	\$ 37.20	\$ 38.32	\$ 39.47	\$ 40.65	\$ 41.87	\$ 42.79

5%
 Included
 in Scale
 20Yr Step

WAGE SCALE: 12/01/12 - 06/30/13: 2.75% ATB

Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
S-1	\$ 24.52	\$ 25.25	\$ 26.01	\$ 26.79	\$ 27.59	\$ 28.42	\$ 29.27	\$ 30.15	\$ 30.81
S-2	\$ 26.96	\$ 27.77	\$ 28.61	\$ 29.46	\$ 30.34	\$ 31.26	\$ 32.19	\$ 33.16	\$ 33.89
S-3	\$ 29.48	\$ 30.36	\$ 31.28	\$ 32.21	\$ 33.18	\$ 34.17	\$ 35.20	\$ 36.26	\$ 37.05
O/RN	\$ 34.99	\$ 36.03	\$ 37.11	\$ 38.22	\$ 39.37	\$ 40.56	\$ 41.77	\$ 43.02	\$ 43.97

5%
 Included
 in Scale
 20Yr Step

WAGE SCALE: 07/01/13 - 6/30/14: 2.75% ATB

Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
S-1	\$ 25.19	\$ 25.94	\$ 26.72	\$ 27.52	\$ 28.35	\$ 29.20	\$ 30.08	\$ 30.98	\$ 31.66
S-2	\$ 27.70	\$ 28.54	\$ 29.39	\$ 30.27	\$ 31.18	\$ 32.12	\$ 33.08	\$ 34.07	\$ 34.82
S-3	\$ 30.29	\$ 31.20	\$ 32.14	\$ 33.10	\$ 34.09	\$ 35.11	\$ 36.17	\$ 37.26	\$ 38.07
O/RN	\$ 35.95	\$ 37.03	\$ 38.13	\$ 39.27	\$ 40.46	\$ 41.67	\$ 42.92	\$ 44.20	\$ 45.18

5%
 Included
 in Scale
 20Yr Step

LABORERS' UNION
 employees hired prior
 to 7/1/12

LABORERS UNION ADMIN (4349) CONTRACT
 APPROVED WAGE SCALES 2013 - 2014
 COLA / ATB included in wage scale; not in addition to amounts in wage scale
 New Wage Effective on Promotion Date

Current Wage Scale Effective 07/01/11 - 06/30/12

Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
S-A	\$ 61,957	\$ 63,815	\$ 65,730	\$ 67,702	\$ 69,733	\$ 71,825	\$ 73,979	\$ 76,199	\$ 77,887
S-B	\$ 68,044	\$ 70,086	\$ 72,188	\$ 74,354	\$ 76,585	\$ 78,882	\$ 81,249	\$ 83,686	\$ 85,519
S-C	\$ 74,893	\$ 77,140	\$ 79,454	\$ 81,838	\$ 84,293	\$ 86,822	\$ 89,427	\$ 92,109	\$ 94,126
S-D	\$ 84,528	\$ 87,064	\$ 89,676	\$ 92,366	\$ 95,137	\$ 97,991	\$ 100,931	\$ 103,959	\$ 106,235
S-E	\$ 93,030	\$ 95,821	\$ 98,695	\$ 101,658	\$ 104,706	\$ 107,847	\$ 111,082	\$ 114,415	\$ 116,920

WAGE SCALE: 07/01/12 - 11/30/12 - 0% ATB

Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
S-A	\$ 61,957	\$ 63,815	\$ 65,730	\$ 67,702	\$ 69,733	\$ 71,825	\$ 73,979	\$ 76,199	\$ 77,887
S-B	\$ 68,044	\$ 70,086	\$ 72,188	\$ 74,354	\$ 76,585	\$ 78,882	\$ 81,249	\$ 83,686	\$ 85,519
S-C	\$ 74,893	\$ 77,140	\$ 79,454	\$ 81,838	\$ 84,293	\$ 86,822	\$ 89,427	\$ 92,109	\$ 94,126
S-D	\$ 84,528	\$ 87,064	\$ 89,676	\$ 92,366	\$ 95,137	\$ 97,991	\$ 100,931	\$ 103,959	\$ 106,235
S-E	\$ 93,030	\$ 95,821	\$ 98,695	\$ 101,658	\$ 104,706	\$ 107,847	\$ 111,082	\$ 114,415	\$ 116,920

WAGE SCALE: 12/01/12 - 06/30/13: 2.75% ATB

Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
S-A	\$ 63,661	\$ 65,570	\$ 67,538	\$ 69,564	\$ 71,651	\$ 73,800	\$ 76,013	\$ 78,284	\$ 80,008
S-B	\$ 69,915	\$ 72,013	\$ 74,173	\$ 76,399	\$ 78,691	\$ 81,051	\$ 83,483	\$ 85,987	\$ 87,871
S-C	\$ 76,953	\$ 79,281	\$ 81,639	\$ 84,069	\$ 86,611	\$ 89,210	\$ 91,886	\$ 94,642	\$ 96,714
S-D	\$ 86,853	\$ 89,458	\$ 92,142	\$ 94,906	\$ 97,753	\$ 100,686	\$ 103,707	\$ 106,818	\$ 109,156
S-E	\$ 95,588	\$ 98,456	\$ 101,409	\$ 104,452	\$ 107,585	\$ 110,813	\$ 114,137	\$ 117,561	\$ 120,135

WAGE SCALE: 07/01/13 - 6/30/14: 2.75% ATB

Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
S-A	\$ 65,411	\$ 67,373	\$ 69,395	\$ 71,477	\$ 73,621	\$ 75,830	\$ 78,104	\$ 80,448	\$ 82,209
S-B	\$ 71,836	\$ 73,994	\$ 76,213	\$ 78,500	\$ 80,855	\$ 83,280	\$ 85,779	\$ 88,352	\$ 90,287
S-C	\$ 79,059	\$ 81,441	\$ 83,864	\$ 86,401	\$ 88,993	\$ 91,663	\$ 94,413	\$ 97,245	\$ 99,374
S-D	\$ 88,241	\$ 91,918	\$ 94,676	\$ 97,516	\$ 100,441	\$ 103,455	\$ 106,559	\$ 109,755	\$ 112,158
S-E	\$ 98,217	\$ 101,184	\$ 104,198	\$ 107,324	\$ 110,544	\$ 113,860	\$ 117,276	\$ 120,794	\$ 123,439

LABORERS' UNION CLERICAL (4348) CONTRACT
WAGE SCALE 2012-2014 (Employees hired on/after July 1, 2012)

(0.0% ATB) (2.75% ATB) (2.75% ATB)

Postion	S-1	1-Jul-12	1-Dec-12	1-Jul-13
Starting (Base)		\$23.86	\$24.52	\$25.19
After 5 Years		\$24.34	\$25.01	\$25.69
After 10 Years		\$24.58	\$25.26	\$25.95
After 15 Years		\$24.81	\$25.50	\$26.20
After 20 Years		\$25.05	\$25.75	\$26.45

Postion	S-2	1-Jul-12	1-Dec-12	1-Jul-13
Starting (Base)		\$26.24	\$26.96	\$27.70
After 5 Years		\$26.76	\$27.50	\$28.25
After 10 Years		\$27.03	\$27.77	\$28.53
After 15 Years		\$27.29	\$28.04	\$28.81
After 20 Years		\$27.55	\$28.31	\$29.09

Postion	S-3	1-Jul-12	1-Dec-12	1-Jul-13
Starting (Base)		\$28.69	\$29.48	\$30.29
After 5 Years		\$29.26	\$30.07	\$30.90
After 10 Years		\$29.55	\$30.36	\$31.20
After 15 Years		\$29.84	\$30.66	\$31.50
After 20 Years		\$30.12	\$30.95	\$31.80

Postion	OI-RN	1-Jul-12	1-Dec-12	1-Jul-13
Starting (Base)		\$34.05	\$34.99	\$35.95
After 5 Years		\$34.73	\$35.69	\$36.67
After 10 Years		\$35.07	\$36.04	\$37.03
After 15 Years		\$35.41	\$36.39	\$37.39
After 20 Years		\$35.75	\$36.74	\$37.75

LABORERS' UNION ADMIN. (4349) CONTRACT
WAGE SCALE 2012-2014 (Employees hired on/after July 1, 2012)

(0.0% ATB) (2.75% ATB) (2.75% ATB)

Postion	S-A	1-Jul-12	1-Dec-12	1-Jul-13
Starting (Base)		\$61,957	\$63,661	\$65,411
After 5 Years		\$63,196	\$64,934	\$66,719
After 10 Years		\$63,816	\$65,571	\$67,373
After 15 Years		\$64,435	\$66,207	\$68,027
After 20 Years		\$65,055	\$66,844	\$68,682

Postion	S-B	1-Jul-12	1-Dec-12	1-Jul-13
Starting (Base)		\$68,044	\$69,915	\$71,838
After 5 Years		\$69,405	\$71,313	\$73,275
After 10 Years		\$70,085	\$72,012	\$73,993
After 15 Years		\$70,766	\$72,712	\$74,712
After 20 Years		\$71,446	\$73,411	\$75,430

Postion	S-C	1-Jul-12	1-Dec-12	1-Jul-13
Starting (Base)		\$74,893	\$76,953	\$79,069
After 5 Years		\$76,391	\$78,492	\$80,650
After 10 Years		\$77,140	\$79,262	\$81,441
After 15 Years		\$77,889	\$80,031	\$82,232
After 20 Years		\$78,638	\$80,801	\$83,022

Postion	S-D	1-Jul-12	1-Dec-12	1-Jul-13
Starting (Base)		\$84,528	\$86,853	\$89,241
After 5 Years		\$86,219	\$88,590	\$91,026
After 10 Years		\$87,064	\$89,459	\$91,918
After 15 Years		\$87,909	\$90,327	\$92,811
After 20 Years		\$88,754	\$91,196	\$93,703

Postion	S-E	1-Jul-12	1-Dec-12	1-Jul-13
Starting (Base)		\$93,030	\$95,588	\$98,217
After 5 Years		\$94,891	\$97,500	\$100,181
After 10 Years		\$95,821	\$98,456	\$101,164
After 15 Years		\$96,751	\$99,412	\$102,146
After 20 Years		\$97,682	\$100,367	\$103,128

LABORERS' UNION DEPARTMENT HEAD CONTRACT
WAGE SCALE 2012-2014 (Employees hired on/after July 1, 2012)

Postion	DH S-A	(0.0% ATB)	(2.75% ATB)	(2.75% ATB)
		1-Jul-12	1-Dec-12	1-Jul-13
Starting (Base)		\$75,344	\$77,416	\$79,545
After 5 Years		\$76,851	\$78,964	\$81,136
After 10 Years		\$77,604	\$79,738	\$81,931
After 15 Years		\$78,358	\$80,513	\$82,727
After 20 Years		\$79,111	\$81,287	\$83,522

Postion	DH S-B	1-Jul-12	1-Dec-12	1-Jul-13
		Starting (Base)		\$87,880
After 5 Years		\$89,638	\$92,103	\$94,636
After 10 Years		\$90,516	\$93,006	\$95,563
After 15 Years		\$91,395	\$93,909	\$96,491
After 20 Years		\$92,274	\$94,812	\$97,419

- DH-SA HDC Administrator
- DH-SA Visitor Services Director
- DH-SA Council on Aging Administrator
- DH-SB Building Commisioner
- DH-SB Health Officer
- DH-SB Park and Recreation Director
- DH-SB Marine Superintendent

OUR ISLAND HOME (OIH) NURSING HOME

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*Our Island Home Collective Bargaining Agreement
July 1, 2010 - June 30, 2013*

WAGES

Wage Scale Effective 7/1/10 - 6/30/11
Year 1 - 0% ATB; Step movement on anniversary date; Lump sum payment of \$1,500 on 7/1/10
(not applicable to those hired after 7/1/10)

	1	2	3	4	5	6	7	8	9
LPN	\$24.76	\$25.50	\$26.26	\$27.05	\$27.86	\$28.70	\$29.56	\$30.45	\$31.36
Laundry	\$18.18	\$18.72	\$19.28	\$19.86	\$20.46	\$21.07	\$21.70	\$22.36	\$23.03
Hskp/Dietary	\$17.67	\$18.20	\$18.75	\$19.31	\$19.89	\$20.49	\$21.10	\$21.73	\$22.39
CNA + 89	\$19.55	\$20.13	\$20.74	\$21.36	\$22.00	\$22.66	\$23.34	\$24.04	\$24.76
CNA II	\$20.42	\$21.03	\$21.66	\$22.31	\$22.98	\$23.67	\$24.38	\$25.11	\$25.86
CNA Mentor	\$20.85	\$21.48	\$22.12	\$22.79	\$23.47	\$24.17	\$24.90	\$25.65	\$26.42
Maintenance	\$20.70	\$21.32	\$21.96	\$22.61	\$23.29	\$23.99	\$24.71	\$25.45	\$26.22
Cook	\$20.29	\$20.89	\$21.52	\$22.17	\$22.83	\$23.52	\$24.22	\$24.95	\$25.70
ACDC Aide	\$18.76	\$19.32	\$19.90	\$20.50	\$21.12	\$21.75	\$22.40	\$23.07	\$23.77

Wage Scale Effective 7/1/11 - 6/30/12
Year 2 - 0% ATB; Step movement on anniversary date; Lump sum payment of \$1,500 on 7/1/11
(not applicable to those hired after 7/1/11)

	1	2	3	4	5	6	7	8	9
LPN	\$24.76	\$25.50	\$26.26	\$27.05	\$27.86	\$28.70	\$29.56	\$30.45	\$31.36
Laundry	\$18.18	\$18.72	\$19.28	\$19.86	\$20.46	\$21.07	\$21.70	\$22.36	\$23.03
Hskp/Dietary	\$17.67	\$18.20	\$18.75	\$19.31	\$19.89	\$20.49	\$21.10	\$21.73	\$22.39
CNA + 89	\$19.55	\$20.13	\$20.74	\$21.36	\$22.00	\$22.66	\$23.34	\$24.04	\$24.76
CNA II	\$20.42	\$21.03	\$21.66	\$22.31	\$22.98	\$23.67	\$24.38	\$25.11	\$25.86
CNA Mentor	\$20.85	\$21.48	\$22.12	\$22.79	\$23.47	\$24.17	\$24.90	\$25.65	\$26.42
Maintenance	\$20.70	\$21.32	\$21.96	\$22.61	\$23.29	\$23.99	\$24.71	\$25.45	\$26.22
Cook	\$20.29	\$20.89	\$21.52	\$22.17	\$22.83	\$23.52	\$24.22	\$24.95	\$25.70
ACDC Aide	\$18.76	\$19.32	\$19.90	\$20.50	\$21.12	\$21.75	\$22.40	\$23.07	\$23.77

Wage Scale Effective 7/1/12 - 6/30/13
Year 3 - 2% ATB; Step movement on anniversary date; All shift differentials increase by \$0.10/hour effective 7/1/12

	1	2	3	4	5	6	7	8	9
LPN	\$25.26	\$26.01	\$26.79	\$27.59	\$28.42	\$29.27	\$30.15	\$31.06	\$31.99
Laundry	\$18.54	\$19.09	\$19.67	\$20.26	\$20.87	\$21.49	\$22.13	\$22.81	\$23.49
Hskp/Dietary	\$18.02	\$18.56	\$19.13	\$19.70	\$20.29	\$20.90	\$21.52	\$22.16	\$22.84
CNA + 89	\$19.94	\$20.53	\$21.15	\$21.79	\$22.44	\$23.11	\$23.81	\$24.52	\$25.26
CNA II	\$20.83	\$21.45	\$22.09	\$22.76	\$23.44	\$24.14	\$24.87	\$25.61	\$26.38
CNA Mentor	\$21.27	\$21.91	\$22.56	\$23.25	\$23.94	\$24.65	\$25.40	\$26.16	\$26.95
Maintenance	\$21.11	\$21.75	\$22.40	\$23.06	\$23.76	\$24.47	\$25.20	\$25.96	\$26.74
Cook	\$20.70	\$21.31	\$21.95	\$22.61	\$23.29	\$23.99	\$24.70	\$25.45	\$26.21
ACDC Aide	\$19.14	\$19.71	\$20.30	\$20.91	\$21.54	\$22.19	\$22.85	\$23.53	\$24.25

*Our Island Home Collective Bargaining Agreement
July 1, 2010 - June 30, 2013*

ARTICLE 26 - WAGES

26.1 REGULAR FULL-TIME POLICE OFFICERS

Wages shall be paid as follows:

	July 1, 2011	July 1, 2012	July 1, 2013
Starting Rate	\$49,538	\$50,529	\$51,540
After 12 Months	\$53,576	\$54,647	\$55,740
After 24 Months	\$55,460	\$56,570	\$57,701
After 36 Months	\$60,753	\$61,968	\$63,208
After 60 Months	\$63,791	\$65,067	\$66,368
After 120 Months	\$66,980	\$68,320	\$69,686
After 180 Months	\$68,655	\$70,028	\$71,429
After 240 Months	\$70,329	\$71,736	\$73,170

26.2 REGULAR PART-TIME POLICE OFFICERS

Regular Part-Time Police Officers (Reserve Officers) shall be compensated in accordance with the Personnel Compensation Plans as adopted in Article 7, Schedule B, §E, of the Annual Town Meeting Warrant.

26.3 The step levels set forth in this Article may be administered by the Town or its authorized Representative starting an Officer at a higher level, or advancing to a higher level sooner.

ARTICLE 27 - LONGEVITY

27.1 Based upon continuous years of service with the Nantucket Police Department as a Regular full-time Police Officer, Police Officers will receive longevity pay as follows, which will be payable in addition to the wages set forth in Sections 26.1 and 26.2 as follows:

- (a) After completion of five (5) years of continuous service: two percent (2%) above base yearly pay. This will not be paid if an officer is eligible under (b), (c) or (d) of this section.
- (b) After completion of ten (10) years of continuous service: three percent (3%) above base yearly pay. This will not be paid if an officer is eligible under (c) or (d) of this section.
- (c) After completion of fifteen (15) years of continuous service: four percent (4%) above base yearly pay. This will not be paid if an officer is eligible under of this section.

24.8 OFFICE SPACE

The Town will provide suitable space to be used jointly by Locals 330 and 330(a) for the purpose of storing union records and conducting Police Detail scheduling functions. This space will include a telephone and the ability to connect to the Police Officer Scheduling System (POSS) or successor scheduling software via the Public Safety Network.

ARTICLE 25 - DEFINITIONS

25.1 REGULAR FULL-TIME POLICE OFFICER

The term "Regular full-time Police Officer" includes the following:

- (a) Tenured Officers: A duly appointed Regular full-time Police Officer, who has completed one (1) years of service with the Town Police Department as a Provisional Officer and has been granted Tenure by the Board of Selectmen in accordance with Article 23.
- (b) Provisional Officers: An officer who has been duly appointed as a Regular fulltime Provisional Police Officer to the Nantucket Police Department and who has not yet been granted Tenure.
- (c) Sergeant: A duly appointed Regular full-time Police Officer, who has been duly appointed by the Chief of Police to the rank of Sergeant and is primarily responsible for the supervision of Patrol Officers for the Nantucket Police Department.
- (d) Lieutenant: A duly appointed Regular full-time Police Officer, who has been duly appointed by the Chief of Police to the rank of Lieutenant and is primarily responsible for the supervision and direction of an Operational or Administrative Division within the Nantucket Police Department.

ARTICLE 26 - WAGES

26.1 REGULAR FULL-TIME: SERGEANT

Wages shall be paid as follows:

	July 1, 2011	July 1, 2012	July 1, 2013
After 36 Months	\$79,739	\$81,333	\$82,960
After 120 Months	\$83,726	\$85,400	\$87,108
After 180 Months	\$85,819	\$87,535	\$89,286
After 240 Months	\$87,912	\$89,670	\$91,463

26.2 REGULAR FULL-TIME: LIEUTENANT

Wages shall be paid as follows:

	July 1, 2011	July 1, 2012	July 1, 2013
After 60 Months	\$102,289	\$104,334	\$106,421
After 120 Months	\$118,415	\$120,783	\$123,199

26.3 PAY SCALE

For purposes of determining the appropriate pay scale for Sergeants and Lieutenants the following shall prevail:

- (a) Sergeants pay shall be based upon the pay in (26.1) as determined by their length of service as a Regular full-time Police Officer.
- (b) Lieutenants pay shall be based upon the pay in (26.2) as determined by their length of service as a Regular full-time Police Officer.

ARTICLE 27 - LONGEVITY

27.1 Based upon continuous years of service with the Nantucket Police Department as a Regular full-time Police Officer, Officers will receive longevity pay as follows, which will be payable in addition to the wages set forth in Sections 26.1 and 26.2 as follows:

- (a) After completion of five (5) years of continuous service: two percent (2%) above base yearly pay. This will not be paid if an officer is eligible under (b), (c) or (d) of this section.
- (b) After completion of ten (10) years of continuous service: three percent (3%) above base yearly pay. This will not be paid if an officer is eligible under (c) or (d) of his section.
- (c) After completion of fifteen (15) years of continuous service: four percent (4%) above base yearly pay. This will not be paid if an officer is eligible under (d) of this section.
- (d) After completion of twenty (20) years of continuous service: five percent (5%) above base yearly pay.

ARTICLE 28 - EFFECT OF AGREEMENT

28.1 The Town and the Union, for the life of this Agreement, each voluntarily and unqualifiedly waives the right, and each agrees that the other shall not be obligated to bargain collectively with respect to any subject or matter referred to or covered in this Agreement or with respect to any subject or matter not specifically referred to or covered in this Agreement even though such

EXHIBIT A

**FIRE DEPARTMENT CONTRACT
PROJECTED WAGE SCALE 2013-2014**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Hiring Wage	1 Yr	2 Yrs	3 Yrs	5 Yrs	10 Yrs	20 Yrs

Current Wage Scale: 07/01/2011 - 6/30/2012

Position	Grade	Hiring Wage	1 Yr	2 Yrs	3 Yrs	5 Yrs	10 Yrs	20 Yrs
FIREFIGHTER	FI	\$ 48,587	\$ 49,381	\$ 52,322	\$ 57,554	\$ 60,432	\$ 63,454	\$ 66,628
FIREFIGHTER / EMT BASIC	FI EB	\$ 47,864	\$ 50,841	\$ 53,892	\$ 59,281	\$ 62,245	\$ 65,357	\$ 68,625
CAPTAIN	FI C	\$ 58,208	\$ 63,181	\$ 66,972	\$ 73,670	\$ 77,353	\$ 81,221	\$ 85,282
FIRE PREVENTION OFFICER	FI PO	\$ 60,537	\$ 65,850	\$ 69,588	\$ 76,547	\$ 80,375	\$ 84,393	\$ 88,613
FIRE ALARM SUPERINTENDENT	FI AS	\$ 60,537	\$ 65,649	\$ 69,588	\$ 76,548	\$ 80,375	\$ 84,394	\$ 88,613

Hiring Wage	1 Yr	2 Yrs	3 Yrs	5 Yrs	10 Yrs	20 Yrs
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Under Negotiation: Effective 07/01/2012 - 06/30/2013 (2.00%)

Position	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
FIREFIGHTER	FI	\$ 47,498	\$ 50,348	\$ 53,369	\$ 58,705	\$ 61,841	\$ 64,723	\$ 67,959
FIREFIGHTER / EMT BASIC	FI EB	\$ 48,923	\$ 51,858	\$ 54,970	\$ 60,467	\$ 63,490	\$ 66,664	\$ 69,998
CAPTAIN	FI C	\$ 59,372	\$ 64,445	\$ 68,312	\$ 75,143	\$ 78,900	\$ 82,845	\$ 86,987
FIRE PREVENTION OFFICER	FI PO	\$ 61,747	\$ 66,963	\$ 70,980	\$ 78,078	\$ 81,982	\$ 86,081	\$ 90,385
FIRE ALARM SUPERINTENDENT	FI AS	\$ 61,747	\$ 66,962	\$ 70,980	\$ 78,079	\$ 81,983	\$ 86,082	\$ 90,385

Hiring Wage	1 Yr	2 Yrs	3 Yrs	5 Yrs	10 Yrs	20 Yrs
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Under Negotiation: Effective 07/01/2013- 06/30/2014 (2.00%)

Position	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
FIREFIGHTER	FI	\$ 48,448	\$ 51,355	\$ 54,436	\$ 59,880	\$ 62,874	\$ 66,017	\$ 69,318
FIREFIGHTER / EMT BASIC	FI EB	\$ 49,901	\$ 52,895	\$ 56,069	\$ 61,678	\$ 64,760	\$ 67,998	\$ 71,398
CAPTAIN	FI C	\$ 60,560	\$ 65,734	\$ 69,678	\$ 76,646	\$ 80,478	\$ 84,502	\$ 88,727
FIRE PREVENTION OFFICER	FI PO	\$ 62,982	\$ 68,302	\$ 72,400	\$ 79,640	\$ 83,622	\$ 87,803	\$ 92,193
FIRE ALARM SUPERINTENDENT	FI AS	\$ 62,982	\$ 68,302	\$ 72,400	\$ 79,640	\$ 83,622	\$ 87,803	\$ 92,193



TOWN AND COUNTY OF NANTUCKET, MASSACHUSETTS

PERSONNEL POLICIES

These policies and rules and regulations are promulgated in accordance with the provisions of the Charters of the Town and County of Nantucket. The Town and County reserve the right to change, add to, or delete any of the provisions of these policies and rules and regulations at any time.

These policies and rules and regulations are not a contract for employment.

Adopted by the Board of Selectmen: February 20, 2013

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PART I

ADMINISTRATION

1.1 General Provisions

1.1-1 Purpose and Authorization

The purpose of these personnel policies is to establish a system of human resource administration based on principles that ensure a uniform, fair and efficient application of personnel rules and regulations. The intent of these policies is to provide a method of recruitment, selection, classification and compensation and the development of a work force that is skilled and effective in accomplishing assigned responsibilities. Personnel actions shall be made in accordance with state and federal law and without regard to race, color, religion, sex, national origin, political affiliation, sexual orientation, gender identification, age as defined by law, disability, genetic information, or other non-job related factors and shall be based on merit and ability to satisfactory perform the job properly.

1.1-2 Application

To the fullest extent consistent with federal and state law, the Charters of the Town and County, and local by-laws, these Personnel Policies are intended to apply to all town departments and positions, except those under the jurisdiction of the school committee, elected positions, the positions of town counsel, town prosecutor, labor counsel and certain positions for which the compensation is on a fee basis, or the incumbents of which render intermittent or casual services. Conflicting provisions contained in collective bargaining agreements, shall supersede these rules and regulations. Where collective bargaining agreements are silent, these policies shall be applied, subject to collective bargaining agreement. Validly adopted departmental regulations that establish standards of performance, conduct or action shall continue to be applicable unless in conflict with these policies in which case, these policies shall prevail.

1.1-3 Rules of Interpretation

- (a) These policies are intended to be consistent with all applicable state and federal laws. In the event that town policies are inconsistent with the applicable state or federal law the applicable law shall apply.
- (b) Words using the singular number may extend and be applied to several

persons; words using the masculine gender shall include the feminine gender.

1.1-4 Definitions

The following definitions shall apply:

- (a) "town" shall mean the Town and County of Nantucket;
- (b) "full-time employee" shall mean an employee scheduled to work not less than thirty-five (35) hours per week for fifty-two (52) weeks per year minus legal holidays and authorized vacation leave, sick leave, bereavement leave, jury duty, or other authorized leave;
- (c) "part-time employee" shall mean an employee scheduled to work less than a full-time employee provided, however, only part-time employees working twenty (20) or more hours a week, shall be eligible for holiday pay, vacation leave, sick leave, bereavement leave, or other authorized leave of absence; such leaves shall be prorated in accordance with the number of hours a part-time employee works on an average weekly basis;
- (d) "seasonal employee" shall mean an employee in the town service holding a non-regular appointment requiring services for a set period of time, e.g. spring, summer, fall, winter;
- (e) "temporary employee" shall mean an employee in the town service holding a non-regular appointment requiring services for a period of time not exceeding one (1) year;
- (f) "department head" shall mean the officer or employee in charge of a department's operations and activities.
- (g) "appointing authority" is the Town Manager unless some other Board, Commission, or official is designated as the appointing authority under the provisions of a general or special law or charter.
- (h) "regular appointment" shall refer to employment that is not of a seasonal, temporary, or other transitory nature. This phrase shall not be construed as assuring continuing or permanent employment or establishing any sort of tenure, nor shall this phrase be interpreted to alter the at-will nature of such employment.

1.2 Administration of Policies

1.2-1 Human Resources Director

The Human Resources Director shall be the Personnel Officer. The Personnel Officer shall administer personnel policies and rules and regulations.

The Human Resources Director shall be responsible for the efficient administration of the personnel system, including, but not limited to:

- (a) developing and recommending personnel policies rules and regulations;
- (b) administration of the classification and compensation plans;
- (c) enforcement of provisions of personnel policies, rules and regulations;
- (d) assisting all with disciplinary issues in a uniform, fair, and efficient manner;
- (e) monitoring the effectiveness of personnel practices and policies, and
- (f) such other powers, duties and responsibilities as provided by these policies or assigned by the Town Manager.

1.3 Personnel Records

1.3-1 Policy

The Human Resources Director shall be responsible for establishing and maintaining a centralized personnel record keeping system. The personnel record keeping system shall contain such records as may be required by law and as necessary for effective personnel management. All employees and appointing authorities shall comply with and assist in furnishing records, reports and information as may be requested by the Human Resources Director or Town Manager.

1.3-2 Application

All employees (including seasonal, temporary, and employees under an employment agreement).

1.3-3 Contents of Records

Except as otherwise determined by the Town Manager, the Human Resources Director shall maintain an individual personnel file for each employee. Pursuant

to Massachusetts General Laws, Chapter 149, Section 52C, a personnel file should contain records of information which is, has been, or could be, used relative to an employee's qualification for employment, promotion, transfer, additional compensation, or disciplinary action. A personnel file does not include records of personal information about someone other than the employee, if disclosure of such information would constitute a clearly unwarranted invasion of privacy. Medical and/or psychological information about employees including pre-placement evaluations, duty injury records, information provided pursuant to the Family and Medical Leave policy, or evaluations ordered by the town because of excessive use of sick leave is maintained separately from the personnel record. Personnel records may include, but are not limited to, the following:

- (a) the employment application and/or resume;
- (b) a report of all personnel actions reflecting the original appointment, promotion, demotion, reassignment, transfer, separation, or layoff;
- (c) a history of employment and correspondence directly related to the employee's past employment record, reclassification or change in the employee's rate of pay or position, title, commendations, records of disciplinary action, training records, and
- (d) results of any performance appraisal, and other records that may be pertinent to the employee's employment record.
- (e) emergency contact information.

1.3-4 Confidentiality and Access to Records

To the extent allowed by law, personnel records are confidential and access to records shall be limited to Town Manager, Human Resources Director, Department Head and applicable employee through the Human Resources Director in order to conduct legitimate town business. Unless written authorization is received from an employee, except to verify employment, no information concerning an employee shall be released.

In accordance with the provisions of Massachusetts General Laws, Chapter 149, Section 52C, current and former employees have the right to review their personnel files. Employees must make a written request to the Human Resources Director to review a copy of their personnel file.

1.3-5 Centralization of Record Keeping System

Unless otherwise authorized by the Town Manager, records required to be maintained under this policy shall be maintained by the Human Resources Director in such locations as the Human Resources Director designates. These centralized records shall be deemed to be the official depository of personnel records.

PART II

PRE-EMPLOYMENT

2.1 Recruitment and Appointment

2.1-1 Recruitment Policy

The town is an affirmative action/equal opportunity employer. The town shall not discriminate against any employee because of that employee's race, color, sex, religion, national origin, sexual orientation, age, veteran status, marital status, or against qualified individuals with a disability.

2.1-2 Application

All employees (including seasonal, temporary, and employees under an employment agreement).

2.1-3 Eligibility

All qualified persons shall be eligible for employment with the town, subject to any statutory requirements or limitations, contractual limitations, or conditions of prior severance from town employment.

2.1-4 Recruitment

Appointing authorities, in consultation with the Town Manager and the Human Resources Director, shall be responsible for the recruitment and selection of personnel under their jurisdiction. The qualifications, classification and salary range for positions shall be established in accordance with applicable classification and compensation plans.

Recruitment of all positions shall be in accordance with the town's affirmative

action/equal opportunity program for employment.

(a) Notice of Vacancies

Appointing authorities may, upon the identification of a vacancy or on the authorization of a new position, prepare a job vacancy notice on a form prescribed by the Town Manager. Appointing authorities shall promptly notify the Town Manager of any resignation. The job vacancy notice shall be based upon the existing job description and include: the job title, major duties of the position, qualifications, salary or wages, hours of work, reporting relationships, a proposed closing date for applications, and application instructions.

The Human Resources Director shall review and approve all job vacancy notices prior to commencement of recruitment activities.

(b) Posting

Vacant positions shall be posted for five (5) business days in prominent work locations, unless otherwise approved by the Human Resources Director. Vacant positions may also be posted in such other locations or media as the Human Resources Director may determine (e.g. web site, trade publication, newspapers).

(c) Advertisement of Job Vacancy

Advertising should be adequate to allow for a sufficient number of qualified applicants to apply for available vacancies.

Job advertisements shall be prepared in accordance with the town's affirmative action/equal opportunity plan for employment.

(d) Applications

All candidates applying for employment shall complete an official employment application. Each applicant shall sign the form, and the truth of all statements shall be certified by the applicant's signature.

(e) Examinations

Candidates, with the approval of the Human Resources Director, may be subjected to an examination as one part of the selection process. Examinations may be written, oral, practical or any combination thereof, and shall be relevant to the requirements of the position.

(f) References

A candidate's former employers, supervisors, and other references should be contacted as part of the selection process. All reference checks and investigations should be completed prior to the offer of employment.

(g) Applicant Records

The application and related documents submitted for a candidate selected for appointment shall be maintained in the employee's personnel file.

2.1-5 Pre-Placement Medical Examination

All persons selected for employment with the town, after receipt of notice of a conditional offer of employment, shall undergo a medical examination relating to the essential functions of the position. The examination shall be at the expense of the prospective employee by a physician or medical institution selected or approved by the Town Manager. The examining physician shall advise as to whether or not, in the opinion of the physician, the applicant is fit to perform the essential functions of the position, with or without reasonable accommodation. If deemed unfit to perform the essential functions of the position for which the conditional appointment has been made, the appointing authority shall withdraw the offer of employment.

2.2 Orientation/Probationary Period

2.2-1 Application

All employees (including seasonal, temporary, and employees under an employment agreement).

2.2-2 Orientation

The Human Resources Director or a designee shall conduct periodic orientation sessions for new employees, for the purpose of providing new employees with information on benefits and rights and obligations as an employee of the town.

2.2-3 Probationary Period

Unless otherwise provided by law, all newly appointed and promoted employees shall be required to successfully complete a probationary period to begin immediately upon the employee's starting date or promotion date and to continue, unless terminated early as provided below, for a six (6) month period. Employees must have actually worked for the six month period; a break in

service due to injury or illness or any other reason during the probationary period, shall be deemed to have interrupted the probationary period and the probationary period may be extended by the town accordingly. The probationary period shall be used by appointing authorities to observe and evaluate the employee's performance. Upon expiration of the probationary period, the appointing authority shall notify the probationary employee in writing that:

- (a) the employee's performance meets satisfactory standards and the individual will be retained in the position, or
- (b) the employee's performance, due to extenuating circumstances, requires additional observation and that the probationary period will be extended an additional period of time not to exceed four (4) months, or
- (c) the employee's removal will occur.

At any time during the probationary period, the appointing authority may impose disciplinary action up to and including discharge, if it is revealed that the employee intentionally falsified information relating to application for employment, was unable or unwilling to perform the required duties, or displayed conduct, habits or dependability which did not merit continuing the employee in the position. At any time during the probationary period, including any extension thereof, the appointing authority may terminate the probationary employee's employment at will and need not specify any reason for such action. The appointing authority shall notify the probationary employee in writing, on a form prescribed by the Town Manager, of any disciplinary action up to and including termination and of any "at will" termination and the effective date of the action. Probationary employees may not appeal any disciplinary action, including termination, or any "at will" termination. If required by Charter or other law, terminations will be subject to Town Manger approval.

2.2-4 Supervisory Responsibilities

During the probationary period, supervisors shall at periodic intervals discuss work performance with the probationary employee. Supervisors shall be responsible for documenting these discussions, and copies of such documentation shall be submitted to the Human Resources Director to be filed in the employee's personnel file, with notice to the employee.

2.3 Transfer, Promotion, Demotion, Reinstatement, Resignation and Temporary

Assignments

2.3-1 Application

All employees (including seasonal, temporary, and employees under an employment agreement).

2.3-2 Transfers

With the approval of the department head and in consultation with the Town Manager and/or Human Resources Director, the transfer of an employee from one position to another, without significant change in level of responsibility may be effected if the employee meets the qualification requirements for the particular position.

2.3-3 Promotion

- (a) Filling of Vacancies. Vacancies in positions above the lowest rank in any department in the town service may be filled to the extent practical by the promotion of employees in the town service, provided, however, the appointing authority shall continue to have the right to recruit and appoint employees as deemed appropriate. Promotion in every case must involve a definite increase in duties and responsibilities and shall not be made merely for the purpose of effecting an increase in compensation. However, he/she shall not exceed the maximum rate for the job.
- (b) Probationary Period. Unless otherwise provided by law, all promotions shall be subject to a probationary period of six (6) months. If during this probationary period, the appointing authority determines that the job is not being satisfactorily performed, the employee shall be returned to his former position, or comparable position, if available without prejudice. The employee may not appeal such a decision.

2.3-4 Demotion

With the approval of the Department Head, in consultation with the Human Resources Director and/or Town Manager, an employee may be demoted to a position of lower grade for which the employee is qualified for any of the following reasons:

- (a) an employee would otherwise be laid off resulting from the abolition of a position; the employee's position is reclassified to a higher grade for which the employee is not qualified; lack of work; disciplinary action; lack of funds; or because of the return to work from authorized leave of another employee to such a position in accordance with the rules of leave set forth in these regulations;

- (b) an employee does not possess the necessary qualifications to render satisfactory service in the position the employee holds;
- (c) an employee voluntarily requests such demotion.

All demotions must receive the approval of the appointing authority. The employee shall be notified in writing of his demotion and of the reason for such action.

2.3-5 Reinstatement

An employee who has resigned from town employment, may, at the sole discretion of the appointing authority for the town, be reinstated.

2.3-6 Resignation

Any employee who resigns from town employment shall, if possible, provide notice of at least ten (10) working days to the appointing authority. Resignations shall be deemed accepted by the town upon receipt by the appointing authority or, if required by law, upon filing of the same with the Town Clerk. Appointing authorities shall promptly notify the Town Manager of any resignation. Any employee who resigns shall be obligated to complete necessary forms and shall be afforded the opportunity to undergo an exit interview.

2.3-7 Temporary Assignments

When an employee is temporarily assigned to assume a higher paid position, until the position is filled on a permanent basis, the following terms and conditions shall apply upon recommendation of the department head and the Human Resources Director and the approval of the Town Manager.

- (a) the employee is assigned to perform a majority of the significant duties of the position for more than thirty (30) consecutive working days;
- (b) "acting pay" shall be retroactive to the first day of the assignment;
- (c) "acting pay" shall be the lowest step in the grade of the position being filled, so long as the resulting level of pay is higher than the employee's regular rate of pay. It shall be applicable for the term of the "acting" assignment;

- (d) normal wage adjustments will continue for the regular position only. When the employee returns to the regular position, the pay will revert to its former level if no salary increase has been given during the "acting period." If a salary increase has been given during the "acting period", the employee will return to that wage level;
- (e) no temporary assignment shall last longer than three (3) months without review and approval by the Town Manager.

PART III

COMPENSATION AND CLASSIFICATION

3.1 Classification and Compensation Plan

3.1-1 Policy

The Town has established, maintains and provides a uniform system for classifying all positions, and established proper relationships between positions based on the level of responsibilities assumed and the minimum qualifications required to perform the job so that the same schedule of compensation may be applied to each class, ensuring equitable pay.

3.1-2 Application

All employees except seasonal and temporary employees.

3.1-3 Classification Plan Administration

The Human Resources Director in consultation with the Town Manager shall have responsibility for the administration of the classification plan and shall, subject to appropriation, be authorized to:

- (a) complete studies of new positions and make classification recommendations, recommend the establishment of a new class of positions, or the elimination of a class of positions;
- (b) provide for studies of existing positions when there has been a substantial change in the duties and responsibilities which justify consideration of possible reclassification;
- (c) conduct periodic studies to ensure the classification plan remains uniform

and current, and

- (d) develop procedures to determine the proper classification of each position.

3.1-4 Reclassification/Classification of Position

No position may be classified or reclassified without approval of the Town Manager accompanied by a recommendation from the Human Resources Director and/or Appointing Authority.

3.1-5 Starting Rates for New Appointments

Persons appointed to positions shall be paid at the minimum rate, provided, however, the Town Manager may, set compensation at a higher rate on the basis of exceptional qualifications.

3.1-6 Merit Increases

Subject to appropriation, the Town Manager may develop an administrative procedure for the granting of merit increases. Subject to appropriation, the Town Manager may establish or approve a bonus system for rewarding exemplary performance based on clearly defined, objective criteria,

3.1-7 Promotion/Reclassification

The compensation level for an employee who receives a promotion shall be set by the Town Manager.

The Adjusted Salary Date is the date a position is reclassified and that reclassification affects an employee or the date an employee is promoted or demoted and that action changes their salary or rate of pay. Once an adjusted salary date is established that is the only date that is used for future salary adjustments.

3.1-8 Compensation for Temporary or Seasonal Employees

Subject to appropriation, the Town Manager shall establish rates of pay for temporary or seasonal employees or groups of employees.

3.2 Performance Appraisal

3.2-1 Policy

The town recognizes the utility of a system of performance appraisal which is designed to provide constructive feedback to the employee about the employee's performance and which may be the basis for determining whether any merit increases in compensation are warranted.

The Town Manager may establish a Performance Appraisal system from time to time.

3.2-2 Application

All employees and seasonal and temporary employees.

3.2-3 Design of Appraisal System

Any appraisal system designed shall be to appraise an individual's actual performance and shall not be an assessment of personality characteristics or other extraneous factors. All performance appraisal instruments shall contain a space for the signature of the employee and the appraiser. Employee signatures shall not necessarily constitute agreement with the appraisal, but shall certify that the employee has read the appraisal. Employees may attach a written rebuttal to their appraisal that shall become part of the appraisal, if desired.

3.2-4 Performance Appraisal Procedures

To ensure compliance with the performance appraisal policy, the following procedures shall be followed:

- (a) each appointing authority, in consultation with the Human Resources Director, shall maintain or cause to be maintained, a calendar of anniversary dates of employees within the department:
- (b) prior to the employee's anniversary date of employment, the appointing authority shall complete, or cause to be completed, a performance appraisal with an employee, ideally within one (1) month. A department head's performance appraisal shall be with the department head's appointing authority;
- (c) completed performance appraisals shall be forwarded to the Human Resources Director and shall be maintained as part of the employee's personnel record, with notice to the employee.

Performance appraisals shall be completed on the instrument designed for such purposes and shall be conducted in the manner described.

3.3 Overtime

3.3-1 Policy - Non-Exempt Employees

The town shall pay overtime in accordance with the provisions of the Fair Labor Standards Act (FLSA). Department heads shall be responsible for the control and authorization of overtime. Overtime must be authorized by the department head or the department head's designee. Employees incurring overtime without such authorization shall be subject to discipline.

3.2-2 Application

All employees, excluding those occupying a position in the supervisory, administrative and professional employee groups.

PART IV

STANDARDS OF CONDUCT

4.1 Standards of Conduct

4.1-1 Policy

All persons employed by the town hold a position of public trust, and as a result, town employees must conduct themselves in a professional and appropriate manner. Town employees shall avoid any action which might create the impression of using public office for private gain, giving preferential treatment to any person, or losing impartiality in conducting town business. Employees are expected to adhere to conduct established by the laws of the Commonwealth. Employees may be subject to disciplinary action for acting in a manner that is not consistent with these standards of conduct.

4.1-2 Application

All employees (including seasonal, temporary, and employees under an employment agreement).

4.2 Smoking Policy

In accordance with state law and Nantucket's Board of Health regulations, no smoking shall be permitted in any public building in the town of Nantucket, in any Town vehicle or vessel, or on Town property. This policy is not only promulgated to comply with the law, but also for the purpose of promoting a safe and healthy environment in work areas of the town. It is intended to reduce the health risks associated with exposure to tobacco smoke. All employees are encouraged to cooperate in the effective application of this policy.

4.3 Political Activity Policy

Participation in political activities is to be carried on outside of normal working hours. No political activities or solicitations will be conducted on town owned property by employees, during work hours or in work areas.

4.4 Conflict of Interest

The town and all employees are expected to comply fully with MGL Chapter 268A. Pursuant to this law, no employee's private financial interests and personal relationships shall conflict with their public obligations. Employees shall not become involved in situations which could result in a conflict or give the appearance of a conflict. The law restricts what employees may do on the job, after hours, and after leaving public office.

4.5 Safety Policy

4.5-1 Policy

Employees shall be required to wear and use safety equipment at all times while undertaking the work for which the equipment is furnished.

4.5-2 Responsibilities of Supervisors

Supervisors shall: assume responsibility for the safety of working areas; recommend correction of deficiencies noted in work procedures, facilities, safety equipment or attitudes of employees; ensure the availability and utilization of appropriate protective clothing and equipment; observe working conditions and field procedures to prevent possible hazards, and investigate and report all accidents promptly to the Human Resources Director.

4.5-3 Responsibilities of Employees

Each employee shall: observe all safety rules, operating procedures and safety practices; use personal protective equipment; report unsafe areas, conditions, or

other safety problems, and report all accidents promptly to the appropriate supervisor.

4.6 Anti-Discrimination/Sexual Harassment Policy

4.6-1 Policy

All employees are subject to the town's Anti-Discrimination/Sexual Harassment Policy. A copy of said policy is attached hereto and will be distributed annually to all employees.

4.7 Alcohol and Drug Policy

The town of Nantucket has a strong commitment to its employees to seek to provide a safe work place, and to establish programs promoting high standards of employee health. Consistent with the spirit and intent of this commitment, the town has established this policy regarding drug and alcohol use or abuse. Simply, our goal will continue to be one of establishing and maintaining a work environment that is free from the effects of alcohol and drug use. Employees of the town are visible and active members of the community. They are inescapably identified with the town, and are expected to represent it in a responsible and credible fashion. While the town has no intention of intruding into the private lives of its employees, the town does expect employees to report to work in condition to perform their duties. The town recognizes that employee involvement with drugs and alcohol, off-the-job and on-the-job, can have an impact on the work place and on the town's ability to accomplish our goal of an alcohol and drug-free work environment.

The following is the town of Nantucket's policy:

The illegal use, sale, or possession of narcotics, drugs, controlled substances or alcohol, while on the job, or on town property, is an offense warranting discharge. Any illegal substances will be turned over to the appropriate law enforcement agency.

Employees who are under the influence of alcohol, either on the job, or when reporting to work, or who possess or consume alcohol during work hours, have the potential for interfering with their own, as well as their co-workers, safe and efficient job performance. Consistent with existing town practices, such conditions will be proper cause for administrative action, up to and including termination of employment.

Off-the-job illegal drug activity that could adversely affect an employee's job

performance or that could jeopardize the safety of other employees, the public, or town property or equipment is proper cause for administrative or disciplinary action, up to and including termination of employment.

Employees who are involved with off-the-job illegal drug activity may be considered in violation of this policy.

Drugs that are illegal under federal, state or local laws include, among others, marijuana, heroin, hashish, cocaine, hallucinogens, depressants, and stimulants not prescribed for current personal treatment by an accredited physician.

Employees are expected to follow the directions of their health care provider concerning prescription medications, and must immediately notify their supervisor if any prescription drug is likely to have an impact on job performance. In addition, notification must be given at the time of any testing or screening about any drugs or medicine being taken.

Any employee, while on town property or during that employee's work shift, including, without limitation, all breaks and meal periods, who consumes or uses, or is found to have in their personal possession, an open container of, in their locker or desk, or other repository, alcohol or drugs, which are not medically authorized, or is found to have used, or to be using, such alcohol or drugs, will be suspended immediately pending further investigation. If use or possession is substantiated, disciplinary action, up to and including discharge, will be imposed.

The town will take prompt action in response to any alcohol or drug-related situation that has, or could have, an impact on operations. It does not alter the policy of assisting employees in securing proper treatment or extending the coverage of the health benefits plan as provided for substance abuse.

4.8 Use of Town Property

Town telephones, supplies, equipment, computers and vehicles purchased by the town are to be used for official town business only. It is recognized that it is sometimes necessary to make or receive personal telephone calls during working hours. These calls should be limited and should not interfere with job performance. Personal mail should be sent to the home of employees and the use of official mail for personal business is prohibited. Employees shall have no expectation of privacy with respect to the use of town computers, internet, or computer systems. The town reserves the right to monitor employee usage of such devices and systems.

4.9 Disciplinary Guidelines

4.9-1 Policy

Disciplinary action may be initiated for failure of an employee to fulfill his/her responsibilities as an employee, including, without limitation, any standards set forth in these personnel rules and regulations and in the job description. The Town Manager or other appointing authority, department heads, and supervisors shall be responsible for enforcing standards of conduct, policies and these rules and regulations. Failure to comply with standards of conduct or any policies, rules and regulations may result in disciplinary action. Actions which are to be considered sufficient cause for disciplinary action shall include, but are not intended to be limited to, the following:

- (a) Incompetence or continuing inefficiency in performing assigned duties;
- (b) Refusal to perform a reasonable amount of work or violation of any reasonable official order or failure to carry out any lawful and reasonable directions made by a proper supervisor;
- (c) Habitual tardiness or absence from duty;
- (d) Falsification of time sheets or any official document or record;
- (e) Use or possession of illegal narcotics or alcohol while on duty;
- (f) Inability to carry out essential functions of the position as a result of use or the possession of illegal drugs or alcohol;
- (g) Theft, misuse or unauthorized use of town property;
- (h) Fraud in securing appointment;
- (i) Intended or actual disclosure of confidential information;
- (j) Abuse of sick leave or absence without leave;
- (k) Violation of safety rules, practices and policies;
- (l) Engaging in sexual or other harassment or discrimination;
- (m) Acceptance of gratuities;
- (n) Verbal or physical assault or abuse;
- (o) Conviction of a felony;

- (p) Inappropriate political activity while on duty;
- (q) Violation of these personnel rules and regulations or other town policies;
- (r) Any situation or instance of such seriousness or nature that disciplinary action is warranted.

4.9-2 Disciplinary Guidelines

Open communication between management and employees, and the establishment of a friendly, cooperative work atmosphere will help eliminate serious disciplinary problems. If, however, disciplinary problems do arise, managers must make every effort to ensure that employees have a thorough understanding of town policies, rules and regulations, and an awareness of what is expected in the area of job performance.

Application of this guideline must be consistent and equitable, so that all employees receive like treatment for similar offenses.

The procedures described below are meant to assist supervisors and employees in determining a proper course of action when discipline is needed. *They are guidelines, not a substitute for common sense.* Documentation of verbal and written warnings is necessary to avoid the situation of an employee being discharged for cause with no written proof of earlier warnings, except in instances of egregious conduct. In most cases, it is advisable to give an employee at least one documented verbal warning, and one written warning before a suspension or discharge is imposed.

Warnings: Supervisors should use their judgment in determining the length of time between warnings. A minimum of three (3) days and a maximum of sixty (60) days is suggested as a guideline. The warning should be specific in describing what improvement is needed. Copies of the warning should be forwarded to the Human Resources Director and shall be placed in the employee's personnel record, with notice to the employee.

Verbal Warning: Before a written warning is issued, a verbal warning may be given to the employee. This verbal warning should be documented in the employee's personnel file with notice to the employee, and if possible, signed or acknowledged in writing by the employee.

Written Warning: If improvement is not made within the period granted in earlier warnings, it will be necessary to issue a written warning. Written warnings should include: 1) the specific violation; 2) the policy that has been violated; 3) the dates

of the verbal warning(s); 4) the corrective action necessary; 5) the time frame given to improve in the problem area, and 6) a statement that puts the employee on notice that failure to improve will result in more severe discipline, up to and including termination. Written warnings must be reviewed by the Town Manager and/or Human Resources Director before they are given to employees. Copies of written warnings must be forwarded to the Human Resources Director and placed in the employee's personnel record, with notice to the employee.

Suspensions and Terminations: Both these actions are severe. In all cases, they must be coordinated with the Human Resources Director and approved by the Town Manager. Except in instances involving egregious conduct, before recommending that an employee be suspended or terminated, the supervisor should review the employee's personnel file as a whole and ask these questions:

- (a) has all critical information been reduced to writing and placed in the personnel file?
- (b) is the nature of the employee's misconduct or performance clearly described in a specific, factual manner?
- (c) was the employee clearly informed of required standards of behavior and performance?
- (d) does the record progress from mild, early warnings to more serious, comprehensive documents?
- (e) was the employee given adequate assistance and direction by management?
- (f) has the employee had reasonable time and a fair opportunity to improve?
- (g) is the performance or misconduct sufficiently persistent and/or serious to warrant the proposed disciplinary action?
- (h) have all statutory and procedural requirements been met?
- (i) has the employee been given fair warning of the consequences of his/her continued poor performance or misbehavior?

4.10 Grievance Procedure

4.10-1 Policy

Only questions of whether the town is meeting its obligations under these personnel policies, including issues involving the meaning, application or interpretation of those personnel policies, shall constitute grievances. Matters that are subject to the authority or jurisdiction of Massachusetts General Laws shall not be grievances.

4.10-2 Application

The provisions of this policy shall apply to all non-union personnel excluding those occupying a position classified as probationary, seasonal or temporary employees.

4.10-3 Procedure

Grievances shall be submitted, processed, and resolved in the following manner:

Step One

The employee shall file the grievance in writing with the employee's department head within ten (10) working days after the action which serves as the basis for the grievance.

The department head will investigate the complaint to determine its validity and shall respond in writing within ten (10) working days. A failure to respond in writing within ten (10) working days shall be deemed an unsatisfactory answer.

Step Two

If the grievance remains unsettled, it should be submitted along with the department head's response and any pertinent document to the Town Manager within ten (10) working days.

The Town Manager will issue a written decision determining the validity of the complaint within fourteen (14) working days after its receipt and may take such action as he thinks appropriate, including, if necessary, developing a plan to remedy the problems complained of. The Town Manager's failure to hear and answer the grievance in a timely fashion shall be deemed a denial.

Step Three

If the grievance remains unsettled, a response and all pertinent documents attached with a letter should be submitted to the Board of Selectmen within ten

(10) working days of the response of the Town Manager.

The Board of Selectmen will issue a written decision determining the validity of the grievance within fourteen (14) days after its receipt and may take such action as it thinks appropriate, including if necessary developing a plan to remedy the problem(s) grieved. The Board of Selectmen's failure to hear and answer the grievance in a timely fashion shall be deemed a denial.

The decision of the Board of Selectmen shall be final and binding and shall not be subject to further appeal.

PART V

LEAVES AND RELATED BENEFITS

5.1 Holidays

5.1-1 Application

All employees except seasonal and temporary employees.

Employees shall be granted leave with pay on the days designated by law for observance of the following holidays:

New Year's Day	Independence Day
Martin Luther King Day	Labor Day
President's Day	Columbus Day
Patriot's Day	Veterans' Day
Memorial Day	Thanksgiving Day
Christmas Day	

In addition, to the above holidays, employees shall be granted one additional holiday as a floating holiday that must be used between November 1st and the following April 1st of each year.

If a holiday occurs on a Saturday, it shall be observed on the Friday preceding the holiday. If a holiday occurs on a Sunday, the following day shall be observed as the holiday.

If a holiday occurs during the vacation period of a full-time employee, the holiday shall not be counted against the vacation time of the employee.

5.2 Vacation Leave

Employees shall be granted a vacation with pay in each fiscal year in accordance with the following schedule:

Length of Service	Vacation Period
After one (1) year but less than five (5) years, as of anniversary date of hire	Ten (10) work days which accrue at the rate of .833 days per month
After five (5) years but less than ten (10) years, as of the anniversary date of hire	Fifteen (15) work days which accrue at the rate of 1.25 days per month
After ten (10) years but less than twenty (20) years, as of anniversary date of hire	Twenty (20) work days which accrue at the rate of 1.67 days per month
After twenty (20) years, as of anniversary date of hire	Twenty-five (25) work days which accrue at the rate of 2.08 days per month

Vacation leave earned shall be computed from the date of employment. However, an employee shall not be entitled to vacation leave until the completion of six (6) months of continuous service at which time the employee is eligible to take one-half of the allotment for the year subject to the approval of the department head.

Vacation periods shall be granted at times to be approved by immediate supervisors or their designees.

Vacations shall not be accumulated from one year to the next, but must be taken in the anniversary year in which they are due. Any balance will be carried over, upon request, for a period of 6 months, upon approval of the department head.

Upon the death of an employee who is eligible for vacation under these rules, payment shall be made to the estate in an amount equal to the vacation allowance as accrued in the vacation year prior to the employee's death but which had not been taken. In addition, payment shall be made for that portion of the vacation allowance earned in the vacation year during which the employee died, up to the time of separation from the payroll.

5.3 Personal Leave

Employees after having completed twelve (12) months of continuous service shall be granted two (2) days of personal leave on January 1 of each year.

Application for such leave must be made to supervisors as early as possible and, except in an emergency, not less than one (1) working day in advance.

5.4 Bereavement Leave

Full-time employees shall be granted leave of absence with pay in the event of death in the immediate family. Such leave shall be granted for a period of five (5) working days. Immediate family shall consist of father, mother, brother, sister, spouse, child, grandparents, father-in-law, and mother-in-law, brother-in-law, sister-in-law. Foster, step and/or adopted relationships, relatives living in the household and designated partner shall be covered.

5.5 Jury Duty

Employees required to serve on a jury shall promptly notify their immediate supervisor. The town shall pay the difference between the employee's salary and the compensation received for such jury service, exclusive of any travel or other allowance.

5.6 Military Leave

Members of the military reserves on brief tours of military duty such as an annual two-week tour of duty shall be compensated by the town for the difference between the employee's regular pay and that received on military duty. Such tours of duty shall not be counted against vacation allowance.

5.7 Sick Leave

Sick leave is a benefit limited to absences caused by illness, disability, injury, exposure to contagious disease, illness in the immediate family, (spouse, child, or parent) or illness or disability arising out of, or caused by, pregnancy or childbirth. Sick leave may be used for off-island travel for medical reasons including doctors' appointments x-ray and laboratory work.

Eligible employees will accrue one and one-quarter sick days per month of service (prorated for those who commence employment after July). Employees commencing work after the fifteenth day of a month shall not receive credit for that month. Sick leave shall be cumulative to a maximum of 120 days. Employees on extended sick leave for three (3) consecutive months or more, whether paid or unpaid, shall cease to accumulate sick leave days until they return to work. Sick leave benefits not yet earned shall not be granted to employees.

Employees shall be entitled to sick leave without loss of pay if they have notified their supervisor, or designee, of the absence and cause thereof within one hour of the start of their shift, or as soon thereafter as practicable.

If employees have been warned in writing that their use of sick leave has been excessive or has established a pattern of abuse, the town, in its exclusive discretion, may require a written certificate from a town-selected physician establishing incapacity, illness, or injury as a condition of payment of sick leave benefits. Excessive or patterned abuse shall be cause for the town to initiate progressive disciplinary action. If an employee uses sick leave for purposes other than legitimate illness, the employee shall be subject to discipline up to and including discharge.

The town may require an employee who seeks to return to work after being absent, whether paid or unpaid, for three (3) or more consecutive work days, to be examined by a town-selected physician to determine the employee's fitness for work.

If the town requires a medical certificate from someone other than the employee's treating medical care provider, the town will pay the cost of the physician's services in examining the employee. Further, it is mandatory that a physician's certificate of illness be provided by the employee on the thirtieth (30th) day of continuous sickness. Injury, illness or disability, if self-imposed or resulting from abuse of the use of alcohol or the use of drugs that are classified under the Federal Narcotics Act or Drug Abuse Control Act, shall not be considered a proper claim for leave under this section, unless such leave is for the purpose of documented rehabilitation.

In the event that employees exhaust their accumulation of sick leave due to an extended illness or injury, the Town Manager may incrementally grant up to sixty (60) additional sick days. All other forms of leave including vacation and personal must be used before employees are granted the additional sick leave. In determining whether such additional sick leave may be granted, Town Manager shall take past absences of the employee and the length of continual service into account. A minimum of one year's continual service is required for an employee to be considered for such additional sick leave.

5.7-1 Sick Leave Buyback

Upon resignation and/or retirement, or death of employee, except termination for cause by the Town, after ten (10) years of benefitted employment, all permanent full-time employees and permanent part-time employees, who work 20 hours or more per week, shall be compensated for fifty (50%) percent of accrued sick time up to a maximum of 60 days.

5.8 Family and Medical Leave/Maternity Leave

The town is committed to following the provisions of the Family and Medical Leave Act and the Massachusetts Maternity Leave Act and the regulations adopted there under. Such leave shall be used concurrently with any accrued

available paid leave. The town uses a rolling year to calculate Family and Medical Leave. Employees wishing to avail themselves of FMLA and/or MMLA leave must provide appropriate notice to the town.

5.9 Unpaid Leave of Absence

Leave for personal reasons, other than in 5.1 through 5.8, may be granted with approval of the department head but shall be without pay or benefits. Such leave shall be reported to the Human Resources Director in writing and shall not exceed two (2) calendar weeks. Such leave in excess of two (2) weeks, but in no event to exceed an academic school year of up to twelve (12) months, may be granted if approved in advance by the Town Manager.. With the exception of leaves for military service, a minimum of one year's continual service is required for an employee to be eligible for an unpaid leave of absence.

5.11 Time Cards

To receive his/her paycheck, all employees are required to complete and sign a time card or sheet provided by the department that correctly shows the times during the day the employee worked. Any leave time, paid or unpaid, shall be reported on the time sheet.

5.12 Longevity Pay

In recognition of service to the town, employees hired before July 1, 2013 shall be eligible to receive longevity payments in accordance with the following schedules:

Length of Service	Longevity Amount
After five (5) years but less than ten (10) years, as of the anniversary of hire	Two percent (2%) of base pay
After ten (10) years but less than fifteen (15) years, as of anniversary	Three percent (3%) of base pay
After fifteen (15) years but less than twenty (20) years, as of anniversary date of hire	Four percent (4%) of base pay
After twenty (20) years, as of anniversary date of hire	Five percent (5%) of base pay

Such amounts may be added to the base wage in the fifth (5th), tenth (10th), fifteenth

(15th), or twentieth (20th) year of service as determined by the Town Manager. When a longevity amount has been added to the base wage an employee is no longer eligible for future longevity payments.

5.13 Employees covered by the personnel policies who are not covered by a collective bargaining agreement or an individual contract that are hired on or after July 1, 2013 are not eligible for longevity pay.

6.1 Tuition Reimbursement Policy

6.1-1 Application

All non-union employees except seasonal and temporary.

6.1-2 Eligibility

At least one year of continuous employment is required for an employee to be considered for tuition reimbursement; and, at least one (1) year of continuous employment is expected upon completion of the course of study.

6.1-3 Policy

Courses must be approved in advance in writing by the department head and the Town Manager. Courses must be applicable to the work the employee is now doing or be part of a planned degree/certificate program which is applicable to the work which the employee might reasonably anticipate doing as an employee for the Town of Nantucket.

Subject to appropriation, an employee may be reimbursed for a maximum amount of One Thousand Two Hundred Dollars (\$1,200) per person, per fiscal year. The funding source shall be from the budget of the department where the employee works.

In order to be reimbursed, an employee must achieve a 3.0 GPA for undergraduate studies; for graduate studies, a "Pass" in the event of a "Pass/Fail" grading system.

If any time is lost in taking the course, it must be made up by the employee in the same or next pay period.

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III. BACKGROUND

The Town of Nantucket is a small island community located approximately 30 miles southeast of Cape Cod, Massachusetts. The island's year round population is approximately 15,000, however its seasonal and tourist population swells the island to over 50,000 inhabitants during the busy summer months. Municipal services must be provided year-round and scaled to meet the changing demands seasonally.

Like many municipalities across the Commonwealth, Nantucket has been redesigning its government workforce over the past several years to better meet the evolving needs of its community. Most notable efforts over the past five years include:

- Strengthening of the Town Manager position through a Charter Change in 2007 (See “Nantucket Town Charter” attached);
- Ad Hoc Budget Workgroup Report recommendations (2009) (See “Recommendations of the Ad Hoc Budget Workgroup” attached);
- Conversion to Cabinet (2009);
- Consolidations of departments and services based on functionality:
 - Public Works (Public Works, Facilities and Parks and Recreation) (2010, 2013);
 - Health and Human Services (Council on Aging, Our Island Home, Human Services and Veterans Services) (2011);
 - Police (Police, Harbormaster and Emergency Management) (2012)
 - Planning and Land Use Services “PLUS” (Planning, Building, Health, Zoning and Historic District Commission) (2012)
 - Visitor Services (Tourist Office, Recreation and Special Events) (2013)
- Implementation of “Abrahams Report” on Finance (2008-2012) (See “Abrahams Report” attached);
- Massachusetts Department of Revenue Financial Management Review Recommendations (2012) (See “Massachusetts Department of Revenue Financial Management Review” attached);
- Implementation of Mercer Report on Public Works (2009) (See “See Mercer Report on Nantucket Public Works” attached) ;
- Wage and Classification Analysis (in progress) (See “Wage and Classification Request for Proposals” attached).

The current staffing plan has mostly met the Town's needs, but it is clear that many services are stretched thin, particularly during the busy summer months. Per the Town Charter, the Board of Selectmen is required to appoint a Town Government Review Committee; however, for the past several years there have not been enough volunteer applicants to form a quorum. The last time this Committee was formed was 2005. The recommendations of that Committee resulting in charter changes that were meant to strengthen the position of Town Manager for administrative purposes and to restrict the Board of Selectmen to policy matters (See “Recommendations of the Town Government Review Committee” attached).

A review is now considered necessary to determine if Town government is structured and staffed appropriately in order to effectively and efficiently deliver the services necessary to maintain a

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safe, vibrant and healthy community year-round. It is possible that through consolidations and other efforts some departments may have become overstaffed while others may have become understaffed; or it is possible that some positions should be changed to perform different duties or different positions should be created or eliminated altogether. The relationship between supervisory positions and junior positions must be reviewed as well.

Various factors must be taken into consideration to better understand Nantucket's staffing needs:

- The year-round population of approximately 15,000 residents swells to over 50,000 in the summer creating a staffing challenge. Both extremes require the same level of services with limited year-round resources (seasonal employees in certain departments are required);
- The remote location of the island does not allow for mutual assistance or regionalization from neighboring communities;
- Unlike many cities or towns, Nantucket maintains its own airport, nursing home, harbor, water company, landfill, marine and natural resources facility, and two waste water treatment facilities;
- Nantucket's workforce is approximately 85% unionized in eight collective bargaining units;
- Cost of living and remoteness of location make recruitment and retention a challenge;
- Competitive compensation packages, necessary to attract and retain a qualified workforce drive up the salary costs as a percentage of government expenditures, leaving less room for expansion of services.

In addition to this staffing study, a separate Wage and Compensation study is being done concurrently to better inform the Town of the impact of salaries and fringe benefits on the Town's services and budget and its ability to attract and maintain a quality workforce. It is expected that the Wage and Compensation study will be available around the same time as this study (See attached).

IV. SCOPE OF SERVICES

Within the context of the aforementioned background the Town of Nantucket seeks an assessment and analysis of its operations (staffing and other resources) that includes recommendations for ways to increase efficiency and effectiveness and to make other observations and recommendations that may improve Town operations and delivery of services. The current fiscal climate and budget constraints must be considered as well as the other unique factors listed above. It is anticipated that the winning bidder will:

- A. Interview elected officials, Town officials, union leadership, Cabinet Chiefs, Division Heads and department staff, as necessary and other identified parties, to gather accurate and up to date information.
- B. Review department missions, goals and objectives, and workloads and create a department profile of each department to include how each is organized, staffed and managed and how

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success is measured by each. Suggest adjustments, where appropriate, and propose if alternative plans should be considered for each department to accurately deliver services.

- C. Review existing organizational structure to ensure that it reflects the needs of the community and make recommendations accordingly.
- D. Analyze operations and staffing needs in each department and establish a baseline core services matrix of each department with analysis of staffing and resource commitments to each function.
- E. Conduct public forums, surveys and other outreach to create an inventory of desired services, expected services and perceived service gaps.
- F. Provide cost/benefit analyses for staffing and organizational recommendations where possible.
- G. Review support resources such as technology, consultant contracts, Town committees, commissions and boards and make recommendations accordingly. Identify modifications or enhancement to system-wide performance.
- H. Compare Town staffing structure and form of government with comparable Towns, or where appropriate small cities, to develop an inventory of best staffing and service practices and government structure suited to the unique needs of Nantucket.
- I. Develop a ten (10) year staffing history of each department and create a ten (10) year projection of staffing needs based on analysis of service areas and projected growth/needs areas.

Preliminary recommendation(s) will be presented by the consultant to the Town Manager prior to proceeding with the final analysis. Final report will be presented in a written report and presented to the Board of Selectmen for review in a public session.

IV. COMPOSITION AND SIZE OF ANALYSIS

It is expected that this analysis will be broad in scope, covering all of the Town's departments and services, with the exception of Public Schools. There are approximately twenty-five (25) departments that must be reviewed, each providing numerous services (See Town of Nantucket Organizational Chart attached).

It is expected that most, if not all, of these departments will be reviewed and analyzed. In addition, there are over twenty-five active commissions, committees and boards staffed by volunteers or paid staff who should be considered for the scope of the study as well as various community and neighborhood groups often with active members.

V. DELIVERABLES

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- A. Reporting:** Throughout the study the winning bidder will work closely with Town Administration and Human Resources and will be expected to provide regular weekly at specified times. The bidder will spend considerable time explaining the methodology, the analysis, and the draft recommendations to Town Administration before being presented. The final product(s) will be presented by the bidder to the Board of Selectmen in a public meeting.

- B. Analysis:** A completed report will include an executive summary, methodology, data, analysis, source materials, critical observations of current operations, a baseline of core services matrix, a ten (10) year staffing history and ten (10) year projection, and final recommendations.

- C. Project Completion:** The consultant must be ready to commence the project within three weeks of the contract award and must complete the project within four (4) months of the project commencement.