

TRUSTEES OF FORBES LIBRARY
Special Meeting of December 2, 2025

Present via Zoom: Rebekah Anderson, Debin Bruce, Russell Carrier, Lisa Downing, Ruth Francis, Molly Moss, Shelly Ruocco, Elizabeth Sheirer, Anne Teschner, Doug Wheat, Katy Wight. **Also Present via Zoom:** Rachel King, MGT; Heather Diaz, observer for the Forbes Library Employee Association (FLEA); Fred Kass; Lolana Sevilla; Jennie Lamour. **Absent:** None.

Pursuant to Governor Baker's Emergency Order Modifying the State's Open Meeting Law issued March 12, 2020, this meeting will be held using remote participation. On March 29, 2023, Governor Healey extended this provision until March 31, 2025.

The meeting was called to order at 4:01 PM.

Public Comments

There were no public comments.

MGT Compensation and Classification Study Final Report

Shelly Ruocco introduced Rachel King from MGT who said that the purpose of the Compensation and Classification Study is to create a structure designed to support career progression and both external and internal equity. She shared her screen and presented the final report of the study. The study included preparation and project meetings, material distribution, determination of comparable organizations and compensation data, and job evaluation analysis and establishment of a classification plan. As part of the Job Evaluation process, the duties, responsibilities, and qualification requirements for each position were reviewed via a thorough reading of the incumbent's current job description and a Job Analysis Questionnaire (JAQ) completed by each employee. Positions were evaluated, not the current person in the position or their qualifications, years of service or performance. Positions were analyzed based on nine factors: preparation and training, experience required, decision-making and independent judgment, responsibility for policy development, planning of work, contact with others, work of others (supervision exercised), working conditions, and use of technology and specialized equipment.

To achieve external competitiveness, a market survey of comparable organizations was conducted. After identifying benchmark positions, MGT prepared and distributed a market survey to twenty-seven comparable organizations. Comparable organizations were chosen based on eight criteria: municipal population, total library operating expenditures, total municipal operating income, total staff (ft & pt), total circulation, average weekly library visits, main library square footage, and proximity. These organizations represent other places Forbes employees might seek employment. The trustees discussed the comparable organizations and noted that some were outside of western Massachusetts and may have a higher cost of living. Lisa Downing said that while Forbes is a larger and more complex library than many other local libraries, it would be considered small to medium throughout the state, and that the weighted criteria tends to even things out. There was discussion about asking the city for the comparable municipalities they used when conducting their compensation study several years ago, in which Forbes did not participate. Shelly Ruocco said the comparables are typical of studies of this kind and include a wide range of places. She said if you try to get too close to your own institution, you will not get enough data to be

statistically significant, and that you need to stretch a bit in both directions to get better and more applicable results.

An analysis of the data and a recommended Classification and Compensation Plan was shared. Pay ranges were calculated at the 50th percentile of the market data and presented in Table 2 of the report. The plan consists of ten pay grades: Grades A-E: Library Support, Grades F-H: Librarian / Specialist / Department Head, Grades I-J: Assistant Library Director & Library Director. There is a 10% gradation increase between Grades A-E and Grades F-H, while Grades I and J have a 23% gradation between them. Each grade includes ten steps with a 2.96% increase between steps, resulting in a total range spread of 30% from minimum to maximum. Implementation of the Compensation Plan will be under the following pattern of adjustments: 1) Employees whose present compensation is below the minimum compensation of the range for their classification will be raised to the minimum of the range. 2) The compensation of employees whose present compensation is within the range for their classification will be slotted into the new Compensation Plan at the closest next step. 3) Employees whose current compensation exceeds the maximum of the range would remain at their current rate without reduction. There are no employees who exceed the maximum of their range. Fred Kass said that in higher education, ranges are often calculated at 60-65% to attract more qualified candidates. Shelly Ruocco said that depending on market conditions, some fields may need to target even higher.

MGT recommends that the starting salary of the range (minimum) is the normal hiring/promoting rate. Exceptions to this starting point should be limited to hiring situations involving: 1) Applicants with exceptional background and qualifications, 2) A promotion in which the employee's current compensation is higher than the minimum of the new range, and 3) In the case of a labor market situation where it is impossible to recruit qualified candidates at the minimum. To maintain competitive salary levels, there should be an annual review of the salary ranges. Included were recommendations for how Forbes can maintain the plan and steps to ensure it remains competitive in the future.

Executive Session

At 4:40 PM, Debin Bruce moved that the trustees go into executive session to discuss the Classification and Compensation Study as it relates to contract negotiations with the Forbes Library Employee Association (FLEA) because negotiation in open session would be detrimental to the library's bargaining position. Shelly Ruocco seconded the motion, which was passed unanimously, with Rebekah Anderson, Debin Bruce, Russell Carrier, Ruth Francis, Shelly Ruocco, Anne Teschner, and Katy Wight all voting in favor. The trustees invited Lisa Downing, Molly Moss, Elizabeth Sheirer, Doug Wheat, Jennie Lamour, Lolan Sevilla, Fred Kass, and Rachel King to remain as guests at the executive session. Heather Diaz left the meeting at 4:40 PM. Rebekah Anderson, Debin Bruce, Russell Carrier, Lisa Downing, Ruth Francis, Fred Kass, Rachel King, Jennie Lamour, Molly Moss, Shelly Ruocco, Lolan Sevilla, Elizabeth Sheirer, Anne Teschner, Doug Wheat, and Katy Wight were present during the executive session. No votes were taken during the executive session.

At 5:31 PM Anne Teschner moved to end the executive session. Debin Bruce seconded the motion, which was passed unanimously with Debin Bruce, Russell Carrier, Ruth Francis, Shelly Ruocco, Anne Teschner, Katy Wight, and Rebekah Anderson all voting in favor.

Debin Bruce made a motion to accept the Compensation and Classification Study. Anne Teschner seconded the motion, which was passed unanimously with Russell Carrier, Ruth Francis, Shelly Ruocco, Anne Teschner, Katy Wight, Rebekah Anderson, and Debin Bruce all voting in favor.

Doug Wheat congratulated all the people involved on their hard work and exhaustive process.

At 5:35 PM Anne Teschner made a motion to adjourn the meeting. Debin Bruce seconded the motion, which was passed unanimously with Ruth Francis, Shelly Ruocco, Anne Teschner, Katy Wight, and Rebekah Anderson, Debin Bruce, and Russell Carrier all voting in favor. The meeting was adjourned at 5:35 PM.