



The Nelson A. Rockefeller Center at Dartmouth College

The Center for Public Policy and the Social Sciences

The Class of 1964 Policy Research Shop
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ADMINISTRATIVE AND ROAD CREW SALARIES

A Comparative Assessment of Vermont's Towns

Presented to the Town of Strafford Sub-Committee on Pay,
Classification and Compensation

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EXECUTIVE SUMMARY

Vermont's towns determine compensation for municipal administration individually, and as such compensation for town offices is highly variable. This report compares administrative compensation and across Vermont to the Town of Strafford, with a particular focus on towns of a similar size. Road crew compensation is also analyzed across Vermont and compared with the Town of Strafford through metrics such as miles of road by road class. In all, 49 towns and two cities in Vermont were analyzed, with the 24 towns immediately smaller and larger than Strafford a special focus. In many cases, Strafford's administrative and road crew salaries were higher than what would be predicted, though its salary for the Town Clerk and Treasurer position is in line with what would be predicted for a town of its size, hours open, and property tax revenue.

Through our data analysis, we determined that Strafford's administrative and road crew salaries appear slightly higher than expected for a town with its weekly town office hours and property tax revenue. In some cases, such as population, it is not clear that Strafford's compensation is unusual. In particular, we note that the salaries for the office of Assistant Town Clerk/Treasurer are significantly above what might be predicted for a town of Strafford's weekly town office hours and property tax revenue. However, we note that the salaries for the primary office of Town Clerk and Treasurer are line with the predicted trends for similarly sized towns. Salaries for road crew with respect to road classification are also largely inline with what would be predicted for a town with these specific miles of Class 2, 3, and 4 Road. On average, the 49 surveyed towns spent \$50,133 on administrative salaries, while Strafford spent \$72,958. The towns spent \$114,810 on road crew salaries, with a median of \$110,444, while Strafford spent \$142,065 on road crew salaries.



1. INTRODUCTION

To assess administrative costs in Vermont municipalities, 49 towns and two cities were examined. Specifically, the 24 towns immediately larger and smaller than Strafford in population were examined in addition to the cities of Barre and Brattleboro. We examined the administration of the 49 towns with respect to hours open per week, property tax revenue, and population. We hypothesized that towns with more town office hours per week might pay their employees more annually. Similarly, towns with larger property tax revenues may compensate their employees accordingly. Due to the low level of variance in population, we did not note a strong relationship between town population and administrative salaries. With regard to road crew salaries, we analyzed the relationship between these salaries, total miles of road, miles of Class 2, 3, and 4 Road, and population. We observed that towns with more total miles of road to paid their road crew more. Moreover, as miles of Class 2, 3, and 4 Road increase, we hypothesized that road crew salaries would also increase, as these different classes of road require different levels of care.

The red dot in each scatter plot graph indicates the Town of Strafford. The blue dots indicate the other towns in the study. Barre and Brattleboro were not included in the graphs so as to highlight towns most similar to Strafford. The line in each graph is a linear regression, which is the best predictive measure of how the two variables relate. The full data for all 49 towns and two cities are in the appendix.

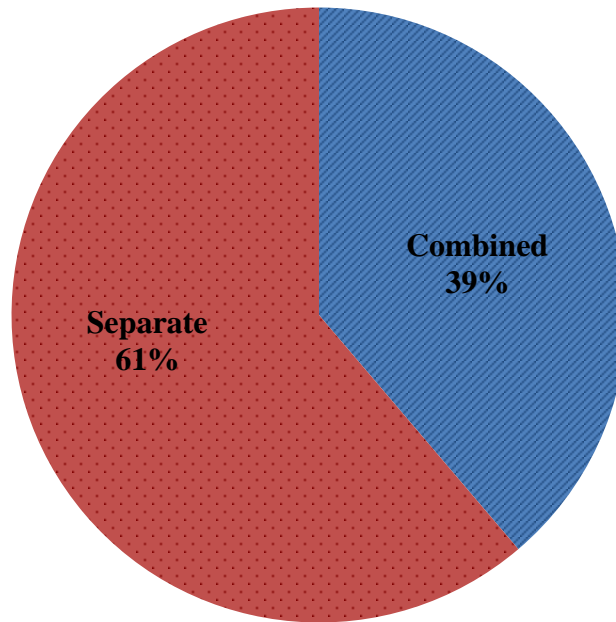
Salary information and property tax revenue data was collected from online town reports as well as emails and phone calls to town clerks. Road, population, and town office hour data was collected from state databases. For towns with separate town clerk and treasurer positions, the two salaries were combined to create better comparisons with the Town of Strafford. It was not possible to track additional forms of compensation, such as health benefits, across a statistically significant number of towns due to extreme variations in reporting methods.



2. ADMINISTRATIVE STRUCTURE

2.1 Combined versus Separate Town Clerk and Treasurer Positions

Figure 1: Combined versus Separate Town Clerk and Treasurer Positions

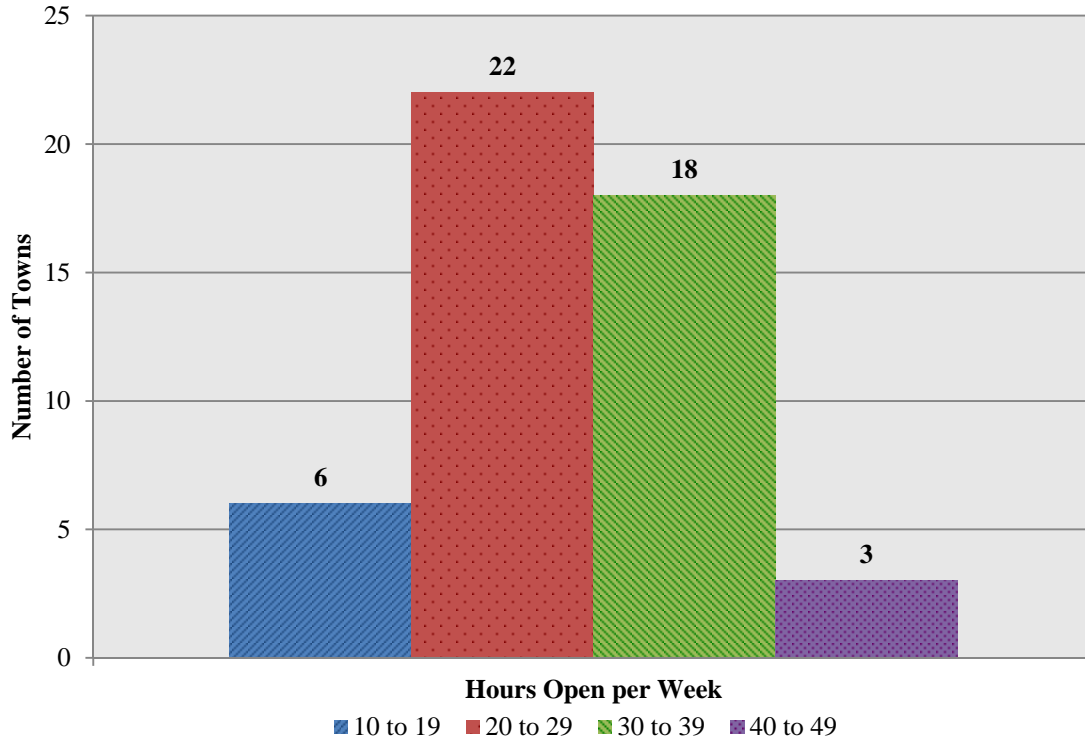


Of 49 surveyed towns, 19 towns, or 39 percent, have separate offices for Town Clerk and Town Treasurer while 30 towns, or 61 percent, have combined offices for Town Clerk and Town Treasurer. Barre and Brattleboro both also have combined office positions.



2.2 Town Office Hours

Figure 2: Number of Towns versus Office Hours (N=49)



Of 49 surveyed towns, six town offices are open from 10 to 19 hours a week. 22 town offices are open from 20 to 29 hours a week. 18 town offices are open from 30 to 39 hours per week. Three town offices are open from 40 to 49 hours per week. Barre town offices are open 50 hours per week and Brattleboro town offices are open 43 hours per week.



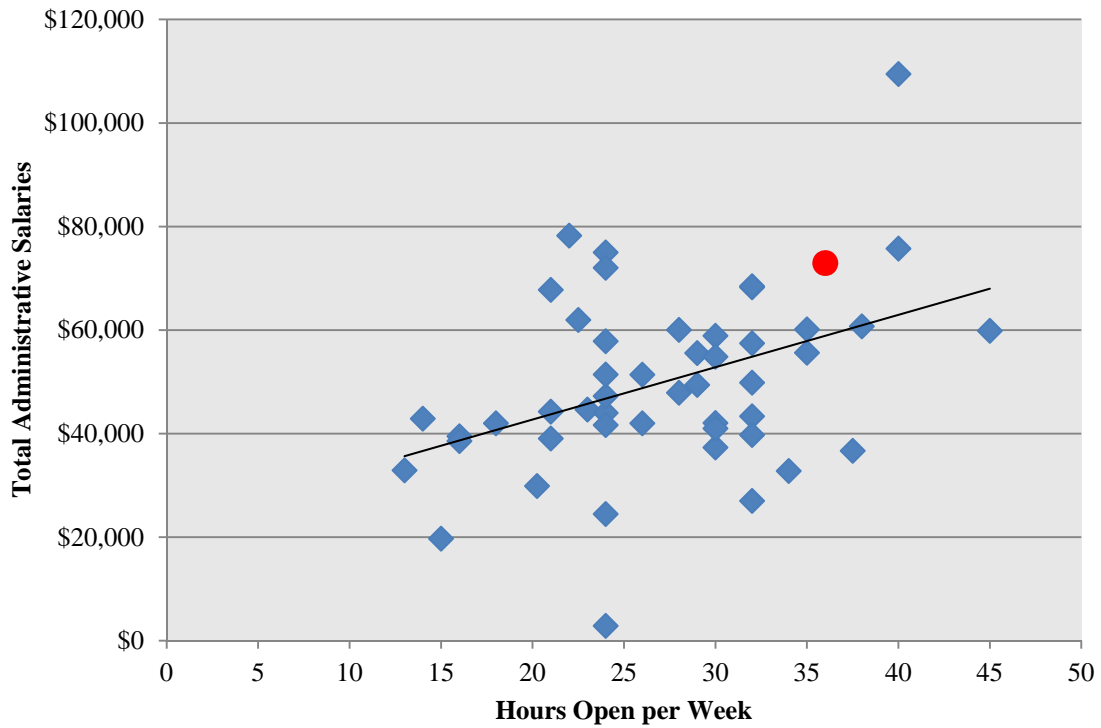
3. ADMINISTRATIVE SALARIES

When assessing the comparative administrative salaries for Strafford and the 48 other surveyed towns, we calculated the salaries for combined town clerk and town treasurer positions and their respective assistants with regard to town population, hours town offices are open per week, and property tax revenue. On average, the surveyed towns were open 27 hours per week with a median of 28 hours per week. Strafford's town office is open 36 hours per week. These towns have an average population of 1,091. Strafford's population, the median population, is 1,102. Finally, the towns surveyed have an average annual property tax revenue of \$1,216,732 and a median property tax revenue of \$1,078,175. Strafford's property tax revenue is \$927,000. On average, the surveyed towns spent \$50,133 on administrative salaries, while Strafford spent \$72,958. The median of combined administrative salaries was \$47,888. With regard to combined town clerk and town treasurer positions, the surveyed towns averaged a salary of \$42,071 with a median salary of \$39,795. The Strafford Town Clerk/Treasurer earns \$42,806. For combined assistant clerks and treasurers, the surveyed towns paid an average of \$12,854 in salaries with a median of \$10,140. The Strafford Assistant Town Clerk/Treasurer earns \$30,152.



3.1 Combined Administrative Salaries for Town Clerk, Treasurer, and Assistants versus Town Office Hours

Figure 3: Total Combined Salaries versus Hours Open (N=49)

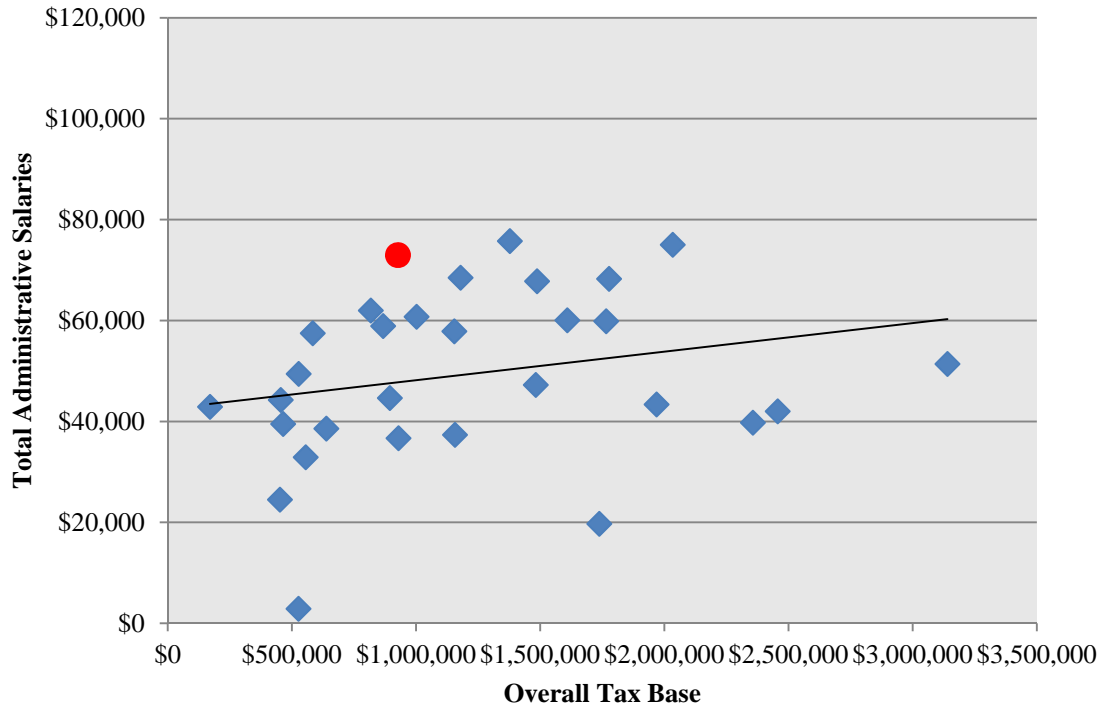


When comparing the combined salaries of Town Clerks, Treasurers, and their assistants in surveyed towns, Strafford's compensation appears only slightly higher than would be predicted for the number of hours its office is open each week, and the correlation between administrative salaries and town office hours open per week is strong.



3.2 Combined Administrative Salaries for Town Clerk, Treasurer, and Assistants versus Property Tax Revenue

Figure 4: Total Combined Salaries versus Property Tax Revenue (N=30)

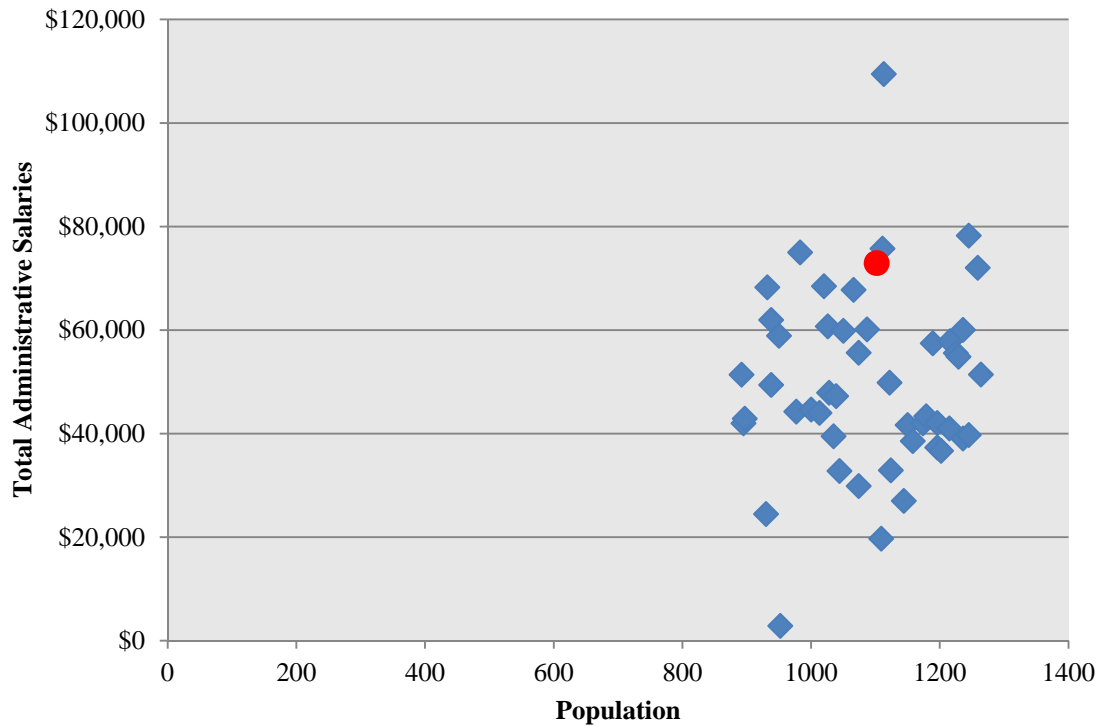


When comparing the combined salaries of Town Clerks, Treasurers, and their assistants in surveyed towns, Strafford's compensation appears higher than would be predicted from its property tax revenue, and the correlation between administrative salaries and towns in Vermont with similar property tax revenue to Strafford is strong.



3.3 Combined Administrative Salaries for Town Clerk, Treasurer, and Assistants versus Town Population

Figure 5: Total Combined Salaries versus Population (N=49)

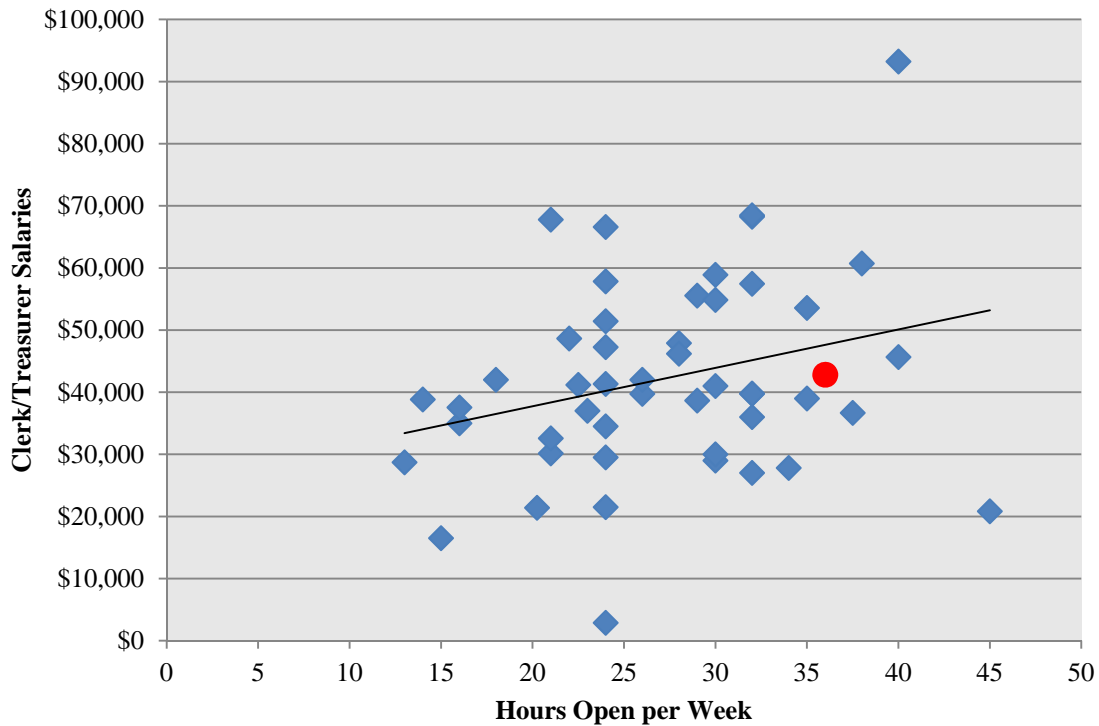


When comparing the combined salaries of Town Clerks, Treasurers, and their assistants in surveyed towns, Strafford's compensation appears high, though the correlation between administrative salaries and town populations in Vermont is weak.



3.4 Combined Administrative Salaries for Town Clerk and Treasurer Town Office Hours

Figure 6: Combined Clerk and Treasurer Salaries versus Hours Open (N=49)

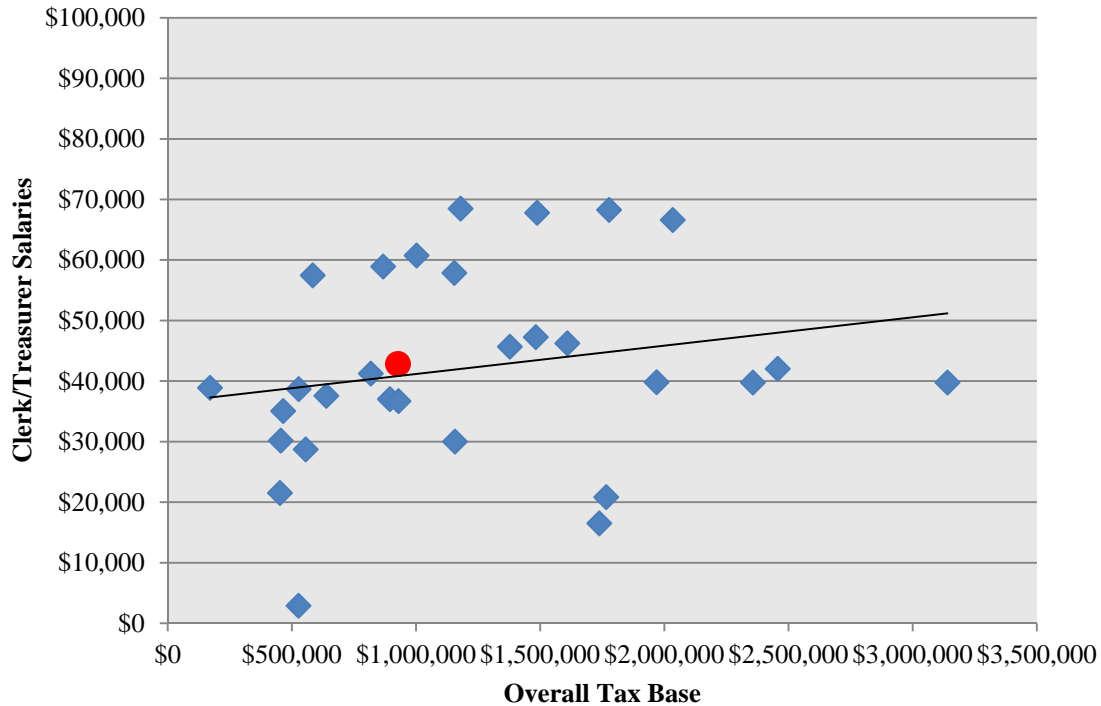


When comparing the combined salaries of only Town Clerks and Treasurers surveyed towns, Strafford's compensation appears only slightly below what would be predicted for the number of hours its office is open each week, and the correlation between administrative salaries and town office hours open per week is strong.



3.5 Combined Administrative Salaries for Town Clerk and Treasurer versus Property Tax Revenue

Figure 7: Combined Clerk and Treasurer Salaries versus Property Tax Revenue (N=30)

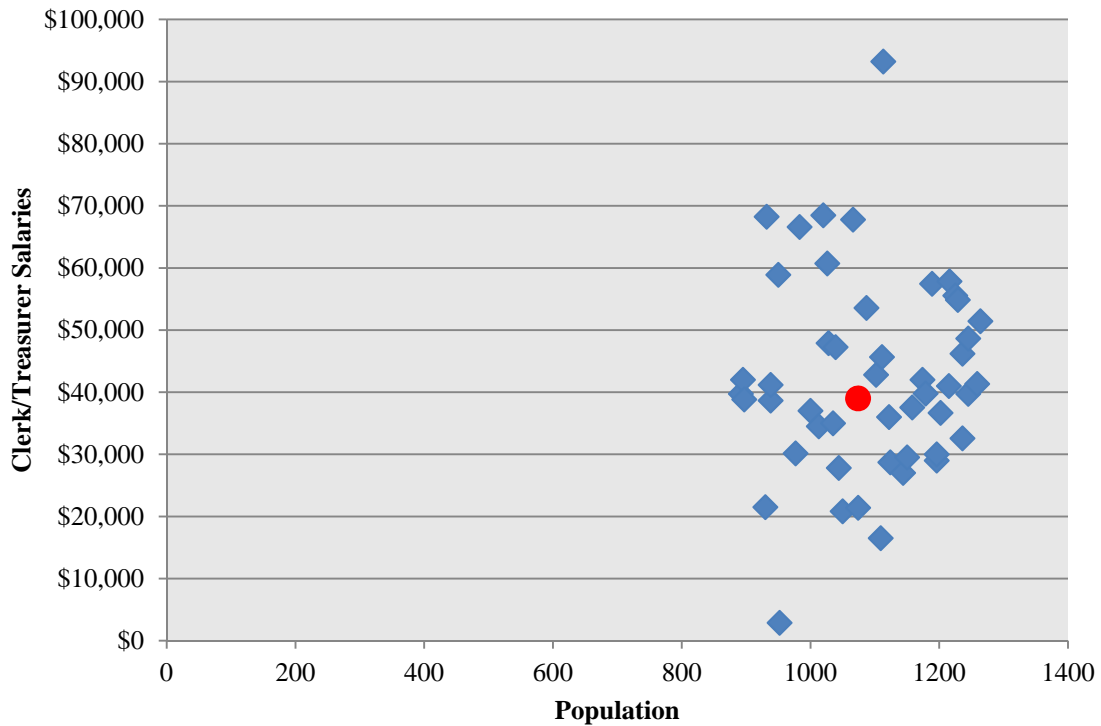


When comparing the combined salaries of only Town Clerks and Treasurers surveyed towns, Strafford's compensation appears roughly in line with what would be predicted from its property tax revenue, though the correlation between administrative salaries and towns in Vermont with similar property tax revenue to Strafford is weak.



3.6 Combined Administrative Salaries for Town Clerk and Treasurer versus Town Population

Figure 8: Combined Clerk and Treasurer Salaries versus Population (N=49)

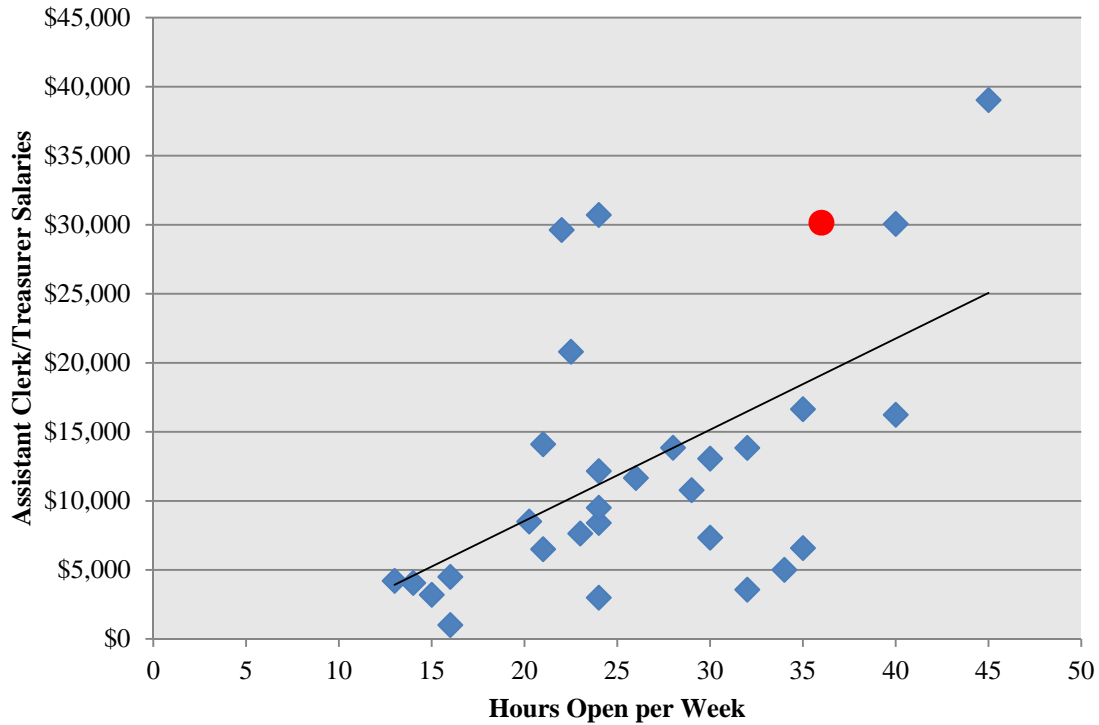


When comparing the combined salaries of only Town Clerks and Treasurers surveyed towns, Strafford's compensation appears close to the norm for its population size, and the correlation between administrative salaries and towns in Vermont is weak.



3.7 Combined Administrative Salaries for Town Assistants versus Town Office Hours

Figure 9: Combined Assistant Salaries versus Hours Open (N=30)

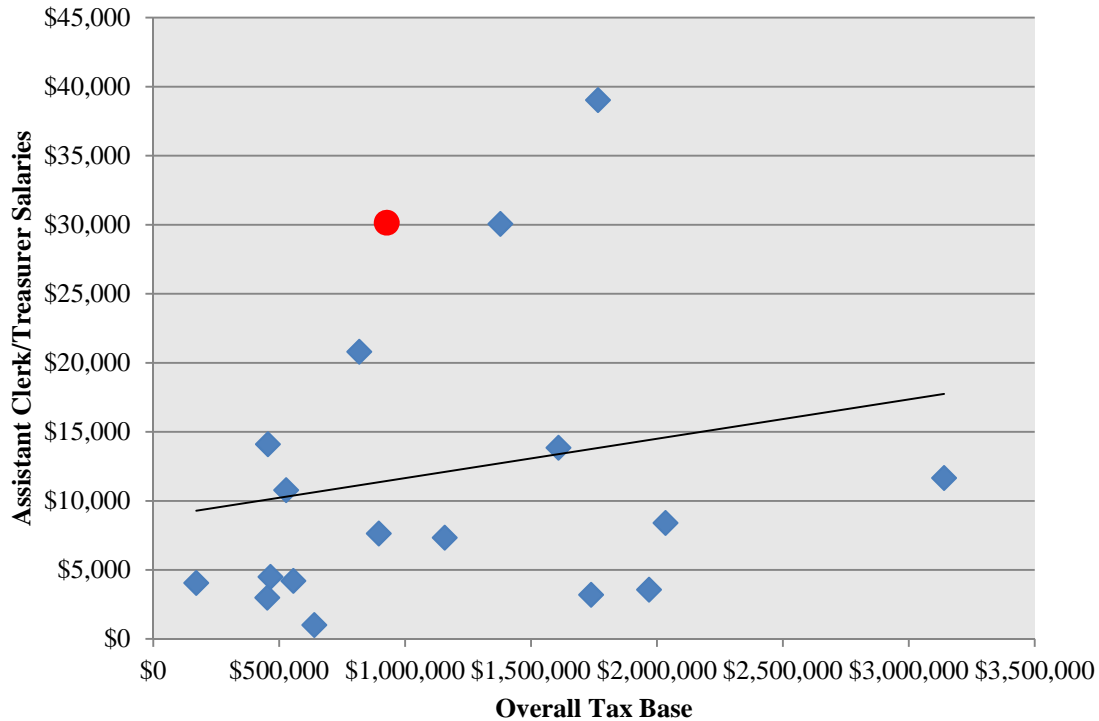


When comparing the salaries of assistants to Town Clerks and Treasurers in surveyed towns, Strafford's compensation appears higher than higher than would be predicted for the number of hours its office is open each week, and the correlation between administrative salaries and town office hours open per week is strong.



3.8 Combined Administrative Salaries for Town Assistants versus Property Tax Revenue

Figure 10: Combined Assistant Salaries versus Property Tax Revenue (N=30)

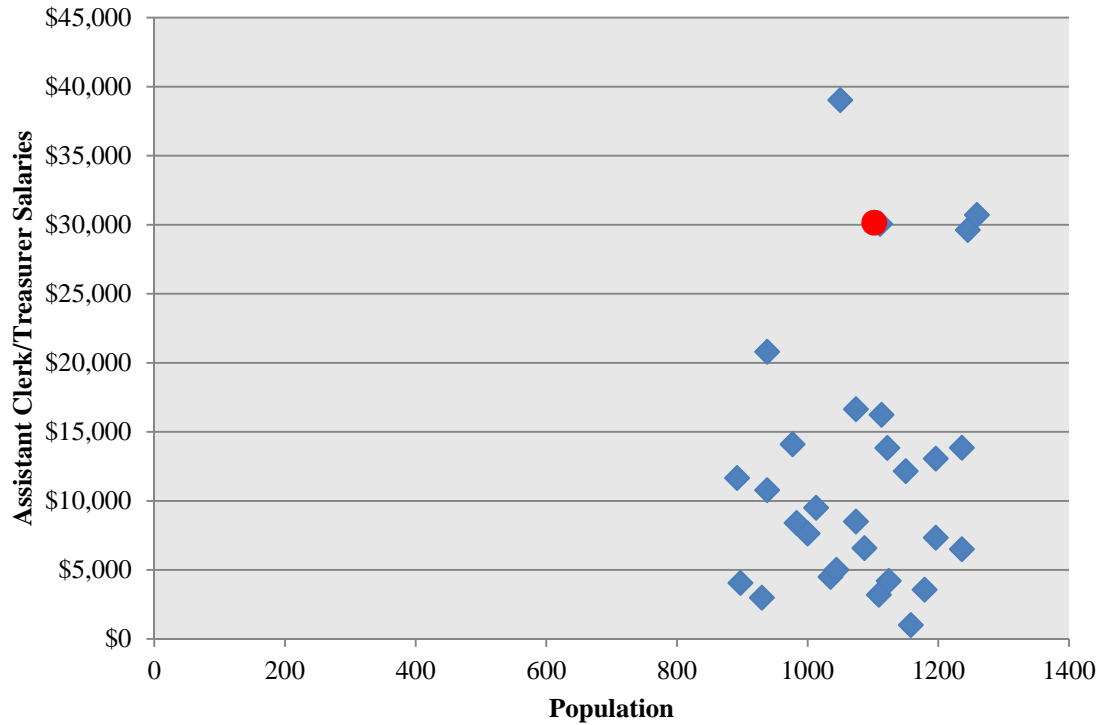


When comparing the salaries of assistants to Town Clerks and Treasurers in surveyed towns, Strafford's compensation appears higher than higher than would be predicted from its property tax revenue, though the correlation between administrative salaries and towns in Vermont with similar property tax revenue to Strafford is weak.



3.9 Administrative Salaries for Town Assistants versus Town Population

Figure 11: Combined Assistant Salaries versus Population (N=30)



When comparing the salaries of assistants to Town Clerks and Treasurers in surveyed towns, Strafford's compensation appears for its population size, though the correlation between administrative salaries and towns in Vermont is weak.



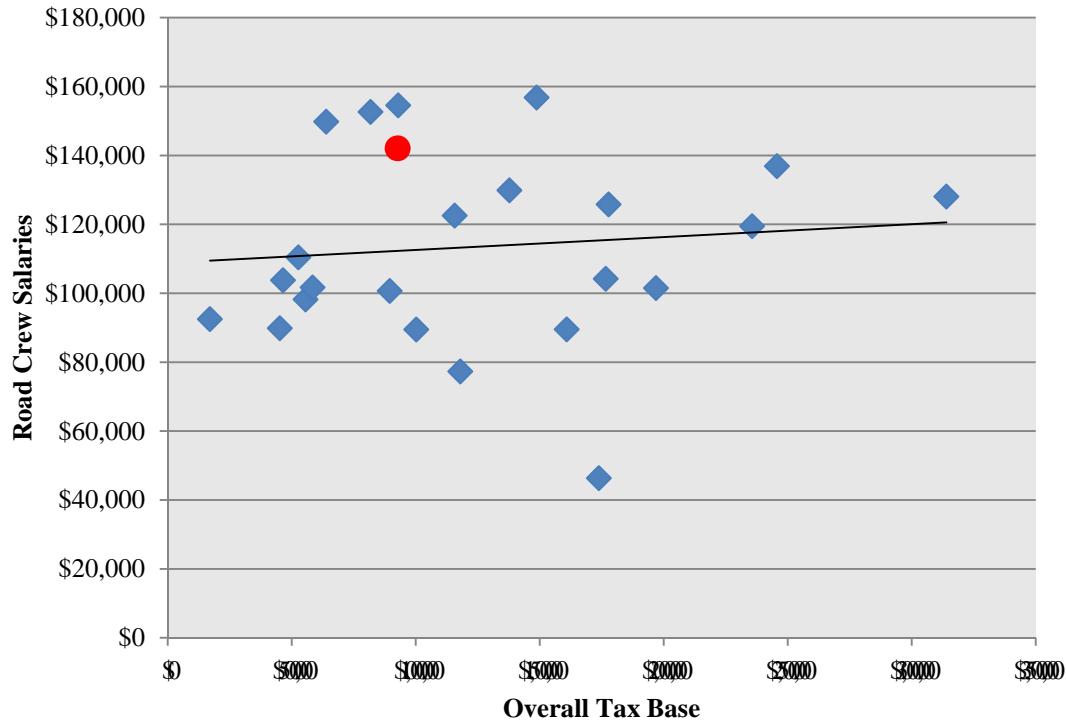
4. ROAD CREW SALARIES

When assessing the comparative road crew salaries for Strafford and the 48 other surveyed towns, we calculated the road crew salaries with regard to town population, property tax revenue, total miles of road, and miles of Class 2, 3 and 4 road. The surveyed towns averaged 62 total miles of road, with an average of 11 miles of Class 2 road, 33 miles of Class 3 road, and nine miles of Class 4 road. There was a median of 64 total miles of road, 11 miles of Class 2 road, 35 miles of Class 3 road and seven miles of Class 4 road. Strafford has 80 total miles of road, 16 miles of Class 2 road, 52 miles of Class 3 road and 12 miles of Class 4 road. On average, the surveyed towns spent \$114,810 on road crew salaries, with a median of \$110,444. Strafford spent \$142,065 on road crew salaries.



4.1 Road Crew Salaries versus Property Tax Revenue

Figure 12: Road Crew Salaries versus Property Tax Revenue (N=26)

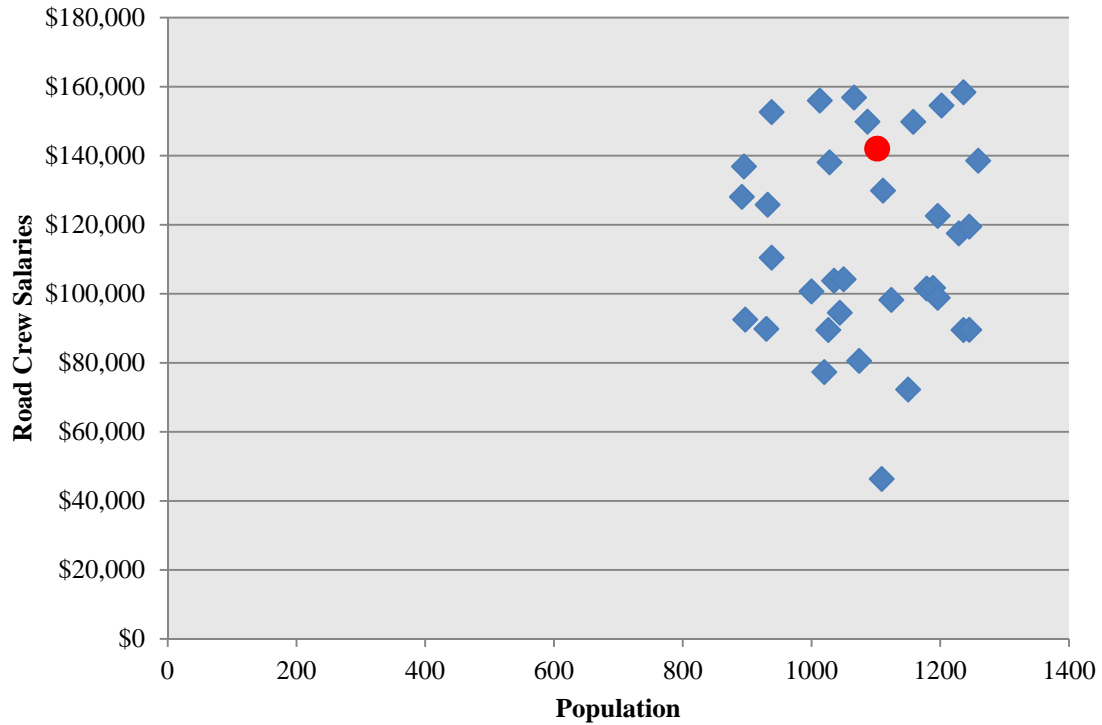


When comparing the salaries of the road crew in surveyed towns, Strafford's compensation appears slightly higher than would be predicted from its property tax revenue, though the correlation between road crew salaries and towns in Vermont with similar property tax revenue to Strafford is weak.



4.2 Road Crew Salaries versus Town Population

Figure 13: Road Crew Salaries versus Population (N=36)

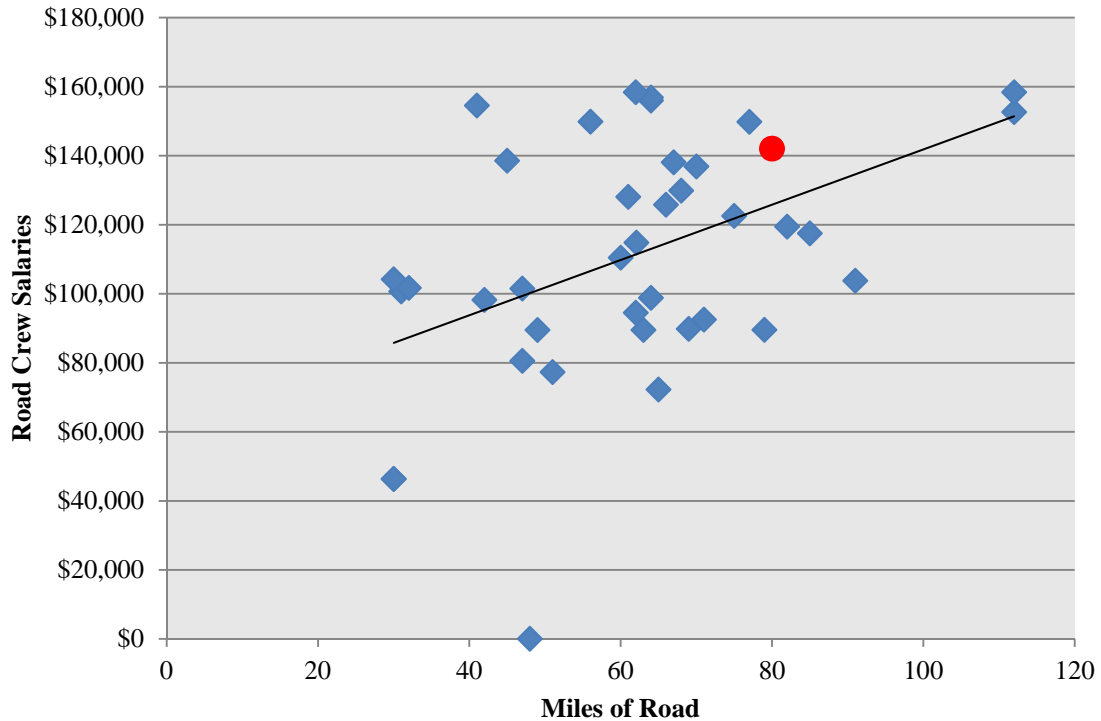


When comparing the salaries of the road crew in surveyed towns, Strafford's compensation appears slightly higher than would be predicted for its population size, though the correlation between road crew salaries and towns in Vermont is weak.



4.3 Road Crew Salaries versus Total Miles of Road

Figure 14: Road Crew Salaries versus Total Miles of Road (N=36)

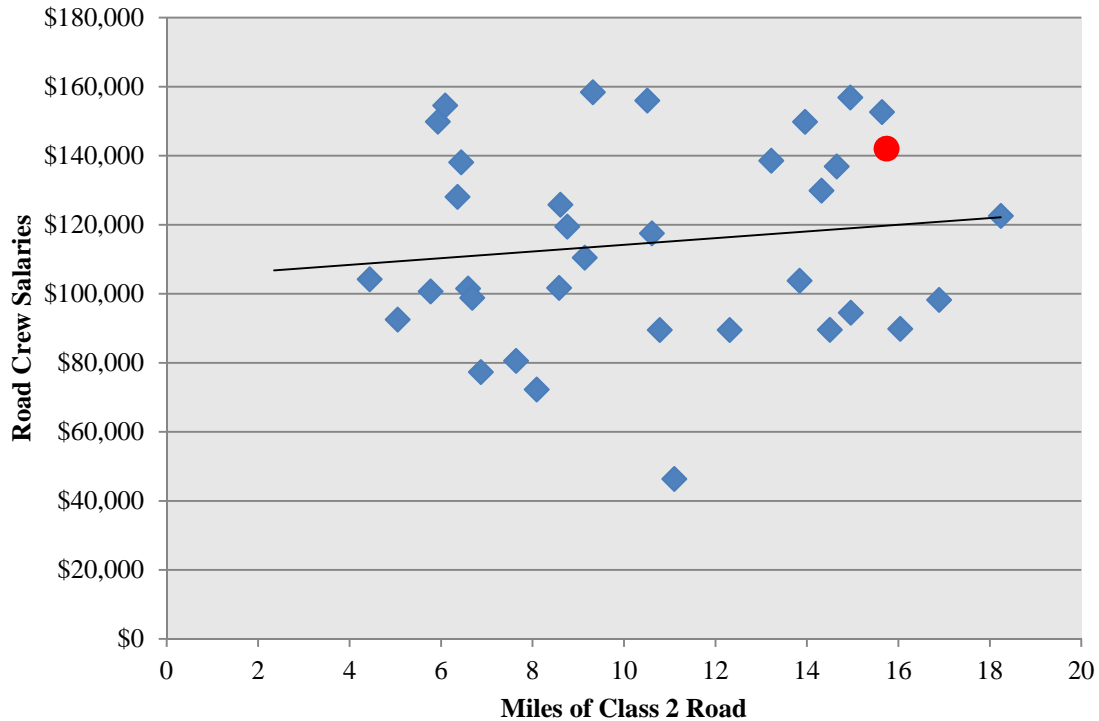


When comparing the salaries of the road crew in surveyed towns, Strafford's compensation appears only slightly higher than would be predicted from miles of road, though the correlation between road crew salaries and miles of road in each town is not extremely strong.



4.4 Road Crew Salaries versus Miles of Class 2 Road

Figure 15: Road Crew Salaries versus Miles of Class 2 Road (N=36)

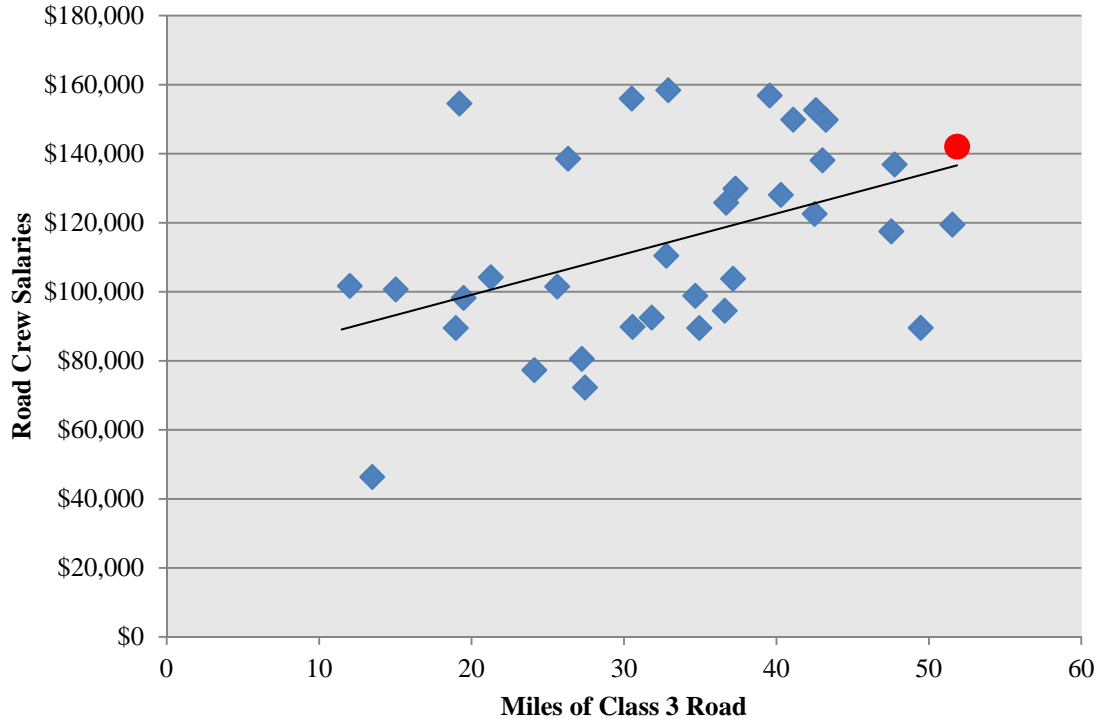


When comparing the salaries of the road crew in surveyed towns, Strafford's compensation appears slightly higher than would be predicted from miles of Class 2 road, though the correlation between road crew salaries and miles of road in each town is weak.



4.5 Road Crew Salaries versus Miles of Class 3 Road

Figure 16: Road Crew Salaries versus Miles of Class 3 Road (N=36)

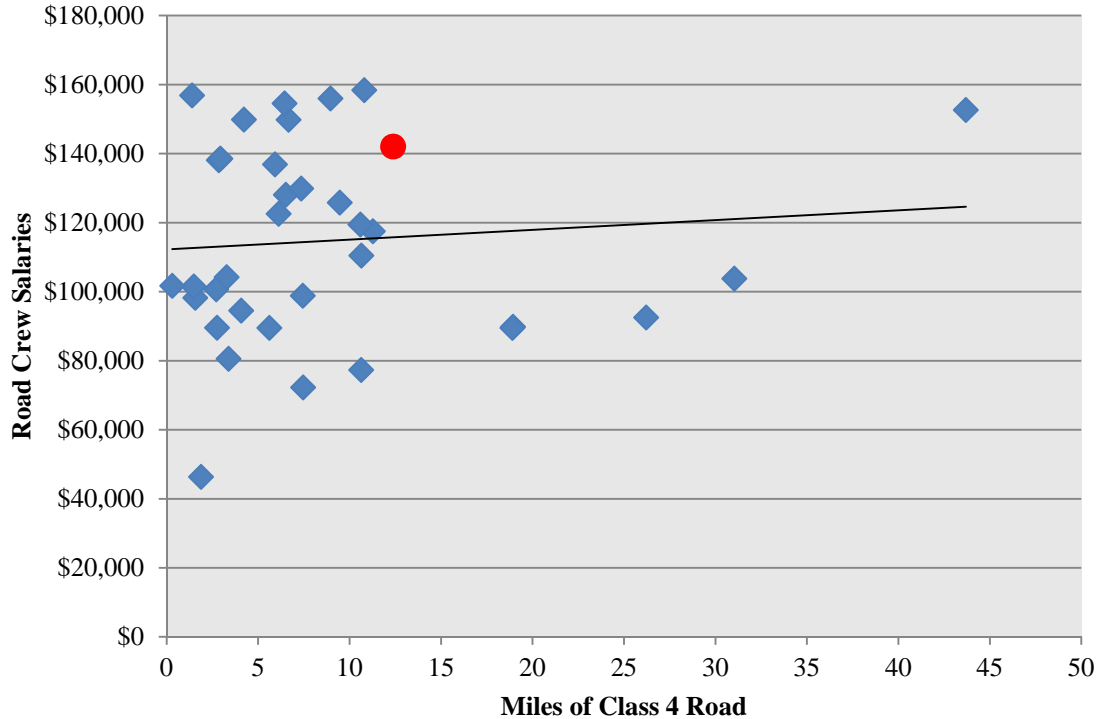


When comparing the salaries of the road crew in surveyed towns, Strafford's compensation is similar to what would be predicted from miles of Class 3 road, though the correlation between road crew salaries and miles of road in each town is not strong.



4.6 Road Crew Salaries versus Miles of Class 4 Road

Figure 17: Road Crew Salaries versus Miles of Class 4 Road (N=36)



When comparing the salaries of the road crew in surveyed towns, Strafford's compensation appears slightly higher than would be predicted from miles of Class 4 road, though the correlation between road crew salaries and miles of road in each town is weak.



5. CONCLUSION

Strafford's administrative and road crew salaries usually appear slightly higher than might be expected for a town of its hours open per week and property tax revenue, though in some instances a definite conclusion cannot be reached. In particular, we note a weak relationship between the salary of Strafford's administrative salaries and what might be predicted for a town of its size, and the Assistant Town Clerk/Treasurer's salary is significantly higher. When looking at the salaries for the primary office of Town Clerk and Treasurer, however, Strafford's salary is in line with what would be predicted for towns of a similar size and tax revenue.

Salaries for road crew with respect to road classification are similar to what would be predicted for a town with these specific miles of Class 2, 3, and 4 Road. Specifically, salaries with regards to Class 3 Road are exactly in line with what would be predicted for a town with Strafford's Class 3 Road mileage. Strafford's road crew salaries are, but so are its miles of road.

On average, the 49 surveyed towns spent \$50,133 on administrative salaries, while Strafford spent \$72,958. The towns spent \$114,810 on road crew salaries, with a median of \$110,444, while Strafford spent \$142,065 on road crew salaries.



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APPENDIX

Town	Pop.	Hours Open/Week	Comb. Clerk/Treas	Clerk Total	Asst. Clerk Total	Treas Total	Asst. Treas Total	One Clerk/Treas Total	One Asst Clerk/Treas Total	Offices Total	Road Crew Total	Tax Base	Miles of Road	Class 2	Class 3	Class 4
WARDSBORO	892	26	Yes					39,735	11,663	51,398	128,095	3,140,100	61	6.36	40.29	6.51
POMFRET	895	18	No	21,000		21,000				42,000	136,905	2,456,347	70	14.65	47.75	5.92
WOODBURY	897	14	No	20,124	2,444	18,720	1,608			42,896	92,513	170,409	71	5.05	31.82	26.21
ALBANY	930	24	Yes					21,500	2,988	24,488	89,855	452,339	69	16.04	30.56	18.93
BRIDGEWATER	932	32	No	34,125		34,125				68,250	125,813	1,777,735	66	8.61	36.7	9.46
WALDEN	938	29	Yes					38,640	10,781	49,421	110,444	527,201	60	9.14	32.78	10.64
BARNARD	938	22.5	No	23,775	10,400	17,397	10,400			61,972	152,643	818,035	112	15.64	42.58	43.69
CANAAN	950	30	Yes					58,895		58,895		867,431	46	2.35	15.08	10.75
SUNDERLAND	952	24	No	1,438		1,438				2,876		526,741	42	15.17	14.11	1.22
BROWNINGTON	977	21	No	16,011	8,000	14,148	6,100			44,259		455,230	55	10.98	28.89	6.55
FAIRLEE	983	24	No	41,436	8,397	25,161				74,994		2,034,025	42	5.56	11.47	5.56
WORCESTER	1,000	23	Yes		7638			37,003		44,641	100,678	895,084	31	5.77	15.03	2.71
CHARLESTON	1,013	24	Yes					34,500	9,500	44,000	156,000		64	10.51	30.51	8.95
GROTON	1,020	32	No	33,794		34,673				68,466	77,318	1,179,584	51	6.87	24.12	10.63
SUTTON	1,026	38	Yes					60,731		60,731	89,496	1,002,166	63	12.31	34.94	5.61
JAMAICA	1,028	28	No	22,794		25,094				47,888	138,091		67	6.44	43.02	2.85
WASHINGTON	1,035	16	Yes					35,000	4,500	39,500	103,800	465,000	91	13.84	37.15	31.03
SHREWSBURY	1,039	24	No	22,728		24,519				47,247		1,482,303	70	17.95	38.28	8.89
BENSON	1,044	34	No					27,800	5,000	32,800	94,500		62	14.96	36.61	4.07
MENDON	1,050	45	Yes	3,000		1,500		16,333	39,033	59,866	104,200	1,766,105	30	4.44	21.26	3.28
MARLBORO	1,066	21	No	30,312		37,471				67,783	156,840	1,487,455	64	14.95	39.56	1.39
ORANGE	1,074	35	Yes		16,635			39,000		55,635	80,571		47	7.64	27.23	3.38
COVENTRY	1,074	20.25	Yes					21,389	8,500	29,889			60	10.44	25.88	6.81
WEST WINDSOR	1,087	35	No					53,570	6,580	60,150	149,862	5,217,676	56	5.93	41.1	4.22
STRAFFORD	1,102	36	Yes					42,806	30,152	72,958	142,065	927,000	80	15.74	51.85	12.38
LEICESTER	1,109	15	No	8,000	3,201	8,500				19,701	46,334	1,738,266	30	11.1	13.48	1.88
GLOVER	1,111	40	Yes		30,065			45,661		75,726	129,889	1,378,108	68	14.32	37.31	7.35
DOVER	1,113	40	No	46,674	16,230	46,549				109,453	428,516	9,687,131	67	10.38	48.09	2.12
ROCHESTER	1,122	32	No	20,280		15,717			13,832	49,829			77	12.24	38.67	7.58
SALISBURY	1,124	13	No	14,350	3,000	14,350	1,200			32,900	98,200	556,087	42	16.89	19.48	1.56
WELLS	1,144	32	No	19,000		8,000				27,000			46	12.72	22.17	3.74
IRASBURG	1,150	24	Yes					29,498	12,159	41,657	72,279		65	8.09	27.44	7.46
RYEGATE	1,158	16	No	21,105	400	16,450	610			38,565	149,827	639,185	77	13.96	43.24	6.66
TOPSHAM	1,174	26	No	21,000		21,000				42,000			93	12.18	49.99	21.47
CORNWALL	1,179	32	Yes		3,570			39,795		43,365	101,523	1,968,594	47	6.59	25.62	1.48
BOLTON	1,189	32	Yes					57,461		57,461	101,717	584,468	32	8.58	12.01	0.3
MONTGOMERY	1,196	30	No	15,999	13,065	13,000				42,064	98,808		64	6.68	34.68	7.44
CRAFTSBURY	1,196	30	Yes				7,332	29,994		37,326	122,551	1,157,112	75	18.24	42.5	6.12
BRIGHTON	1,202	37.5	Yes					36,677		36,677	154,540	929,624	41	6.09	19.2	6.44
BRIDPORT	1,215	30	No	26,000		15,000				41,000			79	13.28	43.65	7.1
CONCORD	1,216	24	No	28,291		29,550				57,841		1,154,184	78	11.71	43.1	12.71
TOWNSHEND	1,225	29	No	33,535		22,015				55,550			67	10.62	44.88	5.59
MOUNT HOLLY	1,229	30	No	31,200		23,660				54,860	117,500		85	10.61	47.53	11.27
BRAINTREE	1,236	21	No	16,008	4,000	16,557	2,500			39,065	158,405		62	9.32	32.9	10.8
CHITTENDEN	1,236	28	No	31,200	13,844	15,000				60,044	89,511	1,609,097	49	10.78	18.96	18.9
ORWELL	1,245	22	No	39,300	20,282	9,333	9,333			78,248	89,564		79	14.5	49.46	2.75
CHELSEA	1,245	32	No	20,600		19,136				39,736	119,459	2,356,952	82	8.76	51.54	10.59
PLAINFIELD	1,259	24	Yes		30,704			41,325		72,029	138,568		45	13.22	26.33	2.94
SHOREHAM	1,264	24	No	25,710		25,710				51,420			85	11.9	50.35	6
City																
BARRE (CITY)	8,927	50	Yes					50,692		50,692			112	4	37.83	0
BRATTLEBORO	11,798	43	Yes					133,728		133,728	705,533		74	13.89	65.01	7.56
Average (Excluding Cities):	1,091	27		23,751	11,287	19,820	4,885	38,443	12,891	50,133	123,524	1,606,462				
Max (Excluding Cities):	1,264	45		46,674	30,704	46,549	10,400	60,731	39,033	109,453	428,516	9,687,131				
Min (Excluding Cities):	892	13		1,438	400	1,438	610	16,333	2,988	2,876	46,334	170,409				



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