



A COMPENSATION AND BENEFITS SURVEY STUDY FOR THE TOWN OF ARLINGTON, MASSACHUSETTS

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FINAL REPORT

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A COMPENSATION AND BENEFITS SURVEY STUDY FOR THE TOWN OF ARLINGTON, MA

I. Introduction

The Town of Arlington, Massachusetts engaged Human Resources Services, Inc. (HRS) to determine the total compensation market competitiveness for union and non-union positions within the Town and School organizations. The purpose of the study was to compare the Town of Arlington to the external municipal/school labor market to ensure equitable pay levels for individual positions and groups of positions. The Consultant Team also collected and analyzed compensation policies from other comparable organizations. This comprehensive analysis will provide the Town with the necessary tools for town and school officials to strengthen their management and control of their total compensation programs. In its totality, it included a review of compensation and benefits for positions in the town government including Assessors, Comptroller, Department of Public Works, Health and Human Services, Human Resources, Inspections, Legal, Library, Multi-Office/Clerical, Planning and Community Development, Public Safety, Recreation, Technology, Town Clerk, Town Manager, Treasurer Collector, Police, and Fire. The analysis also included a review of compensation and benefits for positions in the schools including Teachers, Principals, Administrators, Facilities/Custodial, Cafeteria, Transportation, Payroll, Human Resources, and General Services.

At the onset of the study, the Consultant Team met with town officials to determine the parameters of the project and expected outcomes of the study. Orientation sessions were provided to municipal and school officials and employees. The Town provided HRS with the necessary documents for Arlington, compensation plans, town budgets, job descriptions, and other related information. The Consultant Team was given very specific directives. The project team also reviewed initial findings and issues with the management and union of the Town and Schools for thorough review and input. Numerous preliminary documents were submitted to the Town for their review and policy direction.

For public safety union positions, the Consultant Team included in the analysis salary, wages, stipends, allowances, fees, educational incentives and other compensation that is uniformly applicable across the fire and police bargaining units for each community. For teaching positions within the school department, the Consultant Team included in the analysis salary, wages, education and time compensation, and other compensation that is uniformly applicable across teachers bargaining units for each community.

II. The Labor Market

There are three major steps to surveying the labor market: (1) defining the labor market to be surveyed; (2) selection of benchmarks (what will be surveyed); and (3) analysis of employer pay rates reported. For Arlington, the Consultant, in consultation with the Town, recommended that selection from other surrounding municipalities in Massachusetts is a strong consideration in the comparative municipal labor market. The Town of Arlington in a collaboration of its labor and management team, selected the comparable communities that are included and form the basis for this analysis, and they are: *Belmont, Brookline, Medford, Melrose, Milton, Natick, Needham, North Andover, Reading, Stoneham, Watertown, and Winchester*. They include surrounding municipalities as well as some of most competitive municipalities in Massachusetts. Much thought and effort went into the selection of these communities; and it was a collaborative effort. There are several considerations in defining the labor market, including areas from which employees are recruited, reside, and work; factors affecting turnover and separation; comparative economic conditions; unique environmental factors affecting workforce; and workforce composition considerations. Attempts are always made to find employers with similar occupations to match to benchmark positions.

HRS conducted a total compensation survey and market analysis to determine the market competitiveness for more than 100 positions. To measure the pay rates among the Town's local government competitors for these positions, HRS distributed custom survey documents to comparable municipalities and school districts. This survey document was designed to collect information regarding specific components of pay rates including, minimum salary/wages, maximum

salary wages, number of hours per work-week, and number of weeks per work-year. The consultants also analyzed data points for each position (i.e. number of comparables per position surveyed). Additional information was provided from the comparable communities regarding policies of compensation plans; policies on longevity and employees who reach maximum level within classification grade; steps vs. ranges; the general policies on maintaining the organization's pay plan.

III. The Compensation Analysis for Police, Fire, Teachers

The compensation for police and fire included other types of compensation which is typical in similar public safety organizations. Specifically, the categories of general compensation studied for fire service union positions include: *maximum base wage, EMT-B stipend, hazardous duty pay, associate's degree, night differential, weekend differential, holiday pay, defibrillator pay, longevity 25 years, and other pay* that are applicable across each bargaining unit. These categories formed the basis for general compensation and are reflected in all totals. The positions included: Firefighter, Fire Lieutenant, Fire Captain, Fire Deputy Chief. Specifically, the categories of general compensation studied for police service union positions include: *maximum base wage, school credits, longevity 25 years, night differential, weekend differential, holiday pay, firearms, defibrillator pay, clothing allowance, cleaning allowance, and other pay* that are applicable across each bargaining unit. These categories formed the basis for general compensation and are reflected in all totals. The positions included: Police Officer, Police Sergeant, Police Lieutenant, and Police Captain.

The compensation structure for teachers pay also includes other types of compensation which is typical in similar public school organizations. Specifically, the categories of general compensation studied for these positions included minimum and maximum pay wage, as well as pay at the following various levels: Teacher – BA Min, Teacher MA - Min, Teacher - MA Step 6, Teacher MA-Max, Teacher-MA +15 Max, and Teacher – MA +30 Max.

To compare and measure the pay rates among the Town of Arlington's local government competitors for these positions, the Consultant Team received and analyzed collective bargaining agreements, memoranda of agreements, JLMC decisions, salary schedules, and other contract materials and information from the comparable communities; follow-up discussion was also conducted with the communities to verify data and the application of compensation policies, such as longevity structure or educational structure as it relates to pay. Other municipalities are always the major source of comparative data for such a study. The Town's Human Resources Department, Town/School Management, in collaboration with the various Town/School union leaders greatly assisted the Consultant Team in gathering and collecting the information and follow-up information needed for this analysis. This was truly a team effort; consultants, human resources/management, and union.

IV. The Compensation and Benefits Analysis Summary Findings

Overall, we found that the current salary ranges for police and school union positions were market competitive. While the pay rates for firefighter was at market, other fire department union positions were below market. We also found that the pay for most positions in the non-union groups were at market. (See attached data sheets). It appears that some of the mid-level supervisors, professionals, and secretarial staff were slightly below market average. *Details of all of these findings are shown in the attached data reports.*

The survey also collected information on various pay policies and benefits. The consultants surveyed information on health insurance, longevity (non-public safety), and vacation. Regarding health benefits, the Town's contribution through their GIC plan toward the cost of medical coverage is more generous than most surveyed communities. Arlington is competitive also with vacation time with an upward limit of 6 weeks. Also the Town's longevity system is competitive offering a combination of flat payments and percentage adjustments. Of the communities surveyed, most are offering flat payments based on years of service to the Town without any additional percentage adjustment.

Regarding pay structures, we found that most municipalities maintain a grade-and-step structure, similar to Arlington's pay

schedules. Regarding pay progression, most of the surveyed communities indicated that employees move through the pay ranges based on both longevity and performance. However, in most situations, employees receive a step increase each year until they reach the maximum rate.

To maintain a market-competitive compensation program that is appropriate for the Town, we suggest that the Town should establish a compensation philosophy that establishes a definition of “*the labor market*” for both Union and Non-Union positions (that is, which communities and other employers, if any, represent Arlington’s primary competitors for employees). In addition, the compensation philosophy should also identify the desired position in the market (for example, 50% of market). This philosophy might also include a statement regarding internal equity among positions, regardless of market comparability. Pay schedules should be maintained based on the chosen compensation philosophy. Finally, the Town should also determine whether or not it has the ability to implement other compensation practices, such as the potential for additional rewards based on performance, skill attainment, or other factors.

In conclusion, HRS received sufficient and extensive data for this market analysis and is confident in the market results provided herein. The Consultant Team made effort to ensure accuracy by thorough involvement of the Town’s input and also extensive follow-up with comparable surveyed communities. It was not within the scope of services for HRS to update the compensation and benefits plans; however, the data provided herein offers the Town of Arlington the necessary data and information to do so in an equitable manner for all Town and School positions.

All of the compensation and benefits market data and analysis, as well as survey instrument are included in the attached documents.

DATA CHART EXPLANATION

1. **Maximum Base Wage** is the highest level and year of base compensation that a municipality pays.
2. **Maximum Longevity** is the highest level of longevity payment available to employees. For Arlington it is 25 years.
3. For each position analyzed, data points were collected from the labor market. The Data Points indicate the amount of salary information for each position surveyed; in other words, the number of municipalities that reported data for a particular position.
4. In in cell, the top number indicates the minimum salary the community pays and the bottom number indicates the maximum salary the community pays.
5. All comparative market data collected is as of December 2013. If FY-14 data was not yet settled or determined, the most current negotiated contract available from the community was included for this analysis. In most current data was available.
6. The consultants used the 75% rule. If 75% of the job was comparable it was included for comparison purposes.
7. In some instances: (1) the community/organization did not have a comparable position; (2) the consultants determined that the position was not comparable; or (3) the information was not made available to the consultants.
8. Certain data may have been annualized for comparative purposes.
9. Whether a position is listed as annual salary or hourly wage, this does not denote in any way whether the position is exempt or non-exempt for FLSA purposes.
10. The **Average** is the sum of survey readings divided by the number of municipalities reporting. The **Average** shows the average compensation among the comparables.
11. The **Median** shows the midpoint of the compensation among the comparable communities. In an array of survey readings, sorted from low to high, this is the reading that is at the mid-point or middle of the data indicating that 50% of survey participants pay at or below this compensation rate.

12. The **75% Percentile** shows the 75th percentile of the market data. The percentile rank looks at the array of data points and gives each data point a percentile rank, where the lowest data point is 0% and the highest data point is 100%. In an array of survey readings, sorted from low to high, this indicates that 75% of the surveyed market pays at or below this compensation rate.
13. The **90% Percentile** shows the 90th percentile of the market data. The percentile rank looks at the array of data points and gives each data point a percentile rank, where the lowest data point is 0% and the highest data point is 100%. In an array of survey readings, sorted from low to high, this indicates that 90% of the surveyed market pays at or below this compensation rate.

Arlington market-data other survey ver 14 with Health Insurance worksheet change

	Position Title by functional area	Arlington	Belmont	Brookline	Medford	Melrose	Milton	Natick	Needham	North Andover	Reading	Stoneham	Watertown	Winchester	
1	Director of Assessment	76,760 110,921	73,978 103,569	94,151 110,905	87,938 102,839	71,924 94,280	72,720 90,917	70,000 105,000	71,521 89,560	69,235 83,082	71,546 88,979		92,682	60,313 85,473	
	Comptroller														
2	Comptroller/Town Accountant/Auditor	85,050 122,900	73,978 103,569	94,151 110,905	93,898 108,499	93,741 122,879	85,274 109,809	85,000 125,000	71,521 89,560	83,791 100,549	86,580 107,640		94,185		
3	Assistant Comptroller	52,846 68,382	58,898 82,457	74,310 84,079	59,350 69,361			55,000 80,000	53,352 68,621	42,968 51,562			61,032	60,313 85,473	
	Department of Public Works														
4	Public Works Director	93,555 135,190	86,036 120,451	126,906 149,489	108,126 121,512	87,448 114,630	97,631 125,721	85,000 125,000	98,738 123,718	83,791 100,549	95,219 118,404		113,124	85,140 120,652	
5	Assistant Public Works Director	71,427 92,422	77,043 107,801		96,810 107,238		72,720 90,917		89,066 111,592				87,200		
6	DPW Operations Manager	67,079 86,795	58,898 82,457	71,452 80,845		66,594 87,299			60,041 75,231	76,166 91,399	59,124 73,515		92,681	65,744 93,168	
7	Town Engineer	77,856 100,740			103,324 116,096	87,448 114,630	72,720 90,917		89,066 111,592	76,166 91,399	78,702 97,851		92,681	65,744 93,168	
8	Senior Civil Engineer	56,612 73,253	65,170 78,208	81,849 92,555	72,444 82,281		53,202 66,515				60,008 74,610	51,542 61,277			
9	Highway Supervisor	56,612 73,253	77,043 107,801	94,151 110,905	72,444 82,281				71,531 89,565	62,935 75,522	65,052 80,886		64,164 79,479		
10	Water and Sewer Supervisor	56,612 73,253	73,978 103,569	101,683 119,778	72,444 82,281				76,315 95,638	76,166 91,399	65,052 80,886		76,055	60,984 69,484	
11	Building Inspector- DPW	52,846 68,382		67,200 70,581			53,202 66,515								
12	Forestry Supervisor	52,846 68,882	inc in Parks Manager	56,870 59,732					71,531 89,565		65,052 80,886			43,888 49,650	
13	Parks Maintenance Supervisor	52,846 68,882	73,978 103,569	94,151 110,905		55,511 72,763			71,531 89,565		65,052 80,886		64,164 79,479		
14	Supervisor of Building Maintenance	52,846 68,382	73,978 103,569	97,568 110,394			72,720 90,917	55,000 80,000	53,352 68,619				64,164 79,479	50,984 69,484	
15	Supervisor of Motor Equipment Repair	52,846 68,882		65,242 68,526	72,444 82,281				60,029 75,234		65,052 80,886		63,684 76,054	48,555 66,094	
16	Supervisor of Custodians	52,846 68,882							53,352 68,619	62,935 75,522					
17	Junior Civil Engineer	50,328 65,122		64,374 72,863	65,577 73,712		53,202 66,515		47,658 62,269		55,494 68,994			50,984 69,484	
18	Water Account Clerk	35,450 45,868					41,166 50,112		33,579 42,530						
19	Working Foreman (Highway,Water/Sewer, MotorVeh)	21.47 26.11	25.22 30.29	25.69 25.69	27.53 30.73		17.49 24.33		22.43 26.93		24.10 29.97	24.18 28.74	22.64 27.44	20.36 23.11	
	Working Foreman (Carpenter,Tree Climber,Cemetery, Laborer, Paint Shop)	20.84 25.36	25.22 30.29		28.06 31.32		17.49 24.33		22.43 26.93		24.10 29.97	23.01 27.35	22.64 27.44	20.36 23.11	
	Working Foreman (Mason)	19.94 24.27			22.02 25.28										
20	Plumber	20.84 25.36		26.13 27.46					23.63 28.50				23.96	22.23 30.22	
21	Electrician	20.84 25.36		26.13 27.46			29.59 38.10		23.63 28.50				36.57	22.23 30.22	

Arlington market-data other survey ver 14 with Health Insurance worksheet change

	Position Title by functional area	Arlington	Belmont	Brookline	Medford	Melrose	Milton	Natick	Needham	North Andover	Reading	Stoneham	Watertown	Winchester	
22	Water Systems Maintenance Craftsman	19.94 24.27		22.62 22.62					19.33 23.28	17.88 26.63	18.32 21.89	19.96 23.73	23.96		
23	Tree Climber	18.89 22.99			21.88 23.43				19.33 23.28	17.88 19.61	18.32 26.64			19.37 21.84	
24	Motor Equipment Operator III (Water)	19.94 24.27													
	Special Motor Equipment Operator III	18.89 22.99	19.12 22.97	25.18 25.18	21.88 23.43					16.80 18.44	24.10 29.97	21.49 25.55		19.37 21.84	
25	Heavy Motor Equipment Operator II	18.22 22.17	17.60 21.13	22.62 22.62	21.17 22.15		17.49 24.33		19.33 23.28	16.00 17.68	21.43 26.64		22.44 25.64	18.55 21.06	
26	Motor Equipment Operator I	17.68 21.52		21.64 21.64	20.54 21.55		16.40 22.99						18.93 22.40	17.91 20.23	
27	Motor Equipment Repairman	20.84 25.36	23.70 28.47	25.69 25.69	27.53 30.73		18.89 25.72		20.76 24.91		24.10 29.97	21.90 26.04	22.44 25.64	19.37 21.84	
28	Grounds Maintenance Worker	16.04 19.53		21.64 21.64	19.54 20.97		15.35 21.70		16.92 21.80		18.32 21.89			17.31 20.23	
	Health and Human Services														
29	Director of Health and Human Services	76,760 110,921	77,043 107,801	101,683 119,778	84,556 98,884		66,745 83,444	70,000 105,000	76,323 95,623	76,166 91,399	65,052 80,886		92,682		
30	Council on Aging Director	62,108 80,366	67,934 95,108	86,377 101,748	68,366 80,034	66,594 74,846	60,650 75,826	70,000 105,000	71,521 89,560	57,208 68,649	59,124 73,515		66,732	55,336 78,414	
31	Director of Veterans Services	48,395 62,621		118,604 139,709	59,350 69,361			55,000 80,000	60,041 75,231	42,968 51,562	40,404 50,232		50,364		
32	Geriatric Nurse	54,434 70,435						56,550 60,450							
	Public Health Nurse				58,403 65,685										
33	Public Health Officer	54,434 70,435					43,602 52,260	47,000 70,000	53,352 68,621	62,935 75,522		51,542 61,277	53,378 62,855		
34	Social Worker	54,434 70,435	52,854 73,995	48,557 54,940				47,000 70,000	42,608 56,796		44,441 55,244		58,402	44,042 60,023	
	Human Resources														
35	Director of Human Resources	76,750 110,921	80,000 112,031	101,683 119,778	99,784 114,277	80,199 104,653	79,695 102,625	70,000 105,000	76,323 95,623	76,166 91,399	65,052 80,886		80,945		
36	Benefits Administrator	41,493 53,689		52,442 59,335	40,697 44,505			55,000 80,000	42,608 56,796	47,270 56,726				41,946 57,187	
	Inspections														
37	Director of Inspections/Building Commissioner	85,050 122,900		109,818 129,360	81,460 95,242	61,664 80,829	72,720 90,917	70,000 105,000	71,521 89,560	69,235 83,082	71,546 88,979	69,326 82,410	83,055	65,744 93,168	
38	Local Building Inspector	52,846 68,382	58,809 70,575	67,200 70,581	73,188 80,764		53,202 66,515	55,000 80,000	53,352 68,621	69,235 83,082	48,867 60,782		76,055	48,555 66,094	
	Legal														
39	Town Counsel	93,555 135,190		118,604 139,709	93,898 108,499				71,514 71,514						
40	Paralegal	48,160 62,317		51,909 54,121	48,568 59,125										
	Library														
41	Library Director	85,050 122,900	73,978 103,569	101,683 119,778	81,739 97,888	66,594 74,846	79,695 102,625	70,000 105,000	76,323 95,623	69,235 83,082	78,702 97,851	79,489 79,489	94,072	65,744 93,168	
42	Assistant Library Director	61,978 77,298		74,310 84,079	61,482 75,326	50,930 66,755	64,359 76,849	55,000 80,000	55,595 72,638	47,270 56,723	59,124 73,515	54,128 62,097	60,912 72,485	60,313 85,473	
43	Technology Librarian	54,848 68,407	54,242 65,132	54,400 60,269	46,076 56,049				47,678 62,283	39,855 47,606	44,441 55,244	42,934 51,033	43,860 52,416	44,042 60,023	
44	Head of Adult Services	54,848 68,407	57,025 68,474	67,085 74,142	49,835 60,642				47,678 62,283		53,742 66,846		52,832 62,900	50,984 69,484	
45	Head of Children's Services	54,848 68,407	54,242 65,132	61,056 67,570	49,835 60,642				47,678 62,283	41,734 49,838	53,742 66,846		52,832 62,900	50,984 69,484	
46	Adult Services Librarian	44,317 55,272	47,457 56,107	54,400 60,269	46,076 56,049		54,376 64,927		42,608 56,796		44,441 55,244	34,580 41,096	43,860 52,416	44,042 60,023	
47	Children's Librarian	44,317 55,272	47,457 55,107	54,400 60,269	46,076 56,049		47,543 56,768		42,608 56,796		44,441 55,244	44,008 52,023	43,860 50,023	44,042 60,023	

Arlington market-data other survey ver 14 with Health Insurance worksheet change

	Position Title by functional area	Arlington	Belmont	Brookline	Medford	Melrose	Milton	Natick	Needham	North Andover	Reading	Stoneham	Watertown	Winchester	
48	Library Assistant	29,250 37,847	29,247 35,098	35,306 40,926			39,718 47,609	29,192 34,866	29,757 37,673	29,108 36,507	30,342 37,733	39,271	33,227 39,711	27,769 37,844	
49	Branch Librarian	49,950 61,076		59,566 65,921				55,000 80,000							
50	Head of Technical Services	49,950 61,076	57,025 68,474	74,310 84,079	49,835 60,642				47,678 62,283	41,734 49,838	53,742 66,846	44,008 52,707	52,832 62,900	50,984 69,484	
Multi-Office/Clerical															
51	Office Manager- Board of Selectmen	50,325 65,122	43,603 61,043		59,453 65,822						48,867 60,782				
	Office Manager- Other	48,160 62,317		51,909 53,585	50,051 55,018		48,711 61,796	47,000 70,000	40,443 51,227		48,867 60,782		51,179		
52	Administrative Assistant	34,844 50,649	34,813 55,344	45,951 47,422			44,051 53,625	47,000 70,000	36,106 45,767	32,866 41,205	40,404 50,232	36,327 43,189		35,965 57,167	
53	Senior Clerk(TC,Assessing,Library,Recreation)	29,250 43,146	29,247 35,098	41,497 43,398	39,550 43,424				29,757 37,673	31,672 39,679	33,384 41,496	32,906 39,112	39,241 44,847	33,131 46,281	
54	Principal Clerk(Treasurer,Comm Safety,Cemetery, ZBA,BOS)	33,345 47,117	32,030 38,438	44,103 46,032	41,634 45,698		41,166 50,112	42,608 50,739	33,579 42,530	30,380 38,015	36,719 45,630	34,580 41,096	42,853 48,975	37,113 51,999	
Planning and Community Development															
55	Planning and Community Development Director	93,555 135,190	86,036 120,451	109,818 129,360	93,898 108,499	71,924 94,280	66,745 83,445	85,000 125,000	76,323 95,623		85,580 107,640		92,682	65,744 93,168	
56	Planner	48,160 62,317		59,855 62,867				55,000 80,000	47,678 62,283	57,208 68,649	48,867 60,782		53,378 66,649	46,245 62,859	
Public Safety															
57	Police Officer	47,812 52,586	44,843 54,559	46,618 54,665	57,685 64,893		41,687 58,493		42,235 56,599	41,470 52,333	43,907 58,162	46,602 59,044	50,992 58,792	44,755 53,000	
58	Police Sergeant	63,749	62,474 71,102	66,144 66,144	70,294 75,643		70,903 70,903		61,127 69,926	54,429 65,636	68,386 74,023	65,720 72,458	69,474	53,605 60,647	
59	Police Lieutenant	74,586	73,094 83,190	77,965 77,965	81,539 87,746		85,085 85,085		73,169 85,738	62,723 75,640	80,685 83,945	75,577 83,652	81,284	61,646 69,744	
60	Police Captain	86,519	85,524 97,332	91,998 91,998	94,588 101,786								95,103		
61	Police Chief	93,555 135,190	86,036 120,451	126,906 149,489	129,788 129,788		149,188 149,188	100,000 145,000	131,015 131,015	92,135 110,573	95,219 118,404		116,786	78,108 112,702	
	Master Mechanic- Public Safety	52,846 68,882		59,855 62,867					51,166 60,923		56,606 70,386			46,238 62,858	
63	Public Safety Dispatcher	19.57 24.27	20.45 25.49	21.80 22.24			19.00 22.76		17.07 22.58	16.03 21.49	18.30 23.22	19.00 22.58	22.50 25.71	18.13 24.71	
64	Firefighter	49,254 54,175	43,130 55,046	46,463 54,590	57,822 64,310	43,208 51,346	39,879 56,029		42,235 56,599	42,613 51,369	46,078 56,543	59,381	49,430 59,408	47,264 51,564	
65	Fire Lieutenant	62,844	63,854 69,702	65,427 65,427	72,386 77,815	55,939 59,562	66,209 66,209		58,871 67,059	55,411 62,667	65,024 66,155	70,618	69,696	60,846 60,846	
66	Fire Captain	72,271	79,492 82,979	76,480 76,480	83,968 90,265	64,889 69,092			69,418 72,888		76,078 77,401	80,419	81,150	70,127 70,127	
67	Fire Deputy Chief	83,111	70,956 99,340	89,414 89,414	97,403 104,707		86,574 86,574		73,036 83,388				94,327		
68	Fire Chief	93,555 135,190	86,036 120,451	126,906 149,489	128,619 128,619		135,767 135,767	100,000 145,000	129,535 129,535	92,135 110,573	95,219 118,404		115,976	78,108 112,702	
Recreation															
69	Director of Recreation	76,760 110,921	73,978 103,569	94,151 110,905			66,745 83,444	70,000 105,000	71,521 89,560	69,235 83,082	59,124 73,515		77,409	60,313 85,473	
Technology															
70	Chief Technology Officer	85,050 122,900	64,941 90,918	118,604 139,709	81,460 95,242	80,199 104,653	72,720 90,916	85,000 125,000	76,323 95,623	76,166 91,399			84,642	65,744 93,168	
71	Network Support	52,593 68,052		74,310 84,079	47,204 53,391			48,366 80,000	55,595 72,638	42,270 56,723	71,546 88,979			50,766 71,942	
72	Systems Analyst	56,338 72,900		74,310 84,079				47,000 70,000	53,352 68,621				76,057		
73	Software Developer	????							42,608 56,796						
74	Programmer	52,846 68,382		68,704 77,736	51,163 56,903						48,867 60,782				

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	Position Title by functional area	Arlington	Belmont	Brookline	Medford	Melrose	Milton	Natick	Needham	North Andover	Reading	Stoneham	Watertown	Winchester	
75	GIS Coordinator	56,338 72,900	55,871 78,226	74,310 84,079				55,000 80,000	53,352 68,621		59,124 73,515				
	Town Clerk														
76	Town Clerk	85,112		86,377 101,748	87,938 102,839	61,664 80,829	84,989 84,989			62,935 75,522	59,124 73,515		87,200	60,313 85,473	
77	Assistant Town Clerk	40,429 52,314	58,898 82,457	74,310 84,079	55,217 60,944		48,719 61,802		42,608 56,796	42,968 51,562	44,441 55,244		51,180	41,946 57,167	
	Town Manager														
78	Town Manager	161,160	161,000	158,988 187,280	NA NA	NA NA	150,642	151,975	167,801	145,000		124,565	148,292	160,000	
79	Deputy/Assistant Town Manager	93,555 135,190	70,956 99,340	118,604 139,709		55,511 72,763	79,695 102,624	85,000 125,000	98,730 123,728	92,135 110,573	86,580 107,640			71,659 101,554	
80	Purchasing Officer/Agent	71,427 92,422		94,151 110,905	75,418 87,644			55,000 80,000	55,595 72,638				76,301		
81	Public Information Officer	71,247 92,422	43,603 61,043					55,000 80,000							
	Treasurer/Collector														
82	Treasurer/Collector	97,666		119,604 139,709	87,938 102,839	71,924 94,280	84,989 84,989	70,000 105,000	71,521 89,560	57,208 68,649	71,546 88,979		94,072	65,744 93,168	
83	Principal Account Clerk/Bookkeeper	36,413 47,117	32,390 44,928	41,497 43,398					36,106 45,707	32,866 41,205		34,580 44,031	22,057 48,975		

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	Position Title by functional area	Data Points	Average	Min Max	Median	75th Perc.	90th Perc.	% Diff. Avg.
1	Director of Assessment	10	74,333	60,313	71,735	73,664	88,559	3%
		11	95,208	110,905	92,682	103,204	105,000	17%
	Comptroller							
2	Comptroller/Town Accountant/Auditor	9	85,326	71,521	85,274	93,741	93,949	0%
		10	107,259	125,000	108,069	110,631	123,091	15%
3	Assistant Comptroller	7	57,742	42,968	58,898	59,832	65,912	-8%
		8	72,823	85,473	74,681	82,863	84,497	-6%
	Department of Public Works							
4	Public Works Director	10	95,403	83,791	91,334	98,461	110,004	-2%
		11	121,205	149,489	120,652	124,359	125,721	12%
5	Assistant Public Works Director	4	83,910	72,720	83,054	91,002	94,487	-15%
		5	100,950	111,592	107,238	107,801	110,076	-8%
6	DPW Operations Manager	7	65,431	58,898	65,744	69,023	73,338	3%
		8	84,574	93,168	84,878	91,720	92,827	3%
7	Town Engineer	7	81,881	65,744	78,702	88,257	94,769	-5%
		8	101,042	116,096	95,510	112,352	115,070	0%
8	Senior Civil Engineer	6	64,036	51,542	62,589	70,626	77,147	-12%
		6	75,908	92,555	76,409	81,263	87,418	-3%
9	Highway Supervisor	7	72,474	62,935	71,531	74,744	83,886	-22%
		7	89,491	110,905	82,281	98,683	109,043	-18%
10	Water and Sewer Supervisor	7	75,232	60,984	73,978	76,241	86,462	-25%
		8	89,886	119,778	86,840	97,621	108,432	-19%
11	Building Inspector- DPW	2	60,201	53,202	60,201	63,701	65,800	-12%
		2	68,548	70,581	68,548	69,565	70,174	0%
12	Forestry Supervisor	4	59,335	43,888	60,961	66,672	69,587	-11%
		4	69,958	89,565	70,309	83,056	86,961	-2%
13	Parks Maintenance Supervisor	6	70,731	55,511	68,292	73,366	84,065	-25%
		6	89,528	110,905	85,225	100,068	107,237	-23%
14	Supervisor of Building Maintenance	7	66,824	50,984	64,164	73,349	83,414	-21%
		7	86,066	110,394	80,000	97,243	106,299	-21%
15	Supervisor of Motor Equipment Repair	6	62,501	48,555	64,368	65,195	68,843	-15%
		6	74,846	82,281	75,644	79,678	81,584	-8%
16	Supervisor of Custodians	2	58,144	53,352	58,144	60,539	61,977	-9%
		2	72,071	75,522	72,071	73,796	74,832	-4%
17	Junior Civil Engineer	6	56,215	47,658	54,348	62,154	64,976	-10%
		6	68,973	73,712	69,239	72,018	73,288	-6%
18	Water Account Clerk	2	37,373	33,579	37,373	39,269	40,407	-5%
		2	46,321	50,112	46,321	48,217	49,354	-1%
19	Working Foreman (Highway,Water/Sewer, MotorVeh)	9	23.29	17.49	24.10	25.22	26.06	-8%
		9	27.47	30.73	27.44	29.97	30.38	-5%
	Working Foreman (Carpenter,Tree Climber,Cemetery, Laborer, Paint Shop)	8	22.91	17.49	22.82	24.38	26.07	-9%
		8	27.59	31.32	27.39	30.05	30.60	-8%
	Working Foreman (Mason)	1	22.02	22.02	22.02	22.02	22.02	-9%
		1	25.28	25.28	25.28	25.28	25.28	-4%
20	Plumber	3	24.00	22.23	23.63	24.88	25.63	-13%
		4	27.54	30.22	27.98	28.93	29.70	-8%
21	Electrician	4	25.40	22.23	24.88	27.00	28.55	-18%
		5	32.17	38.10	30.22	36.57	37.49	-21%

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	Position Title by functional area	Data Points	Average	Min Max	Median	75th Perc.	90th Perc.	% Diff. Avg.
22	Water Systems Maintenance Craftsman	5	19.62	17.88	19.33	19.96	21.56	2%
		6	23.69	26.63	23.51	23.90	25.30	2%
23	Tree Climber	5	19.36	17.88	19.33	19.37	20.88	-2%
		5	22.96	26.64	23.28	23.43	25.36	0%
24	Motor Equipment Operator III (Water)	0						
		0						
	Special Motor Equipment Operator III	7	21.13	16.80	21.49	22.99	24.53	-11%
		7	23.91	29.97	23.43	25.36	27.32	-4%
25	Heavy Motor Equipment Operator II	9	19.62	16.00	19.33	21.43	22.47	-7%
		9	22.73	26.64	22.62	24.33	25.84	-2%
26	Motor Equipment Operator I	5	19.08	16.40	18.93	20.54	21.20	-7%
		5	21.76	22.99	21.64	22.40	22.75	-1%
27	Motor Equipment Repairman	9	22.71	18.89	22.44	24.10	26.06	-8%
		9	26.56	30.73	25.72	28.47	30.12	-5%
28	Grounds Maintenance Worker	6	18.18	15.35	17.82	19.24	20.59	-12%
		6	21.37	21.89	21.67	21.77	21.85	-9%
Health and Human Services								
29	Director of Health and Human Services	8	77,196	65,052	76,245	78,921	89,694	-1%
		9	97,277	119,778	95,623	105,000	110,196	14%
30	Council on Aging Director	10	66,311	55,336	67,264	69,592	73,007	-6%
		11	82,676	105,000	78,414	92,334	101,748	-3%
31	Director of Veterans Services	6	62,728	40,404	57,175	59,868	89,323	-23%
		7	73,780	139,709	69,361	77,616	103,884	-15%
32	Geriatric Nurse	1	56,550	56,550	56,550	56,550	56,550	-4%
		1	60,450	60,450	60,450	60,450	60,450	17%
	Public Health Nurse	1	58,403	58,403	58,403	58,403	58,403	
		1	65,685	65,685	65,685	65,685	65,685	
33	Public Health Officer	6	51,968	43,602	52,447	53,372	58,157	5%
		6	65,089	75,522	65,738	69,655	72,761	8%
34	Social Worker	6	46,584	42,608	45,721	48,168	50,706	17%
		7	61,343	73,995	58,402	65,012	71,598	15%
Human Resources								
35	Director of Human Resources	9	80,989	65,052	79,695	80,199	100,164	-5%
		10	100,722	119,778	103,639	110,273	114,827	10%
36	Benefits Administrator	6	46,661	40,697	44,939	51,149	53,721	-11%
		6	59,092	80,000	56,992	58,798	69,668	-9%
Inspections								
37	Director of Inspections/Building Commissioner	10	74,303	61,664	70,761	72,427	84,295	14%
		11	92,873	129,360	89,560	94,205	105,000	32%
38	Local Building Inspector	9	58,601	48,555	55,000	67,200	70,026	-10%
		10	72,307	83,082	70,578	79,014	80,996	-5%
Legal								
39	Town Counsel	3	94,672	71,514	93,898	106,251	113,663	-1%
		3	106,574	139,709	108,499	124,104	133,467	27%
40	Paralegal	2	50,239	48,568	50,239	51,074	51,575	-4%
		2	56,623	59,125	56,623	57,874	58,625	10%
Library								
41	Library Director	11	76,653	65,744	76,323	79,592	81,739	11%
		12	95,583	119,778	96,737	102,861	104,857	29%
42	Assistant Library Director	11	58,493	47,270	59,124	61,197	64,359	6%
		11	73,267	85,473	73,515	78,425	84,079	6%
43	Technology Librarian	9	46,392	39,855	44,441	47,678	54,274	18%
		9	56,673	65,132	56,049	60,269	62,853	21%
44	Head of Adult Services	7	54,169	47,678	52,832	55,384	61,049	1%
		7	66,396	74,142	66,846	68,979	71,347	3%
45	Head of Children's Services	8	51,513	41,734	51,908	53,867	56,286	6%
		8	63,087	69,484	64,016	67,027	68,144	8%
46	Adult Services Librarian	9	45,760	34,580	44,441	47,457	54,381	-3%
		9	55,881	64,927	56,107	60,023	61,201	-1%
47	Children's Librarian	9	46,048	42,608	44,441	47,457	48,914	-4%
	0/2014	9	56,153	60,269	6 56,049	56,796	60,072	-2%

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	Position Title by functional area	Data Points	Average	Min Max	Median	75th Perc.	90th Perc.	% Diff. Avg.
48	Library Assistant	9	31,518	27,769	29,757	33,227	36,188	-7%
		10	38,724	47,609	37,789	39,601	41,595	-2%
49	Branch Librarian	2	57,283	55,000	57,283	58,425	59,109	-13%
		2	72,961	80,000	72,961	76,480	78,592	-16%
50	Head of Technical Services	9	52,461	41,734	50,984	53,742	60,482	-5%
		9	64,139	84,079	62,900	68,474	72,403	-5%
Multi-Office/Clerical								
51	Office Manager- Board of Selectmen	3	50,641	43,603	48,867	54,160	57,336	-1%
		3	62,549	65,822	61,043	63,432	64,866	4%
	Office Manager- Other	6	47,830	40,443	48,789	49,755	50,980	1%
		7	57,655	70,000	55,018	61,289	65,077	8%
52	Administrative Assistant	9	39,276	32,866	36,327	44,051	46,161	-11%
		9	51,550	70,000	50,232	55,344	59,734	-2%
53	Senior Clerk(TC,Assessing,Library,Recreation)	9	34,487	29,247	33,131	39,241	39,939	-15%
		9	41,223	46,281	41,496	43,424	45,134	5%
54	Principal Clerk(Treasurer,Comm Safety,Cemetery, ZBA,BOS)	11	37,888	30,380	37,113	42,121	42,853	-12%
		11	45,388	51,999	45,698	49,544	50,739	4%
Planning and Community Development								
55	Planning and Community Development Director	9	82,341	65,744	85,000	86,036	97,082	14%
		10	105,015	129,360	101,632	117,463	125,436	29%
56	Planner	7	52,604	46,245	53,378	56,104	58,267	-8%
		7	66,298	80,000	62,867	67,649	73,189	-6%
Public Safety								
57	Police Officer	10	46,079	41,470	44,799	46,614	51,661	4%
		10	57,054	64,893	57,381	58,717	59,629	-8%
58	Police Sergeant	9	63,676	53,605	65,720	68,386	70,416	
		10	69,596	75,643	70,415	72,119	74,185	-8%
59	Police Lieutenant	9	74,609	61,646	75,577	80,685	82,248	
		10	81,399	87,746	83,421	84,800	85,939	-8%
60	Police Captain	3	90,703	85,524	91,998	93,293	94,070	
		4	96,555	101,786	96,217	98,445	100,450	-10%
61	Police Chief	9	109,822	78,108	100,000	129,788	134,650	-15%
		10	128,340	149,489	125,120	141,504	149,218	5%
	Master Mechanic- Public Safety	4	53,466	46,238	53,886	57,418	58,880	-1%
		4	64,259	70,386	62,862	64,747	68,131	7%
63	Public Safety Dispatcher	9	19.14	16.03	19.00	20.45	21.94	2%
		9	23.42	25.71	22.76	24.71	25.54	4%
64	Firefighter	10	45,812	39,879	44,643	47,064	50,269	8%
		11	56,017	64,310	56,029	57,990	59,408	-3%
65	Fire Lieutenant	9	62,663	55,411	63,854	65,427	67,444	
		11	66,887	77,815	66,209	69,699	70,618	-6%
66	Fire Captain	7	74,350	64,889	76,078	77,986	81,283	
		9	77,867	90,265	77,401	81,150	84,436	-7%
67	Fire Deputy Chief	5	83,477	70,956	86,574	89,414	94,207	
		6	92,958	104,707	91,871	98,087	102,024	-11%
68	Fire Chief	9	108,036	78,108	100,000	128,619	130,781	-13%
		10	126,652	149,489	124,535	134,209	145,449	7%
Recreation								
69	Director of Recreation	8	70,633	59,124	69,618	72,135	80,030	9%
		9	90,217	110,905	85,473	103,569	106,181	23%
Technology								
70	Chief Technology Officer	9	80,129	64,941	76,323	81,460	91,721	6%
		10	101,127	139,709	94,205	102,396	126,471	22%
71	Network Support	8	55,632	42,270	52,883	59,583	72,375	-5%
		8	71,027	88,979	72,290	81,020	85,549	-4%
72	Systems Analyst	3	58,221	47,000	53,352	63,831	70,118	-3%
		4	74,689	84,079	73,029	78,063	81,672	-2%
73	Software Developer	1	42,608	42,608	42,608	42,608	42,608	
		1	56,796	56,796	56,796	56,796	56,796	
74	Programmer	3	56,245	48,867	51,163	59,934	65,196	-6%
		3	65,141	77,736	76,782	69,259	74,345	5%

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	Position Title by functional area	Data Points	Average	Min Max	Median	75th Perc.	90th Perc.	% Diff. Avg.
75	GIS Coordinator	5	59,531	53,352	55,871	59,124	68,236	-5%
		5	76,888	84,079	78,226	80,000	82,447	-5%
	Town Clerk							
76	Town Clerk	7	71,906	59,124	62,935	85,683	87,001	
		8	86,514	102,839	85,231	90,837	102,075	-2%
77	Assistant Town Clerk	8	51,138	41,946	46,580	56,137	63,522	-21%
		9	62,359	84,079	57,167	61,802	82,781	-16%
	Town Manager							
78	Town Manager	1	158,988	158,988	158,988	158,988	158,988	
		9	155,173	187,280	151,975	161,000	171,697	4%
79	Deputy/Assistant Town Manager	9	84,319	55,511	85,000	92,135	102,705	11%
		9	109,215	139,709	107,640	123,728	127,942	24%
80	Purchasing Officer/Agent	4	70,041	55,000	65,506	80,101	88,531	2%
		5	85,498	110,905	80,000	87,644	101,601	8%
81	Public Information Officer	2	49,302	43,603	49,302	52,151	53,860	45%
		2	70,522	80,000	70,522	75,261	78,104	31%
	Treasurer/Collector							
82	Treasurer/Collector	9	77,830	57,208	71,546	84,989	94,271	
		10	96,124	139,709	93,620	100,699	108,471	2%
83	Principal Account Clerk/Bookkeeper	6	33,249	22,057	33,723	35,725	38,802	10%
		6	44,707	48,975	44,480	45,512	47,341	5%

	Position Title by functional area	Arlington FY14	Belmont FY14	Brookline FY14	Medford FY13	Melrose FY13	Milton FY14	Natick FY14	Needham FY14	North Andover FY14	Reading FY14	Stoneham FY14	Watertown FY13	Winchester FY14	Data Points	Average	Min Max	Median	75th Perc.	90th Perc.	% Diff. Avg.
Teachers																					
1	Teacher - BA Min	43,701 69,162	47,124 80,190	47,435 80,336	44,585 70,523	40,174 60,562	42,660 75,962	43,853 68,400	44,184 64,744	39,282 66,730	43,647 67,956	40,830 64,134	42,223 73,786	39,882 60,934	12 12	42,990 69,521	39,282 80,336	43,154 68,178	44,284 74,330	46,870 79,767	2% -1%
2	Teacher - MA Min	46,872 74,561	50,595 88,975	53,128 87,729	48,658 75,801	44,137 66,530	46,185 86,432	48,248 75,241	47,495 81,756	44,285 73,094	46,847 74,664	44,022 71,547	45,240 79,038	45,875 73,261	12 12	47,060 77,839	44,022 88,975	46,516 75,521	48,351 82,925	50,401 87,599	-1% -4%
5	Teacher - MA + 15 Max	47,411 75,265	51,937 90,982		50,198 77,386	44,287 66,680						49,328 83,723	45,372 74,571	45,173 72,728	8 8	47,617 77,876	44,287 90,982	47,321 76,458	49,546 81,988	50,720 85,901	0% -3%
6	Teacher - MA + 30 Max	48,151 75,970	53,369 93,396	56,386 94,544	51,728 78,972	46,086 69,529	48,961 90,969	53,073 82,764	51,162 86,236	46,462 76,806	48,055 76,008	46,325 73,910	47,994 83,852	50,213 80,538	12 12	49,984 82,294	46,086 94,544	49,587 81,651	52,064 87,419	53,339 93,153	-4% -8%
6	Teacher - MA + 60 Max	50,628 79,350	56,481 98,530	56,775 100,932		43,600 65,910				49,130 81,491	52,845 81,819	48,631 76,274	49,916 87,208	55,751 86,279	9 9	52,095 85,039	43,600 100,932	52,845 86,279	55,751 87,208	56,540 99,010	-3% -7%
Principals and Administration																					
7	Elementary School Principal	100,000 112,000	111,000 129,875				107,159 108,650	106,057 121,097	117,080 136,496	95,645 103,932		103,966 110,502		102,076 109,265	7 7	106,140 117,117	95,645 136,496	106,057 110,502	109,080 125,486	113,432 132,523	-6% -4%
8	Assistant Principal	85,300 89,984	90,000	60,002 109,942			95,492 103,253		72,425 106,301	89,540 99,647				81,450 99,220	6 5	81,485 103,673	60,002 109,942	85,495 103,253	89,885 106,301	92,746 108,485	5% -13%
9	Middle School Principal	117,401 117,401					110,000 110,000	113,548 129,467	123,524 127,371	114,081 114,081				118,490 118,490	5 5	115,929 119,882	110,000 129,467	114,081 118,490	118,490 127,371	121,510 128,629	1% -2%
10	High School Principal	133,000 133,000					130,000 130,000	119,192 136,605	142,865	128,092 128,092		116,449 116,449		127,392 127,392	5 6	124,225 130,234	116,449 142,865	127,392 129,046	128,092 134,954	129,237 139,735	7% 2%
11	Dean	89,756 101,946													0 0						
12	Curriculum Director/Coordinator	75,000 94,000	90,000	60,002 109,942					72,961 112,592			103,965 103,965			4 3	81,732 108,833	60,002 112,592	81,481 109,942	93,491 111,267	99,776 112,062	-8% -14%
13	Superintendent of Schools	172,500	150,000				173,353	189,720	191,617	173,000		160,065		178,000	7	173,679	191,617	173,353	183,860	190,479	-1%
14	Assistant Superintendent of Schools	129,540	127,000				141,365	119,792 136,605	134,890 147,520	132,275				130,000	2 6	127,341 135,794	119,792 147,520	127,341 134,440	131,116 140,175	133,380 144,443	-5%
15	Chief Financial Officer/Business Manager	116,507	127,000				121,418	111,403 124,988	139,662	123,562		107,320		105,000	7	111,403 121,279	111,403 139,662	111,403 123,562	111,403 125,994	111,403 132,065	-4%
Facilities																					
16	Building Custodian	41,995 43,638	36,275 42,307	40,151 48,346			20,797 48,916	town	town	30,684 41,191	36,150 39,957	34,798 40,394		23,587 42,411	7 7	31,778 43,360	20,797 48,916	34,798 42,307	36,213 45,379	37,825 48,574	32% 1%
17	Senior Building Custodian	46,114 50,482	43,098 47,819	47,346 56,461				56,418		35,286 47,369	41,808 46,488	35,798 42,789		38,854 55,016	6 7	40,365 50,337	35,286 56,461	40,331 47,819	42,775 55,717	45,222 56,435	14% 0%
General																					
18	School Bus Driver	18,89 23,00							18,90 23,02						1 1						
19	School Cafeteria Worker	12,10 17,03	12,24 13,54	14,61 16,38			12,30 15,75	12,57 16,02	11,16 11,16	10,51 12,59	11,83 17,80				7 7	12,17 14,75	10,51 17,80	12,24 15,75	12,44 16,20	13,39 16,95	-1% 15%
20	School Secretary	37,528 57,457	35,627 50,778	51,022 54,771			42,488 56,734	39,385 46,920	34,496 45,396	27,723 40,022	33,454 40,173	33,982 41,765		35,090 51,480	9 9	37,029 47,560	27,723 56,734	35,090 46,920	39,385 51,480	44,195 55,164	1% 21%
21	Payroll Director	103,043	50,750	60,184 67,073			70,932	60,000 75,000	59,000	54,636 54,636				-	3 7	58,273 53,913	54,636 75,000	60,000 59,000	60,092 69,002	60,147 72,559	91%
22	School Human Resources Director	97,500 97,500	117,600 117,600						102,000 122,400						3 4	94,362 111,058	63,487 140,745	102,000 120,000	109,800 126,986	114,480 135,242	3% -12%

Note: Red pay rates for Teachers from Watertown Teachers' salary Survey - School Year 2012-2013

HEALTH INSURANCE as of July 1, 2013

GIC MUNICIPALITIES		
Municipality	HRA	PPO PLAN CONTRIBUTION
Arlington		Contribution rate for all employees hired after 12/1/11 Contribution rate for all employees hired before 12/1/11

Brookline		
Brookline	YES	
Medford		
Melrose		
North Andover	YES ON 1/1/2014	Contribution rate for all employees hired after 1/1/2013
Stoneham		
Watertown	NO	
Winchester		
Average (not inc Arlington)		

NON-GIC MUNICIPALITIES		
	HRA	PLAN
Belmont		PPO?
Milton		HMO Blue
Natick	YES	Harvard Pilgrim PPO
Needham		Tufts Navigator
Reading	NO	BC/BS Network Blue
Average (not inc Arlington)		

INDIVIDUAL PLAN (based on Tufts navigator PPO)				FAMILY PLAN			
% Paid Municipality	% Paid Employee	\$ Paid Municipality	\$ Paid Employee	% Paid Municipality	% Paid Employee	\$ Paid Municipality	\$ Paid Employee
75%	25%	\$470.38	\$156.79	75%	25%	\$1,140.89	\$380.30
80%	20%	\$501.74	\$125.43	80%	20%	\$1,216.94	\$304.24

83%	17%	\$520.55	\$106.62	83%	17%	\$1,262.58	\$258.60
65%	35%	\$407.66	\$219.51	65%	35%	\$988.77	\$532.41
80%	20%	\$501.74	\$125.43	80%	20%	\$1,216.94	\$304.24
87%	13%	\$545.64	\$81.53	87%	13%	\$1,323.43	\$197.75
65%	35%	\$407.66	\$219.51	65%	35%	\$988.77	\$532.41
85%	15%	\$533.09	\$94.08	85%	15%	\$1,293.00	\$228.18
80%	20%	\$501.74	\$125.43	80%	20%	\$1,216.94	\$304.24
60%	40%	\$376.30	\$250.87	60%	40%	\$912.71	\$608.47
76%	24%	\$ 474.30	\$ 152.87	76%	24%	\$ 1,150.39	\$ 370.79

INDIVIDUAL PLAN			
% Paid Municipality	% Paid Employee	\$ Paid Municipality	\$ Paid Employee
50%	50%		
80%	20%	\$524.80	\$131.20
75%	25%	\$457.50	\$152.50
74.6%	25.4%	\$481.17	\$163.83
71%	29%	\$451.70	\$184.50
70%	30%	\$ 478.79	\$ 158.01

FAMILY PLAN			
% Paid Municipality	% Paid Employee	\$ Paid Municipality	\$ Paid Employee
50%	50%		
80%	20%	\$1,412.80	\$353.20
75%	25%	\$1,192.50	\$397.50
63.8%	36.2%	\$1,076.94	\$611.06
71%	29%	\$1,209.97	\$494.22
68%	32%	\$ 1,223.05	\$ 463.99

GROUP INSURANCE COMMISSION FULL MONTHLY MUNICIPAL RATE- July 1, 2013

	TYPE	PLAN
	HMO	Fallon Community Direct Care
	HMO	Fallon Community Select Care
	PPO	Harvard Pilgrim Independence
	HMO	Harvard Pilgrim Primary Choice
	HMO	Health New England
	HMO	NHP Care
	PPO	Tufts Navigator
	HMO-Type	Tufts Spirit
	Indemnity	Unicare Indemnity/Basic w- Comprehensive
	Indemnity	Unicare Indemnity/Basic wo- Comprehensive
	PPO- Type	Unicare Indemnity/Community Choice
	PPO- Type	Unicare Indemnity/PLUS

	INDIVIDUAL	FAMILY
\$	471.78	\$ 1,132.26
\$	593.45	\$ 1,424.28
\$	680.75	\$ 1,661.01
\$	544.59	\$ 1,328.81
\$	459.40	\$ 1,138.95
\$	457.91	\$ 1,213.45
\$	627.17	\$ 1,521.18
\$	505.07	\$ 1,223.25
\$	920.94	\$ 2,149.50
\$	879.28	\$ 2,052.87
\$	428.78	\$ 1,029.06
\$	624.55	\$ 1,490.51

LONGEVITY AND VACATION

(Non-Public Safety Employees)

TOWN	Longevity Plan	After 5 Yrs	After 10 Yrs	After 15 Yrs	After 20 Yrs	After 25 Yrs	Maximum Vacation Non-Public Safety
Arlington	YES	1%	2%	3%	4%	5%	6 weeks
Belmont							
Brookline	YES	\$ -	\$ 625	\$ 775	\$ 950	\$ 1,100	5 week (current) 4 weeks (new)
Medford							
Melrose	YES	\$ 675	\$ 875	\$ 1,075	\$ 1,330	\$ 1,750	5 weeks
Milton	YES	\$ 500	\$ 560	\$ 660	\$ 775	\$ 875	5 weeks
Natick							
Needham*	YES	\$ 625	\$ 1,250	\$ 1,875	see below	see below	5 weeks
North Andover	YES	\$ 525	\$ 825	\$ 925	\$ 1,025	\$ 1,125	5 weeks
Reading	NO						5 weeks
Stoneham							
Watertown	YES	\$ 650	\$ 1,750	\$ 2,600	\$ 3,250	\$ 3,600	5 weeks
Winchester	YES	\$ 850	\$ 1,100	\$ 1,400	\$ 1,700	\$ 1,900	5 weeks
Average (not inc Arlington)		\$ 638	\$ 1,060	\$ 1,423	\$ 1,616	\$ 1,850	

Needham employees completing 20 years of service receive 1% of base salary for each and every 5 years of employment to replace the \$1,875

Arlington and Comparables: Fire Captain

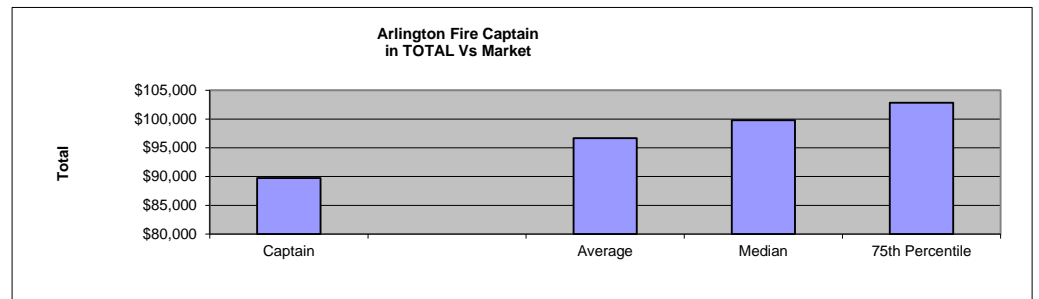
Contract Age	Community	Max Annual Base Wage	EMT-B Stipend	HazMat Pay	Associates Degree*	Night Differential	Weekend Differential	Holiday Pay	Defibrillator Pay	Longevity 25 Years	Other Pay (Tools, Clothing, Certs)	Adjust to FY14 salary	Total	Difference Total - Avg
2014	Arlington (1) (2)	\$72,271	\$1,094	\$0	\$2,736	\$3,932	\$585	\$4,784	\$542	\$3,129	\$650	\$0	\$89,723	-\$6,960
2014	Belmont (2)	\$82,661	\$2,575	\$1,695	\$900	\$1,653	\$0	\$4,372	\$800	\$8,080	\$0	\$0	\$102,736	
2014	Brookline (1)	\$80,304	\$3,263	\$732	\$2,500	\$4,818	\$0	\$7,216	\$0	\$800	\$690	\$0	\$100,323	
2014	Medford (2)	\$90,265	\$500	\$0	\$1,000	\$780	\$0	\$5,208	\$350	\$1,050	\$150	\$0	\$99,303	
2014	Melrose (2)	\$69,092	\$2,800	\$0	\$1,250	\$2,605	\$0	\$3,986		\$1,750	\$1,000	\$0	\$82,483	
2012	Milton (2)	\$84,130	\$500	\$600	\$5,790	\$2,782	\$0	\$4,024	\$328	\$900	\$400	\$6,827	\$106,281	
2014	Needham (2)	\$72,888	\$3,644	\$3,000	\$5,467	\$2,916	\$0	\$4,030	\$2,187	\$10,933	\$0	\$0	\$105,064	
2014	Reading (2)	\$77,401	\$3,870	\$0	\$3,870	\$5,108	\$0	\$4,912	\$0	\$0	\$675	\$0	\$95,836	
2014	Stoneham (2)	\$80,419	\$400	\$0	\$2,413	\$0	\$0	\$0	\$0	\$0	\$1,475	\$0	\$84,707	
2009	Watertown (2)	\$74,800	\$2,670	\$0	\$0	\$4,488	\$0	\$5,814	\$0	\$4,340	\$1,350	\$9,411	\$102,873	
2013	Winchester (2)	\$70,127	\$3,609	\$681	\$0	\$3,331	\$0	\$3,709	\$500	\$1,900	\$625	\$2,746	\$87,228	

Below amounts do not include Arlington

Average	\$96,683
Median	\$99,813
75% percentile	\$102,839

Arlington (1) (2)		Average	Median	75th Percentile
Captain	\$89,723	\$96,683	\$99,813	\$102,839

- * Arlington, Belmont, Melrose, Stoneham, Winchester only if Fire Science degree
- * Reading only if Fire Science or related as approved by Fire Chief
- * Needham only if 50% of credits in Fire Science or related



- (1) Data submitted directly from community
- (2) Data submitted by Arlington Fire Local 1297 union

Arlington and Comparables: Fire Lieutenant

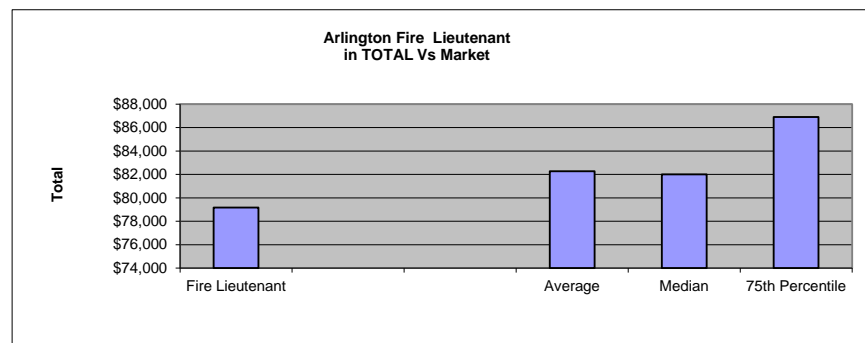
Contract Age	Community	Max Annual Base Wage	EMT -B Stipend	HazMat Pay	Associates Degree*	Night Differential	Weekend Differential	Holiday Pay	Difibrillator Pay	Longevity 25 Years	Other Pay	Adjust to FY14 salary	Total	Difference Total - Avg
2014	Arlington (1) (2)	\$62,844	\$1,094	\$0	\$2,736	\$3,423	\$585	\$4,160	\$542	\$3,129	\$650	\$0	\$79,163	-\$3,101
2014	Belmont (2)	\$69,463	\$2,575	\$1,695	\$900	\$1,390	\$0	\$3,674	\$800	\$6,855	\$0	\$0	\$87,352	
2014	Brookline (1)	\$68,698	\$3,263	\$732	\$2,500	\$4,122	\$0	\$6,160	\$0	\$800	\$690	\$0	\$86,965	
2014	Medford	\$77,815	\$500	\$0	\$1,000	\$780	\$0	\$4,489	\$350	\$1,050	\$150	\$0	\$86,134	
2014	Melrose	\$59,562	\$2,800	\$0	\$1,250	\$2,605	\$0	\$3,436	\$0	\$1,750	\$1,000	\$0	\$72,403	
2012	Milton (1)	\$66,209	\$500	\$600	\$0	\$2,648	\$0	\$4,202	\$328	\$900	\$0	\$5,468	\$80,855	
2014	Needham	\$67,059	\$3,353	\$3,000	\$5,029	\$2,682	\$0	\$3,708	\$2,012	\$10,059	\$0	\$0	\$96,902	
2014	North Andover (1)	\$62,667	\$4,543	\$0	\$0	\$0	\$0	\$3,314	\$940	\$1,125	\$0	\$0	\$72,589	
2014	Reading	\$66,155	\$3,308	\$0	\$3,308	\$4,366	\$0	\$4,198	\$0	\$0	\$675	\$0	\$82,010	
2014	Stoneham	\$70,618	\$400	\$0	\$2,119	\$0	\$0	\$0	\$0	\$0	\$1,475	\$0	\$74,612	
2009	Watertown	\$65,490	\$2,670	\$0	\$0	\$0	\$0	\$5,061	\$0	\$4,340	\$1,350	\$7,946	\$86,857	
2013	Winchester	\$60,846	\$3,609	\$681	\$1,500	\$2,890	\$0	\$3,218	\$500	\$1,900	\$625	\$2,462	\$78,231	

Below amounts do not include Arlington

Average	\$82,264
Median	\$82,010
75% percentile	\$86,911

Arlington (1) (2)		Average	Median	75th Percentile
Fire Lieutenant	\$79,163	\$82,264	\$82,010	\$86,911

- * Arlington, Belmont, Melrose, Stoneham, Winchester only if Fire Science degree
- * Reading only if Fire Science or related as approved by Fire Chief
- * Needham only if 50% of credits in Fire Science or related



- (1) Data submitted directly from community
- (2) Data submitted by Arlington Fire Local 1297 union

Arlington and Comparables: Firefighter

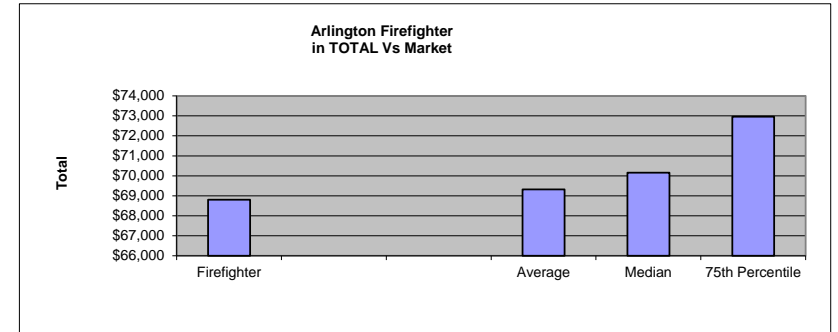
Contract Age	Community	Max Annual Base Wage	EMT -B Stipend	HazMat Pay	Associates Degree*	Night Differential	Weekend Differential	Holiday Pay	Difibrillator Pay	Longevity 25 Years	Other Pay	Adjust salary to FY2014	Total	Difference Total - Avg
2014	Arlington (1) (2)	\$54,175	\$1,094	\$0	\$2,736	\$2,955	\$585	\$3,588	\$542	\$3,129	\$0	\$0	\$68,804	-\$514
2014	Belmont (2)	\$54,835	\$2,575	\$1,695	\$900	\$1,097	\$0	\$2,900	\$800	\$5,633	\$0	\$0	\$70,435	
2014	Brookline (1)	\$57,319	\$3,263	\$732	\$2,500	\$3,439	\$0	\$5,104	\$0	\$800	\$690	\$0	\$73,847	
2014	Medford (2)	\$64,310	\$500	\$0	\$1,000	\$780	\$0	\$3,710	\$650	\$1,050	\$150	\$0	\$72,150	
2014	Melrose (2)	\$51,346	\$2,800	\$0	\$1,250	\$2,605	\$0	\$2,962	\$0	\$1,750	\$1,000	\$0	\$63,713	
2012	Milton (1)	\$56,029	\$500	\$600	\$0	\$2,521	\$0	\$3,556	\$328	\$900	\$0	\$5,189	\$69,623	
2014	Needham (2)	\$56,599	\$2,830	\$3,000	\$4,245	\$2,264	\$0	\$3,129	\$1,698	\$0	\$0	\$0	\$73,765	
2014	North Andover (1)	\$51,369	\$3,724	\$0	\$0	\$1,927	\$0	\$2,717	\$771	\$1,125	\$0	\$0	\$61,632	
2014	Reading (2)	\$56,543	\$2,827	\$0	\$2,827	\$3,714	\$0	\$3,571	\$0	\$0	\$675	\$0	\$70,157	
2014	Stoneham (2)	\$61,981	\$400	\$0	\$1,781	\$0	\$0	\$0	\$0	\$0	\$1,475	\$0	\$65,637	
2009	Watertown (2)	\$55,975	\$2,670	\$0	\$0	\$0	\$0	\$4,164	\$0	\$4,340	\$1,350	\$6,898	\$75,397	
2013	Winchester (2)	\$51,564	\$3,609	\$681	\$0	\$2,449	\$0	\$2,727	\$500	\$1,900	\$625	\$2,082	\$66,137	

Below amounts do not include Arlington

Average	\$69,318
Median	\$70,157
75% percentile	\$72,958

Arlington (1) (2)		Average	Median	75th Percentile
Firefighter	\$68,804	\$69,318	\$70,157	\$72,958

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- * Reading only if Fire Science or related as approved by Fire Chief
- * Needham only if 50% of credits in Fire Science or related



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Arlington and Comparables: Fire Deputy Chief

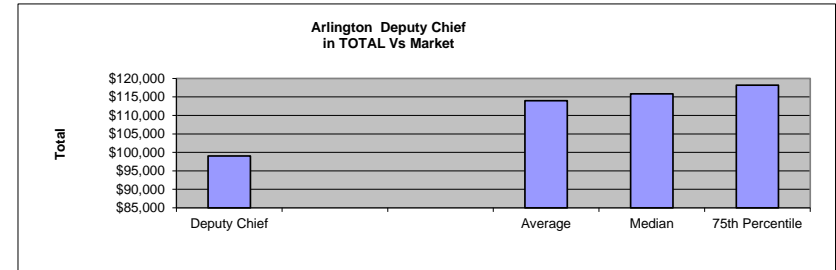
Contract Age	Community	Max Annual Base Wage	EMT -B Stipend	HazMat Pay	Associates Degree *	Night Differential	Weekend Differential	Holiday Pay	Difibrillator Pay	Longevity 25 Years	Other Pay	Adjust salary to FY2014	Total	Difference Total - Avg
2014	Arlington (1) (2)	\$83,111	\$1,094	\$0	\$2,736	\$3,423	\$585	\$4,394	\$542	\$3,129	\$0	\$0	\$99,014	-\$14,965
2014	Belmont (1)	\$99,340	\$1,500	\$1,695	\$900	\$1,987	\$0	\$4,372	\$800	\$8,080	\$325	\$0	\$118,998	
2014	Brookline (1)	\$93,884	\$3,263	\$732	\$2,500	\$5,633	\$0	\$8,360	\$0	\$800	\$690	\$0	\$115,862	
2014	Medford (2)	\$104,707	\$500	\$0	\$1,000	\$780	\$0	\$6,041	\$350	\$1,050	\$150	\$0	\$114,578	
2012	Milton (1)	\$86,574	\$500	\$600	\$0	\$3,896	\$0	\$5,494	\$328	\$900	\$0	\$3,194	\$101,486	
2014	Needham (2)	\$83,388	\$4,169	\$3,000	\$6,254	\$3,335	\$0	\$4,609	\$2,501	\$12,505	\$0	\$0	\$119,762	
2009	Watertown (2)	\$87,142	\$2,670	\$0	\$0	\$5,228	\$0	\$6,662	\$0	\$4,340	\$1,350	\$10,814	\$118,206	

Below amounts do not include Arlington

Average	\$113,979
Median	\$115,862
75% percentile	\$118,206

Arlington (1) (2)		Average	Median	75th Percentile
Deputy Chief	\$99,014	\$113,979	\$115,862	\$118,206

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- * Needham only if 50% of credits in Fire Science or related



- (1) Data submitted directly from community
- (2) Data submitted by Arlington Fire Local 1297 union

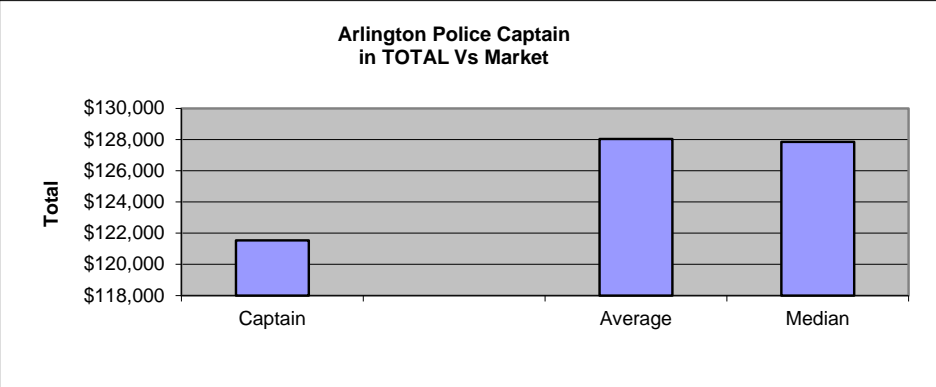
Arlington and Comparables: Police Captain

Community	Max Annual Base Wage	School Credits 25%	Longevity 25 Years	Holiday Pay	Firearms	Defibrillator Pay	Clothing Allowance	Cleaning Allowance	Total	Difference Total - Avg
Arlington	\$86,519	\$21,630	\$5,462	\$4,991	\$865	\$1,081	\$750	\$250	\$121,549	-\$6,494
Belmont	\$97,332	\$16,500	\$9,921	\$4,102					\$127,855	
Brookline	\$91,988	\$25,085	\$800	\$8,272			\$650		\$126,795	
Medford	\$101,786									
Watertown	\$95,103	\$23,776		\$8,800		\$500	\$1,300		\$129,479	

Below amounts do not include Arlington

Average	\$128,043
Median	\$127,855
75% percentile	\$128,667

Arlington		Average	Median
Captain		\$128,043	\$127,855
	\$121,549		



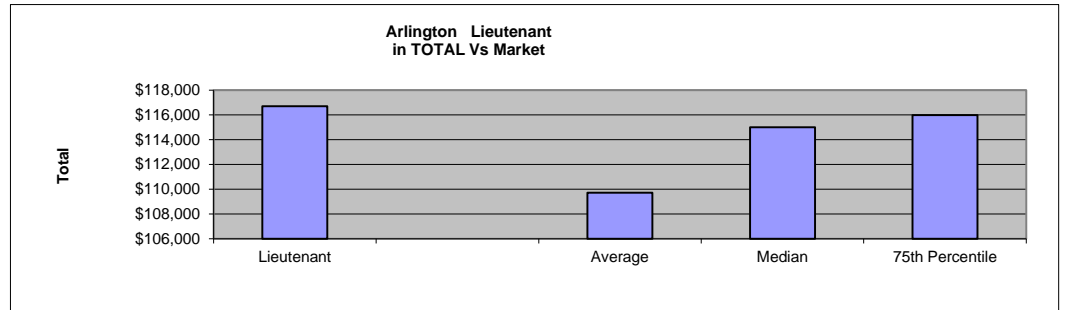
Arlington and Comparables: Police Lieutenant

Community	Max Annual Base Wage	School Credits 25%	Longevity 25 Years	Night Differential	Weekend Differential	Holiday Pay	Firearms	Defibrillator Pay	Clothing Allowance	Cleanoing Allowances	Other	Total	Difference Total - Avg
Arlington	\$74,586	\$18,647	\$5,305	\$8,391	\$2,797	\$4,303	\$746	\$932	\$750	\$250		\$116,707	\$6,991
Belmont	\$83,190	\$14,000	\$8,484	\$5,823		\$3,506						\$115,004	
Brookline	\$77,965	\$21,231	\$800	\$4,678		\$6,952			\$650			\$112,276	
Medford	\$87,746												
Milton	\$85,085		\$708	\$3,829		\$5,400			\$400			\$95,421	
Needham	\$85,738	\$21,435	\$12,861	\$5,144		\$4,534		\$857	\$1,200			\$131,769	
North Andover	\$75,640	\$6,000	\$1,125	\$4,538		\$4,000		\$1,135				\$92,438	
Reading	\$83,945	\$20,986		\$5,036		\$5,327			\$695			\$115,990	
Stoneham	\$83,652	\$20,913	\$1,150	\$4,183		\$4,424			\$900	\$700		\$115,922	
Watertown	\$81,284	\$20,321	\$0	\$8,636		\$8,162		\$540	\$1,300			\$120,243	
Winchester (FY13)	\$69,744	\$8,718	\$2,225	\$2,999		\$2,951					\$1,744	\$88,380	

Below amounts do not include Arlington

Average	\$109,716
Median	\$115,004
75% percentile	\$115,990

Arlington		Average	Median	75th Percentile
Lieutenant				
	\$116,707	\$109,716	\$115,004	\$115,990



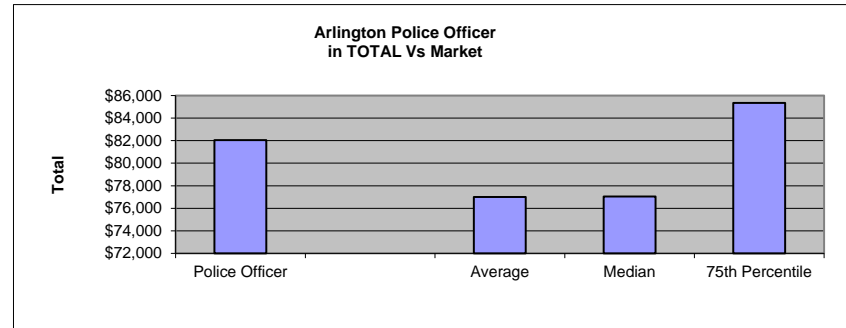
Arlington and Comparables: Police Officer

Community	Max Annual Base Wage	School Credits 25%	Longevity 25 Years	Night Differential	Weekend Differential	Holiday Pay	Firearms	Defibrillator Pay	Clothing Allowance	Other	Total	Difference Total - Avg
Arlington	\$52,586	\$13,147	\$3,747	\$5,916	\$1,972	\$2,412	\$657	\$657	\$650	\$300	\$82,044	\$5,041
Belmont	\$54,559	\$9,500	\$5,182	\$3,819		\$2,486				\$1,500	\$77,047	
Brookline	\$54,665	\$14,889	\$800	\$3,280		\$4,928			\$650		\$79,212	
Medford	\$64,893											
Milton	\$58,493		\$708	\$2,632		\$3,712			\$400		\$65,945	
Needham	\$56,599	\$14,150	\$8,490	\$2,547		\$2,993		\$566	\$1,200		\$86,545	
North Andover	\$52,333	\$6,000	\$1,100	\$3,140		\$2,768		\$785			\$66,126	
Reading	\$58,162	\$14,541	\$14,541	\$2,944		\$3,691			\$750		\$94,628	
Stoneham	\$59,044		\$1,150	\$2,952		\$3,123			\$650	\$2,600	\$69,519	
Watertown	\$58,792	\$14,698		\$5,107		\$5,440			\$1,300		\$85,337	
Winchester (FY13)	\$53,000	\$6,625	\$2,225	\$2,253		\$2,242				\$2,325	\$68,670	

Below amounts do not include Arlington

Average	\$77,003
Median	\$77,047
75% percentile	\$85,337

Arlington		Average	Median	75th Percentile
Police Officer				
	\$82,044	\$77,003	\$77,047	\$85,337



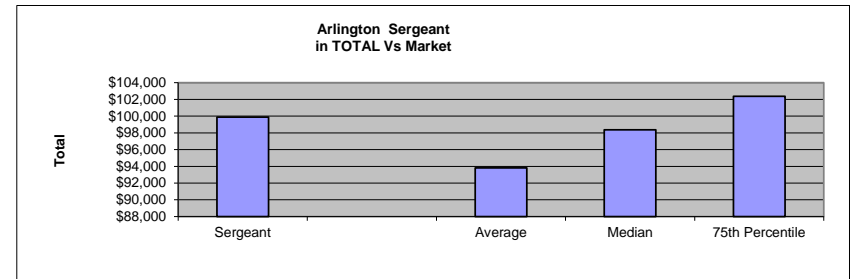
Arlington and Comparables: Police Sergeant

Community	Max Annual Base Wage	School Credits 25%	Longevity 25 Years	Night Differential	Weekend Differential	Holiday Pay	Firearms	Defibrillator Pay	Clothing Allowance	Cleaning Allowance	Other	Total	Difference Total - Avg
Arlington	\$63,749	\$15,937	\$4,534	\$7,172	\$2,391	\$3,678	\$637	\$797	\$750	\$250		\$99,895	\$6,082
Belmont	\$71,102	\$12,000	\$7,279	\$4,977		\$2,997						\$98,355	
Brookline	\$66,144	\$18,165	\$800	\$3,969		\$4,928				\$650		\$94,656	
Medford	\$75,643												
Milton	\$70,903		\$708	\$3,191		\$4,500			\$400			\$79,701	
Needham	\$69,926	\$17,482	\$10,489	\$4,196		\$3,698		\$699	\$1,200			\$107,689	
North Andover	\$65,636	\$6,000	\$1,100	\$3,938		\$3,471		\$985				\$81,130	
Reading	\$74,023	\$18,506		\$4,441		\$4,698			\$695			\$102,362	
Stoneham	\$72,458	\$18,115	\$1,150	\$3,623		\$3,832			\$900	\$700		\$100,777	
Watertown	\$69,474	\$17,368	\$0	\$7,381		\$6,976			\$1,300			\$102,499	
Winchester (FY13)	\$60,647	\$7,581	\$2,225	\$2,608		\$2,566					\$1,516	\$77,143	

Below amounts do not include Arlington

Average	\$93,812
Median	\$98,355
75% percentile	\$102,362

Arlington		Average	Median	75th Percentile
Sergeant	\$99,895	\$93,812	\$98,355	\$102,362



Human Resources Services, Inc.
9 Bartlet Street, Suite 186
Andover, MA 01810
Phone: 978-474-0200
Fax: 978-475-7925
hrrsconsulting@comcast.net

June 24, 2013

Dear Town/City Official,

We are conducting a comprehensive town and school **compensation and benefits survey for the Town of Arlington, MA**, and request your assistance for this important study. Attached please find an Excel survey worksheet for compensation data that we are requesting from your municipality for both Town and School.

Please complete the survey form and include any additional information that you feel would be helpful. *(Please match titles as best you can, we understand the titles may vary by organization.)* We find that the results are most accurate when the survey forms are completed; however, if you have compiled salary and other compensation data in another format (i.e. budget, pay/classification plan, policies), please include a copy of that information with the survey forms. It would be very helpful if you would also email, fax, or mail to us copies of your most recent union contracts or agreements to assist us in surveying other forms of compensation policies and practices.

Remember to provide a contact name and email or phone number to assist us with follow-up if needed. Please complete the survey forms as best you can, providing information for comparable positions as you deem appropriate.

We respectfully request that all completed survey forms and/or other documents be emailed to Sandy Stapczynski, Human Resources Services, Inc. at hrrsconsulting@comcast.net. You may also fax to her at (978) 475-7925 or mail to her at 9 Bartlet Street, Suite 186, Andover, MA 01810. If you have any questions, you can reach Sandy at 978-474-0200.

Thank you very much for taking the time to complete Arlington's survey. We are hoping that we can receive all data by July 24, 2013. We promise to supply you with (1) a copy of the completed survey results from the Arlington study, (2) survey results from other similar studies we are currently conducting, (3) access to our online database of data and information. Our database has a wealth of information that will be most helpful to you too during this budget season! Thank you again.

Respectfully,

Sandy Stapczynski

Sandy Stapczynski
President

Compensation Survey for Arlington

	Your Community: Contact Info: Position Title by functional area	FY-2014 <u>Min. Range</u> Annual Salary or Hourly Wage	FY-2014 <u>Max. Range</u> Annual Salary or Hourly Wage	Stipends or Other Pay	# hrs worked per week	# wks worked per year	% COLA or Wage Adjust. FY-14
	Assessors						
1	Director of Assessment						
	Comptroller						
2	Comptroller/Town Accountant/Auditor						
3	Assistant Comptroller						
	Department of Public Works						
4	Public Works Director						
5	Assistant Public Works Director						
6	DPW Operations Manager						
7	Town Engineer						
8	Senior Civil Engineer						
9	Highway Supervisor						
10	Water Supervisor						
11	Building Inspector						
12	Forestry Supervisor						
13	Parks Supervisor						
14	Supervisor of Building Maintenant						
15	Supervisor of Motor Equipment Repair						
16	Supervisor of Custodians						
17	Junior Civil Engineer						
18	Water Account Clerk						
19	Working Foreman						
20	Plumber						
21	Electrician						
22	Water Systems Maintenance Craftsman						
23	Tree Climber						
24	Motor Equipment Operator III						
25	Motor Equipment Operator II						
26	Motor Equipment Operator I						
27	Motor Equipment Repair Worker						
28	Grounds Maintenance Worker						

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 or Fax to: 978-475-7925
 All Inquiries: 978-474-0200

Compensation Survey for Arlington

	Your Community: Contact Info: Position Title by functional area	FY-2014 <u>Min. Range</u> Annual Salary or Hourly Wage	FY-2014 <u>Max. Range</u> Annual Salary or Hourly Wage	Stipends or Other Pay	# hrs worked per week	# wks worked per year	% COLA or Wage Adjust. FY-14
	Health and Human Services						
29	Director of Health and Human Services						
30	Council on Aging Director						
31	Director of Veterans Services						
32	Geriatric Nurse						
33	Public Health Officer						
34	Social Worker						
	Human Resources						
35	Director of Human Resources						
36	Benefits Administrator						
	Inspections						
37	Director of Inspections/Building Commissioner						
38	Building Inspector						
	Legal						
39	Town Counsel						
40	Paralegal						
	Library						
41	Library Director						
42	Assistant Library Director						
43	Technology Librarian						
44	Head of Adult Services						
45	Head of Children's Services						
46	Adult Services Librarian						
47	Children's Librarian						
48	Library Assistant						
49	Branch Librarian						
50	Head of Technical Services						
	Multi - General						
51	Office Manager						
52	Administrative Assistant						
53	Senior Clerk						

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Compensation Survey for Arlington

	Your Community: Contact Info: Position Title by functional area	FY-2014 <u>Min. Range</u> Annual Salary or Hourly Wage	FY-2014 <u>Max. Range</u> Annual Salary or Hourly Wage	Stipends or Other Pay	# hrs worked per week	# wks worked per year	% COLA or Wage Adjust. FY-14
54	Principal Clerk						
	Planning						
55	Planning Director						
56	Planner						
	Public Safety						
57	Police Officer						
58	Police Sergeant						
59	Police Lieutenant						
60	Police Captain						
61	Police Chief						
62	Supervisor of Motor Equipment Repair						
63	Public Safety Dispatcher						
64	Firefighter						
65	Fire Lieutenant						
66	Fire Captain						
67	Fire Deputy Chief						
68	Fire Chief						
	Recreation						
69	Director of Recreation						
	Technology						
70	Chief Technology Officer						
71	Network Support						
72	Systems Analyst						
73	Software Developer						
74	Programmer						
75	GIS Coordinator						
	Town Clerk						
76	Town Clerk						
77	Assistant Town Clerk						
	Town Manager						
78	Town Manager						

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Compensation Survey for Arlington

	Your Community: Contact Info: Position Title by functional area	FY-2014 <u>Min. Range</u> Annual Salary or Hourly Wage	FY-2014 <u>Max. Range</u> Annual Salary or Hourly Wage	Stipends or Other Pay	# hrs worked per week	# wks worked per year	% COLA or Wage Adjust. FY-14
79	Deputy/Assistant Town Manager						
80	Purchasing Agent						
81	Public Information Officer						
	Treasurer/Collector						
82	Treasurer/Collector						
83	Principal Account Clerk/Bookkeeper						

Please Email to: hrcconsulting@comcast.net
 or Fax to: 978-475-7925
 All Inquiries: 978-474-0200

	Your School Department: Contact Info: Position Title by functional area	FY-2014 <u>Min. Range</u> Annual Salary or Hourly Wage	FY-2014 <u>Max. Range</u> Annual Salary or Hourly Wage	Stipends or Other Pay	# hrs worked per week	# wks worked per year	% COLA or Wage Adjust. FY-14
	Teachers						
1	Teacher - BA Min						
2	Teacher - MA Min						
3	Teacher - MA Step 6						
4	Teacher - MA Max (Step 12 in Arlington)						
5	Teacher - MA + 15 Max						
6	Teacher - MA + 30 Max						
	Principals and Administration						
7	Elementary School Principal						
8	Assistant Principal						
9	Middle School Principal						
10	High School Principal						
11	Dean						
12	Curriculum Director/Coordinator						
13	Superintendent of Schools						
14	Assistant Superintendent of Schools						
15	Chief Financial Officer/Business Manager						
	Facilities						
16	Building Custodian						
17	Senior Building Custodian						
	General						
18	School Bus Driver						
19	School Cafeteria Worker						
20	School Secretary						
21	Payroll Director						
22	School Human Resources Director						

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Benefits Survey

1. Health Insurance (If you offer more than one choice of plans, please record the **most popular** plan only.)

Coverage Level	Name of Plan <i>(most popular only)</i>	Percentage (%) Paid By Municipality	Percentage (%) Paid By Employee
Individual			
Family			

Coverage Level	Name of Plan <i>(most popular only)</i>	Municipality's Share in Dollars (\$)	Employee's Share in Dollars (\$)
Individual			
Family			

Are you in GIC for active employees? Yes ___ No ___

Are you in GIC for retired employees? Yes ___ No ___

Do you have a GIC look alike? Yes ___ No ___ (Please describe in space below.)

Do you have a Health Reimbursement Account? Yes ___ No ___ (Please describe in space below.)

Please Email to: hrcconsulting@comcast.net
Or Fax to: 978-475-7925
All Inquiries: 978-474-0200

2. **Longevity Pay for Non-Public Safety Employees**

Do you have a Longevity Pay Program? Yes_____ No_____

If yes, please indicate amounts:

- After 5 Years of Service Amount or Percentage_____
- After 10 Years of Service Amount or Percentage_____
- After 15 Years of Service Amount or Percentage_____
- After 20 Years of Service Amount or Percentage_____
- After 25 Years of Service Amount or Percentage_____

3. **What is your municipality's Maximum Vacation Benefit Per Year for Non-Public Safety Employees? (Please explain below.)**

Police Compensation

Police Department Position	FY'14 Maximum Base Wage	School Credits 25%	Longevity 25 Years	Night Differential	Weekend Differential	Holiday Pay	Firearms	Defibrillator Pay	Clothing Allowance	Cleaning Allowance	Other Pay	Total
Police Officer												\$0
Police Sergeant												\$0
Police Lieutenant												\$0
Police Captain												\$0

Notes:

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Human Resources Services, Inc.

Fire Compensation

Fire Department Position	FY'14 Maximum Base Wage	EMT-B Stipend	HazMat Pay	Associates Degree	Night Differential	Weekend Differential	Holiday Pay	Defibrillator Pay	Longevity 25 Years	Other Pay	Total
Firefighter											\$0
Fire Lieutenant											\$0
Fire Captain											\$0
Fire Deputy Chief											\$0

Notes:

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Human Resources Services, Inc.



Town of Arlington, MA Compensation and Benefits Survey Study



Human Resources Services, Inc.



HRS Consultant Team: Sandy Stapczynski, Carol Granfield, Tony Torrisi

The key members of the project team have provided consulting services to every functional area of local government for over 30 years.

Our Team has the practical and theoretical experience for additional assistance with critical study issues.

The Consultants have substantial experience conducting similar studies. We have conducted hundreds of compensation and benefits studies in MA and throughout NE.

Our collective experience includes municipal government, school districts, state government, county government, and civic organizations.

Our company is located in Massachusetts. We have served nearly every community in MA.

ARLINGTON TEAM

Town and School Leadership
Town and School Management
Union Leaders
Human Resources – Town/School
HRS Consultant Team



General Goal

To develop a snapshot of accurate municipal compensation and benefits data; to be conducted in a fair and equitable manner that reflects an outside, objective, independent analysis and review of the comparative Municipal labor market.

Town and School

Compensation and Benefits



Summary Scope

1

Review of Town of Arlington's organization/departments including a review of organizational job descriptions.

2

Review the Town's existing compensation and benefits.

3

Collect municipal/school labor market analysis from other comparable cities, towns, and schools.

4

Review general information on current trends in compensation and benefits.

5

Provide general facts regarding all areas of total compensation.

6

Enhance the Town's internal capacity to manage and update data and information; provide tools and methodology.

COMMUNITIES SURVEYED

*Belmont, Brookline, Medford, Melrose, Milton, Natick,
Needham, North Andover, Reading, Stoneham,
Watertown, and Winchester.*

The Analysis

COMPENSATION:

Salary Range

Salary Averages

Stipends pay if applicable

Other unique pay requirements; shift differential, uniform pay (public safety)

Educational incentive pay

Pertinent information that may impact the salary ranges of positions surveyed

BENEFITS:

Vacation

Health Insurance

Longevity Pay

Reimbursement - HRA



A Total Compensation Perspective

Base Compensation

Other Compensation/allowances

Indirect Compensation/Benefits

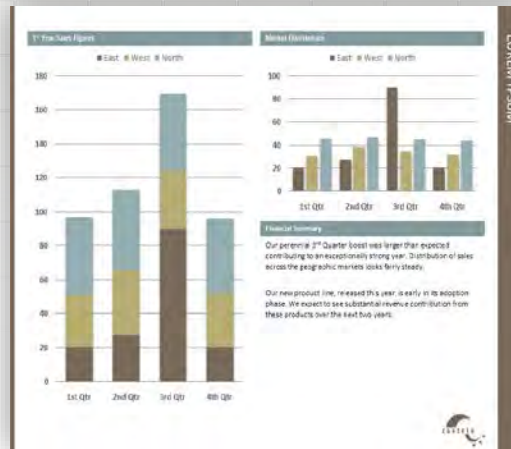
Pay Incentives/Merit

The package of quantifiable rewards an employee receives for his/her labors. There are four components.

Study averages, medians, ranges, percentiles

Department Specific Data

Summaries in Statistics and Narrative



FIRE SERVICE

Maximum base wage, EMT-B stipend, hazardous duty pay, associate's degree, night differential, weekend differential, holiday pay, defibrillator pay, longevity 25 years, and other pay that are applicable across each bargaining unit.

POLICE SERVICE

Maximum base wage, school credits, longevity 25 years, night differential, weekend differential, holiday pay, firearms, defibrillator pay, clothing allowance, cleaning allowance, and other pay that are applicable across each bargaining unit.

TEACHERS

Specifically, the categories of general compensation studied for these positions included minimum and maximum pay wage, as well as pay at the following various levels: Teacher – BA Min, Teacher MA - Min, Teacher - MA Step 6, Teacher MA-Max, Teacher-MA +15 Max, and Teacher – MA +30 Max.

Meetings and Reports

Two meetings with “stakeholders” which provided the town and schools with options and opportunity for review and input. This key feedback provided the basis for further analysis.



Draft and Final Reports to Town of Arlington which includes comprehensive analysis of the comparative market data, findings and general recommendations. Provided in narrative and data.



GENERAL RECOMMENDATIONS

1

Establish Compensation Philosophy.

2

Determine desired position in the market (i.e. 50%).

3

Pay schedules should be maintained.

4

Regular surveys should be conducted and maintained.

We would like to thank the Town of Arlington! Questions?



www.hrsconsultinginc.com
hrsconsulting@comcast.net

9 Bartlet Street, Suite 186
Andover, MA 01810

