



**ARLINGTON FINANCE COMMITTEE**  
**MINUTES OF MEETING**  
**03/15/2023 7:30 PM**  
 Conducted via Remote Participation - Zoom

**ATTENDEES**

Remy	P	White	P	Griffin	P	Bliss	P
Blundell	P	Younkin	P	Harmer	P	Tosti	P
Susse	P	Lobel	A	LaCourt	P	Deshler	P
Migliazzo	P	Gibian	P	Jones	P	Carman	P
Beck	P	Foskett	P	Heigham	P	McKenna	P
						Bradley	P

P indicates Present; L indicates late; A indicates Absent

Visitors: Sean Keane (ACMI), Sandy Pooler (Town Manager), Julie Wayman (Budget Director), Alex Magee (Deputy Town Manager – Finance Director)

**INTRODUCTION**

1. Deshler read the rules for the meeting as formulated by Town Counsel based on the Governor’s authorization. An important rule is that all votes, unless unanimous, must be by roll call. Attendance was taken by roll call. A vote of “unanimous” means “unanimous vote by all present”. The Chair votes only when there is a tie.

**BUDGETS, ARTICLES & ITEMS**

1. Long Range Plan
  - a. State Aid has increased in FY2024 mainly due to Foundational Aid (Chapter 70 School Aid)
  - b. Minuteman Regional School will reduce assessments to cities and towns due to their increase in state aid (likely in Fall, not in time for Town Meeting)
  - c. Town Manager office is working to ensure programs based on fees/grants (not tax based) pay their share of health insurance for staff (i.e. charging Arlington Community Education and School Lunches program for health insurance provided to staff; eventually will try to assess After School and Pre-School programs)
  - d. Budget is in balance for FY24 & FY25; deficits start in FY26 and beyond
2. WA 21-23: Transfers of Property
  - a. Articles are for Facilities Department to take over landlord role of these buildings (upkeep and rent) which they are skilled in (instead of the Redevelopment Board; rent budget relocated from Redevelopment Board to Facilities Department)
3. WA 33: Parking Benefit District Expenditures

- a. Electricity and parking fees for electric vehicle charging stations is paid for by the user; a portion is reimbursed to the parking fund
  - b. Any out of service street meters should be replaced by end of March
  - c. Parking fees are revenue for parking benefit district fund; parking tickets benefit general fund
  - d. VOTE: the Parking Benefit District Expenditures budget with \$416,924 in revenue offset by \$416,924 in expenses was approved unanimously
4. WA 36: Collective Bargaining
  - a. There is an update from SEIU negotiations; Patrol Officers unit has a May hearing date; Ranking Officers unit will wait to see results of Patrol Officers negotiations
  - b. All other contracts have a 6/31/24 end date
5. WA 55: Acceptance of Local Taxes
  - a. Not applicable
6. WA 39: Amendments to FY2023 Budgets
  - a. None required
7. WA41: Transportation Infrastructure Fund
  - a. Money is from Uber and Lyft and used for repairing roads
8. WA 46: Celebrations
  - a. \$25,000 for 250<sup>th</sup> Anniversary Celebration
  - b. There is a State committee on the celebration with no representatives from Arlington
9. WA 52: Opioid Settlement Fund
  - a. \$148,139.02 from Statewide Opioid Settlements go to Health & Human Services for harm reduction, treatment, recovery programs, etc. Pooler will ask if some funds can cover AYCC expenses or staff in H&HS Department
  - b. Funds need to be appropriated but not necessarily spent in FY24
10. WA 54: Stratton School
  - a. Reconfiguration of roads and sidewalks (small amounts of land taking via eminent domain, etc.) to create a safer walkway to school; no anticipated appropriation
11. WA 63: File/Accept Grants Water Conservation Fund Grant Program
  - a. To streamline the acceptance of grants outside of Town Meeting by formally authorizing the Town Manager to accept grants
12. American Rescue Plan Act
  - a. \$35m received: \$10m was spent for revenue replacement (\$5m in FY23 and \$5m in FY24 for direct revenue due to anticipated loss of revenue from local receipts) with the rest used for specific ARPA programs
13. WA 45: Committees & Commissions - Open Space Committee
  - a. VOTE: the appropriation for the Open Space Committee budget totaling \$2,000 was approved unanimously
14. WA 48: Water Bodies
  - a. VOTE: the appropriation for the Water Bodies Working Group budget totaling \$50,000 was approved unanimously
15. WA 45: Committees & Commissions - Gas Leaks Task Force
  - a. VOTE: a motion to take no action on an appropriation for the Gas Leaks Task Force budget totaling \$1,250 was approved with fourteen in favor and three in opposition (Blundell, Beck and LaCourt); (Carman missed vote)
16. WA 35: Positions Reclassification
  - a. 9 requested reclassification (2 denied, 1 withdrew, 6 accepted)

- b. VOTE: the appropriation for the Positions Reclassification totaling \$5,043 was approved with 16 in favor and two against (Foskett, Carman)
- 17. Human Resources
  - a. VOTE: the Human Resources budget totaling \$384,979 was approved unanimously
- 18. WA 39: Amendment to Budgets & WA 55: Acceptance of Local Taxes
  - a. VOTE: a motion to take no action on both Warrant Article 39 – Amendments to FY2023 Budgets and Warrant Article 55 – Acceptance of Local Taxes was approved unanimously
- 19. Summary

<b>Budget Name</b>	<b>Amount</b>	<b>Status</b>
WA 33: Parking Benefits District Fund	416,924	Approved
WA 45: Open Space Committee	2,000	Approved
WA 48: Water Bodies	50,000	Approved
WA 45: Gas Leaks Task Force	No Action	Approved
WA 35: Positions Reclassification	5,043	Approved
Human Resources	384,979	Approved
WA 39: Amendments to FY2023 Budgets	No Action	Approved
WA 55: Acceptance of Local Taxes	No Action	Approved

**MINUTES**

- 1. The meeting minutes from 3/13/23 as revised were approved with 16 in favor and two abstaining (Remy, Harmer)

**CONCLUSION**

The meeting adjourned at 10:04 pm.  
 The next meeting is Monday, March 20, 2023.

Tara Bradley  
 3/21/2023

- Reference 1: Long Range Plan FY24 3.10.23
- Reference 2: Parking Benefit District Budget
- Reference 3: 2023 3-15 FY24 Reclass Request Explanation-Final
- Reference 4: January 23 Class and Pay Plan FY24

# Long Range Financial Projection

Reference 1

Long Range Planning Committee

3.10.23

	FY 2023	FY 2024	Dollar Change	Percent Change	FY 2025	Dollar Change	Percent Change	FY 2026	Dollar Change	Percent Change	FY 2027	Dollar Change	Percent Change	FY 2028	Dollar Change	Percent Change
<b>I REVENUE</b>																
A. State Aid	25,221,523	28,125,135	2,903,612	11.51%	28,401,809	276,674	0.98%	28,681,250	279,441	0.98%	28,963,485	282,235	0.98%	29,248,543	285,058	0.98%
ARPA	5,000,000	5,000,000	0	0.00%	0	(5,000,000)	-100.00%	0	0	-	0	0	-	0	0	-
B. Local Receipts	9,225,900	9,685,994	460,094	4.99%	9,810,994	125,000	1.29%	9,910,994	100,000	1.02%	10,010,994	100,000	1.01%	10,110,995	100,001	1.00%
C. Free Cash	5,539,215	7,956,044	2,416,829	43.63%	5,107,562	(2,848,482)	-35.80%	5,107,562	0	0.00%	5,107,562	0	0.00%	5,107,562	0	0.00%
D. Overlay Reserve Surplus	650,000	500,000	(150,000)	-23.08%	400,000	(100,000)	-20.00%	200,000	(200,000)	-50.00%	200,000	0	0.00%	200,000	0	0.00%
E. Property Tax	149,169,849	153,321,408	4,151,559	2.78%	157,399,009	4,077,601	2.66%	161,548,994	4,149,985	2.64%	165,611,321	4,062,327	2.51%	169,875,113	4,263,792	2.57%
F. Override Stabilization Fund	2,946,037	1,665,506	(1,280,531)	-43.47%	13,319,220	11,653,714	699.71%	1,690,704	(11,628,516)	-		(1,690,704)	-		0	-
<b>TOTAL REVENUES</b>	<b>197,752,524</b>	<b>206,254,087</b>	<b>8,501,563</b>	<b>4.30%</b>	<b>214,438,594</b>	<b>8,184,507</b>	<b>3.97%</b>	<b>207,139,504</b>	<b>(7,299,090)</b>	<b>-3.40%</b>	<b>209,893,362</b>	<b>2,753,858</b>	<b>1.33%</b>	<b>214,542,213</b>	<b>4,648,851</b>	<b>2.21%</b>
<b>II APPROPRIATIONS</b>																
A. One Time COVID impact	970,000	600,000	(370,000)	-38.14%	300,000	(300,000)	-50.00%									
School Additions	1,030,000		(1,030,000)	-												
General Education Costs	55,724,058	57,312,461	1,588,403	2.85%	60,316,257	3,003,796	5.24%	62,815,383	2,499,126	4.14%	64,930,766	2,115,383	3.37%	67,046,272	2,115,506	3.26%
Special Education Costs	28,103,511	30,070,757	1,967,246	7.00%	32,175,710	2,104,953	7.00%	34,428,010	2,252,300	7.00%	36,837,971	2,409,961	7.00%	39,416,629	2,578,658	7.00%
Growth Factor	(1,379,700)	964,116	2,343,816	-	374,934	(589,182)	-61.11%	(80,343)	(455,277)	-121.43%	(151,759)	(71,416)	88.89%	(401,715)	(249,956)	164.71%
<b>Net School Budget</b>	<b>84,447,869</b>	<b>88,947,334</b>	<b>4,499,465</b>	<b>5.33%</b>	<b>93,166,901</b>	<b>4,219,567</b>	<b>4.74%</b>	<b>97,163,050</b>	<b>3,996,149</b>	<b>4.29%</b>	<b>101,616,978</b>	<b>4,453,928</b>	<b>4.58%</b>	<b>106,061,186</b>	<b>4,444,208</b>	<b>4.37%</b>
Minuteman Operating & Capital	6,208,487	7,120,896	912,409	14.70%	7,370,127	249,231	3.50%	7,628,081	257,954	3.50%	7,895,064	266,983	3.50%	8,171,391	276,327	3.50%
Minuteman Exempt Capital	1,739,452	1,820,001	80,549	4.63%	1,820,001	0	0.00%	1,820,001	0	0.00%	1,820,001	0	0.00%	1,820,001	0	0.00%
Town Personnel Services	31,337,702	32,405,145	1,067,443	3.41%	33,458,312	1,053,167	3.25%	34,545,707	1,087,395	3.25%	35,668,442	1,122,735	3.25%	36,827,666	1,159,224	3.25%
Town Expenses	11,839,451	12,222,308	382,857	3.23%	12,619,533	397,225	3.25%	13,029,668	410,135	3.25%	13,453,132	423,464	3.25%	13,890,359	437,227	3.25%
Enterprise Fund/Other	3,200,418	3,257,455	57,037	1.78%	3,363,322	105,867	3.25%	3,472,630	109,308	3.25%	3,585,490	112,860	3.25%	3,702,018	116,528	3.25%
<b>Net Town Budget</b>	<b>39,976,735</b>	<b>41,369,998</b>	<b>1,393,263</b>	<b>3.49%</b>	<b>42,714,523</b>	<b>1,344,525</b>	<b>3.25%</b>	<b>44,102,745</b>	<b>1,388,222</b>	<b>3.25%</b>	<b>45,536,084</b>	<b>1,433,339</b>	<b>3.25%</b>	<b>47,016,007</b>	<b>1,479,923</b>	<b>3.25%</b>
MWRA Debt Shift	0	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-
B. Capital budget																
Exempt Debt Service	12,129,702	12,028,956	(100,746)	-0.83%	11,917,651	(111,305)	-0.93%	11,824,004	(93,647)	-0.79%	11,586,563	(237,441)	-2.01%	11,494,904	(91,659)	-0.79%
Non-Exempt Service	7,071,174	7,154,944	83,770	1.18%	6,623,138	(531,806)	-7.43%	6,354,779	(268,359)	-4.05%	5,918,157	(436,622)	-6.87%	5,707,966	(210,191)	-3.55%
Cash	3,426,277	3,933,856	507,579	14.81%	4,264,027	330,171	8.39%	4,032,788	(231,239)	-5.42%	4,197,830	165,042	4.09%	4,319,958	122,128	2.91%
Offsets/Capital Carry Forward	(677,260)	(736,989)	(59,729)	8.82%	(238,298)	498,691	-67.67%	(214,974)	23,324	-9.79%	(193,768)	21,206	-9.86%	(192,768)	1,000	-0.52%
<b>Total Capital</b>	<b>21,949,893</b>	<b>22,380,767</b>	<b>430,874</b>	<b>1.96%</b>	<b>22,566,518</b>	<b>185,751</b>	<b>0.83%</b>	<b>21,996,597</b>	<b>(569,921)</b>	<b>-2.53%</b>	<b>21,508,782</b>	<b>(487,815)</b>	<b>-2.22%</b>	<b>21,330,060</b>	<b>(178,722)</b>	<b>-0.83%</b>
C. Pensions	13,367,833	14,133,735	765,902	5.73%	14,911,090	777,355	5.50%	15,731,200	820,110	5.50%	16,596,416	865,216	5.50%	17,509,219	912,803	5.50%
D. Insurance	21,772,313	22,633,072	860,759	3.95%	23,902,992	1,269,920	5.61%	25,139,838	1,236,846	5.17%	26,424,477	1,284,639	5.11%	27,715,609	1,291,132	4.89%
E. State Assessments	3,911,830	3,986,967	75,137	1.92%	4,083,890	96,923	2.43%	4,183,235	99,345	2.43%	4,285,065	101,830	2.43%	4,389,440	104,375	2.44%
F. Overlay Reserve	1,314,746	600,000	(714,746)	-54.36%	600,000	0	0.00%	600,000	0	0.00%	600,000	0	0.00%	600,000	0	0.00%
G. Reserve Fund	1,753,178	1,900,782	147,604	8.42%	1,892,017	(8,765)	-0.46%	1,936,248	44,231	2.34%	1,983,068	46,820	2.42%	2,030,473	47,405	2.39%
H. Court Judgments/Symmes	0	100,000	100,000	-	100,000	0	0.00%	100,000	0	0.00%	100,000	0	0.00%	100,000	0	0.00%
I. Warrant Articles	1,310,188	1,260,535	(49,653)	-3.79%	1,310,535	50,000	3.97%	1,260,535	(50,000)	-3.82%	1,310,535	50,000	3.97%	1,260,535	(50,000)	-3.82%
J. Override Stabilization Fund	0	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-
<b>K. TOTAL APPROPRIATIONS</b>	<b>197,752,524</b>	<b>206,254,087</b>	<b>8,501,563</b>	<b>4.30%</b>	<b>214,438,594</b>	<b>8,184,507</b>	<b>3.97%</b>	<b>221,661,530</b>	<b>7,222,936</b>	<b>3.37%</b>	<b>229,676,470</b>	<b>8,014,940</b>	<b>3.62%</b>	<b>238,003,921</b>	<b>8,327,451</b>	<b>3.63%</b>
<b>L. BALANCE</b>	<b>0</b>	<b>0</b>			<b>0</b>			<b>(14,522,026)</b>			<b>(19,783,108)</b>			<b>(23,461,708)</b>		
Free Cash	15,912,087	10,215,124			10,215,124			10,215,124			10,215,124			10,215,124		
Stabilization Fund	3,498,511	3,668,482			3,841,851			4,018,688			4,199,062			4,383,043		
Override Stabilization Fund	16,675,430	15,009,924			1,690,704			0			0		0	0		
Municipal Bldg. Ins. Trust Fund	693,970	700,909			707,918			714,998			722,148			729,369		
<b>TOTAL:</b>	<b>36,779,998</b>	<b>29,594,439</b>			<b>16,455,598</b>			<b>14,948,810</b>			<b>15,136,334</b>			<b>15,327,536</b>		
% of General Fund Revenue	18.6%	14.3%			7.7%			7.2%			7.2%			7.1%		

The plan does not include any projected revenues or expenditures from the Community Preservation Act

Projected School Enrollment Growth FY 2025 - FY 2028

	FY 2023**	FY 2024**	FY 2025*	FY 2026*	FY 2027*	FY 2028*
Actual/Proj. Annual Growth	(189)	108	42	(9)	(17)	(45)
** Actual Growth - FY23 50% PPC of \$14,601 = \$7,300 X EG						
* Projected Growth - FY2024 through FY2028 Based on 50% of FY21 DESE Per Pupil Cost of \$17,854 = \$8,927 X Enrollment Growth						

# Long Range Financial Projection

Reference 1

Long Range Planning Committee

3.10.23

<b>I REVENUE</b>	<u>Explanation of Terms</u>
A. State Aid	State Aid as reported on the Cherry Sheets, including CH. 70 School Aid, Unrestricted General Government Aid (UGGA), and others. Assumption: 1% annual growth.
School Construction Aid	Reimbursement for school construction costs from an old state program. These payments ended in FY2021.
B. Local Receipts	Fees, Fines, Permits, Interest, Motor Vehicle Excise Taxes, etc. Assumption: usually increase by \$100,000 per year, but in FY24, increase by more to make up for losses caused by COVID.
C. Free Cash	Free Cash is equivalent to the prior year's operating surplus. Assumption: Half of the 10 year average Free Cash is allocated as a revenue source for the operating budget and the remainder is retained as a reserve.
D. Overlay Reserve Surplus	The Assessors annually release some of the reserve set aside to pay tax abatements (the Overlay). Assumption: In most years, \$400,000 is released to be used in operating budget. Some years a larger amount is released for revaluation expenses.
E. Property Tax	Real estate and personal property taxes, as determined by the State law, Proposition 2 1/2 (annual increase of 2.5%, plus additions of new growth), plus amounts added for debt excluded from Prop. 2 1/2 by the voters, plus MWRA Debt shift.
F. Override Stabilization Fund	The Override Stabilization Fund is used as an income source. In years of revenue surpluses, money is added, in years of deficits, money is withdrawn (see comparable item in Expenses below). Fund balance is reported in reserves section at bottom the sheet.
<b>TOTAL REVENUES</b>	Total General Fund Revenues.
<b>II APPROPRIATIONS</b>	
A. School Additions	Increases to School Department Budget as the result of the 2019 Override.
General Education Costs	Most of the costs of running the School Department. Assumption: A 3.5% increase in the sum of the previous year's General Education Costs plus cost increase due to in enrollment growth (Growth Factor, below).
Special Education Costs	Costs of providing Special Education services. Assumption: These costs are assumed to increase by 7% per year.
Growth Factor	An estimate of the increased operating costs the School Department incurs because of enrollment growth. Enrollment assumptions are presented at the bottom of LRP. It is assumed that each new student will cost 50% of State's Per Pupil Cost figure.
<b>Net School Budget</b>	The Total School Department Budget.
<u>Minuteman</u>	Assessments from the Minuteman Regional Technical and Vocational High School. Assumption: Each year the actual assessment is updated and future years are assumed to grow by 3.5%.
Town Personnel Services	Town employees salaries and wages. Assumption: Annual growth of 3.25%
Town Expenses	Town expenses, e.g., utilities, supplies, services, repairs, etc. Assumption: Annual growth of 3.25%
Enterprise Fund/Other	Offsets are amounts charged to the Water and Sewer Enterprise Fund for services provided to the Fund by Town employees. Assumption: Annual growth of 3.25%
<b>Net Town Budget</b>	Personnel Services plus Expenses, minus Offsets.
MWRA Debt Shift	State law allows the Town to decrease water and sewer rates and increase taxes by an amount representing all or part of the debt service assessed to the Town by the MWRA. Phased out in FY23.
B. Capital budget	
Exempt Debt Service	Debt service that has been excluded from the Prop. 2 1/2 limit and therefore is in addition to that limit. The exempt debt amount is included in the Property Tax calculation above and so income and expense are exactly matched.
Non-Exempt Service	Debt service (interest and principal) on items in the annual Capital Plan paid for with tax dollars.
Cash	Items in the annual Capital Plan paid for with cash.
Offsets/Capital Carry	Multiple sources, such as grants, other funds (e.g., rental income from cell phone towers on town property, the Ambulance Fund, etc.), and bond premiums used to purchase capital items.
<b>Total Capital</b>	Assumption: The Total of Non-Exempt Debt Service and Cash will equal 5% of the Town's Annual revenue.
C. Pensions	Annual assessment from the Arlington Retirement Board. Assumption: Annual increase of 6%.
D. Insurance	Health, property & liability insurance. Updated annually with new enrollment figures and insurance rates. Future costs include teacher staffing increases to meet increased student populations, plus 5.25% inflation.
E. State Assessments	Assessment from the State for various services, including MBTA, Charter School, and School Choice. Assumption: Annual increase of 2.5% (as mandated by Prop. 2 1/2). Some Cherry Sheet aid goes directly to departments and
F. Overlay Reserve	Amount of tax revenue set aside by the Assessors to pay abatements and tax exemptions (for elderly, blind persons, etc.). Assumption: \$600,000 in non-revaluation years, and \$800,000 in revaluation years.
G. Reserve Fund	Reserve fund equals 1% of revenues. It is available for the Finance Committee to pay unanticipated and extraordinary costs, such as snow removal.
H. Court Judgments/Symmes	Each year \$100,000 is set aside to pay for lawsuit settlements. The rest of this item is to pay the debt on bonds the Town issued to acquire the Symmes property. Those bonds were paid off in FY2022.
I. Warrant Articles	Various warrant articles for boards, commission, town celebrations, and other items that are outside of the town, school, or capital budgets. Election costs vary each year depending on the number of elections.
J. Override Stabilization Fund	In years when the budget shows a revenue surplus, that surplus is appropriated to the Override Stabilization Fund.
K. <b>TOTAL APPROPRIATIONS</b>	The total of all items under II Appropriations.
L. <b>BALANCE</b>	The operating surplus or deficit for each year of the plan. For the current year, the number will always be zero, i.e., by law and Town policy, the final budget must be in balance.
<b>Reserve Balances</b>	
Free Cash	An amount roughly equivalent to the Town's operating surplus and fund balance that is certified annually by the State Department of Revenue.
Stabilization Fund	A fund established by Town Meeting to provide a long-term reserve. Assumption: Annual 2% growth, plus \$100,000 appropriation from Town Meeting.
Override Stabilization Fund	The Override Stabilization Fund was created as a result of the 2005 Prop. 2 1/2 override. The Town makes annual appropriations to the fund until the time in which it is necessary to make withdrawals for the purposes of balancing the general fund budget.
Municipal Bldg. Ins. Trust F	A reserve fund established to cover extraordinary losses from damage to Town property. The existence of the fund reduces the Town's annual property insurance costs, because it allows the Town to buy insurance policies with high deductibles.
TOTAL:	Total reserves.
% of General Fund Revenue	Total reserves as a percent of total revenue.

**PARKING FUND BUDGET**

REVENUES	PROJECTED FY23	FY23 ACTUAL 2/2/23	PROJECTED FY24
Single Space Meters	\$ 105,032.48	\$ 69,758.76	\$ 259,798
Multi-Space Meters	\$ 83,108.82	\$ 45,838.61	\$ 139,985
Charging Station	\$ 14,363.76	\$ 7,181.88	\$ 5,317
Pay by Phone	\$ 76,009.98	\$ 57,137.13	N/A
Interest	\$ 16,909.92	\$ 11,431.42	\$ 11,824
<b>TOTAL</b>	<b>\$ 295,424.96</b>	<b>\$ 191,347.80</b>	<b>\$ 416,924.00</b>

EXPENDITURES	PROJECTED FY23	FY23 ACTUAL 2/2/23	PROJECTED FY24
<b>MAINTENANCE AND OPERATION</b>			
IPS, CC Fee, Coin Collection	\$ 115,188	\$ 149,581.67	\$ 163,100
Lease Payments	\$ 6,000	\$ 3,500.00	\$ 6,000
Parking Enforcement/Admin	\$ 103,948	\$ 103,948.00	\$ 111,325
Meter Upgrade	\$ 104,497		
PCO Replacement Vehicle	\$ 21,090	\$ 25,000.00	\$ -
<b>Maintenance and Operation Subtotal</b>	<b>\$ 350,723</b>	<b>\$ 282,029.67</b>	<b>\$ 280,425</b>
<b>PARKING BENEFIT DISTRICT</b>			
Chestnut Street Safety Improvements	\$ 50,000	\$ -	\$ -
Russell Common Lot	\$ 65,000	\$ -	\$ -
Trash Management	\$ -	\$ -	\$ 32,500
Seasonal Plantings	\$ 20,000	\$ 9,685	\$ 22,400
Watering of Seasonal Planting	\$ -	\$ -	\$ 14,340
Other	\$ -	\$ -	\$ 17,959
Seasonal Decorations	\$ -	\$ -	\$ 49,300
Sidewalk on Old Mystic St., west of Mystic/Pleasant St.	\$ 40,000	\$ -	\$ -
RR Lot Blue Bike Station	\$ -	\$ -	\$ -
<b>Parking Benefit District Subtotal</b>	<b>\$ 175,000</b>	<b>\$ 9,685</b>	<b>\$ 136,499</b>
<b>TOTAL</b>	<b>\$ 525,723</b>	<b>\$ 291,714.67</b>	<b>\$ 416,924</b>

	PROJECTED FY23	PROJECTED FY24
<b>REVENUES</b>	\$ 295,424.96	\$ 416,924.00
<b>EXPENDITURES</b>	\$ 525,723.00	\$ 416,924.00
<b>Surplus (Deficit)</b>	\$ (230,298.04)	\$ -
<b>End of Prior FY (FY22 + FY23) Fund Balance</b>	\$ 526,254.00	\$ 295,955.96
<b>End of FY Anticipated Fund Balance Fund Balance (FY23+FY24)</b>	\$ 295,955.96	\$ 295,955.96

CARRY FORWARD SOY 7.1.22

**\$526,254.00**

Updated March 3, 2023

<u>1. By reclassifying the following positions</u>	FTE	Value	Salary $\Delta$	Notes
A. Clerk and Secretary – ZBA OA3 to <b>MTP5</b> Zoning Board of Appeals  B. Management Analyst MTP6 to <b>MTP10</b> Town Manager’s Office				<i>Departmental Reorganization:                      Thus no formal Reclass Salary values needed within the Reclass Warrant Article.</i>
C. Assistant Director of IT MTP 13 to <b>MTP14</b> Information Technology	FTE	1	\$1,415	<i>Traditional Reclass Process:</i>
D. Environmental Planner/Conservation Agent MTP6 to <b>MT</b> Planning and Community Development  E. Assistant Registrar of Voters OA4 to <b>OA5</b> Town Clerk’s Office  F. Principal Clerk – Town Clerk OA3 to <b>OA4</b> Town Clerk’s Office  G. Director of Diversity Equity & Inclusion MTP 9 to <b>MTP11</b> Health and Human Services	FTE	1	\$820	re-evaluated. In these 5 cases, the HR director agreed with the employee. A new Grade or Step were agreed upon. An increase in the employee's salary was also agreed upon. This coming year's budgeted increase will occur within this Warrant article. Within the FY25 Budget the increase will appear on department's Salary Page. An increase of \$5,043 will be added to the Town budget.
H. Senior Accountant OA6 to <b>OA7</b> <b>Comptroller</b>  I. Principal Account Clerk/Bookkeeper OA5 to <b>OA4</b> <b>Comptroller</b>				↑ & ↓ of these 2 Steps and salaries were able to occur within the current Comptroller Dept budget. Thus, no need for additional salary to be included in Reclass. Warrant Article.
J. Assistant Town Clerk – ATP3 to <b>ATP5</b> Town Clerk (Previous employee retired.)				SEIU: $\Delta$ Role to new complexity. Can act as Clerk. Matched to 12 comparative towns.
K. Director of Human Resources M1 to <b>M2</b> Human Resources				> 23 yrs ago outside consultant recommend Grade 2. Allows for future increase in salary.
L. School Sustainability Coordinator MTP4 to <b>MTP6</b> Department of Public Works				Salary not here b/c in School Budget. Similar to Town DPW role. Thus, up 2 Steps.

2. By adding the following positions:	3. By deleting the following positions:	Notes
<p>A. <b>Zoning Administrator MTP5</b> Zoning Board of Appeals</p> <p>B. <b>Budget Director MTP 10</b> Town Manager's Office</p>	<p>A. Clerk and Secretary – ZBA OA3 Zoning Board of Appeals</p> <p>B. Management Analyst MTP 6 Town Manager's Office</p>	<p><i>Departmental Reorganization:</i> <i>Thus, no formal Reclass salary process needed within the Warrant Article.</i></p>
<p>C. <b>Deputy Director of IT MTP 14</b> Information Technology</p>	<p>C. Assistant Director of IT MTP 13 Information Technology</p>	<p><i>Traditional Reclass Process:</i></p>
<p>D. <b>Systems Analyst and IT Project Manager MTP12</b> Information Technology</p> <p>E. <b>Prevention Services Manager MTP8</b> Health and Human Services</p>	<p>D. <b>Munis Analyst and Project Manager MTP12</b> Information Technology</p> <p>E. Youth Coalition Director MTP8 Health and Human Services</p>	<p><i>Traditional Reclass Process:</i> <b>Simply changed these 2 titles to be more in line with the role and current nomenclacher.</b></p>
<p>F. <b>Community Outreach and Engagement Coordinator MTP4</b> Health and Human Services</p> <p>G. <b>ADA (Americans with Disabilities Act) Coordinator MTP6</b> Health and Human Services</p> <p>H. <b>Communications Coordinator MTP3</b> Town Manager's Office</p>		<p><i>Traditional Reclass Process:</i> <b>ARPA Funded: So no appropriations in Warrant Article or in Departments.</b> These roles will either disappear in 2 yrs, or will need to be added to the department's budget and require town funding.</p>
<p>I. <b>Water Meter Technician MC5</b> Department of Public Works</p>		<p><i>Enterprise Funded:</i> <b>So no appropriations.</b> Took 1 Motor Equip. Driver role and converted it to a higher level role within Water Meter Tech that requires ability to troubleshoot digital features of new meters.</p>
<p>J. <b>Off-Hours Rink and Recreation Supervisor ATP1</b> Recreation</p>		<p><i>Enterprise Funded:</i> <b>So no appropriations in Reclass Warrant Article.</b></p>
	<p><b>9 Requests for Reclassification</b></p> <p><b>2 Denials</b></p> <p><b>1 Withdrawal</b></p> <p><b>0 Arbitration</b></p> <hr/> <p><b>6 Accepted Reclassifications</b></p>	





**TOWN OF ARLINGTON**  
**DEPARTMENT OF HUMAN RESOURCES**

730 MASSACHUSETTS AVENUE, ARLINGTON, MA 02476  
PHONE (781) 316-3120 FAX: (781) 316-3129

**CARYN COVE MALLOY**  
**DIRECTOR OF HUMAN RESOURCES**

**PAY AND CLASSIFICATION PLAN**

**Fiscal Year 2024**



**SEIU**  
**Administrative, Technical and Professional**  
**Classification Plan**

<b>Grade</b>	<b>Position</b>	<b>Grade</b>	<b>Position</b>
SEIU-14	DP Systems Manager	SEIU - 7	Local Building Inspector Senior Programmer
SEIU-13	No Positions Assigned		Supervisor of Motor Equip Repair Forestry Supervisor
SEIU-12	Operations Manager		Cemetery Supervisor Program Supervisor - Recreation
SEIU-11	Assistant Town Engineer Executive Director - COA Manger of Enterprise Applications - IT Supt of Building Maintenance Deputy Treasurer/Deputy Collector	SEIU-6	Supervisor of Custodians - Nights Senior Crime Analyst - Comm Safety Director of Veteran's Services
SEIU-10	Senior Civil Engineer Grants Administrator	SEIU-5	Water and Sewer Account Manager
SEIU-9	Supervisor of Highway Supervisor of Water & Sewer Custodial Supervisor - Day Asst Comptroller Supervisor of Building Maintenance	SEIU-4	Administrative Assistant - Police
		SEIU-3	Assistant Town Clerk
		SEIU-2	No Positions Assigned
		SEIU-1	No Positions Assigned
SEIU-8	Plumbing and Gas Inspector Master Mech/PS Radio Coordinator Wire Inspector/Supt of Wires Parks Supervisor		

**SEIU  
FY2022**

<b>FY22</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
<b>SEIU 1</b>	37,100	38,491	39,935	41,431	42,985	44,598	46,270	48,007	49,694
<b>SEIU 2</b>	41,223	42,768	44,372	46,036	47,762	49,557	51,412	53,339	55,214
<b>SEIU 3</b>	46,786	48,541	50,364	52,250	54,210	56,244	58,352	60,541	62,670
<b>SEIU 4</b>	53,336	55,337	57,414	59,565	61,802	64,117	66,523	69,017	71,443
<b>SEIU 5</b>	56,006	58,105	60,283	62,547	64,888	67,322	69,849	72,469	75,017
<b>SEIU 6</b>	58,524	60,719	62,997	65,359	67,810	70,353	72,993	75,728	78,390
<b>SEIU 7</b>	61,158	63,453	65,830	68,300	70,862	73,518	76,274	79,135	81,916
<b>SEIU 8</b>	63,301	65,672	68,135	70,690	73,342	76,092	78,945	81,904	84,783
<b>SEIU 9</b>	65,514	67,969	70,518	73,163	75,908	78,755	81,707	84,769	87,749
<b>SEIU 10</b>	67,808	70,351	72,990	75,726	78,565	81,511	84,568	87,739	90,822
<b>SEIU 11</b>	71,875	74,571	77,366	80,269	83,278	86,399	89,643	93,005	96,273
<b>SEIU 12</b>	77,626	80,538	83,555	86,689	89,905	93,313	96,813	100,443	103,973
<b>SEIU 13</b>	83,061	86,175	89,405	92,758	96,235	99,846	103,589	107,477	111,255
<b>SEIU 14</b>	90,535	93,929	97,451	101,105	104,900	108,833	112,913	117,148	121,266

\* Step 9 awarded after 15 years of service on the July 1 following 15 years of service.

**NON UNION  
ADMINISTRATIVE, TECHNICAL AND PROFESSIONAL  
CLASSIFICATION PLAN**

<b>Grade</b>	<b>Position</b>	<b>Grade</b>	<b>Position</b>
MTP-14	Town Engineer	MTP-6	Exec Secretary/AA - TM Environ Planner/Cons Agent Supervisor Volunteer Svs Management Analyst- TM Workers Comp Claims Coordinator Paralegal Tree Warden
MTP-13	Asst Director of IT Public Information Officer Director of Youth Services Director of Public Health	MTP-5	Health Comp Off/ Sealer of W&M Office Manager - BOS Homeless Outreach Coordinator
MTP-12	Asst Dir of Planning and Community Development Asst Director of Public Works Munis Analyst and Proj Mngr Purchasing Officer Econ Development Coord Director GIS/Proj Mngr	MTP-4	Benefits Administrator Senior Loan Officer Admin Asst - Facilities
MTP-11	Psychologist Sustainability Manager Senior Transportation Planner	MTP-3	Admin Asst - BOS Pre-School Director After School Prog Director
MTP-10	Clinical Director - AYCC Public Health Nurse Mngr	MTP-2	Asst After School Prog Director Medical Records Clerk
MTP-9	Asst Director - Hum Res Director DEI	MTP-1	After School Instructor Pre-School Instructor Waste Compliance Inspector
MTP-8	Asst Clinical Director - AYCC Geriatric Nurse Clinician Public Health Compliance Officer Youth Coalition Director Senior Planner Public Health Nurse		
MTP-7	Health Compliance Officer/ Inspections Domestic Violence and Comm Res Specialist Social Worker - COA Mental Health Clinician - AYCC Recycling/Zero Waste Coordinator		

**Administrative, Technical and Professional Salary Plan**  
**FY 2024**  
**NON-UNION**

	1	2	3	4	5	6	7	8
<b>MTP 1</b>	39,057	40,504	42,007	43,566	45,182	46,859	48,599	50,403
<b>MTP 2</b>	43,348	44,956	46,625	48,355	50,152	52,015	53,949	55,953
<b>MTP 3</b>	49,138	50,965	52,859	54,824	56,863	58,977	61,169	63,449
<b>MTP 4</b>	55,952	58,036	60,194	62,434	64,757	67,167	69,672	72,266
<b>MTP 5</b>	58,726	60,913	63,181	65,531	67,973	70,506	73,130	75,858
<b>MTP 6</b>	61,352	63,632	66,004	68,461	71,013	73,657	76,402	79,250
<b>MTP 7</b>	64,092	66,477	68,953	71,520	74,185	76,950	79,820	82,795
<b>MTP 8</b>	66,319	68,787	71,351	74,010	76,766	79,630	82,596	85,679
<b>MTP 9</b>	68,623	71,178	73,832	76,583	79,438	82,399	85,472	88,662
<b>MTP 10</b>	71,012	73,655	76,400	79,248	82,201	85,267	88,448	91,749
<b>MTP 11</b>	75,242	78,046	80,956	83,973	87,108	90,356	93,727	97,225
<b>MTP 12</b>	81,225	84,252	87,395	90,658	94,037	97,548	101,190	104,966
<b>MTP 13</b>	86,879	90,120	93,481	96,969	100,590	104,344	108,243	112,282
<b>MTP 14</b>	94,659	98,191	101,856	105,656	109,603	113,697	117,939	122,347

## AFSCME ADMINISTRATIVE, TECHNICAL AND PROFESSIONAL CLASSIFICATION PLAN

Grade	Position
ATP-14 - ATP-8	No Position Assigned
ATP-7	Lead HVAC Technician
ATP-6	Junion Civil Engineer CDBG/Grants Administrator Cash Manager Head of Circulation
ATP-5	Assessor's Office Manager Electrician Plumber Parking and Collections Manager
ATP-4	Admin Asst/Billing Agent - AYCC Office Manager -COA Office Manager - Plan and Comm Devel. Animal Control Officer Office Manager - Fire Office Manager - Libraries Office Manager - HHS
ATP-3	Asst Facilities Coord - Recreation Water Account Clerk
ATP-2	No Positions Assigned
ATP-1	No Positions Assigned

# Administrative, Technical and Professional Salary Plan

Reference 4

## FY 2024

## AFSCME

FY24	1	2	3	4	5	6	7	8	9
<b>ATP 1</b>	39,612	41,058	42,562	44,120	45,737	47,414	49,155	52,039	53,990
<b>ATP 2</b>	43,902	45,510	47,180	48,909	50,707	52,569	54,504	57,590	59,750
<b>ATP3</b>	49,694	51,519	53,413	55,378	57,416	59,532	61,723	65,084	67,525
<b>ATP 4</b>	56,506	58,590	60,748	62,987	65,312	67,721	70,226	73,901	76,672
<b>ATP 5</b>	59,281	61,468	63,736	66,086	68,528	71,061	73,685	77,493	80,399
<b>ATP 6</b>	61,906	64,186	66,558	69,016	71,567	74,211	76,956	80,885	83,918
<b>ATP 7</b>	64,647	67,032	69,507	72,074	74,739	77,506	80,374	84,431	87,597
<b>ATP 8</b>	66,874	69,343	71,905	74,564	77,320	80,185	83,151	87,313	90,587
<b>ATP 9</b>	69,177	71,734	74,387	77,137	79,993	82,954	86,027	90,296	93,682
<b>ATP 10</b>	71,566	74,209	76,954	79,803	82,755	85,822	89,003	93,384	96,886
<b>ATP 11</b>	75,797	78,600	81,510	84,527	87,662	90,911	94,282	98,861	102,568
<b>ATP 12</b>	81,780	84,806	87,950	91,213	94,592	98,102	101,744	106,602	110,600
<b>ATP 13</b>	87,434	90,675	94,034	97,524	101,145	104,898	108,798	113,920	118,192
<b>ATP 14</b>	95,213	98,745	102,409	106,210	110,156	114,253	118,494	123,982	128,631

\*Step 9 awarded after 10 years of service on the July 1 following 10 years of service.



**NON-UNION  
OFFICE ADMINISTRATION  
CLASSIFICATION PLAN**

<b>Grade</b>	<b>Position</b>
OFNU-7	No Positions Assigned
OFNU-6	Asst Claims Coordinator - Legal
OFNU-5	Information and Referral Specialist - COA Asst Benefits Coordinator - HR Grants Accountant Diversity, Equity and Inclusion (DEI) Assistant
OFNU-4	Principal Clerk - DPW Principal Clerk/Bookkeeper - DPW Record Keeper - Inspections
OFNU-3	Principal Clerk - Select Board Receptionist/Program Assistant - HHS
OFNU-2	Sr Clerk Typist - Library Sr Clerk Typist - COA
OFNU-1	No Positions Assigned

**OFNU  
Salary Plan  
NON-UNION  
FY 2024**

Reference 4

2024	1	2	3	4	5	6	7	8
1	34,163	35,425	36,736	38,095	39,508	40,970	42,491	44,067
2	35,846	37,173	38,549	39,978	41,461	43,000	44,593	46,249
3	40,801	42,314	43,884	45,512	47,202	48,954	50,774	52,660
4	42,615	44,197	45,836	47,541	49,305	51,136	53,038	55,012
5	44,514	46,165	47,880	49,660	51,503	53,417	55,402	57,465
6	47,818	49,597	51,438	53,347	55,332	57,389	59,525	61,741
7	50,660	52,543	54,495	56,524	58,624	60,807	63,068	65,415

**AFSCME  
OFFICE ADMINISTRATION  
CLASSIFICATION PLAN**

<b>Grade</b>	<b>Position</b>
OA-7	Data Collector IT Admin Asst
OA-6	Acct/Operations Asst - DPW Asst Collector - RE Senior Accountant
OA-5	Admin. Asst - DPW Head Cashier Prin Sr Account Clerk/Bk - Treasurer Prin Account Clerk/Bk - Comptroller Prin Clerk & Typist - Community Safety Asst Collector - Water Asst Collector - Excise Records Attendant - Police Treasurer's Assistant Special Projects Clerk - Police Admin Asst - Payroll (Recreation) Admin Asst - Account Payable (Recreation)
OA-4	Principal Clerk - DPW Principal Account Clerk/Bk - DPW Senior Library Assistant Asst Registrar of Voters Detention Attendant Zoning Assistant
OA-3	Princ Clerk - Town Clerk Princ Account Clerk/Cashier - Treasurer Output Media Handler Princ Clerk - Cemetery Clerk and Secrty - ZBA
OA-2	Sr. Clerk Typist - Assessors Library Assistant Senior Clerk & Typist - Police
OA-1	Telephone Operator

**OFFA Salary Plan  
AFSCME  
FY 2024**

Reference 4

<b>FY2024</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
<b>1</b>	34,718	35,980	37,290	38,651	40,064	41,527	43,046	45,703	47,417
<b>2</b>	36,401	37,729	39,104	40,533	42,015	43,555	45,150	47,886	49,682
<b>3</b>	41,356	42,870	44,439	46,068	47,757	49,509	51,329	54,296	56,332
<b>4</b>	43,170	44,752	46,391	48,096	49,860	51,691	53,593	56,648	58,772
<b>5</b>	45,069	46,720	48,436	50,215	52,058	53,973	55,956	59,101	61,317
<b>6</b>	48,373	50,152	51,993	53,902	55,888	57,944	60,080	63,376	65,753
<b>7</b>	51,216	53,098	55,051	57,080	59,179	61,362	63,623	67,052	69,566

\*Step 9 awarded after 10 years of service on the July 1 following 10 years of service.

**AFSCME - MC  
CLASSIFICATION PLAN**

GRADE	POSITION TITLES
MC8	Building Craftsman - Facilities Working Foreman/Motor Equipment Repair HVAC Technician II Working Foreman/Tree Climber Working Foreman/Highway Working Foreman/Water & Sewer
MC7	Motor Equipment Repairman - DPW Motor Equipment Repairman - Community Safety Working Foreman - Carpenter Working Foreman - Cemetery Working Foreman - Laborer Working Foreman - Paint Shop Working Foreman - Mason Water Systems Maintenance Craftsman
MC6	Senior Building Custodian - AHS Senior Building Custodian - Grounds Public Safety Dispatcher Motor Equipment Operator - Grade III - Water Motor Equipment Operator - Grade III - Catch Basin Motor Equipment Operator - Grade III - Crane Tree Climber
MC5	Special Motor Equipment Operator III Heavy Motor Equipment Operator II - Patch Crew Carpenter Mason Dispatcher - DPW
MC4	Senior Building Custodian - Town Construction Handyman Senior Building Custodian - School Heavy Motor Equipment Operator II Park Maintenance Craftsman Facility Attendant Night Dispatcher - DPW
MC3	Motor Equipment Operator I
MC2	Building Custodian - School
MC1	Laborer - Natural Resources Grounds Maintenance Worker Laborer - Highway, Water, Sewer Parking Control Officer Van Driver*

\*Non Union Postion

**680 MC Positions Salary Plan  
FY2024**

FY24	1	2	3	4	5	6	7
<b>MC 1</b>	\$19.97	\$20.74	\$21.57	\$22.40	\$23.28	\$24.79	\$25.72
<b>MC 2</b>	\$21.46	\$22.27	\$23.13	\$24.04	\$24.98	\$26.53	\$27.53
<b>MC 3</b>	\$21.95	\$22.81	\$23.74	\$24.64	\$25.58	\$27.19	\$28.21
<b>MC 4</b>	\$22.61	\$23.48	\$24.41	\$25.35	\$26.33	\$27.97	\$29.02
<b>MC 5</b>	\$23.40	\$24.36	\$25.29	\$26.28	\$27.28	\$28.96	\$30.04
<b>MC 6</b>	\$24.69	\$25.67	\$26.65	\$27.70	\$28.78	\$30.53	\$31.67
<b>MC 7</b>	\$25.77	\$26.77	\$27.82	\$28.92	\$30.06	\$31.82	\$33.01
<b>MC 8</b>	\$26.53	\$27.57	\$28.64	\$29.79	\$30.93	\$32.75	\$33.97

ded after 10 years of service on the July 1 following 10 years of service.

**PROFESSIONAL LIBRARIANS  
CLASSIFICATION PLAN**

<b>Grade</b>	<b>Position</b>
L4	Assistant Library Director IT Manager - Library
L3	Head of Adult Services Head of Children's Services Branch Librarian
L2	Head of Technical Services Head of Teen Services Technology Librarian
L1	Adult Services Librarian Librarian Children's Librarian

**SALARY PLAN**  
**Fiscal Year 2024**  
**Professional Librarians**

<b>FY24</b>	<b>Step 1</b>	<b>Step 2</b>	<b>Step 3</b>	<b>Step 4</b>	<b>Step 5</b>	<b>Step 6</b>	<b>Step 7</b>
<b>1</b>	58,122	60,301	62,562	64,908	67,342	69,868	72,488
<b>2</b>	65,507	67,963	70,512	73,155	75,900	78,746	81,698
<b>3</b>	69,850	72,470	75,187	78,007	80,933	83,968	87,116
<b>4</b>	78,931	81,890	84,961	88,147	91,454	94,882	98,441



**Patrol Officer's Association  
Ranking Officers and Firefighters'/FY2024  
Classification and Salary Plans**

Reference 4

<b>PATROL OFFICERS ASSOCIATION</b>	
<b>FY21</b>	
1(Hire)	57,415
2 (1y)	60,267
3 (2y)	63,147
4 (7y)	63,778
5 (10y)	64,416

<b>RANKING OFFICERS ASSOCIATION</b>						
<b>FY21</b>						
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
SERGEANT	74,503	75,248	75,992	76,739	77,483	78,229
LIEUTENANT	87,168	88,041	88,911	89,784	90,655	91,527
CAPTAIN	101,115	102,126	103,137	104,148	105,160	106,170

<b>FIREFIGHTERS</b>	
<b>FY24</b>	
<b>Firefighters</b>	
1 (Hire)	58,340
2 (1y)	60,306
3 (2y)	65,550
4 (5y)	67,025
5 (10y)	69,505
6 (15y)	71,938
FF Max (25y)	73,736
<b>Lieutenants</b>	
base	78,652
2 (5y)	80,422
3 (10y)	82,433
4 (15y)	84,494
LT Max (25y)	85,592
<b>Captains</b>	
base	90,452
2 (5y)	92,487
3 (10y)	94,799
4 (15y)	97,169
Captian Max (25y)	98,432
<b>Deputy Chiefs</b>	
base	104,019
2 (5y)	106,359
3 (10y)	109,018
4 (15y)	111,743
Deputy Chief Max (25y)	113,196

## Management Classification and Salary Plan FY 2024

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	RANGE	Mid-point	Maximum
1	92,875	96,360	99,972	103,722	107,613		111,647	134,210
2	102,907	106,766	110,767	114,923	119,234		123,705	148,705
3	113,197	117,443	121,844	126,413	131,158		136,075	163,573

Management 3  
 Chief of Fire (Fire and Rescue)  
 Chief of Police  
 Chief Information Officer  
 Deputy Town Manager - Finance  
 Deputy Town Manager - Operations  
 Director of Planning and Community Development  
 Director of Public Works  
 Facilities Director  
 Town Counsel

Management 2  
 Benefits Attorney/Workers' Compensation Agent  
 Comptroller  
 Director of Health and Human Services  
 Director of Inspectional Services  
 Library Director  
 Treasurer and Collector of Taxes

Management 1  
 Board Administrator  
 Director of Assessment  
 Director of Human Resources  
 Director of Recreation

Note: Progression through steps and the range based on performance.