



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

### 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 scope of this study was shaped by the Town of Arlington's interest in understanding and comparing total compensation, including benefits and pay, rather than simply pay; and also to conduct a comparison to Arlington. The Consultant Team also collected and analyzed compensation policies and standards 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/General, Planning, 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, Deans, Administration, Facilities/Custodial, Cafeteria, Transportation, Business/Finance, 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. Several organizational meetings were conducted with Human Resources and Finance management. 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 their input. Numerous preliminary documents were submitted to the Town for their review and policy direction.

Approximately 100 town/school positions representing hundreds of public employees were benchmarked and included in the analysis. The consultants conducted a thorough review of the positions within the organization as they currently exist by reviewing current job descriptions and discussing department structures with the client. The consultant team adhered to the following objectives of this study which was very focused:

1. Include all Town and School departments in the analysis.
2. Include all Union and Non-Union positions in the analysis.
3. Survey the Town's selected communities throughout the economic region.
4. Evaluate the external competitiveness of the salary, wages, and benefits compared to the market.
5. Show other total compensation pay for public safety positions.
6. Show the level of pay rates for teachers by educational attainment up to PHD.
7. Review when able, the overtime eligibility of positions.
8. Maintain the standard format and footprint for the similar HRS study conducted in 2014.
9. Ensure input by union leadership.
10. Provide easy to read and understand comparative charts.

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 Consultants, 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 the most competitive municipalities in Massachusetts. Much thought and effort went into the selection of these communities in a collaborative effort; and they remain a strong set of comparable communities for Arlington. 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 all benchmarked 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.

When reviewing the comparative market data charts attached to this report, please consider the following explanations:

1. The market data charts show current FY-2017 salary/wage information from similar communities.
2. All salary data collected has been annualized for comparison purposes. This does not denote exempt or non-exempt status, but rather it is done for ease in comparing data sets.
3. For each set of numbers, the top number in the box indicates the minimum salary and the bottom number indicates the maximum salary. Therefore the analysis shows the minimums and maximums for each datapoint received by a community, and the average, range, median, and 75<sup>th</sup> percent of market.
4. The percent data that Arlington data is high/low to the average is a variance comparison. Typically 10% is within the average range.
5. Data points are the number of responses for a given position.
6. In some instances there are blank boxes and that means (a) that the organization did not have a comparable position; (b) the consultants determined that the position was not comparable; or (3) the information was not made available to the consultants. Therefore, there may be blanks on the charts for any of these reasons.

Sometimes it is difficult to find exact positions from other comparable organizations. However, in general, if seventy-five percent of the duties and responsibilities are the same, then the position is a good match for market comparability purposes.

### 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 annual base wage, EMT-B stipend, HazMat pay, associate's degree pay, night differential, weekend differential, holiday pay, defibrillator pay, longevity @ 25 years, clothing and cleaning pay, 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 annual base wage, education pay (new hire), longevity @ 25 years, night differential, weekend differential, 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, but it also shows pay at the various levels, as follows: Teacher – BA Min, Teacher MA - Min, Teacher - MA Step 6, Teacher MA- Max, Teacher-MA +15 Max, Teacher – MA +30 Max, Teacher-MA +45, Teacher-MA +60, Teacher-PHD. The school teacher's salary schedules are set-up with *grades, steps and lanes*. In many respects, they are three dimensional because the pay rates are determined by various factors; *position rank, education level, and longevity*. So a teacher's step and grade with an MA +15 is different from a teacher's step and grade with a MA +60.

HRS gathered and analyzed all union contracts thoroughly. Throughout the study these documents were reviewed multiple times by HRS consultants to ensure accuracy. Follow-up was also conducted with the various communities as needed on multiple occasions. As a final step, the union leaders in Arlington were given an opportunity to review and comment on HRS' findings. HRS commends the Town of Arlington for this very open, communicative and transparent effort.

As we stated, HRS compared and measured the pay rates among the Town of Arlington's local government competitors for these positions. More specifically, the Consultants systematically gathered 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 and School's Human Resources Departments, Town/School Management, in collaboration with the various Town/School union leaders greatly assisted the Consultants 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 Benefits Analysis**

The survey also collected information on various pay policies and benefits. The consultants surveyed extensive information on health insurance. Arlington is a long-time GIC member. HRS summarized data from plans with the highest employer contribution for comparison purposes. Areas of focus included HRA, Individual Plan, Family Plan, and Retiree Plan. Information was gathered for non-GIC municipalities for individual and family plan. Additional benefits information was gathered for longevity (non-public safety), and vacation (non-public safety). The longevity analysis included looking at policies regarding this benefit for 5, 10, 15, 20, 25, and 30 years consecutively. Maximum vacation days were gathered for a benchmark for comparison purposes. 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. All communities give a COLA, and it appears that the average cost-of-living adjustment is between 2 and 2 ½ percent according to the survey responses.



Whenever a study or analysis seeks ways to improve or enhance systems, it is important to recognize what the organization has accomplished to date. Much credit must be given to the Town of Arlington, its management, superintendents, HR administrators, and staff/employees, and principals/department heads for the efficiencies and levels of improvements to compensation administration programs to date. They have made every good effort to maintain a market-competitive compensation program that is appropriate for the Town. They have also defined their labor market for both Union and Non-Union which is evident by this study and the previous one. The Town has also benchmarked itself overall to the average as part of their compensation plan. Their process for external equity far exceeds what most communities are able to do.

While the Town has a professional compensation and classification system in place, it is in need of updating and modernization. HRS recommends that the Town now look to its internal equity among positions, to complement the market comparability analysis that they have done so well. As the economy continues to improve and other organizations look to raise their salaries and wages, the Town of Arlington may find the need to review its own compensation and classification program to ensure that it is competitive in order to attract and retain the necessary talent to provide vital municipal and school services. The compensation and classification plan is the foundation for the personnel system and also addresses job analysis, job descriptions, ADA, FLSA, comparable worth, and internal pay equity. It also looks at job series, career ladders, and ensures that the salary schedules in their totality match the market. A compensation and classification plan should be updated every ten years to maintain its validity. Over time jobs change, skill requirements change, departments and organizations change. These studies will often time assist with employee morale. Pay schedules can also be developed and maintained based on the Town's 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. As the Town moves forward with the use and implementation of this data, there will be three basic policy questions that need to be address and answered.

1. How Competitive does Arlington want to be?
2. What will the Town's implementation strategy be?
3. How will the Town maintain wages in the future?

All of the comparative compensation, benefits, and other data and analysis are included in the attached documents. We have also prepared a web portal with all project documents and tools for management.

## DEFINITIONS

1. **Maximum Annual 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.
3. The **Average** is the sum of survey readings divided by the number of municipalities reporting. The **Average** shows the average compensation among the comparables.
4. 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.
5. The **75% Percentile** shows the 75<sup>th</sup> 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.
6. The **90% Percentile** shows the 90<sup>th</sup> 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.
7. **Job/Position** is a group of duties and responsibilities, assigned or delegated by an appointing authority, requiring the services of an employee.
8. **Base Pay** is the hourly or salary rate paid for a job performed as a standard base. It does not include premium pays such as shift differential or overtime.
9. **Benefits** is part of total compensation which are typically offered on a non-cash basis and are generally offered to and received by all employees in the organization.
10. **Market Survey** is the gathering of data on wages/compensation and benefits paid by other employers for select key job titles or survey benchmarks.

11. **Minimum Range** is the lowest pay rate in a pay grade
12. **Maximum Range** is the greatest or highest pay rate in a pay grade.
13. **Pay Range** is the range of pay rates, from minimum to maximum set for a pay grade.
14. **Total Compensation** represents the sum of total wages plus the value of benefits.
15. **External Equity** is a fairness criterion that provides a guideline for an employer to pay a wage that corresponds to rates prevailing in external markets for a particular job in the municipality.
16. **Internal Equity** is a fairness criterion that establishes pay ranges and rates based on each job's relative value to the municipality.



## ATTACHMENTS

Town and School Data

	<b>ARLINGTON - TOWN</b>	FY2017	Comp	Comp	Comp	Comp	75th Percent	90th Percent	Percent
	<b>POSITION TITLE</b>	Arlington	Data	Average	Lo-Hi Range	Median	of Market	of Market	ARLINGTON
	<b>ASSESSING</b>		Points						Data
1	Director of Assessment	85,057 118,576	10 11	82,905 105,399	65,944 127,110	80,479 109,134	87,881 112,973	98,111 125,211	2.5% 11.1%
	<b>COMPTROLLER</b>								
2	Comptroller/Town Accountant/Auditor	90,919 131,382	10 11	96,590 115,121	79,964 145,000	98,928 114,079	101,070 117,859	103,718 121,177	-6.2% 12.4%
3	Assistant Comptroller	60,519 78,307	9 9	63,874 85,626	47,482 125,000	64,566 78,656	67,254 93,453	76,158 102,917	-5.5% -9.3%
	<b>DEPARTMENT OF PUBLIC WORKS</b>								
4	Public Works Director	100,011 144,520	10 11	107,728 136,377	93,088 159,159	105,671 132,184	116,146 145,767	121,472 147,744	-7.7% 5.6%
5	Assistant Public Works Director	71,361 92,336	8 9	85,064 106,264	62,275 128,662	83,070 102,538	100,873 121,508	104,380 127,569	-19.2% -15.1%
6	DPW Operations Manager	71,707 92,785	7 7	77,095 97,983	71,881 114,080	75,826 97,133	80,454 105,500	82,211 105,500	-7.5% -5.6%
7	Town Engineer	83,229 107,692	8 8	84,873 106,416	71,881 128,662	79,058 104,335	88,549 113,425	106,353 127,007	-2.0% 1.2%
8	Senior Civil Engineer	62,336 80,659	7 7	65,703 77,783	54,697 96,295	60,814 70,586	72,569 89,120	82,110 93,056	-5.4% 3.6%
9	Highway Supervisor	60,519 78,308	6 6	71,541 87,869	47,736 110,792	72,594 88,243	78,959 101,974	84,714 108,230	-18.2% -12.2%
10	Water Supervisor	60,519 78,308	7 7	76,343 97,711	55,744 114,080	79,964 97,133	80,512 108,230	85,146 108,230	-26.1% -24.8%
11	Building Inspector	56,494 73,101	5 5	63,688 76,880	53,088 89,440	61,452 73,631	72,721 78,480	74,120 86,152	-12.7% -5.2%
12	Forestry Supervisor	56,494 73,101	5 5	66,420 77,278	47,736 110,792	64,771 72,301	69,590 85,590	81,445 100,711	-17.6% -5.7%
13	Parks Supervisor	56,494 73,101	4 4	65,668 81,357	56,060 102,255	67,181 78,945	70,256 89,756	71,453 97,256	-16.2% -11.3%
14	Supervisor of Building Maintenance	56,494 73,101	8 8	74,015 95,718	55,744 117,151	72,564 96,808	78,114 103,851	89,982 109,860	-31.0% -30.9%
15	Supervisor of Motor Equipment Repair	56,494 73,101	6 6	70,463 87,672	53,088 102,255	73,595 88,345	75,604 92,415	77,953 97,588	-24.7% -19.9%
16	Supervisor of Custodians	60,519 78,307	2 2	51,872 77,985	48,000 80,000	51,872 77,985	53,808 78,993	54,970 79,597	14.3% 0.4%
17	Junior Civil Engineer	53,801 69,616	6 6	58,253 69,817	44,203 81,494	56,110 70,286	63,957 74,037	69,473 78,341	-8.3% -0.3%
18	Water Account Clerk	37,895 49,033	5 5	40,220 49,740	33,560 53,179	42,881 51,532	43,686 52,740	43,767 53,003	-6.1% -1.4%
19	Working Foreman	22.28 27.11	11 11	24.19 28.74	18.56 34.10	24.88 29.43	26.34 30.36	27.62 30.86	-8.6% -6.0%
20	Plumber	22.95 27.91	5 5	25.28 31.08	22.37 37.76	25.65 30.22	27.76 30.87	27.77 35.00	-10.1% -11.4%
21	Electrician	22.95 27.91	7 7	27.10 33.58	22.37 40.43	27.76 30.87	29.59 38.50	31.60 39.71	-18.1% -20.3%
22	Water Systems Maintenance Craftsman	21.32 25.95	7 7	21.78 26.71	19.59 30.22	21.73 26.00	22.56 27.62	23.52 29.56	-2.2% -2.9%
23	Tree Climber	21.32 25.95	5 5	24.46 27.93	19.59 37.59	21.60 26.00	24.28 26.33	31.18 33.09	-14.7% -7.6%
24	Motor Equipment Operator III	21.32 25.95	7 7	22.39 25.94	19.36 29.01	22.14 26.33	23.55 26.93	25.27 27.87	-5.0% 0.0%
25	Motor Equipment Operator II	20.20 24.57	7 7	20.33 24.37	18.56 27.94	20.29 24.58	21.11 25.89	22.55 26.95	-0.7% 0.8%
			12						

	<b>ARLINGTON - TOWN POSITION TITLE</b>	<b>FY2017 Arlington</b>	<b>Comp Data Points</b>	<b>Comp Average</b>	<b>Comp Lo-Hi Range</b>	<b>Comp Median</b>	<b>75th Percent of Market</b>	<b>90th Percent of Market</b>	<b>Percent ARLINGTON Data Higher/Lower than Avg.</b>
26	Motor Equipment Operator I	18.90 23.00	9 9	20.28 23.78	17.40 27.69	20.31 24.02	20.56 24.39	22.85 25.38	-7.3% -3.4%
27	Motor Equipment Repair Worker	22.28 27.11	11 11	22.79 27.02	20.05 30.47	23.18 27.29	23.77 27.69	24.58 27.99	-2.3% 0.3%
28	Grounds Maintenance Worker	17.15 20.89	8 8	19.02 23.42	16.29 26.23	18.95 22.94	19.78 24.45	20.58 25.92	-10.9% -12.1%
	<b>HEALTH AND HUMAN SERVICES</b>								
29	Director of Health and Human Services	82,057 118,576	8 8	83,653 105,250	65,944 145,000	80,993 102,123	96,746 115,678	102,372 132,477	-1.9% 11.2%
30	Council on Aging Director	66,394 85,913	10 11	71,146 89,492	60,502 125,000	69,873 85,735	74,844 102,663	84,047 109,678	-7.2% -4.2%
31	Director of Veterans Services	54,062 69,954	6 6	62,293 79,493	47,434 105,000	62,283 80,203	70,619 88,157	75,748 97,113	-15.2% -13.6%
32	Geriatric Nurse	58,190 75,295	3 3	55,920 71,403	48,154 76,810	58,356 71,772	59,803 74,291	60,670 75,802	3.9% 5.2%
33	Public Health Officer	58,190 75,295	6 6	53,248 64,367	46,271 76,810	53,066 62,591	57,441 70,086	59,803 74,291	8.5% 14.5%
34	Social Worker	56,223 72,748	6 6	50,949 70,259	48,000 80,080	50,977 67,806	51,431 77,496	51,372 75,994	9.4% 3.4%
	<b>HUMAN RESOURCES</b>								
35	Director of Human Resources	82,057 118,576	10 10	90,288 114,050	58,532 145,000	92,434 114,317	99,386 126,410	108,083 130,688	-10.0% 3.8%
36	Benefits Administrator	49,032 63,446	7 7	51,392 69,079	42,881 105,000	50,259 62,968	55,765 70,015	61,138 88,917	-4.8% -8.9%
	<b>INSPECTIONS</b>								
37	Director of Inspections/Building Commissioner	90,919 131,382	10 10	80,070 101,306	62,275 137,279	74,293 99,174	85,750 108,996	92,067 126,228	11.9% 22.9%
38	Building Inspector	56,494 73,101	9 9	61,841 73,724	50,259 87,860	59,456 75,144	66,592 78,480	76,190 83,690	-9.5% -0.9%
	<b>LEGAL</b>								
39	Town Counsel	100,011 144,520	4 5	98,109 115,274	94,669 118,024	97,811 117,151	98,993 117,529	100,886 117,826	1.9% 20.2%
40	Paralegal	53,801 69,616	1 1	50,543 52,632	50,543 52,632	50,543 52,632	50,543 52,632	50,543 52,632	6.1% 24.4%
	<b>LIBRARY</b>								
41	Library Director	90,919 131,382	11 11	82,374 104,956	67,254 127,109	83,478 108,906	86,673 112,436	91,204 125,211	9.4% 20.1%
42	Assistant Library Director	66,256 82,632	10 10	63,840 80,172	51,435 105,000	64,855 81,858	66,731 87,531	69,357 94,608	3.6% 3.0%
43	Technology Librarian	47,376 59,087	7 7	53,452 63,734	43,095 89,246	49,316 60,897	54,575 64,687	64,999 77,436	-12.8% -7.9%
44	Head of Adult Services	58,633 73,128	9 9	55,460 67,665	44,207 79,769	54,152 69,986	60,739 75,300	66,765 77,110	5.4% 7.5%
45	Head of Children's Services	58,633 73,128	8 8	56,356 68,888	45,104 79,769	54,948 71,288	61,937 75,468	66,765 77,110	3.9% 5.8%
46	Adult Services Librarian	47,376 59,087	10 10	49,994 62,423	36,697 75,971	50,919 63,122	54,839 67,584	57,544 70,315	-5.5% -5.6%

	ARLINGTON - TOWN POSITION TITLE	FY2017 Arlington	Comp Data Points	Comp Average	Comp Lo-Hi Range	Comp Median	75th Percent of Market	90th Percent of Market	Percent ARLINGTON Data Higher/Lower than Avg.
47	Children's Librarian	47,376 59,087	11 11	50,077 62,325	42,237 75,974	50,453 60,490	53,483 66,672	55,920 69,244	-5.7% -5.5%
48	Library Assistant	31,268 40,459	10 11	35,464 46,098	15,675 50,523	36,967 46,894	38,521 48,702	41,124 49,934	-13.4% -13.9%
49	Branch Librarian	53,396 65,290	1 1	51,221 64,849	51,221 64,849	51,221 64,849	51,221 64,849	51,221 64,849	4.1% 0.7%
50	Head of Technical Services	58,633 73,128	6 6	57,309 70,485	46,701 75,974	58,242 72,859	60,926 74,757	63,614 75,704	2.3% 3.6%
<b>MULTI-GENERAL</b>									
51	Office Manager	41,846 54,145	7 8	49,141 61,256	39,593 70,181	50,562 61,959	52,411 66,366	54,114 66,838	-17.4% -13.1%
52	Administrative Assistant	38,926 50,368	11 11	44,787 56,946	35,244 80,000	46,796 56,907	48,098 59,301	48,270 62,166	-15.1% -13.1%
53	Senior Clerk	31,268 40,459	9 9	37,524 44,986	33,247 52,740	35,051 46,072	41,666 46,331	42,164 48,833	-20.0% -11.2%
54	Principal Clerk	35,646 46,123	10 10	39,800 47,471	34,827 53,179	39,325 47,947	43,107 48,938	44,332 52,172	-11.7% -2.9%
<b>PLANNING</b>									
55	Planning Director	90,919 131,382	9 9	87,912 110,832	60,814 145,000	88,314 109,134	100,000 119,727	106,477 139,620	3.3% 15.6%
56	Planner	51,483 66,618	8 9	58,391 76,772	50,259 105,000	59,178 71,772	61,094 85,735	62,272 91,515	-13.4% -15.2%
<b>PUBLIC SAFETY - Reflects base pay only</b>									
57	Police Officer	53,568 58,916	10 11	49,362 61,145	44,120 67,489	47,783 63,140	50,872 63,909	56,928 66,043	7.9% -3.8%
58	Police Sergeant	69,511 71,597	9 11	65,212 75,441	46,925 92,602	65,821 76,936	72,671 77,727	76,099 82,930	6.2% -5.4%
59	Police Lieutenant	81,327 83,767	8 11	78,364 90,529	66,728 120,079	78,324 88,676	86,373 93,798	88,947 108,684	3.6% -8.1%
60	Police Captain	94,339 97,169	4 4	106,347 111,246	85,176 132,540	103,837 107,732	112,124 115,744	127,096 128,061	-12.7% -14.5%
61	Police Chief	100,011 144,520	8 9	121,734 141,784	87,109 165,000	127,166 132,600	131,009 158,646	144,133 160,552	-21.7% 1.9%
62	Supervisor of Motor Equipment Repair	56,494 73,101	2 2	59,540 79,924	46,827 102,255	59,540 79,924	65,896 91,090	69,710 97,789	-5.4% -9.3%
63	Public Safety Dispatcher	21.32 25.95	9 9	20.43 25.51	18.62 27.58	20.18 25.34	21.03 27.01	21.95 27.30	4.2% 1.7%
64	Firefighter	51,544 59,906	9 11	49,924 61,422	42,320 70,084	46,594 61,027	54,017 64,739	58,509 69,974	3.1% -2.5%
65	Fire Lieutenant	69,491 69,491	8 11	69,688 72,780	58,952 84,654	67,259 72,114	76,378 75,313	80,049 82,265	-0.3% -4.7%
66	Fire Captain	79,915 79,915	7 9	83,477 84,590	72,596 98,199	85,072 85,287	89,893 88,816	93,439 97,591	-4.5% -5.8%
67	Fire Deputy Chief	91,902 91,902	7 8	92,534 102,042	76,374 121,508	85,195 100,302	104,718 111,946	108,628 112,339	-0.7% -11.0%
68	Fire Chief	100,011 144,520	8 9	122,185 141,440	87,109 165,000	129,838 139,925	137,765 158,646	141,586 160,552	-22.2% 2.1%
<b>RECREATION</b>									
69	Director of Recreation	85,057 118,576	8 8	78,104 100,172	62,275 127,133	74,293 94,384	82,269 114,344	94,927 125,640	8.2% 15.5%
<b>TECHNOLOGY</b>									
70	Chief Technology Officer	100,011 144,520	10 11	88,921 111,099	70,249 148,299	84,802 101,866	97,594 118,628	105,180 145,330	11.1% 23.1%



	<b>ARLINGTON - TOWN POSITION TITLE</b>	FY2017 Arlington	Comp Data Points	Comp Average	Comp Lo-Hi Range	Comp Median	75th Percent of Market	90th Percent of Market	Percent ARLINGTON Data Higher/Lower than Avg.
71	Network Support	56,494 73,101	7 7	63,997 82,670	51,328 105,000	60,000 74,776	68,042 99,361	83,726 104,642	-13.3% -13.1%
72	Systems Analyst	71,361 92,336	7 7	59,150 77,206	50,259 105,000	56,056 80,080	63,296 85,574	72,740 97,123	17.1% 16.4%
73	Software Developer	83,632 108,216	0 0						
74	Programmer	56,494 73,101	2 2	63,626 71,455	54,317 82,510	63,626 71,455	68,281 76,983	71,074 80,299	-12.6% 2.3%
75	GIS Coordinator	56,223 72,748	4 4	63,946 80,384	55,762 89,246	60,566 81,170	65,659 86,459	75,360 86,759	-13.7% -10.5%
	<b>TOWN CLERK</b>								
76	Town Clerk	90,986 90,986	9 10	81,571 90,215	62,275 111,867	90,000 90,882	91,572 94,849	92,884 108,776	10.3% 0.8%
77	Assistant Town Clerk	43,219 55,925	9 9	54,224 66,963	45,862 89,805	49,316 63,746	58,610 65,585	64,693 72,683	-25.5% -19.7%
	<b>TOWN MANAGER</b>								
78	Town Manager	204,000 204,000	7 8	167,326 168,264	125,000 198,743	172,500 168,750	177,589 176,294	189,460 187,603	18.0% 17.5%
79	Deputy/Assistant Town Manager	100,011 144,520	7 7	108,590 135,618	84,573 165,000	111,036 139,045	121,586 147,397	125,432 156,631	-8.6% 6.2%
80	Purchasing Agent	71,361 92,336	5 5	73,716 96,520	60,000 117,694	63,765 95,351	82,051 105,000	92,769 112,616	-3.3% -4.5%
81	Public Information Officer	76,356 98,800	1 1	60,000 105,000	60,000 105,000	60,000 105,000	60,000 105,000	60,000 105,000	21.4% -6.3%
	<b>TREASURER/COLLECTOR</b>								
82	Treasurer/Collector	90,919 131,382	10 11	87,040 103,914	66,896 148,261	86,413 101,866	94,294 111,330	101,702 120,302	4.3% 20.9%
83	Principal Account Clerk/Bookkeeper	38,926 50,368	8 8	40,476 49,187	34,827 52,740	40,301 50,176	43,116 51,664	44,355 52,264	-4.0% 2.3%

	ARLINGTON - TOWN POSITION TITLE	FY2017 Arlington	FY2017 Belmont	FY2017 Brookline	FY2017 Medford	FY2017 Melrose	FY2014 +2/2/2 est Milton	FY2017 Natick	FY2017 Needham	FY2017 North Andover	FY2014 +2/2/2 est Stoneham	FY2017 Watertown	FY2017 Winchester
	ASSESSING												
1	Director of Assessment	85,057 118,576	79,964 114,079	107,908 127,110	95,662 111,867	80,994 94,725	77,171 96,482	75,000 125,000	89,348 110,792	73,585 88,302	88,447	83,478 109,134	65,944 93,453
	COMPTROLLER												
2	Comptroller/Town Accountant/Auditor	90,919 131,382	79,964 114,079	99,915 117,694	102,148 118,024	94,669 110,719	90,493 118,530	100,000 145,000	89,348 110,792	97,941 117,529	102,538	101,427 101,427	110,000 110,000
3	Assistant Comptroller	60,519 78,307	62,869 114,079	78,859 89,226	64,566 75,455	67,254 78,656		75,000 125,000	59,456 76,811	47,482 52,230		53,437 65,723	65,944 93,453
	DEPARTMENT OF PUBLIC WORKS												
4	Public Works Director	100,011 144,520	111,710 159,159	134,674 158,639	117,624 132,184	94,669 110,719	103,607 133,416	100,000 145,000	118,172 146,533	107,735 129,282	127,789	96,000 125,504	93,088 131,917
5	Assistant Public Works Director	71,361 92,336	85,195 121,508	99,911 127,100	105,310 116,667	62,275 72,833	77,171 96,482		103,760 128,662	80,944 97,133	102,538		65,944 93,453
6	DPW Operations Manager	71,707 92,785	79,964 114,080	75,826 85,794		72,637 84,951			74,937 92,921	80,944 97,133		83,478 109,134	71,881 101,866
7	Town Engineer	83,229 107,692			112,403 126,298	72,637 84,951	77,171 96,482	76,712 106,804	103,760 128,662	80,944 97,133		83,478 109,134	71,881 101,866
8	Senior Civil Engineer	62,336 80,659		85,156 96,295	80,080 90,896	57,662 67,437	56,458 70,586	65,057 87,344		60,814 66,895	54,697 65,027		
9	Highway Supervisor	60,519 78,308			80,080 90,896			75,597 105,667	89,348 110,792	66,896 80,275		69,590 85,590	47,736 53,997
10	Water Supervisor	60,519 78,308	79,964 114,080		80,080 90,896			75,597 105,667	89,348 110,792	80,944 97,133		72,721 89,440	55,744 75,971
11	Building Inspector	56,494 73,101	61,452 73,631	74,720 78,480			56,458 70,586					72,721 89,440	53,088 72,263
12	Forestry Supervisor	56,494 73,101		60,656 63,708	64,771 72,301				89,348 110,792			69,590 85,590	47,736 53,997
13	Parks Supervisor	56,494 73,101			64,771 72,301	56,060 65,284		72,252 102,255				69,590 85,590	
14	Supervisor of Building Maintenance	56,494 73,101	72,491 103,468	103,540 117,151		72,637 84,951	77,171 96,482	60,000 105,000		80,944 97,133		69,590 85,590	55,744 75,971
15	Supervisor of Motor Equipment Repair	56,494 73,101		75,826 85,794	80,080 90,896			72,252 102,255	74,937 92,921			66,592 81,902	53,088 72,263
16	Supervisor of Custodians	60,519 78,307						48,000 80,000					55,744 75,970
17	Junior Civil Engineer	53,801 69,616		66,457 75,188	72,488 81,494	44,203 51,698	56,458 70,586	55,762 69,952	54,152 69,986				
18	Water Account Clerk	37,895 49,033					43,686 53,179	43,821 51,532		33,560 42,140		42,881 52,740	37,153 49,110
19	Working Foreman	22.28 27.11	27.02 32.40	27.29 27.29	30.55 34.10	22.37 30.22	18.56 25.82	21.10 27.88	25.01 29.96	21.48 23.44	25.66 30.50	24.88 29.43	22.14 25.13
20	Plumber	22.95 27.91		27.76 29.18		22.37 30.22			25.65 30.87	22.83 27.39			27.78 37.76
21	Electrician	22.95 27.91		27.76 29.18		22.37 30.22	31.40 40.43		25.65 30.87	22.83 27.39		31.89 39.23	27.78 37.76
22	Water Systems Maintenance Craftsman	21.32 25.95	20.56 24.64		24.28 26.00	22.37 30.22		19.59 26.33		22.75 28.90	21.18 25.18	21.73 25.71	
23	Tree Climber	21.32 25.95		35.78 37.59	24.28 26.00			19.59 26.33	21.60 25.95				21.06 23.76
24	Motor Equipment Operator III	21.32 25.95		26.75 26.75	24.28 26.00	21.77 29.01		19.59 26.33		19.36 21.28	22.81 27.11		22.14 25.13
25	Motor Equipment Operator II	20.20 24.57	18.94 22.69		23.49 24.58	20.62 27.94	18.56 25.82		21.60 25.95	18.82 20.68			20.29 22.91
												HRS, Inc.	

	<b>ARLINGTON - TOWN</b>	FY2017	FY2017	FY2017	FY2017	FY2017	FY2014	FY2017	FY2017	FY2017	FY2014	FY2017	FY2017
	<b>POSITION TITLE</b>	Arlington	Belmont	Brookline	Medford	Melrose	+2/2/2 est Milton	Natick	Needham	North Andover	+2/2/2 est Stoneham	Watertown	Winchester
26	Motor Equipment Operator I	18.90 23.00	20.56 24.64	22.99 22.99	22.79 23.92	20.50 27.69	17.40 24.39		20.31 24.33	18.19 20.01		20.31 24.02	19.46 22.00
27	Motor Equipment Repair Worker	22.28 27.11	25.41 30.47	27.29 27.29	24.28 26.00	22.37 30.22	20.05 27.29	20.28 27.02	23.18 27.74	20.27 22.28	23.24 27.63	23.25 27.51	21.06 23.76
28	Grounds Maintenance Worker	17.15 20.89	18.94 22.69		20.98 22.84	19.60 26.23	16.29 23.03	18.91 25.72	18.96 22.83	18.19 20.01		20.31 24.02	
	<b>HEALTH AND HUMAN SERVICES</b>												
29	Director of Health and Human Services	82,057 118,576		107,908 127,110	95,662 111,867	72,637 84,951	70,830 88,551	100,000 145,000	89,348 110,792	66,896 80,275			65,944 93,453
30	Council on Aging Director	66,394 85,913	72,491 103,468	91,665 107,976	74,377 87,057	67,254 78,656	64,362 80,467	75,000 125,000	82,143 101,857	60,814 72,977	59,054	62,850 82,167	60,502 85,735
31	Director of Veterans Services	54,062 69,954	part time	78,859 89,226	64,566 75,455	72,637 84,951		60,000 105,000		50,259 60,311		47,434 62,013	stipend \$7,579
32	Geriatric Nurse	58,190 75,295							61,249 76,810			58,356 71,772	48,154 65,627
33	Public Health Officer	58,190 75,295				51,435 60,155	46,271 55,459		61,249 76,810	47,482 56,978	54,697 65,027	58,356 71,772	
34	Social Worker	56,223 72,748	56,056 80,080	51,529 62,968				48,000 80,000	50,817 69,986			51,136 62,892	48,154 65,627
	<b>HUMAN RESOURCES</b>												
35	Director of Human Resources	82,057 118,576	97,545 139,045	107,968 127,110	108,542 124,309	88,314 103,287	84,573 108,906	100,000 145,000	96,554 119,727	80,944 97,133		79,907 95,314	58,532 80,669
36	Benefits Administrator	49,032 63,446	46,937 67,197	51,529 62,968		62,275 72,833		60,000 105,000		50,259 60,311		42,881 52,740	45,862 62,505
	<b>INSPECTIONS</b>												
37	Director of Inspections/Building Commissioner	90,919 131,382		116,540 137,279	88,610 103,609	62,275 72,833	77,171 96,482	75,000 125,000	89,348 110,792	73,585 88,302	73,570 87,454	72,721 89,440	71,881 101,866
38	Building Inspector	56,494 73,101	62,941 75,144	74,720 78,480	79,621 87,860	51,435 60,155	58,458 70,586		59,456 76,811	50,259 60,311		66,592 81,902	53,088 72,263
	<b>LEGAL</b>												
39	Town Counsel	100,011 144,520		97,680 117,151	102,148 118,024	94,669 110,719				97,941 117,529	112,947		
40	Paralegal	53,801 69,616		50,543 52,632									
	<b>LIBRARY</b>												
41	Library Director	90,919 131,382	79,964 114,080	107,908 127,109	88,774 106,313	67,254 78,656	84,573 108,906	75,000 125,000	89,348 110,792	73,585 88,302	84,354 84,354	83,478 109,134	71,881 101,866
42	Assistant Library Director	66,256 82,632		78,888 89,246	66,777 81,813	51,435 60,155	68,298 81,553	60,000 105,000	63,765 82,388	59,259 60,311	57,441 65,898	66,592 81,902	65,944 93,453
43	Technology Librarian	47,376 59,087	58,040 60,897	78,888 89,246				51,111 60,867	49,316 63,746	43,095 51,597	45,562 54,156		48,154 65,627
44	Head of Adult Services	58,633 73,128	49,186 58,950	69,646 79,769	51,844 62,727	48,092 60,746		65,530 75,300	54,152 69,986	44,207 52,943		60,739 72,590	55,744 75,971
45	Head of Children's Services	58,633 73,128		69,646 79,769	51,844 62,727	48,092 60,746		65,530 75,300	54,152 69,986	45,104 54,015		60,739 72,590	55,744 75,971
46	Adult Services Librarian	47,376 59,087	52,125 62,499	51,221 64,849	46,104 58,310	42,906 57,358	57,704 68,901	57,504 68,496	49,316 63,746		36,697 43,611	50,616 60,490	55,744 75,971

	<b>ARLINGTON - TOWN</b>	FY2017	FY2017	FY2017	FY2017	FY2017	FY2014 +2/2/2 est	FY2017	FY2017	FY2017	FY2014 +2/2/2 est	FY2017	FY2017
	<b>POSITION TITLE</b>	Arlington	Belmont	Brookline	Medford	Melrose	Milton	Natick	Needham	North Andover	Stoneham	Watertown	Winchester
47	Children's Librarian	47,376 59,087	58,040 69,597	51,221 64,849	46,104 58,310	42,906 57,358	50,453 60,243	57,504 68,496	49,316 63,746	42,237 50,583	46,701 55,933	50,616 60,490	55,744 75,974
48	Library Assistant	31,268 40,459	34,471 41,259	34,539 46,894	40,867 49,868	37,234 48,241	42,149 50,523	38,579 45,842	36,699 47,385	15,675 40,404	41,675	38,345 45,826	36,077 49,163
49	Branch Librarian	53,396 65,290		51,221 64,849									
50	Head of Technical Services	58,633 73,128	60,988 73,128					65,530 75,300	54,152 69,986		46,701 55,933	60,739 72,590	55,744 75,974
	<b>MULTI-GENERAL</b>												
51	Office Manager	41,846 54,145	49,101 70,181	55,098 57,448	53,129 58,409	39,593 49,086	51,693 65,578				65,508	44,811 55,113	50,562 68,729
52	Administrative Assistant	38,926 50,368	48,831 69,833	46,796 52,377	48,196 53,184	35,244 41,219	46,747 56,907	48,000 80,000	41,009 51,480	47,482 56,978	38,551 45,832	48,933 60,184	42,863 58,417
53	Senior Clerk	31,268 40,459		41,666 46,072	41,984 46,095	33,247 38,883		39,928 47,856	34,476 43,251	33,560 42,140	34,920 41,506	42,881 52,740	35,051 46,331
54	Principal Clerk	35,646 46,123		45,563 47,599	44,195 48,507	35,244 41,219	43,686 53,179	41,370 49,082	37,772 47,385	34,827 43,778	36,697 43,611	39,267 48,295	39,382 52,060
	<b>PLANNING</b>												
55	Planning Director	90,919 131,382	72,491 103,468	116,579 137,315	102,148 118,024	88,314 103,287	70,830 88,553	100,000 145,000	96,554 119,727	60,814 72,977		83,478 109,134	
56	Planner	51,483 66,618	62,869 89,805	64,927 73,464		56,060 65,284		60,000 105,000	54,152 69,986	50,259 60,311	69,588	58,356 71,772	60,502 85,735
	<b>PUBLIC SAFETY</b>				Police FY15 +4%						FY17 data		FY16 +2%
57	Police Officer	53,568 58,916	45,565 55,432	51,219 60,059	59,992 67,489	56,092	44,239 63,701	47,112 64,116	46,925 63,627	44,120 55,678	49,834 63,140	56,162 65,882	48,453 57,380
58	Police Sergeant	69,511 71,597	62,244 70,824	72,671 72,671	76,067 81,855	66,749	77,204	65,821 92,602	46,925 78,250	58,921 70,052	70,064 77,057	76,175 76,936	58,025 65,646
59	Police Lieutenant	81,327 83,767	72,800 82,888	85,752 85,752	88,236 94,952	77,429	92,645	76,352 107,418	66,732 120,079	66,732 80,474	80,295 88,676	90,015 90,015	66,728 75,493
60	Police Captain	94,339 97,169	85,176 96,980	132,540 132,540	102,356 110,145							105,318 105,318	
61	Police Chief	100,011 144,520	111,710 159,159	134,676 158,646	129,786 129,786		158,319 158,319	125,000 165,000		97,941 117,529	132,600	129,331 129,331	87,109 125,687
62	Supervisor of Motor Equipment Repair	56,494 73,101						72,252 102,255				46,827 57,593	
63	Public Safety Dispatcher	21.32 25.95	19.18 23.90	20.69 25.34			20.18 24.16	21.75 26.66	21.03 27.18	18.62 23.76	20.16 23.96	22.43 27.58	19.82 27.01
64	Firefighter	51,544 59,906	46,176 58,916	54,017 66,139	62,905 69,962	54,505	42,320 61,027	46,594 61,714	44,182 59,208	45,336 54,652	63,338	56,625 70,084	51,159 56,093
65	Fire Lieutenant	69,491 69,491	68,328 74,620	75,587 75,587	78,749 84,654	63,225	72,114	66,132 70,354	61,567 70,128	58,952 66,672	75,038	81,999 81,999	66,190 66,190
66	Fire Captain	79,915 79,915	85,072 88,816	88,437 88,437	91,349 98,199	73,343		75,067 77,389	72,596 76,222		85,287	95,529 97,331	76,286 76,286
67	Fire Deputy Chief	91,902 91,902	85,195 121,508	103,471 103,471	105,964 113,911		91,873	84,497 89,942	76,374 87,207	80,944 97,133		111,291 111,291	
68	Fire Chief	100,011 144,520	111,710 159,159	134,676 158,646	139,925 139,925		144,077 144,077	125,000 165,000		97,941 117,529	125,894	137,045 137,045	87,109 125,687
	<b>RECREATION</b>												
69	Director of Recreation	85,057 118,576		107,945 127,133		62,275 72,833	70,830 88,551	75,000 125,000	89,348 110,792	73,585 88,302		79,909 95,314	65,944 93,453
	<b>TECHNOLOGY</b>												
70	Chief Technology Officer	100,011 144,520	70,249 100,284	125,899 148,299	88,610 103,609	80,994 94,725	77,171 96,481	100,000 145,000	96,554 119,727	97,941 117,529	99,257	79,907 95,314	71,881 101,866

	<b>ARLINGTON - TOWN POSITION TITLE</b>	FY2017 Arlington	FY2017 Belmont	FY2017 Brookline	FY2017 Medford	FY2017 Melrose	FY2014 +2/2/2 est Milton	FY2017 Natick	FY2017 Needham	FY2017 North Andover	FY2014 +2/2/2 est Stoneham	FY2017 Watertown	FY2017 Winchester
71	Network Support	56,494 73,101	52,312 74,776	92,183 104,283	56,071 63,050		51,328 64,167	60,000 105,000	75,270 94,438	60,814 72,977			
72	Systems Analyst	71,361 92,336	56,056 80,080	78,888 89,246		51,435 60,155		60,000 105,000	50,817 63,746	50,259 60,311		66,592 81,902	
73	Software Developer	83,632 108,216											
74	Programmer	56,494 73,101		72,936 82,510	54,317 60,401								
75	GIS Coordinator	56,223 72,748	59,883 85,530	78,888 89,246				55,762 69,952	61,250 76,811				
	<b>TOWN CLERK</b>												
76	Town Clerk	90,986 90,986	91,572 91,572	91,693 108,003	95,662 111,867	62,275 72,833	90,191 90,191	90,000 90,000		66,896 80,275		79,907 95,314	65,944 93,453
77	Assistant Town Clerk	43,219 55,925	62,869 89,805	78,888 89,246	58,610 64,694	47,185 55,185	51,701 65,585	46,102 54,920	49,316 63,746	47,482 56,978			45,862 62,505
	<b>TOWN MANAGER</b>												
78	Town Manager	204,000 204,000	160,000 160,000	198,743 198,743			159,862 159,862	125,000 165,000		180,177 180,177		172,500 172,500	175,000 175,000
79	Deputy/Assistant Town Manager	100,011 144,520	97,545 139,045	125,864 148,261			84,573 108,905	125,000 165,000	118,172 146,533	97,941 117,529			111,036 124,053
80	Purchasing Agent	71,361 92,336		99,915 117,694	82,051 95,351			60,000 105,000	63,765 82,388			62,850 82,167	
81	Public Information Officer	76,356 98,800						60,000 105,000					
	<b>TREASURER/COLLECTOR</b>												
82	Treasurer/Collector	90,919 131,382	99,444 99,444	125,864 148,261	95,662 111,867	72,637 84,951	90,191 90,191	75,000 117,195	89,348 110,792	66,896 80,275		83,478 109,134	71,881 101,866
83	Principal Account Clerk/Bookkeeper	38,926 50,368		45,602 48,872		39,593 46,305		43,821 51,532	41,009 51,480	34,827 43,778	36,697 46,726	42,881 52,740	39,382 52,060

	ARLINGTON - SCHOOL POSITION TITLE	FY2017 Arlington	Comp Data Points	Comp Average	Comp Lo-Hi Range	Comp Median	75th Percent of Market	90th Percent of Market	% ARLINGTON Data Higher/Lower than Avg.
	<b>Teachers - Updated 9/15/2017</b>								
1	Teacher- BA	46,376 73,395	11 10	46,940 70,544	42,698 84,677	47,172 71,556	48,467 80,439	50,077 83,431	-1.2% 3.9%
2	Teacher - MA	49,528 80,654	11 10	51,434 85,664	46,037 95,255	51,121 85,416	52,470 92,960	53,767 94,690	-3.8% -6.2%
3	Teacher - MA Step 6	60,554	10	63,737	60,721	63,506	64,588	66,130	-5.3%
5	Teacher - MA + 15	50,313 81,147	9 11	53,110 86,286	47,240 96,073	53,156 85,541	55,015 93,402	55,522 95,255	-5.6% -6.3%
6	Teacher - MA + 30	51,098 83,416	10 11	54,963 89,589	48,444 102,449	55,098 88,038	56,441 96,397	57,289 98,622	-7.6% -7.4%
6.1	Teacher - MA + 45	51,098 83,416	8 8	57,285 95,173	54,894 104,121	57,195 95,828	57,983 99,987	59,083 102,167	-12.1% -14.1%
6.2	Teacher - MA+ 60	53,727 86,767	8 8	58,124 96,368	55,676 104,121	58,167 96,726	59,091 99,987	61,018 102,167	-8.2% -11.1%
6.3	Teacher - PHD	53,727 86,767	8 8	59,333 98,634	55,676 109,193	59,162 97,878	61,056 101,609	61,845 105,588	-10.4% -13.7%
	<b>Principals and Administration</b>								
7	Elementary School Principal	110,160 127,194	11 11	112,308 121,531	94,869 145,957	114,800 119,344	120,500 129,061	124,500 133,381	-1.9% 4.5%
8	Assistant Principal	92,860 98,199	9 9	92,013 112,340	63,344 130,300	95,787 113,059	101,146 118,705	104,058 125,950	0.9% -14.4%
9	Middle School Principal	120,000 135,000	9 9	124,881 127,006	117,107 138,981	122,310 123,890	129,512 135,252	135,921 136,216	-4.1% 5.9%
10	High School Principal	145,632 145,632	10 10	134,975 134,975	120,000 150,000	134,255 134,255	144,120 144,120	146,400 146,400	7.3% 7.3%
11	Dean	101,430 118,070	5 5	114,662 119,329	89,665 144,447	115,000 119,657	128,520 128,520	138,076 138,076	-13.0% -1.1%
12	Curriculum Director/Coordinator	91,000 101,455	7 7	108,641 123,572	78,458 165,944	94,156 120,390	119,552 127,100	140,178 145,098	-19.4% -21.8%
13	Superintendent of Schools	187,578 187,578	11 11	188,561 188,561	163,046 216,575	189,095 189,095	197,949 197,949	204,000 204,000	-0.5% -0.5%
14	Assistant Superintendent of Schools	146,040 146,040	9 9	141,704 142,818	117,589 170,000	145,000 145,000	146,744 146,744	153,718 154,718	3.0% 2.2%
15	Chief Financial Officer/Business Manager	127,995 127,995	11 11	137,448 137,448	110,000 176,460	133,600 133,600	141,361 141,361	157,705 157,705	-7.4% -7.4%
	<b>Facilities</b>								
16	Building Custodian	18.52 22.52	8 8	19.04 23.44	15.66 27.69	18.64 23.26	19.98 25.13	21.22 27.38	-2.8% -4.1%
17	Senior Building Custodian	19.54 23.79	8 8	22.90 26.88	18.01 32.12	20.65 26.42	25.52 29.39	30.79 31.98	-17.2% -13.0%
	<b>General</b>								
18	School Bus Driver	20.20 25.57	2 2	16.44 19.15	11.60 24.67	16.44 19.15	18.85 21.91	20.30 23.57	18.6% 25.1%
19	School Cafeteria Worker	16.58 18.22	8 8	14.30 19.31	12.86 28.20	14.04 18.05	14.86 20.74	16.24 25.02	13.8% -6.0%
20	School Secretary	48,594 62,193	11 11	39,200 55,463	32,478 75,387	39,367 54,659	41,640 57,781	45,533 66,027	19.3% 10.8%
21	Payroll Manager	88,700 88,700	5 5	63,050 63,625	48,774 84,007	60,500 60,500	66,367 66,367	76,951 76,951	28.9% 28.3%
22	School Human Resources Director	107,610 107,610	7 7	126,862 126,862	102,020 166,146	127,500 127,500	133,019 133,019	148,146 148,146	-17.9% -17.9%

	<b>ARLINGTON - SCHOOL POSITION TITLE</b>	FY2017 Arlington	FY2017 Belmont	FY2017 Brookline	FY2017 Medford	FY2017 Melrose	FY2017 Milton	FY2017 Natick	FY2017 Needham	FY2017 North Andover	FY2017 Stoneham	FY2017 Watertown	FY2017 Winchester
	<b>Teachers</b>												
1	Teacher- BA	46,376 73,395	48,071 84,677	50,077 50,077	48,863 78,019	46,072	47,172 83,293	46,023 72,123	47,784 51,345	45,790 70,988	42,698 67,068	50,194 81,245	43,596 66,609
2	Teacher - MA	49,528 80,654	51,612 93,958	56,087 95,255	53,328 83,803	50,626	51,079 94,627	50,625 79,339	51,345 89,967	51,121 77,758	46,037 74,820	53,767 87,029	50,147 80,083
3	Teacher - MA Step 6	60,554	63,944	69,939	62,822	63,155	65,707	61,594	64,802	60,825		63,857	60,721
5	Teacher - MA + 15	50,313 81,147	52,981 96,073	56,087 95,255	55,015 85,541	74,586	94,672	53,156 83,304	53,325 92,131	52,285 79,329	47,240 76,055	55,381 89,640	52,521 82,563
6	Teacher - MA + 30	51,098 83,416	54,442 98,622	59,527 102,449	56,692 87,278	77,702	97,896	54,148 55,688	55,307 94,897	53,452 81,707	48,444 77,292	57,040 92,329	54,888 88,038
6.1	Teacher - MA + 45	51,098 83,416	56,031 101,329	61,193 104,121			55,676 99,539	57,080 89,452	57,309 97,480	54,894 84,110		58,179 94,176	57,917 91,177
6.2	Teacher - MA+ 60	53,727 86,767	56,031 101,329	61,193 104,121			55,676 99,539	58,473 91,634	58,155 99,139	56,344 86,691		58,179 94,176	60,943 94,313
6.3	Teacher - PHD	53,727 86,767	57,616 104,043	62,896 109,193			55,676 99,539	61,395 96,217	58,998 100,797	57,811 88,945		59,325 96,024	60,943 94,313
	<b>Principals and Administration</b>												
7	Elementary School Principal	110,160 127,194	126,384 133,381	120,000 145,957	106,121 118,031	94,869 100,378	100,000 116,133	121,000 126,171	124,500 131,951	98,570 109,131	109,795 112,473	119,344 119,344	114,800 123,887
8	Assistant Principal	92,860 98,199		63,344 118,705	101,146 101,145	95,787 99,287		101,808 117,602	79,340 130,300	96,156 97,757	113,059 113,059	89,665 108,344	87,814 124,862
9	Middle School Principal	120,000 135,000			118,504 118,504	117,107 117,107	135,525 135,525	117,602 135,252	137,506 138,981	122,310 122,310	121,974 121,974	123,890 123,890	129,512 129,512
10	High School Principal	145,632 145,632		150,000 150,000	130,244 130,244	120,000 120,000	144,900 144,900	141,780 141,780	146,000 146,000	138,266 138,266	120,306 120,306	128,252 128,252	130,000 130,000
11	Dean	101,430 118,070		115,000 119,657			95,678 95,678	128,520 128,520	144,447 144,447			89,665 108,344	
12	Curriculum Director/Coordinator	91,000 101,455		93,344 131,200	116,104 116,104		89,478 120,390		165,944 165,944	94,156 105,000	123,000 123,000	78,458 103,364	
13	Superintendent of Schools	187,578 187,578	189,095 189,095	192,000 192,000	182,723 182,723	174,836 174,836	204,000 204,000	201,332 201,332	216,575 216,575	176,000 176,000	163,046 163,046	180,000 180,000	194,565 194,565
14	Assistant Superintendent of Schools	146,040 146,040	145,356 145,356	165,000 170,000	128,050 128,050	117,589 122,616	132,700 132,700	150,897 150,897		144,000 144,000		145,000 145,000	146,744 146,744
15	Chief Financial Officer/Business Manager	127,995 127,995	143,721 143,721	176,460 176,460	120,000 120,000	131,994 131,994	136,200 136,200	133,600 133,600	157,705 157,705	139,000 139,000	110,000 110,000	130,000 130,000	133,250 133,250
	<b>Facilities</b>												
16	Building Custodian	18.52 22.52	18.33 21.37	20.31 24.42	23.34 27.69	NA	19.87 23.22		18.94 27.25	15.66 19.80	17.67 20.50	18.23 23.29	
17	Senior Building Custodian	19.54 23.79	21.77 25.59	23.95 28.55	32.12 32.12	NA	30.22 31.92		18.94 27.25	18.01 22.77	18.67 21.90	19.52 24.92	
	<b>General</b>												
18	School Bus Driver	20.20 25.57				11.60 13.62			21.27 24.67				
19	School Cafeteria Worker	16.58 18.22	12.86 14.24	16.05 28.20	16.69 17.38	NA	14.46 18.71		13.18 17.20	13.74 19.77	13.05 23.66	14.33 15.32	
20	School Secretary	48,594 62,193	37,869 54,659	42,413 75,387	40,867 55,073	32,478 44,498	45,533 66,027	46,106 55,600	37,187 59,963	40,722 48,158	34,613 47,678	39,367 48,958	34,047 54,093
21	Payroll Manager	88,700 88,700				NA	84,007 84,007	55,600 58,479	66,367 66,367	60,500 60,500	48,774 48,774		
22	School Human Resources Director	107,610 107,610	136,146 136,146	127,500 127,500		NA		129,892 129,892	166,146 166,146	102,020 102,020		109,410 109,410	116,920 116,920

## POLICE OFFICER

Municipality	FY17 Maximum Annual Base	School Education Maximum Pay New Hire	Longevity @ 25 Years	Holiday Pay	Night Differential	Weekend Differential	Firearms	Defibrillator Pay	Clothing Allowance	Cleaning Allowance	Other Pay	TOTAL
<b>ARLINGTON</b>	<b>\$58,916</b>	<b>\$14,729</b>	<b>\$4,014</b>	<b>\$4,608</b>	<b>\$6,628</b>	<b>\$2,209</b>	<b>\$0</b>	<b>\$0</b>	<b>\$650</b>	<b>\$300</b>	<b>\$0</b>	<b>\$92,054</b>
Belmont	\$55,432	\$11,000	*	\$2,784	\$3,880	\$0	\$0	\$0	\$0	\$0	\$1,663	\$74,759
Brookline	\$60,059	\$12,500	\$800	\$3,465	\$4,204	\$0	\$0	\$0	\$650	\$0	\$2,000	\$83,678
Medford (FY12 contract)	\$67,489	\$16,872	\$1,100	\$3,115	\$5,399	\$644	\$0	\$500	\$0	\$0	\$300	\$95,419
Melrose	\$56,092	\$7,012	\$1,750	\$3,237	\$3,900	\$1,560	\$0	\$500	\$1,250	\$0	\$750	\$76,051
Milton (FY2016 contract)	\$63,701	\$12,740	\$0	\$3,963	\$3,900	\$5,824	\$0	\$0	\$400	\$0	\$0	\$90,529
Natick	\$64,116	\$10,000	\$3,847	\$2,713	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$80,676
Needham	\$63,627	\$9,544	\$1,909	\$3,365	\$3,181	\$0	\$0	\$1,273	\$1,400	\$0	\$1,020	\$85,319
North Andover	\$55,678	\$7,500	\$1,425	\$2,945	\$3,341	\$0	\$0	\$0	\$1,000	\$0	\$0	\$71,888
Stoneham	\$63,140	\$15,785	\$0	\$0	\$3,157	\$0	\$0	\$0	\$900	\$200	\$1,700	\$84,882
Watertown	\$65,882	\$8,750	\$0	\$0	\$1,679	\$6,091	\$0	\$588 in base		\$0	\$0	\$82,990
Winchester (FY16 contract)	\$57,390	\$7,174	\$2,225	\$2,428	\$2,468	\$0	\$0	\$0	\$0	\$0	\$1,300	\$72,985
<b>AVERAGE</b>	<b>\$61,146</b>	<b>\$10,807</b>	<b>\$1,306</b>	<b>\$2,547</b>	<b>\$3,192</b>	<b>\$1,284</b>	<b>\$0</b>	<b>\$260</b>	<b>\$560</b>	<b>\$18</b>	<b>\$794</b>	<b>\$81,743</b>

<b>ARLINGTON</b>	<b>Difference to Average</b>	<b>Average</b>	<b>Median</b>	<b>75th Percentile</b>
<b>POLICE OFFICER</b>				
<b>\$92,054</b>	<b>\$10,311</b>	<b>\$81,743</b>	<b>\$82,990</b>	<b>\$85,100</b>

### Notes

Belmont First Responder pay equal to 3%

Belmont police officer can only receive longevity payment once during their employment.

At 25 yrs payment = \$16,827

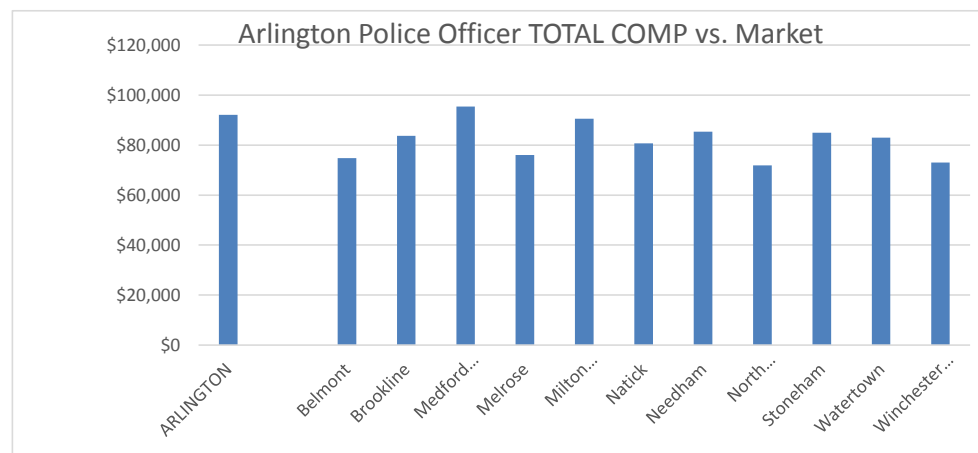
Needham Ed Incentive for employees hired after 7/1/2012= 15% Masters

Needham Other Pay: \$500 Deferred Comp contribution, \$520 Fitness incentive

Brookline Other Pay: EMT certification stipend

Watertown- No longevity payment if receive education incentive

Winchester Other Pay EMT stipend



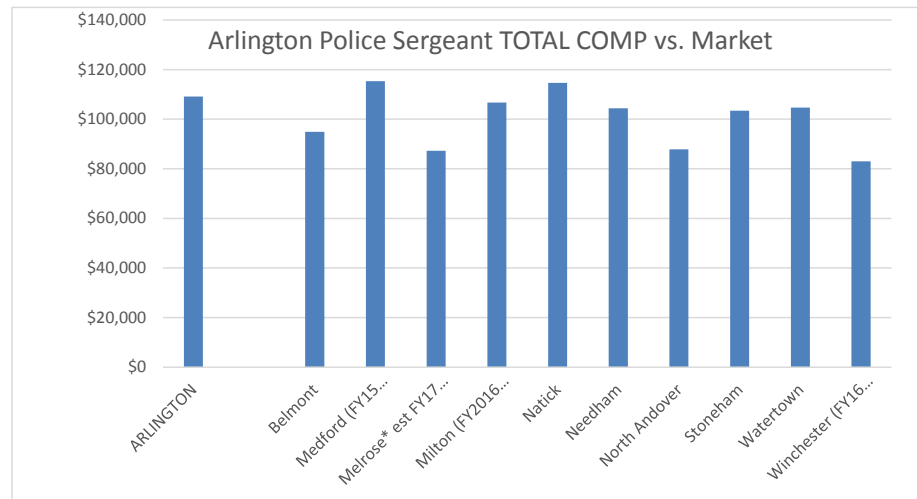


## POLICE SERGEANT

Municipality	FY17 Maximum Annual Base	School Education Maximum Pay	Longevity @ 25 Years	Holiday Pay	Night Differential	Weekend Differential	Haz Mat	Defibrillator Pay	Clothing Allowance	Cleaning Allowance	Other Pay	TOTAL
<b>ARLINGTON</b>	<b>\$71,597</b>	<b>\$17,899</b>	<b>\$4,257</b>	<b>\$4,620</b>	<b>\$7,029</b>	<b>\$2,343</b>	<b>\$0</b>	<b>\$0</b>	<b>\$650</b>	<b>\$300</b>	<b>\$400</b>	<b>\$109,095</b>
Belmont	\$70,824	\$12,000	\$0	\$3,453	\$5,798	\$0	\$0	\$0	\$0	\$0	\$2,833	\$94,908
Medford (FY15 contract)	\$81,855	\$20,464	\$1,100	\$3,778	\$6,548	\$644	\$0	\$500	\$0	\$0	\$400	\$115,289
Melrose* est FY17 base pay	\$66,749	\$8,344	\$1,750	\$3,851	\$3,307	\$1,057	\$250	\$500	\$1,250	\$0	\$250	\$87,308
Milton (FY2016 contract)	\$77,204	\$15,441	\$0	\$3,963	\$3,900	\$5,824	\$0	\$0	\$400	\$0	\$0	\$106,732
Natick	\$92,602	\$10,000	\$5,556	\$3,918	\$0	\$0	\$0	\$0	\$675	\$400	\$1,500	\$114,651
Needham	\$78,250	\$11,737	\$2,347	\$4,138	\$3,912	\$0	\$0	\$1,565	\$1,400	\$0	\$1,020	\$104,370
North Andover	\$70,052	\$7,500	\$1,425	\$3,705	\$4,203	\$0	\$0	\$1,000	\$0	\$0	\$0	\$87,885
Stoneham	\$77,057	\$19,264	\$0	\$0	\$3,853	\$0	\$0	\$0	\$900	\$700	\$1,700	\$103,474
Watertown	\$76,936	\$8,750	\$0	\$7,208	\$8,312	\$1,956	\$0	\$1,539	in base	\$0	\$0	\$104,701
Winchester (FY16 contract)	\$65,646	\$8,206	\$2,225	\$2,777	\$2,823	\$0	\$0	\$0	\$0	\$0	\$1,300	\$82,977
<b>AVERAGE</b>	<b>\$75,718</b>	<b>\$12,171</b>	<b>\$1,440</b>	<b>\$3,679</b>	<b>\$4,266</b>	<b>\$948</b>	<b>\$25</b>	<b>\$510</b>	<b>\$514</b>	<b>\$110</b>	<b>\$900</b>	<b>\$100,230</b>

<b>ARLINGTON</b>	<b>Difference to Average</b>	<b>Average</b>	<b>Median</b>	<b>75th Percentile</b>
<b>POLICE SERGEANT</b>				
<b>\$109,095</b>	<b>\$8,866</b>	<b>\$100,230</b>	<b>\$103,922</b>	<b>\$106,224</b>

Arlington Other Pay is accreditation stipend  
 Belmont First Responder pay equal to 4%  
 Belmont superior officer can only receive longevity payment once during their employment.  
 Medford Ed Incentive of 25% for Masters after 8 years service  
 Needham Ed Incentive for employees hired after 7/1/2012= 15% Masters  
 Needham Other Pay: \$500 Deferred Comp contribution, \$520 Fitness incentive  
 Natick Other Pay: \$1,500 if departemtn maintains Accreditation  
 Watertown- No longevity payment if receive education incentive  
 Winchester Other Pay EMT stipend

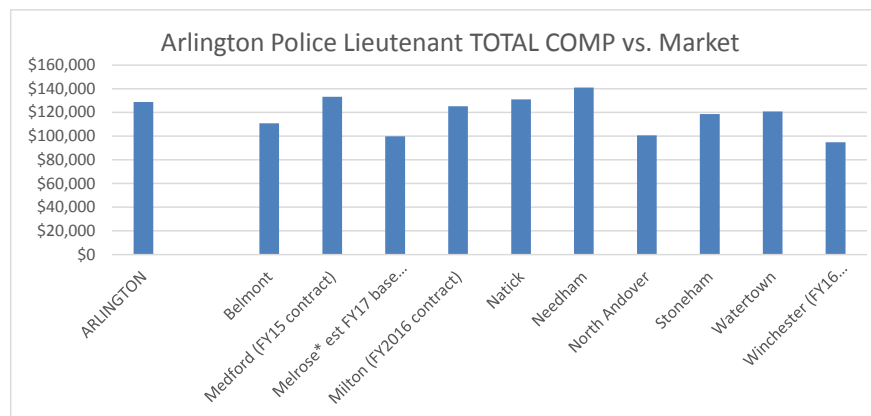


## POLICE LIEUTENANT

Municipality	FY17 Maximum Annual Base	School Education Maximum Pay	Longevity @ 25 Years	Holiday Pay	Night Differential	Weekend Differential	Haz Mat	Defibrillator Pay	Clothing Allowance	Cleaning Allowance	Other Pay	TOTAL
<b>ARLINGTON</b>	<b>\$83,767</b>	<b>\$20,942</b>	<b>\$5,707</b>	<b>\$4,632</b>	<b>\$9,424</b>	<b>\$3,141</b>	<b>\$0</b>	<b>\$0</b>	<b>\$650</b>	<b>\$300</b>	<b>\$400</b>	<b>\$128,963</b>
Belmont	\$82,688	\$14,000	\$0	\$4,048	\$6,768	\$0	\$0	\$0	\$0	\$0	\$3,308	\$110,812
Medford (FY15 contract)	\$94,952	\$23,738	\$1,100	\$4,382	\$7,596	\$644	\$0	\$500	\$0	\$0	\$400	\$133,312
Melrose* est FY17 base pay	\$77,429	\$9,679	\$1,750	\$4,467	\$3,302	\$1,057	\$250	\$500	\$1,250	\$0	\$250	\$99,934
Milton (FY2016 contract)	\$92,645	\$18,529	\$0	\$3,963	\$3,900	\$5,824	\$0	\$0	\$400	\$0	\$0	\$125,261
Natick	\$107,418	\$10,000	\$6,445	\$4,543	\$0	\$0	\$0	\$0	\$675	\$400	\$1,500	\$130,981
Needham	\$120,379	\$18,057	\$0	\$600 if on duty	\$1,057	\$0	\$0	\$0	\$0	\$0	\$1,500	\$140,993
North Andover	\$80,474	\$7,500	\$1,425	\$4,256	\$5,633	\$0	\$0	\$0	\$1,450	\$0	\$0	\$100,738
Stoneham	\$88,676	\$22,169	\$0	\$0	\$4,434	\$0	\$0	\$0	\$900	\$700	\$1,700	\$118,579
Watertown	\$90,015	\$8,750	\$0	\$8,427	\$9,564	\$2,250	\$0	\$1,800 in base		\$0	\$0	\$120,806
Winchester (FY16 contract)	\$75,493	\$9,437	\$2,225	\$3,194	\$3,246	\$0	\$0	\$0	\$0	\$0	\$1,300	\$94,895
<b>AVERAGE</b>	<b>\$91,017</b>	<b>\$14,186</b>	<b>\$1,295</b>	<b>\$4,142</b>	<b>\$4,550</b>	<b>\$977</b>	<b>\$25</b>	<b>\$280</b>	<b>\$519</b>	<b>\$110</b>	<b>\$996</b>	<b>\$117,631</b>

<b>ARLINGTON</b>	<b>Difference to Average</b>	<b>Average</b>	<b>Median</b>	<b>75th Percentile</b>
<b>POLICE LIEUTENANT</b>				
<b>\$128,963</b>	<b>\$11,332</b>	<b>\$117,631</b>	<b>\$119,693</b>	<b>\$129,551</b>

Arlington Other Pay is accreditation stipend  
 Needham Ed Incentive for employees hired after 7/1/2012= 15% Masters  
 Needham Other Pay: \$1,500 Deferred Comp contribution  
 Natick Other Pay: \$1,500 if departemtn maintains Accreditation  
 Belmont First Responder pay equal to 4%  
 Belmont superior officer can only receive longevity payment once during their employment.  
 Watertown- No longevity payment if receive education incentive  
 Winchester Other Pay EMT stipend



## POLICE CAPTAIN

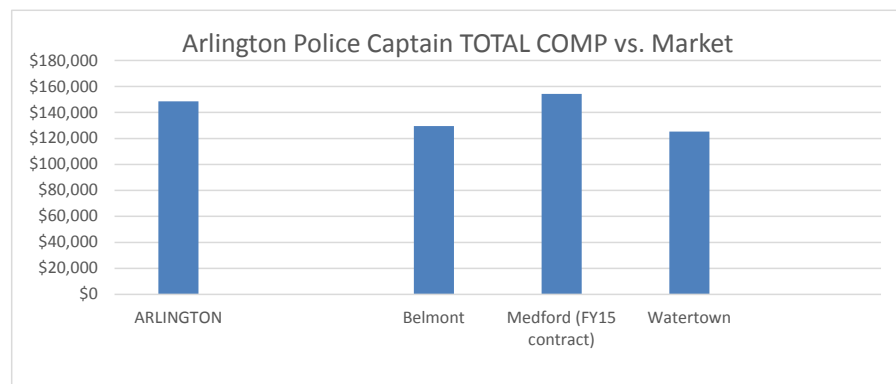
Municipality	FY17 Maximum Annual Base	School Education Maximum Pay	Longevity @ 25 Years	Holiday Pay	Night Differential	Weekend Differential	Firearms	Defibrillator Pay	Clothing Allowance	Cleaning Allowance	Other Pay	TOTAL
<b>ARLINGTON</b>	<b>\$97,169</b>	<b>\$24,292</b>	<b>\$6,620</b>	<b>\$4,644</b>	<b>\$10,931</b>	<b>\$3,644</b>	<b>\$0</b>	<b>\$0</b>	<b>\$650</b>	<b>\$250</b>	<b>\$400</b>	<b>\$148,600</b>
Belmont	\$96,980	\$16,000	\$0	\$4,733	\$7,909	\$0	\$0	\$0	\$0	\$0	\$3,879	<b>\$129,501</b>
Medford (FY15 contract)	\$110,145	\$27,536	\$1,100	\$5,084	\$8,812	\$644	\$0	\$500	\$0	\$0	\$400	\$154,220
Watertown	\$105,318	\$8,750	\$0	\$9,014	\$0	\$0	\$0	\$2,106	in base	\$0	\$0	\$125,188
<b>AVERAGE</b>	<b>\$104,148</b>	<b>\$17,429</b>	<b>\$367</b>	<b>\$6,277</b>	<b>\$5,573</b>	<b>\$215</b>	<b>\$0</b>	<b>\$869</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,426</b>	<b>\$136,303</b>

<b>ARLINGTON</b>	<b>Difference</b>			<b>75th</b>
<b>POLICE CAPTAIN</b>	<b>to Average</b>	<b>Average</b>	<b>Median</b>	<b>Percentile</b>
<b>\$148,600</b>	<b>\$12,297</b>	<b>\$136,303</b>	<b>\$129,501</b>	<b>\$141,860</b>

Arlington Other Pay is accreditation stipend

Belmont First Responder pay equal to 4%

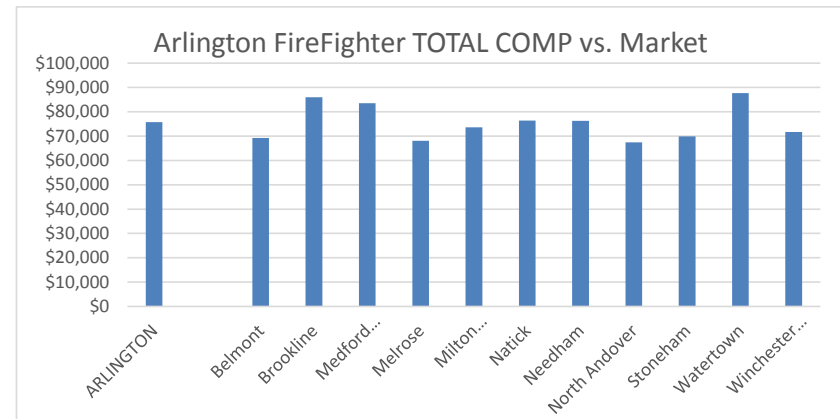
Belmont superior officer can only receive longevity payment once during their employment.



## FIRE FIGHTER

Municipality	FY17 Maximum Annual Base	EMT- B Stipend	HazMat Pay	Associates Degree Pay	Night Differential	Weekend Differential	Holiday Pay	Defibrillator Pay	Longevity @ 25 Years	Clothing and Cleaning	TOTAL
<b>ARLINGTON</b>	<b>\$59,906</b>	<b>\$1,210</b>	<b>\$0</b>	<b>\$3,025</b>	<b>\$3,267</b>	<b>\$611</b>	<b>\$3,770</b>	<b>\$599</b>	<b>\$3,370</b>	<b>\$0</b>	<b>\$75,758</b>
Belmont	\$58,916	\$1,500	\$1,695	\$2,000	\$1,178	\$0	\$3,116	\$800	\$0	\$0	\$69,205
Brookline	\$66,139	\$3,953	in base	\$5,000	\$5,622	\$0	\$3,801	in base	\$800	\$615	\$85,930
Medford (FY13 contract)	\$69,962	\$500	\$0	\$1,000	\$5,597	\$780	\$4,036	\$650	\$1,050	\$0	\$83,575
Melrose	\$54,505	\$3,800	\$0	\$1,250	\$2,855	\$0	\$3,144	\$500	\$1,750	\$250	\$68,054
Milton (FY2016 contract)	\$61,027	\$1,250	\$0	\$2,895	\$3,796	\$0	\$3,074	\$328	\$900	\$400	\$73,670
Natick	\$61,714	\$2,469	\$0	\$3,703	\$0	\$0	\$4,272	\$0	\$3,586	\$625	\$76,369
Needham	\$59,208	\$2,960	\$0	\$4,441	\$2,368	\$0	\$3,645	\$1,776	\$1,776	\$100	\$76,275
North Andover	\$54,652	\$4,509	\$2,000	\$2,000	\$2,049	\$0	\$0	\$820	\$1,425	\$0	\$67,455
Stoneham	\$63,338	\$1,000	\$0	\$1,900	\$0	\$0	\$0	\$0	\$2,610	\$1,000	\$69,848
Watertown	\$70,084	\$6,854	\$0	no ed if longevity pay	\$0	\$0	\$7,027	\$0	\$3,703	\$0	\$87,668
Winchester (FY16 contract)	\$56,093	\$4,768	\$740	\$1,500	\$2,664	\$0	\$2,966	\$500	\$1,900	\$600	\$71,732
<b>AVERAGE</b>	<b>\$61,422</b>	<b>\$3,051</b>	<b>\$444</b>	<b>\$2,569</b>	<b>\$2,375</b>	<b>\$71</b>	<b>\$3,189</b>	<b>\$537</b>	<b>\$1,773</b>	<b>\$326</b>	<b>\$75,435</b>

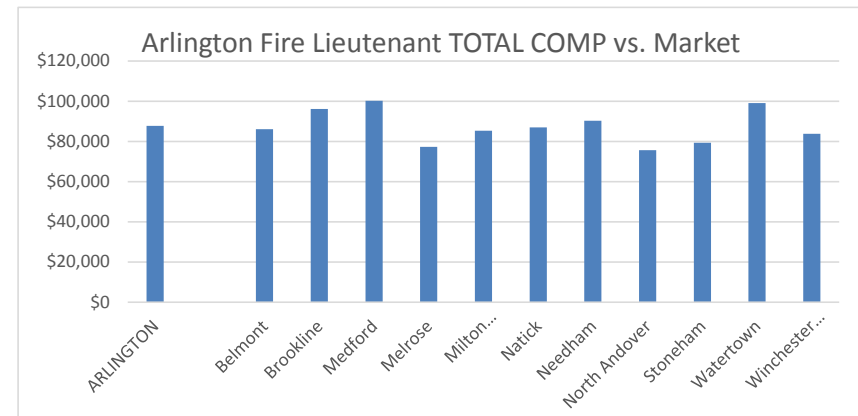
ARLINGTON	Difference to Average	Average	Median	75th Percentile
<b>FIRE FIGHTER</b>				
<b>\$75,758</b>	<b>\$323</b>	<b>\$75,435</b>	<b>\$73,670</b>	<b>\$79,972</b>



## FIRE LIEUTENANT

Municipality	FY17 Maximum Annual Base	EMT- B Stipend	HazMat Pay	Associates Degree Pay	Night Differential	Weekend Differential	Holiday Pay	Defibrillator Pay	Longevity @ 25 Years	Clothing and Cleaning	TOTAL
<b>ARLINGTON</b>	<b>\$69,491</b>	<b>\$1,404</b>	<b>\$0</b>	<b>\$3,509</b>	<b>\$3,790</b>	<b>\$611</b>	<b>\$4,368</b>	<b>\$695</b>	<b>\$3,905</b>	<b>\$0</b>	<b>\$87,773</b>
Belmont	\$74,620	\$1,500	\$1,695	\$2,000	\$1,492	\$0	\$3,946	\$800	\$0	\$0	\$86,054
Brookline	\$75,587	\$3,953	in base	\$5,000	\$5,622	\$0	\$4,560	in base	\$800	\$615	\$96,137
Medford	\$84,654	\$500	\$0	\$1,000	\$6,772	\$780	\$4,884	\$650	\$1,050	\$0	\$100,290
Melrose	\$63,226	\$3,800	\$0	\$1,250	\$2,855	\$0	\$3,648	\$500	\$1,750	\$250	\$77,279
Milton (FY2016 contract)	\$72,114	\$1,250	\$0	\$2,895	\$3,796	\$0	\$3,632	\$328	\$900	\$400	\$85,315
Natick	\$70,354	\$2,814	\$0	\$4,221	\$0	\$0	\$4,854	\$0	\$4,018	\$675	\$86,936
Needham	\$70,128	\$3,506	\$0	\$5,260	\$2,805	\$0	\$4,317	\$2,104	\$2,104	\$100	\$90,324
North Andover	\$66,672	\$0	\$2,000	\$2,000	\$2,500	\$0	\$0	\$1,000	\$1,425	\$0	\$75,597
Stoneham	\$75,038	\$1,000	\$0	\$2,251	\$0	\$0	\$0	\$0	\$0	\$1,000	\$79,289
Watertown	\$81,999	\$6,854	\$0	no ed if longevity pay	\$0	\$0	\$6,032	\$0	\$4,180	\$0	\$99,065
Winchester (FY16 contract)	\$66,190	\$5,626	\$874	\$1,500	\$3,144	\$0	\$3,500	\$500	\$1,900	\$600	\$83,834
<b>AVERAGE</b>	<b>\$72,780</b>	<b>\$2,800</b>	<b>\$457</b>	<b>\$2,738</b>	<b>\$2,635</b>	<b>\$71</b>	<b>\$3,579</b>	<b>\$588</b>	<b>\$1,648</b>	<b>\$331</b>	<b>\$87,284</b>

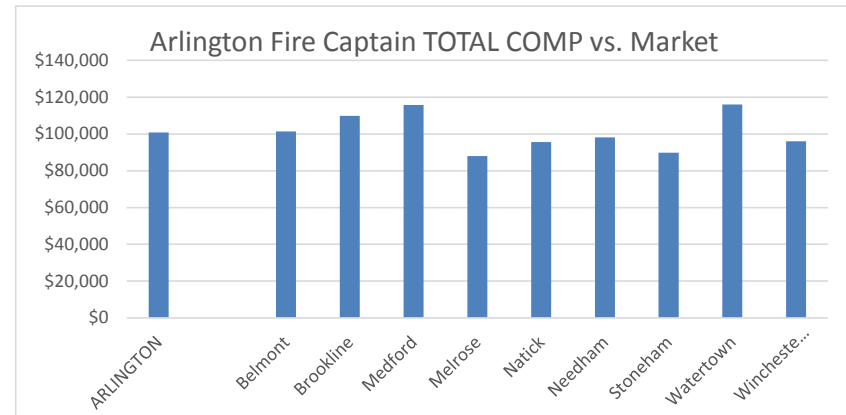
ARLINGTON	Difference to Average	Average	Median	75th Percentile
FIRE LIEUTENANT				
<b>\$87,773</b>	<b>\$489</b>	<b>\$87,284</b>	<b>\$86,054</b>	<b>\$93,230</b>



## FIRE CAPTAIN

Municipality	FY17 Maximum Annual Base	EMT- B Stipend	HazMat Pay	Associates Degree Pay	Night Differential	Weekend Differential	Holiday Pay	Defibrillator Pay	Longevity @ 25 Years	Clothing and Cleaning	TOTAL
<b>ARLINGTON</b>	<b>\$79,915</b>	<b>\$1,614</b>	<b>\$0</b>	<b>\$4,036</b>	<b>\$4,359</b>	<b>\$611</b>	<b>\$5,031</b>	<b>\$799</b>	<b>\$4,486</b>	<b>\$0</b>	<b>\$100,851</b>
Belmont	\$88,816	\$1,500	\$1,695	\$2,000	\$1,776	\$0	\$4,697	\$800	\$0	\$0	\$101,284
Brookline	\$88,437	\$3,953	in base	\$5,000	\$5,622	\$0	\$5,337	in base	\$800	\$615	\$109,764
Medford	\$98,199	\$500	\$0	\$1,000	\$7,856	\$780	\$5,665	\$650	\$1,050	\$0	\$115,700
Melrose	\$73,343	\$3,800	\$0	\$1,250	\$2,855	\$0	\$4,230	\$500	\$1,750	\$250	\$87,978
Natick	\$77,389	\$3,096	\$0	\$4,643	\$0	\$0	\$5,358	\$0	\$4,369	\$675	\$95,531
Needham	\$76,222	\$3,811	\$0	\$5,717	\$3,049	\$0	\$4,694	\$2,287	\$2,287	\$100	\$98,166
Stoneham	\$85,287	\$1,000	\$0	\$2,558	\$0	\$0	\$0	\$0	\$0	\$1,000	\$89,845
Watertown	\$97,331	\$6,854	\$0	no ed if longevity pay	\$0	\$0	\$7,027	\$0	\$4,793	\$0	\$116,005
Winchester (FY16 contract)	\$76,286	\$6,484	\$1,007	\$1,500	\$3,624	\$0	\$4,034	\$500	\$1,900	\$600	\$95,935
<b>AVERAGE</b>	<b>\$84,590</b>	<b>\$3,444</b>		<b>\$2,958</b>	<b>\$2,754</b>		<b>\$4,560</b>	<b>\$592</b>	<b>\$1,883</b>	<b>\$360</b>	<b>\$101,134</b>

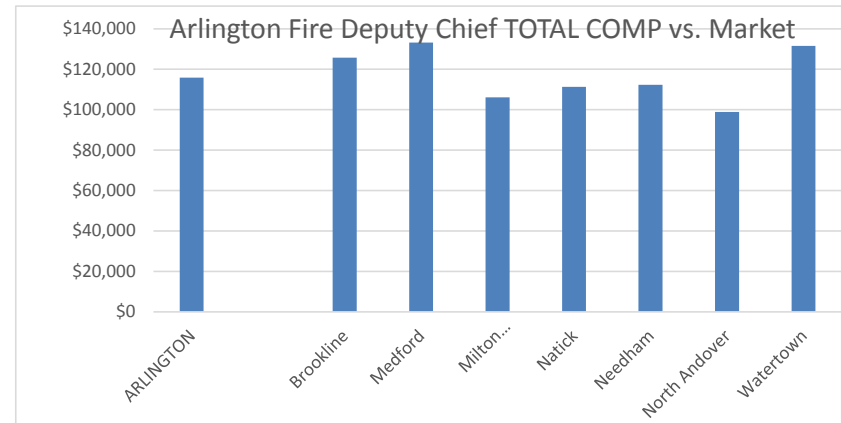
ARLINGTON FIRE CAPTAIN	Difference to Average	Average	Median	75th Percentile
<b>\$100,851</b>	<b>-\$283</b>	<b>\$101,134</b>	<b>\$98,166</b>	<b>\$109,764</b>



## FIRE DEPUTY CHIEF

Municipality	FY17 Maximum Annual Base	EMT- B Stipend	HazMat Pay	Associates Degree Pay	Night Differential	Weekend Differential	Holiday Pay	Defibrillator Pay	Longevity @ 25 Years	Clothing and Cleaning	TOTAL
<b>ARLINGTON</b>	<b>\$91,902</b>	<b>\$1,856</b>	<b>\$0</b>	<b>\$4,641</b>	<b>\$5,012</b>	<b>\$611</b>	<b>\$5,785</b>	<b>\$919</b>	<b>\$5,154</b>	<b>\$0</b>	<b>\$115,880</b>
Brookline	\$103,471	\$3,953	in base	\$5,000	\$5,622	\$0	\$6,243	in base	\$800	\$615	\$125,704
Medford	\$113,611	\$500	\$0	\$1,000	\$9,089	\$780	\$6,554	\$650	\$1,050	\$0	\$133,234
Milton (FY2016 contract)	\$91,873	\$1,250	\$0	\$2,895	\$3,796	\$0	\$4,627	\$328	\$900	\$400	\$106,069
Natick	\$89,942	\$3,598	\$0	\$5,397	\$0	\$0	\$6,227	\$0	\$4,997	\$1,150	\$111,310
Needham	\$87,207	\$4,360	\$0	\$6,541	\$3,488	\$0	\$5,369	\$2,616	\$2,616	\$100	\$112,297
North Andover	\$97,133	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,725	\$0	\$98,858
Watertown	\$111,291	\$6,854	\$0	no ed if longevity pay	\$0	\$0	\$8,040	\$0	\$5,352	\$0	\$131,537
<b>AVERAGE</b>	<b>\$99,218</b>	<b>\$2,931</b>	<b>\$0</b>	<b>\$3,472</b>	<b>\$3,142</b>	<b>\$111</b>	<b>\$5,294</b>	<b>\$599</b>	<b>\$2,491</b>	<b>\$324</b>	<b>\$117,001</b>

<b>ARLINGTON</b>	<b>Difference to Average</b>	<b>Average</b>	<b>Median</b>	<b>75th Percentile</b>
<b>FIRE DEPUTY CHIEF</b>				
<b>\$115,880</b>	<b>-\$1,121</b>	<b>\$117,001</b>	<b>\$112,297</b>	<b>\$128,620</b>



## HEALTH INSURANCE as of July 1, 2016

GIC MUNICIPALITIES (Plan with Highest Employer contribution)		
Municipality	HRA	PLAN CONTRIBUTION
Arlington	YES	Contribution rate for all employees hired after 12/1/11 Contribution rate for all employees hired before 12/1/11
Brookline	YES	
Medford	NO	
Melrose	NO	
North Andover	NO	Contribution rate for all employees hired after 1/1/2013
Stoneham	YES	
Watertown	NO	
Average (not inc Arlington)		

INDIVIDUAL PLAN	
% Paid Municipality	% Paid Employee
75%	25%
85%	15%
65%	35%
82.5%	17.5%
84%	16%
65%	35%
82.5%	17.5%
80%	20%
77%	24%

FAMILY PLAN	
% Paid Municipality	% Paid Employee
75%	25%
85%	15%
65%	35%
82.5%	17.5%
84%	16%
65%	35%
82.5%	17.5%
80%	20%
77%	24%

RETIREE PLAN	
% Paid Municipality	% Paid Employee
75%	25%
83%	17%
82.5%	17.5%
70%	30%
75%	25%
82.5%	17.5%
80%	20%
79%	21%

NON-GIC MUNICIPALITIES (Plan with Highest Employer contribution)		
	HRA	PLAN
Belmont	NO	Harvard Pilgrim
Milton	NO	BC/BS HMO Blue
Natick	NO	Fallon Select
Needham	NO	Harvard Pilgrim
Reading	NO	BC/BS HMO Blue
Winchester	YES	Harvard Pilgrim
Average (not inc Arlington)		

INDIVIDUAL PLAN	
% Paid Municipality	% Paid Employee
75%	25%
78%	22%
75%	25%
76.5%	23.5%
71%	29%
75%	25%
75%	25%

FAMILY PLAN	
% Paid Municipality	% Paid Employee
75%	25%
78%	20%
75%	25%
69.0%	31.0%
71%	29%
75%	25%
74%	26%



# LONGEVITY AND VACATION as of July 1, 2016

(Non-Public Safety Employees)

TOWN	Longevity Plan	After 5 Yrs	After 10 Yrs	After 15 Yrs	After 20 Yrs	After 25 Yrs	After 30 Yrs
Arlington	YES						
AFSCME		\$ 300	\$ 500	\$ 700	\$ 900	\$ 1,100	\$ 1,300
NON-UNION		\$ 500	\$ 700	\$ 900	\$ 1,100	\$ 1,300	\$ 1,500
SEIU		1%	2%	3%	4%	5%	6%
LIBRARY		\$ 800	\$ 1,000	\$ 1,200	\$ 1,400	\$ 1,600	\$ 1,800
Belmont	YES	\$ 300	\$ 350	\$ 400	\$ 450	\$ 500	\$ 550
Brookline	YES	-	\$ 625	\$ 775	\$ 950	\$ 950	\$ 1,100
Medford	NO						
Melrose	YES	\$ 775	\$ 975	\$ 1,175	\$ 1,530	\$ 1,950	\$ 2,500
Milton	YES	\$ 500	\$ 560	\$ 660	\$ 775	\$ 875	\$ 875
Natick							
Needham	YES	\$ 625	\$ 1,250	\$ 1,875	see below	see below	see below
North Andover	YES	\$ 600	\$ 900	\$ 1,525	\$ 1,625	\$ 1,725	\$ 1,725
Reading	NO						
Stoneham	YES						
Watertown	YES	\$ 900	\$ 1,400	\$ 1,850	\$ 2,700	\$ 3,350	\$ 3,700
Winchester	YES	\$ 950	\$ 1,250	\$ 1,500	\$ 1,850	\$ 2,000	\$ 2,000
Average (not inc Arlington)		\$ 725	\$ 1,056	\$ 1,431	\$ 1,696	\$ 1,980	\$ 2,160

Maximun Vacation Days/Yr Non-Public Safety
30
25
20
25
25
25
25
25
30
25
25
26

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.

<b>COMPARISON OF OVERTIME ELIGIBILITY</b>							
		Arlington	Belmont	Natick	North Andover	Watertown	Winchester
Position Title							
<b>Assessors</b>							
1	Director of Assessment	N	N	N	N	N	N
<b>Comptroller</b>							
2	Comptroller/Town Accountant/Auditor	N	N	N	N	N	N
3	Assistant Comptroller	Y	N	N	N	Y	N
<b>Department of Public Works</b>							
4	Public Works Director	N	N	N	N	N	N
5	Assistant Public Works Director	N	N	N/A	N	N/A	N
6	DPW Operations Manager	Y	N	N/A	N	N	N
7	Town Engineer	N	N/A	N	N/A	N	N
8	Senior Civil Engineer	Y	N/A	N	N	N/A	N/A
9	Highway Supervisor	Y	N/A	N	N	Y	Y
10	Water Supervisor	Y	N	N	N	Y	Y
11	Building Inspector	Y	N	N/A	N/A	N	N
12	Forestry Supervisor	Y	N/A	N/A	N/A	Y	Y
13	Parks Supervisor	Y	N/A	N	N/A	N/A	N/A
14	Supervisor of Building Maintenance	Y	N	N	N	Y	Y
15	Supervisor of Motor Equipment Repair	Y	N/A	N	N/A	Y	Y
16	Supervisor of Custodians	Y	N/A	N	N/A	N/A	N
17	Junior Civil Engineer	Y	N/A	N	N/A	N/A	N/A
18	Water Account Clerk	Y	N/A	Y	Y	Y	Y
19	Working Foreman	Y	Y	Y	Y	Y	Y
20	Plumber	Y	N/A	N/A	N	N/A	Y
21	Electrician	Y	N/A	N/A	N	Y	Y
22	Water Systems Maintenance Craftsman	Y	Y	Y	Y	Y	N/A
23	Tree Climber	Y	N/A	Y	N/A	N/A	Y
24	Motor Equipment Operator III	Y	N/A	Y	Y	N/A	Y
25	Motor Equipment Operator II	Y	Y	N/A	Y	N/A	Y
26	Motor Equipment Operator I	Y	Y	N/A	Y	Y	Y
27	Motor Equipment Repair Worker	Y	Y	Y	Y	Y	Y
28	Grounds Maintenance Worker	Y	Y	Y	Y	Y	N/A
<b>Health and Human Services</b>							
29	Director of Health and Human Services	N	N/A	N	N	N/A	N
30	Council on Aging Director	Y	N	N	N	N	N
31	Director of Veterans Services	Y	Y	N	N	N	N/A
32	Geriatric Nurse	Y	N/A	N	N/A	N	Y

<b>COMPARISON OF OVERTIME ELIGIBILITY</b>							
<b>Position Title</b>		<b>Arlington</b>	<b>Belmont</b>	<b>Natick</b>	<b>North Andover</b>	<b>Watertown</b>	<b>Winchester</b>
33	Public Health Officer	N	N/A	N/A	N	Y	N/A
34	Social Worker	N	Y	N/A	N/A	Y	Y
<b>Human Resources</b>							
35	Director of Human Resources	N	N	N	N	N	N
36	Benefits Administrator	N	Y	N	N	Y	Y
<b>Inspections</b>							
37	Director of Inspections/Building Commissioner	N	N/A	N	N	N	N
38	Building Inspector	Y	Y	N/A	N	Y	Y
<b>Legal</b>							
39	Town Counsel	N	N/A	N/A	N	N/A	N/A
40	Paralegal	N	N/A	N/A	N/A	N/A	N/A
<b>Library</b>							
41	Library Director	N	N	N	N	N	N
42	Assistant Library Director	N	N/A	N/A	N	Y	N
43	Technology Librarian	Y	Y	Y	Y	N/A	Y
44	Head of Adult Services	Y	Y	Y	Y	Y	Y
45	Head of Children's Services	Y	N/A	Y	Y	Y	Y
46	Adult Services Librarian	Y	Y	Y	N/A	Y	Y
47	Children's Librarian	Y	Y	Y	Y	Y	Y
48	Library Assistant	Y	Y	Y	Y	Y	Y
49	Branch Librarian	Y	N/A	N/A	N/A	N/A	N/A
50	Head of Technical Services	Y	Y	Y	N/A	Y	Y
<b>Multi - General</b>							
51	Office Manager	Y	Y	N/A	N/A	Y	Y
52	Administrative Assistant	Y	Y	N	Y	Y	Y
53	Senior Clerk	Y	N/A	Y	Y	Y	Y
54	Principal Clerk	Y	N/A	Y	Y	Y	Y
<b>Planning</b>							
55	Planning Director	N	N	N	N	N	N/A
56	Planner	N	N	N	N	Y	N
<b>Public Safety (Wages = Weekly)</b>							
57	Police Officer	Y	Y	Y	Y	Y	Y
58	Police Sergeant	Y	Y	Y	Y	Y	Y
59	Police Lieutenant	Y	Y	Y	Y	Y	Y
60	Police Captain	Y	Y	N/A	N/A	Y	N/A
61	Police Chief	N	N	N	N	N	N

<b>COMPARISON OF OVERTIME ELIGIBILITY</b>							
<b>Position Title</b>		<b>Arlington</b>	<b>Belmont</b>	<b>Natick</b>	<b>North Andover</b>	<b>Watertown</b>	<b>Winchester</b>
62	Supervisor of Motor Equipment Repair	Y	N/A	N	N/A	Y	N/A
63	Public Safety Dispatcher	Y	Y	Y	Y	Y	Y
64	Firefighter	Y	Y	Y	Y	Y	Y
65	Fire Lieutenant	Y	Y	Y	Y	Y	Y
66	Fire Captain	Y	Y	Y	N/A	Y	Y
67	Fire Deputy Chief	Y	N	Y	N	Y	N/A
68	Fire Chief	N	N	N	N	N	N
<b>Recreation</b>							
69	Director of Recreation	N	N/A	N	N	N	N
<b>Technology</b>							
70	Chief Technology Officer	N	N	N	N	N	N
71	Network Support (IT Specialist II)	Y	Y	N	N	N/A	N/A
72	Systems Analyst	Y	Y	N	N	Y	N/A
73	Software Developer	Y	N/A	N/A	N/A	N/A	N/A
74	Programmer	Y	N/A	N/A	N/A	N/A	N/A
75	GIS Coordinator	N	Y	N	N/A	N/A	N/A
<b>Town Clerk</b>							
76	Town Clerk (Elected)	N	N	N	N	N	N
77	Assistant Town Clerk	Y	N	Y	N	N/A	Y
<b>Town Manager</b>							
78	Town Manager	N	N	N	N	N	N
79	Deputy/Assistant Town Manager	N	N	N	N	N/A	N
80	Purchasing Agent	N	N/A	N	N/A	N	N/A
81	Public Information Officer	N	N/A	N	N/A	N/A	N/A
<b>Treasurer/Collector</b>							
82	Treasurer/Collector	N	N	N	N	N	N
83	Principal Account Clerk/Bookkeeper	Y	N/A	Y	Y	Y	Y