



Compensation Services

Non-Union Positions

For the Town of Belmont, MA

FINAL REPORT

Submitted by: Human Resources Services, Inc.

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SDO CERTIFIED

March 17, 2014

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9 Bartlet Street, Suite 186

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March 17, 2014

Mr. David Kale, Town Administrator
Ms. Diane Crimmins, Human Resources Director
Town of Belmont
Town Hall
455 Concord Avenue
Belmont, MA 02478

Dear Mr. Kale, Ms. Crimmins and Town Officials,

Human Resources Services, Inc. (HRS) is pleased to submit this final report to the Town of Belmont, MA providing an update and validation of Belmont's compensation plan for non-union positions. The study represents approximately 50 position titles.

Our methodology, findings, and recommendations are outlined in this report. If we can answer any questions, please do not hesitate to contact us at 978-474-0200 or via e-mail at hrcsconsulting@comcast.net. Thank you for the opportunity to have been of service to the Town once again.

Sincerely,

Sandy

Aleksandra E. Stapczynski
President

TOWN OF BELMONT, MASSACHUSETTS COMPENSATION ANALYSIS AND PROPOSED PAY PLAN FOR NON-UNION POSITIONS - FINAL REPORT

I. Introduction

The Town of Belmont, Massachusetts engaged Human Resources Services, Inc. (HRS) to determine the compensation market competitiveness for non-union positions within its municipal workforce. This report focuses on the analysis and findings related to the Town's general compensation for these positions. HRS reviewed approximately fifty (50) classified non-union position titles. Additional positions were surveyed for benchmark purposes; however, only the non-union positions are included in the proposed compensation plan. These findings relate to Belmont's current Non-Union Classification Plan structure developed by HRS. For this analysis, HRS did not conduct a comprehensive job analysis, job description review, and complete classification review. The scope of this study was shaped by the Town's interest in understanding and comparing its non-union pay structure to other similar organizations. As the economy continues to improve and other organizations look to raise their salaries and wages, the Town found it necessary to review its own compensation program to ensure that it is competitive in order to attract and retain the necessary talent to provide services.

II. The Salary Survey

To measure the pay rates among the Town's local government competitors for these positions, HRS distributed custom survey documents to comparable municipalities jointly identified by the Town of Belmont and Human Resources Services, Inc. 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 workweek, and number of weeks per work year. The custom survey instrument included job summaries for all positions being studied. These job summaries guided survey respondents to ensure appropriate matches to the Town's positions. Respondents were asked to provide information for those jobs that represent

a best match to their municipal positions. As needed, follow-up calls were made to the comparable communities. Sometimes it is difficult to find exact positions from other comparable communities. However, in general, if 70 percent of the duties and responsibilities are the same, then the position is a good match for market analysis purposes. HRS also utilized its own databases, other surveys, and municipal compensation publications to receive additional data and information. Additional survey information was collected from the comparable communities regarding policies on salary plans and policies on cost of living increases.

In order to provide valid and accurate data, positions in Belmont were compared to similar position in the local municipal market area since many workers are recruited from the local municipal market area, and these organizations provide the best source of comparability. All organizations surveyed are municipalities within a 25 mile radius. Other municipalities are always the major source of comparative data for such a study. HRS made every effort to ensure sufficient and accurate data for this analysis. The fifteen surveyed municipalities included: *Andover, Arlington, Bedford, Burlington, Concord, Lexington, Needham, Reading, Sudbury, Watertown, Wayland, Weston, Wellesley, Westwood, and Winchester*. The municipality's size, socioeconomics, suburban environment, population, form of government, equalized valuation per capita, municipal budget, tax rate, and location were all major factors in selecting the comparable communities for this analysis. There was a balance between the richer and less rich communities that were included as benchmarks; primarily to find good matches for positions that were not easily found in some communities.

The consultant team met with the Human Resources Director and Town Administrator and other town staff to review a draft report and to review the market data collected and discuss its meaning. An initial analysis of the market data involved reviewing the average, median, range, 75th percentile and 90th percentile. A comparison was then made to current Belmont salaries and wages. It was determined that for purposes of this analysis and development of an updated compensation plan,

Belmont should be compared to the 75th percent of market. In understanding the decision to select the 75th percent of market; it is important to understand the history and the background of the Town of Belmont workforce and the uniqueness of many of its positions. Positions in the Town were matched to positions in the survey based on the *function of the job* rather than simply considering title. Market matches were reviewed by the Town to confirm agreement on the jobs being matched. For example, the Director of Community Development has a large and complex department; the Human Resources Director is also the Labor Relations Manager, and the DPW Director is also the Recreation Director. These are just a few of the anomalies in Belmont. Its departments and position structures are in many cases lean and rather unique. This provided an added challenge for the consultant team in collecting and analyzing comparative market data. To that end, it was determined that the 75th percent of market should be considered in developing the pay structure for the non-union positions.

All of the comparative data is FY-14 information and detailed on the attached pages. Most of the data was collected during September and October of 2013. If certain communities had not yet settled FY-14 salaries, the most current salary information available was used for the purposes of this analysis. Certain data may have been annualized for comparison purposes only. Please note that this is not an indication of the FLSA status of exempt or non-exempt, but rather an easier way to compare data from communities. When looking at the market data charts, please note that in each cell the top number indicates the minimum salary range for each position and the bottom number indicates the maximum salary range for each position. Most communities have pay ranges, while others only have actual salaries for each position.

For each position analyzed, data points were collected from the labor market. The data points indicate the amount of salary information for each position surveyed. In some instances: (1) the community did not have a comparable position; or (2) the consultants determined that the position was not comparable to the position in Belmont. HRS used professional discretionary judgment when comparing positions to the

comparable data. If there was less than four data points of salary information for a position, HRS has made note of this and recommends using other similar-type positions in the sampling as benchmark comparables. While this market analysis and information provides the Town with benchmark salary data to set the parameters for compensation decisions, the client must also consider the “uniqueness” of certain positions in the Town, as well as the Town’s ability to pay. For example, the Highway Division Manager is a unique position in Belmont, and the Town views the incumbent more as an assistant department head rather than a division head. The Highway Division Manager position assists in providing daily oversight and management for a large town department.

III. Meeting with Local Officials

The consultant team met with the Human Resources Director to review the market data collected and discuss its meaning. When reviewing or developing pay plans, a variety of policy decisions need to be made by the municipality. For example: How competitive does the Town want to be with regard to compensation? How does the Town currently compensate its employees, longevity or merit? Should the new pay plan reflect current practices, or is there a need for a different approach? What should the percentage spread be from minimum to maximum in the pay scale? The resulting compensation plan should reflect the Town’s pay policies, the comparative market analysis and the financial ability of the Town to pay at a given level.

It was the Town’s desire to stay with a wide pay range system with min, mid and max, and provide additional growth on the pay plan based on performance. This system will continue to provide the town with the most flexibility with placing employees.

IV. The Proposed Compensation Plan

The proposed compensation plan is attached to this report. There are two salary schedules; one for staff and for management, which is the Town's current structure. The total increase from minimum to maximum within each grade is *approximately 42% percent*. The consultants found that overall the entry levels for the Town's current pay structure were consistently low as compared to the market. Therefore, it was necessary to increase the entry levels for the pay plan overall. Realistically, employees would not be hired at these lower rates, and hiring employees beyond the grade mid-point is not a good personnel practice. At the other end of the pay scale, it was discovered that many employees were "maxed-out", or falling at or near maximum grade range. Therefore, the ranges needed to be adjusted to the market and to provide some job growth. Comparative data was considered to set the grade parameters. The slightly wider pay range can provide more flexibility to managers in determining employees' pay. It sets parameters to work within, which is directly tied to the market. In general the pay ranges were developed utilizing the salary market data and targeting *approximately* the 75th percent of market at the upper end of the ranges.

The proposed compensation plan is based on fiscal year 2014 compensation data. Therefore it has been adjusted to reflect FY-2015 wages. This is a base salary plan and does not include compensation for longevity, merit, or other compensation. It is up to the Town to determine its ability to pay with regards to implementation of this proposed compensation plan. At a minimum, those employees falling below the grade range should be brought into the entry level of the grade ranges. It is also up to the Town to consider any additional cost-of-living adjustment to the plan.

V. Findings and Recommendations

In general, the Town's non-union pay scale has fallen below market levels at the minimum, midpoint and maximum levels. The proposed pay plan attached to this report will assist the Town to reach market competitive pay levels for the vast majority of its employees as well as to broaden the structure to allow for more room within pay ranges for employee growth. There are some positions, though, that are below market average,

particularly at the entry level ranges. Our study results indicate that for the Town of Belmont to maintain a competitive edge, an update of the salary schedule to better reflect the market is essential. HRS received sufficient and extensive data for this analysis.

In closing, the following is a summary of our preliminary findings and recommendations for the Town's consideration:

1. The salaries/wages of the positions significantly below market average need to be brought into line with the market. Salary adjustments need to be made to these positions as soon as possible in order to avoid turn-over or poor moral. Also, as employees separate from the Town, these positions may be difficult to fill at the current pay ranges.
2. Continue using a pay range system for the non-union positions. Expanding the pay/grade structure to include a Grade 23 level will provide a pay range that is more in line with the market for the positions of Police Chief, Fire Chief, Community Development Director, and DPW Director. It will also assist in eliminating salary compression at the upper levels.
3. When placing the employees on the new proposed compensation plan, at a minimum, incumbents should be placed at or above their closest pay rate in order to not cut anyone's pay.

4. The average COLA adjustments have been between 2 – 2.5%.
5. Overtime policies and their application vary by organization. This analysis did not include a comparison of positions with regard to overtime. Further analysis by the Town may be needed and considered in this area.
6. The Town's compensation administration plan must be flexible to be effective. It must provide for ease of adjustment to economic forces, labor market supply and demand, and internal organizational changes. It can and should be altered to meet changing conditions in the future. Since both Belmont and the labor market are dynamic and subject to constant change, it should not be expected that this analysis and proposed compensation plan will provide solutions to all salary problems, nor will it eliminate the need for mature judgment in the administration of salaries. It does, however, provide a snapshot of the labor market and parameters to work within so most salary matters can be handled at this time.
7. For Belmont, the positions regarded as the most "hard to recruit/retain" continue to be concentrated in the areas of information technology, finance, public works, and certain administrative positions. For some of these positions, a more competitive approach may be needed with regard to compensation when vacancies occur.
8. To maintain morale and a sense of fairness, HRS recommends the Town not reduce the compensation level of any current employee. If an employee's current salary falls above the maximum of the recommended grade range, the Town should maintain the employee's salary above the maximum for the grade until the employee retires or separates from the Town. This is called "red-circling" a position. New employees can be hired at the appropriate lower pay rate. HRS recommends a single administrative policy be adopted and subsequently applied in all cases.

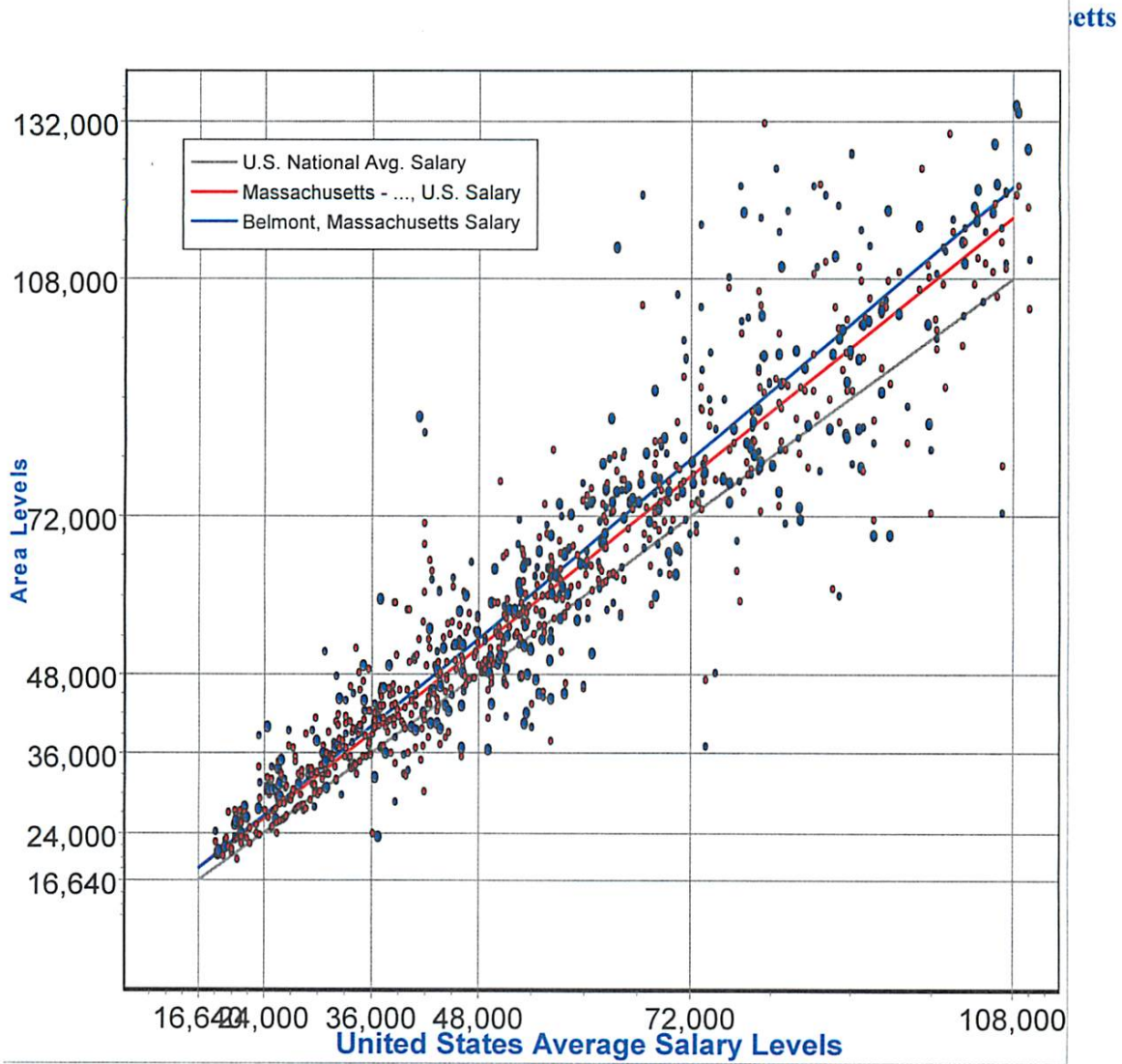
9. Whenever a vacancy develops, it is a good time to automatically review the position. This may involve a job analysis and updating the job description and reviewing the market for the particular position.

ATTACHMENTS

Mass. Town/City	EQV/Per Capita (2012)	Population (2010)	Income Per Capita (2010)	Operating Budget (rounded) (2010)	Average Tax Bill (2012)	Distance in Miles (approx.)	Form of Government (MMA)
Andover	\$219,659	33,201	\$69,120	\$147M	\$7,967	25	TM/Selectmen
Arlington	\$175,702	42,844	\$43,414	\$144M	\$6,842	2	TM/Selectmen
Bedford	\$220,167	13,320	\$52,676	\$80M	\$7,963	12	TM/Selectmen
Burlington	\$201,983	24,498	\$35,843	\$122M	\$4,536	14	TA/Selectmen
Concord	\$304,209	17,668	\$103,066	\$89M	\$11,802	12	TM/Selectmen
Lexington	\$274,113	31,394	\$86,260	\$200M	\$10,906	7	TM/Selectmen
Needham	\$281,849	28,886	\$80,902	\$145M	\$8,416	13	TM/Selectmen
Reading	\$159,675	24,747	\$42,071	\$91M	\$6,458	15	TM/Selectmen
Sudbury	\$232,765	17,659	\$98,133	\$90M	\$11,205	14	TM/Selectmen
Watertown	\$169,115	31,915	\$35,554	\$116M	\$14.68/R	3	TM/Council
Wayland	\$238,829	12,994	\$139,900	\$74M	\$10,529	10	TA/Selectmen
Wellesley	\$349,289	27,982	\$134,245	\$152M	\$12,198	11	Exec.Dir./BOS
Weston	\$497,724	11,261	\$281,236	\$87M	\$16,921	7	TM/Selectmen
Westwood	\$253,270	14,618	\$96,045	\$73M	\$9,287	18	TA/Selectmen
Winchester	\$269,213	21,374	\$87,306	\$101M	\$9,839	5	TM/Selectmen
Belmont	\$226,958	24,729	\$65,808	\$104M	\$10,359	-	TA/Selectmen

Refer to DOR Division of Local Services webpage, *Communities at a Glance*, for more detailed statistics per community; EQV may vary *slightly* from MMA data listed above. <http://www.mass.gov/dor/local-officials/local-information-technology/at-a-glance-community-reports.html>

Geographic Assessor
Human Resources Services, Inc.



Currency: 1.00 United States Dollar = 1.00 United States Dollars

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Questions Contact:

Human Resources Services, Inc.

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 Patent No. 6,862,596 and 7,647,322
 ERI Economic Research Institute
 Human Resources Services, Inc.

Position Title by functional area	Belmont FY14		Data Points	Average	Median	75th Perc.	90th Perc.	% Diff. Avg.
ACCOUNTING								
ASSISTANT TOWN ACCOUNTANT	58,898 82,457		10 11	51,764 66,534	51,250 65,975	53,257 69,512	56,370 80,748	14% 24%
ACCOUNTING/COMPUTER TECHNICIAN	35,721 49,900		4 4	39,471 52,971	41,158 52,807	43,194 55,675	43,234 56,952	-9% -6%
TOWN ACCOUNTANT	73,978 103,569		11 12	74,514 98,291	71,521 97,921	81,901 107,406	86,580 111,957	-1% 5%
CLERK II - ACCOUNTS PAYABLE	32,030 38,438		12 12	38,635 48,919	36,851 48,038	41,248 51,612	45,149 54,264	-17% -21%
ASSESSING								
ASSESSING ADMINISTRATOR	73,978 103,569		14 15	68,170 91,896	68,166 89,560	71,540 97,634	76,556 104,412	9% 13%
PT OFFICE ASSISTANT	25,144 35,201		12 12	35,690 44,532	35,496 45,456	38,233 47,306	39,903 48,221	-30% -21%
BUILDING & FACILITIES								
DIRECTOR OF FACILITIES MANAGEMEN	77,043 107,801		4 4	87,298 123,665	88,226 122,280	89,163 132,949	89,359 136,286	-12% -13%
BUILDING & FACILITIES MANAGER	73,978 103,569		11 11	71,690 99,531	64,164 85,947	86,378 117,061	89,490 131,095	3% 4%
COMMUNITY DEVELOPMENT								
ASST COMMUNITY DEVELOPMENT DIR (Insufficient Data)			1 1	66,754 86,375	66,754 86,375	66,754 86,375	66,754 86,375	
ADMINISTRATIVE SECRETARY	30,227 41,925		8 8	40,167 51,855	40,705 51,116	43,194 55,616	43,440 57,636	-25% -19%
COMMUNITY DEVELOPMENT DIR	86,036 120,451		10 11	76,145 102,987	78,492 98,490	83,350 108,273	86,378 121,671	13% 17%
COUNCIL ON AGING								
COUNCIL ON AGING DIRECTOR	67,934 95,108		13 14	60,440 78,318	62,102 80,174	65,726 84,197	68,353 88,845	12% 21%
COA VOLUNTEER COORDINATOR	35,721 49,900		3 3	44,106 57,081	50,328 64,096	50,332 64,609	50,334 64,917	-19% -13%
ADMINISTRATIVE ASSISTANT 1	34,813 41,778		9 9	40,010 51,743	40,313 51,137	43,172 54,966	43,690 57,890	-13% -19%
FIRE								
ASSISTANT FIRE CHIEF	70,956 99,340		4 6	71,565 91,246	72,712 94,251	74,006 95,623	75,751 96,237	-1% 9%
FIRE CHIEF	86,036 120,451		10 12	89,803 120,653	89,418 118,771	93,614 123,282	95,345 134,625	-4% 0%
ADMINISTRATIVE ASSISTANT 1	34,813 41,778		10 10	40,379 52,215	40,274 51,600	42,547 56,822	45,527 58,416	-14% -20%
HEALTH								
ASSISTANT HEALTH DIRECTOR	61,919 86,688		2 2	62,062 85,511	62,062 85,511	65,300 86,343	67,243 86,842	0% 1%
HEALTH DIRECTOR	77,043 107,801		13 14	70,613 92,916	68,721 93,552	76,323 96,688	76,693 99,687	9% 16%
PUBLIC HEALTH NURSE	40,985 57,377		7 7	52,883 69,813	53,742 69,484	54,096 71,135	58,034 75,399	-22% -18%
SANITARIAN	46,838 65,575		6 6	50,969 69,375	50,036 69,839	52,992 72,962	55,800 74,149	-8% -5%
SOC WORK/ COOR YOUTH & FAM SV	52,854 73,995		7 8	49,464 62,938	44,923 59,813	50,913 64,704	60,076 75,457	7% 18%
ANIMAL CONTROL OFFICER	43,816 61,343		7 7	40,856 53,812	40,878 53,407	42,104 56,343	45,252 59,238	7% 14%
HIGHWAY/PUBLIC WORKS								
BUSINESS MANAGER DPW	58,898 82,457		7 8	58,979 79,082	60,041 77,988	61,799 84,085	64,884 93,386	0% 4%
DPW DIRECTOR	86,036 120,451		14 15	88,765 118,665	89,418 119,137	94,823 123,392	96,494 135,408	-3% 2%
HIGHWAY DIVISION MANAGER	77,043 107,801		9 9	64,008 82,944	64,164 81,220	68,538 87,175	69,245 90,936	20% 30%
RECYCLING COORD	43,603 61,043		4 4	45,937 61,794	46,396 59,029	50,784 66,901	55,507 75,152	-5% -1%
STREET OPENING COORDINATOR (Insufficient Data)	52,854 73,995		1 1	63,002 78,682	63,002 78,682	63,002 78,682	63,002 78,682	-16% -6%
				13				

Position Title by functional area	Belmont FY14		Data Points	Average	Median	75th Perc.	90th Perc.	% Diff. Avg.
HUMAN RESOURCES								
HUMAN RESOURCES DIRECTOR	80,000 112,031		12 14	75,354 99,966	74,822 103,228	80,276 110,417	85,850 115,696	6% 12%
ADMINISTRATIVE ASSISTANT II	35,721 49,900		8 8	39,907 52,455	40,359 52,064	41,203 56,823	42,298 57,842	-10% -5%
HUMAN RESOURCES ASSISTANT	40,985 57,377		11 11	45,026 59,893	43,622 58,331	49,006 64,883	50,708 66,689	-9% -4%
INFORMATION TECHNOLOGY								
GIS DATABASE ADMINISTRATOR	55,871 78,226		10 10	56,195 73,931	55,962 72,543	58,562 77,510	59,555 81,055	-1% 6%
INFORMATION TECH SPECIALIST II	49,588 69,763		5 5	47,794 63,634	47,921 64,028	48,867 64,096	49,748 68,273	4% 10%
INFORMATION SYSTEMS MANAGER	64,941 90,918		13 14	74,691 100,552	76,323 95,827	80,660 116,248	85,925 120,927	-13% -10%
INFORMATION TECH SPECIALIST I	52,854 73,995		5 5	54,713 70,266	54,418 69,181	56,338 72,185	57,216 72,614	-3% 5%
LIBRARY								
LIBRARY ASSISTANT	27,788 38,903		6 6	31,896 40,490	31,415 40,209	34,010 42,632	37,065 46,674	-13% -4%
PRE-PROFESSIONAL LIBRARIAN	39,392 47,270		3 3	36,662 45,835	36,719 45,630	39,946 50,298	41,881 53,099	7% 3%
LIBRARY DIRECTOR	73,978 103,569		14 15	77,351 102,548	77,681 96,694	80,578 109,133	84,555 120,657	-4% 1%
PARKS AND CEMETERY								
PT ASSISTANT	27,788 38,903		8 8	33,328 42,817	32,289 39,721	33,490 43,366	37,653 49,395	-17% -9%
REC, PARKS & CEMETERY MGR	73,978 103,569		13 14	68,047 90,275	68,538 87,179	71,521 96,783	78,793 107,705	9% 15%
PLANNING								
ECONOMIC DEVELOPMENT MANAGER	77,043 107,801		3 3	60,345 76,330	60,041 75,231	61,532 76,957	62,426 77,992	28% 41%
PLANNING COORDINATOR	64,941 90,918		8 8	69,163 89,611	69,281 87,389	73,310 94,825	78,276 99,360	-6% 1%
POLICE								
ASSISTANT POLICE CHIEF <i>(Insufficient Data)</i>	70,956 99,340		1 1	70,442 106,256	70,442 106,256	70,442 106,256	70,442 106,256	1% -7%
CROSSING GUARDS <i>(Insufficient Data)</i>	10.92 15.27		1 1	25,476 34,722	25,476 34,722	25,476 34,722	25,476 34,722	
PARKING CONTROL OFFICER	25,144 35,202		5 5	33,668 42,668	30,346 37,783	37,029 47,084	40,985 53,805	-25% -17%
POLICE CHIEF	86,036 120,451		10 12	89,803 120,844	89,418 118,771	93,614 123,652	95,345 134,773	-4% 0%
RESERVE PUBLIC SAFETY DISPATCHER <i>(Insufficient Data)</i>	19.64 23.55		1 1	16.70 22.36	16.70 22.36	16.70 22.36	16.70 22.36	18% 5%
TECHNICAL ASSISTANT	43,816 61,343		2 2	57,004 73,091	57,004 73,091	60,219 76,918	62,148 79,214	-23% -16%
PUBLIC SAFETY DISPATCHING								
PUBLIC SAFETY OPERATIONS MGR	61,919 86,688		0 0					
PUB SAFETY COMMUNICATION SPVS	52,854 73,995		6 6	42,573 54,651	41,418 53,145	44,213 57,945	47,555 61,428	24% 35%
RECREATION								
RECREATION SUPERVISOR	51,458 61,753		3 3	47,288 66,354	46,110 68,382	49,478 69,136	51,498 69,588	9% -7%
FIELD HOUSE SUPERVISOR <i>(Insufficient Data)</i>	30.02 30.02		0 0					
SPECIAL NEEDS PROGRAM COORD <i>(Insufficient Data)</i>	23.30 23.30		1 1	24.52 30.63	24.52 30.63	24.52 30.63	24.52 30.63	-5% -24%
SELECTMEN								
ASSISTANT TOWN ADMINISTRATOR	73,978 103,569		10 10	84,509 112,539	86,996 110,039	89,641 122,580	94,073 135,226	-12% -8%
BUDGET ANALYST	49,588 69,763		5 5	51,705 71,651	50,328 71,835	53,757 74,830	56,280 75,177	-4% -3%
ADMINISTRATIVE COORDINATOR	43,603 61,043		9 9	48,404 62,565	50,328 65,918	53,028 67,321	53,943 68,383	10% -2%

Position Title by functional area	Belmont FY14		Data Points	Average	Median	75th Perc.	90th Perc.	% Diff. Avg.
PUBLIC INFORMATION SPECIALIST	43,603		2	54,407	54,407	62,827	67,879	-20%
	61,043		2	69,669	69,669	81,046	87,871	-12%
TOWN CLERK								
ASSISTANT TOWN CLERK	58,898		11	44,029	42,608	46,154	52,689	34%
	82,457		12	57,479	56,435	57,809	68,094	43%
WATER								
WATER DIVISION MANAGER	73,978		9	66,282	68,538	68,674	71,617	12%
	103,569		10	84,395	83,492	87,086	96,700	23%

Position Title by functional area	Belmont FY14	Andover	Arlington	Bedford	Burlington	Concord	Lexington	Needham	Reading	Sudbury	Watertown	Wayland	Weston	Wellesley	Westwood	Wincheste	Other Ma Towns
ACCOUNTING																	
ASSISTANT TOWN ACCOUNTANT	58,898 82,457	63,434 80,748	52,846 68,382	43,551 56,617		55,585 83,847	49,358 65,975	53,352 68,621		49,653 64,983	61,032	52,972 70,403	49,018 55,195		47,866 56,074		
ACCOUNTING/COMPUTER TECHNICIAN	35,721 49,900	43,172 54,966	39,144 50,648				43,261 57,803										32,305 48,467
TOWN ACCOUNTANT	73,978 103,569	78,751 107,328	85,050 122,900	64,292 88,402	78,128 101,646	70,442 106,256	88,973 112,437	71,521 89,550	86,580 107,640		94,195		65,726 76,194		68,674 85,764	61,519 87,182	
CLERK II - ACCOUNTS PAYABLE	32,030 38,438	46,631 59,370	34,987 45,255	36,346 46,342		35,553 49,932	40,713 54,400	33,579 42,530	36,719 45,630	35,992 47,100	42,853 48,975		45,404 51,137		36,982 43,316	37,855 53,039	
ASSESSING																	
ASSESSING ADMINISTRATOR	73,978 103,569	76,080 96,777	76,760 110,921	64,292 88,402	78,128 101,646	70,442 106,256	54,724 86,113	71,521 89,560	71,546 88,979	67,611 85,189	92,682	68,721 91,362	65,727 76,194	64,310 98,490	63,002 78,682	61,519 87,182	
PT OFFICE ASSISTANT	25,144 35,201	39,977 50,865	36,540 47,301	37,897 48,320		31,351 44,031	34,453 46,064	29,757 37,673	33,364 41,496		39,241 44,847		42,032 47,322		36,982 43,316	33,794 47,207	32,887 35,945
BUILDING & FACILITIES																	
DIRECTOR OF FACILITIES MANAGEMEN	77,043 107,801	83,250 113,464						89,054 111,591					87,397 131,095	89,490 138,510			
BUILDING & FACILITIES MANAGER	73,978 103,569	58,747 79,700	62,108 80,360	81,001 115,426		55,985 85,947		53,352 68,619		90,676 118,695	64,164 79,479	85,358 111,538	87,397 131,095	89,490 138,510		60,313 85,473	
COMMUNITY DEVELOPMENT																	
ASST COMMUNITY DEVELOPMENT DIR (Insufficient Data)			66,754 86,375														
ADMINISTRATIVE SECRETARY	30,227 41,925	43,172 54,966	36,413 47,117			40,989 57,564	43,261 57,803	36,114 45,767	40,421 50,232				43,856 49,394			37,113 52,000	
COMMUNITY DEVELOPMENT DIR	86,036 120,451		93,555 135,190	64,292 88,402		80,660 121,671	83,400 105,386	76,323 95,623	85,580 107,640	83,199 108,905	92,682	63,072 83,842		64,310 98,490		67,059 95,031	
COUNCIL ON AGING																	
COUNCIL ON AGING DIRECTOR	67,934 95,108	68,538 87,175	62,108 80,366	60,163 81,220	62,102 80,796	59,426 89,640	47,921 64,028	71,521 89,560	59,124 73,515	67,611 85,189	66,732		65,726 76,194	42,030 63,370	63,002 78,682	56,443 79,982	
COA VOLUNTEER COORDINATOR	35,721 49,900	50,336 64,096	50,328 65,122														31,654 42,024
ADMINISTRATIVE ASSISTANT 1	34,813 41,778	43,172 54,966		36,346 46,342		38,404 53,933	43,261 57,785	36,106 45,767	40,404 50,232				45,404 51,137		40,313 47,211	36,684 58,310	
FIRE																	
ASSISTANT FIRE CHIEF	70,956 99,340		83,111		72,387 94,174	63,921 96,419		73,036 83,388			94,327					76,914 96,055	
FIRE CHIEF	86,036 120,451	87,413 119,137	93,555 135,190	85,051 121,197	88,172 116,415	89,863 135,554	88,973 112,437	95,219 129,535	95,219 118,404		115,976		93,633 108,548		96,481 120,493	79,670 114,956	
ADMINISTRATIVE ASSISTANT 1	34,813 41,778	46,631 59,370	40,235 52,062	36,346 46,342		38,404 53,933	43,261 57,785	36,106 45,767	40,404 50,232				45,404 51,137		40,313 47,211	36,684 58,310	
HEALTH																	
ASSISTANT HEALTH DIRECTOR	61,919 86,688	68,538 87,175				55,585 83,847											
HEALTH DIRECTOR	77,043 107,801	76,080 96,777	76,760 110,921	64,292 88,402	72,387 94,174	63,921 96,419	79,301 100,200	76,323 95,623	65,052 80,886	76,423 92,930	92,682	68,721 91,362	65,726 76,194	64,310 98,490	68,674 85,764		
PUBLIC HEALTH NURSE	40,985 57,377	63,434 80,745	54,434 70,435				53,757 71,835	53,334 68,603	53,742 66,846							50,984 69,484	40,496 60,742
SANITARIAN	46,838 65,575	58,247 74,700	48,160 62,317			47,107 71,057	47,038 73,597	53,352 68,621					51,911 65,959				
SOC WORK/ COOR YOUTH & FAM SV	52,854 73,995	68,538 87,175	54,434 70,435	47,391 62,793				42,608 56,796	44,441 55,244		58,402				43,917 51,433	44,923 61,223	
ANIMAL CONTROL OFFICER	43,816 61,343	48,239 61,418	40,235 52,062	36,030 45,977			43,261 57,785	40,878 53,407						36,400 54,900	40,947 51,138		
HIGHWAY/PUBLIC WORKS																	
BUSINESS MANAGER DPW	58,898 82,457	63,434 80,745		60,163 81,220			53,757 71,835	60,041 75,231	59,124 73,515		92,681		49,273 62,395			67,059 95,031	
DPW DIRECTOR	86,036 120,451	87,413 119,137	93,555 135,190	85,051 121,197	88,172 116,415	89,863 135,554	88,973 112,437	98,738 123,718	95,219 118,404	56,905 71,698	113,124	85,358 111,538	93,633 108,548	96,500 149,450	96,481 120,493	86,843 123,065	
HIGHWAY DIVISION MANAGER	77,043 107,801	68,538 87,175	56,612 73,253	60,163 81,220		63,921 96,419		71,531 89,565	65,052 80,896		64,164 79,479		57,415 72,728		68,674 85,764		
RECYCLING COORD	43,603 61,043		48,160 62,317	58,655 80,652											44,632 55,741		32,302 48,464
STREET OPENING COORDINATOR (Insufficient Data)	52,854 73,995														63,002 78,682		
3/14/2014							16							Human Resources Services, Inc			

Position Title by functional area	Belmont FY14	Andover	Arlington	Bedford	Burlington	Concord	Lexington	Needham	Reading	Sudbury	Watertown	Wayland	Weston	Wellesley	Westwood	Wincheste	Other Ma Towns
HUMAN RESOURCES																	
HUMAN RESOURCES DIRECTOR	80,000 112,031		76,760 110,921	60,163 81,220	72,387 94,174	70,442 106,256	79,301 100,200	76,323 95,623	65,052 80,886	83,199 108,905	80,945	89,345 116,903	71,808 83,245	73,320 112,880	86,144 107,582		
ADMINISTRATIVE ASSISTANT II	35,721 49,900	43,796 56,550	41,656 53,897	39,242 50,034		41,053 57,642		36,106 45,767	40,404 50,232						40,313 47,211	36,684 58,310	
HUMAN RESOURCES ASSISTANT	40,985 57,377	50,708 66,689	52,593 68,052		48,748 63,266	41,053 57,642	43,622 57,309	42,608 56,796				38,866 50,710	49,263 62,395	44,100 66,500	40,947 51,138	42,784 58,331	
INFORMATION TECHNOLOGY																	
GIS DATABASE ADMINISTRATOR	55,871 78,226	63,434 80,745	56,338 72,900	51,656 68,445	53,155 69,156	55,585 83,847	52,689 70,398	53,352 68,621	59,124 78,515				58,816 74,495		57,801 72,185		
INFORMATION TECH SPECIALIST II	49,588 69,763	50,336 64,096			44,741 58,208	47,107 71,057	47,921 64,028		48,867 60,782								
INFORMATION SYSTEMS MANAGER	64,941 90,918	87,413 119,137	85,050 122,900	64,292 88,402	72,387 94,174	80,660 121,671	62,329 97,623	76,323 96,623		77,037 93,671	84,642	63,072 83,842	71,808 83,245	77,410 119,190	86,144 107,582	67,059 95,031	
INFORMATION TECH SPECIALIST I	52,854 73,995	54,418 69,181	56,338 72,900	51,656 68,445				53,352 68,621							57,801 72,185		
LIBRARY																	
LIBRARY ASSISTANT	27,788 38,903	39,977 50,695	29,250 37,847					33,579 42,570						34,153 42,653		27,769 37,844	26,649 31,331
PRE-PROFESSIONAL LIBRARIAN	39,392 47,270	43,172 54,966							36,719 45,630								30,095 36,910
LIBRARY DIRECTOR	73,978 103,569	87,413 119,137	85,050 122,900	68,793 94,590	72,387 94,174	80,660 121,671	83,400 105,386	76,323 95,623	78,702 97,851	80,330 101,212	94,072	74,110 96,694	78,448 90,944	73,320 112,880	76,914 96,055	67,059 95,031	
PARKS AND CEMETERY																	
PT ASSISTANT	27,788 38,903		33,345 43,145			31,351 44,031	46,352 61,913	29,757 37,673	30,342 37,733		33,227 39,711				33,925 39,731	28,324 38,601	
REC, PARKS & CEMETERY MGR	73,978 103,569	68,538 87,175	76,760 110,921	60,163 81,220	66,377 86,358	80,660 121,671	79,301 100,200	71,521 89,560	59,124 73,515		77,409	91,662	57,415 72,729	64,310 98,490	68,674 85,764	61,519 87,182	
PLANNING																	
ECONOMIC DEVELOPMENT MANAGER	77,043 107,801							60,041 75,231						63,022 78,682			57,973 75,076
PLANNING COORDINATOR	64,941 90,918	76,080 96,777	66,754 86,375	64,292 88,402	72,387 94,174	55,585 83,847	83,400 105,386						71,808 83,245		63,002 78,682		
POLICE																	
ASSISTANT POLICE CHIEF <i>(Insufficient Data)</i>	70,956 99,340					70,442 106,256											
CROSSING GUARDS <i>(Insufficient Data)</i>	10.92 15.27															25,476 34,722	
PARKING CONTROL OFFICER	25,144 35,202	37,029 47,084	27,478 35,681				43,622 58,286		30,346 37,783						29,866 34,507		
POLICE CHIEF	86,036 120,451	87,413 119,137	93,555 135,190	85,051 121,197	88,172 116,415	89,863 135,554	88,973 112,437	131,015	95,219 118,404		116,786		93,633 108,548		96,481 120,493	79,670 114,956	
RESERVE PUBLIC SAFETY DISPATCHER <i>(Insufficient Data)</i>	19.64 23.55																16.70 22.36
TECHNICAL ASSISTANT	43,816 61,343	63,434 80,745	50,573 65,437														
PUBLIC SAFETY DISPATCHING																	
PUBLIC SAFETY OPERATIONS MGR	61,919 86,688																
PUB SAFETY COMMUNICATION SPVS	52,854 73,995	50,477 64,177	39,882 49,711	38,053 49,051									39,437 50,549		44,632 55,741		42,954 58,679
RECREATION																	
RECREATION SUPERVISOR	51,458 61,753		52,845 68,382											46,110 69,890			42,908 60,790
FIELD HOUSE SUPERVISOR <i>(Insufficient Data)</i>	30.02 30.02																
SPECIAL NEEDS PROGRAM COORD <i>(Insufficient Data)</i>	23.30 23.30														24.52 30.63		
SELECTMEN																	
ASSISTANT TOWN ADMINISTRATOR	73,978 103,569	87,413 119,137	93,555 135,190	68,793 94,590	72,387 94,174	89,863 135,554	88,973 112,437	98,730 123,728	86,580 107,640				85,706 99,356			73,092 103,585	
BUDGET ANALYST	49,588 69,763		50,328 65,122		57,962 75,409	47,107 71,057	53,757 71,835							49,370 74,830			
ADMINISTRATIVE COORDINATOR	43,603 61,043	54,406 69,178	50,328 65,122			46,917 65,918	50,879 67,321	37,874 47,977	48,867 60,782	40,011 52,380			53,927 68,184	Human Resou	ces, Inc.		

3/14/2014

3/14/2014

Position Title by functional area	Belmont FY14	Andover	Arlington	Bedford	Burlington	Concord	Lexington	Needham	Reading	Sudbury	Watertown	Wayland	Weston	Wellesley	Westwood	Wincheste	Other Ma Towns
PUBLIC INFORMATION SPECIALIST	43,603 61,043		71,247 92,422												37,567 46,916		
TOWN CLERK																	
ASSISTANT TOWN CLERK	58,898 82,457	54,418 69,181	40,429 52,314			41,053 57,642	52,689 70,398	42,608 56,796	44,441 55,244	41,803 54,713	51,180	38,142 50,781		38,080 57,120	47,866 56,074	42,785 58,310	
WATER																	
WATER DIVISION MANAGER	73,978 103,569	68,538 87,175	56,612 73,253	60,163 81,220		70,442 106,256		76,315 95,638	65,052 80,896		76,055		68,542 86,817		68,674 85,764	62,204 70,874	

Human Resources Services, Inc.

Individual Position Profile

Labor Relations Manager

Estimated Survey Mean Annual Total Compensation

All Incumbent Average: \$105,126

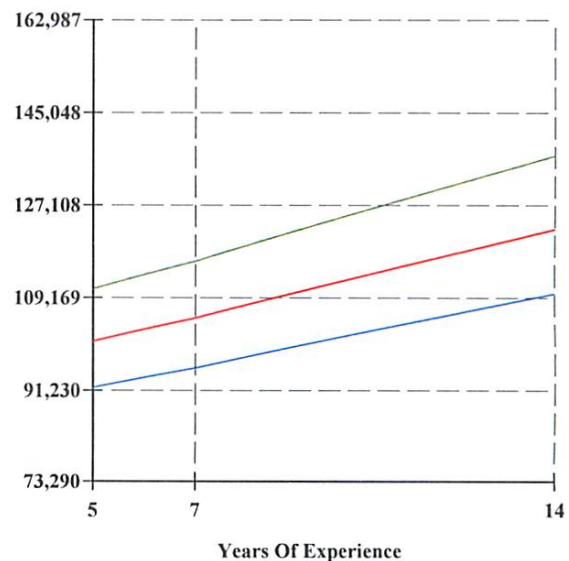
Years Of Experience	10th Percentile	Survey Mean	90th Percentile
14	109,893	122,496	136,773
7	95,385	105,126	116,141
5	91,613	100,611	110,777

Specifications

Prepared For: Town of Belmont, MA
 Area: Massachusetts - Statewide, U.S.
 Industry: Government - City Support Services
 Industry Codes: eSIC: 9104, NAICS: 921100, usSEC: 9721
 Organization Size: (Data reported by years of experience)
 Planning Date: February 13, 2014
 Database as of: January 1, 2014
 Annualized Salary Trend: 1.90% (Adjustment: 0.16%)
 eDOT: 166.167-034
 SOC: 113121
 Printout Date: February 13, 2014
 ERISA File:

(items in bold affect salary estimates)

Annual Total Compensation Graph



Questions Contact:

() -, FAX: () -

Human Resources Services, Inc.,

Human Resources Services, Inc.

Individual Position Profile

Facilities & Building Manager

Estimated Survey Mean Annual Total Compensation

All Incumbent Average: \$82,983

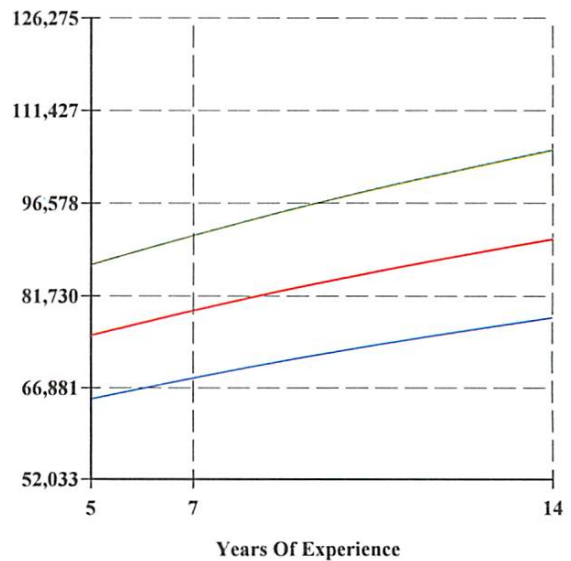
Years Of Experience	10th Percentile	Survey Mean	90th Percentile
14	78,150	90,862	105,070
7	68,392	79,257	91,393
5	65,041	75,259	86,669

Specifications

Prepared For: Town of Belmont, MA
 Area: Massachusetts - Statewide, U.S.
 Industry: Government - City Support Services
 Industry Codes: eSIC: 9104, NAICS: 921100, usSEC: 9721
 Organization Size: (Data reported by years of experience)
 Planning Date: February 13, 2014
 Database as of: January 1, 2014
 Annualized Salary Trend: 1.90% (Adjustment: 0.16%)
 eDOT: 187.167-190
 SOC: 113011
 Printout Date: February 13, 2014
 ERISA File:

(items in bold affect salary estimates)

Annual Total Compensation Graph



Questions Contact:

() -, FAX: () -

Human Resources Services, Inc.,

PROPOSED CLASSIFICATION PLAN

Grade	Position
S-1	None
S-2	None
S-3	Office Assistant
S-4	Library Assistant
S-5	Administrative Secretary
S-6	None
S-7	Accounting/Computer Technician
S-7	COA Volunteer Coordinator
S-7	Administrative Assistant II
S-8	Animal Control Officer
S-8	Technical Assistant
S-9	Human Resources Assistant
S-9	Public Health Nurse
S-9	Sanitarian
S-10	Budget Data Management Analyst
S-10	IT Specialist II
S-10	Public Information Specialist
S-10	Administrative Coordinator Selectmen's
S-10	Recycling Coordinator
S-11	Social Wrk/Coord.of Youth & Family Srvs
S-11	Street Opening Coordinator
S-11	Public Safety Communications Supervisor
S-11	IT Specialist I
S-12	GIS and Database Administrator
M-13	Assistant Town Clerk
M-13	Assistant Town Accountant
M-13	DPW Business Manager
M-14	Assistant Health Director
M-14	Public Safety Operations Manager
M-15	Information Systems Manager
M-15	Planning Coordinator
M-16	Council on Aging Director
M-16	Recreation Director
M-17	Assistant Community Development Director
M-17	Assistant Fire Chief
M-17	Assistant Police Chief
M-17	Assistant Town Administrator
M-18	Assessing Administrator
M-18	Town Accountant
M-18	Library Director
M-18	Buildings and Facilities Manager
M-18	Recreation,Parks + Cemetery Division Mgr
M-18	Water Division Manager
M-19	Health Director
M-19	Highway Division Manager
M-19	Director of Facilities Management
M-20	None
M-21	Human Resource Director
M-22	None
M-23	Director of Community Development
M-23	DPW Director
M-23	Fire Chief
M-23	Police Chief

PROPOSED COMPENSATION PLAN
July 1, 2014 - June 30, 2015
NON-UNION STAFF SCHEDULE

Grade Number		Minimum	Mid-Point	Maximum
S-1	Annual	25,141	30,420	35,700
	hourly	12.09	14.63	17.16
S-2	Annual	27,152	32,854	38,556
	hourly	13.05	15.80	18.54
S-3	Annual	29,325	35,483	41,642
	hourly	14.10	17.06	20.02
S-4	Annual	32,037	38,764	45,492
	hourly	15.40	18.64	21.87
S-5	Annual	34,473	41,712	48,951
	hourly	16.57	20.05	23.53
S-6	Annual	37,352	45,196	53,040
	hourly	17.96	21.73	25.50
S-7	Annual	41,051	49,672	58,293
	hourly	19.74	23.88	28.03
S-8	Annual	44,176	53,453	62,730
	hourly	21.24	25.70	30.16
S-9	Annual	48,127	58,233	68,340
	hourly	23.14	28.00	32.86
S-10	Annual	50,282	60,841	71,400
	hourly	24.17	29.25	34.33
S-11	Annual	53,873	65,187	76,500
	hourly	25.90	31.34	36.78
S-12	Annual	57,555	69,641	81,728
	hourly	27.67	33.48	39.29

PROPOSED COMPENSATION PLAN
July 1, 2014 - June 30, 2015
MANAGEMENT SCHEDULE

<i>Grade Number</i>		<i>Minimum</i>	<i>Mid-Point</i>	<i>Maximum</i>
M-13	Annual	60,428	73,118	85,808
	hourly (info only)	29.05	35.15	41.25
M-14	Annual	63,211	76,486	89,760
	hourly (info only)	30.39	36.77	43.15
M-15	Annual	67,521	81,701	95,880
	hourly (info only)	32.46	39.28	46.10
M-16	Annual	69,676	84,308	98,940
	hourly (info only)	33.50	40.53	47.57
M-17	Annual	72,549	87,785	103,020
	hourly (info only)	34.88	42.20	49.53
M-18	Annual	76,859	93,000	109,140
	hourly (info only)	36.95	44.71	52.47
M-19	Annual	81,887	99,084	116,280
	hourly (info only)	39.37	47.64	55.90
M-20	Annual	87,616	106,015	124,415
	hourly (info only)	42.12	50.97	59.81
M-21	Annual	93,757	113,446	133,136
	hourly (info only)	45.08	54.54	64.01
M-22	Annual	100,348	121,421	142,494
	hourly (info only)	48.24	58.38	68.51
M-23	Annual	107,372	129,920	152,469
	hourly (info only)	51.62	62.46	73.30