



TOWN OF NEEDHAM
CLASSIFICATION AND COMPENSATION STUDY

FINAL REPORT

MARCH 2021



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I. INTRODUCTION

GovHR USA, LLC (GovHR) is pleased to have had the opportunity to work with the Town of Needham on this Classification and Compensation Study. Human resource management is a significant concern as governmental services continue to increase in cost and complexity, and the resources to fund local governments are constrained. Day-to-day operations present challenging administrative problems in planning, organizing, and directing human resource functions in order to achieve maximum efficiency and effectiveness in the delivery of municipal services. A properly developed and administered Classification and Compensation Plan forms the foundation for meeting these challenges. It helps to ensure that the Town can not only recruit the best and brightest employees but can also retain those employees, even in a competitive marketplace. By retaining qualified, experienced employees the Town avoids the costs of re-recruitments and lost productivity, while maximizing the benefits of the investments it has made in employees and the institutional and community knowledge acquired by those employees over their tenures.

GovHR understands the high expectations that have been established in Needham for service delivery and competitiveness in recruiting and retaining excellent employees. These factors have been taken into consideration in the analysis and reflected in the Study results.

Scope of Work

The scope of work called for GovHR to carry out the following:

I. Job Evaluation Analysis and Job Classification System

Below is a list of tasks included in this component of the Study (listed in the order that the work was performed):

- **Study preparation and project meetings.** Met with Town Administration to discuss Study methods and expectations, and to review the current Classification and Compensation Plan and organizational structure. Determined problem areas, answered questions, and reviewed the scope and schedule of work.
- **Material distribution.** Prepared a memorandum of explanation, which was distributed to employees. Held meetings with employees to discuss the Job Analysis Questionnaire (JAQ) and to explain the scope and purpose of the Study. Employees were allowed about ten (10) days to complete the questionnaire. The completed questionnaires were then reviewed by each employee's Supervisor and/or Department Head and Town Administration. The JAQs were returned to GovHR within approximately five (5) weeks of distribution.

- **Determined comparable communities and collected compensation data.** GovHR and the Town together determined a logical survey sample of “like” communities that impact the compensation market of Needham. Then, GovHR collected Union Contracts and Compensation Plans from the comparable communities.
- **Job Evaluation Analysis and Establishment of a Classification Plan.** Upon return of the JAQs by the Town, GovHR performed the following:
 - Read each JAQ and corresponding Job Description in its entirety.
 - Conducted in person interviews with at least one (1) employee in each position covered by the Study to further understand the scope of duties and responsibilities of the position.
 - Applied a measurement system of Job Evaluation Factors to all positions, which formed the basis for internal rankings (equity) of positions.
 - Upon completion of the Job Evaluation measurements, a new Classification Plan was developed.

II. Salary Survey

The following tasks were included in this component of the Study:

- Tabulated, summarized, and analyzed comparative compensation information obtained from the comparable communities. Prepared pay tabulations that compared the salary ranges of the Town of Needham to the salary ranges of its comparable communities. Prepared comparison calculations at the 50th, 60th, 65th, 75th and 80th percentiles. Displayed data for each jurisdiction and for each position and summarized the data in table form. Based on discussions with the Town and the gathered data, developed salary ranges that would establish Needham as a payer at the 75th percentile of the salary data from the comparable communities.
- Based on the above data, developed and recommended new salary schedules and recommended new Job Titles for some positions.

III. Draft and Final Report Preparation

- A preliminary analysis of the data and recommended Classification and Compensation Plan was shared with the Town. Feedback from Town Administration was reviewed and incorporated into the recommendations.
- A draft report was prepared by the Consultant and sent electronically to the Town.
- Presentation of the draft findings was conducted.
- Once the presentations were made and review comments returned by the Town this final report was prepared and transmitted electronically.

II. EXECUTIVE SUMMARY

A Classification and Compensation Study encompasses a significant amount of information that can be time consuming to condense and organize into an abbreviated format. Therefore, GovHR has compiled this Executive Summary in order to provide a quick synopsis regarding the major components, findings and recommendations of this Study. The purpose of a well-designed Classification and Compensation Study is twofold. First, it establishes internal equity (ranking) among employees across Departments in the Town. Second, it assures external equity/competitiveness by comparing the compensation of Needham employees against market data.

Internal Equity - Classification Plan Development

The Study developed a new Classification Plan for one hundred thirty-four (134) positions in the Town of Needham. To complete this task, the Consultant completed a Job Evaluation. The Job Evaluation included the completion of a questionnaire by all employees covered in the Study and interviews with at least one (1) employee working in each position covered by the Study (see Appendix A). Upon the completion of those tasks, the Consultants assigned a numerical value to each position so that like positions within the organization would be grouped together in a classification to produce an internal equity hierarchy. Nine (9) factors were used for the evaluation of Needham's positions:

- 1) Preparation and Training
- 2) Experience Required
- 3) Decision Making and Independent Judgment
- 4) Responsibility for Policy Development
- 5) Planning of Work
- 6) Contact with Others
- 7) Work of Others (Supervision Exercised)
- 8) Working Conditions
- 9) Use of Technology/Specialized Equipment

The product of this internal ranking is shown in Table 1, which lists the Town's positions with their numerical Job Evaluation score, also known as a Classification Plan. The higher the Job Evaluation Score, the higher the position is within the Classification Plan.

Job Title Changes

After conducting the Job Evaluation noted above, the Consultants observed some inconsistencies with the market and the actual duties assigned to some positions. Therefore, the following Job Title changes have been recommended based on clarification of duties and market trends.

Current Title

Proposed New Title

Management and Non-represented:

Administrative Coordinator	Human Resources Assistant
Assistant Cataloger	Technical Services Assistant
Assistant Children's Librarian	Children's Services Assistant
Assistant Director of Building Maintenance	Building Maintenance Manager
Assistant Director of Public Works	Assistant Director of Public Works/Operations
Assistant Program Coordinator	SHINE Assistant Program Coordinator
Department Specialist	Retirement Assistant
Director of Admin. & Finance/Public Services	Business Manager
Director of Building Maintenance	Assistant Director of Public Works/Bldg. Maint.
Director of Conservation	Conservation Manager
Director of Economic Development	Economic Development Manager
Facility Operations Shift Supervisor	Building Maintenance Supervisor
Finance and Procurement Coordinator	Procurement Officer
Program Coordinator	SHINE Program Coordinator
Program Coordinator – COA	Transportation Coordinator
Program Coordinator	Traveling Meals Coordinator
Reference Librarian/Audio Visual Specialist	Reference Librarian/Digital Media Specialist
Sr. Substance Use Prevention Program Coord.	Substance Use Prevention Program Coordinator

Represented:

Administrative Specialist	Police Administrative Specialist
Chief Pumping Station Operator	Chief Wastewater Operator
Department Assistant 1 and 2	Office Assistant
Department Specialist	Finance Assistant

Fire – Director of Administrative Services
Public Works Specialist
Pumping Station Operator
Pumping Station Operator
Senior Custodian 1 and 2
Custodian 1
Social Worker 1 and 2
Tree Climber

Fire Business Manager
Scalehouse Attendant
Wastewater Operator
Water Treatment Operator
Senior Custodian
Custodian
Clinician
Arborist

External Equity – Market Competitiveness

The next component of the Classification and Compensation Study involved establishing external competitiveness. A group of communities comparable to the Town was established. The Consultants started with Massachusetts communities in Essex, Middlesex, Norfolk and Suffolk counties with populations between 15,000 and 90,000, plus the Towns of Dover and Medfield. After that, a specific set of comparison criteria (e.g., population, equalized value per capita, total budget, etc.) was applied to each community (see Appendix B) to assess comparability. Needham also took into consideration some of the communities it has used in the past as comparables. Based on the results of this analysis and the communities used in the past, the Town selected the following group of fifteen (15) communities as its comparables for this Study:

Brookline	Natick
Burlington	Newton
Canton	Norwood
Dedham	Waltham
Dover	Watertown
Framingham	Wellesley
Lexington	Westwood
Milton	

Salary Data

GovHR and the Town then requested the Union Contracts and Compensation Plans from each of the fifteen (15) comparable communities. Ten (10) of the communities responded to the request with usable data – Brookline, Burlington, Canton, Framingham, Lexington, Natick, Norwood, Watertown, Wellesley and Westwood. The salary summary results can be found in Table 2 and the detailed salary data can be found in Appendix C. To provide external competitiveness for the Town's salaries, the salary ranges derived from this data collection were used to help establish the proposed Compensation Plan. The recommended pay ranges are contained within Table 3 of the report.

Proposed Classification and Compensation Plan

The goal of this Study was to recommend a Classification and Compensation Plan that is internally equitable and externally competitive. To accomplish this, a Compensation Plan was developed using the 75th percentile comparison of the salary ranges that were acquired through the salary survey. The Town's Pay Philosophy is further explained in Part VI of this report.

The Managers and Non-represented pay ranges are broken down into the following four (4) bands:

- Grades 1 – 4: Administrative and Technical Staff
- Grades 5 – 8: Specialists and Advanced Technical Staff
- Grades 9 – 11: Assistant Directors and Supervisors
- Grade 12 – 15: Directors and Senior Managers

The Managers and Non-represented pay ranges have a 7.5% gradation between grades 1 – 4, a 5% gradation between grades 5 – 8 and 9 – 11, and a 10% gradation between grades 12 – 15. Grades 1 – 8 have a 35% range spread from minimum to maximum and Grades 9 – 15 have a 40% range spread from minimum to maximum.

The Union pay ranges are broken down into the following three (3) bands:

- Grades 1 – 4: Administrative and Technical Staff
- Grades 5 – 8: Specialists and Advanced Technical Staff
- Grades 9 – 11: Assistant Directors and Supervisors

The Union pay ranges have a 10% gradation between grades 1 – 4 and a 5% gradation between grades 5 – 8 and 9 – 11. Grades 1 – 8 have a 35% range spread from minimum to maximum and Grades 9 – 11 have a 40% range spread from minimum to maximum.

Future Administration of the Classification and Compensation Plan

Within the body of this report, GovHR has outlined how the Town can maintain the Classification and Compensation Plan. GovHR will supply the Town with a User's Manual and all associated documents to maintain the Classification and Compensation Plan and the steps to ensure the Town remains competitive with the market in the years to come.

III. JOB EVALUATION

GovHR's approach to Job Evaluation involves a quantitative point and factor comparison method, which cross-compares all positions in the organization against numerous factors such as educational requirements, experience, work conditions, etc. Therefore, all jobs in each organizational unit (e.g., Library, Police, Public Works, etc.) may be compared against each other, based upon the same factors.

In conducting the Job Evaluation exercise, it must be emphasized that the position, and not the incumbent's qualifications, performance, or years of service in the position, is evaluated. An incumbent employee may feel he/she should be placed in a higher level (i.e., receive more points) because the individual performs well, has a long tenure with the organization, and/or has additional education or skills not required to perform that job, or may feel he/she does more tasks than a similar employee in another Department, but these are not valid determinants for a position.

Before reviewing the results of the evaluation of the positions, it is important to note that the purpose of a Job Evaluation is to identify whether a job is more or less advanced than, or equal to, other jobs in the organization, based on nine (9) objective factors. While these factor definitions are guidelines, they are constructed to allow limited flexibility of interpretation while at the same time providing a strict framework and structure for comparison. The nine (9) factors used for the evaluation of Needham's positions are as follows:

- 1) Preparation and Training
- 2) Experience Required
- 3) Decision Making and Independent Judgment
- 4) Responsibility for Policy Development
- 5) Planning of Work
- 6) Contact with Others
- 7) Work of Others (Supervision Exercised)
- 8) Working Conditions
- 9) Use of Technology/Specialized Equipment

As part of the Job Evaluation process, the duties, responsibilities, and qualification requirements for each position were reviewed via a thorough reading of the incumbent’s current job description and a Job Analysis Questionnaire (JAQ) completed by each employee (Appendix A). In addition, GovHR conducted interviews with at least one (1) employee in each of the positions covered by the Study. Points were then assigned to each factor by selecting the description that best fit the appropriate level of compliance. In other words, a position that requires a Master’s Degree would receive more points under the “Preparation and Training” factor than positions that did not require this advanced degree. Points for each factor were then totaled for each position. Using this method, the positions were found to fall into distinguishable Job Factor Analysis (JFA) scores. Table 1 contains the Classification Plan, including the Position Title, the Proposed New Title (if applicable), the JFA Score, Skill Range and proposed Grade for the evaluated positions.

As part of the service provided in the Compensation Study, GovHR makes Job Title change recommendations to either reflect a better description of the job being performed or to be consistent with trends in the organization or the marketplace. Based on this, GovHR recommends the following Job Title changes:

<u>Current Title</u>	<u>Proposed New Title</u>
<i>Management and Non-represented:</i>	
Administrative Coordinator	Human Resources Assistant
Assistant Cataloger	Technical Services Assistant
Assistant Children’s Librarian	Children’s Services Assistant
Assistant Director of Building Maintenance	Building Maintenance Manager
Assistant Director of Public Works	Assistant Director of Public Works/Operations
Assistant Program Coordinator	SHINE Assistant Program Coordinator
Department Specialist	Retirement Assistant
Director of Admin. & Finance/Public Services	Business Manager
Director of Building Maintenance	Assistant Director of Public Works/Bldg. Maint.
Director of Conservation	Conservation Manager
Director of Economic Development	Economic Development Manager
Facility Operations Shift Supervisor	Building Maintenance Supervisor
Finance and Procurement Coordinator	Procurement Officer

Program Coordinator	SHINE Program Coordinator
Program Coordinator – COA	Transportation Coordinator
Program Coordinator	Traveling Meals Coordinator
Reference Librarian/Audio Visual Specialist	Reference Librarian/Digital Media Specialist
Sr. Substance Use Prevention Program Coord.	Substance Use Prevention Program Coordinator

Represented:

Administrative Specialist	Police Administrative Specialist
Chief Pumping Station Operator	Chief Wastewater Operator
Department Assistant 1 and 2	Office Assistant
Department Specialist	Finance Assistant
Fire – Director of Administrative Services	Fire Business Manager
Public Works Specialist	Scalehouse Attendant
Pumping Station Operator	Wastewater Operator
Pumping Station Operator	Water Treatment Operator
Senior Custodian 1 and 2	Senior Custodian
Custodian 1	Custodian
Social Worker 1 and 2	Clinician
Tree Climber	Arborist

Determination of Fair Labor Standards Act Designation

The Fair Labor Standards Act (FLSA) imposes certain minimum wage and overtime pay requirements on employers for jobs that are covered under the Act. Most jobs, including the majority of public-sector jobs, are covered under the Act and entitled to overtime pay. But certain positions, mostly office jobs, are “exempt” from coverage under the Act and therefore not entitled to overtime pay.

Employers often misclassify employees as exempt (and therefore not entitled to overtime pay) because of a misunderstanding of the law or unfamiliarity with the rules. An incorrect determination regarding whether certain positions within an organization are entitled to overtime pay can subject an employer to back pay, penalties and expensive fines if the employees file a complaint with the Department of Labor and if the Department decides to file a lawsuit against the employer. Thus, it is very important to

make the proper determination regarding the status of each job within the organization, and whether that job is entitled to the rights and protections afforded to workers under the FLSA.

Before any determination can be made, it is important to become familiar with the many rules, regulations and exceptions contained in the Fair Labor Standards Act. These rules can be complex, and the determination regarding whether a particular position is covered by the Act is not always clear-cut. GovHR began its analysis by having employees complete a questionnaire that has been specifically designed to elicit responses from the employees regarding the types of duties they are required to perform on a regular basis (see Appendix A). The answers provided were generally sufficient for GovHR to determine if the position was or was not exempt under the Act. GovHR also gathered additional information during the employee interviews, including concrete examples of the types of policies the employees had been involved in formulating, or whether the employees had significant input or sole discretion on things such as hiring, firing and discipline of other employees in their departments.

It is important to note that the FLSA provides certain minimum standards that the employer must provide, and that cannot be waived or reduced by the nonexempt employee either individually or through a collective bargaining agreement. The employer can, of course, choose to also apply minimum wage and overtime pay requirements to otherwise exempt employees, or to exceed the minimum requirements for some or all of its employees by agreement.

As a result of a review of the positions covered by the Study, GovHR recommends further review by the Town of the following positions to determine if the FLSA assignments are correct:

- (1) Public Safety Dispatch Supervisor
- (2) Water Treatment Facility Manager

Equal Pay Act

GovHR's Job Evaluation system considers each of the factors required by the Massachusetts Equal Pay Act for determining which jobs are "comparable": skill, effort, responsibility and working conditions. Gender was not considered when we conducted our job analysis or developed the new classification plan for Needham. If the Town chooses to conduct a self-evaluation to identify any potential gender-based wage differentials amongst its employees, it can feel confident in using GovHR's identification of comparable jobs as a starting point in the evaluation.

IV. THE CLASSIFICATION PLAN

A Classification Plan provides for a systematic arrangement of positions into classifications. A position, often referred to as a job (e.g., Administrative Assistant), contains a specific set of duties and responsibilities and that is the objective of the classification process – not the person currently holding that job. A classification is a grouping of positions which have similar levels of knowledge, skills and abilities needed to perform the job. The positions are also similar in nature of work, level of work difficulty and responsibilities. Positions allocated to the same classification are sufficiently similar with respect to the types of factors enumerated above to permit them to be compensated at the same general level of pay. The positions do not have to be identical, they can be in different departments, dealing with different subject matters and performing different duties.

It is this arrangement of positions and resulting classification structure that forms the basis for the Classification Plan. As noted in the previous section, a Job Evaluation and Classification Plan is not intended to assess individual performance. To that end, a position that belongs in a certain classification is *not* entitled to be placed in a higher classification simply because the individual performs with a high degree of success and efficiency, nor is it placed in a lower classification simply because the incumbent performs with low competence or productivity. Variations in individual performance are not recognized by differences in classifications, instead they are management issues. Similarly, there is a tendency in some work forces to use the Classification Plan to reward longevity, even though the duties and responsibilities of individual positions may not have changed over time. Longevity is not a classification factor and the Classification Plan should not be used in this manner.

As an assessment of duties performed and of responsibilities exercised, a Classification Plan is an exceedingly useful managerial tool. It provides the fundamental rationale for the Compensation Plan and helps management identify positions which have taken on (or in some cases reduced) duties and responsibilities. Through proper maintenance of the Classification Plan, employees are assured of management's continuing concern about the nature of work that they carry out and its reward in the form of appropriate pay levels and relationships. The Classification Plan also provides the basis for recruitment, screening, and selection of employees in direct relationship to job content. Promotional ladders as well as opportunities for lateral career development are also evidenced by the logical grouping of allied occupational classifications and hierarchies.

V. SALARY DATA

The Town of Needham initiated this Study with the objective of assuring that its Compensation Plan is both internally equitable and externally competitive. The Job Evaluation System (outlined in Section III) is performed to address the issue of internal equity. To achieve external competitiveness, a market survey of comparable jurisdictions was conducted. The following explains the labor market review and collection of salary data.

Selection of Comparable Jurisdictions for Data Purposes

Selecting jurisdictions for the comparison group is an important element in a Classification and Compensation Study. When selecting jurisdictions to serve as comparables, it is important to use particular criteria to evaluate the other jurisdictions to assure that those chosen as comparables will be the most similar to Needham.

To determine which municipalities should be used for survey purposes, GovHR first considered all Massachusetts communities in Essex, Middlesex, Norfolk and Suffolk counties with populations between 15,000 and 90,000, plus the Towns of Dover and Medfield.

<u>Criterion</u>	<u>Total Possible Points</u>	<u>Factor Weight</u>
1. Population	15	15%
2. Income Per Capita	15	15%
3. Equalized Value Per Capita	15	15%
4. Total Assessed Value	15	15%
5. Tax Levy	15	15%
6. State Aid	10	10%
7. Total Budget	10	15%
8. Proximity	5	5%
	100	100%

The eight (8) categories listed above were selected to mirror important criteria that reflected the following:

- 1) Similar Financial Conditions: 80% of the criteria involved financial benchmarks.
- 2) Population: 15% of the criteria involved a population comparison.
- 3) Proximity: 5% of the criteria involved the proximity of the communities to Needham.

Within each of the eight (8) categories, ranges of compatibility were established. For example, the closer a community was to matching Needham's estimated population, the closer the community would be to receiving the maximum of fifteen (15) points. A community whose population was significantly larger or smaller than Needham's population would receive fewer or even zero (0) points. Thus, a municipality achieving a total of one hundred (100) points would be considered most comparable to the Town of Needham. A community with zero (0) points was therefore determined to be the least comparable to Needham. A more detailed explanation of the methodology used to determine the comparable communities is included in Appendix B.

Needham also took into consideration some of the communities it has used in the past as comparables. Based on the results of this analysis and the communities used in the past, the Town selected the following group of fifteen (15) communities as its comparables for this Study:

Brookline	Natick
Burlington	Newton
Canton	Norwood
Dedham	Waltham
Dover	Watertown
Framingham	Wellesley
Lexington	Westwood
Milton	

Salary Survey

GovHR and the Town then requested the Union Contracts and Compensation Plans from each of the fifteen (15) comparable communities. Ten (10) of the communities responded to the request with usable data – Brookline, Burlington, Canton, Framingham, Lexington, Natick, Norwood, Watertown, Wellesley and Westwood. Table 2 is a summary of the benchmark salary survey data. The detailed salary survey data for each position is contained in Appendix C.

It is important to make a few of observations regarding Table 2 and Appendix C.

- 1) The salary data is information that was available as of July – November 2019. The new recommended salary ranges for the Town were developed using this salary data from the comparable communities.
- 2) Some of the comparable municipalities provided salary range minimums and maximums for comparison purposes, while others (those that don't utilize salary ranges as part of their pay plans) provided actual salaries for surveyed positions. The salary range minimums and maximums were analyzed to determine the 50th, 60th, 65th, 75th and 80th percentiles to identify wage ranges for "average" and "above average" payers. Salary ranges are a better gauge of market salaries than an actual salary and are thus preferred to conduct analysis.
- 3) Salary ranges associated with positions that have been reclassified may not be consistent with other salary ranges in a particular Grade.
- 4) Data contained within Appendix C has been thoroughly reviewed. If the Consultants determined the data was not relevant, it was removed. Thus, if a specific position within the salary survey has two worksheets associated with it in Appendix C, then data was removed. The second data sheet will have the word "Edited" after the title of the position surveyed. If a specific data point was removed, it is highlighted on the first and second worksheets and then removed on the second worksheet associated with the position.

Appraisal and Use of Salary Data

While comparing Needham's current salaries to those paid by other employers in the comparable communities, it must be noted that variations in compensation may be due to several factors, including:

- 1) Organizational size and economic conditions can have an impact on positions. In smaller organizations, employees are often asked to "wear many hats" and therefore take on more

duties and responsibilities than would normally be required of a certain position. In addition, the economic downturn forced organizations to "do more with less", compelling staff to take on more duties and responsibilities than they have in the past. Therefore, it becomes increasingly harder to compare "like" positions within organizations.

- 2) Some employers place a different relative worth on certain groups of employees. For example, some employers are forced to place a higher value on certain employees or groups of employees because of the market, and therefore, pay them more. Overall, the policies and value judgments of different employers in compensating the same kind of work can vary widely. There is rarely a single prevailing rate for any particular kind of work, even within the same labor market.
- 3) It can be difficult to make exact comparisons among the different employers of the duties and responsibilities of ostensibly similar jobs.

Nevertheless, comparative salary data is widely recognized as a good measure of the appropriate compensation rates with respect to the prevailing market. This data is also useful as an indication of prevailing opinions concerning the compensation relationships that should exist among different classifications of work. Of equal importance, however, are the internal relationships for the various positions that were accomplished in the Job Evaluation portion of this Study.

VI. COMPENSATION PLAN DEVELOPMENT AND RECOMMENDATIONS

Development of the Compensation Plan

A basic element in any human resources management program is adequate and equitable employee compensation. A Compensation Plan of this nature is essential if qualified employees are to be recruited and retained. To achieve this goal, there must be a reasonable and widely accepted model of Job Factors upon which the Compensation Plan rests. Application of this model was the purpose of the Job Evaluation aspect of this Study. The Plan presented in this report is designed to accomplish the Study goals by:

- 1) Providing for equal compensation for work of equivalent job content and responsibility.
- 2) Facilitating adjustments to compensation levels based on changing economic and employment conditions that impact these interrelationships.
- 3) Establishing compensation ranges that compare favorably with those of other equivalent jurisdictions within the appropriate labor market.

In preparing this Plan, the Study only looked at base compensation. The compensation associated with longevity or other fringe benefits was not analyzed or factored into the Compensation Plan.

Compensation Plan Options for the Town's Consideration

One of the purposes of this Study was to provide an updated Compensation Plan that relates to the external market and is internally equitable. Below is a detailed explanation of three (3) different Compensation Plans:

- 1) **Defined Increment Plan:** This is a Compensation Plan that has salary ranges with a minimum and a maximum with defined percentage increments (e.g., 3%) in between. If an employee has a satisfactory performance evaluation, he/she systematically advances through the compensation range. The performance evaluation and resulting salary increment increase occurs annually.
- 2) **Open Range Merit Plan:** This is a Compensation Plan that also has salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the compensation range based on an annual satisfactory performance evaluation, with the percentage of their increase determined annually by Town Administration.

- 3) **Blended Merit Plan:** This is a Compensation Plan that uses techniques from both a Defined Increment Plan and an Open Range Merit Plan.

In considering which Plan to use, it is important to understand that employees at various levels of responsibility may react differently toward, and be motivated differently by, the Compensation Plan they work under. Management personnel that are goal-oriented may have a higher acceptance of the Open Range Merit Plan, and thus tend to be more comfortable with this method of compensation. Mid to lower level positions may want the assurance of a defined salary increase based on satisfactory performance. Possible advantages and disadvantages of each Plan are summarized below.

Defined Increment Plan

Advantages

Town: A Defined Increment Plan has the advantage of creating financial predictability because it is easier for management to predict and plan for salary increases on an annual basis.

Employees: Employees like a Defined Increment Plan because it offers security and predictability for advancement through the range. Another advantage of this Plan is that it offers a high degree of internal equity and fairness – the expectation that fellow workers in this Plan are all being treated the same.

Disadvantages

Town: The Town may feel that a Defined Increment Plan simply rewards compensation increases on a routine basis. However, by tying the increase to a satisfactory performance evaluation, the Town can be assured that only employees with acceptable performance will receive a salary increase.

Employees: Employees may feel unmotivated to perform at an above average or at a superior level, knowing their salary increase amount is pre-determined. One way to remove this negative notion is to allow an employee with a superior performance evaluation to get a two (2) increment increase. This, however, would be the exception and not the rule. Most employees would be considered “average” performers and receive a one (1) increment increase.

Open Range Merit Plan

Advantages

Town: The Open Range Merit Plan tends to motivate employees to perform at a higher level, thereby achieving greater production/benefit for the Town. This Plan also enables the supervising

authority to reward high-performing employees with a salary increase greater than a defined increment.

Employees: Employees who are high performers like working under this Plan as they can earn a higher percentage salary increase.

Disadvantages

Town: Anticipating the cost of merit increases has less financial predictability, as it is not always possible to know how many employees will be high performers in any given year. However, the Town can fund a “merit increase pool” for all Open Range Merit Plan employees to receive an average percentage (i.e., a 2-3% increase), knowing that some employees will receive less (or no) increase and some employees will earn more.

Employees: An Open Range Merit Plan can create a perceived inequity regarding how individuals are granted salary increases. It is incumbent upon management to use an equitable performance evaluation system when implementing this Plan. It is also incumbent on management to ensure that the performance evaluation system is applied fairly and that supervisors receive appropriate training on conducting the evaluation and using the evaluation tool properly.

Blended Merit Plan

There are positives and negatives for both Defined Increment and Open Range Merit Plans. However, it is also possible to design a pragmatic salary system that uses elements of both Defined Increment and Open Range Merit Plans. It is becoming increasingly common for organizations to have a Blended Merit Plan for various levels of positions that reflects the particular circumstances and culture of the organization. A Plan of this type is customizable to the needs of the organization. It is also the preferred Plan for organizations that are transitioning from a Defined Increment Plan to an Open Range Merit Plan. The following is one example of a Blended Merit Plan:

Exempt: All exempt employees are in an Open Range Merit Plan.

Non-exempt: Non-exempt employees are in a Blended Merit Plan. In this Plan, salary ranges begin at the minimum with, for example, three (3) defined increments and then transition into an open range. The initial increment of the assigned range is intended as the normal hiring/promoting rate. Increments two (2) and three (3) would be awarded upon successful completion of the employee's initial evaluation period and/or after another period that is set by the Town (e.g., increment two (2) after the initial evaluation and increment three (3) after an additional year of employment.) After

that, the employee may advance through the open range as a result of a successful performance evaluation.

Recommendation for Non-Represented Employees

GovHR is recommending that the Town adopt an Open Range Merit Plan. An Open Range Merit Plan has salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the ranges based on an annual satisfactory performance evaluation, with the percentage of their increase determined by their supervisor and Town Administration.

The Open Range Merit Plan also allows maximum flexibility for the Town relative to recruitment and funding as employees can be hired within the range and the increases provided annually for meritorious performance can fluctuate based on available funding. Given Needham's goal to recruit, reward and retain motivated, high-performing employees, the Open Range Merit Plan has been selected for recommendation.

GovHR also understands Needham's use of Defined Increment Plans for non-represented employees. While it is recommended that an Open Range Merit Plan be applied for non-represented employees, it can be implemented for Exempt employees only and a Defined Increment Plan can remain in use for non-Exempt employees if the Town chooses to do so.

Recommendation for Represented Employees

GovHR understands that the compensation plan will be discussed by the Town and the Union. Thus, the actual plan design will be developed after those discussions. GovHR is available to assist if necessary, as the compensation plans are developed.

Pay Philosophy

An important component in the process of developing a Compensation Plan is understanding and applying the pay philosophy of the Town. In Needham, the Town subscribes to a pay philosophy of compensation employees at a rate at the 75th percentile. By subscribing to this pay philosophy, the Town is in a better position to attract and retain top talent, particularly in the Metro West area of

Boston. GovHR has worked with several other Boston area communities that also subscribe to this pay philosophy including Boxborough, North Andover and Weston.

Proposed Compensation Plan and Structure

The next step in this process is to combine the JFA scores included in Tables 1 and 2 with the proposed salary ranges in Table 3.

The Managers and Non-represented pay ranges are broken down into the following four (4) bands:

Grades 1 – 4: Administrative and Technical Staff

Grades 5 – 8: Specialists and Advanced Technical Staff

Grades 9 – 11: Assistant Directors and Supervisors

Grade 12 – 15: Directors and Senior Managers

The Managers and Non-represented pay ranges have a 7.5% gradation between grades 1 – 4, a 5% gradation between grades 5 – 8 and 9 – 11, and a 10% gradation between grades 12 – 15. Grades 1 – 8 have a 35% range spread from minimum to maximum and Grades 9 – 15 have a 40% range spread from minimum to maximum.

The Union pay ranges are broken down into the following three (3) bands:

Grades 1 – 4: Administrative and Technical Staff

Grades 5 – 8: Specialists and Advanced Technical Staff

Grades 9 – 11: Assistant Directors and Supervisors

The Union pay ranges have a 10% gradation between grades 1 – 4 and a 5% gradation between grades 5 – 8 and 9 – 11. Grades 1 – 8 have a 35% range spread from minimum to maximum and Grades 9 – 11 have a 40% range spread from minimum to maximum.

Note 1: Different compensation grades may have different ranges from minimum to maximum compensation. It is appropriate for the lower grades in a Compensation Plan to have a smaller spread from minimum to maximum as it is likely that new employees would start at the minimum compensation of the range. Conversely, it is more likely that more experienced employees or Department Head level employees may be hired at a rate above the minimum compensation of a range, thus it is necessary to have a greater spread from minimum to maximum compensation.

Note 2: Gradation refers to the relationship between the minimum compensation of one grade to the minimum compensation of the next grade. In this case, the starting compensation for employees in Grade 6 is 5% higher than Grade 5 and so on. The gradation will vary depending upon the relationship between the salary data for the grade, the number of grades in the compensation band and the established compensation range.

Table 2 combines all of the classification and compensation data at the 75th percentile.

Implementation and Administration of the Compensation Plan

Implementation of the Compensation Plan, as it affects individual employees, should be under the following pattern of adjustments:

- 1) Employees whose present compensation is below the minimum compensation of the range for their classification should be raised to the minimum of the range.
- 2) The compensation of employees whose present compensation is within the range for their classification should be slotted into the new Compensation Plan at their current pay rate.
- 3) The compensation of employees whose present compensation is above the maximum compensation of the range should be held at their present rate, without a reduction in compensation, until such time that further market analysis indicates commensurate alignment with the marketplace. However, the Town can consider lump sum increases for these employees, which does not impact base compensation levels, until the ranges adjust to include the individual employee compensation rates.

In other studies, GovHR has been asked for ideas on how to address the situation of long-term employees whose current compensation falls near the bottom (within 5 - 10%) of the proposed range. If this occurs, it illustrates that the position has been compensated at less than the market rate for someone with similar tenure. Thus, some communities elect to make additional adjustments for those employees at implementation. This program is discretionary for the Town to adopt and only occurs one time, at the implementation of the new Classification and Compensation Plan. If the Town wishes to consider such a program, an example is illustrated below:

Service	Adjustment
1 - 3 Years	0%
Over 3 and up to 8 Years	1%
Over 8 and up to 15 Years	2%
Over 15 Years	3%

Employee Advancement through the Ranges

To implement the new Compensation Plan, GovHR recommends that the starting salary of the range (minimum) is the normal hiring/promoting rate. Exceptions to this starting point should be limited to hiring situations involving:

- 1) Applicants with exceptional background and qualifications.
- 2) A promotion in which the employee's current compensation is higher than the minimum of the new range.
- 3) In the case of a labor market situation where it is impossible to recruit qualified candidates at the minimum.

In these cases, employees may be appointed to their positions anywhere within the defined range (generally up to the midpoint), depending on their experience and qualifications, and based on the provisions of the Town's policies (if applicable). Employees should not be hired below the minimum of their compensation range.

Salary advancement between the hiring rate and the top of the range (maximum) is done throughout the employee's tenure with the organization. Advancement through the range would be done on an annual basis and be dependent on a satisfactory performance evaluation. Incumbents progressing through the range should understand that standards of performance would become more exacting or controlling as compensation levels advance. Typical movement through the range could be in increments of 1% to 3%, depending on the employee's performance evaluation and goal attainment, as well as the financial resources of the Town.

The Town may also wish to provide a merit bonus for exemplary performance after an employee reaches the maximum compensation for the range. If this option is exercised, then an employee would be eligible to receive a payment after a successful performance evaluation each year. This payment

should not be worked into the base salary. It can be in the form of a lump sum payment that is a set amount calculated each year and the same for all employees, such as \$500 for meeting expectations and \$1,000 for exceeding expectations. Another option is to calculate a percentage of the employee's base compensation and provide a lump sum payment equivalent to that amount, such as 1% for meeting expectations and 2% for exceeding expectations.

It is recommended that the Town set aside a "merit pool" every year, to fund increases for employees in this Plan. This money would then serve as the pool for merit payments, knowing that some employees will be high performers, getting a higher percentage, and some employees will be lower performers, getting a lower percentage.

Again, it should also be noted that the implementation and use of a formal performance evaluation process for all staff members is a key component to the success of this Plan. Equally, if not more important, is that supervisors are adequately trained to perform the formal performance evaluation process.

Future Administration of the Compensation Plan

To maintain competitive salary levels there should be an annual review of the Town's salary ranges. The fifteen (15) communities used in the survey group for this Study have been determined to be comparable jurisdictions to the Town. Therefore, Needham can continue to use these jurisdictions as a comparable salary survey group for annual salary comparison purposes, until it is determined that they are no longer valid comparables. As mentioned earlier, the salary levels for these comparables are current as of July – November 2019. It is GovHR's recommendation that an annual survey of these communities be conducted to determine the percentage increase each organization in the comparable group is granting, either as an annual across-the-board increase to their employees or as a general adjustment to their compensation ranges. The Town may wish to provide an across-the-board increase to all employees based on the information received from the comparable communities. If this is the case, then the increases would be granted separately from any merit increase that would be awarded as a result of a successful performance evaluation.

It is the further recommendation of GovHR that the compensation ranges for each grade be increased by the average percentage increase of the comparable group, even if an across-the-board increase is not

given to all employees. Employees would continue to advance through the compensation ranges (provided that the employee is not at the maximum of the compensation range) by virtue of a merit increase granted for satisfactory or above satisfactory performance of their job duties. Finally, it is recommended that the Town review the compatibility of the municipalities after five (5) years.

Future Administration of the Classification Plan

The administration of a Classification Plan is an ongoing process. It must be recognized that it is not static and is not intended to affix positions permanently into classifications. Instead, the Plan must be administered continually to adapt it to changing conditions.

Three (3) specific types of changes in the Plan itself are possible: abolition of a position, creation of a position, or a revision of a position.

- 1) When a position in a classification is eliminated or when a position has significantly changed work duties and responsibilities to the extent that the position becomes inappropriate or inaccurate, the position should be abolished.
- 2) New positions should be created when new work situations arise that are not covered by the established positions. However, caution should be exercised in this respect, particularly to assure that new positions are justified, are not merely duplicating established positions, cannot be accommodated through changes in existing positions, and reflect substantially permanent rather than temporary situations.
- 3) The adjustment or revision of a position should be done when there are substantial changes to the requirements of the position or to the nature and complexities of the duties being performed. In this instance, a position may need to be re-scored and move up or down into a new classification.

All changes should be thoroughly evaluated for their effect on employee morale and the integrity of the classification relationships established in the Classification and Compensation Plan. Town Administration has been provided with the Job Analysis Questionnaire as well as the Job Factor Scoring Sheet, enabling the Town to grade a newly created or revised position. GovHR provides scoring assistance in such cases free of charge for one (1) year after the delivery of this report.

Appreciation

GovHR has appreciated the opportunity to work with the Town of Needham on this Classification and Compensation Study. A special thank you to the employees for all of the information provided to allow for the analysis and to the Town Administration for the significant amount of work and support dedicated to the project.

TOWN OF NEEDHAM
CLASSIFICATION PLAN - MANAGER AND NON-REPRESENTED

Table 1

Position Title	Recommended Title	New Grade	JFA Total	Skill Range
Directors and Senior Managers				
Police Chief		15	795	775+
Fire Chief			790	(35 pts.)
Asst. Town Manager / Director of Finance			790	
Asst. Town Manager / Director of Operations			775	
Director of Public Works			775	
Dir. of Management Information Systems		14	770	735 to 770
Director of Health and Human Services			745	
Director of Public Library			740	
Director of Human Resources			735	
Assistant Director of Public Works	Asst. Director Public Works/Operations	13	725	695 to 730
Director of Building Maintenance	Asst. Director Public Works/Bldg. Maint.		715	
Dir. of Planning and Community Develop.			715	
Town Engineer			705	
Director of Aging Services			700	
Director of Design and Construction			695	
Building Commissioner		12	690	655 to 690
Town Treasurer/Tax Collector			690	
Division Superintendent, Water/Sewer			685	
Director of Park & Recreation			670	
Senior Project Manager			670	
Director of Assessing			665	
Director of Youth and Family Services			660	
Division Superintendent, Parks & Forestry			660	
Div. Supt., Solid Waste/Recycling			660	
Assistant Director of Public Library			655	
Division Superintendent, Highway			655	
Town Accountant			655	
Assistant Directors and Supervisors				
Assistant Director of Building Maint.	Building Maintenance Manager	11	645	615 to 650
Dtr. of Administration & Finance/Public Svcs.	Business Manager		640	(35 pts.)
Asst. Director of Park & Recreation			635	
Assistant Director of Public Health			625	
Town Clerk			625	
Asst. Dir. Aging Services/Counseling & Vol.			620	
Library Technology Specialist / Archivist			620	
Assistant Town Engineer			615	
Emergency Management Administrator			615	
Library Children's Supervisor		10	610	575 to 610
Library Reference Supervisor			610	

TOWN OF NEEDHAM
CLASSIFICATION PLAN - MANAGER AND NON-REPRESENTED

Table 1

Position Title	Recommended Title	New Grade	JFA Total	Skill Range
Library Technical Services Supervisor			610	
Public Information Officer			605	
Assistant Building Commissioner			600	
Assistant Director of Human Resources			600	
Project Manager			600	
Water Treatment Facility Manager			600	
Fleet Supervisor			595	
Asst. Dir. Aging Services/Programs & Trans.			590	
Public Safety Dispatch Supervisor			590	
Support Services Manager			580	
Assistant Superintendent		9	560	535 to 570
Assistant Director of Assessing			555	
Director of Conservation	Conservation Manager		550	
Director of Economic Development	Economic Development Manager		550	
Finance and Procurement Coordinator	Procurement Officer		550	
Facility Operations Shift Supervisor	Building Maintenance Supervisor		540	
Library Circulation Supervisor			540	
Assistant Town Accountant			535	
Assistant Treasurer / Collector			535	
Retirement Administrator			535	
Specialists and Advanced Technical Staff				
Program Coordinator	SHINE Program Coordinator	8	530	500 to 530
Contract Administrator			525	(30 pts.)
Management Analyst			515	
Sr Substance Use Prevention Program Coord.	Substance Use Prevention Program Coord.		505	
Assistant Program Coordinator	SHINE Assistant Program Coordinator	7	485	465 to 495
Reference Librarian / Audio Visual Specialist	Reference Librarian/Digital Media Specialist		480	
Children's Librarian			480	
Civil Engineer			480	
Reference Librarian / Program Specialist			480	
Reference Librarian / Young Adult			480	
Animal Control Officer			475	
Inspector of Plumbing & Gas			470	
Inspector of Wires			470	
Assistant Town Planner			465	
Public Safety Dispatcher			465	
Compliance Coordinator		6	460	430 to 460
Local Building Inspector			460	
Survey Party Chief			460	
Administrative Analyst			455	
Benefits Administrator			455	

TOWN OF NEEDHAM
CLASSIFICATION PLAN - MANAGER AND NON-REPRESENTED

Table 1

Position Title	Recommended Title	New Grade	JFA Total	Skill Range
Program Coordinator - COA	Transportation Coordinator		455	
Senior AutoCAD Technician			450	
Assistant Town Clerk			450	
Engineering Technician		5	400	395 to 425
Administrative Coordinator (NR)	Human Resources Assistant		395	
Assistant Children's Librarian	Children's Services Assistant		395	
Program Coordinator	Traveling Meals Coordinator		395	
Administrative and Technical Staff				
AutoCAD Technician		4	385	360 to 390
Department Specialist	Retirement Assistant		360	(30 pts.)
Assistant Cataloger	Technical Services Assistant	3	335	325 to 355
Library Assistant			335	
Police Maintenance Assistant			335	
Engineering Aide		2	300	
No Positions in Grade		1		To 285

**TOWN OF NEEDHAM
CLASSIFICATION PLAN - UNION**

Table 1a

Position Title	Recommended Title	New Grade	JFA Total	Skill Range
Assistant Directors and Supervisors				
Network Manager		11	640	615 to 650
				(35 pts.)
No Positions in Grade		10		575 to 610
Fire-Director of Administrative Services	Fire Business Manager	9	550	535 to 570
Public Health Nurse			550	
Specialists and Advanced Technical Staff				
Recreation Supervisor		8	500	500 to 530
				(30 pts.)
Social Worker 1 and 2	Clinician	7	490	465 to 495
Environmental Health Agent			485	
Working Foreman			485	
Public Health Nurse			550	
Applications Administrator			480	
Chief Pumping Station Operator	Chief Wastewater Operator		470	
Senior Administrative Coordinator			465	
GIS / Administrator			465	
Administrative Specialist	Police Administrative Specialist	6	455	430 to 460
Field Assessor			455	
Master Mechanic			445	
Public Works Inspector			440	
Technology Support Technician			435	
Conservation Specialist			430	
Payroll Coordinator			430	
Tree Climber	Arborist	5	420	395 to 425
Plumber			410	
Carpenter			410	
Electrician			410	
HVAC Technician			410	
Administrative Specialist			405	
Administrative and Technical Staff				
Crafts Worker		4	380	360 to 390
Equipment Mechanic			380	(30 pts.)
Pumping Station Operator	Wastewater Operator		375	
Pumping Station Operator	Water Treatment Operator		375	
Heavy Motor Equipment Op. (HMEO)			365	
Public Works Craftsworker			365	
Public Works Technician			365	

**TOWN OF NEEDHAM
CLASSIFICATION PLAN - UNION**

Table 1a

Position Title	Recommended Title	New Grade	JFA Total	Skill Range
Department Specialist	Finance Assistant		360	
Administrative Assistant		3	355	325 to 355
Senior Custodian 1 and 2	Senior Custodian		355	
Computer Operator			340	
Laborer 3			340	
Public Works Specialist	Scalehouse Attendant		340	
Department Assistant 2	Office Assistant	2	315	290 to 320
Department Assistant 2	Office Assistant		315	
Department Assistant 1	Office Assistant		315	
Glazier			310	
Laborer 2			310	
Custodian 1	Custodian		295	
No Positions in Grade		1	0	To 285

TOWN OF NEEDHAM
COMPREHENSIVE TABLE - MANAGERS AND NON-REPRESENTED

Position Title	Recommended Title	Crnt. Grade	Dept.	New Grade	JFA Total	Skill Range	Salary Survey Data 75th Percentile FY2020		Proposed Salary Range 75th Percentile FY2020		Needham Salary Range FY2020	
Directors and Senior Managers												
Police Chief		Contract	Police	15	795	775+	\$121,626	\$158,014	\$115,132	\$161,184	Contract	
Fire Chief		Contract	Fire		790	(35 pts.)	\$121,626	\$158,014			Contract	
Asst. Town Manager / Director of Finance		K-28	TM		790		\$126,571	\$168,405			\$124,152	\$153,936
Asst. Town Manager / Director of Operations		K-28	TM		775						\$124,152	\$153,936
Director of Public Works		K-28	DPW		775		\$119,299	\$162,944			\$124,152	\$153,936
Dir. of Management Information Systems		K-25	Finance	14	770	735 to 770	\$102,564	\$138,190	\$104,665	\$146,531	\$101,448	\$125,808
Director of Health and Human Services		K-26	HHS		745		\$101,710	\$141,563			\$109,032	\$135,192
Director of Public Library		K-24	Library		740		\$96,630	\$127,348			\$93,864	\$116,400
Director of Human Resources		K-25	HR		735		\$98,993	\$140,830			\$101,448	\$125,808
Assistant Director of Public Works	Asst. Director Public Works/Operations	K-26	DPW	13	725	695 to 730	\$98,929	\$133,046	\$95,150	\$133,210	\$109,032	\$135,192
Director of Building Maintenance	Asst. Director Public Works/Bldg. Maint.	K-26	DPW		715		\$110,284	\$139,845			\$109,032	\$135,192
Dir. of Planning and Community Develop.		K-25	Planning		715		\$111,503	\$142,825			\$101,448	\$125,808
Town Engineer		K-26	DPW		705		\$91,418	\$117,954			\$109,032	\$135,192
Director of Aging Services		K-24	HHS		700		\$77,682	\$110,325			\$93,864	\$116,400
Director of Design and Construction		K-26	C & D		695		\$92,874	\$121,105			\$109,032	\$135,192
Building Commissioner		K-24	Bldg.	12	690	655 to 690	\$89,485	\$118,585	\$86,500	\$121,100	\$93,864	\$116,400
Town Treasurer/Tax Collector		K-24	Finance		690		\$97,579	\$124,615			\$93,864	\$116,400
Division Superintendent, Water/Sewer		K-24	DPW		685		\$81,545	\$111,329			\$93,864	\$116,400
Director of Park & Recreation		K-24	P & R		670		\$102,367	\$130,699			\$93,864	\$116,400
Senior Project Manager		K-24	D & C		670						\$93,864	\$116,400
Director of Assessing		K-24	Finance		665		\$91,969	\$119,301			\$93,864	\$116,400
Director of Youth and Family Services		K-23	HHS		660		\$74,542	\$95,310			\$86,304	\$107,016
Division Superintendent, Parks & Forestry		K-24	DPW		660		\$81,545	\$101,516			\$93,864	\$116,400
Div. Supt., Solid Waste/Recycling		K-24	DPW		660						\$93,864	\$116,400
Assistant Director of Public Library		GE-21	Library		655		\$78,923	\$103,742			\$71,058	\$89,174
Division Superintendent, Highway		K-24	DPW		655		\$82,819	\$124,380			\$93,864	\$116,400
Town Accountant		K-24	Finance		655		\$100,000	\$121,493			\$93,864	\$116,400
Assistant Directors and Supervisors												
Assistant Director of Building Maint.	Building Maintenance Manager	G-21	DPW	11	645	615 to 650			\$74,419	\$104,186		
Dtr. of Administration & Finance/Public Svcs	Business Manager	K-24	DPW		640	(35 pts.)	\$91,418	\$114,520			\$93,864	\$116,400
Asst. Director of Park & Recreation		GE-20	P & R		635		\$88,130	\$109,760			\$66,300	\$83,109
Assistant Director of Public Health		GE-22	HHS		625						\$76,070	\$95,433
Town Clerk		*	Clerk		625							
Asst. Dir. Aging Services/Counseling & Vol.		GE-21	HHS		620		\$66,707	\$94,318			\$71,058	\$89,174
Library Technology Specialist / Archivist		GE-19	Library		620						\$60,372	\$75,738
Assistant Town Engineer		GUE-22	DPW		615		\$81,616	\$111,700			\$76,066	\$95,430
Emergency Management Administrator		GE-22	HHS		615						\$76,070	\$95,433
Library Children's Supervisor		GE-19	Library	10	610	575 to 610	\$64,078	\$80,325	\$70,875	\$99,225	\$60,372	\$75,738

TOWN OF NEEDHAM
COMPREHENSIVE TABLE - MANAGERS AND NON-REPRESENTED

Position Title	Recommended Title	Crnt. Grade	Dept.	New Grade	JFA Total	Skill Range	Salary Survey Data 75th Percentile FY2020		Proposed Salary Range 75th Percentile FY2020		Needham Salary Range FY2020	
Library Reference Supervisor		GE-19	Library		610		\$63,336	\$83,496			\$60,372	\$75,738
Library Technical Services Supervisor		GE-19	Library		610		\$64,078	\$83,892			\$60,372	\$75,738
Public Information Officer		G-21			605							
Assistant Building Commissioner		GE-21	Bldg.		600		\$85,711	\$102,058			\$71,058	\$89,174
Assistant Director of Human Resources		GE-20	HR		600						\$66,300	\$83,109
Project Manager		K-22	D & C		600						\$78,720	\$97,608
Water Treatment Facility Manager		GE-21	DPW		600						\$71,058	\$89,174
Fleet Supervisor		K-22	DPW		595						\$78,720	\$97,608
Asst. Dir. Aging Services/Programs & Trans.		GE-20	HHS		590		\$66,707	\$94,318			\$71,058	\$89,174
Public Safety Dispatch Supervisor		GU-19	Fire		590						\$60,382	\$75,733
Support Services Manager		K-22	TM		580						\$78,720	\$97,608
Assistant Superintendent		GE-20	DPW	9	560	535 to 570	\$75,640	\$97,373	\$67,500	\$94,500	\$66,300	\$83,109
Assistant Director of Assessing		GE-20	Finance		555		\$63,536	\$85,639			\$66,300	\$83,109
Director of Conservation	Conservation Manager	K-22	Planning		550		\$85,160	\$97,855			\$78,720	\$97,608
Director of Economic Development	Economic Development Manager				550						\$78,720	\$97,608
Finance and Procurement Coordinator	Procurement Officer	GE-21	Finance		550		\$76,382	\$89,497			\$71,058	\$89,174
Facility Operations Shift Supervisor	Building Maintenance Supervisor	GE-20	DPW		540						\$66,300	\$83,109
Library Circulation Supervisor		GE-17	Library		540		\$58,645	\$80,659			\$53,313	\$66,866
Assistant Town Accountant		GE-20	Finance		535		\$75,000	\$94,687			\$66,300	\$83,109
Assistant Treasurer / Collector		GE-20	Finance		535		\$67,145	\$85,460			\$66,300	\$83,109
Retirement Administrator		GE-20	Misc.		535						\$66,300	\$83,109
Specialists and Advanced Technical Staff												
Program Coordinator	SHINE Program Coordinator	G-16	HHS	8	530	500 to 530	\$54,399	\$71,870	\$66,563	\$89,861	\$51,753	\$64,955
Contract Administrator		GE-21	DPW		525	(30 pts.)					\$71,058	\$89,174
Management Analyst		GE-18	DPW		515						\$54,990	\$68,991
Sr Substance Use Prevention Program Coordinator	Substance Abuse Prevention Coordinator	GE-20	HHS		505		\$67,198	\$94,588			\$66,300	\$83,109
Assistant Program Coordinator	SHINE Assistant Program Coordinator	G-15	HHS	7	485	465 to 495			\$63,394	\$85,582		
Reference Librarian / Audio Visual Specialist	Reference Librarian/Digital Media Specialist	GE-18	Library		480		\$53,618	\$79,186			\$54,990	\$68,991
Children's Librarian		GE-18	Library		480		\$57,413	\$80,659			\$54,990	\$68,991
Civil Engineer		GE-19	DPW		480		\$72,513	\$87,011			\$60,372	\$75,738
Reference Librarian / Program Specialist		GE-18	Library		480		\$53,618	\$79,186			\$54,990	\$68,991
Reference Librarian / Young Adult		GE-18	Library		480		\$53,618	\$79,186			\$54,990	\$68,991
Animal Control Officer		GU-16	Police		475		\$52,146	\$65,582			\$51,750	\$64,958
Inspector of Plumbing & Gas		G-19	Bldg.		470		\$68,210	\$84,838			\$60,372	\$75,738
Inspector of Wires		G-19	Bldg.		470		\$64,700	\$85,254			\$60,372	\$75,738
Assistant Town Planner		GE-19	Planning		465		\$72,702	\$102,367			\$60,372	\$75,738
Public Safety Dispatcher		GU-15	Police		465		\$50,565	\$62,465			\$48,755	\$61,173
Compliance Coordinator		GE-20	DPW	6	460	430 to 460			\$60,375	\$81,506	\$66,300	\$83,109
Local Building Inspector		G-20	Bldg.		460		\$66,747	\$88,313			\$66,300	\$83,109
Survey Party Chief		GU-18	DPW		460						\$54,995	\$68,994
Administrative Analyst		GE-18	Various		455						\$54,990	\$68,991

TOWN OF NEEDHAM
COMPREHENSIVE TABLE - MANAGERS AND NON-REPRESENTED

Position Title	Recommended Title	Crnt. Grade	Dept.	New Grade	JFA Total	Skill Range	Salary Survey Data 75th Percentile FY2020		Proposed Salary Range 75th Percentile FY2020		Needham Salary Range FY2020	
Benefits Administrator		GE-18	TM		455		\$57,032	\$78,053			\$54,990	\$68,991
Program Coordinator - COA	Transportation Coordinator	G-16	HHS		455		\$54,399	\$71,870			\$51,753	\$64,955
Senior AutoCAD Technician		GU-19	DPW		450						\$60,382	\$75,733
Assistant Town Clerk		GE-18	Clerk		450		\$69,023	\$82,830			\$54,990	\$68,991
Engineering Technician				5	400	395 to 425			\$57,500	\$77,625		
Administrative Coordinator (NR)	Human Resources Assistant	G-14			395		\$53,325	\$74,802			\$44,441	\$55,712
Assistant Children's Librarian	Children's Services Assistant	G-15	Library		395						\$48,750	\$61,172
Program Coordinator	Traveling Meals Coordinator	G-16	HHS		395		\$54,399	\$71,870			\$51,753	\$64,955
Administrative and Technical Staff												
AutoCAD Technician		GU-16	DPW	4	385	360 to 390			\$52,798	\$71,277	\$51,750	\$64,958
Department Specialist	Retirement Assistant	G-15	Misc.		360	(30 pts.)					\$48,750	\$61,172
Assistant Cataloger	Technical Services Assistant	G-14	Library	3	335	325 to 355			\$49,114	\$66,304	\$44,441	\$55,712
Library Assistant		G-13	Library		335		\$39,702	\$60,821			\$40,872	\$51,285
Police Maintenance Assistant		GU-15	Police		335							
Engineering Aide		GU-15	DPW	2	300				\$45,688	\$61,678	\$48,755	\$61,173
No Positions in Grade				1		To 285			\$42,500	\$57,375		

TOWN OF NEEDHAM
COMPREHENSIVE TABLE - UNION

Table 2a

Position Title	Recommended Title	Crnt. Grade	Dept.	New Grade	JFA Total	Skill Range	Salary Survey Data 75th Percentile FY2020		Proposed Salary Range 75th Percentile FY2020		Needham Salary Range FY2020	
Assistant Directors and Supervisors												
Network Manager		IE-23	Finance	11	640	615 to 650	\$73,999	\$105,000	\$74,970	\$104,958	\$81,471	\$102,200
						(35 pts.)						
No Positions in Grade				10		575 to 610			\$71,400	\$99,960		
Fire-Director of Administrative Services	Fire Business Manager	IE-20	Fire	9	550	535 to 570			\$68,000	\$95,200	\$66,300	\$83,109
Public Health Nurse		IE-20	HHS		550		\$64,334	\$81,803			\$66,300	\$83,109
Specialists and Advanced Technical Staff												
Recreation Supervisor		I-16	P & R	8	500	500 to 530	\$60,060	\$81,701	\$65,406	\$88,298	\$51,753	\$64,955
						(30 pts.)						
Social Worker 1 and 2	Clinician	IE-19	HHS	7	490	465 to 495	\$56,546	\$74,802	\$62,291	\$84,093	\$60,372	\$75,738
Environmental Health Agent		IE-20	HHS		485		\$62,654	\$85,781			\$66,300	\$83,109
Working Foreman		W-6	DPW		485		\$63,102	\$83,254			\$56,035	\$67,101
Applications Administrator		IE-20	Finance		480						\$66,300	\$83,109
Chief Pumping Station Operator	Chief Wastewater Operator	W-7	DPW		470		\$68,162	\$87,128			\$61,402	\$72,883
Senior Administrative Coordinator		I-17	DPW		465		\$57,372	\$73,586			\$53,313	\$66,866
GIS / Administrator		IE-20	Finance		465		\$70,232	\$92,064			\$66,300	\$83,109
Administrative Specialist	Police Administrative Specialist	1-15	Police	6	455	430 to 460			\$59,325	\$80,089	\$50,213	\$63,004
Field Assessor		I-18	Finance		455						\$54,990	\$68,991
Master Mechanic		W-7	DPW		445		\$63,502	\$83,964			\$61,402	\$72,883
Public Works Inspector		W-6	DPW		440						\$56,035	\$67,101
Technology Support Technician		I-19	Finance		435		\$57,881	\$77,355			\$60,372	\$75,738
Conservation Specialist		I-17	Planning		430		\$59,181	\$79,425			\$53,313	\$66,866
Payroll Coordinator		I-18	Finance		430		\$54,284	\$71,520			\$54,990	\$68,991
Tree Climber	Arborist	W-4	DPW	5	420	395 to 425			\$56,500	\$76,275	\$43,381	\$58,136
Plumber		BT-4	DPW		410						\$65,832	\$79,248
Carpenter		BT-4	DPW		410						\$65,832	\$79,248
Electrician		BT-4	DPW		410		\$65,622	\$82,086			\$65,832	\$79,248
HVAC Technician		BT-4	DPW		410						\$65,832	\$79,248
Administrative Specialist		I-15	Various		405						\$50,213	\$63,004
Administrative and Technical Staff												
Crafts Worker		BT-2	DPW	4	380	360 to 390			\$53,240	\$71,874	\$52,562	\$63,232
Equipment Mechanic		W-5	DPW		380	(30 pts.)	\$49,426	\$66,340			\$51,917	\$62,130
Pumping Station Operator	Wastewater Operator	W-5	DPW		375		\$54,043	\$68,918			\$51,917	\$62,130
Pumping Station Operator	Water Treatment Operator	W-5	DPW		375						\$51,917	\$62,130
Heavy Motor Equipment Op. (HMEO)		W-4	DPW		365		\$49,774	\$66,518			\$48,381	\$58,136
Public Works Craftsworker		W-4	DPW		365		\$51,678	\$64,730			\$48,381	\$58,136
Public Works Technician		W-5	DPW		365		\$51,885	\$69,945			\$51,917	\$62,130

TOWN OF NEEDHAM
COMPREHENSIVE TABLE - UNION

Table 2a

Position Title	Recommended Title	Crnt. Grade	Dept.	New Grade	JFA Total	Skill Range	Salary Survey Data 75th Percentile FY2020		Proposed Salary Range 75th Percentile FY2020		Needham Salary Range FY2020	
Department Specialist	Finance Assistant	I-14	Various		360		\$46,125	\$60,236			\$44,441	\$55,712
Administrative Assistant		I-14	Various	3	355	325 to 355	\$52,086	\$67,891	\$48,400	\$65,340	\$44,441	\$55,712
Senior Custodian 1 and 2	Senior Custodian	BC-3	DPW		355		\$53,279	\$65,409			\$51,293	\$61,339
Computer Operator		I-15	Finance		340						\$50,213	\$63,004
Laborer 3		W-	DPW		340		\$46,950	\$55,671			\$45,490	\$54,496
Public Works Specialist	Scalehouse Attendant	W-4	DPW		340		\$49,882	\$64,864			\$48,381	\$58,136
Department Assistant 2	Office Assistant	I-13	Various	2	315	290 to 320	\$44,886	\$60,821	\$44,000	\$59,400	\$40,872	\$51,285
Department Assistant 2	Office Assistant	I-13	Clerk		315						\$40,872	\$51,285
Department Assistant 1	Office Assistant	I-12	Finance		315						\$37,304	\$46,820
Glazier		BT-2	DPW		310						\$52,562	\$63,232
Laborer 2		W-2	DPW		310		\$42,390	\$56,529			\$42,453	\$51,126
Custodian 1	Custodian	BC-1	DPW		295		\$43,688	\$53,502			\$51,626	\$61,693
No Positions in Grade				1		To 285			\$40,000	\$54,000	\$42,619	\$50,939

TOWN OF NEEDHAM
PAY RANGES - MANAGERS AND NON-REPRESENTED

Table 3

75th Percentile FY2020			
Administrative and Technical			
7.5% between Ranges			
35% Range Spread			
1	\$42,500	1.35	\$57,375
2	\$45,688	1.35	\$61,678
3	\$49,114	1.35	\$66,304
4	\$52,798	1.35	\$71,277
Specialists and Advanced Technical			
5% between Ranges			
35% Range Spread			
5	\$57,500	1.35	\$77,625
6	\$60,375	1.35	\$81,506
7	\$63,394	1.35	\$85,582
8	\$66,563	1.35	\$89,861
Assistant Directors and Supervisors			
5% between Ranges			
40% Range Spread			
9	\$67,500	1.4	\$94,500
10	\$70,875	1.4	\$99,225
11	\$74,419	1.4	\$104,186
Directors and Senior Managers			
10% between Ranges			
40% Range Spread			
12	\$86,500	1.4	\$121,100
13	\$95,150	1.4	\$133,210
14	\$104,665	1.4	\$146,531
15	\$115,132	1.4	\$161,184

**TOWN OF NEEDHAM
PAY RANGES - UNION**

Table 3a

75th Percentile FY2020			
Administrative and Technical			
10% between Ranges			
35% Range Spread			
1	\$40,000	1.35	\$54,000
2	\$44,000	1.35	\$59,400
3	\$48,400	1.35	\$65,340
4	\$53,240	1.35	\$71,874
Specialists and Advanced Technical			
5% between Ranges			
35% Range Spread			
5	\$56,500	1.35	\$76,275
6	\$59,325	1.35	\$80,089
7	\$62,291	1.35	\$84,093
8	\$65,406	1.35	\$88,298
Assistant Directors and Supervisors			
5% between Ranges			
40% Range Spread			
9	\$68,000	1.4	\$95,200
10	\$71,400	1.4	\$99,960
11	\$74,970	1.4	\$104,958

APPENDIX A

EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

TOWN OF NEEDHAM

NAME:	DATE:
YEARS OF EXPERIENCE WITH EMPLOYER:	JOB TITLE:
YEARS OF EXPERIENCE ON THIS JOB:	YOUR JOB IS: FULL TIME ☐ PART TIME ☐
YOUR YEARS OF EXPERIENCE IN THIS FIELD:	YOUR EDUCATION: ☐ High Sch. ☐ Assoc. Deg. ☐ Bach. Deg. ☐ Mas. Deg.
NAME OF IMMEDIATE SUPERVISOR:	HIS/HER TITLE:

INSTRUCTIONS

The purpose of this questionnaire is to obtain additional information about your job that may not be included in your current job description. Please answer each question thoughtfully and frankly. After you have finished your portion of the questionnaire, give it to your immediate supervisor, who will complete his/her section.

General Summary: In three or four sentences, please summarize the major purpose or primary function of your job.

Please indicate if you have reviewed your current job description.

If you have any changes to your current job description, please mark them on the JD and attach it to this JAQ, or indicate changes here:

If you do not have a job description available to review, please list your job duties. Try to place your duties in order of importance and group "like" tasks together (e.g., "clerical duties including word processing, opening mail, filing, etc." or "front desk responsibilities including greeting visitors, answering telephones and routing calls, etc."). Job duties:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

Feel free to add more numbers/duties if necessary.

FACTOR 1. Education & Training: In your opinion, what kind of education and training is necessary to perform your job?

- ☐ LEVEL 1: Level of knowledge that is below what is normally attained through high school graduation.
- ☐ LEVEL 2: High school diploma (GED) or equivalent.
- ☐ LEVEL 3: High school, plus elementary technical training, acquired on the job or through one year or less of technical or business school.
- ☐ LEVEL 4: Extensive technical or specialized training such as would be acquired by an Associate's Degree or two years of technical or business school.
- ☐ LEVEL 5: Completion of four-year college degree program.
- ☐ LEVEL 6: Additional professional level of education beyond a four-year college program, such as a CPA or Professional Engineer (P.E.) training.
- ☐ LEVEL 7: Completion of graduate coursework equal to a Master's Degree or higher.

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

If a specific certificate or license is mandated by an outside agency to perform your duties, name the certificate or license:

What special skills, knowledge, and abilities are required to perform your job? Please list:

FACTOR 2. Years of Experience: How much previous work experience do you feel is necessary to perform your job?

- | | | | | |
|---|---------------------------------------|---------------------------------------|--|---|
| LEVEL 1: | LEVEL 2: | LEVEL 3: | LEVEL 4: | LEVEL 5: |
| ☐ Less Than 1 Year | ☐ 1 to 3 Years | ☐ 4 to 6 Years | ☐ 7 to 10 Years | ☐ More than 10 Years |

What is the minimum number of years required?

What specific experience is necessary?

FACTOR 3. Independent Judgment and Decision Making

Part 1: How much discretion do you have in making decisions with or without the input or direction of your supervisor?

- ☐ LITTLE: Little discretion or independent judgment exercised.
- ☐ SOME: Some discretion or judgment exercised, but supervisor is normally available.
- ☐ OFTEN: Job often requires making decisions in absence of specific policies and/or guidance from supervisors, but some direct guidance is received from supervisors.
- ☐ HIGH: High level of discretion with decisions restricted only by Departmental policies and little direct guidance from supervisors.
- ☐ VERY HIGH: Very high level of discretion with decisions only restricted by the broadest policies of the Organization.

Part 2: If you make an erroneous decision, what impact would this decision have on your work unit, department, and/or the Organization?

- ☐ MINOR: Some inconvenience and delays but minor costs in terms of time, money, or public/employee good will.
- ☐ MODERATE: Moderate costs in time, money, or public/employee good will would be incurred. Delays in important projects/schedules likely.
- ☐ SERIOUS: Important goals would not be achieved and the financial, employee, or public relations posture of the Organization would be seriously affected.
- ☐ CRITICAL: Critical goals and objectives of the Organization would be adversely and very seriously affected. Error could likely result in critical financial loss, property damage, or bodily harm/loss of life.

FACTOR 4. Responsibility for Policy Development: Does your job require you to participate in the development of policies for your unit/division/department/the Organization?

- ☐ LEVEL 1: Position involves only the execution of policies or use of existing procedures.
- ☐ LEVEL 2: May provide some input to supervisor when policies and procedures are updated.
- ☐ LEVEL 3: Position involves some development of policies/procedures for the Department and/or the interpretation or explanation of departmental policies for others in the organization or residents.
- ☐ LEVEL 4: Position involves significant or primary responsibility for the development of policies and procedures for a division or organizational component of a department, as well as the interpretation, execution and recommendation of changes to department policies.
- ☐ LEVEL 5: Position involves significant or primary responsibility for the development of policies and procedures for an entire department, plus occasional participation in the development of policies which affect other departments in the organization.
- ☐ LEVEL 6: Position involves the primary responsibility for the development of departmental policies and procedures and regular participation in the development of policies that affect other departments and occasionally involves participation in the development of organization-wide policies.

Give some examples of the types of policies you've written or been a part of creating:

FACTOR 5. Planning: How much latitude do you have to set your own daily work schedule and priorities for a given workday?

- ☐ LEVEL 1: Position requires that my daily work load and activities are assigned to me by my supervisor.
- ☐ LEVEL 2: Position requires that I plan my own daily work load and work independently according to established procedures or standards.
- ☐ LEVEL 3: Position requires that I plan my own daily work load and those of others in the department (first-level supervision).
- ☐ LEVEL 4: Position requires an above average ability to analyze data and develop departmental plans, including plans where a number of difficult, technical and/or administrative problems must be addressed (Manager/Division level planning).
- ☐ LEVEL 5: Position requires a high level of analytical ability to develop plans for a department or complex situation, including plans that involve integrating/involving/impacting other departments (Department Head level planning).

FACTOR 6. Contacts with Others: In the course of performing your job, what contacts with people in your department, other departments within the organization, and/or people from outside the organization are you required to make?

- ☐ LEVEL 1: Position involves interaction with fellow workers on routine matters with relatively little public contact.
- ☐ LEVEL 2: Position involves frequent internal and external contact, but generally on routine matters such as furnishing or obtaining information.
- ☐ LEVEL 3: Position involves frequent internal contact and regular contact with outsiders generally on routine matters, including contacts with irate outsiders which require some public relations skill for taking complaints for others to follow up upon.
- ☐ LEVEL 4: Position involves frequent internal and external contacts which require public relations skills in handling complaints. Contacts involve non-routine problems and require in-depth discussion and/or persuasion in order to resolve the problem. Handles more difficult contacts that are referred by front line employees.
- ☐ LEVEL 5: Position involves frequent internal and external contacts which require skill in dealing with, and influencing others, and initiating changes in policy/procedures to address the issue so as to avoid having to deal with the issue again in the future.
- ☐ LEVEL 6: Position involves frequent internal and external contacts in which I act as the spokesperson for the department and am authorized to make commitments of significant resources on behalf of the department.
- ☐ LEVEL 7: Position involves frequent internal and external contacts where I represent the entire organization and am authorized to make commitments in matters of broad or critical interest to the entire organization.

With which internal individuals or groups do you have the most contact?

With which external individuals or groups do you have the most contact?

FACTOR 7. Supervision Given:

Do you supervise or assign work to other employees? ☐ Yes ☐ No

If yes:

- ☐ LEVEL 1: Position is regularly responsible for assigning work to an employee or employees, without acting in a supervisory role. To whom does this position assign work?

- ☐ LEVEL 2: Position is responsible for the supervision of one full time or several part time employees.
- ☐ LEVEL 3: Position is responsible for the supervision of two to five full time (or full time equivalent) employees.
- ☐ LEVEL 4: Position is responsible for the supervision of six to 15 full time (or full time equivalent) employees.
- ☐ LEVEL 5: Position is responsible for direct and/or indirect supervision of 16 to 29 full time (or full time equivalent) employees.
- ☐ LEVEL 6: Position is responsible for direct and/or indirect supervision of 30 to 50 full time (or full time equivalent) employees.
- ☐ LEVEL 7: Position is responsible for direct and/or indirect supervision of more than 51 full time (or full time equivalent) employees.

Actual number of full-time (or full-time equivalent) employees supervised:

FACTOR 8. Physical Demands: Please describe any physical demands required to perform your job.

Demand	No	Yes	How often? (Rarely, Occasionally or Daily)
Lifting to 20 pounds	☐	☐	
Lifting 20-50 pounds	☐	☐	
Lifting 50+ pounds	☐	☐	
Climbing	☐	☐	
Walking	☐	☐	
Kneeling	☐	☐	
Crouching	☐	☐	
Crawling	☐	☐	
Bending	☐	☐	
Sitting	☐	☐	
Prolonged Standing	☐	☐	
Prolonged Visual Concentration	☐	☐	

Unpleasant or Hazardous Conditions: Please describe any unpleasant or hazardous conditions you are exposed to in performing your job and how often you are exposed to those conditions. Include only those conditions which are directly related to your work rather than specific work area conditions.

Condition	No	Yes	How Often? (Rarely, Occasionally or Daily)
Lighting-dimness or brightness	☐	☐	
Dust	☐	☐	
Heat	☐	☐	
Cold	☐	☐	
Odors	☐	☐	
Noise	☐	☐	
Vibration	☐	☐	
Wetness/Humidity	☐	☐	
Toxic Agents	☐	☐	
Electrical Currents	☐	☐	
Heavy Machinery	☐	☐	
Violence	☐	☐	
Disease	☐	☐	
Smoke	☐	☐	
Other	☐	☐	

FACTOR 9. Use of Technology/Specialized Equipment: Please check the level of technology or specialized equipment use needed for you to perform your job.

- ☐ LEVEL 1: Position has no responsibility for, or use of, technology.
- ☐ LEVEL 2: Position has some basic use of computers for data entry and some use of the telephone, copier, etc. Position has some basic use of light equipment such as push mowers, weed whackers, pole saws, custodial equipment, etc.
- ☐ LEVEL 3: Position has daily use of computers for data entry and use of the telephone, fax machine, copier, etc. Position has daily use of light equipment such as push mowers, weed whackers, pole saws, custodial equipment, etc.
- ☐ LEVEL 4: Position has daily use of computers, the Internet, Smartphones, etc. to create databases, spreadsheets, or reports. Position designs and creates customized reports, presentations, and/or documents using advanced software skills.
- ☐ LEVEL 5A: Position provides routine consultation and technology support for everyday computer programming and/or software requests/questions to others in the organization; is an applications super user; or uses specialized software such as GIS, SCADA or telecommunications software.
- ☐ LEVEL 5B: Position uses, troubleshoots, and/or repairs various pieces of specialized equipment such as HVAC, lighting, gas flares, blowers, engines, heavy equipment, diagnostic equipment, large vehicles (vacuum trucks, street sweepers, fire apparatus) and/or medical or public safety equipment.
- ☐ LEVEL 6: Position is responsible for advanced computer programming, system security, maintenance, training, and purchasing of items such as computers, printers, scanners, etc., for the computer system for the organization (IT personnel).
- ☐ LEVEL 7: Position is responsible for the overall direction and supervision of the staff that are responsible for the computer and technology needs of the organization, including responsibility for developing technology policies for the organization (IT personnel).

10. FLSA EXEMPT OR NON-EXEMPT DETERMINATION

Do you receive overtime or comp time for hours worked beyond your normal work week? ☐ Yes ☐ No

Is your position considered any one of the following: Executive, Administrative, Professional, or Computer? If so, please answer the questions in the applicable sections below. If not, please skip to Question 11.

Please answer for only one category:

A. Executive

	No	Yes	Don't know
Are you paid the equivalent of at least \$455 per week on a salary basis?	☐	☐	☐
Are you paid the equivalent of at least \$913 per week on a salary basis?	☐	☐	☐
Is your primary duty managing the department or unit of a local government? Percent of time spent managing _____	☐	☐	☐
Do you customarily direct the work of two or more other employees (or the equivalent of two or more, e.g., 4 part-timers)?	☐	☐	☐
Do you have the ability to hire and fire, or do your recommendations carry significant weight even if you are unauthorized to make the final decision?	☐	☐	☐

B. Administrative

	No	Yes	Don't know
Are you paid the equivalent of at least \$455 per week on a salary basis?	☐	☐	☐
Are you paid the equivalent of at least \$913 per week on a salary basis?	☐	☐	☐
Is this a "staff" position where your primary duty is performing office or non-manual work directly related to the management or general operations of the organization, division or unit?	☐	☐	☐
Do you exercise discretion and independent judgment with respect to matters of significance, have the authority to formulate/interpret policy, and have a high level of operational responsibility?	☐	☐	☐

C. Professional

	No	Yes	Don't know
Are you paid the equivalent of at least \$455 per week on a salary basis?	☐	☐	☐
Are you paid the equivalent of at least \$913 per week on a salary basis?	☐	☐	☐
Does your primary duty include the performance of work that requires advanced knowledge in a field of science or learning that is customarily acquired by a prolonged course of specialized instruction?	☐	☐	☐
Is a specialized advanced degree a prerequisite for your job? If yes, what is the degree or certification?	☐	☐	☐

D. Computer

	No	Yes	Don't know
Are you paid the equivalent of at least \$455 per week on a salary basis?	☐	☐	☐
Are you paid the equivalent of at least \$913 per week on a salary basis?	☐	☐	☐
Do your primary duties involve: The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications; OR	☐	☐	☐
The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on or related to user or system design specifications; OR	☐	☐	☐
The design, documentation, testing, creation or modification of computer programs related to organizational operating systems; OR	☐	☐	☐
A combination of the aforementioned duties, the performance of which requires the same level of skills?	☐	☐	☐

11. Comments/Additional Information: Feel free to add additional information below. If using a printed copy of this form, use the back of the form to add your comments.

Type your name and the date below, then save this form as a Word document with the file name of "JobTitle.LastName.FirstName" and email it to your supervisor. If using a printed copy of this form, sign and date it and then deliver to your supervisor.

EMPLOYEE'S SIGNATURE OR TYPED NAME

DATE

THIS SECTION TO BE COMPLETED BY IMMEDIATE SUPERVISOR AND/OR DEPARTMENT HEAD

Please provide your comments below. If using a printed copy of the form and additional space is needed, please use the back of this form or attach an additional sheet. **Please do not mark in employee's portion of the questionnaire.**

1. Do you agree with the employee's answers to all of the above questions? If not, please explain.
2. List any job duties or assignments which the employee performs which are in addition to those listed on the job description or this form.
3. How long has this employee worked for you?
4. Additional comments from the employee's immediate supervisor:

Type your name and the date below, then email this form to your Department Head (if applicable) or to the Human Resources Director. If using a printed copy of this form, sign and date it before forwarding.

SUPERVISOR'S SIGNATURE OR TYPED NAME

DATE

If Supervisor isn't Department Head, Department Head should review this form as well.

- ☐ I have read the above and substantially concur.
- ☐ I have read the above and have the following comments:

Type your name and the date below, and then email this form to the Human Resources Director. If using a printed copy of this form, sign and date it before forwarding.

DEPARTMENT HEAD SIGNATURE OR TYPED NAME

DATE

IMPORTANT DATES:

July 26th: Employees complete and submit the JAQs to their Supervisors. Please save file as follows: JobTitle.LastName.FirstName

August 5th: Supervisors and Department Heads review and then submit the JAQs to Human Resources.

August 16th: Town Administration reviews and then submits the JAQs to GovHR USA.

August 25th to 29th: GovHR USA conducts on-site interviews with employees.

APPENDIX B

TOWN OF NEEDHAM, MASSACHUSETTS
Criteria Used to Determine Survey Comparables

1. 2014 Population ~ Maximum 15 points

30,250

<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	20,167	30,250	30,250	45,375	15
2.00	15,125	20,166	45,376	60,500	11
2.50	12,100	15,124	60,501	75,625	7
3.00	10,083	12,099	75,626	90,750	3
All Others					0

2. 2014 DOR Income Per Capita ~ Maximum 15 Points

\$103,782

<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	\$69,188	\$103,782	\$103,782	\$155,673	15
2.00	\$51,891	\$69,187	\$155,674	\$207,564	11
2.50	\$41,513	\$51,890	\$207,565	\$259,455	7
3.00	\$34,594	\$41,512	\$259,456	\$311,346	3
All Others					0

3. 2016 EQV Per Capita ~ Maximum 15 Points

\$316,567

<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	211,045	316,567	316,567	474,851	15
2.00	158,284	211,044	474,852	633,134	11
2.50	126,627	158,283	633,135	791,418	7
3.00	105,522	126,626	791,419	949,701	3
All Others					0

4. FY2017 Total Assessed Value ~ Maximum 15 Points

\$9,241 Million

<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	\$6,161	\$9,241	\$9,241	\$13,862	15
2.00	\$4,621	\$6,160	\$13,863	\$18,482	11
2.50	\$3,696	\$4,620	\$18,483	\$23,103	7
3.00	\$3,080	\$3,695	\$23,104	\$27,723	3
All Others					0

5. FY2017 Tax Levy ~ Maximum 15 Points

\$124.8 Million

<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	\$83.2	\$124.8	\$124.8	\$187.2	15
2.00	\$62.4	\$83.1	\$187.3	\$249.6	11
2.50	\$49.9	\$62.3	\$249.7	\$312.0	7
3.00	\$41.6	\$49.8	\$312.1	\$374.4	3
All Others					0

TOWN OF NEEDHAM, MASSACHUSETTS
Criteria Used to Determine Survey Comparables

6. FY2017 State Aid ~ Maximum 10 Points					
\$11.2 Million					
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	\$7.5	\$11.2	\$11.2	\$16.8	10
2.00	\$5.6	\$7.4	\$16.9	\$22.4	8
2.50	\$4.5	\$5.5	\$22.5	\$28.0	6
3.00	\$3.7	\$4.4	\$28.1	\$33.6	2
All Others					0
7. FY2017 Total Budget ~ Maximum 10 Points					
\$173.2 Million					
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	\$115.5	\$173.2	\$173.2	\$259.8	10
2.00	\$86.6	\$115.4	\$259.9	\$346.4	8
2.50	\$69.3	\$86.5	\$346.5	\$433.0	6
3.00	\$57.7	\$69.2	\$433.1	\$519.6	2
All Others					0
8. Proximity in Miles to Needham ~ Maximum 5 Points					
		<u>Factor</u>			<u>Points</u>
		1 to 20 miles			5
		21 to 40 miles			3
		41 or greater			0

Data Sources:

Massachusetts Department of Revenue Division of Local Services, Municipal Databank/Local Aid Section for: 2014 Population; 2014 DOR Income Per Capita; 2016 EQV Per Capita; 2017 Total Assessed Value; 2017 Tax Levy; 2017 State Aid; and 2017 Total Budget.

Google Maps for proximity. (The closer the individual community is to Needham, the higher the point value. The farther away, the lower the score.)

Note:

Each of the eight criterion contain ranges to assess comparability with the Town's data. For example, each of the four factor ranges for Town population is developed using a factor of .5 percent (+/-). To determine the population range that will receive a score of 15 (most similar to the Town), the Town's population is multiplied by 1.5 (maximum range) and divided by 1.5 (minimum range). The Town's population is then multiplied and divided by 2.0, 2.5 and 3.0 to determine ranges of decreasing similarity (and subsequently decreasing "comparability points").

TOWN OF NEEDHAM, MA
Criteria Comparisons -- Sorted By Rank
(All municipalities meeting initial screening criteria*)

Municipality	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Total Assessed Value (millions)	Max. Points	Tax Levy (millions)	Max. Points	State Aid (millions)	Max. Points	Total Budget (millions)	Max. Points	Proximity Miles	Max. Points	Total Points
Needham	30,250	15	\$103,782	15	\$316,567	15	\$9,241	15	\$124.8	15	\$11.2	10	\$173.2	10	0	5	100
Winchester	22,279	15	\$100,074	15	\$312,560	15	\$6,891	15	\$84.4	15	\$10.1	10	\$123.3	10	20	5	100
Lexington	33,055	15	\$105,007	15	\$325,321	15	\$10,589	15	\$170.2	15	\$13.3	10	\$241.4	10	15	5	100
Belmont	25,515	15	\$85,813	15	\$270,980	15	\$6,740	15	\$85.5	15	\$9.4	10	\$124.6	10	10	5	100
Andover	35,035	15	\$76,456	15	\$225,870	15	\$7,665	15	\$133.0	15	\$13.0	10	\$181.7	10	34	3	98
Natick	35,687	15	\$54,316	11	\$215,438	15	\$7,704	15	\$103.9	15	\$13.5	10	\$163.9	10	7	5	96
Wellesley	28,872	15	\$193,176	11	\$405,162	15	\$11,154	15	\$131.5	15	\$9.6	10	\$183.2	10	3	5	96
Arlington	44,477	15	\$54,612	11	\$202,459	11	\$8,952	15	\$112.4	15	\$21.3	8	\$168.0	10	15	5	90
Burlington	25,699	15	\$43,154	7	\$238,860	15	\$5,846	11	\$102.9	15	\$9.1	10	\$142.4	10	19	5	88
Watertown	34,141	15	\$42,032	7	\$205,375	11	\$6,615	15	\$95.7	15	\$12.2	10	\$142.1	10	8	5	88
Marblehead	20,435	15	\$77,533	15	\$279,547	15	\$5,808	11	\$64.0	11	\$7.2	8	\$92.8	8	34	3	86
Concord	19,512	11	\$117,017	15	\$314,585	15	\$5,974	11	\$84.1	15	\$5.1	6	\$103.1	8	17	5	86
Woburn	39,298	15	\$36,431	3	\$176,334	11	\$6,839	15	\$97.6	15	\$15.0	10	\$151.7	10	21	3	82
Sudbury	18,737	11	\$112,818	15	\$240,299	15	\$4,409	7	\$79.9	11	\$7.8	10	\$97.4	8	15	5	82
Milton	27,400	15	\$61,421	11	\$199,036	11	\$5,332	11	\$74.0	11	\$10.4	10	\$108.8	8	14	5	82
North Andover	29,514	15	\$54,095	11	\$159,380	11	\$4,639	11	\$69.8	11	\$10.7	10	\$103.8	8	39	3	80
Braintree	37,414	15	\$38,359	3	\$168,739	11	\$6,269	15	\$84.6	15	\$22.6	6	\$148.1	10	17	5	80
Brookline	59,388	11	\$78,549	15	\$353,826	15	\$21,665	7	\$204.1	11	\$19.7	8	\$289.0	8	9	5	80
Chelmsford	35,028	15	\$41,541	7	\$154,658	7	\$5,252	11	\$94.1	15	\$16.6	10	\$132.6	10	28	3	78
Canton	22,551	15	\$55,479	11	\$202,286	11	\$4,498	7	\$70.9	11	\$8.3	10	\$106.1	8	12	5	78
Reading	25,482	15	\$52,074	7	\$180,888	11	\$4,623	11	\$64.9	11	\$13.9	10	\$104.9	8	25	3	76
Norwood	29,114	15	\$40,730	3	\$172,261	11	\$4,873	11	\$70.2	11	\$10.8	10	\$176.9	10	8	5	76
Westwood	15,022	7	\$115,326	15	\$270,466	15	\$4,250	7	\$70.5	11	\$7.2	8	\$89.8	8	6	5	76
Dedham	25,411	15	\$50,584	7	\$186,092	11	\$4,582	7	\$82.1	11	\$8.0	10	\$121.4	10	5	5	76
Beverly	41,081	15	\$40,613	3	\$149,215	7	\$5,913	11	\$94.8	15	\$15.5	10	\$139.8	10	37	3	74
Westford	23,686	15	\$57,815	11	\$190,787	11	\$4,416	7	\$72.5	11	\$20.9	8	\$114.1	8	29	3	74
Walpole	24,966	15	\$50,355	7	\$174,752	11	\$4,177	7	\$66.9	11	\$10.7	10	\$103.5	8	12	5	74
Wakefield	26,745	15	\$42,076	7	\$167,282	11	\$4,520	7	\$67.0	11	\$10.4	10	\$101.7	8	25	3	72
Hopkinton	16,315	11	\$80,437	15	\$213,004	15	\$3,464	3	\$58.2	7	\$8.8	10	\$81.5	6	18	5	72
Gloucester	29,590	15	\$35,007	3	\$202,360	11	\$5,931	11	\$78.4	11	\$12.4	10	\$125.7	10	50	0	71
Sharon	18,147	11	\$62,653	11	\$184,546	11	\$3,294	3	\$64.6	11	\$10.7	10	\$86.9	8	15	5	70
Waltham	63,149	7	\$33,161	0	\$167,145	11	\$10,493	15	\$174.1	15	\$20.6	8	\$270.8	8	9	5	69
Danvers	27,724	15	\$38,921	3	\$166,538	11	\$4,527	7	\$72.7	11	\$10.6	10	\$115.1	8	36	3	68
Melrose	27,951	15	\$44,757	7	\$161,575	11	\$4,548	7	\$55.3	7	\$14.3	10	\$99.9	8	25	3	68
Wilmington	23,367	15	\$40,654	3	\$175,462	11	\$4,120	7	\$76.4	11	\$14.0	10	\$104.4	8	24	3	68
Franklin	33,011	15	\$46,631	7	\$150,882	7	\$4,853	11	\$70.8	11	\$31.0	2	\$130.8	10	18	5	68
Newburyport	17,889	11	\$52,169	11	\$223,597	15	\$3,942	7	\$53.0	7	\$7.5	10	\$81.6	6	53	0	67
Peabody	52,314	11	\$30,727	0	\$137,357	7	\$7,038	15	\$101.8	15	\$27.0	6	\$170.9	10	34	3	67
Billerica	42,403	15	\$34,294	0	\$143,714	7	\$6,007	11	\$114.8	15	\$25.5	6	\$165.6	10	23	3	67

TOWN OF NEEDHAM, MA
Criteria Comparisons -- Sorted By Rank
 (All municipalities meeting initial screening criteria*)

Municipality	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Total Assessed Value (millions)	Max. Points	Tax Levy (millions)	Max. Points	State Aid (millions)	Max. Points	Total Budget (millions)	Max. Points	Proximity Miles	Max. Points	Total Points
Needham	30,250	15	\$103,782	15	\$316,567	15	\$9,241	15	\$124.8	15	\$11.2	10	\$173.2	10	0	5	100
Medford	57,295	11	\$34,490	0	\$156,134	7	\$8,985	15	\$105.0	15	\$27.3	6	\$173.9	10	21	3	67
Tewksbury	30,289	15	\$37,185	3	\$141,262	7	\$4,292	7	\$78.6	11	\$16.4	10	\$133.2	10	28	3	66
Acton	23,253	15	\$61,849	11	\$182,870	11	\$4,230	7	\$80.6	11	\$2.4	0	\$98.3	8	22	3	66
Marlborough	39,656	15	\$32,648	0	\$134,491	7	\$4,988	11	\$94.1	15	\$31.6	2	\$167.4	10	20	5	65
Salem	42,774	15	\$28,086	0	\$111,742	3	\$4,710	11	\$85.6	15	\$30.9	2	\$154.9	10	36	3	59
Weymouth	55,747	11	\$32,005	0	\$126,346	3	\$6,999	15	\$97.5	15	\$37.9	0	\$182.0	10	20	5	59
Saugus	27,885	15	\$31,072	0	\$148,705	7	\$4,162	7	\$61.3	7	\$9.7	10	\$93.4	8	29	3	57
Framingham	70,856	7	\$36,874	3	\$118,611	3	\$8,492	15	\$182.4	15	\$55.2	0	\$320.1	8	11	5	56
North Reading	15,516	11	\$54,804	11	\$190,456	11	\$2,935	0	\$47.3	3	\$9.2	10	\$70.9	6	29	3	55
Stonham	21,898	15	\$40,230	3	\$159,620	11	\$3,512	3	\$47.4	3	\$9.1	10	\$74.6	6	25	3	54
Everett	44,741	15	\$18,814	0	\$99,559	0	\$4,752	11	\$96.9	15	\$75.1	0	\$214.2	10	23	3	54
Foxborough	17,399	11	\$47,913	7	\$169,786	11	\$2,904	0	\$45.1	3	\$10.7	10	\$79.9	6	19	5	53
Medfield	12,412	7	\$88,206	15	\$207,534	11	\$2,530	0	\$42.7	3	\$7.6	10	\$62.2	2	9	5	53
Stoughton	28,361	15	\$30,795	0	\$130,311	7	\$3,643	3	\$61.4	7	\$19.5	8	\$112.0	8	16	5	53
Newton	88,506	3	\$116,822	15	\$295,406	15	\$26,143	3	\$318.0	3	\$27.3	6	\$458.2	2	5	5	52
Somerville	79,356	3	\$33,806	0	\$154,936	7	\$12,661	15	\$136.1	15	\$50.1	0	\$265.1	8	21	3	51
Methuen	49,205	11	\$28,556	0	\$104,115	0	\$5,035	11	\$83.2	15	\$51.5	0	\$162.7	10	39	3	50
Revere	53,226	11	\$21,629	0	\$91,861	0	\$5,039	11	\$79.3	11	\$68.5	0	\$185.6	10	20	5	48
Malden	60,928	7	\$24,459	0	\$102,757	0	\$6,588	15	\$83.0	11	\$69.2	0	\$200.6	10	24	3	46
Randolph	33,666	15	\$25,741	0	\$93,616	0	\$3,202	3	\$58.2	7	\$22.3	8	\$105.4	8	16	5	46
Ashland	17,317	11	\$45,844	7	\$142,817	7	\$2,492	0	\$41.6	3	\$7.7	10	\$68.9	2	15	5	45
Haverhill	62,370	7	\$26,767	0	\$92,607	0	\$5,751	11	\$96.2	15	\$61.8	0	\$200.5	10	47	0	43
Hudson	19,754	11	\$35,510	3	\$124,096	3	\$2,444	0	\$49.4	3	\$15.1	10	\$83.2	6	24	3	39
Dracut	31,093	15	\$31,392	0	\$102,563	0	\$3,206	3	\$46.5	3	\$24.5	6	\$92.2	8	32	3	38
Chelsea	38,263	15	\$16,561	0	\$70,851	0	\$2,981	0	\$52.0	7	\$82.0	0	\$177.6	10	18	5	37
Bellingham	16,793	11	\$33,666	0	\$136,568	7	\$2,306	0	\$37.1	0	\$12.9	10	\$64.2	2	23	3	33
Winthrop	18,042	11	\$31,120	0	\$113,940	3	\$2,103	0	\$30.3	0	\$10.8	10	\$59.7	2	20	5	31
Lawrence	79,535	3	\$13,895	0	\$44,370	0	\$3,402	3	\$65.3	11	\$206.2	0	\$309.8	8	40	3	28
Amesbury	17,294	11	\$32,874	0	\$116,888	3	\$1,994	0	\$39.8	0	\$12.2	10	\$65.2	2	56	0	26
Dover	5,887	0	\$260,812	3	\$420,095	15	\$2,417	0	\$31.5	0	\$1.5	0	\$36.3	0	4	5	23

*Initial screening criteria: Massachusetts municipalities with populations between 15,000 and 90,000 in Essex, Middlesex, Norfolk and Suffolk counties, plus Dover and Medfield
 The communities historically used as Needham's comparables are **bolded**.

TOWN OF NEEDHAM, MA
Criteria Comparisons -- Alphabetical Sort
(All municipalities meeting initial screening criteria*)

Municipality	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Total Assessed Value (millions)	Max. Points	Tax Levy (millions)	Max. Points	State Aid (millions)	Max. Points	Total Budget (millions)	Max. Points	Proximity Miles	Max. Points	Total Points
Needham	30,250	15	\$103,782	15	\$316,567	15	\$9,241	15	\$124.8	15	\$11.2	10	\$173.2	10	0	5	100
Acton	23,253	15	\$61,849	11	\$182,870	11	\$4,230	7	\$80.6	11	\$2.4	0	\$98.3	8	22	3	66
Amesbury	17,294	11	\$32,874	0	\$116,888	3	\$1,994	0	\$39.8	0	\$12.2	10	\$65.2	2	56	0	26
Andover	35,035	15	\$76,456	15	\$225,870	15	\$7,665	15	\$133.0	15	\$13.0	10	\$181.7	10	34	3	98
Arlington	44,477	15	\$54,612	11	\$202,459	11	\$8,952	15	\$112.4	15	\$21.3	8	\$168.0	10	15	5	90
Ashland	17,317	11	\$45,844	7	\$142,817	7	\$2,492	0	\$41.6	3	\$7.7	10	\$68.9	2	15	5	45
Bellingham	16,793	11	\$33,666	0	\$136,568	7	\$2,306	0	\$37.1	0	\$12.9	10	\$64.2	2	23	3	33
Belmont	25,515	15	\$85,813	15	\$270,980	15	\$6,740	15	\$85.5	15	\$9.4	10	\$124.6	10	10	5	100
Beverly	41,081	15	\$40,613	3	\$149,215	7	\$5,913	11	\$94.8	15	\$15.5	10	\$139.8	10	37	3	74
Billerica	42,403	15	\$34,294	0	\$143,714	7	\$6,007	11	\$114.8	15	\$25.5	6	\$165.6	10	23	3	67
Braintree	37,414	15	\$38,359	3	\$168,739	11	\$6,269	15	\$84.6	15	\$22.6	6	\$148.1	10	17	5	80
Brookline	59,388	11	\$78,549	15	\$353,826	15	\$21,665	7	\$204.1	11	\$19.7	8	\$289.0	8	9	5	80
Burlington	25,699	15	\$43,154	7	\$238,860	15	\$5,846	11	\$102.9	15	\$9.1	10	\$142.4	10	19	5	88
Canton	22,551	15	\$55,479	11	\$202,286	11	\$4,498	7	\$70.9	11	\$8.3	10	\$106.1	8	12	5	78
Chelmsford	35,028	15	\$41,541	7	\$154,658	7	\$5,252	11	\$94.1	15	\$16.6	10	\$132.6	10	28	3	78
Chelsea	38,263	15	\$16,561	0	\$70,851	0	\$2,981	0	\$52.0	7	\$82.0	0	\$177.6	10	18	5	37
Concord	19,512	11	\$117,017	15	\$314,585	15	\$5,974	11	\$84.1	15	\$5.1	6	\$103.1	8	17	5	86
Danvers	27,724	15	\$38,921	3	\$166,538	11	\$4,527	7	\$72.7	11	\$10.6	10	\$115.1	8	36	3	68
Dedham	25,411	15	\$50,584	7	\$186,092	11	\$4,582	7	\$82.1	11	\$8.0	10	\$121.4	10	5	5	76
Dover	5,887	0	\$260,812	3	\$420,095	15	\$2,417	0	\$31.5	0	\$1.5	0	\$36.3	0	4	5	23
Dracut	31,093	15	\$31,392	0	\$102,563	0	\$3,206	3	\$46.5	3	\$24.5	6	\$92.2	8	32	3	38
Everett	44,741	15	\$18,814	0	\$99,559	0	\$4,752	11	\$96.9	15	\$75.1	0	\$214.2	10	23	3	54
Foxborough	17,399	11	\$47,913	7	\$169,786	11	\$2,904	0	\$45.1	3	\$10.7	10	\$79.9	6	19	5	53
Framingham	70,856	7	\$36,874	3	\$118,611	3	\$8,492	15	\$182.4	15	\$55.2	0	\$320.1	8	11	5	56
Franklin	33,011	15	\$46,631	7	\$150,882	7	\$4,853	11	\$70.8	11	\$31.0	2	\$130.8	10	18	5	68
Gloucester	29,590	15	\$35,007	3	\$202,360	11	\$5,931	11	\$78.4	11	\$12.4	10	\$125.7	10	50	0	71
Haverhill	62,370	7	\$26,767	0	\$92,607	0	\$5,751	11	\$96.2	15	\$61.8	0	\$200.5	10	47	0	43
Hopkinton	16,315	11	\$80,437	15	\$213,004	15	\$3,464	3	\$58.2	7	\$8.8	10	\$81.5	6	18	5	72
Hudson	19,754	11	\$35,510	3	\$124,096	3	\$2,444	0	\$49.4	3	\$15.1	10	\$83.2	6	24	3	39
Lawrence	79,535	3	\$13,895	0	\$44,370	0	\$3,402	3	\$65.3	11	\$206.2	0	\$309.8	8	40	3	28
Lexington	33,055	15	\$105,007	15	\$325,321	15	\$10,589	15	\$170.2	15	\$13.3	10	\$241.4	10	15	5	100
Malden	60,928	7	\$24,459	0	\$102,757	0	\$6,588	15	\$83.0	11	\$69.2	0	\$200.6	10	24	3	46
Marblehead	20,435	15	\$77,533	15	\$279,547	15	\$5,808	11	\$64.0	11	\$7.2	8	\$92.8	8	34	3	86
Marlborough	39,656	15	\$32,648	0	\$134,491	7	\$4,988	11	\$94.1	15	\$31.6	2	\$167.4	10	20	5	65
Medfield	12,412	7	\$88,206	15	\$207,534	11	\$2,530	0	\$42.7	3	\$7.6	10	\$62.2	2	9	5	53
Medford	57,295	11	\$34,490	0	\$156,134	7	\$8,985	15	\$105.0	15	\$27.3	6	\$173.9	10	21	3	67
Melrose	27,951	15	\$44,757	7	\$161,575	11	\$4,548	7	\$55.3	7	\$14.3	10	\$99.9	8	25	3	68
Methuen	49,205	11	\$28,556	0	\$104,115	0	\$5,035	11	\$83.2	15	\$51.5	0	\$162.7	10	39	3	50
Milton	27,400	15	\$61,421	11	\$199,036	11	\$5,332	11	\$74.0	11	\$10.4	10	\$108.8	8	14	5	82

TOWN OF NEEDHAM, MA
Criteria Comparisons -- Alphabetical Sort
(All municipalities meeting initial screening criteria*)

Municipality	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Total Assessed Value (millions)	Max. Points	Tax Levy (millions)	Max. Points	State Aid (millions)	Max. Points	Total Budget (millions)	Max. Points	Proximity Miles	Max. Points	Total Points
Needham	30,250	15	\$103,782	15	\$316,567	15	\$9,241	15	\$124.8	15	\$11.2	10	\$173.2	10	0	5	100
Natick	35,687	15	\$54,316	11	\$215,438	15	\$7,704	15	\$103.9	15	\$13.5	10	\$163.9	10	7	5	96
Newburyport	17,889	11	\$52,169	11	\$223,597	15	\$3,942	7	\$53.0	7	\$7.5	10	\$81.6	6	53	0	67
Newton	88,506	3	\$116,822	15	\$295,406	15	\$26,143	3	\$318.0	3	\$27.3	6	\$458.2	2	5	5	52
North Andover	29,514	15	\$54,095	11	\$159,380	11	\$4,639	11	\$69.8	11	\$10.7	10	\$103.8	8	39	3	80
North Reading	15,516	11	\$54,804	11	\$190,456	11	\$2,935	0	\$47.3	3	\$9.2	10	\$70.9	6	29	3	55
Norwood	29,114	15	\$40,730	3	\$172,261	11	\$4,873	11	\$70.2	11	\$10.8	10	\$176.9	10	8	5	76
Peabody	52,314	11	\$30,727	0	\$137,357	7	\$7,038	15	\$101.8	15	\$27.0	6	\$170.9	10	34	3	67
Randolph	33,666	15	\$25,741	0	\$93,616	0	\$3,202	3	\$58.2	7	\$22.3	8	\$105.4	8	16	5	46
Reading	25,482	15	\$52,074	7	\$180,888	11	\$4,623	11	\$64.9	11	\$13.9	10	\$104.9	8	25	3	76
Revere	53,226	11	\$21,629	0	\$91,861	0	\$5,039	11	\$79.3	11	\$68.5	0	\$185.6	10	20	5	48
Salem	42,774	15	\$28,086	0	\$111,742	3	\$4,710	11	\$85.6	15	\$30.9	2	\$154.9	10	36	3	59
Saugus	27,885	15	\$31,072	0	\$148,705	7	\$4,162	7	\$61.3	7	\$9.7	10	\$93.4	8	29	3	57
Sharon	18,147	11	\$62,653	11	\$184,546	11	\$3,294	3	\$64.6	11	\$10.7	10	\$86.9	8	15	5	70
Somerville	79,356	3	\$33,806	0	\$154,936	7	\$12,661	15	\$136.1	15	\$50.1	0	\$265.1	8	21	3	51
Stoneham	21,898	15	\$40,230	3	\$159,620	11	\$3,512	3	\$47.4	3	\$9.1	10	\$74.6	6	25	3	54
Stoughton	28,361	15	\$30,795	0	\$130,311	7	\$3,643	3	\$61.4	7	\$19.5	8	\$112.0	8	16	5	53
Sudbury	18,737	11	\$112,818	15	\$240,299	15	\$4,409	7	\$79.9	11	\$7.8	10	\$97.4	8	15	5	82
Tewksbury	30,289	15	\$37,185	3	\$141,262	7	\$4,292	7	\$78.6	11	\$16.4	10	\$133.2	10	28	3	66
Wakefield	26,745	15	\$42,076	7	\$167,282	11	\$4,520	7	\$67.0	11	\$10.4	10	\$101.7	8	25	3	72
Walpole	24,966	15	\$50,355	7	\$174,752	11	\$4,177	7	\$66.9	11	\$10.7	10	\$103.5	8	12	5	74
Waltham	63,149	7	\$33,161	0	\$167,145	11	\$10,493	15	\$174.1	15	\$20.6	8	\$270.8	8	9	5	69
Watertown	34,141	15	\$42,032	7	\$205,375	11	\$6,615	15	\$95.7	15	\$12.2	10	\$142.1	10	8	5	88
Wellesley	28,872	15	\$193,176	11	\$405,162	15	\$11,154	15	\$131.5	15	\$9.6	10	\$183.2	10	3	5	96
Westford	23,686	15	\$57,815	11	\$190,787	11	\$4,416	7	\$72.5	11	\$20.9	8	\$114.1	8	29	3	74
Westwood	15,022	7	\$115,326	15	\$270,466	15	\$4,250	7	\$70.5	11	\$7.2	8	\$89.8	8	6	5	76
Weymouth	55,747	11	\$32,005	0	\$126,346	3	\$6,999	15	\$97.5	15	\$37.9	0	\$182.0	10	20	5	59
Wilmington	23,367	15	\$40,654	3	\$175,462	11	\$4,120	7	\$76.4	11	\$14.0	10	\$104.4	8	24	3	68
Winchester	22,279	15	\$100,074	15	\$312,560	15	\$6,891	15	\$84.4	15	\$10.1	10	\$123.3	10	20	5	100
Winthrop	18,042	11	\$31,120	0	\$113,940	3	\$2,103	0	\$30.3	0	\$10.8	10	\$59.7	2	20	5	31
Woburn	39,298	15	\$36,431	3	\$176,334	11	\$6,839	15	\$97.6	15	\$15.0	10	\$151.7	10	21	3	82

*Initial screening criteria: Massachusetts municipalities with populations between 15,000 and 90,000 in Essex, Middlesex, Norfolk and Suffolk counties, plus Dover and Medfield
The communities historically used as Needham's comparables are **bolded**.

TOWN OF NEEDHAM, MA
Top Comparables
(As Selected by the Town)

Municipality		Max.	Income	Max.	EQV	Max.	Total Assessed	Max.	Tax	Max.	State	Max.	Total	Max.	Proximity	Max.	Total
	Population	Points	Per Capita	Points	Per Capita	Points	Value	Points	Levy	Points	Aid	Points	Budget	Points	Miles	Points	Points
							(millions)		(millions)		(millions)		(millions)				
Needham	30,250	15	\$103,782	15	\$316,567	15	\$9,241	15	\$124.8	15	\$11.2	10	\$173.2	10	0	5	100
Lexington	33,055	15	\$105,007	15	\$325,321	15	\$10,589	15	\$170.2	15	\$13.3	10	\$241.4	10	15	5	100
Natick	35,687	15	\$54,316	11	\$215,438	15	\$7,704	15	\$103.9	15	\$13.5	10	\$163.9	10	7	5	96
Wellesley	28,872	15	\$193,176	11	\$405,162	15	\$11,154	15	\$131.5	15	\$9.6	10	\$183.2	10	3	5	96
Burlington	25,699	15	\$43,154	7	\$238,860	15	\$5,846	11	\$102.9	15	\$9.1	10	\$142.4	10	19	5	88
Watertown	34,141	15	\$42,032	7	\$205,375	11	\$6,615	15	\$95.7	15	\$12.2	10	\$142.1	10	8	5	88
Milton	27,400	15	\$61,421	11	\$199,036	11	\$5,332	11	\$74.0	11	\$10.4	10	\$108.8	8	14	5	82
Brookline	59,388	11	\$78,549	15	\$353,826	15	\$21,665	7	\$204.1	11	\$19.7	8	\$289.0	8	9	5	80
Canton	22,551	15	\$55,479	11	\$202,286	11	\$4,498	7	\$70.9	11	\$8.3	10	\$106.1	8	12	5	78
Norwood	29,114	15	\$40,730	3	\$172,261	11	\$4,873	11	\$70.2	11	\$10.8	10	\$176.9	10	8	5	76
Westwood	15,022	7	\$115,326	15	\$270,466	15	\$4,250	7	\$70.5	11	\$7.2	8	\$89.8	8	6	5	76
Dedham	25,411	15	\$50,584	7	\$186,092	11	\$4,582	7	\$82.1	11	\$8.0	10	\$121.4	10	5	5	76
Waltham	63,149	7	\$33,161	0	\$167,145	11	\$10,493	15	\$174.1	15	\$20.6	8	\$270.8	8	9	5	69
Framingham	70,856	7	\$36,874	3	\$118,611	3	\$8,492	15	\$182.4	15	\$55.2	0	\$320.1	8	11	5	56
Newton	88,506	3	\$116,822	15	\$295,406	15	\$26,143	3	\$318.0	3	\$27.3	6	\$458.2	2	5	5	52
Dover	5,887	0	\$260,812	3	\$420,095	15	\$2,417	0	\$31.5	0	\$1.5	0	\$36.3	0	4	5	23

The communities historically used as Needham's comparables are **bolded**.

APPENDIX C

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Senior Administrative Coordinator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$59,343.05	\$61,871.09		AFSCME Clerical Gr. 10 (highest clerical grade)	37.5 hrs/wk
Burlington	\$50,193.00	\$76,908.00		Administrative Assistant II	
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$51,460.50	\$74,236.50		Administrative Assistant	37.5 hrs/wk
Milton					
Natick					
Newton					
Norwood	\$51,168.00	\$62,809.50		Senior Administrative Assistant	37.5 hrs/wk
Waltham					
Watertown					
Wellesley	\$43,250.00	\$64,870.00		Admin. Asst. Non-rep. Highest admin/clerical grade	
Westwood	\$61,172.80	\$71,635.20		Office Manager	
Needham	\$53,313.00	\$66,865.50		I-17	37.5 hrs/wk
Average	\$52,764.56	\$68,721.72	#DIV/0!		
50th Percentile	\$51,314.25	\$68,252.60	#NUM!		
60th Percentile	\$51,460.50	\$71,635.20	#NUM!		
65th Percentile	\$53,431.14	\$72,285.53	#NUM!		
75th Percentile	\$57,372.41	\$73,586.18	#NUM!		
80th Percentile	\$59,343.05	\$74,236.50	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Administrative Coordinator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood	\$48,321.00	\$59,280.00		Administrative Assistant	37.5 hrs/wk
Waltham					
Watertown					
Wellesley					
Westwood	\$51,500.80	\$60,299.20		Administrative Assistant	
Needham	\$48,750.00	\$61,171.50		I-15 (2 positions)	37.5 hrs/wk
Average	\$49,910.90	\$59,789.60	#DIV/0!		
50th Percentile	\$49,910.90	\$59,789.60	#NUM!		
60th Percentile	\$50,228.88	\$59,891.52	#NUM!		
65th Percentile	\$50,387.87	\$59,942.48	#NUM!		
75th Percentile	\$50,705.85	\$60,044.40	#NUM!		
80th Percentile	\$50,864.84	\$60,095.36	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Administrative Specialist				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$45,318.00	\$69,576.00		Administrative Secretary	
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood	\$48,321.00	\$59,280.00		Administrative Assistant	37.5 hrs/wk
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$48,750.00	\$61,171.50		I-15 (8 positions)	37.5 hrs/wk
Average	\$46,819.50	\$64,428.00	#DIV/0!		
50th Percentile	\$46,819.50	\$64,428.00	#NUM!		
60th Percentile	\$47,119.80	\$65,457.60	#NUM!		
65th Percentile	\$47,269.95	\$65,972.40	#NUM!		
75th Percentile	\$47,570.25	\$67,002.00	#NUM!		
80th Percentile	\$47,720.40	\$67,516.80	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Department Specialist				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$42,354.00	\$65,052.00		Administrative Assistant I	
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood	\$45,610.50	\$55,965.00		Principal Office Assistant	37.5 hrs/wk
Waltham					
Watertown	\$47,670.00	\$58,630.00		Office Assistant/Head Clerk	
Wellesley	\$45,474.00	\$56,647.50		Office Assistant, Accting. Asst./Clerk. Non-rep	
Westwood					
Needham	\$44,440.50	\$55,711.50		I-14 (7 positions); same grade as Admin. Asst. (I-14)	37.5 hrs/wk
Average	\$45,277.13	\$59,073.63	#DIV/0!		
50th Percentile	\$45,542.25	\$57,638.75	#NUM!		
60th Percentile	\$45,583.20	\$58,233.50	#NUM!		
65th Percentile	\$45,603.68	\$58,530.88	#NUM!		
75th Percentile	\$46,125.38	\$60,235.50	#NUM!		
80th Percentile	\$46,434.30	\$61,198.80	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Department Assistant 2				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$44,886.26	\$47,035.85		AFSCME Clerical Grade 4 (lowest clerical grade)	37.5 hrs/wk
Burlington	\$39,702.00	\$60,820.50		Office Assistant	
Canton	\$54,308.80	\$67,891.20		Administrative Assistant	40 hrs/wk
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood	\$40,677.00	\$49,881.00		Senior Office Assistant	37.5 hrs/wk
Waltham					
Watertown					
Wellesley	\$37,596.00	\$50,003.20		Non-rep. Lowest clerical grade	
Westwood					
Needham	\$40,872.00	\$51,285.00		I-13 (7 positions)	37.5 hrs/wk
Average	\$43,434.01	\$55,126.35	#DIV/0!		
50th Percentile	\$40,677.00	\$50,003.20	#NUM!		
60th Percentile	\$42,360.70	\$54,330.12	#NUM!		
65th Percentile	\$43,202.56	\$56,493.58	#NUM!		
75th Percentile	\$44,886.26	\$60,820.50	#NUM!		
80th Percentile	\$46,770.77	\$62,234.64	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Department Assistant 1				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood	\$38,415.00	\$47,092.50		Office Assistant	37.5 hrs/wk
Waltham					
Watertown					
Wellesley					
Westwood	\$47,236.80	\$54,246.40		Office Assistant	
Needham	\$37,303.50	\$46,819.50		I-12 (0 positions)	37.5 hrs/wk
Average	\$42,825.90	\$50,669.45	#DIV/0!		
50th Percentile	\$42,825.90	\$50,669.45	#NUM!		
60th Percentile	\$43,708.08	\$51,384.84	#NUM!		
65th Percentile	\$44,149.17	\$51,742.54	#NUM!		
75th Percentile	\$45,031.35	\$52,457.93	#NUM!		
80th Percentile	\$45,472.44	\$52,815.62	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Network Manager				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$97,790.68	\$110,646.18		Manager of Network Operations	37.5 hrs/wk
Burlington					
Canton			\$83,827.29	Network Coordinator	
Dedham					
Dover					
Framingham	\$73,999.41	\$92,074.13		System Project Manager	37.5 hrs/wk
Lexington	\$62,653.50	\$85,780.50		Network Administrator	37.5 hrs/wk
Milton					
Natick	\$60,000.00	\$105,000.00		Information Systems Network Administrator	
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$67,550.00	\$102,390.00		Network Manager/Webmaster	
Westwood					
Needham	\$81,471.00	\$102,199.50		IE-23	37.5 hrs/wk
Average	\$72,398.72	\$99,178.16	\$83,827.29		
50th Percentile	\$67,550.00	\$102,390.00	\$83,827.29		
60th Percentile	\$70,129.76	\$103,434.00	\$83,827.29		
65th Percentile	\$71,419.65	\$103,956.00	\$83,827.29		
75th Percentile	\$73,999.41	\$105,000.00	\$83,827.29		
80th Percentile	\$78,757.66	\$106,129.24	\$83,827.29		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Applications Administrator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$60,743.78	\$79,674.64		Applications & System Administrator	
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$62,653.50	\$85,780.50		Systems and Applications Manager	37.5 hrs/wk
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$66,300.00	\$83,109.00		IE-20	37.5 hrs/wk
Average	\$61,698.64	\$82,727.57	#DIV/0!		
50th Percentile	\$61,698.64	\$82,727.57	#NUM!		
60th Percentile	\$61,889.61	\$83,338.16	#NUM!		
65th Percentile	\$61,985.10	\$83,643.45	#NUM!		
75th Percentile	\$62,176.07	\$84,254.04	#NUM!		
80th Percentile	\$62,271.56	\$84,559.33	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	GIS/Administrator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$83,686.05	\$94,686.97		GIS Database Administrator	
Burlington					
Canton			\$62,424.00	GIS Coordinator	
Dedham					
Dover					
Framingham					
Lexington	\$59,649.00	\$81,703.00		GIS Database Administrator	
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$60,170.00	\$91,190.00			
Westwood	\$65,747.00	\$82,108.00		Geographic Information Specialist	
Needham	\$66,300.00	\$83,109.00		IE-20	37.5 hrs/wk
Average	\$67,313.01	\$87,421.99	\$62,424.00		
50th Percentile	\$62,958.50	\$86,649.00	\$62,424.00		
60th Percentile	\$64,631.60	\$89,373.60	\$62,424.00		
65th Percentile	\$65,468.15	\$90,735.90	\$62,424.00		
75th Percentile	\$70,231.76	\$92,064.24	\$62,424.00		
80th Percentile	\$72,922.62	\$92,588.79	\$62,424.00		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Technology Support Technician				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$51,129.32	\$67,063.82		Network/Repair Technician	
Canton					
Dedham					
Dover					
Framingham	\$58,993.50	\$73,428.23		Network Technician	37.5 hrs/wk
Lexington	\$51,460.50	\$74,236.50		AV Technician	37.5 hrs/wk
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$57,510.00	\$86,710.00		Desktop Administrator	
Westwood					
Needham	\$60,372.00	\$75,738.00		I-19	37.5 hrs/wk
Average	\$54,773.33	\$75,359.64	#DIV/0!		
50th Percentile	\$54,485.25	\$73,832.37	#NUM!		
60th Percentile	\$56,300.10	\$74,074.85	#NUM!		
65th Percentile	\$57,207.53	\$74,196.09	#NUM!		
75th Percentile	\$57,880.88	\$77,354.88	#NUM!		
80th Percentile	\$58,103.40	\$79,225.90	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Computer Operator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$48,750.00	\$61,171.50		I-15 (paid as I-16)	37.5 hrs/wk
Average	#DIV/0!	#DIV/0!	#DIV/0!		
50th Percentile	#NUM!	#NUM!	#NUM!		
60th Percentile	#NUM!	#NUM!	#NUM!		
65th Percentile	#NUM!	#NUM!	#NUM!		
75th Percentile	#NUM!	#NUM!	#NUM!		
80th Percentile	#NUM!	#NUM!	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Public Health Nurse				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$51,850.50	\$79,579.50			
Canton					
Dedham					
Dover					
Framingham	\$64,927.79	\$80,772.87			
Lexington	\$59,649.00	\$81,701.00			
Milton					
Natick	\$60,000.00	\$105,000.00			
Newton					
Norwood	\$64,135.50	\$78,877.50			
Waltham					
Watertown	\$62,080.00	\$76,352.00			
Wellesley	\$47,670.00	\$71,870.00			
Westwood	\$65,747.00	\$82,108.00			
Needham	\$66,300.00	\$83,109.00		IE-20	37.5 hrs/wk
Average	\$59,507.47	\$82,032.61	#DIV/0!		
50th Percentile	\$61,040.00	\$80,176.19	#NUM!		
60th Percentile	\$62,491.10	\$80,958.50	#NUM!		
65th Percentile	\$63,210.53	\$81,283.34	#NUM!		
75th Percentile	\$64,333.57	\$81,802.75	#NUM!		
80th Percentile	\$64,610.87	\$81,945.20	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Environmental Health Agent				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$74,585.45	\$78,338.63		Public Health Sanitarian	
Burlington	\$65,188.50	\$99,996.00		Health Agent/Sanitarian	
Canton					
Dedham					
Dover					
Framingham	\$58,993.50	\$73,428.23		Public Health Inspector	
Lexington	\$62,653.50	\$85,780.50		Health Agent	37.5 hrs/wk
Milton					
Natick	\$60,000.00	\$105,000.00			
Newton					
Norwood	\$60,820.50	\$74,665.50		Public Health Sanitarian	
Waltham					
Watertown	\$62,080.00	\$76,352.00		Health Officer	
Wellesley	\$52,380.00	\$79,400.00		Environmental Health Specialist	
Westwood	\$55,338.00	\$69,110.00		Sanitarian/Food Inspector	
Needham	\$66,300.00	\$83,109.00		IE-20	37.5 hrs/wk
Average	\$61,337.72	\$82,452.32	#DIV/0!		
50th Percentile	\$60,820.50	\$78,338.63	#NUM!		
60th Percentile	\$61,828.10	\$79,187.73	#NUM!		
65th Percentile	\$62,194.70	\$80,676.10	#NUM!		
75th Percentile	\$62,653.50	\$85,780.50	#NUM!		
80th Percentile	\$63,667.50	\$91,466.70	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Social Worker 2				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$59,058.39	\$66,821.82		Clinical Social Worker III	
Burlington	\$55,708.11	\$73,069.59			
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick	\$48,000.00	\$80,000.00		Social Worker; Clinical Social Worker	
Newton					
Norwood					
Waltham					
Watertown	\$54,399.00	\$66,905.00		Case Worker COA	37.5 hrs/wk
Wellesley					
Westwood					
Needham	\$60,372.00	\$75,738.00		IE-19 (4 positions)	37.5 hrs/wk
Average	\$54,291.38	\$71,699.10	#DIV/0!		
50th Percentile	\$55,053.56	\$69,987.30	#NUM!		
60th Percentile	\$55,446.29	\$71,836.67	#NUM!		
65th Percentile	\$55,642.65	\$72,761.36	#NUM!		
75th Percentile	\$56,545.68	\$74,802.19	#NUM!		
80th Percentile	\$57,048.22	\$75,841.75	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Social Worker 1				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$54,683.43	\$61,871.99		Clinical Social Worker II	
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$54,990.00	\$68,991.00		IE-18 (0 positions)	37.5 hrs/wk
Average	\$54,683.43	\$61,871.99	#DIV/0!		
50th Percentile	\$54,683.43	\$61,871.99	#NUM!		
60th Percentile	\$54,683.43	\$61,871.99	#NUM!		
65th Percentile	\$54,683.43	\$61,871.99	#NUM!		
75th Percentile	\$54,683.43	\$61,871.99	#NUM!		
80th Percentile	\$54,683.43	\$61,871.99	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Field Assessor				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham	\$53,661.40	\$66,764.36			
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$54,990.00	\$68,991.00		I-18	37.5 hrs/wk
Average	\$53,661.40	\$66,764.36	#DIV/0!		
50th Percentile	\$53,661.40	\$66,764.36	#NUM!		
60th Percentile	\$53,661.40	\$66,764.36	#NUM!		
65th Percentile	\$53,661.40	\$66,764.36	#NUM!		
75th Percentile	\$53,661.40	\$66,764.36	#NUM!		
80th Percentile	\$53,661.40	\$66,764.36	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Payroll Coordinator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$63,783.46	\$72,167.61			
Burlington	\$45,318.00	\$69,576.00		Payroll Administrator	
Canton	\$54,308.80	\$67,891.20		Accounting Specialist - Payroll	40 hrs/wk
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick	\$48,000.00	\$80,000.00		Payroll Manager	
Newton					
Norwood	\$54,210.00	\$66,534.00		Payroll Administrator	37.5 hrs/wk
Waltham					
Watertown					
Wellesley					
Westwood	\$51,500.80	\$60,299.20			
Needham	\$54,990.00	\$68,991.00		I-18	37.5 hrs/wk
Average	\$52,853.51	\$69,411.34	#DIV/0!		
50th Percentile	\$52,855.40	\$68,733.60	#NUM!		
60th Percentile	\$54,210.00	\$69,576.00	#NUM!		
65th Percentile	\$54,234.70	\$70,223.90	#NUM!		
75th Percentile	\$54,284.10	\$71,519.71	#NUM!		
80th Percentile	\$54,308.80	\$72,167.61	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Conservation Specialist				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$55,708.11	\$73,069.59		Assistant Conservation Administrator	
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$62,653.50	\$85,780.50		Conservation Stewardship Program	37.5 hrs/wk
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood	\$51,500.80	\$60,299.20		Conservation Coordinator	
Needham	\$53,313.00	\$66,865.50		I-17	37.5 hrs/wk
Average	\$56,620.80	\$73,049.76	#DIV/0!		
50th Percentile	\$55,708.11	\$73,069.59	#NUM!		
60th Percentile	\$57,097.19	\$75,611.77	#NUM!		
65th Percentile	\$57,791.73	\$76,882.86	#NUM!		
75th Percentile	\$59,180.81	\$79,425.05	#NUM!		
80th Percentile	\$59,875.34	\$80,696.14	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Recreation Supervisor				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$68,426.89	\$71,870.00		Area Manager/Recreation Programs	
Burlington	\$60,060.00	\$92,254.50		Recreation Program Coordinator	
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$59,649.00	\$81,701.00			
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$47,670.00	\$71,870.00		Program Coordinator (Recreation)	
Westwood	\$50,767.00	\$63,403.00		Recreation Program Manager	
Needham	\$51,753.00	\$64,954.50		I-16	37.5 hrs/wk
Average	\$57,314.58	\$76,219.70	#DIV/0!		
50th Percentile	\$59,649.00	\$71,870.00	#NUM!		
60th Percentile	\$59,813.40	\$75,802.40	#NUM!		
65th Percentile	\$59,895.60	\$77,768.60	#NUM!		
75th Percentile	\$60,060.00	\$81,701.00	#NUM!		
80th Percentile	\$61,733.38	\$83,811.70	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Senior Custodian 2				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$57,802.10	\$60,747.75		Senior Building Custodian	40 hrs/wk
Burlington	\$51,771.20	\$79,393.60		Head Custodian	
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$51,147.20	\$59,758.40		Head Custodian	
Milton					
Natick	\$48,000.00	\$80,000.00		Facility Custodial Supervisor	
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$48,630.40	\$60,528.00		Head Custodian	40 hrs/wk
Westwood					
Needham	\$51,292.80	\$61,339.20		BC-3 (3 positions)	40 hrs/wk
Average	\$51,470.18	\$68,085.55	#DIV/0!		
50th Percentile	\$51,147.20	\$60,747.75	#NUM!		
60th Percentile	\$51,396.80	\$68,206.09	#NUM!		
65th Percentile	\$51,521.60	\$71,935.26	#NUM!		
75th Percentile	\$51,771.20	\$79,393.60	#NUM!		
80th Percentile	\$52,977.38	\$79,514.88	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Senior Custodian 2 (Edited)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$57,802.10	\$60,747.75		Senior Building Custodian	40 hrs/wk
Burlington	\$51,771.20	\$79,393.60		Head Custodian	
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$51,147.20	\$59,758.40		Head Custodian	
Milton					
Natick				Facility Custodial Supervisor	
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$48,630.40	\$60,528.00		Head Custodian	40 hrs/wk
Westwood					
Needham	\$51,292.80	\$61,339.20		BC-3 (3 positions)	40 hrs/wk
Average	\$52,337.73	\$65,106.94	#DIV/0!		
50th Percentile	\$51,459.20	\$60,637.88	#NUM!		
60th Percentile	\$51,646.40	\$60,703.80	#NUM!		
65th Percentile	\$51,740.00	\$60,736.76	#NUM!		
75th Percentile	\$53,278.93	\$65,409.21	#NUM!		
80th Percentile	\$54,183.56	\$68,206.09	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Senior Custodian 1				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$45,177.60	\$69,388.80		Lead Custodian	
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood	\$45,947.20	\$56,368.00		Senior Custodian	40 hrs/wk
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$48,880.00	\$58,448.00		BC-2 (14 positions)	40 hrs/wk
Average	\$45,562.40	\$62,878.40	#DIV/0!		
50th Percentile	\$45,562.40	\$62,878.40	#NUM!		
60th Percentile	\$45,639.36	\$64,180.48	#NUM!		
65th Percentile	\$45,677.84	\$64,831.52	#NUM!		
75th Percentile	\$45,754.80	\$66,133.60	#NUM!		
80th Percentile	\$45,793.28	\$66,784.64	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Custodian				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$51,106.93	\$53,710.67		Building Custodian	40 hrs/wk
Burlington	\$40,976.00	\$62,878.40		Building Custodian	
Canton	\$33,488.00	\$45,699.26			
Dedham					
Dover					
Framingham					
Lexington	\$45,156.80	\$53,248.00			
Milton					
Natick					
Newton					
Norwood	\$40,976.00	\$50,232.00		Custodian/Maintenance Worker	40 hrs/wk
Waltham					
Watertown	\$47,670.00	\$58,630.00		Custodian	40 hrs/wk
Wellesley	\$40,601.60	\$50,606.40			40 hrs/wk
Westwood	\$41,892.00	\$52,319.00		Municipal Facilities Custodian	
Needham	\$42,619.20	\$50,939.20		BC-1 (21 positions)	40 hrs/wk
Average	\$42,733.42	\$53,415.47	#DIV/0!		
50th Percentile	\$41,434.00	\$52,783.50	#NUM!		
60th Percentile	\$42,544.96	\$53,340.53	#NUM!		
65th Percentile	\$43,687.64	\$53,502.47	#NUM!		
75th Percentile	\$45,785.10	\$54,940.50	#NUM!		
80th Percentile	\$46,664.72	\$56,662.27	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Carpenter				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$60,403.20	\$77,043.20			40 hrs/wk
Westwood					
Needham	\$65,832.00	\$79,248.00		BT-4	40 hrs/wk
Average	\$60,403.20	\$77,043.20	#DIV/0!		
50th Percentile	\$60,403.20	\$77,043.20	#NUM!		
60th Percentile	\$60,403.20	\$77,043.20	#NUM!		
65th Percentile	\$60,403.20	\$77,043.20	#NUM!		
75th Percentile	\$60,403.20	\$77,043.20	#NUM!		
80th Percentile	\$60,403.20	\$77,043.20	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Electrician				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$57,075.20	\$68,012.46		Plumber/Electrician/Refrigeration Technician	
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown	\$70,841.00	\$87,128.00		DPW Electrician	
Wellesley	\$60,403.20	\$77,043.20			40 hrs/wk
Westwood					
Needham	\$65,832.00	\$79,248.00		BT-4	40 hrs/wk
Average	\$62,773.13	\$77,394.55	#DIV/0!		
50th Percentile	\$60,403.20	\$77,043.20	#NUM!		
60th Percentile	\$62,490.76	\$79,060.16	#NUM!		
65th Percentile	\$63,534.54	\$80,068.64	#NUM!		
75th Percentile	\$65,622.10	\$82,085.60	#NUM!		
80th Percentile	\$66,665.88	\$83,094.08	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	HVAC Technician				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$57,075.20	\$68,012.46		Plumber/Electrician/Refrigeration Technician	
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$60,403.20	\$77,043.20			40 hrs/wk
Westwood					
Needham	\$65,832.00	\$79,248.00		BT-4	40 hrs/wk
Average	\$58,739.20	\$72,527.83	#DIV/0!		
50th Percentile	\$58,739.20	\$72,527.83	#NUM!		
60th Percentile	\$59,072.00	\$73,430.91	#NUM!		
65th Percentile	\$59,238.40	\$73,882.44	#NUM!		
75th Percentile	\$59,571.20	\$74,785.52	#NUM!		
80th Percentile	\$59,737.60	\$75,237.05	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Plumber				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$57,075.20	\$68,012.46		Plumber/Electrician/Refrigeration Technician	
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$60,403.20	\$77,043.20			40 hrs/wk
Westwood					
Needham	\$65,832.00	\$79,248.00		BT-4	40 hrs/wk
Average	\$58,739.20	\$72,527.83	#DIV/0!		
50th Percentile	\$58,739.20	\$72,527.83	#NUM!		
60th Percentile	\$59,072.00	\$73,430.91	#NUM!		
65th Percentile	\$59,238.40	\$73,882.44	#NUM!		
75th Percentile	\$59,571.20	\$74,785.52	#NUM!		
80th Percentile	\$59,737.60	\$75,237.05	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Glazier				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$53,185.60	\$63,232.00		BT-2	40 hrs/wk
Average	#DIV/0!	#DIV/0!	#DIV/0!		
50th Percentile	#NUM!	#NUM!	#NUM!		
60th Percentile	#NUM!	#NUM!	#NUM!		
65th Percentile	#NUM!	#NUM!	#NUM!		
75th Percentile	#NUM!	#NUM!	#NUM!		
80th Percentile	#NUM!	#NUM!	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Crafts Worker				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$55,579.43	\$58,410.76		Maintenance Craftsperson	40 hrs/wk
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood	\$ 50,767.00	\$ 63,403.00		Facilities Maintenance Technician	
Needham	\$53,185.60	\$63,232.00		BT-2	40 hrs/wk
Average	\$53,173.22	\$60,906.88	#DIV/0!		
50th Percentile	\$53,173.22	\$60,906.88	#NUM!		
60th Percentile	\$53,654.46	\$61,406.10	#NUM!		
65th Percentile	\$53,895.08	\$61,655.72	#NUM!		
75th Percentile	\$54,376.32	\$62,154.94	#NUM!		
80th Percentile	\$54,616.94	\$62,404.55	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Master Mechanic				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline			\$63,272.66	Working Foreman Motor Equipment Repair	40 hrs/wk
Burlington	\$58,843.00	\$84,811.00			40 hrs/wk
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood	\$68,161.60	\$83,116.80		Master Mechanic/Fleet Supervisor. Rate w. CD	40 hrs/wk
Waltham					
Watertown					
Wellesley					
Westwood	\$56,016.08	\$64,343.16		Head Mechanic	
Needham	\$61,401.60	\$72,883.20		W-7	40 hrs/wk
Average	\$61,006.89	\$77,423.65	\$63,272.66		
50th Percentile	\$58,843.00	\$83,116.80	\$63,272.66		
60th Percentile	\$60,706.72	\$83,455.64	\$63,272.66		
65th Percentile	\$61,638.58	\$83,625.06	\$63,272.66		
75th Percentile	\$63,502.30	\$83,963.90	\$63,272.66		
80th Percentile	\$64,434.16	\$84,133.32	\$63,272.66		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Chief Pumping Station Operator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$62,275.20	\$90,979.20		Chief Operator/Chemist	
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood	\$68,161.60	\$83,116.80		Working Foreman/Water Systems	40 hrs/wk
Waltham					
Watertown	\$ 70,841.00	\$87,128.00		General Foreman Water/Sewer	
Wellesley	\$48,401.60	\$62,940.80			
Westwood	\$61,526.00	\$70,674.00		Sewer Operations Supervisor	
Needham	\$61,401.60	\$72,883.20		W-7	40 hrs/wk
Average	\$62,241.08	\$78,967.76	#DIV/0!		
50th Percentile	\$62,275.20	\$83,116.80	#NUM!		
60th Percentile	\$64,629.76	\$84,721.28	#NUM!		
65th Percentile	\$65,807.04	\$85,523.52	#NUM!		
75th Percentile	\$68,161.60	\$87,128.00	#NUM!		
80th Percentile	\$68,697.48	\$87,898.24	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Public Works Inspector				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$60,486.40	\$88,670.40		Lead Foreman	
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$56,035.20	\$67,100.80		W-6	40 hrs/wk
Average	\$60,486.40	\$88,670.40	#DIV/0!		
50th Percentile	\$60,486.40	\$88,670.40	#NUM!		
60th Percentile	\$60,486.40	\$88,670.40	#NUM!		
65th Percentile	\$60,486.40	\$88,670.40	#NUM!		
75th Percentile	\$60,486.40	\$88,670.40	#NUM!		
80th Percentile	\$60,486.40	\$88,670.40	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Working Foreman				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline			\$61,082.87	Working Foreman (Highway or Utilities)	40 hrs/wk
Burlington	\$58,843.00	\$84,811.00		Working Foreman/Laborer	40 hrs/wk
Canton	\$67,870.40	\$84,884.80		Foreman (W, S, Hwy, Maint, Cemetery)	40 hrs/wk
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood	\$64,521.60	\$78,582.40		Working Foreman, Highway/Parks or Sewer. Rate w. CDL	
Waltham					
Watertown	\$55,267.00	\$65,374.00		Working Foreman HEO	
Wellesley	\$52,998.40	\$68,411.20		Working Foreman A (Hwy, Park & Tree, Recycling/Disp., W/S)	
Westwood	\$57,623.55	\$66,270.15		Senior Working Foreman/Grounds Fields Foreman	
Needham	\$56,035.20	\$67,100.80		W-6 (8 positions)	40 hrs/wk
Average	\$59,520.66	\$74,722.26	\$61,082.87		
50th Percentile	\$58,233.28	\$73,496.80	\$61,082.87		
60th Percentile	\$58,843.00	\$78,582.40	\$61,082.87		
65th Percentile	\$60,262.65	\$80,139.55	\$61,082.87		
75th Percentile	\$63,101.95	\$83,253.85	\$61,082.87		
80th Percentile	\$64,521.60	\$84,811.00	\$61,082.87		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Equipment Mechanic				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline			\$61,082.87	Motor Equipment Repairperson	40 hrs/wk
Burlington	\$49,462.00	\$71,998.00		Motor Equipment Repairman	40 hrs/wk
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood	\$54,704.00	\$66,518.40		Mechanic. Rate w. CDL	40 hrs/wk
Waltham					
Watertown					
Wellesley	\$48,651.20	\$62,940.80		Automotive Mechanic Welder	40 hrs/wk
Westwood	\$48,735.81	\$56,768.77		Mechanic	
Needham	\$51,916.80	\$62,129.60		W-5	40 hrs/wk
Average	\$50,388.25	\$64,556.49	\$61,082.87		
50th Percentile	\$49,098.91	\$64,729.60	\$61,082.87		
60th Percentile	\$49,316.76	\$65,802.88	\$61,082.87		
65th Percentile	\$49,425.69	\$66,339.52	\$61,082.87		
75th Percentile	\$50,772.50	\$67,888.30	\$61,082.87		
80th Percentile	\$51,558.80	\$68,710.24	\$61,082.87		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Public Works Technician				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline			\$63,272.66	Traffic Systems Technician	40 hrs/wk
Burlington	\$49,462.00	\$71,998.00		Water Meter Reader/Backflow Technician	40 hrs/wk
Canton	\$54,308.80	\$67,891.20		Utility Maintenance Technician	40 hrs/wk
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$46,259.20	\$59,841.60		Meter/Backflow Prevention Device Technician	40 hrs/wk
Westwood					
Needham	\$51,916.80	\$62,129.60		W-5	
Average	\$50,010.00	\$66,576.93	\$63,272.66		
50th Percentile	\$49,462.00	\$67,891.20	\$63,272.66		
60th Percentile	\$50,431.36	\$68,712.56	\$63,272.66		
65th Percentile	\$50,916.04	\$69,123.24	\$63,272.66		
75th Percentile	\$51,885.40	\$69,944.60	\$63,272.66		
80th Percentile	\$52,370.08	\$70,355.28	\$63,272.66		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Pumping Station Operator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$49,462.00	\$71,998.00			40 hrs/wk
Canton	\$54,308.80	\$67,891.20		Water Treatment Plant Operator	40 hrs/wk
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$48,651.20	\$62,940.80		Primary Water Treatment Plant Operator	40 hrs/wk
Westwood	\$53,955.00	\$61,977.00		Sewer Pump Operator	
Needham	\$51,916.80	\$62,129.60		W-5	40 hrs/wk
Average	\$51,594.25	\$66,201.75	#DIV/0!		
50th Percentile	\$51,708.50	\$65,416.00	#NUM!		
60th Percentile	\$53,056.40	\$66,901.12	#NUM!		
65th Percentile	\$53,730.35	\$67,643.68	#NUM!		
75th Percentile	\$54,043.45	\$68,917.90	#NUM!		
80th Percentile	\$54,096.52	\$69,533.92	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Heavy Motor Equipment Operator (HMEO)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline			\$59,872.36	MEO III	40 hrs/wk
Burlington	\$49,462.00	\$71,998.00		Special Heavy Motor Equipment Operator	40 hrs/wk
Canton	\$49,774.40	\$62,212.80		Heavy Equipment Operator	40 hrs/wk
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood	\$54,704.00	\$66,518.40		MEO III/DPW Heavy Laborer. Rate w. CDL	40 hrs/wk
Waltham					
Watertown					
Wellesley	\$43,992.00	\$56,929.60		Heavy Equipment Operator	40 hrs/wk
Westwood	\$48,735.81	\$56,768.77		Heavy Equipment Operator	
Needham	\$48,380.80	\$58,136.00		W-4 (12 positions)	40 hrs/wk
Average	\$49,333.64	\$62,885.51	\$59,872.36		
50th Percentile	\$49,462.00	\$62,212.80	\$59,872.36		
60th Percentile	\$49,586.96	\$63,935.04	\$59,872.36		
65th Percentile	\$49,649.44	\$64,796.16	\$59,872.36		
75th Percentile	\$49,774.40	\$66,518.40	\$59,872.36		
80th Percentile	\$50,760.32	\$67,614.32	\$59,872.36		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Public Works Craftworker				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline			\$53,793.14	Utilities Craftsperson	40 hrs/wk
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood	\$54,704.00	\$66,518.40		Craftsman (Sewer, Water or Sign). Rate w. CDL	40 hrs/wk
Waltham					
Watertown	\$48,272.00	\$57,101.00		Skilled Craft (DPW)	
Wellesley	\$48,651.20	\$62,940.80		Highway Craftsman	40 hrs/wk
Westwood					
Needham	\$48,380.80	\$58,136.00		W-4 (15 positions)	40 hrs/wk
Average	\$50,542.40	\$62,186.73	\$53,793.14		
50th Percentile	\$48,651.20	\$62,940.80	\$53,793.14		
60th Percentile	\$49,861.76	\$63,656.32	\$53,793.14		
65th Percentile	\$50,467.04	\$64,014.08	\$53,793.14		
75th Percentile	\$51,677.60	\$64,729.60	\$53,793.14		
80th Percentile	\$52,282.88	\$65,087.36	\$53,793.14		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Public Works Specialist				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$51,466.00	\$75,004.00		Timekeeper/Recordkeeper	40 hrs/wk
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$43,792.61	\$50,868.19		Information Coordinator	
Milton					
Natick					
Newton					
Norwood	\$49,004.80	\$59,571.20		Dispatcher/Yardman. Rate w. CDL	40 hrs/wk
Waltham					
Watertown					
Wellesley	\$49,354.50	\$61,483.50		Office Administrator	
Westwood					
Needham	\$48,380.80	\$58,136.00		W-4	40 hrs/wk
Average	\$48,404.48	\$61,731.72	#DIV/0!		
50th Percentile	\$49,179.65	\$60,527.35	#NUM!		
60th Percentile	\$49,284.56	\$61,101.04	#NUM!		
65th Percentile	\$49,337.02	\$61,387.89	#NUM!		
75th Percentile	\$49,882.38	\$64,863.63	#NUM!		
80th Percentile	\$50,199.10	\$66,891.70	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Tree Climber				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$46,259.20	\$59,841.60			40 hrs/wk
Westwood					
Needham	\$48,380.80	\$58,136.00		W-4	40 hrs/wk
Average	\$46,259.20	\$59,841.60	#DIV/0!		
50th Percentile	\$46,259.20	\$59,841.60	#NUM!		
60th Percentile	\$46,259.20	\$59,841.60	#NUM!		
65th Percentile	\$46,259.20	\$59,841.60	#NUM!		
75th Percentile	\$46,259.20	\$59,841.60	#NUM!		
80th Percentile	\$46,259.20	\$59,841.60	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Laborer 3				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline			\$53,793.14	MEO II	40 hrs/wk
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood	\$49,004.80	\$59,571.20		Motor Equipment Operator I/Laborer-CDL	40 hrs/wk
Waltham					
Watertown	\$45,114.00	\$53,365.00		Motor Equipment Operator	
Wellesley	\$42,016.00	\$54,371.20		Medium Equipment Operator	40 hrs/wk
Westwood	\$46,265.27	\$53,544.99		Operator - Laborer	
Needham	\$45,489.60	\$54,496.00		W-3 (3 positions)	40 hrs/wk
Average	\$45,600.02	\$55,213.10	\$53,793.14		
50th Percentile	\$45,689.64	\$53,958.10	\$53,793.14		
60th Percentile	\$46,035.02	\$54,205.96	\$53,793.14		
65th Percentile	\$46,207.71	\$54,329.89	\$53,793.14		
75th Percentile	\$46,950.15	\$55,671.20	\$53,793.14		
80th Percentile	\$47,361.08	\$56,451.20	\$53,793.14		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Laborer 2				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline			\$51,459.28	MEO I Laborer	40 hrs/wk
Burlington	\$40,892.00	\$59,248.00		Laborer	40 hrs/wk
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood	\$43,888.00	\$53,809.60		Public Works Truck Driver/Laborer	40 hrs/wk
Waltham					
Watertown					
Wellesley	\$36,712.00	\$47,444.80		Light Equipment Operator	40 hrs/wk
Westwood					
Needham	\$42,452.80	\$51,126.40		W-2 (7 positions)	40 hrs/wk
Average	\$40,497.33	\$53,500.80	\$51,459.28		
50th Percentile	\$40,892.00	\$53,809.60	\$51,459.28		
60th Percentile	\$41,491.20	\$54,897.28	\$51,459.28		
65th Percentile	\$41,790.80	\$55,441.12	\$51,459.28		
75th Percentile	\$42,390.00	\$56,528.80	\$51,459.28		
80th Percentile	\$42,689.60	\$57,072.64	\$51,459.28		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Building Commissioner				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$82,801.17	\$108,606.24		Inspector of Buildings	
Canton			\$98,560.93		
Dedham					
Dover					
Framingham	\$103,419.00	\$138,126.00		Director of Inspection Services	
Lexington	\$87,762.00	\$110,557.00			
Milton					
Natick	\$75,000.00	\$125,000.00			
Newton					
Norwood	\$94,654.00	\$116,447.00		Superintendent & Inspector of Buildings	40 hrs/wk
Waltham					
Watertown	\$77,361.00	\$99,147.00		Inspector of Buildings	
Wellesley	\$72,930.00	\$111,700.00		Inspector of Buildings	
Westwood	\$78,115.00	\$97,553.00			
Needham	\$93,864.00	\$116,400.00		K-24	Salaried
Average	\$84,005.27	\$113,392.03	\$98,560.93		
50th Percentile	\$80,458.09	\$111,128.50	\$98,560.93		
60th Percentile	\$83,793.34	\$112,649.40	\$98,560.93		
65th Percentile	\$85,529.63	\$114,310.85	\$98,560.93		
75th Percentile	\$89,485.00	\$118,585.25	\$98,560.93		
80th Percentile	\$91,897.20	\$121,578.80	\$98,560.93		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Building Commissioner				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$92,255.49	\$104,382.91		Deputy Building Commissioner/Zoning	37.5 hrs/wk
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$79,167.00	\$99,733.00			
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood	\$71,663.00	\$89,497.00		Deputy Building Commissioner	
Needham	\$71,058.00	\$89,173.50	G-21		Salaried
Average	\$81,028.50	\$97,870.97	#DIV/0!		
50th Percentile	\$79,167.00	\$99,733.00	#NUM!		
60th Percentile	\$81,784.70	\$100,662.98	#NUM!		
65th Percentile	\$83,093.55	\$101,127.97	#NUM!		
75th Percentile	\$85,711.25	\$102,057.96	#NUM!		
80th Percentile	\$87,020.09	\$102,522.95	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Local Building Inspector				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$55,438.50	\$85,078.50			
Canton					
Dedham					
Dover					
Framingham	\$58,993.00	\$73,428.00		Building Inspector	
Lexington	\$62,653.50	\$85,780.50			37.5 hrs/wk
Milton					
Natick	\$60,000.00	\$105,000.00			
Newton					
Norwood					
Waltham					
Watertown	\$70,841.00	\$87,128.00		Zoning Officer/Local Inspector	
Wellesley	\$52,380.00	\$79,400.00			
Westwood	\$71,663.00	\$89,497.00		Construction Inspector	
Needham	\$66,300.00	\$83,109.00		G-20	37.5 hrs/wk
Average	\$61,709.86	\$86,473.14	#DIV/0!		
50th Percentile	\$60,000.00	\$85,780.50	#NUM!		
60th Percentile	\$61,592.10	\$86,589.00	#NUM!		
65th Percentile	\$62,388.15	\$86,993.25	#NUM!		
75th Percentile	\$66,747.25	\$88,312.50	#NUM!		
80th Percentile	\$69,203.50	\$89,023.20	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Inspector of Plumbing & Gas				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$80,087.85	\$84,118.21			
Burlington	\$55,438.50	\$85,078.50			
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood	\$58,051.50	\$71,272.50		Plumbing & Gas Inspector	37.5 hrs/wk
Waltham					
Watertown	\$70,841.00	\$87,128.00			
Wellesley	\$50,030.00	\$75,430.00			
Westwood	\$60,318.00	\$75,328.00			
Needham	\$60,372.00	\$75,738.00		G-19	37.5 hrs/wk
Average	\$62,461.14	\$79,725.87	#DIV/0!		
50th Percentile	\$59,184.75	\$79,774.11	#NUM!		
60th Percentile	\$60,318.00	\$84,118.21	#NUM!		
65th Percentile	\$62,948.75	\$84,358.28	#NUM!		
75th Percentile	\$68,210.25	\$84,838.43	#NUM!		
80th Percentile	\$70,841.00	\$85,078.50	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Inspector of Wires				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$80,087.85	\$84,118.21		Electrical Inspector	
Burlington	\$55,438.50	\$85,078.50			
Canton					
Dedham					
Dover					
Framingham	\$58,993.00	\$73,428.23		Electrical Inspector	
Lexington	\$62,653.50	\$85,780.50			37.5 hrs/wk
Milton					
Natick					
Newton					
Norwood	\$58,051.50	\$71,272.50		Wiring Inspector	37.5 hrs/wk
Waltham					
Watertown	\$70,841.00	\$87,128.00		Wire Inspector	
Wellesley	\$50,030.00	\$75,430.00			
Westwood	\$60,318.00	\$75,328.00		Electrical Inspector	
Needham	\$60,372.00	\$75,738.00		G-19	37.5 hrs/wk
Average	\$62,051.67	\$79,695.49	#DIV/0!		
50th Percentile	\$59,655.50	\$79,774.11	#NUM!		
60th Percentile	\$60,785.10	\$84,310.27	#NUM!		
65th Percentile	\$61,602.53	\$84,646.37	#NUM!		
75th Percentile	\$64,700.38	\$85,254.00	#NUM!		
80th Percentile	\$67,566.00	\$85,499.70	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Director of Design & Construction				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$87,762.00	\$110,557.00		Director of Planning	
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$77,840.00	\$119,840.00		Design and Construction Manager	
Westwood	\$97,986.00	\$122,370.00		Director of Economic and Community Development	
Needham	\$109,032.00	\$135,192.00		K-26	Salaried
Average	\$87,862.67	\$117,589.00	#DIV/0!		
50th Percentile	\$87,762.00	\$119,840.00	#NUM!		
60th Percentile	\$89,806.80	\$120,346.00	#NUM!		
65th Percentile	\$90,829.20	\$120,599.00	#NUM!		
75th Percentile	\$92,874.00	\$121,105.00	#NUM!		
80th Percentile	\$93,896.40	\$121,358.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Director of Design & Construction (Edited)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$87,762.00	\$110,557.00		Director of Planning	
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$77,840.00	\$119,840.00		Design and Construction Manager	
Westwood				Director of Economic and Community Development	
Needham	\$109,032.00	\$135,192.00		K-26	Salaried
Average	\$82,801.00	\$115,198.50	#DIV/0!		
50th Percentile	\$82,801.00	\$115,198.50	#NUM!		
60th Percentile	\$83,793.20	\$116,126.80	#NUM!		
65th Percentile	\$84,289.30	\$116,590.95	#NUM!		
75th Percentile	\$85,281.50	\$117,519.25	#NUM!		
80th Percentile	\$85,777.60	\$117,983.40	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Senior Project Manager (Design/Construction)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham	\$94,643.00	\$114,520.00			
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$72,930.00	\$111,700.00		Project Manager	
Westwood					
Needham	\$93,864.00	\$116,400.00		K-24	Salaried
Average	\$83,786.50	\$113,110.00	#DIV/0!		
50th Percentile	\$83,786.50	\$113,110.00	#NUM!		
60th Percentile	\$85,957.80	\$113,392.00	#NUM!		
65th Percentile	\$87,043.45	\$113,533.00	#NUM!		
75th Percentile	\$89,214.75	\$113,815.00	#NUM!		
80th Percentile	\$90,300.40	\$113,956.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Project Manager (Design/Construction)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood	\$87,487.00	\$109,259.00		Project Manager	
Needham	\$78,720.00	\$97,608.00		K-22	Salaried
Average	\$87,487.00	\$109,259.00	#DIV/0!		
50th Percentile	\$87,487.00	\$109,259.00	#NUM!		
60th Percentile	\$87,487.00	\$109,259.00	#NUM!		
65th Percentile	\$87,487.00	\$109,259.00	#NUM!		
75th Percentile	\$87,487.00	\$109,259.00	#NUM!		
80th Percentile	\$87,487.00	\$109,259.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Town Manager/Director of Finance				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton			\$125,343.73	Finance Director	
Dedham					
Dover					
Framingham	\$134,105.00	\$177,354.00		Chief Financial Officer	
Lexington	\$111,503.00	\$126,025.00			
Milton					
Natick	\$125,000.00	\$165,000.00		Deputy Town Admin./Dtr. of Finance (same range as TA)	
Newton					
Norwood	\$127,095.00	\$156,347.00		Director of Finance and Accounting	40 hrs/wk
Waltham					
Watertown					
Wellesley	\$109,540.00	\$169,540.00		Finance Director	
Westwood	\$109,744.00	\$137,066.00		Finance Director	
Needham	\$124,152.00	\$153,936.00		K-28	Salaried
Average	\$119,497.83	\$155,222.00	\$125,343.73		
50th Percentile	\$118,251.50	\$160,673.50	\$125,343.73		
60th Percentile	\$125,000.00	\$165,000.00	\$125,343.73		
65th Percentile	\$125,523.75	\$166,135.00	\$125,343.73		
75th Percentile	\$126,571.25	\$168,405.00	\$125,343.73		
80th Percentile	\$127,095.00	\$169,540.00	\$125,343.73		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Finance & Procurement Coordinator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$77,372.37	\$87,543.26		Procurement Officer	
Burlington	\$66,237.86	\$86,880.96		Purchasing Analyst	
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$59,649.00	\$86,085.00		Director of Purchasing	
Milton					
Natick	\$60,000.00	\$105,000.00		Procurement Manager	
Newton					
Norwood	\$76,381.50	\$93,951.00		Contracts Administrator	
Waltham					
Watertown					
Wellesley					
Westwood	\$71,663.00	\$89,497.00		Procurement Officer	
Needham	\$71,058.00	\$89,173.50	G-21		Salaried
Average	\$68,550.62	\$91,492.87	#DIV/0!		
50th Percentile	\$68,950.43	\$88,520.13	#NUM!		
60th Percentile	\$71,663.00	\$89,497.00	#NUM!		
65th Percentile	\$72,842.63	\$90,610.50	#NUM!		
75th Percentile	\$75,201.88	\$92,837.50	#NUM!		
80th Percentile	\$76,381.50	\$93,951.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Finance & Procurement Coordinator (Edited)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$77,372.37	\$87,543.26		Procurement Officer	
Burlington	\$66,237.86	\$86,880.96		Purchasing Analyst	
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$59,649.00	\$86,085.00		Director of Purchasing	
Milton					
Natick				Procurement Manager	
Newton					
Norwood	\$76,381.50	\$93,951.00		Contracts Administrator	
Waltham					
Watertown					
Wellesley					
Westwood	\$71,663.00	\$89,497.00		Procurement Officer	
Needham	\$71,058.00	\$89,173.50	G-21		Salaried
Average	\$70,260.75	\$88,791.44	#DIV/0!		
50th Percentile	\$71,663.00	\$87,543.26	#NUM!		
60th Percentile	\$73,550.40	\$88,324.76	#NUM!		
65th Percentile	\$74,494.10	\$88,715.50	#NUM!		
75th Percentile	\$76,381.50	\$89,497.00	#NUM!		
80th Percentile	\$76,579.67	\$90,387.80	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Town Accountant				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$89,283.13	\$117,108.30			
Canton			\$116,340.13		
Dedham					
Dover					
Framingham	\$100,407.00	\$121,493.00		City Accountant	
Lexington	\$91,418.00	\$102,818.00			
Milton					
Natick	\$100,000.00	\$145,000.00		Comptroller	
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood	\$87,487.00	\$109,259.00			
Needham	\$93,864.00	\$116,400.00		K-24	Salaried
Average	\$93,719.03	\$119,135.66	\$116,340.13		
50th Percentile	\$91,418.00	\$117,108.30	\$116,340.13		
60th Percentile	\$94,850.80	\$118,862.18	\$116,340.13		
65th Percentile	\$96,567.20	\$119,739.12	\$116,340.13		
75th Percentile	\$100,000.00	\$121,493.00	\$116,340.13		
80th Percentile	\$100,081.40	\$126,194.40	\$116,340.13		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Town Accountant				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$83,686.05	\$94,686.97		Assistant Comptroller	
Burlington	\$50,193.00	\$76,908.00			
Canton					
Dedham					
Dover					
Framingham	\$97,482.00	\$117,954.00		Assistant CFO	
Lexington	\$58,675.50	\$80,418.00		Staff Accountant	37.5 hrs/wk
Milton					
Natick	\$75,000.00	\$125,000.00		Assistant Comptroller	
Newton					
Norwood	\$64,135.50	\$78,877.50			
Waltham					
Watertown	\$56,847.00	\$69,917.00		Assistant Town Auditor	
Wellesley	\$55,950.00	\$84,810.00			
Westwood	\$56,118.40	\$65,707.20		Staff Accountant	
Needham	\$66,300.00	\$83,109.00		G-20	Salaried
Average	\$66,454.16	\$88,253.19	#DIV/0!		
50th Percentile	\$58,675.50	\$80,418.00	#NUM!		
60th Percentile	\$63,043.50	\$83,931.60	#NUM!		
65th Percentile	\$66,308.40	\$86,785.39	#NUM!		
75th Percentile	\$75,000.00	\$94,686.97	#NUM!		
80th Percentile	\$78,474.42	\$103,993.78	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Director of Assessing				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$89,283.13	\$117,108.30		Appraiser/Assessor	
Canton					
Dedham					
Dover					
Framingham	\$100,407.00	\$121,493.00		Chief Assessor	
Lexington	\$87,762.00	\$110,557.00			
Milton					
Natick	\$75,000.00	\$125,000.00			
Newton					
Norwood	\$94,654.00	\$116,447.00		Principal Assessor	40 hrs/wk
Waltham					
Watertown					
Wellesley	\$72,930.00	\$111,700.00		Chief Assessor	
Westwood	\$71,663.00	\$89,497.00		Assessor	
Needham	\$93,864.00	\$116,400.00		K-24	Salaried
Average	\$84,528.45	\$113,114.61	#DIV/0!		
50th Percentile	\$87,762.00	\$116,447.00	#NUM!		
60th Percentile	\$88,674.68	\$116,843.78	#NUM!		
65th Percentile	\$89,131.02	\$117,042.17	#NUM!		
75th Percentile	\$91,968.57	\$119,300.65	#NUM!		
80th Percentile	\$93,579.83	\$120,616.06	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Director of Assessing				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton	\$63,336.00	\$79,185.60		Assistant to the Director of Assessing	40 hrs/wk
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick	\$60,000.00	\$105,000.00		Assistant Assessor (certified)	
Newton					
Norwood	\$64,135.50	\$78,877.50		Assistant Assessor	
Waltham					
Watertown	\$56,847.00	\$69,917.00		Assistant Assessor	37.5 hrs/wk
Wellesley					
Westwood					
Needham	\$66,300.00	\$83,109.00		G-20	Salaried
Average	\$61,079.63	\$83,245.03	#DIV/0!		
50th Percentile	\$61,668.00	\$79,031.55	#NUM!		
60th Percentile	\$62,668.80	\$79,123.98	#NUM!		
65th Percentile	\$63,169.20	\$79,170.20	#NUM!		
75th Percentile	\$63,535.88	\$85,639.20	#NUM!		
80th Percentile	\$63,655.80	\$89,511.36	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Town Treasurer/Tax Collector				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$89,283.13	\$117,108.30		Treasurer/Collector	
Canton	\$49,774.40	\$62,212.80		Treasury and Collections Coordinator	
Dedham					
Dover					
Framingham	\$100,407.00	\$121,493.00		Treasurer/Collector	
Lexington	\$87,762.00	\$110,557.00			
Milton					
Natick	\$75,000.00	\$125,000.00		Treasurer/Collector	
Newton					
Norwood	\$100,344.00	\$123,458.00		Treasurer/Collector	
Waltham					
Watertown					
Wellesley	\$88,760.00	\$136,660.00		Treasurer/Collector	
Westwood					
Needham	\$93,864.00	\$116,400.00		K-24	Salaried
Average	\$84,475.79	\$113,784.16	#DIV/0!		
50th Percentile	\$88,760.00	\$121,493.00	#NUM!		
60th Percentile	\$89,073.88	\$122,672.00	#NUM!		
65th Percentile	\$89,230.82	\$123,261.50	#NUM!		
75th Percentile	\$94,813.57	\$124,229.00	#NUM!		
80th Percentile	\$98,131.83	\$124,691.60	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Town Treasurer/Tax Collector (edited)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$89,283.13	\$117,108.30		Treasurer/Collector	
Canton				Treasury and Collections Coordinator	
Dedham					
Dover					
Framingham	\$100,407.00	\$121,493.00		Treasurer/Collector	
Lexington	\$87,762.00	\$110,557.00			
Milton					
Natick	\$75,000.00	\$125,000.00		Treasurer/Collector	
Newton					
Norwood	\$100,344.00	\$123,458.00		Treasurer/Collector	
Waltham					
Watertown					
Wellesley	\$88,760.00	\$136,660.00		Treasurer/Collector	
Westwood					
Needham	\$93,864.00	\$116,400.00		K-24	Salaried
Average	\$90,259.36	\$122,379.38	#DIV/0!		
50th Percentile	\$89,021.57	\$122,475.50	#NUM!		
60th Percentile	\$89,283.13	\$123,458.00	#NUM!		
65th Percentile	\$92,048.35	\$123,843.50	#NUM!		
75th Percentile	\$97,578.78	\$124,614.50	#NUM!		
80th Percentile	\$100,344.00	\$125,000.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Treasurer/Collector				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$74,396.67	\$84,176.46		Assistant Treasurer; Assistant Collector	
Burlington	\$50,193.00	\$76,908.00		Assistant Treasurer; Assistant Collector	
Canton	\$49,774.40	\$62,212.80		Treasury Assistant	40 hrs/wk
Dedham					
Dover					
Framingham					
Lexington	\$59,649.00	\$81,701.00		Assistant Tax Collector	
Milton					
Natick	\$60,000.00	\$105,000.00		Assistant Treasurer/Collector	
Newton					
Norwood	\$67,996.50	\$83,635.50		Assistant Treasurer	
Waltham					
Watertown	\$66,861.00	\$87,411.00			37.5 hrs/wk
Wellesley	\$55,950.00	\$84,810.00			
Westwood	\$61,172.80	\$71,635.20		Assistant Town Collector	
Needham	\$66,300.00	\$83,109.00		G-20	Salaried
Average	\$60,665.93	\$81,943.33	#DIV/0!		
50th Percentile	\$60,000.00	\$83,635.50	#NUM!		
60th Percentile	\$60,938.24	\$84,068.27	#NUM!		
65th Percentile	\$62,310.44	\$84,303.17	#NUM!		
75th Percentile	\$66,861.00	\$84,810.00	#NUM!		
80th Percentile	\$67,315.20	\$85,850.40	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Director of Management Information Services				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton			\$116,085.81	Information Systems Manager	
Dedham					
Dover					
Framingham	\$103,419.00	\$138,126.00		Director of Technology Services	
Lexington	\$91,418.00	\$115,162.00		Director of Information Technology	Market Range \$126,678
Milton					
Natick	\$100,000.00	\$145,000.00		Director of Information Technology	
Newton					
Norwood	\$112,399.00	\$138,211.00		Director of Information Technology	40 hrs/wk
Waltham					
Watertown					
Wellesley	\$87,880.00	\$135,300.00		IT Director	
Westwood	\$97,986.00	\$122,370.00		Director of Information Technology	
Needham	\$101,448.00	\$125,808.00		K-25	Salaried
Average	\$98,850.33	\$132,361.50	\$116,085.81		
50th Percentile	\$98,993.00	\$136,713.00	\$116,085.81		
60th Percentile	\$100,000.00	\$138,126.00	\$116,085.81		
65th Percentile	\$100,854.75	\$138,147.25	\$116,085.81		
75th Percentile	\$102,564.25	\$138,189.75	\$116,085.81		
80th Percentile	\$103,419.00	\$138,211.00	\$116,085.81		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Fire Chief				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$102,229.99	\$134,090.07			
Canton			\$163,153.00		
Dedham					
Dover					
Framingham	\$134,105.00	\$177,354.00			
Lexington	\$111,503.00	\$126,025.00		Compensation may be above the grade maximum for extraordinary performance and/or market	
Milton					
Natick	\$125,000.00	\$165,000.00			
Newton					
Norwood			\$135,498.00		
Waltham					
Watertown					
Wellesley	\$83,220.00	\$128,130.00			
Westwood	\$109,744.00	\$137,056.00			
Needham				By contract	
Average	\$110,967.00	\$144,609.18	\$149,325.50		
50th Percentile	\$110,623.50	\$135,573.04	\$149,325.50		
60th Percentile	\$111,503.00	\$137,056.00	\$152,091.00		
65th Percentile	\$114,877.25	\$144,042.00	\$153,473.75		
75th Percentile	\$121,625.75	\$158,014.00	\$156,239.25		
80th Percentile	\$125,000.00	\$165,000.00	\$157,622.00		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Director of Health & Human Services				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton			\$106,450.35	Director of Public Health	
Dedham					
Dover					
Framingham	\$103,419.00	\$138,126.00		Director of Public Health	
Lexington	\$93,284.00	\$105,433.00		Director of Human Services	
Milton					
Natick	\$100,000.00	\$145,000.00		Director of Community Services	
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$109,032.00	\$135,192.00		K-26	Salaried
Average	\$98,901.00	\$129,519.67	\$106,450.35		
50th Percentile	\$100,000.00	\$138,126.00	\$106,450.35		
60th Percentile	\$100,683.80	\$139,500.80	\$106,450.35		
65th Percentile	\$101,025.70	\$140,188.20	\$106,450.35		
75th Percentile	\$101,709.50	\$141,563.00	\$106,450.35		
80th Percentile	\$102,051.40	\$142,250.40	\$106,450.35		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Director of Youth & Family Services				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$70,968.70	\$93,086.17		Executive Director - Youth & Family Services	
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$59,930.00	\$90,830.00		Youth Director	
Westwood	\$78,115.00	\$97,533.00			
Needham	\$86,304.00	\$107,016.00		K-23	Salaried
Average	\$69,671.23	\$93,816.39	#DIV/0!		
50th Percentile	\$70,968.70	\$93,086.17	#NUM!		
60th Percentile	\$72,397.96	\$93,975.54	#NUM!		
65th Percentile	\$73,112.59	\$94,420.22	#NUM!		
75th Percentile	\$74,541.85	\$95,309.59	#NUM!		
80th Percentile	\$75,256.48	\$95,754.27	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Director of Aging Services				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$70,968.70	\$93,086.17		Council on Aging Director	
Canton			\$98,441.00	Council on Aging Director	
Dedham					
Dover					
Framingham	\$94,643.00	\$114,520.00		Director Elder Services	
Lexington					
Milton					
Natick	\$75,000.00	\$125,000.00		Director of Council on Aging	
Newton					
Norwood	\$76,381.50	\$93,951.00		Council on Aging Director	
Waltham					
Watertown					
Wellesley	\$63,820.00	\$97,740.00		Director of Senior Services	
Westwood	\$78,115.00	\$97,553.00		Director, Council on Aging	
Needham	\$93,864.00	\$116,400.00		K-24	Salaried
Average	\$76,488.03	\$103,641.70	\$98,441.00		
50th Percentile	\$75,690.75	\$97,646.50	\$98,441.00		
60th Percentile	\$76,381.50	\$97,740.00	\$98,441.00		
65th Percentile	\$76,814.88	\$101,935.00	\$98,441.00		
75th Percentile	\$77,681.63	\$110,325.00	\$98,441.00		
80th Percentile	\$78,115.00	\$114,520.00	\$98,441.00		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Emergency Management Administrator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$76,069.50	\$95,433.00		GE-22	Salaried
Average	#DIV/0!	#DIV/0!	#DIV/0!		
50th Percentile	#NUM!	#NUM!	#NUM!		
60th Percentile	#NUM!	#NUM!	#NUM!		
65th Percentile	#NUM!	#NUM!	#NUM!		
75th Percentile	#NUM!	#NUM!	#NUM!		
80th Percentile	#NUM!	#NUM!	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Director, Aging Services				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham	\$64,927.79	\$80,772.87		Director, Social Services	37.5 hrs/wk
Lexington	\$72,044.00	\$90,757.00		Asst. Director Senior Services	
Milton					
Natick	\$60,000.00	\$105,000.00		Assistant Director, Council on Aging	
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$50,030.00	\$75,430.00		Assistant Director of Senior Services	
Westwood					
Needham	\$71,058.00	\$89,173.50	G-21		Salaried
Average	\$61,750.45	\$87,989.97	#DIV/0!		
50th Percentile	\$62,463.90	\$85,764.94	#NUM!		
60th Percentile	\$63,942.23	\$88,760.17	#NUM!		
65th Percentile	\$64,681.40	\$90,257.79	#NUM!		
75th Percentile	\$66,706.84	\$94,317.75	#NUM!		
80th Percentile	\$67,774.27	\$96,454.20	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Director of Public Health				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$92,255.49	\$104,382.91		Asst. Director of Public Health/Chief Sanitarian	37.5 hrs/wk
Burlington	\$82,801.17	\$108,606.24		Director of Public Health	
Canton					
Dedham					
Dover					
Framingham	\$94,643.00	\$114,520.00		Deputy Director of Public Health	
Lexington				Director of Public Health	
Milton					
Natick	\$75,000.00	\$125,000.00		Director of Public Health	
Newton					
Norwood	\$89,286.00	\$109,818.00		Director of Public Health	40 hrs/wk
Waltham					
Watertown					
Wellesley	\$72,930.00	\$111,700.00		Director of Public Health	
Westwood	\$78,115.00	\$95,733.00		Health Director	
Needham	\$76,069.50	\$95,433.00		GE-22	Salaried
Average	\$83,575.81	\$109,965.74	#DIV/0!		
50th Percentile	\$82,801.17	\$109,818.00	#NUM!		
60th Percentile	\$86,692.07	\$110,947.20	#NUM!		
65th Percentile	\$88,637.52	\$111,511.80	#NUM!		
75th Percentile	\$90,770.75	\$113,110.00	#NUM!		
80th Percentile	\$91,661.59	\$113,956.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Director of Public Health (Edited)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$92,255.49	\$104,382.91		Asst. Director of Public Health/Chief Sanitarian	37.5 hrs/wk
Burlington				Director of Public Health	
Canton					
Dedham					
Dover					
Framingham	\$94,643.00	\$114,520.00		Deputy Director of Public Health	
Lexington				Director of Public Health	
Milton					
Natick				Director of Public Health	
Newton					
Norwood				Director of Public Health	40 hrs/wk
Waltham					
Watertown					
Wellesley				Director of Public Health	
Westwood				Health Director	
Needham	\$76,069.50	\$95,433.00		GE-22	Salaried
Average	\$93,449.25	\$109,451.46	#DIV/0!		
50th Percentile	\$93,449.25	\$109,451.46	#NUM!		
60th Percentile	\$93,688.00	\$110,465.16	#NUM!		
65th Percentile	\$93,807.37	\$110,972.02	#NUM!		
75th Percentile	\$94,046.12	\$111,985.73	#NUM!		
80th Percentile	\$94,165.50	\$112,492.58	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Senior Program Coordinator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham	\$58,993.50	\$73,428.23		Program Coordinator	
Lexington	\$62,653.50	\$85,780.50		Health Agent	
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$66,300.00	\$83,109.00		G-20	37.5 hrs/wk
Average	\$60,823.50	\$79,604.37	#DIV/0!		
50th Percentile	\$60,823.50	\$79,604.37	#NUM!		
60th Percentile	\$61,189.50	\$80,839.59	#NUM!		
65th Percentile	\$61,372.50	\$81,457.21	#NUM!		
75th Percentile	\$61,738.50	\$82,692.43	#NUM!		
80th Percentile	\$61,921.50	\$83,310.05	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Senior Substance Use Prevention Program Coordinator (Pub. Health)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$74,396.67	\$84,176.46		Coord. of Substance Abuse and Violence Prevention	
Burlington					
Canton					
Dedham					
Dover					
Framingham	\$58,993.50	\$73,428.23		Community Intervention Specialist	37.5 hrs/wk
Lexington					
Milton					
Natick	\$60,000.00	\$105,000.00		Prevention & Outreach Program Manager	
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$66,300.00	\$83,109.00		G-20	Salaried
Average	\$64,463.39	\$87,534.90	#DIV/0!		
50th Percentile	\$60,000.00	\$84,176.46	#NUM!		
60th Percentile	\$62,879.33	\$88,341.17	#NUM!		
65th Percentile	\$64,319.00	\$90,423.52	#NUM!		
75th Percentile	\$67,198.34	\$94,588.23	#NUM!		
80th Percentile	\$68,638.00	\$96,670.58	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Program Coordinator (Aging; Health)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$58,675.50	\$78,604.50		Senior Services Coordinator	37.5 hrs/wk
Milton					
Natick	\$42,000.00	\$60,000.00		Prevention & Outreach Program Coordinator (Health)	
Newton					
Norwood	\$43,075.50	\$52,845.00		Program Coordinator (Senior Center)	37.5 hrs/wk
Waltham					
Watertown	\$54,399.00	\$66,905.00		Program Coordinator COA	
Wellesley	\$47,670.00	\$71,870.00		Community Health Coordinator	
Westwood					
Needham	\$51,753.00	\$64,954.50		G-16	37.5 hrs/wk
Average	\$49,164.00	\$66,044.90	#DIV/0!		
50th Percentile	\$47,670.00	\$66,905.00	#NUM!		
60th Percentile	\$50,361.60	\$68,891.00	#NUM!		
65th Percentile	\$51,707.40	\$69,884.00	#NUM!		
75th Percentile	\$54,399.00	\$71,870.00	#NUM!		
80th Percentile	\$55,254.30	\$73,216.90	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Substance Use Prevention Program Coordinator (Public Health)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$51,753.00	\$64,954.50		G-16	37.5 hrs/wk
Average	#DIV/0!	#DIV/0!	#DIV/0!		
50th Percentile	#NUM!	#NUM!	#NUM!		
60th Percentile	#NUM!	#NUM!	#NUM!		
65th Percentile	#NUM!	#NUM!	#NUM!		
75th Percentile	#NUM!	#NUM!	#NUM!		
80th Percentile	#NUM!	#NUM!	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Program Coordinator (Aging Services)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham	\$58,993.50	\$73,428.23		Asst. Director, Social Services	37.5 hrs/wk
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$48,750.00	\$61,171.50		G-15	37.5 hrs/wk
Average	\$58,993.50	\$73,428.23	#DIV/0!		
50th Percentile	\$58,993.50	\$73,428.23	#NUM!		
60th Percentile	\$58,993.50	\$73,428.23	#NUM!		
65th Percentile	\$58,993.50	\$73,428.23	#NUM!		
75th Percentile	\$58,993.50	\$73,428.23	#NUM!		
80th Percentile	\$58,993.50	\$73,428.23	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Director of Public Library				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$82,801.17	\$108,606.24		Library Director	
Canton			\$92,000.00		\$3,000 stipend
Dedham					
Dover					
Framingham	\$103,419.00	\$138,126.00		Library Director	
Lexington	\$99,238.00	\$112,163.00			
Milton					
Natick	\$75,000.00	\$125,000.00		Morse Library Director	
Newton					
Norwood					
Waltham					
Watertown	\$88,805.00	\$116,099.00			
Wellesley	\$83,220.00	\$128,130.00			
Westwood					
Needham	\$93,864.00	\$116,400.00		K-24	Salaried
Average	\$88,747.20	\$121,354.04	\$92,000.00		
50th Percentile	\$86,012.50	\$120,549.50	\$92,000.00		
60th Percentile	\$88,805.00	\$125,000.00	\$92,000.00		
65th Percentile	\$91,413.25	\$125,782.50	\$92,000.00		
75th Percentile	\$96,629.75	\$127,347.50	\$92,000.00		
80th Percentile	\$99,238.00	\$128,130.00	\$92,000.00		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Director of Public Library				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$83,686.05	\$94,686.97		Assistant Library Director. 2 positions, Admin or Tech	
Burlington	\$60,060.00	\$92,254.50		Assistant Library Director	
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$81,617.00	\$102,818.00			
Milton					
Natick	\$60,000.00	\$105,000.00		Assistant Library Director, Morse Library	
Newton					
Norwood					
Waltham					
Watertown	\$70,841.00	\$87,128.00		Assistant Library Director	37.5 hrs/wk
Wellesley	\$67,930.00	\$104,050.00		Assistant Director for Library Services	
Westwood					
Needham	\$71,058.00	\$89,173.50	G-21		Salaried
Average	\$70,689.01	\$97,656.25	#DIV/0!		
50th Percentile	\$69,385.50	\$98,752.49	#NUM!		
60th Percentile	\$70,841.00	\$102,818.00	#NUM!		
65th Percentile	\$73,535.00	\$103,126.00	#NUM!		
75th Percentile	\$78,923.00	\$103,742.00	#NUM!		
80th Percentile	\$81,617.00	\$104,050.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Library Technical Services Supervisor				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$66,302.87	\$83,495.99		Librarian III-IV (Supervisory Librarian grades)	37 hrs/wk
Burlington	\$55,438.50	\$85,078.50			
Canton	\$63,336.00	\$79,185.60		Technical Services Librarian	
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$58,597.50	\$74,061.00		Technical Services Supervisor	
Westwood					
Needham	\$60,372.00	\$75,738.00		G-19	Salaried
Average	\$60,918.72	\$80,455.27	#DIV/0!		
50th Percentile	\$60,966.75	\$81,340.80	#NUM!		
60th Percentile	\$62,388.30	\$82,633.91	#NUM!		
65th Percentile	\$63,099.08	\$83,280.47	#NUM!		
75th Percentile	\$64,077.72	\$83,891.62	#NUM!		
80th Percentile	\$64,522.75	\$84,128.99	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Library Technology Specialist/Archivist				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton	\$49,774.40	\$62,212.80		Library Associate - Technical Services	
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood	\$38,848.36	\$48,516.28		Library Assistant/Technical Services Assistant	35 hr/wk
Needham	\$60,372.00	\$75,738.00		G-19	Salaried
Average	\$44,311.38	\$55,364.54	#DIV/0!		
50th Percentile	\$44,311.38	\$55,364.54	#NUM!		
60th Percentile	\$45,403.98	\$56,734.19	#NUM!		
65th Percentile	\$45,950.29	\$57,419.02	#NUM!		
75th Percentile	\$47,042.89	\$58,788.67	#NUM!		
80th Percentile	\$47,589.19	\$59,473.50	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Library Children's Supervisor				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$66,302.87	\$83,495.99		Librarian III-IV (Sup. Librarian grades)	37 hrs/wk
Burlington					
Canton	\$63,336.00	\$79,185.60		Children's' Librarian	
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$62,634.00	\$79,267.50		Children's Services Supervisor	
Westwood	\$57,080.99	\$71,286.32			35 hr/wk
Needham	\$60,372.00	\$75,738.00		G-19	Salaried
Average	\$62,338.47	\$78,308.85	#DIV/0!		
50th Percentile	\$62,985.00	\$79,226.55	#NUM!		
60th Percentile	\$63,195.60	\$79,251.12	#NUM!		
65th Percentile	\$63,300.90	\$79,263.41	#NUM!		
75th Percentile	\$64,077.72	\$80,324.62	#NUM!		
80th Percentile	\$64,522.75	\$80,958.90	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Library Reference Supervisor				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$66,302.87	\$83,495.99		Librarian III-IV (Sup. Librarian grades)	37 hrs/wk
Burlington	\$55,438.50	\$85,078.50		Head Reference Librarian	
Canton	\$63,336.00	\$79,185.60		References Services Librarian	
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$62,634.00	\$79,267.50		Reference Services Supervisor	
Westwood	\$57,080.99	\$71,286.32		Circulation Services Head	35 hr/wk
Needham	\$60,372.00	\$75,738.00		G-19	Salaried
Average	\$60,958.47	\$79,662.78	#DIV/0!		
50th Percentile	\$62,634.00	\$79,267.50	#NUM!		
60th Percentile	\$62,914.80	\$80,958.90	#NUM!		
65th Percentile	\$63,055.20	\$81,804.59	#NUM!		
75th Percentile	\$63,336.00	\$83,495.99	#NUM!		
80th Percentile	\$63,929.37	\$83,812.49	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Children's Librarian				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$53,617.75	\$67,873.05		Librarian I-II (Non-sup. Librarian grades)	37 hrs/wk
Burlington	\$55,438.50	\$85,078.50			
Canton	\$63,336.00	\$79,185.60			
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood	\$50,161.00	\$62,644.47			35 hr/wk
Needham	\$54,990.00	\$68,991.00		GE-18	Salaried
Average	\$55,638.31	\$73,695.41	#DIV/0!		
50th Percentile	\$54,528.13	\$73,529.33	#NUM!		
60th Percentile	\$55,074.35	\$76,923.09	#NUM!		
65th Percentile	\$55,347.46	\$78,619.97	#NUM!		
75th Percentile	\$57,412.88	\$80,658.83	#NUM!		
80th Percentile	\$58,597.50	\$81,542.76	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Reference Librarian/Program Specialist OR /YA OR /AV Specialist				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$53,617.75	\$67,873.05		Librarian I-II (Non-sup. Librarian grades)	37 hrs/wk
Burlington	\$51,850.50	\$79,579.50		Reference Librarian	
Canton	\$63,336.00	\$79,185.60			
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$53,118.00	\$67,216.50		Reference Librarian	
Westwood	\$50,161.00	\$62,644.47			35 hr/wk
Needham	\$54,990.00	\$68,991.00		GE-18	Salaried
Average	\$54,416.65	\$71,299.82	#DIV/0!		
50th Percentile	\$53,118.00	\$67,873.05	#NUM!		
60th Percentile	\$53,317.90	\$72,398.07	#NUM!		
65th Percentile	\$53,417.85	\$74,660.58	#NUM!		
75th Percentile	\$53,617.75	\$79,185.60	#NUM!		
80th Percentile	\$55,561.40	\$79,264.38	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Library Circulation Supervisor				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$55,438.50	\$85,078.50		Circulation Librarian	
Canton	\$63,336.00	\$79,185.60		Circulation Services Librarian	
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$52,669.50	\$66,553.50			
Westwood	\$57,080.99	\$71,286.32			35 hr/wk
Needham	\$53,313.00	\$66,865.50		GE-17	Salaried
Average	\$57,131.25	\$75,525.98	#DIV/0!		
50th Percentile	\$56,259.75	\$75,235.96	#NUM!		
60th Percentile	\$56,752.49	\$77,605.74	#NUM!		
65th Percentile	\$56,998.87	\$78,790.64	#NUM!		
75th Percentile	\$58,644.74	\$80,658.83	#NUM!		
80th Percentile	\$59,582.99	\$81,542.76	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Children's Librarian				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$48,750.00	\$61,171.50		G-15	37.5 hrs/wk
Average	#DIV/0!	#DIV/0!	#DIV/0!		
50th Percentile	#NUM!	#NUM!	#NUM!		
60th Percentile	#NUM!	#NUM!	#NUM!		
65th Percentile	#NUM!	#NUM!	#NUM!		
75th Percentile	#NUM!	#NUM!	#NUM!		
80th Percentile	#NUM!	#NUM!	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Cataloger (Library)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton	\$45,260.80	\$56,576.00		Circulation Assistant	
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$39,273.00	\$51,694.50		Cataloging Specialist	
Westwood					
Needham	\$44,440.50	\$55,711.50		G-14	37.5 hrs/wk
Average	\$42,266.90	\$54,135.25	#DIV/0!		
50th Percentile	\$42,266.90	\$54,135.25	#NUM!		
60th Percentile	\$42,865.68	\$54,623.40	#NUM!		
65th Percentile	\$43,165.07	\$54,867.48	#NUM!		
75th Percentile	\$43,763.85	\$55,355.63	#NUM!		
80th Percentile	\$44,063.24	\$55,599.70	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Library Assistant				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$36,152.68	\$49,097.75		Library Assistant I - III (Min LA I-Max LA III)	37 hrs/wk
Burlington	\$39,702.00	\$60,820.50		Senior Library Technician	
Canton	\$49,774.40	\$62,212.80		Library Associate (Technical/Children's)	
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$36,445.50	\$47,970.00		Library Assistant; Circulation Assistant	
Westwood	\$38,848.36	\$48,516.28			35 hrs/wk
Needham	\$40,872.00	\$51,285.00		G-13	37.5 hrs/wk
Average	\$40,184.59	\$53,723.47	#DIV/0!		
50th Percentile	\$38,848.36	\$49,097.75	#NUM!		
60th Percentile	\$39,189.82	\$53,786.85	#NUM!		
65th Percentile	\$39,360.54	\$56,131.40	#NUM!		
75th Percentile	\$39,702.00	\$60,820.50	#NUM!		
80th Percentile	\$41,716.48	\$61,098.96	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Administrative Analyst				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$62,653.50	\$85,780.50		Management Analyst	37.5 hrs/wk
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$55,950.00	\$84,810.00		Management Analyst (DPW)	
Westwood					
Needham	\$54,990.00	\$68,991.00		GE-18 (3 positions, multiple depts.)	Salaried
Average	\$59,301.75	\$85,295.25	#DIV/0!		
50th Percentile	\$59,301.75	\$85,295.25	#NUM!		
60th Percentile	\$59,972.10	\$85,392.30	#NUM!		
65th Percentile	\$60,307.28	\$85,440.83	#NUM!		
75th Percentile	\$60,977.63	\$85,537.88	#NUM!		
80th Percentile	\$61,312.80	\$85,586.40	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Administrative Assistant				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$42,354.00	\$65,052.00		Administrative Assistant I	
Canton	\$54,308.80	\$67,891.20		Administrative Assistant	
Dedham					
Dover					
Framingham					
Lexington	\$51,460.50	\$70,434.00			37.5 hrs/wk
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown	\$52,086.00	\$64,025.00		Administrative Assistant	
Wellesley	\$43,250.00	\$64,870.00			
Westwood	\$71,663.00	\$89,497.00		Executive Assistant	
Needham	\$44,440.50	\$55,711.50		G-14 (5 positions, multiple depts.)	37.5 hrs/wk
Average	\$52,520.38	\$70,294.87	#DIV/0!		
50th Percentile	\$51,773.25	\$66,471.60	#NUM!		
60th Percentile	\$52,086.00	\$67,891.20	#NUM!		
65th Percentile	\$52,641.70	\$68,526.90	#NUM!		
75th Percentile	\$53,753.10	\$69,798.30	#NUM!		
80th Percentile	\$54,308.80	\$70,434.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Administrative Assistant (Edited)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$42,354.00	\$65,052.00		Administrative Assistant I	
Canton	\$54,308.80	\$67,891.20		Administrative Assistant	
Dedham					
Dover					
Framingham					
Lexington	\$51,460.50	\$70,434.00			37.5 hrs/wk
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown	\$52,086.00	\$64,025.00		Administrative Assistant	
Wellesley	\$43,250.00	\$64,870.00			
Westwood				Executive Assistant	
Needham	\$44,440.50	\$55,711.50		G-14 (5 positions, multiple depts.)	37.5 hrs/wk
Average	\$48,691.86	\$66,454.44	#DIV/0!		
50th Percentile	\$51,460.50	\$65,052.00	#NUM!		
60th Percentile	\$51,710.70	\$66,187.68	#NUM!		
65th Percentile	\$51,835.80	\$66,755.52	#NUM!		
75th Percentile	\$52,086.00	\$67,891.20	#NUM!		
80th Percentile	\$52,530.56	\$68,399.76	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Town Counsel				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$70,968.70	\$93,086.17			
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham			\$75,140.00	Schedule C for Part-time/Seasonal/Temp	Annual Rate
Average	\$70,968.70	\$93,086.17	#DIV/0!		
50th Percentile	\$70,968.70	\$93,086.17	#NUM!		
60th Percentile	\$70,968.70	\$93,086.17	#NUM!		
65th Percentile	\$70,968.70	\$93,086.17	#NUM!		
75th Percentile	\$70,968.70	\$93,086.17	#NUM!		
80th Percentile	\$70,968.70	\$93,086.17	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Retirement Administrator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham	\$97,482.00	\$117,954.00		Director of Retirement	
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$66,300.00	\$83,109.00		G-20	Salaried
Average	\$97,482.00	\$117,954.00	#DIV/0!		
50th Percentile	\$97,482.00	\$117,954.00	#NUM!		
60th Percentile	\$97,482.00	\$117,954.00	#NUM!		
65th Percentile	\$97,482.00	\$117,954.00	#NUM!		
75th Percentile	\$97,482.00	\$117,954.00	#NUM!		
80th Percentile	\$97,482.00	\$117,954.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Department Specialist (Retirement)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood	\$48,321.00	\$59,280.00		Retirement Administration Assistant	
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$48,750.00	\$61,171.50		G-15	37.5 hrs/wk
Average	\$48,321.00	\$59,280.00	#DIV/0!		
50th Percentile	\$48,321.00	\$59,280.00	#NUM!		
60th Percentile	\$48,321.00	\$59,280.00	#NUM!		
65th Percentile	\$48,321.00	\$59,280.00	#NUM!		
75th Percentile	\$48,321.00	\$59,280.00	#NUM!		
80th Percentile	\$48,321.00	\$59,280.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Director of Park & Recreation				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$75,936.51	\$99,602.20			
Canton			\$92,465.25	Recreation Director	
Dedham					
Dover					
Framingham	\$111,754.00	\$147,795.00		Park/Rec Cultural Affairs Director	
Lexington	\$99,238.00	\$112,163.00		Recreation & Community Programs Director	
Milton					
Natick	\$75,000.00	\$125,000.00		Director of Recreation & Parks	
Newton					
Norwood	\$76,381.50	\$93,951.00		Superintendent of Recreation Department	
Waltham					
Watertown					
Wellesley	\$72,930.00	\$111,700.00		Director of Recreation	
Westwood	\$78,115.00	\$97,553.00		Recreation Director	
Needham	\$93,864.00	\$116,400.00		K-24	Salaried
Average	\$84,193.57	\$112,537.74	\$92,465.25		
50th Percentile	\$76,381.50	\$111,700.00	\$92,465.25		
60th Percentile	\$77,421.60	\$111,977.80	\$92,465.25		
65th Percentile	\$77,941.65	\$112,116.70	\$92,465.25		
75th Percentile	\$88,676.50	\$118,581.50	\$92,465.25		
80th Percentile	\$95,013.40	\$122,432.60	\$92,465.25		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Director of Park & Recreation (Edited)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$75,936.51	\$99,602.20			
Canton			\$92,465.25	Recreation Director	
Dedham					
Dover					
Framingham	\$111,754.00	\$147,795.00		Park/Rec Cultural Affairs Director	
Lexington	\$99,238.00	\$112,163.00		Recreation & Community Programs Director	
Milton					
Natick	\$75,000.00	\$125,000.00		Director of Recreation & Parks	
Newton					
Norwood				Superintendent of Recreation Department	
Waltham					
Watertown					
Wellesley				Director of Recreation	
Westwood				Recreation Director	
Needham	\$93,864.00	\$116,400.00		K-24	Salaried
Average	\$90,482.13	\$121,140.05	\$92,465.25		
50th Percentile	\$87,587.26	\$118,581.50	\$92,465.25		
60th Percentile	\$94,577.70	\$122,432.60	\$92,465.25		
65th Percentile	\$98,072.93	\$124,358.15	\$92,465.25		
75th Percentile	\$102,367.00	\$130,698.75	\$92,465.25		
80th Percentile	\$104,244.40	\$134,118.00	\$92,465.25		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Director of Park & Recreation				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$83,686.05	\$94,686.97		Assistant Director of Recreation	
Burlington					
Canton					
Dedham					
Dover					
Framingham	\$94,643.00	\$114,520.00		Deputy Director, Parks and Recreation	
Lexington	\$81,616.00	\$102,818.00		Assistant Recreation Director	
Milton					
Natick	\$60,000.00	\$105,000.00		Assistant Director Recreation & Parks	
Newton					
Norwood	\$60,820.50	\$74,665.50		Recreation Program Director	
Waltham					
Watertown	\$59,405.00	\$73,064.00		Assistant Recreation Director	40 hrs/wk
Wellesley	\$59,930.00	\$90,830.00		Deputy Director of Recreation	
Westwood	\$60,318.00	\$75,328.00		Recreation Business Manager	
Needham	\$66,300.00	\$83,109.00		G-20	Salaried
Average	\$70,052.32	\$91,364.06	#DIV/0!		
50th Percentile	\$60,569.25	\$92,758.49	#NUM!		
60th Percentile	\$64,979.60	\$96,313.18	#NUM!		
65th Percentile	\$72,258.03	\$99,159.04	#NUM!		
75th Percentile	\$82,133.51	\$103,363.50	#NUM!		
80th Percentile	\$82,858.03	\$104,127.20	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Director of Park & Recreation (Edited)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline				Assistant Director of Recreation	
Burlington					
Canton					
Dedham					
Dover					
Framingham	\$94,643.00	\$114,520.00		Deputy Director, Parks and Recreation	
Lexington	\$81,616.00	\$102,818.00		Assistant Recreation Director	
Milton					
Natick	\$60,000.00	\$105,000.00		Assistant Director Recreation & Parks	
Newton					
Norwood				Recreation Program Director	
Waltham					
Watertown				Assistant Recreation Director	40 hrs/wk
Wellesley				Deputy Director of Recreation	
Westwood				Recreation Business Manager	
Needham	\$66,300.00	\$83,109.00		G-20	Salaried
Average	\$78,753.00	\$107,446.00	#DIV/0!		
50th Percentile	\$81,616.00	\$105,000.00	#NUM!		
60th Percentile	\$84,221.40	\$106,904.00	#NUM!		
65th Percentile	\$85,524.10	\$107,856.00	#NUM!		
75th Percentile	\$88,129.50	\$109,760.00	#NUM!		
80th Percentile	\$89,432.20	\$110,712.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Director of Planning & Community Development				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$121,249.00	\$142,825.00		Director of Planning and Community Development	
Burlington	\$82,801.17	\$108,606.24		Director of Planning	
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$111,503.00	\$126,025.00		Assistant Town Manager/Development	
Milton					
Natick	\$100,000.00	\$145,000.00		Director of Community & Economic Development	
Newton					
Norwood	\$94,654.00	\$116,447.00		Community Planning & Economic Dev. Director	40 hrs/wk
Waltham					
Watertown					
Wellesley	\$72,930.00	\$111,700.00		Planning Director	
Westwood	\$97,986.00	\$122,730.00		Director of Economic & Community Development	
Needham	\$93,864.00	\$116,400.00		K-24	Salaried
Average	\$97,303.31	\$124,761.89	#DIV/0!		
50th Percentile	\$97,986.00	\$122,730.00	#NUM!		
60th Percentile	\$99,194.40	\$124,707.00	#NUM!		
65th Percentile	\$99,798.60	\$125,695.50	#NUM!		
75th Percentile	\$105,751.50	\$134,425.00	#NUM!		
80th Percentile	\$109,202.40	\$139,465.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

Director of Planning & Community Development (Edited)					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$121,249.00	\$142,825.00		Director of Planning and Community Development	
Burlington				Director of Planning	
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$111,503.00	\$126,025.00		Assistant Town Manager/Development	
Milton					
Natick	\$100,000.00	\$145,000.00		Director of Community & Economic Development	
Newton					
Norwood	\$94,654.00	\$116,447.00		Community Planning & Economic Dev. Dir	40 hrs/wk
Waltham					
Watertown					
Wellesley				Planning Director	
Westwood	\$97,986.00	\$122,730.00		Director of Economic & Community Development	
Needham	\$93,864.00	\$116,400.00		K-24	Salaried
Average	\$105,078.40	\$130,605.40	#DIV/0!		
50th Percentile	\$100,000.00	\$126,025.00	#NUM!		
60th Percentile	\$104,601.20	\$132,745.00	#NUM!		
65th Percentile	\$106,901.80	\$136,105.00	#NUM!		
75th Percentile	\$111,503.00	\$142,825.00	#NUM!		
80th Percentile	\$113,452.20	\$143,260.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Director of Conservation				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$80,467.37	\$91,045.04		Conservation Administrator	
Burlington	\$70,968.70	\$93,086.17		Conservation Administrator	
Canton			\$71,400.00	Conservation Agent	
Dedham					
Dover					
Framingham					
Lexington	\$99,238.00	\$112,163.00		Conversation Administrator	
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood	\$60,318.00	\$75,328.00		Conservation Agent	
Needham	\$78,720.00	\$97,608.00		K-22	Salaried
Average	\$77,748.02	\$92,905.55	\$71,400.00		
50th Percentile	\$75,718.04	\$92,065.61	\$71,400.00		
60th Percentile	\$78,567.64	\$92,677.94	\$71,400.00		
65th Percentile	\$79,992.44	\$92,984.11	\$71,400.00		
75th Percentile	\$85,160.03	\$97,855.38	\$71,400.00		
80th Percentile	\$87,975.62	\$100,716.90	\$71,400.00		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Director of Economic Development				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$97,790.68	\$110,646.18		Economic Development Officer	37.5 hrs/wk
Burlington	\$82,801.17	\$108,606.24			
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$81,616.00	\$102,818.00		Economic Development Director	
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood	\$71,663.00	\$89,497.00		Economic Development Officer	
Needham	\$78,720.00	\$97,608.00		K-22	Salaried
Average	\$83,467.71	\$102,891.86	#DIV/0!		
50th Percentile	\$82,208.59	\$105,712.12	#NUM!		
60th Percentile	\$82,564.14	\$107,448.59	#NUM!		
65th Percentile	\$82,741.91	\$108,316.83	#NUM!		
75th Percentile	\$86,548.55	\$109,116.23	#NUM!		
80th Percentile	\$88,796.97	\$109,422.22	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Town Planner				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$66,237.86	\$86,880.96		Senior Planner	
Canton					
Dedham					
Dover					
Framingham	\$97,482.00	\$117,954.00		Assistant Director of Planning	
Lexington	\$79,167.00	\$99,733.00		Assistant Planning Director	
Milton					
Natick	\$60,000.00	\$105,000.00		Senior Planner	
Newton					
Norwood	\$54,210.00	\$66,534.00		Assistant Planning Director	
Waltham					
Watertown	\$62,080.00	\$76,352.00		Senior Planner	
Wellesley	\$59,930.00	\$90,830.00		Senior Planner	
Westwood					
Needham	\$60,372.00	\$75,738.00		G-19	Salaried
Average	\$68,443.84	\$91,897.71	#DIV/0!		
50th Percentile	\$62,080.00	\$90,830.00	#NUM!		
60th Percentile	\$64,574.72	\$96,171.80	#NUM!		
65th Percentile	\$65,822.07	\$98,842.70	#NUM!		
75th Percentile	\$72,702.43	\$102,366.50	#NUM!		
80th Percentile	\$76,581.17	\$103,946.60	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Community Housing Specialist				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick	\$60,000.00	\$105,000.00		Housing/General Planner	
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood	\$60,318.00	\$75,328.00		Housing and Zoning Agent	
Needham	\$60,372.00	\$75,738.00		G-19 (Paid as Schedule C-SAS)	37.5 hrs/wk
Average	\$60,159.00	\$90,164.00	#DIV/0!		
50th Percentile	\$60,159.00	\$90,164.00	#NUM!		
60th Percentile	\$60,190.80	\$93,131.20	#NUM!		
65th Percentile	\$60,206.70	\$94,614.80	#NUM!		
75th Percentile	\$60,238.50	\$97,582.00	#NUM!		
80th Percentile	\$60,254.40	\$99,065.60	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Director of Public Works				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$102,229.99	\$134,090.07			
Canton			\$133,891.52	Superintendent of Public Works	
Dedham					
Dover					
Framingham	\$134,105.00	\$177,354.00			
Lexington	\$111,503.00	\$126,025.00			
Milton					
Natick	\$100,000.00	\$145,000.00			
Newton					
Norwood	\$127,095.00	\$156,347.00		Director of Public Works & Engineering	40 hrs/wk
Waltham					
Watertown					
Wellesley	\$109,540.00	\$169,540.00			
Westwood	\$109,744.00	\$137,056.00			
Needham	\$124,152.00	\$153,936.00		K-28	Salaried
Average	\$113,459.57	\$149,344.58	\$133,891.52		
50th Percentile	\$109,744.00	\$145,000.00	\$133,891.52		
60th Percentile	\$110,799.40	\$151,808.20	\$133,891.52		
65th Percentile	\$111,327.10	\$155,212.30	\$133,891.52		
75th Percentile	\$119,299.00	\$162,943.50	\$133,891.52		
80th Percentile	\$123,976.60	\$166,901.40	\$133,891.52		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Director of Administration & Finance/Public Services				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham	\$94,643.00	\$114,520.00			
Lexington	\$91,418.00	\$126,679.00		Manager of Operations-DPW	Market Range
Milton					
Natick					
Newton					
Norwood	\$81,473.60	\$100,214.40		DPW Administration Manager	
Waltham					
Watertown	\$90,804.00	\$111,848.00			
Wellesley					
Westwood	\$87,487.00	\$109,259.00		Asst. Dir. Public Works/Operations Manager	
Needham	\$93,864.00	\$116,400.00		K-24	Salaried
Average	\$89,165.12	\$112,504.08	#DIV/0!		
50th Percentile	\$90,804.00	\$111,848.00	#NUM!		
60th Percentile	\$91,049.60	\$112,916.80	#NUM!		
65th Percentile	\$91,172.40	\$113,451.20	#NUM!		
75th Percentile	\$91,418.00	\$114,520.00	#NUM!		
80th Percentile	\$92,063.00	\$116,951.80	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Compliance Coordinator (DPW)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick	\$60,000.00	\$105,000.00		Regulatory Compliance Coordinator	
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$66,300.00	\$83,109.00		G-20	Salaried
Average	\$60,000.00	\$105,000.00	#DIV/0!		
50th Percentile	\$60,000.00	\$105,000.00	#NUM!		
60th Percentile	\$60,000.00	\$105,000.00	#NUM!		
65th Percentile	\$60,000.00	\$105,000.00	#NUM!		
75th Percentile	\$60,000.00	\$105,000.00	#NUM!		
80th Percentile	\$60,000.00	\$105,000.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Director of Building Maintenance				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$109,877.86	\$124,321.87		Director of Public Buildings	
Burlington					
Canton					
Dedham					
Dover					
Framingham	\$103,419.00	\$138,126.00		Director of Facilities	
Lexington	\$111,503.00	\$126,025.00		Director of Facilities	
Milton					
Natick	\$100,000.00	\$145,000.00		Dtr. of Facilities Management/Strategic Capital Partnerships	
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$109,032.00	\$135,192.00		K-26	Salaried
Average	\$106,199.97	\$133,368.22	#DIV/0!		
50th Percentile	\$106,648.43	\$132,075.50	#NUM!		
60th Percentile	\$108,586.09	\$135,705.80	#NUM!		
65th Percentile	\$109,554.92	\$137,520.95	#NUM!		
75th Percentile	\$110,284.15	\$139,844.50	#NUM!		
80th Percentile	\$110,527.92	\$140,875.60	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Facility Operations Shift Supervisor (DPW-Building Maint.)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$81,617.00	\$102,818.00		Facilities Superintendent	
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$66,300.00	\$83,109.00		G-20	Salaried
Average	\$81,617.00	\$102,818.00	#DIV/0!		
50th Percentile	\$81,617.00	\$102,818.00	#NUM!		
60th Percentile	\$81,617.00	\$102,818.00	#NUM!		
65th Percentile	\$81,617.00	\$102,818.00	#NUM!		
75th Percentile	\$81,617.00	\$102,818.00	#NUM!		
80th Percentile	\$81,617.00	\$102,818.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Town Engineer				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$89,283.13	\$117,108.30			
Canton			\$99,662.29		
Dedham					
Dover					
Framingham	\$97,482.00	\$117,954.00		Director of Engineering	
Lexington	\$91,418.00	\$115,162.00		Market Range \$126,678	
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$83,220.00	\$128,130.00			
Westwood	\$87,487.00	\$109,259.00			
Needham	\$109,032.00	\$135,192.00		K-26	Salaried
Average	\$89,778.03	\$117,522.66	\$99,662.29		
50th Percentile	\$89,283.13	\$117,108.30	\$99,662.29		
60th Percentile	\$90,137.08	\$117,446.58	\$99,662.29		
65th Percentile	\$90,564.05	\$117,615.72	\$99,662.29		
75th Percentile	\$91,418.00	\$117,954.00	\$99,662.29		
80th Percentile	\$92,630.80	\$119,989.20	\$99,662.29		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Town Engineer				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$75,936.51	\$99,602.20			
Canton			\$97,878.07		
Dedham					
Dover					
Framingham	\$95,643.00	\$114,520.00		Senior Development and Permit Engineer	
Lexington	\$81,616.00	\$102,818.00			
Milton					
Natick					
Newton					
Norwood	\$81,473.60	\$100,214.40			
Waltham					
Watertown					
Wellesley	\$72,930.00	\$111,700.00			
Westwood					
Needham	\$76,065.60	\$95,430.40		GUE-22	
Average	\$81,519.82	\$105,770.92	\$97,878.07		
50th Percentile	\$81,473.60	\$102,818.00	\$97,878.07		
60th Percentile	\$81,530.56	\$106,370.80	\$97,878.07		
65th Percentile	\$81,559.04	\$108,147.20	\$97,878.07		
75th Percentile	\$81,616.00	\$111,700.00	\$97,878.07		
80th Percentile	\$84,421.40	\$112,264.00	\$97,878.07		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Contract Administrator (Engineering)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$71,058.00	\$89,173.50	G-21		Salaried
Average	#DIV/0!	#DIV/0!	#DIV/0!		
50th Percentile	#NUM!	#NUM!	#NUM!		
60th Percentile	#NUM!	#NUM!	#NUM!		
65th Percentile	#NUM!	#NUM!	#NUM!		
75th Percentile	#NUM!	#NUM!	#NUM!		
80th Percentile	#NUM!	#NUM!	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Civil Engineer				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$72,496.40	\$82,055.79		Civil Engineer III (lowest grade CE position)	37.5 hrs/wk
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$68,013.00	\$93,157.00		Senior Civil Engineer	
Milton					
Natick					
Newton					
Norwood	\$72,529.60	\$89,211.20		Civil Engineer	
Waltham					
Watertown					
Wellesley	\$55,950.00	\$84,810.00			
Westwood					
Needham	\$60,372.00	\$75,738.00		G-19	Salaried
Average	\$67,247.25	\$87,308.50	#DIV/0!		
50th Percentile	\$70,254.70	\$87,010.60	#NUM!		
60th Percentile	\$71,599.72	\$88,330.96	#NUM!		
65th Percentile	\$72,272.23	\$88,991.14	#NUM!		
75th Percentile	\$72,504.70	\$90,197.65	#NUM!		
80th Percentile	\$72,509.68	\$90,789.52	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Civil Engineer (Edited)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$72,496.40	\$82,055.79		Civil Engineer III (lowest grade CE position)	37.5 hrs/wk
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington				Senior Civil Engineer	
Milton					
Natick					
Newton					
Norwood	\$72,529.60	\$89,211.20		Civil Engineer	
Waltham					
Watertown					
Wellesley	\$55,950.00	\$84,810.00			
Westwood					
Needham	\$60,372.00	\$75,738.00		G-19	Salaried
Average	\$66,992.00	\$85,359.00	#DIV/0!		
50th Percentile	\$72,496.40	\$84,810.00	#NUM!		
60th Percentile	\$72,503.04	\$85,690.24	#NUM!		
65th Percentile	\$72,506.36	\$86,130.36	#NUM!		
75th Percentile	\$72,513.00	\$87,010.60	#NUM!		
80th Percentile	\$72,516.32	\$87,450.72	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Senior AutoCAD Technician				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$66,830.40	\$91,499.20		Engineering AutoCAD/GIS Manager	
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$60,382.40	\$75,732.80		GU-19	40 hrs/wk
Average	\$66,830.40	\$91,499.20	#DIV/0!		
50th Percentile	\$66,830.40	\$91,499.20	#NUM!		
60th Percentile	\$66,830.40	\$91,499.20	#NUM!		
65th Percentile	\$66,830.40	\$91,499.20	#NUM!		
75th Percentile	\$66,830.40	\$91,499.20	#NUM!		
80th Percentile	\$66,830.40	\$91,499.20	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Survey Party Chief				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$54,995.20	\$68,993.60		GU-18	40 hrs/wk
Average	#DIV/0!	#DIV/0!	#DIV/0!		
50th Percentile	#NUM!	#NUM!	#NUM!		
60th Percentile	#NUM!	#NUM!	#NUM!		
65th Percentile	#NUM!	#NUM!	#NUM!		
75th Percentile	#NUM!	#NUM!	#NUM!		
80th Percentile	#NUM!	#NUM!	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	AutoCAD Technician				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$51,750.40	\$64,958.40		GU-16	40 hrs/wk
Average	#DIV/0!	#DIV/0!	#DIV/0!		
50th Percentile	#NUM!	#NUM!	#NUM!		
60th Percentile	#NUM!	#NUM!	#NUM!		
65th Percentile	#NUM!	#NUM!	#NUM!		
75th Percentile	#NUM!	#NUM!	#NUM!		
80th Percentile	#NUM!	#NUM!	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Engineering Aide				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$48,755.20	\$61,172.80		GU-15	40 hrs/wk
Average	#DIV/0!	#DIV/0!	#DIV/0!		
50th Percentile	#NUM!	#NUM!	#NUM!		
60th Percentile	#NUM!	#NUM!	#NUM!		
65th Percentile	#NUM!	#NUM!	#NUM!		
75th Percentile	#NUM!	#NUM!	#NUM!		
80th Percentile	#NUM!	#NUM!	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Director of Public Works				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham	\$111,754.00	\$147,795.00		Deputy Director/Water Enterprise	
Lexington					
Milton					
Natick					
Newton					
Norwood	\$94,654.00	\$116,447.00		Assistant Superintendent of Public Works	40 hrs/wk
Waltham					
Watertown					
Wellesley	\$83,220.00	\$128,130.00		Programs Manager/Assistant Director	
Westwood	\$87,487.00	\$109,259.00		Asst. Dir. Public Works/Operations Manager	
Needham	\$109,032.00	\$135,192.00		K-26	Salaried
Average	\$94,278.75	\$125,407.75	#DIV/0!		
50th Percentile	\$91,070.50	\$122,288.50	#NUM!		
60th Percentile	\$93,220.60	\$125,793.40	#NUM!		
65th Percentile	\$94,295.65	\$127,545.85	#NUM!		
75th Percentile	\$98,929.00	\$133,046.25	#NUM!		
80th Percentile	\$101,494.00	\$135,996.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Division Superintendent, Highway				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$65,879.00	\$98,458.00		Superintendent Highway Division	
Canton	\$79,185.60	\$113,131.20		Highway and Maintenance Supervisor	Exempt
Dedham					
Dover					
Framingham	\$111,754.00	\$147,795.00		Director Highway and Sanitation	
Lexington	\$81,616.00	\$102,818.00			
Milton					
Natick					
Newton					
Norwood	\$81,473.60	\$100,214.40		General Foreman, Highway & Parks	
Waltham					
Watertown					
Wellesley	\$83,220.00	\$128,130.00		Superintendent, Park & Highway	
Westwood					
Needham	\$93,864.00	\$116,400.00		K-24	Salaried
Average	\$83,854.70	\$115,091.10	#DIV/0!		
50th Percentile	\$81,544.80	\$107,974.60	#NUM!		
60th Percentile	\$81,616.00	\$113,131.20	#NUM!		
65th Percentile	\$82,017.00	\$116,880.90	#NUM!		
75th Percentile	\$82,819.00	\$124,380.30	#NUM!		
80th Percentile	\$83,220.00	\$128,130.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Division Superintendent, Water/Sewer				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$65,879.00	\$98,458.00		Superintendent Water/Sewer Utilities Division	
Canton	\$79,185.60	\$98,987.20		Water and Sewer Supervisor	
Dedham					
Dover					
Framingham	\$111,754.00	\$147,795.00		Director Water/Sewer	
Lexington	\$81,616.00	\$102,818.00			
Milton					
Natick					
Newton					
Norwood	\$81,473.60	\$100,214.40		General Foreman - Water/Sewer/Drains	
Waltham					
Watertown					
Wellesley	\$77,840.00	\$119,840.00		Superintendent, Water & Sewer Division	
Westwood	\$78,115.00	\$97,533.00		Sewer Superintendent	
Needham	\$93,864.00	\$116,400.00		K-24	Salaried
Average	\$82,266.17	\$109,377.94	#DIV/0!		
50th Percentile	\$79,185.60	\$100,214.40	#NUM!		
60th Percentile	\$80,558.40	\$101,776.56	#NUM!		
65th Percentile	\$81,244.80	\$102,557.64	#NUM!		
75th Percentile	\$81,544.80	\$111,329.00	#NUM!		
80th Percentile	\$81,587.52	\$116,435.60	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Water Treatment Facility Manager				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$75,936.51	\$99,602.20		Treatment Plan Manager	
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$71,058.00	\$89,173.50	G-21		Salaried
Average	\$75,936.51	\$99,602.20	#DIV/0!		
50th Percentile	\$75,936.51	\$99,602.20	#NUM!		
60th Percentile	\$75,936.51	\$99,602.20	#NUM!		
65th Percentile	\$75,936.51	\$99,602.20	#NUM!		
75th Percentile	\$75,936.51	\$99,602.20	#NUM!		
80th Percentile	\$75,936.51	\$99,602.20	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Division Superintendent, Parks & Forestry				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$70,968.70	\$93,086.17		Parks Superintendent	
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$81,616.00	\$102,818.00		Superintendent of Public Grounds	
Milton					
Natick					
Newton					
Norwood	\$81,473.60	\$100,214.40		General Foreman, Highway & Parks	
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$93,864.00	\$116,400.00		K-24	Salaried
Average	\$78,019.43	\$98,706.19	#DIV/0!		
50th Percentile	\$81,473.60	\$100,214.40	#NUM!		
60th Percentile	\$81,502.08	\$100,735.12	#NUM!		
65th Percentile	\$81,516.32	\$100,995.48	#NUM!		
75th Percentile	\$81,544.80	\$101,516.20	#NUM!		
80th Percentile	\$81,559.04	\$101,776.56	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Division Superintendent, Solid Waste/Recycling				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$81,616.00	\$102,818.00		Superintendent of Environmental Services	
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$77,840.00	\$119,840.00		Superintendent, Recycling & Disposal Facility	
Westwood					
Needham	\$93,864.00	\$116,400.00		K-24	Salaried
Average	\$79,728.00	\$111,329.00	#DIV/0!		
50th Percentile	\$79,728.00	\$111,329.00	#NUM!		
60th Percentile	\$80,105.60	\$113,031.20	#NUM!		
65th Percentile	\$80,294.40	\$113,882.30	#NUM!		
75th Percentile	\$80,672.00	\$115,584.50	#NUM!		
80th Percentile	\$80,860.80	\$116,435.60	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Fleet Supervisor				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham	\$94,633.00	\$114,520.00		Director of Fleet Services	
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$78,720.00	\$97,608.00		K-22	Salaried
Average	\$94,633.00	\$114,520.00	#DIV/0!		
50th Percentile	\$94,633.00	\$114,520.00	#NUM!		
60th Percentile	\$94,633.00	\$114,520.00	#NUM!		
65th Percentile	\$94,633.00	\$114,520.00	#NUM!		
75th Percentile	\$94,633.00	\$114,520.00	#NUM!		
80th Percentile	\$94,633.00	\$114,520.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Superintendent (RTS, Highway, Water-Sewer or Forestry)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$80,467.37	\$91,045.04		Operations Manager (Hwy, W/S, Pub. Bldgs, Parks)	
Burlington	\$60,476.00	\$88,663.00		Lead Foreman, Highway or Water/Sewer Utilities Divisions	
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown	\$74,031.00	\$95,147.00		AS-Hwy (\$74031-\$91051); AS-Utilities (\$77561-\$95147). 40	
Wellesley	\$63,820.00	\$104,050.00		AS-W/S (67930-104050); AS-Hwy, Parks/Tree (63820-97740)	
Westwood					
Needham	\$66,300.00	\$83,109.00		G-20	Salaried
Average	\$69,698.59	\$94,726.26	#DIV/0!		
50th Percentile	\$68,925.50	\$93,096.02	#NUM!		
60th Percentile	\$71,988.80	\$94,326.61	#NUM!		
65th Percentile	\$73,520.45	\$94,941.90	#NUM!		
75th Percentile	\$75,640.09	\$97,372.75	#NUM!		
80th Percentile	\$76,605.55	\$98,708.20	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Police Chief				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$102,229.99	\$134,090.07			
Canton			\$182,593.00		
Dedham					
Dover					
Framingham	\$134,105.00	\$177,354.00			
Lexington	\$111,503.00	\$126,025.00		Compensation may be above the grade maximum for extraordinary performance and/or market	
Milton					
Natick	\$125,000.00	\$165,000.00			
Newton					
Norwood			\$137,471.00		
Waltham					
Watertown					
Wellesley	\$88,760.00	\$136,660.00			
Westwood	\$109,744.00	\$137,056.00			
Needham				By contract	
Average	\$111,890.33	\$146,030.85	\$160,032.00		
50th Percentile	\$110,623.50	\$136,858.00	\$160,032.00		
60th Percentile	\$111,503.00	\$137,056.00	\$164,544.20		
65th Percentile	\$114,877.25	\$144,042.00	\$166,800.30		
75th Percentile	\$121,625.75	\$158,014.00	\$171,312.50		
80th Percentile	\$125,000.00	\$165,000.00	\$173,568.60		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Public Safety Dispatch Supervisor				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$74,396.67	\$84,176.46		Chief Emergency Dispatcher	
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood	\$50,767.00	\$63,403.00			
Needham	\$60,382.40	\$75,732.80		GU-19	40 hrs/wk
Average	\$62,581.84	\$73,789.73	#DIV/0!		
50th Percentile	\$62,581.84	\$73,789.73	#NUM!		
60th Percentile	\$64,944.80	\$75,867.08	#NUM!		
65th Percentile	\$66,126.29	\$76,905.75	#NUM!		
75th Percentile	\$68,489.25	\$78,983.10	#NUM!		
80th Percentile	\$69,670.74	\$80,021.77	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Public Safety Dispatcher				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$47,708.71	\$53,156.30		Emergency Telecommunications Dispatchers	40 hrs/wk
Burlington	\$42,348.80	\$64,875.20		Civilian Fire Dispatcher; Civilian Police Dispatcher	
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$50,731.00	\$59,633.00			6% differential for nights
Milton					
Natick					
Newton					
Norwood	\$50,398.40	\$61,526.40		Police Dispatcher	40 hrs/wk
Waltham					
Watertown	\$49,815.00	\$61,268.00			
Wellesley	\$47,095.36	\$58,393.92			
Westwood	\$50,767.00	\$63,403.00		Public Safety Telecommunicator	
Needham	\$48,755.20	\$61,172.80		GU-15	40 hrs/wk
Average	\$48,409.18	\$60,322.26	#DIV/0!		
50th Percentile	\$49,815.00	\$61,268.00	#NUM!		
60th Percentile	\$50,165.04	\$61,423.04	#NUM!		
65th Percentile	\$50,340.06	\$61,500.56	#NUM!		
75th Percentile	\$50,564.70	\$62,464.70	#NUM!		
80th Percentile	\$50,664.48	\$63,027.68	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Animal Control Officer				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$48,339.20	\$74,214.40		Animal Control Officer/Animal Inspector	
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick	\$42,000.00	\$60,000.00			
Newton					
Norwood	\$52,145.60	\$63,960.00			40 hrs/wk
Waltham					
Watertown					
Wellesley	\$52,644.80	\$65,582.40			
Westwood	\$46,575.00	\$58,168.00			
Needham	\$51,750.40	\$64,958.40		GU-16	40 hrs/wk
Average	\$48,340.92	\$64,384.96	#DIV/0!		
50th Percentile	\$48,339.20	\$63,960.00	#NUM!		
60th Percentile	\$49,861.76	\$64,608.96	#NUM!		
65th Percentile	\$50,623.04	\$64,933.44	#NUM!		
75th Percentile	\$52,145.60	\$65,582.40	#NUM!		
80th Percentile	\$52,245.44	\$67,308.80	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Town Clerk				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham	\$102,385.00	\$135,418.00		City Clerk	
Lexington	\$82,616.00	\$103,818.00		Town Clerk/Registrar of Voters	
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham					
Average	\$92,500.50	\$119,618.00	#DIV/0!		
50th Percentile	\$92,500.50	\$119,618.00	#NUM!		
60th Percentile	\$94,477.40	\$122,778.00	#NUM!		
65th Percentile	\$95,465.85	\$124,358.00	#NUM!		
75th Percentile	\$97,442.75	\$127,518.00	#NUM!		
80th Percentile	\$98,431.20	\$129,098.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Town Clerk				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$83,686.05	\$94,686.97			
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood	\$64,135.50	\$78,877.50			
Waltham					
Watertown					
Wellesley	\$45,310.00	\$68,310.00			
Westwood	\$61,172.80	\$71,635.20			
Needham	\$54,990.00	\$68,991.00		GE-18	Salaried
Average	\$63,576.09	\$78,377.42	#DIV/0!		
50th Percentile	\$62,654.15	\$75,256.35	#NUM!		
60th Percentile	\$63,542.96	\$77,429.04	#NUM!		
65th Percentile	\$63,987.37	\$78,515.39	#NUM!		
75th Percentile	\$69,023.14	\$82,829.87	#NUM!		
80th Percentile	\$71,955.72	\$85,201.29	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Town Manager				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton			\$182,070.00	Town Administrator	
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick	\$125,000.00	\$165,000.00			
Newton					
Norwood					
Waltham					
Watertown					
Wellesley	\$137,800.00	\$213,280.00		Executive Director of General Government Services	
Westwood	\$140,555.00	\$175,520.00		Town Administrator	
Needham				By Contract	
Average	\$134,451.67	\$184,600.00	\$182,070.00		
50th Percentile	\$137,800.00	\$175,520.00	\$182,070.00		
60th Percentile	\$138,351.00	\$183,072.00	\$182,070.00		
65th Percentile	\$138,626.50	\$186,848.00	\$182,070.00		
75th Percentile	\$139,177.50	\$194,400.00	\$182,070.00		
80th Percentile	\$139,453.00	\$198,176.00	\$182,070.00		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Town Manager/Director of Operations				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham	\$134,105.00	\$177,354.00		Chief Operating Officer	
Lexington	\$111,503.00	\$126,025.00		Deputy Town Manager	
Milton					
Natick	\$125,000.00	\$165,000.00		Deputy Town Admin./Operations (same range as TA)	
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$124,152.00	\$153,936.00		K-28	Salaried
Average	\$123,536.00	\$156,126.33	#DIV/0!		
50th Percentile	\$125,000.00	\$165,000.00	#NUM!		
60th Percentile	\$126,821.00	\$167,470.80	#NUM!		
65th Percentile	\$127,731.50	\$168,706.20	#NUM!		
75th Percentile	\$129,552.50	\$171,177.00	#NUM!		
80th Percentile	\$130,463.00	\$172,412.40	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Town Manager/Director of Operations				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham	\$134,105.00	\$177,354.00		Chief Operating Officer	
Lexington	\$111,503.00	\$126,025.00		Deputy Town Manager	
Milton					
Natick				Deputy Town Admin./Operations (same range as TA)	
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$124,152.00	\$153,936.00		K-28	Salaried
Average	\$122,804.00	\$151,689.50	#DIV/0!		
50th Percentile	\$122,804.00	\$151,689.50	#NUM!		
60th Percentile	\$125,064.20	\$156,822.40	#NUM!		
65th Percentile	\$126,194.30	\$159,388.85	#NUM!		
75th Percentile	\$128,454.50	\$164,521.75	#NUM!		
80th Percentile	\$129,584.60	\$167,088.20	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Director of Human Resources				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington	\$82,801.17	\$108,606.24			
Canton			\$107,468.91		
Dedham					
Dover					
Framingham	\$111,754.00	\$147,795.00			
Lexington	\$93,284.00	\$105,433.00			
Milton					
Natick	\$100,000.00	\$145,000.00		Director of Human Resources/Labor Relations	
Newton					
Norwood	\$89,286.00	\$109,818.00			40 hrs/wk
Waltham					
Watertown					
Wellesley	\$88,760.00	\$136,660.00			
Westwood	\$97,986.00	\$122,370.00			
Needham	\$101,448.00	\$125,808.00		K-25	Salaried
Average	\$94,838.74	\$125,097.46	\$107,468.91		
50th Percentile	\$93,284.00	\$122,370.00	\$107,468.91		
60th Percentile	\$96,105.20	\$130,944.00	\$107,468.91		
65th Percentile	\$97,515.80	\$135,231.00	\$107,468.91		
75th Percentile	\$98,993.00	\$140,830.00	\$107,468.91		
80th Percentile	\$99,597.20	\$143,332.00	\$107,468.91		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Assistant Director of Human Resources				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$83,686.05	\$94,686.97			
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$66,300.00	\$83,109.00		G-20	Salaried
Average	\$83,686.05	\$94,686.97	#DIV/0!		
50th Percentile	\$83,686.05	\$94,686.97	#NUM!		
60th Percentile	\$83,686.05	\$94,686.97	#NUM!		
65th Percentile	\$83,686.05	\$94,686.97	#NUM!		
75th Percentile	\$83,686.05	\$94,686.97	#NUM!		
80th Percentile	\$83,686.05	\$94,686.97	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Benefits Administrator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$59,058.39	\$66,821.82			
Burlington	\$45,318.00	\$69,576.00			
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$55,902.00	\$80,675.00		Benefits Coordinator	
Milton					
Natick	\$60,000.00	\$105,000.00		Benefits Manager	
Newton					
Norwood	\$57,408.00	\$70,492.50			
Waltham					
Watertown					
Wellesley	\$50,030.00	\$75,430.00		Benefits Coordinator	
Westwood	\$50,767.00	\$63,403.00		Human Resources Administrator	
Needham	\$54,990.00	\$68,991.00		GE-18	Salaried
Average	\$54,069.06	\$75,914.05	#DIV/0!		
50th Percentile	\$55,902.00	\$70,492.50	#NUM!		
60th Percentile	\$56,805.60	\$73,455.00	#NUM!		
65th Percentile	\$57,257.40	\$74,936.25	#NUM!		
75th Percentile	\$58,233.20	\$78,052.50	#NUM!		
80th Percentile	\$58,728.31	\$79,626.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Benefits Administrator (Edited)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$59,058.39	\$66,821.82			
Burlington	\$45,318.00	\$69,576.00			
Canton					
Dedham					
Dover					
Framingham					
Lexington	\$55,902.00	\$80,675.00		Benefits Coordinator	
Milton					
Natick		\$105,000.00		Benefits Manager	
Newton					
Norwood	\$57,408.00	\$70,492.50			
Waltham					
Watertown					
Wellesley	\$50,030.00	\$75,430.00		Benefits Coordinator	
Westwood	\$50,767.00	\$63,403.00		Human Resources Administrator	
Needham	\$54,990.00	\$68,991.00		GE-18	Salaried
Average	\$53,080.57	\$75,914.05	#DIV/0!		
50th Percentile	\$53,334.50	\$70,492.50	#NUM!		
60th Percentile	\$55,902.00	\$73,455.00	#NUM!		
65th Percentile	\$56,278.50	\$74,936.25	#NUM!		
75th Percentile	\$57,031.50	\$78,052.50	#NUM!		
80th Percentile	\$57,408.00	\$79,626.00	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Administrative Coordinator (HR; non-rep.)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline	\$52,531.00	\$54,756.00		HR Coordinator (AFSCME)	37.5 hrs/wk
Burlington	\$55,708.11	\$73,069.59		HR Coordinator	
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton	\$48,000.00	\$80,000.00		HR Coordinator	
Natick					
Newton					
Norwood	\$51,168.00	\$62,809.50		Human Resources Generalist/Wellness Coordinator	
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$48,750.00	\$61,171.50		G-15	37.5 hrs/wk
Average	\$51,851.78	\$67,658.77	#DIV/0!		
50th Percentile	\$51,849.50	\$67,939.55	#NUM!		
60th Percentile	\$52,258.40	\$71,017.57	#NUM!		
65th Percentile	\$52,462.85	\$72,556.59	#NUM!		
75th Percentile	\$53,325.28	\$74,802.19	#NUM!		
80th Percentile	\$53,801.84	\$75,841.75	#NUM!		

**TOWN OF NEEDHAM
DETAILED SALARY DATA**

	Support Services Manager (Town Manager)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Brookline					
Burlington					
Canton					
Dedham					
Dover					
Framingham					
Lexington					
Milton					
Natick					
Newton					
Norwood					
Waltham					
Watertown					
Wellesley					
Westwood					
Needham	\$78,720.00	\$97,608.00		K-22	Salaried
Average	#DIV/0!	#DIV/0!	#DIV/0!		
50th Percentile	#NUM!	#NUM!	#NUM!		
60th Percentile	#NUM!	#NUM!	#NUM!		
65th Percentile	#NUM!	#NUM!	#NUM!		
75th Percentile	#NUM!	#NUM!	#NUM!		
80th Percentile	#NUM!	#NUM!	#NUM!		