

**THE EDWARD J. COLLINS, JR.
CENTER FOR PUBLIC MANAGEMENT**

**MCCORMACK GRADUATE SCHOOL
OF POLICY AND GLOBAL STUDIES**

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Classification and Compensation Study for The City of Somerville, MA

EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT

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INTRODUCTION

The City of Somerville (City) entered into an agreement with the Edward J. Collins, Jr Center for Public Management at the University of Massachusetts Boston (Collins Center) to conduct a Classification and Compensation Study of approximately 150 non-union positions. The Collins Center project team met with the City's Working Group to fine-tune the scope of the project. Working with the City, the project objectives were defined as:

- Evaluating and assigning all non-union positions to appropriate classifications in order to assure internal equity;
- Conducting a salary survey of comparable Massachusetts municipalities in order to develop appropriate compensation levels for Somerville, and to assure the external equity;
- Developing new position descriptions and updating existing position descriptions for all non-union positions with clear definitions of duties and requirements; and
- Recommending the implementation of the new system and processes for movement through the salary scale in the future.

After finalizing all job descriptions and conducting a salary survey, it became clear that, as a general rule, the salaries in Somerville were well below the average of the comparable municipalities. One consequence of paying under the market is high turnover, which costs the City in loss of efficiency, knowledge and training.

This classification and compensation study creates or revises all non-union job descriptions, creates a classification system of internal and market equity, and recommends the implementation of a salary structure that will serve the City well in the years to come. Further, it provides step increases tied to a structured performance appraisal system.

METHODOLOGY

The steps followed by the Collins Center included:

- Creation of Position Descriptions;

- Rating positions for internal equity;
- Survey of comparable municipalities and representative positions to establish market competitiveness;
- Assignment of salary ranges to a classification system as a result of internal equity and market competitiveness;
- Recommending progression through the salary scale by providing for step increases that are contingent on performance appraisals; and
- Implementing a system that recognizes the length of service to the City.

POSITION DESCRIPTIONS

In order to create a viable classification system for the City, the Collins Center began by evaluating the existing system. The City had approximately 100 formatted position descriptions which had been produced in 2005 as part of a previous study. In addition, the City needed to create approximately 50 additional position descriptions.

While the formatting of the existing 100 descriptions was appropriate, many were outdated and did not actually reflect current duties. To facilitate updating these descriptions, single page worksheets were distributed to the incumbents of those positions and their supervisors. These worksheets asked respondents to provide current information. Feedback received was incorporated to revise those position descriptions.

For the 50 positions that were either significantly obsolete or were created after the previous study, comprehensive, eight-page questionnaires were given to the incumbents and to their supervisors. This questionnaire requested information regarding the position's responsibilities related to supervision, decision-making authority, budgetary responsibilities, and other characteristics that allowed the Collins Center to evaluate the position's level of difficulty, complexity, and importance to the departmental and City organization. Interviews were conducted in order to clarify information contained in the questionnaires. Draft descriptions were created using the same format as the

existing descriptions. All descriptions were distributed to supervisors for comments, and final descriptions were produced. The position descriptions are available online.

RATING OF POSITIONS

Once descriptions were drafted, the Collins Center used a point factor method to evaluate the 150 positions. The application of an objective position evaluation system that is consistently applied to each position is critical in assuring the internal equity of the classification plan. The evaluation system utilized by the Collins Center project team is one that has been administered successfully in many public organizations in Massachusetts and is, in fact, largely the same as that which was used in the City's previous study. The factors evaluated in determining the appropriate grades were:

Supervision Required	Complexity	Nature & Purpose of Contacts
Supervisory Responsibility	Confidentiality	Occupational Risks
Accountability	Education Required	Work Environment
Judgment	Experience Required	Physical Requirement

The Collins Center recommends a classification system that is comprised of seven grades (A-G) and that groups positions based on similar ratings in the above categories. Each position was assigned a point factor in the categories above, which determined the groupings of positions. The recommended classification of positions is contained in Attachment B.

Three positions, the DPW Director of Operations, the Assistant Personnel Director and the Deputy Director/Project Manager (OSPCD) have operational responsibility over positions that are classified in the same grade. Rather than increasing the grades of the operational supervisory positions or lowering the grades of subordinate positions, a stipend of 6% is recommended for the positions that carry operational supervisory responsibility.

Another area of note is that of the Deputy Police Chief positions. Because of the unique nature of public safety compensation, which provides for educational incentives and other stipends, differentials, and benefits, no specific recommendation is made regarding the Deputy Police Chief's

compensation. The position is rated at the “B” grade, but the incumbents are currently compensated above the range. It is recommended that the Personnel Director work with the Police Chief to devise a mechanism for increases for the Deputy Police Chief positions that take into account not only the market competitiveness, but also the internal equity within the Police Department. A memo on this topic from the Compensation Advisory Board is included as supplemental information.

SALARY SURVEY

Once the positions were classified, a representative salary survey was conducted to determine the ranges within which other, similar municipalities compensate their employees. The criteria considered in recommending comparable municipalities included geographical proximity to Somerville, similarity of population size, and similarity in terms of having a goal of employing the most innovative methods of municipal service delivery, both locally and nationally. The Collins Center project team met with the Compensation Advisory Board and presented several suggested comparable municipalities. The Compensation Advisory Board voted to survey the following municipalities.

Arlington	Lowell	Newton
Brookline	Malden	Quincy
Cambridge	Melrose	Waltham

In administering the survey, the Collins Center selected certain “benchmark” positions within the study for which to collect comparative salary information. The positions were chosen on the basis of the likelihood of finding a similar position in another municipality, as well as representing the full stratum of grades A through G.

Arlington, Brookline, Lowell, Melrose, Newton, Quincy and Waltham responded to the survey. The Massachusetts Municipal Personnel Association (MMPA) salary database was utilized to obtain information for Cambridge and Malden. While no two municipalities are exactly alike, comparable salary information for the benchmark positions was obtained. The Collins Center survey not only asked for salary data for a representative number of positions, it briefly described the position and

asked for an indication if the municipality's comparable position was similar and how the level of responsibility compares with the responsibility described for the Somerville position. For example, a Budget Analyst or an Administrative Assistant in Somerville could be very different than a Budget Analyst or an Administrative Assistant in another municipality. The survey was able to differentiate the nuances with the information provided. The salary survey summary is contained in Attachment C.

In addition to non-union employees, the Collins Center was asked to survey the chief executive positions in comparable municipalities. Because insufficient data was available, data from the Metropolitan Mayors Coalition member municipalities was obtained and reported. The results of this survey are contained in Attachment D and a memo on this topic from the Compensation Advisory Board is included as supplemental information.

Finally, with respect to the comparative surveys conducted, the Collins Center surveyed base salaries for all of the positions in the survey. Data on stipends, use of automobiles, differentials, and other conditions of employment and benefits were not surveyed and are not reflected in the survey results. (As previously stated, benefit levels are relatively standardized among municipalities.)

DEVELOPMENT OF THE SALARY SCALE

It is important to note that each municipality is somewhat unique and internal comparability within the municipal organization is just as important as external comparability when considering classification. In developing the recommended salary scale for the City, the Collins Center combined the position evaluations with the results of the salary survey in order to establish salary ranges for each of the grades. The average midpoint for each of the grades surveyed was used as the basis for the recommended salary ranges. The salary ranges were established by calculating the minimum salary of each grade as being 15% below the midpoint and the maximum salary as being approximately 15% above the midpoint. The Collins Center recommends a 10-step system with 3% increments between each step. The recommended salary scale is contained in Attachment E.

PROGRESSING THROUGH THE PAY SCALE

The Collins Center recommends the implementation of the salary scale effective July 1, 2012 and that all future step increases be granted on July 1st of each year. Those employees that are hired prior to December 1st of each year should be eligible for a step increase in the subsequent July. Those employees hired on or after December 1st should not be eligible for a step increase until the July after their one year anniversary. It is recommended that all step increases be tied to performance.

PERFORMANCE APPRAISAL & STEP INCREASES

Movement through the salary scale should be tied specifically to performance appraisals. Therefore, it is recommended that a new policy be promulgated that will delineate the incremental increases granted for specific performance evaluation ratings. It will be important for all those conducting evaluations use the same clearly-articulated standards. The policy must provide for administrative review of all ratings. Mandatory training should be provided for all supervisors responsible for conducting performance appraisals. After this system is fully implemented, it is recommended that movement through the salary scale be tied specifically to performance appraisals.

The recommended salary scale allows for flexibility in the granting of step increases. Based on the results of the performance appraisal, step increases may be granted, delayed or denied. Furthermore, to enable the flexibility of granting an incremental performance increase, a “half” or “a” step of 1.5% has been reflected in the salary scale.

FUTURE ADJUSTMENTS TO THE PAY SCALE

The recommended classification plan provides for a sufficient range of salaries and will not need to be adjusted on an annual basis. It is recommended that a market survey be conducted by the City every five years and an appropriate across-the-board increase be applied to the entire scale.

IMPLEMENTATION OF THE PAY SCALE

The Collins Center recognizes that during the development of a classification and compensation plan after several years of stagnant or limited increases in salaries, the City must consider its financial condition and other administrative and political dynamics unique to the City. In discussions with both the Working Group and the Compensation Advisory Board, the Collins Center established a recommendation for implementation of the new salary scale.

Three factors were considered in the recommended placement on the salary scale. The first was current salary; the second was length of service; and the third was length of service in the new position (if the employee was promoted into the new position since initially being hired). Length of service was categorized as “less than two years,” “two to seven years,” “seven to twelve years,” and “more than 12 years.” In this three-pronged approach, employees were initially placed on the salary scale at the step that provided for an increase, however modest. A length of service calculation was applied and additional steps were given based on length of service. The methodology for calculating the appropriate step placement is contained in Attachment G.

CONCLUSION

The Collins Center’s recommended classification and compensation plan will serve the City well for many years to come. Center Associates especially thank Sarah Kloos, Personnel Director, and Candace Cooper, Assistant Personnel Director, for their invaluable assistance.

**ATTACHMENT A
JOB DESCRIPTIONS**

Job descriptions have been provided electronically and will be available on the City's website.

**ATTACHMENT B
LIST OF TITLES BY CLASSIFICATION**

DEPARTMENT	TITLE	Grade
Auditing	Finance Director / City Auditor	A
Auditing	Finance Director	A
Capital Projects	Director of Capital Projects	A
Communications	Director of Communications	A
DPW	Commissioner of DPW	A
Executive Office	Chief of Staff	A
Information Technology	Chief Information Officer	A
Law	City Solicitor	A
OSPCD	Executive Director	A
Personnel	Director of Personnel	A
Traffic and Parking	Director of Traffic and Parking	A

DEPARTMENT	TITLE	Grade
Assessors	Chief Assessor - Chairman of the Board	B
Auditing	City Auditor	B
Auditing	Deputy City Auditor	B
City Clerk	City Clerk	B
Constituent Services	Director of Constituent Services	B
DPW	Director of Engineering	B
DPW	Director of Operations DPW	B
DPW	Superintendent of Building & Grounds	B
DPW	Superintendent of Highways/Lights & Lines	B
DPW	Superintendent of Water and Sewer Enterprise Fund	B
Executive Office	Aide to the Mayor	B

**ATTACHMENT B
LIST OF TITLES BY CLASSIFICATION**

Health	Director of Public Health	B
Law	Assistant City Solicitor	B
Law	Labor Counsel	B
Law	Special Counsel	B
Library	Director of Libraries	B
Office of Sustainability	Director of OSE	B
OSPCD	Director of Economic Development	B
OSPCD	Director of Finance and Administration	B
OSPCD	Director of Housing	B
OSPCD	Director of Transportation & Infrastructure	B
OSPCD	Director Planning and Zoning	B
OSPCD	Deputy Director/Project Manager	B
OSPCD	Superintendent of Inspectional Services	B
Purchasing	Purchasing Director	B
SomerStat	Director of SomerStat	B
Treasury	Treasurer/Collector	B

DEPARTMENT	TITLE	Grade
Arts Council	Director of Arts Council	C
Assessors	Director of Commercial Assessments	C
Assessors	Manager of Residential Assessments	C
Auditing	Auditing Accountant	C
Capital Projects	Capital Projects Manager	C
Communications	Deputy Director of Communications	C
Council on Aging	Director of Council on Aging	C

**ATTACHMENT B
LIST OF TITLES BY CLASSIFICATION**

DPW	Assistant Director of Engineering	C
DPW	Director of Finance & Administration	C
DPW	Field Operations Manager Water Department	C
DPW	Project Manager	C
Elections	Chairman of Elections	C
Health	Director of Shape Up Somerville	C
Health	School Nurse Leader	C
Information Technology	IT Project Manager	C
Information Technology	Network Manager	C
Office of Sustainability	Environmental Coordinator	C
OSPCD	Director of Historic Preservation	C
OSPCD	Director of Parks and Open Spaces	C
OSPCD	ISD Operations Manager	C
OSPCD	Lead Program Manager (Housing)	C
OSPCD/Law	Director of Special Projects / Housing Counsel	C
Personnel	Assistant Director of Personnel	C
Personnel	Benefits Manager	C
Purchasing	Assistant Purchasing Director	C
Recreation	Recreation Facilities Manager	C
Somerstat	Budget Analyst	C
Traffic and Parking	Parking Clerk/Director of Operations	C
Treasury	Tax Title Attorney	C
Veterans Services	Director of Veterans Services	C

**ATTACHMENT B
LIST OF TITLES BY CLASSIFICATION**

DEPARTMENT	TITLE	Grade
Assessors	Sales / Personal Property Analyst	D
Auditing	Grant Administrator	D
Auditing	Payroll Manager	D
Communications	Cable Manager	D
Communications	Director of Community Outreach	D
Communications	Public Information Officer	D
Communications	Youth Arts Coordinator	D
Council on Aging	COA Social Worker	D
DPW	Water/Sewer Systems Analyst	D
Executive Office	ADA Coordinator (<i>subject to approval</i>)	D
Health	Director of Prevention Services	D
Health	HR Commission & Women Commission	D
Law	Paralegal / Legal Assistant	D
OSPCD	Economic Development Specialist	D
OSPCD	Housing Grants Manager	D
OSPCD	Lead Program Coordinator	D
OSPCD	Rehab Program Manager (Housing)	D
OSPCD	Senior Accountant	D
OSPCD	Senior Planner	D
OSPCD	Senior Planner - Economic Development	D
Personnel	Benefits Specialist	D
Personnel	Manager of Employment Safety & Training	D
Police	Financial Analyst	D
Police	Mechanic Fleet Manager	D

**ATTACHMENT B
LIST OF TITLES BY CLASSIFICATION**

Police	Senior Crime Analyst	D
Purchasing	Manager of Construction Procurement	D
Purchasing	Procurement Analyst	D
Recreation	Youth & Volunteer Services Coordinator	D
SomerPromise	Mayor's Policy Advisor for Children, Youth, and Education	D
SomerPromise	SomerPromise Director	D
SomerStat	Financial Analyst	D
SomerStat	New Media/ResiStat Coordinator	D
SomerStat	Senior Analyst	D
Traffic and Parking	Accountant / Business Analyst	D
Treasury	Assistant Tax Collector	D

DEPARTMENT	TITLE	Grade
Arts Council	Program Manager	E
Assessors	Assessor Analyst	E
Auditing	Payroll Coordinator	E
City Clerk	Archivist	E
Communications	Producer	E
Communications	Senior Program Director	E
Communications	Systems Coordinator	E
Constituent Services	Call Center Supervisor	E
Constituent Services	Manager of Telephone Operators	E
Council on Aging	Project Manager	E
Fire	Fire Analyst	E
Health	Director of Tobacco Control	E

**ATTACHMENT B
LIST OF TITLES BY CLASSIFICATION**

Health	Grants Analyst	E
Health	SCAP Program Director	E
Health	Shape Up Somerville Coordinator	E
Information Technology	IT Specialist - Public Safety	E
OSPCD	Housing Coordinator	E
OSPCD	Housing Program Specialist	E
OSPCD	Planner - Green Infrastructure	E
OSPCD	Planner - Planning & Historic Preservation	E
OSPCD	Planner - Economic Development	E
OSPCD	Planner	E
OSPCD	Planner Historic Preservation	E
OSPCD	Program Analyst/Compliance Officer	E
OSPCD	Program Coordinator	E
OSPCD	Program Specialist	E
Personnel	HR Coordinator/Civil Service Manager	E
Police	Crime Analyst	E
Recreation	Outreach Coordinator	E
Recreation	Recreation Facilities Assistant Manager	E
SomerStat	Community Engagement Specialist	E
SomerStat	Junior Analyst	E
Treasury	Treasury Accountant	E

DEPARTMENT	TITLE	Grade
Arts Council	Office Manager	F
Auditing	Payroll Administrative Assistant	F

**ATTACHMENT B
LIST OF TITLES BY CLASSIFICATION**

Capital Projects	Capital Project Executive Assistant	F
Constituent Services	Customer Service Representative	F
Council on Aging	Administrative Assistant	F
Executive Office	Administrative Aide	F
OSPCD	Administrative Assistant to Director	F
OSPCD	Administrative Assistant ZBA	F
OSPCD	Program Analyst	F
Traffic and Parking	Hearing Officer	F
Treasury	Administrative Assistant	F

DEPARTMENT	TITLE	Grade
Police	Neighborhood Police Service Representative	G
Police	Records Clerk - Transcriber	G

**ATTACHMENT C
SALARY SURVEY SUMMARY**

Proposed Class	Job Title	Somerville Salary	MINIMUM		MIDPOINT		MAXIMUM	
			Average	Som-Ave	Average	Som-Ave	Average	Som-Ave
A	Finance Director/City Auditor	\$94,600	\$104,607	\$ (10,007)	\$110,529	\$ (15,929)	\$116,451	\$ (21,851)
A	Commissioner of DPW	\$93,851	\$103,370	\$ (9,520)	\$112,294	\$ (18,443)	\$121,218	\$ (27,367)
A	Fire Chief	\$113,246	\$125,979	\$ (12,734)	\$132,768	\$ (19,522)	\$139,557	\$ (26,311)
A	Chief Information Officer	\$110,000	\$99,393	\$10,607	\$107,090	\$2,910	\$114,787	\$ (4,787)
A	City Solicitor	\$94,071	\$97,588	\$ (3,518)	\$108,177	\$ (14,106)	\$118,766	\$ (24,695)
A	Mayor's Chief of Staff	\$69,070	\$92,415	\$ (23,345)	\$99,070	\$ (30,000)	\$105,725	\$ (36,655)
B	Chief Assessor	\$81,131	\$85,510	\$ (4,379)	\$92,674	\$ (11,543)	\$99,839	\$ (18,707)
B	Director of Engineering	\$80,000	\$91,388	\$ (11,388)	\$97,916	\$ (17,916)	\$104,443	\$ (24,443)
B	Supt. Of Hwy., Lights, Lines	\$69,493	\$79,941	\$ (10,448)	\$84,828	\$ (15,335)	\$89,714	\$ (20,222)
B	Supt of Water, Sewer	\$67,725	\$82,932	\$ (15,208)	\$88,244	\$ (20,519)	\$92,449	\$ (24,724)
B	Director of Public Health	\$71,541	\$85,218	\$ (13,677)	\$93,789	\$ (22,248)	\$102,360	\$ (30,819)
B	Asst. City Solicitor	\$77,248	\$76,480	\$ 768	\$83,204	\$ (5,956)	\$89,927	\$ (12,680)
B	Director of Economic Development	\$80,000	\$91,640	\$ (11,640)	\$105,207	\$ (25,207)	\$112,693	\$ (32,693)
B	Supt. of Inspectional Services	\$67,200	\$85,312	\$ (18,112)	\$97,149	\$ (29,950)	\$105,072	\$ (37,873)
B	Emergency Commun. Dispatch Dir.		\$68,061		\$70,674		\$73,287	
B	Treasurer/Tax Collector	\$77,444	\$95,665	\$ (18,221)	\$101,115	\$ (23,672)	\$106,565	\$ (29,122)
B	City Clerk	\$68,204	\$86,197	\$ (17,993)	\$90,256	\$ (22,052)	\$94,315	\$ (26,111)
C	Budget Analyst	\$64,211	\$90,871	\$ (26,660)	\$101,447	\$ (37,235)	\$112,022	\$ (47,811)
C	Director of COA	\$63,705	\$70,873	\$ (7,167)	\$77,489	\$ (13,784)	\$84,105	\$ (20,400)
C	Elections Chairman	\$66,000	\$65,148	\$ 852	\$71,044	\$ (5,044)	\$76,940	\$ (10,940)
C	Network Manager	\$65,000	\$64,332	\$ 668	\$69,182	\$ (4,182)	\$74,031	\$ (9,031)
C	Benefits Manager	\$62,000	\$49,450	\$12,551	\$54,420	\$7,580	\$59,391	\$2,609
C	Asst. Purchasing Director	\$54,995	\$58,202	\$ (3,207)	\$61,934	\$ (6,939)	\$71,566	\$ (16,571)
D	Fleet Manager/Mechanic	\$54,049	\$60,887	\$ (6,837)	\$67,175	\$ (13,125)	\$73,463	\$ (19,414)
D	Mgr of Residential Assessments	\$58,000	\$76,768	\$ (18,768)	\$84,346	\$ (26,346)	\$91,924	\$ (33,924)
D	Grant Administrator	\$54,123						
D	Payroll Manager	\$65,000	\$71,936	\$ (6,936)	\$76,349	\$ (11,349)	\$80,762	\$ (15,762)
D	Social Worker-COA	\$38,815	\$53,589	\$ (14,774)	\$59,670	\$ (20,855)	\$65,751	\$ (26,936)
D	Dir. of Tobacco Control	\$48,000		\$48,000				
D	Senior Planner	\$54,000	\$66,922	\$ (12,922)	\$73,584	\$ (19,584)	\$80,246	\$ (26,246)
D	HR Coord./Civ. Svc. Mgr.	\$43,000	\$57,650	\$ (14,650)	\$64,082	\$ (21,081)	\$70,513	\$ (27,513)
D	Asst. Tax Collector	\$63,792	\$70,221	\$ (6,429)	\$74,023	\$ (10,231)	\$77,825	\$ (14,033)
D	Paralegal	\$33,023	\$50,909	\$ (17,886)	\$47,182		\$49,996	
E	Assessor/Analyst	\$46,992	\$62,236	\$ (15,244)	\$67,655	\$ (20,663)	\$73,074	\$ (26,082)
E	Payroll Coordinator		\$51,049		\$55,357		\$59,665	
E	IT Specialist	\$49,143	\$47,429	\$1,714	\$57,774	\$ (8,631)	\$57,853	\$ (8,709)
E	Planner	\$45,000	\$60,304	\$ (15,304)	\$64,382	\$ (19,382)	\$76,493	\$ (31,493)
F	Office Mgr-Arts Council							
F	Customer Service Representative	\$37,191	\$43,139	\$ (5,948)	\$48,309	\$ (11,118)	\$53,480	\$ (16,288)
F	Administrative Aide	\$47,267	\$47,752	\$ (485)	\$52,330	\$ (5,063)	\$56,907	\$ (9,640)
F	Admin. Asst. to ZBA	\$39,900	\$47,969	\$ (8,068)	\$50,488	\$ (10,588)	\$53,007	\$ (13,107)
F	Hearing Officer		\$47,871		\$50,373		\$52,875	
G	Neighborhood Police Svc. Rep.	\$32,000						
G	Records Clerk	\$40,000	\$39,631	\$ 369	\$42,836	\$ (2,836)	\$46,041	\$ (6,041)

**ATTACHMENT D
CHIEF EXECUTIVE SURVEY**

Municipality	CEO Title	Salary
Arlington	Town Manager	\$159,000
Boston*	Mayor	\$175,481
Braintree*	Mayor	\$105,262
Brookline*	Town Administrator	\$164,612
Cambridge*	City Manager	\$327,091
Chelsea*	City Manager	\$169,000
Everett*	Mayor	\$85,000
Lowell	City Manager	\$180,000
Malden*	Mayor	\$105,900
Medford*	Mayor	\$124,705
Melrose*	Mayor	\$99,397
Newton	Mayor	\$125,000
Quincy*	Mayor	\$122,474
Revere*	Mayor	\$126,492
Waltham	Mayor	\$116,139
Somerville*	Mayor	\$125,000
* Municipality is a member of the Metro Mayors Coalition.		

**ATTACHMENT E
SALARY SCALE**

GRADE STEP	A	B	C	D	E	F	G
1	\$95,000	\$80,000	\$65,000	\$60,000	\$50,000	\$40,000	\$35,000
1A	\$96,425	\$81,200	\$65,975	\$60,900	\$50,750	\$40,600	\$35,525
2	\$97,871	\$82,418	\$66,965	\$61,814	\$51,511	\$41,209	\$36,058
2A	\$99,339	\$83,654	\$67,969	\$62,741	\$52,284	\$41,827	\$36,599
3	\$100,829	\$84,909	\$68,989	\$63,682	\$53,068	\$42,454	\$37,148
3A	\$102,341	\$86,183	\$70,024	\$64,637	\$53,864	\$43,091	\$37,705
4	\$103,876	\$87,476	\$71,074	\$65,607	\$54,672	\$43,737	\$38,271
4A	\$105,434	\$88,788	\$72,140	\$66,591	\$55,492	\$44,393	\$38,845
5	\$107,016	\$90,120	\$73,222	\$67,590	\$56,324	\$45,059	\$39,428
5A	\$108,621	\$91,472	\$74,320	\$68,604	\$57,169	\$45,735	\$40,019
6	\$110,250	\$92,844	\$75,435	\$69,633	\$58,027	\$46,421	\$40,619
6A	\$111,904	\$94,237	\$76,567	\$70,677	\$58,897	\$47,117	\$41,228
7	\$113,583	\$95,651	\$77,716	\$71,737	\$59,780	\$47,824	\$41,846
7A	\$115,287	\$97,086	\$78,882	\$72,813	\$60,677	\$48,541	\$42,474
8	\$117,016	\$98,542	\$80,065	\$73,905	\$61,587	\$49,269	\$43,111
8A	\$118,771	\$100,020	\$81,266	\$75,014	\$62,511	\$50,008	\$43,758
9	\$120,553	\$101,520	\$82,485	\$76,139	\$63,449	\$50,758	\$44,414
9A	\$122,361	\$103,043	\$83,722	\$77,281	\$64,401	\$51,519	\$45,080
10	\$124,196	\$104,589	\$84,978	\$78,440	\$65,367	\$52,292	\$45,756

**ATTACHMENT F
IMPLEMENTATION**

DEPARTMENT	TITLE	Grade	Hours	Current Annualized Salary	Final Step	Final Salary
Information Technology	Chief Information Officer	A	40	\$110,000	7	\$113,583
OSPCD	Executive Director (1)	A	40	\$110,000	6	\$110,250
Auditing	Finance Director / City Auditor	A	40	\$94,600	4	\$103,876
Law	City Solicitor	A	40	\$94,071	4	\$103,876
DPW	Commissioner of DPW	A	40	\$93,851	4	\$103,876
Communications	Director of Communications	A	40	\$82,096	1	\$95,000
Executive Office	Chief of Staff	A	40	\$69,070	2	\$97,871
Personnel	Director of Personnel	A	40	\$72,176	1	\$95,000
Traffic and Parking	Director of Traffic and Parking	A	40	\$80,000	1	\$95,000
Auditing	Finance Director	A	40		1	\$95,000
Capital Projects	Director of Capital Projects (2)	A	40		1	\$95,000

DEPARTMENT	TITLE	Grade	Hours	Current Annualized Salary	Final Step	Final Salary
Library	Director of Libraries	B	40	\$90,000	5	\$90,120
Assessors	Chief Assessor - Chairman of the Board	B	40	\$81,131	5	\$90,120
DPW	Superintendent of Building & Grounds	B	40	\$69,493	3	\$84,909
OSPCD	Superintendent of Inspectional Services	B	40	\$67,200	4	\$87,476
Law	Assistant City Solicitor	B	40	\$77,248	4	\$87,476
Law	Special Counsel	B	40			\$80,000
Law	Assistant City Solicitor	B	40	\$77,376	3	\$84,909
Law	Labor Counsel	B	40	\$77,507	3	\$84,909
City Clerk	City Clerk	B	40	\$68,204	4	\$87,476
DPW	Director of Operations DPW (3)	B	40	\$76,277	5	\$90,120
DPW	Director of Engineering	B	40	\$80,000	3	\$84,909
OSPCD	Director of Housing	B	40	\$80,000	2	\$82,418
Office of Sustainability	Director of OSE	B	40	\$80,000	3	\$84,909
Purchasing	Purchasing Director	B	40	\$66,687	1	\$80,000
DPW	Superintendent of Water and Sewer Enterprise Fund	B	40	\$67,725	1	\$80,000
Constituent Services	Director of Constituent Services	B	40	\$72,278	2	\$82,418

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**ATTACHMENT F
IMPLEMENTATION**

SomerStat	Director of SomerStat	B	40	\$72,278	1	\$80,000
DPW	Superintendent of Highways/Lights & Lines	B	40	\$69,493	2	\$82,418
OSPCD	Director Planning and Zoning	B	40	\$73,000	2	\$82,418
Health	Director of Public Health	B	40	\$71,541	2	\$82,418
OSPCD	Director of Transportation & Infrastructure	B	40	\$80,000	2	\$82,418
Executive Office	Aide to the Mayor	B	40	\$65,000	1	\$80,000
Treasury	Treasurer/Collector	B	40	\$77,444	1	\$80,000
Law	Assistant City Solicitor	B	40	\$64,000	1	\$80,000
OSPCD	Director of Finance and Administration	B	40	\$70,000	1	\$80,000
Auditing	City Auditor	B	40		1	\$80,000
Auditing	Deputy City Auditor	B	40		1	\$80,000
OSPCD	Deputy Director/Project Manager (3)	B	40		3	\$84,909
OSPCD	Director of Economic Development	B	40		1	\$80,000

DEPARTMENT	TITLE	Grade	Hours (4)	Current Annualized Salary	Final Step	Final Salary
Treasury	Tax Title Attorney	C	25	\$79,930	10	\$84,978
Assessors	Director of Commercial Assessments	C	40	\$68,000	5	\$73,222
DPW	Project Manager	C	40	\$68,958	5	\$73,222
Health	School Nurse Leader	C	40	\$65,000	3	\$68,989
OSPCD	Director of Historic Preservation	C	30	\$65,092	5	\$72,140
Office of Sustainability	Environmental Coordinator	C	40	\$62,265	4	\$71,074
Council on Aging	Director of Council on Aging	C	40	\$63,705	4	\$71,074
Elections	Chairman of Elections	C	40	\$66,000	4	\$71,074
OSPCD	Director of Parks and Open Spaces	C	40	\$61,389	3	\$68,989
Arts Council	Director of Arts Council	C	40	\$55,208	3	\$68,989
Purchasing	Assistant Purchasing Director	C	40	\$54,995	3	\$68,989
Information Technology	Network Manager	C	40	\$65,000	3	\$68,989
Assessors	Manager of Residential Assessments	C	40	\$58,000	2	\$66,965
OSPCD	ISD Operations Manager	C	40	\$64,000	1	\$65,000
Personnel	Benefits Manager	C	40	\$62,000	2	\$66,965
Personnel	Assistant Director of Personnel (3)	C	40	\$60,000	3	\$68,989

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IMPLEMENTATION**

Health	Director of Shape Up Somerville	C	40	\$55,000	2	\$66,965
OSPCD/Law	Director of Special Projects / Housing Counsel	C	40	\$62,192	1	\$65,000
OSPCD	Lead Program Manager (Housing)	C	40	\$50,000	2	\$66,965
Recreation	Recreation Facilities Manager	C	40	\$60,000	1	\$65,000
Information Technology	IT Project Manager	C	40	\$60,000	2	\$66,965
Somerstat	Budget Analyst	C	40	\$64,211	2	\$66,965
Traffic and Parking	Parking Clerk/Director of Operations	C	40	\$52,900	1	\$65,000
Veterans Services	Director of Veterans Services	C	40	\$64,398	1	\$65,000
Auditing	Auditing Accountant	C	40		1	\$65,000
Capital Projects	Capital Projects Manager (2)	C	40		1	\$65,000
DPW	Director of Finance & Administration	C	40		1	\$65,000
DPW	Field Operations Manager Water Dept	C	40		1	\$65,000
DPW	Asst. Director of Engineering	C	40		1	\$65,000

DEPARTMENT	TITLE	Grade	Hours (4)	Current Annualized Salary	Final Step	Final Salary
SomerPromise	Mayor's Policy Advisor for Children, Youth, and Education	D	20	\$72,283	10	\$78,440
Communications	Director of Community Outreach	D	40	\$70,000	9	\$76,139
Communications	Youth Arts Coordinator	D	40	\$65,000	5	\$67,590
Communications	Deputy Director of Communications	D	40	\$50,000	2	\$61,814
Auditing	Payroll Manager	D	40	\$65,000	5	\$67,590
Auditing	Grant Administrator	D	40	\$54,123	4	\$65,607
SomerStat	Senior Analyst	D	40	\$65,000	4	\$65,607
Police	Fleet Manager	D	40	\$54,049	4	\$65,607
OSPCD	Housing Grants Manager	D	40	\$55,000	4	\$65,607
Law	Paralegal / Legal Assistant	D	25	\$52,836	4	\$65,607
Treasury	Assistant Tax Collector	D	40	\$63,792	4	\$65,607
DPW	Water/Sewer Systems Analyst	D	40	\$54,690	3	\$63,682
Health	HR Commission & Women Commission	D	40	\$55,000	3	\$63,682
Communications	Cable Manager	D	40	\$55,000	3	\$63,682
Personnel	Manager of Employment Safety & Training	D	40	\$52,516	3	\$63,682

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IMPLEMENTATION**

OSPCD	Senior Accountant	D	40	\$57,450	3	\$63,682
OSPCD	Rehab Program Manager (Housing)	D	40	\$50,000	3	\$63,682
OSPCD	Senior Planner (Econ development)	D	40	\$54,000	2	\$61,814
Recreation	Youth & Volunteer Services Coordinator	D	40	\$49,972	1	\$60,000
Purchasing	Manager of Construction Procurement	D	40	\$53,000	2	\$61,814
SomerPromise	SomerPromise Director	D	27	\$61,574	2	\$61,814
OSPCD	Senior Planner (Econ development)	D	40	\$54,000	2	\$61,814
Health	Director of Prevention Services	D	40	\$55,000	1	\$60,000
OSPCD	Senior Planner (Planning)	D	40	\$54,000	1	\$60,000
Assessors	Sales / Personal Property Analyst	D	40	\$53,727	1	\$60,000
Police	Financial Analyst	D	40	\$61,215	2	\$61,814
Council on Aging	COA Social Worker	D	40	\$38,815	2	\$61,814
OSPCD	Senior Planner - Station Area Planner	D	40	\$54,000	1	\$60,000
OSPCD	Senior Planner - Zoning	D	40	\$54,000	1	\$60,000
Traffic and Parking	Accountant / Business Analyst	D	40	\$54,789	1	\$60,000
OSPCD	Senior Planner Landscape	D	40	\$54,207	1	\$60,000
OSPCD	Senior Planner Transportation	D	40	\$54,000	1	\$60,000
SomerStat	Senior Analyst	D	40	\$55,000	1	\$60,000
SomerStat	New Media/ResiStat Coordinator	D	40	\$45,000	1	\$60,000
Council on Aging	COA Social Worker	D	40	\$38,815	1	\$60,000
Executive Office	ADA Coordinator <i>(subject to approval)</i>	D	40		1	\$60,000
OSPCD	Economic Development Specialist (2)	D	40		1	\$60,000
OSPCD	Lead Program Coordinator	D	40		1	\$60,000
OSPCD	Senior Accountant	D	40		1	\$60,000
Personnel	Benefits Specialist	D	30		1	\$45,000
Police	Senior Crime Analyst (2)	D	40		1	\$60,000
Purchasing	Procurement Analyst	D	40		1	\$60,000
SomerStat	Financial Analyst	D	40		1	\$60,000

DEPARTMENT	TITLE	Grade	Hours (4)	Current Annualized Salary	Final Step	Final Salary
Health	Grants Analyst	E	32	\$61,308	10	\$65,367
Treasury	Treasury Accountant	E	40	\$61,250	8	\$61,587

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**ATTACHMENT F
IMPLEMENTATION**

Communications	Senior Program Director	E	40	\$52,400	6	\$58,027
Recreation	Recreation Facilities Assistant Manager	E	40	\$55,000	5	\$56,324
Health	Director of Tobacco Control	E	40	\$48,000	2	\$51,511
Arts Council	Program Manager	E	40	\$42,680	3	\$53,068
Police	Crime Analyst	E	40	\$35,000	3	\$53,068
OSPCD	Housing Coordinator	E	40	\$38,489	3	\$53,068
OSPCD	Planner Historic Preservation	E	40	\$38,029	3	\$53,068
Constituent Services	Manager of Telephone Operators	E	40	\$48,465	3	\$53,068
Health	SCAP Program Director	E	40	\$46,000	2	\$51,511
OSPCD	Program Specialist	E	40	\$41,000	3	\$53,068
Personnel	HR Coordinator/Civil Service Manager	E	40	\$43,000	1	\$50,000
Communications	Producer	E	40	\$38,594	2	\$51,511
OSPCD	Planner (Econ development)	E	40	\$46,000	2	\$51,511
OSPCD	Housing Program Specialist	E	40	\$46,177	1	\$50,000
Communications	Systems Coordinator	E	40	\$45,000	2	\$51,511
OSPCD	Program Coordinator	E	40	\$40,000	2	\$51,511
Information Technology	IT Specialist - Public Safety	E	40	\$49,143	2	\$51,511
Constituent Services	Call Center Supervisor	E	40	\$49,668	2	\$51,511
Assessors	Assessor Analyst	E	40	\$46,992	1	\$50,000
OSPCD	Planner (Planning)	E	40	\$45,000	1	\$50,000
SomerStat	Junior Analyst	E	40	\$45,000	1	\$50,000
OSPCD	Planner - Green Infrastructure	E	40	\$45,295	1	\$50,000
Health	Shape Up Somerville Coordinator	E	40	\$40,000	1	\$50,000
Council on Aging	Project Manager	E	30	\$31,949	1	\$50,000
City Clerk	Archivist	E	40	\$45,000	1	\$50,000
OSPCD	Planner - Planning & Historic Preservation	E	40		1	\$50,000
OSPCD	Planner (Econ development)	E	40		1	\$50,000
OSPCD	Program Analyst/Compliance Officer	E	40		1	\$50,000
Recreation	Outreach Coordinator	E	40		1	\$50,000
SomerStat	Community Engagement Specialist	E	40		1	\$50,000
Fire	Fire Analyst (2)	E	40		1	\$50,000
Auditing	Payroll Coordinator	E	40		1	\$50,000

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**ATTACHMENT F
IMPLEMENTATION**

DEPARTMENT	TITLE	Grade	Hours (4)	Current Annualized Salary	Final Step	Final Salary
Executive Office	Administrative Aide	F	40	\$47,267	10	\$52,292
Capital Projects	Capital Project Exec Assistant	F	40	\$49,808	10	\$52,292
Auditing	Payroll Administrative Assistant	F	40	\$48,000	9	\$50,758
Executive Office	Administrative Aide	F	40	\$47,000	7	\$47,824
Traffic and Parking	Hearing Officer	F	20	\$47,027	8	\$49,269
Treasury	Administrative Assistant	F	25	\$45,760	7	\$47,824
OSPCD	Administrative Assistant to Director	F	40	\$45,000	7	\$47,824
OSPCD	Program Analyst	F	30	\$38,142	4	\$43,737
OSPCD	Administrative Assistant ZBA	F	40	\$39,900	3	\$42,454
Constituent Services	Customer Service Representative	F	40	\$37,191	2	\$41,209
Arts Council	Office Manager	F	20	\$35,360	2	\$41,209
Constituent Services	Customer Service Representative	F	40	\$37,191	2	\$41,209
Constituent Services	Customer Service Representative	F	40	\$37,191	2	\$41,209
Constituent Services	Customer Service Representative	F	40	\$37,955	2	\$41,209
Council on Aging	Administrative Assistant	F	40	\$32,782	2	\$41,209
Constituent Services	Customer Service Representative	F	40	\$37,956	2	\$41,209
Constituent Services	Customer Service Representative	F	40	\$37,191	2	\$41,209
Traffic and Parking	Hearing Officer	F	25	\$35,793	2	\$41,209
Constituent Services	Customer Service Representative	F	40	\$37,191	2	\$41,209
Constituent Services	Customer Service Representative	F	40	\$37,191	1	\$40,000

DEPARTMENT	TITLE	Grade	Hours	Current Annualized Salary	Final Step	Final Salary
Police	Records Clerk - Transcriber	G	40	\$40,000	7	\$41,846
Police	Neighborhood Police Service Representative	G	40	\$32,000	2	\$36,058
Police	Neighborhood Police Service Representative	G	40	\$32,000	1	\$35,000
Police	Records Clerk - Transcriber	G	40		1	\$35,000

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ATTACHMENT G
STEP IMPLEMENTATION METHODOLOGY

1. The salary for each position was annualized and placed on the salary scale that provided for an increase. Part time salaries were converted to full time for the purpose of analysis only.

2. After initial placement, each person was placed on the salary scale based on length of service with the City. The following table represents the steps granted for longevity:

Length of Service	Number of Steps
Less than 2 years	0
2 – 7 years	1
7 – 12 years	2
More than 12	3

3. If, however, an employee was promoted on or after July 1, 2010, a step was taken away as an “offset.” The “offset” was done in recognition of the fact that an individual recently promoted received an adjustment in salary in their new position. To give an incumbent an additional step at the adjusted rate contradicts the purpose of the length of service calculation.