



## **Compensation Services**

**For the Town of Merrimac, MA**

**FINAL REPORT**

**Submitted by: Human Resources Services, Inc.**

**9 Bartlet Street, Suite 186**

**Andover, MA 01810**

**Voice: 978-474-0200**

**Cell: 978-430-2061**

**Fax: 978-475-7925**

**Email: [hrcconsulting@comcast.net](mailto:hrcconsulting@comcast.net)**

**[www.hrsconsultinginc.com](http://www.hrsconsultinginc.com)**

**SDO CERTIFIED**

**4/29/2021**

**Human Resources Services, Inc.**

**9 Bartlet Street, Suite 186**

**Andover, MA 01810**

**Phone: 978-474-0200**

April 29, 2021

Carol A. McLeod  
Finance Director, Treasurer, Town Administrator  
Town of Merrimac  
4 School St.  
Merrimac, MA 01860

Dear Carol,

Human Resources Services, Inc. (HRS) is pleased to submit this report to the Town of Merrimac, Massachusetts providing a proposed updated fiscal year 2021 compensation and classification plan for town-wide positions in municipal service. The study represents more than seventy (70) classified position titles.

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

Sincerely,

*Sandy*

Aleksandra E. Stapczynski  
President

# TOWN OF MERRIMAC, MASSACHUSETTS COMPENSATION AND CLASSIFICATION UPDATED PLAN FOR FISCAL YEAR 2021

---

## I. Introduction

The Town of Merrimac, Massachusetts engaged Human Resources Services, Inc. (HRS) to review and develop an updated compensation and classification plan and system. Overall the Town wanted to (1) assure internally equitable and external competitive rates of pay to employees; (2) provide a means for evaluating, planning and providing for fair compensation to employees; (3) maintain efficient pay plan structures; (4) assure compliance with applicable state and local laws. Most importantly, the Town wanted to determine the compensation market competitiveness for these municipal positions within its town-wide workforce; particularly in light of the new economy in the past year due to the pandemic. As a result, a comprehensive approach was taken to include a review of positions in the Town. This report focuses on the analysis and findings related to the Town's general compensation for these positions. These findings relate to Merrimac's current Compensation and Classification Plan, and includes some updated job descriptions. HRS, in a previous study, conducted a comprehensive job analysis utilizing Position Analysis Questionnaires and job audits. The scope of this study was shaped by the Town's interest in understanding and comparing its pay structure to other similar organizations. As the economy continues to shift, Merrimac, like many municipalities, found it necessary to review its own compensation program to ensure that it is still competitive in order to attract and retain the necessary talent to provide services. Therefore, the principal goals of the outcomes for the compensation and classification plan review included the ability to:

1. Attract and retain the employees qualified and competent to achieve the operating objectives of the Town;
2. Establish and maintain a rationale for the Compensation and Classification structure that appropriately compensates each employee for the nature and level of work performed; ensuring appropriate number of grades; eliminating compression in plan; reclassifying positions as needed.

3. Maintain wage ranges that are consistent with the economic and financial position of Merrimac, and competitive with those paid by other labor market municipal employers for comparable work;
4. Provide employees with a basic understanding of the principles of employee compensation and classification systems and its administration;
5. Ensure compliance with relevant state and federal laws;
6. Ensure appropriate starting pay rates for those falling below minimum range; and to
7. Provide a system that is compatible with the Town's compensation philosophy of maintaining the plan at the average of market.

## **II. The Salary Survey**

The external market is defined as those organizations (other municipalities) that have similar characteristics, demographics, and service offerings as the target organization (Town of Merrimac). Benchmark positions are those that are included in the survey. For Merrimac, town-wide positions were surveyed. Once the comparative organizations and benchmark positions are determined, comparisons are then done to the external market. HRS utilized custom surveys, third party surveys, and its own databases when collecting, analyzing the data to provide aggregate findings.

This analysis was designed to collect information regarding specific components of pay rates including, minimum salary/wages, maximum salary/wages, number of hours per workweek, and number of weeks per work year. Respondents to surveys were asked to provide information for those jobs that represent

a best match to their municipal positions. As needed, follow-up calls were made to the comparable communities. Sometimes it is difficult to find exact positions from other comparable communities. However, in general, if 70 percent of the duties and responsibilities are the same, then the position is a good match for market analysis purposes.

In order to provide valid and accurate data, positions in Merrimac were compared to similar position in the local municipal market area since many workers are recruited from the local municipal market area, and these organizations provide the best source of comparability. All organizations surveyed are municipalities within a 30 miles radius. For purposes of this study, the policymakers determined variations of the municipal labor market to be used for this analysis; therefore, the following was considered when selecting communities: surrounding communities (immediate location), very comparable communities (organizational structure/socioeconomics) and impact communities (same form of government communities). Other municipalities are always the major source of comparative data for such a study. HRS made every effort to ensure sufficient and accurate data for this analysis. The data from the communities are provided in aggregate form in our analysis. The municipality's size, socioeconomics, town environment, population, form of government, equalized valuation per capita, municipal budget, tax rate, and location were all major factors in selecting the comparable communities for this analysis. The Town made every effort to compare similar like positions. In a few instances, this was not possible, for example most communities have a combined Tax Collector/Treasurer; however, Merrimac's position is a singular Tax Collector and the Finance Director is also the Treasurer.

The HRS consultant had several discussions with the town administration staff throughout the duration of the study. Other town staff were interviewed during the study to review certain job descriptions which may have changed; to gain critical job data and information on those positions. The methodology and specific market data points collected were discussed with the town administration. A determination was made that Merrimac should be compared at least to the average of the municipal market. Positions in the Town were matched to positions in the survey based on the *function of the job(s)* rather than simply considering title.

HRS had the benefit of previously writing all job descriptions, so its consultants had intimate knowledge of the essential functions of jobs in Merrimac. Market matches were reviewed by the Town to confirm agreement on the jobs being matched. There were a handfull of positions that required either new titles, new job descriptions, or updated qualifications. This had an affect on the overall ranking of positions. The Classifications were expanded from 15 Grades to 18 Grades in order to allow for reclassifications, and to eliminate compression on the plan.

All of the comparative data is FY-21 information and detailed on the attached pages. All of the data was collected during fiscal year 2021. Certain data may have been pro-rated for comparison purposes only. Please note that this is not an indication of the FLSA status of exempt or non-exempt, but rather an easier way to compare data from communities. When looking at the market data charts, please note that in each cell the top number indicates the minimum salary range for each position and the bottom number indicates the maximum salary range for each position. Most communities have pay ranges, while others only have actual salaries for each position. We do not use actuals to set the minimums and maximums because that data, often based on longevity, may artifically inflate the wages.

For each position analyzed, data points were collected from the labor market. The data points indicate the amount of salary information for each position surveyed. In some instances: (1) the community did not have a comparable position; or (2) the consultants determined that the position was not comparable to the position in Merrimac. Professional discretionary judgment was used when comparing to the comparable data. If there was insufficient data points of salary information (*amounts of data from the market*) for a position, HRS used other similar-type positions in the sampling as benchmark comparables or relied on rankings or the internal hierarchy of the positions on the Classification Plan. While this market analysis and information provides the Town with benchmark salary data to set the parameters for compensation decisions, the Town of Merrimac must also consider the “uniqueness” of certain positions in the Town, as well as the Town’s ability to pay.

The fourteen Massachusetts communities that make up the market data compared to Merrimac include: Boxborough, Boxford, Essex, Georgetown, Groveland, Hamilton, Ipswich, Middleton, Newbury, Rowley, Salisbury, Topsfield, Wenham, and West Newbury.

### **III. Job Evaluation**

A classification plan is the foundation upon which a sound personnel management program is established. The classification plan is the basis for developing and implementing other personnel functions such as recruitment and selection, training, performance appraisal, succession management, etc. Classification is the process of grouping individual positions into broader groupings for personnel, budgeting, and other management purposes. Classification sorts the work of individual positions based on type of work and then levels of responsibility and difficulty. As such, it is not an exact science but rather a reasonable arrangement of work efforts and activities. Beyond legal constraints, what is most reasonable is that which works best for a particular organization. The Town of Merrimac has done well maintaining the integrity of its compensation and classification system, with regular management and maintenance of the current class concepts. There were, however, adjustments required to the actual classification structure. Retitling of certain jobs were required in some cases, but overall the titles were sound. Also, certain positions were reclassified to make better internal equity alignments. Additionally, the classification plan was compressed to 15 Grades, and HRS expanded it to 18 Grades. Consideration of the external market will benefit the organization in a number of ways. A competitive pay structure will allow the Town to be an effective recruiter in the market place, contribute to a reduction in employee turnover, and set the precedent to offer pay based on comparable work.

This analysis provided an overall assessment of the existing jobs and related job responsibilities. As part of the process, HRS considered the pay equity requirements of the Massachusetts Equal Pay Act (effective July 1, 2018) by examining distribution of employees/positions in the pay ranges. Pay equity is an important part of our methodology and process.

#### **IV. The Proposed Compensation Plan**

The proposed compensation plan is attached to this report. It is a proposed compensation plan to better ensure pay equity amongst the various groups of employees. The pay plan is a market based compensation plan and is presented in pay ranges; min, mid, and max. The intervals benchmarked at minimum, midpoint, and maximum should not be viewed as steps, but rather a percentile within a range; the pay plan is like a sliding scale and employees can fall anywhere within the range from minimum to maximum. The spread from minimum to maximum is to allow for job growth, critical skills, retention, and performance. The consultants found that overall pay ranges for the Town's current structure were slightly lower as compared to the market. Certain positions required reclassification for internal/pay equity. Comparative data was considered to set the grade parameters. The new pay ranges can provide more flexibility to managers in determining employees' pay. It sets parameters to work within, which is directly tied to the market. In general the pay ranges were developed utilizing the comparative salary market data collected from the communities and targeting *approximately* the average of market.

Municipal pay structures typically have range spreads of approximately 25 to 35 percent; midpoint progressions of 10 to 15 percent. Many municipal plans target the average. This type of pay plan structure is used by many government entities today, according to organizations such as WorldatWork, SHRM, and MMHR. It provides many advantages to the organization. It is flexible to recognize differing market rates of pay based on performance, skill level or market conditions; while also it maintains reasonable control over salary costs and internal equity. The Town needs to regularly (2 - 3 years) study the market to ensure ranges continue to be competitive.

The proposed compensation plan is based on fiscal year 2021 compensation data. Therefore if it is adopted for FY-2021 wages, a structure increase should be applied to the entire pay plan for FY-2022. This is a base salary plan and does not include compensation for longevity, merit, or other compensation. It is up to the Town to determine its ability to pay with regards to implementation of this proposed compensation plan. At a minimum, those employees falling below the grade



range should be brought into the entry level of the grade ranges. It is also up to the Town to consider any additional salary structure adjustments to the pay plan beyond fiscal year 2022.

**V. Findings and Recommendations**

In general, the Town's pay scale structure in its totality has fallen slightly below market levels at the minimum, midpoint and maximum levels. The proposed pay plan attached to this report will assist the Town to reach market competitive pay levels for the vast majority of its employees as well as to broaden the structure to allow for more room in the Grade structure for placing employees.

Our study results indicate that for the Town of Merrimac to maintain a competitive edge to avoid turnover and attract the appropriate talent, it is essential that the salary schedule be updated to better reflect the market. HRS received sufficient and extensive data for this analysis.

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

1. The salaries/wages of the positions significantly below entry of market need to be brought into line with the market. Salary adjustments need to be made to these positions as soon as possible in order to avoid turn-over or poor morale. Also, as employees separate from the Town, these positions may be difficult to fill at the current pay ranges.
2. Continue using a pay range system, which ties in nicely with the Town's performance management goals. Benchmarking the pay ranges in min/mid/max to the market will assist in performance movement and measurement and hiring employees with critical skills.
3. When placing the employees on the new proposed compensation plan, at a minimum, incumbents should be placed at or above their closest pay rate in order to not cut anyone's pay.
4. HRS recommends that any proposed reclassifications be implemented immediately to ensure comparable worth and internal pay equity. HRS conducted benchmark rating for this study.
5. HRS recommends the Town not reduce the compensation level of any current employee. If an employee's current salary falls above the maximum of the recommended grade range, the Town should maintain the employee's salary above the maximum for the grade until the employee retires or separates from the Town. This is called "red-circling" a position. New employees can be hired at the appropriate lower pay rate. HRS recommends a single administrative policy be adopted and subsequently applied in all cases.
6. A pay philosophy guides the design of a compensation system and answers key questions regarding pay strategy. It generally takes a comprehensive, long term focus and explains the compensation program's goals and how the program supports the Town's long-range strategic goals. Without a formal pay philosophy, compensation decisions tend to be viewed from a short-term tactical standpoint

apart from the organization's overall goals. HRS strongly recommends that the Town administration work closely with the Board of Selectmen to develop a uniform compensation policy for all employees in the Town (non-union and union). This should include accompanying administrative policies and guidelines. This comprehensive compensation administrative plan will ensure ongoing communication to all employees.



## **ATTACHMENTS**

**COMPARISON OF CURRENT TO MARKET TO PROPOSED**

Positions Surveyed	Current Grade	Survey Line #	Merrimac Current		Data			Proposed Pay		Proposed Pay Grade
			Min	Max	Points Max	Market Average Min	Market Average Max	Min	Max	
COA Senior Aide - PT	1	59	13.25	16.56	5	14.42	15.65	13.50	16.87	1
COA Substitute Senior Aide	1	60	13.25	16.56	0					1
Transportation Coordinator/Driver	1	64	13.25	16.56	8	15.99	17.61			1
					<b>AVE</b>	<b>15.20</b>	<b>16.63</b>			
Circulation Assistant	2	67	14.58	18.22	4	16.48	22.17	14.85	18.56	2
Custodian	2	61	14.58	18.22	7	17.16	20.62			2
					<b>AVE</b>	<b>16.82</b>	<b>21.40</b>			
Assistant Youth Services Librarian	3	66	16.04	20.05	3	16.85	21.43	16.34	20.43	3
Circulation/Fiction Assistant	3	68	16.04	20.05	5	18.56	23.93			
PT EMT	3	31	16.04	20.05	limited data					
On-Call Firefighter	3	29	16.04	20.05	9	18.87	21.34			
Kitchen Manager	3	63	16.04	20.05	0					
Reserve Officer	3	24	16.04	20.05	7	20.40	22.21			
Volunteer Coordinator	3	65	16.04	20.05	2	16.49	20.09			
					<b>AVE</b>	<b>18.23</b>	<b>21.80</b>			
PT Animal Control Officer	4	22	17.64	22.05	2	17.39	28.50	19.06	23.82	5
Dispatcher PT	3	19	16.04	20.05	9	20.94	24.09			
Dispatcher FT	4	20	17.64	22.05	5	22.83	25.09			
Food and Nutrition Director	4	62	17.64	22.05	limited data					
Cemetery Coordinator/Laborer	4	46	17.64	22.05	limited data					
Laborer/Driver	4		17.64	22.05	0					
COA PT Outreach & Human Services	4	58	17.64	22.05	8	20.14	22.90			
Wastewater Plant Laborer/Operator	4	55	17.64	22.05	0					
					<b>AVE</b>	<b>20.33</b>	<b>25.14</b>			
Assistant Town Clerk PT		12			9	21.92	25.19	20.58	25.73	6
Administrative Assistant - Inspectional Services	5	32	19.40	24.25	10	20.08	24.93			
PT Administrative Assistant - Fire	5	30	19.40	24.25	7	20.46	26.39			
PT Administrative Assistant - Water	5	51	19.40	24.25	7	21.54	24.43			
PT Administrative Assistant - Conservation	5	10	19.40	24.25	10	19.58	23.68			
PT Administrative Assistant - Planning Board	5	11	19.40	24.25	10	21.09	24.25			
PT Administrative Assistant - ZBA	5	9	19.40	24.25	10	21.75	24.41			
PT Administrative Assistant- Health	5	35	19.40	24.25	8	21.80	24.58			
PT Administrative Assistant-DPW	5	45	19.40	24.25	11	19.36	23.51			
					<b>AVE</b>	<b>20.84</b>	<b>24.60</b>			
Administrative Coordinator (public safety)		21			12	23.29	27.91	22.23	27.78	7
Administrative Coordinator (COA)	5	56	19.40	24.25	6	20.68	23.07			
Firefighter/EMT	6	28	21.34	26.68	11	24.63	28.93			
HMEO/Laborer	6	44	21.34	26.68	10	20.85	24.29			
Water Operator I	6	50	21.34	26.68	7	24.57	27.88			
Paramedic (part-time)	6		21.34	26.68	0					
Utility Billing Clerk	6		21.34	26.68	0					
					<b>AVE</b>	<b>22.80</b>	<b>26.42</b>			
Assistant Assessor	6		21.34	26.68	limited data			24.01	30.01	8
PT Electrical Inspector	7	36	23.47	29.34	6	27.13	29.50			
Mechanical Inspector PT		37			limited data					
Assistant Treasurer/Collector	6	1	21.34	26.68	10	25.49	29.99			
Cable Technician	7	3	23.47	29.34	3	19.55	25.11			
Executive Assistant to Board of Selectmen	7	6	23.47	29.34	5	24.33	31.50			
HMEO/Mechanic	7	43	23.47	29.34	9	24.48	28.33			
Librarian	6		21.34	26.68	limited data					
Technical Services Librarian/Asst Circulation	3	70	16.04	20.05	8	24.08	28.58			
Youth Services Librarian	4	71	17.64	22.05	12	24.08	28.58			

**COMPARISON OF CURRENT TO MARKET TO PROPOSED**

Positions Surveyed	Current Grade	Survey Line #	Merrimac Current		Data			Proposed Pay		Proposed Pay Grade
			Min	Max	Points Max	Market Average Min	Market Average Max	Min	Max	
Water Operator II	7	49	23.47	29.34	5	29.24	32.28			
Wastewater Plant Operator	7	54	23.47	29.34	limited data					
PT Plumbing and Gas Inspector	7	38	23.47	29.34	5	27.40	29.15			
					<b>AVE</b>	<b>25.09</b>	<b>29.22</b>			
Water Foreman	9	48	28.40	35.50	limited data			28.52	35.65	10
Assistant Chief Operator - Wastewater	9	53	28.40	35.50	3	30.16	33.51			
Cable Station Manager	9	2	28.40	35.50	limited data					
Conservation Agent	8	4	25.82	32.28	13	27.21	35.04			
Highway Working Foreman	9	42	28.40	35.50	11	28.79	32.71			
Patrolman	9	23	28.40	35.50	12	28.92	33.59			
Town Nurse	9	39	28.40	35.50	5	31.06	38.29			
					<b>AVE</b>	<b>29.23</b>	<b>34.63</b>			
Tax Collector	9	13	28.40	35.50				30.80	38.49	11
Town Clerk	9	16	28.40	35.50	13	29.80	37.62			
					<b>AVE</b>	<b>29.80</b>	<b>37.62</b>			
Assistant Fire Chief		26			4	33.91	42.63	33.26	41.57	12
<i>Chief Operator - Wastewater</i>	10		31.24	39.05	0					
COA Executive Director	10	57	31.24	39.05	14	29.37	35.35			
Health Agent	9	34	28.40	35.50	13	32.82	41.60			
Library Director	10	69	31.24	39.05	12	33.89	40.34			
Police Sargeant	10	25	31.24	39.05	12	36.02	39.74			
					<b>AVE</b>	<b>33.20</b>	<b>39.93</b>			
Building Commissioner	10	33	31.24	39.05	13	35.06	43.13	36.59	45.74	13
Highway Superintendent		41			6	41.36	47.24			
Wastewater Superintendent	11	52	34.36	42.94	limited data					
Town Accountant	11	14	34.36	42.94	6	39.29	47.45			
					<b>AVE</b>	<b>38.57</b>	<b>45.94</b>			
Water Superintendent		47			6	39.23	46.46	40.25	50.31	14
DPW Director	13	40	41.58	51.98	11	46.32	54.75	47.82	59.77	16
Fire Chief	13	27	41.58	51.98	12	46.89	57.27			
					<b>AVE</b>	<b>46.61</b>	<b>56.01</b>			
Police Chief	14	18	45.74	57.17	14	51.07	66.32	51.65	64.55	17
					<b>AVE</b>					
Finance Director/Town Treasurer/Town Admin.		15			12	57.55	68.74	55.78	69.72	18

	Hours Per Week	35
\$13.50 Starting Hrly Wage	Hours Per Week	40
52.20 Work Weeks /Yr	% between Min-Mid-Max	11.8

### MERRIMAC, MA PROPOSED FY21 PAY PLAN

% Between Grades				
	Grade	Minimum	Mid	Maximum
	<b>1</b>	\$13.50	\$15.09	\$16.87
		\$24,664.50	\$27,569.43	\$30,821.49
		\$28,188.00	\$31,507.92	\$35,224.56
10	<b>2</b>	\$14.85	\$16.60	\$18.56
		\$27,130.95	\$30,328.20	\$33,909.12
		\$31,006.80	\$34,660.80	\$38,753.28
10	<b>3</b>	\$16.34	\$18.27	\$20.43
		\$29,853.18	\$33,379.29	\$37,325.61
		\$34,117.92	\$38,147.76	\$42,657.84
8	<b>4</b>	\$17.65	\$19.73	\$22.06
		\$32,246.55	\$36,046.71	\$40,303.62
		\$36,853.20	\$41,196.24	\$46,061.28
8	<b>5</b>	\$19.06	\$21.31	\$23.82
		\$34,822.62	\$38,933.37	\$43,519.14
		\$39,797.28	\$44,495.28	\$49,736.16
8	<b>6</b>	\$20.58	\$23.01	\$25.73
		\$37,599.66	\$42,039.27	\$47,008.71
		\$42,971.04	\$48,044.88	\$53,724.24
8	<b>7</b>	\$22.23	\$24.85	\$27.78
		\$40,614.21	\$45,400.95	\$50,754.06
		\$46,416.24	\$51,886.80	\$58,004.64
8	<b>8</b>	\$24.01	\$26.84	\$30.01
		\$43,866.27	\$49,036.68	\$54,828.27
		\$50,132.88	\$56,041.92	\$62,660.88
8	<b>9</b>	\$25.93	\$28.99	\$32.41
		\$47,374.11	\$52,964.73	\$59,213.07
		\$54,141.84	\$60,531.12	\$67,672.08
10	<b>10</b>	\$28.52	\$31.89	\$35.65
		\$52,106.04	\$58,263.03	\$65,132.55
		\$59,549.76	\$66,586.32	\$74,437.20
8	<b>11</b>	\$30.80	\$34.43	\$38.49
		\$56,271.60	\$62,903.61	\$70,321.23
		\$64,310.40	\$71,889.84	\$80,367.12
8	<b>12</b>	\$33.26	\$37.18	\$41.57
		\$60,766.02	\$67,927.86	\$75,948.39
		\$69,446.88	\$77,631.84	\$86,798.16
10	<b>13</b>	\$36.59	\$40.91	\$45.74
		\$66,849.93	\$74,742.57	\$83,566.98
		\$76,399.92	\$85,420.08	\$95,505.12
10	<b>14</b>	\$40.25	\$45.00	\$50.31
		\$73,536.75	\$82,215.00	\$91,916.37
		\$84,042.00	\$93,960.00	\$105,047.28
10	<b>15</b>	\$44.28	\$49.51	\$55.35
		\$80,899.56	\$90,454.77	\$101,124.45
		\$92,456.64	\$103,376.88	\$115,570.80
8	<b>16</b>	\$47.82	\$53.46	\$59.77
		\$87,367.14	\$97,671.42	\$109,199.79
		\$99,848.16	\$111,624.48	\$124,799.76
8	<b>17</b>	\$51.65	\$57.74	\$64.55
		\$94,364.55	\$105,490.98	\$117,932.85
		\$107,845.20	\$120,561.12	\$134,780.40
8	<b>18</b>	\$55.78	\$62.36	\$69.72
		\$101,910.06	\$113,931.72	\$127,378.44
		\$116,468.64	\$130,207.68	\$145,575.36

**Town of Merrimac, Massachusetts  
PROPOSED FY-21  
GRADES/CLASSIFICATION**

<b>POSITIONS BY GRADE</b>
<b>GRADE 1</b>
Council on Aging Senior Aide (part-time)
COA Substitute Senior Aide
Transportation Coordinator/Driver
<b>GRADE 2</b>
Circulation Assistant
Custodian
<b>GRADE 3</b>
Assistant Youth Services Librarian
Circulation/Fiction Assistant
EMT - Part-Time
On-Call Firefighter
Kitchen Manager
Reserve Officer
Volunteer Coordinator
<b>GRADE 4</b>
<i>No Positions Assigned</i>
<b>GRADE 5</b>
Animal Control Officer (part-time)
Dispatcher
Food and Nutrition Director
Cemetery Coordinator/Laborer
<i>Laborer/Driver</i>
COA Outreach & Human Services
Wastewater Plant Laborer/Operator
<b>GRADE 6</b>
Assistant Town Clerk PT
Administrative Assistant - Inspectional Services
Administrative Assistant - Fire
Administrative Assistant - Water
Administrative Assistant - Conservation
Administrative Assistant - Planning Board
Administrative Assistant - ZBA
Administrative Assistant- Health
Administrative Assistant-DPW
<b>GRADE 7</b>
Administrative Coordinator (Public Safety)
Administrative Coordinator (COA)
Firefighter/EMT
Heavy Motor Equipment Operator/Laborer
Water Operator I
<i>Paramedic (part-time)</i>
<i>Utility Billing Clerk</i>



**Town of Merrimac, Massachusetts  
PROPOSED FY-21  
GRADES/CLASSIFICATION**

<b>POSITIONS BY GRADE</b>
<b>GRADE 8</b>
Assistant Assessor
Electrical Inspector (part-time)
Mechanical Inspector (part-time)
Assistant Treasurer/Collector
Cable Technician
Executive Assistant to Board of Selectmen
HMEO/Mechanic
<i>Librarian</i>
Technical Services Librarian/Asst Circulation
Youth Services Librarian
Water Operator II
Wastewater Plant Operator
Plumbing and Gas Inspector (part-time)
<b>GRADE 9</b>
<i>No Positions Assigned</i>
<b>GRADE 10</b>
Water Foreman
Assistant Chief Operator - Wastewater
Cable Station Manager
Conservation Agent
Highway Working Foreman
Patrolman
Town Public Health Nurse
<b>GRADE 11</b>
Tax Collector
Town Clerk
<b>GRADE 12</b>
Assistant Fire Chief
<i>Chief Operator- Wastewater</i>
Council on Aging Executive Director
Health Agent
Library Director
Police Sargeant
<b>GRADE 13</b>
Building Commissioner
Highway Superintendent
Wastewater Superintendent
Town Accountant
<b>GRADE 14</b>
Water Superintendent

**Town of Merrimac, Massachusetts  
PROPOSED FY-21  
GRADES/CLASSIFICATION**

<b>POSITIONS BY GRADE</b>
<b>GRADE 15</b>
<i>No Positions Assigned</i>
<b>GRADE 16</b>
Director of Public Works
Fire Chief
<b>GRADE 17</b>
Police Chief
<b>GRADE 18</b>
Finance Director/Town Treasurer/Town Administrator

Merrimac Market Data Report-3 24 2021.xls

Survey #	POSITION TITLE (Surveyed)	FY21	Comp	Comp	Comp	Comp	75th Percent of Market	% MERRIMAC Data Higher/Lower than Avg.
		Merrimac	Data Points	Average	Lo-Hi Range	Median		
1	Assistant Treasurer/Collector	21.34	8	25.49	16.49	25.50	27.85	-19.5%
		26.68	10	29.99	35.23	29.20	32.67	-12.4%
2	Cable Station Manager	28.40	1	31.25	31.25	31.25	31.25	-10.0%
		35.50	2	35.50	35.81	35.50	35.66	0.0%
3	Cable Technician	23.47	3	19.55	17.13	19.71	20.77	16.7%
		29.34	3	25.11	33.61	22.59	28.10	14.4%
4	Conservation Agent	25.82	10	27.21	19.84	26.80	29.22	-5.4%
		32.28	13	35.04	48.32	34.13	38.05	-8.6%
5	Executive Administrative Assistant		2	23.61	23.01	23.61	23.91	
			2	30.66	33.38	30.66	32.02	
6	Executive Assistant to Board of Selectmen	23.47	5	24.33	19.71	24.21	25.44	-3.7%
		29.34	3	31.50	36.14	31.92	34.03	-7.4%
7	Finance Director/Town Treasurer	50.31	4	42.20	33.27	42.55	50.24	16.1%
		62.89	6	55.15	65.38	55.89	59.80	12.3%
8	General Office Clerk		2	22.77	22.53	22.77	22.89	
			2	29.50	31.05	29.50	30.27	
9	PT Administrative Assistant - ZBA	19.40	8	21.75	18.75	22.00	23.15	-12.1%
		24.25	10	24.41	31.05	23.87	24.91	-0.7%
10	PT Administrative Assistant - Conservation	19.40	6	19.58	14.99	20.22	22.15	-0.9%
		24.25	10	23.66	31.05	23.39	24.72	2.4%
11	PT Administrative Assistant - Planning Board	19.40	5	21.09	18.75	21.69	22.53	-8.7%
		24.25	10	24.25	31.05	23.58	26.52	0.0%
	Assessor's Clerk	21.34	2	21.01	19.70	21.01	21.66	1.6%
		26.68	2	26.96	29.27	26.96	28.12	-1.0%
12	PT Assistant Town Clerk		5	21.92	16.49	22.80	23.01	
			9	25.19	29.27	25.13	27.94	
13	Tax Collector	28.40	0					
		35.50	0					
14	Town Accountant	34.36	7	39.29	33.27	39.43	42.86	-14.4%
		42.94	6	47.45	56.36	47.08	49.03	-10.5%
15	Town Administrator or Town Manager		6	57.55	41.23	56.15	60.93	
			12	68.74	76.54	68.60	74.88	
16	Town Clerk	28.40	7	29.80	25.08	30.90	32.50	-4.9%
		35.50	13	37.62	43.38	39.03	40.09	-6.0%
17	Town Treasurer	see	9	36.81	25.10	36.78	38.46	
		Fin Dir	13	42.14	56.36	42.15	43.00	
<b>POLICE</b>								
18	Police Chief	45.74	8	51.07	41.23	50.30	52.77	-11.7%
		57.17	14	66.32	74.35	65.53	69.72	-16.0%
19	Dispatcher PT (note some comps maybe FT)	16.04	6	20.94	16.49	20.66	23.38	-30.5%
		20.05	9	24.09	29.65	24.06	26.41	-20.1%
20	Dispatcher FT	17.64	5	22.83	20.49	22.00	24.23	-29.4%
		22.05	5	25.09	27.81	24.82	26.65	-13.8%
21	Executive Administrative Assistant		10	23.29	14.99	24.28	25.21	
			12	27.91	36.14	26.66	30.85	
22	PT Animal Control Officer	17.64	3	17.39	13.50	18.97	19.34	1.4%
		22.05	2	28.50	31.25	28.50	29.88	-29.3%
23	Patrolman	28.40	10	28.92	24.66	28.69	30.14	-1.8%
		35.50	12	33.59	39.85	32.14	35.66	5.4%
24	Reserve Officer	16.04	6	20.40	15.92	20.79	22.34	-27.2%
		20.05	7	22.21	28.45	21.00	22.62	-10.8%
25	Sargeant	31.24	8	36.02	33.75	35.32	37.32	-15.3%
		39.05	12	39.74	47.41	38.25	41.57	-1.8%
<b>FIRE</b>								
26	Assistant Fire Chief		2	33.91	29.56	33.91	36.08	
			4	42.63	51.21	41.58	44.64	
27	Fire Chief	41.58	9	46.89	32.83	47.50	50.18	-12.8%
		51.98	12	57.27	64.26	59.43	61.39	-10.2%
28	Firefighter/EMT	21.34	8	24.63	18.97	25.32	26.61	-15.4%
		26.68	11	28.93	32.00	29.16	30.35	-8.4%
29	On-Call Firefighter	16.04	6	18.87	14.99	19.07	19.36	-17.6%
		20.05	9	21.34	25.38	22.59	23.19	-6.4%
30	PT Administrative Assistant	19.40	5	20.46	14.99	21.69	22.53	-5.4%
		24.25	7	26.39	31.05	25.68	28.08	-8.8%
31	PT EMT	16.04	1	18.97	18.97	18.97	18.97	-18.3%
		20.05	1	29.42	29.42	29.42	29.42	-46.7%
<b>INSPECTIONAL SERVICES &amp; HEALTH</b>								
32	Administrative Assistant	19.40	7	20.08	14.99	19.70	22.01	-3.5%
		24.25	10	24.93	33.38	23.43	26.41	-2.8%
33	Building Commissioner	31.24	8	35.06	32.75	33.36	35.02	-12.2%
		39.05	13	43.13	54.15	42.98	45.86	-10.5%
34	Health Agent	28.40	9	32.82	25.10	32.83	36.31	-15.6%
		35.50	13	41.60	53.34	40.47	45.17	-17.2%
35	PT Administrative Assistant- Health	19.40	4	21.80	19.70	22.00	22.61	-12.4%
		24.25	8	24.58	29.27	24.97	27.35	-1.4%
36	PT Electrical Inspector	23.47	4	27.13	25.44	26.80	27.84	-15.6%
		29.34	6	29.50	33.38	30.35	31.26	-0.5%
37	PT Mechanical Inspector		2	27.89	26.30	27.89	28.68	
			2	30.35	31.23	30.35	30.79	

Merrimac Market Data Report-3 24 2021.xls

Survey #	POSITION TITLE (Surveyed)	FY21 Merrimac	Comp Data Points	Comp Average	Comp Lo-Hi Range	Comp Median	75th Percent of Market	% MERRIMAC Data Higher/Lower than Avg.
38	PT Plumbing Inspector	23.47 29.34	3 5	27.40 29.15	25.44 33.38	27.29 29.47	28.38 31.27	-16.7% 0.6%
39	Town Nurse	28.40 35.50	5 5	31.06 38.29	25.00 40.87	29.71 39.32	34.23 40.85	-9.4% -7.9%
<b>PUBLIC WORKS</b>								
40	DPW Director	41.58 51.98	7 11	46.32 54.75	34.92 59.58	48.43 55.35	49.75 57.46	-11.4% -5.3%
41	Highway Superintendent		5 6	41.36 47.24	39.15 56.36	40.45 45.36	42.97 46.13	
42	Highway Working Foreman	28.40 35.50	7 11	28.79 32.71	27.06 38.88	28.21 31.85	28.94 33.05	-1.4% 7.9%
43	HMEO/Mechanic	23.47 29.34	5 9	24.48 28.33	22.64 33.38	24.21 27.81	24.23 28.57	-4.3% 3.4%
44	Jr. HMEO/Laborer	21.34 26.68	6 10	20.85 24.29	16.39 28.88	21.53 25.08	22.71 25.96	2.3% 9.0%
45	PT Administrative Assistant-DPW	19.40 24.25	7 11	19.36 23.51	14.99 27.00	19.57 23.75	20.69 25.26	0.2% 3.1%
46	Cemetery Coordinator/Laborer	17.64 22.05	1 2	24.21 28.73	24.21 33.38	24.21 28.73	24.21 31.06	-37.2% -30.3%
<b>WATER &amp; SEWER</b>								
47	Water Superintendent		5 6	39.23 46.46	31.56 56.36	40.45 47.61	41.76 49.06	
48	Water Foreman	28.40 35.50	2 2	31.85 38.85	28.21 38.88	31.85 38.85	33.66 38.87	-12.1% -9.4%
49	Water Operator II	23.47 29.34	5 5	29.24 32.28	24.21 39.00	28.06 30.24	29.67 33.38	-24.6% -10.0%
50	Water Operator I	21.34 26.68	6 7	24.57 27.88	20.82 32.21	24.37 28.79	27.27 29.03	-15.1% -4.5%
51	PT Administrative Assistant	19.40 24.25	5 7	21.54 24.43	18.86 27.94	21.69 23.75	23.01 25.00	-11.0% -0.7%
52	Sewer Superintendent	34.36 42.94	1 1	36.05 45.97	36.05 45.97	36.05 45.97	36.05 45.97	-4.9% -7.1%
53	Assistant Chief Operator	28.40 35.50	3 3	30.16 33.51	29.33 34.43	30.03 33.75	30.58 34.09	-6.2% 5.6%
54	Sewer Plant Operator	23.47 29.34	1 1	26.17 31.17	26.17 31.17	26.17 31.17	26.17 31.17	-11.5% -6.2%
55	Sewer Plant Laborer/Operator in Training	17.64 22.05	0 0					
<b>COUNCIL ON AGING</b>								
56	COA Administrative Assistant (Assistant Director)	19.40 24.25	3 6	20.68 23.07	17.21 31.05	22.31 20.54	22.42 27.33	-6.6% 4.9%
57	COA Executive Director	31.24 39.05	10 14	29.37 35.35	18.97 45.86	30.06 34.47	31.60 37.91	6.0% 9.5%
58	COA PT Outreach & Human Services	17.64 22.05	3 8	20.14 22.90	16.49 27.81	19.71 23.47	21.97 26.21	-14.2% -3.8%
59	COA PT Senior Aide	13.25 16.56	3 5	14.42 15.65	12.75 18.04	14.58 16.00	15.25 16.37	-8.8% 5.5%
60	COA Substitute Senior Aide	13.25 16.56	0 0					
61	Custodian	14.58 18.22	5 7	17.16 20.62	14.31 24.65	17.21 20.00	17.84 21.59	-17.7% -13.2%
62	Food and Nutrition Director	17.64 22.05	0 1	24.73 24.73	24.73 24.73	24.73 24.73	24.73 24.73	-12.1%
63	Kitchen Manager	16.04 20.05	0 0					
64	Transportation Coordinator	13.25 16.56	5 8	15.99 17.61	13.15 21.13	14.31 18.28	19.12 18.86	-20.7% -6.3%
65	Volunteer Coordinator	16.04 20.05	1 2	16.49 20.09	16.49 26.41	16.49 20.09	16.49 23.25	-2.8% -0.2%
<b>LIBRARY SERVICES</b>								
66	Assistant Youth Services Librarian	16.04 20.05	3 3	16.85 21.43	13.65 25.17	16.28 21.13	18.45 23.15	-5.0% -6.9%
	Administrative Assistant	19.40 24.25	2 4	21.63 27.77	20.95 29.27	21.63 28.87	21.97 28.98	-11.5% -14.5%
67	Circulation Assistant	14.58 18.22	4 4	16.48 22.17	12.24 28.88	16.36 21.88	19.92 26.48	-13.0% -21.7%
68	Circulation/Fiction Assistant	16.04 20.05	5 5	18.56 23.93	13.65 29.27	19.59 22.40	20.95 28.88	-15.7% -19.4%
69	Library Director	31.24 39.05	8 12	33.89 40.34	25.10 49.43	34.35 39.77	37.30 45.30	-8.5% -3.3%
	Librarian	21.34 26.68	1 1	19.70 27.94	19.70 27.94	19.70 27.94	19.70 27.94	7.7% -4.7%
70	Technical Services Librarian/Asst Circulation	16.04 20.05	6 8	23.95 30.21	18.97 35.88	24.64 30.54	25.88 32.44	-49.3% -50.7%
71	Youth Services Librarian	17.64 22.05	8 12	24.08 28.58	18.97 36.14	24.64 28.37	26.84 32.56	-36.5% -29.6%

# SALARY ASSESSOR®

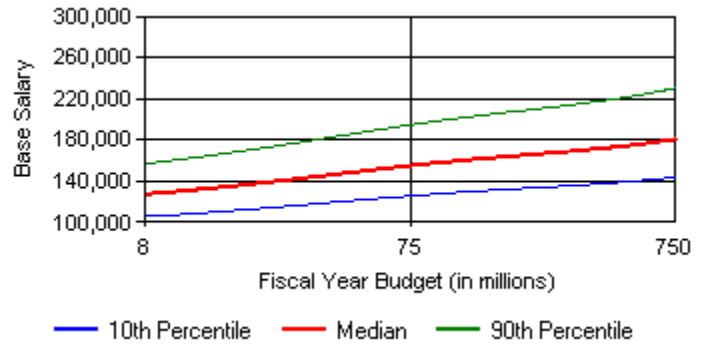
## Individual Job Report

### Finance Director-Treasurer-Town Administrator (hybrid position)

#### Specifications

Prepared For: Town of Merrimac, MA  
**Area:** Massachusetts - Commonwealth Average  
**Industry:** Government - City Support Services  
**Industry Codes:** eSIC: 9104, NAICS: 921100, usSEC: 9721  
**Organization Size:** 75,000,000  
**Education Adjustment:**  
**Skill Adjustment:**  
**Certification Adjustment:**  
**Annualized Salary Trend:** 2.2% (Adjustment: 0.55%)  
**Planning Date:** 4/30/2021  
**Database as of:** 1/1/2021  
 eDot: N/A  
 SOC: N/A  
 Printout Date: 4/30/2021  
 (Items in bold affect salary estimates)

#### Annual Base Salaries Graph



#### Estimated Survey Median Annual Base Salaries

All Incumbent Median: \$154,776

Fiscal Year Budget	10th Percentile	25th Percentile	Survey Median	75th Percentile	90th Percentile
750,000,000	143,530	161,248	180,513	207,055	230,323
75,000,000	125,253	139,245	154,776	176,174	194,342
7,500,000	105,016	115,761	127,144	142,943	156,589