



**TOWN OF UPTON, MA**

**CLASSIFICATION AND COMPENSATION STUDY**

**FINAL REPORT**

**NOVEMBER 2024**



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## **I. INTRODUCTION**

GovHR USA, LLC (GovHR) is pleased to have had the opportunity to work with the Town of Upton 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 Upton 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.

### **A. Scope of Work**

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

#### **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 three (3) weeks of distribution.

- **Determined comparable communities and collected compensation data.** GovHR, along with the Town, determined a logical survey sample of “like” communities that impact the compensation market of Upton. Then, GovHR designed and sent out the survey for the benchmark positions covered in the Study.
- **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 virtual 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.

### **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 Upton to the salary ranges of its comparable communities. Prepared comparison calculations at the 50<sup>th</sup>, 60<sup>th</sup>, 65<sup>th</sup>, 75<sup>th</sup> and 80<sup>th</sup> 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 Upton as a payer at the 60<sup>th</sup> percentile of the salary data from the comparable communities.
- Based on the above data, developed, and recommended new salary schedules.

### **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 GovHR and sent electronically to the Town.
- A presentation of the draft findings was conducted for the Town Leadership.
- Once the presentation was made and review comments were 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 Upton employees against market data.

### **A. Internal Equity - Classification Plan Development**

The Study developed a new Classification Plan for sixty-six (66) positions in the Town. 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 Upton'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.

## B. 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 Bristol, Middlesex, Norfolk and Worcester Counties, within approximately thirty-five (35) miles of the Town and with populations between 4,000 and 16,500. After that, a specific set of comparison criteria (e.g., equalized value per capita, total budget, tax levy, etc.) was applied to each community (see Appendix B). Based on the results of this analysis, twenty (20) communities with either a total compatibility score of ninety-three percent (93%) or greater, or as requested by the Town, were deemed to be most comparable. The full list of the twenty (20) chosen comparable is listed below.

<i>Blackstone</i>	<i>Hopkinton</i>	<i>Southborough</i>
<i>Bolton</i>	<i>Lancaster</i>	<i>Sterling</i>
<i>Boxborough</i>	<i>Mendon</i>	<i>Stow</i>
<i>Douglas</i>	<i>Millis</i>	<i>Sutton</i>
<i>Grafton</i>	<i>Northborough</i>	<i>Uxbridge</i>
<i>Harvard</i>	<i>Northbridge</i>	<i>Westborough</i>
<i>Hopedale</i>	<i>Plainville</i>	

## Salary Data

GovHR then prepared and distributed a salary survey to the twenty (20) comparable communities. Seven (7) of the communities responded to the survey or supplied GovHR with a copy of their Compensation Plan/Union Contracts; data for twelve (12) additional comparable communities were obtained from their Town websites or other studies recently conducted by GovHR. 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. In some cases where there was not enough salary range data, actual salaries were used. 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 60<sup>th</sup> percentile comparison of the salary ranges that were acquired through the salary survey. The resulting Classification and Compensation Plan consists of thirteen (13) pay grades; one (1) being lowest and thirteen (13) being highest and is broken down into the following four (4) bands:

Grades 1 – 3: Administrative and Technical Staff

Grades 4 – 7: Supervisors and Advanced Technical Staff

Grades 8 – 12: Directors and Senior Managers

Grade 13: Town Manager

All proposed pay ranges are open ranges. There is a 5% gradation between Grades 1 – 3 and 4 – 7 and a 15% gradation between Grades 8 – 12. Grades 1 – 7 have a 35% range spread from minimum to maximum, Grades 8 – 12 have a 37.5% range spread and Grade 13 has a 40% range spread.

### **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., Police, Administration, Finance, 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 they 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 they do 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 Upton'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, Skill Level, and proposed Grade for the evaluated positions.

#### **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., Department Coordinator), 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 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.

### **A. 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 Upton.

To determine which municipalities should be used for survey purposes, GovHR first considered all Massachusetts communities in Bristol, Middlesex, Norfolk and Worcester Counties, within approximately thirty-five (35) miles of the Town and with populations between 4,000 and 16,500. Then, the following criteria were applied:

<u>Criterion</u>	<u>Total Possible Points</u>	<u>Factor Weight</u>
1. Population	15	15%
2. Per Capita Income	15	15%
3. Equalized Value Per Capita	15	15%
4. General Fund Expenditures	15	15%
5. Total Assessed Value	15	15%
6. Tax Levy	15	15%
7. State Aid	5	5%
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 points apply to financial benchmarks.

- 2) Population: 15% of the criteria points apply to population comparison.
- 3) Proximity: 5% of the criteria points apply to the proximity of the communities to Upton.

Within each of the eight (8) categories, ranges of compatibility were established. For example, the closer a community was to matching the Upton's estimated population, the closer the community would be to receiving the maximum of eight (8) points. A community whose population was significantly larger or smaller than Town'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 Upton. A community with zero (0) points was therefore determined to be the least comparable to Upton. A more detailed explanation of the methodology used to determine the comparable communities is included in Appendix B.

A cutoff of ninety-three (93) points was established to select the communities most similar to Upton across the eight (8) categories. After applying the eight (8) criteria, fifteen (15) communities achieved ninety-three (93) or more compatibility points on the comparison scale with Upton. As the Town's request two of those communities (Charlton and Rutland) were removed from the list of top comparables and seven (Grafton, Hopkinton, Northborough, Northbridge, Southborough, Westborough and Uxbridge) were added. The full list of the twenty (20) comparables is below:

<i>Blackstone</i>	<i>Hopkinton</i>	<i>Southborough</i>
<i>Bolton</i>	<i>Lancaster</i>	<i>Sterling</i>
<i>Boxborough</i>	<i>Mendon</i>	<i>Stow</i>
<i>Douglas</i>	<i>Millis</i>	<i>Sutton</i>
<i>Grafton</i>	<i>Northborough</i>	<i>Uxbridge</i>
<i>Harvard</i>	<i>Northbridge</i>	<i>Westborough</i>
<i>Hopedale</i>	<i>Plainville</i>	

## **B. Selection of Benchmark Positions for Survey Purposes**

When developing the salary survey, it is important to select positions that are likely to have data available from the surveyed municipalities. These positions are referred to as benchmark positions. Based on the size of the Study and number of positions in Upton, GovHR recommended limiting the benchmark positions in the survey to approximately forty (40) positions. This is because as the number of positions

surveyed increases there tends to be a decline the number of organizations responding to the survey. This decline in response rates is thought to be due to the amount of work organizations need to devote to completing a lengthier survey. Positions recommended as benchmarks are those that:

- 1) Are representative of each occupational grouping (e.g., Administration, Finance, Police, etc.).
- 2) Include multiple numbers of Town employees, when possible.
- 3) Can be described in a concise manner that accurately identifies the nature of work and level of difficulty.
- 4) Are known to commonly exist in other communities.

After discussion with Town Administration, thirty-nine (39) positions were selected as benchmark positions for the survey. Below is a list of all the surveyed positions:

<i>Animal Control Officer</i>	<i>Library Director</i>
<i>Assistant Town Clerk</i>	<i>Lifeguard</i>
<i>Assistant Treasurer/Collector</i>	<i>Mechanic/Heavy Equipment Operator</i>
<i>Call Firefighter</i>	<i>Operational Fire/EMS Chief</i>
<i>Children &amp; Young Adult Librarian</i>	<i>Parks &amp; Highway Superintendent</i>
<i>Communications Officer/Dispatcher</i>	<i>Police Chief/Director of Public Safety</i>
<i>Conservation Administrator</i>	<i>Police Officer</i>
<i>Custodian</i>	<i>Police Sergeant</i>
<i>Department Assistant</i>	<i>Principal Assessor</i>
<i>Department Coordinator</i>	<i>Recreation Director</i>
<i>Director of Elder &amp; Social Services</i>	<i>Social Services Coordinator (Outreach Coord.)</i>
<i>Director of Public Works</i>	<i>Town Clerk</i>
<i>Finance Director/Town Accountant</i>	<i>Town Manager</i>
<i>Firefighter/EMT</i>	<i>Town Nurse</i>
<i>Health Agent</i>	<i>Treasurer/Collector</i>
<i>Heavy Equipment Operator</i>	<i>Van Driver</i>
<i>HR Director/Executive Assistant</i>	<i>Veterans Director</i>
<i>勞工</i>	<i>Water &amp; Wastewater Operator</i>
<i>Land Use &amp; Inspectional Services Director</i>	<i>Water &amp; Wastewater Supervisor</i>
<i>Library Assistant</i>	

### **C. Salary Survey**

After identifying the benchmark positions, the Consultants then prepared and distributed a salary survey to the twenty (20) comparable communities. Seven (7) of the communities responded to the survey or supplied GovHR with a copy of their Compensation Plan/Union Contracts; data for twelve (12) additional comparable communities were obtained from their Town websites or other studies recently conducted by GovHR. 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 September – October 2023. 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 50<sup>th</sup>, 60<sup>th</sup>, 65<sup>th</sup>, 75<sup>th</sup> and 80<sup>th</sup> percentiles to identify wage ranges for "average" and "above average" payers. Any actual salaries provided by the comparable municipalities were only analyzed in a few instances when there was not enough salary range information. 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.

### **D. Appraisal and Use of Salary Data**

While comparing Upton'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**

### **A. 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.

## **B. 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, they systematically advance 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.

### **C. Recommendation: Open Range Merit Plan**

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 Upton's goal to recruit, reward and retain

motivated, high-performing employees, the Open Range Merit Plan has been selected for recommendation.

#### **D. Pay Philosophy**

An important component in the process of developing a Compensation Plan is understanding and applying the pay philosophy of the Town. In Upton, the Town subscribes to a pay philosophy of compensation employees at a rate at the 60<sup>th</sup> percentile.

#### **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 Classification and Compensation Plan consists of thirteen (13) pay grades; one (1) being lowest and thirteen (13) being highest and is broken down into the following four (4) bands:

Grades 1 – 3: Administrative and Technical Staff

Grades 4 – 7: Supervisors and Advanced Technical Staff

Grades 8 – 12: Directors and Senior Managers

Grade 13: Town Manager

All proposed pay ranges are open ranges. There is a 5% gradation between Grades 1 – 3 and 4 – 7 and a 15% gradation between Grades 8 – 12. Grades 1 – 7 have a 35% range spread from minimum to maximum, Grades 8 – 12 have a 37.5% range spread and Grade 13 has a 40% range spread.

**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

2 is 5% higher than Grade 1 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 60<sup>th</sup> 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:

<b>Service</b>	<b>Adjustment</b>
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.

#### **E. Future Administration of the Compensation Plan**

To maintain competitive salary levels there should be an annual review of the Town's salary ranges. The twenty (20) communities used in the survey group for this Study have been determined to be comparable jurisdictions to the Town. Therefore, Upton 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 September – October 2023. 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.

#### **F. 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 Upton 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.

Table 1 - Classification Plan

Position	JFA Total	Skill Level	New Grade
		<b>805 - 840</b>	<b>13</b>
Town Manager	825		<b>13</b>
<b>Directors and Senior Managers</b>		<b>765 - 800</b>	<b>12</b>
Police Chief/Director of Public Safety	780		<b>12</b>
		<b>725 - 760</b>	<b>11</b>
Operational Fire/EMS Chief	750		<b>11</b>
DPW Director	735		<b>11</b>
		<b>670 - 720</b>	<b>10</b>
HR Director	720		<b>10</b>
Police Lieutenant	695		<b>10</b>
Director of Land Use & Inspectional Services	680		<b>10</b>
Finance Director/Town Accountant	680		<b>10</b>
		<b>615 - 665</b>	<b>9</b>
Inspector of Buildings/Building Commissioner	660		<b>9</b>
Town Clerk	635		<b>9</b>
Treasurer/Collector	635		<b>9</b>
Principal Assessor	625		<b>9</b>
Parks and Highway Superintendent	625		<b>9</b>
Water and Wastewater Supervisor	620		<b>9</b>
		<b>560 - 610</b>	<b>8</b>
Fire Captain*	610		<b>8</b>
COA Director	605		<b>8</b>
Library Director	600		<b>8</b>
Recreation Director	595		<b>8</b>
Police Sergeant	595		<b>8</b>
Career Firefighter/EMT/LT	570		<b>8</b>
Town Nurse	560		<b>8</b>
<b>Advanced Technical and Supervisory</b>		<b>505 - 555</b>	<b>7</b>
PFC Foreman	555		<b>7</b>
Conservation Administrator	550		<b>7</b>
Highway Foreman	540		<b>7</b>
Executive Assistant	525		<b>7</b>
Police Detective	520		<b>7</b>
Veterans Director	510		<b>7</b>
		<b>465 - 500</b>	<b>6</b>
Children's and Young Adult Librarian	500		<b>6</b>
Adult Services Librarian	500		<b>6</b>
Career Firefighter/Paramedic	500		<b>6</b>
Police Officer	490		<b>6</b>
Local Building Inspector	485		<b>6</b>
Assistant Public Health Supervisor	470		<b>6</b>

Table 1 - Classification Plan

Position	JFA Total	Skill Level	New Grade
Plumbing and Gas Inspector*	470		6
Wiring Inspector*	470		6
Mechanic/Heavy Equipment Operator	465		6
		425 - 460	5
Communications Officer/Dispatcher	460		5
Call EMT*	455		5
Call FireFighter*	455		5
Call Firefighter*	455		5
Land Use and Inspectional Services Admin.	455		5
Water/Wastewater Operator	435		5
Water/Wastewater Operator	435		5
Water/Wastewater Operator	435		5
Social Services Coordinator	430		5
		385 - 420	4
Department Coordinator	420		4
Assistant Town Clerk	415		4
Asst Treasurer/Collector	415		4
HEO/Driver/Laborer	410		4
Heavy Equipment Operator	410		4
Heavy Equipment Operator/Laborer	410		4
Department Coordinator	405		4
Animal Control Officer	400		4
Department Coordinator	400		4
Assistant Plumbing and Gas Inspector*	395		4
<b>Administrative and Technical</b>		345 - 380	3
Graphic Designer and Marketing Specialist L	370		3
Lifeguard**	370		3
Assistant Wiring Inspector*	370		3
Library Specialist	360		3
LUIS Dept Specialist	360		3
Department Specialist	345		3
		305 - 340	2
COA Van driver	340		2
Library Assistant	340		2
Recreation Program Director**	330		2
Recreation Assistant Program Director**	330		2
Recreation Program Team Leader**	330		2
Department Assistant	325		2
Custodian	310		2
		Up to 300	1
Rec. Program Staff and Rec. Program Senior	285		1

Table 1 - Classification Plan

Position	JFA Total	Skill Level	New Grade
Laborer	270		1
Recreation Counselor in Training**	265		1
Recreation on-call event staff**	265		1
Water / Wastewater Operator in Training	245		1

\*On-call or stipend position

\*\*Seasonal position

Table 2 - Comprehensive Table

Position	JFA Total	Skill Level	Current Grade	New Grade	60th Percentile Salary Survey Data		Current Salary Range		Current Salary	Recommended Salary Range 60th Percentile
		<b>805 - 840</b>		<b>13</b>						
Town Manager	825		14	<b>13</b>	147,476	196,634	133,888	174,760	158,430	141,000 197,400
<b>Directors and Senior Managers</b>		<b>765 - 800</b>		<b>12</b>						
Police Chief/Director of Public Safety	780		13	<b>12</b>	129,600	172,800	119,536	155,998	159,041	126,803 174,354
		<b>725 - 760</b>		<b>11</b>						
Operational Fire/EMS Chief	750		9	<b>11</b>	129,600	172,800	75,960	99,131	94,161	110,263 151,612
DPW Director	735		12	<b>11</b>	109,175	144,228	106,723	139,275	160,000	
		<b>670 - 720</b>		<b>10</b>						
HR Director	720		9	<b>10</b>	97,812	130,470	75,960	99,131	<b>84,000</b>	95,881 131,837
Police Lieutenant	695		9	<b>10</b>			75,960	99,131	120,937	
Director of Land Use & Inspectional Services	680		10	<b>10</b>	90,170	116,270	85,070	111,050	96,380	
Finance Director/Town Accountant	680		11	<b>10</b>	107,494	141,856	95,283	124,382	105,382	
		<b>615 - 665</b>		<b>9</b>						
Inspector of Buildings/Building Commissioner	660		9	<b>9</b>					81,369	83,375 114,641
Town Clerk	635		8	<b>9</b>	72,836	96,955	67,827	88,523	<b>75,015</b>	
Treasurer/Collector	635		8	<b>9</b>	81,146	109,543	67,827	88,523	86,732	
Principal Assessor	625		8	<b>9</b>	79,287	107,045	67,827	88,523	<b>80,659</b>	
Parks and Highway Superintendent	625		9	<b>9</b>	81,557	111,293	75,960	99,131	90,243	
Water and Wastewater Supervisor	620		9	<b>9</b>	85,509	111,155	75,960	99,131	90,243	
		<b>560 - 610</b>		<b>8</b>						
Fire Captain*	610		F4	<b>8</b>					25.07	72,500 99,688
COA Director	605		8	<b>8</b>	74,807	103,097	67,827	88,523	80,658	
Library Director	600		8	<b>8</b>	79,622	109,168	67,827	88,523	84,667	
Recreation Director	595		8	<b>8</b>	76,156	105,207	67,827	88,523	<b>68,090</b>	
Police Sergeant	595		8	<b>8</b>	80,519	86,676	67,827	88,523	94,501	
Career Firefighter/EMT/LT	570		6	<b>8</b>					80,349	
Town Nurse	560		7	<b>8</b>	66,215	88,496	60,568	79,101	79,364	
<b>Advanced Technical and Supervisory</b>		<b>505 - 555</b>		<b>7</b>						
PFC Foreman	555		7	<b>7</b>			60,568	79,101	72,725	60,775 82,047
Conservation Administrator	550		7	<b>7</b>	70,491	96,389	60,568	79,101	65,396	
Highway Foreman	540		5	<b>7</b>			48,275	63,002	<b>54,037</b>	
Executive Assistant	525		6	<b>7</b>					Vacant	
Police Detective	520			<b>7</b>					80,102	
Veterans Director	510		6	<b>7</b>			54,078	70,573	59,821	
		<b>465 - 500</b>		<b>6</b>						
Children's and Young Adult Librarian	500		5	<b>6</b>	52,819	71,303	48,275	63,002	<b>54,700</b>	57,881 78,140
Adult Services Librarian	500		5	<b>6</b>			48,275	63,002	<b>49,653</b>	
Career Firefighter/Paramedic	500		6	<b>6</b>			54,078	70,573	70,748	
Police Officer	490		7	<b>6</b>	59,939	74,547	60,568	79,101	74,150	
Local Building Inspector	485		7	<b>6</b>					64,915	
Assistant Public Health Supervisor	470		6	<b>6</b>			54,078	70,573	65,888	

Table 2 - Comprehensive Table

Position	JFA Total	Skill Level	Current Grade	New Grade	60th Percentile Salary Survey Data		Current Salary Range		Current Salary	Recommended Salary Range 60th Percentile
Plumbing and Gas Inspector*	470		7	6					stipend	
Wiring Inspector*	470		7	6					stipend	
Mechanic/Heavy Equipment Operator	465		6	6	59,381	72,359	54,078	70,573	72,871	
	<b>425 - 460</b>		<b>5</b>							
Communications Officer/Dispatcher	460		4	5	49,150	62,677	43,096	56,262	57,649	55,125 74,419
Call EMT*	455		F1	5					21.28	
Call FireFighter*	455		F1	5	41,808	53,015	34,029	44,262	18.84	
Call Firefighter*	455			5					20.69	
Land Use and Inspectional Services Admin.	455		6	5			54,078	70,573	59,807	
Water/Wastewater Operator	435		6	5	54,883	71,125	54,078	70,573	71,493	
Water/Wastewater Operator	435		6	5					71,493	
Water/Wastewater Operator	435		6	5					65,354	
Social Services Coordinator	430		5	5	57,028	76,277	48,275	63,002	<b>53,414</b>	
	<b>385 - 420</b>		<b>4</b>							
Department Coordinator	420		5	4			48,275	63,002	58,819	52,500 70,875
Assistant Town Clerk	415		5	4	55,172	75,088	48,275	63,002	<b>50,863</b>	
Asst Treasurer/Collector	415		5	4	58,052	76,637	48,275	63,002	56,042	
HEO/Driver/Laborer	410		5	4			48,275	63,002	54,037	
Heavy Equipment Operator	410		5	4	53,918	72,887	48,275	63,002	54,037	
Heavy Equipment Operator/Laborer	410		5	4			48,275	63,002	54,037	
Department Coordinator	405		5	4	48,638	64,653	48,275	63,002	60,265	
Animal Control Officer	400		4	4	48,671	66,301	43,096	56,262	<b>48,859</b>	
Department Coordinator	400		5	4			48,275	63,002	53,414	
Assistant Plumbing and Gas Inspector*	395		6	4					stipend	
<b>Administrative and Technical</b>	<b>345 - 380</b>		<b>3</b>							
Graphic Designer and Marketing Specialist L	370		4	3			43,096	56,262	45,240	44,651 60,279
Lifeguard**	370		TBD	3	33,176	38,247				
Assistant Wiring Inspector*	370		6	3					stipend	
Library Specialist	360		4	3			43,096	56,262	47,486	
LUIS Dept Specialist	360		4	3			43,096	56,262	46,541	
Department Specialist	345		4	3			43,096	56,262	50,028	
	<b>305 - 340</b>		<b>2</b>							
COA Van driver	340		1	2	36,296	52,283	30,678	40,059	<b>35,484</b>	42,525 57,409
Library Assistant	340		3	2	42,785	56,424	38,478	50,210	42,390	
Recreation Program Director**	330		TBD	2						
Recreation Assistant Program Director**	330		TBD	2						
Recreation Program Team Leader**	330		TBD	2						
Department Assistant	325		3	2	45,445	59,623	38,478	50,210		
Custodian	310		4	2	41,101	55,972	43,096	56,262	52,512	
	<b>Up to 300</b>		<b>1</b>							
Rec. Program Staff and Rec. Program Senior	285		TBD	1					40,500	54,675

Table 2 - Comprehensive Table

Position	JFA Total	Skill Level	Current Grade	New Grade	60th Percentile Salary Survey Data		Current Salary Range		Current Salary	Recommended Salary Range 60th Percentile
Laborer	270		2	1	45,520 57,957		34,360	44,822	46,750	
Recreation Counselor in Training**	265		TBD	1						
Recreation on-call event staff**	265		TBD	1						
Water / Wastewater Operator in Training	245		5	1			48,275	63,002	46,750	

\*On-call or stipend position

\*\*Seasonal position

Table 3 - Proposed Pay Ranges

60th Percentile - Proposed Pay Ranges		
Administrative and Technical 5% Between Each Grade and a 35% Range Spread		
	Minimum	Maximum
<b>1</b>	40,500	54,675
<b>2</b>	42,525	57,409
<b>3</b>	44,651	60,279
Supervisors and Advanced Technical 5% Between Each Grade and a 35% Range Spread		
	Minimum	Maximum
<b>4</b>	52,500	70,875
<b>5</b>	55,125	74,419
<b>6</b>	57,881	78,140
<b>7</b>	60,775	82,047
Directors and Senior Managers 15% Between Each Grade and a 37.5% Range Spread		
	Minimum	Maximum
<b>8</b>	72,500	99,688
<b>9</b>	83,375	114,641
<b>10</b>	95,881	131,837
<b>11</b>	110,263	151,612
<b>12</b>	126,803	174,354
Town Manager 40% Range Spread		
	Minimum	Maximum
<b>13</b>	141,000	197,400

# APPENDIX A

## EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

### THE TOWN OF UPTON, MA

NAME:	DATE:
YEARS OF EXPERIENCE WITH EMPLOYER:	JOB TITLE:
YEARS OF EXPERIENCE ON THIS JOB:	YOUR JOB IS: FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/>
YOUR YEARS OF EXPERIENCE IN THIS FIELD:	YOUR EDUCATION: <input type="checkbox"/> High Sch. <input type="checkbox"/> Assoc. Deg. <input type="checkbox"/> Bach. Deg. <input type="checkbox"/> 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.

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**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:

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**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:
<input type="checkbox"/> Less Than 1 Year	<input type="checkbox"/> 1 to 3 Years	<input type="checkbox"/> 4 to 6 Years	<input type="checkbox"/> 7 to 10 Years	<input type="checkbox"/> More than 10 Years

What is the minimum number of years required?

What specific experience is necessary?

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### **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.

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**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:

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**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).

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**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?

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**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:

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**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	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 20-50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 50+ pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Climbing	<input type="checkbox"/>	<input type="checkbox"/>	
Walking	<input type="checkbox"/>	<input type="checkbox"/>	
Kneeling	<input type="checkbox"/>	<input type="checkbox"/>	
Crouching	<input type="checkbox"/>	<input type="checkbox"/>	
Crawling	<input type="checkbox"/>	<input type="checkbox"/>	
Bending	<input type="checkbox"/>	<input type="checkbox"/>	
Sitting	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Standing	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Visual Concentration	<input type="checkbox"/>	<input type="checkbox"/>	

**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	<input type="checkbox"/>	<input type="checkbox"/>	
Dust	<input type="checkbox"/>	<input type="checkbox"/>	
Heat	<input type="checkbox"/>	<input type="checkbox"/>	
Cold	<input type="checkbox"/>	<input type="checkbox"/>	
Odors	<input type="checkbox"/>	<input type="checkbox"/>	
Noise	<input type="checkbox"/>	<input type="checkbox"/>	
Vibration	<input type="checkbox"/>	<input type="checkbox"/>	
Wetness/Humidity	<input type="checkbox"/>	<input type="checkbox"/>	
Toxic Agents	<input type="checkbox"/>	<input type="checkbox"/>	
Electrical Currents	<input type="checkbox"/>	<input type="checkbox"/>	
Heavy Machinery	<input type="checkbox"/>	<input type="checkbox"/>	
Violence	<input type="checkbox"/>	<input type="checkbox"/>	
Disease	<input type="checkbox"/>	<input type="checkbox"/>	
Smoke	<input type="checkbox"/>	<input type="checkbox"/>	
Other	<input type="checkbox"/>	<input type="checkbox"/>	

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**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.
- 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).

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#### **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**

Are you paid the equivalent of at least \$684 per week on a salary basis?

No	Yes	Unsure
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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**

Are you paid the equivalent of at least \$684 per week on a salary basis?

No	Yes	Unsure
----	-----	--------

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?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

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?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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**C. Professional**

**No**   **Yes**   **Unsure**

Are you paid the equivalent of at least \$684 per week on a salary basis?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

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?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

Is a specialized advanced degree a prerequisite for your job?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

If yes, what is the degree or certification?

**D. Computer**

**No**   **Yes**   **Unsure**

Are you paid the equivalent of at least \$684 per week on a salary basis?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

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

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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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

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

The design, documentation, testing, creation or modification of computer programs related to organizational operating systems; OR

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

A combination of the aforementioned duties, the performance of which requires the same level of skills?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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**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.

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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.

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**EMPLOYEE'S SIGNATURE OR TYPED NAME**

---

**DATE**

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**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 Town Administration. If using a printed copy of this form, sign and date it before forwarding.

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***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 Town Administration. If using a printed copy of this form, sign and date it before forwarding.

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***DEPARTMENT HEAD SIGNATURE OR TYPED NAME***

---

***DATE***

**IMPORTANT DATES:**

**August 1<sup>st</sup> to Aug 11<sup>th</sup>**

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

**August 11<sup>th</sup> to August 18<sup>th</sup>**

Supervisors and Department Heads review and then submit the JAQs to Human Resources.

**August 18<sup>th</sup> to August 25<sup>th</sup>**

Human Resources/Town Administration reviews and then submits the JAQs to GovHR USA.

**Week of September 5<sup>th</sup>**

GovHR meets virtually with at least one employee in each classification to expand upon the information entered on their JAQ.

# APPENDIX B

<b>1. Population: Maximum 15 Points</b>						
<b>8,050</b>						
Factor	Minimum Range			Maximum Range		Points
1.50	5,367	8,050		8,050	12,075	15
2.00	4,025	5,366		12,076	16,100	11
2.50	3,220	4,024		16,101	20,125	7
3.00	2,683	3,219		20,126	24,150	3
All Others						
<b>2. DOR Income Per Capita: Maximum 15 Points</b>						
<b>60,961</b>						
Factor	Minimum Range			Maximum Range		Points
1.50	40,641	60,961		60,961	91,442	15
2.00	30,481	40,640		91,443	121,922	11
2.50	24,384	30,480		121,923	152,403	7
3.00	20,320	24,383		152,404	182,883	3
All Others						
<b>3. EQV Per Capita: Maximum 15 Points</b>						
<b>177,778</b>						
Factor	Minimum Range			Maximum Range		Points
1.50	118,519	177,778		177,778	266,667	15
2.00	88,889	118,518		266,668	355,556	11
2.50	71,111	88,888		355,557	444,445	7
3.00	59,259	71,110		444,446	533,334	3
All Others						
<b>4. Total Assessed Value: Maximum 15 Points</b>						
<b>1,743 Million</b>						
Factor	Minimum Range			Maximum Range		Points
1.50	1,162	1,743		1,743	2,614	15
2.00	871	1,161		2,615	3,485	11
2.50	697	870		3,486	4,356	7
3.00	581	696		4,357	5,228	3
All Others						
<b>5. Tax Levy: Maximum 15 Points</b>						
<b>24.2 Million</b>						
Factor	Minimum Range			Maximum Range		Points
1.50	16.1	24.2		24.2	36.3	15
2.00	12.1	16.0		36.4	48.3	11
2.50	9.7	12.0		48.4	60.4	7
3.00	8.1	9.6		60.5	72.5	3
All Others						
<b>6. Total Budget: Maximum 15 Points</b>						
<b>28.7 Million</b>						
Factor	Minimum Range			Maximum Range		Points
1.50	19.1	28.7		28.7	43.1	15
2.00	14.4	19.0		43.2	57.4	11
2.50	11.5	14.3		57.5	71.8	7
3.00	9.6	11.4		71.9	86.1	3
All Others						
<b>7. State Aid: Maximum 5 Points</b>						

1.00 Million					
Factor	Minimum Range		Maximum Range		Points
1.50	0.67	1.00	1.00	1.50	5
2.00	0.50	0.66	1.51	2.00	4
2.50	0.40	0.49	2.01	2.50	3
3.00	0.33	0.39	2.51	3.00	2
All Others					0

## 8. Proximity in Miles: Maximum 5 Points

Factor:	Points
1 to 10 Miles	5
11 to 20 Miles	4
21 to 30 Miles	3
31 to 40 Miles	1
All Others	0

### Initial screen:

Massachusetts communities with a population between approximately 4,000 to 16,500 and within 35 miles of Upton in Bristol, Middlesex, Norfolk and Worcester Counties; plus any adjacent Towns not meeting the previous criteria.

### Sources:

(1) Massachusetts Department of Revenue Division of Local Services, Municipal Databank/Local Aid Section (most recent data available) for: Population; DOR Income Per Capita; EQV Per Capita; Total Assessed Value; Tax Levy; State Aid; and Total Budget.

[https://dlsgateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=Community\\_Comparison\\_Report](https://dlsgateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=Community_Comparison_Report)

(2) Google Maps: Proximity (lowest mileage listed)

### Note:

Each of the eight criterion contain ranges to assess comparability with the Town's data. For example, each of the four ranges for the Town's 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").

Municipality	County	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Assessed Value (million)	Max Points	Tax Levy (million)	Max. Points	Total Budget (million)	Max. Points	State Aid (million)	Max. Points	Proximity (miles)	Max. Points	Total Points
Upton	Worcester	8,050	15	60,961	15	177,778	15	1,743	15	24.2	15	28.7	15	1.00	5	0	5	100
Ayer	Middlesex	8,400	15	40,320	11	182,079	15	1,600	15	26.9	15	33.5	15	1.05	5	35	1	92
Blackstone	Worcester	9,177	15	37,751	11	134,152	15	1,338	15	21.7	15	29.3	15	2.05	3	11	4	93
Bolton	Worcester	5,676	15	84,611	15	230,426	15	1,442	15	25.2	15	27.9	15	0.31	0	21	3	93
Boxborough	Middlesex	5,425	15	73,599	15	251,479	15	1,476	15	22.9	15	26.1	15	0.35	2	26	3	95
Boylston	Worcester	4,882	11	65,579	15	209,683	15	1,155	11	16.6	15	19.9	15	0.52	4	18	4	90
Charlton	Worcester	13,317	11	43,371	15	167,096	15	2,425	15	29.5	15	38.8	15	1.80	4	23	3	93
Clinton	Worcester	15,381	11	33,412	11	120,528	15	2,048	15	30.6	15	59.0	7	21.17	2	24	3	79
Douglas	Worcester	9,049	15	42,470	15	143,901	15	1,430	15	20.5	15	36.1	15	10.87	2	12	4	96
Dover	Norfolk	5,892	15	271,550	3	484,535	3	2,990	11	36.4	11	44.9	11	1.81	4	25	3	61
Dudley	Worcester	11,884	15	31,914	11	109,869	11	1,449	15	14.7	11	21.3	15	2.27	3	23	3	84
Grafton	Worcester	19,756	7	55,978	15	159,168	15	3,401	11	53.4	7	77.4	3	15.33	2	6	5	65
Harvard	Worcester	6,844	15	73,389	15	209,527	15	1,589	15	26.4	15	36.6	15	4.31	2	27	3	95
Holliston	Middlesex	14,840	11	65,547	15	218,591	15	3,530	7	54.4	7	77.2	3	11.21	2	12	4	64
Hopedale	Worcester	5,998	15	46,973	15	154,937	15	1,003	11	17.5	15	28.3	15	8.08	2	5	5	93
Hopkinton	Middlesex	18,943	7	94,319	11	372,113	7	5,505	3	87.0	3	111.9	3	10.31	2	6	5	41
Hubbardston	Worcester	4,312	11	40,903	15	136,314	15	618	3	8.1	3	10.7	3	0.67	5	35	1	56
Lancaster	Worcester	8,455	15	40,295	11	139,784	15	1,283	15	22.1	15	26.7	15	1.39	5	23	3	94
Leicester	Worcester	11,048	15	35,514	11	118,512	11	1,427	15	18.4	15	37.0	15	12.62	2	24	3	87
Lincoln	Middlesex	6,890	15	160,933	3	359,264	7	2,599	15	36.8	11	46.6	11	2.75	2	31	1	65
Littleton	Middlesex	10,121	15	64,359	15	241,858	15	2,639	11	48.0	11	70.5	7	6.04	2	29	3	79
Maynard	Middlesex	10,574	15	46,985	15	173,926	15	1,916	15	37.5	11	52.0	11	8.95	2	26	3	87
Medfield	Norfolk	12,915	11	108,657	11	251,195	15	3,466	11	53.5	7	74.9	3	8.38	2	20	4	64
Medway	Norfolk	13,131	11	65,475	15	213,171	15	2,992	11	47.7	11	68.5	7	12.70	2	13	4	76
Mendon	Worcester	6,251	15	61,823	15	196,937	15	1,330	15	19.4	15	23.8	15	0.58	4	6	5	99
Milford	Worcester	30,277	3	37,137	11	146,088	15	4,654	3	77.9	3	139.8	3	44.92	2	6	5	45
Millbury	Worcester	13,884	11	39,343	11	154,059	15	2,208	15	31.9	15	51.9	11	10.53	2	10	5	85
Millis	Norfolk	8,668	15	50,912	15	192,745	15	1,782	15	31.2	15	42.7	15	6.68	2	15	4	96
Norfolk	Norfolk	11,550	15	67,473	15	189,167	15	2,366	15	38.8	11	50.3	11	5.20	2	19	4	88
North Brookfield	Worcester	4,743	11	32,378	11	115,697	11	595	3	7.9	0	15.9	11	5.87	2	33	1	50
Northborough	Worcester	15,667	11	64,398	15	232,025	15	3,888	7	57.5	7	71.2	7	5.76	2	11	4	68
Northbridge	Worcester	16,298	7	43,500	15	131,812	15	2,365	15	30.7	15	56.4	11	19.21	2	4	5	85
Oxford	Worcester	13,287	11	35,696	11	130,355	15	2,011	15	27.4	15	50.2	11	13.92	2	16	4	84
Paxton	Worcester	5,028	11	42,698	15	130,816	15	706	7	12.4	11	15.7	11	0.78	5	22	3	78
Plainville	Norfolk	9,896	15	45,269	15	188,501	15	1,992	15	28.3	15	40.9	15	4.81	2	24	3	95
Rutland	Worcester	9,169	15	41,837	15	136,423	15	1,399	15	19.2	15	25.1	15	1.21	5	26	3	98
Sherborn	Middlesex	4,390	11	236,034	3	334,618	11	1,596	15	28.8	15	32.2	15	1.06	5	15	4	79
Southborough	Worcester	10,421	15	122,554	7	291,058	11	3,241	11	47.8	11	60.2	7	4.63	2	13	4	68
Spencer	Worcester	11,928	15	32,393	11	117,995	11	1,515	15	18.3	15	25.7	15	2.95	2	27	3	87
Sterling	Worcester	8,152	15	51,644	15	176,532	15	1,516	15	21.7	15	28.1	15	0.95	5	25	3	98
Stow	Middlesex	7,059	15	83,990	15	225,942	15	1,719	15	31.2	15	36.0	15	0.53	4	23	3	97
Sturbridge	Worcester	9,846	15	50,826	15	156,488	15	1,610	15	29.1	15	47.0	11	5.66	2	31	1	89
Sutton	Worcester	9,361	15	59,022	15	196,437	15	1,990	15	27.6	15	41.2	15	7.06	2	10	5	97
Uxbridge	Worcester	14,270	11	43,667	15	161,334	15	2,617	11	36.5	11	60.9	7	11.92	2	8	5	77
Wayland	Middlesex	13,724	11	177,727	3	320,684	11	4,818	3	80.2	3	97.5	3	7.36	2	24	3	39
West Boylston	Worcester	7,855	15	39,325	11	153,218	15	1,335	15	20.8	15	31.9	15	4.90	2	20</td		

Municipality	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Assessed Value (million)	Max Points	Tax Levy (million)	Max. Points	Total Budget (million)	Max. Points	State Aid (million)	Max. Points	Proximity (miles)	Max. Points	Total Points
Upton	8,050	15	60,961	15	177,778	15	1,743	15	24.2	15	28.7	15	1.00	5	0	5	100
Mendon	6,251	15	61,823	15	196,937	15	1,330	15	19.4	15	23.8	15	0.58	4	6	5	99
Sterling	8,152	15	51,644	15	176,532	15	1,516	15	21.7	15	28.1	15	0.95	5	25	3	98
Rutland	9,169	15	41,837	15	136,423	15	1,399	15	19.2	15	25.1	15	1.21	5	26	3	98
Sutton	9,361	15	59,022	15	196,437	15	1,990	15	27.6	15	41.2	15	7.06	2	10	5	97
Stow	7,059	15	83,990	15	225,942	15	1,719	15	31.2	15	36.0	15	0.53	4	23	3	97
Douglas	9,049	15	42,470	15	143,901	15	1,430	15	20.5	15	36.1	15	10.87	2	12	4	96
Millis	8,668	15	50,912	15	192,745	15	1,782	15	31.2	15	42.7	15	6.68	2	15	4	96
Plainville	9,896	15	45,269	15	188,501	15	1,992	15	28.3	15	40.9	15	4.81	2	24	3	95
Boxborough	5,425	15	73,599	15	251,479	15	1,476	15	22.9	15	26.1	15	0.35	2	26	3	95
Harvard	6,844	15	73,389	15	209,527	15	1,589	15	26.4	15	36.6	15	4.31	2	27	3	95
Lancaster	8,455	15	40,295	11	139,784	15	1,283	15	22.1	15	26.7	15	1.39	5	23	3	94
Hopedale	5,998	15	46,973	15	154,937	15	1,003	11	17.5	15	28.3	15	8.08	2	5	5	93
Blackstone	9,177	15	37,751	11	134,152	15	1,338	15	21.7	15	29.3	15	2.05	3	11	4	93
Bolton	5,676	15	84,611	15	230,426	15	1,442	15	25.2	15	27.9	15	0.31	0	21	3	93
Charlton	13,317	11	43,371	15	167,096	15	2,425	15	29.5	15	38.8	15	1.80	4	23	3	93
West Boylston	7,855	15	39,325	11	153,218	15	1,335	15	20.8	15	31.9	15	4.90	2	20	4	92
Ayer	8,400	15	40,320	11	182,079	15	1,600	15	26.9	15	33.5	15	1.05	5	35	1	92
Boylston	4,882	11	65,579	15	209,683	15	1,155	11	16.6	15	19.9	15	0.52	4	18	4	90
Sturbridge	9,846	15	50,826	15	156,488	15	1,610	15	29.1	15	47.0	11	5.66	2	31	1	89
Norfolk	11,550	15	67,473	15	189,167	15	2,366	15	38.8	11	50.3	11	5.20	2	19	4	88
Leicester	11,048	15	35,514	11	118,512	11	1,427	15	18.4	15	37.0	15	12.62	2	24	3	87
Maynard	10,574	15	46,985	15	173,926	15	1,916	15	37.5	11	52.0	11	8.95	2	26	3	87
Spencer	11,928	15	32,393	11	117,995	11	1,515	15	18.3	15	25.7	15	2.95	2	27	3	87
Northbridge	16,298	7	43,500	15	131,812	15	2,365	15	30.7	15	56.4	11	19.21	2	4	5	85
Millbury	13,884	11	39,343	11	154,059	15	2,208	15	31.9	15	51.9	11	10.53	2	10	5	85
Oxford	13,287	11	35,696	11	130,355	15	2,011	15	27.4	15	50.2	11	13.92	2	16	4	84
Dudley	11,884	15	31,914	11	109,869	11	1,449	15	14.7	11	21.3	15	2.27	3	23	3	84
Sherborn	4,390	11	236,034	3	334,618	11	1,596	15	28.8	15	32.2	15	1.06	5	15	4	79
Wrentham	12,209	11	63,456	15	230,524	15	2,995	11	40.0	11	52.6	11	5.51	2	21	3	79
Clinton	15,381	11	33,412	11	120,528	15	2,048	15	30.6	15	59.0	7	21.17	2	24	3	79
Littleton	10,121	15	64,359	15	241,858	15	2,639	11	48.0	11	70.5	7	6.04	2	29	3	79
Paxton	5,028	11	42,698	15	130,816	15	706	7	12.4	11	15.7	11	0.78	5	22	3	78
Uxbridge	14,270	11	43,667	15	161,334	15	2,617	11	36.5	11	60.9	7	11.92	2	8	5	77
Medway	13,131	11	65,475	15	213,171	15	2,992	11	47.7	11	68.5	7	12.70	2	13	4	76
Northborough	15,667	11	64,398	15	232,025	15	3,888	7	57.5	7	71.2	7	5.76	2	11	4	68
Southborough	10,421	15	122,554	7	291,058	11	3,241	11	47.8	11	60.2	7	4.63	2	13	4	68
Lincoln	6,890	15	160,933	3	359,264	7	2,599	15	36.8	11	46.6	11	2.75	2	31	1	65
Grafton	19,756	7	55,978	15	159,168	15	3,401	11	53.4	7	77.4	3	15.33	2	6	5	65
Holliston	14,840	11	65,547	15	218,591	15	3,530	7	54.4	7	77.2	3	11.21	2	12	4	64
Medfield	12,915	11	108,657	11	251,195	15	3,466	11	53.5	7	74.9	3	8.38	2	20	4	64
Dover	5,892	15	271,550	3	484,535	3	2,990	11	36.4	11	44.9	11	1.81	4	25	3	61
Hubbardston	4,312	11	40,903	15	136,314	15	618	3	8.1	3	10.7	3	0.67	5	35	1	56
North Brookfield	4,743	11	32,378	11	115,697	11	595	3	7.9	0	15.9	11	5.87	2	33	1	50
Westborough	21,499	3	62,154	15	233,586	15	5,282	3	89.0	3	130.4	3	15.71	2	7	5	49
Milford	30,277	3	37,137	11	146,088	15	4,654	3	77.9	3	139.8	3	44.92	2	6	5	45
Hopkinton	18,943	7	94,319	11	372,113	7	5,505	3	87.0	3	111.9	3	10.31	2	6	5	41
Wayland	13,724	11	177,727	3	320,684	11	4,818	3	80.2	3	97.5	3	7.36	2	24	3	39
Westwood	16,213	7	133,029	7	337,950	11	5,555	3	90.3	3	108.0	3	8.35	2	25	3	39
Weston	11,666	15	430,522	3	616,578	3	7,664	3	90.7	3	103.7	3	4.60	2	26	3	35

Municipality	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Assessed Value (million)	Max Points	Tax Levy (million)	Max. Points	Total Budget (million)	Max. Points	State Aid (million)	Max. Points	Proximity (miles)	Max. Points	Total Points
<b>Upton</b>	<b>8,050</b>	<b>15</b>	<b>60,961</b>	<b>15</b>	<b>177,778</b>	<b>15</b>	<b>1,743</b>	<b>15</b>	<b>24.2</b>	<b>15</b>	<b>28.7</b>	<b>15</b>	<b>1.00</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>100</b>
Mendon	6,251	15	61,823	15	196,937	15	1,330	15	19.4	15	23.8	15	0.58	4	6	5	99
Sterling	8,152	15	51,644	15	176,532	15	1,516	15	21.7	15	28.1	15	0.95	5	25	3	98
Sutton	9,361	15	59,022	15	196,437	15	1,990	15	27.6	15	41.2	15	7.06	2	10	5	97
Stow	7,059	15	83,990	15	225,942	15	1,719	15	31.2	15	36.0	15	0.53	4	23	3	97
Douglas	9,049	15	42,470	15	143,901	15	1,430	15	20.5	15	36.1	15	10.87	2	12	4	96
Millis	8,668	15	50,912	15	192,745	15	1,782	15	31.2	15	42.7	15	6.68	2	15	4	96
Plainville	9,896	15	45,269	15	188,501	15	1,992	15	28.3	15	40.9	15	4.81	2	24	3	95
Boxborough	5,425	15	73,599	15	251,479	15	1,476	15	22.9	15	26.1	15	0.35	2	26	3	95
Harvard	6,844	15	73,389	15	209,527	15	1,589	15	26.4	15	36.6	15	4.31	2	27	3	95
Lancaster	8,455	15	40,295	11	139,784	15	1,283	15	22.1	15	26.7	15	1.39	5	23	3	94
Hopedale	5,998	15	46,973	15	154,937	15	1,003	11	17.5	15	28.3	15	8.08	2	5	5	93
Blackstone	9,177	15	37,751	11	134,152	15	1,338	15	21.7	15	29.3	15	2.05	3	11	4	93
Bolton	5,676	15	84,611	15	230,426	15	1,442	15	25.2	15	27.9	15	0.31	0	21	3	93
Northbridge	16,298	7	43,500	15	131,812	15	2,365	15	30.7	15	56.4	11	19.21	2	4	5	85
Uxbridge	14,270	11	43,667	15	161,334	15	2,617	11	36.5	11	60.9	7	11.92	2	8	5	77
Northborough	15,667	11	64,398	15	232,025	15	3,888	7	57.5	7	71.2	7	5.76	2	11	4	68
Southborough	10,421	15	122,554	7	291,058	11	3,241	11	47.8	11	60.2	7	4.63	2	13	4	68
Grafton	19,756	7	55,978	15	159,168	15	3,401	11	53.4	7	77.4	3	15.33	2	6	5	65
Westborough	21,499	3	62,154	15	233,586	15	5,282	3	89.0	3	130.4	3	15.71	2	7	5	49
Hopkinton	18,943	7	94,319	11	372,113	7	5,505	3	87.0	3	111.9	3	10.31	2	6	5	41

Deleted Rutland and Charlton; added Northbridge, Uxbridge, Northborough, Southborough, Grafton, Westborough and Hopkinton at Town's request.

# APPENDIX C

Town Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	Town Administrator			151,710
Bolton				
Boxborough	TA. Contract. Increases to \$166860 11/7/23			162,000
Douglas	Town Administrator			163,862
Grafton	Contractually negotiated			160,000
Harvard	TA. FY23 rate	131,100	176,987	
Hopedale	TA. Contract			135,000
Hopkinton	Under contract w. Select Board			243,000
Lancaster	Town Administrator			175,000
Mendon	Town Administrator			139,500
Millis				
Northborough	Town Administrator. Set by contract			
Northbridge				
Plainville				
Southborough				
Sterling	Town Administrator. FY23 rate			130,000
Stow	Town Administrator. Contract			175,000
Sutton				
Uxbridge				171,717
Westborough				
Upton	40 hrs/wk	133,888	174,760	158,430
Range Data				
Average		131,100	176,987	164,254
50th Percentile		131,100	176,987	162,000
60th Percentile		131,100	176,987	163,862
65th Percentile		131,100	176,987	167,790
70th Percentile		131,100	176,987	171,717
75th Percentile		131,100	176,987	173,359
80th Percentile		131,100	176,987	175,000
Actual Data				
Average		147,828	197,104	
50th Percentile		145,800	194,400	
60th Percentile		147,476	196,634	
65th Percentile		151,011	201,347	
70th Percentile		154,545	206,060	
75th Percentile		156,023	208,030	
80th Percentile		157,500	210,000	

**Police Chief/Director of Public Safety**

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone				137,243
Bolton				
Boxborough	Police Chief. Contract			145,000
Douglas	Chief of Police			136,173
Grafton	Contractually set			133,557
Harvard	Police Chief. FY23 rate	115,019	155,268	
Hopedale				
Hopkinton	Under contract w. Select Board			187,000
Lancaster	Police Chief			133,110
Mendon	Police Chief			121,394
Millis				
Northborough	Police Chief	113,679	147,785	
Northbridge				
Plainville				
Southborough	Police Chief. Contract			164,320
Sterling	Police Chief. Contract. FY23			144,000
Stow	Police Chief. Contract			138,999
Sutton				
Uxbridge	Police Chief			153,254
Westborough				
Upton	40 hrs/wk. Contract	119,536	155,998	159,041
<hr/>				
<b>Range Data</b>				
Average		114,349	151,527	144,914
50th Percentile		114,349	151,527	138,999
60th Percentile		114,483	152,275	144,000
65th Percentile		114,550	152,649	144,500
70th Percentile		114,617	153,023	145,000
75th Percentile		114,684	153,398	149,127
80th Percentile		114,751	153,772	153,254
<hr/>				
<b>Actual Data</b>				
Average		130,422	173,896	
50th Percentile		125,099	166,799	
60th Percentile		129,600	172,800	
65th Percentile		130,050	173,400	
70th Percentile		130,500	174,000	
75th Percentile		134,214	178,953	
80th Percentile		137,929	183,905	

**Director of Public Works**

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone				103,923
Bolton				
Boxborough	Contract			120,000
Douglas	Highway Superintendent	103,500	141,278	103,500
Grafton	DPW Director/Sewer Director	99,549	130,624	
Harvard	FY23 rate	101,779	137,431	
Hopedale				
Hopkinton	Public Works Director	105,914	148,283	
Lancaster				
Mendon	Highway Surveyor			106,212
Millis		120,900	151,395	
Northborough		113,679	147,785	
Northbridge				
Plainville		115,750	140,100	
Southborough	PW Supt. On plan, has contract	107,494	141,856	135,000
Sterling		111,696	165,360	
Stow	Highway Superintendent	97,926	128,523	
Sutton				
Uxbridge				
Westborough	Contract. FY23 rate			146,000
Upton	40 hrs/wk. Contract	106,723	139,275	160,000
<hr/>				
<b>Range Data</b>				
Average		107,819	143,264	119,106
50th Percentile		106,704	141,567	113,106
60th Percentile		109,175	144,228	120,000
65th Percentile		111,066	146,896	123,750
70th Percentile		112,291	147,935	127,500
75th Percentile		113,184	148,159	131,250
80th Percentile		114,093	148,906	135,000
<hr/>				
<b>Actual Data</b>				
Average		107,195	142,927	
50th Percentile		101,795	135,727	
60th Percentile		108,000	144,000	
65th Percentile		111,375	148,500	
70th Percentile		114,750	153,000	
75th Percentile		118,125	157,500	
80th Percentile		121,500	162,000	

**Finance Director/Town Accountant**

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	ATA/Town Accountant			92,090
Bolton				
Boxborough	TA. On plan, has contract. 19/wk	74,300	102,424	59,580
Douglas				120,000
Grafton	Contractually set			135,008
Harvard	Finance Director. FY23 rate	115,019	155,268	
Hopedale				
Hopkinton	Senior Accounting Manager/Town	92,518	129,522	
Lancaster	Director of Finance/TA			109,098
Mendon	Finance Director. 30 hrs/wk			70,536
Millis				
Northborough		113,679	147,785	
Northbridge				
Plainville				
Southborough	Finance Dtr/Treasurer-Collector	107,494	141,856	
Sterling				
Stow				
Sutton				
Uxbridge	Town Accountant			113,295
Westborough	FY23 rate	97,812	132,080	
Upton	20 hrs/wk. Contract	95,283	124,382	52,691
Range Data				
Average		100,137	134,823	99,944
50th Percentile		102,653	136,968	109,098
60th Percentile		107,494	141,856	111,616
65th Percentile		109,041	143,338	112,875
70th Percentile		110,587	144,821	114,636
75th Percentile		112,133	146,303	116,648
80th Percentile		113,679	147,785	118,659
Actual Data				
Average		89,949	119,933	
50th Percentile		98,188	130,918	
60th Percentile		100,455	133,939	
65th Percentile		101,588	135,450	
70th Percentile		103,172	137,563	
75th Percentile		104,983	139,977	
80th Percentile		106,793	142,391	

### Land Use and Inspectional Services Director

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone				
Bolton				
Boxborough	Town Planner. On plan, has contra	74,300	102,424	
Douglas	Community Development Director	89,500	122,168	97,108
Grafton	Town Planner	70,052	91,910	
Harvard	Dtr. of Econ. & Comm Dev. FY23	81,146	109,543	
Hopedale				
Hopkinton	Director of Land Use is combined with Assistant Town Manager			
Lancaster	Dtr.-Comm Dev & Plnning	81,968	108,930	
Mendon				
Millis				
Northborough	Planning Director	95,757	124,476	
Northbridge				
Plainville	Director of Planning & Developme	92,850	114,795	
Southborough				
Sterling				
Stow				
Sutton				
Uxbridge	Split between two Towns			
Westborough	Comm. Dev. Director. FY23 rate	97,812	132,080	
Upton	40 hrs/wk	85,070	111,050	96,380
<hr/>				
<b>Range Data</b>				
Average		85,423	113,291	96,744
50th Percentile		85,734	112,169	97,108
60th Percentile		90,170	116,270	97,108
65th Percentile		91,343	118,850	97,108
70th Percentile		92,515	121,431	97,108
75th Percentile		93,577	122,745	97,108
80th Percentile		94,594	123,553	97,108
<hr/>				
<b>Actual Data</b>				
Average		87,070	116,093	
50th Percentile		87,397	116,530	
60th Percentile		87,397	116,530	
65th Percentile		87,397	116,530	
70th Percentile		87,397	116,530	
75th Percentile		87,397	116,530	
80th Percentile		87,397	116,530	

### Water & Wastewater Supervisor

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	Asst. Supt. of Water & Sewer	80,000	90,000	
Bolton				
Boxborough				
Douglas	Water and Wastewater Systems I	103,500	141,278	122,648
Grafton	DPW Dtr is also Sewer Dtr			
Harvard				
Hopedale				
Hopkinton	Water/Sewer Manager	79,914	111,883	
Lancaster	Water Foreman	47,882	66,269	
Mendon				
Millis				
Northborough	Water/Sewer Operations Manage	85,509	111,155	
Northbridge				
Plainville				
Southborough				
Sterling				
Stow				
Sutton				
Uxbridge	Min=WW Sup; Max=Water Sup	97,864	100,000	
Westborough				
Upton	40 hrs/wk	75,960	99,131	90,243
<b>Range Data</b>				
Average		82,445	103,431	122,648
50th Percentile		82,754	105,578	122,648
60th Percentile		85,509	111,155	122,648
65th Percentile		88,598	111,337	122,648
70th Percentile		91,686	111,519	122,648
75th Percentile		94,775	111,701	122,648
80th Percentile		97,864	111,883	122,648
<b>Actual Data</b>				
Average		110,383	147,178	
50th Percentile		110,383	147,178	
60th Percentile		110,383	147,178	
65th Percentile		110,383	147,178	
70th Percentile		110,383	147,178	
75th Percentile		110,383	147,178	
80th Percentile		110,383	147,178	

## Parks and Highway Superintendent

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone				
Bolton				
Boxborough				
Douglas				
Grafton	Highway Supt. Parks separa	64,917	85,155	
Harvard				
Hopedale				
Hopkinton	Highway Manager	79,914	111,883	
Lancaster	DPW Superintendent	81,968	108,930	
Mendon				
Millis				
Northborough		95,763	124,467	
Northbridge				
Plainville				
Southborough				
Sterling				
Stow				
Sutton				
Uxbridge				
Westborough				
Upton	40 hrs/wk	75,960	99,131	90,243
Range Data				
Average		80,640	107,609	
50th Percentile		80,941	110,407	
60th Percentile		81,557	111,293	
65th Percentile		81,865	111,736	
70th Percentile		83,348	113,142	
75th Percentile		85,417	115,029	
80th Percentile		87,486	116,917	
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

### Operational Fire/EMS Chief

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	Shared Chief with Mendon			123,000
Bolton				
Boxborough	Contract			145,750
Douglas	Chief, Fire & Ambulance			127,648
Grafton	Fire Chief. Contractually set			142,813
Harvard	Fire Chief. FY 23 rate	101,779	137,431	
Hopedale	Fire Chief. Contract			94,488
Hopkinton	Under contract w. Select Board			
Lancaster	Fire Chief			119,809
Mendon	Fire Chief			176,351
Millis				
Northborough	Fire Chief	113,679	147,785	
Northbridge				
Plainville				
Southborough	Fire Chief. Contract			168,008
Sterling	Fire Chief. Contract. FY23 rate			144,000
Stow	Fire Chief. Contract			109,905
Sutton				
Uxbridge	Fire Chief			156,000
Westborough				
Upton	40 hrs/wk. Contract	75,960	99,131	94,161
<hr/>				
<b>Range Data</b>				
Average		107,729	142,608	137,070
50th Percentile		107,729	142,608	142,813
60th Percentile		108,919	143,644	144,000
65th Percentile		109,514	144,161	144,875
70th Percentile		110,109	144,679	145,750
75th Percentile		110,704	145,197	150,875
80th Percentile		111,299	145,714	156,000
<hr/>				
<b>Actual Data</b>				
Average		123,363	164,484	
50th Percentile		128,532	171,375	
60th Percentile		129,600	172,800	
65th Percentile		130,388	173,850	
70th Percentile		131,175	174,900	
75th Percentile		135,788	181,050	
80th Percentile		140,400	187,200	

**Human Resources Director/Executive Assistant (Town Mgr's Office)**

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone				
Bolton				
Boxborough				
Douglas	Executive Asst. to BOS and TA			63,500
Grafton	N/A			
Harvard	ATA/HR Director. FY23 rate	81,146	109,543	
Hopedale				
Hopkinton	Human Resources Director	92,518	129,522	
Lancaster	Executive Assistant	57,659	76,640	
Mendon				
Millis	ATA/HR Director	109,172	130,470	
Northborough	ATA/HR Director	101,492	131,949	
Northbridge				
Plainville				
Southborough				
Sterling				
Stow				
Sutton				
Uxbridge	Human Resources Professional			77,279
Westborough	ATM/HR Director. FY23 rate	97,812	132,080	
Upton	40 hrs/wk	75,960	99,131	84,000
<hr/>				
<b>Range Data</b>				
Average		89,967	118,367	70,389
50th Percentile		95,165	129,996	70,389
60th Percentile		97,812	130,470	71,767
65th Percentile		98,732	130,840	72,456
70th Percentile		99,652	131,209	73,145
75th Percentile		100,572	131,579	73,834
80th Percentile		101,492	131,949	74,523
<hr/>				
<b>Actual Data</b>				
Average		63,350	84,467	
50th Percentile		63,350	84,467	
60th Percentile		64,590	86,121	
65th Percentile		65,210	86,947	
70th Percentile		65,830	87,774	
75th Percentile		66,450	88,601	
80th Percentile		67,071	89,427	

### Treasurer/Collector

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	Elected			66,338
Bolton				
Boxborough		74,300	102,424	
Douglas		77,500	105,788	91,838
Grafton		70,052	91,910	
Harvard	Treasurer. FY23 rate	81,146	109,543	
Hopedale	Contract			87,394
Hopkinton		88,109	123,344	
Lancaster	FY23 rate	86,464	114,825	
Mendon				
Millis				
Northborough		95,757	124,476	
Northbridge		71,633	95,993	\$91,422
Plainville		95,000	120,000	
Southborough				
Sterling		68,848	101,920	
Stow	On plan, has contract	78,333	102,814	93,109
Sutton				79,087
Uxbridge				92,000
Westborough				
Upton	40 hrs/wk	67,827	88,523	86,732
<hr/>				
<b>Range Data</b>				
Average		80,649	108,458	85,884
50th Percentile		78,333	105,788	91,422
60th Percentile		81,146	109,543	91,672
65th Percentile		83,805	112,184	91,796
70th Percentile		86,464	114,825	91,870
75th Percentile		87,287	117,413	91,919
80th Percentile		88,109	120,000	91,968
<hr/>				
<b>Actual Data</b>				
Average		77,296	103,061	
50th Percentile		82,280	109,706	
60th Percentile		82,504	110,006	
65th Percentile		82,617	110,156	
70th Percentile		82,683	110,244	
75th Percentile		82,727	110,303	
80th Percentile		82,771	110,361	

Town Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	Elected			64,954
Bolton				
Boxborough		63,003	86,861	75,900
Douglas	Elected	77,500	105,788	91,838
Grafton	Elected, on comp plan	70,052	91,910	
Harvard	FY23 rate	72,435	97,805	
Hopedale				
Hopkinton	Not on Class & Comp Plan, Elected, salary set by Town Meeting			
Lancaster		67,121	89,181	
Mendon				69,985
Millis				
Northborough		85,504	111,159	
Northbridge		68,872	92,314	79,734
Plainville				
Southborough				
Sterling		56,368	83,408	
Stow		73,437	96,389	
Sutton				79,521
Uxbridge				95,000
Westborough	Elected. FY23 rate	80,808	109,148	
Upton	40 hrs/wk	67,827	88,523	75,015
Range Data				
Average		71,510	96,396	79,562
50th Percentile		71,244	94,351	79,521
60th Percentile		72,836	96,955	79,649
65th Percentile		73,287	97,593	79,713
70th Percentile		74,656	100,200	82,155
75th Percentile		76,484	103,792	85,786
80th Percentile		78,162	106,460	89,417
Actual Data				
Average		71,606	95,474	
50th Percentile		71,569	95,425	
60th Percentile		71,684	95,579	
65th Percentile		71,741	95,655	
70th Percentile		73,939	98,586	
75th Percentile		77,207	102,943	
80th Percentile		80,475	107,301	

Recreation Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone				
Bolton				
Boxborough				
Douglas	N/A			
Grafton		70,052	91,910	
Harvard	FY23 rate	81,146	109,543	
Hopedale				
Hopkinton	Parks & Recreation Director	76,835	107,578	
Lancaster	Recreation Coordinator	52,817	70,128	
Mendon				
Millis				
Northborough		85,504	111,159	
Northbridge				
Plainville	Parks & Recreation Director	60,225	80,000	
Southborough		81,432	107,411	
Sterling		56,368	83,408	
Stow		73,437	96,389	
Sutton				
Uxbridge	N/A			
Westborough				
Upton	40 hrs/wk	67,827	88,523	68,090
Range Data				
Average		70,868	95,281	
50th Percentile		73,437	96,389	
60th Percentile		76,156	105,207	
65th Percentile		77,697	107,444	
70th Percentile		79,422	107,511	
75th Percentile		81,146	107,578	
80th Percentile		81,261	108,364	
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Principal Assessor				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	Assistant Assessor			76,318
Bolton				
Boxborough	Town Assessor	74,300	102,424	
Douglas		77,500	105,788	80,988
Grafton		70,052	91,910	
Harvard				
Hopedale	Contract			77,353
Hopkinton		88,109	123,344	
Lancaster		81,968	108,930	
Mendon				84,660
Millis		71,633	95,993	95,993
Northborough		95,757	124,476	
Northbridge				
Plainville		62,025	96,015	
Southborough		97,718	128,981	
Sterling	Professional Service			
Stow		73,437	96,389	
Sutton				85,040
Uxbridge				95,000
Westborough				
Upton	40 hrs/wk	67,827	88,523	80,659
Range Data				
Average		79,250	107,425	85,050
50th Percentile		75,900	104,106	84,660
60th Percentile		79,287	107,045	84,888
65th Percentile		81,298	108,459	85,002
70th Percentile		83,810	113,254	87,032
75th Percentile		86,574	119,741	90,020
80th Percentile		89,639	123,570	93,008
Actual Data				
Average		76,545	102,060	
50th Percentile		76,194	101,592	
60th Percentile		76,399	101,866	
65th Percentile		76,502	102,002	
70th Percentile		78,329	104,438	
75th Percentile		81,018	108,024	
80th Percentile		83,707	111,610	

### Police Sergeant

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	Hrly rate annualized to 40/wk	73,902	83,782	
Bolton				
Boxborough		80,662	84,864	
Douglas		83,668	99,528	
Grafton	Subject to CBA			87,339
Harvard				86,549
Hopedale				86,570
Hopkinton	Day shift, no degree	80,304	87,773	
Lancaster				77,586
Mendon	Actual average of 3 incumbents			87,621
Millis				
Northborough		72,675	85,030	
Northbridge				
Plainville				
Southborough				
Sterling				89,544
Stow	Base rate, no degree	75,240	82,406	
Sutton				93,319
Uxbridge		95,000	107,000	
Westborough				
Upton	40 hrs/wk. Actual average of 2 incumbents	67,827	88,523	94,501
Range Data				
Average		80,207	90,055	86,933
50th Percentile		80,304	85,030	87,339
60th Percentile		80,519	86,676	87,508
65th Percentile		80,627	87,499	87,593
70th Percentile		81,264	90,124	88,006
75th Percentile		82,165	93,650	88,583
80th Percentile		83,067	97,177	89,159
Actual Data				
Average		78,239	104,319	
50th Percentile		78,605	104,807	
60th Percentile		78,757	105,010	
65th Percentile		78,834	105,111	
70th Percentile		79,205	105,607	
75th Percentile		79,724	106,299	
80th Percentile		80,243	106,991	

### Library Director

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone				74,763
Bolton				
Boxborough	Contract			90,007
Douglas		77,500	105,788	84,088
Grafton		70,052	91,910	
Harvard	FY23 rate	90,874	122,690	
Hopedale				
Hopkinton		88,109	123,344	
Lancaster				97,635
Mendon				74,592
Millis				
Northborough		95,757	124,476	
Northbridge		68,872	92,314	83,732
Plainville		65,995	77,000	
Southborough				
Sterling	Contract. FY23 rate			90,000
Stow	On plan, has contract	73,437	96,389	93,998
Sutton				63,762
Uxbridge				83,034
Westborough				
Upton	40 hrs/wk. Contract	67,827	88,523	84,667
<hr/>				
<b>Range Data</b>				
Average		78,824	104,239	83,561
50th Percentile		75,469	101,088	83,910
60th Percentile		79,622	109,168	86,453
65th Percentile		83,335	115,084	89,113
70th Percentile		87,048	121,000	90,002
75th Percentile		88,800	122,853	90,005
80th Percentile		89,768	123,082	90,805
<hr/>				
<b>Actual Data</b>				
Average		75,205	100,273	
50th Percentile		75,519	100,692	
60th Percentile		77,808	103,743	
65th Percentile		80,202	106,936	
70th Percentile		81,002	108,003	
75th Percentile		81,005	108,006	
80th Percentile		81,725	108,966	

**Director of Elder & Social Services (prev. COA Director)**

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	COA Director			62,741
Bolton				
Boxborough	COA & Community Svcs. Dtr.	74,300	102,424	
Douglas	Adult Social Center Director	77,500	105,788	87,963
Grafton	COA Director	70,052	91,910	
Harvard	COA Director. FY23 rate	65,088	87,893	
Hopedale				
Hopkinton	Senior Services Director	76,835	107,578	
Lancaster	H & HS Dtr.	81,968	108,930	
Mendon	Senior Services Director			65,953
Millis	COA Director	69,617	85,110	
Northborough	Senior Center Director	85,504	111,159	
Northbridge	Senior Center Director	68,872	92,314	87,918
Plainville	COA Director	52,085	62,875	
Southborough		97,718	128,981	
Sterling	COA Director	56,368	83,408	
Stow	Executive Director, COA	73,437	96,389	
Sutton	COA Director			69,816
Uxbridge	COA Director			86,054
Westborough				
Upton	40 hrs/wk	67,827	88,523	80,658
<hr/>				
<b>Range Data</b>				
Average		73,027	97,289	76,741
50th Percentile		73,437	96,389	77,935
60th Percentile		74,807	103,097	86,054
65th Percentile		76,328	105,115	86,520
70th Percentile		77,101	106,504	86,986
75th Percentile		77,500	107,578	87,452
80th Percentile		80,181	108,389	87,918
<hr/>				
<b>Actual Data</b>				
Average		69,067	92,089	
50th Percentile		70,141	93,522	
60th Percentile		77,448	103,264	
65th Percentile		77,868	103,824	
70th Percentile		78,287	104,383	
75th Percentile		78,707	104,942	
80th Percentile		79,126	105,502	

### Social Services Coordinator (Outreach Coordinator)

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone		33,255	44,247	
Bolton				
Boxborough				
Douglas	Director position includes Outreach duties			
Grafton		41,660	54,655	
Harvard	COA Outreach Coord. FY23 ra	52,819	71,303	
Hopedale				
Hopkinton	Ourteach Coord., Senior Svcs.	54,504	76,314	
Lancaster	Outreach & Activities Coord.	57,659	76,640	
Mendon	Outreach Worker. 27 hrs/wk			30,236
Millis				
Northborough	Outreach Coordinator	65,104	84,094	
Northbridge				
Plainville	Hrly rate annualized to 40/wk	50,960	64,896	
Southborough		65,146	85,946	
Sterling				
Stow	Outreach Coordinator	58,052	76,128	
Sutton				
Uxbridge				51,227
Westborough				
Upton	40 hrs/wk	48,275	63,002	53,414
<hr/>				
<b>Range Data</b>				
Average		53,240	70,469	40,731
50th Percentile		54,504	76,128	40,731
60th Percentile		57,028	76,277	42,830
65th Percentile		57,738	76,379	43,880
70th Percentile		57,895	76,509	44,929
75th Percentile		58,052	76,640	45,979
80th Percentile		60,873	79,622	47,028
<hr/>				
<b>Actual Data</b>				
Average		36,658	48,878	
50th Percentile		36,658	48,878	
60th Percentile		38,547	51,396	
65th Percentile		39,492	52,656	
70th Percentile		40,436	53,915	
75th Percentile		41,381	55,175	
80th Percentile		42,326	56,434	

Town Nurse				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	Shared with other Towns			
Bolton				
Boxborough				
Douglas	Public Health Nurse. PT, \$46.35 hrly			41,891
Grafton	N/A			
Harvard				
Hopedale				
Hopkinton	Public Health Nurse	70,491	98,696	
Lancaster				
Mendon				
Millis				
Northborough				
Northbridge				
Plainville	PH Nurse. Hrly rate to 40/wk	45,760	72,800	
Southborough		65,146	85,946	
Sterling				
Stow				
Sutton	Regional Contract			
Uxbridge	Board of Health Dtr. 25 hrs/wk			60,255
Westborough				
Upton	24 hrs/wk	60,568	79,101	47,436
Range Data				
Average		60,466	85,814	51,073
50th Percentile		65,146	85,946	51,073
60th Percentile		66,215	88,496	52,909
65th Percentile		66,749	89,771	53,828
70th Percentile		67,284	91,046	54,746
75th Percentile		67,818	92,321	55,664
80th Percentile		68,353	93,596	56,582
Actual Data				
Average		45,966	61,288	
50th Percentile		45,966	61,288	
60th Percentile		47,618	63,491	
65th Percentile		48,445	64,593	
70th Percentile		49,271	65,695	
75th Percentile		50,098	66,797	
80th Percentile		50,924	67,899	

**Police Officer**

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	Annualized to 40 hrs/wk	57,054	67,267	
Bolton				
Boxborough		65,978	72,842	
Douglas		59,748	80,756	
Grafton	Patrolman. CBA	53,581	75,005	
Harvard		57,158	73,341	
Hopedale		60,299	72,134	
Hopkinton	Day shift, no degree	55,622	76,846	
Lancaster		57,886	67,538	
Mendon			74,241	
Millis				
Northborough		41,787	70,366	
Northbridge				
Plainville				
Southborough				
Sterling		51,376	75,254	
Stow	Base rate, no degree	61,736	71,657	
Sutton		66,423	77,766	
Uxbridge		71,000	85,000	
Westborough		59,987	67,975	
Upton	Actual average of 9 incumbent	60,568	79,101	74,150
<hr/>				
<b>Range Data</b>				
Average		58,545	73,866	
50th Percentile		58,817	73,341	
60th Percentile		59,939	74,547	
65th Percentile		60,128	75,030	
70th Percentile		60,443	75,204	
75th Percentile		61,377	76,050	
80th Percentile		63,433	77,030	
<hr/>				
<b>Actual Data</b>				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Conservation Administrator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone				
Bolton				
Boxborough	Conservation Agent	54,059	74,526	
Douglas	Town has professional svcs. contract for this function			
Grafton	Conservation Agent	56,802	74,511	
Harvard	Conservation Agent. FY23 rat	52,819	71,303	
Hopedale				
Hopkinton		70,491	98,696	
Lancaster	Conserv. Agent/Asst. Pln. Dtr.	65,491	87,010	
Mendon				
Millis	Conservation Agent. 10 hrs/wk			15,998
Northborough	Conservation Agent	76,337	99,233	
Northbridge	Conservation Agent	58,714	78,707	64,741
Plainville				
Southborough	Conservation Agent	81,432	107,411	
Sterling	Conservation Agent	56,368	83,408	
Stow	Conservation Director	73,437	96,389	
Sutton				
Uxbridge				76,830
Westborough	Conservation Director. FY 23	80,808	109,148	
Upton	19 hrs/wk	60,568	79,101	31,062
Range Data				
Average		66,069	89,122	52,523
50th Percentile		65,491	87,010	64,741
60th Percentile		70,491	96,389	67,159
65th Percentile		71,964	97,542	68,368
70th Percentile		73,437	98,696	69,577
75th Percentile		74,887	98,965	70,786
80th Percentile		76,337	99,233	71,994
Actual Data				
Average		47,271	63,028	
50th Percentile		58,267	77,689	
60th Percentile		60,443	80,591	
65th Percentile		61,531	82,041	
70th Percentile		62,619	83,492	
75th Percentile		63,707	84,943	
80th Percentile		64,795	86,393	

## Water & Wastewater Operator

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone				
Bolton				
Boxborough				
Douglas	Town does not manage this payroll			
Grafton		51,938	59,623	
Harvard				
Hopedale				
Hopkinton	Water/Sewer Technician	55,619	71,656	
Lancaster				
Mendon				
Millis				
Northborough	Water & Sewer Maint. Worker	64,688	84,094	
Northbridge				
Plainville				
Southborough				
Sterling				
Stow				
Sutton				
Uxbridge		51,930	69,000	
Westborough				
Upton	40 hrs/wk. Actual average of 4 incumbents	54,078	70,573	63,773
Range Data				
Average		56,044	71,093	
50th Percentile		53,778	70,328	
60th Percentile		54,883	71,125	
65th Percentile		55,435	71,523	
70th Percentile		56,526	72,900	
75th Percentile		57,886	74,766	
80th Percentile		59,247	76,631	
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

### Veterans Director

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	Stipend position			10,000
Bolton				
Boxborough				
Douglas	Regional entity provides services			
Grafton	Regional; covers 4 Towns	56,802	74,511	
Harvard				
Hopedale				
Hopkinton	Shared position with Holliston and Ashland; paid by Holliston			
Lancaster	Veterans Agent			20,000
Mendon				
Millis				
Northborough	Regionalized (Central MA Veterans Service District)			
Northbridge				
Plainville				
Southborough				
Sterling				
Stow				
Sutton				
Uxbridge				80,340
Westborough				
Upton	6 hrs/wk	54,078	70,573	8,973
<b>Range Data</b>				
Average		56,802	74,511	36,780
50th Percentile		56,802	74,511	20,000
60th Percentile		56,802	74,511	32,068
65th Percentile		56,802	74,511	38,102
70th Percentile		56,802	74,511	44,136
75th Percentile		56,802	74,511	50,170
80th Percentile		56,802	74,511	56,204
<b>Actual Data</b>				
Average		33,102	44,136	
50th Percentile		18,000	24,000	
60th Percentile		28,861	38,482	
65th Percentile		34,292	45,722	
70th Percentile		39,722	52,963	
75th Percentile		45,153	60,204	
80th Percentile		50,584	67,445	

### Mechanic/Heavy Equipment Operator

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone		47,195	53,394	
Bolton				
Boxborough	Fleet Maintenance Mechanic	53,643	73,944	
Douglas				
Grafton	Mechanic; HO is separate pos	51,938	68,141	
Harvard	EO/Mechanic. FY23 rate	54,101	71,302	
Hopedale				
Hopkinton	Maintenance Mechanic	61,485	77,563	
Lancaster				
Mendon	HEO/Mechanic			58,104
Millis				
Northborough		64,688	84,094	
Northbridge				
Plainville				
Southborough	Mechanic	58,968	69,722	
Sterling	FY23 rate	53,040	65,832	
Stow	Mechanic	65,686	90,542	
Sutton				
Uxbridge		60,000	70,000	
Westborough				
Upton		54,078	70,573	72,871
Range Data				
Average		57,074	72,453	58,104
50th Percentile		56,534	70,651	58,104
60th Percentile		59,381	72,359	58,104
65th Percentile		59,845	73,548	58,104
70th Percentile		60,445	75,030	58,104
75th Percentile		61,114	76,658	58,104
80th Percentile		62,125	78,869	58,104
Actual Data				
Average		52,294	69,725	
50th Percentile		52,294	69,725	
60th Percentile		52,294	69,725	
65th Percentile		52,294	69,725	
70th Percentile		52,294	69,725	
75th Percentile		52,294	69,725	
80th Percentile		52,294	69,725	

Health Agent				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	Part-time 20 hrs/wk			30,000
Bolton				
Boxborough				
Douglas	Town's BOH roles are configured very differently			
Grafton	Member of Worcester Health Alliance			
Harvard				
Hopedale				
Hopkinton	Health Services Agent	\$70,491	\$98,696	
Lancaster				
Mendon				
Millis				
Northborough	Health Director	95,757	124,476	
Northbridge				
Plainville		47,000	82,000	
Southborough				
Sterling		56,368	83,408	
Stow	Regional Contract			
Sutton				
Uxbridge	25 hrs/wk			74,801
Westborough				
Upton	7 hrs/wk	54,078	70,573	9,500
Range Data				
Average		67,404	97,145	52,401
50th Percentile		63,430	91,052	52,401
60th Percentile		67,667	95,638	56,881
65th Percentile		69,785	97,932	59,121
70th Percentile		73,018	101,274	61,361
75th Percentile		76,808	105,141	63,601
80th Percentile		80,598	109,008	65,841
Actual Data				
Average		47,160	62,881	
50th Percentile		47,160	62,881	
60th Percentile		51,193	68,257	
65th Percentile		53,209	70,945	
70th Percentile		55,225	73,633	
75th Percentile		57,241	76,321	
80th Percentile		59,257	79,009	

## Firefighter/EMT

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	Annualized to 42 hrs/wk	52,875	62,484	
Bolton				
Boxborough		57,789	68,687	
Douglas	Rates incl. EMT-P levels. Hrly	39,356	58,771	
Grafton	Fire is all call. EMT Services are contracted out.			
Harvard	FY23 rate	58,642	79,159	
Hopedale				
Hopkinton	FY22 rate. FF/EMT-B	60,144	77,773	
Lancaster	Ann. to 42 hrs/wk	52,045	64,013	
Mendon	Actual average of 3 incumbents			68,915
Millis				
Northborough		58,138	71,329	
Northbridge				
Plainville				
Southborough		58,745	70,008	
Sterling	FY23 rate	51,870	65,717	
Stow	Hrly rate annualized to 42/wk	61,654	72,159	
Sutton				
Uxbridge	Depends on longevity	50,000	100,000	
Westborough				
Upton	42 hrs/wk. Actual average of 3 incumbent career FF/EMTs	54,078	70,573	69,280
<b>Range Data</b>				
Average		54,660	71,827	68,915
50th Percentile		57,789	70,008	68,915
60th Percentile		58,138	71,329	68,915
65th Percentile		58,390	71,744	68,915
70th Percentile		58,642	72,159	68,915
75th Percentile		58,693	74,966	68,915
80th Percentile		58,745	77,773	68,915
<b>Actual Data</b>				
Average		62,024	82,698	
50th Percentile		62,024	82,698	
60th Percentile		62,024	82,698	
65th Percentile		62,024	82,698	
70th Percentile		62,024	82,698	
75th Percentile		62,024	82,698	
80th Percentile		62,024	82,698	

### Heavy Equipment Operator

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone		44,429	48,714	
Bolton				
Boxborough	Skilled Laborer	53,643	73,944	
Douglas	Non-union department	42,245	74,963	
Grafton		47,611	62,462	
Harvard	Equipment Operator. FY23 rate	54,101	71,302	
Hopedale				
Hopkinton		42,432	70,242	
Lancaster		44,054	60,861	
Mendon	Actual average of 4 incumbents			49,172
Millis				
Northborough		64,688	84,094	
Northbridge				
Plainville				
Southborough		56,243	66,498	
Sterling	FY23 rate	45,614	56,618	
Stow	HMEO	58,656	80,850	
Sutton				
Uxbridge		65,000	75,000	
Westborough				
Upton	Actual average of 4 incumbent	48,275	63,002	54,037
Range Data				
Average		51,560	68,796	49,172
50th Percentile		50,627	70,772	49,172
60th Percentile		53,918	72,887	49,172
65th Percentile		54,422	74,097	49,172
70th Percentile		55,600	74,657	49,172
75th Percentile		56,846	74,972	49,172
80th Percentile		58,173	74,993	49,172
Actual Data				
Average		44,255	59,006	
50th Percentile		44,255	59,006	
60th Percentile		44,255	59,006	
65th Percentile		44,255	59,006	
70th Percentile		44,255	59,006	
75th Percentile		44,255	59,006	
80th Percentile		44,255	59,006	

Department Coordinator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone		33,255	44,247	
Bolton				
Boxborough	Administrative Assistant	54,059	74,526	
Douglas	Office Assistant (titles vary). H	42,209	60,639	
Grafton	Department Assistant	41,660	54,655	
Harvard	Administrative Asst. FY23 rate	47,574	64,256	
Hopedale				
Hopkinton	Administrative Assistant	46,301	68,058	
Lancaster	Administrative Assistant	48,298	63,877	
Mendon				
Millis				
Northborough	Department Assistant	51,563	67,038	
Northbridge				
Plainville	Dept. Asst. Hrly rate to 40	56,160	70,720	
Southborough	Administrative Assistant Gr.3	46,800	61,797	
Sterling				
Stow	Administrative Assistant	50,486	66,242	
Sutton				
Uxbridge		50,000	60,000	
Westborough	Administrative Assistant. FY23	43,514	60,965	
Upton	40 hrs/wk. Actual average of 3 incumbents	48,275	63,002	57,499
Range Data				
Average		47,067	62,848	
50th Percentile		47,574	63,877	
60th Percentile		48,638	64,653	
65th Percentile		49,660	65,844	
70th Percentile		50,194	66,560	
75th Percentile		50,486	67,038	
80th Percentile		51,132	67,650	
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

### Children & Young Adult Librarian

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone				
Bolton				
Boxborough	Youth Services Librarian	58,358	80,447	
Douglas	Hrly rate annualized to 33.5/wk	42,209	60,639	55,309
Grafton	Children's or YA Librarian (2 sec)	45,445	59,623	
Harvard	Children's Librarian. FY23 rate	52,819	71,303	
Hopedale				
Hopkinton	Children's or YA Librarian (2 sec)	59,956	83,931	
Lancaster	Youth Svcs. Librarian	37,128	49,109	
Mendon				
Millis				
Northborough	Librarian	64,688	84,094	
Northbridge				
Plainville	Children's Librarian. Hrly to 40	45,760	56,160	
Southborough	Youth Services Librarian	59,218	78,125	
Sterling	Library Youth Services Director	41,662	61,693	
Stow	Youth Services Librarian	58,052	76,128	
Sutton				
Uxbridge				61,194
Westborough				
Upton	40 hrs/wk	48,275	63,002	54,700
<hr/>				
<b>Range Data</b>				
Average		51,390	69,205	58,251
50th Percentile		52,819	71,303	58,251
60th Percentile		58,052	76,128	58,840
65th Percentile		58,205	77,126	59,134
70th Percentile		58,358	78,125	59,428
75th Percentile		58,788	79,286	59,722
80th Percentile		59,218	80,447	60,017
<hr/>				
<b>Actual Data</b>				
Average		52,426	69,901	
50th Percentile		52,426	69,901	
60th Percentile		52,956	70,607	
65th Percentile		53,220	70,961	
70th Percentile		53,485	71,314	
75th Percentile		53,750	71,667	
80th Percentile		54,015	72,020	

### Assistant Treasurer/Collector

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	2 positions, same rate of pay	33,255	44,247	
Bolton				
Boxborough				
Douglas	Asst. Treasurer/Benefits Coord	61,500	83,948	
Grafton		49,231	64,592	
Harvard	FY23 rate	52,819	71,303	
Hopedale				
Hopkinton	Assistant Treasurer	59,956	83,931	
Lancaster	Asst T-C/Management Analyst	57,657	76,637	
Mendon				53,572
Millis				
Northborough		76,336	99,237	
Northbridge				
Plainville				
Southborough	Deputy Treasurer/Collector	65,146	85,946	
Sterling	2 separate positions-AT & AC	46,384	68,640	
Stow		58,052	76,128	
Sutton				
Uxbridge		51,000	55,000	
Westborough				
Upton		48,275	63,002	56,042
<hr/>				
<b>Range Data</b>				
Average		55,576	73,601	53,572
50th Percentile		57,657	76,128	53,572
60th Percentile		58,052	76,637	53,572
65th Percentile		59,004	80,284	53,572
70th Percentile		59,956	83,931	53,572
75th Percentile		60,728	83,939	53,572
80th Percentile		61,500	83,948	53,572
<hr/>				
<b>Actual Data</b>				
Average		48,215	64,286	
50th Percentile		48,215	64,286	
60th Percentile		48,215	64,286	
65th Percentile		48,215	64,286	
70th Percentile		48,215	64,286	
75th Percentile		48,215	64,286	
80th Percentile		48,215	64,286	

### Assistant Town Clerk

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone		33,255	44,247	
Bolton				
Boxborough				
Douglas	Hrly rate annualized to 33.5/wk	42,209	60,639	
Grafton		45,445	59,623	
Harvard	FY23 rate	52,819	71,303	
Hopedale				
Hopkinton		59,956	83,931	
Lancaster		44,699	58,843	
Mendon				
Millis				
Northborough		57,762	75,088	
Northbridge				
Plainville				
Southborough	Deputy Town Clerk	65,146	85,946	
Sterling		39,520	58,552	
Stow		58,052	76,128	
Sutton				
Uxbridge				
Westborough	FY23 rate	55,172	78,052	
Upton	19 hrs/wk	48,275	63,002	24,160
<hr/>				
<b>Range Data</b>				
Average		50,367	68,396	
50th Percentile		52,819	71,303	
60th Percentile		55,172	75,088	
65th Percentile		56,467	75,608	
70th Percentile		57,762	76,128	
75th Percentile		57,907	77,090	
80th Percentile		58,052	78,052	
<hr/>				
<b>Actual Data</b>				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Custodian				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	Facilities Manager			53,310
Bolton				
Boxborough				
Douglas	Town has services contract w. vendor			
Grafton		37,874	49,686	
Harvard	Maintenance Worker. FY23 rate	38,263	51,664	
Hopedale				
Hopkinton	Custodial Maintenance Worker	40,976	60,216	
Lancaster				
Mendon				
Millis				
Northborough		46,051	59,862	
Northbridge				
Plainville	Facilities - Laborer. Hrly to 40	41,600	62,400	
Southborough				
Sterling		34,528	49,150	
Stow		36,582	48,009	
Sutton				
Uxbridge		51,000	55,000	
Westborough				
Upton	40 hrs/wk	43,096	56,262	52,512
Range Data				
Average		40,859	54,498	53,310
50th Percentile		39,619	53,332	53,310
60th Percentile		41,101	55,972	53,310
65th Percentile		41,319	57,674	53,310
70th Percentile		41,538	59,376	53,310
75th Percentile		42,713	59,951	53,310
80th Percentile		44,271	60,075	53,310
Actual Data				
Average		47,979	63,972	
50th Percentile		47,979	63,972	
60th Percentile		47,979	63,972	
65th Percentile		47,979	63,972	
70th Percentile		47,979	63,972	
75th Percentile		47,979	63,972	
80th Percentile		47,979	63,972	

### Communications Officer/Dispatcher

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	Hrly rate annualized to 40/wk	43,243	49,670	
Bolton				
Boxborough	Dispatcher	54,538	60,195	
Douglas	PS Communicator. Hrly to 40/	47,840	75,192	
Grafton		47,611	62,462	
Harvard				
Hopedale				
Hopkinton	FY22 rate	47,056	55,915	
Lancaster	Part of Nashoba Valley Regional Dispatch District			
Mendon				
Millis				
Northborough		48,984	63,814	
Northbridge				
Plainville				
Southborough	Dispatcher	48,984	65,645	
Sterling	FY23 rate			55,245
Stow	Hrly rate annualized to 40/wk	50,003	56,909	
Sutton		49,400	54,080	
Uxbridge	Full time	52,000	63,000	
Westborough				
Upton	40 hrs/wk. Actual average of 4 incumbents	43,096	56,262	57,649
<b>Range Data</b>				
Average		48,966	60,688	55,245
50th Percentile		48,984	61,329	55,245
60th Percentile		49,150	62,677	55,245
65th Percentile		49,338	62,919	55,245
70th Percentile		49,581	63,244	55,245
75th Percentile		49,852	63,611	55,245
80th Percentile		50,403	64,180	55,245
<b>Actual Data</b>				
Average		49,720	66,294	
50th Percentile		49,720	66,294	
60th Percentile		49,720	66,294	
65th Percentile		49,720	66,294	
70th Percentile		49,720	66,294	
75th Percentile		49,720	66,294	
80th Percentile		49,720	66,294	

### Animal Control Officer

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	Intermunicipal agreement with other Towns			
Bolton				
Boxborough		50,315	69,368	
Douglas	Regional effort per IMA			
Grafton	Regional; Town pays Webster as a "subscriber"			
Harvard	FY23 rate	47,574	64,256	
Hopedale				
Hopkinton		45,261	57,408	
Lancaster	On call			16,000
Mendon				
Millis				
Northborough		64,688	84,094	
Northbridge				
Plainville				
Southborough				
Sterling		39,520	58,552	
Stow				
Sutton				
Uxbridge				62,400
Westborough				
Upton	19 hrs/wk	43,096	56,262	23,205
<hr/>				
<b>Range Data</b>				
Average		49,472	66,736	39,200
50th Percentile		47,574	64,256	39,200
60th Percentile		48,671	66,301	43,840
65th Percentile		49,219	67,323	46,160
70th Percentile		49,767	68,346	48,480
75th Percentile		50,315	69,368	50,800
80th Percentile		53,190	72,313	53,120
<b>Actual Data</b>				
Average		35,280	47,040	
50th Percentile		35,280	47,040	
60th Percentile		39,456	52,608	
65th Percentile		41,544	55,392	
70th Percentile		43,632	58,176	
75th Percentile		45,720	60,960	
80th Percentile		47,808	63,744	

### Department Assistant

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone				
Bolton				
Boxborough	Department Assistant	50,315	69,368	
Douglas	Hrly rate annualized to 33.5/wk	38,655	52,748	
Grafton	Office Manager/Exec. Asst.	45,445	59,623	
Harvard				
Hopedale				
Hopkinton	Administrative Manager	59,966	83,928	
Lancaster		35,277	46,692	
Mendon				
Millis				
Northborough	Administrative Assistant	57,762	75,088	
Northbridge				
Plainville	Adm. Asst. Hrly to 40/wk	50,960	64,896	
Southborough	Administrative Assistant Gr 2	39,000	51,501	
Sterling	Administrative Assistant	39,520	58,552	
Stow		43,895	57,603	
Sutton				
Uxbridge		45,000	55,000	
Westborough				
Upton	10 and 19 hrs/wk (2 positions)	38,478	50,210	Vacant
Range Data				
Average		45,981	61,364	
50th Percentile		45,000	58,552	
60th Percentile		45,445	59,623	
65th Percentile		47,880	62,260	
70th Percentile		50,315	64,896	
75th Percentile		50,638	67,132	
80th Percentile		50,960	69,368	
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Library Assistant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone				
Bolton				
Boxborough	Hrly rate annualized to 40/wk	43,534	60,008	
Douglas	Page. Hrly to 33.5/wk	26,653	32,558	
Grafton	Library Associate	41,660	54,655	
Harvard	FY23 rate	34,173	46,142	
Hopedale				
Hopkinton	Senior Library Assistants	46,301	68,058	
Lancaster		52,817	70,128	
Mendon				
Millis				
Northborough		46,051	59,862	
Northbridge				
Plainville	Lib Tech I. Annualized to 40/wk	34,320	35,880	
Southborough		39,000	51,501	
Sterling	Library Associate	34,528	49,150	
Stow	Library Assistant	43,895	57,603	
Sutton				
Uxbridge		40,000	45,000	
Westborough				
Upton	19 hrs/wk	38,478	50,210	20,227
Range Data				
Average		40,244	52,545	
50th Percentile		40,830	53,078	
60th Percentile		42,785	56,424	
65th Percentile		43,588	57,942	
70th Percentile		43,786	59,185	
75th Percentile		44,434	59,899	
80th Percentile		45,620	59,979	
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Laborer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone		40,373	45,635	
Bolton				
Boxborough		46,426	63,960	
Douglas	Town does not hire at this skill level			
Grafton	Light Truck Driver	43,285	56,784	
Harvard	Laborer (non-skilled). FY23	42,203	55,619	
Hopedale				
Hopkinton	Truck Driver	36,067	59,717	
Lancaster		36,691	50,773	
Mendon				
Millis				
Northborough	Light Equipment Op. No CDL	51,563	67,038	
Northbridge				
Plainville				
Southborough		46,301	54,746	
Sterling				
Stow	Entry Level Laborer	47,611	65,624	
Sutton				
Uxbridge		45,000	55,000	
Westborough				
Upton	40 hrs/wk	34,360	44,822	46,750
Range Data				
Average		43,552	57,490	
50th Percentile		44,142	56,202	
60th Percentile		45,520	57,957	
65th Percentile		46,106	59,277	
70th Percentile		46,338	60,990	
75th Percentile		46,394	62,899	
80th Percentile		46,663	64,293	
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

### Van Driver

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone	Hrly rate annualized to 33.5/wk			31,356
Bolton				
Boxborough	Hrly rate annualized to 40/wk			37,190
Douglas	Hrly rate annualized to 33.5/wk	33,203	40,554	
Grafton	COA Driver	32,196	42,242	
Harvard				
Hopedale				
Hopkinton		40,040	55,120	
Lancaster				
Mendon				
Millis				
Northborough		35,360	52,000	
Northbridge				
Plainville	Trans./Disp./Driver. Hrly to 40	42,120	53,414	
Southborough				
Sterling		34,528	49,150	
Stow		50,486	66,242	
Sutton				
Uxbridge	Part-time	21,000	25,000	
Westborough				
Upton	10 hrs/wk	30,678	40,059	5,220
	Actual average of 2 incumbents			
Range Data				
Average		36,116	47,965	34,273
50th Percentile		34,944	50,575	34,273
60th Percentile		36,296	52,283	34,857
65th Percentile		37,934	52,778	35,148
70th Percentile		39,572	53,273	35,440
75th Percentile		40,560	53,841	35,732
80th Percentile		41,288	54,438	36,024
Actual Data				
Average		30,846	41,128	
50th Percentile		30,846	41,128	
60th Percentile		31,371	41,828	
65th Percentile		31,634	42,178	
70th Percentile		31,896	42,528	
75th Percentile		32,159	42,878	
80th Percentile		32,421	43,228	

Lifeguard				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone				
Bolton				
Boxborough				
Douglas	N/A			
Grafton	Seasonal	33,280	37,440	
Harvard				
Hopedale				
Hopkinton		33,176	37,586	
Lancaster		31,637	38,688	
Mendon				
Millis				
Northborough				
Northbridge				
Plainville		31,200	52,000	
Southborough				
Sterling		State Min.	41,600	
Stow		34,403	37,066	
Sutton				
Uxbridge	As needed/seasonal	30,784	32,864	
Westborough				
Upton	All hourly rates on this sheet annualized to 40 hrs/wk			39,520
Range Data				
Average		32,413	39,606	
50th Percentile		32,406	37,586	
60th Percentile		33,176	38,247	
65th Percentile		33,202	38,578	
70th Percentile		33,228	39,270	
75th Percentile		33,254	40,144	
80th Percentile		33,280	41,018	
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

### Call Firefighter

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Blackstone		29,120	37,440	
Bolton				
Boxborough				50,315
Douglas	Call Firefighter (no EMS certs.)	37,149	40,602	
Grafton		52,000	54,080	
Harvard				
Hopedale				
Hopkinton	N/A			
Lancaster		41,808	51,418	
Mendon				
Millis				
Northborough	Call Firefighter/EMT	51,522	66,955	
Northbridge				
Plainville				
Southborough				
Sterling		State Min.	59,904	
Stow		41,787	45,011	
Sutton				
Uxbridge	As needed			37,336
Westborough				
Upton	All hourly rates on this sheet annualized to 40 hrs/wk	34,029	44,262	
<b>Range Data</b>				
Average		42,231	50,773	43,826
50th Percentile		41,798	51,418	43,826
60th Percentile		41,808	53,015	45,124
65th Percentile		44,236	53,814	45,772
70th Percentile		46,665	55,245	46,421
75th Percentile		49,093	56,992	47,070
80th Percentile		51,522	58,739	47,719
<b>Actual Data</b>				
Average		39,443	52,591	
50th Percentile		39,443	52,591	
60th Percentile		40,611	54,148	
65th Percentile		41,195	54,927	
70th Percentile		41,779	55,706	
75th Percentile		42,363	56,484	
80th Percentile		42,947	57,263	