



# **TOWN OF BOXBOROUGH, MA**

## **EMPLOYEE CLASSIFICATION AND COMPENSATION STUDY**

**FINAL REPORT**

**APRIL 2020**



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## I. INTRODUCTION

GovHR USA, LLC is pleased to have had the opportunity to work with the Town of Boxborough 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 recruit the best and brightest employees – even in a competitive marketplace – but to complete its mission and retain those employees as well. By retaining qualified, experienced employees the Town avoids the costs of re-recruitments, retraining and lost productivity, while maximizing the benefits of the investments it has made in training employees and the institutional and community knowledge acquired by those employees over their tenures.

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

### Scope of Work

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

#### I. Job Evaluation Analysis and Job Classification System

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

- **Study preparation and project meetings.** Met with the Town Administrator and Town Accountant (Project Team) to discuss Study methods and expectations, and the current classification and compensation plans 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 seven days to complete the questionnaire. The completed questionnaires were then reviewed by each employee's Supervisor and/or Department Head and Town Administration for approval as to

content. The JAQ forms were returned to GovHR within approximately three (3) weeks of distribution.

- **Determined comparable entities and prepared and sent out the compensation survey.** Working with the Project Team, determined a logical survey sample of “like” entities that impact the compensation market of Boxborough. Designed and sent out the compensation survey for the classifications covered in the Study.
- **Job evaluation analysis and establishment of job classification system.** Upon return of the JAQs by the Town, GovHR performed the following:
  - Read each JAQ and corresponding Job Description in its entirety.
  - Conducted in person interviews with employees in classifications covered by the Study, as well as the Department Heads with regard to jobs under their jurisdiction, to further understand the scope of duties and responsibilities of each position.
  - Applied a measurement system of job evaluation factors to all classifications, which formed the basis for internal rankings (equity) of classifications.
  - Upon completion of the job evaluation measurements, a new Classification Plan was developed.

## **II. Salary Survey**

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

- Tabulated, summarized, and analyzed comparative compensation information obtained through the salary survey. Prepared pay tabulations that compared the salary ranges of the Town of Boxborough to the salary ranges of its “like” 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 responding jurisdiction for each classification and summarized the data in table form. Based on discussions with the Town and the gathered data developed salary ranges that would establish Boxborough as a payer at the 75<sup>th</sup> percentile of the municipalities surveyed (see the Section VI on pay philosophy).
- Based on the above data, developed and recommended new salary schedules and titles for the Town.

## **IV. Draft and Final Report Preparation**

- A preliminary analysis of the data and recommended classification and compensation plan was shared with the Town. Over several telephone calls, emails and in person meetings feedback from the team was reviewed and incorporated into the recommendations.
- A draft final report was prepared by the Consultant and sent electronically to the Town.
- A presentation of the draft final report was conducted for the Personnel Board.
- Once the presentation was made and review comments were returned by the Board, this final report was prepared and transmitted electronically to the Town.

## **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 USA 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 Pay and Classification 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 Boxborough employees against market data.

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

The Study developed a new Classification Plan for 23 classifications of the Town of Boxborough. To complete this task, the Consultant completed a Job Evaluation. The Job Evaluation involved all of the employees in Boxborough covered by the Study. As a result of the Job Evaluation, which included the completion of a questionnaire and interviews of at least one employee working in each classification covered by the Study, the Consultants assigned a numerical value to each position so like positions within the organization would be grouped together to produce an internal equity hierarchy. Nine factors were used for the evaluation of Boxborough's job classifications. They were as follows:

1. Education – Required Preparation and Training
2. Work Experience – Years of Experience Needed to Perform Job
3. Decision Making and Independent Judgment
4. Responsibility for Policy Development
5. Planning
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 job classifications with their numerical job evaluation score, also known as a Classification Plan. The higher the job factor evaluation score, the higher the job classification within the Classification Plan.

## Job Title Changes

After conducting the job evaluation noted above, the Consultants observed some inconsistencies with the market and the actual duties assigned to some classifications. Therefore, the following job title changes have been recommended based on clarification of duties and market trends.

<u>Current Title</u>	<u>Proposed New Title</u>
Department Assistant (DPW/Fire, Police & Town Admin.) Town Accountant	Executive Assistant Town Accountant/CFO

Note: It has been observed that there is a difference in the work performed by the Department Assistants. Thus, it is recommended that the positions be differentiated, and a new title of Executive Assistant be assigned to the positions in DPW/Fire, Police and the Town Administrator departments.

Note: There is an expectation that the Town Accountant's position will take on more responsibility for the coordination of the Town's financial services. Therefore, it is recommended that Chief Financial Officer (CFO) be added to the title.

## External Equity – Market Competitiveness

The second component of the Classification and Compensation Study involved establishing external competitiveness. A group of communities similar to the Town were established as municipal comparables. The Consultants started with all Massachusetts communities with populations between 2,500 and 12,000 within 40 miles. Then, a specific set of comparison criteria (e.g., per capita income, total assessed value, total budget, etc.) was applied to each community. (See Appendix B.) Based on the results of this analysis, 20 communities were deemed to be most comparable to the Town. The full list of comparables is as follows:

Ayer	Middleton
Berlin	Millis
Bolton	Nahant
Boylston	Sterling
Carlisle	Stow
Georgetown	Sutton
Harvard	Topsfield
Hopedale	Upton
Lancaster	West Boylston
Mendon	Westminster

## **Salary Survey**

GovHR then prepared and distributed a salary survey to the twenty communities listed above. Nine of the communities responded to the survey. The salary survey summary results can be found in Table 2 and the detailed data for the salary survey can be found in Appendix C. To provide external competitiveness for the Town's salaries, the salary ranges derived from this survey were used to help establish the proposed pay plan. The recommended pay ranges are contained within Table 3 of the report.

## **Proposed Classification and Compensation Plans**

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 75<sup>th</sup> percentile comparison of the salary ranges that were acquired through the salary survey data. The resulting classification and compensation plans consist of 12 pay grades (1 being lowest, 12 being highest), and is broken down into the following three (3) bands.

- Grades 1 – 6 – Administrative and Technical Staff
- Grades 7 – 11 – Managers and Supervisors
- Grade 12 – Town Administrator

All proposed pay ranges are open range. There is a 7.5% gradation between grades 1 – 6 and a 17.5% gradation between grades 7 – 11. The ranges for grades 1 – 6 have a 35% spread from minimum to maximum and the ranges for grades 7 – 12 have a 40% spread.

## **Future Administration of the Classification and Compensation System**

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

### **III. THE POSITION CLASSIFICATION PLAN**

A position classification plan provides for a systematic arrangement of positions into classes. A position, often referred to as a job (e.g., Department Assistant), contains a specific set of duties and responsibilities that is the objective of the classification process. A class is a grouping of positions which are "similar" in nature of work, principal duties and responsibilities, relative level of work difficulty, and level of knowledge, skill and ability (KSAs) required to perform the job. Positions allocated to the same class 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, however, and can be in different departments or even in the same department dealing with different subject matter or performing different specific duties.

It is this arrangement of positions and resulting classification structure that forms the basis for the compensation plan. A classification study is not intended to assess individual performance. To that end, a position that belongs in a certain class is not entitled to be placed in a higher class simply because the individual performs the work with a high degree of success and efficiency, nor is it placed in a lower class simply because the incumbent performs the work with low competence or productivity. Variations in individual performance are not recognized by differences in classification, 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. However, just because an individual has been with an organization for a long time and is at the top of their pay range, this does not mean they should be moved to the next higher pay grade. 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 position 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 eliminated) duties and responsibilities, thereby sustaining the principle of equal pay for equal work. 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 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 classes and hierarchies.

## IV. JOB EVALUATION

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

In conducting the job evaluation exercise, it must be again 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 s/he 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 s/he does more tasks than a similar employee in another Department, but these are not valid determinants for job classification.

Before reviewing the results of the evaluation of the job classes, it is important to note that the purpose of 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 Boxborough's job classes 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 job classification were reviewed via a thorough reading of the incumbent's current job description

and a Job Analysis Questionnaire (JAQs) completed by each employee (Appendix A). In addition, GovHR conducted interviews with at least one employee in each of the classifications covered by the Study and with the Department Heads. 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 job classification title, the proposed Grade, JFA score and proposed new title for the evaluated classifications.

As part of the service provided in the pay study, we make recommendations of title changes/additions to reflect either a better description of the job being performed or to be consistent with trends in the organization or the marketplace. Based on this, we recommend the following changes to the current plan:

<b><u>Current Title</u></b>	<b><u>Proposed New Title</u></b>
Department Assistant (DPW/Fire, Police & Town Admin.) Town Accountant	Executive Assistant Town Accountant/CFO

Note: It has been observed that there is a difference in the work performed by the Department Assistants. Thus, it is recommended that the positions be differentiated, and a new title of Executive Assistant be assigned to the positions in DPW/Fire, Police and the Town Administrator departments.

Note: There is an expectation that the Town Accountant's position will take on more responsibility for the coordination of the Town's financial services. Therefore, it is recommended that Chief Financial Officer (CFO) be added to the title.

### **Determination of Fair Labor Standards Act Designation**

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

Employers often misclassify employees as exempt (and therefore not entitled to overtime pay) because of a misunderstanding of the law or unfamiliarity with the rules. An incorrect determination regarding whether certain positions within an organization are entitled to overtime pay can subject an employer to back pay awards and expensive fines and penalties if the employees file a complaint with the Department of Labor, and the Department decides to file a lawsuit against the employer. It is therefore important to make the proper determination regarding the status of each job within the organization, and whether that job is entitled to the rights and protections afforded to workers under the FLSA.

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

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

As a result of a review of the classifications covered by the Study, the Consultant recommends further review by the Town of the following positions to determine if the FLSA assignment of non-exempt is correct:

Technical Services Librarian

## V. SALARY SURVEY

The Town of Boxborough 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 Part IV) is performed to address the issue of internal equity. To achieve external competitiveness, a market survey of comparable jurisdictions was conducted. The following presents and explains the labor market review and salary survey data.

### Selection of Comparable Jurisdictions for Survey Purposes

Selecting jurisdictions for the comparison group is an important element in a classification and compensation study. When selecting jurisdictions to serve as survey 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 Boxborough.

To determine which municipalities should be used for survey purposes, the Consultants first considered Massachusetts communities with populations between 2,500 and 12,000 and within 40 miles. Subsequently, the following criteria were then applied to each of these communities:

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

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

- *Similar financial conditions:* 80% of the criteria involve financial criteria and equalized valuation (property value/worth of community).
- *Population:* 15% of the criteria involve population comparison.
- *Proximity:* 5% of the criteria involve geographic proximity.

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

A cutoff of 79 points was established to select the communities most strongly similar to Boxborough across the eight (8) categories. After applying the eight (8) criteria, twenty (20) communities achieved 79 or more compatibility points on the comparison scale with Boxborough. The full list of comparable communities is as follows:

Ayer	Middleton
Berlin	Millis
Bolton	Nahant
Boylston	Sterling
Carlisle	Stow
Georgetown	Sutton
Harvard	Topsfield
Hopedale	Upton
Lancaster	West Boylston
Mendon	Westminster

### **The Salary Survey**

The Consultants then prepared and distributed a salary survey to the twenty comparable communities listed above. Nine of the communities responded to the survey. Table 2 is a summary of the 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 October – November 2019. The new recommended salary ranges for the Town were developed using this salary data from the comparable communities.

2. Some of the comparable municipalities provided salary range minimums and maximums for comparison purposes, while others (those that don't utilize salary ranges as part of their pay plans) provided actual salaries for surveyed positions. Salary ranges are a better gauge of market salaries than an actual salary and are thus preferred to conduct analysis. However, for some surveyed positions the data gathered was largely in the form of actual salaries, in which case the actual salaries were utilized. The salary data 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.
3. Based on the establishment of Internal Equity through Job Analysis, current 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 were removed. The second data sheet will have the word "Edited" after the title of the position surveyed. If a specific data point was removed, it is highlighted on the first and second worksheets and then removed on the second worksheet associated with the position.

### **Appraisal and Use of Salary Survey Data**

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

1. Organizational size and economic conditions that can have an impact on classifications. 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" classifications within organizations. To try to avoid inaccurate comparisons, a short job description of the classifications was included in the survey in order to ascertain if "like" positions were being compared.
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. Exact comparisons among different employers of ostensibly similar jobs duties and responsibilities and related employment factors are sometimes difficult to make.

Nevertheless, comparative salary data 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 generally prevailing opinions concerning the pay relationships that should exist among different classes of work. Of equal importance, however, are the internal relationships arrived at by comparing the relative levels of difficulty, responsibility, experience, education and training for the various classes, as was accomplished in the job evaluation portion of this Study.

## VI. COMPENSATION PLAN DEVELOPMENT AND RECOMMENDATIONS

### Development of the Compensation Plan

A basic element in any human resources management program is adequate and equitable employee compensation. A compensation plan of this nature is essential if qualified employees are to be recruited and retained. To achieve these ends, there must also be a reasonable, uniform, and widely accepted model of the factors of job content upon which the compensation system rests. Application of the model and definition of job content were the purpose of the job evaluation aspects 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 impacted these interrelationships; and (3) establishing compensation rates 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.

### Pay Plan Options for the Town's Consideration

One of the purposes of this Study was to provide an updated pay plan that both relates to the external market and is internally equitable. The consulting team held several discussions with the Project Team to examine the many facets of salary administration, at both the technical and philosophical level. During these discussions, the concepts – and potential advantages and disadvantages – of *defined increment* and *open range pay plans* were reviewed.

### Pay Plan Design: Defined Increment, Open-Range, and Blended Pay Plans

*Defined increment merit plans* are pay plans that have salary ranges with a minimum and a maximum with defined percentage increments (e.g., 3%) in between. If an employee has a satisfactory performance evaluation, he/she systematically advances through the pay range. This performance evaluation, and resulting salary increment increase, occurs annually.

*Open-range merit plans* also have salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the pay range based on annual

satisfactory performance evaluation, with the “percentage” of their increase determined by the Town Administrator.

In considering either the defined increment or open range merit plans, it is important to understand that employees at various levels of responsibility may react differently toward, and be motivated differently by, the salary plan they work under. Management personnel may have a higher acceptance of open-range, goal-oriented merit salary plans, and thus tend to be more comfortable with and motivated by 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:

#### **A. Defined Increment Plan**

##### **Advantages**

Town: A defined increment merit 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 merit plan because it offers security and predictability for advancement through the range. Another plus 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 increment plans simply reward pay increases on a routine basis. However, by tying the increase to a satisfactory performance evaluation, the Town can be assured that only acceptably performing employees 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 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 to this system. Most employees would be considered “average” performers and receive a one (1) increment increase.

## B. Open Range Merit Plan

### Advantages

Town: The open range plan tends to motivate employees to perform at a higher level, thereby achieving greater production/benefit for the Town. This plan also enables the Town Administrator 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 employees to receive an average percentage (i.e., a 2-3% increase), knowing that some employees will receive less of an increase, no increase at all, or an above average increase depending upon performance.

Employees: Open-range merit plans 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 salary 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.

## C. Blended Merit Plan

There are positives and negatives for both defined increment merit plans 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 plans. It is becoming increasingly common for organizations to have a blended pay 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 a preferable plan for organizations that are transitioning from *defined increment* to *open range merit plans*. The following is one example of a blended plan:

**Exempt**: All exempt employees are in an open-range merit plan.

**Non-exempt**: Non-exempt employees are in defined-increment/open-range blended merit plan. In this plan, salary ranges begin at the minimum with, for example, three 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 2 and 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 2 after the initial evaluation and Increment 3 after an additional year of employment.) After that, Increment 3 employees may advance through the open range as a result of a successful performance appraisal.

### **Recommendation: Open-Range Merit Plan**

Based on the discussions with the Town, GovHR is recommending an *open-range merit plan*, after mid-point of each range. Open-range merit plans have salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the compensation range based on annual satisfactory performance evaluation, with the “percentage” of their increase determined by their supervisor and Town Administration.

The open range 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 Boxborough’s goal to recruit, reward and retain motivated, high-performing employees, the open-range merit plan has been selected for recommendation.

### **Pay Philosophy**

An important component in the process of developing a pay plan is understanding and applying the pay philosophy that has been adopted by the Town. In Boxborough, the Town has requested two proposed pay plans with salary range minimums and maximums calculated at the 50<sup>th</sup> and 75<sup>th</sup> percentiles, allowing it to consider compensating employees according to both an “at market” as well as an “above market” pay philosophy. The proposed pay plan at the 75<sup>th</sup> percentile is included in this report as it will allow Boxborough to gain a competitive advantage in the market.

### **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 resulting classification and compensation plans consist of 12 pay grades (1 being lowest, 12 being highest), and is broken down into the following three (3) bands.

- Grades 1 – 6 – Administrative and Technical Staff
- Grades 7 – 11 – Manager and Supervisors
- Grade 12 – Town Administrator

All proposed pay ranges are open ranges. There is a 7.5% gradation between grades 1 – 6 and a 17.5% gradation between grades 7 – 11. The ranges for grades 1 – 6 have a 35% spread from minimum to maximum and the ranges for grades 7 – 12 have a 40% spread.

**Note 1:** Different pay grades may have different ranges from minimum to maximum pay. It is appropriate for the lower grades in a pay plan to have a smaller spread from minimum to maximum as it is likely that new employees would start at the minimum pay 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 pay of a range, thus it is necessary to have a greater spread from minimum to maximum pay.

**Note 2:** Gradation refers to the relationship between the minimum pay of one grade to the minimum pay of the next grade. In this case, the starting pay for Grade 2 is 7.5% higher than Grade 1 and so on. The gradation will vary depending upon the relationship between the salary survey data for the grade, the number of grades in the pay band and the established pay range.

Table 2 combines all of the information (classification and compensation data) at the 75<sup>th</sup> percentile. This comprehensive table combines the following information:

Position Title, Total Job Factor Analysis Score, Skill Level Range, Current Grade, New Grade, Salary Survey Data at the 75<sup>th</sup> Percentile, Boxborough Current Salary Range, Incumbent Employee Actual Salary, and Recommended Salary Range at the 75<sup>th</sup> Percentile.

### **Implementation and Administration of the Compensation Plan for Current Employees**

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 class should be slotted into the new compensation plan at the current rate.
3. The compensation of the employee whose present compensation is above the maximum pay of the range should be held at his or her 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 pay levels, until the ranges adjust to include the individual employee pay 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 pay 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 community to adopt and only occurs one time, at the implementation of the new classification and compensation plan. If the Town wishes to consider such a program, an example is illustrated below:

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

### **Employee Advancement through the Ranges**

To implement the new compensation plan, we recommend that the Town use the following procedure: 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; or 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 Personnel policies. 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 pay for the range. If this option is exercised, then an employee would be eligible to receive a payment after a successful performance appraisal 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 pay 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 merit system. Equally, if not more important, is to have supervisors be adequately trained to perform the formal performance evaluation process.

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

To maintain competitive salary levels and salary ranges, there should be an annual review of the Town's salary ranges. The twenty communities used in the survey group for this Study have been determined by the Town to be comparable jurisdictions. Therefore, Boxborough 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 October – November 2019. It is GovHR USA's recommendation that an annual "survey" of these jurisdictions 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 pay 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 appraisal.

It is the further recommendation of the Consulting team that the salary 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 comparability of the 20 municipalities after five years.

### **Future Administration of the Classification Plan**

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

Three specific types of changes in the plan itself are possible: abolition of a class, creation of a class, or adjustment/revision of a class. When all positions in a class are abolished or when positions are significantly changed work duties and responsibilities to the extent that the class becomes inappropriate or inaccurate, the class should be abolished. Similarly, new classes should be created when new work situations arise that are not covered by the established classes. However, caution should be exercised in

this respect, particularly to assure that new classes are justified, are not merely duplicating established classes, cannot be accommodated through changes in existing classes, and reflect substantially permanent rather than temporary situations. The adjustment or revision of a class 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. All changes should be thoroughly evaluated for their effect on employee morale and the integrity of the class relationships established in the classification and compensation plans.

The 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 class. A Manual has also been provided to the Town to assist in administering the Classification System. Further, GovHR provides scoring assistance free of charge for one year after the delivery of this report.

### **Appreciation**

GovHR USA, LLC has appreciated the opportunity to work with the Town of Boxborough in this most important Classification and Compensation Study. Special thanks are given to the employees of Boxborough for all of the information provided to allow for the analysis and to the Project Team for the significant amount of work and support dedicated to the project.

**TOWN OF BOXBOROUGH  
CLASSIFICATION PLAN**

Table 1

Current Position Title	Proposed Title	Total	Skill Level	Grade
<b>Town Administrator</b>				
Town Administrator		810	800+	12
<b>Managers and Supervisory Staff</b>				
Fire Chief		775	750 to 795	11
Police Chief		775		
Public Works Director		700	700 to 745	10
Library Director		690	650 to 695	9
Assistant Town Administrator		680		
Police Lieutenant		675		
Town Accountant	Town Accountant/Chief Financial Officer	665		
Inspector of Buildings		625	600 to 645	8
COA & Community Services Director		615		
Town Treasurer/Collector		625		
Town Planner		620		
Town Assessor		625		
Town Clerk		575	550 to 595	7
Public Works Foreman		565		
<b>Administrative and Technical Staff</b>				
Youth Services Librarian		535	500 to 545	6
Technical Services Librarian		535		
Fleet Maintenance Mechanic		480	450 to 495	5
Public Works Worker-Skilled		460		
Department Assistant - some	Executive Assistant	460		
Animal Control Officer		420	400 to 445	4
Department Assistant - some		365	350 to 395	3
PW Worker-Semi-Skilled		360		
Senior Library Assistant		315	300 to 345	2
Vacant			To 295	1

**TOWN OF BOXBOROUGH**  
**COMPREHENSIVE TABLE**

Table 2

Position Title	Total	Skill Level	Old Grade	New Grade	Salary Survey Data 75th Percentile	Boxborough - FY2020 Salary Range	FY2020 Actual Salary	Proposed FY2020 Salary Range (75th)			
<b>Town Administrator</b>											
Town Administrator	810	800+		12	\$ 124,554	\$ 162,534		\$ 127,920	\$116,500	\$163,100	
<b>Managers and Supervisory Staff</b>											
Fire Chief	775	750 to 795		11	\$ 102,648	\$ 153,972		\$ 120,000	\$106,743	\$149,440	
Police Chief	775				\$ 108,624	\$ 143,852		\$ 135,533			
Public Works Director	700	700 to 745		10	\$ 101,171	\$ 124,404		\$ 100,786	\$90,845	\$127,183	
Library Director	690	650 to 695		9	\$ 77,189	\$ 103,869		\$ 72,800	\$77,315	\$108,241	
Assistant Town Administrator	680		15				\$ 69,828	\$ 85,666	\$ 71,574		
Police Lieutenant	675		15		\$ 78,369	\$ 99,087	\$ 69,828	\$ 85,666	\$ 85,666		
Town Accountant	665		15		\$ 70,803	\$ 92,048	\$ 69,828	\$ 85,666	\$ 79,004		
Inspector of Buildings	625	600 to 645	15	8	\$ 71,535	\$ 92,395	\$ 69,828	\$ 85,666	\$ 79,004	\$65,800	\$92,120
COA & Community Services Dtr.	615		15		\$ 61,555	\$ 81,536	\$ 69,828	\$ 85,666	\$ 71,574		
Town Treasurer/Collector	625		15		\$ 71,734	\$ 94,411	\$ 69,828	\$ 85,666	\$ 71,574		
Town Planner	620		15		\$ 69,055	\$ 87,977	\$ 69,828	\$ 85,666	\$ 69,828		
Town Assessor	625		15				\$ 69,828	\$ 85,666	\$ 79,004		
Town Clerk	575	550 to 595	14	7	\$ 55,110	\$ 75,670	\$ 60,003	\$ 73,613	\$ 50,688	\$56,000	\$78,400
Public Works Foreman	565		13		\$ 66,420	\$ 87,682	\$ 59,491	\$ 70,554	\$ 70,554		
<b>Administrative and Technical Staff</b>											
Youth Services Librarian	535	500 to 545	13	6	\$ 46,428	\$ 60,548	\$ 57,712	\$ 70,802	\$ 65,296	\$51,683	\$69,772
Technical Services Librarian	535		11		\$ 38,900	\$ 51,724	\$ 44,595	\$ 54,725	Various		
Fleet Maintenance Mechanic	480	450 to 495	12	5	\$ 52,454	\$ 66,108	\$ 50,419	\$ 61,838	\$ 61,838	\$48,077	\$64,904
Public Works Worker-Skilled	460		11		\$ 49,046	\$ 61,173	\$ 44,595	\$ 54,725	Various		
Department Assistant	460		11						Various		

**TOWN OF BOXBOROUGH**  
**COMPREHENSIVE TABLE**

Table 2

Position Title	Total	Skill Level	Old Grade	New Grade	Salary Survey Data		Boxborough - FY2020		FY2020	Proposed FY2020	
					75th Percentile		Salary Range	Actual Salary	Salary Range (75th)		
Animal Control Officer	420	400 to 445	10	4	\$ 39,166	\$ 52,780	\$ 43,160	\$ 52,957	\$ 48,838	\$44,723	\$60,376
Department Assistant	365	350 to 395	11	3	\$ 39,624	\$ 52,998	\$ 44,595	\$ 54,725	Various	\$41,603	\$56,163
PW Worker-Semi-Skilled	360		10		\$ 44,611	\$ 55,318	\$ 43,160	\$ 52,957	Various		
Senior Library Assistant	315	300 to 345	10	2	\$ 42,055	\$ 54,519	\$ 43,160	\$ 52,957	Various	\$38,700	\$52,245
Vacant		To 295		1						\$36,000	\$48,600

**TOWN OF BOXBOROUGH  
PROPOSED PAY RANGES**

Table 3

<b>75th Percentile</b>			
<b>Administrative and Technical</b>			
7.5% between Ranges 35% Range Spread			
1	\$36,000.00	1.35	\$48,600.00
2	\$38,700.00	1.35	\$52,245.00
3	\$41,602.50	1.35	\$56,163.38
4	\$44,722.69	1.35	\$60,375.63
5	\$48,076.89	1.35	\$64,903.80
6	\$51,682.66	1.35	\$69,771.59

  

<b>Managers and Supervisors</b>			
17.5% between Ranges 40% Range Spread			
7	\$56,000.00	1.4	\$78,400.00
8	\$65,800.00	1.4	\$92,120.00
9	\$77,315.00	1.4	\$108,241.00
10	\$90,845.13	1.4	\$127,183.18
11	\$106,743.02	1.4	\$149,440.23

  

<b>Town Administrator</b>			
40% Range Spread			
	\$116,500.00	1.4	\$163,100.00

# APPENDIX A

## EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

### TOWN OF BOXBOROUGH

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.

---

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

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

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

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

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

---

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

LEVEL 1:                    LEVEL 2:                    LEVEL 3:                    LEVEL 4:                    LEVEL 5:

- Less Than 1 Year
- 1 to 3 Years
- 4 to 6 Years
- 7 to 10 Years
- More than 10 Years

What is the minimum number of years required?

What specific experience is necessary?

---

### **FACTOR 3. Independent Judgment and Decision Making**

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

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

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

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

---

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

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

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

---

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

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

---

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

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

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

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

---

**FACTOR 7. Supervision Given:**

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

If yes:

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

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

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

---

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

Demand	No	Yes	How often? (Rarely, Occasionally or Daily)
Lifting to 20 pounds	<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"/>	

---

**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).

---

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

---

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

---

**EMPLOYEE'S SIGNATURE OR TYPED NAME**

---

**DATE**

---

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

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

1. Do you agree with the employee's answers to all of the above questions? If not, please explain.
2. List any job duties or assignments which the employee performs which are in addition to those listed on the job description or this form.

3. How long has this employee worked for you?

4. Additional comments from the employee's immediate supervisor:

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

---

***SUPERVISOR'S SIGNATURE OR TYPED NAME***

---

***DATE***

---

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

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

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

---

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

---

***DATE***

---

**IMPORTANT DATES:**

**October 17<sup>th</sup>:** Employees complete and submit the JAQs to their Supervisors. Please save file as follows: JobTitle.LastName.FirstName

**October 24<sup>th</sup>:** Supervisors and Department Heads review and then submit the JAQs to Town Administration.

**October 31<sup>st</sup>:** Town Administration reviews and then submits the JAQs to GovHR USA.

**Week of November 4<sup>th</sup>:** GovHR USA conducts on-site interviews with employees.

# APPENDIX B

**TOWN OF BOXBOROUGH, MASSACHUSETTS**  
**Criteria Used to Determine Survey Comparables**

**1. 2015 Population ~ Maximum 15 points**

<b>5,206</b>					
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	3,471	5,206	5,206	7,809	15
2.00	2,603	3,470	7,810	10,412	11
2.50	2,082	2,602	10,413	13,015	7
3.00	1,735	2,081	13,016	15,618	3
All Others					0

**2. 2015 DOR Income Per Capita ~ Maximum 15 Points**

<b>\$57,322</b>					
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	\$38,215	\$57,322	\$57,322	\$85,983	15
2.00	\$28,661	\$38,214	\$85,984	\$114,644	11
2.50	\$22,929	\$28,660	\$114,645	\$143,305	7
3.00	\$19,107	\$22,928	\$143,306	\$171,966	3
All Others					0

**3. 2016 EQV Per Capita ~ Maximum 15 Points**

<b>\$212,087</b>					
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	141,391	212,087	212,087	318,131	15
2.00	106,044	141,390	318,132	424,174	11
2.50	84,835	106,043	424,175	530,218	7
3.00	70,696	84,834	530,219	636,261	3
All Others					0

**4. FY2019 Total Assessed Value ~ Maximum 15 Points**

<b>\$1,168 Million</b>					
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	\$779	\$1,168	\$1,168	\$1,752	15
2.00	\$584	\$778	\$1,753	\$2,336	11
2.50	\$467	\$583	\$2,337	\$2,920	7
3.00	\$389	\$466	\$2,921	\$3,504	3
All Others					0

**5. FY2019 Tax Levy ~ Maximum 15 Points**

<b>\$19.2 Million</b>					
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	\$12.8	\$19.2	\$19.2	\$28.8	15
2.00	\$9.6	\$12.7	\$28.9	\$38.4	11
2.50	\$7.7	\$9.5	\$38.5	\$48.0	7
3.00	\$6.4	\$7.6	\$48.1	\$57.6	3
All Others					0

**TOWN OF BOXBOROUGH, MASSACHUSETTS**  
**Criteria Used to Determine Survey Comparables**

**6. FY2019 State Aid ~ Maximum 5 Points**

<b>\$0.3 Million</b>					
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	\$0.2	\$0.3	\$0.3	\$0.5	5
2.00	\$0.2	\$0.1	\$0.6	\$0.6	4
2.50	\$0.1	\$0.1	\$0.7	\$0.8	3
3.00	\$0.1	\$0.0	\$0.9	\$0.9	1
All Others					0

**7. FY2019 Total Budget ~ Maximum 15 Points**

<b>\$22.7 Million</b>					
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	\$15.1	\$22.7	\$22.7	\$34.1	15
2.00	\$11.4	\$15.0	\$34.2	\$45.4	11
2.50	\$9.1	\$11.3	\$45.5	\$56.8	7
3.00	\$7.6	\$9.0	\$56.9	\$68.1	3
All Others					0

**8. Proximity in Miles to Boxborough ~ Maximum 5 Points**

<u>Factor</u>	<u>Points</u>
1 to 10 miles	5
11 to 20 miles	4
21 to 30 miles	3
31 to 40 miles	1

Data Sources:

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

Google Maps for proximity.

Note:

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

**TOWN OF BOXBOROUGH, MA**  
**Criteria Comparisons -- Sorted by Rank**  
 (All municipalities meeting initial screening criteria\*)

Municipality		Max.	Income	Max.	EQV	Max.	Total Assessed	Max.	Tax	Max.	State	Max.	Total	Max.	Proximity	Max.	Total
	Population	Points	Per Capita	Points	Per Capita	Points	Value (millions)	Points	Levy (millions)	Points	Aid (millions)	Points	Budget (millions)	Points	Miles	Points	Points
Boxborough	5,206	15	\$57,322	15	\$212,087	15	\$1,168 (millions)	15	\$19.2	15	\$0.3	5	\$22.7	15	0	5	100
Bolton	5,180	15	\$75,140	15	\$194,501	15	\$1,057	15	\$21.6	15	\$0.3	5	\$24.2	15	7	5	100
Mendon	6,024	15	\$56,425	15	\$149,711	15	\$967	15	\$16.2	15	\$0.5	5	\$20.5	15	33	1	96
Stow	7,125	15	\$67,147	15	\$179,505	15	\$1,313	15	\$26.4	15	\$1.1	0	\$31.8	15	4	5	95
Harvard	6,573	15	\$64,895	15	\$169,265	15	\$1,225	15	\$21.3	15	\$3.8	0	\$29.3	15	4	5	95
Upton	7,725	15	\$51,892	15	\$136,269	11	\$1,175	15	\$20.3	15	\$0.8	3	\$27.9	15	27	3	92
Topsfield	6,529	15	\$77,781	15	\$206,239	15	\$1,409	15	\$23.9	15	\$2.0	0	\$31.0	15	40	1	91
Carlisle	5,245	15	\$111,636	11	\$289,263	15	\$1,508	15	\$27.6	15	\$1.4	0	\$32.0	15	11	4	90
Boylston	4,534	15	\$53,857	15	\$151,403	15	\$786	15	\$12.6	11	\$1.1	0	\$17.4	15	14	4	90
Nahant	3,485	15	\$61,364	15	\$245,561	15	\$898	15	\$9.8	11	\$1.0	0	\$15.7	15	40	1	87
Sterling	7,992	11	\$42,796	15	\$129,476	11	\$1,118	15	\$19.3	15	\$1.9	0	\$26.3	15	16	4	86
Westminster	7,570	15	\$37,783	11	\$121,862	11	\$976	15	\$17.8	15	\$0.9	1	\$28.9	15	27	3	86
Hopedale	5,955	15	\$40,408	15	\$118,896	11	\$760	11	\$14.3	15	\$8.5	0	\$27.3	15	30	3	85
Millis	8,169	11	\$41,178	15	\$141,834	15	\$1,200	15	\$22.4	15	\$6.4	0	\$36.6	11	33	1	83
Sutton	9,272	11	\$48,386	15	\$142,003	15	\$1,462	15	\$24.2	15	\$6.7	0	\$36.1	11	33	1	83
Lancaster	8,166	11	\$33,498	11	\$109,323	11	\$949	15	\$18.8	15	\$1.2	0	\$23.9	15	11	4	82
West Boylston	7,894	11	\$32,642	11	\$113,554	11	\$951	15	\$17.9	15	\$4.7	0	\$28.6	15	19	4	82
Berlin	3,020	11	\$51,247	15	\$198,755	15	\$640	11	\$11.4	11	\$0.8	3	\$14.6	11	11	4	81
Ayer	8,001	11	\$32,658	11	\$137,858	11	\$1,232	15	\$23.0	15	\$1.0	0	\$35.8	11	8	5	79
Middleton	9,738	11	\$49,275	15	\$194,656	15	\$2,097	11	\$28.7	15	\$2.3	0	\$38.5	11	34	1	79
Georgetown	8,584	11	\$47,302	15	\$141,134	11	\$1,319	15	\$20.8	15	\$6.6	0	\$35.0	11	38	1	79
Townsend	9,515	11	\$30,836	11	\$88,043	7	\$942	15	\$18.2	15	\$1.6	0	\$23.9	15	19	4	78
Sherborn	4,300	15	\$196,462	0	\$286,472	15	\$1,273	15	\$25.0	15	\$1.2	0	\$29.2	15	22	3	78
Ashburnham	6,209	15	\$34,664	11	\$96,686	7	\$637	11	\$14.4	15	\$1.0	0	\$19.3	15	29	3	77
Groton	11,296	7	\$68,739	15	\$144,798	15	\$1,786	11	\$32.3	11	\$0.9	1	\$44.0	11	12	4	75
Dunstable	3,435	11	\$51,495	15	\$149,170	15	\$546	7	\$9.3	7	\$0.3	5	\$11.8	11	20	4	75
Rutland	8,527	11	\$34,801	11	\$95,706	7	\$912	15	\$16.3	15	\$2.0	0	\$24.6	15	32	1	75
Blackstone	9,104	11	\$29,806	11	\$98,256	7	\$986	15	\$18.6	15	\$1.7	0	\$28.2	15	39	1	75
Lincoln	7,491	15	\$121,195	7	\$279,239	15	\$2,116	11	\$30.0	11	\$2.2	0	\$40.6	11	13	4	74
Lunenburg	11,241	7	\$35,284	11	\$115,029	11	\$1,442	15	\$26.9	15	\$9.5	0	\$42.6	11	16	4	74
Boxford	8,253	11	\$104,605	11	\$211,887	15	\$1,824	11	\$29.7	11	\$2.4	0	\$37.4	11	37	1	71
Norfolk	11,908	7	\$51,131	15	\$142,576	15	\$1,794	11	\$32.8	11	\$4.7	0	\$44.7	11	39	1	71
Princeton	3,470	11	\$50,744	15	\$134,756	11	\$541	7	\$8.7	7	\$0.5	5	\$11.7	11	23	3	70
Littleton	9,912	11	\$47,121	15	\$172,536	15	\$1,926	11	\$39.4	7	\$5.6	0	\$62.6	3	6	5	67
Maynard	10,676	7	\$37,389	11	\$123,844	11	\$1,435	15	\$31.4	11	\$8.5	0	\$51.4	7	6	5	67
Shirley	7,400	15	\$27,141	7	\$84,756	3	\$696	11	\$11.2	11	\$1.5	0	\$17.1	15	11	4	66

**TOWN OF BOXBOROUGH, MA**  
**Criteria Comparisons -- Sorted by Rank**  
(All municipalities meeting initial screening criteria\*)

Municipality		Max.	Income	Max.	EQV	Max.	Total Assessed	Max.	Tax	Max.	State	Max.	Total	Max.	Proximity	Max.	Total
	Population	Points	Per Capita	Points	Per Capita	Points	Value (millions)	Points	Levy (millions)	Points	Aid (millions)	Points	Budget (millions)	Points	Miles	Points	Points
Boxborough	5,206	15	\$57,322	15	\$212,087	15	\$1,168	15	\$19.2	15	\$0.3	5	\$22.7	15	0	5	100
Paxton	4,884	15	\$37,735	11	\$97,528	7	\$559	7	\$11.0	11	\$1.0	0	\$15.0	11	33	1	63
Leicester	11,334	7	\$28,427	7	\$82,768	3	\$1,029	15	\$15.5	15	\$12.2	0	\$32.5	15	34	1	63
Spencer	11,810	7	\$26,293	7	\$82,075	3	\$1,097	15	\$15.2	15	\$2.6	0	\$24.6	15	37	1	63
Templeton	8,176	11	\$24,417	7	\$72,209	3	\$658	11	\$11.3	11	\$1.7	0	\$19.1	15	36	1	59
Southborough	10,038	11	\$110,329	11	\$246,930	15	\$2,518	7	\$42.1	7	\$5.7	0	\$57.0	3	18	4	58
Dover	5,961	15	\$214,886	0	\$420,095	11	\$2,660	7	\$34.4	11	\$1.6	0	\$39.7	11	24	3	58
Hubbardston	4,596	15	\$33,154	11	\$90,795	7	\$468	7	\$7.1	3	\$0.6	4	\$9.6	7	32	1	55
Winchendon	10,698	7	\$21,231	3	\$62,089	0	\$730	11	\$12.2	11	\$14.0	0	\$33.2	15	38	1	48
Barre	5,496	15	\$25,147	7	\$78,469	3	\$463	3	\$8.4	7	\$1.1	0	\$12.8	11	39	1	47
Ashby	3,226	11	\$31,092	11	\$89,346	7	\$329	0	\$7.2	3	\$0.6	4	\$9.3	7	25	3	46
Millville	3,234	11	\$29,879	11	\$88,996	7	\$312	0	\$5.0	0	\$0.5	5	\$6.5	0	40	1	35

\*Initial screening criteria: Massachusetts municipalities with populations between 2,500 and 12,000 within 40 miles.

**TOWN OF BOXBOROUGH, MA**  
**Criteria Comparisons -- Sorted by Name**  
(All municipalities meeting initial screening criteria\*)

Municipality		Max.	Income	Max.	EQV	Max.	Total Assessed	Max.	Tax	Max.	State	Max.	Total	Max.	Proximity	Max.	Total
	Population	Points	Per Capita	Points	Per Capita	Points	Value (millions)	Points	Levy (millions)	Points	Aid (millions)	Points	Budget (millions)	Points	Miles	Points	Points
Boxborough	5,206	15	\$57,322	15	\$212,087	15	\$1,168 (millions)	15	\$19.2	15	\$0.3	5	\$22.7	15	0	5	100
Ashburnham	6,209	15	\$34,664	11	\$96,686	7	\$637	11	\$14.4	15	\$1.0	0	\$19.3	15	29	3	77
Ashby	3,226	11	\$31,092	11	\$89,346	7	\$329	0	\$7.2	3	\$0.6	4	\$9.3	7	25	3	46
Ayer	8,001	11	\$32,658	11	\$137,858	11	\$1,232	15	\$23.0	15	\$1.0	0	\$35.8	11	8	5	79
Barre	5,496	15	\$25,147	7	\$78,469	3	\$463	3	\$8.4	7	\$1.1	0	\$12.8	11	39	1	47
Berlin	3,020	11	\$51,247	15	\$198,755	15	\$640	11	\$11.4	11	\$0.8	3	\$14.6	11	11	4	81
Blackstone	9,104	11	\$29,806	11	\$98,256	7	\$986	15	\$18.6	15	\$1.7	0	\$28.2	15	39	1	75
Bolton	5,180	15	\$75,140	15	\$194,501	15	\$1,057	15	\$21.6	15	\$0.3	5	\$24.2	15	7	5	100
Boxford	8,253	11	\$104,605	11	\$211,887	15	\$1,824	11	\$29.7	11	\$2.4	0	\$37.4	11	37	1	71
Boylston	4,534	15	\$53,857	15	\$151,403	15	\$786	15	\$12.6	11	\$1.1	0	\$17.4	15	14	4	90
Carlisle	5,245	15	\$111,636	11	\$289,263	15	\$1,508	15	\$27.6	15	\$1.4	0	\$32.0	15	11	4	90
Dover	5,961	15	\$214,886	0	\$420,095	11	\$2,660	7	\$34.4	11	\$1.6	0	\$39.7	11	24	3	58
Dunstable	3,435	11	\$51,495	15	\$149,170	15	\$546	7	\$9.3	7	\$0.3	5	\$11.8	11	20	4	75
Georgetown	8,584	11	\$47,302	15	\$141,134	11	\$1,319	15	\$20.8	15	\$6.6	0	\$35.0	11	38	1	79
Groton	11,296	7	\$68,739	15	\$144,798	15	\$1,786	11	\$32.3	11	\$0.9	1	\$44.0	11	12	4	75
Harvard	6,573	15	\$64,895	15	\$169,265	15	\$1,225	15	\$21.3	15	\$3.8	0	\$29.3	15	4	5	95
Hopedale	5,955	15	\$40,408	15	\$118,896	11	\$760	11	\$14.3	15	\$8.5	0	\$27.3	15	30	3	85
Hubbardston	4,596	15	\$33,154	11	\$90,795	7	\$468	7	\$7.1	3	\$0.6	4	\$9.6	7	32	1	55
Lancaster	8,166	11	\$33,498	11	\$109,323	11	\$949	15	\$18.8	15	\$1.2	0	\$23.9	15	11	4	82
Leicester	11,334	7	\$28,427	7	\$82,768	3	\$1,029	15	\$15.5	15	\$12.2	0	\$32.5	15	34	1	63
Lincoln	7,491	15	\$121,195	7	\$279,239	15	\$2,116	11	\$30.0	11	\$2.2	0	\$40.6	11	13	4	74
Littleton	9,912	11	\$47,121	15	\$172,536	15	\$1,926	11	\$39.4	7	\$5.6	0	\$62.6	3	6	5	67
Lunenburg	11,241	7	\$35,284	11	\$115,029	11	\$1,442	15	\$26.9	15	\$9.5	0	\$42.6	11	16	4	74
Maynard	10,676	7	\$37,389	11	\$123,844	11	\$1,435	15	\$31.4	11	\$8.5	0	\$51.4	7	6	5	67
Mendon	6,024	15	\$56,425	15	\$149,711	15	\$967	15	\$16.2	15	\$0.5	5	\$20.5	15	33	1	96
Middleton	9,738	11	\$49,275	15	\$194,656	15	\$2,097	11	\$28.7	15	\$2.3	0	\$38.5	11	34	1	79
Millis	8,169	11	\$41,178	15	\$141,834	15	\$1,200	15	\$22.4	15	\$6.4	0	\$36.6	11	33	1	83
Millville	3,234	11	\$29,879	11	\$88,996	7	\$312	0	\$5.0	0	\$0.5	5	\$6.5	0	40	1	35
Nahant	3,485	15	\$61,364	15	\$245,561	15	\$898	15	\$9.8	11	\$1.0	0	\$15.7	15	40	1	87
Norfolk	11,908	7	\$51,131	15	\$142,576	15	\$1,794	11	\$32.8	11	\$4.7	0	\$44.7	11	39	1	71
Paxton	4,884	15	\$37,735	11	\$97,528	7	\$559	7	\$11.0	11	\$1.0	0	\$15.0	11	33	1	63
Princeton	3,470	11	\$50,744	15	\$134,756	11	\$541	7	\$8.7	7	\$0.5	5	\$11.7	11	23	3	70
Rutland	8,527	11	\$34,801	11	\$95,706	7	\$912	15	\$16.3	15	\$2.0	0	\$24.6	15	32	1	75
Sherborn	4,300	15	\$196,462	0	\$286,472	15	\$1,273	15	\$25.0	15	\$1.2	0	\$29.2	15	22	3	78
Shirley	7,400	15	\$27,141	7	\$84,756	3	\$696	11	\$11.2	11	\$1.5	0	\$17.1	15	11	4	66
Southborough	10,038	11	\$110,329	11	\$246,930	15	\$2,518	7	\$42.1	7	\$5.7	0	\$57.0	3	18	4	58

**TOWN OF BOXBOROUGH, MA**  
**Criteria Comparisons -- Sorted by Name**  
(All municipalities meeting initial screening criteria\*)

Municipality		Max.	Income	Max.	EQV	Max.	Total Assessed	Max.	Tax	Max.	State	Max.	Total	Max.	Proximity	Max.	Total
	Population	Points	Per Capita	Points	Per Capita	Points	Value (millions)	Points	Levy (millions)	Points	Aid (millions)	Points	Budget (millions)	Points	Miles	Points	Points
Boxborough	5,206	15	\$57,322	15	\$212,087	15	\$1,168 (millions)	15	\$19.2	15	\$0.3	5	\$22.7	15	0	5	100
Spencer	11,810	7	\$26,293	7	\$82,075	3	\$1,097	15	\$15.2	15	\$2.6	0	\$24.6	15	37	1	63
Sterling	7,992	11	\$42,796	15	\$129,476	11	\$1,118	15	\$19.3	15	\$1.9	0	\$26.3	15	16	4	86
Stow	7,125	15	\$67,147	15	\$179,505	15	\$1,313	15	\$26.4	15	\$1.1	0	\$31.8	15	4	5	95
Sutton	9,272	11	\$48,386	15	\$142,003	15	\$1,462	15	\$24.2	15	\$6.7	0	\$36.1	11	33	1	83
Templeton	8,176	11	\$24,417	7	\$72,209	3	\$658	11	\$11.3	11	\$1.7	0	\$19.1	15	36	1	59
Topsfield	6,529	15	\$77,781	15	\$206,239	15	\$1,409	15	\$23.9	15	\$2.0	0	\$31.0	15	40	1	91
Townsend	9,515	11	\$30,836	11	\$88,043	7	\$942	15	\$18.2	15	\$1.6	0	\$23.9	15	19	4	78
Upton	7,725	15	\$51,892	15	\$136,269	11	\$1,175	15	\$20.3	15	\$0.8	3	\$27.9	15	27	3	92
West Boylston	7,894	11	\$32,642	11	\$113,554	11	\$951	15	\$17.9	15	\$4.7	0	\$28.6	15	19	4	82
Westminster	7,570	15	\$37,783	11	\$121,862	11	\$976	15	\$17.8	15	\$0.9	1	\$28.9	15	27	3	86
Winchendon	10,698	7	\$21,231	3	\$62,089	0	\$730	11	\$12.2	11	\$14.0	0	\$33.2	15	38	1	48

\*Initial screening criteria: Massachusetts municipalities with populations between 2,500 and 12,000 within 40 miles.

**TOWN OF BOXBOROUGH, MA**  
**Top Comparables**  
(Total Comparability Points of 79 or Higher)

Municipality		Max.	Income	Max.	EQV	Max.	Total Assessed	Max.	Tax	Max.	State	Max.	Total	Max.	Proximity	Max.	Total
	Population	Points	Per Capita	Points	Per Capita	Points	Value (millions)	Points	Levy (millions)	Points	Aid (millions)	Points	Budget (millions)	Points	Miles	Points	Points
Boxborough	5,206	15	\$57,322	15	\$212,087	15	\$1,168 (millions)	15	\$19.2	15	\$0.3	5	\$22.7	15	0	5	100
Bolton	5,180	15	\$75,140	15	\$194,501	15	\$1,057	15	\$21.6	15	\$0.3	5	\$24.2	15	7	5	100
Mendon	6,024	15	\$56,425	15	\$149,711	15	\$967	15	\$16.2	15	\$0.5	5	\$20.5	15	33	1	96
Stow	7,125	15	\$67,147	15	\$179,505	15	\$1,313	15	\$26.4	15	\$1.1	0	\$31.8	15	4	5	95
Harvard	6,573	15	\$64,895	15	\$169,265	15	\$1,225	15	\$21.3	15	\$3.8	0	\$29.3	15	4	5	95
Upton	7,725	15	\$51,892	15	\$136,269	11	\$1,175	15	\$20.3	15	\$0.8	3	\$27.9	15	27	3	92
Topsfield	6,529	15	\$77,781	15	\$206,239	15	\$1,409	15	\$23.9	15	\$2.0	0	\$31.0	15	40	1	91
Carlisle	5,245	15	\$111,636	11	\$289,263	15	\$1,508	15	\$27.6	15	\$1.4	0	\$32.0	15	11	4	90
Boylston	4,534	15	\$53,857	15	\$151,403	15	\$786	15	\$12.6	11	\$1.1	0	\$17.4	15	14	4	90
Nahant	3,485	15	\$61,364	15	\$245,561	15	\$898	15	\$9.8	11	\$1.0	0	\$15.7	15	40	1	87
Sterling	7,992	11	\$42,796	15	\$129,476	11	\$1,118	15	\$19.3	15	\$1.9	0	\$26.3	15	16	4	86
Westminster	7,570	15	\$37,783	11	\$121,862	11	\$976	15	\$17.8	15	\$0.9	1	\$28.9	15	27	3	86
Hopedale	5,955	15	\$40,408	15	\$118,896	11	\$760	11	\$14.3	15	\$8.5	0	\$27.3	15	30	3	85
Millis	8,169	11	\$41,178	15	\$141,834	15	\$1,200	15	\$22.4	15	\$6.4	0	\$36.6	11	33	1	83
Sutton	9,272	11	\$48,386	15	\$142,003	15	\$1,462	15	\$24.2	15	\$6.7	0	\$36.1	11	33	1	83
Lancaster	8,166	11	\$33,498	11	\$109,323	11	\$949	15	\$18.8	15	\$1.2	0	\$23.9	15	11	4	82
West Boylston	7,894	11	\$32,642	11	\$113,554	11	\$951	15	\$17.9	15	\$4.7	0	\$28.6	15	19	4	82
Berlin	3,020	11	\$51,247	15	\$198,755	15	\$640	11	\$11.4	11	\$0.8	3	\$14.6	11	11	4	81
Ayer	8,001	11	\$32,658	11	\$137,858	11	\$1,232	15	\$23.0	15	\$1.0	0	\$35.8	11	8	5	79
Middleton	9,738	11	\$49,275	15	\$194,656	15	\$2,097	11	\$28.7	15	\$2.3	0	\$38.5	11	34	1	79
Georgetown	8,584	11	\$47,302	15	\$141,134	11	\$1,319	15	\$20.8	15	\$6.6	0	\$35.0	11	38	1	79

# APPENDIX C

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

<b>Town Administrator</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (if Different)	Comment
Ayer					
Berlin					
Bolton	\$104,000.00	\$135,699.20			
Boylston					
Carlisle			\$145,000.00		
Georgetown					
Harvard	\$124,321.60	\$162,843.20			
Hopedale					
Lancaster					
Mendon					
Middleton			\$131,800.00		
Millis					
Nahant					
Sterling			\$104,353.00		Contract
Stow			\$143,816.00		
Sutton					
Topsfield					
Upton	\$124,785.46	\$162,225.73		Town Manager	
West Boylston			\$110,000.00		
Westminster			\$99,319.00		
Boxborough			\$127,920.00		
Average	\$117,702.35	\$153,589.38	\$122,381.33		
50th Percentile	\$124,321.60	\$162,225.73	\$120,900.00		
60th Percentile	\$124,414.37	\$162,349.22	\$131,800.00		
65th Percentile	\$124,460.76	\$162,410.97	\$134,804.00		
75th Percentile	\$124,553.53	\$162,534.47	\$140,812.00		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

Comparable Community	Assistant Town Administrator				
	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton					
Boylston					
Carlisle					
Georgetown					
Harvard	\$74,651.20	\$100,776.00			
Hopedale					
Lancaster					
Mendon					
Middleton			\$92,700.00	Asst. Town Administrator/ HR Coordinator	
Millis					
Nahant					
Sterling					
Stow					
Sutton					
Topsfield					
Upton					
West Boylston			\$65,000.00	Municipal Assistant	
Westminster	\$36,517.52	\$58,162.52	\$44,848.44	Executive Asst. to the Town Admin and BoS	
Boxborough	\$69,827.92	\$85,665.95	\$71,574.00		
Average	\$55,584.36	\$79,469.26	\$67,516.15		
50th Percentile	\$55,584.36	\$79,469.26	\$65,000.00		
60th Percentile	\$59,397.73	\$83,730.61	\$70,540.00		
65th Percentile	\$61,304.41	\$85,861.28	\$73,310.00		
75th Percentile	\$65,117.78	\$90,122.63	\$78,850.00		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

Comparable Community	Assistant Town Administrator (Edited)				
	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton					
Boylston					
Carlisle					
Georgetown					
Harvard	\$74,651.20	\$100,776.00			
Hopedale					
Lancaster					
Mendon					
Middleton			\$92,700.00	Asst. Town Administrator/ HR Coordinator	
Millis					
Nahant					
Sterling					
Stow					
Sutton					
Topsfield					
Upton					
West Boylston			\$65,000.00	Municipal Assistant	
Westminster			\$44,848.44	Executive Asst. to the Town Admin and BoS	
Boxborough	\$69,827.92	\$85,665.95	\$71,574.00		
Average	\$74,651.20	\$100,776.00	\$67,516.15		
50th Percentile	\$74,651.20	\$100,776.00	\$65,000.00		
60th Percentile	\$74,651.20	\$100,776.00	\$70,540.00		
65th Percentile	\$74,651.20	\$100,776.00	\$73,310.00		
75th Percentile	\$74,651.20	\$100,776.00	\$78,850.00		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

<b>Council On Aging And Community Services Director</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton	\$39,852.80	\$79,872.00		Converted to 40	
Boylston					
Carlisle	\$77,665.00	\$88,414.00		COA Director	
Georgetown					
Harvard	\$59,883.20	\$80,870.40		COA Director	
Hopedale					
Lancaster					
Mendon					
Middleton			\$65,700.00		
Millis					
Nahant					
Sterling			\$56,518.00		Contract
Stow	\$ 58,713.00	\$ 73,308.00			
Sutton					
Topsfield					
Upton	\$63,226.79	\$82,201.78		Director of Elder Services	
West Boylston	\$36,902.20	\$51,687.33			
Westminster	\$43,989.40	\$76,349.00	\$46,464.60	Council on Aging Director	
Boxborough	\$69,827.92	\$85,665.95	\$71,574.00		
Average	\$54,318.91	\$76,100.36	\$56,227.53		
50th Percentile	\$58,713.00	\$79,872.00	\$56,518.00		
60th Percentile	\$59,415.12	\$80,471.04	\$58,354.40		
65th Percentile	\$59,766.18	\$80,770.56	\$59,272.60		
75th Percentile	\$61,555.00	\$81,536.09	\$61,109.00		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

<b>Inspector Of Buildings</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton			\$29,671.20		Part-time
Boylston					
Carlisle	\$86,210.00	\$99,638.00			
Georgetown					
Harvard	\$66,643.20	\$89,980.80		Building Commissioner/ Facilities Manager	
Hopedale					
Lancaster					
Mendon					
Middleton			\$87,638.00	Building Commissioner	
Millis					
Nahant					
Sterling			\$63,032.32	Building Commissioner	Contract
Stow	\$ 61,761.00	\$ 77,203.00			
Sutton					
Topsfield					
Upton			\$32,936.99		Stipend
West Boylston			\$42,000.00		Contract
Westminster	\$53,217.84	\$89,850.80	\$81,837.00	Building Commissioner	
Boxborough	\$69,827.92	\$85,665.95	\$79,004.00		
Average	\$66,958.01	\$89,168.15	\$56,185.92		
50th Percentile	\$64,202.10	\$89,915.80	\$52,516.16		
60th Percentile	\$72,513.24	\$92,877.96	\$54,619.39		
65th Percentile	\$66,399.09	\$92,877.96	\$70,414.02		
75th Percentile	\$71,534.90	\$92,395.10	\$77,135.83		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

<b>Town Accountant</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton	\$61,916.40	\$80,753.40		Converted to 35	
Boylston					
Carlisle	\$95,700.00	\$110,602.00			
Georgetown					
Harvard	\$48,588.80	\$65,603.20		Assistant Town Clerk/ Accounting Clerk	
Hopedale					
Lancaster					
Mendon					
Middleton			\$98,000.00	Town Accountant/ CFO	
Millis					
Nahant					
Sterling	\$50,440.00	\$75,670.40		Town Accountant/ Operations Manager	
Stow					
Sutton					
Topsfield					
Upton	\$70,802.89	\$92,048.39			
West Boylston			\$87,500.00		Contract
Westminster	\$50,341.20	\$84,994.00	\$55,020.00	Converted to 40	
Boxborough	\$69,827.92	\$85,665.95	\$79,004.00		
Average	\$62,964.88	\$84,945.23	\$80,173.33		
50th Percentile	\$56,178.20	\$82,873.70	\$87,500.00		
60th Percentile	\$61,916.40	\$84,994.00	\$89,600.00		
65th Percentile	\$64,138.02	\$86,757.60	\$90,650.00		
75th Percentile	\$68,581.27	\$90,284.79	\$92,750.00		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

<b>Town Accountant (Edited)</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (if Different)	Comment
Ayer					
Berlin					
Bolton	\$61,916.40	\$80,753.40		Converted to 35	
Boylston					
Carlisle	\$95,700.00	\$110,602.00			
Georgetown					
Harvard				Assistant Town Clerk/ Accounting Clerk	
Hopedale					
Lancaster					
Mendon					
Middleton			\$98,000.00	Town Accountant/ CFO	
Millis					
Nahant					
Sterling	\$50,440.00	\$75,670.40		Town Accountant/ Operations Manager	
Stow			\$58,301.88		Part-time
Sutton					
Topsfield					
Upton	\$70,802.89	\$92,048.39			
West Boylston			\$87,500.00		Contract
Westminster	\$50,341.20	\$84,994.00	\$55,020.00	Converted to 40	
Boxborough	\$69,827.92	\$85,665.95	\$79,004.00		
Average	\$65,840.10	\$88,813.64	\$74,705.47		
50th Percentile	\$61,916.40	\$84,994.00	\$72,900.94		
60th Percentile	\$65,471.00	\$87,815.76	\$81,660.38		
65th Percentile	\$67,248.29	\$89,226.63	\$86,040.09		
75th Percentile	\$70,802.89	\$92,048.39	\$90,125.00		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

Comparable Community	Town Assessor				
	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton	\$38,729.60	\$50,486.80		Assistant Assessor	
Boylston					
Carlisle	\$95,700.00	\$110,602.00			
Georgetown					
Harvard	\$42,515.20	\$57,402.80		Assistant Assessor	
Hopedale					
Lancaster					
Mendon					
Middleton			\$86,151.00		
Millis					
Nahant					
Sterling					
Stow					
Sutton					
Topsfield					
Upton	\$44,844.80	\$58,302.40		Department Coordinator	
West Boylston					Outsourced
Westminster	\$40,349.40	\$64,373.40	\$46,901.40	Administrative Assessor	
Boxborough	\$69,827.92	\$85,665.95	\$79,004.00		
Average	\$52,427.80	\$68,233.48	\$66,526.20		
50th Percentile	\$42,515.20	\$58,302.40	\$66,526.20		
60th Percentile	\$43,447.04	\$60,730.80	\$70,451.16		
65th Percentile	\$43,912.96	\$61,945.00	\$72,413.64		
75th Percentile	\$44,844.80	\$64,373.40	\$76,338.60		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

Comparable Community	Town Assessor (Edited)				
	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton				Assistant Assessor	
Boylston					
Carlisle	\$95,700.00	\$110,602.00			
Georgetown					
Harvard				Assistant Assessor	
Hopedale					
Lancaster					
Mendon					
Middleton			\$86,151.00		
Millis					
Nahant					
Sterling					
Stow					
Sutton					
Topsfield					
Upton				Department Coordinator	
West Boylston					Outsourced
Westminster	\$40,349.40	\$64,373.40	\$46,901.40	Administrative Assessor	
Boxborough	\$69,827.92	\$85,665.95	\$79,004.00		
Average	\$68,024.70	\$87,487.70	\$66,526.20		
50th Percentile	\$68,024.70	\$87,487.70	\$66,526.20		
60th Percentile	\$73,559.76	\$92,110.56	\$70,451.16		
65th Percentile	\$76,327.29	\$94,421.99	\$72,413.64		
75th Percentile	\$81,862.35	\$99,044.85	\$76,338.60		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

Comparable Community	Town Treasurer				
	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton	\$70,761.60	\$92,289.60			
Boylston					
Carlisle	\$117,903.00	\$136,260.00		Finance Director/ Treasurer-Collector	
Georgetown					
Harvard	\$74,651.20	\$100,776.00			
Hopedale					
Lancaster					
Mendon					
Middleton					
Millis					
Nahant					
Sterling	\$50,440.00	\$75,670.40			
Stow					
Sutton					
Topsfield					
Upton			\$62,583.00		Elected
West Boylston			\$69,000.00		
Westminster	\$50,341.20	\$84,994.00	\$76,955.00		
Boxborough	\$69,827.92	\$85,665.95	\$71,574.00		
Average	\$72,819.40	\$97,998.00	\$69,512.67		
50th Percentile	\$70,761.60	\$92,289.60	\$69,000.00		
60th Percentile	\$72,317.44	\$95,684.16	\$70,591.00		
65th Percentile	\$73,095.36	\$97,381.44	\$71,386.50		
75th Percentile	\$74,651.20	\$100,776.00	\$72,977.50		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

Comparable Community	Town Treasurer (Edited)				
	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton	\$70,761.60	\$92,289.60			
Boylston					
Carlisle				Finance Director/ Treasurer-Collector	
Georgetown					
Harvard	\$74,651.20	\$100,776.00			
Hopedale					
Lancaster					
Mendon					
Middleton			\$77,100.00		
Millis					
Nahant					
Sterling	\$50,440.00	\$75,670.40			
Stow					
Sutton					
Topsfield					
Upton			\$62,583.00		Elected
West Boylston			\$69,000.00		
Westminster	\$50,341.20	\$84,994.00	\$76,955.00		
Boxborough	\$69,827.92	\$85,665.95	\$71,574.00		
Average	\$61,548.50	\$88,432.50	\$71,409.50		
50th Percentile	\$60,600.80	\$88,641.80	\$72,977.50		
60th Percentile	\$66,697.28	\$90,830.48	\$75,364.00		
65th Percentile	\$69,745.52	\$91,924.82	\$76,557.25		
75th Percentile	\$71,734.00	\$94,411.20	\$76,991.25		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

Comparable Community	Town Clerk				
	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton	\$53,071.20	\$69,232.80			
Boylston					
Carlisle			\$64,452.00		
Georgetown					
Harvard	\$66,643.20	\$89,980.80			
Hopedale					
Lancaster					
Mendon					
Middleton			\$75,776.00		
Millis					
Nahant					
Sterling	\$50,440.00	\$75,670.40			
Stow					
Sutton					
Topsfield					
Upton	\$55,109.60	\$71,653.40			
West Boylston	\$44,135.51	\$61,763.19			
Westminster			\$50,205.00		E/O
Boxborough	\$60,003.00	\$73,612.58	\$50,688.00		
Average	\$53,879.90	\$73,660.12	\$63,477.67		
50th Percentile	\$53,071.20	\$71,653.40	\$64,452.00		
60th Percentile	\$53,886.56	\$73,260.20	\$66,716.80		
65th Percentile	\$54,294.24	\$74,063.60	\$67,849.20		
75th Percentile	\$55,109.60	\$75,670.40	\$70,114.00		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

<b>Department Assistant</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton	\$53,071.20	\$69,232.80		Converted to 35	
Boylston					
Carlisle	\$39,075.40	\$45,172.40		Administrative Assistant - Converted to 35	
Georgetown					
Harvard	\$43,763.20	\$59,113.60		Administrative Assistant - Converted to 40	
Hopedale					
Lancaster					
Mendon					
Middleton	\$39,624.00	\$49,670.40		Clerk, etc.	
Millis					
Nahant					
Sterling	\$36,545.60	\$52,998.40			
Stow	\$39,604.50	\$49,393.50		Administrative Assistant - Converted to 37.5	
Sutton					
Topsfield					
Upton	\$31,285.80	\$35,963.20		Converted to 35	
West Boylston	\$34,091.20	\$47,860.80		Administrative Assistant	
Westminster	\$25,589.20	\$40,713.40	\$12,127.44		
Boxborough	\$44,595.20	\$54,724.80	Various		
Average	\$38,072.23	\$50,013.17	\$12,127.44		
50th Percentile	\$39,075.40	\$49,393.50	\$12,127.44		
60th Percentile	\$39,498.68	\$49,615.02	\$12,127.44		
65th Percentile	\$39,608.40	\$50,336.00	\$12,127.44		
75th Percentile	\$39,624.00	\$52,998.40	\$12,127.44		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

Comparable Community	Town Planner				
	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton					
Boylston					
Carlisle	\$67,431.00	\$77,932.40		Converted to 35	
Georgetown					
Harvard					
Hopedale					
Lancaster					
Mendon					
Middleton			\$72,493.00		
Millis					
Nahant					
Sterling					
Stow	\$ 70,678.00	\$ 86,104.00			
Sutton					
Topsfield					
Upton	\$44,844.80	\$58,302.40		Department Coordinator	
West Boylston					
Westminster	\$53,217.84	\$89,850.80	\$72,531.00		
Boxborough	\$69,827.92	\$85,665.95	\$69,828.00		
Average	\$59,042.91	\$78,047.40	\$72,512.00		
50th Percentile	\$60,324.42	\$82,018.20	\$72,512.00		
60th Percentile	\$64,588.37	\$84,469.68	\$72,515.80		
65th Percentile	\$66,720.34	\$85,695.42	\$72,517.70		
75th Percentile	\$68,242.75	\$87,040.70	\$72,521.50		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

<b>Town Planner (Edited)</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton					
Boylston					
Carlisle	\$67,431.00	\$77,932.40		Converted to 35	
Georgetown					
Harvard					
Hopedale					
Lancaster					
Mendon					
Middleton			\$72,493.00		
Millis					
Nahant					
Sterling					
Stow	\$ 70,678.00	\$ 86,104.00			
Sutton					
Topsfield					
Upton				Department Coordinator	
West Boylston					
Westminster	\$53,217.84	\$89,850.80	\$72,531.00		
Boxborough	\$69,827.92	\$85,665.95	\$69,828.00		
Average	\$63,775.61	\$84,629.07	\$72,512.00		
50th Percentile	\$67,431.00	\$86,104.00	\$72,512.00		
60th Percentile	\$68,080.40	\$86,853.36	\$72,515.80		
65th Percentile	\$68,405.10	\$87,228.04	\$72,517.70		
75th Percentile	\$69,054.50	\$87,977.40	\$72,521.50		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

Comparable Community	Fire Chief				
	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton	\$77,001.60	\$100,484.80			
Boylston					
Carlisle			\$120,000.00		
Georgetown					
Harvard	\$83,616.00	\$112,881.60			
Hopedale					
Lancaster					
Mendon					
Middleton			\$136,909.00		
Millis					
Nahant					
Sterling			\$131,080.00		
Stow			\$107,744.00		
Sutton					
Topsfield					
Upton	\$111,417.24	\$144,849.36			
West Boylston			\$95,587.00		Contract
Westminster			\$113,901.00		
Boxborough			\$120,000.00		
Average	\$90,678.28	\$119,405.25	\$117,536.83		
50th Percentile	\$83,616.00	\$112,881.60	\$116,950.50		
60th Percentile	\$89,176.25	\$119,275.15	\$120,000.00		
65th Percentile	\$91,956.37	\$122,471.93	\$122,770.00		
75th Percentile	\$97,516.62	\$128,865.48	\$128,310.00		
Actual					
Average	\$94,029.47	\$141,044.20			
50th Percentile	\$93,560.40	\$140,340.60			
60th Percentile	\$96,000.00	\$144,000.00			
65th Percentile	\$98,216.00	\$147,324.00			
75th Percentile	\$102,648.00	\$153,972.00			

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

<b>Library Director</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton	\$70,761.60	\$92,289.60			
Boylston					
Carlisle	\$95,700.00	\$110,602.00			
Georgetown					
Harvard	\$83,616.00	\$112,881.60			
Hopedale					
Lancaster					
Mendon					
Middleton			\$80,581.00		
Millis					
Nahant					
Sterling			\$85,093.00		
Stow	\$ 58,771.00	\$ 73,465.00			
Sutton					
Topsfield					
Upton	\$63,226.79	\$82,201.78			Contract
West Boylston	\$52,326.48	\$73,271.99			
Westminster	\$57,532.80	\$97,136.00	\$77,100.00		
Boxborough			\$72,800.00		
Average	\$68,847.81	\$91,692.57	\$80,924.67		
50th Percentile	\$63,226.79	\$92,289.60	\$80,581.00		
60th Percentile	\$67,747.68	\$95,197.44	\$81,483.40		
65th Percentile	\$70,008.12	\$96,651.36	\$81,934.60		
75th Percentile	\$77,188.80	\$103,869.00	\$82,837.00		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

<b>Youth Services Librarian</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton	\$44,262.40	\$57,699.20		Converted to 40	
Boylston					
Carlisle	\$46,428.20	\$53,671.80			
Georgetown					
Harvard	\$48,588.80	\$65,603.20		Children's Librarian	
Hopedale					
Lancaster					
Mendon					
Middleton	\$38,900.16	\$45,583.20		All Librarians are on same scale - converted to 36	
Millis					
Nahant					
Sterling	\$36,545.60	\$53,019.20		Assistant Library Director	
Stow	\$48,457.50	\$60,547.50		Children's Librarian - Converted to 37.5	
Sutton					
Topsfield					
Upton	\$44,844.80	\$58,302.40		Children and Young Adult Librarian	
West Boylston	\$36,885.44	\$51,547.83		Children's Librarian, Library Assistant	
Westminster	\$46,113.60	\$73,569.60	\$54,014.00	Head of Children's Services	
Boxborough	\$57,712.04	\$70,802.00	\$ 65,296.00		
Average	\$43,447.39	\$57,727.10	\$54,014.00		
50th Percentile	\$44,844.80	\$57,699.20	\$54,014.00		
60th Percentile	\$45,859.84	\$58,181.76	\$54,014.00		
65th Percentile	\$46,176.52	\$58,751.42	\$54,014.00		
75th Percentile	\$46,428.20	\$60,547.50	\$54,014.00		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

<b>Senior Library Assistant</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton	\$44,262.40	\$57,699.20		Converted to 40	
Boylston					
Carlisle	\$42,606.20	\$49,231.00		Library Assistant I - Converted to 35	
Georgetown					
Harvard	\$27,518.40	\$37,146.20		Library Assistant - Converted to 35	
Hopedale					
Lancaster					
Mendon					
Middleton					
Millis					
Nahant					
Sterling	\$36,545.60	\$53,019.20		Library Associate II	
Stow					
Sutton					
Topsfield					
Upton	\$40,400.00	\$52,062.40		Circulation Specialist - Converted to 40	
West Boylston					
Westminster	\$34,543.60	\$55,018.60	\$42,315.00	Adult Services Librarian	
Boxborough	\$43,160.00	\$52,956.80	Various		
Average	\$37,646.03	\$50,696.10	\$42,315.00		
50th Percentile	\$38,472.80	\$52,540.80	\$42,315.00		
60th Percentile	\$40,400.00	\$53,019.20	\$42,315.00		
65th Percentile	\$40,951.55	\$53,519.05	\$42,315.00		
75th Percentile	\$42,054.65	\$54,518.75	\$42,315.00		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

<b>Technical Services Librarian</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton					
Boylston					
Carlisle	\$39,075.40	\$45,172.40		Library Assistant II - Converted to 35	
Georgetown					
Harvard	\$38,292.80	\$51,724.40		Cataloguer/ Tech Services Librarian	
Hopedale					
Lancaster					
Mendon					
Middleton	\$38,900.16	\$45,583.20		All Librarians are on same scale - converted to 36	
Millis					
Nahant					
Sterling					
Stow					
Sutton					
Topsfield					
Upton					
West Boylston	\$36,885.44	\$51,547.83		Assistant Library Director, Children's Library Assistant, Library Assistant	
Westminster	\$35,068.80	\$55,806.40	\$25,846.08	Converted to 40	
Boxborough	\$44,595.20	\$54,724.80	Various		
Average	\$37,644.52	\$49,966.85	\$25,846.08		
50th Percentile	\$38,292.80	\$51,547.83	\$25,846.08		
60th Percentile	\$38,869.79	\$51,249.60	\$25,846.08		
65th Percentile	\$38,657.22	\$47,425.56	\$25,846.08		
75th Percentile	\$38,900.16	\$51,724.40	\$25,846.08		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

<b>Information Services Librarian</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton					
Boylston					
Carlisle					
Georgetown					
Harvard					
Hopedale					
Lancaster					
Mendon					
Middleton	\$38,900.16	\$45,583.20		All Librarians are on same scale - converted to 36	
Millis					
Nahant					
Sterling	\$31,803.20	\$44,491.20		Library Associate I	
Stow					
Sutton					
Topsfield					
Upton					
West Boylston					
Westminster					
Boxborough					
Average	\$35,351.68	\$45,037.20	#DIV/0!		
50th Percentile	\$35,351.68	\$45,037.20	#NUM!		
60th Percentile	\$36,061.38	\$45,146.40	#NUM!		
65th Percentile	\$36,416.22	\$45,201.00	#NUM!		
75th Percentile	\$37,125.92	\$45,310.20	#NUM!		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

Comparable Community	Police Chief				
	Minimum Salary	Maximum Salary	Actual Salary	Title (if Different)	Comment
Ayer					
Berlin					
Bolton	\$96,324.80	\$125,715.20			
Boylston					
Carlisle			\$170,000.00		Contract
Georgetown					
Harvard	\$105,830.40	\$142,854.40			
Hopedale					
Lancaster					
Mendon					
Middleton			\$136,909.00		
Millis					
Nahant					
Sterling			\$142,043.00		
Stow			\$ 133,057.60		
Sutton					
Topsfield					
Upton	\$111,417.24	\$144,849.36			Contract
West Boylston			\$133,556.00		Contract
Westminster			\$129,150.00		
Boxborough			\$135,533.00		
Average	\$104,524.15	\$137,806.32	\$140,785.93		
50th Percentile	\$105,830.40	\$142,854.40	\$135,232.50		
60th Percentile	\$106,947.77	\$143,253.39	\$136,909.00		
65th Percentile	\$107,506.45	\$143,452.89	\$138,192.50		
75th Percentile	\$108,623.82	\$143,851.88	\$140,759.50		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

<b>Police Lieutenant</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton	\$75,878.40	\$99,008.00			
Boylston					
Carlisle			\$130,529.00		Contract
Georgetown					
Harvard					
Hopedale					
Lancaster					
Mendon					
Middleton					
Millis					
Nahant					
Sterling					
Stow	\$ 80,859.00	\$ 99,166.00			
Sutton					
Topsfield					
Upton	\$70,802.89	\$92,048.39			Contract
West Boylston					
Westminster					
Boxborough	\$69,827.92	\$85,665.95	\$85,666.00		
Average	\$75,846.76	\$96,740.80	\$130,529.00		
50th Percentile	\$75,878.40	\$99,008.00	\$130,529.00		
60th Percentile	\$76,874.52	\$99,039.60	\$130,529.00		
65th Percentile	\$77,372.58	\$99,055.40	\$130,529.00		
75th Percentile	\$78,368.70	\$99,087.00	\$130,529.00		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

<b>Animal Control Officer</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton			\$16,461.38		Part-time
Boylston					
Carlisle			25.00/hr		
Georgetown					
Harvard			\$12,775.00		Stipend
Hopedale					
Lancaster					
Mendon					
Middleton			\$20,118.00		Part-time
Millis					
Nahant					
Sterling	\$36,545.60	\$53,019.20		Converted to 40	
Stow					
Sutton					
Topsfield					
Upton	\$40,040.00	\$52,062.40		Converted to 40	
West Boylston			\$11,000.00		On Call
Westminster					
Boxborough	\$43,160.00	\$52,956.80	\$48,838.40		
Average	\$38,292.80	\$52,540.80	\$15,088.60		
50th Percentile	\$38,292.80	\$52,540.80	\$14,618.19		
60th Percentile	\$38,642.24	\$52,636.48	\$15,724.10		
65th Percentile	\$38,816.96	\$52,684.32	\$16,277.06		
75th Percentile	\$39,166.40	\$52,780.00	\$17,375.54		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

Comparable Community	Public Works Director				
	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton	\$89,169.60	\$116,334.40			
Boylston					
Carlisle	\$106,226.00	\$122,763.00			
Georgetown					
Harvard					
Hopedale					
Lancaster					
Mendon					
Middleton			\$108,150.00	Superintendent of Public Works	
Millis					
Nahant					
Sterling	\$74,152.00	\$111,238.40		DPW Superintendent	
Stow					N/A
Sutton					
Topsfield					
Upton	\$99,485.47	\$129,326.48			Contract
West Boylston			\$97,800.00	DPW Director	
Westminster			\$120,382.00		
Boxborough			\$100,786.00		
Average	\$92,258.27	\$119,915.57	\$108,777.33		
50th Percentile	\$94,327.54	\$119,548.70	\$108,150.00		
60th Percentile	\$97,422.30	\$121,477.28	\$110,596.40		
65th Percentile	\$98,969.68	\$122,441.57	\$111,819.60		
75th Percentile	\$101,170.60	\$124,403.87	\$114,266.00		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

Comparable Community	Public Works Foreman				
	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton	\$75,878.40	\$99,008.00			
Boylston					
Carlisle					
Georgetown					
Harvard	\$54,080.00	\$73,195.20			
Hopedale					
Lancaster					
Mendon					
Middleton					
Millis					
Nahant					
Sterling	\$50,440.00	\$75,670.40		Asst. Superintendent	
Stow	\$50,856.00	\$63,502.40			
Sutton					
Topsfield					
Upton	\$70,532.80	\$91,686.40		Parks & Highway Supervisor / Water & Wastew	Union
West Boylston	\$45,531.20	\$60,153.60			Union
Westminster			\$93,419.00	Assistant DPW Director	
Boxborough	\$59,491.20	\$70,553.60	\$70,553.60		
Average	\$57,886.40	\$77,202.67	\$93,419.00		
50th Percentile	\$52,468.00	\$74,432.80	\$93,419.00		
60th Percentile	\$54,080.00	\$75,670.40	\$93,419.00		
65th Percentile	\$58,193.20	\$79,674.40	\$93,419.00		
75th Percentile	\$66,419.60	\$87,682.40	\$93,419.00		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

Comparable Community	Fleet Maintenance Mechanic				
	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton					
Boylston					
Carlisle	\$57,387.20	\$66,310.40			
Georgetown					
Harvard	\$49,129.60	\$65,499.20			
Hopedale					
Lancaster					
Mendon					
Middleton					
Millis					
Nahant					
Sterling	\$42,868.80	\$62,192.00			
Stow	\$53,289.60	\$66,768.00			
Sutton					
Topsfield					
Upton	\$49,949.12	\$65,291.20		Mechanic/Heavy Equipment Operator	Union
West Boylston	\$41,392.00	\$53,164.80			Union
Westminster					
Boxborough	\$50,419.20	\$61,838.40	\$61,838.40		
Average	\$49,002.72	\$63,204.27	#DIV/0!		
50th Percentile	\$49,539.36	\$65,395.20	#NUM!		
60th Percentile	\$49,949.12	\$65,499.20	#NUM!		
65th Percentile	\$50,784.24	\$65,702.00	#NUM!		
75th Percentile	\$52,454.48	\$66,107.60	#NUM!		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

<b>Public Works Worker - Skilled</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton					
Boylston					
Carlisle	\$48,692.80	\$56,264.00			
Georgetown					
Harvard	\$49,400.00	\$64,043.20		Equipment Operator	
Hopedale					
Lancaster					
Mendon					
Middleton	\$56,180.80	\$65,312.00		Water Systems Operator	
Millis					
Nahant					
Sterling	\$29,369.60	\$41,121.60		Converted to 40	
Stow	\$46,092.80	\$57,574.40			
Sutton					
Topsfield					
Upton	\$44,844.80	\$58,302.40		Heavy Equipment Operator	Union
West Boylston	\$41,392.00	\$53,164.80		Equipment Operator/Skilled Laborer	Union
Westminster					
Boxborough	\$44,595.20	\$54,724.80			
Average	\$45,138.97	\$56,540.34	#DIV/0!		
50th Percentile	\$46,092.80	\$57,574.40	#NUM!		
60th Percentile	\$48,432.80	\$58,229.60	#NUM!		
65th Percentile	\$48,432.80	\$61,455.68	#NUM!		
75th Percentile	\$49,046.40	\$61,172.80	#NUM!		

**Town of Boxborough, MA**  
**DETAILED SALARY DATA**

<b>Public Works Worker - Semi-Skilled</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Ayer					
Berlin					
Bolton					
Boylston					
Carlisle	\$44,657.60	\$51,625.60			
Georgetown					
Harvard	\$44,470.40	\$57,803.20		Lead Groundskeeper	
Hopedale					
Lancaster					
Mendon					
Middleton	\$45,988.80	\$56,056.00		Equipment Operator	
Millis					
Nahant					
Sterling					
Stow	\$44,244.80	\$53,102.74			
Sutton					
Topsfield					
Upton	\$40,040.00	\$52,062.40		Laborer/ Heavy Equipment Officer	Union
West Boylston					
Westminster	\$40,768.00	\$49,524.80		Truck Driver/Laborer	
Boxborough	\$43,160.00	\$52,956.80			
Average	\$43,361.60	\$53,362.46	#DIV/0!		
50th Percentile	\$44,357.60	\$52,582.57	#NUM!		
60th Percentile	\$44,470.40	\$53,102.74	#NUM!		
65th Percentile	\$44,517.20	\$53,841.06	#NUM!		
75th Percentile	\$44,610.80	\$55,317.69	#NUM!		