



**TOWN OF FRANKLIN, MA**  
**CLASSIFICATION AND COMPENSATION STUDY**

**FINAL REPORT**

**FEBRUARY 2023**



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## **I. INTRODUCTION**

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

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

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

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

#### **Job Evaluation Analysis and Job Classification System**

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

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

employee's Supervisor and/or Department Head and Town Administration. The JAQs were returned to GovHR within approximately three (3) weeks of distribution.

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

### **Salary Survey**

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

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

### **Draft and Final Report Preparation**

- A preliminary analysis of the data and recommended Classification and Compensation Plan was shared with the Town. Feedback from Town Administration was reviewed and incorporated into the recommendations.
- This draft report has been prepared by GovHR and sent electronically to the Town.
- A presentation of these draft findings will be conducted for Town.

- Once the presentation is made and review comments are returned by the Town a final report will be prepared and transmitted electronically.

## **II. EXECUTIVE SUMMARY**

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

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

The Study developed a new Classification Plan for eighty-seven (87) positions in the Franklin. To complete this task, the Consultant completed a Job Evaluation. The Job Evaluation included the completion of a questionnaire by all employees covered in the Study and interviews with at least one (1) employee working in each position covered by the Study (see Appendix A). Upon the completion of those tasks, the Consultants assigned a numerical value to each position so that like positions within the organization would be grouped together in a classification to produce an internal equity hierarchy. Nine (9) factors were used for the evaluation of Franklin's positions:

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

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

## **B. External Equity – Market Competitiveness**

The next component of the Classification and Compensation Study involved establishing external competitiveness. A group of communities comparable to the Town was established. The Consultants started with Massachusetts communities in Bristol, Middlesex, Norfolk and Worcester counties within approximately 30 miles of the Town, with populations between 16,000 and 50,000. After that, a specific set of comparison criteria (e.g., equalized assessed valuation, general fund expenditures, full time employees, etc.) was applied to each community (see Appendix B). Based on the results of this analysis, eighteen (18) communities with a total compatibility score of eighty-six (86%) or greater were deemed to be most comparable to the Town. The full list of the eighteen (18) chosen comparable communities is below.

Attleboro	Milton
Braintree	Natick
Canton	North Attleborough
Dedham	Norwood
Easton	Randolph
Hudson	Sharon
Mansfield	Stoughton
Marlborough	Walpole
Milford	Westborough

### **Salary Data**

GovHR then prepared and distributed a salary survey to the eighteen (18) comparable communities. Ten (10) communities responded to the survey either by directly responding to the survey or supplying GovHR with a copy of their most recent Compensation Plan. The salary summary results can be found in Table 2 and the detailed salary data can be found in Appendix C. To provide external competitiveness for the Town's salaries, the salary ranges derived from this data collection were used to help establish the proposed Compensation Plan. In some cases where there was not enough salary range data, actual salaries were used. The recommended pay ranges are contained within Table 3 of the report.

### **Proposed Classification and Compensation Plan**

The goal of this Study was to recommend a Classification and Compensation Plan that is internally equitable and externally competitive. To accomplish this, a Compensation Plan was developed using the 75<sup>th</sup> percentile comparison of the salary ranges that were acquired through the salary survey. The resulting



Classification and Compensation Plan consists of fifteen (15) pay grades; one (1) being lowest and fifteen (15) being highest and is broken down into the following three (3) bands:

Grades 1 – 6: Administrative and Technical Staff

Grades 7 – 11: Supervisors and Advanced Technical Staff

Grades 12 – 15: Directors and Senior Managers – Groups A and B

All proposed pay ranges are open ranges. There is an 7.5% gradation between Grades 1 – 6, which have a 40% range spread from minimum to maximum. Grades 7 – 11 have a 5% gradation and a 40% range spread from minimum to maximum. Grades 12 – 14 have a 17.5% gradation and a 40% range spread from minimum to maximum. Grade 15 has a 50% range spread from minimum to maximum.

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

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

### **III. JOB EVALUATION**

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

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

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

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

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

#### **IV. THE CLASSIFICATION PLAN**

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

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

responsibilities of individual positions may not have changed over time. Longevity is not a classification factor and the Classification Plan should not be used in this manner.

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

## V. SALARY DATA

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

### A. Selection of Comparable Jurisdictions for Data Purposes

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

To determine which municipalities should be used for survey purposes, GovHR first considered all Massachusetts communities within approximately 30 miles of Franklin, with a population between 16,000 and 50,000 and in in Bristol, Middlesex, Norfolk and Worcester counties.

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

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

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

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

A cutoff of eighty-six (86) points was established to select the communities most similar to Franklin across the eight (8) categories. After applying the eight (8) criteria, eighteen (18) communities achieved eighty-six (86) or more compatibility points on the comparison scale with Franklin. The full list of the eighteen (18) comparable communities is below:

Attleboro	Milton
Braintree	Natick
Canton	North Attleborough
Dedham	Norwood
Easton	Randolph
Hudson	Sharon
Mansfield	Stoughton
Marlborough	Walpole
Milford	Westborough

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

When developing the salary survey, it is important to select positions that are likely to have data available from the surveyed municipalities. These positions are referred to as benchmark positions. Based on the size of the Study and number of positions in Franklin, GovHR recommended limiting the benchmark positions in the survey to approximately thirty-nine (39) positions. This is because as the number of positions surveyed increases there tends to be a decline the number of organizations responding to the

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

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

After discussion with Town Administration, thirty-seven (37) positions were selected as benchmark positions for the survey. Below is a list of all the surveyed positions:

<i>Administrative Assistant</i>	<i>Human Resources Assistant</i>
<i>Building Commissioner</i>	<i>Library Director</i>
<i>Senior Inspector (Local/Zone)</i>	<i>Assistant Library Director</i>
<i>Finance Director</i>	<i>Director of Planning and Community Development</i>
<i>Staff Accountant</i>	<i>Conservation Agent/Resource Protection Manager</i>
<i>Payroll Administrator</i>	<i>Police Chief</i>
<i>Administrative and Budget Manager</i>	<i>Police Lieutenant</i>
<i>Highway/Grounds Superintendent</i>	<i>Recreation Director</i>
<i>Assistant Highway/Grounds Superintendent</i>	<i>Recreation Program Coordinator</i>
<i>Assistant Town Engineer</i>	<i>Senior Center Director</i>
<i>Public Works Director</i>	<i>Senior Center Program Coordinator</i>
<i>GIS Administrator</i>	<i>Assistant to the Town Administrator</i>
<i>Director of Public Facilities</i>	<i>Marketing &amp; Communications Specialist</i>
<i>Public Facilities Manager</i>	<i>Deputy Town Clerk</i>
<i>Executive Assistant - Fire</i>	<i>Assistant Treasurer/Collector</i>
<i>Health Director</i>	<i>Director of Technology Services</i>
<i>Health Agent</i>	<i>Senior Network Administrator</i>
<i>Public Health Nurse</i>	<i>Technology Support Technician</i>
<i>Director of Human Resources</i>	

### **C. Salary Survey**

After identifying the benchmark positions, the Consultants then prepared and distributed a salary survey to the eighteen (18) comparable communities. Ten (10) of the communities responded to the survey or supplied GovHR with a copy of their Compensation Plan/Union Contracts. Table 2 is a summary of the benchmark salary survey data. The detailed salary survey data for each position is contained in Appendix C.

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

- 1) The salary data is information that was available as of April 2022 – September 2022. The new recommended salary ranges for the Town were developed using this salary data from the comparable communities.
- 2) Some of the comparable municipalities provided salary range minimums and maximums for comparison purposes, while others (those that don't utilize salary ranges as part of their pay plans) provided actual salaries for surveyed positions. The salary range minimums and maximums were analyzed to determine the 50<sup>th</sup>, 60<sup>th</sup>, 65<sup>th</sup>, 75<sup>th</sup> and 80<sup>th</sup> percentiles to identify wage ranges for "average" and "above average" payers. Any actual salaries provided by the comparable municipalities were only analyzed in a few instances when there was not enough salary range information. Salary ranges are a better gauge of market salaries than an actual salary and are thus preferred to conduct analysis.
- 3) Salary ranges associated with positions that have been reclassified may not be consistent with other salary ranges in a particular Grade.
- 4) Data contained within Appendix C has been thoroughly reviewed. If the Consultants determined the data was not relevant, it was removed. Thus, if a specific position within the salary survey has two worksheets associated with it in Appendix C, then data was removed. The second data sheet will have the word "Edited" after the title of the position surveyed. If a specific data point was removed, it is highlighted on the first and second worksheets and then removed on the second worksheet associated with the position.

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

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

- 1) Organizational size and economic conditions can have an impact on positions. In smaller organizations, employees are often asked to "wear many hats" and therefore take on more duties and responsibilities than would normally be required of a certain position. In addition, the economic downturn forced organizations to "do more with less", compelling staff to take on more duties and responsibilities than they have in the past. Therefore, it becomes increasingly harder to compare "like" positions within organizations.
- 2) Some employers place a different relative worth on certain groups of employees. For example, some employers are forced to place a higher value on certain employees or groups of employees because of the market, and therefore, pay them more. Overall, the policies and value judgments



of different employers in compensating the same kind of work can vary widely. There is rarely a single prevailing rate for any particular kind of work, even within the same labor market.

- 3) It can be difficult to make exact comparisons among the different employers of the duties and responsibilities of ostensibly similar jobs.

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

## **VI. COMPENSATION PLAN DEVELOPMENT AND RECOMMENDATIONS**

### **A. Development of the Compensation Plan**

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

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

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

### **B. Compensation Plan Options for the Town's Consideration**

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

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

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

### **Defined Increment Plan**

#### **Advantages**

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

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

#### **Disadvantages**

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

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

### **Open Range Merit Plan**

#### **Advantages**

Town: The Open Range Merit Plan tends to motivate employees to perform at a higher level, thereby achieving greater production/benefit for the Town. This Plan also enables the supervising authority to reward high-performing employees with a salary increase greater than a defined increment.

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

### **Disadvantages**

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

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

### **Blended Merit Plan**

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

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

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

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

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

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

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

### **D. Pay Philosophy**

An important component in the process of developing a Compensation Plan is understanding and applying the pay philosophy of the Town. In Franklin, the Town subscribes to a pay philosophy of compensation employees at a rate at the 75<sup>th</sup> percentile.

### **Proposed Compensation Plan and Structure**

The next step in this process is to combine the JFA scores included in Tables 1 and 2 with the proposed salary ranges in Table 3. The Classification and Compensation Plan consists of fifteen (15) pay grades; one (1) being lowest and fifteen (15) being highest and is broken down into the following number (3) bands:

Grades 1 – 6: Administrative and Technical Staff

Grades 7 – 11: Supervisors and Advanced Technical Staff

Grades 12 – 15: Directors and Senior Managers – Groups A and B

All proposed pay ranges are open ranges. There is an 7.5% gradation between Grades 1 – 6, which have a 40% range spread from minimum to maximum. Grades 7 – 11 have a 5% gradation and a 40% range

spread from minimum to maximum. Grades 12 – 14 have a 17.5% gradation and a 40% range spread from minimum to maximum. Grade 15 has a 50% range spread from minimum to maximum.

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

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

Table 2 combines all of the classification and compensation data at the 75<sup>th</sup> percentile.

### **Implementation and Administration of the Compensation Plan**

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

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

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

<b>Service</b>	<b>Adjustment</b>
1 - 3 Years	0%
Over 3 and up to 8 Years	1%
Over 8 and up to 15 Years	2%
Over 15 Years	3%

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

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

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

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

Salary advancement between the hiring rate and the top of the range (maximum) is done throughout the employee's tenure with the organization. Advancement through the range would be done on an annual basis and be dependent on a satisfactory performance evaluation. Incumbents progressing through the

range should understand that standards of performance would become more exacting or controlling as compensation levels advance. Typical movement through the range could be in increments of 1% to 3%, depending on the employee's performance evaluation and goal attainment, as well as the financial resources of the Town.

The Town may also wish to provide a merit bonus for exemplary performance after an employee reaches the maximum compensation for the range. If this option is exercised, then an employee would be eligible to receive a payment after a successful performance evaluation each year. This payment should not be worked into the base salary. It can be in the form of a lump sum payment that is a set amount calculated each year and the same for all employees, such as \$500 for meeting expectations and \$1,000 for exceeding expectations. Another option is to calculate a percentage of the employee's base compensation and provide a lump sum payment equivalent to that amount, such as 1% for meeting expectations and 2% for exceeding expectations.

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

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

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

To maintain competitive salary levels there should be an annual review of the Town's salary ranges. The eighteen (18) comparable communities used in the survey group for this Study have been determined to be comparable jurisdictions to the Town. Therefore, Franklin 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 comparable communities are current as of April 2022 – September 2022. It is GovHR's recommendation that an annual survey of these communities be conducted to determine the percentage increase each organization in the



comparable group is granting, either as an annual across-the-board increase to their employees or as a general adjustment to their compensation ranges. The Town may wish to provide an across-the-board increase to all employees based on the information received from the comparable communities. If this is the case, then the increases would be granted separately from any merit increase that would be awarded as a result of a successful performance evaluation.

It is the further recommendation of GovHR that the compensation ranges for each grade be increased by the average percentage increase of the comparable group, even if an across-the-board increase is not given to all employees. Employees would continue to advance through the compensation ranges (provided that the employee is not at the maximum of the compensation range) by virtue of a merit increase granted for satisfactory or above satisfactory performance of their job duties. Finally, it is recommended that the Town review the compatibility of the municipalities after five (5) years.

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

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

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

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

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

### **Appreciation**

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

**TOWN OF FRANKLIN, MA  
PROPOSED CLASSIFICATION PLAN**

Table 1

Current Position Title		Skill Level	Grade
<b>Directors and Senior Managers A</b>			
Chief of Police	790	775+	
Finance Director	780		
Fire Chief/EMS Director	780		
Deputy Town Administrator	775		
Director of Public Facilities	775		
Director of Public Works	775		
Town Solicitor	775		
<b>Directors and Senior Managers B</b>			
Town Engineer	740	730 to 770	
Deputy Chief of Police	735	(40 points)	
Deputy Fire Chief	735		
Deputy Director of Public Facilities (Engineering)	735		
Deputy Director of Public Works	735		
Director of Human Resources	700	685 to 725	
Treasurer-Collector	700		
Library Director	700		
Director of Planning and Community Development	695		
Police Lieutenant	695		
Building Commissioner	690		
Health Director	685		
Water and Sewer Superintendent	680	640 to 680	
Highway and Grounds Superintendent	680		
Town Clerk	665		
Director Senior Center	660		
Director of Recreation	660		
Deputy Director of Public Facilities (Custodial Services)	650		
Director of Assessing	640		
Stormwater and Environmental Affairs Superintendent	640		
<b>Supervisors and Advanced Technical Staff</b>			
Deputy Water/Sewer Superintendent	630	605 to 635	
Fleet Manager	620	(30 points)	
Deputy Comptroller	615		
Deputy Treasurer Collector	615		
DPW Administration & Budget Manager	615		
Deputy Grounds/Highway Superintendent	610		
Deputy Town Engineer	610		
Deputy Library Director	595	570 to 600	
Deputy Director of Recreation	590		

**TOWN OF FRANKLIN, MA  
PROPOSED CLASSIFICATION PLAN**

Table 1

Current Position Title		Skill Level	Grade
Deputy Director of Senior Center	575		
Director of GIS	545	535 to 565	
Deputy Director of Public Facilities (Maintenance & Trades)	535		
Veteran's Services Officer	535		
Deputy Town Clerk	520	500 to 530	
Appraiser	510		
Conservation Agent/Natural Resources Protection Manager	510		
Health Agent	510		
Purchasing Agent	510		
Senior Inspector	510		
Town Planner	510		
Public Health Nurse	505		
Staff Accountant	505		
Assistant to Town Administrator	500		
Assistant Admin & Budget Manager for Public Works	500		
Budget & Fiscal Analyst	500		
Deputy of Community Arts & Cultural Initiatives	500		
Archivist	495	465 to 495	
Assistant Town Planner	480		
DPW Inspector	475		
Electrical and Plumbing/ Gas Inspectors	475		
Marketing and Communication Specialist	475		
Sealer of Weights and Measures	475		
Engineering Assistant	470		
GIS Specialist	465		
<b>Administrative and Technical</b>			
Facilities Administrator	450	430 to 460	
Head Chef and Kitchen Manager - Senior Center	445	(30 points)	
Supportive Programming Coordinator (Respite)	445		
Community Social Worker (Social Services Coordinator)	440		
Program Coordinator - Senior Center	435		
Senior Center Nurse	435		
Program Coordinator - Recreation	430		
Human Resources Administrator	425	400 to 425	
Benefits Coordinator	415		
Payroll Administrator	415		
Executive Assistant - Town Administrator	395	370 to 395	
Executive Assistant - Police Records	395		
Executive Assistant - Police Finance	380		

**TOWN OF FRANKLIN, MA  
PROPOSED CLASSIFICATION PLAN**

Table 1

Current Position Title		Skill Level	Grade
Executive Assistant - Fire	380		
Executive Assistant - Planning and Community Development	375		
Collections Specialist	340	330 to 365	
Administrative Assistant - Planning and Community Dev	330	0	
Administrative Assistant - Building	320		
Administrative Assistant - Clerk's Office	315		
Administrative Assistant - DPW	315		
Administrative Assistant - DPW	305		
Administrative Assistant - Senior Center	305		
Administrative Services - Health	305		
Payroll Assistant schools	305		
Administrative Assistant - Facilities	305		
Administrative Assistant - Finance	305		
Passport Agent	305		
No Positions in Grade			

**TOWN OF FRANKLIN, MA  
COMPREHENSIVE TABLE**

Table 2

Position Title	JFA Total	Skill Level	New Grade	Salary Survey Data 75th Percentile - Range		Salary Survey Data 75th Percentile - Actual		Jurisdiction Current Salary Range		Proposed FY22 Salary Range (75th)		Proposed FY23 Salary Range (75th)		Proposed FY24 Salary Range (75th)	
Directors and Senior Managers A															
Chief of Police	790	775+	15	\$ 129,187	\$ 159,094	\$ 159,898	\$ 204,314			\$ 135,000	\$ 202,500	\$ 138,375	\$ 207,563	\$ 141,834	\$ 212,752
Finance Director	780			\$ 114,754	\$ 156,527	\$ 155,803	\$ 199,081	\$ 126,838	\$ 171,621						
Fire Chief/EMS Director	780			\$ 121,148	\$ 151,803										
Deputy Town Administrator	775							\$ 100,901	\$ 136,500						
Director of Public Facilities	775			\$ 98,228	\$ 133,210	\$ 121,608	\$ 155,388	\$ 115,315	\$ 156,000						
Director of Public Works	775			\$ 119,222	\$ 159,801	\$ 130,373	\$ 166,588	\$ 126,838	\$ 171,621						
Town Solicitor	775														
Directors and Senior Managers B															
Town Engineer	740	730 to 770	14					\$ 115,315	\$ 156,000	\$ 112,521	\$ 157,529	\$ 115,334	\$ 161,468	\$ 118,217	\$ 165,504
Deputy Chief of Police	735	(40 points)						\$ 115,315	\$ 156,000						
Deputy Fire Chief	735							\$ 115,315	\$ 156,000						
Deputy Director of Public Facilities (Engineering)	735							\$ 95,306	\$ 127,046						
Deputy Director of Public Works	735							\$ 115,315	\$ 156,000						
Director of Human Resources	700	685 to 725	13	\$ 109,301	\$ 142,839	\$ 108,181	\$ 138,231	\$ 91,728	\$ 124,106	\$ 95,763	\$ 134,068	\$ 98,157	\$ 137,419	\$ 100,610	\$ 140,855
Treasurer-Collector	700							\$ 91,728	\$ 124,106						
Library Director	700			\$ 99,738	\$ 122,655	\$ 95,070	\$ 121,478	\$ 83,392	\$ 111,166						
Director of Planning and Community Development	695			99167.25	127590.2	116134.2	148393.7	\$ 83,392	\$ 111,166						
Police Lieutenant	695			\$ 98,504	\$ 122,617	\$ 105,141	\$ 134,346	\$ 104,832	\$ 141,835						
Building Commissioner	690			\$ 88,937	\$ 121,075	\$ 101,315	\$ 129,458	\$ 95,306	\$ 127,046						
Health Director	685			\$ 96,878	\$ 123,413	\$ 92,927	\$ 118,740	\$ 95,306	\$ 127,046						
Water and Sewer Superintendent	680	640 to 680	12					\$ 95,306	\$ 127,046	\$ 81,500	\$ 114,100	\$ 83,538	\$ 116,953	\$ 85,626	\$ 119,876
Highway and Grounds Superintendent	680			\$ 86,410	\$ 115,757	\$ 78,961	\$ 100,894	\$ 95,306	\$ 127,046						
Town Clerk	665														
Director Senior Center	660			82491.75	105481.05	92859.525	118653.838	\$ 75,803	\$ 102,575						
Director of Recreation	660			\$ 84,785	\$ 105,481	\$ 88,029	\$ 112,482	\$ 75,803	\$ 102,575						
Deputy Director of Public Facilities (Custodial Services)	650					\$ 95,053	\$ 121,457	\$ 86,632	\$ 117,229						
Director of Assessing	640							\$ 83,392	\$ 111,166						
Stormwater and Environmental Affairs Superintendent	640							\$ 78,770	\$ 106,538						
Supervisors and Advanced Technical Staff															
Deputy Water/Sewer Superintendent	630	605 to 635	11					\$ 78,770	\$ 106,538	\$ 78,400	\$ 109,760	\$ 80,360	\$ 112,504	\$ 82,369	\$ 115,317
Fleet Manager	620	(30 points)													
Deputy Comptroller	615							\$ 68,923	\$ 93,220						
Deputy Treasurer Collector	615			66212.25	89447.75	78767.1	96270.9	\$ 68,923	\$ 93,220						
DPW Administration & Budget Manager	615							\$ 68,923	\$ 93,220						
Deputy Grounds/Highway Superintendent	610			\$ 75,567	\$ 100,199			\$ 78,770	\$ 106,538						
Deputy Town Engineer	610			\$ 80,354	\$ 104,968			\$ 78,770	\$ 106,538						
Deputy Library Director	595	570 to 600	10	\$ 78,671	\$ 89,944			\$ 57,112	\$ 77,878	\$ 74,667	\$ 104,534	\$ 76,533	\$ 107,147	\$ 78,447	\$ 109,826
Deputy Director of Recreation	590			\$ 57,725	\$ 76,983	\$ 57,636	\$ 73,646	\$ 33,688	\$ 45,900						
Deputy Director of Senior Center	575														

**TOWN OF FRANKLIN, MA  
COMPREHENSIVE TABLE**

Table 2

Position Title	JFA Total	Skill Level	New Grade	Salary Survey Data 75th Percentile - Range		Salary Survey Data 75th Percentile - Actual		Jurisdiction Current Salary Range		Proposed FY22 Salary Range (75th)		Proposed FY23 Salary Range (75th)		Proposed FY24 Salary Range (75th)	
Director of GIS	545	535 to 565	9					\$ 78,770	\$ 106,538	\$ 71,111	\$ 99,556	\$ 72,889	\$ 102,045	\$ 74,711	\$ 104,596
Deputy Director of Public Facilities (Maint. & Trades)	535							\$ 104,832	\$ 141,835						
Veteran's Services Officer	535							\$ 71,282	\$ 97,198						
Deputy Town Clerk	520	500 to 530	8	\$ 65,443	\$ 81,865	\$ 62,208	\$ 76,032	\$ 52,198	\$ 71,308	\$ 67,725	\$ 94,815	\$ 69,418	\$ 97,185	\$ 71,154	\$ 99,615
Appraiser	510							\$ 57,112	\$ 77,878						
Conservation Agent/Natural Resources Protection Mgr.	510			\$ 68,427	\$ 94,031	\$ 70,189	\$ 89,686	\$ 62,371	\$ 85,049						
Health Agent	510			\$ 69,065	\$ 88,917	\$ 73,503	\$ 93,921	\$ 62,371	\$ 85,049						
Purchasing Agent	510							\$ 68,923	\$ 93,220						
Senior Inspector	510			\$ 72,362	\$ 87,367	\$ 78,892	\$ 100,806	\$ 71,282	\$ 97,198						
Town Planner	510							\$ 62,371	\$ 85,049						
Public Health Nurse	505			\$ 68,042	\$ 89,061	\$ 73,503	\$ 93,921	\$ 57,112	\$ 77,878						
Staff Accountant	505			\$ 86,035	\$ 114,557	\$ 75,458	\$ 96,418								
Assistant to Town Administrator	500			\$ 63,455	\$ 80,720	\$ 68,136	\$ 83,278	\$ 62,371	\$ 85,049						
Assistant Admin & Budget Manager for Public Works	500														
Budget & Fiscal Analyst	500														
Deputy of Community Arts & Cultural Initiatives	500														
Archivist	495	465 to 495	7					\$ 47,921	\$ 65,302	\$ 64,500	\$ 90,300	\$ 66,113	\$ 92,558	\$ 67,765	\$ 94,871
Assistant Town Planner	480							\$ 57,112	\$ 77,878						
DPW Inspector	475							\$ 54,766	\$ 74,630						
Electrical and Plumbing/ Gas Inspectors	475							\$ 59,654	\$ 81,494						
Marketing and Communication Specialist	475							\$ 52,198	\$ 71,308						
Sealer of Weights and Measures	475														
Engineering Assistant	470							\$ 71,282	\$ 97,198						
GIS Specialist	465							\$ 52,198	\$ 71,308						
<b>Administrative and Technical</b>															
Facilities Administrator	450	430 to 460	6					\$ 59,654	\$ 81,494	\$ 61,014	\$ 85,420	\$ 62,540	\$ 87,555	\$ 64,103	\$ 89,744
Head Chef and Kitchen Manager - Senior Center	445	(30 points)						\$ 39,858	\$ 54,727						
Supportive Programming Coordinator (Respite)	445							\$ 43,880	\$ 59,787						
Community Social Worker (Social Services Coord.)	440							\$ 43,880	\$ 59,787						
Program Coordinator - Senior Center	435			\$ 57,275	\$ 70,289	\$ 68,477	\$ 87,499	\$ 39,858	\$ 54,727						
Senior Center Nurse	435							\$ 57,112	\$ 77,878						
Program Coordinator - Recreation	430							\$ 33,688	\$ 45,900						
Human Resources Administrator	425	400 to 425	5					\$ 52,198	\$ 71,308	\$ 56,757	\$ 79,460	\$ 58,176	\$ 81,447	\$ 59,631	\$ 83,483
Benefits Coordinator	415														
Payroll Administrator	415			\$ 57,261	\$ 74,958	\$ 61,454	\$ 75,110	\$ 52,198	\$ 71,308						
Executive Assistant - Town Administrator	395	370 to 395	4					\$ 52,198	\$ 71,308	\$ 52,798	\$ 73,917	\$ 54,118	\$ 75,765	\$ 55,470	\$ 77,659
Executive Assistant - Police Records	395							\$ 59,654	\$ 81,494						
Executive Assistant - Police Finance	380							\$ 59,654	\$ 81,494						
Executive Assistant - Fire	380			\$ 67,852	\$ 83,408	\$ 70,489	\$ 86,153	\$ 52,198	\$ 71,308						
Executive Assistant - Planning and Comm. Development	375							\$ 57,112	\$ 77,878						
Collections Specialist	340	330 to 365	3					\$ 39,858	\$ 54,727	\$ 49,114	\$ 68,760	\$ 50,342	\$ 70,479	\$ 51,600	\$ 72,241

TOWN OF FRANKLIN, MA  
COMPREHENSIVE TABLE

Table 2

Position Title	JFA Total	Skill Level	New Grade	Salary Survey Data 75th Percentile - Range		Salary Survey Data 75th Percentile - Actual		Jurisdiction Current Salary Range		Proposed FY22 Salary Range (75th)		Proposed FY23 Salary Range (75th)		Proposed FY24 Salary Range (75th)	
Administrative Assistant - Planning & Community Dev	320	300 to 325	2	\$ 57,659	\$ 71,981	\$ 56,009	\$ 68,455	\$ 39,858	\$ 54,727	\$ 45,688	\$ 63,963	\$ 63,963	\$ 2	\$ 2	\$ 1
Administrative Assistant - Building	315							\$ 39,858	\$ 54,727						
Administrative Assistant - Clerk's Office	315							\$ 39,858	\$ 54,727						
Administrative Assistant - DPW	305							\$ 39,858	\$ 54,727						
Administrative Assistant - DPW	305														
Administrative Assistant - Senior Center	305							\$ 39,858	\$ 54,727						
Administrative Services - Health	305							\$ 39,858	\$ 54,727						
Administrative Assistant - Facilities	305							\$ 52,198	\$ 71,308						
Administrative Assistant - Finance	305							\$ 39,858	\$ 54,727						
Passport Agent	305							\$ 39,858	\$ 54,727						
No Positions in Grade		To 295	1							\$ 42,500	\$ 59,500	\$ 59,500	\$ 1	\$ 1	\$ 1



**TOWN OF FRANKLIN, MA**  
**PROPOSED PAY RANGES**

Table 3

75th Percentile - FY22			
Administrative and Technical			
7.5% between Ranges			
40% Range Spread			
1	\$42,500.00	1.4	\$59,500.00
2	\$45,687.50	1.4	\$63,962.50
3	\$49,114.06	1.4	\$68,759.69
4	\$52,797.62	1.4	\$73,916.66
5	\$56,757.44	1.4	\$79,460.41
6	\$61,014.25	1.4	\$85,419.94

75th Percentile - FY23			
Administrative and Technical			
7.5% between Ranges			
40% Range Spread			
1	\$43,562.50	1.4	\$60,987.50
2	\$46,829.69	1.4	\$65,561.56
3	\$50,341.91	1.4	\$70,478.68
4	\$54,117.56	1.4	\$75,764.58
5	\$58,176.37	1.4	\$81,446.92
6	\$62,539.60	1.4	\$87,555.44

Supervisors and Advanced Technical			
5% between Ranges			
40% Range Spread			
7	\$64,500.00	1.4	\$90,300.00
8	\$67,725.00	1.4	\$94,815.00
9	\$71,111.25	1.4	\$99,555.75
10	\$74,666.81	1.4	\$104,533.54
11	\$78,400.15	1.4	\$109,760.21

Supervisors and Advanced Technical			
5% between Ranges			
40% Range Spread			
7	\$66,112.50	1.4	\$92,557.50
8	\$69,418.13	1.4	\$97,185.38
9	\$72,889.03	1.4	\$102,044.64
10	\$76,533.48	1.4	\$107,146.88
11	\$80,360.16	1.4	\$112,504.22

Directors and Senior Managers			
17.5% between Ranges			
40% Range Spread			
12	\$81,500.00	1.4	\$114,100.00
13	\$95,762.50	1.4	\$134,067.50
14	\$112,520.94	1.4	\$157,529.31
15	\$135,000.00	1.5	\$202,500.00

Directors and Senior Managers			
17.5% between Ranges			
40% Range Spread			
12	\$83,537.50	1.4	\$116,952.50
13	\$98,156.56	1.4	\$137,419.19
14	\$115,333.96	1.4	\$161,467.55
15	\$138,375.00	1.5	\$207,562.50

# APPENDIX A

## EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

### Town of Franklin, Massachusetts

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:

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

- | LEVEL 1:                                  | LEVEL 2:                              | LEVEL 3:                              | LEVEL 4:                               | LEVEL 5:                                    |
|---|---------------------------------------|---------------------------------------|--|---|
| <input type="checkbox"/> Less Than 1 Year | <input type="checkbox"/> 1 to 3 Years | <input type="checkbox"/> 4 to 6 Years | <input type="checkbox"/> 7 to 10 Years | <input type="checkbox"/> More than 10 Years |

What is the minimum number of years required?

What specific experience is necessary?

### FACTOR 3. Independent Judgment and Decision Making

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

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

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

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

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

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

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

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

- ☐ LEVEL 1: Position requires that my daily work load and activities are assigned to me by my supervisor.

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

**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:

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

Demand	No	Yes	How often? (Rarely, Occasionally or Daily)
Lifting to 20 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 20-50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 50+ pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Climbing	<input type="checkbox"/>	<input type="checkbox"/>	
Walking	<input type="checkbox"/>	<input type="checkbox"/>	
Kneeling	<input type="checkbox"/>	<input type="checkbox"/>	
Crouching	<input type="checkbox"/>	<input type="checkbox"/>	
Crawling	<input type="checkbox"/>	<input type="checkbox"/>	
Bending	<input type="checkbox"/>	<input type="checkbox"/>	
Sitting	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Standing	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Visual Concentration	<input type="checkbox"/>	<input type="checkbox"/>	

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

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

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

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

## 10. FLSA EXEMPT OR NON-EXEMPT DETERMINATION

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

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

**Please answer for only one category:**

### A. Executive

	No	Yes	Unsure
Are you paid the equivalent of at least \$684 per week on a salary basis?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is your primary duty managing the department or unit of a local government?			
Percent of time spent managing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you customarily direct the work of two or more other employees (or the equivalent of two or more, e.g., 4 part-timers)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you have the ability to hire and fire, or do your recommendations carry significant weight even if you are unauthorized to make the final decision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**B. Administrative**

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

No	Yes	Unsure
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Is this a "staff" position where your primary duty is performing office or non-manual work directly related to the management or general operations of the organization, division or unit?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Do you exercise discretion and independent judgment with respect to matters of significance, have the authority to formulate/interpret policy, and have a high level of operational responsibility?

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

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

No	Yes	Unsure
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Does your primary duty include the performance of work that requires advanced knowledge in a field of science or learning that is customarily acquired by a prolonged course of specialized instruction?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Is a specialized advanced degree a prerequisite for your job?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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If yes, what is the degree or certification?

**D. Computer**

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

No	Yes	Unsure
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Do your primary duties involve:

The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications; OR

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on or related to user or system design specifications; OR

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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The design, documentation, testing, creation or modification of computer programs related to organizational operating systems; OR

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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A combination of the aforementioned duties, the performance of which requires the same level of skills?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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**11. Comments/Additional Information:** Feel free to add additional information below. If using a printed copy of this form, use the back of the form to add your comments.

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

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**EMPLOYEE'S SIGNATURE OR TYPED NAME**

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**DATE**

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

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

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

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

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

---

***DATE***

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

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

---

***DATE***

**IMPORTANT DATES:**

**April 25th:** Employees complete and submit the JAQs to their Supervisors. Please save file as follows: JobTitle.LastName.FirstName

**May 2<sup>nd</sup>:** Supervisors and Department Heads review and then submit the JAQs to Human Resources.

**May 9<sup>th</sup>:** Town Administration reviews and then submits the JAQs to GovHR USA.

**Week of May 23<sup>rd</sup>:** GovHR USA conducts virtual interviews with employees.

# APPENDIX B

### 1. Population: Maximum 15 Points

<b>33,261</b>					
Factor	Minimum Range		Maximum Range		Points
1.50	22,174	33,261	33,261	49,892	15
2.00	16,631	22,173	49,893	66,522	11
2.50	13,304	16,630	66,523	83,153	7
3.00	11,087	13,303	83,154	99,783	3
All Others					0

### 2. DOR Income Per Capita: Maximum 15 Points

<b>54,471</b>					
Factor	Minimum Range		Maximum Range		Points
1.50	36,314	54,471	54,471	81,707	15
2.00	27,236	36,313	81,708	108,942	11
2.50	21,788	27,235	108,943	136,178	7
3.00	18,157	21,787	136,179	163,413	3
All Others					0

### 3. EQV Per Capita: Maximum 15 Points

<b>182,114</b>					
Factor	Minimum Range		Maximum Range		Points
1.50	121,409	182,114	182,114	273,171	15
2.00	91,057	121,408	273,172	364,228	11
2.50	72,846	91,056	364,229	455,285	7
3.00	60,705	72,845	455,286	546,342	3
All Others					0

### 4. Total Assessed Value: Maximum 15 Points

<b>6,238.65 Million</b>					
Factor	Minimum Range		Maximum Range		Points
1.50	4,159.10	6,238.65	6,238.65	9,357.97	15
2.00	3,119.32	4,159.10	9,357.97	12,477.30	11
2.50	2,495.46	3,119.32	12,477.30	15,596.62	7
3.00	2,079.55	2,495.46	15,596.62	18,715.94	3
All Others					0

### 5. Tax Levy: Maximum 15 Points

<b>87.65 Million</b>					
Factor	Minimum Range		Maximum Range		Points
1.50	58.44	87.65	87.65	131.48	15
2.00	43.83	58.44	131.48	175.31	11
2.50	35.06	43.83	175.31	219.13	7
3.00	29.22	35.06	219.13	262.96	3
All Others					0

## 6. Total Budget (without Enterprise and CPA Funds): Maximum 15 Points

134.99 Million

Factor	Minimum Range		Maximum Range		Points
1.5	89.99	134.99	134.99	202.49	15
2.0	67.50	89.99	202.49	269.98	11
2.5	54.00	67.50	269.98	337.48	7
3.0	45.00	54.00	337.48	404.97	3
All Others					0

## 7. State Aid: Maximum 5 Points

32.13 Million

Factor	Minimum Range		Maximum Range		Points
1.50	21.42	32.13	32.13	48.19	5
2.00	16.06	21.42	48.19	64.26	4
2.50	12.85	16.06	64.26	80.32	3
3.00	10.71	12.85	80.32	96.38	1
All Others					0

## 8. Proximity in Miles: Maximum 5 Points

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

### Initial screen:

\*Initial screening criteria: Massachusetts municipalities in Bristol, Middlesex, Norfolk and Worcester counties with populations between approximately 16,000 and 50,000 and within 30 miles.

### 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. <https://www.mass.gov/service-details/at-a-glance-and-community-comparison-reports>

Google Maps for proximity (lowest mileage listed)

### Note:

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

Municipality	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Assessed Value(millions)	Max. Points	Tax Levy (millions)	Max. Points	Total Budget (millions)	Max. Points	State Aid (millions)	Max. Points	Proximity (miles)	Max. Points	Total Points
Franklin	33,261	15	54,471	15	182,114	15	6,238.65	15	87.65	15	134.99	15	32.13	5	-	5	100
Ashland	18,832	11	53,140	15	170,714	15	3,338.77	11	53.02	11	71.12	11	10.27	1	15.2	3	78
Attleboro	46,461	15	34,583	11	113,786	11	5,703.67	15	88.62	15	156.13	15	48.88	4	16.9	3	89
Bellingham	16,945	11	38,417	15	168,413	15	3,076.74	11	48.67	15	69.26	11	12.31	1	5.5	5	84
Braintree	39,143	15	44,498	15	209,828	15	8,550.39	15	105.31	15	150.07	15	25.28	5	27.5	1	96
Canton	24,370	15	60,190	15	232,449	15	6,124.77	15	87.63	15	110.44	15	9.40	0	17.6	3	93
Dedham	25,364	15	60,879	15	231,176	15	6,084.60	15	97.10	15	122.80	15	9.96	0	21.8	1	91
Easton	25,058	15	53,526	15	163,281	15	4,141.66	11	63.74	15	88.84	11	13.14	3	19.6	3	88
Foxborough	18,618	11	53,348	15	195,094	15	3,623.41	11	55.96	11	82.50	11	11.35	1	8.4	5	80
Grafton	19,664	11	51,558	15	145,127	15	2,993.83	7	50.54	11	74.96	11	13.99	3	22.4	1	74
Hopkinton	18,758	11	87,002	11	237,487	15	4,853.01	15	82.60	15	100.63	15	9.45	0	15.8	3	85
Hudson	20,092	11	41,482	15	157,625	15	3,292.74	11	59.46	15	95.04	15	16.13	4	29.3	1	87
Mansfield	23,860	15	53,922	15	179,993	15	4,525.57	15	72.42	15	107.57	15	21.92	5	10.5	3	98
Marlborough	41,793	15	36,482	15	164,275	15	6,996.66	15	110.77	15	206.62	11	38.30	5	26.1	1	92
Milford	30,379	15	34,058	11	128,820	15	4,149.63	11	74.69	15	133.14	15	37.36	5	10.6	5	92
Milton	28,630	15	77,849	15	238,119	15	7,161.00	15	91.29	15	116.01	15	14.46	3	25.3	1	94
Natick	37,006	15	62,985	15	256,717	15	9,805.97	11	130.81	15	170.91	15	15.20	3	16.2	3	92
Needham	32,091	15	119,154	7	360,854	11	11,311.68	11	170.83	11	208.02	11	13.96	3	18.5	3	72
North Attleborough	30,834	15	41,167	15	142,259	15	4,539.74	15	65.55	15	103.23	15	24.59	5	9.4	5	100
Northbridge	16,335	7	36,837	15	115,987	11	2,055.12	3	28.30	15	53.85	3	18.86	4	17.0	3	61
Norton	19,202	11	40,339	15	151,059	15	3,013.67	7	42.97	15	70.28	11	16.52	4	15.9	3	81
Norwood	31,611	15	43,885	15	195,958	15	6,502.58	15	91.27	15	219.66	11	14.97	3	14.0	3	92
Randolph	34,984	15	29,645	11	121,032	11	4,552.57	15	68.57	15	110.42	15	27.36	5	26.1	1	88
Sharon	18,575	11	69,554	15	213,286	15	3,955.24	11	78.12	15	95.46	15	11.07	1	13.3	3	86
Stoughton	29,281	15	35,657	11	159,871	15	4,815.59	15	78.74	15	114.29	15	21.58	5	18.2	1	92
Walpole	26,383	15	58,732	15	199,978	15	5,494.51	15	82.82	15	112.77	15	11.64	1	9.7	5	96
Wellesley	29,550	15	211,460	0	457,666	3	13,305.39	7	155.41	11	184.71	15	10.94	1	18.3	3	55
Westborough	21,567	11	58,864	15	211,255	15	4,529.38	15	83.75	15	119.86	15	15.24	3	22.3	1	90
Westwood	16,266	7	123,062	7	320,554	11	5,079.21	15	86.59	15	103.45	15	8.02	0	16.1	3	73

Municipality	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Assessed Value(millions)	Max. Points	Tax Levy (millions)	Max. Points	Total Budget (millions)	Max. Points	State Aid (millions)	Max. Points	Proximity (miles)	Max. Points	Total Points
Franklin	33,261	15	54,471	15	182,114	15	6,238.65	15	87.65	15	134.99	15	32.13	5	-	5	100
North Attleborough	30,834	15	41,167	15	142,259	15	4,539.74	15	65.55	15	103.23	15	24.59	5	9.4	5	100
Mansfield	23,860	15	53,922	15	179,993	15	4,525.57	15	72.42	15	107.57	15	21.92	5	10.5	3	98
Braintree	39,143	15	44,498	15	209,828	15	8,550.39	15	105.31	15	150.07	15	25.28	5	27.5	1	96
Walpole	26,383	15	58,732	15	199,978	15	5,494.51	15	82.82	15	112.77	15	11.64	1	9.7	5	96
Milton	28,630	15	77,849	15	238,119	15	7,161.00	15	91.29	15	116.01	15	14.46	3	25.3	1	94
Canton	24,370	15	60,190	15	232,449	15	6,124.77	15	87.63	15	110.44	15	9.40	0	17.6	3	93
Marlborough	41,793	15	36,482	15	164,275	15	6,996.66	15	110.77	15	206.62	11	38.30	5	26.1	1	92
Milford	30,379	15	34,058	11	128,820	15	4,149.63	11	74.69	15	133.14	15	37.36	5	10.6	5	92
Natick	37,006	15	62,985	15	256,717	15	9,805.97	11	130.81	15	170.91	15	15.20	3	16.2	3	92
Norwood	31,611	15	43,885	15	195,958	15	6,502.58	15	91.27	15	219.66	11	14.97	3	14.0	3	92
Stoughton	29,281	15	35,657	11	159,871	15	4,815.59	15	78.74	15	114.29	15	21.58	5	18.2	1	92
Dedham	25,364	15	60,879	15	231,176	15	6,084.60	15	97.10	15	122.80	15	9.96	0	21.8	1	91
Westborough	21,567	11	58,864	15	211,255	15	4,529.38	15	83.75	15	119.86	15	15.24	3	22.3	1	90
Attleboro	46,461	15	34,583	11	113,786	11	5,703.67	15	88.62	15	156.13	15	48.88	4	16.9	3	89
Easton	25,058	15	53,526	15	163,281	15	4,141.66	11	63.74	15	88.84	11	13.14	3	19.6	3	88
Randolph	34,984	15	29,645	11	121,032	11	4,552.57	15	68.57	15	110.42	15	27.36	5	26.1	1	88
Hudson	20,092	11	41,482	15	157,625	15	3,292.74	11	59.46	15	95.04	15	16.13	4	29.3	1	87
Sharon	18,575	11	69,554	15	213,286	15	3,955.24	11	78.12	15	95.46	15	11.07	1	13.3	3	86
Hopkinton	18,758	11	87,002	11	237,487	15	4,853.01	15	82.60	15	100.63	15	9.45	0	15.8	3	85
Bellingham	16,945	11	38,417	15	168,413	15	3,076.74	11	48.67	15	69.26	11	12.31	1	5.5	5	84
Norton	19,202	11	40,339	15	151,059	15	3,013.67	7	42.97	15	70.28	11	16.52	4	15.9	3	81
Foxborough	18,618	11	53,348	15	195,094	15	3,623.41	11	55.96	11	82.50	11	11.35	1	8.4	5	80
Ashland	18,832	11	53,140	15	170,714	15	3,338.77	11	53.02	11	71.12	11	10.27	1	15.2	3	78
Grafton	19,664	11	51,558	15	145,127	15	2,993.83	7	50.54	11	74.96	11	13.99	3	22.4	1	74
Westwood	16,266	7	123,062	7	320,554	11	5,079.21	15	86.59	15	103.45	15	8.02	0	16.1	3	73
Needham	32,091	15	119,154	7	360,854	11	11,311.68	11	170.83	11	208.02	11	13.96	3	18.5	3	72
Northbridge	16,335	7	36,837	15	115,987	11	2,055.12	3	28.30	15	53.85	3	18.86	4	17.0	3	61
Wellesley	29,550	15	211,460	0	457,666	3	13,305.39	7	155.41	11	184.71	15	10.94	1	18.3	3	55

Municipality	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Assessed Value(millions)	Max. Points	Tax Levy (millions)	Max. Points	Total Budget (millions)	Max. Points	State Aid (millions)	Max. Points	Proximity (miles)	Max. Points	Total Points
Franklin	33,261	15	54,471	15	182,114	15	6,238.65	15	87.65	15	134.99	15	32.13	5	-	5	100
North Attleborough	30,834	15	41,167	15	142,259	15	4,539.74	15	65.55	15	103.23	15	24.59	5	9.4	5	100
Mansfield	23,860	15	53,922	15	179,993	15	4,525.57	15	72.42	15	107.57	15	21.92	5	10.5	3	98
Braintree	39,143	15	44,498	15	209,828	15	8,550.39	15	105.31	15	150.07	15	25.28	5	27.5	1	96
Walpole	26,383	15	58,732	15	199,978	15	5,494.51	15	82.82	15	112.77	15	11.64	1	9.7	5	96
Milton	28,630	15	77,849	15	238,119	15	7,161.00	15	91.29	15	116.01	15	14.46	3	25.3	1	94
Canton	24,370	15	60,190	15	232,449	15	6,124.77	15	87.63	15	110.44	15	9.40	0	17.6	3	93
Marlborough	41,793	15	36,482	15	164,275	15	6,996.66	15	110.77	15	206.62	11	38.30	5	26.1	1	92
Milford	30,379	15	34,058	11	128,820	15	4,149.63	11	74.69	15	133.14	15	37.36	5	10.6	5	92
Natick	37,006	15	62,985	15	256,717	15	9,805.97	11	130.81	15	170.91	15	15.20	3	16.2	3	92
Norwood	31,611	15	43,885	15	195,958	15	6,502.58	15	91.27	15	219.66	11	14.97	3	14.0	3	92
Stoughton	29,281	15	35,657	11	159,871	15	4,815.59	15	78.74	15	114.29	15	21.58	5	18.2	1	92
Dedham	25,364	15	60,879	15	231,176	15	6,084.60	15	97.10	15	122.80	15	9.96	0	21.8	1	91
Westborough	21,567	11	58,864	15	211,255	15	4,529.38	15	83.75	15	119.86	15	15.24	3	22.3	1	90
Attleboro	46,461	15	34,583	11	113,786	11	5,703.67	15	88.62	15	156.13	15	48.88	4	16.9	3	89
Easton	25,058	15	53,526	15	163,281	15	4,141.66	11	63.74	15	88.84	11	13.14	3	19.6	3	88
Randolph	34,984	15	29,645	11	121,032	11	4,552.57	15	68.57	15	110.42	15	27.36	5	26.1	1	88
Hudson	20,092	11	41,482	15	157,625	15	3,292.74	11	59.46	15	95.04	15	16.13	4	29.3	1	87
Sharon	18,575	11	69,554	15	213,286	15	3,955.24	11	78.12	15	95.46	15	11.07	1	13.3	3	86



# APPENDIX C

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Administrative Assistant				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$60,447.00	\$74,193.00	\$62,232.00		40
Needham	\$48,399.00	\$65,344.00	\$60,310.58	Administrative Assistant	37.5
Grafton	\$37,965.20	\$46,282.60			35
Westwood	\$46,901.40	\$54,891.20	\$51,742.60		35
Ashland	\$34,528.00	\$47,049.60		Senior Clerk	40
Braintree	\$54,286.00	\$64,675.00	\$64,675.00		35
North Attleboro	\$34,263.84	\$50,617.84			34
Attleboro	\$60,205.60	\$80,899.00			35
Milford	\$47,192.60	\$63,718.20	\$58,640.40	Admin Services Coordinator	35
Walpole	\$58,783.01	\$77,562.93			49
Franklin	\$39,858.00	\$54,727.40	\$52,543.40		35
Range Average	\$48,297.17	\$62,523.34	\$59,520.12		
50th Percentile	\$47,795.80	\$64,196.60	\$60,310.58		
60th Percentile	\$50,753.80	\$64,942.60	\$61,079.15		
65th Percentile	\$53,402.95	\$65,243.65	\$61,463.43		
75th Percentile	\$57,658.76	\$71,980.75	\$62,232.00		
80th Percentile	\$59,067.53	\$74,866.99	\$62,720.60		
Actual Average	\$53,568.10	\$65,472.13			
50th Percentile	\$54,279.52	\$66,341.64			
60th Percentile	\$54,971.23	\$67,187.06			
65th Percentile	\$55,317.09	\$67,609.78			
75th Percentile	\$56,008.80	\$68,455.20			
80th Percentile	\$56,448.54	\$68,992.66			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Assistant to the Town Administrator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$146,590.00	\$180,288.00	\$151,366.00	Assistant General Manager	37.5
Needham	\$115,132.00	\$161,184.00	\$143,424.00	Assistant Town Manager Director of Operations	37.5
Grafton			\$56,893.20	Management Analyst & Comm Specialist	35
Westwood	\$74,192.00	\$92,656.00	\$81,896.00		40
Ashland			\$73,644.00	Executive Assistant to the Town Manager and Select	40
Braintree				N/A	
North Attleboro	\$52,717.60	\$68,783.00		Confidential Executive Assistant	37
Attleboro				N/A	
Milford	\$50,934.00	\$68,761.00	\$47,047.00		40
Walpole				N/A	
Franklin	\$62,371.40	\$85,048.60	\$78,900.00		35
Range Average	\$87,913.12	\$114,334.40	\$92,378.37		
50th Percentile	\$74,192.00	\$92,656.00	\$77,770.00		
60th Percentile	\$90,568.00	\$120,067.20	\$81,896.00		
65th Percentile	\$98,756.00	\$133,772.80	\$97,278.00		
75th Percentile	\$115,132.00	\$161,184.00	\$128,042.00		
80th Percentile	\$121,423.60	\$165,004.80	\$143,424.00		
Actual Average	\$83,140.53	\$101,616.20			
50th Percentile	\$69,993.00	\$85,547.00			
60th Percentile	\$73,706.40	\$90,085.60			
65th Percentile	\$87,550.20	\$107,005.80			
75th Percentile	\$115,237.80	\$140,846.20			
80th Percentile	\$129,081.60	\$157,766.40			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Assistant to the Town Administrator (Edited)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood				Assistant General Manager	37.5
Needham				Assistant Town Manager Director of Operations	37.5
Grafton			\$56,893.20	Management Analyst & Comm Specialist	35
Westwood	\$74,192.00	\$92,656.00	\$81,896.00		40
Ashland			\$73,644.00	Executive Assistant to the Town Manager and Sele	40
Braintree				N/A	
North Attleboro	\$52,717.60	\$68,783.00		Confidential Executive Assistant	37
Attleboro				N/A	
Milford	\$50,934.00	\$68,761.00	\$47,047.00		40
Walpole				N/A	
Franklin	\$62,371.40	\$85,048.60	\$78,900.00		35
Range Average	\$59,281.20	\$76,733.33	\$64,870.05		
50th Percentile	\$52,717.60	\$68,783.00	\$65,268.60		
60th Percentile	\$57,012.48	\$73,557.60	\$70,293.84		
65th Percentile	\$59,159.92	\$75,944.90	\$72,806.46		
75th Percentile	\$63,454.80	\$80,719.50	\$75,707.00		
80th Percentile	\$65,602.24	\$83,106.80	\$76,944.80		
Actual Average	\$58,383.05	\$71,357.06			
50th Percentile	\$58,741.74	\$71,795.46			
60th Percentile	\$63,264.46	\$77,323.22			
65th Percentile	\$65,525.81	\$80,087.11			
75th Percentile	\$68,136.30	\$83,277.70			
80th Percentile	\$69,250.32	\$84,639.28			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Marketing & Communications Specialist				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood				N/A	
Needham	\$71,409.00	\$99,976.00	\$94,253.00	Public Information Officer	37.5
Grafton				N/A	
Westwood				N/A	
Ashland			\$53,000.00	Communications and Events Coordinator	40
Braintree				N/A	
North Attleboro				N/A	
Attleboro				N/A	
Milford				N/A	
Walpole				N/A	
Franklin	\$52,197.60	\$71,307.60	\$55,000.00		35
Range Average			\$73,626.50		
50th Percentile			\$73,626.50		
60th Percentile			\$77,751.80		
65th Percentile			\$79,814.45		
75th Percentile			\$83,939.75		
80th Percentile			\$86,002.40		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Deputy Town Clerk				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$71,511.00	\$87,948.00	\$75,634.00	Assistant Town Clerk	37.5
Needham	\$59,139.00	\$80,106.00	\$71,977.00	Assistant Town Clerk	37.5
Grafton			\$49,231.00	Assistant Town Clerk	35
Westwood	\$55,692.00	\$65,210.60	\$57,894.20	Assistant Town Clerk	35
Ashland			\$57,500.00		40
Braintree	\$70,568.00	\$83,624.00		Assistant Town Clerk	37.5
North Attleboro	\$60,317.40	\$78,691.60		Town Clerk	37
Attleboro	\$54,727.40	\$73,546.20		Assistant City Clerk	35
Milford	\$50,169.60	\$66,580.80	\$60,548.80	Assistant Town Clerk	40
Walpole				N/A	
Franklin	\$52,197.60	\$71,307.60	\$64,000.00		35
Range Average	\$60,303.49	\$76,529.60	\$62,130.83		
50th Percentile	\$59,139.00	\$78,691.60	\$59,221.50		
60th Percentile	\$59,846.04	\$79,540.24	\$60,548.80		
65th Percentile	\$60,199.56	\$79,964.56	\$63,405.85		
75th Percentile	\$65,442.70	\$81,865.00	\$69,119.95		
80th Percentile	\$68,517.88	\$82,920.40	\$71,977.00		
Actual Average	\$55,917.75	\$68,343.92			
50th Percentile	\$53,299.35	\$65,143.65			
60th Percentile	\$54,493.92	\$66,603.68			
65th Percentile	\$57,065.27	\$69,746.44			
75th Percentile	\$62,207.96	\$76,031.95			
80th Percentile	\$64,779.30	\$79,174.70			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Assistant Treasurer/Collector				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$75,811.00	\$93,254.00	\$93,254.00		37.5
Needham	\$68,016.00	\$95,218.00	\$87,519.00	Assistant Treasurer/Collector	37.5
Grafton			\$53,344.20		35
Westwood	\$55,692.00	\$65,210.60	\$65,210.60	Assistant Town Collector	35
Ashland	\$39,499.20	\$52,020.80	\$52,020.80		40
Braintree	\$65,288.00	\$77,762.00			37.5
North Attleboro	\$64,516.92	\$84,180.72			37
Attleboro	\$65,611.00	\$88,179.00		Assistant City Treasurer	35
Milford				N/A	
Walpole	\$63,533.72	\$83,831.39			40
Franklin	\$62,371.40	\$85,048.60	\$78,000.00		35
Range Average	\$62,245.98	\$79,957.06	\$70,269.72		
50th Percentile	\$64,902.46	\$84,006.06	\$65,210.60		
60th Percentile	\$65,352.60	\$84,980.38	\$74,133.96		
65th Percentile	\$65,465.65	\$86,379.77	\$78,595.64		
75th Percentile	\$66,212.25	\$89,447.75	\$87,519.00		
80th Percentile	\$67,054.00	\$91,224.00	\$88,666.00		
Actual Average	\$63,242.75	\$77,296.69			
50th Percentile	\$58,689.54	\$71,731.66			
60th Percentile	\$66,720.56	\$81,547.36			
65th Percentile	\$70,736.08	\$86,455.20			
75th Percentile	\$78,767.10	\$96,270.90			
80th Percentile	\$79,799.40	\$97,532.60			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Executive Assistant - Fire				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$67,826.00	\$83,267.00	\$78,321.00	Business Manager	40
Needham	\$68,016.00	\$95,218.00	\$84,727.00	Fire Business Manager	37.5
Grafton	\$38,729.60	\$47,192.60		Office Manager	35
Westwood	\$63,648.00	\$74,526.40	\$74,526.40	Office Manager	40
Ashland			\$53,372.80		40
Braintree	\$67,930.00	\$80,465.00		Financial Coordinator	35
North Attleboro	\$52,717.60	\$68,783.00			37
Attleboro				N/A	
Milford	\$57,990.40	\$78,291.20	\$58,640.00	Assistant to the Fire Chief	40
Walpole	\$63,533.72	\$83,831.39			40
Franklin	\$59,654.40	\$81,494.40	\$55,819.40		35
Range Average	\$60,048.91	\$76,446.82	\$69,917.44		
50th Percentile	\$63,590.86	\$79,378.10	\$74,526.40		
60th Percentile	\$64,483.60	\$81,025.40	\$76,044.24		
65th Percentile	\$65,945.90	\$82,006.10	\$76,803.16		
75th Percentile	\$67,852.00	\$83,408.10	\$78,321.00		
80th Percentile	\$67,888.40	\$83,605.63	\$79,602.20		
Actual Average	\$62,925.70	\$76,909.18			
50th Percentile	\$67,073.76	\$81,979.04			
60th Percentile	\$68,439.82	\$83,648.66			
65th Percentile	\$69,122.84	\$84,483.48			
75th Percentile	\$70,488.90	\$86,153.10			
80th Percentile	\$71,641.98	\$87,562.42			



TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Administrative Assistant (Schools)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood				N/A	
Needham			\$57,459.00		37.5
Grafton				N/A	
Westwood				N/A	
Ashland				N/A	
Braintree	\$35,680.00	\$55,791.00			35
North Attleboro	\$30,798.56	\$47,294.00			34
Attleboro				N/A	
Milford				N/A	
Walpole	\$58,783.01	\$77,562.93			40
Franklin			\$63,591.00		40
Range Average	\$41,753.86	\$60,215.98	\$57,459.00		
50th Percentile	\$35,680.00	\$55,791.00	\$57,459.00		
60th Percentile	\$40,300.60	\$60,145.39	\$57,459.00		
65th Percentile	\$42,610.90	\$62,322.58	\$57,459.00		
75th Percentile	\$47,231.51	\$66,676.97	\$57,459.00		
80th Percentile	\$49,541.81	\$68,854.16	\$57,459.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Building Commissioner				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$98,408.00	\$121,066.00	\$113,800.00		40
Needham	\$86,500.00	\$121,100.00	\$121,573.00	Building Commissioner	37.5
Grafton			\$80,971.80	Inspector of Buildings	35
Westwood	\$80,872.00	\$100,997.00	\$100,997.00		40
Ashland			\$81,600.00		40
Braintree	\$81,573.00	\$97,163.00		Code Compliance Officer	35
North Attleboro	\$73,866.00	\$96,378.36		Building Inspector	37
Attleboro	\$88,124.40	\$118,445.60		Building Inspector/Zoning	35
Milford	\$91,375.00	\$123,356.00	\$108,890.00		40
Walpole	\$86,379.65	\$113,976.11			40
Franklin	\$95,305.60	\$127,046.40	\$108,232.82		40
Actual Average	\$85,887.26	\$111,560.26	\$101,305.30		
50th Percentile	\$86,439.82	\$116,210.85	\$104,943.50		
60th Percentile	\$86,824.88	\$118,969.68	\$108,890.00		
65th Percentile	\$87,393.42	\$119,886.82	\$110,117.50		
75th Percentile	\$88,937.05	\$121,074.50	\$112,572.50		
80th Percentile	\$90,074.76	\$121,086.40	\$113,800.00		
Range Average	\$91,174.77	\$116,501.10			
50th Percentile	\$94,449.15	\$120,685.03			
60th Percentile	\$98,001.00	\$125,223.50			
65th Percentile	\$99,105.75	\$126,635.13			
75th Percentile	\$101,315.25	\$129,458.38			
80th Percentile	\$102,420.00	\$130,870.00			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Senior Inspector (Local/Zone)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$71,511.00	\$87,948.00	\$82,659.00		40
Needham	\$59,319.00	\$80,106.00	\$75,696.00	Local Building Inspector	37.5
Grafton				N/A	
Westwood	\$74,192.00	\$92,656.00	\$92,656.00	Deputy Building Commissioner	40
Ashland				\$25 per inspection	
Braintree	\$73,213.00	\$86,785.00		Local Inspector	35
North Attleboro	\$49,219.56	\$64,221.56		Local Building Inspector	37
Attleboro				N/A	
Milford	\$61,826.00	\$83,465.00		Local Building Inspector	40
Walpole	\$56,929.60	\$75,129.60			40
Franklin	\$71,281.60	\$97,198.40	\$76,845.31		40
Actual Average	\$63,744.31	\$81,473.02	\$83,670.33		
50th Percentile	\$61,826.00	\$83,465.00	\$82,659.00		
60th Percentile	\$67,637.00	\$85,457.00	\$84,658.40		
65th Percentile	\$70,542.50	\$86,453.00	\$85,658.10		
75th Percentile	\$72,362.00	\$87,366.50	\$87,657.50		
80th Percentile	\$72,872.60	\$87,715.40	\$88,657.20		
Range Average	\$75,303.30	\$96,220.88			
50th Percentile	\$74,393.10	\$95,057.85			
60th Percentile	\$76,192.56	\$97,357.16			
65th Percentile	\$77,092.29	\$98,506.82			
75th Percentile	\$78,891.75	\$100,806.13			
80th Percentile	\$79,791.48	\$101,955.78			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Public Works Director				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$132,136.00	\$162,549.00	\$162,549.00	DPW Director/Town Engineer	40
Needham	\$115,132.00	\$161,184.00	\$144,859.00	Director of Public Works	37.5
Grafton			\$99,080.80		35
Westwood	\$113,618.00	\$141,894.00	\$141,894.00		40
Ashland			\$135,000.00		40
Braintree	\$119,025.00	\$142,287.00			35
North Attleboro	\$119,288.00	\$155,651.60			37
Attleboro				N/A	
Milford				N/A	
Walpole	\$108,794.15	\$143,551.57			40
Franklin	\$126,838.40	\$171,620.80	\$158,000.00		40
Range Average	\$117,998.86	\$151,186.20	\$136,676.56		
50th Percentile	\$117,078.50	\$149,601.59	\$141,894.00		
60th Percentile	\$119,025.00	\$155,651.60	\$143,080.00		
65th Percentile	\$119,090.75	\$157,034.70	\$143,673.00		
75th Percentile	\$119,222.25	\$159,800.90	\$144,859.00		
80th Percentile	\$119,288.00	\$161,184.00	\$148,397.00		
Actual Average	\$123,008.90	\$157,178.04			
50th Percentile	\$127,704.60	\$163,178.10			
60th Percentile	\$128,772.00	\$164,542.00			
65th Percentile	\$129,305.70	\$165,223.95			
75th Percentile	\$130,373.10	\$166,587.85			
80th Percentile	\$133,557.30	\$170,656.55			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Director of Public Facilities				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$132,136.00	\$162,549.00	\$139,831.00		40
Needham	\$95,150.00	\$133,210.00	\$135,120.00	Asst. Director of Public Works - Building Maintenance	37.5
Grafton				N/A	
Westwood	\$80,872.00	\$100,997.00	\$87,089.00	Facilities Director	40
Ashland				N/A	
Braintree	\$94,780.00	\$112,958.00		Facilities & Equipment Director	35
North Attleboro			\$109,982.08	Director of Facilities and Grounds	37
Attleboro				N/A	
Milford	\$98,228.00	\$132,608.00	\$104,251.00	Facilities Director	40
Walpole				N/A	
Franklin	\$115,315.20	\$156,000.00	\$126,621.89		40
Range Average	\$100,233.20	\$128,464.40	\$115,254.62		
50th Percentile	\$95,150.00	\$132,608.00	\$109,982.08		
60th Percentile	\$96,381.20	\$132,848.80	\$120,037.25		
65th Percentile	\$96,996.80	\$132,969.20	\$125,064.83		
75th Percentile	\$98,228.00	\$133,210.00	\$135,120.00		
80th Percentile	\$105,009.60	\$139,077.80	\$136,062.20		
Actual Average	\$103,729.15	\$132,542.81			
50th Percentile	\$98,983.87	\$126,479.39			
60th Percentile	\$108,033.52	\$138,042.84			
65th Percentile	\$112,558.35	\$143,824.56			
75th Percentile	\$121,608.00	\$155,388.00			
80th Percentile	\$122,455.98	\$156,471.53			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	<b>Administrative and Budget Manager</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$85,173.00	\$104,751.00	\$101,701.00		40
Needham	\$74,977.00	\$104,968.00	\$101,288.00		37.5
Grafton				N/A	
Westwood				N/A	
Ashland				N/A	
Braintree				N/A	
North Attleboro				N/A	
Attleboro				N/A	
Milford				N/A	
Walpole				N/A	
Franklin	\$68,923.40	\$93,220.40	\$80,804.10		35
Range Average			\$101,494.50		
50th Percentile			\$101,494.50		
60th Percentile			\$101,535.80		
65th Percentile			\$101,556.45		
75th Percentile			\$101,597.75		
80th Percentile			\$101,618.40		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Highway/Grounds Superintendent				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$85,173.00	\$104,751.00	\$87,734.00		40
Needham	\$86,500.00	\$121,100.00	\$117,288.00	Superintendent of Parks and Forestry	37.5
Grafton			\$61,752.60		35
Westwood	\$68,651.16	\$78,858.60	\$78,858.60	Grounds/Fields Foreman	40
Ashland	\$59,696.00	\$75,004.80	\$62,982.40	Working Foreman, Cemetery, Park, Trees	40
Braintree	\$81,576.00	\$97,163.00			35
North Attleboro	\$73,866.00	\$96,378.36			37
Attleboro	\$96,951.40	\$130,293.80		Superintendent of DPW	35
Milford				N/A	
Walpole	\$86,379.65	\$113,976.11			40
Franklin	\$95,305.60	\$127,046.40	\$106,131.21		40
Range Average	\$79,849.15	\$102,190.71	\$81,723.12		
50th Percentile	\$83,374.50	\$100,957.00	\$78,858.60		
60th Percentile	\$85,414.33	\$106,596.02	\$82,408.76		
65th Percentile	\$85,836.65	\$109,824.81	\$84,183.84		
75th Percentile	\$86,409.73	\$115,757.08	\$87,734.00		
80th Percentile	\$86,451.86	\$118,250.44	\$93,644.80		
Actual Average	\$73,550.81	\$93,981.59			
50th Percentile	\$70,972.74	\$90,687.39			
60th Percentile	\$74,167.88	\$94,770.07			
65th Percentile	\$75,765.46	\$96,811.42			
75th Percentile	\$78,960.60	\$100,894.10			
80th Percentile	\$84,280.32	\$107,691.52			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Assistant Highway/Grounds Superintendent				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$62,540.00	\$76,742.00	\$76,742.00	Working Foreman	40
Needham	\$68,016.00	\$95,218.00	\$87,528.00	Assistant Superintendent of Parks and Forestry	37.5
Grafton				N/A	
Westwood				N/A	
Ashland				N/A	
Braintree				N/A	
North Attleboro				N/A	
Attleboro	\$80,116.40	\$107,671.20		Assistant Superintendent for DPW Operations	35
Milford				N/A	
Walpole	\$74,050.60	\$97,708.19			40
Franklin	\$78,769.60	\$106,537.60	\$78,540.00		40
Range Average	\$71,180.75	\$94,334.85	\$82,135.00		
50th Percentile	\$71,033.30	\$96,463.10	\$82,135.00		
60th Percentile	\$72,843.68	\$97,210.15	\$83,213.60		
65th Percentile	\$73,748.87	\$97,583.68	\$83,752.90		
75th Percentile	\$75,567.05	\$100,198.94	\$84,831.50		
80th Percentile	\$76,476.92	\$101,693.39	\$85,370.80		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					



TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Assistant Town Engineer				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$80,354.00	\$9,880.00			40
Needham	\$74,977.00	\$104,968.00	\$100,893.00	Assistant Town Engineer	37.5
Grafton				N/A	
Westwood				N/A	
Ashland			\$75,300.00	Project Engineer	40
Braintree	\$94,780.00	\$112,958.00		Engineering Manager	35
North Attleboro	\$79,036.36	\$103,124.32		Project Engineer/Civil Engineer	37
Attleboro				N/A	
Milford				N/A	
Walpole	\$74,050.60	\$97,708.19			40
Franklin	\$78,769.60	\$106,537.60	\$87,720.00		40
Range Average	\$80,639.59	\$85,727.70	\$88,096.50		
50th Percentile	\$79,036.36	\$103,124.32	\$88,096.50		
60th Percentile	\$79,563.42	\$103,861.79	\$90,655.80		
65th Percentile	\$79,826.94	\$104,230.53	\$91,935.45		
75th Percentile	\$80,354.00	\$104,968.00	\$94,494.75		
80th Percentile	\$83,239.20	\$106,566.00	\$95,774.40		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	GIS Administrator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood				N/A	
Needham	\$59,319.00	\$80,106.00	\$85,934.25	GIS Database Administrator	37.5
Grafton				N/A	
Westwood	\$68,068.00	\$85,006.00	\$69,769.00		40
Ashland				N/A	
Braintree				N/A	
North Attleboro				N/A	
Attleboro				N/A	
Milford				N/A	
Walpole				N/A	
Franklin	\$78,769.60	\$106,537.60	\$54,641.81		25
Range Average			\$77,851.63		
50th Percentile			\$77,851.63		
60th Percentile			\$79,468.15		
65th Percentile			\$80,276.41		
75th Percentile			\$81,892.94		
80th Percentile			\$82,701.20		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Public Facilities Manager				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$104,324.00	\$128,354.00	\$117,437.00	Assistant Facilities Director	40
Needham	\$74,977.00	\$104,968.00	\$93,792.00	Building Maintenance Manager	37.5
Grafton				N/A	
Westwood				N/A	
Ashland				N/A	
Braintree			\$79,320.00	Facilities Manager	35
North Attleboro				N/A	
Attleboro				N/A	
Milford				N/A	
Walpole				N/A	
Franklin	\$86,632.00	\$117,228.80	\$101,402.59		40
Range Average			\$96,849.67		
50th Percentile			\$93,792.00		
60th Percentile			\$98,521.00		
65th Percentile			\$100,885.50		
75th Percentile			\$105,614.50		
80th Percentile			\$107,979.00		
Actual Average	\$87,164.70	\$111,377.12			
50th Percentile	\$84,412.80	\$107,860.80			
60th Percentile	\$88,668.90	\$113,299.15			
65th Percentile	\$90,796.95	\$116,018.33			
75th Percentile	\$95,053.05	\$121,456.68			
80th Percentile	\$97,181.10	\$124,175.85			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Finance Director				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood			\$176,985.00	Finance Director/Town Accountant	40
Needham	\$115,132.00	\$161,184.00	\$161,501.00	Asst Town Manager/Finance Dir/Chief Procurement	37.5
Grafton			\$102,502.40		35
Westwood	\$113,618.00	\$141,894.00	\$181,894.00	Assistant Town Administrator/Finance Director	40
Ashland			\$138,000.00	Also acts as Town Accountant	40
Braintree	\$138,841.00	\$166,458.00			35
North Attleboro				N/A	
Attleboro	\$96,951.40	\$130,293.80		Director of Administration and Budget	35
Milford	\$105,595.00	\$142,554.00	\$140,000.00	Contract position	40
Walpole	\$100,734.54	\$132,917.08			40
Franklin	\$126,838.40	\$171,620.80	\$135,960.00		40
Range Average	\$111,811.99	\$145,883.48	\$150,147.07		
50th Percentile	\$109,606.50	\$142,224.00	\$150,750.50		
60th Percentile	\$113,618.00	\$142,554.00	\$161,501.00		
65th Percentile	\$113,996.50	\$147,211.50	\$165,372.00		
75th Percentile	\$114,753.50	\$156,526.50	\$173,114.00		
80th Percentile	\$115,132.00	\$161,184.00	\$176,985.00		
Actual Average	\$135,132.36	\$172,669.13			
50th Percentile	\$135,675.45	\$173,363.08			
60th Percentile	\$145,350.90	\$185,726.15			
65th Percentile	\$148,834.80	\$190,177.80			
75th Percentile	\$155,802.60	\$199,081.10			
80th Percentile	\$159,286.50	\$203,532.75			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Staff Accountant				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$71,511.00	\$87,948.00	\$77,914.00	Assistant Town Accountant	40
Needham	\$86,500.00	\$121,100.00	\$111,637.00	Town Accountant	37.5
Grafton			\$64,755.60	Finance Analyst	35
Westwood	\$51,087.40	\$59,805.20	\$59,805.20		35
Ashland				N/A	
Braintree	\$81,573.00	\$97,163.00		Town Accountant	35
North Attleboro				N/A	
Attleboro				N/A	
Milford	\$85,000.00	\$114,750.00	\$83,842.00	Town Accountant (Contract)	40
Walpole	\$86,379.65	\$113,976.11		Town Accountant	40
Franklin			\$70,000.00		35
Range Average	\$77,008.51	\$99,123.72	\$79,590.76		
50th Percentile	\$83,286.50	\$105,569.55	\$77,914.00		
60th Percentile	\$85,000.00	\$113,976.11	\$80,285.20		
65th Percentile	\$85,344.91	\$114,169.58	\$81,470.80		
75th Percentile	\$86,034.73	\$114,556.53	\$83,842.00		
80th Percentile	\$86,379.65	\$114,750.00	\$89,401.00		
Actual Average	\$71,631.68	\$91,529.37			
50th Percentile	\$70,122.60	\$89,601.10			
60th Percentile	\$72,256.68	\$92,327.98			
65th Percentile	\$73,323.72	\$93,691.42			
75th Percentile	\$75,457.80	\$96,418.30			
80th Percentile	\$80,460.90	\$102,811.15			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Payroll Administrator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$64,261.00	\$78,880.00	\$70,176.00		37.5
Needham	\$59,319.00	\$80,106.00	\$67,651.00	Payroll Coordinator	37.5
Grafton				N/A	
Westwood	\$51,087.40	\$59,805.20	\$59,805.20	Staff Accountant/Payroll	35
Ashland	\$37,003.20	\$49,545.60	\$49,545.60		40
Braintree				N/A	
North Attleboro	\$37,287.12	\$55,084.12		Payroll Coordinator	37
Attleboro	\$47,028.80	\$63,190.40			35
Milford				N/A	
Walpole				N/A	
Franklin	\$52,197.60	\$71,307.60	\$61,000.00		35
Range Average	\$49,331.09	\$64,435.22	\$61,794.45		
50th Percentile	\$49,058.10	\$61,497.80	\$63,728.10		
60th Percentile	\$51,087.40	\$63,190.40	\$66,081.84		
65th Percentile	\$53,145.30	\$67,112.80	\$67,258.71		
75th Percentile	\$57,261.10	\$74,957.60	\$68,282.25		
80th Percentile	\$59,319.00	\$78,880.00	\$68,661.00		
Actual Average	\$55,615.01	\$67,973.90			
50th Percentile	\$57,355.29	\$70,100.91			
60th Percentile	\$59,473.66	\$72,690.02			
65th Percentile	\$60,532.84	\$73,984.58			
75th Percentile	\$61,454.03	\$75,110.48			
80th Percentile	\$61,794.90	\$75,527.10			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Health Director				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$92,828.00	\$114,174.00	\$114,174.00		40
Needham				N/A	
Grafton				N/A	
Westwood	\$80,872.00	\$100,997.00	\$98,533.00		40
Ashland			\$92,587.00		40
Braintree	\$106,258.00	\$126,492.00		Director of Licensing & Inspections	35
North Attleboro	\$73,866.00	\$96,378.36			37
Attleboro				N/A	
Milford	\$98,228.00	\$132,608.00	\$99,611.00		40
Walpole	\$86,379.65	\$113,976.11			40
Franklin	\$95,305.60	\$127,046.40	\$98,838.00		35
Range Average	\$89,738.61	\$114,104.24	\$101,226.25		
50th Percentile	\$89,603.82	\$114,075.05	\$99,072.00		
60th Percentile	\$92,828.00	\$114,174.00	\$99,395.40		
65th Percentile	\$94,178.00	\$117,253.50	\$99,557.10		
75th Percentile	\$96,878.00	\$123,412.50	\$103,251.75		
80th Percentile	\$98,228.00	\$126,492.00	\$105,436.20		
Actual Average	\$91,103.63	\$116,410.19			
50th Percentile	\$89,164.80	\$113,932.80			
60th Percentile	\$89,455.86	\$114,304.71			
65th Percentile	\$89,601.39	\$114,490.67			
75th Percentile	\$92,926.58	\$118,739.51			
80th Percentile	\$94,892.58	\$121,251.63			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Health Agent				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$67,826.00	\$83,267.00	\$83,267.00	Sanitarian	40
Needham	\$62,283.00	\$84,103.00	\$81,138.00	Environmental Health Agent	37.5
Grafton				N/A	
Westwood	\$57,292.00	\$71,549.00	\$58,722.00	Sanitarian/Food Inspector	40
Ashland				N/A	
Braintree	\$70,568.00	\$83,625.00		Health Code Enforcement Officer	35
North Attleboro	\$64,516.92	\$84,180.72			37
Attleboro	\$88,124.40	\$118,445.60			35
Milford	\$65,478.40	\$88,400.00	\$52,862.00	Health Inspector	40
Walpole	\$68,564.24	\$90,469.06		Deputy Health Agent	40
Franklin	\$62,371.40	\$85,048.60	\$74,388.60		35
Range Average	\$68,081.62	\$88,004.92	\$68,997.25		
50th Percentile	\$66,652.20	\$84,141.86	\$69,930.00		
60th Percentile	\$67,973.65	\$85,024.58	\$76,654.80		
65th Percentile	\$68,232.03	\$86,501.32	\$80,017.20		
75th Percentile	\$69,065.18	\$88,917.26	\$81,670.25		
80th Percentile	\$69,766.50	\$89,641.43	\$81,989.60		
Actual Average	\$62,097.53	\$79,346.84			
50th Percentile	\$62,937.00	\$80,419.50			
60th Percentile	\$68,989.32	\$88,153.02			
65th Percentile	\$72,015.48	\$92,019.78			
75th Percentile	\$73,503.23	\$93,920.79			
80th Percentile	\$73,790.64	\$94,288.04			



TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Public Health Nurse				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$67,826.00	\$83,267.00	\$75,841.00		40
Needham	\$68,016.00	\$95,128.00	\$79,631.00	Public Health Nurse	37.5
Grafton				N/A	
Westwood	\$68,068.00	\$85,006.00	\$77,013.00		40
Ashland			\$75,004.80		40
Braintree	\$75,855.00	\$89,942.00			35
North Attleboro				N/A	
Attleboro	\$65,611.00	\$88,179.00			35
Milford	\$60,902.40	\$82,222.40			40
Walpole	\$61,984.00	\$81,785.60			40
Franklin	\$57,111.60	\$77,877.80	\$80,000.00		35
Range Average	\$66,894.63	\$86,504.29	\$76,872.45		
50th Percentile	\$67,826.00	\$85,006.00	\$76,427.00		
60th Percentile	\$67,940.00	\$86,909.80	\$76,778.60		
65th Percentile	\$67,997.00	\$87,861.70	\$76,954.40		
75th Percentile	\$68,042.00	\$89,060.50	\$77,667.50		
80th Percentile	\$68,057.60	\$89,589.40	\$78,060.20		
Actual Average	\$69,185.21	\$88,403.32			
50th Percentile	\$68,784.30	\$87,891.05			
60th Percentile	\$69,100.74	\$88,295.39			
65th Percentile	\$69,258.96	\$88,497.56			
75th Percentile	\$69,900.75	\$89,317.63			
80th Percentile	\$70,254.18	\$89,769.23			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Director of Human Resources				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$116,857.00	\$143,693.00	\$120,364.00		40
Needham	\$104,665.00	\$146,531.00	\$119,712.00	Director of Human Resources	37.5
Grafton			\$55,874.00	HR Analyst	35
Westwood	\$101,445.00	\$126,689.00	\$126,689.00		40
Ashland			\$105,000.00		40
Braintree	\$119,025.00	\$142,287.00			35
North Attleboro	\$106,782.00	\$139,316.84			37
Attleboro	\$96,951.40	\$130,293.80		Personnel Director	35
Milford	\$105,595.00	\$142,554.00	\$94,972.00		40
Walpole	\$86,379.65	\$113,976.11			40
Franklin	\$91,728.00	\$124,105.80	\$105,605.81		35
Range Average	\$104,712.51	\$135,667.59	\$103,768.50		
50th Percentile	\$105,130.00	\$140,801.92	\$112,356.00		
60th Percentile	\$105,832.40	\$142,340.40	\$119,712.00		
65th Percentile	\$106,247.85	\$142,433.85	\$119,875.00		
75th Percentile	\$109,300.75	\$142,838.75	\$120,201.00		
80th Percentile	\$112,827.00	\$143,237.40	\$120,364.00		
Actual Average	\$93,391.65	\$119,333.78			
50th Percentile	\$101,120.40	\$129,209.40			
60th Percentile	\$107,740.80	\$137,668.80			
65th Percentile	\$107,887.50	\$137,856.25			
75th Percentile	\$108,180.90	\$138,231.15			
80th Percentile	\$108,327.60	\$138,418.60			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Human Resources Assistant				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$60,447.00	\$74,193.00		HR Generalist	40
Needham	\$56,491.00	\$76,284.00	\$64,421.00	Human Resources Assistant	37.5
Grafton				N/A	
Westwood	\$52,559.00	\$65,641.00		Human Resources Administrator	40
Ashland				N/A	
Braintree	\$67,951.00	\$80,465.00		Human Resources Generalist	35
North Attleboro	\$43,771.00	\$57,104.32			37
Attleboro				N/A	
Milford				N/A	
Walpole	\$68,564.24	\$90,469.06		Human Resources Admin	40
Franklin	\$52,197.60	\$71,307.60	\$65,000.00		35
Range Average	\$58,297.21	\$74,026.06	\$64,421.00		
50th Percentile	\$58,469.00	\$75,238.50	\$64,421.00		
60th Percentile	\$60,447.00	\$76,284.00	\$64,421.00		
65th Percentile	\$62,323.00	\$77,329.25	\$64,421.00		
75th Percentile	\$66,075.00	\$79,419.75	\$64,421.00		
80th Percentile	\$67,951.00	\$80,465.00	\$64,421.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	HR Coordinator (Schools)				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$60,447.00	\$74,193.00	\$65,981.00	HR Generalist	40
Needham				N/A	
Grafton				N/A	
Westwood				N/A	
Ashland				N/A	
Braintree			\$77,765.00	HR Manager	35
North Attleboro	\$60,296.60	\$78,673.40		HR & Benefits Coordinator	37
Attleboro				N/A	
Milford				N/A	
Walpole				N/A	
Franklin	N/A	N/A	\$70,073.28		40
Range Average	\$60,371.80	\$76,433.20	\$71,873.00		
50th Percentile	\$60,371.80	\$76,433.20	\$71,873.00		
60th Percentile	\$60,386.84	\$76,881.24	\$73,051.40		
65th Percentile	\$60,394.36	\$77,105.26	\$73,640.60		
75th Percentile	\$60,409.40	\$77,553.30	\$74,819.00		
80th Percentile	\$60,416.92	\$77,777.32	\$75,408.20		
Actual Average	\$64,685.70	\$82,653.95			
50th Percentile	\$64,685.70	\$82,653.95			
60th Percentile	\$65,746.26	\$84,009.11			
65th Percentile	\$66,276.54	\$84,686.69			
75th Percentile	\$67,337.10	\$86,041.85			
80th Percentile	\$67,867.38	\$86,719.43			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Director of Technology Services				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$116,857.00	\$143,693.00	\$143,693.00		37.5
Needham	\$104,665.00	\$146,531.00	\$122,326.00	Director of Management Information Systems	37.5
Grafton				N/A	
Westwood	\$101,445.00	\$126,689.00	\$126,689.00		35
Ashland			\$115,961.00		40
Braintree				N/A	
North Attleboro	\$79,036.36	\$103,124.32		MIS Director	37
Attleboro	\$88,124.40	\$118,445.60		MIS Director	35
Milford	\$105,595.00	\$142,554.00	\$125,723.00	IT Director	40
Walpole	\$86,379.65	\$113,976.11		IT Director	40
Franklin			\$138,537.00		40
Range Average	\$97,443.20	\$127,859.00	\$126,878.40		
50th Percentile	\$101,445.00	\$126,689.00	\$125,723.00		
60th Percentile	\$103,377.00	\$136,208.00	\$126,109.40		
65th Percentile	\$104,343.00	\$140,967.50	\$126,302.60		
75th Percentile	\$105,130.00	\$143,123.50	\$126,689.00		
80th Percentile	\$105,409.00	\$143,465.20	\$130,089.80		
Actual Average	\$114,190.56	\$145,910.16			
50th Percentile	\$113,150.70	\$144,581.45			
60th Percentile	\$113,498.46	\$145,025.81			
65th Percentile	\$113,672.34	\$145,247.99			
75th Percentile	\$114,020.10	\$145,692.35			
80th Percentile	\$117,080.82	\$149,603.27			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Senior Network Administrator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$85,173.00	\$104,751.00	\$104,751.00	Assistant IT Director	37.5
Needham	\$74,977.00	\$104,968.00	\$122,642.00	Network Manager	37.5
Grafton				N/A	
Westwood	\$69,770.00	\$87,131.00	\$87,131.00	Computer System Analyst	35
Ashland			\$90,900.00		40
Braintree				N/A	
North Attleboro				N/A	
Attleboro	\$65,611.00	\$88,179.00		Senior Information Systems Technician	35
Milford	\$66,463.00	\$89,725.00		Network Administrator	40
Walpole				N/A	
Franklin			\$83,203.00		40
Range Average	\$72,398.80	\$94,950.80	\$101,356.00		
50th Percentile	\$69,770.00	\$89,725.00	\$97,825.50		
60th Percentile	\$71,852.80	\$95,735.40	\$101,980.80		
65th Percentile	\$72,894.20	\$98,740.60	\$104,058.45		
75th Percentile	\$74,977.00	\$104,751.00	\$109,223.75		
80th Percentile	\$77,016.20	\$104,794.40	\$111,907.40		
Actual Average	\$91,220.40	\$116,559.40			
50th Percentile	\$88,042.95	\$112,499.33			
60th Percentile	\$91,782.72	\$117,277.92			
65th Percentile	\$93,652.61	\$119,667.22			
75th Percentile	\$98,301.38	\$125,607.31			
80th Percentile	\$100,716.66	\$128,693.51			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Technology Support Technician				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$72,219.00	\$88,819.00	\$76,592.00	IT Support I	37.5
Needham	\$59,139.00	\$80,106.00	\$71,701.00	Technology Support Technician	37.5
Grafton				N/A	
Westwood				N/A	
Ashland			\$55,000.00		40
Braintree				N/A	
North Attleboro	\$46,000.24	\$60,019.96		User Support Specialist	37
Attleboro	\$49,758.80	\$66,866.80		Computer Programmer/Operator	35
Milford	\$47,381.00	\$63,964.00			40
Walpole	\$58,783.01	\$77,562.93			40
Franklin			\$65,000.00		40
Range Average	\$55,546.84	\$72,889.78	\$67,764.33		
50th Percentile	\$54,270.91	\$72,214.87	\$71,701.00		
60th Percentile	\$58,783.01	\$77,562.93	\$72,679.20		
65th Percentile	\$58,872.01	\$78,198.70	\$73,168.30		
75th Percentile	\$59,050.00	\$79,470.23	\$74,146.50		
80th Percentile	\$59,139.00	\$80,106.00	\$74,635.60		
Actual Average	\$60,987.90	\$77,928.98			
50th Percentile	\$64,530.90	\$82,456.15			
60th Percentile	\$65,411.28	\$83,581.08			
65th Percentile	\$65,851.47	\$84,143.55			
75th Percentile	\$66,731.85	\$85,268.48			
80th Percentile	\$67,172.04	\$85,830.94			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Library Director				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$111,693.00	\$126,865.00	\$117,176.00		40
Needham	\$104,665.00	\$146,531.00	\$109,898.00	Director of Public Library	37.5
Grafton			\$86,286.20		35
Westwood	\$90,576.00	\$113,116.00	\$92,839.00		40
Ashland			\$85,000.00		40
Braintree	\$94,810.00	\$112,958.00			35
North Attleboro	\$85,592.00	\$111,675.20			37
Attleboro	\$88,124.40	\$118,445.60			35
Milford			\$90,842.00	Contracted	40
Walpole	\$86,379.65	\$113,976.11			40
Franklin	\$83,392.40	\$111,165.60	\$105,080.40		35
Range Average	\$94,548.58	\$120,509.56	\$97,006.87		
50th Percentile	\$90,576.00	\$113,976.11	\$91,840.50		
60th Percentile	\$93,116.40	\$116,657.80	\$92,839.00		
65th Percentile	\$94,386.60	\$117,998.65	\$97,103.75		
75th Percentile	\$99,737.50	\$122,655.30	\$105,633.25		
80th Percentile	\$102,694.00	\$125,181.12	\$109,898.00		
Actual Average	\$87,306.18	\$111,557.90			
50th Percentile	\$82,656.45	\$105,616.58			
60th Percentile	\$83,555.10	\$106,764.85			
65th Percentile	\$87,393.38	\$111,669.31			
75th Percentile	\$95,069.93	\$121,478.24			
80th Percentile	\$98,908.20	\$126,382.70			



TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Assistant Library Director				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$80,863.00	\$88,370.00	\$83,065.00		35
Needham	\$86,500.00	\$121,100.00	\$94,458.00	Assistant Director of Public Library	37.5
Grafton				N/A	
Westwood				N/A	
Ashland				N/A	
Braintree	\$70,568.00	\$83,625.00			35
North Attleboro				N/A	
Attleboro	\$65,611.00	\$88,179.00			35
Milford	\$72,093.41	\$84,675.32			40
Walpole	\$68,564.24	\$90,469.06			40
Franklin	\$57,111.60	\$77,877.80	\$71,980.08		35
Range Average	\$74,033.27	\$92,736.40	\$88,761.50		
50th Percentile	\$71,330.71	\$88,274.50	\$88,761.50		
60th Percentile	\$72,093.41	\$88,370.00	\$89,900.80		
65th Percentile	\$74,285.81	\$88,894.76	\$90,470.45		
75th Percentile	\$78,670.60	\$89,944.29	\$91,609.75		
80th Percentile	\$80,863.00	\$90,469.06	\$92,179.40		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Director of Planning and Community Development				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$98,408.00	\$121,066.00	\$121,066.00		35
Needham	\$95,150.00	\$133,210.00	\$129,038.00	Director of Planning and Community Development	37.5
Grafton			\$81,608.80	Town Planner	35
Westwood	\$101,445.00	\$126,689.00	\$138,432.00	Director of Community & Economic Development	40
Ashland			\$104,968.00		40
Braintree	\$106,258.00	\$126,492.00			35
North Attleboro	\$64,516.92	\$84,180.72		Town Planner	37
Attleboro	\$96,951.40	\$130,293.80		Director of Planning and Development	35
Milford	\$66,463.00	\$89,725.00			40
Walpole	\$74,050.60	\$97,708.19			40
Franklin	\$83,392.40	\$111,165.60	\$110,397.47		35
Range Average	\$87,905.36	\$113,670.59	\$115,022.56		
50th Percentile	\$96,050.70	\$123,779.00	\$121,066.00		
60th Percentile	\$97,242.72	\$126,531.40	\$124,254.80		
65th Percentile	\$97,752.53	\$126,600.35	\$125,849.20		
75th Percentile	\$99,167.25	\$127,590.20	\$129,038.00		
80th Percentile	\$100,230.20	\$128,851.88	\$130,916.80		
Actual Average	\$103,520.30	\$132,275.94			
50th Percentile	\$108,959.40	\$139,225.90			
60th Percentile	\$111,829.32	\$142,893.02			
65th Percentile	\$113,264.28	\$144,726.58			
75th Percentile	\$116,134.20	\$148,393.70			
80th Percentile	\$117,825.12	\$150,554.32			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	<b>Conservation Agent/Resource Protection Manager</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$60,447.00	\$74,193.00	\$60,447.00	Environmental Planner/Conservation Agent	35
Needham	\$68,016.00	\$95,218.00	\$87,519.00	Conservation Manager	37.5
Grafton			\$64,919.40	Conservation Analyst	35
Westwood	\$62,447.00	\$77,988.00	\$77,988.00		40
Ashland			\$60,000.00		40
Braintree				N/A	
North Attleboro	\$64,516.92	\$84,180.72		Conservation Agent	37
Attleboro	\$80,116.40	\$107,671.20		Environmental Planner	35
Milford				N/A	
Walpole	\$68,564.24	\$90,469.06			40
Franklin	\$62,371.40	\$85,048.60		Vacant	35
Range Average	\$67,351.26	\$88,286.66	\$70,174.68		
50th Percentile	\$66,266.46	\$87,324.89	\$64,919.40		
60th Percentile	\$68,016.00	\$90,469.06	\$70,146.84		
65th Percentile	\$68,153.06	\$91,656.29	\$72,760.56		
75th Percentile	\$68,427.18	\$94,030.76	\$77,988.00		
80th Percentile	\$68,564.24	\$95,218.00	\$79,894.20		
Actual Average	\$63,157.21	\$80,700.88			
50th Percentile	\$58,427.46	\$74,657.31			
60th Percentile	\$63,132.16	\$80,668.87			
65th Percentile	\$65,484.50	\$83,674.64			
75th Percentile	\$70,189.20	\$89,686.20			
80th Percentile	\$71,904.78	\$91,878.33			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Police Chief				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood			\$205,934.00		35
Needham			\$214,012.00	Police Chief	37.5
Grafton			\$122,886.40		40
Westwood	\$113,618.00	\$141,894.00	\$149,394.00		37.33
Ashland			\$145,000.00	Acting Police Chief	40
Braintree	\$133,501.00	\$160,055.00			37.5
North Attleboro	\$156,000.00	\$203,548.80			37
Attleboro	\$116,243.40	\$156,210.60			35
Milford	\$113,515.00	\$153,245.00	\$131,404.00		40
Walpole	\$108,794.15	\$143,551.57	\$144,525.00		40
Franklin			\$179,687.49		40
Range Average	\$123,611.93	\$159,750.83	\$159,022.20		
50th Percentile	\$114,930.70	\$154,727.80	\$145,000.00		
60th Percentile	\$116,243.40	\$156,210.60	\$147,636.40		
65th Percentile	\$120,557.80	\$157,171.70	\$148,954.60		
75th Percentile	\$129,186.60	\$159,093.90	\$177,664.00		
80th Percentile	\$133,501.00	\$160,055.00	\$194,626.00		
Actual Average	\$143,119.98	\$182,875.53			
50th Percentile	\$130,500.00	\$166,750.00			
60th Percentile	\$132,872.76	\$169,781.86			
65th Percentile	\$134,059.14	\$171,297.79			
75th Percentile	\$159,897.60	\$204,313.60			
80th Percentile	\$175,163.40	\$223,819.90			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Police Lieutenant				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$99,330.00	\$119,287.00			35
Needham	\$120,401.00	\$134,201.00	\$134,201.00	Police Lieutenant	37.5
Grafton			\$98,612.80		40
Westwood	\$90,576.00	\$113,116.00	\$113,116.00		37.33
Ashland			\$88,774.40		40
Braintree	\$96,634.00	\$110,854.00			37.5
North Attleboro	\$96,274.36	\$106,977.52			37
Attleboro	\$83,690.00	\$89,651.00			35
Milford	\$98,228.00	\$132,608.00			40
Walpole	\$86,379.65	\$113,976.11	\$116,823.00		40
Franklin	\$104,832.00	\$141,835.20	\$101,800.00		40
Range Average	\$96,439.13	\$115,083.83	\$110,305.44		
50th Percentile	\$96,454.18	\$113,546.05	\$113,116.00		
60th Percentile	\$96,952.80	\$115,038.29	\$114,598.80		
65th Percentile	\$97,510.70	\$116,897.10	\$115,340.20		
75th Percentile	\$98,503.50	\$122,617.25	\$116,823.00		
80th Percentile	\$98,889.20	\$127,279.60	\$120,298.60		
Actual Average	\$99,274.90	\$126,851.26			
50th Percentile	\$101,804.40	\$130,083.40			
60th Percentile	\$103,138.92	\$131,788.62			
65th Percentile	\$103,806.18	\$132,641.23			
75th Percentile	\$105,140.70	\$134,346.45			
80th Percentile	\$108,268.74	\$138,343.39			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Fire Chief				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood					
Needham					
Grafton					
Westwood	\$90,576.00	\$113,116.00	\$170,271.00		37.33
Ashland					
Braintree	\$133,501.00	\$160,055.00			35
North Attleboro					
Attleboro					
Milford					
Walpole	\$108,794.15	\$143,551.57	\$156,807.00		40
Franklin			\$179,687.49		40
Range Average	\$110,957.05	\$138,907.52	\$163,539.00		
50th Percentile	\$108,794.15	\$143,551.57	\$163,539.00		
60th Percentile	\$113,735.52	\$146,852.26	\$164,885.40		
65th Percentile	\$116,206.21	\$148,502.60	\$165,558.60		
75th Percentile	\$121,147.58	\$151,803.29	\$166,905.00		
80th Percentile	\$123,618.26	\$153,453.63	\$167,578.20		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Recreation Director				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$85,173.00	\$104,751.00	\$101,422.00		35
Needham	\$86,500.00	\$121,100.00	\$107,100.00	Director of Park and Recreation	37.5
Grafton			\$74,310.60		35
Westwood	\$80,872.00	\$100,997.00	\$84,965.00		40
Ashland			\$66,231.00		40
Braintree	\$84,656.00	\$100,772.00		Recreation & Community Events Director	37.5
North Attleboro	\$79,036.36	\$103,124.32		Parks & Recreation Director	37
Attleboro	\$80,116.40	\$107,671.20			35
Milford	\$71,448.00	\$96,454.00	\$86,976.00	Youth Center Director	40
Walpole	\$74,050.60	\$97,708.19			40
Franklin	\$75,803.00	\$102,575.20	\$96,148.57		35
Range Average	\$80,231.54	\$104,072.21	\$86,834.10		
50th Percentile	\$80,494.20	\$102,060.66	\$85,970.50		
60th Percentile	\$81,628.80	\$103,449.66	\$86,976.00		
65th Percentile	\$82,953.20	\$104,018.99	\$90,587.50		
75th Percentile	\$84,785.25	\$105,481.05	\$97,810.50		
80th Percentile	\$84,966.20	\$106,503.12	\$101,422.00		
Actual Average	\$78,150.69	\$99,859.22			
50th Percentile	\$77,373.45	\$98,866.08			
60th Percentile	\$78,278.40	\$100,022.40			
65th Percentile	\$81,528.75	\$104,175.63			
75th Percentile	\$88,029.45	\$112,482.08			
80th Percentile	\$91,279.80	\$116,635.30			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Recreation Program Coordinator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$53,872.00	\$66,100.00	\$53,872.00		35
Needham	\$65,403.00	\$88,315.00	\$65,654.00	Recreation Supervisor	37.5
Grafton			\$45,500.00		35
Westwood	\$52,559.00	\$65,641.00	\$64,040.00	Recreation Program Manager	40
Ashland	\$34,528.00	\$47,028.80	\$47,028.80	Senior Clerk	40
Braintree				N/A	
North Attleboro	\$60,296.60	\$78,673.40		Assistant Parks and Recreation Director	37
Attleboro	\$56,867.20	\$76,419.20			35
Milford	\$47,381.00	\$63,964.00		Milford youth center program coordinator	40
Walpole	\$51,131.41	\$67,466.81			40
Franklin	\$33,688.20	\$45,900.40	\$42,233.00		35
Range Average	\$52,754.78	\$69,201.03	\$55,218.96		
50th Percentile	\$53,215.50	\$66,783.40	\$53,872.00		
60th Percentile	\$54,471.04	\$69,257.29	\$57,939.20		
65th Percentile	\$55,519.36	\$72,390.62	\$59,972.80		
75th Percentile	\$57,724.55	\$76,982.75	\$64,040.00		
80th Percentile	\$58,924.84	\$77,771.72	\$64,362.80		
Actual Average	\$49,697.06	\$63,501.80			
50th Percentile	\$48,484.80	\$61,952.80			
60th Percentile	\$52,145.28	\$66,630.08			
65th Percentile	\$53,975.52	\$68,968.72			
75th Percentile	\$57,636.00	\$73,646.00			
80th Percentile	\$57,926.52	\$74,017.22			



TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Senior Center Director				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$85,173.00	\$104,751.00	\$104,751.00		37.5
Needham	\$95,105.00	\$133,210.00	\$103,904.00	Director of Aging Services	37.5
Grafton			\$76,440.00	COA Director	35
Westwood	\$80,872.00	\$100,997.00	\$100,997.00	Council on Aging Director	40
Ashland			\$81,751.00		40
Braintree	\$81,598.00	\$97,163.00		Elder Affairs Director	37.5
North Attleboro	\$64,516.92	\$84,180.72		Council on Aging Director	37
Attleboro	\$80,116.40	\$107,671.20		Director COA	35
Milford	\$71,448.00	\$96,454.00	\$95,056.00		40
Walpole	\$68,564.24	\$90,469.06		COA Director	40
Franklin	\$75,803.00	\$102,575.20	\$85,000.00		35
Range Average	\$78,424.19	\$101,862.00	\$93,816.50		
50th Percentile	\$80,494.20	\$99,080.00	\$98,026.50		
60th Percentile	\$81,017.20	\$101,747.80	\$100,997.00		
65th Percentile	\$81,271.30	\$103,061.70	\$101,723.75		
75th Percentile	\$82,491.75	\$105,481.05	\$103,177.25		
80th Percentile	\$83,743.00	\$106,503.12	\$103,904.00		
Actual Average	\$84,434.85	\$107,888.98			
50th Percentile	\$88,223.85	\$112,730.48			
60th Percentile	\$90,897.30	\$116,146.55			
65th Percentile	\$91,551.38	\$116,982.31			
75th Percentile	\$92,859.53	\$118,653.84			
80th Percentile	\$93,513.60	\$119,489.60			

TOWN OF FRANKLIN, MA  
DETAILED SALARY DATA

	Senior Center Program Coordinator				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Norwood	\$57,275.00	\$70,289.00	\$58,965.00	(Clerical Union)	37.5
Needham	\$74,977.00	\$104,968.00	\$84,329.00	Assistant Director Aging Services Counseling	37.5
Grafton	\$38,729.60	\$47,192.60		Office Manager	35
Westwood	\$62,447.00	\$77,988.00	\$76,086.00	Operations Manager - COA	40
Ashland	\$34,528.00	\$47,028.80	\$47,028.80	Senior Clerk	40
Braintree	\$41,332.00	\$47,574.00		Coordinator of Volunteers	37.5
North Attleboro	\$21,301.28	\$16,141.84			22
Attleboro				N/A	
Milford	\$47,381.00	\$63,964.00	\$47,120.00		40
Walpole	\$48,339.20	\$63,772.80			40
Franklin	\$39,858.00	\$54,727.40	\$46,373.60		35
Range Average	\$47,367.79	\$59,879.89	\$62,705.76		
50th Percentile	\$47,381.00	\$63,772.80	\$58,965.00		
60th Percentile	\$48,147.56	\$63,925.76	\$65,813.40		
65th Percentile	\$50,126.36	\$65,229.00	\$69,237.60		
75th Percentile	\$57,275.00	\$70,289.00	\$76,086.00		
80th Percentile	\$59,343.80	\$73,368.60	\$77,734.60		
Actual Average	\$56,435.18	\$72,111.62			
50th Percentile	\$53,068.50	\$67,809.75			
60th Percentile	\$59,232.06	\$75,685.41			
65th Percentile	\$62,313.84	\$79,623.24			
75th Percentile	\$68,477.40	\$87,498.90			
80th Percentile	\$69,961.14	\$89,394.79			