

AGENDA ITEM #11
MAY 6, 2024

DISCUSS WAGE AND CLASSIFICATION STUDY

Attached is the Wage and Classification Study for the Board's review.



TOWN OF LAKEVILLE, MA
CLASSIFICATION AND COMPENSATION STUDY

FINAL REPORT

JANUARY 2024



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I. INTRODUCTION

GovHR USA, LLC (GovHR) is pleased to have had the opportunity to work with the Town of Lakeville 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 Lakeville 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 data.** GovHR, along with the Town, determined a logical survey sample of “like” communities that impact the compensation market of Lakeville. Then, GovHR designed and sent out the survey for the benchmark positions and benefits covered in the Study. GovHR also surveyed the comparable communities for information related to Personnel practices.
- **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 and Benefit 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 Lakeville to the salary ranges of its comparable communities. Prepared comparison calculations at the 50th, 60th, 65th, 75th and 80th 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 Lakeville as a payer at the 50th 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.
- Analyzed and summarized the benefit information.

Draft and Final Report Preparation

- A preliminary analysis of the data and recommended Classification and Compensation Plan was shared with the Town. Feedback from Town Administration was reviewed and incorporated into the recommendations.
- A draft report was prepared by GovHR and sent electronically to the Town.
- A presentation of the draft findings was conducted for the Town.
- Once the presentation was made and review comments were returned by the Town this final report was prepared and transmitted electronically.

II. EXECUTIVE SUMMARY

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

A. Internal Equity - Classification Plan Development

The Study developed a new Classification Plan for 40 positions in the Town. To complete this task, the Consultant completed a Job Evaluation. The Job Evaluation included the completion of a questionnaire by all employees covered in the Study and interviews with at least one (1) employee working in each position covered by the Study (see Appendix A). Upon the completion of those tasks, the Consultants assigned a numerical value to each position so that like positions within the organization would be grouped together in a classification to produce an internal equity hierarchy. Nine (9) factors were used for the evaluation of Lakeville'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. Job Title Changes

After conducting the Job Evaluation noted above, the Consultants observed some inconsistencies with the market and the actual duties assigned to some positions. Therefore, the following Job Title changes have been recommended based on clarification of duties and market trends.

<u>Current Title</u>	<u>Proposed New Title</u>
Clerk – All	Office Assistant

C. 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 within approximately 70 miles of the Town, with populations between 5,800 and 23,500. After that, a specific set of comparison criteria (e.g., per capita income, 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, fifteen (15) communities with a total compatibility score of ninety-four] (94%) or greater were deemed to be most comparable to the Town. The full list of the fifteen (15) chosen comparable is listed below.

<i>Acushnet</i>	<i>Holbrook</i>	<i>Plainville</i>
<i>Carver</i>	<i>Hull</i>	<i>Raynham</i>
<i>Dighton</i>	<i>Kingston</i>	<i>Rehoboth</i>
<i>Freetown</i>	<i>Millis</i>	<i>Whitman</i>
<i>Hanson</i>	<i>Norfolk</i>	<i>Wrentham</i>

Salary Data

GovHR then prepared and distributed a salary survey to the fifteen (15) comparable communities. Fourteen 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 50th percentile comparison of the salary ranges that were acquired through the salary survey. The resulting Classification and Compensation Plan consists of twelve (12) pay grades; one (1) being lowest and twelve (12) being highest and is broken down into the following five (5) bands:

- Grades 1 – 4 Administrative and Technical Staff
- Grades 5 – 7: Supervisors and Advanced Technical Staff
- Grades 8 – 10: Directors and Senior Managers
- Grade 11: Public Safety Chiefs
- Grade 12: Town Administrator

All proposed pay ranges are open ranges. There is a 7.5% gradation between Grades 1 - 4; a 10% gradation between Grade 5 - 7 and a 15% gradation between Grades 8 - 10. All have a 35% 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 Lakeville'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 fits 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.

As part of the service provided in the Compensation Study, GovHR makes Job Title change recommendations to either reflect a better description of the job being performed or to be consistent with trends in the organization or the marketplace. Based on this, GovHR recommends the following Job Title changes:

Current Title

Proposed New Title

Clerk – All

Office Assistant

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 AND BENEFIT DATA

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

A. Selection of Comparable Jurisdictions for Data Purposes

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

To determine which municipalities should be used for survey purposes, GovHR first considered Massachusetts communities within approximately 70 miles of Lakeville, with a population between 5,800 and 23,000.

<u>Criterion</u>	<u>Total Possible Points</u>	<u>Factor Weight</u>
1. Population	15	15%
2. DOR Per Capita Income	15	15%
3. Equalized Value 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 Town.

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

A cutoff of ninety-four (94) points was established to select the communities most similar to Lakeville. After applying the eight (8) criteria, fifteen (15) communities achieved ninety-four (94) or more compatibility points on the comparison scale. The full list of the fifteen (15) comparable communities is below:

<i>Acushnet</i>	<i>Holbrook</i>	<i>Plainville</i>
<i>Carver</i>	<i>Hull</i>	<i>Raynham</i>
<i>Dighton</i>	<i>Kingston</i>	<i>Rehoboth</i>
<i>Freetown</i>	<i>Millis</i>	<i>Whitman</i>
<i>Hanson</i>	<i>Norfolk</i>	<i>Wrentham</i>

B. Selection of Benchmark Positions for Survey Purposes

When developing the salary survey, it is important to select positions that are likely to have data available from the surveyed municipalities. These positions are referred to as benchmark positions. Based on the size of the Study and number of positions in Lakeville, GovHR recommended limiting the benchmark positions in the survey to approximately thirty (30) positions. This is because as the number of positions surveyed increases there tends to be a decline in 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, twenty-nine (29) positions were selected as benchmark positions for the survey. Below is a list of all the surveyed positions:

<i>Animal Control Officer</i>	<i>Library Director</i>
<i>Assistant to Town Administrator</i>	<i>Lifeguard</i>
<i>Board of Health Agent</i>	<i>Outreach Worker</i>
<i>Building Inspector</i>	<i>Plumbing & Gas Inspector</i>
<i>Council on Aging Director</i>	<i>Police Chief</i>
<i>Conservation Agent</i>	<i>Public Health Nurse</i>
<i>Custodian</i>	<i>Sealer of Weights & Measures</i>
<i>Deputy Fire Chief</i>	<i>Town Administrator</i>
<i>Dispatcher</i>	<i>Town Clerk</i>
<i>DPW Director</i>	<i>Town Planner</i>
<i>Fire Chief</i>	<i>Treasurer/Collector</i>
<i>Facilities Manager</i>	<i>Van Driver</i>
<i>HR Administrative Assistant</i>	<i>Veteran's Agent</i>
<i>Human Resources Director</i>	<i>Wiring Inspector</i>
<i>Library Clerk</i>	

C. Salary Survey

After identifying the benchmark positions, the Consultants then prepared and distributed a salary survey to the fifteen (15) comparable communities. Fourteen of the communities responded to the survey or supplied GovHR with a copy of their Compensation Plan. Table 2 is a summary of the benchmark salary survey data. The detailed salary survey data for each position is contained in Appendix C.

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

- 1) The salary data is information that was available as of September – November 2023. The new recommended salary ranges for the Town were developed using this salary data from the comparable communities.
- 2) Some of the comparable municipalities provided salary range minimums and maximums for comparison purposes, while others (those that don't utilize salary ranges as part of their pay plans) provided actual salaries for surveyed positions. The salary range minimums and maximums were analyzed to determine the 50th, 60th, 65th, 75th and 80th 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 the 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 Town's current salaries to those paid by other employers in the comparable communities, it must be noted that variations in compensation may be due to several factors, including:

- 1) Organizational size and economic conditions can have an impact on positions. In smaller organizations, employees are often asked to "wear many hats" and therefore take on more duties and responsibilities than would normally be required of a certain position. In addition, the economic downturn forced organizations to "do more with less", compelling staff to take on more duties and responsibilities than they had 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.

E. The Benefits Survey and Findings

The benefits portion of the survey collected data related to the following benefits:

Medical Insurance and Life Insurance

Employee Assistance Plan

Paid Leave

A review of the benefits offered in Lakeville versus the comparable communities shows that the Town's benefits are competitive with the other entities surveyed. However, there are some differences that are noted below:

Medical and Life Insurance – Most of the rates are similar to the comparable communities. The Employer Contribution for the HMO is a bit higher, and the Employer Contribution for the PPO is a bit lower. Lakeville does partially fund the HDHP, which is not the case with the comparable communities that offer the benefit. Life Insurance is similar to what is offered by the comparable communities.

Employee Assistance Plan (EAP) – All of the comparable communities offer an EAP as does Lakeville.

Paid Leave – Lakeville does offer a few less days than the comparable communities for vacation. The vacation leave carryover is similar to the comparable communities.

Appendix D contains tables summarizing the detailed data related to the benefits survey.

F. Personnel Administration Practices

A few questions were also added to the survey regarding some standard personnel practices and how they are applied in the comparable communities. The information that was collected is included in Appendix E of the report. It is the recommendation of GovHR for the Town to further review the personnel practices, specifically regarding how the duties are split between the Wage and Personnel Board and the Human Resources Administration. It is important for the Town to ensure that there is some separation of duties so there is a check and balance between the parties and to the Town Employees are afforded a fair and structured process should a grievance of some sort emerge. Further, Human Resources Administration can complete many tasks on behalf of the Wage and Personnel Board, where the Board still functions as a reviewing and approving authority.

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 reflect 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 Lakeville'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 Lakeville, the Town subscribes to a pay philosophy of compensation employees at a rate at the 50th 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 twelve (12) pay grades; one (1) being lowest and twelve (12) being highest and is broken down into the following five (5) bands:

- Grades 1 – 4 Administrative and Technical Staff
- Grades 5 – 7: Supervisors and Advanced Technical Staff
- Grades 8 – 10: Directors and Senior Managers
- Grade 11: Public Safety Chiefs
- Grade 12: Town Administrator

All proposed pay ranges are open ranges. There is a 7.5% gradation between Grades 1 - 4; a 10% gradation between Grade 5 - 7 and a 15% gradation between Grades 8 - 10. All have a 35% 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 50th 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 are adjusted 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:

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

Employee Advancement through the Ranges

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

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

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

Salary advancement between the hiring rate and the top of the range (maximum) is done throughout the employee's tenure with the organization. Advancement through the range would be done on an annual basis and be dependent on a satisfactory performance evaluation. Incumbents progressing through the range should understand that standards of performance would become more exacting or controlling as compensation levels advance. Typical movement through the range could be in increments of 1% to 3%, depending on the employee's performance evaluation and goal attainment, as well as the financial resources of the Town.

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

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

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

E. Future Administration of the Compensation Plan

To maintain competitive salary levels there should be an annual review of the Town's salary ranges. The fifteen (15) communities used in the survey group for this Study have been determined to be comparable jurisdictions to the Town. Therefore, Lakeville can continue to use these jurisdictions as a comparable salary survey group for annual salary comparison purposes, until it is determined that they are no longer valid comparables. As mentioned earlier, the salary levels for these comparables are current as of September – November 2023. It is GovHR's recommendation that an annual survey of these communities be conducted to determine the percentage increase each organization in the comparable group is granting, either as an annual across-the-board increase to their employees or as a general adjustment to their compensation ranges. The Town may wish to provide an across-the-board increase to all employees based on the information received from the comparable communities. If this is the case, then the increases would be granted separately from any merit increase that would be awarded as a result of a successful performance evaluation.

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

F. Future Administration of the Classification Plan

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

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

- 1) When a position in a classification is eliminated or when a position has significantly changed work duties and responsibilities to the extent that the position becomes inappropriate or inaccurate, the position should be abolished.
- 2) New positions should be created when new work situations arise that are not covered by the established positions. However, caution should be exercised in this respect, particularly to assure that new positions are justified, are not merely duplicating established positions, cannot be accommodated through changes in existing positions, and reflect substantially permanent rather than temporary situations.
- 3) The adjustment or revision of a position should be done when there are substantial changes to the requirements of the position or to the nature and complexities of the duties being performed. In this instance, a position may need to be re-scored and moved 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 Lakeville on this Classification and Compensation Study. A special thank you to the employees for all of the information provided to allow for the analysis and to the Town Administration for the significant amount of work and support dedicated to the project.

Table 1 - Classification Plan

Current Title	Proposed Title	JFA Total	Skill Level	New Grade
Town Administrator			765 - 800	12
Town Administrator				12
Public Safety Chiefs			725 - 760	11
Police Chief		760		11
Fire Chief		745		11
Directors and Senior Managers			670 - 720	10
Public Works Director (DPW Director)		710		10
Director of Inspectional Services		690		10
Treasurer/Collector		690		10
Deputy Fire Chief		680		10
Police Captain				10
			615 - 665	9
Library Director		650		9
COA Director		630		9
Town Clerk		630		9
HR Director		630		9
Town Planner		620		9
			560 - 610	8
Assistant to the Town Administrator		580		8
Board of Health Agent		575		8
Facilities Manager		570		8
Supervisors and Advanced Technical Staff			505 - 555	7
Dispatch Supervisor		545		7
Captain Call Firefighters*		545		7
Assistant Building Inspector		510		7
Assistant Board of Health Agent*				7
Plumbing & Gas Inspector*		510		7
Wiring Inspector*		510		7
			465 - 500	6
Lt. Call Firefighter*		500		6
Conservation Agent*		485		6
Public Health Nurse*		475		6
Veterans Agent*		475		6
Dispatcher		465		6
PT Dispatcher*				6
			425 - 460	5
Animal Control Officer		440		5
Exec. Asst. to Select Board and Town Administrator		425		5
Administrative and Technical Staff			385 - 420	4
Call Firefighter*		420		4
Police Administrative Assistant	Administrative Assistant - Police	415		4
Fire Administrative Assistant	Administrative Assistant - Fire	415		4
Human Resources Administrative Assistant	Administrative Assistant - Human Resources	405		4
Outreach Worker*		405		4
			345 - 380	3
Board of Health Clerk	Office Assistant - Board of Health	345		3
Board of Assessors Clerk*	Office Assistant - Assessors	345		3
Parks Clerk*	Office Assistant - Parks	345		3
Human Resources Clerk*	Office Assistant - Human Resources	345		3
			305 - 340	2
No positions in grade				2
				2
			Up to 300	1
Landfill/Transfer Station Laborer*		300		1
COA Van Driver*		300		1
Library Clerk*		270		1
Highway Laborer*		260		1
Custodian Town Hall*		230		1
Custodian Library*				1
Park Maintenance*				1

* Part-time Position

Table 2 - Comprehensive Table

Current Title	JFA Total	Skill Level	Current Grade	New Grade	50th Percentile Salary Survey Data	Current Salary Range	Current Salary	Proposed Salary Range 50th Percentile
Town Administrator		765 - 800		12				
Town Administrator				12	133,713		Vacant	130,000
Public Safety Chiefs		725 - 760		11				175,500
Police Chief	760			11	156,474		149,350	121,500
Fire Chief**	745			11	132,507		137,683	164,025
Directors and Senior Managers		670 - 720		10				
Public Works Director (DPW Director)	710			10	106,838		94,630	91,914
Director of Inspectional Services	690			10	88,000		110,132	124,084
Treasurer/Collector	690			10	80,000		90,177	59,66
Deputy Fire Chief***	680			10	84,718		111,105	
Police Captain***		615 - 665		10			101,545	
Library Director	650			9				
COA Director	630			9	70,000		78,000	79,925
Town Clerk	630			9	69,617		68,591	107,899
HR Director	630			9	74,073		75,953	51,87
Town Planner	620			9	85,686		92,298	
				9	82,975		86,994	
Assistant to the Town Administrator	580	560 - 610		8				
Board of Health Agent	575			8	62,189		86,994	69,500
Facilities Manager	570			8	72,968		84,460	33,41
				8	82,491		80,340	45,11
Supervisors and Advanced Technical Staff		505 - 555		7				
Dispatch Supervisor**	545		BE 2	7		46,634	56,700	62,315
Captain Call Firefighters*	545			7			21,32 - 22,41	84,125
Assistant Building Inspector	510			7			83,200	29,96
Assistant Board of Health Agent*	510			7			35,00 - 40,00	40,44
Plumbing & Gas Inspector*	510			7			40,00	
Wiring Inspector*	510			7			40,00	
Lt. Call Firefighter*	500	465 - 500		6				
Conservation Agent*	485			6			19,67 - 20,22	56,650
Public Health Nurse*	475			6			22,05 - 25,69	76,478
Veterans Agent*	475		NBE 6	6			35,00	36,77
Dispatcher**	465		BE 3	6		45,864	25,69	
PT Dispatcher*				6	43,784	43,493	53,123	
				6			18,25 - 21,36	
Animal Control Officer	440	425 - 460		5				
Exec. Asst. to Select Board and Town Administrator	425		BE C	5	50,788		78,786	51,500
Administrative and Technical Staff		385 - 420		4	56,632		65,721	69,525
Call Firefighter*	420			4				33,43
Police Administrative Assistant**	415		BE 1	4		49,837	13,95 - 19,13	46,586
Fire Administrative Assistant**	415		BE 1	4		49,837	60,216	62,891
Human Resources Administrative Assistant	405		BE 1	4		49,837	60,216	30,24
Outreach Worker*	405		NBE 9	4		34,070	51,168	
		345 - 380		3			16,38 - 19,28	
Board of Health Clerk	345		NBE 7	3		42,786	49,962	43,336
Board of Assessors Clerk*	345		NBE 7	3		42,786	20,57 - 24,02	58,504
Parks Clerk*	345		NBE 7	3		42,786	20,57 - 24,02	20,83
Human Resources Clerk*	345		NBE 7	3		42,786	20,57 - 24,02	28,13
No positions in grade		305 - 340		2				
				2				40,313
				2				19,38
				2				26,16

Table 2 - Comprehensive Table

Current Title	JFA Total	Skill Level	Current Grade	New Grade	50th Percentile Salary Survey Data	Current Salary Range	Current Salary	Proposed Salary Range 50th Percentile
Landfill/Transfer Station Laborer*	300	Up to 300	NBE 8	1	Part time	37,960 - 44,429	20.57 - 24.02	37,500 - 50,625
COA Van Driver*	300	300	NBE 10	1	Part time	31,387 - 37,814	15.09 - 18.18	18.03 - 24.34
Library Clerk*	270	270	NBE 9	1	34,320 - 40,976	34,070 - 40,102	16.38 - 19.28	
Highway Laborer*	260	260	NBE 6	1		45,864 - 53,435	22.05 - 25.69	
Custodian Town Hall*	230	230	NBE 8	1	38,979 - 49,303	37,960 - 44,429	18.28 - 21.36	
Custodian Library*				1	Part time		15.09 - 18.18	
Park Maintenance*				1	Part time		15.09 - 18.18	

* Part-time Position

** Salary Includes \$1.25 per hour Stipend

*** Salary Includes Educational Incentive

Table 3 - Proposed Pay Ranges

50th Percentile - Proposed Pay Ranges		
Administrative and Technical 7.5% Between Each Grade and a 35% Range Spread		
	Minimum	Maximum
1	37,500	50,625
2	40,313	54,422
3	43,336	58,504
4	46,586	62,891

Supervisors and Advanced Technical 10% Between Each Grade and a 35% Range Spread		
	Minimum	Maximum
5	51,500	69,525
6	56,650	76,478
7	62,315	84,125

Directors and Senior Managers 15% Between Each Grade and a 35% Range Spread		
	Minimum	Maximum
8	69,500	93,825
9	79,925	107,899
10	91,914	124,084

Public Safety Chiefs 35% Range Spread		
	Minimum	Maximum
11	121,500	164,025

Town Administrator 35% Range Spread		
	Minimum	Maximum
12	130,000	175,500

APPENDIX A

EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

THE TOWN OF LAKEVILLE, MA

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

INSTRUCTIONS

The purpose of this questionnaire is to obtain additional information about your job that may not be included in your current job description. Please answer each question thoughtfully and frankly. After you have finished your portion of the questionnaire, give it to your immediate supervisor, who will complete his/her section.

General Summary: In three or four sentences, please summarize the major purpose or primary function of your job.

Please indicate if you have reviewed your current job description.

If you have any changes to your current job description, please mark them on the JD and attach it to this JAQ, or indicate changes here:

If you do not have a job description available to review, please list your job duties. Try to place your duties in order of importance and group "like" tasks together (e.g., "clerical duties including word processing, opening mail, filing, etc." or "front desk responsibilities including greeting visitors, answering telephones and routing calls, etc."). Job duties:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

Feel free to add more numbers/duties if necessary.

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

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

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

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

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

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

- | | | | | |
|---|---------------------------------------|---------------------------------------|--|---|
| LEVEL 1: | LEVEL 2: | LEVEL 3: | LEVEL 4: | LEVEL 5: |
| <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.

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

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

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

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

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

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

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

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

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

FACTOR 7. Supervision Given:

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

If yes:

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

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

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

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

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

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

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

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

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

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

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

EMPLOYEE'S SIGNATURE OR TYPED NAME

DATE

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

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

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

3. How long has this employee worked for you?

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

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

SUPERVISOR'S SIGNATURE OR TYPED NAME

DATE

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

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

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

DEPARTMENT HEAD SIGNATURE OR TYPED NAME

DATE

IMPORTANT DATES:

August 9th to August 24th

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

August 24th to September 1st

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

Week of September 5th

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

Week of September 18th

GovHR interviews at least one employee in each position covered by the study.

APPENDIX B

1. Population: Maximum 15 Points						
11,762						
Factor	Minimum Range		Maximum Range		Points	
1.50	7,841	11,762	11,762	17,643	15	
2.00	5,881	7,840	17,644	23,524	11	
2.50	4,705	5,880	23,525	29,405	7	
3.00	3,921	4,704	29,406	35,286	3	
All Others					0	
2. DOR Income Per Capita: Maximum 15 Points						
47,342						
Factor	Minimum Range		Maximum Range		Points	
1.50	31,561	47,342	47,342	71,013	15	
2.00	23,671	31,560	71,014	94,684	11	
2.50	18,937	23,670	94,685	118,355	7	
3.00	15,781	18,936	118,356	142,026	3	
All Others					0	
3. EQV Per Capita: Maximum 15 Points						
198,500						
Factor	Minimum Range		Maximum Range		Points	
1.50	132,333	198,500	198,500	297,750	15	
2.00	99,250	132,332	297,751	397,000	11	
2.50	79,400	99,249	397,001	496,250	7	
3.00	66,167	79,399	496,251	595,500	3	
All Others					0	
4. Total Assessed Value: Maximum 15 Points						
2,524 Million						
Factor	Minimum Range		Maximum Range		Points	
1.50	1,683	2,524	2,524	3,786	15	
2.00	1,262	1,682	3,787	5,048	11	
2.50	1,010	1,261	5,049	6,311	7	
3.00	841	1,009	6,312	7,573	3	
All Others					0	
5. Tax Levy: Maximum 15 Points						
28.1 Million						
Factor	Minimum Range		Maximum Range		Points	
1.50	18.8	28.1	28.1	42.2	15	
2.00	14.1	18.7	42.3	56.3	11	
2.50	11.3	14.0	56.4	70.4	7	
3.00	9.4	11.2	70.5	84.4	3	
All Others					0	
6. Total Budget: Maximum 15 Points						
36.4 Million						
Factor	Minimum Range		Maximum Range		Points	
1.50	24.3	36.4	36.4	54.6	15	
2.00	18.2	24.2	54.7	72.8	11	
2.50	14.6	18.1	72.9	91.0	7	
3.00	12.1	14.5	91.1	109.2	3	
All Others					0	
7. State Aid: Maximum 5 Points						

Lakeville, MA
 Comparable Community Analysis

1.88 Million					
Factor	Minimum Range		Maximum Range		Points
1.50	1.25	1.88	1.88	2.82	5
2.00	0.94	1.24	2.83	3.76	4
2.50	0.75	0.93	3.77	4.70	3
3.00	0.63	0.74	4.71	5.64	2
All Others					0

8. Proximity in Miles: Maximum 5 Points

Factor:	Points
1 to 10 Miles	5
11 to 25 Miles	4
26 to 45 Miles	3
46 to 60 Miles	1
All Others	0

Initial screen:

Massachusetts communities with a population between approximately 5,800 to 23,500 and within 60 miles of Client (and/or in Bristol, Norfolk, Barnstable or Plymouth Counties) . Rochester added as adjacent community.

Sources:

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

https://dls.gateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=Community_Comparison_Report

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

Note:

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

Lakeville, MA
Criteria Comparisons - Sorted by Name

Municipality	County	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Assessed Value (million)	Max. Points	Tax Levy (million)	Max. Points	Total Budget (million)	Max. Points	State Aid (million)	Max. Points	Proximity (miles)	Max. Points	Total Points
Lakeville	Plymouth	11,762	15	47,342	15	198,500	15	2,524	15	28.1	15	36.4	15	1.88	5	0	5	100
Abington	PLYMOUTH	17,084	15	40,313	15	157,569	15	2,873	15	40.8	15	64.2	11	15.99	2	19	4	92
Acushnet	BRISTOL	10,553	15	36,638	15	154,513	15	1,692	15	21.3	15	36.6	15	8.44	2	10	5	97
Bellingham	NORFOLK	16,905	15	41,502	15	196,224	15	3,478	15	51.0	11	75.4	15	12.35	2	35	3	83
Berkley	BRISTOL	6,785	11	44,901	15	160,333	15	1,123	7	14.8	11	26.1	7	5.58	2	9	5	81
Bourne	BARNSTABLE	20,709	11	43,619	15	275,746	15	6,655	3	56.6	7	82.1	7	9.18	2	27	3	63
Brewster	BARNSTABLE	10,456	15	45,494	15	472,587	7	5,807	7	40.6	15	53.2	15	2.39	5	61	1	86
Carver	PLYMOUTH	11,668	15	36,643	15	148,853	15	1,896	15	30.1	15	51.1	15	13.18	2	13	4	90
Chatham	BARNSTABLE	6,703	11	70,620	3	1,308,187	3	9,918	3	38.5	15	57.9	11	0.23	0	64	1	59
Cotasset	NORFOLK	8,373	15	147,522	3	423,650	7	3,736	15	44.1	11	57.5	11	3.66	4	35	3	69
Dennis	BARNSTABLE	14,903	15	42,683	15	598,061	3	10,890	3	50.9	11	84.2	7	0.85	3	54	1	58
Dighton	BRISTOL	8,150	15	39,879	15	161,332	15	1,339	11	20.6	15	27.3	15	0.99	4	13	4	94
Dover	NORFOLK	5,892	11	271,550	3	484,535	7	2,990	15	36.4	15	44.9	15	1.81	5	40	3	74
Duxbury	PLYMOUTH	16,116	15	100,266	7	334,418	11	6,327	3	67.6	7	93.8	3	7.85	2	22	4	52
East Bridgewater	PLYMOUTH	14,465	15	40,119	15	152,902	15	2,369	15	34.2	15	58.8	11	14.80	2	13	4	92
Eastham	BARNSTABLE	5,832	7	39,014	15	616,859	3	4,239	11	30.7	15	40.1	15	0.71	2	68	1	69
Fairhaven	BRISTOL	15,909	15	34,968	15	181,158	15	2,901	15	32.8	15	59.3	11	12.45	2	16	4	92
Foxborough	NORFOLK	18,519	11	56,963	15	206,557	15	3,857	11	58.1	7	85.6	7	11.89	2	26	3	71
Freetown	BRISTOL	9,202	15	42,049	15	197,030	15	2,042	15	26.1	15	36.5	15	2.54	5	10	5	100
Halifax	PLYMOUTH	7,749	11	39,416	15	156,265	15	1,288	11	19.2	15	30.0	15	4.51	3	14	4	89
Hanover	PLYMOUTH	14,871	15	63,650	15	224,181	15	3,759	15	50.7	11	71.1	11	10.00	2	23	4	88
Hanson	PLYMOUTH	10,674	15	42,195	15	159,743	15	1,830	15	25.9	15	35.1	15	1.69	5	19	4	99
Harwich	BARNSTABLE	13,629	15	46,127	15	524,103	3	8,281	3	55.0	11	74.5	7	0.79	3	60	1	58
Holbrook	NORFOLK	11,335	15	35,211	15	147,355	15	1,811	15	31.5	15	47.5	15	6.65	2	26	3	95
Hull	PLYMOUTH	10,144	15	51,670	15	194,161	15	2,873	15	36.0	15	52.1	15	6.33	2	18	4	95
Kington	PLYMOUTH	13,793	15	47,566	15	194,761	15	2,851	15	38.1	15	79.6	7	7.23	2	41	3	63
Mashpee	BARNSTABLE	15,357	15	48,640	15	444,739	7	7,980	3	55.4	11	79.6	7	1.90	5	17	4	91
Mattapoisett	PLYMOUTH	6,574	11	70,199	15	336,890	11	2,393	15	26.9	15	32.9	15	74.9	7	38	3	75
Medfield	NORFOLK	12,915	15	108,657	7	246,195	15	3,466	15	53.5	15	74.9	7	8.38	2	38	3	87
Medway	NORFOLK	13,181	15	65,475	15	213,171	15	2,992	15	47.7	11	68.5	11	12.70	2	36	3	87
Mills	NORFOLK	8,668	15	50,912	15	192,745	15	1,782	15	31.2	15	42.7	15	6.68	2	37	3	95
Norfolk	NORFOLK	11,550	15	67,473	15	189,167	15	2,366	15	38.8	15	50.3	15	5.20	2	33	3	95
Norton	BRISTOL	19,278	11	42,227	15	164,165	15	3,459	15	45.5	11	72.6	11	17.17	2	18	4	84
Norwell	PLYMOUTH	11,349	15	108,943	7	282,014	15	3,389	15	51.8	11	69.1	11	6.81	2	28	3	79
Orleans	BARNSTABLE	6,411	11	58,150	15	788,871	3	5,798	7	36.1	15	47.6	15	0.73	2	65	1	69
Pembroke	PLYMOUTH	18,410	11	47,620	15	185,362	15	3,811	11	48.5	11	73.8	7	16.42	2	21	4	76
Plainville	NORFOLK	9,896	15	45,269	15	198,501	15	1,992	15	28.3	15	40.9	15	4.81	2	28	3	95
Raynham	BRISTOL	15,230	15	44,685	15	179,602	15	2,832	15	41.6	15	53.0	15	1.61	5	12	4	99
Renooth	BRISTOL	12,687	15	51,083	15	188,381	15	2,581	15	28.9	15	36.1	15	1.44	5	18	4	99
Rochester	PLYMOUTH	5,762	7	49,982	15	216,888	15	1,328	11	15.8	11	25.3	15	3.08	4	10	5	83
Rockland	PLYMOUTH	17,771	11	35,238	15	150,088	15	2,936	15	44.7	11	79.3	7	20.56	2	21	4	80
Sandwich	BARNSTABLE	20,565	11	57,581	15	264,127	15	6,249	7	71.9	3	94.1	3	11.26	2	32	3	59
Schuette	PLYMOUTH	19,185	11	79,111	11	310,269	11	6,834	3	76.1	3	96.8	3	8.83	2	37	3	47
Seekonk	BRISTOL	15,568	15	44,931	15	190,113	15	3,103	15	50.6	11	69.6	11	8.79	2	24	4	88
Sharon	NORFOLK	18,494	11	83,474	11	232,086	15	4,366	11	81.2	3	99.8	3	11.82	2	28	3	59
Somerset	BRISTOL	18,250	11	35,430	15	155,938	15	3,046	15	44.4	11	69.2	11	12.64	2	16	4	84
Swansea	BRISTOL	17,259	15	38,064	15	159,438	15	2,962	15	38.3	15	71.3	11	12.52	2	22	4	92
Wareham	PLYMOUTH	23,317	11	201,537	15	488,511	15	4,885	11	48.3	11	78.4	7	18.20	2	18	4	72
West Bridgewater	PLYMOUTH	7,727	11	40,491	15	149,611	15	1,496	11	28.4	15	41.1	15	7.65	2	13	4	88
Westport	BRISTOL	16,359	15	49,149	15	187,821	15	4,475	11	36.5	15	51.6	15	7.67	2	31	3	91
Westwood	NORFOLK	15,213	15	133,029	3	337,950	11	5,555	7	90.3	3	108.0	3	8.35	2	37	3	47
Whitman	PLYMOUTH	15,279	15	36,269	15	140,406	15	2,238	15	30.4	15	42.4	15	3.24	4	17	4	98
Wrentham	NORFOLK	12,209	15	63,456	15	230,524	15	2,995	15	40.0	15	52.6	15	5.51	2	28	3	95

Lakeville, MA
Criteria Comparisons - Sorted by Rank

Municipality	County	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Assessed Value (million)	Max. Points	Tax Levy (million)	Max. Points	Total Budget (million)	Max. Points	State Aid (million)	Max. Points	Proximity (miles)	Max. Points	Total Points
Lakeville	Plymouth	11,762	15	47,342	15	198,500	15	2,524	15	28.1	15	36.4	15	1.88	5	0	5	100
Freetown	BRISTOL	9,202	15	42,049	15	197,030	15	2,042	15	26.1	15	36.5	15	2.54	5	10	5	100
Raynham	BRISTOL	15,230	15	44,685	15	179,602	15	2,832	15	41.6	15	53.0	15	1.61	5	12	4	99
Rehoboth	BRISTOL	12,687	15	51,083	15	188,381	15	2,581	15	29.9	15	36.1	15	1.44	5	18	4	99
Hanson	PLYMOUTH	10,674	15	42,195	15	159,743	15	1,830	15	25.9	15	35.1	15	1.69	5	19	4	99
Whitman	PLYMOUTH	15,279	15	36,289	15	140,406	15	2,238	15	30.4	15	42.4	15	3.24	4	17	4	98
Acushnet	BRISTOL	10,553	15	38,638	15	169,213	15	1,692	15	21.3	15	36.6	15	8.44	2	10	5	97
Carver	PLYMOUTH	11,668	15	36,643	15	148,853	15	1,896	15	30.1	15	51.1	15	13.18	2	13	4	96
Kingston	PLYMOUTH	13,793	15	47,566	15	194,761	15	2,851	15	38.1	15	52.1	15	6.33	2	18	4	96
Holbrook	NORFOLK	11,335	15	35,211	15	147,355	15	1,811	15	31.5	15	51.0	15	11.86	2	26	3	95
Plainville	NORFOLK	9,896	15	45,269	15	188,501	15	1,992	15	28.3	15	40.9	15	4.81	2	28	3	95
Wrentham	NORFOLK	12,209	15	63,456	15	230,524	15	2,995	15	40.8	15	52.6	15	5.51	2	28	3	95
Norfolk	NORFOLK	11,550	15	67,473	15	189,167	15	2,366	15	38.8	15	50.3	15	5.20	2	33	3	95
Hull	PLYMOUTH	10,144	15	51,670	15	281,108	15	2,873	15	35.0	15	47.5	15	6.65	2	37	3	95
Mills	NORFOLK	8,668	15	50,912	15	192,745	15	1,782	15	31.2	15	42.7	15	6.68	2	37	3	95
Dighton	BRISTOL	8,150	15	39,879	15	161,332	15	1,339	11	20.6	15	27.3	15	0.99	4	13	4	94
East Bridgewater	PLYMOUTH	14,465	15	40,119	15	152,902	15	2,369	15	34.2	15	58.8	11	14.60	2	13	4	92
Fairhaven	BRISTOL	15,909	15	34,968	15	181,158	15	2,901	15	32.8	15	59.3	11	12.45	2	16	4	92
Abington	PLYMOUTH	17,094	15	40,313	15	157,589	15	2,873	15	40.8	15	64.2	11	15.99	2	19	4	92
Swansea	BRISTOL	17,259	15	38,064	15	159,438	15	2,962	15	38.3	15	71.3	11	12.52	2	22	4	92
Mattapoisett	PLYMOUTH	6,574	11	70,199	15	336,890	11	2,393	15	26.9	15	32.9	15	1.90	5	17	4	91
Westport	BRISTOL	16,359	15	49,149	15	264,436	15	4,475	11	36.5	15	51.6	15	7.67	2	31	3	91
Hallifax	PLYMOUTH	7,749	11	39,416	15	156,265	15	1,288	11	19.2	15	30.0	15	4.51	3	14	4	89
West Bridgewater	PLYMOUTH	7,727	11	40,491	15	187,821	15	1,486	11	28.4	15	41.1	11	7.65	2	13	4	88
Hanover	PLYMOUTH	14,871	15	63,650	15	224,181	15	3,759	15	50.7	11	71.1	11	10.00	2	23	4	88
Seekonk	BRISTOL	15,568	15	44,931	15	190,113	15	3,103	15	50.6	11	69.6	11	8.79	2	24	4	88
Medway	NORFOLK	13,131	15	65,475	15	213,171	15	2,992	15	47.7	11	68.5	11	12.70	2	36	3	87
Somerset	BRISTOL	18,250	11	35,430	15	155,938	15	3,046	15	44.4	11	69.2	11	12.64	2	18	4	84
Norton	BRISTOL	19,278	11	42,227	15	164,165	15	3,459	15	45.5	11	72.6	11	17.17	2	16	4	84
Bellingham	NORFOLK	16,905	15	41,502	15	196,224	15	3,478	15	51.0	11	75.4	7	12.35	2	35	3	83
Rochester	Plymouth	5,762	7	49,982	15	216,888	15	1,328	11	15.8	11	25.3	15	3.08	4	10	5	83
Berkley	BRISTOL	6,785	11	44,901	15	160,333	15	1,123	7	14.8	11	26.1	15	5.58	2	9	5	81
Rockland	PLYMOUTH	17,771	11	35,238	15	150,068	15	2,936	15	44.7	11	79.3	7	20.56	2	21	4	80
Brewster	BARNSTABLE	10,456	15	45,494	15	472,587	7	5,807	7	40.6	15	53.2	15	2.39	5	61	1	80
Norwell	PLYMOUTH	11,349	15	108,943	7	282,014	15	3,389	15	51.8	11	69.1	11	6.81	2	28	3	79
Pembroke	PLYMOUTH	18,410	11	47,620	15	185,362	15	3,811	11	48.5	11	73.8	7	16.42	2	21	4	76
Medfield	NORFOLK	12,915	15	108,657	7	245,195	15	3,466	15	53.5	11	74.9	7	8.38	2	38	3	75
Dover	NORFOLK	5,892	11	271,550	3	484,535	7	2,990	15	36.4	15	44.9	15	1.81	5	40	3	74
Wareham	PLYMOUTH	23,317	11	28,897	11	201,557	15	4,885	11	48.5	11	78.4	7	18.20	2	18	4	72
Foxborough	NORFOLK	18,519	11	56,963	15	206,557	15	3,857	7	58.1	7	85.6	7	11.89	2	26	3	71
Cohasset	NORFOLK	8,373	15	147,522	3	423,630	7	3,736	15	44.1	11	57.5	11	3.66	4	35	3	69
Orleans	BARNSTABLE	6,411	11	58,150	15	758,871	3	5,798	7	36.1	15	47.6	15	0.73	2	65	1	69
Eastham	BARNSTABLE	5,932	7	39,014	15	616,859	3	4,239	11	30.7	15	40.1	15	0.71	2	68	1	69
Bourne	BARNSTABLE	20,709	11	43,619	15	275,746	15	6,655	7	58.6	7	82.1	7	9.18	2	27	3	63
Mashpee	BARNSTABLE	15,357	15	48,640	15	444,739	7	7,980	3	55.4	11	79.6	7	7.23	2	41	3	63
Sharon	NORFOLK	18,494	11	83,474	11	232,066	15	4,366	11	81.2	3	99.8	3	11.82	2	32	3	59
Sandwich	BARNSTABLE	20,585	11	57,581	15	284,127	15	6,249	7	71.9	3	94.1	3	11.26	2	28	3	59
Chatham	BARNSTABLE	6,703	11	70,620	15	1,308,187	3	9,918	3	38.5	15	57.9	11	0.23	0	64	1	59
Dennis	BARNSTABLE	14,903	15	46,883	15	598,061	3	10,990	3	50.9	11	84.2	7	0.85	3	54	1	58
Harwich	BARNSTABLE	13,629	15	42,127	15	524,103	3	8,281	3	55.0	11	74.5	7	0.79	3	60	1	58
Duxbury	PLYMOUTH	16,116	15	100,256	7	334,418	11	6,327	3	67.6	7	93.8	3	7.85	2	22	4	52
Scituate	PLYMOUTH	19,185	11	79,111	11	310,289	11	6,834	3	76.1	3	96.8	3	8.83	2	37	3	47
Westwood	NORFOLK	16,213	15	133,029	3	337,950	11	5,555	7	90.3	3	108.0	3	8.35	2	37	3	47

Lakeville, MA
 Top Comparables - Total Comparability Points of 94 or Greater and within 40 Miles

Municipality	County	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Assessed Value (million)	Max. Points	Tax Levy (million)	Max. Points	Total Budget (million)	Max. Points	State Aid (million)	Max. Points	Proximity (miles)	Max. Points	Total Points
Lakeville	Plymouth	11,762	15	47,342	15	198,500	15	2,524	15	28.1	15	36.4	15	1.88	5	0	5	100
Freetown	BRISTOL	9,202	15	42,049	15	197,030	15	2,042	15	26.1	15	36.5	15	2.54	5	10	5	100
Raynham	BRISTOL	15,230	15	44,685	15	179,602	15	2,832	15	41.6	15	53.0	15	1.61	5	12	4	99
Rehoboth	BRISTOL	12,687	15	51,083	15	188,381	15	2,581	15	29.9	15	36.1	15	1.44	5	18	4	99
Hanson	PLYMOUTH	10,674	15	42,195	15	159,743	15	1,830	15	25.9	15	35.1	15	1.69	5	19	4	99
Whitman	PLYMOUTH	15,279	15	36,269	15	140,406	15	2,238	15	30.4	15	42.4	15	3.24	4	17	4	98
Acushnet	BRISTOL	10,553	15	38,638	15	154,513	15	1,692	15	21.3	15	36.6	15	8.44	2	10	5	97
Carver	PLYMOUTH	11,668	15	36,643	15	148,653	15	1,896	15	30.1	15	51.1	15	13.18	2	13	4	96
Kingson	PLYMOUTH	13,793	15	47,566	15	194,761	15	2,851	15	38.1	15	52.1	15	6.33	2	18	4	95
Holbrook	NORFOLK	11,335	15	35,211	15	147,355	15	1,811	15	31.5	15	51.0	15	11.86	2	26	3	95
Plainville	NORFOLK	9,896	15	45,269	15	188,501	15	1,992	15	28.3	15	40.9	15	4.81	2	28	3	95
Wrentham	NORFOLK	12,209	15	63,456	15	230,524	15	2,995	15	40.0	15	52.6	15	5.51	2	28	3	95
Norfolk	NORFOLK	11,550	15	67,473	15	189,167	15	2,366	15	38.8	15	50.3	15	5.20	2	33	3	95
Hull	PLYMOUTH	10,144	15	51,670	15	281,108	15	2,873	15	35.0	15	47.5	15	6.65	2	37	3	95
Millis	NORFOLK	8,668	15	50,912	15	192,745	15	1,782	15	31.2	15	42.7	15	6.88	2	37	3	95
Dighton	BRISTOL	8,150	15	39,879	15	181,332	15	1,339	11	20.6	15	27.3	15	0.99	4	13	4	94

APPENDIX C

Animal Control Officer				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet	Personal contract. FY23 rate			48,963
Carver		46,197	57,450	
Dighton				
Freetown				
Hanson	Animal Control is on call basis day & night			20,566
Holbrook				
Hull				
Kingston		50,788	66,025	
Millis				
Norfolk		51,126	72,218	
Plainville				
Raynham	No ACO in place right now, only on-call help			
Rehoboth				61,903
Whitman				
Wrentham	Under regional contract			
Lakeville	Salary is inclusive of call-back stipends			78,786
Range Data				
Average		49,370	65,231	43,811
50th Percentile		50,788	66,025	48,963
60th Percentile		50,856	67,264	51,551
65th Percentile		50,890	67,883	52,845
70th Percentile		50,923	68,502	54,139
75th Percentile		50,957	69,121	55,433
80th Percentile		50,991	69,741	56,727
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Assistant to the Town Administrator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver	ATA/HR Coordinator	85,686	106,543	
Dighton				
Freetown				
Hanson	Executive Assistant	32,760	65,520	61,880
Holbrook				
Hull				
Kingston	Assistant to the TA & BOS	62,189	80,846	
Millis				
Norfolk				
Plainville				
Raynham	N/A			
Rehoboth	Assistant to the BOS			51,480
Whitman				
Wrentham	Asst to TA & HR Dtr. Per contract			150,700
Lakeville				86,994
Range Data				
Average		60,212	84,303	88,020
50th Percentile		62,189	80,846	61,880
60th Percentile		66,888	85,985	79,644
65th Percentile		69,238	88,555	88,526
70th Percentile		71,588	91,125	97,408
75th Percentile		73,937	93,694	106,290
80th Percentile		76,287	96,264	115,172
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Board of Health Agent				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet	Personal contract. FY23 rate			71,228
Carver		64,464	80,153	
Dighton				
Freetown				
Hanson				67,595
Holbrook				72,000
Hull				
Kingston		72,968	102,155	
Millis				
Norfolk				
Plainville	Health Director	80,000	90,000	
Raynham	Health Inspector			49,752
Rehoboth				77,038
Whitman				
Wrentham				
Lakeville				84,460
Range Data				
Average		72,477	90,769	67,523
50th Percentile		72,968	90,000	71,228
60th Percentile		74,374	92,431	71,537
65th Percentile		75,078	93,647	71,691
70th Percentile		75,781	94,862	71,846
75th Percentile		76,484	96,078	72,000
80th Percentile		77,187	97,293	73,008
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Building Inspector

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet	Insp. of Bldgs/ZEO. Contract. FY23			83,200
Carver	Building Commissioner	64,464	80,153	
Dighton				
Freetown				
Hanson				74,984
Holbrook				
Hull				
Kingston				
Millis				
Norfolk				
Plainville	Building Commissioner	88,000	105,000	
Raynham	Building Commissioner			104,589
Rehoboth	Building Comm. & Zoning Officer			75,000
Whitman				
Wrentham	Building Commissioner	90,000	115,000	106,080
Lakeville	Building Comm./Dtr. of Inspectional Svcs.			110,132
Range Data				
Average		80,821	100,051	88,771
50th Percentile		88,000	105,000	83,200
60th Percentile		88,400	107,000	91,756
65th Percentile		88,600	108,000	96,033
70th Percentile		88,800	109,000	100,311
75th Percentile		89,000	110,000	104,589
80th Percentile		89,200	111,000	104,887
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Council on Aging Director

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet	Personal contract. FY23 rate			61,207
Carver		64,464	80,153	
Dighton	Personal contract			62,424
Freetown				65,046
Hanson				69,599
Holbrook				
Hull				
Kingston	Director of Elder Services	88,291	123,607	
Millis		69,617	85,110	
Norfolk				
Plainville		52,085	62,875	
Raynham	Community Services Director			52,000
Rehoboth				64,997
Whitman				
Wrentham		70,000	90,000	73,798
Lakeville				68,591
Range Data				
Average		68,891	88,349	64,708
50th Percentile		69,617	85,110	64,997
60th Percentile		69,770	87,066	65,026
65th Percentile		69,847	88,044	65,041
70th Percentile		69,923	89,022	65,956
75th Percentile		70,000	90,000	67,322
80th Percentile		73,658	96,721	68,688
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Conservation Agent

Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver		64,464	80,153	
Dighton				
Freetown				
Hanson				78,806
Holbrook				
Hull				
Kingston		80,264	112,370	
Millis				
Norfolk				
Plainville				
Raynham	N/A			
Rehoboth	Conservation/Planning Agent			68,960
Whitman				
Wrentham		69,160	69,160	67,600
Lakeville	PT; hourly rate annualized to 40/wk			68,182
Range Data				
Average		71,296	87,228	71,789
50th Percentile		69,160	80,153	68,960
60th Percentile		71,381	86,596	70,929
65th Percentile		72,491	89,818	71,914
70th Percentile		73,602	93,040	72,898
75th Percentile		74,712	96,261	73,883
80th Percentile		75,822	99,483	74,868
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Custodian				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet		36,962	41,392	
Carver	Maintenance-Custodian	41,808	56,181	
Dighton				
Freetown				
Hanson	TH Custodian/Maint. Tech.	41,551	48,685	
Holbrook				
Hull				
Kingston				
Millis				
Norfolk				
Plainville		37,440	45,760	
Raynham		40,519	56,702	43,324
Rehoboth	Outside contractor for wkly cleaning of bldgs			
Whitman				
Wrentham	PT. Annualized to 40/wk	37,440	49,920	43,680
Lakeville	FT Union position	48,859	58,760	58,760
	Interviewees were PT-NU			
Range Data				
Average		39,287	49,773	43,502
50th Percentile		38,979	49,303	43,502
60th Percentile		40,519	49,920	43,537
65th Percentile		40,777	51,485	43,555
70th Percentile		41,035	53,050	43,573
75th Percentile		41,293	54,616	43,591
80th Percentile		41,551	56,181	43,609
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Deputy Fire Chief				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver		84,718	105,352	
Dighton				
Freetown	Max incl. EI; Actual incl. EMT-P	89,500	111,670	94,500
Hanson	40 hrs/wk	78,582	91,790	
Holbrook				
Hull				
Kingston	FY23 rate			128,516
Millis				
Norfolk				
Plainville				
Raynham				112,904
Rehoboth				
Whitman				
Wrentham	Per contract			157,200
Lakeville				87,778
Range Data				
Average		84,267	102,937	123,280
50th Percentile		84,718	105,352	120,710
60th Percentile		85,675	106,616	125,394
65th Percentile		86,153	107,247	127,735
70th Percentile		86,631	107,879	131,384
75th Percentile		87,109	108,511	135,687
80th Percentile		87,587	109,143	139,990
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Dispatcher				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet	Dispatcher & Clerk/Dispatcher	43,784	50,378	
Carver		46,197	57,450	
Dighton				
Freetown		43,472	49,774	
Hanson	N/A			
Holbrook				
Hull				
Kingston		56,408	73,330	
Millis				
Norfolk				
Plainville				
Raynham	911 Signal Operator	41,434	65,832	
Rehoboth	Union position with team of employees			
Whitman				
Wrentham	Regional contract			
Lakeville	Has an add'l 1.25/hr stipend	43,493	50,523	50,523
Range Data				
Average		46,259	59,353	
50th Percentile		43,784	57,450	
60th Percentile		44,749	60,803	
65th Percentile		45,232	62,479	
70th Percentile		45,714	64,156	
75th Percentile		46,197	65,832	
80th Percentile		48,239	67,332	
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

DPW Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet	Dtr.-Hwy & W/S. Contract. FY23			103,688
Carver	O & M Deputy Director	97,926	121,763	
Dighton				
Freetown	Highway Surveyor			80,300
Hanson	Contract			95,509
Holbrook				
Hull				
Kingston	Superintendent of Streets	97,120	135,968	
Millis		120,900	151,396	
Norfolk				
Plainville		115,750	140,100	
Raynham	N/A			
Rehoboth	Highway Superintendent			88,000
Whitman				
Wrentham	Per contract			130,500
Lakeville				94,630
Range Data				
Average		107,924	137,307	99,599
50th Percentile		106,838	138,034	95,509
60th Percentile		112,185	139,274	98,781
65th Percentile		114,859	139,893	100,416
70th Percentile		116,265	141,230	102,052
75th Percentile		117,038	142,924	103,688
80th Percentile		117,810	144,618	109,050
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Facilities Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver		84,718	105,352	
Dighton				
Freetown				
Hanson	Currently vacant	70,000	80,000	
Holbrook				
Hull				
Kingston		80,264	112,370	
Millis				
Norfolk				
Plainville	Facilities Director	85,000	108,000	
Raynham	N/A			
Rehoboth	Facilities Maintenance Supt.			88,000
Whitman				
Wrentham	Dtr.-Facilites & Capital Planning. Per contract			125,682
Lakeville				80,340
Range Data				
Average		79,996	101,431	106,841
50th Percentile		82,491	106,676	106,841
60th Percentile		83,828	107,470	110,609
65th Percentile		84,496	107,868	112,493
70th Percentile		84,747	108,437	114,377
75th Percentile		84,789	109,093	116,262
80th Percentile		84,831	109,748	118,146
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

HR Administrative Assistant				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver	Payroll & Benefits Coordinator	45,282	56,293	
Dighton				
Freetown				
Hanson	N/A			
Holbrook				
Hull				
Kingston	Admin. Assistant (HR/IT/BOS)	43,949	57,133	
Millis				
Norfolk				
Plainville				
Raynham	N/A			
Rehoboth	Assistant Treasurer			
Whitman				
Wrentham				
Lakeville		49,837	57,616	51,168
Range Data				
Average		44,615	56,713	
50th Percentile		44,615	56,713	
60th Percentile		44,749	56,797	
65th Percentile		44,815	56,839	
70th Percentile		44,882	56,881	
75th Percentile		44,948	56,923	
80th Percentile		45,015	56,965	
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Human Resources Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver	ATA/HR Coordinator	85,686	106,543	
Dighton				
Freetown				
Hanson	TA is HR Director			
Holbrook				
Hull				
Kingston	Human Resources Manager	80,264	112,370	
Millis	ATA/HR Director	109,172	130,470	
Norfolk				
Plainville				
Raynham	HR Coordinator			67,626
Rehoboth	TA is resp. for HR w. Personnel Board			
Whitman				
Wrentham				
Lakeville				92,298
Range Data				
Average		91,707	116,461	67,626
50th Percentile		85,686	112,370	67,626
60th Percentile		90,383	115,990	67,626
65th Percentile		92,731	117,800	67,626
70th Percentile		95,080	119,610	67,626
75th Percentile		97,429	121,420	67,626
80th Percentile		99,777	123,230	67,626
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Library Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet	Library Clerk I-III	36,962	45,906	
Carver	Circulation Aide	28,720	37,911	
Dighton				
Freetown	Library Tech. Currently empty	33,342	40,167	
Hanson	N/A			
Holbrook				
Hull				
Kingston	Library Assistant			37,898
Millis				
Norfolk	Library Associate	40,914	57,803	
Plainville	Library Tech I-II	34,320	40,976	
Raynham	Library Assistant	33,098	38,986	
Rehoboth	N/A			
Whitman				
Wrentham	Library Technician	45,276	54,588	
Lakeville	Library Tech. Assistant Clerk Interviewees were PT Clerks	37,107	44,907	39,458
Range Data				
Average		36,090	45,191	37,898
50th Percentile		34,320	40,976	37,898
60th Percentile		35,905	43,934	37,898
65th Percentile		36,697	45,413	37,898
70th Percentile		37,752	47,642	37,898
75th Percentile		38,938	50,247	37,898
80th Percentile		40,123	52,852	37,898
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Lifeguard				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver	N/A			
Dighton				
Freetown				
Hanson	6/18-9/3 seasonal. Hrly to 40/wk	28,080	37,440	
Holbrook				
Hull				
Kingston	Hrly rate annualized to 40/wk	32,302	37,315	
Millis				
Norfolk				
Plainville		31,200	52,000	
Raynham	N/A			
Rehoboth	N/A			
Whitman				
Wrentham	Seasonal	State Min.	State Min. + \$6	
Lakeville				36,400
Range Data				
Average		30,527	42,252	
50th Percentile		31,200	37,440	
60th Percentile		31,420	40,352	
65th Percentile		31,531	41,808	
70th Percentile		31,641	43,264	
75th Percentile		31,751	44,720	
80th Percentile		31,861	46,176	
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Outreach Worker				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver	Outreach Facilitator	45,282	56,293	
Dighton				
Freetown	Have 2 Sr. Clerks but no Outreach Worker			
Hanson	PT 19/wk. Annualized to 35			40,040
Holbrook				
Hull				
Kingston	Outreach Coordinantor COA	56,408	73,330	
Millis				
Norfolk				
Plainville	Outreach Coordinator	50,960	64,896	
Raynham	N/A			
Rehoboth	H & HS Outreach Coordinator			39,564
Whitman				
Wrentham	PT, annualized to 40/wk	55,863	67,352	
Lakeville	PT-15 hrs annualized to 40	34,070	40,102	34,070
Range Data				
Average		52,128	65,468	39,802
50th Percentile		53,411	66,124	39,802
60th Percentile		54,882	66,861	39,850
65th Percentile		55,618	67,230	39,873
70th Percentile		55,917	67,950	39,897
75th Percentile		55,999	68,847	39,921
80th Percentile		56,081	69,743	39,945
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Plumbing and Gas Inspector				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver	Bi-weekly stipend of \$835.44			
Dighton				
Freetown				
Hanson	Paid per inspection \$25			
Holbrook				17,294
Hull				
Kingston				
Millis	\$6697 annual stipend plus \$40 per inspection			
Norfolk				
Plainville	\$40/hr or inspection, whichever is higher			
Raynham				42
Rehoboth	Paid as vendor, per inspection only			
Whitman				
Wrentham	Per hour			40
Lakeville	\$40 Per inspection			
Range Data				
Average				5,792
50th Percentile				42
60th Percentile				3,492
65th Percentile				5,217
70th Percentile				6,943
75th Percentile				8,668
80th Percentile				10,393
Actual Data				
Average		5,213	6,371	
50th Percentile		37	46	
60th Percentile		3,143	3,841	
65th Percentile		4,696	5,739	
70th Percentile		6,248	7,637	
75th Percentile		7,801	9,534	
80th Percentile		9,354	11,432	

Public Health Nurse				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver	N/A			
Dighton				
Freetown	Per diem, 8-12 hrs/wk			40
Hanson	N/A			
Holbrook				
Hull				
Kingston		56,408	73,330	
Millis				
Norfolk				
Plainville		45,760	72,800	
Raynham			124,800	
Rehoboth			84,872	
Whitman				
Wrentham	Regional contract			
Lakeville	On call as needed. All hourly rates on this page annualized to 40 hrs/wk			72,800
Range Data				
Average		51,084	88,951	40
50th Percentile		51,084	79,101	40
60th Percentile		52,149	82,564	40
65th Percentile		52,681	84,295	40
70th Percentile		53,214	88,865	40
75th Percentile		53,746	94,854	40
80th Percentile		54,278	100,843	40
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Sealer of Weights & Measures				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver	Annual stipend \$5,000			
Dighton				
Freetown				
Hanson	Inspects as called. Paid mo'ly	2,500	4,200	3,837
Holbrook				
Hull				
Kingston	Annually			9,167
Millis				
Norfolk				
Plainville				
Raynham	Paid a monthly stipend			16,386
Rehoboth	\$500 annually, paid in June			500
Whitman				
Wrentham	Regional contract			
Lakeville	Submits invoice twice/year			7,000
Range Data				
Average				7,472
50th Percentile				6,502
60th Percentile				8,101
65th Percentile				8,900
70th Percentile				9,889
75th Percentile				10,972
80th Percentile				12,055
Actual Data				
Average		6,725	8,220	
50th Percentile		5,852	7,152	
60th Percentile		7,291	8,911	
65th Percentile		8,010	9,791	
70th Percentile		8,900	10,878	
75th Percentile		9,875	12,069	
80th Percentile		10,849	13,260	

Town Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver				81,852
Dighton				
Freetown	Elected			72,900
Hanson	Elected			77,630
Holbrook				
Hull				
Kingston				
Millis				
Norfolk				
Plainville				
Raynham				98,763
Rehoboth				92,087
Whitman				
Wrentham	Elected			82,754
Lakeville				75,953
Range Data				
Average				84,331
50th Percentile				82,303
60th Percentile				82,754
65th Percentile				85,087
70th Percentile				87,420
75th Percentile				89,754
80th Percentile				92,087
Actual Data				
Average		75,898	92,764	
50th Percentile		74,073	90,533	
60th Percentile		74,478	91,029	
65th Percentile		76,578	93,596	
70th Percentile		78,678	96,162	
75th Percentile		80,778	98,729	
80th Percentile		82,878	101,295	

Town Planner				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver		85,686	106,543	
Dighton				
Freetown				
Hanson		70,000	105,000	95,000
Holbrook				
Hull				
Kingston		80,264	112,370	
Millis				
Norfolk				
Plainville				
Raynham	N/A			
Rehoboth	Planner/Conserv. Agent is combined position			
Whitman				
Wrentham	Director of Planning & Dev.	90,000	115,000	96,500
Lakeville				86,994
Range Data				
Average		81,487	109,728	95,750
50th Percentile		82,975	109,456	95,750
60th Percentile		84,601	111,205	95,900
65th Percentile		85,415	112,079	95,975
70th Percentile		86,117	112,633	96,050
75th Percentile		86,764	113,028	96,125
80th Percentile		87,411	113,422	96,200
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Treasurer/Collector				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver		74,129	92,183	
Dighton				
Freetown				78,030
Hanson	Per contract			98,000
Holbrook				
Hull				
Kingston				
Millis				
Norfolk				
Plainville		95,000	120,000	
Raynham				96,900
Rehoboth				64,927
Whitman				
Wrentham		80,000	105,000	
Lakeville				90,177
Range Data				
Average		83,043	105,728	84,464
50th Percentile		80,000	105,000	87,465
60th Percentile		83,000	108,000	93,126
65th Percentile		84,500	109,500	95,957
70th Percentile		86,000	111,000	97,010
75th Percentile		87,500	112,500	97,175
80th Percentile		89,000	114,000	97,340
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Van Driver				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver		29,975	37,274	
Dighton				
Freetown				
Hanson	Hours vary each week			29,702
Holbrook				20
Hull				
Kingston		47,245	61,418	
Millis				State Min.
Norfolk	COA Bus Driver	41,974	59,280	
Plainville				
Raynham	N/A			
Rehoboth	N/A			
Whitman				
Wrentham	PT, annualized to 40/wk	35,360	39,520	36,067
Lakeville	PT-15/wk annualized to 40	31,387	37,814	35,360
Range Data				
Average		38,639	49,373	21,930
50th Percentile		38,667	49,400	29,702
60th Percentile		40,652	55,328	30,975
65th Percentile		41,644	58,292	31,612
70th Percentile		42,501	59,494	32,248
75th Percentile		43,292	59,815	32,885
80th Percentile		44,083	60,135	33,521
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Veteran's Agent				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver		50,942	63,336	
Dighton				
Freetown				
Hanson	32 hrs/wk	55,000	62,000	60,000
Holbrook				
Hull				
Kingston		54,597	70,976	
Millis				
Norfolk				
Plainville				
Raynham				61,200
Rehoboth				63,653
Whitman				
Wrentham	Regional contract			
Lakeville	PT 15 hrs annualized to 40	45,864	53,435	53,435
Range Data				
Average		53,513	65,437	61,618
50th Percentile		54,597	63,336	61,200
60th Percentile		54,678	64,864	61,691
65th Percentile		54,718	65,628	61,936
70th Percentile		54,758	66,392	62,181
75th Percentile		54,799	67,156	62,427
80th Percentile		54,839	67,920	62,672
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Wiring Inspector				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver	Bi-weekly stipend of \$835.44			
Dighton				
Freetown				
Hanson	Paid per inspection \$25			
Holbrook				18,894
Hull				
Kingston				
Millis	\$6697 annual stipend plus \$40 per inspection			
Norfolk		32	45	
Plainville	\$40/hr or inspection, whichever is higher			
Raynham				44
Rehoboth	Paid as vendor, per inspection only			
Whitman				
Wrentham	Electrical Inspector			40
Lakeville	\$40 per inspection			
Range Data				
Average		32	45	6,326
50th Percentile		32	45	44
60th Percentile		32	45	3,814
65th Percentile		32	45	5,699
70th Percentile		32	45	7,584
75th Percentile		32	45	9,469
80th Percentile		32	45	11,354
Actual Data				
Average		5,694	6,959	
50th Percentile		40	49	
60th Percentile		3,433	4,196	
65th Percentile		5,129	6,269	
70th Percentile		6,826	8,343	
75th Percentile		8,522	10,416	
80th Percentile		10,219	12,490	

Library Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				71,006
Carver	Contract			94,100
Dighton				
Freetown				61,625
Hanson		70,000	90,000	71,400
Holbrook				
Hull				
Kingston		88,291	123,607	
Millis				
Norfolk				
Plainville		65,995	77,000	
Raynham				78,030
Rehoboth	N/A			
Whitman				
Wrentham		70,000	95,000	85,000
Lakeville				78,212
Range Data				
Average		73,572	96,402	76,860
50th Percentile		70,000	92,500	74,715
60th Percentile		70,000	94,000	78,030
65th Percentile		70,000	94,750	79,773
70th Percentile		71,829	97,861	81,515
75th Percentile		74,573	102,152	83,258
80th Percentile		77,316	106,443	85,000
Actual Data				
Average				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

Town Administrator				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet	Contract			142,844
Carver	Contract			185,143
Dighton	Contract			125,000
Freetown				146,800
Hanson	Contract			148,570
Holbrook				
Hull				
Kingston				175,000
Millis				
Norfolk				
Plainville				
Raynham				156,060
Rehoboth				110,001
Whitman	Contract			148,569
Wrentham	Per contract			225,024
Lakeville				164,449
Range Data				
Average				156,301
50th Percentile				148,570
60th Percentile				151,566
65th Percentile				154,937
70th Percentile				161,742
75th Percentile				170,265
80th Percentile				177,029
Actual Data				
Average		140,671	171,931	
50th Percentile		133,713	163,426	
60th Percentile		136,409	166,723	
65th Percentile		139,443	170,430	
70th Percentile		145,568	177,916	
75th Percentile		153,239	187,292	
80th Percentile		159,326	194,731	

Police Chief				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet				
Carver	Contract			182,514
Dighton	Contract			115,000
Freetown				125,538
Hanson	Contract			173,860
Holbrook				
Hull				
Kingston				172,756
Millis				
Norfolk				
Plainville				
Raynham				207,050
Rehoboth				170,703
Whitman	Contract. FY23 rate			176,842
Wrentham	Per contract			216,817
Lakeville				149,350
Range Data				
Average				171,231
50th Percentile				173,860
60th Percentile				176,246
65th Percentile				177,976
70th Percentile				180,245
75th Percentile				182,514
80th Percentile				192,328
Actual Data				
Average		154,108	188,354	
50th Percentile		156,474	191,246	
60th Percentile		158,621	193,870	
65th Percentile		160,179	195,774	
70th Percentile		162,221	198,270	
75th Percentile		164,263	200,765	
80th Percentile		173,096	211,561	

Fire Chief				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Acushnet	Personal contract			89,250
Carver	Contract			182,514
Dighton				
Freetown	Max incl. EI; Actual incl. EMT-I	123,552	154,440	128,552
Hanson	Contract			138,400
Holbrook				
Hull				
Kingston				156,060
Millis				
Norfolk				
Plainville				
Raynham				156,060
Rehoboth				118,188
Whitman				
Wrentham	Per contract			190,944
Lakeville				123,854
Range Data				
Average				144,996
50th Percentile				147,230
60th Percentile				156,060
65th Percentile				156,060
70th Percentile				156,060
75th Percentile				162,674
80th Percentile				171,932
Actual Data				
Average		130,496	159,496	
50th Percentile		132,507	161,953	
60th Percentile		140,454	171,666	
65th Percentile		140,454	171,666	
70th Percentile		140,454	171,666	
75th Percentile		146,406	178,941	
80th Percentile		154,739	189,126	

APPENDIX D

Health Insurance				
Comparable Community	HMO - Employer Percentage	PPO - Employer Percentage	HDHP - Employer Percentage	Other
Carver	80%	80%		
Dighton				
Freetown	75%	65%		
Hanson	Varies	Varies		
Kingston	60%	60%		
Millis	70%	50%		PPO-TYPE & POS: 70% Indemnity: 50%
Norfolk	65%	50%		
Plainville	75%	50%		
Raynham	75-90% (per hire date)	70%		
Rehoboth	75%	75%		
Whitman				
Wrentham	75%	50%	75%	
<i>Average:</i>	<i>72%</i>	<i>61%</i>		
<i>Lakeville</i>	<i>65%</i>	<i>65%</i>		

Dental Insurance

Comparable Community	Offered?	Individual Plan - Employer Percentage	Family Plan - Employer Percentage
Carver	Y	0%	0%
Dighton			
Freetown	Y	0%	0%
Hanson	Y	0%	0%
Kingston			
Millis	Y	0%	0%
Norfolk	Y	0%	0%
Plainville			
Raynham	Y	0%	0%
Rehoboth	Y	0%	0%
Whitman			
Wrentham	Y	0%	0%
<i>Average:</i>		<i>0%</i>	<i>0%</i>
<i>Lakeville</i>	Y	<i>0%</i>	<i>0%</i>

Vision Insurance

Comparable Community	Offered?	Individual Plan - Employer Percentage	Family Plan - Employer Percentage
Carver	Y	0%	0%
Dighton			
Freetown	Y	0%	0%
Hanson	Y	0%	0%
Kingston			
Millis			
Norfolk	Y	0%	0%
Plainville			
Raynham	Y	0%	0%
Rehoboth	Y	0%	0%
Whitman			
Wrentham	Y	0%	0%
<i>Average:</i>		<i>0%</i>	<i>0%</i>
<i>Lakeville</i>	Y	<i>0%</i>	<i>0%</i>

Life Insurance - Employee		
Comparable Community	Employer Percentage	Amount of Employee Coverage
Carver	0%	
Dighton		
Freetown	0%	\$5,000 Basic coverage
Hanson		
Kingston		
Millis	50%	\$10,000 Basic life coverage
Norfolk	58%	\$10,000 Basic life coverage
Plainville	50%	\$2,000
Raynham	50%	\$4,000
Rehoboth	100% (For retirees 50%)	Basic
Whitman		
Wrentham	50%	\$30,000
<i>Average:</i>		
<i>Lakeville</i>	<i>50%</i>	<i>Basic life</i>

HSA	
Comparable Community	Do you make contributions on behalf of the employee?
Carver	No
Dighton	
Freetown	No
Hanson	
Kingston	
Millis	
Norfolk	
Plainville	
Raynham	No
Rehoboth	No
Whitman	
Wrentham	Pay \$500 seed money into HAS for HDHP participants in October, then in June matches at 50% what employee has deposited during year
<i>Average:</i>	
<i>Lakeville</i>	<i>\$2,000/yr only if enrolled in high deductible HMO plan</i>

FSA/DCA	
Comparable Community	Do you offer a Flexible Spending Account (FSA) or a Dependent Care Account (DCA)?
Carver	Yes
Dighton	
Freetown	No
Hanson	Yes
Kingston	
Millis	Yes
Norfolk	Yes
Plainville	
Raynham	Yes
Rehoboth	No
Whitman	
Wrentham	Yes
<i>Average:</i>	
<i>Lakeville</i>	Yes

EAP	
Comparable Community	Do you offer an Employee Assistance Plan (EAP)? Is there any cost to the employee?
Carver	Yes; no cost to employee
Dighton	
Freetown	Yes, first three sessions are free. If longer care is needed EAP will look into continued care with health insurance
Hanson	Yes; no cost to employee
Kingston	
Millis	
Norfolk	Yes
Plainville	
Raynham	Yes; no cost to employee
Rehoboth	EAP offered; no cost to employee
Whitman	
Wrentham	Yes; no cost to employee
<i>Average:</i>	
<i>Lakeville</i>	<i>Yes; no cost to employee</i>

Vacation Days

Comparable Community	At (1) Year of Service	At (5) Years of Service	At (10) Years of Service	At (15) Years of Service	At (20) Years of Service	At (25) Years of Services
Carver	10 (15 DH/Supv)	10 (15 DH/Supv)	15 (20 DH/Supv)	20	20	20
Dighton						
Freetown	10	15	20	After 15, add 1 day per year		
Hanson	10 (15 for Prof./DHs)	15	20	25	27	30
Kingston	5 (+5 at 6 mos.)	15	20	25	25	25
Millis	10	15	20	25	25	25
Norfolk	10	15	20	20	25	25
Plainville	10	15	20	25	25	25
Raynham	Varies					
Rehoboth	5 (+ 5 at 6 mos.)	15	20	20	20	20
Whitman	10 (15 for mgmt)	15 (20 for mgmt)	20 (25 for mgmt)	25	25	25
Wrentham	10	15	20	20	25	25
<i>Average:</i>	<i>10</i>	<i>15</i>	<i>20</i>	<i>23</i>	<i>24</i>	<i>24</i>
<i>Lakeville</i>	<i>10</i>	<i>15</i>	<i>20</i>	<i>20</i>	<i>20</i>	<i>20</i>

Vacation Policy

Comparable Community	Can it be carried over?	Is there a buyback provision?
Carver	Up to 3 wks with TA approval, must be used in that year	Only on separation of employment
Dighton		
Freetown	No	Certain positions based on their contract with Town
Hanson	No more than 1 week	Yes
Kingston	No	
Millis	Max of 15 days	Paid out upon termination
Norfolk	Up to 1 week, only in unusual circumstances & with TA approval	Paid upon separation
Plainville	DHs can carryover up to 10 day with BOS approval	
Raynham	No for most non-union staff	Paid out upon termination
Rehoboth	No	
Whitman	Max of 9 days, needs TA approval	Unused in excess of carryover is forfeited
Wrentham	Up to 5 days with DH approval. TA may grant add'l	Only on separation of employment
<i>Average:</i>		
<i>Lakeville</i>	<i>40 hours can be carried over until 12/31</i>	<i>Not for Non-union (Laborers Union only)</i>

Sick Leave

Comparable Community	Number of sick days per year	Maximum accrual	Is there a buyback provision?
Carver	9	200	At retirement may buy back at rate of 50% of accumulated time
Dighton	15	125	
Freetown	15	100 (days over 100 go into EE's retirement sick leave reimbursement account)	At retirement or death, employee is paid for all unused sick leave of 150 days at rate of 1 day's pay for every 3 days accumulated
Hanson	15	165	No
Kingston	15	No maximum	Buyback at separation/retirement eliminated for hires after 7/1/12
Millis	.0577 hour per hour worked	180	Upon retirement only, can receive lump sum equal to 1/4 of accumulated leave, not to exceed \$2,800
Norfolk	15	150	No compensation for unused sick leave
Plainville	12	No maximum	No compensation for unused sick leave
Raynham	15		
Rehoboth	15	140	Buyback upon retirement eliminated for hires after 1/1/2019
Whitman	15	135	No cash redemption value
Wrentham	15	200	Unused sick leave will not be paid upon termination of employment
<i>Average:</i>	<i>14</i>	<i>162</i>	
<i>Lakeville</i>	<i>15</i>	<i>No maximum</i>	<i>For firefighters over 10 yrs employment only; 20% of 75-200 hrs</i>

APPENDIX E

Job Descriptions	
Comparable Community	Who writes and maintains job descriptions? Who grades and classifies positions?
Rehoboth	Personnel Board. Union contracts dealt with by Labor Counsel & Union Reps. Non-union personnel do not have grades
Wrentham	JDs are written in conjunction with employee & DH with HR Dept. HR grades and classifies non-union positions
Carver	Assistant Town Administrator/HR Coordinator
Hanson	JDs are maintained in TA's office; grades & classifications are done by consultants
Raynham	HR Coordinator, or use consultant if updating several at a time
Lakeville	<i>Wage and Personnel Board/Select Board</i>

Wage Schedules

Comparable Community	Who establishes and maintains the wage schedule? What position approves starting salaries and step increases?
Rehoboth	Treasurer
Wrentham	Non-union pay plan is worked out with HR Director and Town Administrator. Union wage schedules are through negotiations
Carver	Assistant Town Administrator/HR Coordinator/Town Administrator
Hanson	Regulated by union contract, employment contract or bylaw
Raynham	No wage schedule for non-union positions
Lakeville	<i>Wage and Personnel Board/Select Board</i>

Hiring	
Comparable Community	Who has hiring authority and ability to promote or terminate employees? Is it for all employees?
Rehoboth	Board of Selectmen. Fire Chief has authority over his/her personnel
Wrentham	Hiring authority is with Town Administrator
Carver	Town Administrator
Hanson	Select Board is hiring and appointing authority, promotions and terminations upon recommendations by TA/Police Chief/Fire Chief/ Highway Director
Raynham	DHs make decision for their employees. TA and BOS for DHs. Promotions and terminations are recommended by TA and approved by BOS
Lakeville	<i>Wage and Personnel Board/Select Board/Fire Chief/Police Chief</i>

Policy and Processes

Comparable Community	Who is responsible for Policy development and HR processes?
Rehoboth	Board of Select Board's office
Wrentham	Town Administrator and Assistant Town Administrator
Carver	Assistant Town Administrator/HR Coordinator
Hanson	Town Administrator
Raynham	Town Administrator with support from HR Coordinator
Lakeville	<i>Wage and Personnel Board/Select Board</i>

Vacation and Sick Leave Policies

Comparable Community	Who maintains sick and vacation leave records? Who approves vacation carryover requests?
Rehoboth	Treasurer's office maintains records. BOS office or DH approves carryover requests
Wrentham	Records are maintained within each department as well as by payroll dept. Carryover requests approved by DH with final approval by Town Administrator
Carver	Payroll & Benefits Coordinator/Town Administrator
Hanson	Town Administrator
Raynham	HR Coordinator tracks for most. Police and Fire are tracked by their Exec. Assts. Carryover automatically approved according to policy
Lakeville	<i>HR Department. Select Board approves carryover requests if over 40 hours</i>

**AGENDA ITEM #12
MAY 6, 2024**

**REVIEW AND POSSIBLE VOTE TO APPROVE REVISED
TOWN ADMINISTRATOR'S JOB DESCRIPTION**

Attached is the revised Town Administrator's job description for your review.

Proposed motion:

To approve the revised Town Administrator's job description.

JOB DESCRIPTION
TOWN OF LAKEVILLE
TOWN ADMINISTRATOR

GENERAL STATEMENT OF DUTIES: Administer and coordinate Town departments, personnel, and programs for the effective delivery of governmental services to the residents of the Town of Lakeville.

SUPERVISION RECEIVED: General supervision received from the Select Board.

SUPERVISION EXERCISED: Town employees specified by Town By-law, Town Meeting vote, or Select Board vote.

ESSENTIAL RESPONSIBILITIES:

The essential functions of duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position.

General Administration: Administer and coordinate the day-to-day activities of Town departments and employees in accordance with the job description and “An Act Providing for a Town Administrator in the Town of Lakeville”.

Keep the Select Board fully informed regarding all departmental operations, fiscal affairs, general problems, and administrative actions; submit periodic reports to the Select Board; recommend operational policies and procedures to the Select Board, including improved organization of Town departments.

Administer and ensure that the Town government complies with the provisions of general or special laws applicable to the Town, all By-laws, and all regulations established by the Select Board.

Work with Town Counsel on matters affecting Town government and matters involving litigation.

Coordinate the activities of any board, commission, and committee concerned with long-range planning, including the physical, economic, and environmental development of the Town.

Research and prepare grant applications.

Maintain an inventory of all Town-owned real and personal property.

Act as the Town's Coordinator for ADA (Americans with Disabilities Act). Ensure compliance with government regulations such as OSHA (Occupational Safety and Health Act).

Work in conjunction with the Director of Emergency Management, ensuring that employees and volunteers have received adequate emergency training. Confirm that Town's written emergency response plan is up to date.

Ensure all Town departments and employees maintain effective public relations by courteously and competently dealing with the citizens of Lakeville. Maintain contact with local, state, and federal officials as well as members of the business community.

Respond to requests for information from Town officials, residents, the media, and the general public by phone, through the mail, social media, and in person on a wide range of topics including budgets, purchasing, town policies and regulations, and general information about Lakeville and organizations and events within the Town.

Review and approve the annual Town report.

Finances and Budgets: Prepare, submit, and present the Town Budget, supplemental appropriations, and special fund budgets to the Select Board, Finance Committee, and Town Meeting. This includes reviewing individual departmental budgets, salary plans and union contracts, purchasing plans, debt schedules, past expenditure patterns, revenue and price forecasting, and policy direction from the Select Board.

Assist the Select Board in presenting their budget to the Finance Committee and assist the Finance Committee in obtaining any budget information requested.

Exercise fiscal authority to ensure that all Town departments and employees stay within their allotted budgets. Approve all bills paid by the Town and all checks issued by the Town. Prepare and submit routine and special Town activity and financial reports to the Select Board. Prepare, with the assistance of the Town Accountant, year-end financial transfers in order to balance the budget.

Keep the Select Board informed regarding the availability of federal and state funds and how such funds might relate to unmet long-range needs.

Oversee the work performed by the Town's financial advisor, bond counsel, Town Treasurer, and Town Accountant for the issuance of municipal bonds and notes.

Capital Plan: Work with the Select Board, Finance Committee, Capital Expenditures Committee, Town Accountant, and Department Heads in the development and implementation of the long-range capital plan. Survey departments for their requests, assess priorities, and determine the costs and financial impact of the plan and the Town's fiscal capability to carry it out. Ensure the development and maintenance of computer applications and records for all capital items.

Personnel Administration: Supervise and direct the activities of the Town's employees under the jurisdiction of the Select Board. This shall include, but not be limited to: providing recommendations for the hiring of Town employees, executing or following existing procedures for handling employee complaints, draft and recommend job descriptions with collaboration from Human Resources and the Department Heads, reviewing job performance of direct reports, and recommending salary increases. The discharge of Town employees shall be with the concurrence of the Select Board. The policies within the Employee Personnel Handbook/Classification and Compensation Plan must be followed when making any personnel decisions outlined in this paragraph.

Work with the Select Board and Town's labor negotiators to monitor and arrive at fair and equitable collective bargaining agreements.

Administer the Town's Employee Personnel Handbook/Classification and Compensation Plan in conjunction with the Human Resources Director.

Purchasing: Must be Massachusetts Certified Public Purchasing Official (MCPPO) or be able to obtain certification within 18 months of hire date. Serve as the Town's Chief Procurement officer for the bidding and purchasing of equipment, materials, supplies, and services for all Town departments, excluding the schools; the Town Administrator shall only purchase items for departments not under his/her supervision if requested in writing. Develop specifications for products and services needed by the Town. Analyze all bids, review with appropriate Department Head or Elected Board and award contracts in accordance with the Select Board's policies. Develop and maintain lists of firms interested in bidding.

Insurance: Administer the Town's property/casualty insurance. Work with the Human Resources Director, the Town's insurance agents, consultants, or other administrators to ensure that the insurance programs are cost-effective and include all necessary items.

Construction Projects: Oversee all Town construction projects. This includes: working with the Building Committee, Select Board, Finance Committee, and Town Meeting to obtain approval of projects; reviewing bids; working with the construction administrator and contractors; evaluating the progress of projects on a periodic basis; approving all bills; administering all grants; and properly maintaining all records.

Perform other duties, as may be assigned, from time to time, by the Select Board.

OTHER REQUIRED RESPONSIBILITIES:

Pension: Oversee the administration of the Town's pension plan.

Information Technology (IT): Ensure all IT operations of the Town are being done in accordance with recommended business practices.

QUALIFICATIONS AND SKILLS:

Ability to supervise Department Heads and subordinates.

Ability to organize and follow through on long-range projects.

Ability to deal tactfully with the public, media, and other employees.

Ability to communicate effectively in written and oral expression.

Knowledge of municipal budgets and financial processes.

Knowledge of municipal, federal, and state grants.

Ability to handle expected and unexpected emergencies. Strong realization that small town government requires flexibility in what is entailed in the position.

Microsoft Office proficient.

Valid Driver's license.

EXPERIENCE AND TRAINING:

Bachelor's degree and/or Master's degree in **Public Administration** or a field related to municipal management or in an equivalent field, such as accounting, business management, or law. **A minimum of three to five (3-5) years experience** as a Town/City Manager/Administrator or Assistant Town/City Manager/ Administrator, or education and experience that is equivalent showing a progressive leadership history in public and/or private organizations.

IDEAL CANDIDATE

The ideal candidate may possess one or more of the following: Massachusetts Certified Public Purchasing Official (MCPPO), a successful grant writing record, knowledge of Massachusetts General Laws, knowledge of ADA laws, and experience with Town Planning.

PHYSICAL REQUIREMENTS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the functions.

This is primarily an office-based job in a municipal setting. Minimal physical effort is required to perform clerical duties. Position requires the ability to operate a keyboard and standard office equipment at an efficient speed.

The employee is required to stand, walk, sit, speak, hear/listen, and use hands to operate equipment and lift furniture, equipment and supplies. Employee must be able to lift objects weighing up to 30 pounds. Vision requirements include the ability to read and analyze routine and complex documents and use a computer.

WORKING CONDITIONS:

Regular work hours of Town Hall. However, it is expected that the Town Administrator will work a number of evenings each year in order to meet time deadlines (such as the Town budget) and will attend all Select Board meetings (held on weekday evenings). In addition, the Town Administrator will attend all meetings of the Finance Committee (held on weekday evenings), Town Meetings, and meetings of many other Town boards and committees. Furthermore, attendance will be required at an occasional early morning or weekend meeting. The Town Administrator shall be present within the Town's boundaries during emergency management situations unless assigned elsewhere by the Select Board.

This position is an exempt position as regarding federal and state minimum wage and overtime requirements and, therefore, is not eligible to be paid overtime for work performed beyond forty hours in a workweek.

This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.

**AGENDA ITEM #13
MAY 6, 2024**

**DISCUSS AND POSSIBLE VOTE ON TOWN
ADMINISTRATOR SALARY**

According to the Community Profile, a salary range of \$145,000 to \$165,000 is listed.

**AGENDA ITEM #14
MAY 6, 2024**

**DISCUSS AND POSSIBLE VOTE TO APPROVE REVISED
TOWN ADMINISTRATOR JOB POSTING**

Attached is the revised Town Administrator job posting for your review.

PROPOSED MOTION:

To approve the Town Administrator job posting.



HUMAN RESOURCES
TELEPHONE 508-946-8808

Town of Lakeville

Town Office Building
346 Bedford Street
Lakeville, MA 02347

TOWN ADMINISTRATOR RECRUITMENT LAKEVILLE, MA

Lakeville, MA (12,000 pop.), seeks a creative, proactive, community leader, committed to excellence in public service, to serve as its next Town Administrator. This fiscally stable community, with a rich history and hometown feel, is located approximately 40 miles south of Boston and is home to a commuter rail service to the city, and just 27 miles from beautiful Cape Cod. Lakeville is recognized for its excellent schools, quality of life, and for providing exemplary services to its residents and business community. Led by a five-member Select Board, and Open Town Meeting form of government, the Administrator is the chief administrative and operating officer of the Town and oversees a municipal operating budget of approx. \$36 million (including \$19 million for educational expenses) and 85 FTEs. The ideal candidate will have a Bachelor's degree and/or a Master's degree in **Public Administration** or a municipal management or related field and a minimum of **3 to 5** years of experience as a municipal administrator or assistant administrator. **Must be Massachusetts Certified Public Purchasing Official (MCPPO) or be able to obtain certification within 18 months of hire date.** Salary range of **\$145,000 to \$165,000** will be commensurate with qualifications and professional experience. Lakeville is an equal opportunity employer.

Additional information including job description:

www.mrigov.com/career

Resume and cover letter, in confidence as PDF attachment to:

recruitment@mrigov.com

DEADLINE: 4 PM EST; Monday, June 3, 2024

**AGENDA ITEM #15
MAY 6, 2024**

**DISCUSS AND POSSIBLE VOTE TO APPROVE REVISED
COMMUNITY PROFILE**

Attached is the revised Community Profile for your review.

PROPOSED MOTION: To approve the revised Community Profile.

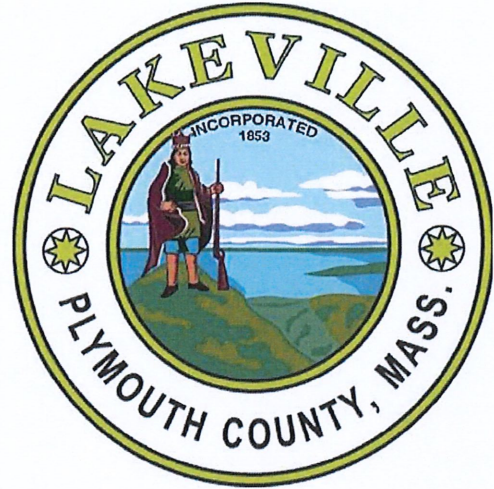
TOWN OF LAKEVILLE, MA

TOWN ADMINISTRATOR RECRUITMENT

Invitation to Qualified Candidates

INTRODUCTION

Lakeville, MA (12,000 pop.), seeks a creative, proactive, community leader, committed to excellence in public service, to serve as its next Town Administrator. This fiscally stable community, with a rich history and hometown feel, is located approximately 40 miles south of Boston and is home to a commuter rail service to the city, and just 27 miles from beautiful Cape Cod. Lakeville is recognized for its excellent schools, quality of life, and for providing exemplary services to its residents and business community.



Led by a five-member Select Board, and Open Town Meeting form of government, the Administrator is the chief administrative and operating officer of the Town and oversees a municipal operating budget of \$36 million (including \$19 million for educational expenses) and 85 FTEs. The ideal candidate will have a Bachelor's degree and/or a Master's degree in Public Administration or a municipal management or related field and a minimum of 3 to 5 years of experience as a municipal administrator or assistant administrator. **Must be Massachusetts Certified Public Purchasing Official (MCPPO) or be able to obtain certification within 18 months of hire date.** Salary range of \$145,000 to \$165,000 will be commensurate with qualifications and professional experience. Lakeville is an equal opportunity employer. For additional information related to the search, or Town and candidate profiles, contact Alan Gould, President, Municipal Resources, Inc. at 603-279-0352, x320.

DEADLINE: 4 PM EST; Monday, June, 3 2024

Resume and cover letter, in confidence as PDF attachment to: recruitment@mrigov.com

This document is intended for use as a resource in the search for the next Town Administrator. The candidates are encouraged to do their own research and consider their "fit" for the position. Information about this position and the Town can be found by visiting the Town's website www.lakevillema.org and the MRI website www.mrigov.com/career.



LAKEVILLE, MA – TOWN ADMINISTRATOR

THE IDEAL CANDIDATE PROFILE

The *Ideal* Candidate for the position of the Lakeville Town Administrator must have the following demonstrated professional strengths and personal characteristics:

Bachelor's degree and/or Master's degree in Public Administration or municipal management or a related field and a minimum of 3 to 5 years of experience as a municipal administration or assistant administrator.

Municipal Certified Public Purchasing Official (MCPPO) or be able to obtain certification within 18 months of hire date.

A record of thoughtful financial management and strategic capital planning, including a proven ability to accurately prepare and project sustainable municipal budgets and Capital Improvement Plans over a 3-5 year horizon.

Be an engaged Town Administrator who leads the community by example and promotes coordination, collaboration and cooperation across the organization. Must possess the highest ethical standards both personally and professionally. Must be able to articulate a vision for the community.

Possess an understanding of Mass General Laws, regulations and local statutory authority **and must understand the responsibilities in the General Town Code, Section 53-7.**

Be a problem solver with the ability to be creative and identify innovative solutions to complex municipal issues by utilizing the talent and experience of elected and appointed officials. **Must have the passion, energy and professional commitment to provide stability and consistency to the community.**

Strong public speaking and presentation skills. Proficiency in the use of all current platforms in social media to promote the messaging of the Select Board.

Extensive knowledge of and experience with labor relations and negotiating collective bargaining matters.

The ability to "listen" and to provide advice and counsel in a measured, non-biased manner to elected and appointed officials. Provide prompt, accurate and unfiltered information to policy makers in the community.

A proven record of nurturing a positive culture by supporting and empowering employees to perform their jobs in an exemplary manner. Help facilitate and support creative individual department initiatives. Strongly promote a "team" concept involving all staff.

Willingness to manage Town affairs in an open and transparent manner. Be accessible to all residents and show a willingness to reach out and solicit input from the community.

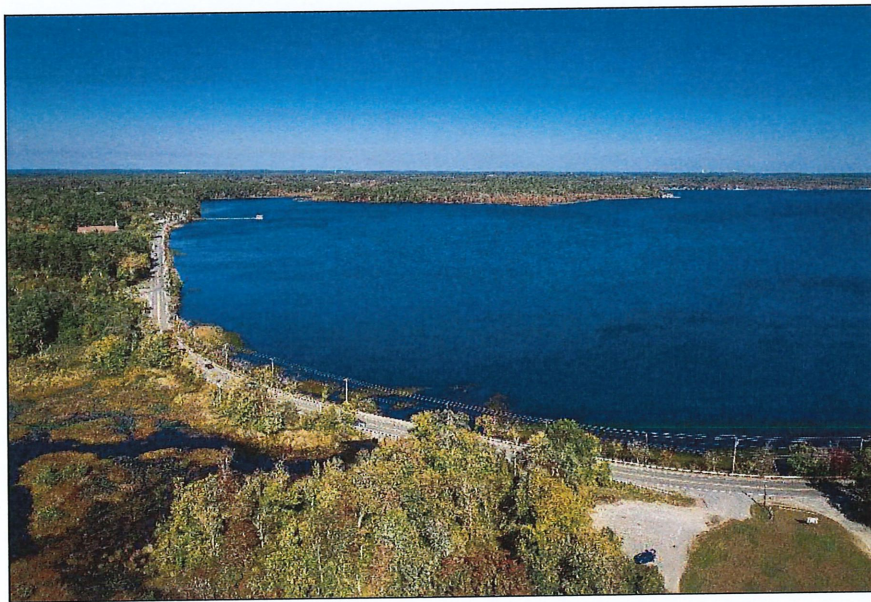
The ability to lead, organize, inspire and manage people while avoiding micro-managing departments. Acknowledge and support employees for a "job well done". Facilitate joint department and Board meetings to share appropriate information with all parties.



LAKEVILLE, MA – TOWN ADMINISTRATOR

THE TOWN OF LAKEVILLE

Lakeville was settled in 1717 as part of Middleborough, and in 1853, it was incorporated as the Town of Lakeville by the General Court. It is located in Plymouth County almost half way between Boston and Cape Cod. Interstate 495 and the MBTA commuter rail provide easy access south to the Cape or north to Boston. Lakeville has a five member Select Board, Town Administrator and Open Town Meeting form of government. The Town Administrator Act was created in 1998 and defines the role and responsibility of the Select Board as the policy makers for the Town and the Town Administrator as the chief administrative officer.



Lakeville is known as an ideal place to live and raise a family. It is made up of nine lakes or great ponds, hence the name Lakeville. In fact, approximately 18% of the Town's total land area is made up of these waterbodies. The climate, soils, ponds and swamps make it the perfect location for agriculture and in particular, growing cranberries. Ocean Spray, the international cranberry cooperative, has its corporate headquarters in the Town. The public education is provided by the first-rate Freetown-Lakeville Regional School District. The school system is relatively small with a stable population of approximately 1,700 students in grades K-12.

Today, Lakeville's population is approximately 12,000 residents and growing. Residents value the small-town character and culture of the community as well as its natural assets. The Town is home to the 900-acre Assonet Cedar Swamp Wildlife Management Area. In total, the public can enjoy the use of over 4,300 acres of protected open space in Lakeville. This adds to the community's outstanding quality of life, and it is what keeps families in Town and draws new families into the Town.

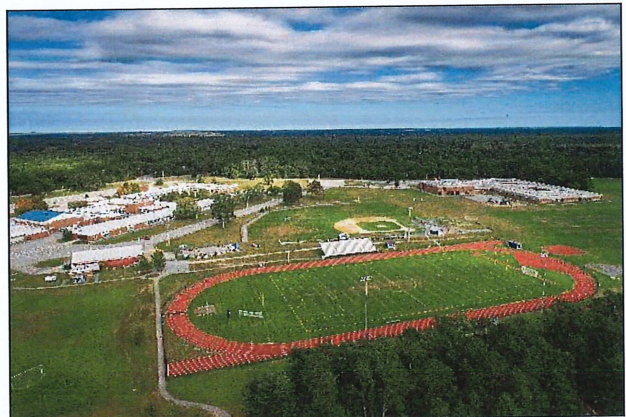
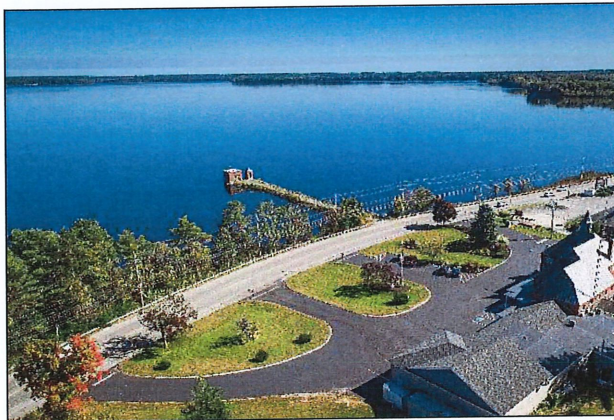
LAKEVILLE, MA – TOWN ADMINISTRATOR

On April 4, 2022 Lakeville became the 188th community to pass the Community Preservation Act (CPA). Lakeville's Community Preservation Committee (CPC) mission is to maintain the rural character of Lakeville as a beautiful, residential community, rich in natural resources. As per the CPA, it is our mandate to create and maintain a Community Preservation Plan that will protect, expand or enhance open space, historic resources, affordable housing and outdoor recreation.

FINANCE/BUDGET

Lakeville's finances are strong as the result of a tradition of solid financial planning and fiscally conservative budgeting of both revenues and expenditures. The FY '24 budget is \$35.6M, of which \$19.4M is for education, public safety is \$4.7M, debt service is \$1.2M and pension costs are over \$1.5M. In addition, there are two enterprise funds: one for the parks and the other for the landfill/transfer station. Maintaining or improving Lakeville's financial strengths and bond rating while keeping property tax increases to a minimum will be a priority in the years ahead. Seeking and securing public and private grants, especially Green Community Grants to fund energy conservation projects, is an important part of the job for the Town Administrator.

Moody's Global Ratings assigned Lakeville with its AA+ bond rating and stable outlook. This is a



noteworthy achievement for a municipality of 12,000 residents with a limited commercial/industrial tax base, and therefore reliant on the homeowners for 87% of the property taxes. However, Moody's recognizes that the Town has a history of healthy financial positions, conservative management, low debt burden and manageable pension and OPEB obligations.

Useful Links

[FY24 Adopted Budget fy 2024 adopted budget 1.pdf \(lakevillema.org\)](#)

[FY25 Proposed Budget: fy 2025 proposed budget 1.pdf \(lakevillema.org\)](#)

[General Town Code: la4165-revised final draft - codification 003.pdf \(lakevillema.org\)](#)

LAKEVILLE, MA – TOWN ADMINISTRATOR

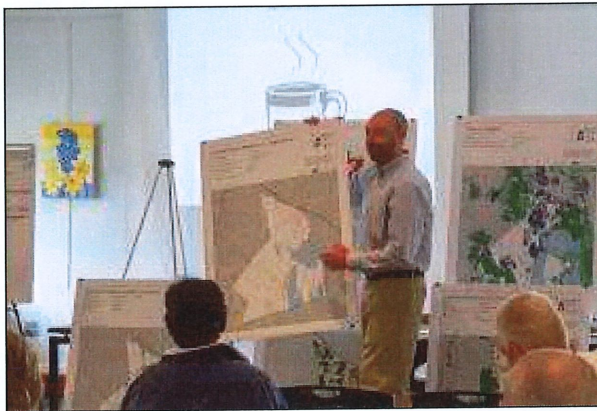
CAPITAL IMPROVEMENT PROGRAM

The Town has a 5 year Capital Improvement Program and has successfully improved or replaced a number of public facilities in a planned and systematic way. In addition, the Town Hall Redesign Project was completed in '20 providing renovated space for more convenient public services. The Town has addressed most of the Town facilities over the years. The largest project in the capital plan is for design and construction of a replacement program for the Town Fire Station, for which schematic design funding was approved at the Fall 2022 Town Meeting. The 6,500 sq. ft. Fire Station and its facility/equipment needs will be the CIP objective for the new Administrator. There is also



LAKEVILLE MASTER PLAN

The Town recently finished the Lakeville Master Plan, titled "[Lakeville 2030](#)". The plan is the result of a two-year process of public meetings, community outreach and resident input. A Master Plan Implementation Committee was formed to guide the process. They reviewed the Master Plan from '05, the Open Space and Recreation Plan from '19 and the Housing Production Plan from '17. Numerous workshops were held on topics including; land use, housing, transportation, recreation, economic development, etc. These workshops gave the residents the opportunity to tell



the committee what they wanted their Town to "look like" over the next ten years. This valuable information formed the basis for the eight main themes that came out of this community-wide planning process. The Master Plan includes a ten year implementation plan which sets forth yearly goals and strategies for the community to follow. The new Town Administrator is fortunate to have "Lakeville 2030" as a blueprint to guide him or her in the years ahead.

LABOR RELATIONS

The Town Administrator plays a significant role in negotiating and administering the Town's three collective bargaining agreements. Negotiations on all three collective bargaining agreements has been completed. She or he must be experienced in labor relations, grievance administration, arbitration and, ultimately, balancing the needs of the employees with the community's ability to

LAKEVILLE, MA – TOWN ADMINISTRATOR

fund contracts. In addition, he or she is fortunate to have a management team of well-respected department heads to rely upon.

ECONOMIC DEVELOPMENT



Lakeville has great access to I-495 and three State roads which makes it ideal for the commercial and industrial development that would be appropriate for the semi-rural and small town character of the community. Currently 13% of the tax base comes from commercial, industrial or personal property. The owners of the former Lakeville State Hospital site, which has been vacant for many years, are proposing to build a 40B housing project with 200 rentals, assisted living, and memory care at that 49 acre site.

The Town is also host to a number of marijuana cultivation facilities. The objective for the new Town Administrator will be to guide the Select Board to determine balance of economic development and the additional tax revenue it brings with preserving the unique character and charm of Lakeville.

Finally, Lakeville is a wonderful community that exhibits all the characteristics of a traditional New England town. The next Administrator must bring passion, energy, and commitment, as well as excellence, integrity and the confidence to guide the community in the years ahead. The ideal candidate must possess outstanding verbal and written communication skills. It is imperative that she or he is able to communicate effectively with town leaders, staff, and the public. In order to do this, the Administrator will need to have a high level of community engagement. It is the Administrator's responsibility to keep the public informed, so he or she must be committed to operational transparency and possess the ability to synthesize and communicate clear program/project level progress on initiatives and activities. The Administrator must leverage emerging technologies and other creative ways to promote community involvement. "Customer service" is a high priority for this community, which means the successful candidate must place great value on listening and providing accurate information to all members of the community.



**AGENDA ITEM #16
MAY 6, 2024**

**DISCUSS AND POSSIBLE VOTE ON WHETHER CLEAR
POND PARK WILL BE OPEN TO LAKEVILLE RESIDENTS
ONLY**

Chair Carboni will speak to this item.

**AGENDA ITEM #17
MAY 6, 2024**

**REQUEST FROM PLANNING BOARD TO REVIEW REVISED
SITE PLAN FOR 2 & 4 BEDFORD STREET**

Attached is an email from the Planning Board and the proposed site plan for the property located at 2 & 4 Bedford Street.

They are requesting that the Board forward any comments that they may have.

Tracie Craig-McGee

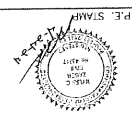
From: Cathy Murray, Planning Department Clerk
Sent: Tuesday, April 30, 2024 11:22 AM
To: Edward Cullen; Tracie Craig-McGee; Nathan Darling, Building Commissioner & Zoning Enforcement Officer; rjbouchard@verizon.net; Franklin Moniz, DPW Director; Michael P. O'Brien, Fire Chief; Matthew Perkins, Lakeville Chief of Police; Amy Knox
Cc: Fran Lawrence, Part time Board of Health Clerk; Clorinda Dunphy; Lori Canedy; Jennifer Jewell, DPW - Administrative Assistant; Pamela Garant, Fire Deputy Chief; Kristen Campbell, Administrative Assistant, Lakeville Police Department; eaglelady27@gmail.com; Robert Nunes
Subject: 2 & 4 Bedford Street-Site Plan
Attachments: 2 & 4 Bedford St-Site Plan-Revised-4-24-24.pdf

Hi everyone,

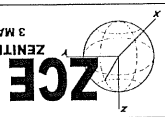
Attached is a revised Site Plan that has been received for 2 & 4 Bedford Street. This will be on the 5/9 meeting agenda of the Planning Board. Please forward me any comments you may have regarding this Site Plan at your earliest convenience. If you would prefer a hard copy, let me know as I do have some in the office.

Thank you.

Cathy



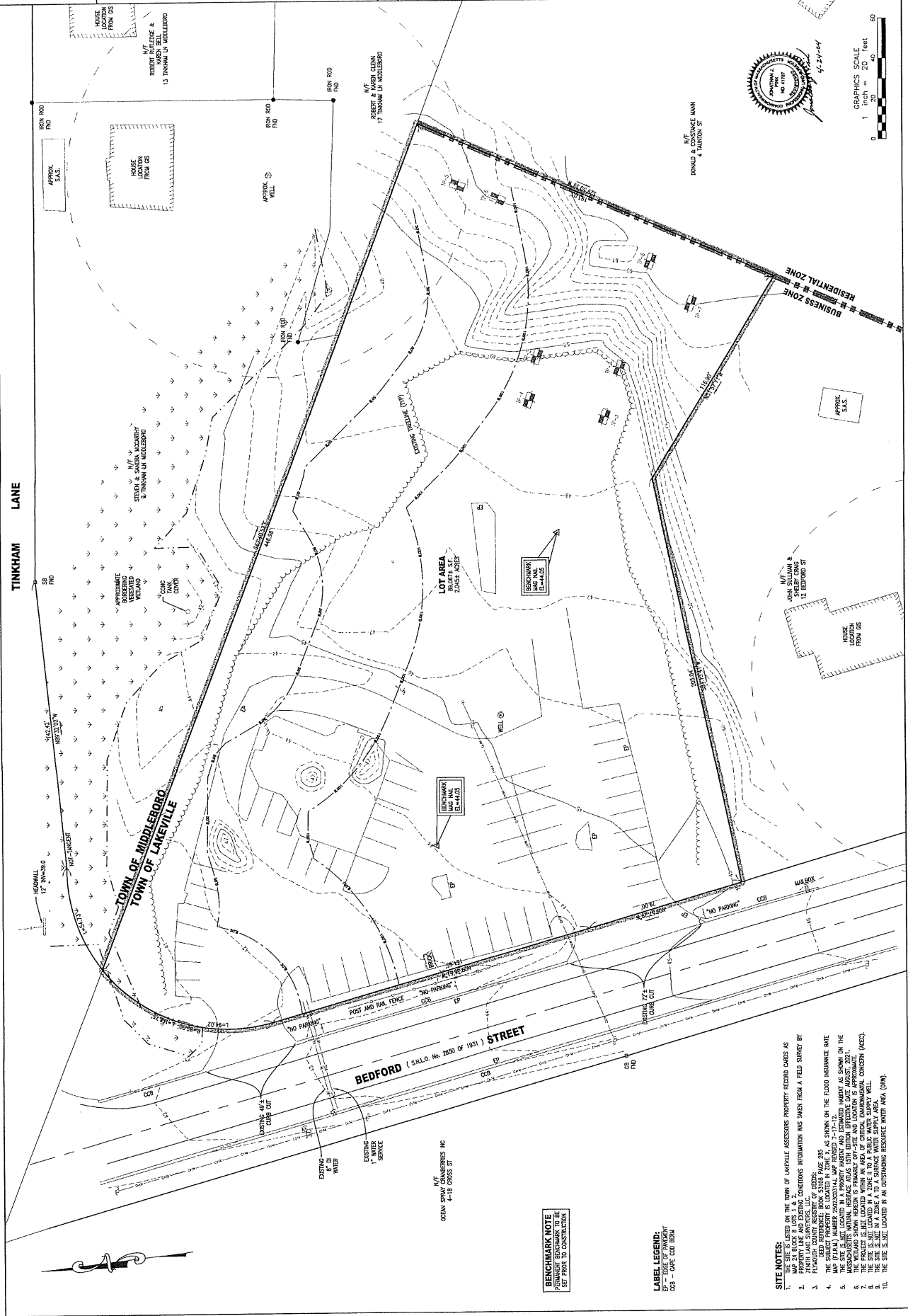
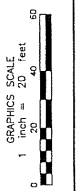
ZCE
ZENITH CONSULTING ENGINEERS, LLC
 3 MAIN STREET LAKEVILLE, MA 02347
 PHONE: (508) 947-4208



REV.	DATE	DESCRIPTION	BY	APP.
1	12-5-23	ADD OFFICE SPACE	TEW	NCZ
4-24-24				

SHEET NAME:	
DATE:	12-5-23
DESIGNED BY:	TEW
CHECKED BY:	TEW
DRAWING SCALE:	1" = 20'
PROJECT NUMBER:	0423-02-01
APPROVED BY:	NCZ
SHEET NO.:	1
TOTAL SHEETS:	1

TWIN BOYS BUSINESS PARK
EXISTING CONDITIONS PLAN
2 & 4 BEDFORD STREET
LAKEVILLE, MASSACHUSETTS
TWIN BOYS, LLC
2618 MIDDLEBORO ROAD
FREETOWN, MASSACHUSETTS 02717



- SITE NOTES:**
1. THE SITE IS LAYED ON THE TOWN OF LAKEVILLE ASSESSORS PROPERTY RECORD CARES AS SHOWN ON SHEET 2618-02-01-01.
 2. THE SITE IS LAYED ON THE TOWN OF LAKEVILLE ASSESSORS PROPERTY RECORD CARES AS SHOWN ON SHEET 2618-02-01-01.
 3. THE SITE IS LAYED ON THE TOWN OF LAKEVILLE ASSESSORS PROPERTY RECORD CARES AS SHOWN ON SHEET 2618-02-01-01.
 4. THE SITE IS LAYED ON THE TOWN OF LAKEVILLE ASSESSORS PROPERTY RECORD CARES AS SHOWN ON SHEET 2618-02-01-01.
 5. THE SITE IS LAYED ON THE TOWN OF LAKEVILLE ASSESSORS PROPERTY RECORD CARES AS SHOWN ON SHEET 2618-02-01-01.
 6. THE SITE IS LAYED ON THE TOWN OF LAKEVILLE ASSESSORS PROPERTY RECORD CARES AS SHOWN ON SHEET 2618-02-01-01.
 7. THE SITE IS LAYED ON THE TOWN OF LAKEVILLE ASSESSORS PROPERTY RECORD CARES AS SHOWN ON SHEET 2618-02-01-01.
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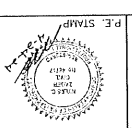
BENCHMARK NOTE
 ALL BENCHMARKS TO THE LEFT OF THE SHEET ARE TO BE USED TO CORRECT THE PLAN.

LABEL LEGEND:
 EP - EXISTING PAVEMENT
 CB - CONCRETE CURB
 CCB - CONCRETE CURB

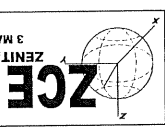
TINKHAM LANE

TOWN OF MIDDLEBORO
 TOWN OF LAKEVILLE

BEDFORD (SHEET No. 2650 OF 1031) STREET

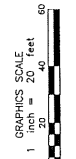
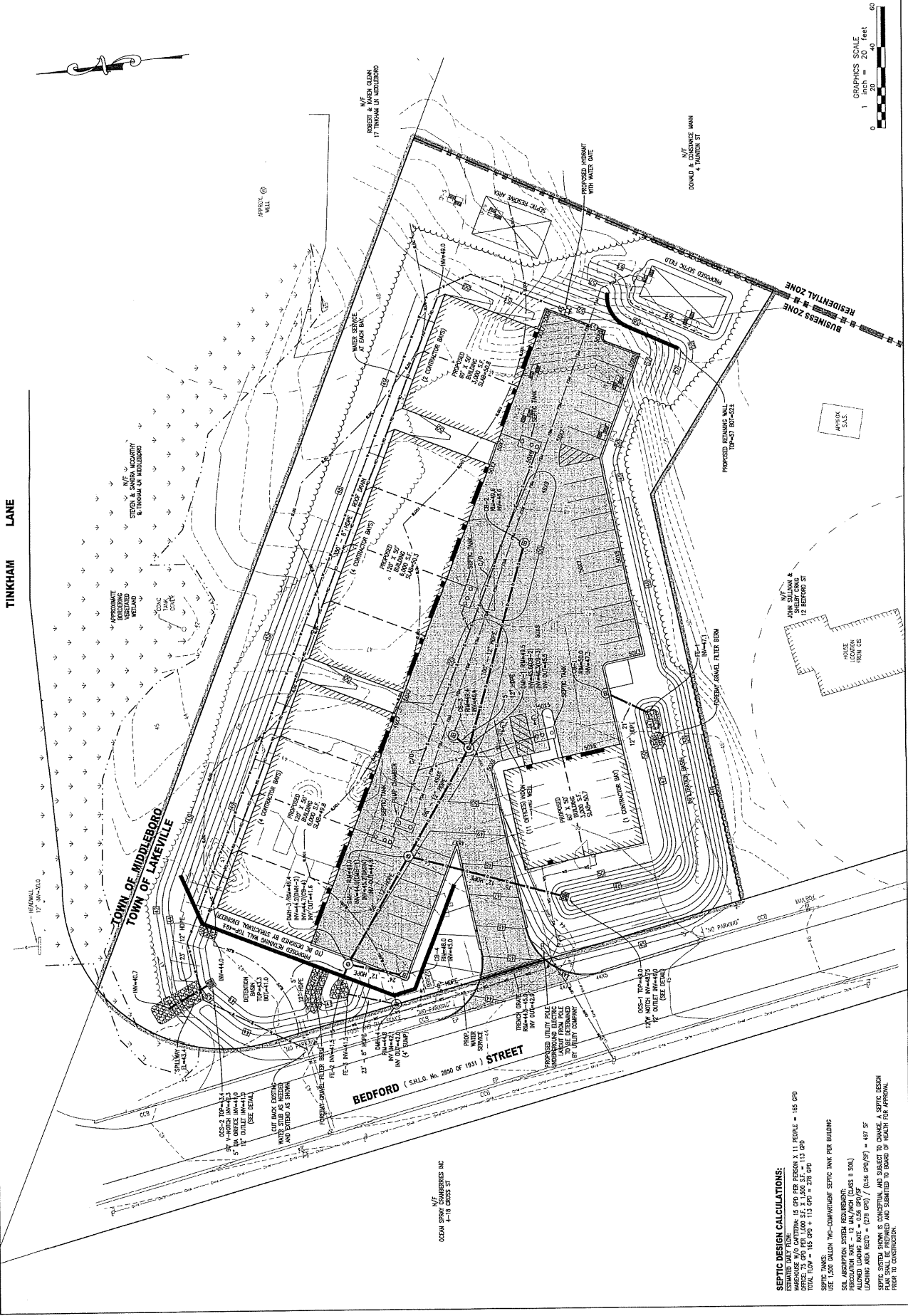


ZCE
 ZENITH CONSULTING ENGINEERS, LLC
 3 MAIN STREET LAKEVILLE, MA 02347
 PHONE: (508) 947-4208
 P. E. STAMP



DATE	12-5-23	REV	1	DESCRIPTION
DATE	4-24-24	REV	2	ADD OFFICE SPACE
DATE		REV	3	
DATE		REV	4	
DATE		REV	5	
DATE		REV	6	
DATE		REV	7	
DATE		REV	8	
DATE		REV	9	
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DATE		REV	15	
DATE		REV	16	
DATE		REV	17	
DATE		REV	18	
DATE		REV	19	
DATE		REV	20	

SHEET NAME:	TWIN BOYS BUSINESS PARK GRADING & DRAINAGE PLAN
PROJECT SITE:	2 & BEDFORD STREET LAKEVILLE, MASSACHUSETTS
OWNER:	TWIN BOYS, LLC 2618 MIDDLEBORO ROAD FREETOWN, MASSACHUSETTS 02177
DATE:	12-5-23
PROJECT NUMBER:	0422-02-01
CHECKED BY:	ZCE
DRAWN BY:	ZCE



SEPTIC DESIGN CALCULATIONS:
 ESTIMATED DAILY FLOW = 1,500 GPD
 WAREHOUSE 4/0 CATEGORY: 1.2 GPD PER PERSON x 11 PEOPLE = 13.2 GPD
 LAUNDRY 4/0 CATEGORY: 1.2 GPD PER PERSON x 11 PEOPLE = 13.2 GPD
 TOTAL FLOW = 1,500 GPD + 13.2 GPD + 13.2 GPD = 1,526.4 GPD
 SEPTIC TANKS:
 USE 1,500 GALLON TWO-COMPARTMENT SEPTIC TANK PER BUILDING
 SOIL ABSORPTION SYSTEM REQUIREMENTS:
 PRODUCTION RATE = 12 IN./HOUR (CLASS II SOIL)
 ABSORPTION RATE = 0.16 GPD/SF / (0.16 GPD/SF) = 497 SF
 LEACHING AREA (SOIL) = 278 SF / (0.16 GPD/SF) = 497 SF
 SEPTIC SYSTEM SHOWN IS CONCEPTUAL AND SUBJECT TO CHANGE A SEPTIC DESIGN PLAN SHALL BE PREPARED AND SUBMITTED TO BOARD OF HEALTH FOR APPROVAL PRIOR TO CONSTRUCTION.

N/T
 OGDEN SPRAY GRANULES INC
 4710 CROSS ST

TINKHAM LANE

TOWN OF MIDDLEBORO
 TOWN OF LAKEVILLE

BEDFORD (S.R.L.O. No. 2850 OF 1931) STREET

BUSINESS ZONE
 RESIDENTIAL ZONE

N/T
 DONALD J. CONNORS MAN
 4 PINECREST ST

APPROX. WELL

PROPOSED 8" V.P. CLEAN
 17" TYPICAL IN MIDDLEBORO

PROPOSED 6" V.P. CLEAN
 WITH WATER GATE

PROPOSED 6" V.P. CLEAN
 WITH WATER GATE

PROPOSED 6" V.P. CLEAN
 WITH WATER GATE

PROPOSED 6" V.P. CLEAN
 WITH WATER GATE

PROPOSED 6" V.P. CLEAN
 WITH WATER GATE

PROPOSED 6" V.P. CLEAN
 WITH WATER GATE

**AGENDA ITEM #18
MAY 6, 2024**

**DISCUSS AND POSSIBLE VOTE TO APPOINT A
REPRESENTATIVE AND ALTERNATE TO JOINT
TRANSPORTATION PLANNING GROUP**

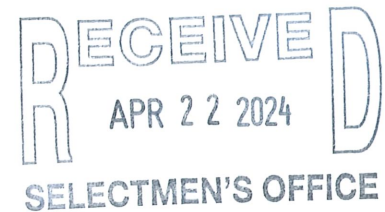
The Board has received a request from the Joint Transportation Planning Group for the annual appointment of a representative and alternate.

Currently the Town's representatives are Franklin Moniz and Lia Fabian as Alternate.

Terms expire on May 31, 2025.

PROPOSED MOTION:

To appoint _____ as the Town's representative to the Joint Transportation Planning Group and _____ as the alternate representative for terms to expire May 31, 2025.



APPOINTING A DESIGNEE TO THE JOINT TRANSPORTATION PLANNING GROUP (JTPG)

The Joint Transportation Planning Group (JTPG) is the regional advisory group for all issues pertaining to transportation in southeastern Massachusetts. It consists of representatives of the chief local elected officials in each of our 27 member cities and towns. Every year, we ask that each municipality **appoint or reappoint its designee to the JTPG** to serve a term commencing June 1 through May 31. An alternate designee should also be appointed to attend meetings.

Meetings are held as needed, but no more than once per month, on the second Wednesday of each month beginning at 2:00 pm. Meeting format is hybrid, with the option to attend in person at the Taunton SRPEDD office or remotely via Zoom. The primary responsibilities of the JTPG are:

- To advise the Southeastern Massachusetts Metropolitan Planning Organization (SMMPO), MassDOT, Federal Highway Administration (FHA), and Regional Transit Authorities on assessments of transportation needs in the region, long- and short-term plans needed to program federal funds, the content of SMMPO staff's annual work program, and other transportation programs related to the region;
- To advise on the allocation of federal funds (\$20 million+) for roadway, bicycle, pedestrian, and transit projects in the region annually programmed into the Transportation Improvement Program (TIP); and
- To provide a forum for public participation in the region's transportation planning programs and process.

Crucial benefits of attending JTPG meetings include:

- A platform to advocate with SRPEDD and MassDOT decision-makers for the placement of your community's projects on the TIP;
- Regular access to timely transportation updates in the region, including funding, grants, training, and technical assistance opportunities;
- A channel to keep SRPEDD and MassDOT staff updated on your community's transportation needs and challenges; and

- A forum to dialogue with municipal staff across the region and get transportation-related guidance from state transportation officials and colleagues in other municipalities.

Appointing a delegate who is able to attend meetings is important.

Please stress to your designee that they are expected to attend meetings and communicate back to their appointing board with any relevant information shared.

If a designee cannot attend a meeting, an alternate (optional) can be appointed to attend on behalf of the City/Town.

**JOINT TRANSPORTATION PLANNING GROUP (JTPG)
MUNICIPAL REPRESENTATIVE APPOINTMENT
2024 - 2025**

Please be advised that the following individual, _____ has been appointed to represent the City/Town of _____ on the JTPG for the period June 1, 2024 through May 31, 2025.

Signed: _____

Mayor or Chair/President, Board of Selectmen or Town Council

Please Verify Contact Information for JTPG Appointees

JTPG Name: _____
REPRESENTATIVE Street: _____
City/Town: _____
Telephone: _____
Email address: _____

Please Verify Contact Information for JTPG Alternates

ALTERNATE: Name: _____
(OPTIONAL) Street: _____
City/Town: _____
Telephone: _____
Email address: _____

PLEASE RETURN THIS FORM TO STACY ROYER **BY MAY 15, 2024** VIA:
EMAIL ([SSOUSA@SRPEDD.ORG](mailto:ssousa@srpedd.org)) OR FAX (508-823-1803)



SRPEDD

Southeastern Regional Planning
& Economic Development District

By-Laws for the

Joint Transportation Planning Group

Serving the

Southeastern Massachusetts Metropolitan Planning Organization

Amended/Endorsed October 12, 2022

The Joint Transportation Planning Group (JTPG) is the Transportation Policy Advisory Group for the region and advises the SMMPO members on policy matters concerning transportation plans and programs, provides proactive public participation in the transportation planning and program process. The principal mission of the JTPG is to foster broad participation in the transportation planning process by maintaining a forum that brings together representatives of cities and towns, other public agencies, transportation providers, and any member of the public concerned with the transportation planning process. The JTPG thereby facilitates, wherever possible, the consistency of transportation plans and programs for the Region with the policies, priorities, and plans of affected state and regional agencies, local communities, private groups and individuals with the Region.

The SMMPO transportation planning staff, employed through SRPEDD, provides technical assistance and guidance on transportation issues in support of the JTPG. The staff prepares, under contract with MassDOT, federally required certification documents and other technical reports for the JTPG review, promotes discussion on transportation related directives and policies, and provides all staff duties needed to meet the responsibilities and purpose of the JTPG.

The JTPG Chair participates in all the Southeastern Massachusetts MPO meetings as a non-voting member and has the opportunity to comment and advise on matters being discussed. The JTPG Chair, or one of the three Vice-Chairs, shall be on any task force or advisory committee created by the SMMPO with the same standing as other members of the task force or advisory committee.

It is the objective of the JTPG to be part of a transportation planning process that:

1. Is ultimately responsible to those at the State and local level who have authority to implement transportation plans.
2. Is oriented towards resolving issues and controversies and provides a forum for consensus-building and airing disputes or differences of opinion. Includes a technical arm through the SMMPO transportation planning staff to support decision-making, while emphasizing the key role elected officials have in decision-making.
3. Integrates all transportation modes for a balanced planning effort.
4. Recognizes both the short- and long-term impacts of recommendations and decisions on the overall transportation plan for the region.
5. Has wide and effective participation at the local level, both public and private, both municipal and regional, without diluting the ultimate capacity to take decisive action.
6. Works cooperatively with Regional Transit Authorities and other transportation entities.
7. Through the efforts of the SMMPO transportation planning staff, provides for the formulation of the Unified Planning Work Program (UPWP) for the development of transportation plans, prepares a Transportation Improvement Program (TIP) for the

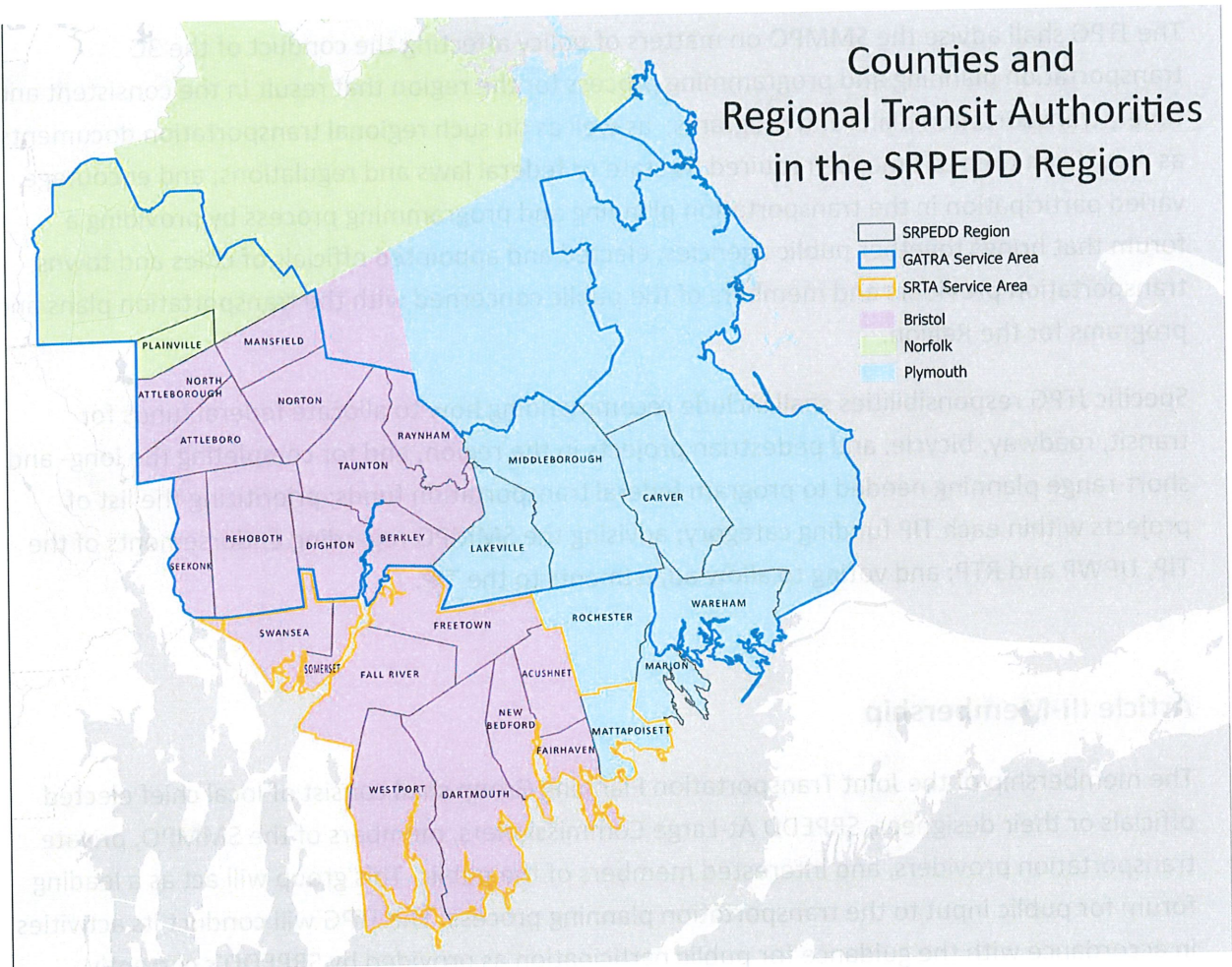


Figure 1- A map of the SMMPO/SRPEDD regions with counties and RTA service areas indicated.

Article II-Purpose

The purpose of the JTPG shall be as set forth in the MOU relating to the Comprehensive, Continuing, and Cooperative (3C) transportation planning process agreed to by all of the members of the Southeastern Massachusetts Metropolitan Planning Organization (SMMPO):

“The principal mission of the JTPG is to foster broad and robust participation in the transportation planning process by maintaining a forum that brings together representatives of cities and towns, citizens concerned with the transportation planning process, other public agencies and transportation providers, thereby facilitating, wherever possible, the consistency of transportation plans and programs for the region with the policies, priorities, and plans of affected state and regional agencies, local communities, private groups and individuals within the region.”

to 6 At-Large delegates; 2 for the New Bedford area; 2 for the Fall River area; 1 for the Taunton area; and 1 for the Attleboro area. The bylaws define the At-Large Commissioner and the election process for this position by the SRPEDD Commission.

2. Non-Voting Members:

- a. Members of the SMMPO or their designee.
- b. Representatives of other (non-SMMPO) State, Federal and Regional agencies as designated by those agencies (FHWA, FTA, MassDOT OTP and District 5, GATRA, and SRTA.)
- c. Representatives of public and private institutions and associations, e.g. consumer groups, private transportation providers, environmental groups, historic and preservation groups, etc. as appointed or assigned by the Chair or leader of each of these groups.

The members or their designees, shall be appointed, reappointed, or reaffirmed in May of each year, to serve for the period June 1 to May 31, but may be removed or replaced at any time by the appropriate appointing authority.

Additional Participants – other local elected officials or any individual or member of the public concerned with the transportation planning process who wishes to participate in discussion, or provide comment, or to simply gather information on any transportation issue that is before the JTPG for discussion.

Article IV-Officers

The officers of the JTPG shall consist of a “Chair” and three “Vice-Chairs”, who shall be elected from and by the Municipal Representatives.

1. The Chair shall be elected for a term of one year beginning each June by the municipal representatives of the JTPG.

The power of the Chair shall be as follows:

- a. To preside at all meetings of the JTPG.
- b. To call special meetings of the JTPG as appropriate.
- c. To appoint Chairs of Advisory Committees or Task Forces.
- d. To facilitate a consensus-building process by eliciting comments and directing full discussion of all matters brought before the JTPG.
- e. To have such other discretionary powers as the JTPG shall deem necessary.

JTPG. A Special Meeting may be called by forwarding a meeting notice including the date, time, place, and nature of the meeting at least seven (7) days in advance to all members of the JTPG and others included on the mailing list, and invite public participation by various means including but not limited to, posting on the website, by social media, sending out a press release, etc.

All meetings of the JTPG are open to the public. Any person attending a meeting of the JTPG has the right to speak. The Chair shall appropriately recognize all attendees and grant the floor.

A quorum is not necessary for any meeting of the JTPG. However, if any JTPG voting member feels that there is not adequate or appropriate representation of the group present to decide an issue, that member may inform the group, and the Chair in their judgment, may postpone the issue until the next meeting. Every attempt will be made to solicit opinions and comments by all persons present at the meetings who wish to participate in discussions.

Article VI - Business Procedures

Primary responsibility for facilitating the consensus-building process lies with the Chair of the JTPG. Consensus is not simply a majority vote but means that every opinion matters. Consensus accounts and allows for dissent and disagreement, and addresses it, although it does not always accommodate it. Consensus also allows for compromise, or for another option or alternative. Consensus is the attempt to find common ground whenever possible.

The Chair will work toward consensus when necessary by doing the following:

- Keeping discussion focused on the issues.
- Actively encouraging full debate and discussion of issues until the positions of the various proponents and opponents are clarified.
- Continually re-stating the major differing opinions offered on the floor including the possible impact of the various alternatives so that all participants are knowledgeable of all positions and opinions on a particular matter; and,
- Directing the discussion by focusing on opposing viewpoints and attempting to build a compromise or consensus position, or an alternate option, for the whole group.

As a general rule, matters shall be decided by consensus and/or by a subsequent voice vote or roll call vote. Following a reasonable amount of discussion during a JTPG meeting, if consensus or compromise, or an alternate option on the original agenda item, cannot be reached by the group, then a voice vote or roll call vote shall be taken to reach a decision. The decision, either reached

Article VII- Overview of the Planning and Decision-Making Process

The planning and decision-making process will be concerned with both short and long-term planning and with necessary decisions requiring action.

1. Policy will be agreed upon and issues resolved wherever possible by consensus and/or voting of the JTPG. Only through an open and inclusive participatory process can extensive local public consensus for major decisions be obtained.
2. Transportation activities are multi-modal. All facilities and services for travel will be treated as part of a single system, each component to be planned in a manner most effectively utilizing its special characteristics in combination with other elements. Local transit services, bus and rail transit, operational and regulatory measures, harbor development and maintenance, airport facility development and other possible modes of transportation will be included as well as the more conventional focus of transportation planning, freight, and transit investments.
3. The process will be concerned with both short and long-term goals and plans. The integration of short and long-term planning can infuse immediate decisions with consideration of their unintended by-products and long-term implications. Long-range planning should consider political feasibility and responsive to changing community needs and values.
4. In order to place meaning into the consensus process, all official participants anticipate following, insofar as they are able, the consensus recommendations of the JTPG, as outlined in the SMMPO MOU. This commitment creates an incentive for those in the consensus process to reach agreement in order to substantially influence decisions. It also places a responsibility on the state, regional and municipal representatives, as well as those representing private groups, to represent accurately the interests and positions of the people for whom they are speaking; while participating in a dynamic process of design, evaluation, and negotiation.

Article VIII - Federal Certification Requirements

Conducting and maintaining the transportation planning process in accordance with federal regulations requires the development and approval of plans, programs and studies on a regular basis. These documents are prepared by the SPREDD staff in conjunction with state and federal funding agencies, reviewed by the JTPG, revised as necessary, and submitted for formal adoption to the SMMPO. They are prepared in conformance with the objectives for the transportation

Transportation Improvement Program (TIP) - The TIP is a five-year, fiscally constrained programming document that lists all the transportation projects in the SRPEDD region by federal funding category. Regional priorities for projects are recommended by the JTPG for approval by the SMMPO. The SMMPO approved TIP is forwarded to MassDOT OTP where it is combined with the TIPs produced by all of the MPOs throughout the state. The resulting document, referred to as the State Transportation Improvement Program (STIP), is forwarded to FHWA, FTA, and the Environmental Protection Agency (EPA) for approval. Only after this approval can federal transportation funds be obligated for projects in the TIP.

TIP projects are evaluated through six categories: Community Impact & Support; Maintenance & Infrastructure; Safety & Security; Mobility & Congestion; Livability & Sustainable Development; and Environmental & Climate Change. SRPEDD places a higher importance on projects that address safety issues, as well as projects that address more than one issue. Transit projects in the TIP are evaluated on their importance to the continued and efficient operation of public transportation (transit) service that meets the needs of areas and residents served.

Regional Transportation Plan (RTP) - The RTP provides a comprehensive look at the needs of the region for highway and transit improvements. It highlights the major transportation issues and provides both short-range and long-range guidance to local elected officials, the JTPG, and eventually to the state and federal implementing agencies. There must be reasonable opportunity for public comment on the RTP before it is approved. The development of the RTP and TIP by the SMMPO provides our local communities direct access to the transportation decision-making process.

The RTP identifies all transportation facilities, includes a financial plan that demonstrates how the plan can be implemented, assesses capital investments necessary for the existing transportation system, and makes efficient use of the existing system to relieve congestion. The RTP also demonstrates conformity with the State Implementation Plan (SIP) for air quality improvements. The projects in the TIP must be consistent with the Regional Transportation Plan.

Air Quality Conformity - The SMMPO must determine that the Regional Transportation Plan is in conformance with the Massachusetts State Implementation Plan (SIP). This assures that no goals, directives, recommendations, or projects that are identified in the Plan have an adverse impact on the SIPs and Regional Haze goals under the Clean Air Act.

Public Participation Program (PPP) - The PPP guides the SMMPO in its public participation efforts in creation of the TIP, the RTP, the UPWP and other projects, studies, programs, and services, including FTA Section 5307 grants to SRTA and GATRA. Federal regulations state that *“the metropolitan transportation planning process shall include a proactive public involvement process that provides complete information, timely public notice, full public access to key*

**AGENDA ITEM #19
MAY 6, 2024**

**DISCUSS AND POSSIBLE VOTE ON REQUEST FROM THE
TUESDAY CLUB OF ASSONET TO PLACE A SIGN ON
TOWN PROPERTY FOR THE ANNUAL STRAWBERRY
FESTIVAL**

Attached is the request from The Tuesday Club to place a sign on Town property advertising the Annual Strawberry Festival.

In the past, they have placed the sign at the Pickens/Precinct Street intersection.

PROPOSED MOTION:

To approve the request from The Tuesday Club to place a sign at the intersection of Precinct and Pickens Street to advertise the Annual Strawberry Festival and to remove it within 2 days after the festival.



**THE TUESDAY CLUB OF ASSONET
P O Box 251
ASSONET, MA 02702**



RECEIVED
MAY - 1 2024
SELECTMEN'S OFFICE

May 1, 2024

Attn: Tracie Craig-McGee

The Tuesday Club of Assonet will be holding its annual Strawberry Festival on June 16, 2024. We would like to ask permission to place a sign on town property, as we have done in previous years.

The sign would be placed at a location per the discretion of the Lakeville Selectman.

It will be removed the day after the festival as per your request.

We would like to express our appreciation to you for your cooperation with this annual event.

We look forward to working with you again this year.

As you know, this event is held to provide scholarships for Freetown students.

Sincerely,

Cathy Oliveira

Corresponding Secretary

You may also respond via email: ourtuesdayclub@aol.com

Ellen Lima

President

**AGENDA ITEM #20
MAY 6, 2024**

BUILDING COMMITTEE UPDATES:

- A. SENIOR CENTER ADDITION FEASIBILITY STUDY**

- B. FIRE STATION BUILDING COMMITTEE**

- C. OLD COLONY FEASIBILITY STUDY**

- D. TOWN ADMINISTRATOR SEARCH COMMITTEE**

**AGENDA ITEM #21
MAY 6, 2024**

NEW BUSINESS

AGENDA ITEM #22
MAY 6, 2024

OLD BUSINESS

- a. Schedule goal setting workshop – proposed date of May 13th at 5:30 PM

- b. Revisit and possible vote to publish entire warrant in the Nemasket Week (I asked Middleboro the cost of the legal ads that they ran for the warrants. I know our annual is not as big as theirs. Their ad was \$3,196 for the annual and \$663 for a 4-article special warrant. I imagine our annual warrant would be about \$900 to \$1,000 and our special at \$600 to \$700. Our legal advertising budget has a balance of \$1,237).

AGENDA ITEM #23
MAY 6, 2024

ANNOUNCE NEXT SELECT BOARD MEETING

The next regularly scheduled Select Board Meeting is May 20th at 5:30 PM at the Police Station.

AGENDA ITEM #24
APRIL 22, 2024

CORRESPONDENCE

1. Reorganization notice from the Conservation Commission
2. Notice of reappointment of Inspector of Animals
3. Annual Comcast Form 200 and 400



Town of Lakeville
Conservation Commission

346 Bedford St.

Lakeville, MA 02347

Phone: (508) 946-8823 FAX: (508) 946-0112

RECEIVED
MAY - 1 2024
SELECTMEN'S OFFICE

To: Select Board
From: Conservation Commission
Date: April 29, 2024
Subject: Reorganization

At the Conservation Commission meeting on April 23rd, Robert Bouchard stepped down as Chairman, a position he has held since 2013. He will remain a member of the Board and will continue to be the part time Conservation Agent. The Commission voted Nancy Yeatts into the position of Chair with Joseph Chamberlain continuing in the role of Vice-Chair.

Sincerely,

Lori Canedy
Inspectional Services



Board of Health
(508) 946-3473
(508) 946-8805
(508) 946-3971 fax

Town of Lakeville
Board of Health
346 Bedford Street
Lakeville, MA 02347

RECEIVED
MAY - 1 2024
SELECTMEN'S OFFICE

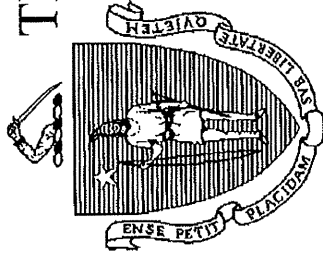
COMMONWEALTH OF MASSACHUSETTS

Town of Lakeville

The Lakeville Board of Health received the Certificate of Appointment of Inspector of Animals from Michael Cahill, Director of the Division of Animal Health, Massachusetts Department of Agricultural Resources. The certificate covers the period **May 1, 2024** through **April 30, 2025** for Jared Darling.

For the Board of Health
Fran Lawrence
Clerk

cc: Board of Selectmen
Payroll Dept.
Town Accountant
Town Clerk



THE COMMONWEALTH OF MASSACHUSETTS

DEPARTMENT OF AGRICULTURAL RESOURCES
DIVISION OF ANIMAL HEALTH
100 CAMBRIDGE STREET, 9TH FLOOR
BOSTON, MA 02114

CERTIFICATE OF APPOINTMENT OF INSPECTOR OF ANIMALS

City / Town of Lakeville

Through April 30, 2025

Notice is hereby given that I, Michael Cahill, acting under the authority of section 15 and 16 of Chapter 129 of the General Laws, as amended, do hereby approve the appointment of Jared Darling as Inspector of Animals for the City or Town of Lakeville, County of Plymouth, Commonwealth of Massachusetts.

5/1/2024

Date Approved

Director of the Division of Animal Health



Board of Health
(508) 946-3473
(508) 946-8805
(508) 946-3971 fax

Town of Lakeville
Board of Health
346 Bedford Street
Lakeville, MA 02347

RECEIVED
MAY - 1 2024
SELECTMEN'S OFFICE

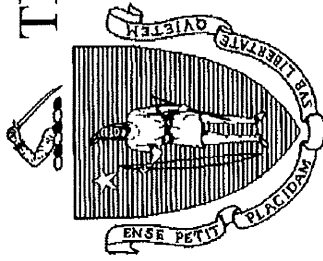
COMMONWEALTH OF MASSACHUSETTS

Town of Lakeville

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For the Board of Health
Fran Lawrence
Clerk

cc: Board of Selectmen
Payroll Dept.
Town Accountant
Town Clerk



THE COMMONWEALTH OF MASSACHUSETTS

DEPARTMENT OF AGRICULTURAL RESOURCES
DIVISION OF ANIMAL HEALTH
100 CAMBRIDGE STREET, 9TH FLOOR
BOSTON, MA 02114

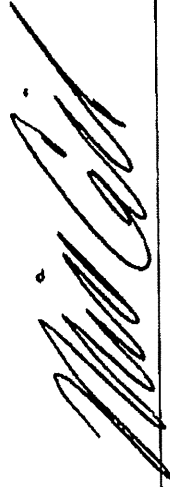
CERTIFICATE OF APPOINTMENT OF INSPECTOR OF ANIMALS

City / Town of Lakeville

Through April 30, 2025

Notice is hereby given that I, Michael Cahill, acting under the authority of section 15 and 16 of Chapter 129 of the General Laws, as amended, do hereby approve the appointment of Emma Darling as Inspector of Animals for the City or Town of Lakeville, County of Plymouth, Commonwealth of Massachusetts.

5/1/2024
Date Approved



Director of the Division of Animal Health

APRIL 29, 2024

ENCLOSED:

CTV FORM 200 FINANCIAL BALANCE SHEET

CTV FORM 400 STATEMENT OF OWNERSHIP

**FOR THE COMBINED MASSACHUSETTS CABLE TELEVISION
OPERATIONS OF COMCAST CABLE COMMUNICATIONS, LLC FOR THE FISCAL YEAR ENDED
DECEMBER 31, 2023.**

CTV FORM 200
FINANCIAL BALANCE SHEET ⁽¹⁾

Reporting Entity: Combined Massachusetts Operations of Comcast Cable Communications Holdings, Inc.
Franchises Served: See Attachment A
Year Ending: December 31, 2023

	Current Year Yr2023	Prior Year Yr2022
ASSETS		
<u>Current Assets</u>		
200 Cash and Equivalents	\$ -	\$ -
210 Accounts Receivable, Less Allowances	23,923,008	26,448,902
220 Inventory	1,016,735	3,864,177
230 Prepaid Expenses	437,410	637,732
240 Other Current Assets	2,319,409	688,169
	27,696,563	31,638,980
<u>Fixed Operating Assets</u>		
260 Land	11,062,805	11,062,805
270 Buildings	101,399,764	101,459,963
280 Headend Equipment	363,932,136	368,675,957
290 Trunk and Distribution Equipment	1,107,941,421	1,073,780,532
300 Subscriber Devices	403,260,847	466,503,039
310 Other Fixed Operating Assets	103,776,680	105,451,456
320 Construction Work in Progress	72,240	60,198
	2,091,445,894	2,126,993,950
340 Accumulated Depreciation	(1,885,284,134)	(1,934,888,225)
	206,161,760	192,105,725
<u>Other Operating Assets</u>		
350 Franchise Acquisition Costs	4,073,204,196	4,073,204,196
360 Excess Fair Value	-	-
370 Goodwill	27,597,247	27,597,247
380 Other Intangible Assets	38,686,054	37,985,817
	4,139,487,497	4,138,787,260
400 Accumulated Amortization	(1,252,295)	(1,220,083)
	4,138,235,203	4,137,567,177
410 Total Net Assets	\$ 4,372,093,526	\$ 4,361,311,882

CTV FORM 200
FINANCIAL BALANCE SHEET (1)

Reporting Entity: Combined Massachusetts Operations of Comcast Cable Communications Holdings, Inc.
Franchises Served: See Attachment A
Year Ending: December 31, 2023

	Current Year Yr2023	Prior Year Yr2022
LIABILITIES AND OWNER'S EQUITY		
<u>Current Liabilities</u>		
420 Accounts Payable	\$ 2,127,596	\$ 1,168,643
430 Subscriber Advance Payments and Deposits	14,702,222	15,628,798
440 Debt Due within One Year	44,633	39,933
450 Current Taxes Payable	1,867,835	1,885,280
460 Other Current Liabilities	23,733,164	21,693,764
470 Total Current Liabilities	42,475,452	40,416,417
<u>Non Current Liabilities</u>		
480 Long-Term Debt	-	-
490 Notes Payable	-	-
500 Bonds Payable	-	-
510 Obligation on Capitalized Leases	333,649	293,878
520 Deferred Taxes	-	-
530 Other Non Current Liabilities	19,990,798	21,521,010
540 Total Non Current Liabilities	20,324,447	21,814,888
<u>Owner's Equity</u>		
550 Net Assets due from/to Parent Company	(3,501,998,170)	(3,437,507,797)
560 Capital Stock	6,523,231,203	6,523,231,203
570 Retained Earnings - Gross	2,053,060,594	1,978,357,171
580 Accumulated Dividends	(765,000,000)	(765,000,000)
590 Other	-	-
600 Total Owner's Equity	4,309,293,627	4,299,080,577
610 Total Liabilities and Equity	\$ 4,372,093,526	\$ 4,361,311,882

¹ Note - Financials are estimated based on video subscribers as a percent of total subscriber base and does not reflect centrally managed assets and liabilities.

ATTACHMENT A

COMBINED MASSACHUSETTS OPERATIONS OF COMCAST CABLE COMMUNICATIONS HOLDINGS, INC. SCHEDULE OF FRANCHISES SERVED IN COMMONWEALTH OF MASSACHUSETTS AS OF DECEMBER 31, 2023

1	Abington	41	Carver	81	Granby	121	Marlborough
2	Acton	42	Chatham	82	Granville	122	Marshfield
3	Acushnet	43	Chelmsford	83	Greenfield	123	Mashpee
4	Agawam	44	Chelsea	84	Groveland	124	Mattapoissett
5	Amesbury	45	Chester	85	Halifax	125	Maynard
6	Amherst	46	Chilmark	86	Hamilton	126	Medfield
7	Andover	47	Clinton	87	Hanover	127	Medford
8	Aquinnah	48	Cohasset	88	Hanson	128	Medway
9	Arlington	49	Colrain	89	Hardwick	129	Melrose
10	Ashburnham	50	Concord	90	Harwich	130	Mendon
11	Ashby	51	Conway	91	Hatfield	131	Merrimac
12	Ashland	52	Danvers	92	Haverhill	132	Methuen
13	Attleboro	53	Dartmouth	93	Hingham	133	Middleborough
14	Avon	54	Dedham	94	Holbrook	134	Middlefield
15	Ayer	55	Deerfield	95	Holliston	135	Middleton
16	Barnstable	56	Dennis	96	Holyoke	136	Milford
17	Becket	57	Devens	97	Hopedale	137	Millis
18	Bedford	58	Dighton	98	Hopkinton	138	Milton
19	Bellingham	59	Dover	99	Hudson	139	Monson
20	Belmont	60	Dracut	100	Hull	140	Montague
21	Berkley	61	Duxbury	101	Huntington	141	Montgomery
22	Bernardston	62	East Bridgewater	102	Ipswich	142	Nahant
23	Beverly	63	Eastham	103	Kingston	143	Nantucket
24	Billerica	64	Easton	104	Lakeville	144	Natick
25	Blackstone	65	Edgartown	105	Lancaster	145	Needham
26	Bolton	66	Erving	106	Lawrence	146	New Bedford
27	Boston	67	Essex	107	Leominster	147	Newbury
28	Bourne	68	Everett	108	Lexington	148	Newburyport
29	Boxborough	69	Fairhaven	109	Lincoln	149	Newton
30	Boxford	70	Fall River	110	Littleton	150	Norfolk
31	Braintree	71	Falmouth	111	Longmeadow	151	North Andover
32	Brewster	72	Fitchburg	112	Lowell	152	North Attleborough
33	Bridgewater	73	Foxborough	113	Lunenburg	153	North Reading
34	Brockton	74	Framingham	114	Lynn	154	Northampton
35	Brookline	75	Franklin	115	Lynnfield	155	Northfield
36	Buckland	76	Freetown	116	Malden	156	Norton
37	Burlington	77	Gardner	117	Manchester	157	Norwell
38	Cambridge	78	Georgetown	118	Mansfield	158	Norwood
39	Canton	79	Gill	119	Marblehead	159	Oak Bluffs
40	Carlisle	80	Gloucester	120	Marion	160	Orleans

161	Palmer	183	Sandwich	205	Taunton	227	West Newbury
162	Peabody	184	Saugus	206	Templeton	228	West Springfield
163	Pelham	185	Scituate	207	Tewksbury	229	West Tisbury
164	Pembroke	186	Seekonk	208	Tisbury	230	Westfield
165	Phillipston	187	Sharon	209	Tolland	231	Westford
166	Plainville	188	Shelburne	210	Topsfield	232	Westhampton
167	Plymouth	189	Sherborn	211	Townsend	233	Westminster
168	Plympton	190	Shirley	212	Truro	234	Weston
169	Provincetown	191	Somerset	213	Tyngsborough	235	Westwood
170	Quincy	192	Somerville	214	Upton	236	Weymouth
171	Randolph	193	South Hadley	215	Wakefield	237	Whately
172	Raynham	194	Southborough	216	Walpole	238	Whitman
173	Reading	195	Southwick	217	Waltham	239	Williamsburg
174	Rehoboth	196	Springfield	218	Ware	240	Wilmington
175	Revere	197	Sterling	219	Wareham	241	Winchendon
176	Rochester	198	Stoneham	220	Warren	242	Winchester
177	Rockland	199	Stoughton	221	Watertown	243	Winthrop
178	Rockport	200	Stow	222	Wayland	244	Woburn
179	Rowley	201	Sudbury	223	Wellesley	245	Worthington
180	Russell	202	Sunderland	224	Wellfleet	246	Wrentham
181	Salem	203	Swampscott	225	Wenham	247	Yarmouth
182	Salisbury	204	Swansea	226	West Bridgewater		

**CTV FORM 400
STATEMENT OF OWNERSHIP**

Please provide the following information for each Issuing Authority. Note that communities served by the same legal entity may be aggregated.

- (1) (a) The full legal name of the cable operator's legal entity (corporation or partnership) holding the cable television license.

Name: See Attachment A

- (b) If applicable, the d/b/a or generally used name of the legal entity within the Issuing Authority's community.

Name: _____

- (2) The full legal name of the ultimate parent entity/ies which own(s) the corporation or partnership holding the cable license.

Name: Comcast Corporation FEDERAL ID 27-0000798

- (3) The regional office(s) managing the cable licenses in Massachusetts:

Name: Comcast Cable Communications, LLC

Street Address: 676 Island Pond Road

Municipality, State & Zip Code: Manchester, NH 03109

Contact Person: Richard Hislop II

Contact Person's Title: Division Sr. Vice President, Finance

Contact Person's Telephone Number: (603) 695 - 1600

- (4) The corporate office of the ultimate parent entity:

Name: Comcast Corporation

Street Address: 1701 John F Kennedy Boulevard

Municipality, State & Zip Code: Philadelphia, PA 19103

Contact Person: Richard Hislop II

Contact Person's Title: Division Sr. Vice President, Finance

Contact Person's Telephone Number: (603) 695 - 1600

Comcast Cable Communications, LLC
Attachment A
12/31/2023

Name: Comcast Cable Communications, LLC

(1) (a) The full legal name of the cable operator's legal entity (corporation or partnership) holding the cable television license.

Legal Entity

- Comcast Cable Communications Management, LLC
- Comcast of Boston, Inc.
- Comcast of Brockton, Inc.
- Comcast of California/Massachusetts/Michigan/Utah, LLC
- Comcast of Connecticut/Georgia/Massachusetts/New Hampshire/New York/North Carolina/Virginia/Vermont, LLC
- Comcast of Georgia/Massachusetts, LLC
- Comcast of Massachusetts II, Inc.
- Comcast of Massachusetts III, Inc.
- Comcast of Massachusetts/Virginia, Inc.
- Comcast of Milton, Inc.
- Comcast of Needham, Inc.
- Comcast of Southern New England, Inc.

Certification Page

Financial and Statistical Data Forms for the year ending December 31, 2023

Name: Comcast Cable Communications, LLC

Street Address: 676 Island Pond Road

Municipality, State & Zip Code: Manchester, NH 03109

Telephone Number: (603) 884-8117 Fax Number: None

Name of person completing these forms: Lisa Lewis

Title: Analyst 3, Financial Planning & Analysis

Number of cable franchises in Massachusetts at most recent year end: 247

Number of cable subscribers in Massachusetts at most recent year end: 920,375

Form of Organization (circle one):

Corporation

Partnership

Other

Is the company owned or controlled by a Multiple System Operator (MSO)? Yes

Name, address and telephone number of MSO: Comcast Corporation

1701 John F Kennedy Boulevard

Philadelphia, PA 19103

CERTIFICATION

G.L. c. 166A, sec. 8, requires the execution of this certification by the treasurer of the corporation.

I certify that all the information contained in these forms are true and complete to the best of my knowledge. All material changes requiring an explanation have been explained.

Signed and sworn to under the pains and penalties of perjury this: 25th day of April 2024


Signature - Richard Hislop II

Division Sr. Vice President, Finance
Title