



**TOWN OF NEWMARKET, NEW HAMPSHIRE**  
**Town Council**  
**Agenda**

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**Wednesday, June 01, 2022, 7:00 PM**  
**Town Council Chambers**

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6:30 PM Non-Public Meeting Pursuant to RSA 91-A:3.II(a) - Personnel

**REGULAR SESSION**

**1. Pledge of Allegiance**

**2. Public Forum**

**3. Public Hearing**

- a.** Resolution #2021/2022-33 - Authorizing the Issuance of Bond for Well Water Treatment Facility

**4. Town Council to Consider Acceptance of Minutes**

- a.** May 18, 2022 Meeting Minutes

**5. Report of the Town Manager**

- a.** Town Manager's June 1, 2022 Report

**6. Committee Reports**

**7. Old Business**

**8. Resolutions/Ordinances in the 2nd Reading**

- a.** Resolution #2021/2022-33 - Authorizing the Issuance of Refunding Bond for Well Water Treatment Facility

**9. Town Council to Consider Nominations, Appointments, and Elections**

- a.** Charlotte DiLorenzo - Racial Equity, Inclusion and Human Rights Advisory Committee - 1-year term - Term Expiration, April 2023
- b.** Dr. Andrea Bien - Racial Equity, Inclusion & Human Rights Advisory Committee - 1-Year Term - Expiration April 2023

**10. Resolutions/Ordinances in the 1st Reading**

- [a.](#) Ordinance No. 1 - 2021/2022 - Amending Chapter 1 of the Code of the Town of Newmarket, NH; Clarifying the Authority of the Town Manager
- [b.](#) Resolution # 2021/2022 - 34 Water & Sewer Rate Increases 2023
- [c.](#) Resolution 2021/2022-35 - To Select a vendor to conduct a Salary Survey and Compensation Study for the Municipal Government

**11. New Business/Correspondence**

- a. Correspondence to the Town Council
- b. Closing Comments by Town Councilors
- c. Next Meeting June 15, 2022

**12. Adjournment**

**Visitor Orientation to the Town Council Meeting**

Welcome to this evening’s Council meeting. Please note that the purpose of the meeting is for the Council to accomplish its work within a qualitative time frame. Meetings are open to the public, but public participation is limited. If you wish to be heard by the Council, please not the “Public Forum” at the beginning of the meeting to speak on items on a meeting agenda and/or matters pertaining to the business of the Council. In addition, public hearings may be scheduled for public comment on specific matters.

Speakers must be residents of the Town of Newmarket, property owners in the Town of Newmarket, and/or designated representatives of a recognized civic organization of business located in the Town of Newmarket. When they are at the podium, speakers first need to recite their name and address for the record. Visitors should address their comments to the presiding officer and the Council as a body and not to any individual member.

Each speaker shall be provided a single opportunity for comment, limited to three (3) minutes. Public forum shall be limited to fifteen (15) minutes. Visitors should not expect a response to their comments or questions since the Council may not have discussed or taken a position on a matter. Public Forum is not a two-way dialogue between speaker(s), Councilors, and/or the Town Manager. The Chair will preserve a strict order and decorum at all Town Council meetings. Outbursts from the public are not permitted.

**Town of Newmarket**  
**Town Council Resolution #2021/2022-33**  
**Resolution Authorizing the Issuance of Refunding Bond**

May 4, 2022 – First reading  
May 18, 2022 – Second reading

Whereas, the Town of Newmarket (the “Town”) is completing installation of well treatment upgrades to meet drinking water quality standards at the MacIntosh and Tucker wells (the “Project”), which Project has been approved for funding through the State’s Drinking Water and Groundwater Trust Fund Loan Program (the “DWGT Program”);

Whereas, effective June 5, 2019, the Town entered into a Loan Agreement with the DWGT Program to borrow up to \$2,825,000 to fund the Project (the “Loan Agreement”) with interest on loan disbursements accruing at an interest rate of 1.0% per annum until substantial completion of the Project, at which time interest on the aggregate of all loan disbursements accrues at an interest rate of 3.38%;

Whereas, effective June 5, 2019, the State Department of Environmental Services (“DES”) awarded a Drinking Water and Groundwater Trust Fund grant for the Project in an amount not to exceed \$975,000 (the “Grant”);

Whereas, effective May 6, 2020, the Loan Agreement was amended to increase the loan by \$1,075,000 to an amount not to exceed \$3,900,000 and to extend the Project completion date from October 1, 2021 to June 1, 2022 (the “Amended Loan Agreement”);

Whereas, effective May 6, 2020, DES amended the Grant to increase the Grant amount by \$882,000 to \$1,857,000 and to extend the Project completion date from October 1, 2021 to June 1, 2022 (the “Amended Grant”);

Whereas, upon processing of the final disbursement under the Loan Agreement, the Town and the DWGT Program shall execute a Supplemental Loan Agreement in a principal amount equal to the aggregate of all disbursements under the Loan Agreement plus, at the option of the Town, capitalized interest accrued under the Loan Agreement (the “Supplemental Loan Agreement”), which Supplemental Loan Agreement shall be evidenced by a Promissory Note (the “Note”);

Whereas, Northway Bank has offered to refinance the Note at an interest rate more favorable to the Town than the Note; and

Whereas, prior to the second reading of this Resolution, the Town Council of the Town has held a public hearing on issuing a general obligation bond to fully refund the Note pursuant to RSA 33:3-d;

Now therefore, the Town Council of the Town of Newmarket hereby RESOLVES, as follows:

1. That pursuant to the Municipal Finance Act, RSA Chapter 33, including RSA 33:3-d, and all other applicable law, the Treasurer of the Town and the Director of

Finance & Administration, acting singly, are authorized to arrange for tax-exempt general obligation financing of the Town with Northway Bank or such other lending institution that either may select in the best interest of the Town (the "Bank") in a principal amount not to exceed the principal amount of the Note (up to \$3,900,000 plus capitalized accrued interest, if any) (the "Principal Amount") to fully refund the Note on a current basis, and any such prior action is ratified and confirmed;

2. That pursuant to the terms of said Loan Agreement and this Resolution, the Town is authorized to borrow from the Bank a sum not to exceed the Principal Amount and to evidence such indebtedness, the Treasurer and a majority of the Town Council are authorized to issue a general obligation bond of the Town in a principal amount of up to the Principal Amount (the "Refunding Bond") and to pledge the full faith and credit of the Town in payment of the Refunding Bond;

3. That the Refunding Bond shall be signed by a majority of the Town Council and countersigned by the Treasurer under the official seal of the Town, if any, and bear interest at such rate as the signatories of the Refunding Bond may approve; and shall be in such form as such signatories may approve; said approvals to be conclusively evidenced by the execution and delivery thereof;

4. That the Treasurer and other proper officials of the Town, acting singly, are authorized to execute and deliver on behalf of the Town such other documents and certificates, including such documents and certificates as may be required by bond counsel or the Bank, and to do or cause to be done all such other acts and things as may be necessary or desirable in order to affect the transactions hereinbefore authorized, and any such prior action by them is hereby ratified and confirmed;

5. That (i) no part of the proceeds of the Refunding Bond shall be used, directly or indirectly, to acquire any securities and obligations, the acquisition of which would cause the Refunding Bond to be an "arbitrage bond" within the meaning of Section 148 of the Internal Revenue Code of 1986, as amended, (the "Code"), and (ii) the proceeds of the Refunding Bond and the Project shall not be used in a manner that would cause the Refunding Bond to be a "private activity bond" within the meaning of Section 141 of the Code;

6. That in connection with the Refunding Bond, the Treasurer is authorized to execute and deliver on behalf of the Town an Arbitrage and Use of Proceeds Certificate in form approved by the Town's bond counsel, and to covenant on behalf of the Town to file any information report and pay any rebate due to the United States in connection with the issuance of the Refunding Bond, and to take all other lawful actions necessary to ensure that the interest on the Refunding Bond will be excludable from the gross income of the owners thereof for purposes of federal income taxation and to refrain from taking any action which would cause interest on the Refunding Bond to become includable in the gross income of the owners thereof;

7. That the Treasurer and other proper officials of the Town, acting singly, are authorized in consultation with Bond Counsel to implement written procedures with respect to the Refunding Bond for the purpose of: (i) ensuring timely “remedial action” for any portion of the Refunding Bond that may become “non-qualified bonds,” as those terms are defined in the Code and regulations thereunder; and (ii) monitoring the Town’s compliance following the issuance of the Refunding Bond with the arbitrage, yield restriction and rebate requirements of the Code and regulations thereunder;

9. That if the Treasurer or Chair of the Town Council for any reason are unavailable to, as applicable, approve, execute, or attest the Refunding Bond or any related financing documents, the person or persons then acting in any such capacity, whether as assistant, deputy, vice-chair, or otherwise, is authorized to act for such unavailable official with the same force and effect as if such official had himself/herself performed such act; and

10. That the Town Clerk include an attested copy of this Resolution with the minutes of this meeting.

A true copy as adopted by a majority of the Town Council, attest:

\_\_\_\_\_  
Terri J. Littlefield  
Town Clerk

\_\_\_\_\_  
Toni Weinstein

\_\_\_\_\_  
Megan Brabec

\_\_\_\_\_  
Scott Blackstone

\_\_\_\_\_  
Katanna Conley

\_\_\_\_\_  
Brian Ward

\_\_\_\_\_  
Joe Lamattina

\_\_\_\_\_  
Colin D. White, Sr.

A majority of the Town Council



TOWN HALL  
186 MAIN STREET  
NEWMARKET, NH 03857

TEL: (603) 659-3617  
FAX: (603) 659-8508

FOUNDED DECEMBER 15, 1727  
CHARTERED JANUARY 1, 1991

## TOWN OF NEWMARKET, NEW HAMPSHIRE

# STAFF REPORT

**DATE:** April 20, 2022

**TITLE:** The issuance of a Refunding Bond – Resolution # 2021/2022-33

**PREPARED BY:** William Tappan, Director of Finance & Administration

**TOWN MANAGER COMMENTS – RECOMMENDATION:**

I recommend passage of this resolution.

**BACKGROUND:**

The town has been engaged in a project for the construction of a new water treatment facility for the MacIntosh and Tucker wells. The project has been funded by the State's Drinking Water Groundwater Trust Fund loan program. The loan is for a maximum of \$3,900,000 and has been accruing interest during the project at a rate of 1% per year. Upon substantial completion the interest rate increased to 3.38%. Substantial completion was achieved at the end of December, and the DWGTF representatives encouraged the town to refinance the loan to reduce the discount rate and the loan repayment burden.

**DISCUSSION:**

Multiple banks and the NH Municipal Bond Bank were contacted to solicit loan offers. Most banks in the state do not offer municipal loans for periods of 15 to 20 years. The few community banks that do, restrict lending to businesses and municipalities in their local area. Northway Bank was the only bank contacted that would lend the amount required to refinance the NH DWGTF loan for the amortization period desired (20 years). Northway Bank's interest rate of 2.84% (for a 20 year repayment period) is a reduction of .54%, projected to save the town over \$280,000 versus the original NH DWGTF loan terms.

The reason for not engaging with the NH Municipal Bond Bank on this refinancing is time and uncertainty. The federal funds rate was increased in March and is likely to increase again when the Federal Open Market Committee (FOMC) of the Federal Reserve meets in the coming weeks. That meeting will occur prior to the NHMBB going to market with its next bond issuance. Given the current monetary environment, it is likely NHMBB's bond discount rate will be higher than the interest rate offered by Northway Bank, particularly if the FOMC raises rates another 25 basis points (.25%) as anticipated. The NHMBB is anticipating a .50% increase (on a 20 year loan) to its January rate by its July issuance. Given that we ended up with a 2.47% (total interest cost) versus the 2.26% originally projected (a .21% increase), the probability of a similar occurrence with their next issuance is high and would likely result in an equal or higher rate than

Northway's. Even if it were a few basis points lower, the uncertainty is not worth the risk when we already have a guaranteed commitment from a reputable bank with a more streamlined loan process.

The Federal Funds rate is important in this situation as it is the rate at which banks loan money to each other (generally overnight), and one of the pillars on which interest rates on loans to organizations and individuals rest. Another factor (less important) is the Federal Discount Rate, which is currently .50% and was .25% a month ago. It is the discount rate the Federal Reserve charges to banks as a lender of last resort. This plays a less significant role in commercial lending rates, but plays one nonetheless. Given that both are rising and anticipated to continue increasing through the year, a crucial determinant of rates at this moment is time itself.

**RECOMMENDATION:**

It is recommended that the Town Council approve the loan refunding with Northway Bank.

**DOCUMENTS ATTACHED:**

Amortization schedules from the original NH DWGTF loan and Northway Bank loan.

### New Hampshire Department of Environmental Services NH Drinking Water Groundwater Trust Fund Loan Schedule

Print Date: 8/4/2021  
Total Disbursed: 2,020,647  
Interest rate: 3.3800%  
Administrative Fee: 0.0000%  
Term: 20 Years

Borrower: Newmarket  
Project Number: DWGT-31

Ref Num	Due Date	Date Received	Beginning Balance	Principal Payment	Interest Payment	Interest Rate %	Administrative Fees	Total Payment	Ending Balance
1	10/1/2022		3,900,000.03	126,987.48	144,449.65	3.3800	0.00	271,437.13	3,773,012.55
2	10/1/2023		3,773,012.55	143,909.31	127,527.82	3.3800	0.00	271,437.13	3,629,103.24
3	10/1/2024		3,629,103.24	148,773.44	122,663.69	3.3800	0.00	271,437.13	3,480,329.80
4	10/1/2025		3,480,329.80	153,801.98	117,635.15	3.3800	0.00	271,437.13	3,326,527.82
5	10/1/2026		3,326,527.82	159,000.49	112,436.64	3.3800	0.00	271,437.13	3,167,527.33
6	10/1/2027		3,167,527.33	164,374.71	107,062.42	3.3800	0.00	271,437.13	3,003,152.62
7	10/1/2028		3,003,152.62	169,930.57	101,506.56	3.3800	0.00	271,437.13	2,833,222.05
8	10/1/2029		2,833,222.05	175,674.22	95,762.91	3.3800	0.00	271,437.13	2,657,547.83
9	10/1/2030		2,657,547.83	181,612.01	89,825.12	3.3800	0.00	271,437.13	2,475,935.82
10	10/1/2031		2,475,935.82	187,750.50	83,686.63	3.3800	0.00	271,437.13	2,288,185.32
11	10/1/2032		2,288,185.32	194,096.47	77,340.66	3.3800	0.00	271,437.13	2,094,088.85
12	10/1/2033		2,094,088.85	200,656.93	70,780.20	3.3800	0.00	271,437.13	1,893,431.92
13	10/1/2034		1,893,431.92	207,439.13	63,998.00	3.3800	0.00	271,437.13	1,685,992.79
14	10/1/2035		1,685,992.79	214,450.57	56,986.56	3.3800	0.00	271,437.13	1,471,542.22
15	10/1/2036		1,471,542.22	221,699.00	49,738.13	3.3800	0.00	271,437.13	1,249,843.22
16	10/1/2037		1,249,843.22	229,192.43	42,244.70	3.3800	0.00	271,437.13	1,020,650.79
17	10/1/2038		1,020,650.79	236,939.13	34,498.00	3.3800	0.00	271,437.13	783,711.66
18	10/1/2039		783,711.66	244,947.68	26,489.45	3.3800	0.00	271,437.13	538,763.98
19	10/1/2040		538,763.98	253,226.91	18,210.22	3.3800	0.00	271,437.13	285,537.07
20	10/1/2041		285,537.07	285,537.07	9,651.15	3.3800	0.00	295,188.22	0.00
			-3,900,000.03		1,552,493.66		0.00	5,452,493.69	

**INFORMATION ONLY**



03/15/2022

## Town of Newmarket - \$3.9M - 20 years - Fixed Payments

Computation Interval: Monthly

Nominal Annual Rate: 2.840%

## Cash Flow Data - Loans and Payments

Event	Date	Amount	Number	Period	End Date
1 Loan	04/15/2022	3,900,000.00	1		
2 Payment	04/30/2023	258,576.01	20	Annual	04/30/2042

## TValue Amortization Schedule - U.S. Rule, 360 Day Year

Date	Payment	Interest	Principal	Balance
Loan 04/15/2022				3,900,000.00
<b>2022 Totals</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
1 04/30/2023	258,576.01	115,375.00	143,201.01	3,756,798.99
<b>2023 Totals</b>	<b>258,576.01</b>	<b>115,375.00</b>	<b>143,201.01</b>	
2 04/30/2024	258,576.01	106,693.09	151,882.92	3,604,916.07
<b>2024 Totals</b>	<b>258,576.01</b>	<b>106,693.09</b>	<b>151,882.92</b>	
3 04/30/2025	258,576.01	102,379.62	156,196.39	3,448,719.68
<b>2025 Totals</b>	<b>258,576.01</b>	<b>102,379.62</b>	<b>156,196.39</b>	
4 04/30/2026	258,576.01	97,943.64	160,632.37	3,288,087.31
<b>2026 Totals</b>	<b>258,576.01</b>	<b>97,943.64</b>	<b>160,632.37</b>	
5 04/30/2027	258,576.01	93,381.68	165,194.33	3,122,892.98
<b>2027 Totals</b>	<b>258,576.01</b>	<b>93,381.68</b>	<b>165,194.33</b>	
6 04/30/2028	258,576.01	88,690.16	169,885.85	2,953,007.13
<b>2028 Totals</b>	<b>258,576.01</b>	<b>88,690.16</b>	<b>169,885.85</b>	
7 04/30/2029	258,576.01	83,865.40	174,710.61	2,778,296.52
<b>2029 Totals</b>	<b>258,576.01</b>	<b>83,865.40</b>	<b>174,710.61</b>	
8 04/30/2030	258,576.01	78,903.62	179,672.39	2,598,624.13
<b>2030 Totals</b>	<b>258,576.01</b>	<b>78,903.62</b>	<b>179,672.39</b>	
9 04/30/2031	258,576.01	73,800.93	184,775.08	2,413,849.05
<b>2031 Totals</b>	<b>258,576.01</b>	<b>73,800.93</b>	<b>184,775.08</b>	
10 04/30/2032	258,576.01	68,553.31	190,022.70	2,223,826.35

03/15/2022

## Town of Newmarket - \$3.9M - 20 years - Fixed Payments

	<b>Date</b>	<b>Payment</b>	<b>Interest</b>	<b>Principal</b>	<b>Balance</b>
<b>2032 Totals</b>		<b>258,576.01</b>	<b>68,553.31</b>	<b>190,022.70</b>	
11	04/30/2033	258,576.01	63,156.67	195,419.34	2,028,407.01
<b>2033 Totals</b>		<b>258,576.01</b>	<b>63,156.67</b>	<b>195,419.34</b>	
12	04/30/2034	258,576.01	57,606.76	200,969.25	1,827,437.76
<b>2034 Totals</b>		<b>258,576.01</b>	<b>57,606.76</b>	<b>200,969.25</b>	
13	04/30/2035	258,576.01	51,899.23	206,676.78	1,620,760.98
<b>2035 Totals</b>		<b>258,576.01</b>	<b>51,899.23</b>	<b>206,676.78</b>	
14	04/30/2036	258,576.01	46,029.61	212,546.40	1,408,214.58
<b>2036 Totals</b>		<b>258,576.01</b>	<b>46,029.61</b>	<b>212,546.40</b>	
15	04/30/2037	258,576.01	39,993.29	218,582.72	1,189,631.86
<b>2037 Totals</b>		<b>258,576.01</b>	<b>39,993.29</b>	<b>218,582.72</b>	
16	04/30/2038	258,576.01	33,785.54	224,790.47	964,841.39
<b>2038 Totals</b>		<b>258,576.01</b>	<b>33,785.54</b>	<b>224,790.47</b>	
17	04/30/2039	258,576.01	27,401.50	231,174.51	733,666.88
<b>2039 Totals</b>		<b>258,576.01</b>	<b>27,401.50</b>	<b>231,174.51</b>	
18	04/30/2040	258,576.01	20,836.14	237,739.87	495,927.01
<b>2040 Totals</b>		<b>258,576.01</b>	<b>20,836.14</b>	<b>237,739.87</b>	
19	04/30/2041	258,576.01	14,084.33	244,491.68	251,435.33
<b>2041 Totals</b>		<b>258,576.01</b>	<b>14,084.33</b>	<b>244,491.68</b>	
20	04/30/2042	258,576.01	7,140.68	251,435.33	0.00
<b>2042 Totals</b>		<b>258,576.01</b>	<b>7,140.68</b>	<b>251,435.33</b>	
<b>Grand Totals</b>		<b>5,171,520.20</b>	<b>1,271,520.20</b>	<b>3,900,000.00</b>	



May 13, 2022

Board of Councilors  
Town of Newmarket  
186 Main Street  
Newmarket, NH 03857

**RE: Town of Newmarket - General Obligation Term Note**

Dear Members of the Board:

Northway Bank (the “Bank”) is pleased to offer financing to assist the Town of Newmarket in the issuance of a Note to provide funds to refinance and payoff the existing water project loan currently held with the NH DES as follows:

Amount Requested.....	\$3,900,000.00 – up to
Closing Date .....	June 2, 2022
Maturity Date.....	May 31, 2042
Rate.....	<b>2.84%</b>
Payments.....	Level principal and interest payments due Semi-annually commencing November 30, 2022 and continuing on May 31, 2023 and on each November 30 <sup>th</sup> and May 31 <sup>st</sup> of each year thereafter.
Prepayment Penalties.....	None
Bank’s Commitment Fee .....	None
Bank’s Legal Fee .....	None

This commitment is for a bank-qualified tax-exempt obligation and requires closing by June 2, 2022. Financing is contingent upon: (a) the Town’s compliance with the terms and conditions of NH RSA 33, the Municipal Finance Act and other applicable laws; (b) the Bank’s receipt and satisfactory review of the Town’s Attorney’s Opinion Letter relative to the Town’s authority to borrow and the tax-exempt status of the borrowing; (c) a copy of the Town’s Minutes authorizing the borrowing; (d) a copy of the Loan payoff from the NH DES; and (e) other conditions as mutually acceptable by both the Bank and the Town that are customary to a transaction of this type.

This commitment supersedes the prior commitments dated May 9, 2022 and May 11, 2022, and shall not become effective until such time as it is accepted. You may indicate your acceptance of this commitment by signing and returning this letter to my attention at the address below.

Should you have any questions, please do not hesitate to contact me directly.

Sincerely,



Kristy J. Goodson, Senior Vice President  
Corporate and Municipal Services  
[Kgoodson@northwaybank.com](mailto:Kgoodson@northwaybank.com)  
(603) 342-1488

KJG/wsm

-----  
Accepted: **TOWN OF NEWMARKET**

Date: \_\_\_\_\_

\_\_\_\_\_  
by: Toni Weinstein, Councilor, Chair

\_\_\_\_\_  
by: Colin White, Councilor

\_\_\_\_\_  
by: Megan Brabec, Councilor

\_\_\_\_\_  
by: Scott Blackstone, Councilor

\_\_\_\_\_  
by: Katanna Conley, Councilor

\_\_\_\_\_  
by: Brian Ward, Councilor

\_\_\_\_\_  
by: Joe Lamattina, Councilor

A majority of its Board of Councilors

**TOWN OF NEWMARKET, NEW HAMPSHIRE**

**TOWN COUNCIL REGULAR MEETING**

May 18, 2022 7:00 PM

Council Chambers

Draft Minutes

**Councilors Present:** Council Vice-chair Katanna Conley, Councilor Scott Blackstone, Councilor Brian Ward, Councilor Joe Lamattina and Councilor Colin White, Sr.

**Councilors Excused:** Council Chair Toni Weinstein and Councilor Megan Brabec.

**Staff Present:** Town Manager Stephen Fournier, Environmental Services Director Sean Greig, and Wendy Chase, Recording Secretary.

Vice-chair Conley convened the meeting at 7:00 PM and led the Pledge of Allegiance.

**AGENDA**

**PUBLIC FORUM**

Vice-chair Conley opened the Public Forum at 7:01: PM.

Vice-chair Conley closed the Public Forum at 7:01:05 PM without public comment.

**TOWN COUNCIL TO CONSIDER ACCEPTANCE OF MINUTES**

**April 13, 2022 Town Council/School Board Joint Meeting Minutes**

Councilor Ward made a motion to Approve *the April 13, 2022 Town Council/School Board Joint Meeting Minutes*, which was seconded by Councilor LaMattina.

Motion was Passed by a vote of 5-0.

**April 13, 2022 Non-Public Meeting Minutes**

Councilor White made a motion to Approve *the April 13, 2022 Town Council/School Board Joint Non-public Meeting Minutes*, which was seconded by Councilor LaMattina.

Motion was Passed by a vote of 5-0.

44 **May 4, 2022 Meeting Minutes**

45  
46 Councilor Lamattina corrected line 105 to change the name Ellen Snyder to Ellen Read.

47  
48 Councilor Ward made a motion to Approve *the May 4, 2022 Town Council Meeting Minutes as*  
49 *amended*, which was seconded by Councilor LaMattina.

50  
51 Motion was passed by a vote of 5-0.

52  
53 **REPORT OF THE TOWN MANAGER**

54  
55 Town Manager Fournier reported on the following:

- 56
- 57 • There will be no Memorial Day Parade in Newmarket this year. The Legion called to
- 58 inform us that they have had to compete with surrounding towns for parade participants.
- 59 The Legion intends to have a Memorial Day Parade next year.
- 60 • A reminder that the Town Council Goal Setting Workshop is scheduled for May 25<sup>th</sup> at
- 61 6:00 PM in the Town Hall Auditorium.
- 62 • **FY22 Budget:** At the end of April, 80% of the operating budget has been expended (less
- 63 than last year at this time); revenues are also on track.
- 64 • **COAST Bus:** Due to a shortage of CDL licensed staff COAST will modify transportation
- 65 services beginning May 21: Suspension of all Saturday Services, Portsmouth/Newington
- 66 will be operated as through routes throughout the weekday, Dover/Somersworth/Berwick
- 67 will be operated as through routes throughout the day on a 2-hour service frequency,
- 68 Newmarket/Stratham/Exeter – Saturday service will be moved to Tuesday.
- 69 • **Red Cross Blood Drive:** Newmarket achieved 93% of the expected goal for blood donors
- 70 as part of the Tri-Community challenge.

71  
72 **Water and Sewer Impact Fees Presentation:**

73  
74 Environmental Director Sean Greig and Michael Curry from Wright Pierce Engineering presented  
75 a PowerPoint presentation on Water & Sewer System Development Charge (SDC):

76  
77 The current water and sewer fee structure are impact fee based on demand, impact fee rate (\$/gpd)  
78 and hookup fees. For a new single-family home using 183 gallons of water per day would total  
79 \$3,963.00 for water and sewer impact fees. Impact fees are dictated by NH RSA 674 and the funds  
80 are limited to use for capital improvements relating to the demand of new development.

81  
82 A utility-based capital fee for water and wastewater is covered under RSA 149 (wastewater) and  
83 RSA 38 (water) – System Development Charges (SDC). This allows more flexibility; funds can  
84 flow directly to pay for the general capital needs of the system.

85  
86 Environmental Services Director Greig recommends replacing the impact fees with a single system  
87 development utility charge for both wastewater and water.

88  
89

90 The new calculation for a new single residence using 183 gallons of water per day would be as  
91 follows:  
92

	<b>Current Fee Calculation</b>	<b>Proposed Fee Calculation</b>
Water Connection Fee	\$737	\$3,164
Water Hookup Fee	\$1,000	N/A
Wastewater Connection Fee	\$1,226	\$3,526
Wastewater Hookup Fee	\$1,000	N/A
Total Fee	\$3,963	\$6,690

93  
94  
95 The proposed recommendation is to update the town ordinance to replace impact fees with a single  
96 system development utility charge (SDC) for both wastewater and water per impact fee.

97  
98 The proposal will have to go through the Planning Board where the Board would vote to amend  
99 the ordinance and the amended ordinance will go before Town Council for adoption.

100  
101 Councilor LaMattina asked if the Town of Newfields opted to tie into the Newmarket water system  
102 would they be subject to the system development charges if approved. Environmental Services  
103 Director said that Newfields water users would get hit with a one-time large development fee, but  
104 it would solve their water problems for 20 years. Mr. Curry said that the fee could be adjusted  
105 because it would be a community tying in; the same would apply to large commercial enterprises  
106 coming to town.

107  
108 Councilor Blackstone said that the SDC approach is a positive move and would give the  
109 Environmental Services Director a lot of flexibility to use the funds.

110  
111 **COMMITTEE REPORTS**

112  
113 Councilor LaMattina reported on the Riverfront Advisory Committee:

114  
115 The Committee met Monday, May 23. They discussed the Schanda Park proposal, and the culvert  
116 next to the dock. Planning & Community Development Director Bart McDonough will be looking  
117 into studies and grant money that focuses on the riverfront, and they will discuss that at next  
118 month's meeting.

119  
120 Councilor LaMattina reported on the Energy and Environment Committee:

121  
122 The Committee met on May 3. Revision Energy has concluded their *Solarize Newmarket*  
123 campaign. 13 residents signed on to take advantage of the special offers.

124  
125 Councilor Blackstone reported on the Planning Board meeting:

126  
127 The Planning Board met on May 10. The applicant for 81 Exeter Road was granted an extension  
128 of Conditional Approval and brought forth a new proposal to subdivide the property into two lots.  
129 The Industrial Park signed on a new tenant; the Planning Board approved an extension to allow

130 more time to negotiate. Landscaping at the Industrial Park will be improved this summer. The first  
131 draft of the amendments to the Site Plan and Subdivision Regulations to modify Section 3.07  
132 *Stormwater Management* has been completed.

133  
134 Vice-chair Conley read Councilor Brabec's Arts & Tourism Commission Report:

135  
136 The Business Association met last week. She reminded Councilors to RSVP to the Rec Connect  
137 event at the Stone Church on May 26. The Arts and Tourism Commission did not meet because  
138 they didn't have a quorum but plan to meet on May 30<sup>th</sup>.

139  
140 Town Manager Fournier explained that the second reading for Resolution #2021/2022-33  
141 Refunding the water bond will be held on June 1; the postponement was so that the public hearing  
142 could be properly posted in the newspaper.

143  
144 **CORRESPONDENCE TO THE COUNCIL**

145  
146 There was no correspondence to the Council.

147  
148 **CLOSING COMMENTS BY THE TOWN COUNCILORS**

149  
150 Councilor LaMattina asked the Town Manager about correspondence to the Town Council.

151  
152 Town Manager Fournier explained that as part of his job he handles the day-to-day correspondence  
153 to the Town Council. He reports to the Council on important decisions he's made concerning the  
154 correspondence.

155  
156 **NEXT MEETING**

157  
158 June 1, 2022

159  
160 **ADJOURNMENT**

161  
162 Vice-chair Conley adjourned the meeting at 8:01 PM without objection.

163  
164 Respectfully submitted,

165  
166  
167 Wendy V. Chase  
168 Recording Secretary

169





TOWN OF NEWMARKET, NEW HAMPSHIRE  
OFFICE of the TOWN MANAGER

---

## REPORT OF THE TOWN MANAGER

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June 1, 2022

**Salary Survey:** On the agenda this evening for a first reading is a resolution approving a consulting firm to conduct a salary survey for the Town. Pursuant to the town's Personnel Policy we are required to conduct a study of salary levels and make recommendations to the Council based on the study's findings. In addition to this policy requirement with the current market, we are finding ourselves behind on competitive pay rates, and not attracting the candidates we would like as well as losing others.

We received two bids and are recommending MRI to conduct this survey this summer/fall.

**Policy Enactment:** I have submitted an ordinance amendment to allow for departmental operation policies to be reviewed and approved by the Town Manager. This is consistent with other council-manager forms of government in the area.

**Moody Point Storm Water Grant:** We heard from NHDES Coastal Program regarding our submission for funding to study the critical infrastructure at Moody Point. Unfortunately, our submission was not selected for funding. Though we had a strong project and application, but it sounds like there were a lot of applications for this program. We may be eligible for funding through the NHDES Clean Water State Revolving Fund (CWSRF) Loan Program. We will submit a pre-application for a Stormwater Planning Project. There is \$100,000 principal forgiveness, so it is different from the grant but in the end, no cost to the Town. We would have to get authority to borrow, enter into a loan, and then it would be forgiven.

---

### ONGOING PROJECTS

*\*\*\*This section will not be reported orally to the Town Council at the meeting but will use this as a chance to update on any developments in ongoing projects.\*\*\**

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**Town Engineer:** We are receiving resumes currently.

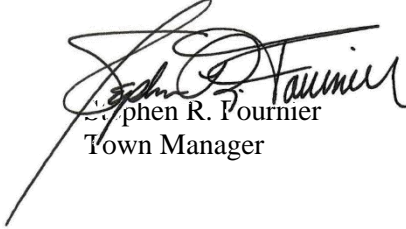
**New Road:** The project is underway.

**NH Municipal Management Association Annual Conference:** I will be attending the MMANH annual conference in Keene June 15-17. The Director of Administrative Services will be filling in for me at the next council meeting.

**Contracts Signed on Behalf of the Town Since Last Meeting:**

- Closing on Deed of Conservation Restrictions - Former Gaziano Tract
- New Road Project Change Order – No Change in Cost
- AP Check Run DATE: 05/19/2022 CHECK RUN: 051922-1 AMOUNT: \$ 36,403.69
- AP ACH Payments: 5/19/2022 - 36,998.39
- Environmental assessment review Newmarket Housing Authority CFP FY 2022 for Categorically Excluded Activities/Projects subject to §58.5AP

Respectfully Submitted,



Stephen R. Pournier  
Town Manager

### New Hampshire Department of Environmental Services NH Drinking Water Groundwater Trust Fund Loan Schedule

Print Date: 8/4/2021  
Total Disbursed: 2,020,647  
Interest rate: 3.3800%  
Administrative Fee: 0.0000%  
Term: 20 Years

Borrower: Newmarket  
Project Number: DWGT-31

Ref Num	Due Date	Date Received	Beginning Balance	Principal Payment	Interest Payment	Interest Rate %	Administrative Fees	Total Payment	Ending Balance
1	10/1/2022		3,900,000.03	126,987.48	144,449.65	3.3800	0.00	271,437.13	3,773,012.55
2	10/1/2023		3,773,012.55	143,909.31	127,527.82	3.3800	0.00	271,437.13	3,629,103.24
3	10/1/2024		3,629,103.24	148,773.44	122,663.69	3.3800	0.00	271,437.13	3,480,329.80
4	10/1/2025		3,480,329.80	153,801.98	117,635.15	3.3800	0.00	271,437.13	3,326,527.82
5	10/1/2026		3,326,527.82	159,000.49	112,436.64	3.3800	0.00	271,437.13	3,167,527.33
6	10/1/2027		3,167,527.33	164,374.71	107,062.42	3.3800	0.00	271,437.13	3,003,152.62
7	10/1/2028		3,003,152.62	169,930.57	101,506.56	3.3800	0.00	271,437.13	2,833,222.05
8	10/1/2029		2,833,222.05	175,674.22	95,762.91	3.3800	0.00	271,437.13	2,657,547.83
9	10/1/2030		2,657,547.83	181,612.01	89,825.12	3.3800	0.00	271,437.13	2,475,935.82
10	10/1/2031		2,475,935.82	187,750.50	83,686.63	3.3800	0.00	271,437.13	2,288,185.32
11	10/1/2032		2,288,185.32	194,096.47	77,340.66	3.3800	0.00	271,437.13	2,094,088.85
12	10/1/2033		2,094,088.85	200,656.93	70,780.20	3.3800	0.00	271,437.13	1,893,431.92
13	10/1/2034		1,893,431.92	207,439.13	63,998.00	3.3800	0.00	271,437.13	1,685,992.79
14	10/1/2035		1,685,992.79	214,450.57	56,986.56	3.3800	0.00	271,437.13	1,471,542.22
15	10/1/2036		1,471,542.22	221,699.00	49,738.13	3.3800	0.00	271,437.13	1,249,843.22
16	10/1/2037		1,249,843.22	229,192.43	42,244.70	3.3800	0.00	271,437.13	1,020,650.79
17	10/1/2038		1,020,650.79	236,939.13	34,498.00	3.3800	0.00	271,437.13	783,711.66
18	10/1/2039		783,711.66	244,947.68	26,489.45	3.3800	0.00	271,437.13	538,763.98
19	10/1/2040		538,763.98	253,226.91	18,210.22	3.3800	0.00	271,437.13	285,537.07
20	10/1/2041		285,537.07	285,537.07	9,651.15	3.3800	0.00	295,188.22	0.00
			-3,900,000.03		1,552,493.66		0.00	5,452,493.69	

**INFORMATION ONLY**

03/15/2022

## Town of Newmarket - \$3.9M - 20 years - Fixed Payments

Computation Interval: Monthly

Nominal Annual Rate: 2.840%

## Cash Flow Data - Loans and Payments

Event	Date	Amount	Number	Period	End Date
1 Loan	04/15/2022	3,900,000.00	1		
2 Payment	04/30/2023	258,576.01	20	Annual	04/30/2042

## TValue Amortization Schedule - U.S. Rule, 360 Day Year

Date	Payment	Interest	Principal	Balance
Loan 04/15/2022				3,900,000.00
<b>2022 Totals</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
1 04/30/2023	258,576.01	115,375.00	143,201.01	3,756,798.99
<b>2023 Totals</b>	<b>258,576.01</b>	<b>115,375.00</b>	<b>143,201.01</b>	
2 04/30/2024	258,576.01	106,693.09	151,882.92	3,604,916.07
<b>2024 Totals</b>	<b>258,576.01</b>	<b>106,693.09</b>	<b>151,882.92</b>	
3 04/30/2025	258,576.01	102,379.62	156,196.39	3,448,719.68
<b>2025 Totals</b>	<b>258,576.01</b>	<b>102,379.62</b>	<b>156,196.39</b>	
4 04/30/2026	258,576.01	97,943.64	160,632.37	3,288,087.31
<b>2026 Totals</b>	<b>258,576.01</b>	<b>97,943.64</b>	<b>160,632.37</b>	
5 04/30/2027	258,576.01	93,381.68	165,194.33	3,122,892.98
<b>2027 Totals</b>	<b>258,576.01</b>	<b>93,381.68</b>	<b>165,194.33</b>	
6 04/30/2028	258,576.01	88,690.16	169,885.85	2,953,007.13
<b>2028 Totals</b>	<b>258,576.01</b>	<b>88,690.16</b>	<b>169,885.85</b>	
7 04/30/2029	258,576.01	83,865.40	174,710.61	2,778,296.52
<b>2029 Totals</b>	<b>258,576.01</b>	<b>83,865.40</b>	<b>174,710.61</b>	
8 04/30/2030	258,576.01	78,903.62	179,672.39	2,598,624.13
<b>2030 Totals</b>	<b>258,576.01</b>	<b>78,903.62</b>	<b>179,672.39</b>	
9 04/30/2031	258,576.01	73,800.93	184,775.08	2,413,849.05
<b>2031 Totals</b>	<b>258,576.01</b>	<b>73,800.93</b>	<b>184,775.08</b>	
10 04/30/2032	258,576.01	68,553.31	190,022.70	2,223,826.35

03/15/2022

## Town of Newmarket - \$3.9M - 20 years - Fixed Payments

	<b>Date</b>	<b>Payment</b>	<b>Interest</b>	<b>Principal</b>	<b>Balance</b>
<b>2032 Totals</b>		<b>258,576.01</b>	<b>68,553.31</b>	<b>190,022.70</b>	
11	04/30/2033	258,576.01	63,156.67	195,419.34	2,028,407.01
<b>2033 Totals</b>		<b>258,576.01</b>	<b>63,156.67</b>	<b>195,419.34</b>	
12	04/30/2034	258,576.01	57,606.76	200,969.25	1,827,437.76
<b>2034 Totals</b>		<b>258,576.01</b>	<b>57,606.76</b>	<b>200,969.25</b>	
13	04/30/2035	258,576.01	51,899.23	206,676.78	1,620,760.98
<b>2035 Totals</b>		<b>258,576.01</b>	<b>51,899.23</b>	<b>206,676.78</b>	
14	04/30/2036	258,576.01	46,029.61	212,546.40	1,408,214.58
<b>2036 Totals</b>		<b>258,576.01</b>	<b>46,029.61</b>	<b>212,546.40</b>	
15	04/30/2037	258,576.01	39,993.29	218,582.72	1,189,631.86
<b>2037 Totals</b>		<b>258,576.01</b>	<b>39,993.29</b>	<b>218,582.72</b>	
16	04/30/2038	258,576.01	33,785.54	224,790.47	964,841.39
<b>2038 Totals</b>		<b>258,576.01</b>	<b>33,785.54</b>	<b>224,790.47</b>	
17	04/30/2039	258,576.01	27,401.50	231,174.51	733,666.88
<b>2039 Totals</b>		<b>258,576.01</b>	<b>27,401.50</b>	<b>231,174.51</b>	
18	04/30/2040	258,576.01	20,836.14	237,739.87	495,927.01
<b>2040 Totals</b>		<b>258,576.01</b>	<b>20,836.14</b>	<b>237,739.87</b>	
19	04/30/2041	258,576.01	14,084.33	244,491.68	251,435.33
<b>2041 Totals</b>		<b>258,576.01</b>	<b>14,084.33</b>	<b>244,491.68</b>	
20	04/30/2042	258,576.01	7,140.68	251,435.33	0.00
<b>2042 Totals</b>		<b>258,576.01</b>	<b>7,140.68</b>	<b>251,435.33</b>	
<b>Grand Totals</b>		<b>5,171,520.20</b>	<b>1,271,520.20</b>	<b>3,900,000.00</b>	



TOWN HALL  
186 MAIN STREET  
NEWMARKET, NH 03857

TEL: (603) 659-3617  
FAX: (603) 659-8508

FOUNDED DECEMBER 15, 1727  
CHARTERED JANUARY 1, 1991

TOWN OF NEWMARKET, NEW HAMPSHIRE

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# STAFF REPORT

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**DATE:** April 20, 2022

**TITLE:** The issuance of a Refunding Bond – Resolution # 2021/2022-33

**PREPARED BY:** William Tappan, Director of Finance & Administration

**TOWN MANAGER COMMENTS – RECOMMENDATION:**

I recommend passage of this resolution.

**BACKGROUND:**

The town has been engaged in a project for the construction of a new water treatment facility for the MacIntosh and Tucker wells. The project has been funded by the State’s Drinking Water Groundwater Trust Fund loan program. The loan is for a maximum of \$3,900,000 and has been accruing interest during the project at a rate of 1% per year. Upon substantial completion the interest rate increased to 3.38%. Substantial completion was achieved at the end of December, and the DWGTF representatives encouraged the town to refinance the loan to reduce the discount rate and the loan repayment burden.

**DISCUSSION:**

Multiple banks and the NH Municipal Bond Bank were contacted to solicit loan offers. Most banks in the state do not offer municipal loans for periods of 15 to 20 years. The few community banks that do, restrict lending to businesses and municipalities in their local area. Northway Bank was the only bank contacted that would lend the amount required to refinance the NH DWGTF loan for the amortization period desired (20 years). Northway Bank’s interest rate of 2.84% (for a 20 year repayment period) is a reduction of .54%, projected to save the town over \$280,000 versus the original NH DWGTF loan terms.

The reason for not engaging with the NH Municipal Bond Bank on this refinancing is time and uncertainty. The federal funds rate was increased in March and is likely to increase again when the Federal Open Market Committee (FOMC) of the Federal Reserve meets in the coming weeks. That meeting will occur prior to the NHMBB going to market with its next bond issuance. Given the current monetary environment, it is likely NHMBB’s bond discount rate will be higher than the interest rate offered by Northway Bank, particularly if the FOMC raises rates another 25 basis points (.25%) as anticipated. The NHMBB is anticipating a .50% increase (on a 20 year loan) to its January rate by its July issuance. Given that we ended up with a 2.47% (total interest cost) versus the 2.26% originally projected (a .21% increase), the probability of a similar occurrence with their next issuance is high and would likely result in an equal or higher rate than

STAFF REPORT

Northway's. Even if it were a few basis points lower, the uncertainty is not worth the risk when we already have a guaranteed commitment from a reputable bank with a more streamlined loan process.

The Federal Funds rate is important in this situation as it is the rate at which banks loan money to each other (generally overnight), and one of the pillars on which interest rates on loans to organizations and individuals rest. Another factor (less important) is the Federal Discount Rate, which is currently .50% and was .25% a month ago. It is the discount rate the Federal Reserve charges to banks as a lender of last resort. This plays a less significant role in commercial lending rates, but plays one nonetheless. Given that both are rising and anticipated to continue increasing through the year, a crucial determinant of rates at this moment is time itself.

**RECOMMENDATION:**

It is recommended that the Town Council approve the loan refunding with Northway Bank.

**DOCUMENTS ATTACHED:**

Amortization schedules from the original NH DWGTF loan and Northway Bank loan.

**Town of Newmarket**  
**Town Council Resolution #2021/2022-33**  
**Resolution Authorizing the Issuance of Refunding Bond**

May 4, 2022 – First reading  
June 1, 2022 – Public Hearing  
June 1, 2022 – Second Reading

Whereas, the Town of Newmarket (the “Town”) is completing installation of well treatment upgrades to meet drinking water quality standards at the MacIntosh and Tucker wells (the “Project”), which Project has been approved for funding through the State’s Drinking Water and Groundwater Trust Fund Loan Program (the “DWGT Program”);

Whereas, effective June 5, 2019, the Town entered into a Loan Agreement with the DWGT Program to borrow up to \$2,825,000 to fund the Project (the “Loan Agreement”) with interest on loan disbursements accruing at an interest rate of 1.0% per annum until substantial completion of the Project, at which time interest on the aggregate of all loan disbursements accrues at an interest rate of 3.38%;

Whereas, effective June 5, 2019, the State Department of Environmental Services (“DES”) awarded a Drinking Water and Groundwater Trust Fund grant for the Project in an amount not to exceed \$975,000 (the “Grant”);

Whereas, effective May 6, 2020, the Loan Agreement was amended to increase the loan by \$1,075,000 to an amount not to exceed \$3,900,000 and to extend the Project completion date from October 1, 2021 to June 1, 2022 (the “Amended Loan Agreement”);

Whereas, effective May 6, 2020, DES amended the Grant to increase the Grant amount by \$882,000 to \$1,857,000 and to extend the Project completion date from October 1, 2021 to June 1, 2022 (the “Amended Grant”);

Whereas, upon processing of the final disbursement under the Loan Agreement, the Town and the DWGT Program shall execute a Supplemental Loan Agreement in a principal amount equal to the aggregate of all disbursements under the Loan Agreement plus, at the option of the Town, capitalized interest accrued under the Loan Agreement (the “Supplemental Loan Agreement”), which Supplemental Loan Agreement shall be evidenced by a Promissory Note (the “Note”);

Whereas, Northway Bank has offered to refinance the Note at an interest rate more favorable to the Town than the Note; and

Whereas, prior to the second reading of this Resolution, the Town Council of the Town has held a public hearing on issuing a general obligation bond to fully refund the Note pursuant to RSA 33:3-d;

Now therefore, the Town Council of the Town of Newmarket hereby RESOLVES, as follows:



1. That pursuant to the Municipal Finance Act, RSA Chapter 33, including RSA 33:3-d, and all other applicable law, the Treasurer of the Town and the Director of Finance & Administration, acting singly, are authorized to arrange for tax-exempt general obligation financing of the Town with Northway Bank or such other lending institution that either may select in the best interest of the Town (the "Bank") in a principal amount not to exceed the principal amount of the Note (up to \$3,900,000 plus capitalized accrued interest, if any) (the "Principal Amount") to fully refund the Note on a current basis, and any such prior action is ratified and confirmed;
2. That pursuant to the terms of said Loan Agreement and this Resolution, the Town is authorized to borrow from the Bank a sum not to exceed the Principal Amount and to evidence such indebtedness, the Treasurer and a majority of the Town Council are authorized to issue a general obligation bond of the Town in a principal amount of up to the Principal Amount (the "Refunding Bond") and to pledge the full faith and credit of the Town in payment of the Refunding Bond;
3. That the Refunding Bond shall be signed by a majority of the Town Council and countersigned by the Treasurer under the official seal of the Town, if any, and bear interest at such rate as the signatories of the Refunding Bond may approve; and shall be in such form as such signatories may approve; said approvals to be conclusively evidenced by the execution and delivery thereof;
4. That the Treasurer and other proper officials of the Town, acting singly, are authorized to execute and deliver on behalf of the Town such other documents and certificates, including such documents and certificates as may be required by bond counsel or the Bank, and to do or cause to be done all such other acts and things as may be necessary or desirable in order to affect the transactions hereinbefore authorized, and any such prior action by them is hereby ratified and confirmed;
5. That (i) no part of the proceeds of the Refunding Bond shall be used, directly or indirectly, to acquire any securities and obligations, the acquisition of which would cause the Refunding Bond to be an "arbitrage bond" within the meaning of Section 148 of the Internal Revenue Code of 1986, as amended, (the "Code"), and (ii) the proceeds of the Refunding Bond and the Project shall not be used in a manner that would cause the Refunding Bond to be a "private activity bond" within the meaning of Section 141 of the Code;
6. That in connection with the Refunding Bond, the Treasurer is authorized to execute and deliver on behalf of the Town an Arbitrage and Use of Proceeds Certificate in form approved by the Town's bond counsel, and to covenant on behalf of the Town to file any information report and pay any rebate due to the United States in connection with the issuance of the Refunding Bond, and to take all other lawful actions necessary to ensure that the interest on the Refunding Bond will be excludable from the gross income of the owners thereof for purposes of federal income taxation and to refrain from taking any action which would cause interest on the Refunding Bond to become includable in the gross income of the owners thereof;

7. That the Treasurer and other proper officials of the Town, acting singly, are authorized in consultation with Bond Counsel to implement written procedures with respect to the Refunding Bond for the purpose of: (i) ensuring timely “remedial action” for any portion of the Refunding Bond that may become “non-qualified bonds,” as those terms are defined in the Code and regulations thereunder; and (ii) monitoring the Town’s compliance following the issuance of the Refunding Bond with the arbitrage, yield restriction and rebate requirements of the Code and regulations thereunder;

9. That if the Treasurer or Chair of the Town Council for any reason are unavailable to, as applicable, approve, execute, or attest the Refunding Bond or any related financing documents, the person or persons then acting in any such capacity, whether as assistant, deputy, vice-chair, or otherwise, is authorized to act for such unavailable official with the same force and effect as if such official had himself/herself performed such act; and

10. That the Town Clerk include an attested copy of this Resolution with the minutes of this meeting.

A true copy as adopted by a majority of the Town Council, attest:

\_\_\_\_\_  
Terri J. Littlefield  
Town Clerk

\_\_\_\_\_  
Toni Weinstein

\_\_\_\_\_  
Megan Brabec

\_\_\_\_\_  
Scott Blackstone

\_\_\_\_\_  
Katanna Conley

\_\_\_\_\_  
Brian Ward

\_\_\_\_\_  
Joe Lamattina

\_\_\_\_\_  
Colin D. White, Sr.

A majority of the Town Council



May 13, 2022

Board of Councilors  
Town of Newmarket  
186 Main Street  
Newmarket, NH 03857

**RE: Town of Newmarket - General Obligation Term Note**

Dear Members of the Board:

Northway Bank (the “Bank”) is pleased to offer financing to assist the Town of Newmarket in the issuance of a Note to provide funds to refinance and payoff the existing water project loan currently held with the NH DES as follows:


Amount Requested.....	\$3,900,000.00 – up to
Closing Date .....	June 2, 2022
Maturity Date.....	May 31, 2042
Rate.....	<b>2.84%</b>
Payments.....	Level principal and interest payments due Semi-annually commencing November 30, 2022 and continuing on May 31, 2023 and on each November 30 <sup>th</sup> and May 31 <sup>st</sup> of each year thereafter.
Prepayment Penalties.....	None
Bank’s Commitment Fee .....	None
Bank’s Legal Fee .....	None

This commitment is for a bank-qualified tax-exempt obligation and requires closing by June 2, 2022. Financing is contingent upon: (a) the Town’s compliance with the terms and conditions of NH RSA 33, the Municipal Finance Act and other applicable laws; (b) the Bank’s receipt and satisfactory review of the Town’s Attorney’s Opinion Letter relative to the Town’s authority to borrow and the tax-exempt status of the borrowing; (c) a copy of the Town’s Minutes authorizing the borrowing; (d) a copy of the Loan payoff from the NH DES; and (e) other conditions as mutually acceptable by both the Bank and the Town that are customary to a transaction of this type.

This commitment supersedes the prior commitments dated May 9, 2022 and May 11, 2022, and shall not become effective until such time as it is accepted. You may indicate your acceptance of this commitment by signing and returning this letter to my attention at the address below.

Should you have any questions, please do not hesitate to contact me directly.

Sincerely,



Kristy J. Goodson, Senior Vice President  
Corporate and Municipal Services  
[Kgoodson@northwaybank.com](mailto:Kgoodson@northwaybank.com)  
(603) 342-1488

KJG/wsm

Accepted: **TOWN OF NEWMARKET**

Date: \_\_\_\_\_

\_\_\_\_\_  
by: Toni Weinstein, Councilor, Chair

\_\_\_\_\_  
by: Colin White, Councilor

\_\_\_\_\_  
by: Megan Brabec, Councilor

\_\_\_\_\_  
by: Scott Blackstone, Councilor

\_\_\_\_\_  
by: Katanna Conley, Councilor

\_\_\_\_\_  
by: Brian Ward, Councilor

\_\_\_\_\_  
by: Joe Lamattina, Councilor

A majority of its Board of Councilors



**APPLICATION FOR APPOINTMENT TO A BOARD,  
COMMISSION, OR COMMITTEE POSITION WITHIN THE  
TOWN OF NEWMARKET, NEW HAMPSHIRE**

Applicant's Name: State Rep Charlotte Di Lorenzo

Address: 9 D River St. Apt D 34 Phone/Cell 603-988-4405

RSA 669:19 Newmarket Registered Voter:  Yes No # of years as resident: 29

RSA 91:2 Are you an American Citizen Yes No

(You must be an American Citizen and registered voter to Serve)

Email address: charlotte di lorenzo @ gmail.com

State desired Position and indicated Term Expiration Date: Racial Equity, Inclusion & Human  
Term Expiration date = 1 year 2023 Rights Advisory Committee  
The following experience and background qualify me for this position:

3 Term NH State Representative - Sponsored & passed  
legislation "Wentworth Cheswill Day in NH April 11, 2022"  
Strong interest in Diversity, Equity & Inclusion  
Member Seacoast NAACP.

Sponsor HB 1586 Wentworth Cheswill Portrait. Displayed in State House  
NH State House (in committee of conference 5/18/22)

Charlotte Di Lorenzo 5/15/2022  
Signature Date

You are welcome to submit a letter or resume with this form. Applicants are requested to attend the Council Meeting to address the Town Council prior to the decision-making process. Applicants will be notified of the time and date of this meeting in advance. Thank you for your application and interest in the Town of Newmarket.



**APPLICATION FOR APPOINTMENT TO A BOARD,  
COMMISSION, OR COMMITTEE POSITION WITHIN THE  
TOWN OF NEWMARKET, NEW HAMPSHIRE**

Applicant's Name: **Dr. Andrea Bien**  
Address: **258A Wadleigh Falls Road** Phone/Cell: **(646) 479-6443**

**RSA 669:19 Newmarket Registered Voter:** **Yes** No # of years as a resident: **< 1**  
**RSA 91:2 Are you an American Citizen** **Yes** No  
(You must be an American Citizen and registered voter to Serve)

Email address: **abien@bu.edu**

State desired Position and indicated Term Expiration Date: **Racial Equity, Inclusion & Human Rights Advisory Committee** *1 Year Term*

The following experience and background qualify me for this position: I am a new Newmarket resident whose professional role includes a focus on racial equity, inclusion and human rights. I moved to Newmarket from Providence, RI last summer (July 2021) after my fiance and I bought a home here. I am a professor at Boston University (BU) where I teach courses on identity & social inequality, facilitate an affinity group for white graduate students interested in learning how to be good allies, and co-direct a center called *Educating Critically* where our objective is to disrupt the status quo of schooling by centering anti-oppression work in classrooms, schools, and communities. I have been a professor at BU for six years. Prior to BU, I worked at the University of Washington in Seattle and prior to that I was in Boulder getting my PhD at the University of Colorado. I was an elementary school teacher in Worcester, MA before I was an academic. Taken together, I have lived all over the country in different contexts and bring extensive experience working with adults and children to consider how racism, classism, sexism, heterosexism, and other forms of oppression marginalize people based on their identities; and, importantly, how we use what we learn to create more equitable systems. I would love to engage in this important work in my community.

*Andrea Bien* \_\_\_\_\_ May 24, 2022 \_\_\_\_\_  
Signature Date

*You are welcome to submit a letter or resume with this form. Applicants are requested to attend the Council Meeting to address the Town Council prior to the decision-making process. Applicants will be notified of the time and date of this meeting in advance. Thank you for your application and interest in the Town of Newmarket.*

**TOWN OF NEWMARKET, NEW HAMPSHIRE**

**BY THE NEWMARKET TOWN COUNCIL**

**ORDINANCE NO. 1 – 2021/2022**

**AN ORDINANCE AMENDING CHAPTER 1 OF THE CODE OF THE TOWN OF NEWMARKET, NH; CLARIFY THE AUTHORITY OF THE TOWN MANAGER**

THE TOWN OF NEWMARKET ORDAINS:

**1. Purpose**

The purpose of this ordinance is to clarify the town code to allow the Town Manager to create rules and policies for the conduct of departments.

**2. Amendment**

*[New Language is in Bold. Language Removed is Struck Out]*

a) ADMINISTRATIVE ORGANIZATION

i) **Administrative Head of the Town**

**(1) The Town Manager shall be the administrative head of the Town and shall perform all the duties and have all the responsibilities prescribed by the Town Charter. The Town Manager shall be appointed in accordance with the provisions of the Newmarket Town Charter.**

**(2) The Town Manager shall supervise the heads of all departments established by this code, and shall have the power to suspend and discipline, and to perform or delegate the duties and responsibilities of such department heads.**

**(3) The Town Manager may prescribe such rules and regulations not inconsistent with the Town Charter and Town ordinances as he/she may deem necessary for the conduct of the various departments, and he/she may investigate and inquire into the affairs of any department at any time.**

ii) **Definition of Department**

(1) A department is a functional subdivision of the town government for which specific goals and tasks may be defined. Departments may be operational or budgetary. Operational Departments are departments for which the head of the department reports directly to the Town Manager, or a single purpose elected board. A budgetary department is an entity defined by the annual budget.

**3. Takes Effect**

This ordinance shall take effect fourteen (14) days after passage and publication of notice as required by RSA 47:18

*First Reading* *June 1, 2022*

*Second Reading/Public Hearing* *June 15, 2022*

*Final Action by Council* *June 15, 2022*

<b>VOTING RECORD</b>			
Date of Vote:	YES	NO	ABSTAIN
Councilor Katanna Conley			
Councilor Brian Ward			
Councilor Scott Blackstone			
Councilor Megan Brabec			
Councilor Jonathan Kiper			
Vice Chair Helen Sanders			
Chair Toni Weinstein			
Total Votes:			
Ordinance: Does   Does Not pass.			

Approved: \_\_\_\_\_  
Toni Weinstein, Chair Newmarket Council

A True Copy Attest: \_\_\_\_\_  
Terri Littlefield, Town Clerk





TOWN HALL  
186 MAIN STREET  
NEWMARKET, NH 03857

TEL: (603) 659-3617  
FAX: (603) 659-8508

FOUNDED DECEMBER 15, 1727  
CHARTERED JANUARY 1, 1991

TOWN OF NEWMARKET, NEW HAMPSHIRE

# STAFF REPORT

**DATE:** May 18, 2022

**TITLE:** Water and Sewer Rate Increases

**PREPARED BY:** Sean T. Greig

**TOWN ADMINISTRATOR’S COMMENTS – RECOMMENDATION:**  
[The Town Administrator will review the proposal and comment on the resolution]

**BACKGROUND:** Previously, I presented to the town’s people and Town Council that the design, construction, and operation and maintenance of the new Wastewater Treatment Facility would cause the sewer rates to more than double. The Town Council was presented the option of having several yearly level sewer rate increases, or a one-time large sewer rate increase. The Town Council chose to go with the level yearly sewer rate increases. So I created a sewer rate model that produced the level rate increase projection chart that was presented to the Town Council in 2013.

FY	Sewer Rate	FY	Sewer Rate
2012-2013	\$6.70	2017-2018	\$10.50
2013-2014	\$7.46	2018-2019	\$11.26
2014-2015	\$8.22	2019-2020	\$12.02
2015-2016	\$8.98	2020-2021	\$12.78
2016-2017	\$9.74	2021-2022	\$13.54

The Department has been able to slow down the rate increases by maximizing the operational efficiency of the Wastewater Department. In addition, the Department several years ago applied for a State-Aid Grant (SAG) for the wastewater treatment facility. This program had been suspended and had not been budgeted in the State budget. Recently, the program has restarted and funds have been budgeted in the State budget. The Department received a check equal to 30% of the interest on the wastewater plant loan for FY 2022. However, if the State does not budget the SAG monies, or if the State has a budget shortfall, the State could suspend the program and not distribute the funds. In addition, the Department has receiving additional revenues from septage. Without the additional revenues, I estimate that the Department would need to continue to increase sewer rates over the next couple of years to the \$14.00 per 750 gallons range. Due to these additional revenue sources, the Department recommends no sewer rate increase for FY 2023.

STAFF REPORT

The Department does have quite a bit of aging infrastructure that includes pump stations and sewer mains, and increased labor needs that needs to be addressed. The Department will be creating a plan to address those needs responsibly with the least impact to the sewer user, and create a sewer rate model to illustrate how the plan will impact the sewer rate.

The Water Department currently replacing water mains and improving its water systems water pumping capacity and water quality. In order to meet the costs due to the water infrastructure improvements, the Department will be increasing water rates for the next couple of years to reach the \$7.75 range. The projected rate increase after this year is \$0.50 per year.

The proposed water rate for FY 2023 is \$6.75 for each 750 gallons consumed, plus \$10.00 per quarter system charge. The increase would be a \$24.00 per year increase on the average single family home water user.

**DISCUSSION:** Does the Town Council want to approve the water and sewer rate increases.

**FISCAL IMPACT:** The average Newmarket residential home Sewer User consumes 35,000 gallons of water per year. The cost for 35,000 gallons of water at the \$12.65 sewer rate is \$582.00 per year. The average Newmarket apartment consumes 27,000 gallons of water per year. The cost of 27,000 gallons of water at the \$12.65 sewer rate is \$455.40 per year. The cost per gallon for sewer at \$12.65 is 0.017 cents (less than 2 pennies a gallon).

The average Newmarket residential home Water User consumes 36,000 gallons of water per year. The cost for 36,000 gallons of water at the \$6.75 water rate is \$324.00 per year. The average Newmarket apartment consumes 27,000 gallons of water per year. The cost of 27,000 gallons of water at the \$6.75 water rate is \$243.00 per year. The cost per gallon for water at \$6.75 is 0.009 cents (less than a penny a gallon).

**RECOMMENDATION:** I recommend the Town Council approve the water rate increases.

CHARTERED JANUARY 1, 1991

FOUNDED DECEMBER 15, 1727



**TOWN OF NEWMARKET, NEW HAMPSHIRE**  
**By the Newmarket Town Council**

**Resolution #2021/2022-34 - Water & Sewer Rate Increases FY 2023**

- WHEREAS** water and sewer rates shall be determined by the Town Council from time to time in amounts that will adequately cover the costs of operation, maintenance, and repair of existing infrastructure, and also for reasonable extensions and replacements to existing mains, and toward acquisition of future water supply, plant and equipment; and
- WHEREAS** the Town of Newmarket has undertaken water projects that will improve capacity, water quality, and distribution; and
- WHEREAS** it is necessary to increase the water rate \$0.50 a year to meet the costs associated with the water projects that the Town has undertaken.

**NOW THEREFORE LET IT BE RESOLVED BY THE NEWMARKET TOWN COUNCIL,**

The Town Council does hereby approve the following water rates to be effective for the August 2022 quarterly billing:

Water and sewer users will be billed \$6.75 and \$12.65 per 100 cubic feet of water consumed respectively. The quarterly system charge will remain at \$10.00 per quarter for each water and sewer.

<i>First Reading:</i>	<i>June 1, 2022</i>
<i>Second Reading:</i>	<i>June 15, 2022</i>
<i>Approval:</i>	<i>June 15, 2022</i>

<b>VOTING RECORD</b>			
Date of Vote:	YES	NO	ABSTAIN
Councilor Conley			
Councilor Ward			
Councilor Blackstone			
Councilor Brabec			
Councilor LaMattina			
Councilor White			
Chair Weinstein			
	Total Votes:		
Resolution: Does   Does Not pass.			

Approved: \_\_\_\_\_  
Toni Weinstein, Chair Town Council

A True Copy Attest: \_\_\_\_\_  
Terri Littlefield, Town Clerk

66 Main Street, Suite B  
Plymouth, NH 03264

International Drive  
Portsmouth, NH



Telephone: (603) 279-0352  
Toll Free: (866) 501-0352

all@mrigov.com  
www.mrigov.com

**RESPONSE TO NEWMARKET, NH**

**REQUEST FOR PROPOSALS**

**FOR**

**SALARY SURVEY AND COMPENSATION STUDY**

May 12, 2022

via email: [ssrfp-newmarketnh.gov](mailto:ssrfp-newmarketnh.gov)

Town Manager's Office  
The Town of Newmarket  
186 Main Street  
Newmarket, NH 03857

**RE: Salary Survey and Compensation Analysis Response**

Dear Sir/Madam:

Thank you for the opportunity to submit our Proposal to provide A Salary Survey and Compensation Study encompassing approximately 50 classifications covering town positions. Municipal Resources, Inc., is delighted by the prospect of working with you. Enclosed please find the proposal. Upon award MRI will submit any additional documents required. Thank you again and please contact me if you have any questions.

Best regards,

*Carol M. Granfield*

Carol M. Granfield, ICMA-CM  
Senior Management Consultant  
Director of Human Resource Services  
[cgranfield@mrigov.com](mailto:cgranfield@mrigov.com)  
(603) 279-0352 ext. 316  
cell (603) 548-7201

**RESPONSE TO  
REQUEST FOR PROPOSALS  
SALARY SURVEY AND COMPENSATION STUDY  
TOWN OF NEWMARKET, NH**

**Prepared by:  
Municipal Resources, Inc.  
66 Main Street, Suite B  
Plymouth, NH 03264  
603-279-0352  
[all@mrigov.com](mailto:all@mrigov.com)**

66 Main Street, Suite B  
Plymouth, NH 03264

International Drive  
Portsmouth, NH



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all@mrgov.com  
www.mrigov.com

**RESPONSE TO NEWMARKET, NH**

**REQUEST FOR PROPOSALS**

**FOR**

**SALARY SURVEY AND COMPENSATION STUDY**

**MAY 2022**

The Town of Newmarket, New Hampshire is requesting proposals from qualified consultants for a Salary Survey and Compensation Study. The proposal request covers **approximately 50 classifications**, covering Town positions

**SCOPE OF WORK**

MRI understands that the Town's goals and objectives are to assist the Town as follows:

1. Evaluate positions included on the current pay plans and recommend changes as warranted, based on FLSA laws and general economic trends prevailing at the time of the review. Salary and Benefits will be evaluated.
2. The consultant will meet with the Management Team at the initiation of the study and provide a presentation to the Management Team at the conclusion of the study.
3. A plan proposal will be provided for FY 23.
4. A Market Analysis Survey Report will be included with the Final Report as well as an updated pay plan.

5. Using a market survey and research into pay and benefits provided in surrounding and area municipalities and some private sector to determine reasonably competitive salary ranges and benefits for all categories.
6. Implementation strategy for an updated compensation system will be provided with projected cost in July.
7. A rating manual will be provided to assist the Town in the future with maintenance of the system.
8. Options will be provided for and annual review and market analysis as well as individual job description grading.

Municipal Resources, Inc. (MRI) proposes to assist the Town of Newmarket with an independent review and development of an updated Classification and Compensation Plan. Our proposal is for approximately 50 different classifications of town positions. In general, the results of this study will include the following:

- Development of a detailed salary analysis for all positions included in the study. The analysis will include a comparison to the Town's salaries and pay rates.
- Recommendations of a valid process, methodology, and policy to determine pay levels for positions.
- Review of existing job descriptions for completeness and accuracy relative to the various subject positions.
- Develop a new or update the current Classification Plan and Pay Plans for all positions.
- Labor Market Compensation Analysis and Comparisons.
- Job Evaluation rating – Internal Equity/Comparable Worth.
- Classification Forms and Documents.
- Methodology and Implementation Guidelines.



- Implementation Costs.
- Final Report and Findings.

The approach used by the consultants is critical to acceptance of such personnel studies. Municipal Resources, Inc. uses an approach that contributes to broad acceptance and successful implementation of its report recommendations.

**Key town officials will be actively involved throughout the entire process.**

Municipal Resources, Inc. values the insights of the involved supervisors and employees, and those connected with the human resource function. We encourage thorough input from management, employees, supervisors, and appropriate town officials, and the consultants consider their ideas, comments, and suggestions.

The client will be updated regularly, and the consultant will meet with the Town Manager and/or other Town Officials as required by management via phone, in-person, or by Zoom video to discuss the methodology, the progress, and the results of the study. Throughout the study, MRI will provide regular status reports to the town and will discuss the methodology used, the study's progress, and the results achieved. Upon award, MRI will review the study's objectives and the town's specific requirements to assure they are appropriately addressed by the study.

**An extensive review will precede any recommendations.**

The consultants anticipate utilizing conference calls and Zoom interviews as necessary to interview officials and department heads to obtain a practical first-hand picture of the town's overall organization, its positions, and of its relationship to other positions. The interviews provide an opportunity to clarify and enhance information, and to discuss any special issues or circumstances related to the responsibilities, qualifications, and conditions of the positions under review.

Market comparisons will be made with surrounding and comparable communities and as mutually agreed to with the client, to establish competitive rates of pay and benefits. MRI will suggest a list of comparable communities for the study and will consider location, size, scope of services, and complexity when selecting comparables. Private sector data for some positions will also be included if desired.

Relevant information and records will be analyzed.

As part of the job description review process, appropriate position analysis questionnaires will be distributed to the employees/supervisors as required, with follow-up interviews, as necessary. This may not be necessary if job descriptions are updated and thorough.

**A structured methodology and a careful rating process will be used.**

We employ a structured methodology that has been proven over the years in our work with municipal, county governments, and school districts. This methodology is comprehensive and flexible, enabling us to meet the full range of the town's requirements thoroughly and carefully. Methodologies on compensation, classification, position rating system, related tools, and guidelines have been developed and enhanced jointly by Municipal Resources, Inc. (MRI) and Human Resources Services, Inc. (HRS). The MRI/HRS Pay and Classification System has been widely used in communities throughout New England, is legally tested and valid, and is nationally recognized through ICMA's leading HR publication and guidebook, *Human Resource Management in Local Government: An Essential Guide*, 1st, 2nd, and 3rd Editions.

The consultant team uses a point-factor rating system to evaluate the positions in the study. The weighted factors cover such major position characteristics as work environment, responsibility, complexity, education/training/experience, accountability, judgment, physical requirements, and supervision. The rating process helps the consultants to determine comparable worth rankings within the town's workforce. The ratings are then used in conjunction with the comparable salary/wage data to prepare the Classification and Pay Plans. This blended approach assists with ensuring internal and external equity for all positions.

Our approach to determining the relative internal worth among positions includes three steps:

1. *Position Analysis:* This is a careful and thorough review and understanding of the work being done;
2. *Position Description:* This is a written record of the important activities and requirements of the work being done; and
3. *Position Evaluation:* This is a method of evaluating the information that has been collected and described to determine the position's relative worth within the organization.

**All recommendations will be specific, practical, and cost conscious.**

Municipal Resources, Inc. will take into consideration the political, economic, and functional implications of its recommendations. Our recommendations are specific, practical, cost conscious, and fully capable of being implemented. We appreciate what can and cannot work and understand that what may be right for one organization may not be right for another.

Based upon the method of implementation intended by the town, MRI will prepare an estimate of the minimum cost of implementation of the study's results. The final report will also include specific options for implementation and for future maintenance.

## **BENEFIT AND SALARY STUDY**

### **A. General Objectives**

The purpose of a compensation, classification and benefits study is to attempt to attract and retain qualified employees and eliminate inequities in pay or status. An updated Classification and Compensation Plan can accomplish two important objectives:

First, it can eliminate the element of subjectivity, which invariably accompanies individual compensation decisions when no plan or guidelines exist or if the current plan is old or outdated.

Second, it can provide managers with a tool for planning staffing requirements, controlling costs, and evaluating performance. While not an exact science, Classification and Compensation Plans represent a formalized procedure for achieving equitable job groupings and equitable pay levels for positions in the town's workforce.

### **B. Specific Objectives**

The consultant team will perform the following tasks:

1. Conduct project orientations and meetings/interviews with the Town Management Team.
2. Review and analyze position responsibilities and requirements for all jobs.
3. Complete a comprehensive labor market analysis by collecting and analyzing comparable wage and benefit data from surrounding and comparable communities as mutually agreed.
4. Evaluate the positions through "position rating," a point-factor rating system developed and owned jointly by MRI/HRS to evaluate and rank positions.
5. Develop a classification plan.
6. Develop a compensation plan.

7. Develop the town's internal capacities to maintain the Classification and Compensation Plan.
8. Prepare a fiscal impact analysis of the study's implementations.
9. Communication of the plan and recommendations to the town.

At the conclusion of the study, the town will have both immediate recommendations for appropriate classifications, and salary ranges, and benefits, and the tools to maintain the Classification and Compensation system.

### C. Scope of Services

The following is a detailed outline of the MRI proposed process.

#### 1. Orientation Process/Meeting

##### a. Discussion with town manager, and other key personnel

This initial discussion would take place prior to beginning work on the entire project, so that the town may become familiar with the specific steps to be taken and potential policy questions that may be raised. MRI will provide a detailed project plan and schedule of activity.

Another purpose for this meeting will be to discuss various pay-setting systems and methods; to secure information necessary to properly review the current compensation program; to discuss those areas of concern which relate to the current and future compensation program; and to outline and explain the philosophies and approach of MRI.

The consultants will also examine numerous town documents, including management information, operating budget, annual reports, organizational charts, job descriptions, classification and pay plans, benefit program, staffing and staffing trends by classification, policies, previous studies involving pay and classification, and other internal documents that are related to the purpose of this study. This information is valuable in two ways. First, it helps us to commence our work with the fullest possible knowledge about the town. Second, it provides an introduction to various issues that we will need to address in the study.

b. Orientation meeting with Management Team

The consultant team will conduct an orientation meeting with the Management Team to explain the purpose and the methodology of the entire study. The orientation session provides an overview of the process and describes to the Team the role they play in the process. MRI has found that providing a thorough orientation makes project activities flow more smoothly. The orientation meetings provide a comprehensive communication program to everyone involved with the study.

2. Position Analysis Questionnaire (PAQ)

Custom position analysis questionnaires are developed and provided to employees to supplement information included in current town job descriptions if necessary. This will be utilized if it is determined the current job descriptions do not include sufficient updated information on the positions. At least one employee in each classification should complete a PAQ if needed. This will be determined following discussion with the town and review of current job descriptions.

3. Review of Questionnaires and Position Descriptions

The consultant team conducts an initial analysis of questionnaires, current position descriptions, organizational charts, and other relevant town documents.

4. Apply position rating factors/ revised classification plan(s) developed

Having identified and described all the positions, the consultant team then evaluates each position to create an updated classification plan. The consultant team applies job evaluation criteria to all positions and develops a tentative ranking of positions based on *internal comparability* (this is done individually and by consensus with the consultant team). The rating system compares such factors as work environment, basic knowledge, training and education, problem solving skills and effort, physical skills and effort, experience, interactions with others/customer service, confidentiality, occupational risks, complexity, supervision (*received, given, scope*), judgment/initiative, accountability, and guidelines. This review relates to internal equity of positions.

5. Conduct a comprehensive benefits and compensation survey and analysis

MRI will, jointly with the town, identify surrounding and comparable communities which comprise the best available "comparables" for the town.

Some private sector data may also be utilized. The consultant team collects and analyzes comparative compensation data from other comparable communities. MRI will survey others in and outside of the immediate region, as necessary. The consultant team will survey and provide up-to-date market information on all positions. The market survey addresses external equity.

Typically, our market analysis for **compensation** includes components such as, but not limited to:

- Salary range for each position surveyed
- Information on the market averages and ranges
- Information on the number of work hours per week/per year for each position surveyed
- Specific information where the responsibilities assigned to a department, or a position are not typical in most organizations surveyed
- Trends in compensation programs offered
- Compensation policies of other organizations

Benefits contribute to an employee's annual compensation and to an employee's personal well-being. The purpose of this analysis is not only to compare the Town to other similar organizations, but to have a better understanding of the value of the benefits offered. The consultant team will accurately communicate benefits information from other organizations.

Typically, our market analysis for **benefits** includes components such as, but not limited to:

- Vacation
- Sick Leave
- Personal Leave
- Health Insurance
- Dental Insurance

- Life Insurance
- Vision Insurance
- Long & Short- Term Disability Insurance
- Professional Development/Tuition Reimbursement
- Tax Deferred Plans
- Retirement
- Travel Allowance/Vehicle Use
- Stipends, longevity, on-call, call-back, and other pay-related benefits specific to some positions.
- Benefits information will include averages, medians, ranges, and percentiles when appropriate. Plan provisions and policies will be summarized in a detailed/narrative format.

The total market analysis on compensation and benefits will provide a detailed assessment of findings, recommendations, and implementation costs.

#### 6. Compensation plan/salary schedule

The consultant team will construct a revised pay schedule within the parameters of the comparative salary/wage data and the town's compensation policies. The pay plan is then linked directly to the classification plan. The consultant team will develop the final updated Classification and Compensation Plan, including guidelines for initial implementations and continuing maintenance. The resulting Compensation Plan will reflect the pay policies, the marketplace, internal job values, and the financial ability of the town to pay at a given level. The recommendation for the final Classification and Pay Plan is a blend addressing internal and external equity.

#### 7. Draft Findings

MRI will review the results of the Classification and Compensation Plan with town officials, who will have an opportunity to review draft findings for

comment and input. Final recommendations will be provided to the town only after appropriate feedback from all parties involved.

## 8. Meetings

Throughout the study, the consultants will spend considerable time explaining the methodology, the revisions made to classification descriptions, and the final recommendations regarding the recommended classification and compensation levels. The consultant shall coordinate the completion of the Scope of Services with the town.

### D. Final Report

The **final report** will be provided to the town in hard copy format and electronic copy format. MRI will provide an electronic copy of the completed plan, materials, and classification manual. The report will include:

- a. A complete and comprehensive **labor market analysis** by collecting and analyzing salary and wage data and other compensation and workforce data from organizations comparable to the town. This data will be presented in spreadsheet, graphic chart, and narrative format.
- b. Recommendations on **classification and compensation plans**, while ensuring competitive pay rates using data from comparable organizations and internal equity through position rating and grouping.
- c. Preparation of a **fiscal impact analysis** of the study's implementation
- d. Recommendations on benefits.
- e. An **action plan** covering all findings and recommendations.
- f. A **project report and methodology** which will assist in the day-to-day administration and updating of the plan.
- g. Documentation of study **procedures, findings, and recommendations**.
- h. **Guidelines and tools** for updating the classification plan, accepting new classes, and evaluating reclassification requests.



## DELIVERABLES

- FINAL REPORT** MRI will provide the final report in hard copy, together with one (1) copy of the final report in pdf format to the town manager.
- PRESENTATION** A written presentation will be provided to the Management Team at the conclusion of the study.
- PAY RANGES/BENEFITS** Recommended pay ranges for each category of positions in a Classification Plan, as well as benefit recommendations will be provided as appendices in the final report, with narrative in the report discussing the recommendations.

## TIMELINE

The project timeline for a study this size is approximately three to four months depending on finalized scope of the study as discussed with client. The timeframe estimate is to commence within one week of signing a contract. It is anticipated, however that cost information should be able to be provided in early July, if sufficient data has been collected.

NOTE: Timeline may be adjusted in accordance with scope of services modification and agreement between MRI and the town.

## EXPERIENCE AND QUALIFICATIONS

### A. Company Background

Founded in 1989, the MRI team includes two principals, a staff of eleven full-time professionals, four administrative support staff, ten part-time professionals, and a large group of professional affiliates who are available for consulting services, as necessary.

MRI is committed to providing innovative and creative solutions to the problems and issues facing local governments, school districts, and community-based organizations throughout New England. We are a New Hampshire corporation operating from a primary office in Plymouth, New Hampshire.

Our seasoned management staff can tailor services to specific client needs. Our clients realize that we have been in their shoes; we have the experience, sensitivity, and desire that it takes to develop and deliver services that specifically meet their needs.

Our collective experience in local government operations, coupled with our understanding the realities of today's economic, regulatory, and political environments, gives MRI a unique capability that can significantly help elected and appointed local officials address the problems and challenges of organizing, managing, and delivering core community services.

MRI's municipal government expertise includes the following categories:

- Executive recruitments
- Human Resources Studies (Compensation, Staffing, Audits)
- Assessment Centers and Promotional Process Testing
- Management and operational assessments of departments/agencies
- Reorganization/consolidation studies
- Regionalization feasibility studies
- Community and economic development, including land use regulations and control
- Budget and finance
- Public works and engineering
- Assessing
- Collective bargaining
- Internal investigations
- Risk management
- Public safety studies, including police, fire, EMS, and emergency management
- Emergency planning and exercises
- Building inspection and code enforcement

Extensive studies have been conducted in the Human Resources area to include Compensation, Classification and Benefit Studies and development of Performance Appraisals systems, as well as training for numerous communities in Maine, Massachusetts, New Hampshire, and Vermont. Studies involve salary/benefit survey development and analysis; position description review and development; development of Classification and Compensation Plans to include utilization of custom developed rating manual to assist with internal equity of positions.

You will find that we approach every assignment with enthusiasm, responsiveness, creativity, and absolute integrity. We are very proud of our 30-year record and reputation for supporting quality local government services in New England.

All Principal Consultants affiliated with the firm have substantial experience in government service, a background which proves beneficial to our clients, as we can fully understand and address the issues and concerns of the officials and decision makers with whom we do business.

We believe that Municipal Resources has the best collection of talent that any consultant can produce at any price. Generally, our affiliates are current or recently retired practitioners in their field. They have held or hold positions at or near the top in their respective fields. All are previous veterans of consulting assignments. They have Regional, and in some cases, National reputations. We believe this team has the ability to provide your organization with a full range of services necessary to successfully address your current needs. While our technical evaluation is done by in-service experts, all our recommendations are carefully considered by our own managers before being put forward for your consideration.

#### **B. Project Team**

All team members are available to work on the project during the timeframe outlined in the proposal. This project team worked on projects listed in the Reference Section of this proposal. In keeping with Municipal Resources' hallmark multi-disciplinary approach to problem solving, we plan to use the following team:

#### **PROJECT MANAGER**

**Carol M. Granfield, ICMA-CM**, has a Masters in Administration from Central Michigan University and is one of 1411 ICMA Credentialed Managers in the country. Ms. Granfield is also a graduate of the Senior Executive Institute at the University of Virginia, Harvard JF Kennedy School of Government summer program, Leadership New Hampshire, and Fairfax, and one year of law school at Massachusetts School of Law. She is an adjunct professor at Granite State College where she teaches Human Resources and Public Administration. She possesses over 38 years of public sector management experience and 9 years of private sector experience. Ms. Granfield, a native of Pittsfield, Massachusetts, has broad public service experience at the town, city, and county levels of government. Ms. Granfield has served in Town Administrator/Town Manager positions in large and small communities in New Hampshire (Derry, Meredith, Hooksett, Moultonborough), and also as County Manager in Cumberland County, Maine; Town Manager in Dixfield, Eliot and Kittery, Maine; Director of Administration in Herndon,

Virginia; and Personnel Director in Fairfax, Virginia. Ms. Granfield's expertise in Human Resources and Labor Relations includes the establishment of personnel policies; organizational studies; wage, classification, and benefit studies along with union negotiations to include the interest based model. Ms. Granfield is co-author of the ICMA e-book, Performance Appraisal Fundamentals: A Quick Guide to Fair, Consistent, and Useful Performance Appraisals. Ms. Granfield has participated in many successful public sector executive recruitment projects and has also conducted strategic planning, goal setting, and team building programs in NH, ME, and VA communities. She has also developed and implemented positive career development and training programs for employees of several municipal organizations. Ms. Granfield has given presentations at national conferences of the ICMA, the International Public Management Association for Human Resources, and at state conferences in VA, MA, ME, and NH. She was previously adjunct faculty at George Mason University. Ms. Granfield has served on many professional and civic boards to include the Public Employee Labor Relations Committee; ICMA Credentialing Board; NH Local Government Board, Maine Municipal Association Advisory Board, Belknap County Economic Development Commission, Derry Planning Board, and is Past President of the NH Management Association, IPMA-HR-Virginia, Dixfield Economic Development Organization, and the Derry Village Rotary. Ms. Granfield is also appointed by the Governor to the NH Public Employee Labor Relations Board.

### **TEAM MEMBERS**

**Aleksandra (Sandy) Stapczynski** holds a Master's Degree in Public Administration (MPA) from the Sawyer Business School, Suffolk University; a Bachelor's Degree in Government from the College of Liberal Arts and Sciences, Suffolk University; an Associate's Degree in Business from Bunker Hill Community College; and a Certificate from the State Management Development Program, Institute for Governmental Services, University of Massachusetts, Boston. She has more than 25 years of local government consulting experience in Massachusetts and throughout New England. As a recognized contributor in the field, she has been published in a number of local and national professional journals and municipal management publications including the International City/County Management Association and the Massachusetts Municipal Association. Her work has also been cited in other human resource professional publications and municipal related research. Her experience covers a wide range of activities including compensation and classification development, performance management, retention, staffing reviews, HR audits and assessments, recruitment/selection and more. She has also conducted general management consulting projects for municipalities including reorganization studies, department specific studies, and studies concerning municipal finance and operations. Sandy owns and operates a boutique consulting company focusing on Human Resource Management in Massachusetts and has served as a Senior

Associate and subject expert advisor on projects with Municipal Resources, Inc. since 2012.

**Anthony J. Torrisi** received his undergraduate degree from Boston College and a Master's Degree in Business Administration from Northeastern University. Anthony has over 38 years of experience in Massachusetts municipal finance and administration, having retired in 2011 as the Director of Finance and Budget for the Town of Andover, a position he held since 1979. In his role in Andover he was responsible for the financial planning and budgeting for the Town (\$150 million budget) and overseeing the offices of Tax Collector-Treasurer, Assessing, Purchasing, Information Systems, and Insurances/Benefits report directly to him. Prior to 1979, Anthony worked for 4 years as a budget assistant in the City of Worcester, Massachusetts and was employed by the Town of Danvers from 1972-1974 while pursuing his graduate degree. Mr. Torrisi has broad experience in both municipal finance and human resource along with extensive experience in budget preparation, capital planning, debt management, and financial planning. He has had responsibility for the implementation of many financial and systems improvements and has also had major general government experience with two lengthy appointments as Acting Town Manager while the Board of Selectmen conducted Town Manager recruitment processes.

See resumes on the project team in **Appendix A**.

### **CLIENT REFERENCES**

A list of relevant consulting assignments similar to the requested services in Newmarket, which have been conducted within the past few years with the same project manager and consulting team members as proposed. **See Appendix B**.

### **PRICE**

The fee for services as outlined in this proposal is **\$14,500**. This fee represents **all** costs associated with completing the specified services, including all consulting fees, clerical support, travel costs, printing costs, telephone costs, and other incidental costs associated with the project completion. This fee also includes the cost for all materials developed and provided to accompany the plan. Adjustments can be made if the scope of work is modified.

For additional services that are not covered in the scope of services, the town will be billed on an hourly basis at the rate of **\$135.00** per hour.

Payments to be made as follows:

- A. **\$7,250** to be invoiced upon execution of contract; and
- B. **\$7,250** to be invoiced upon submission of a final report.

If awarded this contract, MRI will obtain and maintain insurances as outlined in Attachment II of the Request for Proposals. MRI will comply with all terms and conditions as stated in the RFP.

This proposal is effective for 60 days from proposal due date of May 20, 2022

**Additional Proposal Options Requested:**

**Option A:** Annual Review and Update of the Market Analysis of positions included in the initial study with Report and Recommendations for modifications in order to maintain accuracy of positions and competitiveness in the market.

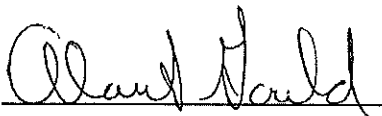
**Cost: \$8,000**

**Option B:** Pricing for future individual job description grading on an as-needed basis.

**Cost: \$300 per position Reclassification Review: \$500 per position**

Respectfully submitted,

MUNICIPAL RESOURCES, INC.

By: 

Alan S. Gould, President  
Municipal Resources, Inc.  
66 Main Street, Suite B  
Plymouth, NH 03264  
(603) 279-0352  
(603) 765-5998 Cell  
[agould@mrigov.com](mailto:agould@mrigov.com)  
[www.mrigov.com](http://www.mrigov.com)



# ***APPENDIX A***



**Carol M. Granfield**  
 95 Pease Road  
 Meredith, NH 03253  
 (603) 548-7201  
[cmgranfield@gmail.com](mailto:cmgranfield@gmail.com)

### **Professional Experience**

**Senior Management Consultant, Director of Human Resource Services  
 Municipal Resources Inc., Plymouth, NH November 2008 to Present**

Perform consultant work for organizations primarily in the public sector, to include management and organizational studies, human resource policy and programs to include wage and classification studies, executive recruitment, personnel policies; provide interim manager assignments along with varied professional, technical and management assistance.

**Site Visitor – NASPAA – Commission on Peer Review and Accreditation 2018 to Present**  
 Conduct a team peer review of public administration master's programs seeking accreditation.

**Facilitator – ICMA – Emerging Leaders Development Program, 2018 to Present**  
 Human Resource Management in Local Government

**Interim Town Manager, Eliot, ME, April – October 2021**  
**Interim Town Manager, Kittery, ME, March – November 2016**  
**Interim Town Manager, Moultonborough, NH, May – September 2015**

**Adjunct Professor**  
**Granite State College, University of NH, Concord, NH January 2014 to Present**  
 Professor for online classes specializing in Human Resource Administration and Introduction to Public Management.

**Town Administrator, Hooksett, NH December 2008 to June 2011**  
 Responsible for the overall management of the Town located at the crossroads of major roads to the largest New Hampshire City, Manchester, and the State Capitol of Concord. Hooksett has a daytime population of 25,000. Serve a nine-member Town Council with a Council-Manager form of government.

**Town Manager, Meredith, NH, January 2004 to October 2008**  
 Responsible for the management of a tourist town on Lake Winnepesaukee with a seasonal population of 30,000+. Serve a five-member Board of Selectmen with a Town Manager form of government.

**Town Administrator, Derry, NH, November 1998 to December 2003**  
 Responsible for the overall management of the Town that is a fast-growing community, outside of Boston, with a population of 35,000 (4<sup>th</sup> largest in the state). Serve a seven-member Town Council with a Council-Manager form of government.



**County Manager, Cumberland County, ME, November 1995 to November 1998**

First County Manager in the State of Maine for the largest County with a population of 250,000 serving 26 cities and towns. Responsible for the overall management of the County operations.

**Town Manager, Dixfield, ME, November 1993 to November 1995**

Responsible for overall management of the Town, and oversight of all department operations. Serve a five-member elected board of Selectmen and have a Town Meeting form of government.

**Director of Administration, Herndon, VA, March 1989 to November 1993**

Responsible for the development and operation of a comprehensive Administration and Human Resources Program. Assistance to the Town Manager on varied Town programs and projects.

**Personnel Director, Fairfax, VA, 1978 to March 1989**

Responsible for the development and operation of a comprehensive personnel management program for Fairfax Employees located at various sites.

**Assistant City Clerk, Fairfax, VA, 1973 - 1978**

Responsible for staffing the Planning Commission, Board of Zoning Appeals and Board of Architectural Review. Acts as City Clerk in absence.

**Administrative, Professional Positions, 1965 - 1973**

Varied positions during this period at the following locations: General Electric, Pittsfield, MA; Wells Fargo Bank, Merced, CA; Planning Research Corporation, McLean, VA and Sanders Associates, Inc., Reston, VA.

**Education**

Leadership New Hampshire Graduate - Class of 2003

Massachusetts School of Law, completed the first year in 2001

Harvard University, John F. Kennedy School of Government, summer 1997

Leadership Fairfax Graduate, Fairfax County Chamber of Commerce, 1993

Master of Science, Central Michigan University, 1991, Major, Administration

Senior Executive Institute Graduate, University of Virginia, 1990

Bachelor of Arts Degree, National Louis University, 1986, Major, Applied Behavioral Science

**Awards, Recognitions, Presentations, Professional/ Community Organizations**

NH Public Employee Labor Relations Board, Management Representative

ICMA Credentialing Board

ICMA Webinars on Management and Human Resource Topics

Co-author of ICMA e-book, Performance Appraisal Fundamentals

Producer/Host of Public Access TV Programs, Magic of Meredith, Lakes Region Spotlight

NH Heritage Preservation Awards; Plan NH Award; Main Street Awards

ICMA Local Government Exchange – Australia; IPMA Study Delegation – England, Scotland

American in Bloom Champion

ICMA Credentialed Manager (one of 1411 Managers)

Presentations to National/International Associations; ICMA, IPMA-HR, IACP

Prior President of Derry Rotary, NH Managers, IPMA, Virginia

## ALEKSANDRA E. STAPCZYNSKI

### PROFESSIONAL EXPERIENCE:

Human Resources Services, Inc., Andover, Massachusetts

**President**, Established 1989; Incorporated 1998 to present.

Established recognized consulting practice in human resource management to local governments. Assists local governments in strengthening their management capacity by providing a full range of personnel services which include: classification and compensation plans; job evaluations; salary and benefits analysis; job descriptions; performance-evaluation and merit systems; personnel ordinances/bylaws; personnel policies, rules and regulations; organizational design of personnel systems; personnel assessments; staffing and utilization studies; HR audits; recruitment and selection; and general management studies. Conducts management training programs tailored to the specific human resource needs of the municipality. Has provided services to more than 250 local governments. Expert knowledge of procedural and practical approaches to municipal personnel systems. Theoretical and practical background in municipal government.

Field Services Division (later renamed to MMA Consulting Group),

Massachusetts Municipal Association, Boston, Massachusetts

**Management Consultant**, 1984 to 1988.

Assisted local governments in full range of activities related to personnel management. Provided technical assistance to all MMA Massachusetts cities and towns in a variety of areas of personnel administration including: pay and classification; salary surveys; recruitment and selection; performance evaluation; benefit packages; staffing plans; merit systems; affirmative action; personnel ordinances and bylaws, policies and procedures; and personnel-system reviews. Provided technical assistance for consulting projects in other areas of municipal administration such as budget preparation and organizational studies. Also served as program director of Violation Control System (VACS), responsible for marketing and administration of a computerized parking-ticket processing service used by more than 80 local governments and educational institutions. As a professional consultant with the MMA, was part of a distinctive consulting team that pioneered technical assistance to municipalities in general organizational management, finance, personnel, computer technology, public safety, public works, and training.

Commonwealth of Massachusetts, Department of Revenue, Boston, Massachusetts

**Supervising Financial Analyst**, 1982 to 1984.

Coordinated functional activities associated with budget preparation and financial reporting. Developed financial data in response to Commissioner and Deputy Commissioner needs. Monitored departmental budgets totalling approximately \$140-million. Assisted in the preparation of GAAP reports for the State Comptroller's Division. Developed and implemented strategic methodology to secure millions of dollars in Federal reimbursements to the Commonwealth for eligible expenditures. Assisted in the development, training and implementation of Office Automation systems. Performed special studies in such areas as overtime analysis, long-range plans and operational procedures.

Bunker Hill Community College, Charlestown, Massachusetts  
**Adjunct Professor of State and Local Government, 1984.**  
 Taught one semester of required State and Local Government Course  
 Department Head: Mr. Richard Clayman

Commonwealth of Massachusetts, Department of Revenue, Boston, Massachusetts  
**Graduate Intern, Management Resources Division, 1982.**

As a special projects coordinator, devised and implemented a cost-allocation system to analyze applicable expenditures by bureau and division. The system was used as a key management tool for identifying and obtaining Federal reimbursements. Also worked on other special projects such as a procedures manual, program-accounting system, methodologies, inventories and statistical reports.

**RELATED PROFESSIONAL ACTIVITIES:**

Speaker on personnel administration in local government before meetings of the Massachusetts Municipal Association, the Massachusetts Municipal Personnel Association, and the New Hampshire Local Government Center. Topics have included Compensation and Classification, Benefits Administration, Human Resources, Recruitment and Selection, Regionalization, City/School Consolidations, Personnel Policies and Handbooks.

Has guest lectured on Organizational Effectiveness at Suffolk University in MPA program under Professor Francis Burke. Serves as Visiting Executive at Sawyer Business School.

**PUBLICATIONS:**

Contributing author to the International City/County Management Association's leading publication (textbook) in personnel administration, *Human Resource Management in Local Government: An Essential Guide (1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> Editions)*. Has contributed to articles that had appeared in *The Beacon* and other MMA publications. Authored ICMA's *IQ Report, Staffing and Utilization Studies, 2004*.

**PROFESSIONAL MEMBERSHIPS:**

Economic Research Institute  
 Massachusetts Municipal Association  
 Massachusetts Municipal Personnel Association  
 Society for Human Resource Management (SHRM)

**EDUCATION:**

Masters in Public Administration, Sawyer Business School, Suffolk University, Boston - 1983  
 Awarded Full Public Service Graduate Fellowship. Area of Concentration: Public Finance.

Bachelor of Science in Government, School of Liberal Arts, Suffolk University, Boston – 1981

Associates Degree, Business, Bunker Hill Community College – 1978

Certificate in State Management Development Program, Institute for Governmental Services, University of Massachusetts, Boston - 1984

# ANTHONY TORRISI • 978-771-3031 •

## Summary

Retired Massachusetts municipal finance director with broad municipal experience. Strong skills in financial management and budget development; debt management; revenue/expenditure analysis and forecasting; enterprise rate setting; capital planning; organizational development and process improvement; pay and classification plans, total compensation and employee benefits analysis. Excellent working relationships with Town Managers, Boards of Selectmen, Finance Committees and School Committees.

Currently working part-time since 2011 as a private consultant in the area of pay and classification, total compensation and wage and benefit studies. In addition, employed as a part time staff associate with the Edward J. Collins Center for Public Management/ UMass Boston providing cities and towns with financial forecast, financial management policies and capital improvement studies.

## Full Time Professional Experience

1979— 2011

### DIRECTOR OF FINANCE AND BUDGET/TOWN OF ANDOVER

Responsible for the overall financial planning and management of the town. Oversaw the offices of Assessing, Tax Collector/Treasurer, Information Technology and Central Purchasing. Prepared the annual budget and capital improvement plan. Developed revenue enhancements, water and sewer rate setting studies, debt management and bond rating agency presentations. Prepared cost benefit analysis for collective bargaining, health insurance or other proposals. Serve as Acting Town Manager as required during Town Manager absence or vacancy.

1974— 1979

### BUDGET ASSISTANT/CITY OF WORCESTER

Provided staff support to city finance director in preparation of city budget and capital plan. Provided staff support to city director of community development and planning for grants management and grantee audits.

1972— 1974

### ADMINISTRATIVE INTERN

Provided staff support to town manager. Served as acting assistant town manager/personnel director/purchasing agent. Prepared annual budget.

## Education

1974— NORTHEASTERN UNIVERSITY	MBA
1971—BOSTON COLLEGE	BA

# ***APPENDIX B***



**Client References of Similar Projects During Past Three Years****Auburn, ME – October 2017 – October 2018**

Compensation and Classification Study and Performance, 100 union and non-union positions

Christine Mumau, Human Resource Director

60 Court Street

Auburn, ME 04210

(207) 333-6601 ext. 1416; [cmumau@aubornmaine.gov](mailto:cmumau@aubornmaine.gov)

**Augusta, ME – May 2019 -October 2019**

Pay Study, 97 union and non-union positions

Susan Robertson, Assistant City Manager/HR Director

16 Cony Street

Augusta, ME 04330

(207) 626-2300; [susan.robertson@augustamaine.gov](mailto:susan.robertson@augustamaine.gov)

**Bangor, ME – April 2019 - November 2019**

Pay Scale and Benefits Study, 190 non-union positions

Lori Bagley, Human Resources Officer

73 Harlow Street

Bangor, ME 04401

(207) 992-4265; [lori.bagley@bangormaine.gov](mailto:lori.bagley@bangormaine.gov)

**Barrington, NH – September 2019 - January 2020 (Update Starting May 2022)**

Compensation Study, 45 non-union positions

Conner Maciver, Town Administrator

333 Calef Highway

Barrington, NH 03835

(603) 664-7395; [cmaciver@barrington.nh.gov](mailto:cmaciver@barrington.nh.gov)

**Hooksett, NH – April 2021 - June 2021**

Wage and Classification Study, 40 non-union positions

Andre Garron, Town Administrator

35 Main Street

Hooksett, NH 03106

(603) 485-1184; [agarron@hooksett.org](mailto:agarron@hooksett.org)

**Lebanon, NH – August 2017 - August 2021**

Classification and Compensation Studies, varied union, and non-union studies, 2017. 2018, 2019, 2020, most recent in 2021; ranging from 10-50 positions

Gloria Leskiewicz, Human Resources Director

51 N. Park Street

Lebanon, NH 03766

(603) 442-6109; [gloria.leskiewicz@lebanonnh.gov](mailto:gloria.leskiewicz@lebanonnh.gov)

**Old Orchard Beach, ME – December 2021 – April 2022**

Pay & Classification Study/Performance Evaluation; 40 non-union positions  
 Fran Beaulieu, Human Resources Director    Diana Asanza, Town Manager  
 (207) 937-5632 ; [fbeaulieu@oobmaine.com](mailto:fbeaulieu@oobmaine.com) (207)937-5628 [dasanza@oobmaine.com](mailto:dasanza@oobmaine.com)

**Orleans, MA – June 2019 - October 2019**

Classification and Compensation Study, 65 union and non-union positions  
 Liana Surdut, Assistant Town Administrator  
 19 School Road  
 Orleans, MA 02653  
 (508) 240-3700 ext. 2312; [lsurdut@town.orleans.ma.us](mailto:lsurdut@town.orleans.ma.us)

**Pembroke, NH – June 2018 - October 2018**

Pay and Classification Study, 48 non-union positions  
 David Jodoin, Town Administrator  
 311 Pembroke Avenue  
 Pembroke, NH 03275  
 (603) 485-4747, ext. 202; [djodoin@pembroke-nh.com](mailto:djodoin@pembroke-nh.com)

**Plymouth, NH – October 2020 - February 2021**

Classification and Compensation Study, 50 non-union positions  
 Anne Abear, Finance Director  
 6 Post Office Square  
 Plymouth, NH 03264  
 (603) 536-1731; [finance@plymouth-nh.org](mailto:finance@plymouth-nh.org)

**Saco, ME – December 2020 – June 2021**

Compensation and Classification Study, 94 positions (51 non-union, 43 union)  
 Bryan Kaenrath, City Administrator; Emily Roy, Director of Communications/HR Director  
 300 Main Street  
 Saco, ME 04072  
 Bryan, (207) 282-4191; [bkaenrath@sacomaine.org](mailto:bkaenrath@sacomaine.org); Emily, (207) 710-5002;  
[eroy@sacomaine.org](mailto:eroy@sacomaine.org)

**Waterville, ME -December 2021 – May 2022**

Classification & Compensation Study, 61 classification, 113 union and non-union/staffing review  
 Bobbie-Jo Green, Human Resources Director                      Stephen Daly, City Manager  
 (207) 680-4215; [bgreen@waterville-me.gov](mailto:bgreen@waterville-me.gov)                      (207)680-4204; [sdaly@waterville-me.gov](mailto:sdaly@waterville-me.gov)

# ***REQUIRED FORMS***





### NONCOLLUSION AFFIDAVIT

1. Vendor fully understands the preparation and contents of the attached offer and of all pertinent circumstances respecting such offer;
2. Neither the said vendor nor any of its officers, partners, owners, agents, representatives, employees or parties interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly, with any other responder, firm, or person to submit a collusive or sham offer in connection with the contract or agreement for which the attached offer has been submitted or to refrain from making an offer in connection with such contract or agreement, or collusion or communication or conference with any other firm, or, to fix any overhead, profit, or cost element of the offer price or the offer price of any other firm, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against the Town of Newmarket or any person interested in the proposed contract or agreement; and
3. The price or prices quoted in the attached offer are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the firm or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

### AFFIDAVIT OF ELIGIBILITY

1. The vendor is not ineligible for employment on public contracts as a result of a conviction or guilty plea or a plea of nolo contendere to violations of the Sherman Anti-Trust Act, mail fraud or state criminal violations with a contract let by the State of New Hampshire or any political subdivision of the State of New Hampshire.
2. No councilman or officer of the Town of Newmarket or other person whose duty it is to vote for, let out, overlook or in any manner superintend any of the work for the Town of Newmarket has a direct interest in the responder.

### CONFLICTS OF INTEREST CERTIFICATION

No employee, officer or agent shall participate in the selection, or in the award or administration of a contract if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when:

- The employee, officer or agent,
- Any member of immediate family,
- An organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm selected for award.

Officers, employees or agents will neither solicit nor accept gratuities, favors or anything of monetary value from vendors, potential vendors, or parties to sub-agreements. By submission of this form, the vendor is certifying that no conflicts of interest exist.

The undersigned hereby acknowledges receipt of the above applicable laws and verifies that the bid submitted in response to this solicitation is in full compliance with the listed requirements.

Signature: Alan Gould

Printed Name: Alan Gould

Title: President

NOTARY:

Subscribed and sworn to before me this date: 5/12/2022

BY: [Signature]  
Notary Public

My Commission Expires On: 4/7/2026





## Salary Survey and Compensation Analysis Town of Newmarket, NH

Paypoint HR, LLC  
695 Santa Maria Lane  
Davidsonville, MD 21035  
(443) 336-4272

May 19, 2022

Town of Newmarket  
186 Main Street  
Newmarket, NH 03857

Dear Sir or Madam,

Paypoint HR, LLC is pleased to present our response to the Town of Newmarket's RFP for a comprehensive Salary Survey and Compensation Analysis. Paypoint HR has the staff and experience to serve the Town and to fulfill all requirements in the RFP within the time period specified. We will conduct the prescribed internal and external compensation study, wage and benefit, and communicate the findings and our recommendations to all stakeholders. Excellence, fairness, clarity, and transparency will be the guiding principles we will utilize in this endeavor.

As an authorized signatory and project manager, Mrs. Karin Campbell will serve as the primary contact by and between Paypoint HR and your office. Mrs. Campbell's contact information is as follows:

Karin Campbell, SPHR, SHRM-SCP, IPMA-SCP  
Paypoint HR, LLC  
695 Santa Maria Lane  
Davidsonville, MD 21035  
E-Mail: Karin@PaypointHR.com  
Telephone number: (443) 336-4272

If you have any questions, please feel free to contact us. Our response to this RFP is valid and binding for a period of ninety (90) days from the date and time of the bid opening. We look forward to working with the Town on this important project.

Sincerely,



Karin VM Campbell

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## Introduction

Paypoint HR, LLC (Consultant) is responding to the Town of Newmarket's request for proposals from qualified consultants to provide a Compensation and Classification Plan. The purpose of the study is to help the Town to be recognized as an employer of choice in the area. Paypoint HR will objectively examine the job roles and their placement in the Town's hierarchy, the external market's pay ranges for these same positions, and give recommendations for adjustments as warranted by the findings. The study recommendations will be substantiated using quantitative evaluations, so that the Town of Newmarket may make informed decisions with respect to compensation including benefits.

Karin Campbell and Dr. Rick Campbell are legally authorized to represent Paypoint HR and will serve as the main contacts for the project.

### **Project Manager – Primary Contact**

Karin Campbell, SPHR, SHRM-SCP  
695 Santa Maria Lane  
Davidsonville, MD 21035  
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### **Technical Director – Secondary Contact**

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Paypoint HR is an innovative, cost effective, and technologically advanced solution for the public sector's need to provide internally equitable and externally competitive pay plans. We are an independent Woman Owned Small Business (WOSB) and have been assisting the public sector achieve their pay plan objectives since 2012. Our firm is in Davidsonville, Maryland which is in close proximity to the United State Naval Academy in Annapolis, Maryland and Washington, DC.

Our overall approach to the field is unique. Our founding members hail from different practice areas related to classification and compensation. These specialty fields include organizational design, compliance, research analytics, business strategy, and human resources. The common denominator that brings us together is helping our clients recruit and retain quality employees. We do this by collaborating on each project to give our clients strategic recommendations for achieving their goals. We believe we are the only firm that brings together experts from multiple specialty areas to design custom classification and compensation plans that give our clients a competitive edge in the labor markets where they compete.

Our team includes recognized experts in human resource management and understands that while we follow established standards, there is not a "one size fits all" solution to compensation management. The way we look at data is more thorough than our competitors. While we use "standard" calculations for determining pay, we also create ad-hoc reports that meet specific Client needs. We help develop compliant job descriptions and pay plans based on the most current regulations. Clients benefit from the compliance review and appeals processes through a reduction in grievances and an improved sense of

equity. Our recommendations take into consideration the business and operational side of organizations.

We test our recommendations to ensure they are following sound business practices and will be a solid foundation for our clients going forward. The recommendations we make are intended to produce a structured program that gives ongoing guidance on how to improve an organization's ability to recruit, reward, motivate, and retain talent in a competitive environment. Specifically, we have developed an approach and methodology that incorporates the following:

- Market competitiveness;
- Recognition that compensation is comprised of more than just base pay levels;
- Consideration of changes in recent compensation trends and strategies; and
- Customization of solutions that consider the diversity of needs present within the Client's organization and allows the Client to select the components and options that best meet their overall needs.

Paypoint HR has developed proprietary software we call Position Vantage Point (PVP), to conduct employee job analyses. This software helps identify areas where job descriptions can be improved with input from employees based on quantitative factors. Because employees help design their job descriptions and their results are saved in a separate secure file, it reduces the likelihood of grievances related to classification and acts as a defense in the event of a dispute.

Once the recommendations are made for updates to classifications and pay structures, the Town will be given our custom designed tools for implementation and ongoing administration. We will create a custom Compensation Factor Scoring (CFS) system using information gathered during the study and provide the Town access to the system to help place positions in the future.

Our methodology is built on working with our clients and their employees to make appropriate, project-focused recommendations and then staying with the Project Team to see the recommendations are put into place. Our clients have peace of mind knowing the key to our success is ensuring implementation of recommendations.

Paypoint HR, LLC realizes that the employees are the most valuable asset and will be treated accordingly. By including employee input in the project, it is our experience that they feel "heard" and "valued." As such, they will be more likely to find the pride and fulfillment that public service lends. This forward-thinking philosophy ensures the Town will be seen as a great place to make a career as well as make a living.

Paypoint HR's personnel bring several decades of experience of providing total compensation solutions to the public sector. In our response to the Statement of Work, we explain in detail our business history, people, and processes to show the level of resources we bring to the Town. Paypoint HR has staff ready to be deployed for this project and has the resources to confidently provide the Town with exceptional service.

We are members of WorldatWork and the Society for Human Resource Management. Our personnel keep abreast of new and emerging trends through continuing education in their respective fields and collaborate on each project to bring best practices to our recommendations. Our personnel are well respected and have served as speakers for industry associations, financial organizations, universities, and more. Our personnel are also members of industry organizations and serve on the Board for several groups. Typical studies incorporate a custom external market survey. We also have industry data readily available for use in our assessments. Information we have access to include the most recent survey reports conducted by industry associations, updates to regulations on a federal and state level, as well as latest trends and best practices. We anticipate the client's input on specific survey sources it would like us to use. We feel our expertise, processes, people, survey data library, and proprietary software distinguish Paypoint HR from other contractors and will help the client reach its project goals.

Our current workload allows us to commit the necessary staff members to the successful completion of the project. We welcome the active participation of the project team throughout the entire study but understand that they will be engaged with other priorities as well. Paypoint HR expects support from the client in communication with key staff, setting up meetings, providing meeting resources, as well as establishing reporting relationships, milestones, and timelines.



## Project Managers

Paypoint HR has the following senior staff ready to be deployed for this project and has the resources to confidently provide the Town with exceptional service. They are listed below:



### Karin Campbell, SPHR, SHRM-SCP, IPMA-SCP

Masters of Business Administration, University of Texas  
Bachelor of Science in Business Marketing, University of Maryland

Mrs. Karin Campbell has led Human Resource initiatives for more than 20 years. She has helped over 700+ employers and 15,000 employees with the development and delivery of customized HR solutions for employee management programs; conducting labor cost analysis of employee administration, benefits, retirement, workers' compensation, federal, state, and local taxes; budgeting for human capital including recruiting, onboarding, benefits, risk management, training, and compliance; and planning, design, and implementation of payroll administration; health, dental, vision, life, and AD&D insurance; and pension, as well as ancillary benefits within a limited timeframe to large workforces.

She has consulted with clients and their employees on complicated employment topics. Her responsibilities also include development and maintenance of compliance and risk management programs. She has taught OSHA compliance as an adjunct professor. Currently she holds SPHR, SHRM-SCP, and IPMA-SCP designations and serves on the Board for the ASHRM chapter. Karin has a strong understanding of current trends in the benefits industry. Karin worked from 1995-2002 for HRLogic, Inc., a wholly owned subsidiary of Fidelity Investments. Most recently Karin owned her own HR firm, Alpine HR, from 2003 until 2012, when she sold her business. In 2013, Karin along with her husband, Rick, formed Paypoint HR, an HR consulting firm which specializes in employee compensation for both private and public-sector concerns.

Karin's expertise has been utilized in studies that involve:

- Employee Outreach - She has developed time tested approaches to gaining employee buy in through effective communication and involvement of staff at all levels. She has created formats for briefing sessions, and orientations that follow accepted industry protocol and considers both the qualitative and quantitative aspects of data collection. Her approach has allowed for better understanding of the nuances within organizations and uses it to formulate recommendations and overcome obstacles that positively impact acceptance.
- Policy Design and Implementation - She has created a process methodology for implementation of classification and compensation recommendations. The flow of the process lends itself to clear transfer of administration and maintenance from plan adoption through to long-term application.

- Communication Plans - She has led successful projects by creating communication plans with the input of each client to recognize project milestones and progress. She has created relationship reporting to ensure projects are completed on time and within budget.
- Business Strategy - She analyzes the strengths, weaknesses, opportunities, and threats faced by each client and the community they serve to incorporate resources into the final recommendations that maximize return. She has helped clients face challenges in gaining the financial commitment necessary to adopt and implement recommendations.



### Dr. Rick Campbell

Ph.D. in Engineering Science and Mechanics, Penn State University  
 Bachelor of Science in Applied Mathematics, University of Virginia  
 Certified Compensation Professional (CCP), WorldatWork

Dr. Rick Campbell's extensive education and experience in the field of mathematics has enabled him to understand highly technical issues. Because he has managed both internal and external clients, he has developed the ability to take the most advanced problems and convert them into easily understood terms and processes. He has applied this experience to the field of compensation and classification for the past 10 years.

He has worked for NASA GSFC, GE Aircraft, and Lockheed Martin Space Systems among others. His roles included Team Lead, Project Manager and Principal Engineer.

Dr. Campbell holds 7 U.S. and international patents for his creative ideas on product and process improvement. Rick has experience with Lean Six Sigma for both service organizations and manufacturing organizations. He brings his unique skills to Paypoint HR to improve the accuracy of our research findings and recommendations.

Rick's knowledge heavily influences the following areas of the study:

- Performance Based Pay - He has built pay plans that incorporate performance metrics and translates them into fair pay based on relevant goals. His plans maintain objectivity and are multifaceted. He has established performance review processes and standards for merit-based compensation pay. He has converted organizations to pay-for-performance that desired merit-pay programs and were limited by existing policy and structures.
- Big Data and Research Analytics - He has worked on projects that have required large data sets and has created the format to collect and manage the data that maintains integrity and validity. He has engineered programs that are user friendly yet robust in their functionality and interpolates data into meaningful information to a granular level.

- Trends analysis - He has reviewed and analyzed data that look for patterns and correlation to determine if they are valid indicators for comparison. He has looked at causality and correlation links to consider potential for predictability.
- Study Validity - He has determined appropriate metrics for comparison in the selection of comparator organizations and benchmark positions to ensure relevancy of findings.
- Financial Impact - He has applied both short-term and long-term implications of recommendations for clients to assist in the ability to project necessary funding and revenue sources.

## Scope of Work

### Assessment of Needs

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Paypoint HR has done a preliminary review of possible hurdles specific to the Town of Newmarket's ability to attract, motivate, and retain employees. Furthermore, our project history has familiarized us with projects similar in size, scope, and services. You can feel confident our approach is time tested.

Our understanding of the project is that Newmarket is a full-service Town that provides both its residents and tourists with a full range of municipal services including but not limited to police, fire & rescue, public works, and recreation. The Town desires to update their current compensation plan in order to keep up with current compensation practices. The purpose is to attract and retain a high performing and engaged workforce that will continue providing excellent service to those who live in the Town.

#### **Possible Challenges**

Paypoint HR found the following issues as possible sources of challenges:

- Increase in community demands and expectations for service offerings paired with limited resources to quickly adapt,
- Difficulty recruiting qualified individuals for certain positions,
- Job roles have changed due to changing technology, increased regulations, etc.,
- Increasing cost of employee benefits,
- Pay compression, external inequity, and perception of internal inequities, and
- A highly competitive labor market with other public and private employers in the region competing for the same labor force.

These obstacles are independently problematic and collectively require a change from a tactical management style to a strategic management philosophy. We believe developing a long-term strategy for recruiting and retaining employees is the true intent of this RFP. Paypoint HR understands we will be working with an appointed team leader, key leadership staff, and stakeholders (Project Team) to validate the scope of services, methodology, timelines, and other deliverables. We anticipate several virtual meetings, but we remain flexible to meet your needs. We are planning that meetings will be used to kick-off the project, employee briefing sessions, and presentation of the findings of the study.

## Methodology

Our methodology is comprehensive and encompasses all of the requirements specified in the RFP. Phase 1 focuses on the Classification/Internal Components. Phase 2 focuses on the Compensation/External Component. The standard methodology we will use to conduct both phases of the study is laid out in the flowchart and delineated below.

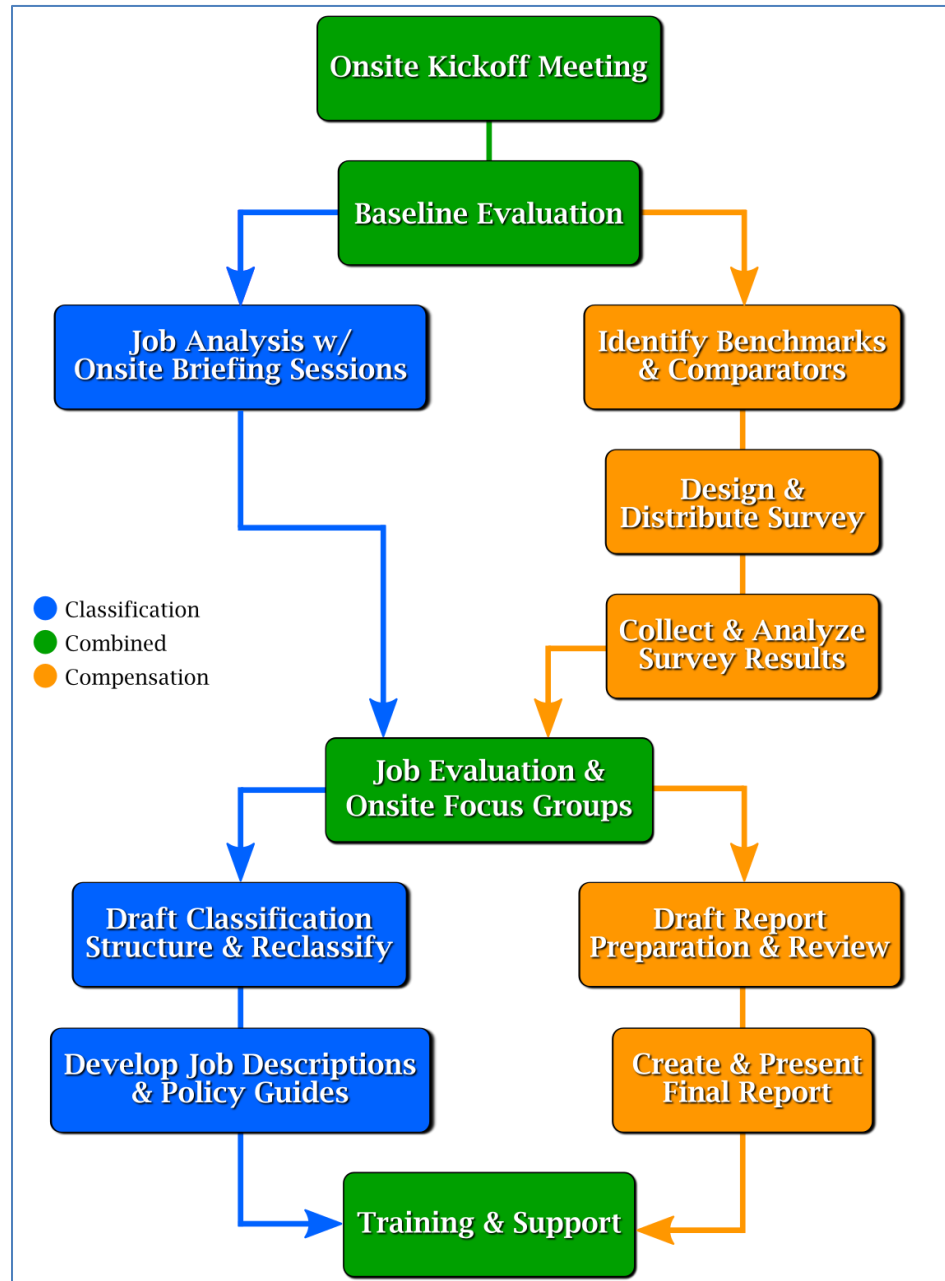


Figure 1 - Process Flow Chart

Paypoint HR plans to conduct the internal equity portion of the study prior to the external portion of the study though some activities will be conducted simultaneously. The reasons for this include:

- Job titles and job descriptions are, in the minds of the employees and their supervisors, inextricably associated with the “worth of the work” or pay. Compensation is often a highly emotional issue. By separating the two phases of the study, even though elements of the phases may be conducted concurrently, it gives us two separate yardsticks of measure.
- The compensation review will be completed when there is a full understanding of the scope of work, thereby ensuring that the data developed from the labor market and client’s classifications are correct.

Paypoint HR uses an expectation of excellence philosophy when approaching our projects. Based on the size and scope of each project, we determine the most effective utilization of resources and build our project team. We use secure, effective communication tools to safely and transparently share information. This approach tends to take a people-centric perspective, implementing short phases or steps that rely on ongoing feedback. This continuously reshapes and refines the project path. The methodology has proven successful over time and frees teams from using a cookie cutter approach to designing a custom work product. As a consequence, we are able to offer faster turnaround and the dynamic ability to quickly adapt to changes.

#### **Phase 1 – Classification/Competencies Component**

- A. Project Start and Initial Meetings
- B. Baseline Data Collection and Initial Analysis
- C. Job Analysis Collection and Completion & Focus Groups
- D. Job Evaluation and Classification Development
- E. Draft Job Descriptions and Policy Guides
- F. Develop Guide for Implementation of Changes and Draft Interim Report

#### **Phase 2 – Compensation Component**

- A. Identify Benchmark Positions and External Survey Comparator List
- B. Design and Distribute Survey
- C. Collect and Analyze Survey Data
- D. Internal Relationship Analysis and Alignment
- E. Preparation of Draft Report
- F. Deliver Final Report and Deliverables for Implementation

We will look at both qualitative data and quantitative data throughout both the classification and compensation portions study. The purpose of statistical data allows us to capture a snapshot of the existing plan and create baselines on the existing plan. This gives us a starting point to uncover areas of possible review and revision recommendations.

## Phase 1 Classification/Competencies Component

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This phase of the assignment will result in the study of all classes that includes the comparison of classes within series and to other occupational levels within the organization. Study tasks include: project initiation and orientation, employee orientations, creation of custom survey websites for employees and managers, completion of Position Vantage Point by employees, desk audits by managers and/or Human Resources, and interviews with employees/focus groups. The cumulative information gathered will culminate in the preparation of revised or new class specifications, and a review process for all employees included in the scope of the study.

### Task 1A - Project Start

The project initiation phase encompasses all the steps required to initiate the project. This task includes the following activities:

#### **Kick-Off Activities**

- Request pertinent materials prior to the project initiation meeting so that Paypoint HR has an understanding of the scope of the study, an understanding of the client's current classifications, and is prepared to seek further relevant information during the initial meetings.
- Obtain relevant information and statistical/anecdotal data on specific compensation issues and policies. Obtain insight into perceived current compensation system strengths and weaknesses. Identify current incumbents and gather any other documentation to gain better understanding of the client's operations.
- Meet Human Resources Director to discuss project context and methodology, determine reporting relationships, and clarify project understanding and Milestones to create the Communication Plan.
- Reach an agreement on a schedule for the project including all assignments and project milestones/deliverables and deadlines for completion of the assignment.
- Establish an agreeable communication schedule while identifying potential challenges and opportunities for the study.
- Schedule employee Kick-Off briefing sessions.
- Create an Executive Announcement Letter for distribution to staff.
- Initial review of relevant materials, including: (a) any previous projects, research, evaluations, or other studies that may be helpful to this project; (b) organizational charts for departments and divisions along with related job descriptions; (c) current position and classification descriptions, salary schedules, salary ranges, pay scales, payroll reports, and classification systems; (d) strategic business plans and budgets; (e) personnel policies and procedures; and (f) evaluation criteria.
- Discuss the Client's strategic direction and the short-term and long-term priorities.
- Review any data provided by the Client that may provide additional relevant insight.
- Review internal career ladders in order to identify needs, make recommendations, and keep positions competitive in the market.
- Maintain open lines of communication.

**EXECUTIVE LETTER OF ANNOUNCEMENT**

Dear Staff,

We are pleased to announce our new compensation and external competitive plans. The overarching strategy is to create a compensation plan appropriate for the work we do.

After a thorough review of the current compensation resources firm to prepare a new compensation plan for the well-respected firm. The objectives of the plan are:

- Review of existing compensation
- Conduct a salary survey
- Conduct a salary analysis
- Recommend a compensation plan, findings, and a

**Briefings**

Paypoint HR, LLC will be conducting briefings. Participation is required. The briefings will be determined. The briefings will cover the following questions, and overall findings.

After the briefings, Paypoint HR will be conducting a Position Vantage Point survey. The survey will be used to determine to-day job functions. It will be used to determine so that there is a clear understanding of the current system.

**DATA REQUEST LETTER**

Attention: Human Resources Director

Subject: Request for Information

Paypoint HR is looking forward to working with you on this important project. In order to get started, we will need some background information from you. Below is a list of the data you will need to generate and send to us in order to get the study underway:

- Organizational Chart including employee names or employee ID in their respective positions
- Job descriptions
- List of benefits- PTO, health, dental, vision, pension, wellness, etc.
- Copy of current pay:
  - Most recent programs, policies and philosophy (manuals, agreements, handbooks, collective bargaining agreements, etc.)
  - Systems and structure (position classifications, pay grades, pay bands, salary steps)
  - Administrative policies and procedures
  - Payroll report registers (last 2 pays)
  - Performance pay policies and budget
  - Performance evaluation tools (completed questionnaires, desk audits)
  - Current/desired market position
  - List of competitors for labor
  - History - when was current plan established, what changes have taken place and why
  - Financial data- revenues, budget, annual reports long-term and short-term strategic plans, mission, vision, values, and other relevant material

**Figure 2 - Sample Letter Templates**

### Task 1B – Baseline Evaluation

Paypoint HR will incorporate the accumulated knowledge and understanding of the project gathered at this point into a main client file. Data will be collected throughout the project and will be housed in this central location. The Baseline Evaluation Task evaluates the current system as outlined and includes the following activities:

- Conduct a comprehensive preliminary evaluation of the client's existing position review process. Conduct any necessary question and answer sessions. Develop an accurate database of client's employees for study and review data as well as career ladders. Understand the client's approach to compensation and overall philosophy on attracting and retaining competent staff.
- Review the existing pay structure and processes to look for potential problems to be resolved. Determine the strengths and weaknesses of the current pay plan(s).
- Complete an assessment of the current conditions that details the pros and cons of the current system as well as highlights areas for potential improvement in the final adopted solution.



- Conduct a thorough review of all background materials related to the client's classification system. Review information from the department head as well as incumbents. Conduct interviews as appropriate.
- Document accepted compensation and classification philosophy and budgets based on input from the Study Project Leaders and other key staff.
- Gain understanding of employee recruiting and retention processes to uncover challenges in the local labor market and provide guidance on market positioning strategies.
- Once a baseline is determined, establish the client's current position as compared to the local market using sources of data preferred by the client as well as Paypoint HR's resource library for consideration.
- Look at goals for recruiting and retention with regards to sustainable budget amounts that will support recommendations on market position strategy.
- Consider both current and anticipated information technology programs, software and staffing levels to support, implement, administer, and maintain the recommendations given to the client by Paypoint HR.

Current Grade	#	# near Min	% near Min	# near Max	% near Max
9	7	5	71%	1	14%
10	2	1	50%	0	0%
11	8	5	63%	0	0%
12	13	5	38%	2	15%
13	8	2	25%	1	13%
14	7	1	14%	3	43%
15	8	3	38%	0	0%
16	15	2	13%	2	13%
17	5	2	40%	0	0%
18	8	0	0%	4	50%

**Figure 3 - Sample Baseline Evaluation**

### Task 1C - Job Analysis Collection and Completion

The job analysis portion of the study includes employee outreach. We find that by having employee involvement, your staff will feel more valued. By gaining insight from employees about their position and the overall pay structure, in their own words, the study deliverables will be more relevant and as a result, employees will be more inclined to accept recommendations.

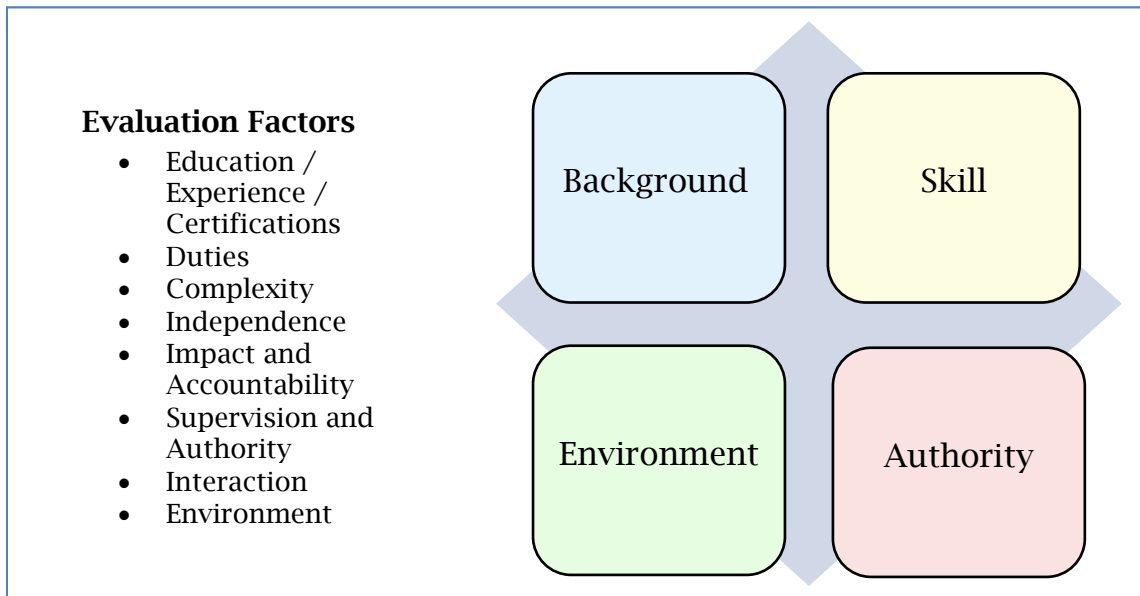
During this stage in the process, the following milestones will be met:

- Conduct employee briefing sessions to review the role of employees, the role of supervisors, the scope of work to be covered by the study and to explain how to complete the job analysis questionnaire (Position Vantage Point, or PVP.) It is communicated to employees that this process is not a performance review, but rather an identification of what should be required for new employees.
- Employees will be given a period of time to complete the PVP, usually 10 - 14 days. Employees are encouraged to retain a copy of their responses for their records.
- Completed surveys are given to department heads for their review and input. Front line supervisors often work in collaboration with department heads during this process. Typically, this process takes 7 - 10 days.
- Department heads turn in the reviewed PVPs to Human Resources for any further input with the final product then provided to Paypoint HR for analysis.

### Task 1D - Job Evaluation and Classification Development

Task 1D of the project acknowledges the job analysis information and supporting material. The Town may have Paypoint HR utilize an existing classification method or choose to utilize Paypoint HR's Compensable Factor System (CFS). Once the job analysis PVP is distributed, Paypoint HR will:

- Facilitate collection of job descriptions, desk audits, and supporting materials from the Study Project Leaders or designated Human Resource department contact. The job descriptions, audits, and supporting reports will be reviewed and analyzed in detail along with other documentation to obtain an understanding of the duties and responsibilities assigned to each position.
- Identify the classification of existing positions utilizing the existing job evaluation system, review jobs, and characterize the internal equity relationships within the organization.
- Review all class specifications with the Study Project Leaders. Review each classification and score the classification using a point factor system or the system that the client has in place. Include an evaluation of results.
- Develop preliminary recommendations for the classification structure. The classification system designed at this point will be based solely on internal equity relationships and will be guided by scores for each classification. Essentially, a structure of classifications will be reviewed and classifications with similar scoring would be grouped into pay grades. The final decision on the minimums and maximums of the pay grades will be determined after the market data has been collected.



**Figure 4 - Position Evaluation Factors (Example)**

Prior to developing detailed class descriptions, our job evaluation will result in a classification plan concept and employee allocation discussion with the Project Team. We recognize the Town will have its own factors to determine hierarchy. We will compare changes in business needs and operations, as well as any reorganization, with the established classification system and job families, as well as review internal relationships between classifications.

Our job evaluation method involves a quantitative approach. The whole position classification methodology examines your current evaluation criteria and augments it with other factors as needed. Our analysis will include our assessment methodology. We will list broad class concepts and highlight where significant changes may be recommended, such as, expanding or collapsing class series in the same functional area and/or separating or combining classifications assigned to different functional areas. We will review and analyze current classification series, the number of classifications and classification levels, and job families. We will also review and update established titling guidelines for the studied classifications for appropriate and consistent titling.

A detailed, incumbent-specific allocation list for each position included in the study will be prepared, specifying current and proposed classification title and the impact of our recommendations (reclassification upgrade or downgrade, title change, or no change). After we have completed this process, a meeting will be arranged to review any recommended changes to the classification plan with the Study Project Leaders.

After preliminary approval of the class concepts and allocation lists, recommendations for new and/or updated class descriptions will be developed for each proposed classification following the format approved by the client.

From the review of the PVPs, desk audit reports and any interviews, we will update duties, responsibilities, and minimum qualifications of each class specification, as necessary, or develop new class specifications if duties, responsibilities, and minimum qualifications have changed significantly. We will recommend new classification/class levels and/or operational changes, business needs, and any reorganizations that require new classifications. Analysis of FLSA, EEO, and ADA requirements will also be analyzed for compliance.

#### Index of Current to Recommend Job Classes

Current Job Class	New Job Class	Trans Code
Superintendent of Printing	Printing Supervisor	T
Support Services Project Manager	Delete	D
Survey Party Chief	Survey Party Chief	N
Surveyor I	Surveyor	M,D
Surveyor II	Surveyor	S,N
	Utility Locator	J
Switchboard Operator	Clerical Assistant	M,D
Systems Analyst	Systems Analyst	N
Transaction Codes		
M - Merge into Other Class	S - Split into Two or More Classes	
T - Title Modification	N - No Change	
D - Delete Class Title	J - New Job Class	

**Figure 5 - Sample Index of Current to Recommended Classes**

The Index of Current to Recommended Job Classes is an alphabetical listing of all job classes currently used by the client and the recommended disposition of each of those job classes and titles. Current data is from the payroll, class specifications, and/or job descriptions, classification plan, and PVPs. New data includes job class title and transaction codes.

### Task 1E – Draft of Job Descriptions and Policy Guides

Task E of the project will draft a job class classification and allow for review by the Town. This task includes the following activities, principally for new job titles and those that have substantially changed, namely:

- A draft copy of the revised/new class description with an allocation recommendation will be submitted to the Project Leaders.
- Department Heads and managers will receive a copy of their employees' draft job descriptions and will be asked to review their comments and feedback to verify and concur with the information provided.
- Subsequently each manager, supervisor, and employee will be given an opportunity to provide comments and concerns regarding any modifications to the classification structure and specifications.
- Our experience has been that this is one of the most critical phases of the project (but also one of the most time-consuming).
- Our proactive and effective communication process at this crossroad has always avoided formal appeals, adversarial meetings, or major conflicts after the study.
- Paypoint HR will provide a format for the client to show each employee whose position was studied, and how their position is being affected.
- The form will have two options for the employee's signature: one line is reserved for employees who have read and agree with their draft job description; the other line is reserved for employees who have read the draft class description and disagree with certain parts, want to make changes, want to add or delete information, or have general questions about the description and/or the process.

### Task 1F – Develop Guide for Implementation of Changes and Draft Interim Report

A Draft Interim Report of the Classification Study will be completed and submitted to the client for review and comment. The report will contain:

- A recommended classification plan;
- A classification implementation and maintenance manual, including documentation regarding study goals and objectives, classification methodology, approach, and process, as well as analysis and resulting recommendations;
- The recommended allocation list, and classification title changes; and
- Classification concepts and guidelines, as well as distinguishing characteristics and other pertinent information for implementation and continued maintenance of the pay plan.

Once we have received the Town's comments regarding the Draft Interim Report and have made any necessary changes, a Final Classification Report will be developed that is compliant with State and Federal Regulations.

## Phase 2 Compensation Component

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This Section of the study will result in the development of labor market survey parameters and the collection and evaluation of labor market survey data. The findings from the compensation component will be reviewed and analyzed to look for areas of possible improvement. Paypoint HR will create a pay structure that meets the Town's objectives. We will give the Town perspective on the economic impact adoption of the recommendations will have on the Town. This will make the factors for implementation clear and help anticipate needed steps to meet the overall goals.

### Task 2A - Identify Benchmark Positions and External Survey Comparator List

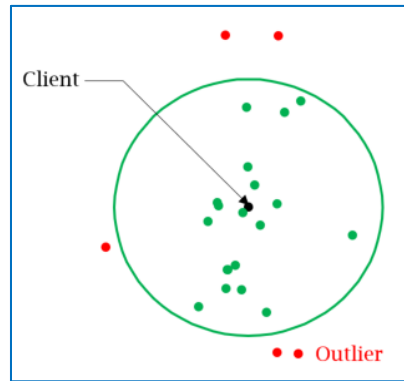
Task 2A of the compensation portion of the study will include identifying benchmark job positions and identifying a mutually agreed upon list of external comparators to be included in the external survey. In order to complete this, the following steps will be taken:

- Involving the Study Project Leaders and stakeholders as appropriate, in the decision-making process.
- Agreement on which agencies are included *PRIOR* to beginning the study. Our experience has shown that this is the most advantageous approach.
- Conducting a thorough review of all materials to date including: employee database, classification listing, interviews, compensation review, and meetings with the Project Management Team. This will be closely followed by an exploration of the Project Team's overall strategic compensation vision.
- Thoroughly reviewing the various components of existing compensation plans and policies as well as the regulatory environment surrounding compensation.
- Identifying highly competitive positions within the organization and customizing the survey where appropriate.
- Reviewing and discussing how a compensation program might be designed to support the organization's business strategy and organizational objectives.
- Confirming and discussing the Project Team's preferred percentile placement within the market place.
- Acknowledging the organization's policy with respect to internal pay equity and employee perceptions of fairness.
- Addressing the Project Team's philosophy with respect to employee retention including the role compensation plays in retention issues.
- Reviewing the Project Team's philosophy with respect to fiscal sensitivity and flexibility.

"Benchmark classes" are normally chosen to reflect a broad spectrum of class levels. The positions that are selected normally include classes that are most likely to be found in other similar agencies and will therefore provide a sufficient and valid sample for analysis.

Benchmark positions should encompass the entire range of positions from the beginning of the pay ranges to the end. There should be a number of positions equally interspersed among the pay scale. Positions that have been difficult to attract and retain excellent

employees should be included. Paypoint HR will offer information and examples for the Project Leaders to consider and which will provide a measurable, rational, fact-based methodology to determine the relative job worth within the organization (as required by the EEOC).



**Figure 6 - Illustration of Economic Variance Using the Client as the Baseline**

Paypoint HR will conduct an economic analysis of regional organizations to identify a preliminary unbiased list of appropriate comparators. The purpose of this step is to ensure the worthiness and legitimacy of using these organizations to develop recommendations. This adds validity to the findings and yields defensible results. We will keep in mind the Project Team's criteria on such factors as degree of competition for obtaining and retaining candidates for high quality staff, their location in the Town's traditional recruitment areas, and their level of service. Paypoint HR uses objective parameters to determine the legitimacy of findings. Below is a list of possible criteria to consider when selecting organizations to be sampled:

#### **Sample List of Selection Criteria**

Median Housing Price	Unemployment Rate
Median Household Income	Labor Force Participation Rate
Cost of Living Adjustment	Proximity
Population	

Each organization considered is given a variance score related to data points and an aggregate variance score is created. This will help identify the organizations whose results will provide validity to the study. Upon identifying benchmark positions and the selected comparators, Paypoint HR will then create the document for surveying the selected organizations and conduct the external survey.

### Task 2B – Design and Distribute Survey

In Task 2B of the study, it is anticipated that the creation and distribution of the external survey will take place. This analysis will include a detailed concise presentation of data to be collected. The survey will include job titles along with a brief summary of each position. This approach allows respondents to compare job description to job description and not just job titles, therefore ensuring true "matches" from the survey respondents.

Paypoint HR will send the survey to all comparators and if necessary, complete Freedom of Information Act (FOIA) requests. We conduct all of the survey distribution, data collection, and analysis ourselves to ensure validity of the data and to enforce quality control. While there is an industry standard of 5-15% response rate for surveys, Paypoint HR typically receives 25-40% response rates. While the surveys are out for distribution, Paypoint HR will further examine the existing compensation environment to establish a baseline and keep in contact with the Project Team.

### Task 2C – Collect and Analyze Survey Data

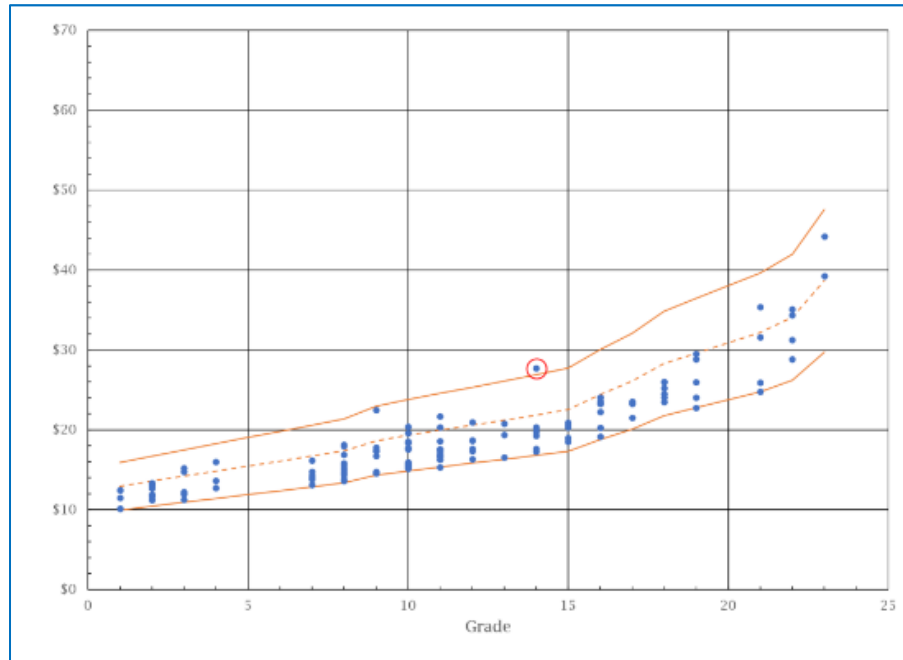
Client's Job Title	Client's Job Summary	Match	Min	Mid	Max
Accounting Technician	Performs intermediate technical and clerical work involving the preparation and/or maintenance of fiscal or related records; does related work as required.	Exact Match - 100%	\$15.61	\$18.53	\$26.07
Administrative Assistant	Performs difficult skilled clerical work providing a variety of administrative, secretarial and record keeping duties; does related work as required.	Very Good Match - 75%	\$14.15	\$18.72	\$23.64
Benefit Programs Specialist I	Determines eligibility and re-determination of eligibility of individuals and families for financial assistance, food stamps, medical assistance, and other social services' benefit programs. Entry level.	Exact Match - 100%	\$19.92	\$19.95	\$33.26
Building Inspector	Performs intermediate technical work in the inspection of all phases of building plans and construction.	Exact Match - 100%	\$18.08	\$26.72	\$30.20
Chief Deputy Treasurer	Performs difficult technical and administrative work assisting in the operation of the Treasurer's Office; does related work as required.	Exact Match - 100%	\$35.77	\$45.37	\$59.74
Communications Officer	Performs intermediate skilled clerical work dispatching law enforcement, fire, rescue and other equipment and personnel usually in response to emergency situations; does related work as required.	Very Good Match - 75%	\$18.06	\$20.32	\$30.16
Communications Supervisor	Performs difficult technical work overseeing and participating in dispatching law enforcement, fire and rescue equipment and personnel to emergency and non emergency requests for service.	Very Good Match - 75%	\$20.95	\$25.92	\$34.99

**Figure 7 – Sample of Job Summaries in External Survey**

Following the distribution of the surveys, Paypoint HR will collect the data and conduct an in-depth review of the survey results with the Study Project Leaders, as appropriate. The purpose of this review is to identify any additional information needed or areas that require



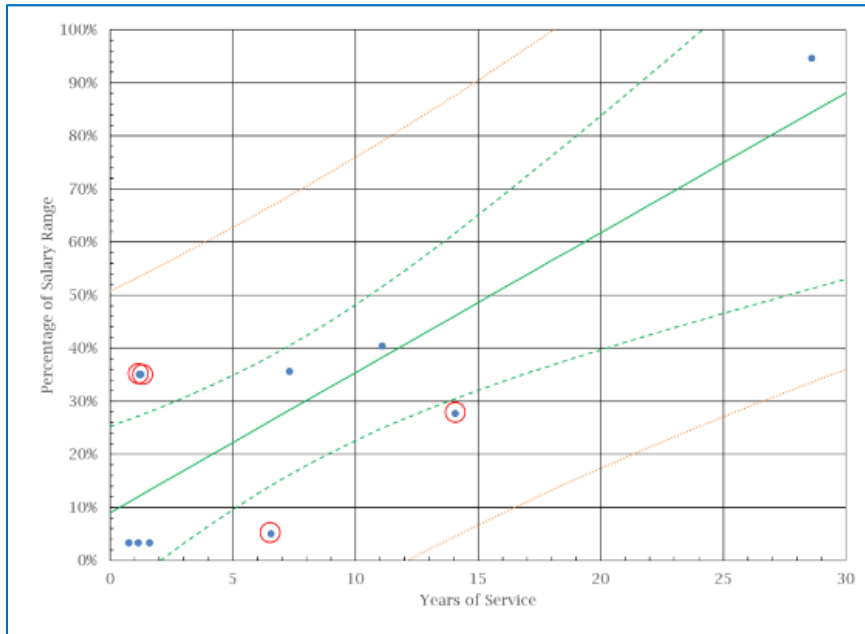
further analysis. Paypoint HR will examine salary spread for all grades, ladders between grades, and identify the possibility of positions being compensated differently than intended from the existing plan. We will examine the distribution of employee salaries to highlight challenges and conduct an analysis of wage compression using Paypoint HR's proprietary statistical processes, if requested. Positions that contribute to compression are specifically identified for adjustment.



**Figure 8 - Baseline Analysis of Client's Workforce**

### Task 2D - Internal Relationship Analysis and Alignment

To determine recommendations for internal equity, considerable attention will be given to this phase of the project. It is necessary to develop an internal position hierarchy based on the organizational value of each classification. By reviewing those factors, we will make recommendations regarding vertical salary differentials between classes in a class series (if recommended), as well as across departments.



**Figure 9 - Sample Internal Compression Analysis**

Paypoint HR analytically develops an internal hierarchy based upon the job analysis responses. The ultimate goal of this critical step of the process is to address any internal equity issues and concerns with the current compensation system. We look for compression and inconsistencies. Our quantitative tool, Compensable Factor Score (CFS) system, allows us to objectively compare between certain classifications.

Current Grade	Job Title	CFS Score
25	Director of Public Works	95.7
24	Director of Fire & Rescue	83.4
24	Director of Human Resources	78.3
22	Deputy Director of Finance	43.5
FR 4	Lieutenant, Police	21.1
19	Senior Accountant	20.5
12	Crew Leader	13.9
13	GIS Specialist	12.4
2	Custodian	7.5

**Figure 10 - Sample of Compensable Factor Score Results**

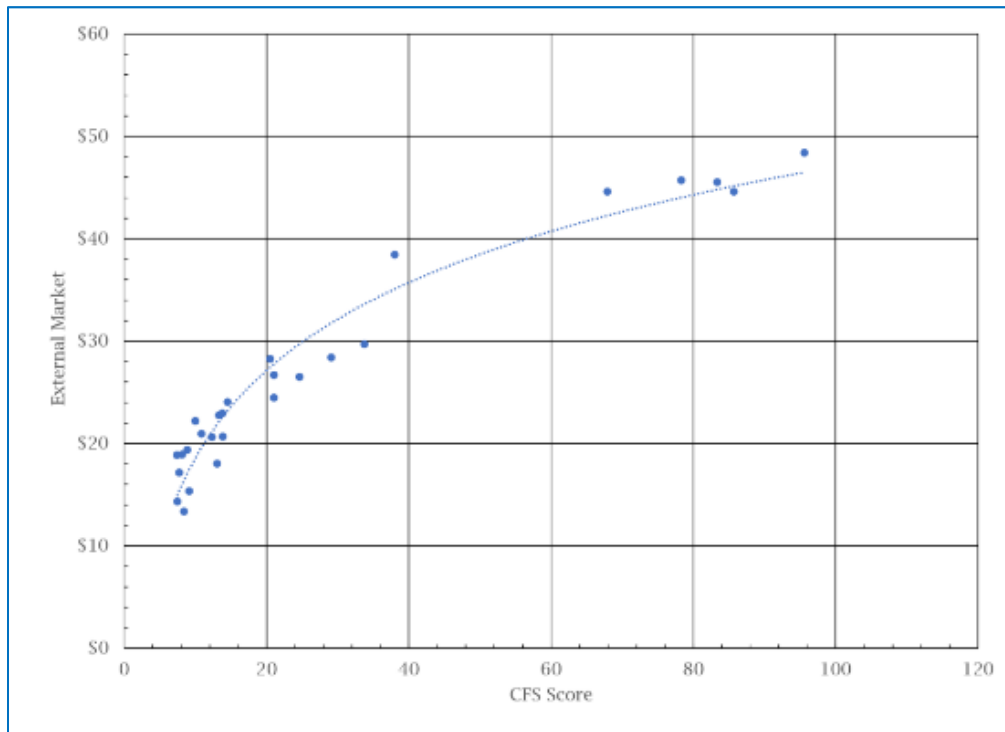
We will create a sound and logical compensation structure for the various levels within each class series, so that career ladders are not only reflected in the classification system but also in the compensation system. The recommendations will contain pay differentials between levels that allow employees to progress on a clear path for career growth and development. Career ladders will be looked at both vertically and horizontally to mirror the classification structure that was developed during the classification section of the study. Paypoint HR's Compensable Factor Score (CFS) formulation provides a framework to construct an unbiased internal hierarchy of positions.



**Figure 11 - Compensable Factor Score Example**

The internal hierarchy is correlated with the findings of the external market, external equity, by using Paypoint HR's non-linear statistical algorithm. A 90% or greater correlation is typical, lending to confidence that both the internal and external equity are sound and appropriate.

Paypoint HR may choose to supplement the survey data with information from our own internal library. This helps to identify outliers and get a pulse on how the study results compare to the market as a whole.



**Figure 12 - Sample Comparison of Internal / External Hierarchy**

### Task 2E - Preparation of Draft Report

Depending on the data developed from the internal analysis, we will review and make recommendations regarding internal alignment of your salary structures including combining or expanding groups or salary scales. We will develop recommendations for pay grades and salary ranges for all classifications based typically on median salaries from the comparable agencies based on the organization's overall compensation philosophy and policy. We will also analyze any pay compression issues to ensure internal equity, if requested.

- We will conduct a competitive pay analysis using the market data gathered to assist in the determination of external pay equity and the recommendation of a new base compensation level for each classification studied.
- We will conduct a comparative analysis to illustrate the relationships between current pay practices and the newly determined market conditions. We will also develop solutions to address pay equity issues. Our analysis includes information regarding the financial impact of addressing pay equity issues for the Town. The end result is intended to create a market adjustment and implementation strategy supporting your goals, objectives, and budget considerations.

Positions will be categorized in a compensation ratio or “Compa-ratio” relating actual pay rates to market rates to determine if they are in-line with the external market. Positions will be classified by their Compa-ratio and determined to be either below, at, or above the market rate. We use these findings to make corrections to pay for each position which allows for fiscal impact analysis of recommendations.

	Accounting Technician I	Admin. Assistant	Asst. County Attorney	Asst. Landfill Manager
<b>Market Percentiles</b>				
20%	\$15.78	\$15.27	\$34.70	\$16.88
25%	\$17.17	\$16.03	\$36.37	\$17.91
30%	\$17.69	\$16.56	\$38.07	\$18.74
...	...	...	...	...
70%	\$22.92	\$22.18	\$52.69	\$24.75
75%	\$23.29	\$22.73	\$53.81	\$25.91
80%	\$24.27	\$23.75	\$55.44	\$26.88
Mean	\$20.25	\$19.51	\$45.41	\$22.29
Compa-Ratio	-1.6%	-6.3%	-11.3%	+8.4%

**Figure 13 - Sample Compa-Ratio Results by Job Title**

The Draft Final Report will be completed and submitted to the Study Project Leaders for review and comment. The report will provide detailed compensation findings, documentation, and recommendations. The report will include the following information:

- A proposed Salary Range/Plan document;
- Any alternative compensation plans identified;
- Reports addressing employees whose base pay either is below or exceeds the market rate;
- The option to implement the recommended plan in phases;

After an initial round of feedback from the Study Project Leaders, we will make edits and resubmit the draft to the Project Team for review and approval. Final meetings with the Project Team and stakeholders will be conducted and any final adjustments are made prior to delivery of the final report to the appropriate stakeholders. Once all of your questions and concerns are addressed, a Final Report will be created and submitted in a bound format and electronic format.

Positions Compensated Substantially Below Market (% Diff < -10%)	
Accounting Technician I	Assistant County Attorney
GIS Specialist	GIS Technician
Maintenance Supervisor	Network Technician
Permit Specialist I	Water Meter Technician II

Positions Compensated Below Market (-10% < % Diff < -5%)	
Administrative Assistant	Custodian
Deputy Director of Technology	Landfill Truck Driver
Maintenance Worker	Parks and Recreation Manager
Payroll Specialist	Senior Systems Analyst

Figure 14 - Sample External Market Results Summary

### Task 2F – Deliver Final Report and Deliverables for Implementation

Paypoint HR typically works on tight schedules that demand extensive communication. We first listen to our clients to understand their specific needs and then create recommendations that fulfill the purpose of the study. Our final report reviews the Town's background as related to the study and conveys complex concepts clearly and concisely. We feel this is one of our strongest attributes. An area of communication where we particularly excel is in the ability to communicate with employees at all levels of education and background. The concepts covered during employee outreach are reflected in the final report, as appropriate. This improves morale as the employees feel valued by knowing they have been heard. We are a liaison and have discovered opportunities and issues that would not have otherwise been utilized or addressed.

The final report includes an Executive Summary that summarizes the study methodology and gives recommendations for consideration by the Town. The report highlights specific areas where an opportunity exists to improve the Town's Classification and Compensation programs. The strategic position of the existing plan is reviewed in relation to the findings and shows comparisons. Recommendations that affect the Town's budget are reviewed and their financial impacts are projected to ensure the Town is able to support them. The Final Report is developed in a way that is relevant to the current market as well as allows the Town to make a long-term strategic plan for attracting and retaining staff. The work product includes steps for implementation, training, and ongoing administration.

Our recommendations have been well received by our audiences. We have developed valued relationships and are considered by our clients and their employees as a trusted advisor. We

welcome the opportunity to work with the Town to prove ourselves as an excellent service-oriented firm.

**Salary Recommendations**

The fiscal impact of the recommendations listed below are approximate costs for salary adjustments only. It does not factor in associated costs for employee related benefits.

1. Raise the salary of 13 positions that are *substantially* below market, first, at a cost of \$102,438.
2. Raise the salary of 52 positions that are below market, second, at a cost of \$145,571.
3. Adjust the salaries of positions that are near market with normal base-salary and tenure adjustments.
4. Discontinue making base-salary adjustments to the salaries of positions that are above or *substantially* above market until compensation is near market. Continue providing tenure-based salary bonuses.
5. Adjust only the salary scale by the Southern Mid-Atlantic Consumer Price Index (CPI) yearly to help ensure that the County's salary plan keeps up with market. Individual salaries would not be scaled by the CPI.

**Figure 15 - Sample of Study Recommendations**

### Summary of List of Standard Deliverables

- Kick-off meeting with Project Team and collaborative development of the Project Communication Plan.
- Project planning and methodology.
- Briefing Sessions with All Employees to go over the scope of the project, their role, and to give direction on how to complete the job analysis.
- Job Evaluation report completed using scores from job analysis responses.
- Comparator Analysis reports to identify localities that compete for labor with the Town.
- Development of agreed benchmark positions.
- External Market Survey for comparators with benchmark job titles and short job summaries.
- Update of Job Descriptions, where applicable, to include FSLA, EEO, and ADA compliance (sample provided upon request).
- Creation of Recommendations for Reclassifications report, including job title simplification.
- Development of a Compensable Factor Scoring System tailored to the Town for use and maintenance of job evaluations and internal equity.
- Development of training for ongoing administration and implementation along with supporting materials and manual.

- Development of a salary structure based on the survey findings and job evaluations.
- Survey finding reports showing options for strategic position as compared to current position.
- Fiscal Impact report showing costs associated to the selected strategic market position.
- Cumulative Final Report for presentation which shows methodology, procedures, development of findings, work product deliverables, and the financial impact of recommendations.

## Implementation

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Communication with the Project Team and key stakeholders are described at each step in the process of our project methodology. We consider our audience for implementation to be the Project Team, managers, and employees. We have tailored our process to involve each at the appropriate times. We incorporate meetings, frequently asked questions, questionnaires, informal appeals, reviews and feedback sessions. Various media is used during the project to convey changes. We include: online access to information, written communication, forms, face-to-face meetings, electronic communication, as well as virtual meetings.

Weekly progress reports will be provided to the Project Team. Paypoint HR will also provide to the Project Team status reports every two weeks and as requested. We keep our clients fully abreast of all activities that Paypoint HR undertakes during the course of our projects to ensure timely completion and to short-circuit any issues that may arise.

- Paypoint HR provides forms for discussions with personnel regarding how the changes affect them individually.
- We create Job Discussion Request (JDR) and Job Discussion Guide (JDG) forms for employees and their supervisors to complete and submit to the Human Resources department. While employees may not always agree with our recommendations, they have a "second chance" to ensure that they have been heard and to continue the educational process regarding why specific recommendations were made.
- A manual of instructions and training materials regarding the administration of the proposed compensation system;
- A list of implementation issues, schedules, fiscal impact statements, cost projections, and communications surrounding our recommendations;
- A guide for rules, policies, and procedures for you in implementing, managing, and maintaining the compensation system;
- Train the trainer sessions; and,
- Customized software, unique for each client based on the results of the study, and support plan options.



## Maintenance

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The Town will receive tools from Paypoint HR for continued maintenance of the adopted pay plan. Example of these tools include:

- Access to the CFS system for placement of new positions or positions that have experience a substantial change,
- Job description update processes and procedures, and
- A “Train the Trainer” guide for transfer of administration.

To conduct a proactive ongoing maintenance program for the client’s compensation structure, we recommend an in-depth review of the pay plan every three years to consider internal and external equity among key benchmarked positions. During interim years, where there are issues of concern, brief reviews and updates should be conducted. Paypoint HR will be available as needed to support the client in the implementation process. By developing an ongoing maintenance plan, the client should expect to see the benefits and return on investment through reduced turnover and fewer employee complaints.

## Tentative Timeline

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Our professional experience is that comprehensive studies of this scope and for this size organization take no more than 12 to 16 weeks to complete, allowing for adequate position vantage point completion, interview time, classification description development, compensation data collection and analysis, review of steps by the client, the development of final reports, and any appeals.

Timely progress reports will be provided to the client. Paypoint HR will also provide to the Project Team interim reports as the project progresses. We keep our clients fully abreast of all activities that Paypoint HR undertakes during the course of our projects to ensure timely completion and to short-circuit any issues that may arise. A customized schedule would be constructed in conjunction with both Paypoint HR and the Town to meet the project requirements.

## References

### Recent Studies

Organization	Project Title and Service Dates
City of Aberdeen, Maryland	Classification, Compensation and Benefits Study 2019 - 2021
City of Bath, Maine	Compensation Study 2021 - 2022
Belknap County, New Hampshire	Pay and Classification Audit - Consultation Services 2021
City of Bethlehem, Pennsylvania	Classification and Compensation Survey 2017 - 2018
Bureau County, Illinois	Compensation Plan Study 2019 - 2020
Caroline County Public Schools, Virginia	Classification and Compensation Study 2022
Center School District, Missouri	Job Description, Legal Compliance, and Strategic Compensation Design 2018 - 2019
Charter Township of Shelby, Michigan	Job Analysis and Compensation Study 2016 - 2017
City of Claremont, New Hampshire	Pay and Classification Study Update 2019 - 2020
City of Columbia, Missouri	Classification and Compensation Data Consultation Services 2018 - 2022
City of Cottage Grove, Minnesota	Position Classification and Compensation System 2020 - 2022
City of Dover, New Hampshire	Classification and Compensation Study 2019 - 2020
Durham Public Schools, North Carolina	Compensation and Market Comparability Study 2016 - 2017
Elko County, Nevada	Compensation and Classification Study 2019 - 2021

Town of Farmville, Virginia	Classification and Compensation Plan Study 2019 - 2020
City of Fort Morgan, Colorado	Compensation Study & Analysis 2022
City of Fort Walton Beach, Florida	Pay and Classification Study 2018 - 2019
Town of Front Royal, Virginia	Compensation and Classification Study 2016 - 2018
Garrett College, Maryland	Job Classification and Compensation Study 2018 - 2019
City of Glenpool, Oklahoma	Compensation Study 2017 - 2018
City of Jacksonville, Texas	Compensation and Classification Study 2021 - 2022
Knox County, Illinois	Classification & Compensation Study 2019 - 2022
Town of La Plata, Maryland	Organizational Design Study 2021 Classification and Compensation Study 2022
City of Lake City, Florida	Classification and Compensation Study 2022
City of Lake Dallas, Texas	Employee Compensation Study 2020
City of Largo, Florida	Compensation & Classification Study 2019 - 2020, 2022
City of Leander, Texas	Citywide Compensation Study 2022
City of Lebanon, Missouri	Compensation Philosophy and Study 2018 - 2019, 2022
City of Marion, Iowa	Compensation and Classification Study 2019 - 2020
Mid-America Regional Council, Missouri	Pay Plan Study Consultation Services 2016, 2022
City of Milford, Delaware	Job Classification and Compensation Study 2017

Millard County, Utah	Salary Survey and Compensation Analysis Services 2021 - 2022
City of Nixa, Missouri	Employee Compensation, Benefits and Classification Consulting Services 2018 - 2019
Northampton County Schools, Virginia	Compensation Study 2017 - 2018
Oklahoma City Zoological Trust, Oklahoma	Compensation and Classification Assessment 2018 - 2019
Otero County, New Mexico	Wage & Compensation Study 2019 - 2020
Prince George's County Memorial Library System, Maryland	Comprehensive Classification and Compensation Study 2017 - 2018
City of Raytown, Missouri	Compensation and Classification Plan 2021 - 2022
Richmond Metropolitan Transportation Authority, Virginia	Compensation Consultant 2018 - 2019
Rockingham County, New Hampshire	Pay and Classification Audit 2021
Rockingham County, Virginia	Employee Compensation and Classification Study 2017 - 2018
City of South Portland, Maine	Compensation Plan Study 2019 - 2020
City of Stuart, Florida	Classification and Compensation Study 2019
Warren County, Virginia	Classification and Compensation Study 2018 - 2019
Warren County Public Schools, Virginia	Classification and Compensation Study 2018 - 2019
City of Waynesboro, Virginia	Comprehensive Classification and Compensation Study 2019 - 2020

## Contacts

Contact Name	Contact Info	Project Title and Service Dates
Erika Helgerson Director of Human Resources City of Bath	55 Front Street Bath, Maine 04530 207.443.8330 <a href="mailto:EHelgerson@CityofBath.com">EHelgerson@CityofBath.com</a>	Citywide Employee Compensation Study 2021 - 2022

The City of Bath's non-represented employee workforce includes 102 full time positions within roughly 73 distinct classifications and over 40 additional seasonal and/or part-time employees.

The scope of work for the Citywide Employee Compensation Study included

- Provide for a comprehensive evaluation of every job within the City to determine relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions within the ranges.
- Review current compensation and benefits and understand current challenges in recruiting and retaining employees.
- Develop and conduct a comprehensive compensation and benefits survey based on comparable labor markets, including both private and public sector employers.
- Recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.
- Develop guidelines to assist City staff with determining the starting pay for new employees based on knowledge and experience above the minimum requirements of the position, how difficult the position is to fill, and market competitiveness.
- Identify any extreme current individual or group compensation inequities and to provide a recommended corrective action plan and process to remedy these situations.
- Recommend implementation strategies including calculating the cost of implementing the plan.
- Provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as cost of living increases.

Contact Name	Contact Info	Project Title and Service Dates
Michelle D. Cichoki Director of Human Resources City of Bethlehem	10 East Church Street, Bethlehem, PA 18018 (610) 865-7015 <a href="mailto:MCichoki@Bethlehem-PA.gov">MCichoki@Bethlehem-PA.gov</a>	Classification and Compensation Survey 2017 - 2018

The City of Bethlehem non-represented employee workforce includes 99 full time positions, 18 full-time contract positions, and 154 seasonal positions.

The scope of work for the Classification and Compensation Survey included

- Conduct a thorough job analysis for every position to be included in the study and utilize this information to properly classify all positions of interest.
- Identify management, supervisory, professional, technical, and general employees, including FLSA status (exempt/non-exempt).
- Update and/or create class specifications as needed to uniformly reflect distinguishing characteristics, essential job functions, minimum qualifications, supervision exercised and received with definition of lead or supervisory roles, working conditions, physical requirements, license requirements, and regulatory requirements for all classifications.
- Conduct salary survey by comparing salary data for each existing classification. Included in the survey will be consideration for benefits provided between the City and the selected agencies.
- Evaluate jobs by developing, then reviewing a job ranking structure, verify rankings by analyzing pertinent market data concerning the ranking; determine recommended comparative city and if applicable county employers, compare initial rankings to the City's existing ranking and that of the market hierarchy and adjust as determined to show compensation at market rates.
- Recommend pay grades; modified grade pricing and salary ranges for all classifications based on the compensation survey results, if required. Essentially, eliminating inequity to the external employment market.
- Recommend an appropriate salary structure including minimum, midpoint, and maximum and the difference between each salary step if different than current structure.
- Study current performance appraisal system and practices. Identify essential elements of performance appraisals necessary to use the appraisals for merit purposes. Develop methodologies, written procedures, and training and implementation plan for performance appraisal.
- Make recommendations to eliminate the 27th pay while maintaining the bi-weekly pay process.

Contact Name	Contact Info	Project Title and Service Dates
Stephanie Weaver HR Director City of South Portland	25 Cottage Road South Portland, ME 04106 (207) 767-7667 <a href="mailto:SWeaver@SouthPortland.org">SWeaver@SouthPortland.org</a>	Compensation Plan Study 2019 - 2020

The City of South Portland employs 168 permanent (full and part-time) employees in approximately 130 different positions.

The scope of work for Compensation & Classification Study included

1) Job Descriptions:

Create, modify and update job descriptions for all nonunion positions in compliance with all applicable state and federal statutes. Provide orientation sessions to explain the process to employees, supervisors and managers. Provide for employee input, likely via a survey and follow up interview process, and the supervisor's review, comments and approval; with final approval by the Human Resources Department. Ensure Essential Functions are accurate and documented. Ensure FLSA status is defensible.

2) Classifications:

Rate and rank positions based on specific criteria, and then recommend how positions should be placed into a grade or classification system that ensures internal equity and fairness. Allow for an appeals process for individuals who may require additional information regarding the proposed classification for their position. Meet with supervisors and senior managers to introduce the classification structure and respond to questions and concerns. Develop a position evaluation system for the Human Resources Department to administer ongoing to ensure appropriate classification when new positions are introduced or when significant changes to a position are made.

3) Salary Survey:

Conduct a salary survey of comparable municipalities and relevant other organizations in the region to provide data for comparison to current City wages to assess the level of market competitiveness. Methodology to be used and recommended comparable communities and entities with rationale specified.

4) Compensation Plan:

In collaboration with the City's project oversight team (City Manager, Finance Director, and Human Resources Director), develop a statement of compensation philosophy for the City. Based on current information, this philosophy likely will include a merit compensation component and a desire to pay employee "at market." Using information from the salary survey, recommend salary structures and a compensation plan aligned with the City's compensation philosophy. Develop a system to integrate positions and employees into the plan and manage the plan going forward, including how to stay current with the market. This system will include costing out the recommended approach and may include how the

new plan can be phased in over time if full deployment exceeds available resources. Provide employee education on how the new plan works.

5) Performance Evaluation:

Review the City's current performance evaluation forms to ensure they align with the recommended compensation plan. Suggest improvements to the evaluation forms as needed. Provide supervisory training on using the final evaluation form to align and support the compensation plan.

Contact Name	Contact Info	Project Title and Service Dates
Amanda Osborne County Manager Elko County	571 Idaho Street Elko, NV 89801 (775) 748-0204 <a href="mailto:AOSborne@ElkoCountyNV.net">AOSborne@ElkoCountyNV.net</a>	Compensation and Classification Study 2019 - 2021

Elko County employs approximately 335 full-time employees in approximately 140 unique job classifications and 60 part-time employees with most positions covered by one of eight collective bargaining agreements.

The scope of work for the Compensation and Classification Study included

- Provide for a comprehensive evaluation of every job within the County to determine relative worth within the organization for internal equity and external competitiveness and for the establishment of pay ranges and step progressions within the ranges. Recommend changes to hierarchical order of jobs, if necessary. Identify potential pay compression issues and provide potential solutions.
- Conduct a comprehensive compensation survey of the external regional labor market and make recommendations for changes to the current classification system or adoption of a newly designed compensation system, which ensures internal equity and external competitiveness. Establish appropriate benchmarking standards with comparable public sector employers.
- Design an implementation strategy for the updated compensation system with the lowest financial impact on County operating process and greatest gain to positions that fall outside of a designated range. The implementation of such a plan may need to be over a period of years. The updated system may include a freeze for those positions that placed at levels above the midpoint.
- Provide training on the utilization and maintenance of the compensation system. Provide the necessary documentation and other materials so the County will be able to maintain the system independently following the implementation of the job evaluation/compensation plan.



Contact Name	Contact Info	Project Title and Service Dates
Susan Sinz Director, Human Resources City of Largo	201 Highland Avenue Largo, Florida 33770 (727) 587-6706 <a href="mailto:SSinz@Largo.com">SSinz@Largo.com</a>	Compensation & Classification Study 2019 - 2020

The City of Largo employs 232 non-represented employees across 168 job titles.

The scope of work for the Compensation & Classification Study included

- Conduct a comprehensive salary survey for the City's Non-Represented positions to determine and identify quality job matches for each job title.
- Conduct a compensation and classification study of the City's job titles in the Non-Represented Pay Groups: City Manager, Executive Management, Operational Management, Professional/Technical, Temporary, and Variable.
- Review job titles and make recommendations for pay group, grade, range placement of current and proposed positions based on the classification study and salary survey.
- Review job families and career ladders and identify problem/concerns within the internal hierarchy system and propose methods to correct.
- Prepare a framework for a new and improved compensation structure to include definitions for each pay group identified, recommended pay ranges per group, and the list of the job titles to be classified to each unique pay group and pay range.
- Determine if the Professional/Technical group should be further defined and separated. Determine if the Operational Management group should be further defined and separated (ex. a business track vs. technical career track).
- Perform a comprehensive compensation analysis to address internal equity and compression issues considering employee compensation history, annual compensation in relationship to pay range spread, midpoint, anniversary, education, directly related years of experience and related factors to include state and federal regulations.
- Conduct an analysis of the City's administrative support classifications for the purpose of recommending job descriptions that more effectively capture the department's administrative needs city-wide.
- Recommend specific job evaluation methodologies and approaches to ensure the establishment and maintenance of a job evaluation and pay system based on internal equity and competitiveness with the public sector and private sector (similar sized organizations).
- Review and determine best practices and improved narratives to enhance the process in which the City administers the following personnel actions and handling of the transaction for the City's consideration in updating the Personnel Rules and Regulations, Section VI: Pay and Classification Plan. Personnel Action Types: Starting Pay, Rehire, Reclassification and Types, Delete/Add, Demotion, Promotion, Transfer, Standby Time, and Call Back Time.

Contact Name	Contact Info	Project Title and Service Dates
Roz Johnson Human Resources Director City of Stuart	121 SW Flagler Avenue Stuart, FL 34994 (772) 288-5322 <a href="mailto:RJohnson@CI.Stuart.FL.US">RJohnson@CI.Stuart.FL.US</a>	Classification and Compensation Study 2019

The City of Stuart has a total of 251 full-time budgeted positions with 79 in one of two collective bargaining units and 40-45 part-time employees across 121 different classifications.

### Classification

- Conduct a job audit of selected benchmark positions, including general task analysis by department. This review may include interviews with Department Directors, division managers and other key personnel and/or employees to determine the essential functions of each position. Benchmark positions to be determined by the project team, input from Department Directors and guidance from the consultant.
- If deemed the appropriate method, prepare/provide a job analysis questionnaire for City management approval. The City would facilitate its distribution and completion.
- Assign all jobs to salary grades based on an objective evaluation of compensable factors related to the duties and responsibilities of the individual job.
- Refine job classifications/titles to accurately represent job duties and responsibilities as necessary. Review supervisor/management titles and recommend titling structure which defines consistent levels of responsibility across the organization.
- Review a sampling of existing job descriptions and recommend updates, as needed, including requirements of education, experience, knowledge, skills, and abilities.
- Map career ladders/promotional opportunities for selected classifications.
- Provide methodology for evaluating the classification of positions/jobs on an ongoing basis. Train Human Resources personnel in the administration of the proposed new/modified classification system.
- Assess FLSA designation for select positions.

### Compensation

- Review the current pay grade and salary ranges of City positions, including recommending appropriate salary ranges based on compensation survey and study results and appropriate salary range for each position.
- Evaluate current pay plan structure (i.e. number of pay grades, including additions, deletions, and/or consolidations, appropriateness of pay range spread from salary minimum to maximum).
- Conduct interviews, as necessary, with City Manager, Human Resources personnel, and Department Directors for the purpose of clarifying and determining project scope, selection of entities to be surveyed, and identification of benchmark

- positions. Listing of the benchmark agencies to be utilized in the study shall be subject to review and approval by the project and/or executive team prior to the initiation of the work.
- Determine the appropriate labor markets for the study (non-bargaining, PBA, and IAFF) and determine existence of relevant salary survey data.
  - Develop and conduct an external compensation survey comparing benchmark positions with other local government and private sector entities in order to identify the City's competitive position in the regional labor market. This compensation survey shall include the actual salaries and tenure in position of employees in said benchmark positions, with anomalies identified.

Contact Name	Contact Info	Project Title and Service Dates
Samantha Lauzon Human Resources Manager City of Claremont	58 Opera House Square Claremont, NH 03743 (603)504-0298 <a href="mailto:slauzon@claremontnh.com">slauzon@claremontnh.com</a>	Pay and Classification Study Update 2019 - 2020

The City of Claremont employs approximately 75 non-union positions and 78 union positions.

The scope of work for the Pay and Classification Study Update included

- Update and validate job descriptions for the City's union and non-union positions;
- Work with City Staff to define comparable communities to survey and collect wage and benefit data from;
- Analyze the wage and benefit data received from the comparable municipal communities; Provide a comprehensive market analysis based on the data;
- Develop recommendations for appropriate follow-up actions, factoring in considerations as appropriate, including market competitiveness, internal equity, and funding and timing options, along with feasibility.
- Develop a position classification system based on appropriate internal equity;
- Develop recommendations for establishing appropriate compensation ranges, which will provide for a competitive pay plan with other municipal employers comparable to Claremont;
- Provide the City with a salary classification manual that documents the classification.
- methodology used in the study and provides for a sustainable system for maintaining a future salary administration program.

Contact Name	Contact Info	Project Title and Service Dates
Susan Daudelin, SHRM-SCP, IPMA-SCP Director of Human Resources City of Dover	288 Central Avenue Dover NH 03820 (603) 516-6869 <a href="mailto:S.Daudelin@Dover.NH.gov">S.Daudelin@Dover.NH.gov</a>	Classification and Compensation Study 2019 - 2020

The City of Dover has 158 position descriptions for approximately 330 full-time and part-time employees with a wage schedule that includes 40 pay grades with a majority of employees covered by one of seven collective bargaining agreements.

The scope of work for the Classification and Compensation Study included

- Recommend / suggest adjustments to the current classification structure and recommend the appropriate assignment for all City positions within the structure.
- Determine the appropriate Fair Labor Standards Act (FLSA exempt/non-exempt) designation for all positions.
- Develop or revise Position Descriptions to ensure full compliance with the requirements of the Americans with Disabilities Act, and to show each position's appropriate FLSA status. Uniformly reflect essential job functions, minimum qualifications, working conditions, license requirements, regulatory requirements and special responsibilities.
- Conduct a comprehensive analysis of the City's current compensation [and benefits] program and identify opportunities including, but not limited to, recruitment, retention, salary compression, and equity.
- Develop and conduct an external assessment/survey of compensation [and benefits], evaluating benchmark positions by comparing actual job content and duties to comparable positions in other like organizations.
- Develop a report analyzing the results of the data from the internal and external assessments. The report should compare the City salary [and benefits] in relation to other like organizations - a market competitive analysis and other observations resulting from the review.
- Provide recommendations based upon objective analysis and evaluation of job content that provides internal equity and are competitive with the external market.
- Provide guidance in the design and development of a communication plan regarding the study to inform and educate stakeholders.
- Prepare a final report with recommendations for a system that is affordable, sustainable, competitive and innovative.

Contact Name	Contact Info	Project Title and Service Dates
Joe Fischbach Human Resources Manager / City Clerk City of Cottage Grove	12800 Ravine Parkway S. Cottage Grove, MN 55016 (654) 458-2883 JFischbach@ CottageGroveMN.gov	Position Classification and Compensation System 2020 - 2021

Cottage Grove employs 145 full-time and 12 part-time employees as well as 47 paid on call Fire and 200 seasonal staff. Of this, 82 employees are organized into one of the following unions: Cottage Grove Police Officers Federation, Inc., Law Enforcement Labor Services, Cottage Grove Professional Firefighters Association, and International Union of Operating Engineers

The scope of work for the Classification & Compensation Study included

Provide professional services with integrative support services to evaluate and analyze needs, design, develop, and implement updates to the position evaluation and compensation system that includes the following milestones:

- Evaluation and analysis of City needs and philosophy.
- Evaluation of existing job descriptions and the recommendations of revisions to assure compliance with ADA and other State and Federal requirements.
- Thorough evaluation of changed positions to determine a job value, by assigning points to the position based on standard factors, and a spot review of the current position evaluations with recommendations for necessary revisions.
- Objective classification ranking and banding of each position and the provision of internal pay equity.
- Provide a wage/labor market survey and the analysis of supporting data for the development of the pay structure while assuring internal and external equity and compliance with State Pay Equity Compensation Standards.

Provide recommendations and options for updating the evaluation and compensation system.

- Provide system testing to assure compliance.
- Provide recommendations on a system for determining the validity for requests for reclassification and/or compensation changes.
- Determine exempt and non-exempt status for each position.
- Provide implementation support and maintenance training on the system.
- Post contract services involving review of new job descriptions and determination of points and salary for the new position as well as assistance with the first State Pay Equity report following compensation review to assure compliance.

## Cost

### PHASE 1 Classification Component

Task		Hours
A	Project Start and Initial Meetings	12
B	Baseline Data Collections & Initial Analysis	24
C	Job Analysis Collection/Completion & Focus Groups	28
D	Job Evaluation and Classification Development	24
E	Draft Job Descriptions and Policy Guides	8
F	Develop Guide for Implementation of Changes and Draft Interim Report	12
	<b>Subtotal Professional Hours</b>	<b>108</b>

### PHASE 2 Compensation Component

Task		Hours
A	Identify Benchmark Positions and External Survey Comparator List	12
B	Design and Distribution of Survey	24
C	Collect and Analyze Survey Data	48
D	Internal Relationship Analysis and Internal Alignment	24
E	Preparation of Draft Report	24
F	Deliver Final Report and Work Products for Implementation	20
	<b>Subtotal Professional Hours</b>	<b>152</b>

<b>Total Estimated Hours of Phase 1 &amp; Phase 2</b>	<b>260</b>
---	------------

The standard consulting rate for the senior personnel listed, consistent with the Federal GSA schedule, is \$125 per hour of service. For a project entailing 260 hours of service, the total fee would be \$32,500. Our fee includes expenses associated with travel, phone, materials, and supplies. The total is an estimate of the time needed. Regular invoices, including a thorough delineation of services rendered, would be on a net 30-day basis. Paypoint expects support from the client in communication with key staff, setting up meetings, and providing meeting resources, as well as establishing reporting relationships, milestones, and timelines.

#### Ad-hoc

An annual review and update of the market analysis would be at \$125 per hour.

Pricing for future job description grading on an as-needed basis would be at \$125 per hour. Typically, the evaluation of additional positions takes less than 2 hours. As part of our deliverables, we provide our clients with all of the tools to analyze positions themselves.

*Appendix - Sample PVP Job Description Survey*

# Position Vantage Point

First Name

Last Name

Job Location

Department

Job Title

Full-time / Part-time

## Job Summary

Please provide a summary for the purpose of the position in one or two sentences.

## Where Position Fits

Complete the structure using job titles to show where your job fits. Use official classification titles only, not working titles.

Supervisor's Title

Job Titles of Peers / Co-workers (Reporting directly to same supervisor)

Jobs Reporting Direct to Position (if applicable)



# Position Vantage Point

## Education and Experience

Minimum Education Level that Should be Required for Job Title

- |  |   |
|--|---|
| <input type="checkbox"/> No Degree                               | <input type="checkbox"/> Master Degree in a Related Field (MA/MS/MBA)         |
| <input type="checkbox"/> High School Diploma / GED               | <input type="checkbox"/> Master Degree Not in a Related Field (MA/MS/MBA)     |
| <input type="checkbox"/> Trade School Certificate                | <input type="checkbox"/> Specialist Degree in a Related Field                 |
| <input type="checkbox"/> Associate Degree in a Related Field     | <input type="checkbox"/> Specialist Degree Not in a Related Field             |
| <input type="checkbox"/> Associate Degree Not in a Related Field | <input type="checkbox"/> Doctorate Degree in a Related Field (PhD/JD/EdD)     |
| <input type="checkbox"/> Bachelor Degree in a Related Field      | <input type="checkbox"/> Doctorate Degree Not in a Related Field (PhD/JD/EdD) |
| <input type="checkbox"/> Bachelor Degree Not in a Related Field  | <input type="checkbox"/> Other  |

Degree Field Required for Job Title (e.g., Finance, Business Administration, Civil Engineering)

Required Certifications, Training, and Licensing for Job Title (e.g., Driver's License, CDL, CPR)

Upon entering position: the minimum number years of prior experience in profession required.  
(e.g., For Police Lieutenant: 8 years as a certified sworn officer, all ranks including Officer and Sergeant)

- |                          |                          |                          |                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 0                        | 1                        | 2                        | 3                        | 4 to 5                   | 6 to 7                   | 8 to 10                  | More than 10             |

Upon entering position: the minimum number of years in preceding job in job series required  
(e.g., For W/WWTP Operator III: 3 years as a W/WWTP Operator II )

- |                          |                          |                          |                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 0                        | 1                        | 2                        | 3                        | 4 to 5                   | 6 to 7                   | 8 to 10                  | More than 10             |

# Position Vantage Point

**Equipment/Tools** (e.g., GIS, Microsoft Office, Backhoe, Narcan)

**Visual Acuity** (check all that apply)

- Clarity of vision at 20 feet or more
- Clarity of vision at 20 inches or less
- Three-dimensional vision - ability to judge distance and space relationships
- Precise hand-eye coordination
- Ability to identify and distinguish colors

**Regulatory** (Enter number associated with category)

EEO Category Number (if known)

- 1 - Officials / Administrators
- 2 - Professionals
- 3 - Technicians
- 4 - Protective Service Workers
- 5 - Paraprofessionals
- 6 - Office / Clerical
- 7 - Skilled Craft Workers
- 8 - Service / Maintenance

FLSA Status and Exemption (if known)

- 1 - Non-exempt
- 2 - Exempt - Executive
- 3 - Exempt - Administrative
- 4 - Exempt - Computer
- 5 - Exempt - Professional Learned or Creative

# Position Vantage Point

**Duties and Responsibilities** (to identify major duties and responsibilities)

## EXAMPLE

Percent of time spent

40%

Priority  
(Select one)

Essential

Very important

Important

Somewhat important

Marginal

Result Expected of the Work

Payroll administration for the maintenance department

Tasks Required to Achieve Result

Collecting payroll information from department employees on a weekly basis; reviewing the collected information to make sure that it is complete; forwarding all appropriate documentation (timecards, requests for time off, etc.) to the business office for processing.

### Task 1

Percent of time spent

Priority  
(Select one)

Essential

Very important

Important

Somewhat important

Marginal

Result Expected of the Work

Tasks Required to Achieve Result

### Task 2

Percent of time spent

Priority  
(Select one)

Essential

Very important

Important

Somewhat important

Marginal

Result Expected of the Work

Tasks Required to Achieve Result

# Position Vantage Point

**Duties and Responsibilities** (to identify major duties and responsibilities)

## Task 3

Percent of time spent

Priority  
(Select one)

Essential

Very important

Important

Somewhat important

Marginal

Result Expected of the Work

Tasks Required to Achieve Result

## Task 4

Percent of time spent

Priority  
(Select one)

Essential

Very important

Important

Somewhat important

Marginal

Result Expected of the Work

Tasks Required to Achieve Result

## Task 5

Percent of time spent

Priority  
(Select one)

Essential

Very important

Important

Somewhat important

Marginal

Result Expected of the Work

Tasks Required to Achieve Result

# Position Vantage Point

**Work Environment** (Check all that apply)

	Never (0%)	Rarely (1% - 15%)	Occasionally (16% - 40%)	Frequently (41% - 70%)	Regularly (over 70%)	Specific Examples
<b>EXAMPLE: Standing</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Speaking at public events</u>
Sitting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Talking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Hearing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Standing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Walking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Driving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Grasping, pulling, pushing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Stooping, kneeling, crouching, crawling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Climbing or balancing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Repetitive wrist, hand and/or finger movement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Work in high, dangerous places	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Work in confined spaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Operate mechanical equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Biohazard or bloodborne pathogens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Required to wear respirator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Fumes or airborne particles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Risk of electrical shock	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

# Position Vantage Point

**Note:** Answer each question independent of any preceding questions. For example: a position that often involves complex and diversified tasks may also involve routine or repetitive tasks. Enter 1 to 5, 1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

## Complexity (Answer all that apply)

- Question 1:** This position involves *routine or repetitive* tasks, processes, or operations requiring the application of well-defined rules, procedures, policies, guidelines, and/or instructions.
- Question 2:** This position involves generally *standardized* tasks, processes, or operations requiring the *choice of action* within well-defined rules, procedures, policies, guidelines, and/or instructions.
- Question 3:** This position involves generally *diversified* tasks, processes, or operations requiring the *choice of action* within well-defined rules, procedures, policies, guidelines, and/or instructions.
- Question 4:** This position involves *occasional (16% - 40%) complex and diversified* tasks, processes, or operations requiring the *development* of rules, procedures, policies, guidelines, and/or instructions..
- Question 5:** This position involves *frequent (41% - 70%) complex and diversified* tasks, processes, or operations requiring the *development* of rules, procedures, policies, guidelines, and/or instructions.

## Independence (Answer all that apply)

- Question 1:** My position primarily involves *detailed* work instructions with *close* supervisory review.
- Question 2:** My position primarily involves *detailed* work instructions with *regular* supervisory review.
- Question 3:** My position primarily involves *general* work instructions with *regular* supervisory review.
- Question 4:** My position primarily involves *broad latitude* on work tasks with *regular* supervisory review.
- Question 5:** My position primarily involves *broad latitude* on work tasks with *minimal* supervisory review.

# Position Vantage Point

**Note:** Answer each question independent of any preceding questions. For example: a position that involves employee training may also schedule tasks. Enter 1 to 5, 1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

## Supervision Received *(Answer all that apply)*

- Question 1:** My position frequently (41% - 70%) is provided *established* policy and procedures.
- Question 2:** My position frequently (41% - 70%) is provided *specific* direction and task/project information needed is *generally* available.
- Question 3:** My position frequently (41% - 70%) is provided *general* direction and task/project information needed is *generally* available.
- Question 4:** My position frequently (41% - 70%) is provided *general* direction and task/project information is usually *not readily* available and must be sought.
- Question 5:** My position frequently (41% - 70%) is provided *minimal* direction and task/project information is *regularly* vague.

## Supervision Responsibilities *(Answer all that apply)*

- Question 1:** My position involves the training and guidance of other employees and provides input to supervisors with respect to employee performance.
- Question 2:** My position involves the assignment and scheduling of tasks of others.
- Question 3:** My position is directly responsible for the performance of others.
- Question 4:** My position directs employee performance evaluation including hiring, promotion, discipline, and termination.
- Question 5:** My position has absolute authority to hire, discipline, and terminate employees with the involvement of human resources.
- Question 6:** Total number of people who report to your position in the organization. (E.g., For a department head, all employees in the department would be included.)

# Position Vantage Point

**Note:** Answer each question independent of any preceding questions. For example: a position that is occasionally somewhat strenuous may also be occasionally very strenuous. Enter 1 to 5, 1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

## Impact *(Answer all that apply)*

- Question 1:** Mistakes made in my position typically lead to only minor costs, waste, or inconvenience.
- Question 2:** Mistakes made in my position may lead to some costs, waste, or inconvenience.
- Question 3:** Mistakes made in my position may lead to significant costs, waste, or inconvenience.
- Question 4:** Mistakes made in my position may lead to major costs, waste, or inconvenience and short-term impact to the direction, goals, and reputation of the organization.
- Question 5:** Mistakes made in my position may lead to major costs, waste, or inconvenience and long-term impact to the direction, goals, and reputation of the organization.

## Physical *(Answer all that apply)*

- Question 1:** On occasion (16% - 40%), my position is slightly strenuous often requiring minimal physical exertion and/or lifting of minimal weight (< 5 pounds).
- Question 2:** On occasion (16% - 40%), my position is somewhat strenuous often requiring light physical exertion and/or lifting of light weight (< 20 pounds).
- Question 3:** On occasion (16% - 40%), my position is strenuous often requiring some physical exertion and/or lifting of moderate weight (< 40 pounds).
- Question 4:** On occasion (16% - 40%), my position is very strenuous often requiring physical exertion and/or lifting of heavy weight (< 60 pounds).
- Question 5:** On occasion (16% - 40%), my position is extremely strenuous often requiring substantial physical exertion and/or lifting of especially heavy weight (> 60 pounds).



# Position Vantage Point

**Note:** Answer each question independent of any preceding questions. For example: a position that involves interaction with vendors may also involve interaction with senior managers. Enter 1 to 5, 1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

## Working Condition *(Answer all that apply)*

- Question 1:** My position *rarely (1% - 15%) or never (0%)* involves exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, airborne pathogens, and/or physical trauma.
- Question 2:** My position often involves *occasional (16% - 40%)* exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, airborne pathogens, and/or physical trauma.
- Question 3:** My position often involves *frequent (41% - 70%)* exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, airborne pathogens, and/or physical trauma.
- Question 4:** My position often involves *regular (over 70%)* exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, airborne pathogens, and/or physical trauma.
- Question 5:** My position often involves potentially *life-threatening* exposure temperature, noise, chemical/gases, contagious diseases, airborne pathogens, and/or physical trauma.

## Interaction *(Answer all that apply)*

- Question 1:** My position requires *frequent (41% - 70%)* interaction with employees or supervisors within my work area.
- Question 2:** My position requires *frequent (41% - 70%)* interaction with employees and supervisors of other departments.
- Question 3:** My position requires *frequent (41% - 70%)* interaction with administrative and technical staff including those outside the organization, i.e., vendors.
- Question 4:** My position requires *frequent (41% - 70%)* interaction with executive level employees, senior managers, and directors.
- Question 5:** My position requires *frequent (41% - 70%)* interaction with individuals outside the organization including community leaders, citizens, and the media.

# Position Vantage Point

**Note:** Answer each question independent of any preceding questions. For example: position that involves petty cash purchases may also manage the department budget. Enter 1 to 5, 1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

## Financial (Answer all that apply)

- Question 1:** My position is responsible for minor/petty cash purchases.
- Question 2:** My position is involved with financial/budgetary matters including purchase orders, payments, grant funds, employee benefits, and the like.
- Question 3:** My position manages the budget for the department / work unit.
- Question 4:** My position allocates funds for the various departments / work units.

**Question 5:** The greatest value that my position has purchasing authority without approval by another individual or external authority. (Select only one)

- None
- Less than \$5,000
- Less than \$50,000
- Less than \$1,000
- Less than \$10,000
- More than \$50,000
- Less than \$2,500
- Less than \$25,000

## Additional Information

NONCOLLUSION AFFIDAVIT

1. Vendor fully understands the preparation and contents of the attached offer and of all pertinent circumstances respecting such offer;
  
2. Neither the said vendor nor any of its officers, partners, owners, agents, representatives, employees or parties interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly, with any other responder, firm, or person to submit a collusive or sham offer in connection with the contract or agreement for which the attached offer has been submitted or to refrain from making an offer in connection with such contract or agreement, or collusion or communication or conference with any other firm, or, to fix any overhead, profit, or cost element of the offer price or the offer price of any other firm, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against the Town of Newmarket or any person interested in the proposed contract or agreement; and
  
3. The price or prices quoted in the attached offer are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the firm or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

AFFIDAVIT OF ELIGIBILITY

1. The vendor is not ineligible for employment on public contracts as a result of a conviction or guilty plea or a plea of nolo contendere to violations of the Sherman Anti-Trust Act, mail fraud or state criminal violations with a contract let by the State of New Hampshire or any political subdivision of the State of New Hampshire.
  
2. No councilman or officer of the Town of Newmarket or other person whose duty it is to vote for, let out, overlook or in any manner superintend any of the work for the Town of Newmarket has a direct interest in the responder.

CONFLICTS OF INTEREST CERTIFICATION

No employee, officer or agent shall participate in the selection, or in the award or administration of a contract if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when:

- The employee, officer or agent,

- Any member of immediate family,
- An organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm selected for award.

Officers, employees or agents will neither solicit nor accept gratuities, favors or anything of monetary value from vendors, potential vendors, or parties to sub-agreements. By submission of this form, the vendor is certifying that no conflicts of interest exist.

The undersigned hereby acknowledges receipt of the above applicable laws and verifies that the bid submitted in response to this solicitation is in full compliance with the listed requirements.

Signature: Karin VM Campbell

Printed Name; Karin VM Campbell

Title: CEO

NOTARY:

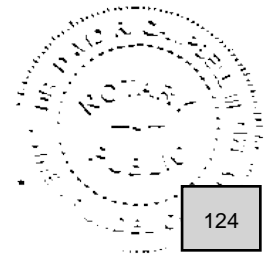
Subscribed and sworn to before me this date: May 18, 2022

BY: David Richard Campbell III, #124808

Notary Public

DAVID RICHARD CAMPBELL III  
 NOTARY PUBLIC  
 ANNE ARUNDEL COUNTY  
 MARYLAND  
 MY COMMISSION EXPIRES MARCH 21, 2024

My Commission Expires On: March 21, 2024



*Item c.*

CHARTERED JANUARY 1, 1991

FOUNDED DECEMBER 15, 1727



**TOWN OF NEWMARKET, NEW HAMPSHIRE**  
**By the Newmarket Town Council**

**Resolution #2021/2022 - 35**

**Resolution to Select a vendor to conduct a Salary Survey and Compensation Study for the Municipal Government**

- WHEREAS:** The Town Manager, or designee, shall conduct a study of salary levels and shall make adjustment recommendations to the Town Council at least every three (3) years; and
- WHEREAS:** It has been at least three years since the last compensation study was completed, and the administration wants to make the town competitive in the market when seeking employees for its important municipal positions; and
- WHEREAS:** After reviewing the submitted proposals, the Director of Finance & Administration recommends the proposal submitted by Municipal Resources, Inc.

**NOW, THEREFORE, BE IT RESOLVED BY THE NEWMARKET TOWN COUNCIL THAT:**

The Town Manager is authorized to enter into an agreement with Municipal Resources, Inc. to conduct a Salary Survey and Compensation Study at the cost of \$14,500, to be paid for with budgeted Human Resources Department FY 2023 funds.

*First Reading: June 1, 2022*

*Second Reading: June 15, 2022*

*Approval:*

<b>VOTING RECORD</b>			
Date of Vote:	YES	NO	ABSTAIN
Councilor White			
Councilor Ward			
Councilor Blackstone			
Councilor Brabec			
Councilor Lamattina			
Vice Chair Conley			
Chair Weinstein			
Total Votes:			
Resolution: Does   Does Not pass.			

Approved: \_\_\_\_\_  
Toni Weinstein, Chair Town Council

A True Copy Attest: \_\_\_\_\_  
Terri Littlefield, Town Clerk