



TOWN OF NEWMARKET, NEW HAMPSHIRE
Town Council
Agenda

Wednesday, June 15, 2022, 7:00 PM
Town Council Chambers

6:00 PM NON-PUBLIC MEETING PURSUANT TO RSA 91-A:II(a) - PERSONNEL

REGULAR SESSION

1. Pledge of Allegiance

2. Public Forum

3. Public Hearing

- [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

4. Town Council to Consider Acceptance of Minutes

- [a.](#) May 25, 2022 Goal Session Minutes
- [b.](#) June 6, 2022 Meeting Minutes

5. Report of the Town Manager

- [a.](#) Town Manager's Report
- [b.](#) Department Reports - May 2022

6. Committee Reports

7. Old Business

8. Resolutions/Ordinances in the 2nd 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

9. Resolutions/Ordinances in the 1st Reading

[a.](#) Resolution 2021/2022-37 - Sustainable Energy Goals for the Town of Newmarket

[b.](#) Resolution 2021/2022-36 - Request funds from Library CRF for Roof Repair

10. New Business/Correspondence

[a.](#) Correspondence to the Town Council

i. Town Manager's letter to the Historical Society

[b.](#) Closing Comments by Town Councilors

[c.](#) Next Meeting July 20, 2022

11. 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, 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*

VOTING RECORD			
Date of Vote:	YES	NO	ABSTAIN
Councilor Megan Brabec			
Councilor Joe LaMattina			
Councilor Colin White Sr.			
Councilor Scott Blackstone			
Councilor Brian Ward			
Vice Chair Katanna Conley			
Chair Toni Weinstein			
Total Votes:			
Ordinance: Does Does Not pass.			

Approved: _____
Toni Weinstein, Chair Newmarket Council

A True Copy Attest: _____
Terri Littlefield, Town Clerk

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TOWN OF NEWMARKET, NEW HAMPSHIRE
TOWN COUNCIL GOAL SETTING WORKSHOP
May 25, 2022 6:00 PM
Town Hall Auditorium
186 Main Street, Newmarket, NH
Draft Minutes

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

Councilors Excused: Councilor Megan Brabec

Staff Present: Town Manager Stephen Fournier and Wendy Chase, Recording Secretary.

Chair Weinstein convened the meeting at 6:10 PM and led the Pledge of Allegiance.

Rick Alpers from Primex was present to work with the Council on their suggested goals for the next 12 – 18 months and asked each Councilor and the Town Manager to provide three goals each.

Mr. Alpers began by asking what each person thought was going well in Newmarket:

Councilor LaMattina – the town side of the budget is very good; it’s lean and accounts for 25% of the property taxes. The Police and Fire Department personnel have good relationships with people.

Chair Weinstein – A positive quality of life with the downtown, access to recreation and education; employees in general are well rounded and each department has great staff as a result from steady leadership; the Recreation Department is top notch.

Councilor Blackstone – Agrees with a positive quality of life; he walks downtown every morning, and everyone knows the Police Chief and DPW Director; small town feel.

Councilor Conley – There have been a lot of important repairs and expansions to foundational systems; wastewater, roads that puts the town in a good position; tremendous improvements to downtown over the years while keeping a small-town feel; the Millspace has regular events with a group of people dedicated to it; a good foundation to build on; the Town Manager has created a good work environment for employees.

Town Manager Fournier – Communication – with the lack of media coverage we are still able to get as much information out as possible. Transition – with department heads retiring we have had seamless transitions with the positions we’ve filled so far; the downtown is not 9 to 5, it’s still vibrant at night.

45 Councilor White – the Town has had good growth but still a small-town community.

46
47 Councilor Ward – downtown is a walkable area; easy to walk to bars, MillSpace and stores.

48
49 Mr. Alpers asked the Councilors what they thought needed attention:

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51 Town Manager Fournier – the current government structure; it’s been a long time since there was
52 a contested election; what may have worked 20 years ago may not work for the next 20 years;
53 updating town facilities; shrinking our carbon footprint.

54
55 Councilor Blackstone – downtown still needs to grow; the McDonalds building has been vacant
56 for a few years now.

57
58 Chair Weinstein – Communication is good but can use improvement; Economic Development;
59 more work needs to be done with the Planning Board on possible zoning changes; strengthen our
60 relationship with the school - we are at a transitional period so it’s a good opportunity to reestablish
61 that relationship.

62
63 Councilor Ward – lack of affordable housing; college students and young families cannot afford
64 to live in town.

65
66 Councilor White- lack of parking is a big issue in town.

67
68 Councilor Conley – should continue to enrich the downtown area and expand the areas that draw
69 people in; pay attention to our shrinking assets like public transportation; make our community a
70 destination spot.

71
72 Mr. Alpers asked for 3 goals from each Councilor and the Town Manager:

73
74 Councilor LaMattina:

- 75 • Evaluate the future space needs for all town facilities.
- 76 • Experiment with different social media with channel 13 and work on improving
77 communication with residents in town.
- 78 • Develop a strategy and timeframe to obtain electricity for town faculties to clean renewable
79 resources.

80
81 Councilor Ward:

- 82 • Create areas through zoning changes to develop/build affordable housing.
- 83 • Expand walkable areas in town, near the golf course and western part of town.
- 84 • Reduction of the carbon footprint.

85
86 Councilor Blackstone:

- 87 • Councilor Blackstone agreed with Councilor Ward’s goals and said they are basically what
88 he is focused on.

89 •
90

91 Councilor Conley:

- 92 • Agreed with Councilor Ward’s goals with the expansion of affordable housing and
- 93 expansion of walkable areas and renewable energy. The losses of public transportation
- 94 have created a hardship.

95

96 Town Manager Fournier:

- 97 • Review the Town Charter – it’s been 10 years since the last review.
- 98 • Implement the Economic Development Plan – we have the grand scheme for the 3
- 99 gateways; now we have to come up with a game plan.
- 100 • Establish a facilities plan.

101

102 Councilor White:

- 103 • Develop a parking plan to address parking issues in the downtown area

104

105 Chair Weinstein:

- 106 • Finalizing the Economic Development Plan that includes development of the gateways and
- 107 the current downtown and parking issues.
- 108 • Continue to work on the Schanda Park development plan.
- 109 • Make Arbor Park more accessible. Highlight the town’s conservation areas and the river
- 110 itself.

111

112 Mr. Alpers will put together a draft and work with the Town Manager to fine tune the document

113 and come up with the timelines to implement the goals.

114

115 Town Manager Fournier said that it would be a good idea to bring in the Department Heads to

116 discuss timelines on implementing the goals.

117

118 Chair Weinstein said that a lot of the goals have been goals for many years in some shape or form

119 but there has been some progress on these goals over the years.

120

121 **ADJOURNMENT**

122

123 Chair Weinstein adjourned the meeting at 7:15 PM without objection.

124

125 Respectfully submitted,

126

127 Wendy V. Chase

128 Recording Secretary

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TOWN OF NEWMARKET, NEW HAMPSHIRE

TOWN COUNCIL REGULAR MEETING

Wednesday, June 1, 2022 7:00 PM

Council Chambers

Draft Minutes

Councilors Present: Council Chair Toni Weinstein, Council Vice-chair Katanna Conley, Councilor Megan Brabec, Councilor Scott Blackstone, Councilor Brian Ward, and Councilor Joe LaMattina.

Councilors Excused: Councilor Colin White, Sr.

Staff Present: Town Manager Stephen Fournier, Director of Finance William Tappan, and Wendy Chase, Recording Secretary.

Chair Weinstein convened the meeting at 7:00 PM and led the Pledge of Allegiance.

Councilor Conley made a Motion to seal the June 1, 2022 Non-public Meeting Minutes, which was seconded by Councilor Ward.

Motion was Passed by a vote of 6-0.

AGENDA

PUBLIC FORUM

Chair Weinstein opened the Public Forum at 7:01 PM.

Chair Weinstein closed the Public Forum at 7:01 PM without public comment.

PUBLIC HEARING

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

Chair Weinstein opened the Public Hearing at 7:02 PM

Finance Director Tappan explained he contacted multiple banks and the NH Municipal Bond Bank to solicit loan offers. Norway Bank was the only bank contacted that would lend the amount required to refinance the loan for 20 years. With the new interest rate if 2.84% we are projected to save the Town over \$280,000.00.

44 Chair Weinstein closed the Public Hearing at 7:06 PM

45

46 **TOWN COUNCIL TO CONSIDER ACCEPTANCE OF MINUTES**

47

48 **May 18, 2022 Meeting Minutes**

49

50 Councilor Conley made a motion to Approve *the May 18, 2022 Meeting Minutes*, which was
51 seconded by Councilor Ward.

52

53 Motion was Passed by a vote of 4-0-2. Chair Weinstein and Councilor Brabec abstained.

54

55 **REPORT OF THE TOWN MANAGER**

56

57 Town Manager Fournier reported the following:

58

- 59 • **Salary Survey** – Pursuant to the town’s personnel policy it is required that a study of salary
60 levels be conducted. The Town received two bids and the Town Manager is recommending
61 MRI to conduct the survey this summer/fall.
- 62 • **Policy Enactment** – The Town Manager submitted an ordinance amendment to allow for
63 departmental operation policies to be reviewed and approved by the Town Manager. This
64 is consistent with other council-manager forms of government in the area.
- 65 • **Moody Point Storm Water Grant** – NH DES Coastal Program did not select the town’s
66 submission for funding to study the critical infrastructure at Moody Point. We may be
67 eligible for funding through the NH DES Clean Water Sate Revolving Fund (CWSRF) loan
68 program. We will submit a pre-application for a Stormwater Planning Project. There is a
69 \$100,000 principal forgiveness: in the end no cost to the Town.
- 70 • The deadline to accept applications for the town engineer position is tomorrow.

71

72 Town Manager Fournier explained that the new Code Enforcement Officer position is full-time
73 and will report directly to the Director of Planning and Community Development.

74

75 Chair Weinstein inquired about the Parking Enforcement Officer position. Town Manager
76 Fournier said that the Chief has been advertising for the position and hasn’t received any
77 applications to date.

78

79 **COMMITTEE REPORTS**

80

81 Councilor Ward reported on the Budget Committee Meeting May 23rd. They had to postpone
82 meeting with the Fire Chief and will meet with him at a later date. They reviewed revenues and
83 the decrease in motor vehicle registrations and increase in building permits.

84

85 Councilor Brabec reported on the Arts & Tourism Commission. They met on May 31 and elected
86 a Chair, Vice Chair and Secretary. They discussed bringing in artists during the “Arts in the Park”
87 events with Rec Director Aimee Gigandet. There is still one open position available on the
88 Commission.

89

90 **RESOLUTIONS IN THE 2ND READING**

91
92 **Resolution #2021/2022-33 – Authorizing the Issuance of Refunding Bond for Well Water**
93 **Treatment Facility**

94
95 Vice-chair Conley made a Motion to Approve *Resolution #2021/2022-33*, which was seconded by
96 Councilor Ward.

97
98 Motion was Passed by a vote of 6-0.

99
100 **TOWN COUNCIL TO CONSIDER NOMINATIONS, APPOINTMENTS AND**
101 **ELECTIONS**

102
103 Charlotte DiLorenzo – Racial Equity, Inclusion and Human Rights Advisory Committee – 1-year
104 term – Term Expiration April 2023.

105
106 Councilor LaMattina made a Motion to Appoint *Charlotte Di Lorenzo to the Racial Equity,*
107 *Inclusion, and Human Rights Advisory Committee with a term expiration of April 2023*, which was
108 seconded by Councilor Conley.

109
110 Chair Weinstein commented that she couldn’t think of anyone more qualified to serve on this
111 committee.

112
113 Representative Di Lorenzo was present but did not comment.

114
115 Motion was Passed by a vote of 6-0.

116
117 Dr. Andrea Bien – Racial Equity, Inclusion and Human Rights Advisory Committee – 1-year term
118 – Term Expiration April 20223

119
120 Councilor Ward made a Motion to Appoint *Dr. Andrea Bien to the Racial Equity, Inclusion and*
121 *Human Rights Advisory Committee with a Term Expiration of April 2023*, which was seconded
122 by Councilor Conley.

123
124 Councilor Conley commented that Dr. Bien has a lot of qualifications.

125
126 Town Manager Fournier said we are still looking for 5 members to serve on this Committee.

127
128 Motion was Passed by a vote of 6-0.

129
130 **RESOLUTIONS IN THE 1ST READING**

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132 **Ordinance No. 1 2021/2022 – Amending Chapter 1 of the Code of the Town of Newmarket,**
133 **NH; Clarifying the Authority of the Town Manager**

134
135 Chair Weinstein read Ordinance No. 1 2021/2022 into the record.

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

Chair Weinstein read Resolution #2021/2022-34 into the record.

Resolution #2021/2022-35 – To Select a vendor to conduct a Salary Survey ad Compensation Study for the Municipal Government

Chair Weinstein read Resolution #2021/2022-35 into the record.

CORRESPONDENCE TO THE COUNCIL

There was no correspondence to the Town Council.

CLOSING COMMENTS BY THE TOWN COUNCILORS

Councilor Blackstone commented on the success of the Rec Connect event held last week at the Stone Church. Recreation Director Aimee Gigandet and her Staff as well as the Business Association did a great job. Saturday, June 25 the Recreation Department is doing a garden tour and the Historic Society will be displaying gardening tools at the museum.

Councilor Brabec asked for clarification on adding something to the Council Agenda.

Town Manager Fournier said that the Council can either suspend the rules at a meeting to allow adding something to the agenda or hold a separate work session meeting to discuss items not on the agenda.

Councilor LaMattina said that the members of the Historical Society would like a meeting with the Council to discuss the letter they sent regarding the historic overlay district.

Town Manager Fournier suggested meeting an hour earlier for the July 20, 2022 meeting and hold a work session and invite members of the Historical Society to discuss the letter.

NEXT MEETING

June 15, 2022

ADJOURNMENT

Chair Weinstein adjourned the meeting at 7:40 PM without objection.

Respectfully submitted,

Wendy V. Chase
Recording Secretary



TOWN OF NEWMARKET, NEW HAMPSHIRE
OFFICE of the TOWN MANAGER

REPORT OF THE TOWN MANAGER

June 15, 2022

Gaziano Property: SouthEast Land Trust was preparing for the conveyance of the deed of conservation restrictions over the former Gaziano Tract along Neal Mill Road. The project passed what they thought was the last hurdle when they received notice from the Land and Community Heritage Investment Program (LCHIP), which awarded a \$150,000 grant to the former Gaziano Tract. The structure of the conservation project was for LCHIP to be the primary holder of the deed of conservation restrictions and the NHDES to have a third party right of enforcement and the Town of Newmarket to have an Executory Interest allowing the Town to take possession of the property if SELT ever fails to exist or tries to transfer the land to a non-conservation or non-government entity. This deed structure was pretty much exactly as LCHIP had written and provided to us to use for the project that had been used by SELT and other organizations across NH on other conservation projects for many years.

They then learned from LCHIP that the Attorney General's office has determined LCHIP does not have the authority to hold the conservation restrictions and thus we cannot convey the restrictions to LCHIP.

This is a problem as SELT has a loan from a private individual that is due for full balloon payment this month and we were already cutting it close but were going to be able to make it. They worked with their funding partners to get advance payments so they can pay off the loan, but they still have a troubling issue in that they need an entity to hold the deed of conservation restrictions.

SELT spoke with Ellen Snyder, Chair of the Conservation Commission and at the outset of the project the Town holding the restrictions was an option that we all considered, but the Conservation Commission preferred having another entity like LCHIP to be responsible for the monitoring especially since LCHIP was willing to be the holder of the conservation restrictions. With LCHIP now out of the picture we are back to considering if the Town of Newmarket would be willing to hold the deed of conservation restrictions.

The deed is essentially the same as the one already reviewed by the Commission and the Town Attorney, but with the Town as the Grantee rather than LCHIP. The Town Attorney reviewed the new deed and there is no issue.

On November 9, the Conservation Commission voted to recommend accepting a deed of conservation restrictions on the former Gaziano tract.

Resolution #2021/2022-07 that the Town Council approved stated:

NOW, THEREFORE, BE IT RESOLVED BY NEWMARKET TOWN COUNCIL THAT: The Newmarket Town Council hereby accepts a legal interest in the Gaziano property and authorizes the Town Manager to enter into a Memorandum of Understanding and any other agreements with the Southeast Land Trust.

With LCHIP not being able to hold the easement and the Conservation Commission now willing to hold the easement, legal counsel and I believe that with the Conservation Commission voting in the affirmative, I can sign the new documents without the Town Council having to go through the process of adopting it again. I am making you aware of the situation, but since the Town is not the one who will maintain the tract of land or pay for it, it doesn't change the initial resolution.

Code Enforcement Officer – Zoning Administrator: I am happy to announce that we have hired David Evans of Kittery as our new Code Enforcement Officer – Zoning Administrator. Dave is currently serving as the Assistant Code Enforcement Officer for the Town of Kittery. He has numerous certifications, including commercial and residential building; commercial and residential energy; plumbing and land use planning.

Mr. Evans will be a direct report to the director of Planning and Community Development, who he has worked with in the past. His start date will be July 5.

Town Engineer: Interviews have been conducted and we should have an announcement shortly.

Interim Superintendent of Schools: On Monday June 6, I met with the new Interim Superintendent of Schools, Todd Allen. Superintendent Allen comes to the Town from the Oyster River School district, where he retired as an Assistant Superintendent of Schools.

We discussed many topics, including improving communications between our offices.

Policy Enactment: On the agenda tonight is 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.

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.****

Town Engineer: We are receiving resumes currently.

New Road: The project is underway.

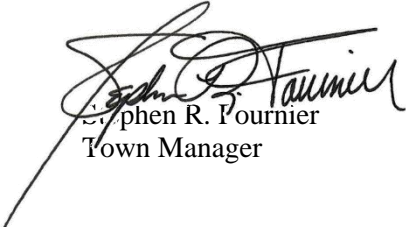
NH Municipal Management Association Annual Conference: I will be attending the MMANH annual conference in Keene June 15-17. The Director of Finance and Administration will be filling in for me.

Contracts Signed on Behalf of the Town Since Last Meeting:

- Employment Agreement – D. Evans, Code Enforcement
- Newmarket NHA CDBG Request - \$21,562.50

- AP Check Run DATE: 06/02/2022 CHECK RUN: 060222-1 AMOUNT: \$ 120,131.48
- AP ACH Payments: 06/02/2022 - 36,312
- AP Check Run DATE: 06/08/2022 Check RUN: 060822-1 AMOUNT: \$ 59,389.94
- HealthTrust Accepting New Rates Effective July 1, 2022
- 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

Monthly Department Report



May 2022

POLICE

Activity

Newmarket Police 3-year comparable statistics for the month of May 2022.

	<u>2022</u>	<u>2021</u>	<u>2020</u>
<i>Total calls for service</i>	1889	1558	1624
<i>Motor vehicle stops</i>	369	245	13
<i>Arrests</i>	17	10	5
<i>Offense reports</i>	39	31	52
<i>M/V accidents</i>	5	7	3
<i>Parking tickets</i>	59	50	38
<i>Drug overdoses</i>	0	0	1
<i>Alarms</i>	13	13	9
<i>Death investigations</i>	0	1	1
<i>Mental health related</i>	42	12	2

During the month of May, the Newmarket Police Dispatch Center documented 1889 calls for service. We investigated thirty-nine criminal complaints that required investigations into all of them. The cases involved

Criminal Mischief, Fraud, Scams, Violation of a Protective Order, Harassment, Criminal Threatening, Criminal Threatening with a Deadly Weapon, Burglary (Breaking and Entering) Arrest on a Warrant and Domestic Violence. We continue to handle numerous civil disputes which include landlord/tenant issues, child custody exchanges and property ownership.

As the warmer weather has arrived, we have had a noticeable increase in motor vehicle complaints. As people are outside, walking, jogging and using the roads we have seen a number of issues relative to speed and aggressive driving. We have started to implement different patrols to focus on speeding and aggressive driving.

Some of the calls we handled this month:

- SRO Gott was summoned to the back of the school after school staff observed a subject dressed in orange walk out of the woods towards the playground. The subject then walked back into the woods. SRO Gott made contact with the subject who was lost. SRO Gott was able to provide directions to the person who went on his way.
- We were assisted by the Wakefield NH Police Department who took a subject into custody in their town based on a warrant prepared in Newmarket. The subject was charged criminally with Harassment and 7 counts of Violation of a Protective Order. Officers met with the Wakefield officer to relay the subject back to Newmarket. This subject was later transported to jail to await arraignment.
- Officers responded to the area of the Piscassic Street boat ramp for a person attempting to commit suicide by hanging. A caller had observed the male party hanging from a tree and was able to cut him down before calling for emergency responders. Lieutenant Stevens and Detective Wedgeworth were able to talk with the distraught male. He was upset over the loss of a close friend. Officers were able to move him to an ambulance where he was later transported to the hospital for evaluation.
- Civil Incident – Officers routinely help with civil incidents. Numerous people meet at the police station for family matters. We offer a safe place that is recorded and viewed around the clock. An example of this is two parents who have not been able to meet peacefully at other locations to exchange custody of a child. Arrangements are made so they can meet up either in front of the police station or the lobby. This helps provide a level of security for all parties involved. On one such occasion the meet-up had occurred and the parents had departed. One parent returned to drop off medication that she had forgotten to place in the diaper bag. Per court order the parents were not allowed to communicate other than to meet up so the mother did not want to reach out to the father. Officers were later able to relay the medication to the father as he reported he could not come to the station to get it.
- Dispatchers noticed two vehicles circling the police station repeatedly and at high speeds. Officers went to the parking lot and stopped the two vehicles. This turned out to be a road rage incident that started in Greenland and continued until they pulled into our lot. Both vehicle operators were counseled and warned for their driving behavior.

- SRO Gott was working an extra community patrol shift when he observed a subject walking in the area of the rail road tracks. For those that are not aware walking near or on the railroad bed is considered trespassing. Unlike other locations no advanced notice of trespassing is required. The law is written with the idea that people should know they can't be on the railroad tracks at any time. People are allowed to cross at dedicated locations such as the crossing on Elm Street and the crossing on Exeter Street. On this night the subject had been walking on the railroad bed. SRO Gott stopped to speak with the subject and discovered that she was stealing railroad property. Metal plates used to secure the tracks had been placed in the area for repairs. The subject was taking the metal with the hopes of "scrapping" it at the metal yard. This subject was the same subject who had been arrested earlier in the month for Harassment and 7 counts of Violation of a Protective Order. On this night she was arrested for Theft and Trespass.

- On May 3rd, 2022 at 0142 in the early morning hours Officer Wardana was dispatched to a call on Nichols Avenue. A panicked caller told the dispatcher that a man had broken into an apartment she shared with her boyfriend. The caller reported that her boyfriend had the man at gun point. She said the man had crashed through their window, they did not know him and he was only speaking to them in Spanish. The caller had locked herself in the bedroom and could now hear yelling and what sounded like a struggle. The man then burst into her bedroom. Officer Wardana had been driving to the scene as the caller relayed information to the dispatch center. Dispatcher McGee in turn updated Officer Wardana. Dispatcher McGee then summoned officers from Durham, Lee and New Hampshire State Police as Officer Wardana was the only Newmarket officer working at that hour. When Officer Wardana arrived, the man was still partially hanging out the window. Officer Wardana observed a second subject near a wooded area a short distance away. Officer Wardana grabbed the man attempting to gain entry. Wardana grabbed the man by the foot, however he struggled and was able to gain entry to the residence. Officer Wardana sprinted inside where he located the man and was able to subdue him after a brief struggle. Officer Wardana then went outside and located the second subject. Initial attempts to gain compliance did not work. Wardana briefly struggled with the second subject but was eventually able to gain control over him and place him in handcuffs. Backup officers from Lee, Durham and the NH State Police arrived moments later. To say this situation was dangerous would be an understatement. Although I am not surprised, I would say I am very proud of the way both Officer Wardana and Dispatcher McGee performed under these difficult and stressful circumstances.

- On two separate occasions we deployed officers to Hampton Beach to assist the Town of Hampton and the New Hampshire State Police. Reports of unruly crowds of 500 or more and officers in need of assistance were relayed to departments around the seacoast. The request was made for any available officer to respond and help restore order at the beach. Officers responded to assist and helped disperse crowds that had formed on the beach and in the roadways. Officers returned safely after a few hours.

Motor Vehicle Accidents

Motor vehicle crashes were down this month with a total of five.

- On May 11th Officers responded to the area of 35 Bay Road for a report of a vehicle into a telephone pole. When they arrived, the vehicle was unoccupied. It was later determined that the operator of the vehicle had been picked up by a family member. The operator said he was trying to avoid a deer in the road. Below are some pictures from the scene.



On May 12th at 2:40 p.m. Officers responded to the scene of a crash on South Main Street near Railroad Street. Traffic had slowed in the area due to heavy volume. One vehicle stopped in traffic, however the operator of the second vehicle could not stop in time. The second vehicle struck the rear of the first vehicle causing the collision. Below are some pictures of the damage.



Personnel

Aaron Hurlburt has completed his field training and has been cleared for solo assignment. **Matthew Pefine** successfully graduated from the New Hampshire Police Academy on May 27th. Several members of the department were able to attend the graduation. Pefine will now return and complete his field training.



We currently have an open position for police officer and dispatcher that we are trying to fill.

Training



- Officer Taylor Sheehan was accepted as a member of the Seacoast Emergency Response Team. He has since attended two weeks of intense training to prepare him for this assignment of training relative to the team.
- Officer Nicholas Espo, Officer Robert McGloughlin and Sergeant Annaelise Schmidt attended mental health and well-being for first responders.
- Officer Wilson Wardana attended ARIDE Training. This training is an advanced class in detection of impaired drivers and signs of alcohol and drug impairment.
- Detective Wedgeworth is now a Certified Child Passenger Safety Seat Installation Technician. This training was a course on safety seat installation. The course is difficult to complete and pass. Detective Wedgeworth has

already assisted numerous families with safety seat installation.

What to Know about Booster Seats


Booster seats protect children who are too big for a car seat but too small for a seat belt.

Seat belts don't fit children properly until they are at least 57" (4'9") tall and weigh between 80 and 100 pounds.

Motor vehicle crashes are the second-leading cause of death for children 4 to 10 years old.

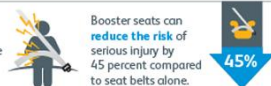
340 children this age died in motor vehicle crashes in 2012.




1/3 of these children were riding without a restraint that could have saved their lives.

Although seat belts are safer than nothing at all, children who should be in booster seats but wear only seat belts are at risk of **severe abdominal, head and spinal injuries** in the event of a crash.


Booster seats can **reduce the risk of serious injury by 45 percent** compared to seat belts alone.




Safe Kids Worldwide surveyed 1,000 parents of 4 to 10 year olds. The study found **seven in ten parents do not know** that a child should be at least 57 inches (4'9") to ride in a car using a seat belt without a booster seat.



The study revealed 9 out of 10 parents move their child from a booster seat to seat belt **before their child is big enough.**




One in five parents whose children carpool say they **"bend the rules"** when driving, letting children ride without seat belts and without the car seat or booster seat they would normally use.



And **61 percent of parents say they notice other carpool drivers** bending the rules.

Buckle up every ride, every time, in the right seat.
REMEMBER: A child needs to be at least 57" tall (4'9") and weigh between 80 and 100 pounds to ride with just a seat belt.





Learn more at www.safekids.org

Is Your Child Always Buckled Up?


Car crashes are a leading cause of death to children in the U.S.

Of those children who died in crashes in 2011, **33% were not buckled up.**

221 children unrestrained.

Who and Why? We asked 1,000 parents what risks they were willing to take while driving with their kids. The results were surprising.




1 in 4 parents say they have driven with their children unrestrained.

INCOME **1 in 3 affluent parents** with a household income of \$100,000 or higher, say it is acceptable to leave their child unrestrained if they are not driving a far distance, compared to 15 percent of parents making less than \$35,000. However, 60 percent of crashes involving children occur 10 minutes or less from home.


AGE **23% of younger parents** (ages 18-29) said it would be acceptable to ride with a child unrestrained when traveling overnight compared to 13 percent of older parents (ages 30-49). However, this is the time period when children are most likely to be injured in a crash.

EDUCATION **Parents with graduate degrees are twice** as likely to say it is acceptable to drive without buckling up their children, compared to parents with a high school education, particularly when they are in a rush (20 percent compared to 10 percent). However, drivers in a rush may not be as careful as when they are fully attentive.


"Not driving far."




"Traveling overnight."



"In a rush."



BUCKLE UP: Every Ride, Every Time



Proud Program Sponsor
FOUNDATION



Parking Violations

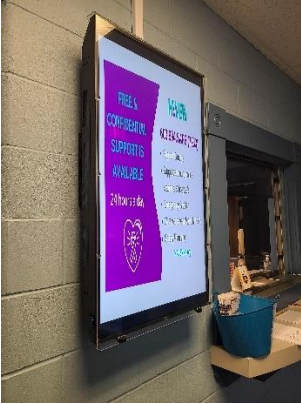
In May patrol officers issued 59 parking tickets. We continue to be active in parking enforcement in the downtown area. As the warmer weather moves in, we anticipate an uptick in enforcement needs. We have plans in place to provide parking enforcement on a more consistent basis during the warmer months.

Fleet

Currently our fleet is in good working condition.

Police Station Maintenance

Most of the police station is up to date and in good working order. We recently installed a new information board similar to the monitors seen around the town hall. The board provides information and services available such as how to file a report or make a report request or how to apply for a parking permit.



Drug Related Issues

The month of May was relatively quiet when it came to drug related issues for us. We have not had any reported opiate overdoses this month. Alcohol continues to be a significant problem for us. We had many incidents related to alcohol including domestic disturbances, people driving impaired, and people being so intoxicated we had to take them into custody to protect their welfare.

Below are the following statistics for Heroin/Opiate related overdoses and deaths since the inception of the Newmarket Alliance for Substance Abuse Prevention (N-ASAP).

2015- 45 Overdoses with four deaths resulting

2016- 22 Overdoses with two deaths resulting

2017- 15 Overdoses with two deaths resulting

2018- 6 Overdoses with two deaths resulting

2019- 3 Overdoses with one death resulting

2020- 8 Overdoses with two deaths resulting

2021- 4 Overdoses with one death resulting

2022 - 3 Overdoses

Jordan was the first person to collect the entire set.



We have started to conduct patrols in the evening in the downtown area beyond our normal patrols. We refer to these as "community policing patrols" and are geared towards officers getting out of the cruisers and making contact with people around town. This is an extra patrol officer that can dedicate his/her time to this task. Officers have been checking in with local businesses, addressing parking issues, helping with pedestrian traffic and making contact with people around the downtown.

Fiscal Year 2021/2022 Budget

Fuel consumption continues to be a concern as we move forward. We have spent our entire fuel budget for the year. The budget appears to be on track otherwise.

Respectfully submitted,

Greg Jordan

Police Chief

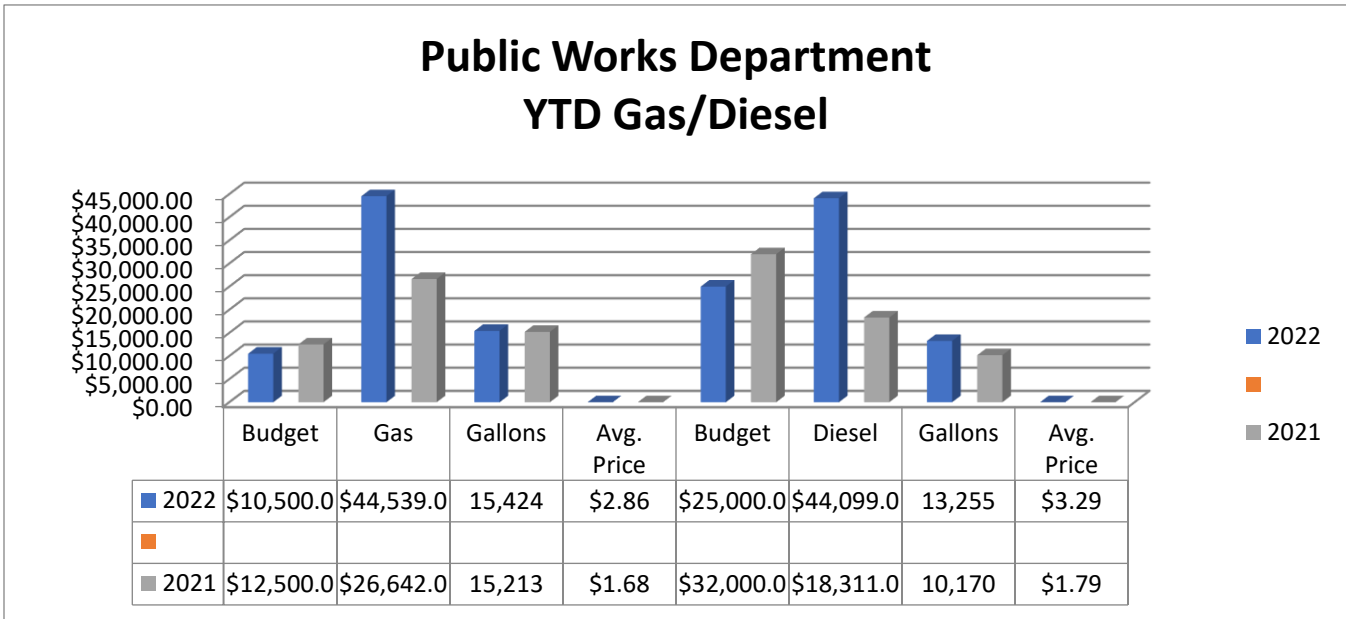
FIRE AND RESCUE

The May Report will be available next month.

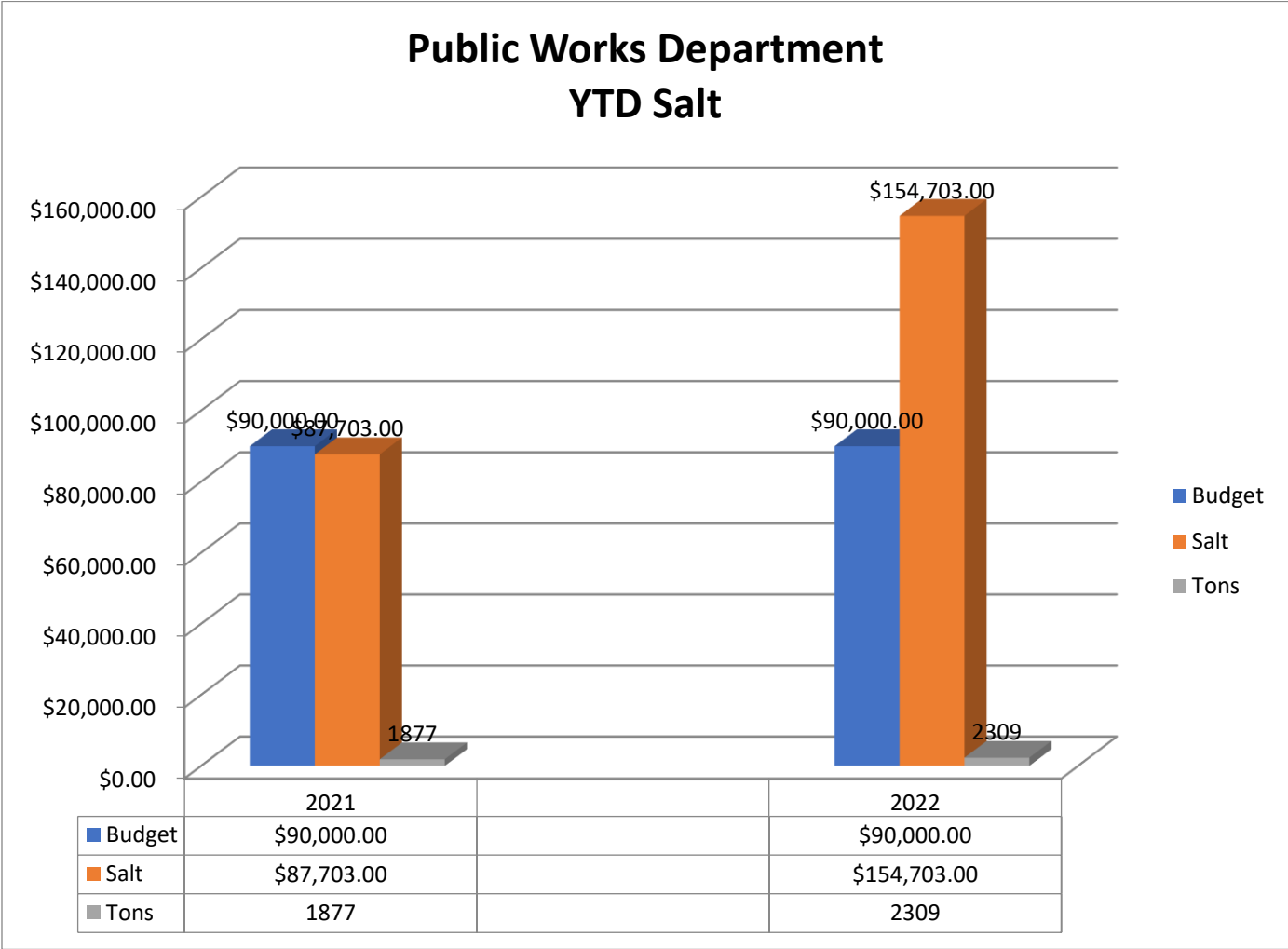
PUBLIC WORKS

May DPW Charts:

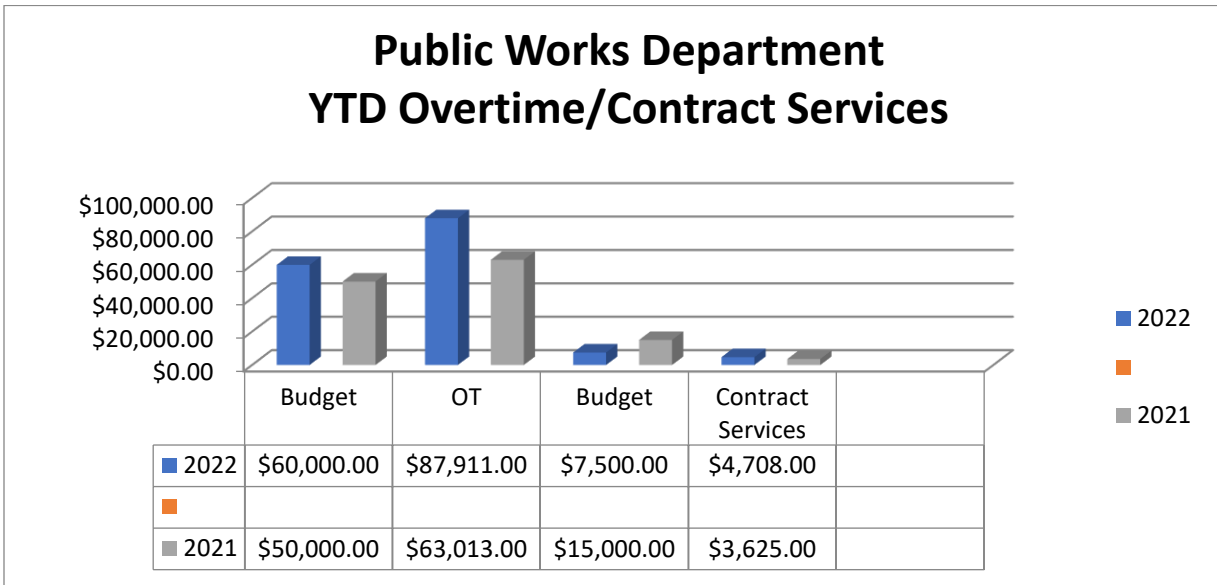
	Budget	Gas	Gallons	Avg. Price	Budget	Diesel	Gallons	Avg. Price
2022	\$10,500.00	\$44,539.00	15,424	\$2.86	\$25,000.00	\$44,099.00	13,255	\$3.29
2021	\$12,500.00	\$26,642.00	15,213	\$1.68	\$32,000.00	\$18,311.00	10,170	\$1.79



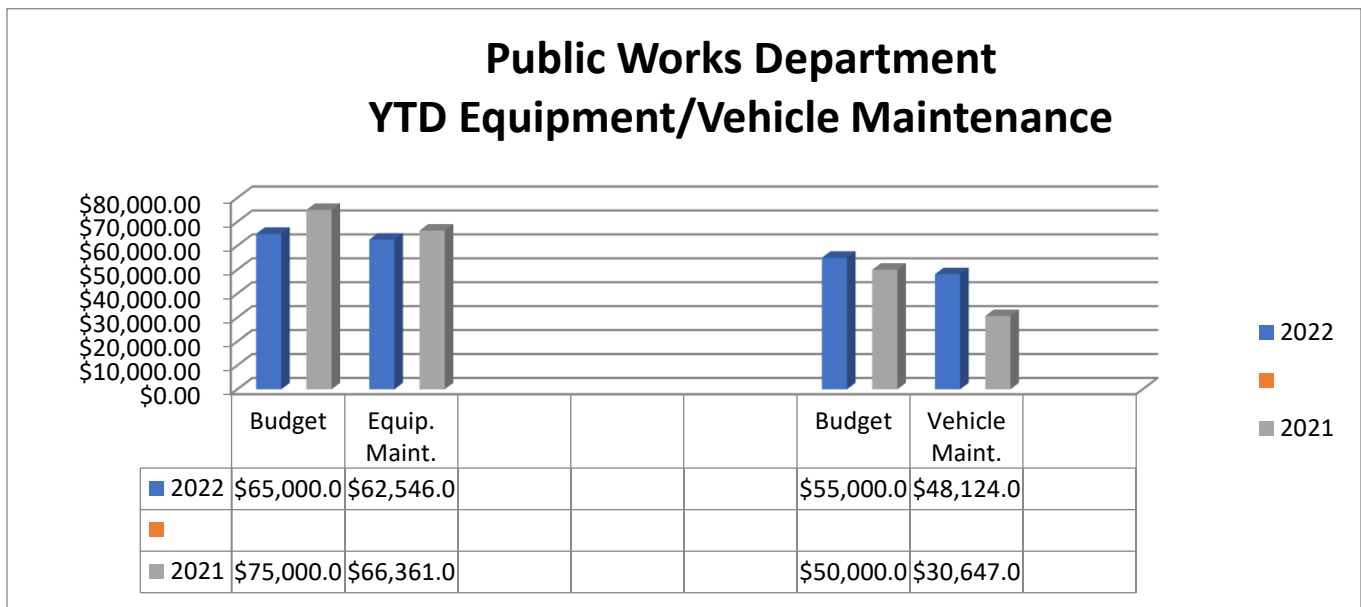
	Budget	Salt	Tons
2021	\$90,000.00	\$87,703.00	1877
2022	\$90,000.00	\$154,703.00	2309



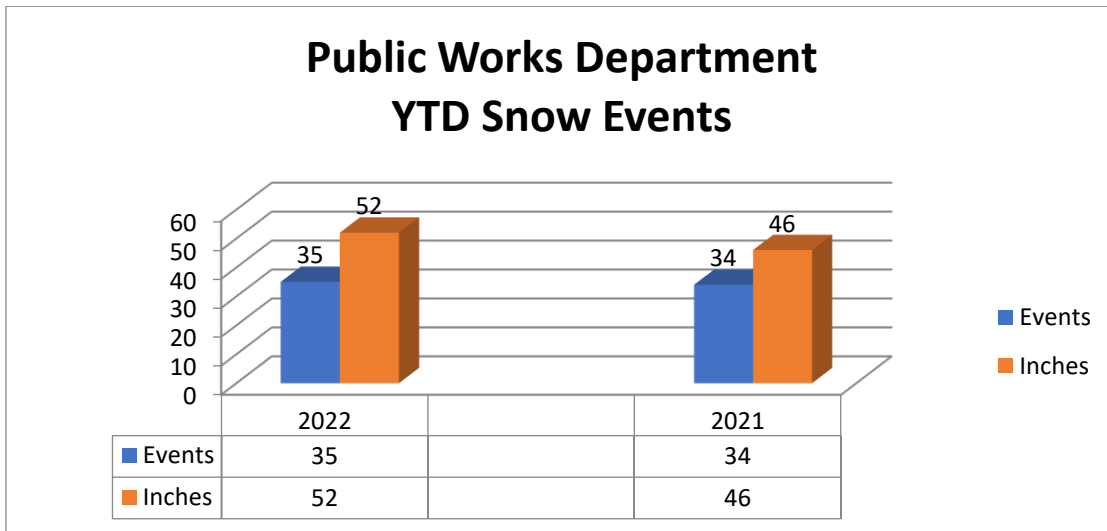
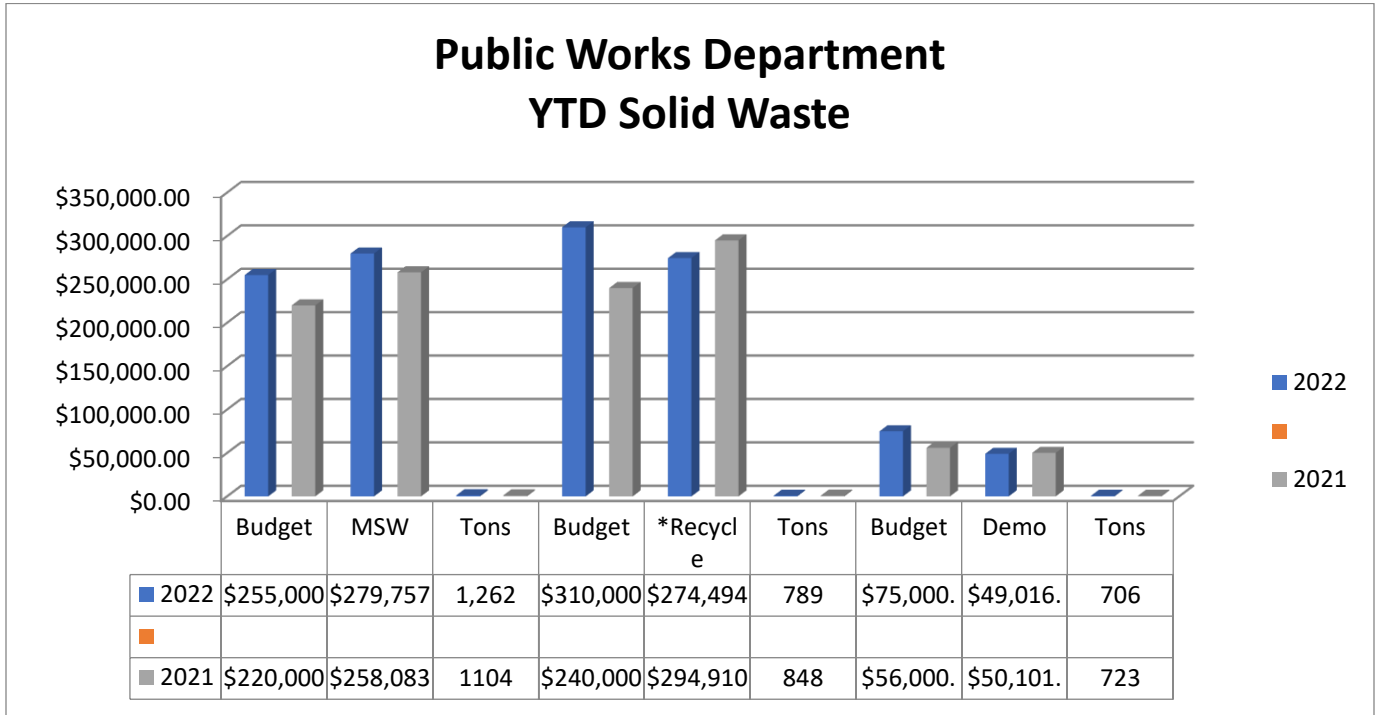
Budget	OT	Budget	Contract Services
\$60,000.00	\$87,911.00	\$7,500.00	\$4,708.00
\$50,000.00	\$63,013.00	\$15,000.00	\$3,625.00



	Budget	Equip. Maint.	Budget	Vehicle Maint.
2022	\$65,000.00	\$62,546.00	\$55,000.00	\$48,124.00
2021	\$75,000.00	\$66,361.00	\$50,000.00	\$30,647.00



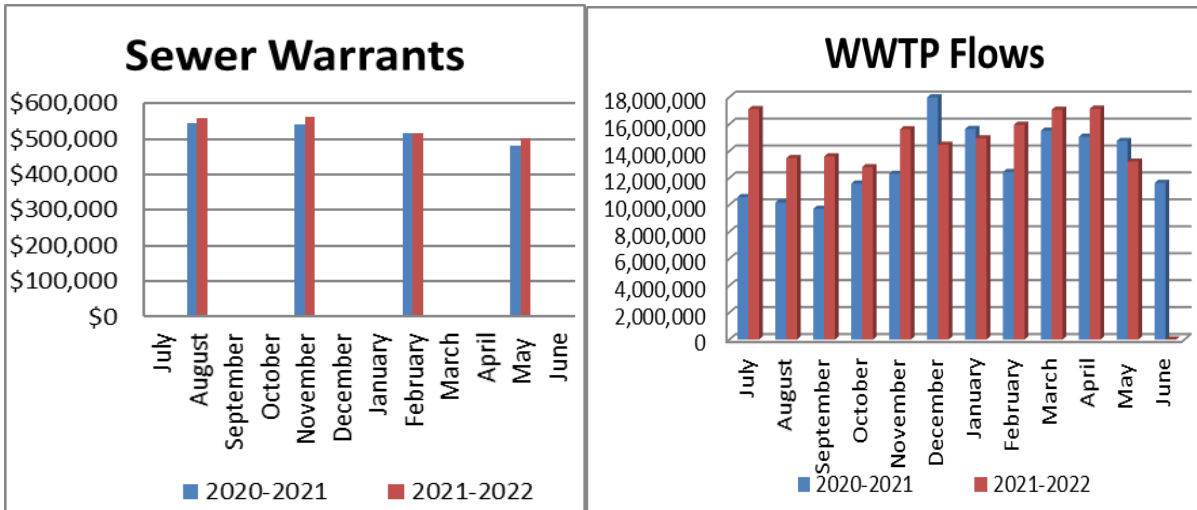
2022	\$255,000.00	\$279,757.00	1,262	\$310,000.00	\$274,494.00	789	\$75,000.00	\$49,016.00	706
2021	\$220,000.00	\$258,083.00	1104	\$240,000.00	\$294,910.00	848	\$56,000.00	\$50,101.00	723



	Events	Inches
2022	35	52
2021	34	46

ENVIRONMENTAL SERVICES DEPARTMENT

Wastewater Department



The wastewater treatment facility treated 13.2 million gallons of water for May 2022. The facility removed 99% of the Biochemical Oxygen Demand and 99% of the total suspended solids. The facility discharged on average 1.8 mg/L of total nitrogen per day for a total of 198 total pounds of total nitrogen discharged for the month of May 2022.

The Wastewater Department received 232,213 gallons of septage during the month of April. The past trickling filter treatment process that Newmarket had could not handle septage very well. Newmarket’s current wastewater treatment plant process does very well with processing septage. The Department received \$23,221 in revenue from septage for the month of May 2022.

The Wastewater Department submitted State Revolving Loan Grant Applications for the following projects:

- Wastewater System Asset Management
- Wastewater Pump Station Improvements
- Septage Station Improvements
- Creighton Street Pump Station Improvements
- MS4 Planning Grant
- Stormwater Asset Management Grant

-Sewer problem on Bay Road: The connection that Granese installed from the old sewermain to the new sewermain last summer failed. Granese responded with a crew and made the necessary repairs. The New Hampshire Department of Environmental Services and the Environmental Protection Agency were notified within the required 24 hours of the incident.

-Sewer problem on Water Street: Newmarket wastewater personnel were called for a manhole that was discharging wastewater out the cover. Newmarket personnel relieved the blockage with the vac-truck. Personnel found that grease had built up inside the sewermain and created a blockage.

Huber Press and Sludge Report

Press ran for - 24 days

Total run hours – 389.30 hrs

Total gallons pumped – 567,695 gal

Average feed sludge percentage - 0.68%

Average feed sludge temp – 18.9°c

Average filtrate percentage - 0.09%

Average filtrate temp – 17.7°c

Average capture rate - 87%

Average sludge solids percentage – 19.60%

Total monthly sludge tonnage – 72.39 tons

Monthly Operations Report																				
Newmarket WPCF																				
Permit # NH00100196																				
May-2022																				
Primary Operator Sean Greig																				
	Inf. Flow			Eff. Flow MGD			BOD		TSS		Nitrogen		PH		Fecal		Enter		Chlorine	
	MGD	Min	Max	Total	Inf.	Eff.	Inf.	Eff.	Inf.	Eff.		Inf.	Eff.	Colif.	ococci	Residual				
1	.4870	.16	1.0	.4940										7.6	7.3	<2	<1	0.00	0.00	
2	.4612	.14	1.2	.5140										7.6	7.1	20	4	0.00	0.00	
3	.4704	.20	1.2	.4940		5.9		1.1	1.8					7.1	7.1	4	5	0.00	0.00	
4	.4665	.13	1.2	.4950		5.8		1.7						7.8	7.2		4	0.00	0.00	
5	.4530	.18	1.0	.4920										6.9	7.2		12	0.00	0.00	
6	.4351	.17	1.3	.4700										7.7	7.2	10	11	0.00	0.00	
7	.4338	.14	0.9	.4420										7.7	7.2	2	1	0.00	0.00	
8	.4404	.14	1.0	.4430										7.8	7.3	<2	<1	0.00	0.10	
9	.4224	.12	1.0	.4280										7.4	7.2	4	6	0.00	0.00	
10	.4187	.12	0.9	.4440		6.6		4.0	1.9					7.8	7.3	30	5	0.00	0.00	
11	.4186	.00	1.5	.4290		6.4		3.1						7.8	7.2	13	10	0.00	0.00	
12	.4093	.10	1.1	.4250										7.8	7.2	8	3	0.05	0.05	
13	.3941	.12	1.0	.4140										7.6	6.9	4	3	0.00	0.00	
14	.3899	.08	0.8	.3690										8.0	7.3	<2	<1	0.00	0.00	
15	.4362	.08	0.9	.4340										7.8	6.9	<2	<1	0.00	0.00	
16	.4230	.05	1.4	.4460										7.8	7.2	2	19	0.00	0.00	
17	.4109	.11	0.9	.4450		4.2		2.4	1.8					7.7	7.3	<2	4	0.00	0.00	
18	.4153	.11	1.0	.4460	534	3.8	519	1.6						7.7	7.3	4	4	0.00	0.00	
19	.3965	.11	0.9	.4210										7.6	7.2	4	4	0.00	0.00	
20	.3790	.08	0.9	.4040										7.7	7.2	2	6	0.00	0.00	
21	.3872	.12	0.8	.4260										7.8	7.1	<2	2	0.00	0.00	
22	.4185	.10	0.9	.4330										7.7	7.3	10	1	0.00	0.00	
23	.3897	.08	1.0	.3950										7.6	7.1	5	6	0.00	0.00	
24	.3824	.07	1.1	.3910		5.5		2.0	2.0					7.7	7.2	<2	4	0.00	0.00	
25	.3899	.10	1.2	.4270	395	5.7	298	1.9						7.7	7.2	2	6	0.05	0.00	
26	.3717	.09	0.9	.3910										7.5	7.2	<2	5	0.00	0.00	
27	.3722	.10	1.0	.3910										7.1	7.2	6	4	0.05	0.00	
28	.3612	.07	0.9	.3730										7.8	7.3	2	2	0.00	0.00	
29	.3496	.05	0.9	.3340										7.8	7.2	<2	<1	0.00	0.00	
30	.3702	.06	0.9	.3550										7.9	7.3	<2	<1	0.05	0.00	
31	.3724	.06	0.9	.3550					1.5					7.7	7.3	<2	5	0.00	0.00	

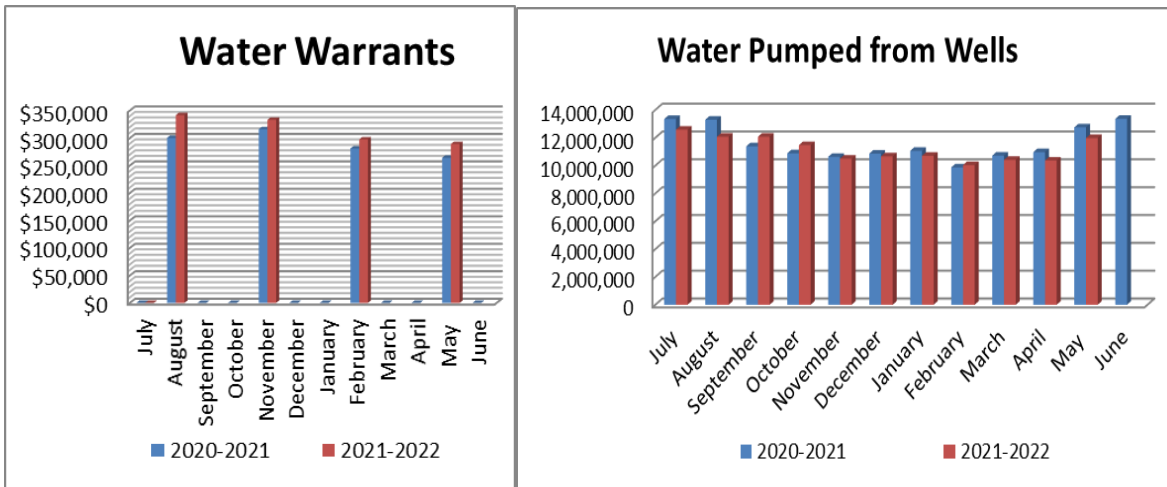
Average Wastewater Flow Discharged: 0.4265 Million Gallons/Day; Total gallons discharged 13,220,000

Biochemical Oxygen Demand Removal: 99%, Average Discharge per day: 5.5 mg/L; Permit Limit 30mg/L

Total Suspended Solids Removal: 99%, Average Discharge per day: 2.2 mg/L; Permit Limit 30 mg/L

Total Nitrogen Average Discharge per day: 1.8 mg/L, 6.4 lbs.; Permit Limit 30 lbs/day

Water Department



South Main Street Project: the contractor plans on milling and final paving South Main Street in late July to complete the project.

Tucker Well Project: The Tucker Well Project is to install a new well pump house for the Tucker Well and connect the pump house to the Newmarket Water System. The contractor has begun to mobilize and layout the project. The contractor has performed necessary tree removal and has cleared the area for the new pump station. The contractor is currently waiting for pipe fittings to arrive. Once the fittings arrive, the contractor will begin excavating and installing the watermain.

New Road Project: The New Road Project is to improve the New Road drainage system, and to install a new watermain. The contractor has installed the new drainage outfall and has begun installing the drainage pipe on Young Lane. It was found that a portion of the Young Lane 1967 cast iron watermain was in the way of the proposed drainage main. It was determined that the best solution is to replace approximately 420 feet of watermain on Young Lane. The additional cost is \$67,000. The 1967 watermain zig zagged down Young Lane. The zig zag 1967 watermain would have required the contractor to go under the 1967 watermain with the drainage many times. This would expose the pipe that was installed in poor materials in many locations and over long distances. This would lead to current and future water breaks.

The Bennett and Sewall Well Project: The Bennett and Sewall Well Project is to upgrade the two well sites. The contractor anticipates the work to begin at the beginning of June. The contractor wants to make sure that he has all the materials before he begins the project.

The Water Department submitted State Revolving Loan Grant Applications for the following projects:

Bennett Well Improvements

Water Tower Improvements

Newmarket and Newfields Water System Connection

Lead and Copper samples that were sampled from 20 Newmarket homes in April were all within the acceptable limits.

PWS 1731010 - Newmarket Water Works							
Water Quality Monitoring							
Sampled By		BMT					
Monthly Monitoring For				May-22			
Location	Date/Time	PH	Temp °C	Specific Conductance us/cm	PO4 mg/L	Free Cl2 mg/L	Total Coliform
Lamprey	5/5/2022.0840	8.02	14.2	431	0.93	0.17	Absent
Racquet Club	5/5/2022.0925	8.31	15.4	596	1.36	0.56	Absent
L+M	5/5/2022.0905	7.94	15.1	491	1	0.12	Absent
Aubuchon	5/17/2022.0915	8.06	15.5	478	1.09	0.18	Absent
Public Works	5/17/2022.0828	8.15	14.9	515	1.1	0.26	Absent
Town Hall	5/17/2022.00858	8.11	15.9	495	0.98	0.23	Absent
Well Site	Date/Time	PH	Temp °C	Specific Conductance us/cm	PO4 mg/L	Free Cl2 mg/L	
Bennett	5/6/2022.1029	8.07	12.8	307	0.72	0.23	
Sewall	5/6/2022.1007	7.55	11.5	448	0.89	0.32	
MTWTP	5/6/2022.1055	8.14	12.1	586	0.62	0.8	
Bennett	5/18/2022.0825	7.58	11.5	321	0.81	0.24	
Sewall	5/18/2022.0845	7.75	11.8	450	0.87	0.26	
MTWTP	5/18/2022.0930	8.85	12.4	609	0.71	0.57	

Water system bacteria testing for the month of May passed.

MAY PUMPING TOTALS 2022							
Date	Bennet t	185 gpm	Sewa ll	265 gpm	Mac Well	300 gpm	
	Hrs	Gallons	Hrs	Gallons	Hrs	Gallons	Total
1	3.7	40,529	10.2	162,201	9.6	173,500	376,230
2	3.2	34,370	9.2	144,731	9.4	169,800	348,901

3	3.6	39,774	9.6	150,988	9.2	167,300	358,062
4	3.4	37,128	9.2	146,600	9.1	163,500	347,228
5	3.5	38,102	9.8	155,341	8.9	160,900	354,343
6	3.0	32,948	8.5	134,267	9.1	162,900	330,115
7	3.5	39,600	10.2	162,900	10.1	181,800	384,300
8	3.9	42,552	10.7	169,862	10.5	189,500	401,914
9	4.7	51,419	9.9	156,278	8.0	143,400	351,097
10	3.2	34,412	8.8	139,783	9.0	162,200	336,395
11	3.9	42,780	10.3	162,412	10.1	181,400	386,592
12	3.9	42,786	10.0	157,896	9.9	178,900	379,582
13	3.8	41,815	10.4	165,307	10.2	184,500	391,622
14	3.8	42,589	10.9	174,723	10.8	194,800	412,112
15	3.9	42,951	11.1	176,493	10.7	193,700	413,144
16	3.2	34,581	8.3	133,493	8.5	152,300	320,374
17	3.7	41,118	10.4	163,851	10.1	182,100	387,069
18	4.2	45,667	10.8	171,296	10.9	198,800	415,763
19	3.8	41,280	9.6	152,737	9.4	170,000	364,017
20	3.6	40,775	9.4	150,109	9.3	167,100	357,984
21	4.1	44,980	11.7	186,241	11.4	206,600	437,821
22	4.3	46,502	12.7	201,382	11.8	211,700	459,584
23	3.2	35,484	9.8	155,398	10.3	185,300	376,182
24	4.0	44,383	10.8	170,569	10.6	189,900	404,852
25	4.3	47,139	11.9	189,035	11.6	210,400	446,574
26	4.1	45,173	11.3	178,476	11.0	198,300	421,949
27	4.0	43,645	11.1	175,227	10.8	194,800	413,672

28	3.6	39,674	9.8	155,892	9.6	173,600	369,166
29	3.6	39,542	10.2	160,849	9.9	179,000	379,391
30	4.2	46,349	12.5	198,864	12.3	221,000	466,213
31	4.1	44,911	10.6	168,172	9.7	174,200	387,283
Total	117.0	1,284,958	319.7	5,071,373	311.8	5,623,200	11,979,531
AVG. Day	3.7	41,450	10.3	163,593	10.1	181,394	386,436
Max Day	4.7	51,419	12.7	201,382	12.3	221,000	466,213

BUILDING SAFETY, ZONING ENFORCEMENT AND HEALTH

May 2022 Permits

Permits	Number of Permits	Revenue Collected
Residential Addition/Alteration	7	\$962.00
New Dwelling	8	\$22,169.00
Electrical	2	\$150.00
Sign	1	\$50.00
Mechanical	4	\$255.00
Solar	9	\$1,195.00
Misc	5	\$740.00
Pool	1	\$120.00
Total	37	\$ 25,641.00

COMMUNITY DEVELOPMENT

Planning Board Applications and Activities

The Planning Board acted on and discussed the following applications and items during the month of May:

1. *Development Applications*

Address & Tax Map: 81 Exeter Road, Tax Map U3-137

Zoning district: B-1

Permitting phase: Design Review

Proposed use: Commercial / Mixed-Use

Permit sought: Permit Extension & Subdivision and Site Plan Modification

Applicant: Eric Dewitt

The Planning Board unanimously approved site plan extension for the originally approved mixed-use development for an additional one-year. Concerning the proposed subdivision & site plan review, the proposed use of the two lots would comprise of small-scale commercial and mixed-use respectfully. The Board directed the applicant to ensure that the stormwater infrastructure, for both lots, would be able to manage run-off adequately before moving forward with the project. The Board further discussed the procedure process with the applicant, which will require both subdivision and site plan modification applications, along with a Department of Environmental Services wetlands permit.

Address & Tax Map: Forbes Road Tax Map R3 - 6 & 7

Zoning district: B-2

Proposed use: Commercial / Industrial

Permit sought: Major Site Plan Conditional Approval Extension

Applicant: Maplewood and Vaughan Holding Co. LLC

The Planning Board approved the request to extend the application's conditional approval deadline by 2 years. The new permit expiration date for vesting is now set for April 10, 2025. Applicant stated that he's in the midst of finding potential purchasers for both lots and is experiencing supply difficulties in purchasing building supplies. Further, the applicant noted the excavation segment of the approved site plan has been completed. During the Board's discussion, there was concern about the state of the landscaping along Rt. 108 and requested that it be maintained as approved, which the applicant agreed to do.

2. *Subdivision and Site Plan Regulation Amendments*

- a. The Board and a preliminary review and discussion on proposed amendments to the subdivision and site plan review regulations as it related it stormwater management. The intent is to come into compliance with the Town's MS4 (municipal separate storm sewer system) permit as well as to create

a more readable format for those referencing the regulations. The Planning Board set the public hearing for their June 14, 2022 meeting.

3. *Planning Board Priority List*

The Planning Board reviewed and discussed the list of zoning initiatives to work on for this year. After identifying the areas of focus, the following items were targeted as a priority:

1. Amendment to the ADU (Accessory Dwelling Unit) ordinance;
2. rezoning of North Main Street;
3. update outdated chapters of the Master Plan;
4. review of the Board’s rules and procedures; and,
5. if directed by Town Council, look into updating the Historical Overlay District.

Zoning Board of Adjustment Applications / Petitions

Zoning Board of Adjustment reviewed the following cases:

1. *Appeal for Administrative Decision*—86 Main Street, CC 86 Main, LLC.
 - a. Purpose: An appeal from administrative decision for a determination by the Code Enforcement Officer concerning the imposition of impact fees to be paid to the Town of Newmarket prior to the issuance of a certificate of occupancies for 6 new dwelling units.
 - b. Outcome: “It is the opinion of the Zoning Board of Adjustment (“ZBA”) that this body is the inappropriate board to present this case to. Further, it is the opinion of this Board that the Planning Board is the appropriate jurisdictional body to submit a request to waive the assessed impact fees, pursuant to 32-238 (f) Waivers of the Municipal Code of the Town of Newmarket. Accordingly, the ZBA, at the moment of this motion, does not have an opinion on the application for an Appeal From Administrative Decision of the Code Enforcement Officer regarding the imposition of impact fees prior to the issuance of a certificate of occupancy, and reserves the right for the appellant to return to the ZBA to hear this specific case if there is a need in the future.”
 - c. Vote: 3-2-0
2. *Variance Request*: 11 Chapel Street, 11 Chapel Street, LLC
 - a. Purpose: A variance request seeking dimensional relief from Section 32-89 *Dimensional Table* of the Municipal Code of the Town of Newmarket to allow 3 dwelling units on a lot with an area of 0.1946 acres, where 6 dwelling units per acre is permitted and a variance to permit a setback of the additional dwelling unit in excess of 10-ft.
 - b. Outcome: To grant a variance from Section 32-89 *Dimensional Table* seeking approval to allow 3 dwelling units on a lot with an area of 0.1946 acres, where 6 dwelling units per acre is permitted, and a variance to permit a setback of the additional dwelling unit in excess of 10-ft.
 - c. Vote: 5-0-0
3. *Appeal for Administrative Decision and Variance and Special Exception Request*: 3 Railroad Street, CC Railroad Street Newmarket, LLC

a. Purpose:

- i. An appeal from administrative decision for a determination made by the Code Enforcement Officer in a letter, dated April 5, 2022 that a horizontal expansion was to occur and that the nonconforming lot, which had no existing frontage, required 50-ft. of frontage in order to be redeveloped as proposed, unless a variance were to be granted by the Zoning Board of Adjustment.
- ii. A variance request seeking dimensional relief from Section 32-89 Dimensional Table of the Municipal Code of the Town of Newmarket to allow 8 dwelling units on a nonconforming lot with an area of 0.18-ac, where 6 dwelling units per acre is permitted.
- iii. A special exception request seeking approval for the vertical expansion of a nonconforming structure.

b. Outcome:

- i. To grant a petition of appeal for administrative decision, overturning the Code Enforcement Officer’s determination that a horizontal expansion were to occur and that a variance was needed for dimensional relief for a nonconforming lot within no street frontage where 50-ft. is required in order to redevelop with the following condition:
 - 1. The petitioner shall submit documentation to the Planning Department demonstrating the existence of a right-of-way easement that is recorded at the Rockingham County Registry of Deeds from Railroad Street to the subject property prior to the commencement of any construction activity.
 - 2. Vote: 5-0-0.
- ii. To grant a special exception request seeking approval for the vertical expansion of a nonconforming structure.
 - 1. Vote: 5-0-0
- iii. To grant a variance from Section 32-89 Dimensional Table seeking approval to construct 8 dwelling units on a nonconforming lot, where 6 dwelling units per acre is permitted.
 - 1. Vote: 5-0-0

Other Projects and Noteworthy Items

- 1. The Planning and Community Development Department applied for the Flood Smart Seacoast Project Grant offered by NH DES. The grant’s funds would go towards assistance in applying for federal funding (FEMA Building Resilient Infrastructure and Communities) to conduct a preliminary Hydraulic and Hydrology analysis for the culvert system located in Moonlight Brook near Schanda Park.

Financials

Fiscal Year	Budget(\$)	MTD Transactions (\$)	YTD Transactions (\$)	Balance (\$)	Spent (%)
2022	154,864.87	8,839.00	137,217.86	18,920.00	88
2021	139,801.30	9,125.00	120,437.54	19,664.00	86.1

FINANCE

This report will briefly explain the department's activities for the month of May.

1. During the month of May the town maintained a reasonable rate of expenditure as a whole with total General Fund spending at 85%, equivalent to last year's position at this point. The condition was similar for the total operating budget which includes the Enterprise and Special Revenue Funds (Library, Recreation, Solid Waste, Water and Sewer) and ended at 86% expended for the period. This was the same as the prior year and within the maximum expected expenditure percentage for the period of 91.7%.
2. May ended on a low note for the Finance & Administration with an important team member unexpectedly out of work at the end of the month and is planned to be out till mid-June. As the finance team is a very efficient group, this person's absence is having an impact (hopefully short term) and causing some processing delays for things like month end journal entries, accounts receivables, bank reconciliations and financial reporting. As with all the department's positions, the role is very important, and its contribution is sorely missed. More than that, we look forward to the person's return and wish them well.
3. As we look toward the future, like other communities around the world, Newmarket is facing upward pressure on expenses. This is most evident in energy prices as well as other normal supplies. It is also becoming a challenge when attempting to hire staff for new roles and staff to replace those who have departed. The town is grappling with this currently and is working to understand the actual and potential impact on the coming year's budget. Although the price inflation of many goods (particularly commodities) is likely to be time bound and reduce as supply is able to meet demand, the increases on wages will be persistent. Currently, and in the coming months, we will be dealing with this phenomenon when attempting to hire employees and will consequently need to carefully manage to the overall budget as the wages required to attract and keep staff will probably be higher than currently budgeted. This condition will put pressure on the budget overall and require careful and creative budgetary and expense management. As a management team, we are already working together to address the current and future impacts of this and endeavor to find the right balance to enable a high level of ongoing service to the community in all areas through financial prudence.

Financials:

	Budget	MTD Transactions	YTD Transactions	Balance	% Spent
FY2022	\$290,886	\$13,384.12	\$238,427.59	\$52,457.92	82.0
FY2021	\$303,719	\$13,359.62	\$251,055.97	\$55,542.57	81.9

INFORMATION TECHNOLOGY

Information Technology:

1. May was a normal month with 21 support tickets (8 of which were actually for our backup system Veeam and not from users, making the real support count 13) equaling 8.63 hours of service time. The service requests were for request ranging from body cameral preparation for deployment, establishing remote connectivity, fixing a slow PC, reimaging a hard drive, and assisting with print issues. In all, support is generally for what can be considered routine issues. It is significant difference from the failing network switch ports and server drives of a year or two ago.
2. This month the IT team reviewed and discussed increasing our cyber security posture with another layer of automated threat detection. The tool being deployed is called Huntress and is focused on what are known as Persistent Threats. In basic terms, these are threats that a hacker uses to quietly access a system by using a normal/legitimate system and process. Once in, the goal is to establish a back door for them for entry at a later time. This entry point can then enable the intruder to plant malicious code enabling them to engage at a time of their choosing. Huntress seeks out these types of conditions, analyzes the situation, isolates the endpoints, neutralizes the threat and provides reporting on the incident. This solution will be rolled out in June.
3. The main distribution facility (MDF) at DPW is being reorganized to consolidate the equipment formerly in the old IT Director's office and the electrical/server room. The equipment is all being mounted in the MDF's racks and in storage racks in that room. This is to make the former IT Director's office available for the town Engineer when that position is filled. This will also increase the physical security of the IT equipment as the MDF is a secured climate controlled room.

Channel 13:

In the month of May, Channel 13 covered 12 events for the town and schools of Newmarket. These events included 11 meetings that were held in the Newmarket Town Hall and a play that was held in the Newmarket JR/SR High School. These events were live on Newmarket Channel 13 as well as live-streamed to Facebook, YouTube, Twitter and our on demand site.

On Facebook, we had 25 posts in the month, that included our 12 live streams. This resulted in us reaching 3,235 people, having 1,131 engagements, gaining 6 new page likes and 7 new page followers. Overall, we ended up having 465 unique visits to our page, which is outside of the 71 unique shares and people who saw our posts because of those shares.

The YouTube Channel had 867 views, resulting in 485 unique viewers watching our videos. We also gained 6 new subscribers and averaged 39 returning viewers for our livestream events. The largest audience was 81 people watching the livestream of the Newmarket JR/SR high school play of *Over my Dead Body*. Finally, during the month we increased subscriber numbers from 322 to 328.

With the Newmarket Newsletter, we had 57% of the 5,339 emails sent out get opened. That means that roughly 2,865 people opened the Newmarket Newsletter from e-mail alone. That means that in May, we were down 1% from the previous month, but 21% higher than the industry average. Additionally, we had 257 clicks on links in the Newmarket Newsletter, which is 3% higher than the industry average.

In June, our new hire, Stephen Pare, will continue to get acclimated to Channel 13. Adam Gallant will be out for a while due to illness. We will also continue seeking new ways to connect with the community.

Financials:

Budget	MTD Transactions	YTD Transactions	Balance	% Spent	
FY2022	\$219,150	\$9,171.42	\$174,419.30	\$40,481.06	81.6
FY2021	\$215,254	\$9,167.79	\$175,606.75	\$37,797.59	82.6

Note: the numbers are the MIS and CH.13 budgets combined.

TOWN CLERK – TAX COLLECTOR

<u>TAXES</u>			
Total Committed 2022		\$13,122,113	
Total Uncollected 5/31/22		\$12,448,645	
<u>TAX LIENS</u>			
	2021 Liens	2020 Liens	2019 Liens
	<i>(Deed 2024)</i>	<i>(Deed 2023)</i>	<i>(Deed 2022)</i>
Property Tax Amount Liened	169,236	146,227	178,934
# Properties Liened	33	34	33
Uncollected 05/31/2022	152,784	61,651	32,163
<u>WATER&SEWE 1/1 THRU 5/31</u>			
	2022	2021	
Uncollected	39,195	732,638	
<u>TOWN CLERK REVENUE (7/1/21 THRU 5/31/22)</u>			
	Year End	Year End	
	6/30/22	6/30/21	
Motor Vehicle (MV)	1,552,461	1,580,174	1.75% decrease
Town “non-MV”	150,566	145,216	3.68% increase
State NH (MV, Vitals, Boats, Dogs)	538,553	540,784	0.41% decrease

- Daily Activity Steady
- 2022 First Issue Property Tax Bills were issued
 - Mailing Date: 5-23-2022
 - Due Date: 7-6-2022
- Dog Licenses due April 30th
 - 1135 dogs licensed as of May 31st; Approx. 1,400 dogs total
- 2019 Deed Date: August 25, 2022
 - 8 parcels unpaid as of May 31st

RECREATION

Financial

Rec Revolving Revenue: According to our Rec Desk Registration System the Recreation Departments, the Rec's Revenue Report we have collected **\$526,464** YTD. Unfortunately, this month we are not able to have provide the monthly expenditures to compare it against. We do feel confident that we will be making a significant profit this year when comparing revenue against expenses. We will also be under in the Genral Fund as well.

Personnel

You may recall we made the decision to take a gamble at the end of April and let in the 48 children wait list despite not yet being able to secure the staff in order to do so. It was our hope that our recent public relations and new and creative advertising efforts would pay off. Unfortunately, they did not pay off as we had hoped, not to mention the money we invested in job advertisements. What we are discovering is that the young adults of today do apply, even book an interview, but when the interview time comes, they are a no show. And for those who actually come to an interview we find that the majority have numerous interviews lined up and they end up taking better offers. One explanation for the no shows could be that they are just fulfilling the unemployment requirements and have no plan to actually get a job. During the month of May, we discovered yet another problem. We lost 3 applicants (already accepted the summer job) because they were offered something better. This can only mean that just because they accepted the position, they haven't stopped looking. To put this in perspective, we paid college age counselors \$10/hour in 2020, \$12/hour in 2021, and this year we had to raise the rate again to \$14/hour just to be competitive, but we are finding that that amount is still not enough. We are about to lose another returning employee because another Rec Department countered at \$18/hour. Due to this concern, we have once again stopped registering kids for camp because we are almost out of time to be able to recruit the additional staff needed to let in the 16 children on the waiting list (\$16,000 in revenue). We are hopeful we will be able to hire at least 3 more counselors before camp starts. Not only is summer camp and issue, but we also need to hire staff for the weekends to work Aqua Land as the chemicals need to be checked every four hours. We offset the revenue for payroll by running REXY's Rainbow Café and renting the gazebo for party rentals. Three shining rays of light happened in May that we would like to share. 1) Our former summer camp equipment manager returned to us and took the job (and promotion) to manage the Aqua Land Splash Pad. 2) Also, a former summer camp staff member who left us 2 years ago to work at a higher rate somewhere else returned to us after hearing we may not be able to take in more kids to camp due to a staff shortage. 3) Because we did raise the hourly rate for our aide and junior counselor positions, we were able to fill those spots quickly. So yes, there is still hope.

REC Connect & Community Outreach



We would like to thank all Town Council and the Town Manager – plus all the other Community VIP’s who were able to attend our **May Rec Connect RECOgnition Mixer!** Overall, we were very pleased with the event and attendance. We have since received many thank-you emails from those who attended stating they had a fabulous time and are looking forward to next year’s event. Everyone we spoke with also loved the Kahoot Trivia about Newmarket Game that we

incorporated in the event line up. Our goal for this event is to RECOgnize all the hard work the volunteers and town staff for all that they do for our community. Once again, this event is hosted by both the Newmarket Recreation Department and the NBA. In addition, the **RECOgnition Awards for 2021-2022** were given, honoring the Event of the Year - which went to “The Conservation Connections”; Business of the Year - went to Jonny Boston’s, and Volunteer of the Year was awarded to Joan DeYoreo. Again, all nominations came from community members and then chosen by the NBA.

Community Events

Fishing Derby – Saturday, June 18th, from 7am – 10:30am: The Fishing Derby committee met again in May to finalize more details that needed to be hammered out. Registration also opened mid-May and numbers are steadily on the rise. All are looking forward to putting on our 32nd annual event!

NEW How Does Your Garden Grow – Garden Tour: Saturday, June 25, 10 am – 4 pm: As mentioned last month, this event is a “first” for Newmarket! To date we are happy to report that the tour will now feature 15 residential gardens and four sites which are public. Along with the tour, you can see several exhibits, related to gardening and sustainable gardening practices, which will be at the Rec Center, near our Monarch Waystation Garden. We’ve called this event “How Does Your Garden Grow?” and we’ll be sure and send you the list of sites on the tour to help make it easy for you to participate in the self-guided, free tour. With specific informative presentations at several of the locations, we’re glad to have the collaboration between NH Fish and Game, (Community Wildlife Garden, Chapman’s Landing, the only site outside of Newmarket) and with the Newmarket Community Garden, off Dame Road, running more than a decade! Additional special collaborative aspects of the event include the Stone Schoolhouse Historical Society exhibit tied in with gardening, featuring items in their extensive collection, where floral designs and motifs are handcrafted on various utilitarian and decorative fabrics. Signs will indicate the locations, as you follow either a paper copy of the addresses or our websites google map information about the locations. The Rec Center continues to offer additional outreach to the community by providing two van tours – with an AM and a PM departure from the Sunrise, Sunset Center. The van tours proved successful during the Conservation Commission’s “Conservation Connections” event last October, and we’re

happy to be able to offer this service again. Call the Rec Center if you would like to be on a van tour for “How Does Your Garden Grow?”

Arts in the Park: Every Tuesday starting July 5th – August 23rd from 6pm – 8pm: We are once again happy to report that the Rec, the NBA, and the New Arts and Tourism Commission are once again collaborating to bring the community our Arts in the Park Concert Series. We would also like to give a shout out to Kennebunk Savings Bank who have been a signature sponsor for this event from the beginning. The following is the current line-up and, on those nights, we are still looking for sponsors.

Tuesday July 5th

Band: Max Sullivan Group

Sponsor: Lamprey Health Care

Tuesday July 12th

Band: Jake Davis and the Whiskey Stones

Sponsor: Newmarket Dental

Tuesday July 19th

Band: Truffle

Sponsor: Cheney

Tuesday July 26th

Band: Borscht

Sponsor: Doucet Survey

Tuesday August 2nd

Band: North River Music

Sponsor: HRCU

Tuesday August 9th

Band: The Boston Accents

Sponsor: **NEEDS A SPONSOR**

Tuesday August 16th

Band: Ampersand

Sponsor: **NEEDS A SPONSOR**

Tuesday August 23rd

Band: Rico Barr Band

Sponsor: **NEEDS A SPONSOR**

New Community Wide Event – Friday, August 5th, from 5pm – 10pm: We are happy to report that this new event is quickly gaining momentum! During the Rec Connect event, as mentioned above, we officially announced the new event to all the attendees, many of which were Town Organization Leaders. To get even more buy in on the new event - we encouraged attendees to vote on the name of the event. The top 2 most voted on event names of the 10 choices we provided were “The Back Yard Bash” and “Old Home Night.” The first committee planning meeting with all the organization representatives is scheduled for Wednesday, June 15 at 6pm at the Rec. During this meeting we will officially decide on the event name, decide on many logistics as well as how to distribute the revenue generated by the event to the various non-profits involved. While in conversation during the Rec Connect event, we are happy to report several more KEY organizations expressed their desire to be part of the event as well. Those highlighted in blue are our NEW added organizations.

- [The PTA - TBA](#)
- [The Millspace – TBA](#)
- [The Community Church - TBA](#)
- Arts & Tourism Commission – Chalk Art Contest
- The Police Department – Touch a Truck
- The NBA - Corn hole Tournament
- The Rec – Water Balloon Toss Competition, plus a few more backyard activities
- The Sunrise Sunset Center - TBA
- The Fishing Derby Committee – [A Fishing](#) themed kids' activity
- The Cheney Companies – Dunk Tank with local celebrities being dunked
- The Junior & Senior HS Cheerleading – 50/50 Raffle

Again, here is a brief summary of what is to be planned and when.

- **Date:** Friday, August 5th, 2022 from 5pm – 10pm at Leo Landroche Fields & Rec Center.
- **Goals:** The goal of this new event is to provide a venue that will once again showcase Newmarket’s various organizations and their ability to collaborate with other organizations while providing an opportunity for each organization to gain visibility, fundraise and/or to simply give back to the town.
- **Concept:** The basic concept of this event is to host a variety of Back Yard type games all around the Leo Landroche complex: These backyard games would be open for play all through the night under the lights. Our hope is to have the variety of different Newmarket organizations involved as listed above to host and staff each backyard game. So, the more organizations that get involved, the more backyard games that can be offered throughout the night.
- **Plus, more:** The plan is to also have music and entertainment on the stage, food trucks, vendor tents, art show, small sport tournaments, plus tie in other attractions already at the park that cater to families, like Aqua Land, and the large playground.

Spring Daily & Specialty Rec Programs

Music is Fun for Everyone: The spring session of *Music is Fun for Everyone* had a great turn out this May with 9 families registered for the class. The weather was beautiful this month and while class happens under the Gazebo outside, the weather has definitely affected attendance. This well-loved program has sparked conversations of

other toddler programs that community members are interested in. We hope to work with instructor Erin Timbs again this fall.

High 5 T-Ball: Our ever popular High 5 t-ball program began this May with an outstanding number of 45 participants. The Rec instructors ended up offering two evening sessions to accommodate all our preschoolers, which made it more manageable as well. This sport will conclude the High 5 sessions this spring and they will pick up again this fall. It is always fun to see the families participate in the sports with their children as well, and how much they look forward to attending these programs.

Morning and Afterschool Programs: Once again our morning program numbers are not what we started with at the beginning – which just reinforces our decision to possibly not offer an AM program next year. Our afterschool numbers, however, have remained consistent throughout the month of May. Enrichments offered were; backyard games, cooking, cartooning, court sports and crafting with nature. For special events, we had airplane/flag making and water balloon toss. The kids are enjoying the nice weather and happy to be outside as much as possible!

Ju-Jitsu: Jarrod Millar has put on two trial sessions for the potential Ju-Jitsu program at Beech Street in May. He had two small groups come in and practice to make sure the room was adequate. He has given the green light and we will be offering two sessions (children's and adults) of drop-in Ju-Jitsu starting this summer. This is a unique and growing martial art and we are eager to see if it gains traction.

Summer Camp:

Camp Wanna Iguana: Camp Wanna Iguana registration has been open for 3 months and after deciding to take all children off the waitlist we thought that was the last of the inquiries for camp. However, in the last few weeks we have had up to 10 or more families calling to see if we still had space in both our Kiddie Camp and Adventure Camp program. At the moment the most popular groups are our Rec 1, for 1st and 2nd graders and our Teen Turf camp for 7th, 8th and 9th graders. At this time, we have 76 children registered in Rec 1, 71 children registered in Rec 2, 64 children registered in Rec 3 and 49 children registered in Teen Turf with a total of 260 children registered. Our Kiddie Camp program is officially sold out with 42 Kiddie Campers signed up for a variety of session options.

- 2018: 279 Campers
- 2019: 307 Campers
- 2020: 100 Campers - Limited #'s due to COVID Summer Camp guidelines we needed to follow
- 2021: 207 Campers - Again, somewhat limited #'s due to continued restricted Covid guidelines.
- **2022: 260 Campers - This is where we are as of right now, with 16 on the waitlist.**

Speaking of Kahoot: The Rec department recently made the investment of Kahoot's event package. As mentioned earlier, we were able to roll this out at the Rec Connect event with a Newmarket themed trivia. This proved to be a successful and fun way to keep participants engaged. We look to utilize it for staff training ahead of summer camp as well as summer camp.

Soccer Camp and our NEW 1-week Specialty Camps: Currently our Soccer Camp, run by Rec employee Michael Boakye, is sold out at 31 participants and this will be our second year running the camp. Playgroup

Instructor, Miss Heather is also running a handful of specialty 1 week camps this summer. These 1-week options are new for us as and previously an untapped revenue base. Currently Art Camp is sold out with 16 participants, Forest Fridays has 14 participants and Back to Nature has 11 participants. These specialty camps also allow us to keep our Preschool Instructor employed until the new school year begins again.

Capital Projects, Facilities and Rentals:

Aqua Land: Unfortunately, the valve issue (as mentioned last month) was not resolved in May before the Memorial Day weekend and therefore the splash pad was not open as previously announced. It is still a bone of contention, and we are in constant conversation with both the installers and Rain Drop to resolve the problem ASAP. We were, however, able to open the park for the first weekend in June. Unfortunately, again, due to the valve issue, it takes a village to make this happen each day (man hours). Despite all this, we now have the new Aqua Land tentative summer schedule posted on our website and Aqua Land Face book Page, but due to this currently unresolved maintenance issue, along with a few more that have come up after trying to open the park this spring, we have made the decision to only operate on the weekends (especially during our Gazebo Rentals – see below) and only on nice days during the week in June when we have the man power to operate it to the best of our ability. REXY's Rainbow Café will also only be open on weekends with limited hours due to staffing issues as mentioned above.

Gazebo: Rentals: With the summer months and the popularity of Aqua Land as we saw last summer our Gazebo rentals are kicking into high gear. During the month of May, we had 6 Gazebo rentals for birthday parties, and our inquiries have continued to increase. Our June and July schedule is already filling up with 2 to 3 parties per weekend day. The revenue generated from these gazebo rentals offset the payroll for staff we need to hire to test the chemicals every 4 hours on the weekend, in addition to all the other costs associated with operating this facility.

Beech Street Facility: The upgrades planned for the Beech Street Facility to turn it into an affordable location for a variety of health and wellness programs have been put on hold, until after the new facilities feasibility study. In the meantime we are continuing to rent the facility for private parties and offering the Ju-Jitsu as mentioned above.

Skateboard Park Location: Currently this space is now being used as a back-up parking location around the Community Center. The plan for this now vacant space is currently being researched as space needed to potentially build an enclosed gymnasium next to the Community Center. It should be noted that when the question was posed to the skateboard population who used to frequent the skateboard park, they surprisingly preferred the idea of an all-season basketball court vs a new skateboard park.

Basketball Court / Pickle Ball Court:

The Rec has officially started offering pickle ball on the basketball courts behind the Rec twice a week! One of the regulars volunteered to help facilitate getting in and out of the storage unit and set up play when the Rec Center is not open. We are currently offering play times on Wednesday evenings 5:30pm-7:30pm and Saturday mornings 8:00am-11:00am. We have a growing email list of participants and are seeing a lot of activity/engagement on our Rec page as well as “What the hell is going on in Newmarket.” The program has been an

immediate hit, numbers are increasing each session! We are fielding many inquiries about the schedule and if we are able to provide additional days for play.

Van Rental Agreement with the School: The Rec Department has stepped up to the plate once again when we set up an agreement with the school athletic department to sublet our vans out to them for games. The bus company has been shorted staff members due to COVID so baseball teams, track and field and more have been left to figure out transportation to their games and meets. Coaches and the Athletic Director have been working with us to borrow our 15 passengers van a few times a week, and their schedule is ever-changing. The coach's fill out a tracking sheet to let us know how many miles they are driving, and the Rec will be billing the school after the athletic season is over. This is just another example of an untapped revenue resource for the department as well as way to keep the money in Town.

Kayak Rentals: The Rec Department is thrilled to get Kayak rentals for the summer season underway. During the month of May, we fielded many inquiries about the rentals and expect it to be a popular feature. Our New Aqua Land Manager is also handling all the Kayak Rentals this summer, which will help take the burden off the Rec Admin Staff as the process for rentals can be time-consuming. We hope by doing this, the community will also be able to call on the weekends to get a rental as well. Calls will be answered by the mobile phone we have in Rexy's Rainbow Café at Aqua Land. Packages include day rental, weekend rentals and tandem option for a slightly higher rate. Kayaks can be rented through the Rec Center and are available for rent at Schoppmeyer, Piscassic and Shanda Parks.

Sunrise Sunset Activity Center



Sunrise Sunset Strummers: This month the Sunrise Sunset Strummers, the Ukulele group visited the Rec Centers Preschool Playgroup. The performance was curated for the preschoolers to dance and sing along with shakers and all. This collaboration was a sweet experience for all and the Strummers will be returning again. Kim at the Sunrise Center has also discussed with our Playgroup instructor bringing back our Book Buddies program, another collaboration between the Sunrise Center and Playgroup.

We regret that we cannot share more with what when on in the month of May at the Sunrise Sunset Center, due to unforeseen circumstances. We will be sure to provide more of this information about Mays offerings in next month's report.

Respectfully submitted by

Aimee Gigandet and the Rec Staff

WELFARE

In May 2022- Newmarket Town Welfare Department supported clients in need with assistance and referrals to appropriate resources and for their household and emergency needs. In May we processed 9 (Nine) completed welfare applications, resulting in determinations of eligibility. We had many inquiries regarding referrals to resources to prevent electric disconnections and referrals for housing assistance. Anecdotally potential clients and inquiries are reporting an increased need in recent months for SNAP benefits (food stamps) and unprecedented referrals to food banks. Families and the elderly are sharing that this is in large part due to the increase cost of groceries, gas/ fuel costs to get to employment out of Town or critical medical appointments and the skyrocketing costs of the local rental or housing market. One family reported they went to view an apartment and there were 27 other applicants viewing for the same apartment. The landlord told the young family they would only be calling references from the applicants who could provide the highest credit reports! Two of the families were living in other apartments and did not tell their current landlord they were looking because they needed more room, when the prospective landlord called in put their current housing in jeopardy.

As I continue to point out in my reports, critical time and effort are spent on those cases in that do not need or qualify for Town general assistance, or who in the end refuse to fill out the application and provide the documentation required to determine eligibility. These cases are labor intensive and frequently we find that the potential applicant has then applied or inquired in several other Towns. We have had several people “couch surfing” homeless individuals, yet when offered shelter placements and case management they continue to decline services. This is unfortunate, lack of affordable housing for local families or those just starting out due in part to the fact that landlords can seek premium rental rates. This has resulted in a critical for this office and local social service agencies. Placing homeless individuals in hotels without intensive case management or comprehensive human service supports will lead to detrimental outcomes, longer bouts of homelessness and escalating financial impacts for the Town. We also have several single individuals residing in local shelters, trying to re-establish themselves.

In May we again encouraged able bodied applicants to seek employment as there are many opportunities for full time work in the Newmarket Community. If the individual or family is couch surfing and now transient this is complicated. As the month closed, we saw an uptick in inquiries to prevent electric disconnects. Covid-19 is still impacting families in terms of lost work hours/income adults are getting sick and missing uncompensated work which is frequently uncompensated for hourly workers. If their children are become ill too, and the quarantine period does not align, families may miss two or three weeks or more of work. This continues to impact those living on the financial margins with food, gas, medication, and housing- basic necessities of life.

The Welfare Office assisted in the vetting of the Recreation Camp Scholarship program for financially eligible Newmarket residents. This is a collaborative effort between the Newmarket Schools, Recreation Department and Welfare Office. We determine financial eligibility for eligible scholarship funds and rank the needs of the applications based needs to support families with childcare in the summer months and provide local children with summer recreational opportunities. This office directly collaborated with or advocated for our residents or potential clients with property owners, or Clergy, to provide appropriate support and or direction for an additional

twelve families or individuals who may not have fully applied but inquired and displayed a need for welfare or human services direction and guidance.

As previously stated, this office and the Town cannot understate the debt the Town owes to the local Church Community without whose generous financial support and caring compassionate concern to support this office's and limit the impact on the local taxpayer. I would also like to continue to thank the Town Hall Staff, The Police Department as well as the numerous programs that support all those in need during this time of uncertainty, unprecedented gas prices, rising food insecurity and inflation.

Respectfully Submitted,

Heather Thibodeau

Welfare Director

LIBRARY

Newmarket Public Library

May 2022 Report

The Newmarket Public Library staff have been busy preparing for our annual summer reading program. Readers of all ages will dive into the ocean depths this summer as the Newmarket Public Library presents “Oceans of Possibilities” during the summer library program, which will run from June 27- August 12, 2022. Activities will include ocean-related crafts, art projects, scavenger hunts, reading challenges, and more. Local youth will have fun while keeping up their reading skills for the coming school year.

The 2022 Summer Reading Program is open to everyone, preschool through adult, with programs, prize drawings, weekly craft projects, Storytime, our new Early Literacy program Mother Goose on the Loose, and more.

Teens can participate in our Teen Book Bingo for a chance to win prizes, plus enjoy weekly crafts!

Adults are also invited to participate in Summer Reading. For every book, audiobook, or ebook read, participants will receive a raffle ticket for a chance to win prizes. Visit newmarketlibrary.org for a full list of events and book discussions for Adult Summer Reading.

Children’s Events:

Tuesday, June 28th at 1pm: Whales and Seals with UNH Marine Docents

Tuesday, July 19th at 3pm: Aquatic Creatures hosted by Squam Lake Natural Science Center

Tuesday, August 2nd at 10:30am: Lindsay’s Puppet Pals

Thursday, August 11th at 3pm: Summer Reading Wrap Up Party

Registration for “Oceans of Possibilities” begins on June 27, 2022. For more information, call the library at 603-659-5311 or visit our website, newmarketlibrary.org. All programs are free of charge.

Respectfully Submitted,

Kerry Cronin, Library Director

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*

VOTING RECORD			
Date of Vote:	YES	NO	ABSTAIN
Councilor Megan Brabec			
Councilor Joe LaMattina			
Councilor Colin White Sr.			
Councilor Scott Blackstone			
Councilor Brian Ward			
Vice Chair Katanna Conley			
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.

First Reading: June 1, 2022

Second Reading: June 15, 2022

Approval: June 15, 2022

VOTING RECORD			
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



**Municipal
Resources, Inc.**

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

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
(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**

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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.

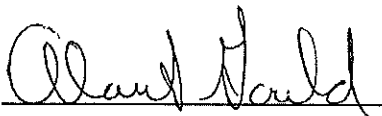
Cost: \$8,000

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
www.mrigov.com



APPENDIX A



Carol M. Granfield
 95 Pease Road
 Meredith, NH 03253
 (603) 548-7201
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 (4th 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 (1st, 2nd, and 3rd 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

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

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

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

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

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

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 (207)937-5628 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

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

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

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; Emily, (207) 710-5002;
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 (207)680-4204; 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
Karin@PaypointHR.com
(443) 336-4272

Technical Director – Secondary Contact

Dr. Rick Campbell, CCP
695 Santa Maria Lane
Davidsonville, MD 21035
Rick@PaypointHR.com
(540) 815-7837

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

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.

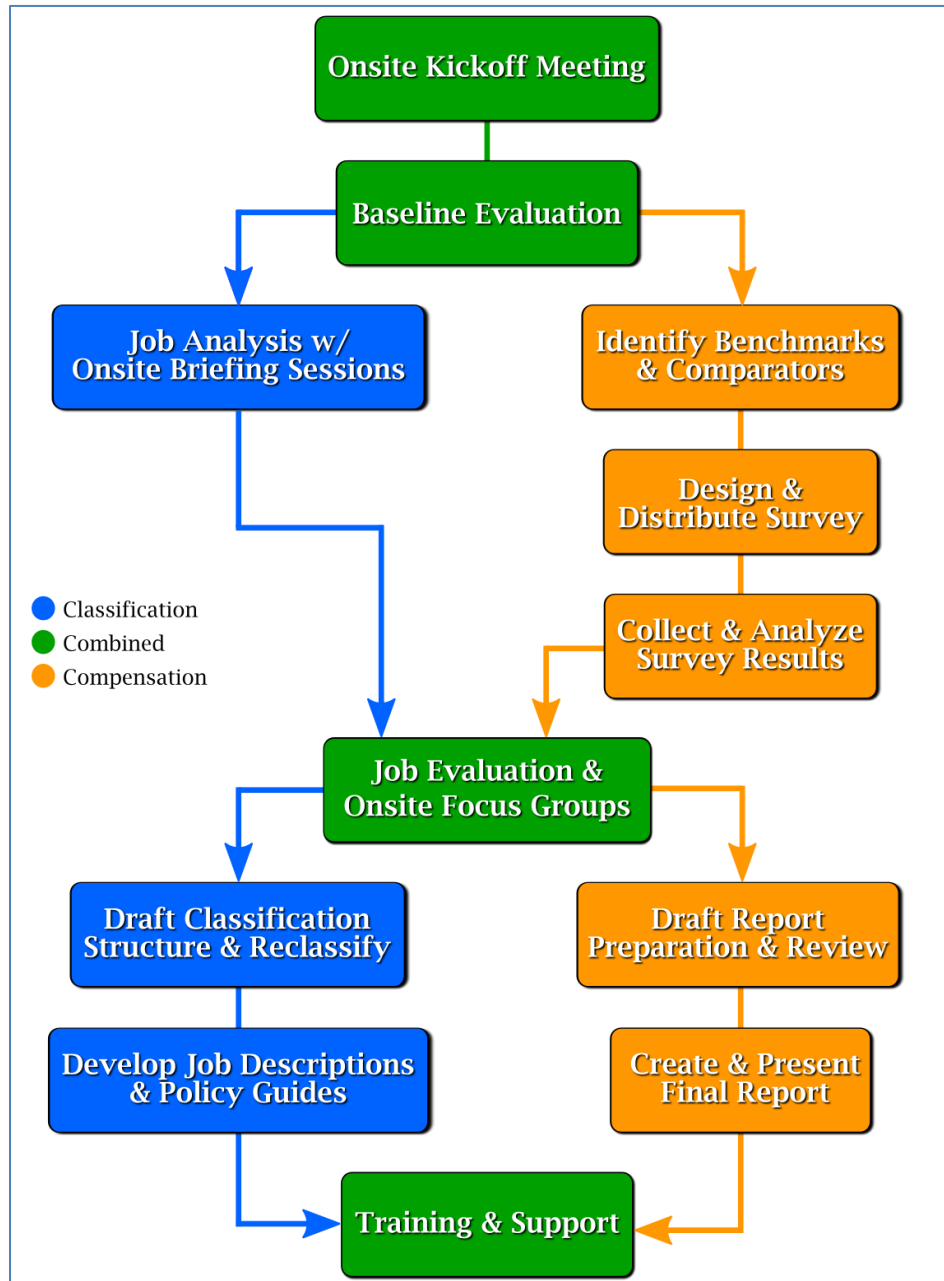


Figure 1 - Process Flow Chart

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

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 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 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 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 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.

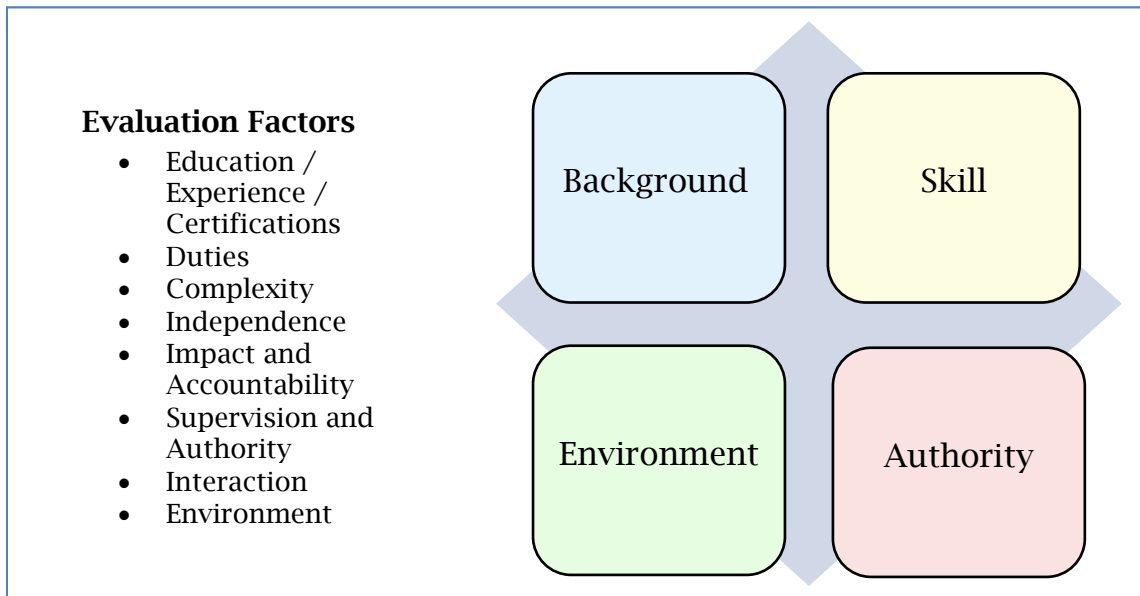


Figure 4 - Position Evaluation Factors (Example)

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

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).

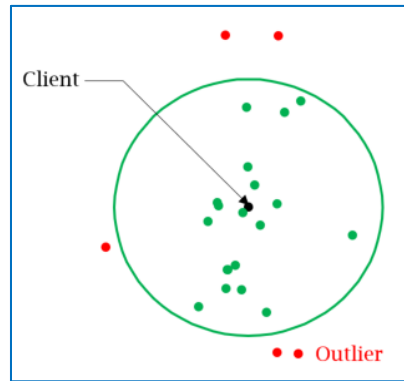


Figure 6 - Illustration of Economic Variance Using the Client as the Baseline

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.

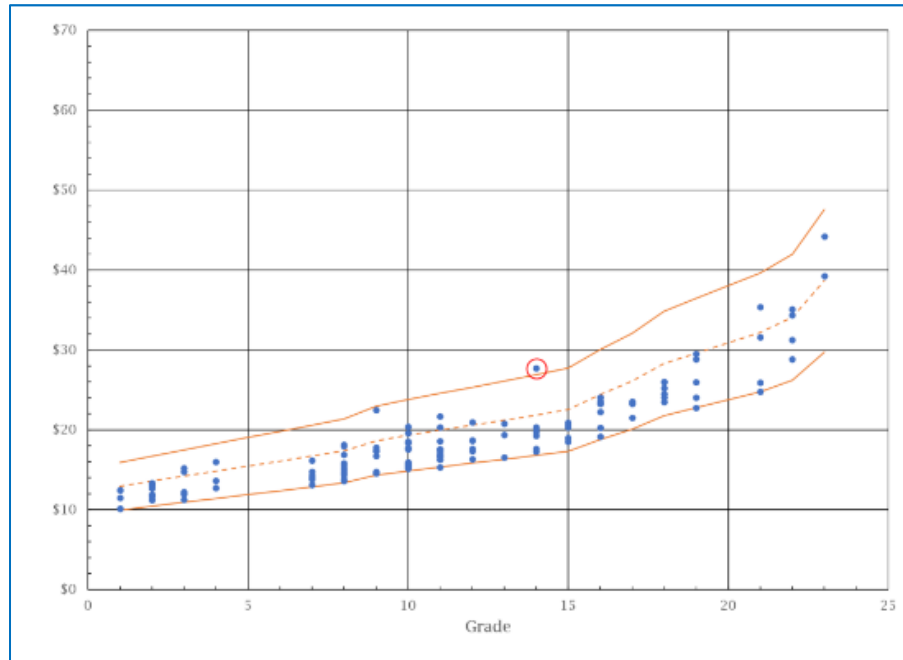


Figure 8 - Baseline Analysis of Client's Workforce

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.

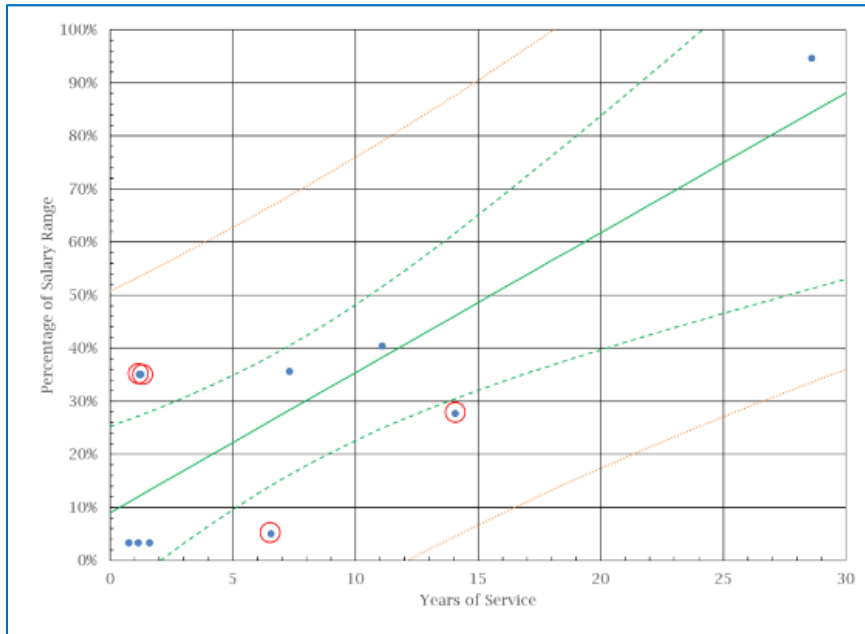


Figure 9 - Sample Internal Compression Analysis

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.

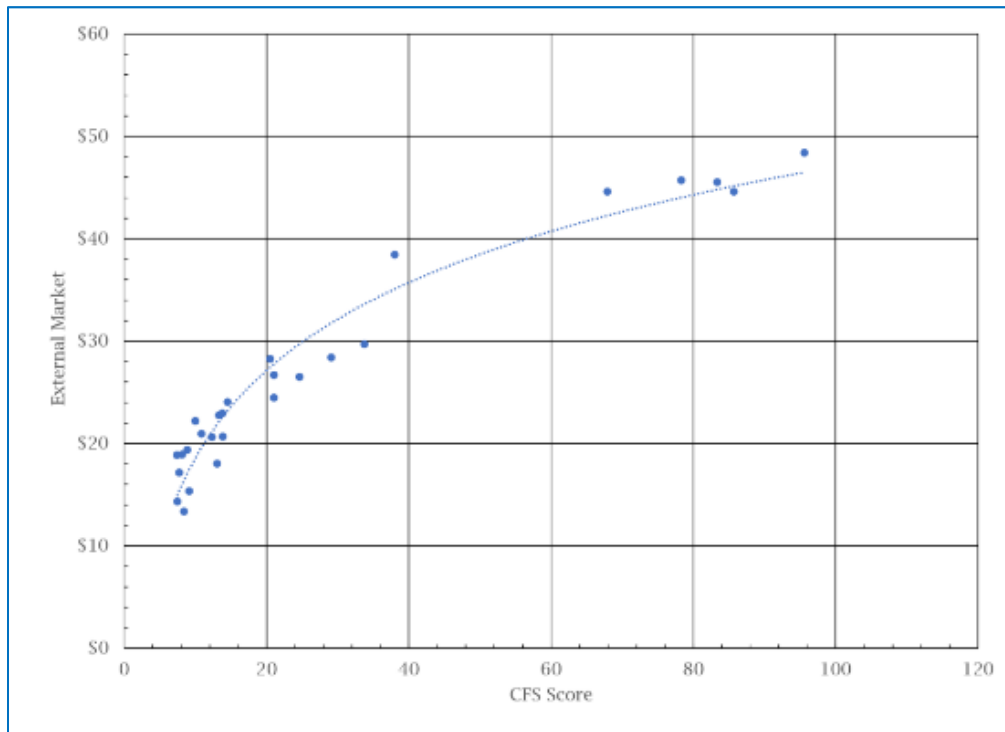


Figure 12 - Sample Comparison of Internal / External Hierarchy

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
Market Percentiles				
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

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

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

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 EHelgerson@CityofBath.com	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 MCichoki@Bethlehem-PA.gov	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 SWeaver@SouthPortland.org	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 AOsborne@ElkoCountyNV.net	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 SSinz@Largo.com	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 RJohnson@CI.Stuart.FL.US	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 slauzon@claremontnh.com	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 S.Daudelin@Dover.NH.gov	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
	Subtotal Professional Hours	108

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
	Subtotal Professional Hours	152

Total Estimated Hours of Phase 1 & Phase 2	260
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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
EXAMPLE: Standing	<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:

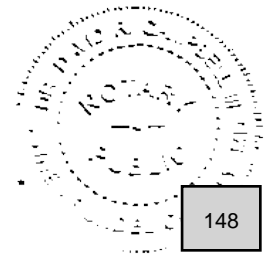
Subscribed and sworn to before me this date: May 18, 2022

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



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:

VOTING RECORD			
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



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 25, 2022

TITLE: Salary Survey and Compensation Study – Resolution # 2021/2022-35

PREPARED BY: William Tappan, Director of Finance & Administration

TOWN ADMINISTRATOR’S COMMENTS – RECOMMENDATION:

BACKGROUND:

Pursuant to the town’s Personnel Policy (Article III, b, i), the town is 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, the upward pressure on labor markets that has been occurring for years and has become more pronounced in recent months, making it necessary to determine the position of the town’s employee compensation relative to their peers in the regional labor market.

DISCUSSION:

While this isn’t a major concern yet, there are indications of potential problems with hiring for open positions. In some recent cases, the compensation budgeted has been less than that being expected from candidates. This is resulting in the administration having to rework its priorities and future expenditures in order to hire. Having an objective analysis of the town’s employee compensation, with recommendations for the future, will provide us with information for making appropriate, market aligned adjustments to our compensation (if needed) and help in future planning and budget development.

Additionally, by hiring a third-party organization that focuses on this type of analysis, the town increases the level of objectivity and removes the administration from concerns about bias from stakeholders.

When putting out to bid, two inquiries were made by firms and two bids were submitted in response to the request for proposal. Interestingly, one of the bidders was not one of those requesting information.

Vendor	Price
Paypoint HR, LLC	\$32,500
Municipal Resources, Inc.	\$14,500

STAFF REPORT

RECOMMENDATION:

I recommend the Town Council approve the proposal from Municipal Resources, Inc. as it is lower by \$18,000, the firms employ comparable methodologies and both are reputable firms.

DOCUMENTS ATTACHED:

Proposals from Paypoint HR, LLC and Municipal Resources, Inc.

CHARTERED JANUARY 1, 1991

FOUNDED DECEMBER 15, 1727



TOWN OF NEWMARKET, NEW HAMPSHIRE
By the Newmarket Town Council

Resolution #2021/2022-37

Relating to Sustainable Energy Goals for the Town of Newmarket

- WHEREAS:** The Town of Newmarket acknowledges the existential threat that climate change poses to the diversity of all life on our planet; and
- WHEREAS:** The Town of Newmarket understands that it is imperative to take immediate, bold, and systematic action to combat climate change; and
- WHEREAS:** The Town of Newmarket is aware of a movement of municipalities that have committed to transitioning to one hundred percent renewable energy, as well the many technological options that have become available for reducing its carbon footprint, but has yet to take the necessary step of formulating a comprehensive plan to that end; and

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

The Town of Newmarket shall commit to achieving one hundred percent reliance on renewable and carbon neutral sources of electricity by the year 2030; and one hundred percent reliance on renewable and carbon neutral sources of fuel for heating and transportation by the year 2050.

FURTHER BE IT RESOLVED THAT:

This commitment applies to all town facilities, and to the town's leadership in initiatives designed to transition all businesses, institutions, and residences within the town's boundaries to one hundred percent renewable and carbon neutral energy.

FURTHER BE IT RESOLVED THAT:

The Town of Newmarket shall, with the advice of the Town Environment and Energy Committee and any other resources it deems necessary, formulate a comprehensive plan determining the best methods and timetables to maximize energy efficiency and transition to alternative energy sources, in order to achieve this goal.

INTRODUCED BY:

Councilor Joe LaMattina

First Reading: June 15, 2022

Second Reading: July 20, 2022

Approval: July 20, 2022

VOTING RECORD			
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



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: June 8, 2022

TITLE: Withdrawal from the Library Capital Reserve Fund – Resolution # 2021/2022-36

PREPARED BY: Kerry Cronin, Library Director

TOWN ADMINISTRATOR’S COMMENTS – RECOMMENDATION:

BACKGROUND:

The Newmarket Public Library’s slate roof has documented deficiencies due to age and wear and is in need of immediate repair. Despite recent patching by one roofing contractor, water continues to enter the building. Evidence of these leaks is visible in the basement and on the stairs to the upper non-public area. The more extensive repairs outlined in the attached scope of work are needed at this time to prevent any further water damage.

DISCUSSION:

With the assistance of Facilities Manager, David Reilly we requested quotes from five roofing contractors, two of which provided quotes.

The table below provides the vendor comparisons.

Vendor	Price
Al Johnson & Sons Roofing	Declined to bid.
Academy Roofing Corp.	Declined to bid.
A & M Roofing	Declined to bid.
TectaAmerica	\$9,575
Top Roofers, LLC	\$7,450

RECOMMENDATION:

I recommend the Town Council approve the quotation from Top Roofers, LLC. as it is the lowest price for the designated scope of work.

DOCUMENTS ATTACHED:

Quotations from TectaAmerica, Top Roofers, LLC, scope of work and related photos of the roof areas in need of repair.

STAFF REPORT

**Roof Service Work Proposal For:
Public Library – Slate to Brick Flashing Repair**

Scope of Work:

- Set up Safety Zone in front of work area, this may impact the ADA access ramp and close it for short periods.
- Remove and preserve (some may break on removal and will be replaced as needed) slate shingles
- Remove existing brick surface mounted lead coated copper counter flashing
- Furnish and Install Grace Ultra High Temp Ice/Watershield as a waterproof Selfsealing underlayment for the shingles and brick counter flashing.
- Furnish and install New Lead Coated Copper Step Flashing in too the brick and under slate
- Replace original Slate and replace any slate damaged during the removal process.
- Remove all safety zone set up

Date: _____



Item b.

Top Roofers
18 No. Main St.
Newmarket, NH 03857 US
603-292-5906
donna@toproofersllc.com
http://www.toproofersllc.com



ADDRESS
Newmarket Town Library
1 Elm St
Newmarket, NH 03857 USA

Estimate 1583

DATE 03/22/2022

ACTIVITY	QTY	RATE	AMOUNT
Commercial slate roof repairs: 1 Elm St, Newmarket, NH			
Mobilization.			
Remove slate tiles going up along brick wall where flashing needs to be replaced.			
Grind out mortar around existing lead flashing.			
Install ice and water shield from roof decking up to brick wall.			
Install new lead flashing with proper overlap to allow proper water drainage from underneath slate tiles.			
Install new slate tiles over flashing.			
Install new slate tiles if any were broken during repairs			
Labor, materials, clean-up.			
Sales			7,450.00
Total cost of repairs:			

TOTAL \$7,450.00

Accepted By

Accepted Date



Date: 2/17/2022

From: Ethan Owens – Service Manager Tecta America – Portland, ME

Attn: David Riley – Director of Facilities

**Roof Service Work Proposal For:
Public Library – Slate to Brick Flashing Repair**

Scope of Work:

Tecta America New England Service Department will: *Please see attached site plan*

- Set up Safety Zone in front of work area, this may impact the ADA access ramp and close it for short periods.
- Remove and preserve (some may break on removal and will be replaced as needed) slate shingles
- Remove existing brick surface mounted lead coated copper counter flashing
- Furnish and Install Grace Ultra High Temp Ice/Watershield as a waterproof Selfsealing underlayment for the shingles and brick counter flashing.
- Furnish and install New Lead Coated Copper Step Flashing in too the brick and under slate
- Replace original Slate and replace any slate damaged during the removal process.
- Remove all safety zone set up

TOTAL LABOR & MATERIALS: \$9,575.00

Customer Approval: _____

Date: _____

CHARTERED JANUARY 1, 1991

FOUNDED DECEMBER 15, 1727



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

Resolution #2021/2022 - 36

**Resolution Appropriating \$7,450 from the Library Capital Reserve Fund for Roof Repairs
at the Newmarket Public Library**

WHEREAS: Article 16 of the 1989 municipal election established a Capital Reserve Fund, pursuant to RSA Chapter 35, for the future expansion and related renovations to the Newmarket Public Library; and

WHEREAS: Deterioration to the slate shingles and roof flashing has resulted in leaks causing damage to the building’s interior; and

WHEREAS: The Trustees of the Newmarket Public Library are proposing that the Council consider authorizing funds for the repair of the slate roof.

WHEREAS: The Library Capital Reserve Fund has a balance of \$108,112.81 as of July 31, 2021.

NOW, THEREFORE, BE IT RESOLVED BY THE NEWMARKET TOWN COUNCIL THAT: the Newmarket Town Council does hereby approve the expenditure of not more than \$7,450 from the Library Capital Reserve Fund for the repair of the slate roof.

First Reading: June 15, 2022

Second Reading: July 20, 2022

Approval: July 20, 2022

VOTING RECORD			
Date of Vote:	YES	NO	ABSTAIN
Councilor White			
Councilor Ward			
Councilor LaMattina			
Councilor Blackstone			
Councilor Brabec			
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

STEPHEN R. FOURNIER
TOWN MANAGER

FOUNDED DECEMBER 15, 1727
CHARTERED JANUARY 1, 1991



TOWN OF NEWMARKET, NEW HAMPSHIRE
OFFICE of the TOWN MANAGER

June 2, 2022

Mr. John Carmichael
President
New Market Historical Society
Via Email

Dear Mr. Carmichael:

The Town Council would like to invite you to its workshop session to discuss your letter dated April 2, 2022, regarding Historic District standards. This workshop will be held on July 20, 2022, at 6PM

Please let my office know if you or others can attend. Thank you.

Sincerely,

Stephen R. Fournier
Town Manager

cc: Town Council
Director of Community Development