

**MEREDITH SELECT BOARD
MEETING AGENDA**
Meredith Community Center - 1 Circle Drive
July 28, 2025 at 4:30pm

CALL TO ORDER / ROLL CALL

PLEDGE OF ALLEGIANCE

AGENDA ITEM 1. APPROVAL OF MEETING MINUTES – page 1

AGENDA ITEM 2. WORKSHOPS – page 6

- A. Waukewan Watershed Advisory Committee Update (Donna Vaness-Murphy) – page 6
- B. Statutory Change to Property Tax Credits for Veterans (Assessor Commerford) – page 7
- C. Electronic Sign Proposal (Director Faller) – page 11
- D. Solid Waste Hauling Discussion (Director Faller) – page 14
- E. Master Plan Implementation Matrix Review (Town Planner Labreque) – page 16
- F. Community Development Department Reorganization (Manager Milner) – page 28

AGENDA ITEM 3. BUSINESS – page 101

- A. 2025 Dog Warrant (Town Clerk Parker) – page 101

AGENDA ITEM 4. TOWN MANAGER'S REPORT – page 103

AGENDA ITEM 5. VISITOR AND RESIDENT COMMENTS – page 112

AGENDA ITEM 6. SELECT BOARD REPORTS AND COMMENTS – page 113

AGENDA ITEM 7. NONPUBLIC – page 114

ADJOURNMENT

Next meeting: August 11, 2025

The Selectboard of the Town of Meredith reserves the right to enter into nonpublic session when necessary, according to the provisions of RSA 91-A.

This location is accessible to the disabled. Those wishing to attend who are hearing or vision impaired may make their needs known by calling 603-279-4538 (voice), or through "Relay New Hampshire" 1-800-735-2964 (T.D./TRY)



Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of July 28, 2025

From: Kerri Parker, Recording Clerk

Subject: Selectboard to consider approving meeting minutes

Suggested Motion:

Selectboard member moves, *"I move that the Selectboard approve the minutes of the July 14, 2025 Selectboard meeting and the July 14, 2025 nonpublic session."*

Selectboard Chair calls for a second, discussion and vote.

Attachments/Exhibits:

Applicable public minutes

1 MEREDITH SELECT BOARD MEETING Minutes July 14, 2025

2

3 Chairperson Mike Pelczar opened the meeting at 4:30pm with members present, Selectperson Jim Gregoire,
4 Selectperson Jeanie Forrester, Selectperson Lynn Leighton, Vice Chairperson Steve Aiken, Chairperson Mike
5 Pelczar, Town Manager Judie Milner.

6

7 Vice Chairperson Steve Aiken led the Pledge

8

9 APPROVAL OF MEETING MINUTES

10 Selectperson Lynn Leighton moved that the Selectboard approve the minutes of the June 23, 2025 selectboard
11 meeting, seconded by Vice Chairperson Steve Aiken, all in favor.

12

13 Selectperson Lynn Leighton moved that the Selectboard approve the minutes of the June 30, 2025 Selectboard
14 meeting, seconded by Vice Chairperson Steve Aiken, all in favor.

15 Selectperson Jim Gregoire, and Selectperson Jeanie Forrester abstained.

16 BUSINESS- Old Home Days Approval

17 Selectperson Lynn Leighton expressed her concerns about the timing of the event and being able to put it together
18 in time. Andrew Eaton the owner of The Art of Turning spoke about the planning aspects that have been put in
19 place to facilitate the event this year on a smaller scale. The theme for this year would be celebrating Bob
20 Montana. Jeremy Noyes spoke in favor of the event on the smaller scale to follow the street dance. Selectperson
21 Lynn Leighton confirmed that she would support it if it maintained the old home day vibe. The Selectboard fully
22 supports the event.

23

24 WORKSHOPS

25 Community Development Department Reorganization Town Manager Judie Milner spoke about the
26 reorganization. Wage studies and other similar communities were looked at to formulate this plan.

27 Town Manager Judie Milner recommends the following for the Department
28 Director
29 Senior Planner
30 Code Enforcement
31 Planner I
32 Office Clerk

33

34 The Town Manager suggests going out to the public to advertise the Director position and further explained
35 the selection process she intends to follow. Selectperson Jeanie Forrester questioned how the process is
36 viewed when an internal candidate is chosen in the process. Town Manager Judie Milner explained that the
37 three individuals that went through the process in her former town that were hired from within appreciated
38 the process as it solidified their qualifications to perform the duties. She further explained that the
39 Selectboard would be involved in the process for the selection. Chairperson Mike Pelczar asked about the
40 Enforcement for the upcoming STR licensing requirements. Town Manager Judie Milner explained that
41 the department should be able to handle the enforcement with the new software that has been approved and
42 that some of the enforcement would fall under other departments such as the Police for noise complaints
43 etc.

44

45 Keno opt Out Warrant Article Town Manager Judie Milner explained the opt out option and the
46 recommendation to have it on the warrant for the 2026 Town Meeting

48 Tax Deeded Property Discussion Town Manager Judie Milner reviewed the issue with not deeding some
49 properties and disposing of the currently deeded property to get the revenue back on that tax roll.
50 Chairperson Mike Pelczar agreed that we do need to move forward with the process as allowed by law.
51 Selectperson Jim Gregoire would like to see a staff member give a list of what properties that are in
52 question. Town Manager Judie Milner will have another workshop with more information given for the
53 board to review the 60 properties that are delinquent.
54

55 **BUSINESS**

56 Private Road Name, Administrative Assistant Stephanie Maltais reviewed the process from the meetings in
57 March and brought forth the name that was chosen as Tranquility Way for 19 Collins Brook Rd. this decision was
58 a compromise for the participants involved.

59 Selectperson Lynn Leighton moved based on the review and recommendation of E 9-1-1 and the Meredith
60 Police and Fire Departments, that the Select Board approves the private street name of "**Tranquility Way**". This
61 approval is subject to the following:

62

- 63 1. A private street sign shall be installed at the intersection of "**Tranquility Way**" and Solace Pointe
64 Road; and
- 65 2. The private street sign and installation shall be at the expense of the private property owner(s); and
- 66 3. The private street sign shall have a white background with green lettering; and
- 67 4. The owner(s) shall consult with the Public Works Department prior to the sign installation regarding
68 sign placement in relation to the Solace Pointe Road right-of-way.

72 73 Seconded by Vice Chairperson Steve Aiken, all in favor.

74
75
76
77 **TOWN MANAGER'S REPORT**

78 Shout Outs –

79 Donovan Tree Service – removed trees along our Laverack Nature Trail at no cost to the town! We
80 appreciate your thoughtfulness in keeping our beautiful asset safe and maintained.

81 Firefighters Trevor Hunnicutt & Jacob Raymond – completed Driver Operator Course
82 Captain Parker, Engineer Ludwick and Firefighter Cullen – completed Honor Guard Training
83 Chief Jones plans to give a unit citation at next Spring's fire dinner for the Technical Rescue that occurred
84 at Church Landing the week before last.

85 Town Clerk Parker – attending the NE Municipal Clerk's Institute and Academy this week
86 Levi Swearingin – recently promoted from part time buildings and grounds position to the open full time
87 position – congratulations!

88 Our fantastic Water Department – hosting 37 summer program campers for an educational tour of the
89 facility including a lesson on pipes and pressures. If that wasn't fun enough, they topped it off with a little
90 water balloon tossing contest in the parking lot. Great work Mike and Phil!

91 Welcome Aboard:

92 Trevor Hunnicutt, Firefighter
93 Jared Wyatt, Call Firefighter

94
95 Master Plan – the Planning Board has invited the selectboard to their meeting on 8/26 @ 5:30pm. for the
96 presentation of the Draft Master Plan. Selectperson Jeanie Forrester asked about the items that the board was

97 supposed to be prioritizing. Angela Lebreque stated that Vice Chairperson Steve Aiken will be addressing the
98 items in the next meeting.
99

100 Short Term Rental Licensing – implementation is underway; landing page on website with public notice and regs
101 along with news flash; we'll be using various signage throughout the community as well; software contract is now
102 signed.
103

104 CIP Update – the management team adopted CIP forms at our last meeting in June which will serve a few
105 purposes including the CIP committee process and the financial statement capital asset reporting process. Forms
106 for all assets over a 15 year period will be completed by applicable departments so that we may present a
107 comprehensive plan to the CIP committee at their next scheduled meeting on September 10, 2025.
108

109 Housing Champion Designation – There is no word as yet on the designation, the reviews and recommendations
110 are complete and decisions should be forthcoming prior to the next meeting of the Selectboard.
111

112 Main Street Project – what does the parking study look like. Vice Chairperson suggested that it be put on hold
113 until after the Dam project. Lengthy discussion took place concerning Main Street parking in conjunction with
114 the Dam Project.
115

116 MUNIS (enterprise software) Implementation – We are LIVE! Shout out to all departments for their above and
117 beyond work to get this monumental task completed. A special shout out to our Admin Services Director for
118 leading this effort. Well done!
119

120 Waukewan Dam & Canal project the meeting went well with all that were involved with the planning of the
121 project. Any changes will need to be brought to the DES for approval and the concern is that it takes DES several
122 months for approval and the project must be completed by September of 2027.
123

124 126 Meredith Center Rd The property has been sold and the plan for the new owner it to demo and rebuild.
125

126 Route 25 assessment
127 Town Manager Judie Milner updated the board concerning the Town not being able to disrupt the newly paved
128 road that the State just completed and how we will be working around it to make sure our project is completed.
129

130 **VISITOR AND RESIDENT COMMENTS** None
131

132 **SELECT BOARD COMMENTS**

133 Selectperson Lynn Leighton Waukewan watershed meeting was on July 1, and the street dance was a great success
134 the next one is scheduled for 9/5/2025

135 Vice Chairperson Steve Aiken thanked the Planning Department for all their hard work.

136 Chairperson Mike Pelczar mentioned that he took a bike ride to the Neck to see the Parking situation during the 4th
137 and noted that from what he saw the pilot program is doing what it was set up for.

138 Chairperson Mike Pelczar motioned to enter into Non Public per RSA 91-A:3,II ;d Consideration of acquisition
139 or sale of real property which if discussed in public would likely benefit a party or parties whose interest are
140 adverse to those to the general community also RSA 91-A:3 IIa the dismissal, promotion or compensation of any
141 public employee or disciplining of such employee or the investigation of any charges against him/her unless the
142 employee being effected (1) has a right to a public meeting (2) requests that the meeting be open in which case the
143 request shall be granted, seconded by Vice Chairperson Steve Aiken.

144 Roll call Vote

145 Selectperson Jim Gregoire Yes

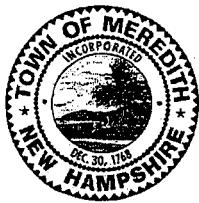
146 Selectperson Jeanie Forrester Yes
147 Selectperson Lynn Leighton Yes
148 Vice Chairperson Steve Aiken Yes
149 Chairperson Mike Pelczar Yes
150 Non-public
151 Roll Call
152 Selectperson Jim Gregoire yes
153 Selectperson Jeanie Forrester yes
154 Selectperson Lynn Leighton yes
155 Vice Chairperson Steve Aiken yes
156 Chairperson Mike Pelczar yes
157
158 Selectboard moved into nonpublic session at 6:04pm.
159
160 Selectboard resumed public session at 6:26pm.
161
162 Board discussed whether or not to seal the minutes. Board asked Manager Milner about the cost of the fire boat.
163 Manager Milner explained it was being priced out as part of the CIP update which is due from the departments in
164 the 3rd week of August to be put together for presentation at the September 10th CIP committee meeting.
165
166 Chairperson Mike Pelczar adjourned the meeting at 6:28pm.
167
168 Next meeting: July 28, 2025
169
170

Agenda Item 2A



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of July 28, 2025**

Subject: Waukewan Watershed Advisory Committee to update Selectboard



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of July 28, 2025**

From: James Commerford, CNHA – Tax Assessor

Subject: Statutory Change to Veteran's Property Tax Credits

Suggested Motion: None at this time.

Background/Discussion: Under RSA 72:28 Meredith offers veterans who qualify a \$500 tax credit. Additionally, under RSA 72:35, certain veterans may also receive a Tax Credit for Service-Connected Total Disability in the amount of \$4,000. Currently, if a veteran qualified for both, they would receive the total amount of \$4,500.

During the 2025 legislative session, House Bill 99 was presented and signed into law by Governor Ayotte which amended RSA 72:35. The change is that those receiving the Service-Connected Total Disability Tax Credit can no longer claim any other credit. In other words, the \$500 and the \$4,000 can no longer be claimed together. This will go into effect for the 2026 tax year.

Meredith currently has 31 veterans who qualify and are receiving the \$4,500 tax credit.

Recommendation: HB 99 also increased the limit for the Service-Connected Total Disability Tax Credit from a maximum of \$4,000 to \$5,000. I would recommend that a warrant article be drafted for the 2026 Town meeting to raise the Service-Connected Total Disability Tax Credit from \$4,000 to \$4,500. This would allow the 31 Veterans to continue to receive the same dollar amount as they have been receiving.

Fiscal Impact: No fiscal impact because the goal is to increase the amount of the Service-connected Disabled credit by the same amount that they would be losing.

Town of Meredith Selectboard Agenda Report

Concurrences: None.

Alternatives: No alternative is recommended.

Attachments/Exhibits: See the attached Technical Information Release from the NH Dept. of Revenue Administration dated July 7, 2025.

**New Hampshire Department of Revenue Administration
109 Pleasant Street, Concord, NH 03301**

**TECHNICAL INFORMATION RELEASE
TIR 2025-003 Date: July 7, 2025**

A Technical Information Release is designed to provide immediate information regarding tax laws administered by the Department or the policy positions of the Department as a service to taxpayers and practitioners. A Technical Information Release represents the position of the Department on the limited issues discussed herein based on current law and Department interpretation. For the current status of any tax law, practitioners and taxpayers should consult the source documents (i.e., Revised Statutes Annotated, Rules, Case Law, Session Laws, etc.). Questions should be directed to the Municipal and Property Division at (603) 230-5950.

Statutory Change to Property Tax Credits for Veterans Effective July 13, 2025

The purpose of this Technical Information Release (TIR) is to advise taxpayers, municipalities, and the general public regarding a statutory change to the interoperability of property tax credits available to veterans, effective July 13, 2025.

Under RSA 72:28, veterans may receive a standard Veterans' Tax Credit of \$50, or an optional Veterans' Tax Credit amount from \$51 up to \$750 when the optional credit is adopted in their municipality. Alternatively, municipalities may adopt RSA 72:28-b, which makes the standard and optional credits in RSA 72:28 available to an expanded group of veterans (the All Veterans' Tax Credit). Additionally, municipalities may adopt RSA 72:28-c, which provides an Optional Tax Credit for Combat Service of from \$50 up to \$500 for a small group of eligible veterans in lieu of the credits under RSA 72:28 and 72:28-b.

Currently, under RSA 72:35, in addition to any credits received under RSA 72:28 or 72:28-c (but not 72:28-b), veterans may receive a standard Tax Credit for Service-Connected Total Disability of \$700 or an optional Tax Credit for Service-Connected Total Disability of from \$701 up to \$4,000 when this optional credit is adopted in their municipality.

Finally, under RSA 72:36-a, certain disabled veterans with homesteads that have been specially adapted under one of two specified VA grant programs may be entirely exempt from the payment of property tax on the homestead.

During the 2025 legislative session, the New Hampshire General Court passed, and Governor Ayotte then signed into law House Bill 99 (Chapter 15, Laws of 2025), amending RSA 72:35. Effective on July 13, 2025:

- The maximum amount of the optional Tax Credit for Service-Connected Total Disability which may be adopted by municipalities is raised to \$5,000;
- The language of the statute was clarified to emphasize that the credit is for persons who have total *and permanent* service-connected disability; and

- The optional Tax Credit for Service-Connected Total Disability may no longer be claimed in addition to credits received under RSA 72:28, 72:28-c, or an exemption under 72:36-a.

Under RSA 72:35 as amended by HB 99, the optional Tax Credit for Service-Connected Total Disability will replace the tax credits and exemption available pursuant to RSA 72:28, 72:28-b, 72:28-c and 72:36-a, effective July 13, 2025. As a result, municipalities should consider the following:

- For municipalities with the standard Tax Credit for Service-Connected Total Disability, (\$700):
 - No action is required, veterans currently receiving the standard credit under RSA 72:35 may still receive a credit under either RSA 72:28, RSA 72:28-b, or RSA 72:28-c.
 - If the municipality votes to adopt an optional amount under RSA 72:35, I-a, they will need to ensure that any applicants receiving the optional credit are not also receiving a credit under RSA 72:28, 72:28-b, and 72:28-c, or an exemption under 72:36-a.
- For municipalities with an optional Tax Credit for Service-Connected Total Disability under RSA 72:35, I-a, (\$701-\$4000):
 - Any existing Optional Tax Credit for Service-Connected Total Disability will remain in place for the April 1, 2025 tax year.
 - Beginning with the April 1, 2026 tax year, qualified applicants choosing to receive the Optional Tax Credit for Service-Connected Total Disability, will not be eligible to receive a tax credit under RSAs 72:28, 72:28-b, and 72:28-c, or an exemption under 72:36-a.
 - If the municipality votes to rescind the optional amount under RSA 72:35, I-a, any applicants qualified for the standard Tax Credit for Service-Connected Total Disability may receive a credit under RSAs 72:28, 72:28-b, and 72:28-c, or an exemption under 72:36-a, if duly qualified.

Additional information about available veterans' tax credits can be found in RSA Chapter 72; in N.H. Code of Admin. Rules Rev 400, and on the Department's website or by contacting the Municipal and Property Division at (603) 230-5950.

Individuals who need auxiliary aids for effective communication in programs and services of the Department of Revenue Administration are invited to make their needs and preferences known. Individuals with hearing or speech impairments may call TDD Access: Relay NH 1-800-735-2964.



Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of July 28, 2025

From: Michael Faller, DPW Director

Subject: Electronic signs

Suggested Motion:

No Motion – Workshop Only

Recommendation:

I am recommending the town look at installing 4 electronic signs in Town. Locations are:

1. Hesky Park
2. Community Center
3. Library
4. Downtown Fire Station

I would like to come back to the Board in September with final designs for approval to go forward in the 2026 Budget.

Background/Discussion:

At the 2025 Town meeting we heard from residents that it would be nice to be able to get more information out to the public about what is happening around town. Having these signs that would be electronically controlled and able to change messages remotely would save the town time and money. Currently we spend between 5 and 8 hours per week changing the Hesky park sign. This would be eliminated as this would be handled from the DPW office. We would remote into the sign and change the messages as needed. This could be programmed well ahead of time and would free up staff time to handle other issues. Having the other locations would provide other areas and messages to be communicated to the public. Fire safety, events in the park, Library events, Meetings

Town of Meredith Selectboard Agenda Report

dates and times posted. All valuable information. These signs would be similar to the sign installed at the High School.

Fiscal Impact:

Looking to get a final design and estimates from Paquettes signs. The idea would be to have Rotary, and any other entity donate money to help offset this. The Interlake's school sign cost around \$37,000.00. I would expect these signs to be at the same price point, but once we have a design selected, we can get a better idea of hard costs.

Concurrences:

Alternatives:

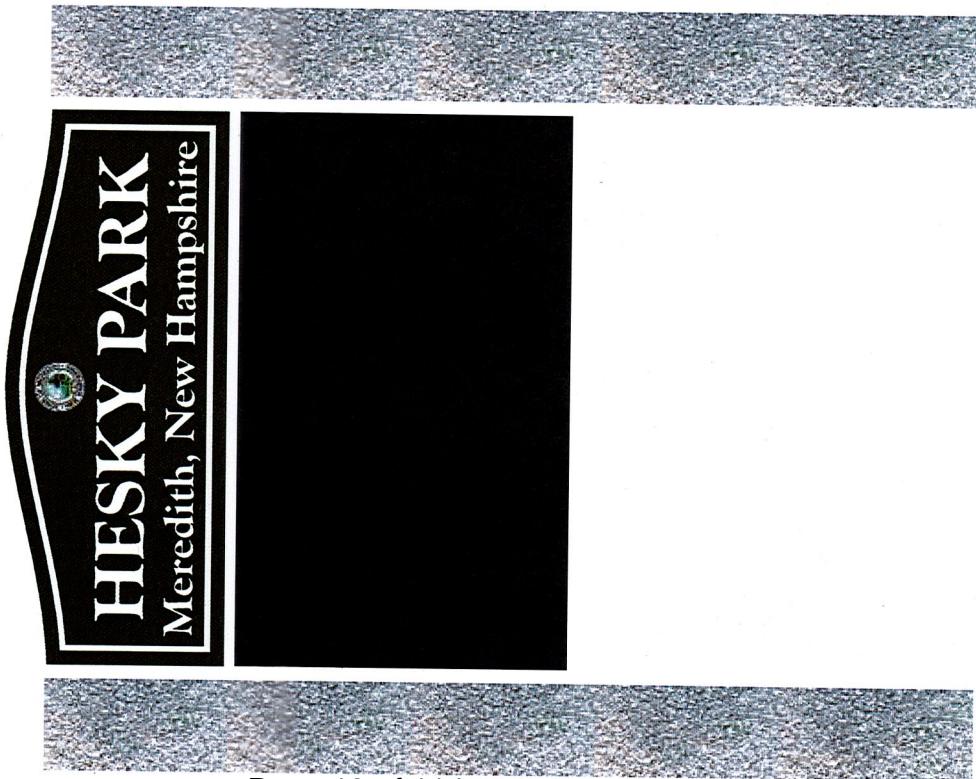
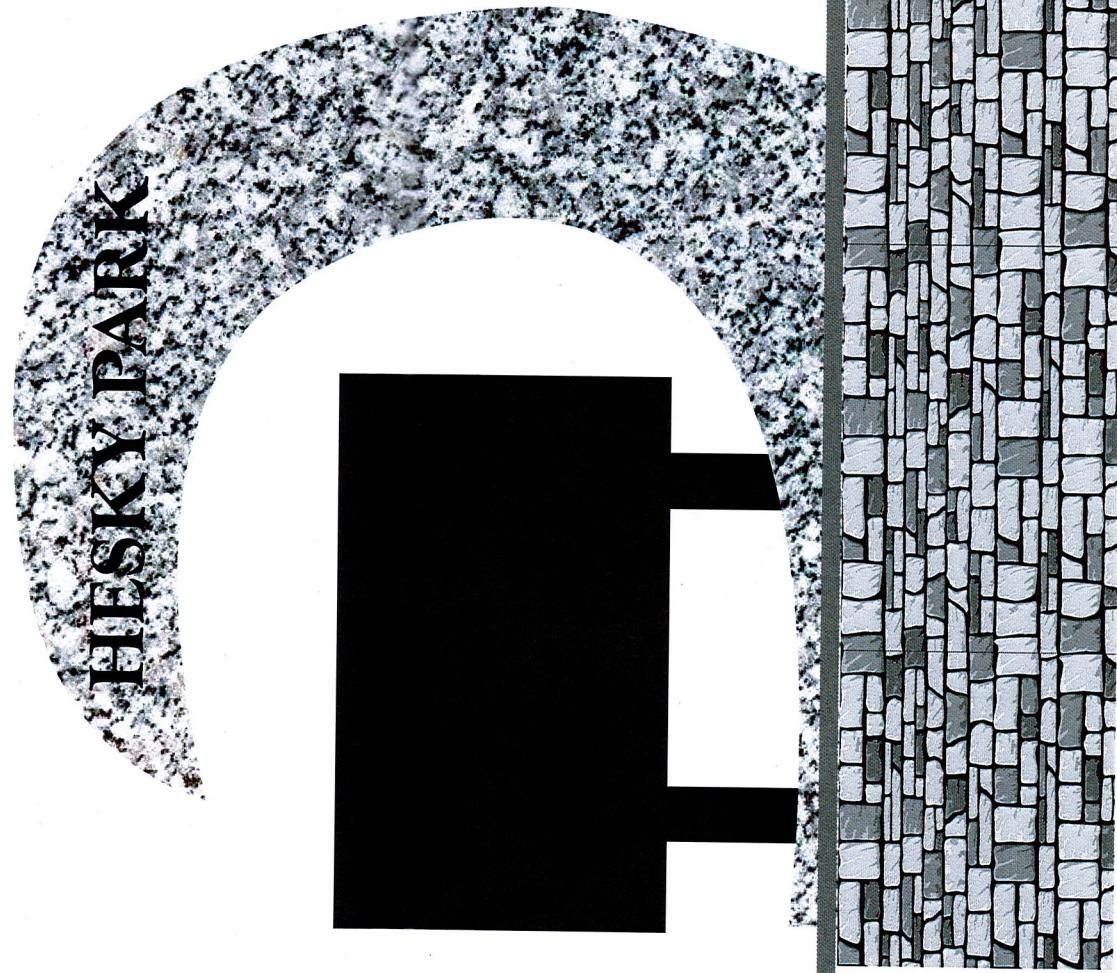
continue changing the signs by hand utilizing town staff

Attachments/Exhibits:

2 designs

{ ARTWORK PROPOSAL }

P.O. Box 1339 Meredith, NH 03253
603-279-6767 • www.paquettesigns.com
Email: Roy@paquettesigns.com



THE INITIAL COST OF THE ARTWORK USED IN THE PREPARATION OF THIS ESTIMATE BY OUR PROFESSIONAL GRAPHIC ARTISTS IS INCLUDED IN THE COST OF THIS PROJECT.

ANY CHANGES OR EDITS AT THE CUSTOMER'S REQUEST ARE CHARGED ADDITIONALLY.

The artwork, designs and/or creative elements of this layout is and remains, the copyrighted property of Paquette Sign Company LLC until purchased as part of this project or commissioned design project. This presentation is on loan with the intention that it be used only as an example to propose the design of your project and is not out for your review only. Reproduction of this art is unlawful.



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of July 28, 2025**

From: Michael Faller, DPW Director

Subject: Solid Waste Transportation Contract

Suggested Motion:

No motion – Workshop only

Recommendation:

I am recommending that the Town of Meredith purchase a new truck for Meredith DPW to haul our trash and demo and enter into a Municipal Agreement with New London to start hauling their trash and demo trailers also. The cost of the new truck will be paid out of our budget lines as shown below.

Background/Discussion:

We recently renegotiated our hauling contract for SW. During the bidding process the town only received ONE bid. Recently the Contractor, Daryl Moore, who submitted the only bid and has been hauling the trailers, came to me and stated he wanted to back out of the contract. He hauls trash and demo trailers for both Meredith and New London. Meredith has \$175,000.00 budgeted for transportation and New London spends about \$80,000.00 per year on their transportation contract.

I have talked with Sam Clark, New London's DPW Director, and he is willing to enter into a municipal agreement to have Meredith haul their trash trailers.

This means Meredith would need to purchase a new truck. This truck would be Lease Purchased over a 5-year period and at the end of the five years the town would own the truck. The truck would have an eight-to-ten-year life expectancy as I estimate approximately 100,000 miles per year on the truck. Also, in the event that our truck was out of service for any reason, New London has indicated they would step in and assist hauling trailers for both our towns during the breakdown period.

Discussion:

Town of Meredith Selectboard Agenda Report

After some research, I have found we can purchase a truck for \$225,000 which includes the upfit package. The price of the truck can be paid for over 60 months (5 years) at estimated 7% interest. \$225,000 divided by 60 months = \$4,200/month.

Truck Cost	\$ 50,400.00
Labor Grade 10 Truck Driver/with benefits	\$ 80,000.00
Service/Tires	\$ 10,000.00
Fuel	<u>\$ 50,000.00</u>
Total	\$190,400.00 year

Fiscal Impact:

Solid Waste 2025 Budget:

Trash Transportation (436-4581-01-047)	\$100,000.00
Demo Transportation Disposal (436-4530-01-047)	\$ 75,000.00
New London SW Hauling	<u>\$ 80,000.00</u> (See note*)
	\$255,000.00 year

**(NOTE: New London pays the hauler so they would pay us to haul their trash)*

Current Budget	\$255,000.00 (including the New London portion)
Cost with our own truck	<u>- 190,400.00</u>
SAVINGS to town	\$ 64,600.00 year**

We would also need to add an additional full-time DPW highway person as one of our highway employees would be hauling the trash with this new truck.

**The savings would be used to offset the cost of the new employee. That driver would help maintain the truck and trailers and would assist the mechanics during slower times in the winter. Additional savings are that this employee would also be able to haul sand in the winter, which would save the town the cost of having it trucked in by a contractor.

Concurrences:

Advertising for an additional highway employee position for summer and winter maintenance.

Attachments/Exhibits:



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of July 28, 2025**

Subject: Board to Review and Discuss Draft Master Plan Implementation Matrix

Attachments/Exhibits:

Draft Implementation Matrix

Action Pillars and Themes

Imagine Meredith 2035 Vision Statement

Meredith's vision was crafted based on what we heard from the community and what we know about Meredith today. It provides an aspirational statement for the town to work towards over the next decade and is the backbone of the Community Plan.

Meredith envisions a vibrant future where residents enjoy a high quality of life in a community that is rooted in natural beauty, strong social connections, and a rich cultural heritage. This will guide Meredith's decision making for the future and will be accomplished through thoughtful planning with a commitment to:

- *Addressing critical needs including resilient infrastructure, affordable housing, and traffic management;*
- *Promoting economic development by balancing the influence of tourism while maintaining a small-town character;*
- *Elevating stewardship of the environment through the protection of natural resources;*
- *Continued support of outdoor recreational, cultural, and civic opportunities within the community.*

Through a collaborative and inclusive effort, Meredith will create a future that reflects the values of its residents while preserving the unique qualities that make it a special place to live, work, and visit.

Core Themes of Imagine Meredith 2035



Meredith's new Community Plan is anchored around three major themes:

Resilience Infrastructure and Mobility, which envisions well-maintained public infrastructure and facilities, and a safe, efficient, and convenient transportation network for all users of the road.

Vibrant Neighborhoods and Economy, which envisions a strong local economy, accessible and affordable housing options for residents of different needs, and neighbors helping neighbors.

Sustainable Environment and Quality of Life, which envisions ensuring Meredith has clean water, rural lands, and outdoor recreation opportunities in the future, and a strong preservation of its history, culture, and character.

Action Pillars By Theme

For each theme, approximately 10 action pillars were identified. These represent the "big areas" Meredith will work on related to the theme topics to achieve the vision and future land use strategy. Each pillar includes nested action items that give more detail on how the pillar will be accomplished and through what means.

Resilient Infrastructure and Mobility

1. Promote a well-connected and safe bicycle and pedestrian infrastructure network.
2. Explore public transportation alternatives and traffic management solutions to alleviate congestion.
3. Plan for and fund roadway improvement projects.
4. Continue to invest in facility and infrastructure maintenance and modernization.
5. Evaluate and monitor existing water and sewer infrastructure condition and capacity.
6. Invest in energy efficient infrastructure and renewable systems.
7. Improve communication between the Town and residents.
8. Plan for staffing needs.
9. Increase financial sustainability.

Vibrant Neighborhoods and Economy

10. Allow for a diversity of housing types throughout town, according to the Future Land Use Strategy.
11. Support future housing development by removing barriers to housing opportunities in Meredith's land use regulations.
12. Find ways to partner with area businesses to address local housing challenges.
13. Continue to work with local and regional housing organizations who provide affordable housing opportunities.
14. Continue managing and monitoring the short term rental market.
15. Educate homeowners on accessory dwelling units.
16. Look for ways to diversify year-round economy to enhance resilience.
17. Assist businesses with workforce marketing campaigns.
18. Continue activating and beautifying Downtown and surrounding areas.
19. Ensure that Meredith's site plan and subdivision regulations promote desired commercial and mixed use development and best practices in design.

Sustainable Environment and Quality of Life

20. Protect the quality and quantity of Meredith's water resources.
21. Educate the public and local officials on the importance of water and natural resource protection in town.
22. Update the Open Space and Recreation Plan to guide both future conservation and recreation efforts.
23. Expand protected land through strategic conservation priorities.
24. Improve stewardship of conserved lands.
25. Maintain Meredith's trail network and look for new recreation opportunities on conserved lands.
26. Prioritize arts and culture in future planning for residents and visitors to enjoy.
27. Support vibrant, small-town community life in Meredith.

Implementation Actions by Action Pillar and Theme

The implementation action matrix is organized and broken out by Action Pillar and Community Plan theme. Ahead of the themes is an overarching category called "General Actions", which includes administrative steps for implementation. This table also includes additional columns for responsible party, potential partners, level of priority, and status of action.

Implementation Action Matrix

#	Action	Level of Priority	Responsible Party(ies)	Potential Partners	Status of Action
General Actions					
1.1	Develop a Community Plan Implementation Sub-Committee of the Planning Board that meets quarterly throughout the calendar year to prioritize and coordinate the completion of implementation actions outlined in the Community Plan. This group could include representatives from other town boards and members of the public.		Planning Board, Community Development	Selectboard, Zoning Board of Adjustment	
1.2	Complete a comprehensive regulatory audit of Meredith's existing land use regulations to determine and correct any inconsistencies between the regulations and the Community Plan vision, future land use strategy, and actions. This should build on the regulatory audit being completed under the Housing Opportunity Planning (HOP) Grant to identify possible housing related changes.		Planning Board, Community Development	Consultant	
1.3	Regularly maintain and track the progress of Imagine Meredith implementation actions over time.		Planning Board, Community Development	Community Plan Implementation Sub-Committee	
1.4	Coordinate an annual joint meeting in April (after town meeting) of all boards, committees, and local officials in Meredith that are active partners in the implementation of the Community Plan to evaluate progress from the past year and plan for the upcoming year. This would include the Planning Board, Select Board, Conservation Commission, Zoning Board, Town Departments, Schools, and other engaged groups.		Planning Board, Community Development	Community Plan Implementation Sub-Committee	
1.5	Provide quarterly reports on the progress of the 2035 Community Plan to the public through the town's website.		Community Development	Planning Board, Community Plan Implementation Sub-Committee	
1.6	Provide a progress report on the Community Plan annually in the Town Report and present an update at Town Meeting.		Town Manager, Community Development	Planning Board, Community Plan Implementation Sub-Committee	
Vibrant Neighborhoods and Economy					
Allow for a diversity of housing types throughout town, according to the Future Land Use Strategy.					
2.1	Focus future housing units in the mixed-use development areas of town, including the village, part of Route 104 to Winona Road, Route 3, and Route 25, while also allowing diverse housing types that are compatible with the more rural areas of town.		Planning Board	Community Development	
2.2	Allow for higher density residential and mixed-use development in those areas of town with water and sewer infrastructure.		Planning Board	Community Development	
2.3	Steer future housing development away from lands with high scenic and ecological value.		Planning Board	Community Development, Conservation Commission	
Support future housing development by removing barriers to housing opportunities in Meredith's land use regulations.					
2.4	Review minimum lot sizes in all zoning districts and identify ways to accommodate additional housing types while retaining community character.		Planning Board	Community Development	
2.5	Review tables of use to identify potential housing types that are not allowed today or are only allowed by special exception. For example, consider allowing duplexes by-right in additional areas of town.		Planning Board	Community Development	
2.6	Review and revise, as needed, Meredith's zoning to promote infill development in Meredith Village.		Planning Board	Community Development	

#	Action	Level of Priority	Responsible Party(ies)	Potential Partners	Status of Action
2.8	Consider reducing permit fees or water/sewer hookup fees for affordable housing developments. Assess impact of this prior to making changes.		Planning Board	Community Development, Water and Sewer, Selectboard	
2.9	Review the density restrictions for housing in Meredith's zoning and adjust where appropriate.		Planning Board	Community Development	
2.10	Review and strengthen the conservation subdivision regulations. Consider requiring conservation subdivisions in certain zones to prioritize open space protection or providing unit bonuses as an incentive.		Planning Board	Community Development	
2.11	Update zoning regulations to allow manufactured housing in the majority of residential districts, as required by RSA 674:32.		Planning Board	Community Development	
2.12	Track building permits over time to determine the effectiveness of housing policies on housing construction in town.		Community Development	Town Manager	
Find ways to partner with area businesses to address local housing challenges.					
2.13	Identify potential opportunities for public-private partnerships or employer sponsored housing initiatives to support area businesses impacted by rising housing costs. New Hampshire Housing has developed a guide to assist businesses in creating Employer-Assisted Housing (EAH) programs. The New Hampshire Community Development Finance Authority (CDFA) also administers programs that facilitate public-private partnerships to support affordable housing and economic development		Town Manager, Selectboard	Community Development, Planning Board	
2.14	Work with local banks to create and publicize funding programs for Accessory Dwelling Units and promote these to residents. For example, Merrimack County Savings Bank in NH has expanded its construction loan offerings to include financing for ADUs. Lighthouse Credit Union in NH also provides financing options to finance accessory dwelling units.		Town Manager, Selectboard	Community Development, Planning Board	
Continue to work with local and regional organizations who provide affordable housing opportunities.					
2.15	Identify potential opportunities to expand upon or build new affordable housing in Meredith, particularly housing that is targeted to households at or below 50% of the area median income (AMI). Consider partners like the Lakes Region Community Developers.		Town Manager, Selectboard	Community Development	
Continue managing and monitoring the short-term rental market.					
2.16	Implement recommendations of the short-term rental committee help maintain the year-round housing stock and reduce community conflict around short term rentals. Evaluate recommendations as needed.		Selectboard	Community Development, Planning Board	
2.17	Monitor the number of short term rentals in Meredith over time using Meredith's short term rental management software.		Selectboard, Community Development	Planning Board	
Educate homeowners on accessory dwelling units.					
2.18	Create an outreach and education initiative focused on accessory dwelling units (ADUs) to educate homeowners on ADU's and the requirements for construction. New Hampshire Housing has many educational resources including "A Homeowner's Guide to ADUs" and an "ADU Guide for Municipalities".		Community Development	Planning Board, Selectboard	
Look for ways to diversify Meredith's year-round economy to enhance resilience.					
2.19	Consider conducting a more detailed market analysis and target industries study to identify ways of expanding its year-round economy with industry sectors that do not rely on seasonal tourism. For example, Ellsworth Maine created a comprehensive Economic Development Business Attraction Plan and Market Analysis in 2023 to strengthen its year-round economy.		Town Manager, Selectboard	Consultant, Greater Meredith Program	

#	Action	Level of Priority	Responsible Party(ies)	Potential Partners	Status of Action
2.20	Consider incentives to attract and retain businesses and investments that are not exclusively tourism dependent. This could include the creation of a RSA 79-E Community Revitalization Tax Relief Incentive program or a Tax Increment Financing District (TIF).		Community Development, Town Manager	Selectboard, Planning Board, Greater Meredith Program	
Assist businesses with workforce marketing campaigns.					
2.21	Market Meredith to potential workers in concert with local businesses in specific industry segments (hospitality, food and beverage, personal services) to attract them to work in the town.		Town Manager	Selectboard, Greater Meredith Chamber of Commerce, Local Businesses	
2.22	Consider working with potential partners, like the Chamber of Commerce, to host a job fair and recruiting events for employees in Meredith or as part of a regional effort to draw in workers.		Town Manager, Selectboard	Greater Meredith Chamber of Commerce, Greater Meredith Program	
Continue activating and beautifying Downtown and surrounding areas.					
2.23	Cotinuing to expand places for outdoor dining and gathering for events and pop-up markets.		Selectboard, Town Manager	Greater Meredith Program, Community Development	
2.24	Continue beautifying parts of Downtown with landscaping, vegetation, benches, and public art.		Selectboard, Town Manager	Greater Meredith Program, Community Development	
Ensure that Meredith's site plan and zoning regulations promote desired commercial and mixed-use development and best practices in design.					
2.25	Guide business development to designated areas with a primary focus on the Downtown, and sections of Route 3, Route 25, and parts of Route 104, as identified in the Future Land Use Strategy.		Planning Board	Community Development	
2.26	Provide flexibility in Meredith's regulations for new and creative business ventures that strengthen the tourism and year-round economy sectors.		Planning Board	Community Development	
2.27	Promote high quality building and site design so that new businesses are compatible with and enhance the character of our community. Maintain Meredith's architectural review ordinance and make adjustments as needed over time.		Planning Board	Community Development	
2.28	Consider adopting a Form Based Code regulation for Meredith Village, which regulates building mass, form, and placement, over use and supports compact village-scale development, a mix of uses, and a pedestrian oriented environment. Examples of New Hampshire communities with form-based code regulations include Dover, Newmarket, Keene, and Lancaster.		Planning Board, Community Development	Consultant	
Resilience Infrastructure and Mobility					
Promote a well-connected and safe bicycle and pedestrian infrastructure network.					
3.1	Develop road standards that encompass a town-wide Complete Streets Policy to ensure all new roadways are designed to accommodate all modes of transportation. This will ensure bicycle, pedestrian, and public transportation improvements, along with vehicular traffic improvements, are considered during roadway maintenance and planning projects to the greatest extent possible. The town has demonstrated interest in pursuing this action with the Board of Selectmen appointing the Meredith Village Pathways Committee. Include design standards for rural and low-volume roads.		Community Development, Selectboard, Public Works, Planning Board	Town Manager, Meredith Village Pathways Committee	
3.2	Expand pedestrian and bicycle infrastructure, including sidewalks, bike lanes, and multi-use paths, where appropriate and enhance pedestrian and bicycle connectivity throughout town. Priority areas should be roads that connect active areas of the community, like Meredith Village and the town's major corridors. This should also include connecting to specific destinations, like the schools or recreation facilities, with neighborhoods where people live. Explore grant opportunities through NH Department of Transportation, other agencies, and organizations to help fund these projects.		Community Development, Selectboard, Public Works	Town Manager, Village Pathways Committee, NH Department of Transportation	

#	Action	Level of Priority	Responsible Party(ies)	Potential Partners	Status of Action
3.3	Utilize NH Department of Transportation's recommended bicycle routes map and Strava Maps (included in the Meredith Existing Conditions Report) to identify opportunities for bicycle infrastructure expansion.		Community Development	Public Works	
3.4	Improve traffic safety to make it safer to walk, bike, and drive in town. Enforce speed limits and implement seasonal speed control measures. Ensure there are safe routes for children who walk to school.		Public Works, Police Department	Village Pathways Committee, Community Development, Selectboard	
3.5	Update wayfinding signage throughout town, including street signs, removing signs that are outdated and repairing signs in need of improvements. Improve wayfinding to key destinations in town and in Meredith Village.		Selectboard, Town Manager	Greater Meredith Program, NH Department of Transportation	
Explore public transportation alternatives and traffic management solutions to alleviate congestion.					
3.6	Identify and implement traffic management solutions for other key places in town where congestion is an issue. This includes along Main Street, near the traffic lights by Hannaford Supermarket, and on Route 25 near the schools (especially during pick up and drop off time). This may include encouraging alternative routes during specific times or seasons, roundabouts, enhanced traffic light coordination, bypasses, or public transportation. Two NH Department of Transportation Ten Year Plan projects are scheduled in Meredith to accomplish some of these goals.		Town Manager, Public Works	NH Department of Transportation, Selectboard, Community Development	
3.7	Explore the potential for a redesign and reconstruction of the Route 3 and Route 25 intersection to alleviate traffic congestion and enhance connectivity in Meredith Village.		Town Manager	NH Department of Transportation, Selectboard, Planning Board	
3.8	Promote existing public transportation options in the region through public outreach.		Town Manager, Selectboard	Transportation providers	
3.9	Investigate the feasibility of a trolley or shuttle service, with remote parking options, to access Meredith Village, especially during peak tourism times.		Town Manager, Selectboard	Ad-hoc committee	
3.10	Consider expanding public transit opportunities in Meredith by coordinating with public transit providers in the Lakes Region area.		Town Manager, Selectboard	Transportation providers	
Plan for and fund roadway improvement projects.					
3.11	Continue implementing and regularly updating Meredith's Road Surface Management Plan. Continue prioritizing roadway improvement projects for the next 5-10 years.		Public Works	Selectboard	
3.12	Regularly budget adequate funds to maintain municipal roads and regular road pavement projects.. For bigger projects, utilize the Capital Improvement Plan, a TIF District, and other creative sources such as the Transportation Alternatives Program (TAP), the Surface Transportation Program (STP), Highway Block Grant, and BUILD grants.		Public Works, Capital Improvement Plan Committee	Selectboard	
3.13	Implement road maintenance practices that preserve the rural character of Meredith's designated scenic roads.		Public Works	Selectboard	
3.14	Consider obtaining the municipal Green Sno Pro certification, which promotes best practices in road salt reduction.		Public Works	Waukewan Watershed Advisory Committee	
3.15	Improve stormwater management on roads to reduce erosion damage and protect water quality by maintaining and improving existing stormwater drainage systems, especially on dirt roads, and constructing new systems as needed.		Public Works	Selectboard	

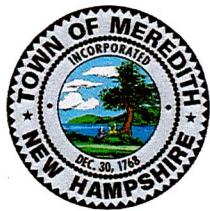
#	Action	Level of Priority	Responsible Party(ies)	Potential Partners	Status of Action
Continue to invest in facility and infrastructure maintenance and modernization.					
3.16	Implement asset management programs across all municipal departments and facilities to manage infrastructure maintenance and plan for the replacement of aging public infrastructure. Adoption of an asset management system will compliment and inform the capital improvement planning process in Meredith and ensure maintenance is completed efficiently.		All Town Departments	Consultant	
3.17	Adequately fund the maintenance and repairs of town facilities and infrastructure, with a near term emphasis on critical infrastructure related to water and sewer, roadways, culverts, bridges and dams.		Selectboard, Capital Improvement Program Advisory Committee	Town Departments	
3.18	Conduct space needs assessment of town buildings, as needed, especially the town hall and town hall annex buildings, to determine future needs.		Selectboard, Town Manager	Consultant	
3.19	Make town beach improvements that address erosion, cleanliness, and runoff from parking areas and other impervious surfaces. Consider updating restroom facilities at these locations.		Parks and Recreation	Public Works	
3.20	Implement needed improvements to Prescott Park including enhanced parking, potential road paving, and better drainage. Plan for updating athletic fields and adding more walking paths. Utilize the findings and concepts generated during the pending Prescott Park and Community Center Improvement project.		Parks and Recreation	Prescott Park Renovation Committee, Town Manager, Selectboard	
3.21	Continue to invest in modernizing Meredith's facilities and systems to bring them up to the 21st century. This should include a continued focus on energy efficiency and modernizing the Information Technology system across all departments and town buildings with upgraded computers, software, camera systems, door entry systems, and cyber security.		Town Manager, Selectboard	Energy Committee, Consultants	
3.22	Review the Weston Sampson Waterfront Infrastructure Plan and determine which recommendations should be coordinated and planned for in the future.		Town Manager, Selectboard	Public Works	
3.23	Investigate opportunities to expand recycling options and create better communication on recyclable materials. Look to other well-organized recycling programs in the state.		Public Works, Energy Committee	Town Manager, Selectboard	
3.24	Promote existing composting program opportunities for local businesses and residents, and consider ways to expand composting opportunities. Some municipalities offer composting services. For example, the Town of Bedford provides free food waste composting at its Transfer Station. Residents can deposit compostable materials in designated blue bins using compostable paper or plastic bags. The collected compost is utilized to fertilize town fields, parks, and cemeteries, reducing the need for chemical fertilizers and lowering solid waste disposal costs		Public Works, Energy Committee	Town Manager, Selectboard	
Evaluate and monitor existing water and sewer infrastructure condition and capacity.					
3.25	Conduct a study to determine the existing capacity and service area of Meredith's public water and sewer system, the condition of the existing infrastructure and investment needed, and the potential for new areas to be serviced (while considering both financial and development impacts). The findings from these efforts should be used to further inform the location and density of future development within Meredith.		Community Development, Town Manager, Water and Sewer	Consultant	
Invest in energy efficient infrastructure and renewable systems.					
3.26	Conduct or update energy audits for all municipal facilities to better understand energy consumption of Meredith's town buildings. Identify ways to improve the energy efficiency of these structures including switching to LED lighting and improving insulation.		Energy Committee	Public Works	
3.27	Monitor Meredith's recently adopted Community Power program.		Energy Committee	Selectboard	
Improve communication between the Town and residents.					
3.28	Develop strategies and an overarching approach to enhance municipal communication to residents and other community members regarding town projects, initiatives, permitting, regulations, and events. This should include utilizing the town website and other forms of communication. Meredith has recently purchased new software, including online permitting software and short term rental management software, that presents new opportunities for enhanced communication with residents.		Town Manager, Selectboard	Local media outlets	

#	Action	Level of Priority	Responsible Party(ies)	Potential Partners	Status of Action
3.29	Keep department webpages up to date with documents, resources, and applications.		All Town Departments	Town Manager	
3.29	Promote civic engagement and increase participation on the selectboard and land use boards.		Town Manager	Selectboard and land use boards	
Plan for staffing needs.					
3.30	Monitor the staffing needs of each department on an annual basis.		Town Manager, Selectboard	All Town Departments	
3.31	The 2023 Fire Study and the Community Development Department Staff Audit identified department staffing recommendations. Continue to evaluate the implementation of these recommendations and plan for staff changes as needed.		Town Manager, Selectboard	Fire Department, Community Development	
Increase financial sustainability.					
3.32	Continue supporting a Capital Improvement Program to plan for larger town expenditures.		Capital Improvement Program Advisory Committee	Town Manager, Selectboard, All Town Departments	
3.33	Consider working toward separating General Funds from Enterprise Funds for water, sewer, and parks and recreation to more accurately track whether these services and departments can fund themselves going forward.		Town Manager, Selectboard	All Town Departments	
3.34	Meredith's seasonal and tourism economy attracts thousands of visitors annually, many looking to experience the lakes. Consider if there are ways to capture additional revenue from lake users and other visitors through boat ramp fees, charging for parking, increasing transfer station fees for non-residents, etc. These fees could go into a specific fund that could help mitigate the impacts of these seasonal populations, or they could go toward specific improvements that would generate more economic investment.		Town Manager, Selectboard	All Town Departments	
Sustainable Environment and Quality of Life					
Protect the quality and quantity of Meredith's water resources.					
4.1	Participate in regional watershed planning and implementation efforts including the Lake Winnipesaukee Watershed Plan, the Lake Winnisquam Watershed Plan, and the Lake Waukewan, and Lake Winona Watershed Restoration Plan.		Selectboard, Community Development	Lake Associations	
4.2	Maintain strong relationships with organizations that play a role in water resource stewardship in Meredith including NHDES, the Lake Winnipesaukee Association, the Lake Winnipesaukee Cyanobacteria Committee, NH Lakes Association, the Winnisquam Watershed Network, and Homeowner Associations.		All Town Departments and Boards		
4.3	Continue to work with NHDES and the lakes associations to monitor water quality in the town's lakes and rivers.		Community Development, Waukewan Watershed Advisory Committee	Selectboard	
4.4	Develop an inventory of properties along the lake shores that have old septic systems that need to be upgraded. Then provide educational materials to those homeowners to inform them of potential funding options for system replacement.		Community Development	Selectboard	
4.5	Consider implementing a Steep Slopes Overlay District to limit sediment runoff from new development and redevelopment projects that may contribute to phosphorus in major waterbodies.		Planning Board	Community Development	
4.6	Increase green infrastructure systems on public and private properties and along roadways, especially near lakes, to capture and infiltrate water, as mentioned as a priority in many of the various watershed management plans.		Public Works	Lake Associations, Community Volunteer Groups, Parks and Recreation	

#	Action	Level of Priority	Responsible Party(ies)	Potential Partners	Status of Action
4.7	Ensure Meredith's regulations promote retaining riparian buffers and shoreline vegetation to prevent erosion and support habitat.		Planning Board, Zoning Board of Adjustment	Community Development, Conservation Commission	
4.8	Review stormwater regulations and identify possible improvements, such as requiring Best Management Practices (BMPs) to help mitigate erosion, sedimentation, and phosphorus pollution affecting sensitive water bodies.		Planning Board	Community Development	
4.9	Review the regulatory requirements for the Water Resources Conservation Overlay District and the Lake Waukewan Watershed Overlay District. Determine if there are areas of the regulations that need improvement or ways the regulations could be strengthened.		Planning Board, Community Development	Waukewan Watershed Advisory Committee, Conservation Commission	
4.10	Continue to keep waterfront and adjacent lands free of trash, debris, and dog waste.		Public Works	Lake Associations	
Educate the public and local officials on the importance of water and natural resource protection in town.					
4.11	Work with other lake communities and regional groups to increase education about the importance of Meredith's lakes and rivers and educate the public on stewardship efforts they can get involved in.		Lake Associations	Adjacent towns	
4.12	Educate the public on the value and importance of land conservation, and the impact and benefits of Meredith's shared natural resources.		Conservation Commission	Community Development	
4.13	Educate local officials and land use boards on the importance of Meredith's water resources.		Selectboard	Community Lake Associations Development	
4.14	Encourage reduced fertilizer, pesticide, and herbicide use on town property and resident's lawns through an educational campaign.		Lake Associations, Waukewan Watershed Advisory Committee	Selectboard	
Update the Open Space and Recreation Plan to guide both future conservation and recreation efforts.					
4.15	An Open Space and Conservation Plan is a document that helps communities plan for the future of their conservation land, guide future conservation, identify stewardship and passive recreation needs, and identify needed town beach and recreation facility improvements. While Meredith currently has a 2017 Open Space and Recreation Plan, this may need to be updated in the next few years, as it continues to age. Aspects of this update could include:		Conservation Commission	Community Development, Parks and Recreation, Village Pathways Committee, Consultant	
4.16	Reassessing each recreation facility, town beach, and conservation area to better understanding their needs, issues, and opportunities. Identifying potential user conflicts, capacity issues, accessibility needs, parking needs, infrastructure needs, programming needs, management needs, and opportunities for new uses or improvements.		Conservation Commission	Community Development, Parks and Recreation, Village Pathways Consultant	
4.17	Strategically prioritizing the protection of additional open space, informed by the Natural Resource Inventory. Ensuring the future protection of open space creates wildlife corridors, connects unfragmented habitat, and protects water resources and agricultural soils.		Conservation Commission	Community Development, Parks and Recreation, Village Pathways Consultant	
4.18	Inventorying all existing trails, potential connections, and gaps in Meredith's trail network.		Conservation Commission	Community Development, Parks and Recreation, Village Pathways Consultant	

#	Action	Level of Priority	Responsible Party(ies)	Potential Partners	Status of Action
4.19	Identifying ways to better promote the town's open space network and recreation opportunities to residents and visitors.		Conservation Commission	Community Development, Consultant	
Expand protected land through strategic conservation priorities.					
4.20	Focus on the acquisition of unfragmented land. The Meredith Conservation Commission has prioritized preserving large, unfragmented blocks of land for wildlife habitat. Future land acquisitions should emphasize this desire of connectivity between conserved lands. Utilize the Natural Resource Inventory to identify high priority conservation areas.		Conservation Commission	Local and regional land trusts, property owners	
4.21	Continue to protect lands that buffer important resources such as aquifers or water bodies —including Lake Waukewan, Lake Winona, and key tributaries —these could help prevent development-related water quality impacts.		Conservation Commission	Local and regional land trusts, property owners	
4.22	Partner with private landowners to expand conservation easements, particularly in critical viewsheds and sensitive natural areas, which would permanently safeguard open space while minimizing acquisition costs.		Conservation Commission	Local and regional land trusts, property owners	
4.23	Continue using a multi-faceted funding strategy to conserve open space in the future. Build partnerships with other conservation organizations to increase funding capacity. Utilize grants where appropriate, such as the LCHIP program. Consider adding a Conservation line item in the town annual budget.		Conservation Commission	Selectboard, Town Manager	
Improve stewardship of conserved lands.					
4.24	Ensure that all town forests have up-to-date forest management plans that improve stewardship and sustainable forestry practices. Prioritize habitat diversity and climate resilience in forest management plans.		Conservation Commission	Local foresters	
4.25	Expand volunteer programs for monitoring conservation lands. Ensure that lands under conservation easements receive periodic reviews to prevent encroachments or improper uses.		Conservation Commission	Community volunteer groups	
4.26	Monitor and manage invasive species, as feasible, to ensure conservation lands maintain their ecological integrity.		Conservation Commission	Community volunteer groups	
Maintain Meredith's trail network and look for new recreation opportunities on conservation lands.					
4.27	Support the Conservation Commission and the Meredith Pathways Committee in the maintenance of trails on town-owned lands by promoting volunteer trail maintenance days. Foster relationships with local conservation groups, user groups (mountain bikers, hikers, snowmobilers), and businesses to support trail maintenance and stewardship.		Town Manager, Selectboard	Local and regional land trusts, recreation user groups, Greater Meredith Program	
4.28	Identify where general wayfinding needs improvement and specific places where clearly marked signs at trailheads and intersections are needed.		Conservation Commission	Community volunteer groups	
4.29	Develop trail maps, digital apps, or interactive kiosks to improve navigation and visitor experience.		Conservation Commission	Community volunteer groups	
4.30	Consider adding a line item in the town budget for trail maintenance projects.		Town Manager, Selectboard	Conservation Commission	
4.31	Explore opportunities on town conservation land for new recreational uses such as a community garden, cross country skiing trails, a mountain bike trail, and universally accessible pathways.		Village Pathways Committee, Conservation Commission	Town Manager, Selectboard	
Prioritize arts and culture in future planning for residents and visitors to enjoy.					
4.32	Support and steward the Meredith Sculpture Walk in Meredith Village.		Greater Meredith Program	Selectboard	

#	Action	Level of Priority	Responsible Party(ies)	Potential Partners	Status of Action
4.33	Apply for public art grants through organizations like the NH State Council on the Arts.		Community Development, Town Manager	Selectboard, Greater Meredith Program	
4.34	Engage local businesses and donors in sponsoring sculptures, murals, or other public art projects.		Greater Meredith Program	Community Development	
4.36	Seek opportunities for integrating functional and interactive public art into Meredith's built environment. This could include artist-designed benches, bike racks, murals, or crosswalk art, musical sculptures, or play-based sculptures that also act as climbable structures for children.		Greater Meredith Program	Community Development	
4.37	Collaborate with the New Hampshire Division of Historical Resources (NHDHR) and the NH Preservation Alliance to access resources, guidance, and support for preservation projects.		Community Development, Town Manager	NH Preservation Alliance, NH Division of Historic Resources, Meredith Historical Society	
4.38	Encourage the preservation and renovation of historic homes in town. Investigate possible incentives to promote to property owners of these structures, and provide education to these homeowners on resources they can take advantage of.		Community Development	Historical Society	
4.39	Consider a historic designation for Meredith Village.		Historical Society	Selectboard, Community Development	
4.40	Consider ways to honor the Native American history in town, such as signage at specific places that have historic significant to the Abenaki people.		Historical Society	Selectboard	
4.41	Consider becoming part of the Certified Local Government Program of the NH Division of Historic Resources to increase access to state funding for preservation and education projects.		Community Development	Selectboard, Historical Society	
4.42	Foster community awareness of Meredith's historic resources ranging from its natural resources, farms, forests, tourism economy, light manufacturing heritage, and more. Promote public interest and involvement in protecting historic resources by organizing workshops, heritage walks, and educational programs. As part of this effort, promote the self-guided Meredith village Historic Walking Tour, the Main Street Museum, and the Farm Museum to residents and visitors.		Meredith Historical Society	Greater Meredith Program	
Support vibrant, small-town, community life in Meredith.					
4.43	Continue to support and promote the town's community events and other annual traditions that draw people into town such as the Rotary Fishing Derby, Pond Hockey Classic, and other gatherings that take place in the village.		Selectboard, Town Manager	Greater Meredith Chamber of Commerce, Greater Meredith Program	
4.44	Expand year-round events such as arts festivals, outdoor concerts in summer, additional winter activities, and farmers markets to boost community engagement and tourism opportunities.		Greater Meredith Program	Greater Meredith Chamber of Commerce	
4.45	Host events during the off-peak season to continue attracting people to the Downtown area when lake activities slow.		Greater Meredith Program	Greater Meredith Chamber of Commerce	
4.46	Enhance promotion of all that is already going on in Meredith through coordinated marketing campaigns, social media and better communication about existing events.		Greater Meredith Program	Greater Meredith Chamber of Commerce	
4.47	Continue to foster strong community partnerships with the Historical Society, Greater Meredith Program, and other community groups.		Selectboard, Town Manager	Community Development	
4.48	Celebrate the hard-working volunteers of Meredith through public recognition.		Selectboard, Town Manager	Community Development	



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of July 28, 2025**

From: Judie Milner, Town Manager

Subject: **Board to consider reorganization of the community development department**

Suggested Motion:

No Motion – Workshop Only

Background/Discussion:

See attached PowerPoint presentation.

Attachments/Exhibits:

PowerPoint presentation
Community Development assessment & related docs
2023 Meredith Pay & Classification Study

Town of Meredith

Community Development Reorganization

1

Meredith Comm Dev Reorganization - Resources Consulted

- ✓ Town of Meredith Community Development Department Assessment prepared by Jay Minkarah Feb 2023
- ✓ Meredith Wage & Classification Study prepared by Municipal Resources Inc May 2023
- ✓ TM Action Plan Summary prepared by Town Manager October 2023 & supporting docs
- ✓ Community Development Reorg & Duties prepared by Angela Labreque 2025
- ✓ Town of Meredith Selectboard nonpublic meeting April 2025
- ✓ Input from the City of Rochester, Meredith's Community Development Team, Director Carpenter, HR Generalist Chris Janosa
- ✓ With thanks to the many communities who responded to our recent informal community development wage survey

2

Meredith Community Development – What Does That Mean Anyway?

Recommend name change:

Planning and Development Department



3

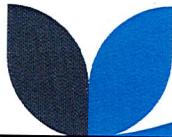
Meredith Planning & Development - Human Capital

Today:

Town Planner (Gr 17)
Code Enforcement (Gr 16)
Administrative Assistant (Gr 10)
Office Clerk – FT (Gr 4)
Office Clerk – PT (Gr PTS-14)

Recommended:

Director (Gr 22)
Senior Planner (Gr 17)
Code Enforcement (Gr 16)
Planner I (Gr 12)
Office Clerk – FT (Gr 4)



4

Meredith Planning & Development Reorg - Benefits

Several.....

Most Important Categories:

- ✓ Direct Department Oversight
- ✓ Maintain Standards
- ✓ Professional Leadership
- ✓ Economic Development
- ✓ Complex Projects/Funding Strategies

5

Meredith Planning & Development Reorg - Cost

2025 Budget

Costs can be absorbed in the current budget due to open positions throughout the year

Assumes September 1 live date – 4 months of expenditures in the current budget

2026 Budget*

Annualized difference in expenditures over 2025 budget = \$109,983

However.....

6

Meredith Planning & Development Reorg – Net Cost

Recent Fee changes – the lion's share generated by this department – offset the cost:

Annual Projected Cost	\$109,983
Increased Revenues:	
STR Fees (net)	\$ (62,000)
Inspection Fees	\$ (20,000)
Net Annual Cost	<u>\$ 27,983</u>

7

Meredith Planning & Development Reorg – Tax Impact

Based on 2024 Tax Rate:

Tax Rate Impact = **\$.0072**

Annual Tax per \$100,000 in assessed value = **\$.72**

Annual Tax bill impact for \$484,470 average non waterfront single family home in Meredith = **\$ 3.49**

8

Questions?



Town of Meredith

Community Development Department Assessment



Prepared by
Jay Minkarah

February 2023

Town of Meredith
Community Development Department Assessment

This audit of the Town of Meredith Community Development Department was conducted between November 2022 and February 2023 at the request of the Town through its Town Manager and Board of Selectmen. The scope of the audit encompassed a thorough assessment of the department based on statutory requirements and best practices with a focus on user experience, general operations, regulatory compliance, and fairness of process. Specific components of the assessment are outlined below.

1. Background Review

- a. Review of the written documents for consistency with statutory requirements, best practices, and general background on department functions including:
 - Written department and related board, committee and commission policies and procedures.
 - Application forms for all relevant permits and approvals.
 - Fee schedules.
 - Subdivision, Site Plan, and other related regulations for consistency with statutory requirements and best practices.
 - Review of other applicable ordinances and regulations.
- b. Review the website for ease of access, clarity, and user experience.
- c. Review a sample of Planning Board, Zoning Board Conservation Commission and other relevant committee minutes selected randomly over the past year.
- d. Review video recordings of select meetings.

2. Site Visit

A site visit to experience the public face of the department and evaluate its overall operations was conducted on November 30, 2022. The site visit included:

- a. Observation of the interaction between town staff and the public (the front counter experience).
- b. Observation of where or how application forms and regulatory materials are made available to the public.
- c. Observation of the interaction of department staff with each other.
- d. Observation of the interaction between staff and the public.
- e. Interviews with each department employee to gain insight into departmental operations including identifying actual or functional responsibility for key components of the process, identifying the “chain of custody” for applications and the ways in which communications are carried out between staff, applicants, board members and the public.

3. Confidential off-site Interviews included:
 - a. Experienced applicants for Planning and Zoning Board approvals and building permits.
 - b. Planning Board, Zoning Board and Selectboard members.
 - c. Other municipal staff.

Department Overview

The Meredith Community Development Department is located in a free-standing building at 5 Highland Street to the rear of Town Hall. The Department is responsible for administering planning & zoning regulations, staffing Planning Board and Zoning Board of Adjustment (ZBA), issuing building permits and conducting related inspections, and code enforcement along with street naming, 911 addressing and providing support to various other town committees. The Conservation Commission maintains an office in the building but is not staffed by the Department.

Gas & Oil permits originate in Community Development, but inspections are conducted by the Fire Chief. Since Community Development staff have no oversight or control over the Fire Department, issuing the permits and scheduling inspections is a source of friction and frustration within department. No fees are currently charged.

The Department is staffed by five positions: the Community Development Director, Town Planner, a building inspector who is also the Code Enforcement Officer, Zoning Administrator and Health Officer, an Administrative Assistant and an Office Clerk. Each of these positions is described in greater detail below. The Department uses a third-party consulting firm for engineering review (a common practice) and third-party GIS services.

The front office includes a front counter with a display of application forms and two workstations, one for the Office Clerk and one for the Administrative Assistant. Directly behind the front office is the Building Inspector's office which is within earshot of the front counter. The balance of the first floor consists of a mix of meeting space, file storage and a staff break area. The layout of these multi-purpose spaces is somewhat inefficient, but nevertheless, appears to function reasonably well.

The filing system is a combined, color-coded system based on tax map parcel number that includes planning, zoning, and building files. This is a recommended practice.

Overall, the front office appears to work reasonably well and to be adequately staffed. Application materials are accessible, and the Office Clerk and Administrative Assistant appear able to manage inquiries at the counter as well as phone calls and other demands. During the site visit, three interactions at the front counter were witnessed: one with an individual seeking an inspection and two encounters with a person opening a new business. In addition, incoming phone calls from the public were overheard. In my observation, front office staff were friendly, responsive, and able to address each person's needs successfully.

Website

The Town's website is an impressive resource for a community of Meredith's size. Information on the purpose and mission of the Community Development Department and the Boards it staffs are provided together with links to a variety of planning related information and materials. Applicable ordinances and regulations, application forms, and required fees are readily accessible and contact information for key staff is provided. Helpfully, agendas, agenda packages, minutes, and video recordings of board meetings are also posted on the website. The website provides superior public access to information related to town government generally and to key boards, committees and commissions.

Department Staff

1. Community Development Director

The Community Development Director has been with the Department for 34 years. Not surprisingly, his institutional knowledge is substantial and his contributions to the town appear to be recognized. The Director's workstation is a private office located on the second floor. In addition to managing the Department generally, he works with Capital Improvements Program (CIP) Committee and the Watershed Advisory Committee as well as the Greater Meredith Program, a local community development organization. He does weigh-in on certain development proposals though he does not directly staff the Planning Board or the ZBA. Having a Community Development Director who does not also function as a town planner is unusual in a community of Meredith's size.

2. Town Planner

The Town Planner's workstation is also located in a private office the second floor. The Planner administers the Town's planning regulations, meets with applicants, and assists them in preparing complete applications, reviews application submittals, and staffs the Planning Board. She also works with Bicycle/Pedestrian Committee and Energy Committee. She does not review building permits but does sign-off on Certificates of Occupancy (COs). Should the Master Plan update process proceed, the Town Planner would also be responsible for leading the effort.

It is worth noting that many towns require that the town planner review and sign-off on building permit applications for new construction, especially for commercial development, to ensure that site plan and subdivision requirements are adhered to prior to construction.

A review of the video recordings of various Planning Board meetings over the course of 2022 demonstrates that the Town Planner is an active and important participant in Planning Board meetings. She appears familiar with the details of the projects under review, knowledgeable of the regulations and applicable laws and conducts herself professionally. The Town Planner works closely with the Administrative Assistant who is in effect, a planning assistant. A review

of current and historic Planning Board application activity suggests that the workload for the Town Planner position and Administrative Assistant is substantial but manageable.

3. Administrative Assistant

The Administrative Assistant is the initial point of contact for most Planning Board applicants. She takes in applications and conducts an initial review to make sure required materials are provided. If necessary, the Town Planner is called in to assist.

Planning Board applications are due 21 days before date of hearing. The agenda cut-off is typically on a Monday and applicants are informed by Friday if they made the agenda. The draft agenda is sent out the Friday after the Monday cut-off (17 days before the Planning Board meeting). The Administrative Assistant prepares the agendas, agenda packages, abutter notices and newspaper notices and attends Board meetings. Friday before the Planning Board meeting, agenda packets are ready for pick-up by board members. The Administrative Assistant also provides back-up support for the Office Clerk. Data related to Department Applications is entered into the MuniSmart system. Staff relates that the system is cumbersome to use and has experienced operational problems resulting in a lack of access and loss of data. A new software system is anticipated.

The Community Development Department holds a standing meeting to review applications on the Tuesday after agenda cut-off. The Fire, Public Works, and Water & Sewer departments are invited along with the Conservation Commission and Police Department if needed. Reviewing applications with other relevant town staff in advance of posting the agenda and sending out notices is important to help identify key issues and potential deficiencies and avoid surprises further along in the process.

4. Office Clerk

The Office Clerk takes in Building Permit and other related applications at the counter and conducts a preliminary review of building permit applications using a checklist. She answers basic application related questions and calls in the Building Inspector as needed. Completed permit applications are placed in the Building Inspector's in-box. The Building Inspector sets the fees. Turnaround time for review of an application is typically one to three days. The Office Clerk schedules inspections for the Building Inspector as well as for oil/gas permits. Both she and the Administrative Assistant answer phone calls, assist people at the counter and provide back-up support for each other. This arrangement appears to work well.

5. Building Inspector

The actual title of the Building Inspector is Code Enforcement Officer, Zoning Administrator and Health Officer. The Building Inspector reviews all building related permit applications and conducts necessary inspections. As Health Officer, he also issues permits septic systems though he does not license or inspect food service establishments. As Zoning Administrator, he staffs the Zoning Board and as Code Enforcement Officer, he is responsible for enforcing the Zoning

Ordinance and Planning Board regulations. The number of permits issued by the Department is substantial and appears to have remained fairly constant over the past few years. ZBA applications are also relatively numerous.

Overall, the Department's practices and procedures in administering the building permit process appears to work well. The prior Building Inspector (the position is currently vacant) was generally well regarded in his building related role. Zoning administration and code enforcement, however, are a source of concern both within and outside of the Department.

Subdivision and Site Plan Regulations

The Town's Subdivision Review and Site Plan Regulations are typical of those adopted by many New Hampshire Towns, however there are numerous inconsistencies and updates that need to be addressed. These include important updates to the regulations necessary to reflect changes in procedural requirements that became effective on July 1, 2022 as a result of the passage of HB 1661. Examples of inconsistencies include the requirement in the Subdivision Regulations that applications be submitted 15 days before the date of the hearing where as the Site Plan Review Regulations and internal policies require 21 days. In addition, several statutory references, various citations and definitions need to be updated and the fees referenced in the regulations also need to be reviewed and reorganized. Further, it would be helpful if both sets of regulations followed a consistent format and structure.

Staff Challenges and Concerns

The challenges of taking in and scheduling oil/gas permits without having any control over the inspections was cited as a source of frustration by multiple Department staff members. Though this would appear to be a relatively minor issue, it is clearly an irritant that should be addressed.

Staff also cited frictions with the ZBA as a concern. These were mainly due to the ZBA's use of its own legal counsel and exclusion of staff from nonpublic sessions regarding legal issues. Staff feels "out of the loop" which in turn, hinders their ability to effectively support the Board. Challenges in enforcing planning regulations and Zoning Ordinance requirements is also source of frustration for both staff and members of the ZBA. Addressing noise complaints and issues related to Airbnb's were specifically cited.

In addition, staff is aware that a Master Plan update is long overdue (the current plan was completed in 2002) but funding for an outside consultant has not yet been approved.

External Issues and Concerns

As noted under staff concerns, the lack of enforcement of planning and zoning regulations has been cited as a concern from people outside of the Department as well as from staff and there is a sense that certain complaints are ignored and that enforcement is inconsistent. Concern that enforcement or administration of Watershed District requirements has been reported.

Lack of progress in updating the Master Plan is also a source of frustration. Multiple individuals interviewed questioned whether a fulltime Community Development Director is needed. The suggestion that the Department is “top heavy” was made by a few people interviewed for this assessment.

The most pressing concern is a perception that in certain cases, applicants for Planning Board or building permit approvals are treated differently based on who they are or whether staff views their applications favorably. One individual gave the example of a downtown development liked by staff being given favorable treatment whereas staff appeared to be less willing to assist an applicant for a project in an outlying area. A lack of responsiveness from staff was also cited along with in some cases, conflicts which may have been personal in nature. Complaints that staff could at times be unhelpful or unresponsive were also cited. It is not possible to verify whether individual applicants are treated unequally or unfairly based on who they are or the nature of the project proposals. However, given that multiple individuals have made similar complaints, it is clearly an issue that needs to be addressed.

Conclusions

1. Overall

Overall, the Community Development Department’s internal practices and procedures in administering the planning process and staffing the Planning Board appear to function well and are generally consistent with statutory requirements and best practices. Importantly, the Planning Board appears satisfied with the support that they receive. Management of the building permit process also appears to function well, though as noted above, involving planning staff in reviewing building permit applications could be beneficial in helping to avoid potential planning related violations before construction.

Planning and zoning related code enforcement is always a challenge, especially when complaints are related to activities occurring outside of normal working hours. It is also challenging because in Meredith, as is true in most towns, enforcement is typically one of many duties that fall under the responsibility of the designated code enforcement officer, and it is rare that the enforcement officer has adequate education, training, and experience in these areas. Further, it is clear that the working relationship between staff and the ZBA needs to be improved.

2. Staffing

The Meredith Community Development Department has the right number of positions, but the job functions of certain positions need to be reevaluated. The Department is too small to have a director who is not actively engaged in administering its core functions, particularly at a time when certain departmental functions are not being addressed adequately. The current Community Development Director has played a valuable role in Meredith for many years and is generally well regarded. As previously noted, however, it is unusual for a town of Meredith’s

size to have a fulltime community development director who does not actively staff one or more boards or play an active role in project reviews. Further, although the director does perform important tasks, the position does not appear to be fully programmed.

On the other hand, given the level of development and planning related activity in Meredith, the Town Planner appears to have a full plate. With the support of the Administrative Assistant and the benefit of the well-designed systems in place, the Town Planner can effectively administer the planning process and provide staff support for the Planning Board. Without the services of a consulting firm or regional planning commission, however, it would be very challenging for the Planner to lead the Master Plan update process while fulfilling her other principal duties. The Master Plan update is more than 15 years overdue and needs to be addressed. Since funding for a consultant has not been approved for 2023, the update process will need to proceed using other department staff and probably volunteers from the community if at all.

Administrative Assistant & Office Clerk: The front office appears to be appropriately staffed through these two positions. Each position has a distinct role, but they are also mutually supportive.

Code Enforcement Officer/Zoning Administrator/Health Officer/(Building Inspector): These are too many titles for one employee. Having a building inspector function as the code enforcement officer is common, however, zoning administration is usually not within the education, training, or experience of most building inspectors. It is also not common to have a Building Inspector serve as staff to the Zoning Board. One or more of these duties should be shifted to other staff. This could improve code enforcement overall and improve staff support for the ZBA.

3. Other Issues

As discussed above, the ZBA has independent legal representation. Staff is excluded from nonpublic discussions with ZBA counsel and staff feels out of the loop. This is a source of mistrust and friction that impedes the ability of staff to properly support the Board. This practice is also problematic more generally since issues that require consultation with legal counsel can relate to litigation to which the town would be a party and it is the town as a whole that bears the cost. The ZBA is not an independent entity; it is a board of the Town and as such, should not be represented by a separate legal firm over which the Town Manager and Board of Selectmen have no input, oversight, or control.

Addressing complaints regarding unequal or unfair treatment is especially challenging since it is not an issue of staff levels or procedures, but rather, an issue of office culture, individual personality and sense of duty. Since concerns related to this issue seem to run deep, it is important that a statement in some form be made that equitable treatment for all applicants is a priority of the Town of Meredith and that this be communicated to the Community Development Director and Department staff through the Town Manager and/or Board of

Selectmen. It may also be worthwhile to have the Town Manager serve as an ombudsman for complaints related to the Department on an interim basis. This would send a signal to the community that the complaints received are taken seriously and may help to mitigate certain issues before they escalate. Finally, consideration should be given to reviewing and possibly amending ordinances related to issues that seem to be the subject of a disproportionate number of complaints such as Short-Term Rentals, the Lake Waukewan Watershed Overlay District and the Architectural Design Review Ordinance.

Recommendations

1. By whatever title, the Community Development Department needs two professional planning/zoning positions to adequately meet current demands. In the long-term, the Town should consider eliminating the Community Development Director position, keeping the Town Planner position, and potentially adding an assistant planner position. In the short term, a redistribution of key department functions would be prudent. There is no one way that tasks should be distributed between staff members, but since the Town Planner appears to have a full workload, the following is recommended:
 - The Community Development Director should assume the role of Zoning Administrator. This would include staffing the ZBA and responsibility for zoning enforcement.
 - The Community Development Director should assume responsibility for enforcing Planning Board site plan and subdivision regulations.
 - The Community Development Director should be tasked with initiating the Master Plan update process. Though it is recognized that funding will be necessary for at least some level of outside support, the Department can initiate the public input process through developing a survey, conducting stakeholder input sessions and charrettes, and compiling available data. Consideration should also be given to pursuing grant funding to support the Master Plan update effort.
2. The Town should discontinue the practice of maintaining independent legal counsel for the ZBA. Furthermore, it is important that town staff are included in any discussions between board members and legal counsel since these discussions inevitably impact zoning administration and enforcement as well as staff support for the Board.
3. The Town should consider hiring a part-time inspector specifically for gas/oil permits and adopt a fee (\$50 would be consistent with other similar permits) to off-set the cost. Though moving the entire process out of Community Development and over to the Fire Department is an option, the Fire Department currently lacks the capacity to handle scheduling the inspections.

4. The Town should consider having the Town Manager serve as an ombudsman for complaints related to the Community Development Department on an interim basis.
5. The Community Development Department should conduct a thorough review of current Nonresidential Site Plan Review and Land Subdivision Regulations together with any related policies, guidelines, procurements and application forms to ensure compliance with current statutory requirements, to update statutory and other references, and eliminate inconsistencies.
6. The Town should review and consider amending certain Zoning Ordinance provisions that are the subject of a disproportionate number of complaints related to unequal treatment of applicants or insufficient enforcement.

About the Author

This assessment was conducted by Jay Minkarah at the request of the Town through its Town Manager. Mr. Minkarah has over thirty years of planning and economic development experience in New England including providing staff support to planning and zoning boards in seven New Hampshire towns. He currently serves as Executive Director of the Nashua Regional Planning Commission. Prior to coming to the Nashua Regional Planning Commission in 2017, he served as President & CEO of DevelopSpringfield, a nonprofit development corporation in Springfield, MA and as Economic Development Director for the cities of Manchester and Nashua. In these roles, he had the opportunity to lead several significant development projects through local municipal permitting and approval processes. He also served as director of the Town of Merrimack Community Development Department from 1994 to 2004. Jay has a Bachelor of Urban Planning from the University of Cincinnati and a Juris Doctor from the University of New Hampshire Franklin Pierce School of Law. He is an inactive member of the New Hampshire Bar Association and currently serves on the Nashua Zoning Board of Adjustment.

**TOWN MANAGER ACTION PLAN SUMMARY
COMMUNITY DEVELOPMENT ASSESSMENT REPORT 2023**
Presented to Select Board October 16, 2023
Presented to Select Board October 30, 2023

RECOMMENDATION #1 – Establish Two Professional Planning / Zoning Positions

1. Community Development Director Position

- a. Position to remain vacant indefinitely
- b. Town Manager to serve as Community Development Director with direct supervision over Community Development staff

2. Town Planner

- a. Added management and supervision responsibilities by overseeing everyday administration of department staff by assigning staff assignments, workload and priorities
- b. Recommend department priorities, policies and procedures to Town Manager and insure they are being implemented and followed
- c. Assists Town Manager with annual performance review and other personnel issues
- d. Primary staff resource for Planning Board, CIP, Energy Committee and Village Pathways
- e. Assigned to pay grade 17 (\$76,065 to \$99,177)

3. Assistant Town Planner / Zoning Administrator

- a. New full time salaried position
- b. Attends meetings and acts as primary staff resource for ZBA, Waukewan Watershed Advisory Committee and Conservation Commission
- c. Attends Planning Board, Select Board and other meetings as required
- d. Assists Town Planner, department staff, department heads and public with technical planning assistance
- e. Assists Planner with review of subdivision and site plan applications and conducts annual inspections of approved plans for compliance with conditions and approvals.
- f. Investigates land use regulations or code violation complaints and initiates enforcement proceedings by contacting property owners, preparing letters, working with legal staff and attending court proceedings
- g. Prepares/assists grant applications for infrastructure, water quality, transportation, etc.
- h. Approves Zoning Board of Adjustment agenda, prepares staff report and presents cases at ZBA meetings
- i. Administers E911 addressing program
- j. Updates department webpage
- k. Position requires bachelor's degree in planning or community development with 3 to 5 years of experience or any equivalent combination of education, training or experience
- l. Assigned to Grade 14 (\$62,462 to \$86,049)

RECOMMENDATION #2 – Discontinue Practice of Independent ZBA Legal Counsel

- 1. Assign Mitchell Municipal Group as general counsel
- 2. Assign Drummond Woodsum as special counsel as required due to conflict of interests
- 3. Discontinue practice of excluding staff from discussions with ZBA and legal counsel
- 4. ZBA supported this change on May 11. 2023

RECOMMENDATION #3 – Hire Part-Time Fire Inspector and Establish Permit Fees

- 1. Position was previously authorized but postponed due to COVID
- 2. Town Manager authorized recruitment in August 2023

3. Interview process is completed, and new inspector should be in place in November 2023
4. Permit fees to be discussed with Fire Chief and new inspector. Fees should be in place by January 1, 2024

✓ RECOMMENDATION #4 – Town Manager Serve as Ombudsman

1. Town Manager has been performing this role since May 2023 when Mr. Edgar retired
2. Department goal is to treat all customers equally
3. Future customer feedback forms to be developed before 2024

✓ RECOMMENDATION #5 – Review of Non-residential Site Plan and Subdivision Regulations

1. Assistant Planner / Zoning Administrator to be assigned with this task

✓ RECOMMENDATION #6 – Review Zoning Ordinances to Address Complaints and Enforcement

1. Assistant Planner / Zoning Administrator to be assigned with this task

COMMUNITY DEVELOPMENT DEPARTMENT

PLANNER 1	PLANNER 2
<ul style="list-style-type: none">• Oversees the department• Works on Master Plan implementation• Approves the Planning Board agendas, writes staff reports• Meets with applicants before, during and after projects• Respond and meet with development potential inquiries• Ensures compliance with Planning Board approvals.• Conducts specialized research for departments/road/other legal matters.• Update and amend land use Regulations and zoning amendments• Staffs volunteer committees	<ul style="list-style-type: none">• Approves the Zoning Board agendas, writes staff reports• Meets with applicants before, during and after projects• Respond and meet with development potential inquiries• Ensures compliance with Zoning Board approvals.• Assists with zoning ordinance amendments• Staffs volunteer committees• Administer the E911 addressing program• Assists with long range planning goals• Updates Community Development Webpage• Coordinates 91A Requests for Information.

CODE ENFORCEMENT OFFICER
<ul style="list-style-type: none">• Performs building inspections• Reviews and issues building permit applications• Acts to ensure compliance with codes and plans• Monitors construction activities• Participates in review and compliance with Planners on land use board matters• Executes enforcement matters, responds to request for investigations• Serves as health officer

COMMUNITY DEV. ADMINISTRATIVE ASSISTANT	COMMUNITY DEVELOPMENT CLERK
<ul style="list-style-type: none">• Takes and directs phone calls• Answers general inquiries, calls and front desk customers• Takes in applications and fees at the counter• Helps fulfill Requests for Information• Schedules appointments and meetings• Attends Planning Board meetings, prepares required notifications, agendas, and minutes• Posts notices for volunteer committee meetings and minutes• Enters permitting data and runs reports	<ul style="list-style-type: none">• Takes and directs phone calls• Answers general inquiries, calls and front desk customers• Takes in applications and fees at the counter• Schedules appointments and meetings• Attends Zoning Board meetings, prepares required notifications, agendas, and minutes.• Enters permitting data• Files and assists other in the department as needed.

REPORT

TOWN OF MEREDITH, NEW HAMPSHIRE

WAGE AND CLASSIFICATION STUDY

MAY 2023

Prepared by:
Municipal Resources, Inc.
66 Main Street, Suite B
Plymouth, NH 03264
603-279-0352
866-501-0352 Toll Free
all@mrigov.com
www.mrigov.com

TABLE OF CONTENTS



TABLE OF CONTENTS

REPORT

Introduction	1
Classification and Compensation	2
Study Process	2
Executive Summary.....	3
Scope.....	3
Classification and Compensation.....	3
The Plan.....	4
Maintenance/Update	4
Fire Call Positions	5
Benefits	5
Project Report	5
Details of the Methodology	5
Classifying and Compensating Positions.....	6
The Classification Plan	6
Market Survey and Developing the Compensation Plan	7
Description of Pay and Classification Plans	8
Benefits	9
Implementation and Other Recommendations	10
Initial Placements for Current Employees	10

Salaries Below Pay Range	10
Total Implementation Cost	10
Salaries Above Pay Range	11
Salary Compression.....	11
Vacancies	11
Update and Maintain the Pay and Classification Plans	11
Reclassifications	12
Fire Department and Community Development Department	12
Implementation of Pay Plan	13
Implementation of Classification Plan	13
Cost-of-Living (COLA)	14
Benefits	14
Conclusion.....	15
Disclaimer.....	16

APPENDICES

Market Data Report	A
Nonunion Classification Plan and DPW Union Classification Plan.....	B
Nonunion Pay Plan and DPW Union Pay Plan	C
Nonunion Benefit Summary and DPW Union Benefit	D

REPORT



REPORT

TOWN OF MEREDITH, NEW HAMPSHIRE

WAGE AND CLASSIFICATION STUDY

MAY 2023

INTRODUCTION

Scope of Services

The Town of Meredith, New Hampshire engaged Municipal Resources, Inc. (MRI) to develop an updated Pay and Classification Plan based on comparative analysis of approximately 58 non-union and union classifications to conduct a market salary and benefit analysis. This includes both Town and Library positions as well as review of four classifications from the Fire Call positions. This study was commissioned to re-examine the responsibilities, work performed, and market pay rates for each position included in the study. In general, the study involved reviewing job descriptions, classifying those positions to provide internal equity, surveying the market of comparable municipalities to determine rates of compensation, and developing and recommending a pay and classification plan. Benefits will also be reviewed with recommendations for any modifications if warranted. A Classification and Compensation Study is designed to focus on internal and external equity of both the structure by which employees are compensated as well as the way positions relate and compare to one another across the organization. This report focuses on the analysis and findings related to Meredith's general compensation for all positions, both non-union and union. As the economy continues to improve and other organizations look to raise their wages, Meredith found it necessary to have a compensation system developed to ensure that it is competitive in order to attract and retain the necessary talent to provide services.

Internal equity relates to the fairness of an organization's compensation practices among its current employees. Specifically, by reviewing the skills, capabilities, and duties of each position,

it can be determined whether similar positions are being compensated equitably and are properly aligned within the Town's organizational structure.

External equity deals with the differences between how an organization's classifications are valued and what compensation is available in the market place for the same skills, capabilities, and duties.

CLASSIFICATION AND COMPENSATION

A pay and classification plan is an essential and vital component of a comprehensive human resource administration system. The perception that the pay plan is objective and fair in its assignment of pay to individual positions lends credibility to the Town's entire human resource system. The plan represents a systematic, formalized procedure for developing equitable job groupings and equitable compensation levels for all positions. The plan is based upon the underlying assumption that individuals should receive "equal pay for equal work."

However, implementation of a pay and classification plan should not be viewed as the final step in achieving job equity. The plan must be reviewed on a regular basis to ensure that decisions regarding position requirements and compensation accurately reflect the Town's current service needs, while continuing to maintain the integrity and relevance of the plan.

MRI has reviewed the current job duties and compensation levels for the positions studied. Recommendations have been made that involve the updating of classification and pay plans for both non-union and the DPW union positions. Recommendations for placement of positions within the updated pay plans are made along with any potential cost impact. Of course, any union position modifications would need to be negotiated. Job descriptions were reviewed and have been updated for accuracy on a regular basis.

For maximum effectiveness, the relationship between consultant and client must be a cooperative effort. While Municipal Resources, Inc. assumes responsibility for all final recommendations, client input has been sought, carefully weighed, and incorporated into the report whenever possible.

Study Process

This project included the following steps:

- *Organizational Meetings* with the Town Manager and HR Generalist to discuss the goals and objectives of the study.
- A thorough *Job Analysis Process* which involved reviewing position duties and responsibilities (essential functions) utilizing job descriptions and information gained from the Town.

- Development of a *Classification Plan*. Position assignment to grades based on a system of objective evaluation.
- Thorough *Salary/Benefit Market Analysis* using comparable municipalities jointly selected by Town Officials and MRI.
- Several discussions with the Town to review pay policies and draft work products (i.e., comparative data and other related materials).
- Preparation of minimum estimated *Implementation Costs*.
- Provision of guidelines for maintaining the plan.
- Final preparation of *Report* to the Town with explanation of recommendations and methodology.

The following documents have been prepared for the Town of Meredith, NH:

- Market Data Report (Appendix A)
- Proposed FY2023 Classification Plans (Appendix B)
- Proposed FY2023 Pay Plans (Appendix C)
- Benefits Summaries (Appendix D)

EXECUTIVE SUMMARY

Scope

The study included a review of 58 town positions (including Library and 4 Fire Call positions), and market salary/benefit information from comparable communities. This provided an analysis of the job duties of each position, as well as the current salary structure. Job descriptions were reviewed for accuracy and compliance.

Classification and Compensation

Several discussions were conducted with town representatives and personnel throughout the project. A thorough job analysis process of reviewing responsibilities of all positions was conducted. Job descriptions were reviewed and already updated by the Town.

A thorough salary and benefit market analysis was conducted utilizing comparable municipalities. The 11 municipalities analyzed for salary market were: Bow, Concord, Franklin, Gilford, Hampstead, Hooksett, Laconia, Pembroke, Plaistow, Plymouth, and Wolfeboro. A comparison was made of the average, 75th percentile, Median and minimum and maximum salaries.

The job evaluation process establishes the relative value of jobs within an organization, whereby positions are analyzed, measured, and compared against a common set of criteria in a systematic and objective manner. While internal equity was evaluated for groupings of positions, major focus was addressed on the market external equity of salary and benefits based on current trends.

The Plan

The proposed Pay and Classification Plans for town positions were developed and updated to provide the Town of Meredith with a solid structure to equitably group similar valued positions within a grade. The grade structure for both the Non-Union Plan and DPW Union Pay Plan is similar to the current ones, only updated for the market. The Pay Plan for Non-Union personnel has 23 Grade Levels with 13 steps, and the one for the DPW Union has 14 Grade Levels with 13 steps. There is 2.50 percent between each step. The increase range from minimum to maximum is approximately **35 %**. Comparative data was considered to set the grade parameters, while the classification process controlled the internal assignment of positions to compensation levels. The schedule shows the hourly pay rate as well and the annual salary for employees. The pay scale is based on the market at the 75th percentile of the communities surveyed, which means the Town will be paying employees in the top 25 percent of that market, which is very positive.

A total of ten (11) nonunion classifications are recommended to be reclassified and one (1) classification deleted along with recommendations for five (5) DPW union classifications to be reclassified. The projected cost to place all employees on the new pay plan in the step closest to their proposed pay rate is a total of **\$34,299** for non-union positions and **\$6,490** for DPW union positions or a total of **\$40,789**. Of course, any union changes would need to be negotiated. The town may determine to add additional cost if it desires to consider perhaps longevity, experience or other factors when placing all employees on the new pay scale either now or in the future. The Plan also addresses some potential organizational changes by including a new title in the plan and eliminating one title.

Maintenance/Update

Salary data should be reviewed at least every three years in order to remain competitive with the Town's salary structure.

Fire Call Positions

Pay for these positions was reviewed in the Market Data Report along with discussions with departments included in the survey. Limited results are provided in the report, due to the declining involvement of Call Positions in departments.

Benefits

A review of benefits indicates that the town currently does not have a very competitive program and there are several areas that should be considered to enhance the current benefit package, as when combined with wages it provides employees with a total compensation package. Recommendations are provided in detail in the report.

PROJECT REPORT

Details of the Methodology

In Meredith, the evaluation of job descriptions, position classifications, and compensation levels was undertaken for all employees included in the study. Town representatives were contacted regarding information and working documents. Job descriptions were also reviewed and analysis of the job descriptions along with information pertaining to positions was then conducted.

Throughout this process, evaluation of 14 criteria factors was conducted, based solely on the duties and responsibilities of the position. The evaluation has no relationship to the abilities, performance, or longevity of the employee currently holding the job.

At the same time, salary, and benefit data from municipalities comparable to Meredith were gathered and analyzed for as many positions as possible. Some of the factors reviewed in determining appropriate comparable communities included items such as population, form of government, size of budget, income per capita, location, etc. Salary and benefit data was analyzed for the following 11 municipalities:

Bow	Hooksett
Concord	Laconia
Franklin	Pembroke
Gilford	Plaistow
Hampstead	Plymouth
	Wolfeboro

CLASSIFYING AND COMPENSATING POSITIONS

The Classification Plan

A classification plan is the foundation upon which a sound human resource management program is established. The classification plan is the basis for developing and implementing other human resource functions such as recruitment and selection, training, performance appraisal, succession management, etc. Classification is the process of grouping individual positions into broader groupings for personnel, budgeting, and other management purposes. Classification sorts the work of individual positions based on type of work and then levels of responsibility and difficulty. As such, it is not an exact science but rather a reasonable arrangement of work efforts and activities. Beyond legal constraints, what is most reasonable is that which works best for a particular organization.

It is important to consider the objectives of (1) **Job Analysis** and (2) **Job Evaluation** when reviewing the proposed classification plan. Of critical importance in the process of reviewing jobs are the inherent job factors and the particular skills or quality of work required of the position. A thorough **Job Analysis** produces, in general, five kinds of basic information to aid in this process:

1. Information about the *nature of work* (e.g., essential functions and purpose/objective of the position)
2. The *level of work* (e.g., degree of complexity and accountability)
3. *Job requirements* (e.g., the knowledge, skills, abilities, and other special requirements/characteristics needed to perform the job)
4. *Job qualifications* (e.g., minimum education, training, and experience needed to qualify)
5. *Working conditions* (e.g., the psychological, emotional, and physical demands placed on employees by the work environment)

Job Evaluation is a process that establishes the relative value of jobs within an organization. There may be several reasons for carrying out this process. The main ones are: (1) to establish the correct rank order or groupings of jobs, (2) to establish the relative distance between jobs within the ranking, and (3) to provide an objective measurement of job size for comparison with other jobs and enable salary comparisons to be made.

Job evaluation is the process whereby positions are analyzed, measured, and compared against a common set of criteria in a systematic and objective manner. Job evaluation does not

produce a rate of pay. Rather, it produces a ranking of jobs in terms of “job content,” around which a salary structure can be established. Similarly, the evaluation process does not measure an individual’s performance. The evaluation looks at the job, not the job holder; it assumes that the job is being performed to a fully acceptable standard and that all the identified requirements of a job are being met.

Market Survey and Developing the Compensation Plan

Municipal Resources, Inc. conducted a thorough salary/benefits survey and market analysis to determine the market competitiveness for positions included in this study. To measure the pay rates among competitors for these positions, MRI distributed custom survey documents to comparable municipalities, identified above. The summary and results of the survey is provided in Appendix A.

All of the comparative data is FY-23 information and detailed on the survey charts. For each position analyzed, data points were collected from the labor market. The data points indicate the amount of salary information for each position surveyed. In some instances: (1) the municipality did not have a comparable position; or (2) the consultants determined that the position was not comparable to the position in Meredith. MRI used professional discretionary judgment when comparing positions to comparable data. The consultants analyzed both the market survey data and evaluation of criteria factors when placing the position on the compensation/classification plan. While this market analysis and information provides the Town with benchmark salary data to set the parameters for compensation decisions, the client must also consider the “uniqueness” of certain positions in the organization, as well as the Town’s ability to pay. The following is the analysis definitions for the data collected and presented in the charts.

- All comparative market data collected is FY-23 salary and wage information.
- Certain salary/wage data collected has been pro-rated to hourly for comparative purposes only. Certain salary/wage data collected has been annualized for comparative purposes only.
- For each position analyzed, data points are collected from the labor market. The **Data Points** indicate the amount of salary information for each position surveyed. In other words, the number of communities that reported data for a particular position.
- In each cell, the top number indicates the minimum salary the community pays and the bottom number indicates the maximum salary the community pays. If only one salary is shown, that is the current salary paid.

- The **Average** is the sum of the survey readings divided by the number of the municipalities reporting. The **Average** shows the average minimum salary among the comparables over the average maximum salary/wage among the comparables.
- The **Range** shows the lowest minimum salary among the comparable communities and highest maximum salary among the comparables.
- In an array of survey readings, sorted from low to high, this is the reading that is at the mid-point or middle of the data, indicating that 50% of survey participants pay at or below this salary rate. The **Median** shows the midpoint of the minimum salary among the comparable communities and the midpoint of the maximum salary among the comparable communities.
- The **75th Percentile** shows the 75th percentile of the current salary rate. The percentile rank looks at the array of data points and gives each data point a percentile rank, where the lowest data point is 0% and the highest data point is 100%. In an array of survey readings, sorted from low to high, this indicates that 75% of the surveyed market pays at or below this salary rate. Therefore, to develop a system at this rate, positions would fall within the top 25% of the market.
- In some instances: (1) the municipality did not have a comparable position; (2) the consultants determined that the position was not comparable; or (3) the information was not made available to the consultants.

Description of Pay and Classification Plans

Setting the rates of pay for jobs on the position hierarchy results in what is called a “pay structure.” When reviewing or developing pay rates, a number of major policy decisions need to be made. For example: How should the Town pay level relate to the market? For what does the Town want to pay (i.e., job content, seniority, performance, cost of living, etc.)? How does the Town currently pay its employees? The resulting compensation plan should reflect the Town’s pay policies, the market place, internal job values, and the financial ability of the Town to pay at a given level. These are all questions that Meredith should consider when reviewing the proposed structure.

The proposed Classification Plans are presented in Appendix B and the Proposed Pay Plans are presented in Appendix C. Pay ranges were set for groups of positions which the consultants determined should be paid equally. The Proposed Pay Plans are developed at the 75th percentile of the market surveyed, which places positions in the top 25% of the market. Each grade level includes a pay range from minimum to maximum of approximately 35% and

includes 13 steps with 2.50% between each step. Comparative data was considered to set the grade parameters, while the classification process controlled the internal assignment of positions to compensation levels. While internal equity was evaluated for groupings of positions, major focus was addressed on the market external equity of salary and benefits based on current trends.

Updated pay scales are proposed in order to be more competitive with the market. Of course, if changes are desired in the DPW union positions as discussed in this report, they would need to be negotiated.

Pay ranges are in place in order to provide town officials with flexibility for hiring and placement levels based on education and experience and allows for flexibility for performance achievements if desired. In general, the pay ranges on the proposed salary schedule were developed utilizing the 75th percentile of market salaries. The actual placement within the Classification Plan is based on a combination of market salary evaluation and blended with criteria factors that were evaluated for each position.

This is a base salary plan and does not include compensation for longevity, special pay, benefits, or other compensation. It is up to the Town to determine its ability to pay with regard to the implementation of this proposed compensation plan. The Town has fallen behind with salary levels for some positions. There are different types of implementation systems the Town could utilize in order to have a phased-in approach, if necessary due to any budgetary issues. Some options to consider include implementing changes beginning at six months into the adopted budget, thus only incurring the cost the first year for a six-month period. Of course, the following year, a full year of salaries would need to be budgeted. Another option is to phase in the changes immediately and budget a percentage that could be feasible, such as 50% the first year and 50% the second year. This study did not take into consideration performance, longevity, or special abilities/talents of employees. Therefore, Town officials may determine that it is necessary to make further adjustments when placing employees within the proposed pay ranges. This would alleviate possible compression issues that may be a result of long-time employees having salaries at similar levels as new employees in the same classification.

BENEFITS

A survey was conducted of some pay-related insurances/benefits/policies, to determine how comparable the Town is with other municipalities. In order to determine the total compensation package, both salaries and benefits are typically considered. This is significantly important for recruitment purposes to attract qualified applicants and then retain them. Benefits were surveyed for both nonunion and union positions, and summaries of both are provided in Appendix D. A review of benefits indicates that the town currently does not have a very competitive program and there are several areas that should be considered to enhance the current benefit package. While some benefits surveyed were comparable there were some

significant ones that are not such as health insurance, which is an important one. The town should consider improvements in several benefits that are discussed in the Recommendations.

IMPLEMENTATION AND OTHER RECOMMENDATIONS

The following sections are intended to assist and guide the Town of Meredith in implementing the proposed pay and classification plans. Successful implementation will require a concerted effort by Town Officials and employees to make equitable judgments in a consistent and objective manner.

Initial Placements for Current Employees

The placement of two or more positions on a certain grade represents a judgment that those positions should be compensated comparably within the range and steps provided. The range is similar to a scale providing Meredith with the opportunity to make distinctions between employees (not positions) based upon established criteria applied consistently. These criteria might include special abilities, experience, longevity, and/or any other factors determined by the Town. Longevity may be a fair way of placement initially. The study has recommended placing all employees on the step closest to the proposed pay rate that does not warrant any reduction in pay.

Salaries Below Pay Range

If the salary of an employee is below the minimum, step 1, of the proposed grade at the time of implementation, every effort should be made to bring it into the range. At the time of this study, MRI has found five nonunion employees and two DPW union employees that are below the minimum within the grades proposed. The Town should move forth to establishing a plan to bring these positions to the minimum grade level proposed in order to properly compensate these employees. The cost for this is a total of \$5,969 for nonunion employees and \$374 for DPW union employees.

Total Implementation Cost

The total estimated implementation cost recommended, which includes placing all employees on the proposed pay scales on the step closest to the new pay rate without any reduction in pay, is estimated to cost \$40,789 annually (nonunion \$34,299; union \$6490). If the Town desires to additionally place all employees within the new pay ranges and add additional compensation to address longevity, or other factors, it would need to compute the additional cost.

Salaries Above Pay Range

To maintain morale and a sense of fairness, MRI recommends Meredith not reduce the compensation level of any current employee. If an employee's current salary falls above the upper limit of the recommended grade range, the town should maintain the employee's salary above the maximum for the grade until the employee retires or separates from the town. This is called "red-lining" a position. New employees can be hired at the appropriate lower pay. MRI did not find any employees in this category at this time. There may be other reasons specific employees fall above the pay range, such as having additional responsibilities they were compensated for, or possessing unique additional qualifications the town believes is necessary. The Pay and Classification Plans should serve as a guide to determine pay rates, and the Town Manager has the flexibility of placing employees on the pay scale or beyond the maximum pay rate based on variable market conditions or other pertinent considerations. However, most communities will not grant an increase to an employee's base salary once he or she has reached the maximum level of the salary range, only a COLA adjustment unless there are special circumstances. Meredith should also continue to grant cost-of-living increases to those employees who have reached maximum level within the grade range. At the time of this study no employees were found to be higher than the maximum pay rate in the proposed schedule.

Salary Compression

Salary compression is an internal problem initiated by external market conditions and exacerbated by other factors. It can occur when (1) there are differences in pay between employees with differing skill sets and/or experience levels; (2) current employee pay raises don't keep up with increases in the market; (3) new hires are hired in levels similar to employees with several years' in the Town; or (4) in order to meet the supply and demand of some positions, individuals may be hired at a higher rate of pay than current employees. Any or all of these factors can be a part of the reason compression may be experienced in the future in the Town. At this time, it does not appear that this has happened in the town. Turnover and low morale are two major results that may occur due to salary compression, and the town is encouraged to keep this in mind in the future and not take any actions that could create a compression issue.

Vacancies

When a vacancy develops, it is a good time to automatically review the position. This may involve a job analysis and updating the job description and reviewing the market for the particular position.

Update and Maintain the Pay and Classification Plans

The Town should maintain and update the pay and classification plans. This would include the following tasks:

- Conduct regular position reviews to assure positions have current functional job descriptions that are based on job content.
- Conduct job analysis of new positions to assure these positions are properly assigned to a grade.
- Review positions to ensure internal equity in relationship to other Town classifications.
- Conduct periodic salary surveys (every three years) to ensure market competitiveness.

Reclassifications

The proposed Classification and Pay Plans continue to have the same structure of grade levels in order to be consistent and provide an easy understanding of the new plan. However, as a result of evaluating all position duties and requirements for internal equity and salary in the external market the following grade reclassifications are recommended:

<u>Non-Union Position Title</u>	<u>Current Grade</u>	<u>Proposed New Grade</u>
Police Administrative Assistant	7	10
Children's Librarian	8	10
Real Estate Appraiser	8	10
Technical Services Librarian	8	10
Circulation Librarian	8	10
Parks & Recreation Operations Crew Chief	9	11
Town Planner	14	18
Library Director	16	18
Public Works Assistant Director	17	18
Police Chief	21	23

DPW Union Position Title

Office Clerk	4	5
Water & Sewer Operator	5	6
Building & Grounds Crew Chief	6	8
Water & Sewer Crew Chief	8	9
Mechanic Crew Chief	10	11

Fire Department and Community Development Department

Fire Department

In addition to the full time Fire Chief position, the Fire Call positions of Fire Lieutenant/Engineer, Fire Captain/Chief Engineer and Fire Deputy Chief were included in the salary survey and the results of pay rates can be reviewed in the Market Data Report. The Town of Meredith currently has specific pay rates for Call Positions based on different certification levels in a step system with eight steps. Upon discussion with the departments surveyed that still have Call Positions, it was learned that there are very limited numbers of Call Personnel and in some cases, are in name only left on the rosters. Also, payment listed in many cases is based on long-time personnel rates. Consequently, there was not sufficient data to make any recommendations regarding modifications to the current system utilized.

Currently the town is having an assessment conducted of the Fire Department and should be receiving some recommendations in the near future. It is unknown at this time if recommendations could impact the current and/or future structure of the department, no pay recommendations have been made for the Call Personnel or the full-time Fire Chief position at this time, as based on the current market data, the Fire Chief position is in the appropriate grade level. If the organization changes in the future, this position may warrant being reevaluated at that time.

Community Development Department

Due to the recent retirement of the Community Development Director, the Town has been in the process of evaluating the structure of this function. At the time of this study, the Town will be eliminating the position of Community Development Director and it therefore has not been included in the Classification Plan. A new position title, Assistant Planner, has been added to the Classification Plan at Grade Level 12 which will provide assistance to the Town Planner position. Initially the Town Manager will oversee the operation of this department.

Implementation of Pay Plan

Our study results indicate that for the Town of Meredith to maintain a competitive edge with the market and retain qualified employees, the proposed pay plan should be implemented and provides growth for most employees at the proposed grade levels. MRI received sufficient data for this analysis and the findings are valid. It is recommended that the updated system be implemented as soon as possible. The system provides consistency for all employees and provides a fair and equitable system for the Town to implement.

Implementation of Classification Plan

The Town should implement MRI's proposed Classification Plans in order to have a valid, structured system that complements the salary schedule. The attached classification plans include position titles and should be implemented in accordance with the Town's funding implementation.

Cost-of-Living (COLA)

If a cost-of-living percentage increase is granted annually, in the future it should be applied to the entire salary schedule and updated. This raises the compensation rates for the entire compensation schedule equal to changes to the cost of living. This COLA can be determined by the CPI (Consumer Price Index) or what surrounding communities are implementing for an annual cost of living.

Benefits

The benefits reviewed indicate that while the Town provides some comparable benefits to other communities surveyed, some of the primary benefits are lacking and not competitive for recruitment and retention when viewing the Total Compensation package of salary and benefits. The summary included in Appendix D lists data from communities surveyed.

As a result of the analysis of the data, it is recommended that the town consider enhancing the following benefits, which will be an improvement to the Total Compensation Package.

- Health Insurance – move to increase the Employer Contribution rate to 85-90% (this could be phased in over a time period. Additionally, the opt out incentive if an employee has other health insurance should increase to a percentage of 25-45% of the cost of the plan.
- Personal Days – consideration should be given to adding two personal days each year.
- Vacation Days – consideration should be given to increasing the number of vacation days each year from 11 years of service and up. They should incrementally be increased to 25 days with service of 25 years or more.
- Short and Long- Term Disability Insurance – These both should be added with the Employer Share of cost at 100%.
- Dental Insurance – An increase of the employer contribution share to 90%.
- Longevity Program – This program should be reviewed to be increased incrementally at 5- year increments.
- Life Insurance – currently the town only provides \$20,000 in life insurance for each employee and funds it 100%. The amount of insurance provided should be one times the annual salary of the employee with a maximum amount of \$100,000, paid for by the Employer.

It is recommended that the Town further evaluate the costs of each of the benefits. Some are fairly low cost while others may cost some, such as health insurance, but will greatly aid with the recruitment and retention of talented employees. The Town should utilize these recommendations as a roadmap for improvements.

CONCLUSION

The Town of Meredith's compensation and benefit programs have fallen somewhat behind the municipal labor market. The current market trend and difficulty of recruitment and retention of qualified employees are factors the Town must consider. It is imperative for the Town to adopt a more relevant Pay and Classification Plan as well as an improved Benefits package to provide a positive Total Compensation Package for all positions.

MRI received sufficient data for this analysis and is confident in the market results.

Market surveys should be conducted every three years. The proposed pay and classification plans should be viewed as only one step in the development compensation program. The methodology will be of assistance in furnishing improved tools and guidance to management personnel. Ensuring that job descriptions, salary, and classification plans are regularly reviewed and have valid methodologies will ultimately improve the management of compensation for all positions.

Since both the Town of Meredith and the labor market are active and subject to constant change, it should not be expected that this plan will provide solutions to all salary problems, nor will it eliminate the need for mature judgment in the administration of salaries. It does, however, provide a framework within which most salary matters can be handled.

Municipal Resources, Inc. has provided the Town of Meredith with the methodology and guidelines to maintain the pay and classification plans. Used together, job evaluation and salary and benefit surveys equip Meredith with the information needed to maintain a sound and consistent pay structure. Thus, the employees are assured of being compensated on an equitable basis compared with their internal colleagues in the organization and are assured that their compensation is on par with external competitors too. While both job evaluation and salary surveys attempt to achieve consistency in the wage structure, they use different criteria to evaluate consistency (i.e., internal vs. external comparison).

Please review the attached key documents to this report.

DISCLAIMER

Although every effort has been made to ensure the accuracy and completeness of this report, Municipal Resources, Inc. cannot be responsible for any errors in the positions, salaries, and wages of other organizations; positions and salaries are always changing. Nor can we be responsible for the changes in any laws or regulations that may affect the positions studied.

APPENDIX A



MEREDITH, NH FY23 MARKET DATA REPORT

Current Grade	line	Position Title	Meredith	Bow	Concord	Franklin	Gilford	Hampstead	Hooksett	Laconia	Pembroke	Plaistow	Plymouth	Wolfeboro
10	1	Administrative Assistant	25.86 33.95	20.53 25.02	21.58 31.25	17.55 23.04			21.87 30.62	21.37 32.91	19.16 27.79	19.00 25.00		18.76 26.80
20	2	Assessor	42.38 55.64	outsourced	45.40 64.13			outsourced	33.35 46.69	outsourced		outsourced	outsourced	outsourced
4	3	Assistant Librarian	19.62 25.80				17.25 27.93	24.09 36.15						
12	4	Assistant Library Director	28.57 37.47		37.26 53.96		23.75 38.45	29.95 44.95			18.08 26.27	26.84	23.09 32.33	24.37
8	5	Children's Librarian	23.44 30.78	23.45 23.45	33.73 48.88	16.07 21.08	22.00 35.62	24.09 36.15			17.06 24.74	18.08	18.68 26.15	23.29
16	6	Code Enforcement / Health Officer	28.57 37.47	32.04 39.02	33.73 48.88	24.92 32.69	29.75 48.17	31.63 47.47	30.25 42.35	see Comm Dev Dir	24.55 36.06	24.00 35.00	stipend \$4,000	21.75
20	7	Community Development Director	42.38 55.64	37.15 45.26	61.04 80.10		40.00 64.76			38.98 49.32			36.08 50.48	
12	8	Deputy Tax Collector / Asst. Town Clerk	25.86 33.95		30.60 44.29	16.77 22.00	22.00 35.62	20.45 30.70	stipend \$2,000	17.96 23.15		19.50 23.98		20.69 29.54
10	9	Deputy Town Clerk / Asst. Tax Collector	25.86 33.95	21.58 26.29	33.73 48.88			20.45 30.70	13.08 25.74	17.96 23.15	18.08 26.27	17.00 20.91		18.76
23	10	Director of Administrative Services (Finance Director/Purchasing/IT)	49.18 64.54	41.00 49.96	41.13 59.56	41.39 54.31	40.00 64.76	29.95 44.95	38.96 54.55	40.56 51.00	29.37 43.00		34.02 47.62	62.33
7	11	Dispatcher/Clerk	22.30 29.27		20.12 31.36	18.17 23.82	23.00 35.87			20.51 30.68		22.93 25.95	20.17 28.24	17.33 26.19
10	12	Finance Clerk / General Assistance Officer	25.86 33.95		19.55 28.32	18.60 24.40	22.00 35.62		19.83 27.77		20.32 29.55	20.00		
20	13	Fire Chief	42.38 55.64	43.08 52.49	50.12 69.07	41.39 54.31	43.00 69.62	37.25 55.90	42.85 60.02	40.56 51.00	34.98 50.72	45.67	41.28 57.80	49.41
11	14	GIS Specialist	27.16 35.67		29.03 48.88					24.11 30.83				
11	15	HR Generalist	27.16 35.67		27.67 40.14				30.25 42.35	23.48 33.21		24.04		38.46
11	16	IT Specialist	27.16 35.67	outsourced	21.65 31.36					27.13 38.38	outsourced			25.48
2	17	Library Aide	17.42 22.87	18.00 21.70	15.29 25.67	14.75 19.37		15.58 23.39		16.95 21.17	12.75 20.76		17.29 24.21	13.00 20.94
16	18	Library Director	34.82 45.65	40.74 40.74	45.40 64.13	26.45 32.69	34.00 55.05	35.27 52.94		36.02 44.98	24.55 36.06	38.85	28.29 39.61	45.71
4	19	Office Clerk	19.62 25.80		18.63 28.32	16.07 21.08	17.25 27.93	18.34 29.07	19.83 27.77	18.05 23.63	18.08 26.27		16.01 22.42	
	20	Parks and Recreation Operations Laborer (Maintenance of community center, buildings, grounds & parks)	18.30 24.02			13.56 17.79	12.00 19.43						20.69 20.56	Municipal Resources, Inc.

MEREDITH, NH FY23 MARKET DATA REPORT

Current Grade	line	Position Title	Meredith	Bow	Concord	Franklin	Gilford	Hampstead	Hooksett	Laconia	Pembroke	Plaistow	Plymouth	Wolfeboro
9		Parks & Recreation Operations Crew Chief	24.62 32.31	27.62 33.66	29.03 42.02					24.66 34.85			26.45 37.02	
10	21	Parks and Recreation Program Director	25.86 33.95	20.53 25.02	41.13 59.56		20.75 33.60					20.25 24.90	24.71 34.59	19.70 28.14
18	22	Parks & Recreation Director	38.41 50.42	30.49 37.15	45.40 64.13	27.99 36.71	29.75 52.62						28.29 39.61	32.64
7	23	Police Administrative Assistant	22.30 29.27	20.53 25.02	21.58 31.25	17.55 23.04	22.00 35.62		27.43 38.40	23.92 31.47		25.75	20.17 28.24	23.63
21	24	Police Chief	44.54 58.46	43.08 52.49	50.12 69.07	41.39 54.31	43.00 69.62	37.25 55.90	42.85 60.02	37.08 73.27	53.76	50.48	47.89 67.05	54.10
13	25	Police Corporal	30.00 39.38											24.87 37.58
18	26	Police Lieutenant	38.41 50.42	37.15 45.26	39.88 54.08	32.82 43.06	32.50 52.62		33.35 46.69	47.00 51.36	31.45 44.52			41.88
11	27	Police Officer	27.16 35.67	26.29 32.04	28.51 43.74	23.78 31.20	26.00 40.55	27.02 33.61	25.42 33.85	24.82 33.77	24.55 36.06	26.32 34.64	23.09 32.33	22.14 33.45
14	28	Police Sergeant	30.03 41.34	32.04 39.02	34.49 48.54	26.45 34.71	29.75 48.17	38.62 39.22	21.45 38.09	38.62 44.76	27.70 40.18	36.37 41.30	28.29 39.61	25.88 39.10
17	29	Public Works Assistant Director	36.57 47.97	32.04 39.02	45.40 64.13	27.99 36.71	29.75 53.62			31.80 44.16			32.09 44.94	
22	30	Public Works Director	46.80 61.43	43.08 52.49	50.12 69.07	41.39 54.31	40.00 64.76	37.25 55.90	42.85 60.02	40.56 51.00	34.98 50.72			45.67
8	31	Real Estate Appraiser	23.44 30.78		25.04 36.25		22.00 35.62			20.34 28.74				
11	32	Staff Accountant	27.16 35.67	25.02 30.49	26.35 38.20	21.69 28.46	20.75 33.60			25.87 36.53	24.55 36.06			
8	33	Technical Services Librarian	23.44 30.78		33.73 48.88			28.36 42.57		22.10 27.60				
12	34	Town Clerk	32.44 32.44	30.49 37.15	45.40 64.13	16.07 21.08	38.53 38.53	29.95 44.95	stipend \$5,000	25.87 36.53	24.55 36.06	24.52	26.45 37.02	37.16
14	35	Town Planner	30.03 41.37		41.13 59.56	41.39 54.31			23.04 45.33		24.55 36.06	outsourced		40.60
18	36	Water & Sewer Superintendent	38.41 50.42	outsourced	41.13 59.56	20.49 26.89				31.45 44.52				38.74

MEREDITH, NH FY23 MARKET DATA REPORT

Current Grade line	Position Title	Meredith	Bow	Concord	Franklin	Gilford	Hampstead	Hooksett	Laconia	Pembroke	Plaistow	Plymouth	Wolfeboro
PUBLIC WORKS UNION													
U10	37 Administrative Assistant	25.86 33.95	20.53 25.02	20.57 29.73	17.55 23.04			17.94 28.17	18.92 24.33		24.04 26.50		18.76 26.80
U6	38 Buildings & Grounds - Crew Chief	21.22 27.87	22.66 27.62	26.29 38.08	20.49 26.89		20.45 30.70		26.58 33.90		20.17 32.59	21.73 28.24	31.03
U6	39 Cemetery Sexton	21.22 41.37		29.03 42.02			stipend \$5,000				stipend \$7,200	stipend \$7,000	
U14	40 DPW/Highway Operations Manager	30.03 32.31		41.13 59.56	20.49 26.89		26.86 40.31		27.91 35.56	20.32 29.55	36.00	24.71 34.59	25.15 35.92
U9	41 Drainage Crew Chief	24.62 32.31		25.04 42.02									
U9	42 Heavy Equipment Mechanic	24.62 24.02	22.66 27.62	23.65 34.25	17.28 22.67	23.36 37.82			22.98 27.34	19.16 27.79		20.17 28.24	19.70 28.14
U3	43 Laborer	18.30 26.50	20.53 25.02	17.60 25.46		19.42 31.44	18.34 27.53	14.99 23.55	17.47 21.07	13.77 19.54	21.50 26.44	14.82 20.75	17.01 24.29
U5	44 Maintenance II (3 years experience, CDL-B)	20.21 27.87		19.38 28.08	14.61 19.16					16.10 23.35		20.17 28.24	
U6	45 Maintenance III (skilled work, 4 years experience, CDL-B, winter maintenance/backhoe)	21.22 33.95		20.38 29.53	16.54 21.69								
U10	46 Maintenance IV (skilled work, 6 years experience, CDL-B, road grader/heavy equipment)	25.86 25.80		21.40 31.03	17.28 22.67								
U10	47 Mechanic Crew Chief	25.86 41.37	29.03 35.36	26.35 38.20	20.49 26.89	28.25 43.35		23.02 36.13	26.58 33.90				23.95 34.21
U4	48 Office Clerk	19.62 24.02		20.57 29.73	16.07 21.08	17.25 27.93						16.01 22.41	
U14	49 Public Works Operations Manager	30.03 32.31		33.73 48.88	20.49 26.89								
U3	50 Solid Waste Attendant	18.30 26.50		outsourced	16.54 21.69	19.42 31.44	15.58 23.39	14.99 23.55	17.11 22.11			16.01 22.42	17.00
U9	51 Solid Waste Coordinator	24.62 32.31			20.49 26.89	23.75 38.45							17.89 25.54
U5	52 Water & Sewer Operator	20.21 26.50		23.66 34.25	16.54 21.69								17.89 25.54
U8	53 Water and Sewer Crew Chief	23.44 30.78		23.81 34.29	20.49 26.89	23.36 37.82						19.70 28.14	

MEREDITH, NH FY23 MARKET DATA REPORT

Current Grade	line	Position Title	Meredith	Bow	Concord	Franklin	Gilford	Hampstead	Hooksett	Laconia	Pembroke	Plaistow	Plymouth	Wolfeboro
		CALL FIRE		Yes	No	Yes	Some	Yes	Yes	No	Yes	Some	Some	
F1	54	Firefighter	11.41 17.14	20.53 25.02		18.60 24.40	16.00 25.91	20.45 30.70	17.13 23.98			18.50	varies	12.72 25.00
F2	55	Fire Lieutenant/Engineer	17.14 19.65					24.09 36.15	17.98 25.18			21.00		
F3	56	Fire Captain/Chief Engineer	19.66 22.18			22.82 29.95		25.44 38.17	18.89 26.45			22.00		
F4	57	Fire Deputy Chief	21.54 24.10	22.66 27.62		32.82 43.06		26.86 40.31						

MEREDITH, NH FY23 MARKET DATA REPORT

Current Grade line		Position Title	Meredith	Comp Data Points	75th percentile of Market	Comp Lo-Hi Range	Comp Median	Comp Average	% Higher/Lower than Comp Ave
10	1	Administrative Assistant	25.86 33.95	8 8	21.42 30.78	17.55 32.91	19.85 27.30	19.98 27.80	22.7% 18.1%
20	2	Assessor	42.38 55.64	2 2	42.39 59.77	33.35 64.13	39.38 55.41	39.38 55.41	7.1% 0.4%
4	3	Assistant Librarian	19.62 25.80	2 2	22.38 34.10	17.25 36.15	20.67 32.04	20.67 32.04	-5.4% -24.2%
12	4	Assistant Library Director	28.57 37.47	5 7	29.95 41.70	18.08 53.96	23.75 32.33	26.43 35.31	7.5% 5.8%
8	5	Children's Librarian	23.44 30.78	7 9	23.77 35.62	16.07 48.88	22.00 24.74	22.15 28.60	5.5% 7.1%
16	6	Code Enforcement / Health Officer	28.57 37.47	8 9	31.73 47.47	24.00 48.88	30.00 39.02	28.86 39.04	-1.0% -4.2%
20	7	Community Development Director	42.38 55.64	5 5	40.00 64.76	36.08 80.10	38.98 50.48	42.65 57.98	-0.6% -4.2%
12	8	Deputy Tax Collector / Asst. Town Clerk	25.86 33.95	7 7	21.35 33.16	16.77 44.29	20.45 29.54	21.14 29.90	18.3% 11.9%
10	9	Deputy Town Clerk / Asst. Tax Collector	25.86 33.95	7 8	21.02 27.39	13.08 48.88	18.08 26.01	20.27 27.59	21.6% 18.7%
23	10	Director of Administrative Services (Finance Director/Purchasing/IT)	49.18 64.54	9 10	41.00 58.31	29.37 64.76	40.00 52.66	37.38 53.20	24.0% 17.6%
7	11	Dispatcher/Clerk	22.30 29.27	7 7	21.72 31.02	17.33 35.87	20.17 28.24	20.32 28.87	8.9% 1.4%
10	12	Finance Clerk / General Assistance Officer	25.86 33.95	5 6	20.32 29.24	18.60 35.62	19.83 28.05	20.06 27.61	22.4% 18.7%
20	13	Fire Chief	42.38 55.64	9 11	43.00 58.91	34.98 69.62	41.39 54.31	41.61 56.00	1.8% -0.6%
11	14	GIS Specialist	27.16 35.67	2 2	27.80 44.37	24.11 48.88	26.57 39.86	26.57 39.86	2.2% -11.7%
11	15	HR Generalist	27.16 35.67	3 5	28.96 40.14	23.48 42.35	27.67 38.46	27.13 35.64	0.1% 0.1%
11	16	IT Specialist	27.16 35.67	2 3	25.76 34.87	21.65 38.38	24.39 31.36	24.39 31.74	10.2% 11.0%
2	17	Library Aide	17.42 22.87	8 8	17.04 23.60	12.75 25.67	15.44 21.44	15.45 22.15	11.3% 3.1%
16	18	Library Director	34.82 45.65	8 10	37.20 51.13	24.55 64.13	34.64 42.86	33.84 45.08	2.8% 1.3%
4	19	Office Clerk	19.62 25.80	8 8	18.41 28.03	16.01 29.07	18.07 27.02	17.78 25.81	9.4% 0.0%
	20	Parks and Recreation Operations Laborer (Maintrnce of community center, buildings, grounds & parks)	18.30 24.02	3 3	17.13 24.49	12.00 29.54	13.56 19.43	15.42 22.25	15.8% 7.4%

MEREDITH, NH FY23 MARKET DATA REPORT

Current Grade line		Position Title	Meredith	Comp Data Points	75th percentile of Market	Comp Lo-Hi Range	Comp Median	Comp Average	% Higher/Lower than Comp Ave
9		Parks & Recreation Operations Crew Chief	24.62 32.31	4 4	27.97 38.27	24.66 42.02	27.04 35.94	26.94 36.89	-9.4% -14.2%
10	21	Parks and Recreation Program Director	25.86 33.95	6 6	23.72 34.34	19.70 59.56	20.64 30.87	24.51 34.30	5.2% -1.0%
18	22	Parks & Recreation Director	38.41 50.42	5 6	30.49 49.37	27.99 64.13	29.75 38.38	32.38 43.81	15.7% 13.1%
7	23	Police Administrative Assistant	22.30 29.27	7 9	22.96 31.47	17.55 38.40	21.58 28.24	21.88 29.16	1.9% 0.4%
21	24	Police Chief	44.54 58.46	8 11	44.28 68.06	37.08 73.27	42.93 55.90	42.83 60.01	3.8% -2.6%
13	25	Police Corporal	30.00 39.38	1 1	24.87 37.58	24.87 37.58	24.87 37.58	24.87 37.58	17.1% 4.6%
18	26	Police Lieutenant	38.41 50.42	7 8	38.52 51.68	31.45 54.08	33.35 45.98	36.31 47.43	5.5% 5.9%
11	27	Police Officer	27.16 35.67	11 11	26.31 35.35	22.14 43.74	25.42 33.77	25.27 35.02	7.0% 1.8%
14	28	Police Sergeant	30.03 41.34	11 11	35.43 43.03	21.45 48.54	29.75 39.61	30.88 41.15	-2.8% 0.4%
17	29	Public Works Assistant Director	36.57 47.97	6 6	32.08 51.45	27.99 64.13	31.92 44.55	33.18 47.10	9.3% 1.8%
22	30	Public Works Director	46.80 61.43	8 9	42.91 60.02	34.98 69.07	40.98 54.31	41.28 55.99	11.8% 8.8%
8	31	Real Estate Appraiser	23.44 30.78	3 3	23.52 35.94	20.34 36.25	22.00 35.62	22.46 33.54	4.2% -9.0%
11	32	Staff Accountant	27.16 35.67	6 6	25.66 36.41	20.75 38.20	24.79 34.83	24.04 33.89	11.5% 5.0%
8	33	Technical Services Librarian	23.44 30.78	3 3	31.05 45.73	22.10 48.88	28.36 42.57	28.06 39.68	-19.7% -28.9%
12	34	Town Clerk	32.44 32.44	8 10	32.50 38.19	16.07 64.13	28.20 37.09	29.66 37.71	8.6% -16.3%
14	35	Town Planner	30.03 41.37	4 5	41.20 54.31	23.04 59.56	32.84 45.33	32.53 47.17	-8.3% -14.0%
18	36	Water & Sewer Superintendent	38.41 50.42	3 4	36.29 48.28	20.49 59.56	31.45 41.63	31.02 42.43	19.2% 15.9%

MEREDITH, NH FY23 MARKET DATA REPORT

Current Grade line		Position Title	Meredith	Comp Data Points	75th percentile of Market	Comp Lo-Hi Range	Comp Median	Comp Average	% Higher/Lower than Comp Ave
PUBLIC WORKS UNION									
U10	37	Administrative Assistant	25.86 33.95	7 7	20.55 27.49	17.55 29.73	18.92 26.50	19.76 26.23	23.6% 22.7%
U6	38	Buildings & Grounds - Crew Chief	21.22 27.87	7 8	24.48 32.92	20.17 38.08	21.73 30.87	22.62 31.13	-6.6% -11.7%
U6	39	Cemetery Sexton	21.22 41.37	1 1	29.03 42.02	29.03 42.02	29.03 42.02	29.03 42.02	-36.8% -1.6%
U14	40	DPW/Highway Operations Manager	30.03 32.31	7 8	27.39 37.08	20.32 59.56	25.15 35.74	26.65 37.30	11.2% -15.4%
U9	41	Drainage Crew Chief	24.62 32.31	1 1	25.04 42.02	25.04 42.02	25.04 42.02	25.04 42.02	-1.7% -30.1%
U9	42	Heavy Equipment Mechanic	24.62 24.02	8 8	23.08 29.74	17.28 37.82	21.42 27.97	21.12 29.23	14.2% -21.7%
U3	43	Laborer	18.30 26.50	10 10	19.15 26.20	13.77 31.44	17.54 24.66	17.55 24.51	4.1% 7.5%
U5	44	Maintenance II (3 years experience, CDL-B)	20.21 27.87	4 4	19.58 28.12	14.61 28.24	17.74 25.72	17.57 24.71	13.1% 11.3%
U6	45	Maintenance III (skilled work, 4 years experience, CDL-B, winter maintenance/backhoe)	21.22 33.95	2 2	19.42 27.57	16.54 29.53	18.46 25.61	18.46 25.61	13.0% 24.6%
U10	46	Maintenance IV (skilled work, 6 years experience, CDL-B, road grader/heavy equipment)	25.86 25.80	2 2	20.37 28.94	17.28 31.03	19.34 26.85	19.34 26.85	25.2% -4.1%
U10	47	Mechanic Crew Chief	25.86 41.37	7 7	27.42 37.17	20.49 43.35	26.35 35.36	25.38 35.43	1.9% 14.3%
U4	48	Office Clerk	19.62 24.02	4 4	18.08 28.38	16.01 29.73	16.66 25.17	17.48 25.29	10.9% -5.3%
U14	49	Public Works Operations Manager	30.03 32.31	2 2	30.42 43.38	20.49 48.88	27.11 37.89	27.11 37.89	9.7% -17.3%
U3	50	Solid Waste Attendant	18.30 26.50	6 7	16.97 23.47	14.99 31.44	16.28 22.42	16.61 23.09	9.2% 12.9%
U9	51	Solid Waste Coordinator	24.62 32.31	3 3	22.12 32.67	17.89 38.45	20.49 26.89	20.71 30.29	15.9% 6.2%
U5	52	Water & Sewer Operator	20.21 26.50	3 3	20.78 29.90	16.54 34.25	17.89 25.54	19.36 27.16	4.2% -2.5%
U8	53	Water and Sewer Crew Chief	23.44 30.78	4 4	23.47 35.17	19.70 37.82	21.93 31.22	21.84 31.79	6.8% -3.3%

MEREDITH, NH FY23 MARKET DATA REPORT

Current Grade line		Position Title	Meredith	Comp Data Points	75th percentile of Market	Comp Lo-Hi Range	Comp Median	Comp Average	% Higher/Lower than Comp Ave
CALL FIRE									
F1	54	Firefighter	11.41 17.14	6 7	19.99 25.47	12.72 30.70	17.87 25.00	17.57 24.79	-54.0% -44.6%
F2	55	Fire Lieutenant/Engineer	17.14 19.65	2 3	22.56 30.67	17.98 36.15	21.04 25.18	21.04 27.44	-22.7% -39.7%
F3	56	Fire Captain/Chief Engineer	19.66 22.18	3 4	24.13 32.01	18.89 38.17	22.82 28.20	22.38 29.14	-13.9% -31.4%
F4	57	Fire Deputy Chief	21.54 24.10	3 3	29.84 41.69	22.66 43.06	26.86 40.31	27.45 37.00	-27.4% -53.5%

APPENDIX B



**MEREDITH NH Non Union Proposed
Classification Plan -FY2023**

Position Title
2
Library Aide
3
No Position Assigned
4
Assistant Librarian
Office Clerk
5
No Position Assigned
6
No Position Assigned
7
Dispatcher/Clerk
8
No Positions Assigned
9
No Positions Assigned
10
Administrative Assistant
Children's Librarian
Circulation Librarian
Deputy Tax Collector
Deputy Town Clerk
Finance Clerk / General Assistance Officer
Parks and Recreation Program Director
Real Estate Appraiser
Technical Services Librarian
11
GIS Specialist
IT Specialist
Parks & Recreation Operations Crew Chief
Police Officer
Staff Accountant
12
Assistant Library Director
Assistant Planner
Town Clerk
13
Police Corporal

**MEREDITH NH Non Union Proposed
Classification Plan -FY2023**

Position Title
14
Police Sergeant
15
No Positions Assigned
16
Code Enforcement / Health Officer
HR Generalist
17
No Positions Assigned
18
Library Director
Public Works Assistant Director
Parks & Recreation Director
Police Lieutenant
Town Planner
Water & Sewer Superintendent
19
No Positions Assigned
20
Assessor
Fire Chief
21
No Positions Assigned
22
Public Works Director
23
Director of Administrative Services
Police Chief

MEREDITH NH DPW Proposed Classification Plan -FY2023

Grade/Position Title
3
Laborer
Solid Waste Attendant
4
No Positions Assigned
5
Office Clerk
Maintenance II
6
Cemetery Sexton
Maintenance III
Water & Sewer Operator
7
No Positions Assigned
8
Buildings & Grounds - Crew Chief
9
Drainage Crew Chief
Heavy Equipment Mechanic
Solid Waste Coordinator
Water and Sewer Crew Chief
10
Administrative Assistant
Maintenance IV
11
Mechanic Crew Chief
12
No Positions Assigned
13
No Positions Assigned
14
DPW/Highway Operations Manager
Public Works Operations Manager

APPENDIX C



MEREDITH, NH PROPOSED NON UNION PAY PLAN FY2023

Percent between steps= 2.50

Annual based on 40 hour week

GRADE		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
1	Hourly	16.00	16.40	16.81	17.23	17.66	18.10	18.55	19.01	19.49	19.98	20.48	20.99	21.51
	Annual	33,280.00	34,112.00	34,964.80	35,838.40	36,732.80	37,648.00	38,584.00	39,540.80	40,539.20	41,558.40	42,598.40	43,659.20	44,740.80
2	Hourly	17.50	17.94	18.39	18.85	19.32	19.80	20.30	20.81	21.33	21.86	22.41	22.97	23.54
	Annual	36,400.00	37,315.20	38,251.20	39,208.00	40,185.60	41,184.00	42,224.00	43,284.80	44,366.40	45,468.80	46,612.80	47,777.60	48,963.20
3	Hourly	18.80	19.27	19.75	20.24	20.75	21.27	21.80	22.35	22.91	23.48	24.07	24.67	25.29
	Annual	39,104.00	40,081.60	41,080.00	42,099.20	43,160.00	44,241.60	45,344.00	46,488.00	47,652.80	48,838.40	50,065.60	51,313.60	52,603.20
4	Hourly	20.00	20.50	21.01	21.54	22.08	22.63	23.20	23.78	24.37	24.98	25.60	26.24	26.90
	Annual	41,600.00	42,640.00	43,700.80	44,803.20	45,926.40	47,070.40	48,256.00	49,462.40	50,689.60	51,958.40	53,248.00	54,579.20	55,952.00
5	Hourly	20.80	21.32	21.85	22.40	22.96	23.53	24.12	24.72	25.34	25.97	26.62	27.29	27.97
	Annual	43,264.00	44,345.60	45,448.00	46,592.00	47,756.80	48,942.40	50,169.60	51,417.60	52,707.20	54,017.60	55,369.60	56,763.20	58,177.60
6	Hourly	21.60	22.14	22.69	23.26	23.84	24.44	25.05	25.68	26.32	26.98	27.65	28.34	29.05
	Annual	44,928.00	46,051.20	47,195.20	48,380.80	49,587.20	50,835.20	52,104.00	53,414.40	54,745.60	56,118.40	57,512.00	58,947.20	60,424.00
7	Hourly	22.80	23.37	23.95	24.55	25.16	25.79	26.43	27.09	27.77	28.46	29.17	29.90	30.65
	Annual	47,424.00	48,609.60	49,816.00	51,064.00	52,332.80	53,643.20	54,974.40	56,347.20	57,761.60	59,196.80	60,673.60	62,192.00	63,752.00
8	Hourly	23.90	24.50	25.11	25.74	26.38	27.04	27.72	28.41	29.12	29.85	30.60	31.37	32.15
	Annual	49,712.00	50,960.00	52,228.80	53,539.20	54,870.40	56,243.20	57,657.60	59,092.80	60,569.60	62,088.00	63,648.00	65,249.60	66,872.00
9	Hourly	24.80	25.42	26.06	26.71	27.38	28.06	28.76	29.48	30.22	30.98	31.75	32.54	33.35
	Annual	51,584.00	52,873.60	54,204.80	55,556.80	56,950.40	58,364.80	59,820.80	61,318.40	62,857.60	64,438.40	66,040.00	67,683.20	69,368.00
10	Hourly	25.50	26.14	26.79	27.46	28.15	28.85	29.57	30.31	31.07	31.85	32.65	33.47	34.31
	Annual	53,040.00	54,371.20	55,723.20	57,116.80	58,552.00	60,008.00	61,505.60	63,044.80	64,625.60	66,248.00	67,912.00	69,617.60	71,364.80
11	Hourly	27.30	27.98	28.68	29.40	30.14	30.89	31.66	32.45	33.26	34.09	34.94	35.81	36.71
	Annual	56,784.00	58,198.40	59,654.40	61,152.00	62,691.20	64,251.20	65,852.80	67,496.00	69,180.80	70,907.20	72,675.20	74,484.80	76,356.80
12	Hourly	29.00	29.73	30.47	31.23	32.01	32.81	33.63	34.47	35.33	36.21	37.12	38.05	39.00
	Annual	60,320.00	61,838.40	63,377.60	64,958.40	66,580.80	68,244.80	69,950.40	71,697.60	73,486.40	75,316.80	77,209.60	79,144.00	81,120.00
13	Hourly	30.00	30.75	31.52	32.31	33.12	33.95	34.80	35.67	36.56	37.47	38.41	39.37	40.35
	Annual	62,400.00	63,960.00	65,561.60	67,204.80	68,889.60	70,616.00	72,384.00	74,193.60	76,044.80	77,937.60	79,892.80	81,889.60	83,928.00

MEREDITH, NH PROPOSED NON UNION PAY PLAN FY2023

Percent between steps= 2.50

Annual based on 40 hour week

GRADE		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
14	Hourly	32.00	32.80	33.62	34.46	35.32	36.20	37.11	38.04	38.99	39.96	40.96	41.98	43.03
	Annual	66,560.00	68,224.00	69,929.60	71,676.80	73,465.60	75,296.00	77,188.80	79,123.20	81,099.20	83,116.80	85,196.80	87,318.40	89,502.40
15	Hourly	33.50	34.34	35.20	36.08	36.98	37.90	38.85	39.82	40.82	41.84	42.89	43.96	45.06
	Annual	69,680.00	71,427.20	73,216.00	75,046.40	76,918.40	78,832.00	80,808.00	82,825.60	84,905.60	87,027.20	89,211.20	91,436.80	93,724.80
16	Hourly	35.00	35.88	36.78	37.70	38.64	39.61	40.60	41.62	42.66	43.73	44.82	45.94	47.09
	Annual	72,800.00	74,630.40	76,502.40	78,416.00	80,371.20	82,388.80	84,448.00	86,569.60	88,732.80	90,958.40	93,225.60	95,555.20	97,947.20
17	Hourly	36.50	37.41	38.35	39.31	40.29	41.30	42.33	43.39	44.47	45.58	46.72	47.89	49.09
	Annual	75,920.00	77,812.80	79,768.00	81,764.80	83,803.20	85,904.00	88,046.40	90,251.20	92,497.60	94,806.40	97,177.60	99,611.20	102,107.20
18	Hourly	38.00	38.95	39.92	40.92	41.94	42.99	44.06	45.16	46.29	47.45	48.64	49.86	51.11
	Annual	79,040.00	81,016.00	83,033.60	85,113.60	87,235.20	89,419.20	91,644.80	93,932.80	96,283.20	98,696.00	101,171.20	103,708.80	106,308.80
19	Hourly	40.30	41.31	42.34	43.40	44.49	45.60	46.74	47.91	49.11	50.34	51.60	52.89	54.21
	Annual	83,824.00	85,924.80	88,067.20	90,272.00	92,539.20	94,848.00	97,219.20	99,652.80	102,148.80	104,707.20	107,328.00	110,011.20	112,756.80
20	Hourly	43.60	44.69	45.81	46.96	48.13	49.33	50.56	51.82	53.12	54.45	55.81	57.21	58.64
	Annual	90,688.00	92,955.20	95,284.80	97,676.80	100,110.40	102,606.40	105,164.80	107,785.60	110,489.60	113,256.00	116,084.80	118,996.80	121,971.20
21	Hourly	45.00	46.13	47.28	48.46	49.67	50.91	52.18	53.48	54.82	56.19	57.59	59.03	60.51
	Annual	93,600.00	95,950.40	98,342.40	100,796.80	103,313.60	105,892.80	108,534.40	111,238.40	114,025.60	116,875.20	119,787.20	122,782.40	125,860.80
22	Hourly	46.90	48.07	49.27	50.50	51.76	53.05	54.38	55.74	57.13	58.56	60.02	61.52	63.06
	Annual	97,552.00	99,985.60	102,481.60	105,040.00	107,660.80	110,344.00	113,110.40	115,939.20	118,830.40	121,804.80	124,841.60	127,961.60	131,164.80
23	Hourly	49.30	50.53	51.79	53.08	54.41	55.77	57.16	58.59	60.05	61.55	63.09	64.67	66.29
	Annual	102,544.00	105,102.40	107,723.20	110,406.40	113,172.80	116,001.60	118,892.80	121,867.20	124,904.00	128,024.00	131,227.20	134,513.60	137,883.20

MEREDITH, NH PROPOSED DPW PAY PLAN FY2023

Percent between steps= 2.50

Annual based on 40 hour work week

GRADE		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
3	Hourly	18.40	18.86	19.33	19.81	20.31	20.82	21.34	21.87	22.42	22.98	23.55	24.14	24.74
	Annual	38,272.00	39,228.80	40,206.40	41,204.80	42,244.80	43,305.60	44,387.20	45,489.60	46,633.60	47,798.40	48,984.00	50,211.20	51,459.20
4	Hourly	19.70	20.19	20.69	21.21	21.74	22.28	22.84	23.41	24.00	24.60	25.22	25.85	26.50
	Annual	40,976.00	41,995.20	43,035.20	44,116.80	45,219.20	46,342.40	47,507.20	48,692.80	49,920.00	51,168.00	52,457.60	53,768.00	55,120.00
5	Hourly	20.70	21.22	21.75	22.29	22.85	23.42	24.01	24.61	25.23	25.86	26.51	27.17	27.85
	Annual	43,056.00	44,137.60	45,240.00	46,363.20	47,528.00	48,713.60	49,940.80	51,188.80	52,478.40	53,788.80	55,140.80	56,513.60	57,928.00
6	Hourly	21.30	21.83	22.38	22.94	23.51	24.10	24.70	25.32	25.95	26.60	27.27	27.95	28.65
	Annual	44,304.00	45,406.40	46,550.40	47,715.20	48,900.80	50,128.00	51,376.00	52,665.60	53,976.00	55,328.00	56,721.60	58,136.00	59,592.00
7	Hourly	22.50	23.06	23.64	24.23	24.84	25.46	26.10	26.75	27.42	28.11	28.81	29.53	30.27
	Annual	46,800.00	47,964.80	49,171.20	50,398.40	51,667.20	52,956.80	54,288.00	55,640.00	57,033.60	58,468.80	59,924.80	61,422.40	62,961.60
8	Hourly	23.90	24.50	25.11	25.74	26.38	27.04	27.72	28.41	29.12	29.85	30.60	31.37	32.15
	Annual	49,712.00	50,960.00	52,228.80	53,539.20	54,870.40	56,243.20	57,657.60	59,092.80	60,569.60	62,088.00	63,648.00	65,249.60	66,872.00
9	Hourly	24.70	25.32	25.95	26.60	27.27	27.95	28.65	29.37	30.10	30.85	31.62	32.41	33.22
	Annual	51,376.00	52,665.60	53,976.00	55,328.00	56,721.60	58,136.00	59,592.00	61,089.60	62,608.00	64,168.00	65,769.60	67,412.80	69,097.60
10	Hourly	25.90	26.55	27.21	27.89	28.59	29.30	30.03	30.78	31.55	32.34	33.15	33.98	34.83
	Annual	53,872.00	55,224.00	56,596.80	58,011.20	59,467.20	60,944.00	62,462.40	64,022.40	65,624.00	67,267.20	68,952.00	70,678.40	72,446.40
11	Hourly	27.40	28.09	28.79	29.51	30.25	31.01	31.79	32.58	33.39	34.22	35.08	35.96	36.86
	Annual	56,992.00	58,427.20	59,883.20	61,380.80	62,920.00	64,500.80	66,123.20	67,766.40	69,451.20	71,177.60	72,966.40	74,796.80	76,668.80
12	Hourly	28.40	29.11	29.84	30.59	31.35	32.13	32.93	33.75	34.59	35.45	36.34	37.25	38.18
	Annual	59,072.00	60,548.80	62,067.20	63,627.20	65,208.00	66,830.40	68,494.40	70,200.00	71,947.20	73,736.00	75,587.20	77,480.00	79,414.40
13	Hourly	29.40	30.14	30.89	31.66	32.45	33.26	34.09	34.94	35.81	36.71	37.63	38.57	39.53
	Annual	61,152.00	62,691.20	64,251.20	65,852.80	67,496.00	69,180.80	70,907.20	72,675.20	74,484.80	76,356.80	78,270.40	80,225.60	82,222.40
14	Hourly	30.80	31.57	32.36	33.17	34.00	34.85	35.72	36.61	37.53	38.47	39.43	40.42	41.43
	Annual	64,064.00	65,665.60	67,308.80	68,993.60	70,720.00	72,488.00	74,297.60	76,148.80	78,062.40	80,017.60	82,014.40	84,073.60	86,174.40

APPENDIX D



MEREDITH BENEFIT SURVEY - NON-UNION

BENEFIT ITEM	Meredith	Bow	Concord	Franklin	Gilford	Hampstead	Hooksett	Laconia
PAID TIME OFF (PTO)PROGRAMS								
If Combined PTO, yes/no	No	No	No	No	No	Yes	No	No
Paid Holidays Per Year	11	11	13	11	12	11	11	11
Personal Days Per Year	0	0	0	0	1	0	2	0
Sick Days Per Year	12 (Max 60 days)	15	8 (Max 200 hrs)	12	12	0	12	12
Sick Leave Buy-Back upon Retirement	1/3 of s/l balance	up to 40 hrs	Severance at retirement after 10yrs. See personnel ordinance	No	0-5=25%; 6-10=50%; 11-15=75%, 16+=100%	up to 480 hours	No	Yes
Annual Sick Leave Incentive	Trade 3 s/l days for 1 Vacation day	receive 4 hrs comp time if no s/l used every quarter	No	No	0-10=25% of Bank; 10+=50% of Bank	combined with PTO	Yes	earn 1 day every 90 days of no S/L leave
Vacation Days/Year (0-5 Years of Service)	12	10	Hrly (0-1 yr)15 days/yr Hrly (2-5 yr)20 days/yr Salary - 25 days/yr	10	10	168 hrs	93.5 hrs	10
Vacation Days/Year (6 - 10 Years of Service)	15	15	Hrly 25 days/yr Salary 30 days/yr	15	15	208 hrs	136 hrs	10
Vacation Days/Year (11 - 15 Years of Service)	18	15	Hrly 30 days/yr Salary 32.5 days/yr	20	20	240 hrs	178.5 hrs	15
Vacation Days/Year (16 - 20 Years of Service)	18	20	Hrly-30 days/yr Salary-32.5 days/yr	20	20	256 hrs	212.5 hrs	15
Vacation Days/Year (over 21-25 Years of Service)	18	25	Hrly -30 days/yr Salary .-32.5 days/yr	20	25	272 hrs	212.5 hrs	20
Vacation Days/Year (over 25 Years of Service)	18	25	Hrly -30 days/yr Salary -32.5 days/yr	20	25	272 hrs	212.5 hrs	20
RETIREMENT								
State Retirement System	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Social Security	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Deferred Comp Plan- 457 or 401K PLAN MATCH								
Offer Plan(s) Yes/No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
\$ or % employer contribution	No	No	No	NO	2%	0%	0%	0%

MEREDITH BENEFIT SURVEY - NON-UNION

BENEFIT ITEM	Meredith	Bow	Concord	Franklin	Gilford	Hampstead	Hooksett	Laconia
LIFE INSURANCE								
Group Life Insurance -Amount	\$20,000	Base Salary (up to \$50k)	Base Salary (up to \$150k)	\$10,000	up to 165% of base	1X base salary	Base Salary (up to \$100k)	No
Group Life Insurance -Employer Contribution %	100%	100%	100%	100%	100%	Yes	100%	No
DISABILITY INCOME PROTECTION								
Short Term Disability- yes/no		Yes	Yes	Yes	Yes	Yes	Yes	No
Benefit Amount		Two thirds up to \$750/wk	66.67%	60%	50%	70%	67%	
Elimination Period			2 weeks	1 week	8 Days	15 days	14 days	
Employer Share		100%	33.33%	100%	100%	100%	0%	
Long Term Disability- yes/no			Yes	Yes	Yes	Yes	Yes	No
Benefit Amount			60%	60%	50%	70%	60%	
Elimination Period			15 weeks		26 Weeks	6 months	180 days	
Employer Share			0%	100%	100%	100%	0%	
HEALTH INSURANCE	New Hires							Harvard HMO
Employer Contribution % Indemnity/PPO-Individual Plan	75.0%	97.5%	90% of HMO rate	100.0%	90.0%	90-95%	85.0%	90.0%
Employer Contribution % Indemnity/PPO-2 person Plan	75.0%	93.7%	90% of HMO rate	100.0%	90.0%	90-95%	85.0%	90.0%
Employer Contribution % Indemnity/PPO-Family Plan	75.0%	92.1%	90% of HMO rate	100.0%	90.0%	90-95%	85.0%	90.0%
Opt Out incentive and amount -IND	\$2,500	\$3,900	\$1,301	25% of plan	\$4,470	33% of premium	\$5,000	\$5,842
Opt Out incentive and amount - FAM	\$2,500	\$9,987	\$3,740	25% of plan	\$4,470	33% of premium	\$5,000	\$12,805
Have you increased the deductible to reduce premium- Yes/No		Yes	No	No	No	No	No	No
If Yes, what amount for Ind, 2person, family plans		\$3,000/\$9,000						
Do you contribute to deductible		Yes	Yes	No	Yes	No	Yes	No
If Yes, what amount for Ind, 2person, family plans		75%	50% of Deductible		50% up to \$300		500/1000	
DENTAL INSURANCE								
Employer Contribution %- Family Plan	75.0%	30.0%	90.0%	100.0%	90.0%	90.0%	100%/41%/39%	50.0%
Employer Contribution % - Two Person Plan	75.0%	52.0%	90.0%	100.0%	90.0%	90.0%	100%/41%/39%	60.0%
Employer Contribution % - Individual Plan	75.0%	100.0%	90.0%	100.0%	90.0%	90.0%	100%/41%/39%	80.0%

MEREDITH BENEFIT SURVEY - NON-UNION

BENEFIT ITEM	Meredith	Bow	Concord	Franklin	Gilford	Hampstead	Hooksett	Laconia
VISION INSURANCE								
Employer Contribution %- Family Plan			0.0%	N/A	N/A	0.0%	No	No
Employer Contribution % - Two Person Plan			0.0%	N/A	N/A	0.0%	No	No
Employer Contribution % - Individual Plan			0.0%	N/A	N/A	0.0%	No	No
LONGEVITY PROGRAM								
Longevity after 5 years of service	\$150		0	0	0	0	0	\$30
Longevity after 10 years of service	\$300		0	\$500	0	0	0	\$60
Longevity after 15 years of service	\$440		0	\$500	0	0	0	\$90
Longevity after 20 years of service	\$600		0	\$1,000	0	0	0	\$150
Longevity after 25 years of Service	\$1,000		0	\$1,000	0	0	0	\$210
Longevity after 30 years of Service	\$1,000		0	\$1,000	0	0	0	\$270
TUITION and OTHER REIMBURSEMENTS								
Describe Tuition Assistance/Educational Reimbursement for Professional Development	Yes, if approved by TM; Grade A=100%,B=75%, C=50%		100% if approved by Dept Head	N/A	\$2000 MAX	0	1500 per calendar year	
Do you reimburse employees for their dues in professional organizations?		Yes	Yes	Paid by city	Yes	Yes	Yes	Yes
Do you reimburse employees for any required licensing to do their job?		Yes	No	Paid by city	Yes	Yes	Yes	No
PAY DIFFERENTIALS								
Weekend			No	No				
Evening shift			No	.50/hr				
Night shift			No	.50/hr				
Holiday pay			No	Yes			Yes	
Scheduled on call pay			No					
Unscheduled on call pay			No					

MEREDITH BENEFIT SURVEY - NON-UNION

BENEFIT ITEM	Meredith	Bow	Concord	Franklin	Gilford	Hampstead	Hooksett	Laconia
COMPENSATION PLANS/POLICIES								
Step System- Yes/No	Yes	Yes	Yes	Yes	No	Yes	No	No
How many steps	12	9	16	12		17		
Min-Max system- Yes/No	No	No	No	No	Yes	No	Yes	Yes
Comp time offered -Yes/No	Yes	Yes	No	Yes	Yes	No	No	No
Describe or attach comp time policy	Exempt may be granted "administrative leave" with TM approval	up to 40 hours of comp on the books at any one time.		1.5 Hrs/hrs worked. Use in same week				
OTHER COMPENSATION PRACTICES								
Merit Awards- cash or other			Yes	No	No	No	Yes	
Sign On Bonus			No	No	No	No	No	
Clothing Allowance			No	No	Yes	No	No	
Employee Referral Bonus			Yes	No	No	No	No	
Employee Retention Bonus			No	Yes	No	No	No	
ADDITIONAL BENEFITS TO ATTRACT CANDIDATES								
Please describe any new or recently added benefits to attract more applicants (ex. Pet insurance, pet in workplace, elder or child care services, other)								

MEREDITH BENEFIT SURVEY - NON-UNION

BENEFIT ITEM	Pembroke	Plaistow	Plymouth	Wolfeboro
PAID TIME OFF (PTO) PROGRAMS				
If Combined PTO, yes/no	No	No	No	Yes
Paid Holidays Per Year	11	13	11	12
Personal Days Per Year	2	2	2	PTO
Sick Days Per Year	6 days	12	12 (Max 90 days)	PTO
Sick Leave Buy-Back upon Retirement	up to 40 hrs S/L paid if retirement	No	None	No
Annual Sick Leave Incentive	upon reaching 96 hrs Max, employee paid 48 hrs with 48 hrs remaining		1 Vac Day if no Sick Time in any Quarter	No
Vacation Days/Year (0-5 Years of Service)	1-4 yrs = 80 hrs	5	0-12 Months - 32 Hrs	35 hr wk= 182hrs; 40 hr wk=208 hrs
Vacation Days/Year (6 - 10 Years of Service)	5-9 yrs = 120 hrs	10	13-48 Months - 96 Hrs	35 hr wk= 200hrs; 40 hr wk=229 hrs
Vacation Days/Year (11 - 15 Years of Service)	10+ = 128 hrs + 8 hrs each yr	15	49-120 Months - 136 Hrs	35 hr wk= 218hrs; 40 hr wk=250 hrs
Vacation Days/Year (16 - 20 Years of Service)	16+ = 176 hrs + 8 hrs each yr	20	121-180 Months - 176 Hrs	35 hr wk= 237hrs; 40 hr wk=270 hrs
Vacation Days/Year (over 21-25 Years of Service)	200 hrs Max	25	181-240+ Months - 216 Hrs	35 hr wk= 255 hrs; 40 hr wk=291 hrs
Vacation Days/Year (over 25 Years of Service)	200 hrs Max	25	216 Hrs Max	35 hr wk= 273 hrs; 40 hr wk=312 hrs
RETIREMENT				
State Retirement System	Yes	Yes	Yes	Yes
Social Security	Yes	Yes	Yes	Yes
Deferred Comp Plan- 457 or 401K PLAN MA				
Offer Plan(s) Yes/No		No	No	Yes
\$ or % employer contribution				

MEREDITH BENEFIT SURVEY - NON-UNION

BENEFIT ITEM	Pembroke	Plaistow	Plymouth	Wolfeboro
LIFE INSURANCE				
Group Life Insurance -Amount	\$20,000	1 1/2 x salary	\$50,000	\$100,000
Group Life Insurance -Employer Contribution %	0%	100%	100%	100%
DISABILITY INCOME PROTECTION				
Short Term Disability- yes/no	Yes	Yes	Yes	Yes
Benefit Amount		66% up to \$1,000 wk	66%	66% up to \$1,250 wk
Elimination Period	3 days	8 Days	14 Days	7 days
Employer Share	100%	100%	100%	100%
Long Term Disability- yes/no	Yes	Yes	No	Yes
Benefit Amount		66%		50% up to \$5,500 monthly
Elimination Period		6 months		90 days
Employer Share		100%		100%
HEALTH INSURANCE				
Employer Contribution % Indemnity/PPO- Individual Plan	85.0%	85.0%	85.0%	90.0%
Employer Contribution % Indemnity/PPO- 2 person Plan	85.0%	85.0%	85.0%	90.0%
Employer Contribution % Indemnity/PPO- Family Plan	85.0%	85.0%	85.0%	90.0%
Opt Out incentive and amount -IND	\$982	73.07 wk	1/2 of Individual	\$2,500
Opt Out incentive and amount - FAM	\$2,651	73.07 WK	1/2 of Family	\$2,500
Have you increased the deductible to reduce premium- Yes/No	No	Yes	No	No
If Yes, what amount for Ind, 2person, family plans		2500/5000		
Do you contribute to deductible	No	Yes	No	No
If Yes, what amount for Ind, 2person, family plans		80%		
DENTAL INSURANCE				
Employer Contribution %- Family Plan	100%	85.0%	0.0%	90.0%
Employer Contribution % - Two Person Plan	100%	85.0%	0.0%	90.0%
Employer Contribution % - Individual Plan	100%	85.0%	0.0%	90.0%

MEREDITH BENEFIT SURVEY - NON-UNION

BENEFIT ITEM	Pembroke	Plaistow	Plymouth	Wolfeboro
VISION INSURANCE	inc in health plan			
Employer Contribution %- Family Plan				0.0%
Employer Contribution % - Two Person Plan				0.0%
Employer Contribution % - Individual Plan				0.0%
LONGEVITY PROGRAM				
Longevity after 5 years of service	\$100	\$250	\$250	\$0
Longevity after 10 years of service	\$200	\$500	\$500	\$750
Longevity after 15 years of service	\$300	\$750	\$750	\$900
Longevity after 20 years of service	\$400	\$1,000	\$1,000	\$1,250
Longevity after 25 years of Service	\$500	\$1,000	\$1,250	\$1,500
Longevity after 30 years of Service	\$600	\$1,000	\$1,500	\$1,500
TUITION and OTHER REIMBURSEMENTS				
Describe Tuition Assistance/Educational Reimbursement for Professional Development	If approved by Town Administrator: 100% Grade A; 75% Grade B; 50% Grade C	50%	No	only if approved in budget
Do you reimburse employees for their dues in professional organizations?		Yes	Yes	Yes
Do you reimburse employees for any required licensing to do their job?		Yes	Yes	Yes
PAY DIFFERENTIALS				
Weekend			No	No
Evening shift			No	No
Night shift			No	No
Holiday pay			No	No
Scheduled on call pay			\$98.00	No
Unscheduled on call pay		Yes		No

MEREDITH BENEFIT SURVEY - NON-UNION

BENEFIT ITEM	Pembroke	Plaistow	Plymouth	Wolfeboro
COMPENSATION PLANS/POLICIES				
Step System- Yes/No	No		No	No
How many steps				
Min-Max system- Yes/No	Yes		Yes	No
Comp time offered -Yes/No	Yes		No	No
Describe or attach comp time policy	NonExempt earn at 1 1/2 time up to 40 hrs Max			
OTHER COMPENSATION PRACTICES				
Merit Awards- cash or other	No	Yes	No	No
Sign On Bonus	No	No	Yes	No
Clothing Allowance	Yes		Yes	No
Employee Referral Bonus	No		\$100-\$200	No
Employee Retention Bonus	No		Yes	No
ADDITIONAL BENEFITS TO ATTRACT CANDIDATES				
Please describe any new or recently added benefits to attract more applicants (ex. Pet insurance, pet in workplace, elder or child care services, other)				

MEREDITH BENEFIT SURVEY - DPW UNION

BENEFIT ITEM	Meredith	Concord	Franklin	Gilford	Hooksett	Laconia	Pembroke
PAID TIME OFF (PTO) PROGRAMS							
If Combined PTO, yes/no	No	No	No	No	No	No	No
Paid Holidays Per Year	11	13	11	12	11	11	11
Personal Days Per Year	0	0	2	1	2	0	2
Sick Days Per Year	12 (Max 60 days)	8 (Max 200 hrs)	12	12	12	12 (Max 90 days)	Earn 4 hrs/mo; Max of 96 hrs
Sick Leave Buy-Back upon Retirement	1/3 of s/l balance		No	0-5=0%; 5-10=50%; 10+=100%	No	50% of unused s/l	up to 40 hrs S/L paid if voluntary separation or retirement
Annual Sick Leave Incentive	Trade 3 s/l days for 1 Vacation day		No	0-10=25% of Bank; 10+=50% of Bank	Yes	earn 1 day every 90 days of no S/L leave	upon reaching 96 hrs Max, employee paid 48 hrs with 48 hrs remaining
Vacation Days/Year (0-5 Years of Service)	12	100 hrs	10	10	93.5 hrs	10	10
Vacation Days/Year (6 - 10 Years of Service)	15	124 hrs	15	15	136 hrs	10	15
Vacation Days/Year (11 - 15 Years of Service)	18	148 hrs	20	20	178.5 hrs	15	10+ = 128 hrs + 8 hrs each yr
Vacation Days/Year (16 - 20 Years of Service)	18	172 hrs	20	20	212.5 hrs	15	16+ = 176 hrs + 8 hrs each yr
Vacation Days/Year (over 21-25 Years of Service)	18	196 hrs	20	25	212.5 hrs	20	25
Vacation Days/Year (over 25 Years of Service)	18	212 hrs	20	25	212.5 hrs	20	25
RETIREMENT							
State Retirement System	NHRS	NHRS	NHRS	NHRS	NHRS	NHRS	NHRS
Social Security	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Deferred Comp Plan- 457 or 401K PLAN MATCH							
Offer Plan(s) Yes/No	Yes	Yes	Yes	Yes	Yes	Yes	
\$ or % employer contribution	No	No	No	2%	0%	No	
LIFE INSURANCE							
Group Life Insurance -Amount	\$20,000	Base Salary -Max \$150k	\$10,000		annual salary up to 100,000	No	\$20,000
Group Life Insurance -Employer Contribution %	100%	100%	100%	100%	100%		0%

MEREDITH BENEFIT SURVEY - DPW UNION

BENEFIT ITEM	Meredith	Concord	Franklin	Gilford	Hooksett	Laconia	Pembroke
DISABILITY INCOME PROTECTION							
Short Term Disability- yes/no		Yes	Yes	Yes	Yes	No	Yes
Benefit Amount		66.67%	60%	50%	67% gross		
Elimination Period		2 weeks	1 week	8 days	14 days		3 days
Employer Share		33.33%	100%	100%	0%		100%
Long Term Disability- yes/no		Yes	Yes	Yes	Yes	No	Yes
Benefit Amount		60%	60%	50%	60%		
Elimination Period		15 weeks		26 weeks	180 days		
Employer Share		0%	100%	100%	0%		
HEALTH INSURANCE	New Hires					Harvard HMO	
Employer Contribution % Indemnity/PPO- Individual Plan	75.0%	90% of HMO rate	100.0%	85.0%	81.0%	90.0%	85.0%
Employer Contribution % Indemnity/PPO- 2 person Plan	75.0%	90% of HMO rate	100.0%	85.0%	81.0%	90.0%	85.0%
Employer Contribution % Indemnity/PPO- Family Plan	75.0%	90% of HMO rate	100.0%	85.0%	81.0%	90.0%	85.0%
Opt Out incentive and amount -IND	\$2,500	\$1,301	25% of plan	\$4,470	\$5,000	\$5,842	\$982
Opt Out incentive and amount - FAM	\$2,500	\$3,740	25% of plan	\$4,470	\$5,000	\$12,805	\$2,651
Have you increased the deductible to reduce premium- Yes/No		No	No	No	No	No	No
If Yes, what amount for Ind, 2person, family plans							
Do you contribute to deductible		Yes	No	Yes	Yes		No
If Yes, what amount for Ind, 2person, family plans		50% of Deductible		50% up to \$300	500/1000		
DENTAL INSURANCE	New Hires						
Employer Contribution %- Family Plan	75.0%	90.0%	100.0%	85.0%	100%/41%/39%	50.0%	100%
Employer Contribution % - Two Person Plan	75.0%	90.0%	100.0%	85.0%	100%/41%/39%	60.0%	100%
Employer Contribution % - Individual Plan	75.0%	90.0%	100.0%	85.0%	100%/41%/39%	80.0%	100%
VISION INSURANCE							
Employer Contribution %- Family Plan		N/A	N/A	N/A	No	No	inc in health plan
Employer Contribution % - Two Person Plan		N/A	N/A	N/A	No	No	inc in health plan
Employer Contribution % - Individual Plan		N/A	N/A	N/A	No	No	inc in health plan
LONGEVITY PROGRAM							
Longevity after 5 years of service	\$150	0	0	N/A	3-6 yrs \$1,000	\$30	\$100
Longevity after 10 years of service	\$300	0	\$500	N/A	7-10 yrs \$2,000	\$60	\$200
Longevity after 15 years of service	\$440	0	\$500	N/A	\$2,000	\$90	\$300
Longevity after 20 years of service	\$600	0	\$1,000	N/A	\$2,000	\$150	\$400
Longevity after 25 years of Service	\$1,000	0	\$1,000	N/A	\$2,000	\$210	\$500
Longevity after 30 years of Service	\$1,000	0	\$1,000	N/A	\$2,000	\$270	\$600

MEREDITH BENEFIT SURVEY - DPW UNION

BENEFIT ITEM	Meredith	Concord	Franklin	Gilford	Hooksett	Laconia	Pembroke
TUITION and OTHER REIMBURSEMENTS							
Describe Tuition Assistance/Educational Reimbursement for Professional Development		100% if approved by Dept Head	N/A	\$2000 Max	\$1500 Max	Roads Scholar Program	If approved by Town Administrator: 100% Grade A; 75% Grade B; 50% Grade C
Do you reimburse employees for their dues in professional organizations?		Yes	Paid by city	Yes	Yes	No	
Do you reimburse employees for any required licensing to do their job?		No	Paid by city	Yes	Yes	No	
PAY DIFFERENTIALS							
Weekend		No	No	N/A	No		
Evening shift		No	No	N/A			
Night shift		No	No	N/A			
Holiday pay		Yes	Yes	N/A	Yes	No	
Scheduled on call pay	5 hrs/wk water/sewer operator only	1 hr pay at OT rate/day	\$1.50/Hr	N/A	\$10 per day		
Unscheduled on call pay	5 hrs/wk water/sewer operator only	1 hr pay at OT rate/day	\$1.50/Hr	N/A	min 3 hours		
COMPENSATION PLANS/POLICIES							
Step System- Yes/No	Yes	Yes	Yes	No	Yes	Yes	No
How many steps	12	16	12		13	9	
Min-Max system- Yes/No	No	No	No	Yes	Yes	No	Yes
Comp time offered -Yes/No	Yes	No	Yes	Yes	No	Yes	Yes
Describe or attach comp time policy	1.5 Hrs/hrs worked. Max 80 hrs		1.5 Hrs/hrs worked. Use in same week			If requested but at discretion of City	NonExempt earn at 1 1/2 time up to 40 hrs Max
OTHER COMPENSATION PRACTICES							
Merit Awards- cash or other			No	No	No		No
Sign On Bonus		No	No	No	No		No
Clothing Allowance	paid by town	Yes	paid by city	Yes	\$250	\$500	Yes
Employee Referral Bonus		Yes	No	No	No		No
Employee Retention Bonus		No	Yes	No	No		No
ADDITIONAL BENEFITS TO ATTRACT CANDIDATES							
Please describe any new or recently added benefits to attract more applicants (ex. Pet insurance, pet in workplace, elder or child care services, other)						Completion of Roads Scholar courses offers cash incentives	

MEREDITH BENEFIT SURVEY - DPW UNION

BENEFIT ITEM	Plaistow	Plymouth	Wolfeboro
PAID TIME OFF (PTO)PROGRAMS			
If Combined PTO, yes/no	Yes	No	Yes
Paid Holidays Per Year	13	11	12
Personal Days Per Year	2	2	PTO
Sick Days Per Year	12 (Max 160 hrs)	12 (Max 90 days)	PTO
Sick Leave Buy-Back upon Retirement	Yes	No	No
Annual Sick Leave Incentive	May request pay for S/L hours in excess of 48 hrs at year end	1 Vac Day if no S/I used in any Quarter	No
Vacation Days/Year (0-5 Years of Service)	0-12 Months -40 hrs	0-12 Months - 4 days	35 hr wk= 182hrs; 40 hr wk=208 hrs
Vacation Days/Year (6 - 10 Years of Service)	13-60 Months - 80 hrs	13-48 Months - 12 days	35 hr wk= 200hrs; 40 hr wk=229 hrs
Vacation Days/Year (11 - 15 Years of Service)	60-120 Months - 120 hrs	49-120 Months - 17 days	35 hr wk= 218hrs; 40 hr wk=250 hrs
Vacation Days/Year (16 - 20 Years of Service)	121-240 Months - 160 hrs	121-180 Months - 22 days	35 hr wk= 237hrs; 40 hr wk=270 hrs
Vacation Days/Year (over 21-25 Years of Service)	241+ Months - 200 hrs	181-240+ Months - 27 days	35 hr wk= 255 hrs; 40 hr wk=291 hrs
Vacation Days/Year (over 25 Years of Service)	241+ Months - 200 hrs	27 days	35 hr wk= 273 hrs; 40 hr wk=312 hrs
RETIREMENT			
State Retirement System	NHRS	NHRS	NHRS
Social Security	Yes	Yes	
Deferred Comp Plan- 457 or 401K PLAN MATCH			
Offer Plan(s) Yes/No	No	No	Yes
\$ or % employer contribution			
LIFE INSURANCE			
Group Life Insurance -Amount	1 1/2 x salary	\$50,000	\$100,000
Group Life Insurance -Employer Contribution %	100%	100%	100%

MEREDITH BENEFIT SURVEY - DPW UNION

BENEFIT ITEM	Plaistow	Plymouth	Wolfeboro
DISABILITY INCOME PROTECTION			
Short Term Disability- yes/no	Yes	Yes	Yes
Benefit Amount	66% up to \$1,000 wk	66%	66% up to \$1,250 wk
Elimination Period	8 days	14 Days	7 days
Employer Share	100%	100%	100%
Long Term Disability- yes/no	Yes	No	Yes
Benefit Amount	66%		50% up to \$5,500 monthly
Elimination Period	6 months		90 days
Employer Share	100%		100%
HEALTH INSURANCE			
Employer Contribution % Indemnity/PPO- Individual Plan	85.0%	85.0%	90.0%
Employer Contribution % Indemnity/PPO- 2 person Plan	85.0%	85.0%	90.0%
Employer Contribution % Indemnity/PPO- Family Plan	85.0%	85.0%	90.0%
Opt Out incentive and amount -IND	50% of city share	1/2 of Individual	\$2,500
Opt Out incentive and amount - FAM	50% of city share	1/2 of Family	\$2,500
Have you increased the deductible to reduce premium- Yes/No	No	No	No
If Yes, what amount for Ind, 2person, family plans			
Do you contribute to deductible		No	No
If Yes, what amount for Ind, 2person, family plans			
DENTAL INSURANCE			
Employer Contribution %- Family Plan	85.0%	0.0%	90.0%
Employer Contribution % - Two Person Plan	85.0%	0.0%	90.0%
Employer Contribution % - Individual Plan	85.0%	0.0%	90.0%
VISION INSURANCE			
Employer Contribution %- Family Plan			0.0%
Employer Contribution % - Two Person Plan			0.0%
Employer Contribution % - Individual Plan			0.0%
LONGEVITY PROGRAM			
Longevity after 5 years of service	\$250	\$250	\$0
Longevity after 10 years of service	\$500	\$500	\$750
Longevity after 15 years of service	\$750	\$750	\$900
Longevity after 20 years of service	\$1,000	\$1,000	\$1,250
Longevity after 25 years of Service	\$1,000	\$1,250	\$1,500
Longevity after 30 years of Service	\$1,000	\$1,500	\$1,500

MEREDITH BENEFIT SURVEY - DPW UNION

BENEFIT ITEM	Plaistow	Plymouth	Wolfeboro
TUITION and OTHER REIMBURSEMENTS			
Describe Tuition Assistance/Educational Reimbursement for Professional Development	Yes	No	only if approved in budget
Do you reimburse employees for their dues in professional organizations?	Yes	Yes	Yes
Do you reimburse employees for any required licensing to do their job?	Yes	Yes	Yes
PAY DIFFERENTIALS			
Weekend		No	\$35/day
Evening shift	0.65	No	No
Night shift	1.25	No	No
Holiday pay	2x hrly rate	No	\$50/day
Scheduled on call pay		No	\$50/day
Unscheduled on call pay	Yes		\$50/day
COMPENSATION PLANS/POLICIES			
Step System- Yes/No	Yes	No	Yes
How many steps	8		18
Min-Max system- Yes/No	No	Yes	No
Comp time offered -Yes/No	Yes	No	No
Describe or attach comp time policy	Accrue max 40 hours. Unused paid at year end		
OTHER COMPENSATION PRACTICES			
Merit Awards- cash or other	No	No	No
Sign On Bonus	No	Yes	No
Clothing Allowance	Yes	Yes	Yes
Employee Referral Bonus	No	\$100-\$200	No
Employee Retention Bonus	No	Yes	No
ADDITIONAL BENEFITS TO ATTRACT CANDIDATES			
Please describe any new or recently added benefits to attract more applicants (ex. Pet insurance, pet in workplace, elder or child care services, other)			



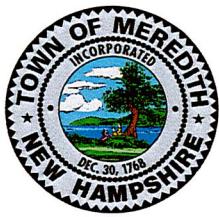
**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of July 28, 2025**

From: Kerri Parker, Town Clerk

Subject: Selectboard to Sign the 2025 Dog Warrant

Attachments/Exhibits:

2025 Warrant for Unlicensed Dogs



Town of Meredith
Office of the Town Clerk-Kerri Parker
41 Main Street
Meredith, NH 03253
603 677-4203 603 279-1042 (Fax)

WARRANT FOR UNLICENSED DOGS 2025

TO: Kerri A Parker, Town Clerk for the Town of Meredith, and Local Law Enforcement Personnel, in said Town:

Pursuant to New Hampshire RSA 466:14 entitled "Warrants, Proceedings", the town or city clerk shall, annually, between June 1 and June 20, present to the local governing body a list of those owners of dogs that have failed to license or not renewed their dog licenses pursuant to RSA 466:1. You are hereby directed to proceed forthwith to issue a civil forfeiture for each unlicensed dog.

Given under our hands and seal of Meredith this _____ day of _____ in the year 2024.

Signed: Selectboard

Lynn Leighton

Jeanie Forrester

Jim Gregoire

Steve Aiken

Mike Pelczar

Received By _____
Town Clerk

Recorded



Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of July 28, 2025

From: Judie Milner, Town Manager

Subject: Town Manager Report

Shout Outs:

Missy Royea – obtaining her solid waste operator's license – congratulations!

Brian Grinavic – designing the large seal and lettering template for Town vehicles – very professional looking!!!!

Officer Jen Bello – accepted onto the BRAIT accident investigation team – regional team that specializes in advance accident investigation, reconstruction and reporting – Well Done, Officer Bello!!!!!!

Meredith Village Pathways Committee – fantastic project in the Laverack Nature Trail!
See attached usage report.

Welcome Aboard:

Lauren Nelson – Water/Sewer Operator

Citizen Request – I've had a request to make our facility use stickers more generic, specifically without identifying information of the town. So people don't know where you live by your sticker.

Legislative Update – Governor Ayotte signed 4 of the 5 bills (that we asked her to veto) into law; these are changes to land use regulations eliminating local control once again. We are waiting for NHMA guidance and will be recommending next steps from there. The bill that will limit employee speech and likely governmental transparency is still on her desk. I have reached out and will be reaching out again to ask her to veto this bill. Several other land use bills were signed into law as well. I'll share the final legislative bulletin from NHMA with the board as well as guidance on next steps.

Town of Meredith Selectboard Agenda Report

Keno Opt Out Warrant Article – I have reached out to DRA on whether they will have standard warrant article language, I'll ask NHMA as well. If not, we will ask Attorney Sullivan to draft an article to bring to the selectboard for review and inclusion in our public hearing for town meeting.

Fees Project – department heads reviewed fees, recommended changes, additions, deletions at our last management team meeting and are putting together all fees in a comprehensive list for a workshop at your 8/11/25 selectboard meeting.

Master Plan – **THIS IS A CHANGE FROM PREVIOUS UPDATES** - the Planning Board has invited the selectboard to their meeting on **9/23** for the presentation of the Draft Master Plan.

HOP Grant Housing Audit – the Planning Board will be reviewing this draft at their 8/26 meeting.

Short Term Rental Licensing – the service agreement is executed and the software company has begun the task of identifying all of the STR properties in Meredith. We will be updating our website soon with all of the licensing information. In the weeks to come we will work with the software company to develop the outreach campaign, registration portal and the online complaint form. Community Development is working very hard to meet the 9/1 implementation date but it's a very tight turn around. We will keep you posted.

RISE BOHO Bazaar – the event coordinators decided against having alcohol tent or space at the event; the permit was submitted without alcohol and was approved with conditions by DPW, Police, Fire and me. The free for entry event will take place on Main Street and in Community Park 8/16 from 10-6. It's really shaping up to be a fun event.

Tax Deeded Property Project:

Current Deeding - Our Deputy Tax Collector Christina Brown is starting the deeding process with the required intent to deed letters. I expect a very short list of properties for consideration sometime in October.

Town of Meredith Selectboard Agenda Report

Deeded Properties in the Town's Name – Town Planner Labreque and I are scheduled for a road trip to view the properties in order to make a recommendation for disposal to the board in one of your August meetings.

CIP Update – the management team is working on their CIP forms for the next 15 years utilizing quotes for current items and industry standard estimates for the remainder of the projects. Director Carpenter and I expect to present a comprehensive plan to the CIP committee at their next scheduled meeting on September 10, 2025.

Parking PILOT Program – Data collection continues. Reports from PD and DPW have the parking lots with open spaces. I think there is a misconception out there that the Town is required to provide parking and that the PD has the capacity to enforce 24/7 parking regulations at the 2 lots. I hope to address it so we may move forward with realistic expectations of what can be done. As the selectboard knows, there is a RSA that tells us we must charge taxes associated with the use of municipal property if the property is restricted to a few users. The next meeting of this committee will be 10/16 after the PILOT program ends on 10/15.

Housing Champion Designation – we were told we'd hear closer to the end of the month, no news yet

Main Street Project – we are developing the scope of the parking study so that VHB can calculate the cost. We are leaning toward .25 mile of downtown which would encompass 467 spaces. As promised, I will share the cost and final scope with the board.

Status DPW Bldg/Hutter – Attorneys are scheduling an onsite meeting to address issues with the building so we may resolve occupancy issues and final payment. Onsite meeting has not occurred yet.

Follow up - MUNIS (enterprise software) Implementation

Next Department Head Meeting – August:

Beginning Policy Review with Personnel Policy and Administrative Regulations

Waukewan Dam & Canal project –

Town of Meredith Selectboard Agenda Report

Route 25 assessment(underground) –

Cyanobacteria Grant- We have received the final report for the test results from the 2024 season as well as an emergency plan in the event of a bloom. Shout out to Lynn Leighton for paying for the production of the report so grant money can be used for other important aspects of the project!!!!

Sewer storm water Asset grant- Scheduled for completion late 2025

Asset management/ Strategic planning grants- Both studies are scheduled for July completion. This is 9 months ahead of the scheduled deadline.

Prescott Park Renovation – meeting on 7/31 to discuss and put together all of the information gathered to date

Wage survey implementation – I plan to have recommendations to the board as part of the 2026 budget process.

Community Power – Meredith's Aggregation Plan was approved by the PUC. NHEC annual meeting was on 6/17, we still have not received notification of the new rates. Community Power does not anticipate launch of the program until 2026.

Projects working on – Stay Tuned for Future Update

Fire Department Study

Pleasant Street Wall

Waterfront infrastructure status

PFAS Settlements

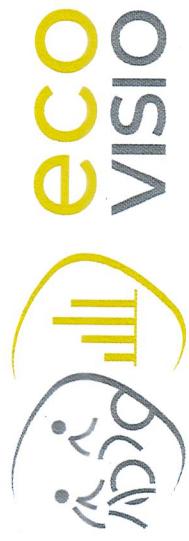
Vision/Mission/Goal Setting

HOP grant – Policy & Regulatory Audit, Regulatory Changes

Meredith Village Pathways Committee



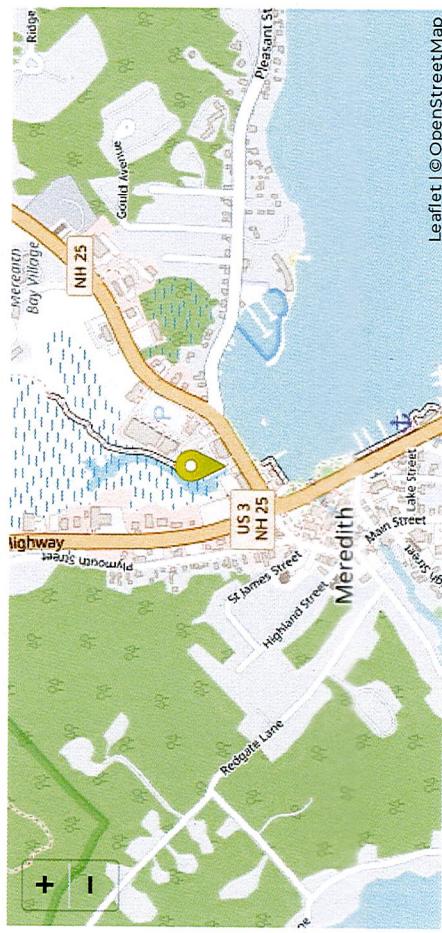
Angela LaBrecque
07/23/2025



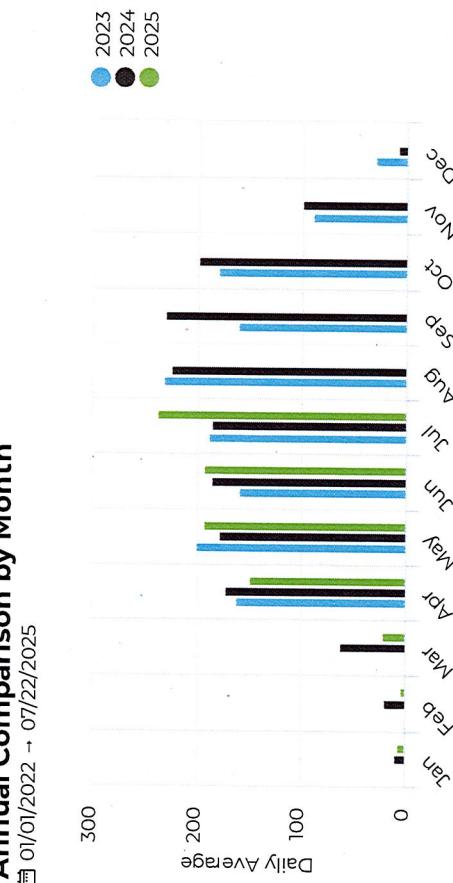
Trail Entrance - MVSB

January 1, 2025 → July 22, 2025

Location



Annual Comparison by Month



Peak Day



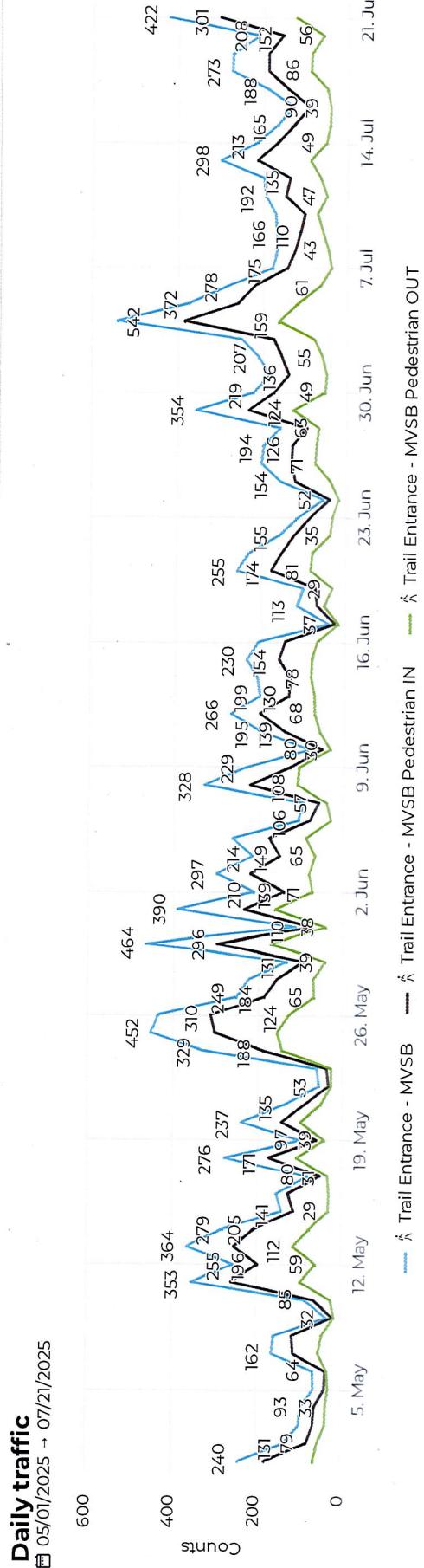
Daily Avg. - Weekend



www.eco-counter.com

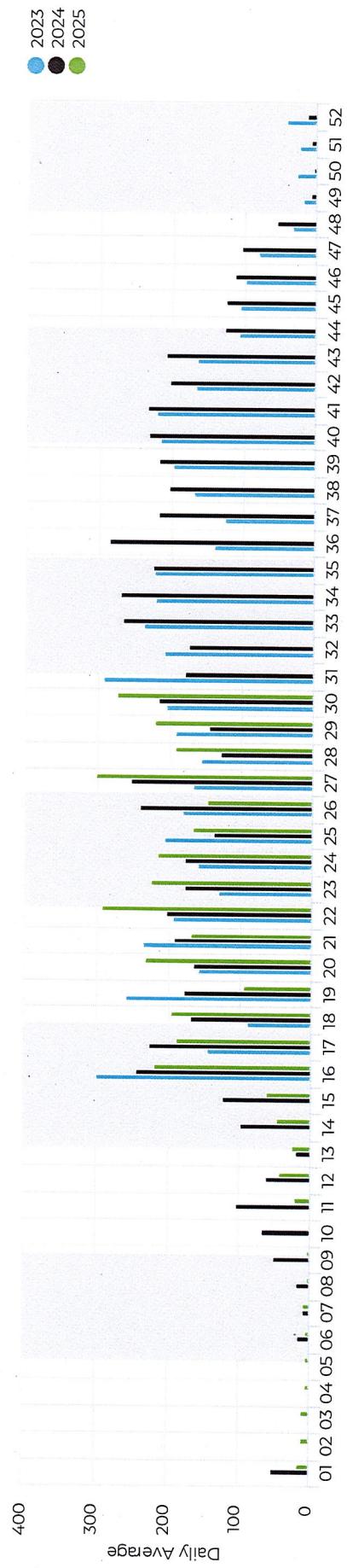
Meredith Village Pathways Committee 1

January 1, 2025 → July 22, 2025

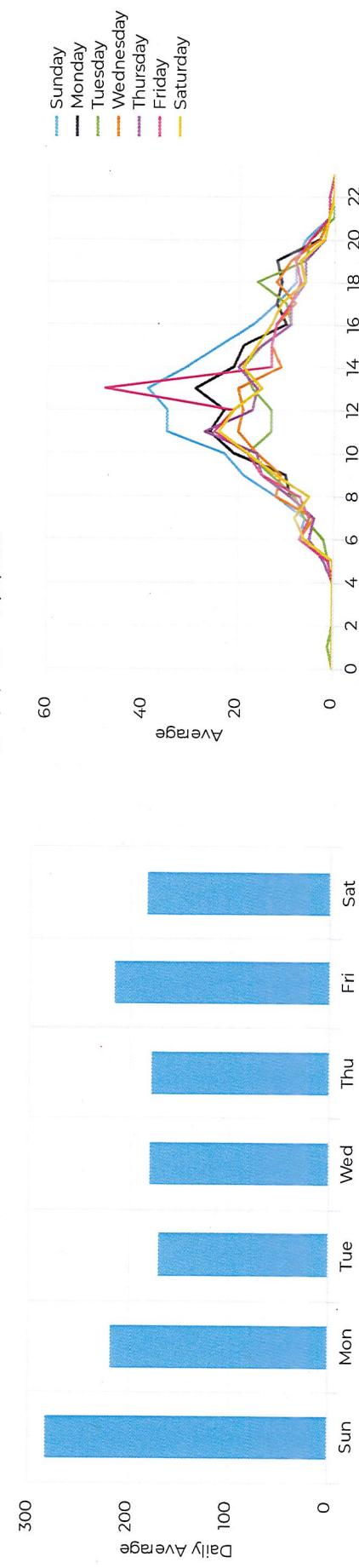
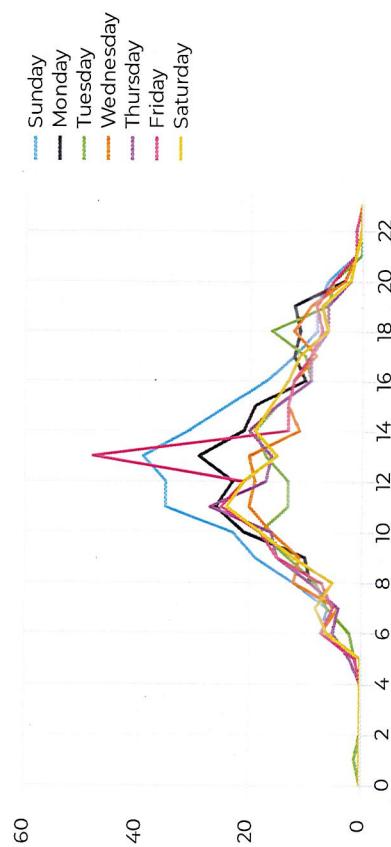
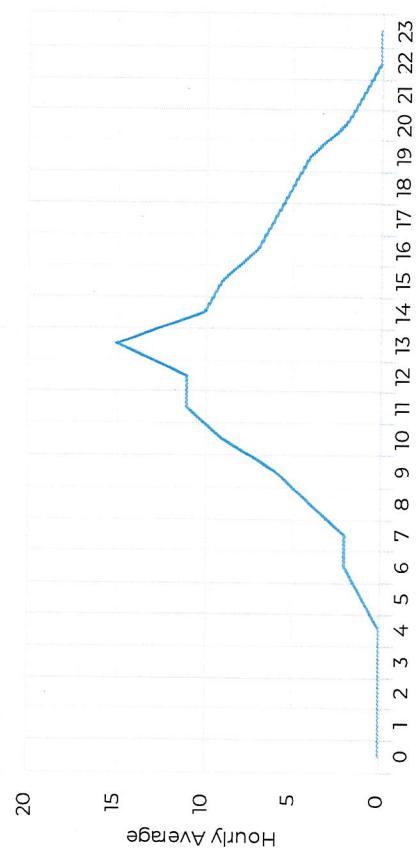
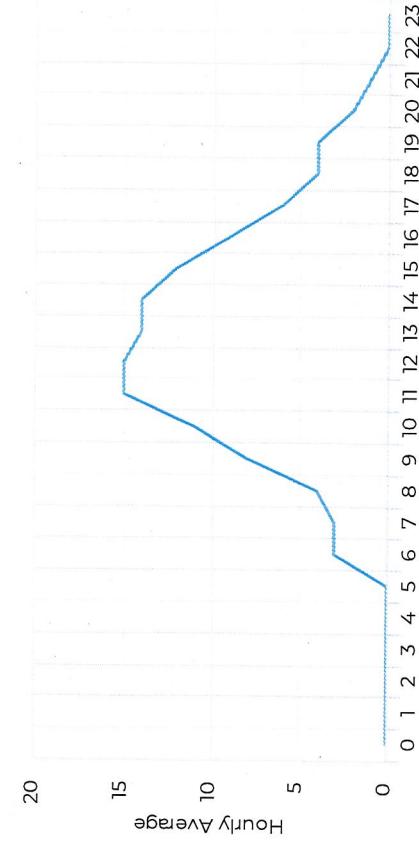


Annual Comparison by Week

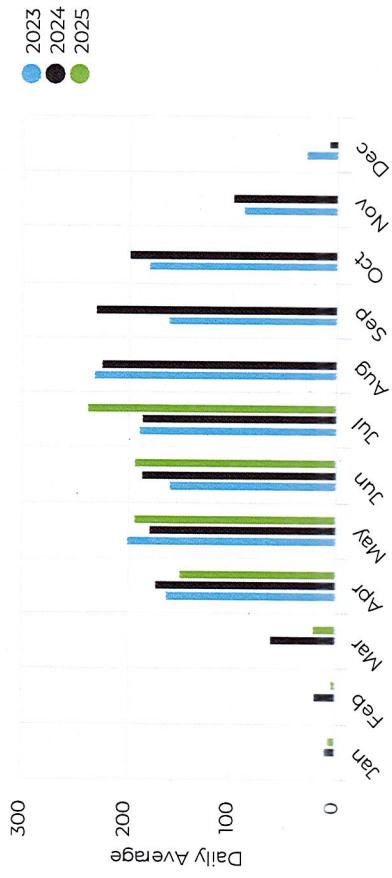
01/01/2022 → 07/22/2025



January 1, 2025 → July 22, 2025

Daily Profile
05/01/2025 → 07/21/2025**Hourly Profiles by Day**
05/01/2025 → 07/21/2025**Hourly Profile - Weekdays**
01/01/2025 → 07/22/2025**Hourly Profile - Weekend**
01/01/2025 → 07/22/2025

Annual Comparison by Month
01/01/2022 → 07/22/2025





**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of July 28, 2025**

Subject: Visitor and Resident Comments

Board Chair opens the meeting to public for comment.



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of July 28, 2025**

Subject: Select Board Reports and Comments

Board Chair recognizes Board Members for reports and comments.



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of July 28, 2025**

Subject: Nonpublic Meeting

Suggested Motion to Enter Nonpublic Session:

Selectboard member moves, *"I move the Meredith Selectboard enter into nonpublic session under RSA 91-A3 II (a) the dismissal, promotion or compensation of any public employee or the disciplining of such employee, or the investigation of any charges against him or her, unless the employee affected (1) has a right to a public meeting, and (2) requests that the meeting be open, in which case the request shall be granted."*

Selectboard Chair calls for a second, discussion and **ROLL CALL** vote.

Suggested Motion to Exit Nonpublic Session:

Selectboard member moves, *"I move the Meredith Selectboard exit nonpublic session."*

Selectboard Chair calls for a second, discussion and **VOICE** vote.

In public session, Suggested Motion to Seal the Minutes:

Selectboard member moves, *"I move the Meredith Selectboard seal the minutes of the 7/28/25 nonpublic session because it is determined that the divulgence of this information likely would affect adversely the reputation of any person other than a member of this board."*

Selectboard Chair calls for a second, discussion and **ROLL CALL** vote.