

**REPORT**

**TOWN OF MEREDITH, NEW HAMPSHIRE**

**WAGE AND CLASSIFICATION STUDY**

**MAY 2023**

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# 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, 75<sup>th</sup> 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 75<sup>th</sup> 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 75<sup>th</sup> 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 75<sup>th</sup> 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 75<sup>th</sup> 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
<b>PUBLIC WORKS UNION</b>													
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
		<b>CALL FIRE</b>		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
<b>PUBLIC WORKS UNION</b>									
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
<b>CALL FIRE</b>									
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**

<b>Position Title</b>
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**

<b>Position Title</b>
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**

<b>Grade/Position Title</b>
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
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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
<b>PAID TIME OFF (PTO)PROGRAMS</b>								
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
<b>RETIREMENT</b>								
State Retirement System	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Social Security	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<b>Deferred Comp Plan- 457 or 401K PLAN MATCH</b>								
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
<b>LIFE INSURANCE</b>								
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
<b>DISABILITY INCOME PROTECTION</b>								
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%	
<b>HEALTH INSURANCE</b>	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	
<b>DENTAL INSURANCE</b>								
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**

<b>BENEFIT ITEM</b>	<b>Meredith</b>	<b>Bow</b>	<b>Concord</b>	<b>Franklin</b>	<b>Gilford</b>	<b>Hampstead</b>	<b>Hooksett</b>	<b>Laconia</b>
<b>VISION INSURANCE</b>								
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
<b>LONGEVITY PROGRAM</b>								
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
<b>TUITION and OTHER REIMBURSEMENTS</b>								
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
<b>PAY DIFFERENTIALS</b>								
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
<b>COMPENSATION PLANS/POLICIES</b>								
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				
<b>OTHER COMPENSATION PRACTICES</b>								
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	
<b>ADDITIONAL BENEFITS TO ATTRACT CANDIDATES</b>								
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
<b>PAID TIME OFF (PTO) PROGRAMS</b>				
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
<b>RETIREMENT</b>				
State Retirement System	Yes	Yes	Yes	Yes
Social Security	Yes	Yes	Yes	Yes
<b>Deferred Comp Plan- 457 or 401K PLAN MA</b>				
Offer Plan(s) Yes/No		No	No	Yes
\$ or % employer contribution				

## MEREDITH BENEFIT SURVEY - NON-UNION

BENEFIT ITEM	Pembroke	Plaistow	Plymouth	Wolfeboro
<b>LIFE INSURANCE</b>				
Group Life Insurance -Amount	\$20,000	1 1/2 x salary	\$50,000	\$100,000
Group Life Insurance -Employer Contribution %	0%	100%	100%	100%
<b>DISABILITY INCOME PROTECTION</b>				
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%
<b>HEALTH INSURANCE</b>				
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%		
<b>DENTAL INSURANCE</b>				
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
<b>VISION INSURANCE</b>	inc in health plan			
Employer Contribution %- Family Plan				0.0%
Employer Contribution % - Two Person Plan				0.0%
Employer Contribution % - Individual Plan				0.0%
<b>LONGEVITY PROGRAM</b>				
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
<b>TUITION and OTHER REIMBURSEMENTS</b>				
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
<b>PAY DIFFERENTIALS</b>				
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
<b>COMPENSATION PLANS/POLICIES</b>				
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			
<b>OTHER COMPENSATION PRACTICES</b>				
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
<b>ADDITIONAL BENEFITS TO ATTRACT CANDIDATES</b>				
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
<b>PAID TIME OFF (PTO) PROGRAMS</b>							
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
<b>RETIREMENT</b>							
State Retirement System	NHRS	NHRS	NHRS	NHRS	NHRS	NHRS	NHRS
Social Security	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<b>Deferred Comp Plan- 457 or 401K PLAN MATCH</b>							
Offer Plan(s) Yes/No	Yes	Yes	Yes	Yes	Yes	Yes	
\$ or % employer contribution	No	No	No	2%	0%	No	
<b>LIFE INSURANCE</b>							
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
<b>DISABILITY INCOME PROTECTION</b>							
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%		
<b>HEALTH INSURANCE</b>	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		
<b>DENTAL INSURANCE</b>	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%
<b>VISION INSURANCE</b>							
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
<b>LONGEVITY PROGRAM</b>							
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	<b>\$150</b>	\$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
<b>TUITION and OTHER REIMBURSEMENTS</b>							
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	
<b>PAY DIFFERENTIALS</b>							
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		
<b>COMPENSATION PLANS/POLICIES</b>							
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
<b>OTHER COMPENSATION PRACTICES</b>							
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
<b>ADDITIONAL BENEFITS TO ATTRACT CANDIDATES</b>							
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**

<b>BENEFIT ITEM</b>	<b>Plaistow</b>	<b>Plymouth</b>	<b>Wolfeboro</b>
<b>PAID TIME OFF (PTO)PROGRAMS</b>			
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
<b>RETIREMENT</b>			
State Retirement System	NHRS	NHRS	NHRS
Social Security	Yes	Yes	
<b>Deferred Comp Plan- 457 or 401K PLAN MATCH</b>			
Offer Plan(s) Yes/No	No	No	Yes
\$ or % employer contribution			
<b>LIFE INSURANCE</b>			
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**

<b>BENEFIT ITEM</b>	<b>Plaistow</b>	<b>Plymouth</b>	<b>Wolfeboro</b>
<b>DISABILITY INCOME PROTECTION</b>			
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%
<b>HEALTH INSURANCE</b>			
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			
<b>DENTAL INSURANCE</b>			
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%
<b>VISION INSURANCE</b>			
Employer Contribution %- Family Plan			0.0%
Employer Contribution % - Two Person Plan			0.0%
Employer Contribution % - Individual Plan			0.0%
<b>LONGEVITY PROGRAM</b>			
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**

<b>BENEFIT ITEM</b>	<b>Plaistow</b>	<b>Plymouth</b>	<b>Wolfeboro</b>
<b>TUITION and OTHER REIMBURSEMENTS</b>			
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
<b>PAY DIFFERENTIALS</b>			
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
<b>COMPENSATION PLANS/POLICIES</b>			
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		
<b>OTHER COMPENSATION PRACTICES</b>			
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
<b>ADDITIONAL BENEFITS TO ATTRACT CANDIDATES</b>			
Please describe any new or recently added benefits to attract more applicants (ex. Pet insurance, pet in workplace, elder or child care services, other)			