

REPORT

TOWN OF SUTTON, NEW HAMPSHIRE

CLASSIFICATION AND COMPENSATION STUDY

NOVEMBER 2023

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

TABLE OF CONTENTS

REPORT

Introduction	1
Scope of Services	1
Classification and Compensation	2
Study Process	2
Executive Summary	3
Scope	3
Classification and Compensation	3
The Plan	4
Maintenance/Update	4
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

Salary Below Pay range	10
Total Implementation Cost	10
Salaries Above Pay Range	10
Salary Compression	11
Vacancies	11
Update and Maintain the Pay and Classification Plans	11
Implementation of Pay Plan	12
Implementation of Classification Plan	12
Cost of Living (COLA)	12
Job Descriptions	12
Benefits	12
Conclusion	14
Disclaimer	15

APPENDICES

Market Data Report	A
Proposed Classification Plan	B
Proposed Pay Plan	C
Benefits Survey Report	D

66 Main Street, Suite B
Plymouth, NH 03264

119 International Drive
Portsmouth, NH 03801



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

all@mrigov.com
www.mrigov.com

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INTRODUCTION

Scope of Services

The Town of Sutton, New Hampshire engaged Municipal Resources, Inc. (MRI) to develop a Pay and Classification Plan based on comparative analysis of approximately 25 classifications and to conduct a market salary and benefit analysis. 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 were also 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 Sutton's general compensation for all positions. The Town does not currently have a structured Pay and Classification system.

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 marketplace 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, the 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 development of a Pay and Classification Plan. Recommendations for placement of positions within the pay plan are made along with any potential cost impact. Job descriptions were reviewed, and new descriptions have been developed and provided under separate cover.

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 Administrator and Assistant Town Administrator to discuss the goals and objectives of the study.
- *Orientation Presentation* with Town employees to explain project activities, objectives, and methodology and seek input. Some additional interviews were conducted with several departments.
- 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. Recommendations were made, as a total compensation package, to include both benefits and salary that is most beneficial to both the Town and employees.
- 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 Sutton, NH:

- Market Data Report (**Appendix A**)
- Proposed FY2024 Classification Plan (**Appendix B**)
- Proposed FY2024 Pay Plan (**Appendix C**)
- Benefits Survey Report (**Appendix D**)

EXECUTIVE SUMMARY

Scope

The study included a review of 25 town positions and market salary and benefit information from comparable communities. This provided an analysis of the job duties of each position, as well as the current salary structure and benefit review to provide a Total Compensation system. Job descriptions were reviewed for accuracy and compliance and new ones developed.

Classification and Compensation

Several discussions were conducted with the Town Administrator and Assistant Town Administrator throughout the project. A thorough job analysis process of reviewing the responsibilities of all positions was conducted. An Orientation session was provided for town employees. A thorough job analysis process of reviewing the responsibilities of all positions was conducted. Job descriptions were reviewed along with Position Analysis Questionnaires (PAQs)

to assist with the review. Job descriptions were reviewed, and new descriptions were developed that incorporated updated information.

A thorough salary and benefit market analysis was conducted utilizing comparable municipalities. Five municipalities participated in the survey and data was collected from two municipalities that did not respond to the survey for informational purposes. The five municipalities analyzed for the salary market were: Bradford, New London, Newbury, Salisbury, and Sunapee. A comparison was made of the average, 60th, and 75th percentiles 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, a 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 to provide the Town of Sutton with a solid structure to equitably group similar valued positions within a grade. The grade structure has been developed to meet the average level of the market. The grade structure has 12 Grade levels. The increase range from minimum to maximum is **30%**. There is a minimum pay rate, mid-pay rate, and maximum pay rate at the top of the scale. 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. The pay scale is based on the market at the average level as the current pay levels were significantly far from the average level. Therefore, the town is encouraged to move forth with the plan starting at the average level and then move towards the 60th percentile in the future.

Currently, the only position that does not meet the new minimum pay rate is the Town Administrator. This position should be increased to meet the new minimum pay rate which has a cost of \$8,424.

The town may determine to add additional cost if it desires to consider longevity, experience, or other factors when placing all employees on the new pay scale either now or in the future.

Maintenance/Update

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

Benefits

A review of benefits indicates that the town currently has several benefits that warrant review for additional enhancements which will add to the Total Compensation package to attract and retain valuable employees. Recommendations are provided in detail in the report.

PROJECT REPORT

Details of the Methodology

In Sutton, 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 an analysis of the job descriptions along with information pertaining to positions was then conducted.

Throughout this process, an evaluation of 10 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 Sutton 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, location, etc. Input for comparable communities was received from the town along with recommendations made by MRI. Some communities were sent surveys but were not able to participate, however, salary and benefit data was analyzed for the following five municipalities that completed surveys, and data was collected from two municipalities for additional informational purposes:

Bradford
New London
Newbury
Salisbury
Sunapee
Warner *
Webster*

*Data was collected from these communities from budgets for informational purposes as they did not respond to the survey request.

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 the 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 for 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 conducting 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 and 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 salary survey are provided in **Appendix A**.

All of the comparative data is FY-24 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 Sutton. 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 are the analysis definitions for the data collected and presented in the charts.

- All comparative market data collected is FY-24 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 **60th Percentile** shows the 60th 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 60% 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 40% of the market.
- 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 marketplace, internal job values, and the financial ability of the Town to pay at a given level. These are all questions that Sutton should consider when reviewing the proposed structure.

The proposed Classification Plan is presented in **Appendix B** and the Proposed Pay Plan is presented in **Appendix C**. Pay ranges were set for groups of positions which the consultants determined should be paid equally. The Proposed Pay Plan has been updated to the market at the average level of the market surveyed. There was no direction from the Town to have the Pay Plan developed at a higher level at this time and it is suggested to start this new structure at the average level to bring salaries more in line with meeting the average rates of pay within 10 % of the market level. Once this is accomplished it should consider moving towards the 60th percentile to be more competitive in the recruitment and retention of qualified employees. The increase

range from minimum to maximum is **30%**. The Plan has a Minimum, Midpoint, and Maximum pay rate. This system is in line with best practices. 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, a major focus was addressed on the market external equity of salary and benefits based on current trends. A new pay scale is proposed to be more competitive with the market. An employee at Midpoint usually represents the market rate for a fully experienced employee which may be 4 – 9 years' experience. After the midpoint level, positions should continue to move towards the maximum based on both experience and longevity with the town. The town should move towards placing employees at the appropriate pay rate within the new proposed Grade and Range structure.

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 regarding the implementation of this proposed compensation plan. There are different types of implementation systems the Town could utilize 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% in the first year and 50% in 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. 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, and a Benefits Survey Report is provided in **Appendix D**. A review of benefits indicates that the town currently has some benefits it should consider improving to make the benefits program more attractive to both recruit and retain talented, qualified employees. Modifications are discussed in the Recommendations Section of this report.

IMPLEMENTATION AND OTHER RECOMMENDATIONS

The following sections are intended to assist and guide the Town of Sutton 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 Sutton 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 if the town desires to make additional modifications in the placement of employees within the pay scale.

Salaries Below Pay Range

If the salary of an employee is below the minimum 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 only one full-time employee who is below the minimum within the grades proposed. The Town should move forward to establishing a plan to bring this position to the minimum grade level proposed to properly compensate the employee. The cost for this is a total of \$8,424. This salary should be increased for both recruitment and retention purposes.

Total Implementation Cost

The total implementation cost recommended includes increasing the Town Administrator position to the minimum pay recommended in the proposed pay scale and also adding additional cost to compensate other positions based on experience and/or longevity. This could be done by providing a flat dollar amount or a percentage increase. The Town would need to compute this additional cost based on funds available. The proposed cost to bring the Town Administrator position to the minimum of the new pay scale is \$8,424. 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 Sutton 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, possessing unique additional qualifications the town believes are necessary, or having served in the position for an extended time period. The Pay and Classification Plans should serve as a guide to determine pay rates, and the Town 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. Sutton should also continue to grant cost-of-living increases to those employees who have reached the maximum level within the grade range. At the time of this study, there were no employees found to have a higher pay rate 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. 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, 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 ensure positions have current functional job descriptions that are based on job content.
- Conduct job analysis of new positions to ensure 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.

Implementation of Pay Plan

Our study results indicate that for the Town of Sutton to maintain a competitive edge in the market and retain qualified employees, the proposed pay plan should be implemented as it 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 new 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 Plan to have a valid, structured system that complements the salary schedule. The attached classification plan includes 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, the Town should continue to apply it to the entire salary schedule and update it. 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.

Job Descriptions

Updated job descriptions for positions in the study will be provided in a Word format, so the Town can easily modify and update them as needed. They will be provided to the Town under separate cover.

Benefits

The benefits reviewed indicate that the Town currently has some benefits it should consider improving to make the benefits program more attractive to both recruit and retain talented, qualified employees. The summary included in **Appendix D** lists data from the communities surveyed.

As a result of the analysis of the data, it is recommended that the town may want to consider enhancing some of the benefits, as well as consider additional programs communities are adding to assist with improvement to the Total Compensation Package.

- Holidays – Consideration should be given to adding an additional one or two holidays.
- Sick Leave – Consideration should be given to adding 1-3 days per year.
- Vacation Days – An increase in vacation days should be reviewed for employees with 11-20 years of service. An additional 2 days should be added and for employees with 21 years of service or more, an increase in days to 20-22 days.
- Retirement – It is our understanding that the town does not participate in the state retirement system. Upon learning this the Town Administrator was going to further explore this as all communities surveyed participate in the state system.
- Health Insurance – The Town contributes 90% to Health Insurance, which is a generous contribution. It does not, however, offer an Opt-Out incentive for employees that can be covered by a spouse in another program. This is a significant savings to the Town if an employee does not enroll in health insurance. The town should consider paying a minimum of \$5,000 to employees who opt out of health insurance.
- Dental Insurance – The Town currently funds 50% of the dental insurance and it should consider funding 75 – 85% of the cost.
- Longevity Program – This program should be considered as many employers are now adding some type of longevity program to recognize the value of well-trained and qualified employees and value the experience provided to the town. Most programs recognize longevity that increases incrementally at 5-year increments. A flat dollar amount is typical. The following increments are an example, and of course, the amounts could be modified based on budget: 1-5 years \$500; 6-10 years \$1,000; 11-20 years \$1,500 and 21+ years \$2,000.
- Sign-on Bonus – This should be considered for hard-to-fill positions.
- Employee Referral Bonus – This is a low-cost program and employees refer good candidates and only receive a bonus if their candidate is hired.
- Employee Retention Bonus – Many communities are starting to provide this type of bonus to express how they value employees for working for the town during a time when there are more jobs than qualified people to fill positions.

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

CONCLUSION

The Town of Sutton'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 structured Pay and Classification Plan as well as review an improved Benefits package in the future 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 Sutton 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 managed.

Municipal Resources, Inc. has provided the Town of Sutton with the methodology and guidelines to maintain the pay and classification plans. Used together, job evaluation and salary and benefit surveys equip Sutton 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



**Municipal
Resources, Inc.**

SUTTON, NH FY24 MARKET DATA REPORT

Line #	Position Title	Sutton	Bradford	New London	Newbury	Salisbury	Sunapee		Comp Data Points	75th percentile of Market	% Higher/Lower than 75th percentile	60th percentile of Market	% Higher/Lower than 60th percentile	Comp Average	% Higher/Lower than Comp Ave	Warner Budget Annual Salary 1/1/2023	Webster Budget Annual Salary 4/2023
EXECUTIVE																	
1	Assistant Town Administrator	47.44			31.76	33.72			0 2	33.23	30.0%	32.94	30.6%	32.74	31.0%		
2	Bookkeeper	28.78	21.94 24.19	21.80 30.67	39.70	20.24	22.72 32.84		3 5	22.33 32.84	-14.1%	22.10 31.54	-9.6%	22.15 29.53	-2.6%		
3	Town Administrator	35.71	39.76 47.36	43.00 64.47	64.15	36.02	47.00 67.93		3 5	45.00 64.47	-80.5%	43.80 64.28	-80.0%	43.25 55.99	-56.8%	88,169	68,600
FINANCE																	
4	Town Clerk/Tax Collector	36.20	29.88 31.98	32.30 48.44	38.36	43.95	32.09 46.38		3 5	32.20 46.38	-28.1%	32.13 44.92	-24.1%	31.42 41.82	-15.5%	48,394	40,000
5	Treasurer	29.98	stipend \$6,713	stipend \$3,000	stipend \$3,745	26.53	stipend \$4,033		0 0								
HIGHWAY																	
6	Assistant Supervisor	31.62	25.75 29.17	29.37 44.04	31.20		29.18 42.18		3 4	29.28 42.65	-34.9%	29.22 39.98	-26.5%	28.10 36.65	-15.9%		
7	Operator/Laborer	27.02	23.74 28.72	19.78 27.83	20.33 27.51		20.17 29.15		4 4	21.18 28.83	-6.7%	20.30 28.54	-5.6%	21.01 28.30	-4.7%	38,520 52,208	
8	Road Agent/Supervisor	39.18	32.13 38.29	39.08 58.60	55.56	22.74	42.71 61.74		3 5	40.90 58.60	-49.6%	39.81 56.78	-44.9%	37.97 47.39	-20.9%	62,275	
PLANNING & ZONING																	
9	Planning & Zoning Administrator	35.86	Central NH	29.37 44.04	26.09		42.71 61.74		2 3	39.38 52.89	-47.5%	37.37 47.58	-32.7%	36.04 43.96	-22.6%		44,520
POLICE																	
10	Police Chief	49.61	42.31 46.64	39.08 58.60	51.46	State Police	42.71 61.74		3 4	42.51 59.39	-19.7%	42.39 57.17	-15.2%	41.37 54.61	-10.1%		59,850
11	Police Corporal	35.54		27.04 39.70					1 1	27.04 39.70	-11.7%	27.04 39.70	-11.7%	27.04 39.70	-11.7%		
12	Police Officer		25.50 30.39	24.72 36.17	27.82 30.56		24.56 35.50		4 4	26.08 35.67		25.34 34.51		25.65 33.16		71,572	
13	Police Secretary	23.33	20.74 24.70	21.80 30.67			20.17 29.15		3 3	21.27 29.91	-28.2%	20.95 29.45	-26.2%	20.90 28.17	-20.8%		
14	Police Sergeant	40.30	30.40 33.53	29.37 44.04	37.43		29.18 42.18		3 4	29.89 42.65	-5.8%	29.58 41.23	-2.3%	29.65 39.30	2.5%		
SOLID WASTE DISPOSAL																	
15	Attendant	20.65	22.48 24.35	22.80 32.51	19.80 20.42	18.00	16.97 24.53		4 5	22.56 24.53	-18.8%	21.94 24.42	-18.3%	20.51 23.96	-16.0%		
16	Supervisor	24.56	23.19 24.80	24.72 36.17	25.89	18.38	24.56 35.50		3 5	24.64 35.50	-44.5%	24.59 29.73	-21.1%	24.16 28.15	-14.6%	54,225	
WELFARE																	
17	Welfare Director	38.31	stipend \$7,212	stipend \$5,000	stipend \$3,745		21.65 31.29		1 1	21.65 31.29	18.3%	21.65 31.29	18.3%	21.65 31.29	18.3%		3,820

APPENDIX B



**Municipal
Resources, Inc.**

**SUTTON , NH PROPOSED FY2024
CLASSIFICATIONS/GRADES**

POSITION/GRADE
1
Solid Waste Disposal Attendant
2
Highway Operator/Laborer
Police Secretary
Solid Waste Disposal Supervisor
3
Bookkeeper
Treasurer
4
Police Officer
5
Highway Assistant Supervisor
6
Police Corporal
Welfare Director
7
Police Sergeant
8
Planning & Zoning Administrator
Town Clerk/Tax Collector
9
Road Agent/Supervisor
10
Assistant Town Administrator
11
Police Chief
12
Town Administrator

APPENDIX C



**Municipal
Resources, Inc.**

30% Percent between MIN - MAX

SUTTON NH FY2024 PROPOSED PAY PLAN

Grade	MIN	MID	MAX
1	\$18.46	\$21.23	\$24.00
2	\$21.69	\$24.94	\$28.20
3	\$23.08	\$26.54	\$30.00
4	\$25.39	\$29.20	\$33.01
5	\$28.08	\$32.29	\$36.50
6	\$29.69	\$34.14	\$38.60
7	\$31.00	\$35.65	\$40.30
8	\$33.08	\$38.04	\$43.00
9	\$36.92	\$42.46	\$48.00
10	\$38.46	\$44.23	\$50.00
11	\$42.00	\$48.30	\$54.60
12	\$42.69	\$49.09	\$55.50

APPENDIX D



**Municipal
Resources, Inc.**

BENEFITS SURVEY REPORT Non-Union Employees

BENEFIT ITEM	Sutton	Bradford	Newbury	New London	Salisbury	Sunapee	Warner	Webster
PAID TIME OFF (PTO) PROGRAMS								
If Combined PTO, yes/no	No	No	No	No	No	No	No	No
Paid Holidays Per Year	10	11	12	11	13	8	10	10
Personal Days Per Year	0		0	2	5	4	3	1
Sick Days Per Year	7	12	6	7	14	10	6	8.5
Sick Leave Buy-Back upon Retirement	0	No	No	No		No	No	No
Annual Sick Leave Incentive	0	No	No	No		No	No	No
Vacation Days/Year (0-5 Years of Service)	12	5-10	12	10	5	10	5-10	5-10
Vacation Days/Year (6 - 10 Years of Service)	15	15	15	15	10	11-15	15	20
Vacation Days/Year (11 - 15 Years of Service)	18	20	21	20	15	16-20	15	25
Vacation Days/Year (16 - 20 Years of Service)	18	20	21	25	20	20	20	25
Vacation Days/Year (over 21-25 Years of Service)	18	20	24	25	20	20	20	25
Vacation Days/Year (over 25 Years of Service)	18	20	24	25	20	20	25	25
RETIREMENT								
State Retirement System		Yes	Yes	Yes	Yes	Yes	Yes	Yes
Social Security	Yes	All employees except F/T Police		Yes	Yes			Yes
Deferred Comp Plan- 457 or 401K PLAN MATCH								
Offer Plan(s) Yes/No	Yes	Yes	Yes	Yes	No	No	Yes	
\$ or % employer contribution	5%	Town match up to 5%	up to 14%	0%			0%	
LIFE INSURANCE								
Group Life Insurance -Amount	\$50,000	\$50,000	base wage	base wage +10K for spouse	base wage	78% annual salary	\$23,000	
Group Life Insurance -Employer Contribution %	100%	100%	100%	100%	100%	100%	100%	
DISABILITY INCOME PROTECTION								
Short Term Disability	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Benefit Amount	60% of pay	60%	66.6% up to \$600/wk.	66		67%		
Elimination Period		none	none	7 days				
Employer Share	100%	100%	100%	100%		100%		
Long Term Disability	Yes	No	Yes	Yes	No	Yes		
Benefit Amount	60% of Pay		up to \$6,000	66%		67%		
Elimination Period				7 days%				
Employer Share	100%		100%	100%		100%		

BENEFITS SURVEY REPORT Non-Union Employees

BENEFIT ITEM	Sutton	Bradford	Newbury	New London	Salisbury	Sunapee	Warner	Webster
HEALTH INSURANCE				HMO plan				
Employer Contribution % Indemnity/PPO- Individual Plan	90.0%	94.0%	100.0%	85.0%		87.0%	100.0%	85.0%
Employer Contribution % Indemnity/PPO- 2 person Plan	90.0%	94.0%	100.0%	85.0%		87.0%	100.0%	85.0%
Employer Contribution % Indemnity/PPO- Family Plan	90.0%	94.0%	cost of 2 person plan	85.0%		87.0%	100.0%	85.0%
Opt Out incentive and amount -IND	No	No	\$2,400	\$3,321				
Opt Out incentive and amount - FAM	No	No	\$2,400	\$6,643				
Have you increased the deductible to reduce premium	No	yes	No	No				
If Yes, what amount for Ind, 2person, family plans		\$2000 pp						
Do you contribute to deductible	No	yes		yes				
If Yes, what amount for Ind, 2person, family plans	NA	\$1500 pp		\$1,000				
DENTAL INSURANCE								
Employer Contribution %- Family Plan	50.0%	100.0%	cost of 2 person plan	75.0%	n/a	87.0%	0.0%	
Employer Contribution % - Two Person Plan	50.0%	100.0%	100.0%	75.0%		87.0%	0.0%	
Employer Contribution % - Individual Plan	50.0%	100.0%	100.0%	75.0%		87.0%	0.0%	
VISION INSURANCE								
Employer Contribution %- Family Plan	NA	No	inc in health plan	inc in health plan	n/a	inc in health plan		
Employer Contribution % - Two Person Plan	NA	No	inc in health plan	inc in health plan		inc in health plan		
Employer Contribution % - Individual Plan	NA	No	inc in health plan	inc in health plan		inc in health plan		
LONGEVITY PROGRAM								
Longevity after 5 years of service	No	No	No	No	No	No		
Longevity after 10 years of service	No	No	No	No	No	No		
Longevity after 15 years of service	No	No	No	No	No	No		
Longevity after 20 years of service	No	No	No	No	No	No		
Longevity after 25 years of Service	No	No	No	No	No	No		
Longevity after 30 years of Service	No	No	No	No	No	No		
TUITION and OTHER REIMBURSEMENTS								
Describe Tuition Assistance/Educational Reimbursement for Professional Development	NA		No	sliding percentage for up to 2 classes/yr	No		discretionary	
Do you reimburse employees for their dues in professional organizations?	Yes	Yes	paid directly by town	paid directly by town	Yes	Yes	Yes	
Do you reimburse employees for any required licensing to do their job?	Yes	Yes	Yes	paid directly by town	Yes	Yes	Yes	

BENEFITS SURVEY REPORT Non-Union Employees

BENEFIT ITEM	Sutton	Bradford	Newbury	New London	Salisbury	Sunapee	Warner	Webster
PAY DIFFERENTIALS								
Weekend	Yes		library only-\$1 for Sunday					
Evening shift	Yes							
Night shift	Yes							
Holiday pay	Yes							
Scheduled on call pay	NA	\$7.25/hour	\$7.25/hour	8hrs Sewer				
Unscheduled on call pay	NA	\$7.25/hour		2hrs at time & one-half				
COMPENSATION PLANS/POLICIES								
Step System- Yes/No	NA		No	Yes	No	Yes		
How many steps	NA			18		12		
Min-Max system- Yes/No	NA	no						
Comp time offered -Yes/No	No	Yes		Yes		Yes	Yes	No
Describe or attach comp time policy		Accrued @ 1 1/2 time the OT hours. Limited to 90 hours		No-exempt only		1.5 hrs for each OT hr worked	must be used within next pay period	
OTHER COMPENSATION PRACTICES								
Merit Awards- cash or other	Occasionally							
Sign On Bonus	No							
Clothing Allowance	Yes							
Employee Referral Bonus	No							
Employee Retention Bonus	No							
ADDITIONAL BENEFITS TO ATTRACT CANDIDATES								
		changed probationary period to 1st of month following date of hire						