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PROJECT REPORT (REV 1)

May 8, 2018

Craig Wheeler, Town Manager
Town of Raymond, NH
4 Epping Street
Raymond NH 03077

Dear Mr. Wheeler:

We have completed our assignment and are submitting the report of our Wage Survey and Compensation Study for all positions involved in the study.

This report has been prepared as an accounting of our assignment and to record our approach. The recommendations and comments in the report reflect our objective appraisal to the extent possible within the scope of the assignment.

Our objective was to develop a Classification and Pay Plan that is equitable to both the employees and to the taxpayers of the Town of Raymond, NH.

We would ask you and top staff to review the report and Thornton and Associates compensation and classification recommendations. This report has been developed based on:

- Job analysis of included Town classifications (internal equity)
- Market salary survey results (external equity); and
- The Town's pay philosophy, policies, and organizational structure

Thornton and Associates would like to express our thanks to all Town employees who have participated in this important project.

We appreciate this opportunity to be of service to you.

Respectfully Submitted,

Gary R. Thornton
Principal

TOWN OF RAYMOND, NH

Wage Survey and Compensation Study

PROJECT REPORT

APRIL 2018

Report of Consultant's Findings

Prepared by:

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EXECUTIVE SUMMARY

1. With the approval of the Town of Raymond, NH, Thornton and Associates conducted a classification and compensation study of all permanent full and part-time positions in the Town.

2. The study was undertaken on a timeline which allowed the consultant's findings to be considered in the next budget process.

3. Over sixty job classifications were involved in the survey. Benchmark jobs, which represented these positions, were surveyed.

4. We recommend that the Town Manager reserve the right to change the minimum qualifications of the position when necessary.

5. We recommend that the Town Manager reserve the right to approve appointments at above the minimum of the range when recruiting for critical or otherwise hard to fill positions.

6. We recommend that the Town Manager conduct an assessment and evaluation of the individual incumbent before awarding any pay status change as a result of our recommendations for reclassification.

7. We recommend that the Town Manager consider internal equity of all positions before any reclassifications are approved.

8. Our review of the employee benefits and other administrative practices found the overall package to be fair and competitive.

9. Any pay adjustments that may come out of this study are subject to the approval of the Board of Selectmen and subject to further negotiation.

The report on the study of the pay and classification system contains details of all elements of the study. In preparing this report, Thornton and Associates has used its' best efforts and has taken reasonable care. To an extent, the report relies on information and data received by third parties in whom Thornton and Associates has assumed the accuracy and completeness thereof.

The information and opinions expressed in this report have significance only within the context of the entire report. No parts of this report should be used or relied upon outside of that context.

This study is not an end in itself, but a vital element in a sound management program for the Town of Raymond, NH. It will require continuous work and review, once the plan is implemented. Adjustments will continually have to be made to reflect changes in the labor market in order to maintain an equitable pay and classification system.

THE PROCESS

To assist the Town of Raymond with the project, the Town engaged an impartial independent third party, Thornton and Associates of Scarborough, Maine. Their involvement ensured that the end results were unbiased and free of outside influences.

Project Orientation:

The Consultant attended meetings with the Town's Department Heads and Town Manager to discuss the study's objectives, along with the strengths and weaknesses of the current compensation management system. The Consultant requested and received documentation about current compensation and classification programs, discussed these systems, and developed an understanding of concerns to be addressed.

The Consultant prepared and provided the Department Heads and Town Manager with an initial draft of peer communities who would be invited to participate in the survey. After taking into account their feedback we presented a final list of those employers which best represented the Town's labor recruitment market.

See page 34 for peer communities surveyed.

Job Audit, Position Evaluation and Internal Equity Review:

In the process of evaluating jobs, Thornton and Associates reviewed existing job descriptions, which were provided by the Town.

External Market Survey and Wage Structure Analysis:

Competitive pay, administrative and employee benefit practices for selected benchmark positions from comparable organizations was collected and analyzed.

Results of the external market review were used as a guide in developing competitive pay grades for the Town.

Development of Compensation Program/Budget:

To ascertain where each employee fell within the modified pay structure, compa-ratio analysis was conducted to identify strengths and weaknesses by incumbent and position.

Pro forma budgets were developed to assist the Town with any planned implementation.

Project Outcome Communication and Report:

A written report was prepared and presented to appropriate management. The report described the methodology used, our findings and recommended steps for implementation.

Additionally, all miscellaneous worksheets created for the development of salary ranges, compa-ratio analysis and ongoing maintenance of the Total Compensation System were delivered in an electronic format suitable for translation to the Town's word processing and spreadsheet software applications.

OUR FINDINGS

- ***Health & Dental***

Raymond Current Practice - The Town subsidizes the cost as follows:

Level of Coverage	Employer Subsidy – Health	Employer Subsidy - Dental
Individual	85% - $ 804.53	100% - $ 41.92
Two Person	85% - $1,609.05	52% - $ 41.92
Family	85% - $2,172.18	29% - $ 41.92

Best Practice

In your labor recruitment market, the median employer subsidy for health insurance is as follows:

Level of Coverage	Employer Subsidy – Health	Employer Subsidy - Dental
Individual	90% - $ 827.37	90% - $ 35.80
Two Person	89% - $1,560.33	86% - $ 69.36
Family	89% - $2,105.63	86% - $114.36

- ***Replacement Income – Life & Disability***

Raymond Current Practice

Short Term Disability

Benefit Type	Benefit Amount	Elimination Period (in days)	Employer Contribution %
Percent of Pay	70.0% Max $1,300 per week	8 days sickness	100% (AFSCME and Teamsters only)

Best Practice

Benefit Type	Benefit Amount	Elimination Period (in days)	Employer Contribution %
Percent of Pay	66.7%	8 days sickness	100%

Raymond Current Practice

Long Term Disability

Benefit Type	Benefit Amount	Elimination Period (in days)	Employer Contribution %
Percent of Pay	60.0% Max $2,500 per month	180 days	100% (AFSCME only)

Best Practice

Benefit Type	Benefit Amount	Elimination Period (in days)	Employer Contribution %
Percent of Pay	66%	180 days	100%

Raymond Current Practice

Group Life Insurance

Type	Benefit Amount	Employer Contribution %
% of Salary	1.5X Salary	100%

Best Practice

Type	Benefit Amount	Employer Contribution %
Fixed Amount	$50,000	100%
% of Salary	1X salary	100%

- ***Retirement Benefits***

Raymond Current Practice

The Town participates in the New Hampshire Retirement System.

Employer Contribution = 11.38%
Police = 29.43%
Fire = 31.89%

Best Practice

In your labor recruitment market participation in the New Hampshire Retirement System is common.

- ***Differentials***

Teamsters	Raymond Current Practice	Best Practice (average)
2nd Shift	$ .85	$1.20
3rd Shift	$1.05	$ .98
Weekend	$ .50 - $1.00	$ .48
Police Detail Pay	$45.00	$43.43

AFSCME Union Members in DPW receive Double Time for time accrued after 16 hours of consecutive work,

Fire Department provides for "Night Duty Pay" $225 and "Weekend Duty Pay" $250 for the Duty Officer.

- ***Paid Time-Off Benefits – Full Time***

	Raymond Current Practice	Best Practice (median)
Time-off Programs (yearly totals)		
Actual Number of Paid *Holidays*	11	11
Actual Number of Paid *Personal Days**	3	2
Actual Number of Paid *Sick Days***	12	12
*Teamsters CBA only		
**Teamsters 24 hours/every 3 months		
Paid Time Off/*Vacation*		
Days for 0-48 months	13	10
Days for 49-108 months	18	15
Days for 109-168 months	23	20
Days for 169-228 months	28	25
Days for 229 months of Service	29	25

Vacation - Teamsters CBA:

After 6mths-12 months	40 hours
12 -18 months	40 hours
18 - 24 months	40 hours
25 -37 months	80 hours
49th,61st,73rd & 85th months	120 hours
97th,109th,121st months '''''''''''''''''''	160 hours
Thereafter on anniversary date 133rd month	200 hours

Paid Time-Off Benefits – Part Time

	Raymond Current Practice	Best Practice (median)
Time-off Programs (yearly totals)		
Actual Number of Paid *Holidays*	11	11
Actual Number of Paid *Personal Days*	0	2
Actual Number of Paid *Sick Days*	12	12
Paid Time Off/*Vacation*		
Days for 0-48 months	prorated	5
Days for 49-108 months	prorated	10
Days for 109-168 months	prorated	15
Days for 169-228 months	prorated	20
Days for 229 months of Service	prorated	20
Allow carry over of unused time? (vacation)	Yes	Yes
Maximum carry over allowed (hours)		
Teamsters CBA	80	140
Non-Union and AFSCME	1.5X annual accrual	
Allow cash out of unused time? (vacation)	YES	No
Maximum cash out allowed (hours)	unlimited	0
Allow carry over of unused time? (sick)	Yes	Yes
Maximum carry over allowed (hours)	720	480

Sick Time hours cap	720	360
Allow cash out of unused time? (sick)	No	No
Maximum cash out allowed (hours)	0	0

Other Benefits

- ***Tuition Assistance or Educational Reimbursement for professional development***

Raymond Current Practice	Best Practice (median)
$500.00	50%

- ***Professional dues reimbursement***

Raymond Current Practice	Best Practice
Yes	Yes

- ***Professional licensing reimbursement***

Raymond Current Practice	Best Practice
Yes	Yes

Water Department does pay for fees related to Water Operating,
Water Distribution and Backflow licensing and certifications.
The Town pays for workshops necessary to maintain licenses and certificates.
DPW also pays for annual Professional Engineer license renewals.

- ***Cost of Personal Protective Equipment***

Raymond Current Practice	Best Practice
Yes Also, AFSCME $200.00 for boots. Hourly Highway, Water, Parks, Buildings and Fleet Division employees are provided with Work Uniforms.	Yes

- ***Longevity pay program***

	Raymond Current Practice	Best Practice (median)
After 5 Years of Service	N/A	$ 225.00
After 10 Years of Service		$ 500.00
After 15 Years of Service		$ 675.00
After 20 Years of Service		$1,000.00
After 25 Years of Service		$1,250.00

RESULTS ALL PARTICIPANTS

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

Job Title	# of Organizations	# of Employees	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum	Pay Range Maximum
ADMINISTRATION											
Town Manager/Administrator	19	19	$46.75	$51.44	$51.44	$52.36	$56.23	$69.23	$34.62	$37.35	$59.53
Accounting Manager	7	7	$24.58	$27.60	$27.60	$29.81	$30.12	$34.66	$19.36	$21.43	$29.55
Executive Secretary/HR Coordinator	20	23	$23.26	$25.98	$26.30	$26.11	$27.92	$33.58	$19.32	$19.64	$28.67
Finance Manager	16	16	$37.53	$42.88	$42.88	$40.97	$48.85	$60.16	$30.10	$36.37	$50.95
Bookkeeper	11	11	$19.32	$23.33	$23.33	$21.16	$25.72	$43.62	$13.72	$20.78	$29.04
FIRE DEPARTMENT											
Fire Chief	18	18	$42.49	$45.33	$45.33	$45.13	$48.35	$74.19	$22.00	$35.19	$51.13
Assistant Fire Chief	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED
Deputy Fire Chief	10	14	$33.22	$36.38	$37.22	$38.15	$41.18	$46.46	$22.37	$31.34	$42.74
Deputy Fire Chief (Call)	6	8	$17.35	$19.10	$19.19	$19.45	$21.25	$22.20	$15.00	$18.24	$29.29
Captain	10	21	$26.37	$29.83	$30.68	$28.86	$34.29	$39.38	$21.97	$25.52	$36.23
Captain (Call)	7	14	$17.38	$19.92	$18.78	$18.44	$20.38	$30.50	$15.00	$21.35	$28.26
Lieutenant	9	37	$27.47	$28.52	$28.90	$29.12	$30.39	$33.94	$22.94	$24.71	$32.03
Lieutenant (Call)	6	18	$16.02	$17.89	$17.51	$17.56	$19.35	$24.58	$15.00	$16.78	$22.60
Firefighter	13	156	$20.12	$22.02	$23.46	$21.50	$23.79	$29.70	$17.00	$18.48	$25.65
Firefighter (Call)	9	160	$13.18	$14.30	$14.57	$15.00	$15.32	$17.64	$9.09	$12.05	$16.80
Fire Administrative Assistant	15	15	$16.77	$20.72	$20.72	$18.44	$25.34	$29.28	$16.07	$16.64	$23.93
PUBLIC WORKS/BUILDINGS/HIGHWAYS											
Road Agent/Public Works Director	20	20	$38.46	$43.88	$43.88	$41.97	$46.96	$65.91	$28.69	$36.09	$52.34
Highway Superintendent	7	7	$29.12	$34.23	$34.23	$31.22	$37.75	$48.66	$26.00	$28.11	$39.62
Highway Foreman	14	16	$22.39	$25.79	$25.90	$25.73	$28.02	$36.12	$21.06	$21.83	$30.00
Equipment Operator / Truck Driver / Laborer	16	64	$19.40	$20.35	$20.51	$19.79	$20.90	$29.14	$13.17	$17.55	$24.42
Laborer	10	33	$16.72	$17.90	$17.59	$17.76	$18.47	$23.50	$13.72	$14.09	$20.69
Equipment Operator	7	34	$21.62	$23.63	$23.03	$22.66	$23.87	$32.49	$15.87	$18.32	$26.10
Vehicle Maintenance/Mechanic	12	18	$23.19	$25.46	$24.72	$23.78	$28.04	$33.24	$19.30	$19.01	$27.79
Building Foreman	11	11	$20.77	$22.49	$22.49	$21.87	$24.18	$30.66	$17.50	$19.64	$30.28
Building Custodian	13	22	$13.64	$15.30	$14.92	$14.57	$17.23	$19.83	$11.25	$13.05	$18.33
Parks Foreman	6	6	$22.27	$23.24	$23.24	$22.99	$25.80	$28.37	$16.30	$20.26	$30.77
Parks Laborer	9	16	$14.59	$16.80	$17.05	$16.40	$18.35	$22.40	$12.84	$14.57	$21.49
Cemetery Sexton	NED	NED	NED11	NED	NED	NED	NED	NED	NED	NED	NED
Public Works Administrative Assistant	11	11	$19.88	$20.82	$20.82	$21.70	$22.04	$28.66	$12.58	$17.05	$24.52

RESULTS ALL PARTICIPANTS

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

Job Title	# of Organizations	# of Employees	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum	Pay Range Maximum
WATER											
Superintendent	7	7	$27.45	$32.65	$32.65	$31.46	$36.86	$46.61	$21.87	$27.05	$37.16
Water Technician	9	22	$17.77	$21.45	$20.42	$21.83	$23.44	$31.78	$13.75	$17.87	$24.62
POLICE DEPARTMENT											
Public Safety Dispatcher	12	63	$19.53	$20.88	$20.80	$20.65	$22.22	$28.43	$13.71	$17.36	$23.77
Dispatch Director	10	10	$23.25	$26.56	$26.56	$24.55	$29.66	$36.22	$21.88	$21.28	$28.38
Police Chief	20	20	$43.18	$47.25	$47.25	$45.87	$49.02	$71.58	$37.54	$35.27	$52.05
Police Captain	17	26	$36.47	$40.05	$40.99	$38.58	$41.53	$63.06	$31.43	$33.08	$44.59
Police Sergeant	20	78	$29.35	$32.39	$33.58	$31.99	$34.82	$39.77	$25.48	$28.18	$35.35
Police Corporal	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED
Prosecutor	10	11	$31.62	$33.65	$34.60	$33.28	$35.86	$47.40	$17.50	$27.93	$39.55
Detective	12	35	$25.27	$30.00	$34.47	$30.18	$32.42	$47.40	$20.92	$26.69	$32.51
Police Officer	19	203	$23.11	$25.54	$26.27	$24.15	$27.82	$35.41	$17.90	$22.03	$30.43
Police Administrative Assistant	19	29	$20.42	$23.63	$21.90	$23.51	$24.99	$34.21	$14.43	$18.10	$25.83
RECREATION											
Recreation Director	17	17	$25.50	$29.61	$29.61	$29.60	$31.63	$46.61	$18.77	$26.88	$38.16
Recreation Assistant Director	9	9	$20.00	$21.94	$21.94	$22.83	$25.68	$29.17	$13.11	$20.00	$26.65
Secretary	6	7	$17.39	$18.77	$18.53	$18.79	$20.79	$22.57	$14.08	$16.94	$20.93
COMMUNITY DEVELOPMENT											
Community Development Director	10	10	$37.53	$40.22	$40.22	$39.47	$41.96	$52.39	$31.81	$33.01	$44.75
Building/Health Officer	17	18	$26.25	$30.27	$30.12	$28.22	$32.21	$45.14	$20.77	$25.46	$36.70
Planning Technician	5	5	$23.00	$25.89	$25.89	$24.59	$29.33	$29.57	$22.95	$22.52	$40.09
Assessing Clerk	11	12	$19.83	$20.88	$20.79	$20.54	$21.73	$25.50	$16.50	$17.15	$23.27
Community Development Administrative Assistai	9	11	$18.28	$20.91	$20.11	$20.86	$22.44	$26.14	$14.50	$17.22	$23.89

RESULTS ALL PARTICIPANTS

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

Job Title	# of Organizations	# of Employees	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum	Pay Range Maximum
TAX COLLECTOR											
Tax Collector *	18	18	$25.08	$28.95	$28.95	$27.67	$31.33	$48.40	$21.54	$22.89	$33.53
Deputy Tax Collector *	17	17	$17.48	$19.86	$19.86	$20.18	$21.25	$24.93	$14.94	$17.79	$24.62
Office Clerk *	13	21	$15.16	$17.57	$18.63	$16.04	$20.88	$28.37	$11.72	$16.11	$23.00
TOWN CLERK											
Town Clerk *	18	18	$26.57	$31.10	$31.10	$29.76	$34.06	$48.40	$21.54	$25.99	$35.61
Deputy Town Clerk *	18	18	$17.37	$20.52	$20.52	$19.87	$24.27	$26.27	$14.94	$18.27	$25.25
Office Clerk *	14	27	$15.49	$18.07	$19.07	$16.85	$20.68	$28.37	$11.72	$16.04	$22.01
LIBRARY											
Library Director	16	16	$28.89	$34.11	$34.11	$34.25	$37.30	$52.64	$23.07	$26.58	$38.74
Assistant Library Director	10	10	$20.67	$25.09	$25.09	$23.22	$27.25	$36.10	$18.03	$17.56	$25.15
Children's Librarian	13	14	$19.45	$22.72	$22.67	$21.01	$24.46	$31.17	$16.97	$17.32	$25.66
Assistant Librarian	11	23	$14.83	$18.61	$17.22	$19.25	$20.53	$27.89	$12.75	$14.98	$20.40
Library Aide	10	52	$13.65	$15.73	$15.82	$15.21	$16.19	$23.93	$8.28	$12.22	$18.02
Custodian	7	7	$16.51	$17.91	$17.91	$17.84	$19.23	$24.81	$11.25	$13.99	$20.17
SEASONAL/CALL/CASUAL											
Highway Laborer	7									$14.49	
Plow Truck Driver	6									$20.94	
Parks Laborer	5									$14.26	
Custodian	NED									$12.40	
Park Aide	NED									$12.90	

** 8 Town's report the Tax/Town Clerk function to be one role*

RESULTS ALL PARTICIPANTS (EXCEPT RAYMOND)

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

Job Title	# of Organizations	# of Employees	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum	Pay Range Maximum
ADMINISTRATION											
Town Manager/Administrator	18	18	$47.45	$51.85	$51.85	$53.28	$56.36	$69.23	$34.62	$37.35	$59.53
Accounting Manager	6	6	$25.88	$28.11	$28.11	$29.82	$30.27	$34.66	$19.36	$21.43	$29.55
Executive Secretary/HR Coordinator	19	22	$23.02	$25.95	$26.29	$25.78	$28.00	$33.58	$19.32	$19.64	$28.67
Finance Manager	15	15	$38.13	$43.73	$43.73	$41.04	$49.15	$60.16	$31.62	$36.37	$50.95
Bookkeeper	10	10	$20.44	$24.23	$24.23	$22.47	$26.21	$43.62	$13.72	$20.78	$29.04
FIRE DEPARTMENT											
Fire Chief	17	17	$42.55	$45.49	$45.49	$45.96	$48.37	$74.19	$22.00	$35.19	$51.13
Assistant Fire Chief	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED
Deputy Fire Chief	10	14	$33.22	$36.38	$37.22	$38.15	$41.18	$46.46	$22.37	$31.34	$42.74
Deputy Fire Chief (Call)	5	6	$17.00	$19.24	$19.45	$20.49	$21.50	$22.20	$15.00	$18.24	$29.29
Captain	9	20	$26.68	$30.70	$31.11	$29.87	$34.44	$39.38	$23.11	$25.52	$36.23
Captain (Call)	7	14	$17.38	$19.92	$18.78	$18.44	$20.38	$30.50	$15.00	$21.35	$28.26
Lieutenant	9	37	$27.47	$28.52	$28.90	$29.12	$30.39	$33.94	$22.94	$24.71	$32.03
Lieutenant (Call)	6	18	$16.02	$17.89	$17.51	$17.56	$19.35	$24.58	$15.00	$16.78	$22.60
Firefighter	12	155	$20.22	$22.18	$23.48	$22.10	$23.82	$29.70	$17.00	$18.48	$25.65
Firefighter (Call)	8	132	$14.04	$14.44	$14.87	$15.00	$15.45	$17.64	$10.50	$12.05	$16.80
Fire Administrative Assistant	15	15	$16.77	$20.72	$20.72	$18.44	$25.34	$29.28	$16.07	$16.64	$23.93
PUBLIC WORKS/BUILDINGS/HIGHWAYS											
Road Agent/Public Works Director	19	19	$38.46	$44.15	$44.15	$42.24	$47.01	$65.91	$28.69	$36.09	$52.34
Highway Superintendent	7	7	$29.12	$34.23	$34.23	$31.22	$37.75	$48.66	$26.00	$28.11	$39.62
Highway Foreman	13	15	$22.44	$26.05	$26.14	$25.81	$28.17	$36.12	$21.06	$21.83	$30.00
Equipment Operator / Truck Driver / Laborer	15	61	$19.39	$20.40	$20.55	$19.81	$21.02	$29.14	$13.17	$17.55	$24.42
Laborer	9	31	$16.57	$17.82	$17.52	$17.64	$18.38	$23.50	$13.72	$14.09	$20.69
Equipment Operator	7	34	$21.62	$23.63	$23.03	$22.66	$23.87	$32.49	$15.87	$18.32	$26.10
Vehicle Maintenance/Mechanic	11	17	$23.00	$25.16	$24.48	$23.54	$26.23	$33.24	$19.30	$19.01	$27.79
Building Foreman	10	10	$21.01	$22.68	$22.68	$22.15	$24.59	$30.66	$17.50	$19.64	$30.28
Building Custodian	12	20	$14.26	$15.47	$15.10	$14.86	$17.25	$19.83	$12.00	$13.05	$18.33
Parks Foreman	6	6	$22.27	$23.24	$23.24	$22.99	$25.80	$28.37	$16.30	$20.26	$30.77
Parks Laborer	9	16	$14.59	$16.80	$17.05	$16.40	$18.35	$22.40	$12.84	$14.57	$21.49
Cemetery Sexton	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED
Public Works Administrative Assistant	11	11	$19.88	$20.82	$20.82	$21.70	$22.04	$28.66	$12.58	$17.05	$24.52

RESULTS ALL PARTICIPANTS (EXCEPT RAYMOND)

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

Job Title	# of Organizations	# of Employees	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum	Pay Range Maximum
WATER											
Superintendent	6	6	$27.46	$33.30	$33.30	$32.76	$38.26	$46.61	$21.87	$27.05	$37.16
Water Technician	8	21	$17.61	$21.52	$20.40	$22.39	$23.47	$31.78	$13.75	$17.87	$24.62
POLICE DEPARTMENT											
Public Safety Dispatcher	11	58	$19.40	$20.87	$20.79	$20.37	$22.51	$28.43	$13.71	$17.36	$23.77
Dispatch Director	9	9	$23.23	$26.72	$26.72	$23.96	$30.37	$36.22	$21.88	$21.28	$28.38
Police Chief	19	19	$42.88	$47.35	$47.35	$46.30	$49.10	$71.58	$37.54	$35.27	$52.05
Police Captain	16	25	$36.39	$40.03	$41.02	$38.40	$41.57	$63.06	$31.43	$33.08	$44.59
Police Sergeant	19	76	$29.25	$32.42	$33.63	$32.27	$34.98	$39.77	$25.48	$28.18	$35.35
Police Corporal	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED
Prosecutor	9	10	$31.31	$33.37	$34.44	$33.16	$34.86	$47.40	$17.50	$27.93	$39.55
Detective	11	34	$26.57	$30.83	$34.86	$30.34	$33.33	$47.40	$21.48	$26.69	$32.51
Police Officer	18	186	$23.28	$25.75	$26.68	$24.29	$28.13	$35.41	$17.90	$22.03	$30.43
Police Administrative Assistant	18	27	$21.20	$23.99	$22.25	$23.86	$25.09	$34.21	$15.73	$18.10	$25.83
RECREATION											
Recreation Director	16	16	$25.09	$29.61	$29.61	$29.01	$32.14	$46.61	$18.77	$26.88	$38.16
Recreation Assistant Director	8	8	$19.36	$22.18	$22.18	$22.97	$25.80	$29.17	$13.11	$20.00	$26.65
Secretary	5	6	$17.13	$18.89	$18.59	$19.40	$21.25	$22.57	$14.08	$16.94	$20.93
COMMUNITY DEVELOPMENT											
Community Development Director	9	9	$37.86	$40.53	$40.53	$39.53	$42.52	$52.39	$31.81	$33.01	$44.75
Building/Health Officer	16	17	$26.98	$30.63	$30.44	$28.73	$33.20	$45.14	$20.77	$25.46	$36.70
Planning Technician	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED
Assessing Clerk	10	11	$19.91	$20.98	$20.87	$20.90	$21.76	$25.50	$16.50	$17.15	$23.27
Community Development Administrative Assistai	9	11	$18.28	$20.91	$20.11	$20.86	$22.44	$26.14	$14.50	$17.22	$23.89

RESULTS ALL PARTICIPANTS (EXCEPT RAYMOND)

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

Job Title	# of Organizations	# of Employees	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum	Pay Range Maximum
TAX COLLECTOR											
Tax Collector *	17	17	$25.05	$29.10	$29.10	$28.05	$31.36	$48.40	$21.54	$22.89	$33.53
Deputy Tax Collector *	16	16	$17.44	$19.92	$19.92	$20.21	$21.42	$24.93	$14.94	$17.79	$24.62
Office Clerk *	12	20	$15.12	$17.75	$18.80	$16.82	$20.97	$28.37	$11.72	$16.11	$23.00
TOWN CLERK											
Town Clerk *	18	18	$26.57	$31.10	$31.10	$29.76	$34.06	$48.40	$21.54	$25.99	$35.61
Deputy Town Clerk *	18	18	$17.37	$20.52	$20.52	$19.87	$24.27	$26.27	$14.94	$18.27	$25.25
Office Clerk *	14	27	$15.49	$18.07	$19.07	$16.85	$20.68	$28.37	$11.72	$16.04	$22.01
LIBRARY											
Library Director	15	15	$29.42	$34.80	$34.80	$34.75	$37.35	$52.64	$23.07	$26.58	$38.74
Assistant Library Director	10	10	$20.67	$25.09	$25.09	$23.22	$27.25	$36.10	$18.03	$17.56	$25.15
Children's Librarian	13	14	$19.45	$22.72	$22.67	$21.01	$24.46	$31.17	$16.97	$17.32	$25.66
Assistant Librarian	10	22	$14.61	$18.53	$17.12	$18.87	$20.71	$27.89	$12.75	$14.98	$20.40
Library Aide	9	49	$13.35	$15.67	$15.79	$15.01	$16.06	$23.93	$8.28	$12.22	$18.02
Custodian	6	6	$17.51	$19.02	$19.02	$17.95	$19.81	$24.81	$15.62	$13.99	$20.17
SEASONAL/CALL/CASUAL											
Highway Laborer	7									$13.96	
Plow Truck Driver	6									$21.94	
Parks Laborer	5									$14.90	
Custodian	NED									$12.40	
Park Aide	NED									$12.90	

** 8 Town's report the Tax/Town Clerk function to be one role*

RECOMMENDATIONS

Developing a Total Compensation Strategy

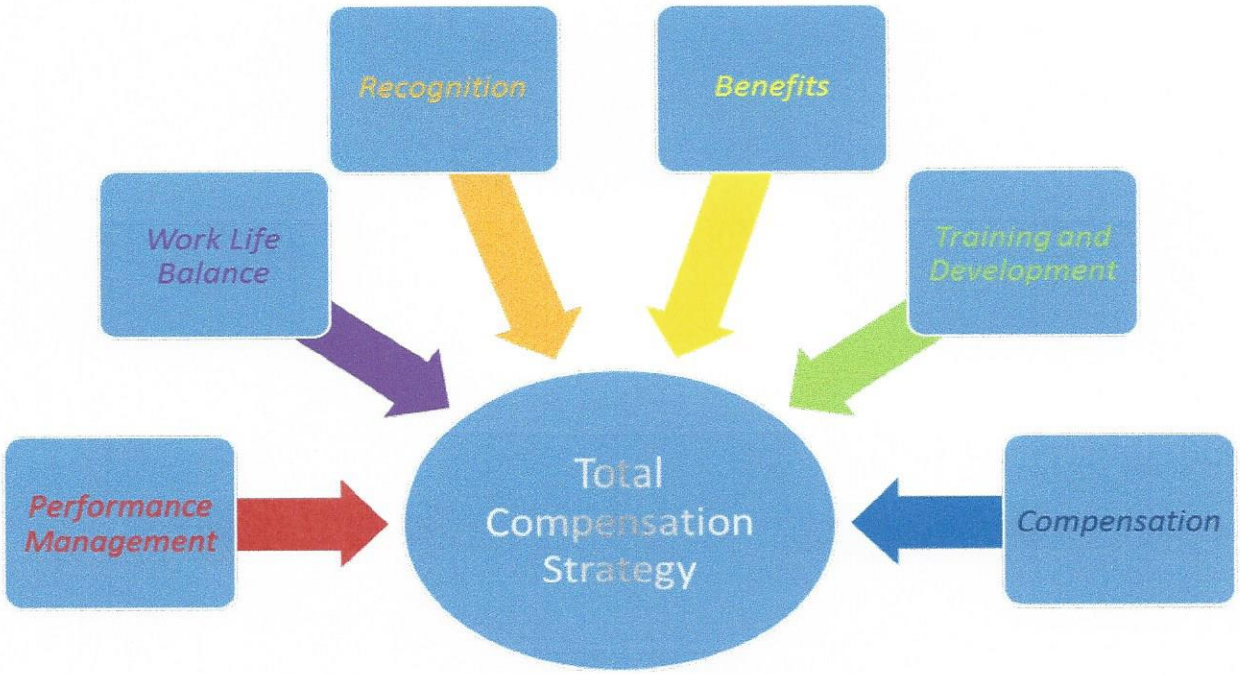
Total compensation consists of those things that employee's value in the employment relationship. In developing a recruitment and retention strategy designed to make your organization an "employer of choice" your rewards program should consist of:

"Transactional Rewards"

- *Pay*
  Base pay, variable or at risk pay.
- *Benefits*
  Healthcare and welfare programs, income replacement plans, retirement and savings plans and pay for time not worked.

"Relationship Rewards"

- *Training and Development*
  Career development training; performance management and coaching and mentoring programs.
- *Work-Life Programs*
  Work/life balance, performance support, and relationship with co-workers.

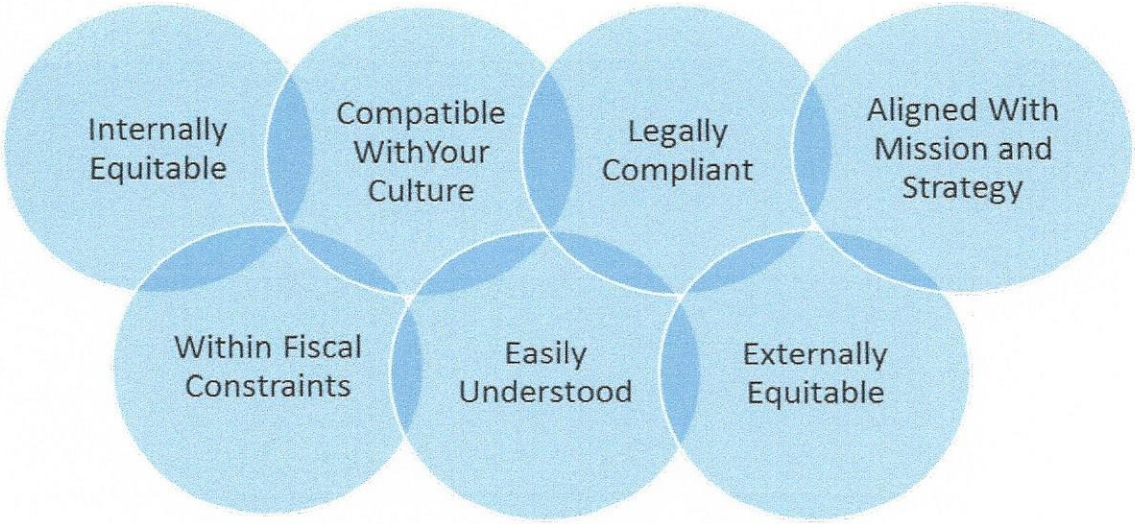


A competitive salary structure takes roots in a well-designed Compensation Philosophy that is linked to the organization's Talent Management and Business Strategy. Not only will this serve to support the operating plan but will ensure the ability to attract, retain and engage employees.

Your total Rewards Program should be structured to provide competitive base rates of pay, which will allow you to recruit and retain qualified staff. Financial resources should be ***targeted at those positions*** identified as having the greatest need and impact to the Town.

The objectives of your Total Compensation System should be:

- Internally equitable
- Compatible with your culture
- Legally compliant
- Aligned with your organization's mission and strategy
- Within fiscal constraints
- Easily understood
- Externally equitable



Steps towards developing a market-based salary structure:

✓ The organization's strategy toward the labor market requires a salary-level policy decision which involves determining how competitive the organization wishes to be. There are three common organization pay policies:

- **Lag market:** Any decisions regarding the salary structure will set grades behind the market.
- **Lead/Lag market:** Provided the increase is steady throughout the year, the structure will lead market first half of the year and lag market the second half of the year.
- **Lead market:** Strategy is to pay above market rates.

✓ Participate in salary surveys specific to your industry, labor market, and jobs.

✓ Match benchmark jobs to external marketplace.

- ✓ Develop an external market summary and age the survey results to your desired salary structure date.

- ✓ Develop proposed salary structure.
  - **EXAMPLE**
    - Market pricing
    - Salary grades
    - Salary structure based on a lead-lag strategy
      - Executive - 75th percentile of national market
      - Professional/Management - 50th percentile of regional market
      - Administrative/Operative - 50th percentile of local market

- ✓ Slot the non-benchmark jobs into the structure.

- ✓ Develop compa-ratio analysis and costs for implementation.

- ✓ Determine fiscal constraints. Calculate the difference between current scale and the market. This will determine how much of an increase would be required to make current scales comparable to the market.

- ✓ "What-If" Scenarios. Using the percentage of market movement and fiscal constraints start increasing the scale. See how close you can get to market comparability, and the resultant cost.

- ✓ Final adjustments. Once you have built your new scale and matched it to the market and within budget, validate it to assure it makes sense? Where are the likely areas of employee unrest? This step is the art, not the science of compensation.

- ✓ Develop appropriate communications for managers and staff. Let them know all the steps that went in to the review and how pay decisions are made.

Pay Plan Structure

The cost to implement and maintain the compensation system should be driven by changes in the labor market and should be applied globally to the system, which adjusts each salary range.

Going forward changes to the compensation structure should be driven by changes in the labor market. Changes in individual salaries should be driven by performance.

A vital component of any compensation plan is the recruitment salaries offered. Recruitment programs are most effective if hiring ranges, as opposed to hiring rates, are established. Hiring ranges should be adjusted each year to reflect the dynamics of the marketplace, and policies should be established to address individual equity concerns, particularly those that inhibit hiring personnel at salary levels exceeding those of current personnel.

Typically, the hiring range is considered to be from the entry level of the proposed range to the midpoint. Many factors should be considered when making an offer above the entry level. One factor is the current salaries of incumbents (if any) in the job class and their length of service. Another consideration is the demands of the market place. A qualified candidate might be making more than the entry level of the proposed range, but do other well qualified candidates exist?

Plan Implementation

Department Heads offered several comments related to compensation, these included:

- There is a sense that additional duties have been added to individuals and that compensation has not been addressed in recognition of these additional duties.
- Some employees feel they are paid fairly when compared to internal peers in other departments, but not competitively when one considers the entire external market.
- Pay compression, or the perception of compression was noted in several focus groups. The compression described relates mostly to longer-tenured employees being paid approximately the same wage as a new employee. To be fair, while this may be the case, this situation is common in public sector environments where pay has been held constant or frozen for a period of time.

The implementation must take into account the fiscal constraints, current salary levels and other variables which are unique to Raymond. After all of these factors are considered a feasible implementation program should be designed.

Proposed Compensation Plan

The most finely constructed wage and salary administration program produces, at best, momentary competitiveness. As some inequities already exist, they will become magnified quickly in the absence of proper maintenance. Keeping a wage and salary administration program equitable and up-to-date requires simultaneous development of administrative skills, exercise of judgment, resolution of inequities, and adherence to original objectives in a dynamic and usually inflationary wage and salary environment. It also requires a comprehensive approach and an integrated system, which includes job analysis, job description, job valuation, and performance evaluation. Each of these steps must be integrated in order to provide consistency between the specifications for the job as determined by job analysis, and the essential elements of the position as expressed in the job description. These factors in turn must be in total agreement with the factors used to price the job as well as the standards and criteria for job evaluation. In this manner, disparities in pay, hiring practices, retention and termination can be explained and accounted for with detail and objectivity.

Non-Union Positions:

Pay Plan Structure

An advantage of open ranges (versus steps) is that Raymond can make adjustments to the ranges without necessarily giving all employees automatic wage increases. Employees would receive wage increases for their contribution, not for automatic cost of living adjustments.

- The salary ranges are 50% wide with a 5% midpoint-to-midpoint difference between the pay grades. Being 50% wide means having 50% minimum to maximum ratio within any given salary range.
- Each salary range is 80% below market at the Minimum, 100% at market at 5 years of experience, and 120% of market at the Maximum of the range.

The 5% spread allows benchmark jobs to be placed at market rather than too high or too low.

Salary Range Profile

4th Quartile ***Range Maximum***
3rd Quartile ***Range Mid Point***
2nd Quartile
1st Quartile ***Range Minimum***

Range Minimum: The lowest salary that will be paid to individuals qualified to hold positions in the range. Individuals with minimal experience who require extensive training, or who have transferred into the position from another field should be hired close to or at the minimum.

First Quartile (0 - 25th Percentile of Range): Salaries paid in this area typically apply to entry-level employees who are comparatively inexperienced and who are in the process of developing their skills, abilities, and knowledge in their field of endeavor. It is expected that most employees will move through this part of the range rather quickly as they progress in their jobs. If an employee's pay does not advance beyond this low end of the range, there may be a performance problem.

Second Quartile (25th - 50th Percentile of Range): Salaries paid in this quartile are appropriate for employees who are progressing satisfactorily toward achieving a standard level of performance in their job duties and responsibilities or have a proven record of accomplishment in their field. Some employees may achieve an acceptable level of performance but never progress beyond this part of the range because their performance never progresses to an above average standard. The pay of other employees will continue to progress and may move into the 3rd quartile, or to another range should their exceptional performance be recognized by a promotion.

Range Mid-Point: Typically, the salary that will be paid to individuals fully qualified to hold positions within this range. Individuals with a few years' experience who require minimal or no training may be paid close to or at the mid-point. It is expected that very few candidates will be paid up to the mid-point at the time of hire.

Third Quartile (50th - 75th Percentile of Range): Salaries paid in this quartile are associated with employees who have consistently achieved above average performance in their job duties and responsibilities or over a period of several years have shown at least satisfactory performance in the position.

Fourth Quartile (75th - 100th Percentile of Range): Salaries paid in this quartile are typically associated with employee's who have consistently demonstrated outstanding performance in a position, and/or have demonstrated consistently good performance over a long period.

Range Maximum: This is typically the highest salary that should be paid to individuals in a range. A salary above range maximum will be "red-circled" until adjustments to the salary structure bring it to within range. Any salary increase for individuals over the maximum is considered on a case-by-case basis. If warranted, performance may be recognized in the form of a one-time lump sum award.

Methodology for Conversion of Employee Salaries

Annual Increases – The salaries for all staff were increased by the Board approved (January 1, 2018) 2.25% annual increase before any market adjustments were made.

Below Minimum – Once new ranges were assigned, employees whose current salary was below the recommended range Minimum would be adjusted to range Minimum.

In-Range Adjustments – Based on years of service and position in range after any below Minimum and/or compression adjustments, employee salaries were adjusted based on targeting a specific percentage of Midpoint (Compa-ratio) desired for their individual years of service, according to the following scale:

Years of Experience	Percent of Market Targets
0-1 Year	80%
1-2 Years	84%
2-3 Years	88%
3-4 Years	92%
4-5 Years	96%
5 Years and Over	100%

Compa-ratios are used to identify where a salary of an incumbent is in relation to the midpoint. The midpoint is considered 100% of market. Compa-ratios are calculated as the ratio of the amount actually paid to an individual, divided by the midpoint. This ratio is expressed as a percentage.

The compa-ratio, therefore, gives a measure of how an individual is paid relative to a similar position in the market. If the compa-ratio is 100% then the individual is being paid at market. If the compa-ratio is greater than 100% then the individual is being paid greater than the market for that job.

To calculate a compa-ratio for an incumbent whose salary range is $24,552 minimum, $30,690 midpoint, $36,828 maximum, and whose current salary is $29,313; divide the current salary by the midpoint of the salary range ($29,313 ÷ $30,690 = 95.51% compa-ratio).

Union Positions:

Allocation of Employees within the Step Matrix

For employees, whose current salary level is below the minimum level in the assigned grade the pay level would be the minimum in the grade (Step 1). For employees with current salary levels exceeding the maximum level in the assigned grade (Step 15), the salary would be frozen at that level, and the employee would be ineligible for any merit or cost of living increases until the range is adjusted to allow movement. In this instance, the Town may wish to reward employee performance by a "one-time" salary bonus that is not added to the employee's base salary.

In-Range Adjustments – Based on years of service and position in range after any below Minimum and/or compression adjustments, employee salaries were adjusted based on targeting a specific

percentage of Midpoint (Compa-ratio) desired for their individual years of service, according to the following scale:

Years of Experience	Step
0-1 Year	1
1-2 Years	2
2-3 Years	3
3-4 Years	4
4-5 Years	5
5 Years and Over	6

The consultant recommends that the Selectmen first determine what their target market position is going to be not only coming out of this study but going forward. We recognize that fiscal constraints will be a factor in the discussion but should not serve as the sole basis for accepting and/or rejecting any recommendations coming out of this report. If pay changes are warranted, "what if" scenarios can be developed to make any necessary pay adjustments deemed appropriate and within Raymond's ability to pay constraints.

See pages:
28 for Recommended Pay Scales (Based on Survey Results)
30 for Proposed Job Grade Assignments

Promotion

When promotions occur to a team leader or supervisory role, the raise should be commensurate with the increased responsibility associated with the new duties and assignment. To determine the percentage of increase, base it on the percentage of difference between the midpoint of the starting pay range and the midpoint of the range of the promotion. Typically, an increase in base pay does not exceed 10%.

Advancement within a Pay Grade

Advancement within each pay grade should be based on merit through an annual performance review and evaluation. A "satisfactory" or better rating should be considered mandatory for consideration of an increase. Advancements within a grade should be considered on an annual basis.

Alternatively, advancement within a given pay grade can be accomplished through the application of a COLA or across-the-board increase. In order to avoid salary compression, adjustments to individual salaries should be performed separately from adjustments to pay grades.

EXHIBITS

- ✓ Comparison Raymond Actual Paid Rates vs. Survey Results
- ✓ Non-Union Pay Scale
- ✓ Union Pay Scale
- ✓ Proposed Job Grade Assignments
- ✓ Raymond Pay Master
- ✓ Comparable Communities for Wage and Benefit Survey
- ✓ Results Custom Survey
- ✓ Compensation Comparison - Private Sector Northern New England

Comparison Raymond Actual Paid Rates vs. Survey Results

RESULTS ALL PARTICIPANTS (EXCEPT RAYMOND)

Raymond actual vs. survey results

Job Title	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile
ADMINISTRATION					
Town Manager/Administrator	$47.45	$51.85	$51.85	$53.28	$56.36
Raymond				$44.07	
Accounting Manager	$25.88	$28.11	$28.11	$29.82	$30.27
Raymond				$24.58	
Executive Secretary/HR Coordinator	$23.02	$25.95	$26.29	$25.78	$28.00
Raymond				$26.43	
Finance Manager	$38.13	$43.73	$43.73	$41.04	$49.15
Raymond				$30.10	
Bookkeeper	$20.44	$24.23	$24.23	$22.47	$26.21
Raymond				$14.32	
FIRE DEPARTMENT					
Fire Chief	$42.55	$45.49	$45.49	$45.96	$48.37
Raymond				$42.47	
Deputy Fire Chief (Call)	$17.00	$19.24	$19.45	$20.49	$21.50
Raymond				$18.41	
Captain	$26.68	$30.70	$31.11	$29.87	$34.44
Raymond				$21.97	
Firefighter	$20.22	$22.18	$23.48	$22.10	$23.82
Raymond				$20.12	
Firefighter (Call)	$14.04	$14.44	$14.87	$15.00	$15.45
Raymond				$13.18	
PUBLIC WORKS/BUILDINGS/HIGHWAYS					
Road Agent/Public Works Director	$38.46	$44.15	$44.15	$42.24	$47.01
Raymond				$38.75	
Highway Foreman	$22.44	$26.05	$26.14	$25.81	$28.17
Raymond				$22.37	
Equipment Operator / Truck Driver / Laborer	$19.39	$20.40	$20.55	$19.81	$21.02
Raymond				$19.67	
Laborer	$16.57	$17.82	$17.52	$17.64	$18.38
Raymond				$18.58	
Vehicle Maintenance/Mechanic	$23.00	$25.16	$24.48	$23.54	$26.23
Raymond				$28.77	
Building Foreman	$21.01	$22.68	$22.68	$22.15	$24.59
Raymond				$20.54	
Building Custodian	$14.26	$15.47	$15.10	$14.86	$17.25
Raymond				$13.20	
WATER					
Superintendent	$27.46	$33.30	$33.30	$32.76	$38.26
Raymond				$28.77	
Water Technician	$17.61	$21.52	$20.40	$22.39	$23.47
Raymond				$20.84	

RESULTS ALL PARTICIPANTS (EXCEPT RAYMOND)

Raymond actual vs. survey results

Job Title	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile
POLICE DEPARTMENT					
Public Safety Dispatcher	$19.40	$20.87	$20.79	$20.37	$22.51
Raymond				**$20.92**	
Dispatch Director	$23.23	$26.72	$26.72	$23.96	$30.37
Raymond				**$25.14**	
Police Chief	$42.88	$47.35	$47.35	$46.30	$49.10
Raymond				**$45.35**	
Police Captain	$36.39	$40.03	$41.02	$38.40	$41.57
Raymond				**$40.26**	
Police Sergeant	$29.25	$32.42	$33.63	$32.27	$34.98
Raymond				**$31.70**	
Prosecutor	$31.31	$33.37	$34.44	$33.16	$34.86
Raymond				**$36.10**	
Detective	$26.57	$30.83	$34.86	$30.34	$33.33
Raymond				**$20.92**	
Police Officer	$23.28	$25.75	$26.68	$24.29	$28.13
Raymond				**$21.78**	
Police Administrative Assistant	$21.20	$23.99	$22.25	$23.86	$25.09
Raymond				**$17.15**	
RECREATION					
Recreation Director	$25.09	$29.61	$29.61	$29.01	$32.14
Raymond				**$29.60**	
Recreation Assistant Director	$19.36	$22.18	$22.18	$22.97	$25.80
Raymond				**$20.01**	
Secretary	$17.13	$18.89	$18.59	$19.40	$21.25
Raymond				**$18.17**	
COMMUNITY DEVELOPMENT					
Community Development Director	$37.86	$40.53	$40.53	$39.53	$42.52
Raymond				**$37.42**	
Building/Health Officer	$26.98	$30.63	$30.44	$28.73	$33.20
Raymond				**$24.59**	
Planning Technician	NED	NED	NED	NED	NED
Raymond				**$24.59**	
Assessing Clerk	$19.91	$20.98	$20.87	$20.90	$21.76
Raymond				**$19.89**	
TAX COLLECTOR					
Tax Collector *	$25.05	$29.10	$29.10	$28.05	$31.36
Raymond				**$26.40**	
Deputy Tax Collector *	$17.44	$19.92	$19.92	$20.21	$21.42
Raymond				**$18.93**	
Office Clerk *	$15.12	$17.75	$18.80	$16.82	$20.97
Raymond				**$15.34**	

RESULTS ALL PARTICIPANTS (EXCEPT RAYMOND)

Raymond actual vs. survey results

Job Title	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile
LIBRARY					
Library Director	$29.42	$34.80	$34.80	$34.75	$37.35
Raymond				**$23.88**	
Assistant Librarian	$14.61	$18.53	$17.12	$18.87	$20.71
Raymond				**$19.48**	
Library Aide	$13.35	$15.67	$15.79	$15.01	$16.06
Raymond				**$16.23**	
Custodian	$17.51	$19.02	$19.02	$17.95	$19.81
Raymond				**$11.25**	
SEASONAL/CALL/CASUAL					
Highway Laborer				$13.96	
Raymond				**$17.17**	
Plow Truck Driver				$21.94	
Raymond				**$16.92**	
Parks Laborer				$14.90	
Raymond				**$10.45**	

Non-Union Pay Scale

NON-UNION

Grade	*(5% between grades 50% Min/Max)*		
	Minimum	Midpoint	Maximum
2	$12.00	$15.00	$18.00
3	$12.60	$15.75	$18.90
4	$13.23	$16.54	$19.85
5	$13.89	$17.36	$20.84
6	$14.59	$18.23	$21.88
7	$15.32	$19.14	$22.97
8	$16.08	$20.10	$24.12
9	$16.89	$21.11	$25.33
10	$17.73	$22.16	$26.59
11	$18.62	$23.27	$27.92
12	$19.55	$24.43	$29.32
13	$20.52	$25.66	$30.79
14	$21.55	$26.94	$32.33
15	$22.63	$28.28	$33.94
16	$23.76	$29.70	$35.64
17	$24.95	$31.18	$37.42
18	$26.19	$32.74	$39.29
19	$27.50	$34.38	$41.26
20	$28.88	$36.10	$43.32
21	$30.32	$37.90	$45.49
22	$31.84	$39.80	$47.76
23	$33.43	$41.79	$50.15
24	$35.10	$43.88	$52.65
25	$36.86	$46.07	$55.29
26	$38.70	$48.38	$58.05
27	$40.64	$50.80	$60.95
28	$42.67	$53.34	$64.00
29	$44.80	$56.00	$67.20
30	$47.04	$58.80	$70.56

Union Pay Scale

AFSCME & TEAMSTER

Grade	Step	*(5% between grades 2.75% Steps)*													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
2	$12.00	$12.33	$12.67	$13.02	$13.38	$13.74	$14.12	$14.51	$14.91	$15.32	$15.74	$16.17	$16.62	$17.07	$17.54
3	$12.60	$12.95	$13.30	$13.67	$14.04	$14.43	$14.83	$15.24	$15.65	$16.08	$16.53	$16.98	$17.45	$17.93	$18.42
4	$13.23	$13.59	$13.97	$14.35	$14.75	$15.15	$15.57	$16.00	$16.44	$16.89	$17.35	$17.83	$18.32	$18.82	$19.34
5	$13.89	$14.27	$14.67	$15.07	$15.48	$15.91	$16.35	$16.80	$17.26	$17.73	$18.22	$18.72	$19.24	$19.77	$20.31
6	$14.59	$14.99	$15.40	$15.82	$16.26	$16.71	$17.16	$17.64	$18.12	$18.62	$19.13	$19.66	$20.20	$20.75	$21.32
7	$15.32	$15.74	$16.17	$16.61	$17.07	$17.54	$18.02	$18.52	$19.03	$19.55	$20.09	$20.64	$21.21	$21.79	$22.39
8	$16.08	$16.52	$16.98	$17.44	$17.92	$18.42	$18.92	$19.44	$19.98	$20.53	$21.09	$21.67	$22.27	$22.88	$23.51
9	$16.89	$17.35	$17.83	$18.32	$18.82	$19.34	$19.87	$20.42	$20.98	$21.55	$22.15	$22.76	$23.38	$24.03	$24.69
10	$17.73	$18.22	$18.72	$19.23	$19.76	$20.31	$20.86	$21.44	$22.03	$22.63	$23.25	$23.89	$24.55	$25.23	$25.92
11	$18.62	$19.13	$19.65	$20.19	$20.75	$21.32	$21.91	$22.51	$23.13	$23.76	$24.42	$25.09	$25.78	$26.49	$27.22
12	$19.55	$20.08	$20.64	$21.20	$21.79	$22.39	$23.00	$23.63	$24.28	$24.95	$25.64	$26.34	$27.07	$27.81	$28.58
13	$20.52	$21.09	$21.67	$22.26	$22.88	$23.51	$24.15	$24.82	$25.50	$26.20	$26.92	$27.66	$28.42	$29.20	$30.01
14	$21.55	$22.14	$22.75	$23.38	$24.02	$24.68	$25.36	$26.06	$26.77	$27.51	$28.27	$29.04	$29.84	$30.66	$31.51
15	$22.63	$23.25	$23.89	$24.55	$25.22	$25.92	$26.63	$27.36	$28.11	$28.89	$29.68	$30.50	$31.33	$32.20	$33.08
16	$23.76	$24.41	$25.08	$25.77	$26.48	$27.21	$27.96	$28.73	$29.52	$30.33	$31.16	$32.02	$32.90	$33.81	$34.74
17	$24.95	$25.63	$26.34	$27.06	$27.81	$28.57	$29.36	$30.16	$30.99	$31.85	$32.72	$33.62	$34.55	$35.50	$36.47
18	$26.19	$26.91	$27.66	$28.42	$29.20	$30.00	$30.82	$31.67	$32.54	$33.44	$34.36	$35.30	$36.27	$37.27	$38.30
19	$27.50	$28.26	$29.04	$29.84	$30.66	$31.50	$32.37	$33.26	$34.17	$35.11	$36.08	$37.07	$38.09	$39.13	$40.21
20	$28.88	$29.67	$30.49	$31.33	$32.19	$33.07	$33.98	$34.92	$35.88	$36.87	$37.88	$38.92	$39.99	$41.09	$42.22

Job Grade Assignment

Department	Position	Non-Union	AFSCME	Teamster	Pay Grade	Minimum	Midpoint	Maximum
FIRE	ON CALL FIREFIGHTER	✓			2	$12.00	$15.00	$18.00
LIBRARY	LIBRARY AIDE	✓						
LIBRARY	CUSTODION	✓						
GENERAL GOV'T BUILDINGS	CUSTODION	✓						
POLICE	ADMINISTRATIVE ASSISTANT	✓						
TOWN CLERK/TAX COLLECTOR	ASST TC/TC	✓			4	$13.23	$16.54	$19.85
POLICE	OFFICER (PT)	✓			5	$13.89	$17.36	$20.84
HIGHWAY	LABORER/EQUIP OP	✓						
TOWN CLERK/TAX COLLECTOR	DEPUTY TAX COLLECTOR	✓			7	$15.32	$19.14	$22.97
LIBRARY	CHILDREN'S LIBRARIAN	✓						
LIBRARY	ASSISTANT LIBRARY DIRECTOR	✓			8	$16.08	$20.10	$24.12
FINANCE	BOOKKEEPER	✓			9	$16.89	$21.11	$25.33
POLICE	PROSECUTION SECRETARY	✓						
FIRE	FIREFIGHTER	✓						
POLICE	EXECUTIVE SECRETARY	✓						
TOWN	WELFARE DIRECTOR	✓						
PLANNING	PLANNING TECH	✓			12	$19.55	$24.43	$29.32
DISPATCH	LEAD DISPATCH/COMM SUP	✓						
HIGHWAY/FLEET	HIGHWAY FOREMAN	✓						
POLICE	OFFICER	✓						

Department	Position	Non-Union	AFSCME	Teamster	Pay Grade	Minimum	Midpoint	Maximum
TOWN CLERK/TAX COLLECTOR	TAX COLLECTOR	✓			14	$21.55	$26.94	$32.33
FINANCE	EXE SECRETARY/HR COORD.	✓						
FIRE	CAPTAIN	✓			15	$22.63	$28.28	$33.94
PLANNING	BUILDING/HEALTH OFFICER	✓						
FINANCE	ACCOUNT MANAGER	✓			16	$23.76	$29.70	$35.64
POLICE	SARGENT	✓			17	$24.95	$31.18	$37.42
PUBLIC WORKS	HIGHWAY SUPERINTENDENT							
WATER	WATER SUPERINTENDENT	✓						
RECREATION	RECREATION DEPT DIRECTOR	✓						
LIBRARY	LIBRARY DIRECTOR	✓			19	$27.50	$34.38	$41.26
POLICE	LIEUTENANT	✓						
POLICE	PROSECUTOR	✓			20	$28.88	$36.10	$43.32
PLANNING	COMMUNITY DEV DIRECTOR	✓			22	$31.84	$39.80	$47.76
FIRE	DEPUTY FIRE CHIEF	✓						
POLICE	CAPTAIN	✓						
FINANCE	FINANCE MANAGER	✓			23	$33.43	$41.79	$50.15
PUBLIC WORKS	PUBLIC WORKS DIRECTOR	✓						
FIRE	FIRE CHIEF	✓			25	$36.86	$46.07	$55.29
POLICE	CHIEF	✓						
TOWN	TOWN MANAGER	✓			28	$42.67	$53.34	$64.00

Department	Position	Non-Union	AFSCME	Teamster	Pay Grade	Step 1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
LIBRARY	LIBRARY AIDE		✓		2	$12.00	$12.33	$12.67	$13.02	$13.38	$13.74	$14.12	$14.51	$14.91	$15.32	$15.74	$16.17	$16.62	$17.07	$17.54
GENERAL GOV'T BUILDINGS	CUSTODIAN		✓																	
HIGHWAY	LABORER		✓		5	$13.89	$14.27	$14.67	$15.07	$15.48	$15.91	$16.35	$16.80	$17.26	$17.73	$18.22	$18.72	$19.24	$19.77	$20.31
RECREATION	OFFICE MANAGER		✓																	
HIGHWAY	LABORER/TRUCK DRIVER/EQUIP OP		✓		7	$15.32	$15.74	$16.17	$16.61	$17.07	$17.54	$18.02	$18.52	$19.03	$19.55	$20.09	$20.64	$21.21	$21.79	$22.39
ASSESSING	ASSESSING CLERK		✓		8	$16.08	$16.52	$16.98	$17.44	$17.92	$18.42	$18.92	$19.44	$19.98	$20.53	$21.09	$21.67	$22.27	$22.88	$23.51
DISPATCH	DISPATCHER			✓	9	$16.89	$17.35	$17.83	$18.32	$18.82	$19.34	$19.87	$20.42	$20.98	$21.55	$22.15	$22.76	$23.38	$24.03	$24.69
POLICE	OFFICER (PT)			✓																
GENERAL GOV'T BUILDINGS	FOREMAN		✓																	
WATER	WATER TECH		✓																	
DPW/WATER ADMIN	ADMINISTRATIVE ASSISTANT		✓																	
RECREATION	RECREATION ASST DIR		✓		10	$17.73	$18.22	$18.72	$19.23	$19.76	$20.31	$20.86	$21.44	$22.03	$22.63	$23.25	$23.89	$24.55	$25.23	$25.92
PARKS	FOREMAN		✓																	
POLICE	OFFICER			✓	12	$19.55	$20.08	$20.64	$21.20	$21.79	$22.39	$23.00	$23.63	$24.28	$24.95	$25.64	$26.34	$27.07	$27.81	$28.58
POLICE	OFFICER/ANIMAL CONTROL			✓																
HIGHWAY	HIGHWAY FOREMAN		✓		13	$20.52	$21.09	$21.67	$22.26	$22.88	$23.51	$24.15	$24.82	$25.50	$26.20	$26.92	$27.66	$28.42	$29.20	$30.01
POLICE	CORPORAL			✓																
POLICE	DETECTIVE			✓	16	$23.76	$24.41	$25.08	$25.77	$26.48	$27.21	$27.96	$28.73	$29.52	$30.33	$31.16	$32.02	$32.90	$33.81	$34.74

PRO FORMA BUDGET T/B/D
PENDING NEGOTIATIONS AND
SELECTMEN DELIBERATION AND BUDGET PRPERATION

Communities invited to participate in the Market Survey

Final Comps - 3/6/18

Town of Raymond, NH
Comparable Communities for Wage & Benefit Survey

Community	County	Survey Tracking	Population	Municipal Appropriations	Square Miles	Density PSM	Income Per Capita	Median Family Income	Muni/School Tax Commitment	Total Tax Rate Per 1000
Brentwood	Rockingham	Received	4,649	$3,793,015	17.1	274.0	$39,042	$111,765	$8,950,150	$22.82
Epping	Rockingham	Declined to Participate	6,666	$9,276,731	26.2	255.6	$34,982	$86,886	$28,209,289	$24.55
Exeter	Rockingham	Received	14,483	$73,574,443	20.1	732.9	$40,616	$94,514	$107,611,048	$23.59
Franklin	Merrimack	Received	8,456	$9,882,857	29.2	312.1	$20,828	$43,856	$24,281,227	$25.20
Gilford	Belknap	Received	7,136	$11,970,172	53.5	189.1	$36,232	$71,132	$36,068,342	$17.40
Goffstown	Hillsborough	Received	17,709	$20,716,076	37.5	478.9	$30,438	$85,310	$56,890,959	$25.09
Hampstead	Rockingham	Received	8,552	$6,180,327	14.1	637.7	$41,611	$104,617	$31,975,065	$21.49
Hampton	Rockingham	Received	15,033	$30,487,548	14.2	1100.4	$45,189	$98,642	$60,269,022	$16.57
Hooksett	Merrimack	Received	13,837	$19,215,314	37.1	382.3	$35,645	$97,875	$52,123,247	$21.52
Hopkinton	Merrimack	Received	5,597	$7,698,399	45.1	129.1	$40,580	$88,796	$25,526,834	$30.47
Londonderry	Rockingham	Received	24,563	$28,054,908	42.1	584.4	$39,687	$107,657	$94,295,491	$20.50
Milford	Hillsborough	Received	15,194	$17,377,881	25.9	597.7	$32,918	$80,241	$56,783,036	$27.12
New London	Merrimack	Declined to Participate	4,406	$7,827,619	25.5	195.2	$37,596	$104,302	$16,693,035	$14.99
Newmarket	Rockingham	Received	8,907	$9,996,942	14.2	708.6	$32,633	$90,703	$26,844,868	$22.74
North Hampton	Rockingham	Received	4,361	$6,668,166	14.1	313.1	$65,339	$104,474	$15,106,891	$15.80
Peterborough	Hillsborough	Declined to Participate	6,358	$13,594,586	38.4	162.8	$38,554	$88,911	$24,598,139	$27.43
Plaistow	Rockingham	Received	7,601	$8,353,355	10.6	716.4	$32,956	$79,524	$77,687,313	$22.60
Raymond	**Rockingham**	Received	**10,236**	**$17,192,841**	**29.6**	**355.3**	**$29,476**	**$77,345**	**$51,096,828**	**$23.08**
Rye	Rockingham	Declined to Participate	5,341	$9,053,248	13.1	422.5	$61,697	$127,008	$21,795,712	$9.76
Salem	Rockingham	Received	28,853	$50,724,197	25.9	1163.1	$37,325	$92,192	$117,546,807	$19.03
Sandown	Rockingham	Received	6,176	$3,906,419	14.4	441.5	$37,429	$97,388	$19,324,230	$23.53
Seabrook	Rockingham	Declined to Participate	8,771	$20,354,800	9.6	974.6	$28,761	$62,500	$32,934,493	$13.86
Somersworth	Strafford	Received	11,788	$12,249,085	10.1	1200.6	$25,527	$66,086	$38,222,905	$30.25
Stratham	Rockingham	Received	7,320	$6,167,501	15.5	484.1	$58,137	$138,239	$16,643,033	$18.95
Wolfeboro	Carroll	Received	6,234	$28,257,510	58.4	129.0	$35,307	$68,409	$43,512,991	$13.72

Source:

Economic & Labor Market Information Bureau
NH Employment Security

Results Custom Survey

Thornton & Associates
Human Resource Consultants

PO Box 1207
Scarborough, ME 04070
Voice: 207-885-9333
Fax: 207-885-9320
Cell: 207-415-1454
E-mail: gthorn@maine.rr.com

April 18, 2018

Re: RESULTS – Town of Raymond, NH Total Compensation Survey

Dear Survey Participant:

We are pleased to present your copy of the 2018 Town of Raymond, NH Total Compensation Survey. The survey report provides information on base pay data and administrative practices for select positions as reported by twenty of the Granite State's finest employers.

The analysis of the data collected is displayed for each of the survey jobs where sufficient data was reported. To ensure confidentiality of all data, a minimum number of five cases are required for the information about the position to be provided.

On behalf of our client, thank you for participating in this survey. If you have questions or need assistance in the interpretation of the data contained therein, please call our offices at 207-885-9333 or contact us via our website at www.ThorntonAndAssociates.net

Sincerely,

Gary R. Thornton
Survey Administrator

TOWN of RAYMOND, NH

RESULTS

Total Compensation Survey

APRIL 2018

Survey Administered by:

Thornton & Associates

PO Box 1207

Scarborough, ME 04070

207-885-9333

Email gthorn@maine.rr.com

SURVEY PARTICIPANTS

Brentwood
Exeter
Franklin
Gilford
Goffstown
Hampstead
Hampton
Hooksett
Hopkinton
Londonderry
Milford
Newmarket
North Hampton
Plaistow
Raymond
Salem
Sandown
Somersworth
Stratham
Wolfeboro

SURVEY DEFINITIONS

REPORT TABLE DEFINITIONS:

	1	2	3	4	5	6	7	8	9	10	
			25th	Avg Pd	Wtd	50th	75th	Highest Pd	Lowest Pd	Pay	Range
	Org	EE	%tile	Rate	Avg	%tile	%tile	Rate	Rate	Avg Min	Avg Max
Job Title	Count	Count	$	$	$	$	$	$	$	$	$
Secretary I	xxx	x,xxx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx
Secretary II	xxx	x,xxx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx
Secretary III	xxx	x,xxx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx
Admin Asst 1	xxx	x,xxx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx

1. **Organization Count** - The number of organizations that reported data for the variable.
2. **Employee Count** - The number of employees for which the data are reported for the variable.
3. **25th Percentile** - That data point that is higher than 25% of all other data in the sample when ranked from low to high. Also known as the first quartile.
4. **Average Paid Rate** - The sum of all data reported divided by the number of cases in the sample. Also called the mean.
5. **Weighted Average** - Base salary statistics calculated using individual rates reported for each employee across all organizations.
6. **50th Percentile** - That data point that is higher than 50% of all other data in the sample when ranked from low to high. Also known as the median.
7. **75th Percentile** - That data point that is higher than 75% of all other data in the sample when ranked from low to high. Also known as the third quartile.
8. **Highest Paid** - Highest paid rate reported for the position.
9. **Lowest Paid** - Lowest paid rate reported for the position.
10. **Pay Range** - The minimum and maximum of the formal salary range reported by firms with a formal salary structure for the job. Data for firms that reported a broadband for the job are excluded from range calculations.

NED – Not Enough Data

RESULTS ALL PARTICIPANTS

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

Job Title	# of Organizations	# of Employees	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum	Pay Range Maximum
ADMINISTRATION											
Town Manager/Administrator	19	19	$46.75	$51.44	$51.44	$52.36	$56.23	$69.23	$34.62	$37.35	$59.53
Accounting Manager	7	7	$24.58	$27.60	$27.60	$29.81	$30.12	$34.66	$19.36	$21.43	$29.55
Executive Secretary/HR Coordinator	20	23	$23.26	$25.98	$26.30	$26.11	$27.92	$33.58	$19.32	$19.64	$28.67
Finance Manager	16	16	$37.53	$42.88	$42.88	$40.97	$48.85	$60.16	$30.10	$36.37	$50.95
Bookkeeper	11	11	$19.32	$23.33	$23.33	$21.16	$25.72	$43.62	$13.72	$20.78	$29.04
FIRE DEPARTMENT											
Fire Chief	18	18	$42.49	$45.33	$45.33	$45.13	$48.35	$74.19	$22.00	$35.19	$51.13
Assistant Fire Chief	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED
Deputy Fire Chief	10	14	$33.22	$36.38	$37.22	$38.15	$41.18	$46.46	$22.37	$31.34	$42.74
Deputy Fire Chief (Call)	6	8	$17.35	$19.10	$19.19	$19.45	$21.25	$22.20	$15.00	$18.24	$29.29
Captain	10	21	$26.37	$29.83	$30.68	$28.86	$34.29	$39.38	$21.97	$25.52	$36.23
Captain (Call)	7	14	$17.38	$19.92	$18.78	$18.44	$20.38	$30.50	$15.00	$21.35	$28.26
Lieutenant	9	37	$27.47	$28.52	$28.90	$29.12	$30.39	$33.94	$22.94	$24.71	$32.03
Lieutenant (Call)	6	18	$16.02	$17.89	$17.51	$17.56	$19.35	$24.58	$15.00	$16.78	$22.60
Firefighter	13	156	$20.12	$22.02	$23.46	$21.50	$23.79	$29.70	$17.00	$18.48	$25.65
Firefighter (Call)	9	160	$13.18	$14.30	$14.57	$15.00	$15.32	$17.64	$9.09	$12.05	$16.80
Fire Administrative Assistant	15	15	$16.77	$20.72	$20.72	$18.44	$25.34	$29.28	$16.07	$16.64	$23.93
PUBLIC WORKS/BUILDINGS/HIGHWAYS											
Road Agent/Public Works Director	20	20	$38.46	$43.88	$43.88	$41.97	$46.96	$65.91	$28.69	$36.09	$52.34
Highway Superintendent	7	7	$29.12	$34.23	$34.23	$31.22	$37.75	$48.66	$26.00	$28.11	$39.62
Highway Foreman	14	16	$22.39	$25.79	$25.90	$25.73	$28.02	$36.12	$21.06	$21.83	$30.00
Equipment Operator / Truck Driver / Laborer	16	64	$19.40	$20.35	$20.51	$19.79	$20.90	$29.14	$13.17	$17.55	$24.42
Laborer	10	33	$16.72	$17.90	$17.59	$17.76	$18.47	$23.50	$13.72	$14.09	$20.69
Equipment Operator	7	34	$21.62	$23.63	$23.03	$22.66	$23.87	$32.49	$15.87	$18.32	$26.10
Vehicle Maintenance/Mechanic	12	18	$23.19	$25.46	$24.72	$23.78	$28.04	$33.24	$19.30	$19.01	$27.79
Building Foreman	11	11	$20.77	$22.49	$22.49	$21.87	$24.18	$30.66	$17.50	$19.64	$30.28
Building Custodian	13	22	$13.64	$15.30	$14.92	$14.57	$17.23	$19.83	$11.25	$13.05	$18.33
Parks Foreman	6	6	$22.27	$23.24	$23.24	$22.99	$25.80	$28.37	$16.30	$20.26	$30.77
Parks Laborer	9	16	$14.59	$16.80	$17.05	$16.40	$18.35	$22.40	$12.84	$14.57	$21.49
Cemetery Sexton	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED
Public Works Administrative Assistant	11	11	$19.88	$20.82	$20.82	$21.70	$22.04	$28.66	$12.58	$17.05	$24.52

RESULTS ALL PARTICIPANTS

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

Job Title	# of Organizations	# of Employees	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum	Pay Range Maximum
WATER											
Superintendent	7	7	$27.45	$32.65	$32.65	$31.46	$36.86	$46.61	$21.87	$27.05	$37.16
Water Technician	9	22	$17.77	$21.45	$20.42	$21.83	$23.44	$31.78	$13.75	$17.87	$24.62
POLICE DEPARTMENT											
Public Safety Dispatcher	12	63	$19.53	$20.88	$20.80	$20.65	$22.22	$28.43	$13.71	$17.36	$23.77
Dispatch Director	10	10	$23.25	$26.56	$26.56	$24.55	$29.66	$36.22	$21.88	$21.28	$28.38
Police Chief	20	20	$43.18	$47.25	$47.25	$45.87	$49.02	$71.58	$37.54	$35.27	$52.05
Police Captain	17	26	$36.47	$40.05	$40.99	$38.58	$41.53	$63.06	$31.43	$33.08	$44.59
Police Sergeant	20	78	$29.35	$32.39	$33.58	$31.99	$34.82	$39.77	$25.48	$28.18	$35.35
Police Corporal	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED
Prosecutor	10	11	$31.62	$33.65	$34.60	$33.28	$35.86	$47.40	$17.50	$27.93	$39.55
Detective	12	35	$25.27	$30.00	$34.47	$30.18	$32.42	$47.40	$20.92	$26.69	$32.51
Police Officer	19	203	$23.11	$25.54	$26.27	$24.15	$27.82	$35.41	$17.90	$22.03	$30.43
Police Administrative Assistant	19	29	$20.42	$23.63	$21.90	$23.51	$24.99	$34.21	$14.43	$18.10	$25.83
RECREATION											
Recreation Director	17	17	$25.50	$29.61	$29.61	$29.60	$31.63	$46.61	$18.77	$26.88	$38.16
Recreation Assistant Director	9	9	$20.00	$21.94	$21.94	$22.83	$25.68	$29.17	$13.11	$20.00	$26.65
Secretary	6	7	$17.39	$18.77	$18.53	$18.79	$20.79	$22.57	$14.08	$16.94	$20.93
COMMUNITY DEVELOPMENT											
Community Development Director	10	10	$37.53	$40.22	$40.22	$39.47	$41.96	$52.39	$31.81	$33.01	$44.75
Building/Health Officer	17	18	$26.25	$30.27	$30.12	$28.22	$32.21	$45.14	$20.77	$25.46	$36.70
Planning Technician	5	5	$23.00	$25.89	$25.89	$24.59	$29.33	$29.57	$22.95	$22.52	$40.09
Assessing Clerk	11	12	$19.83	$20.88	$20.79	$20.54	$21.73	$25.50	$16.50	$17.15	$23.27
Community Development Administrative Assistai	9	11	$18.28	$20.91	$20.11	$20.86	$22.44	$26.14	$14.50	$17.22	$23.89

RESULTS ALL PARTICIPANTS

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

Job Title	# of Organizations	# of Employees	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum	Pay Range Maximum
TAX COLLECTOR											
Tax Collector *	18	18	$25.08	$28.95	$28.95	$27.67	$31.33	$48.40	$21.54	$22.89	$33.53
Deputy Tax Collector *	17	17	$17.48	$19.86	$19.86	$20.18	$21.25	$24.93	$14.94	$17.79	$24.62
Office Clerk *	13	21	$15.16	$17.57	$18.63	$16.04	$20.88	$28.37	$11.72	$16.11	$23.00
TOWN CLERK											
Town Clerk *	18	18	$26.57	$31.10	$31.10	$29.76	$34.06	$48.40	$21.54	$25.99	$35.61
Deputy Town Clerk *	18	18	$17.37	$20.52	$20.52	$19.87	$24.27	$26.27	$14.94	$18.27	$25.25
Office Clerk *	14	27	$15.49	$18.07	$19.07	$16.85	$20.68	$28.37	$11.72	$16.04	$22.01
LIBRARY											
Library Director	16	16	$28.89	$34.11	$34.11	$34.25	$37.30	$52.64	$23.07	$26.58	$38.74
Assistant Library Director	10	10	$20.67	$25.09	$25.09	$23.22	$27.25	$36.10	$18.03	$17.56	$25.15
Children's Librarian	13	14	$19.45	$22.72	$22.67	$21.01	$24.46	$31.17	$16.97	$17.32	$25.66
Assistant Librarian	11	23	$14.83	$18.61	$17.22	$19.25	$20.53	$27.89	$12.75	$14.98	$20.40
Library Aide	10	52	$13.65	$15.73	$15.82	$15.21	$16.19	$23.93	$8.28	$12.22	$18.02
Custodian	7	7	$16.51	$17.91	$17.91	$17.84	$19.23	$24.81	$11.25	$13.99	$20.17
SEASONAL/CALL/CASUAL											
Highway Laborer	7									$14.49	
Plow Truck Driver	6									$20.94	
Parks Laborer	5									$14.26	
Custodian	NED									$12.40	
Park Aide	NED									$12.90	

** 8 Town's report the Tax/Town Clerk function to be one role*

ADMINISTRATIVE & EMPLOYEE BENEFIT PRACTICES

#1 ***Statistics are for traditional vacation, holiday, sick programs and do not include those reporting earned time programs.***

Actual Number of Paid Holidays

		Full-Time	Part-Time
Survey Participants (18)	Highest	12	12
	Lowest	10	6
	Median	**11**	**11**

#2

Actual Number of Personal Days

		Full-Time	Part-Time
Survey Participants (11)	Highest	12	2
	Lowest	1	0
	Median	**2**	**1**

#3

Actual Number of Sick Days

		Full-Time	Part-Time
Survey Participants (14)	Highest	17	12
	Lowest	2	2
	Median	**12**	**7**

#4

Paid Time Off/Vacation

Survey Participants (17)

	Full-Time		
Days	**Highest**	**Lowest**	**Median**
Days for 0-05 Years of Service	26	5	**10**
Days for 6-10 Years of Service	27	10	**15**
Days for 11-15 Years of Service	32	15	**20**
Days for 16-20 Years of Service	37	20	**25**
Days for 20 + Years of Service	37	20	**25**

	Part-Time		
Days	**Highest**	**Lowest**	**Median**
Days for 0-05 Years of Service	23	1	**5**
Days for 6-10 Years of Service	24	8	**10**
Days for 11-15 Years of Service	27	10	**15**
Days for 16-20 Years of Service	29	10	**20**
Days for 20 + Years of Service	32	10	**20**

*Organizations that permit carryover of **vacation** time = 16*

	Highest	Lowest	Median
Carryover hours permitted	500	25	140

*Organizations that permit cash out of unused **vacation** time = 4*

	Highest	Lowest	Median
Maximum (hours) cash out allowed	480	100	220

*Organizations that permit carryover of **sick** time = 8*

	Highest	Lowest	Median
Carryover hours permitted	1440	120	480

*Organizations that permit cash out of unused **sick** time = 3*

	Highest	Lowest	Median
Maximum (hours) cash out allowed	190	48	96

Cap on Sick Hours = 8	Highest	Lowest	Median
	720	120	360

#5

Pension/Retirement	**NHRS**	**Survey Participants (17)**
	Defined Contribution	**Survey Participants (4)**
	Employer Contribution - %	
	Highest	**Lowest**
	11.4	2.0

#6

Group Life Insurance		**Survey Participants (16)**		
		Employer Contribution		
	Participant Count	**Highest**	**Lowest**	**Median**
Fixed Amount	8	100%	100%	**100%**
% of Salary	8	100%	100%	**100%**

#7

Disability Income Protection		**Survey Participants**		
	Participant Count	**Highest**	**Lowest**	**Median**
Short Term	14			
Employer Contribution		100%	100%	**100%**
Benefit Amount		70.0%	30%	**66.7%**
Elimination Period		18 days	1 day	**8 days**
Long Term	12			
Employer Contribution		100%	100%	**100%**
Benefit Amount		70.0%	50.0%	**66.0%**
Elimination Period		182 days	50 days	**180 days**

#8

Health Insurance

Survey Participants (18)
Monthly Employer Contribution

	Highest	Lowest	Median
Individual Coverage	$1,155.89	$ 543.53	**$ 827.37**
Cost Share % Employer	100%	75%	**90%**
Cost Share % Employee	25%	0%	**10%**
2 Person Coverage	$2,325.08	$1,087.06	**$1,560.33**
Cost Share % Employer	100%	75%	**89%**
Cost Share % Employee	25%	0%	**11%**
Family Coverage	$3,139.53	$1,467.53	**$2,105.63**
Cost Share % Employer	100%	75%	**89%**
Cost Share % Employee	25%	0%	**11%**

Cash in lieu of medical benefit Survey Participants (14)

	Highest	Lowest	Median
Annual	**$7,368.00**	**$1,200.00**	**$4,000.00**

#9

Dental Insurance

Survey Participants (18)
Monthly Employer Contribution

	Highest	Lowest	Median
Individual Coverage	$ 46.40	$ 0.00	**$ 35.80**
Cost Share % Employer	100%	0%	**90%**
Cost Share % Employee	100%	0%	**10%**
2 Person Coverage	$ 82.34	$ 0.00	**$ 69.36**
Cost Share % Employer	100%	0%	**86%**
Cost Share % Employee	100%	0%	**14%**
Family Coverage	$ 148.95	$ 0.00	**$ 114.36**
Cost Share % Employer	100%	0%	**86%**
Cost Share % Employee	100%	0%	**14%**

#10

Vision Insurance

Not enough data for meaningful comparison

#11

Tuition Assistance or Educational Reimbursement

	Survey Participants (7)			
	Firm Count	**Highest**	**Lowest**	**Median**
Full Tuition	2	100%	100%	**100%**
Partial Tuition	8	75%	50%	**50%**

Insufficient data on minimum grade, time commitment to make meaningful comparisons.

#12

Reimbursement for Dues in Professional Organizations	**Survey Participants (18)**
Reimbursement for Required Licensing	**Survey Participants (17)**
Reimbursement for Personal Protective Equipment	**Survey Participants (17)**

#13

Pay Increase Delivery Methods

	Participant Count	Highest	Lowest	Median	Frequency Awarded
Steps	4	12	8	11	4 Annually
Across the Board	9				
Merit Only	9				

#15

Longevity Pay Program

	Survey Participants (5)		
	Highest	**Lowest**	**Median**
After 5 Years of Service	300.00	150.00	**225.00**
After 10 Years of Service	750.00	250.00	**500.00**
After 15 Years of Service	1,000.00	300.00	**675.00**
After 20 Years of Service	1,250.00	350.00	**1,000.00**
After 25 Years of Service	1,500.00	400.00	**1,250.00**

#16

Shift Differentials $ per hour

	Participant Count	Median	Avg
2nd Shift	8	.75	1.20
3rd Shift	7	1.05	.98
Weekend	4	.35	.48
Police Detail Pay	10	42.50	43.43
Fire Detail Pay	NED		

#17

Miscellaneous

PTO included in Overtime = 14

Compensatory time off = 8

Additional compensation for DPW employees during emergency = 4

(1) 1.5 hours for all time worked
(2) Overtime – 3 hours minimum
(3) Christmas holiday only
(4) 3 additional sick days plus meal money

Cell Phones (furnish or reimbursement) = 11

Compensation Comparison - Private Sector
Northern New England

All rates displayed based on 2080 hours

Job Title	Base Pay							Pay Range		
	25th %ile	St Avg	Wtd Avg	50th %ile	75th %ile	Highest Pd Rate	Lowest Pd Rate	Avg Min	Avg Mid	Avg Max
ADMINISTRATIVE:										
Secretary II	$14.13	$16.98	$16.01	$16.77	$19.17	$23.10	$10.50	$12.74	$15.95	$19.16
Administrative Assistant I	$16.45	$18.04	$18.18	$17.99	$19.63	$24.26	$12.00	$14.59	$18.23	$21.93
Administrative Assistant II	$18.48	$20.83	$20.07	$19.96	$21.41	$56.05	$11.68	$15.91	$19.92	$23.89
Administrative Assistant III	$21.00	$22.61	$22.89	$22.90	$24.82	$28.70	$13.86	$17.16	$21.68	$25.62
Executive Secretary	$24.39	$28.07	$26.82	$27.79	$31.38	$39.53	$18.26	$21.19	$26.18	$31.81
Receptionist	$14.48	$15.53	$14.79	$15.44	$16.86	$21.12	$11.37	$11.78	$14.38	$17.36
File Clerk	$12.24	$13.30	$12.95	$12.37	$14.00	$16.22	$10.20	$11.07	$13.82	$16.59
General Clerk	$12.24	$14.83	$14.54	$15.50	$17.88	$18.55	$10.00	$11.98	$14.16	$16.39
ACCOUNTING/FINANCIAL:										
Accounting Clerk I	$17.39	$17.60	$16.92	$18.03	$18.50	$20.88	$13.97	$14.15	$17.24	$20.07
Accounting Clerk II	$19.44	$21.87	$23.73	$21.16	$24.01	$35.50	$15.00	$15.49	$19.30	$23.28
Accountant I	$24.04	$25.19	$22.60	$25.09	$27.23	$34.59	$16.43	$19.33	$24.01	$28.85
Accountant II	$22.87	$26.90	$28.28	$28.00	$30.47	$37.08	$16.00	$18.41	$23.23	$28.38
Accountant III	$26.89	$31.64	$31.64	$31.01	$36.72	$39.62	$24.06	$26.60	$33.41	$40.23
General Accounting Supervisor	$31.72	$33.24	$32.89	$32.78	$34.88	$36.00	$27.88	$26.31	$32.71	$38.95
Accounting Manager	$35.32	$41.67	$41.18	$41.07	$48.05	$71.01	$28.17	$31.91	$41.88	$53.05
OPERATIONS:										
Custodial Worker	$11.86	$12.33	$12.27	$12.08	$13.02	$22.40	$10.00	$10.13	$12.05	$14.68
Custodian Supervisor	$20.30	$22.63	$22.23	$22.53	$23.42	$29.91	$17.00	$16.48	$21.62	$26.79
SERVICE/MAINTENANCE:										
Maintenance Mechanic	$18.60	$20.84	$21.18	$22.06	$23.39	$27.00	$13.16	$15.52	$19.24	$23.99
Multi-skilled Maintenance Mechanic	$21.86	$23.85	$23.30	$23.28	$25.93	$33.65	$15.00	$15.90	$20.15	$26.93
Maintenance Supervisor	$28.79	$30.55	$29.77	$30.22	$33.88	$39.37	$17.56	$21.63	$27.38	$33.20
Production Supervisor	$26.98	$28.72	$28.83	$28.41	$30.32	$44.97	$20.26	$21.64	$27.87	$36.72
Maintenance Manager	$33.33	$35.77	$31.15	$35.01	$38.46	$48.00	$22.83	$27.57	$35.70	$44.85