

REPORT
TOWN OF NEW LONDON, NEW HAMPSHIRE
WAGE SURVEY AND CLASSIFICATION AND COMPENSATION STUDY
AUGUST 2023

Prepared by:
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August 31, 2023

Ms. Kimberly A. Hallquist, Town Administrator
Town of New London
375 Main Street
New London, NH 03257

RE: **Wage Survey and Classification and Compensation Study**

Dear Kimberly:

I am pleased to provide you with the completed Wage Survey and Classification and Compensation Report. The results of the study include recommended Classification and Pay Plans and Benefit modifications in order to remain competitive during this unusual market. The Pay Plan is based on the 75th percentile.

In addition to classification, pay and benefits, job descriptions were reviewed along with updated information provided by employees pertaining to their job descriptions. The current job descriptions are very detailed and I am recommending three additional statements be added to all of the job descriptions.

1. Essential Functions – Add the following statement prior to the listing of essential functions: **(The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.)**
2. Essential Functions – Add the following statement as one of the essential functions: **In person contact is an essential function of this position. This is not a remote position.** Note: this statement has been recommended by legal counsel as a result of many positions in some organizations that desire to work remotely. It does not preclude the Town Administrator from permitting some remote work on a case-by-case basis.
3. At the end of all job descriptions the following should be added and the employee should sign and date the job description that would then be part of their personnel file. This is important in particular for new employees to acknowledge job duties of the position when they are hired.

(This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.)

I have read and understand the job duties and expectations as outlined in this job description.

Employee Signature _____ Date _____

Equal Opportunity/Americans with Disabilities Act Employer

Your cooperation and assistance has been greatly appreciated. Included are five bound copies of the report and I will send you a copy of it electronically also. Thank you for the opportunity to have been of service to the Town of New London. This study now provides you with updated Classification and Pay Plans, and some recommendations for consideration. I look forward to presenting the results of this study at the upcoming Board of Selectmen meeting on September 14. It has been a pleasure working with you on this most important study.

Please do not hesitate to contact me if you have any questions.

Warm regards,

Carol M. Granfield

Carol M. Granfield, *ICMA-CM*
Project Manager, Senior Management Consultant
Director of Human Resource Services

Enclosures

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REPORT

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INTRODUCTION

Scope of Services

The Town of New London, New Hampshire engaged Municipal Resources, Inc. (MRI) to develop an updated Pay and Classification Plan based on comparative analysis of approximately 38 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 New London's general compensation for all positions. As the economy continues to improve and other organizations look to raise their wages, New London found it necessary to have a compensation system updated to ensure that it is competitive in order to attract and retain the necessary talented employees to provide services. The last time a full study was conducted was in 2016.

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 updating of the Pay and Classification Plan. Recommendations for placement of positions within the updated pay plan are made along with any potential cost impact. Job descriptions were reviewed, and recommendations were made for some updates to the job descriptions to reflect updated essential functions as well as some other best practice updates.

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 to discuss the goals and objectives of the study.
- *Orientation Presentation* with Department Heads to explain project activities, objectives, and methodology and also 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 Town of New London, 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 38 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 benefits review to provide a Total Rewards system. Job descriptions were reviewed for accuracy and compliance.

Classification and Compensation

Several discussions were conducted with the Town Administrator and personnel throughout the project. A thorough job analysis process of reviewing the responsibilities of all positions was conducted. An Orientation session was provided for Department Heads. Job descriptions were reviewed along with Position Analysis Questionnaires (PAQs) to assist with the review along with some Department Head interviews to clarify information related to departments and positions. Job descriptions were reviewed, and recommendations were made to update some information contained in the descriptions.

A thorough salary and benefit market analysis was conducted utilizing comparable municipalities. The nine municipalities analyzed for the salary market were: Bow, Gilford, Grantham, Meredith, Moultonborough, Newbury, Plymouth, Sunapee, and Wolfeboro. 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 and updated to provide the Town of New London with a solid structure to equitably group similar valued positions within a grade. The grade structure has been updated to the market at the 75th percentile. It is similar to the current grade structure having 18 Grade levels, however, it now has a consistent 2.5% between each step rather than a variable percentage that the current plan has. The increase range from minimum to maximum for grade levels 1 to 13 is approximately **41%** with 15 steps. The increase range from minimum to maximum for grade levels 14 to 18 is approximately **52%** with 18 steps. 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. The schedule shows the hourly pay rate. The pay

scale is based on the market at the 75th percentile of the communities surveyed, which means the Town will be paying employees in the top 25 percent of that market, which is very positive.

A total of two (2) classifications are recommended to be reclassified to a new grade level and there are four (4) new titles recommended. The projected cost to place all employees on the new pay plan in the step closest to their proposed pay rate is a total of **\$16,203**. 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 in order to remain competitive with the Town's salary structure. The Town has done a very commendable job with increasing the pay scale annually with a positive COLA, which is why the projected cost estimate of placing employees on the recommended pay scale is not substantially costly.

Benefits

A review of benefits indicates that the town currently has a fairly competitive program, however, there are some of benefits that should be reviewed in the future for possible enhancement, 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 New London, the evaluation of job descriptions, position classifications, and compensation levels was undertaken for all employees included in the study. Town representatives were contacted regarding information and working documents. Job descriptions were also reviewed and analysis of the job descriptions along with information pertaining to positions was then conducted.

Throughout this process, 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 New London 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, summer towns, communities with colleges and hospitals, 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 nine municipalities that completed surveys:

Bow
Gilford
Grantham
Meredith
Moultonborough
Newbury
Plymouth
Sunapee
Wolfeboro

CLASSIFYING AND COMPENSATING POSITIONS

The Classification Plan

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

It is important to consider the objectives of (1) **Job Analysis** and (2) **Job Evaluation** when reviewing the proposed classification plan. Of critical importance in the process of reviewing jobs are the inherent job factors and the particular skills or quality of work required 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 carrying out this process. The main ones are: (1) to establish the correct rank order or groupings of jobs, (2) to establish the relative distance between jobs within the ranking, and (3) to provide an objective measurement of job size for comparison with other jobs and enable salary comparisons to be made.

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

Market Survey and Developing the Compensation Plan

Municipal Resources, Inc. conducted a thorough salary 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 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 New London. 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 New London 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 with steps 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 75th percentile of the market surveyed, which places positions in the top 25% of the market. It is similar to the current grade structure having 18 Grade Levels, however, it now has a consistent 2.5% between each step rather than a variable percentage as the current plan has. The increase range from minimum to maximum for grade levels 1 to 13 is approximately **41% with 15 steps**. The increase range from minimum to maximum for grade levels 14 to 18 is approximately **52% with 18 steps**. Extra steps were added at these grades in order to match the market maximum more closely at the 75th percentile. 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. Comparative data was considered to set the grade parameters, while the classification process controlled the internal assignment of positions to compensation levels. While internal equity was evaluated for groupings of positions, major focus was addressed on the market external equity of salary and benefits based on current trends. An updated pay scale is proposed in order to be more competitive with the market.

This is a base salary plan and does not include compensation for longevity, special pay, benefits, or other compensation. It is up to the Town to determine its ability to pay with regard to the implementation of this proposed compensation plan. The Town has done a commendable job of increasing the pay schedule each year, which is why the cost to update and implement the proposed plan is not extremely high. It should help tremendously with both recruitment and retention. There are different types of implementation systems the Town could utilize in order to have a phased-in approach, if necessary due to any budgetary issues. Some options to consider include implementing changes beginning at six months into the adopted budget, thus only incurring the cost the first year for a six-month period. Of course, the following year, a full year of salaries would need to be budgeted. Another option is to phase in the changes immediately and budget a percentage that could be feasible, such as 50% 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. In order to determine the total compensation package, both salaries and benefits are typically considered. This is significantly important for recruitment purposes to attract qualified applicants and then retain them. Benefits were surveyed, and a Benefits Survey Report is provided in Appendix D. A review of benefits indicates that the town currently has a very competitive benefits program. If the town desires to additionally enhance its benefits package to make it even more attractive, a couple of benefit 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 New London 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 New London 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 on the pay scale steps. The study has recommended placing all employees on the step closest to the proposed pay rate that does not warrant any reduction in pay.

Salaries Below Pay Range/Reclassifications

If the salary of an employee is below the minimum, step 1, of the proposed grade at the time of implementation, every effort should be made to bring it into the range. At the time of this study, MRI has found two full-time employees that are below the minimum within the grades proposed. The Town should move forward to establishing a plan to bring these positions to the minimum

grade level proposed in order to properly compensate these employees. The cost for this is a total of \$6,260. The two positions are reclassifications as follows:

Position Title	Current Grade	Proposed Grade Reclassification
Planning/Zoning Administrator	14	16
Wastewater Supervisor	12	14

Total Implementation Cost

The total estimated implementation cost recommended, which includes placing all employees on the proposed pay scales on the step closest to the new pay rate without any reduction in pay, is estimated to cost \$16, 203. The reclassifications are included in this cost. 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 New London 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. New London should also continue to grant cost-of-living increases to those employees who have reached maximum level within the grade range. At the time of this study, only one employee was found to be higher than the maximum pay rate in the proposed schedule.

Salary Compression

Salary compression is an internal problem initiated by external market conditions and exacerbated by other factors. It can occur when (1) there are differences in pay between



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

New Titles of Positions

During the course of this study titles were reviewed to ensure they reflect the responsibility level as well as in some cases provide growth opportunities in the future. The Administrative Assistant positions are recommended to have two levels of the position, Administrative Assistant I and Administrative Assistant II. A review of current responsibilities indicates that all Administrative Assistant positions in Grade 10 should be classified as Administrative Assistant I and the Police Administrative Assistant in Grade 11 should be classified as Administrative Assistant II.

It is recommended that in the Communications operation, a new title of Communications Specialist II be initiated in the future and the current Communications Specialist positions be classified as Communications Specialist I. The Police Chief should evaluate the option of utilizing the classification of Communications Specialist II for experienced employees once they have become fully trained and have reached a highly proficient level.

Another new title recommended for the future is Executive Assistant which is a higher grade level than Administrative Assistant II and would have more extended responsibilities that would focus on duties that could perhaps assist the position of Town Administrator. The increased demands on the Town Administrator for a variety of tasks that could be handled by an Executive Assistant would free up the Town Administrator for more complex tasks. The Executive Assistant position would also be appropriate should the town move to a Town Manager form of government in the future as opposed to a change in job title. The position could also be warranted in the future for a department. This title is recommended for future consideration and duties and responsibilities should be thoroughly evaluated at that time, as no current position is recommended to be at this level as a result of this study.

Information Technology (IT)

During the review of positions, a discussion took place regarding the impact of IT with many duties. The town currently contracts for IT assistance, however, as the use of technology has expanded the town should consider the future need for on-site IT assistance for meetings, managing Zoom sessions, postings online, and especially dealing with technical difficulties. These should be handled by a qualified IT position. This should be explored further in the future.

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 New London 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 updated system be implemented as soon as possible. The system provides consistency for all employees and provides a fair and equitable system for the Town to implement.

Implementation of Classification Plan

The Town should implement MRI's proposed Classification Plan in order 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 be updated. This raises the compensation rates for the entire compensation schedule equal to changes to the cost of living. This COLA can be determined by the CPI (Consumer Price Index) or what surrounding communities are implementing for an annual cost of living.

Benefits

The benefits reviewed indicate that the Town provides a fairly competitive program compared to other communities surveyed, that assists with recruitment and retention when viewing the Total Compensation package of salary and benefits. There are areas that could be improved, however. 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.

- Sick Leave – consideration should be given to adding 3-5 days per year along with some type of annual sick leave incentive if not utilized.
- Longevity Program – This program should be considered as many employers are now adding some type of longevity program in order to recognize the value of well-trained and qualified employees and value the experience provided to the town. Most programs recognize longevity that is increased incrementally at 5-year increments.
- Sign-on Bonus – This should be considered for hard to fill positions in addition to police which the town currently offers.
- Employee Referral Bonus – This is a low-cost program and employees generally 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 fairly low cost while others may incur some cost but will greatly aid with the recruitment and retention of talented employees. The Town should utilize these recommendations as a roadmap for future improvements.

CONCLUSION

The Town of New London's compensation and benefit programs have not fallen significantly behind the municipal labor market at this time and are commended for updating the pay plans annually, which has greatly assisted. The current market trend and difficulty of recruitment and retention of qualified employees are factors, however, the Town must consider. It is imperative for the Town to adopt a more relevant 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 New London and the labor market are active and subject to constant change, it should not be expected that this plan will provide solutions to all salary problems, nor will it eliminate the need for mature judgment in the administration of salaries. It does, however, provide a framework within which most salary matters can be handled.

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

NEW LONDON, NH FY24 MARKET DATA REPORT

Line #	Position Title	New London	Bow	Gilford	Grantham	Meredith	Moultonborough	Newbury	Plymouth	Sunapee	Wallsboro	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
ADMINISTRATION																		
1	Town Administrator	43.00 64.47	63.32		45.41	60.10	42.75 55.77	64.15	55.54 77.77	47.00 67.93	67.26	3 8	51.27 67.43	-19.2% -4.6%	48.71 64.77	-13.3% -0.5%	48.43 62.71	-12.6% 2.7%
2	Land Use & Assessing Coordinator	22.88 32.51	outsourced					26.09	24.56 35.50			1 2	24.56 33.15	-7.3% -2.0%	24.56 31.74	-7.3% 2.4%	24.56 30.80	-7.3% 5.3%
3	Administrative Assistant	21.80 30.67	21.15 25.77	23.75 38.45	28.16		26.34 34.36	31.76	21.65 31.29	21.65 31.29	24.81	4 7	24.40 33.06	-11.9% -7.8%	23.33 31.57	-7.0% -2.9%	23.22 30.66	-6.5% 0.0%
FINANCE																		
4	Finance Officer	35.54 53.28	42.23 51.46	40.00 64.76		49.18 65.54	34.54 45.07	39.70	34.02 47.62	32.09 46.38	40.38	6 8	41.67 54.79	-17.3% -2.8%	40.00 48.39	-12.5% 9.2%	38.68 50.11	-8.8% 5.9%
5	Town Clerk/Tax Collector	32.30 48.44	31.41 38.26	38.53	30.64	31.25	28.48 37.16	38.36	26.45 37.02	32.09 46.38	39.01 40.73	5 9	32.09 38.53	0.7% 20.5%	31.68 38.34	1.9% 20.9%	31.49 37.59	2.5% 22.4%
6	Deputy Town Clerk/Tax Collector	21.80 30.67	22.22 27.08	22.00 35.62	21.08 22.85	25.86 33.95	19.18 26.34	26.51	18.68 26.15	21.65 31.29	21.31 30.43	8 9	22.06 31.29	-1.2% -2.0%	21.72 29.76	0.4% 3.0%	21.50 28.91	1.4% 5.7%
7	Finance Clerk	21.80 30.67	25.77 31.41	22.00 35.62	23.60 28.15	25.86 33.95			18.68 26.15	22.72 32.84	19.32 27.60	7 7	24.69 33.40	-13.2% -8.9%	23.25 32.27	-6.6% -5.2%	22.56 30.82	-3.5% -0.5%
POLICE																		
8	Police Chief	39.08 58.60	44.37 54.06	43.00 69.62	43.33 46.37	44.54 58.46	38.65 50.43	51.46	47.89 67.05	42.71 61.74	55.00	7 9	44.46 61.74	-13.8% -5.4%	43.95 57.77	-12.5% 1.4%	43.50 57.13	-11.3% 2.5%
9	Detective	29.37 44.04	29.90 36.42			27.16 35.67						2 3	29.22 36.05	0.5% 18.2%	28.80 35.82	1.9% 18.7%	28.53 35.62	2.9% 19.1%
10	Detective Lieutenant	32.30 48.44										0 0						
11	Police Lieutenant	32.30 48.44	38.26 46.62	32.50 52.62	33.17 40.26	38.41 50.42	34.54 45.07	37.43		35.30 51.02	46.01	6 8	37.52 50.57	-16.2% -4.4%	35.30 47.38	-9.3% 2.2%	35.36 46.18	-9.5% 4.7%
12	Police Sergeant	29.37 44.04	33.00 40.19	29.75 48.17	26.45 32.58	30.03 41.37	30.45 39.73		28.29 39.61	29.18 42.18	27.44 41.46	8 8	30.14 41.64	-2.6% 5.4%	29.81 41.39	-1.5% 6.0%	29.32 40.66	0.2% 7.7%
13	Police Patrol Officer	24.72 36.17	27.08 33.00	26.00 40.55	27.95 31.56	27.16 35.67	23.72 31.84	27.82 30.58	23.09 32.33	24.56 35.50	23.47 35.47	9 9	27.16 35.50	-9.9% 1.9%	26.86 34.98	-8.7% 3.3%	25.65 34.06	-3.8% 5.8%
14	Administrative Assistant	21.80 30.67	24.53 29.90	22.00 35.62	20.00 26.22	25.96 33.95	20.19 26.34	26.31	20.17 28.24	20.17 29.15		7 8	23.27 30.91	-6.7% -0.8%	21.28 29.30	2.4% 4.5%	21.86 29.47	-0.3% 3.9%
COMMUNICATIONS/DISPATCH																		
15	Communications Specialist Supervisor	24.72 36.17							23.09 32.33		21.29 32.17	2 2	22.64 32.29	8.4% 10.7%	22.37 32.27	9.5% 10.8%	22.19 32.25	10.2% 10.8%
16	Communications Specialist	21.80 30.67	regional	23.00 35.87		22.30 29.27	18.75 22.76		20.17 28.24		18.38 27.77	5 5	22.30 29.27	-2.3% 4.6%	21.02 28.65	3.6% 6.6%	20.52 28.78	5.9% 6.2%

NEW LONDON, NH FY24 MARKET DATA REPORT

Line #	Position Title	New London	Bow	Gilford	Grantham	Meredith	Moultonborough	Newbury	Plymouth	Sunapee	Wallsboro	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
FIRE - FULL TIME																		
17	Fire Chief	39.08 58.60	44.37 54.06	43.00 69.62		42.38 55.64	36.60 47.75	34.05	41.28 57.80	stipend \$54,600	51.88	5	43.00 56.72	-10.0% 3.2%	42.63 55.01	-9.1% 6.1%	41.53 52.97	-6.3% 9.6%
18	Fire Lieutenant	32.30 48.44		28.25 45.74			30.45 39.73				25.90 37.00	3	29.35 42.74	9.1% 11.8%	28.69 40.93	11.2% 15.5%	28.20 40.82	12.7% 15.7%
19	Fire Prevention Officer	29.37 44.04	21.15 25.77				21.23 27.70				21.31 30.43	3	21.27 29.07	27.6% 34.0%	21.25 28.25	27.7% 35.9%	21.23 27.97	27.7% 36.5%
FIRE - CALL																		
20	Deputy Chief	32.30 48.44	23.34 28.45			21.54 24.10		28.32		20.75		2	22.89 28.32	29.1% 41.5%	22.62 25.79	30.0% 46.8%	22.44 24.92	30.5% 48.6%
21	Captain	29.37 44.04				19.66 22.18		25.15		19.66		1	19.66 23.67	33.1% 46.3%	19.66 22.77	33.1% 48.3%	19.66 22.33	33.1% 49.3%
22	Lieutenant	32.30 48.44			18.55	17.14 19.66		23.57		17.56 18.56		2	17.46 20.64	46.0% 57.4%	17.39 19.44	46.2% 59.9%	17.35 20.09	46.3% 58.5%
23	Firefighter	13.00 30.12	15.74 25.77	16.00 25.91	18.55	11.41 17.14		15.75 30.26		12.01 18.56	12.00 26.25	6	15.75 26.08	-21.1% 13.4%	15.74 25.85	-21.1% 14.2%	13.82 23.21	-6.3% 23.0%
PUBLIC WORKS																		
24	Public Works Director	39.08 58.60	44.37 54.06	40.00 64.76	40.13 42.10	46.80 61.43	37.61 49.07	55.56	36.06 50.46	42.71 61.74		7	43.54 61.51	-11.4% -5.0%	41.68 56.73	-6.6% 3.2%	41.10 54.90	-5.2% 6.3%
25	Building Maintenance Worker	21.80 30.67			25.82		21.23 27.70			22.72 32.84	22.38 31.95	3	22.55 32.17	-3.4% -4.9%	22.45 31.10	-3.0% -1.4%	22.11 29.58	-1.4% 3.6%
26	Highway Foreman	29.37 44.04	33.00 40.19		33.17 34.72	36.57 47.97	25.31 33.03	31.20	24.71 34.59	29.18 42.18	25.90 37.00	7	33.09 40.69	-12.6% 7.6%	31.47 37.64	-7.2% 14.5%	29.69 37.61	-1.1% 14.6%
27	Highway Maintenance Worker II (HMEO duties)	22.88 32.51	23.34 28.45	19.42 31.44					20.17 28.24	22.72 32.84	20.29 28.99	5	22.72 31.44	0.7% 3.3%	21.26 29.97	7.1% 7.8%	21.19 29.99	7.4% 7.7%
28	Highway Maintenance Worker I (MEO & Laborer duties)	19.78 27.83	21.15 25.77		18.81 23.48	21.22 27.87		22.47 27.51	17.29 24.21	21.65 31.29	18.42 26.31	6	21.54 27.78	-8.9% 0.2%	21.22 27.51	-7.3% 1.1%	19.98 26.78	-1.0% 3.8%
29	Wastewater Supervisor	24.72 36.17	Whitewater	23.36 37.82		38.41 50.42				29.18 42.18	23.49 33.56	4	31.49 44.24	-27.4% -22.3%	28.04 41.31	-13.4% -14.2%	28.61 41.00	-15.7% -13.3%
30	Wastewater Operator	22.80 32.51	Pinard			17.97 23.57		30.43 36.56		22.72 32.84	18.42 26.31	4	24.65 33.77	-8.1% -3.9%	21.86 31.53	4.1% 3.0%	22.39 29.82	1.8% 8.3%
31	Transfer Station Supervisor	24.72 36.17		23.75 38.45	24.60 27.54	24.62 32.31	24.18 31.55	25.89		24.56 35.50	22.38 31.95	6	24.59 33.91	0.5% 6.3%	24.56 32.17	0.6% 11.1%	24.02 31.88	2.9% 11.8%
32	Transfer Station Attendant	19.78 27.83		19.42 31.44	18.13 19.95	18.30 24.02	19.18 25.02	19.80 20.42		18.69 27.01	18.42 26.31	7	19.30 26.66	2.4% 4.2%	18.98 25.79	4.0% 7.3%	18.85 24.88	4.7% 10.6%

NEW LONDON, NH FY24 MARKET DATA REPORT

Line #	Position Title	New London	Bow	Gilford	Grantham	Meredith	Moultonborough	Newbury	Plymouth	Sunapee	Wallsboro	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
33	Cemetery Maintenance Worker	19.78 27.83			18.81 23.47	21.22 27.87					18.00 20.00	3 3	20.02 25.67	-1.2% 7.8%	19.29 24.35	2.5% 12.5%	19.34 23.78	2.2% 14.6%
34	Administrative Assistant	21.80 30.67	21.15 25.77	17.25 27.93		25.86 33.95	18.15 23.68		20.17 28.24	20.17 29.15	19.32 27.60	7 7	20.66 28.70	5.2% 6.4%	20.17 28.12	7.5% 8.3%	20.30 28.05	6.9% 8.6%
	RECREATION																	
35	Recreation Director	32.30 48.44	31.41 38.26	29.75 48.17	23.05	38.41 50.42	27.38 35.73	21.40	28.29 39.61	22.72 32.84	34.27	6 9	31.00 39.61	4.0% 18.2%	29.75 37.75	7.9% 22.1%	29.66 35.97	8.2% 25.7%
36	Lifeguard	14.00 20.00				13.68 17.09		14.98 16.05		13.00 15.00	15.00 17.00	4 4	14.99 17.02	-7.0% 14.9%	14.72 16.81	-5.1% 16.0%	14.17 16.29	-1.2% 18.6%
37	Beach Staff	12.00 12.00								11.00 13.00	13.00 16.00	2 2	12.50 15.25	-4.2% -27.1%	12.20 14.80	-1.7% -23.3%	12.00 14.50	0.0% -20.8%
	PLANNING & ZONING																	
38	Planning & Zoning Administrator	29.37 44.04	42.23 51.46	40.00 64.76			34.54 45.07		36.06 50.48	42.71 61.74	42.84	5 6	42.23 59.17	-43.8% -34.4%	40.89 51.46	-39.2% -16.8%	39.11 52.73	-33.2% -19.7%

APPENDIX B



**Municipal
Resources, Inc.**

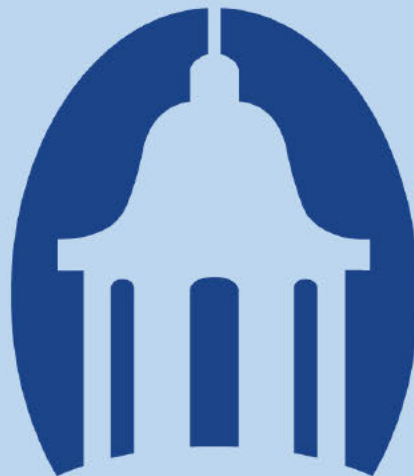
**NEW LONDON, NH FY2024 PROPOSED
CLASSIFICATION PLAN**

Grade & Title
1
Crossing Guard
2
No Positions Assigned
3
No Positions Assigned
4
No Positions Assigned
5
Maintenance I-P/T
6
No Positions Assigned
7
Cemetery Maintenance P/T
DPW Maintenance I
Transfer Station Attendant
8
No Positions Assigned
9
No Positions Assigned
10
Administrative Assistant I
Building Maintenance
Communications Specialist I
Deputy Town Clerk/Tax Collector
Office Assistant
11
Administrative Assistant II
Finance Clerk
Communications Specialist II
Highway Maintenance II- HMEO
Land Use & Assessing Coordinator
Wastewater Operator
12
Communications Specialist Supervisor
Executive Assistant
Firefighter
Part-time Rec Director
Police Officer
Transfer Station Supervisor
13
Police Corporal

**NEW LONDON, NH FY2024 PROPOSED
CLASSIFICATION PLAN**

Grade & Title
14
Highway Foreman
Fire Prevention Officer
Police Detective- Patrol Officer
Police Sergeant
Wastewater Supervisor
15
Lieutenant- Fire
Lieutenant- Police
Recreation Director - Full-time
Town Clerk/Tax Collector
16
Finance Officer
Planning/Zoning Administrator
17
Fire Chief
Police Chief
Public Works Director
18
Town Administrator

APPENDIX C



**Municipal
Resources, Inc.**

NEW LONDON , NH PROPOSED FY24 PAY PLAN

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18
1	11.79	12.08	12.38	12.69	13.01	13.34	13.67	14.01	14.36	14.72	15.09	15.47	15.86	16.26	16.67			
2	13.50	13.84	14.19	14.54	14.90	15.27	15.65	16.04	16.44	16.85	17.27	17.70	18.14	18.59	19.05			
3	15.49	15.88	16.28	16.69	17.11	17.54	17.98	18.43	18.89	19.36	19.84	20.34	20.85	21.37	21.90			
4	16.20	16.61	17.03	17.46	17.90	18.35	18.81	19.28	19.76	20.25	20.76	21.28	21.81	22.36	22.92			
5	17.08	17.51	17.95	18.40	18.86	19.33	19.81	20.31	20.82	21.34	21.87	22.42	22.98	23.55	24.14			
6	18.20	18.66	19.13	19.61	20.10	20.60	21.12	21.65	22.19	22.74	23.31	23.89	24.49	25.10	25.73			
7	19.78	20.27	20.78	21.30	21.83	22.38	22.94	23.51	24.10	24.70	25.32	25.95	26.60	27.27	27.95			
8	20.20	20.71	21.23	21.76	22.30	22.86	23.43	24.02	24.62	25.24	25.87	26.52	27.18	27.86	28.56			
9	21.00	21.53	22.07	22.62	23.19	23.77	24.36	24.97	25.59	26.23	26.89	27.56	28.25	28.96	29.68			
10	21.86	22.41	22.97	23.54	24.13	24.73	25.35	25.98	26.63	27.30	27.98	28.68	29.40	30.14	30.89			
11	23.30	23.88	24.48	25.09	25.72	26.36	27.02	27.70	28.39	29.10	29.83	30.58	31.34	32.12	32.92			
12	24.72	25.34	25.97	26.62	27.29	27.97	28.67	29.39	30.12	30.87	31.64	32.43	33.24	34.07	34.92			
13	26.50	27.16	27.84	28.54	29.25	29.98	30.73	31.50	32.29	33.10	33.93	34.78	35.65	36.54	37.45			
14	29.37	30.10	30.85	31.62	32.41	33.22	34.05	34.90	35.77	36.66	37.58	38.52	39.48	40.47	41.48	42.52	43.58	44.67
15	32.30	33.11	33.94	34.79	35.66	36.55	37.46	38.40	39.36	40.34	41.35	42.38	43.44	44.53	45.64	46.78	47.95	49.15
16	37.40	38.34	39.30	40.28	41.29	42.32	43.38	44.46	45.57	46.71	47.88	49.08	50.31	51.57	52.86	54.18	55.53	56.92
17	39.40	40.39	41.40	42.44	43.50	44.59	45.70	46.84	48.01	49.21	50.44	51.70	52.99	54.31	55.67	57.06	58.49	59.95
18	44.30	45.41	46.55	47.71	48.90	50.12	51.37	52.65	53.97	55.32	56.70	58.12	59.57	61.06	62.59	64.15	65.75	67.39

APPENDIX D



**Municipal
Resources, Inc.**

NEW LONDON BENEFITS SURVEY REPORT

	New London	Bow	Gilford	Grantham	Meredith	Moultonborough	Newbury	Plymouth	Sunapee	Wolfeboro
PAID TIME OFF (PTO) PROGRAMS										
If Combined PTO, yes/no	No	No	No	No	No	Yes	No	No	No	Yes
Paid Holidays Per Year	9	11	12	12	11	10	12	11	8	12
Personal Days Per Year	2	0	1	5	0		0	2	4	see below
Sick Days Per Year	7	15	12	12	12		6	12	10	see below
Sick Leave Buy-Back upon Retirement	No	No	0-5=25%; 6-10=50%; 11-15=75%, 16+=100%	No	Paid out at 3:1		No	No		No
Annual Sick Leave Incentive	No	If FT hourly employee does not use any sick time in a qtr, they earn 4 comp hrs.	0-10=25% of bank; 10+=50% of bank		No		No	1 day if no s/l used in any quarter		No
Vacation Days/Year (0-5 Years of Service)	10	10	10	5-10	12		12	4-12	10	26
Vacation Days/Year (6 - 10 Years of Service)	15	15	15	15	15		15	17	11-15	28.6
Vacation Days/Year (11 - 15 Years of Service)	20	15	20	20	18		21	22	16-20	31.2
Vacation Days/Year (16 - 20 Years of Service)	25	20	20	20	18		21	27	20	33.8
Vacation Days/Year (over 21-25 Years of	25	25	25	25	18		24	27	20	36.4
Vacation Days/Year (over 25 Years of Service)	25	25	25	25	18		24	27	20	39
RETIREMENT										
State Retirement System	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Social Security	Yes	Yes	Yes	Yes		Yes		Yes		Yes
Deferred Comp Plan- 457 or 401K PLAN MATCH										
Offer Plan(s) Yes/No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes
\$ or % employer contribution	0%	0%	2%	0%	0%	0%				
LIFE INSURANCE										
Group Life Insurance -Amount	1X Annual Salary plus \$10,000 for spouse or children	\$50,000 min up to 1.5 times base salary.	165% up to \$200k MAX	1.5% of salary up to \$50,000	\$20,000	1X base Max \$50,000	Regular earnings	\$50,000	78% of annual salary	\$100,000
Group Life Insurance -Employer Contribution %	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

NEW LONDON BENEFITS SURVEY REPORT

	New London	Bow	Gilford	Grantham	Meredith	Moultonborough	Newbury	Plymouth	Sunapee	Wolfeboro
DISABILITY INCOME PROTECTION										
Short Term Disability- yes/no	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
Benefit Amount	66%	66.67% up to \$750 wk max 52 wks	50%	66%		66.67% Max \$1,250/wk	66.6% up to \$600/week	66.67%	66.67%	66.67%
Elimination Period	7 days	8 days	8 days	7 days				14 days		7 days
Employer Share	100%	100%	100%	100%			100%	100%	100%	100%
Long Term Disability- yes/no	Yes	No	Yes	Yes		Yes	Yes	No	Yes	Yes
Benefit Amount	66%		50%	50%		60%	60%, Max \$6000 monthly		67%	Max \$5,500 monthly (50%)
Elimination Period	7 days		182 days			90 days				The greater of the Short Term Disability Maximum Benefit
Employer Share	100%		100%	100%			100%		100%	100%
HEALTH INSURANCE										
Employer Contribution % Indemnity/PPO- Individual Plan	See Sheet 2	97.5%	90.0%	90%	75.0%	85.0%	100.0%	85.0%	87.0%	90.0%
Employer Contribution % Indemnity/PPO- 2 person Plan	See Sheet 2	93.7%	90.0%	90%	75.0%	85.0%	100.0%	85.0%	87.0%	90.0%
Employer Contribution % Indemnity/PPO- Family Plan	See Sheet 2	92.1%	90.0%	90%	75.0%	85.0%	cost of 2-person plan	85.0%	87.0%	90.0%
Opt Out incentive and amount -IND	See sheet 2	\$3,900	50% of single plan	\$3,500	\$2,500	50% of single plan		1/2 ind premium		\$2,500
Opt Out incentive and amount - FAM	See sheet 2	\$9,986	50% of single plan	\$3,500	\$2,500	50% of single plan		1/2 fam premium		\$2,500
Have you increased the deductible to reduce premium- Yes/No	No	Yes	No	No	No	No	No	No		No
If Yes, what amount for Ind, 2person, family plans		See note.		.						
Do you contribute to deductible	\$1,000	Yes	Yes	.	Yes	No		No		No
If Yes, what amount for Ind, 2person, family plans	\$1,000	\$2250 single		.	\$2000, \$4000, \$6000					

NEW LONDON BENEFITS SURVEY REPORT

	New London	Bow	Gilford	Grantham	Meredith	Moultonborough	Newbury	Plymouth	Sunapee	Wolfeboro
DENTAL INSURANCE										
Employer Contribution %- Family Plan	See Sheet 2	30.0%	90.0%	100.0%	75.0%	85.0%	cost of 2-person plan	100% Salaried employee	87.0%	90.0%
Employer Contribution % - Two Person Plan	See Sheet 2	52.0%	90.0%	100.0%	75.0%	85.0%	100.0%	100% Salaried employee	87.0%	90.0%
Employer Contribution % - Individual Plan	See Sheet 2	100.0%	90.0%	100.0%	75.0%	85.0%	100.0%	100% Salaried employee	87.0%	90.0%
VISION INSURANCE										
Employer Contribution %- Family Plan	incl in health			incl in health	75.0%		incl in health		incl in health	0.0%
Employer Contribution % - Two Person Plan				incl in health	75.0%		incl in health		incl in health	0.0%
Employer Contribution % - Individual Plan				incl in health	75.0%		incl in health		incl in health	0.0%
LONGEVITY PROGRAM										
Longevity after 5 years of service	None	None	None	None	\$150	after 5+yrs = \$	None	\$250	None	0
Longevity after 10 years of service	None	None	None	None	\$300	inc by \$20 for	None	\$500	None	\$750
Longevity after 15 years of service	None	None	None	None	\$440	each year of	None	\$750	None	\$900
Longevity after 20 years of service	None	None	None	None	\$600	service	None	\$1,000	None	\$1,250
Longevity after 25 years of Service	None	None	None	None	\$1,000		None	\$1,250	None	\$1,500
Longevity after 30 years of Service	None	None	None	None	\$1,000		None	\$1,500	None	\$1,500
TUITION and OTHER REIMBURSEMENTS										
Describe Tuition Assistance/Educational Reimbursement for Professional Development	Max 2 allowable classes per year		\$2000 Per Year MAX	.	Discretionary	75% of tuition cost, Max \$1K per course: 3 courses and no more than \$2K over 12 months;	No	No		per budget request
Do you reimburse employees for their dues in professional organizations?	Usually pay directly for employee	Yes	Yes	case by case and budget determination	Yes		Yes	Yes	Yes	Yes
Do you reimburse employees for any required licensing to do their job?	Usually pay directly for employee	Yes	Yes	.	Yes		Yes	Yes	Yes	Yes
PAY DIFFERENTIALS										

NEW LONDON BENEFITS SURVEY REPORT

	New London	Bow	Gilford	Grantham	Meredith	Moultonborough	Newbury	Plymouth	Sunapee	Wolfeboro
Weekend	None	None	None	None	None		library only - plus \$1 for Sunday's			None
Evening shift	None	None	None	None	None		No			None
Night shift	\$1.00/hr Police & Comm	None	None	None	None		No			None
Holiday pay	8 hours holiday 1.5X hourly rate	Yes	None	None	None					None
Scheduled on call pay	8 hours of OT for Sewer	None	None	None	None		\$7.25	\$98/week		None
Unscheduled on call pay	2 hours minimum 1.5X hourly rate	None	None	None	None					None
COMPENSATION PLANS/POLICIES										
Step System- Yes/No	Yes	Yes	No	not really	Yes		No	No	Yes	No
How many steps	18	9		in progress	12				12	
Min-Max system- Yes/No		Yes	Yes		No			Yes		
Comp time offered -Yes/No	Yes	Yes	Yes		No			No	Yes	No
Describe or attach comp time policy	Non-exempt can put OT earned into a comp bank to use as needed Max 240 hours								1.5 hrs per 1 OT hr worked	
OTHER COMPENSATION PRACTICES										
Merit Awards- cash or other	No	No	No	1.5% of salary to \$50,000	No		No	No		No
Sign On Bonus	Police Sign on bonus of \$5,000.00	Sometime Police Officer	No	Police & Transfer Station	No		No	Some positions		No
Clothing Allowance	For DPW - \$150 boot allowance	No	Yes		\$175 annual boot allowance	DPW Boot allowance	\$125 annual for boots DPW	Yes		No

NEW LONDON BENEFITS SURVEY REPORT

	New London	Bow	Gilford	Grantham	Meredith	Moultonborough	Newbury	Plymouth	Sunapee	Wolfeboro
Employee Referral Bonus	No	No	No	No	No			\$100-\$200		No
Employee Retention Bonus	No	No	No	No	No			No		No

NEW LONDON HEALTH BENEFITS

HEALTH & DENTAL COVERAGE							OPT OUT INCENTIVE		
Plan	Type	Town Pays						Annual Buyout	Bi-weekly
Blue Choice POS	Single	Equivalent of HMO - employee covers difference				Opt Out incentive and amount -IND		3,672.99	141.27
	2-person	Equivalent of HMO - employee covers difference				Opt Out incentive and amount - 2-PERSON		6,877.04	264.50
	family	Equivalent of HMO - employee covers difference				Opt Out incentive and amount - FAM		9,284.04	357.08
Access Blue NE HMO	single	94%							
	2-person	88%							
	family	88%							
Hired after 1/1/2013:						Hired after 1/1/2013:			
Bluechoice POS	Single	Equivalent of HMO - employee covers difference						Annual Buyout	Bi-weekly
	2-person	Equivalent of HMO - employee covers difference				Opt Out incentive and amount -IND		3,321.32	127.74
	family	Equivalent of HMO - employee covers difference				Opt Out incentive and amount - 2-PERSON		6,642.60	255.48
Access Blue NE HMO	single	85%						8,967.53	344.91
	2-person	85%							
	family	85%							
Dental	single	75%							
	2-person	75%							
	family	75%							
Dental									
All employees	single	75%							
	2-person	75%							
	family	75%							